

Internship Report on
**The gap between consumer and retailer for
GSK's one of the growing oral healthcare
brand "Sensodyne" in Bangladesh**

Course CODE: BUS 400

Prepared For:

RAHMA AKHTER

Lecturer

BRAC Business School

BRAC University

Prepared By:

MD RIFATH ALAM MAHIN

ID: 14104135

BRAC Business School

Submission Date: 22nd JULY 2018



Inspiring Excellence

INTERNSHIP REPORT

The gap between consumer and retailer for GSK's one of the growing oral healthcare brand "Sensodyne" in Bangladesh



**do more
feel better
live longer**

July, 2018

To,

Rahma Akhter

Lecturer

BRAC Business School

BRAC University

Subject: Submission of internship report on “The gap between consumer and retailer for GSK’s one of the growing oral healthcare brand “Sensodyne” in Bangladesh.”

Dear Ma’am,

This is my utmost pleasure to submit the internship report of my three months long internship program in the GlaxoSmithKline Bangladesh Limited under Consumer Healthcare Department. The title of the report is “The gap between consumer and retailer for GSK’s one of the growing oral healthcare brand “Sensodyne” in Bangladesh”. I have prepared this report to fulfill the requirement of my internship program at my assigned organization, GlaxoSmithKline Bangladesh Limited.

I have worked effortlessly to make this report a successful one. Moreover, it has been an enlightening experience for me to work under this organization & prepare this report. I intended to illustrate whatever the knowledge I have gained and observed in GSK Bangladesh during my internship period. I tried to be as thorough as possible in spite of the limitations that I have come across. I sincerely desire that this report fulfils the objectives and requirements of my internship.

I would like to express my sincere gratitude for your kind guidance in preparing the report. It would be one of my biggest achievement if you find this report useful & informative to have an evident perspective on the issue. I will be happy to provide any further explanation regarding this report if necessary.

Sincerely,

MD RIFATH ALAM

ID: 14104135

ACKNOWLEDGMENT

This internship report has been completed with the help of more than one people's endeavor. At first, I would like to convey my sincere gratitude to the almighty Allah for giving me the courage & ability to finish the objective within the given time frame. After that, I would like to thank everyone who contributed towards preparing & making this study a successful one.

I would like to express my immense gratitude to my internship advisor, Rahma Akhter, Lecturer of BRAC Business School, BRAC University. I am deeply grateful to her whole hearted supervision during the internship period. Her valuable suggestions & guidance helped me a lot to prepare the report in a well-organized manner.

I would also like to thank Md. Ali, Regional Manager; GlaxoSmithKline Bangladesh Limited for giving me the opportunity to complete my internship under a well-known multinational organization. I would also like to express my gratitude to Mr. Ashik Reza, Area Manager and Md. Habibullah, Senior Territory Officer at GSK Bangladesh under Consumer Healthcare Department for their constant supervision and motivation. Without their guidance it may not have been possible to experience the real life business environment in such an effective manner.

Executive Summary

Health awareness has become one of the key variable in driving the consumer demand globally. Similarly, well known multi-national organizations are striving to achieve the consumer validation thorough manufacturing products which are up to the standard by maintaining the best quality. Sensodyne is one such brand of GlaxoSmithKline which bears the mark of a superior quality product carrying the tagline of number one sensitive toothpaste brand in the world.

With the rising GDP of Bangladesh, It has become an attractive market for quality oral healthcare products like Sensodyne. In the beginning the brand was portrayed as an expensive OHC product but now it is being used by healthy number of people as a regular toothpaste. However, there is another side of the story which is growing market competitiveness, unethical practice by some companies and increasing parallel import which are creating a lot of difficulties in the OHC market.

The purpose of this research paper is to identify the gap between consumer and retailer for Sensodyne, and whether the distribution plays a vital role in driving the market and growing the brand or not. In addition to that, the report also discuss about the impact of unique selling propositions, understanding the impact of gray market of the brand Sensodyne. Another aspect of this study is to analyze the influence of various factors on the buying decision of the customers.

Exploratory & descriptive research designs were used to develop the conclusions. Primary data had been collected with the help of questionnaire method & data is analyzed with the help of statistical techniques. Finally, some recommendations are given by analyzing the data findings from the retail survey, consumer survey and other secondary data analysis.

This report also includes the background of the organization and the duties and responsibilities of an intern under Consumer Healthcare Department.

I have taken all the necessary steps to ensure the quality of the report and I sincerely hope that it includes all the relevant information which is in the scope of my ability.

Table of Contents

CHAPTER 1	1
COMPANY OVERVIEW	1
Introduction	2
History	3
GSK Bangladesh	4
GSK at a Glance	5
AABC Program	5
Strategy followed by the Company	6
Organizational Structure	7
GSK Social Responsibility	8
SWOT Analysis	9
Product Portfolio: Consumer Healthcare Department	10
Consumer Healthcare Industry Outlook	12
CHAPTER 2	13
JOB DESCRIPTION	13
The Internship Program	14
Organogram of a Distribution House	14
Distribution Points	15
Activities Undertaken	18
Chapter 3	20
INTRODUCTION OF THE STUDY	20
Understanding the brand Sensodyne	21
Rationale of the Study	24
Scope of the study	24
Objective of the Report	25
Literature Review	25
Methodology of the Study	26
Limitations of the study	27
CHAPTER 4	28
FINDINGS AND ANALYSIS	28
Findings	29
Analysis	33
CHAPTER 5	34
RECOMMENDATION AND CONCLUSION	34
Recommendation	35
Conclusion	36
References	37
Appendix	38

CHAPTER 1

COMPANY OVERVIEW

Introduction

GlaxoSmithKline (GSK) is one of the world's leading research-based pharmaceutical company. It has also a Consumer Healthcare wing which is comprised of powerful combination of skills and resources that provides a scope for delivering strong market share in today's rapidly growing healthcare sector. GSK focuses on a broad range of innovative medicines, vaccines and consumer healthcare products. Their products are consumed by millions of people around the world, helping them to do more, feel better and live longer. The head-quarter of GSK is located at UK. Currently, it has a worldwide reach which includes 140 countries with manufacturing networks in 180 sites and more than 100,000 people working under the company.

As a research-based company, GSK believes in creating innovative new products and making them available to as many people who are in need of them.

GSK Bangladesh is a subsidiary of GSK plc which started its operation in Bangladesh back in 1949. GSK Bangladesh's operations concentrates in the secondary manufacturing of pharmaceutical products and marketing of vaccines, pharmaceutical products, nutrition and oral healthcare products. The structure of all three business areas are strictly controlled by "GSK values" which incorporate showing respect for people, being patient focused and promise to transparency and demonstration of highest integrity in company's code of conduct. Rooted with these values and supported by cutting edge technology, more than 700 employees are functioning all over the country with a vision to improve the quality of human life by delivering quality healthcare products.

Previously the company operated in Bangladesh as an importer. It became a manufacturer by establishing its factory at Chittagong in 1967. Because of the global mergers and acquisitions the company went through various stages of changing names from Glaxo to GlaxoWellcome Bangladesh in 1995, following the acquisition of Burroughs Wellcome. Finally in 2002 it became GlaxoSmithKline Bangladesh Limited following the merger with SmithKlineBeecham in 2000.

