

Report On

Thorough Branding Strategy Analysis of Nestlé Dairy Brands in Bangladesh

By

Kazi Humaira Ferdosi

17104013

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

BRAC Business School
Brac University
October, 2021

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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:

Kazi Humaira Ferdosi

Student Full Name

Student ID : 17104013

Supervisor's Full Name & Signature:

Md. Mahmudul Haque

Supervisor Full Name

Associate Professor

Brac Business School

Brac University

Letter of Transmittal

Md. Mahmudul Haque

Associate Professor

Brac Business School

Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report titled "A Thorough Branding Strategy Analysis of Nestlé Dairy Brands in Bangladesh".

Dear Sir,

I have successfully completed the internship report "A Thorough Branding Strategy Analysis of Nestlé Dairy Brands in Bangladesh", under your supervision as a part of the BUS 400 course required to complete a BBA degree at BRAC Business School. I am truly honoured and grateful to have all your constant guidance and motivation. This report has been prepared to analyse the branding strategy applied by Nestlé Bangladesh Limited and its effectiveness.

I am certain that the report will fulfil the expectations. If there is any form of inconsistency or conflict of ideas found in the information provided, I will be glad to help clarify that.

Sincerely yours,

Kazi Humaira Ferdosi

Kazi Humaira Ferdosi

17104013

BRAC Business School

BRAC University

October, 2021

Non-Disclosure Agreement

This agreement is made and entered into by and between Nestlé Bangladesh and the undersigned student at BRAC University, Kazi Humaira Ferdosi, 17104013.

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Executive Summary

This report titled “A Thorough Branding Strategy Analysis of Nestlé Dairy Brands in Bangladesh” where the report has discussed about the branding strategies and activities adopted by the organization. This report has also talked about how effectively the brand has been successful to communicate its brand message to its consumers and consumers understanding as well as awareness level of the brand message and value that brand is trying to deliver to its target. This report has also talked about other competitors’ strategy to position in the consumers’ mind. This report has also addressed the branding issues and recommended strategy ideas that brand can follow to develop its structure. This report has talked about the organization’s process and structure and shared the overview of the organization as its mission, vision, objectives, the different layers of functions that is working to achieve the targets and goals. In this report, management practice of the organization has also been described where the emphasize on hiring the efficient employees as they considered as key drivers for success. This report has also talked about the operation management efficiency, industry analysis and position of Nestlé Bangladesh and the future of the organization as a forecast. To conclude, this report has shared some view that can add value in organizational growth and work process.

Chapter 1: Overview of Internship

1.1 Student Information

Name: Kazi Humaira Ferdosi

ID: 17104013

Program: BBA

Majors: Marketing & Finance

1.2 Internship Information

Period: March 1, 2021 – May 31, 2021

Company: Nestlé Bangladesh Limited

Department: Branding

Supervisor's Name: Syed Ahsan Pervez

Supervisor's Position: Brand Executive

Job Responsibilities:

- Developed the presence of brands on social networks
- Created campaign codes for NIDO Fortigrow and MILO, developed new display designs through communicating with agencies
- Provided sales training to sales team for NIDO Fortigrow CP promotional sale
- Developed marketing campaign contents for Nestlé Everyday

1.3 Internship Outcome

This internship journey has given me the opportunity to work at a multinational organization and to understand the working culture and process more closely. This has also helped to gain insights about my own potentials and development areas. Throughout the Internship journey, I have worked for several process such as communicating with clients, follow-ups, preparing report, attending meetings. I have worked on the branding strategy mostly at the display and creating more presence of the brand at different platforms. Also I have worked and planned on making ideas about designs and content preparation. I have also working on the training program of the sales team where new launching of MILO project has been executed. There I have trained for how to communicate with consumers and how to gain insights. This whole internship journey was quite effective with growth and learning but due to coronavirus most if the works had

to be performed from home which has created the hindrance to have more learning for the safety of information provided from Nestlé. Moreover, due to work from home, sometimes there were some communication oriented issues which has made problem for smooth communication and understanding. But overall this journey has gave me lots of learning and growth opportunity which will add value for me in future.

Chapter 2: Organization Part

2.1 Introduction

Nestlé is the world's leading and largest food and beverage organization which itself has a huge brand value and wide level of recognition worldwide. Over 150 years, its products and services contributing in people's life and development as the organization is leading in the industry with its moto, "Good food, Good life" to enhance the quality of life and health.

This organization has been founded back in 1866 and the founder who built this company for the purpose of providing nutrition values named as Henri Nestlé, a Swiss Chemist. From that time to till now at 2021, Nestlé is leading in the industry contributing at 186 countries for nutrition, health and wellness with constant innovation, matching consumers demand and the global sales profit of CHF 84.3 billion and currently human resource is numbered as 273000, has more than 442 factories across 86 countries. Nestlé as a global organization is a public company with the number of shareholders as 160'000.

As a leading company, it also has a portfolio of leading brands from breakfast to food and culinary. Moreover, as the purpose of the brand to provide nutrition value it has infant foods in portfolio which contributes to the holistic growth development.

2.1.2 History of Nestlé

The origin of the company can be traced back at the first condensed milk factory at Europe, which was an Agro-Swiss condensed milk factory back at 1866. On the foundation day of the company, the founder Henri has decided to create and launch an early form of instant formula.

In 1905, the Agro-Swiss company has merged with Nestlé and started working of variety of production. The production efficiency has created the demand for dairy products and with the increased demand of government to serve dairy needs the company has opened 40 factories worldwide by 1918.

At 1920's when the world was facing economic downturn, Nestlé has acquired the Chocolate company named Peter, Cailler, Kohler Swiss Chocolate Company and started creating new taste of chocolate and confectionary part of Nestlé business portfolio.

After few years, Nestlé successfully launched Nescafe coffee at 1938 and Nestea entered at 1940s. The American soldiers during World War II contributed to have Nescafe a demanded product to stay. After the war, new product line also has been introduced by Nestlé such as Nesquik and Maggi brands.

In 1984, Nestlé has acquired Carnation, the American's food giant and from there to till 1980s, Nestlé has started gaining profit with successfully demanded product portfolio and started acquiring more brands as such Nespresso and Buitoni.

Nestlé didn't stop its growth in here and continued acquiring and after years, at 2000s the company has purchased Purina and created Nestlé Purina PetCare Company.

2.2 Overview of The Organization

Nestlé Bangladesh Limited

Nestlé has started operating in Bangladesh from early 80s when Transcom Ltd was appointed as the sole agent of Nestlé brands in Bangladesh. At 1992, Nestlé and Transcom Ltd jointly acquired the entire share capital of the brand called Vita Rich Food Ltd where Nestlé has taken the share of 60 percent and Transcom Ltd hold 40 percent of the share.

After that from 1994, Nestlé has started its first commercial production in Bangladesh and at 1998, the firm has taken ownership over the remaining 40 percent of the share from its local partner Transcom Ltd. After the total ownership, the organization has become a fully owned subsidiary of Nestlé S.A and now operating as Nestlé Bangladesh Limited.

Today, the organization has become a regular part of life and has gained a very strong position in the industry with its wide range of brands. Moreover, it has its own factory in Bangladesh at Sreepur, Gazipur and the organization is growing with continuous innovation, management policy and maintaining the commitment to provide best quality food to the consumers of Bangladesh.

2.2.1 Vision

The vision of the firm is to build Nestlé as a corporation in Bangladesh which will gain trustworthy position providing food, beverage, nutrition, health and wellness for its consumers and stakeholders guaranteeing future profit.

The company always keeps its consumers over any profit motive and its vision to provide healthy food and enhance quality life for consumers is implemented very effectively.

2.2.2 Mission

The mission statement drives from the statement “Good food, Good life” which represents the mission of firm to provide consumers the best nutritious value through effective evaluation of food as well as with large range of brands for every stages of life for every time need.

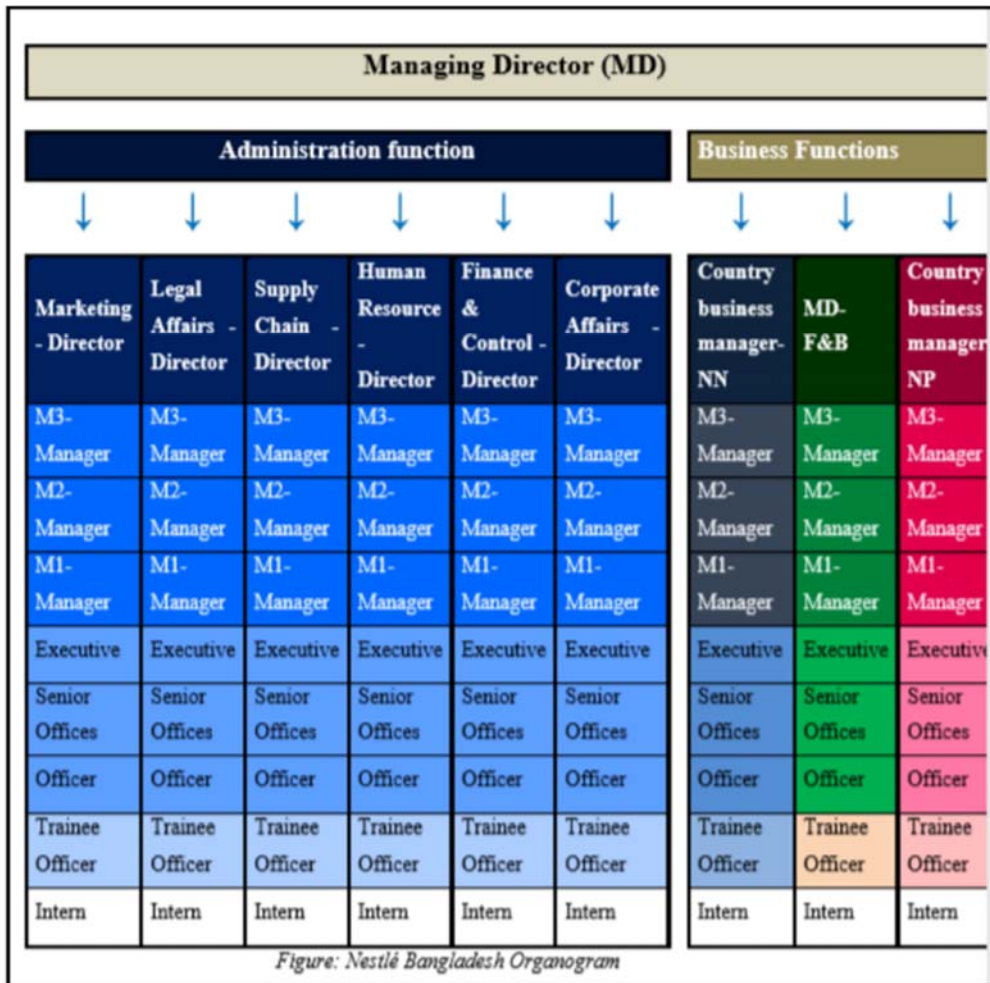
2.2.3 Objective

The objective is to become the leading organization worldwide in the food and beverage industry with the collaboration of best manufacture and turn Nestlé as a substitute name of best quality food.

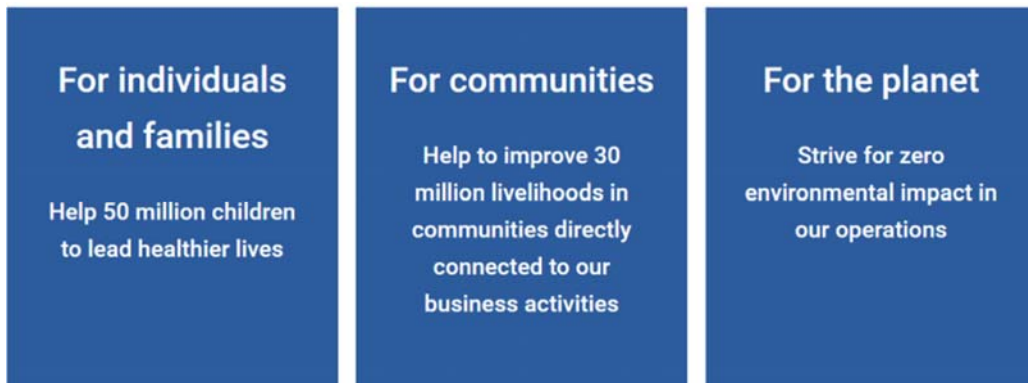
2.2.4 Products of Nestlé Bangladesh Limited

Category Name	Brand Name
Nutrition	LACTOGEN 1
	LACTOGEN 2
	LACTOGEN 3
	LACTOGEN 4
	NAN OPTIPRO 1
	NAN OPTIPRO 2
	NAN OPTIPRO 3
	NAN OPTIPRO 4
	NIDO 1+
	NIDO 3+
	NAN AL 110
Foods	LACTOGEN RECOVER
	MAGGI Healthy Soup Chicken with Corn
	MAGGI Healthy Soup Thai
	MAGGI Healthy Soup Vegetable
	MAGGI 2 Minutes Masala Noodles
	MAGGI Masala Blast Noodles
Dairy	MAGGI Saad E Magic Seasoning
	NIDO Fortified
	NESTLE EVERYDAY
	MILO Active Go Powder Drink
Beverage	MILO 3 in 1
	NESCAFÉ CLASSIC
	NESCAFÉ GOLD Blend
	NESCAFÉ 3in1 Multipack Coffee Mate
Breakfast Cereal	NESTLE GOLD CORN FLAKES
	NESTLE KOKO KRUNCH KOKO KRUNCH DUO Cereal
	MILO Cereal

2.2.5 Organogram of Nestlé Bangladesh Limited



2.2.6 Corporate Shared Value



2.2.7 Functions of Nestlé Bangladesh Limited

Nestlé departmental functions are structured with several layers as the firm works in a wide range of products so for managing effective operation, the process is followed and performed with combination of several functions-

Sales: This department is the channel through which organization get to know about market demand and makes plan accordingly.

