

Report On

Impact of secondary sales automation in Unique Cement Industry Limited.

By

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An internship report submitted to the **BRAC Business School (BBS)** in partial fulfillment
of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
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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.

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MR. RIYASHAD AHMED

Assistant professor

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Letter of Transmittal

Mr. Riyashad Ahmed

Assistant professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Dear sir,

I want to thank Allah for allowing me to finish the internship and provide you with this report. I also want to express my appreciation for the helpful feedback and direction you provided as I was writing this report. Having you as my internship supervisor is a huge blessing. This letter is in response to the submission of my internship report on Unique Cement Industries Limited, Meghna Group of Industries, which was assigned to me as a partial requirement for completion of the BBA Program. Working on this report was an excellent learning experience for me because I learned the distinctions between practical and theoretical work. I hope you find the report objective, systematic, and trustworthy. I'd like to take this opportunity to thank you for all of your help and advice, which I hope to continue receiving in the future.

Thank you for inspiring me to pursue this interesting topic. I hope you will carefully consider accepting it.

Sincerely yours,

ABRAR JAHIN ISMAM

18304077

BRAC Business School

BRAC University

Date: March 19, 2023

Non-Disclosure Agreement

This agreement is made and entered into by and between Unique cement industry and the undersigned student at BRAC University, BRAC Business School

...ABRAR JAHIN ISMAM.....

According to the agreement, the information contained in this report on secondary sales automation may only be used for internship purposes.

Acknowledgement

I would like to thank Almighty Allah for allowing me to remain healthy and complete my internship during Unique cement industry limited most challenging sales period. Without the guidance of the Almighty, all of my efforts would have been in vain. Next, I am grateful to my parents for their unwavering support and assistance in completing my degree. This internship report is the result of the work of many people. Several people helped me organize this report, and I'm grateful to them for their kind advice, suggestions, instructions, support, and appropriate guidelines. During the process of writing this report, I got help and advice from a lot of different people. I'd like to use this chance to thank all of them. First of all, I'd like to thank my internship supervisor, Mr. Riyashad Ahmed, Assistant Professor, Brac Business School, Brac University, for all of his help and guidance in making this report. I owe him a great debt of gratitude for all of the help he gave me during my internship. Next, I'd like to show my deep appreciation to Khurshed Alam, Executive Director at Unique Cement Industry Limited, Meghna Group of Industries, for allowing me to fulfill my internship requirements there. In addition, I want to thank my company supervisor Chowdhury Saifuddin Haider, manager, Brand and Marketing research. He helped me find the right information and kept an eye on how I was doing as I worked on this report. I'd also like to thank everyone who works at Unique Cement Industry Ltd, Meghna Group of Industries, in particular:

- Sartaz Shamin Ahmed
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Executive Summary

The research paper provides a summary of my 12-week internship with Unique Cement Industry's Salesforce development team, where I gained valuable experience. The objective of the report titled "Sales Force Automation in secondary sales of Unique Cement Industries" was to examine the impact of the software system Sales Force Automation (SFA) on Unique Cement Industries Ltd.'s secondary sales (UCIL). For the purpose of giving a through outlook of the industry through which how different company's sales department maintain their sales channels, industry analysis has been performed based on Porter's five forces model. The latter part of the study compares SFA to traditional secondary sales management, focusing on how we, as sales professionals, have evaluated the likelihood of SFA's widespread adoption. As the primary and secondary sales distribution channels account for the majority of the cement industry's sales, it is essential to monitor the system's efficiency to ensure that it is worth the investment. After analyzing all of its effects, it was determined that its dubious viability in the retail sector may be a result of its relatively weak network security. Detailed explanations of all intermediate steps are presented here. Therefore, it could be argued that the study provides a comprehensive explanation of the SFA system's central procedures and their potential implications for achieving the sales target, which could also be UCIL's central value proposition strategy for this sector.

Keywords: Sales Force Automation-Secondary Sales-Sales target-Information

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List of Acronyms

MGI	Meghna Group of Industries
UCIL	Unique Cement Industries Limited
FMCG	Fast Moving Consumer Goods
LPG	Liquid Petroleum Gas
HR	Human Resource
CSR	Corporate Social Responsibility
VAT	Value Added Tax
SAP	Sales Automation Program
ERP	Enterprise Resource Planning
SUS	System Usability Score

Chapter 1

Overview of Internship

1.1 Student Information

Name: Abrar Jahin Ismam

Student ID: 18304077

Department: BRAC Business School

Program: Bachelors of Business Administration

Major: Finance

Minor: Accounting

1.2 Internship Information

Employment Details:

Work Duration: 22th September 2022 to 22th December 2022 (3 months internship)

Company or Multination company name: Meghna Group of Industries (MGI)

Department: Sales and marketing as intern

Address: Fresh Villa, House 15, Road 34, Gulshan-1, Dhaka-1212, Bangladesh.

Internship On-site Supervisor Information

Supervisor Name: Chowdhury Saifuddin Haider

Designation: Manager (Brand and marketing research)

Job Duties and Responsibilities

For my internship with Unique Cement Industry Ltd., I was sent to the Meghna Group of Industry's headquarters at Fresh Villa House #15, Road #34 in Gulshan-1, Dhaka-1212. Chowdhury Saifuddin Haider, the Manager (Brand and Market Research) of Fresh Cement, is my company superior. During the three months I worked under his supervision, he assigned me daily tasks to do. During the three months of my internship, I enjoyed the job at the company, but more importantly, I learned how to perform well under pressure and with substantial responsibilities. During this period, I was able to work with the marketing department of Unique Cement Industry Ltd, whose product was Fresh Cement. There are various departments inside the organization like Brand, Sales, Market Research and I worked on those department respectively. During this period, I was assigning to visit the suppliers. I was dispatched to various manufacturers in order to learn the ins and outs of the supply chains for various product lines. I learned about the various events and materials used in Unique Cement Industries Limited's advertising campaigns. One of the media prints shops I've been to is Provati Ad in East Vatara. Basically, it's a digital printing press. I had the pleasure of meeting Md. Moynul Haque Mintu, the proprietor of Provati Ad who has been in the industry since 1993. He told me about his background and career in the field, and he also provided some information about his organization and its capabilities. He told me that most of big companies in bd are the client of his company. Such as Meghna group of industries, Nestle, Anwar group, Jamuna group, square pharmaceuticals, Bashundhara group and so on. In Addition, I have visited one of the Golden Age workshops in Tejgaon where Unique Cement Industries Limited's branding materials are manufactured. Mr. Prabir Sikder, Manager (Sales & Marketing), walked me through the entire course and provided me with information about the organization. Basically, they run a Sole-Proprietorship company. Their specialized activities are ACP Sign, Acrylic 3D Signage, LED shop sign, Direct sales activation and so on. He also adds that, top companies in bd such as Bashundhara Cement, City Bank, FDL, NCC Bank, MGI are their clients.

