

## **Report on**

# **“Decoding Success Metrics: A Deep Dive into the Integration of Technology and Key Performance Indicators for Sales Optimization at Square Toiletries Limited.”**

By

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This report is submitted to BRAC Business School for the requirements of the degree of Bachelors of Business Administration

BRAC Business School

BRAC University

23rd January, 2024

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**Declaration:**

1. We say for sure that the job experience report I/we made is completely my/our own work while studying at Brac University.
2. The report does not have any information that was written or published in the past by someone else. However, it needs to be correctly cited with complete and accurate information.
3. Any type of material that has been given the green light or sent for another type of degree or degree from a university or other school is not provided in this report.
4. I/We have appreciated every big helper.

Student's Full Name & Signature:

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Khadizatul Kubra Anonna

Supervisor's Full Name & Signature:

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Ms. Ummul Wara Adrita  
Senior Lecturer,  
BRAC Business School  
BRAC University

## Letter of Transmittal

Ms. Ummul Wara Adrita  
Senior Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212.

Subject: Submission of the internship report on the “Decoding Success Metrics: A Deep Dive into the Integration of Technology and Key Performance Indicators for Sales Optimization at Square Toiletries Limited.”

Dear Ma’am,

The report I made for my Bachelor's degree at BRAC University when working at Square Toiletries Limited is shown with much happiness. This report is a short version of everything I learned and felt during my 2-month time at work from the Sales Team at Square Toiletries Limited company. This was a great chance for me to get something like business experience.

The substance and caliber of this study have greatly benefited from your persistent support, knowledgeable views, and helpful criticism. I have grown both academically and professionally as a result of your commitment to encouraging academic achievement and your readiness to help whenever required.

I am really grateful that I got to work under your supervision. Hope you find this report useful and trustworthy. I am thankful to you for providing me with your thoughts and assistance. I hope it's what you wanted.

Sincerely yours,

---

Khadizatul Kubra Anonna  
ID: 20304073  
BRAC Business School  
BRAC University  
Date: 5th January, 2024

## **Non-Disclosure Agreement**

This deal was made and started by Square Toiletries Limited and the other side.  
student at BRAC University who signs to stop sharing the group's secrets without permission.  
sensitive information. This deal is meant to stop the wrong kind of sharing without permission.  
Square Toiletries Limited's sensitive information.

.....  
Square Toiletries Limited

.....  
Khadizatul Kubra Anonna

## **Acknowledgment**

We should thank and praise Allah, the powerful one for letting me finish my project writing it while being healthy. The super important knowledge given by my supervisor who helped me finish the report correctly. I wouldn't be able to do it without their guidance or assistance. I would not have been able to finish my internship report.

I am very thankful to S.M.Abdul Karim, who is in charge of sales and trade marketing at Square Toiletries Limited for his support and helpful advice.

My supervisor Square Toiletries Limited, Md. Marufur Rashid, who helped me by giving guidance and assistance on the job site. I needed expert help and information to complete my job.

Lastly, I'd like to give my real thanks to Mohammad Rakibul Islam (Manager-Sales Operation) and the older workers at Square Toiletries Limited Md. Asaduzaman, Md. Sabbir Ahmed, Mr. Rokib Ahmed, Mr. Ruzhanul Rakin, and others for their fantastic help and care, which made my 3-month learning time worth it. Also, it is only because of their constant help and backing helped me easily fit into the corporate life while maintaining a good work-life balance.

Thank you very much.

Sincerely,

Khadizatul Kubra Anonna

ID: 20304073

## **Executive Summary**

We all know that Square isn't a name, but it represents quality. 50 years of hard effort have allowed Square to become one of Bangladesh's top manufacturers and most respected conglomerates. Square Toiletries Limited started its journey with just one item and an unique approach, and step by step increased its actions.

I feel lucky to be part of this group and also was able to see its many examples. I have spent a lot of time with their sales team and learned about how they sell things, tracking processes for worker performance in the Sales Department via Key. These important reports are called performance indicators and the ongoing maintenance activities for distribution channels, which are part of managing operations. The main parts of any group that wants to reach its sales goal and keep it going in a competitive market.

In the first part of the report, they explain what an Internship is. It starts with work details, issues faced during internship time and results.

In chapter 2, a summary of the Square Toiletries limited setup is given by using its past and present state for study.

The last part of the report is all about Chapter 3. Where the influence of a report on Square Toiletries Ltd achievements and progress towards its sales goals is checked using KPI integrated with technology addressed in depth. Each factor matters differently for one company compared to another, and so does the procedure for generating KPI reports. This report is crucial when top management needs to figure out which worker gets a promotion, how big the pay increase will be for each person and who is not doing well.

In the end, there is a quick talk about what Sales staff think on making KPI reports and the integration of technology to see if and how it makes them do better. I attempted to include their comments about KPI reporting. The report ends with a few recommendations on how to proceed, might help the company get better at selling things.

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# CHAPTER – 1 Internship Overview

## 1.1 Student Details

Name: Khadizatul Kubra Anonna

Student ID: 20304073

Program: Bachelor of Business Administration (BBA)

Major: Marketing

Department: BRAC Business School

## 1.2 Internship Details

### 1.2.1 Duration, Company Name, Department

Duration: 2 months ( 2nd November- 4th January)

Company Name: SQUARE Toiletries Limited (STL)

Department: Sales Department

Address: Samson Centre, 43, South Avenue Rd 126, Dhaka -121

### 1.2.2 Supervisor's Information

Supervisor's Name: Mr. Md. Marufur Rashid

Supervisor's Role: Senior Executive in the Sales Administration Department at Square Toiletries Limited.

### 1.2.3 Job Scope – Description of Duties & Responsibilities

My main responsibilities included assisting the Sales Admin Executive, promoting cooperation, assisting field force workers with KPI reports, assisting with personnel departures, and assisting new hires with administrative needs.

- Providing support to fresh hires on a range of duties to ensure a smooth induction experience.
- Ensuring effective data sharing among the Sales Department by ensuring smooth every day interaction with the field team.

- Helping to create extensive documentation with Key Performance Indicators.
- I supplied assistance to the Sales Administrator in the creation of separation paperwork for workers who left and carefully maintained their Excel files to guarantee accuracy and compliance with rules.

I tried to make a substantial contribution to the productivity of the Sales Department and the seamless integration of recently hired staff members into the organizational framework by carrying out these duties.

