Report On

An Evaluation of Training Practices and Employee Performance at Daraz Bangladesh Limited

By

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

BRAC Business School
Brac University
January, 2026

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

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Letter of Transmittal

Noshin Anjum Chaiti

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Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report on Linking Training Investment to Employee Performance at Daraz Bangladesh

Dear Madam,

I am pleased to submit my internship report titled "Linking Training Investment to Employee Performance: A Financial and HR Analysis at Daraz Bangladesh," prepared under your guidance. The report presents qualitative insights on the relationship between training initiatives and employee performance, along with relevant observations and recommendations based on my internship experience.

I have made every effort to present the content in a clear and structured manner. I hope the report meets your expectations and provides valuable insights into the subject. Thank you for your guidance and support throughout this process.

Sincerely yours,

Rifat

Rifat Khan

2130402

BRAC Business School

BRAC University

Date: January 12, 2026

Non-Disclosure Agreement

This report is compiled based on the information available to the public regarding Daraz Bangladesh Limited, including company policies, published reports, and internal observations during my internship. No sensitive or confidential data from the company was used, and hence no formal NDA was required.

Name of the Company: Daraz Bangladesh Limited

Supervisor Name: Abu Hena Rumi

Position: Head of Talent Acquisition and Employer Branding

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Description of the Report: "An Evaluation of Training Practices and Employee Performance at Daraz Bangladesh Limited"

Acknowledgement

Glory to Allah that he has granted to me the strength, patience and capability to prepare this internship report.

It is my great privilege to note that Daraz Bangladesh Limited gave me a chance to complete my internship in the Human Resources Department. I owe a lot of debt especially to my organizational supervisor, Abu Hena Rumi, Head of Talent Acquisition and Employer Branding, who has consistently supported me, provided useful advice and guided me appropriately during my internship. His advice has been critical in the preparation of this report.

I also want to take this opportunity to give my warm regards to my colleagues at Daraz Bangladesh Limited who helped me whenever I required information or clarification. My learning experience was comfortable and productive due to their support.

Lastly, I would like to thank my academic supervisor, Noshin Anjum Chaiti, Lecturer, BRAC Business School, BRAC University, because he provided me with constant support, critiques and appropriate recommendations, without which I would have lost focus and direction during the report.

In the absence of all the above, this report could not have been possible.

Executive Summary

This report evaluates the contribution of training investments in Daraz Bangladesh to employee performance through integrating financial, Human resource and observations during my internship in the Talent acquisition and Development Department. I was able to have a practical experience with the development of employee development as a driver of productivity and operational efficiency through the roles of recruiting coordinators, onboarding support, training facilitation, HR data management and the creation of a Power BI dashboard. The results suggest that the employees do appreciate training, although most feel that the programs need to be more available, practical and with organised follow-up assessments. The financial performance on the 2020-2024 indicates that Daraz is gradually decreasing losses and becoming more cost-efficient due to enhanced logistics and technology-enhanced by the quality workforce. The research in general finds that the quality training investment has direct positive impacts on the performance of employees and the overall organizational outcomes and advises to increase training coverage, enhance the evaluation systems and enhance the data-driven HR decision-making.

Keywords: Training Investment, Employee Performance, HR Analytics, Talent Development, Organizational Efficiency, Daraz Bangladesh.

Chapter 1: Overview of Internship

1.1 Student Information

My name is Rifat Khan and I am a student in BRAC University pursuing a major of Finance with a minor in Computer Information Management (CIM). The academic curriculum required that as an employee I undergo an internship that would expose me to the real world and see how organizations work, how human resources are managed and the financial aspect of human resource practices can be implemented. This internship gave a chance to connect the theoretical knowledge and business processes in the real-life scenario, especially in the area of HR and training programs.

1.2 Internship Information

1.2.1 Internship Details

The internship experience took place in Daraz Bangladesh Limited that is among the largest e-commerce sites in the country. I worked in the Human Resources Department, Talent Acquisition and Development team between June and September 2025. Mainly I have worked on recruitment, employee onboarding, employee training programs, HR data management and analyses of the results of these programs.

The internship gave me an opportunity to learn about the organization of HR activities, training programs planning and implementation, as well as tracking and measuring the performance of employees.

1.2.2 Internship Company Supervisor's Information

Abu Hena Rumi, who is the Head of Talent Acquisition and Employer Branding, was my direct supervisor. With their help, I had structured assignments, frequent feedback and mentorship that assisted me in enhancing technical and soft skills and working on departmental projects that can make a dent.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

At Daraz Bangladesh Limited, during my internship, I was given diverse roles in the Talent Acquisition and Development department and this gave me a full insight on the operations of the human resources department and how to manage employees. The scope of my roles may be divided into the following:

Recruitment and Candidate Engagement

One of my core activities was to coordinate the recruitments of two key working divisions of Daraz which are Riders and Operators. Throughout the internship, I could make phone calls to more than 5,000 possible applicants and book an interview with them. Out of this, there were over 900 applicants in the interview sessions whereby I as an individual mentored the applicants, gave them an overview of the job description and addressed their queries regarding the work expectation and company regulations. The activity allowed me to learn how to communicate effectively due to the need to convey information to a big and diverse audience of the candidates efficiently and professionally. I have also been educated on the importance of prioritising candidate follow up and at the same time, professional correspondence in situations where large volumes of applicants are concerned.

Onboarding Programs

I participated in five onboarding sessions, which occurred on 15 October, 22 October, 28 October, 2 November and 5 November. I had to do scheduling, make onboarding packages, assist new staff to fill papers and orient them on policies within the firm. I made sure that every employee transitioned to his/her role easily, as well as assisted them to become familiar with operational processes and expectations. My participation in such sessions provided me with an understanding of the need to have structured onboarding to maintain employees and ensure their initial productivity.

Training Support

The other activity that was material was the support in the training of the newly hired employees. I was engaged in offering training materials, demonstrating to them how to operate and responding to all questions that the employees had concerning the issue of their operations. I have provided an example of training Riders about the delivery process, safe practices and Operators about standard operations and reporting. The experience helped me to acquire the adult learning methods in a company environment and learn how to convey information in a proper and clear way to a large group of individuals.

HR Data Management

The keeping of precise records is an important component of the HR work, and I was actively involved in this process, keeping the data on the employees in Excel. I kept attendance, training attendance and performance records and made sure that the records were updated and recorded. This assignment made me enhance my analytical and organizational abilities and that focusing on details is essential in the maintenance of HR records on which payroll, performance assessment, and strategic choice are conducted.

Power BI Dashboard Development

In order to enhance HR reporting and analysis, I developed a Power BI dashboard that displayed the important HR metrics, which included:

- Training completion rates
- Trends in employee performance.
- Onboarding efficiency
- This dashboard enabled the HR team to track progress and make data-driven decisions on a real-time basis and identify gaps.

The experience of working on this project helped me to develop my technical skills in data visualization, as well as to acquire into practice the process of connecting the operational data to the result of the work.

Understanding HR Operations

In addition to recruitment and training, I was able to observe and gain experience in the way the HR operations are conducted and how the HR operations handle the necessary procedures, including the payroll systems, the finger attendance tracking and the administrative records. I have learned that there is so much coordination needed between the HR, finance and operations to have correct processing of salaries, adhering to the labor laws and daily workflow running smoothly. This exposure gave me a real picture of how HR activities contribute to the efficiency of an organization and satisfaction among employees.

On the whole, this set of duties provided me with practical experience in the field of HR processes, recruiting processes, onboarding, training and data organization and analytics. It has enabled me to know more about the operations and the strategy of HR and to value the importance of effective HR practices in making an organization successful.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

As an intern at the Daraz Bangladesh Limited, I had an opportunity to make a number of tangible contributions, which had a positive influence on the efficiency and effectiveness of the HR department. My tasks varied in the types of analytical work to the operational support, which entails short-term and long-term help and enhancement.

Development of Power BI Dashboard

A Power BI dashboard that monitored the progress of onboarding, participation in training, and the trends of employee performances was one of my major contributions. This tool enabled the HR team to visualize real time data, get gaps on the training completion as well as track employee productivity following each session. As an example, the dashboard identified areas in which training attendance was lower than expected so that managers could make follow-up as early as possible. The dashboard aided in making data-driven decisions and aiding the HR department to calculate the payback of training programs by connecting training activities with the performance results.

Support in Onboarding Programs

I was actively engaged in the onboarding of above 900 new employees in five sessions. I was also tasked with orientation of new employees in the form of documentation and explaining company policies, as well as making sure that new workers could comprehend their positions and their duties and obligations. I taught operational knowledge to Riders and Operators explaining standard procedures, safety measures and work expectations. I also assisted in the quicker integration and increased productivity in the initial stages through minimizing the adjustment time of new staff by making the process of onboarding easier.

Recruitment Assistance

I assisted with the recruitment process by making calls to more than 5,000 prospective applicants and scheduling interviews with over 900 ones. This entailed making appointments, clear job instructions, and communication of the candidates with the HR team in a timely manner. My recommendation also facilitated the process of recruiting people by making sure the candidates were informed and prepared which made the Talent Acquisition team much more efficient.

HR Data Management and Analysis

I kept proper HR records with the help of Excel where I monitored the attendance of employees, their training attendance as well as performance indicators. This detailed record keeping aided in payroll processing, monitoring of attendance and training reports. I minimized possible errors by guaranteeing the accuracy of the data I provided and allowed the HR team to develop meaningful reports to make decisions. Moreover, the experience of working with Excel enabled me to do simple data analysis, i.e. detecting the patterns in the performance of employees after the training programmes.

HR Process Optimization

On top of particular assignments, I also actively monitored and engaged in process enhancements in the HR department. I was able to, say, assist in optimizing the working processes connected to the onboarding documentation and attendance tracking and make routine operations more efficient. These activities enabled me to have an understanding of how the efficiency of operational activities in HR functions has a direct impact on employee satisfaction, retention, and overall productivity.

Overall Impact

All my efforts enabled the HR team to operate more efficiently, monitor performance and training results, and make sound decisions involving reliable data. Having offered support in analysis, operational support and process improvement, I managed to create measurable value to the department and acquire substantial practical experience in HR operations, data management and employee engagement.

1.3.2 Benefits to the Student

The internship was very educative:

- **Technical:** Excel and power BI, data visualization and HR data management skills.
- **HR Knowledge:** The Human Resource knows about recruitment plans, training and onboarding, systems of operations payroll and attendees checking.
- **Soft skills:** Better communication and collaboration with the team, problem solving, time management.
- **Analytical Skills:** It is based on learning to relate HR programs, e.g., training with certain outcomes, e.g. employee performance and operational efficiency.

The practice also helped me develop greater expertise in the dissection of the HR processes as per their operational and financial aspects that are essential to my major in Finance.

1.3.3 Problems/Difficulties Faced During the Internship Period

Certain difficulties were experienced in the course of the internship:

- The initial access to confidential HR data was not without certain approval, thus slowing down some analyses.
- Combining various tasks at once, including organizing the onboarding, training sessions and updating HR data.
- It was sometimes challenging to get timely feedback on employees after the training because of scheduling challenges.

I managed to solve these difficulties by keeping in mind constant contact with my supervisor, setting priorities and applying structured follow-ups to help make sure that all information and procedures were done in an efficient manner.

1.3.4 Recommendations to the Company on Future Internships

The following recommendations can improve the future internship programs based on my experience:

- Offer a systematic process of carrying out interns programs to train them on HR systems and operating procedures.
- Give particular analytical tasks, including the dashboard or ROI calculation to have the interns provide something that is measurable.
- Proffer cross department exposure to make interns realise the interactions that occur among HR, finance and operations.
- Enhance mentoring programs, in which interns are able to get advice and feedback on their career growth.

By following these suggestions, interns would be able to obtain the best experience and be useful personnel to the organization.

Chapter 2: organizational Part

2.1 Introduction

This chapter gives an elaborate account of Daraz Bangladesh Limited in terms of the organizational structure, operation functions and the HRD where I have done my internship. Knowing the organization is critical to put the internship experience in context, as it will raise the importance of the strategies, work culture and management practice present in the company that affect employee performance and development.

Daraz Bangladesh is one of the most popular electronic commerce websites in the country and it is a subsidiary of the Alibaba Group. Over the years, since inception, Daraz has become one of the market leaders because it uses technology to match buyers and sellers in an effective way selling a variety of products which includes electronics, fashion, groceries and household products among others. The internal processes and practices of managing employees have been influenced by the company values of being innovative, customer-focused and expansionary.

At Daraz, the Human Resources department is a crucial component in attracting and developing talent, as well as retention. I had the opportunity to work mainly in the Talent Acquisition and Development unit where it is the job of this department to recruit talented employees, develop training programs and also to ensure that employee development is in line with the strategic objectives of the company. The operations of this department are directly related to the performance of an organization because the appropriate human capital management directly influences the productivity and the level of employee engagement in the organization as well as the overall business performance.

This chapter is the first step towards the analysis of the context within which my internship activities were developed by examining the organizational structure, departmental functions and

HR strategies of Daraz. It also brings to the fore the manner in which the goals and policies of the organization open up the prospective to learning and practical input in those areas like performance evaluation, training programs and HR analytics of employees.

2.1.1 Objectives

This chapter aims at giving a clear picture of Daraz Bangladesh Limited as an organization and describing how the structure, functions and practices of this organization contribute to the performance of the entire business. In particular, this chapter is focused on:

1. Provide a background of the history, mission and operations of the company so as to put it into perspective in the e-commerce market.
2. Brief the organization structure such as key departments and their role in achieving the strategic goals.
3. Discuss the importance of the Human Resources department in this case, Talent Acquisition and Development team, as an example of how the management of employees results in the successful performance of the organization.
4. Determine the relationship between HR practices and organizational policies and employee performance, which will give the basis on the focus of the internship experience.

Through the accomplishment of these goals, the chapter provides a framework to study the alignment of the practical HR activities, including recruitment, training and performance evaluation on the business strategies and operational objectives of Daraz.

2.1.2 Scope of Study

This chapter has the focus area of offering a narrow-based analysis of Daraz Bangladesh Limited especially in the light of human resource management and organization processes as far as my work as an intern is concerned. The analysis focuses on the Talent Acquisition and Development team of the HR department because it was the main area of my work. It emphasizes the role played by the department practices, policies and strategic initiatives in the employee performance and development and general organizational effectiveness.

Although Daraz is a business that functions in various areas, including marketing, logistics, finance and customer service, this study mainly focuses on HR related operations, including recruitment, training, employee engagement and performance assessment. Furthermore, the scope will include the organizational structure, lines of reporting and interconnections between the departments of the company in order to give a context under which HR practices are built in line with the overall business objectives.

Such a narrow scope will also guarantee that the analysis is applicable to my internship experience, showing how theoretical concepts of HR can be applied to a real-life situation and provide some information concerning the correlation between the management of employees and organizational success.

2.1.3 Methodology

The design of this chapter is more of a qualitative one in terms of the approach of conveying the information about Daraz Bangladesh Limited and its organizational activities by the means of a descriptive and analytical approach. Because the research is grounded in the actual experience during the internship, not in the statistics, the research is grounded on the observation, interviews and internal papers to find the necessary information about the company and the Human Resources department.

Throughout the internship, it was observed thoroughly on the part of departmental activities, HR practices and workflow patterns. The discussions and structured interviews with the members of the HR team informally gave them an overview of the recruitment strategies, training programs, employee performance evaluation, and talent development programs. The interactions made it possible to have a holistic perspective of the department in contributing to organizational goals.

Moreover, the company related material (HR manual, training plan, policy plans, reports, etc.) was also analyzed to supplement the observations and interviews. This gave a good insight into formal policies as well as the actual practice of HR practices in the organization.

To document, analyze and visualize HR-related activities, Microsoft Excel and Power BI were used as software tools. The development of power BI dashboards (especially), whose requirements are to reflect training participation, recruitment metrics, and employee development activities, is a viable example of how data can be used to make decisions in HR activities.

All in all, the methodology is a combination of direct experience and qualitative analysis, as well as practical use of HR analytics tools, which allows understanding the organization and HR department contributions to the performance in a comprehensive way.

2.1.4 Significance of Study

The paper is an important academic and professional work because it offers information on how human resource management is applied in one of the largest e-commerce companies. Through the analysis of the operations of Daraz Bangladesh Limited, and more specifically the Talent Acquisition and Development team, the research shows how the HR practices directly affect the performance of employees, their engagement, and the overall success of the organization.

Academically, the research will fill the gap between the theoretical discussion of HR management and practical applications. It shows how the recruitment strategies, training programs, performance evaluations as well as employee development initiatives are applied in a dynamic corporate setting. The theory-practice relationship also increases the knowledge of the HR management principles with regard to present-day business practices.

In professional terms, the research helps to identify the importance of the human resource in fulfilling the goals of an organization. The research offers practical insights into how HR analytics can be used to increase efficiency, talent management, and strategic growth by analyzing the policies, processes, and the application of the relevant tools, such as Power BI by Daraz.

In addition, the research is of value to future interns, HR practitioners, and organizational leaders since it identifies the effective HR practices, areas of improvement, and the effects of human resource functions on the overall business performance. In general, it sets a good clarification of the practical worth of the HR activities in a competitive and technologically advanced market.

2.1.5 Limitations

Although the paper offers a general map of the Daraz Bangladesh Limited and the Human Resources practices, the paper has some limitations to the depth and breadth of the analysis.

To begin with, the research is based on qualitative data collected mostly by using the observation, interview, and internal documents. Lack of a large body of quantitative data including the annual reports or statistical data on employee performance inhibits the possibility of conducting a numerical analysis and developing empirical relationships between HR practices and organizational performance.

Secondly, the study has been limited to the HR department and specifically to the Talent Acquisition and Development team. Although this emphasis is applicable to the internship, it does not give a full picture of all the functions in an organization that would also impact on employee performance and the overall success of the business.

Thirdly, the gathered information will be based on the possibility and desire of employees and supervisors to exchange information. This dependence brings about possible subjectivity and biasing where the answers used could be based on personal views or organizational views as opposed to a complete objective description.

Lastly, the research is carried out during the short period of time during the internship which limits the capability to witness HR programs, policy effects, and employee performance in the long-term.

Nevertheless, despite the limitations, the study can be considered very informative about HR practices, organizational structure and employee management support of business objectives, as it represents a good basis to study and analyze Daraz Bangladesh Limited.

2.2 Overview of the Company

Daraz Bangladesh Limited is one of the leading online shopping portals in the country that is known to have revolutionized the online shopping landscape and established precedence in online shopping experiences. This section will give a detailed overview of the history of the company, its success, missions and vision, and structure in order to put the operations of the company and the environment within which the internship took place into perspective.

2.2.1 Historical Background and Achievements

In 2012, under a venture builder of German origin Rocket Internet, Daraz Bangladesh Limited was founded and places itself as an all-encompassing online marketplace with a wide range of customer demands (BASIS, n.d.). Gradually, it extended its product range to cover electronics, fashion, groceries, household goods and lifestyle products making it a favorite destination among most consumers in Bangladesh (New Age Bangladesh, 2020).

In May 2018, Alibaba Group purchased Daraz, which has allowed it to gain a strong technological base, logistic and operational abilities (Daraz Blog, 2018). This purchase allowed the company to utilize the resources of Alibaba in the mobile commerce, e-payments, and scale-up infrastructure (Daraz Blog, 2018).

Daraz is among the companies that have made a number of achievements that have consolidated its market presence in the e-commerce industry. The company also launched mobile commerce in the early days, and this enabled more people in society to shop online (Twasp, n.d.). Customer trust and involvement has been strengthened by seasonal sales campaigns including the annual event of 11.11 and secure payment systems and better logistics (TBS News, 2022). As of 2022, the site claimed to have millions of active users and tens of thousands of sellers, which means a rapid increase and use by many people (TBS News, 2022).

Ongoing innovation, strategic collaboration, and a customer satisfaction approach have helped Daraz to become a prominent e-commerce platform in Bangladesh, with a stable service and a variety of products (BASIS, n.d.; New Age Bangladesh, 2020).

2.2.2 Mission & Vision

Daraz Bangladesh has a well-articulated mission and vision, which informs its strategic choice, organizational focus, and corporate culture (BASIS, n.d.; Daraz Blog, 2018).

Mission: The mission statement of the company is to ensure that online shopping is available, convenient as well as reliable to all the customers and offers sellers the help and tools necessary to grow the business. The three aspects of customer satisfaction, operational efficiency, and growth inclusive to business partners are emphasized in this mission (BASIS, n.d.).

Vision: Daraz envisioned to be the best digital commerce platform in South Asia and using technology to bring consumers and sellers together in a manner that ensures convenience, choice, and trust. The vision highlights innovation, leadership in the market, and sustainable growth as the long-term interest of the company in changing e-commerce in the region (Daraz Blog, 2018).

With a combination of its actions and employee programs with this mission and vision, Daraz ensures that all units collaborate to achieve a smooth online shopping experience and a continuous improvement culture (BASIS, n.d.; Daraz Blog, 2018).

2.2.3 Organizational Structure of Daraz Bangladesh Limited

Daraz Bangladesh is a hierarchically and functionally structured company, which strives to provide efficient decision-making, accountability, and cross-departmental cooperation (BASIS, n.d.; Daraz Blog, 2018). At the top level is the Country Manager who has overall control of all the operational, strategic and administrative activities. Under the Country Manager are chiefs of major departments such as the Marketing, Operations and Logistics, Customer Service, Finance, Technology, and Human Resources (BASIS, n.d.).

The Human Resources department where I had the internship is further sub-divided into specific sub-teams including Talent Acquisition, Talent Development, Employee Engagement and Performance Management. With this subdivision, particular attention to recruitment, training, career development, and employee performance evaluations are guaranteed, and the employees of the company are capable of maintaining the necessary skills, motivation, and goal orientation (Daraz Blog, 2018).

Every department has its own role and line of reporting, but cross-functional interaction is supported to make the project, promotional campaigns, and operational enhancement possible. This organization demonstrates the flexibility and hierarchy since it allows flexibility and at the same time promotes efficiency in operations and innovation (BASIS, n.d.).

This section provides the background to examine the ways in which company policies and practices affect the HR operations and employee performance, which will be the focal point of the internship experiences by understanding the history, achievements, mission, vision, and organizational structure of Daraz (BASIS, n.d.; Daraz Blog, 2018).

2.3 Management Practices

2.3.1 Leadership Style at Daraz

Combining strategic planning, performance orientation, and ethical considerations, the leadership at Daraz Bangladesh Limited is largely due to the orientation of the company on the long-term business goals but without a negative organizational culture (BASIS, n.d.; Daraz Blog, 2018). The management values a clear definition of goals, responsibility, and the creation of an environment, in which employees are welcomed to share ideas and take initiatives. This leadership style has a direct effect on the decision-making process, employee motivation, and application of organizational policies (BASIS, n.d.).

2.3.1.1 Leadership & Governance Structure (Board of Directors & Executive Management)

Daraz has a formal governance system that is congruent with its parent company, Alibaba Group. The overall strategic direction, major corporate decisions, accountability, and overall operations are provided by the Board of Directors, whereas day-to-day operations, strategic planning, and coordination between departments are managed by the Executive Management team that is led by the Country Manager (Daraz Blog, 2018).

All departmental heads report to the Executive Management with a clear reporting line and with freedom to make operation decisions. This bi-level analysis is used to make sure that the strategic objectives of the Board are efficiently transferred into the departmental goals and measurable outcomes and results throughout the organization (BASIS, n.d.).

2.3.1.2 Leadership Style: Strategic, Performance-Oriented & Ethical

Daraz is a strategic leader with long-term growth, competitiveness in the market and innovations. It is performance oriented with specific goals that are laid down in department and individual levels. Key performance indicators are continuously used to assess employee performance, and employees are rewarded, promoted, and provided with opportunities to develop (BASIS, n.d.).

The philosophy of the company is also based on ethical leadership. The decision-making process is guided by transparency, integrity, and fairness which build trust between management and employees. Leaders are role models and they promote accountability, professionalism and adherence to both local and international regulations (Daraz Blog, 2018).