1.3 Internship outcomes

From the internship program I have been able to understand the ethics and etiquette of my workplace. Although I was not directly assigned with particular duty but observing my seniors undertaking responsibility and accountability for the actions, they have taken has enabled me to realize workplace ethics to some extent. Moreover, the most vital skill in workplace which is communication has been utilized effectively which I have practiced only at the institutional

level now has experienced how to be used in workplace especially when there are different strategies to deal with employees and clients within and outside of the organization. Furthermore, during the internship period I had the accountability of showing up on time and accomplishing the assigned duties on time which helped me to come up with a punctual employee. Lastly, in an organization specific work culture has been practiced which is based on the value the organization is willing to develop. I have particularly learned about the culture of valuing each individual's decision in the sales force which can impact the performance as a whole.

Benefits of internship

- Because of the internship program, I have got to learn about corporate culture and received a real time experience of field work.
- Gained experience on sales and marketing activities which I have always wanted to do Meeting with new people every day has helped me to increase my networking.
- Created a sense of punctuality in me

Difficulties faced during the internship period

- Adopting with the corporate culture.
- Lacking relevance with my major
- Communicating with the sales team is challenging because most of the time they were busy with their work.
- Absence of designated internship program in the company resulting in more time consuming to adopt everything
- Maintaining communication with other departments

Recommendations for the future interns:

- Company should maintain a well-organized internship programs for fresh graduates. So that students can finish their internship with a good guideline from the company.
- Give daily task and evaluate performance so that intern can really learn something from the organization.
- Getting connected with the employees and follow what they do in their job like how they connect with clients, how they behave in the work place and so on.

Chapter 2

Organization Part

2.1 Introduction

The cement industry in Bangladesh is experiencing rapid growth in response to the country's expanding construction and infrastructure sectors. With the construction of new buildings, bridges, and roads, the demand for cement has increased, and domestic firms have been working hard to meet this demand. Bangladesh's cement industry has not only been able to meet domestic demand, but it has also been exporting to neighboring countries such as India, Myanmar, Nepal, the Maldives, and Sri Lanka. Among the companies operating in this industry, Meghna Group of Industries (MGI) stands out as a major player with its subsidiary, Fresh Cement, which has a significant market share and is well-known for its quality in the country. In this article, we will explore the growth and success of Bangladesh's cement industry and the role of companies like MGI and Fresh Cement in meeting the country's growing demand for cement.

2.1.1 About Unique Cement Industry Limited

Because of Bangladesh's status as a developing country, there is always something being built or renovated. Bangladesh's cement industry is growing in tandem with the country's expanding construction and infrastructure sectors. At the moment, the country's cement industry not only meets domestic demand, but it also exports to countries such as India, Myanmar, Nepal, the Maldives, and Sri Lanka. Domestic firms currently dominate the cement industry. (Faruquee, 2021) points out that according to the Bangladesh Cement Manufacturers Association, the cement industry's annual sales have reached \$3 billion (BCMA).

Meghna Group of Industries (MGI), of which Fresh Cement is a subsidiary, was founded in the early days of the cement industry. Unique Cement Industries Limited, on the other hand, is a subsidiary of the Meghna Group and was founded in 2001 to produce the Fresh Cement brand of cement. They followed that up by launching a second cement brand, Meghna Deluxe Cement. In terms of both market share and demand, however, 8.5% of the market is held by fresh cement. In addition to meeting domestic demand, fresh cement is also exported to countries like India, Myanmar, and Nepal. (Jamil, 2019) claims that since it's famous, it is used in the construction of so many bridges, flyovers, roads, and stadiums in our country, fresh

cement is also very fashionable here. Three of our nation's newest bridge projects are currently underway, each using freshly mixed cement. Meghna Bridge Number Two, Kachpur Bridge, and Gumti Bridge.

2.2 Overview of the Company

2.2.1 About MGI

Meghna Group is a multinational corporation that has expanded to 36 countries, 52 industrial units, 50,000 employees, 6,300 distributors, and 15,000 suppliers. The company has a turnover of USD 2.8 billion and an asset of USD 1 billion. Kamal Trading Company was the business name of MGI's management in 1976. Then Meghna Vegetable Oil Industries Ltd. was established. In 1989. Fast Moving Consumer Goods (FMCG), construction supplies, paper, liquid petroleum gas (LPG), feeds, fiber, power plants, shipping, chemicals, ship building, dockyard, securities, insurance, media, and aviation are just a few of the industries in which the group has expanded its operations. Notably, it has sold most of its wares under the recognizable "Fresh," "No. 1," "Actifit," "Pure," and "Meghnacem Deluxe" brand names. As a result, market research has shown that these specific brands' products are widely consumed. MGI also has a sizable international footprint in Europe, South Africa, the Americas, the Middle East, and Southeast Asia.

2.2.2 Business Verticles of MGI

<p>FMCG</p> <p>Edible Oil</p> <p>Milk Powder</p> <p>Drinking Water</p> <p>Flour</p> <p>Lentil</p> <p>Condensed Milk</p> <p>Salt</p> <p>Sugar</p> <p>Beverage</p> <p>Tea</p> <p>Spice</p> <p>Aromatic Rice</p> <p>Puffed Rice</p> <p>Biscuits&Cookies</p>	<p>Building Materials</p> <p>Cement</p> <p>Steel</p> <p>Ceramics</p> <p>Chemicals</p> <p>Basic Chemicals</p> <p>Hydrogen Peroxide</p> <p>PVC</p> <p>PET chips</p> <p>Economic Zones</p> <p>Meghna Economic Zone</p> <p>Meghna Industrial Economic Zone</p> <p>Cumilla Economic Zone</p> <p>Meghna Riverfront Economic</p>	<p>Pulp & Paper</p> <p>Tissue Paper</p> <p>Exercise Book</p> <p>Printing Paper(A3,A4)</p> <p>Ball pen&Stationaries</p> <p>Seeds Crushing</p> <p>Feeds</p> <p>Printing&Packaging</p> <p>Fibre</p> <p>PET Bottles</p> <p>Aviation</p> <p>Shipping</p> <p>Real Estate</p>
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Figure 1 Business Verticles of MGI (Business Verticles , n.d.)