### **1.3 Internship Outcomes:**

#### **1.3.1 Student's Contribution to the Company**

I worked as an intern at Square Toiletries Limited for two months & I completed a wide variety of planning duties as part of my professional obligations. Permit me to give you a brief rundown of these tasks:

1. I tried to ensure smooth initiation of new hires by creating email addresses, managing visitor card formation, examining phone purchase guidelines, and verifying laptop eligibility, all while providing administrative support.
2. I helped the sales leaders to enhance communication among field staff, ensuring smooth and efficient communication, fostering a sense of integration and enlightenment within the team.
3. The KPI report was created with the supervisor's assistance, requiring thorough data analysis, performance indicator computation, and stakeholder collaboration to provide relevant and important information.
4. By streamlining the process of creating settlement documentation for employees who left, I helped the Sales Administration team which involved overseeing all necessary paperwork, ensuring compliance with both internal and external rules, and meticulously maintaining accurate Excel documents.

I gained valuable knowledge in sales administration, statistical analysis, and staff management in a fast-paced corporate environment, fulfilling duties regularly to achieve goals and relieve stress, providing guidance and motivation to complete assignments on time.

### **1.3.2. Benefits to the Student**

The internship at Square Toiletries Limited (STL) significantly impacted my career by providing invaluable knowledge and insights. I had limited knowledge of FMCG at first but the internship allowed me to gain a deep understanding of FMCG sales units, partnerships, and goal-setting processes. The experience allowed me to experience various work environments and become an asset to the team.

It improved my attention to detail and efficiency in the office, as well as their communication skills. I also developed strong Excel skills, which I can now add to my resume. The internship also provided the opportunity to work with colleagues in managerial positions, which inspired and guided me. Since I had to communicate with every officer over the phone while assisting with STL's sales department, my ability to communicate was enhanced. I made several mistakes while carrying out my tasks. But thanks to my coworkers' advice, direction, and helpful criticism, I was able to identify my shortcomings and make improvements. I deliberately worked to increase my general output and effectiveness when dealing with difficult circumstances. This experience significantly influenced my professional growth and job prospects.

### **1.3.3 Challenges Encountered During the Internship**

As a new employee in a major company, I faced challenges during my internship, necessitating time for adjustment and acclimatization.

I struggled to understand the department's fundamental ideas and procedures due to limited business knowledge so I needed some time to properly absorb these. Not only that, I found Excel uncomfortable even though it's a necessary tool for my work. but swiftly adjust to become proficient. Meeting punctuality requirements of arriving at the office promptly at 8:30 am and working full 9-hours and supervising communication with field personnel was challenging. Meeting project time frames and maintaining consistent participation presented significant obstacles. Despite initial difficulties, I eventually managed such responsibilities effectively.

### **1.4 Recommendations**

Square Toiletries Limited's friendly and efficient work atmosphere made it a pleasure for interns, who quickly improved their knowledge. But I would like to make a little of recommendations for them:

Since this department covers a broad spectrum of topics, I contend creating a comprehensive internship program for interns in the Sales Department, focusing on various aspects of the field, to enhance understanding and future opportunities of how it operates and possibly open up additional possibilities in the future.

The current approach of treating interns as normal staff members would be beneficial as it motivates newcomers who seek a workplace that values their contributions.

## **CHAPTER – 2 Organization Part**

### **2.1 Introduction**

#### **2.1.1 Primary objective**

This report's principal goal is to investigate elements such as the integration of technology with KPIs, specific measurements, and comprehensive data that illuminate the path to success for optimizing Square toiletries' restricted sales or sales accomplishment.

#### **2.1.2 Secondary objective**

- ❖ To understand how the company uses technology and KPIs to enhance their sales strategy.
- ❖ Examine how data analytics shapes key performance indicators.
- ❖ Analyze the benefits and challenges of integrating technology and KPI into sales processes.
- ❖ Acknowledging the contribution of technology solutions with KPI data-driven metrics to sales optimisation.
- ❖ Analyze the ways in which technology and KPI refinement can result in enduring benefits for sales optimization.

- ❖ To offer suggestions for enhancing the manner in which KPI and technology adoption collaborate to sales optimization.

### **2.1.3 Limitations**

Employees of a company have to adhere to time restrictions, which is the main restriction placed upon it. New features are always being added to meet the constantly changing needs of the marketplace as every industry grows ever larger. This investigation concluded that three months was not long enough to obtain a thorough understanding of the procedure for creating reports of key performance indicators and their implications.

## **2.2 Overview of “Square Toiletries Limited”**

Together with three of his colleagues, Samson H. Chowdhury co-founded the Square group in 1958, which became a public limited company in 1991. Being one of the largest companies in the nation, it holds a prominent place in addition to being a pharmaceutical corporation. In its many business endeavors, Square Toiletries Ltd. has established its status as a major participant. Square has grown into one of Bangladesh's top pharmaceutical firms, covering various industries including computer technologies, television programming, herbal supplements, and personal care items. Square Toiletries Ltd., launched in 1988, has a significant market share in the sanitation sector and winter amenities market, competing with multinational companies.

### **2.2.1 Vision**

In order to create goods that successfully meet the requirements of its customers, STL tries to comprehend the distinct requirements that exist in the market. These products stand out for their excellent qualities and reasonable price range that occurs.

### **2.2.2 Mission**

A series of missions serve as STL's roadmap for advancing the business. Their understanding of their clients and delivery of first-rate service are key to their mission. Their goal is to deliver products that are very high-quality at competitive prices. They treat their employees with the same care and attention that they do their clients. Square Toiletries Limited is dedicated to providing a welcoming and productive place to work for its employees. In addition, they fulfill their responsibilities and obligations to the surroundings where they operate with diligence.

Meticulous commitment to the most stringent levels of integrity is maintained throughout the duration of their employment.

### **2.2.3 Values & Principles**

The welfare of its clients, staff, and the community at large forms the cornerstone of Square Toiletries Ltd.'s beliefs and aspirations. The business firmly feels that it has a responsibility to improve society. STL is a company that is more focused on its social responsibility than with profitability. The company takes great pride in its sense of responsibility to its customers, staff, and the community. Values and concepts that are significant to Square Toiletries Limited are not merely platitudes; they are integrated into all facets of the business's operations, from regular duties to criteria for excellence. These principles have not wavered, and the business ensures that its employees direct and oversee all aspects of its operations.

### **2.2.4 Quality Policy**

- ★ With the goal to become the market leader and guarantee the happiness for each customer, the company will use every means possible to fully understand the needs of customers.
- ★ Their whole focus is on accomplishing the quality goals. They constantly educate staff members and create a positive work atmosphere in order to achieve objectives.
- ★ In accordance with global requirements such as ISO 9001:2008, they consistently work to improve their methods of production technologies and uphold the most stringent standards of quality.

