

Report On  
**“HR Operations of Apex Footwear Limited in their Retail  
Business”**

By

Tahsina Tabassum Saba  
ID: 17104148

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  
February, 2022

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## Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Tahsina Tabassum**  
**Saba**  
ID: 17104148

**Supervisor's Full Name & Signature:**

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**Jubairul Islam Shaown**  
**Lecturer, BRAC Business School.**  
**BRAC University**

## Letter of Transmittal

15<sup>th</sup> Februar,2022

To

Mr. Jubairul Islam Shawon

Lecturer, BRAC Business School.

BRAC University.

Mohakhali, Dhaka-1212.

Subject: Submission of internship "report on HR operations of Apex Footwear for their retail business"

Sir,

With due respect and pleasure I would like to announce that I am submitting my internship report on HR operations of Apex footwear for their retail business, under your supervision for the partial fulfillment of the Internship Course for our BBA Program.

This internship report allowed me to learn about the recruitment process of retail employees, the remuneration package of different level retail employees and the on boarding and training process of retail employees and many more. I have implemented my academic learnings as well. With the collaboration of experience and academic learning, this internship report is my future asset for my corporate career.

Lastly, I am very thankful, and blessed to make this internship report under your supervision. I am eagerly waiting for your valuable comment; this will help me to improve this report in quality. Hopefully, I will be able to exceed your expectations and enhance my knowledge furthermore.

Sincerely yours,

Name: Tahsina Tabassum Saba

ID: 17104148

BRAC Business School, BRAC University

Date: February 8, 2022

## **Non-Disclosure Agreement**

I am declaring that this report will not contain any harmful content that may lead to a bad impact on the company's reputation and also this will not bring any confidential data to the competitors that may reduce Apex in competitors Advantages.

This non-disclosure agreement is between me and Apex Footwear. I am declaring and promising that this report will not be published in any internet publications or any journal. This report will be saved in only BRAC University's library server. And also declaring that this report is not carrying any harmful data that will negatively impact the company.

## **Acknowledgement**

By the grace of the Almighty Allah, I have completed my internship journey smoothly. Without Allah's willingness, I wouldn't get the opportunity to get admitted to a renowned university like BRAC University and to work with one of the renowned Bangladeshi Footwear company like Apex Footwear Ltd as an HR intern.

As a mandatory part of the undergraduate program, I have done my internship under the supervision of Mr. Jubairul Islam Shaown, Lecturer, BRAC Business School, BRAC University. I am thankful to Sir that the very last time in the internship report he gave me valuable instructions on what to do and what not. The words from Sir gave me the hope to finish this internship report on time. From the bottom of my heart, I am thankful to Mr. Jubairul Islam Shaown Sir.

As I've completed my internship from Apex, I'm extremely grateful for my supervisor's guidance and help to complete the internship report out of their busy schedule. My colleagues were also extremely supportive during the internship period.

Lastly, I will be thankful to everyone who helped me to complete this report. I am grateful to be able to work with Apex, thankful to BRAC University for providing the opportunity and the valuable knowledge to survive in the competitive job market.

## **Executive Summary**

In this report, the 1<sup>st</sup> chapter will contain the internship information including the basic information about student, supervisor, the job responsibilities that I had to perform in these 3 months at Apex Footwear Ltd. After that in the 2<sup>nd</sup> part I have talked about the company and their different departments, different products, entities etc. In the 3<sup>rd</sup> part, I have discussed my research objectives, findings from the research and proposed some recommendations based on the issues from findings.

After conducting the research the findings were the recruitment process of the retail business , were it was discussed about the before and after covid recruitment procedure, how the number of total recruitment has changed over the years and what are the current requirements to be considered as a retail store employee of Apex. Then secondly, the training procedures were the part of the findings and the three types of training programs for retail employees are thoroughly discussed and lastly the increasing employee turnover rate. According to the findings from this part I have proposed few recommendations for AFL like updating the recruiting and training process , initiating excel based cv bank instead of their traditional cv bank because that will reduce the cost of the company, updating all the company software on regular basis as the frequent malfunction of these software creates low productivity for the HR employees. Though according to the company policy , I could not collect information on some confidential things but this portion will give an overall idea about how AFL runs.

Finally, I hope that this report will full fill the reader's needs to understand the HR operations of Apex footwear for their retail business.

## **Table of Contents**

<b>Declaration .....</b>	<b>2</b>
<b>Letter of Transmittal.....</b>	<b>3</b>
<b>Non-Disclosure Agreement .....</b>	<b>4</b>
<b>Acknowledgement.....</b>	<b>5</b>
<b>Executive Summary.....</b>	<b>6</b>
<b>Table of Contents.....</b>	<b>7-8</b>
<b>List of Tables.....</b>	<b>9</b>
<b>List of Figures .....</b>	<b>10</b>
<b>Chapter 1 Internship Overview.....</b>	<b>11</b>
<b>1.1 Student Information.....</b>	<b>11</b>
<b>1.2 Internship Information .....</b>	<b>11</b>
1.2.1 Internship Company Supervisor's Information .....	12
<b>1.3 Job Scope.....</b>	<b>13</b>
1.3.1 Job Description .....	13
<b>1.4 Internship Outcomes .....</b>	<b>14</b>
<b>1.5 Student's contribution to the company .....</b>	<b>14</b>
<b>1.6 Benefits to the student .....</b>	<b>15</b>
<b>Chapter 2 Organization Part.....</b>	<b>16</b>
<b>2.1. Company Profile.....</b>	<b>16</b>
<b>2.2. Introduction .....</b>	<b>17</b>
2.2.2. Methodology.....	17
2.2.3. Vision of AFL.....	18
2.2.4. Mission .....	18

