

Report On
**Headcount forecasting for Customer Experience Department in relation to
productivity of an employee.**

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

Brac Business School
Brac University
January 2021

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Declaration

It is hereby declared that the report has been constructed as per the university requirement for completing the degree in Bachelor of Business Administration under BRAC Business School is completely an original work.

The report is based on data from internal sources within the organization and does not contain data from any reports published earlier by a third party. However, proper citation is done for the data taken from any sources. All the sources of data have been acknowledged.

Signature of Student

Mohammad Nizam Uddin Faruque
16304051

Supervisor's full name and signature

Mr. Ahmed Abir Choudhury
Lecturer, BRAC Business School

Letter of Transmittal

15 January, 2021.

Mr. Ahmed Abir Choudhury
Lecturer, BRAC Business School,
BRAC University,
66 Mohakhali, Dhaka - 1212.

Subject: Submission of internship report on **“Headcount forecasting for Customer Experience Department in relation to productivity of an employee.”**

Dear Sir,

I am very pleased to submit my report on “Headcount forecasting for Customer Experience Department in relation to productivity of an employee.”

I have completed my Internship in foodpanda Bangladesh, according to the university requirement. This report provides an overall view of my learnings, knowledge, skills and the overall experience during the period of internship. I believe with the expertise and experience that I possess as an intern, I have provided my best in terms of creating this report and this report has been synced in accordance with the guidelines provided by you.

I am extremely pleased and express my gratitude for the constant support and guidance provided from your end during the completion of the report without which the report could not have been a complete one.

Sincerely yours,

Mohammad Nizam Uddin Faruque
16304051
BRAC Business School

Non - Disclosure Agreement

This agreement is entered into by Mohammad Nizam Uddin Faruque as per the requirement of foodpanda Bangladesh, entailing that data should be kept confidential considering the report has been made for the internship undertaken by the student for graduation purpose.

foodpanda Bangladesh

Mohammad Nizam Uddin Faruque

Acknowledgement

I begin by thanking Almighty for being able to complete the internship report. Additionally, I would like to thank everyone who has provided me with constant support in the completion of this report.

At first I would like to express my gratitude towards Mr. Abir Ahmed Choudhury, Lecturer of BRAC Business School, for supporting and guiding me throughout the whole process in the completion of this report. I appreciate his cooperation and instructions all through this process.

Then I would like to thank foodpanda Bangladesh for allowing me such an opportunity to complete my internship under their supervision and also providing me with all the necessary information required to complete the report. Special thanks to Fariha Ahmed, Manager of Service Operations Department, who guided me and has constantly provided her time and support and advised and guided me in the best possible way. At last, I also appreciate the super friendly work environment and the people around who helped and supported me whenever required.

Executive Summary

E-commerce industry is currently a booming industry in Bangladesh. This tech-based industry depends mostly on innovation which is their major aspect of competition. Hence, the companies operating in this industry must have an organized framework depending on the type of service they are providing and should focus more on automation. For this to work out companies can have their website and mobile applications which will help them drive their businesses. The delivery service companies play a huge role in this industry. Starting from the delivering food, parcels to even electronics, can now be at doorsteps right after a click. This report titled “Headcount forecasting for Customer Experience Department in relation to productivity of an employee”, portrays the operational aspect of the Customer Experience department of foodpanda Bangladesh. The key objective of this report is to find out how the headcounts of the department depends on the productivity. In addition this report also gives an idea of how the customer experience is enhanced through post delivery services. However, as this report focuses on a particular aspect, the total limitation of this report is that it cannot provide an overall view and the inter connection within the departments which runs the business at its best.

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Chapter 1: Overview of Internship

1.1 Student Information

I am Mohammad Nizam Uddin Faruque from BRAC Business School with my ID number 16304051. The program I studied is Bachelor of Business Administration and have completed my major in Finance and minor in Accounting.

1.2 Internship Information

1.2.1 Period of Internship

The period of my internship was from 01 September 2020 to 31 December, 2020. I have received the opportunity to complete my internship from foodpanda Bangladesh in the Service Operations department. The address of the company is mentioned below:

Navana Pristine Pavilion, Plot - 128, Block - CEN (H), Level - 08, Gulshan Avenue, Gulshan - 2, Dhaka - 1219

1.2.2 Internship Company Supervisor's Information

My on-site supervisor was Fariha Ahmed who is the Manager of Service Operation department.

1.2.3 Job Scope - Job descriptions/duties

The job descriptions are listed below:

- Managing and monitoring three specialized teams of 52 people in total, working on customer experience.
- Working with the regional team on workforce management and forecasting headcounts for the department accordingly.
- Fixing quarterly shifts and assigning the shifts accordingly.
- Training agents whenever required.

- Activating work emails and access to all relevant platforms.
- Making a weekly performance report.
- Making monthly salary and KPI reports.
- Making an OKR report on a monthly basis to compare performances.
- Alignment with the marketing team about the marketing campaigns and with the Finance team working on refund projects.
- Working on improving Standard Operating Procedures (SOP) and constant alignment with regional teams in Malaysia.
- Working on IT related access and constant alignment with the product team in Berlin.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

Here, the department I am focused in is the Service Operation department. This specific department has three teams as shown below:

