



الجامعة الإسلامية للتكنولوجيا
UNIVERSITÉ ISLAMIQUE DE TECHNOLOGIE
ISLAMIC UNIVERSITY OF TECHNOLOGY (IUT)
ORGANISATION OF ISLAMIC COOPERATION



**Internship Report on
Analyzing Business Growth and Service Development in Tech-Driven Courier
Services at Carry Bee**

Submitted to:

Islamic University of Technology

in partial fulfillment of the requirements for the degree of BBA in Technology
Management

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.

Nimul Hasan

ID: 200061135

Department of Business & Technology Management
Islamic University of Technology

Approved by:

Dr. Md. Nahin Hossain

Assistant Professor

Department of Business & Technology Management
Islamic University of Technology

Date of Approval: September 08, 2025



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Letter of Transmittal

08th September, 2025

Dr. Md. Nahin Hossain
Assistant Professor
Department of Business and Technology Management
Islamic University of Technology (IUT)
Board Bazar, Gazipur.

Subject: Submission of Internship Report.

Dear Sir,

I hereby submit the internship report titled “Analyzing Business Growth and Service Development in Tech-Driven Courier Services at Carry Bee,” in fulfillment of the internship program requirements. During my time with the Business and Performance Management Team, I gained practical insights into strategic growth and service operations. This experience bridged the gap between academic learning and corporate practice, enriching my professional development.

I hope this report meets your expectations and am available for any clarification you may need.

I hope my effort will succeed in satisfying your expectations. I will be available at any time convenient to you for clarification of any point of this report.

Sincerely yours,

Nimul Hasan

ID: 200061135

Business and Technology Management Islamic University of Technology

Islamic University of Technology

Declaration

I, Nimul Hasan, a student of the Department of Business and Technology Management of Islamic University of Technology, hereby confirm that the report I am submitting is an original and authentic piece of work solely written by myself under the supervision of Assistant Professor Dr. Md. Nahin Hossain. This report has not been submitted to any other University, College, or Organization for any academic qualification, and fully complies with the university's regulations regarding plagiarism and collusion.

I further undertake to indemnify the University against any loss or damage arising from any breach of the above declaration.

Student's Signature

Nimul Hasan

ID: 200061135

Department of Business and Technology Management

Islamic University of Technology (IUT)

Supervisor's Signature

Dr. Md. Nahin Hossain

Assistant Professor

Department of Business and Technology Management

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Acknowledgement

This internship journey has been nothing short of amazing. Working on this report gave me the opportunity to experience a real working environment, face challenges of varying significance, and learn valuable skills along the way. I'm deeply thankful to everyone who played a part in making this experience meaningful.

First and foremost, I'd like to acknowledge Assistant Professor Dr. Md. Nahin Hossain, Department of Business and Technology Management, Islamic University of Technology, for his guidance and support throughout the internship process.

A special thanks goes to Akash Saha, Deputy Manager of CarryBee Express Limited, and the entire CarryBee team. Their cooperation, encouragement, and insights helped me gain hands-on experience and better understand the workings of a tech-driven business.

Executive Summary

This internship report highlights my experiences as a Business and Performance Management intern at CarryBee Express Limited. The objective of the report is to provide a clear and concise overview of the organization, its operational structure, and its strategic focus on service development and business expansion. It outlines how CarryBee conducts business in a tech-driven logistics environment and details my roles and responsibilities throughout the internship. CarryBee Express Limited, a subsidiary concern of US Bangla Airlines is a fast-growing courier service company that leverages technology to improve efficiency and scalability. The company is focused on redefining last-mile delivery through digital optimization and customer-centric service models. During my internship, I worked closely with the Business and Performance Management team, where our core priorities included analyzing business growth, evaluating performance metrics, and supporting service enhancement initiatives. This report will share insights from my experience at CarryBee and reflect on the knowledge and skills I gained from being part of a fast-paced, innovation-driven environment.

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Title: Analyzing Business Growth and Service Development in Tech-Driven
Courier Services at Carry Bee.

Chapter 1

Introduction

1. Introduction

This report provides an overview of business growth strategy, performance analysis, and service development initiatives carried out at CarryBee Express Limited, a subsidiary concern of US-Bangla Airlines. CarryBee is a tech-driven logistics company focused on streamlining courier services through digital innovation and operational efficiency. It serves a diverse customer base across Bangladesh, with ambitions to scale its delivery network and service offerings further.

As a Business and Performance Management intern, I was part of a team responsible for evaluating service performance, exploring strategic growth opportunities, and supporting process optimization efforts. Our aim was to enhance operational outcomes and lay the groundwork for sustainable expansion in the competitive courier services sector.

In this report, I will share my learning experiences, contributions, and the business insights gained during my time at CarryBee Express Limited.

1.1 Origin of the Report

This report is prepared as part of the Bachelor of Business Administration (BBA) program, fulfilling the requirements of its internship component. I completed my internship at CarryBee Express Limited, where I had the opportunity to work closely with the Business and Performance Management Team.

Throughout the internship, I gained hands-on experience in service performance analysis, strategic business planning, and operational development. This exposure not only helped me understand the real-world dynamics of a tech-enabled logistics company but also allowed me to contribute meaningfully to ongoing projects focused on business growth and service improvement.

1.2 Purpose of the study

A company's ability to grow depends largely on its strategy. While strong planning and execution can fuel rapid expansion, weak strategies can hold a business back or even cause serious setbacks. Alongside this, financial backing plays a crucial role. Without the right investment, growth is possible—but likely slower and less sustainable.

