



## **Internship Report**

on

**“DISTRIBUTION OPERATION AND DEVELOPMENT OF GLAXOSMITHKLINE  
BANGLADESH LIMITED: A REPORT ON DISTRIBUTION PROCESS OF A RENOWNED  
CONSUMER HEALTHCARE COMPANY IN BANGLAFDESH OF DHANMONDI  
TERRITORY”**

### **Submitted To**

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Course: BUS400

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## **Letter of Submission**

29<sup>th</sup> July, 2018

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### **Subject: Submission of Internship Report**

Dear Sir,

This is my great honor to submit the internship report that I have prepared for last 3 months long in GlaxoSmithKline Limited Bangladesh, under sales department. The title of the report is “Distribution Operation and Development of GlaxoSmithKline Bangladesh Ltd: A Report on Distribution Process of a Renowned Consumer Healthcare Company in Bangladesh of Dhanmondi territory”. This report has been prepared to fulfill the requirement of my internship program at my assigned organization, GlaxoSmithKline Bangladesh Limited. The report is the final outcome of successful completion of my internship program at GSK. In my report I have described the work process followed by my assigned department and tried to identify some drawback of the process and gave some recommendation by using my learnings from undergrad life.

I would like to articulate my gratitude for your excellent guidance in preparing the report. It would be a great achievement for me if you find this report informative enough to fulfill the requirements. I am really grateful to you.

Thank you.

Sincerely Yours

**Azhar Amin Chowdhury**

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## **Letter of Endorsement**

The Internship Report titled 'Distribution Operation and Development of GlaxoSmithKline Bangladesh Ltd: A Report on Distribution Process of a Renowned Consumer Healthcare Company in Bangladesh of Dhanmondi territory' has been submitted, to BRAC Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration, major in Marketing and Finance from BRAC University on July 29<sup>th</sup>, 2018 by Azhar Amin Chowdhury, ID: 14304134. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

-----  
Mr. Riyashad Ahmed  
Internship Supervisor Faculty  
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## **Acknowledgement**

I would like to express my deepest appreciation to all those who provided me with the opportunity to complete this report. The accomplishment and completion of this report would not have been viable without the contribution of some accommodative people, who gave their valuable time from their busy schedule to guide me in doing my project work. I would like to extend my heartiest gratitude to all those who directly or indirectly contributed to the competition of the report.

At the beginning, I would like to convey my gratitude and appreciation to my honorable academic supervisor Mr. Riyashad Ahmed for providing valuable guidelines in preparing the report. I am deeply grateful to him for his supervision during the internship period. Without his guidance it would not be possible for me to prepare this report.

Furthermore, I would like to acknowledge with much appreciation to my supervisor Mr. Saifuzzaman Saif, Area Sales Manager of GSK, Bangladesh and Salah Uddin Misbah, Senior Territory Officer of GSK Bangladesh for their intimate and tremendous support and cooperation.



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## Executive Summery

GlaxoSmithKline Limited first started their operation in Bangladesh on 1949. In this 67 years journey, they were and still they are very much committed about providing excellent service in Consumer Healthcare and Pharmaceutical sectors. GSK Bangladesh Consumer Healthcare business is performing very well and it has good reputation in market. The behind story of Consumer Healthcare business success is their well-structured distribution process and operation, where discipline, dedication and process orientation is driving this business towards success.

GlaxoSmithKline Bangladesh Limited has strong sales department. The overall sales unit is divided into East and West region. The mother distributor of GSK consumer healthcare business is Mutual Foods which provides distributorship to other third party distributors and Mutual Foods also distributes products to the third party distributors by their own vehicle. The main operation starts from the third party distribution house where Territory Officer works and he shows the way of distributing GSK product in market efficiently by maintaining hygiene and policy of the company.

Like other Territories of GSK Bangladesh Ltd, Dhanmondi is a territory where regular distribution is happening. And Dhanmondi is a market where new business opportunities are creating regularly. For example, Dhanmondi is very potential market for Sensodyne toothpaste and Glaxose-D distribution because there are a lot of chemist and expert marketing chemist outlets available in this market.

However, there are some drawbacks of Dhanmondi territory. For example delivery men turnover, less cooperation of distributors, inventory shortage etc. That is why service gap is creating in market. Moreover, as a company GSK Bangladesh is doing well but it has opportunities of doing better by taking some action against counterfeit products manufacturer, giving helpline support to retailers, increasing product line etc.



## CHAPTER 1

# COMPANY OVERVIEW



## 1.1 Introduction

GSK is known as world's leading research based pharmaceutical and consumer healthcare brand. GlaxoSmithKline is one of the largest and rapidly growing pharmaceutical and consumer healthcare brand. Currently they have expanded their consumer healthcare business by buying some stake out of another pharmaceutical giant Novartis in 13 billion USD. GSK is operating since 1715 with the objective of serving humanity. Although it's a profit oriented company and their vision or slogan is- "Do more, Feel better, Live Longer". GSK is widely known as a research based pharmaceutical company with a solid combination of skill and resources that helps to give this company a rapid growth in today's healthcare business. GSK is basically a UK based company and its headquarter is located in Brentford, London. As per 2017 data, their revenue is 30.19 GBP and almost 100,000 employees are currently working for this company. It is the only British organization which constantly retain their position in world's top 20 pharmaceutical companies. Subsidiary companies are established over 50 countries of the world many with their own manufacturing facilities and the group have agency representation in more than 100 offices around the globe. GSK has leadership in four major therapeutic areas anti infectives, central nervous system (CNS) and respiratory & gastro intestinal metabolic. In addition, it is a leader in the important areas of vaccines and has a growing portfolio of oncology products. GSK supplies products to 140 global markets. GSK has 180 manufacturing site in 41 countries. There are about 450 generics registered in Bangladesh. Out of these 450 generics, 117 are in the controlled category i.e. in the essential drug list. The remaining 333 generics are in the decontrolled category, the total number of brands/items that are registered in Bangladesh is currently estimated to be 5,300, while the total number of dosage forms and strengths are 8,300. With an enviable image and reputation for the past 6 decades GlaxoSmithKline (GSK) Bangladesh Limited is operating their business being a part of GSK plc. Back in 1949 the company started their operation in Bangladesh. Right that moment, they started their operation as Glaxo in Chittagong as an importer. Then in 1967, they came up with their own business unit at Chittagong. Bangladesh pharmaceutical industry is dominated by local manufacturers. Some renowned local and multi-national pharmaceutical which are currently operating in Bangladesh are- Square, Incepta Pharma, Beximco, Oponin Pharma, Eskayef, Renata, A.C.I., Aristopharma, Drug International, Sanofi Aventis, GlaxoSmithKline. And among all these top 12 companies, GSK is in 3<sup>rd</sup> position. GSK is known for its no compromising attitude with quality, strong work ethics, relentless commitments and its advanced





technology. Which gave an edge in creating strong relationship with its consumers and stakeholders.

This project is based on how this giant company distributes its consumer healthcare product in Bangladeshi market most specifically, in Dhanmondi market. And how GlaxoSmithKline Bangladesh Limited is developing their distribution channel for making products available in every corner of market for achieving better growth and maximizing profit for shareholders. As a marketing and finance major I'm doing my internship in Dhanmondi Territory under Sales Department of GSK Bangladesh Limited and carried out internship report under the direct supervision of Mr. Saifuzzaman Saif, Area Sales Manager of GSK.

## 1.2 History of GSK

GlaxoSmithKline (GSK) has basically formed by the merger of two companies- Glaxo Wellcome and SmithKline Beecham in 2000. The origin of both of these companies are in USA and United Kingdom. Some history and milestone of GSK has given below-

Year	History
1715	Plough Court pharmacy is established, the forerunner of Allen and Hanburys, in London by Silvanus Bevan. The A&H name continues today.
1830	1830 John K Smith opens his first drugstore in Philadelphia. John's younger brother, George, joins him in 1841 to form John K Smith & Co.
1842	Thomas Beecham launches the Beecham's Pills business in England. One of Beecham's first products, a laxative made from aloe, ginger and soap, became very successful.
1865	Together Smith and Kline acquired numerous companies, like a vaccines business and, most notably, French Richards and Company, another well-respected drug wholesaler.
1880	1880 Burroughs Wellcome & Company is established in London by American pharmacists Henry Wellcome and Silas Burroughs, four years after Joseph Nathan opened a London office

<b>1891</b>	Smith, Kline and Company acquires French, Richards and Company. The original company that John K Smith founded. Probably the most important was the company's absorption in of French, Richards and Company, another respected drug wholesaler
<b>1963</b>	Betnovate was launched. Betnovate was the first of Glaxo's range of steroid skin disease treatments. In the mid-1960s, Smith Kline & French also acquired RIT (Recherché et Industrie Therapeutiques), a vaccines business.
<b>1995</b>	Glaxo acquired 100% share, of Wellcome PLC on May 01, 1995 and formed Glaxo Welcome PLC.
<b>1995</b>	Glaxo Wellcome attained a number of regulatory milestones for several of its key projects, such as ZEFFIX for the treatment of influenza.
<b>2000</b>	Glaxo Wellcome and SmithKline Beecham merged to form GlaxoSmithKline;

### 1.3 Interesting Facts about GSK

- Everyday more than 200 million people use GSK tooth paste and tooth brush (Sensodyne) around the world.
- GSK fills more than \$450,000 every hour to fund a new medicine.
- Every minute more than 1100 doctors/chemist prescribe GSK product.
- Every second, more than 30 doses of medicines are distributed by GSK around the world.

