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Highlights

- Strategy on COD Orders
- Poultry Industry of Bangladesh
- Conventional Methods in A PSU
- A Study on Domino's Pizza Outlets

Discovering Thoughts, Inventing Future

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Understanding the Impact of Service Performance on Customer Satisfaction: A Study on Domino's Pizza Outlets in Bangladesh

By Kamron Naher, Nafisa Tasnim & Md. Saifur Rahman

Port City International University

Abstract- The foreign restaurant industry is now entering Bangladesh as people are heading toward restaurants with their families and friends. Domino's Pizza Bangladesh started its journey in March 2019. It has attracted many customers. So many factors contribute to attracting and retaining customers in this type of service industry. This chain of restaurants researched Bangladesh to find the potential of their business here. As soon as they find it feasible, they start their journey here. However, there is very little research on the factors that can contribute to the satisfaction of customers.

So the researchers conducted the research to identify the factors that contribute to the satisfaction of the customers of Domino's Pizza. It is mainly quantitative research, and both primary and secondary data were collected. A survey questionnaire was made on Google Forms and collected responses from 103 respondents online. 51% were female and 52% were male respondents among the 103 respondents.

Keywords: restaurants, domino's pizza bangladesh, consumer satisfaction, patronage intention, service performance, visual appearance.

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Kamron Naher [α], Nafisa Tasnim [σ] & Md. Saifur Rahman [ρ]

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So the researchers conducted the research to the factors that contribute to the satisfaction of the customers of Domino's Pizza. It is mainly quantitative research, and both primary and secondary data were collected. A survey questionnaire was made on Google Forms and collected responses from 103 respondents online. 51% were female and 52% were male respondents among the 103 respondents.

There were 7 independent variables (modern looking, employee appearance, prompt services, charging accurately, responding to requests, courteousness, and individual attention), and multicollinearity was an issue. The KMO and Bartlett's test of sphericity results were suitable for conducting factor analysis. That's why factor analysis was conducted. Then a multiple regression analysis was conducted with the two independent variables of service performance and visual appearance and found that service performance (prompt services, charging accurately, responding to requests, courteousness, and individual attention) is significant, and visual appearance (modern-looking and employee appearance) is not significant.

From the survey, the managers of Domino's Pizza Bangladesh will understand which service factors are important, and they can take the necessary steps to improve their services.

Keywords: restaurants, domino's pizza bangladesh, consumer satisfaction, patronage intention, service performance, visual appearance.

I. Introduction

a) Restaurant Industry Profile in Bangladesh

Bangladesh's fast-food and restaurant industries have seen substantial transformations as a result of the country's economic progress. Bangladesh's fast food and restaurant industries have grown as a result of consumerization brought about by urbanization. Although there weren't a lot of fast food chains in Dhaka even ten years ago, the city currently has thousands of small- to large-scale fast food establishments (Abir, 2019). In Bangladesh, the fast-food sector first emerged in the early 1990s. During that period, Helvetia, Western Grill, and Swiss were a few of the most well-known brands. Twenty-five years later, Dhaka alone is home to over 200 fast-food restaurants. Takeout, Mad Chef, Chef's Cuisine, Steakhouse, etc. are a few of these titles. International franchises, including KFC, Pizza Hut, Gloria Jeans, Burger King, Nando's, and Crimson Cup, have arrived in the nation due to the industry's profitability (Islam & Ullah, 2010). There are several variables that have aided in the expansion of the restaurant sector. From the standpoint of the business owner, feeding the masses with fast food, frozen food, organic food, or any other kind of food is a lucrative endeavor (The Financial Express, 2018).

b) Company Profile

Russell Weiner serves as the CEO of Domino's Pizza, Inc., a 1960-founded American international chain of pizza restaurants operating under the brand name Domino's. "To be the leader in providing off-premise pizza convenience to people throughout the globe" is Domino's Pizza's stated mission (Dominos, 2020). Domino's Pizza Bangladesh began operations at Ranges Fortune, Dhanmondi, Dhaka, on March 1, 2019 (Daily Star, 2022). Pizza from Domino's After Sbarro, Pizza Hut, and Pizza Inn, Bangladesh, is the fourth American pizza franchise to open in Bangladesh. Bangladesh presents a significant development potential for Domino, given its youthful demographics and ranking as the eighth most populated nation in the world. Many patrons of this restaurant business come with their family and friends. The impact of restaurant services on customer patronage is a recent development in this nation. Domino's Pizza Bangladesh targets university attendees, foreigners, and lower middle- and middle-class income groups. The restaurant's consumers are drawn in by its affordability (Bhasin, 2020). However, several additional aspects of services impact the patronage of the client. Customer happiness and patronage satisfaction are impacted by several factors, including the atmosphere, service,

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contemporary equipment, staff appearance, and timely service provided by the staff (Khan & Aditi, 2020).

c) Problem Statement

As Domino's Pizza in Bangladesh is new in this country, they need to know what kinds of services are necessary to attract customers and increase patronage. There were many studies conducted after Domino's Pizza entered Bangladesh. From this study, managers can know which services are needed to increase the number of customers at this restaurant. There is very little research on the factors in services that influence customers. This study will help the managers understand the perceptions and preferences of Domino's Pizza. So, from this study, managers can develop strategies to increase and modify their services.

d) Rational of the Research

Research on the restaurant industry in Bangladesh is necessary because the entry of international restaurant chains is increasing. It helps you identify the target demographic so that you can customize the menu and services to cater to their needs. The restaurant can offer a more appealing menu and services that can lead to better customer engagement and eventually customer delight. Restaurant market research is essential for restaurant businesses and entrepreneurs to understand the latest market trends, identify consumer pain points, and target exactly what consumers are looking for. Research on the service factors that affect customer satisfaction will help Domino's Pizza Bangladesh open up new outlets in Dhaka and outside Dhaka to capitalize on the opportunities.

e) Research Objectives

The objectives of the research are

1. To identify the factors affecting customers satisfaction on the services of domino's pizza Bangladesh.
2. To identify whether prompt services attract customers to come back to the restaurants.
3. To identify the reasons why customers want to go to the Domino's pizza.

f) Research Questions

The research will find out the following questions

1. Which factors are affecting the customer satisfactions of domino's pizza Bangladesh?
2. Which service performance is contributing most?
3. Which personal characteristics affect customer satisfaction?

II. Literature Review

a) Customer Satisfaction

The modern consumer is intelligent since they possess a wealth of knowledge and information about various culinary trends, which has a big impact on restaurant sector marketing. Customer satisfaction with provided services may be used to forecast future patronage. If the restaurant provides high-quality services, its patrons will return (Barber et al., 2011). The importance of the restaurant's qualities as judged by the customer guides their choice to buy. The company's reputation and social aspects have the potential to impact customers' decisions (Parsa et al., 2005). While many managers concentrate on reaching basic objectives in the provision of services, it's possible that paying more attention to the specifics may increase customer satisfaction. Consumers often anticipate that service providers will be knowledgeable about their industry and honor their basic service commitments (Berry et al., 2006).

b) Factors Affecting Patronage Intention to Restaurant

Customers choose to eat out of the house for a variety of reasons. As an example, compared to those who live in rural regions, city dwellers are more likely to eat fast food (Adediran et al., 2020). Several physical and intangible aspects, like employee conduct, customer service, and convenience, might impact a restaurant's goal to attract new customers. Maziriri et al. (2020) carried out research that demonstrated the influence of look, sound, and scent on customers' opinions of quick-service restaurants and their propensity to visit them. Furthermore, there was a favorable correlation between consumer opinions of quick-service restaurants and plans to patronize them.

Vardhan (2021) conducted exploratory research to understand the tactics used by various fast-food businesses to meet the expectations of consumers in the city of Mysore. McDonald's, Kentucky Fried Chicken (KFC), Pizza Hut, Domino's Pizza, and Café Coffee Day (CCD) were the five quick service restaurants chosen from the city using a multistage random sample process. Findings showed that consumers look for concrete aspects in fast food businesses, such as how the buildings look, the staff, the equipment, and the communication materials.

Lee and Choi (2020) assessed customers' sentiments regarding the look of personnel. Furthermore, the effectiveness of these attitudes for satisfaction and desire to return was evaluated. The findings indicated that there were substantial in perceived attitudes between low and high facial attractiveness, as well as low and high uniform attractiveness. In both situations, visual pleasure affected the consumer's inclination to return. Ryu et al. (2021) used Mehrabian-Russell's theoretical framework to study how the physical environment affects staff performance, consumers' emotional states, satisfaction, and behavioural intentions in premium restaurants. The research indicated that the physical environment had a bigger influence on arousal than employee conduct, while employee behaviour had a greater impact on enjoyment. Furthermore, arousal was shown to have a favorable effect on enjoyment.

Alhelalat et al. (2017) aims to provide a more comprehensive knowledge of the ways in which restaurant staff service practices impact customer satisfaction. The results of the data analysis showed that both the functional and personal parts of service conduct might account for customer satisfaction, with the personal aspects accounting for a larger portion of the explanation than the functional ones. The elements that account for customer satisfaction in the full-service restaurant business were identified by Saad Andaleeb & Conway (2006). According to the regression model, pricing and meal quality had the greatest impact on customer satisfaction, with frontline staff attentiveness coming in second. The restaurant's outside layout and design had no appreciable impact.

By looking at the moderating effect of customers' gender in Arabic restaurants, Omar et al. (2016) seek to shed light on the relationship between service quality and customer satisfaction. They further aim to ascertain the degree to which every aspect of service quality is associated with customer happiness as assessed by consumers in Malaysia. The result shows that each of the five characteristics of high-quality services- tangibles, assurance, responsiveness, consistency, and empathy- has a positive correlation with customer happiness. Agnihotri et al. (2022) develop and examine a theory that offers further insight into how service recovery antecedents affect patron joy and satisfaction in the setting of quick-service restaurants (QSRs). According to the study's results, in the context of QSRs, customer happiness and joy are well-characterized by the antecedents of service recovery.

Abdullah (2022) looks at the relationship between customer loyalty, satisfaction with services, and quality of service. The findings indicate that important restaurant appearances have a long-lasting positive impact on interaction goals. Customer desire notably facilitates the link between important restaurant components and customer behavioral intentions. The association between QSR's Service Quality Dimensions- such as Employee Skills, Restaurant Ambiance, Food Quality, Restaurant Cleanliness, and Waiting Time- and Customer Online Reviews was investigated by Norazha et al. in 2022. The study found that waiting times, restaurant ambiance, and cleanliness- all of which are QSR Service Quality Dimensions- have a big impact on online customer evaluations.

c) *Measured Variables and Sources*

Table 1: Variables taken for the study

Measured Variables	Variables used in the Study	Sources (Citations)
1. Modern looking	The study demonstrated that attractive food presentation, good cuisine, spatial seating arrangement, exciting interior design, nice background music, dependable service, responsive service, and skilled workers are all essential factors in diners' high satisfaction.	Are highly satisfied restaurant customers really different? A quality perception perspective (Namkung and Jang, 2008).
2. Employees' appearance 3. Prompt services	The results of the research demonstrated a strong correlation between customer hospitality and the following factors: greetings, seating arrangements, food quality, menu diversity, employee behavior, and speed of service, child area, security, decoration, and reasonable pricing. Therefore, timely services and the look of the employees are two essential criteria here.	Customer Hospitality: The Case of Fast Food Industry in Bangladesh (Harun & Ahmed, 2013).
4. Charged accurately	According to the research's findings, consumer satisfaction is positively correlated with restaurant atmosphere, pricing, and service quality.	The Influence of Service Quality, Price and Environment on Customer Loyalty in the Restaurant's Industry: The Mediating Role of Customer Satisfaction (Danish Ali et al., 2021).
5. Responding request 6. Courteous 7. Individual attention	The results demonstrated that the primary determinant of customer satisfaction is the tangible proof of service quality characteristics, including concern, respon-siveness, dependability, and assurances.	"The Impact of Service Quality Components on Customer Satisfaction" (Bungatang & Reynel, 2021)
8. Customer satisfaction (Dependent variable)	Food quality has been shown to have a favorable and significant impact on brand perception, customer satisfaction, and referral intention. Furthermore, research has shown that brand image and referral intention are significantly and favorably impacted by customer satisfaction. Thus, one important factor is client happiness.	The Effect of Restaurant Experience on Food Quality, Satisfaction, Recommen-dation Behavior, and Brand Image (Solunoğlu, 2020).

