

Rahman's Quest with the BanglaMarket: Triumph or Tragedy?

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Abstract

This case study explores the journey of Rahman, an aspiring entrepreneur, as he navigates the complex landscape of e-commerce in Bangladesh. Rahman's vision is to create 'BanglaMarket' an e-commerce platform that not only competes with established players but also addresses unique market niches and supports local businesses. The case is systematically constructed, relying on a wealth of information learned from public sources and in-depth interviews with Rahman. The case delves into key strategic decisions Rahman faces, including market analysis, customer engagement, technology investment, and competitive differentiation. Students will examine Rahman's entrepreneurial journey, analyse market dynamics, and formulate a comprehensive marketing strategy. The case is designed for undergraduate students, offering valuable insights into entrepreneurship, e-commerce, and the challenges and opportunities presented by the dynamic Bangladeshi market. Through this case, students will enhance their critical thinking, analytical, and communication skills while unravelling the complexities of launching and managing an e-commerce business in Bangladesh.

Keywords: Bangladesh, Entrepreneurship, E-commerce, Strategic decisions

Introduction

In the bustling streets of Dhaka, Rahman, a young and ambitious entrepreneur, saw an opportunity amidst the chaos. With the digital transformation sweeping across Bangladesh, Rahman envisioned creating an e-commerce marketplace, 'BanglaMarket', which could make shopping easier, more efficient, and accessible for everyone. Armed with knowledge and an innovative spirit, Rahman embarked on a journey to materialise his vision.

The idea was that 'BanglaMarket' would aim to be one of the biggest e-commerce platforms where users could purchase a wide range of products such as electronics, clothing, groceries, and more. 'BanglaMarket' aimed to revolutionise the shopping experience in Bangladesh by creating a reliable, extensive, and user-friendly e-commerce platform that would cater to the diverse needs of consumers while also empowering local businesses. Rahman is a tech-savvy individual with an exhaustive understanding of the local market and extensive experience in the IT field. As he noticed the potential of e-commerce in Bangladesh, given the increasing internet penetration and mobile phone usage, he wanted to offer a wide range of products ensuring that customers could find almost everything they would need in one place. He also

wanted to create opportunities for local manufacturers, artisans, and retailers to reach a broader audience by listing their products on ‘BanglaMarket’, establishing a platform that is easy to navigate, reliable, and focused on customer satisfaction through quality service and products.

Rahman envisioned ‘BanglaMarket’ as a bountiful platform, brimming with a diverse array of product categories that encapsulated the essence of a comprehensive e-commerce experience. In Rahman’s vision, the platform was uniquely multifaceted, with a core focus on enhancing customer convenience and contentment. He saw customers luxuriating in the comfort of their homes, browsing through a vast array of products effortlessly. Rahman placed a substantial emphasis on quality assurance; each product was meticulously scrutinised to ensure it met stringent standards, thereby providing customers with remarkable value for their money.

In Rahman’s design, security was of utmost importance. He envisaged a platform where a variety of secure payment options were available, ranging from credit and debit cards to mobile banking and cash on delivery. Rahman carefully curated collaborations with trustworthy logistics partners, ensuring that each product would be delivered promptly and securely, augmenting the overall customer experience. Technologically, Rahman aimed for ‘BanglaMarket’ to be avant-garde. He planned the integration of innovative strategies to optimise the shopping experience, envisioning the development of a responsive website and mobile application to ensure a seamless and efficient customer journey. Rahman also prioritised the integration of data analytics, foreseeing its pivotal role in extracting insights into customer preferences and shopping behaviours, which would enable the customization of customer interactions and experiences. Rahman’s vision of ‘BanglaMarket’ also embodied a deep sense of responsibility and a steadfast commitment to sustainability. He imagined the platform as a pillar supporting and amplifying local economies by incorporating local businesses and manufacturers into the marketplace. This, Rahman believed, would not only augment the diversity of products but also spotlight and celebrate the excellence of Bangladeshi enterprises. Rahman’s ethos also included environmental stewardship, encouraging sellers to adopt eco-friendly packaging and sustainable practices, mirroring ‘BanglaMarket’s unwavering dedication to social responsibility and its aspiration towards fostering a positive societal impact.