This report explores how strategic planning and performance evaluation are carried out at CarryBee Express Limited, and how these efforts contribute to service improvement and business development. As part of the Business and Performance Management Team, I had the opportunity to observe and engage in meaningful processes aimed at driving measurable progress across the organization.

1.3 Objective of the Study

The core objectives of the study are:

- a) Outline my duties and responsibilities.
- b) Business Growth Strategies: Explore strategic initiatives and market approaches used to drive performance and expansion.
- c) Client Management & Sales Outreach: Understand key account handling and revenue generation through merchant engagement and cold calling.

1.4 Limitations of the study

Although the report doesn't have many constraints there is certainly one core constraint in the report.

Confidentiality Considerations

Due to confidentiality, detailed internal data and strategic documents of CarryBee Express Limited have been excluded from this report. As the company operates in a competitive industry under US-Bangla Airlines, maintaining discretion is essential to protect its proprietary information.

Chapter 2

Company Overview

2. Company Overview

2.1 History

CarryBee Express Limited, a concern of US-Bangla Airlines, officially launched in February 2025, with a mission to redefine the logistics and courier industry in Bangladesh. US-Bangla Express was founded in 2014 as a courier and logistics venture under the US-Bangla Group, at a time when 2nd-generation courier services—centered around ground delivery and basic infrastructure—were considered state-of-the-art in Bangladesh.

Over the next decade, the courier industry gradually began shifting toward 3rd-generation models, driven by the rise of e-commerce, technology, and demand for faster, smarter delivery solutions.

In 2025, the US-Bangla Group made a strategic decision to transform its logistics operation into a next-generation courier brand. This led to the launch of CarryBee Express Limited, designed to redefine logistics through air-based delivery, nationwide coverage, and tech-driven services.

The name “Carry Bee” reflects its core values:

“Carry” symbolizes secure, structured parcel handling.

“Bee” represents speed, agility, and precision—powered by the airline’s cargo network.



Fig 1.1: CarryBee Logo

2.2 Current Scenario

CarryBee Express Limited operates as a full-scale, next-generation logistics company with nationwide coverage across all 64 districts through its own dedicated hubs. The company runs a growing fleet of 120+ vehicles and manages over 100 operational hubs, enabling it to handle nearly 50,000 parcels per day with a team of approximately 700 staff. CarryBee follows a 3rd-generation courier model, integrating technology and air-enabled mid-mile logistics—a unique advantage enabled by its parent, US-Bangla Airlines.

Delivery timelines currently range from 1–2 days within Dhaka or sub-city areas, and 3–4 days for district-level deliveries, with a same-day inter-district delivery service expected to roll out soon. The company offers a wide range of merchant-focused services, including Cash on Delivery (COD), real-time tracking, returns and exchanges, multi-store pickup, and dynamic pricing. Looking ahead, CarryBee plans to expand its offerings to include Customer-to-Customer (C2C) delivery, Fulfillment services, Full Truck Load (FTL) solutions, and even cross-border shipping.

At its core, Carry Bee’s value proposition lies in delivering reliable, tech-driven logistics that empower merchants to focus on growing their businesses—rather than managing delivery operations.

2.3 Mission and Vision

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 market.

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.

2.4 Products and Services

An overview of Carry Bee's business units can be seen in the table below:

Category	Details
Core Logistics Services	- Nationwide delivery across all 64 districts - Air-enabled mid-mile via US-Bangla Airlines - 50,000+ parcels/day processing
Merchant Platform	- Web & App portal for tracking orders, product location, and payment status
Key Account Management	- Dedicated KAMs for each merchant - Handles complaints, operational issues, and coordination with internal teams
Internal Tools	-ERP system for employee attendance tracking, HR, payroll, and performance monitoring
Upcoming Services	- Same-Day Inter-District Delivery - C2C (Customer-to-Customer) Delivery - Fulfillment-as-a-Service (FaaS) - FTL & Cross-border shipping

