

Internship Report
on
Navigating The Evolving Landscape of Ecommerce Logistics
– A Case Study of Carrybee in Bangladesh



Submitted To:

Islamic University of Technology
in partial fulfillment of the requirements for the degree of
BBA in Technology Management (BTM)

Submitted By:

I understand that my final report will become part of the permanent collection of the Islamic University of Technology (IUT) in partial fulfillment of the requirements for the degree of BBA in Technology Management. My signature below authorizes the release of my final report to any reader upon request.

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Letter of Transmittal

4th September, 2025

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Subject: Submission of Internship Report

Dear Ma'am,

This is to present the internship report entitled; “Navigating the Changing Landscape of Ecommerce Logistics- A Case Study of Carrybee in Bangladesh” which is a required component of the internship program.

It was an honor to work with you. I made an attempt to describe my internship in the report. The chance helped me to reconcile my academic and corporate knowledge. In my opinion, the applied knowledge and experience I acquired. This study contributed value to my career. I hope my effort will meet the expectations.

I will be present to provide clarification of any point of the report.

Sincerely Yours,

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Declaration

I, Abu Mostafa Elias, a student of the Department of Business and Technology Management (BTM) of Islamic University of Technology (IUT) hereby attest to the fact that this report is purely my own work and has been prepared under the supervision of Naznin Akther, Assistant Professor, Department of Business and Technology Management, Islamic University of Technology.

I also ascertain that I have not given this report to any other person or organization, in return for any kind of certificates. Furthermore, I take full responsibility for any violations of the university's plagiarism and AI usage detection policies.

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Acknowledgement

I would firstly and most importantly like to thank Almighty Allah for granting the opportunity to complete this internship and report with His endless blessings and guidance. It is by His grace that I have solid foundation in my studies and career.

I would like to express my deep gratitude to my academic supervisor, Naznin Akther, whose guidance, support and input has played a significant role in shaping this report and in enhancing my learning. I want to thank my internship supervisor, Javed H. Ahmed (Head of Product Development at Carrybee), for his guidance, care, and wisdom during the time at the internship. His mentorship proved extremely valuable when it comes to understanding the ins and outs of ecommerce logistics and digital product development.

I would like to thank the leadership team, Jahidur Rahim, Vice President and Head of Courier Operations, Md. Golam Muktedir, Assistant General Manager of Strategy and Performance Management and specially Md. Moin Khan, Senior Executive of Project Management, who were supportive and trusted me all the time. I would like to thank the whole Carrybee team, whose support, sharing of information, and motivation made my internship experience very fulfilling and rewarding.

Lastly, I would like to thank my family, friends, colleagues and everyone who supported me with their moral support and encouragement. They were a constant motivation and kept me focused and determined to complete this quest.

Executive Summary

This is a reflective report about my internship experience as a Product Analyst Intern in Carrybee from March 23 to June 19 2025. Carrybee is also one of the unique companies in the ecommerce logistic industry in Bangladesh because it is the only company that offers a combination of air and land delivery to fulfil the increasing requests of the ecommerce and F-commerce traders. As an aspect of my unfinished Bachelor of Business Administration in Technology Management, the internship gave me an insight into the complexity of digital product development and logistics processes that would prove invaluable.

Another hard lesson from this internship is that it also brought back to the memory that getting your hand in the mud when working on building the core digital platforms by writing very complex BRD and PRD, everything would have been built upon in terms of tools to meet operational needs and the will of management employees for new digital features. I also created wireframes and a process map in Figma which facilitated visualizing and optimizing the purchase-to-delivery process in Carrybee. I saw how parcels were managed at Pallabi hub physically and it was one of the best moments of my internship as I experienced real battlefield of last mile delivery. I used fieldwork to find out the failings of the systems and to then find scalable tech-based solutions.

Other than that, I also helped in the adoption of ClickUp as a fundamental project management tool that enhanced the visibility and organization of the interactions between interdepartmental workflows. The experience with merchants and customers also assisted in the promotion of my knowledge about the changing user expectations that were taken into account in the iterative design of the product and the working process. The other aspect that the internship experience has assisted me to master is the capacity to connect the theoretical content in academia to the operational plans that can change the logistics of the operations of e-commerce in Bangladesh, which is otherwise a complex market.

Overall, the experience has strengthened my technical and managerial skills and expanded my understanding of agile, data driven and user-oriented solutions that are necessary to sustain the growth of a digitally transforming logistics industry. The gained knowledge and experience have equipped me with the competencies to make a significant contribution to the application of technology to supply chains in rapidly developing economies.

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List of Abbreviations

- **BRD** – Business Requirement Document
- **PRD** – Product Requirement Document
- **OMS** – Operations Management System
- **API** – Application Programming Interface
- **F-Commerce** – Facebook Commerce
- **B2B** – Business to Business
- **B2C** – Business to Consumer
- **UI/UX** – User Interface/User Experience
- **LMS** – Learning Management System
- **SLA** – Service Level Agreement
- **CAGR** – Compound Annual Growth Rate
- **KPI** – Key Performance Indicator
- **R&D** – Research and Development

Chapter 1: Introduction

Chapter: 1 Introduction

1.1 Background

This report has been prepared to meet the requirements of the Internship course (BTM 4800) within the Department of Business and Technology Management at the Islamic University of Technology. It captures my internship experience at Carrybee, a rising player in Bangladesh's ecommerce logistics sector.

As a Product Analyst intern on the Product Development team, my primary responsibility was to support the enhancement of Carrybee's online platforms alongside developer teams. This report examines my role in the context of rapid technological and operational changes shaping the ecommerce logistics landscape in Bangladesh, positioning Carrybee as a representative case study.

1.2 Objectives

General Overview

To document and analyze my internship experience that intersects product development and ecommerce logistics innovations at Carrybee, highlighting the company's adaptive strategies in a growing market.

Specific Objectives

- Give a summary of the ecommerce logistics activities of Carrybee and how it has been responding to the changes in the market.
- Describe my contributions to digital product improvements that support logistics efficiency and customer satisfaction.
- Examine challenges and solutions encountered in the integration of technology with logistics processes.
- Reflect on learnings related to product management within a dynamic ecommerce logistics environment.
- Identify potential areas for further digital advancement in Carrybee's service platforms.

1.3 Significance

The logistics of ecommerce is a crucial part of the digital economy in Bangladesh, and it should be constantly innovated to satisfy the customers with speed, reliability, and transparency. Carrybee is a good example of how a logistics provider with technology can revolutionize the market. This report offers a personal experience of this dynamic industry through the lens of product development, and it teaches a lot about how to use digital tools to overcome the challenges of ecommerce logistics.

1.4 Methodology

Primary Data

This report is based mainly on the primary data gathered through the active participation in product development efforts throughout my internship period, such as working with developers and operational teams to improve ecommerce delivery platforms.

Secondary Data

Additional data has been obtained through the corporate information of Carrybee, industry reports, and literature on trends in ecommerce logistics in Bangladesh.

1.5 Limitations

Constraints such as the limited duration of the internship and confidentiality regarding certain internal procedures restricted the scope of data collection. Consequently, the report focuses mainly on platform development processes and their impact, providing a partial but insightful view of Carrybee's broader logistics operations.

Chapter 2: An Overview of Carrybee

Chapter: 2 An Overview of Carrybee

2.1 Introduction

Founded in February 2025 as the dedicated e-commerce logistics subsidiary of US-Bangla Airlines, CarryBee Express Ltd. leverages aviation-grade infrastructure merged with sophisticated digital platforms to revolutionize parcel delivery services in Bangladesh. The company is strategically positioned to serve the rapidly expanding F-commerce and e-commerce sectors, aiming to deliver unparalleled speed, reliability, and transparency within the nation's courier ecosystem, which is projected to exceed US\$8 billion annually with a double-digit CAGR over the next decade.



Figure 2.1 Company Logo

US-Bangla Airlines, established in 2014, is the largest private airline in Bangladesh and leads the diversified US-Bangla Group. Besides aviation, the group's key concerns include Media Bangla Ltd., BTG Limited (a telecom operator), and notably TechnoNext Ltd., a technology services firm that played a crucial role in developing CarryBee's digital ecosystem. TechnoNext Ltd. designed and built CarryBee's Merchant Panel, mobile applications, and internal operational platforms, enabling the company to combine cutting-edge technology with robust logistics infrastructure. (about-us, n.d.)



Figure 2.2 US Bangla Logo

2.2 Brief History of Carrybee and USB Express

Before CarryBee's inception, US-Bangla Airlines operated USB Express, a traditional courier and logistics service rooted in road-based parcel transportation. USB Express followed conventional operational methods akin to established courier firms like Shundarban Courier and SA Paribahan Courier, lacking real-time tracking and digital integration.



Figure 2.3 USB Logo

As the ecommerce sector rapidly grew, it became clear that USB Express's model was insufficient to meet the rising demand for faster, tech-enabled delivery solutions. Competing companies such as Pathao, Steadfast, RedX, FedEx, and DHL had already embraced technology-driven logistics, setting new service expectations in Bangladesh. To remain competitive and effectively support ecommerce and F-commerce merchants, US-Bangla Airlines restructured this business under the CarryBee brand, launching a modern courier service focused on technology integration, operational efficiency, and superior customer experience. (about-us, n.d.)