To provide more context for this sparse literature, the current research formulates the following hypothesis:

There is a relationship between service performance variables and customer satisfaction regarding Domino's Pizza Bangladesh.

d) Conceptual Framework

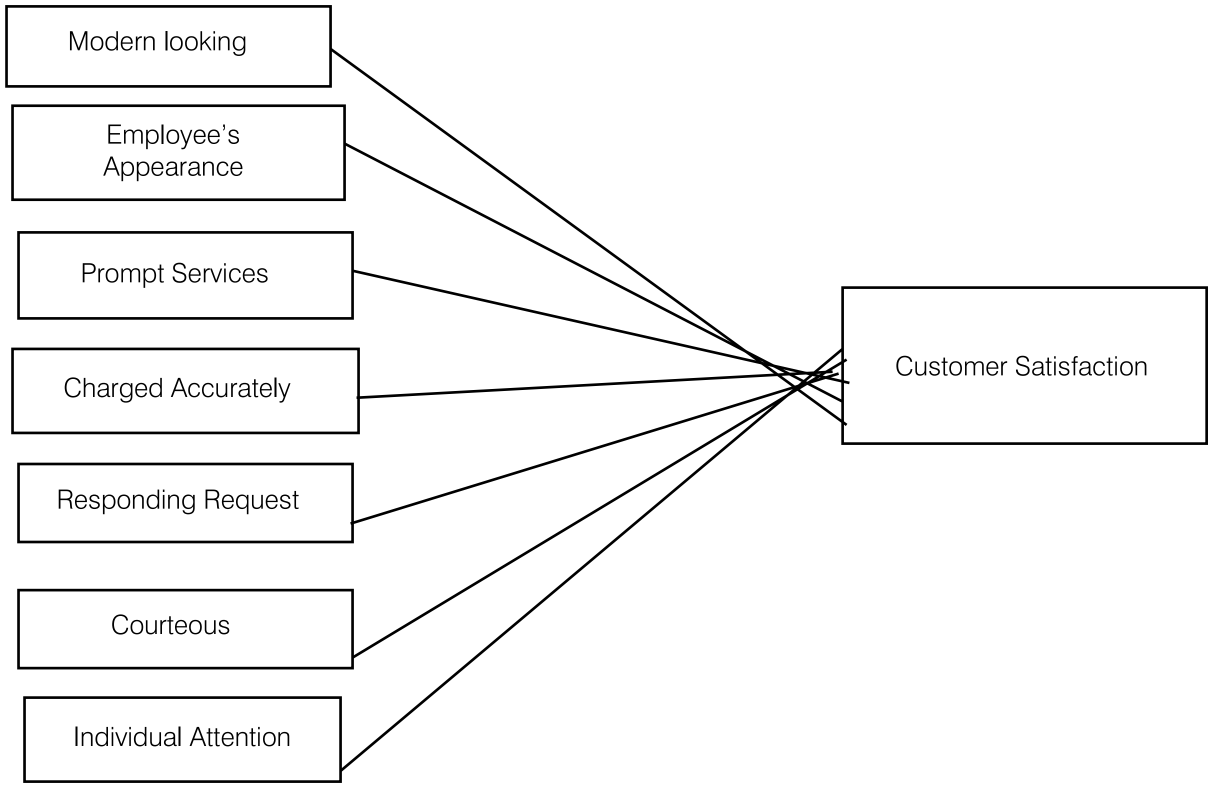

Figure 1: Conceptual Framework

III. Research Methodology

a) Qualitative Versus Quantitative Research

Naresh k. Malhotra divides the primary data into qualitative and quantitative. Qualitative research provides insights and understanding of the problem settings. It is unstructured and non-statistical. Qualitative research uses exploratory research methodology based on small samples which develop initial understanding. On the other hand, quantitative research quests to quantify data and, typically apply some form of statistics analysis. Data collection is structured and it analyses data statistically. The research is quantitative.

b) Data Collection

Both primary and secondary data were used to develop a good understanding of the factors that satisfy the customers of Domino's Pizza. A questionnaire was constructed by using Google Forms in the context of Bangladesh. Data were collected from the customers who have at least gone to Domino's Pizza Bangladesh and have a good knowledge about it. The questionnaire was distributed online to different customers of the domino's pizza. Respondents were invited to fill in the questionnaire by providing their personal information and indicating their agreement level with different statements. Besides, different articles and journals that are available online have been studied to conduct the research.

c) Sampling Techniques and Sample Size

The target population is students of Dhaka University who have gone the Domino's Pizza Bangladesh. The sample size is 100. The research employed a simple random sampling method, a type of probability sampling where participants are chosen randomly from the population. Each individual within the population has an equal probability of being selected. The responses of the respondents who have experience with Domino Pizza's customer services have been given the most importance in terms of data evaluation.

d) Measurement of Variables

The dependent variable (customer satisfaction) and 7 independent variables (Modern looking, employee's appearance, prompt services, charged accurately, responding to requests, courteous, individual attention) were measured using a 5-point Likert scale.

IV. Data Analysis and Findings

a) Demographic Characteristics of the Respondents

Demographic Characteristics of the respondents contribute significantly toward presenting data in research. As per demographic attributes, the number of respondents is categorized into four sections including gender, age, profession, and income.

From Table 2 we can see that there are a total of 103 respondents. The researcher has collected data both from male and female where 51% are female respondents and 52% are male among the 103 respondents. As the target respondents mostly were young university students, most of the respondents fall in the age group 20-25 which is 88% of the total respondents. On the other hand, 14% of respondents are from the age group 26-30. Moreover, the age group is represented by university students. So the questionnaire was provided to the students who represent 89% of respondents. As most of them, are students 84% of the respondents fall in the income group 5000tk to 10000tk.

Table 2: Demographic Characteristics

Demographic Characteristics		Frequency
Gender	Female	51
	Male	52
	Total	103
Age	20-25	88
	26-30	14
	31-35	1
	Total	103
Profession	Business people	4
	Job holder	7
	Student	89
	Unemployed	3
	Total	103
Income	11000tk to 15000tk	8
	16000tk to 20000tk	2
	21000tk to 25000tk	3
	5000tk to 10000tk	84
	Above 25000tk	6
	Total	103

b) Descriptive Statistics

Descriptive statistics have been done with all eight variables including modern looking, employees' appearance, Prompt Services, charged accurately, responding to requests, courteous, individual attention, and satisfaction by using SPSS version 26. The mean and standard deviation have been identified. The mean represents the distribution center and the standard deviation represents how the data has been derived from the mean.

Table 3: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Modern looking(ML)	103	2	5	4.10	.603
Employees' appearance (EA)	103	3	5	4.14	.627
Prompt services (PS)	103	1	5	4.04	.713
charged accurately (CA)	103	2	5	4.03	.834
Responding request (RQ)	103	2	5	4.19	.658
Courteous (C)	103	2	5	4.18	.622
Individual attention (IA)	103	1	5	3.85	.901
Satisfied	103	1	5	4.07	.661
Valid N (list wise)	103				

c) Reliability Analysis

Test score reliability refers to how consistent the scores are when the test is taken multiple times, across different versions of the test, or when scored by different people. The value of alpha is reliable when it is greater than 0.60 that is alpha value> 0.60. In table 4 we can see that the value of Cronbach's alpha is 0.798 which is higher. So it represents that the model is fit for the study.

Table 4: Cronbach's Alpha Value

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.798	.804	8

d) Test of Multicollinearity

To determine whether there is a multicollinearity problem and sampling adequacy for conducting Factor analysis the analyses of the VIF, Tolerance, condition index, and KMO and Bartlett's test of sphericity have been analyzed by using SPSS version 26.

i. *Variance Inflation Factor (VIF), Tolerance and Condition Index*

When the Variance Inflation Factor (VIF) exceeds 10, it indicates the presence of multicollinearity. If the VIF value is less than 10, then the multicollinearity is acceptable. In Table 6, the maximum VIF value is 1.922 which is within 10 in case of response request. So the collinearity is acceptable in that case. On the other hand, if the tolerance is greater than 0.10 then the multi collinearity is acceptable. Here all the values of tolerance are greater than 0.10. Multicollinearity isn't the concern in this context.

On the other hand, if the condition index value is greater than 15 multicollinearity exists. In Table 6, only two variables have condition indexes which are less than 15, but the rest 5 variables have condition indexes which are more than 15. So here the problem of multicollinearity exists.

Table 8: VIF, Tolerance and Condition Index

Variables	Tolerance	VIF	Condition Index
Modern looking	.796	1.257	1.000
Employees' appearance	.869	1.150	14.645
Prompt services.	.601	1.663	15.400
Charged accurately	.822	1.216	19.994
Respond request.	.520	1.922	21.968
Courteous	.645	1.551	23.696
Individual attention.	.681	1.468	27.523

ii. *KMO and Bartlett's Test*

The KMO statistic measures the suitability of data for conducting factor analysis with the sampling adequacy for each variable in the model and for the complete model. In table 7, the KMO value is 0.80 which is greater than .60, implying that there is the presence of multicollinearity. Bartlett's Test of Sphericity dismisses the notion that the population correlation matrix conforms to an identity matrix. The approximate chi-square statistic is 156.202 with 21 degrees of freedom, which is highly significant (p=.000). So, it can be said that there exists multicollinearity, and undertaking factor analysis is appropriate.

Table 6: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.800
Bartlett's Test of Sphericity	Approx. Chi-Square	156.202
	df	21
	Sig.	.000

e) Factor Analysis

To determine the minimum and appropriate number of factors for using them as predictors in the regression analysis, the method of Principal Component Analysis (PCA) is utilized following the orthogonal-varimax procedure in this study. The PCA extracts the factors based on the information contained in the original variables to explain the total variance in the data,

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i.e. the primary factor accounts for the majority of the overall variance, followed by the second factor which captures a significant portion of the remaining variance, and this pattern continues for subsequent factors... Now it is necessary to determine the appropriate number of extracted factors and interpret them.

i. *Determination of Appropriate Number of Factors*

The appropriate number of factors is determined based on three approaches: eigenvalue criteria, amount of total variance explained, and scree plot.

If the eigenvalue is greater than 1 then it is acceptable to be included in the number of factors. In table 8 we can see that 2 factors have eigenvalues of more than 1. In Figure 2 the scree plot also suggested that two factors are appropriate.

Table 7: Rotation Sums of Squared Loadings

Factor	Eigenvalues	% of Variance	Cumulative %
1	2.208	31.548	31.548
2	1.733	24.762	56.309

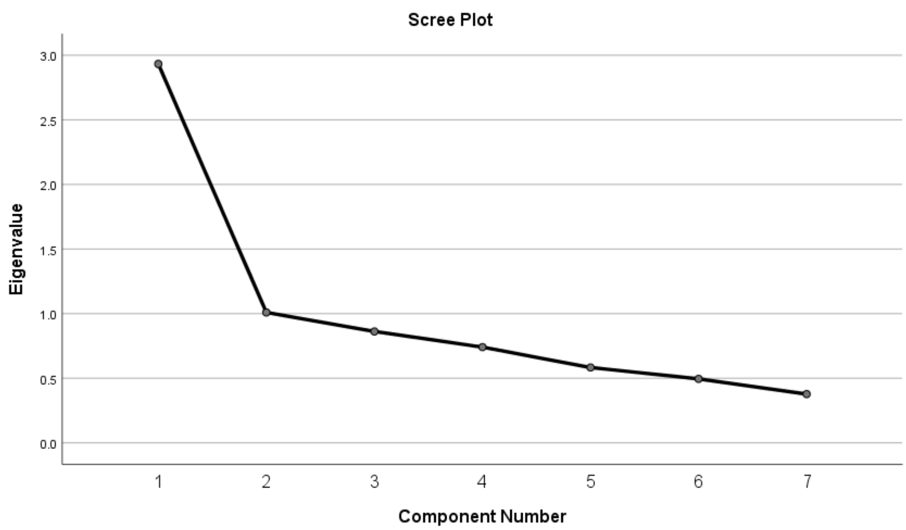

Figure 2: Scree Plot

ii. *Interpretation of the Factors*

In this study, orthogonal rotation with the varimax procedure has been utilized to transform the complex factor matrix into a simpler one, which facilitates easy interpretation of the factors and uses them in subsequent regression analysis as they are uncorrelated. So in Table 9, the first factor can be named Service Performance, which is associated with five variables which are prompt services, charged accurately, respond request, courteous, and individual attention. The second factor can be named as Visual Appearance which consists of two factors such as modern looking and employees' appearance.

Table 5: Rotated Component Matrix

variables	Factor	
	Factor 1 (Service Performance)	Factor2 (Visual Appearance)
Modern Looking		.773
Employees' appearance		.696
Prompt services.	.546	
Charged accurately	.637	
Respond request.	.560	.596
Courteous	.818	
Individual attention.	.717	

f) Multiple Regression Analysis

Given that the extracted two factors are appropriate following the factor analysis in the foregoing, the regression model can be specified as:

$$Y = \beta 0 + \beta 1F1 + \beta 2F2 + e$$

Where,

Y = Satisfied with the services

F1 = Service Performance

F2 = Visual Appearance

E = Residual

i. Model Summary

The summary of the estimation of the regression model is presented in Table 10. It shows that the value of R square is .457 which is highly significant (p = .000), indicating that the predictors explain 45.7 % of the variability in the dependent variable. The value of R is .676 which indicates there are other (1-.676) = .324 factors that could be considered in the study.

Table 9: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	Sig.
1	.676[a]	.457	.447	.491	1.579	.000
a. Predictors: (Constant), Visual Appearance, Service Performance						
b. Dependent Variable: Overall you are satisfied with the services of Domino's Pizza Bangladesh.						

ii. Multiple Regression Coefficient

In Table 10, particularly in terms of standardized coefficients, it appears that Service Performance is highly significant (p = .000) Visual Appearance is not significant.

Table 10: Multiple Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		b	Std. Error	B		
1	(Constant)	.341	.471		.725	.470
	Service Performance	.786	.101	.631	7.801	.000
	Visual Appearance	.130	.110	.096	1.183	.240
a. Dependent Variable: Overall you are satisfied with the services of Domino's Pizza Bangladesh.						

V. Recommendations and Conclusions

a) Limitations and Recommendation

The research has been done on the service factors to predict patronage intention. But there are other factors such as cultural and ethical settings to be considered. The role of moderating factors such as customer attitude and satisfaction can also be examined. Structural equation modeling can be used to examine the structural relationships of the variables.

Beyond these selected factors other factors are contributing to the satisfaction and dissatisfaction toward Domino's Pizza Bangladesh. So future researchers can identify those factors such as emotional and functional reasons.

In this digital area, social networks are affecting customers and millennials to follow the trends. When they see themselves on online and social media their surroundings and friends are going to Domino's Pizza for their social esteem. Then the millennials were influenced by them and went to the restaurant to socialize and take experiences. So future researchers can identify how social media is influencing the millennials to go to Domino's Pizza Bangladesh. The researcher can also research to see whether Domino's Pizza Bangladesh will be acceptable in the other districts in the country especially in Chittagong, Sylhet, etc.

b) Conclusion

The findings of this research offer both theoretical and practical insights into what influences consumers to return and how satisfied they are with the quality of service provided. It is interesting thing find that there are no differences in case demographic factors such as gender. Both males and females are going to Domino's Pizza Bangladesh. The researcher also identified that service performance such as prompt services, Charge accuracy, responding to requests, Courteousness, and individual attention are important factors which are influence customer satisfaction with Domino's Pizza Bangladesh. So for expanding this restaurant chain the managers of Domino's Pizza Bangladesh can take necessary strategies to capitalize on the opportunities.

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Assessment of Government-E-Marketplace (GeM) on Procurement Compared to Conventional Methods in A PSU – Special Ref to BHEL – Hyderabad – Pumps Division

By Nitin Joshi

Abstract- Background: Procurement of Engineering materials involves complex process. Time frame for the procurement of goods and services is essential for effective provision of services especially in Engineering Industry. Long Lead equipment's (LT) results in poor availability of material and dissatisfaction to internal and external customers.

Government of India (GOI) has introduced Government-e-Marketplace (GeM) to overcome some of the issues commonly seen with conventional methods of public procurement like tenders, quotations, rate contracts, spot purchase.

In this study the impact of GeM on procurement in a public sector Enterprises and simultaneously assess the reasons for delays in procurement. Methods: We conducted a prospective study in a procurement division of a tertiary care Enterprises over a period of one calendar year.

Keywords: purchase in PSU (public sector undertaking), BHEL GEM procurement.