2.2.3 Mission, Vision & Values of MGI

Mission: It is common for companies to have a mission statement that outlines their purpose, values and goals. A mission statement can provide a direction for the company and serve as a guide for decision-making. It also often used as a tool for communicating the company's goals to employees, customers and other stakeholders.Hence,Meghna Group of Industries(MGI) has the mission of bringing innovative solutions intending to maximizing value while maintaining harmony with environment. (Meghna Group of Industries Brochure , 2021)

Vision: The vision of MGI is to be the Bangladesh's most admired and progressive conglomerate with a global exposure. (Meghna Group of Industries Brochure , 2021)

Values: MGI has adopted the following values for itself-

- Integrity
- Respect
- Keeping Promises
- Customer Focuses
- Team Work

2.2.4 Corporate Social Responsibility

According to the company's founder, Mr. Mostafa Kamal, who stated in his message that their objective is to be an industrial group safeguarding the social development, MGI cares for and contributes to its surroundings through corporate social responsibility. Mr. Kamal has funded a number of hospitals in this effort, including Central Hospital Limited and The Barakah General Hospital. Al-Haj Noor Miah Degree College, Kankapaith Madrasa, and Mostafa Kamal High School are among the educational institutions he supports. Additionally, MGI as a business provided aid to five flood-affected districts in 2007. To better serve moms traveling with toddlers and young children, it has opened a baby care area in the departure lounge of Hazart Shahjalal International Airport, Dhaka.

2.3 Management Practices

2.3.1 Leadership Style

While the Board of Directors is ultimately responsible for all major business decisions, MGI takes a democratic leadership stance wherein employees' opinions and ideas are valued and considered. In fact, great leaders are able to inspire their teams to think outside the box, which leads to improved initiatives and more constructive input from everyone involved. The company's development into new international markets, for instance, is decided upon after extensive group deliberation and consensus, with the leader's encouragement and guidance.

Here, employees from different divisions can team up with anybody they like, with the group leader responsible for delegating work.

2.3.2 Human Resource Planning

HR department of the MGI follows 4 steps in the management of employees and future acquisition of talents. These are recruitment & selection based on the job analysis performed thoroughly, organizational development focusing on the training of the employees, ensuring workplace environment to be better and achieving employee satisfaction through a compensation team and lastly with a HR service team.

The planning process for recruiting starts with outlining the requirements of any specific job positions vacant. In general, the knowledge, skills, abilities are the core parameters to assess the efficiency of any candidate and thus these parameters are being set widely. The prospective candidates have to necessarily meet the criteria of the set requirements along with his competency to be responsible for the assigned role in the organization.

2.3.3 Recruitment & Selection

After the planning is done, the recruitment and selection process go through following steps respectively.

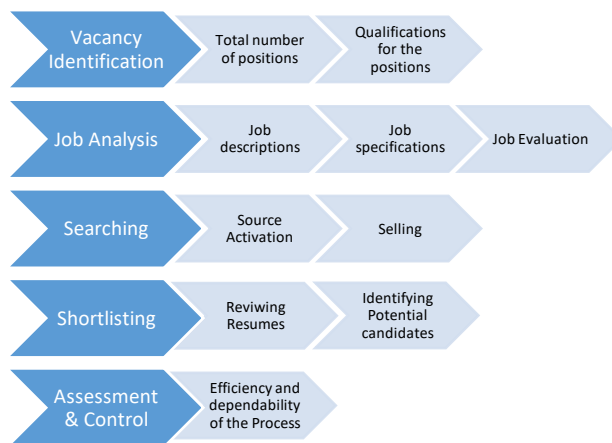


Figure 2 Recruitment & Selection Process of MGI

- Vacancy identification: When the number of vacant positions is identified from different departments along with the required job skills and qualifications, the recruitment manager checks the validity of the vacant positions and suggest any further qualifications if needed.
- Job analysis: In this particular step the HR department specifically look into job related procedures such as – job specifications and job descriptions. The job description

enables the job related information ,job roles and responsibilities and associated tasks whereas the job specifications will clear out the necessary job skills. Afterwards, the HR team determines the amount of money and other allowances need to be allocated for the vacant positions based on the job specifications and job descriptions performed earlier.

- **Searching:** MGI generally uses Source activation and Selling for their searching process of right candidates for the vacant positions or for the positions which have been created. The recruitment team post about different vacancies in online job portals. Since, MGI does not use internal sources except for the emergency recruitment, external sources are the main medium through which by using Job portals, Career Fair, News Ad, it attracts the candidates.
- **Shortlisting:** From the submitted applications a few numbers of resumes are reviewed and unqualified candidates are excluded from the selection process. The primarily selected candidates attend an interview over video or mobile call where their interest towards the organization and basic communication skills are assessed. For hiring the best candidates among tops the resumes of potential candidates are shortlisted. This shortlist basically comprises of 5-10 potential candidates from which the hiring manager get some insights about the candidates.
- **Assessment &Control:** The credibility and validity of the whole selection process and its efficiency is being evaluated in this step to make possible changes in future recruitment.

2.3.4 Compensation:

MGI tries to achieve the following objectives through its management of compensation:

- Reduce employee turnover
- Increasing efficiency of employees
- Achieving brand value as employer
- Equity management
- Motivating the employees

(Shaon, 2020) asserts that there is a specific team for compensation management in MGI who are responsible to provide salary to the employees in time. Additionally, the team outlines wage and salary administration, remuneration while the team has to figure out a whole compensation package. The salary is paid in the first day of the month.

2.3.5 Training & Development Initiatives:

MGI intends to harness the potential of the people as they see their employees as a leader for next generation creating an impact on lives. Thus, MGI undertakes different programs for the development of their employees which are as follows:

On the Job Training: By using Job rotation trainees from one department to other departments, knowledge and experience of various departments jobs are being transported to the trainees. This method of training helps other employees to understand the problem. In fact, the company tries to offer a well-planned career progression for their future business leaders who will get end-to-end business knowledge through rotation of their jobs.