## **2.3 Management Practices**

### **2.3.1 Leadership Style**

Employee engagement, involvement, and transparency within an organization can be significantly impacted by the manner in which management is employed. People consider STL's management style to be "engagement." Providing employees an understanding of value, increasing their level of involvement, and allowing them to participate in decision-making are all made possible by this management approach. This dedication to transparency reduces miscommunications between the organization because of which their decisions are improved.

As the company has observed, this strategy merely increases employee motivation. Similarly, STL's management consistently demonstrates their commitment to representatives of democracy by soliciting input from every stakeholder before making decisions.

### **2.3.2 Selection and Recruitment Process**

Finding and hiring people with exceptional qualifications, who make a good fit for their positions in the organization can have an enormous effect on a company's ultimate functional effectiveness and has the capacity to adjust to new situations is a component of Square Toiletries Limited's main duties. So, the organization pays careful consideration to guarantee that this operation is carried out correctly and accurately. STL hires people without discrimination from a wide range of locations and ethnic origins and promotions within the company are possible for staff members who show devotion and gain experience over the course of time. Employees are valued as significant assets by Square Toiletries Limited, which also gives them the opportunity to demonstrate their talents and skills.

#### **STL employs various methods for personnel recruitment based on role and categorical requirements:**

Square Toiletries Limited uses a range of platforms and application procedures to ensure that candidates receive accurate information about every job opportunity and throughout the recruiting procedure, crucial guidelines are adhered to, including granting creativity top priority, doing thorough checks on backgrounds prior to staffing up, ensuring applicants are in good psychological and physical condition, and guaranteeing equal opportunities for everybody interviewed at each stage.

### **2.3.3 Talent Development**

To help their staff members acquire new information and abilities, organizations frequently set up talent development programmes. To meet every staff member's distinctive wants and the demands of their particular line of work, STL offers a wide variety of career advancement and education programmes.

**Managerial Training:** STL encourages management to pursue outside training in order to improve their efficiency and help the business reach its goals.

**Field Training:** Sales personnel are the primary audience for this training programme, which includes evaluations of achievement and mentored hands-on training. Representatives go

through a two-day internal training programme before starting a short-term, six-month job to pick up common responsibilities and competencies beneath the supervision of senior management. Validation interviews gauge candidates' degree of learning.

### **2.3.4 Salary & Benefits**

#### **➤ Salary**

The HRM division at STL uses differentiated compensation and incentive packages to maximize worker productivity and encourage commitment over the long run. A reasonable starting salary, extra benefits, yearly vacation enticements, and profit-based incentives contingent upon achievements are some of these.

#### **➤ Benefits**

STL provides facilities such as lunch, earned leaves, retirement benefits, discounts, transportation:

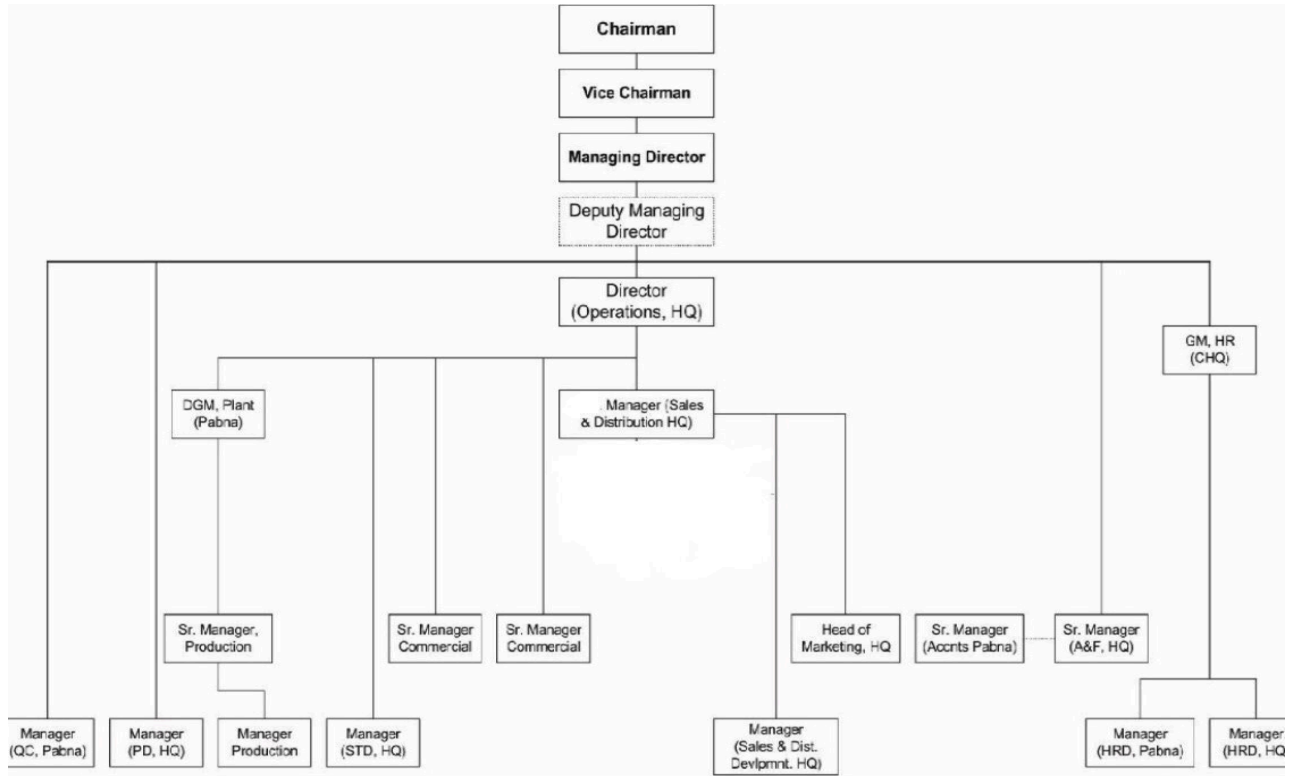
All workers, despite their rank, receive regular tea intervals and subsidized lunches from the company to ensure their convenience and wellbeing. A customisable solution catered to each worker's needs, had taken leave enables employees to accrue compensated time off or financial compensation.

A big retiring package is a right that gives individuals comfort of conscience and guarantees their economic well-being regardless of when they leave the company. Personnel' monetary and general wellness is improved by lower expenses for healthcare services and related firm expenses.