2.2.5. Values .....	18
<b>2.3 Board of Directors.....</b>	<b>18</b>
2.3.1 Nature of Business .....	19
2.3.2 Entities .....	19
2.3.3 Made in house brands & International brands .....	19-20
<b>2.4 Production Capacity of Apex.....</b>	<b>20</b>
<b>2.5 Management Practice .....</b>	<b>21</b>
<b>2.6 Marketing Practices.....</b>	<b>23</b>
<b>2.7 Finance and Accounting Practices.....</b>	<b>23</b>
<b>2.8 Operations Management and Information System .....</b>	<b>24</b>
<b>2.9 Competitive Analysis .....</b>	<b>25</b>
2.9.1 Porter’s Five Forces Analysis .....	26
2.9.2 SWOT Analysis .....	27
<b>2.10 Findings .....</b>	<b>27</b>
<b>2.11 Recommendation .....</b>	<b>27</b>
<b>Chapter 3 Report Part .....</b>	<b>28</b>
<b>3.1. Background Information .....</b>	<b>28</b>
<b>3.2. Research Topic.....</b>	<b>28</b>
<b>3.3. Introduction .....</b>	<b>28</b>



3.3.1. Research Objectives .....	29
3.3.2 Research Question .....	29
3.3.3 Significance of the topic .....	29
<b>3.4 Methodology.....</b>	<b>30</b>
<b>3.4.1 Data Collection .....</b>	<b>31</b>
<b>3.5 Findings .....</b>	<b>35</b>
3.6.1Recruitment process of retail store employees .....	31
3.6.2 Remuneration packages of retail store employees .....	32
3.6.3 The Training process of retail store employees.....	33
<b>3.6 Recommendation .....</b>	<b>38-39</b>
<b>3.7 Limitations .....</b>	<b>39</b>
<b>3.8 Conclusion .....</b>	<b>39-40</b>
<b>Reference .....</b>	<b>41</b>
<b>Appendix.....</b>	<b>42</b>



## List of Tables

Table 1: Company Profile.....	19
Table 2: Board of Directors List .....	20-21
Table 3: Porter’s Five Forces Analysis.....	28
Table 4: Retail Store Positions .....	34
Table 5: Salary Structure of retail store employees .....	35

## List of Figures

Figure 1: Apex Logo .....	18
Figure 2: Apex Entities.....	21
Figure 3 Made in-house brands .....	22
Figure 4: International Brands.....	22
Figure 5: Apex Organogram.....	23
Figure 6: IFS Interface.....	27
Figure 7: Orientation Training.....	36
Figure 8: Product Knowledge Training .....	36
Figure 9: Norms Training .....	36

# Chapter 1

## Internship Overview

### 1.1

#### Student Information

**Name:** Tahsina Tabassum Saba

**ID:** 17104148

**Program:** Bachelor of Business Administration

**School:** BRAC Business School, BRAC University.

**Major/Specialization:** (i) Human Resources Management

### 1.2

#### Internship Information:

**Period:** 3.5 Months (11th October 2021 to 31<sup>st</sup> January 2022)

**Company Name:** Apex Footwear Limited

**Department:** HR

**Address:** Apex Footwear ltd Head Office.  
House-6, Block-SE(D).  
Road-137, Gulshan 1, Dhaka.

### **1.2.1 Internship Company Supervisor's Information:**

**Name: Md. Enamul Huq Molla**

**Position: Deputy Manager, Human Resources**

## **1.3 Job Scope –**

### **1.3.1 Job Description:**

While working at Apex Footwear Ltd, I had to do HR related tasks for their retail business. For example, The first thing I was taught here was how to sort cv's of potential employees for the retail business. I with the help of my supervisor, sorted Cvs for the sales associates of their retail stores. After that I was taught how to make interview calls and talk to a potential employee to persuade them to attend the interviews. In this process , I talked with the potential employees and got to know about their current job role, their remuneration package, the set of skills they use to complete the task. For the Sales associate position for the retail stores, I mainly asked them about their experience in sales, their convincing power to customers etc. After the initial screening via phone, as per my supervisor's I called the candidates to attend a physical form of interview in the head office. The interviews are taken in two shifts in same day. In the first round interview, I helped my supervisor to co ordinate the interview of the candidates. And in the second phase or final round interview I sat with my supervisor to take the interviews of the shortlisted candidates. After the interviews, we selected the best candidates for the retail stores of Apex nationwide. I had to match the candidate's living place to nearest store so that the worker do not face any difficulty to work. Every month 2 to 3 batches of retail sales associates are appointed. After the successful recruitment of the sales associates, I was taught how to maintain the database of the new retail employees every month. Every month I made an excel named " Recruitment Status of Retail employees\_ month\_Year" . Based on the excel I did filing of the new employees. In the file I put the documents serially. I made appointment letter and took sign from HR manager. In the file I kept the photocopy of Appointment letter, joining acknowledgement , cv, educational certificate, national identity. This is how the information of retail employees are maintained in Apex. After this, I had to go for market visit to take interviews from the other shops sales associates to know about their day to day work as a sales person so that I can compare their work with our sales associates work. I was given a task to recognize potential candidates from various stores to appoint them here. I talked with many different sales person and based on their experience and selling attitude I collected few of their cvs for later recruitment purpose. After the successful recruitment I had to call them for training session in head office. I had to co ordinate the training and onboarding session of the new joiners. I collected their documents, talked with them about their work hours. I had to sit in the training for some time to see how the training process is going. There are many experienced trainers at Apex who conducted the sessions wonderfully. After the training session, I had to talk to admin to organize the uniforms for the new joiners. After these I started the filing work. Each month I had to complete the files within the 20<sup>th</sup> of month. After completing I had to handover the files to Payroll team so that they can do the documentation for the salary of these employees. I was given a task where I had to help marketing team to launch their new product logo, Mavrick. From HR team I was send to help them to do the needful. I along with few members of mkt team put logos in all the Head office and retail

stores employee's hand so that they can upload the new logo pic with hashtags on social sites . It was a marketing strategy for the new product launch. I was responsible for other HR works like I had to make ID cards for new employees. I made the cards and sent them to admin for courier purpose so that the retail store employees outside dhaka can receive them. The inside dhaka retail store employees were required to come to Head office to collect their ID cards. I also had to keep in touch with the store managers of all the nationwide outlets to know if the new joiners are properly or if they have any issue or if there is any missing documents of them. Whenever I got to know about the missing documents I had to call the store managers personally to ask them to send it to me. I had to help in arranging grooming contest of retail employees. Where I prepared a ppt where I wrote some criteria which the retail store employees had to follow to participate in the contest. After the contest best groomed sales associates were given prizes. The files of the new joining sales associates I completed within 20<sup>th</sup> I had to send to Payroll. Before sending I had to cross check which files are incomplete and I had to keep the incomplete files separately so that I can send them next month after completing. Usually every month there are 30-40 new joiners in retail stores. So I had to prepare 30-40 files and Ids within 20<sup>th</sup> of each month. Other than this main task I was also given several other HR tasks which I did with complete sincerity and maintaining the confidentiality.