Internship: Under this method, the theoretical and practical directions are given to the trainees who are looking forward to entering into the corporate environment of MGI. Generally, students of engineering departments are put on internship in different production facilities of MGI where they get a deep understanding of the production of different tangible goods and business graduates receive such training for a short stipend where they get idea about how the business operations and management practices are performed within the company. However, their target is to leverage their knowledge to the prospectus youths from the reputed universities of Bangladesh.

2.3.6 Performance Appraisal System:

MGI practices such evaluation system for their employees where they are being assessed on their real time performance. When any of the employees are able to provide good outcomes, he/she receives appraisal and thus the company is cultivating a pay-for-performance culture.

2.4 Marketing Practices

2.4.1 Market Segmentation: Unique Cement Industry has segmented it's market into following segments enabling the company to expand their sales in the whole country:

- **Distributors:** Unique cement industry acknowledges the impact of distributors for selling their cements into the root level consumers. These distributors are the big sellers who in general are responsible for selling cements to the dealers located in the sub districts. Also, the company maintains direct contact with the distributors.

- Retailers: This segment of the consumers have the flexibility to deal with company directly although generally they have been making deal with the local distributors.
- Corporate customers: Developer companies of different infrastructures are the prime customers of this segment who directly deal with the Unique Cement industry as they have to purchase cement in a bulk amount and use those cement in their construction sites.

2.4.2 Target customers, Targeting & Positioning Strategy

- Target Customers: As discussed above about the market segmentation of Unique Cement Industry Limited (UCIL), it is thus evident that the target customers are not only business consumers but also end users of cement. To illustrate, in order to reach to the end users especially to users who tend to buy cements for building their own house the UCIL is increasing the number of distributors in different regions which will increase their market share as well. Also, there are certain customers of cement who may be needing less than 300 bags cement who are treated as retailers. These retailers when buying from the distributor have to pay a higher price and considering these as a customer retention strategy UCIL is now on the way to develop direct sales service with the existing retailers as well. This company is using push strategy to reach into the end users.
- Positioning Strategy: The positioning strategy of UCIL highlights the unique features of the cement that distinguishes it from its competitors such as – Holcim, Bashundhara, Crown Cement Seven Rings Cement etc. Considering the lifecycle of the product-cement, the company has adopted following positional strategies:
 - a) Product characteristics: Fresh cement focuses on quality, brand durability, dependability and reliability. Their product is highly durable and sound concrete due to a very low percentage of alkalis, chloride, magnesia. It surpasses the quality specifications specified in the standards especially the compressive strength. Average of 24 months based on the samples tested in BUET

- b) Pricing: Fresh cement focuses on quality so that their pricing is also higher in terms of regular pricing in the building materials industry. Since, consumers are used to buy Fresh cement at a higher price, so their quality need to be consistent.
- c) Product class: UCIL markets 2 types of cement under the brand name 'fresh' .One is regular product another one is customized product. Regular product is produced for the local market and customized product is produced for export purpose. The three regular cements can be found in three variants namely fresh super cement, fresh special cement and fresh cement. All are highly durable, low heat of hydration, better surface finish, better workability.
- d) Competitors: Fresh cement uses latest German POLYCOM technology which no one in the cement industry use except fresh. To add, they have two types of brand one is fresh cement another one is menace deluxe cement. In fresh super cement they use 95-100% clinker. No other company in this industry use this percentage of clinker in their cement. These have enabled UCIL to place unique value proposition in the consumers mind.

2.4.3 Marketing Channels

By carefully analyzing the channels through which customers purchase cements, UCIL identifies new opportunities for marketing their cements. The most common channels used by UCIL for cement is described below:

UCIL has its own selected distribution covering the market of the whole country. Every possible point the country is being reached. It overcomes the major times, place and possession gaps that separate goods and services from those who would use them. In general, it uses Primary and Secondary distribution channels to sell its product to the end users.

- Primary Distribution: In this distribution channel cement is being produced at the factories of UCIL and then marketed to the distributors. The whole country is divided into several zones such as east zone and west zone where the distributors are located. Each zones can have 5-6 distributors along with the flexibility of each zone later converted into sub-zones. Thus, cement produced in factories of UCIL, through using secured transport system are transported to these distributors. Eventually, cements from the warehouses or depots of distributors are purchased by local retailers and by corporate consumers.
- Secondary Distribution: When the zone-wised distributors receive orders from the local retailers they send their demand forecast to the production plant of UCIL and that is the

retailers buy from the distributors and work as local consumer but not as the end users. These retailers sell these cements to the end users of urban and sub-urban areas throughout Bangladesh.

2.4.4 Branding Activities

Having a distinctive brand can have a significant effect on a company's bottom line since it gives the business an edge in the marketplace and helps bring in and keep existing customers at a cheaper cost. Unique Cement Industry Ltd(UCIL) seizes the chance to influence its customers' expectations by building a reputation for the company through personal interactions, clever marketing language, and eye-catching visuals.

- **Police Box Branding:** In different locations of capital city UCIL has sponsored about 14 police boxes surrounding. Some of the notable area are Sonir Akhra Bridge, High Court Chattar, Sony Cinema Hall, Notun Bazar Police Box.
- **Traffic Umbrella Branding:** Several traffic umbrella has been sponsored by UCIL which have been used as the branding of the cement as well. In Gulshan Shooting Club, Banani-11 some of the traffic umbrella of fresh cement is visible.
- **High Wall Painting:** Wall Painting Advertising in several buildings of Shonir Akhra, Gabtoli, Savar, Ashulia have enabled the brand “Meghnacem Delux” to communicate it’s message in a great way to its target market which is also way more engaging than broadcasting messages with hoarding.
- **Airport Railway Station Branding:** Being one of the busiest public place where potential end users of cement are often seen, UCIL has tried to utilize the airport and railway station by putting digital banner of their brand which also portray the usage of Fresh cement in the national projects.

Thus, this types of branding activities are creating positive brand image in the consumers mind.