Overview of the Market

In the throbbing heart of Bangladesh lies Dhaka, a city brimming with life, chaos, and boundless potential. It was here that Rahman saw a canvas of opportunity, a landscape filled with the colours of digital transformation, and a market ripe for e-commerce innovation. Dhaka, with its bustling streets and the relentless pace of urban life, presented unique challenges but also a gateway to a new horizon of business possibilities. Rahman observed Dhaka’s urban dynamics with a discerning eye. He saw beyond the traffic jams and the crowded markets; he saw a city that was connecting, evolving, and ready to embrace the future. With a population increasingly gaining access to the internet, and mobile phones becoming ubiquitous, Dhaka was at the cusp of a digital revolution.

Dhaka’s urban landscape was a crucial element in Rahman’s strategic plan. The city’s densely populated areas and hectic lifestyle necessitated solutions that brought convenience, efficiency, and simplicity. Rahman envisioned an e-commerce platform that could mitigate the hassles of traditional shopping, navigating through traffic, and spending valuable time in queues. Analysing the data, Rahman found the trends in digital adoption in Bangladesh very

promising. In 2023, the country had 66.94 million internet users and 179.9 million mobile connections, indicating a society deeply intertwined with digital technologies. The statistics painted a picture of a nation on the cusp of a digital revolution, where over a third of the population was internet-savvy, and mobile phones were ubiquitous. These numbers were not just cold facts; to Rahman, they represented a multitude of people who could benefit from a more accessible, efficient, and diverse shopping experience. Figure 1 shows the digital users in Bangladesh.

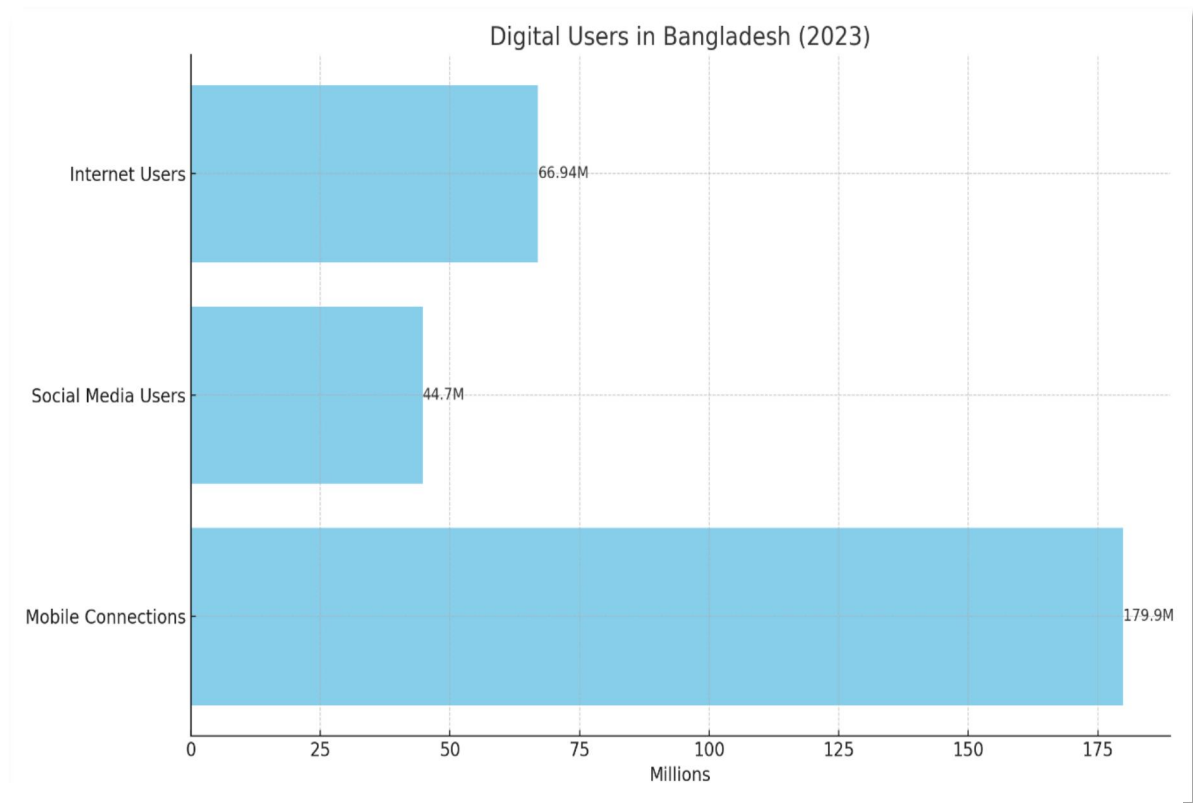


Figure 1. Digital Users in Bangladesh
Source: Developed by the author based on data from Statista (2023)