### 1.4 Mission, Vision, Core Values and Strategic Goals

#### Mission:

Improve the quality of human life by enabling people to do more, feel better and live longer

#### Vision

- Growing a balanced global business
- Delivering more products of value
- Simplifying the operating model
- Being a responsible business.

## Core Values

GSK is very strict about their core values. From headquarter to every region, GSK maintains these following four values relentlessly.

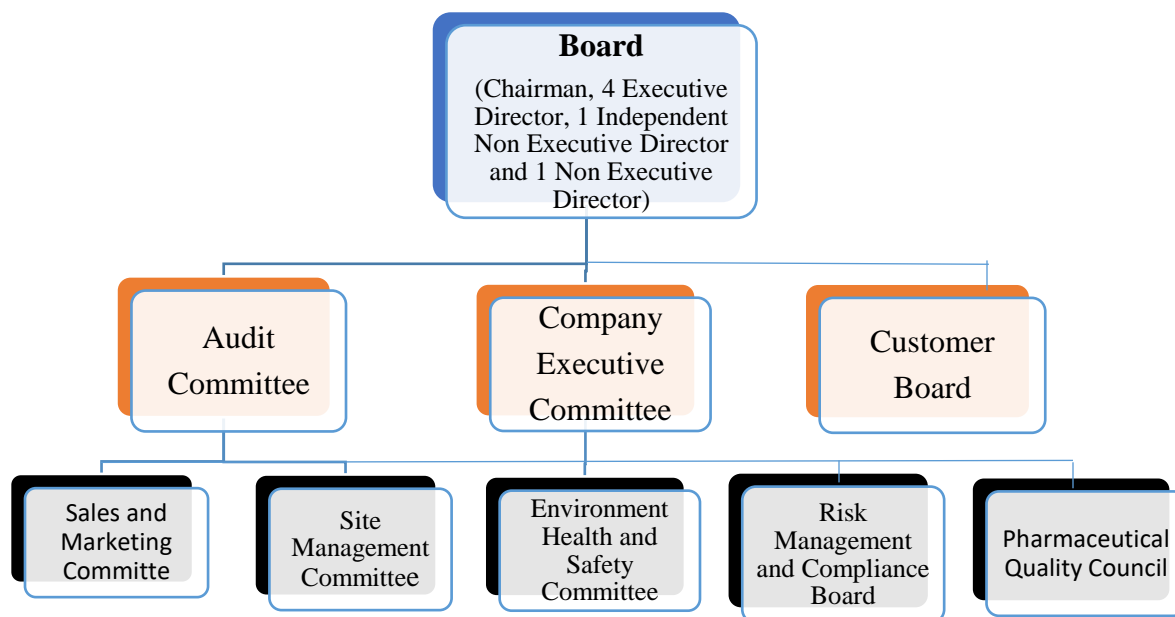
- Consumer first
- Respect
- Transparency
- Integrity

## Strategic Goals

GSK is working relentlessly for attaining these 4 strategic goals.

- **Balanced Business:** GSK is creating more balanced, refined business and product portfolio to achieve a better sales and earnings goal and improving shareholders interest. This is applied to GSK's 3 business areas- Pharmaceuticals, Vaccines and Consumer Healthcare
- **Delivering More Products:** GSK is investing a huge amount money on R&D so that they can introduce new products to customers and expand their product line.
- **Simplifying Operating Model:** For avoiding complexity and achieving more efficient operating, GSK is trying to simplify their operating model.
- **Being a Responsible Business:** This is another most important strategic goal GSK is trying to achieve. For GSK, how it delivers success is equally important to what they are actually achieving every time. GSK respects the value and culture of country they are operating globally.

## 1.5 Corporate Governance Structure:

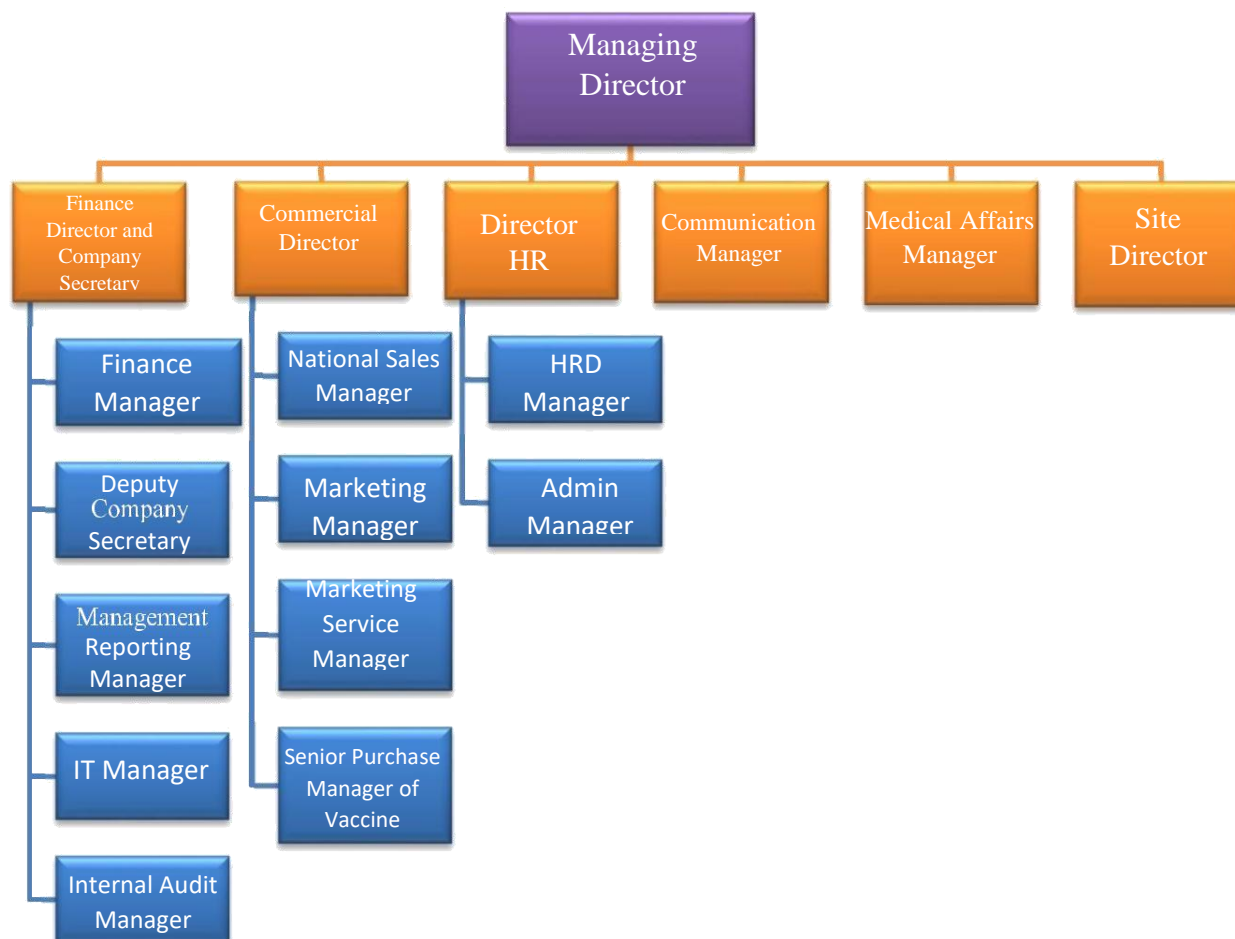


## 1.6 Functional Departments of GSK

GlaxoSmithKline Bangladesh Limited has 6 major functional departments. They are-

- Sales Department
- Marketing Department
- Finance and Accounts Department
- IT Department
- Human Resource Department

## 1.7 Organizational Structure of the Company



## 1.8 Offered Products

GSK has a wide range of products with lots of variety. They basically offers medicine, vaccines and consumer healthcare products. Though they have big product line but it varies by country to country as per demand and requirement. As a research based company GSK is always looking for innovation and they have products for severe disease like cancer, asthma, diabetes, infection and mental health. GSK is committed for developing high quality and effective products. In Bangladesh they are offering pharmaceutical and consumer healthcare products.

For Bangladesh they are offering-

**Pharmaceutical:** Prescription, Medicine and Vaccine

**Consumer Healthcare Product:** Health Food Drinks (HFD), Instant Power Drinks (IPD), Oral Healthcare (OHC)

## 1.9 GSK Products in Bangladesh

Consumer choice, tastes, interest and purchase power varies by geographical location. GSK is a UK based pharmaceutical and healthcare company and it has a long range of product line. However, for sub-continent the product offering is slightly different. Since, the demand for products especially consumer healthcare items are different here. Being a part of sales team in consumer healthcare business for internship purpose, I got the privilege to know about Bangladeshi product line of GSK directly and the consumer and retailer behavior on those products.

For Bangladesh, GSK offers pharmaceutical and consumer healthcare products. But here, the consumer healthcare business is achieving higher growth and response from customers than the pharmaceutical business. Since, in Bangladesh, the domination of local companies is higher than multinational pharmaceutical companies because they can offer products in comparatively lower price for lower operational cost. On the other hand, GSK has some well renowned consumer healthcare brands like Horlicks, Boost, Sensodyne etc. Which have huge demand in sub-continent.

