

**Report On**  
**An in-depth analysis of Kuehne+ Nagel Ltd.'s challenges and prospects**  
**in the Bangladeshi freight forwarding market (Sea-Export)**

By

Silma Subah Islam  
17204021

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  
10<sup>th</sup> October, 2022

© 2022. BRAC University  
All rights reserved.

## **Declaration**

It is hereby declared that

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

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

**Silma Subah Islam**

---

**Silma Subah Islam**

17204021

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

---

**Mr. Ahmed Abir Choudhury**

Lecturer, BRAC Business School

BRAC University

## Letter of Transmittal

October 10, 2022

To,

Mr. Ahmed Abir Choudhury

Lecturer,

BRAC Business School

BRAC University,

Mohakhali, Dhaka-1212

Subject: Submission of the internship report on the freight forwarding multinational company Kuehne+Nagel Bangladesh Limited.

Dear Sir,

This is my pleasure to display my entry level position provide details regarding' Recruitment and Selection Procedure of Kuehne+Nagel Ltd, which I was appointed by your Direction. I am glad to present the internship report on "Freight forwarding business" with all due respect concentrated on the shipment of sea freight by Kuehne+Nagel Bangladesh Ltd. The report is prepared and all the correction is done under your instructions and direct supervision.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Silma Subah Islam

17204021

BRAC Business School.

BRAC University

Date: October 10th, 2022

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Kuehne+Nagel, and the undersigned student, Silma Subah Islam, of BRAC University.

**\*\*This page is for Non-Disclosure Agreement between the Company and The Student**

---

Silma Subah Islam

BBA Program, BRAC Business School

ID: 17204021

Major in Human Resource Management and Minor in Marketing

10, October, 2022

---

Preceding authorities Sign, Seal and

Date

## **Acknowledgement**

It would have been impossible for me to complete this report if I had not received support from the people throughout the past 3 months. First of all, I would like to thank my internship supervisor, Mr. Ahmed Abir Choudhury, Lecturer, BRAC Business School, for granting me to write a report on this topic. All his guidance and support helped me to complete my internship report promptly.

Secondly, I would like to thank my workplace supervisor, Mr. Masud Karim who played a vital role by assigning me various operational work and such relevant tasks, which allowed me to gain more knowledge about practical corporate life and helped me to enhance my skills and abilities in supply chain department.

During my internship, his constant support and guidance, allowed me to complete my internship program successfully at Kuehne+Nagel. Along with that, I would like to thank all the team members of the operations department for providing me with all the support throughout my internship journey.

## **Executive Summary**

Kuehne+Nagel Ltd. is a leading company in freight forwarding, operating in over 100 countries with approximately 76,000 employees and 1,300 offices. It is a highly financially secure, independent global freight forwarder. This company's primary business is forwarding customer cargo, including tracking transportation, providing cargo insurance, freight consolidation, etc. In this report, I have endeavored to concentrate on the sea freight (export) operations of Kuehne+Nagel Bangladesh Ltd. In terms of volume, there are three primary departments in the operations of Kuehne+Nagel Bangladesh.

In Bangladesh, the sea freight industry is larger than the air freight industry. They transport containerized cargo and provide customers with freight forwarding services of international quality. The sea freight mostly transports ready-made clothing in Europe, North America, and northeast Asia, as well as imports of machinery, automobiles, fabrics, and chemicals from Europe, the Middle East, and the North East, as well as the subcontinent. The significance of sea freight to Kuehne+Nagel's customer service cannot be overstated. There are numerous departments in Bangladesh, including Human Resources, Sea, Air, Sales, Accounts, and IT. Fortunately, I was able to work closely with a sea-freight export department that was larger than other departments.

Here, I have especially focused on the sea freight export operations of Kuehne+Nagel as I have worked under this department, from booking to cargo delivery at the customer's door. I have endeavored to give everyone a glimpse of their business process. In addition, I discussed the obstacles I've encountered during my internship, as well as future opportunities and the risks associated with them. In addition, I conducted a PESTLE analysis of Kuehne+Nagel Ltd and provided them with recommendations that could be of long-term benefit.

# Table of Contents

<b>Declaration .....</b>	<b>ii</b>
<b>Letter of Transmittal .....</b>	<b>iii</b>
<b>Non-Disclosure Agreement .....</b>	<b>v</b>
<b>Acknowledgement .....</b>	<b>vi</b>
<b>Executive Summary .....</b>	<b>vii</b>
<b>Table of Contents .....</b>	<b>viii</b>
<b>List of Figures.....</b>	<b>xi</b>
<b>List of Acronyms .....</b>	<b>xii</b>
<b>Chapter 1 Overview of Internship.....</b>	<b>1</b>
<b>1.1 Student Information: Name, ID, Program, and Major/Specialization.....</b>	<b>1</b>
<b>1.2 Internship Information.....</b>	<b>1</b>
<b>1.3 Internship Outcomes .....</b>	<b>2</b>
<b>Chapter 2 Organization Part.....</b>	<b>4</b>
<b>2.1 Introduction.....</b>	<b>4</b>
<b>2.2 Overview of the Company.....</b>	<b>4</b>
<b>2.2.1 Organizational Analysis .....</b>	<b>6</b>
<b>2.2.1 Historical Context &amp; Current Events.....</b>	<b>6</b>
<b>2.2.2 Fact Sheet.....</b>	<b>6</b>
<b>2.2.3 Fact Sheet of Kuehne+Nagel (KN) Bangladesh region .....</b>	<b>7</b>
<b>2.2.4 The Company's Objective .....</b>	<b>8</b>
<b>2.2.5 Mission &amp; Vision statement .....</b>	<b>8</b>
<b>2.2.6 Goal.....</b>	<b>8</b>
<b>2.2.7 Organizational Hierarchy .....</b>	<b>10</b>
<b>2.2.8 Key Personnel of Kuehne+Nagel Bangladesh is given below: .....</b>	<b>11</b>
<b>2.2.9 Import Documentation &amp; Operation System .....</b>	<b>12</b>



<b>2.2.10 Documentation process in system .....</b>	<b>16</b>
<b>2.3 Management Practices .....</b>	<b>17</b>
<b>2.3.1 Leadership Style .....</b>	<b>17</b>
<b>2.3.2 Recruitment Process.....</b>	<b>17</b>
<b>2.3.3. Compensation System .....</b>	<b>17</b>
<b>2.3.4 Performance Appraisal System.....</b>	<b>17</b>
<b>2.3.5 Training and Development Activities .....</b>	<b>18</b>
<b>2.4 Marketing Practices .....</b>	<b>22</b>
<b>2.5 Financial Performance and Accounting Practices .....</b>	<b>22</b>
<b>2.6 Operations Management and Information System Practices .....</b>	<b>22</b>
<b>2.7 Industry and Competitive Analysis .....</b>	<b>23</b>
<b>2.8 PESTLE Analysis .....</b>	<b>24</b>
<b>2.9 Summary and Conclusions .....</b>	<b>25</b>
<b>2.10 Recommendations .....</b>	<b>26</b>
<b>Chapter 3 Project part .....</b>	<b>27</b>
<b>3.1 Introduction.....</b>	<b>27</b>
<b>3.1.1 Background.....</b>	<b>27</b>
<b>3.1.2 Literature Review .....</b>	<b>28</b>
<b>3.1.3 Objectives.....</b>	<b>30</b>
<b>3.1.4 Significance.....</b>	<b>30</b>
<b>3.2 Methodology .....</b>	<b>30</b>
<b>3.3 Findings and Analysis .....</b>	<b>31</b>
<b>Interview Questions: .....</b>	<b>31</b>
Key Informant Interview (KII) Questions: .....	31
In-depth Interview (IDI) Questions: .....	32
<b>3.4 Summary and Conclusions .....</b>	<b>40</b>
<b>3.5 Recommendations/Implications.....</b>	<b>40</b>

**3.6 References..... 45**

## List of Figures

Figure 1. Kuehne+Nagel equipments.....	5
Figure 2. Kuehne+ Nagel vessel .....	9
Figure 3. Kuehne+Nagel hierarchy of positions .....	10
Figure 4. Import Sea Shipment process .....	12
Figure 5. Export Sea Shipment process .....	12
Figure 6. B/L of Kuehne+Nagel Ltd. ....	15
Figure 7. Documentation process of Kuehne+Nagel in system .....	16
Figure 8. Kuehne+Nagel Ltd transport service.....	33
Figure 9. Kuehne+Nagel owned warehouse.....	35
Figure 10. Financial growth of Kuehne+Nagel LTD.....	37
Figure 11. Kuehne+Nagel owned containers .....	39

## List of Acronyms

KN	Kuehne+Nagel
BL	Bill of Lading
VGM	Verified Gross Mass
LC	Letter of Credit
ILS	Inbound Logistic System
CIEL	Computer Integrated External Logistics
DAC	Digital Automatic Coupling (UN Locations)
SALOG	Sea Air Log
JA	Distribution Cost
CFS	Container Freight Station
SOP	Standard Operating Procedure
DC	Dry Cargo
HC	High Cube Containers
ESI	Electronic Shipping Instruction
CS	Confirmation of Sailing
CCL	Customer Care Location
OCC	Operation Care Centre
FOB	Free on Board

FCL	Full Container Load
LCL	Less than a Container Load
BAL	Blue Anchored Line
BAAL	Blue Anchored American Line
CY	Container Yard
EDI	Electronic Data Interchange
CBM	Cubic Meter
POD	Port of Destination
POL	Port of Loading
CLP	Container Load Plan
NO3	Notice of Shipment
FCR	Forwarder Certificate of Receipt
EMO	Export Main Office
IMO	Import Main Office
MBL	Master Bill of Lading
OBL	Ocean Bill of Lading

# Chapter 1

## Overview of Internship

### 1.1 Student Information: Name, ID, Program, and Major/Specialization

I am Silma Subah Islam, an HRM major student and my ID is 17204021. I enrolled in the program of Bachelor of Business Administration, and my specialization is in HRM (Human Resource Management) & Marketing.

### 1.2 Internship Information

#### 1.2.1 Period, Company Name, Department/Division, Address

The internship period is 6 months long. I started the internship in May 2022 and it will on November 18th 2022. The company name is Kuehne+Nagel Limited. It's a freight forwarding company. I was selected in the operation Department. The office is located at Mohakhali. Its full address is; SKS Tower (Level-7) 7, VIP Road, Mohakhali Dhaka-1206, Bangladesh.

#### 1.2.2 Internship Company Supervisor's Information: Name and Position

My supervisor at Kuehne+Nagel Limited is Mr. Masud Karin and he currently holds the position of Operational Care Manager.

#### 1.2.3 Job Scope – Job Description/Duties/Responsibilities

My main responsibilities included assisting the Operations department. Updating schedule, cost entry and linking of the whole file before the sail of shipments. I also had to update all the records and entry data in Inbound Logistics System (ILS) of our biggest buyer NEXT, from where we earn a big amount of profit of the Sea freight department and for this reason there is a separate team in our department only for the NEXT buyer. Since, we are the sole distributor for them. I have also learned the counter work which includes B/L (Bill of Lading) release, B/L surrender, B/L triggering to enter data in the system. I was taught how to handle different type of customers and as well shippers of different category, in every situation with full patience.

However, I also got to learn different MS excel functions to keep the track of my work also side by side to record company's all ship sailing and data record in the system. For my report work, I also had to take interview of the company employees and do a survey. Overall, I have gathered a vast experience also side by side learned how to cope up in the corporate environment.

### **1.3 Internship Outcomes**

#### **1.3.1 Student's contribution to the company**

One way a person can demonstrate their value to a company is by carrying out their allocated responsibilities well. I believe the following were some of the contributions I made to the company during my internship: The work begins with sending the original B/L to the shippers so they can open a LC (letter of credit) with this document, and then the ship sails with all of the supplies. In addition, job duties include the management of individual databases and files, as well as the input of data and all records into the system, which include CIEL and SALOG, so that the company can keep track of all sailed vessels and identify any missing BLs through the system. I have also learnt how to coordinate with team members as efficiently as possible, both online and offline. Time management was one of the areas in which I needed to improve, and I am pleased to say that I have made significant progress in this area. Unbeknownst to me, I have also acquired knowledge about the system work of the operation department, as well as ideas regarding the freight forwarding industry and how it operates.

#### **1.3.2 Problems/Difficulties (faced during the internship period)**

During my internship, I had difficulty due to a lack of communication with other firm departments. As a result of the change in our work policy to a hybrid system that included working from home as well as in the office, I believe I did not get enough exposure to the different departments, such as sales, HRM, and air freight. Thus, I am aware that I did not make as many connections as I could have if I worked full-time 5 days a week, rather working 3 days in person, in the office. Since, during my internship, there were only three other interns in my office, and I became overwhelmed by the

amount of work to be completed. Furthermore, some days I had to do overtime till 8pm to finish all my work and to meet the deadlines.

### **1.3.3 Recommendations (to the company on future internships)**

Even though it was a pleasure to work at Kuehne+Nagel Ltd. and I had full support in terms of learning, I believe they can improve in the following areas, which I have outlined for your convenience: In my perspective, the company is now operating effectively in Bangladesh, but I believe it must build its own brand. I believe Kuehne + Nagel should take measures to increase public awareness. Since, everyone has heard a great much about Kuehne + Nagel Ltd., yet the company employs only corporate types. The corporation should take steps so that more average people may learn about the company. Prospective interns should be provided with a temporary job id card, which they are allowed to use as they see fit throughout their internship. In addition, they are able to prepare an orientation session for the future interns, which will allow them to have a clear idea of the roles they will play. In addition, the orientation program will be useful for a formal introduction session, which will give the interns the sense of being warmly welcomed to their new workplace. In addition, prospective interns can be provided with handbooks to read in order to acquire a better understanding of their workplace or about the company, and the fundamental policies, regulations, and standards that must be adhered to. In conclusion, they should offer future interns the opportunity to participate with in training so that they can develop the necessary skills for the responsibilities they have been allocated.



## **Chapter 2**

### **Organization Part**

#### **2.1 Introduction**

Earlier, the company was known as Kuehne & Nagel Ltd. It is a global freight forwarding corporation. Currently, the company's name is Kuehne + Nagel Ltd. August Kuehne and Friedrich Nagel are the founding fathers of the company. In 1890, the corporation was founded in Bremen, Germany. Sea Freight is a vital component of global freight. Kuehne+Nagel is the world's largest provider of sea freight solutions. Kuehne+Nagel Ltd. is able to guarantee freight compatibility and easily adapt to expanding trade volumes as a result of its partnerships with the world's leading carriers, which is a fundamental advantage for managing global supply chains. In order to provide appropriate sea freight solutions for every customer and industry, the company continues to expand its range of sea freight and related specialized specialist services in response to the rising demand.

Kuehne Nagel (Asia Pacific) Management Ltd. was incorporated in Hong Kong in 1965. Currently, Kuehne+Nagel has 110 locations in 20 countries across the Asia Pacific area, including Australia, Afghanistan, Bangladesh, Colombo, China, India, Hong Kong, Japan, Korea, Macau, Malaysia, and Pakistan.

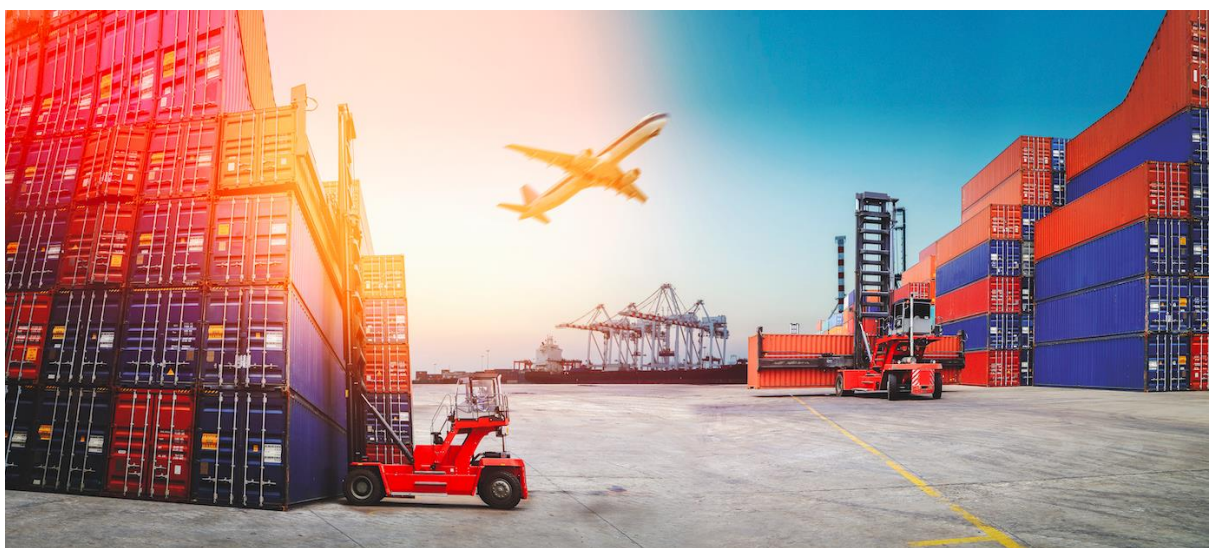
#### **2.2 Overview of the Company**

Kuehne+Nagel Ltd. is a globally active, financially solid, independent freight forwarder. This company's core activity is cargo forwarding, which includes tracking transportation, providing cargo insurance, and freight consolidation, among other services. Three key departments comprise the operations of Kuehne+Nagel Bangladesh in terms of volume. There are other departments including such sales, marketing, human resources, IT and air freight, but the sea freight department is responsible for the bulk of the work and system-related specialist operations.

The sea freight sector in Bangladesh is greater than the air freight industry. They move containerized cargo and provide customers with international quality freight forwarding services. The sea freight mostly transports ready-made garments in Europe, North America, and northeast Asia, as well as machinery, autos, fabrics, and chemicals imported from Europe, the Middle East, the North East, and the subcontinent. The importance of sea freight to

customer service at Kuehne+Nagel cannot be emphasized. Kuehne + Nagel has developed from a traditional international freight forwarder to a leading global provider of supply chain solutions for a vast array of sectors. Kuehne + Nagel provides, with more than 51,000 workers and a global network of 830 locations in more than 100 countries,

- Sea freight: No. 1 global forwarder, double-digit growth year-over-year in freight under management, significant collaboration with preferred ocean carriers.
- Airfreight: Among the top five worldwide forwarders; pioneer in ground-breaking air cargo management; holder of the prestigious Global Cargo 2000 Phase 2 Certification.
- Rail & Road logistics: Integrated rail and road capabilities; expansive and expanding European network; connections with top-tier carriers.
- Contract Logistics: the top three worldwide suppliers More than 7 million square feet of global warehouse space is dedicated to a process of continual improvement.



*Figure 1. Kuehne+Nagel equipments*

## **2.2.1 Organizational Analysis**

### **2.2.1 Historical Context & Current Events**

The original name of this worldwide freight forwarding company was Kuehne+Nagel Ltd. Now, the company's name is Kuehne+Nagel Bangladesh Ltd, or K+N for short. K+N was founded in Bremen, Germany, in 1890 by August Kuehne and Friedrich Nagel. Currently, this company's headquarters are located in Schindellegi, Switzerland. According to its 2017 Annual Report, it has over 1,336 offices in 109 countries with around 75,880 employees. In 1997, Kuehne+Nagel Bangladesh Ltd began offering sea freight and air freight services in Bangladesh. There are approximately 140 employees at the company's four branches in this country. The chief executive officer of Kuehne+Nagel Bangladesh Ltd is the country's national manager (NM). Mr. Tarun Patwary is currently playing this role in Bangladesh.

In 1997, KUEHNE+NAGEL BD Ltd. commenced operations in Bangladesh. Since then, it has been capturing the top spot in Bangladesh's freight shipping industry. There are two corporate offices in Bangladesh, one in Dhaka and the other in Chittagong. Gazipur is the location of the distribution hub for the KUEHNE+NAGEL BD Ltd. headquarters in Dhaka. The primary clientele of Kuehne Nagel's ocean exports is the RMG industry, followed by sculptural shipments and hanging clothing (gowns/blazers).

### **2.2.2 Fact Sheet**

- Company Name: Kuehne + Nagel Ltd.
- Company Type: Service Oriented
- Founder: August Kuehne & Friedrich Nagel
- Year Founded: 1890
- Type of Business: Logistics Support Provider
- Nationality: Germany, Bremen
- Slogan: The Global Logistics Network
- International Affiliations: International Federation of Freight Forwarders Association (FIATA), and International Air Transport (IATA)

- Business Units: 1. International Forwarding 2. Overland Service 3. Contract Logistics 4. Special Logistics.
- Other Activities: Insurance Brokerage, E-Commerce Solutions, Financial Services, Seaworthy Packaging
- Initial Services: Acting as a forwarder of glass and cotton.
- Current Services: Sea freight, Air freight, Rail & Road Logistics, Contract Logistics.
- Current President of the Board of Directors: Klaus-Michel Kuehne
- Current Chief Executive Officer (CEO): Klaus Herms
- Number of Offices World-Wide: 830 offices
- Number of Employees: Over 51000 Employees
- Headquarter: Schindellegi, Switzerland.
- Regional Offices: Divided in 6 regions 1. Europe 2. Africa 3. North America 4. South America 5. Middle East 6. Asia Pacific.
- Website: [www.kuehne+nagel.com](http://www.kuehne+nagel.com)
- Principal Subsidiaries: Kuehne & Nagel Management AG; Kuehne & Nagel International Transport AG; Kuehne & Nagel Treasury AG; Kuehne & Nagel Asia Pacific Holding AG; Nacora Holding AG; Nacora Agencies AG; Nakurail AG; Ferroviaspedn Holding AG

### **2.2.3 Fact Sheet of Kuehne+Nagel (KN) Bangladesh region**

- Year Founded in Bangladesh: 1997
- Type: Service Oriented
- Managing Director: Mr. Rafi Omar
- Number of Employees: 115 Employees
- Branches: Chittagong Branch (CGP)
- Warehouses: 2 Warehouses at Gazipur & Uttara
- Partnership: Baghera Print Shop, Sweden
- Controlling Region: Asia Pacific Region. Kuehne + Nagel (Asia Pacific) Mgt. Ltd Hong Kong
- Service Provided: Only Sea freight and Airfreight
- Address: Iqbal Centre, 42 Kamal Ataturk Avenue, Banani, Dhaka-1213

- Website: [www.kuehne-nagel.com.bd](http://www.kuehne-nagel.com.bd)

## **2.2.4 The Company's Objective**

Kuehne Nagel adhere firmly to these objectives-

- Establishing a network of equipment and communications for the purpose of controlling the movement of cargo vehicles and exchanging documentation through an electronic system.
- Organizing the transport and handling of a substantial enough amount of freight to earn a profit.
- Achieving a balanced flow of cargo, which should make it possible to avoid empty return trips by planning well.
- Increase business volume and earnings both domestically and internationally.
- Providing exceptional service to current customers, while also anticipating the needs of potential new customers entering the market.

## **2.2.5 Mission & Vision statement**

Our worldwide logistics network is one of our most valuable assets. Our company's ideology places a strong emphasis on the importance of integration, dedication, and innovation. With an unwavering commitment to bringing together people and things by means of forward-thinking and environmentally friendly logistics solutions, we help define the world of logistics. We consistently go above and beyond expectations in order to fulfill the requirements of our patrons.

## **2.2.6 Goal**

- Maintaining a high standard of performance in all aspects of the business by constantly improving the quality of operations, data, and services.
- Sustainability for future generations depends on safeguarding the natural world.
- Building up professional skills and leadership skills based on talent, personal goals, and what the organization needs.
- To make the world a better place by working toward logistics that are good for the environment.

- To implement a transparent emissions computation approach to increase transparency of CO2 emissions from ocean carriers as they travel from port to port.
- They aspire to make an impact for the individuals of the future right now.



*Figure 2. Kuehne+ Nagel vessel*

## 2.2.7 Organizational Hierarchy

The Management Board of Kuehne+Nagel Ltd is comprised of a certain board of directors' composition.

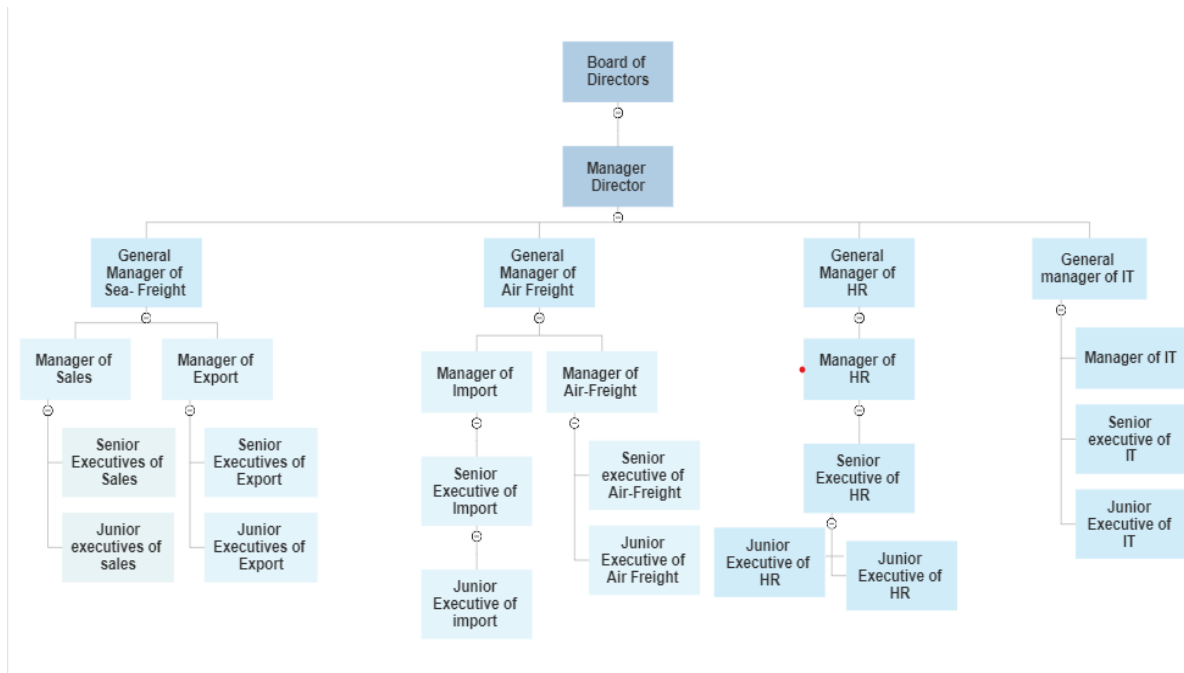


Figure 3. Kuehne+Nagel hierarchy of positions

**2.2.8 Key Personnel of Kuehne+Nagel Bangladesh is given below:**

<b>Name</b>	<b>Designation</b>
Mr. Tarn Patowari	National Manager (NM)
Mr. Fazlur Rahman	General Manager Sea Freight (DAC ZS)
Mr. Tanjirur Rahman	General Manager Air Freight (DAC ZA)
Mr. Arifur Rahman	General Manager Sales (DAC ZV)
Mr. Milton Peris	General Manager HR (DAC ZP)
Mr. Touhidul Islam	General Manager Finance (DAC ZF)
Mr. Nazrul Islam	General Manager IT & System (DAC ZI)



## 2.2.9 Import Documentation & Operation System



Figure 4. Import Sea Shipment process



Figure 5. Export Sea Shipment process

Diverse types of documentation systems implement the Sea Freight import operating systems. This documentation system necessitates particular actions, procedures, and tasks in order to implement the sea freight department of Kuehne + Nagel Ltd.'s freight forwarder service. Regarding the Import documentation and operation system, the following specific and essential documentation methods are outlined, followed by their interpretation:

The import department or import executive routinely checks the CIEL system for updated import information. If there is any new information on the Electronic Data Interchange (EDI) system, the import department is notified before a shipment is imported from abroad.

In our CIEL system, we receive information on new imports entering our country or the Dhaka office of KUEHNE+NAGEL LTD. The CIEL system provides us with comprehensive information regarding the import. They are listed below:

- ✚ House B/L number
- ✚ Master B/L number
- ✚ Information on the vessel's schedule, such as which vessel the cargo is imported on.
- ✚ Number of carton(s)
- ✚ Description of goods

After receiving the new import information in EDI, we or our import executive send a message to our Chittagong port manager informing him of the new information and providing him with the B/L number, carton count, and cargo description.

**Filing Cargo:** Before the mother or feeder ship departs, the shipping company loads the container onto the ship. Before four or five days of the arrival of the feeder vessel at the port of Chittagong, the KUEHNE+NAGEL overseas office sends an email and a set of original import documents to our Chittagong office. Upon receiving the new papers, the port authority of Chittagong generates a House Bill of Lading number using the CIEL system, based on the order and article number of the documents. The Chittagong port administrator sends these documents to the K+N office in Dhaka for documentation and information updates.

We update the file by entering into the CIEL system. We initiate a filing for the import cargo. We advise the import shipment's final consignee in our country of its arrival. In

addition, tell us of the cargo's arrival and instruct them to pick up the Bill of Lading at our office or the K+N office. After all original documents have been gated, we generate an invoice for the final consignee. The invoice fees vary depending on the terms of shipment.

**Collect shipment:** Regarding collect shipments, we prepare an invoice that includes the following charges:

- ✚ Freight charge
- ✚ Scanning cost
- ✚ Documentation charge
- ✚ Other costs depend on the timeframe of the shipping.

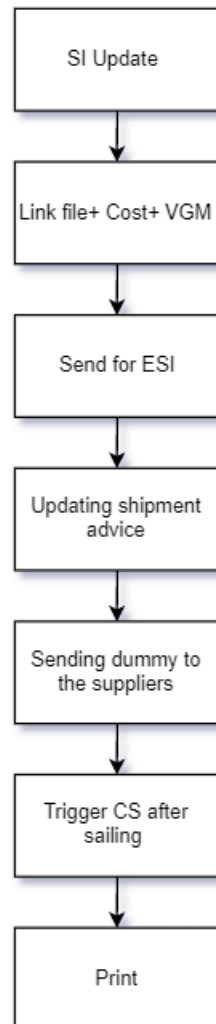
**Prepaid shipment:** Regarding prepayment for shipment, we prepare an invoice that includes the following fees:

- ✚ Documentation charge: At the time of release of the original Bill of Lading, the ultimate consignee must pay the aforesaid documentation fee and release the Bill of Lading. All export and import documentation and the sea freight operation system of Kuehne+Nagel Ltd. The sea freight department of K+N performs its duties in the following order: order maintenance, contract with shipper and consignee and shipping lines, cargo reception, cargo loading into the container, imported cargo management, delivery of the cargo and forwarding of the documents to the final consignee, and overall operation system execution.



## 2.2.10 Documentation process in system

---



*Figure 7. Documentation process of Kuehne+Nagel in system*

## **2.3 Management Practices**

### **2.3.1 Leadership Style**

Here, the leadership style is democratic, also known as participative or shared leadership. Since, the HR head who is considered as ZP and our HR specialist plays a big role here in the decision-making process. So, all the important decisions regarding recruiting, maintaining etiquettes, taking crucial decision regarding the official decorum or to bring any changes, the HR head or the HR specialist has to take the decision. This is one of the few things that KN strictly maintains; ensuring all the rules and claws of the company are being maintained by the employees adequately. However, every member from the position of Trainee Consultant to that of Senior Business Consultant Manager, has the right to speak and share their views for improved outcomes.

### **2.3.2 Recruitment Process**

The recruitment procedure is straightforward. Kuehne Nagel has three levels that applicants must complete in order to be considered for open positions. The initial round is a case study. The second phase consists of an interview with the management team, which consists of the ZP (HR Head), an HR specialist, and the head of the department where employees are needed. The last round consists of an interview with the MD (Managing Director), Senior Business Consultants, or Managers.

### **2.3.3. Compensation System**

Apart from the monthly monetary advantages, other forms of compensation include bonuses for important festivals, gift-giving to all senior-level managers for New Year's, and covering all expenses incurred during work trips or field visits, including food, accommodations, and transportation. When the company generates any form of profit or celebrates an anniversary, dinner arrangements and office events are organized, as well as after-parties.

### **2.3.4 Performance Appraisal System**

Everyone at Kuehne+Nagel continually tries to improve their performance. Every other day, constructive comments is provided. After each new task, performance-based feedback will be presented. Communication is conducted such that employee productivity increases after

receiving feedback. I believe that every employee feels obligated to work for the development of the company, even if it means working overtime which they need to do most of the time since, the work process is followed through by international timing basis, however this can be understood that the company's work culture is also characterized by a high level of professionalism.

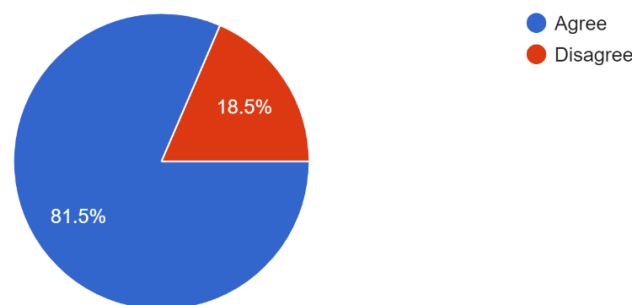
### 2.3.5 Training and Development Activities

My current position at Kuehne+Nagel (KN) is as an intern. My offer letter stated that after this Internship period was over, based on my performance and learning, I would get an opportunity to accept a full-time position as an Operational Care Specialist. So, in these 6 months, I am being prepared to become an Operational Care Specialist, whose job includes updating the schedule to sending the dummy to the suppliers and then finally sending mail to shippers that the shipment has been done, conducting with the shippers and the buyers continuously about the sailing of the vessels or cargo, and also managing all the shipment files and completing them within the assigned timeframe. Apart from this, the newest recruits are taken for long basis training to get first-hand experience on how to conduct and approach this process of work from entering data into the system to cargo/vessel sailing, handling work pressure in any kind of situation.

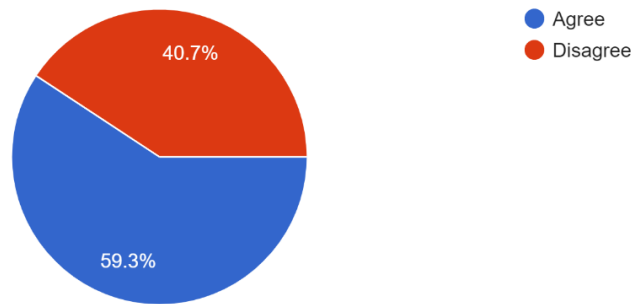
Here, a survey is done within the employees regarding the company's employment and the employee training:

Employee training and employment plays a vital role to gain a competitive position.

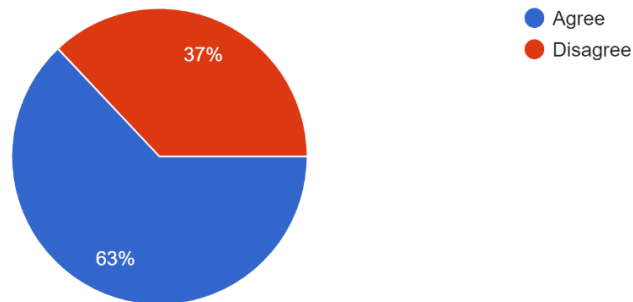
27 responses



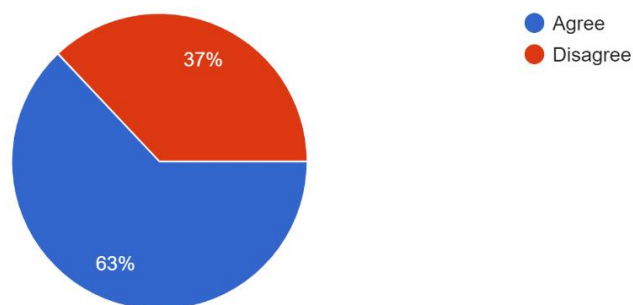
Employment in the specific department and also training plays a big role to retain customer loyalty.  
27 responses



New employment helps to achieve higher sales than key competitors.  
27 responses

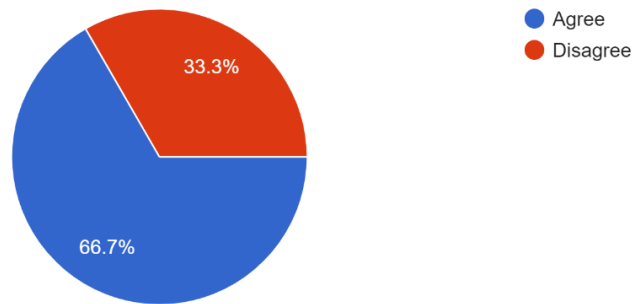


Employee training and employment helps to increase the market share.  
27 responses

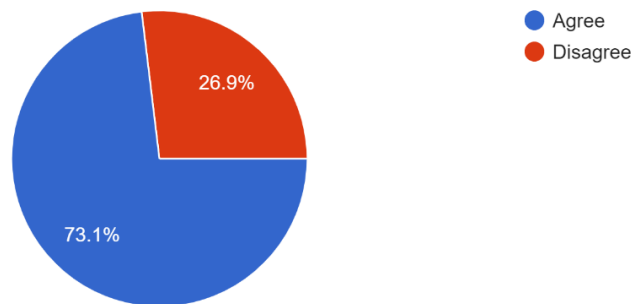




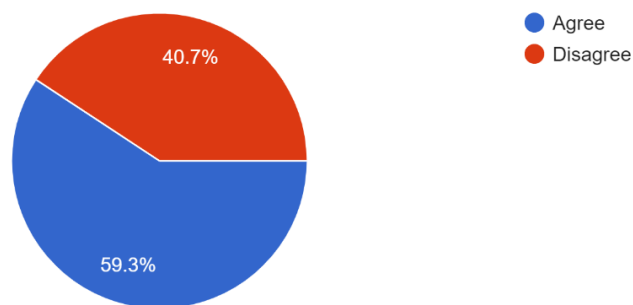
Employee management helps to achieve higher sales than key competitors.  
27 responses



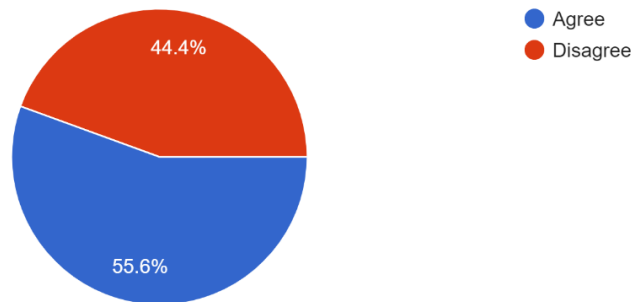
Management commitment and participation has the ability to maintain a flow of new ideas that can be translated into new innovative logistics services.  
26 responses



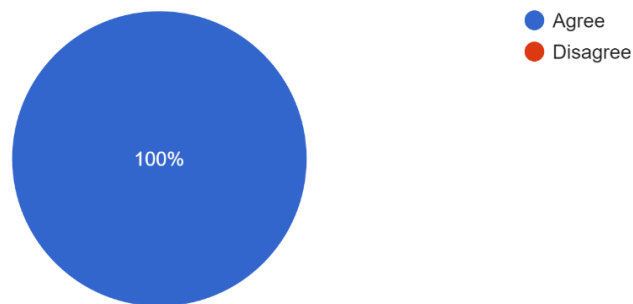
Employees bonus and per year increment depends on Management Commitment and participation.  
27 responses



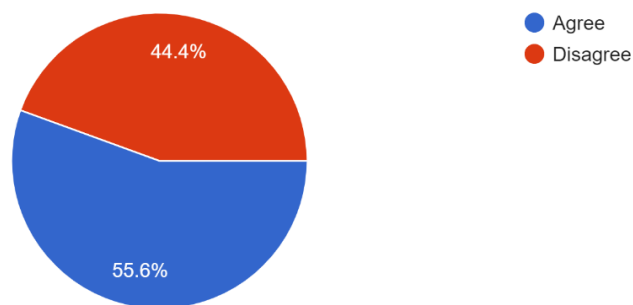
Employees performance drive towards revenue and strengthen the competitive position.  
27 responses



Employees good behavior and relation with the clients and shippers brings goodwill for the company.  
27 responses



Management commitment and participation plays a vital role to gain a competitive position.  
27 responses



## **2.4 Marketing Practices**

Kuehne+Nagel marketing strategies are very weak also they focus very less on marketing, which is why they need a team also some supporting group who can come up with the ideas to promote the company to the people, both nationally and internationally. They need to conduct workshop, training sessions, webinars or workshops for marketing to a great extent. The four major social media platforms where they should be more focusing that are LinkedIn, Instagram, Facebook, Twitter. Apart from this, KN should come up with some innovative and creative ideas like opening/having a website includes a 'News' section where every activity of KN will get featured both nationally and internationally. In addition, they should prioritize various marketing aspects, such as sponsoring events, seminars, offering case studies, conducting webinars, and establishing partnerships. Having some websites of the company, like "Entrepreneurs of Bangladesh," will highlight the challenges and untold tales of the freight forwarding industry. This will also increase KN's reputation significantly. Currently, KN websites has thousands of LinkedIn followers, 10 thousand Facebook followers, and over nineteen thousand Twitter followers.

## **2.5 Financial Performance and Accounting Practices**

Kuehne+Nagel is an organization that is managed on an international scale. As a consequence of this, any and all types of financial statements and annual reports are maintained confidential from the general public. Regarding the procedures that are used in accounting, an accrual basis accounting approach is followed. This method requires that transactions be instantly recognized and documented as they take place. At Kuehne+Nagel, we use a simple method of depreciation called straight-line. The Accounting Cycle is meticulously followed and kept up to date by the employees in charge of the company's finances.

## **2.6 Operations Management and Information System Practices**

At Kuehne+Nagel, all work must be completed with the utmost efficiency so that employees can move on to a new file after doing a whole file, which includes updating schedule, putting cost, linking file with VGM, then after the file is linked and finally after putting the JA, completing the file, and sending dummy file to the supplier, as well as learning the newest aspects of this job, gain the most recent insights, and gain knowledge from company

perspectives. Due to the operation-based structure of this task, uniform standards are maintained throughout. Similarly, data analysis and findings are performed for all working processes. Creating bar charts, pie charts, graphs, and histograms, etc., to graphically represent data findings. Typically, data is gathered through Google form questionnaires and in-person interviews conducted throughout several interviews or surveys. When dealing with shippers' agents, we give pen-and-paper forms and digitize them ourselves to increase productivity. After the collection of data, Charters and Trackers are installed in every employee's desktop to ensure that all employees and those who are allocated to the operation department have access to the most current information at all times. These are prepared in Google Spreadsheet and stored in the 'KN shared Drive' folders in Google Drive, where all shipment records, on-board sailing records, ongoing or completed, are stored. These folders include each and every file, paper, and questionnaire prepared for the completion of these tasks.

## 2.7 Industry and Competitive Analysis

Porter's Five Forces Analysis of Kuehne+Nagel, are as follows:

- **Threat of New Entrants:** In the freight forwarding industry, entry barriers are relatively substantial. It is difficult to obtain economies of scale in this industry, and there are significant capital needs for establishment, such as costly research and development costs. Human resource management costs are difficult, as is acquiring loyal people.
- **Bargaining Buyer Power:** In this context, "buyer" refers to clients or the loyal customers. Consequently, the clients' influence is considerable. Freight forwarding companies have a responsibility to examine, evaluate, conduct work efficiency and calculating the working capability comparing with the productivity of the work, and do everything else that is necessary for the customers in order to meet the expectations of the clients in the appropriate manner.
- **Bargaining Supplier Power:** Since, the company works as an intermediary between the buyer and the selling companies therefore the company does not need to come in

any form of negotiating terms. Furthermore, the rate of the suppliers is fixed, hence there is no supplier negotiating leverage.

- **Competitive Rivalry Intensity:** In this industry in Bangladesh, the competitive rivalry is intense. Several well-known freight forwarding companies, such as DHL, MGH, and Maersk, are already doing exceptionally well. However, during the past decade, KN has been successful in gaining some of the most well-known significant loyal clients, including NEXT, ALDI, VERNOR, and LOJAS. It has earned a notable and reputable reputation in the business as a result of their efficiency and job productivity. Although competition is high, KN has also established a competitive edge.
- **Threat of Substitutes:** The threat of substitutes is quite minimal, since the buyer and the customers of our company has been doing business with us for over a decade, so there is a bonding and good relation with our clients which eventually lower the risks of threats of this competitive market side by side the threats of the substitutes.

## 2.8 PESTLE Analysis

P represents political, E represents economic, S represents social, T represents technological, L represents legal, and E represents environmental. Below is a PESTLE study of Kuehne+Nagel –

- ✚ **Political** - Every industry is in some way linked with political issues; as a result, certain government policies may have an impact on particular businesses; for instance, tax and fiscal policies may have an impact on the freight forwarding industry.
- ✚ **Economical** - Economic variables influence the purchasing ability of individuals. Here, in the freight industry, economic issues have a lasting impact. Thus, Kuehne+Nagel's revenue will be reduced as a result of instruments such as inflation, which will have a negative impact on customers' purchasing power.

- ✚ **Social-** Social variables such as norms and attitudes may influence people's needs and interests, and the most significant aspect of social factors is that they are constantly changing, therefore managers should be aware of this issue.
  
- ✚ **Technology-** Kuehne+Nagel's entire operation is built on technology, therefore a sudden change in technology could damage the entire organization. In a fast-forwarding world, everyone demands speedy service, so to keep up with the demand, advancements in technology are necessary.
  
- ✚ **Legal-** The country's border openness is a favorable feature for freight forwarders; if legal factors are liberal, freight forwarders may have an easier time operating business in that country.
  
- ✚ **Environmental** - Since, freight forwarders are associated with cargos and everything, they have a negative impact on the environment. This means that even after a ship has left the port, freight forwarders leave behind a significant amount of carbon dioxide.

Therefore, in the above mentioned the PESTEL analysis of Kuehne + Nagel Ltd. is well explained.

## **2.9 Summary and Conclusions**

Though Kuehne+Nagel has many competitors, they will remain leading company for a long time because their strategy is far exceptional to that of their local rivals; they are investing millions of dollars in cutting-edge technology to make their operations faster and more efficient than ever; and they are expending more resources to research to improve the customer experience. As the world becomes increasingly screen- oriented, fewer and fewer people read newspapers and other conventional media. As a result, the company has launched a mobile app that allows consumers to track the real-time location of their cargo, as well as its speed and

estimated arrival time at its destination. Therefore, I experienced this rapid shift in the workplace on a daily basis, which would not have been feasible if I had joined a local company. In addition, their customer service is so prompt and error-free that customers rarely switch to a competition, giving them a competitive advantage.

In conclusion, I can conclude that joining Kuehne+Nagel Bangladesh was an excellent decision, and that undertaking an internship outside of my major was not a bad decision. Moreover, I created connections that will last a lifetime; I learned something unique from this company that will not be given to everyone; I am quite grateful.

## 2.10 Recommendations

Kuehne+Nagel Bangladesh claims to be the best in the South Asia-Pacific region, despite the fact that they are not. I would suggest that the market leader address a certain issue. They are:

- **Keeping up with public relations:** As it can vary from developed country to developing countries, they should place a greater emphasis on maintaining public relations; doing so could result in increased profits.
- **Growth in the import business:** According to OEC (2016), Bangladesh's export economy is the fifty-first largest in the world. In 2016, Bangladesh exported \$37.8 billion and imported \$41.2 billion, resulting in a negative trade balance of \$3.39 billion. As our country's economy is growing, its focus is shifting from export to import. However, the import department in KN is quite small, so I believe they should place more emphasis on imports. (OEC,2016)
- **Allocate additional resources to brand building:** Except for its nominated customers, no one has ever heard of the company's name, whereas FedEx and DHL are universally recognized. I believe this is why they are losing so many local customers.

If they adhere to this list of recommendations, I believe they will prosper in the near future and maintain their current position on the local market.

## **Chapter 3**

### **Project part**

#### **An in-depth analysis of Kuehne+ Nagel Ltd.'s challenges and prospects in the Bangladeshi freight forwarding market (Sea-Export)**

### **3.1 Introduction**

As a student at BRAC Business School, BRAC University, completing an internship is required in order to graduate. This is the motivation for seeking an internship. Now, the question occurs as to why I selected to complete my internship with this organization. Since, I sought a reputable firm for the internship so that I could learn something new, gain insight into the operations of large corporations, and prepare myself for the future competitive market. As a result, as a student of the business sector and as our industries become more globalized, it is crucial to understand international business. To illustrate the significance of the report, I would like to note that I intended to convey the knowledge I gained during my internship as well as describe the process of sea freight forwarding operations. I believe that after reading the operation procedure, the reader will have a thorough understanding of sea freight forwarding operations, necessary export and import documentation, and common terms used in this industry. In addition, the new students will gain an awareness of the challenges and opportunities of undertaking an internship in this area.

#### **3.1.1 Background**

I was assigned to the department of sea freight at Kuehne + Nagel Bangladesh Limited. I had one and a half months of training in the company's sea freight export division. Mr. Masud Karim, the Operational care manager (OCC) of the sea freight department, was in charge of the documentation for the entire sea export. I have compiled all the information I have gleaned regarding exporting, including the many terminologies used, the operational procedures required to complete a shipment, and the difficulties that have arisen. Each Ciel and Sealog are essential pieces of freight forwarding software, and I am now familiar with how to utilize both of them.



### **3.1.2 Literature Review**

Cross culture in the corporate world refers to an organization's efforts to ensure that its employees are able to interact effectively with professionals from diverse backgrounds. Similarly, to the descriptive word cross-cultural, it connotes an awareness of national, regional, and ethnic differences in etiquettes and practices and a desire to bridge them. Cross-culture is a concept that acknowledges the differences between corporate executives from various nations, backgrounds, and ethnicities and the necessity of bridging them (Tomasz Lenartowicz, 2013). As a result of globalization, cross-cultural education has become crucial for businesses. In order to be effective, international corporate executives must master subtle differences in style and content.

Cross-cultural communication is a field of research that seeks to define and comprehend the diverse verbal and nonverbal methods of communication between people from various cultures. Due to the globalization of companies, the concept of cross-culture is becoming increasingly vital. Many businesses that wish to extend their product markets invest large money in training their personnel to speak and interact effectively with individuals from other cultures. (Harrison, 1994) When employees of a multinational corporation migrate to a new country, for instance, they must master the local culture. In addition to learning the language, they must also adjust to its social customs.

Today, cross-cultural education is regarded as a must for international managing employees. A domino effect of issues can spread through an organization if superiors fail to convey their expectations to subordinates or fail to comprehend their behavior. (London, 2004)

Cultural intelligence and intercultural competence are antecedents for success in global management. Both require cultural understanding. Lack of cultural information is a frequent source of failure in expatriate assignments, yet there is little research on how cultural knowledge is developed and distributed within enterprises. We also analyze how cultural knowledge is acquired in MNCs and the importance of its tacit component. (Helin, 2008). On the basis of this theoretical foundation, we present effective cross-cultural training approaches, based on the company's available resources, that can be used to improve cross-cultural training for global managers. (Jacky F.L.Hong, 2006)

It can be observed in many of the MNCs, this cross-cultural system is given much value and importance unlike our company, for which they need to emphasize more in this cross-cultural education otherwise employees won't be able to focus on their work. Since, they cannot open up with their problems and interact properly. So, there will always be a lack of communication in between the employees or in the executive level to junior level employee, which will ultimately turn into a big issue in the later future also can have an impact in retaining profit margin in the freight forwarding world. Since, for instance in multinational companies like DuPont, Dow Chemical, Procter & Gamble, Johnson & Johnson, Ford, Hewlett-Packard, Tetra Pak, and Coca-Cola, they give much emphasis and importance in this cross-cultural education which ultimately even benefitting their company and also keeping up with the competition with other companies in this competitive market. So, here it can be understood that it is because they are pretty much acknowledged about this cross-cultural education. Also, they give enough importance to it.

However, if Kuehne+Nagel Ltd. start adapting the cross-cultural education and redesign the company strategy by giving importance to the employees' relation and their bonding with each other, then it can benefit the company in the long run. Moreover, Multinational businesses (MNCs) can benefit greatly from cross-cultural training because it helps employees acclimatize to living in a new culture and increases their productivity. The majority of upper management frowns upon or dismisses the idea of providing its employees with cross-cultural training, which has resulted in a relatively limited use of this type of training in the business world. In addition, the literature on cross-cultural training does not offer a framework for the development of a comprehensive cross-cultural training program. In a globalized, linked world, coworkers, corporate partners, and customers represent a variety of cultural backgrounds. Cross-cultural training, also known as cultural awareness, intercultural, or cultural competency training, is the solution for understanding them, for which it is very important for a company especially in a multinational company to have such cross-cultural practice so that employees or co-workers get to interact with each other which can will ultimately increase the productivity thus help in the development of the company as well.

Thus, it will help individuals discover more about themselves by learning about others. As a result, it develops self-assurance in individuals and teams by offering them with a sense of control over previously challenging difficulties in the company.

### **3.1.3 Objectives**

Initially, we aimed to achieve the following objectives with this report:

- To learn about the difficulties associated with freight forwarding.
- To learn about the appropriate documentation associated with operating a freight forwarding business.
- Providing a detailed account of the sea freight forwarding process.
- To learn about the prospects associated with freight forwarding; and
- Learning about the obstacles I've encountered throughout my internship.
- Exploring the market's wide variety of suppliers and consumers.
- Visualization of the operational chain issues I've encountered.
- Recommending based on my observation and ideas from my coworker

### **3.1.4 Significance**

Export is Bangladesh's most potential weapon for economic growth. Export has a direct association with economic expansion. As Bangladesh's shipping industry is expanding, there will be numerous opportunities to expand exports. While exporting goods to customers, numerous hurdles and difficulties must be overcome. These issues are dealt with by the freight forwarders. When a result, as the shipping industry flourishes, many businesses will attempt to enter this sector, which will involve either direct freight forwarding or coordination with freight forwarders. Consequently, this report will provide an overview of the complete freight forwarding process and inform prospective enterprises of the obstacles and opportunities that exist in this industry. In this approach, they may gain an understanding of the obstacles and make this opportunity beneficial for both the companies and the country.

### **3.2 Methodology**

A leading multinational freight forwarding company, Kuehne Nagel Bangladesh is located in Bangladesh. As a result, in order to create this report, the following strategies and methods have been implemented: collecting secondary data through websites, articles, seeking assistance from my seniors and my supervisor, and using news portals to retrieve pertinent data and information. The original source also includes the relevant datasets and primary

information that were gathered from the surveys, conclusions, and analyses carried out by KN. One-on-one interactions had to take place in person, and occasionally a questionnaire had to be used despite the fact that the interviews were conducted anonymously. For the purpose of this procedure, both open-ended and closed-ended questions were drafted. It is important to point out that in comparison to other freight forwarding companies, this one is in a very strong position. Not only does it have a large profit margin, but its rate of growing local industry is also quite high. As a result of this, the findings and analyses that have been carried out up until this point are as follows. Moreover, in order to see the influence of this report, even if it is successful, at least six months will need to pass after it was published.

### **3.3 Findings and Analysis**

#### **Interview Questions:**

##### Key Informant Interview (KII) Questions:

- What incidents occurred in the past few years that required management attention, and how did you resolve them? (Question: Change in operational method, difficulties caused by Covid19, etc.)
- How did Kuehne+Nagel address the container shortage within a few days or a week? (Investigate: Alternate Methods, Change in Operation, etc.)
- How are warehouses maintained and what special protocols are observed? (Probe: SOPs, Protocols, etc.)
- What difficulties and challenges did you confront as an employee in relation to your work and the organization? (Question: regarding work, software, technical, etc.)
- What opportunities do you anticipate for this industry? (Investigate: innovation, growth, etc.)
- How close is Kuehne+Nagel Limited to developing its own tracking system? (Investigation: technology, Maerks Line)

### In-depth Interview (IDI) Questions:

- How did Kuehne+ Nagel Bangladesh survive the Covid-19 pandemic, what obstacles did it face, and how did it overcome them?
- We have been working on operation 2.0 for quite some time. Please assist me in understanding where OCC (Operational Care Centre) is expected to be in the next 6-12-24 months, as well as any structural issues and possibilities we should be pursuing.
- What advantages does the company have under the Global Logistics System, and how does networking support in the development of the business?

### **Responses**

Interviewee 1: As per the first interviewee, the incidents that occurred in the first few years did not obtain much of the attention of the HR departments for which the issues did not get to resolve easily. Since, for the COVID-19 issue wreaked havoc in Bangladesh. Nonetheless, the initiative of the Bangladeshi government assisted in overcoming the third wave for which management had to take precautions to maintain its ascending trend. Fire burn in some places in countrywide and in a custom bonded warehouse named “BM Container Depot” which was considered as a nightmare. It’s damage still not possible to count. During COVID-19 momentum, few of office colleague got affected which diminish the productivity but the rest of personnel have managed with the inspiration of collaboration cultivated by the management.

The entire industry confronted with a plethora of difficulties in terms of equipment and space for both vessels and CFS. Despite the rise of the market, the capacity did not increase significantly to accommodate the rising demand which caused congestion and space constraints on all staircases. Due to a scarcity of available containers, the recovery plan includes the use of only 20'DC instead of 40'DC and 40'HC. In view of the current obstacles and in order to maintain a smooth supply chain, it is necessary to place the booking earlier in accordance with SOP and to deliver the cargo to CFS only after receiving approval from the respective authorities. Even though, Inflation became a significant obstacle. The majority of product prices increased in a very short time. The government closely monitored the product pricing. In addition to the USD and EUR prices. Also, economists anticipated a reduction in inflation during the next three months.

In accordance to In-depth Interview (IDI) questions, it can be said the company made a huge profit and did not face loss like other freight forwarding companies in the pandemic, where other businesses or companies were facing a huge crisis. But it would be possible to develop more, if the cross-cultural system would be strong. Since, existing companies in this region shown an openness to change through innovation, adaptability, and a respect of diversity through emphasizing learning and purpose. The external environment can influence the cultures of the organizations in which we work, yet we all have unique work styles. When examining how our behaviors and activities will be seen by others, it might be instructive to evaluate the degree to which our work styles resemble or diverge from regional cultural trends. However, all these amplifies strong relationship between the employees and create a bonding which helps in the growth of the company.



*Figure 8. Kuehne+Nagel Ltd transport service*

Interviewee 2: According to the second interviewee, past few years incidents has affected a lot in the company also as per the interviewee there were some lacking from managements side for which all these occurred. They did not draw much attention in the change of operational method also in all the issues which occurred for the epidemic Covid-19. Even though, the COVID-19 crisis caused a significant amount of chaos in Bangladesh.

Nevertheless, the action taken by the Bangladeshi government was able to assist in overcoming the third wave. In order to maintain its current upward track, the company need to take precautions. The entire industry confronted with a number of obstacles, particularly with regard to the availability of space and equipment for both vessels and CFS. In contrast to the expansion of the market, the capacity did not greatly rise to accommodate the increasing demand that

resulted from the expansion. As a consequence, the recovery strategy will go forward even if it means using just 20' DC instead of 40' DC and 40' HC containers because there is a shortage of containers. In light of the current difficulties and in order to ensure that the supply chain operates efficiently, it is imperative that the booking be made as early as possible in accordance with the SOP, and the shipment of the cargo to the CFS can take place only after receiving the "green light" from the respective seniors. The container stock is measuring on daily basis based on quantity preserving inside all warehouse as well as the movement to and from port. So, once it is being finding about the short quantity, it has been reported to all concern in terms of taking precaution for move out on going shipment. Warehouses of Kuehne+Nagel Ltd Bangladesh are working; are all custom bonded. It's maintaining as per the Standard Operational Procedure and also ensuring value added services based on special requirement from customer in terms of all complainant procedure. In addition to all of the bottlenecks listed above, the unexpected increase in the price of fuel will provide yet another difficulty and will begin to have an effect on all of the cost categories of operational movement and operations. Once, the company have been able to obtain the structure, it will communicate all the findings. In addition, ongoing inflation is operating as another bottleneck, which means that all of the actions will have to be carried out at a higher cost, and this cost will continue to increase in an obscure way.

Moreover, to survive in the Covid-19 pandemic KN has adopted various strategies and took many preventive steps like providing extra bonuses, helping with health insurance and medical facilities also allowing leave whenever the employees were in need of them. Side by side, they provided trainings for health safety and what steps we need to take to be safe and not get infected by the disease. Also, they have provided sanitary items like masks, sanitizers and other necessary items which are necessary for maintain all safety and health protocols.

In the next 6-12-24 months, many structural issues and possibilities would have been pursuing for working on operation 2.0. But for the pandemic, it lacked behind but they have again started working on it, for the better future of the company and for the vast growth. They need to work on cross culture as well for the rapid growth and infrastructure development of the company. Nonetheless, the company gets a lot of advantages under the Global Logistics System since it has its branches almost in every country around the world. So, for this reason the company gets a lot of privileges from the headquarter which is situated in Switzerland. Also, from the Asian region, the company gets all the benefits from Singapore since for the Asian countries the headquarter is situated in Singapore. This is how, they build their networking and maintain

strong bond with the other countries, which helps in the development of the company side by side getting many benefits.



*Figure 9. Kuehne+Nagel owned warehouse*

Interviewee 3: Since, the third interviewee thinks the company management has taken enough initiatives during the Covid-19 pandemic. This is true, there are a lot of difficulties which caused because of the pandemic beforehand, but the company very tactfully had overcome all the difficulties, even though gained more profit than the previous year of the pandemic. However, where other countries were facing losses because of the epidemic, there our company KN has gained much success during the pandemic period. There are a number of challenges that the sector as a whole must overcome. This is especially true when it comes to accommodating vessels and CFS. Capacity, on the other hand, did not significantly increase to meet the rising demand that accompanied the market's growth. Thus, despite the scarcity of containers, the recovery strategy will continue forward using only 20' DC instead of 40' DC and 40' HC containers. In view of the challenges, it was crucial that the booking be made as early as possible in accordance with the SOP, and that the shipment of the cargo to the CFS only occur after receiving the "green light" from the corresponding seniors. The unexpected increase in the price of fuel will provide yet another challenge and will start to have an effect on all of the cost categories of operational mobility and operations, in addition to the



bottlenecks already mentioned. The company will share their findings once they have successfully obtained the structure. Inflation is another barrier, which implies all acts will be more expensive and will continue to rise. The difficulties and challenges that the interviewee confronted as an employee in relation to the work and the organization was quite stressful and difficult since the operation work needs to be done in system and many times the software gets slow, and does not work properly because the update and main functions of the software are run by the regional system operators, which is why the employees had to face a lot of difficulties regarding this. The interviewee got to anticipate a lot of opportunities as well, like getting monthly or profit bonus also getting different rewards for good performance or salary raise for the company profit, which ultimately helps in their growth and motivated them to move forward. However, Kuehne+Nagel Limited is very close to developing its own tracking system since it has very good relation with other freight forwarding companies like Maersk, Mars freight, DHL. The company maintains a very good relation with these companies which helps to sustain in the market without creating any conflict. It is a reached company by its very indifferent tracking system with the full visibility. It has specific order management, Shipment Tracking and real time visibility for shipment tracking.

Even though, the company faced a lot of barriers and issues during the pandemic but still it came out from all those issues and could overcome all the difficulties by finding its own strategies. KN provided a lot of health benefits and other related facilities to the employees and also provided other insurance facilities ensuring the employees get full privilege as much as possible from the company. However, they provided all the necessary sanitary essentials for the safety of the employees. In the next six to twelve to twenty-four months, several structural issues and opportunities would have been pursued for operation 2.0. It fell behind due to the epidemic, but they have begun working on it again for the better future of the company and its massive expansion. For the company's quick expansion and internal improvement between the company, they must also focus on cross-cultural communication. Furthermore, KN has offices in nearly every country, the company benefits greatly from the Global Logistics System's ability to coordinate shipping and delivery between locations. That's why the company's Swiss headquarters can provide it all sorts of special treatment. Since, the company's Asian headquarters are located in Singapore, it also benefits from the advantages of the area as a whole. This is how, they learn to know people in other nations and keep the connection to other countries strong, both of which are important for the growth of the company.

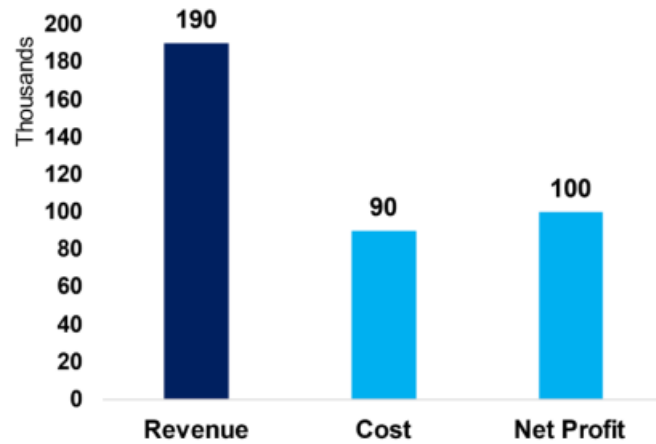


Figure 10. Financial growth of Kuehne+Nagel LTD.

## Analysis

It can be seen as per the respondents; the occurrences of the previous few years have had a significant impact on the company and they were caused by managerial shortcomings. They drew little attention to the shift in operational procedure, as well as the other problems associated with the Covid-19 outbreak. Despite this, the COVID-19 issue created severe chaos in Bangladesh. The entire business has a multitude of challenges in terms of equipment and space for both vessels and CFS. Despite the market's growth, the capacity did not improve significantly to meet the increased demand, resulting in congestion and space limits on all staircases. Due to a lack of available containers, the recovery plan only calls for 20'DC as opposed to 40'DC and 40'HC. In light of the existing hurdles and in order to maintain a continuous supply chain, it is required to place the booking earlier in accordance with SOP and to only deliver the cargo to CFS after receiving consent from the appropriate parties. Despite this, inflation became a significant barrier. The majority of goods prices have risen in a fairly short period of time. The government strictly regulated goods pricing. Alongside the USD and EUR pricing. In addition, experts projected a decline in inflation during the three following months. Besides that, to survive the Covid-19 epidemic KN has adopted a variety of techniques and taken a number of preventative measures, such as paying extra bonuses, assisting with health insurance and medical facilities, and permitting staff to take vacation whenever they needed it. Furthermore, they helped with their employees for taking covid vaccines. They

delivered concurrent trainings on health safety and the precaution which we must take to avoid spreading the disease. In addition, they have supplied hygienic products such as masks, hand sanitizers, and other materials required to maintain all safety and health regulations. Several structural concerns and chances for operation 2.0 would have been pursued over the next six to twenty-four months. They had to put it on hold because of the pandemic, but now they're getting back to work on it so that it can support the company's continued growth and success. Cross-cultural communication is also important for the company's rapid growth and internal improvement. KN also has a presence in almost every country, therefore the Global Logistics System is crucial in coordinating the delivery of goods to and from their various locations. Due to this, the Swiss headquarters of the company can get away with all kinds of preferential treatment. The company takes full advantage of Singapore's many virtues as the site of its Asian headquarters. Through this, they are able to meet new people from different countries and maintain strong associations with those in other countries, both of which are crucial to the development of the industry. However, it was a big bottleneck not only for Kuehne+Nagel Bangladesh, but for all around the world to face the COVID situation. Kuehne+Nagel Bangladesh also got to face a number of COVID positive people; it hampered communication, transportation and changing of mind set.

But under the great leadership of young and energetic Kuehne+Nagel Bangladesh Management, they have enforced solar energy to people's mind and help them by several meetings, talking over both virtual and cellular calls for stable mind set and also for the sake of motivation. Though it was so tough to being work from home, but a pure routine work and rapid dialogue with each other, the pressure have absorbed end of the day and even the productivity has increased efficiently. Moreover, the Operation 2.0 already implemented already to run all the task in a structured way already. The base line and ultimate goal are to improve the productivity and reaching the set-up company's missing and vision by working with the best collaboration with other colleagues and to do the core job by setting laser focus. The most important thing is for the self-persuasion and motivation for make the things happen.

Cross culture in the corporate world refers to a company's attempts to ensure that its employees are able to engage effectively with professionals from diverse backgrounds. As a result of globalization, cross-cultural education has become crucial for enterprises. Cultures can exist on many different levels. There are variances in organizational culture by functional area and even by work group. National or regional patterns in behavioral norms and values might also exist on a broader scale. When managing people, it is essential to recognize the potential

influence of the external environment on workplace behaviors. Especially when managing international teams, the underlying values and beliefs of employees can lead to misunderstandings and stress. When motivating employees, developing incentive programs, training new employees, and implementing decision-making procedures, cultural factors are also taken into account.

Regional environment can influence workplace norms and behaviors, but it is only one of many factors that can define business culture. In some instances, regional influences and organizational culture may even collide. When companies enter new markets, these tensions frequently come to the forefront, leaving managers with the difficulty of maintaining their organization's culture in a new regional environment. However, it can be said that it is very significant for a company to have proper implementation of cross culture, so that all the employees can bond with each other well. Thus, it will increase the productivity of work and employees will be motivated to work better. In addition, multinational companies like Kuehne+Nagel needs to emphasis more on this matter in comparison to other local companies or startups, since they have branches all over the world and they need to maintain good relationship, with other branches employees as well, all over the world.



*Figure 11. Kuehne+Nagel owned containers*

### **3.4 Summary and Conclusions**

To sum up, sea freight is an essential part of international trade. Kuehne + Nagel Ltd is the world's top provider of freight forwarding services. The freight forwarding industry is a vital service sector in Bangladesh. Agriculture and Ready-Made Garments (RMG) are the foundations of our economy. Therefore, freight forwarding companies play a significant role in our economy. As one of the world's leading freight forwarders, Kuehne + Nagel Ltd provides customers with a highly competitive service. They have been providing high-quality services at an affordable cost. In Bangladesh, they would not have remained in business for the past fifteen years. In addition, the sales of Kuehne+Nagel Ltd. Bangladesh have expanded at an incredible rate each year. Kuehne + Nagel Ltd. Bangladesh, certainly has pleased its clients through competitive service, and the customers' satisfaction is also evident. This company's sales and profits would not be where they are now, without this. Kuehne Nagel Bangladesh has just opened a new office in Mongla port. This organization will offer employment to a greater number of people. When I faced a challenging situation at work, I was able to come up with an innovative solution on my own, and it was my greatest accomplishment throughout the internship.

Another accomplishment is that I began my internship with little freight forwarding knowledge and am now leaving with a wealth of information and experience about the freight forwarding business. This is an eye-opening experience that will serve me well for the rest of my life.

### **3.5 Recommendations/Implications**

By working as an intern at Kuehne + Nagel Ltd. I could acquire some information and I have worked for three months for this company. Internationally and in Bangladesh, the company's freight forwarding industry is thriving. The company's service quality is also maintained in Bangladesh. As a result of my three-month internship with the sea freight department, I have seen how they maintain service quality for their clients, and I am thrilled to be a member of this service provider. However, as a student intern, I should have some suggestions and recommendations for the organization, which I do.

### ❖ **Specific Internship Duties:**

Kuehne + Nagel Ltd. has one problem, which isn't very big, and it's in sea freight. The department does not assign specific tasks to interns, which slows down their progress toward mastery of certain tasks, so I suggest that they address this issue.

### ❖ **Work equality for all interns:**

I believe all interns should have an equivalent amount of work or learning opportunities. Because the individuals working in counter operations are distinct from interns. The interns at Counter are more diligent than other interns.

### ❖ **Conduct Branding and Sponsorship of Events:**

Although the company is currently functioning well in Bangladesh, I believe in Bangladesh company must establish its own brand. I believe Kuehne + Nagel should take steps to raise awareness among the general public. Everyone has heard a lot about Kuehne + Nagel Ltd., but the only people who work there are corporate types. The company should take initiatives so that more common people can know about Kuehne + Nagel Ltd. Consequently, they can engage in branding and event sponsorship.

### ❖ **Peak Season Strategy:**

According to my knowledge, the peak season for Kuehne + Nagel Ltd. is May through July, Bangladesh. Consequently, I believe that the operations work should be spread among all staff throughout this period. These kinds of gestures could greatly motivate the staff.

✚ The principles I've outlined above are merely my recommendations, but if a company has a different current approach, I always appreciate it with all my heart.

✚ As this is the last part of the suggestion section, I just want to say that I think the company does a pretty incredible job with the quality of the service that it provides.

❖ **Advertising Budget:**

To attract more customers, the advertising budget should be increased; however, customers would not be attracted. As promotional activities will impress anyone, I believe that raising the advertising budget to entice shippers will be successful.

❖ **Extended Internship:**

Long-term internships should be eliminated. Because many interns are still employed by our organization, I believe it would be preferable to enhance employment so that each extended intern becomes a full-time employee.

❖ **Salary Framework:**

The salary system should be enhanced. Because many prolonged interns receive inadequate compensation. Extended interns, such as six-month interns, should be compensated adequately. Even if there are interns who have been working for more than a year and are required to work like permanent workers, their pay scale is extremely low and not commensurate with the amount of work pressure they are under.

❖ **Strengthening position in the community:**

In order to keep their public image in good standing, they need to place a greater relationship, since it varies considerably from one developed nation to another, more focus may lead to greater success.

❖ **Complain Box:**

Installing a complaint box on each floor for customers to submit their grievances. So that the organization may meet their needs. It will enhance the brand image of the firm.

❖ **Freight-Forwarding: Additional Subject:**

Our university does not offer any import and export-related courses. I had to endure a great deal of agony in order to master numerous freights forwarding words. Globalization has downsized the world and simplified our lives. Therefore, I believe that Globalization should be emphasized to students.

❖ **Case Studies in the industry of Freight Forwarding:**

Freight forwarding industries are becoming an integral part of a nation. This topic should be added to our university's curriculum as soon as possible.

❖ **Field Work Efforts:**

Field Work Efforts should initiate field work activities (such as corporate work visit and freight forward institution) that are associated with corporate life.

❖ **Inspiring Speakers:**

Our university can arrange for additional motivational speakers to encourage its students to pursue careers in business.

❖ **Workshops:**

In order to create a top-notch report about Freight Forward Company, BRAC University can host a workshop where instructors can impart their knowledge and students can contribute their skills.

At the conclusion of my report, I must admit that it was a great learning opportunity. Any student majoring in supply chain management should consider this organization at first to have an exclusive insight from their internship even though I did my major in HRM still I got to learn a lot of new things and strategies about the freight forwarding industry through this internship. Therefore, before joining, however, it is recommended that anyone interested in



doing an internship at this organization without supply chain management complete some internal research.

### 3.6 References

- Chew, J. (2004, December 5). Managing MNC Expatriates through Crises: A Challenge for International Human Resource Management. In *Research and Practice in Human Resource Management* (pp. 1-30). Retrieved from <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.729.9259&rep=rep1&type=pdf>
- Harrison, J. K. (1994). Developing Successful Expatriate Managers: A Framework for the Structural Design and Strategic Alignment of Cross-Cultural Training Programs. Retrieved from <https://web.p.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authType=crawler&jrnl=01998986&AN=8537893&h=JqsD9g3Zy1pN1Ys%2bikW87GcG2VL0prSHUfrImB9FgU202CTFJL4zqhXR1g0xPbHUGan5rQTouRjtj497JGvWcA%3d%3d&crl=c&resultNs=AdminWebAuth&resultLocal=Er>
- Helin, S. (2008, August 26). Codes, Ethics and Cross-Cultural Differences: Stories from the Implementation of a Corporate Code of Ethics in a MNC Subsidiary. *Journal of Business Ethics*, 281–291. Retrieved from <https://link.springer.com/article/10.1007/s10551-008-9887-9>
- Jacky F.L.Hong, R. S.-S. (2006, December 4). Cross-cultural influences on organizational learning in MNCS: The case of Japanese companies in China. 408-429. Retrieved from <https://www.sciencedirect.com/science/article/abs/pii/S1075425306000925>
- London, T. (2004, August 19). Reinventing strategies for emerging markets: beyond the transnational model. *Journal of International Business Studies*, 35, pages350–370. Retrieved from <https://link.springer.com/article/10.1057/palgrave.jibs.8400099>
- Tomasz Lenartowicz, J. P. (2013). The application of learning theories to improve cross-cultural training programs in MNCs. Retrieved from <https://www.tandfonline.com/doi/abs/10.1080/09585192.2013.860384>
- Wikipedia Contributors. “Kuehne + Nagel.” *Wikipedia*, Wikimedia Foundation, 27 Feb. 2019, [en.wikipedia.org/wiki/Kuehne\\_%2B\\_Nagel](https://en.wikipedia.org/wiki/Kuehne_%2B_Nagel).

- “ShieldSquare Captcha.” *Www.globaldata.com*, [www.globaldata.com/company-profile/kuehne-nagel-international-ag/](http://www.globaldata.com/company-profile/kuehne-nagel-international-ag/). Accessed 17 Sept. 2022.
- “About Us - US.” *Kuehne + Nagel*, [us.kuehne-nagel.com/company/about](http://us.kuehne-nagel.com/company/about). Accessed 17 Sept. 2022.