GJMBR-E Classification: JEL Code: L25

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In this study the impact of GeM on procurement in a public sector Enterprises and simultaneously assess the reasons for delays in procurement. Methods: We conducted a prospective study in a procurement division of a tertiary care Enterprises over a period of one calendar year.

Results: The purchase department of BHEL Pumps division processed 535 cases/files during the study period through GeM as well as conventional methods. Internal and External Lead time in cases processed through GeM was significantly lower as compared to conventional methods. Some of the products received after doing direct purchase from GeM platform were rejected on account of non-compliance with the specifications.

Conclusion: GeM is an evolving platform and has certain advantages in terms of Lead time. Some products received after purchase through GeM were rejected due to non conformance to the specifications. Despite higher lead time, the conventional methods are still relevant and a judicious mix of both the purchase platforms may be the future to utilize the respective strengths of the two platforms for provisioning of services in the Engineering care institutes.

Keywords: purchase in PSU (public sector undertaking), BHEL GEM procurement.

I. Introduction

Procurement in PSU (Public Sector Enterprises) is an important activity. It involves its stake holders like Government, its constituent departments, and other associated entities to execute their envisaged function effectively.

The whole process of getting the desired quality goods and services in an efficient and transparent manner on competitive terms including price. There are a number of critical elements to achieve the objectives. Specifications, demand forecasting, well advertised bidding along with timely culmination of the procurement process are notable among them. Lead Time (LT) is the amount of time taken from the initiation of the procurement process to its fructification. It is further divided into Internal Lead Time (ILT) and External Lead Time (ELT). ILT is the time taken from the demand generation till the placement of order to the vendor while ELT is the time taken from the placement of order till the receipt of material in the store. Longer lead time can potentially result in delay in provisioning of goods adversely affecting the service delivery. The managers need to stock a large amount of inventory to overcome long LT, increasing the carrying cost. Simultaneously, it negatively impacts the managers' capacity to respond quickly to demand fluctuations and urgent and unexpected requirements. Government of India launched Government e-Marketplace (GeM) on 9th August 2016 as a one-stop purchase platform offering an electronic procurement system to improve transparency and enhance speed of the procurement. Subsequently, the Government of India brought appropriate changes in the General Financial Rule (GFR) to facilitate procurement through the GeM platform. Keeping the aforementioned points in mind, a study of factors affecting lead time, the effect of newer intervention (GeM) on lead time and on the acceptance/ rejection rate of the received goods are imperative to identify the bottlenecks and devise appropriate strategies accordingly.

Methodology In light of the above discussion, a prospective and observational study was designed to analyse the procurement process at a department level of Engineering Enterprise(BHEL Hyderabad) with more an annual budget outlay of approximately ₹4200 million. The focused study is in BHEL Hyderabad Pumps unit undertaking procurement of goods for the Assembly: In charge (Equipment Purchase) or PI (EP) dealing predominantly with purchase of equipment's. For study setting, the cases initiated by Central Stores and processed through Enterprises Purchase Division were considered to achieve the objectives of the study. The sample for the study were all the purchase files where

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the process was completed within the defined study period regardless of the time of process initiation were taken. It was found that 535 files were processed during the period of Q3 (Quater3) of financial period of FY23-24 were included in the study.

A prospective study design of the purchase files was undertaken to understand the factors associated with the study parameters i.e. lead time, acceptance/ rejection and root cause analysis. For data collection, the conventional procurement process and procurement through GeM were studied in detail and compared. Time taken for the file to move at each step was noted along with the acceptance/rejection rate of the purchase done through both the platforms. The data was entered in a Master Sheet prepared in MS Excel format.

II. Results

The purchase process at the Institute is guided by the rules and regulations formulated by GoI as contained in GFR. The purchase process under conventional method is grouped into two categories based upon whether competition is open or restricted: Tender/Quotation/Rate contract (RC) and Spot Purchase. The comparable purchase processes under GeM are Bidding and Direct purchase.

Table 1 depicts the distribution of files during the study period based on the purchase method adopted.

Table 1

GEM Vs Traditional method Purchases evaluations			
Purchase Platform		**Number of Files**	**Percentage (%)**
GeM		362	67.7
Conventional Methods		173	32.3
Total (N)		**535**	**100**
Purchase method adopted across platforms			
GeM	Direct Purchase	305	57.0
	Bidding	57	10.7
Conventional Methods	Spot Purchase	95	17.8
	Quotation	43	8.0
	Tender/RC	35	6.5
Total (N)		**535**	**100**
GeM (Direct Purchase) and Conventional Method (Spot Purchase)		400	74.8
GeM (Bidding) and Conventional Methods (Quotation /Tender/RC)		135	25.2

Table 2, represents the steps involved and the time taken at each step in making the purchases through GeM (Direct Purchase) v/s Conventional Method (Spot Purchase) and GeM (Bidding) v/s Conventional Methods (Quotation/Tender/RC). We used Median (IQR) for comparison as the data was not normally distributed and positively skewed due to some outlier values. Figure I depict in percentage where the purchase process was completed or scrapped for some reason. Fisher's exact test was used to explore the association between Purchase Platform and Scrapping of process in case of comparison between Gem (Direct Purchase) and Conventional Method (Spot Purchase) whereas Chi-Square test was applied to test the same while comparing Gem (Bidding) and Conventional Methods (Tender/RC/Quotation). The p value was 0.278 and 0.971 respectively suggesting no statistical difference (Figure 2). Figure 2 presents the number of products received following culmination of process on either platform adopting the purchase procedure described already. Fisher's exact test was used to explore the association between the purchase platform and the outcome of the product received. In the case of comparison between Gem (Direct Purchase) and Conventional method (Spot Purchase), no statistically significant difference was noted ($p = 1.000$). However, in the case of comparison between Gem (Bidding) and Conventional methods (Quotation/Tender/RC), a statistically significant difference was noted ($p = 0.037$). We did a Root Cause Analysis (RCA) of the factors for the time taken in each step. Figure 3 represents the various factors which were identified and thematically grouped.

Table 2: Analysis of time taken at each step: GeM and Conventional method

Parameters (Time in days)	Purchase Platform					
	GeM (Bidding) (n = 57)	Conventional (Quotation/ Tender/ RC) (n = 78)	*p value*	GeM (Direct Purchase) (n = 305)	Conventional (Spot Purchase) (n = 95)	*p value*
	(n= 135)			(n= 400)		
	Median (IQR)	Median (IQR)		Median (IQR)	Median (IQR)	
From Purchase approval or I/C specific store to EPD	1 (0.75-3)	1 (0-3)	0.6771	1 (1-2)	1 (0-2)	0.0591
EPD approval to floating	10 (1-63)	9.5 (4-38.5)	0.7021	-	2 (0-8.5)	-
Bidding time	10 (10-10)	21 (19.25-25.75)	<0.001[1]***	-	-	-
Opening of bid to Store	3 (2-8)	13 (5.5-31)	0.007[1]***	-	-	-
Store to User	1 (0-3)	0 (0-0.5)	0.1061	-	-	-
User department to Store	3 (0-9.25)	0 (0-5.5)	0.3421	-	-	-
Store to EPD after Technical evaluation	3 (2-5)	4 (2-7)	0.4341	-	-	-
EPD to Specific Store for Sample evaluation	-	7 (4.25-10)	-	-	-	-
Store to User department for Sample	-	3.5 (0-10)	-	-	-	-
User department to Store after sample	-	12 (2.5-35)	-	-	-	-
Store to EPD after Sample evaluation	-	5 (3-11)	-	-	-	-
EPD to Price bid	5 (1-7)	7 (3-16)	0.0681	-	-	-
Price bid opening to Store for comparative	-	3 (1-4)	-	-	-	-
Vendor finalization by User department by making comparative	-	2.5 (1-5.75)	-	-	1 (0-2)	-
Vendor finalization to EPD	-	1 (0-1)	-	-	0 (0-1)	-
EPD to Accounts	0.5 (0-1.5)	6 (3-11.5)	0.001[1]***	-	3 (2.25-4)	-
Accounts approval to EPD	5 (0.5-7.5)	9.5 (6-18)	0.037[1]***	-	14.5 (10-	-
EPD to Supply order	4.5 (2-10)	6 (4-8.5)	0.2491	10 (4-22)	2 (2-6)	<0.001[1]
Total Internal Lead	82 (50-144)	133 (88-	<0.001[1]**	13 (6-26)	13 (6-26)	0.2381
Total External Lead Time	24 (13.25-31.75)	42 (22-77)	0.002[1]***	10 (5-19)	13 (6-22)	0.031[1]***

****Significant at p<0.05, 1: Wilcoxon-Mann-Whitney U Test*

ANNEXURE

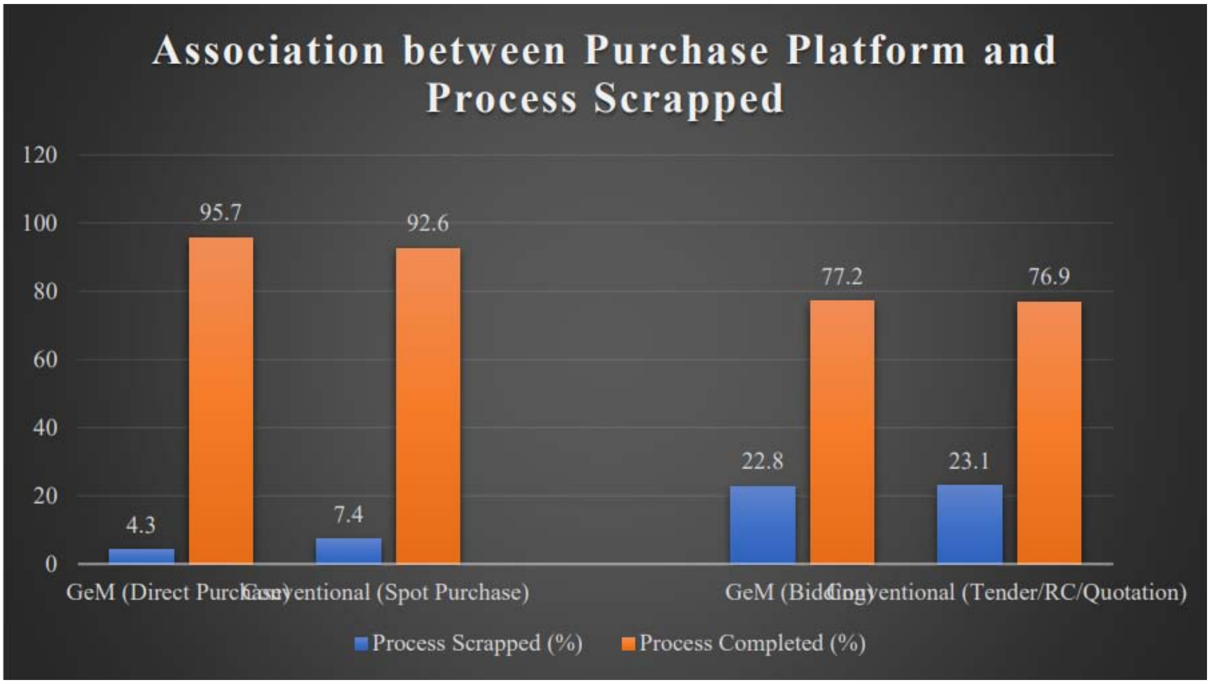


Figure 1

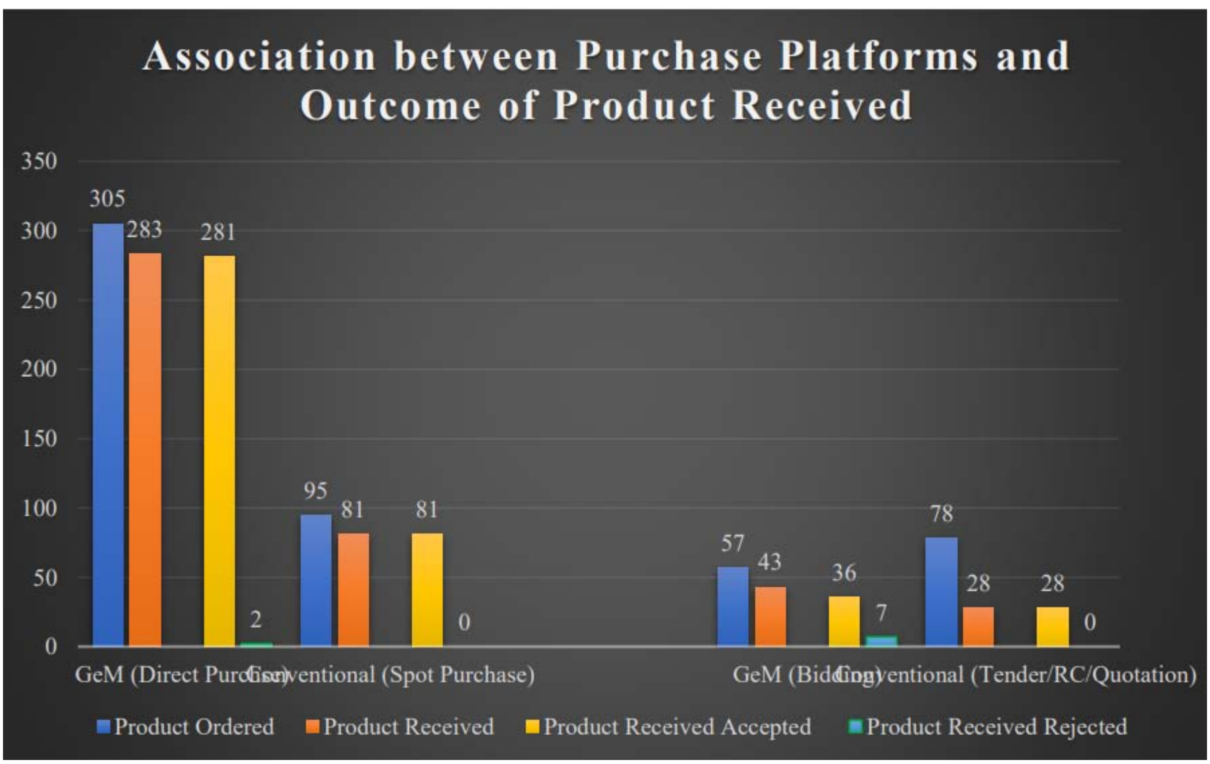
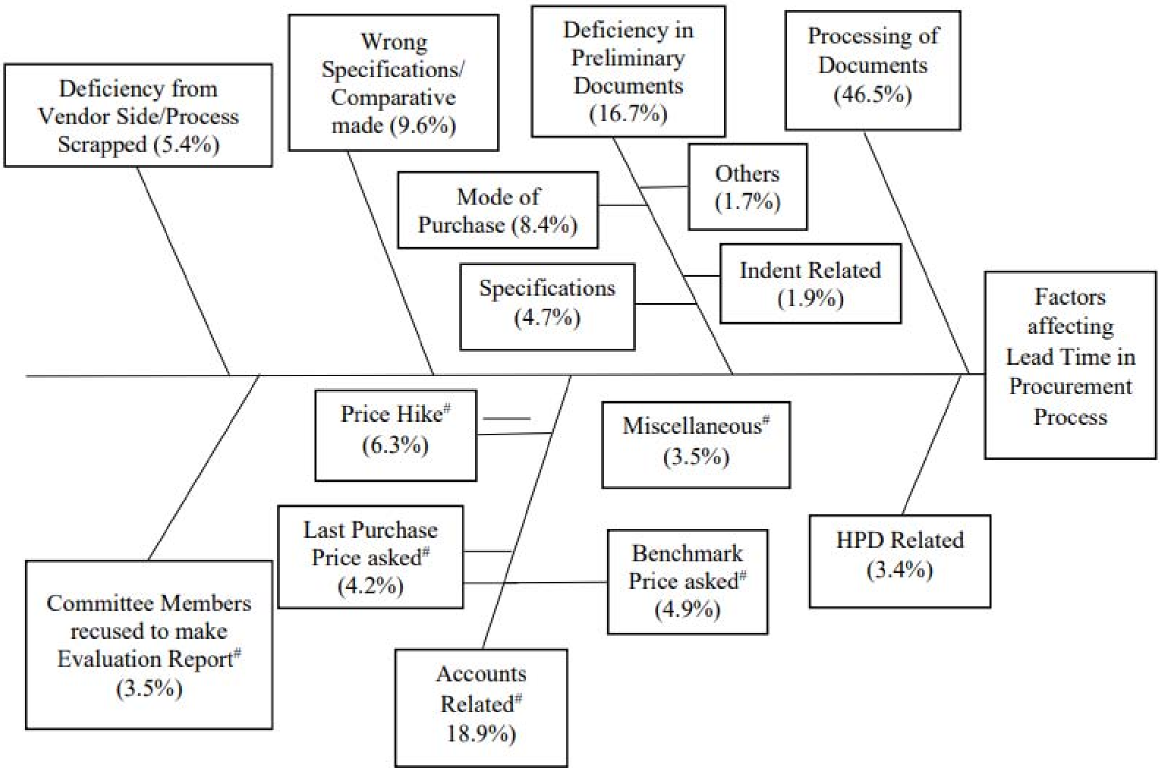


