

Internship Report On “HR practices of Isho Limited: A Lifestyle Furniture Brand”

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This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment of Bachelor of Business Administration.

Internship Report On

“HR practices of Isho Limited: A Lifestyle Furniture Brand”

Submitted To:

Ms. Ishrat Sultana

Assistant Professor, School of Business & Economics (SoBE)

Submitted By:

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Date of submission: 1st August, 2025



Letter of transmittal

Date: 01/08/2025

To,

Ms. Ishrat Sultana

Assistant Professor

School of Business & Economics (SoBE)

United International University

Subject: Submission of Internship Report on *HR Practices of ISHO Limited*

Dear Ma'am,

It is a great honor and privilege to submit my internship report titled "HR Practices of ISHO Limited", based on the practical experience I have gained during my four-month internship at ISHO Limited, under the Corporate Sales Department.

This report is an original work, prepared in accordance with the guidelines provided. It reflects my observations and understanding of various HR practices, including recruitment and selection, onboarding, performance management, training, and employee engagement. I have made every effort to present a comprehensive and informative overview of the HR functions within the organization.

I am sincerely grateful for your continuous support and valuable guidance throughout the preparation of this report. I hope it meets your expectations and look forward to your kind evaluation.

I would be highly obliged if you kindly accept this report for your consideration and approval.

Sincerely,

Md. Fuad Hasan

ID: 111 201 16

School of Business and Economics

United International University

Supervisor's Certification

This is to certify that the internship report titled "HR Practices of ISHO Limited" has been submitted for the award of the degree of Bachelor of Business Administration (BBA) under the School of Business and Economics, United International University, carried out by Md. Fuad Hasan, bearing ID: 111 201 160, under my supervision.

To the best of my knowledge and as per his declaration, no part of this report has been submitted for any degree, diploma, or certificate previously at this or any other institution.

.....

Ms. Ishrat Sultana

Assistant Professor

School of Business & Economics

United International University

Students' Declaration

I hereby declare that the internship report entitled "HR Practices of ISHO Limited" has been prepared by me under the supervision and guidance of Ms. Ishrat Sultana, Assistant Professor, School of Business & Economics, United International University.

This report has not been previously submitted to any other university or organization for any academic qualification, certificate, diploma, or degree.

I also confirm that this report is solely prepared to fulfill my academic requirements and not for any other purpose.

.....

Md. Fuad Hasan

ID: 111 201 160

School of Business and Economics

United International University

Acknowledgement

All praise to Almighty Allah for granting me the strength, patience, and opportunity to successfully complete this internship report. It has been a valuable journey where I have tried my best to make this report as informative, accurate, and useful as possible. It is indeed a great honor to submit this report based on my four-month practical experience at ISHO Ltd., a sister concern of Dekko ISHO Group.

First and foremost, I would like to express my deepest gratitude to my academic supervisor, Ms. Ishrat Sultana, Assistant Professor, School of Business & Economics, United International University, for her continuous guidance, support, and constructive feedback throughout the preparation of this report. Her suggestions and encouragement have helped me shape this report effectively.

I would also like to extend my heartfelt thanks to Mr. Sanjib Kumar Kuri, Head of Sales Department, and Mr. Ahsan Habib, Assistant Customer Relationship Manager (Corporate Sales) at ISHO Limited, for their kind cooperation, valuable insights, and guidance throughout my internship journey. Their support and professional advice greatly enriched the depth of this report.

Lastly, I am grateful to all the colleagues, mentors, and friends who have directly or indirectly supported me during my internship and the preparation of this report. Without their encouragement and assistance, this report would not have been possible.

Supervisor Information of the Company

My company supervisor was Mr. Ahsan Habib, Assistant Relationship Manager, Corporate Sales, ISHO Ltd. He is personally an amazing and friendly person to every person to his superiors and subordinates. He is a veteran person with 8 years of corporate sales experiences. He has been practicing his experiences at ISHO Ltd for more than four years.

Internship Period, Company Name, Department/Division,

It was a four months internship program at Corporate Sales Department in ISHO strategic business unit of Dekko ISHO Group. Its location is House 26, Khan Tower, 12 no. Road, Banani. My workstation was at Dhanmondi. And my corporate market area was Dhanmondi, Mohammadpur.

Executive Summary

With a focus on its Human Resource Management (HRM) procedures, ISHO Limited, a well-known lifestyle furniture business in Bangladesh, is thoroughly examined in this internship report. The course attempts to combine academic knowledge with hands-on exposure to real-world organizational dynamics and is based on a four-month internship at ISHO's Corporate Sales Department.

ISHO's contemporary style, research-driven innovation, and robust online presence have made them a major player in the Bangladeshi furniture industry. The company's product line, which is designed to meet the changing demands of urban customers, comprises kitchen solutions, home accessories, and furniture. This study examines the ways in which ISHO's HR practices enhance its operational efficacy and commercial expansion.

The organizational overview of ISHO, including its mission, vision, structure, and sister concerns, is presented at the beginning of the report. This is followed by in-depth analyses of the organization's primary human resources functions, including hiring and selection, onboarding, training and development, performance evaluation, pay and benefits, employee engagement, legal compliance, and retention tactics. Interdepartmental cooperation between HR and departments like supply chain, design, finance, and sales is also covered.

The conclusions are supported by data acquired during the internship, employee input, and internal observations. The company's talent management strengths and difficulties are evaluated using analytical techniques including the BCG Matrix, SWOT analysis, and HR policy reviews.

The research concludes with strategic recommendations for improving employee happiness, increasing HR efficiency, and reaffirming ISHO's people-first philosophy. All things considered, this study is a thorough resource for comprehending ISHO's HR procedures and their function in creating a forward-thinking, involved, and creative workplace.

Abstract

The Human Resource Management (HRM) procedures of ISHO Limited, one of Bangladesh's most creative lifestyle furniture companies, are the main subject of this internship report. Understanding the company's strategic HR operations received a lot of attention, even though the internship was carried out within the Corporate Sales department. Recruitment and selection, onboarding, training and development, performance management, pay and benefits, employee relations, and legal compliance are all covered in the report's analysis of ISHO's extensive HR system.

ISHO uses multi-platform sourcing and contemporary tools to assist its merit-based, culture-aligned employment process. Regular technical and behavioral training guarantees ongoing skill improvement, while onboarding is designed to improve early engagement. KPIs and ratings for soft skills are used by the Performance Management System (PMS) to keep employees accountable and match their objectives with those of the company.

The research also emphasizes how ISHO prioritizes the employee experience through team-building exercises, yearly events, and recognition programs, all of which help to explain the organization's exceptionally low turnover rate. The company's dedication to moral HR practices is further demonstrated by its adherence to national labor regulations and certifications such as ISO and SEDEX.

ISHO develops a workforce that is cooperative and prepared for the future by incorporating data analytics, learning and development tactics, and employee involvement into their HRM strategy. The author has been able to watch personally how successful HR methods directly affect productivity, happiness, and organizational performance thanks to this internship experience. The knowledge acquired serves as further evidence of the significance of a comprehensive, strategic approach to human capital development in contemporary corporate settings.

Keywords:

- Human Resource Management
- Recruitment & Selection
- Employee Engagements
- Performance Management
- Training & Development
- Strategic HR Planning
- Employee Experience

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List of Acronyms & Abbreviations

Acronyms & Abbreviations	Full Form	Acronyms & Abbreviations	Full Form
HRM	Human Resource Management	EMS	Environment Management System
HR	Human Resource	QMS	Quality Management System
PMS	Performance Management System	OHSMS	Occupational Health and Safety Management System
KPI	Key Performance Indicator	SEDEX	Supplier Ethical Data Exchange
L&D	Learning & Development	FSC	Forest Stewardship Council
OD	Organizational Development	SME	Small & Medium Enterprise
EX	Employee Experience	UX	User Experience
R&D	Research & Development	ROI	Return on Investments
SWOT	Strengths, Weaknesses, Opportunities, and Threats	HQ	Headquarter
BCG Matrix	Boston Consulting Group Matrix	Dept.	Department
ISO	International Organization for Standardization		

Chapter-1: Introduction

1.1 Introduction

The internship program is a mandatory part of the Bachelor of Business Administration (BBA) degree at United International University, designed to bridge the gap between academic knowledge and real-world experience. As part of fulfilling this academic requirement, I had the opportunity to complete a three-month internship at Isho Limited, a renowned lifestyle furniture brand, from February 2 to May 30, located in Banani.

Although my primary role during the internship was in the Corporate Sales department, engaging in B2B communication, client handling, and understanding corporate client needs. I developed a strong interest in how Human Resource Management (HRM) practices support and shape the workforce behind the scenes. My understanding of HR practices at Isho was greatly enriched through regular discussions and guidance from Mr. Maruf Hasan Tamam, HR Executive at Isho.

Throughout my internship, I observed various HR activities such as recruitment procedures, onboarding processes, performance evaluation methods, and employee engagement initiatives. Despite not being directly placed in the HR department, Mr. Tamam provided me with comprehensive insights into the internal HR functions of the company, which allowed me to prepare this report on “HR Practices of Isho Limited.”

This report has been submitted under the supervision of Ms. Ishrat Sultana, Assistant Professor, United International University. It reflects not only the theoretical concepts I studied during my academic journey but also the practical knowledge I acquired during my internship at Isho.

Isho’s HR team plays a significant role in maintaining a healthy work environment, ensuring smooth employee relations, and aligning HR strategies with corporate goals. This report explores those HR practices and outlines how they contribute to the overall success of the organization.

1.2 Origin of the Report

The internship program is a mandatory requirement for the completion of the Bachelor of Business Administration (BBA) degree at United International University (UIU). This program is designed to help students bridge the gap between academic knowledge and practical experience by placing them in real-life organizational settings. The main objective is to allow students to apply the theoretical concepts learned during the BBA program in a professional environment.

As part of this academic requirement, I completed a four-month internship at ISHO Limited, a lifestyle furniture brand known for its innovative designs and modern business approach. My assigned role was within the Corporate Sales department, where I had the opportunity to engage in various client interactions, corporate deal handling, and sales-related activities. However, during this period, I developed a strong interest in Human Resource practices and gathered detailed information about ISHO's HR activities through consistent guidance from Mr. Maruf Hasan Tamam, HR Executive at ISHO.

This report, titled "HR Practices of ISHO Limited: A Lifestyle Furniture Brand", has been prepared under the supervision of Ms. Ishrat Sultana, Assistant Professor at UIU, and submitted as part of the internship requirement for the BBA program. It reflects my observations, insights, and analysis of the HR operations at ISHO.

The internship program and this report aim to:

- Provide exposure to a real corporate environment
- Translate theoretical learning into practical understanding
- Enhance professional and communication skills
- Explore potential future career paths
- Fulfill the academic requirement of the BBA program at UIU

1.3 Objective of the Report

The primary objective of this internship report is to provide an in-depth understanding of the Human Resource practices at ISHO Limited, based on direct field observations,

internal discussions, and the knowledge gathered during my internship at the organization.

Primary Objective:

- To present a detailed overview of the HR functions at ISHO Limited.

Secondary Objectives:

- To understand the recruitment and selection processes followed by the HR department.
- To analyze ISHO's employee onboarding, training, and performance management systems.
- To examine compensation and benefits practices and their impact on employee satisfaction.
- To observe employee engagement activities and evaluate HR's role in retention and workplace culture.
- To assess how ISHO ensures legal compliance with labor laws and industry standards.
- To share personal experiences and learnings during the internship and how they relate to real-world HR operations.
- To identify areas where ISHO's HR practices can be further improved for greater organizational effectiveness.

