

Report On
Igloo: Changes of Consumer Behavior and Alternative Strategies to
Sustain in the Current Pandemic

By

Faraan Muhammad
ID: 16104160

An internship report submitted to the BBS in partial fulfillment of the requirements for the
degree of
Bachelor of Business Administration

BBS
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Faraan Muhammad

ID 16104160

Supervisor's Full Name & Signature:

Riyashad Ahmed

Assistant Professor, BBS

Brac University

Letter of Transmittal

Riyashad Ahmed
Assistant Professor
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

Dear Sir / Madam,

This is my pleasure to display my entry level position provide details regarding' Recruitment and Selection Procedure of Igloo Ice Cream Unit, Unit a sister concern of Abdul Monem Ltd. which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Faraan Muhammad
ID 16104160
BRAC Business School
BRAC University
Date: September 26, 2020



Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between [Igloo Ice Cream Unit] and the undersigned student at BRAC University Student



Acknowledgement

I am very much grateful to the Almighty to have the opportunity to work for Igloo Ice Cream and prepare the internship report by following the guideline. I would like to show my profound gratitude to my supervisor faculty Mr Riyashad Ahmed, Assistant Professor, BRAC Business School, BRAC University for his endless support and assistance to prepare the report.

I am so blessed to have the opportunity to work under the supervision of Mrs Gazi Mohsina Rahman, Senior Executive- Brand and Digital Marketing, Igloo Ice Cream Unit. She gave her continuous support to train me about the corporate culture and assist me to do my job responsibilities in an efficient manner.

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Executive Summary

The report is mainly focuses on the changes of consumer perception towards ice cream after the strike of COVID- 19. The current pandemic hit all sort of economic and business activities. The ice cream industry is not free from it. Igloo, the number one ice cream selling company in the country is also hit by the effect of COVID- 19. The sales have declined due the shift of consumer demand and some other factors. As a market leader their target is to hold the market share and sustain in the market without compromising with the quality and standard of the products. Igloo has developed their alternative strategies to retain their customers and cover the unpredictable losses of this year. The report is also focuses on how Igloo has incorporated necessary factors to develop the policy. As customer satisfaction is the key factor of retaining customers, Igloo has tried their best to understand the demand and desire of consumers to develop and implement their strategies.



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Chapter 1

Overview of Internship

1.1 Introduction

I am Farran Muhammad, student of BRAC University having the id 16104160. I am going to complete my undergrad with a major in Finance and Human Resources Management. As a part of my undergrad I have to complete my internship under the faculty supervision of Mr Riyashad Ahmed, Assistant Professor, BRAC Business School, BRAC University. In this regard I have joined in Igloo Ice Cream Unit, Business Concern of Abdul Monem Limited on July 01, 2020. My organizational reporting supervisor was Mrs. Gazi Mohsina Rahman, Senior Executive- Brand and Digital Marketing, Igloo Ice Cream Unit.

1.2 Job Responsibilities

I have joined in the Home Delivery Department of Igloo Ice Cream Unit to assist the team to manage the delivery services.

My key job responsibilities are given below

- ✓ Supporting the Client Service team by responding to the customer queries.
- ✓ Maintaining the data of home delivery service.
- ✓ Maintaining the necessary communication to ensure the home deliveries.
- ✓ Analysing the demand trend.
- ✓ Making weekly report of sales.
- ✓ Handling some specific issues of client's as a member of CRM.

1.3 Internship Outcomes

In this period of three months I have tried my level best to contribute for the organization. I was very much focused about my job responsibilities and tried to complete my assigned task in an efficient way. Through this internship I have learned about the corporate culture of an organization. Besides that it also helps me to develop the ability to work under pressure in a team frame environment. Due to the pandemic situation, I have to do home office most of the time. As a result I faced some difficulties. However, the difficulties and challenges help me to enhance my skill of immediate decision making in adverse situation.

Chapter 02

Overview of Abdul Monem Limited

2.1 Introduction

Abdul Monem the Founder Chairman and honorable Managing Director had established the organization in the year of 1956. After the departure of him in this year, his two eligible sons Mr. A.S.M Mainuddin Monem and A.S.M Mohiuddin Monem has took all the responsibilities to run the organization. One of the core strength of the organization is their involvement with the development and infrastructure project funded by various international organizations like World Bank, ADBJ, JICA etc.

Over the successful year, besides enhancing the experience and involvement in construction and development project area to maintain the international standards and quality services it has also become the bottler of Coca Cola, the producer and marketer of top ranked ice-cream brand Igloo, Igloo food items and snacks, Igloo milk and dairy products, producer of pharmaceuticals, manufacturer of auto bricks, bitumen and some other construction materials. It also set up AM Sugar Refinery Ltd., AM Rice Bran Oil), AM Securities and Financial Services Ltd, ServiceEngine BPO, etc.

The first private economic zone of the country was set up by AML in Daudkandi, Munshiganj. AML was rewarded in early 2015 as recognition of their contribution to the economy of the country by establishing Abdul Monem Economic Zone (AMEZ).All the strategic units are designed and developed with a goal of utilizing the resources with an expectation of contributing in the national economy by creating abundant employment opportunities for the new generation.



1000+ talented and highly skilled workforces are involved and they can be considered as the key factor for the long term success of the organization. The work environment and the policy of the organization ensure the health safety as well as the securities and the benefits of employees of the organization. Moreover, AML also keep the practice of doing and involving with social activities as a part of their CSR program. They are aiming to utilize all the resources to add value to the economic, social as well as other prosperity and development of the country by ensuring the quality products and standard services AML believes in the values that **“We at Abdul Monem Limited put our philosophy and principles into our day-to-day business practices.”**

2.2 Vision

“The vision of AML is to use the resources available in our country to deliver quality products in order to contribute to the economic, social and environmental progress and success of the country.”

2.3 Mission

“AML excel to deliver quality products and services to its existing and new customer base, consistently outperform its competitors, and create long term relationship with its business companions and stakeholders.”