2.3 Growth Trajectory and Early Milestones

CarryBee quickly established itself as a reliable logistics partner within months of launching. The company onboarded over 500 merchants and began processing between 15,000 to 20,000 parcels daily in the initial phase. The development and deployment of the Merchant Panel empowered merchants with real-time order management, shipment tracking, invoicing, and delivery analytics, improving transparency and operational control. The hub network started in metro areas of Dhaka, Chittagong, and Sylhet and expanded rapidly to over 100 locations nationwide, including tier-2 cities. CarryBee's operations are supported by a fleet of more than 120 vehicles and over 700 employees. A distinctive competitive advantage is the integration with US-Bangla Airlines' cargo services for mid-mile air transport, enabling expedited deliveries across districts and facilitating faster service unmatched by solely ground-based competitors. Future plans include introducing inter-district same-day delivery and cross-border logistics services. (p=4241, n.d.)

2.4 Vision, Mission, and Core Values

Mission

CarryBee is committed to providing seamless and reliable courier services across Bangladesh, powered by technology. With extensive experience in logistics and transportation, we ensure efficient last-mile delivery for F-commerce and E-commerce businesses. Our focus is on supporting merchants with exceptional customer service, a dedicated account management team, and a well-structured supply chain to help them thrive in a competitive market. (about-us, n.d.)

Vision

Our vision is to become the most trusted and preferred courier service within & beyond Bangladesh, setting new standards for reliability, efficiency, and customer satisfaction. CarryBee strives to advance the logistics sector through innovation, operational excellence, and strong partnerships. We are dedicated to building a delivery network that supports businesses, strengthens the e-commerce industry, and provides a seamless experience for all stakeholders. (about-us, n.d.)

Core Values

- **Customer Centricity:** Prioritizing convenience, responsiveness, and satisfaction for both merchants and end users.
- **Innovation:** Leveraging technology to streamline logistics processes and enhance delivery speed and quality.
- **Integrity:** Upholding transparency in pricing, shipment tracking, and communication to build trust.
- **Collaboration:** Encouraging teamwork internally and with partners to solve complex logistics challenges efficiently.
- **Sustainability:** Committing to environmentally responsible practices including exploring electric vehicle adoption and green logistics initiatives.

2.5 Organizational Structure

CarryBee functions as a specialized division within US-Bangla Airlines under the leadership of the Vice President and Head of Courier Operations. The organizational structure focuses on governance, operational excellence, product innovation, and customer relations:

- **Managing Director, US-Bangla Airlines:** Provides overall strategic leadership.
- **VP & Head of Courier Operations:** Manages courier operations aligning with company goals.
- **Governance and Compliance:** Handles regulatory and safety oversight.
- **Business and Performance Management:** Oversees key performance indicators and analytics.
- **Accounts and Finance:** Manages billing and financial reconciliation.
- **Product Development:** Led by Head of Product Development and supported by Product Analysts.
- **Core Command/Control Room:** Supervises real-time logistics operations.
- **Transport and Logistics:** Oversees fleet management and route planning.
- **Operations:** Comprises hub supervisors, field coordinators, dispatch teams, and delivery agents.
- **Key Account Management:** Focuses on merchant and build good relationship and by supporting them.
- **Business Development:** Explores market expansion and partnerships.
- **Project Management:** Directs projects by improving strategic initiatives.
- **Administration and IT:** Maintains IT infrastructure and provides organizational support.
- **Legal:** Ensures compliance and contractual governance whenever needed.

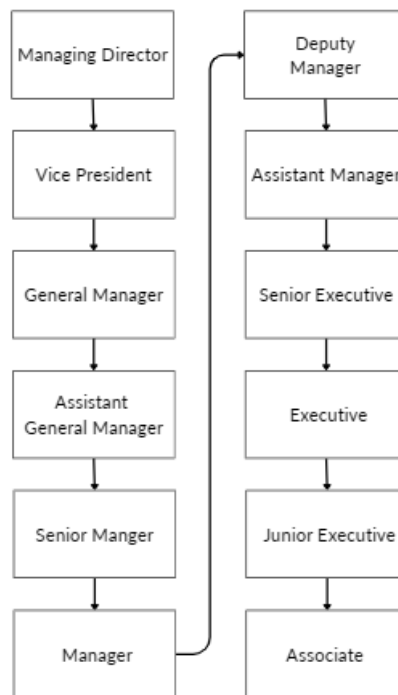


Figure 2.4 Organogram of Carrybee

2.6 Products & Services

CarryBee's offers are centered on ecommerce logistics with strong digital and operational components:

- **Merchant Panel:** Web-based order creation, real-time tracking, invoice generation, and delivery analytics.
- **Operational Management System:** Internal platform coordinating hubs, agents, and order processing.
- **Merchant and Agent Mobile Apps:** Facilitate order management, route optimization, and cash-on-delivery collection.
- **Third-Party Logistics Integration:** APIs enabling partnerships with last-mile and cross-border service providers.

Service Features

- **Express Delivery:** Exclusive in Dhaka, Chattogram and Sylhet with same day dispatch within 24 hours.
- **Regular Delivery:** First delivery attempt in 48hrs for all 64 districts in Thailand.
- **National Infrastructure:** Large number of hubs and fleets for wide coverage.
- **Pick-Up Points:** Parcel exchanges and collections to suit you.
- **Fulfillment Services:** This involves warehousing and inventory management.
- **Cash on delivery (COD):** A secure payment collection and merchant cash flow aid.
- **Air Parcel Support:** Relies on US-Bangla Airlines' cargo network for express mid-mile deliveries.

2.7 Strategic Future Initiatives

CarryBee's planned developments include:

- Expansion of micro-hubs in tier-2 and tier-3 cities to improve delivery reach.
- Cross-border logistics using US-Bangla Airlines' cargo services for international freight.
- Investment in automated package sorting to enhance operational efficiency.
- AI-powered route optimization to reduce costs and improve delivery accuracy.
- Developing an API ecosystem for integrated partnerships with fintech and e-commerce platforms.
- Pursuing sustainability via fleet electrification and eco-friendly practices.

2.8 SWOT Analysis

Strengths	Weaknesses
Backed by US-Bangla Airlines with unique air-ground synergy	Limited penetration outside major urban centers
Robust digital platforms (Merchant Panel, OMS, Mobile Apps)	Early-stage technology adoption with significant manual processes
Large-scale hub and transport network supporting all 64 districts	Small merchant success/support team relative to growth demands
Agile organizational culture enabling rapid feature rollout	Data privacy limitations restricting customer insights
Opportunities	Threats
Explosive ecommerce growth forecasted to surpass US\$12B by 2030	Intense competition from established domestic and global couriers
Fintech partnerships for COD automation and digital payments	Fuel price volatility and evolving aviation regulations
Adoption of electric vehicles for sustainable last-mile delivery	Stringent data privacy laws impacting tracking and analytics
White-label logistics partnerships with retail chains and marketplaces	Operational risks including weather disruptions and labor shortages

Figure 2.5 SWOT Analysis

Strengths

- Supported by US-Bangla Airlines, CarryBee benefits from unique air-ground logistics integration, combining airline cargo with ground delivery for faster parcel movement.
- Strong digital platforms developed with the expertise of sister concern TechnoNext Ltd., including the Merchant Panel, OMS, and mobile apps to enhance operational efficiency.
- Expansive delivery network covering all 64 districts of Bangladesh, supported by over 100 hubs and a large fleet of vehicles.
- Agile organizational culture enabling rapid rollout of new features and adaptations to market demands.

Weaknesses

- As a relatively new company (established in 2025), CarryBee has limited brand recognition compared to more established industry players.
- Early-stage technology adoption is ongoing with some manual processes still in place, which could impact scalability and efficiency.
- Support and success teams for merchants are smaller compared to rapid business growth, risking slower merchant issue resolution.
- Data privacy and operational limitations restrict full utilization of customer data insights to further optimize services.

Opportunities

- The rapidly growing ecommerce market in Bangladesh, projected to exceed US\$8 billion with double-digit growth, presents vast scope for logistics service expansion.
- Partnerships with fintech companies could automate cash-on-delivery payments and digital wallets, improving merchant cash flow and customer convenience.
- Adoption of electric vehicles and environmental initiatives align with global sustainability trends and could reduce operational costs.
- Expanding into white-label logistics partnerships with retail chains and marketplaces can increase market reach and revenue streams.

Threats

- Intense competition exists from both established domestic players (e.g., Pathao, Steadfast, RedX) and international courier giants (e.g., FedEx, DHL).
- Fluctuating fuel prices and new regulations in aviation and transportation could increase operational costs.
- Stringent data privacy laws may impact tracking capabilities and the use of analytics for improving delivery services.
- Operational risks such as labor shortages, weather disruptions, and security issues could negatively impact service reliability.

Chapter 3: Industry Analysis of Carrybee

Chapter: 3 Industry Analysis of Carrybee

3.1 Brief Description of the Industry

The ecommerce logistics sector in Bangladesh is a rapidly expanding segment within the broader freight and logistics market that supports the country's fast-growing digital economy. Ecommerce logistics companies provide essential services that include order fulfillment, last-mile delivery, returns handling, and inventory management, enabling merchants to meet consumer expectations for fast and reliable deliveries. Carrybee operates in this competitive landscape, focused predominantly on fulfilling ecommerce and F-commerce orders by leveraging technology and strong transport infrastructure. Ecommerce logistics, often delivered through third-party logistics (3PL) providers, is becoming a critical revenue driver for companies seeking to capitalize on the surge in online shopping, which is reshaping traditional retail and delivery channels.

3.2 Industry Size and Growth with Competitor Overview

The Bangladesh freight and logistics market is projected to reach approximately USD 31.97 billion in 2025, growing at a CAGR of around 3.13% to surpass USD 37 billion by 2030. The Courier, Express, and Parcel (CEP) segment, which forms the backbone of ecommerce logistics, is growing slightly faster at an estimated 3.6% CAGR (2025-2030), driven by a surge in online ordering and package volumes. Ecommerce-related deliveries accounted for nearly 42% of CEP market turnover in 2024, illustrating ecommerce's strong influence on logistics demand.

