

Internship Report
On
Customer Satisfaction of Berger Paints
Bangladesh Limited

Submitted by
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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:

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Letter of Transmittal

Md. Shezanur Rahman

Lecturer,

BBA Department

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure and privilege to be able to present my internship report on the customer satisfaction of BERGER Paints Bangladesh 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.

I would like to express my sincere appreciation and gratitude for your help in preparing this report. I trust that the report will meet the desires

.

Sincerely yours,

Sanjid Zaman

ID: 15304024

BRAC Business School

BRAC University

Date: Month, Day, Year

Non-Disclosure Agreement

This agreement is made and entered into by and between Berger Paints Bangladesh Limited (BPBL) and the undersigned student of BRAC University named Sanjid Zaman for the commitment of preventing the unauthorized disclosure of confidential information Berger Paints Bangladesh Limited (BPBL).

.....

Berger Paints Bangladesh Limited (BPBL)

.....

Sanjid Zaman

Acknowledgement

An Internship program plays a vital role in enhancing a student's practical knowledge by giving him/her the opportunity to implicate his/her theoretical knowledge on a physical platform. At the very beginning, I would like to express my deepest gratitude to my honorable faculty Md. Shezanur Rahman, Lecturer (BRAC University) for giving his valuable time, guidelines and advice regarding my Internship Report.

Furthermore, I would like to thank Ahammed Al Rafi (Territory Manager) and other executives of Sales department of Berger Paints Bangladesh Limited for their suggestions and comments which inspired me greatly to prepare the report successfully and their heartiest co-operation which made my work easier.

Finally, I convey my sincere thanks to my friends and family who inspired me in different ways to complete the report and the course as well.

Sanjid Zaman

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Department: BBA

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Executive Summary

Berger is a prominent name in the paint industry for more than two centuries now. Berger Paints Bangladesh Limited has been operating successfully in Bangladesh since 1970. They have maintained their position as market leaders for a very long time now by building up brand loyalty, trust and ensuring quality products are offered in a wide variety of options. The main objective of this research is to convert those market dominance and promotional claims of BPBL into statistical terms to get a better understanding of their current position in the market as well as measure the level of customer satisfaction associated with BPBL.

This research paper consists of 3 chapters. The first chapter gives an overview of the internship report. It provides basic information about myself and details about the internship and my experience along with some suitable recommendations.

The second chapter is called Organizational Overview, operations and a strategic audit. The second chapter starts with company profiling and product profiling where brief information about the company and all its products are given. Key components of a company like its management practices, marketing practices, financial and accounting practices and Industrial competitive analysis are all thoroughly discussed within this chapter along with some suitable recommendations.

The third chapter is the title of my report: “Customer Satisfaction of BPBL”. This chapter discusses the methodology of my report, my research findings and detailed analysis based on those findings. Finally, I have concluded my report with some noteworthy recommendations along with the conclusion.

In this research I have strategically picked 15 questions to conduct a survey in various locations of Chattogram. The results from this survey will give us a better understanding of Berger Paints Bangladesh Limited and measure the level of satisfaction they are able to generate with regards to their pricing, quality, distribution, variation and brand image. The results show that a large portion of people are satisfied with BPBL’s product quality, variation, brand image and dissatisfied with their pricing. Where else people have mixed reactions regarding BPBL’s distribution.

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List of Acronyms

- ✦ **BPBL** = Berger Paints Bangladesh Limited
- ✦ **SPD** = Robbialac Synthetic Polyvinian Distemper
- ✦ **RIN** = Radiance Interior Plastic Emulsion
- ✦ **ROBB.APE** = Robbialac Acrylic Plastic Emulsion
- ✦ **REX** = Radiance Acrylic Exterior Plastic Emulsion
- ✦ **JSE** = Jhilik Synthetic Enamel Paint
- ✦ **RSE** = Robbialac Super Gloss Enamel Paint
- ✦ **RM** = Regional Manager
- ✦ **AM** = Area Manager
- ✦ **TM** = Territory Manager
- ✦ **ZO** = Zonal Officer
- ✦ **HR** = Human Resource

Chapter 1

Overview of Internship

1.1 Student Information

I am a student of BRAC University under BBA department currently conducting my internship program at Berger Paints Bangladesh Ltd (BPBL). I have successfully completed my double major in Marketing and Finance and currently trying to implement my theoretical knowledge in a physical platform via this internship program.

1.2 Internship Information

This is a mandatory course that needs to be conducted by every BBA student of BRAC University. This course consists of 4 credit and its objectives includes a student working under the supervision of a company as an internee for a minimum of 3 months. My internship period started from 23rd February, 2020 and end at 22nd May, 2020. I am currently conducting my internship at Berger Paints Bangladesh Ltd, Chattogram sales office located in 43/3 Chatteswari road, Chattogram. Office timing is 9 am to 5 pm, six days a week with 2nd and 4th Saturday of every month being closed. I was appointed in the decorative department.

I am working under the supervision of Ahammed Al Rafi (Territory Manager of Home & Decorative Department). He is a distinguished alumnus of Dhaka University and has been affiliated with Berger for the last six years.

My daily task includes visiting different dealer points that falls under my supervisor's territory (Bagerhut to Kumira), talking to different dealers and painters, hearing their complaints, taking their feedback at the same time educating them about different promotional schemes of Berger, introducing them with new products launched at the market and communicating the benefits of staying with BPBL. I am also working intensively with my supervisor to improve an ongoing promotional scheme of BPBL called SHOMPORKO.

1.3 Internship Outcomes

I have been successful in generating an initial stage of bonding with various dealers and painters, taking an interest in their personal lives, hearing their complaints, taking feedback at the same time personally educating them about different promotional schemes of Berger, introducing them with new products launched at the market and communicating the benefits of staying with BPBL. This gesture made them feel welcomed and important. I have also worked closely with my supervisor to improve an ongoing promotional scheme of BPBL called SHOMPORKO. This scheme of Berger was considered a failed attempt to attract more painters and it was on our shoulders to point out the flaws and provide some insightful recommendations in order to turn it into a successful campaign. We were successful to some extent in brainstorming few practical ideas and pointing out some major flaws but could not see it through as everything came to a halt due to this pandemic.

This whole internship program has been a learning experience for me. This gave me a platform to obtain first hand practical knowledge and enrich my communication and people skills. I cultivated the technique of communicating with different kinds of people and easily connecting with them in a

personal level. It also taught me how every customer matters no matter how big or small they are but most importantly it introduced me with the rules and norms of a corporate life and provided first-hand experience on how a corporate office operates on a daily basis.

1.4 Recommendation

- ✦ The internship program needs to be more structured
- ✦ Interns should be given enough opportunities to communicate with the dealers and painters so that they can obtain first hand experience of this whole process
- ✦ Interns should be more motivated and encouraged to visit different projects and dealership center
- ✦ Interns work needs to be more specific and sales focused.

Chapter 2

Overview, Operations and a Strategic Audit

2.1 Introduction

2.1.1 History of Berger

Berger has been operating in the paint industry for more than two centuries now. In 1760 a young color chemist of Germany named Lewis Berger came up with an innovative idea to manufacture Prussian blue using a secret process that was craved by every household at that time. This marked the starting of Berger that will one day become a dominant player in the paint industry. This business was later on carried forward by Lewis Berger's descendants until it merged with Jenson & Nicholson Ltd. Today the names "Berger" and "Lewis Berger" are synonymous with shading. Berger Paints keeps on being propelled by the creation and advancement of Mr. Lewis Berger, who through his radiant shades, had offered individuals an opportunity to change their homes through the intensity of creative mind. At Berger it has confidence in taking paints to the degree of artistic work enhanced by the creative mind of Lewis Berger, an innovator in paints, offering its clients an assortment of inventive artwork arrangements. Regardless of whether it is one's home or office, shop or industrial facility, insides or outsides, metal, wood, plastic or some other surface - Berger has a paint solution for it.



2.1.2 Berger in Bangladesh

In 1970, Berger established its first factory in Kalurghat, Chattogram with shareholders like Jenson & Nicholson, Duncan Macneil Co Ltd and Dada group to back it up. In 1971 Duncan Macneil sold their shares to the majority shareholder J&N group and Dada groups share was held by the government of Bangladesh. This transition of ownership worked as a driving force in changing the company's name to Berger Paints Bangladesh Ltd. In 2000 J&N investment (Asia) Ltd, the majority shareholder of the company purchased the government shareholdings and in 2005 it was enlisted in Dhaka Stock exchange (DSE) and Chittagong Stock Exchange (CSE).

At present BPBL is headquartered in Dhaka with 14 strategically located sales depots and 11 Home Décor outlets across the nation. It has two factories located in Dhaka and Chattogram and has an employee strength of about 1000 people. With a countrywide distribution network of above 3000 dealers, Berger is admired as a forerunner in the paint industry with a vibrant portfolio of paints.

2.1.3 Sales Depots

Dhaka (North)	Dhaka (South)
Dhaka (Central)	Chattogram
Sylhet	Barishal
Rajshahi	Khulna
Feni	Rangpur
Bogra	Comilla
Mymensingh	Brahmanbaria

Table 1: Sales Depots of BPBL

2.1.4 Mission and Vision

Berger has a very transparent mission and vision that is well communicated among all its employees.

Mission

“We shall increase our turnover by 100 percent every five years. We shall remain socially committed ethical company”

Vision

“To be the most preferred brand in the industry ensuring consumer delight”

2.1.5 Brand Mantra

Berger’s brand mantra is “Trusted Worldwide” which is used globally. This ensures customers faith in the brand and Berger’s ability to deliver on their promises.

2.1.6 Berger's Philosophy

Berger has a strict philosophy that revolves around their customers, employees, shareholders and the community

- ✦ Their customers are their partners
- ✦ Their employees are their strength
- ✦ Their shareholders are their pillars
- ✦ They provide inspiration, joy and color to the community

2.1.7 Berger's Values

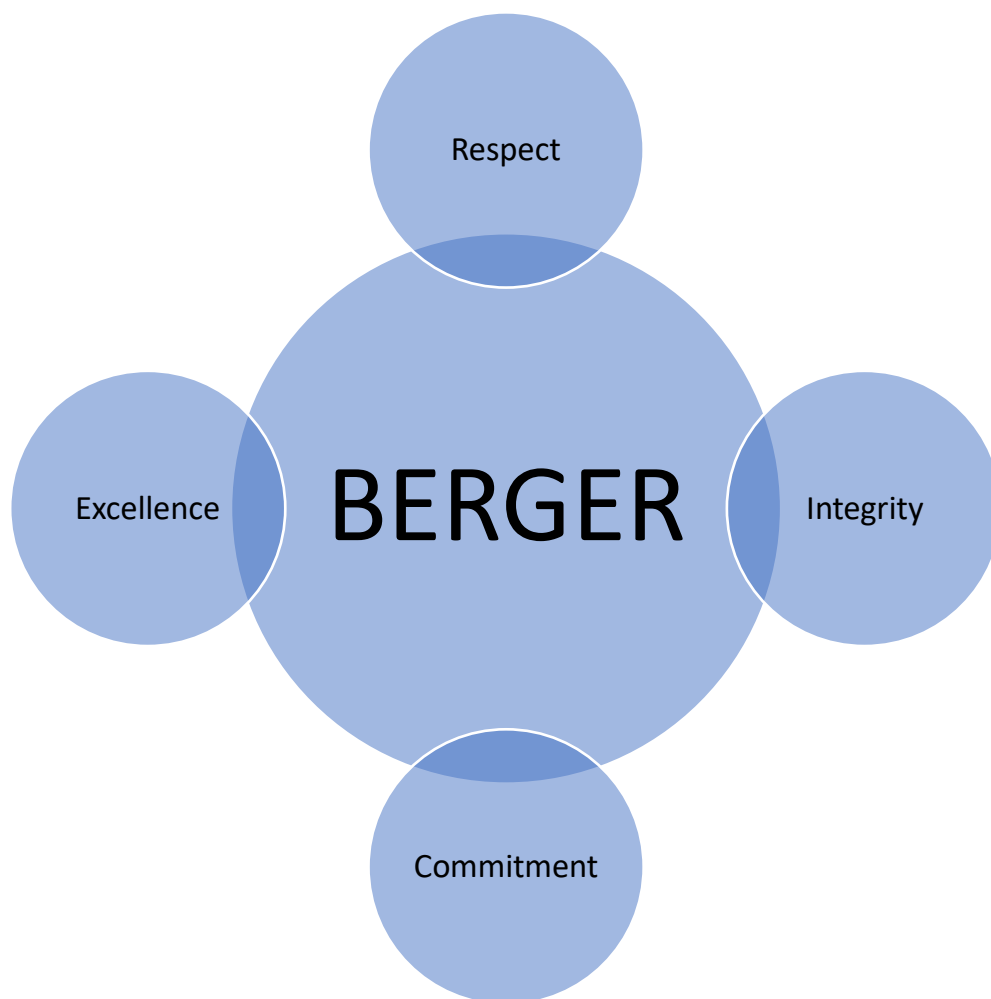


Figure 1: Values of BPBL

2.2 Company Overview

Berger has a wide array of products that overlays all extensive sectors like Decorative paints, Marine paints, Industrial paints, Enamel paints, Sealers, Thinner, Putty etc.

