



SINGER[®]

A Comprehensive study on Sales Operation Management of SINGER Bangladesh Ltd.

Internship Report

A Comprehensive Study on Sales Operation Management of Singer Bangladesh Limited

Submitted to:

Adiba Naoshin

Lecturer

BRAC Business School

BRAC University

Submitted by:

Rubama Sayeed

ID: 13204049

BUS 400

BRAC Business School

BRAC University

Date of Submission

12/04/2018

Letter of transmittal

April 12, 2018
Adiba Naoshin,
Lecturer,
BRAC Business School,
BRAC University,
66, Mohakhali, Dhaka-1212.

Subject: Submission of Internship Report.

Dear Miss,

It gives me great pleasure to submit my internship report that I have completed as part of fulfilling the requirement for the Internship, which is BUS400, a course from BRAC Business School.

The organization that I have done my internship program is Singer Bangladesh Limited.

This report contains a comprehensive study on “Sales Operation Management of Singer Bangladesh Ltd.”. It was a great enjoyment for me to have a chance to work on this specific subject and in this organization as well.

I would like to wrap up with the fact that, without your expert advice and cooperation it would not have been possible to complete this report. I will be grateful to you if you accept the report.

Thank you.

Sincerely yours,

Rubama Sayeed

ID: 13204049

BRAC Business School

BRAC University

Acknowledgement

I would like to express my gratitude to the almighty ALLAH at first, for being able to perform my responsibilities and complete the report within the specific time. I am grateful to my supervisor, Ms Adiba Naoshin, Lecturer, BRAC Business School.

I am thankful to Mr. Vajira Tennakoon, Marketing Director for accepting me as a potential intern at Singer Bangladesh Ltd. I would like to thank my on-site supervisor Mr. Farhan Azhar, Product Manager of Marketing, Singer Bangladesh Ltd. and Mr. Abubakar Rahil, Assistant Manager of Financial Service, Singer Bangladesh Ltd for helping me to write my report and for explaining all the details with patience and guiding for it in a supportive manner.

Moreover, I am grateful to my Singer Bangladesh Ltd. fellows, seniors and colleagues who gave me good advice, suggestions, encouragement, their valuable time, support and provided me the most relevant information based on which I have been able to prepare this report. The wonderful working environment and group commitment of this organization has enabled me to deal with many things. I have learned many things from the people of this organization, as it was the very first corporate engagement of mine.

Finally, Thanks to my parents and friends without whose support, it would not have been possible for me to be this determined and committed towards my responsibilities. Their support has enlightened my student life and career.

EXECUTIVE SUMMARY

Singer Bangladesh Ltd is one of the oldest multinational companies of our country. The presence of the company dates back to the British colonial era when the country was a part of the Indian sub continent. The first operation of Singer Bangladesh Ltd began in 1905. At the beginning, sewing machine was the core product of the company. After that Singer has introduced, Refrigerators, LCD/LED TV, Televisions, Air Conditioners, Fans, Washing Machines, Irons, Microwave Ovens, Rice Cookers, Motor Cycles, Room heaters, Air coolers, Singer Furniture and Kitchen Appliances as a part of its diversification program, ventured into manufacturing and marketing of Furniture in 2013. With these wide ranges of product diversification Singer, have established 379 retail outlets and 417 dealers located in different areas of our country to ensure countrywide business. Along with this, the company has their own three factories where they manufacture and assemble different models of Televisions, Air Conditioner, Furniture etc. And a Joint venture with International Appliances Ltd which has one factory as well. Singer Bangladesh opened a new refrigerator plant at Savar in Dhaka, The factory is part of International Appliances Ltd, in which majority is owned by Singer, in a joint venture with a large international home appliance manufacturer based in China.

The company operates their sales mainly by sourcing, production and warehousing. This sourcing is done from the sales department, which includes three channels called Retail, Wholesale and Corporate. All three channels give their yearly demand based on previous year's sales record. Basically the forecasts are done from this sourcing. From product sourcing to warehousing, the whole process where product sourcing, production, warehousing and distribution is operated successfully is the main Sales operation management process. And also the E-Commerce operation process that Singer has started back in 2016, the process, how it runs from ordering online to delivering the product to the customers hand, I have tried to bring out in my report within my scope.

Table of Content

CHAPTER 1: COMPANY OVERVIEW	1
1.1 SINGER HISTORY	1
1.2 Background of SINGER Bangladesh	2
1.3 Corporate Philosophy:.....	4
1.3.1 SINGER Vision.....	4
1.3.2 SINGER Mission	4
1.3.3 SINGER Values.....	4
1.3.3.1 Consumers	4
1.3.3.2 Employees.....	4
1.3.3.3 Shareholders	4
1.3.3.4 Suppliers	4
1.3.3.5 Competitors	4
1.3.3.6 Community	4
1.3.3.7 SINGER Objectives.....	5
1.3.4 Board Composition.....	6
1.3.5 Responsibilities of the Board.....	6
1.3.6 Management Committee.....	7
1.4 Brands & Products	8
1.4.1.1 PRODUCT-	8
1.4.1.2 Furnitures-	8
1.4.1.3 Fridge-	8
1.4.1.4 TV	9
1.4.1.5 Air Conditioner.....	9
1.4.1.6 Washing Machine-	9
1.4.1.7 Microwave Oven-.....	9
1.4.1.8 Kitchen Appliance-	9
1.4.1.9 Sewing Machine-.....	9
1.4.1.10 Computer-.....	9
1.4.1.11 Product Diversification.....	11
1.4.2 New Role of Singer Bangladesh	11
1.4.2.1 Retailer.....	11
1.4.2.2 Dealer.....	12
1.4.3 Sales Network	12
1.4.3.1 Singer Mega	12
1.4.3.2 Singer Plus.....	12
1.4.3.3 Singer Pro.....	13
1.4.3.4 Corporate Sales.....	13
1.4.3.5 Shop Category.....	13

1.5 Corporate social responsibility (CSR)	15
CHAPTER 2: INTRODUCTION	17
2.1 Background of the study:	17
2.2 Objectives of the study:	17
2.3 Limitations of the study:.....	17
CHAPTER 3: LITERATURE REVIEW.....	18
CHAPTER 4: SALES OPERATION MANAGEMENT OF THE ORGANIZATION	21
4.1 The Sales Operation Management Analysis.....	21
4.1.1 Complete Business Unit (CBU)	22
4.2 Semi Knock Down (SKD)	22
4.3 4.Complete Break Down (CKD).....	22
4.3.1 Sourcing	23
4.3.2 Production.....	24
4.3.2.1 International Appliances Limited (IAL) factory.....	25
4.3.2.2 Singer Bangladesh Factory	25
4.3.3 Warehousing.....	25
4.4 E-Commerce Management of Singer Bangladesh Ltd.....	26
4.4.1 E-Commerce Operation Management of the Organization.....	26
CHAPTER 5: JOB RESPONSIBILITIES AS AN INTERN.....	28
5.1.1 Market Reseach-.....	28
5.1.2 Market Visits-.....	28
5.1.3 Online Market analysis-	28
5.1.4 E-commerce development-	28
CHAPTER 6: CONCLUSION AND RECOMMENDATION.....	30
6.1 Conclusion	30
6.2 Recommendation	31
REFERENCES	33