2.5 Leading Partners



Fig 2.1 Leading partners of CarryBee Express Limited

2.6 Management Team

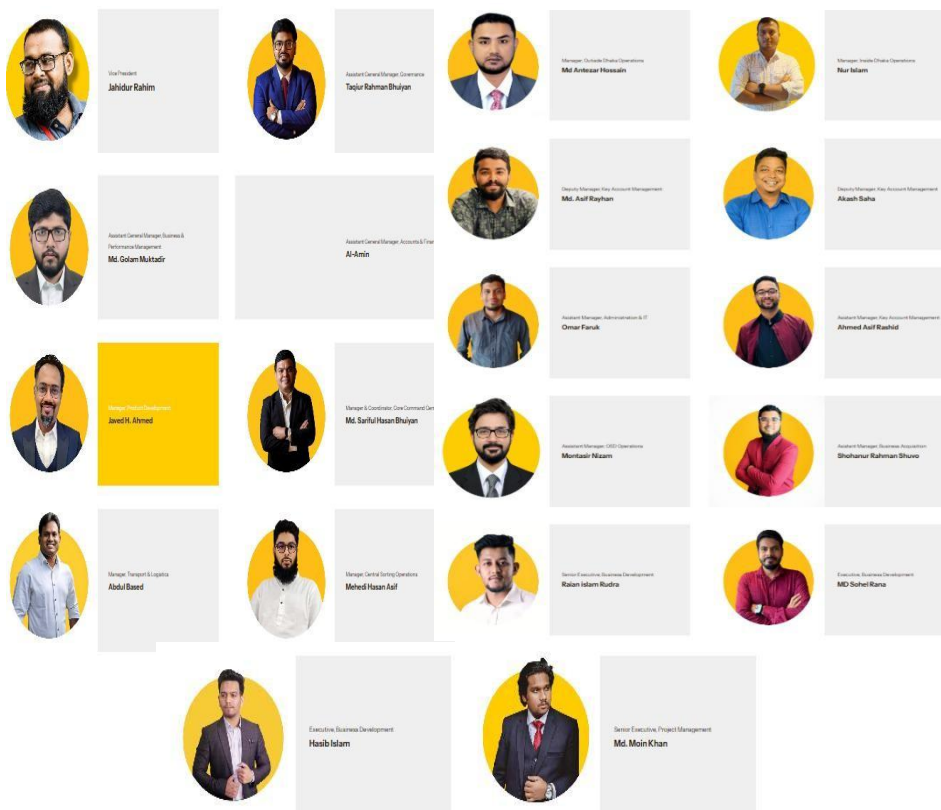


Fig 2.2 Management team of CarryBee Express Limited

2.7 Core Business Model

CarryBee Express Limited, a subsidiary of **US-Bangla Airlines**, operates as a tech-enabled courier company specializing in e-commerce and f-commerce delivery. Its business model centers on fast, reliable last-mile logistics supported by smart dispatch systems and real-time tracking. CarryBee offers merchant fulfillment, dedicated account management, and sales-driven market expansion. Revenue is generated through delivery fees, service contracts, and digital logistics solutions designed to streamline operations and enhance customer experience.



Fig 2.3 Core business Model

Chapter 3

Industry Analysis

3. Industry Analysis - Staff Augmentation

3.1 Market Size:

CarryBee Express Limited, operating under the US-Bangla Group since February 2025, has rapidly established itself as a major player in the Bangladeshi courier and logistics sector. The company processes approximately 50,000 parcels per day, resulting in an estimated annual parcel volume of around 15 million. Based on an average revenue of USD 1.50–2.00 per parcel, Carry Bee’s annual revenue is projected to be between USD 22.5 million and USD 30 million. This positions the company with an estimated 0.4% to 0.6% share of Bangladesh’s Courier, Express & Parcel (CEP) market, which is valued at approximately USD 5 to 6 billion in 2025.

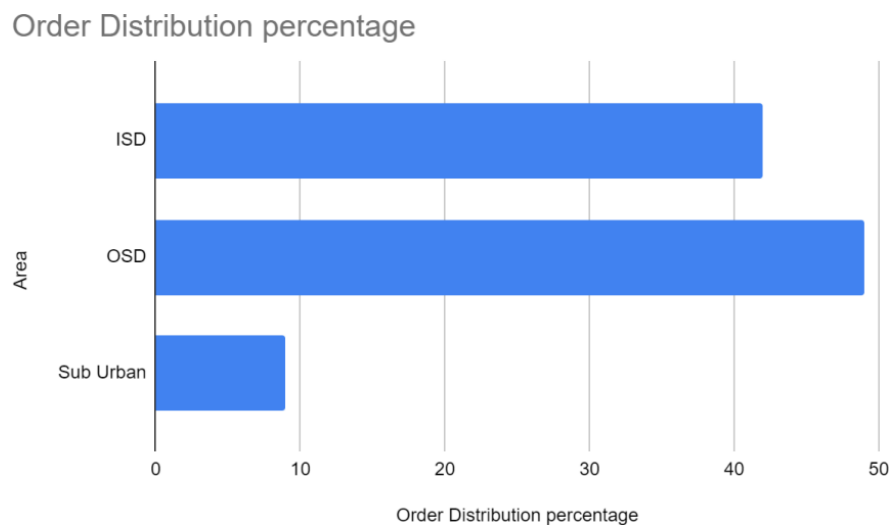


Fig 3.1: Order Distribution percentage for Carry Bee Courier Services

3.2 Rising Demand:

With the exponential growth of e-commerce, F-commerce, and nationwide digital adoption, the demand for fast, reliable, and tech-enabled courier services in Bangladesh has surged. Consumers now expect real-time tracking, faster delivery, and flexible return options — all of which align with CarryBee Express Limited’s 3rd-generation logistics model. Additionally, increasing merchant needs for seamless last-mile solutions and inventory visibility have created a strong market pull for scalable logistics partners like Carry Bee. As regional and cross-border trade expands, the demand is projected to rise even further, especially in underserved districts and emerging business hubs.

Key Takeaways:

- **Strategic Timing:** Carry Bee's 2025 launch aligns perfectly with Bangladesh's shift from 2nd to 3rd-generation courier expectations.
- **Scalable Infrastructure:** With 100+ hubs and 120+ vehicles, the company is positioned to meet national delivery demands at scale.
- **Tech-Driven Operations:** Integrated ERP, merchant platforms, and KAM support create operational efficiency and high customer satisfaction.
- **Market Potential:** With 15M annual parcels and USD 22.5–30M revenue potential, CarryBee is set to capture a meaningful share of the USD 5–6B CEP market.
- **Growth Readiness:** Upcoming services like C2C delivery, fulfillment, and cross-border logistics signal readiness to evolve with market needs.

These insights highlight a dynamic and growing staff augmentation landscape, shaped by evolving business needs, flexible workforce strategies, and a clear shift toward scalable organizational growth.

3.3 Key Benefits:

- **Faster Hiring & Lower Costs:** Quick access to skilled talent reduces recruitment time and expenses.
- **Scalable Workforce:** Teams can be adjusted based on parcel volume and business needs.
- **Specialized Skills:** Access to experts in logistics tech, ERP, and customer support.
- **Operational Focus:** Core team stays focused on growth and service improvement.
- **Knowledge Transfer and Skill Development:** Collaboration with external experts facilitates knowledge transfer and skill development within in-house teams.