Figure 2



 # In the case of Conventional Methods only.
(%) represents the percentage of files/cases (N=535) impacted by the factor/s identified in RCA.

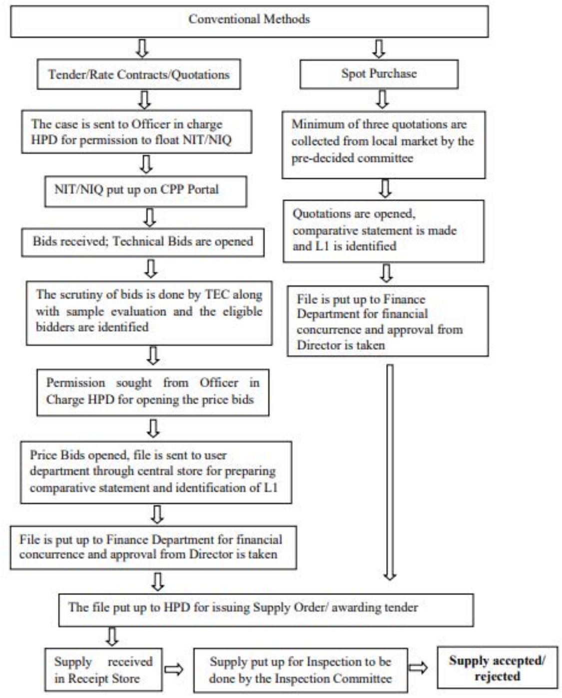
Figure 3: Root Cause Analysis (RCA) of factors affecting lead time in procurement process

III. Background

Traditionally the government purchase process follows three pathways:

1. Local Purchase or Spot Purchase: A committee surveys the local market for quality and reasonable price and then obtain spot quotations.
2. Quotations: Quotations are invited from the interested parties through publication in suitable media via “notice inviting quotations (NIQ)”.
3. Rate Contract/Tender: This process is adopted when the expected order amount is higher than the prescribed government threshold and/or where multiple reorders are expected and is publicized for prospective bidders by publication of “detailed notice inviting tender (DNIT)” in suitable media.

The aforementioned methods are labelled as “Conventional Methods" for the purpose of this study. A brief overview of such methods is summarized (Figure 4).



CPP Portal:- Central Public Procurement Portal, TEC:- Technical Evaluation Committee
L1:- Lowest Bidder

Figure 4: Flowchart of Purchase through Conventional Methods

In the case of purchases through GeM, the procurement process is summarized in Figure 5.

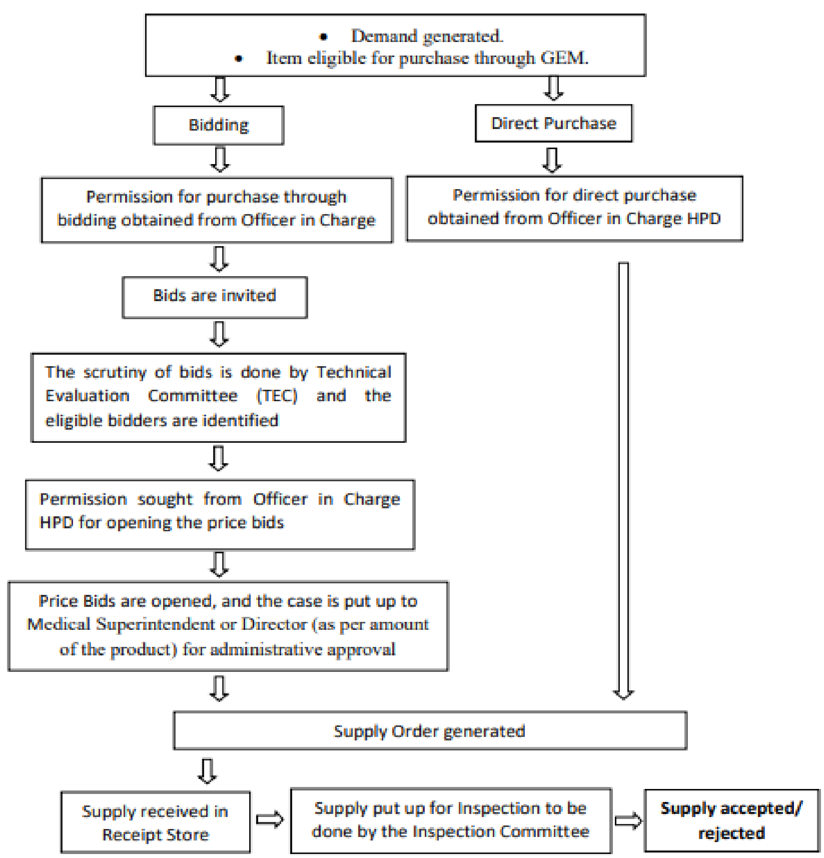


Figure 5: Flowchart of Purchase through GeM

Internal lead time in bidding process: There is a significant difference in the available bidding time between GeM and conventional process (10 days v/s 21 days). The difference is inherent in the process itself and the institute or procuring agency has no role in it. However, it does impact the overall internal lead time. It is notable here that the difference persists even if the conventional bidding process is done through e-procurement method. Time taken to move a file from EPD (Engineering Purchase Division) to store for technical evaluation was significantly lower in GeM. In the conventional method, the required bid documents are submitted in the physical form (hard copy), which are then scrutinized before the file is sent to the store for analysis. In contrast, in GeM (Bidding), the need for physical submission is omitted as only an authorization certificate is uploaded by the bidding vendor on the GeM platform itself.

Additionally, in the case of the GeM platform, clarifications are made on platform itself or digitally, while postal means are used in the conventional method. At the time of study, there was no provision to call for samples while purchasing through GeM shortening the evaluation process. On the contrary, under conventional purchase, samples are submitted along with bids and in case of equipment there is a provision of demonstration of quoted product. This invariably increases the evaluation period. However, as of now, provision of sample submission is available on GeM platform.

In BHEL, all the purchase cases worth more than ₹ 100,000 are routed through Accounts department before issuing purchase order. This is an additional check akin to a concurrent audit (scrutinize the papers, allocation of funds, examination of price reasonability) to ensure that the process followed does not suffer from any infirmity. It took 6 (3-11.5) days for the file to move from EPD (Engineering Purchase Division) to Accounts Department for approval, and it took another 9.5 (6-18) days for the file to return to the EPD (Engineering Purchase Division) after financial approval.

On the contrary, when the cases are processed through GeM, only administrative approval is taken reducing the ILT. The total ILT in the case of conventional methods (Quotations/Tender/RC) was 133 (88-177.5) days, which was significantly higher ($p=<0.001$) than in the case of GeM bidding [82 (50-144) days], due to the different inherent steps for each process, as outlined above. The total Internal lead time (ILT) in Direct Purchase/Spot Purchase across GeM (Direct Purchase) and conventional method (Spot Purchase) was same, i.e., 13(6-26) days despite a lesser number of steps in making a purchase through GeM. External lead time (ELT) was found to be significantly lowerin procurement through GeM under both the methods i.e. direct purchase as well as bidding. In the case of Scrapped cases, 4.3% of purchase cases processed through GeM (Direct Purchase) and 7.4% through conventional method (Spot Purchase) were scrapped at some stage of the process. Correspondingly 22.8% of purchases cases routed through GeM (Bidding) were scrapped compared to 23.1% through conventional methods (Quotations/ Tender/RC).

The reasons for the scrapping of cases included, among others could be due to:

1. *Clerical Errors:* Ambiguity between product specification as uploaded on the GeM platform and as approved by appropriate authority, quotations getting misplaced;
2. *Un Healthy Competition:* Only one vendor participated in the bidding;
3. *Omissions At The End Of Bidder:* Wrong calculations of price, failure of the vendor to rectify the grounds on which the bid was rejected within the stipulated time, failure of the vendor to fulfill the order accepted and ;
4. *Administrative Reasons:* Amendment in the original specifications, lack of technically compliant bidder. In the case of Acceptance/Rejection, one in five products ordered from GeM (Bidding) were rejected during inspection after receipt in the stores.

On the contrary all the products received after purchase through conventional methods (Spot Purchase, Quotation/Tender/RC) were accepted. This may be on account of the fact that a step of sample evaluation is in built, and only those products which meet the sample evaluation criterion qualify for opening of financial bids. Therefore, the chances of rejection of supply reduce to a great extent. However, sample evaluation has been incorporated under GeM as of now which should minimise rejection of the products.

Recommendation of this article suggests that longer ILT in conventional process is amenable to corrective actions. Therefore for in the recommendation several points are enlisted:

1. A timeline should be defined for processing of each file, and strict adherence to the same must be ensured. A software may be developed to track the progress of the file which should give a prompt /popup reminder to the concerned person regarding the lapse of the timeline under intimation to the subsequent higher authority.
2. Each file should be accompanied by a checklist from its initiation to avoid deficiency in the documentation.
3. All the communications to and from the intending vendors should be done electronically instead of communicating through traditional (postal) means.
4. Fixed timelines should be established for the prospective vendors to complete the documentation and the prospective vendors who do not comply with the timelines need to be out rightly rejected.

5. The organization may formulate a policy to publish the NIT/NIQ on the fixed dates of the month so that the user departments and prospective vendors are aware of the dates that are relevant for the procurement process. Taking into concern the limitation of the study, External Lead Time was found to be shorter in the purchase through GeM in comparison to the conventional method. The inferences in the study are drawn from the experiences from a single organization, albeit a fairly large one. However, since the processes are standardised for all the organizations the findings of the study should resonate with other organizations too. During the study period, there was no provision of sample evaluation for the purchases done through GeM platform which led to rejection and return of certain products. However, the process of sample evaluation has now been introduced in the newer version of GeM.

IV. Study Findings

Government-e-Marketplace was introduced to improve the procurement process in publicsector. However, purchases in the Enterprises and Engineering sector add additional complexities simply on account of direct impact on project delivery. The concept is relatively young and evolving. The challenges faced by stakeholders and their feedback is important to improve the public procurement. Internal Lead Time using the conventional methods (Quotations/Tender/RC) was higher than GeM (Bidding). The leading cause for the increased ILT was time taken for the processing of documents. E-procurement is one probable solution to reduce the ILT but it has not yielded the desired result since the subsequent steps after inviting the bids remain more or less the same. GeM due to its inherent mechanism of processing the case has reduced the ILT. However, it compromises on certain checks and balances available in conventional methods to achieve this. This is reflected in the higher rejection rate of received products. As of now, GeM has tried to address some of these issues, but it remains to be seen whether this adversely affects the ILT or not. The procurement process for public entities should ensure efficiency, economy, and accountability in the system. Both the procurement platforms, i.e., Conventional Methods and GeM, have their unique set of advantages and disadvantages. The advent of GeM should not make the conventional methods irrelevant. Instead, both should feed on each other to improve the procurement process to the satisfaction of all the stakeholders.

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2. GeM Learning Management System – LMS - https://lms.gem.gov.in/ for detailed understanding of the GEM process and system requirements.
3. Figure 4 & 5 Extracted from the GEM portal.

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Supply Chain Risk Management: A Field Study on the Poultry Industry of Bangladesh

By Sazib Islam Shakil, Sayed Afridi & Tanha Rasheed Teep
Jahangirnagar University

Abstract- Supply chain risk management (SCRM.) has become a subject of significant interest in academic and business circles in today's highly competitive business environment. The purpose of the study is to investigate the risks associated with the poultry sector in Bangladesh and mitigation strategies. This study utilizes qualitative field studies and interviews to explore risk factors and mitigation strategies in Bangladesh's poultry industry, guided by a systematic review. Financial, technical, human resources, policy, and nature are among the main identified risks. To decrease chances and strengthen the resilience of the supply chain, respondents propose that improved technology, insurance, human resources management, disease control, transport, support from governments, or feeds should be considered. This paper proposes a theoretical framework and practical risk mitigation methods, addressing sustainability challenges and aiming to support the industry and associated livelihoods in Bangladesh.

Keywords: *bangladesh, poultry industry, supply chain management, supply chain risk management.*

GJMBR-E Classification: *JEL Code: L22*

SUPPLYCHAINRISKMANAGEMENTAFIELDSTUDYONTHEPOULTRYINDUSTRYOFBANGLADESH

Strictly as per the compliance and regulations of:

Supply Chain Risk Management: A Field Study on the Poultry Industry of Bangladesh

Sazib Islam Shakil [α], Sayed Afridi [σ] & Tanha Rasheed Teep [ρ]

Department of Marketing, Jahangirnagar University, Dhaka, Bangladesh

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Keywords: bangladesh, poultry industry, supply chain management, supply chain risk management.

I. Introduction

The poultry sector is an essential component of the agricultural sector in Bangladesh, and it plays a significant role in ensuring food security and economic growth (Zaman et al., 2021). The poultry sector is also able to meet the nutritional requirements of its population, and it has considerable employment potential due to national demand for various poultry products, particularly chicken and eggs (Ali, 2018). The industry now plays a crucial role in combating malnutrition and enhancing public health by providing economical protein sources, all the while fostering rural economies by backing small-scale farming and entrepreneurship projects. (Zaman et al., 2021). The challenge of addressing the associated risks is increasingly important as the sector continues to experience robust growth driven by a growing population, changes in food preferences, and supportive government policies (Mars & Weir, 2020). To ensure the sustainability of this sector and its economic contribution, strict risk management practices need to be put in place (Mars & Weir, 2020). A key to ensuring a resilient supply chain is active identification and prevention of possible disruptions, which may arise from disputes with suppliers or disasters such as market volatility (Chopra, 2019). The importance of an efficient supply chain must be considered in the poultry sector (Ali, 2018). To maintain competitiveness and customer satisfaction, it plays an essential role in ensuring that production is carried out at a pace that ensures timeliness of delivery as well as cost control (Kotler et al., 2017). A well-managing supply chain ensures compliance with both the demand and quality standards, thereby reducing operating risks, which helps sustain a more extended period of sustainable development (Chopra, 2019). The poultry sector in Bangladesh still faces a few challenges (Zaman et al., 2021). Outbreaks of diseases such as influenza are very dangerous and devastate the livestock industry, which may lead to considerable losses (Mars & Weir, 2020). Profitability can also be affected by the volatility of feed prices, variations in demand, and changes in world trade policy (Chopra, 2019). The integrity of the supply chain is also at risk from severe weather events, dependence on suppliers' networks, and labour issues (Chopra, 2019). In addition, the evolution of animal welfare rules, food safety, and environmental standards must be constantly adapted by industry (Zaman et al., 2021). Advances in technology and automation, which offer opportunities for modernization and efficiency gains but threaten traditional operators who may be challenged to stay at the cutting edge, are two divergent swords (Kotler et al., 2017). These challenges will have to be dealt with head-on if Bangladesh's poultry industry is to remain in good shape and even improve its impact. The sector will need not only to deal with possible financial losses but also to retain its reputation, maintain continuity, and increase customer confidence to secure the supply chain and use effective risk management strategies (Mars & Weir, 2020). Finally, a robust and reliable supply chain is not just an integral component of the poultry industry's management structure; it is crucial for supporting its development, profitability, and flexibility in challenging market conditions (Mars & Weir, 2020). A key determinant of the industry's ability to contribute significantly to Bangladesh's economy and food landscape will continue to be its robustness within this supply chain, which is ensured by complete risk management (Chopra, 2019).

a) *Literature Review*

Bangladesh is one of the most densely populated countries, with a population of 190 million living within 147,570 square miles, according to Zaman

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et al., 2021. Despite its densely populated urban centres, about 80% of the population resides in towns and villages. Farming, in particular poultry farming, has a vital role to play in the livelihood of this substantial agricultural population (Ali, 2018). The poultry sector in Bangladesh has experienced impressive growth over the past two decades, with an annual growth rate of approximately 20% (Ali, 2018). According to the BRAC (Bangladesh Rural Advancement Committee) annual report, more than 70% of households in rural areas are engaged in poultry rearing, which underlines its socio-economic importance. Nevertheless, it is difficult to deal with issues such as high poultry mortality rates of 25% due to wrong feeding practices, lack of knowledge about animal husbandry, and insufficient distribution of vaccines (Zaman et al., 2021). In 1990, investments in the poultry sector multiplied exponentially from Tk 15,000 to much more now, which reflects its economic importance (Shamsuddoha, 2021). This industry can potentially create 10 million jobs (Shamsuddoha, 2021). The decreasing trend, with a lack of security and investment, avian influenza outbreaks, and a fluctuating market price, which sometimes leads to cash farmers being out of business overnight, threatens the sector (Shamsuddoha, 2021). In 2007, Sheel wrote, "This sector is severely affected by disease outbreaks and rising feed costs." Poultry farming is attractive even for those from the lower income category, with its potential as a part-time job also available to women, older people, and children because of its relatively low entry barrier (Ali, 2018). Despite its economic importance, promoting an environmentally responsible commercial poultry sector needs more attention (Ali, 2018). This gap suggests that proper institutional backing can contribute to the success of S.M.E.s in poultry farming (Ali, 2018). Low productivity and an approach of scavenging continue to hamper the current market system for locally reared poultry (Ali, 2018). Many poultry producers in Bangladesh still need to be more indifferent to market dynamics despite the increased demand for poultry (Ali, 2018). While much attention has been paid to improving poultry production in Bangladesh, there needs to be more studies focusing on the risks associated with supply chain management. An efficient marketing system, which emphasizes the product's value in the supply chain, should be added to ensure increased production (Kotler et al., 2017). Producers are faced with a challenge in maximizing their potential due to insufficient information about the chicken marketing system (Kotler et al., 2017). Disease outbreaks, food scarcity, and infrastructure shortcomings threaten the supply chain (Lambert, 2019). Comprehensive research on risk management, tailored to the specific context of Bangladesh, is essential for dealing with these concerns. Risk management, as well as the resilience of the poultry supply chain, can be improved by considering sustainable strategies and frameworks (Lambert, 2019).

b) Research Objective

The study intends to establish robust, evidence-based strategies for risk mitigation that could be effectively implemented within the sector. These strategies will be designed to enhance the resilience of the poultry supply chain, assuring sustainable production and distribution networks that can withstand a variety of disruptions. The ultimate goal of this research is to contribute substantive, peer-reviewed knowledge to the field, warranting publication in top-tier journals, and to provide actionable recommendations that stakeholders can adopt to fortify the poultry industry in Bangladesh against current and future challenges.

II. Methods

This research employs a qualitative field study as its research paradigm, chosen for its suitability in investigating risk factors and mitigation strategies within the poultry sector, particularly in relatively unexplored areas (Zikmund et al., 2013). The qualitative field study is well-matched for such research contexts. Data collection in this study utilizes various methods, with interviews being the primary method due to their proven effectiveness in gathering qualitative data (Cooper, 2019).

In the initial exploratory phase, a literature review was conducted to identify, compile, and adapt essential factors relevant to the research (Zikmund et al., 2013). These factors were later contextualized, confirmed, and refined. The semi-structured interview questions were used in the study. See the Appendix for a sample of the questionnaire.

a) Research Sampling

The selection of participants for this study was based on their availability and easy accessibility, focusing on individuals who were conveniently located (Zikmund et al., 2013). The primary criteria for subject selection were their positions and experience within their respective organizations. Therefore, this research utilized purposive sampling, inviting fifteen interviewees, including employers and employees, from three well-established traditional poultry farms with extensive experience in the poultry sector. These individuals were contacted via telephone to participate in a field study (Zikmund et al., 2013). In each of the three participating farms, namely, Farm F1, Farm F2, and Farm F3, five interviews were conducted from each farm. It's important to note that all participants willingly volunteered for this research. Table 1 provides an overview of the demographic information for each organization.

b) Data Collection

In the data collection, interviews were conducted in a sequential manner, which allowed researchers to examine more deeply questions that arose as their conversations took place (Cooper, 2019). This method enables a more natural flow of conversation between interviewer and interviewee, facilitated by flexibility (Cooper, 2019). Before the interviews, participants were given a description of the research's objectives and duration for one hour each (Zikmund et al., 2013). Observations were carefully gathered, the interviews were recorded with the consent of the participants, and transcription was carried out promptly to preserve accurate information (Cooper, 2019).

c) Data Analysis

Analyzing data in qualitative research can be a demanding task (Cooper, 2019). Various tools and techniques are documented in existing literature, and selecting these tools should align with the research's objectives. Given the exploratory nature of this study, content analysis has been chosen as the technique for analyzing the collected data from interviews (Cooper, 2019). We conducted a detailed line-by-line review of the transcripts to identify factors and variables, labelling them appropriately for organization and further analysis (Zikmund et al., 2013). The database of information contains more than 100 pages of notes from the interviews. For the identification of recurring themes and patterns, these data were analyzed using intrusive methods (Cooper, 2019). During the inductive phase, specific instances within the transcripts were tagged and categorized into nodes based on familiar concepts (Cooper, 2019). To analyze high levels, these nodes were then classified into 'trees.' For example, risk factors in the supply chain were divided into thematic areas such as "financial risks," "technological risks," and "natural risks." The qualitative tools used in this process were manual coding and thematic analysis (Zikmund et al., 2013). To obtain a complete understanding of the data, these tools have made it possible to identify patterns and themes that are then assessed against existing literature (Cooper, 2019). To provide a detailed understanding of risk factors in Bangladesh's poultry industry, we used an informal interviewing methodology complemented by qualitative tools such as manual coding and thematic analysis (Cooper, 2019).

III. Research Findings

The results and discussion of the qualitative data analysis are included in this section. It consisted of a summary of every variable taken from the interviews; at the end of this section, there is a detailed table with this data.

a) Demographic Information

The farms participating in the field study have their demographic information displayed in Table 1. Three well-established traditional poultry farms, among which have grown recently and are presently dealing with different risk-reduction issues. Noticed is the lengthy history of farms. At these farms, there are between 20 and 50 number of employees. The interviewees were employed for 8 to 15 years in various roles, from managing director to general staff. The information on the current number of poultry being held on the farms is provided in the table's final column, which can be used to estimate the sizes of each farm.

Table 1: Demographic information about the interviewee

Farm	Respondent	Position	No. of years involvement in work	About the Farms		
				Size (Number of Employees)	Age of farm	No. of Poultry
F1	A1	Managing Director	2	30(+/-)	12	10000
	B1	Production Manager	4			
	C1	Supervisor	15			
	D1	Farm Manager	4			
	E1	Feed Doner	1			
F2	A2	Managing Director	3	50(+/-)	16	12000
	B2	Production Manager	5			
	C2	Supervisor	10			
	D2	Farm Manager	3			
	E2	Feed Doner	2			
F3	A3	Managing Director	4	20(+/-)	9	5000
	B3	Production Manager	2			
	C3	Supervisor	6			
	D3	Farm Manager	7			
	E3	Feed Doner	2			

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b) Factors and Variables

The research employed comprehensive content analysis techniques to ascertain many factors and variables associated with risk concerns and possible mitigation strategies. Following that, these variables and factors were, whenever feasible, grouped according to the body of current literature. (Guritno, 2015) The investigation showed that the supply chain for poultry in Bangladesh is exposed to a variety of risks in several different industries, which is impeding the expansion and advancement of the poultry sector in that nation (Masudur Rahman, 2021). According to Farm F2 interviewee A2, Effective risk mitigation is a prerequisite for the growth of Bangladesh's poultry farming system. Businesses and the government must put mitigation plans into place to address the risks related to the poultry supply chain that are social, functional, environmental, and economic. Every respondent in the field study underlined the importance of putting different mitigation strategies into practice across various sectors, including production, storage, processing, and distribution. For example, a respondent from Farm F1 named C1 proposed that political uncertainty can be removed, and technological advancements can help reduce storage-related risks. In a similar vein, Farm F1's A1 noted that political unpredictability can occasionally cause product distribution to be delayed, requiring the need for more cold storage space following processing.

i. *Risk Factors*

Participants in the field study focused mainly on identifying different risk issues related to Bangladesh's poultry industry during the production, storage, processing, and distribution stages. Notably, 19 risk-related variables were standard across all these levels. Twelve specific variables were identified at the processing level, seven at the distribution level, eight at the production level, and six at the storage level. A lack of technology and inadequate financial resources were the causes of some of these risks, while hazards were the cause of others. Specific hazards were linked to social responsibility, like political circumstances, unethical employee conduct, and inadequate government backing; other risks were uncontrollable natural occurrences, like floods and storms. Inadequate distribution-level equipment also contributed to several input risks that impacted processing operations. Tables 2, 3, 4, 5, and 6 provide an extensive inventory of all risk factors and variables. We go into more detail in the following sections about the most prevalent and significant risk factors and the ways to mitigate them.

ii. *Financial Risk*

Several financial concerns that have a substantial influence on several parts of poultry-related activities, including production, storage, processing, and distribution, were disclosed during the interview. These risks arise from various financial problems that often impede the expansion and development of the poultry sector, which in turn impacts supply chain operations. Participants in the survey talked about various financial concerns, such as difficulty obtaining loans, complex loan application procedures, high interest rates, insufficient funds, and no insurance coverage. A responder named A3 made the following statement regarding loan accessibility: "Most financial institutions in our country do not show interest in investing in the poultry sector, particularly in providing loans to this industry." Furthermore, he said, "The current loan application process is excessively complicated." A1, a different participant, mentioned that "Inadequate loans and financial resources are impeding our organization's growth. "Additionally, he expressed that "the interest rates are prohibitively high".

iii. *Technological Risk*

Several risks stem from a lack of technological resources. Survey participants have identified several technical deficiencies that hinder and impede their production and operational processes. These technological shortages encompass insufficient cooling systems in the hot season and insufficient heating systems in the winter season, a scarcity of feed storage facilities, automated feed-served systems, automated feed mixing, and enhanced processing capabilities, among other things. As an illustration, respondent B2 commented on technological advancements, "We continue to rely on manual systems in all sectors like production to distribution, which is a time-consuming process, demands greater staff involvement, and raises the potential for mismanagement and pollution."

iv. *Human Resources-Related Risk*

Risks associated with human resources may be divided into a few categories, such as labour conflicts, worker inefficiency and illiteracy, a shortage of trained workers, and high staff turnover. Workers with skill and experience are essential for farming operations to succeed. For example, respondent A3, who works at farm F3, needs help keeping workers on for a long time. He said, "After we invest in training and skill development for our staff, they often choose to leave." The need for more competent and qualified labourers causes processing operations to take longer.