2.4 Corporate Profile



Name of the Company:	Abdul Monem Limited (AML)
Year of Establishment:	1956
Status of the Company:	Private Limited Company
Country of Registration:	Registered under Registrar of joint Stock Companies, Dhaka, Bangladesh
No. of Employees:	10,000+
Corporate HQ:	Monem Business District, 111, Bir Uttam C.R. Datta Road, Sonargoan Road, Dhaka-1205.
Telephone:	+88 (02) 9632011-13, +88 (02) 9675955, +88 (02) 9632304-10
Fax:	+88 (02) 9632315-17, +88 (02) 9668638
E-mail:	info@amlbd.com
Website:	www.amlbd.com

Source: www.amlbd.com

2.5 AML Business Concerns

❖ AML Construction

The business of Abdul Monem Ltd. was established by investing in the development and construction project through AML Construction Unit. By delivering the quality service Abdul Monem has built strong position in the market. Their services, rate of completion and standard of construction help them to retain their clients. AML Construction Unit has a

compact experience for over 60 years in infrastructure industry which can be considered as one of the market leader in the related field.

The reputation and the quality of construction have created the opportunity for the organization to operate Joint-Venture activities. As a result AML construction can avail the chance of investing in the largest and most energizing projects of Bangladesh. For example, Runway Overlays for Shahjalal International Airport (Dhaka) and Osmani International Airport (Sylhet) respectively, Airport Flyover, Metro Rail project, Padma Multipurpose Bridge project and the list goes on.

The predominated services of AML construction unit is given below

- ✓ Construction of Highway
- ✓ Construction of Bridge and Flyover
- ✓ Investment in Metro Rail Project
- ✓ Building constructions as well as the MEP work.
- ✓ Airport infrastructure like Terminal building, Runway, Apron including AGL and Nav-Aid works.
- ✓ Project of Dredging River
- ✓ Constructing infrastructure for the river bank protection
- ✓ Running projects related with land development

❖ Ice Cream Unit

Igloo can be considered as the leading company in the ice cream industry. Since 1964, Igloo becomes a synonymous of quality ice cream across the country. 100 of customers can fulfill their desire with the number of different taste, flavour and shape of ice cream.

❖ **Igloo Dairy**

In 2004, Igloo has established a business unit to fulfil their regular high level of milk demand for ice cream production. To maintain their quality of the product Igloo starts to produce the key ingredient of ice cream in their own platform. Besides that they also try to serve a portion of milk market with their quality product. In recent year people are more cautious about their nutritional diet and consume more milk than before as it contains all the nutritional elements to maintain healthy life. As a result, milk production and availability has been growing incrementally. This increasing demand plays a vital role to grab and operate the dairy market of the country.

❖ **AM Beverage Unit- Coca-Cola**

It is always a pleasure to drink Coca-Cola in special time or occasion with friends and family members. In our country, the authorized bottler of Coca-Cola, Sprite and Fanta is AM Beverage Limited. In 1982, the process and operation of bottling started when AML acquire the plant of K.M Rahman. In 1987, through an aggressive decision of expanding the market AML established a new plant in Cumilla which can produce 450 bottles per minute (BPM). This aggressive decision helps the Company to become the market leader in Beverage Industry. In 1990, the company was awarded the President's Turtle Award, the most prestigious reward for bottlers of Coca-Cola. The award was given by the President of the Coca-Cola Company in recognition of the contribution to positioning the brand in Bangladesh.

❖ **Igloo Foods Limited**

Igloo has taken the initiative to be a manufacturer and marketer and distributor of high quality frozen foods from various international brands throughout the country. Strong logistic support and manpower is the key component of igloo to ensure the vast distribution to satisfy the consumers need.



Igloo Foods Limited mainly operate in 3 different wings

- ✓ Frozen food distribution
- ✓ Frozen food manufacturing
- ✓ Ethnic & snack food production

The foods are distributed by the retailers, food service and corporate clients

❖ **AM Securities and Financial Services**

AM Securities & Financial Services Ltd. is a subsidiary of Abdul Monem Group. It is one of the leading equity brokerage with diverse clientele institutions, firms and individuals. The service providers of AMSFSL are very flexible with the client demand. Their excellence in trade execution and flawless clearing helps them to build the trust of their customers.

The services of AMSFSL are given below

- ✓ Brokerage Service
- ✓ CDBL Services
- ✓ Research Service
- ✓ Margin Facility

❖ **Monem Business District**

Monem Business District is the Corporate Head Quarter of Abdul Monem Ltd with floor area of 605000 sq ft. situated in Karwan bazar one of the prime location of Dhaka.

❖ **Danish Bangla Emulsion Ltd**

The joint venture Company between Abdul Monem Ltd and ENH Engineering A/S, Denmark is known as DBEL. It produces bitumen emulsion of international standards by a fully automated plant used in the construction of road and air field runway work.

❖ **Abdul Monem Sugar Refinery Ltd**

In 2006, Abdul Monem established the Abdul Monem Sugar Refinery Ltd. as a standalone sugar refinery. The annual capacity of the Refinery is more than 3, 00,000 metric tons of high-grade refined sugar. Due to cleanliness and, cost effective production process and the professional management AMSRL received the first ISO 22000-2005 certified refinery.

❖ **AM Energy Ltd**

In 2005, AM Energy Limited was established as a captive power generating plant. The plant is constructed on 1.73 acres of land by the bank of the river Meghna. Though it was designed for generating 10MW by steam turbine generator, currently it has 6MW capacity with 3.5MW maximum power generated. Abdul Monem Sugar Refinery Limited runs the factory operations by taking 2.5MW from AM Energy Limited. On the other hand, 1MW is transmitted to REB-Rural Electrification Board.

❖ **Novus Pharmaceuticals Ltd**

With a view of delivering healthcare solution through the process of maintaining the product quality Novus Pharmaceuticals Ltd. commenced its journey in 2008.