Chapter 1: Company overview

1.1 SINGER HISTORY

Born in 1811, Isaac Merritt SINGER set up a company in 1851, with a borrowed capital of only \$40, to manufacture and sell a revolutionary product – a machine to automate and assist in the making of clothing. Little did he realize that the newly formed I. M. SINGER and Company was destined to become the world leader in the manufacturing and distribution of sewing related products and that the SINGER brand name would one day become famous around the globe. Four years later, with a first prize at the World's Fair in Paris, SINGER began overseas expansion there, making it the world's first international and largest sewing machine company. By 1961, the newly incorporated SINGER Manufacturing Company held 22 patents, with annual sales of 20,000 machines.



Sir Isaac Merritt Singer

By 1961, the newly incorporated SINGER Manufacturing Company held 22 patents, with annual sales of 20,000 machines. In 1867, SINGER opened its first sewing machine factory outside of United States in Glasgow, Scotland. Additional factories were established in the United States and within no time, one of the best-known emblems – the Red “S” Girl trademark – became familiar worldwide. In 1885, SINGER introduced the first electric sewing machine.

Singer first introduced the electronic machine in the year of 1889 and in one year the annual sales raised to US\$ 1.35 million. For the handling the sales & distribution in the western hemisphere a separate subsidiary was established naming, the SINGER Sewing Machine Company

By 1890, the company claimed an 80 percent worldwide market share, with sales heading towards 1,350,000 machines. In 1908, the SINGER Building at 149 Broadway in New York was inaugurated. The 47 stories building, which were the tallest in the world at the time, remained SINGER's corporate headquarters for the next 54 years. By 1913, worldwide sales of SINGER machines exceeded 3,000,000. In 1963, the SINGER Manufacturing Company changed its name to "The SINGER Company." SINGER celebrated its 150th anniversary in 2001.

1.2 Background of SINGER Bangladesh

SINGER came in Bangladesh back in the British colonial era when the country was the part of the Indian sub-continent. SINGER first started operating in Bangladesh in 1905, and then in 1920, 2 shops were setup in Dhaka and Chittagong.

After 1947 after the partition of the sub-continent 2 separate states emerged. Bangladesh became a part of Pakistan and formed its eastern wing in the East Pakistan SINGER was being operated as a branch of SINGER Pakistan and Western Pakistan were used to bring the products. There were only 10 shops for marketing operation in the initial stage. Later on, it increased to 43 by the late 1960s.

In December 16, 1971, Bangladesh emerged as an independent state, and the East Pakistan branch office was elevated to a Country Office. Sewing Machines were made available from different foreign countries. There were only 23 shops because of low volume of business.

In 1983 SINGER Bangladesh listed itself with Dhaka Stock Exchange (DSE) by offering 20% of its total capitalization – 2,565 ordinary shares of Taka 100 each. It was also listed with the Chittagong Stock Exchange in 2001.

SINGER Bangladesh established a sewing machine factory in Chittagong with production capacity of 10,000 units per year in the year of 1980, which was raised to 25,000 units in 1984. Since its beginning in Bangladesh, the name SINGER has been synonymous with the sewing machine. Although SINGER Corporation started diversifying its product range in the early sixties, till 1985, SINGER Bangladesh Limited was known as a company with a single product – the sewing machine. Then the Management actually realized that this product alone could not demonstrate growth for longer periods and so they increased its product range.

In 1983 SINGER Bangladesh listed itself with Dhaka Stock Exchange (DSE) by offering 20% of its total capitalization – 2,565 ordinary shares of Taka 100 each. It was also listed with the Chittagong Stock Exchange in 2001.

In 1980 SINGER Bangladesh established a sewing machine factory in Chittagong with production capacity of 10,000 units per year, which was raised to 25,000 units in 1984.

Since its inception in Bangladesh, the name SINGER has been synonymous with the sewing machine. Although SINGER Corporation started diversifying its product range in the early sixties, SINGER Bangladesh Limited was a company with a single product – the sewing machine — till 1985 when the Management realized that this product alone could not substantiate growth for longer periods and increased its product range.

By its famous brand name, hire-purchase plan and its vast network of retail outlets and other distribution points around the world, Singer introduced electronics, home appliances, and other consumer durables especially in the Asia Pacific Rim, Latin America and the Caribbean. Today Singer is a household name throughout the world for a wide range of products for the home.

Registered Office

39 Dilkusha Commercial Area
Dhaka-1000

Corporate Office

5B, Road No. -126
Gulshan-1, Dhaka-1212

Audit and Wholesale Office

H.S. Bhaban
Cha-75/A, Bir Uttam Rafiqul Islam Avenue
Pragati Sarani, Dhaka – 1212

Singer Manufacturing Complex (SMC)

Rajfulbaria, Jhamur, Savar, Dhaka-1347

1.3 Corporate Philosophy:

1.3.1 SINGER Vision

To be the most accepted and appreciated family company in the country.

1.3.2 SINGER Mission

To improve the quality of life of the people by providing comforts and services at reasonable prices.

1.3.3 SINGER Values

1.3.3.1 Consumers

Live up to the expectations of a responsible organization by contributing to the improvement in the quality of life of our customers through outstanding product & services.

1.3.3.2 Employees

To respect each other as individuals and encourage cross functional team work while providing opportunities for career development.

1.3.3.3 Shareholders

To provide a reasonable return to shareholders while safeguarding their investment.

1.3.3.4 Suppliers

To develop suppliers to be partners in progress and share our growth with them.

1.3.3.5 Competitors

To respect competitors and recognize their contribution to market value.

1.3.3.6 Community

To conduct business by conforming to the ethics of our country and share the social responsibility of the less fortunate

1.3.3.7 SINGER Objectives

- To be the market leader in their product range and market segment.
- To provide consumers with the best service & shopping experience in the country.
- To provide consumers with products of latest technology.
- To develop employees to achieve their real potential.
- To provide shareholders with steady asset growth and return on investment above the industry norm.
- To grow revenue and profits at a rate above the industry norm.