**Pharmaceutical:** GSK has some pharmaceutical items including antibiotic, antidepressant, gastrointestinal, cardiovascular prescriptions. Some popular pharmaceutical products of GSK in sub-continent are Augmentin, Cefum, Calpol, Phexin, Betnesol, Eltroxin Zinetac, Neosporin and Cetzine. Vaccines like Vaccines like Havrix, Varilrix, Rotarix, Hiberix and Cervarix are also famous in sub-continent, especially in India.

**Consumer Healthcare Products:** GSK has a moderate range of consumer healthcare product in Bangladesh. Though they have a few brands in their healthcare business but the brands are very powerful and customer attachment is identical with those brands. For example, in HFD, 93% market share gained by Horlicks. They have 3 categories of products in consumer healthcare business. They are-

1. Health Food Drink (HFD)
2. Instant Power Drink (IPD)
3. Oral Healthcare (OHC)

Under these 3 categories, there are some brands with different SKU. The following chart contains category wise brands with SKU.

Category	Brands	Stock Keeping Unit (SKU)
<b>Health Food Drinks (HFD)</b>	1. Horlicks <ul style="list-style-type: none"> <li>• Standard Horlicks</li> <li>• Women Horlicks</li> <li>• Mother Horlicks</li> <li>• Junior Horlicks</li> <li>• Chocolate Horlicks</li> <li>• Horlicks Lite</li> <li>• Growth Plus</li> </ul> 2. Boost 3. Maltova	<b>1. Horlicks</b> Standard Horlicks: (18gm sachet, 200gm jar, 550gm jar, 550 BIB, 1050gm jar) Women's Horlicks: 400gm jar Mother Horlicks: 350gm jar Junior Horlicks: 400gm jar and BIB Chocolate Horlicks: 400gm jar Horlicks Lite: 330gm Jar Growth Plus: 400gm jar <b>2. Boost</b> Boost 400gm BIB <b>3. Maltova</b> Maltova 400gm BIB
<b>Instant Power Drink (IPD)</b>	Glaxose-D <ul style="list-style-type: none"> <li>• Glaxose-D Base</li> <li>• Glaxose-D Orange</li> </ul>	Glaxose-D Base: 25gm sachet, 75gm packet, 200gm packet, 400gm BIB Glaxose Orange: 400gm BIB
<b>Oral Healthcare (OHC)</b>	1. Sensodyne Tooth Paste <ul style="list-style-type: none"> <li>• Sensodyne Fresh Gel</li> <li>• Sensodyne Fresh Mint</li> <li>• Rapid Relief</li> </ul> 2. Sensodyne Tooth Brush	<b>Sensodyne Tooth Paste:</b> 40gm, 70gm, 130gm <b>Sensodyne Rapid Relief:</b> 80gm

<b>Local Production</b>	60 products including Berin Cytamen Kefdrin Pentamox
<b>Imported Product</b>	17 products including Alkeran Seretide Zinnat
<b>Vaccines</b>	17 products including Engerix-B Fluarix Synflorix

**GSK Bangladesh Ltd. Pharmaceutical Product Glossary**

## **1.10 GlaxoSmithKline Operation in Bangladesh**

There are more than 14 lac FMCG outlets throughout the country. To reach the maximum number of outlets for achieving business growth, GSK maintains a distribution process. For gaining maximum service coverage GSK Bangladesh Ltd is working relentlessly. So that they have established 12 District Marketing Offices (DMO) throughout the whole country and those are divided by 5 zones, where GSK products are sold and maintained.

### **District Marketing Offices (DMO)**

<b>Zone</b>	<b>DMO</b>
Dhaka	Dhaka, Mymensing
Chittagong	Chittagong, Maijdee





Comilla	Comilla, Sylhet
Bogra	Bogra, Rajshahi, Rangpur
Khulna	Khulna, Jessore
Barishl	Barisal

## **Distribution Channel**

**Mutual Food:** The responsivity of mutual food is making GSK consumer healthcare product available all over the country. They are the mother distributor of GSK consumer healthcare business.

**Zuellig Pharma:** Zuellig pharma is the distributor for pharmaceutical products of GSK.

## **1.11 Corporate Social Responsibility of GSK Bangladesh Ltd.**

Like other multi-national companies, GSK also contribute for social good. The ultimate goal of their CSR activities is to enabling people to live a healthier life. They are creating awareness and educate unprivileged people about health care and nutrition.

Some CSR activities of GSK Bangladesh limited are-

### **GSK and Save the Children**

To combat diarrhea and improve the general hygiene and sanitation in the societies, GlaxoSmithKline initiated the Personal Hygiene and Sanitation Education (PHASE) Program in different countries of the world. PHASE was initiated in Bangladesh with Save the Children (USA) in 2005 with a three year long (2005-2008) program in Nasirnagar, Brahmanbaria. Developing special PHASE materials and provide training to build teachers' capacity in School Health and Nutrition (SHN).

### **Sponsoring Primary School**

GSK Bangladesh Ltd. took an initiative of sponsoring a school which provides education to slum children. The school is in Rupnagar. Running by an NGO name, Sathee Samaj Kalyan Samiti (SSKS). GSK is providing all monetary support to run the school properly.



## **Response to Rohingya Crisis**

GSK responded to Rohingya crisis in 2017 and provided medicine and necessary supports to the victims.

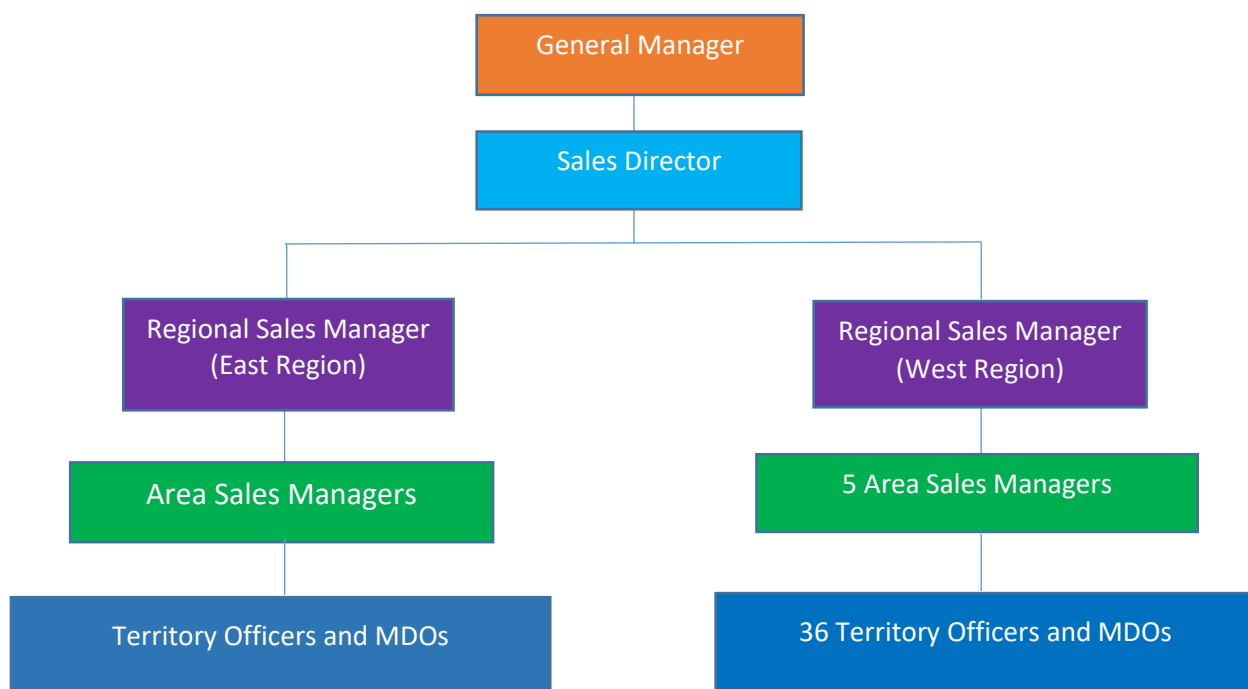


## CHAPTER 2

# JOB DESCRIPTION

## 2.1 Job Description of Sales Department

Sales department is one of the core and biggest departments of GSK. The main objective of this department is to creating and improving the process of distribution by enabling and reinforcing frontline personnel who are involved with distribution process to enhance availability of GSK products in market. The distribution of GlaxoSmithKline Bangladesh Ltd. is well structured. Every steps of distribution is well organized and fine-tuned. Being a sales intern of consumer healthcare business, I got to know about the overall process of distribution, starting from manufacturer to end customers. For achieving efficiency in distribution GSK sales department is working relentlessly. As a result, the service coverage is good enough which means GSK consumer healthcare product is available in every corner of this country. GSK Bangladesh Ltd. has a big sales team and the chain of command is also there. The chain of command of this department is given below-