Nutrition: This is a very crucial function as it is dedicated for infant formula and other baby foods so the decision need to make very carefully as the target consumer stay at a very sensitive stage.

Manufacture: This is the function which ensures the smooth balance of production to meet the global demand for products and fulfil consumer needs on time.

Supply Chain: This is the function plays the most significant role to reach the brands to end users through extensive planning, decision making, innovation of production considering the factor of profit, growth, cash flow and shareholders return.

Finance and Control: This unit work on financial solvency and budgetary plan, decision making and proper distribution of budget to ensure a smooth operation as well as maintain the powerful image of Nestlé at industry.

Human Resource: This function ensures to recruit the right person for right place who has the potential to contribute for the growth of organization.

Corporate Affairs and External Relations: This function is dedicated to build relationship with external part of the organization and follows a huge responsibility to build as well as maintain proper brand image.

Nestlé Professionals: This function is responsible for the distribution and production to serve other business organizations according to their needs and requirements, such as- Healthcare, Restaurant, Educational Institutions through proper distribution channel.

Marketing: This function is dedicated for product branding and creating awareness as well as generate demand for products to its targeted consumers.

2.3 Management Practices

2.3.1 Leadership Style of Nestlé

Nestlé adopts democratic leadership style to perform functions and operations in the organization as well as to achieve its goal and objectives. This leadership style helps the organization to work creating a cooperative culture as leaders take decision for any initiatives with the discussion and prioritizing the opinion of his co-workers.

At Nestlé, the employees are guided and motivated to follow a very respectful and faithful relationship which helps them to work within a very engaging culture as well as perform with full motivation. Nestlé leadership style is just not about to make the work done but to create a learning scope both for the supervisor and for its subordinate hence build the future leader of the organization.

This is one of the main reason to have several process of screening an employee before hiring as Nestlé just not only wants to hire an employee to perform tasks but to assess an employee's dedication, attitude towards leading, response towards challenges and determination to be a future leader.

2.3.2 Human Resource Planning

While Nestlé takes the decision to hire an employee, the firm is more concerned to select that employee who can add value and drive success with dedication and innovation to the organization as human resources of Nestlé are considered as the key factor for success.

Considering the factor that employees are the key success tool for achieving organization's goal, they are also trained with several skill development programs as needed and Nestlé believes that it helps to engage with the work as well as build commitment with the organization.

Nestlé as an organization is also committed to provide well-developed working culture, safe and healthy environment, and all other supports that can prepare an employee to gain the ability to maintain the balance between life and professional improvement.

According to "Nestlé Management and Leadership Principles" there are very less hierarchy which helps the colleagues to communicate more efficiently and comfortably without facing any hierarchy barrier and contribute more through work with more responsible mind-set and generate more effectivity in the operation.

2.3.3 Talent Acquisition

This is the dedicated function of the organization which committed and works to recruit the right talent for the right position in the organization. Nestlé always drives to provide more nutritional value to the places it operates so it always looks for those potential individuals whose capability can ensure that growth to achieve the organizational goal and talent acquisition team works to find that individuals who can meet the requirement as well as preparing proper structure which can attracts the candidates, also will justify and honour their talents.

There are few steps which talent acquisition team follows as-

- **Understand and Activate**: This is the first stage where talent acquisition team build the strategy with understanding the job and candidates profile. Selection process is initiated by the identifying and determining what matters and what does not.
- **Source and Attract**: After selecting the strategy this the implementation process where attract the candidates through the relevant sourcing platform. This is the place where the team considers the efficiency the most as choosing the right platform can help to conduct recruitment process more cost-effective as well as grabbing the attention of right candidates.
- **Screen and Assess**: This is the process where candidates are screened based on several abilities through different tasks until the last stage of hiring before confirmation. These screening process one of the key parts of hiring stages as this will lead to select the right candidate for the job position whose profile can meet the most criteria related with the job.
- **Evaluate and Select**: This is the most significant and crucial part of the whole hiring stages and the talent acquisition team put most emphasize. This starts with offer preparation, communicating with the selected candidates as well as informing about the result with the unsuccessful ones. The evaluation process also considers several factors as-
 - ✓ Individually evaluate each candidate based on the proposed job profile and it starts from the initial interview with the candidates.
 - ✓ Shortlist the candidates according to the benchmark and comparing with other interviewed candidates' performance and profile.
 - ✓ Decide the best candidates and the interviewers need to strive to reach a consensus and if they fail to achieve it then the hiring decision will be conducted by Hiring Manager.

- ✓ According to Nestlé policy, hiring process must be objective, unbiased and supporting evidence.
- **Place and Onboard**: This is the last stage where the best candidate is hired and take the candidate to onboard.

2.3.4 Rewards Strategy

Reward and compensation principles are structured from several factors such as individual performance, competitive market compensation structure, cost considerations, business goal achievement and some other factors which are practiced both local and global platforms. Rewards strategy of Nestlé includes-

- **Fixed Pay**: This comprises the basic base salary which foundation and consideration of total remuneration.
- **Variable Pay**: This salary is offered to support and motivate employees' participation and stimulate entrepreneurship attitude of the employees to perform beyond specific expectation range.
- **Employee Benefits**: This represents the substantial commitment being a part of the company where the firm offers comprehensive and competitive employee benefits as a part of reward package. Some of the benefits can be as-
 - ✓ Pension and Retirement Schemes
 - ✓ Insurance Benefits
 - ✓ Medical Benefits
 - ✓ Executive Health Check-up
 - ✓ Complementary Gifts (Usually Brand Products)
 - ✓ Infant Feeding Schemes
 - ✓ Leave Fare Assistance
 - ✓ Marriage Gift Policy
 - ✓ Gratuity Scheme
 - ✓ Recognition Schemes
 - ✓ Staff Sales Policy
- **Work Life Environment**: This is one of the most notable factor of Nestlé which implies to provide work environment as per employee requirement which attracts more employee to be part of the environment, retaining in the firm and work efficiency with more engagement and dedication.

Nestlé is committed to provide positive, inspiring work life to employees with ample amount of growth opportunities. Being an organization which sole purpose to serve

nutrition also highly consider the safety and healthy life for each employee from labour to high professionals which is also considered as the fundamental value.

2.3.5 Training and Skill Development

Development through learning is one of the significant practices followed by Nestlé. Nestlé encourages all level of employees to learn and upgrade their performance profile. This training process of Nestlé can be conducted both through experience or on-the job training. Nestlé believes in continuous development and reach more to its consumers with more innovation thus it can serve its business purpose to provide best quality nutrition and as Nestlé considers human resources as the key factor to gain its purpose so provide learning and development opportunity of employees through different approaches as; professional development programs, comprehensive training programs, corporate leadership programs and many others. Moreover, newly Nestlé also offers the training opportunities to its interns as well which has made the attractiveness for the organization and retaining in the organization.

Training can be given both internal and external platforms and some of the training programs are-

- **Overview of Nestlé Leadership Framework**: This is the development program where employees are trained to increase the understanding about leadership skills and behaviours through different real life case studies and also different workshops with experienced leaders.
- **Nutrition Quotient Introductory Training**: This training program offers the nutritional knowledge to employees thus it can raise awareness about nutritional benefits among employees so they can bring innovation and add more values in consumers' satisfaction.
- **Product Knowledge**: In this program, employees are get introduced with the product portfolio offered both local and global areas, also the target consumers group, legal compliance, business strategies and marketing communication as per home country.
- **Proud to Be Nestlé**: This provides a sense of pride to be a part one of the largest and most demanded MNC, named Nestlé. In this training platform, employees are introduced with legacy, history, organizational values, achievements, dynamics and cultural factors.

Employees are also given training for leadership skills-

- **Everyday Coaching for Leaders**: This provides the importance of being an efficient and charismatic coach, also the significance of it to practice at Nestlé.
- **Leadership Through 360 Degree Feedback**: This is designed with Nestlé Leadership Framework and dedicates to build understanding ability of leadership roles and qualities.
- **Interpersonal and Networking Skill**: Nestlé employees just not only work with internal colleagues but also need to deal with third party organizations. This is very important even one of the prime factor to succeed in today's business field and this program enables that opportunity for employees.
- **Presentation Skill**: This training is provided from interns to every newly joined employees as this is a regular part of performing at Nestlé so this program educates about presentation techniques and tools to prepare more effective presentation.
- **Communication Skill**: This program designs to gain better understanding for business communication as Nestlé is global company and employees need to communicate to different business parties thus to prepare to communicate effectively this training is offered.
- **New Managers' Workshop**: This training is provided to those employees who have been promoted to the managerial position and now are supposed to supervise team workflow. Their work performance also will measure by overall team performance so to manage team effectively this training is provided.

2.4 Marketing Practices

2.4.1 Marketing Strategy of Nestlé

Being the largest and leading multinational who serves the Nutritional value across world to promote good food and good growth, Nestlé follows “Brand Building the Nestlé Way” approach which facilitates this company to practice a distinctive method for operating marketing function setting apart in the industry, also enhancing, contributing and building quality of life, a healthier future as well as a great brand. To ensure this goal, Nestlé performs marketing through brand team, sales team and a dedicated digital marketing team. To perform the marketing operation Nestlé follows some specific structures as:

As providing nutritional benefits is the significant priority, Nestlé operates more people, product and brand value oriented and on its system.

Consumer's loyalty, reliability and preference on brands is the core concern, so anticipating demand and meet that through innovation and renovation.

As a brand to solely dedicating to provide nutrition value, it commits to emphasize on continuous improvement on activities to gain customer satisfaction at boarder level through appropriate segmentation, targeting and positioning.

Marketing strategy drives towards long-term successful business development, also at greater extent through ensuring more customer penetration and satisfaction which makes it prioritizing the quality, price and distribution at the best possible way.

Ensuring the quality of the brand and delivering the best nutrition value to its consumers, Nestlé makes strategic plans to generate a sound profit annually for smooth business operation and growth.

2.4.2 Market Segmentation

Nestlé operates globally with large portfolio of brands which fulfils different nutritional needs and considering customer satisfaction providing quality foods, it needs to determine marketing approach in such a way thus can reach to the right audience and fulfil the marketing goal. To treat customers in the best possible way and build proper positioning, Nestlé segments its marketing as-

Geographic:

According to the consumption pattern, Nestlé's marketing and product placement varies significantly. Moreover, while selling products and launching brands in regions, it analysis the demand and consumer's mind-set to offer the product which makes it offering limited products in a particular region and offering bulk amount of products in another region (Mohajan, 2021).

As an example, **Nescafé Can Latte** which gives a balanced cold taste of coffee, sugar and creamer in a convenient ready-to-drink format, provides a cold tasty creamy flavour for the Bangladeshi consumers as the country has a warm weather so it feels more suitable to consumers.

Demographic:

After launching brands at a certain region, the next most important segment to sell products is focusing on potential customers' traits such as age, gender, family size or cycle, race, nationality and so on. When it comes for Nestlé to market its brands among variety of brands with different purposes to fulfil nutritional values to different categories of consumers', it is necessary to create target market as per demographic segmentation.

As an example, in Bangladesh, Nestlé's does branding MAGGI one of the ways as **MAGGI FAMILY FUN PACK**, based on family cycle of the Bangladesh culture. As Bangladesh is such a country which is mostly a family oriented and prefers to spend or prioritize family more, also celebrate life moments together so considering the value of its consumers', Nestlé introduced Family Fun Pack MAGGI in Bangladesh.



Another example can be, Victory Day Campaign by Nestlé Bangladesh to show the utmost respect and gratitude towards freedom fighters of Bangladesh. As Bangladesh has its own history of liberation war and to bring the freedom for the country many martyrs sacrificed their life so to hold that honour and to remembering the contribution, Nestlé has created the campaign marketing as per the nationality demographics.

Psychographic:

Another important consideration for segmenting target is to consider consumers' behaviour and their beliefs, motives or preferences while making product buying decision which refers

as psychological segmentation. Nestlé as a global organization also considers this factor while segmenting and offering its brands positioning to the specific customers at the specific place.

As an example, **Nescafé** branding in Bangladesh where Nestlé promotes the idea of starting energetic and refreshing morning with superior taste and quality. Moreover, it inspires to keep up the young-aged energy and build the life as one's choice targeting the youth energy of Bangladeshi people, as the tagline is, "Build Life in Your Own Way" advertisement campaign which refers as lifestyle and personality segmentation.



Behavioural:

Nestlé needs to analysis its consumers' behaviour pattern for the products such as purchase occasion, user rate or benefits that customer sought from a brand before making purchasing decision which refers as behavioural segmentation of marketing.

As an example, **NIDO FortiGrow** which is a dedicated nutritional valued brand for school going children after age five (5) and the potential buyers as well as the consumers of the product need to consider the nutritional benefits before purchasing and consuming the product as the target group stays at a very sensitive age group. For this brand, Nestlé mostly promotes the nutritional values as it contains Iron, Vitamin B, A and C, protein and calcium. These benefits help a mother to choose a brand for her child so Nestlé designs its campaigns and promotional activities accordingly.

2.4.3 Targeting Customer

Segmentation helps the organization to divide its market into several groups and which products to offer but to offer the products company needs to decide which segments or to whom it will target to offer the product. Nestlé also evaluated its market segments according to segment size, growth in a segment, consumer demand curve and preferences, structural attractiveness, marketing objectives, resource availability and launch the brands offering across different regions to separate target consumers as they have unique needs and expectations from its brands.

Nestlé always puts weight to its loyal customers to retain long-term relationship by providing satisfactory nutritional value with quality products and also draw attention of new consumers to increase product penetration. Target marketing strategies Nestlé follows as-

Undifferentiated:

This is a mass-marketing strategy which brands follow to offer products to all segments focusing on common features of the brand than on any particular differences (Reza, 2015).