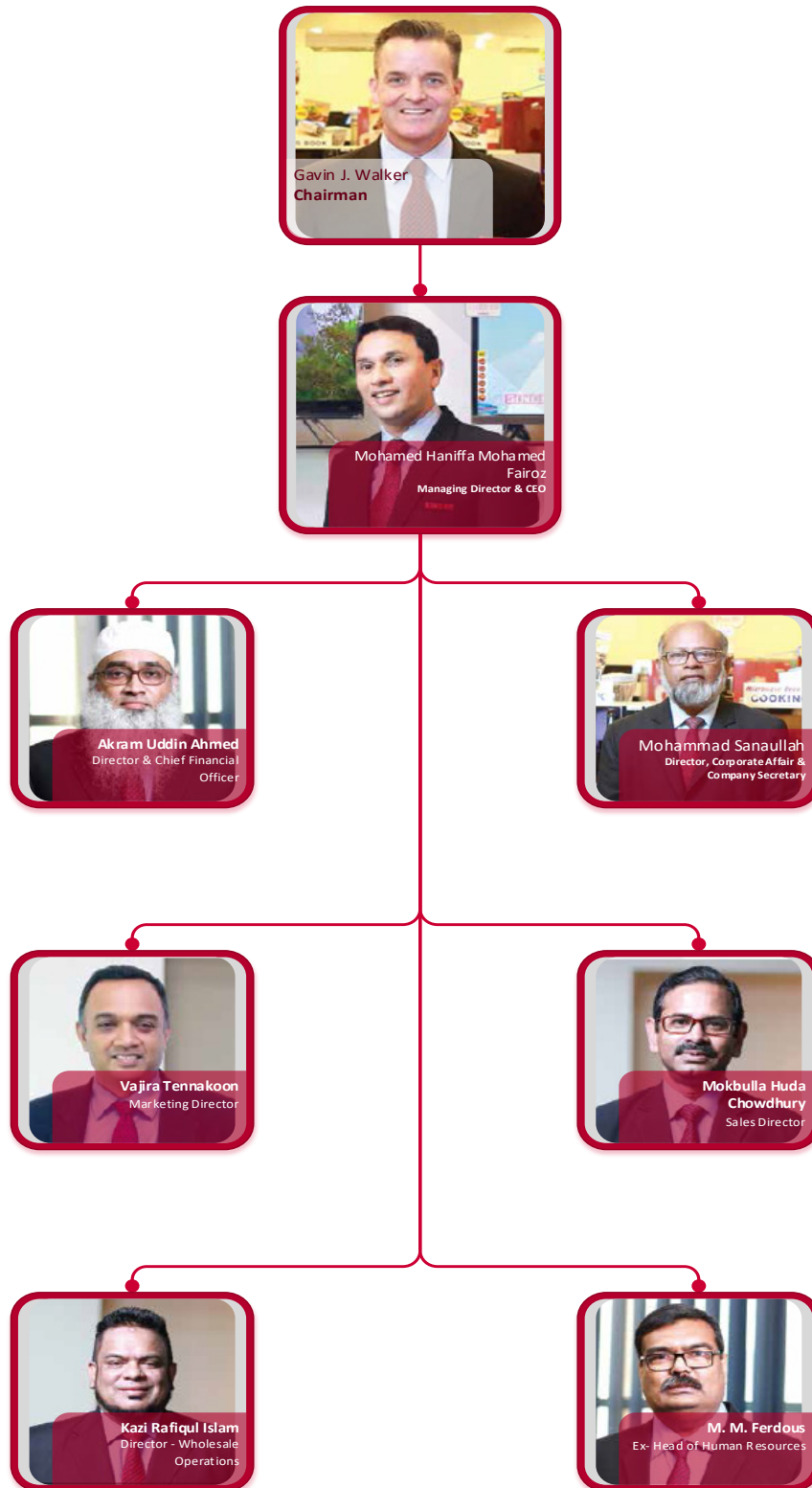
1.3.4 Board Composition

The Board comprises of nine members, a good blend of executives and non-executives and independent Directors having diverse and professional skills and experiences. The non executives and independent Directors are from varied businesses and other background and their experience enables them to execute independent judgments on the Board where their views carry substantial weight in the decision making. They contribute to the Company's strategy and policy formulation in addition to maintaining its performance as well as its executive management.

1.3.5 Responsibilities of the Board

The Board is collectively responsible to the Company's shareholders as laid down in its Articles of Association and the relevant laws and Regulations. The Board directions are taken at its meetings held as per the Articles of Association. The Company Secretary calls the meetings of the Board and Board Committees, prepares the agenda in consultation with the Chairman of the Board of Directors, the Chairman of various Committees and the Managing Director. The Agenda for the meetings of the Board and its Committees, together with the appropriate supporting documents, are circulated well in advance of the Meetings. All Board members are entitled to raise other issues. The Company Secretary is basically accountable to the Board for ensuring that the Board procedures are followed and that applicable rules and regulations are complied with Directors and Key Person.

1.3.6 Management Committee



1.4 Brands & Products

1.4.1.1 PRODUCT-

Air Conditioners (Haier, Singer, Panasonic)

Air Coolers (Videocon, Symphony)

Computers (Singtech, Dell, Toshiba, HP)

Deep Freezers (Singer)

Electric Oven (Singer)

Furniture (Singer)

Fan (Singer)

Gas Burners (Singer)

IPS (Singer)

Irons (Singer)

Kitchen Appliances (Singer, Preethi)

Microwave Ovens (Singer, Galanz)

Water Heater (Singer)

Refrigerators (Singer, Beko)

Sewing Machines (Singer)

Televisions (Singer, Skyworth, Samsung)

Voltage Stabilizers (Singer)

Washing Machines(Singer)

Water Purifiers (Singer, Uniliver)

1.4.1.2 Furnitures-

Sofa Set, Cupboard, Chest of drawer, Bed, Dressing Table, Dining Table, Restaurant Table, Display Unit, Bookshelf, Bedside Cabinet, Centre Table, Iron Stand, Shoe Rack, Reading table, Computer Table.

1.4.1.3 Fridge-

Side by side No-frost, Top mounted No-frost, Bottom mounted No-frost, Direct cool Top mounted, Direct cool Bottom mounted, Direct cool

1.4.1.4 TV

Ultra slim HD LED TV, HD LED TV, Smart 3D TV, FHD LED TV, FHD Smart LED TV.

1.4.1.5 Air Conditioner

Split Type Air Conditioner

1.4.1.6 Washing Machine-

Fully Automatic Front loading, Semi-Automatic Top loading, Fully Automatic Top loading, Semi- Automatic Top loading

1.4.1.7 Microwave Oven-

Convection oven, Combi-grill oven, Solo oven

1.4.1.8 Kitchen Appliance-

Professional Multi-Chopper, Stainless Steel Toaster, Coffee Maker, Electric Kettle, Rice cooker, Sandwich maker, Heavy Duty Mixer Grinder (Singer, Preethi), Pressure Cooker, Singer Ruti Tawa(Non Stick), Singer Fry Pan(Non Stick), Singer Korai (Non Stick), Toaster, Singer Blender, Singer Hand Mixer, Preethi Nitro, Preethi Eco Twin, Preethi Eco Chef, Preethi Spice, Preethi Steele, Preethi Trio, Food Processor.