1.4 Rationale of the Report

All BBA students must complete the internship program at United International University (UIU) in order to close the knowledge gap between academic study and practical business operations. I worked as a Corporate Sales Intern for ISHO Limited, a well-known lifestyle furniture company in Bangladesh, in order to fulfill this criterion. Even though managing B2B clients and sales were my main duties, I became quite interested in the internal workings of the HR division.

I was able to obtain important insights into ISHO's HR operations through frequent communication and direction from Mr. Maruf Hasan Tamam, HR Executive, which served as the impetus for this report's focus on "HR Practices of ISHO Limited." Understanding how good HRM promotes business development, improves employee performance, and preserves organizational culture is the basis for selecting this topic. The research illustrates how HR procedures influence business plans, especially in a company as innovative and customer-focused as ISHO.

1.5 Scope and Limitations of the Report

Scope:

The primary HR practices of ISHO Limited are covered in this report, with special focus given to:

- Recruitment and selection processes
- Employee onboarding and training

Methods for evaluating performance:

- The atmosphere at work and employee involvement
 - HR's function in assisting the corporate and sales departments
- Informal interviews, observations, and internal conversations with the HR department, particularly with Mr. Maruf Hasan Tamam—were the main methods used to collect the data.

Limitations:

- I had little direct access to HR operations because I was assigned to the Corporate Sales Department.
- Due to corporate privacy restrictions, certain private HR records and policies were not available.
- The four-month internship time was insufficient to thoroughly examine every facet of human resources.

- Verbal communication was used for data collection, which might have limited accuracy in several technical areas.

1.6 Definition of Key Terms

- Human Resource Management (HRM): A strategic approach to managing employees in a company effectively so they give the company a competitive edge. The process of drawing in, vetting, choosing, and assigning qualified applicants to positions within a company is known as recruitment and selection. The process of integrating new hires into the company and preparing them for success in their positions is known as employee onboarding.
- Performance appraisal: A periodic evaluation of a worker's work output and overall value to the organization.
- Corporate Sales (B2B): This type of sales strategy involves businesses selling goods or services to other businesses directly, as opposed to individual customers.
- Employee Engagement: The sentimental attachment a worker has to their company and its objectives.

CHAPTER 2: COMPANY PROFILE

2.1.1 Overview and History of ISHO Limited

ISHO Ltd. is a lifestyle furniture brand in the existing furniture market in Bangladesh from 2019. It was established by Rayana Hossain in 2019 who is the founder and managing director of this company. This company is a sister concern and strategic business unit of Dekko ISHO Group. The Dekko ISHO Group, founded by Late Haji Mohammad Ishaque in the e

Early 1950s, is a prominent Bangladeshi conglomerate with 15 operating companies across various sectors, including apparel, paints, agroventure, food and technology etc. ISHO Ltd. is attractive to the people because of its unique design and simplicity which no furniture company can provide. ISHO Ltd. is a furniture and lifestyle company that follows a data-driven design approach to manufacture and introduce industry-first products and services through disruptive and innovative campaigns to the Bangladeshi market. In 2019 It was a small beginning, ISHO has recently turned into one of Bangladesh's fastest-growing furniture brands. This company is looking to expand outside of Bangladesh and sees itself as the most different furniture brand in Bangladesh. Fast expansion is not the only thing that sets ISHO apart; over time, the company has also created an absolutely fantastic organization. ISHO was introduced as a platform with a B2B interaction focus that provided high-performing, stylish, and feasible furniture for all types of offices and organizations. Established 5 years ago, (2019) ISHO answered a distinct need in the local market. Their name stands for 'Together' and their mission is to introduce designs that impact people in their daily lives. Their collections are inspired by places, their materiality, history, and culture, making a deliberate effort to study how people really use their spaces. Democratizing design, ISHO helps anyone create an affordable, beautiful and modern space. The platform is designed to maximize convenience and customer interaction. Along with their flagship stores and experience centers, ISHO's online platform and social media are among the most visited and innovative in the region.

2.1.2 Sister Concerns of ISHO Ltd.

ISHO Ltd. is a strategic business unit of Dekko ISHO Group established by Rayana Hossain who is managing director of ISHO Ltd. and also the director of Dekko ISHO Group. The company is existing in the market as a leading modern furniture brand in Bangladesh from 2019. Dekko ISHO Group has 15 companies under its regulation and ISHO is one of them where all other companies are considered as sister concern to ISHO Ltd.

RMG Industries:

- Dekko Garments Ltd
- Dekko Readywears Ltd.
- Dekko Fashions Ltd.
- Globus Garments Ltd.
- Agami Fashions Ltd.
- Agami Washing Ltd.

Strategic Business Units:

- ISHO Ltd.- FURNITURE
- DITECH -CYBER SECURITY
- Klubhaus -FASHION RETAIL
- IZAKAYA -JAPANESE PUB
- Roxy Paints Ltd.
- Sprintex Enterprise

Strategic Investments:

- Marco Polo AI Inc -DEEPTech

- Ecovia Ltd. GREENTECH
- Fashol Dotcom Ltd AGRI-FOODTEC

2.1.3 Mission, Vision, Goal and Objective of ISHO Ltd.

Objective:

- To disrupt the design landscape and create innovative solutions for homes and lifestyles.
- To make everyday living more enjoyable and memorable through their furniture and design.
- To cater to the evolving needs of modern homes and lifestyles.
- To address the difference between what people want in their homes and what's currently available in the market.
- To create furniture that is both practical and visually appealing, elevating the overall ambience of any room.

Mission:

ISHO's mission is to reinvent the use of spaces and create unforgettable experiences for people in their daily lives.

Vision:

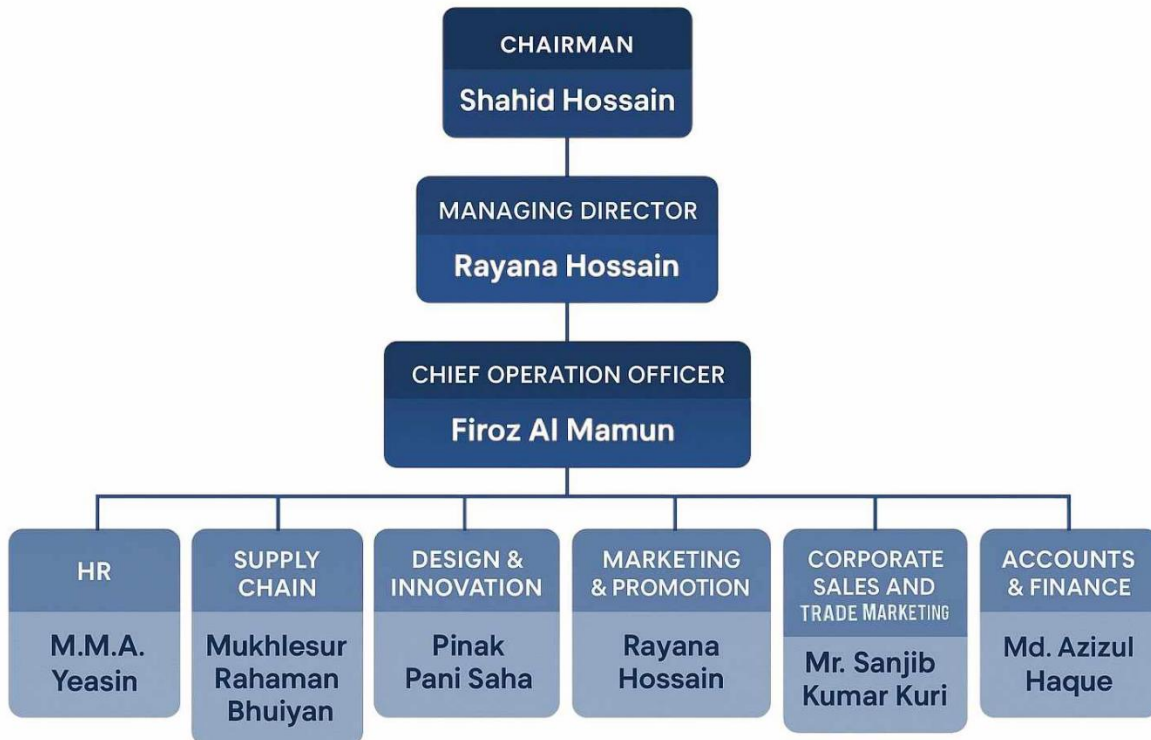
ISHO's vision is bringing people's vision and desire to reality.

Goal:

ISHO aims to leverage international collaborations and maintain high global standards to represent the country's ability to produce quality and aesthetic products.

2.1.4 Organization Organogram

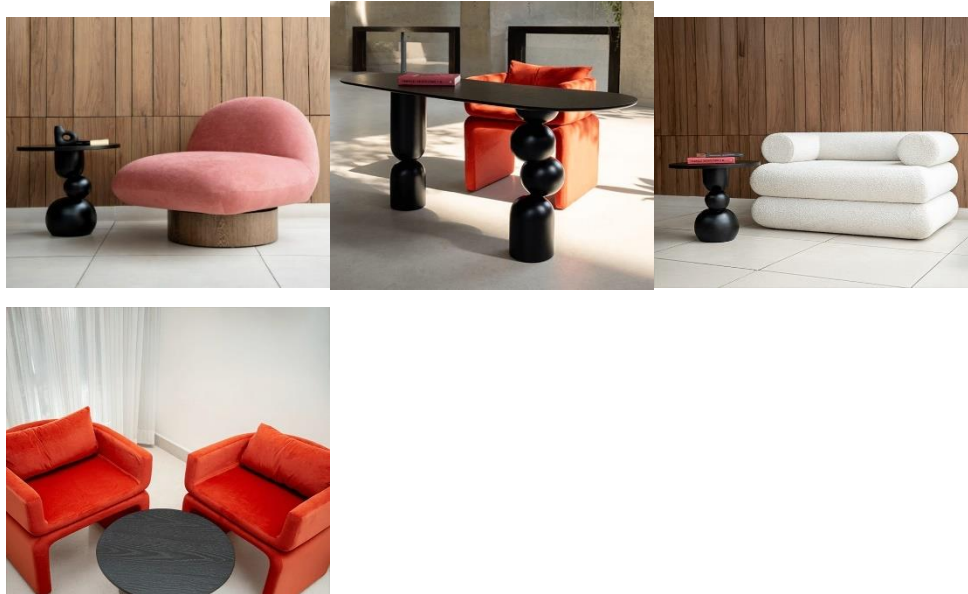
Here, the chairman, managing director, chief operating officer & all departments' head are in the organogram: -



2.1.5 ISHO launched in Europe Market as FICO

ISHO expands globally with the launch of FICO at Milan Design Week as ISHO announced the launch of FICO, a new design-led furniture brand created for the European market, set to debut at Milan Design Week 2025 on April 7th. FICO is an expression of ISHO's design innovation on a global scale combining modern Mediterranean aesthetics with historical craftsmanship and heritage materials. This new brand builds upon ISHO's legacy of thoughtful design, now tailored to a European audience seeking products with depth, soul, and a story. As ISHO's first global design brand, FICO signifies a strategic move into international markets with a product offering that reimagines luxury through the lens of culture, texture, and time.

FICO's inauguration collections: -



2.1.6 ISHO's Prominent Customers

ISHO has attracted many Companies, Architect farms, Group of industries, Agencies, Embassies, High commission, International NGO, Hospitals, Healthcare, Banks, Hotel, Restaurants etc. since 2019. Currently this company has a huge customer basis in the market to do its business activities. Moreover, ISHO is planning to increase its sales emphasizing on the corporate person to make business to business deals.