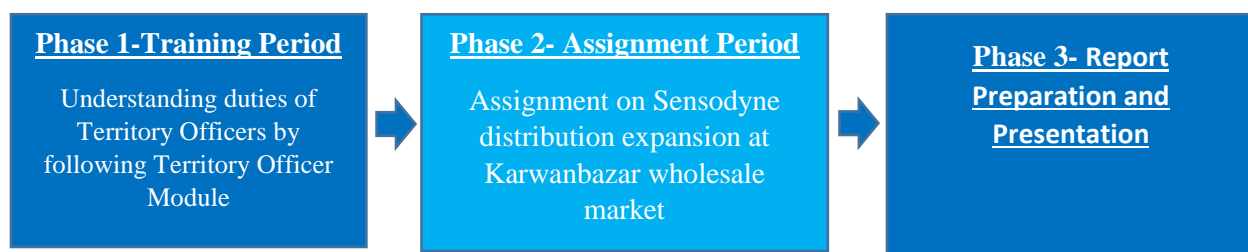


### Organizational Structure of Sales Department at GSK Bangladesh Ltd.

This large sales team is working relentlessly to make product available in every corner of the country by creating process for efficient and expanded distribution. Moreover, every single team is supporting and collaborating sales team as an integrated manner for distribution expansion. For

example, marketing team is working for creating awareness and product acceptance among customers so that sales team can easily distribute products in market and retailers and customers show good response to us. Finance department supports sales department by managing several payment or incentive related claims. IT department supports from back end by maintaining internal software Dorpon, which is an unavoidable part in daily sales reporting, sales monitoring and keeping record of sales and other sales related data for decision making. By taking supports from all departments, sales team is knowing their strong existence in market and generating revenue and ensuring growth for the company.

## 2.2 The Internship Program Plan



## 2.3 Specific Responsibility as an Intern

First of all, as a sales intern of west region, I was assigned under Dhanmondi territory for assisting the territory officer and learn the territory management and operation from him. I got the privilege to observe the distribution operation from core level and also got the opportunity to keep my contribution in day to day business operation in Dhanmondi territory. Moreover, the job responsibility as a sales intern was not specific. I played several role and did different task in this internship period. Sometimes I worked as a sales representative (SR) and sometimes I lead them and did other required things to run day to day territory business as an acting territory officer in absence of territory officer. Some job responsibilities and learnings during this internship period have given below-

### 1. Distribution House Management:

One of the core responsibility of a territory officer is to manage distribution house. GSK selected Mutual Food as their sole distributor. Mutual Food distributes GSK products by their own vehicle to the third party distributors around the country and these third party distributors distribute products into market. The job location of TOs are in these third party distribution house. The name

of the distribution house where I was assigned is “Topnitch Association BD” located in Indira Road, Farmgate which is known as Dhanmondi territory of GSK. Being a sales intern, I learned about distribution management from the assigned territory officer of Dhanmondi. And I also got opportunity playing his role in absence of him. There is a distribution house and some people who are supposed to support the Territory Officer for running territory business. And the job of territory officer is to lead and guide them for achieving maximum distribution.

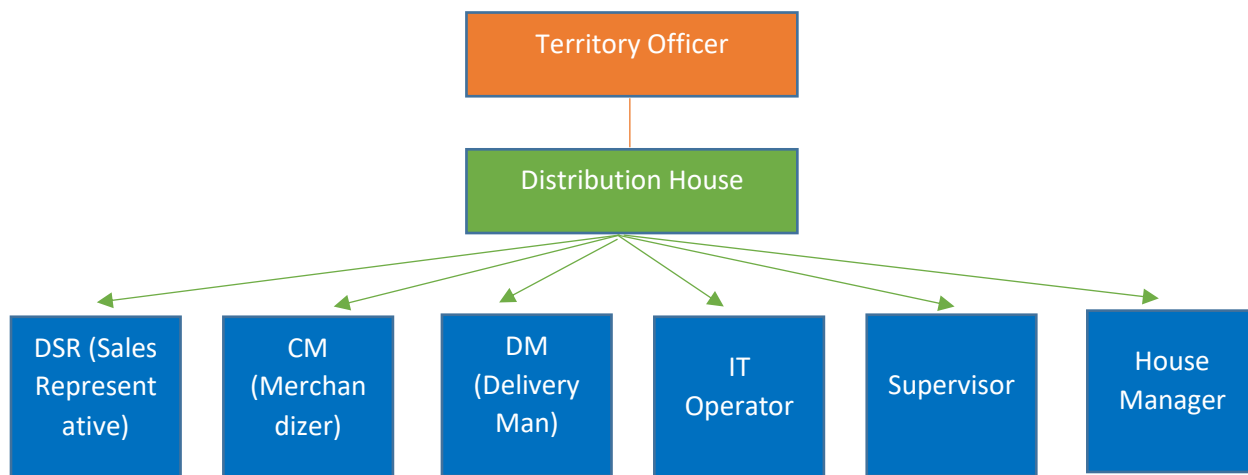


Figure: Territory Officer and His Supporting Team

A Territory Officer always needs to communicate with distribution house manager, if he needs any support for distribution. Because here, the third party distributors are supposed to provide all supports related to distribution as per the agreement between GSK and the distributor for a percentage of sales commission. And the role of a TO in a distribution house is to facilitate and aligning the distribution business with company policy and values. As a shadow Territory Officer, I was also responsible for this distribution management activities.

## 2. Day to Day Work Plan:

There is a target of business for each month and a Territory Officer needs to distribute this target among all the DSR. And as per their individual target they collect order from market everyday according to beat plan and the deliveryman delivers the product according to the order collected by DSR. This is how business rolls. Now the things is, there has to be some day to day planning. Otherwise the delivery of service will not be effective and the target will not be achieved. So Territory Officers need to create an action plan and provide it to DSR. So that they can understand

what they have achieved till now and how much drive they need to give for achieving his individual target. Not only that, if there is any service gap in any market, how the gap can be minimized that also needs to be in the action plan. This day to day work planning is one of the core formulas of a successful territory business.

### 3. Beat Planning:

Beat planning is the master plan of providing service in market. In which day, which DSR will provide service to which market is called beat planning. Per day each DSR can visit 50 to 60 outlets. It actually depends on market size, outlet distance. Under Dhanmondi territory, there are 2605 outlets and to provide service there are 8 DSR and 8 Delivery Men. As per current beat plan there are 45 beats in Dhanmondi territory. And each beat carries on an average 50 to 60 outlets so that one DSR can complete one beat every day. The calculation of service frequency of each market is given below as per beat plan.

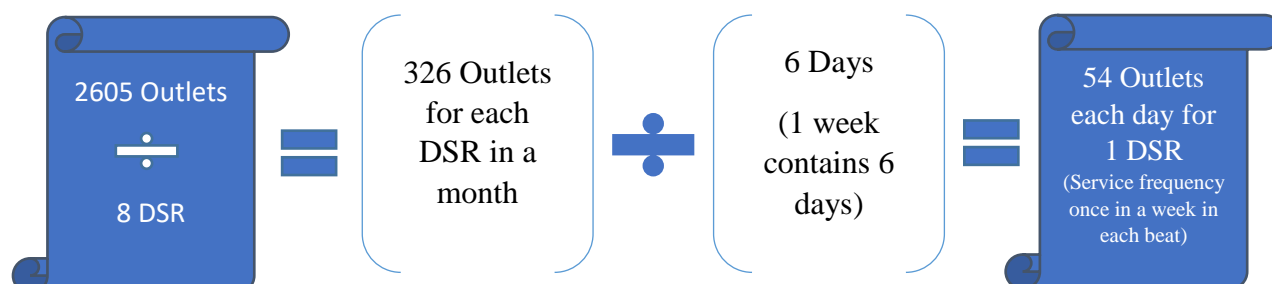


Figure: Service Frequency Calculation

N: B: Service frequency might be more than 1 time each week according to market demand.

### 4. Market Visit:

Another core and basic responsibility was to visit market according to beat plan. The main objective of market visit is to monitor the service coverage which means the presence, visibility and availability of GSK product in market. Each market visit gave me some new experiences. It gave me the core insight of market. The behavior of retailer on company people, market nature, market pulse, consumer behavior on different FMCG products and all these things are my learning from market visit, which helped building my knowledge on understanding business opportunity by analyzing different market scenario. Moreover, it helped to improve my communication skill with different class and category of people. The things we observe during market visit are-

- All outlets are available in PDA (The order collecting software) or not. If there is any new outlet we note it down and include it to the system software.
- During market visit we communicate with retailers and wholesalers and ask them if they are facing any issue with our service.
- There are a lot of counterfeit products available using duplicate packaging and logo of GSK. We try to collect the manufacturer's information of those products so that we can take some legal action against them.
- Evaluating performance of DSR is another objective of market visit. As a Territory Officer it's required to observe while the DSR is communicating company's new skim, offer properly or not. They are maintaining a good relationship with retailers or not that is a matter of observation during field visit.
- Another super important thing which needs to observe during field visit is, the product availability and display visibility is organized according to planogram or not in preferred dealer (PD) outlet.



