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KPI System & other Practices in Bikroy.com Limited

By Arpa Florence Purification

Introduction- a) Background of the Study- Bikroy.com is a private company established in 2012 and has different sections, which are especially dedicated to private and business advertisements for property, electronics, vehicles, home appliances, sports and jobs.

I choose this company because, I found out about the company's KPI background and other facilities are very appealing and enchanting. If I work with this company, others will get the chance to know about it.

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KPI System & other Practices in Bikroy.com Limited

Arpa Florence Purification

Chapter One

I. Introduction

a) Background of the Study

Bikroy.com is a private company established in 2012 and has different sections, which are especially dedicated to private and business advertisements for property, electronics, vehicles, home appliances, sports and jobs.

I choose this company because, I found out about the company's KPI background and other facilities are very appealing and enchanting. If I work with this company, others will get the chance to know about it.

b) Importance of the Study

The owner of Bikroy is a Global Tech Firm, named Saltside Technologies, which is a Sweden-based company. Bikroy started its business in Dhaka, Bangladesh in 2012 and currently Bikroy has more than 200 employees within six departments. Departments are – Human Resources, Finance, Tele Sales, Ad Sales, General Sales (Market Place, Jobs, Property, Vehicles). Bikroy stepped in the e-commerce sector and an online platform called Buy Now in 2016.

Bikroy provide several benefits:

- Festival Bonus
- Maternity benefit
- Death Benefit
- Provident Fund
- Gratuity Scheme
- Group Insurance
- Key Performance Indicator quarterly target based

Bikroy also organize several motivational programs for their employees:

- Moner Janala – A Women leadership program – arranged quarterly
- Celebrations of National Occassions – Pohale Boisakh, Victory Day, Mother Language day, Women's Day, Mother's Day, Father's Day etc.
- Birthday Celebration monthly based
- Yearly annual picnic
- Half yearly event
- Monthly lunch- every department can have a lunch together once in a month

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c) Objective of the Study (Specific)

- To improve personnel's understanding of KPI's
- To improve awareness of maintaining such performance
- KPI practices in the company
- Variance of KPI and other benefits in different companies

d) Objective of the Study (Broader)

In broader case the objective is how the company set and implemented its Key Performance Indicator (KPI) and what role does the company play to compete in the competitive market comparing Bikroy com with Amazon.com and Daraz.com.

e) Scope of the Study

This report deals with the Key Performance Indicator (KPI) practices in a company named Bikroy.com where the focus point will be deciding what to measure, collecting the data, analyzing the data, reporting the results and finally take action based on the result.

f) Source and Method of Data Collection

For this term paper purpose, I am using both primary and secondary data.

i. *Primary Data*

Primary data collected from interviewing people inside and outside the organization.

ii. *Secondary Data*

I have collected secondary data from different sources.

- Collect information from head office
- Collect data from survey
- Use the website of Bikroy.com
- Use questionnaire method for comparison

g) Limitation of the Study

- Not able to collect some confidential data
- Some data collected from online
- Some people ignore to do the survey questionnaire.

h) Methodology

This term paper aims to study on KPI system and practices in Bikroy.com limited, data will be collected from internal source, website and past company history.

I will use Qualitative and descriptive research methodology for this term paper.

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I have prepared some questionnaire and took survey from 10 people and based on that prepare a graph on the opportunities that different companies provide.

Chapter Two

II. Literature Review

a) Literature Review

E-commerce involves buying and selling of products through an online platform and the medium between them will be electronic, primarily through internet.

The e–commerce business transactions occur as either business-to-business (B2B), business- to-consumer (B2C), consumer-to-consumer or consumer-to-business.

Bangladesh's first full-fledged e-commerce company, akhoni.com founded in 2011 and later in 2016, re-branded as bagdoom.com. Also, another online shopping platform ajkerdeal.com was launched in 2011. Later on Bikroy.com started its business on 2012 and still sustainable in the e-commerce section with full pride.

E-Commerce business sector have different positive affect either on business or on customer. For example- it reduce the production cost, improve the business communication in a faster and improved way, increase the productivity, provide good quality service and facilities.

Although e-commerce is not new in Bangladesh, more than 165 million people with 33% mobile penetration in Bangladesh use this e-commerce but it has to increase its operation in the rural sector. The main cause of not improvement in the rural sector is the internet connection, less technical advancement and less economical support.

However, Bikroy.com started its journey on 2012 and Daraz.com started its business in 2015 but Daraz.com is currently one of the leading e-commerce platform in Bangladesh nowadays. Fairmart Electronics also opened its online selling platform in 2020 and running its operation in full phase.

The main advantage of e-commerce is, that it can reach to wider audience in one Technical advancement way and the disadvantage is Prevalence of online fraud. Recently Fairmart Electronics company faced this kind of fraud case and the amount of their loss is more than 4 lac.

The following are the different types of e-commerce platforms:

- Business-to-Business (B2B)
- Business-to-Consumer (B2C)
- Consumer-to-Consumer (C2C)
- Consumer-to-Business (C2B)
- Business-to-Administration (B2A)
- Consumer-to-Administration (C2A)

Chapter Three

III. About the Company

a) Company Profile

Established in 2012, Bikroy.com is the Largest Marketplace of Bangladesh. Our mission is to serve the underserved markets and to create sustainable value for the community in the process. We are 200+ employees in 6 major cities of Bangladesh, that continuously are working in the spirit of facilitating trading, entrepreneurship, innovation, and an unwavering focus on meeting the needs of the community. The most prominent categories of our portfolio are: Mobiles, Electronics, Vehicles, Property, and Jobs. You can also find home & living items, pets & animals, hobbies, sports and kids items, fashion, health and beauty items, education, services, business & industry products, and food & agriculture products on the site. Bikroy is a subsidiary of Saltside Technologies (saltside.se) which also runs the largest marketplace in Sri Lanka (ikman.lk). We are backed by 3 investors: Kinnevik, Hillhouse Capital and Brummer & Partners. At Bikroy, we aspire to grow as a company along with our talent. We are committed to offer career development opportunities and benefits within the framework of a diverse work environment. We encourage creativity and provide the environment to achieve great things at work. Bikroy is one of the few organizations of Bangladesh, which is actively working towards ensuring increased female participation in the workplace and the result is quite encouraging. We thrive to work with smart and passionate people who can deliver great results. After joining us, you will find plenty of opportunities, freedom, and a large dose of adventure.

i. *Departments and Employees*

Bikroy has more than 200 employees within six departments. Departments are – Human Resources, Finance, Tele Sales, Ad Sales, General Sales (Market Place, Jobs, Property, Vehicles). Bikroy stepped in the e-commerce sector and an online platform called Buy Now in 2016.

ii. *Events for Employees*

- Moner Janala – A Women leadership program – arranged quarterly
- Celebrations of National Occassions – Pohale Boisakh, Victory Day, Mother Language day, Women's Day, Mother's Day, Father's Day etc.
- Birthday Celebration monthly base
- Yearly annual picnic
- Half yearly event

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- Monthly lunch- every department can have a lunch together once in a month

iii. *Employee Benefits*

- Festival Bonus
- Maternity benefit
- Death Benefit
- Provident Fund
- Gratuity Scheme
- Group Insurance
- Key Performance Indicator quarterly target based

iv. *Leaves Policy*

- Festival holidays
- Earned leave
- Sick leave
- Casual leave
- Maternity leave
- Paternity leave

v. *Separation Policy*

- Termination
- Resignation
- Retrenchment
- Lay off
- Discharge from service
- Retirement
- Dismissal

There are 16 broad categories available in Bikroy.com's online portal and these are:

1. Mobiles
2. Electronics
3. Home & Living
4. Vehicles
5. Pets & Animals
6. Property
7. Hobbies, Sports, Kids
8. Women's fashion & beauty
9. Men's fashion & Grooming
10. Business & Industry
11. Education
12. Essentials
13. Jobs
14. Services
15. Agriculture
16. Overseas Jobs

vi. *Buy Now*

Bikroy.com introduce buy.now service from 2016, which means the company will deliver the product to the seller's doorstep. The delivery partner of bikroy will pick up the item from seller and deliver it to the buyers doorstep and buyer can give payment only after his/her satisfaction.

b) SWOT Analysis of Bikroy.com

A SWOT analysis is a study undertaken by an organization to understand its internal strengths and weaknesses as well as its external opportunities and threats. A SWOT analysis can be carried out for a product, place, industry or a person.

Here SWOT analysis of Bikroy.com describing below:



i. *Strength*

The strengths are:

- Easy to use the online market
- Most of the buyers are online buyer
- Advertising cost is free
- Privacy policy- hide personal information to post ads

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- Payment system- can be done after getting the product
- Support Bengali language
- Target audiences- All BD population

ii. *Weakness*

The weaknesses are:

- Currency support- only BDT taka accepted.
- Global rich- no support
- Rural area- lack of technical advancement
- No competitive advantages- as consumer generated

iii. *Opportunities*

The Opportunities are:

- Has multiple business model option
- Can create employment
- Audience can gather IT knowledge to operate the software
- If they can operate business in rural sector, then they can increase audience number
- Marketing can bring fast mover facility

iv. *Threat*

The threats for the company are:

- Old products- customer may refuse to take
- Hand-to-hand transaction is risky because of fraud user
- New online marketplaces are onboard like- Daraz.com, Shajgoj.com etc.

c) *Performance Management System of Bikroy.com*



Being consistent with the Company's requirements, the purpose of Bikroy.com's performance management system is to ensure that:

- Employees perform work that accomplishes the business needs of the Company
- Employees' work aligns with the strategic goals of the work unit and the organizational values of the Company
- Employees clearly understand the quality and quantity of work expected
- Employees receive ongoing information about how effectively they are performing relative to expectations
- awards and salary increments are consistent with Employee performance
- opportunities for Employee development are identified and provided
- Employee performance that does not meet expectations is addressed
- Management applies performance ratings in a fair and consistent manner.

Performance appraisal information is one consideration in making other personnel decisions, such as promotions, disciplinary actions, layoff determinations, and salary increase eligibility. The supervisor of the Employee should review the work plan and position description on an annual basis to ensure that the position is appropriately classified for the recurring duties assigned.

d) *STP process of Bikroy.com*

The Segmentation, Targeting and Positioning (STP) Model helps to position a product or service to target different groups of customers more efficiently. STP stands for: Segment your market. Target your best consumers.

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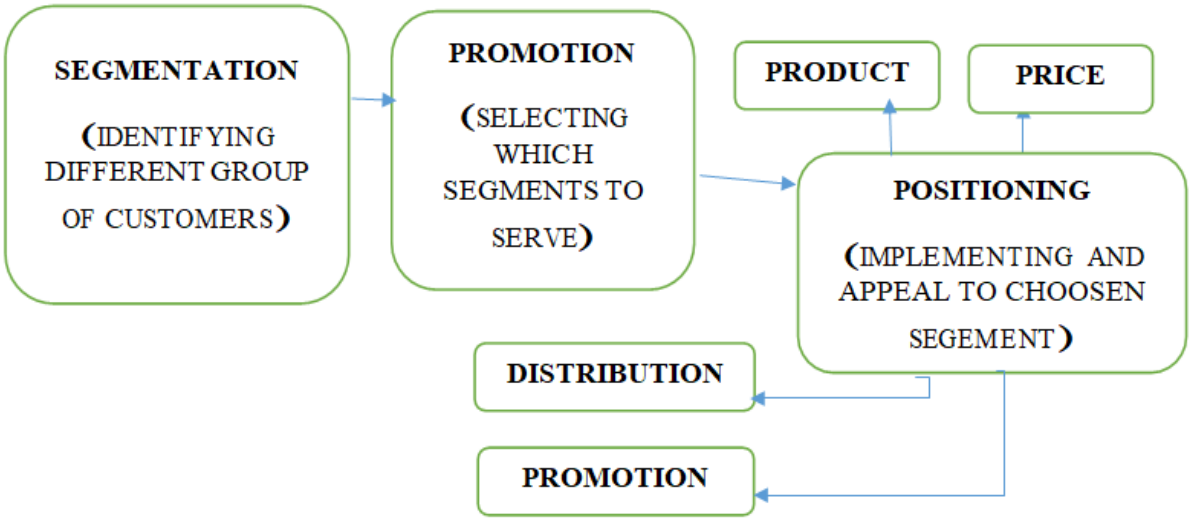

Fig: STP Process

i. *Segmentation*

As stated by University of Southern California (2012), when is market is divided into sub groups, known as market segments, in order to create product differentiation strategies.

There are several types of segmentation like:

➢ Demographic

In this process, market is segmented on the basis of age, gender, education, income, occupation etc.

➢ Geographic

It is when the market is segmented on the basis of city, state, country or some other variables.

➢ Psychographic

It is when market is segmented on the basis of life cycle, social class, blue collar, behavior, opinions, objectives and ethics.

ii. *Targeting*

It is the second step of STP process. After the market has been separated into segments, the marketer will select a segment to target and resources will be used based on the target.

Different types of targeting sectors are:

- ❖ One supplier-one segment- one product
- ❖ One supplier- one product- target all segments
- ❖ One supplier- different brands- target different segment

iii. *Positioning*

It's the third and final part of STP process

- First, the marketer needs to segment the market
- Then target the specific consumer/customer
- Finally process with the products based on consumer demand

Basically, STP process help the marketers to find out the gap between the target consumers and the marketed product. Bikroy.com can segregated their market and sales based on the STP process and can broaden up their business.

Chapter Four
IV. Key Performance Indicator

a) What is Key Performance Indicator (KPI)



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KPI's are the key parts of the measurable objective, which is made up of a direction, benchmark, target and timeframe.

Key Performance Indicator depends on the performance of an employee. Here Perform of an employee stands for-

P - Purpose
E - Empowerment
R - Relationship
F - Flexibility
O – Optimal Performance
R – Recognition and Rewards
M – Morale

Therefore, performance means – whatever we do, whatever we act and whatever we accomplish within a specific timeframe.

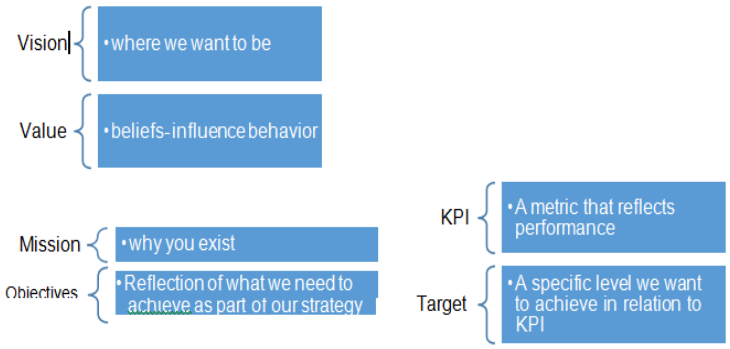
Through Key Performance Indicator (KPI) we have to assess attributes, competencies, Effort and finally got the outcome or result.

For example- Increase sales per project 50% to 60% by 2015, which is a target for Sales department and this target must have to be fulfilled by the year 2025. If this target is fulfilled then the department will get their KPI.

The objective of KPI must be specific, measurable, achievable, action driven and time bounded. In bikroy.com KPI is not only incentive rather than it depends on his/ her assessment. Based on the assessment, the promotion and the rank increased.

b) Cascading Key Performance Indicator

In order to set up key performance indicator (KPI) we have to focus on some key points. They are:



c) History of Key Performance Indicator (KPI) system

KPIs have a long and illustrious history. While no one knows the exact origins, it is believed that the emperors of the Chinese Wei Dynasty (3rd century) rated the performance of members of their family in the first known instance of rudimentary KPI usage.

Three major types of Key Performance Indicators (KPI's) are

1. Quantitative indicators that can be presented with a number.
2. Qualitative indicators that cannot be presented as a number.
3. Leading indicators that can predict the outcome of a process.

The three major types of Key Performance Indicators are:

- Revenue growth.
- Revenue per client.
- Profit margin.
- Client retention rate.
- Customer satisfaction.

d) Importance of Key Performance Indicators in a Business/Company

Key performance indicators, also known as KPIs, help you measure and evaluate the effectiveness of solutions, functions and processes in your business. KPIs take into account your business' strategic goals and measure performance against a specific target, defined from a strategic, planning or budget point of view

e) KPI Practice in Bikroy.com

In bikroy.com limited different departments have there own KPI set up procedure



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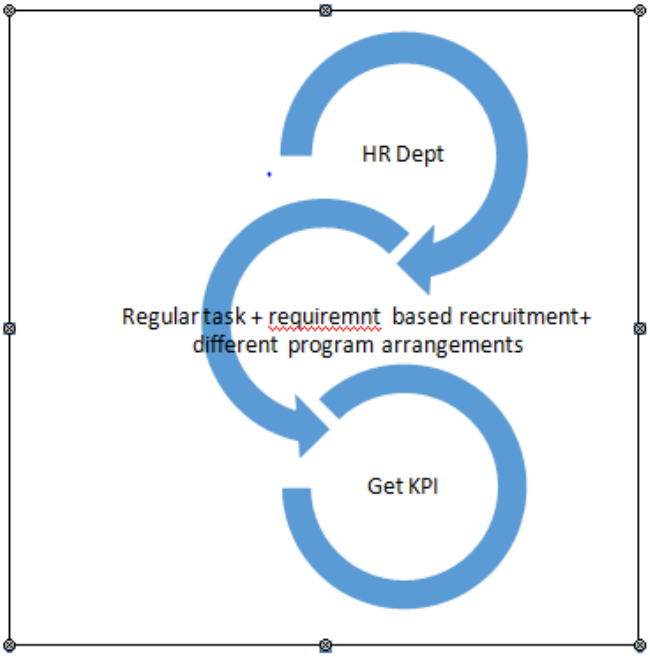
Organization Name: Bikroy.com limited

Departments Name:

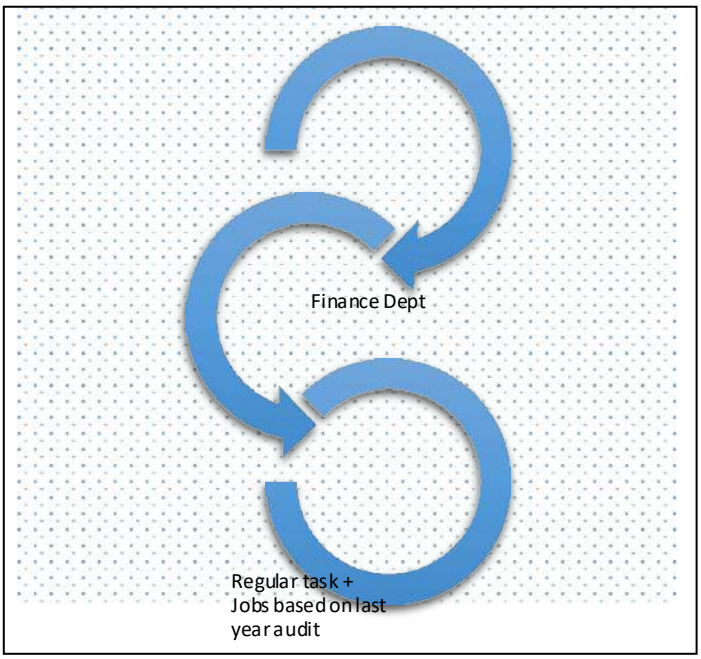
- ✓ Human Resources
- ✓ Finance
- ✓ Tele Sales
- ✓ Ad sales

Department Wise Targets

i. *Human Resources Department*



ii. *Finance Department*



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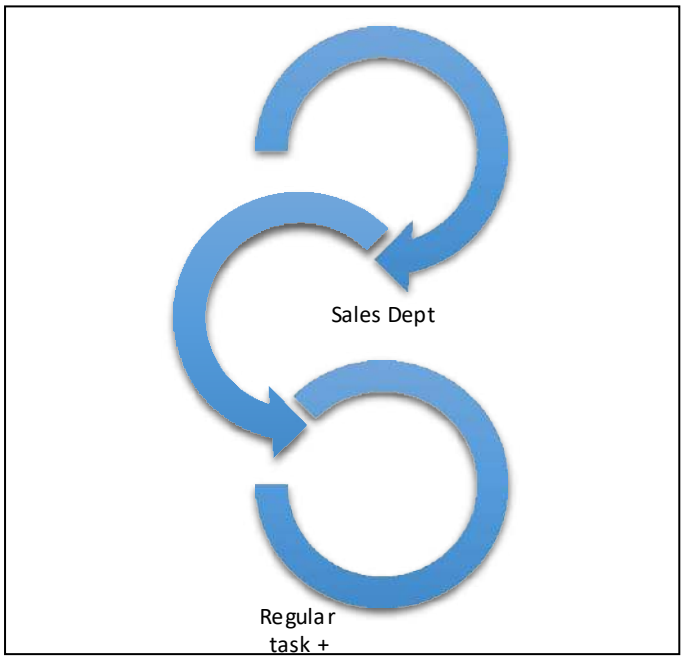
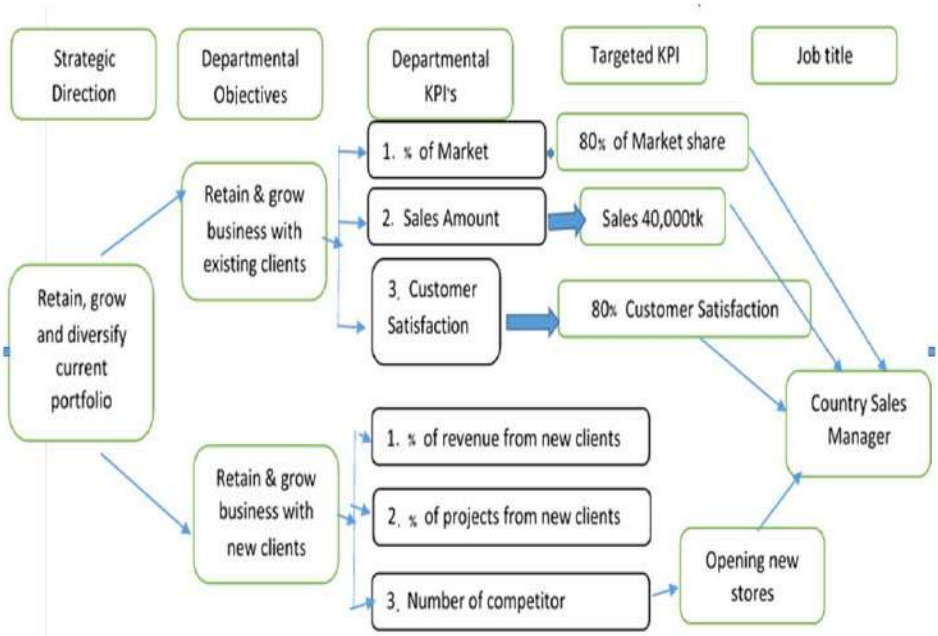
iii. *Sales Department*



f) Cascading Departmental KPI of Bikroy.com Limited



g) Competitor of Bikroy.com

Bikroy.com that is established in 2012 is the Largest Marketplace of Bangladesh. Bikroy.com is doing its monopolistic business since its establishment. Now nationally it has competitors like Daraz.com, Shajgoj.com, priyoshop.com etc. Internationally it can also be comparable with Amazon.com.

i. *Amazon.com*

Amazon.com, Inc. is an American multinational technology company that focuses on e- commerce, cloud computing, digital streaming, and artificial intelligence. It has been referred to as "one of the most influential economic and cultural forces in the world", and is one of the world's most valuable brands.

Amazon.com founded in July 5, 1994, Bellevue, Washington, United States. The number of employees working in amazon.com is 1,608,000 (2021) and the revenue is 469.8 billion USD (2021).

ii. *KPI of Amazon.com*

Amazon Key Performance Indicator (Amazon KPI) works mainly to visualize a comparison between a key-value and its target value. Amazon Key

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Performance Indicator (Amazon KPI) displays a value comparison, the two values being compared, and a progress bar.

Amazon Key Performance Indicator (Amazon KPI) spells your Ecommerce Success. Your E- commerce goals and Amazon Key Performance Indicators (Amazon KPIs) should be strategically aligned to convert more customers and drive higher profits. This is the success mantra to work smart to sell more.

- It is the best idea to reduce Product Sales lost due to out-of-stock. Amazon Key Performance Indicators (Amazon KPIs) include current inventory, Estimated Lost Sales (Units), Avg. Unit Sales per Week, Sales Rank to name a few.
- Sincere efforts should be made to boost sales in a planned way. Amazon Key Performance Indicators (Amazon KPIs) include daily sales, conversion rate, site traffic.
- Increase Buy Box Wins consistently and progressively. Amazon Key Performance Indicators (Amazon KPIs) include Amazon Feedback rating, customer service metrics, Late Shipment Percentage, Refund Requests.
- Increase conversion rate in a planned way and try to reach the optimum output. Amazon Key Performance Indicators (Amazon KPIs) include conversion rate, shopping cart abandonment rate, associated shipping rate trends, competitive price trends.
- Increase Amazon Feedback rating percent depending upon the number of customer inquiries. Amazon Key Performance Indicators (Amazon KPIs) include the number of times you have late shipments, the total number of customer service inquiries, Feedback score tracking.
- Work towards reducing customer service calls by half in the next 6 months. Amazon Key Performance Indicators (Amazon KPIs) include service call classification, identifying pages visited immediately before the call, events that lead to the call.

Amazon's KPI mostly depends on three sectors –

- ❖ Sales
- ❖ Profit
- ❖ Inventory (on hand)

Amazon Advertising Cost of Sales KPI (Amazon ACoS KPI) is the most preferred method of delivering campaign and keyword profitability data, it is important to know this metric and its ranges at the account level, the product category, and the traffic segment level.

One of the latest additions to Amazon Seller KPIs (Amazon Seller KPIs) is the Amazon Inventory Performance Index KPI. Amazon Inventory Performance Indicator KPI is a metric that determines how well you are managing your inventory and stocking up on products that are in demand. The score ranges from 0 to 1000. A score below 350 indicates that your account has issues, and you need to improve it. A score above 400 indicates that your account is performing well. You need to monitor your account health to keep an eye on the Amazon inventory dashboard and act upon suggestions that Amazon has to offer.

The Product Conversion Rate gives you the details of how many buyers purchased your product after landing on your product page. Amazon Product Conversion Rate = Total Orders/Customer Glance views.

h) Comparison (Bikroy.com with Amazon.com)

Bikroy.com বাংলাদেশের সবচেয়ে বড় মার্কেটপ্লেস VS amazon.com

If I consider, Amazon.com as a competitor of Bikroy.com then the following sector can be considerable-

- Amazons key performance indicator (KPI) depends on sales, profit, inventory and Bikroy.com's key performance indicator (KPI) on depends sales, profit and online platform (customer views in portal, click, impression etc.)
- Amazon Key Performance Indicators (Amazon KPIs) include conversion rate, shopping cart abandonment rate, associated shipping rate trends, competitive price trends but as bikroy.com do its business nationally that is why conversation rate is not a factor for bikroy.com
- Amazon as an international company has huge business variation whereas Bikroy.com is still unable to do business in the rural sectors.
- Amazon Advertising Cost of Sales KPI (Amazon ACoS KPI) is the most preferred method of delivering campaign and keyword profitability data as well as Bikroy.com do it same.
- Amazon Key Performance Indicators (Amazon KPIs) include the number of times you have late shipments, the total number of customer service inquiries, Feedback score tracking. On the other hand, bikroy.com's Key Performance Indicator depends on timely delivering product, customer review, number of sales and number of advertising.
- Bikroy.com introduce new online marketplace – Buy now which is the most usable site on Bangladeshi people and it increases the sales growth of bikroy.com

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i) Another Competitor of Bikroy.com - Daraz.com

Daraz.com is a business to customer (B2C) model customer of Rocket. Its officially started its journey in 2015. For Bangladeshi people after bikroy.com all people started using daraz.com. The company's mission is to become world's largest e-commerce platform outside India and China. Their goal is to provide best product in a best and reasonable price. Daraz is an online shop and its purchase happens through online. Daraz gets commission on every sales and they generate their revenue. Darza did their promotion through facebook, Instagram and email marketing.

Facilities and Benefits for the Employees of Daraz.Com

Gratuity Scheme

- 182 days Maternity Leave
- 15 days Annual Leave
- 10 days sick leave
- 5 days casual leave
- Gender equality employment
- Overtime payments during campaigns

The Performance Appraisal process of Daraz.com

- Self Appraisal-

Employees appraise their own performance based on values, skillsets and goal performance.

- Manager Appraisal-

Team managers appraise the performance of their employees based on the self-appraisal (values, skillsets, goal performance).

- Departmental Growth-

Department managers review & discuss the appraisal outcomes based on scores, identify the low, medium and high performers across the department and new employee goals.

- Appraisal Meeting-

Team Managers have session with Employees with final outcome.

j) Comparison (Bikroy.com with Daraz.com)

Bikroy.com বাংলাদেশের সবচেয়ে বড় মার্কেটপ্লেস VS daraz·com·bd

After analyzing data of Daraz.com it has been found that their benefits, schemes and Human resource appraisal policy is quite similar.

1. Evaluate employee self-appraisal – Both Daraz and Bikroy evaluate their employees performance and based on that take any kind of decisions.
2. Goal based KPI – Bikroy.com set a goal for their every departmental staffs beside their regular tasks and based on that provide their KPI quarterly. On the other hand Daraz follow SMART principle – Specific, Measurable, Assignable, Realistic, Time-bound.
3. Performance standard/Promotion/Increment – Bikroy.com's KPI is target and process based. On the other hand Daraz.com's KPI is performance based.

Chapter Five

V. Survey

a) Questionnaire Survey

In order to get a knowledge of the other companies Key Performance Indicator and other benefits, I took survey of thirty (30) people with ten (10) questionnaire to get an idea of the other sectors like garments, bank, NGO, hospital and education. After getting the result, I found out most of the employees are not satisfied with their company benefits and most of them did not maintain Key Performance Indicator (KPI) in their organization.

The detail questions and the results, I am describing through the flow chart model below-

i. *Survey Details*

Sample Size: 30

Sample Questions: 10

Sample Industries: Garments sector, Bank, Education, NGO, Hospital

The questions are following:

1. Does your company have Key Performance Indicator?
   Yes/No
2. If yes, what is the time period for KPI calculation?
   3 month/6 month/1 year
3. To whom KPI is calculated?
   All employees/Permanent/Temporary
4. Competency calculation type in your company?
   Quantifiable/Measurable
5. KPI measurement system-
   Process based/Target based
6. Are you satisfied with your KPI system?
   Yes/No
7. What other benefits does your company provide?
8. Does your company provide performance recognition award (e.g. employee of the month, an employee of the department, etc.)
9. Does your company have leave encashment policy?
   Yes/No
10. Are you satisfied with your company's benefits and KPI measurement system?
    Yes/No, if No please specify which sector you want to improve?

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Chapter Six

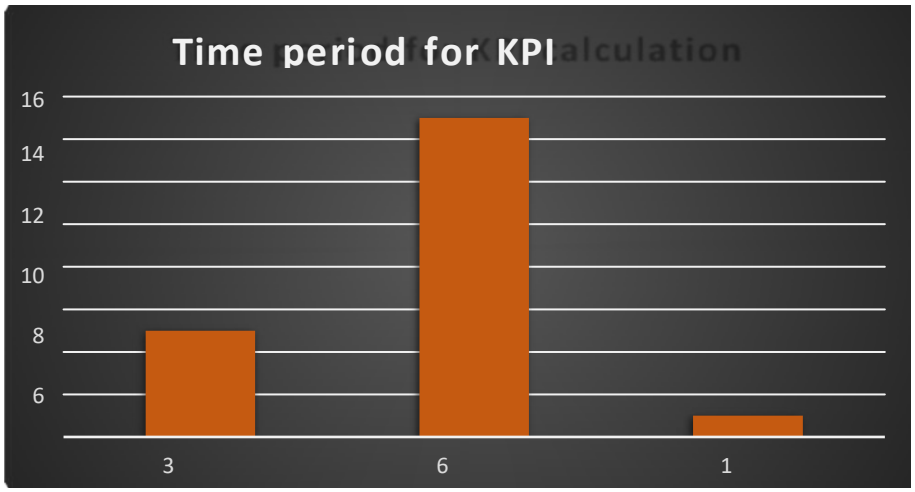
VI. Findings

a) Analyzing the Survey through Flow Chart

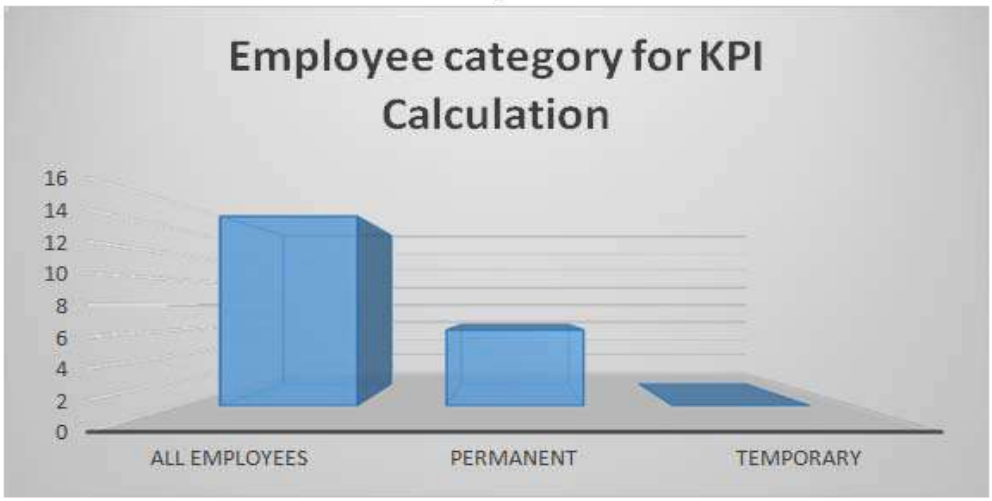
Question 1– Among 30 people, 70% that means 21 people told that their company have KPI system and 30% that means 9 people told that their company does not follow KPI system.



Question 2 – Among 21 person, 5 persons told that their company follows KPI quarterly, 15 persons told that their company follows half yearly and only 1 person told that their company follow KPI annually.



Question 3 – KPI is calculation is done for all employees, 15 people among 30 selected that and 6 people selected that only permanent employees they done KPI.



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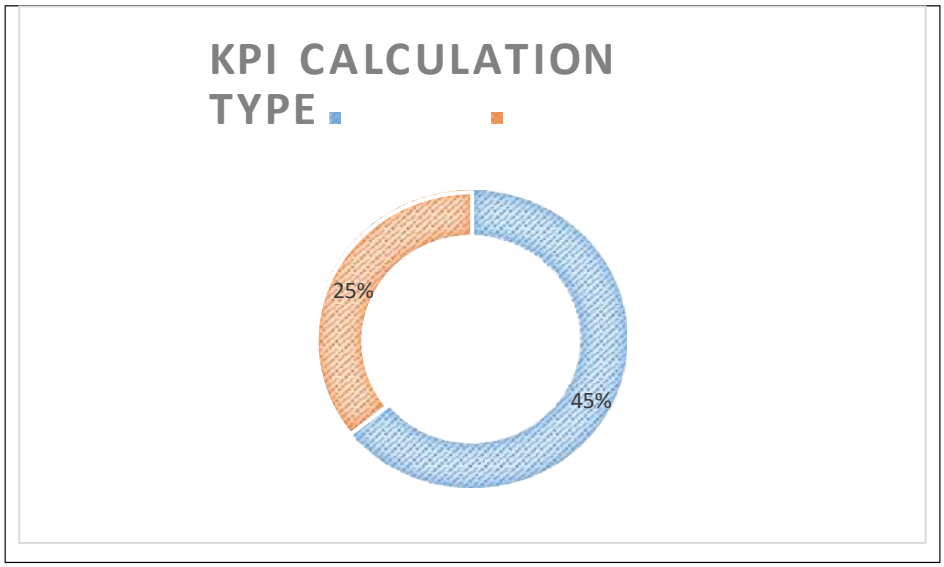
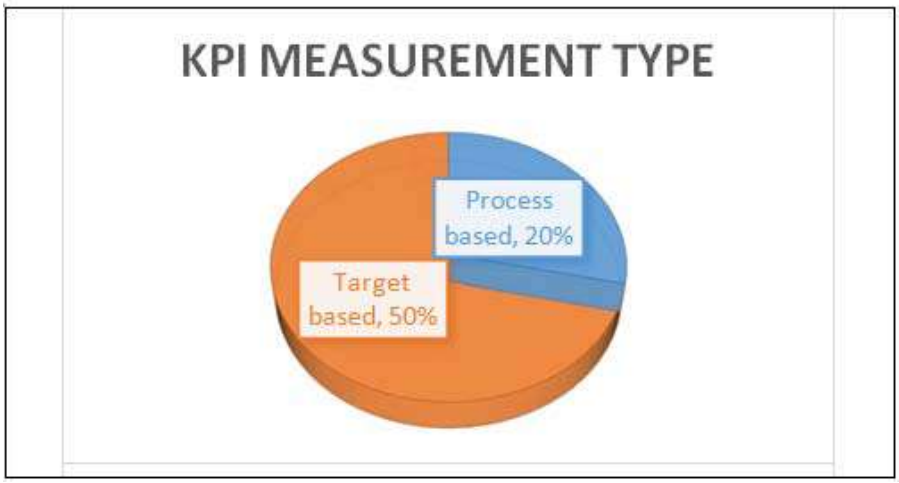
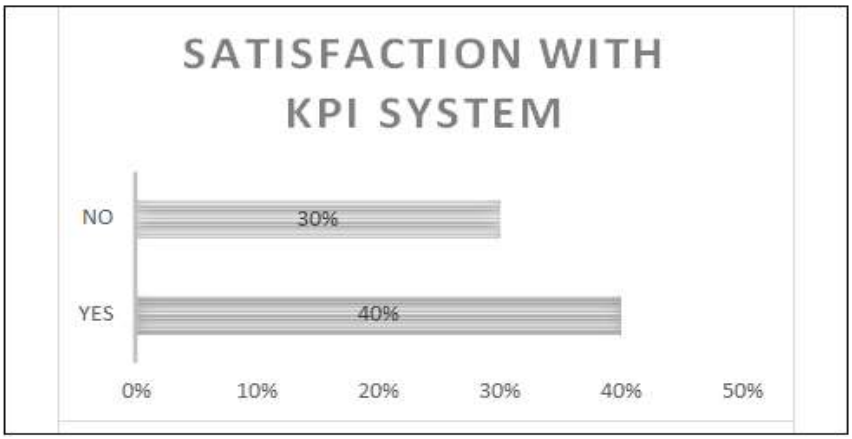
Question 4 – Among 70% of people who have told that their company has KPI, the 45% told that they follow a Quantifiable type KPI system and 25% told that they follow Measurable type KPI system.



Question 5 – Among 70% people -50% select that they follow target based KPI system and 20% follow Process based KPI system.



Question 6– After taking survey, I have found out that 40% is satisfied with their KPI system and 30% is not satisfied with their KPI system.



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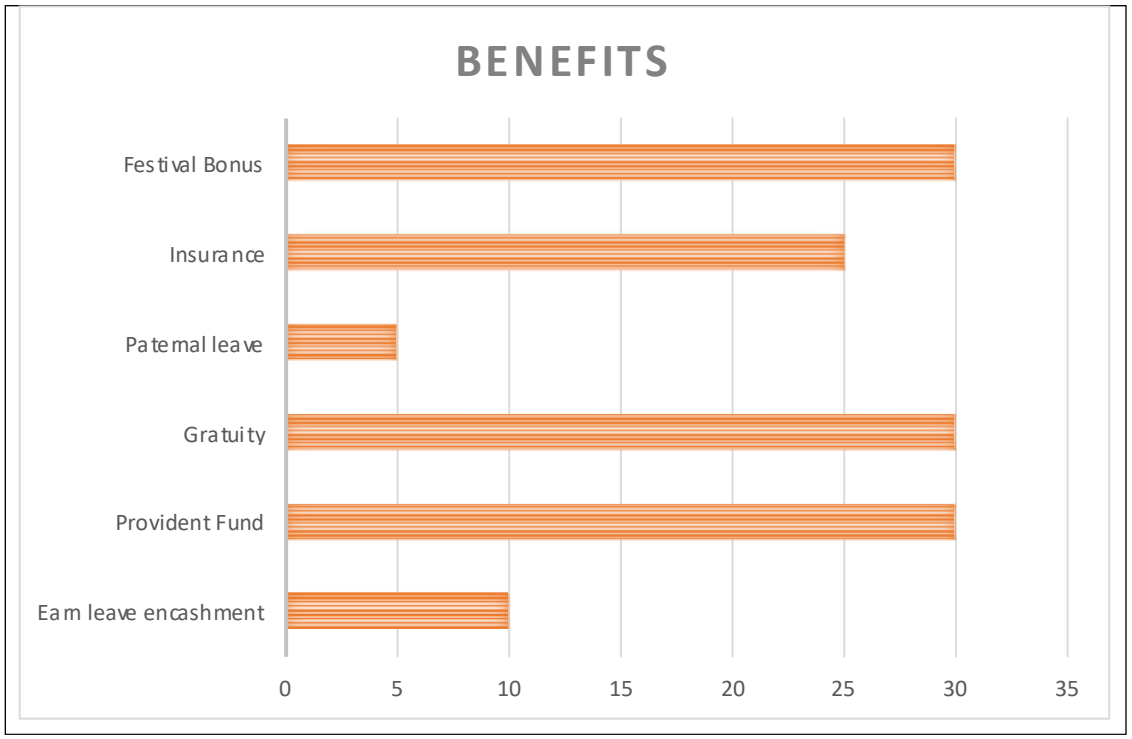
Question 7– After taking a Survey of 30 people, we Found the Following Data

Earn Leave Encashment	Provident Fund	Gratuity	Paternal Leave	Insurance	Festival Bonus
10	30	30	5	25	30

In Bikroy.com, they Provide Following Benefits:

- Festival Bonus
- Maternity benefit
- Death Benefit
- Provident Fund
- Gratuity Scheme
- Group Insurance
- Key Performance Indicator quarterly target based



Question 8– Among 70% People of my Survey they Provide Following Data

Employee of the month	Employee of the department	Great Performer	Face of the company	Star of the year
2	5	3	5	6

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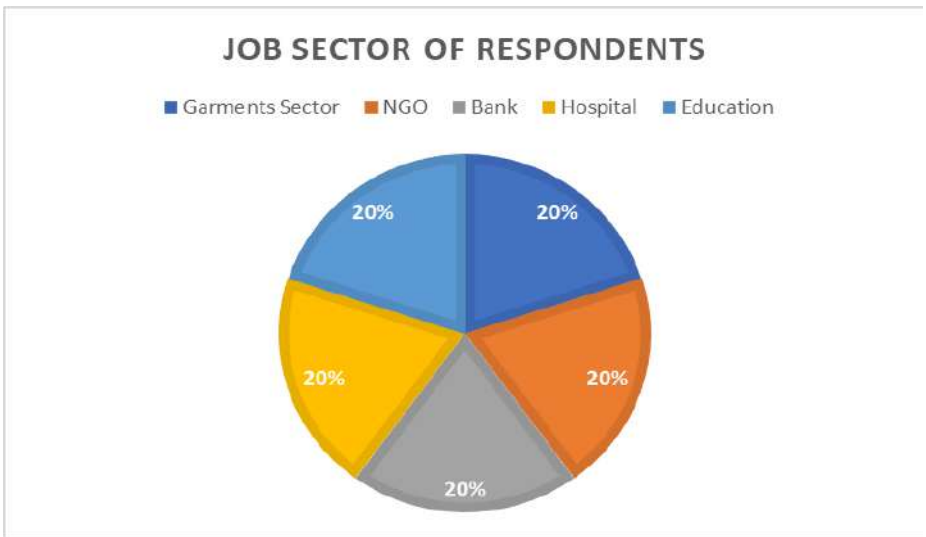
Question 9 – Earn Leave Encashment Policy Survey Result



Question 10 – The last question of my survey was about their satisfaction with the benefits that the company provides them, among my 30 candidates all of them told that they are not satisfied but they did not mention in which sector they want to improve.

Summary:

I took survey of 30 people, among them their job sectors are from different categories.



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Chapter Seven

VII. Conclusion

a) Conclusion

Our country is under developed country and personal computer and internet is very important for living our day-to-day life. These improvements of Technical and Technological sectors helping the e-commerce section to develop its business. However, the users and customers of Bikroy.com are increasing day by day by using the internet but the rural sectors still need time to come under this horizon.

Bikroy.com is still under the rank of number one in Bangladesh. In order to keep its position the company have to follow some techniques and tips from the international company Amazon.com. Amazon.com is the top rank company in the whole world and by following its footsteps Bikroy.com can develop some of its sectors. Daraz.com is another growing up company in Bangladesh that is doing great in Bangladesh. If Bikroy.com failed to operate in a technical way then it is sure that Daraz.com will take its position. Therefore, Bikroy.com have to be much aware and careful for its future footsteps.

The best sectors of Bikroy.com is- it is quick, convenient and easy to operate just simply by opening an account. New and used both products are available in the website of bikroy.com in a convenient and cheap price. No advertising cost is there to give advertisement that attracts the customers. On the other hand, Daraz only offer new products and some people are still unaware of the name of Daraz which is a plus point for Bikroy.com.

Bikroy.com have a strong market share and highest productivity. They provide great benefits to their employees that motivate them a lot to work properly and efficiently. Day by day the operation of bikroy is increasing and I believe if the company operate in this way it will be the top one in the country rank.

Chapter Eight

VIII. Recommendation

a) Some Policy Recommendations

The recommendation bikroy.com are given below:

1. *Conduct Aggressive Promotion:* Increasing promotional activities always attracts customers and it is so much beneficial. Therefore, my suggestion is Bikroy should start boosting their advertisement. In addition, they should advertise their company's internal culture among others.
2. *Open more Outlets in Different Areas:* Bikroy.com relies on the online direct and retail distribution method. It is important for them to expand its direct reach in rural districts also.
3. To be competitive, Bikroy.com should comply with an international standards company, such as Amazon.com.
4. Bikroy.com is currently happy with its current market trend but it has to keep this trend in order to keep its current position.
5. Bikroy.com company's KPI and benefits system are so high and more motivational rather than other companies but they have to give such benefits all the time whether any kind of market fall situation also.
6. Bikroy.com have only limited number of employees, if they recruit more employees then the unemployment rate of our countries will reduce.

Findings from my study is currently the company is doing great and their employees are satisfies with the benefits and the market positions they have. I hope and pray that they keep this trend in future and such way the other companies of Bangladesh get the benefits and become motivated to work in their current sectors.

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