2.2.1 Decorative

BPBL has a wide array of interior and exterior products that are used in cementitious surfaces. All these products are made with less amount of metal, lead, chromium and mercury keeping the well-being of the environment and your health in mind.

Interior products for cementitious surface

SPD (Robbialac Acrylic Synthetic Polivinian Distemper)

RIN (Radiance Acrylic Interior Plastic Emulsion)

ROBB.APE (Robbialac Acrylic Plastic Emulsion)

Easy Clean Emulsion

Luxury Silk Emulsion

Breathe Easy Emulsion

Table 2.1: Interior products for cementitious surface





All the products in this category are washable except SPD. They all provide a different range of durability starting from SPD which has a durability of 3 years all the way to Breathe Easy Emulsion which has a whopping durability of 8 years. SPD has a matt finish and prevents the wall from fungus and moss. RIN is a good economic choice and strategic product with a smooth sheen finish. ROPBB.APE provides a butter like finish with better flow, leveling and opacity. Easy Clean Emulsion has an unique oil repellent property that makes it very easy to clean stains from the wall. Luxury Silk Emulsion produces a glossy finish that gives it a very premium look and Breathe Easy Emulsion is an environment friendly product with no odor due to its low VOC thus making it the most premium product in this line up.

Exterior products for cementitious surface

Durocem

REX (Radiance Acrylic Exterior Plastic Emulsion)

Weather Coat Smooth

Weather Coat Anti Dirt Long Life

Weather Coat Anti Dirt Supreme

Table 2.2: Exterior products for cementitious surface



All the products in this category are washable. They all provide a different range of durability starting from Durocem which has a durability of 3 years all the way to Weather Coat Anti Dirt Supreme which has a whopping durability of 10 years. Durocem is a cement base paint that eliminates the need of any sealer or putty. REX provides a smooth sheen finish with good scrub resistance. Weather Coat Smooth, Weather Coat Anti Dirt Long-life and Weather Coat Anti Dirt Supreme all three of them have a matt finish and saves the surface from fungi, moss and dampness but when it comes to comparison, Weather Coat Anti Dirt Supreme has the best ability to prevent dirt and stop cracks of wall thus making it the most premium product in this line up.

Interior & Exterior Primer

Robbialac Water Sealer

Robbialac Wall Putty

Robbialac Exterior Putty

Weather Coat Exterior Sealer

Table 2.3: Interior & Exterior primer



A Sealer seals and stops penetration of moisture from inside wall and keeps the topcoat finish unharmed. A putty, seals the porous, uneven spots and cracks of wall and gives the wall a smooth finish.

2.2.2 Enamel Products

JSE (Jhulik Synthetic Enamel Paint)

RSE (Robbialac Super Gloss Enamel Paint)

Breathe Easy Water Based Enamel

Table 2.4: Enamel products of BPBL

Enamel paints are particularly used in wood, metal, hardboard, bamboo etc. Enamel paints prevents corrosion and enhances the beauty of the surface. They can be applied in both interior and exterior surfaces.



JSE composes a mirror like finish and helps to prevent rust in metal surfaces. RSE is an environment friendly paint with mirror like finish and excellent coverage. Breathe Easy Water Based Enamel is the most premium product in this category with an odor free semi-gloss finish and provides better coverage than the other two.

2.2.3 Industrial

Berger Industrial paint is the economy brand of industrial paints. This is an alternate portion of Berger's wide scope of paints for the most part utilized for the industrial purposes. They can be utilized both as raw materials and as a defensive paint for the gear and manufacturing plants. Ensuring safety of industrial assets is a basic errand attributable to rising resource cost, brutal climate condition and mounting chemical pollution. In this manner clients are searching for particular defensive coatings explicit to their necessities. BPBL understands the interest and gets the chance to exhibit its growing technical strength.

BPBL's industrial products protects the surfaces in extreme situations such severe hazardous environment, movement of heavy materials and machinery, high temperature etc. Industrial finishes, high protective coating and industrial primers are the noteworthy products that BPBL supplies to the industrial sector.

Jensolin Chlororubber Lacquers
Jensolin Stoving Enamel
Jensolin Stoving Primer
Jensolin Industrial Enamel
Berger Suprakoat Powder Coating
Berger Stoving Enamel

Table 2.5: Industrial products of BPBL



2.2.4 Marine

Bangladesh is a country gifted with many rivers therefore a large portion of transportation and cargo deliveries occurs through ships. So, to cater to the need of maintaining these vessels & other constructions Berger has introduced a wide range of marine paints. Berger manufactures a completely different set of top coat finishes, special coating, thinner and primers for ships. They are exclusively made to withstand brutal weather conditions both at sea & sea-coasts and also at river & river-ports.

2.2.5 Top Coat Finishes

Berger Marine Enamel
Seaborne Aluminum Paint
Seaborne High Gloss Enamel
Seaborne Aluminum Hold Paint
Seaborne Topside
Seaborne Deck Paint
Seaborne Boot Topping
Seaborne Bituminous Black
Seaborne Funnel Heat Resisting Chimney Black

Table 2.6: Top Coat finishes of BPBL

2.2.6 Primers

Berger Marine Red Lead Primer
Berger Marine Anti Corrosive Primer
Berger Marine Lead-Free Red Primer
Seaborne Lead-Free Red Primer
Seaborne Zinc Chromate Primer
Seaborne Zinc Phosphate Primer
Seaborne Metallic Protective Coating

Table 2.7: Primers of BPBL

2.2.7 Special Coatings

Seaborne Chlororubber Antifouling
Seaborne High-Performance Epoxy Coating

Table 2.8: Special Coatings of BPBL

2.2.8 Thinners

Jensolin Thinner T-1
Jensolin Thinner T-2
Jensolin Thinner T-3
Jensolin Thinner T-4
Jensolin Thinner T-7
Jensolin Thinner T-8
Jensolin Thinner T-11
Seaborne Thinner T-6
Seaborne Thinner T-7

Table 2.9: Thinners of BPBL



2.3 Management Practices

2.3.1 Company Organogram

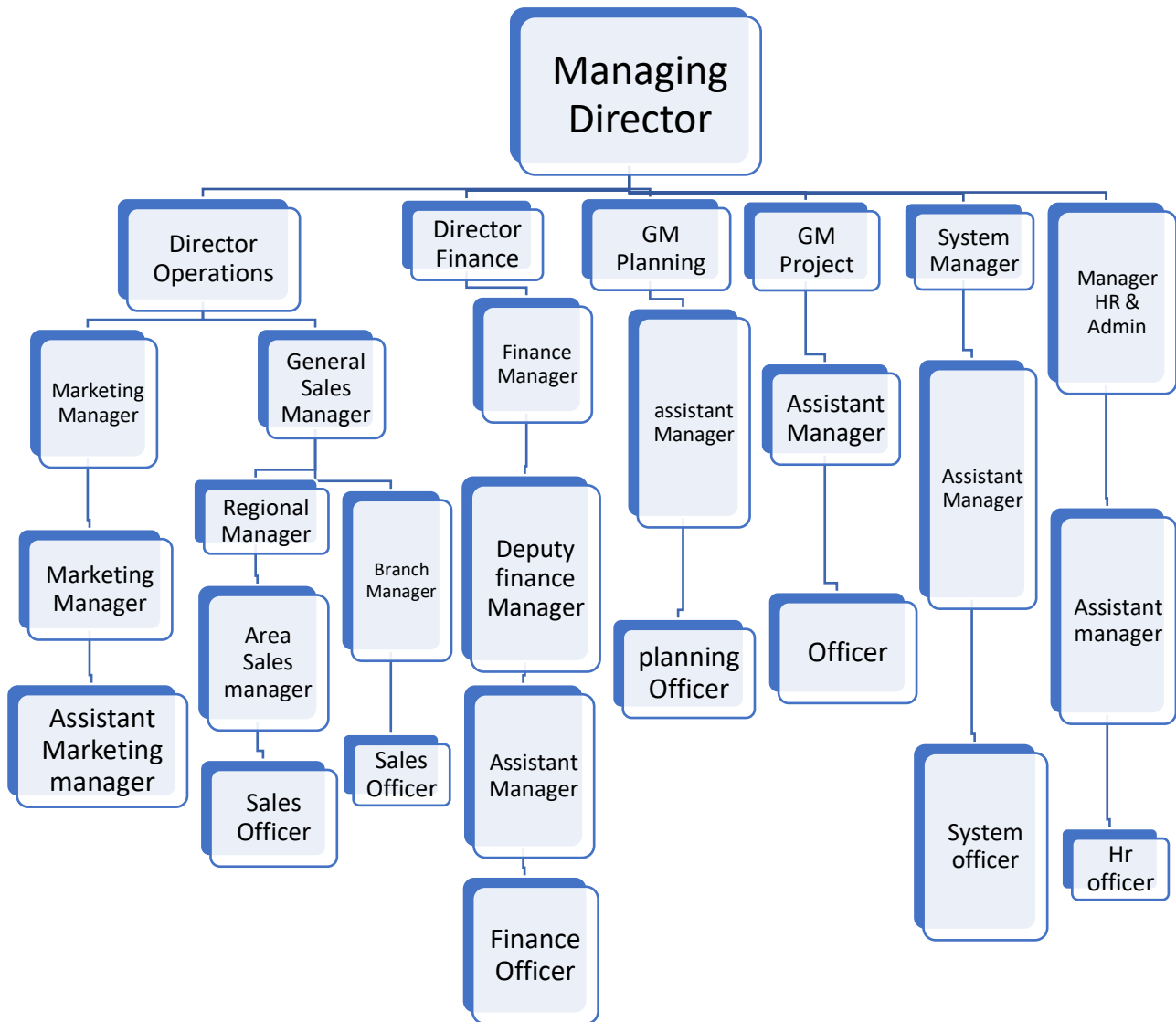


Figure 2: Company Organogram of BPBL

By scrutinizing the structure attentively, we noticed that Berger Paints Bangladesh Limited uses a process structure.

2.3.2 Organizational Structure

Like the various manufacturing companies, BPBL has a customary or formal organizational structure dependent on a hierarchy model and flowchart beginning from the Managing Director to the field level employees.

Their casual structure stays obscure to us as relationship inside the administrative representatives are not of open information. The BPBL, pretty much uses a flat structure beginning from Managing Director to different employees. The level structure that BPBL use permits the directors to have an exceptionally wide range of control and increment proficiency and diminish costs.

In BPBL, several committees like- Risk Committee, Remuneration Committee, Audit Committee, Purchase Committee and Executive Committee are formed along with Managing Director (MD) and other Executive and Non-Executive Directors.

These committees sit together at any rate once every month to approve or evaluate different recommendations or proposals brought by the administration before implementation. Every one of these recommendations are put to the board through the Managing Director of the organization. The proposition is started by the mid-level managers and afterward sent to the Managing Director through the leader of every divisions or department.