Here some of our prominent customers:

Group Of Industries	High Commission	Bank & Finance Company:
Fortis Group	Australian High Commission	Mutual Trust Bank
United Group	American High Commission	Dhaka Bank Plc
Dekko ISHO Group	UNHCR	Standard Bank Plc
Rupayan Group		Mercantile Bank Plc
Beximco Group		City Bank

Abul Khair Group		Grameen Bank
Epyllion Group	International NGO	United Finance Plc
Meghna Group	UNFPA	
Amin Mohammad Group	UNHRC	Hotel & Restaurant
Orion Group	WFP	Amari Dhaka
Khaled Group	UNICEF	Le Meridien
Concord Group	BRAC	LakeShore Hotel
ACI Ltd	WHO	Fortis Downtown Resort
Educational Institutes	Hospital & Healthcare	Hotel sarina
United-International University	United Healthcare	Kachi Giri
American International University	Square Hospital	IZAKAYA
	Labaid Hospital	Dhaka Club
Stamford International University	IBN SINA Hospital	Banani Club
Northern University	Bangladesh Eye Hospital	KOI Tha
	Architect Farms	
	BION Architect	
	HK Architects	
	Haveli Architects	
	Insight Architect	

ISHO Corporate



TRUSTED BY LEADING HOTELS & RESORTS



2.1.7 Corporate Mission

The company has very less focused on corporate sales since its inauguration in 2019 which caused it to lose corporate clients who look for corporate vendors from different

companies for dealing business to business to meet their demands. ISHO is currently focusing on its corporate sales division of the sales department to increase the sales and increase its personal promotion through corporate employees and interns. So, ISHO's corporate mission is to promote it to potential customers and build a strong customer base in the market.

2.1.8 Key Performance Indicator (KPI)

ISHO's key performance indicators are production capacity utilization, on-time delivery, production cost per unit, customer satisfaction, and sustainability metrics like waste reduction, focusing on efficiency and sustainability.

- **Production Capacity Utilization:** ISHO measures the percentage of the factory's capacity that is being used, aiming for 100% utilization at minimum cost.
- **On-Time Delivery Rate:** Track the percentage of orders delivered on or before the agreed-upon date.
- **Lead Time:** Track the time it takes to complete an order from start to finish.
- **Customer Satisfaction:** Measure customer satisfaction through surveys or feedback mechanisms.
- **Order Fulfillment Rate:** Track the percentage of orders that are fully fulfilled.
- **Customer Retention Rate:** Measure the percentage of customers who continue to place orders.
- **Employee Absenteeism Rate:** Track the percentage of employees who are absent from work.

ERP and Fast React Data Accuracy: Cross-check data between ERP and Fast React systems to ensure accuracy.

2.1.9 Departments of ISHO

At ISHO Ltd., each department plays a crucial role in ensuring the smooth operation and growth of the company. The departments oversee daily business functions, ensuring efficiency, quality control, and timely delivery across all units. Human Resource Management handles recruitment, employee relations, payroll, and training to build a strong and motivated workforce. The Design & Innovation team focuses on developing creative and functional furniture designs, keeping up with trends, and innovating product concepts. Supply Chain & Logistics Management ensures efficient sourcing, inventory control, and timely product delivery, while optimizing costs and supplier coordination. The Accounts & Finance team manages budgeting, financial reporting, compliance, and strategic financial planning. Marketing & Promotion drives brand awareness through campaigns, market research, and digital strategies to attract and retain customers. Retail Sales focuses on delivering excellent in-store experiences, achieving sales targets, and maintaining high customer satisfaction. Finally, Corporate Sales and Trade Marketing builds strong B2B relationships, handles bulk orders, and plans trade events to promote the brand in corporate sectors. Together, these departments contribute to the overall success and innovation of ISHO Ltd.

Human Resource Management

- Recruitment, selection, and onboarding of employees.
- Develop and implement HR policies and procedures.
- Manage employee relations, performance, and engagement.
- Organize training and development programs on a weekly basis in our manufacturing plant (2-3 training per week). For head office yearly 3-4 training based on the specific requirements
- Manage Snacks Party each week Thursday, Employee of the month announcement every month, 2 engagement activities/games per month. One yearly celebration which includes music, games & foods.

- Handle compensation, benefits, and payroll management.

Design & Innovation

- Create and develop new furniture designs and product concepts.
- Research on lifestyle design trends and user preferences.
- Collaborate with marketing and production teams to align design with branding.
- Innovate materials, styles, and production techniques.
- Conduct product testing and prototyping.

Supply Chain & Logistics Management

- Manage sourcing and procurement of raw materials.
- Coordinate with suppliers, manufacturers, and logistics partners.
- Ensure efficient inventory management and stock levels.
- Handle shipping, delivery, and warehouse management.
- Optimize the supply chain to reduce lead times and costs.

Accounts & Finance

- Maintain financial records, budgeting, and forecasting.
- Monitor cash flow, expenditures, and profitability.
- Handling store fare, utility bill, office space fare, all costs.
- Handling employee salary, allowance and incentives.
- Prepare financial reports and statements.
- Ensure compliance with tax and legal regulations.

- Support financial planning and investment decisions.

Marketing & Promotion

- Plan and execute marketing campaigns (online & offline).
- Utilize Facebook, Instagram, billboards to promote it.
- Manage branding, social media, and content creation.
- Conduct market research to identify customer needs.
- Collaborate with sales and product teams for go-to-market strategies.
- Analyze campaign performance and customer feedback.

Sales Department

- Generating leads and converting them into customers.
- Managing retail and online & B2B sales operations.
- Building relationships with clients and key accounts.
- Meeting sales targets and reporting performance.
- Collaborating with marketing for sales strategies.

2.2 Trend and Growth

Within a few years of its founding, ISHO Limited has seen a sharp increase in both market share and brand awareness. ISHO's market development has been greatly aided by the growing demand for contemporary, space-efficient, and design-oriented furniture, especially among young professionals.

The opening of many experience centers in Dhaka (Baridhara, Dhanmondi, Uttara, and Mohammadpur) and the introduction of FICO, its global brand for the European market are important growth trends.

It is very accessible to urban customers because to its strong social media and e-commerce presence. It focuses on corporate and B2B sales, serving hotels, banks, workplaces, and educational institutions.

The expansion of ISHO coincides with the flourishing real estate and interior design industries in Bangladesh, enabling it to secure a premium market share in the lifestyle furniture industry.

2.2.1 Product / Service / Customer Mix

Products:

ISHO offers a wide range of over 4,500+ products, including:

- Home Furniture (bedroom, living, dining, kitchen)
- Office Furniture (workstations, pods, chairs)
- Kids & Pet Furniture
- Outdoor and Tech-enabled Furniture
- Home Decor, Rugs, Lights, Kitchenware, and Art

ISHO also features special collections such as:

- Flexi Series – Modular kitchen solutions
- Mod Pod Series – Soundproof, tech-friendly office pods
- Smart Series – Furniture with wireless charging and smart features

Services:

- Online and in-store furniture sales

- Interior consultation
- B2B Corporate deals and bulk customization
- After-sales services including delivery, assembly, and warranty

Customer Mix:

- Retail customers (urban professionals, families, students)
- Corporate clients (banks, real estate firms, hospitals, universities, hotels)
- International clients through its export-focused sub-brand FICO

2.2.2 Company Operations

ISHO’s flagship store is located in Baridhara (Natun Bazar), experience center in Dhanmondi, Uttara, Mohammadpur and its central operations run from Banani.

The company uses a multi-channel approach to manage both direct consumer sales and B2B deals. It places a strong emphasis on design-led functionality and customer experience.



ISHO Flagship Store at Baridhara
House-06, Road-02, Block-J, Pragati Sarani
Baridhara, Dhaka-1212



ISHO Dhanmondi Experience Center
Concord Tower, Mumtaz Karim Heritage,
Plot 76 (old) / 776 (new), Satmasjid Road,
Dhanmondi, Dhaka - 1209.



ISHO Uttara Experience Center
ISHO LTD, Rabindra Sarani, House# 26 Sector# 07,
Dhaka 1230



ISHO Mohammadpur Experience Center
ISHO LTD, 29 Probal Housing, Ring Road,
Mohammadpur, Dhaka- 1207

2.2.3 SWOT Analysis of ISHO Limited

Strengths:

- Strong brand positioning as a design-first furniture company
- Diverse product line with modern, minimalist designs
- Rapid expansion into international markets (FICO brand)
- Effective B2B corporate sales team
- Certified manufacturing practices (ISO, FSC, SEDEX)

Weaknesses:

- Limited physical outlets outside Dhaka
- High price point may limit access to mid-income segments
- Training opportunities for interns and junior staff need improvement

Opportunities:

- Growing demand for lifestyle furniture in Bangladesh
- Increasing popularity of remote work and home office setups
- Potential for global expansion via e-commerce and FICO
- Smart furniture and tech-enabled products market

Threats:

- Intense competition from local brands like Hatil, Otobi, and Partex
- Market sensitivity to economic shifts and raw material costs

- Copycat designs by unregulated local manufacturers
- Logistics and delivery delays in high-demand periods

Innovation, contemporary design, and strategic expansion have propelled ISHO Limited to become one of Bangladesh's leading lifestyle furniture brands. Supported by the Dekko ISHO Group, the business has grown its clientele quickly using both B2C and B2B strategies and built a solid international reputation through its European sub-brand, FICO. ISHO is in a strong position to steer Bangladesh's contemporary furniture sector in the future thanks to its dedication to quality, sustainability, and customer-focused service.

CHAPTER 3: INTERNSHIP EXPERIENCE

The internship program at ISHO Ltd. began with an in-depth orientation and training session designed to prepare interns for the responsibilities of corporate sales. The training period was led by Mr. Sanjib Kumar Kuri, Head of Sales and Trade Marketing at ISHO.

3.1. Training Overview:

- **Orientation Session (Day 1):**
 - An overview of ISHO's background, goals, key principles, and philosophy of products
 - An outline of workplace culture and corporate policies

- **Initial Training Period (First 10 Days):**
 - Daily sessions on corporate communication, B2B sales techniques, and appointment-setting strategies
 - Introduction to ISHO's full product catalog, including:
 - Product names and series (Smart Series, Mod Pods, Flexi, etc.)
 - Pricing structures and material breakdown
 - Design inspirations and target use cases (home, office, hospitality)

- **Ongoing Development (Weekly Seminars):**
 - Weekly day-long seminars on sales tactics, objection handling, lead conversion, and negotiation
 - Sales pitch simulations and role-play sessions
 - Soft skills development for client interaction and follow-up

The training process significantly enhanced my understanding of how to conduct corporate outreach, build rapport with decision-makers, and effectively promote ISHO's products to fulfill specific institutional needs.

3.2 Job Responsibility as an Intern

At ISHO Ltd. I was assigned as an intern in the corporate sales team. There, I was assigned to do several tasks related to marketing and sales. During the internship, I had to visit potential customers daily to promote ISHO and increase its sales. Moreover, I had to keep updating my company advisor about my corporate visits daily and inform them if any queries come out of requirements from any company. I took the role of a B2B business dealer as a member of the corporate sales team. I tried to establish corporate relations by visiting more than 120 companies as a corporate person to do B2B business. Moreover, as an employee of the sales department had to maintain relationships with clients by providing support, needed information, and guidance. Also, researching and recommending new opportunities; recommending profit and service improvements, identifying product improvement or new products. I also contributed to the team effort to accomplish related tasks.