1.4.1.9 Sewing Machine-

Electric Sewing Machine, Mechanical Sewing Machine, Industrial Sewing Machine

1.4.1.10 Computer-

SINGTECH Desktop PC, DELL notebook, Toshiba notebook.



1.4.1.11 Product Diversification

Since its inception in Bangladesh, the name Singer has been synonymous with sewing machine. Although sewing machines are Singer's core business but the Management realized that this product alone could not substantiate growth for longer periods. This realization led to diversification into numerous product ranges. Thus, the transformation of Singer from a single product sewing machine company into a multi-product consumer durable company began in 1985 for further growth and expansion.

This diversification into consumer durables has continued unabated. At different times Singer has introduced Refrigerators, LCD/LED TV, Color Televisions, Furniture, Air Conditioners, Fans, Washing Machines, Irons, Microwave Ovens, Rice Cookers, Instant Power supply, DVD Players, Room Heaters, Air Coolers, Kitchen Appliances, Netbook, Laptop, Desktop Computers, Generators, Blue Ray DVD Players. SINGER, as part of its diversification program, ventured into the manufacturing and marketing of Furniture in 2013.

1.4.2 New Role of Singer Bangladesh

1.4.2.1 Retailer

Gradual transformation of SINGER Shops into 'Singer Mega' and 'SingerPlus' started back in 2006 as part of its multi-branding strategy. The main focus of this strategy is to make available varied world-famous brands under the same product category for providing customers a variety of choice under the same roof. As such SINGER Mega and SINGER Plus Shops now offer world famous brands like BEKO, Grundig, Apple, Samsung, Siemens, Skyworth, Videocon, Preethi, Singtech, Dell, Toshiba, Prestige, Lifestraw and many more alongside with SINGER.

1.4.2.2 Dealer

Despite offering the largest retail chain for Consumer Electronics and Home Appliance industry in the country, around 300 dealers are located across the country to make Consumer Electronics & Home Appliances of SINGER and other brands, SINGER Cables and Sewing Machines available to more consumers.

1.4.3 Sales Network

Singers sales network are divided in four media –

1.4.3.1 Singer Mega

These specific types are shops are located in high-class areas to grab the attention of premium customers. It is a retail network, which offers wide variety of product of all capacity and units. Till now there are 22 shops available all over the country of this type. Generally, the shops are located core business areas.



1.4.3.2 Singer Plus

These forms of retail network are available for all sorts of customers. These are generally category shops, existing in all the districts of Bangladesh. Currently, the total number of Singer Pro shops is 357.



1.4.3.3 Singer Pro

The wholesale network of SINGER is called SINGER Pro and this network is managed by authorized dealers. Dealers buy product from company with a certain amount of discount initially and then resale to consumers. Currently, Singer Bangladesh has 400 dealers all over the country.

1.4.3.4 Corporate Sales

For the Bulk orders and the corporate clients, SINGER uses the Corporate Sales network. The Assistant Manager of Corporate Sale is the all in all in charge of this network.

1.4.3.5 Shop Category

Singer has seven categories of shops, which are categorized based on their generated revenue per year. The categories are –

- Super
- A
- B
- C
- D
- E
- F

This categorization varies from year to year. At beginning of a year unique revenue targets are decided for all categories of shops. If the shops are able to fulfill those targets they fall under their predetermined categories. If not, they are allocated a category based on their revenue target.

For example – For shop category B the revenue target is 3.5-4.4 million, for shop category A the revenue target is 4.5-5.5 million and for super shop lower limit is 5.6 million. The revenue of COX shop, a mega shop in Cox's Bazar district was 7 million in 2017. So, it will remain a Super category shop in 2018. If its revenue was 5 million, it would have been a A category shop.

1.5 Corporate social responsibility (CSR)

SINGER Bangladesh is working with a moral obligation for uplifting the overall wellbeing of the country. As a member of the community, SINGER takes its roles very seriously and as per its ability to make the lives of peoples more comfortable. This spirit of the company is reflected in its flexible payment schemes, which help the citizen of the country to buy comfort, and convenience products at an affordable price. To suit the needs of the customers the company offers a wide variety of products.

Singer being a compassionate and benevolent company receives many requests for assistance from philanthropic institutions, which, after being evaluated by individuals, are passed on, to the Management Committee for their consideration. In selecting a project, the company not only believes in taking a long term view for maximizing its effectiveness but also believes that Singer will be an integral part of the Bangladesh picture for generation to come.

Some of the ongoing CSR projects undertaken by the company are-

✓ SINGER SEWING ACADEMY

The Sewing Academy is a personification of Singer's social commitment, and it resolves to bring the company closer to the people and community. The Academy:

- extends its services to the women of the society for generation of income
- keeps the art of machine sewing alive and well
- helps the teachers of Franchise Schools to make a reasonable income from the fees while they give hands on training on sewing, embroidery, stitching, and cutting to the students.
- Creates an opportunity for students who pass out successfully to open their own Franchise Schools in their community, thereby keeping the cycle of sewing - learning - income generation.

Training program for the destitute women including the students in school and colleges and different non-governmental organizations and institutions is an on-going process and at the end of training session, they are normally provided Singer Sewing Machine absolutely free of cost.

✓ PROJECT ABOLOMBON

Singer Bangladesh Ltd and BRAC have signed a joint project to provide free tailoring training to the underprivileged women in Bangladesh. Around 5000 underprivileged women will receive free tailoring training at 20 different BRAC locations of the country. Participants will be given all learning equipment's as well as accessories needed for tailoring free of cost. The aim of the program is to facilitate beneficiaries to earn using their newly acquired tailoring skills and thus bring a positive change to their livelihood.

Chapter 2: Introduction

2.1 Background of the study:

An internship is an opportunity that is obtainable by an employer to potential employees, called interns, to work at a firm for a fixed, limited period of time. Interns are usually undergraduates or students, and most internships last for any length of time between one week and 12 months.

Internships are usually part-time if offered during a university semester and full-time if offered during the summer, winter or holidays, when they typically last 4-12 weeks. These programs are usually full-time and take place irrespective of term time or holiday time.

In these phase, students get the taste of all their theoretical knowledge in a professional and practical manner. They get the opportunity to make a bridge between theoretical and practical learning and thus prepare themselves for professional challenges.