The company also has a legal advisor (an advisor firm) to solve their legal problems faced by the company and external auditors to conduct audit activities of Berger Paints Bangladesh Ltd. There are four Non-Executive Directors, two Executive Directors and ten Managers work under the Managing Director of the company. Among the ten managers, three directly report to the Executive Directors and others report to the Managing Director. The managers of each department monitor the work activities of subordinates, carry top management decisions and provide necessary feedback to reach organizational goals and objectives. In response, the bottom level managers perform their responsibilities sincerely and report regularly to their immediate superiors.

2.3.3 Organogram of CTG Sales Office

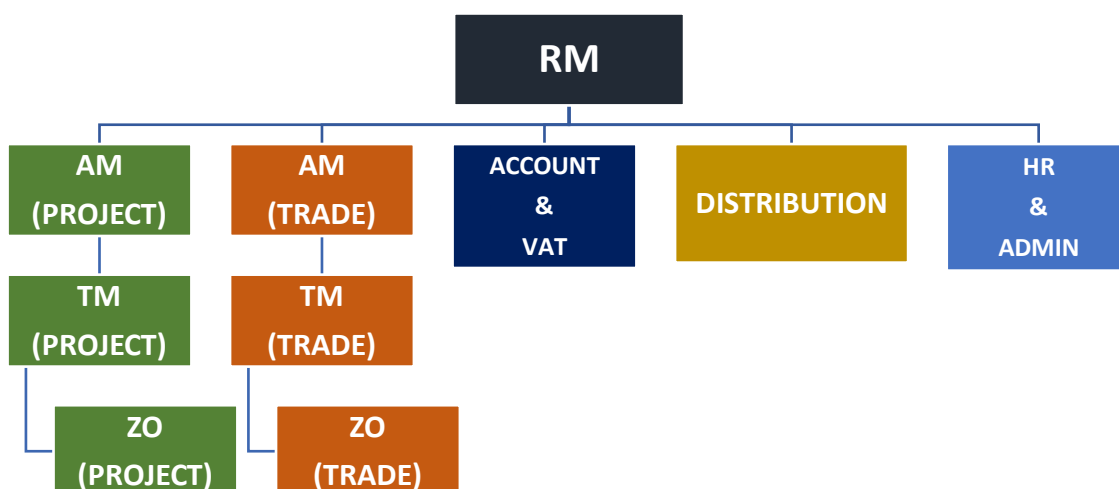


Figure 3: Organogram of CTG Sales Office (BPBL)

2.3.4 Organizational structure of CTG Sales Office

Like the various Sales and Distribution companies, BPBL also has a customary or formal organizational structure dependent on a hierarchy model and flowchart beginning from the Regional Manager to the field level Zonal Officers.

Here the Regional Manager sits on the captain's chair and closely monitors all the activities that undergoes within its designated region. He oversees the five departments consisting of Area Manager (project), Area Manager (trade), Accounts, Distribution and HR. Both Area Managers of project and trade has to guide the Territory Managers that works directly below them and the Territory Managers has to guide the Zonal Officers that works under their surveillance.

The whole region (CTG) has been divided into two areas, each area consists of two AM's one for project and one for trade. Those areas are further divided into two territories with one TM for each territory and the territories are further divided into two zones with one ZO for each zone.

2.3.5 Responsibilities

The Zonal Officers have to report the daily activities and operations undergoing within their designated zones to their superiors (Territory Manager). The territory managers closely monitor these activities and provide assistance to the Zonal Officers whenever needed. Area Managers determine a monthly sales target for each territory based on the characteristics of the territory and every week the TM along with its ZOs provide updates about their weekly sales number and general overview of their performance to their respective Area Managers. Adding up to this weekly reports, the AM makes sure that his/her monthly sales target is achieved which is set by the regional manager and provides a monthly report to the Regional Manager.

All the five departments present their monthly performance report during the monthly performance meeting along with any recommendation or problems faced during this period to the Regional Manager which helps him to make decisions and set future objectives and goals. The Regional Manager closely monitors and evaluates their performance. Their core duty is to manage, guide and provide assistance whenever needed so that the branch can run smoothly. The Area Manager also presents a yearly performance report to the Managing Director and the MD evaluates the branches yearly performance based on the sales target it was set to achieve.

2.4 Marketing Practices

2.4.1 Target Market

Berger sectioned its business sectors based on its customers behavioral factors. These variable partitions the customer group on the basis of their benefits required. While partitioning their clients considering their benefits required, Berger additionally give due consideration towards: Quality, Service and Economy looking mentality of their client.

2.4.2 Marketing Mix

“Provide better quality products at a highly affordable price for the better quality of people life” is the core essence of Berger’s marketing strategy which is strictly followed for their brands like (Robbialac, Jhilik, Durocem etc.). Apart from this they also have a wide array of premium products such as Breathe Easy Emulsion, Luxury Silk Emulsion, Weather Coat Anti-Dirt Supreme etc. consisting of higher quality and unique features in order to attract high profile customers.

To help their procedure Berger give due consideration on choosing brand name, alluring and secure packaging, operating wide distribution channel, smart pricing, lucrative schemes and effective promotional campaigns. At present in this perspective they are well ahead of any of their rivals thanks to their highly equipped and well-developed R&D department which makes their marketing departments job much easier by providing products with superior quality and distinctive features.

2.4.3 Promotion Mix

BPBL gives a lot of thought in promoting their products and makes sure that every product is presented differently. All advertisements are specifically tailored to attract a certain target market. BPBL being the market leader in the paint industry and having a significant number of products to offer, needs to plan their promotional expenditures wisely.

Berger tries to make their advertisements as informative as possible. The prime focus of their advertisements is to communicate the benefits, distinctive features and superior quality of their products which is an attempt to gain the trust of the target audience at the same time differentiating the products from their rivals.

Berger also generates different slogans compiled with different products as a part of their promotional activity. “Paint your Imagination” is Berger’s unique selling proposition. They also promote various messages with various product in order to create a certain image of the product in their customers mind. These slogans also help their target customers to easily identify and become familiar with the products. Some of these promotional messages are:

- 🔥 Berger Luxury silk Emulsion: “The best way to express your individuality”
- 🔥 Berger Illusions: “Inspiring Imagination”



2.4.4 Advertisement

Television, billboards and magazines are the three major platforms BPBL heavily relies on for their product promotions. One can easily recall watching an advertisement of Berger filled with colorful walls and a known face ensuring its quality and communicating its benefits. Catch a glimpse of those big billboards scattered around the whole nation or those colorful single page advertisements that pops up while browsing through a magazine.



2.4.5 Promotional Scheme and Packages

Berger Paints Bangladesh Limited offers various promotional schemes and packages for both painters and end consumers in order to boost their sales. Recently Berger launched a scheme called SHOMPORKO. This scheme enabled painters to receive certain amount of points for each product they purchase and later they can redeem those points to get cash rewards or lucrative gifts. They also launched an app in Google Play Store called SHOMPORKO APP to make this whole process easier.

Berger makes sure that painters are well informed about their new products and knows well how to use them. They do so by arranging seminar in different parts of the country and inviting local painters to those. BPBL also arranges annual picnics for their fellow painters, distributors and abroad tours for their high-profile distributors. They also reward their distributors based on the amount of sales they made for Berger. All of these helps Berger to keep their painters and distributors loyal and satisfied.



2.5 Financial performance and Accounting practices

2.5.1 Industrial Outlook

After 7-8% growth in most recent couple of decades, in 2018-2019 the paint business had encountered anomalous low volume growth of around 2%. Stagnation in real estate market because of ascend in land cost and development materials value and increased housing loan interests affected the development of the paints business unfavorably. Moreover, the ever-increasing cost of raw materials in the overseas market and devaluation of Bangladeshi currency has forced major paint companies to increase the price of their product. In the last quarter of 2018-2019, the paint business development has additionally eased back down because of moderate demand, local government elections and procrastinating public constructions for the national election and adverse weather conditions.

The paint business has watched savage rivalry among top players and some new contestants in 2018-19, who are attempting to extend their distribution network. To gain market share of the overall industry, the paint organizations are offering quality driven items for premium purchasers and furthermore offering very low profit margin products to the economy markets.

2.5.2 Revenue and Performance

BPBL experienced a hefty sales growth of 7.58% in the year ended March, 2019. During this period the company managed to gain market share and the overall volume growth was 2.77%. BPBL also managed to obtain 17.18% growth in profit before tax thanks to the immense effort put out by the company to minimize cost in order to remain competitive in the market. In order to balance the 5% increase of raw material prices, the company had to increase product prices by 4.67%. BPBL was also able to reduce its expenditure to 28.63% of net sales compared to 30.5% of 2018.

2.5.3 Risks and Concerns

The factors that are considered major risk concerns for the company are as follows

External factors

The company's financial performance can be affected by factors that cannot be controlled by the company. Such as political, economical, social, technological, legal and environmental factors.

Changes in environmental, health and safety laws and regulations

Every year government is passing new laws in the parliament to ensure better health and safety of the employees as well as keeping the environment pollution free. These changes might force Berger to increase its expenditures in the given sectors.

Changes in tax valuation

Changes in income tax laws and Value Added Tax (VAT) might force the company to reconsider its pricing strategies.

Economical changes

BPBL's business strategy is directly dependent on the development of the real estate sector, purchasing power of its end consumers, operating cost of business and public projects initiated by the government. These sectors growth and development is dependent on the country's economy.

2.5.4 Financial Performance

Based on BPBL's annual report of 2019, few key financial performances are given below

<u>Particulars</u>	<u>2018</u>	<u>2019</u>
Revenue	16,483,497	17,733,311
Gross profit	7,354,141	7,817,728
Expenses	9,129,356	9,915,583
Income before tax	2,253,564	2,640,749
Net Profit after tax	1,669,930	1,951,146
Proposed Dividend	463,779	1,159,447
Shareholders Equity	6,051,135	7,538, 502
Basic Earnings Per Share (Taka)	36.01	42.07
Net Asset Value Per Share (Taka)	130.47	162.55
Net Operating Cash Flow Per Share (Taka)	29.58	51.45
Gross Profit Margin (%)	44.62	44.08
Net Profit After Tax Margin (%)	10.13	11.00
Current Ratio (Time)	2.04	2.23

Table 3: Key Financial factors of BPBL

2.6 Operations Management & Information System practices

2.6.1 Information Technology

At Berger Paints Bangladesh Limited, they utilized various exceptionally in fact talented expert to stay aware of the quickly developing requirement for Information Technology. Berger is an IT driven organization. In this day and age, organizations with powerful 'Information Technology' are accomplishing their business objectives effortlessly. Be that as it may, Berger resolutely accepts the fact that information technology does not provide any benefit if it's not informative. Using the full potential of information technology not only helps Berger to accomplish their objectives more easily but also gives an upper hand in staying connected with their customers and providing quality services.

Through their solid across the nation foundation for correspondence and information transfer, incredibly famous ERP framework (SAP), own Data Center with world class equipment, in house experienced Development Team and System Administrators, they can dispatch and procedure data with a tick of a button. SAP (Systems, Applications and Products in Data Processing) is the world's biggest seller of standard application programming, the fourth biggest programming merchant on the planet, and the market head in big business applications software. Each establishment of SAP can be unmistakably designed to fit the necessities and prerequisites of client tasks inside cutoff points. What's more, Berger Paints Bangladesh Limited is one of SAP's clients.

2.6.2 Supply Chain

Supply chain adds a serious edge to the business' development by guaranteeing viable assistance and backing to sales, technical and marketing by concentrating on frameworks, procedure and individuals who help the company to achieve long term growth. Supply Chain Management (SCM) at Berger is an extensive process towards arranging, actualizing and controlling the activities of the supply chain in an efficient and effective manner. Supply Chain Management oversees all development and storage of raw materials, work-in-process stock, and completed merchandise from point of origin to consumption. Generally, Supply Chain Management handles the level of supply and demand within the company.

Berger's formula to a successful supply chain management can be described as a smooth two-way flow of goods, services and information from suppliers to manufacturers, wholesalers, distributors, and store to the end user. The importance of an effective SCM in the paint industry is crucial due to the amount of potential wastage this companies can suffer and a paint company can only remain profitable in this industry if their whole supply chain works as a single unit to ensure it has the right product at the right price in the right place at the right time.