As an example, **KitKat** is such a brand which is offered to all segments of target customer and there is no specific segmentation of targeting audience, instead it caters or targets brand offering to mass with the brand slogan, “**Have a break, have a KitKat**”.



Differentiated:

When company chooses one or fewer segments in the market as a target audience to offer products from where it will get best opportunity to grab the market with right audience and focus to provide specific offer as per consumer preference (Reza, 2015)

As an example, **Coffee Mate** is a brand of Nestlé which is mostly offered to the young affluent, experimentalists and loves to have creamer whiten flavour and taste as coffee and prefers to have a non-dairy creamer which is cholesterol free with low calories.

Concentrated:

This is also known as niche marketing which concentrated its marketing resources and effort only to one segment or category of target audience. For Nestlé, it helped to gain the market segment success quite strongly by acquiring marketing and target customers' needs as it provides the specialized products fulfilling targets requirements.

As an example, **Nestlé Ceregrow** is a nutritionally enriched fortified junior cereal for children above age of five (5) and it is only dedicated for children to provide milky taste and nutritional value adequately.

2.4.4 Positioning Strategy

Through offering superior quality of products, customer orientated services, successfully identifying customers' needs and wants, creating a distinctive image and brand value for all its offered products to its right target consumers, Nestlé has gained a very strong and effective market position globally than other competitors brands which also service in this competitive food and nutrition industry. Nestlé follows positioning strategy as-

Product differentiation:

This refers to the attributes or speciality of a product which stands out to the specific target audience and helps to make difference than the competitors, also drives customers towards the brand. Nestlé as an organization always uses this differentiation strategy very effectively that it always has been successful to reach at its target audience.

As an example, **KOKO KRUNCH**, a breakfast cereal for children with the rich chocolate favour as well as whole grain which also carries nutritional values that helps children to restore the energy. The taste and the packaging design with the unique logo, brand name with the tagline "**Great Chocolatey Taste**" which makes it stand out than other brands and the taste of the cereals build the demand to its target customer.

Channel differentiation:

Channel differentiation is a method of positioning which provides competitive advantage to a firm as it allows organization to use differentiation strategy covering different channels, expertise as well as different approaches to perform with brand positioning strategy.

Nestlé as a well-reputed organization applies this strategy for positioning its brands through expert sales promotion across different areas of Bangladesh, especially at modern trade. It also provides awareness services to customers both for nutrition and products through its dedicated toll free customer care service. Moreover, Nestlé has its nutrition council which works for creating different strategies to provide nutritional benefits to its customers.

Image differentiation:

It refers the identification strategy of an organization which also associates with higher brand recognition and helps a firm to connect more with its targeted consumers by helping them to recognize the brand through its logo or brand slogan or even the image that portrays the brand itself to consumers (Mohajan, 2021).

Nestlé has its unique logo with the brand relative slogan, “Good food, Good life” which makes its consumers to recognize the brand as well as the purpose of the brand which is providing nutritional values through quality foods and hence ensure a healthy life.

Service differentiation:

Another method to gain competitive advantage is service differentiation which allows a company to deliver its service to customers to gain a unique and different characteristics in compare to other services. Nestlé directs all its operation only to provide quality food and nutrition value to its customers at different segments and to make sure that it has taken several initiatives to provide proper service as well.

For example, Nestlé has its dedicated 24 hours’ customer care service facility for customers to meet their queries and requirements for brands. Moreover, it has a platform called **Nestlé Professional@SERVICare Program** which is a technical solution to give more reliable service to customers and comprised with five parts as- proprietary system, service hotline, repair service, preventive maintenance and quality assurance.

Nestlé Healthy Kids is a global program which aims to promote healthy eating habits, proper understanding for balance diet and the necessity of physical activity for a child to exercise it

as daily routine. This activity is arranged among school going children whose age is between 6-12 years, food handler, also teachers and parents to raise knowledge of nutrition and health.

2.4.5 Marketing Channels

After segmentation, targeting brand based consumers and positioning the brand proposition to the consumers, Nestlé steps to next stage to deliver the products to end-users for consumption using its own dedicated and efficient marketing channels thus it can provide the best quality food to fulfil the nutrition requirements of its consumers.

Nestlé's marketing channels consists of two process one distribution marketing and another is delivery system at different places to reach products to end-users.

Distribution Marketing in Bangladesh:

Nestlé has its factory at Gazipur, from where the products distributes to customers following the process of transportation and storage. As Nestlé never compromises the quality of product and provide the best nutritious valued foods to its consumers so it conducts the whole process under efficient management system and also it makes sure to perform committed business practices.

Nestlé performs its effective management process throughout the process as; selecting appropriate transportation modes where it emphasises to put special attention to optimum unit loads (pallets), vehicle capacity determination, route planning as well as consolidating with outside mergers and partners, scheduling and fuel conservation.

Before distribution confirmation, it also optimizes warehouse distribution centres places and locations to ensure the environmental efficiency. Moreover, it checks the operational system thus nothing can undermine the quality of products.

As Nestlé also commits to perform business with environmental sustainability, so management process also checks and applies measures to reduce energy consumption and waste.

Nestlé always puts its best effort with huge amount of investment to make sure that the distribution process runs very effectively thus it can meet the marketing principle of meeting customer needs and gain loyalty. Nestlé has its specific brand image to its consumers and the reliability towards brands over 130 years has been gained and strengthen with the continuous

deliver of quality foods. Nestlé never wants to cause any dissatisfaction for its customers and considering that it takes all possible measures in distribution channels with best management.

In addition, to support environmental promises, Nestlé practices its promotional materials as labelling, printed communication materials as customers offers, in-store promotion, display materials, leaflets, printed advertisement tools under the consideration of environmental safety.

Delivery of Products in Bangladesh:

After products reach at different distributors houses across different regions of Bangladesh, the retail distributors supply those products at different outlets and usually into four outlets- Vending site, Tea Bunk, Modern Trade and Retail/Wholesale.

Nestlé also delivers its brands to different institutions which are delivered by Nestlé Professional distributors.

2.4.6 New Product Development by Nestlé

Nestlé has launched a new Ready to Drink (RTD) coffee beverage with the collaboration of Starbucks which is one of the biggest coffeehouse chain worldwide and successfully serving to the market globally over years with its unmatched coffee flavour and taste.

Nestlé Nescafe is one of the most demanded brand of this organization and consumers across world recognize Nescafe as an alternative name of coffee. As Nestlé as a company never wants to limit itself to provide best quality products to its consumers and gain more market share so considering this goal, this partnership has formed at 2018 with Starbucks bringing a wide range of premium products including whole bean, roast, also Starbucks capsules for Nespresso and Nescafe Dolce Gusto proprietary technologies.

The aim of this partnership for Nestlé and Starbucks is to working closely for market gain to develop new, innovative products for consumers as well as applying go-to-market strategy which will help to reach and expand the unique experience of Starbucks and Nestlé brand globally. The target market area to serve the new products will be at Southeast Asia, Oceania, Latin America and Nestlé confirmed to bring the beverages to consumers by 2022.

Competitive Practices:

Nestlé's partnership with Starbucks has brought the opportunity to enjoy the taste of Starbucks coffee at home even globally. Starbucks coffee are made with 100% pure finest

Arabica beans which provides a unique taste and roast profile including Starbucks Blonde Roast, Medium Roasts and Dark Roast. Nestlé unveiled 24 new product line s.k.us collaborating with Starbucks at 2020 which are the signature products of Starbucks but adding more innovation in taste and usage, including Cold Brew Concentrate where to make the coffee consumers only need to mix water and ice with concentrate, Fresh Brew Coffee, Starbucks Coffee with Essential Vitamins, Starbucks Coffee with Golden Turmeric and Starbucks Coffee with 2X Caffeine.

This alliance and new variety in coffee chain not just bringing new taste but also expanding the coffee deliver chain globally and making Starbucks RTD drinks at more places. This new alliance is performing the competitive practices by using the source verifiably 99% ethical way where this verification measures farms against quality, economic, social and environmental criteria and this partnership promotes transparent, profitable and sustainable coffee grown practice while protecting the wellbeing of farmers as well as communities and planet.

2.4.7 Branding Activities

Nestlé is operating globally over 150 years with the ambition of reducing the nutritional gap across world with its brands and the its brand mantra “Good food, Good life” summarizes its mission and purpose to serve.

Branding activity of Nestlé varies according to places and different demography as Nestlé has its product line at different stages of a consumers’ life from infancy to their retirement age so its needs to craft its branding and promotional activities as per different types of segmentation especially geographic and demographic as well as target group of these segmentations. But in all places through different activities, it serves the same nutrition purpose with the corporate image that “Nestlé is all about quality food and nutrition”.

Nestlé has wide brand value and recognizable brand image to the people of Bangladesh, as a result it doesn’t emphasize much on broad level of knowledge-based marketing but mostly branding activities drive towards awareness-based such as new product line or new variant of existing brand. Moreover, in Bangladesh there are few regulations from authority to conduct branding activities and as Nestlé as a brand follows and performs branding according to that. As Nestlé always focuses more to aware about nutritional value, not price of the product so it mainly focuses on two branding objective-

Informative Advertising: This refers to the advertising that relies more on products facts and features for driving customers to buy the product. For Nestlé, it mainly applies informative advertising for milk brand such as **NIDO FortiGrow**, where it shows the features of the brand components and the benefits for child's growth purpose-

Persuasive Advertising: This refers to the method where advertisement attempts to convince consumers to buy a product by appealing their needs and emotional desire. For Nestlé, it applies this advertising approach for different brands but most well-established one is for **KitKat** where it shows the importance to take a break with KitKat can be helpful for anxiety relief-

In Bangladesh, Nestlé also needs to maintain some strategy and policy while conduct promotion for its some brands, such as-

- Nestlé is not allowed to conduct branding activities for infant milk products, it can only aware about the benefits and product details with authorized documents to professionals.
- Nestlé can only do mass advertising for new products and specific beverages such as Nescafe.
- Advertisement and promotion can be done according to product by delivering the same global brand image.
- Nestlé can keep its marketing communication budget for publicity up to 15%
- Nestlé can go for market for product sampling and test marketing for more indulgent which has been done for Nescafe and MILO brands in Bangladesh.

Different Approaches for Branding in Bangladesh:

Nestlé Bangladesh has taken different approaches to promote its branding awareness in Bangladesh and over years with the launch of new brands, it has customized its branding activities as well towards more IMC (Integrated Marketing Communication) strategy. Some commonly used branding activities of Nestlé Bangladesh-

Media Channels:

Nestlé mainly use **Newspaper-ProthomAlo and Television** to promotes its branding activities. But Nestlé only uses the newspaper platform when it launches a new brand or new variant and wants to reach to mass as much as possible, apart from that Nestlé conducts most

communication through television as Nestlé believes television receives more clutter, fleeting, exposure and mass awareness for promotional reach in Bangladesh.

Press release is another method adopted by Nestlé in Bangladesh while launch any new brand but this is the least used method for promotion. Recently, Nestlé has conducted a press-release for the launch of MILO 3 in 1.

Digital Channels:

Nowadays with the new dimension of customer usage rate, Nestlé now also focusing more on promoting on digital channels in Bangladesh. It mainly uses different social media platforms and creates OVC, digital contents and customer engagement activities through social media.

It also uses e-commerce platform for promotion of different brands as its e-commerce partner is Chaldal.com.

Outdoor Advertising:

Outdoor advertising such as billboard, posters, flyers, banners are another types of branding which initiates by Nestlé Bangladesh but in a very limited approach, usually when to promote widely to mass or more sell to increase.

Modern Trade promotion:

This strategy is also done by Nestlé Bangladesh such as dangler, wobblers, shelf-talker. These approaches are the regular branding strategy done by NBL and most widely used branding activity as well as CP promotional activities through different offers.

Push strategy through salesforce in modern in another effective strategy is applied by Nestlé in Bangladesh. This strategy helps a lot for Nestlé Bangladesh to gain more brand engagement and awareness. Even modern trade branding activity is one of the most widely performed activity by Nestlé Bangladesh.

Brand Activation and Event Marketing:

Another every effective and widely used branding activity performed by Nestlé Bangladesh is to conduct brand activation strategy as experimental marketing and event marketing.

Nestlé Bangladesh has conducted a brand activation program named **MAGGI Shadhe Magic** activation to create awareness to rural consumers as well as non-user of MAGGI Masala Magic to create awareness about new product line of MAGGI.

Event marketing is another branding activity which is often initiated by Nestlé Bangladesh. During 2017, Nestlé Bangladesh conducted an event marketing for Coffee Mate named “Nestlé Coffee Mate Corporate Drive 2017” at 100 corporate offices during week days and offered them free coffee tasting with Coffee Mate, also free sampling pouch which consisted with two Coffee Mate sachets and one Nescafe 1.5g sachet.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

Financial performance of firm like FMCG is determined through cost that incurred during production and how much the company has gained throughout the process of production to reach products to the consumers’ usage with analysis of profit generation and revenue earned by the firm.

Financial performance efficiency measure is a very important consideration for any organization as this is the most significant tool to determine how well the organization is efficient to perform in industry it is operating. There are many factors need to be consider while we do analysis a company’s performance standard such as profit, revenue, asset and liability level, shareholders return and many other factors. These analyses help us to determine how solvent the organization is and how trustworthy its operation structure can be.

Nestlé as global organization is operating in the industry holding the leading position by maintaining effective and satisfactory financial performance standards. Nestlé prepares the consolidate financial statement with the countries it has 100% subsidiary and so for that the firm share the group financial performance report including Bangladesh as a part of it.