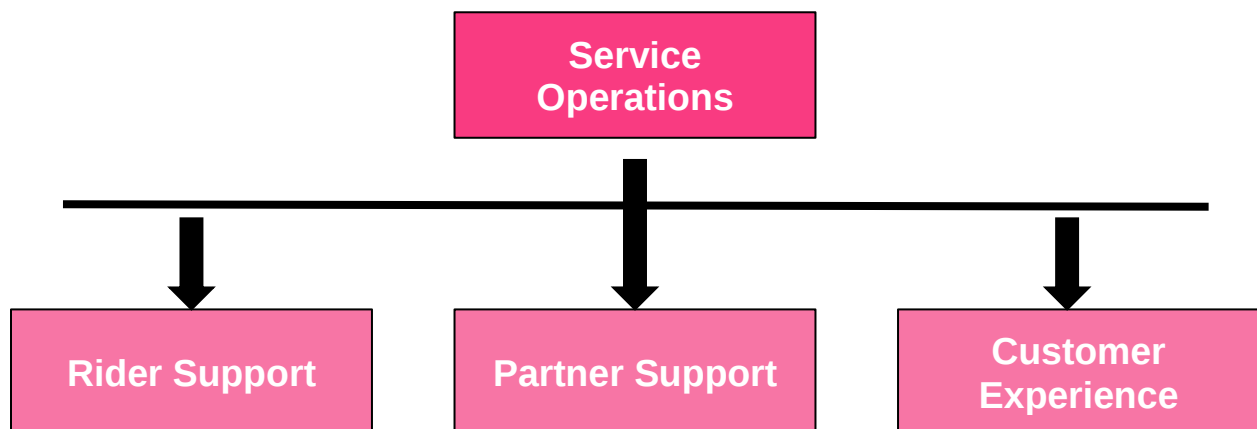


Figure 1: Service Operations Breakdown.

Here, I was assigned on the tasks of a Team lead and have been managing three teams under Customer Experience which are the Email team, Social Media team and Service Recovery team. The email team solves post-delivery issues which are sent by the customers through emails. The

social media team solves customer issues that we receive through facebook and instagram direct messages. The Service recovery team is a specialised team looking after the post-delivery issues that have been escalated and needs immediate fix and higher-level attention. I have provided the service in the most efficient way possible and have fulfilled the tasks as mentioned in my job description.

1.3.2 Benefits to the student

Considering the role, I have been provided, being assigned and having granted the authority to control people have definitely given me the opportunity to learn micromanaging people at a corporate level. Moreover, I had the privilege of even reaching out to department heads when required and also had the chance to directly communicate with the CEO to solve escalated issues. This helped me in gaining confident, trust over myself which is a very important aspect of self-developing a career.

1.3.3 Problems/Difficulties

There are always some difficulties in jobs that help us learn. The specific problem of this job was that there are three different teams to look after and those teams have slightly different ways of conducting tasks. Hence focusing on three different teams with various task specialization is relatively tougher. Adding to this, as we talk of the new normal, which is working from home gives a huge load on managing people.

1.3.4 Recommendations

During the internship period, foodpanda can provide a diversified task structure where interns will be able to work in different departments and acquire knowledge on how the operations work as whole and how the departments are interconnected with each other.

Chapter 2: Organization Part: Overview, Operations and a Strategic Audit

2.1 Introduction

2.1.1 Objective

The objective of this report is to find a concrete idea of how headcounts in the production in the customer service department of foodpanda relates to the productivity of agents. Moreover, the report will also help us to understand customer behavior of a service driven company considering the post purchase experience of customers based on issue resolution and how it helps on the retention or loyalty of customers.

2.1.2 Methodology

The report is mostly based on internal data, for this chapter data are taken from external sources such as the company website and cited accordingly, However, most of the data are internal, which is collected from within the organization and is also added experience during the internship period.

2.1.3 Scope

In this report, the analysis can be done for numerous factors considering the job responsibilities. The employee satisfaction aspect could also be worked on. The online banking system though not to a high extent, could be described and explained at a shallow level.

2.1.4 Limitations

The limitations of this report is that the foodpanda website contains a very little information in all aspects around considering they are still in the growth phase. The financial transactions and procedures are not that transparent to the general public and hence we do not have very organized information and this report mostly rely on the learnings from working within the organization. Moreover, some data has been used in creating the report but could not be shared here due to privacy policy.

2.1.5 Significance

The significance of this report is that it will provide an idea on workforce management and how the headcount forecast is done based on the variables considered depending on the departments and type of work.

2.2 Overview of the company

2.2.1 Background

Making our lives easier, foodpanda falls under the e-commerce industry and is an automated food delivery platform acquired by German based delivery service company known as Delivery Hero SE with its headquarter situated in Berlin. In Bangladesh foodpanda started their operations in 2015 and were co-founded by Zubair Siddiky and Ambareen Reza, holding the CEO position in the organization. With the initiation foodpanda used to deliver only foods from the restaurants. By the end of 2020, they came up with new verticals beside restaurants. The verticals currently delivering are restaurant, shops, panda kitchen and pandamart. Customers can order sitting from home or office, just through the mobile application or website. Once we visit the app or website we can see a list of restaurants, shops or any verticals, and by selecting the items, checkout and then place the order. foodpanda accepts both “cash on delivery” and “online payment”, as their payment options. A basic order placement flow diagram is shown below.

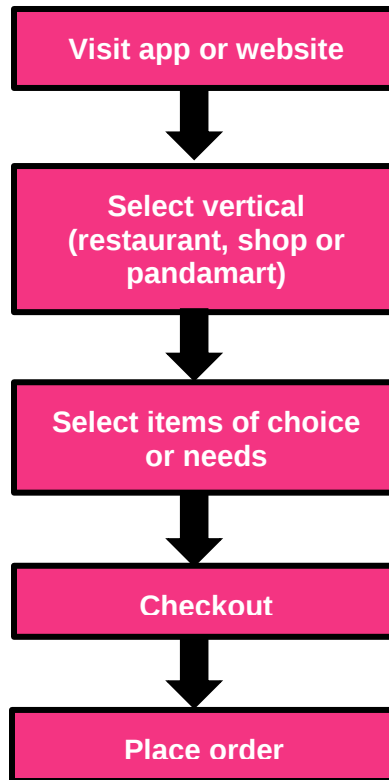


Figure 2: Basic order placing steps

foodpanda goes with different names according to geographic regions. For Asia Pacific we are known as foodpanda, in Europe and Australia we are known as foodora and in Iran it is Talabat. In terms of delivering food, three groups of people are connected. The customer who drives the business, the restaurants or vendors who are the partners and the riders delivering the food. In Bangladesh the approximate counts of the customer base, vendors and riders are shown in the table below:

Title	Count (approx)
Customer	1000000 +
Registered Vendors	12000
Rider	20000+

Table 1: Counts of customer, vendor and rider

In Bangladesh, foodpanda being a service driven company has numerous departments which operate in order to maintain a smooth delivery process. The organizational structure is shown below:

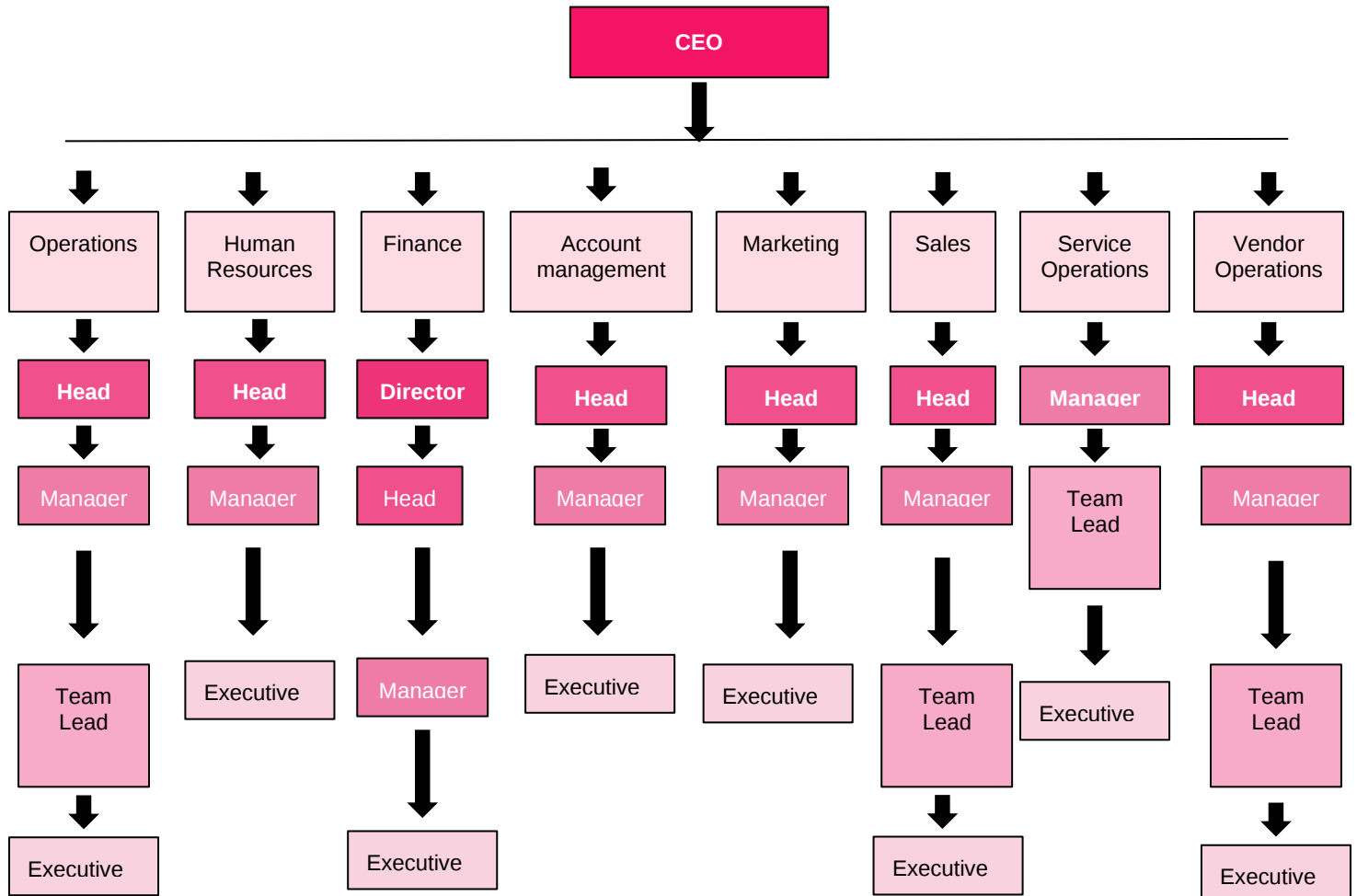


Figure 3: Organizational Chart

2.2.2 Mission

Foodpanda goes by the slogan “Order everything you like” Their main focus is on providing all the convenience goods just with a click to customers’ doorsteps.

2.2.3 Vision

When it comes to the broader picture, foodpanda targets people from income of all levels. Their ultimate motive is to reach out to the mass customers. Following their vision, foodpanda has successfully been able to operate in all 64 cities of Bangladesh. Moreover, in order to reach their goal they have expanded their business into different verticals, such as restaurants, shops, pandamart, panda kitchen, flowers and target to expand further making sure that a single platform can provide people with all the daily requirements to run the daily family operations.

2.2.4 Revenue Generation

foodpanda has their revenue generation team and they focus mainly on three sections of revenue generation. Their sources of revenue generation are:

1. Percentage commission from partner restaurants and shops: The major source of income for foodpanda is by earning commission from the partners that is restaurants and shops as per the percentage deals done.
2. Marketing campaign: Foodpanda arranges lots of marketing campaigns in order to reach out to the mass customer. Post through facebook and boost them in order to reach a greater customer base.
3. Delivery fees: Foodpanda charges distance-based delivery fees which add up to their revenue.

2.3 Management practices

Management principles and how they are practiced play a pivotal role behind the success of any organization. These practices include how the management of an organization keeps their employees motivated by bringing in innovative methods, in terms of working environment, to ensure that the employees are feeling empowered, because at the end of the day, employees are the fuel of an organization.