Figure: Display of GSK products in PD outlets

- The preferred dealers (PD) are satisfy with our service or not and they are getting PD bills time to time we need to ensure that. (PD bill is display rent. Received by preferred dealers, who dedicate their shelves for GSK products in their outlet)

## 5. Performance Evaluation

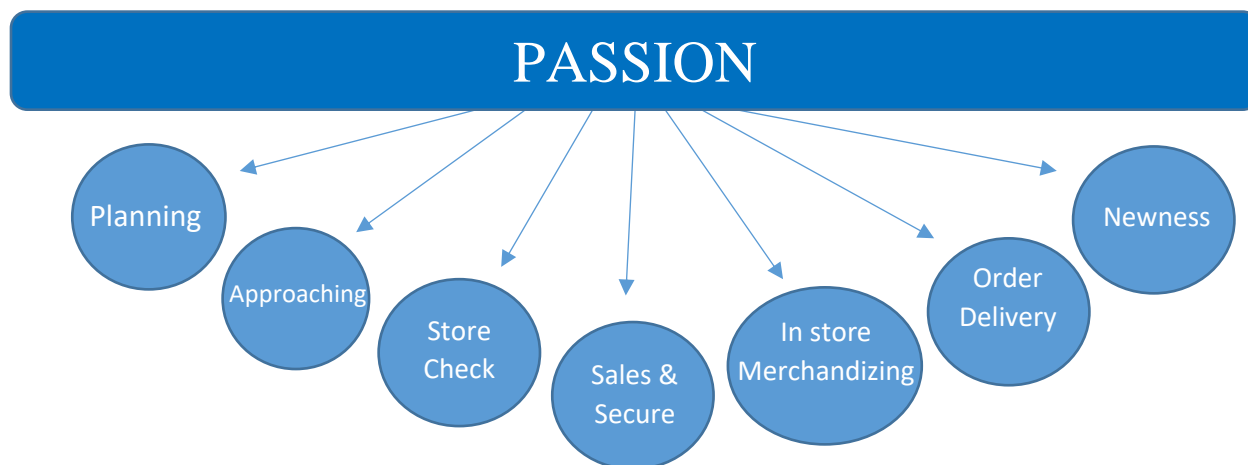
Performance evaluation of the sales team is another most important and crucial task for a Territory Officer. Being a sales intern, every day I spent maximum time in market visit with sales team. And I evaluated the standard of communication, convincing capability, enthusiasm etc. of DSR and



after the market visit I and the Territory Officer used to calculate the call productivity, strike rate, TLS and ECO of each DSR. So that we can understand the performance of DSR and as per the result we conducted one to one meeting with them and made them understand their area of improvement, how they can take order more efficiently and successfully.

## 6. Training and Development of Sales Force

Training and development of sales force is mandatory for any company since, they are the frontline employees and representative of a company. That's why it's a required job for a TO grooming his sales force frequently. GSK Bangladesh Ltd. has its own way and guideline for frontline employees to work in market. The major job of a sales representative (DSR) is generate order. As per the company guideline, they need to go through a process while they generate an order from an outlet. Which is known as PASSION calling method. This is very basic lesson for GSK sales team.



When any new DSR join to the team we educate him about the PASSION call. And sometimes old DSR doesn't maintain this process as well while generating order in market. So we talk about this PASSION calling method over and over again. Because this is proven that by following this standard maximum number of order generation is possible.

## 7. Preparing Sales Report

It's required preparing daily sales report which has to be reported to Area Sales Manager (ASM) who used to be our line manager. Daily Sales Report, Target VS Achievement, Updated IMS (Master File), KPI etc. report has to be prepared in daily basis. By going through these reports we

can get the overall picture of the business. As a sales intern, I assisted the Territory Officer of Dhanmondi preparing this report. These reports are prepared by Microsoft Excel. So my skill on Microsoft Excel has also improved by preparing daily sales reports.

### **8. Stock Destruction Report (SDR)**

On the starting of every month, a person comes from third party Audit Company for taking the report of damage products. DSR collects damaged (expired, rotten) products from markets and bring those products to distribution house. Audit team take notes of the batch number and reason for damage of those products and destroy those products such a way that anyone can't be able to use those products. GSK maintain this audit work by a third party audit team for ensuring transparency. As a sales intern, I facilitated SDR session by providing support to audit team on behalf of Territory officer.



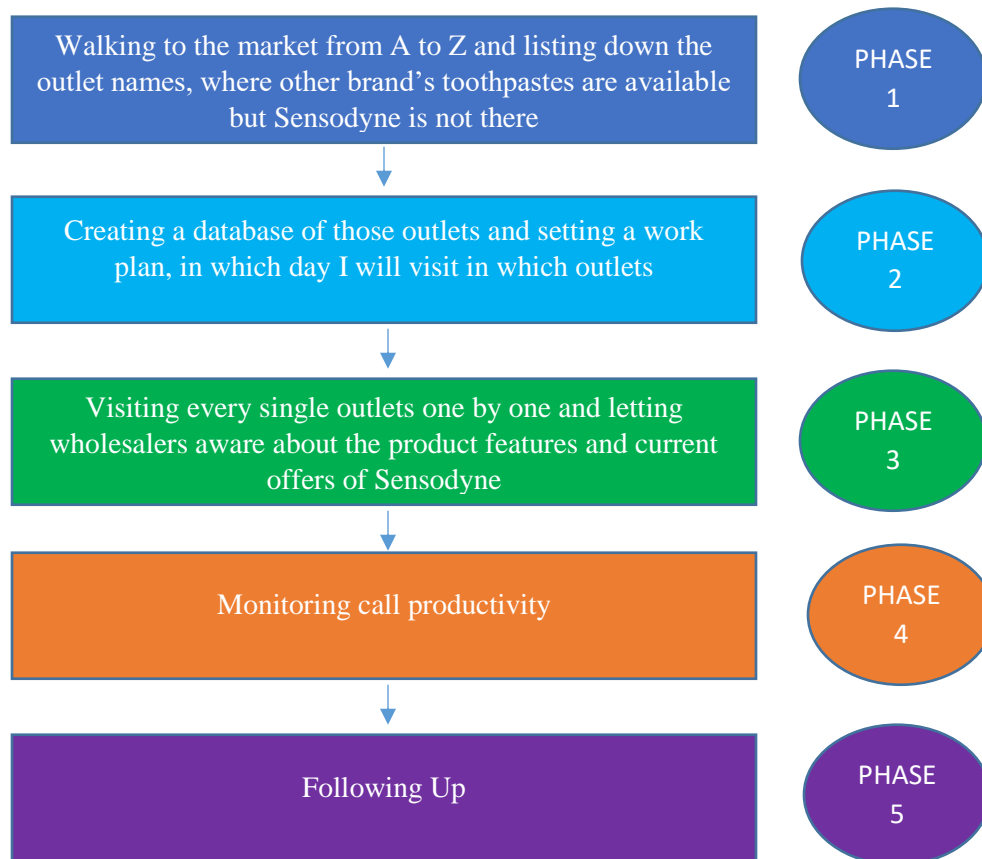
*Figure: Stock Destruction Process*

## **2.4 Practical Assignment during Internship Period**

During 3 months internship period, I was assigned for a practical assignment which is, distribution expansion of Sensodyne in the largest wholesale market of the city, Karwanbazar. First of all, this wholesale market contains some features and drawbacks. For example, there is product underrate issue. Which means, the wholesaler gets product in lower trade price (TP) from another market or may be from outside border. They want product in higher commission rate from us and as a company, GSK is not allowed to give something extra facility to anyone which is unethical and creates inequality. However, retailers care about any company policy. Their objective is to selling product in a higher profit margin. That's why we were struggling distributing our product in Karwanbazar wholesale market.

My task was to expand the distribution of Sensodyne toothpaste in Karwan Bazar wholesale market, which has a great opportunity in Bangladesh. As a brand, Sensodyne in Bangladesh is not very established. Whereas, globally the demand for Sensodyne product is very high. So GSK Bangladesh Ltd. is trying to give their utmost drive introducing and establishing Sensodyne in every corner of Bangladesh. To do this assignment, I took help from the Territory Officer of Dhanmondi. I collected several information about Karwanbazar wholesale market. Then I have

created a process which is consisted with 5 phases. Which helped me a lot doing this assignment in an organized and efficient manner. The phases are given below.



**Figure: 5 Phase Based Distribution Expansion Process**

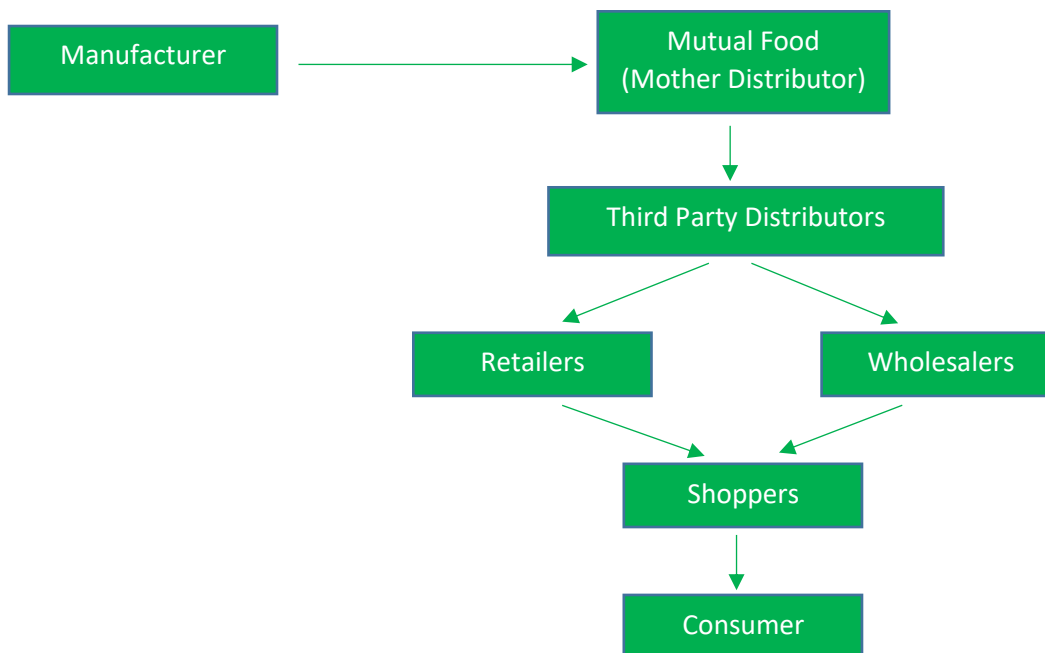
By maintaining this process, I was conducting my assignment and achieved a satisfactory success rate. Every day I was able to place Sensodyne in 5 to 6 new outlets and in total 30 new Sensodyne outlets expanded in my assignment period.