2.5.2 Financial Performance Effectivity Analysis

This analysis has been conducted through ratio analysis to understand the financial performance position of Nestlé as a group. At the first place, the key figures can be shown and analysed as follows-

Balance Sheet Key Figures:

Fiscal Year from January to December: All Values in CHF Millions

	2020	2019	2018	2017	2016
Total Current Asset	34,068	35,663	41,003	31,884	31,042
Inventories	10,101	9,343	9,125	9,177	8,401
Net Property, Plant & Equipment	25,840	28,762	29,956	30,777	27,554
Total Investment and Advances	14,599	13,158	12,427	15,790	14,773
Total Account Receivables	11,454	12,534	12,036	12,953	13,197
Intangible Assets	47,768	46,720	50,336	50,361	53,404
Total Asset	124,028	127,940	137,015	133,210	131,901

	2020	2019	2018	2017	2016
Total Current Liabilities	39,722	41,615	43,030	38,189	37,517
Accounts Payable	13,802	14,017	13,045	12,890	12,284
Long Term Debt	27,928	23,132	25,700	18,566	11,091
Deferred Tax	1,351	475	724	1,389	1,816
Total Liabilities	77,514	75,078	78,612	70,981	65,920
Total Shareholder's Equity	45,695	52,035	57,363	60,956	64,590
Total Equity	46,514	52,862	58,403	62,229	65,981
Earnings Per Share	4.30	4.30	3.36	2.31	2.76

Table: Source (NESN.CH | Nestle S.A. Financial Statements - WSJ, 2021)

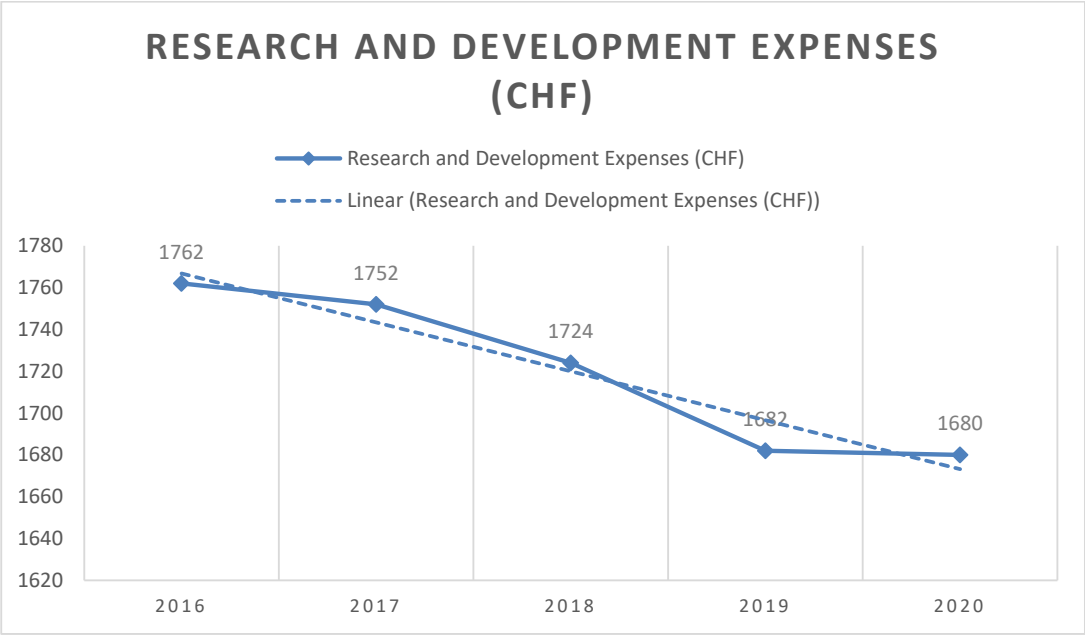
Income Statement:

All Values in CHF Millions

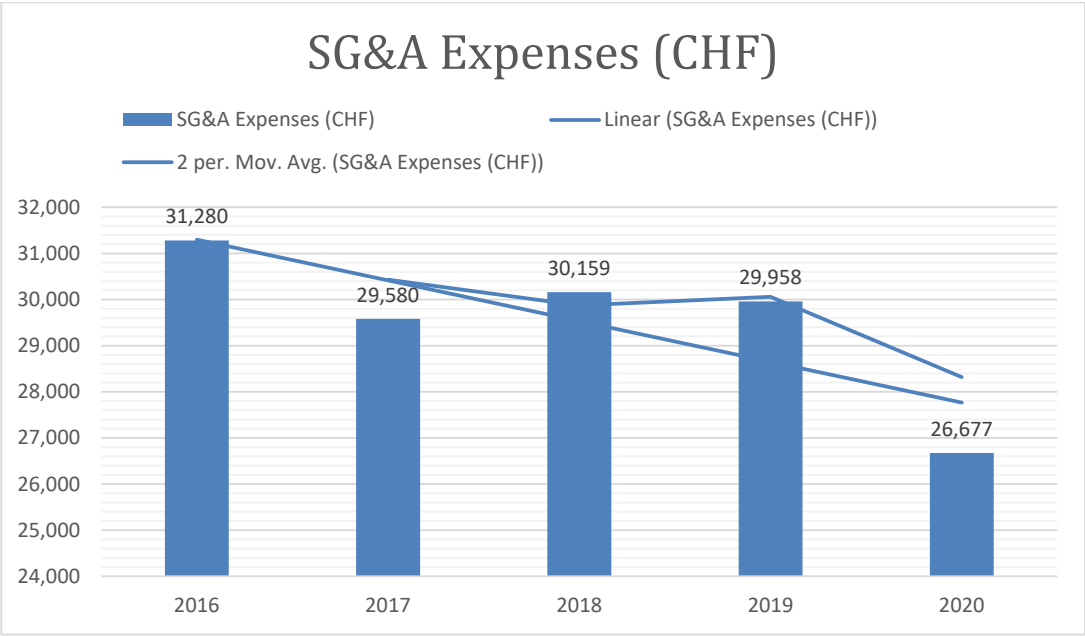
	2020	2019	2018	2017	2016
Sales Revenue	84,343	92,568	91,439	89,590	89,469
Cost of Goods Sold	42,841	46,647	46,070	45,571	44,199
Gross Income	41,502	45,921	45,369	44,019	45,270
SG&A Expenses	26,677	29,958	30,159	29,580	31,280
EBIT	15,255	16,267	15,500		14,194
Interest Expense	831	1,026	820	612	548
Net Income	12,232	12,609	10,135	7,156	8,531
Net Profit After Tax	15,255	16,267	15,500		14,194

Table: Source (NESN.CH | Nestle S.A. Financial Statements - WSJ, 2021)

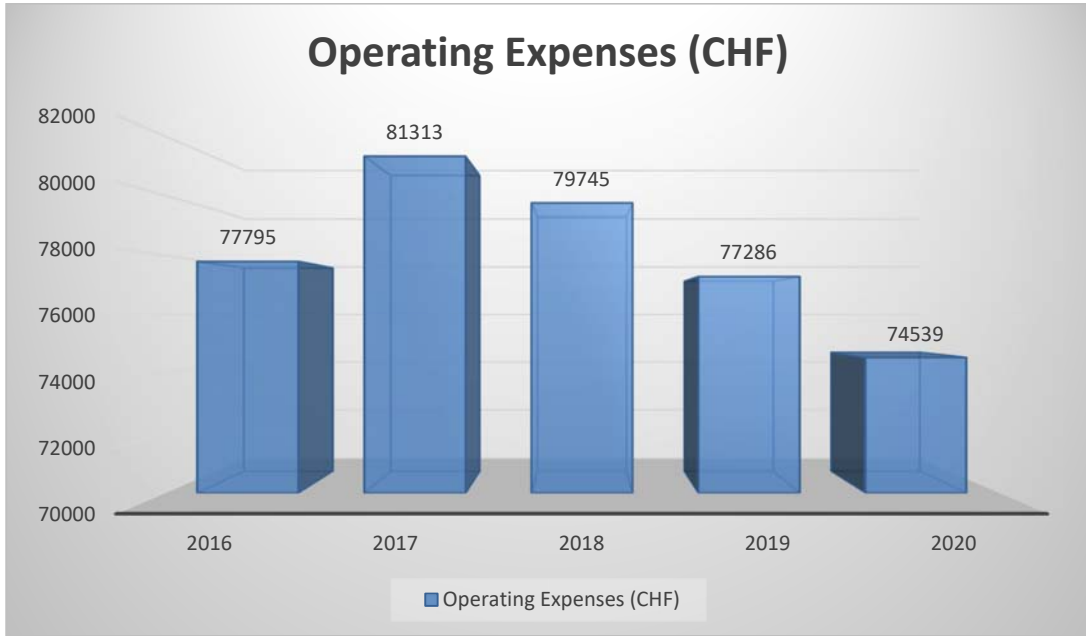
Analysis of Income and Expenses Efficiency:**Expenses Occurred by Company:****Research and Development**



SG&A Expenses

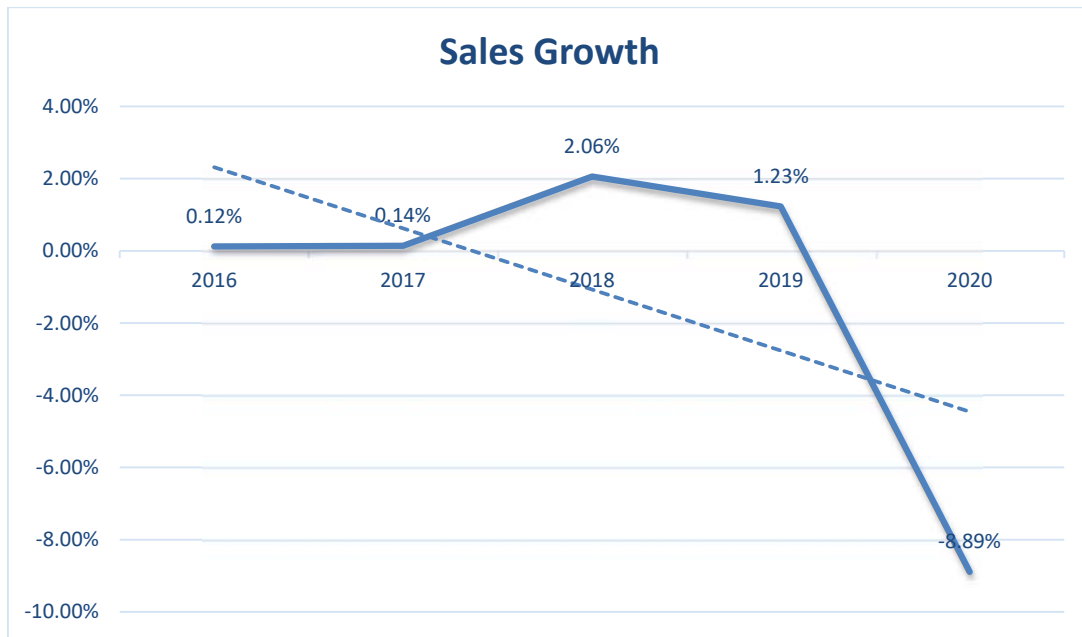


Operating Expenses

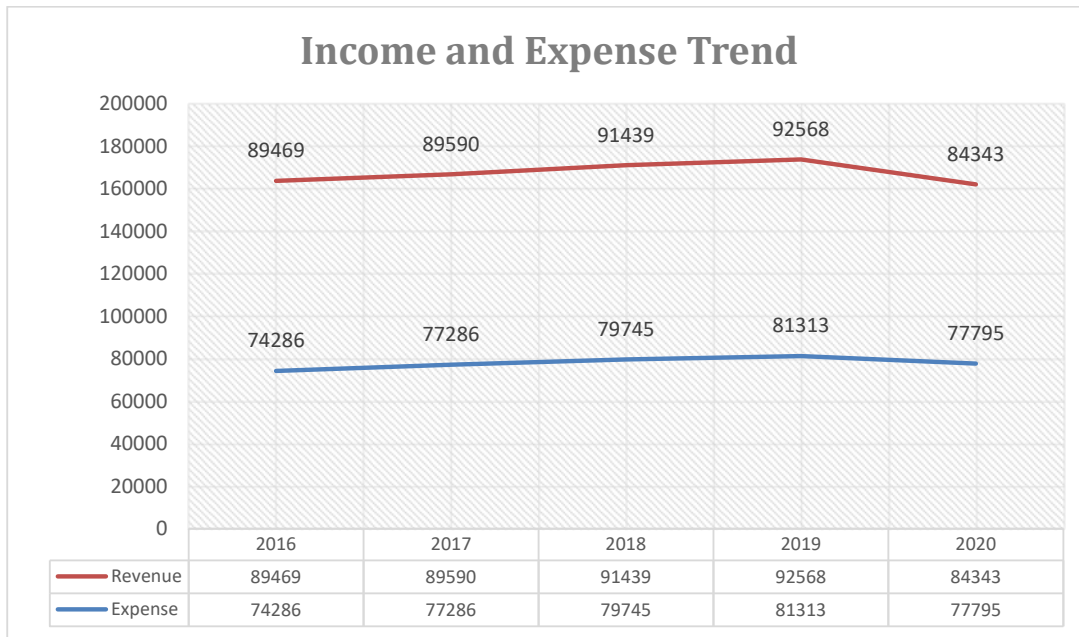


Analysis of Revenue and Expense Trend:

Sales Growth:



Trend of Income and Expenditure



2.5.3 Financial Ratio

Liquidity Ratio:

	2020	2019	2018	2017	2016
Current Ratio	0.8577	0.857	0.95	0.89	0.85
Quick Ratio	0.60	0.63	0.74	0.59	0.63

Efficiency Ratio:

	2020	2019	2018	2017	2016
Asset Turnover Ratio	0.68	0.72	0.66	0.69	0.68
Inventory Turnover Ratio	4.25	4.99	5.04	4.95	5.26
Receivable Turnover Ratio	7.88	7.89	8.21	7.25	7.23

Days Sales Outstanding Ratio	46.31	46.24	44.42	50.31	50.45
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Solvency Ratio:

	2020	2019	2018	2017	2016
Total Debt to Total Asset	62.50%	58.68%	57.37%	53.29%	49.98%
Total Debt to Total Capital	0.37	0.30	0.31	0.20	0.14
Total Debt to Total Equity	0.85	0.70	0.69	0.42	0.35

Profitability Ratio:

	2020	2019	2018	2017	2016
Gross Margin	49.25	49.76	49.78	50.15	50.77
Operating Margin	17.47	17.31	14.98	11.22	14.66
Return on Equity (ROE)	26.59	24.41	17.92	12.00	13.43
Return on Asset (ROA)	9.97	10.08	7.64	5.78	6.73
Return on Investment (ROI)	16.62	16.98	12.44	9.57	11.52

Stock Market ratio:

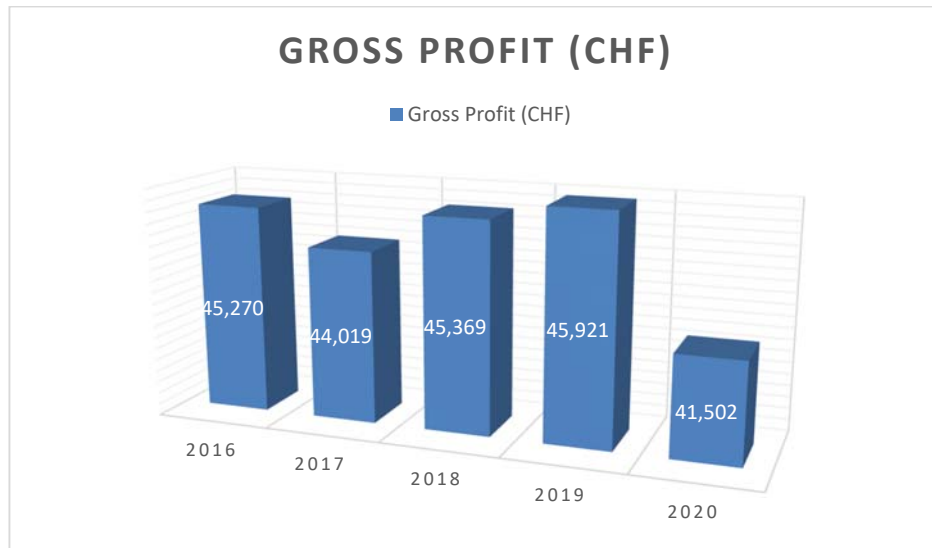
	2020	2019	2018	2017	2016

Earnings Per Share (EPS)	4.30	4.30	3.36	2.31	2.76
P/E Ratio	25.65				

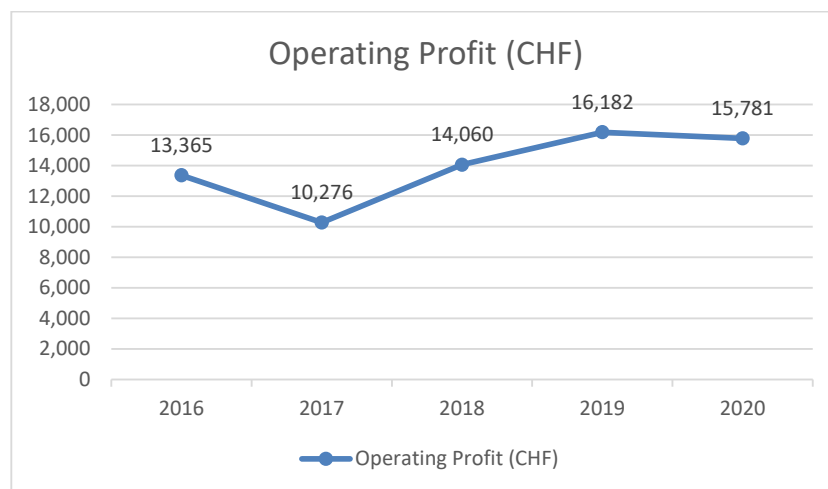
Table: Source (Nestle SA Key Financial Ratios 2006-2021 | NSRGY, 2021)

Analysis of The Performance Trend:

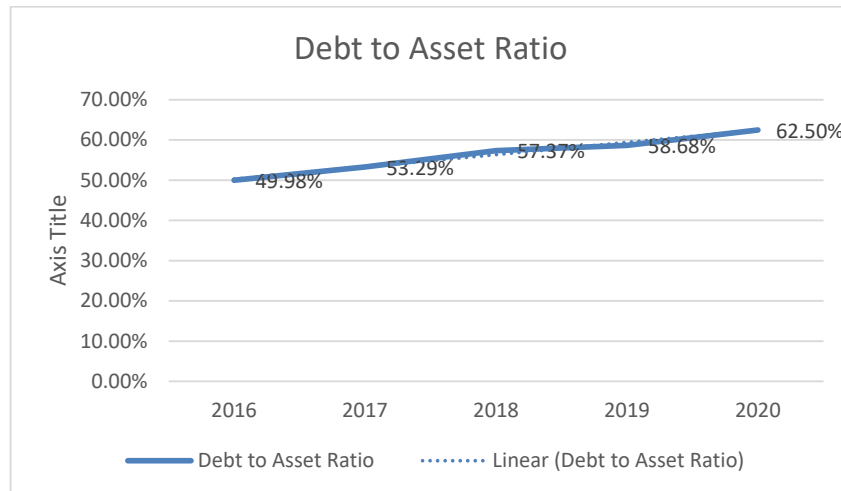
Gross Profit



Operating Profit



Debt to Asset



After the financial analysis, it has been observed that Nestlé were performing quite profitably with continuous growth till 2019 but due to coronavirus hit the company's global performance has faced obstacle which has led the sales growth to drop down at -8.89% but despite that the gross profit margin and operating profit margin yet didn't drop significantly and the organization is performing quite profitably with the real internal growth of 3.2% (nestle.com). But the company needs to bit focus on its asset management as the debt to asset ratio indicated the rise of liabilities level is higher than the asset it has which might cause for solvency judgement of the organization. Overall, managing the expenses the company yet successfully earning effectively and gaining profit with the operating profit margin of 17.7% (nestle.com) this shows the overall effective financial performance of the firm.

2.6 Operations Management and Information System

2.6.1 Operation Management at Nestlé

Operation management is such a function which is considered as cross-functional field in business as it encompasses planning, execution and supervising production including other departments such as sales, marketing, finance, information and technology. Not only for a manufacturing organization but even for a service organization, it plays a vital role for creation, development, production and distribution (Islam, 2017).

Nestlé which is also recognized to follow a very efficient structure for operation management allows its subsidiaries to operation following organization's policies and guidelines, also considering local business model, market dynamics as well as business life cycle. For NBL, the supply chain function is divided into 3 departments-

- 1) Demand and Supply (D&SP)
- 2) Procurement
- 3) Customer Service and Distribution (CS&D)

2.6.2 Demand and Supply Planning

This refers as the starting point or the hub of Nestlé Bangladesh supply chain process. This dedicated function prepares plan effectively for the National Consensus Demand and Supply planning for each product considering 18 months of cycle.

Demand Planning:

This Consensus Demand planning is conducted with collaboration of Sales team at the month sales review meeting and hence prepare tandem to after checking whether the product can be taken to the market as per plan and also Finance department is dedicated to check at the monthly gap review to decide whether there is enough budgetary allocation to carry out the activities as per plan or not. After checking all these factors Functional Heads sign the finalized Consensus Demand Plan.

Supply Planning:

This sector plans for Material Requirement Plan for all direct materials after receiving the Consensus Demand Plan. This department formulates plan thus can ensure all required materials is fulfilled according to forecasted demand plan on hand for production and successful supply process. This department works with the collaboration of direct materials procurement team and inbound logistics team. This department also arranges Monthly Business Planning meeting with all other departments as Sales, Marketing, Finance, Procurement as other based on necessity for upcoming plans and to understand any issues or constraints in the plan.

2.6.3 Procurement

This is the team of Nestlé Bangladesh which works for sourcing, resource allocation and managing all raw materials inputs according to the order plan directs from Demand and Supply planning department and make sure that raw materials, packaging materials and finished goods reach at the company at right time, right quantity and right quality, ensuring maintaining cost effectivity in the organization which will bring higher returns for the firm.

At Nestlé Bangladesh Limited, there are two dedicated team under this department to conduct all process-

Direct Material Procurement:

This is the key component of procurement which works for collecting all imported and local raw materials. They mainly work closely with the supplier and ensure that there is enough necessary lead time for preparation as well as dispatching all raw and packaging materials on due time.

For local resource collection, the team oversees periodically at the delivery site for timely order delivery assurance and when they receive the final goods, the Finance team works on the payment process as per report of direct material procurement team.

For the imported materials, along with these activities they also need to prepare Letter of Credit (L/C) and also collects all the necessary paper details from the supplier based on shipment and arrival time and place of the orders.

Services and Indirect Material Procurement:

This team is dedicated to deal with all those input factors which are directly not the core part of the production process such as Capital Expenditure, Media Buying and Creative Content, Point of Sales Assets, Administrator and HR Services, Logistics and others as per necessity.

This department performs the function to know more clearly about the market demand and overall environment for a requested ordered product and accordingly send the purchase order to the supplier and when they receive goods as per the pre-set terms and conditions, the Finance department works on setting bills for suppliers.

Inbound Logistics:

This is the auxiliary team that works both with these two departments to facilitate their work functions and ensure that all imported product has been received and released from the port and transported at the designated location following the lead time. After receiving import documents from the procurement team, they pay the necessary duties to the government as well as obtain goods that has been released from port and conduct necessary follow-up with the transporters to make sure all the materials have been located timely and effectively.

2.6.4 Customer and Service Distribution

This team works for the proper sale planning and management of the wide ranges of Nestlé products to the distributors at 6 sales regions and there are total 109 distributors of NBL in Bangladesh who plays the role of the primary drivers to deliver organization's out in the downstream supply chain.

Based on the Consensus Demand Plan, they work on monthly target for distributors and takes steps to manage the alignment of distributors and customers with the company target. When the orders are captured from distributor side, those are edited and finalized before placing into SAP system which works on developing outbound delivery report for each order.

The distribution centre (DC) is located at Gazipur in Bangladesh. This department is also responsible to oversee the operation with outsources global firms thus they can make sure an alignment and coordination with the whole process of Nestlé Bangladesh Limited.

2.6.5 Information System for Operation Management

Information system process also directs from Demand and Supply Planning department for operation management. As Demand and Supply planning department works on forecasting internal demand for materials, also manage the adequacy of supply efficiently from the factory as an output.

eProcurement – SAP Software: The process of seamless sourcing and procurement is performed and managed by using this software system from requisition to purchase order, approval and payments, this software is adopted to manage the whole process.

Supplier Relationship Building: This is another key practice followed by procurement department where the team works to develop and supplier relationship and transforms it towards achieving business benefits. This also provides significant competitive advantage to the company as building communicative relationship with the supplier, organization can work on enhancing quality, deduct non-valued costs and achieve high level of performance.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis of Nestlé Bangladesh Limited

SWOT is an analysis technique for business to identify and analysis its business operation and effectiveness assessing four aspects which stands as strength, weakness, opportunity and threats. Nestlé as a global organization who is successfully performing in the food and beverage industry over years through constantly offering nutritional values with highly efficient production as well as maintaining quality with nutrition council, needs to conduct analysis for understanding the position in the industry, also to sustain and gain more market share with profitability what are the strategies it should make. SWOT analysis for Nestlé Bangladesh Limited can be followed as-

Strengths:

This shows the characteristics of a business that gives the organization advantageous benefit over other competitors. The core strengths of Nestlé are-

- The wide portfolio of products which always responds to the consumers' demand and wants by providing necessary nutritional benefits.
- Nestlé has a very unique strategic position in Bangladesh which is the combination of both local as well as highly recognized global product brands.
- Operational efficiency and proper management from production to end distribution of products in every stages of the function have helped the company to gain very powerful image and competitive advantage. The operational efficiency is also the result of internal emphasize on innovation and growth.
- Structure of recruitment process and offering highly engaging working environment has helped the organization to hire the most dedicated, talented and charismatic employees who understands the value of the organization and its highly developed culture and also they are very motivated to perform very effectively and accomplish organization's goal in very project.
- Nestlé has a moto which is practiced globally that Nestlé never compromises with quality, nutritional benefits and authenticity. Even Nestlé is such an organization which emphasizes quality over profitability and considering that it has a very well-developed R&D innovation function which continuously works to increase the development of each brands, even this the function which has made Nestlé unique over its other competitors as Nestlé's product quality is unmatched and this is one of the strongest driving factor of the company's performance growth.
- Global image of the organization is another strong factor to gain the leading position in the industry along with the food products quality. The firm is contributing for health over last 150 years and its variety of products have become the regular household demand worldwide.

Weakness:

This refers to those characteristics of an organization which describes the disadvantageous factors of an organization that can lead the firm to lag behind than its competitors. Some weaknesses Nestlé faces as-

- As Nestlé has a diversified portfolio so it needs proper channel and decision making process to plan for distribution and delivery of the brands to end-users. This might interrupt the overall operational efficiency.
- As Nestlé is a global brand itself so it needs to follow a particular image worldwide, so it cannot remodify the image and message according to the country profile it is operating its business which might create issues to design strategy in an acceptable way for all.
- The prices of Nestlé brands are usually bit more expensive than its competitors. Consumers in general don't have much ample idea about production or Nestlé's core value for quality maintenance so they drive towards a less expensive brand.
- Nestlé has several functions and complex process for decision making to launch any project or take any initiatives as being a global brand, it needs to consider overall several factors which might slower the decision making process and that can be a disadvantage for the company.