The ecommerce market itself is projected to generate revenue exceeding USD 7 billion in 2025, with a robust growth rate approaching 12% CAGR through 2030. This growth has attracted both domestic and international logistics players eager to capture market share. (bangladesh-logistics-and-warehousing-market , n.d.)

Domestic players such as Pathao, one of the earliest platform-based logistics companies, have seen significant growth by integrating ride-sharing with parcel delivery services and expanding in major cities. Steadfast, Sundarban Couriers, and SA Paribahan continue to hold strong positions due to their extensive ground transport networks. (pioneering-bangladeshs-e-commerce-revolution, n.d.)

This competitive pressure drives companies like Carrybee to differentiate through technology-driven operational models, integrating digital merchant platforms, real-time parcel tracking, and leveraging US-Bangla Airlines' aviation infrastructure for superior mid-mile service.

3.3 Industry Maturity

While global ecommerce logistics has reached a high level of sophistication with automation, robotics, AI-enabled route optimization, and blockchain supply chain transparency, Bangladesh remains in an emerging state. Challenges such as inconsistent addressing systems, infrastructure limitations, and traffic congestion slow logistics efficiency.

However, the industry is making marked progress. Increasing adoption of digital platforms, better government policies (such as the National Logistics Policy 2024), and rising investments in infrastructure and technology are rapidly modernizing logistics capabilities. Companies led by innovative models like Carrybee are at the forefront, bridging the gap between traditional courier services and the technological sophistication demanded by ecommerce. (bangladesh-logistics-and-warehousing-market , n.d.)

3.4 Expanded PESTEL Analysis

- **Political:** The logistics sector benefits from political stability and supportive government initiatives aimed at improving infrastructure and trade facilitation. The government's National Logistics Policy promotes multimodal connectivity and customs modernization, essential for ecommerce and cross-border logistics growth. Nonetheless, political unrest, worker strikes, or geopolitical tensions, especially related to regional trade, could create operational disruptions. (bangladesh-freight-and-logistics-market, n.d.)
- **Economic:** Steady economic growth, alongside a burgeoning middle class, underpins rising consumer purchasing power and ecommerce adoption. Import and export activities, manufacturing investments, and urbanization further stimulate logistics demand. Inflationary pressures and fluctuating global fuel prices could affect operational costs and profitability. (pioneering-bangladeshs-e-commerce-revolution, n.d.)
- **Social:** The young population's increasing internet and smartphone access fosters a growing ecommerce user base. Online purchasing habits, combined with preferences for cash-on-delivery and digital payments, create evolving logistics service demands. Seasonal festivals drive volume spikes necessitating scalable and agile delivery networks. (what-is-e-commerce-2025-blankladeshi-trends , n.d.)

- **Technological:** Digital transformation is central to gaining competitiveness. Advanced data analytics, AI, blockchain, and cloud computing enhance inventory management, tracking accuracy, route planning, and customer engagement. Continuous investment is vital to keeping pace with global logistics innovations and meeting rising customer expectations. (bangladesh-freight-and-logistics-market, n.d.)
- **Environmental:** Bangladesh's challenging weather patterns, urban congestion, and limited infrastructure impose delivery constraints and cost pressures. Sustainability concerns are motivating logistics companies to adopt electric vehicles, green packaging, and energy-efficient warehousing to reduce environmental footprints while complying with emerging regulations.
- **Legal:** Logistics players must adhere to rules regarding customs clearance, labor protections, data privacy, and consumer rights. Regulatory clarity is improving with policies aimed at safer, more transparent ecommerce and logistics practices, yet ongoing legal changes require vigilance and adaptability. (Sultana_Tanjum.pdf, n.d.)

3.5 Enhanced Porter's Five Forces Analysis

- **Threat of New Entrants:** Moderate. While relatively low capital is needed to start regional courier services, developing nationwide networks with technological sophistication and aviation logistics integration requires substantive assets and management capabilities that moderate threat levels. (Sultana_Tanjum.pdf, n.d.)
- **Bargaining Power of Suppliers:** Variable. During peak periods, fuel and vehicle suppliers can exert pricing influence. Technology vendors supplying software, tracking systems, and data analytics tools hold critical leverage due to their strategic role in enabling efficient operations and customer experience. (bangladesh-freight-and-logistics-market, n.d.)
- **Bargaining Power of Buyers:** High. Ecommerce merchants have increasing options, putting downward pressure on prices and service standards. Superior integration capabilities, reliability, transparency, and cost efficiency are crucial to retaining customers in this competitive marketplace.
- **Threat of Substitutes:** Low to moderate. Direct merchant deliveries, informal networks, or alternative transport methods exist but do not scale effectively or provide the technological assurances and service reliability of professional 3PL operators.
- **Rivalry Among Existing Competitors:** Intense. Strong domestic players such as Pathao, Steadfast, Sundarban Couriers compete alongside international logistics giants DHL and FedEx. Market rivalry centers on technology adoption, delivery speed, geographic coverage, cost management, and customer experience. (Sultana_Tanjum.pdf, n.d.) (bangladesh-freight-and-logistics-market, n.d.)

Chapter 4: Main Internship Activities

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4.1 Organizational and Departmental Overview

Carrybee's E-commerce Logistics Operations

Carrybee, established as a subsidiary of US-Bangla Airlines, has emerged as a significant player in Bangladesh's rapidly growing e-commerce logistics landscape. Unlike traditional logistics providers, Carrybee leverages both air and ground transportation, ensuring faster, more reliable deliveries across the country. Its technology-driven solutions, such as real-time tracking, smart route optimization, and cash-on-delivery integration, have positioned it as a preferred partner for e-commerce and F-commerce merchants who demand speed, transparency, and reliability.

The company's logistics framework is deeply intertwined with digital platforms, where product innovations such as the Merchant Panel, Operational Management System (OMS), invoicing tools, and mobile applications serve as the backbone for connecting merchants, operations teams, and customers.

Carrybee's logistics operations cover a wide range of functions designed to support the end-to-end e-commerce supply chain in Bangladesh. The key functions include:

- Picking up parcels from merchants.
- Sorting and routing parcels at hubs.
- Delivering parcels to customers (last-mile delivery).
- Collecting and settling cash-on-delivery payments.
- Handling returns and reverse logistics.
- Providing real-time parcel tracking for merchants and customers.
- Supporting merchants with invoicing and dashboards.

Departmental Overview

My Position: Product Analyst Intern

Department: Product Development

Reporting Line: Head of Product Development & Product Owner of Carrybee

It is the Product Development Division that serves as interface between Carrybee's technology, its operations, and its business. It offers up a considerable fulcrum to help drive digital innovation in line with operational needs and business ambitions. As the axis of cross-functional integration, the function translates actual logistic problems into technology-assisted solutions.

I was lucky enough to be part of it while I was an Intern and had to work very closely with the Engineers, Designers, Ops gusy and the Busine folks. The department was not interested in simply building digital platforms, but was looking to deliver tools that could also grow the business to the degree Carrybee has grown, and improve the merchant and customer experiences. These products viz., Merchant Panel, OMS, invoicing tools, website, mobile apps (Merchant App & Agent App) are intricately designed and regularly improved taking into account various minute details of day-to-day logistics operations from order origination to the end of the delivery cycle.

These are the features introduced considering that logistics services of Carrybee should be fast, transparent and user friendly like mandatory features with the competitive e-Commerce market of Bangladesh.

How Carrybee Product Development Team is Operating? And Why it's Necessary?

- **Translate business and ops requirements with deep facial digital product solution:** partner with users to browse merchant and courier pain, logs internal pain, translate these needs to product feature to help daily logistics operation;
- **Developing core platforms:** We are constantly updating Merchant Panel, OMS and invoicing tools to keep order management, payment processing [pn1] and communication as easy as possible.
- **Website dev & enhancements:** They are also working on developing and enhancing Carrybee's website to make it user friendly and create real time shipment tracking and merchant onboarding for a great online presence for enough company.

- **Merchant App & Agent App:** The department is responsible for designing and enhancing mobile app for different stakeholders, merchants to make order and trace, courier to pick-up, deliver orders and submit report, so that the logistics can be planned and well-coordinated end to end.
- **Cross function alignment:** ensure alignment with operations and business, to make sure the tech solutions we are working on are the right ones to kill bottlenecks and enable us to be more efficient.
- **The prioritized sequence for testing platforms:** You are user-centric and want to ensure that Carrybee's digital platforms are being tested to deliver the best user experience: It's guaranteed that Carrybee's platforms will be very easy to use, consistent and reliable for the merchants, couriers and consumers, leading to happy our happy customers, high level of trust and satisfaction.
- **Driving scalability & innovation:** The department is not only working the issue at hand, but anticipating what the future holds, and shaping systems that have the capacity to not only handle more volume, but also integrate innovations that will make Carrybee more competitive on the logistic fields.

As an intern I could not see them as a more integral part of the Product Development team. It was a chance to observe directly the fusion of technology, design and logistics behind the products that are not only crucial for the internal operations of a company but also are redefining how customers experience e-commerce, which is highly competitive given the small market size of the logistics industry in Bangladesh.

4.2 Key Recurring Tasks and Responsibilities

During my internship at Carrybee, I was involved in a variety of recurring tasks that formed the core of my daily and weekly responsibilities. These tasks were designed to support the development, optimization, and implementation of digital solutions that enhance Carrybee's e-commerce logistics operations. Regular engagement with these activities allowed me to gain practical insights into product management, operations, and technology-driven logistics processes.