## Chapter 3

# **Distribution Process and Development Analysis Based on Relevant Theory**

### 3.1 Distribution Process of GSK Bangladesh Ltd. Consumer Healthcare Business

The distribution process of GSK Bangladesh Ltd. is quite simple and well structured. GSK Bangladesh Limited's distribution is very much process oriented. It's required to maintain the process strictly who are related with this distribution work. The distribution process of GSK has shown in the following diagram.



**Figure: Distribution Process of GSK Bangladesh Ltd.**

1. In very first phase of the distribution process, products are manufactured in factory which is located in Chittagong. Some of the products like Sensodyne are imported from UK.
2. After manufacturing products, the mother distributor of GSK, Mutual Foods takes manufactured products to their warehouse and distribute products as per the requirement of third party distribution house all over the country by their own transport. There is an agreement between GSK and Mutual Foods for this service.
3. After receiving products from Mutual Foods, the third party distributors distribute products in retail and wholesale market by van or pickup van. These third party distributors carry all operational and fixed costs related to the distribution. For that, they have an agreement with Mutual Foods, the mother distributor of GSK. Mutual Foods provide the distributorship of GSK

Bangladesh to the third party distributors. The main operation occurs in these third party distribution house, where Territory Officers and Area Sales Managers work. There is a primary target given by GSK to third party distributors and as per the primary target they place order to Mutual Foods.

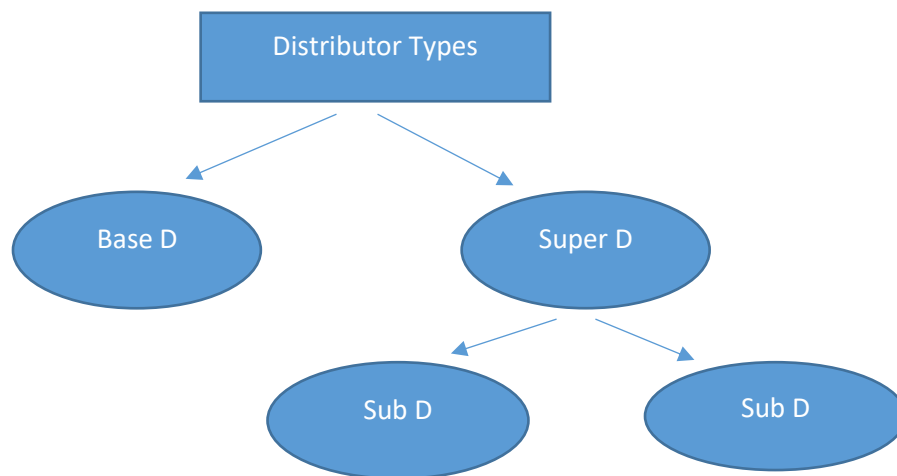
4. The main objective of GSK distribution is to increase service coverage. And the formula of increasing service coverage is making products available in maximum number of retail outlets. Because doing long term business with many small retail outlets give an edge in increasing business growth than doing business with few wholesale outlets. Because wholesale outlet's takes a bulk amount of products and they serve it to near small outlets. So here, company is missing some small business opportunities. At the price retailers buy products from distributor is called trade price (TP). There is a fixed trade margin for the retailers fixed by company.

5. The third party distributors distribute products to wholesale market. There is a percentage of target set by line manager for wholesale and retail channels. For wholesale channel the target is comparatively lower than retail channels. There is a percentage of commission given by distributor to wholesale outlets.

6. The shoppers shop GSK products from retail outlets and they take products to the end consumer who are basically children, women or men.

### 3.2 Type of Distributors

There are 3 types of distributors. They are different by the distribution house size and quantity.



**Base D:** Base D is the basic type distributors. Base Distributor is a distributor, which has one dedicated distribution house and warehouse. And from the distribution house product delivered to market. For example, Dhanmondi distributor house is a Base D.

**Super D:** There are more than one sub distribution house under a Super D. In rural area there are some super distributors. Because there is a huge distance between distribution house and market area. That's why providing regular service is difficult without setting sub distributor house near those rural markets.

**Sub D:** These are small sets of distribution house near any rural market. The capacity of warehouse is also lower. It just delivers products in near markets.

### 3.3 Type of Outlets

Outlets are divided into two categories. Which are-

1. **General Trade Outlet (GT Outlets):** GT outlet means normal outlets available in different retail and wholesale channel like- general store, chemist outlets, tong etc.
2. **Modern Trade Outlet (MT Outlets):** Modern trade outlets are super shops like Agora, Shopno, Mina Bazar etc.

### 3.4 Distribution Channels in General Trade

Distribution channel refers in which points of the market GSK distributes its product. There are 10 available channels in general trade outlets where GSK Bangladesh Limited distributes their consumer healthcare products. The channels names are given below.

1. Chemist
2. Cosmetic Store/Shopping Complex
3. Expert Marketing Chemist
4. Food Store
5. General Store
6. HoReCa
7. Institution/Alternative Channel
8. Tong

9. Wet Market Grocery

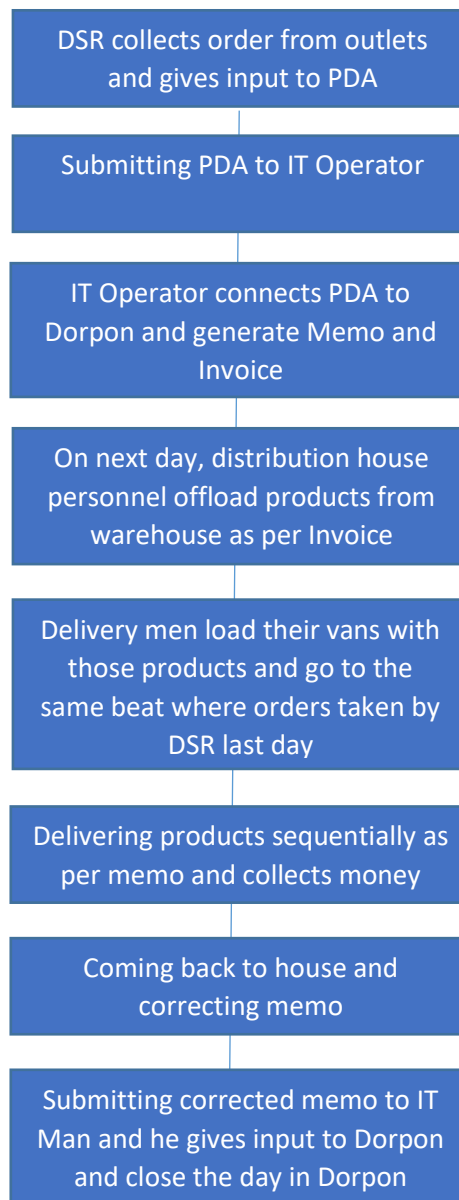
10. Wholesale

### 3.5 Sales Generating Process

Sales generating process is a core part in GSK Distribution process. In this process, major role players are DSR and Delivery man. DSR collects orders from a beat and in next delivery men deliver products in the same beat as per the order requirement. GSK sales representatives visit outlets according to beat plan and collect order from outlets to outlets sequentially. Every DSR carries PDA which is order generating software. In PDA each and every outlet names are there so that DSR can give order input to PDA against each and every outlets. After taking order from outlets DSR come back to distribution house and connect their PDA with Dorpon which is an internal software of GSK with taking help of Dorpon Operator/IT Man. After connecting PDA with Dorpon Software, all orders are shown in the computer screen and the IT Man gives command to print those orders as Invoice and Memo in hard copy. That's the end of the duty of DSR for that day.

Under each DSR a delivery man is allocated. On the next day, distribution house personnel offload products from warehouse as per Invoice, where SKU wise order in quantities are there. Delivery man load his van with those products and go to that beat where orders were taken by DSR on the previous day. Delivery man starts delivering product from that outlet where the first order taken by DSR and deliver products sequentially according to memo and collects money. After finishing delivery, delivery man comes

back to distribution house and correct memo. Memo correction is very important part in order generating process. Some outlets bounce product. Bouncing product means, sometimes retailers



*Figure: Sales Generating Process*



refuse to take product from delivery man who gave order to DSR previous day. Delivery men write down the amount of products which has bounced on the memo and submit those memo to IT Man. IT operator gives input to Dorpon as per corrected memo and close the day in Dorpon by providing the overall sales report of that day to Territory Officer. And this is how sales generate.