At ISHO Ltd. I was mainly assigned to work as a corporate sales person under the corporate(B2B) sales team for the entire second half of my internship where my main duties included; -

- Affiliation construction with targeted potential clients;
- Research and discover the market opportunity and promote related products;
- Presenting the product or service favorably and in a structured professional way face-to face.
- Selling products by establishing contact and developing relationships with prospects; recommending solutions.
- Lead management to make potential customers into actual customers.
- Taking customer reviews and follow up calls long term corporate relations.

Particularly the work that I was involved with was that I made a separate list of organizations like hotels, banks, finance companies, groups of industries, hospitals, restaurants; universities etc. Then took the appointment from the respected contact person from each company. After that I went to those organizations in person. There I met the people in the purchase department and introduced them with our different product's prices and offered packages. Through this procedure I tried to convince them to purchase our products. On the other hand, throughout the face-to-face interview sitting I gathered a good deal of information on the subject of corporate sales analysis. Throughout this whole internship period I got the opportunity to learn a lot of crucial things and gain practical experience about sales and promotion.

3.3 Contribution to Organization / Operations

My contributions during the internship added value in several ways:

- Created and maintained a corporate lead database for future sales targeting
- Initiated contact with potential clients and set up meetings for senior executives
- Represented the ISHO brand professionally in the field and shared client feedback with the marketing and sales team
- Supported the HR department indirectly by helping communicate company policies and onboarding processes during client interactions when needed
- Participated in a market survey project regarding the launch of a new waiting chair product series

Evaluation

Throughout my internship, I received positive feedback from my supervisors for my:

- Strong communication and presentation skills during client meetings
- Professionalism and punctuality

- Quick learning and adaptability in a corporate environment
- Initiative in conducting independent market visits and preparing reports

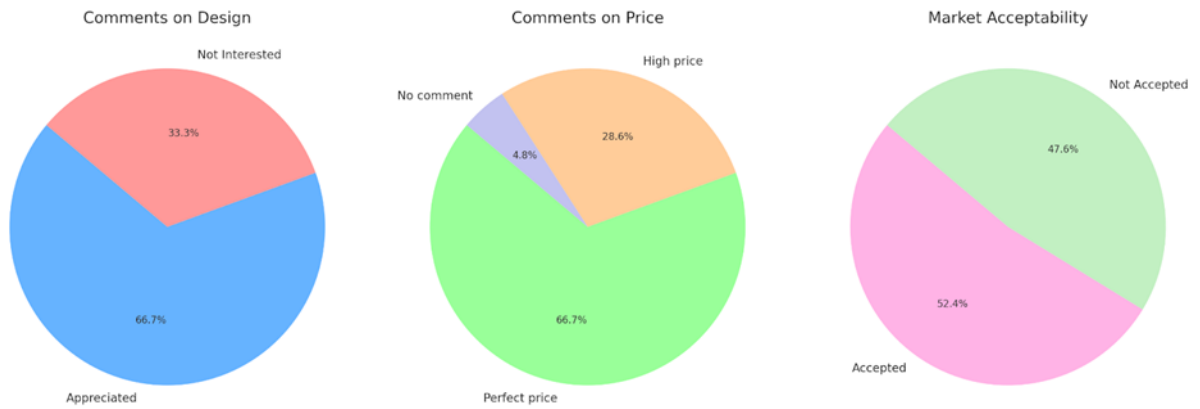
This experience also allowed me to evaluate how HR strategies like performance appraisal, onboarding, and employee development are implemented in a real organization.

Market Research for Launching a New Products

As an intern I was given a survey as a part of the research work of my supervisor due to the launch of a new waiting chair in the market. During the research project I visited more than 20renown companies. A total of 21 organizations across various sectors, including hospitals, banks, finance, education, insurance, IT, and media, were surveyed. Among them, 14 organizations (66.67%) gave positive feedback by appreciating the design, whereas 7 organizations (33.33%) were not interested. In terms of pricing feedback, 14 organizations (66.67%) considered the offer to be at a “Perfect price”, 6 organizations (28.57%) commented on a “High price”, and 1organization (4.76%) made no comment. Regarding market acceptability, 11 organizations (52.38%) accepted the offer, while 10 organizations (47.62%) did not. The data suggests that while the majority appreciated both the design and pricing, there remains a fairly even split on market acceptability, likely influenced by pricing concerns from certain sectors.

Here are the pie charts that visually represent the statistical insights from the data:

1. Comments on Design: 66.7% of organizations appreciated the design, while 33.3% were not interested.
2. Comments on Price: 66.7% found the price perfect, 28.6% thought it was high, and4.8% gave no comment.
3. Market Acceptability: 52.4% accepted the offering, and 47.6% did not.



Here the given data only depends on my survey by visiting 21 organizations. But the entire corporate division was given the same task and I was just an assistant to my supervisor for this search. Moreover, the research is still ongoing for the final decision to launch the seater or not in the market. I hope the waiting seats are to be officially launched soon.



3.4 Benefit to The Intern

The nature of the job responsibilities gave me an understanding regarding how a company does B2B business activity. This internship program gave me an opportunity to

learn and improve my skills in the corporate world. The benefits that I received from the organization as an intern are It serves the purpose of gaining practical knowledge regarding the corporate sector of the country.

- The internship program gave an insight into the environment of the local corporations in general
- It helps to learn basic skills in sales strategy.
- It also provides a basic knowledge regarding the job responsibilities of an executive/senior executive of corporate sales and how the internal system of the organization functions.
- Students learn to interact and behave with corporate clients.

3.5 Difficulties & Challenges

Apart from the valuable experience that I received from the internship program, there have been some difficulties that have been encountered within the internship period. The sample of product materials, product brochure & visiting card must be required for a corporate visit. During the beginning of the corporate visit, we were not provided enough product brochures, product material sample & not even a visiting card. Later the problem was encountered by providing brochures and permitting to use the supervisor's visiting card during the corporate visits. Moreover, there are some difficulties and challenges we faced: -

- Did not have any exact list of companies to visit so it was difficult to find out if the company could afford our product.
- Felt desperate due to the long-distance relationship with the head office and most of the time spent alone in the marketplace.
- Faced un-expectable approach and behavior from the officer due to not getting a proper appointment and random visit without informing.
- Keeping the egoism away from us was the biggest challenge during the internship.

Chapter-4 The Overview of Bangladeshi Furniture Market

4.1 Furniture Brands in Bangladesh

In the present context, the furniture industry in Bangladesh has become one of the most dynamic and rapidly growing sectors, playing a significant role in both the domestic and export economy. According to the Export Promotion Bureau (EPB), Bangladesh exported furniture worth over USD 110 million in the fiscal year 2023–2024, marking a notable growth from USD 75 million five years ago. The local furniture market, valued at approximately USD 2.5 billion, is expected to reach USD 3.5 billion by 2027, with an annual growth rate of nearly 15–20%. Over 70% of the demand is met by local brands, and the industry includes over 2,000 formal furniture manufacturers and 10,000 SMEs (small and medium enterprises) across the country. Among the top brands, Hatil has gained international recognition, exporting to more than 18 countries, including the USA, Canada, Australia, and Saudi Arabia, and operating over 70 showrooms across Bangladesh. Otobi, one of the pioneers in this sector, has been known for its innovative and affordable office furniture, while Partex Furniture is renowned for its modular and durable household items. Together, these brands contribute significantly to employment, with the industry providing jobs to over 1.5 million people, directly and indirectly, including skilled laborers, designers, and sales professionals.

The government has also declared furniture a "thrust sector", providing policy support, export incentives, and encouraging investment in eco-friendly manufacturing and automated production technologies. Moreover, participation in international trade fairs and the introduction of e-commerce platforms have opened new doors for Bangladeshi furniture in global markets. With such momentum, the furniture industry is poised to become a USD 1 billion export sector within the next decade.

4.2 Dominating Furniture Company

In Bangladesh, the furniture industry has grown significantly over the years, contributing to both local consumption and export markets. The sector is known for its craftsmanship, affordability, and increasing use of modern technology. Here's an overview of the

dominating furniture companies in Bangladesh, focusing on the top ten companies on the basis of their Brand practicing, Market domination, Design performance:

1. Hatil Furniture

Hatil is best known for the quality of its wooden furniture, customer-centric approach, and environment-friendly business practices. Its products are widely admired because of their elegant designs and exquisite craftsmanship. This fast-growing furniture brand is recognized to be the game-changer in the country's furniture industry.



2. Otobi

The founder of Otobi, Mr. Nitun Kundu, is widely known as one of the most reputable artists and sculptors of the 20th century. Otobi started its journey, with his artistic vision, in 1975, as a pioneer of the country's contemporary furniture market. It quickly became one of the most popular furniture brands in Bangladesh because of its high-quality products, unique design, and aesthetic decor.



3. Regal Furniture

Regal Furniture is comparatively new to the industry. Launched by RFL in 2013, Regal quickly became a well-known furniture brand for its wide variety of traditional, modern,

and customized product lines. With over 500 outlets all over the country, Regal serves over 50,000 customers every month. It currently holds a 4% market share of the furniture industry of Bangladesh.



4. Navana Furniture

Since its establishment as a sister concern of Navana Group in 2002, Navana Furniture has been prioritizing customer needs and satisfaction above all else. Through its products, Navana Furniture aims to promote a contemporary lifestyle filled with joy, happiness, and endless opportunities. To meet the different needs of customers, it offers an extensive range of products that are of high quality, with beautiful and ergonomic designs, and reasonable prices.



5. Akhtar Furnishers Ltd.

K.M. Akhtaruzzaman established the first showroom of Akhtar Furnishers in 1976. Because of its product quality and innovative design, Akhtar quickly rose to popularity as a high-end furniture brand. And because of its top-notch product quality, Akhtar also received the coveted ISO 9001:2008 Quality Certification in 2001. The company is also committed to running its manufacturing activities and other business practices by strictly adhering to environmental conservation policies.



6. Partex Furniture Industries Limited

A subsidiary company of Partex Star Group, Partex Furniture Industries Limited was established in 1999. Since its inception, the brand has been working towards offering high-quality products while also incorporating innovations in manufacturing and business practices. Partex Furniture has 35 showrooms all over the country. It also exports furniture to the UAE, Malaysia, and India.



7. HI-TECH Furniture

HI-TECH Furniture is a family-owned business established in 2008. Within a few years, HI-TECH became a well-known premium brand. It offers high-quality modern furniture while highlighting minimalist aesthetics. Its wide range of products includes furniture for home use, offices, hotels, cultural & business centers.



8. Brothers Furniture

Brothers Furniture takes pride in offering excellent quality wooden furniture of Victorian and modern design. With more than three decades of experience and technical skills, Brothers Furniture serves both the local and global markets. It promises to deliver satisfactory quality and artisanship with excellent customer service at the most competitive price.



9. Nadia Furniture

From raw material sourcing to the last stroke of wax, Nadia Furniture ensures quality in every stage of the manufacturing process. Through its excellent customer service, it aims to build a long-term relationship with each customer. Since its inception in 1991, Nadia Furniture has been working with a team of experienced and skilled engineers, designers, technicians, and workers to ensure the best output and maximum comfort for its customers.



10. ISHO

ISHO, founded by Rayana Hossain in 2017, is the fastest-growing furniture brand in Bangladesh. Although the brand had a humble beginning online, it is now expanding its reach overseas with locally-made products. The brand has been continuously ranked as

the most popular furniture manufacturer for urban lifestyle because of its unique, minimalist, and modern design approach.