Rahman carefully analysed the e-commerce market in Bangladesh before embarking on his journey to establish 'BanglaMarket'. A critical aspect of his analysis was understanding the revenue trends across various sectors within the e-commerce landscape. He observed a consistent growth in total e-commerce revenue from 2017 to 2023, a testament to the increasing acceptance and adoption of online shopping among consumers in Bangladesh.

Rahman noticed that the 'Electronics' category exhibited substantial growth, with revenue soaring from 0.64 billion in 2017 to an estimated 2.64 billion in 2023. This promising trajectory indicated a robust consumer appetite for electronic goods, aligning well with his vision for 'BanglaMarket' to offer a wide range of products, including electronics. The 'Beauty, Health, Personal, and Household Care' category also captured Rahman's attention, showing a consistent uptick in revenue from 0.39 billion in 2017 to a projected 1.48 billion in 2023. Such a trend underscored consumers' growing inclination towards self-care and household convenience, marking a lucrative avenue for 'BanglaMarket' to explore and capitalise on. Rahman was also intrigued by the progression in the 'Fashion' sector, which

demonstrated a remarkable rise from 0.28 billion in 2017 to an expected 1.56 billion in 2023. Recognising the immense potential, Rahman envisioned ‘BanglaMarket’ as a platform where fashion enthusiasts could indulge in a diverse array of clothing and accessories, thereby tapping into this burgeoning market segment.. Rahman viewed Figure 2 carefully.

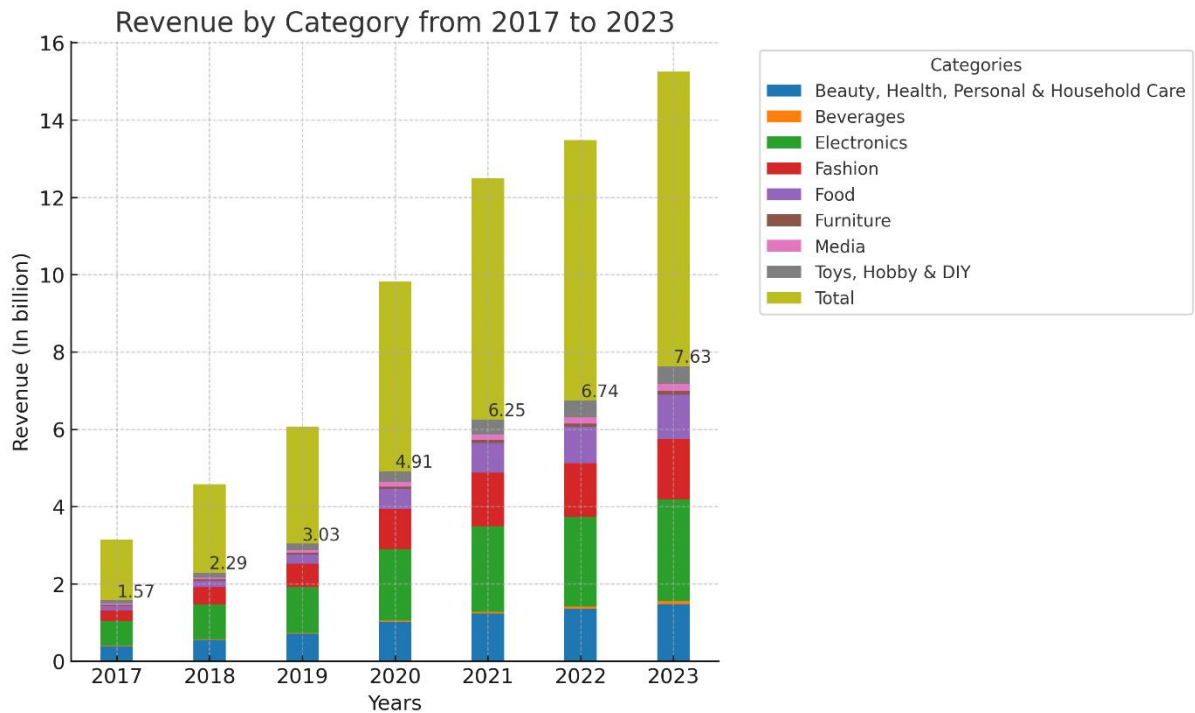


Figure 2. Revenue of E-commerce categories
Source: Developed by the author based on data from Statista (2023)