I have studied Marketing and E-Commerce as my concentrations in undergraduate level. Hence, I have chosen Singer Bangladesh Limited, a leading home appliance manufacturer of Bangladesh to complete my internship period; as Marketing and E-commerce are merged here. I got a 360-degree view of Singer Bangladesh's operation management process during my tenure and prepared this report to complete my internship.

2.2 Objectives of the study:

- Preparing as detailed as possible analysis of Singer Bangladesh's Sales Operation Management and E-Commerce operation process.
- Finding out the betterment of the processes.
- Coming up with recommendations for the processes.

2.3 Limitations of the study:

- Not being able to discuss all the exact facts and figures due to confidentiality issues.
- Lack of time.
- Lack of experience.

Chapter 3: Literature review

Businesses, markets and above all technologies in accelerated and constant evolution for many decades have come to create an environment of which dynamics, challenges and opportunities are unprecedented in history. According to the literature (although each reference in the literature is usually biased toward its own focus of study) Also supporting literature review, information for this research will be drawn from various publications and academic journals such as Academy of Management Review and Journal of Operations Management.

Operations management has a very important role in the modern firms, and is an important area for academic research as well, due to its centrality in a firm's success (Niall, 2012). Some researchers highlighted that operations management has a different nature compared with other areas in management research, as it states both physical and human elements of the firm (Jiménez. And Lorente, 2001). In practice, operations management is vigorous and demanding, with immediate actions required to ensure that the everyday production of goods or delivery of services can occur in a timely manner and quickly adapt to changed conditions (Slack et al., 2004). In large firms, operations management occupies the largest portion of employees and assets, reflecting the significant impact that operations have on quality of product or services, customer service, product delivery and customer interaction effectiveness. Most firms believe that if they want to compete, they must continuously improve their operations efficiency in line with enhancing their goods or services quality, thereby mandating effective operation management approaches (Raouf, 1998). Operations management history, in both theory and practice, has been rooted in the manufacturing field, being primarily concerned with the act of production. The model can be traced from the prefatory era (concerned with planning and control of operations, the scheduling of resources and the control of quality) through factory operations management until the mid-1970s (Allio, 1994; Slack et al., 2004). The early 1980s saw a renaissance of operations management, and by the mid-1990s this discipline was firmly cemented in academia and practice (Slack et al., 2004). The very first published paper in operations management for the service sector appeared in the Harvard Business Review in 1972, when Levitt explored how old operations management concepts applied to McDonalds, but his study focused on back office activities, high volume, standardized operation and an assembly line operation approach (Rana et al., 20016; Allio, 1994). Service companies is still detached to the operations, and it is also difficult to understand because of service operations, as it is influenced by a degree variety of offering and variability of delivery. Belvedere (2014) found that operations management scope in

service firms is mainly exaggerated by three factors; the firm culture, the existence of industry-specific regulations and the availability of facilities.

While surveying four periodicals namely: Management Science, Decision Sciences, International Journal of Production Research and AIIE Transactions; Chase (1980) developed a framework with two dimensions, research orientation and research emphasis, to classify operation management research. He observed that most research in operational management (OM) was not integrative and focused on micro problems. His survey of published articles on OM showed that among the most popular areas for research were work measurement and inventory control.

Research in service systems dealt exclusively with micro issues of staff scheduling.

Operations management plays a significant role in the development of entrepreneurship theory, focusing on how operations management deals with management under ambiguity. There is a particular focus on the efficiency and effectiveness of operations, which has a great impact on how operations can support the firm's strategic goals.

Service strategy is specific to service firms, describing the processes by which post-sales services are optimized, and is therefore key to operational excellence (Van, 2011). Importantly, service strategy involves synchronizing the various processes involved in service (Figure 2). Service strategy "is about ensuring that organizations are in a position to handle the costs and risks associated with their Service Portfolios, and are setup not just for operational effectiveness but also for distinctive performance. Decisions made with respect to Service Strategy have far-reaching consequences, including those with delayed effect "(Service Strategy, 2014).

The industrial field concerned mainly in the previous studies the enhancement of operations by maximizing efficiency. The current research finds that this approach may affect quality as well as leading to dissatisfied or even lost customers (Invensys, 2011; Van, 2011)

The service industry occupies the majority of employment in many countries and concedes as an important industry, as well as the bulk of national output (Johnstone et al., 2008). While many of recent service quality literatures are deeply influenced by developments of manufacturing domain, it is important that all concepts developed in manufacturing are not rashly applied to the service industry, due to key differences between the two sectors(Silvestro, 2001; Van, 2011).

Service is defined as combination of outcomes and experiences delivered and received by the customer (Johnston and Clark, 2008). In contrast to manufacturing, customer involvement is the main hallmark which differentiate service, other differences include intangible output, short response time, non-inventoried product and labor intensive (Kiriaki, 2009; Lee et al., 2014).

Many researchers tried to conceptualize the service operations performance according to two dimensions, first relating to financial/monetary gain such as profit and market share enhancement and/or cost reduction while the second relating to non- financial value gain like product/service quality enhancement, delivery performance, customer and employee satisfaction, and community impact.

Service quality defined by Edvardsson as “the firm’s effort that is given in order to meet and satisfy the expectations and requirements which customers anticipate “(Pandelis et al., 2009; Tsaur et al., 2004). Improving on quality provides firms with the opportunity to bridge the gap between what they are capable of offering and what customers demand. This could be achieved by improving the process and outcome at the same time as researchers advised (Tsaur et al., 2004).

Service quality has been defined as the effort exerted by a firm to satisfy customers’ expectations (Pandelis et al., 2009; Tsaur et al., 2004). Quality improvement provides firms with the opportunity to bridge the gap between what they are capable of offering and what customers demand (Lytle and Timmerman, 2006). This could be achieved by improving the process and outcome at the same time as researchers advised (Tsaur et al., 2004). Superior operations capabilities increase the efficiency in the delivery system as well as reducing the operations cost to achieve competitive advantage (Day, 1994; Prithwiraj et al., 2008).

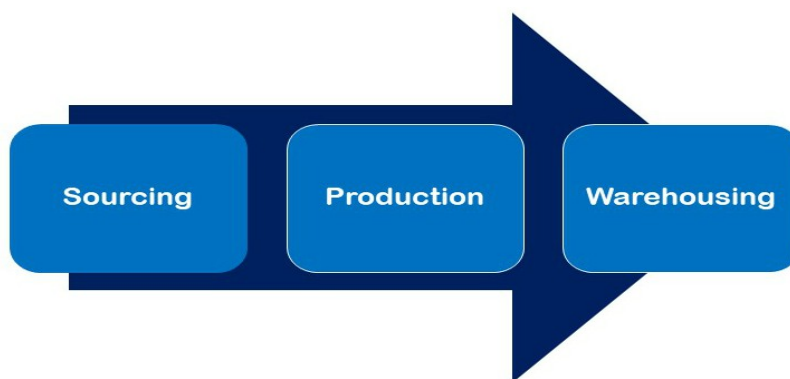
The variability in service firms degrades the performance of service delivery systems, and also results in operational inefficiencies (Van, 2011; Kimand Oh, 2008). Variability can arise from a number of sources, including times for delivery; different transactions demanded by customers; variation in skills of consumers, who will need different levels of guidance; effort exerted by customers in interacting with the firm; and differing customer opinion on what constitutes fair and reasonable treatment (Frei, 2006).