2.4.5 Promotional Strategies

- **Television Commercials:** Considering the surge of social media users along with TV commercials Unique Cement Industries nowadays launching Online Video Commercials featuring their involvement in mega projects. Also, they have been arranging campaigns featuring construction of Shaheed Miner on the occasion of 21 February.
- **Radio Advertisements:** Pursuing the matter of radio users especially to people who are compelled to sit in the traffic radio advertisements are being telecasted in national radio channels such as FM 89.6 which are of at least 20-30 seconds in duration.
- **Newspaper:** Like other traditional form of advertisements Fresh Cement and Meghnacem Deluxe in the form of print advertisements circulate their ongoing projects, upcoming projects and activities in country's top newspaper such as Prothom Alo, Kaler Kontho, Daily Star .
- **Regional Activity:** Anyone can join the Home Builders Club, an activity organized by Unique Cement Industry Limited, to get knowledge about home construction. The company's information hub provides recommendations on how to tighten up your home. In addition, one can get free advice from professionals if you have any questions. Renowned architect Aupee Karim has addressed audiences in Comilla, Rangpur, Rajshahi, and Sylhet as part of Home Builders Club seminars. Engineers from BUET provided guidance and fielded questions from the public.
- **Engineer/Dealer/Retail Meet:** Engineers who are the core stakeholders of fresh cement are invited to Engineer's meet where they are enlightened with the Fresh cement and its associated brand's features along with different technical seminars being organized. UCIL has been organizing annual engineer's meet where they have been provided with the brand's insight as well as refreshments and souvenirs.

2.5 Accounting Practices

Meghna Group records all of its financial transactions using Tally ERP9, the standard accounting software in its business.

(ISLAM) mentioned the following steps that MGI uses to enter data into the system:

Group:

Firstly, each transactions are being categorized on the basis of certain characteristics. The basic procedure is then followed by classifying the variables such as assets, revenues, liabilities and costs. However, MGI's considers groups as control ledgers. They modify the software and package settings of Tally to meet their individual needs and organize the ledgers and groups appropriately. (ISLAM)

Ledger:

The accountants employ a method known as double entry to capture extensive and meaningful accounting information. Different titles are used to keep track of various sorts of income and costs, debt and equity, profit and loss, assets and liabilities. The ledgers required for data entry in Tally are produced, and a unique code is issued to each of the institution's ledgers. (ISLAM) has shown in his investigation that there are two separate techniques to ledger manufacturing. The first kind of ledger is the Single Ledger, which is constructed using the Single Ledger menu and one entry at a time. Whenever there is more than one ledger, the Multiple ledger is formed. The Multiple ledger menu is where the item is produced. MGI creates their ledgers and groups according to the requirements of their businesses and the performance of the organization.

Cost Center:

The accountants at Meghna Group use a cost center to study the many facets of the company's expenses. MGI utilizes a variety of cost centers, including manufacturing, accounting, administration, marketing, and sales, among others. On occasion, the projects and subprojects act as the cost center. In addition, they use a big cost center that is composed of several sub cost centers. (ISLAM)

Inventory Management:

Inventory refers to the list of all products currently available for purchase. Meghna Group maintains an inventory record in accordance with relevant legislation. Meghna Group's inventor-

y management system includes, among other things, the issuance of raw materials, the determination of how much raw material is used in production during the process, the determination of how much product is idle, the determination of when to coordinate purchase orders, and the determination of how much product they can keep in stock. Inventory management is essential for a production based firm like MG, thus they execute it meticulously. (ISLAM)

Payroll:

At Meghna Group, the accounting process known as payroll administration is responsible for calculating and documenting employees' earnings, salaries, bonuses, and many other benefits and deductions. MGI is required to pay its workers at the end of every month; their salaries are based on their positions, the number of hours they work, and the task they do. The payroll consists of a variety of components, including the base income, bonus, overtime pay, housing rent, transportation allowance, medical allowance, and any other benefits the employer may want to provide. Additionally, numerous fees, including income tax and provident fund payments, are deducted from an employee's compensation before it is given. (ISLAM)

VAT:

Due to the extensive variety of products supplied by Meghna Group, the selling price of each item is subject to VAT, a kind of value-added tax. In addition, they are liable for the payment of value-added tax on each individual item. Due to this tax, the buyer must pay the tax directly to the business, and by default, the business paid the same amount of tax to the government to the tax office. Consequently, the purchaser is essentially taxed twice. Due to the Meghna Group's prominence and size, it often pays the correct amount of VAT on the things it sells. (ISLAM)

2.6 Operation Management & Information Practices

The program known as SAP(Sales Automation Program) is being utilized by unique cement industry limited in order to gather, store, and process their customer information. When it comes to enterprise resource planning (ERP), SAP is one of the technologies that is used all over the world the most frequently. Utilizing software of this kind makes it possible to reach the highest potential levels of productivity across the board in all facets of corporate operations. It is the only approach that is currently accessible for retaining a genuine control over internal

processes, which is why its deployment is nearly essential in the operations of significant organizations. As you would have anticipated, the vast majority of small and medium-sized firms do not even dare to consider investing in all of those skills due to the high price point. This is because investing in all of those capabilities would require a significant financial commitment. This approach is utilized by the majority of the major corporations. The management is able to keep an easy eye on everything by using this SAP system. It regulates financial matters, including payments of taxes, and it keeps an eye on costs. In addition to that, Company is able to readily use this system as a tool for managing their human resources. This program allows a company to quickly save all of their data and keep track of everything, including sales data, delivery data, sales invoice data, customers' details, track the delivery product, manage company sale, and most importantly, analyze their business performance by using all of those data.

2.7 Industry and Competitive Analysis

2.7.1 Porters Five Forces Analysis of Cement Industry

The Porter Five Factors model describes and analyzes five competitive factors that impact every industry. This approach also helps in identifying the strengths and weaknesses of a certain industry.

Threat of New Entrants

- Cement industry has to pay a lot of money in taxes and shipping costs. That's why it is very difficult for new companies to enter into this market.
- A cement company is not an example of a small business. To begin a business, the company need a substantial amount of early financing. In addition, the cement industry has significant production expenses, a huge workforce, and several kinds of heavy machinery and equipment for manufacturing. So, the treat of new entrants for the cement industry is low.
- Because of high entry barriers Multinational companies cannot easily enter into this market.
- The restricted supply of raw materials in our country is one of the factors that works to slow down the manufacture of cement products.

✚ Threat of Substitutes

- The specialists who research the cement industry estimate that by the year 2050, constructions constructed of cement will likely be replaced by steel or a more advanced alternative material. This forecast was produced by experts. However, this forecast does not represent a significant threat to the cement industry.
- Despite the fact that there is no alternative product, cement is utilized. Therefore, the potential for item substitution is restricted.