At foodpanda Bangladesh, it is believed that, “An equal world is an enabled world”. (Nierynck, 2020) With such commitment towards their employees, the management of foodpanda always focuses on making their employees feel empowered, because an empowered employee can be the

biggest asset an organization can have. Moreover, the entire process of making an employee feel empowered not only ensures the boost in the loyalty of employees towards the organization, but makes him a potential leader of the organization in the long run, which is very crucial.

In addition to that, the management of foodpanda Bangladesh always puts an emphasis on team work and team credit. Gladys Wojda, the Vice President of Finance Innovation elaborated that the beauty of working in teams is that when a milestone is unlocked, it is a win for the entire team, which works as a source of motivation and means of empowerment for the entire team.

A major element that the management of foodpanda Bangladesh emphasizes on, is the ability of the team leads to provide self-developments opportunities for their team members. This, of course, empowers the employees within the organization, but also builds the risk-taking ability within them. In the long run, these employees gain the skill sets to take vital decisions for their teams and the organization, aimed towards their betterment.

Furthermore, ‘empathy’ is believed to be a part of the culture of foodpanda Bangladesh. This specific quality is one of the most important ones that the employers of the company look out for in potential candidates. The management ensures that empathy is practiced across all teams, within and out of the organization by its employees because it acts as a means of continuous improvement within the workplace and enhances the relation of the company with its stakeholders.

2.3.1 Customer Relationship Management

Customers are the most integral forces that are driving the operations of foodpanda Bangladesh. Without the support from their customers, the company would not have achieved so much in such a short time. Therefore, the management of foodpanda puts a special focus on how the company maintains its relationship with its customers.

A specialized ‘customer experience’ team has been formed under the Service Operations Department who ensure that the customers’ happiness are prioritized across all times. The team comprises 50+ trained agents and team leads who solve the problems and respond to the queries of customers on a regular basis.

The most important factors that play a vital role in maintaining a good relationship with its customers is maintaining the assurance of accuracy and empathy. A customer who approaches the team is mostly looking for solutions to the problems that they have faced and, in this case, the team has to make sure that the accurate solutions are being communicated with the customer. Moreover, the team has been trained to maintain the utmost level of empathy while dealing with customers in order to attain their maximum satisfaction, because a satisfied and happy customer attracts more customers for the business.

2.4 Marketing practices

foodpanda falling under the e-commerce industry is highly dependent on the marketing aspect. foodpanda have their own website and app through which customers can easily place orders. The platforms are so user friendly that it helps to place order and roam around the application in the easiest of ways. This company focuses on marketing practices of which some of the major marketing aspects are mentioned.

- Social Media marketing: foodpanda's main target is their customer acquisition through social media platforms such as facebook and instagram in the context of Bangladesh. The company maintains their own page and replies to all the comments and direct messages on a regular basis in order to hold the best customer experience and have a designated team of 15 people to manage this task.
- Unique marketing campaigns: foodpanda initiates some unique marketing campaigns where customers get huge discounts for specific time from high level restaurants. This encourages customers to order using the foodpanda and be in touch with the service. For example, in the end December 2020, they conducted a campaign where customers can order from a particular restaurant in a certain day from a particular time range and can avail flat discounts as high as 50% on an order.
- New customer, CRM vouchers: One of their strongest parts is that foodpanda is funded by venture capitalists and has a very rich marketing team which even helps countries in the growth phase to operate at negative profits. Hence, foodpanda is capable of providing new customer vouchers and customer relationship management vouchers which attracts a lot of

customers to the service. The ultimate goal of providing this is to bring a behavioral change within the customer. For instance, a customer orders food using vouchers. Once he/she gets habituated, even if there are no vouchers available, customers still order using the foodpanda app or website and that is how the behavioral change works.

- Unique branding strategy: foodpanda leaves a mark to promote the brand wherever possible. Even the pink dress that the riders wear, is how they portray the brand. Starting from the dress, to the food box, everything helps in the advertisement of this company. Even foodpanda have small billboards out the partner restaurants, have public shade and buses covered with their posters to catch customer attention.



Figure 4: foodpanda's branding strategy

Overall, foodpanda has a huge investment behind their marketing campaigns which provides them with a strong base to run the business.

2.5 Financial performances and Accounting practices

The parent company of foodpanda is Deliveryhero SE, which is a public listed company. However, once we try to find the annual statement, we find it as a whole and not at all detailed about their financial transactions based on countries. Hence, financial data is really kept confidential to an extent where the general public has no visibility to the transactions occurring in the subsidiaries. Therefore we cannot explain much of the financial performances of this company.

Moving onto the Accounting practices, not much or anything at all is mentioned of the Accounting practices in local or global context. However, working with some colleagues there, I have got to know they sync very well with the conservatism approach which is a positive practice.

2.6 Operations management and Information System practices

foodpanda is a service driven company and it requires the daily operations as smooth as possible. Their operational excellence depends on the front liners, basically the riders, the restaurant and shop partners, and the customer experience, rider support and partner support team. The riders are always trained and monitored by the logistics compliance team and the same goes for the partners being monitored by the partner compliance team. In the organization as a whole most of the departments are inter connected while it serves its customers. Currently the operation is managed by about 15000+ riders, 12000 restaurants and shops operating in total, Organization wide foodpanda has 500+ employees at a corporate level within 8 different departments excluding the frontliners.

foodpanda believes in automation considering itself a tech-oriented industry and hence has huge investment in automating the process. Starting from the order placement to it being delivered, the total process is automated as they believe that automation reduces times and drives a company towards operational excellence. They call it agile working. Agile, per definition, is an iterative approach to project management and software development, with the ultimate goal of quickly delivering something valuable to customers, learning from their feedback, and iterating (Souza, May 2020). foodpanda also believes in working together within the teams, and is always ready to embrace changes within their operation process.

While it comes to the IT practices, as mentioned earlier they are a tech-oriented industry. Being service driven, they have their privacy policy regarding the IT system. foodpanda contains customer personal data such as name, address and phone number. Even they contain the transaction numbers for online payments as well so that issues can be resolved if there are any refund disputes. However, they ensure that the customer data is safe and takes the whole liability of keeping the data secure.