2.6.3 Human Resources and Administration

HR and Administration Department of Berger Paints Bangladesh Limited works as the focal point of greatness by ensuring all the employees gets proper guidance and distinctive knowledge about the company policies and communicates strategies related to Human Resources and Administration management issues and administrative functions related to management of employees. Their duties consist of Recruitment, Compensation and Benefits, Learning and Development and comprehensive Human Capital Management. they believe that a company is made out of people not technology. Therefore, Human Resources and Administration Department deeply focuses on hiring, engaging and retaining capable employees.

2.7 Industry and Competitive analysis

2.7.1 Competition

Berger operates in a saturated market with lots of competitors both locally and globally. The main competitors of BPBL are:

- ❖ Asian Paints
- ❖ Roxy
- ❖ Elite
- ❖ Pailac
- ❖ Aqua Paints

2.7.2 Industry Analysis

Market Share

Based on an article published on Dhaka Tribune covering the paint industry of Bangladesh

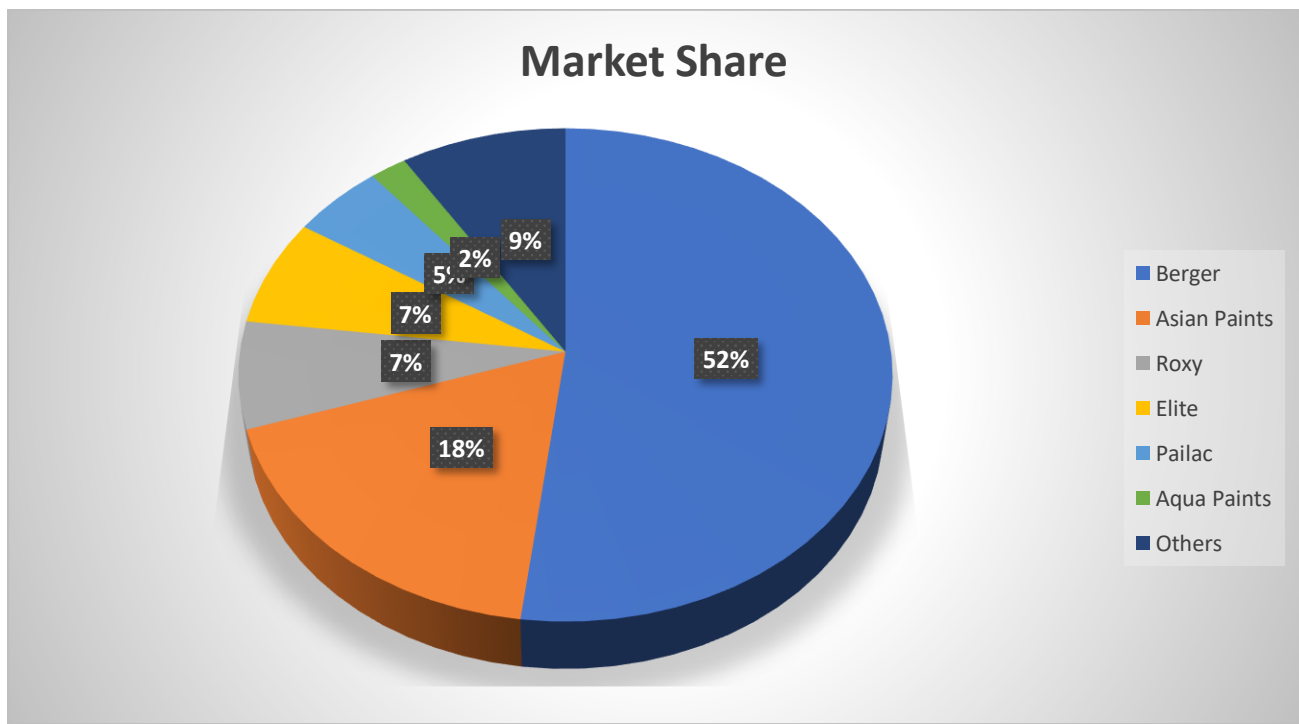


Figure 4: Market share of BPBL

Market Growth

The paint industry has been experiencing steady and remarkable growths in recent years thanks to a rise of consumption in semi-urban and rural areas boosted by consumers' increasing purchasing power which helped companies to experiment and build more diversified product portfolio and launch more premium line of products.

In 2015, the size of Bangladesh's decorative paint showcase was about Tk 2,550 crore, as indicated by various paint makers and Bangladesh Paint Manufacturers Association (BPMA). Normal development was around 8 to 10 percent over the most recent five years. At present, yearly consumption remains at around 120,000 tons.

The specialists and real estate pioneers believe that with the help of local and foreign investments the paint industry has been able to accomplish a yearly growth of around 7-8 percent on average. This sector is predicted to grow by 8 to 10 percent each year as there is room for increase in consumption backed by economic growth.

2.7.3 SWOT Analysis

It is important for an organization to discover its quality and shortcoming, which emerge from interior and exterior condition. Any organization needs to think about its strength and weakness while building up its plan and drawing up a strategy to accomplish its objectives. It also gives the organization a fresh perspective about the current market condition and position of their competitors.

A detailed SWOT analysis of BPBL leads us to the following conclusion:

Strength

- ✦ BPBL is the largest paint company in the paint industry
- ✦ Market leader with the highest percentage of market share in the country
- ✦ Evident goodwill in the paint industry
- ✦ Strong brand image
- ✦ Prominent brand loyalty among existing users
- ✦ A financially profitable operation
- ✦ Strong financial position compared to its competitors
- ✦ An efficient supply chain throughout the country
- ✦ Large amount of fund accumulated for R & D division.
- ✦ Well-equipped R&D division which is leaps ahead of its competitors
- ✦ An extensive product lineup
- ✦ Manufactures eco-friendly products
- ✦ Able to satisfy dealers and painters through various schemes and packages

Weakness

- ✦ High cost structure
- ✦ High percentage of premium products gives the brand a premium status that makes them lose customers
- ✦ Majority of their target customers cannot afford their premium products
- ✦ Operates in a very price sensitive customer group
- ✦ Concentrates their operation highly in Urban areas thus losing potential sales in rural areas to their competitors
- ✦ Strongly dependent on home décor division to generate revenue
- ✦ Unable to maintain the cost of production due to increasing cost of raw materials
- ✦ Late supply of products creates chaos at a micro level
- ✦ As BPBL is the front runner in different marketing and promotional scheme, every failure is a learning lesson for their competitors

Opportunity

- ✦ Greater concentration in rural areas
- ✦ More successful promotional schemes
- ✦ Less dependency on home décor division by investing more on other sectors
- ✦ Offer more affordable products
- ✦ Convert their multinational expertise into action
- ✦ Better infrastructure development

Threat

- ✦ Price sensitive market
- ✦ High fluctuation of raw material cost
- ✦ Competitors like Asian Paints and Nippon are trying to persuade dealers of BPBL by providing them with better credit facility
- ✦ Competitors are coming up with different promotional schemes and packages to attract the painters
- ✦ Moonstar is giving BPBL a tough competition in Enamel paints by their guerilla marketing.

2.8 Summary and Conclusion

Berger Paint Bangladesh Limited is a pioneer in our paint industry and since its inception in 1970 it has continuously grown to become a household name in the country. Being the market leader with 52% market share BPBL has been successful in creating a loyal customer base for itself by providing a wide variety of quality products at an affordable price. Berger has a wide array of products that overlays all extensive sectors like Decorative paints, Marine paints, Industrial paints, Enamel paints, Sealers, Thinner, Putty etc.

Like the various manufacturing companies, BPBL has a customary or formal organizational structure dependent on a hierarchy model and flowchart beginning from the Managing Director to the field level employees. It follows democratic leadership where every employee no matter their post is welcomed to provide any recommendation and assist in the decision-making process.

“Provide better quality products at a highly affordable price for the better quality of people life” is the core essence of Berger’s marketing strategy but at the same time they also provide high quality premium products with unique features in order to attract high end customers. BPBL gives a lot of thought in promoting their products and makes sure that all advertisements are specifically tailored to attract a certain target market. They take the informative approach while designing their advertisements and also offer various promotional schemes and packages for both painters and end consumers in order to boost their sales.

BPBL has successfully maintained a steady growth of 7-8% for the last few decades and following that trend it also experienced a hefty growth in sales in 2019. When compared to its rivals, BPBL is miles ahead of the competition with many dominant strengths and few weaknesses which they are working effortlessly to overcome.

2.9 Recommendation

1. Understand the level of market saturation and the threat of new entrance.
2. As more companies are entering the market thus making the market more saturated, Berger should differentiate itself from the rest of the company in order to maintain a sustainable growth.
3. Regarding its marketing and promotional strategies Berger should take a long-term approach in terms of brand image building and differentiating as well short-term approach in terms of sales promotion.
4. Give proper training to field employees in order to create effective communication and sales promotion.
5. Berger's R&D is leaps ahead of its competitors, so they should promote it more in their advertisements.
6. Berger's current promotional schemes for painters have proven to be ineffective. Therefore, their marketing department needs to come up with a lucrative promotional scheme in order to maintain the brand loyalty of existing painters as well as attract new painters.
7. Create and promote an app that will identify all the registered dealers and painters in your area as well as their best price they can offer regarding the product and service
8. This app needs to be user friendly in order to make painting much more easier for the end consumers.
9. This app needs to be designed in such a way that it creates a strong community for BPBL as well as a healthy competition among different dealers and painters.
10. While giving discounts, coupons or gifts make sure they are monitored properly in order to prevent chaos among painters and dealers.

Chapter 3

Customer Satisfaction of BPBL

3.1 Introduction

3.1.1 Background of the study

Customer satisfaction is defined as a measurement that determines how happy **customers** are with a company's products, services, and capabilities. **Customer satisfaction** information, including surveys and ratings, can help a company determine how to best improve or change its products and services.

This project is about evaluating the BPBL's customer satisfaction. In this internship program I will be trying to evaluate the overall customer satisfaction of BPBL on the basis of their bulk and retail buyers satisfaction which can be measured by conducting a survey on different dealers, painters and end users of BPBL and analyze the effective implementation of their marketing strategies to increase the market share growth.

3.1.2 Objective of the study

The main goal of this research paper is to investigate and explore the customer satisfaction level of Berger paints Bangladesh. Berger, the market head in Bangladesh paint industry, is probably the most seasoned name in the worldwide paint industry. This Research paper will assist the organization with measuring the current degree of customer satisfaction and loyalty in Berger paints. This research examines the elements that influence the degree of customer satisfaction among the clients, and what are the factors affecting them.

❖ Primary objectives

The primary objective of this report is to get a thorough understanding on the level of customer satisfaction of Berger Paints Bangladesh Ltd by analyzing the response of current dealers, painters and end consumers of the company.

❖ Secondary Objectives

1. Get a brief understanding of the company
2. Analyze the market condition, growth and competition
3. Identify the information gap between end user and service provider
4. Identify some problems related to the marketing department of BPBL
5. Provide recommendations based on the findings

3.1.3 Origin of the report

This study is originated as an academic requirement of BBA program of BRAC University. After completion of the program a student must submit the report on the assigned topic to the supervisor. Three months of the internship program is compulsory for all students in order to complete your BBA program. Therefore, in order to fulfill this compulsory course, I was assigned to Berger Paints Bangladesh Ltd. (BPBL), Chattogram sales office, Chatteswari road, Chattogram.

3.1.4 Limitation

It has to be acknowledged that while conducting the study there were some noticeable obstacles that constrained the effectiveness and comprehensiveness of the study. For example:

- ✦ Companies policy of not disclosing certain data and information due to obvious reasons.
- ✦ Limited secondary resources on the given topic was available.
- ✦ Most of the officials were busy visiting their territory so it was difficult for them to make time.
- ✦ My personal limitation as in a lack of experience in paint industry.
- ✦ Dealers had to offer very limited time as they need to handle their shops as well.
- ✦ The survey was done only in Chattogram which does not provide an accurate point of view of the country.
- ✦ Due to the Corona virus outbreak, a large sample size was not available.
- ✦ Due to the Corona Virus outbreak, all the offices were shut down which made it very difficult to gather more valuable information about the company and the industry from the employees and conduct an in depth analysis of the company and paint industry.