Opportunities:

This factor shows those characteristics of a company's external environment that allow it to structure and execute strategies to gain organization's goal more effectively. Nestlé is already a highly reputed organization and has more opportunities as follows-

- Nestlé is the well-known brand worldwide and it has the food that serves the need of every household and as currently the people of Bangladesh is restructuring the food consumption pattern so it can open the new opportunity to increase more demand and gain more market share by providing high nutrient products.
- As Nestlé has the strongest function that is R&D sector which is highly efficient for new innovation and also create new product line so the company can launch new variants of product matching with the culture and taste preference of Bangladesh. Moreover, the per capita income is also developing in Bangladesh so as life standard so they are having more demand for variety of brands which are not currently available in Bangladesh so Nestlé can also launch those brands in Bangladesh.
- As Nestlé has a very well-developed distribution channel, also years of experience so it can work more on available the products in more areas of the country and grab more market penetration.

- Nestlé has several brands for child health development and growth from infant to school-age so they can take initiatives with government collaboration to develop the health and nutrition of the country where Bangladesh is already suffering with high level of malnutrition.

Threats:

This are those characteristics which are related with external environment and can endanger the integrity and profitability of the organization. Nestlé also faces few threats as-

- Competitor brands, especially local ones are more aware about the local consumers' preference and purchase process so they are structuring the promotional activities more vigorously with emotional appeal for consumers.
- Currently in Bangladesh, the employees, staff and labors are not enough adequate than the bundle amount of tasks to complete as Nestlé offers a very competitive compensation with employee benefits which hardly follows by local firms.
- As Nestlé solely offers the food brands and people of Bangladesh choose a food brand based on the taste than deeply concerning about nutrient values so several new market entrances can make the company's overall position bit uncertain.
- In Bangladesh, another big threat is the economic and political situation which might cause the overall functions of the brand and as a global brand, company needs to follow a complex structure for decision making so it might cause extra cost and effort for firm.
- Environmental risks are another factor that the organization can face while operating in Bangladesh and this factor can also cause for operational management.
- In Bangladesh there are different demographic people who have different needs and taste habit as well as different culture which influences a lot on their food consumption pattern so that might makes bit difficult for the organization to analysis the market and its people wants, also predict the future demand.

2.8 Conclusion

Nestlé is recognized its superior food quality over years and its taste innovation is unmatched able. Nestle believes in continuous approach to provide best value to consumers. Nestlé follows its production style every carefully this it always can ensure best quality food for its consumers. Nestlé has some competitors which can make a hindrance for the organization but the wat it follows its strategy that made it to hold the laddering position worldwide. To gain

more penetration and consumer preference, Nestlé should come up with strategy that will help to reach more consumers.

2.9 Recommendation

- Should consider more favourable pricing strategy
- The organization can build new strategy to reach more awareness about brands
- Introduce new brands which are globally available
- The firm can take initiatives to create more structural development.

Chapter 3: A Thorough Branding Strategy Analysis on Nestlé Dairy Category in Bangladesh

3.1 Nestlé Dairy Category – A Brief Introduction

Dairy brands are considered as a foundation of good health for any person at any age and at any place of the world. When it is come about dairy, we synonyms it with milk which is known as the most perfect food given its ability to provide energy, water and a wide range of nutrients as well as protein. Nestlé as a global firm which operates with the moto to provide the best quality food fulfilled with nutritious value offers various products made from milk to its consumers thus they can get the taste they prefer, also can ensure great nutrition for infant to entire family. According to the mission of providing best quality to its consumers, Nestlé

effectively ensures the production of dairy brands with the collaboration of its R&D technology as well as the source of milk products. All milk products are made from fresh cow's milk which is loaded with vitamins and minerals as Vitamin D, Calcium, Proteins which is also available in full cream and low fat milk thus its targeted consumer can enjoy the taste of milk and also can intake rich nutritious value. Nestlé commits that its process brings consumers fresh quality milk from the farm at every glass and every time. Dairy brands in Bangladesh are offering nutrition to different segments of consumers and those are named as-



3.1.2 Objective of The Study

The objective of this report is to find out through analysis about the effectiveness of branding strategy adopted by Nestlé dairy brands to achieve its goal and objectives of branding. This will also help to understand the market position and consumer awareness about the brand categories. This analysis also is conducted to understand what are aspects consumers want to find in a brand to feel attracted and long-term trustworthy. This report will analyse the competitors position through consumers' eye as what unique approach and aspect they look for to choose a brand and how effectively Nestlé category is addressing those and communicating the brand value consumers to grow interest in them and at which extend they are currently positing at consumers buying preference.

3.1.3 Significance of The Study

The significance of the study is learning and understanding about consumers' preference significance to design the branding strategy. Branding is all about creating demand for

consumers to purchase and position in consumers' mind. As a brand, Nestlé is supporting its consumers by providing continuous nutritional benefits with innovation and technology but when it's about the understanding from consumers' perspective that how much they can understand the value they are getting and how clearly the branding nutritional beneficial message is reaching to them then there might be several factors a brand need to consider based on their consumer profile and this report has tried to figure out that scope to create more consumer oriented branding strategy.

3.2 Methodology

This report has collected data for analysis both from primary research as well as secondary research.

Primary Data: Data has been collected through online survey from brand targeted consumers group where the survey has been conducted with 50 people and also the organizational data has been collected from on-site supervisor as well as personal experience from internship work process and field market analysis.

Secondary Data: Some data have been collected from online sources and other secondary research sources to create an effective and credential report. Secondary data have been used to gain more brand oriented knowledge and add value to this report.

3.3 Findings and Analysis

3.3.1 Dairy Brands

NIDO:

NIDO FortiGrow is one of the most demanded and highly recognizable brands among Nestlé dairy category in Bangladesh. It is contributing to the child's health from last 20 years in Bangladesh and more than 70 years across world. NIDO has come as a brand in 1944 at Switzerland but before that from 1921 to 1930, it has been offered under the trademark brand of Lactogen. NIDO FortiGrow is offered for the holistic development of a child's health for both mind and body thus it helps a child to get ready for school challenges. NIDO FortiGrow has 14 varieties of vitamins and minerals which provides appropriate amount of nutritious value for a child's health and growth as well as improve learning ability and immunity

development. As Nestlé never compromises with providing the best quality nutrient to its consumers, so it takes very special consideration while offering a product for a child as this is the most crucial stage for a child to ensure growth which also will impact for them in future to face new challenges and this leads the brand to fulfil the product with best nutrient values while converting the loose milk to powder milk and add more nutrients as Iron, Vitamin B for cognitive ability, Vitamin A & C for immunity and Protein, Calcium for normal growth. NIDO FortiGrow is highly desired and beneficial by its end-users as well as over last 70 years across 80 countries it is highly trusted by mothers as the brand understands the concerns of mothers to provide best nutritious food to their child and NIDO as a brand successfully offering all required nutrition of a mother for her child and contributing for a healthy future.

In Bangladesh, NIDO FortiGrow is serving the same value as Nestlé as global corporation maintains the same image. It entered in Bangladesh at 2000 and currently performing as one of the largest profit-making and most demanded brand under dairy category. NIDO FortiGrow mainly is offering nutrition to school-age children and operates all its branding activities to the mothers and children of this age group.



180g



350g



500g



700g



900g



2.5kg

MRP: Tk. 270

MRP: Tk. 370

MRP: Tk. 530

MRP: Tk. 890

MRP: Tk. 2500

MILO:

MILO is considered as the world's No 1 Cocoa Malt beverage which is blended with unique mixture of malt, milk and cocoa fortified that has given the product a yummy chocolaty taste as well as helps to boost their energy and feel powered-up throughout the day.



400g

MRP: Tk. 430



Sachets

MRP: Tk. 15

Nestlé Everyday:

This brand targets the new generation couples who loves to enjoy company and want to have a perfect taste of tea with all nutrient values and can make culinary food products to get superior tasty feel.



500g

MRP: Tk. 320

3.3.2 Branding in Bangladesh

Brands Offering Areas:

Brands are currently offering its all SKUs at six (6) different cities in Bangladesh. Offered Brands are premium category brand for its quality and nutritional benefits offering as well as for premium quality production. The products are distributed both in retail shops and modern trade.

Like other brands distribution, dairy brands are also distributed in six cities as – Dhaka, Chittagong, Khulna, Sylhet, Bogra and Barishal.

Target Market:

NIDO FortiGrow:

NIDO FortiGrow is a brand for school-age children who is the target consumers as end-users and mothers are the target buyer. NIDO FortiGrow recognizes that mothers need constant approval for their child's health benefit and nutritional fulfilment and considering this analysis, NIDO FortiGrow produce product for child's holistic health benefit and conduct communication with mothers.

Mothers always stays worried about child's health, especially when the child enters at school-life as they face new challenges, new environment and new learning approach so to deal with these a child needs to grow with both mentally and physically thus they don't find any hindrance to cope up and mothers believes that proper nutrition and health benefits can

support their child to over such challenging situation. Considering this NIDO FortiGrow developed its products in a way to play the role as ally for mothers and communicates the brand message in a way thus mothers can rely on NIDO FortiGrow to ensure child's health benefits.

Target Consumer Age Group: 5+ to 12 years, who starts school at this age.

Mothers of this age group children

MILO:

This brand is preferred by the taste of the kids and mostly all kids to love to unleash potential, feel energetic and have the mind-set to go beyond limits.

Target Consumer Age Group: 5+ to 16 years.

Nestlé Everyday:

This is targeted to new generation to married couple who are very busy. **Target Consumer-**

- Demographic: Age between 22-35
Middle Affluent Class
- Psychographic: Who wants to have better life standard and wants to enjoy company with their partner
- Behavioural: Who loves to try new things and appreciates change in life.

Positioning of Brands:

NIDO FortiGrow is a reliable supportive brand who understands mothers' concerns for their child and provides children a strong foundation of healthy nutrition from school age to help them realizing their dream and have a healthy future.

MILO positions to go beyond limit and feel energized all the time.

Nestlé Everyday positions to give the perfect taste of tea and let you enjoy your company with your partner.

Branding Goals:

Dairy brands as brand of Nestlé doesn't follow any individual competition to suppress the brand value of other competitor brands but it only focus on providing best product quality to its target consumers.

Dairy branding puts its continuous effort on production from collecting raw materials to final consumable product thus it can contribute more for providing nutritional benefits for growing up and considering this, the brand has set its goal to create more consumer penetration and more awareness about brand benefits to support for health as well as ensure a healthy generation in future.

Branding Strategy Dairy Brands:

As the brand aims to provide nutritional values to build a healthy generation, it constructs its branding strategy to create more awareness about brand hence more penetration of usage. Dairy brands design its brand strategy and activities according to its target consumers. The brand considers few factors for while creating brand strategy, as-

Communication; here brands follows to effectively deliver the feature appeal such as the nutritional benefits the brand providing and how it will provide holistic benefits to a child's health, energy boost of child's health and the perfect tea-taste to consumers.

Product Availability; this is another important considerable factor for the brand while planning where they will make available the brand product lines and in which amount. Dairy brands have its own price strategy and it usually offers premium quality products so has its premium pricing strategy to make the relevancy with quality. The brand available its products as per targeted segmentation such as area, life standard and affordability.

Deducting Non-Value Added Activities; while choosing the brand strategy, brands of dairy considers whom to offer the products and where to available the products and awareness thus it can grab the attention of its target more effectively so it initiates promotional activities accordingly and cut all the non-valued expenses from budget.

Branding Activities of Dairy Brands:

As dairy brands focus in Bangladesh mostly on brand awareness building activities to reach more of its targeted consumers group, the brand promotes its activities through physical or traditional approach, digital platform and communication campaigns.

Brands are contributing for health growth in Bangladesh for years. Initially, the brand used to emphasize most on traditional promotional tools such as media advertising and print materials but from 2011 the brand shifted most of its promotional activities towards social media platforms and creative brand activation. Currently, the brand uses TVC commercials for mass awareness but to reach more to its consumers' attention and preference, it more depends on digital platforms.

Media Advertisement:

- 1) **TVC Campaign:** “NIDO FortiGrow Curoosity Campaign”
NIDO FortiGrow communicates offering features appeal through its TVC, where it shows the nutrient values of product such as vitamins and minerals and how it will develop child's health and mind as well as interest for learning new things.
- 2) **OVC Campaign:** MILO has created a campaign with the brand ambassador “Tamim Iqbal” who inspires to try harder and go beyond limits.

Point of Sales Materials (POSM) Marketing:

- 1) **Shelf-talker:**
This is the strategy follows by both modern trade and retail stores. Especially, Nestlé Bangladesh arranges Shelf Display Contest for retailers and whichever shops can accumulate more points on product display placement, are incentivized with prize and cash bonus. Shelf-talker is an important strategy used for modern trade.
- 2) **Dangler and Wobbler:**
These promotional materials are usually used for modern trade to promotions, usually for new product offering or new CP promotional activities. Also when brand wants to push its sale and wants to create more brand awareness. But mostly, this is very common strategy used for dairy brands promotional activity.
- 3) **Sticker Promotion:**
This strategy follows by brand when there is new offer to provide, especially during CP promotion, as “With NIDO FortiGrow 350g, 1 Glass is Free”. This only used is modern trade promotions while brand wants to convey any specific offer awareness message to customers and want to get into attention.



- 4) **Trade Hanger**: This strategy follows where the products are displays in a hanger shaped card at retail shops.



Trade Promotion:

- 1) **Trade Display Contest:**

This contest is for retail shop sellers, used as a push strategy selling and promotion for brand. The retailers of different shops and territory are given points product purchase, display maintenance, additional creativity in display arrangements and the retailers with most points are stipulated with given cash prizes and incentives.



- 2) **Push Money:** This is another strategy is applied with traders when they reach the target sell within a given time. Usually for dairy brands, it is about the number cartoons are sold in treated as numbering criteria and the highest numbered traders will get cash discount offer.