The consumer healthcare division now serves the consumers with health food drinks, instant powder drinks and oral healthcare products. In the case of HFD category Horlicks™ is the market leader and most significant brand under GlaxoSmithKline Bangladesh. To further satisfy the needs of different market segments the company added Women's Horlicks, Horlicks Lite, Mother Horlicks, Chocolate Horlicks, Junior Horlicks and Growth Plus to the year old heritage brand of Horlicks™. In addition to that, different brands have been added to the portfolio along with Maltova™, Boost™ & Glaxose™ in

Bangladesh. With the introduction of Sensodyne™ the company have entered into the Oral healthcare industry in Bangladesh.

GSK has promised to re-invest 20% of the profits in developing countries to tackle the issues in providing healthcare services to the underserved communities. GSK has been investing more than GBP one million per year in Bangladesh since 2010 in various projects in partnerships with CARE, icddr and Friendship.

History

Glaxo was built in the 1850's as a general trading company in New Zealand by Joseph Nathan. It began manufacturing dried-milk which is a baby food, first known as Defiance in 1904 under the slogan "Glaxo builds bonny babies".

Glaxo Laboratories founded new manufacturing units in London in 1935. The company acquired two companies, Joseph Nathan in 1947 and 1958. After that they bought Meyer Laboratories in 1978. In 1983 the American arm, Glaxo Inc. shifted to Research Triangle Park (US headquarters/research) and Zebulon (US manufacturing) in North Carolina. Burroughs Wellcome & Company was formed in 1880 in London by the American pharmacists Henry Wellcome and Silas Burroughs. The Wellcome Tropical Research Laboratories founded in 1902. In 1959 the Wellcome Company bought Cooper, McDougall & Robertson Inc. to become more inclined towards animal healthcare products. Glaxo and Burroughs Wellcome merged in 1995 to create Glaxo Wellcome. Glaxo restructured its R&D operation the following year, letting go of 10,000 jobs globally, shutting down its R&D facility in Bechenham, Kent, and building a Medicines Research Centre in Steven age, Hertfordshire. In that same year, Glaxo Wellcome acquired the California-based Affymax, a market leader in combinatorial chemistry sector.

In 1999 Glaxo Wellcome became the world's third-largest pharmaceutical company by revenues, with a global market share of around 4%. By 1999 the company became the world's



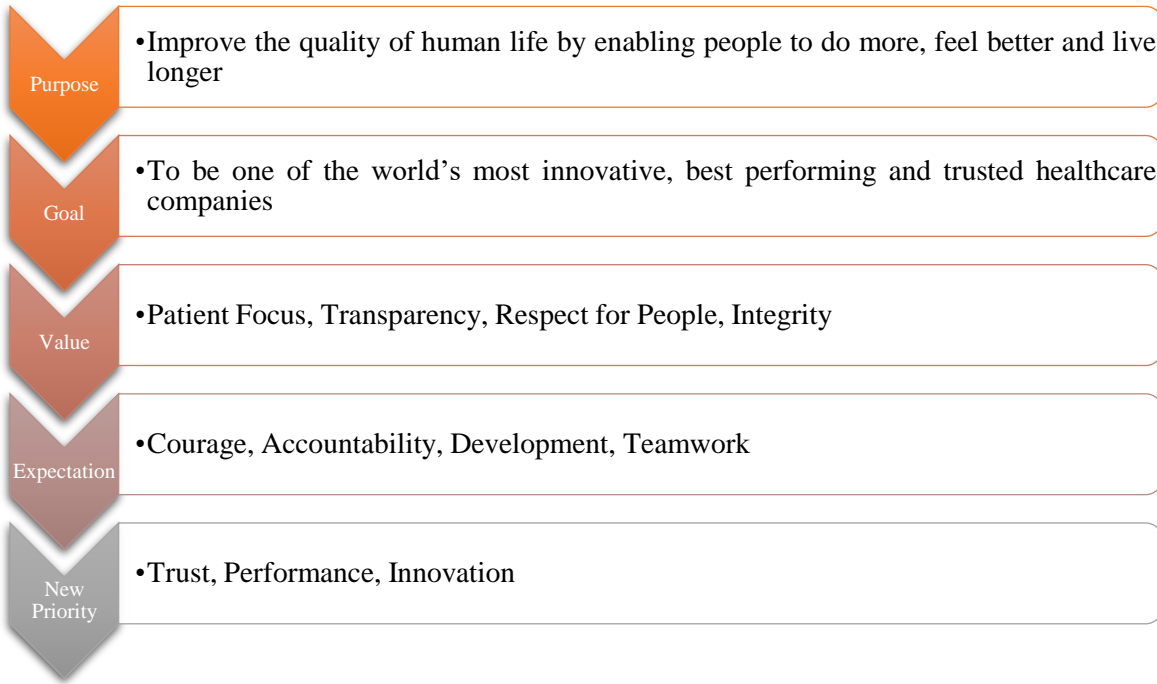
largest manufacturer of drugs of asthma and HIV/AIDS. The company had 59,000 people, among them 13,400 were from UK, It also had 50 manufacturing units worldwide. Their portfolio included seven products which were among the world's top 50 best-selling pharmaceuticals.

GSK Bangladesh

GSK Bangladesh is a subsidiary of GlaxoSmithKline plc- one of the world's leading research based pharmaceutical and healthcare company which continues to be committed to improving the quality of human life by enabling people to do more, feel better and live longer. The Company's main activities facilitates secondary manufacturing of pharmaceutical products and marketing of vaccines, pharmaceutical products and health food drinks. The Company started its journey in Bangladesh in 1949 with its' corporate identity as Glaxo in Chattagram as an importer of products from the Glaxo Group of Companies. The company slowly spread its spectrum from being an importer to a manufacturer by building its own manufacturing facility at Chittagong in 1967. The manufacturing site is considered as one of the centers of excellence in global perspective till date. In accordance with the mergers and acquisitions the name of the company changed from Glaxo to Glaxo Wellcome Bangladesh Limited and finally to GlaxoSmithKline Bangladesh Limited during 2002 after the merger with SmithKline Beecham in December 2000.



GSK at a Glance



AABC Program

The significant priority for GSK is to follow the ethical conduct. Every action is accountable towards the best interests of the patient. No matter where GSK operates in the world, the employees must live their values of respect for people, transparency and integrity. At GSK, there is policy of Zero Tolerance for corruption. In today’s challenging commercial environments corruption can be widespread. However, this excuse is not acceptable. It is vital to ensure that the employees understand their responsibilities and work with the highest ethical standards.





Strategy followed by the Company

1. Functional level strategies:

GlaxoSmithKline Bangladesh Ltd adapts to different functional level strategies to gain competitive advantages and sustain in the long run.

- Their efficiency went up because of exploiting economies of scale and learning effects.
- The company conducts extensive research to manufacture new products and improve the existing ones to better satisfy the consumers.

2. Business-Level Strategies:

GlaxoSmithKline Bangladesh follows different business level strategies to utilize the company's resources and competencies to gain competitive advantage over other companies.