3.1.5 Significance

The hypothesis of the study was that BPBL's quality of product and efficiency of service are directly proportional to its customer satisfaction level and pricing of their product is inversely proportional to its customer satisfaction level. Therefore, higher the quality, efficiency and lower the price leads to more satisfied customers and vice versa.

Results from this finding portrays the current scenario of BPBL which is majority of its customers are mostly satisfied about perceived product quality, product reliability, product durability, product availability & size, product innovativeness, product relationship and delivery performance. In case of service quality and customer care service one –third respondents are dissatisfied.

This study was conducted in order to help BPBL and its stakeholders to maintain its market share growth as well as improve the quality of the service and guide them while developing customer driven strategies.

3.2 Methodology

3.2.1 Method

The study was conducted using simple random sampling under the probability sampling method and used structured questionnaire for collecting information. This questionnaire was created to measure the customer satisfaction level and brand loyalty of BPBL.

The questionnaire was composed of 15 questions and was distributed to 205 people with 160 responding all questions, 45 responding a few questions. This equates to 78% full respondent rate.

Response for this questionnaire was obtained by personally interviewing retail and bulk users of BPBL and also asking different painters and project managers scattered throughout the city.

3.2.2 Sources

To prepare this study all the necessary information has been collected from primary as well as secondary sources.

❖ Primary Sources

1. Gathering information from sales officers of Chattogram sales office, who deals with different dealers, painters and end consumers
2. Direct observation
3. Collecting information from respective dealers of a certain area of Chattogram.
4. Collecting information from respective painters of a certain area of Chattogram.
5. Collecting information from end consumers.

❖ Secondary Sources

1. Articles, journals and papers
2. Office circular of BPBL
3. Newsletter of BPBL
4. Annual report of BPBL
5. BPBL website
6. Information from the internet

3.2.3 Population

BPBL operates throughout the whole country therefore their customers are scattered all around the country. Therefore, all this end users, painters and dealers scattered throughout the country is the total population of this study.

3.2.4 Sample

Geographically Chattogram is a large city so, the people living in Chattogram cannot be considered as the total sample for this particular survey but the people living in certain areas of Chattogram city where the survey was conducted such as G.E.C, Dampara, Agrabad, Muradpur, Alongkar, Lalkhan bazar and Bohoddarhut can be considered as samples.

3.2.5 Sample Size

205 people were respondents of this questioner. 45 of this result were eliminated due to incomplete answers. From the remaining 160 respondents, 120 strongly cooperated people were taken as a sample for the study.

3.3 Findings & Analysis

3.3.1 Questionnaire

For the first 10 question of this survey I used Dichotomous Scale, Interval Scale and Multiple-Choice Questions. For the last 5 questions I used the Likert Scale.

I have tailored the questions in such a way so that each individual question focuses on a particular aspect which leads to building an overall customer satisfaction level.

For instance, questions 1-5 focuses on respondent's basic personal information and the level of basic understanding they have of the paint industry. Questions 6-10 focuses on finding effective modes of promotion, respondents past experience, frequency and which factors are more important to them. Question 11-15 focuses on finding the level of satisfaction of customers affiliated with the 5 most important criteria – Brand image, pricing, quality, distribution and product variation.

1. Gender?

- ❖ Male
- ❖ Female

2. Age group?

- ❖ 20-29
- ❖ 30-39
- ❖ 40-49
- ❖ 50+

3. Are you familiar with the brand Berger?

- ❖ Yes
- ❖ No

4. Which brand comes to your mind when you think of paint?

- ❖ Berger Paints
- ❖ Elite Paints
- ❖ Asian Paints
- ❖ Nippon
- ❖ Moonstar

5. The main purpose of painting is -

- ❖ To protect a surface from dirt and corrosion
- ❖ To beautify an object
- ❖ To prevent fungi, moss and dampness
- ❖ All of the above

6. You came to know about Berger via -

- ❖ Advertisement
- ❖ Friends and Family
- ❖ Painter
- ❖ Dealer

7. Have you used Berger's product before?

- ❖ Yes
- ❖ No

8. If yes, for which segment did you use Berger's paint?

- ❖ Home
- ❖ Industry
- ❖ Marine
- ❖ Enamel

9. How frequently do you paint?

- ❖ Every year
- ❖ Once every 3 years
- ❖ Once every 5 years
- ❖ More than 5 years

10. The most important factor that you consider before purchasing paint -

- ❖ Quality
- ❖ Price
- ❖ Quantity
- ❖ Brand

11. Are you satisfied with Berger as an overall paint company?

- ❖ Very Dissatisfied
- ❖ Dissatisfied
- ❖ Neutral
- ❖ Satisfied
- ❖ Very Satisfied

12. Are you satisfied with Berger's pricing strategy?

- ❖ Very Dissatisfied
- ❖ Dissatisfied
- ❖ Neutral
- ❖ Satisfied
- ❖ Very Satisfied

13. Are you satisfied with Berger's product quality?

- ❖ Very Dissatisfied
- ❖ Dissatisfied
- ❖ Neutral
- ❖ Satisfied
- ❖ Very Satisfied

14. Are you satisfied with Berger's product distribution and availability?

- ❖ Very Dissatisfied
- ❖ Dissatisfied
- ❖ Neutral
- ❖ Satisfied
- ❖ Very Satisfied

15. Are you satisfied with Berger's product variety in terms of quality, purpose and shades?

- ❖ Very Dissatisfied
- ❖ Dissatisfied
- ❖ Neutral
- ❖ Satisfied
- ❖ Very Satisfied

3.3.2 Findings & Analysis

1. Gender?

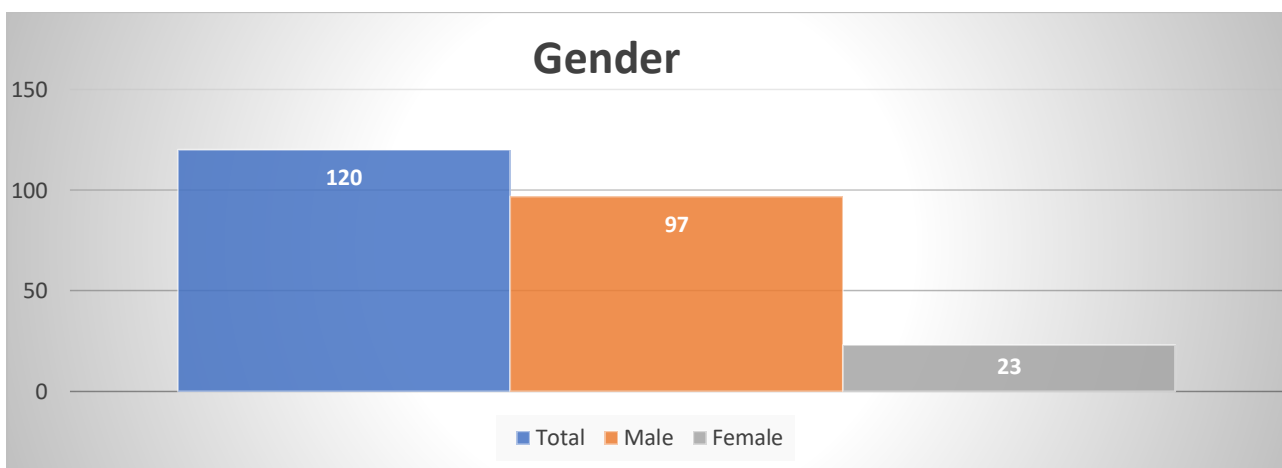


Figure 5.1: No. of respondents based on their gender

Out of 120 respondents, 97 of them were male and 23 were female. This is a result of our society being a male dominant society as all the painter and project managers were male and also majority of the customers were also male.

2. Age group?

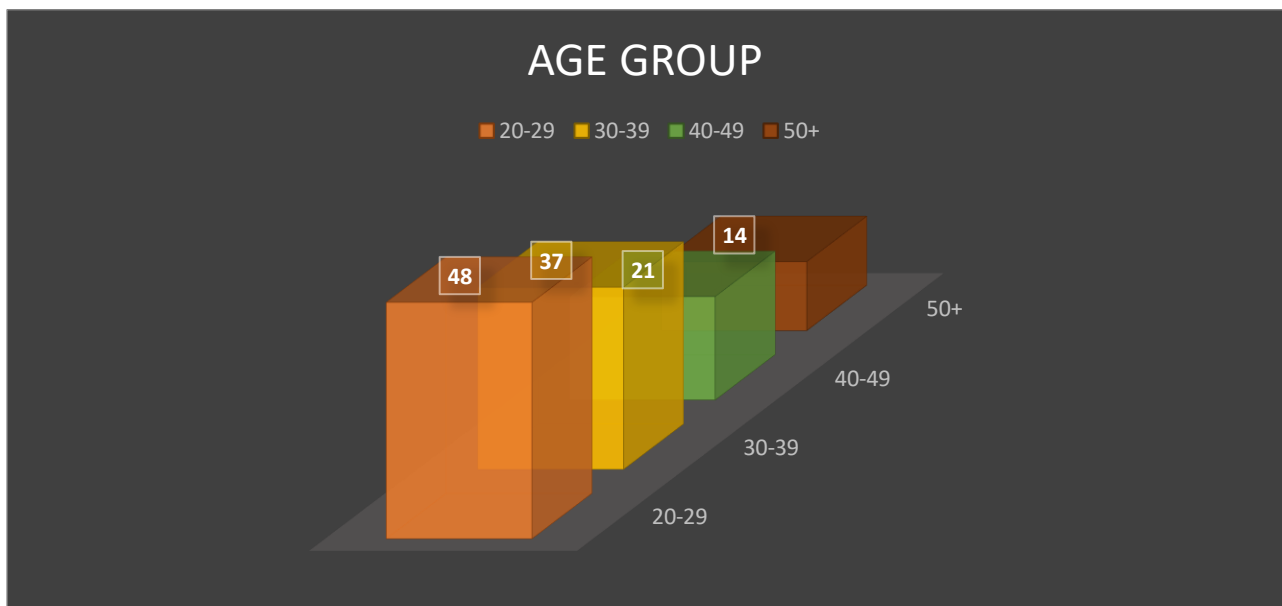


Figure 5.2: Respondents divided by their age group

Out of 120 respondents, 48 of them were below 30 years, 37 of them were below 40 years, 21 of them were below 50 years and 14 of them were above 50 years.

3. Are you familiar with the brand Berger?

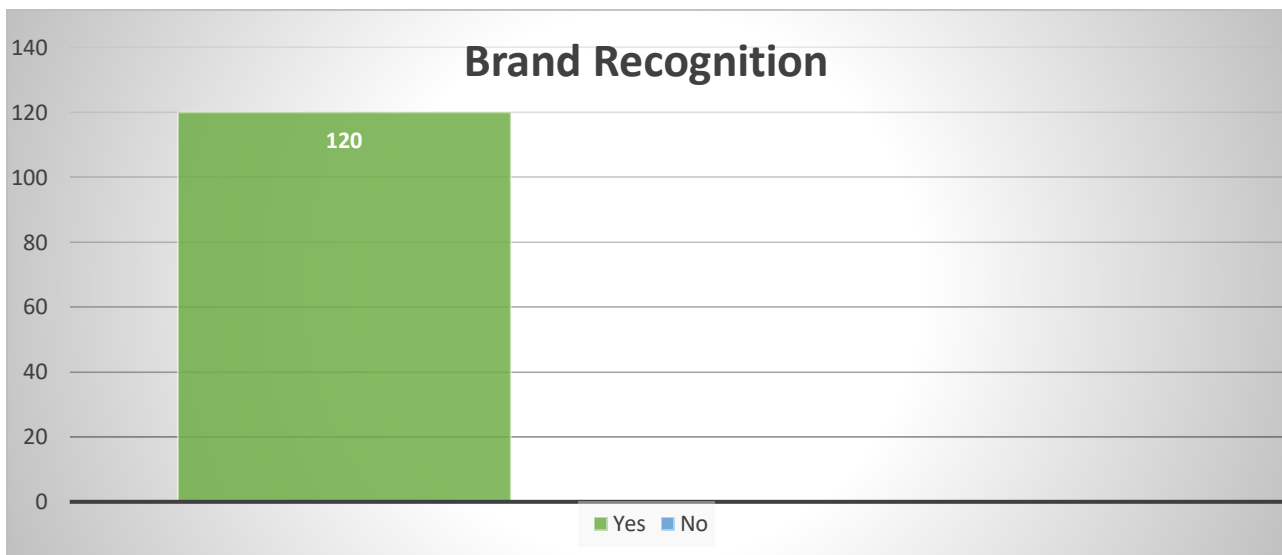


Figure 5.3: Respondents divided based on brand recognition

All the respondents were familiar with the brand which is a symbol of Berger's strong brand recognition and its effective marketing campaigns.