The upward trajectory across multiple categories painted a picture of a thriving e-commerce ecosystem, ripe with opportunities. Rahman, fuelled by these insights, was motivated to position ‘BanglaMarket’ as an all-inclusive e-commerce platform that catered to the multifaceted needs and preferences of the Bangladeshi consumers. By strategically aligning the product offerings with the prevailing market trends, Rahman aimed to harness the growing momentum in the e-commerce sector, ensuring that ‘BanglaMarket’ resonated with consumer demands and preferences, driving its success and growth in the competitive landscape.

The Customers

Rahman meticulously analysed the market data, closely observing the user trends across various e-commerce segments from 2017 to 2023 in Dhaka. The numbers painted a vivid picture of a market in the midst of a significant transformation, with users increasingly gravitating towards online platforms for their purchasing needs.

The ‘Beauty, Health, Personal, and Household Care’ segment particularly caught Rahman’s attention. He saw the user base in this category burgeon from 8.7 million in 2017 to a

projected 28.4 million by 2023. Rahman recognised this as more than a mere trend; it was a paradigm shift in consumer behaviour, indicating a burgeoning market ripe with opportunity. Convinced by the data as shown in Figure 3, Rahman decided to channel significant efforts and resources into this segment. He believed that by focusing on health and beauty products, his business could carve a niche in the market, capitalising on the growing interest and demand within this category.

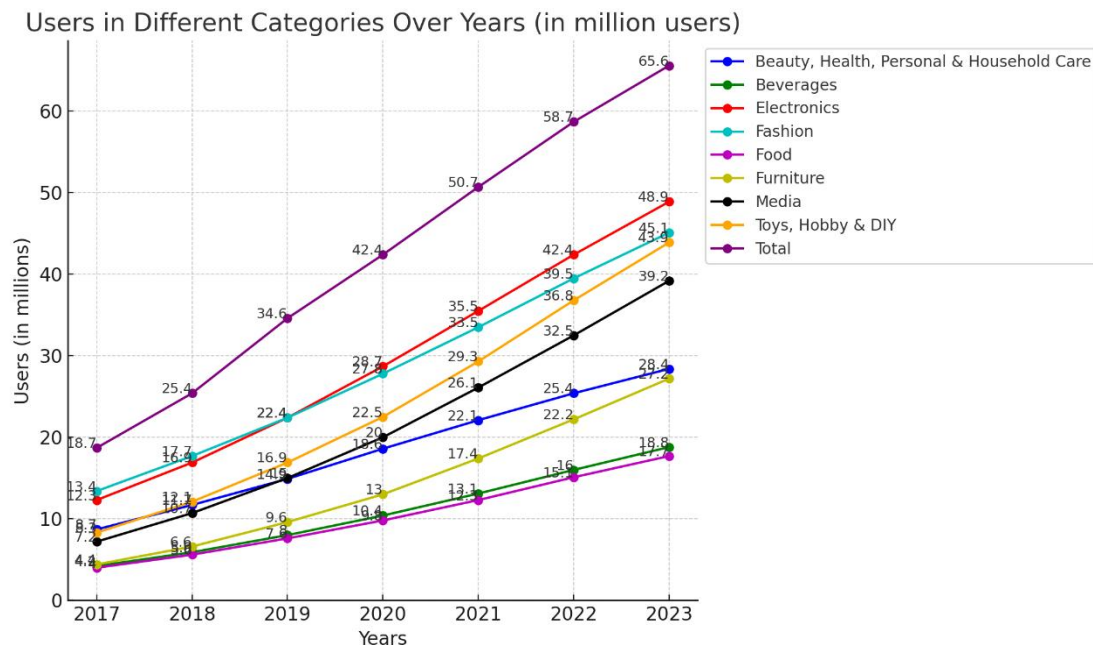


Figure 3. Users in Difference Categories

Source: Developed by the author based on data from Statista (2023)

Rahman was also captivated by the promising prospects in the electronics sector. He noticed a remarkable upswing in user numbers, from 12.3 million in 2017 to 48.9 million by 2023. He interpreted this as a clear indication of consumers' increasing comfort and reliance on online platforms for purchasing electronics. Rahman strategized to harness this trend, planning to offer a wide range of electronic products and ensuring quality and competitive pricing to attract and retain a substantial customer base. The fashion segment, too, held lucrative promise. With user numbers expected to soar from 13.4 million to 45.1 million between 2017 and 2023, Rahman envisioned a thriving market. He strategized to tap into this potential by offering a diverse array of fashionable items catering to various customer preferences, aiming to establish a strong foothold in this segment.