Table 2: Common Risk Factors and Variables in all Levels (Production, Storage, Processing, and Distribution)

Sustainability Aspects	Risk Factor	Risk Variables	F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Financial Risk	Insufficient Loan Facilities	Y			Y						Y	Y				
		Complex loan Procedures						Y								Y	Y
		Increasing Rate of interest	Y												Y		
		Inadequate Finance			Y		Y	Y	Y	Y	Y	Y	Y		Y	Y	Y
		Absence of Enough Support System	Y					Y									Y
	Technological Risk	Unavailability of Improve Technology				Y		Y	Y				Y		Y	Y	
	Functional Risk	Marker volatility creates uncertainty	Y			Y				Y	Y	Y					Y
		Delays in the delivery	Y				Y		Y	Y	Y			Y		Y	Y
Social	Human Resource Risk	Workplace conflicts	Y		Y	Y			Y	Y		Y	Y				Y
		Employee inefficiency and illiteracy	Y				Y				Y					Y	Y
		Absence of qualified personnel	Y				Y	Y						Y			Y
		Changing employees regularly	Y			Y		Y				Y	Y		Y	Y	
	Government Policy and Support	Absence of set government regulations	Y	Y	Y	Y	Y		Y	Y			Y	Y	Y		
		Poor state of law and order						Y		Y			Y				Y
	Political Risk	Political Parties Violence	Y	Y	Y	Y	Y		Y	Y	Y	Y		Y	Y		
	Management and Unethical practices of employees	Corruption	Y	Y			Y	Y	Y				Y		Y	Y	
		Damage to the farm's assets Theft	Y	Y	Y	Y	Y		Y	Y			Y	Y	Y	Y	Y
Environmental	Natural Risk	Natural uncertainties (storms, excessive rain, flood)				Y	Y		Y		Y	Y		Y			Y

v. *Political Risk*

Events like hartals (political disruptions caused by rallies or other actions) and other forms of political unrest, which disrupt the ordinary course of the production cycle, are characteristics of Bangladesh's political environment. Regarding these hazards, which have an immediate impact on the distribution and processing operations, every responder has expressed that worry. Long-lasting protests and strikes might cause severe delays throughout the procedure. "For political uncertainties, we sometimes must stockpile large quantities of poultry products, which necessitates us to find additional space in our chiller for storing undistributed products," stated respondent D3. Another responder, E2 from farm F2, said, "Five years ago, three of our poultry feed-bearing vans were attacked and destroyed by picketers, resulting in financial losses for our business."

vi. *Unethical Behavior Shown by Employees*

Most research participants have identified instances of unethical behaviour and poor management by staff members. These include theft, damage to farm equipment, incorrect handling leading to poultry deterioration, and corruption (mixing with tainted feed). The mishandling of employees has caused manufacturing expenses to rise. Respondent A1 said in this context: "We frequently witness unethical behaviours like theft, corruption, and misuse among employees in our industry because the income of people in our country is limited." We must continue to be on the lookout since this is a persistent problem.

Table 3: Qualitative data containing variables and risk factors (Production level)

Sustainability Aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk	Human errors, negligence, and lack of training	Y					Y	Y	Y	Y		Y				
		An overly lengthy chain slows down the flow of products	Y					Y				Y		Y	Y		
	Inadequate infrastructure	Poor conditioned road for moving product (delay and spoilage)		Y		Y		Y	Y		Y	Y				Y	
		Issues with the supply chain	Y			Y				Y						Y	Y
	Functional Risk	The risk of equipment failure or breakdown	Y		Y		Y		Y	Y		Y			Y		Y
		A lack of skilled or available labour	Y	Y	Y		Y				Y	Y	Y				
		Energy and Resource unavailability				Y					Y		Y		Y	Y	
Social	Incompetence and unethical actions by workers or intermediaries	Poor workforce scheduling or inadequate supervision		Y	Y					Y			Y				Y

vii. *Input Risk*

The research participants voiced worries regarding input dangers during the production stage. Disruptions in the essential material supply might result in input hazards. The most often cited input hazards include lack of regular vaccinations and veterinary care, feed shortages, and restricted availability of high-quality feed. There is a clear correlation between these input hazards and production disruptions and variations in output volumes. Except for respondent E3, almost all respondents voiced discontent with the continuously escalating food prices and medication they frequently need. They also expressed dissatisfaction with the government's uneven and inadequate vaccination program.

viii. *Hazard Risk*

The respondents have identified various categories of hazard risk. It is crucial to remember that depending on the level, different hazards have distinct characteristics. These include personnel injuries during processing, illnesses among poultry, fires at farm buildings, damage to machinery in cold storage, and mishaps involving transport trucks during distribution. Every responder, without exception, concurred that the most prevalent and severe threats to the poultry sector are illnesses.

ix. *Natural Risk*

The responder believes that natural disasters can affect Bangladesh's poultry supply chain. Unpredictable occurrences such as floods, storms, droughts, high humidity, and severe rainfall are included in these natural dangers. They are also concerned about the chicken's quick spoilage, pollution, and dirty surroundings. For all supply chain players, these risks translate into significant losses. Respondent A3, for example, observed that "temperature control is a challenging task due to our highly erratic climate, which varies greatly in moisture levels and occasionally experiences excessive rainfall."

Table 4: Qualitative data containing variables and risk factors (storage level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk Technological shortage	Equip mental function or damage in cold storage	Y						Y	Y		Y	Y		Y	Y	Y
		Insufficient cold storage facilities		Y		Y										Y	Y
		Poor cold storage facilities		Y			Y	Y						Y			Y
Social	Incompetence and unethical actions by workers or intermediaries	Increasing Death rate from incorrect handling			Y		Y	Y	Y	Y					Y	Y	Y
Environmental	Environmental risk	Bacterial contamination for improper temperature						Y						Y	Y		
		Pollution and an unclean atmosphere								Y	Y	Y		Y		Y	

x. *Inadequate infrastructure*

This study shows that insufficient infrastructure not only hinders the growth and development of the sector but also interferes with the effective delivery of goods. The inability to expand farms is due to the need for more available land. Respondent A1 expressed concern regarding the lack of land by saying, "We have intentions to expand and diversify, but we are unable to put these plans into action due to our limited land resources." Every respondent emphasized that poor condition of roads and highways causes delays and spoilage of products during transit.

Table 5: Qualitative data containing variables and risk factors (processing level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk	Poultry diseases	Y	Y			Y			Y	Y	Y	Y				Y
		Equipment failure at the processing facility				Y			Y				Y	Y	Y	Y	
		Fire at the farm shed.				Y			Y	Y				Y	Y		Y
		Accident (Staff injury)							Y	Y			Y				Y
	Input risk	A scarcity of high-quality feed	Y							Y		Y	Y		Y	Y	
		Exorbitant feed and medication costs	Y	Y	Y	Y		Y	Y	Y	Y	Y					Y
		Limited availability of food	Y				Y	Y	Y	Y			Y	Y			Y
		Inadequate immunization and veterinary care	Y									Y			Y		Y
	Inadequate infrastructure	Lack of space to expand a farm	Y	Y	Y	Y	Y		Y	Y	Y			Y			
Social	Lack of support and policy from the government	Irregular vaccination supplies from the government		Y				Y					Y			Y	Y
	Strategic Risk	Rivalries between the farms	Y							Y		Y		Y	Y		Y
Environmental	Natural Risk	Seasonal Virus					Y		Y		Y			Y	Y	Y	Y

xi. *The Unethical Actions of Intermediaries*

Intermediaries are highly active at the distribution level throughout the entire supply chain. As the respondents saw the middleman as the "profit sucker," they wanted to put an end to unethical practices such as adulteration, deprivation, and upward pricing.

Table 6: Qualitative data containing variables and risk factors (distribution level)

Sustainability aspect	Risk Factors	Risk Variables	Respondent														
			F1					F2					F3				
			A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Economical	Hazard risk Distribution risk	Transport vehicle accidents	Y					Y	Y	Y	Y				Y	Y	Y
		Intermediaries' existence or an excessive number of them	Y		Y			Y				Y		Y	Y		Y
		A chain that is too long delays the movement of products.	Y	Y			Y	Y	Y	Y		Y	Y			Y	Y
	Inadequate infrastructure	Roads in poor condition cause product spoilage and delays	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y		Y		Y
		Not enough transportation capacity to move goods regularly	Y		Y					Y			Y	Y	Y		Y
		Absence of chilling facilities for storing poultry		Y			Y	Y				Y		Y		Y	Y
Social	Incompetence and unethical actions by workers or intermediaries	Intermediaries acting unethically by adulterating, charging more, or depriving		Y		Y		Y		Y		Y	Y	Y	Y	Y	Y

c) Strategies for Mitigating Risks

We have investigated different approaches to risk mitigation in the poultry supply chain, as recommended by the respondents, through our analysis. Upon being asked to elaborate on these risk mitigation tactics, several respondents offered various suggestions. While some emphasized the value of technological breakthroughs, others argued in favour of insurance coverage's accessibility. While other respondents highlighted the importance of government support, financial management, backup capacity, off-farm income, investments, business policies, and practices, others stressed the importance of training and human resource management. Respondent A2 underlined, "Since we deal with living things, risks can occur at any time. We always need to be prepared to confront and mitigate these risks" about risk mitigation techniques. Table 7 is displayed below, featuring all the derived variables about the standard level of production, storage, processing, and distribution.

Table 7: Common Mitigating Factors and Variables in All Levels (Production, Storage, Processing, and Distribution)

Mitigating Strategy Factors	Mitigating Strategy (Variables)	Respondent														
		F1					F2					F3				
		A1	B1	C1	D1	E1	A2	B2	C2	D2	E2	A3	B3	C3	D3	E3
Technology improvement	Using more advanced technology (feed mixtures, processing facilities, machinery, etc.)	Y	Y	Y	Y			Y	Y	Y		Y		Y	Y	
Insurance Management	Purchasing output-loss insurance	Y					Y	Y	Y	Y	Y		Y	Y	Y	Y
Human resource management	Hiring skilled staff			Y												
	Facilities for staff motivation and incentives							Y								
Government support	Initiative to eliminate uncertainty in politics												Y			
	The establishment of a set policy for the automotive industry						Y				Y					
Financial Management	Guarantee of sufficient institutional financing support at a reasonable interest rate								Y							
	Introducing off-farm activities							Y								
Off-farm income and investment	Pay attention to product diversification and value addition.									Y			Y			
Business policy and practice	Encourage good corporate conduct through collaboration, improved planning, and information exchange.													Y		
	Integration, acquisition, and merger risk reduction.	Y					Y				Y	Y	Y	Y		Y

i. *Technological Improvement*

Technical improvement is the poultry supply chain risk mitigation technique that receives the highest support. Adoption of enhanced technologies, such as automated feed processing and automated feed mixing, upgraded facilities for processing, coldstoring, and so forth. Most of the Participants concurred that technical advancement. It would boost output and profitability, lowering the incidence of poor management and cost savings through reducing labour participation and increasing the time administration.

ii. *Insurance Management*

Getting insurance to guard against production losses can help supply chain players handle a range of risks resulting from mishaps, illnesses, erratic weather patterns, and dangers. Regarding insurance coverage, respondent A3 voiced frustration, stating, "We face difficulties in guaranteeing our survival in the event of any disaster because the poultry industry in our country is not insured."

iii. *Managing Human Resource Properly*

Within the agricultural industry, human resource management functions as a risk mitigation tactic that includes hiring competent staff, supervising their work through incentives and motivation, planning training programs, and setting up observation teams. The study emphasizes how crucial it is to have knowledgeable and capable employees to reduce the risks of poor management, improper temperature control, and other possible dangers, including staff injuries and machinery damage. Many of the participants stressed the need to give employees training opportunities, characterizing it as crucial for improving their abilities and productivity as well as acting as a source of inspiration.

iv. *Diseases Management*

The study's results unequivocally show that a few participants gave disease control through implementing consistent, improved, and enhanced poultry vaccination programs a high priority as a risk reduction strategy. Diseases have the potential to be so

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detrimental to the poultry industry that they may even force companies to close. To protect their farming operations, the respondents stressed the significance of vaccinating their livestock regularly.

v. *Transport Management*

According to this study, maintaining a sufficient transportation supply is a critical component of transport management and is necessary for effective distribution. Chickens perish quickly, so timely distribution is crucial. To avoid substantial temperature increases, it must be distributed and transported in insulated vehicles. Keeping an adequate number of transportation options is essential to achieving timely and efficient distribution. Regarding refrigerated transport facilities following chicken processing, respondent A1 said, "Last year, we invested in two refrigerated vans, which has relieved our worries when transporting our products over long distances."

vi. *Government Support*

All the speakers stressed the significance of government support. This support is needed to implement a consistent policy for the poultry industry, remove political uncertainty, guarantee a steady supply of vaccines, lower feed costs, lease abandoned land to poultry farmers, and promote the development of infrastructure and technology. Respondent E3 voiced her dissatisfaction with the government's erratic vaccination program, stating, "We occasionally do not receive vaccines from the government promptly, which makes it difficult to vaccinate poultry on time. We could ensure a calf every year and preserve the health of our farm animals if the government was more vigilant in this regard."

vii. *Feed Management*

Feed management is an additional strategy to reduce hazards in the supply chain of poultry. According to most research participants, it entails giving recognized feed providers priority to guarantee a consistent supply of high-quality feed. Respondent E1 elucidated the possible advantages by stating, "It would be lessening our dependency on inferior concentrated feeds if we could secure sufficient land and a production plant to produce more poultry feed using local raw materials." Thus, our feed expenses would be reduced.