### 3.6 Dhanmondi Territory at a Glance

As I was assigned at Dhanmondi territory as a sales intern for 3 months, I got to know about the overall insight of Dhanmondi distribution house, markets, strengths, challenges, area of improvements and all. Dhanmondi is a big market. Big in a sense, it covers a huge area. Let’s have a look what elements are there in Dhanmondi territory.

## Dhanmondi Territory

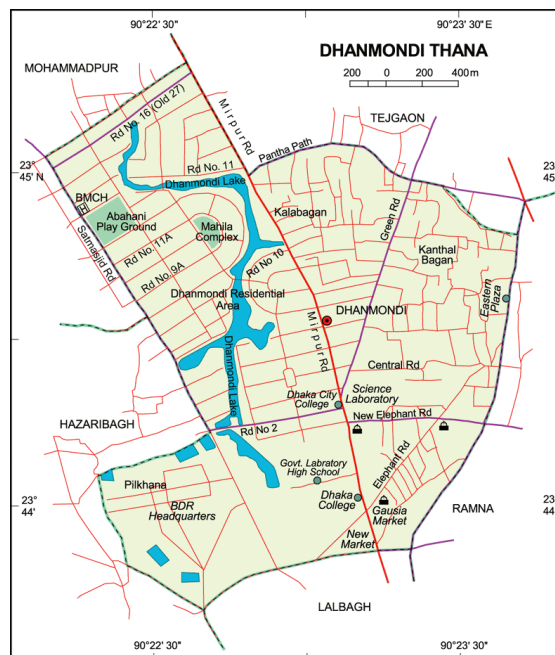
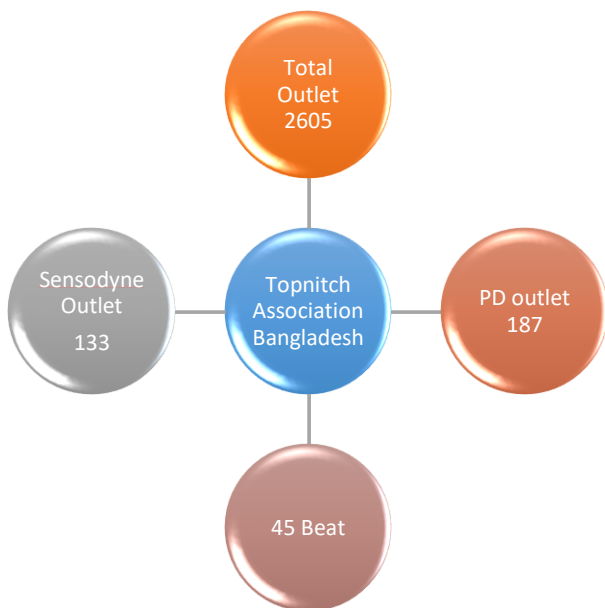
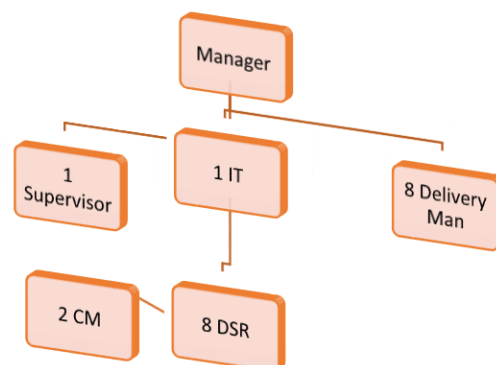


Figure: Geographical Location of Dhanmondi Territory

There are in total 2605 outlets in Dhanmondi territory which are divided into 45 beats. Where Sensodyne outlet is 133, Horlicks display outlet (PD) is 87. And as per the geographical map of

Dhanmondi territory shown above, it covers a big area. The manpower and channel wise outlet quantity of Dhanmondi Territory is shown below-

Chemist	419
Cosmetic Store/Shopping Complex	40
Expert Marketing Chemist	145
Food Store	93
General Store	1600
HoReCa	3
Institution/Alternate Channel	1
Tong	181
Wet Market Grocery	91
Wholesale	32



### 3.7 SWOC Analysis of Dhanmondi Territory

By observing the market size of Dhanmondi Territory it can be said that the market has a good potential for distribution business. However, there are some drawback and challenges as well in this territory. All these things will be discussed in the SWOC analysis of Dhanmondi territory.

#### Strength

##### 1. Market Size:

The market size of Dhanmondi Territory is big. As a result, the amount of potential and existing outlets are also huge. Every day new outlets are opening and automatically there is creating demand for GSK product in Dhanmondi Territory. Demand creation is another name of expansion of business opportunity. And Dhanmondi Territory is possessing this strength for its big market size.

##### 2. Residential Area

Under Dhanmondi Territory there is good amount residential areas. Most of the beats are residential area based which is good in a sense, people shops for their household from near outlets of their residence rather than going far. And in residential area, most of the retail outlets are available. As a result, the demand for GSK product is high on those residential area based outlets.

### **3. Market Share**

The market share of GSK product is another strength of GSK distribution. Market share of Horlicks in Health Food Drinks category is near about 94%. In Dhanmondi the demand for Horlicks is very high due to its market share. And the major portion of contribution comes from this category.

### **4. Experienced Manpower**

Some of the sales representative of this territory is very experienced. Out of 8 DSR, 4 DSR's experience in this same field is more than 4 years. One DSR has experience with GSK is more than 10 years. And the experienced DSR are very much willing to help new comers understanding their duties. So the experienced manpower is another strength of Dhanmondi territory.

## **Weakness**

### **1. Distributor Involvement**

For a Territory Business, distributor's active cooperation is a must. Since, they provide all necessary supports to roll the business. But in Dhanmondi Territory, distributor's involvement is not meeting GSK expectation. Sometimes, distributor fails keeping their commitment as promised. This is the major weakness of Dhanmondi Territory.

### **2. Investment Issue**

Every third party distributors of GSK are supposed to invest their capital as per the Primary Target given by Territory Officer on behalf of company. The distributor of Dhanmondi sometimes fail to invest as per the primary target because they have some other business to invest. As a result, after few days warehouse becomes empty and products can't be delivered on time.

### **3. Manpower**

Manpower issue is a regular thing in Dhanmondi territory. Especially, most of the time there is shortage of delivery man. Distributors are failing to provide delivery man in regular basis. As a result, after generating order the products can't be delivered. This is one of the main reasons of creating service gap and ruining good relationship with retailers. So manpower issue is another main weakness of Dhanmondi territory.

#### **4. PD Bill**

Another responsibility of distributor is providing preferred dealer outlet bills on time in regular basis. Company provide this bill to distributor and they are supposed to send this bill by their delivery man. But sometimes, during market visit this complain comes from preferred dealers that they didn't get PD bill yet whereas, it has been provided by the company to distributor.

#### **5. Data Mismanagement**

Delivery men are supposed to correct memo after delivering products and submit those corrected memo to IT operator. But the major problem of Dhanmondi territory is they are not correcting memo since, they are not well educated. As a result, data mismanagement and wrong posting occurs.

### **Opportunities**

#### **1. Sensodyne in Chemist Outlets**

Sensodyne market in Bangladesh is growing. Dhanmondi is a great opportunity for Sensodyne because there are 419 chemist and 145 expert marketing chemist outlets in Dhanmondi. In one word, this is huge. If these chemist outlets can be capitalized Dhanmondi would be the best Sensodyne selling territory in Bangladesh.

#### **2. Wet Market Grocery**

There is a huge number of Wet Market (Kacha Bazar) grocery outlets under Dhanmondi Territory. If all these wet market grocery can be brought under the service coverage, the business opportunity in this channel is bright.

#### **3. Horecca**

Under Dhanmondi territory there are lot of listed/non listed restaurant, café and hotel in database. By capitalizing this channel a good business opportunity can be created from this channel.

#### **4. Horlicks 18gm Sachet in Small Outlets**

There is also a good number of small outlets available under Dhanmondi territory. Small outlets including Tong is potential channel for Horlicks 18gm sachet. There is always a good demand for

mini pack in these type of outlets. But a special drive can be given to those outlets which sells readymade tea and coffee by promoting “Horlicks Cha”.

## **Challenges**

### **1. Wholesale Market**

One of the major challenges of this territory is not matching the offered discount rate with the wholesale market. Dhanmondi is in the center point of the city and from many corner of the city or may be from outside of the city underrated products are entering. As a result, wholesalers are getting products in lower price. So sometimes, they are not willing to take products from us.

### **2. Online Business**

Many online market place like Daraz is offering products to both retail and wholesale point in significantly lower price. Retailers want profit and online marketplaces are able to give product in lower price for their lower operating cost. This is another place where all territories are struggling including Dhanmondi territory.

### **3. Indian Products**

Indian products are also available in this market. Some businessmen are bringing Indian products unethically without paying tax to the government. As a result, they are able give these products in lower price. And Bangladeshi consumers have soft corner towards products which came from abroad. As a result, the Bangladeshi distributors are losing business.