❖ **AM Asphalt and Ready-Mix Concrete Ltd**

Concrete technology is modern and vast technology in the of infrastructure industry. In 1991 AML has introduce this technology in Bangladesh. The goal of establishment of this unit was to serve the client with quality concrete product and ensure better environment in the client construction premises.

❖ **AM Bran Oil**

In 2014, AM Bran Oil Company Ltd. starts their operation with a view of providing the Most Healthy and Heart Friendly edible oil labeled as “Nature Fresh Rice Bran Oil” to its valued

customers. AM Bran Oil runs the business in joint venture process with Surin Bran Oil Co. Ltd.; Thailand.

2.6 Achievement and Recognition

The contribution of AML to various sector of the country including the economic development is very much appreciable and as part the appreciation they were recognized by our Government and various organizations.

- ✓ The President's Awards
- ✓ Award for the longest TAX payer
- ✓ Award for the longest VAT payer award
- ✓ IFAWPCA gold medal
- ✓ Business person of the year 2008, Bangladesh
- ✓ Commercially Important Person (CIP) of 2010, 2011 & 2012
- ✓ Rewarded by Jamuna Bank Ltd as the Excellence for business performance.
- ✓ Recognition from Bangladesh Brand Forum as the No.1 ice-cream brand.
- ✓ Other recognition from various Government departments for business performance, corporate governance and contribution to national development

2.7 Strategic Partners of AML

Abdul Monem operates their Business through maintaining the collaboration and partnership various sort of Govt. as well as the non govt. and corporate organization.



Strategic Partners. Source: <http://dSPACE.BRACU.AC.BD>

Chapter 03

Overview of Igloo Ice Cream Unit

3.1 Introduction



Ice cream is a satisfying desert item all over the world. In our country it is popular from kids to aged people. Over more than 50 years, Igloo can be considered as the market dominator of ice cream industry in Bangladesh. In 1964, Igloo started its operation with a goal of offering quality products of different flavour for every individual.

Igloo believes in the slogan “*The World of Great Taste*”. It can relate the overwhelmed experience of consumer with a diversified flavour, sizes and shapes.

The development of socio economic condition increases the ice cream demand across the country due change in the lifestyle and food habits of the people. 79% shares of tk.12000 core

ice cream market is hold by top three companies, a recent study of Lanka Bangla said. The growth rate of ice cream industry is near about 15%.

To hold a leading position in this competitive and growing market Igloo always maintain the standard of quality of their product and services. They never compromise with the raw materials and production process.

The people of our country mainly consume ice cream in summer season. However, it is also a fascinating product for winter season too. In our country we have the culture of eating sweets in every happy moments and occasions. Considering this nationwide culture Igloo has introduced a new supplementary pay of line as an Integrated Marketing Communication (IMC).

The new IMC is

“যেখানেই মিষ্টি মুখ সেখানেই ইগলু”



3.2 Vision

“To make every moment remarkable with great taste.”

3.3 Mission

“To be the country’s best Ice Cream ensuring best quality and service to the consumers so that best can be served to stakeholders and country as well.”

3.4 Quality Certification

Igloo has earned the name and brand value over the year as they never compromises with the quality of its products since its establishment. Most of the raw materials and ingredients are imported from European countries. Not only the raw materials for ice-cream but also the packaging elements are imported from different countries to ensure the standard of the products and its packaging.

The credible assurance of quality to customers helps igloo to retain their valued consumers for year after year.

- ✓ **Halal Certified:** “BSTI” certified as halal ice cream.
- ✓ **HACCP Certification:** Igloo has received the certification from Hazard Analysis Critical Control Points (HACCP)
- ✓ **ISO Certified:** ISO 22000: 200 Certified, Food safety management systems required for a food manufacturer.
- ✓ **QCS (Quality Control System):** Highly professional and well trained person are appointed to ensure the quality of the product.

3.5 Achievements



Igloo has been awarded as “The Best Ice Cream Brand” by Bangladesh Brand Forum (BFF) for consecutive three years- 2013, 2014 2015. (“Best Brand Award,” n.d)

3.6 Product Lines and Category

Igloo is aiming to fulfil the desire of every class of people by segmenting the products in different categories based on price and taste. More than 50 products are available to satisfy the different class of people.

Based on the customer’s choice of taste and their buying power Igloo has categorized the ice cream in three different segments.

✓ Economy



This category is mainly targeting the consumer who wants satisfy their fascination of ice cream by allocating a low budget. The price of this segment is very reasonable to all class of

people. All the items of the category are commonly available in every grocery shop of the country. These are the commonly sold items. It includes Cups (Vanilla, Strawberry, Chocolate and Mango), Shell & Core, Mini Choc-bar, Choc-bar, Lolly- Lemon, Lolly- Orange, 1liter, 2 litter Box (Vanilla, Strawberry, Chocolate and Mango), Dud Malay and so on.

✓ **Mainstream**



It is also another popular segment of Igloo. The price of this segment is little bit higher than the economy segment. The taste of this category can be considered as close to the premium class but the price are moderate. The items are very much striking to the young generation for the taste and affordability. It includes Belgian Chocolate, Belgian Chocolate (Mini), Almond Split (Exotic Bar), Swiss Chocolate (Exotic Bar), Cornella Classic, Cornella Classic (Mini), Cornella Premium, EGO, Macho, MEGA, Mango Melody, Sweet Heart, Strawberry Sparkle, Caramel Combo, Choco Cheers, Coconut Cooler.

✓ **Premium**



This segment is targeting those customers who want the best and richest taste in ice cream without compromising the price. As a result the price of the segment is higher compare to the other segments. Customers can satisfy themselves by having the premium taste of the ice cream. It includes Ice Café (Paper Cup), Nutpicks (Paper Cup), Peanut Butter Cream Cup, Black Forest, Chocolate Fudge Brownie, Horlicks Ice Cream, Yoghurt Milk Shake, Chocolate Milk Shake, Mango Milk Shake, Firing, Rash Malay, Cheer Malay, Lite Vanilla, Manabí Mithai, Lassi Gold: Chocolate Chips, Cookie Dough, Gold: Butter Pecan, Gold: Blueberry Yoghurt, Ice Cream Cake, Butter Scotch.