4. Which brand comes to your mind when you think of paint?

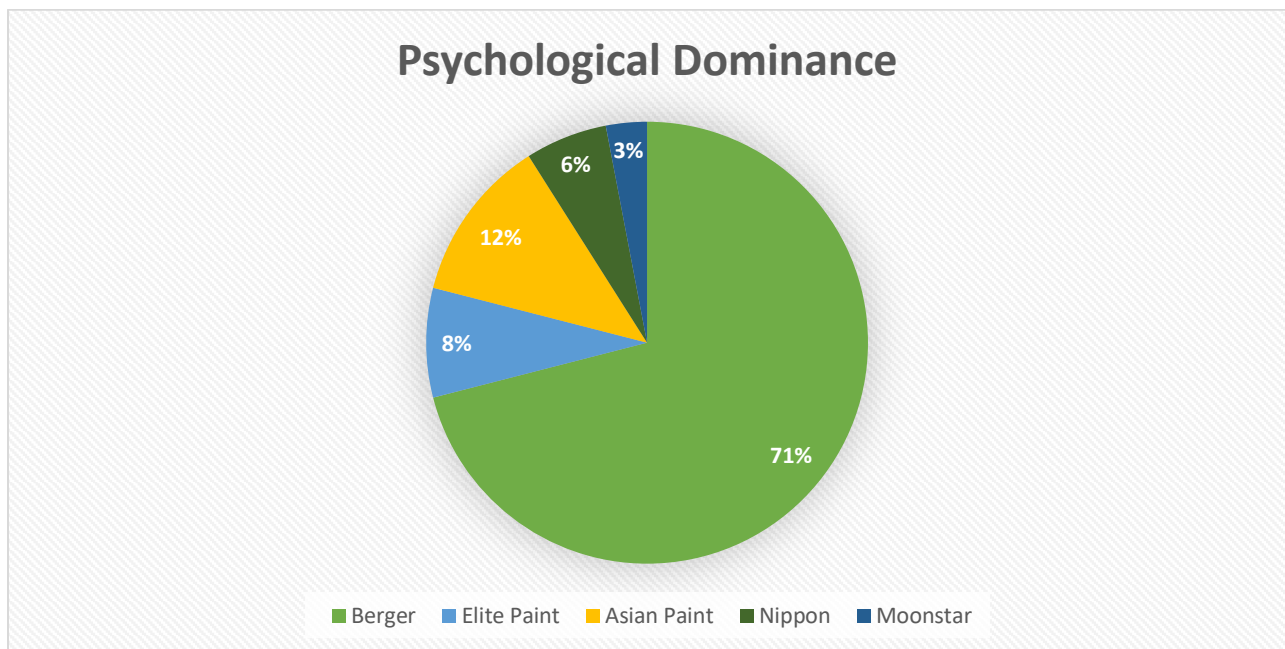


Figure 5.4: Psychological dominance of Berger

Among all the leading companies in the industry, 71% of people preferred Berger as their first choice. This statistical analysis shows BPBL’s dominance in the paint industry both statistically and psychologically

5. The main purpose of painting is –

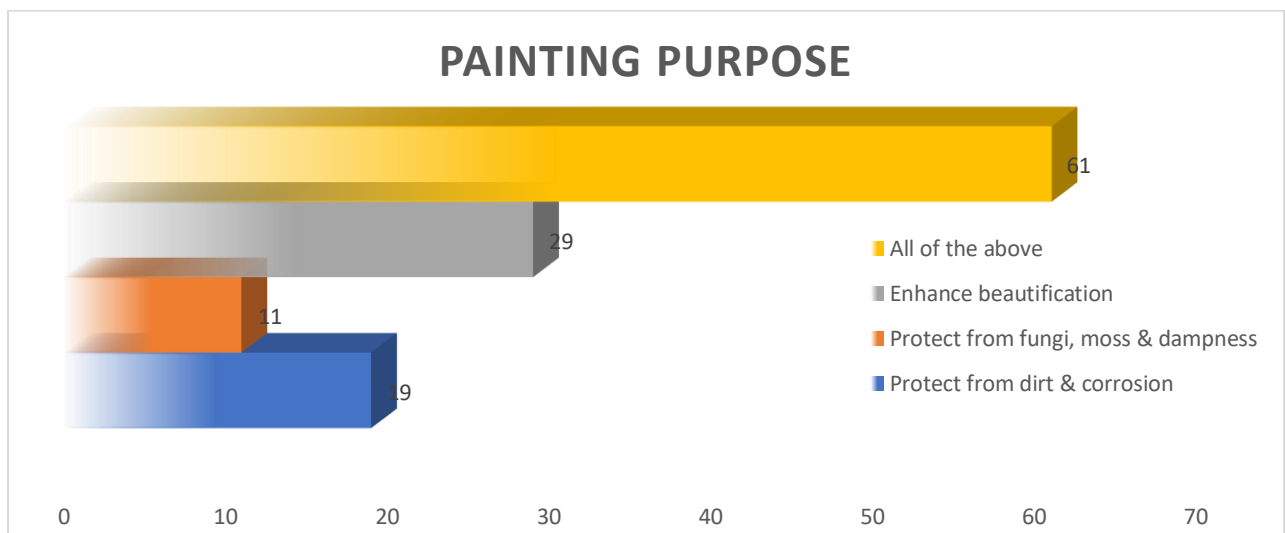


Figure 5.5: Primary purpose of painting according to the respondents

More than half the people think that a paint should be capable of accomplishing all the tasks like – protecting from dirt and corrosion, preventing fungi, moss and dampness and also enhance beautification. Therefore, BPBL should focus more on producing multi-purpose paint which will be able to provide all the benefits at once.

6. You came to know about Berger via -

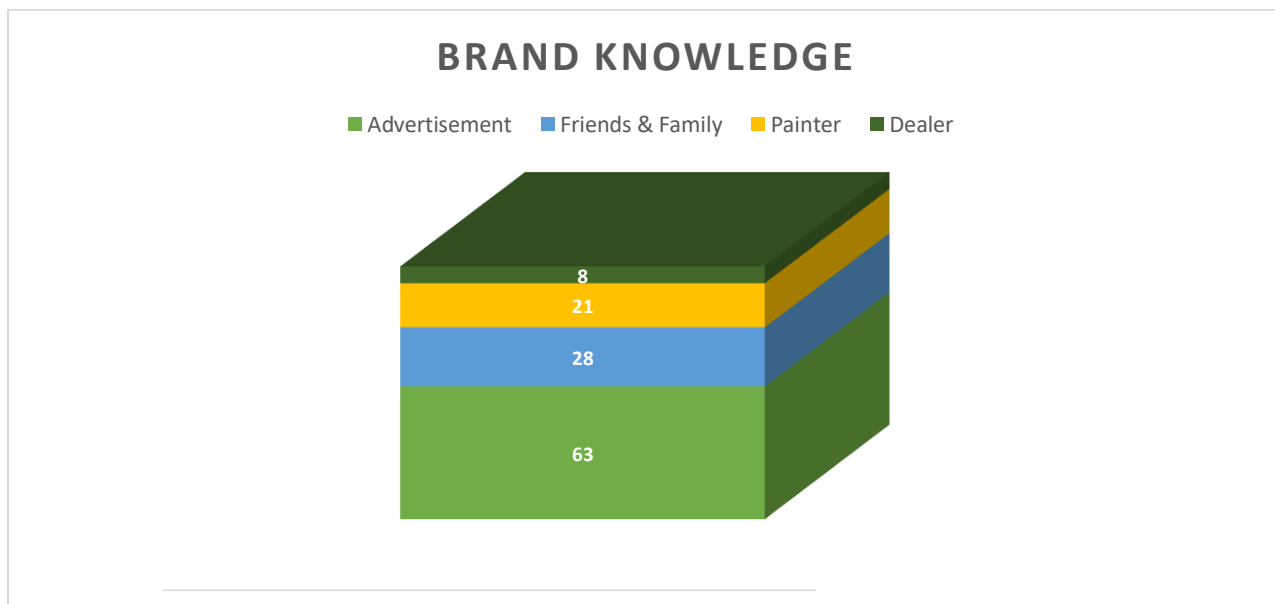


Figure 5.6: Brand knowledge about Berger via different medium

Out of 120 respondents, 63 of them heard about Berger via advertisements which proves BPBL's promotional efforts in effective with lots of room to improve. 28% of people got to know about Berger through friends and family, this is an example of BPBL's goodwill and trustworthiness that encourages their customers to recommend the brand.

7. Have you used Berger's product before?

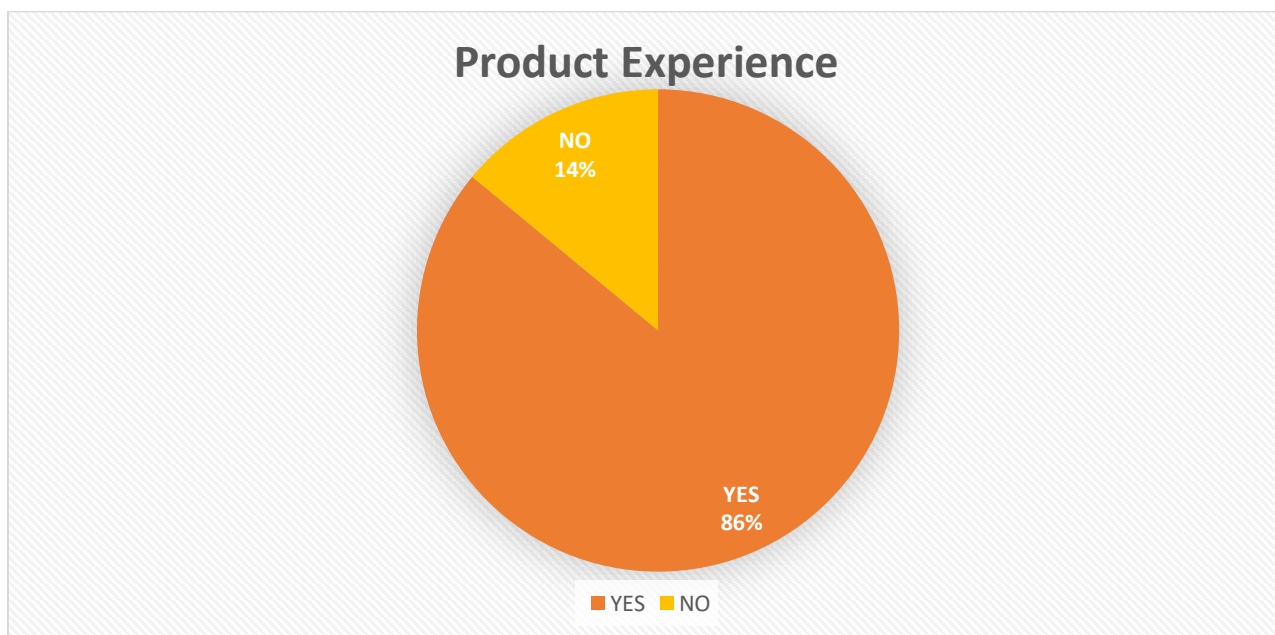


Figure 5.7: Percentage of people who have used Berger's product before

86% of the total respondents have been affiliated with Berger products in the past which explains Berger's 52% market share in Bangladesh paint industry.