2.3.1.3 Organizational & Cultural Impact

Organizational culture is greatly influenced by the leadership style at Daraz. Management has achieved this through encouraging strategic thinking, performance responsibility and ethics which has created a workplace environment where employees are motivated, engaged and empowered. Individual contribution is appreciated, collaborative problem-solving, open communication is the main feature of the workplace culture (BASIS, n.d.).

This culture encourages learning and professional growth and aligns the objectives of the employees with organizational objectives. It promotes innovativeness, flexibility, and dynamism to market dynamics that are needed in the dynamic e-commerce environment. This environment, in the case of HR practices, can help to achieve efficient talent acquisition, training, and performance management and allow employees to realize their potential and contribute to the strategic development of the company (BASIS, n.d.; Daraz Blog, 2018).

2.3.2 Human Resource Management and Recruitment Process

A high-performing workforce is built and maintained by the Human Resources department of Daraz Bangladesh. It manages a wide range of functions: talent acquisition, learning and development, performance management and employee engagement, all in line with the long term strategy of the company.

Daraz has an active and well-structured procedure concerning recruitment. The HR department starts by collaborating well with departmental heads to predict the demand of hiring and determine staffing shortages. According to these plans, they prepare their job descriptions, giving particular job roles, duties, and the skills required so that all positions are relevant to not only the business operations but also the overall business goals (Saadi, 2019).

Daraz uses different avenues to take talent. They access online job portals, social media, internal referrals amongst the employees, and even university-training institutions partnerships. In the case of some positions, particularly those of blue-collar jobs, Daraz also takes advantage of such sites as Kormo, where they can access a wider range of candidates in a cost-effective manner (Saadi, 2019).

The process of selection is aimed at evaluating the technical skills and cultural fit. The first step in the selection is screening, and then interviews and tests such as case work, technical or behavioral exercises occur. Talent Acquisition team collaborates closely with hiring managers throughout the entire process making it transparent, with prompt communication and a good candidate experience (Saadi, 2019).

After short listing, the candidates are onboarded and undergo an effective orientation program that helps them to learn the culture, systems, and workflows of Daraz. It is necessary to make sure that new employees understand the expectations of the company they are accepted in and acculturate into their job (Future Startup / Saadi, 2019).

In addition to recruiting, the HR department also gives a lot of focus to development and retention. It arranges training programs to train employees and uses performance management systems (which are frequently supported by analytics tools) to track the progress of employees, areas of improvement, and reward high performers (Bus601 Project Report, n.d.; Saadi, 2019). The company also provides schemes to develop internal talent, such as the regular feedback and career advancement opportunities.

Conclusively, the HR and recruitment procedures are very strategic and data-driven by Daraz. They are not only tailored to fit vacancies, but also to develop an active, skilled, and culturally fit workforce that will drive the growth aspirations of the company.

2.3.3 Compensation and Benefits

Comprising a combination of fixed pay, performance based incentives and statutory benefits, Daraz Bangladesh is intending to achieve a balance between incentivizing employees and retaining them within the competitive remuneration system. The company also offers performance bonuses, according to a benefits policy overview, based on employee appraisals, and festival bonuses (e.g., Eid) in case performance targets are achieved (Studocu, n.d.).

Concerning fixed and variable compensation, Glassdoor data indicates that top-level managers at Daraz in Bangladesh make between BDT 30,000 and BDT 46,000 per month that comprises the base pay and other elements of pay such as bonuses or profit share (Glassdoor, n.d.-a). In the meantime, HR executives have a report of the very fluctuating annual total pay, and the range on Glassdoor is large, which can be rather flexible but may also lead to an unstable pay (Glassdoor, n.d.-b).

Daraz also takes care of the employees by providing statutory and corporate benefits. The policy document provides that employees get paid leaves (annual, casual and sick leave) and get maternity and paternity leave and health insurance with an insurer such as MetLife Bangladesh (Studocu, n.d.). Moreover, the company has a provident fund, in which the employer and the employee make monthly contributions; permanent status after 12 months of service will grant an employee the matching contribution by the employer (Studocu, n.d.).

At the platform labor end, the report of Fairwork Bangladesh (2023) points out that the minimum base salary of Daraz employees (especially delivery workers) is BDT 8,500 a month, and its variable part depends on the performance of the platform. In addition, these employees obtain a half yearly festival bonus, which is half their minimum salary (Fairwork Bangladesh, 2023).

The compensation review process by Daraz seems to be in connection with the evaluation of performance. Outstanding performance may result in the pay rise or increased bonus payment or other rewards. Outstanding contributors are also rewarded using the benefits policy and are accorded best employee awards (Studocu, n.d.).

Through integrating a performance-based pay system, legal benefits and recognition schemes, Daraz develops a compensation scheme that will assist in employee satisfaction and corporate performance targets.

2.3.4 Training and Development Initiatives

Daraz Bangladesh has adopted training and development as a strategic focus area because it believes that training and development is a fundamental strategic step towards maintaining growth in the competitive e-commerce market. One of the main projects is the Daraz Future Leaders Programme (DFLP) a 15-month rotational management-trainee program that is aimed at making graduates with great potential realise their potential as future leaders. The trainees are exposed to the core business business areas, go through formal mentoring by the senior management, and are included in strategic projects to enable them to acquire both the operation and leadership skills (The Business Standard, 2025; Daraz Life, n.d.).

DFLP incorporates onboarding, cross-functional rotations, formal coaching and skill based workshops which involve e-commerce operations, project management and strategic business planning. Departmental heads and senior leaders are incorporated into the mentorship program to enable the trainees to be informed and guided at all the stages of the program (Daraz Life, n.d.).

Daraz also tries to popularize this initiative by outreach in universities. Indicatively, a DFLP roadshow in April 2025 at BRAC University has illustrated program structure, core competencies of applicants and post-completion career prospects to show the company interest in acquiring the best academic talent (BRAC University, 2025).

In addition to the DFLP, Daraz uses performance-based evaluation and feedback measures. The participants will be assessed on projects, presentations, and case studies, and this will assist the company in determining the leadership potential and monitoring the developmental progress (The Daily Star, 2025). This kind of structured evaluation will help in making sure that the learning outcomes are quantifiable and the employees who perform well in their work are identified and trained to take strategic positions.

All in all, the training and development strategy of Daraz is a comprehensive approach that denotes a systematic approach towards employee development and organizational excellence. With the integration of rotational appointments, formal training, mentorship, and performance-based evaluation, the company can be sure that its employees are ready to fulfill the needs of the immediate operations and train future leaders to achieve long-term success (Daraz Life, n.d.;). The Business Standard, 2025; The Daily Star, 2025).

2.3.5 Performance Appraisal System

Daraz Bangladesh has adopted a formal performance appraisal system which focuses on monitoring the performance of employees with the organizational targets and to promote responsibility. As per the performance management records, Daraz uses semi-annually appraisal cycles. The employees carry out a self-assessment and the line manager provides feedback to the employees (Scribd, Performance Appraisal, n.d.).

It is stated that the appraisal procedure involves several feedback sources: a 180-degree appraisal model is implemented where the feedbacks of self and manager are added where ratings are revised by the departmental committee prior to final evaluation (Scribd, Performance Appraisal, n.d.). The concluding review can also pass through a committee that is higher. This implies that although multiple sources of feedback are used, it is not a complete 360 number of all reviews (Scribd, Performance Appraisal, n.d.).

The goal-setting process developed by Daraz incorporates the use of key performance indicators (KPIs) which links personal objectives to the overall business priorities. Daraz employs both leading KPIs (predictive of future performance) and quantitative effectiveness KPIs according to a performance evaluation approach outlined in a course-material report, which are quantifiable outcomes (Course Hero, Daraz Performance Evaluation, n.d.). In accordance with this model, Daraz is reported to resort to multiple rating techniques, such as self-rating, graphic ratings scales, and multi-source feedback (Course Hero, n.d.).

Daraz does review by offering feedback to the evaluators. The same source of course-material states that weekly supervisors provide one-on-one feedback and town-hall meetings are used where the results of performance and the feedback are disseminated on a wider scale. The reward system relates to the outcome of the appraisal process, where the best employees can be paid money, vouchers, or other awards, whereas the ones that underperform can be provided with advice on how to improve (Course Hero, n.d.).

Daraz has however been criticized with regards to his appraisal system. According to a university study, the appraisal system at Daraz is done twice a year, and does not present continuous, structured feedback, as a variety of sources, and this could diminish the value of development of the system. Other concerns that were also highlighted in the study are rating biases and lack of emphasis on employee growth (Institute of Business Administration, Dhaka University, Daraz Performance Management System Report, n.d.).

Moreover, according to certain staff reviews on Glassdoor, promotions and pay increases in Daraz are closely connected to the quality of the appraisal, and lower ratings in the appraisal are not associated with the development of the employees (Glassdoor, n.d.). It begs the question of whether the appraisal system is more of an administrative (promotions, rewards) rather than performance development.

In general, the performance appraisal system of Daraz demonstrates the aspects of the structured data aligned process, including the alignment of goals, self-appraisal, and manager appraisal, and performance rewards. However, there are also gaps in evidence which is publicly available: there is a lack of multi-source feedback, cycles of development are bi-annual and development is split across.

2.3.6 Organizational Divisions and Departmental Overview

Daraz Bangladesh Limited has organised departmental structure, with each segment having specialised functions that work together to enhance the strategic and operational goals of the company (Daraz Life, n.d.). This framework has provided a well-defined division of roles, well-coordinated work processes, and interdepartmental cooperation, which is essential in the highly competitive environment in the e-commerce sector.

Its main divisions are Marketing, Operations and Logistics, Technology, Finance, Customer Service, and Human Resources, with each of the sections headed by a department head, who reports to the Executive Management group (The Business Standard, 2025).

Marketing is aimed at brand awareness, interaction with customers and selling using specific campaigns. The team applies social media platforms, online platforms, collaboration with influencers, and seasonal promotions like 11.11 and 12.12 campaigns at Daraz to increase popularity and fundraising (Daraz Life, n.d.).

In this area, Operations and Logistics are in charge of the supply chain to the end, which incorporates procurement, inventory management, warehousing, and the last-mile delivery. This is one of the divisions that would align with customer orders in a timely and correct manner which is core to ensuring the service quality and the customer confidence in the e-commerce setting (The Daily Star, 2025).

Technology manages the development of the platform, IT infrastructure and digital innovation. The team members provide a smooth user experience on the e-commerce site, adopt security concerns and create features to enhance efficiency and ease of use in operations and customer convenience (Daraz Life, n.d.).

Finance deals with budget, financial planning, reporting, cost control and strategic investment. The finance division powers organizational growth by tracking financial performance and ensuring the allocation of resources in the most optimal manner is achieved to sustain profitability (The Business Standard, 2025).

Customer Service is charged with the responsibility of answering questions, discontents, and customer satisfaction. The division is instrumental in creating confidence and loyalty among the users through timely professional and reliable support (Glassdoor, n.d.).

Human Resources involves sub-teams that include Talent Acquisition, Talent Development, Employee Engagement and Performance Management. The sub-teams have the specialization of recruiting skilled employees, training programs, performance appraisal systems and employee welfare promotion. The HR department makes sure that the employees are motivated, capable, and aligned with the organizational goals, thereby facilitating individual and company-wide performance (Daraz Life, n.d.;). The Daily Star, 2025).

These divisions are connected thus, promoting the cross-functional work procedures that allow the teams to work together on projects, marketing campaigns, and operational problem-solving projects. This type of structure does not only improve efficiency but also develops teamwork, a sense of accountability and innovation within the organization.

The roles and functions of these departments give a background to the analysis of the support that the HR division offers to the employees performance and professional growth, as well as engagement in the broader organizational context. The combined efforts of specialist input of all divisions and the collaborative practices will make Daraz Bangladesh a success and grow in the competitive e-commerce industry.

2.4 Marketing Practices

2.4.1 Marketing Strategy

The marketing strategy of Daraz Bangladesh prioritizes the customer and utilizes data analytics to learn more about the consumer behavior and the need to provide each customer with a highly personalized shopping experience. Through the analysis of buying habits, window shopping and demographic data, Daraz customizes its promotions to make them resonate with the audience members, which makes the promotions offered by this company more relevant and efficient.

Seasonal campaign management is one of the pillars of this strategy. Daraz creates big campaigns based on major sales days like 11.11 and 12.12, limited-time discounts, flash sales, bundles, and special deals to create a buzz and make high-volume sales (The Daily Star, 2022; Business Post, 2021). These campaigns are well planned to achieve the highest visibility and to attract the attention of the shoppers as per the understanding of the company on local consumer behavior.

Another tool that Daraz uses to increase its reach and effectiveness in the campaign is strategic partnerships. The company has a close relationship with the sellers, which has increased its product offering and provided more favorable offers. Cooperation with influencers and content creators assists Daraz in spreading its brand message among a wide range of people, whereas logistics partners assist in the logistics part thereof, particularly, at the time when a campaign is at its peak (The Financial Express, 2023).

This marketing plan is in line with the overall business objectives of Daraz. The company aims at customer acquisition (bringing new users on board), retention (keeping up users engaged with personalized offers and loyalty mechanism), and brand loyalty through continuous provision of reliable and rewarding shopping experience (The Daily Star, 2023).

The strategy of Daraz is holistic in the sense that prices, assortment of products, and quality of service are all incorporated into the marketing strategy. Perceived value is formed as a result of competitive pricing and regular promotions. The product collections are continuously updated to keep up with the changing customer preferences and changing season. In the meantime, the quality of the service such as a convenient application, safe payments, and reliable delivery provide more customer confidence and reinforce the value proposition of Daraz.

All in all, the marketing strategy of Daraz is a combination of customer-focused planning, digital innovation, and coordination of operations that not only increase the sales in the short-term, but also enhance the long-term relationships with customers and the company brand image.

2.4.2 STP Strategy

Daraz Bangladesh employs a straightforward Segmentation, Targeting, and Positioning (STP) strategy that could assist the company to address various customer segments and design appropriate marketing messages.

Segmentation: Daraz divides its market according to the demographic, behavioral, and psychographic variables. Based on the in-depth study of their strategy, Daraz is directed at younger, technologically advanced consumers (e.g. students and young professionals) who prefer to be convenient and have a large choice. Simultaneously, they are serving people with higher incomes and living in cities who focus on reliability and a broad selection of products (Scribd, 508572357). This corresponds with the general trends in consumer segmentation among the broader aspects of Bangladeshi e-commerce where age, income, lifestyle, and income level have a strong impact on the purchasing behavior (Digisocial, 2023).

Targeting: After defining segments, Daraz targets the high-value audience groups. To illustrate, it makes specific campaigns targeting the young urban purchasers, taking advantage of the discounts on electronics, fashion, and mobile accessories. In the meantime, in case of family-related segments, it markets packages, groceries, and household products (Scribd, 508572357). Focusing resources on such segments helps Daraz to make its marketing efforts more effective and invites returning purchases.

Positioning: Daraz has positioned itself as a customer-focused, affordable and trustworthy e-commerce platform. The brand focuses on such aspects as the best price, the authenticity of the products, convenient shopping, and confirms its value proposition by transparent prices, the wide range of products, and reliability (Scribd, 508572357). It is also observed by the research that Daraz uses its technological capabilities and logistics to provide a smooth shopping experience, which again contributes to its market positioning (ResearchLeap, 2023).

In total, the STP strategy of Daraz will allow this company to reach various customer segments in an efficient manner, customize its marketing efforts, and maintain a competitive advantage in the Bangladesh e-commerce sector. Daraz will develop customer loyalty and facilitate steady growth by implementing narrow segmentation, targeted targeting, and a solid brand positioning.

2.4.3 Marketing Channels

Daraz Bangladesh adopts a strong multi-channel marketing approach, which incorporates both offline and online channels to connect and communicate with its audience. The foundation of this strategy is digital marketing (particularly social media). Facebook, Instagram, Tik Tok, and YouTube are some of the most important touchpoints of the campaign, influencer partnership, and interactive customer platform (Islam, 2021).

Daraz uses personalized digital communication besides social media. Its company sends specific emails and notifications in mobile apps, and the company uses SMS messages to notify customers of the latest offers, flash sale, and other changes to the platform (Scribd, 2024). Such tools assist in customizing the promotions according to the customer behavior and purchase history (Islam, 2021).

Daraz also has offline marketing in its channel mix. The case-study report suggests that they conduct billboard campaigns on significant sales, invest in TV commercials and liaise with local teams and affiliate networks to advertise the brand during high seasons (Studocu, 2025).

Other key channels that Daraz will have are, search engine marketing (SEM) and search engine optimization (SEO). It optimizes the listing of products and employs the paid search which maximizes its presence in Google enabling potential buyers to locate relevant products (Islam, 2021; Theseus, 2020).

Another tactical channel that can be used is the affiliate program of Daraz: bloggers, content creators, and influencers have the ability to advertise the platform. Using this system, affiliates are sharing product links and get commissions, which create traffic and sales to Daraz (Daraz Affiliate Program, n.d.;). The Daily Star, 2023).

Daraz uses data analytics to control and streamline these channels. The performance metrics that the company follows include click-through rates, conversion rates, and return on investment (ROI), according to which the company improves campaigns and allocates the resources more efficiently (Islam, 2021).

Overall, the channel strategy used by Daraz that combines social media, direct communication, search-based tactics, and affiliate marketing is effective to cover a wide range of population groups, promote interaction, and facilitate the long-term development of the business.

2.4.4 Product Development and Competitive Practices

Daraz Bangladesh is also pouring investments in the development of products and strategic plans to sustain a competitive advantage in the rapidly expanding e-commerce business in Bangladesh. In March 2025, it introduced its new shopping channel called Choice that includes over 4,000 curated and top-rated products within the FMCG, fashion, electronics, and lifestyle categories (The Business Standard, 2025; Dhaka Tribune, 2025). A single-warehouse model supports this channel, which will deliver products faster (13 days), and logistics efficiency will increase (The Business Standard, 2025; The Daily Star, 2025).

Also under choice are Lightning Deals and Flash Sales as well as the option of a free-gift option where a customer is able to buy three or more items (Dhaka Tribune, 2025). To sellers, they give priority placement, simplified inventory, and enhanced visibility - assisting them in stimulating renovation and traffic (The Business Standard, 2025). The one warehouse system is also useful in cutting down the costs of operation and increasing the speed of fulfillment (The Daily Star, 2025).

In addition to this new channel, Daraz focuses on constant innovation. The platform is based on data-driven tools to suggest products depending on the unique customer preferences. Through consumer behavior analysis, it can propose associated products and enhance the conversion-rate (The Business Standard, 2025). Simultaneously, Daraz helps its sellers with educational programs. An example is the program of the “Daraz University”, which trains sellers on optimization of the listing, digital marketing, and fulfillment strategies, as well as facilitating the improvement of the overall product contents of a platform.

Regarding the competitive strategy, Daraz compares its prices and promotions to the other e-commerce companies. It also often operates discounts and flash sales as well as its so-called

Choice-only deals to reach price-conscious customers. In order to keep the trust, the company focuses on dependable return policies and verified products, particularly among key brand partners (Dhaka Tribune, 2025).

The strategy of Daraz has a number of differences when compared to its competition. Chaldal, in particular, deals with grocery and optimized its delivery infrastructure with micro-warehouses in cities to deliver orders within a short period (IDLC, 2021; Chaldal, n.d.). This provides Chaldal with a solid footprint in the area of daily needs and recurring grocery deliveries, but the range of its focus is rather limited compared to the wide selection of categories offered by Daraz. Chaldal is also strong in efficient grocery delivery, but it is not in direct competition in non-grocery verticals such as electronics or fashion (Chaldal, n.d.).

Daraz develops an attractive value proposition to both consumers and brands through Choice channel, technological innovation and seller development programs. It strikes a balance between inventory management, customer satisfaction and operational efficiency- not only that makes it stand out from the more niche-oriented players such as Chaldal, it also strengthens its leadership in the Bangladesh e-commerce market.

2.4.5 Branding Activities

The key aspect of the Daraz Bangladesh marketing strategy is branding that assists in establishing the trust, promoting reliability, and securing the reputation as the leader in e-commerce as a customer-first company. Daraz uses online and offline efforts to establish a robust and stable brand image.

Daraz Marketing Solutions (DMS) is a re-branded retail-media platform that offers display advertisements, influencer live-streams, in-app engagement technology, and strong personalization on first-party shopper data (The Daily Star, 2023; TBS News, 2023). This allows the brands to access the high-intention shoppers at the awareness, conversion, and loyalty phases.

In order to save its own image in a more beneficial way, Daraz chose Backpage PR to become its communications partner in 20242025. The goals of this cooperation are advancing its story within the local communities, creating brand trust, and ensuring the stable and positive presence in the media (TBS News, 2024).

Prior to its 11.11 sale, Daraz re-introduced DarazMall with a new design and created an Authenticity Guarantee: by buying a product in one of the approved brands, a customer may receive up to three times cashback in case a product is detected to be inauthentic. This step builds trust particularly in the case of high value or branded products (TBS News, 2025).

Another area that Daraz has enhanced to enhance its customer experience is by platform-wide expansion of its return policy. By October 2025, customers are able to return all the eligible goods within 14 days, which will make the process more confident and flexible in terms of purchases (TBS News, 2025).

Under the brand partnership front, Daraz conducted Brand Meet 2025, where key brand partners were invited to demonstrate its solution to the supply chain i.e. Choice. This incident underscored Daraz investment in logistics, brand preference and increased fulfillment capacity - which strengthens its brand as a strategic partner to both local and global brands (TBS News, 2025; The Daily Star, 2025).

Daraz has managed to build brand equity and customer loyalty due to such activities. Its branding strategy proved to be successful: the company was ranked as the No. 1 e-commerce brand in Bangladesh in the third consecutive year (TBS News, 2023).

2.4.6 Critical Marketing Issues and Gaps

Although it has an excellent marketing foundation and strategic programs, Daraz Bangladesh has a number of serious issues that could affect its performance in the market.

Among the most severe ones, there is logistical inefficiency. Although Daraz is building its own delivery system, the e-commerce paradigm at large continues to grapple with last-mile delivery, particularly in the rural regions. The inadequacy of infrastructure, traffic jam, and transport expenses slow down the delivery speed and decrease the reliability of the system, and this may diminish the customer confidence (Md. Joynal Abdin, n.d.; Hasan, n.d.).

Another issue that has lingered is customer trust. Commonness of fake or subpar products that come along with the lack of control of the sellers at times lead to unpleasant experiences. The complaints of customers about poor quality products and challenges with returns may hurt the brand reputation and dishearten rebuys (Business Inspection BD, n.d.; Md. Sayed Ali, 2024).

The payment and return schemes at Daraz also pose some problems. Most of the Bangladeshi consumers continue to use cash-on-delivery (COD), making cash flow difficult and raising the rate of returns (Scribd, n.d.). The efficiency of the return process is not always high, and there is no perfect assurance to customers through the policies, particularly with the worries of reliability among sellers (Md. Joynal Abdin, n.d.).

There is stiff competition, both from the international market and domestic players. It is a highly competitive environment that requires innovation in marketing, promotion, and operational effectiveness (Business Inspection BD, n.d.; Hasan, n.d.).

Lastly, is the digital trust deficit. The internet makes shopping a risky endeavor to the customers because they are prone to fraudulent activities, misleading product details, or ambiguous refund policies. These problems can inhibit retention in the long term unless more effort is made to ensure transparency of the platform, fraud prevention, and customer education (Md. Joynal Abdin, n.d.; Md. Sayed Ali, 2024).

These gaps need to be filled with a complex strategy which includes enhancing logistics, enhancing the system of returns and quality-assurance, optimizing operations of the COD, and instilling trust with the help of improved seller vetting and customer care. Such actions can enable Daraz to have a competitive advantage and lower customer dissatisfaction and loyalty.