3.7 Porter's Five Forces

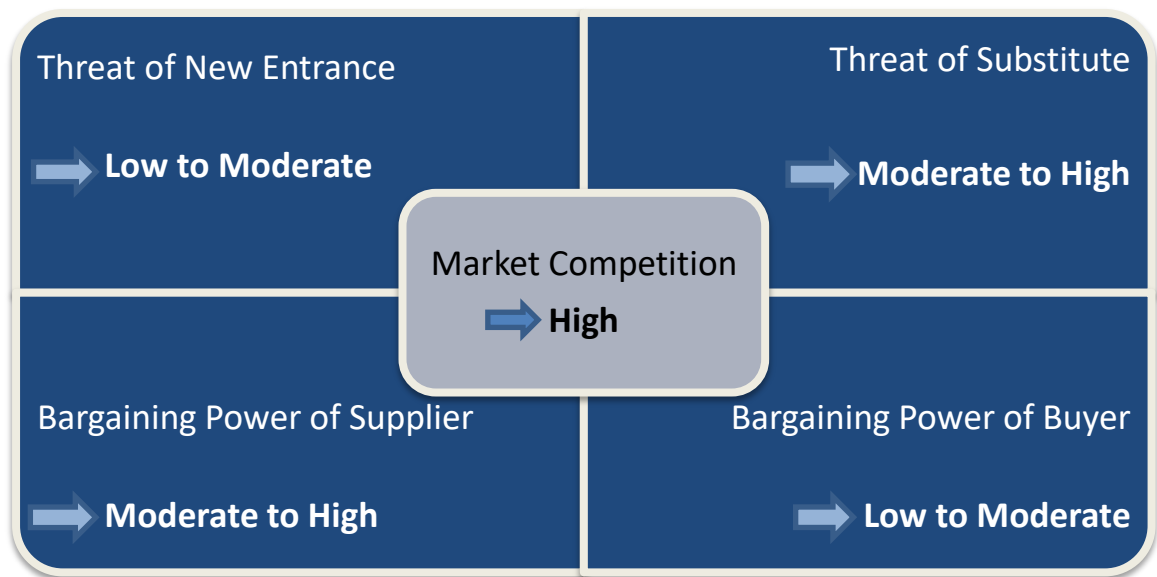
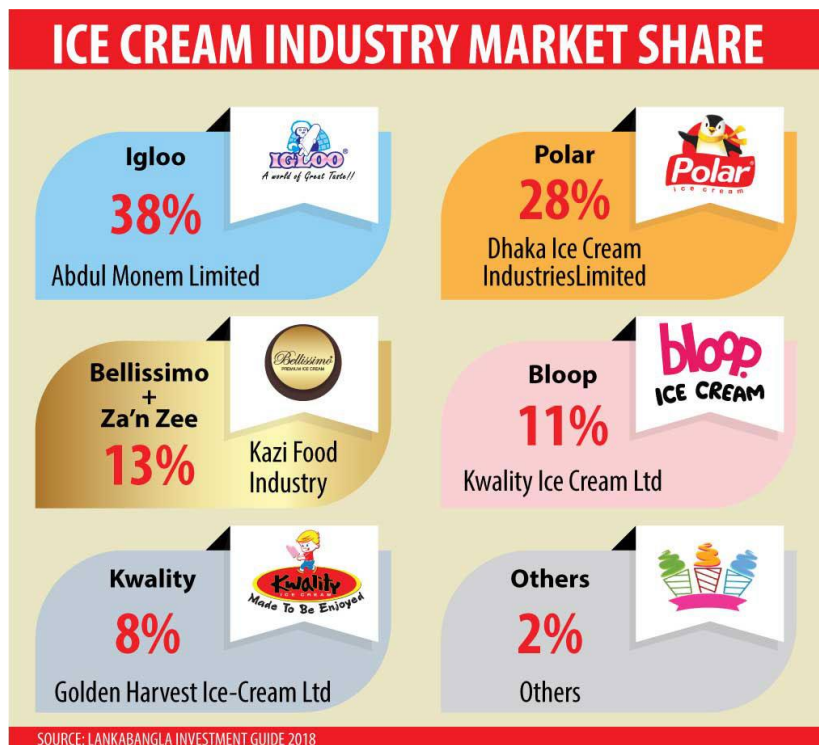


Figure: Porter's Five Forces.

Market Competition: In ice cream industry market competition can be considered as very high. Igloo, Polar, Bloop etc. are the dominating market leader of the industry. According to the Lanka Bangla Investment Study 2018, 79% shares of 12000 core ice cream market is hold by three leading companies. This study also shows that branded ice cream occupy more than 85% of total market share.



Among the competitor igloo holds 38% market share. But the industry is very much competitive as other companies are trying to develop their own strategies to adopt the market competition to increase their market share.

Threat of Substitute: Ice cream is one kind of fascinating goods to the people of different age. It can be consider as a desert item. In our country we have a culture of consuming sweets to celebrate various occasions. In some cases ice cream can fulfil the purpose of having sweets in different gatherings.

However, we have lots of sweets item available in the market instead of ice cream. Different form of sweets, chocolate, candies, cakes can be used as an alternative of having ice cream in our family and friends party.

So the threat of substitute can be considered as moderate to high as a huge portion of ice cream item can be replaced by other desert items available in the market.

Threat of New Entrance: For the ice cream industry the threat of new entrance is low to moderate. Though we have a number of companies, the industry is dominated by just only three leading companies. On the other hand, there might be some other factor for example government regulation, capital; technologies etc. are not favourable to enter in the market.