- They follow cost-leadership strategy. They try to manufacture cost effective products to become more profitable.
- They also differentiate markets with different products to have broad product portfolio. Through product expansion they try to reduce the threat of entry.

3. Strategy in the Global Environment:

As a part of a global commitment it follows some generalized policies of GlaxoSmithKline. However, they tweak the strategies in accordance with the national conditions from time to time.

- Raw materials needed to manufacture products come from less costly sources.
- GSK Bangladesh renders to a multi domestic strategy where the companies sizably customize product offerings and marketing strategy according to their need to serve the local market.

4. Corporate strategy:

- GSK have transformed the traditional R&D so that it is better equipped to sustain a pipeline of products that serves the treatment for patients and healthcare providers.
- As business continues to grow, GSK is adapting to reduce complexity.

Organizational Structure

Functional Departments of GlaxoSmithKline Bangladesh Ltd:

GlaxoSmithKline Bangladesh Limited comprises of six major departments. Those are as below:

- Marketing
- Human Resources
- Sales Department
- Finance & Accounts
- Information Technology
- Consumer Healthcare

GSK has been operating the business in Bangladesh for 60 years and they are one of the biggest employers in both Pharmaceuticals and FMCG sector. GlaxoSmithKline Bangladesh Ltd. recruits more than 800 people directly. Each department of GSK operates in different manner. However, they are inter-related and harmonizing to each other. The allocation of authority is decentralized within the company.

GSK Social Responsibility

GlaxoSmithKline initiated the Personal Hygiene and Sanitation Education (PHASE) Program in different countries of the world to combat diarrhea and improve the general hygiene and sanitation in the communities. PHASE was introduced in Bangladesh with the help of Save the Children (USA) in 2005.



GSK Bangladesh have taken initiative during Cyclone “Sidr” in 2007. They replaced the damaged houses, built cyclone shelters, replenished lost live stocks, cleaned all the water supplies, and raised the embankments





GSK Bangladesh sponsored a free primary school run by an NGO called “Sathee Kalyan Samity” in Rupnagar, Mirpur in an effort to improve the condition of the slum children.

SWOT Analysis

<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> • GSK is known as world's one of the leading pharmaceutical company • Effective, competent and forthright workforce • Good amount of resources to grow the business • Proprietary technology • Economies of scale • Better product quality compared to rivals • Brand image of the company 	<p style="text-align: center;">Weakness</p> <ul style="list-style-type: none"> • Lack of variety in offerings • Underutilized plant capacity • Lack of sufficient promotional effort to doctors. • Weaker distribution network and less number of sales force compared to competitors.
<p style="text-align: center;">Opportunity</p> <ul style="list-style-type: none"> • Potential growth in Bangladeshi market • Increasing product line to satisfy a broader range of customer needs • Untapped markets • Growing demand along with the population • Availability of natural resources • Cheap labor cost • Customer loyalty towards the brand 	<p style="text-align: center;">Threat</p> <ul style="list-style-type: none"> • Political imbalance • Aggressive and unethical movement of rivals to capture the market • Growing bargaining power of the end consumers because of too many options • Costly new regulatory policies • lower prices offered by the competitors • Increasing threats from local competitors

Product Portfolio: Consumer Healthcare Department



Standard Horlicks

GSK Consumer Healthcare Bangladesh's largest brand, Standard Horlicks retained its position as the market leader by a staggering margin in the health food drinks category in 2017. The extension, Chocolate Horlicks also showed promise in 2017. Standard Horlicks is doing a lot of media campaign throughout the year and conducted an exam campaign targeting a huge number of schools in the country. The sachet relaunch received overwhelming response.

Junior Horlicks

In 2017, Junior Horlicks introduced a new TVC. The TVC has been airing since March 2017 and received good response from the customers in terms of the connection, brand proposition and scientific claims. The brand also did promotions at the end of the year including 50g extra with the Jar.

Mothers' Horlicks

This is one of the newer brand specialized in nutrition solution for expectant and lactating mothers. The brand is consistently growing in terms of both distribution and penetration.

Women's Horlicks

Women's Horlicks is specifically made for the women of today. It includes unique combination of chemical nutrients necessary for healthy blood and bones.

Horlicks Lite

This HFD product is specially designed to suit the nutritional needs of adults. Horlicks lite has 23 vital nutrients which includes high quality protein and antioxidants. It provides strength and stamina by repairing damaged cells of the body.

Growth Plus

In 2017, GSK Bangladesh introduced Horlicks Growth Plus. This high-science product has been scientifically proven to increase growth of the children aged between 5-9.

The product has high quality whey protein and growth promoters which are clinically proven to increase the growth of height and weight of children in 6 months without any side effects. Since May 2017, Horlicks Growth Plus is found in the market in Vanilla Flavor. More and more pediatricians are recommending this product every day for the children. The product has been launched in the market with the help from the Expert Marketing Team. They are working towards building awareness among healthcare professionals.

BOOST

Boost is the only health food drink in Bangladesh which is scientifically proven to increase stamina by three times more. It is enriched with ENVITA NUTRIENTS that significantly increase the levels of key nutrients, necessary for energy metabolism.

Sensodyne

Sensodyne is the fastest growing brand in GSK Consumer Healthcare Portfolio. The growth has been driven by increased distribution, increased brand equity and consumer pull in the market. 360 degree marketing has been ensured to drive awareness about the brand and tooth sensitivity amongst consumers.

Glaxose D

Glaxose D maintained its strong position in the market despite the decrease in growth. Glaxose Orange was launched in the beginning of 2018 and it became successful in tapping the flavored powdered drinks market.

Consumer Healthcare Industry Outlook

Fast Moving Consumer Goods market valued at TK. 267 billion increased by 5.8% (Source: Nielsen) in 2017. Health Food Drinks valued at Tk.3.3 billion showed great promise in growth in terms of volume. GSK is sustaining market dominance by having 92.1% market share in the HFD Category.

Business Performance

The Consumer Healthcare business grew by 10.3% in 2017, this has been possible because of the growth in Sensodyne which is at 76%. The Company is trying to work with authorities to take necessary steps in order to control the parallel imports. Bangladesh Brand Forum honored Horlicks as the 2nd most loved brand and No.1 Brand in Health Food Drink Category. Sensodyne is also expanding its distribution which is at 7% (urban penetration).