Chapter 4: Sales Operation Management of the Organization

4.1 The Sales Operation Management Analysis

Sales Operation management of Singer Bangladesh is divided in three main traditional activities –

- Sourcing
- Production
- Warehousing



Depending on the product's imported state, these activities might fluctuate. Singer Bangladesh sources their products in three states –

- Complete Business Unit (CBU),
- Semi Knock Down (SKD),
- Complete Knock Down (CKD).



4.1.1 Complete Business Unit (CBU)

Product is imported as completed unit and does not have to be transported to factory. Once arrived in port, these products are directly sent to designated warehouses. CBUs are both imported from local and international suppliers. In case of international suppliers, generally 70% duty has to be paid on these types of import in port. Nevertheless, they are imported with a view to fulfilling the demand as the facilities to complete these range of products are not available in Singer Bangladesh's factories.

Example – All Singer branded televisions of 55 inches, All Samsung branded televisions.

4.2 Semi Knock Down (SKD)

These types of products arrive at port as semi-finished goods. They are sent directly to factory for being converted to CBU's and after that they are transported to designated inventories. Generally, 50% duty has to be paid on these types of import in port as SKD is outsourced from international suppliers. But it is the least preferred form of import as duty charge is high and the all the facilities to produce an SKD is available in Bangladesh. However, SKDs are imported only on special cases, which are discussed later in the Production Activity part.

Example – All Singer branded televisions except for 55 inches ones in case of special cases.

4.3 4.Complete Break Down (CKD)

Units imported as CKD are generally received in three or more separate pieces. From port they are directly sent to factory to compile them into SKDs. Later the SKDs are compiled into CBU's. Generally, 30% duty has to be paid on these types of import in port and CKD is outsourced from international suppliers too. This is the most preferred form of import for all the products of Singer.

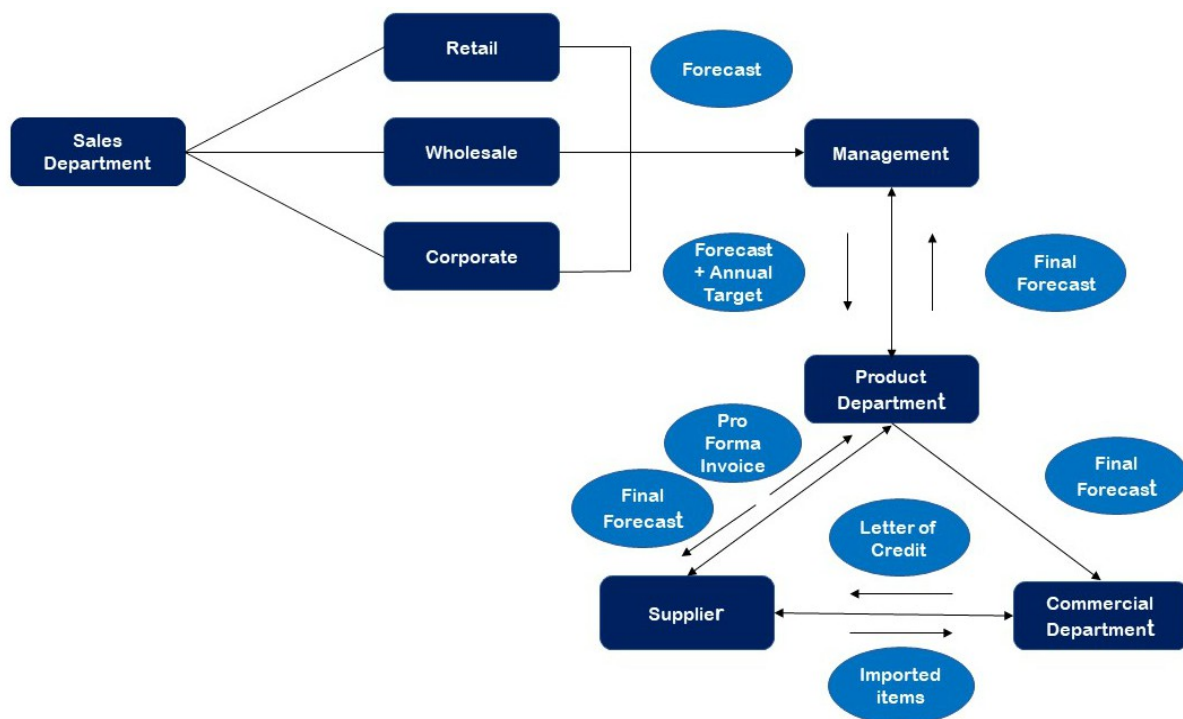
Example – All Singer branded televisions except for 55 inches ones in general.

Television is one the pioneer products of Singer Bangladesh and follows all the processes of operation management and sourcing units. So, the analysis of operation management has been focused solely on television.

4.3.1 Sourcing

Sourcing is a critical activity used at both tactical and strategic levels. It is concerned with what needs to be purchased, why, when and where. The concept is created to help managers and practitioners to improve, develop and implement strategic sourcing strategies. It is the initial stage of entire operation management process. At the beginning of every year, this activity takes place. Depending on the decision of this activity the latter two – Production and Warehousing goes on. The activity starts from Sales Department. It has three different channels –

- Retail
- Wholesale
- Corporate



All three channels give their yearly demand based on previous year's sales record. After receiving it the Management adjust it with their yearly target and conveys it to Product Department. Product Department has their own forecast for each year's sales. They adjust the target with forecast and hence the yearly demand of materials to be imported is fixed.

Product Department then conveys the final forecast both to Concerned Suppliers and Commercial Department. Supplier at first sends the Pro Forma Invoice. It is an abridged or estimated invoice sent by a seller to a buyer in advance of a shipment or delivery of goods. It notes the kind and

quantity of goods, their value, and other important information such as weight and transportation charges. Product Department approves it and then Commercial Department opens the Letter of Credit. It is a written commitment to pay, by a buyer's or importer's bank (called the issuing bank) to the seller's or exporter's bank (called the accepting bank, negotiating bank, or paying bank). Suppliers then ship the items to port. Once shipped, the responsibility of materials shifts to Singer's Commercial Department. It should be mentioned that from Commercial Department the forecast is divided month wise. So, the activity between Commercial Department and Suppliers takes place twelve-fold per year, Rest take place only at the inception of a year.