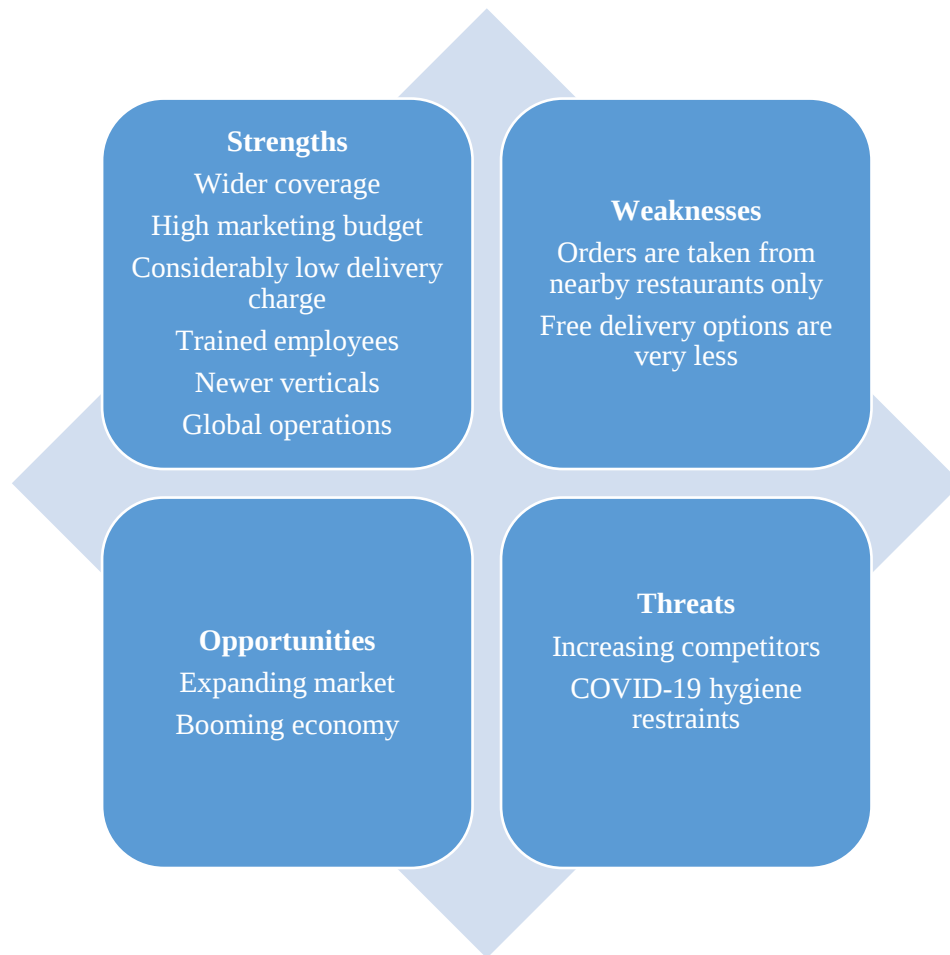
2.7 Industry and Competitive Analysis

In order to determine the competitiveness, amount of the food-delivery industry, we have carried out Porter's Five Forces analysis. This analysis focuses on the following few aspects of the industry in which foodpanda Bangladesh is operating:

1. Rivalry among existing firms: The rivalry that exists among the competitors is believed to be quite high as there are a number of existing firms, operating in the industry, such as Hungrynaki, Pathao, Shohoj Foods, etc. Moreover, all these companies are constantly coming up with promotional campaigns to attain and maximize their customer acquisition capacities.
2. Threat of substitute products: The threat of substitute products can be considered as moderate for foodpanda Bangladesh because, even though its competitors are coming up with promotional campaigns, foodpanda too is coping up with similar campaigns, which are even better to some extent.
3. Threat of new entrants: The threat of new entrants is quite low for the industry because the app required for the basic operations in this sector is quite costly. Moreover, in order to cover up for the costs of the app and the initial investments, the payback period is quite high as well.
4. Bargaining power of suppliers: The bargaining power of suppliers is quite high in this industry, because there are only a few IT companies who specialize in making the kind of applications required by food delivery companies.
5. Bargaining power of buyers: The bargaining of buyers is very high in this industry as there quite a number of competitors operating in the market, with almost no switching cost.

Overall, the industry is quite competitive, however there are still scopes for expansion.

2.7.2 SWOT Analysis



2.8 Summary and conclusion

To summarise foodpanda is well established globally and has a strong operational base and excellent strategies to drive their business efficiently. Starting from their management practices, having a rich marketing team foodpanda can manage its business all over in a smooth manner. However, very little is known of their financial aspect in local context and about their accounting practices. Apart from that, their operations focus on automation and IT driven, and also takes liability of the customer centric data. This gives them a competitive advantage with the neighbouring companies in Bangladesh.

To conclude, foodpanda is really doing great in maintaining its operation. However, a better visibility in the financial context is expected in order to gain the customer trust.

2.9 Recommendations

foodpanda can focus on corporate social responsibilities. Working there I have got to know that a lot of orders get cancelled and are damaged. All these orders can be sent to feed poor people which will place a positive impression to the general public and will help spread positive word of mouth. Apart from that transparency and visibility is expected in the financial transaction aspect.

Chapter 3: Project Part: Headcount forecasting for Customer Experience Department in relation to productivity of an employee.

3.1 Introduction

3.1.1 Background

One of the toughest tasks in an organization is being able to forecast anything successfully. There are numerous forecasting techniques, however a miss or overlooking even a small variable can cause us to repeat the whole process again. While we talk of forecasting, one of the most important aspects of forecasting is the headcount forecasting for a particular task or a department. While we forecast how many people, we need in order to attain the optimal level of work, the financial aspect needs to be focused as well. Moreover, headcount forecasting takes account of productivity on

average, the quality of work at optimum level of task and most importantly the shrinkage rate as well. As we know, training new hires costs an organization, the capability of acquiring the right candidates is also important so that we can retain employees.