Bargaining Power of Buyer: Most of the ice cream buyers prefer to consume variety of products within an affordable price. To offer quality products in affordable price the companies have to follow a price ceiling based on their cost and expected price of the consumers. Consumer can not directly bargain with the price. The whole industry has an indirect impact of consumer's buying behaviour.

Due to this indirect impact of the consumer's purchase behaviour, the bargaining power of buyer can be considered as low to moderate.

Bargaining Power of Suppliers: The supplier power of bargaining is moderate to high for the ice cream industry. As to maintain the quality of the product the industry is fully depended on some European Countries. The European countries can dominate the ice cream industry of Bangladesh with their bargaining power.

Project Part: Changes of Consumer Behavior and Alternative Strategies to Sustain in the Current Pandemic

Chapter 04

Project Part: Changes of Consumer Behavior and Alternative Strategies to Sustain in the Current Pandemic

4.1 Rationale of the Study

COVID- 19 has gripped all the aspect of our life including the regular economic activities. The operations of different industries have hampered and all the sectors are facing new challenges to sustain in the market. Since the lockdown every economy and business has seen an unexpected loss in this year.

In Bangladesh lockdown starts from the end of March. On the other hand, the peak ice cream selling season typically starts form the middle of February to June. This year the time frame has massively attacked by lockdown and results in kind of no sales.

The most important factor for this loss is the changes of consumer behaviour of purchase. After the pandemic, most of the consumers start to focus on their basic necessities. As a result the demand and purchase priority has shifted. This sort of sudden demand shifting of consumers causes a huge amount of loss for the ice cream industry.

Igloo was not prepared for the current situation. However, Igloo should adopt the situation and find out the alternatives to develop new plan for the sustainability of the company. Igloo is one of the top ranking market leaders in the ice cream industry. They should aim for holding their market share without compromising their quality and services.

The purpose of the study is to find out the alternatives taken by Igloo based on the recent changes of consumer behaviour due to the current global crisis.

4.2 Objective of the Study

The main objective of the study is to determine the alternative ways to sustain in the market after the changes of economy due to COVID 19 situation.

- ✓ Identifying the consumer's expectation.
- ✓ Assessing the new consumption and purchase behaviour of existing customers.
- ✓ Find out the strategies of Igloo to sustain in the competition.
- ✓ Analysing the core distribution policies of Igloo.
- ✓ Assessing the approaches of Igloo to maintain the customer relationship.

4.3 Literature Review

The pandemic due to Corona Virus creates global crisis in late 2019. According to an observation of CSIS's J. Stephan and Anna Carroll, "Pandemic changes the history by transforming populations, states, societies, economics, norms and governing structure." It has led the business to adopt this new situation especially the ice cream and food industry which is facing severe challenges after the lockdown.

According to Kepple M, CEO of Patriot Software, developing strategies and creating new work frame to implement the plans is the most important thing now to adopt the new global pandemic. It is the global challenge for all sorts of industries to attain new alternatives to merge the consumer demand and services of the company.

Habib A, mentioned in an article on The Daily Star, 2020 that the demand of ice cream has drastically shifted and sales become close to almost zero after the strike of corona virus. "Our sales just abruptly nosedived when the propaganda was spread through social media," said GM Kamrul Hassan, chief executive officer of Igloo Ice Cream, which has a 42 percent share of the market. He also added that "We missed the top-selling day of the year, which is Pahela Baishakh,"

To cope up with adverse outcome, food and ice cream industry can implement different response strategies to sustain their business (Borner and deHoog, 2014). Adopting the multilevel response strategies can help to cope up with the pandemic (Wided Batat, 2020).

Digital platform can help to engage optimum number of potential clients. Initially it may have some complexity. But to adopt the situation digital platform can play an important role in decision making. “When digital technologies are successfully adopted within a company, a great amount of data is generated. This big data can be used by policymakers and decision-makers in order to make punctual and efficient decisions,” (Annosi, Brunetta and Capo, 2020)

Moreover, after the hit of Covid-19 consumers are more concerned about the health measure from the production to the distribution than before. As a result the food or ice cream industry has to take necessary health measure to satisfy the customer expectation. Ensuring proper health measure based on the WHO guideline can boost up the sale of ice cream industry.

4.5 Methodology of the Study

In order to conduct the analysis, I have talked with my supervisor, Senior Executive- Brand and Digital Marketing regarding the strategies and steps taken by Igloo to adopt the current situation. Moreover, the Officer Event Activation and the Senior Brand Manager also help me by providing necessary information which can be considered as my primary source of data.

On the other hand, to get an idea of post COVID consumer behaviour and expectation I have conducted a survey. The sample size was 60. Through the survey I was able to get the proper picture of consumer’s purchase priority based on some relevant factors. Consumers were able to share their opinion and expectation from Igloo by answering few questions of the survey

form. Consumers view and perception is the most important factors to hold the leading position.

Besides that, to prepare the report I also take help from some secondary sources to get the necessary information. Newspaper articles, Journals, Conference Papers and other online sources play an important role to collect the data to conduct the analysis.

4.6 Scopes of the Study

This report is to identify the new challenges of Igloo to cope with the current situation. The study is all about the changes of consumer expectation. The report will highlight the expectation of the customers. To serve the customers, Igloo has to incorporate the customers demand and expectation to develop their strategies. Without collaborating the customer's desire it is not possible to serve the valued customer and satisfy them.

In addition to that, in this report I have mentioned some strategies taken by Igloo to face the challenges. The new policies including marketing, distribution, admin etc. can facilitate them to face the new challenges.

4.7 Limitations of the Study

While conducting the study I have faced some difficulties and challenges. Some of the major constraints are given below

- ✓ I have to conduct the whole study and analysis within a limited time. The time was not sufficient to conduct this sort of analysis.
- ✓ As a part of the company policy, Igloo was not willing to share all the necessary information related with the study.
- ✓ Due to COVID situation I was not able to do field visit to get the real picture of the current market demand and supply.