However, some times the forecast does not match with the sales volume. For example – The sales forecast for television for July 2017 of Central A Area was 700 and Central B Area was 800. Sales volumes were 500 and 900 respectively for Central A and Central B area. The reasons behind these fluctuations are –

- Economic condition
- Purchasing power
- Market shifting
- Political situation
- Availability of products

In order to tackle these fluctuations, the Product Department then adjusts the forecast with following months target as these reasons are mostly uncontrollable from Singer's side. So, this is the basic sourcing process for all the CBU's, SKD's and CKD's.

4.3.2 Production

It is the processes and methods used to transform tangible inputs (raw materials, semi-finished goods, subassemblies) and intangible inputs (ideas, information, knowledge) into goods or services. Resources are used in this process to create an output that is suitable for use or has exchange value.

Singer Bangladesh has four factories in this country all of them are located in Savar. They are –

- International Appliances Limited (IAL) factory
- Singer Bangladesh Factory

4.3.2.1 International Appliances Limited (IAL) factory

Singer Bangladesh owns majority part of this factory with two other companies. Only the refrigerator is manufactured and assembled here.

4.3.2.2 Singer Bangladesh Factory

There are 3 factories of Singer Bangladesh Ltd. Singer Bangladesh is the sole owner of these factories. Television, Washing Machine, Fan, Sewing Machine, Air Conditioner and all the other appliances are manufactured here. For Television, CBU are directly sent to warehouses so they do not have any involvement with the factory. But all the SKD and CKD arrives here first. Factory has two units. First one converts CKD to SKD and Second one compiles SKD to CBU. These two units have specific capacity. So, at one moment only a certain amount of CKDs can be compiled. For these reason, to meet bulk demand sometimes SKDs are imported on large volume in spite of heavy duty on import.

Example – During the time of Football World Cup and Cricket World Cup.

After the compilation is done CBUs are sent to designated warehouses.

4.3.3 Warehousing

Warehousing is the act of storing goods that will be sold or distributed later. While a small, home-based business might be warehousing products in a spare room, basement, or garage, larger businesses typically own or rent space in a building that is specifically designed for storage.

Singer Bangladesh has total 12 warehouses all over the country. Each warehouse is assigned to an area. Products are transported from their designated area's warehouse to each shop. Generally, this allocation of products is related to a particular area's consumers' buying behavior.

Example – 55 Inch, 3D, Smart all these televisions offer unique features. So, they are stored in warehouse assigned for mega shops, which are generally located in big cities like Dhaka, Chittagong etc.

CBUs directly are sent to warehouses. SKD and CKD have to go through production activity to be converted to CBU and afterwards transported to designated warehouses.

4.4 E-Commerce Management of Singer Bangladesh Ltd.

E-Commerce is a stage for the buyers and sellers, which is a software solution that allows businesses to create online stores. E-Commerce industry is increasing day by day. The amount of the online stores is very significant now days. There are possibilities that it will take the market share of the Brick & Motor shops as well. Because now, people of different sectors are interested to buy products online rather than going to the shops physically. Due to the rapid growth in ecommerce sector of Bangladesh and market need, Singer Bangladesh Ltd has started their E-Commerce business on the year of 2016 by developing an online shopping website for their own named SINGER, Click & Pick. The website was created on the ecommerce platform Magento 1.9. Singer Bangladesh Ltd lunched their website within one month. Keeping the vision in mind Singer Bangladesh Ltd started the initiation of developing the website. They contact website developer “Nano IT Ltd”. They worked for Custom functionality implementation and Payment Gateway development for EBL & City Bank. On the website, customers can buy Singers and other brands product, which Singer Bangladesh sells, online. Customers do not need to visit outlets to buy anything. The product will be directly delivered to customer’s premises.

4.4.1 E-Commerce Operation Management of the Organization

E-Commerce is a dedicated part of Finance department in Singer Bangladesh ltd. This department synergizes all other departments to post products, launch promotions, online marketing, take orders and execute the order smoothly to ensure product delivery.

At first, the customer visit <https://singerbd.com> through computers or Smartphone app or mobile site to order product by adding to the cart. When customer places an order and confirm online, the Magento backend notify one of the executives of Singer Bangladesh ltd. E-Commerce department that a new order has been placed, along with customer’s information and product information in detail. The Executives immediately calls the customer’s mobile number, which s/he has provided

to verify and confirm the order. In addition, to confirm the shipping location. If the customer confirms the order on phone, the executive proceed the order to processing stage by checking the Singers integrated inventory system known as “SIS Database” where inventory information of all the 373 outlets and ware houses are integrated. They check, whether the product is available in stock or not and if it is available, which outlet will be the most optimum location to deliver in the shipping point. After finding the product the officer, communicate with branch manager of the outlet to proceed the order to packing and shipping stage. The outlet manager of Singer shop then ship the product to the shipping point by their delivery team. If the payment system is COD the delivery team collects the payment and returns to outlet. And thus the online ordering process is completed in singer Bangladesh ltd and successfully delivered to the customers door. The biggest advantage that Singer Bangladesh Ltd has is, the warehouses and the shops they have countrywide and distributing system of their own. They are also facilitating the customers by providing them free delivery system anywhere of the country.

Chapter 5: Job Responsibilities as an Intern

During my internship program, I was assigned to the Product department(Marketing) of the company. As I had the double major on Marketing and E-Commerce, I have done few works in both sectors of the marketing department. Works that I have done there includes-

5.1.1 Market Research-

Basically I worked for the marketing department. I was assigned to do some market research of the competitors online, according to the products that my supervisor needed the update on.

5.1.2 Market Visits-

In order to know the update of the current market, the supervisor sent me to the market visit to different places, like- Gulistan Stadium Market. From there, I brought the details of the products, for example- the available products of the competitors, which product is on demand most, which product has the most of the promotions and how do the customers compare the products of the different brands. On the basis of that, I had to make an excel sheet and submit the details to the supervisor by 5 days.

5.1.3 Online Market analysis-

After a certain time period, as I was very much interested to work in the E-Commerce department, I was assigned to the E-commerce department to work and understand their working procedure of the online business of the company. I was told to do an online market analysis of the competitor brands in order to compete on the platform where third party is involved to promote our products.