The key recurring tasks I performed included:

- **BRD and PRD Development:** Drafting and refining business and product requirement documents to align features with operational and business needs.

- **Wireframe and UI/UX Design:** Creating wireframes for the Merchant Panel, Agent App, and website to guide user-friendly interface development.
- **Operational Flow Mapping:** Designing visual diagrams to capture end-to-end logistics workflows, including parcel pickup, sorting, delivery, and returns.
- **Competitive Benchmarking:** Analyzing competitor platforms to identify gaps and improvement opportunities for Carrybee's products.
- **Data Collection and Reporting:** Preparing reports and dashboards using Tableau and Excel to support product and operational decisions.
- **Field Observations:** Visiting hubs and interacting with merchants/agents to gather practical insights for product enhancements.
- **Cross-Functional Collaboration:** Attending daily stand-ups, sprint reviews, and meetings with various teams to ensure alignment and feedback integration.

4.3 Working Environment and Functions

During my internship at Carrybee, I experienced a professional and structured working environment that closely mirrors industry standards in e-commerce logistics and technology development.

Workplace and Schedule

I was based at Carrybee's office located at 97, Sohrawardy Avenue, Baridhara Diplomatic Zone, Dhaka-1212, Bangladesh. The standard working days were Sunday to Thursday, from 10 AM to 7 PM, allowing for consistent engagement with project tasks, cross-team meetings, and collaborative development activities. While overtime was not a regular requirement, additional hours were occasionally necessary to meet deadlines for product documentation, wireframe reviews, or sprint deliverables.

Professional Setup

The office environment promoted an Agile-driven, open-plan culture, emphasizing iterative development, continuous feedback, and active collaboration. Daily routines included stand-ups, sprint planning, backlog grooming, and retrospectives, which fostered accountability, coordination, and timely progress tracking.

I was guided under the FAST program (Focus, Adapt, Streamline, Test), a structured mentorship framework that provided continuous support to bridge practical skills with industry standards. Senior executives and team lead consistently offered feedback, helping me navigate real-world challenges in e-commerce logistics, product design, and operational efficiency.

Unusual Working Days and Field Exposure

I participated in field visit to a logistics hub, which was Pallabi Hub, to observe end-to-end operations in real time. That visit was critical in understanding the practical complexities of last-mile delivery, cash-on-delivery management, and returns processing. Such exposure helped me translate real operational challenges into actionable improvements for the digital platforms I worked on.

Overall Experience

The combination of structured office work, hands-on field exposure, and continuous mentorship provided a holistic understanding of both Carrybee's operational workflows and technology ecosystem, enabling me to contribute effectively to product development and process optimization.

4.4 Challenges and Resolutions

In my internship period at Carrybee I faced several technical and operational challenges reflecting the fast-paced and complex world of e-commerce logistics.

1. Familiarization with New Work:

The different layers of logistics to it all, and the more tech-driven modern retail, took time to adjust to at first. Active learning and continuous observation from end-to-end requirements of placing orders and sorting parcels to last mile delivery and returns were the order of the day. I reduced this by being involved in first-hand day-to-day working systems by accompanying field visits to places like Pallabi and working closely with Operations teams to understand how the systems that I was designing were impacting day-to-day work.

2. Rapid Agile Cycles and Multitasking:

Carrybee was a startup where the work was agile sprints, backlog grooming and incremental development so I had to juggle, manage my time properly and remain focused. The importance of Validating through Wireframe/stay with UX Process all through implementation Wireframes/Wireframe based sentiments Validating through Wireframe/stay UX Process all through implementation all these gets likeliness from multiple important pieces (such as BRD/PRD, wireframes, operational flow charts) can control cost and prioritization cannot be stressed enough.

3. Communication and Language Barriers:

Working with a cross functional team of engineers/designers/ops was a challenge because communication when it came down to technical changes was difficult. As I said few members are not having knowledge of few technical things, so many points were raised and I need to clarify and confirm them out of it for better execution. Which was really helpful practice in communicating cross-culturally and working professionally with others.

4. Limited Access to Sensitive Data:

Data on a granular, customer-level was rare due to privacy constraints. That limitation necessitated decisions to be made on KPIs that did not include single assets, but rather proxy metrics and observations. I became proficient at reading these signals and leveraging them to make optimal product decisions and to defend process adjustments.

5. Learning New Tools and Technologies:

The use of tools like Figma, Tableau, ClickUp, WordPress and Tutor LMS were compulsory to complete assigned tasks. It was a challenge to get to grips with when I first encountered it but with some focused practice, a bit of guidance and perseverance I was soon using it for wireframing, data visualization, project management and website building.

Resolution and Learning Outcomes:

I have become more resilient, efficient, communication-driven across the entire spectrum of multidisciplinary expert teams, and resourceful with the way I work with data, all thanks to these challenges I overcome. With all those hurdles behind me, I not only gained technical and business acumen but also a much finer understanding of the operational and strategic nuances of e-commerce logistics at Carrybee.

4.5 Assigned Internship Tasks and Gained Experiences

I was involved in a lot of launching and operating projects as my intern at Carrybee. These set of activities not only enabled me to contribute significantly towards the Company's e-commerce Logistic ecosystem but also enabled me to learn a lot across technology, ops and business areas. The main tasks, and skills I acquired as follows:

4.5.1 Improving Documentation: Development of BRD and PRD

I was the main Focal point for BRD & PRD gap analysis, elaboration and development. I gathered input across various teams (operations, customer support, and IT) and developed product requirements that were clean, actionable, and in sync. These papers also ensured that also the needs from the industry related to the logistic operators, the business actors and the final customers have been addressed gthrough new services such as the addition of real-time tracking, order management, and invoicing tools. This has been instrumental in aiding me develop good knowledge in requirement collection, documentation, and coordinating with stakeholders.

4.5.2 Wireframe Design for UI/UX Alignment

I also created comprehensive Wireframes for the Merchant Panel, Agent App and website to crushed down where every user interface element will go and how all user interface elements will interact with each other's. They were also key reference materials for our UI/UX team as they developed an easy-to-use experience tailored to the specific needs of e-commerce logistics. This project gave a hands-on with user-centric design and usability of digital products.

4.5.3 Comprehensive Operational Flow Mapping

One of the primary projects was to create the complete end to end logistical workflows in Figma of order reception, parcel collect, sort, last mile delivery, returns. You can also read my previous interviews and workshops with dev side/design side teams to tap into their street wisdom. So, this assignment taught me the bottleneck, I can consult what can be the changes in process to eliminate that, and where technology was brought in in physical logistics operations.

4.5.4 Field Immersion and Hub Visit

I went on field visits to hubs such as Pallabi Hub to see for myself how things work. It was a holistic view that forced me to connect the dots between my dry models of workflows, and the reality of return (with COD collections, last mile delivery effected constraints). It was an excellent learning trip that we could able to see the planning of how digital product development turns into logistic environment and made the sense.

4.5.5 Stakeholder Involvement: Interaction among Merchants and Customers

I also ran a ground campaign with merchants and customers, around delivery times, usability, transparency in comms, to make sure that the shell pilots we were building was addressing the real user needs. I put this feedback into a spreadsheet, and I analyzed the feedback by talking to product owners and operation leads. This has also built upon my ability to interpret user insights into product-level features.

4.5.6 Product Benchmarking and Market Analysis

I have also independently competitively analyzed the Carrybee apps with other local and international courier services such as Pathao, Steadfast, RedX, DHL, and UPS. Functional shortcomings, usability problems, requirements for data integration and for prioritization of product development tasks were the main results of this benchmarking study.

4.5.7 Development and Launch of Digital Learning Platform

I was responsible for designing & customizing CarryBee Academy, our in-house LMS platform on WordPress & Tutor LMS. This is a powerful way to enable your employees with scaled up training to support operational excellence, and enable ongoing learning. I got to do platform design, content structuring and training workflow.

4.5.8 Website Revamp and Frontend Improvements

I worked on revamping Carrybee's website, implementing responsive design, enhanced merchant interfaces, and interactive order tracking features. Collaborating with designers and developers, I translated UX concepts into practical web interactions. This strengthened my skills in web development, frontend usability, and stakeholder-driven design implementation.

4.5.9 Presentations and Knowledge Dissemination

Finally, I prepared and presented reports to top management detailing website features, operational workflows, and product implications. I also documented process maps and analyses to support future development and knowledge transfer. This activity enhanced my presentation skills, strategic thinking, and ability to communicate technical concepts to leadership.

4.6 Interactions and Communications

During my internship at Carrybee, I had the opportunity to work closely with a diverse group of professionals across various departments. Their guidance, expertise, and collaborative spirit greatly enriched my learning experience and helped me contribute effectively to ongoing projects. Below is an overview of key individuals I interacted with, along with their roles and the nature of our collaboration.

- **Md Abdullah Al Mamun, Managing Director and Founder of US-Bangla Airlines:** I had the opportunity to attend two important meetings when he visited our department to discuss Carrybee's future strategic plans. During these sessions, we explored how the new website and mobile applications would function to support business growth and operational efficiency.
- **Jahidur Rahim, Vice President and Head of Courier Operations:** I interacted with him during important meetings focused on logistics strategy and Merchant Panel development. His insights provided a high-level understanding of operational challenges and courier service management.
- **Md. Golam Muktadir, Assistant General Manager, Business & Performance Management:** In absence of my line manager, I need reported to Md. Golam Muktadir. He was instrumental in guiding me through the transition into professional work life. His mentorship helped me understand workplace professionalism, effective communication, and how to navigate organizational culture confidently, which greatly boosted my adaptability.
- **Javed H. Ahmed, Line Manager and Head of Product Development:** He was the key primary point of contact for me and the one who managed me during the internship. He added more granularity to product development topics like BRD/PRD writing, wireframe review, and operation flow map. He also reviewed and signed off on my work, such as business documentation and diagrams, and has been one of the central figures in crafting my understanding of Carrybee's product strategy and logistics operations.