3.4 A Strategic Assessment (SWOT)

SWOT Analysis	
Strength: 01. Flexible Pick up 02. Dedicated KAM Support 03. Care Handling 04. Entry Support	Weakness: 01. Unprofessional Delivery 02. Pick up Unavailable for Sub-district. 03. User Friendly App Unavailable 04. Instant or custom Payment Issue
Opportunity: 01. Cross-border Delivery 02. Cargo-air Delivery 03. Same Day Delivery	Threats: 01. Unpredictable Growth 02. More Competitor

3.5 Competitive Landscape: A Closer Look

CarryBee Express Limited operates in a competitive logistics landscape in Bangladesh, facing several notable rivals. Among the key competitors are Pathao Courier, known for its strong app-based last-mile delivery services, and Paper fly, a tech-enabled courier that offers nationwide coverage and reliable COD services. Ecourier is another major player, having built early momentum in the digital delivery space with a focus on SMEs. RedX, backed by Shop Up, is rapidly growing with a strong emphasis on e-commerce logistics. Traditional players like Sundarban Courier and SA Paribahan continue to hold significant market share due to their widespread physical networks and long-standing presence. Steadfast Courier also serves as a competitor, offering secure logistics solutions for corporate clients. What sets CarryBee apart is its 3rd-generation courier model, integrating air-enabled logistics, advanced ERP systems, merchant tracking apps, and dedicated Key Account Managers, allowing it to scale rapidly and deliver up to 50,000 parcels daily across 120+ hubs.

Chapter 4

Internship Main Activities

4. Internship Main Activities

4.1 Internship Experience:

I successfully completed a three-month internship program at CarryBee Express Limited, meeting all program requirements. I was placed within the Business and Performance Management team, where I actively contributed to strategic planning, service development, and operational analysis. Throughout this period, I gained practical experience in tech-driven logistics operations and deepened my understanding of business growth frameworks in a fast-paced e-commerce environment.

4.2 Project Responsibilities:

- Developed a discount tracker tool to support merchant onboarding and monitor promotional offers.
- Conducted cold calls to potential clients in Narayanganj to support sales outreach and increase revenue.

4.3 Duties and Responsibilities

Sales Outreach & Market Visits: Engaged in cold calling and in-person visits to identify potential sales leads and promote CarryBee logistics services, contributing to overall revenue growth. I have done a narayanganj project and converted some merchants.

Outbound Report- 2025

Self Registered- 1st FollowUp Status (21st April to 5th May)			Facebook Lead- 1st FollowUp Status (21st April to 5th May)		
Under Follow Up	Business inactive	17	Under Follow Up	Business inactive	2
	Busy	13		Busy	6
	CNR	161		CNR	79
	DC Pricing Issue	1		Decision Pending	28
	Decision Pending	59		Need Discount	0
	HUNT Lead	2		New Business	3
	Need Discount	9		OSD Merchant	16
	New Business	11		Panel Issue	1
	OSD Merchant	40		will start soon	41
	Pick up Unavailable	3		Will talk later	8
	will start soon	142	Under Follow Up Total		185
	Will talk later	9	Ineligible	Agentship	10
Under Follow Up Total		447		Business inactive	2
Ineligible	Agentship	5		C/C	12
	Business inactive	37		Furniture Item	3
	C/C	69		Perishable Item	1
	Duplicate Account	5		Pickup Unavailable	1
	Furniture Item	2		Want to join as Agent	13
	Gold Item	1	Ineligible Total		42
	Perishable Item	11	Not Interested	Agentship	1
	Want to join as Agent	6		DC Pricing Issue	3
Ineligible Total		136		Need Discount	1
Not Interested	DC Pricing Issue	1		Panel Issue	1
	Need Discount	2	Not Interested Total		6
	Not Interested	7			
	Panel Issue	1			
Not Interested Total		14			
Onboarded	Onboarded- Sp Delivery	29			
	Onboarded	11			
Onboarded Total		40			

Fig 4.1: Lead Conversion Status (Narayanganj Project)

Merchant Onboarding: Facilitated the onboarding process by assisting merchants with registration, account activation, and promotional setup to ensure a smooth transition into active service. Now I have onboarded 50+ merchants and resolved all their issues every day.

Issue Resolution & Merchant Support: Managed and resolved operational concerns for over 50 merchants, maintaining professional communication and ensuring efficient service delivery.

Project: **Merchant Onboarding Dashboard** This project features a dual-interface dashboard designed to streamline merchant onboarding and approval workflows for CarryBee Express Limited.

- The **User Section** enables team members to input merchant details, set promotional parameters, and customize operational requirements. It supports rule-based discount configurations and onboarding form submissions tailored to logistics operations.
- The **Admin Section** offers an oversight interface for managing merchant data. Admins can review submissions, access key business metrics, and update merchant statuses as Approved, Rejected, or Pending. The section includes tools for editing entries, analyzing performance indicators, and maintaining a centralized merchant database.