8. If yes, for which segment did you use Berger's paint?

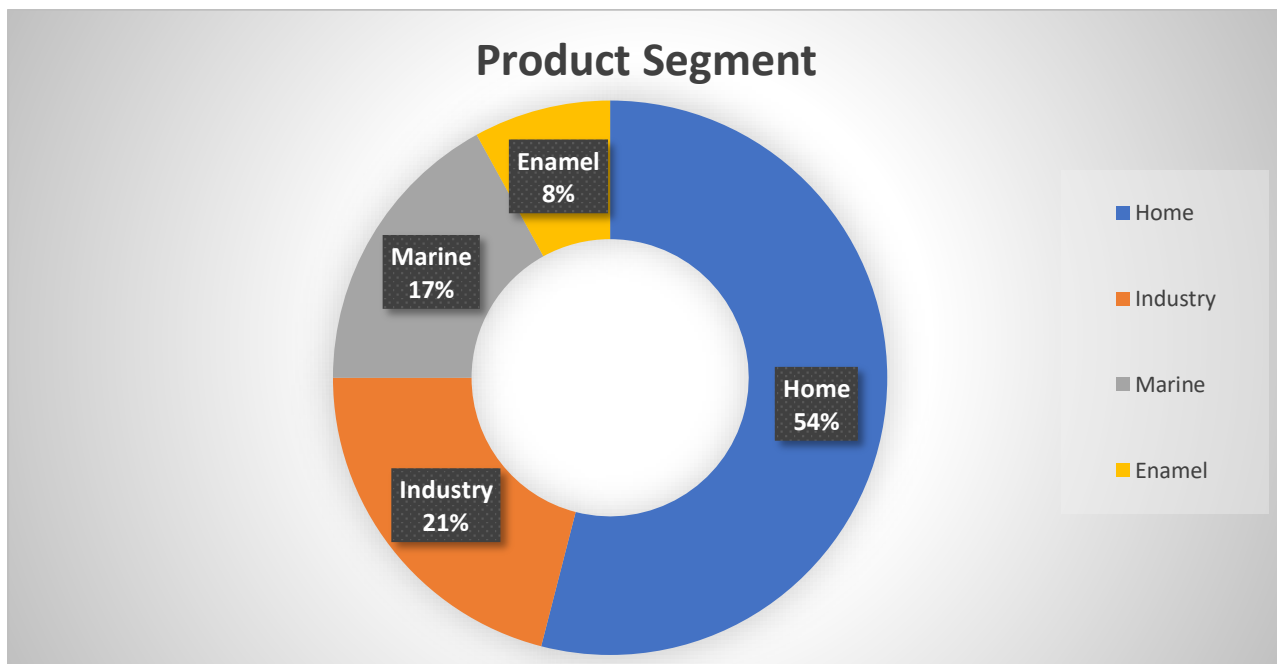


Figure 5.8: Popularity and Demand of Berger's different product segment

54% of people have used BPBL's product to paint their home followed by industry (21%), Marine (17%), and Enamel (8%). This is yet another example of BPBL's over dependency on home décor division to generate majority portion of their revenue.

9. How frequently do you paint?

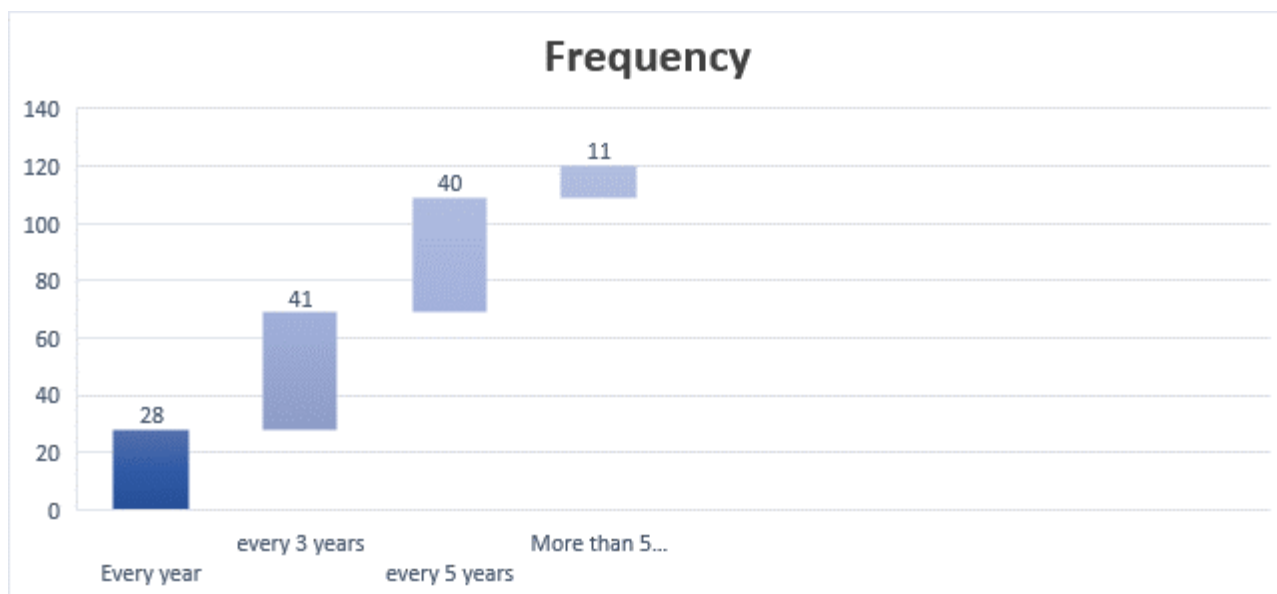


Figure 5.9: Respondents divided based on their frequency of paint consumption

Out of 120 respondents, 28 of them paint every year, 41 of them paint once every 3 year, 40 of them paint once every 5 years and 11 of them take more time than 5 years.

10. The most important factor that you consider before purchasing paint -

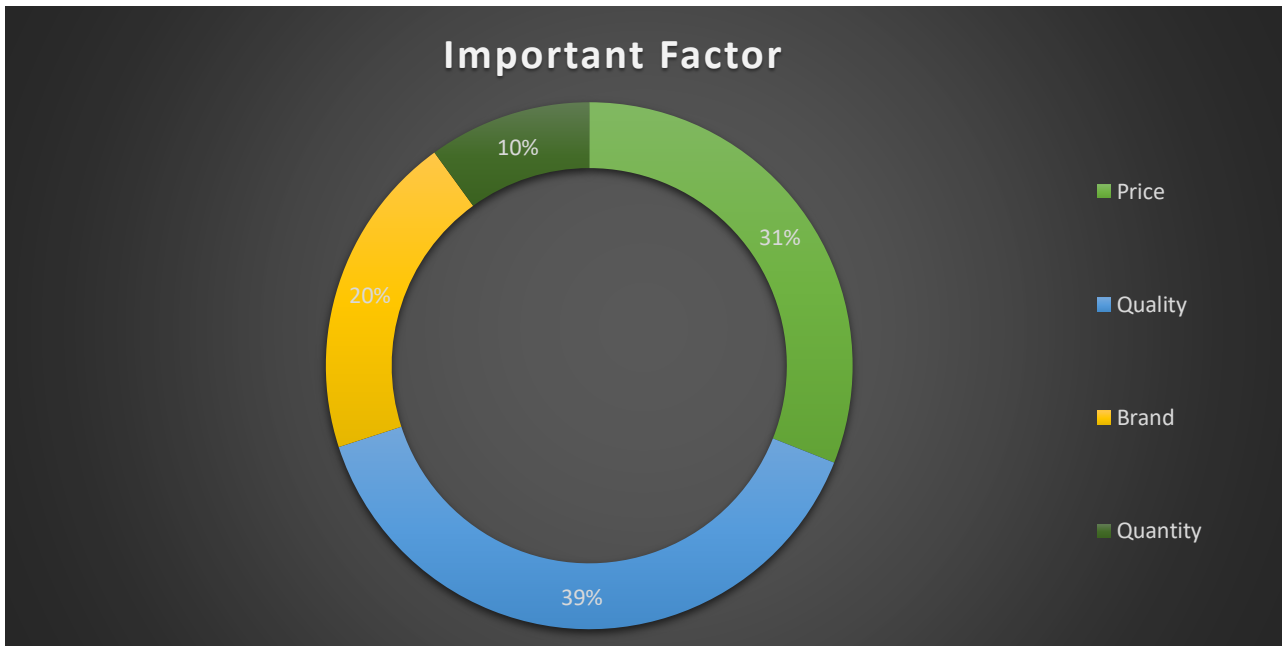


Figure 5.10: Important factors that people consider before purchasing paint.

Customers are more concerned about the quality and price of the product compared to the brand and quantity of the product. So, BPBL should emphasize on maintaining their product quality along with further refinements as well as offer more budget friendly products.

11. Are you satisfied with Berger as an overall paint company?

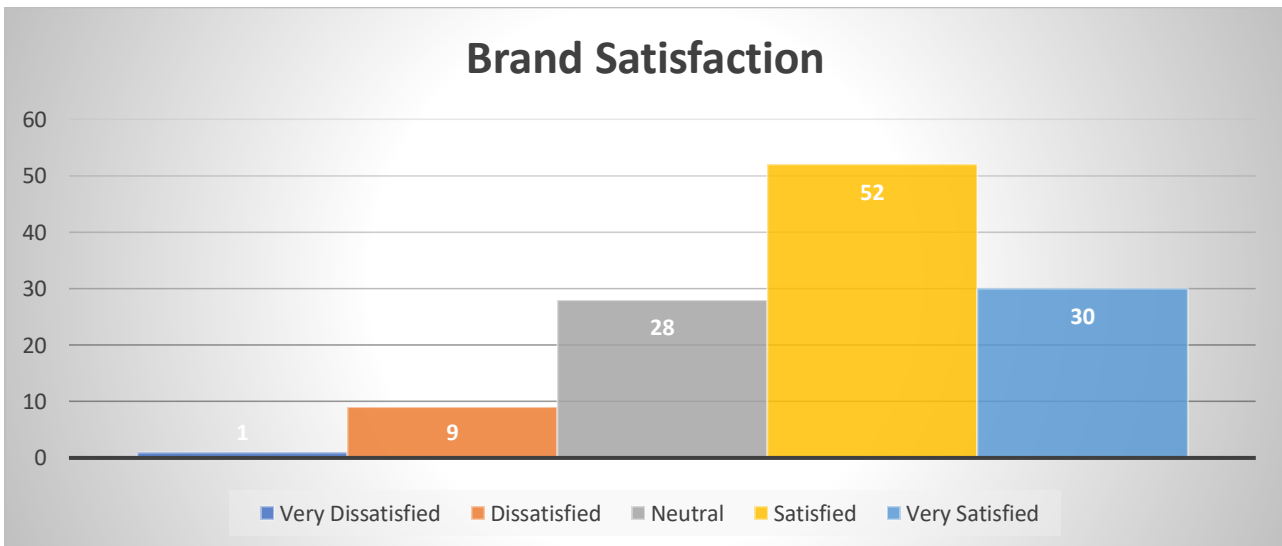


Figure 5.11: Level of brand satisfaction for Berger.

Out of 120 respondents, 30 of them were very satisfied and 52 of them were satisfied which means majority of their customers are satisfied. This shows that BPBL has been successful in delivering on their promises thus creating a sense of trust and reliability upon their customers.