4.3 Lifestyle Furniture Brands

Lifestyle furniture brands in Bangladesh have gained immense popularity in recent years due to the growing demand for modern, stylish, and functional home and office furniture. These brands blend traditional craftsmanship with contemporary design to cater to the tastes of urban consumers. In Bangladesh, several furniture brands cater to a lifestyle-oriented approach, focusing on quality, design, and modern appeal. Some of the prominent brands include High-Tech, ISHO, BOHU, OTOBI, Shanta Lifestyle, and Dewan Furniture. These brands offer a range of furniture, from home and office solutions to luxury pieces, often incorporating design elements and customer preferences. Besides these, top ranking brands like Navana Furniture, HATIL Furniture, and Akhtar Furnishers also play a significant role in the Bangladeshi furniture market and offer products that align with lifestyle preferences.

4.4 Competitive Positioning in The Market

The furniture market in Bangladesh is increasingly competitive, with several prominent brands occupying distinct positions based on price, quality, design, and target audience. Otobi and Hatil serve the upper-middle segment with a focus on modern designs and reliable quality, while Partex and Brothers cater to budget-conscious consumers with affordable options. Navana, ISHO and Akhtar, position themselves in the premium segment, offering high-end, elegant, and traditionally crafted furniture aimed at elite customers. A standout newcomer is ISHO, which has rapidly gained attention for its minimalist, contemporary designs and tech-enabled shopping experience targeting young

urban professionals. With a strong digital presence and innovation-driven branding, ISHO is redefining modern living spaces in Bangladesh.

Each brand maintains a unique strategy, reflecting the diverse preferences and socioeconomic range of the Bangladeshi consumer base.

Key Factors for Positioning are Price (Economy to Premium), Product Quality & Durability, Design & Innovation, Target Market (Mass vs Elite), After-sales Service etc.

Competitive Strategies Summary

Brand	Quality	Price	Design Style	Market Target	Key Strength
Otobi	High	Mid	Modern functional	Urban middle	Balanced offering, office solutions
Partex	Medium	Low	Basic, mass appeal	Budget-conscious buyers	Price leadership
Hatil	High	Mid	Stylish modern	Upper-middle class	Export-oriented, wide range
Navana	Very High	High	Elegant modern	Affluent professionals	Brand prestige, showroom experience
Akhtar	Very High	High	Traditional luxury	Elite segment	Premium hardwood craftsmanship
Brothers	Medium	Mid	Mixed, practical	Mass middle class	Affordable and accessible
ISHO	High	High	Minimalist modern	Young, urban elites	Smart online UX, design-driven branding

Positioning Map (Price vs Quality)

At the premium end with high quality, brands like Akhtar, Navana, and ISHO stand out for their modern designs and superior materials. Hatil also offers good quality with a slightly more accessible price point, making it a popular mid-range option. Otobi

balances affordability with decent quality, appealing to a broader market. On the more budget-friendly side, brands like Brothers and Partex offer functional furniture at lower prices, catering to cost-conscious consumers. This spectrum reflects how consumers can choose based on both their preferences for quality and their budget.



4.5 Industry Analysis

Bangladesh's furniture business is a component of the larger consumer durables and home improvement sector, with a growing emphasis on tech-enabled and lifestyle-driven furniture. It comprises producers and retailers of furniture for homes, workplaces, and institutions. The industry has changed significantly over the last ten years, moving from conventional carpentry to contemporary, branded, and design-focused manufacture.

Offering creative, understated, and internationally inspired designs for both home and workplace usage, ISHO Limited is a company in the lifestyle furniture subsector. As a result of changing customer tastes and living standards, the industry today considers sustainability, intelligent features, and adaptability to be essential product requirements.

4.6 Size, Trend, and Maturity of the Industry

Size:

- The Bangladeshi furniture industry is estimated at USD 2.5 billion, with exports exceeding USD 110 million (FY 2023–24).
- The domestic market is dominated by local brands, with more than 2,000 formal manufacturers and 10,000+ SMEs.

- Major brands include Hatil, Otobi, Partex, Akhtar, Navana, and ISHO.

Trend:

- Rise in urbanization and middle-class growth is increasing demand for stylish and space-efficient furniture.
- Rapid digital adoption has led to growth in online furniture sales, especially post-pandemic.
- Growing preference for eco-friendly and multi-functional designs among younger customers.
- Expanding corporate and institutional demand (banks, hospitals, hotels) for bulk, customized furniture solutions.

Maturity:

- The industry is currently in a growth-to-maturity transition phase.
- Traditional, mid-range brands are being challenged by innovative, lifestyle-oriented players like ISHO.
- Product differentiation and brand loyalty are becoming key competitive advantages.

4.7 Industry SWOT Analysis

External Economic Factors:

- Import tariffs, currency fluctuations, and the cost of raw materials globally all have an impact on the sector.
- Domestic demand is fueled by expanding office and hospitality industries as well as rising real estate construction.

- Inflation and economic instability may cause mid- to lower-income groups' buying power to decline.

Technological Factors:

- Smart design tools, CRM systems, e-commerce platforms, and tech-integrated furniture (such as wireless charging) are all used by contemporary furniture companies like ISHO.
- Digitalization makes it possible for automated factory production, virtual showrooms, and consumer engagement.
- Larger manufacturers are investing more in automation and sustainable technologies.

Barriers to Entry:

There are low to moderate entry barriers for personalized furniture or small-scale manufacturing.

However, scaling to ISHO's level requires:

- Heavy investment in design R&D, brand development, and retail infrastructure.
- Access to advanced machinery, compliance certifications, and global design talent.

Threat of Substitutes:

- High threat of substitutes in terms of:
 - Cheap, mass-produced or imported furniture
 - Unbranded, local carpentry-based furniture businesses
 - Second-hand or DIY (do-it-yourself) furniture

- However, ISHO competes by offering branded value, after-sales service, and design innovation.

Industry Rivalry:

- High competition from established brands like Hatil, Otobi, Partex, Akhtar, Navana, Regal, Bohu.
- Constant battle over price, product design, store experience, and customer loyalty.

ISHO differentiates through:

- Minimalist design and smart features
- Global brand outlook (e.g., FICO for European market)
- Strong digital presence and UX design

4.8 Pros and Cons Of the competitors

Brand	Pros	Cons
Hatil	70+ stores nationally, a strong export presence in 18+ countries, exquisite designs and craftsmanship, and eco-friendliness	Elite market capture may be limited by the mid-price category. Intense competition from recently launched lifestyle-oriented brands
Otobi	Modern office furniture pioneer; reasonably priced with stylish designs; established reputation in the market	Today's design innovation is less dynamic; there is less internet adaptability and new lifestyle branding.

Regal	A rapidly expanding brand with more than 500 stores Over 50,000 clients are served each month; alternatives are reasonably priced and adaptable.	Despite reach, the market share is only 4%. Premium categories are perceived as having lesser quality.
Navana	A high-end brand image with sophisticated and practical goods. Good experience in the showroom.	Expensive prices could turn off middle-class customers. A less forceful approach to digital branding.
Akhtar	Quality-certified by ISO 9001:2008 - Fine hardwood craftsmanship Eco-friendly and creative	Mass-market reach is limited by a high price point. Traditional luxury is prioritized, with less appeal to contemporary minimalists.
Partex	Broad affordability Well-known for its modular home furnishings, this company exports to the United Arab Emirates, Malaysia, and India.	Simple design with no attraction to lifestyle Price is more important than brand experience.
HI-TECH	High-end minimalist design that addresses needs for the home, workplace, and hospitality with an emphasis on contemporary aesthetics	Insufficient branding and visibility A family-owned business may make major investments more difficult.
Brothers	More than 30 years of skillful craftsmanship, a blend of Victorian and contemporary styles, and affordable prices	The brand lacks innovation in current design. Elite market positioning is limited by mid-range quality.

Nadia	A robust quality control procedure. Outstanding customer support. A workforce with experience.	A cautious approach to branding. Reduced visibility on tech-enabled and digital platforms
ISHO	The fastest-growing brand that focuses on urban living Modern, minimalistic design. Good UX design and a strong online presence	Physical presence is still being established around the country. Budget-market penetration is constrained by premium pricing.

Chapter 5: Findings of the Study

5.1 Major HRM Observations During Internship

5.1.1 HR Practices at ISHO Limited

One of the lifestyle furniture companies in Bangladesh with the quickest rate of growth, ISHO Limited, has established a strong HRM framework. The company's dedication to innovation, operational excellence, and employee pleasure is reinforced by its HR policies and procedures. I paid great attention to ISHO's HR practices throughout my internship, which are in line with both Bangladeshi labor laws and contemporary organizational norms. An integrated summary of ISHO's HR procedures, divided into key functional areas, is provided in this section.

5.1.2. Recruitment and Selection

Merit and organizational fit are the two main leading concepts of ISHO Limited's hiring procedure. The business feels that maintaining its innovation-driven, people-centric culture depends on luring in the appropriate talent. The first step in the recruitment process is posting job openings on well-known career websites, such as LinkedIn, Bdjobs, and ISHO's own website. These platforms give the business access to a qualified and varied candidate pool with a range of professional experiences. ISHO's hiring procedure is a methodical, multi-phase process intended to assess candidates' technical proficiency as well as their compatibility with the organization's principles. Usually, the process starts with a preliminary resume screening to create a shortlist of applicants whose skills and background fit the job specifications. Initial interviews follow, during which candidates' communication abilities, career aspirations, and general fit for the position are evaluated. Candidates may also undergo case-based evaluations or technical assessments for certain roles, particularly those in technical, strategic, or design-related professions, to show their aptitude for solving problems and practical expertise.

Candidates are invited to final interviews with department heads or senior leadership after completing these first steps. These conversations center on the candidate's potential for long-term advancement within the company in addition to their role-specific skills. At this point, professional demeanor, cultural fit, and soft skills become crucial evaluation criteria. Personal qualities like honesty, flexibility, teamwork, and a passion for innovation are equally valued by ISHO.

In order to make sure that hiring selections are made with a balance between skill-based merit and alignment with ISHO's corporate philosophy, the HR department collaborates closely with the appropriate team leaders or department heads throughout the process. This cooperative decision-making process guarantees that new recruits support ISHO's objective of delivering excellence through a modern, innovative, and values-driven workplace in addition to making valuable contributions to their roles.

5.1.3 Employee Onboarding

The employee onboarding procedure at ISHO Limited has been carefully planned to give new hires a well-organized, interesting, and friendly experience right from the start. Understanding the value of early integration and first impressions, ISHO's onboarding approach places a strong emphasis on both operational orientation and emotional inclusion in an effort to provide new hires a sense of clarity and belonging.

Employees are introduced to the company's mission, long-term vision, departmental functions, organizational structure, and fundamental values throughout a series of orientation classes that they attend upon joining. To provide participants a thorough grasp of ISHO's business strategy and culture, officials from a variety of departments, including Human Resources and pertinent team leads, conduct these workshops.

To make the transition even easier, new hires are introduced to the rest of the team via official email announcements before seeing their immediate coworkers in person. This stage promotes communication between departments right away and aids in the development of early connections. ISHO also offers welcome kits, which usually contain

branded office supplies, necessary HR paperwork, and other onboarding tools, as part of its efforts to foster a friendly and welcoming workplace. Furthermore, welcome lunches or dinners are planned to provide new workers a chance to interact casually with their teams and managers.

There is no time or day limit on the onboarding program. Through recurring check-ins and continuous assistance from HR and team leads, it continues beyond the employee's first few months. Making new hires feel appreciated, knowledgeable, and in line with ISHO's objectives on a personal and professional level is the aim.

Long-term retention, increased job satisfaction, and early engagement are all greatly aided by this thorough and people-centered onboarding process. ISHO makes sure that new hires are prepared and inspired to make a significant contribution to the company right away by fostering a seamless and enjoyable onboarding process.

5.1.4 Training and Development

At ISHO Limited, training is seen as a continuous and vital process that directly supports organizational capabilities, personnel development, and overall business performance rather than as a one-time event. The business is adamant that innovation at all organizational levels, preserving a competitive edge, and guaranteeing high-quality output all depend on ongoing learning. ISHO uses a dual-track training approach that is suited to several functional areas, particularly its Manufacturing Unit and Head Office, in order to meet the varied training needs of its employees.

Training sessions are conducted more often in the Manufacturing Unit, usually two or three times a week. Enhancing technical abilities, maintaining quality control standards, and guaranteeing workplace safety are the key goals of these seminars. These seminars' regularity and practicality demonstrate the organization's dedication to operational excellence and adherence to industry best practices. On the other hand, training sessions at the Head Office are more knowledge-based and strategic. Every year, ISHO hosts three to four training sessions, frequently led by outside consultants or experts. These

workshops, which center on topics including leadership development, digital skills, communication, innovation, and customer service, are planned according to departmental needs. This strategy guarantees that possibilities for professional development are in line with the functional objectives of each department and the changing dynamics of the market. Training efficacy is closely observed. After every session, performance reviews are carried out one to two months later to gauge how well staff members have used their newly learned abilities in their day-to-day duties. To improve upcoming programs, managers' and participants' feedback is also gathered.

The workforce's competencies are strengthened, long-term career growth is supported, and continual improvement is encouraged by this organized and performance-oriented training program. By funding training in both technical and soft skills, ISHO guarantees that its staff members stay capable, self-assured, and equipped to handle the ever-changing demands of the lifestyle furniture sector.

5.1.5 Performance Management

ISHO's use a fair and well-organized Performance Management System (PMS) to guarantee that workers are assessed impartially and openly using performance metrics that are well-defined. The system is essential for coordinating individual efforts with the organization's strategic goals and for promoting an environment of accountability and ongoing development. There are two main levels at which PMS functions. First, every confirmed employee has an annual performance review. This thorough assessment provides an official means of evaluating the year's accomplishments, difficulties, and potential growth areas. Second, when a new hire's six-month probationary period is over, a Post-Probation Review is conducted. This early evaluation makes sure that recently hired staff members are settling into their positions and performing up to the organization's expectations.

Key Performance Indicators (KPIs) unique to each department and job function serve as the basis for both appraisal procedures. The effectiveness of an employee in producing results is gauged by these KPIs, which serve as the foundation of the performance review.

The performance review includes evaluations of behavioral competencies and soft skills in addition to job-specific KPIs. Attributes like initiative, inventiveness, attendance, cooperation, and teamwork are used to grade employees.

A standardized performance assessment form, which integrates quantitative and qualitative measures to offer a comprehensive view of employee performance, serves as documentation for the entire review process. It is the duty of managers and supervisors to carry out these assessments and provide helpful criticism that promotes staff growth.

5.1.6. Compensation and Benefits

By providing a comprehensive and competitive remuneration and benefits package, ISHO Limited demonstrates its commitment to its employees' financial stability and well-being. The company understands that improving employee retention, satisfaction, and overall organizational commitment requires an open and prompt compensation system.

A fixed monthly salary is the foundation of ISHO's pay structure, and it is regularly paid out through City Bank Cashing during the first week of every month. ISHO's dedication to upholding financial discipline and employee trust is demonstrated by its punctuality. Workers are able to count on prompt payment, which promotes stability and predictability in their work lives.

To meet the various needs of its employees, ISHO offers a range of monetary and non-monetary benefits in addition to base pay. Earned leave benefits are one of these, enabling workers to take time off while still getting paid in full. In compliance with labor rules, the company also provides maternity leave benefits, indicating its support for family responsibilities and work-life balance, especially for female employees. Annual service benefits are also provided as a thank you for the employees' steadfast devotion to the company and their ongoing contributions over the years.

Benefits tailored to a role may also be offered, depending on the particulars of that role. In order to guarantee that workers can carry out their responsibilities effectively and

comfortably, they may include provisions for transport, food, or work-related tools and equipment.

In keeping with its dedication to financial transparency and moral hiring procedures, ISHO also makes sure that all exit settlements and outstanding debts are paid off within 15 days of an employee's leave.

This comprehensive pay and benefit plan upholds ISHO's standing as a people-centered business that prioritizes equity, adherence to regulations, and the long-term well-being of its workers.

5.1.7 Employee Relations

Employee involvement, well-being, and communication are regarded as essential to the success of ISHO Limited, which cultivates a good, open, and inclusive workplace culture. Respect, openness, and relationship-building are the cornerstones of the company's employee relations strategy, which makes sure that every employee feels appreciated, heard, and supported during their time working there.

The HR division actively and strategically contributes to the upkeep of positive employee relations. HR routinely interacts with staff members from all areas to handle complaints, get input, and politely and promptly address any new issues. By preventing misunderstandings and minimizing disputes, this proactive communication paradigm fosters a positive work atmosphere based on cooperation and trust.

The HR team at ISHO places a strong emphasis on fostering excellent team dynamics in addition to resolving conflicts and obtaining feedback. The organization fosters collaboration and camaraderie among coworkers through a number of programs, including department-level coordination meetings, team-building exercises, and employee engagement events. These initiatives boost productivity and cross-functional cooperation in addition to workplace morale.

The exit management procedure is equally professional and thoughtful. Workers who decide to leave are handled fairly and with respect. The business makes sure that all

leave procedures including timely final settlements and appropriate documentation are completed in a courteous and orderly manner. notably adheres to a "boomerang employee" policy, which welcomes returning workers who departed on good terms if they so want. A mature and relationship-based HR philosophy that prioritizes long-term human capital ties above temporary absences is reflected in this forward-thinking approach.

By emphasizing transparency, compassion, and ongoing involvement, ISHO establishes a standard for developing deep connections with employees. In addition to improving employee retention and happiness, this strategy creates a strong, driven staff that supports the mission and core values of the business.

5.1.8 Legal Compliance

By making sure that every facet of its activities complies with both national laws and international standards, ISHO Limited upholds a strong commitment to legal compliance and moral corporate conduct. Transparency, accountability, and worker safety are top priorities for ISHO as a conscientious employer and industry leader.

ISHO makes certain that all human resource policies and activities adhere to legal requirements in accordance with Bangladesh's national labor legislation. This covers laws pertaining to minimum wages, working hours, benefits for employees, workplace safety, and leave requirements. The company carefully abides by ethical standards in areas like pay, discrimination, and workplace conduct, and employees are given contracts that explicitly define their rights and obligations.

ISHO has several international certifications to further demonstrate its commitment to international standards. These consist of:

- The company's dedication to upholding quality, safety, and environmental responsibility is validated by its ISO Certifications in Environmental Management Systems (EMS), Quality Management Systems (QMS), and Occupational Health and Safety Management Systems (OHSMS).

- The SEDEX (Supplier Ethical Data Exchange) certification attests to adherence to international best practices in ethical sourcing, health and safety, and labor rights.
- ISHO's dedication to sustainable and ethical procurement of raw materials, particularly wood and other natural inputs utilized in furniture production, is shown in its FSC (Forest Stewardship Council) certification.

To ensure that these requirements are being followed, ISHO also regularly conducts internal compliance evaluations and third-party audits. In addition to reducing legal risks and upholding stakeholder trust, these audits guarantee ongoing improvements in operational effectiveness and policy enforcement. ISHO has made a name for itself as a law-abiding, moral, and sustainable organization by coordinating with both national and international frameworks. This dedication not only protects the interests of its workers and customers, but it also strengthens its standing as a reliable and progressive company in the cutthroat lifestyle furniture sector.

5.1.9 Employee Engagement and Retention

ISHO Limited understands that sustainable organizational effectiveness depends on a motivated and engaged staff. Through a range of well-designed employee engagement initiatives, the organization actively fosters a culture of gratitude, inclusivity, and teamwork in order to create a great work environment and long-term employee loyalty.

ISHO employs a number of innovative and economical programs aimed at enhancing employee satisfaction and fostering a feeling of community. The monthly "Employee of the Month" award program, which honors individual achievement, dedication, and contributions, is among the most noteworthy. This program encourages a culture of healthy competition and accountability in addition to inspiring staff to constantly give their best work.

Additionally, twice a month, the organization hosts team-building exercises that help employees from different departments develop trust, enhance communication, and

establish interpersonal relationships. These exercises range from group challenges to leisure activities. A more unified and cooperative workplace culture is greatly enhanced by these activities.

The weekly "Thursday Munchies Party," where staff members gather casually to share snacks and chat, is another well-liked program. This relaxed environment encourages team connections and provides workers with a respite from daily duties, which enhances mental health and job satisfaction.

One of the main events on ISHO's engagement calendar is the yearly celebration. The event, which includes prizes, music, food, and entertainment, gives the business a chance to honor accomplishments, celebrate victories, and unite all employees in a joyous and grateful setting. When taken as a whole, these engagement efforts have produced an exceptionally low staff turnover rate of less than 10%, well below the industry norm. This high retention percentage is a direct result of ISHO's successful employee engagement approach, which places a strong emphasis on emotional connection, inclusion, and recognition—all of which are important factors in fostering employee happiness and organizational commitment.

5.1.10 Learning and Development

In order to create a workforce that is capable, flexible, and prepared for the future, ISHO Limited places a high priority on professional development and ongoing learning. In order to promote a vibrant and long-lasting knowledge culture, ISHO incorporates informal and experiential learning techniques into its larger learning and development (L&D) framework, even while formal training sessions continue to be a crucial part of the business's development strategy.

ISHO aggressively encourages cross-functional cooperation, mentorship opportunities, and on-the-job training in addition to organized training programs held at the corporate headquarters and the manufacturing facilities. Employees can develop their problem-solving abilities, get useful insights, and comprehend aspects of the company that go beyond their own divisions thanks to this multifaceted approach.

ISHO's data-driven alignment with performance appraisals is a key component of their L&D methodology. To find skill gaps and customize upcoming training sessions to meet the goals of both individual and team development, insights obtained from annual and post-probation evaluations are utilized. This guarantees that learning programs stay pertinent, focused, and strategically in line with the organization's expansion goals.

The ISHO Human Resources department is essential to fostering this culture of learning by:

- Encouraging collaboration and the exchange of knowledge across departments
- Encouraging ongoing development and upskilling
- Ensuring that educational initiatives are directly related to changing business needs.

5.1.10 HR Planning and Strategy at ISHO

A The goal of ISHO's human resource planning and strategy is to match workforce competencies with the organization's long-term goals. ISHO, a quickly expanding lifestyle furniture company, is aware that its employees are its most important resource. In order to foresee future talent needs, develop competences, and guarantee a productive, motivated, and adaptable staff, the HR department performs a strategic role in addition to managing daily administrative responsibilities.

Analyzing the company's present labor capacity, identifying skills shortages, and projecting future personnel requirements based on market trends, expansion objectives, and technological improvements are the first steps in the HR planning process. In a changing economic environment, ISHO is able to maintain its agility and competitiveness thanks to this proactive strategy. ISHO strategically prioritizes employing individuals who align with the corporate culture and job objectives. Through succession planning, performance evaluations, and training, it also makes investments in the internal development of personnel. High levels of employee retention and satisfaction are guaranteed by frequent engagement initiatives and a culture that values candid input.

In order to match human capital initiatives with more general corporate objectives, HR also collaborates closely with leadership. Budgeting for the workforce, organizational reorganization when required, and promoting change via change management techniques are all included in this. Additionally, ISHO tracks turnover, assesses efficacy, and modifies recruitment or retention tactics based on data-driven HR metrics.