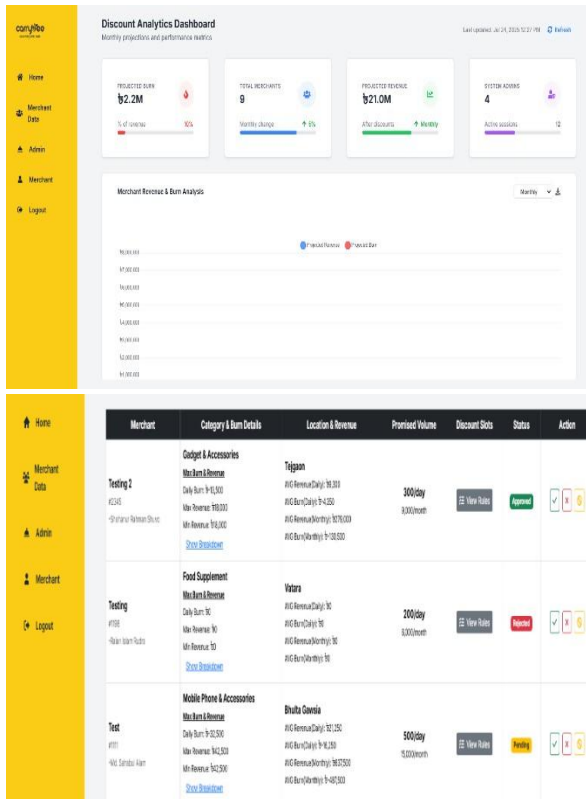


Fig 4.3: Admin Onboarding Dashboard

The screenshot shows the 'Onboarding' page for a user. It includes a 'Discount Configuration' section with a toggle for 'Auto apply defaults'. Below is the 'Merchant Information' section with fields for Merchant ID, Onboarding Date, Merchant Name, Promoted Parcel/Day, Phone Number, KAM LIST, Pick Up Hub, and Product Category. There is also a 'Special Requirements' section with checkboxes for Specific Pickup Time, Dedicated Pickup Van, CSV Entry Facility, and Close Box Requirement. At the bottom, there is a 'Custom Discount Rules' section with a table for defining rules based on Region, Weight Range, Discounted Rate, Return Charge, and COD Charge.

Region	Weight Range	Discounted Rate	Return Charge	COD Charge	Actions
Select region	Select weight	0.00	0	0	[Edit] [Delete]

Fig 4.2: User Onboarding Website

4.4 Collaborative Work Environment:

During my internship at CarryBee Express Limited, I was fortunate to experience a collaborative and fast-paced work environment that emphasized teamwork and mutual support. Daily interactions with colleagues from various departments enriched my learning, as they consistently offered guidance, shared insights, and encouraged me to take initiative.

A cohesive work culture fosters both individual growth and collective success. At CarryBee, open communication and teamwork were central to operations, which made it easier to understand complex processes and contribute meaningfully to ongoing projects. This atmosphere not only boosted my motivation but also helped me build professional confidence and adaptability in a tech-driven logistics setting.

The encouraging nature of the workplace directly influenced my productivity, allowing me to actively participate in merchant management, outreach efforts, and strategic development. It was a valuable experience that taught me the power of a collaborative culture in achieving operational excellence.

Chapter 5

Analysis

5. Analysis

5.1 Company Level Analysis

During my observation of **CarryBee Express Limited**, it became clear that the company is rapidly evolving into a next-generation logistics leader by leveraging technology, efficient operations, and a performance-focused team culture. The following key elements contribute to CarryBee's organizational effectiveness:

1. **Employee Engagement**

CarryBee promotes active involvement of its staff across departments through structured team coordination, especially in logistics, KAM (Key Account Management), and technology support. Frontline employees and mid-level managers are encouraged to contribute ideas on service optimization, operational bottlenecks, and customer experience, which boosts ownership and practical problem-solving.

2. **Technology-Driven Communication**

With integrated tools such as ERP systems for internal staff tracking and merchant-facing platforms (app and web portals), CarryBee ensures seamless communication between employees, merchants, and customers. Operational updates, task assignments, and performance metrics are tracked in real-time, allowing for fast response and continuous feedback across teams.

3. **Agile and Scalable Work Culture**

CarryBee has fostered a fast-paced yet adaptive work environment. With a team of ~700 staff and 100+ hubs, the company supports scalability while maintaining coordination. Managers and team leaders emphasize flexibility, especially during rapid expansion or new service rollouts (like fulfillment or cross-border shipping). This culture of adaptability ensures the company can scale efficiently while maintaining service standards.

CarryBee's alignment of people, process, and technology reflects a strong organizational framework that enables it to scale operations while maintaining service excellence in a highly competitive market.

5.2 Market Level Analysis:

During my internship period, I closely observed CarryBee Express Limited's strategies, operational model, and positioning within the logistics sector. The company's proactive approach to modernization and market penetration highlights why it is well-positioned for sustainable growth in Bangladesh's evolving courier industry.

1. Strategic Backing and Visionary Leadership:

CarryBee benefits from the strong backing of the US-Bangla Group and a leadership team focused on transitioning from 2nd to 3rd generation logistics. With a clear vision of incorporating air-enabled mid-mile logistics, the leadership has strategically positioned CarryBee to meet rising e-commerce and nationwide delivery demands with speed and reliability.

2. Modern and Scalable Service Model:

CarryBee's 3rd-generation courier model is built to scale rapidly, leveraging technology, automated systems, and nationwide coverage across 64 districts. With over 50,000 parcels handled daily, 120+ vehicles, and 100+ hubs, the company is tapping into the growing demand for fast, trackable, and flexible delivery services — a key driver of growth in the Bangladeshi CEP (Courier, Express, and Parcel) market.

3. Favorable Market Conditions:

The Bangladeshi logistics and courier industry is undergoing a significant shift due to the rise in e-commerce, increased smartphone usage, and changing customer expectations. These trends favor modern players like CarryBee that can offer real-time tracking, dynamic pricing, COD, returns, and fulfillment services — making it highly competitive against traditional courier providers.