CHAPTER 2

JOB DESCRIPTION

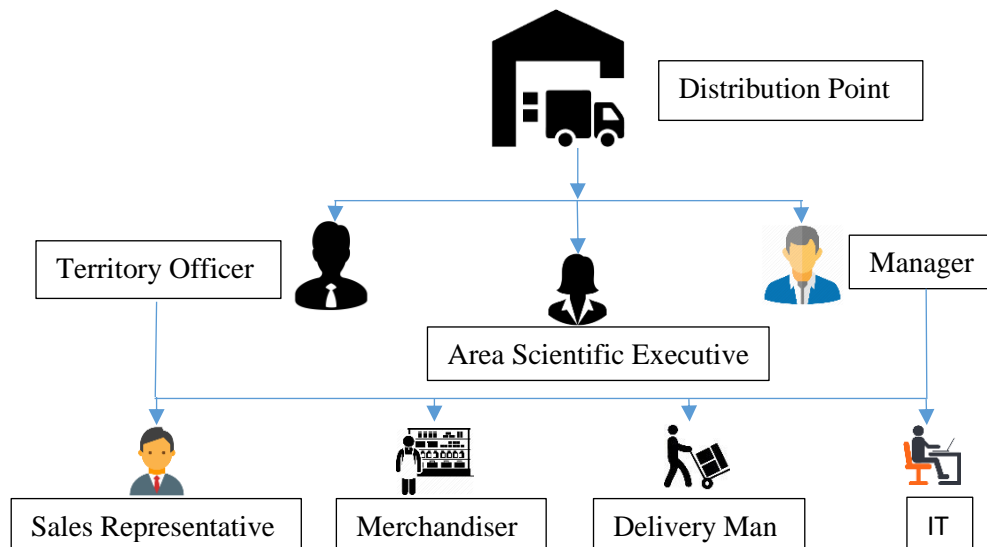
The Internship Program

I joined as an intern in GSK Bangladesh Limited under Consumer Healthcare Department. As soon as I joined, the upper management of the Sales Team briefed me about the organization. Followed by that, there was a training session which included the job responsibilities of a Territory Officer.

The next day I was assigned at Kachukhet Territory under Mr. Habibullah, Senior Territory Officer of GSK Bangladesh. As a TO he looked after 2 distribution points which are Kachukhet and Pollobi. I worked as an attachment with him.

I had been briefed about my role from the start of my internship which was to act as a shadow Territory Officer.

Organogram of a Distribution House



Distribution Points

Area Manager: Mr. Ashik Reza (Dhaka Metro 1)
Territory Officer: Md. Habibullah

1. Bismillah Enterprise(Pollobi)

Manager: Mr. Amir
IT: Mr. Asad
Sales Representative (4 person): Sabbir, Sumon, Shofiq, Mahabub
Merchandiser (2 person): Sobuj, Helal
Delivery Man: 4 Person
Area Scientific Executive: Mrs. Saba

2. Suborna Medicine Corner(Kachukhet)

Manager: Iqbal Hossain
IT: Mr. Masud
Sales Representative: Dalim, Salim, Riyad, Lokman, Sohan
Merchandiser (2 person): Saidul, Robiul
Delivery Man: 5 person
Area Scientific Executive: Ms. Afsana

The sole distributor which handle the distribution from factory to distributor houses is “Mutual Foods”.

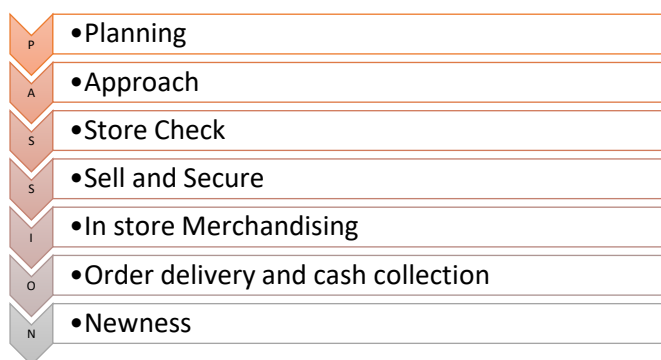
To create a successful distribution channel there are certain things that are essential. For example:

- Team sitting arrangement
- Enough DSR
- Vehicle
- Storeroom

The manager looks after the distribution house from the side of the distributor. His job responsibilities include driving the DSR and the delivery man to achieve the highest sales in a day. He also keeps track of the products in the storeroom and how much the house is selling on a single day.

The job of the DSR is to take order from the retailers and wholesalers. The delivery of the product is done the day after taking the order so that shopkeepers can track what they are buying and prepare to pay in cash for the products they are getting.

In order to be a successful DSR one needs to follow the GSK’s way of selling which is known as “**Passion Call**”.



The job of the IT is to handle “Darpan”. It is a software by which GSK keeps track of everything that goes on a distribution house. Each and every DSR has the software integrated in a PDA by which they take the order. After finishing the order the IT uploads the daily sales data to Darpan which is monitored by the higher management of the sales team. The IT is also responsible for printing the memo and keeping track of the bounce products.

The merchandiser keeps track of the preferred dealers who uses display to showcase GSK’s products. He also checks for damages and expired products in the outlets so that there are no options to harm consumers by providing them with faulty products.

The delivery man ensures the smooth delivery of the products in every outlets that has given order in the previous day. He also collects the cash from the outlets for the products.

The job of the Area Scientific Executive is to visit the doctors and Chemists under the territory and give them information about GSK’s products. Their job responsibilities include expert chemist marketing.

The territory officer looks after the territory. He is responsible for driving the sales and achieving the company’s objective. He also leads the sales team and train them to do better job in the market. The TO also communicates with the manager and analyzes data to find out what amount of products are needed from the factory in one GDA (Goods Disperse Allocation). In addition to that, the TO tries to increase distribution as much as possible.

The daily responsibility:

- Fix the target of DSR
- Monitor the target has been achieved or not
- Daily sales report submission

The TO is also accountable for the claims. It includes PD display bill, Trade promotion and market return, DSR and Delivery man incentives.

There are 3 important responsibilities of a TO. Which includes:

- Distribution Expansion
- Visibility
- Stock to Retailer

There are quite a few **short forms** that I have learned in this 3 month which are needed for the daily operation.

1. PD: Preferred Dealer
2. SKU: Stock Keeping Unit
3. Eco: Effective Coverage
4. TLS: Total Line Sold (SKU Wise)
5. JCR: Journey Cycle Review
6. JCM: Journey Cycle Meeting
7. GTM: Go to Market
8. RTM: Regional Team Meeting
9. DSR: Distributor Sales Representative
10. GDA: Goods Disperse Allocation
11. LPC: Line Per Call
12. CM: Contract Merchandiser
13. BIB: Bag in Box
14. HFD: Health Food Drink
15. OHC: Oral Health Care
16. IPD: Instant Powder Drink
17. SDR: Stock Destruction Report
18. DB: Distributor
19. DFF: Distribution Field Force
20. PTR: Price to Retailer

21. PTD: Price to Distributor

22. LE: Last Estimation

At the very beginning of the month the Territory Officer sets the target for that month and create a plan slip by analyzing data from Darpan and forecasting from previous data. Then it is being communicated to the DSR's so that they have an idea about what they are going to achieve throughout the month. Every morning the kickoff meeting starts from 8.30 a.m. and the DSR is sent to the market as early as possible. After that the TO choose one market in which he will visit to see if the DSRs are working properly or not. The TO also resolves any differences between the company and the retailers and wholesalers. It is the responsibility of a TO to find out the lapse rate in the market and if the DSRs are calling every product or not. This can be analyzed from the TLS. The TO also looks after the SDR where the 3rd party called "Siraj Khan Bask" does an audit and sent the report to the headquarters.