Here in this report, we will mainly use internal data of how the inbound email and social media cases impact the headcounts required in the customer experience department. In order to calculate that we will look into the following data:

1. The productivity in average of an employee
2. The inbound of email and social media cases
3. The quality of the resolution of issues that impact the retention of customers.

Now in general we can understand that the more inbound email and social media cases we are having, the more people will be required to solve the cases or issues. However, this is not necessarily the case if on a daily basis an agent can solve 60 tickets and we need 10 people to solve 600 tickets daily we will need exactly 20 agents to solve 1200 tickets on a daily basis. It might be more or less and that will be shown in this report later.

3.1.2 Objectives

The objectives of the study here is mostly focusing on the overall customer behaviour after the response of the employees through email or social media direct messages for solving email. Moreover, we will discuss a slight part on how an online payment system works which was a part of my job to understand. However, if put into points the main objectives are:

1. Understanding the relation of head counts required on the basis of productivity of agents.
2. Relation between post purchase issues and solving the issues versus the retention of customers through the service.

We will have a detailed discussion of the study here in this report below.

3.1.3 Significance

The significance of this report is that it provides an overall view of how the forecasting is done for hiring according to the productivity and the factors that are considered while calculating the counts. Not only in Bangladesh, the regional WFM team follows the similar process as well.

3.2 Methodology

The report mostly contains data collected from internal sources within the organization. In order to analyse, data is collected from cloud working platforms like Salesforce, data studio and also the organizational tableau.

3.3 Findings and Analysis

3.3.1 How to find the inbound of emails

While we work at forecasting headcounts for a particular team the first factor, we look at is the inbound. Inbound is the daily incoming emails and social media cases. We receive the emails and social media cases through a cloud platform known as Salesforce. Salesforce itself is a very smart software. It records every single action performed when an employee is working. Even the software is programmed in a way which records every single email or a social media case that is sent to the foodpanda and needs a resolution. In order to show how the data are exported and how it shows up in the report, screenshots and tables are being added below. Here in order to show the change that takes place for headcounts in respect to the inbound, we will take two sets of data. The first set of data will include data from during the start of the year 2020 which is January and the other set will be from June which is the month for which the forecasting was done, because those were moments of transition in the foodpanda and would give us the idea of the changes of one factor in respect to the other.

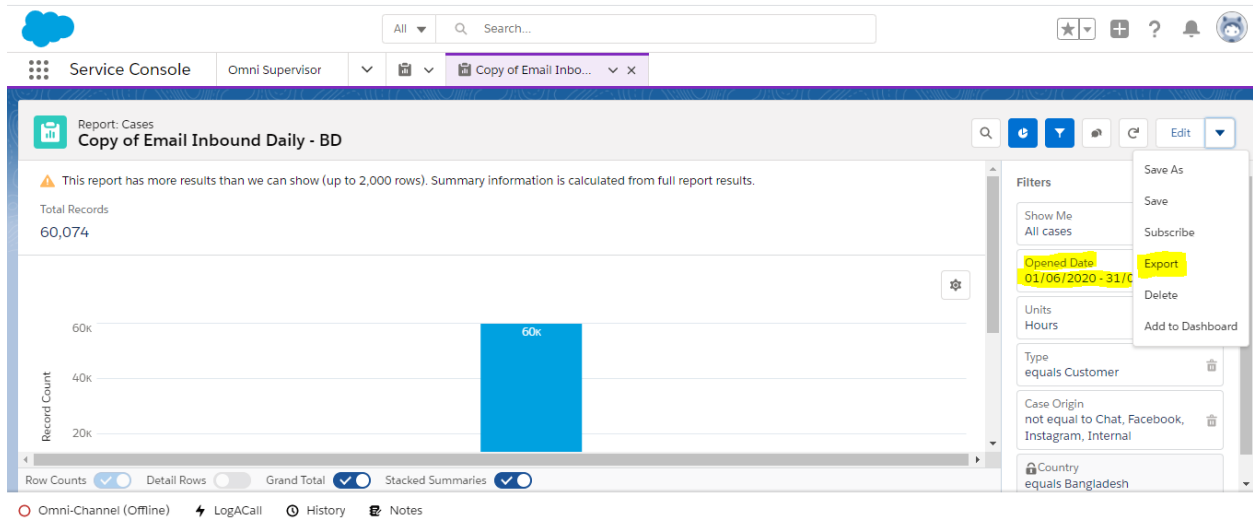


Figure 5: Screenshot of how to filter and export data.

In the picture attached above we can see the “Opened date” as highlighted in yellow where we need to filter the date and then have to click on the “Export” option to get the data downloaded. The first set of inbound data, which is from January 01, 2020 to January 31, 2020.

Date	Count of email
	January
01	562
02	465
03	692
04	484
05	453
06	469
07	505
08	530
09	525
10	528
11	563
12	651
13	605

14	564
15	540
16	573
17	525
18	567
19	648
20	674
21	649
22	630
23	753
24	704
25	734
26	704
27	717
28	837
29	824
30	834
31	777
Total	19286

Table 2: Count of case numbers in January 2020.

Here we can see that the total count of tickets for the month of January 2020 is 19268. As we can see from the table there was a rapid increase in the number of emails incoming jumped way high. However, it is never easy to increase the headcounts by much. foodpanda service level agreement states, any email sent will be replied within 24 hrs after it reaches us. However, at that time we have at times failed to meet the service level agreement. Afterwards, the Human Resource department was informed and hiring and training processes were conducted.

3.3.2 Headcount forecasting

Now, in order to solve the problem, the headcount forecasting till the month of June 2020. Let us take three productivity targets which are 10 emails/hour, 12 emails per hour and the regional set target which is 14 emails/per hour which is a bit tough to attain, however followed by all 11 countries in Asia Pacific region. There are also reasons why forecasting was done till June 2020 and they are:

- The employee turnover is a bit high as agents are university students and leave if it gets tough for them to cope up with the studies.
- New verticals which are pandamart and shops were being integrated.
- Training to be done at once and not a number of times.

Another important note to add is that foodpanda considers the shrinkage rate to be 12%. Shrinkage rate means that 12% of the daily agents working might be absent or be unavailable at work. Additionally, foodpanda considers a 10% constant growth rate per month in Bangladesh and hence we expect the inbound to increase by 10% every month which is ofcourse an estimated data from historical data. Moreover, each agent works for 6 hours a day for 6 days a week.

Now the calculation of headcount forecast with the first set of data is shown in the table below. First we increase the inbound by 10% every month from the month of January, 2020 and then we take the daily average ticket to be solved by dividing the total number of cases by the number of days in that month.

Month	Jan	Feb	Mar	Apr	May	Jun
	Actual	Forecasted				
Total Inbound	19286	21215	23336	25670	28237	31060
Average Inbound	622	684	753	828	911	1002

Table 3: Total and Average forecasted inbound

Here we have found the total forecasted inbound and average which is daily expected inbound from February to June 2020. The next step is to find the number of agents required at a target productivity rate of 10 emails/hour, 12 emails/hour and 14 emails/hour as shown in the table below.

This is calculated by dividing the average daily inbound by productivity rate by the number of hours each agent provides which is 6 hours.

Month		Jan	Feb	Mar	Apr	May	Jun
		Actual	Forecasted				
Total Inbound		19286	21215	23336	25670	28237	31060
Average Inbound		622	684	753	828	911	1002
No of agents required at target productivity	10/hr	10	11	13	14	15	17
	12/hr	9	10	10	12	13	14
	14/hr	7	8	9	10	11	12
		12 percent shrinkage					
Agent count as of 12% shrinkage	10/hr	1	1	2	2	2	2
	12/hr	1	1	1	1	2	2
	14/hr	1	1	1	1	1	1
		Add the number of agents as per shrinkage					
Final agent count at set target productivity	10/hr	11	12	15	16	17	19
	12/hr	10	11	11	13	15	16
	14/hr	8	9	10	11	12	13

Table 4: Forecasted Headcounts for June 2020

After the headcount was calculated, the number of headcounts at 12% shrinkage was added and then added with the initial count so that the number of agents required is not underestimated. Moreover while hiring they move with the middle data which is 12 emails per hour as attaining the given target of 14 per hour is really tough. However the leadership team keeps pushing them to their best.

3.3.3 How Reliable is the forecasted data?

Now, to find the reliability of the data forecasted let us have a look at the total inbound in the month of June 2020 in the table below.

Date	June
	Count of emails
01	928
02	928
03	914
04	971
05	968
06	977
07	884
08	1,019
09	974
10	982
11	1,002
12	948
13	936
14	948
15	1,000
16	954
17	982
18	1,040
19	1,052
20	1,112

21	1,234
22	1,012
23	1,015
24	1,040
25	1,073
26	1,034
27	970
28	998
29	1,066
30	1,128
Total	30,089

Table 5: Count of inbound in June 2020.

Inorder to have a better picture let us check the report from Salesforce and attach the screenshot here.

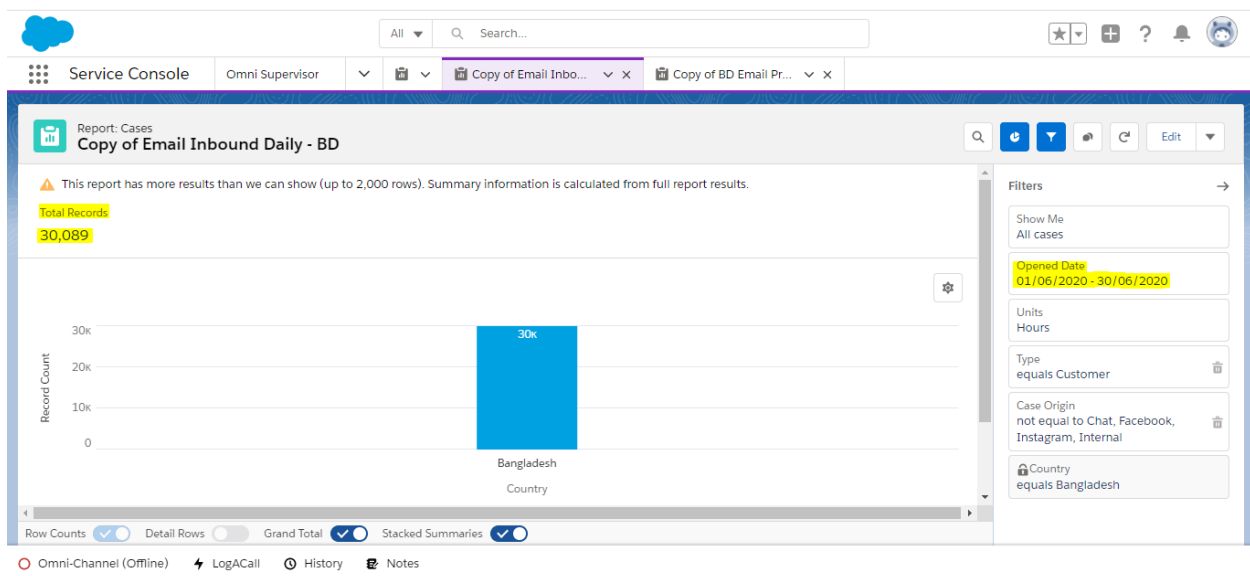


Figure 6: Inbound the month of June 2020

Hence, we can see here that the inbound for June 2020 was 30089 which is very close to the estimated data in Table 4, which is 31060 emails in the month of June.

Again, as we see the headcount on the month we had 20 agents working during the month of June 2020, and the forecasted headcount was 19, 16 and 13 as per the productivity level set as seen in Table 4.

3.3.4 The relation between fast ticket solve and customer retention

For a service driven industry, it is always the customers who drive the business. Hence being able to create an outstanding customer experience is really necessary. Customers face lots of issues while their orders are delivered. Sometimes they receive wrong items, missing items or even wrong orders along with spilled food. At such instances it is really necessary that we show empathy and solve the issues properly. foodpanda does an internal survey where the customer satisfaction score in January 2020 was 46.50 and went up to 52.25 in June 2020. The data were collected from an organizational tableau. By then during June 2020, the team has become more efficient in terms of productivity and the quality of work. Customers were happy and were providing positive feedback.

In foodpanda we have different Customer Contact Reasons. One of the reasons why customers contact us is for providing positive feedback. “Positive feedback” is one of the CCRs itself. The count of this CCR is shown below over the months from January 2020 to June 2020. March and April was the time when the pandemic Covid 19 hit and hence the data did fluctuate and hence we can see a pattern of irregular data.

CCR = Positive Feedback	
Month	Count
January	242
February	297
March	190
April	159
May	246

June	327
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Table 6: Count of CCR “Positive feedback”

Here we can see the change of how much the positive feedback changed with time. Customers received replies faster and their issues got solved faster and hence more orders were being placed as better services were being provided. The customer base was getting bigger, hence the number of daily orders. All these resulted in the high degree of customer retention

3.4 Summary and Conclusion

To summarise, the hardest and one of the major challenges in an organization is people management. While we work at forecasting a simple miss out on a single data may have a huge negative impact in the total process. Hence there should be an organized structure department follow for forecasting headcounts based on the types of tasks. In foodpanda, for the customer experience department the forecasting is done in the process shown above and the regional workforce management team checks that as well. Here we can see that as the number of inbound increases, the number of headcounts required increases as well and higher productivity requires less agents. Less agents means less cost and more efficiency if the productivity is high. foodpanda customer experience leadership team keeps monitoring the productivity and keeps pushing the agents to do better every day.

To conclude, one of the aspects of business is that it becomes more efficient if the individual productivity can be raised to the optimum. Here we could see the more the productivity is the less the number of agents required. Hence, organizations in the e-commerce industry should focus more on innovation and a faster way of resolving issues.

3.5 Recommendations

Based on this report and the work experience here at foodpanda some recommendations can be provided.

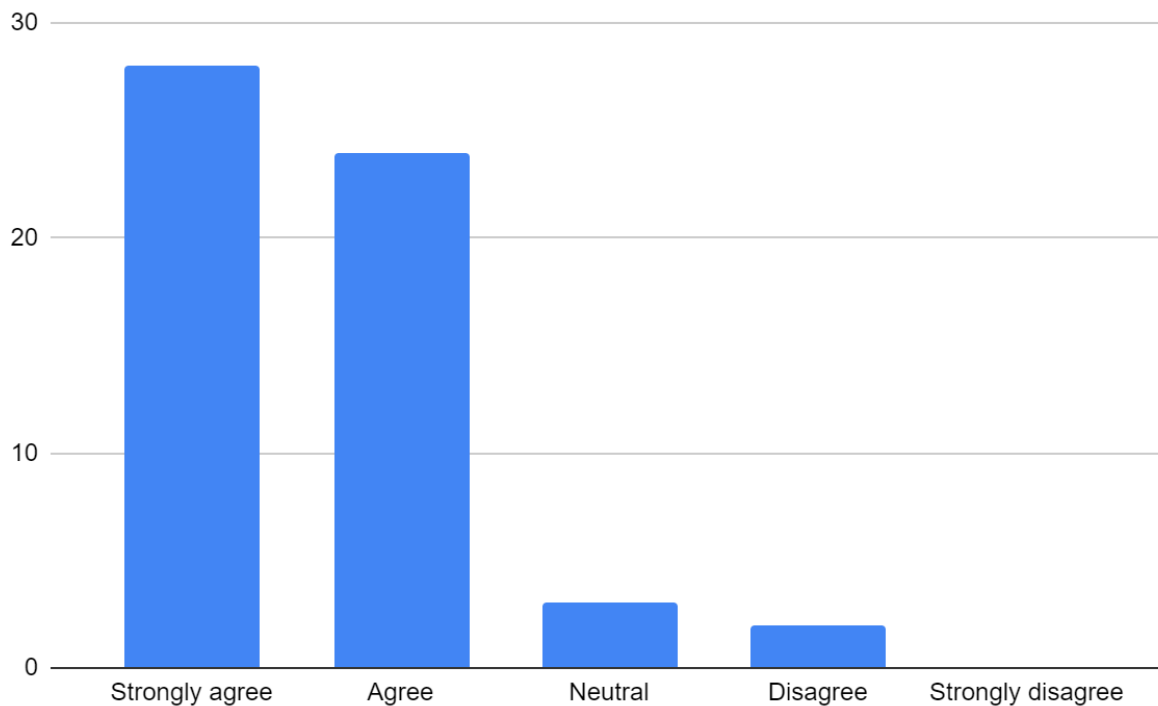
1. To provide agents with PCs that have the same performance features so that all the platforms run smoothly and it is fair for evaluating agents.

2. Focus more on automation where manual touch will be lower. The lower the manual touch, it saves time and money.
3. To take more public surveys and feedback in order to understand a better need of the customers.

Appendix

A general survey was done via google form in order to show that customer experience is a key factor in customer retention.

Question: Do you think a proper "post purchase" customer service is the key in retaining a loyal customer base?



The survey answers were put as shown in the graph. There was a total of 57 respondents and the percentage according to the response is shown below.

Option	Count
Strongly agree	49.12%
Agree	42.11%
Neutral	5.26%
Disagree	3.51%
Strongly disagree	0.00%

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