5.3 Professional Level Analysis:

During my internship at CarryBee Express Limited, I had the opportunity to operate in a dynamic and high-impact role that significantly shaped my professional development. As a Key Account Manager under the Business and Performance Development Team, I was directly involved in the operational and strategic core of the company. This role enriched my understanding and skills in the following areas:

- 1. Client Relationship Management and Problem-Solving**

Acting as a bridge between the company and its merchants, I handled issue resolution with speed and professionalism. This sharpened my communication skills and taught me how to balance client satisfaction with internal operational efficiency. I also developed a strong grasp of how long-term relationships and proactive problem-solving contribute to customer retention and brand value.

- 2. Strategic Sales Outreach and Merchant Onboarding**

I actively participated in sales outreach initiatives to onboard new merchants, contributing directly to CarryBee's revenue growth. This exposed me to B2B sales dynamics, negotiation techniques, and onboarding processes tailored for fast-paced logistics services. I also learned how to assess merchant needs and offer the right mix of services to boost engagement.

- 3. Business Insight and Growth Alignment**

Working closely with the performance and business development teams allowed me to understand how various units—operations, customer support, technology, and strategy—align to drive growth. I learned how account performance is monitored, optimized, and reported, gaining real-world insight into data-driven decision-making in a logistics setting.

Chapter 6

Conclusion & Recommendations

6. Conclusion and Recommendations

6.1 Conclusion

CarryBee Express Limited has positioned itself as a pioneering force in the Bangladeshi courier and logistics landscape by leveraging its parent company's aviation infrastructure and embracing a 3rd-generation logistics model. Its operations reflect a strategic blend of technology, nationwide scalability, and service innovation. From processing over 50,000 parcels daily to maintaining 100+ hubs and a fleet of 120+ vehicles, CarryBee demonstrates strong operational maturity and market adaptability.

Your internship within the Business and Performance Management team offered valuable exposure to key facets of this dynamic environment—from sales outreach and merchant onboarding to issue resolution and performance analytics. The collaborative culture, integrated systems, and fast-paced operations fostered both personal growth and professional competence. CarryBee's scalable infrastructure, focus on merchant experience, and ongoing innovation (e.g., air-enabled mid-mile delivery, C2C services, and fulfillment solutions) position the company for long-term growth in a rapidly evolving logistics market.

6.2 Recommendations

To sustain its momentum as a next-generation courier service and strengthen its position in Bangladesh's competitive logistics sector, CarryBee Express Limited should prioritize a series of strategic enhancements across its service model.

- First, the company would benefit significantly from developing a user-friendly mobile application tailored for both merchants and customers. This app should offer real-time tracking, COD history, return initiation, and instant delivery notifications. A dedicated app will not only improve customer experience but also increase transparency and merchant engagement in an increasingly digital ecosystem.
- Second, there is a clear need to expand pickup availability in sub-district and rural regions, where service gaps currently exist. This can be achieved by partnering with local agents or establishing micro-hubs in underserved areas. Doing so would enhance accessibility, reduce service delays, and extend CarryBee's reach into growing markets beyond major cities.

- Additionally, optimizing the COD (Cash on Delivery) payment system is crucial. Introducing flexible payment cycles, such as daily or weekly settlements, along with integrating mobile wallet options, would improve merchant cash flow and build stronger relationships based on trust and reliability. Such improvements would position CarryBee as a more merchant-friendly logistics partner.
- To ensure consistent service quality, the company should invest in structured training programs for its delivery agents. These programs should focus on customer service etiquette, proper parcel handling, communication skills, and issue resolution. Improving the professionalism of frontline staff will directly enhance the company's brand perception and service reputation.
- Furthermore, as delivery expectations evolve, CarryBee should accelerate the launch of same-day inter-district services and explore cross-border logistics opportunities, especially with neighboring countries like India. These capabilities would set CarryBee apart as an innovator in speed and reach, catering to urgent delivery demands and unlocking new revenue streams through international expansion.
- Given its strong focus on merchant services, CarryBee should also digitize and scale its Key Account Management (KAM) function. By implementing tech-driven dashboards and tools, the company can allow merchants to monitor their service performance, raise support tickets, and access account details more efficiently, thereby reducing the burden on manual KAM operations and increasing overall responsiveness.
- Lastly, CarryBee should enhance its brand visibility through targeted digital marketing campaigns. By leveraging platforms like Facebook, Instagram, and YouTube, and collaborating with influencers or showcasing successful delivery stories, the company can build stronger awareness among e-commerce entrepreneurs and F-commerce users. Highlighting its air-enabled logistics and tech-driven platform will help differentiate CarryBee in a crowded market.

- Incorporating these recommendations will allow CarryBee Express Limited to continue leading innovation in the logistics sector while delivering greater value to both its merchant partners and end customers.

References:

- Carrybee. (n.d.). *Carrybee official website*. Retrieved September 6, 2025, from <https://carrybee.com/>
- CB Onboard. (n.d.). *Login portal*. Retrieved September 6, 2025, from <http://cbonboard.com/login>
- CB Onboard. (n.d.). *Admin login portal*. Retrieved September 6, 2025, from <https://cbonboard.com/admin/Adminlogin>

Appendix

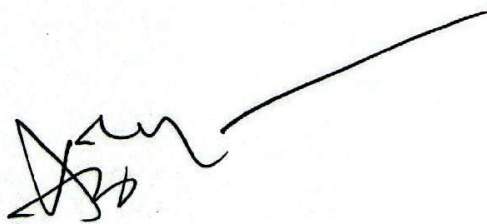
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 1st week
2025

Date: From 16th February 2025 to 20th February

List of Activities With Brief Description:

1. Joined Us Bangla Express (Carry Bee) as a Business Development (Partner Acquisition) Intern.
2. Underwent orientation and onboarding, gaining an understanding of the company structure, key marketing strategies, and ongoing projects.
3. Prepared competitive analysis on various Competitors.
4. Prepared SWOT Analysis and presented it with due visualization.