- **Md. Moin Khan, Senior Executive, Project Management:** Throughout my internship he supported me a lot had trust in my work. From doing mundane chores to managing major projects, I was closely mentored by Md. Moin Khan. I worked with him on project planning and tracking with ClickUp which levelled up our ability to manage workflows.
- **Rahat Kaiser Bijoy, Senior Executive, HR:** Rahat Kaiser Bijoy was my main contact for all HR-related matters. He facilitated the process from document submission after my interview, integration into the ERP system, and continued to support me through to the successful issuance of my internship completion certificate.
- **Mehedi Hasan Asif, Manager, Central Sorting Operations; Md. Antezar Hossain, Manager, Outside Dhaka Operations; Nur Islam, Manager, Inside Dhaka Operations, and rest of the OPS team:** They collectively helped me gain a comprehensive understanding of logistics operations from A to Z. Their insights into daily challenges and operational requirements greatly enriched my knowledge and informed the app and website feature requirements to better serve logistics teams.
- **Sufian Ahmed, Deputy Manager, Data Intelligence & Research, Md. Asif Rayhan, Deputy Manager, Key Account Management; Akash Saha, Deputy Manager, Key Account Management and rest of the Business team:** They played a vital role in broadening my understanding of the business dynamics of Carrybee. Through interactions with them, I learned about account management strategies and gathered their specific feature requests for the app and website, which were critical in aligning the digital solutions with business needs.
- **Ahmed Asif Rashid, Assistant Manager, Key Account Management:** He reviewed and approved my translations of the Agent App user interface strings from English to Bangla, ensuring language appropriateness and usability for local users.
- **Preti Chakraborty, Business Analyst:** She was my main collaborator for understanding business requirements and system workflows. She helped me study and finalize PRDs, contributed to wireframe designs, and clarified complex logistics processes. Her support was invaluable in bridging business analysis and technical documentation.

- **Mahmud Ridwan, Business Analyst:** I consulted with him extensively to understand the agent panel and commission calculation logic. He guided me in creating detailed swim lane diagrams for agent commission workflows.
- **Design Team and Developer Team:** I participated in cross-functional meetings with these teams to brainstorm and review designs for the Merchant App and other platform features. Their feedback helped me refine UI/UX layouts and align with business goals.
- **TechnoNext Team:** I attended a handover meeting with this external development team regarding the MVP BRD, discussing API connectivity, analytics, and support systems to ensure smooth product handoff.

4.7 Working Tools and Methodologies

Throughout my internship at Carrybee, I relied on a diverse set of tools and methodologies to support product development, operational analysis, and overall project management. These tools not only facilitated efficiency but also enhanced collaboration, data-driven decision-making, and design quality across departments.

1. Agile Framework: I actively participated in daily standups, sprint planning, backlog grooming, and retrospectives, which ensured iterative development and continuous improvement in product delivery.

2. Project Management Tools: ClickUp and JIRA were used to track tasks, monitor progress, and facilitate cross-functional collaboration, enabling smooth communication between product, operations, and technology teams.

3. Design and Prototyping Tools: Figma, Whimsical -Used for wireframes, doing UI and operation flow diagram, processed business requirements into visual designs.

4. Data Analysis & Visualization Tools: Data was analyzed, performance KPIs were tracked and reporting was done in Tableau and MS Excel, working with Google Sheets facilitated sharing insights and real time team performance monitoring.

5. Web and LMS Development: Used WordPress to develop Carrybee's responsive website, and Tutor LMS used for the creation of CarryBee Academy, an internal learning platform for employee training as experimental.

6. Presentation and Communication Tools: Canva was leveraged for creating professional presentations, supporting clear communication of project outcomes and strategic recommendations to stakeholders.

7. AI-Assisted Tools: AI platforms like ChatGPT, Perplexity, Grok, and Gemini were utilized for quick research, ideation, and workflow assistance, allowing me to enhance my understanding, generate ideas, and solve challenges efficiently.

4.8 Correlation Between Academic Theory and Practical Experience

During my internship at Carrybee, I was able to effectively bridge theoretical knowledge from select BTM courses taught at the Islamic University of Technology with the real-world challenges and tasks I encountered. This synergy enriched both my practical contributions and learning, allowing me to better navigate the complexities of ecommerce logistics product development and operational management.

Table 4.1 Correlation Between Academic Theory and Practical Experience

Course	Academic Theory	Practical Application at Carrybee
BTM 4101: Principles of Management	Identifying inefficiencies in project coordination, resource allocation, and operational communication. Understanding management functions and addressing dependencies within projects.	Recognized inefficiencies in project management at Carrybee and assisted in improving coordination and resource allocation across departments. Managed interdepartmental communication effectively.
BTM 4203: Business Communication	Techniques for clear, concise, and structured communication, essential for developing effective documentation and team coordination.	Developed BRDs and PRDs for new product features, enhancing communication between developers, product managers, and operations teams.
BTM 4207: Organizational Behavior	Learning about team dynamics and conflict resolution in professional settings. Focus on maintaining productivity in collaborative environments.	Applied knowledge of team dynamics during Agile development cycles, ensuring smooth cross-functional collaboration and conflict resolution.

CSE 4361 & 4461: Computer Science and Technology	Developing technical expertise in backend systems, API documentation, and app integrations.	Contributed to backend API documentation and mobile app integration, ensuring system robustness and improved user interface across Carrybee's platforms.
BTM 4523: Logistics and Supply Chain Management	Introduction to supply chain management from both analytical and practical perspectives. Understanding key supply chain concepts like procurement, logistics, distribution, and inventory management.	Gained practical experience in e-commerce logistics by participating in the development of processes like inventory management, last-mile delivery optimization, and shipment tracking within Carrybee's logistics operations.
BTM 4531: Product and Services Development	Understanding the product lifecycle and iterative development models used in product and service design.	Contributed to feature development and user experience improvements, especially for merchants and operational users, by refining wireframes and service offerings.
Hum 4561: Psychology	Emotional intelligence and stress management in professional settings. Developing effective communication skills under pressure.	Used emotional intelligence to maintain composure during stressful situations, especially during sprint reviews and stakeholder presentations, ensuring clear and productive communication.
BTM 4609: Management Information Systems	Insights into system integration (e.g., ERP, OMS) and how technology supports business operations.	Assisted in integrating the Operations Management System (OMS) with Carrybee's platform, helping streamline e-commerce logistics processes.
BTM 4801: Project Management	Project planning, execution, monitoring, and control. Focus on managing resources, timelines, risks, and feasibility.	Utilized project management techniques like backlog grooming, sprint planning, and feature timeline management to improve product delivery and ensure timely project execution.

4.9 Work Samples and Practical Contributions

During my internship at Carrybee, I engaged in various projects that involved designing, analyzing, and documenting processes. The following work samples highlight the tasks I undertook and the outputs I contributed to:

Wireframes for Digital Platforms

Designed Whimsical wireframes for the Merchant Panel and Agent App.

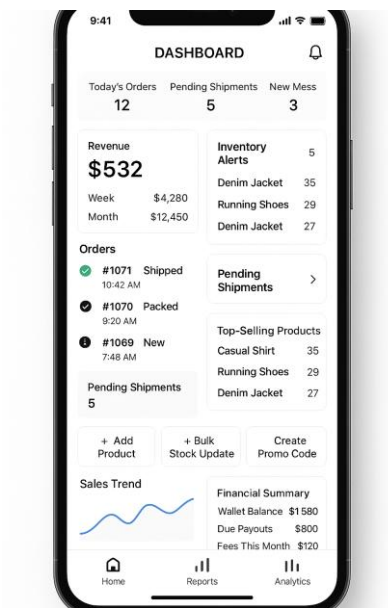


Figure 4.1 Marchant Panel Mobile Dashboard

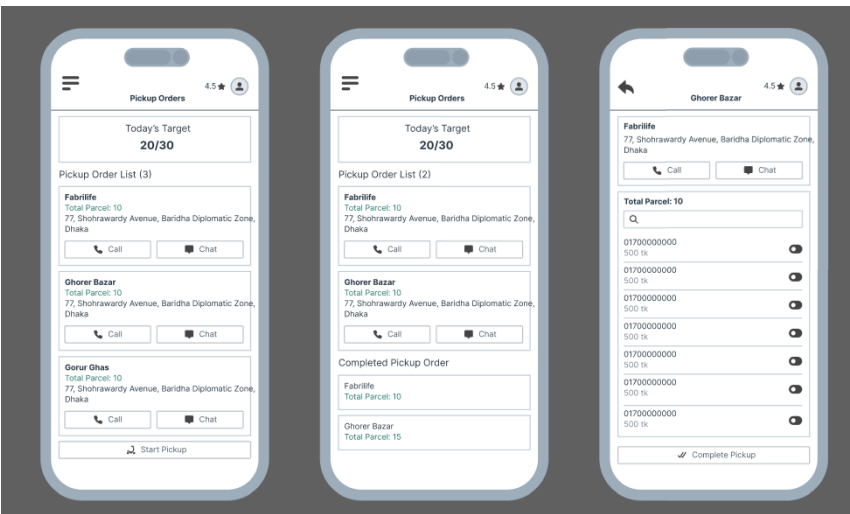


Figure 4.2 Agent App Wireframe

Website and Frontend Development

Created a new Carrybee's responsive website. Where I implemented enhanced merchant interfaces, tracking tools, and navigation improvements.