✚ Bargaining Power of Buyers

- The buyer often has a strong negotiating position. There are several types of cement products accessible in Bangladesh, each with its own quantity and price. As a direct result buyers may get the products of another company with reasonable simplicity.
- The government is the industry's primary customer for cement products. In order to finish the building of new roads and bridges, the engineers have been using a particular kind of cement product. This activity is also carried out by real estate and development companies. On the other hand, the power of the buyer might be rather weak at times. Because the use of a certain cement product in the construction of a building requires subsequent builders to use the same cement product, customers are forced to buy identical items.

✚ Bargaining Power of Suppliers

- Bargaining power of suppliers become high. Major component in the production of cement is raw material. Main raw material of production is clinker. Bangladesh cannot produce this clinker domestically so that every cement industry has to import this raw material from other countries. As it is not available in our country the bargaining power of this particular product suppliers is high.
- There are times when the supplier has a lot of power when it comes to negotiations. Most of the time, this is because there aren't enough machines and tools for the cement industry anywhere in the country. So, the businesses have to import these machines from the companies that make them.

Current Rivalry

- The threat of rivalry is high. Because there are almost ten companies operating in the cement industry.
- This firm has a competitive edge over others since they are able to utilize their own financial institution, Megna group, to import the primary raw material used in the production of cement clinkers. This material must be imported from another country.

2.7.2 SWOT Analysis

SWOT analysis is a strategy used in strategic planning and strategic management that helps a company determine its Strengths, Weaknesses, Opportunities, and Threats in relation to business competitiveness or project planning.

Strengths

- Fresh Cement has been present in the Bangladeshi market for many years and has developed to become the sixth biggest cement firm there.
- The Meghna Group of Industries owns many FMCG companies. These provide the buyer a unique option. Fresh is the name of the brand. Consequently, the firm profits from the performance, marketing, and reputation of its other products.
- In order to raise overall sales, it has expanded its market into other regions of Bangladesh.
- Effective Sales Team and Channel Support Backed by an Experienced Brand Team
- Unique Cement is a limited liability corporation. Consequently, choosing decisions is now significantly easier.
- As they have financial institutions, they can easily manage LC from their own bank and import raw materials.

Weaknesses

- The company's transportation facilities lag behind those of its competitors.
- There is no training facility.

- Limited coverage area.
- Marketing activities is not that much strong than competitors.
- Price is higher than the rivals.
- No website development

🚦 Opportunities

- By taking the initiative, it has the capacity to satisfy the needs of the dissatisfied consumers.
- Even though they now only sell to India and a few other nearby nations, there is significant development potential in this region.
- In this economic crisis as they have their own financial institutions and power generation it's a great opportunity to continue regular supply in the market.

🚦 Threats

- In this economic crisis most of the real estate businessman and households decide not to invest in the current situation. As a result, company sales will gradually fall down.
- So many competitors already exist in the market and their product price is lower than Fresh cement.
- Fresh cement competes with internationally recognized brands such PREMIER, CROWN, SEVEN RINGS, HOLCIM, SCAN, and SHAH & KIJ. On the market, there is a tremendous amount of competition for it.
- As a consequence of altering government policy, the housing market is suffering

2.8 Conclusions

From the discussion above the cement production of Unique cement Industries which have been using the state of the art technologies is likely to face competition from the market players since the marketing and promotional activities that have been undertaken by UCIL are not up to the mark. Also, the information regarding the accounting and financial practices of the UCIL are not adequate enough to conduct a thorough research in this field. Thus, the company has to initiate information processing if it wants to develop the strategies with a view to stay competitive in the market.

Chapter 3

Project Part- Sales Force Automation in secondary sales of Unique Cement Industries

3.1 Introduction

Unique Cement Industries Ltd (UCIL) being one of the industry leader of cement industry of Bangladesh have been producing two renowned brands of cements named- Fresh cement and Meghnacem Deluxe cement for the last few decades. These cements are being marketed through primary and secondary distribution network where in the secondary distribution network the company is trying to meet the increasing demand of the end users through utilizing its broad retailers network. However, in Bangladesh due to the continuous process of infrastructure development demand of construction materials such as cement is on the rise. Considering this as one of the major opportunity, the company uses a Sales automation software which basically aims at ensuring collection of timely order from the retail market and maintaining accurate forecasting of demand from the retailers. This study thus focuses on the effect of sales automation software in developing efficiency of retailers management where sales data can give a vivid indication for the production of cements while meeting market demand.

3.1.1 Background

Overview of Sales Channels

- **Primary Sales:** Primarily, a manufacturer or national supplier will sell directly to a local, state, or regional wholesaler. The term "Primary Sales" is used to describe the initial sale of a product, such as when a manufacturer sends an invoice to a distributor in one city. The company's gross revenue comes from selling products to distributors at the wholesale price. (Channelplay)

- Secondary Sales: The term "Secondary Sales" is used to describe the sale made by a distributor to a retailer. During this process, the distributor maintains its profit margin while the retailer bears the cost of the product. (Channelplay)
- Tertiary Sales: When end good is sold to the end user by a retailer then it can be called tertiary sales.

However, a company mainly depends on secondary sales. If there are no secondary sales, dealers or distributors will not buy products as a company won't be able to make primary sales. So, it will end up with no revenue.

To manage the secondary sales normally companies follow certain step



Figure 3 Conventional Secondary Sales Process

As it can be commented from the process of conventional sales process that it needs lot of paper works as well as time. In this era of big data, this process cannot be termed as convenient while it is actually possible to mitigate time of collecting data and issuing invoices to the retailers with few touches of screen if an automated system can be implemented. According to

Overview of Secondary Sales Automation

Secondary Sales Automation is basically a system which includes order processing, order tracking, analysis of sales forecast. This system can give an outlook of real-time sales trend based on the past recorded data along with giving predictions on the future sales trends with the help of business intelligence.

The system is able to initiate following functions:

- Monitoring sales team
- Preparing accurate data automatically

- Providing sales insights
- Increasing productivity
- Enabling cloud storage for sensitive data
- Focusing on business expansion

Challenges of Secondary Sales Automation

In the context of Bangladesh, sales force is undisputedly a crucial part for generating revenues. Although the technological environment has driven the companies to opt for digital technologies, the question still remains regarding the implementation of digital technologies in all aspects. While adopting new technologies has become one of the sole concern there is another fact that will adopting new technologies can create impact as the network vulnerability is an awakening concern.