In this way, Rahman's strategic approach was methodical and data-driven. He aimed to align his business offerings with market trends, ensuring that the products and services resonated with consumer needs and preferences. By doing so, Rahman sought to maximise profitability, driving sustained business growth in Dhaka's dynamic e-commerce landscape.

The Current Situation

Rahman embarked on a journey to explore the e-commerce landscape of Bangladesh, armed with comprehensive data and a discerning eye for identifying burgeoning market potential. His research painted a vivid picture of a sector experiencing significant transformation and

growth, influenced by various factors ranging from technological advancements to changes in consumer behaviour and regulatory adjustments.

Rahman discovered that since the early 2000s, there had been a dramatic evolution in the sector. Initial hurdles, such as limited internet access and the absence of a reliable online transaction system, were gradually overcome. By 2021, Bangladesh boasted an impressive 123.82 million internet subscribers, a testament to the increasing digital connectivity in the country (Statista, 2023). The environment in Bangladesh is dynamically shaped by a variety of features, including the political, economic, sociocultural, technological, and legal systems, as well as the environment itself (Debnath & Mahmud, 2007). The political climate is characterised by predictability and a supportive posture towards digital transformation and e-commerce activities; as a result, the environment is favourable for the expansion of online marketplaces. The country's economy is going through a period of expansion that is being characterised by rising disposable incomes and a growing middle class, indicating a larger market with more purchasing power that is conducive to the spread of e-commerce businesses.

In terms of its sociocultural landscape, Bangladesh is undergoing a period of transition, during which it is fusing traditional values with an increasing receptivity to modern ways of life and technologies (Uddin, 2023). The cultural shift, when combined with technological developments such as ubiquitous internet access and breakthroughs in digital payment systems, paves the way for an atmosphere that is optimal for the development of e-commerce platforms like 'BanglaMarket'. The development of legal frameworks, with an emphasis on e-commerce regulation, data protection, and consumer rights, is also taking place, with the goal of ensuring a structured and ethical corporate landscape. Furthermore, a rising tide of environmental consciousness within society gives 'BanglaMarket' the potential to link itself with responsible practices and eco-friendly offerings, improving its appeal to a more conscious client base. By utilising political support, capitalising on economic trends, aligning with sociocultural shifts, utilising technological advancements, adhering to legal provisions, and embracing environmental consciousness, Rahman's strategic navigation through this complex matrix of factors is instrumental in positioning 'BanglaMarket' as a resilient and thriving e-commerce venture in Bangladesh's dynamic market landscape.

The market displayed a rich diversity of e-commerce types, including Business-to-Consumer (B2C), Consumer-to-Consumer (C2C), Business-to-Business (B2B), and Business-to-Government (B2G), each with its own unique characteristics and contributions to the overall market ecosystem (e-CAB, 2022; ITA, 2022). Rahman observed that the government had played a pivotal role in fostering this diversity by enacting policies such as the Information and Communication Technology (ICT) Act of 2006, encouraging the growth of information technology and safeguarding against cybercrime. Rahman paid close attention to the prevailing consumer trends in urban areas. He noted the burgeoning popularity of B2C websites, driven by the convenience of home delivery services in the face of traffic congestion and challenging driving conditions. He saw immense potential in tapping into this trend, envisioning a service that could offer convenience, trustworthiness, and a wide range of product choices to the urban consumer.

The data also revealed a vibrant C2C market, with platforms like Bikroy, Ekhanai, and ClickBd leading the way. Rahman interpreted this as an indication of a maturing market where consumers were not just passive buyers but also active participants, engaging in selling and trading activities. He saw this as an opportunity to create a platform that could facilitate

and enhance these consumer-to-consumer interactions. Rahman was particularly struck by the transformative impact of mobile e-commerce. With 117.3 million internet subscribers as of May 2021, the predominance of mobile internet users underscored the centrality of mobile platforms in the e-commerce landscape. He recognised the potential of leveraging mobile platforms to create accessible, user-friendly, and efficient e-commerce solutions.

The regulatory environment, too, was a crucial consideration in Rahman's analysis. The government's proactive measures, such as allowing 100% foreign ownership in e-commerce companies and the promotion of mobile financial services (MFS), have been instrumental in boosting the sector (ITA, 2022). In the Bangladeshi e-commerce sector, challenges such as the prevalent cash-on-delivery payment preferences and concerns related to online fraud and cybersecurity were prominent (e.g., Tanni, 2021). Rahman had sincerely acknowledged each of these as significant issues that needed to be addressed.

Armed with these insights, Rahman envisioned an e-commerce business that was resilient, adaptive, and attuned to the unique dynamics of the Bangladeshi market. His strategy was to cultivate a business that would not only navigate the existing challenges but also harness the immense potential of a market characterised by rapid internet adoption, a growing young population, and evolving consumer behaviours. Thus, informed by a rich tapestry of data and market insights, Rahman embarked on his e-commerce venture with a vision to make a significant impact in Bangladesh's e-commerce landscape.

The Competition

In the active e-commerce landscape where Rahman aimed to carve a niche, the competition was a vibrant mosaic of diverse players, each offering a unique blend of services and products to capture the essence of consumer desires and needs. The competitive arena, as Rahman cautiously analysed, unfolded into three prominent categories: Generalist Marketplaces, Specialist Retailers, and Social Media Entrepreneurs.

Generalist Marketplaces

Generalist marketplaces, like the mighty giants Daraz and Bikroy, commanded a pervasive presence across the diverse realms of consumer needs, from electronics and fashion to groceries and household items. Rahman compared them to the automated platforms - highly efficient, widely available, and offering a diverse range of solutions to meet the needs of a large consumer base. These platforms were the convenience stores of the online shopping world, where consumers could find an extensive array of products and services under one virtual roof. The advantage of these generalist platforms was their extensive reach and variety, but they often lacked the personal touch and specialized focus that some consumers sought.

Specialist Retailers

Then there were specialist retailers, the likes of BoiMela and Rokomari, who channeled their efforts towards catering to specific market segments with a refined focus and expertise. These platforms emerged as the custom shopping centres of the e-commerce sphere, where specialized care, depth of selection, and a nuanced understanding of customer needs took centre stage. They offered a curated shopping experience, where consumers seeking specialized products or services could find a haven of options, expertise, and quality. These platforms, while not as vast as the generalist marketplaces, brought a unique value proposition through their specialized offerings and deep consumer insights in their respective niches.

Social Media Entrepreneurs

Social Media Entrepreneurs, the new-age innovators of the e-commerce landscape, operated predominantly through platforms like Facebook. They brought a fresh, dynamic, and personalized touch to the online shopping experience, akin to the self-service car owners who take joy in the personal care and touch in maintaining their vehicles. These entrepreneurs often focused on specific categories such as fashion, beauty products, or homemade crafts, creating a space where consumers could engage directly, enjoy personalized services, and find unique products that were not typically available in mainstream marketplaces.

Starting the Business

Initial Investment

Rahman methodically planned the financial aspects of his venture, ensuring every detail was scrutinised and optimised for sustainable operations and growth. The foundational pillar of his financial strategy was the allocation of fixed costs. A substantial portion, €10,000, was dedicated to the development of a robust website and mobile application, essential tools to facilitate user-friendly customer experiences and seamless transactions. Accompanying this was a €3,000 investment in an inventory management system, ensuring that stock levels, order tracking, and product categorizations were managed with precision. Additionally, a €2,000 allocation was made for the implementation of a Customer Relationship Management (CRM) System, an invaluable asset for cultivating customer loyalty, personalising user experiences, and enhancing customer service.