12. Are you satisfied with Berger's pricing strategy?

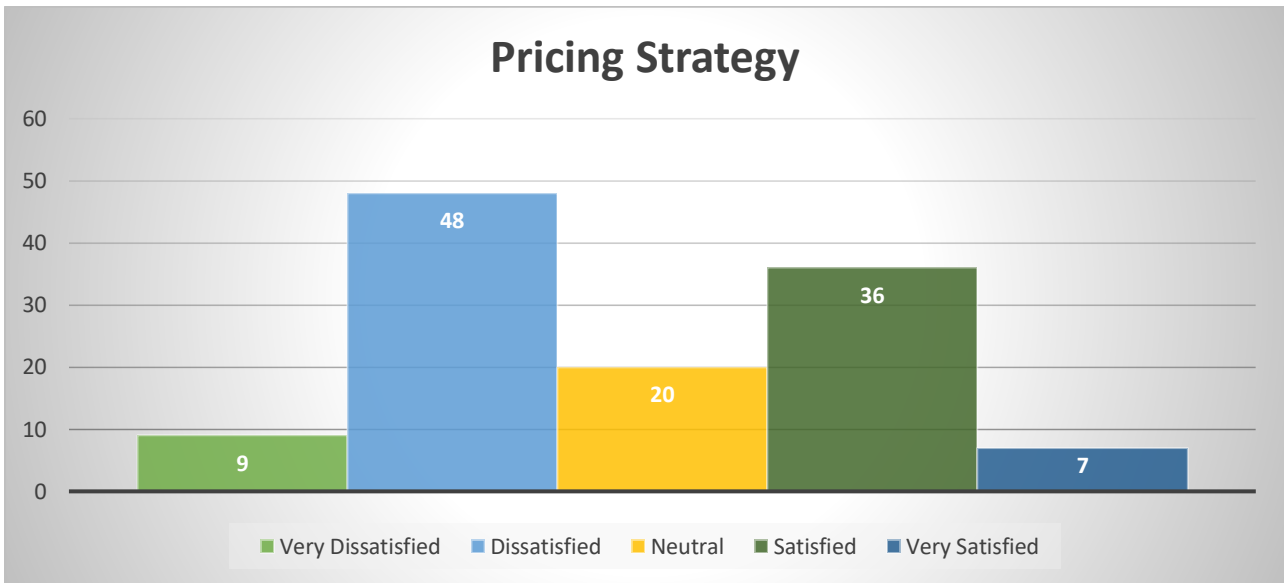


Figure 5.12: Level of customer satisfaction based on Berger's pricing strategy

Out of 120 respondents, 48 of them are dissatisfied with Berger's pricing strategy and 9 of them are very dissatisfied which shows that more than half the people are dissatisfied. This creates a need for BPBL to come up with more affordable product or rethink their pricing strategy.

13. Are you satisfied with Berger's product quality?

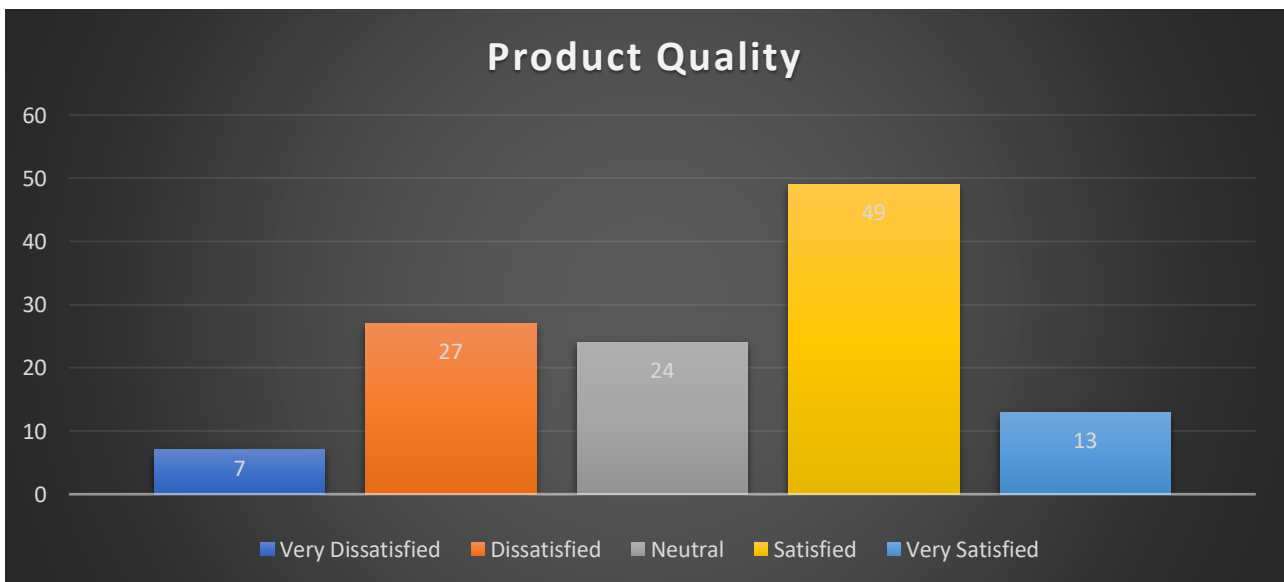


Figure 5.13: Level of customer satisfaction based on Berger's product quality

Out of 120 respondents, 13 of them are very satisfied and 49 of them are satisfied which means a large portion of people are satisfied with Berger's product quality. Although there is still a lot of room for improvement because till date a substantial amount of people is still dissatisfied with Berger's product quality.

14. Are you satisfied with Berger's product distribution and availability?

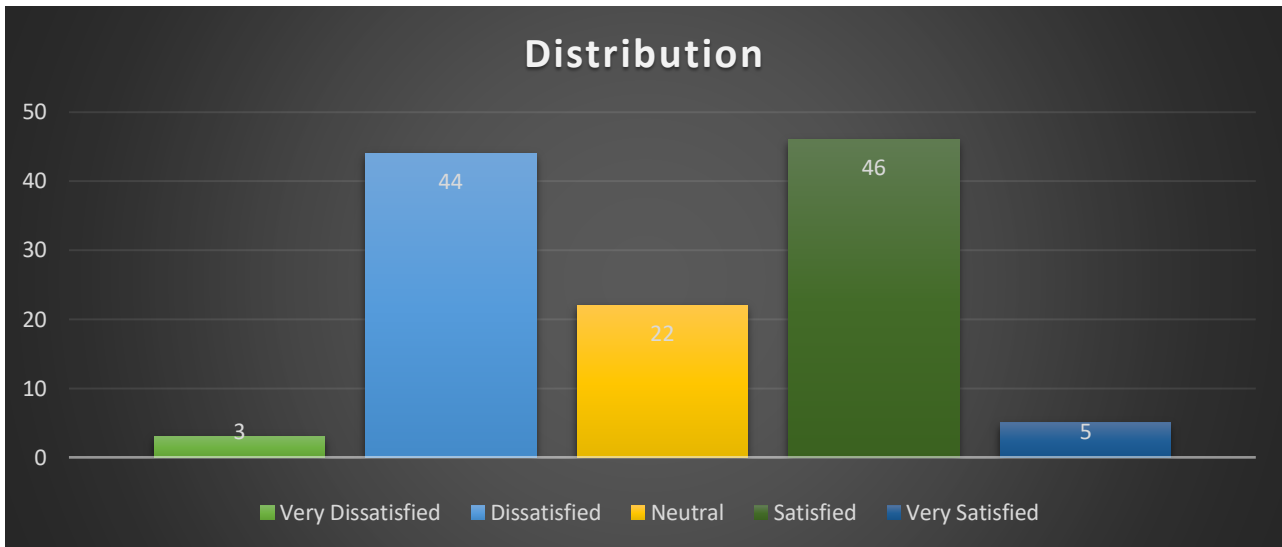


Figure 5.14: Level of customer satisfaction based on Berger's product distribution

This one has got some sort of a mixed reaction as out of 120 respondents 46 of them are satisfied and 44 of them are dissatisfied. So, BPBL needs to revisit their distribution process and reshape it to become more efficient and effective in order to turn their distribution network and policies as a major plus point.

15. Are you satisfied with Berger's product variety in terms of quality, purpose and shades?

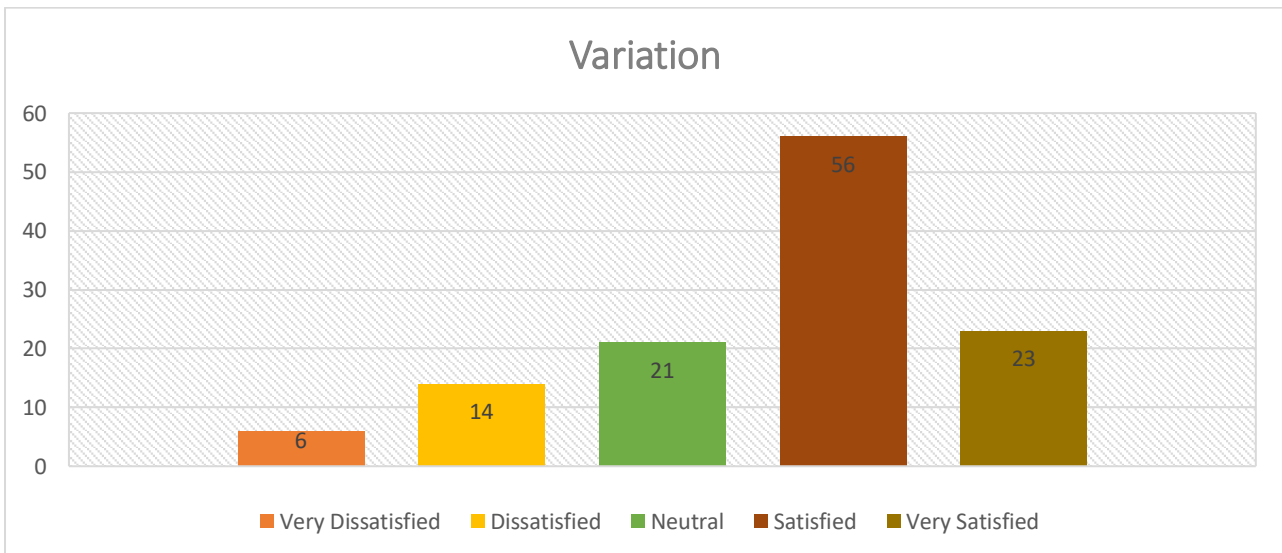


Figure 5.15: Level of customer satisfaction based on Berger's product variation

BPBL has always been proud of their vastly diversified portfolio of products and the above statistic makes it more justifiable as out of 120 respondents 56 of them are satisfied and 23 of them are very satisfied. Credit goes to Berger's introduction of Color Bank which can turn any dream color into reality. Therefore, the variation in shades is only limited by your imagination.

3.4 Conclusion

Berger Paints Bangladesh Limited has started their journey in Bangladesh since independence. They have maintained their position as market leaders for a very long time now by building up brand loyalty, trust and ensuring quality products are offered in a wide variety of options. Being a marketing researcher, I have given my best to discover the most ideal approach to gather data about "Customer satisfaction of Berger Paints Bangladesh Ltd." in Chattogram. Be that as it may, I realize that customer satisfaction is a rapid changing variable and can never be bound in a specific limit. Likewise, it needs continuous development. For companies in the event that they adjust new methodologies to guarantee their customer satisfaction they will be able to satisfy more customers. From this undertaking, dealing with a constant relationship with the customers and getting their constructive criticism and valuable feedback are the vital components of building a satisfied client base. At present there are numerous local and international paint companies in our nation. To maintain market leader position Berger needs to be exceptionally cautious and innovative to hold their old client base as well as differentiate themselves from the rest of the competitors in an attempt to attract new customers. The main reason behind this research is to strengthen the satisfied customer base of BPBL by identifying the company lacking and taking necessary steps to overcome them. I have provided 20 meaningful recommendations that could be useful during this whole process.

3.5 Recommendation

In the wake of exploring the entire paint industry of Bangladesh, generally concentrating on BPBL and conversing with its workers just as both existing and potential clients, it is discovered that there are 4 essential strategies that Berger needs to concentrate more to expand their customer satisfaction level sooner rather than later.

- ✦ Cost-Leadership strategy
- ✦ Differentiation Strategy
- ✦ Viral Marketing
- ✦ Effective Distribution

After analyzing the results from the survey and putting my internship experience of BPBL in to work, I have come up with some suitable managerial implication based on the strategies mentioned above.

1. Identify and analyze the price sensitiveness of the market
2. Should emphasize more on their affordable and budget friendly products as they have the biggest share in terms of both existing and potential customers.
3. Launch more affordable products that will directly compete with the local paint companies.
4. Have a very narrow profit margin for these products in order to offer much lucrative prices compared to other companies.
5. In order to decrease price, do not make noticeable compromise to the quality of the product. This will ensure that BPBL's products offer better value for money.
6. Identify and understand the needs and requirements of certain niche markets.
7. Berger should come up with new innovative products tailored specifically to meet the needs of those niche customers.
8. Create a promotional campaign to target those niche markets.
9. Launch marketing campaigns on social networking sites to attract younger generations who are potential customers of the future.
10. BPBL should acknowledge the importance of real estate developers in this field and treat them as a different segment just like they do for the dealers and painters.

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