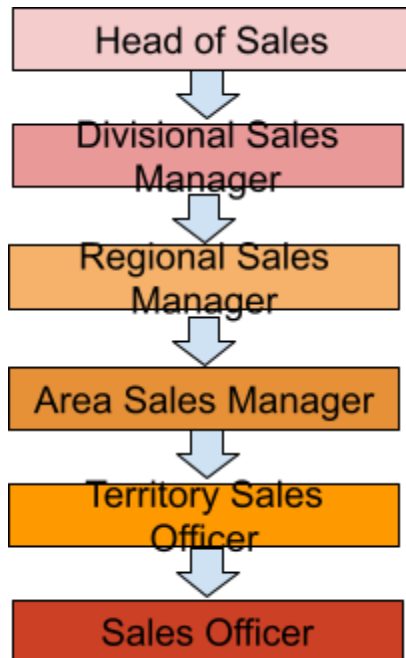
To ensure everyone connected to the organization is comfortable and easy to work with, the corporation offers air-conditioned transportation for all employees, including interns, and private automobile advantages for notable officials.



### 2.3.5 The Organogram of Square Group:



### Organogram of STL Sales department Field Force:



## **2.4 Marketing Practices of Square Toiletries Limited (The Marketing 4p's)**

**Product:** To meet the varied needs of its customers, STL manufactures 50 products with 20 brands. Their package is clearly marked "Bangladesh" and they uphold strict quality requirements. With an emphasis on products that pertain to winter, STL broadens its studying and development by utilizing innovative techniques and refining the packaging designs and preferences of its current products.

**Price:** Offering affordable costs to all strata of society, they have a competitive advantage over rivals due to their emphasis on cost-effectiveness. For ease of use, they provide discounts and free stuff.

**Place:** By properly labeling and organizing merchandise, STL guarantees that customers will receive their purchases. They use the manufacturer-wholesalers-retailers-customers model for keeping up an extensive distribution system. With 261 authorized suppliers, they guarantee precise and on-time delivery.

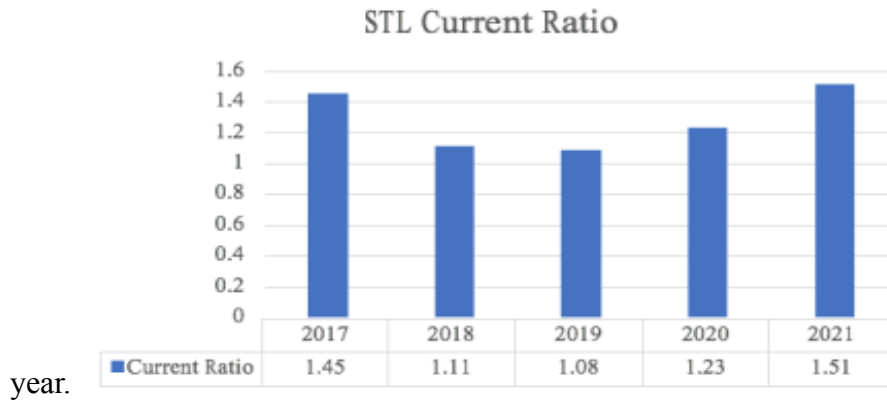
**Promotion:** In order to highlight carer duties, market their products, and dispel social preconceptions, STL uses an effective promotional approach that includes representatives, TV, and radio. Additionally, they raise the public's consciousness of their ethical conduct in their advertisements.

## **2.5 Financial Performance of STL from the year (2017-2021)**

The assessment of STL's entire financial situation and profits of its assets can be gained from the analysis of financial performance conducted from 2017 to 2021.

- **Liquidity Ratio:** The capacity of an enterprise to fulfill commitments and pay off loans is shown by the STL the solvency and liquidity ratio, which calls for sufficient reserves to guarantee paying back loans.

- **Current Ratio:** The current ratio is a greater ratio, denotes a greater amount of assets than liabilities and shows an organization's capacity to pay off short-term borrowings in a



year.

- **Debt to Equity Ratio:** With an optimal possession level of below one, this indicator assesses leverage and measures a company's debts to equity ratio.



- **Profit Margin:** Having insights into STL's total profits may be gained by examining its profit margin, which shows how profitable the business is relative to sales.



- **Return on Asset:** A financial indicator called return on asset (ROA) is used by both its investors and management to assess how well a company uses its assets in order to produce profits.



- **Efficiency Ratio**

Efficiency rates quantify how well a company uses its resources, including money, and have a direct impact on its capacity to maximize earnings and save expenses.

1. **Inventory Turnover:** A percentage of the stock of a business's sales or the scarcity in a year is known as inventory turnover, and it has an impact on its productivity and costs. Quick fluctuations in sales are a sign of bad management or too much inventory.



2. **Asset Turnover Ratio:** The asset turnover ratio of an organization tracks how frequently assets are moved as a result of the company's activities and evaluates how well it converts assets into revenues.



## 2.6 Operation Management Practices

The management team at Square Toiletries Limited is in charge of guaranteeing smooth operations, according to Naylor's (1998) definition of operational management as the method of transforming resources into desired goods and services for consumers.

**Quality Control:** By improving the overall performance of its products, STL's Standard Control department puts a high priority on the integrity of its goods. Achieving ISO 9001:2015 and ISO 22716:2007 certifications, they evaluate every test result to pinpoint areas that require enhancement in subsequent undertakings.

**Resource Management:** Employing automated equipment for highest-quality manufacturing, STL runs two sizable manufacturing establishments in Pabna and Rupshi. Sufficient production is achieved through modifications and preventive upkeep.

**Data Management:** For smooth operations, STL gives data administration and tracking top priority. A committed group works with experts in statistical analysis to oversee the IT infrastructure. Data is stored using reliable software, thereby and leaders are assisted in making decisions and developing tactical strategies by the MIS department.

## 2.7 Industry and competitive analysis

### The SWOT Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"><li>● Reasonable Price</li><li>● Brand Equity and Reputation</li><li>● Adequate financial resources</li><li>● Strong distribution channel</li><li>● Brand loyalty and awareness</li></ul>	<ul style="list-style-type: none"><li>● Constricted Product Line</li><li>● Lack of new product development or innovation</li><li>● Internal operational issue</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>● Expansion if market by internationalization or internal certificate</li><li>● Creating own E-commerce platform</li><li>● Increasing market share by expanding product line</li></ul>	<ul style="list-style-type: none"><li>● Global FMCG brands and competitors like Unilever</li><li>● Switching of customers</li><li>● Substitute companies</li><li>● New demands in consumers preferences</li></ul>

### Porter's Five Forces Model:

**1. Competitive Rivalry:** Prominent companies like RAK, Baby Roger compete fiercely with STL, having the top five distinguishing out because of their comparable offerings. Product development should be STL's top priority if it wants to maintain its position dominance.

**2. The bargaining power of the sellers:** In the worldwide marketplace, sellers have negotiating power, but rivalry makes it difficult for them to obtain better terms. Regardless of their significance in getting vital ingredients, STL limits their purchasing power in favor of products of superior quality and has accessibility to top-notch raw resources.