Monthly operating costs were another crucial component of Rahman's cost structure, necessitating diligent planning and allocation. Rahman budgeted €200 for website hosting and maintenance, a fundamental expenditure ensuring the continuous, efficient operation of the online store. Utilities, inclusive of internet charges, were projected to be €150 monthly, essential for maintaining the operational integrity of the business. Recognising the pivotal role of marketing in driving traffic and sales, Rahman allocated €300 monthly towards digital marketing initiatives aimed at enhancing online visibility, engaging potential customers, and driving conversions. Furthermore, employee salaries were projected at €1,500 monthly, a necessary expenditure to secure a dedicated, proficient team to manage various operational facets of the business. Rahman also considered the variable costs associated with each sale, meticulously calculating the expenses tied to product procurement, packaging, and delivery to ensure pricing strategies were both competitive and profitable.

Rahman also embarked on a particular analysis to ascertain the revenue per sale, which was a linchpin in determining the breakeven point for his e-commerce venture. Foremost, he conducted comprehensive market research to glean insights into customer preferences, pricing strategies of competitors, and the overall purchasing behaviour within the e-commerce landscape of Bangladesh. Armed with these insights, Rahman curated a diverse array of products, ensuring that his offerings resonated with customer needs and preferences. He then devised a strategic pricing model where the products were priced competitively, striking a balance between customer affordability and profitability. For instance, Rahman estimated that the average sale (as shown in Table 1) on his platform would generate a revenue of €50, taking into consideration the diverse range of products and their respective price points.

Table 1. Initial Investment

Description	Amount (€)
Fixed costs	
Website and mobile application development	10,000
Inventory management system	3,000
Customer relationship management (CRM) system	2,000
Total fixed costs	15,000
Monthly operating costs	
Website hosting and maintenance	200
Utilities, including Internet	150
Digital marketing	300
Employee salaries	1,500
Total monthly operating costs	2,150
Variable costs per sale	
(Assumed based on product procurement, packaging, and delivery)	30
Revenue per sale	50

Furthermore, he took into account the costs associated with each sale, including procurement, packaging, and delivery costs. For example, if the cost associated with each sale amounted to €30, it meant that the gross profit per sale was €20. Such granularity in understanding revenue and cost per sale was instrumental in enhancing the financial robustness of his business strategy. Rahman also factored in seasonal promotions and discounts, understanding that these marketing strategies were pivotal in attracting and retaining customers. However, he ensured that such promotions were strategically aligned with the business's financial goals, ensuring that the discounted prices still contributed positively towards covering the operational costs and inching closer to the breakeven point.

Every element within Rahman's revenue model was systematically strategic. He consistently reviewed and refined his strategies, ensuring that pricing and offerings remained dynamic and responsive to market trends and customer preferences. Such an approach was instrumental in steering his e-commerce business towards sustainability, growth, and success, allowing him to navigate the competitive e-commerce landscape of Bangladesh with strategic precision.

Operations

The web store that Rahman had envisioned was an open and user-friendly e-commerce platform that offered shoppers a wide selection of high-quality goods along with the benefits of purchasing online: ease, accessibility, and trustworthiness. The operation hours were designed to cater to the flexibility and ease of customers, functioning 24/7, ensuring that shopping aspirations were never bound by time.

He intended to start with a compact yet passionate team, fuelling the business with dedication, creativity, and innovative strategies. Rahman was prepared to invest his time and effort, playing a pivotal role in steering the business towards success and sustainability. In terms of logistics and delivery, Rahman considered partnering with reliable courier services, ensuring that customers received their orders with efficiency and care. Additionally, he contemplated options like offering various payment methods, including cash on delivery and secure online payment gateways, to cater to diverse customer preferences.

Marketing

When Rahman embarked on his e-commerce journey, he was armed with a vibrant palette of marketing strategies, each carefully chosen to paint a vivid picture of his brand in the minds of potential customers. His approach was multifaceted, incorporating various elements to create a holistic and engaging marketing plan.

Firstly, Rahman wanted to carefully cultivate a strong online presence. His website would serve as a welcoming gateway into the brand's universe, a place where customers could effortlessly navigate through a galaxy of products, finding everything they needed with simplicity and ease. He complemented this with a dynamic presence on social media, creating spaces filled with engaging content that resonated with the lifestyles and interests of his audience. Here, customers could connect with the brand in a more casual and engaging manner, allowing for a sense of community and loyalty to flourish. Promotions and discounts were sprinkled generously across Rahman's marketing plan. These special offers shimmered like stars, attracting customers and making their shopping experience feel rewarding and valued. Rahman believed in celebrating his customers, and these promotions were his way of saying thank you, ensuring that every purchase felt special and appreciated.