For instance, (Gohmann, Barker, Faulds, & Guan, 2005) in their study claimed that due to short-sightedness the effectiveness of such system can be invisible to some extent. To illustrate, (Scornavacca & Sutherland, 2008) even pointed out that a New Zealand based fast moving consumer goods company which had implemented Sales force automation for its 20 sales representatives where they opined it as not effective in increasing sales amount. From this (Dita Hommerová, 2014) concluded that The primary challenge here is learning how to effectively use the new system. Of course, the company needs to allow sufficient time for the actual selection of the system, but it should also devote special care to the stages of planning and installing the new technology, which are often neglected.

3.1.2 Objectives of the study

The objective of this study is to determine potential benefits and associated challenges of using Sales force automation system for improving secondary sales performance in cement industry.

- Identifying potential challenges to implement the system
- Examining the positive effects of Sales force automation system in sales operation
- Outlining the possibilities to implement the system for secondary sales

3.1.3 Significance of the study

This research contributes to our knowledge of automated systems for increasing secondary sales in Bangladesh and their potential for generating revenue growth there. The primary objective of this paper is to pinpoint the factors that, when combined, make a difference in salespeople's levels of happiness or discontent. From this, the study's conclusions on the most common places and reasons for using the system can be gleaned. What makes this research unique is that it zeroes in on the salespeople who are actually interacting with the merchants on behalf of the program. Also, it will demonstrate why it's crucial to catch up with the times and use the latest innovation. Finally, the research will offer numerical details about the system's usability as attained, based on the gathered data. The reader will not only learn more about each topic, but also get a better grasp on how to go about resolving the issues raised.

3.2 Research Methodology

- **Primary Data:** The overall information regarding the Sales and distribution channels of unique cement industries have been collected from the interview with the on-site supervisor and office stuffs.
- **Secondary Data:** For getting an overall understanding of the Secondary Sales Automation system, a demo file has been studied .Also, for generic overview of related literature sales force automation related papers have been reviewed. And, finally a survey has been conducted on 25 samples from the sales force to get a vivid analysis of the system's adaptability.However,real time statistical methods such as hypothesis testing have been performed on specific questions meeting the research objectives.

3.3 Findings & Analysis from the study

Major findings

- Hypothesis 1: Provides effective and actual calculation of order

Most of the respondents opined at agreeing on the accuracy of the sales force automation system while they have been using it for conducting secondary sales daily in the market. The survey suggests that about 45.8% have agreed on the system's accuracy whereas a about 30% have confirmed the accuracy of sales data and the calculated output from the system.

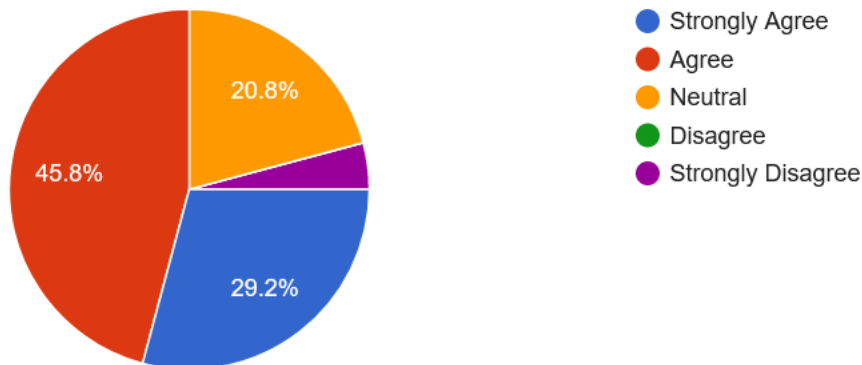


Figure 4 Response on System Accuracy

This implies that by using the system sales representatives don't need to use their mobile calculators as the calculation system is already embedded with the system itself and hence the possibility of making human-made mistakes is less .

- Hypothesis 2: Device help to track retailer outlets status such as verified or not verified

Findings of this hypothesis reinforce that the sales representatives are able to check instantly whether any particular retailer is verified since it's added as a feature in the software. That is the following figure from survey data represents that 20.8% employees working with the retailers agree on this hypothesis whereas at least half of the respondents are agree with this since they can now experience more flexibility and credibility while verifying the retailers.

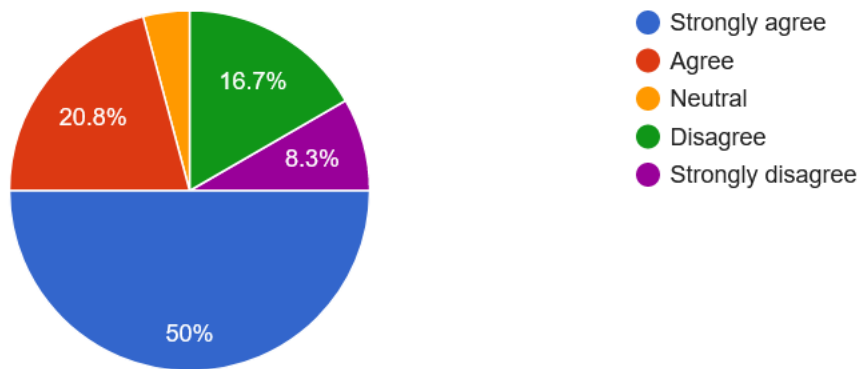


Figure 5 Response on Systems ability to work efficiently

However, a small portion of the sales representatives remain neutral to rate this statement. It has revealed from discussion with this group of employees that, they are still unaware about any sort of bugs operating in the backend of the system which may result in disabling the verification options or adding retailer option in the system.

- Hypothesis 3: This system store past and present data easily and helps to analyse those data

The vast majority of respondents affirm this assertion to be true. During the order-taking process, the corresponding sales person might check his device to gain a sense of the client's buying habits.

This allows him to highlight the specific cement brand, such as Meghnacem Delux or Fresh, that stores typically stocked. Furthermore, he is free to pursue any connected cement. If SRs are able to check the retailer's credit status, they can speed up the time it takes to restore credit. Reminding the shop and requesting a due date for payment are common methods of credit collection.