#### **1.4 Internship Outcomes:**

The challenges and positive outcomes I faced in these 3 months of internship are given below. Firstly, Completing the employee files within first 20 days of a month was a bit difficult as the retail employees outside dhaka delayed sending the documents in time and because of this some of the employees missed their salaries. Secondly, I had to convince different candidates to attend the interview for different departments. I am addressing this as a challenging task because the conversation was totally different each time I called a new candidate. Some candidates were well informed, some were extremely difficult to approach, some were simply arrogant and so on. I had to calmly do the initial screening of the potential employees without being arrogant or angry. Some calls were successful, some was not. Finally, for the successful on boarding of the retail employees I had to work really hard and collect the data on daily basis which was a bit hectic.

The positive outcomes of this was I learned how to do communication with candidates. I learned salary negotiation, I understood the value of meeting work deadlines. This internship has helped me become a punctual individual who is now able to work with different people in a corporate environment.

#### **1.5 Student's contribution to the company:**

##### **1. Maintain Company's Policy:**



Being an Intern, I had to strictly maintain the rules and regulations of the company. For example, maintaining office entry and exit time, attending the meetings, communicating with my supervisor and giving him daily work updates, meeting work deadlines. Maintaining a polite communication with supervisor, colleagues, suppliers and other staff members. Etc.

## **2. Job role: Performing duty of retail employee on-boarding and employee documentation:**

Time management and meeting daily work deadlines was a bit difficult as I had to multitask. To work in a corporate environment, being clever enough to do time management properly is considered as a plus point. The internship structure at Apex was quite well organized. It was really helpful. The main task I had to perform was-

- **Retail employee on-boarding:** I was responsible for taking interviews of various posts of the store like junior sales associate, trainee sales associate etc. After that selecting the right candidate based on some confidential conditions and after that their on-boarding where I had to provide them their uniforms, I had to take some necessary documents and after that I made their appointment letters and handed over it to them.
- **Retail employee documentation:** After on-boarding, the documentation part of the employees was my main duty and I was given time till 20<sup>th</sup> of every month to complete the employee filing so that the pay roll team could fix the salaries of them.

So these were my main duties as an HR intern.

## **1.6 Benefits to the student:**

### **1. Real life Job experience:**

Internship is considered an excellent method for overcoming the employee shortage of a company. I had gained a detailed idea about how HR operations are managed in the retail sector of a footwear company. Also I was given the opportunity to seat with the management in importance meetings like Healthcare service provider signing contract between Apex Footwear ltd and United Hospital also I got to talk with important clients and attended other important meetings which gave me a real life knowledge on how business deals are handled and how to maintain corporate relationship with clients.

### **2. Perform a variety of tasks and department:**

While I was doing my internship, I was assigned with a certain amount of work each day, my office required me to interact with different employees, clients. I was required to help senior executives, arrange interviews, attend meetings, keep track of the retail employees. I had to issue some emergency ID cards for the employees who lost their cards and upon receiving the

GD copy from police I issued the cards. All of these detailed HR knowledge will help me grow my future career in HR.

## **Chapter 2**

### **Organization Part**



**Figure 1-Apex Logo**

### **2.1 Company Profile**

Company Name	Apex Footwear LTD
Establish Year	January 04, 1990
Current Address	Apex Footwear ltd Head Office. House-6, Block-SE(D). Road-137, Gulshan 1, Dhaka.
No of Retail Employees	1260
Gross Income	4747.39 BDT in Million (2021)

**Table 1-Company Profile**

## **2.2 Introduction :**

Apex Footwear Limited started its journey on January 04, 1990 and it was founded by Syed Manzur Elahi who is the Chairmen of Apex. ( Apex Footwear Ltd, 2021). They inaugurated good quality finished products exporting from Bangladesh in the leather industry. Apex Footwear Ltd is working as a giant in the local footwear retail business. And it has been awarded as the most loved shoe retail brand in Bangladesh (Daily Star, 2021). They have also began to work with large export markets which includes big shoe retailers like Japan, North America and Europe. Recently they launched their first international market in Nepal and soon they are planning to expand and open other international outlets in different countries of Asia ( Chakma and Mirdha, 2020). In the year 2006, Apex went on to collaborate with Adelchi, which is an Italian footwear manufacturer and decided to change its name to Apex Adelchi Footwear Ltd. Advance technologies and manual processes are being used to manufacture the goods in AFL. AFL does not compromise with the quality of leather and uses high-quality leather for their footwear. Apex have also collaborated with various international brands and apparels. They are planning to expand their business into different other sectors in near future. There are two separate factories of AFL where they do the local and export production. AFL owns a huge number of 251 retail stores all over Bangladesh, 215 wholesalers and 380 franchise. The total manpower including everyone is 16000( Apex IFS,2021). The head office is situated in Gulshan-1, Dhaka (Apex Footwear limited, 2021).

### **2.2.2 Methodology:**

This section is based on primary and secondary data. The primary data I have collected through my supervisor and my colleagues. And the secondary data is collected from company

website, journals and from some official documents which I had access to as an intern. All of them have been cited properly.

### **2.2.3 Vision of AFL:**

“Honest Growth”

### **2.2.4 Mission**

- Ensuring Sustainable growth
- Creating Value for Stakeholders
- To be a responsible corporate

### **2.2.5 Values :**

The values of Apex is being called ICURES.