Activities Undertaken

As an intern I had to learn all the above mentioned things. Other than that I was assigned with a specific task of increasing Sensodyne distribution in the retail outlets. For the assignment I followed a step by step approach. My assignment lasted for 4 weeks in which I worked under 2 distribution points. First of all I had been given 6 bit in Kachukhet to work. I went out every day in the first week with the outlet list to see which of the outlets have Sensodyne distribution and which do not. The next week I tried to convince the retailers which do not sell Sensodyne to keep our product. The job was a little bit harder as the price of Sensodyne is comparatively high in the market and there was a presence of parallel market products. Nevertheless, I succeeded more or less in every market to penetrate our products. I repeated the same thing in Pollobi territory. After completion of my assignment I had to present all my findings to the Regional Manager and Head of Sales. They have evaluated my performance on the basis of my success in the market.

I worked with in the market which helped me to understand the strategies of our competitors like Tang, Foster Clark and Nutri C, Ovaltin, Pepsodent, Close-up, Mediplus, Colgate, Bolt etc. Mainly I had to observe their marketing trends which included shelving the products, brand promoting instruments and product lines. Research was also done to understand different areas relating to customers and their requirements.

Punctuality is one of the most important things that is a basic requirement of the job I have given. My shift started from 8.30 a.m. and ended usually at 6 to 7 p.m. I had to reach the market within 9 a.m. and I was not supposed to leave before 6 p.m. except emergencies.

Sensodyne is not as recognizable as Horlicks in Bangladeshi market. For that reason, I had to communicate the messages to the retailers and potential buyers. During my assignment my job was to increase the distribution of Sensodyne by conveying the proper promotions and trade schemes of Sensodyne. I also had to describe the features related to the product.

Throughout my internship I had to communicate directly with retailers and distributors. I've got a clear insight about the HFD, IPD and OHC market in Bangladesh. This internship opportunity paved me to apply my theoretical knowledge into practice. My overall experience at GlaxoSmithKline Bangladesh Ltd. was excellent. Everyone is very much helpful, and the working environment is really great. I want to suggest GSK Bangladesh to create a structured internship program to help them with their succession planning and finding the right talent for the job.

I had to pass the face to face interview in order to be eligible for work here. Starting from the interview it always felt like a proper place to work for. It has given me a great opportunity to work with my specialization. While doing the internship I was grateful to work with highly qualified professionals and meet other parties associated with this country's selling scenario. Being an intern I was always asked to give my inputs to the projects I could be assigned to. This has given me valuable learning experience in analyzing distribution excellence with keener eyes. Practical experience with DSRs gave me the opportunities to understand the distribution scenarios, the shortcomings and the solutions.

Area Manager of Dhaka Metro 1 Mr. Ashik Reza and Senior Territory Officer of Kachukhet Md. Habibullah always gave their valuable time and teachings to help me reach my potential and be empowered to make decisions. Starting from motivation to completely delegating work while correcting my mistakes made my internship days more enjoyable. This made me feel like a crossover between an Intern and a permanent job holder. GlaxoSmithKline Bangladesh really adds value to one's life.

Chapter 3

INTRODUCTION OF THE STUDY

Understanding the brand Sensodyne

SWOT Analysis of Sensodyne

<p style="text-align: center;">Strength</p> <p>World’s number one toothpaste for teeth sensitivity</p> <p>Strong Area Scientific Unit</p> <p>The proven efficiency as a lab tested product</p> <p>Brand image</p>	<p style="text-align: center;">Weakness</p> <p>Lack of visibility</p> <p>Lack of proper media presence</p> <p>Few number of brand promoters</p> <p>Lack of variety</p> <p>Too many regulations to adhere</p>
<p style="text-align: center;">Opportunity</p> <p>Increasing standard of life</p> <p>Increasing Per Capita Income</p> <p>Untapped market</p> <p>Huge market share in toothpaste category</p>	<p style="text-align: center;">Threats</p> <p>Counterfeit products made by local companies</p> <p>Parallel imports</p> <p>Strong presence of Grey market products</p> <p>Unethical practice by local companies in doing business</p>

Porter’s 5forces analysis

Competitor rivalry

The competitive rivalry is very high in toothpaste market in Bangladesh. Brands like Pepsodent – Pro Sensitive, Mediplus are the biggest competitor for Sensodyne. Unethical practice by local companies like Mediplus makes the competition fiercer. During my internship I have seen Mediplus giving so many free products to the dentists to persuade them in order to generate more prescription. Thus, increasing sales.

Bargaining Power of suppliers

The bargaining power of the supplier is tremendously high as all the products are imported from India.

Bargaining Power of buyers

The presence of different toothpaste in the market gives the consumer so many options. They can easily switch to another product even for price or availability.

Threats of substitute products

The main substitute product for Sensodyne is Mediplus toothpaste of Anfords Company. Pepsodent Pro-Sensitive is another product which includes potassium citrate; another desensitizing agent to prevent sensitivity. They also follow less pricing strategy to grab customers' attention but do not provide guarantee like Sensodyne. Dabur's Meswak and Red are also preferred by consumers because of the price and flavors.

Threat of new entrants

Threat of new entry for this industry is low to medium as it is costly to launch a new product to compete in the market. However, some companies are increasing their product line like Anfords introducing Brush up. Colgate Sensitive is also a similar kind to Sensodyne which can be GSK's future competitor.

STP of Sensodyne

Segmentation:

- **Income:** Upper Middle class and Upper class
- **Occupation:** Businessman, Teachers, Service Holders
- **Education:** Minimum level of education by which people can differentiate their teeth problems act accordingly
- **Geographical:** Mirpur, Banani, Mohakhali, Gulshan, Dhanmondi

Targeting:

Primary Target:

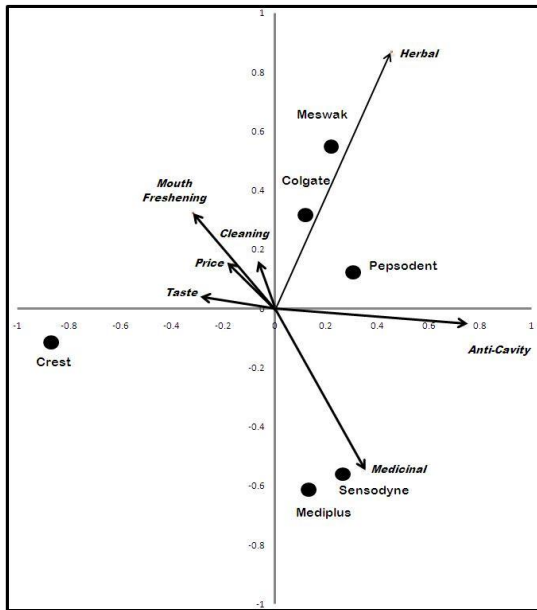
- Everyone who has teeth sensitivity problem
- Above 12 years in the upper & middle class

Secondary Target:

- Potential customers who are concerned about teeth sensitivity
- Consumers who can actually afford Sensodyne as daily toothpaste
- Foreign customers

Positioning:

Sensodyne is the only effective toothpaste which fights teeth sensitivity problems and also makes the teeth stronger, cavity free, white, glowing and healthy. According to a research done by Md. Atiqur Rahman people think of Sensodyne as a medicinal toothpaste.