IV. Research Implication

The resource-based view and previous research are the sources of the supply chain risk management model that this study offers (Figure 1). This model links risks at the production, storage, processing, and distribution stages to social, economic, and environmental factors by evaluating them through the lens of sustainability. The study presents a theoretical framework based on sustainability and contingency theories, enabling the classification of different risk factors in the poultry supply chain. The study also uses content analysis to identify practical risk mitigation techniques, significantly advancing our theoretical knowledge of risk management in poultry supply chains. Because of the external pressures from different stakeholders to incorporate sustainable elements into supply chain practices, implementing sustainability in supply chain management is a complex task. The present circumstances, influenced by the organization's scale, technological advancements, and environmental unpredictability, determine the risks connected to the poultry supply Chain. Regarding livelihoods,

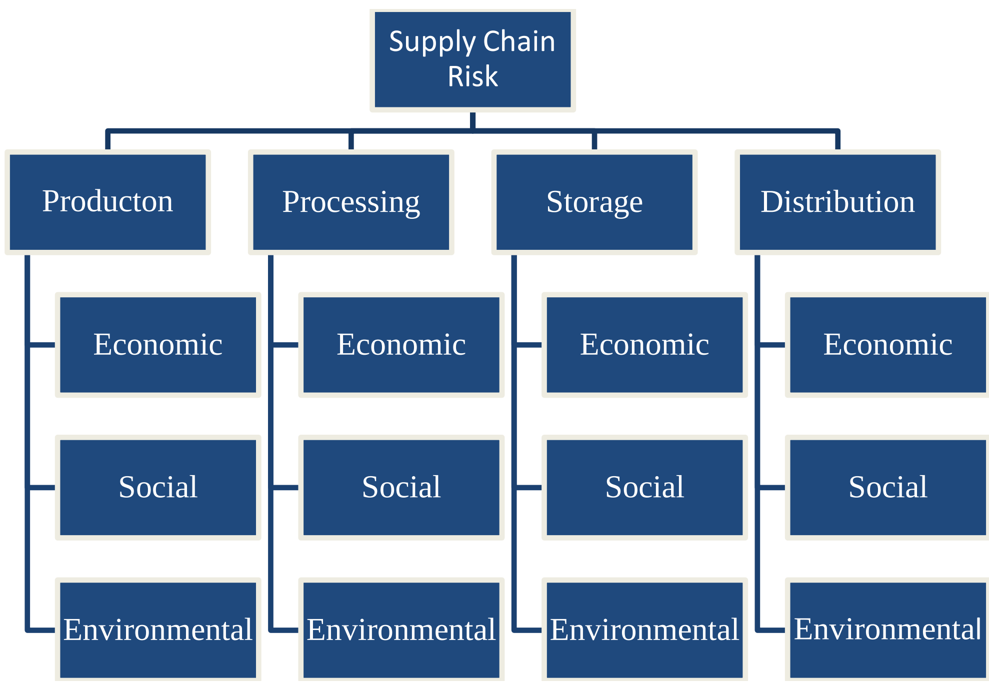

Figure 1: Poultry supply chain strategies for mitigating risk model

This industry also provides direct or indirect support to a sizable population. The purpose of this research is to discuss the challenges facing sustainability today, considering the risks associated with the poultry supply chain. Furthermore, by assisting in mitigating current threats, it is anticipated that the practical application of this research will significantly benefit Bangladesh's poultry industry.

V. Conclusion

The primary objective of this paper is to provide readers with a comprehensive grasp of the crucial components and factors associated with various risks in Bangladesh's poultry sector. This was achieved by using a qualitative field study methodology that comprised fifteen interviews with key players from three well-established traditional poultry farms that are currently experiencing rapid growth and managing various risks in their day-to-day operations. The results of these interviews pointed to various typical risk factors and variables that need to be effectively mitigated. A methodical process was followed to review the transcripts of the interviews thoroughly. The study also found viable and appropriate methods for reducing these risks. Most of the findings favor using a contingency framework to identify and classify supply chain risk issues in the context of sustainability in the poultry industry in Bangladesh. In addition, the study looks at possible risk-reduction tactics that could improve how contingency theory explains supply chain risk management in the poultry sector. It is imperative to highlight that this study excludes any potential outcomes that may arise from implementing risk mitigation strategies. The sustainable outcomes that arise from the implementation of these suggested mitigation strategies may be the subject of future research. Future studies may focus on these long-term effects, and the investigator may also evaluate the model more thoroughly using quantitative techniques in empirical surveys.

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Appendices

- How does your organization go about identifying potential risks in its supply chain?
- What specific challenges is your company addressing or concerned about in its operations?
- What are the potential hazards or risks associated with storage in your supply chain?
- How frequently are these storage-related risks likely to occur?
- What are your crucial production facilities and locations for poultry farming?
- What measures or strategies are in place to reduce these storage-related hazards?
- If these risks are successfully minimized, how will they be sustained over time?
- Are there any hazards during the processing stage of your supply chain operations?
- What feed and nutrition programs do you employ to optimize poultry growth and product quality?
- How often might these processing-related hazards manifest?
- What steps are taken to mitigate or lessen the impact of these processing-related dangers?
- What are the long-term benefits or consequences that can be expected from effectively managing and mitigating these risks?
- Are there any risks or challenges specific to the distribution phase of your supply chain?
- What measures are taken to monitor and improve the overall efficiency and sustainability of your poultry production?
- How do you engage with and support local communities or address concerns related to your poultry farming operations, such as odor or environmental impacts?
- How frequently can these distribution-related risks be anticipated to occur?
- How do you manage the supply of water, ventilation, and lighting for your poultry housing
- What actions or strategies are implemented to reduce these distribution-related dangers?
- What are the anticipated long-term outcomes if these distribution-related risks are effectively reduced or controlled?
- What are your crucial production facilities and locations for poultry farming?
- Could you describe your poultry housing and environmental control systems for maintaining optimal conditions?
- What methods do you employ for the humane handling and transporting poultry to processing facilities?
- What technologies and automation are integrated into your poultry production to improve efficiency and reduce labour costs?
- What is your approach to reducing the environmental impact of poultry farming, including waste disposal and resource consumption?

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E-commerce 10% Strategy on COD Orders: Enhancing your Shopping Experience

By Mr. Ajay Kumar & Ms. Sunita
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Abstract- In the dynamic landscape of online shopping, the groundbreaking "10% Strategy on COD Orders" emerges as a transformative force, orchestrating a subtle yet powerful shift in the conventional e-commerce paradigm. This innovative strategy mandates a strategic 10% advance payment at the point of purchase, introducing a multifaceted approach that transcends traditional norms and reshapes the landscape of online retail. Functioning as a financial sentinel, the strategy adeptly absorbs return costs and mitigates operational expenses, thereby creating a robust and resilient financial framework for e-commerce platforms. Beyond its monetary role, the 10% advance payment serves as a proactive measure, offsetting potential challenges associated with delivery issues when orders are declined, streamlining operations, and paving the way for a smoother and more adaptable operational landscape. From the consumer's standpoint, the strategy ensures a worry-free and transparent shopping journey, guaranteeing straightforward returns and enhancing the accessibility of customer support services. This research paper delves into the intricacies of the 10% Strategy on COD Orders, shedding light on its transformative influence on the financial dynamics and operational efficiency of e-commerce platforms. Utilizing primary data collection tools, the study explores consumer perceptions, experiences, and preferences, providing a comprehensive understanding of the strategy's implications.

Keywords: *Groundbreaking, Paradigm, Sentinel, Earmarked, Multifaceted.*

GJMBR-E Classification: *JEL: L81*

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Keywords: Groundbreaking, Paradigm, Sentinel, Earmarked, Multifaceted.

I. Introducing the 10% Strategy: Securing Seamless Shopping

Let's delve into the 10% strategy used by e-commerce companies during order placement. This strategy tackles various challenges that e-commerce companies face, including return costs, operating expenses, and delivery issues when customers refuse to receive their orders. Here's a more detailed and attractive explanation:

At the heart of every online shopping experience lies a simple yet ingenious solution: the 10% strategy. This innovative approach adopted by e-commerce companies is a game-changer, ensuring the smooth flow of business operations while enhancing your shopping experience.

II. Understanding the 10% Advance

When you place an order with your favorite e-commerce platform, you might have noticed a nominal 10% advance payment requirement. But what's the rationale behind this seemingly small contribution? Let's break it down:

- *Cost Coverage:* The 10% advance payment serves as a safeguard for e-commerce companies to cover various expenses. It helps absorb potential losses associated with returns, which can be a significant challenge in the world of online shopping.
- *Operational Efficiency:* Managing an e-commerce business is a complex operation. From maintaining a user-friendly website to ensuring a hassle-free shopping experience, these platforms require substantial investments. The 10% advance assists in funding these critical operational costs.
- *Delivery Assurance:* E-commerce companies rely on delivery partners to ensure your orders reach you on time. However, there are instances when customers deny or fail to accept deliveries, causing an operational hiccup. The 10% advance plays a role in offsetting these delivery-related expenses, keeping the process seamless.

Your Benefits:

- *Enhanced Customer Service:* The 10% advance enables e-commerce companies to allocate resources to provide exceptional customer service. When you need assistance or have questions, their support team is readily available, ensuring your queries are addressed promptly.
- *Hassle-Free Returns:* With a portion of the cost set aside to handle returns, you can shop with confidence, knowing that if a product doesn't meet your expectations, the return process will be smooth and efficient.
- *Investment in Innovation:* E-commerce platforms can use the 10% advance to invest in innovative technologies and user-centric features, creating a more enjoyable and secure shopping environment for you.

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III. Closing Thoughts

The 10% strategy is not just about protecting e-commerce companies; it's about ensuring your online shopping experience is seamless and enjoyable. By contributing a small percentage of your order total, you're not only safeguarding your purchases but also investing in a brighter, more efficient, and customer-centric e-commerce future.

So, the next time you encounter the 10% advance payment, know it's a key ingredient in the recipe for a better online shopping world.
Happy shopping! 🛍

a) Benefits of E-commerce Platforms

1. *Financial Stability:* The 10% strategy acts as a financial sentinel, absorbing return costs and mitigating operational expenses, creating a robust financial framework for e-commerce platforms.
2. *Operational Streamlining:* By offsetting potential challenges associated with delivery issues, the strategy streamlines operations, ensuring a smoother and adaptable landscape for e-commerce businesses.
3. *Innovation Catalyst:* The earmarked funds from the 10% advance payment act as a catalyst for ongoing innovation and service enhancements, reinforcing a commitment to continuous improvement in the e-commerce industry.

b) Benefits for Customers

1. *Worry-Free Shopping:* The strategy ensures a worry-free and transparent shopping journey for customers, guaranteeing straightforward returns and enhancing the accessibility of customer support services.
2. *Hassle-Free Returns:* With a portion of the cost set aside, customers can experience hassle-free returns, contributing to a confident and efficient return process if a product doesn't meet expectations.
3. *Enhanced Customer Service:* E-commerce platforms can allocate resources from the 10% advance to provide exceptional customer service, ensuring prompt assistance and query resolution.

c) Benefits for Delivery Personnel

1. *Financial Stability:* Recognizing the profound implications for delivery boys, the strategy contributes to the financial stability of delivery personnel by addressing the challenges faced during order declines.
2. *Operational Support:* The 10% advance plays a role in offsetting delivery-related expenses, ensuring a seamless process for delivery personnel and enhancing their overall experience.
3. *Intertwined Success:* Emphasizing the intertwined success of the strategy with the delivery process, the study considers the financial benefits and challenges faced by delivery personnel, recognizing their pivotal role in the strategy's success.

In conclusion, the 10% Strategy on COD Orders brings about benefits for e-commerce platforms, customers, and delivery personnel alike, symbolizing a paradigm shift towards reliability, transparency, and perpetual evolution in the digital retail landscape. Happy shopping! 🛍

d) The Aim Behind this Study to Enhancing Delivery Personnel Protection

Implementing the 10% Strategy for Cash on Delivery (COD) orders in e-commerce not only protects the interests of the platforms but also significantly addresses the challenges faced by delivery personnel. This strategy is designed to mitigate the adverse effects of bounced COD orders, where customers refuse to accept the product upon delivery. Unlike prepaid orders, COD orders present unique challenges for delivery personnel, affecting their earnings and incurring additional costs. This study aims to highlight the crucial role the 10% Strategy plays in safeguarding the livelihoods of delivery personnel, especially in situations where customers reject COD orders.

e) Protecting Delivery Personnel: The COD Challenge

Delivery personnel, often remunerated solely for successful deliveries, face substantial setbacks when customers decline to receive COD orders. The absence of upfront payment in COD transactions creates a situation where customers may be less committed, resulting in order refusals. This not only deprives delivery personnel of their wages for the unsuccessful delivery but also imposes hidden costs, including time, energy, and fuel expended in vain.

f) Impact of the 10% Strategy on COD Orders

The 10% Strategy acts as a financial safeguard for delivery personnel by introducing a nominal upfront payment requirement. This pre-payment commitment significantly reduces the likelihood of customers refusing COD orders, as their financial investment fosters a sense of responsibility. Consequently, delivery personnel experience fewer bounced orders, ensuring that the majority of their efforts result in successful deliveries.

g) Reducing Unnecessary Costs

By curbing bounced COD orders, the 10% Strategy directly reduces the hidden costs incurred by delivery personnel. Time and energy previously expended on unsuccessful deliveries are now channeled more efficiently, optimizing their workdays. Moreover, the strategy helps minimize fuel consumption associated with futile delivery attempts, promoting a more sustainable and cost-effective delivery process.