5.1.4 E-commerce development-

I did a few analysis on the promotional activities on how to promote our website and how to convince the customer to buy our products online. For that, we have to promote our brand online efficiently at first. Singer is already a very trusted brand that has been known for years but singer has started their online business few years ago. The generations who are used to this online purchasing strategy are not aware enough to buy the products like refrigerator or air conditioner online. So, in order to make them aware and make them feel interested and trusted enough to buy these products online we have to establish our online brand successfully. I was told to find the

possible ways to establish the brand to the different generations of people. I have also done the offline digital marketing analysis to create awareness of the company's products and services.

Chapter 6: Conclusion and Recommendation

6.1 Conclusion

Singer Bangladesh is currently a large, diversified company and it remains a member of the society of the worldwide franchise of SINGER. It is one of the most successful companies of Bangladesh. With uncompromised focus on service excellence and the countrywide existence, SINGER established itself as successful company over the years.

While having my Internship Program at Singer Bangladesh Limited, one thing I have realized that I did make a right choice to had my tenor of Internship over there. This is because I found that Organization does have a Unique identity and Characteristics of being the oldest one of its' kind nature upholding the tradition of the decades on one end and at the same time , engages all of its' commitment to the customer and mechanism to compete with the competitors of recent time, who are considered to be "Giant "and it has been found that Singer is running at a pace' required to ensure' both maintaining the prevailing solid foundation as well as attaining more of the Market Share through Aggressive Marketing Drive.

Singer Bangladesh ltd has become a large, diversified company with unmatched presence throughout Bangladesh. Beginning with the sewing machine, Singer's product portfolio has diversified to encompass a highly successful multi-brand strategy combining products of top world marquees with the company's own product across a range of electrical home appliances. Hire purchase system is one of the basic factors for the success of the company. The system is innovative and appropriate for Bangladesh considering the socio-economic conditions of the county. Because of easy hire purchase facility, quality product, specified home appliance product, trusted after sales service, the company has achieved their customer's trust and the company is moving forward successfully following its current operation management.

6.2 Recommendation

Singer Bangladesh Ltd's sales operation has been proven as a successful operation management over years. Overall Singer Asia sales operation runs in almost same way and company is moving forward successfully with appropriate controlling. Beside this successful sales operation, I would like to mention few recommendations with my short experience, which may help the company better.

- I have figured out that there are retail shops of Singer all over the world, although we have 12 warehouses around the whole country, so that distributed products can be deliver at the shop level in quicker time, because of the unavailability of product in the retail shops as per demand , the customer satisfaction is low.
- I think the forecasting should be more specific and accurate, so that they can increase the availability of the products in the shops as per customer demand in the market according to the area of the customers and nearby warehouses to that.
- The offline marketing should be increased by sponsorships, digital signage, digital billboard and speaking engagements. Through these, they can easily reach out to the students of universities who are not well aware of the brand.
- The Website should be more developed. The website introduces the brand to the young generation, so the standard website would encourage that age group. The website should be more informative and the products details should be more specific along with the brands.
- The E-Commerce site should be promoted by the social medias, ad wards, Google analytics, paid ads, SEO, pay per click and pop-up advertisements.
- Social media marketing does not mean Facebook only. YouTube, Instagram and Snapchat everything is included as social media marketing.
- CSR activities are the most prominent way to reach out to the people of different ages. It not only helps the people but also increases the market value and it is a branding by itself of a particular company.
- Lastly, the internship process of the company is not that much established here. There is no specific program fixed for the interns here. As a result, the fresh graduates are not very much interested to work here as they do not have any specific job to do. Singer is a well established brand from a very long time but this young generation has different point of view of their own. In order to reach to the fresh graduates and young generation, they

need to establish a program detail for the Interns and it should include every detail in an organized way, so that the interns get enough motivation and inspiration to work harder and to join to this company and bring out the positive changes for the new generation.

References

- Bissell, D. (1999). *The first conglomerate : 145 years of the Singer Sewing Machine Company*. Audenreed Press.
- Brandon, R. (1977). *A capitalist romance : Singer and the sewing machine*. Lippincott.
- Cavendish, R. (2001). *The Singer Sewing Machine is Patented | History Today*. Retrieved March 28, 2018, from <https://www.historytoday.com/richard-cavendish/singer-sewing-machine-patented>
- History. (n.d.). Retrieved March 28, 2018, from <https://www.singerbd.com/company/singer-history.html>
- Singer Bangladesh Ltd. (2016). *Annual Report 2016*.
- Singer Bangladesh Ltd. website. (2015). *Corporate Philosophy*. Retrieved March 29, 2018, from <https://www.singerbd.com/company/corporate-philosophy.html>
- Allio, R. (2013), *Leaders and leadership – many theories, but what advice is reliable*. *Strategy & Leadership*, 41(1), 4-14.
- Belvedere V. (2014), *Defining the scope of service operations management: an investigation on the factors that affect the span of responsibility of the operations department in service companies*. *Production Planning and Control*, 25(6), 447-461.
- Clark G., Johnston R. and Shulver M. (2000), *Exploiting the service concept for service design and development*. *New Service Design*, 71–91.
- Clark K. (1996), *Competing through manufacturing and the new manufacturing paradigm: is manufacturing strategy pass*. *Production and Operations Management*, 5 (1),42-58.
- Frei F. (2006), *Breaking the Trade-off Between Efficiency and Service*. *Harvard Business Review*, 1-13.
-

Jiménez, J. and Lorente, J. (2001), Environmental performance as operations objectives. *International Journal of Operations & Production Management*, 21(12), 1553-1572.

Kim, S. and Oh J. (2008), How does Efficiency in Service Business Influence Service Quality, *Asian Journal on Quality*, 9(2), 149 – 160.

Kiriaki (2009), The Effects of Rework on Service Operations. Unpublished Master Dissertation, University of the Aegean.

Lytle, R., & Timmerman, J. (2006), Service Orientation and Performance: an organizational perspective. *Journal of Service Marketing*, 20(6), 136-147.

Niall P. (2012), Business history and operations management. *Business History*, 54(2), 154-178.

Pandelis Z., Alexandros G. and Nikolaos S. (2009), The Application of Performance Measurement in the Service Quality Concept: The Case of a Greek Service Organization. *Journal of Money, Investment and Banking*, 9, 19- 45

Prithwiraj N., Subramanian N. and Ramakrishman R. (2008), The impact of marketing capability, operation capability and diversification strategy on performance: A resource –based view. *Industrial Marketing Management*, 39, 317–329

Raouf, A. (1998), Development of operations management in Pakistan. *International Journal of Operations & Production Management*, 18(7), 649-650.

Silvestro, R. (2000), Towards a contingency theory of TQM in services How implementation varies on the basis of volume and variety. *International Journal of Quality & Reliability Management*, 18(3), 254-288

Slack, N., Lewis, M. and Bates, H. (2004), The two world of operations management research and practice. *International Journal of Operations & Production Management*, 24(4), 372-387.