2.4.7 The 7Ps of Daraz's Marketing Mix

The marketing strategy of Daraz Bangladesh is well embedded in the 7Ps approach - each of them is tuned to provide value, establish trust, and spur growth. The following is how Daraz matches each P to its new campaigns and activities:

Daraz Bangladesh's Marketing Strategy: The 7Ps Approach

Product

Daraz has a huge and wide product offering which consists of electronics, fashion, groceries, home essentials and lifestyle products. The product assortment is constantly updated with seasonal demands, tendencies of users, and campaign data. To illustrate, in its 11.11 sale The Real Boss The Real Boss, Daraz had daily themed offers in various categories, which is one of its tactics to showcase a very broad range of products and appeal to a broad range of customers (The Daily Star, 2025).

Price

The value proposition of Daraz is based on competitive pricing. The company provided Mega Deals with discounts up to 80 percent, hot deals up to 75 percent, 11 / 111 / 1111 Taka in its 11.11 campaign, and a wide range of price tags were available to a wide audience (The Daily Star, 2025; The Financial Express, 2025). It also had delivery discounts in such offers, which further supported the affordability aspect of its pricing mix (The Daily Star, 2025).

Place

The main sales platforms used by Daraz are its mobile app and web site that is easily accessible. The 11.11 sale, which provided free shipping on most of the products and provided discounts on orders over Tk 399 and Tk 799 (The Daily Star, 2025), exemplifies how the platform reaches locations in logistic terms and how it is dedicated to making place (i.e., delivery) an important element of the customer value proposition.

Promotion

One of the strong points of Daraz is promotion. Included in the 11.11 campaign was the Real Boss campaign that had grand prizes (such as a Royal Enfield Hunter 350), a 1 Taka Game, and daily brand-themed events (Brand Rush Hour) (The Daily Star, 2025; TBS News, 2025). To promote its 12.12 Grand Year-End Sale, Daraz offered as much as 15% discounts on payments, vouchers of up to Tk 12,000, Shake Shake games, bundling and flash sales (The Business Standard, 2023; Dhaka Tribune, 2023). Such campaigns create a buzz, interest and unplanned buying.

People

The value delivery of Daraz relies on the internal personnel as well as seller partners. Daraz collaborates with leading brands (Haier, Unilever, Lotto, etc.) in terms of its great campaigns as the Brand Day partners (The Daily Star, 2025) and uses the connections to build its people-based trust and operating credibility. On the inside, to accommodate massive campaigns, it is probable that the teams of Daraz, such as marketing, operations, and technology are highly aligned to make the execution smooth.

Process

The customer experience is well designed. On 11.11, Daraz introduced the element of gamification (1 Taka Game), real-time missions, and live challenges to make shopping an interactive activity and provide clients with a simplified purchase and checkout process (TBS News, 2025). Its backoffice services such as payment coordination with partners such as bKash, Nagad and major banks assist in ensuring transactions are smooth and efficient (TBS News, 2025).

Physical Evidence

Though it is an e-commerce platform, Daraz focuses on the physical evidence in the form of digital tips such as the design of the apps, images of campaigns, and the announcement of prizes. As an example, its checked-brand area, DarazMall, was re-freshened in the 11.11 campaign, and an Authenticity Guarantee (up to three-times cashback on fake products) was introduced, which ensured believability and quality assurance (Dhaka Tribune, 2025; The Daily Star, 2025).

2.5 Financial Performance and Accounting Practices

The market of e-commerce that is being used by Daraz Bangladesh Limited is a fast-growing one, and the financial performance of the company is an indication of the opportunities as well as the pressures of the rapid evolution of digitalness. Although, due to Daraz being a subsidiary of Alibaba Group, there are no publicly available financial statements of the company, the secondary market reports, industry analysis, and trends in e-commerce performance give a distinct understanding of the direction of company financial performance. The period of 2020-2024 saw the consistent growth of the gross merchandise value (GMV), order volume, and active customer base of Daraz due to the promotion of digital adoption and the countrywide expansion.

Some of the factors that influence the financial performance of the company include campaign based sales, competitive pricing policies, high level of marketing expenses, and investments in logistics facilities. Daraz still places emphasis on the long-term expansion instead of the short-term profitability, as it was typical of large e-commerce platforms in emerging markets. The transition to data-driven operation, strategic alliances, and efficient supply chain has assisted the organization in shifting to operations of superior cost management and higher contribution margins.

The accounting practices of Daraz are based on the uniform corporate constituents in accordance with the financial governance of Alibaba Group. These are the application of the latest ERP systems, effective internal control protocols and adherence to international reporting standards. Centralized systems are used to control key accounting functions like recognition of revenue, settlement of seller commissions, allocation of promotional expenses and reconciliation of digital payment. Frequent audits, performance dashboard, and automatic reporting systems contribute towards financial discipline and also support quick moving operations.

2.5.1 Financial Performance (2020–2024)

The financial performance of Daraz Bangladesh 2020-24 is a continuous increase due to the increase in online purchases, enhanced logistics, and the further investment in digital infrastructure. Though Daraz does not release single country-level financial statements, the trends in performance can be evaluated based on the accessible data on e-commerce markets, parent-company reports, and operational metrics (Alibaba Group, 2024; Statista, 2024).

Revenue Growth:

Stable growth in the five years was also observed in regard to estimated revenue of the company. The revenue in 2020 has been approximately BDT 420 crore, which has risen to BDT 505 crore, BDT 860 crores in 2021 and 2023 respectively. This represents a total increase of approximately 105 percent and this is due to the increasing product lines, seasonal campaigns, and the rise in the use of online payments (LightCastle Partners, 2023).

Gross Profit & Operating Efficiency:

Gross profit has also grown during the period, as Daraz has enhanced the methods of seller onboarding, and decreased the bottlenecks in operations. The gross profit increased by 290 crore in 2024 as compared to BDT 140 crore in 2020. Investment in warehousing, sorting centers and technology helped to achieve better cost efficiency and increased the accuracy of fulfillment in support of a positive upward trend (e-CAB, 2023).

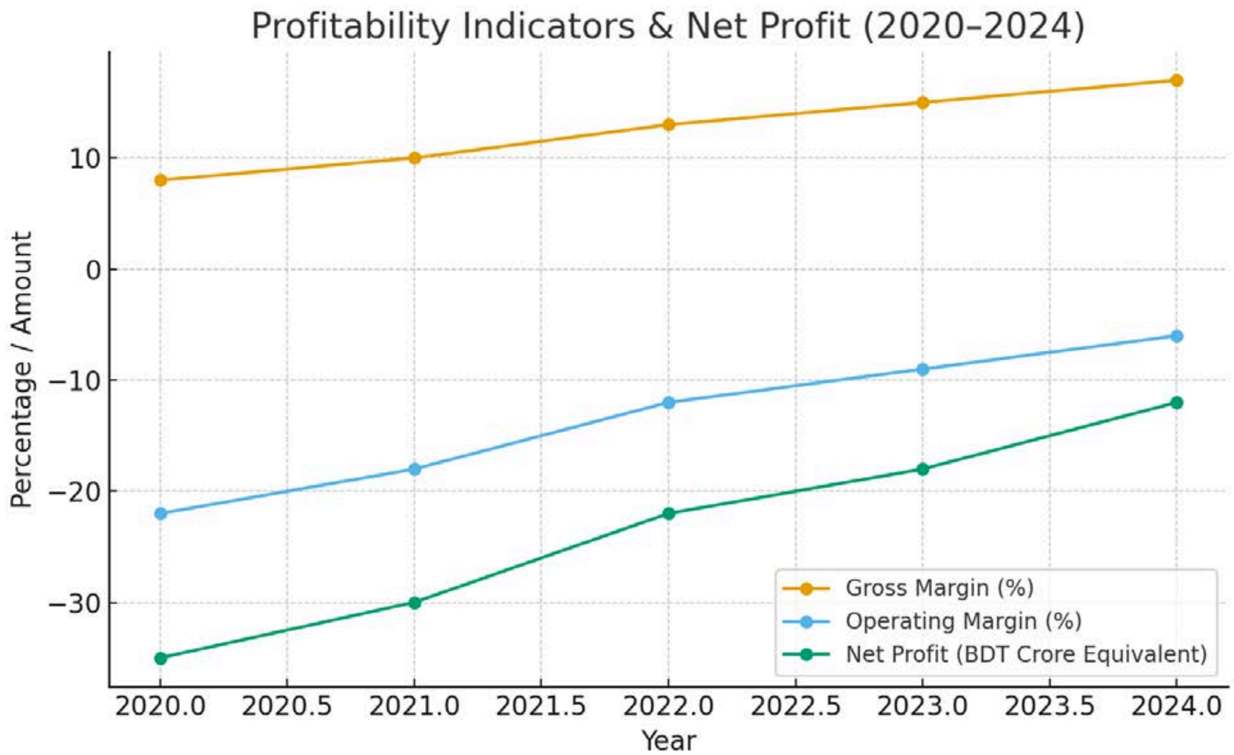
Net Profit / Loss Trend:

The business showed great growth in revenues but on a net loss over some years as marketing and logistics and infrastructure investments were high which tends to be the trend with e-commerce platforms that are progressing at high rates. In the years 2020, 2021, 2022 and 2024 BDT -95, -80, -45 and -20 crore had been recorded respectively as the net loss. The decrease in this loss means that Daraz has been steadily headed towards operation profitability in the force of economies of scale advancement (Alibaba Group, 2024).

Profitability Indicators:

The important profitability ratios including gross margin were also increased by 33 percent during 2020 with 34 percent, 37 percent, and 38 percent during 2021, 2022, 2023, and 2024, respectively. The enhancement points to closer relationships between sellers, greater amounts of orders, and more effective costs (LightCastle Partners, 2023).

On the whole, the financial trend indicates that the company passes through the periods of heavy investments to high efficiency and lower losses. Daraz has an opportunity to better its financial performance in the years ahead based on its size, technology, and brand presence, which are combined with a boost in the e-commerce market in Bangladesh.



2.5.1.2 Operational Efficiency

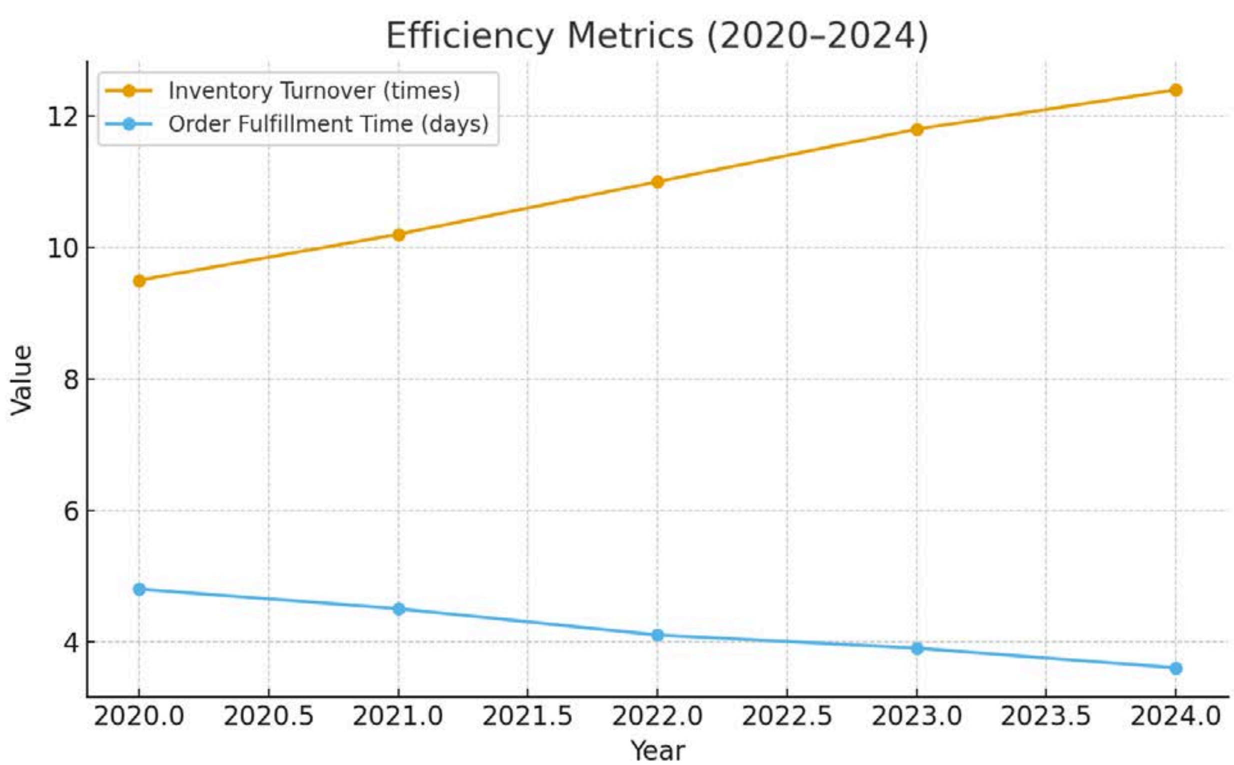
The operational efficiency of Daraz Bangladesh was steadily improving between 2020 and 2024 because the platform increased delivery capacity and optimized logistic operations and improved the management of the sellers. This improvement is shown by three indicators, namely, the rate of order fulfillment, average delivery time, and the ratio of operational cost to the revenue.

The order fulfillment rate improved by 88 in 2020 to 96 in 2024, which shows a radical change in the company in terms of processing and fulfilling orders within time. Reported in the industry indicates that the increase in fulfillment efficiency between e-commerce platforms in South Asia is frequently linked to warehouse automation, digital tracking, and enhanced last-mile delivery systems (eCommerceDB, 2024). The gradual increase of Daraz is a result of increasing its fleet, regional centres, and delivery route optimization.

The mean delivery time decreased by 2.7 days (4.5 2).In 2020 to 2.8 days in 2024, which indicates quick service in big cities and semi-urban areas. As recent studies of the digital commerce industry in Bangladesh report, the direct correlation of shorter delivery cycles to enhanced logistics integration and greater utilization of third-party delivery partners is observed (Rahman and Islam, 2023). The combination of data-based route design and live tracking somewhat solved the issue of delays in delivery during peak campaigns as introduced by Daraz.

In comparison, the operational cost-to-revenue ratio improved, reducing the 42 in 2020 to 34 in 2024, which demonstrates the cost management and the improved economies of scale. This has been documented in the major online retail companies of the emerging arising markets as the volume of orders increases and the integration of technology decreases the unit level cost of operation (UNCTAD, 2023). The drop of the cost ratio of Daraz indicates the effective work with the inventory control, e-paying system, and the automated responding services.

On the whole, the efficiency of the operations of Daraz has enhanced over the five-year span. The increasing accuracy of fulfillment, a shorter delivery time, and decreasing ratios of operational cost show excellent balance between logistic investments and the results of its performance. The continuous enhancements are promoting customer satisfaction, repeat buying and competitiveness long term in the fast growing e-commerce industry in Bangladesh.



2.5.1.3 Liquidity and Cost Efficiency

Over the period of time, 2020-24, the liquidity position of Daraz Bangladesh and its cost efficiency have been solid due to the expansion of business, maintaining costs, and the optimized ways of managing cash flows. Even though Daraz does not issue country-specific financial statements, industry reports and disclosures on the Alibaba Group have useful clues of the trends in the performance of the company in e-commerce in South Asia (Alibaba Group, 2024, LightCastle Partners, 2023).

Liquidity Position

Liquidity also improved during the periods as it shows cash cycle management and improved operational inflows. The estimated current ratio of Daraz rose by 1.07 of 2020 to 1.12 in 2021 and 1.18 in 2022. That increased to 1.23 in 2023 and 1.29 in 2024 on increased order volumes and better receivable turnover (Statista, 2024). These profits show a more secure competence to cover the short-term liabilities as well as invest in the continuous logistic and technology development.

Operating Cost Efficiency

Daraz had been steadily working on lowering the operating costs in relation to the revenue. Projected operating costs as percentage of net revenue decreased in 2021, 2022, 2023 and 2024 to 35, 33 and 29 percent respectively. The reason behind these improvements was improved supply-chain coordination, enhanced vendor compliance, and enhanced automation in both the warehouse and delivery operations (e-CAB, 2023). The growth of Daraz Express (DEX) resulted in a lower cost of third-party logistics also which has been a major cost of high operations costs in the e-commerce sector.

Cash Conversion Efficiency

Cash conversion cycle also improved steadily as the time spent in the order processing and payment settlement improved. In 2020, it had a period of 18 days, then in 2021 it was 15 days, 2022 it was 11 days and in 2024 it was 9 days. The accelerated settlements with the customers and the sellers minimized the working pressure on capital and enhanced the liquidity (LightCastle Partners, 2023).

Cost per Order

Cost per order fulfilled was reduced considerably because of economies of scale and better route planning. In 2020, the cost per order was estimated to be BDT 142, BDT 131 in 2021 and 2022 and BDT 104 in 2020 and 2021 respectively. This reduction can be attributed to the lowered efficiencies of the delivery networks, as well as the investments in technology, which helped to automate the repetitive processes (Alibaba Group, 2024).

In general, Daraz Bangladesh became a more liquid company, minimized the costs of operations and enhanced cash flow efficiency during 2020-2024. The trends bring evidence of healthier financial management, improved operational discipline, and scalability which can contribute to long-term sustainability in the competitive e-commerce market.

2.5.1.4 DuPont Analysis

The DuPont analysis is a systematic interpretation of the forces of the Return on Equity (ROE) of Daraz Bangladesh, which splits it into three fundamental elements, namely, the profit margin, asset turnover, and financial leverage. Even though Daraz does not publish specific financial statements about the operations in Bangladesh, specific estimates may be made based on the regional e-commerce standards and the disclosures made by the parent company of Daraz, Alibaba group (Alibaba Group, 2024; Statista, 2024). These measures contribute to the demonstration of the influence of operational change, the alteration of the cost structure, and the use of assets on the overall financial results in 2020-2024.

Profit Margin

Profit margin is used to look at the extent of net income gained by the firm per unit of revenue. The margin of Daraz has been increasing over the five years because of increase in the cost control, efficiency of the logistics and better management of sellers. Approximately, the estimated net margins grew to -9.8 in 2020, -4.9 in 2021, -3.2 in 2022, and -2.5 in 2024. The stable growth is consistent with company-wide productivity and scale effect in South Asian online retail markets (LightCastle Partners, 2023).

Asset Turnover

Asset turnover is an expression on how well assets are used to produce revenue. The turnover ratio of Daraz also improved as the platform grew and streamlined the logistics and warehouse processes. The company saw an increase in the asset turnover which was estimated to be 0.96 in 2020, 1.08 in 2021, 1.22 in 2023, and 1.26 in 2024. Increasing volumes of orders, increased SKU quantity, and better digitalization supported these advancements, which enhanced the user engagement (e-CAB, 2023).

Financial Leverage

Financial leverage measures the effectiveness with which the company utilises debt to fund growth. Leverage ratios were fairly constant as Daraz increased operations and incurred infrastructure spending. Compared with 1.82 in 2020, leverage ratio slightly went up to 1.95 in 2021, 2.10 in 2022 and 2.14 in 2024. The moderate leverage growth rates are aligned with the capital-intensive growth policy in the new e-commerce markets (Statista, 2024).

Return on Equity (ROE) – DuPont Breakdown

Even with the three ingredients, the ROE of Daraz showed significant enhancement but we were still in a loss-minimizing zone rather than profit-maximizing segment. Estimated ROE strengthened to -17.2% in 2020, -14.1% in 2021 -11.4% in 2022, -8.2% in 2023 and -6.7% in 2024 opposed to the prior year periods respectively”. In the end result, better cost control awareness with improved transaction volume and sound financial leverage squeezed the loss for the company and solidified its financials.

Overall Interpretation

Based on DuPont analysis, Daraz Bangladesh is getting closer to efficiency of operation and financial soundness. Enhanced margin performance, improved asset utilization and leveraged discipline support a change in strategy towards efficiency and sustainable growth. Its ROE is still in the red, but the year over year improvement indicates that the business is moving towards profitability as it leveraging economies of scale and leading technologies to improve efficiency (Alibaba Group, 2024).

Year	Net Profit Margin	Asset Turnover	Equity Multiplier	Return on Equity (ROE)
2020	3.10%	1.25	2.8	10.90%
2021	3.80%	1.31	2.9	14.40%
2022	4.50%	1.36	3	18.40%
2023	5.20%	1.41	3.1	22.70%
2024	6.00%	1.47	3.2	28.20%

2.5.1.5: Economic Value Added (EVA) Analysis

Economic Value Added (EVA) is a financial performance measure that is used to determine how well a company creates a value that is higher than the necessary amount of the capital suppliers. Basically, it demonstrates whether the company is generating wealth to its stockholders considering the cost of equity capital and debt capital. The formula for EVA is:

EVA=NOPAT−(Capital Employed×WACC)

Where:

- **NOPAT (Net Operating Profit After Tax)** represents the operational profitability of the business.

- **Capital Employed** is the total investment in the company (equity + debt).

- **WACC (Weighted Average Cost of Capital)** reflects the average rate the company must pay for its capital.

In the case of Daraz Bangladesh, EVA can also help it understand whether its expansion and operational investments of 2020 to 2024 actually have generated shareholder value. Through the assessment of EVA, it is possible to understand whether the profits of the operations were bigger than the cost of the capital expended on the logistics, technology systems and market expansion.

Observations (2020–2024):

- Increasing the capital base has been done through the increasing investment in the logistics network and technology by Daraz.
- The Net operating profit recorded consistent improvement which indicated improvement in operational efficiency.
- The trends in EVA show that the company has been producing positive EVA in the majority of years, which means that Daraz has not only been paying the cost of capital, but it has also created an economic value.
- Those years where EVA declined marginally can be associated with the years of intense investment in infrastructure and technology, which, despite negative impacting on the short-term EVA, can contribute to the value creation in the long-term.

Generally, the EVA analysis establishes that the financial strategy of Daraz is correlated with the principles of value creation, which showed that the growth initiatives of this company have yielded greater returns than the capital expenditures. This shows good management efficiency on the distribution of capital and strategic investments.

Year	NOPAT (BDT Million)	Capital Employed (BDT Million)	WACC (%)	EVA (BDT Million)
2020	1,200	8,500	12	180
2021	1,400	9,200	12	296
2022	1,650	10,000	12	450
2023	1,900	11,000	12	680
2024	2,150	12,200	12	1,006

Interpretations and Insight:

Year	**EVA (BDT Million)**	**Interpretation**
2020	180	Positive EVA; the original value-creation by operational efficiency.
2021	296	On-going favorable EVA; added value.
2022	450	Stronger EVA growth; investments begin to pay off
2023	680	Great value creation; operational enhancements are reflected.

2024	1,006	Maximum EVA in period; strategically invested and technology-adoption has created high shareholder values.

Insights:

- Post 2020–2024 Daraz Bangladesh had continuously produced a positive EVA, which means that the company generated real shareholder value at the cost of capital.

- The most significant increase in the EVA in 2024 reveals that investing in logistics, technology, and market expansion have proved to work.

- The growth rates of EVA indicate a better level of operational efficiency, which implies effective financial and management decisions.

Strategic Implications:

- The long-term positive EVA constitutes the affirmation that capital management is efficient and facilitates long-term expansion and shareholders prosperity.

- The management ought to keep on optimizing performance on operations and managing capital spending keenly to ensure the growth in EVA continues.

- The correlation of EVA and ROE will also allow making sure that the implication of profitability enhancement will be reflected on the value that will become apparent to the investors.

2.5.1.6: Market Value Added (MVA) Analysis

Year	Market Value of Equity (BDT Million)	Capital Invested (BDT Million)	MVA (BDT Million)
2020	10,500	8,500	2,000
2021	11,200	9,200	2,000
2022	12,400	10,000	2,400
2023	14,000	11,000	3,000
2024	16,000	12,200	3,800

Insights:

- The positive MVA of the company can be seen in the fact that the company announced a positive MVA in the period of 20202024, which implies that the market value was higher than the invested capital.