**3. The bargaining power of the buyers:** In this industry, buyers have a lot of negotiation power and can quickly switch brands when the products are identical and have small price discrepancies. STL engages in CSR (corporate social responsibility) initiatives, broadens its market penetration, and enhances its product line.

**4. The threat of new entrants:** Because of considerations including marketplace size, possible long-term financial issues, cost benefits, low devotion to the brand, and challenges building brand value, the likelihood of new entrants is mild. As a result, the prospective danger of new competitors is not very strong.

**5. The threat of substitution:** Because of the superior products made by other organizations and the ease with which they can migrate among them, STL is in risk of having to replace them. Sunsilk and Meril, their brand of shampoo, are rivals.

## **2.8 Summary**

Pioneering in Bangladesh, Square Toiletries Limited (STL) has persevered in dominating its market by diligence and integrity. The abilities of their leaders have been primarily responsible for their dedication to manufacturing excellent quality, US-made items. With top-notch automated equipment, they provide agility to a wide range of clients. As they grow, STL hopes to establish itself as an industry leader by providing exceptional client service.

## **2.9 Recommendation**

Throughout my time at Square Toiletries Limited, I worked directly with the salespeople in order to identify areas where their procedures needed to be improved.

Although STL produces high-quality items, they ought to spend on upgrading their container design to set themselves out from the competition and clearly convey their goods to clients. This can be accomplished with the aid of an eye-catching package. Secondly, STL needs to stress how important it is to follow international advertising trends in order to remain timely and competitive in the business sector. Building stronger client interactions can be facilitated by implementing innovative marketing strategies and allocating enough money for promotions. Furthermore, by strengthening the level of management and cutting down on documentation, conventional hierarchies and digital change may boost procedures. With automation and technology, STL may also adjust to the electronic age.

By implementing these suggestions, Square Toiletries Limited can improve its corporate procedures, come up with new ideas, and improve the brand's standing in the market as a whole.

## **CHAPTER – 3 Project Part**

### **3.1 Introduction**

By maximizing utilization of resources, Square Toiletries Limited, a well-known Fast-Moving Consumer Goods (FMCG) company in Bangladesh, is adjusting to shifting patterns and competitiveness to succeed in both local and international markets. In addition to competing with rivals, STL launches creative names for brands. To increase its market domination, it recruits more salespeople. Assessing and tracking these people's performance is difficult. To keep tabs on sales reps, the Sales Administration Executive generates KPI evaluations with help of technology.

A collection of measurable metrics known as key performance indicators (KPIs) serve to assess the entire long-term performance of a business. KPIs in particular assist in identifying the strategic, economic, and administrative accomplishments of a business, particularly in relation to other companies operating in a similar industry. So, in addition to evaluating worker efficiency and highlighting individuals who fall short of objectives, reports help senior executives to make choices concerning job transfers, promotions, and remuneration. I helped create reports on key performance indicators for the sales department as an employee of STL, offering knowledge about the assessment process and useful applications of the findings for improving sales.

#### **3.1.1 Background of the Report/ Literature Review**

As a requirement for their BUS400 degree programme, students at BRAC Business School are required to finish an internship spanning three months. The purpose of my internship is to provide students the knowledge they need for work in corporations by bridging the gap between academic ideas and real-world implementations. A report demonstrating their learned competencies and understanding must be sent in by the students.

While interning at STL in the fall, I performed in the sales department, combining my academic background with real-world experience, with a particular emphasis on reporting on the integration of technology and key performance indicators for sales optimization. Maintaining data security gets critical as technology takes on a central role in tracking key performance indicators. But the firm as a whole eventually benefits from greater transparency, which in turn creates inspiration and a drive to succeed through occupying KPIs.



### **3.1.2 Objective of the Report**

#### **Main Objective:**

The primary aim of this report is to examine the factors like the integration of technology with KPIs, particular metrics and in-depth information that shed light on the road to success for maximizing Square toiletries limited sales or sales accomplishment.

#### **Specific objectives:**

- To comprehend how the business improves its sales strategy through the usage of technology and KPIs.
- Analyze how analytics with data shapes important performance indicators.
- Examine the advantages and difficulties of using KPI and technology into sales operations.
- Recognising the role that technology solutions with KPI data-driven metrics have in optimizing sales.
- Examine how technology and KPI refining can lead to ongoing advantages in sales optimization.
- To make recommendations for improving the way that KPI and technology adoption work together to optimize sales operations.

### **3.1.3 Significance of the Study**

The impact of the STL KPI report producing approach on personnel evaluation and sales targets is investigated in this study. For small companies looking for comparable tactics, it offers ideas on Square Toiletries Limited's strong position in the market. The results could direct further research in this field by evaluating and enhancing techniques.

## **3.2 Methodology**

By utilizing both internal company data and outside resources, the research assesses the advantages of producing KPI reports for staff members in the sales department. Internal information visualizations, quantitative and qualitative data collection offer insights into how KPI presentation affects increase in sales.

The research is descriptive and a bit analytical in nature. Both primary and secondary methods were used to collect data for the analysis. For secondary resources, data and information were collected from papers, statistics, documents, reports. And for primary resources, a face-to-face survey interview was conducted. The sample size was 30 in numbers and stratified sampling was used. Because it was conducted among the employees who hold different positions in the sales department of Square Toiletries Limited to have an accuracy on the data by ensuring that respondents were understanding the questions and answering them accurately.

## **3.3 Findings and Analysis**

### **3.3.1 KPI Report Generation with the integration of technology and its Results:**

Key performance indicators (KPIs) are utilized by the STL Sales Department to gauge critical performance elements in order to meet organizational objectives. Because workers are aware of the connection among KPIs and the organization's goals, this tactical strategy raises optimism and fosters an intense sense of solidarity and direction among staff members. The KPI metrics assist groups in concentrating on activities that add the most value and influence company results.

The technique of turning enormous volumes of unprocessed data into visually captivating images that successfully tell a compelling tale has been revolutionized by technology. KPI reliability, openness, and cooperation are all improved by technology. Teams are able to view the effectiveness of the organization from a variety of angles as it promotes harmony and enthusiasm for one another.

Technologies such as dashboards and visualization tools for instance, Google charts, excel etc are used in Square Toiletries Limited. It enables management to clearly and compellingly present and convey their sales operational metrics. Tracking data related to sales operations, like quota accomplishment, activity in sales, and accuracy of data can be facilitated by utilizing dashboard and visualization technologies. They can distinguish their KPIs amongst teams, products,

geographies, and time periods with the aid of these tools. They can also track their sales achievements and spot upward trends and patterns by using these tools.