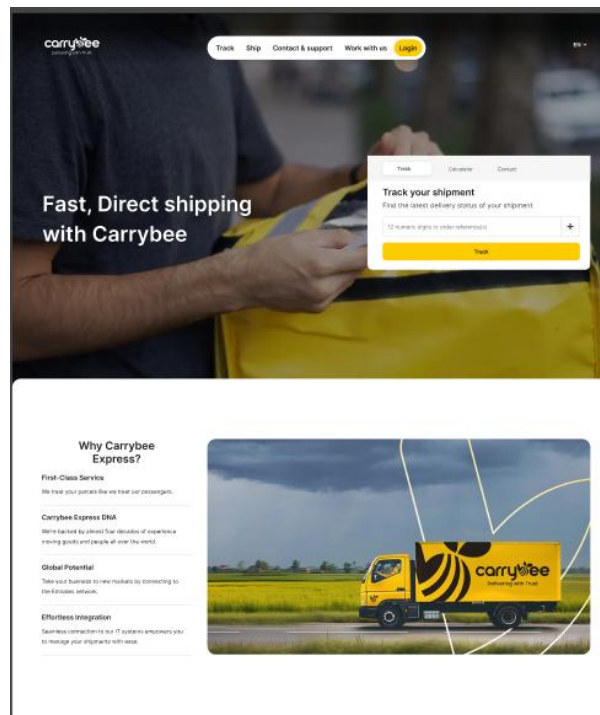


Figure 4.3 Carrybee's New Website

Digital Learning Platform (CarryBee Academy)

Developed and configured an experimental internal Learning Management System (LMS) with WordPress and Tutor LMS which was ready to go.

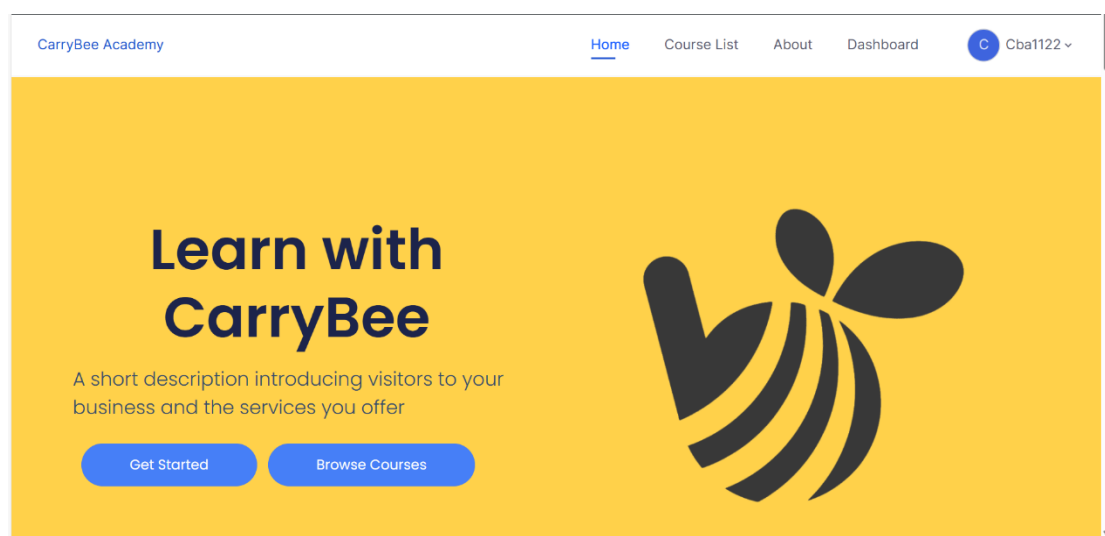


Figure 4.4 Carrybee Academy (LMS)

Merchant Panel Dashboard Development

Contributed as a Product Analyst to build and document the Merchant Panel Dashboard, the heart of the product and main service point.

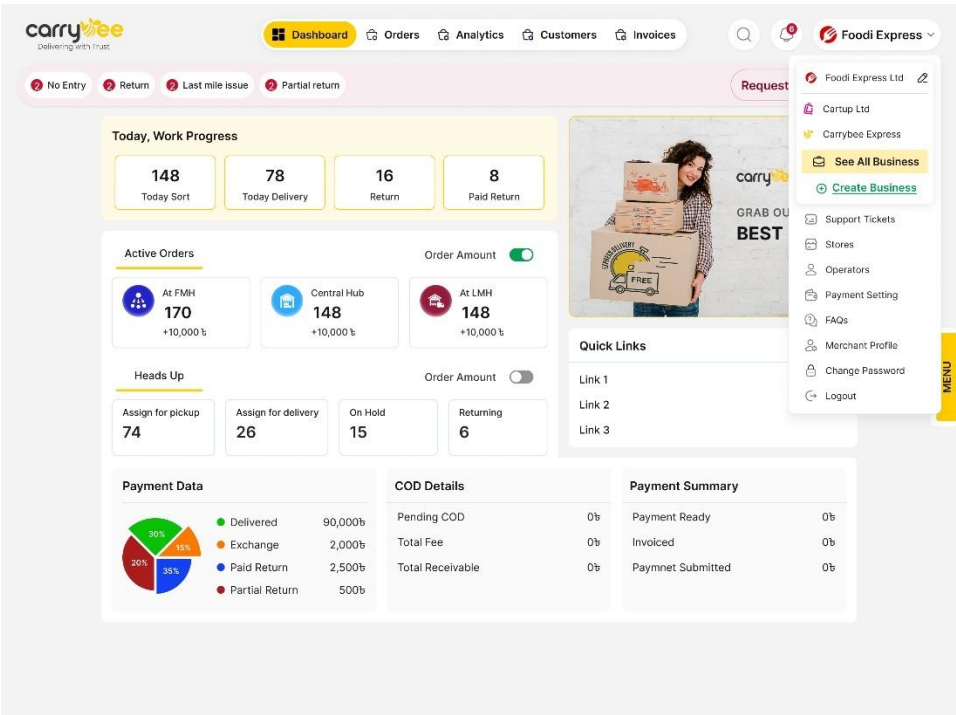


Figure 4.5 Carrybee's Merchant Panel Dashboard

Chapter 5: Analysis of Internship Activities

Chapter: 5 Analysis of Internship Activities

5.1 Key Learning Outcomes

5.1.1 Product Lifecycle as an Experience Source

I was involved from the very start all the way through the cycle of ecommerce logistics product development at Carrybee. I had the opportunity, with the support of my supervisor the Head of Product Development, to get a lesson in the techniques of summarizing operation problems and merchant responds that translated into a comprehensive Business Requirement Document (BRD) and Product Requirement Document (PRD). The focus here was tradeoffs between feature benefits and overall consequences on more global logistics KPIs, which is important from a Carrybee perspective in optimizing home delivery in ecommerce in Bangladesh.

It was an experience that proved that good documentation and strategy are the foundation of a productive agile product development in an intricate logistic situation.

5.1.2 Leading Digital Process Improvements

Another key achievement was overseeing the build-out of ClickUp to normalize project management processes across the departments. This one tool wiped out disparate spreadsheets and ad hoc tracking and with it, the accountability, discipline and transparency of how stuff was getting done all of which were prerequisites to scaling Carrybee's technology powered logistics processes.

5.1.3 Team Based Learning and Cross Functional Transparency

It was very helpful already during my training for the regular mentor meetings to improve technical documentation and review software interface design. Working closely alongside the Business Analyst and UX/UI team also gave me a better insight to localized user experience problems that Carrybee's wide array of merchant's needs.

5.1.4 Ground-Truth Insight via Hub Visitation

Fieldwork at the Pallabi Hub was thus a way of allowing theory and practice to meet. The hands-on following of the parcels entering, sorting, delivering etc provided an extremely valuable deep dive into where there were process and design inefficiencies in the Carrybee company digital systems.

Speaking to hub in charge and agents, it seems that there are some choke points and workarounds, and a tech-based logistics system that will actually match a market like Bangladesh.

5.1.5 Data-Driven Prioritization and Agile Flexibility

All the while, I employed backlog prioritization and iterative product changes driven from operational data (delivery timeliness, merchant retention, feature adoption rates). It adopted a culture of continuous improvement characterized by results rather than sentiment, which is an essential component of the agility aspect of this Carrybee e-commerce logistics technology.

5.1.6 Growth in Technical and Analytical Skills

I was also able to develop flexibility by learning how to use different applications like Figma to design the process, Tableau to analyze the data, WordPress & Tutor LMS to conduct internal training, and ClickUp to manage the agile project. But more importantly I also discovered how to leverage the strengths of each tool in its context, to play a part in multi-disciplinary teams and fluctuating processes.

5.2 Internship Work Environment and Conditions

The physical and professional working environment at Carrybee was highly satisfactory. The office at Baridhara Diplomatic Zone provided a modern, open-space setup that encouraged collaboration and quick communication. The entrepreneurial culture made the workplace dynamic, where adaptability and speed were valued above rigid routines.

As I previously described in Section 4.3, the organization maintained a professional yet flexible workflow supported by Agile practices, collaborative tools, and continuous feedback mechanisms. Still, during my internship period, I experienced both positive aspects and notable challenges within this environment, which can be categorized as follows:

- **Speed and Flexibility:** The startup culture encouraged adaptability, where shifting priorities required quick learning and multitasking.
- **Cross-Team Interaction:** Daily collaboration with Product, Engineering, and Operations teams created opportunities to learn beyond one's own role.
- **Mentorship and Growth:** Structured and informal feedback helped me refine skills in documentation, analysis, and user interface development.
- **Constraints in Data Access:** Confidentiality restrictions sometimes limited decision-making, pushing me to use creative alternatives such as proxy indicators and cross-checking with stakeholders.