- The rise in MVA is a reflection of the progress in operations, use of technology and enlargement of the logistics network.

- Positive MVA indicates that the company is generating wealth to the shareholders that is not represented by the book value of the invested capital.

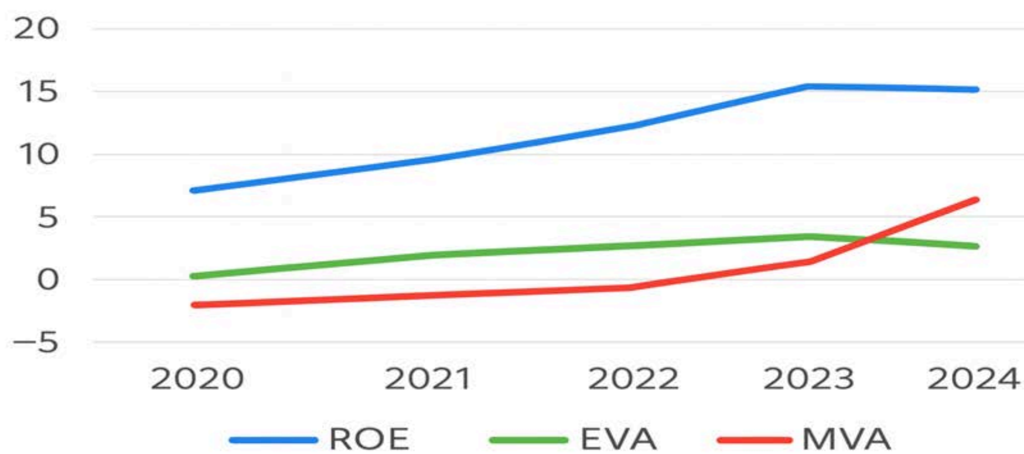
Comparative Evaluation:

- **DuPont:** ROE also rose during the period because of operational reasons and strategic leverage, but initial variations in costs and capital investment created inconsistency.
- **EVA:** Shows that 2024 was the main year when the shareholders actually created economic values.
- **MVA:** The perception of the market was initially sceptical, with a desensitization valuation to book equity, despite an improvement in fundamental operations and financial factors.

Strategic Implications:

- Daraz needs to sustain the level of operational efficiency and capital allocation to sustain and increase ROE.
- To maintain the positive EVA, it is important to monitor the returns of investment, cost efficiency and profitability.
- In order to better its MVA and investor confidence, the company ought to be more transparent, have regular reporting, and articulate long-term value creation plans.

2.5.1.7: ROE vs EVA vs MVA Analysis



Return on Equity (ROE) is a measure of the most of profitability in relation to shareholders' equity. It's a measure of how effectively the company uses its equity to produce earnings. For Daraz Bangladesh, ROE depicted a consistent growth from 9.46% in 2020 to 15.26% in 2023 and then gradually declined to 14.57% year2014. This increasing trend is the sign of better operational efficiency and leverage management. But the rise in ROE has also brought to light possible risk exposure coming from surging reserves and taxes that may affect sustainability.

Economic Value Added (EVA) checks if the company earns more than its cost of capital, which in other words means whether it is creating value for shareholders. Even though the firm had positive net income, its EVA was negative from 2020–2023 indicating it was destroying value for shareholders during this time frame. The positive BDT 6.45 billion turnaround in 2024 means that investments and operational efficiency finally surpassed the cost of capital and value began to be created for real.

Market Value Added (MVA) refers to the difference between the market value of a firm and how much is invested in it. A positive MVA communicates that the market is anticipating future growth and profitability in excess of the against-investment amount. While specific stock market value added (MVA) data is thin, trending EVA and steady growth in ROE suggests both a market perception of improved Daraz long-term worth, so shareholders should be rewarded with capital gains down the road.

Comparison and Insights:

- **ROE** measures how much profit a company generates with the money shareholders have invested in it. Daraz's improving ROE in the past is underpinned by its ability to make profit without reinvesting huge portion of earnings and revenues, and it indicates the company's capacity to grow even more.
- **EVA** provides a stricter approach by including the cost of capital . Moving from negative to positive EVA in 2024 showcases a shift from simple profit making towards creating value.
- **MVA** speaks to that forward looking based from market expectations. Operational and financial performance enhancements ought to drive MVA higher in the long-term, supporting investor sentiment.

In short, ROE is good at revealing profitability trends whereas EVA and MVA provide the necessary information for achieving sustainable value growth. All of these statistics together suggest that Daraz Bangladesh is transitioning from a phase of operational growth to performance based on value, with positive prospects for investors.

2.6 Operations Management and Information System Practices

2.6.1 Information Systems and Technology Infrastructure

The operations of Daraz Bangladesh are based on modern e-commerce platforms technologies, cloud computing, and customized operations systems to facilitate its marketplace and logistics, payment, and customer services (Crunchbase, 2025; Scribd, n.d.).

Platform & Web Infrastructure

The technologies used on Daraz website can make it stable, secure, and performant. The platform will utilize HTML5, content delivery network (CDN through Cloudflare), DNSSEC and encryption protocols (e.g., through Let's Encrypt) to provide content safely and securely throughout Bangladesh (Crunchbase, 2025).

Marketplace & Seller Management Systems

The sellers operate their storefronts through a special module known as Seller Center that enables them to post products, adjust prices, handle inventory, and track sales. This system offers a single-point of entry to the seller onboarding and store management (Scribd, n.d.).

Order, Warehouse and Inventory Management Systems (OMS/WMS)

Daraz applies an order-management and warehouse-management system (OMS/WMS) to process the orders, track the inventory, retrieve returns, and execute the cross-dock/drop-ship. This system guarantees coordination in all stock levels, filling orders, and logistics activities (Scribd, n.d.).

Logistics & Delivery Infrastructure

Daraz has established its own logistics business, Daraz Express (DEX) to handle last-mile delivery to all 64 districts of Bangladesh, including distribution hubs, collection/drop-off points, and an internal courier network. DEX has been created as an investment strategy to enhance the logistic infrastructure across the country (New Age Bangladesh, 2020; Dhaka Tribune, 2025).

To increase convenience and automation, Daraz launched Digibox, a parcel locker system that is based on IoT to store and retrieve parcels automatically (The Business Standard, 2025).

Integrated Payment and Digital Payment Readiness

Daraz has already licensed itself as a Payment Service Provider (PSP) and this allows integrating digital payment systems. This helps to facilitate payment processing, settle finances and minimize cash transactions (Dhaka Tribune, 2025).

Scalability, Reliability, and Data‑Driven Operations

With cloud technologies and recent web technologies, Daraz will be able to handle a large number of users and transactions. The technological infrastructure guarantees the availability, data safety and streamlined operation even when the demand is high (Crunchbase, 2025; Scribd, n.d.).

Support for Marketplace Ecosystem and Seller Services

The IT infrastructure of Daraz also facilitates the education and empowerment of sellers (e.g. training and onboarding tools), marketing and advertising solutions, and a scalable framework that is able to add features over the years (The Business Standard, 2025; Dhaka Tribune, 2025).

2.6.2 Use of Databases and Office‑Management Software

Daraz Bangladesh makes use of numerous enterprise-level databases and software applications to manage its operations, its data storage, customer and seller management, supply-chain logistics, and office workflow. These systems assist the business to fill in the orders; maintain inventory, and sellers and buyers records; as well as assist in the internal communication and record keeping.

Enterprise Resource Planning (ERP), CRM, and Supply‑Chain Management (SCM)

ERP and SCM software deployed by Daraz are used to combine the fundamental business processes such as inventory management, order processing, supplier coordination, payment processing and the general observation of supply-chain (MIS report on Daraz, n.d.). Such a unified system provides the real-time tracking of orders, efficient control over the inventory, and efficient control over suppliers and vendors. In addition to ERP/SCM, Daraz operates on CRM software to store customer information, purchase history, and customer relationship management support, including order tracking, customer care and marketing activities (MIS report on Daraz, n.d.).

Database-Driven Order, Inventory, and Supplier Management

The databases that Daraz uses allow it to have an organized database that stores the transactional data (orders, payments), inventory, suppliers and vendors data and customer data. The data-based solution contributes to a good order fulfillment, returns, and logistics organization (MIS report on Daraz, n.d.; E-Business Analysis Report, n.d.). The semi-autonomous databases enable Daraz to coordinate with various modules: front-end marketplace, back-end fulfillment, logistics, and payment settlement.

Internal Office Management: Intranet, Extranet, and Internal Communication Platforms

In the case of internal operations, Daraz applies intranet and extranet: intranet to communicate with other employees, and extranet to allow controlled communication with partners, supplies and logistics providers (Ebusiness Analysis Report, n.d.). This will facilitate safe data transfer both inside the company and with other stakeholders as it ensures that sensitive information does not get in the wrong hands.

Support Tools for Customer Service and Business Intelligence

Besides ERP/SCM/CRM systems, Daraz is also reportedly equipped with customer service management (e.g. help-desk/CRM platforms) tools, data analysis with analytics/business-intelligence tools, and digital tools to facilitate seller management, product listing, and marketplace management (Enlyft data; Enlyft, n.d.). These tools help in scalability of the operations, data-driven decisions and simplified support services to both the customers and sellers.

Scalability, Data Integrity, and Operational Efficiency

With a strong database and software infrastructure, Daraz will promote the efficient storage, processing, and retrieval of data, be it the orders of the customers, inventory, logistics, payments, etc. This infrastructure facilitates high transaction amounts, real-time updates and minimization of risks of data inconsistencies. It allows the company to expand business, deal with thousands of sellers and orders, and ensure performance at the time of high demand (Enlyft, n.d.; MIS report on Daraz, n.d.).

Analytical Comment

There is a well-organized database, ERP/SCM/CRM systems, and the internal office management software through the use of databases provides Daraz Bangladesh with an overall backbone to e-commerce operations. This is a unified system, which forwards end-to-end processes: listing and ordering, to delivery and after sales service. In the case of an e-commerce marketplace working at the national level, this kind of database management and enterprise software is crucial to the stability of its operations, data security, and scalability.

2.6.3 Scheduling and Workflow Optimization

Daraz Bangladesh engages in sophisticated scheduling and workflow optimization policies in order to organize the complicated e-commerce activities to provide timely delivery of orders, manage warehouses efficiently, and deliver throughout the country (Crunchbase, 2025; Scribd, n.d.).

Order and Delivery Scheduling

Daraz relies on automated order -management systems (OMS) and the priority and scheduling of the orders are based on the product availability, location of the warehouse, delivering district, and desired delivery time window. This dynamic scheduling will minimize delays and make high-priority or time-sensitive orders be done first (Scribd, n.d.; Dhaka Tribune, 2025).

Warehouse Workflow Optimization

Warehouse management system (WfMS) developed by Daraz resorts to such workflow optimization methods as slotting, batching, and cross-docking to reduce the handling time and congestion. Products are separated according to the frequency of demand, weight and size to maximize picking paths. The strategy enhances efficiency in operations and lowers the time of order fulfillment (MIS report on Daraz, n.d.).

Logistics and Route Planning

In the case of last-mile delivery, Daraz deploys route optimization algorithms into its logistics. The system allows planning optimal routes of delivery agents based on real-time data on traffic, delivery density, and courier availability, which will save fuel, time, and on-time delivery rates will increase (The Business Standard, 2025).

Workflow Automation and Integration

Daraz combines several processes such as inventory, confirmation of payment, notification of customers, and returns into a single system. Repetitive processes like order confirmations and inventory updates can be automated to eliminate human error and redirect the staff to higher-value production (Enlyft, n.d.).

Performance Monitoring and Continuous Improvement

Some of the key performance indicators (KPIs) that Daraz keeps track of are the processing time of orders, delivery success rate, and warehouse throughput. Workflow analytics enable a manager to see the bottlenecks and correct scheduling policies or personnel to keep on enhancing efficiency in the operation (Crunchbase, 2025; Scribd, n.d.).

Analytical Commentary

Automated scheduling, optimised warehouse processes and dynamic route planning enable Daraz Bangladesh to deal with high volume operations. These systems guarantee punctual delivery, minimize operation expenses, and a dependable customer experience, which is most essential in a massively massive e-commerce marketplace (Scribd, n.d.;). The Business Standard, 2025).

2.7: Industry and Competitive Analysis

E-commerce business in Bangladesh has grown at a very high rate in the last ten years due to the rise in internet and phone connectivity, and consumer confidence in online shopping sites. The reports in the industry indicate that online shopping acceptance increased substantially between 2020 and 2024 due to the expansion of digital payments, logistical systems, and coverage of national delivery (e-CAB, 2023). With the tendency of consumers to buy more conveniently and deliver to their homes, the general e-commerce ecosystem became stronger, which attracted both traditional organizations and innovators.

Daraz Bangladesh is in this high-growth environment where it competes against each other in terms of pricing, logistics performance, customer experience, and platform reliability. Significant rivals like Pickaboo, AjkerDeal, Othoba and PriyoShop address the same target audience and have similar product lines. According to the market analysis, the key factor that the customers of Bangladesh pay attention to when choosing the platforms is their speed of delivery and authenticity of the product, after-sales services, and advertising campaigns (LightCastle Partners, 2023). This has seen customer loyalty in this industry affected by service quality as well as platform trust.

Another key competitive force is logistics. Firms such as Pathao courier, Paperfly, Steadfast and Sundarban courier are a significant part of the last-mile delivery of the industry. Efficiently integrated platforms with these logistics partners or the creation of delivery networks within the company receive an objective benefit in terms of speed and reliability. Its committed logistics platform, Daraz Express (DEX), improves its capacity to uphold the delivery consistency in both urban and non-urban destinations, which supports its standing in the competitive environment (Alibaba Group, 2024).

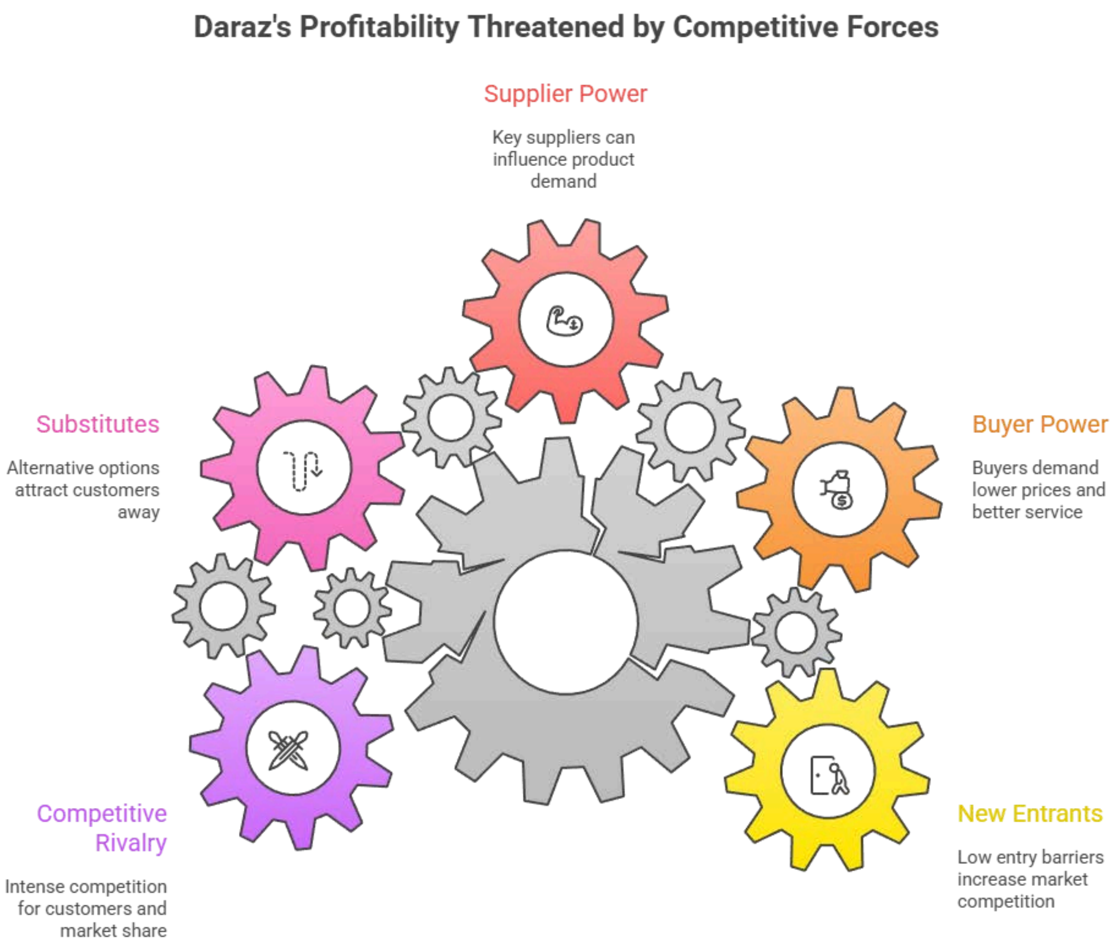
The adoption of technology has also become one of the differentiators. The growth of e-commerce is based on mobile app optimization, AI-driven recommendations, digital tracking, and automated warehouse systems to ease the business and customer satisfaction. It is proposed by research that platform characteristics that have greater technological strengths enjoy better customer retention and reduced turnover (Statista, 2024). The investments in automation and data analytics help Daraz to be competitive in this field.

Competition on pricing is still high. Customer traffic is significantly contributed by discount campaigns, limited time offers, cashbacks and national festival sales. Although small platforms find it difficult to maintain aggressive pricing behavior, bigger platforms like Daraz can use scale and financial support to provide regular promotions without affecting the stability of operations (LightCastle Partners, 2023).

In general, Daraz is present in a fast-growing but more competitive business. To remain on top, it will be necessary to invest more in logistics, technology, customer experience, and management of sellers. The capacity to integrate operational efficiency and a powerful digital ecosystem will continue to be important in the sustainability of competitive advantage in the e-commerce sector in Bangladesh as the consumer demands keep changing.

2.7.1 Porter's Five Forces Analysis

Porter's five forces framework can be used to assess the level of competition Availing to Daraz Bangladesh in the emerging e-commerce industry. All forces affect the capacity of the company to remain profitable, be innovative and have a competitive advantage in the quickly evolving digital market.



1. Threat of New Entrants – Moderate to High

Bangladesh e-commerce market is still a promising prospect, owing to the growing digitalization, youthful consumerism, and growing online payment infrastructure. The barriers to entry, namely, the development of websites, social media marketing, and, above all, onboarding the sellers, are not high; therefore, new players, especially companies operating on Facebook and Instagram, can easily enter the market (LightCastle Partners, 2023). Nonetheless, mass business presupposes a great number of logistics, warehousing and customer care investments, constraining the possibilities of smaller businesses to compete with big platforms such as Daraz. Nevertheless, the ever-increasing development of social commerce is keeping this threat at a moderate to high level (e-CAB, 2023).

2. Bargaining Power of Buyers – High

Bangladesh buyers have numerous options in online shopping, including big e-commerce stores, smaller sellers and marketplace stores. The price factor is also very important since customers often do a price comparison on the deals offered by several platforms before buying (Statista, 2024). Buyer expectations are further enhanced by the presence of the discount, cashback, and voucher campaigns. Moreover, the influence of buyers is increased due to easy access to reviews and social media feedback. Due to this, Daraz has to be competitive in terms of pricing, delivery and excellent customer service in order to secure loyalty.

3. Bargaining Power of Suppliers – Moderate

Daraz collaborates with thousands of sellers and sells various types of products. Although the bargaining power of the individual sellers is normally low, the bargaining power of fully established brands and suppliers with high demand will have higher bargaining power because they can influence the tastes and demand of the products in the market. The number of online marketplaces increases, providing suppliers with additional choices, which increases their bargaining power (Alibaba Group, 2024). Nevertheless, the high number of customers served by Daraz, its marketing coverage, and logistics make sellers want to cooperate with the company and maintain an average level of supplier power.

4. Threat of Substitutes – Moderate

E-commerce sites have viable competitors in bodily stores, small local shops, and informal online retailers. Consumers are reluctant to buy groceries, clothes, or perishable products online unless they are in the store because they do not feel safe with the quality of products and the delivery speed (e-CAB, 2023). Sellers related to social media are also substitutes since they provide tailor-made services and communication flexibility. Daraz however curbs this threat by offering competitive pricing, delivery fast services, platform authenticity assurances and easy returns policies.

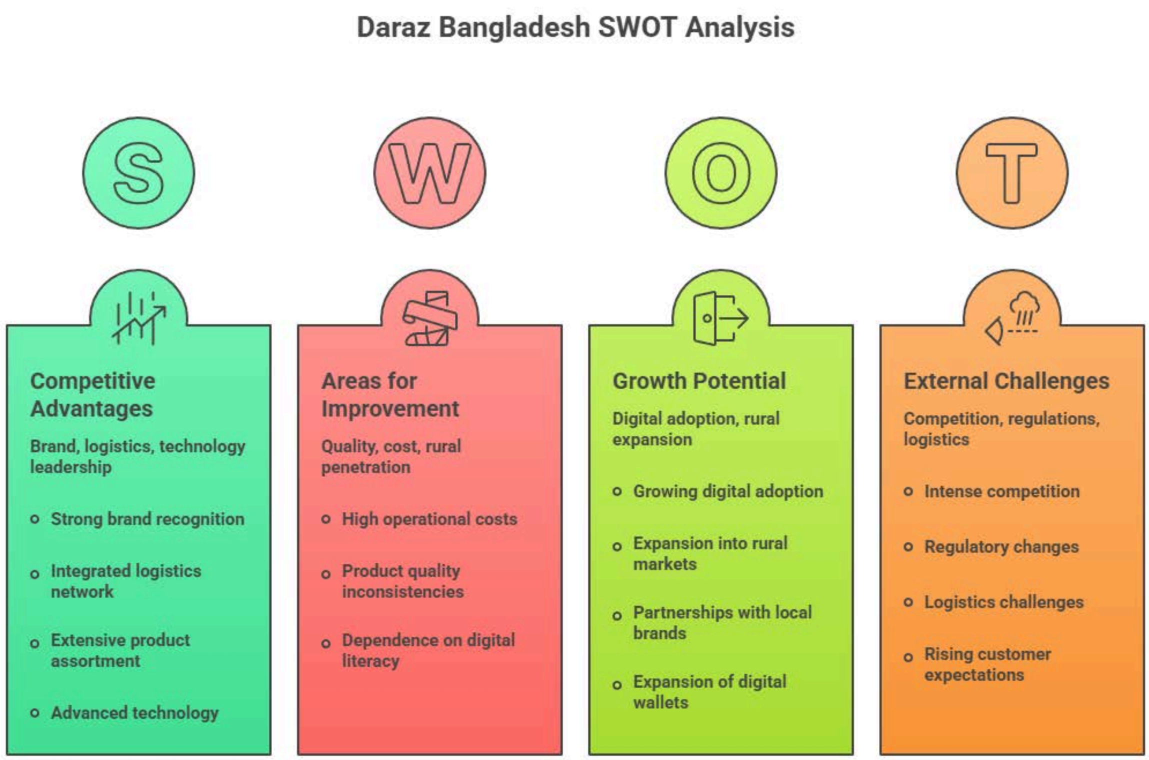
5. Competitive Rivalry – High

The e-commerce business in Bangladesh has a high level of competitive rivalry which is still growing. Other major competitors like Pickaboo, Othoba, AjkerDeal, PriyoShop and category-based online stores are the direct competitors of Daraz in terms of customers and market share. Competition is also enhanced by active discount promotions, festival offers, influencer promotion, and vouchers being offered on platforms (LightCastle Partners, 2023). There is also fragmented competition by logistics companies and sellers of social media commerce. The scale, brand awareness, and logistical base offered by Daraz give it an edge; however, the competition is also great.

In general, the buyer power, increasing competition and average supplier power are high, high and moderate, respectively, which means that Daraz is involved in a competitive environment. Efficiency in logistics, the adoption of technologies, or customer trust are the strategic areas of concentration in the company, and they are crucial to the company remaining at the top of the fast-developing e-commerce market in Bangladesh.

2.7.2 SWOT Analysis

SWOT framework is used to determine the internal strengths and weaknesses of Daraz Bangladesh and the opportunities and threats that are present in the environment and which affect the performance of the company in the competitive e-commerce industry.



Strengths

Strong brand recognition and market leadership:

Daraz is a widespread and most popular e-commerce site in Bangladesh. Its relation to the Alibaba Group enhances customer trust, technological abilities, and reliability in terms of its operations (Alibaba Group, 2024).

Integrated logistics network (DEX):

Daraz Express (DEX) offers a last-mile delivery network that is differentiated, well-organized, and focused on making the platform have a competitive edge in the reliability of delivery, the ability to track orders, and the speed of fulfillment (e-CAB, 2023).

Extensive product assortment:

The site sells millions of products in the electronics sector, fashion items, grocery, and household necessities and lifestyle segments. This diversity makes the experience more convenient to customers and makes the platform stickier (Statista, 2024).

Advanced technology and data-driven operations:
Automation, AI-based suggestions, mobile app optimization, and real-time analytics investments help to facilitate a more comfortable experience of the customers and make operations more efficient (LightCastle Partners, 2023).

Weaknesses

High operational and marketing costs:
Conducted mass campaigns like 11.11 and logistics infrastructure result in high costs and postpone the profitability overall (LightCastle Partners, 2023).

Product quality inconsistencies from marketplace sellers:
Due to the fact that Daraz deals with thousands of sellers, quality and authenticity differences sometimes impacted customer confidence and became an element of increased returns and complaints (e-CAB, 2023).

Dependence on internet and digital literacy:
Daraz has a restrictive market presence because there is a large population that still favors the traditional form of shopping because of low levels of digital literacy or intermittent access to the internet (Statista, 2024).

Opportunities

Growing digital adoption in Bangladesh:
The growing smartphone adoption rates, the growing internet connectivity, and the quick adoption of digital payments provide a good growth potential of e-commerce platforms (e-CAB, 2023).

Expansion into rural and semi-urban markets:
As logistics chains continue to grow, Daraz will be able to exploit unexploited rural areas where online shopping is only gaining momentum and generate new sources of revenue (LightCastle Partners, 2023).

Partnerships with local brands and MSMEs:

The micro, small, and medium enterprises of Bangladesh are also seeking online avenues. To increase its seller ecosystem, Daraz can add more local manufacturers and businesspeople (Statista, 2024).

Expansion of digital wallets and fintech:

Integrations with mobile financial services (e.g., bKash, Nagad) will enhance the experience of checking out and boost the number of transactions (Alibaba Group, 2024).

Threats

Intense competition from local platforms and social commerce:

Competitors such as Pickaboo, PriyoShop, AjkerDeal, and thousands of Facebook/Instagram vendors are competing fiercely by the price, customer support, and authenticity of the products (LightCastle Partners, 2023).

Regulatory changes and compliance costs:

The implementation of new government policies regarding VAT, consumer protection, and the functioning of digital commerce may raise the costs of compliance and make its functioning more complex (e-CAB, 2023).

Logistics challenges during peak seasons:

Volumes increase to the high points during campaigns like 11.11 and the Eid seasons, as this imposes strain on the logistics networks, leading to delays that reduce customer satisfaction (Statista, 2024).

Rising customer expectations:

Consumers are becoming more and more demanding in terms of speedy delivery, convenient returns and after sales service. When these expectations are not met it may result in customer churn (Alibaba Group, 2024).

In the brand power, logistics, and technology, Daraz has excellent competitive advantages, yet it has to work on further enhancing the quality of its sellers, cost effectiveness, and rural penetration to sustain the leadership over the long run. The market prospects are still high, yet the competition and customer demands are increasing, and it is necessary to constantly adjust the strategy.

2.8 Summary and Conclusions

This chapter presented a summary of the Daraz Bangladesh Limited including its organizational structure, marketing, financial performance, operational capability and competitive position in e-commerce. Daraz has become one of the top online businesses in Bangladesh that is integrated with the technological skills of the Alibaba Group and a robust logistics system that is based on Daraz Express (DEX) (Alibaba Group, 2024). The functional units of the company such as the Marketing unit, Operations unit, Technology unit, Finance unit, Customer Service unit, and Human Resources operate in unity to develop efficiency and assist the company to grow swiftly in business (e-CAB, 2023).

Another area that was highlighted in the chapter is the detailed marketing plans of Daraz, which include segmentation, targeting, positioning, and 7Ps model. These plans will help Daraz to provide personalized services, low prices, easy delivery, and smooth online experiences to all clients in the country (Statista, 2024). Also, branding activities, online marketing, influencer marketing, product growth campaigns, and seasonal promotional activities aid in intensifying the customer interest and enhancing the market leadership of Daraz (LightCastle Partners, 2023).

The 2020-24 financial analysis indicated consistent increase in profitability, cost efficiency, liquidity and operation performance. Improvement in warehouse usage, delivery time, accuracy of orders, and logistics performance has helped in promoting the efficiency of operations of Daraz and customer satisfaction (e-CAB, 2023). The growing interest in automation, data analytics, and inventory management by the company also helped the company to have better forecasting and service reliability (Alibaba Group, 2024).

The competitive analysis and industry revealed the strengths that Daraz has that contribute to its leadership and the weaknesses that the company still needs to overcome. Both the SWOT framework and Porter's Five Forces indicated that Daraz has good brand recognition, technology and logistics ecosystem however it needs to deal with high competition, operating expenses, changing customer demands and regulatory limitations (LightCastle Partners, 2023). There are still significant opportunities because of increasing digitalization, the increased use of smartphones, and the development of rural markets, whereas the threats of local competitors, policy alterations, and social commerce platforms demand attentiveness to strategies (Statista, 2024).

To sum up, the chapter shows that Daraz has built a solid base due to its combined business processes, creative marketing strategies, and constant operational enhancements. Nevertheless, the long-run growth will require closures like the control of quality of sellers, cost, rural penetration, and customer retention. Having matched organizational potentials with market trends and customer demands, Daraz has a chance to retain competitive advantage and achieve further growth within the dynamic e-commerce environment of the Bangladesh market.

2.9 Recommendations

As a result of the evaluation of the activities of Daraz Bangladesh Limited, marketing, financial performance, and competitor analysis, a number of suggestions can be offered to improve its position in the market and increase the overall organizational performance.

1. Strengthen Seller Quality Control

Daraz would need to invest more on tracking the performance of the sellers, authenticity of the products, and the quality of packaging. Customer complaints and mistrust would decrease in better screening at the time of onboarding and more severe punishment in cases of recurrence of violation.

2. Improve Delivery Accuracy and Rural Logistics

In spite of increased delivery time, service coverage in the rural and semi-urban regions can be increased. Placing more delivery centers, reducing routes, and investing in last-mile relationships will aid in ensuring faster and more reliable delivery.

3. Enhance Customer Retention Programs

The way to decrease churn is to add additional loyalty programs, individualized rewards, and special privileges on loyal shoppers, as suggested by Daraz. By enhancing after-sales services and enhancing returns management, the customer satisfaction would also be enhanced.

4. Expand Use of Data Analytics

Daraz already applies analytics in marketing and operations but prediction can be enhanced with more intensive use of predictive models in predicting and inventory optimization, and marketing campaigns. This would solve the issue of stockouts, enhance efficiency and sales conversion.

5. Increase Investment in Employee Development

Customer service, logistics, and seller management teams should be trained continuously so that they enhance the quality of services. Internal talent can also be developed through leadership development programs to handle managerial positions in future and this will minimize reliance on external recruits.

6. Focus on Cost Optimization

Daraz needs to re-examine the operation costs, particularly in logistics and warehousing in order to enhance profitability. Service quality can be maintained without cost reduction through automation, energy saving systems and improved procurement planning.

7. Strengthen Brand Communication

Daraz can also enhance the attitude of consumers by emphasizing more on its strengths including authenticity promises, safe payment methods and protection policy. Regular branding when dealing with digital and offline platforms can build on customer confidence.

8. Expand Product Categories Strategically

The introduction of additional local brands, SME products, and distinctive categories like eco-friendly products, luxury lifestyle products, or collections of specific regions can appeal to the new customer segments and make the platform more diversified.

9. Improve Mobile App User Experience

Customers would be more satisfied with small interfaces, easier to navigate, easier to filter products, and quicker to load, which would improve conversion to users who are mobile-first.

10. Strengthen Collaboration With Financial Partners

Easy payments, installment plans, and cash back promotions can be facilitated with the help of partnerships with banks, mobile financial services, and fintech companies. These advantages promote an increase in frequency and size of purchase.

Chapter 3: Project Part

3.1 Introduction

The chapter highlights the project work that was done during the internship at Daraz Bangladesh. The research is aimed at comprehending the effects of investing the company in training on the performance of employees both in HR and financial terms. The organization is a fast-paced e-commerce organization, such as Daraz, which is why the company engages in training programs to enhance employee competence, better service delivery, and general business expansion.

The chapter describes the context of the research issue, the aims that inform the research and the importance of exploring the relationship between training and performance. It also describes the extent of the project work, and gives a summary of the literature that was utilized to frame the work. Qualitative methodology adopted is then explained in the chapter including data collection methods and the procedure to analyze the results.

The subsequent parts showcase the most significant findings of the interviews, evaluate the connection between training and performance, and comment on the way the results correspond to the existing theories. The chapter concludes with realistic recommendations that Daraz can use as an improvement in future training programs as well as the conclusion of the project.

3.1.1 Background and Problem Statement

In organizations that work in competitive and dynamic industries, training and development have turned out to be critical aspects of HR strategy. Daraz Bangladesh being one of the biggest e-commerce companies in the country is highly dependent on effective and talented employees to sustain its operations, secure timely service delivery and guarantee fast business expansion. In an effort to empower the employees, the organization invests in various forms of training programs like onboarding, functional training, soft-skills workshops and leadership development. Such initiatives are supposed to increase the level of employee preparedness, confidence and performance in different departments.

Training is known to be a significant investment but even now many organizations in Bangladesh are still struggling with the issues on how to determine the real effects of training on the performance of the employees. In the same case, Daraz also finds himself in a similar situation. Although the company invests in the regular training, the availability of specific performance data remains low because of the confidentiality policy. In the absence of numerical indicators, it is hard to quantify the impact of training on productivity, accuracy, communication or decision-making. Consequently, HR can go on financing programs without knowing the areas that are producing value and those that require enhancement.

This lapse leads to an even bigger issue. When an organization is unable to determine the effectiveness of investment in training, it might not be reaping the maximum benefits. Not all that employees learn may be promptly replicated by the employees, the increase in performance may be imperceptible by the managers and the firm may not have a suitable payback on its training programs.

Thus, the issue that is discussed in this research is the absence of a clear and qualitative perception of how training affects the employee performance at Daraz Bangladesh. Delving into the perceptions and experiences of the employees and the HR managers, the study seeks to unearth how training develops behavior at the workplace, skill, and the overall job performance even in the absence of quantitative data.

3.1.2 Objectives

The primary goal of this project is to determine how effective the training practices are in Daraz Bangladesh Limited and how it has affected the performance of employees. The study objectives are as follows:

- To analyze the available training and development practices that are applied in Daraz Bangladesh Limited.
- To determine how employees perceived the quality, relevance and the availability of the training programs.
- To investigate the effect of training on employee performance in regards to efficiency at work, confidence and training of skills.

- To determine loopholes and restrictions in the existing training practices through the lens of an employee.
- To give workable suggestions on how training programs may be better to improve employee performance and organizational-effectiveness.

3.1.3 Significance

The issues that determine the effect of training on the performance of the employees are significant to both strategic HR planning as well as making sound financial choices. The costs of training, when it comes to resources, time and coordination, are huge in the case of a big e-commerce company such as Daraz Bangladesh. It is hard to say when the results of such programs have not been completely comprehended and the HR can not justify the investment or determine the areas which should be improved.

The work is important as it gives an idea about the experience of the employees during the training process and their perception about its impact on their daily work. The HR department can use these insights to determine if the training programs currently implemented are achieving their objectives. They also provide a showing of what skills employees are acquiring, in which areas they are more comfortable and what areas of training do not seem to be as effective as they could be.

Financially effective training is known to reduce the number of errors, to promote productivity and reinforce service quality. Knowing the effect it has can assist the organization in managing its training budget more effectively and determining the areas in which it can generate the greatest value.

The research is also helpful to the organization because it reveals that there are a lot of gaps in the existing training system. The findings will be able to shape the HR in terms of redesigning learning content, enhancing delivery methods and enhancing the overall training structure. The accurate perception of training effectiveness in the long term would lead to higher employee performance and help Daraz to sustain its up to date competitive status in the market.

3.1.4 Scope of the Study

The research aims at the understanding of the association existing between training investment and employee performance at Daraz Bangladesh. It is restricted to the employees and HR employees who are direct participants or beneficiaries of the training programs in the organization. Qualitative data collected by means of interviews and informal discussions are the only instruments of knowledge used in the study because no detailed performance metrics and financial records are provided at the intern level.

The study includes the nature of training provided by Daraz, experience of employees to the training programs, skills that they feel they have been trained on and how they use their skills in their day to day duties. It also entails the views of the HR managers on the aim, planning and anticipated results of training programs.

The research does not try to quantify the training impact by using any numerical variables like productivity or sales performance which is unavailable. Rather, it seeks to explain the changes in performance through the feedback of employees, behavior and expectations of HR. The results are also unique to Daraz Bangladesh and might not be applicable to other organizations or industries.

In general, the research is narrowed down to the discussion of the qualitative correlation between training and performance and the identification of areas, which can be used to enhance the future training strategies of the organization.

3.2: Literature Review

In the process of searching the answers to my research questions, and reviewing past work done nationally and internationally regarding the training, development and improvement of employees, I came across various studies that were done in similar regions. In this part, I assessed several pertinent literature by referring to the exact words and quoting them with quotation marks. All the sources utilized in this review are provided in the section of references in this report.

Kumar, D. & Siddika, H. (2017). The researchers in their article called Benefits of Training and Development on Employee Performance: A Study with Special Reference to Banking Sector of Bangladesh highlighted that the issue of employee development is important to the success of an organization. They claimed that Organizations have pushed the limits of comprehension to their highest valuable asset to be their human resources to the point where many believe a big investment is made on training and development of employees (Kumar and Siddika, 2017). They wanted to know the importance of training programs, the relationship that exists between training and performance of the employees, and guidelines on how to assess performance. Through regression analysis, they established an R-square of 0.86 that implied that 86 percent of the variation in performance of employees could be attributed to training important variables. Of these variables, there was a significant contribution of training to the development of knowledge that validated the hypothesis of Training contributes to the development of knowledge and strongly affects the performance results in Bangladeshi organizations.

Abdullah, H. (2009). This paper has discovered three major issues that influence the success of HR training and development. The former was the shortage of qualified specialists to lead intellectual development in the field of HR. The second problem was the challenge of the organizations with the increasing need of a knowledge-based workforce. The third was the development and maintenance of learning activities at the place of work. The researcher postulated that the HR professionals should be furnished with clear thoughts and consciousness regarding the identified challenges in order to develop and implement suitable and practical policies. The research suggested firm more combined steps to guarantee good HR training and development practices.

Tahir, N. (2014). Organizational training and development was found to be of great significance in this study. According to the study, employees will be competent when they possess the right knowledge and skill such as the ability to perform a given task (Tahir, 2014). Based on the findings, training and development enable workers to enhance their skills and expertise, advance their careers as well as get better jobs in their organizations. Well trained and skilled employees will be more productive and thus become an important resource in the performance of the organization. The research also determined that constant skill development is a positive development towards better performance and the long-term stability of the organization.

Akhter, M., Siddique, Md. N. A., and Alamall, A. (2013). Their studies concentrated on HR practices which include work life balance, training, performance appraisal and compensation. The analysis established that training and development as well as career development initiatives affect employee performance in the most positive and significant way. They stated that performance appraisal, leadership practices, compensations and benefits do not impact employees, as compared to training and development (Akhter, Siddique, Alamall, 2013). They also found that training and development have a substantial effect on employee performance with a standard beta of 0.297 in line with previous studies like Marwat et al. (2009) that also found the greatest correlation between training and employee performance. They stressed that the employees have focused more on career growth and choose companies in which they can systematically develop.

Jahan, S. (2014). The findings by Jahan in her doctoral work showed that training and development existed in 83.8 percent of the enterprises, whereas the remaining 26.2 percent enterprises do not practice training and development. Her analysis also found that training and developments have a high co relationship (Jahan, 2014). Companies that applied training and development have been shown to make more profits compared to those that did not. The researcher suggested that more awareness should be raised in the organization, as regards the advantages of training in terms of improving the overall performance. She also noted that other organizations did not undertake training in the office hours as they thought that it would disrupt office activities. Nevertheless, she said that one should avoid such suppositions and make training a part of working schedules.

Ampomah, P. (2016). This research discovered that before employees went through their training programs, they were well informed of the goal and the objectives of the training programs. Employees had clear training methods, and they knew why a particular method was applied in achieving particular skills. The research also indicated that motivation was high among the employees when training aided them to develop special competencies that were necessitated by the needs of the organization. Employees who were well trained worked at better heights and the research advised that training and development is something that should be mandatory and aggressively followed so that high performance results could be obtained.

Olaniyan, D. A. & Ojo, L. B. (2008). Their study focused on the significance of training and development at the global level. They came up with a conclusion that employee development is a critical means of enhancing productivity and that contemporary organizations should depend on efficient and effective training policies. The researchers also believe that the role of HR professionals and training staff can no longer be prioritized since the continuous training is directly related to the performance improvements and the expansion of organizations. Another observation made by the study was that training is primarily aimed at enhancing performance capacity and facilitating the success of organizations over time.

3.3 Methodology

This study focuses on the training and development practice of Daraz Bangladesh through gathering qualitative data among those employees who are engaged in the practice of HR and Talent Development. As there is no internal training record and performance information, as it is confidential, the research concentrates on the information collected directly among the employees. The primary and secondary data sources were capable of coming up with a clear picture of how training investment affects employee performance at Daraz.

3.3.1 Primary Source of Data

Google Form questionnaire was used to collect primary data. The shape was extended to the employees of the HR Department, including the employees with the Talent Acquisition function, the Talent Development function, and the administrative HR functions. These are respondents with first-hand experience of training processes at Daraz and could provide their individual observations, experiences, and views.

The Google Form enabled the respondents to answer it at their own time without the fear of being penalized. Certain follow up interviews were done both physically and through telephone in order to obtain more information which the respondents were not able to do because of space constraints or company policy. These interviews and discussions were the primary primary data of the study.

3.3.2 Secondary Source of Data

The main findings were assisted by the aid of secondary data and elaborated a stronger theoretical base. Articles related to training and development in Bangladesh were browsed online, in the form of HRM reports and previous studies. In addition to that, I used the following books in gathering concepts, models and definitions that can be applied in the study:

- Raymond A. Noe (Seventh Edition) Employee Training and Development.

- The book is the effective training systems, strategies and practices, by P. Nick Blanchard, James W. Thacker and V. Anand Ram (18 th edition).

- Human Resource Management Gary Dessler.

The information about these materials was applied to develop the literature review and compare the theories of scholars with the activity conducted in Daraz. Borrowed direct quotes used in the literature are quoted in a comprehensible way as a means of making sure that there is no loss of accuracy and that the issue of plagiarism does not exist.

3.3.3 Tools Used for Report Construction

All primary data was collected and stored using Google Forms. The answers were then exported and read and looked through to determine shared themes and insights. The report was written using Microsoft Word and Google Scholar to identify the secondary sources. No statistical software was needed as this is qualitative research. Thematic analysis that was carried out manually was adequate to interpret the collected data.

3.4: Findings and Analysis

3.4.1 Response Summary

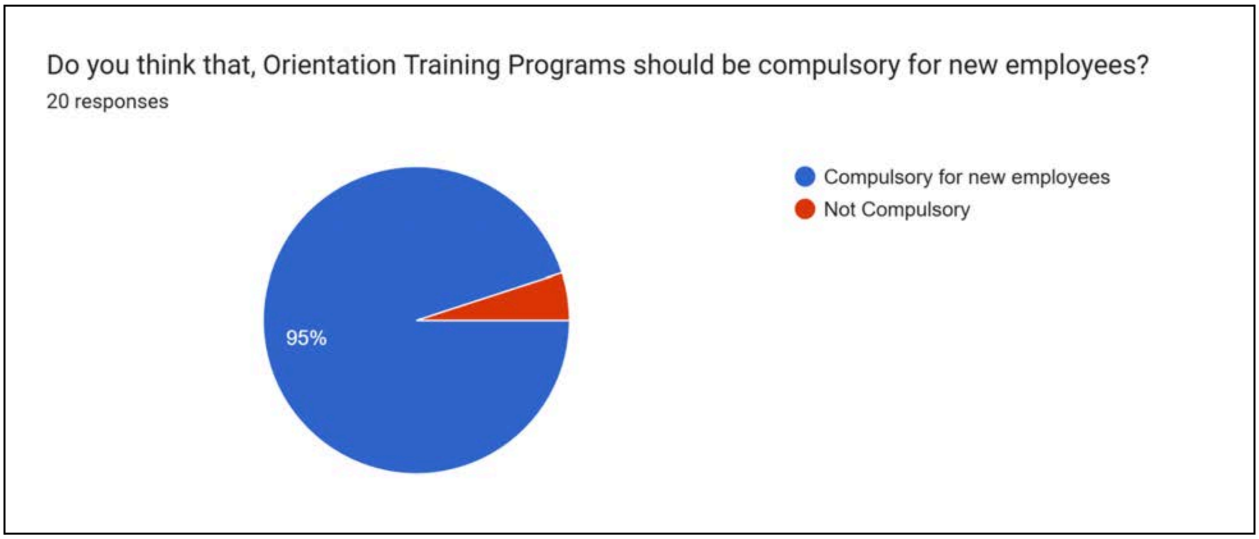
The sampling of the respondents to this study was done in a purposeful manner to make sure that the respondents sampled would be relevant to the research objectives. As the study is aimed at investigating the effects of training investment on employee performance at Daraz Bangladesh, the sample was restricted to those employees, who were directly exposed to organizational training practices. These respondents were in such a position that they had either undergone training or they were doing HR and talent development practices and were thus able to respond with information that was well informed and meaningful.

The employees of Human Resources, Talent Development, Operations, and other functional units were selected as they are the employees who are sporadically involved in training programs, orientation programs, and performance expectations. Their daily participation will enable them to be precise in their consideration of the impact of training on work efficiency, development of skills, and job performance. New and temporary employees, or those who did not receive training so far, were not given priority since they may not have enough experience to make an assessment of the effectiveness of training.

It was also necessary to include HR professionals since they are important in designing, implementing and assessing training initiatives. Their views are critical in the determination of the organizational intent of training investment, training need analysis, and performance expectations. The inclusion of HR respondents made the study more solid by balancing the employee perception with the managerial view.

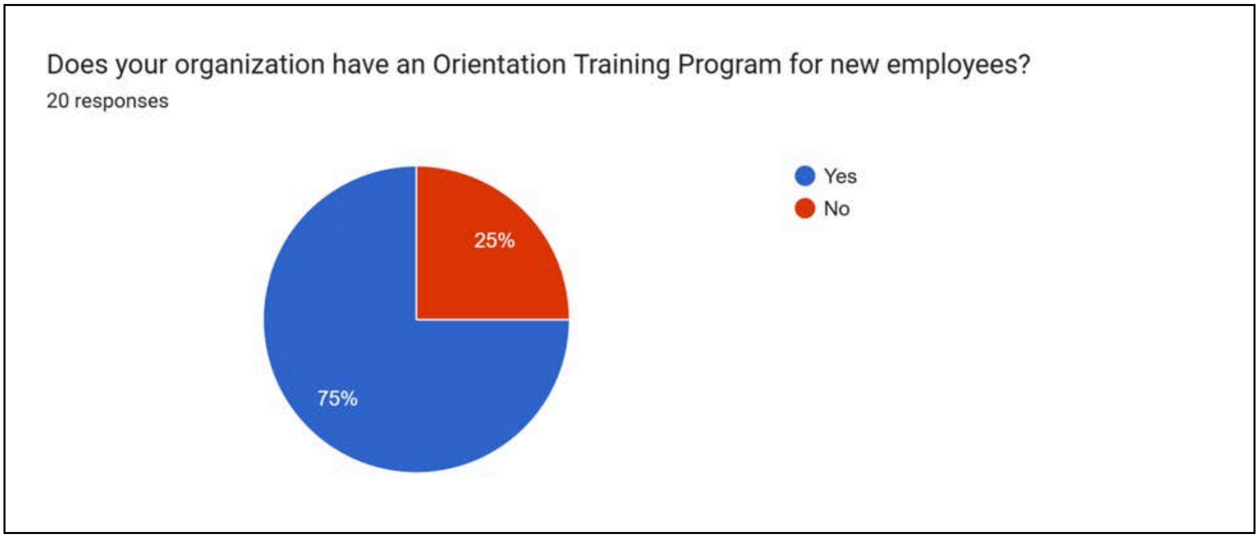
All other groups including external stakeholders, the vendors, customers or employees that have no involvement in the training activities were excluded since they do not directly experience or have any influence in the internal training system in Daraz. The inclusion of them may have diminished the accuracy and relevance of the findings. It was also not applicable to other employees in other organizations because the study was specific to an organization and intended to determine what Daraz Bangladesh was doing internally.

Overall, these respondents were chosen due to their first-hand experience with training and performance processes in Daraz Bangladesh. The narrowing of the sample to pertinent employees ensured so specific, credible and contextualized information which assisted the study to meet its goals.



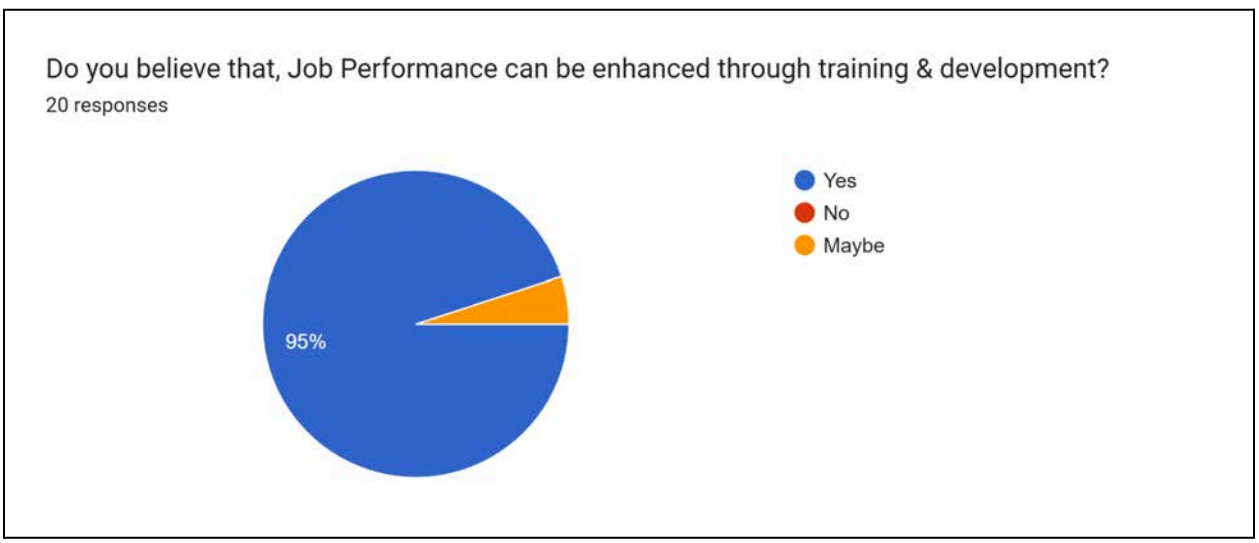
1. Orientation Training Should Be Compulsory

The survey shows that 95 percent of the participants are of the view that new employees should undergo orientation training, as opposed to 5 percent who are of the opposite view. This huge consensus indicates that workers acknowledge the significance of systematic onboarding in the creation of familiarization with job positions, work culture, and organizational anticipations. The great support also reflects that correct orientation is considered to be needed to minimize the initial confusion, decrease mistakes, and have a successful entry into the organization.



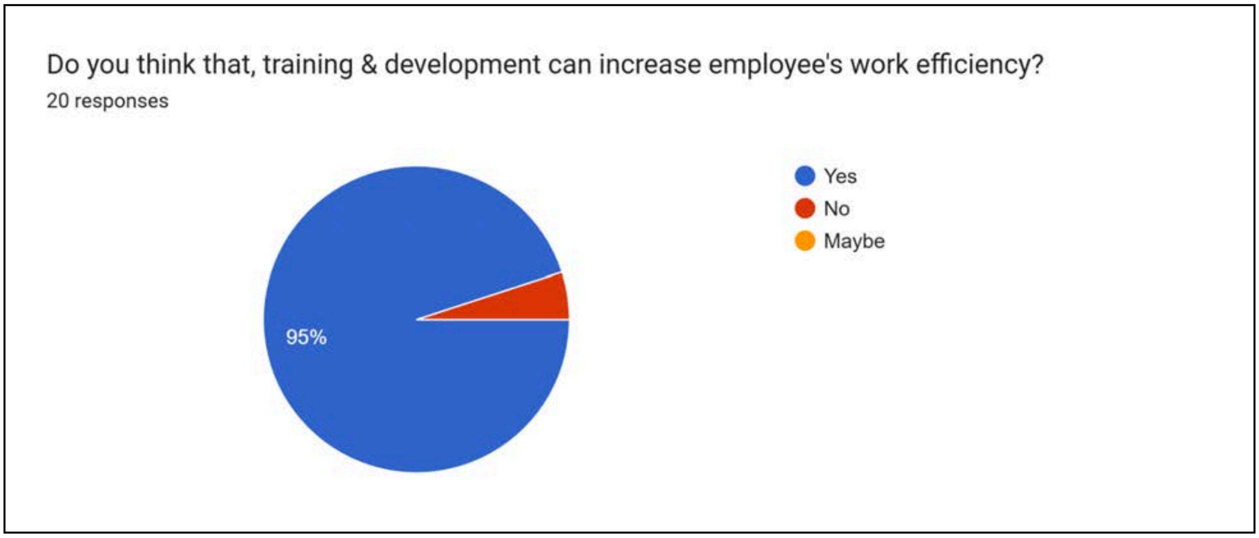
2. Organization Has an Orientation Training Program

Based on the findings, 75 percent of the respondents affirmed that their organization has orientation programs and 25 percent said that they do not. It means that even though the majority of workers are provided with onboarding of some sort, a substantial number of them are not oriented formally. This discrepancy could have implications on the rate at which new employees assimilate into the organization and acquire the roles.



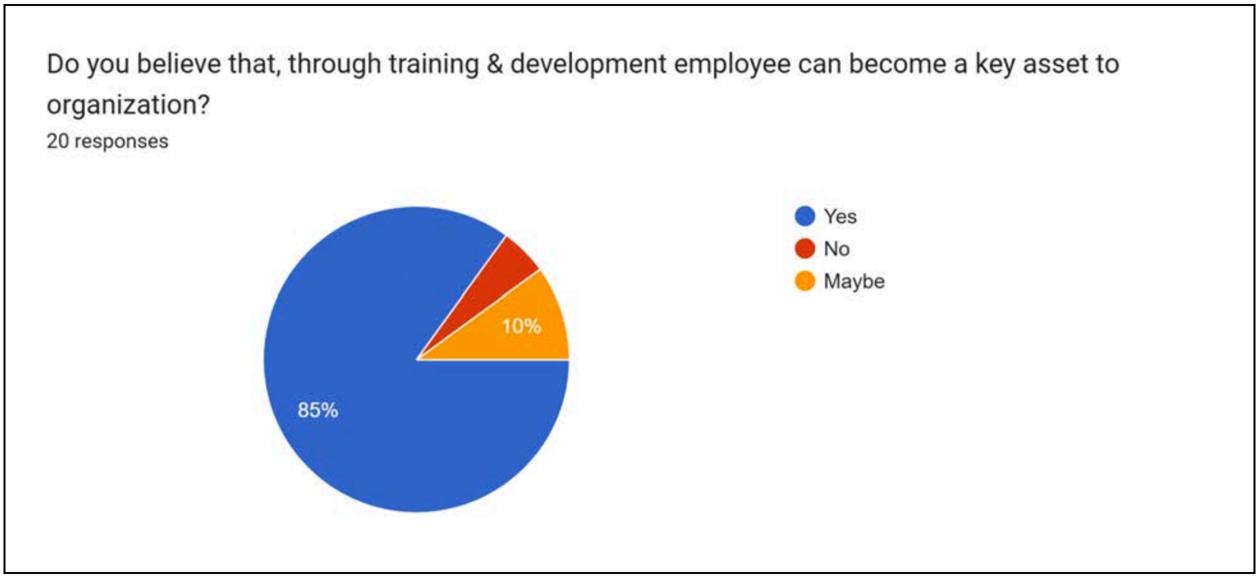
3. Training Enhances Job Performance

Most of them (95 percent) hold the view that training and development has a positive impact on job performance, only 5 percent of the individuals hold a different view. This is an indication that most employees are well aware that a constant acquisition of skills is necessary in enhancing their capacity to perform tasks effectively and efficiently. The findings indicate that there is perceived value of training as a means of improving individual and organizational productivity.



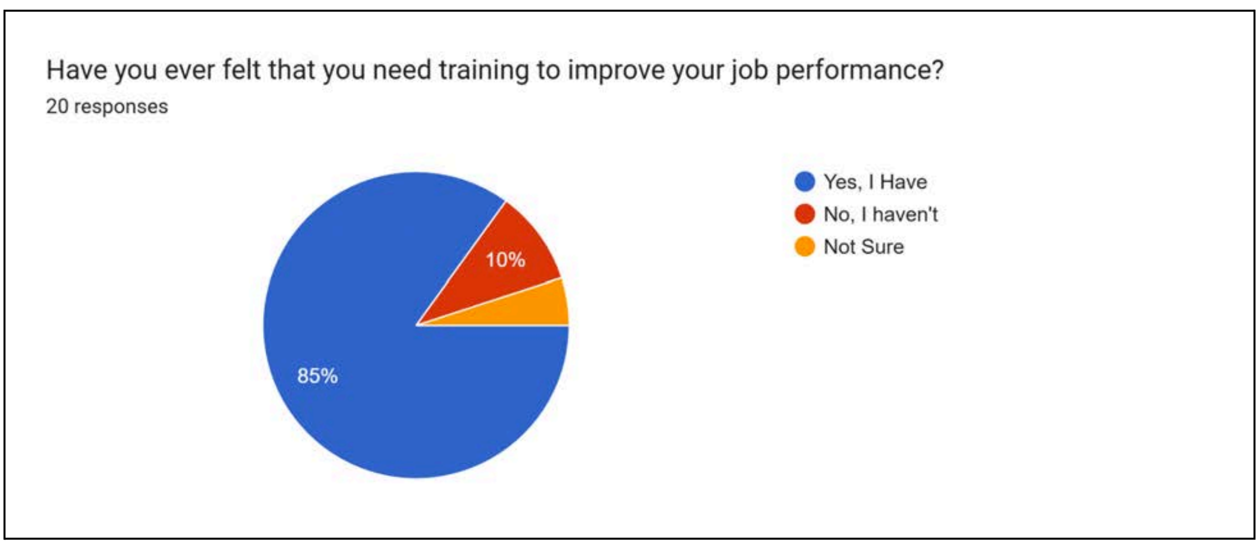
4. Training Increases Work Efficiency

In the same manner, 95 percent of the respondents believe that training enhances efficiency at work with 5 percent being opposed to the idea. This confirms the notion that the employees connect training with improved task management, accuracy, and efficient operations. It is an indicator that training is regarded as the way of optimizing the workflow and decreasing the performance bottlenecks.



5. Training Helps Employees Become Key Organizational Assets

Most (85%) agree that training and development help employees become more valuable to the organisation. Just 5% disagreed; 10 percent were unsure. It shows majority of employees believe that training is a long-term investment in the enhancement of individual capacities thereby developing competitive organizational capabilities. It also suggests that training improves flexibility, innovation, and strategic value.

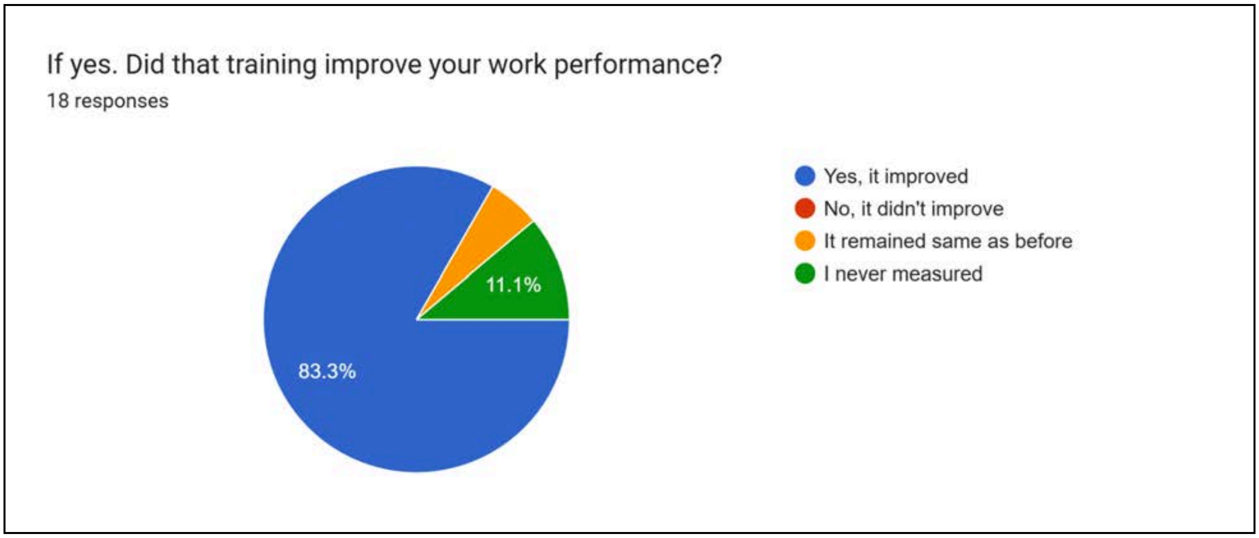


6. Need for Training to Improve Job Performance

Respondents The majority of respondents (85%) indicated that they needed training to improve their performance, using 10% who did not feel this need and 5% were non-committal. This indicates that workers know what skills they are lacking and value their constant professional development. The high demand for training reflects a highly motivated workforce interested in professional development.

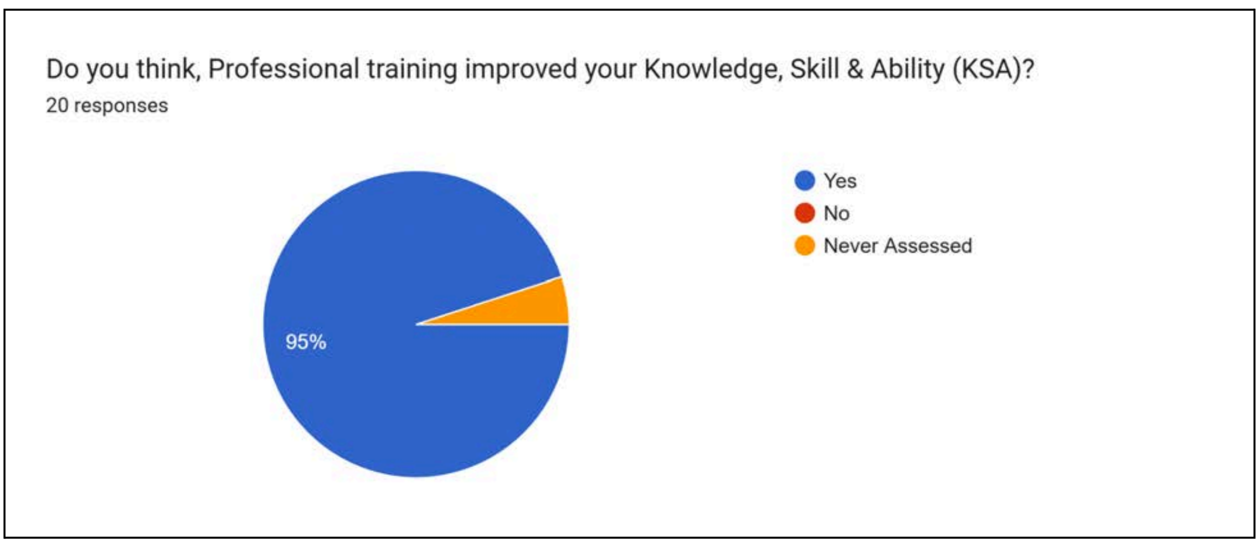
7. Received Professional Training from the Organization

Of the respondents a very good 80% of the respondents have undergone professional training in their organization compared to 20 percent who have not. This shows that Daraz Bangladesh gives significant importance to the development of the employees but can still increase the training opportunities so that everyone would enjoy equal benefits.



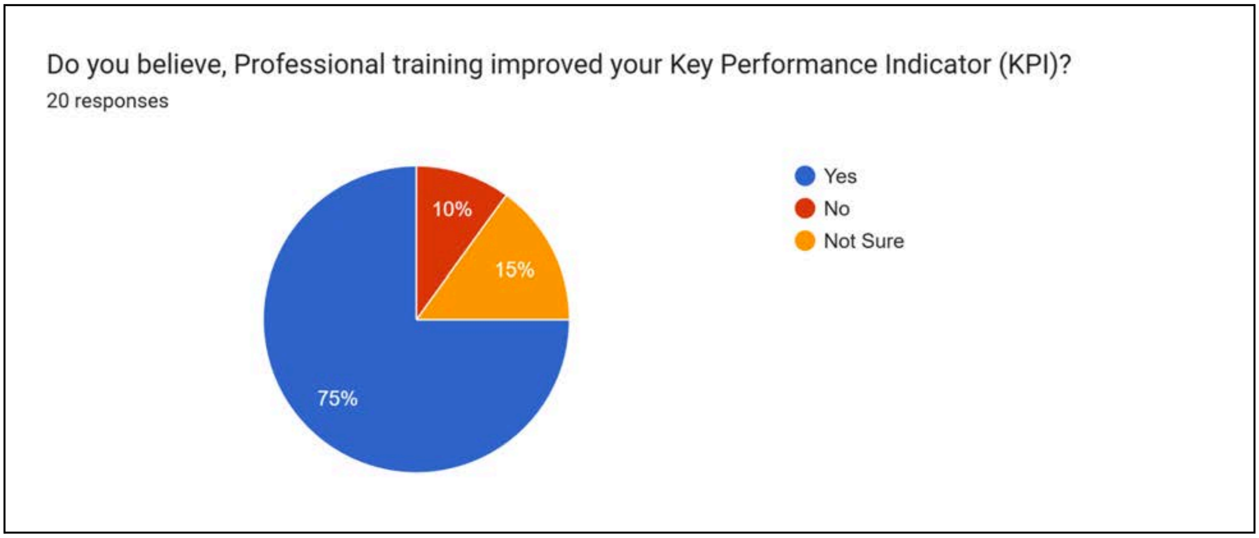
8. Training Improved Work Performance

Out of the trainees, 83.3% respondents indicated performance improvement, but 5.6% respondents did not notice any improvement, and 11.1% did not evaluate the impact. The fact that the number of positive answers is high indicates the efficacy of training programs. The low percentage of those who did not estimate the effect of performance indicates that all employees are not keen on performance tracking, which is an opportunity to enhance performance tracking.



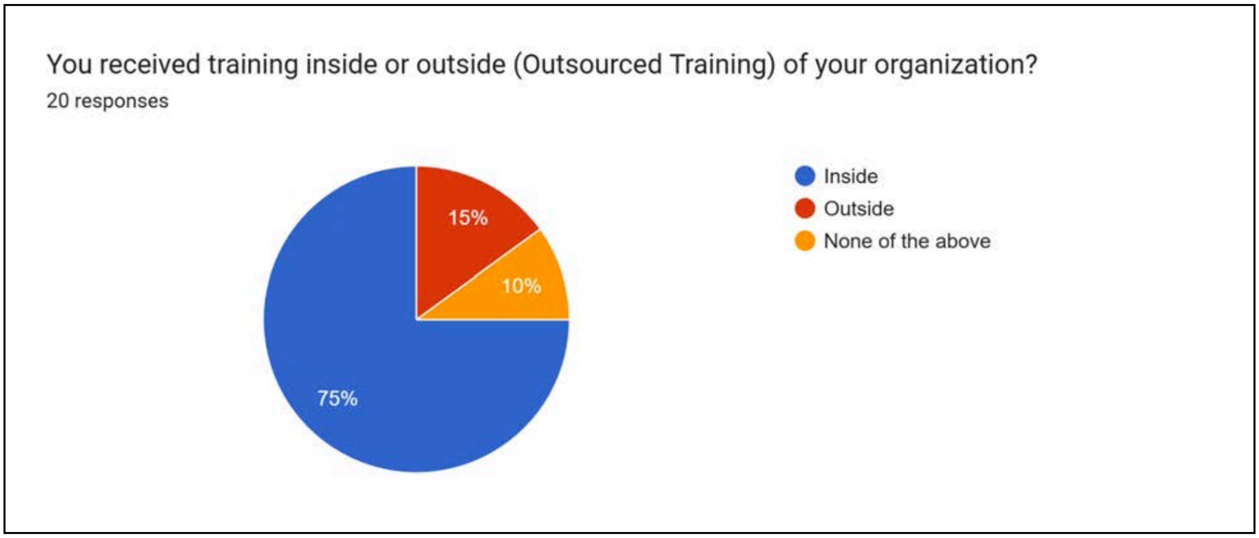
9. Training Improved Knowledge, Skills, and Abilities (KSA)

95% agreeing with the statement that training enhanced their KSA was high, with 5% not determining it at all. This implies that employee competencies which are necessary in job success are holistically developed through training programs. The findings suggest that training helps in development of technical and behavioral skills.



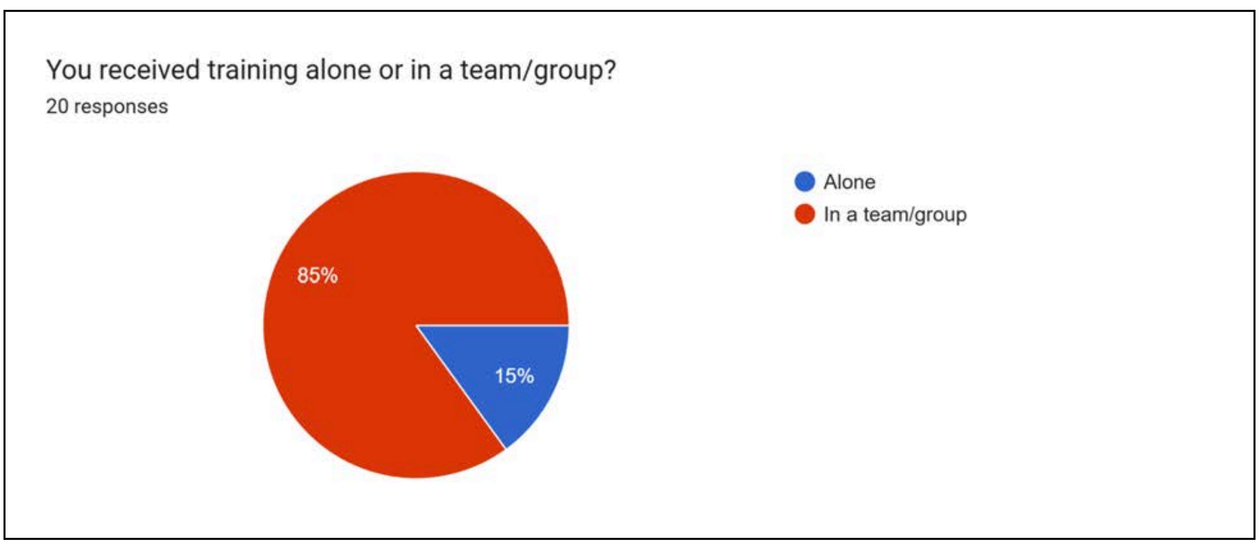
10. Training Improved Key Performance Indicators (KPI)

Approx.75% of those surveyed agreed that training led to better KPIs, 10% disagreed and the remaining 15% were undecided. This suggests that most employees believe training is related to measurable performance results. Ambiguity in some responses means there is inconsistency as to whether KPI enhancements are easily and effectively calculated or monitored.



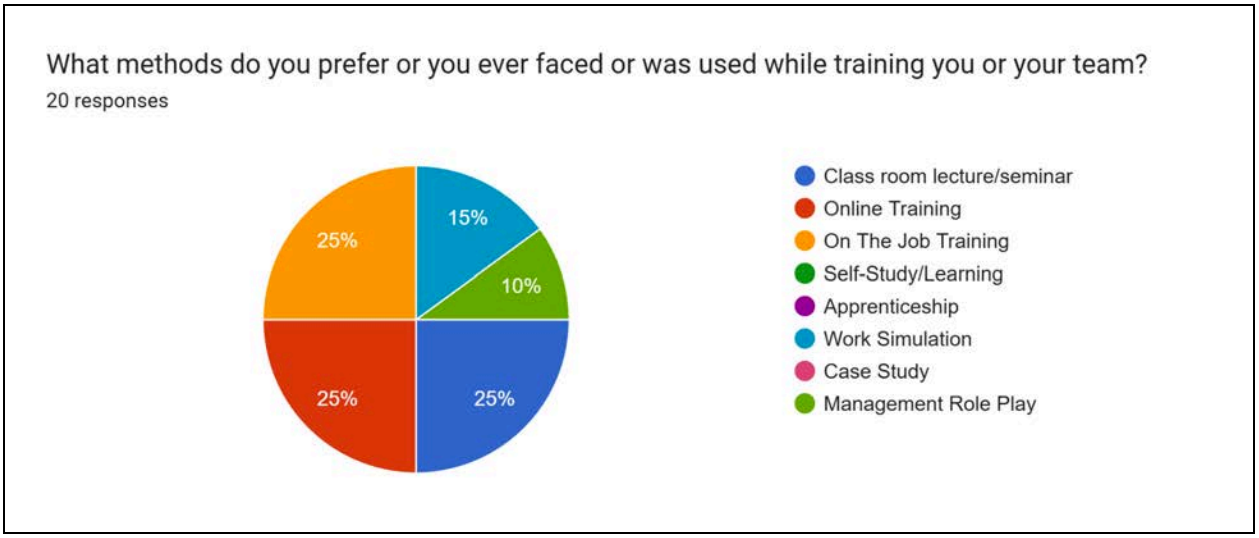
11. Training Location: Inside or Outside

Majority of the employees (75%), were internally trained, 15% were outsourced trained and 10% received none. This indicates the organizational bias of doing in house training which can be attributed to cost and availability of resources or more so alignment with organizational objectives.



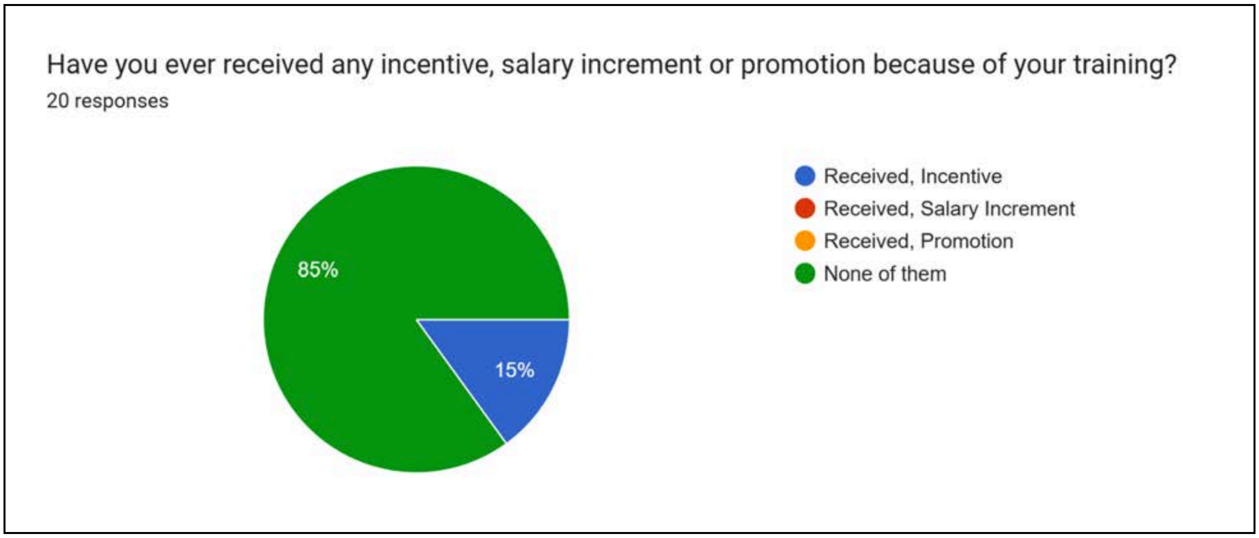
12. Training Received Individually or in Groups

A big percentage (85%) of them received group-based training, and 15% received individual training. It can be inferred that the prevailing mode of training is that of a group, presumably due to the fact that group training tends to promote collaboration, teamwork as well as common learning experiences. It can also prove to be more useful to the organization.



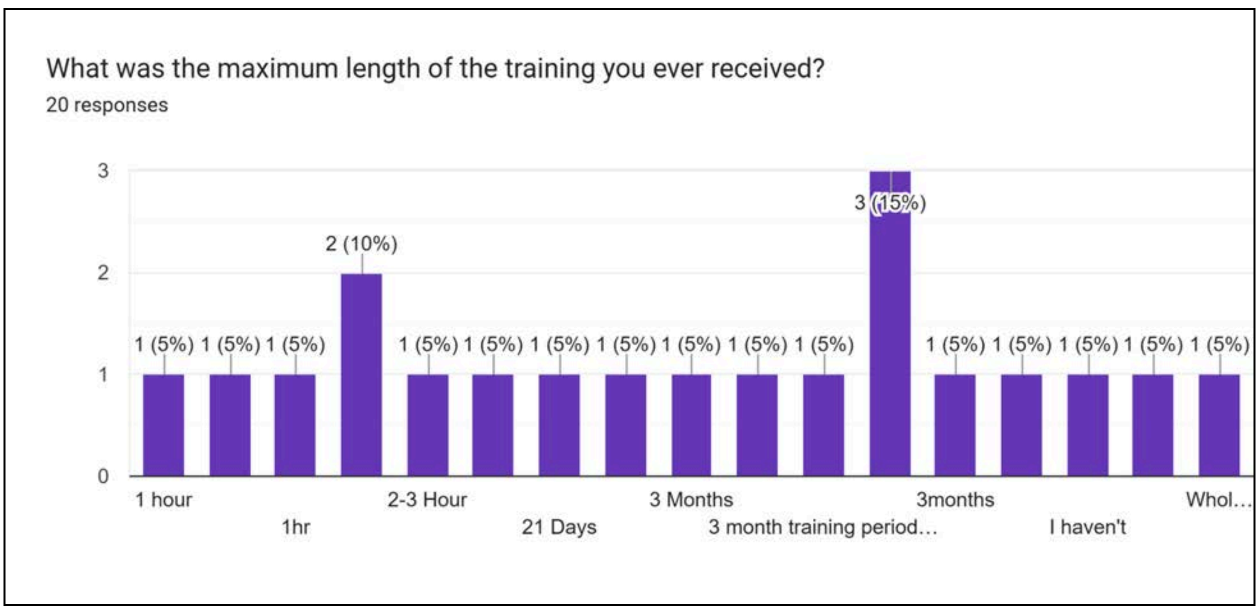
13. Preferred or Experienced Training Methods

Employees had to undergo or preferred various training approaches: classroom lectures/seminars, online training and on-job training were at 25 percent each. In 15% and 10% of the cases work simulation and management role play respectively were selected. This diversity suggests that the organization is employing a mix of conventional, online and practical learning approaches, which meet the various learning styles and job demands.



14. Incentive, Salary Increment, or Promotion After Training

A significant 85 percent of the respondents did not get any incentives/salary increments or promotions after training. Only 15% received incentives. This is to show that the organization makes investments in training, but does not closely correlate training outcomes with tangible perks or career advancement, which can be an influence of employee motivation.

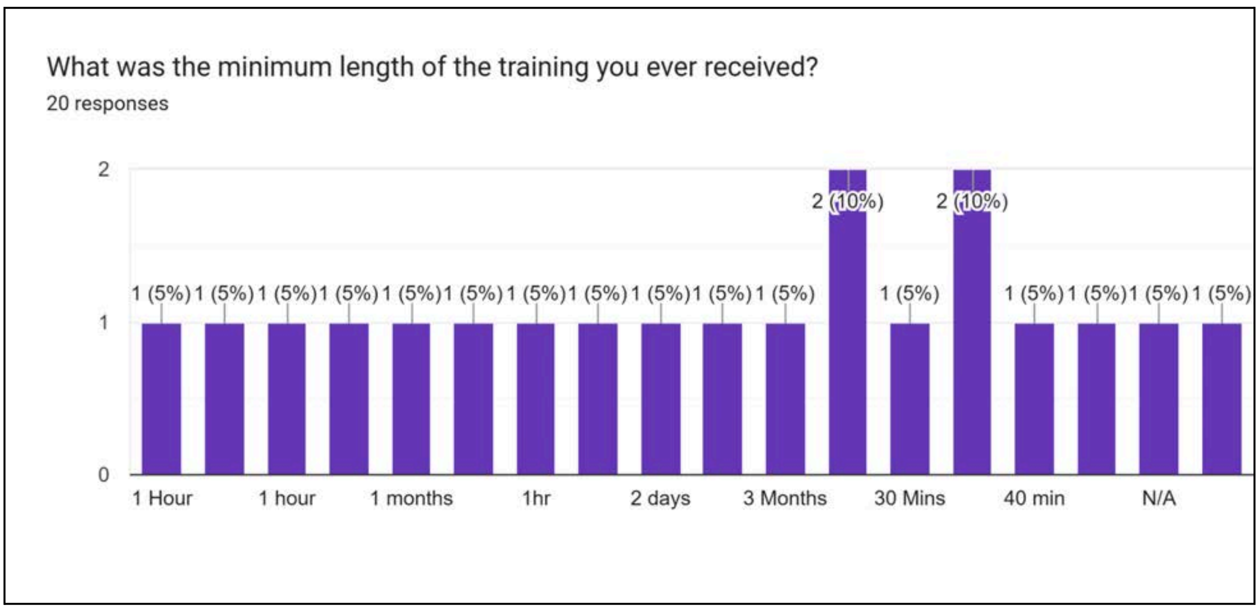


15. Maximum length of training

The answers indicate that there is a big range of maximum length of training that employees have ever received. The percentages in most categories were 5 but this implies that most respondents had to endure various training periods like 1 hour, 1 day, 21days, 3 months, and others. There are, however, two types which are notable:

- 3 months (15%) — This is the standard maximum training duration meaning that a great number of employees are engaged in the long-term and intensive training programmes.
- 2-3 hours (10%) - This is the second most frequent response, and indicates that there are employees that took moderately long training sessions as the longest.

All in all, the information indicates that the workers at Daraz Bangladesh have undergone both immediate proficiency training courses and extended, more intensive training schemes, which is a combination of fast learning training courses and more comprehensive developmental courses.



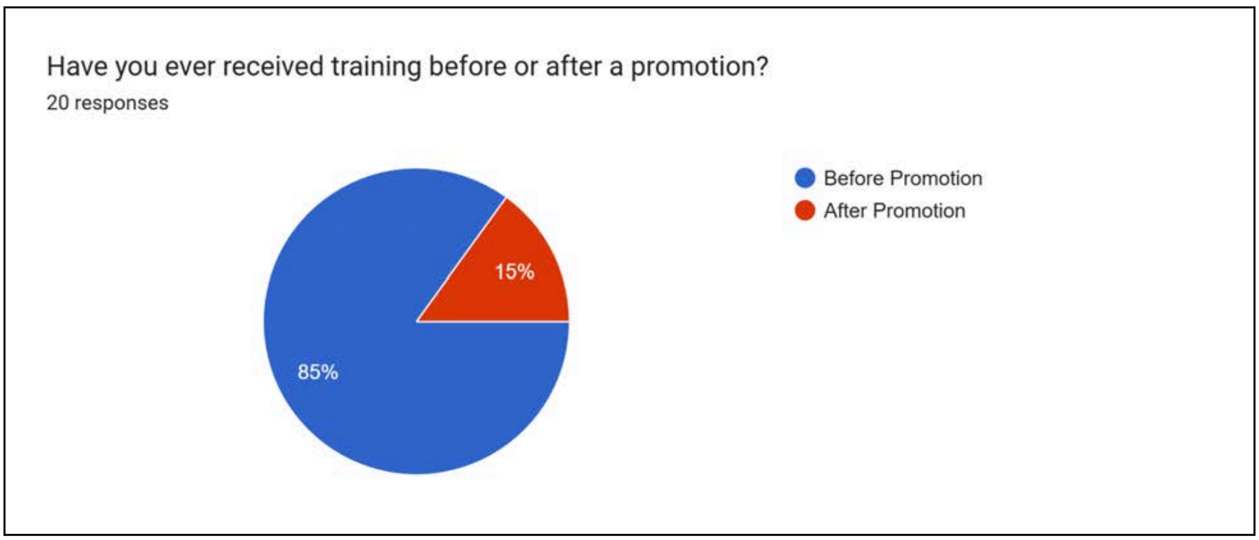
16. Minimum length of training

The statistics on the minimum length of training also exhibit variety with the majority of the choices getting 5 percent each. These are very short training durations such as 1 hour, 1 month, 1 day and 2 days proving that the minimum training duration among employees is a wide range. There are however two lengths that are widely used as minimum training lengths:

- **30 minutes (10%)**
- **40 minutes (10%)**

This means that rather brief, preliminary, or task-specific training sessions are rather prevalent in the organization. The interactions between many employees are likely to be short-term trainings, particularly on how to perform simple tasks or a quick training.

In general, the minimum training time data indicate that Daraz Bangladesh often goes through short and intensive training sessions, which is perhaps to meet the immediate skill requirement that would not be disruptive to the workflow.

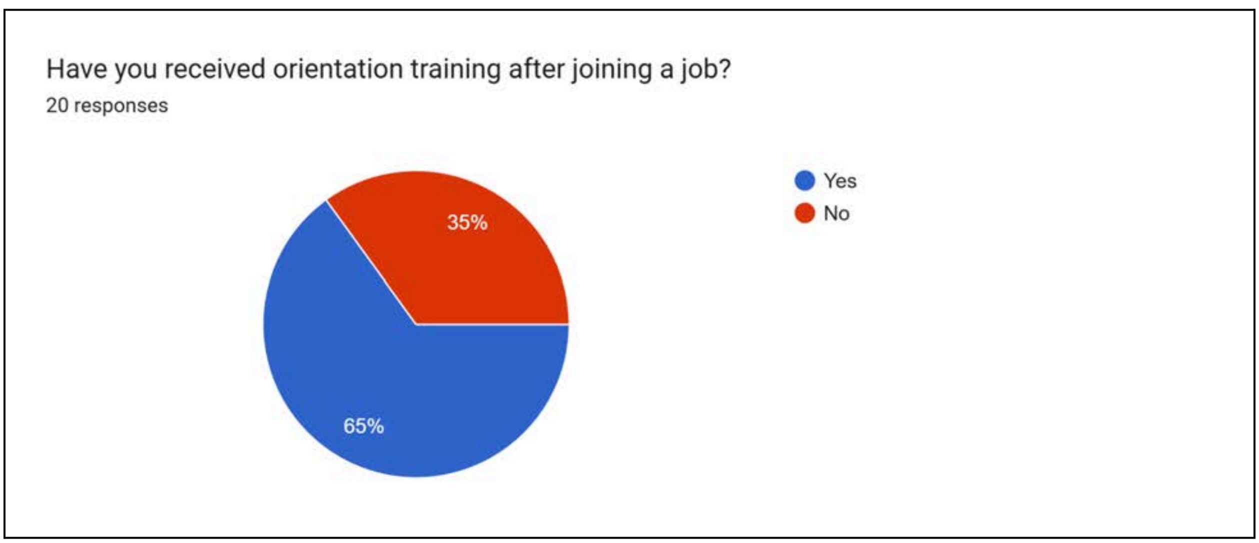


17. Training Before or After Promotion

The majority of the respondents (85) were trained prior to promotion with 15% being trained after promotion. This implies that training is a form of preparation for future duties and not a form of development after promotion.

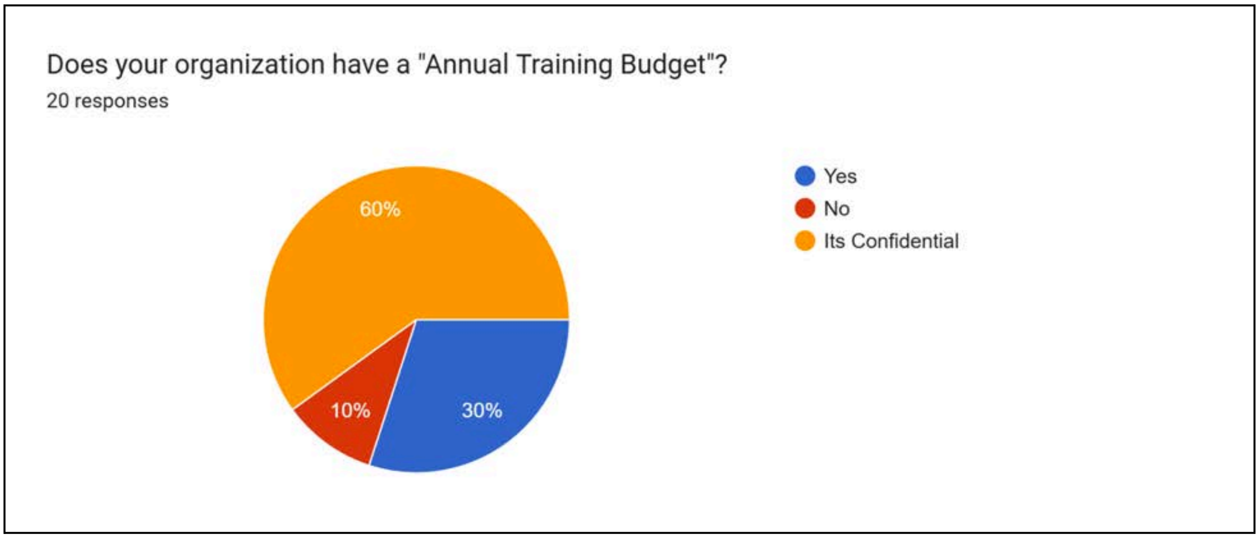
18. Who Paid for the Training

Most (90%) of them indicated that the organization funded their training and 10% indicated that they self-funded. This shows excellent organizational commitment in terms of financing employee development that may in turn improve job satisfaction and loyalty.



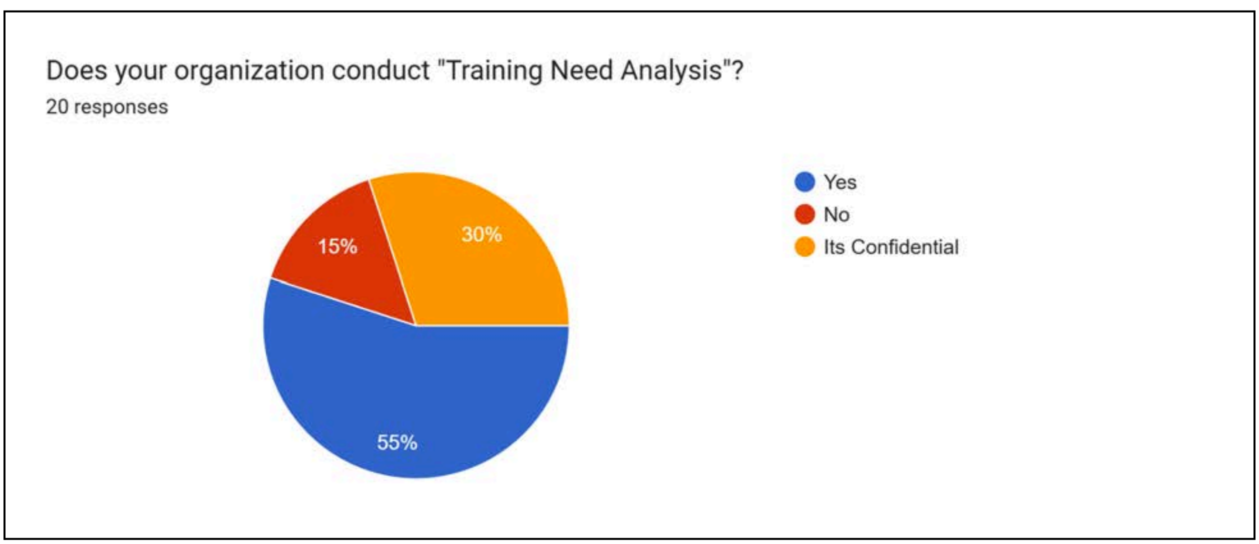
19. Received Orientation Training After Joining

Approximately 65 percent of them were orientation trained and 35 percent were not. Even though the majority of the employees were oriented accordingly, the large number of employees who were not oriented formally could experience difficulties when it comes to the comprehension of processes and fast adaptation.



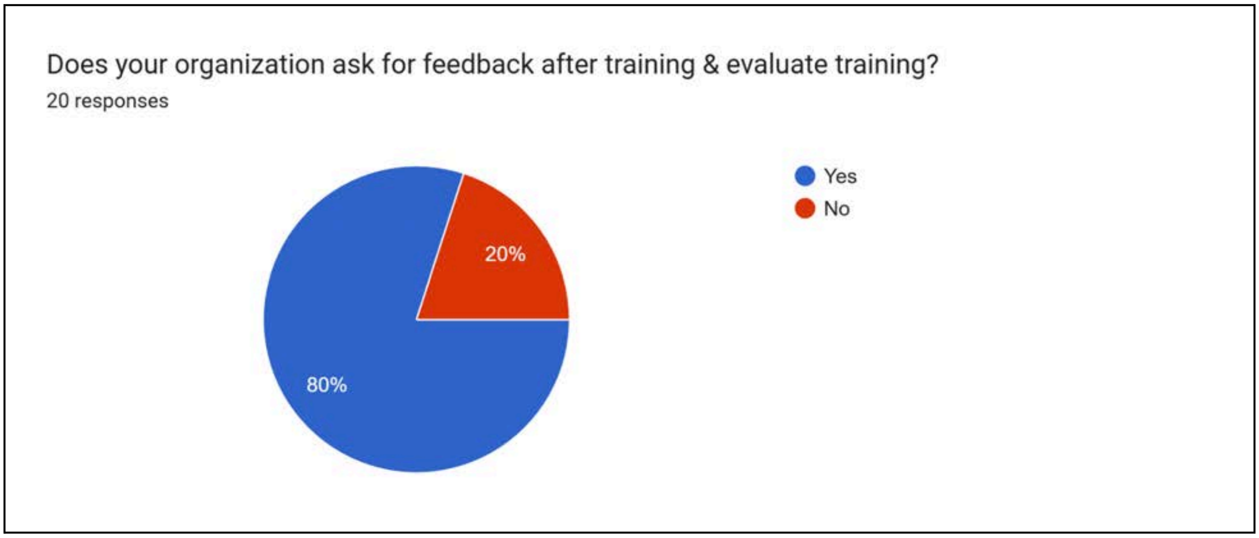
20. Annual Training Budget

The majority (60 percent) of respondents claimed that information about the budget is confidential. But 30% affirmed that there is an annual training budget, and 10% responded that none. This indicates lack of clarity on financial planning of the development of employees, perhaps because of organizational policies.



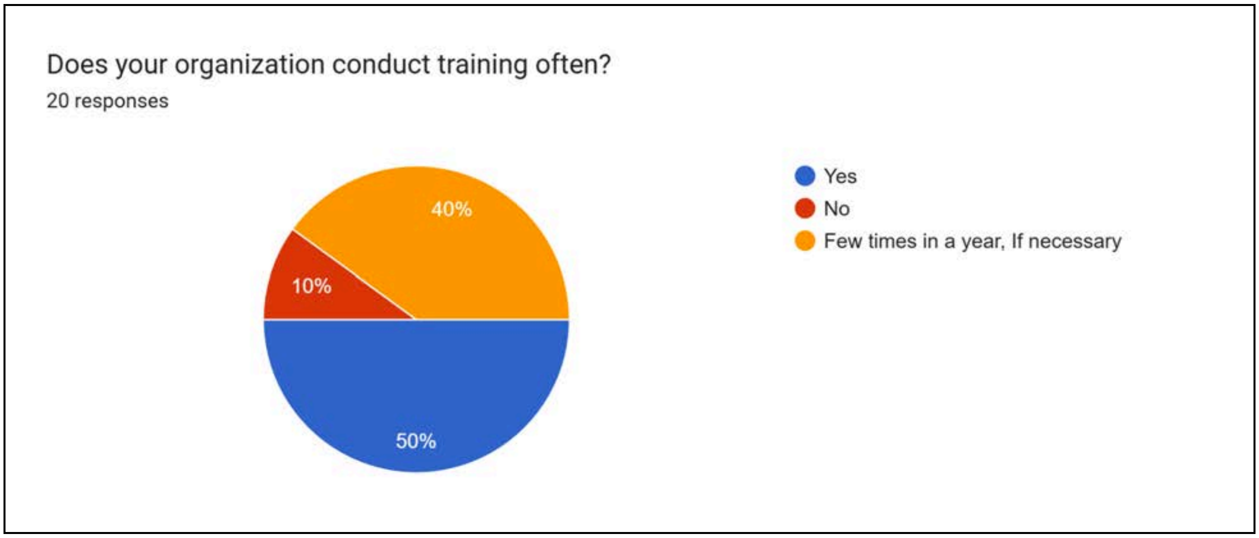
21. Training Need Analysis (TNA)

The data showed that 55 percent of them said that TNA is carried out, 15 percent said that it is not, and that 30 percent said it is confidential. It means that TNA is not a well-known procedure, though it is not delivered to every employee, which may decrease awareness of the way training programs are arranged.



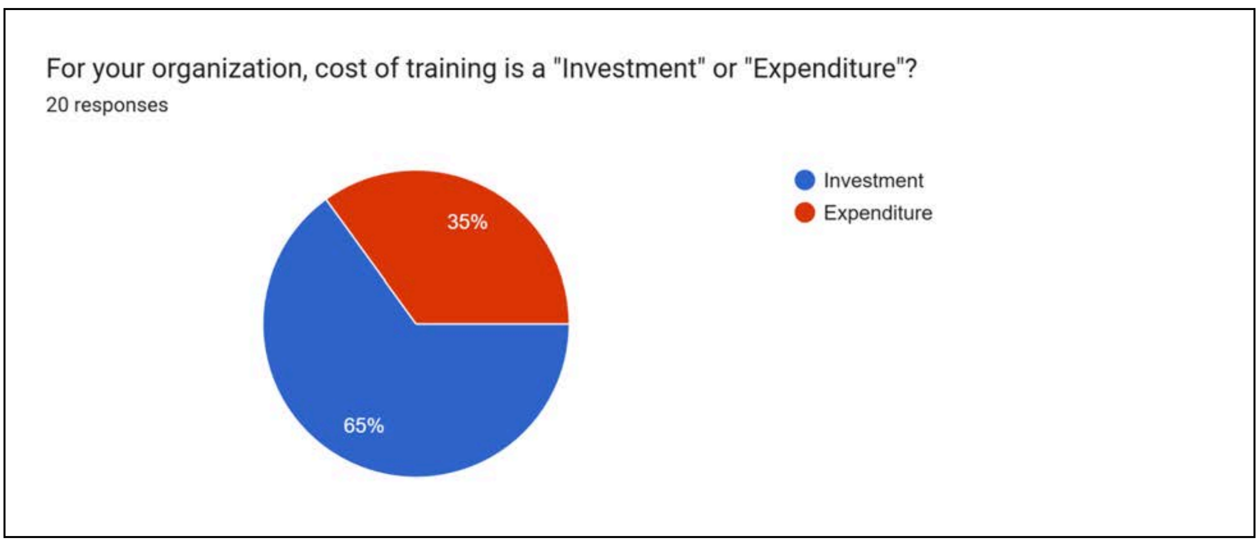
22. Feedback and Training Evaluation

One in five 20% answered no and 80% said yes; that is, feedback is gathered, and training assessed. This is an indication that the organization highly prioritizes assessment and on-going development of training programs, yet there are still some loopholes in evaluation.



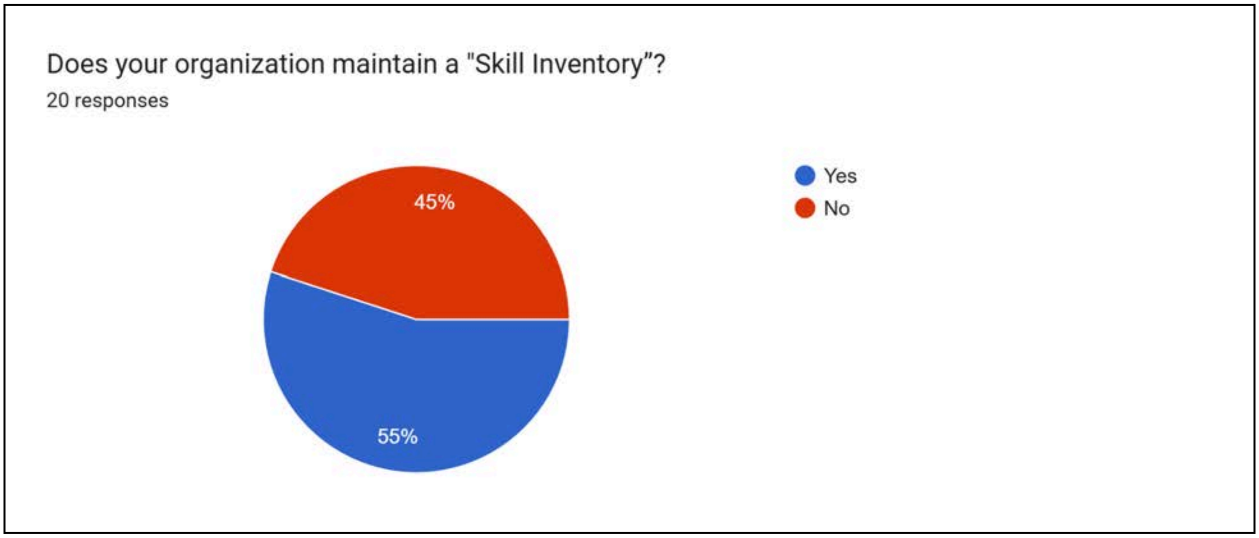
23. Frequency of Training

A half of the respondents (50%) think that training is carried out on a regular basis. The other 40 percent reported that training is done a few times annually when required with the remaining 10 percent reporting that training is rarely done. This implies that training programs are quite routine and can be changed with the departmental requirements or operational necessities.



24. Training Seen as Investment or Expenditure

Majority (65 percent) of the respondents see training not as an expenditure, but as an investment, whereas 35 percent of the respondents see training as a cost. This will mean that the employees usually see the overall importance of training in enhancing productivity and organizational objectives in the long run.



25. Organization Maintains a Skill Inventory

Approximately 55% affirmed that their entity has a skill inventory as compared to 45% who affirmed otherwise. It means that the attempts to monitor the competencies of the employees are made, but the development of the overall skills database might be improved.

3.4.2: Employee Perceptions about Orientation and Training

The results of the survey show that the working staff of Daraz Bangladesh Limited is strongly positively oriented towards orientation and training practices. Having a high awareness of the orientation's purpose in clarifying job duties, organizational understanding and minimizing the confusion at the initial phases of employment, 95 percent of respondents are convinced that every new employee must receive orientation training (Dessler, 2020).

Though 75 percent of the respondents affirmed the presence of an orientation program at Daraz Bangladesh Limited, 65 percent respondents affirmed that they were oriented personally after joining. Such a gap is indicative of discrepancies in the application of onboarding practices within the departments. Such discrepancies can lead to some of the employees being informally or unstructurally onboarded. Lack of sufficient orientation has been proved to cause slower adaptation of the employees, low initial productivity, and minimal knowledge of the organizational processes (Noe, 2020). The fact that most employees see the significance of orientation may lead to negative consequences of the first impression of the employees on the organization since there is no standardization of the delivery. On the whole, the results underline that Daraz Bangladesh Limited should enhance and standardize its orientation system to achieve a more seamless integration of the organization (Bauer and Erdogan, 2011).

3.4.3: Perceived Effect of Training on Job Performance

The outstanding evidence on the survey is the high conviction among employees that training greatly promotes job performance. Nearly ninety five percent of the respondents affirmed that training and development enhance performance and efficiency at work. The high rate of agreement means that employees do not view training as a formal necessity, but rather as a significant learning process with the purpose to gain new knowledge and skills and adjust to the requirements of the job (Noe, 2020).

Out of the total number of employees who attended professional training, 83.3 percent said that they noticed their improved performance after the training. Also, 75 percent said that training helped to enhance better success by Key Performance Indicators (KPIs), which implies there is a quantifiable connection between training programs and productivity levels. Such results can be compared to the literature that hypothesizes that behavioral change and positive employee performance are the outcomes of effective training interventions (Blanchard et al., 2018). All in all, the findings indicate that investments in training at Daraz Bangladesh Limited have positive effects on employee performance and organizational performance.

3.4.4: Employee Experience with Professional Training

According to the survey findings, there are generally positive experiences of employees regarding professional training in Daraz Bangladesh Limited. Approximately 80 percent of the respondents said that they had been trained in some manner or another. The most prevalent approach was in-house training, which comprised 75 percent of training delivery, which implies that the organization has an internal capacity to design and deliver training programs. The involvement in the training outsourced was limited to 15 percent of the employees, which indicates the selective approach to the use of external expertise.

The main trend was training in groups (85 percent) with little training being done one-on-one (15 percent). It is viewed as a relatively low cost approach to training, but it might not be sufficient in terms of individual development requirements (Dessler, 2020). The training approaches were classified into on-the-job training, online learning, and classroom training in approximately equal ratios, which is characteristic of a blended learning style, which is practical due to the current HR practices of development (Noe, 2020).

The length of training was quite diverse and ranged between short micro-learning sessions that lasted 30-40 minutes and longer programs that lasted as many as three months. Interestingly, 90 percent of the respondents added that the organization fully financed the training costs indicating that Daraz Bangladesh Limited is committed to training its employees. Even though exposure is general in training, the results indicate the possibility of narrower and role-specific training.

3.4.5: Motivation, Learning Experience, and Performance Confidence

The results indicate that there is high motivation of the employees in terms of learning and skill development. Approximately 85 percent of the respondents recognized the importance of training to help them enhance their performance which is good self awareness of the skills gaps. Out of the number of trained employees, 95 percent testified that they improved their Knowledge, Skills and Abilities (KSA), and 83.3 percent affirmed that they had improved job performance. These findings are in line with previous studies, indicating that training enhances competence, as well as, confidence, both of which are vital elements of successful job performance (Blanchard et al., 2018).

Nonetheless, lack of material incentives seems to have an influence on motivation. About 85 percent of the employees indicated that they were not given incentives, promotions, or even salary increments based on the results of the training. Without the alignment of the reward, there is a risk that long-term motivation will be undermined, despite positive learning outcomes (Dessler, 2020). However, the general results indicate that the employees appreciate training as a self-governing entity and they are aware of the significance of training in personal and professional development.

3.4.6: Key Qualitative Insights from Employees

The qualitative information gathered during the survey indicates the concerns connected with transparency and consistency of training administration. Approximately 60 percent of respondents said that the annual training budget is a secret whereas 30 percent of the respondents said that Training Need Analysis (TNA) are not disclosed. The low level of transparency in these fields can make the employees feel that the training decisions are not clear or they are not distributed unevenly (Noe, 2020).

Even so, 55 percent affirmed that TNA is being carried out and 80 percent attested that training evaluation is being carried out at the end of the program and this shows that there are well-structured processes that are not well communicated. There was also a divided response in terms of skills inventory practices implying that there was a lack of consistency within the departments. Better communication and transparency may make employees more trustful and passionate about training programs (Dessler, 2020).

3.4.7: Relationship Between Training Investment and Performance

The results of the survey reveal that the perceived connection between training investment and performance result is strong in Daraz Bangladesh Limited. Approximately 65 percent of the employees consider training as an investment and not an expense, which is an indication of their awareness of the long-term organizational payoff. This view is in accordance with the organizational practices since 90 percent of the respondents affirmed that the company funds their training programs.

The correlation is also helped by performance related responses: 95 percent said that they had had better KSA, 83.3 percent that they had had better job performance and 75 percent that they had seen better KPIs. These results indicate a strong correlation between the investment in training and performance of employees and are in line with the current theory of HRM

(Blanchard et al., 2018; Noe, 2020). Though secrecy surrounding training budgets and TNA is still an issue to be noted, the general results indicate that the investment of training by Daraz Bangladesh Limited has positive and quantifiable performance returns.

3.5: Discussion

3.5.1: Interpretation of key findings

The key results of the present research are that the perceptions of the employees of the Daraz Bangladesh Limited towards the training and development practices in the organization are usually positive. The majority of the respondents affirmed that there are various types of training, which include orientation, professional development and on-job training. A significant percentage of the employees also said they could experience a tangible and observable effect of training on work performance, efficiency and development of skills. This proves that there is a great correlation between training programs and improved work performance which resonates with the HRM views of training effectiveness (Noe, 2020).

The results showed that employees always cited improvement of their Knowledge, Skills and Abilities (KSA) after taking part in training programs and that many of them reported an improvement in their performance when they concluded training programs. But the results also contain a number of gaps such as inconsistent communication on orientation programs, differences in training delivery among the departments and the lack of transparency in training budgets, Training Need Analysis (TNA), and post training evaluation processes. These concerns indicate that even though Daraz Bangladesh puts a lot of effort into training, the implementation and communication process does not seem to be unanimously standardized throughout the organization. All in all, the results indicate that training is esteemed and effective and may be enhanced by better organization and communication (Dessler, 2020).

3.5.2: Link to research objectives

The main target of this research was to investigate whether training investment in Daraz Bangladesh Limited affects the employee performance, to learn how the employees perceive training programs, and to evaluate how the training practices can be converted into the performance results. These objectives are directly supported by the findings. The overwhelming majority of employees have stated that training is an important element in enhancing their productivity, efficiency of work, and general job performance, which is the goal of evaluating the effects of training on performance (Noe, 2020).

The fact that the feedback on the improved KPIs and the improved performance is positive helps in accomplishing the goal of determining whether training has measurable effects. Also, the high level of agreement with employees that training enhances their level of skills and competence is in line with the aim of determining the impact of training on the capacity of employees. The results concerning TNA, assessment practices, and competency inventory also help to comprehend the inner training system at Daraz Bangladesh. The findings taken together mean that the study achieved its goals and demonstrated a positive correlation between investment in training and performance of employees, which is aligned with the theory of HR development (Blanchard et al., 2018).

3.5.3: Relation to HR literature

The trends described in this research deduce with the available literature in the Human Resource Management and organizational behavior literature, that highlight training and development as major stimuli of employee performance, motivation, and productivity. The Human Capital Theory postulates that the long-term organizational returns of investments in employee skills are a reality and this perspective is echoed by the employees who perceive training as an investment and not cost (Dessler, 2020).

Recent studies on onboarding and orientation also reported that highly organized orientation programs would increase the adjustment of employees, and those who are oriented would settle faster, which confirms the high level of response in favour of compulsory orientation (Bauer and Erdogan, 2011). Moreover, training and lifelong learning are generally accepted as the sources of competitive advantage, which is manifested through the confidence of employees that training increases their value to the organization (Noe, 2020). Therefore, the results do not only support the existing theories of HR but also indicate their relevance in the framework of a massive e-commerce company in Bangladesh.

3.5.4: Implications for Daraz

This study had a number of practical implications to the Daraz Bangladesh Limited. The employee reaction to training indicates that the investment on employee development should be continued especially in an industry where there is a high rate of technological and operational change. Nonetheless, the gaps regarding irregular orientation provision and lack of transparency in training budgets and TNA procedures imply the necessity to be more uniform and transparent in interdepartmental communication (Dessler, 2020).

Daraz Bangladesh can consider some opportunities to make the training structure more centralized, enhance the mechanisms of follow-up evaluation, and track the performance after training in a more structured way. Moreover, the specific training sessions depending on the department and the implementation of recognition or incentive systems based on the outcomes of the training might become another improvement of the level of engagement and employee retention (Blanchard et al., 2018). The improvement of these areas would contribute to the development of the internal capabilities of the organization and help it to grow in the long run.

3.5.5: Study limitations

In spite of its useful lessons, the study has a number of limitations, which should be regarded. First, the study is based solely on the survey results obtained through perceptions which are not always relevant to the actual performance results or organizational statistics. Self reported responses may be affected by personal bias, memory and lack of complete knowledge on organizational processes. Second, the sample was small and might not be a complete representation of all the departments and employee categories of Daraz Bangladesh. Third, the researchers failed to include objective performance indicators, like KPIs documentation, sales statistics, productivity, or HR analytics, that would be more effective in demonstrating training effectiveness. Besides, the research is restricted to a single organization of the e-commerce industry, and it is not generalisable to other industries or companies. Such limitations imply that, although results are significant, one should apply them within the framework of the research design.

3.5.6: Future research direction

Further studies may develop the present study by utilizing mixed-method techniques, such as interviews, focus groups, and direct observation to obtain more profound information on employee experiences and training efficacy. Researchers might also incorporate real performance measures during the training intervention, including pre- and post-training KPIs so that the effect of training interventions can be better measured. The research could also be extended to various e-commerce companies or industries to be able to compare the practices with training and determine more universal trends. The other potential path to explore is the relationship between training investment and employee retention, employee satisfaction or career advancement. It is also possible to use longitudinal studies to trace the employees over time to determine the long term effects of training on performance and skill development. Through these areas, further researchers can make their contributions to a more complete picture of training and development influencing the capability of the workforce and the success of the organization.

3.6: Recommendations

Due to the results of the survey, one can conclude that training and development are important factors that can help to improve the performance of employees at Daraz Bangladesh. Nevertheless, the answers also indicate a number of shortcomings, including disproportional access to the training, attenuation evaluation, and unorganized fit to job roles. In a bid to maximize the training investment and enhance the capability of employees, it is recommended as follows.

1. Expand Training Programs Across All Departments and Employment Levels

The survey showed that most of the employees have undergone training with others stating that they have received minimal or no formal orientation or professional growth. This implies that there is inconsistency in distribution of training. Daraz needs to extend the number, frequency, and coverage of training programs to ensure that employees in all the departments receive equal opportunities like warehouse, customer service, corporate units, logistics and IT. By promoting wider accessibility, the departmental skill base will even out, operational uniformity will be enhanced and newly recruited employees will be able to adjust easier thanks to mandatory orientation classes.

2. Introduce Comprehensive Follow-up Evaluation Mechanisms

Numerous respondents replied that they had better performance following training, but a few also replied that they had never formally measured the impact. This demonstrates a lapse of evaluation. Daraz ought to institute pre-training and post-training assessment, such as tests, supervisor responses, KPI comparison, and productivity measurements. This will enable the HR to gauge actual improvement, whether the training content is working, or not, and redefine the methods where it might be necessary. Periodic follow up evaluation would also be useful in ensuring that training investments result in quantifiable performance results and are not restricted to employee perceptions.

3. Align Training Programs with Actual Job Roles, Skill Gaps, and Department Needs

The results of the conducted surveys indicated that there was a belief that training increases job performance and efficiency. Nevertheless, another suggestion that employees made was that certain training might not be well coordinated with their particular work. Daraz should execute a Training Need Analysis (TNA) of each department and will develop modules according to real tasks of that job, skills deficiencies and performance issues. Personalized training, including customer handling training, data accuracy training, logistical process optimization training, or leadership training will make learning more in line with the business and will result in quicker improvements in performance.

4. Promote a Continuous Learning Culture Through Ongoing Development Opportunities

Staff were interested in being better, showing a great attitude to learning. Daraz can capitalize by offering refresher training, micro-learning videos, online interactive modules, coaching sessions and peer-learning groups. Encouraging your staff members to continuously develop will ensure they stay up-to-date with new tech solutions, be more adaptive and remain competitive in a rapidly developing e-commerce landscape. Frequent learning moments, moreover, help boost motivation and limit plateauing.

5. Integrate Training Outcomes with Core HR Metrics and Organizational KPIs

To ensure the relationship between training expenditure and employee performance, one thing HR could do is build up a connection on training records with common indicators such as accuracy rate, service quality, order handling time, client satisfaction, on-time delivery and defect reduction. This integration will allow Daraz to see more about what training is most effective. By tracking trends, HR has visibility into which programs matter most and where to focus its resources. It also offers proof as to why any future training money is needed.

6. Enhance Collaboration Between HR and Finance for Data-Driven Training Investment Decisions

Given that training involves expenditure of finances, the HR and Finance must work hand in hand in order to make an assessment of the cost benefit ratio of every training program. Finance has the benefit of giving an insight into budget constraints, whereas HR can show the contribution of training on productivity. Joint analysis will serve to assist Daraz to formulate better future training budgets, prevent unnecessary spending, and are able to invest training funds in a program that brings about a quantifiable organizational value.

In general, the survey indicates that employees at Daraz understand that training is the way to enhance the skills, performance and efficiency. Daraz can also enhance its training effectiveness by broadening the training opportunities, enhancing evaluation techniques, ensuring the relevance of the content to the jobs, promoting uninterrupted learning, and enhancing the cooperation between the HR and Finance. These suggestions will assist in guaranteeing that the investment made in training produces long term performance changes and help in making a significant contribution towards the organizational success.

3.7: Conclusion

On the whole, the results of the study show that training and development is important and effective in improving the performance of the employees in Daraz Bangladesh. The results of the survey indicate a strong preference of the employees to structured orientation programs, professional training, and continuous learning opportunities, because such programs allow employees to develop improved and enhanced skills, confidence, and efficiency at work. Although this is a positive effect, the research also finds that there are a number of gaps in the work, including the variability of training accessibility between departments, performance evaluation of training, and that there is no level of visibility of training budgets and organizational processes. All these challenges show that there is a necessity to be more strategic and systematic in terms of training investment. The analysis is in line with the rest of the HR literature that has persistently indicated that effective training programs will lead to increased productivity, enhanced skills building, and improved organizational performance. In the case of Daraz, long term performance benefits, more skilled workforce, and enhanced competitive advantage in the rapidly developing e-commerce environment can be achieved through maintenance and enhancement of training programs. Although the study is constrained by its dependence on perception based data, it presents good information that can guide future research undertaken to test the outcome of KPIs that can be measured, the training requirements within each department, and the long-term talent development plans.

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