**Perceptual Mapping of Different Toothpaste Brands Available in Bangladesh:
A Study in Dhaka City
Md. Atiqur Rahman**

Bangla vision

ISSN: 2079-567X

Vol.13, No.1, January 2014

Perceptual Map of Toothpaste Brands

4P's of Sensodyne

Product:

- **Core Product**

The core benefit of this product is to help fight teeth sensitivity.

- **Actual Product**

It is a premium product with expensive ingredients. It is specially designed to prevent and fight teeth sensitivity problems and also provide enough fluoride to keep our teeth more bright.

- **Augmented Product**

The guarantee by dentists all over the world makes the product superior in the market. The pricing strategy also gives the consumer a sense of

Price:

Category	Size	Price
Fresh Mint/Fresh Gel	40GM	115 Taka
	70GM	195 Taka
	130GM	280 Taka
Rapid Relief	80GM	270 Taka

Place:

The company's objective is to make the product available in every outlet of the city. The primary focus is the general trade outlets, Chemist channels and Modern trade outlets. The top management wants maximum visibility of the product to ensure availability.

Promotion:

The promotion of Sensodyne is going on in full swing. There are TV advertisements along with Consumer promotion in 70GM toothpaste in which a Sensodyne original brush worth 80taka is given free with the product. Other than that, Sensodyne dispenser and hanger is provided to the outlets to ensure visibility and promotion. There is also a display program going on in which top sellers of this brand gets to display he product in a certain manner in order to achieve a good amount of money in every 3 months.

Rationale of the Study

Sensodyne being the fastest growing brand in GSK is creating a lot of opportunities in the market as well as facing challenges. The market share of Sensodyne is increasing substantially in urban areas. However, the retailers are reluctant to sell the products as they get more profit margin from the other competitors. Moreover, this is essential to get the view of the consumers so that we can better serve them through the retailers. These days the toothpaste industry is experiencing fierce competition. In order to stand out from the competition and hold more credibility, GSK Bangladesh must ensure that Sensodyne is recommended by top dentists; as general public highly depend on the suggestions provided by the specialists.

Scope of the study

This study is based on consumers and retailers perspective about the brand "Sensodyne". This study addresses the issue to find out if there is any gap between customers and retailers and how to improve the market of Sensodyne based on the survey.

Objective of the Report

General Objective:

- To understand the market of Sensodyne
- To find out the consumer behavior of Sensodyne

Specific Objective:

- To find out the demand of Sensodyne compared to other brands
- To find out the areas of improvement
- To find out what percentage of people use Sensodyne
- To find out if the consumers are willing to switch if they get better value for their money

Literature Review

The brand Sensodyne falls under the premium category of GSK's product line. This product improves the quality of life for people who are affected by teeth sensitivity which is a very common phenomena as one in four person has teeth sensitivity problem around the world. Dentists from all over the world recommend Sensodyne. High quality ingredients made the product premium and expensive. Sensodyne can be used as a daily fluoride toothpaste also. Most of the people in our country are not aware about the product and also not concerned about the teeth sensitivity problem. Sensodyne is very much effective in getting rid from such teeth problems.

Methodology of the Study

Research Design

The research has been designed in the following way:

- **Preparing Questionnaire:** For this research purpose I have developed two sets of questionnaires. One was for consumer survey and the other was for the retail business survey. Both of the questionnaires contains open-ended, close-ended and multiple questions.
- **Pilot Study:** A pilot study has been conducted on 10 consumers and 10 retailers to verify the questionnaire and feasibility of the broad study and to identify the changes needed to conduct the main study.
- **Collection of Data:** The consumer data has been collected through Google Forms and the retailer data has been collected by visiting the market and asking the questions in person.
- **Interpretation:** All the data's have been interpreted with Microsoft excel. Every findings have been analyzed and presented by using charts and tables.
- **Analysis:** The data has been analyzed based on the comparison between other brands and real life scenario. Findings involve the outcome of the overall study and some recommendations have been developed based on the analysis.

Sources of data

Primary Data Source: Primary data have been collected through online questionnaire and a face to face interview.

Secondary Data Source: Secondary data have been collected from some authentic online sources. To give this paper a better look, information has also been collected from online articles, journals and research papers.

Number of Respondents:

Consumer: 50 respondent

Retailer: 50 respondent

Type of Respondent:

Consumers: Businessman, Service Holder, Newly Married Couple, Students

Retailers: Retail outlets from 6 different markets in Mirpur.

Sampling Method

Convenience Sampling is used to collect the data from consumers and retailers. (In convenience sample method researcher can use any subjects that are easy and available to participate in the survey. There are some limitations of the study so; it is not feasible to use another type of sampling method.

- The population has been selected carefully so that it represent the whole market scenario. The sample size is 100 in which 50 of them are consumers and the other are retailers.

Sampling Area: The consumer survey in which the respondents answered were form Gulshan, Dhanmondi, Banani and Mirpur. The retail survey is from the outlets of 6 different areas around Kachukhet.

Limitations of the study

- Much of the analysis on the obtained data is based upon my sole knowledge. The result might bring some biases because of less market knowledge and understanding.
- Time constraint was one of the biggest limitation restricting this report from being more analytical. Unlike other internships I had to visit the markets every other day. So, it was difficult for me to properly articulate my thoughts in one study. Moreover, I have started my internship at a later date than usual which June 3, 2018. For that reason, I got less time to prepare the report.
- This report mainly focuses on consumer behavior and distribution gap for Sensodyne. However, it does not cover all the aspects of the brand.
- Further study can be done based on the data and it can be expanded to a full length research to help the brand to grow in future.

CHAPTER 4

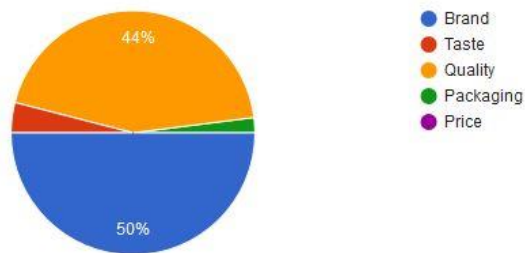
FINDINGS AND ANALYSIS

Findings

Consumer Perspective

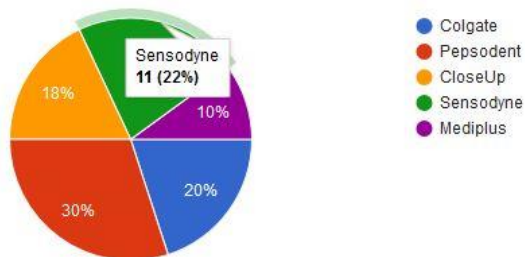
1. The first question was designed to understand the consumer behavior of buying a toothpaste. Majority of the respondent relies on brand and quality when looking for a toothpaste.

50 responses



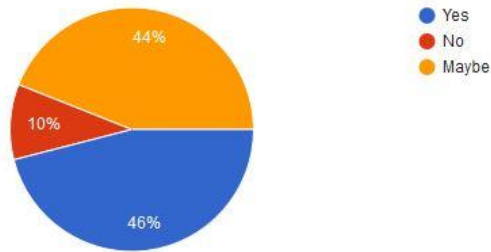
2. The Second one was asked to measure the market share of different brands among those 50 respondent. Pepsodent is leading the way with 30%. Sensodyne, Close-up and Colgate fights for the second spot while Mediplus remains in the last position.