The Field Force employees' commitment to meeting sales targets is evaluated by the KPI reports generated by Square Toiletries Limited's Sales Department. By providing managers at the top with a basis for comparison, reports like these help the organization achieve its objectives more quickly.

### 3.3.2 KPI-Based Performance Evaluation System

In this session, a 2022 study that uses visuals and a scale of 0 to 10 to evaluate six Divisional Sales Managers is shown. Points for the assessments, which range from 0 to 10, are established on the task plan subsequent follow-up and production targets. Even with subpar performance, an employee's supervisor can still give them favorable feedback if they proactively promote and validate their important involvement in the company, even in the face of obstacles.

Performance Appraisal				Primary Target		Product Target									
				Target	Score	Target	Score								
SM/DSM				100%	50	100%	10								
				90%	40	90%	7								
				80%	30	80%	5								
<b>Target</b>															
Sl.	ID	Designation	Grade	Yearly Primary Sales Ach %	Sales Ach Marks	Chaka Super White Ach %	Chaka Super White Marks	Jai Coconut Oil [(Tin+Plastic)] Ach %	Jai Coconut Oil [(Tin+Plastic)] Marks	Senora Sanitary Napkin Ach %	Senora Sanitary Napkin Marks	Superman Baby Diaper Ach %	Superman Baby Diaper Marks	Magic Tooth Powder Ach %	Magic Tooth Powder Marks
1	4458	SM	A-i	87.04	30.00	53.73	0	98.35	7	63.27	0	74.17	0	85.63	5
2	223	DSM	F-III(i)	85.80	30.00	83.19	5	93.40	7	76.18	0	69.73	0	94.39	7
3	310	DSM	F-III(i)	89.77	30.00	80.74	5	90.90	7	81.65	5	68.90	0	100.96	10
4	2646	DSM	F-III(i)	91.99	40.00	81.34	5	107.41	10	80.67	5	57.45	0	100.22	10
5	3177	DSM	F-III(i)	89.46	30.00	87.78	5	97.54	7	83.38	5	68.70	0	92.94	7
6	3981	DSM	F-III(i)	87.74	30.00	85.37	5	94.80	7	80.90	5	79.55	0	96.57	7

Every item's accomplishment of its sales objective and the total sales goals participation for the year are used to determine how well a DSM performed. The rating system has a range of 0 to 10, and each sign on the scale has a precise value in numbers. As an illustration, their initial sales manager met 87.04% of their goal. A 50-point grading system is used to assess the DSM's compliance with their task strategy; the results are added together with the scores awarded for meeting the outcome targets.

P.Call		LPC		Recruitment of CP		Additional Vehicle		Attrition Rate		Distributor Earning	
Target	Score	Target	Score	Target	Score	Target	Score	Target	Score	Target	Score
77%	20	3.85	20	100%	15	100%	15	Below 5%	15	75%	15
		3	15	85%or 99	10	70%-99%	10	5.01% to 10%	10		
		2.8	10	70%-84.9%	5	50%-69.9%	5				
		2.6	5								

Work Plan															
Productive Call % (7%)	PC Marks	LPC (LRS)	LPC Marks	Recruitment of CP/Deliver year for new market Target	Recruitment of CP/Deliver year for new market	N	Recruitment of CP/Deliver year for new market Marks	No. of additional vehicle for new market Target	No. of additional vehicle for new market	%	No. of additional vehicle for new market Marks	Manpower Attrition Rate Yearly % (Less than 5%)	Manpower Attrition Rate Marks	% of Distribution Earning 15% ROI	% of Distribution Earning 15% ROI Marks
41.09	0.00	2.62	5.00	19	14	73.68	5	19	11	57.89	5	9.26	10.00	22 Out of 29	15
47.40	0.00	2.66	5.00	15	8	53.33	0	15	4	26.67	0	10.14	0.00	30 Out of 39	15
47.74	0.00	2.87	10.00	12	9	75.00	5	12	6	50.00	5	14.98	0.00	45 Out of 47	15
52.83	0.00	2.82	10.00	39	37	94.87	10	39	30	76.92	10	6.20	10.00	57 Out of 58	15
49.27	0.00	2.84	10.00	27	15	55.56	0	27	12	44.44	0	8.69	10.00	37 Out of 42	15
48.02	0.00	2.92	10.00	14	17	121.43	15	14	6	42.86	0	9.89	10.00	37 Out of 41	15

A salesperson's rating is determined by how well they follow their work strategy to meet their goals. Calls that are effective entail contacts with clients that lead to envisioned results; on the other hand, the lines per call, sometimes referred to as "goods that are per Call" or "SKUs per Call," track the individual products that are sold throughout sales calls. The performance of a sales manager is closely correlated with how they pursue their goals. Successful FMCG relationships enhance the number of transactions and revenue by increasing product awareness, brand familiarity, and sales. In order to maximize earnings possibility, lines per call is a useful indicator for evaluating both upselling and cross-sell tactics.

Target Total	Work Plan Total	Grade
42	40	Y2
49	20	B2
57	35	Y2
70	55	G2
54	35	Y2
54	50	Y2

A worker receives 20 points if their Effective Call percentage is 77%. An LPC (line per call) score of 3.85 earns 20 more points. 15 points are awarded to those who utilize CP/Deliverymen.

Getting new cars and having a lower than 5% sales officer rate of turnover receives 15 points. When 75% of distributors receive fifteen points for sales management, a 50-point system, it is imperative to keep distributors with a 15% return on investment.

A simplified 100-point scale and a nine-box matrix are used in the manner of presentation to summarize the sales managers' achievements on the task plan management and product goals. This chapter's subsequent section provides a detailed description of the matrix. Although the second sales manager performed poorly in Task Plan Management, achieving a 49 out of 50 score in attaining Product Target allowed the superior to step in and guarantee higher scores.

In an effort to keep staff members motivated and improve their output, Square Toiletries' sales department has instituted a policy requiring them to submit monthly reports on key performance indicators to their coworkers:

50		20		10		10		10		Score
January Lifting Sales Target	January Lifting Sales Score	Fast Start Lifting 50% by 13th January	Fast Start Lifting 50% Score	January Winter IMS Target	January Winter IMS Target	January Jul IMS Target	January Jul IMS Score	January Soap IMS Target	January Soap IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5	95%	5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

**Diagram: KPIs for Divisional Sales Managers, Regional Sales Managers, & Area Sales Managers in Common and Toiletries + Soap Product Sales Achievement**

Area, regional, and district sales managers use Key Performance Indicators (KPIs) to evaluate the sales targets for broad categories and toiletries+soap items.

Scores for assessing how well DSM, RSM, and ASM performed in meeting soap and toiletry sales targets are displayed in the visual format. A flawless score of 50 out of 50 will be awarded for reaching 100% sales by January; a grade of 25 out of 50 will be awarded for reaching 95% or 90%.