Company Supervisor



Academic Supervisor

Dr. Md. Nahin Hossain

Assistant Professor , BTM

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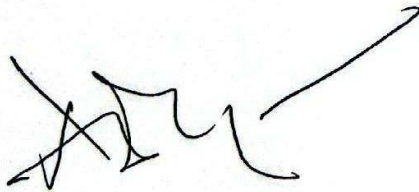
WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 2nd week
2025

Date: From 23rd February 2025 to 27th February

List of Activities With Brief Description:

1. Learned about parcel Journey and technologies used in company.
2. Learned about the stakeholder of the company , joined various session.
3. Differentiated between sales and growth , meeting with Deputy Manager and Assistant manager of Business Development Team
4. Conducted competitor research to compare pricing strategies and promotional campaigns.
5. Assisted in social media marketing.



Company Supervisor



Academic Supervisor

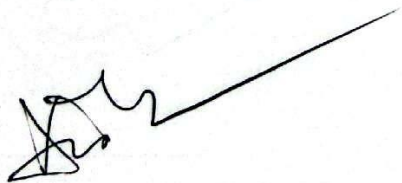
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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week: 3rd week****Date: From 2nd March 2025 to 6th March 2025****List of Activities With Brief Description:**

1. **Learned about the Parcel Journey and Merchant Onboarding Process:** Gained a comprehensive understanding of the parcel journey, which includes the various stages of collection, transportation to a sorting center, movement to a local delivery hub, and finally, delivery to the customer. Additionally, I learned the key steps in onboarding merchants, ensuring a smooth and efficient process that includes a concise and effective approach to engaging potential partners.
2. **Acquired Knowledge on Approaching Merchants for Onboarding:** Studied the best practices for reaching out to merchants, emphasizing the importance of crafting a brief, clear, and professional message. This approach ensures that initial communications are efficient, respectful, and result in meaningful engagements with potential partners.
3. **Engaged in a Meeting with the Assistant General Manager of Business & Performance Management:** This experience enhanced my understanding of operational goals and key performance indicators.
4. **Assisted in Social Media Marketing Efforts:** Contributed to the social media marketing strategy by providing support for platforms such as Facebook and LinkedIn. This involved responding to a variety of customer inquiries, engaging with posts, and helping manage the overall communication strategy. This experience allowed me to further develop my skills in digital communication and customer engagement.



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Deputy Manager, Key Account Management

Carry Bee Express Limited



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 4th week**Date:** From 9th March 2025 to 13th March 2025**List of Activities With Brief Description:****1. Conducted a Survey and Created a Survey Report on Delivery & Pickup Agents**

- Conducted a survey to identify delivery and pickup issues at various branches.
- Analyzed results to pinpoint problems and provided actionable recommendations for improvement.

2. Onboarded a Merchant (a Clothing E-Commerce)

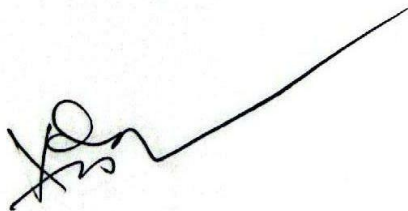
- Assisted a new clothing e-commerce merchant in setting up their store on the platform.
- Guided them through product listings, shipping setup, and promotional tools to ensure smooth integration.

3. Resolved Merchant Issues as Key Account Manager

- Coordinated with internal teams to address concerns like platform glitches, delivery delays, and customer complaints.

4. Engaged in a meeting with Issue Resolution Team

- Collaborated with the Issue Resolution team to address operational challenges.
- Prioritized and discussed solutions to critical issues impacting merchants and customers.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 5th week

Date: From 16th March 2025 to 20th March 2025

List of Activities With Brief Description:

1. Conducted a Survey and Created a Survey Report on Return Verification

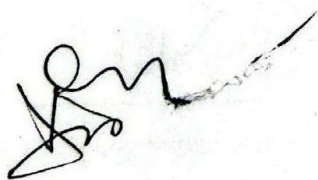
- Conducted a survey to identify the reasons behind returns.
- Analyzed feedback and created a report with improvement recommendations.

2. Resolved Merchant Issues as Key Account Manager

- Addressed platform glitches, delivery delays, and customer complaints.
- Coordinated with internal teams to resolve issues and maintain merchant relations.

3. Learned about CRM and made a CRM design

- Learned about CRM systems and their impact on customer relations.
- Designed a custom CRM system to improve engagement and streamline workflows.

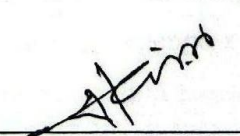


Company Supervisor

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Deputy Manager, Key Account Management

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week: 6th week****Date: From 23th March 2025 to 27th March 2025****List of Activities With Brief Description:****1. Resolved Merchant Issues as Key Account Manager**

- Addressed platform glitches, delivery delays, and customer complaints to ensure smooth operations.
- Coordinated with internal teams to resolve issues promptly and maintain strong merchant relationships.

2. Conducted Cold Calls for Sales

- Reached out to merchants via phone to introduce our services and generate sales leads.

3. Visited Mirpur Market for Field Research

- Conducted on-ground market visits to engage with merchants, gather insights, and identify sales opportunities.