50 responses



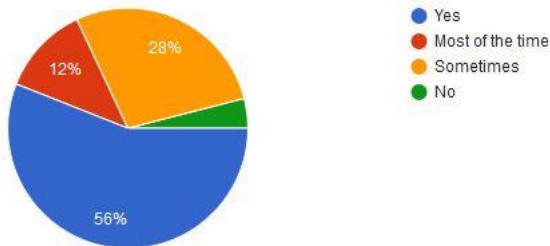
3. The third question was prepared to understand the future growth of the brand Sensodyne where 46% of the respondent showed positive attitude towards the brand. 44% of the respondent is not sure which can be a potential area to grow if utilized properly. 10% responded negatively.

50 responses



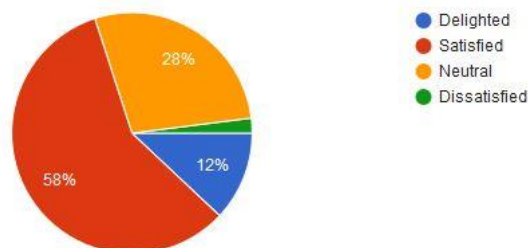
4. The fourth question was asked to know if there is enough distribution happening or not from the consumers' perspective. 56% respondent answered "Yes". 28% answered "sometimes", 12% answered "Most of the times" and 4% answered "No".

50 responses



5. The fifth question was designed to understand the satisfaction level among Sensodyne consumers. 58% respondent said they are satisfied with the product. 12% respondent were delighted by using the product. 28% respondent didn't seem to have any effect while using the brand and 2% customers said they are dissatisfied with the product.

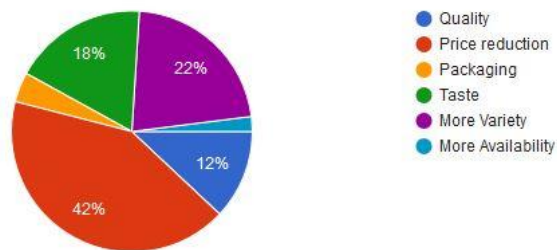
50 responses



6. The last question was asked to get insights from the customers so that the brand can satisfy them by providing with highest quality service. 42% respondent want the price of the Sensodyne to be reduced. 22% respondent wants more variety. 18% wants a better taste whereas

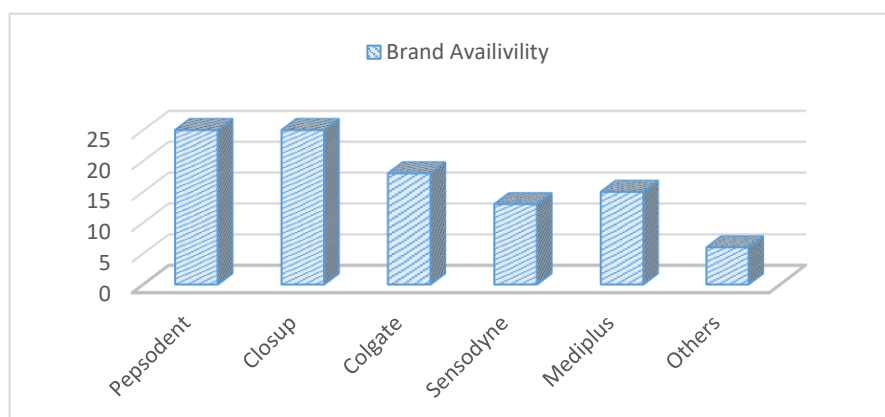
12% wants the quality to improve more. 4% wants change in packaging and 2% of the respondent wants more availability so that it is convenient for them to find the product.

50 responses

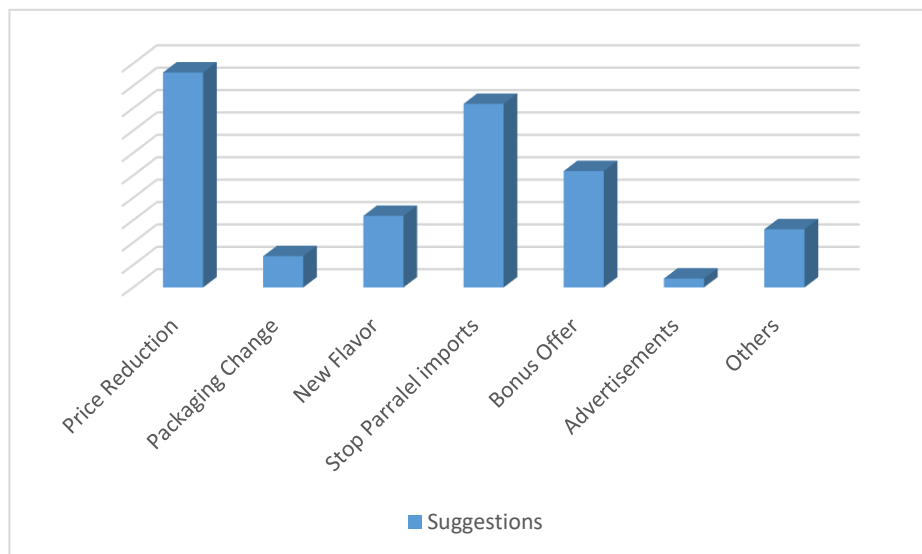


Retailer Perspective:

- The first question for the retailer was designed in a way to understand what brands of toothpaste is available in their outlet usually. Pepsodent and Close-up was found in every general trade outlets. Followed by that Colgate, Mediplus, Sensodyne is found respectively. Brush-up, Meswak, Prodent are least found in the outlets. Chemist channels showed a different story where Mediplus is leading the way with huge visibility. Sensodyne is in the second place.



2. The second question addressed the issue related to monthly sales of toothpastes. The 50 outlets sold on an average of 4000 to 5000 taka worth of toothpaste. However, it varied with locations.
3. The third question was asked to know the actual scenario of the market which portrayed that Pepsodent and Close-up is leading the way in most selling product. Sensodyne is in the 5th place after Colgate and Mediplus. However, Sensodyne is in the 2nd place in chemist channels after Mediplus.
4. The fourth question was designed to understand the monthly demand of Sensodyne in the outlets. The average is 5 to 7 pieces depending on the market.
5. The last question was asked to the retailers to get suggestions from them on how to improve the brand “Sensodyne”. All the respondents suggested to reduce the price, Most of them suggested to stop the influence of parallel products in the market and some of them suggested to give bonus offer to them so that they can profit more as they are doing in other brands.