By January 13th, managers who achieve the monthly earnings goal of 50% for lifts will receive all 20 points allotted for this measurement. If they surpass the time limit and complete 95% of their 50% goal, they will receive a score of 10 out of 20. A five out of twentyths grade will be awarded for completing 90% of the 50% goal. If, by January 13th, the score is less than 90% of the 50% target, a reduction of 2.5 out of 20 will be applied. Considering that January is winter, every sales manager aims to meet a set target for within in market sales (IMS) of winter items. The manager will receive a perfect score of 10 out of possible if the given IMS aim is met.

The goal for sales of Jui hair oil in January is to receive an ideal rating of ten out of ten. A score of 5 out of 10 points will be awarded for achieving 95% or 90%, whereas a score of less than 90% leads to a 1.3-point reduction.

The unique sales aim of STL's soap assortment receives a score of 10 for regularly meeting it. A 25% weighting is assigned to achieving a 95% target and a 25% weighted is assigned to a 90% target. There is a 1.3 point deduction for scores under 90%. The following is the full distribution of the results for January 2023:

50		20		10		10		10		Score
January IMS Target	January IMS Score	Fast Start IMS 50% by 13th January	Fast Start IMS 50% Score	January Winter IMS Target	January Winter IMS Target	January Jui IMS Target	January Jui IMS Score	January Soap IMS Target	January Soap IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

**Diagram : KPIs of TSO & SO in Common & Toiletries+Soap Product Sales Achievement**

These KPIs are used to evaluate how well Territory Sales Officers (TSO) and Sales Officers (SO) meet their sales targets for regular products, toiletries+soap items.

50		20		10		10		10		Score
January Lifting Sales Target	January Lifting Sales Score	Fast Start Lifting 50% by 13th January	Fast Start Lifting 50% Score	January Baby IMS Target	January Baby IMS Target	January Senora (Including Femina) IMS Target	January Senora (Including Femina) IMS Score	January Supermom IMS Target	January Supermom IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

**Diagram: KPIs of DSM, RSM, & ASM in Health and Hygiene Product Sales Achievement**

The Key Performance Indicators (KPIs) track DSM, RSM, and ASM's accomplishments in meeting sales targets for health and sanitation products.

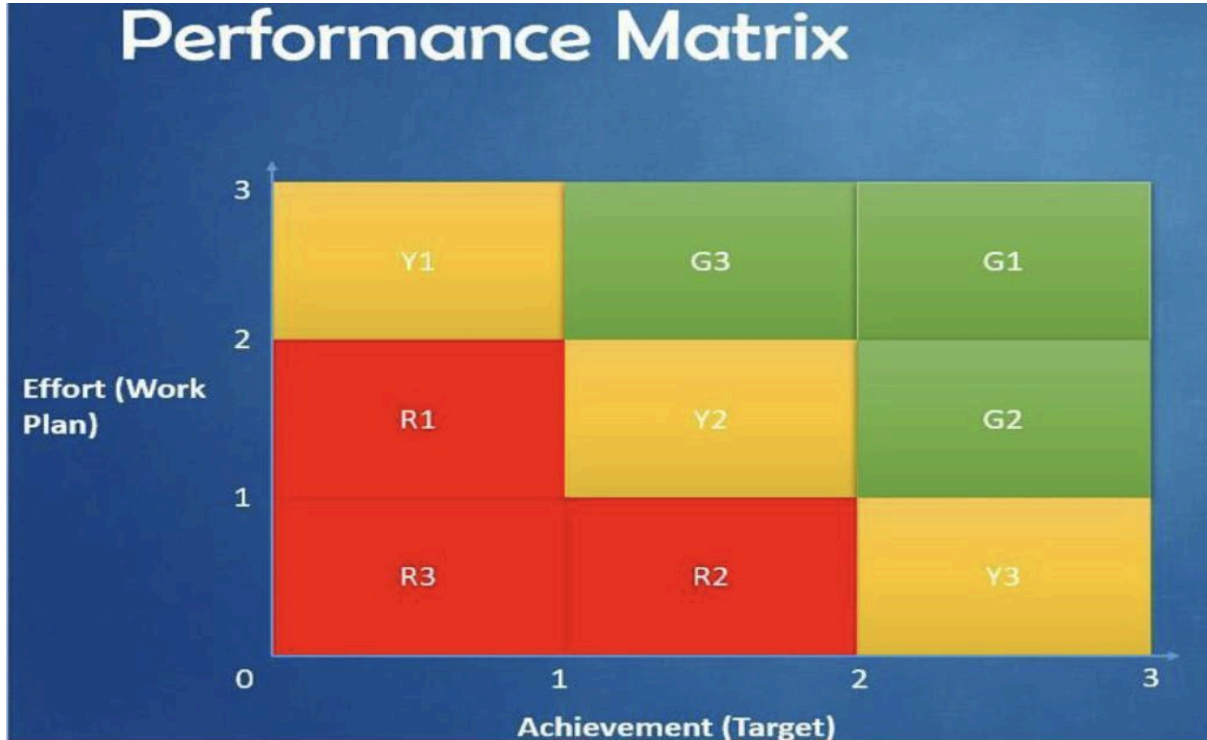
50		20		10		10		10		Score
January IMS Target	January IMS Score	Fast Start IMS 50% by 13th January	Fast Start IMS 50% Score	January Baby IMS Target	January Baby IMS Target	January Senora (Including Femina) IMS Target	January Senora (Including Femina) IMS Score	January Supermom IMS Target	January Supermom IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.5)

**Diagram: KPIs of TSO & SO in Health and Hygiene Product Sales Achievement**

TSO and SO's sales targets for hygiene and health goods are monitored using KPIs.

### 3.3.3 Performance Matrix

The sales department of Square Toiletries Limited uses a grid to assess the work of its field personnel, emphasizing their work and achievement of targets that includes X-axis & Y-axis where the X-axis indicates the extent of aim achievement, while the Y-axis displays the amount of efforts people put up to reach their goal.





While employees in Y3 accomplish goals without a clear plan of action or major effort, individuals in R3 are almost there but are not following their work schedule. Workers fall into one of three categories: R1 if they follow their work plan mainly but fall short of their targets; Y2 if they follow it substantially and meet their targets; and G3 if they are almost there. The G1 group is made up of hardworking individuals who continuously follow their work schedule, put forth effort, and use a rating criteria method to hit sales targets.

### **3.3.4 Matrix-Based Employee Grading**

It's amazing how readily apparent the grading procedure is. Individuals categorized as G1, G2, and G3 have scores associated of 10, 9, and 8, respectively. Employees in the Y2, Y3, and Y1 groups had scores of five, seven, and six, in that order.