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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 7th week

Date: From 30th March 2025 to 3rd April 2025

List of Activities with Brief Description:

Resolved Merchant Issues as Key Account Manager:

- Resolved platform glitches, delivery delays, and customer complaints to ensure seamless daily operations.
- Collaborated cross-functionally with internal teams to drive quick resolutions and uphold merchant satisfaction.

Organic Merchant Engagement:

- Assigned to visit organic merchants to strengthen business relationships and gather on-site feedback.
- Assessed operational needs, provided tailored support, and relayed insights to internal teams for service improvement.
- Promoted platform features and best practices to help organic merchants grow and succeed.

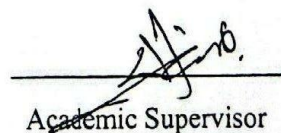


Company Supervisor

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 8th week**Date:** From 6th April 2025 to 10th April 2025**List of Activities With Brief Description:****Merchant Issue Resolution as Key Account Manager**

- Addressed and resolved merchant concerns to ensure satisfaction and retention.
- Collaborated with internal teams to implement effective solutions.
- Maintained regular communication with merchants to monitor ongoing satisfaction.

2. Cold Calling for Sales Expansion

- Engaged in persuasive communication to convert prospects into customers.
- Documented interactions and outcomes to refine future sales strategies.

3. Proposal of a Mobile Application Project

- Identified the need for a mobile application to enhance customer engagement.
- Developed a comprehensive proposal outlining features and benefits.
- Presented the proposal to senior management for approval and feedback.

4. Engagement in the Narayanganj Project

- Implemented targeted sales strategies to persuade merchants to adopt and promote our offerings.
- Gathered insights from merchants to inform product development and marketing strategies.



Company Supervisor

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 9th weekDate: From 13th April 2025 to 17th April 2025**List of Activities With Brief Description:**

- **Resolved Merchant Issues**
 - Addressed platform-related glitches, delivery delays, and customer complaints to ensure seamless operations.
 - Collaborated with cross-functional teams to troubleshoot problems and maintain strong, long-term merchant relationships.
- **Sales Outreach via Cold Calling**
 - Conducted proactive cold calls to potential merchants, effectively introducing company services and generating qualified sales leads.
- **Field Research at Mirpur Doreen Vincita Market**
 - Performed on-site visits to engage directly with merchants, gather valuable market insights, and identify new sales opportunities.
- **Merchant Onboarding**
 - Successfully onboarded 3 new merchants, contributing to platform growth and market penetration.



Company Supervisor

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week:** 10th week**Date:** From 20th April 2025 to 24th April 2025**List of Activities with Brief Description:****Resolved Merchant Issues**

- Addressed platform issues, delivery delays, and customer complaints to ensure smooth merchant operations.
- Collaborated with cross-functional teams to resolve concerns promptly and build long-term merchant relationships.

Sales Outreach via Cold Calling

- Conducted targeted cold calls to potential merchants, effectively presenting platform benefits and onboarding opportunities.
- Handled objections professionally and generated qualified leads, contributing to merchant acquisition goals.

Merchant Onboarding

- Managed end-to-end onboarding, including document verification, account setup, and product listing support.
- Provided platform training to new merchants, ensuring full compliance and readiness for live operations.

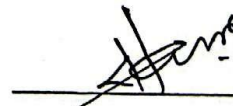
Return Validation Project

- Led a return validation initiative to assess customer return eligibility based on policy compliance and item condition.
- Streamlined coordination with logistics and quality teams to reduce fraud and improve operational accuracy.

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIESWeek: 11th weekDate: From 27th April 2025 to 01st May 2025**List of Activities with Brief Description:****Resolved Merchant Issues**

- Addressed platform issues, delivery delays, and customer complaints to ensure smooth merchant operations.
- Collaborated with cross-functional teams to resolve concerns promptly and build long-term merchant relationships.

Sales Outreach via Cold Calling

- Conducted targeted cold calls to potential merchants, effectively presenting platform benefits and onboarding opportunities.
- Handled objections professionally and generated qualified leads, contributing to merchant acquisition goals.

Merchant Onboarding

- Managed end-to-end onboarding, including document verification, account setup, and product listing support.
- Provided platform training to new merchants, ensuring full compliance and readiness for live operations.

Aggressive Market Hunting for Revenue Growth

- Identified high-value prospects through focused market research and outreach.
- Engaged decision-makers via cold calls, emails, and networking to generate leads.
- Converted cold leads into opportunities through tailored pitches and follow-ups.
- Expanded sales pipeline and consistently exceeded lead generation targets.



Company Supervisor

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WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES**Week: 12th week****Date: From 04th May 2025 to 08th May 2025****List of Activities with Brief Description:****Resolved Merchant Issues as a Key Account Manager**

- Addressed platform issues, delivery delays, and customer complaints to ensure smooth merchant operations.
- Collaborated with cross-functional teams to resolve concerns promptly and build long-term merchant relationships.

Streamlined Merchant Onboarding Process

- Facilitated end-to-end onboarding for new merchants, including registration, adding store information, and platform activation.
- Ensured smooth setup and compliance, accelerating time-to-live and improving early-stage performance.

Assisted in Social Media Marketing (Facebook & LinkedIn)

- Supported content planning and campaign execution on Facebook and LinkedIn to boost brand visibility and merchant engagement.
- Coordinated with the marketing team to optimize reach, monitor performance, and attract potential partners.

Conducted Hub Visits for Operational Investigation

- Visited logistics hubs to investigate delivery and operational issues affecting merchant performance.
- Identified root causes, gathered insights, and shared findings with relevant teams to implement corrective actions.



Company Supervisor**Akash Saha****Deputy Manager, Business Development Management****Carry Bee Express Limited**

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