Figure: Indian Junior Horlicks Jar

### **4. Counterfeit Products**

By using or duplicating logo and packaging of GSK, many small local companies are selling products in lower price. As a result profit oriented retailers are not willing to take product from us rather than selling counterfeit products at a higher profit margin. This is another major challenges of Dhanmondi Territory business.

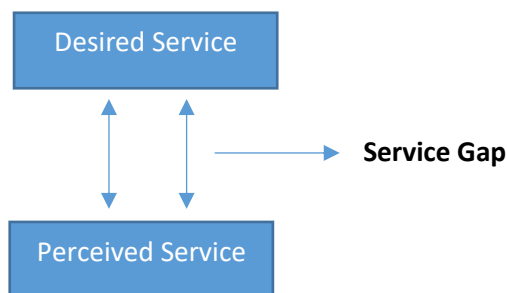


Figure: Counterfeit Product of Glaxos-D

## 3.8 Reasons behind Service Gap in Dhanmondi Territory

### Service Gap

Service gap is a gap between desired service and perceived service.



In more or less every distribution business there are some service gap. As a part of this process, our main objective is to minimize this gap and maximizing service coverage. After having 3 months experience in Dhanmondi territory as an intern, I have found out some reasons which are creating service gap in market. The reasons are given below-

#### 1. Deliveryman Turnover

After collecting order, product must be delivered to market. Otherwise there is no point of collecting orders and all. So here, deliveryman is playing a big role. But in Dhanmondi territory, the deliveryman turnover is very high. As a result, products delivery is not happening regularly which creates service gap.

#### 2. Inventory Shortage

Distributors are maintaining inventories as per primary target. As a result, there is shortage of product before expected date. And when there is no product in warehouse, there will be no delivery in market and business will stop rolling. This is another reason of service gap in market.

#### 3. Outlet Correction

In Dhanmondi, new outlets are opening frequently. So it is required to add those outlet names in Dorpon and bring those outlets in between service coverage by outlet correction in regular basis. Otherwise, new outlets will be out of service coverage and service gap will be created.

#### **4. Employee Development and Motivation**

For effective service, frontline employees should be well trained and motivated. In Dhanmondi Territory, several training session conducted by Territory Officer but it should be more frequent and empowering DSR and Delivery Man is important for getting effective service from them. And it will minimize service gap.

#### **5. Relationship between DSR and Deliveryman**

In this business, it is required working DSR and Delivery Man in an integrated manner. Due to employee turnover, there remains a gap or weak bonding between the delivery man and DSR. It creates some problems. For example, sometimes new deliveryman cannot find out outlets. Rather communicating with the assigned DSR of that beat, they end up with not delivering to those outlets. Which creates service gap. Another example is, most of the delivery men are very less educated. They need supports of DSR during the time of memo correction.

## CHAPTER 4

# **Recommendation and Conclusion**



## 4.1 Recommendation

In these 3 months internship program I learned, observed and practiced a lot. By combining these 3 months observation and learning of 4 years undergrad life, I have come up with some recommendations for the company and Dhanmondi territory. I'm leaving the recommendations for the company and Dhanmondi territory separately here.

### 4.1.1 Recommendation for GSK Bangladesh Limited

#### 1. Launching Glaxose-D Orange Sachet

As a new product, there is a good opportunity of Glaxose-D Orange in Bangladeshi market. Glaxose-D Orange perfectly goes with Bangladeshi weather and people's taste. However, the offtake of Glaxose-D Orange is slower in market. There is only 400gm's SKU available for this product. Whereas, people wants to taste new product in small shot. As a consumer's point of view, someone might be less interested in spending BDT 155 for a brand new product if they are not a big fan of GSK product. Whereas, tasting a new product in BDT 10 is more meaningful from a consumer's point of view. Customer will go for large SKU when they will be sure how this product really tastes. Moreover, by launching sachet, this product will be able to catch the small or small medium outlets whole over the country. If we consider Bangladesh as a single market, there is huge opportunity for any kind of sachet product.

#### 2. Communication in Sensodyne Toothpaste Packaging

The communication of brush free Sensodyne toothpaste is a bit confusing for most of the retailer. From field experience, after seeing the packet most of the retailers ask is the product price is 80 taka? Then we correct him with the actual price of the product. Basically this confusion arises because the "80 taka" is highlighted the most than any other communication on the packaging. However, there is actually communicated 80 taka brush is free with 70gm Sensodyne toothpaste. From my point of view, communication should be clear enough so that anyone can understand the message after seeing the product packaging instantly.



### **3. Taking Legal Action against Counterfeit Product Manufacturer**

There are lots of Glaxose-D and Sensodyne counterfeit products available in market. Which are manufactured in Jinjira, Keranigonj and many other unhygienic place. Sometimes good customers are being cheated by some dishonest retailers who keep these counterfeit products in their outlet. As a result, customers who don't understand these are counterfeit products they will not be interested buying GSK product again. So as a company, GSK Bangladesh Ltd. should take legal action against those counterfeit product manufacturers who are selling their products by duplicating GSK packaging unethically.

### **4. Starting Helpline Service for Retailers**

GSK might not have a broad product line like Unilever. But GSK has some brands which are very much potential and its products have good offtake in market. And GSK products are available in a good number of outlets. So they can open their helpline service for retailers. Sometimes retailers have some query, complain or urgency. By starting helpline service, GSK will be able to provide their utmost service to the retailers. And head office people will be able to get the proper insight of market while field people will contact directly with them.



### **5. Increasing Profit Margin for Retailer**

One major complain we face during market visit is the small trade margin we offer from company. Sometimes they are not willing to take our product for this. Moreover, Daraz, counterfeit and grey market products are there which are offering much bigger profit margin than us. From business point of view, retailers are refusing to products from us. So company either needs to take legal action against the counterfeit and online dealers or the profit margin needs to be increased so that we can compete with them.

### **6. Expanding Product Line**

Like other big FMCG giants Unilever or Nestle, GSK should expand their product line in Bangladesh so that business can be rolled from different category. There are a lots of brands under GSK consumer healthcare business globally but in Bangladesh they introduced a little amount of

brands. Hence, more products need to be introduced for keeping a strong grip of business in Bangladesh.

#### **4.1.1 Recommendation for Dhanmondi Territory**

##### **1. Choosing Good Distributor**

Distributors play a vital role in this business. They are supposed to provide all the necessary supports for distribution. Dhanmondi territory should check the distributor profile carefully, whether they have enough capital, manpower and cooperative attitude or not. In this place, this territory is struggling for a long period of time.

##### **2. Training and Development Session**

In every month there should be a training and development session, may be for an hour. So that the front line employees develop themselves as per GSK standard and deliver their best performance in market.

##### **3. Beat Correction**

Beat correction should be done in a regular basis. So that new outlets can be added into database and start providing service to those outlets. Regular beat correction ensures good service coverage.

##### **4. Spending Time with Deliverymen**

The deliverymen turnover is high in this territory. So both distribution house manager and Territory Officer should spend time with delivery men in person and understand their problem and take action plan.

##### **5. Special Drive for Sensodyne in Chemist Outlets**

Dhanmondi is highly potential market for Sensodyne. There are 419 chemist outlets under Dhanmondi territory. So they should capitalize this huge amount of chemist outlets as the business opportunity for Sensodyne toothpaste and toothbrush distribution.

##### **6. 18gm Sachet Distribution**

In small outlets especially in Tong, there can be good branding of “Horlicks Cha”. There are lot of small and small medium outlets under Dhanmondi territory. They can capitalize these small and small medium outlets as a business opportunity for 18gm sachet distribution.

## **7. Memo Correction**

Memo correction has to be done by delivery man by taking help of DSR before submitting memo to Dorpon operator.

## **8. Good Relationship between DSR and DM**

In this business, DSR and delivery men are required to work in pair. 100% cooperating among these two departments can ensure a better and efficient distribution service in market.

## **9. Spending Enough Time with Retailers**

DSR needs to spend at least 7-8 minutes with each retailer at the time of collecting order for generating a good amount of order.

## **10. Showing Product Detailer while Taking Order**

Sometimes DSR doesn't carry product detailer. It is required to collect order by showing product detailer from company end. Call productivity increases when DSR collect orders by showing product detailer. So every DSR needs to carry product detailer with them regularly.

## 4.2 Conclusion

GSK is one of the major consumer healthcare companies in Bangladesh. They have a powerful brand like Horlicks in their product line which is currently holding 95% market share in Health Food Drinks category. Moreover, their other brands like Sensodyne and Glaxose are also growing in a good manner. From field experience it is observed that Sensodyne is doing very good in retail market and it will carry major portion of market share in toothpaste industry in near future.

About GSK distribution in Bangladesh, it is very well structured and process oriented. Each and every step of the distribution is well organized and it is monitoring from the upper level strictly. However, there are some area of improvements which has discussed above of GSK distribution in Dhanmondi territory. Dhanmondi is a big market and the consumer base belongs in this area is very favorable for business. There are many residential, commercial areas and some industrial areas under this territory. The chemist, Horekka and Wet market grocery channels are growing gradually since, new outlets are opening and it's being a potential and promising market for Sensodyne toothpaste and Glaxose-D distribution. All they need to capitalize these business opportunities wisely and continuing their sales drive frequently with the spontaneous collaboration of each and every members related to this distribution process of this territory.

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