3) **Complementary Gifts:**

To build a better relationship and loyalty as business partner as well as encourage for reaching more sales target, retailers are offered with gifts as brands own designed clocks, caps, t-shirt, bag and many lucrative gifts.

Sales Promotion:

This Promotional strategy usually follows at modern trade where dedicated BP are assigned with sales target and also are provided training with “word of mouth” push strategy for consumers’ awareness and interest of buying.

Consumer Promotion (CP):

This is one of the most commonly used strategy by the brand to create loyalty as well as attachment with the brand for customers. Consumers are given premium offering and to satisfy customer preferences dairy brands offered several types of CP offerings which sometimes offering extra product such as glass or mug, discount off offer, or favourite items of children to use in their school.



- With 350g NIDO FortiGrow, 1 Attractive Mug is Free
- With 2.5kg NIDO Tin, 1 Koko Kruch of 330g is Free
- 21 taka off of NIDO FortiGrow 350g, Now at 249Tk.

Social Media Promotions:

1) **Awareness Contents:**

Social media campaigns and engagement is one of the most effective and highly used branding strategy of dairy brands. At current stage, as social media has become an integral part of our life so to build more engagement with consumers and aware them about brand initiatives and offer social media contents are most effective and most used awareness campaign of the brand.

2) **Brand Engagement Content:**

As most of the consumers and target buyers are connected with social media platform so dairy brands continuously create different contents to connect with the target group through different engagement contents which consumers feel interested and help the brand to gain more loyalty.



Event Sponsorship:

Dairy brands always promote the health growth, immunity, energy and mental ability and it sponsors events associates with this brand image to get more awareness of consumers and increase more brand value.



Brand Activation:

- **NIDO City** was an activated held at 2017 at 6 regions and different schools to educate mothers and child about nutrition and health issues.
- **NIDO Mayeder Adda**, this has been held at 2018 with mothers at different schools at six city zones to aware them about nutritional benefits and healthy food consumption.
- **NIDO Glass Bhora Furti Contest**, this event is currently ongoing through social media where children need to unleash their potentials and will perform an activity of

their interest and learning growth, after that post in social media. The top contestants are also awarded with attractive prize packages.

- **MILO** arranged the program where target aged children participated at different strength activities and post that on Facebook.
- **Nestlé Everyday** brand activation was “Priyojoner Shathe Perfect Tea Moment” where the married couple used to share the picture with their story.

3.3.3 Data Analysis – Effectiveness Analysis of Branding Strategy

3.3.3.1 Consumers Awareness Building

Through consumer response and requirement analysis, it has been observed that despite initiating several measures Nestlé dairy brands yet couldn’t reach to the attention of many consumers as it targeted to penetrate. Consumers hardly can identify the core value of the brands that the brands of dairy line targeted to convey and they consider the brand image and nutrition benefits as same as like other brands are offering.

Brand awareness of consumers for NIDO FortiGrow can be shown as-

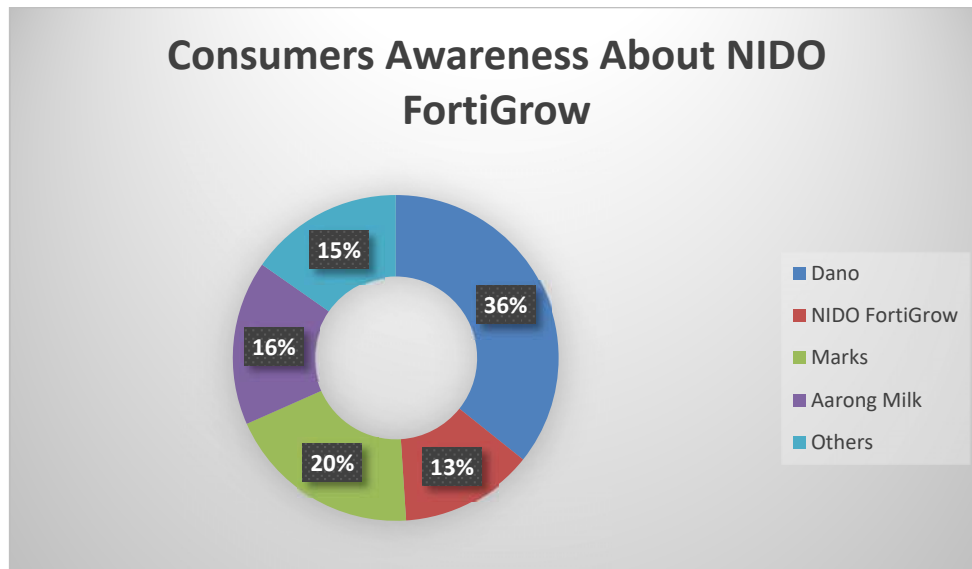


Figure: Consumers Awareness About NIDO FortiGrow

Analysis: This analysis shows that consumers hardly can understand the brand value and offering of NIDO FortiGrow that it wants to deliver. If we look at other brands position which are dominating on consumers’ mind, these brands are designing branding initiatives as per consumers’ preference of Bangladesh, which is helping them to reach more attention of the consumers. NIDO FortiGrow as a brand also trying to reach to consumers mind

approaching different branding strategies but other brands communication and branding materials are way stronger to reach and gain consumers attention and to gain own position NIDO also must initiates more unique communication strategy than other brands are offering.

Brand awareness of consumers for MILO can be shown as-

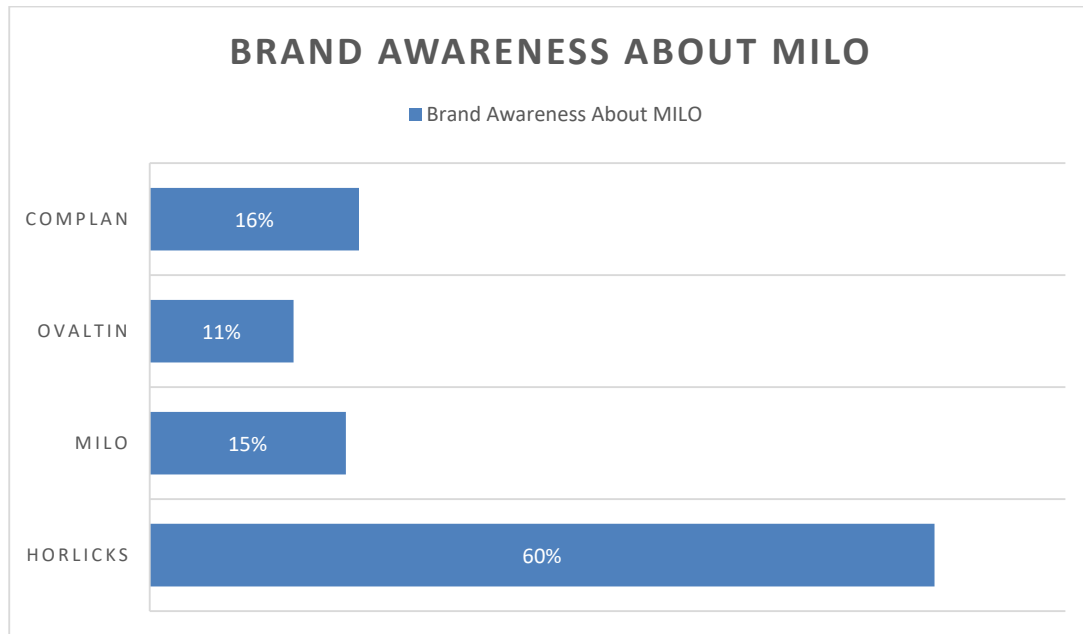


Figure: Consumers Awareness About MILO

Analysis: As MILO has just entered a year ago in the market, it is yet at the awareness stage and consumers who prefer MILO are usually aware about it as Nestlé is global brand has several product lines. Other competitor brands are performing in the market for several years and already has gain consumers trust and brand value image, moreover these brands are yet working on putting more effort to hold the position at market with more innovative branding strategies such introducing more variants, offering different values. MILO as a new player is also trying to grab the market share but to gain more consumers attention and create more penetration, it should structure the branding activities more innovatively and needs to take more initiatives to create availability as well as product demand.

Brand awareness of consumers for Nestlé Everyday can be shown as-

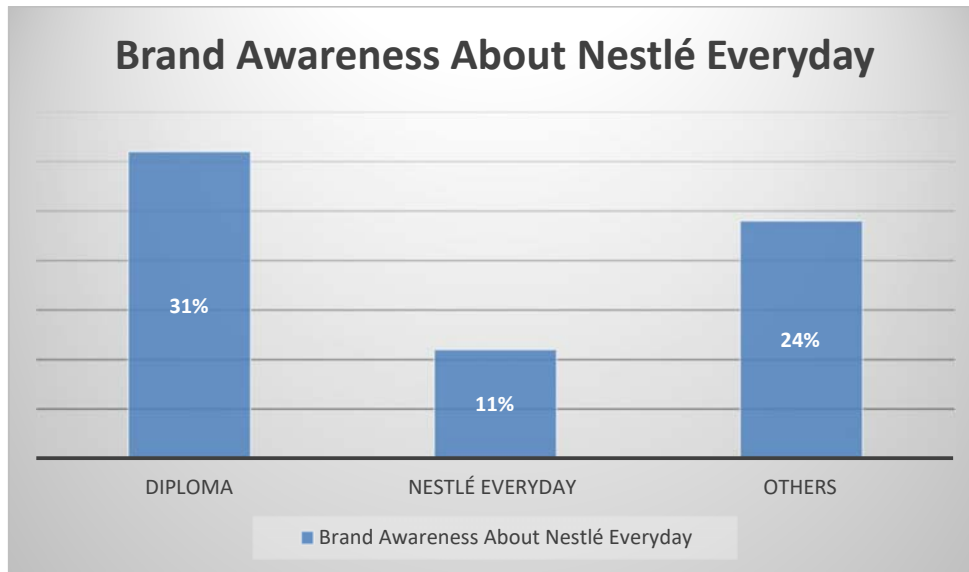


Figure: Consumers Awareness About Nestlé Everyday

Analysis: Nestlé Everyday is operating in Bangladesh from 2016 and it has initiated branding activities but most of its branding activities are only surrounded in social media platforms and consumers hardly even can recognize the distinctiveness of the brand around all other brands offering the same image in the market. Diploma as a brand who is operating in the market for several years and serving same value of culinary purpose as Nestlé Everyday, it still performing several branding activities to reach more and more audience and its position and awareness level is quite successful. Nestlé Everyday needs to take initiatives for effective brand building strategy development to create the awareness and demand for brand in the consumers' mind, so it requires to expand the brand awareness horizon from digital to other physical as well as traditional to reach its communication.

3.3.3.2 Consumers Demand Building

Branding activity always derives from two considerations; one is to create awareness and another is to build consumers demand for the brand. Consumers demand for brands can be created in several ways which solely depends on the brand and its purpose to serve. When it's about the consideration of a dairy product, consumers also consider several factors to make a purchase decision and when a brand can successfully identify those and make proper communication to grab consumers' attention, it helps them to reach more consumers as well as create desirable communication to build more demand.

According to the market analysis, there are few highly influential factors that drive consumers towards a dairy product purchase decision-

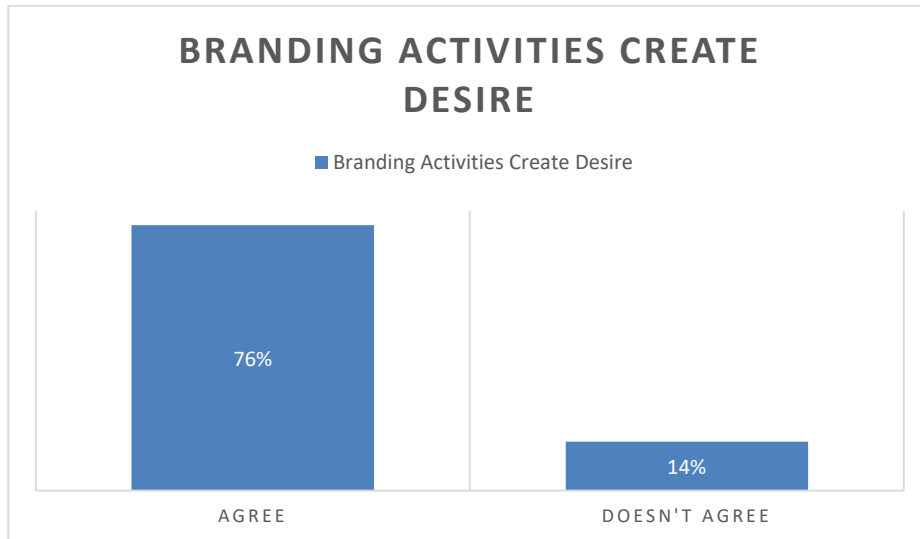


Figure: Branding Activities Influence to Create Consumers Desire

Another aspect that has been found out through market analysis is that the reliable source influence also leads consumers to create demand on a particular brand. Consumers preferable reliable sources can be shown as-

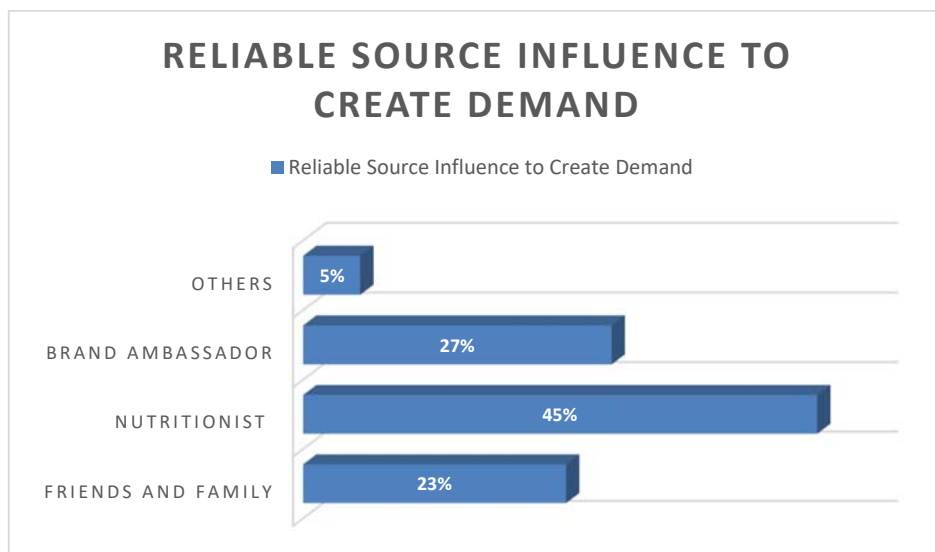


Figure: Reliable Source Influence to Create Demand

At current stage, consumers are quite considered about product quality and values especially when it's a food product. Health consciousness has become one of the prime category for choosing a brand over others and when it's about choosing a dairy product for health benefit

both for children and a grown up, nutrient values and its idea clarification helps a consumer to gain interest for a product.