- Integrity
- Courage
- Urgency
- Respect
- Empowerment
- Sustainability

## **2.3 Board of Directors**

Syed Manzur Elahi	Chairperson
Syed Nasim Manzur	Managing Director
MD. Abul Hossain	Director
Munize Manzur	Director
Dr. Mohammad Farashuddin	Independent Director

Parveen Mahmood	Independent Director
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**Table 2-Board of Directors**

### 2.3.1 Nature of Business:

Footwear and non-footwear items are provided by Apex Footwear Ltd for their customers. They have footwear for men, women and kids in various categories. The product variety AFL offers is commendable and well loved by the customers.

1. **Footwear:** Men's Shoes and Sandals, Ladies Shoes and Sandals, Sports, Canvas, Children, School, Synthetic (Thong/ PVC/EVA)
2. **Non-Footwear:** Socks, Belts, Accessories and Leather goods.

### 2.3.2 Entities :



**Figure 2-Apex entities**

### 2.3.3 Made in-house footwear brands of Apex:



Figure 3-In house Brands

### 2.3.3 International Brands (Footwear & Accessories):



Figure 4-International Brands

These international brands consist bags, bag packs, ladies bags, wallets etc.

## 2.4 Production Capacity of Apex:

The manufacturing capability Apex has is beyond commendable. In 2007 the production of shoes were 10000 pairs per day, and it increased to 15,000 pairs per day. In 2012 the production capacity increased by 5000 pairs per day. As the demand has increased over time, now the number is 20,000 pairs per day.

### 2.4.1 Product Development Department:

Apex product development department is a very confidential department. Only 6 people has direct access to this isolated room situated in their Gazipur factory. The product development team makes the design of the shoe first, after that the raw materials are decided which will be used. After that cutting sewing experts are being called to give it a shape and after completing the product it is being handovers to the product management team.

### 2.4.2 Product Management Department:

The Product management department plays a very important role after receiving the finished product from product development team. The PM team decides on the placement of the products. They put different shoes to different outlets of the country. They measure the need of a particular shoe to a particular place. For example, they put a nice pair of expensive venturini shoe in their Gulshan flagship store but do not put the same shoe in their joydebpur outlet because they follow the demand and supply graph for this. They decide the placements very carefully and after studying market condition. The PM team plays a huge role in earning revenue. The price of each product is decided by the PM team. But portion is very confidential and I did not have much access to this hence, I could not get to know about the secret criterias they use to decide the price.

### 2.5 Management Practice:

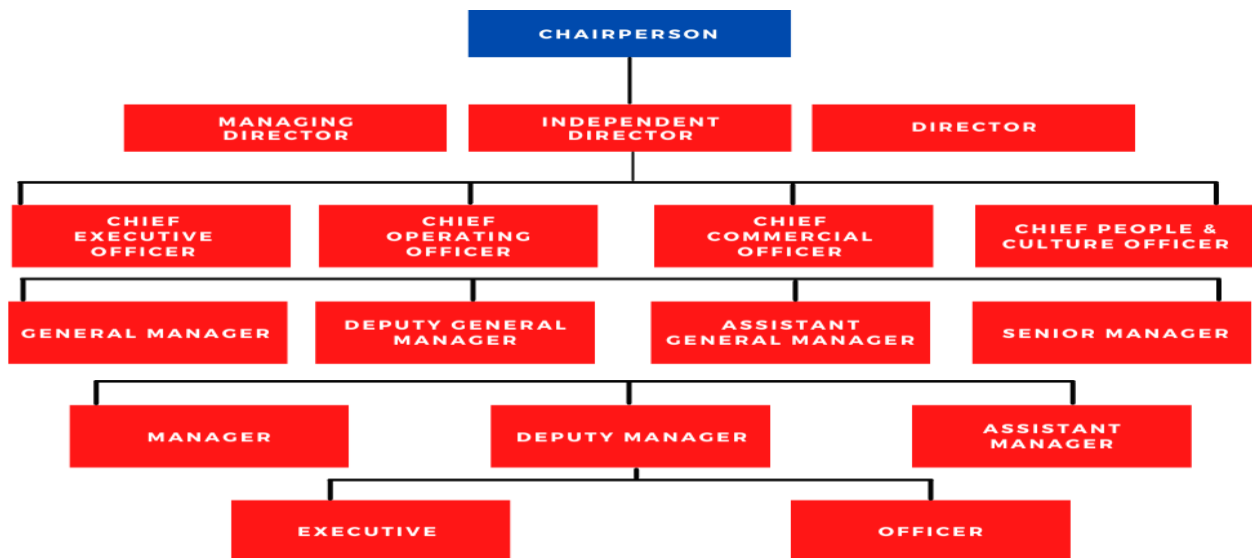


Figure 5-Apex Organogram

### **Leadership Skill:**

Organizational leadership is taken very seriously here. The team leaders and other senior leaders prioritize employee's take on making a decision. For instance, grooming contest for retail employees were organized after talking with everyone in the HR and learning & development team. The chief people and culture officer of the company took everyone's suggestion on how to make the event fruit full for the retail employees and he as a leader regarded everyone's suggestion. The department heads here are very much involved with the people working under him/her. Here the talent and dedication are appreciated by the leaders and the juniors are given enough space to plan a particular project as per their unique ideas. The leadership system in AFL is very much appreciable.

### **Employee Practice:**

The head office employees arrive at office by 9 am as the working hours starts from 9 am till 6:30 pm. Employees are required to punch their cards in the main entrance for entering and this also marks as attendance for the day. The retail store employees do the same upon arriving at the stores and their working hour depends on the markets opening and closing time. At 6:30 before leaving employees must give their fingerprint scan on the gate so that it tracks their entry and exit time which helps in determining the monthly attendance, salary etc. The HR department usually starts the day by giving a brief about the day long activities and works the whole day following the plan. The HR department is quite organized.

### **Management working policy:**

The head office employees face performance appraisal twice a year. Where the supervisors and his team mates sit together and discuss about job duties, employee's strengths , shortcomings, future work plan, pay rise, promotion, new strategies to meet organizational goals etc. On the other hand, for the retail store



employees it is different. For example, In AFL a junior sales associate is being given 6 months to prove his performance. Based on the performance, meeting targets a junior sales associate is promoted to Sales associate position within 6months. The same way a sales associate gets promoted to be a store manager on the basis of their performance. The performance appraisal and promotions are taken very seriously in AFL.

## **2.6 Marketing Practices:**

### **Facebook Page and Website:**

AFL conducts their marketing campaigns through facebook page where they put videos of new products launched, different discount offers. For example, there is a new year offer going on now which is 60% percent off on all their products. People can see this offer on their facebook page also they have made short OVCs ( Online video commercials) which pops up in time of watching random videos on facebook. They promote their products year long in this way. Another campaign I saw was their breast cancer awareness program. Where I was given the opportunity from Mkt department to visit the campaign as an employee of the HR department and talk to the Sales associate girls who were brought to the head office for self check. This whole event was updated in their Facebook page so that people can get to know. They also sometimes call celebrities to promote their products. For example, Weight lifter Gold medalist Mabilia promoted the canvas shoes in a campaign, Bangladeshi footballer Jamal bhuiyan was roped in for another advertising campaign. All of these campaigns are regularly updated in the Facebook page and website of AFL.

## **2.7 Finance and Accounting Practices:**

As an intern, I did not have any access to the financial practices of the company. But upon talking to some people from Finance & account department I am going to give a short brief on how finance management practices are being run in Apex.

Petty cash is used for day to day small transactions. Those transactions are below 50000. For example, if any employee is out for an office work at lunch time he/she will be given that day's lunch allowance which is BDT 300 taka. I was sent outside for searching potential candidate's cv and I was given the lunch allowance for that day. To get the allowance the employees have to fill a form

and take a sign from their line manager and after that it is being sent to CFO for approval and the money is given in hand from the petty cash.

For any big program or event at AFL, the team who is organizing the program has to make a PPT about the total event plan including the price range that is required. Then the presentation is attended by the CFO himself and upon getting confirmation from the MD the CFO proceeds with the approving of the budget. For example, the HR learning & development team of AFL was organizing a new year party and they needed a budget. So they made the action plan, PPT and after giving the presentation they received their desired budget of BDT 3 lac from the finance department.

Salary is given through bank transfer by the accounts department. Usually all the employees receive salary on the first day of the month. This is a tradition AFL following for ages. AFL has collaboration with Dutch Bangla Bank Ltd and all the employees receive salary at their official bank account at DBBL.

Salary for all retail store employee and head office is given in this way. And for the interns, the salary giving system is a bit different. The supervisors calculate their interns work date and send a chart to the accounts department. After getting a conformation from the CFO, the account officer visits the bank to withdraw cash and interns have to go the accounts department one by one to receive the cash in hand after signing a document . These are some information about the Finance and accounts department that I could gather.

## **2.8 Operations management and Information System and technology Practices:**

As an intern, I did not have much access to how operations are managed. Then again I was able to know that AFL uses a software named IFS where all the employees details are stored. This software is accessible to payroll team who sits in a very isolated area and everything is very confidential there. They use another software named Andron which has employee attendance, ID card information and some other confidential information. Here I am attaching some pictures of the IFS software used by AFL to maintain confidential information of employees-

## 1. IFS Interface for HR department

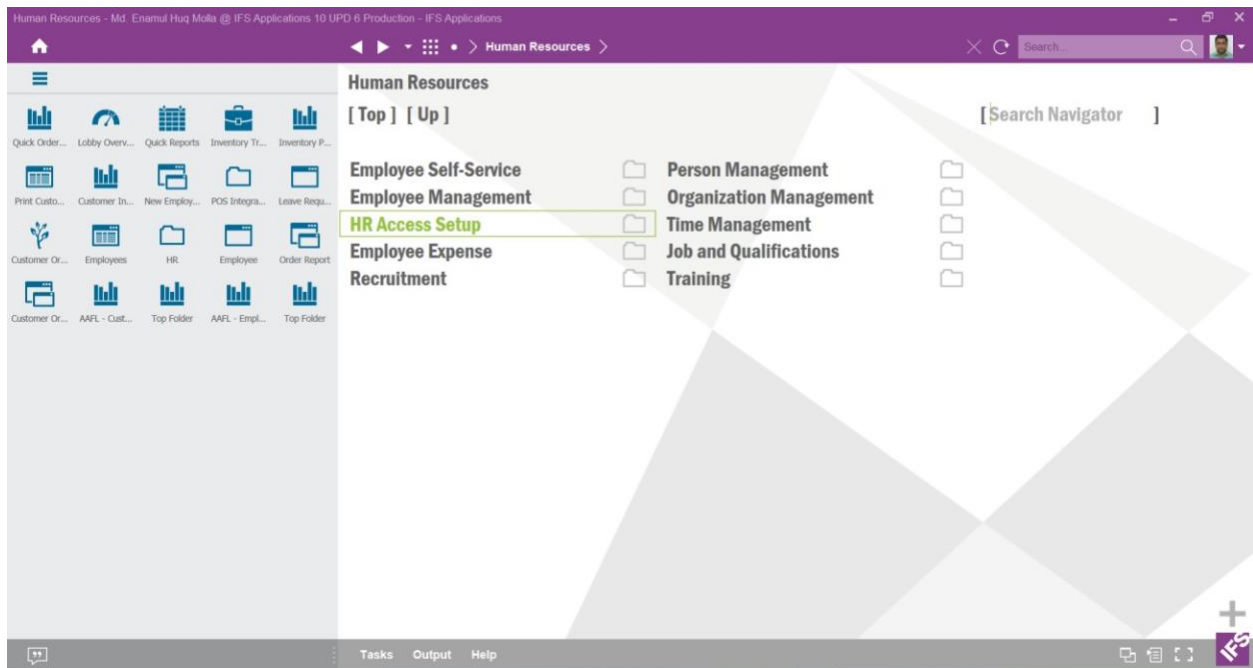


Figure 6-IFS Interface

So this was a little peek into how AFL manages their information system.

On the other hand, the information technology team plays a very important role in managing and providing technical resources of AFL. The IT team provides new laptops for new joiners upon getting requisition from the HR team. They also manage any technical emergency from any of the employees. They are always ready to help.

### 2.9 Competitive Analysis:

AFL is one of the leading footwear giants in the country. And they have some good competitors in the market. To name a few competitors, 1. Bata, 2. Orion Etc.

# I

## 2.9.1 Porter's five Forces Analysis:

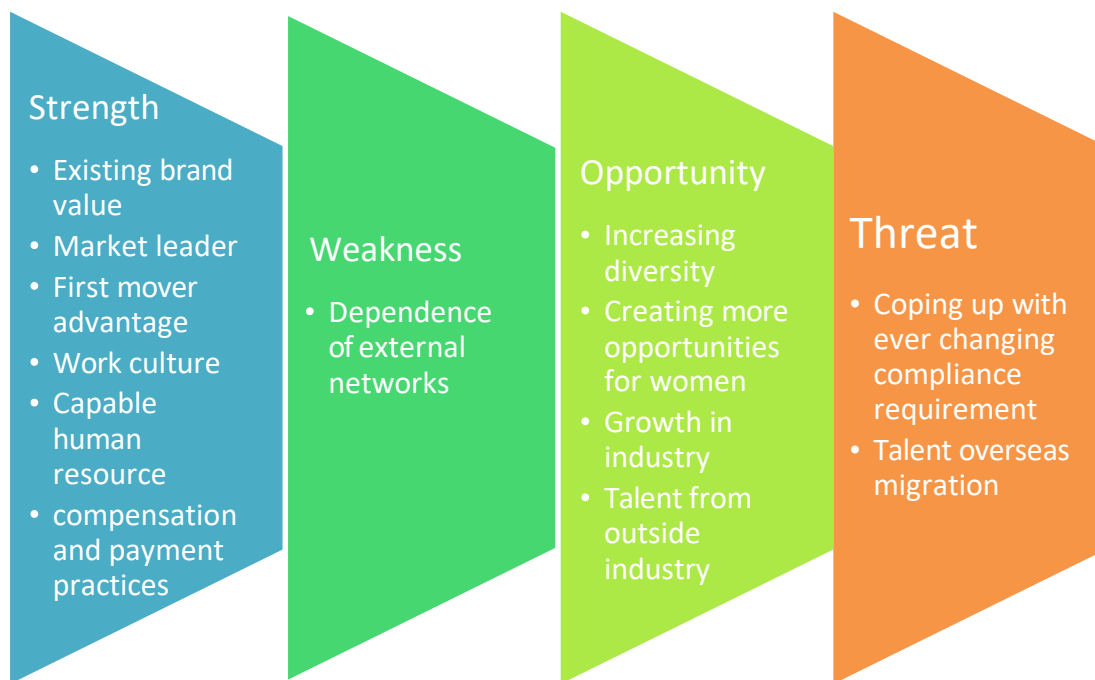
Source: Author

Force	High/Low	Reason
<b>Competition in the Industry</b>	High	Many rivals offer similar products and are in a good market position also.
<b>Potential of New Entrants into an Industry</b>	Low	The industry has a very strong barrier and the environment will not be a new entrant's side.
<b>Power of Suppliers</b>	Low	As the company has a strong supply chain and strong place in the market no supplier would like to lose them as a customer.
<b>Power of Customers</b>	High	Customers control the market.
<b>Threat of Substitutes</b>	Low	There is a low chance of having a substitute for footwear.

Table 3-Porter's Five Forces Analysis of AFL

## 2.9.2 SWOT Analysis:

Source- Author



## SWOT Analysis of AFL.

### 2.10 Findings:

The main findings are that the footwear industry is very competitive worldwide. Apex Footwear Limited has a great reputation. In order to maintain this AFL needs to constantly work the betterment of the product quality. They have been awarded as the best retail shoe brand of the country for more than twice. But when it comes to their rivals, they are also each day coming up with similar products with less amount of price. For instance, Walker Footwear copied the design of a sprint shoe of Apex and sold more units of that shoe than Apex because they offered a price which was much less than Apex sprint shoe (Prothom Alo Facebook, 2022). With the rising amount of competition, Apex should really focus on the pricing which is making them lagging behind of their competitors in some cases. The customer base is quite strong of Apex but then again the pricing has costed them some customers to competitors.

### 2.11 Recommendation:

- AFL should bring new products on the festival time
- AFL should often give the customers loyalty points

- They should make the online shoe shopping experience smooth for their customers like their competitors.
- They should develop their sales channels like gram project.
- They should increase the manpower in the Human Resources Department to get all the filing work done within due date.

## **Chapter 3**

### **Report Part**

#### **3.1 Background Information**

Apex Footwear limited is one of the leading footwear brands of Bangladesh. They are smoothly running the footwear business for over a decade now. With various made in house and foreign shoe brands apex is continuously ruling the hearts of their customers for a long time now. They run a large retail business with a number of 256 retail stores countrywide. The large number of retail stores is run smoothly by a large number of retail employees of 1260. Apex has started expanding their business by going from footwear to a lifestyle brand by investing in apparel and other things. To run the retail business smoothly, they perform the HR operations very efficiently. Apex has won the best retail shoe brand award for three consecutive years. According to a report of BBF Digital (February,2021) is the retail industry in Bangladesh is still underdeveloped in comparison to the other Asian countries but it also states that over the years the retail store experiences are changing in Bangladesh. Hence, people now get a good treatment upon visiting a retail store. People get to experience an

environment where they get a clean and air conditioned retail stores and a premium shopping experience. The retail stores in Apex give a premium experience to it's customers. The concord silvi outlet of Apex situated in Gulshan is a two storeyed store which consist all the International and in house brands of Apex footwear (Apex footwear limited, 2021). The retail stores are managed by a large number of manpower of 1260 ( AFL retail budget document, 2022). The HR operations are done in a systematic manner for the retail business.

### **3.2 Research Topic**

Report on HR operations of Apex Footwear in their retail business.

### **3.3 Introduction**

Apex footwear limited maintains a large retail business chain. They own a huge number of retail shops in all over Bangladesh. The retail store business in Bangladesh have started to develop in recent time. Compared to early times , in today's time retail store business has began to give customers an experience where when they visit e retail shop they enjoy a clean , air-conditioned atmosphere while shopping. Apex has been giving this experience to their customers for quite a long time now. They have different kinds of stores for example, Flagship stores in big malls, discount stores, stores dedicated to their International Brands only etc. To run their large chain of retail stores, Apex

always gives the HR activities for their retail business priority. Right from recruiting retail employees to maintaining such a large manpower Apex follows a structure. Working as an intern has given me a brief idea of how the HR operations are managed.

### **3.3.1 Research Objectives:**

**Broad Objective :** The broad objective of this report is to find out the main HR operations or activities of Apex Footwear for their retail business.

#### **Specific Objectives:**

- Identify the recruitment process of retail store employees
- To find out the different remuneration package of different level retail store employees.
- Identify the on boarding and training process of the retail store employees.

### **3.3.2 Research Question**

What are the HR activities or operations Apex Footwear follow for their retail business?

### **3.3.3 Significance of the topic**

Apex footwear's retail business is huge in the market. To run such a large retail business, the HR policies and activities they have or follow if that is sufficient or they should add something to their policies will be analysed in the report. Knowing about the detailed HR operations of retail business will help to think about new and effective approaches for the HR department. It will be beneficial overall to know about the HR activities of a footwear giant like Apex.

## **3.4 Methodology**

The methods I have used for data collection is mainly primary research. The reason is my topic required most of it. Then I have taken help from company documents, records, previous company reports and with my own understanding after observing the HR activities for quite a long period of time.

Data that is required is given by the below sources:



- Interaction with individuals in Recruiter position, people in training and leadership position
- Attending meetings with the HR officials
- Sitting in interviews of retail store employees

#### Additional information

- Company documents. For example, Annual Report
- The website of Apex Footwear limited

Other than these I took help from some confidential company documents which I had access to as an HR intern.

### **3.5 Data collection**

In this section, I will discuss shortly about how and in what ways the data I have collected in order to fulfil my objectives. After that in the next part I will discuss about the findings after working for 3 months in the HR departments also the gaps if there is any in the HR operations of Apex for their retail business.

I had to work very hard to meet the work deadlines and to collect data for this report. As the report is mostly based on primary research, the data collection was a bit challenging. In order to collect the data I mostly asked questions to the deputy manager of retail business for the recruitment and on boarding of retail store employees. For the training related queries I attended few training sessions to know in detail about the training programs. Moreover, interaction and observation is used most to collect the data.

### 3.6 Findings

HR operations are well maintained in the retail business of Apex Footwear. The ways the recruiters follow is quite beneficial for the business growth of Apex. In this part I will briefly discuss about the findings I had while working at apex. Basically in this part the HR operations that are followed for their retail business will be discussed. The findings are discussed in details below-

#### 3.6.1 Recruitment process of retail store employees:

The retail store employee recruitment are done every month in Apex. Every month there are minimum 30 to 40 recruitments are done because the employee turnover rate is high at store level in Apex. There are basically 5 levels of employees are needed in the retail stores to run the retail business. The retail store employee levels are as follows-

Position
1. Junior Sales Associate
2. Trainee Sales Associate
3. Sales Associate
4. Store manager
5. Area Manager.

**Table 4-Retail store employee list**

In Apex retail stores, they need 5 levels of employees to manage the stores of Apex footwear. Firstly, a junior sales associate is appointed for 3 months. These 3 months are the probation period for this role, after the completion of this 3 months upon analysing the of a junior sales associate, he is being promoted to a full time sales associate. After 1 year serving as a sales associate, a sales associate is promoted to be a store manager. The potential candidates are shortlisted for interview after initial cv screening by the HR team. The recruiters of retail store employees sort CV mainly from the largest job portal in Bangladesh. They put up a job post in the Hot jobs section and after a few days they select CVs for primary interview. And the interviews are mainly done for the position of Junior Sales associate and Trainee Sales associate position. For educational qualification a minimum graduate is considered for the store manager level position. For the other positions like Junior sales associate and trainee sales associate it is minimum HSC pass. That is why In the CV s only people who are minimum

graduate, HSC pass are called for an interview. In the Covid times, face to face interviews were not possible and people living outside Dhaka could not come to the Gulshan head office to give the interview and hence Apex decided that they will conduct the interview online. For example, if they needed a sales associate for mymensingh flagship store they would call the candidate to visit their mymensingh retail store and the store manager would arrange the interview with head office via zoom cloud meeting. After the interview, the selected candidates are asked to visit the head office and there they are given their appointment letters, uniforms are other things that they need to start working in the retail stores. The recruitment process takes a week combining all the segments of a successful recruitment. After the successful recruitment, employee filing process gets started. This segment is essential for each and every new joiner. The files are kept for company records and from physical files, the information are listed in Apex IFS software. This is how the retail employee recruitments are done at Apex.

### **3.6.2 The Different Remuneration package of retail store employees:**

The salary structure of AFL retail store employees is a very confidential information. Upon getting a special permission I am adding the salary structure in this report. The salary structure of retail store employees are as follows-

Position	Salary
1. Junior Sales Associate	BDT 6000/-
2. Trainee Sales Associate	BDT 6500/-
3. Sales Associate	BDT 15000/-
4. Store Manager	BDT 65000/-
5. Area Manager	BDT 82000/-

**Table 5-Retail Salary Structure**

The salaries of the retail store employees are decided by the HR department and according to company policy. Each retail employee get a bdt 750/- Food allowance. The employees can either take the food allowance as cash with salary or they can avail the food from company canteen. In the beginning of every month the information of new joiners gets updated in the IFS software in Apex, after that the salaries of the employees are distributed through the dutch bangla bank

salary account. The salaries of the employees are usually given in the first day of the month. Along with the salary and food allowance, the employees get transport, mobile bill and house rent allowance. There are a policy for all the leave in AFL and there are 4 categories of leave. Starting with casual leave which cannot be availed more than 3 days in a row, then there is sick leave which cannot be more than 14 days in a row. Then there are annual leave and visit leave. The visit leave is enlisted for the the position executive and above for the purpose of factory visit and this is called work presence. Lastly, there is annual leave. The retail store employees are required to talk to their store managers for leave purpose. Moreover these were basically the pay and benefits structure of the retail store employees.

### 3.6.3 The Training process for the retail store employees

Training session is a must for the new retail store employees. After attending a few training sessions with the training and development trainers it was clear to me why the training sessions are mandatory for the new joiners. There are basically 3 types of training programs for the new retail employees. Some pictures from the 3 training sessions are attached below for the better understanding of the training atmosphere at Apex- Source: Author



Figure 7-orientation training

Figure 8-norms training



Figure 9-Product Knowledge training



The new joiners have to go through the below three types of training-

- 1. Orientation Training:** This training is conducted after the recruitment. In this training, the trainer does the introduction session of the new employees and then they are being familiarize with the rules and regulations of the company. Then they are told about the compensation and benefits package. They are told about the provident fund and gratuity program and an overall review of Apex footwear. The new employees are given chance in this session to talk about their queries about apex also their convenient location because they will be posted according to their convenience to a retail store near their home. After that they are given a detailed idea about the stores, the work procedure, their duties and so on. They are handed their appointment letter and uniform in this training session. This is basically the first training session after on boarding.
- 2. Product Knowledge Training:** This is the second session of training. This one is the most valuable training program for the retail employees. In this session, an expert trainer from Product development and one from HR learning and development is present and they give the brief idea about each and every product of Apex footwear. This training is required because when a customer visits a retail store, he/she expects the sales associates to give them the product description and this is why they are given product knowledge training for their better understanding of the products. Performance of the sales associates depends a lot on this training session. The better the understanding of the products the higher the chance of getting promoted to a higher position. The product training of all the sales associate is very important for the growth of the business as the quantity sold will depend on how much dedicated and knowledgeable the sales associates are.
- 3. Norms and etiquette training:** This training session is conducted to make the employees know about the culture of Apex. And the norms that are need to be followed while working at apex. This training helps the sales associates to grow as a person.

So these were basically the whole training process that is strictly followed in the HR department for retail store employees.

**3.7 Analysis:** Apex footwear follows a structured HR activities for their retail business. Even though their recruitment and training process is up to date but the retail store employee turnover rate is very high in Apex. Every month about 15 to 20 store employees leave the job. In 2021 business year, the employee turnover

rate is 17% at Apex footwear limited. (IFS APEX, 2021). Despite following a structured recruitment and selection process the retail employees leave the work within one or half month of employment. Upon talking to the sales associates and the store managers I found out that they blame the work hours mostly. Other than that, the sales persons talk about the duty pattern that they felt were hectic. They basically wanted the duty at shops to be convenient and wanted to perform the duty while sitting which is not in the company policy as Apex is a footwear shop and customers are need to be attended while being standby. The effect of employee turnover in the shops are noticeable. The recruitments happen every month because of the turnover rate. In some cases, the training after the on boarding changes the mind of the new employees. Some employees decide to stay for longer time in Apex while some of them after receiving the training decides to not join the duty. The recruitment managers discussed about this issue and told that in most cases these issues occur because the sales associates are not that much determined to their work. So apparently the recruitment process needs some change.

### **3.8 Recommendations:**

I am stating my proposed solutions for the betterment of HR operations in retail business of Apex-

- 1. Recruit more team members for retail business:** First of all, Apex should recruit more team members for the retail store employee recruitment as it is quite difficult for 1 person to recruit huge batches of new employees in retail stores single handedly. They have only one executive who manages the recruitment of large batches of sales associates every month. In the time of file handover every month they are left with one or two incomplete files because there are less people in the HR team to complete the task in given time.
- 2. Excel based CV Banks :** They should start an excel based cv bank rather than putting all the cv in huge boxes because sorting cv every month from the boxes in basement requires a huge physical labor. A large amount of money each month is spend on the temporary office associate staffs who comes to work on a contract basis to sort the cv from huge boxes in the basement. Excel based cv bank will reduce the hassle and also it is a convenient way to maintain all the cv that the HR

team sort from different sources. Keeping the hard copy of cv will only consume time and money. That is why there should be excel cv bank.

- 3. Work bond contract for retail store employees:** They should initiate a minimum 6 months work bond contract to reduce the employee turnover rate in Apex retail business. As the employee turnover rate is very high and the sales associates are seen to leave the company within one or two months after working there should be a legal contract between Apex and new joiners of the retail business. In this way, only the dedicated and deserving candidates will be able to join Apex retail business and also the turnover rate will go down.
- 4. Updating the Andron and IFS software regularly:** The andron and IFS software which consists retail employee information should be updated time to time because most the days these software does not work. The software are used all the time at Apex by the HR team and when it shows the error the important works get delayed which also hampers the productivity of employees. In most cases due to technical errors the important information about employees are shown wrong which creates problem for the HR team that is why there should be good maintenance of these software.

### **3.9 Limitations**

The limitations in this report are stated below:

- Time was the most significant limitation
- The reward policy of compensation
- Some information cannot be disclosed
- The payroll department of HR could not be explored properly due to confidentiality
- The retail employee evaluation process could not be disclosed

### **3.10 Conclusion:**

To conclude the overall report, it can be said that the retail business of AFL is running quite well and the HR operations are also run in almost in a systematic way but there are some deficiencies which leads to the high retail turnover rate which I mentioned in this report. The HR operations in retail business of Apex footwear needs some improvement to reduce the employee turnover rate and to run the HR operations smoothly. Bringing some change in HR decisions will result in the betterment of the company. Working as an intern in Apex footwear has been a wonderful experience and this will help me grow my future career in HR. This internship has given me the opportunity to implement my theoretical HR knowledge in real life HR operations that too in a footwear giant company like Apex footwear limited. Finally, I would like to state that my theoretical knowledge has increased as a result of this internship in the HR department of Apex footwear limited.



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## **Appendix:**

The questions which I have asked during my internship for the qualitative research to receive the desired information are as follows:

To retail HR team:

1. What are the main roles or positions for each retail store?
2. What is the main source of CV selection for retail store employees?
3. How many recruitments are done per month for the retail stores?
4. What is the minimum educational qualification to be a store manager?
5. How were the interviews taken during covid-19?
6. What is the probation period for a new joiner as junior sales associate?
7. What is the different salary amount of retail store employees?
8. What kinds of training sessions are provided to the new retail store employees?