All things considered, ISHO's HR strategy makes sure that the appropriate people are in the right positions at the right times, prepared to support innovation, client happiness, and long-term success.

5.1.11 ISHO's Strategic Approach to Change Management

The capacity to handle and adjust to change is a vital component of an organization's success in the fast-paced business world of today. Modern lifestyle furniture company ISHO Limited, based in Bangladesh, understands the strategic significance and inevitable nature of change. Through a clear, people-centered, and organized framework for change management, ISHO actively welcomes change, whether it be in the form of organizational reorganization, technology development, or cultural transformation. The business makes certain that all change initiatives respect its values, are in line with its vision, and are incorporated into its operations in a sustainable manner.

Strategic Approaches:

- **Clearly defined goals and vision**

Change at ISHO starts with a compelling vision and doesn't happen at random. Leadership explains the need for the change, its goals, and how it fits into ISHO's overarching objective of sustainability, innovation, and excellence. Whether the change entails automating a manufacturing process, introducing a new product line, or moving toward a more hybrid workplace model, ISHO makes sure that everyone involved understands the change's goals and purpose. These clearly stated objectives foster a common understanding that helps all parties grasp the wider picture and their part in it.

- **Engagement of Stakeholders**

ISHO is aware that effective change necessitates people in addition to a solid plan. Early and frequent stakeholder engagement is therefore a crucial step in the process. Depending on the size and type of the change, stakeholders may include suppliers, customers, department heads, and employees. To acquire information, resolve issues, and foster support, regular meetings, feedback sessions, and cooperative planning are employed. ISHO promotes a culture of shared responsibility and trust by valuing stakeholder input and making them co-owners of the change, which greatly lowers resistance and boosts commitment.

- **Sponsorship and Leadership**

A key component of ISHO's change management initiatives is leadership. Change sponsors are senior leaders who confidently and consistently support projects, such as the Managing Director and department heads. They assign resources, give strategic direction, and set an example for adjusting to new procedures or habits. Their participation and exposure show that transformation is a priority rather than merely a short-term initiative. Influencers include middle managers and team leaders, who translate the vision into practical measures and serve as a liaison between frontline employees and higher management.

- **Good Communication**

ISHO's transformation programs are characterized by transparent, timely, and consistent communication. The communications and HR departments work together to create communication plans that include the what, why, when, and how of every change. Information is disseminated via a variety of media, such as in-person team briefings, web platforms, internal newsletters, and town hall meetings. Two-way communication is valued by ISHO, and staff members are encouraged to voice issues, ask questions, and provide feedback. During transitions, this inclusive approach helps dispel rumors, lessen uncertainty, and foster a sense of stability and clarity.

- **Instruction and Assistance**

ISHO makes a large investment in educating its staff for transition since it recognizes that they are the primary implementers of any change. The HR team makes ensuring that appropriate training sessions are held whenever new procedures, tools, or systems are implemented. This could be on-the-job training, e-learning modules, formal workshops, or one-on-one coaching, depending on the situation. Support tools including FAQs, follow-up meetings, and help desks are also made available. This thorough training guarantees that staff members are not only aware of the shift but also have faith in their capacity to function well in the new setting.

- **Assessment of Change Adaptation**

ISHO evaluates the organization's change readiness prior to implementing any significant changes. This entails assessing the workforce's mentality, current cultural dynamics, resource availability, and technical infrastructure. To find gaps and possible obstacles, surveys, focus groups, and risk assessments are often employed methods. Based on the results, the business takes proactive measures to make sure the organization is ready, like improving communication, modifying schedules, or revamping support systems. By serving as a safety net, this readiness check raises the possibility that the implementation will be successful.

- **Plan of Action**

ISHO implements change using a methodical and thorough implementation plan. Every change project has distinct phases: planning, carrying out, reviewing, and reinforcing. Early on, schedules, milestones, roles, and duties are established, and project management tools are employed to monitor development and spot setbacks. Specialized cross-functional teams are established to supervise implementation and guarantee departmental alignment. By removing uncertainty, this methodical approach guarantees that the change is implemented effectively and uniformly throughout the company.

- **Observation and Feedback**

At ISHO, change is seen as a continuous process rather than a one-time occurrence. Following deployment, both qualitative and quantitative measurements are used by the project and HR teams to track success. Employee surveys, focus groups, and Key Performance Indicators (KPIs) are used to determine whether the change is having the desired effect. If any gaps are found, remedial action is taken right away. Not only is feedback appreciated, it is actively sought out and taken into consideration. This agile feedback loop ensures continuous improvement and learning throughout the change process.

- **Resistance Management**

ISHO has a proactive approach to resistance management because it recognizes that change can cause apprehension, doubt, or resistance. HR works with line managers to address underlying issues after spotting early indications of resistance, such as active pushback or quiet disengagement. One-on-one discussions, empathy-led communication, and open-door policies all contribute to employees feeling valued and heard. Additionally, ISHO promotes internal advocacy and peer support, transforming key personnel into change agents who serve as role models for others.

- **Reinforcement and Sustainability**

ISHO emphasizes long-term reinforcement to make sure that change becomes the new normal. KPIs, performance reviews, and standard operating procedures all incorporate new practices, procedures, and values. When accomplishments are acknowledged in public, whether through internal showcases, employee awards, or promotions, desired behaviors are reinforced. Leadership follow-ups and periodic refresher trainings maintain the momentum. What started off as a reform campaign eventually becomes ingrained in ISHO's culture, laying the groundwork for continued innovation and advancement.

ISHO takes a comprehensive, people-centered approach to change management that is consistent with its dedication to operational excellence and innovation. The organization makes sure that change is not only controlled but also welcomed by setting clear objectives, including stakeholders, and offering the required resources and assistance. ISHO transforms possible disruptions into strategic advantages through meticulous preparation, capable leadership, and sustainable practices, opening the door for further expansion in a market that is constantly changing.

5.1.12 Strategic Human Resource Strategy and Planning at ISHO

- **Planning for a Strategic Workforce**

ISHO proactively aligns its human capital with the organization's long-term business strategy, exhibiting a mature approach to strategic workforce planning. Being a lifestyle furniture company that works in a market that is extremely competitive and changing quickly, ISHO understands how important it is to have the right people in the right roles at the right times. In order to evaluate workforce capacity, anticipate the skills needed to accomplish business objectives, and estimate future talent needs, the HR department works closely with department heads and upper management.

Regular assessments of the capabilities of the staff today, retirement forecasts, turnover patterns, and succession planning are all part of this process. To predict future needs, the business also keeps an eye on outside variables like changes in the industry and labor market trends. ISHO makes sure that employment numbers and talent skills are always in line with the business's operational demands by employing workforce planning as a strategic tool, especially as it expands its B2B and B2C sectors. Through internal talent pipeline development and the identification of important jobs, ISHO also prioritizes future-proofing its personnel. The strategy improves organizational resilience while lowering hiring expenses. With this kind of planning, the business may enter new markets, embrace new technology, and react quickly to changes in the market without sacrificing performance.

- **Development of Organizations (OD)**

The goal of ISHO's organizational development is to foster a culture of innovation, adaptability, and constant improvement. In order to achieve strategic goals, the organization aims to optimize structures, boost workforce capabilities, and improve internal processes through focused OD interventions.

ISHO's dedication to continuous training and growth is one of its main OD practices. Weekly technical and safety training sessions are conducted in its production facility to guarantee excellent operational standards. To improve soft and leadership abilities, the head office organizes quarterly learning sessions, frequently facilitated by outside trainers.

To determine what needs improvement, the HR division looks at team input and performance evaluation data. Additionally promoted are cross-functional cooperation and mentoring programs, which promote information exchange and reciprocal learning. Because ISHO's organizational structure is minimal but flexible, departments may swiftly adjust to changes in the market or internal needs. To expedite processes and enable real-time cooperation, digital tools and communication platforms are utilized. Another important area of attention is change management. ISHO makes certain that workers are operationally and psychologically ready for modifications to procedures, rules, or business models. Proper training, leadership support, and open communication are how this is accomplished. Consequently, the organization sustains excellent staff morale and flexibility across changes.

5.2 Findings on HR Operations at ISHO

5.2.1 Findings

It highlights the main conclusions I came to while working as an intern at ISHO Limited, with an emphasis on its HR procedures. The conclusions are based on my direct

observations, HR records, and conversations with Mr. Maruf Hasan Tamam, an HR executive. In order to create this thorough report, I carefully researched HR rules even though I was directly involved in corporate sales. For clarity, the results are arranged according to HR functional categories.

5.2.2 Recruitment and Selection

The hiring process at ISHO is methodical, open, and deliberate. In order to establish job responsibilities, post opportunities, and screen applicants, the HR staff works in tandem with department leaders.

Findings: - ISHO promotes a merit-based hiring strategy that complements the organizational culture and values of the business. Only the best applicants advance to the next level thanks to the recruitment process's transparency and organization. Multiple media, including Bdjobs, LinkedIn, and employee referrals, are used to advertise job openings, increasing awareness and drawing in a varied talent pool. ISHO uses standardized interviews and role-specific selection tests to ensure impartiality and uniformity. This facilitates the efficient assessment of both cultural fit and technical proficiency. Finding local applicants with the necessary credentials and a thorough awareness of the business climate in Bangladesh is a crucial component of ISHO's polycentric employment approach. Better alignment with market demands and easier team integration are guaranteed by this localization. All things considered, ISHO's hiring and selection procedures show a deliberate balancing act between organizational coherence, competency, and flexibility.

5.2.3 Employee Onboarding

The well-thought-out and experience-focused onboarding procedure seeks to improve corporate alignment and lower early turnover.

Findings: - ISHO has created a systematic onboarding method that guarantees new hires are integrated, informed, and welcomed right away. A thorough welcome package

of branded materials and necessary resources is given to every new hire. An interesting orientation presentation outlining the company's objective, vision, organizational structure, and basic values kicks off the onboarding process. New hires can better grasp ISHO's workplace culture and strategic goals with the help of this seminar. Team introductions are planned to further improve the onboarding process by giving new hires the chance to interact with coworkers and form early bonds. Additionally, a welcome dinner is provided, fostering a welcoming and inclusive atmosphere. These kind actions promote early employee engagement and create a good first impression. ISHO's onboarding procedure is essential for raising employee happiness, speeding up adjustment, and enhancing long-term retention in the company because it provides both social and informative support.

5.2.4 Training and Development

ISHO's fundamental HR approach includes ongoing learning. Both the head office and the factory undertake several training programs.

Findings: - At all organizational levels, ISHO has a strong commitment to lifelong learning and skill development. Weekly training sessions are held at the manufacturing facility with an emphasis on quality control, safety procedures, and technical skills. These regular workshops guarantee the upholding and ongoing improvement of operational standards. Depending on departmental requirements, three to four specialized training sessions are planned each year for head office staff. External trainers frequently participate in these sessions to offer industry perspectives and expert knowledge. The training covers everything from process optimization and leadership development to soft skills. ISHO's emphasis on effectiveness measurement is a fundamental component of its training approach. Within a month or two, post-training assessments are carried out to gauge performance enhancement, behavioral modification, and information retention. The HR team can improve future training modules and match learning efforts with business objectives thanks to this feedback-driven approach, which promotes a culture of continuous improvement and professional development.

5.2.5 Performance Management

ISHO uses a systematic approach to performance management that assesses worker development, output, and involvement.