Analysis

The Gap between Consumers and Retailers

Sensodyne being the number 1 teeth sensitive toothpaste is facing fierce competition in the market; especially from Mediplus in the chemist channels. From the above findings it can be concluded that consumers prefer quality product and a strong brand for their oral health care. Sensodyne has both of them which is an advantage for them. Moreover, the consumers are willing to switch to Sensodyne if the price of the product is little less as the other brands are selling their products in much cheaper rate. Most of the consumers who are already using Sensodyne seems to be satisfied. However, the availability of the product is important to keep them satisfied and acquire new customers. On the other hand retailers seems to be reluctant about the brand as they think the price is much higher than it is supposed to be. For that reason, Mediplus has a strong market presence but Sensodyne does not. There are potential customers who are willing to switch and use the brand “Sensodyne” in future if the brand is available everywhere. The main Gap between the consumers and retailers is that the consumers are willing to use the brand but the retailers are not that much enthusiastic in selling the product because of profit margin and grey market issues. Another Gap is the consumers think there should be more variety and the taste should be better but the retailers do not.

Qualitative analysis of the market

- Sensodyne has less artificial flavors which the consumers always complained about. From their perspective, it keeps teeth healthier but it fails to reduce the malodors of mouth.
- Consumers think of Sensodyne as one of the best toothpaste but in the case of buying; they preferred Mediplus or Pepsodent Pro-sensitive because of its less price.
- Some of the consumers think Mediplus is better as their dentist suggests that in spite of Sensodyne being the number 1 sensitive toothpaste in the world.
- Consumer prefer imported Sensodyne form USA, UK, Abu Dhabi rather than the original product because of their pre-determined mindset.
- Lack of varieties of Sensodyne gives the consumers few options to choose from.
- Consumer often fails to differentiate the original and fake/gray product of Sensodyne.

CHAPTER 5

RECOMMENDATION AND CONCLUSION

Recommendation

- With the rising income level more and more people are inclining towards quality products which gives a competitive advantage to Sensodyne. So it should focus on promoting the product more by flaunting their strength in quality.
- GSK Bangladesh should launch new variety of Sensodyne so that consumers can have more choices.
- The price of Sensodyne is a lot higher than the rest of the brands prevailing in the market. The company should focus on reducing the price of Sensodyne. However, the price should not be reduced much so that it loses its' premium brand image.
- As taste and flavor is one of the reason to have a particular brand to significant number of the respondents, it should be valued by the company and develop the products accordingly in the future.
- The brand should increase their availability and visibility even in the remote areas to hold a bright image in the market.
- The company should focus more on increasing consumer awareness.
- Promotional activities should increase to capture the market share.
- ASE should not only visit the dentists and chemists. They should also educate the customers about teeth problems from time to time.
- Increase the dentists visit to build a strong presence in the market.
- Discount or free offers for the retailers should increase.
- The company should strictly monitor the grey products of Sensodyne and take legal actions towards the matter and take it as a serious issue.
- Increase the profit margin of the retailers to encourage them on selling Sensodyne.

Conclusion

Bangladesh has a huge market for toothpaste and more companies are increasing line extensions to capture more market share. Generic toothpastes are common in Bangladeshi market for a long time. However, brands like Sensodyne is being successful in communicating with the consumers about the necessity of using sensitive toothpastes.

The study is designed to find out the Gap between consumers and retailers. At the end of the study I have found some interesting areas where the brand can improve their position. For example, Consumers are not much concerned about the price of the product if it is good in quality and if it is from a good brand even though some of the consumers want the price of the Sensodyne to be reduced. This study also showed great promise for the brand in the future. All the findings are based on the survey and qualitative research.

Moreover, only the product quality is not important. Along with that promotional tools and availability plays an important role in decision making and preferences in selecting toothpaste. There are significant level of dynamism here that seems to be the base for further study. For that reason, the study is designed in such a way that it covers a few areas of market and behavioral study.

GlaxoSmithKline have a good branding image all around the world. To increase the market share, the company can concentrate on the above-mentioned issues. If the business can utilize their resources in the right channels then it can thrive to become a powerhouse in the most diversified FMCG of Bangladesh. But to enhance the market share & reaching the market leader, the company should develop their promotional strategy. The quality must be ensured and it should remain static and promotional policy must be changing in response to the market trend.

As a company GSK does not put their values in optional category. In every strategy they pursue, they think of their patients and consumers first; act with integrity, treat people with respect and operate with transparency.

References

- Zeithaml, V.A. (1988), "Consumer perceptions of price, quality and value: a means-end model and synthesis of evidence," *Journal of Marketing*, Vol. 52, No. 3, pp. 2-22.
- Lederer, C & Hill, S (2001). See Your Brands' Through Your Customers Eyes. *Harvard Business Review*, June Lyer, G (2008), Perceptual Mapping Techniques "South Asian Journal of Marketing" Vol. 4 No. 3. 63-68.
- Baker, W., J. W. Hutchinson, D. Moore and P. Nedungadi (1986), "Brand familiarity and Advertising: Effects on the Evoked set and Brand preferences, " *Advance in Consumer Research*, Vol.1
- Hawkins Mothersbaugh (2007-2008).Consumer Behavior: Building Marketing Strategy, 11th edition.
- Philip Kotler, Gary Armstrong (2007-2008). Principle of Marketing: Porter's Five Forces Model, 11th edition, New Jersey, US: Prentice Hall
- Annual Report, 2017; GlaxoSmithKline Bangladesh
- www.gsk.com.bd, 2017
- www.gsk.com.uk, 2017

Appendix

Questionnaire for retailers:

Outlet Name:

Owner Name:

Phone Number:

১. আপনার দোকানে কি কি ব্র্যান্ডের টুথপেস্ট বিক্রি করেন ?

২. মাসে আনুমানিক কত টাকার টুথপেস্ট বিক্রি করেন ?

৩. আপনার সর্বাধিক বিক্রিত টুথপেস্ট ব্র্যান্ড কোনটি ?

৪. সেন্সোডাইন ব্র্যান্ডটির আনুমানিক মাসিক চাহিদা কেমন ?

৫. আপনার ধারণা মতে কি ধরণের অফার এ সেন্সোডাইন এর বিক্রয় বৃদ্ধি পাবে?

৬. সেন্সোডাইন ব্র্যান্ডটির উন্নতির জন্য কোনটি সবচেয়ে বেশি প্রয়োজন ?

- ক্রয়মূল্য কমানো
- মোড়ক পরিবর্তন
- নতুন ফ্লেভার
- অবৈধ এবং নকল পণ্য নিয়ন্ত্রণ
- বোনাস অফার
- বিজ্ঞাপন

Questionnaire for Consumers:

Research on Sensodyne

***Required**

1. Email address *

2. On what basis do you buy a toothpaste? *

Mark only one oval.

- Brand
- Taste
- Quality
- Packaging
- Price

3. Which brand of toothpaste are you using now? *

Mark only one oval.

- Colgate
- Pepsodent
- CloseUp
- Sensodyne
- Mediplus

4. Do you plan to purchase Sensodyne toothpaste in future? *

Mark only one oval.

- Yes
- No
- Maybe

5. Is Sensodyne available in the retail stores of your area? *

Mark only one oval.

- Sometimes
- Yes
- Most of the time
- No

6. How satisfied were you the last time you used Sensodyne? *

Mark only one oval.

- Delighted
- Satisfied
- Neutral
- Dissatisfied

7. Do you have any suggestion to improve the Sensodyne toothpaste? *

Mark only one oval.

- Quality
- Price reduction
- Packaging
- Taste
- More Variety
- Other: _____