A sense of community and connection were integrated into Rahman's strategy. He aimed to build relationships that extended beyond mere transactions, fostering a sense of belonging and shared values. Events, partnerships, and involvement in local initiatives all played a role in nurturing this sense of community engagement, each contributing to the strengthening of the bond between the brand and its customers. Rahman also recognised the value of collaboration. By partnering with influencers, bloggers, and compatible brands, he expanded his brand's reach. These collaborations served as a platform to amplify the brand's message to a broader audience, building trust and credibility along the way. Customer reviews and testimonials held significant value as trustworthy endorsements. Rahman actively encouraged and appreciated customer feedback, integrating the voices of satisfied customers into the brand's marketing communications. In addition to this, Rahman employed a strategic selection of paid advertisements. These carefully targeted ads were crafted to capture the attention of potential customers, inviting them to explore the brand's products. They functioned as effective signposts, facilitating a seamless shopping experience for customers.

Decisions

Rahman had gone on a challenging journey in the vibrant landscape of Bangladesh's e-commerce narrative. He skilfully manoeuvred through the dynamic and challenging business environment of 'BanglaMarket', where the forces of innovation collided with fierce rivalry. Rahman devised a vessel with the purpose of traversing the digital marketplaces, with the goal of distinguishing himself and delivering unique and useful services. With rigorous attention to detail, he carefully examined the vast amount of data and information he had collected, analysing the expenses and projected consumer volume with precise discernment.

He was prepared for a slow beginning, knowing that it might take time to achieve a satisfying return on his investment, considering the effort and time he intended to dedicate to the firm.

Rahman's financial reservoir comprised €25,000, which he had amassed via careful savings and a tiny contribution from his family. That cash was essential for traversing the challenging early stages of the business landscape until achieving stable profitability. Rahman devised a plan in which the steady increase in customer traffic and sales would enable him to hire more skilled individuals to help guide the enterprise towards success. An important decision loomed ahead: selecting a technological platform that would effectively support his online store, guaranteeing a user experience that would lead to consumer loyalty and repeat transactions. Rahman, equipped with his inquiry, financial planning, and strategic standpoint, stood on the verge of making a firm commitment. He had to decide on his ideal business site, a digital domain with extensive client reach and operational adaptability. In addition to these critical decisions, Rahman faced several other important questions as he embarked on his entrepreneurial journey: (i) Given the bustling e-commerce landscape of Bangladesh, what specific market niches or gaps had Rahman identified that 'BanglaMarket' could uniquely address to carve out a distinctive market position? (ii) How could Rahman translate his vision of sustainability and support for local businesses into tangible initiatives through 'BanglaMarket'? (iii) Considering the diverse competitive landscape, what strategies could 'BanglaMarket' employ to differentiate itself from generalist marketplaces, specialised retailers, and social media entrepreneurs with the aim of attracting and retaining a loyal customer base? (iv) What innovative marketing approaches could Rahman adopt to build 'BanglaMarket' as a brand that resonated with consumers, fostered a sense of community, and enhanced customer loyalty?

The e-commerce industry is a highly competitive sector that offers great opportunities for spectacular success. Rahman's decisions were significantly influenced by the fundamental nature of time. The e-commerce landscape, vibrant but volatile, awaited Rahman's decisive actions, where each moment carried the weight of opportunity and each delay held the risk of lost horizons. Thus, Rahman stood on the shores of choices, prepared to lead 'BanglaMarket' into the challenging yet promising field of e-commerce entrepreneurship in Bangladesh, where the unfolding chapters would disclose either tales of success or lessons learned from adversity.

Discussion Questions

1. Given the bustling e-commerce landscape of Bangladesh, what specific market niches or gaps had Rahman identified that 'BanglaMarket' could uniquely address to carve out a distinctive market position?
2. How could Rahman translate his vision of sustainability and support for local businesses into tangible initiatives through 'BanglaMarket'?
3. Considering the diverse competitive landscape, what strategies could 'BanglaMarket' employ to differentiate itself from generalist marketplaces, specialised retailers, and social media entrepreneurs with the aim of attracting and retaining a loyal customer base?
4. What innovative marketing approaches could Rahman adopt to build 'BanglaMarket' as a brand that resonated with consumers, fostered a sense of community, and enhanced customer loyalty?

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