Findings: - ISHO has a strong and organized Performance Management System (PMS) that promotes goal alignment, development, and responsibility. Every year for all permanent staff members and following the six-month probationary term for new hires, performance reviews are held. A well-rounded set of criteria are used in the evaluation process, including behavioral conduct, teamwork, initiative, creativity, key performance indicators (KPIs), and the accomplishment of departmental and individual goals. This guarantees a comprehensive evaluation of attitude and production. The PMS is intended to be equitable, open, and uniform amongst departments. It promotes reciprocal feedback, which enables staff members to recognize their areas of strength and growth. ISHO's system encourages ongoing professional growth and internal accountability by explicitly linking performance to quantifiable results and organizational principles. Performance management continues to be a key factor in employee engagement and organizational excellence since the outcomes of the performance evaluations also serve as a reference for promotions, awards, and additional training.

5.2.6 Compensation and Benefits

The salary structure is open and competitive. Direct bank transactions are an effective way to manage payments.

Findings: ISHO upholds a well-organized and employee-friendly pay plan that fosters contentment, monetary stability, and organizational confidence. During the first week of the month, salaries are paid out via City Bank, guaranteeing all workers' financial security and timeliness. The benefits package, which emphasizes ISHO's emphasis on long-term recognition and employee well-being, includes maternity leave, earned leave encashment, and annual service awards. These services are intended to help staff

members at various phases of their lives and careers while fostering a supportive workplace environment. Additionally, ISHO exhibits excellent HR operational efficiency by paying out exit benefits and dues within 15 days of resignation, which is a rare but admirable practice in the community. This prompt procedure guarantees a smooth and courteous transfer for departing staff. All things considered, ISHO's pay and benefits plan promotes employee retention, raises job satisfaction, and demonstrates the business' dedication to equitable, open, and effective HR procedures.

5.2.7 Employee Relations

Building and sustaining positive internal connections is highly valued by ISHO. It's a supportive and cooperative culture.

Findings: - Through effective employee relations procedures, ISHO cultivates a good, welcoming, and relationship-focused workplace culture. To resolve issues, get input, and improve engagement, the HR team communicates with employees on a frequent basis. This proactive strategy guarantees that workers' opinions are heard and that problems are promptly fixed, which promotes an open and courteous workplace. In keeping with its HR concept of maturity and long-term relationship building, ISHO also maintains an open-door policy that permits former employees to rejoin, so long as they did so amicably. The purpose of exit procedures is to maintain goodwill even after work ends by being kind and polite. Interdepartmental harmony is also valued by the organization, which fosters cooperation through casual contact, respect for one another, and teamwork. These procedures improve worker morale, decrease conflict, and cultivate trust. The way ISHO handles employee relations not only increases loyalty but also fosters a motivated and cohesive team that benefits the success of the company as a whole.

5.2.8 Legal Compliance

In all of its HR operations, ISHO conforms to both international and local labor laws.

Findings: - Throughout all of its operations, ISHO is steadfast in its dedication to legal compliance and moral labor practices. FSC, SEDEX, and ISO standards including EMS (Environmental Management System), QMS (Quality Management System), and OHSMS (Occupational Health and Safety Management System) are among the many globally recognized certifications the organization possesses. ISHO's commitment to maintaining environmental, social, and governance (ESG) standards is demonstrated by these certifications. The HR division guarantees the equitable and open application of all labor regulations pertaining to pay, working conditions, leave, safety, and employee rights. Adherence to national labor standards is strengthened by devoted compliance officers conducting internal compliance checks and regular legal audits. ISHO reduces legal risks and builds stakeholder trust by keeping accurate records and taking part in third-party audits. In addition to maintaining the company's reputation, this methodical approach to compliance increases employee trust in just and accountable organizational procedures.

5.2.9 Employee Engagement and Retention

Numerous engagement activities and award programs are the main drivers of employee happiness.

Findings: - In order to sustain excellent morale and job satisfaction, ISHO places a strong emphasis on meaningful and consistent employee engagement. The organization runs a number of low-cost, high-impact programs, such the monthly "Employee of the Month" award, which honors exceptional work and promotes a culture of gratitude. Bimonthly team activities and weekly refreshment events help break the routine and improve relationships between coworkers. These casual get-togethers foster a welcoming and inclusive workplace. In order to strengthen the close emotional ties that exist between staff members and the business, the organization also organizes an annual employee celebration that features prizes, food, music, and team building. Because of these engagement tactics, ISHO has an exceptionally low staff turnover rate of less than 10%, which is much lower than the industry norm. Employee motivation, loyalty, and alignment

with company objectives are maintained through a persistent emphasis on community building, teamwork, and appreciation. At ISHO, this engagement culture is essential to keeping talent and fostering job happiness.

5.2.10 Learning and Development

ISHO promotes lifelong learning outside of the classroom through cross-functional exposure and mentoring.

Findings: - ISHO promotes a dynamic learning and development (L&D) culture that emphasizes adaptation and ongoing progress. When it comes to determining employee skill gaps and directing future training programs, the Performance Management System (PMS) is essential. ISHO encourages information exchange between departments, cross-functional cooperation, and on-the-job learning in addition to formal training sessions. To improve their practical knowledge and teamwork, employees are encouraged to participate in task-based growth, mentorship, and peer learning. To make sure that professional development stays purposeful and relevant, the HR team collaborates closely with department heads to match training with business goals. In addition to improving staff competencies, this dual strategy of organized and informal learning fosters an innovative and resilient culture. The organization's long-term talent development ambition is reflected in its emphasis on internal mobility and upskilling. In addition to fostering employee development, ISHO's L&D procedures equip workers with the skills and agility necessary to adapt to changing market needs.

5.2.11 ISHO's Strategic Change Management Practices

Findings: - In order to manage change and maintain consistency with its core values of sustainability, innovation, and excellence, ISHO Limited takes a methodical and people-centered strategy. Every change project starts with well-defined objectives and a common vision, which promotes comprehension and alignment among all members of the business.

Early in the process, key stakeholders are included through cooperation and input, and change is actively sponsored and supported by strong leadership, ranging from upper management to middle managers. Throughout transitions, clear and transparent two-way communication helps to minimize ambiguity and preserve clarity. ISHO prioritizes employee readiness by providing specialized training, coaching, and online assistance. Prior to implementation, readiness evaluations aid in identifying gaps, and well-organized action plans guarantee seamless execution. Timely modifications and enhancements are made possible by ongoing monitoring via KPIs and questionnaires. Employee problems are acknowledged and taken care of when resistance is handled sympathetically through peer support and open communication. ISHO reinforces long-term adoption by incorporating new practices into performance systems and rewarding good behavior in order to maintain change. All things considered, ISHO's thorough change management approach helps the company to successfully manage change, sustain high engagement, and promote long-lasting gains.

5.2.12 Strategic HR Planning and Organizational Development at ISHO

Findings: - By matching personnel skills with long-term company objectives, ISHO Limited exemplifies a forward-thinking approach to strategic HR planning, especially in its expanding B2B and B2C divisions. To keep the workforce prepared, the HR division actively participates in succession planning, gap analysis, and talent forecasts. By employing personnel planning as an economical way to strengthen internal resources and lessen dependency on external hires, the company remains sensitive to market conditions and industry developments. Across all operational levels, its organizational development (OD) approach places a strong emphasis on adaptability, creativity, and ongoing improvement. Employee development and performance are supported by regular training programs, which include leadership development in the corporate office and technical sessions at the plant. Digital technologies, coaching, and cross-functional cooperation all improve internal flexibility and productivity.

Summary of Findings: ISHO Limited's HR procedures demonstrate a contemporary, employee-centered strategy in line with the objectives and core values of the company. Merit-based hiring and selection procedures prioritize cultural fit and systematic assessments on a variety of platforms. Through welcoming activities, team introductions, and presentations, the onboarding process is friendly and methodical, facilitating the seamless integration of new hires. Performance management is fueled by KPI-based evaluations that guarantee accountability and feedback, while regular training at manufacturing facilities and specialized sessions at the corporate office support ongoing skill development. With extra advantages like maternity leave, yearly awards, and speedy exit settlements, compensation procedures are prompt and open. Employee loyalty and departmental synergy are strengthened through polite leaving processes and open communication. Regular audits and international certifications (ISO, SEDEX, and FSC) ensure strict adherence to the law. Monthly prizes, weekly refreshment parties, and annual events are examples of engagement initiatives that encourage motivation and lead to a retention percentage of less than 10%. Last but not least, ISHO's learning and development approach promotes flexibility and long-term development by combining structured instruction with mentorship and cross-functional learning. These results show that ISHO's human-centered and structured HR procedures are essential to the organization's effectiveness and worker happiness

Chapter-6 Recommendations and Conclusions

6.1 Recommendations

I suggest the following strategic recommendations to improve ISHO Limited's HR effectiveness based on my internship experience and thorough analysis of the company's HR strategies:

- **Establish a Learning Management System (LMS):** ISO stands to gain a great deal from centralizing and automating its training and development processes through the use of an LMS, which will enable HR to monitor employee progress, manage course materials, produce performance analytics, and guarantee training uniformity across departments.
- **Boost Head Office Training Frequency:** Although weekly training is provided to the manufacturing plant, the head office might profit from more regular meetings (e.g., bi-monthly). Professional growth and efficiency would be improved by department-specific training in areas including customer service, software, leadership, and communication.
- **Present 360-Degree Performance Review Feedback:** Peer, subordinate, and supervisor input would enhance the assessment process, lessen prejudice, and promote more comprehensive professional growth.
- **Automate the Performance Management System (PMS):** Forms are now used for manual PMS reviews. Process simplification, increased accuracy, real-time KPI tracking, and less administrative burden are all possible with a digital PMS platform.
- **Extend Employee Wellness Programs:** In today's business, employee wellness is becoming more and more crucial. ISHO ought to think about starting initiatives that promote mental and physical well-being, such as stress-reduction exercises, mindfulness classes, and counseling or hotline access.
- **Encourage Career Pathing and Internal Mobility:** Creating clear growth pathways and supporting internal promotions will inspire staff members and lower attrition.

By building a robust alumni network, it would also be consistent with ISHO's policy of rehiring former staff members.

- **Enhance Employer Branding and University Partnerships:** ISHO might conduct seminars, take part in university job fairs, and provide internships across departments in order to draw in new talent and position itself as an employer of choice. This would improve its reputation among job seekers and graduating students.
- **Launch Formal Diversity and Inclusion (D&I) efforts:** Although ISHO already hires people from a variety of backgrounds, formally establishing D&I efforts will strengthen the organization's progressive image and provide additional possibilities for underrepresented groups.

6.2 Conclusion

Through its creative product offerings and design, as well as its strategic HRM practices, ISHO Limited has become one of Bangladesh's most vibrant and rapidly expanding lifestyle furniture brands. The organization's human resources policies are up to date, organized, and compliant with both international and local labor laws. Merit, organizational fit, and cultural alignment are the main focuses of ISHO's recruitment and selection process, which guarantees that the best talent joins the team. The organized performance review system links individual contributions to organizational goals, while the onboarding process is intended to promote early involvement and clarity among new hires. ISHO's dedication to operational excellence and ongoing learning is exemplified by its regular training efforts, particularly in the manufacturing and strategy areas.

At ISHO, benefits and pay, including as leave policies, service awards, and moral exit settlements, are prompt, open, and mindful of workers' well-being. Additionally, ISHO prioritizes employee engagement, retention, and relations through incentive-based recognition programs, team-building exercises, and structured feedback. The company's great working culture and low turnover rate are clear indicators of its people-first orientation.

Furthermore, ISHO's commitment to legal compliance, supported by certifications like ISO, SEDEX, and FSC, strengthens its standing as an accountable and progressive organization. All things considered, ISHO Limited's HR procedures provide a solid basis for its long-term viability, brand recognition, and strategic expansion in both local and foreign markets.



Chapter – 7 Reference

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Chapter-8 Appendix