5.3 Company-Level Strategic Analysis

The inclusion of digital project management in Carrybee is a demonstration that the focus is "sustainability and business discipline in scaling and running the business". However, hands on hub operation are predominantly of manual type job that resulted in inefficient and unsatisfied accuracy.

My suggestions for process automation includes testing barcode sortation and digital task tracking, are good examples of creative ideas to drive down errors and expedite the processing of parcels.

Strategic opportunities that are presented by market and product research include:

- Automation of sorting and data entry of hub operations to improve throughput and minimize the dependence on labor.
- The growth of micro-hubs in rural unexplored areas coupled with local courier networks to expand the reach of ecommerce in a sustainable manner.
- Updating merchant analytics dashboards to be more customizable and faster to identify issues.
- Increasing the responsiveness of customer services by using AI chatbots and a wide range of knowledge bases to support the app services.

5.4 Market-Level Strategic Outlook

Carrybee benefits from a unique competitive edge by combining air freight capacity from US-Bangla Airlines with last-mile ground logistics operations. This integration offers faster, cross-district delivery solutions that many competitors cannot easily replicate. However, to sustain this advantage, the company must continuously strengthen its internal systems, particularly in terms of project management processes, communication flow, and agile software delivery.

From my ClickUp pilot experience, it became evident that operational maturity is just as critical as delivery infrastructure. While the network scale provides capacity, efficiency depends on structured workflows and timely feature releases.

Current market trends in Bangladesh's logistics sector show a sharp rise in customer expectations. Real-time parcel tracking, transparent billing, and round-the-clock service are no longer value-added features but are becoming industry standards. To remain competitive, Carrybee must ensure continued investment in digital infrastructure, allowing its merchant and agent platforms to adapt to evolving user needs.

Additionally, external challenges such as stricter data protection regulations and environmental disruptions like monsoon flooding highlight the need for resilient and adaptive logistics systems. Developing scalable, flexible, and customer-centric technology will be the cornerstone of Carrybee's future growth in this highly competitive market.

5.5 Professional Development and Future Career Impact

This internship bridged the gap in theory and problem solving. Whether it is leading the deployment of digital tools, coordinating cross-team workshops, or going out into the field itself, I have learned to apply product management models within a technology-based logistics context.

The leadership process to organize the project and align the stakeholders, especially in a very dynamic and changing environment, strengthened my communication and critical thinking skills. This will give me a solid background to pursue a career in product management and operational strategy and will place me in a position to introduce logistics innovation to new markets like Bangladesh.

Chapter 6: Recommendations and Conclusion

Chapter: 6 Recommendations and Conclusion

6.1 Recommendations

Organizational and Operational Excellence

1. Implement Real-Time Cross-Functional Dashboards

Centralized, real time dashboards (using either Power BI or Tableau) to provide visibility into key benchmarks such as Driver's utilization, delivery success rate, load patterns, SLA adherence and complaints closure. Visibility is vital for identifying problems, being able to take action more quickly, eliminating latency, and delivering a better service.

2. Use Predictive Analysis for Ride Scheduling

Predict demand through machine learning and experiment with different allocation algorithms to match riders. That will result in lower costs, faster delivery, superior customer satisfaction the kind of things, in other words, companies like Amazon Logistics are already known for.

3. Bake Continuous Field Feedback into Product Cycles

Set up formal processes to regularly collect feedback about riders and hub staff with surveys, and interactive software like Slack or ClickUp. This type of feedback should be examined at least on a monthly basis in order to achieve a close fit between product development and operations.

Talent Development and Internship Strategy

4. Create Formal Intern Onboarding and Mentorship

Add company culture, tools, processes and a small milestone project to onboarding. This, along with ongoing mentoring, also accelerates the interns' contributions and generates interest.

5. Encourage Cross-Disciplinary Intern Projects

Empower Product, Operations, Marketing, and Tech teams to work together building shared knowledge, collaboration, and creative problem solving together.

Strategic Market and Technology Initiatives

6. Diversify Into Smaller Hubs in Rural Smarten Up Others

Link small distribution centers and locally agent networks to increased ecommerce logistics coverage and reduced delivery time.

7. Enhance Merchant Analytics Tools

Empower your users with dashboards that meet their needs and give them live links and proactive alerts.

8. Integrate AI-Based Customer Support

Implement chatbots and “searchable knowledge bases” within apps to minimize response times and increase customer satisfaction.

9. Versatility in Construction for Regulatory and Environmental Change

Develop flexible infrastructure to adjust to regulatory changes and climate shocks that preserve operational resilience

10. Build System Flexibility for Environmental and Regulatory Change

Develop adaptable infrastructures to accommodate regulatory shifts and climate-related disruptions ensuring operational resilience.

6.2 Conclusion

Based on the experience I have had during the internship in CarryBee Express Ltd., The three months were a great experience as far as professional and personal development is concerned. Having operated in the fast-paced environment of the ecommerce logistics sector, which is characterised by the unyielding advance in technology and the urgency of operations, I could gain invaluable experience in the complexities of the relationships between digital product development and logistics on the ground.

The internship as a Product Analyst provided a holistic experience of the entire product lifecycle including conversion of the needs of various stakeholders into a coherent Business Requirement Document (BRD) and Product Requirement Document (PRD), designing operational work flows and easy-to-use interfaces. It was through these experiences that it became apparent that technology needed to be harmonized with the realities on the ground with regards to the logistics operations to enable it meet the high demands of merchants and consumers in the new Bangladesh ecommerce market.

Under the great leadership of CarryBee's management, the Head of Product Development, I had a chance to witness how a teamwork spirit, a fast pace of iterations and an openness to experiments are what really drive the product evolution. The field exposure on Pallabi Hub further enabled me to understand the real operations and enabled me to envisage how technology would take care of the gap.

The market size of e-commerce is said to reach USD 8 billion by 2025 and the growth rate of e-commerce is close to 11 percent annually and on the other hand the country's logistics is still at its nascent stage due to urbanization and digital revolution. I was at that nexus of theory and practice, and I am learning to take on new roles in the technology-led expansion of our operations into new markets.

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 1

ID: 200061160

Date: Mar 23 to Mar29, 2025

List of Activities:

- Studied the concept of Software Development Life Cycle (SDLC)—covered the full flow from stakeholder requirements (BRD, PRD) to Development, QA, UAT, and Release.
- Gained a solid understanding of Carrybee's core products:
 - Merchant Panel
 - Operational Management System
 - Invoicing & Billing
 - Merchant App
 - Agent App
- Explored key logistics and Agile concepts: 3PL, 4PL, 5PL, Sprint Goals, and SCRUM/Agile frameworks.
- Learned the end-to-end operational flow of Carrybee—from pickup to sorting to delivery (OSD/ISD).
- Participated in a meeting with Jahid Bhai (VP and Head of Courier Operations) regarding Merchant Panel development.
 - Received in-depth guidance on the Merchant Panel workflow—from merchant onboarding to pick up request generation—explained by Preti Apu (BA) and refined by Javed Bhai (LM and Head of Product Development).
- Learned to use Mockup Softwire for visualizations and created several analytical charts for the Analysis tab of the Merchant Panel: Customer Trend Analysis, Customer Retention Chart, Success Delivery Rate, Timely Delivery Review, Orders by Delivery Status Presented these to Javed Bhai (Line Manager) for feedback and approval.
- Acquired deep insights into BRD and PRD creation from Javed Bhai (LM and Head of Product Development).
 - Created a sample BRD for Direct Messaging App (DirectConnect Messaging v1) to connect Merchants and Agents.
 - Presented and explained the BRD to Javed Bhai.

Supervisor

Javed H. Ahmed
Head of Product Development
CarryBee Express Limited, US Bangla Airlines

Academic Supervisor

Tahani Tahmid
Junior Lecturer
Department Of BTM
Islamic University of Technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 2

ID: 200061160

Date: Apr 6 to Apr 10, 2025

List of Activities:

- Received the PRD/SRS for the Merchant Panel from Preti Apu(BA) for detailed study.
- Self-learned diagramming techniques for flowchart and system design documentation.
- Attended the Paperfly API Meeting focused on 3PL integration, Real-Time UAT, and demo review.
- Gained in-depth understanding of each component within the Merchant Panel and created a full BRD based on my analysis, which was shared with Javed Bhai (LM and Head of Product Development).
- Studied the Operational Panel modules:
 - User Management
 - Merchant Management
 - Order Management
 - Warehouse Management
- Created individual BRDs for each module and then consolidated them into a comprehensive BRD for the Operational Panel—submitted to Javed Bhai.