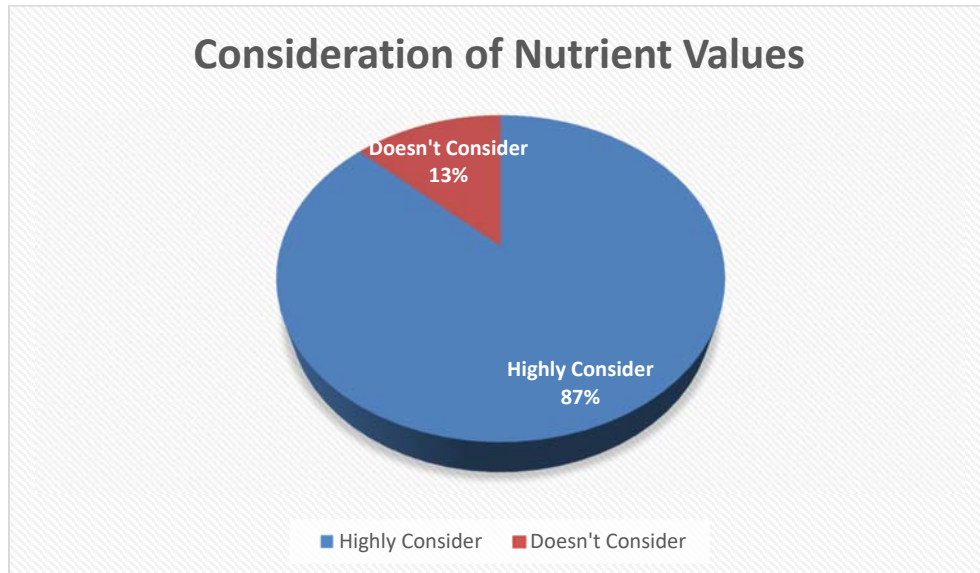


Figure: Consideration of Nutrient Values for Creating Demand



Figure: Consumers Preference on Nutrition Than Price

For designing branding strategy, another important factor is to consider as consumers' preference for buying a particular dairy brand. Nestlé dairy never compromises with the quality of the production and throughout the marketing communication, the brands try to provide nutritional beneficial message but this communication is also practiced by other competitor brands so consumers ultimately choose that brand which is communicating more effectively with consumer oriented branding strategy.



Figure: Aspects that Lead a Consumer to Buy a Dairy Brand

Analysis: According to the market findings from consumers' perspective, it can be observed that for choosing a dairy brand, consumers highly consider the nutrient and mineral values used for production of a brand. Moreover, when it's about to health consciousness, the people of Bangladesh highly depend on most usable brand as most people are less motivated to try something new or experiment on their health as food is considered the most contributable factor for overall growth in body. So for people of Bangladesh, reliable source or influential personality plays a vital role to choose a brand.

Now, in a comparative analysis, it can be said, Nestlé Bangladesh dairy platform somehow not considering much while creating its branding activities. The dairy brands are enriched with high amount of nutrients but people of Bangladesh in general are quite ignorant about the nutrition value terms and which values help for most beneficial growth. Also people are hardly aware about the brand image and nutritional compliance of the brand itself so for that they consider Nestlé dairy brands like as other regular brands.

Nestlé dairy brands are creating several promotional strategies but somehow they are hardly touching the driving points of consumers which other brands are doing, such as endorsing nutritionist, creating reliability with the collaboration reliable experts, organizing health benefit oriented engagement programs or shows, arranging adequate awareness program to provide nutritional knowledge and creating branding contents that just not only aware people about nutrition values but also touch their emotions and grab their attention to grow interest

for trying new product which other brands are doing quite successfully over years which has led them in the leading position in the market with most desirable brands of consumers.

3.3.3.3 Positioning Based on Consumer's Purchase Recall

Dairy products are one of the most regular used products in household. Especially when it's about the market analysis for the demography of Bangladesh, tea and other cooking purpose, milk preference is always at the top. According to the market analysis, this is one of the most frequent purchased product but the main consideration is how frequently consumers think to choose Nestlé dairy brands while making the purchase decision and also which brand dominates their mind and this can be shown as-

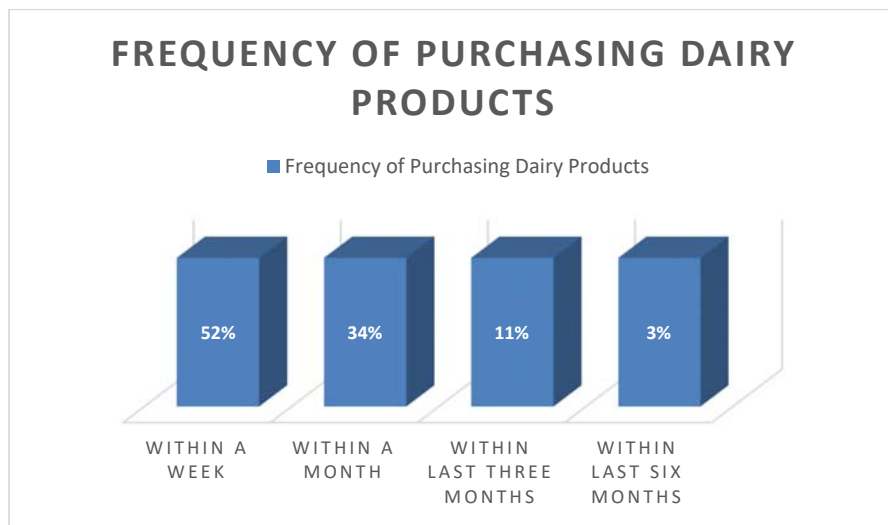


Figure: Frequency of Purchasing a Dairy Product

Now the most considerable fact that while consumer make the purchase decision which brand comes to their mind which is also a concerning factor for brands for demand and sales level understanding as well as market position of the brand from consumers' perspective.

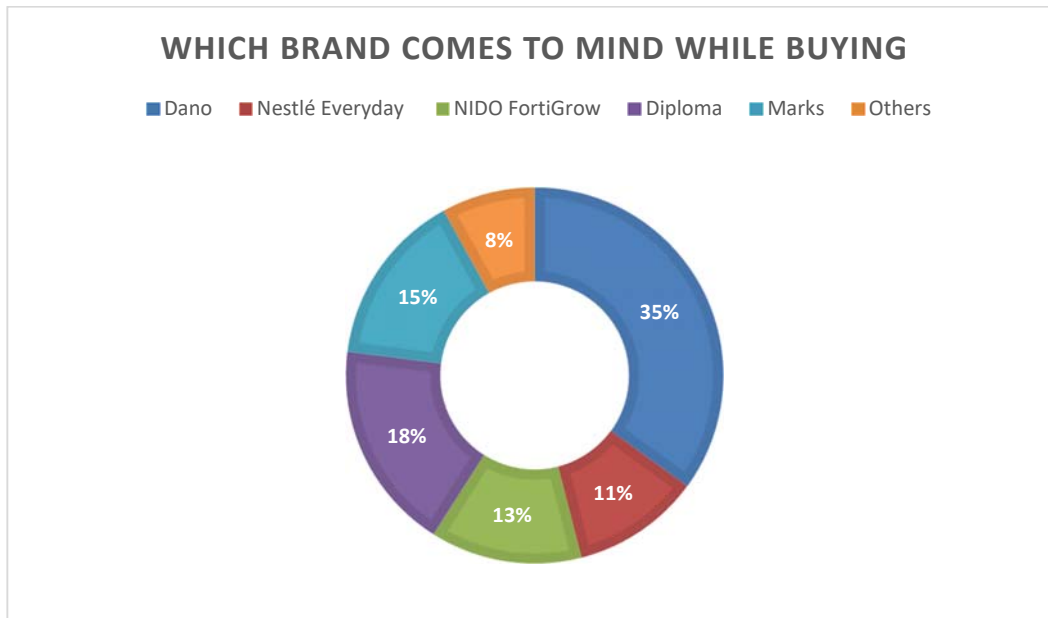


Figure: Consumers Most Preferred Brand While Buying

Now what comes to consumers' mind while purchasing an energy milk drink can be shown as-

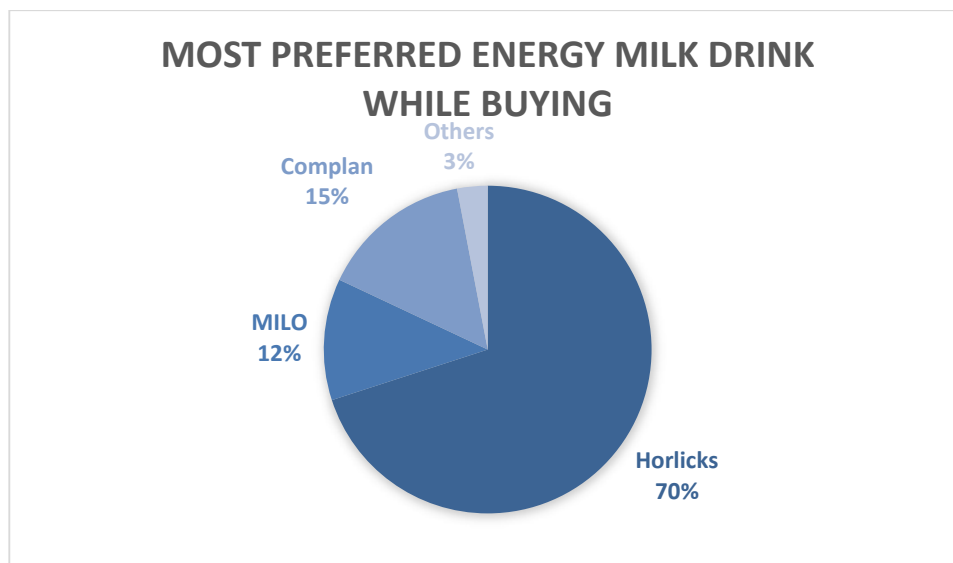


Figure: Consumers Most Preferred Energy Drinks Brand While Buying

Analysis: This analysis can be shown that how much consumer can recognize a brand and also consumers' loyalty for a brand to make purchase decision. While consumers get to know a brand and have use comfortability they are more tend to purchase that again and again as they feel an engagement with the brand.

The brand awareness programs can contribute highly for brand engagement and recognition to dominate in consumers' mind if the communication can be made according to the consumers' mindset and preference. Consumers feel more attached with a brand while it is more emotional appeal than feature appeal as consumers hardly can differentiate brand from nutritional perspective. Also the taste, personal experience of brand usage and recommendation really help a lot for consumers to gain interest for a brand.

Nestlé Bangladesh dairy brands has already grab the market quite effectively within a very short time as the competitors dominating the market from long but to gather more attention to provide more nutritional values, the brands need to work more on brand building activities thus consumer can identify the brand for it USP (Unique Selling Proposition) and can recognize the distinctive image and value over other brands.

3.4 Conclusion

Nestlé dairy brands always provides superior quality and people love the taste and quality of the food but as there are few competitive factors as price and others so that might make issues for the brand to reach more consumers so to address these issues the brand department must come up with initiatives which can give it the opportunity to gain more market share and reach to more consumers.

3.5 Recommendation

- Collaboration with the Government for more projects
- New Innovation and analysis with the consumer demand.
- Creating more contents touching consumers mind and heart.

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Appendix:

- (1) Gender-
 - Male
 - Female
 - Others
- (2) Age-
 - 15-20
 - 21-25
 - 26-30
 - 31-35
 - 35+
- (3) Monthly Income Level-
 - Below 10,000
 - 11,000-20,000
 - 21,000-30,000
 - 31,000-40,000
 - 40,000+
- 4) Which Dairy Brands You Are Most Aware of-
 - Dano
 - NIDO
 - Nestlé Everyday
 - Diploma
 - Marks
 - Fresh
 - Anchor
 - Starship
 - Aarong Milk
- 5) Which Energy Drink You Prefer Most-
 - Horlicks
 - MILO
 - Ovaltine
 - Complan
 - Bournvita
 - Boost
- 6) How do you get to know about a dairy brand?
 - Friends and Family
 - Social Media
 - Advertisement
 - Newspaper
 - Outdoor Advertisement
 - Others
- 7) Which aspect led you to buy a milk brand?
 - Availability

- Brand Awareness Activities
 - Personal Experience
 - Price
 - Quality
 - Recommendation
- 8) Do you consider the nutrient value before purchase a dairy product?
- Yes
 - No
- 9) Branding activities influence your dairy product purchase decision-
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- 10) Dairy Brands of Bangladesh Are Effectively Creating Brand Awareness-
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
- 11) Would you choose a higher priced dairy brand if it provides more nutrition?
- Yes
 - No
- 12) How frequently do you purchase a dairy milk product?
- Within the last week
 - Within the previous month
 - Within the previous three months
 - Within the last six months