IV. Review Literature

1. *Mohanad Halaweh (2018),* Since the emergence of the World Wide Web, various payment methods for e-commerce transactions have evolved rapidly over time, including credit cards, debit cards, smart cards, e-cash, e-checks, and e-wallets. In recent years, however, the use of cash-on-delivery (COD) has increased. This differs from all other methods of payment in terms of processing, time and place of payment, and parties involved, as well as security and privacy assurance. This article aimed to compare COD to other e-payment methods and to consider the implications of COD for both customers and e-vendors. The article also discusses implications for e-commerce practice and highlights areas for future research.
2. *Maisyura1,* Cut Sukmawati2, Risna Dewi3, Arinanda4 (2021),* This research using a descriptive qualitative approach. The object of research is the cash on delivery payment method for online shopping transactions, research locations in Indonesia with limited data sampling in Lhokseumawe City and North Aceh. Data collection is carried out by observation, interviews (interviews), surveys, documentation and literacy studies. . This study aims to find out how the online shopping behavior of the Indonesian people with the Cash On Delivery (COD) payment method offered by E-commerce businesses. The results show that more than 60% of online purchases use the Cash On Delivery (COD) method to make payments. This means that Cash On Delivery (COD) is more desirable than other payment methods, such as bank transfers, credit cards, E-Wallet, paying via agents and others. The Cash On Delivery (COD) method is also able to increase the number of purchases at online stores that offer payments with this method such as Shopee, Lazada, and others by more than 30% every month, although on the other hand this research also finds that there are still online buyers who do not understand the procedures in the Cash On Delivery (COD) method so that in its implementation in the field sometimes creates conflicts between couriers and buyers. This study concludes that the Cash On Delivery (COD) payment method is still quite feasible to be applied in online shopping transactions in Indonesia.
3. *Muhammad Younus, Achmad Nurmandi, Misran, Abdul Rehman (2021),* Advances in information technology are making it easier for humans to achieve goals or just make things easier, including fulfilling their needs or desires in life through online shopping. The presence of a marketplace in Indonesia has a direct impact on economic growth, with the existence of a marketplace, people are able to find the desired product and market their products or services as widely as possible. This study obtained 368 respondents as a sample with respondents who have used the COD payment system to collect data using an online questionnaire. The results of the study indicate that hedonic factors, one's habits, price values and social influences are factors that influence a person's intention to use the COD system when shopping online. In addition, intentions arise from behavior when using the COD system.
4. *Rihidima et al., 2022; Firmandani et al., 2021* To examine what factors can influence adoption intention through perceived value and how much influence compatibility can have on the relationship between perceived value and adoption intention. Furthermore, through the results of this research, it is hoped that local retailers can create new services that are appropriate and can help consumers. Design/Method/Approach: Existing scales are adapted, and the field study is conducted in seven different cities of East Java Province, Indonesia. Based on purposive sampling, 195 respondents in seven telecommunication retail outlets completed a questionnaire related to cash-on-delivery service as a payment method of Topsell. The research results obtained; it can be concluded that all the hypotheses proposed in this study can be accepted. Therefore, these results show that the COD service offered by Topsell can provide technical convenience. Furthermore, compatibility can strengthen the relationship between perceived value and adoption intention.
5. *Verani Sabtia Vandiny, Tetty Rimenda, Rodiana Listiawati and Jhonny Marbun (2022),* The rapid adoption of technology affects payment methods causing changes in consumer behavior when choosing the payment method that they will use as a complement to the online shopping process in e-commerce. This study investigated the factors encouraging customers to choose Cash on Delivery (COD) payment method while shopping online. This research uses quantitative methods and a sample of 155 respondents who often do online shopping in e-commerce and used Cash on Delivery as their payment method. Questionnaire is used to collect data. Method used in this study is Partial Least Squares Structural Equation Modeling analysis techniques which is operated using SmartPLS ver. 3 software. It was found that promotion factors, social factors, personal factor, perceived ease of use factors, and perceived usefulness factors play an important role in determining the decision to use Cash on Delivery (COD) payment method when shopping

6. *Safia Anjum and Junwu Chai (2020),* The e-commerce market of Pakistan has phenomenally fostered in recent years as a result of cyberspace expansion and launching of various national and international vendors. While country's e-commerce scenario has significantly reshaped, customers are still reluctant to adopt e-payment methods and cash on delivery (COD) prevails as the method of payments for online shopping. This study was conducted to empirically investigate major factors which influence Pakistani customers to opt for COD while shopping online. The goodness-of-fit index and adjusted goodness-of-fit index values were observed to be 0.933 and 0.866, respectively. In SEM analysis, perceived security against online scams and perceived control over the buying process were observed to be the key role players instigating Pakistani customers to use COD. This study presents imperative implications for online businesses as well as government agencies. The investigation provides an insight into purchase behaviors of Pakistani e-customers and has paramount importance for e-commerce retailers and marketing startups in evolving e-commerce scenario of the country.
7. *Sara Hamed and Sara, el deep (2020),* "Buyers have values and risks affecting their online purchase behavior. This study captures cash on delivery, an online payment method found in emerging markets, as a moderator between utilitarian and hedonic value, perceived risks, and online purchase intention. A survey on a sample of 365 respondents from Egypt is utilized. Results show that cash on delivery increases hedonic value, yet does not affect utilitarian value or risks. Understanding consumers in different regions helps practitioners develop correct strategies for survival in global markets. Marketing researchers would benefit by developing models that are more comprehensive of consumer behavior in diverse regions.
8. *Gurpreet Singh, Jayesh Bankhede, Kishan Murari Barnwal, Jayesh Verma, Juhi Shrivastava and Shivshankar Rajput (2021),* E-commerce is a boom in the modern business. E-commerce means electronic commerce. E- commerce (Electronic commerce) involves buying and selling of goods and services, or the transmitting of funds or data, over an electronic network, predominantly the Internet. E-commerce (Electronic commerce) is a paradigm shift influencing both marketers and the customers. Rather e-commerce is more than just another way to boost the existing business practices. It is leading a complete change in traditional way of doing business. This significant change in business model is witnessing a tremendous growth around the globe and India is not an exception. A massive internet penetration has added to growth of E-commerce and more particularly start-ups have been increasingly using this option as a differentiating business model.

V. Objectives of the Study

- To Analyze the financial stability and robustness achieved by e-commerce platforms by implementing the 10% advance payment strategy.
- To Evaluate the effectiveness of the earmarked funds in facilitating hassle-free returns and enhancing the accessibility of customer support services.
- To Investigate the operational support provided by the strategy, particularly in terms of offsetting delivery-related expenses and contributing to a seamless delivery process.

VI. Research Methodology

1. *Research Design*

- Utilize a sequential exploratory design, starting with a quantitative phase to analyze financial data from e-commerce platforms, followed by a qualitative phase for in-depth insights from customers and delivery personnel.

2. *Sampling*

- Employ purposive sampling to select e-commerce platforms implementing the 10% strategy, ensuring representation across diverse sizes and industries.
- Conduct stratified random customer sampling, considering demographics, shopping behaviors, and experiences.
- Use purposive sampling for delivery personnel, selecting individuals with varying roles and experiences within the delivery process.

3. *Data Collection*

Quantitative Phase:

- Utilize structured surveys distributed to a sample of customers, focusing on their perceptions of the 10% strategy and its impact on their shopping experiences.

Qualitative Phase:

- Conduct semi-structured interviews with a subset of customers to explore their experiences and perceptions in-depth, allowing for a nuanced understanding of their satisfaction with the strategy.
- Engage in semi-structured interviews with delivery personnel to gain qualitative insights into their experiences and challenges associated with the 10% strategy.

4. *Ethical Considerations*

- Obtain informed consent from all participants, clearly articulating the research's purpose, confidentiality measures, and the voluntary nature of participation.

- Ensure the anonymity of participants by removing personally identifiable information from qualitative data.
- Adhere to ethical guidelines, treating participant data with utmost confidentiality and respect.

5. *Limitations*

- Acknowledge potential limitations, such as the availability and accuracy of financial data from e-commerce platforms and potential biases in customer and delivery personnel responses.
- Mitigate biases through transparent reporting and triangulation of data from multiple sources.

6. *Conclusion and Recommendations*

- Synthesize quantitative and qualitative findings to draw comprehensive conclusions regarding the overall impact of the 10% strategy.
- Provide actionable recommendations for e-commerce platforms based on a holistic understanding of the strategy's implications from both financial and stakeholder perspectives.

This research methodology, combining quantitative and qualitative approaches, aims to provide a nuanced and thorough exploration of the 10% Strategy on COD Orders and its multifaceted impact on e-commerce platforms, customers, and delivery personnel.

VII. Findings of the Study

1. *Customer Perspective*

- Most respondents feel that with this strategy, customers will have an easier time returning products, and the company will avoid complications.
- The majority of respondents believe they will benefit from this strategy only if the company ensures a smooth return policy for their products.
- Most respondents believe this strategy gives them confidence that their orders won't be automatically canceled, leading to higher customer satisfaction.
- The majority of respondents believe this strategy is not suitable for expensive products, such as luxury items.

2. *Delivery Personnel Perspective*

- The majority of delivery personnel believe that customers often choose not to receive Cash on Delivery (COD) products because there is no cost associated with it for the customer. This results in additional expenses for the delivery personnel, who are only paid for successfully delivered orders.
- Almost all delivery personnel are in favor of this strategy because they believe that even if the customer chooses not to receive the order, the 10% strategy will help recover their additional costs, such as operating expenses and fuel costs.
- The majority of respondents believe that, according to this strategy, if the customer has already paid some portion at the time the order is placed, they are likely to receive the order because customers are price-conscious and feel committed once they have made an initial payment.
- The majority of respondents believe that if this strategy benefits anyone the most, it is the delivery personnel. Those whose products are returned don't receive payment. This strategy is expected to reduce return rates, ensuring customers receive the product.

VIII. Company Perspective

- This strategy will also benefit the company, as the cost incurred from returned products can be recovered through the 10% strategy itself.

IX. Conclusion

The 10% Strategy for Cash on Delivery (COD) orders is a game-changer, not just for e-commerce platforms, but more importantly for the hardworking delivery personnel. By tackling the issue of bounced COD orders, this strategy helps secure a steadier income for delivery workers, cuts down on wasteful expenses, and promotes a more sustainable and efficient delivery system. This approach highlights the significant benefits for those on the front lines of last-mile delivery, underlining the importance of business strategies that prioritize the well-being of essential workers.

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Get letter of appreciation

Global Journals sends a letter of appreciation of author to the Dean or CEO of the University or Company of which author is a part, signed by editor in chief or chief author.

Exclusive Network

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A FMBRC member gets access to a closed network of Tier 1 researchers and scientists with direct communication channel through our website. Fellows can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation

Certificate

Certificate, LoR and Laser-Momento

Fellows receive a printed copy of a certificate signed by our Chief Author that may be used for academic purposes and a personal recommendation letter to the dean of member's university.

Career | Credibility | Exclusive | Reputation

Designation

Get honored title of membership

Fellows can use the honored title of membership. The “FMBRC” is an honored title which is accorded to a person’s name viz. Dr. John E. Hall, Ph.D., FMBRC or William Walldroff, M.S., FMBRC.

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Career | Credibility | Reputation

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Career Financial

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john [AT] globaljournals [DOT] org.

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To take future researches to the zenith, fellows receive access to all the premium tools that Global Journals have to offer along with the partnership with some of the best marketing leading tools out there.

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Organize seminar/conference

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Early invitations to all the symposiums, seminars, conferences

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Exclusive

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Fellows can publish articles (limited) without any fees. Also, they can earn up to 70% of sales proceeds from the sale of reference/review books/literature/publishing of research paper. The FMBRC member can decide its price and we can help in making the right decision.

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Financial

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AMBRC

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL

ASSOCIATE OF MANAGEMENT AND BUSINESS RESEARCH COUNCIL is the membership of Global Journals awarded to individuals that the Open Association of Research Society judges to have made a 'substantial contribution to the improvement of computer science, technology, and electronics engineering.

> The primary objective is to recognize the leaders in research and scientific fields of the current era with a global perspective and to create a channel between them and other researchers for better exposure and knowledge sharing. Members are most eminent scientists, engineers, and technologists from all across the world. Associate membership can later be promoted to Fellow Membership. Associates are elected for life through a peer review process on the basis of excellence in the respective domain. There is no limit on the number of new nominations made in any year. Each year, the Open Association of Research Society elect up to 12 new Associate Members.

Benefits

To the institution

Get letter of appreciation

Global Journals sends a letter of appreciation of author to the Dean or CEO of the University or Company of which author is a part, signed by editor in chief or chief author.

Exclusive Network

Get access to a closed network

A AMBRC member gets access to a closed network of Tier 2 researchers and scientists with direct communication channel through our website. Associates can reach out to other members or researchers directly. They should also be open to reaching out by other.

Career | Credibility | Exclusive | Reputation

Certificate

Certificate, LoR and Laser-Momento

Associates receive a printed copy of a certificate signed by our Chief Author that may be used for academic purposes and a personal recommendation letter to the dean of member's university.

Career | Credibility | Exclusive | Reputation

Designation

Get honored title of membership

Associates can use the honored title of membership. The "AMBRC" is an honored title which is accorded to a person's name viz. Dr. John E. Hall, Ph.D., AMBRC or William Walldroff, M.S., AMBRC.

Career | Credibility | Exclusive | Reputation

Recognition on the Platform

Better visibility and citation

All the Associate members of ASFRC get a badge of "Leading Member of Global Journals" on the Research Community that distinguishes them from others. Additionally, the profile is also partially maintained by our team for better visibility and citation. All associates get a dedicated page on the website with their biography.

Career | Credibility | Reputation

Future Work

Get discounts on the future publications

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Career Credibility Financial

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Early invitations to all the symposiums, seminars, conferences

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Associates can publish articles (limited) without any fees. Also, they can earn up to 30-40% of sales proceeds from the sale of reference/review books/literature/publishing of research paper.

Exclusive Financial

Reviewers

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Associate	Fellow	Research Group	Basic
$4800 **lifetime designation**	$6800 **lifetime designation**	$12500.00 **organizational**	APC **per article**
Certificate, LoR and Momento 2 discounted publishing/year **Gradation** of Research 10 research contacts/day **1 GB** Cloud Storage **GJ** Community Access	**Certificate,** LoR and Momento **Unlimited** discounted publishing/year **Gradation** of Research **Unlimited** research contacts/day **5 GB** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**Certificates,** LoRs and Momentos **Unlimited** free publishing/year **Gradation** of Research **Unlimited** research contacts/day **Unlimited** Cloud Storage **Online Presense** Assistance **GJ** Community Access	**GJ** Community Access

Preferred Author Guidelines

We accept the manuscript submissions in any standard (generic) format.

We typeset manuscripts using advanced typesetting tools like Adobe In Design, CorelDraw, TeXnicCenter, and TeXStudio. We usually recommend authors submit their research using any standard format they are comfortable with, and let Global Journals do the rest.

Alternatively, you can download our basic template from https://globaljournals.org/Template.zip

Authors should submit their complete paper/article, including text illustrations, graphics, conclusions, artwork, and tables. Authors who are not able to submit manuscript using the form above can email the manuscript department at submit@globaljournals.org or get in touch with chiefeditor@globaljournals.org if they wish to send the abstract before submission.

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Authors must ensure the information provided during the submission of a paper is authentic. Please go through the following checklist before submitting:

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2. Authors must accept the privacy policy, terms, and conditions of Global Journals.
3. Ensure corresponding author's email address and postal address are accurate and reachable.
4. Manuscript to be submitted must include keywords, an abstract, a paper title, co-author(s') names and details (email address, name, phone number, and institution), figures and illustrations in vector format including appropriate captions, tables, including titles and footnotes, a conclusion, results, acknowledgments and references.
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7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

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Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

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- Findings
- Writings
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- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

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1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word “Abstract” in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

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	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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