According to the evaluation system, workers in the Y2, Y3, and Y1 groups receive 5, 7, and 6, whereas those in the G1, G2, and G3 categories obtain scores of 10, 9, and 8.

For each person categorized as R2, R1, and R3, the scores are 4, 3, and 2, correspondingly, as much as possible of 10 points. Although there is insufficient data to draw firm conclusions, the grading system gives employees numerical ratings between 0 and 100; instead, other factors are taken into account when evaluating a worker's accomplishments.

### **3.3.5 The perspective of Sales employees on KPI and its evaluation system:**

Executives working at STL Headquarters provided answers to a brief qualitative poll I conducted regarding KPI and its advantages. Additionally, they offered their insightful opinions and process-improving recommendations. The questionnaires that were asked are given below:

1. What's your designation in Square Toiletries Limited's Sales department?
2. Are you aware of the evaluation system in creating the STL Sales Department's Key Performance Indicator (KPI) reports and their results?
3. Are sales achievements now being properly guided by the use of key performance indicators (KPIs)?
4. Does Square Toiletries Limited have a clear communication policy about the necessity of technology integration?
5. Have employee responses suggested that they recognise the value of KPI into sales?
6. Do employees have any concerns or doubts about the precision and dependability of technology-driven sales metrics?



7. Are you satisfied with Square Toiletries Limited's current measures or existing metrics for assessing the effectiveness of their sales initiatives that meet your needs?
8. Do you think Square Toiletries Limited's technology-driven sales analytics or performance metrics provide accurate and trustworthy data?
9. Has Square Toiletries Limited's sales performance improved when Evaluation grading was implemented?
10. Are there any particular difficulties or obstructions that you see preventing Square Toiletries Limited from successfully integrating technology for sales optimisation?

## **The Responses of the Participants**

### **What's your designation in Square Toiletries Limited's Sales department?**

I interviewed a total of 30 people. Among them 1 was Senior Executive Sales Administration, 2 sales admin, 2 officers of sales admin, 1 senior executive of Sales operations, 1 junior executive of sales operations, 1 junior officer of sales operations, 1 excellent of sales operations, 2 officers of sales operations, 1 Executive of Institutional Sales Lead, 1 sales lead of modern trade & ecommerce, 1 Junior Executive of modern trade & ecommerce, 1 executive, 1 ASM, 4 executive of trade marketing, 2 officers of trade marketing, 1 officer of distributor operations, 2 management trainee, 1 senior Sales officer, 4 sales officer.

### **Are you aware of the evaluation system in creating the STL Sales Department's Key Performance Indicator (KPI) reports and their results?**

Everyone was aware of the Key performance indicator and its evaluation system. Because it's a crucial part of sales mainly because of incentives and sales optimization.

### **Are sales achievements now being properly guided by the use of key performance indicators (KPIs)?**

According to 26 respondents, sales achievements are properly guided by the KPI system and 3 of the respondents didn't agree with the fact that it was guided properly by KPI. Because they only KPI cannot help to get sales achievements. And 1 of them showed his doubt that may be 60% are properly guided by KPI

**Does Square Toiletries Limited have a clear communication policy about the necessity of technology integration?**

25 respondents said that square toiletries limited has a clear communication policy about the technological integration of KPI and 1 respondent didn't agree with that. 2 respondents said they were not sure about it and 2 respondents said it doesn't have any clear policy because it's continuously changing every month or year.

**Have employee responses suggested that they recognise the value of KPI into sales?**

26 of the respondents said employees understand the value of KPI into sales because it's a driving factor of achieving their targets and according to 2 respondents, not all employees understand its value or how it is conducted. And 2 gave partial answers about it.

**Do employees have any concerns or doubts about the precision and dependability of technology-driven sales metrics?**

According to 22 respondents, employees don't have any concern or doubt about the dependability of these evaluation metrics because of its transparency. 3 of the respondents do have doubts and concerns about it because not everyone understands this software generated evaluation system. 5 of the respondents said the employees sometimes understand it and sometimes don't.

**Are you satisfied with Square Toiletries Limited's current measures or existing metrics for assessing the effectiveness of their sales initiatives that meet your needs?**

Except 2 respondents, everyone said they were satisfied with STL's current metrics or KPI system because it's a clear picture.

**Do you think Square Toiletries Limited's technology-driven sales analytics or performance metrics provide accurate and trustworthy data?**

According to 26 respondents, the data generated from KPI are 100% accurate because they are software generated results. And 4 of the respondents said that it sometimes doesn't give accurate data and they have to fix those mistakes.

### **Has Square Toiletries Limited's sales performance improved when Evaluation grading was implemented?**

Everyone agrees that STL's sales performance has improved because the grading system works as a greatest motivating factor for achieving sales targets. Except for 1 respondent who showed a partial or moderate answer about it.

### **Are there any particular difficulties or obstructions that you see preventing Square Toiletries Limited from successfully integrating technology for sales optimisation?**

21 respondents said they don't have to face any difficulties for the successful implementation of technology based KPI because they believe they get accurate and reliable results but 9 respondents said they face difficulties during implementation at first when someone new was hired to make that employee understand it.

We can say that, almost all of the employees are accustomed to the KPI evaluation system and expressed their satisfaction where few employees still have doubts about it because of the challenges that come with it.

## **3.5 Summary**

The KPI procedure used by STL is well known for its consistency and efficiency in making decisions. It allows for efficient operational modifications by lining up KPI results with sales targets. It is advised that other SMEs and FMCG enterprises adopt this strategy to strengthen their position in the market and advance their development. Corporate objectives are guided by KPIs, which give them priority during the process of making choices. They guarantee ongoing development and development, maintaining a competitive advantage and improving operational effectiveness. KPIs are an essential for any company looking to grow and enhance.

## **3.6 Recommendation**

KPIs are essential for improving making choices, encouraging proactively behavior, and determining how well an organization is aligned with its long-term objectives. Even with a set process, the STL Sales Department recognises opportunities for ongoing development.

**The followings are some suggestions:**

- Square Toiletries Limited should employ goal-associated metrics, with each indication having a defined purpose to assess performance and separate KPIs to pinpoint spots for development.
- KPIs are useful for assessing goals, but giving them top priority could prevent productivity from improving. A good KPI should make it easier for people to see how targets and accomplishments are related. To meet KPIs, team members might, nevertheless, go to great lengths, therefore STL ought to concentrate on ongoing achievement enhancement.
- Because the importance of KPIs varies throughout firms, the STL Sales Department has to make sure that the company's Key Performance Indicators (KPIs) are industry-specific and that KPIs are not the only tool used in personal achievement reviews.

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