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Academic Supervisor

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 3

ID: 200061160

Date: Apr 13 to Apr 17, 2025

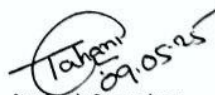
List of Activities:

- Collaborated with Preti Apu(BA) to help finalize parts of the SRS/PRD.
- Participated in a handover meeting with TechnoNext for the MVP BRD.
 - Discussion points: API connectivity, operations team integration, analytics, support ticket system, agent messaging (low priority), push notifications.
- Conducted a competitive analysis of courier/logistics companies, including global and regional players such as:
 - UPS, DHL, FedEx, Aramex, Hermes, DPD, ZTO Express, Japan Post, Yamato Transport, EMS, DTDC, Delhivery, Ninja Van, Pathao.
- Joined a session with Javed Bhai (LM and Head of Product Development) to understand the current invoice system used in the operations panel.
 - Learned how invoices progress from hub submission to merchant payment.
- Started developing a wireframe for the invoice system using Whimsical, covering all key tabs and functionalities discussed in the session.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 4

ID: 200061160

Date: Apr 20 to Apr 24, 2025

List of Activities:

- Studied the OMS Swim Lane Diagram shared by Javed Bhai (LM and Head of Product Development), which illustrated the full user flow—from order creation to invoice generation and Merchant Panel updates.
- Tasked with creating a similar swim lane diagram for agent commissions:
 - Consulted with Ridwan Bhai (BA) to understand the agent panel and commission logic.
 - Created and explained the finalized agent commission swim lane diagram to Javed Bhai.
- Assisted Preti Apu (BA) in creating multiple wireframes for both the Merchant Panel and Operational Panel (Invoice).
- Translated existing Agent App strings from English to Bangla, which were later reviewed and approved by Rashid Bhai and submitted.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 5

ID: 200061160

Date: Apr 27 to Apr 30, 2025

List of Activities:

- Received the Operational Flow Diagram on Figma from Javed Bhai (partially complete).
 - Tasked with reviewing and completing the flow.
- Added the Agent Salary user flow based on the previously created agent commission diagram, with necessary updates after consultation.
- Created detailed operational flow diagrams for:
 - Hub Payment Submission Flow: from agent run delivery submission to hub payment, including a hub balance ledger.
 - Merchant Payment Flow: from invoice generation to merchant payment confirmation.
 - Merchant Due Recovery Flow: dual-track flow for accounts and merchants, ending with due settlement and balance update in the system.
 - Merchant COD Ceiling Flow: illustrated system behavior when a merchant attempts 0-COD orders beyond their due limit.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 6

ID: 200061160

Date: May 04 to May 08, 2025

List of Activities:

- Conducted a competitive analysis of merchant-facing mobile applications from leading logistics companies including Pathao, Ninja Van, DII., and others to gather insights on key features, interface design, and user engagement strategies.
- Organized and participated in a cross-functional meeting with the Design Team and Business Team to review and brainstorm on the Merchant App design.
- Prepared and documented the Minutes of Meeting (MoM) titled: "Discussion on Merchant Panel Mobile App Design" — summarizing key discussion points, design suggestions, changes and next steps.
- Gained a solid understanding of the Order Management System (OMS) including order creation, assignment, and tracking workflows within Carrybee's logistics process.
- Based on this understanding, created a flow diagram for the Order Management System to visually represent each step from order placement to delivery.
- Studied the entire Merchant Onboarding process, from registration to verification and dashboard access to first order.
- Created a detailed Merchant Onboarding Flow Diagram using Figma, highlighting each interaction point and system validation involved in onboarding a new merchant.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 7

ID: 200061160

Date: May 11 to May 15, 2025

List of Activities:

- Created a comprehensive presentation on the competitive analysis of merchant-facing mobile applications from top logistics companies including FedEx, Steadfast, DHL, Pathao, and RedX.
 - Highlighted the core features, user experience, and functional strengths of each app.
 - Delivered a detailed comparison to identify potential improvements for Carrybee's merchant APP.
- Conducted in-depth research on Transportation Management Systems (TMS) to understand industry standards and critical functionalities.
- Studied and discussed the structure of US-Bangla's TMS, evaluating its capabilities, workflows, and strengths.
- Analyzed Carrybee's readiness and capability to implement and maintain a similar TMS, identifying both technical gaps and improvement opportunities.
- Based on the research and discussions, performed a competitive analysis of existing TMS systems in the market to support the foundation of a new Business Requirements Document (BRD) for Carrybee's future TMS development.



Supervisor

Md. Golam Muktadir
Assistant General Manager,
Strategy & Performance Management
CarryBee Express Limited, US Bangla Airlines



Academic Supervisor

Tahani Tahmid
Junior Lecturer
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Islamic University of Technology

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 8

ID: 200061160

Date: May 18 to May 22, 2025

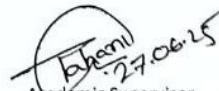
List of Activities:

- Conducted a collaborative meeting with the Developer Team to discuss key Merchant Panel features and how these functionalities can be adapted and integrated into the Merchant App for better user experience and consistency across platforms.
- Worked on finalizing the Figma operational flow diagram.
 - To complete it accurately, I gathered in-depth domain knowledge from the Business Analysis (BA) Team on several critical operational processes, including:
 - Lost Order Flow – understanding the exception handling when parcels go missing.
 - No Entry Order Handling – what triggers it and how it is managed in the system.
 - Pickup Order Request Workflow – how requests are generated, tracked, and processed.
 - Central Sorting Process – how parcels are moved through central sorting and processed.
 - Central Return Management – how undelivered parcels are rerouted or returned.
 - Parcel Basket Placement – rules and mechanisms for basket assignment.
 - Parcel Sorting Logic – criteria and process for final sorting before dispatch.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 9

ID: 200061160

Date: May 25 to May 29, 2025

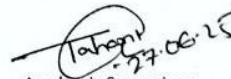
List of Activities:

- Visited the Pallabi Hub to observe the end-to-end logistics operations in real-time.
 - Monitored the daily workflow, starting from receiving consignments, sorting them based on delivery zones, assigning delivery agents, and executing the delivery run.
 - Observed how agents returned with cash collections and return parcels.
 - Got knowledge of how the pickup flow, where pickup agents first delivered return parcels to merchants and then collected new consignments for delivery.
 - Tracked how all picked-up parcels were returned to the hub, sorted, and organized into baskets for transfer to the Central Hub.
- Compiled and submitted a detailed Hub Visit Report, documenting all processes and observations across both forward and reverse logistics.
- Updated and finalized the Operational Flow Diagram in Figma by incorporating all newly observed hub-level processes.
 - Completed the full flow, covering both forward logistics (merchant → customer) and reverse logistics (customer → merchant/return → hub).
- Conducted a validation meeting with the Central Sorting Operations team to review and verify the updated operational flow diagrams.
 - Received feedback and final approval on the complete flow structure, confirming accuracy and alignment with ground operations.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 10

ID: 200061160

Date: Jun 01 to Jun 05, 2025

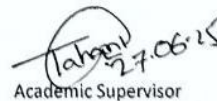
List of Activities:

- Assigned to understand and explore the project management tool ClickUp.
 - Studied how Agile and Scrum methodologies are applied within ClickUp for structured project management.
 - Learned the entire Agile Sprint flow:
 - Product Backlog → Sprint Planning → Sprint Backlog → Increment → Sprint Review → Sprint Retrospective
 - Gained insights into how ClickUp can streamline team coordination, task assignment, and tracking of sprint goals effectively.
- Additionally, I was tasked to explore how a Learning Management System (LMS) can be used to build an EdTech platform on WordPress.
 - Installed and configured Tutor LMS plugin on WordPress to build the initial version of Carrybee Academy.
 - Created a basic structure for online course delivery, including course listing, enrollment, and student progress tracking.
 - Held a discussion with the manager on how this LMS setup can be leveraged for future internal training programs or external educational products.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 11

ID: 200061160

Date: Jun 08 to Jun 12, 2025

List of Activities:

- Assigned to develop the new Carrybee website using WordPress.
- Collaborated with the UI/UX Design Team, following their Figma designs to ensure pixel-perfect implementation and consistency with brand guidelines.
- Successfully built a fully functional, responsive website that includes the following key pages and features:
 - Home Page with a dynamic hero section
 - Micro-animated Navigation Bar for enhanced user interaction
 - Track Page for real-time shipment tracking
 - Ship Page for booking parcel deliveries
 - Support Centre Page for customer assistance
 - FAQ Page addressing common user queries
 - Terms & Conditions Page for legal compliance
 - Work With Us Page highlighting career opportunities
 - About Us Page introducing Carrybee's mission and team



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Internship Weekly Report – Week 12

ID: 200061160

Date: Jun 15 to Jun 19, 2025

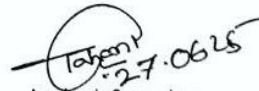
List of Activities:

- Created and presented a detailed walkthrough of the Carrybee website I developed on WordPress.
 - The presentation covered each section of the site, including design alignment with the Figma prototype, interactive components, and functionality of key features like the tracking module, animated navigation, and dynamic content areas.
 - Explained the logic and structure behind each page, user experience considerations, and responsiveness across devices.
- Prepared and delivered a comprehensive presentation on the Operational Flow Diagram I created in Figma.
 - Walked through each step of the forward and reverse logistics flows, including hub operations, sorting, delivery, return handling, and payment processes.
 - Highlighted how the flow diagram was built based on real operational observations and verified through discussions with the Central Operations Team.



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**INTERNSHIP COMPLETION CERTIFICATE
TO WHOM IT MAY CONCERN**

CBEL/PO/INTERN/2025/0007

09 July 2025

This is to certify that **Abu Mostafa Elias**, son of **Md. Abdul Mannaf**, has successfully completed his internship at **CarryBee Express Ltd.** from **23 March 2025** to **22 June 2025**.

During the internship period, he was assigned to the **Product Development** department as an **Intern**. Throughout the internship period, **Abu Mostafa Elias** consistently demonstrated exceptional dedication, professionalism, and a strong eagerness to learn. He actively participated in various projects and tasks, contributing significantly to the operations of the department.

CarryBee Express Ltd. Sincerely acknowledges **Abu Mostafa Elias's** valuable contributions and dedication during the internship tenure. His enthusiasm and commitment reflect positively for future professional growth.

We wish him continued success in all future endeavors.

Warm Regards,

Taqiur Rahman Bhuiyan

Assistant General Manager, People & Org
CarryBee Express Limited



Copies: Personnel File / People & Org Department