- ✓ As I have to work from home most of the time, I was not able to visit the company office frequently.
- ✓ Due to the COVID situation all the survey data collection of customer was done online.
- ✓ The sample size of the survey was not sufficient to analyse the actual condition

4.8 Analysis and Interpretation

Based on some specific factors I have conducted the survey of “Changes in Consumer Behaviour towards Ice Cream due to Current Situation”. I tried to incorporate the factor of income, age, buying preference and so on. Besides that there was another segment where customers were able to share their opinion towards ice cream.

Customers are the king of business. As the buying behaviour of customer’s has changed, Igloo has to adopt new policy to serve the customer which can satisfy the demand and desire of the customers.

The interpretation and analysis of the survey is given below.

- ✓ **Gender and Age:** Among the respondent about 60% were female and rest of them were male. Most of them belong to the age group of 21-25 years. Besides that some of the responded were in the age group of 16-20 and there was group belong to more than 30 years age.
- ✓ **Profession and Income:** As the sample size was very small there were not that much variation in profession and income. More than 20% were professionals having an income of at least 20000.
- ✓ **Consumption of Ice Cream:** According to the survey most of the responded consume ice cream occasionally. More than 20% people consume ice cream frequently before the strike of Corona Virus. While consuming ice cream around 80% people prefer flavour

and taste. Among the responded a huge number of people prefer brand of the ice cream during consumption. People also prefer some other factors like price and availability. These are the general factors preferred by people during ice cream consumption.

- ✓ **Preferred Platform of Purchase:** Normally most of the people like to purchase ice cream from local grocery shops in our country. On the other hand ice cream is also available in some restaurant and ice cream parlour. People may visit ice cream parlour occasionally. Before the strike of COVID 19 online ice cream platforms was not that much active. As a result people were not willing to purchase ice cream trough online platform. According to the survey the first preference around 90% of people is to purchase ice cream from local grocery shops.

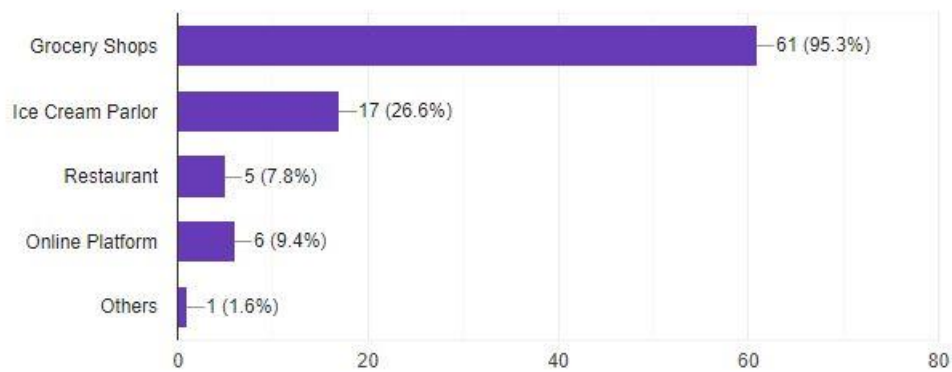


Figure 1 Customers Preferred Platforms

- ✓ **Effect of COVID 19:** Due to COVID 19 the government imposed lockdown from the last week of March. The situation has not recovered yet. The situation is gradually improving and most of the people are trying to adopt the current situation as a normal course of life.

The whole situation creates a barrier to the ice cream industry. Due to lock down the potential clients were not able to come out from home to purchase ice cream. As a result the consumption of ice cream has declined. More than 70% people reduced their ice cream consumption. Lockdown was the main barrier to the consumer to purchase ice cream as they were not allowed to come out from their home. In my survey around 80% people reduce their consumption due to lockdown.

Moreover, the consumption of ice cream has declined due the health consciousness of people. Health safety, maintaining proper health protocol, ensuring all the required health measures are the most preferred factors to the potential customers. If any company is able to ensure the health protocol along the product's quality and standard customer care services can attract the valued customers. Furthermore, most of the economic activities were hampered due to this pandemic. As a result most of the organization cut down the salary of their employee and the regular monthly income of general people has reduced. In this period most of the people focuses on their livelihood and necessary goods instead of purchasing fascinating goods like ice cream.

- ✓ **Online Ice Cream:** In our country online ice cream platform is not that much popular compare to the other online services. Most of the people think that the ice cream might be melted and they would not get the quality product from online ice cream home delivery services. Most of the ice cream lovers tend to avoid the online ordering platform due to the mentioned reason and prefer to purchase from nearest grocery shop. Many of them also prefer to have the taste of ice cream from popular ice cream parlour.

However Igloo has introduced the online ice cream ordering platform. Due to the earned brand value of Igloo, people start to trust the home delivery ice cream service. The service has started as a pilot project. People are moderately satisfied with the service and

have more expectation from Igloo though most of them appreciate the home delivery practice including the offers and promotions.

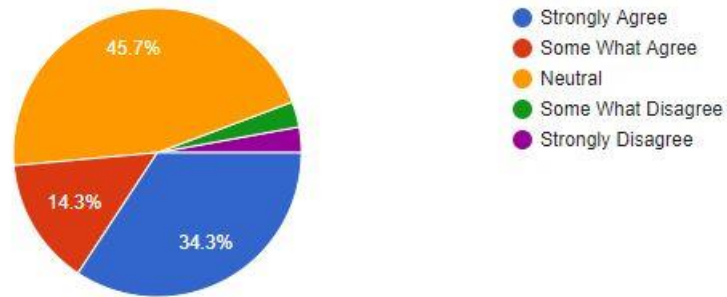


Figure 2 Satisfaction level of customer

According to my survey still people love to purchase their desire ice cream from local shop instead of ordering from online platform.

Ice cream is not necessary goods. People may consume ice cream on various occasions. In some cases kids or even adults also have ice cream to meet their sudden cravings. However, the Igloo Home Delivery Service takes a certain amount of time to deliver the products. As a result it is not possible to meet the cravings for ice cream immediately. So, most of the ice cream lover prefer the availability of the desire flavour in nearest grocery shops.

Ensuring the delivery within very short time can engage more customers to the online ordering platform. Furthermore, the response of customer care service can be considered as one of the key factors to retain and sustain in the market.

4.9 Strategies Taken by Igloo

According to an report of The Daily Star (April, 2020), an ice cream seller in front of Parliament House sells ice cream on an average of Tk. 3000-3500 daily and the monthly commission ranges from Tk. 12000-15000. Since the countrywide lockdown from March, the sale of ice cream has dropped drastically. A rumour was spread that consumption of ice cream may lead to catch corona virus. The United Nations Agency clarify that there is no risk of taking ice cream during COVID situation. However, by that time the demand was already goes down as people start to avoid ice cream and it causes a massive damage to the entire ice cream producer.

Considering the fact, Igloo has adopted some strategies to face the new challenges and retain their market position.

- ✓ **Spreading the Clarification:** when the virus starts to spread, people were so panicked as there was no specification about the virus. WHO published a general guideline including the symptoms of COVID 19 and necessary health practice to give an idea about the virus. Due to the fast mutation of the virus the WHO has changed their guideline and clauses several times. In a certain point people start to believe in various rumours or statement without judging the source of the information as their first priority was to protect themselves from the virus at any cost. As a result when a rumour was spread regarding the possibility of catching corona virus though the consumption of ice cream. People tend to believe in that rumour and start to avoid ice cream and encourage others to do the same. After a certain period of time WHO clarifies that there is no relation between catching corona virus with the consumption of ice cream. Igloo propagates the statement of WHO in various media to regain the trust of the customers. Through social media and various online platforms the clarification was escalated. In our country Igloo has a high

brand value which facilitated them to spread the information in a large scale. The strategy of regain the trust of people helps Igloo to retain the market.

- ✓ **Securing Investment:** To ensure the production Igloo has secure the investment of this fiscal year. Normally they have target sales and retain earnings. Besides that bank loan and other sources are used to finance their operations. In this fiscal year government has impose more tax and subsidiary duties on the raw materials of ice cream. The SD is varies from 20%- 45% based on the segmentation of raw materials. Though the subsidy increases, Igloo imported their necessary raw materials from their regular European Suppliers to ensure the quality of the products. As the cost of raw materials increases in this year, Igloo has developed new strategies to ensure their investment of next year. The trade price of some of the products has increase to adopt the raw material cost. On the other hand they plan to reform their investment sources. This prior investment plan plays as a blessing in disguise to Igloo in this global pandemic. Due to the worldwide shutdown Igloo was not able to import raw materials from their supplier countries. However, Igloo stored enough quantity of raw materials in the beginning of this year which can produce sufficient amount of ice cream to cover the current demand. Igloo has reform their investment plan based on current situation and hopping that they will fulfil the target of their reformed retain earnings. Most importantly, they appeal to the government to reduce the duties and tax on raw materials considering the current economic crisis.
- ✓ **Reformation of Variable Cost and Fixed Cost:** As a consequence of the lockdown ice cream sales goes down massively in this year. For the first time, the giant ice cream producer Igloo has missed their top selling season. To cope up with the situation Igloo focuses on the reduction of their regular fixed and variable cost as a part of their alternative ways to face the challenges.

Reformation of Cost	
VC/FC	Action Taken
Salary	Monthly Salary Reduce by 20-25%
Increment	No Salary Increment
Bonuses	No Festival Bonus
Bills	Shutdown Some Units to Reduce the Bills
Branding Budget	Reduce the allocated Budget of Branding and Promotions
Event Activation	Currently All Sort of Event Activation is Closed
Sponsorship	Issuing Sponsorship has Stopped
Distribution Cost	Reduce the Allocation of Distribution Budget
Others	Reform the Other Variable Cost

(Table01) **Reformation of Cost**

- ✓ **Ensuring Distribution and Availability:** Igloo establish an online ice cream ordering platform and encourage people to absorb the home delivery service. Various offers and promotions have introduced to engage more people with the online platform. All the necessary steps have been taken to promote the home delivery service. Initially it took 1-2 days to deliver the product after confirmation. In some cases people were highly disappointed with the slow delivery service. To ensure the fast delivery Igloo has adopt a new delivery channel recently. In addition to that they successfully create the online customer care response team to handle the customer's queries and opinions. It should be mentioned that the home delivery service is available only in Dhaka City and some areas from Chittagong City. Though Igloo is encouraging people to engage with the home delivery service, most of the valued customers like to satisfy their taste bud with the

available ice cream in their locality. To reach the optimum number of customers, Igloo has distributors, dealers and retailers in every area of the country. A large group of people may away from the supply and distribution channel if Igloo fails to ensure the availability of products in local small, medium or large shops as according to the survey most of the customers still prefer to purchase ice cream from grocery shops. Considering this situation, Igloo has reform their distribution policies. They are focusing on trade promotion. Trade Promotion is a promotional activity which targets the distributor and retailer. Normally all the shopkeepers and retailers may get prizes like T-shirts, Panjabi, accessories or they may also get free ice cream carton, discount or other facilities from Igloo based on their purchase amount of goods for their shops. For example, if a shop owner purchases for 8000 tk goods he may get a T-shirt from Igloo. Revolving the current situation, Igloo has reconstructed their bundle package and drop down the ceiling of minimum purchase amount of goods. Moreover, the benefits for the retailer has redesigned in such a way which can attract and encourage them to store more igloo ice cream in their grocery. The aforementioned strategy helps Igloo to retain their potential customers who are willing to purchase ice cream from local available resource like grocery shops. This strategy can ensure the availability of products vastly.

- ✓ **Health Measure:** Health safety becomes the prime factor in our daily life. To operate any economy or business ensuring health protocol is the top priority after the strike of COVID 19. Igloo also has focused on the current top priority. Igloo is following the WHO guideline in each and every business units. All the health measured is maintained from the production to the distribution. To ensure healthy delivery Igloo do regular health check-up of their delivery men.

Assuring the proper health protocol can help to gain the trust of ice cream lovers? Customer satisfaction may foster the reinforcement of sales.

- ✓ **Response to COVID 19:** As a one of the top ranking national company Igloo has some responsibility towards the society. In the current crisis all sort of economic activities were hampered. Many people have lost their job. People are going through a tough condition. Igloo has come forward to help the people who are directly or indirectly affected by corona virus. As a part of that Igloo is promoting a campaign of “তুমি চাইলেই হাসবে দেশ”. Through this campaign the potential customers can contribute a portion of donation in the COVID fund of Igloo ice cream. 5% of the purchase price of any product will be kept as donation. Apart from that another quiz campaign is going on. The participator of the quiz can get 10- 10000 tk daily and 25% of wining money will be used to help the people who are directly or indirectly affected by COVID19.

4.10 Findings

Through this research I can come up with the following findings

- ✓ In general people consume ice cream occasionally and due to the current situation the rate of ice cream consumption has decreased.
- ✓ Due to lockdown most of the people were not able to come out from home to purchase ice cream.
- ✓ People tend to avoid ice cream due to health issue.
- ✓ Most of the customers like to purchase ice cream from local shops.
- ✓ Ensuring the health protocol as well as the quality and standard can attract customer to purchase ice cream like before.
- ✓ Igloo has developed an investment plan for this year to adopt the economic situation.
- ✓ To cope with the current situation Igloo has reform their cost structure.
- ✓ Igloo is focusing on the trade promotion to ensure the distribution.
- ✓ Various offers and promotions attract the customers to engage in the online purchase.
- ✓ Necessary health measures have been taken for the safety of the customers.
- ✓ Igloo has made a scheme as respond to the COVID affected people.

4.11 Recommendations & Conclusion

Igloo has introduced the online ice cream ordering platform in our country for the first time. In the current situation a group of people prefer to purchase their all sort of commodities from online platform. So to grab more customers most of the organizations and companies are going to start their operation in online platform.

Though Igloo has established the online ice cream ordering platform their delivery range is quite limited and they cannot serve all the potential customers. As there are a number of potential customers who are out of the service, Igloo should focuses on the expansion of their delivery range. Besides that to attract more customers Igloo should focus on some other factors. For example, delivery time, delivery charge, quality during delivery, simple and user friendly ordering platform and so on. Currently their delivery is free and I believe they should continue the free delivery if they can expand delivery range as well. Developing the online platform in a user friendly manner can help them to attract the ice cream lovers.

As the loss of this year is totally unpredictable, Igloo should implement some financial strategies which can help them to cover the losses within next fiscal year. Proper planning and execution can ensure the sustainability of the organization. Igloo should target to retrieve from this adverse situation without compromising with their standards and quality. Maintaining standards can add value to the customers.

Most importantly, customer satisfaction is one of the key success factors for any organization. To ensure the satisfaction Igloo should develop their new policies by analysing the perception of the consumers. Considering the consumer's desire and demand can add benefits while developing the strategies and policies. A standard online customer care service can grab the attention of the customers. So to overcome from this loss, Igloo, the top ranking

ice cream selling company of the country should merge their new policies with customer's buying behaviour.

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Appendix

✓ Questionnaire

Changes of Consumer Behaviour and Expectation towards Ice Cream Due to Current Pandemic

This form is created to get an idea of changes in consumer purchase behaviour especially towards Ice Cream due to current global crisis of COVID 19. The survey will be used to conduct an internship report of Igloo Ice cream on "Changes of Consumer Behaviour and Alternative Strategies to Sustain in the Current Pandemic".

* Required

Gender *

- Male
- Female

Age *

- 16-20
- 21-25
- 25-30
- 30<

Profession *

- Student
- Businessman
- Professionals
- Others

Monthly Income (tk) *

- Below 10,000
- 10,000-20,000
- 20,000-30,000
- More than 30,000

Do You Consume Ice Cream? *

- Regularly
- Frequently
- Occasionally
- Often
- Never Consume

While Consuming Ice Cream what are the Factors You May Prefer? *

- Flavour
- Brand
- Price
- Availability
- Others

Where from You Purchase Ice Cream? *

- Grocery Shops
- Ice Cream Parlour
- Restaurant
- Online Platform
- Others

After the Strike of COVID- 19, Do You Reduce Ice Cream Consumption? *

- Yes
- No

Does the Lockdown Create a Barrier to Go Out from Home to Purchase Ice Cream? *

- Yes
- No

What are the Other Factors not to Consume Ice Cream in the Same Amount as Before? *

- Health Issue
- Income Effect
- Distribution
- Availability
- Others

What Form of Distribution and Availability You May Prefer? *

- Home Delivery
- Availability in Local Grocery Shop
- Availability in Restaurant and Ice Cream Parlour
- Others

Ensuring Which Factor Can Increase Your Consumption Like Before? *

- Proper Health Measure
- Quality Product
- Fast Delivery Service
- Verity of Products

Do You Ever Order Ice Cream from Online Platform of Igloo Ice Cream? *

- Yes
- No

If Yes, Does the Igloo Home Delivery Satisfy Your Expectation?

- Strongly Agree
- Some What Agree
- Neutral
- Some What Disagree
- Strongly Disagree

If No, What are the Reasons of Not Using the Online Platform?

- Did Not Know About the Online Service
- Prefer to Purchase from Local Shops
- Prefer to Take Ice Cream from Ice Cream Parlour
- Health Safety
- Others

What are the Driven Factors of Being Satisfied with Igloo Ice Cream? *

- Customer Care Response and Services
- Brand Image
- Offers and Promotions
- Campaign of Respond to the COVID19 Affected People
- Others

Do You Have Any Opinion Regarding Igloo Home Delivery Service?

Your answer