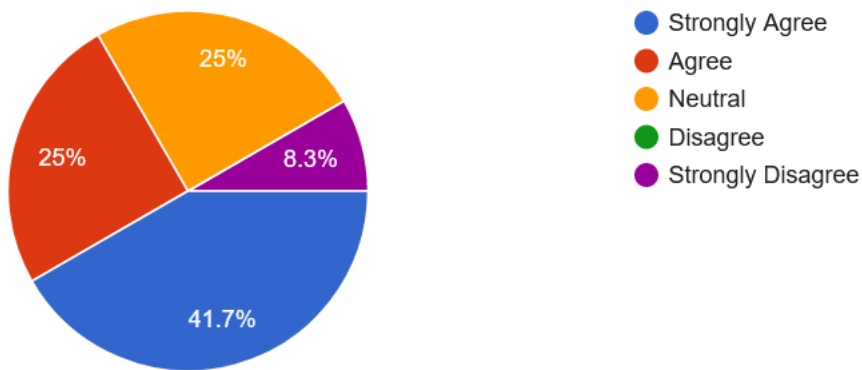


Figure 6 Responses on systems ability to store and analyze data

- Hypothesis 4: By using the system productivity of sales office can be improved

As it is evident from the pie chart that almost 70% of the sales force employees have positive feedback on the system improving the productivity of the secondary sales. This is due to the fact that instead of paper works sales recording and tracking has been converted into mobile app based system. Therefore, record keeping workforce of the company can be utilized for increasing the sales now.

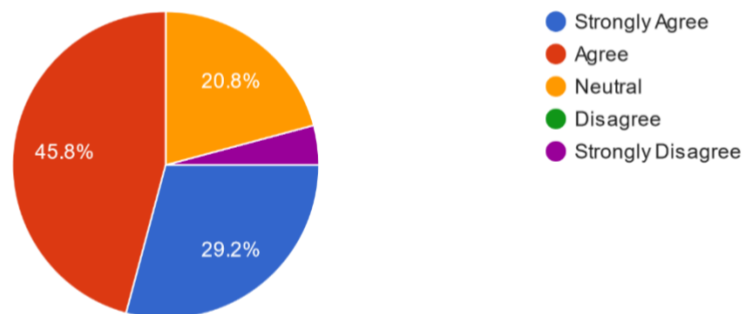


Figure 7 Responses on increasing the productivity

System flexibility analysis

System Usability Score: At first to determine the satisfaction of the users who are basically sales force, a survey has been conducted on 23 samples where the respondents gave their opinion based on specific questions(see appendix A). This survey enabled to test the usability of the Sales force automation system and thus came out with the following outcome as shown in the figure. In general, the average SUS score of 68.0 implies that the Sales force automation

system being used by Unique Cement Industries has achieved acceptance among the sales force of the company.

Participant	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	SUS Score
p1	5	1	5	2	5	3	5	3	5	5	77.5
p2	4	2	4	2	4	2	4	2	4	2	75.0
p3	5	3	5	1	5	3	5	3	5	4	77.5
p4	5	1	4	2	4	2	5	2	4	1	85.0
p5	4	3	5	3	4	4	5	4	5	1	70.0
p6	4	3	3	2	3	4	5	2	5	2	67.5
p7	5	3	3	5	5	4	5	2	5	1	70.0
p8	5	5	3	5	3	3	5	1	5	2	62.5
p9	5	5	5	2	5	4	5	3	5	1	75.0
p10	5	3	5	4	5	3	5	3	5	2	75.0
p11	4	5	5	3	5	5	5	2	5	3	65.0
p12	4	3	4	5	4	3	5	2	5	3	65.0
p13	4	4	4	3	3	2	4	2	5	2	67.5
p14	4	3	2	2	4	3	3	2	5	2	65.0
p15	4	4	3	1	4	2	3	1	5	1	75.0
p16	4	2	3	4	4	4	4	4	4	3	55.0
p17	3	3	3	3	3	3	3	2	3	1	57.5
p18	5	3	1	3	4	1	1	2	5	3	60.0
p19	5	2	4	5	5	3	5	3	5	4	67.5
p20	4	4	2	3	4	2	4	4	4	1	60.0
p21	5	1	2	2	4	3	2	2	4	3	60.0
p22	5	2	3	5	5	2	5	4	5	2	70.0
p23	4	3	2	2	4	1	5	2	4	3	65.0
p24	3	1	3	1	3	2	3	4	4	2	65.0
Avg SUS Score											68.0

Figure 8 SUS Score

3.4 Summary

When it comes to secondary sales, merchants and Unique Cement Industries Ltd (UCIL) sales staff are two of the most essential stakeholders. This system's major purpose is to accurately manage sales orders and analyze the data they include. This single hub now disseminates secondary sales information, including the Daily Retail Visit and Order collection from Market, making it a great resource for the UCIL sales team. This time, the SUS score and user reviews were used to measure the efficacy and efficiency of secondary sales automation. When compared to traditional, manual sales processes, Sales Force Automation (SFA) gets an average score of 68 on the SUS standard scale, showing that most sales representatives see it as an effective technology. It has also enhanced sales team productivity by streamlining the order-taking process and creating summary reports that are critical for measuring the efficacy of the various sales personnel that engage with shops in the marketplaces. However, Bangladesh's poor network connectivity has been identified as a major impediment to the smooth implementation of SFA. Because interacting with the market has always been a difficult and time-consuming operation for this company, we can conclude that UCIL has begun to see the benefits of the system-based order and sales recording process, despite encountering numerous problems during the installation. Finally, Secondary Sales Automation is currently in the implementation stage, and the business is optimistic that additional dynamic outcomes can be achieved using this technology.

3.5 Implications

As, this report is based on the impact of Sales Force Automation system on the secondary sales, UCIL thus can implicate following strategies to efficiently utilize this system:

- Since, order which is confirmed once cannot be edited or removed without the consent of the Area In charge, so for minimizing the time to alter such order, there should be final approval feature integrated through which Area In charge can immediately check and dismiss the order.
- Individual performance of Sales representatives needs to be monitored and this system can implement a relatable feature of Sales Performance where through a dashboard daily sales performance can be tracked as well as sales commission can be distributed on daily basis.
- The system can be associated with a payment gateway system to ensure cashless and instant payment as it would clear out security concerns for both end .

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Appendix A.

Survey Questionnaires for SUS of Sales force automation

1.The system helps to achieve employees sales target

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. By using the system to more closely manage sales personnel, upper management can improve the productivity of individual sales offices

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. The amount of time required is reasonable

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

4. The system improves employees productivity

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

5. The information provides by the system is accurate

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. This system store past and present data easily and helps to analyze those data

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

7. The system helps employees more effectively perform their duties

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. The application is user friendly

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9. Employees satisfied with the system

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. The system provides flexibility

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree