

**Understanding Sales Performance through Market Research: Analysis at  
SMC Enterprise Limited.**

Submitted by

Md. Uzair Hossain

20104095

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

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Brac University

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## **Declaration**

It is hereby declared that,

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

**Student's Full Name & Signature:**

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**Md. Uzair Hossain**

20104095

**Supervisor's Full Name & Signature:**

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**Abu Saad Md. Masnun Al Mahi, PhD**

Assistant Professor

BRAC Business School

BRAC University

# Letter of Transmittal

3<sup>rd</sup> April 2024

To

Abu Saad Md. Masnun Al Mahi, PhD

Assistant Professor, BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka

Subject: Submission of Internship Report on "Understanding Sales Performance through Market Research: Analysis at SMC Enterprise Limited."

Dear Sir,

The name of the report "Understanding Sales Performance through Market Research: Analysis at SMC Enterprise Limited." is explained here thoroughly. This is very significant for any business graduates. I am really thankful to you for giving me the opportunity to take part in the internship program of BRAC Business School under your supervision. For me, receiving your instruction has been an honor. In addition, I had a fantastic opportunity to work with SMC Enterprise Limited, one of the most reputable companies. To the best of my ability, the report has been comprehensively summarized, addressing all the pertinent points and outlining some recommended next measures. Lastly, I just wanted to say how much I appreciate all of your help with this report's drafting. I had already worked very hard to ensure that the final report was as thorough, precise, and accomplished as possible and that it included all relevant recommendations and data.

Sincerely yours

Md. Uzair Hossain

20104095

BBA Program

BRAC Business School

BRAC University

## **Acknowledgement**

It brings me great pleasure to thank the advice, help, and effort of knowledgeable people, for whom I am incredibly grateful; without them, I could not have completed my report.

First of all, I would like to express my gratitude to Masnun Al Mahi Sir, Assistant Professor at BRAC University, who is my very esteemed supervisor, for his outstanding advice and help with this project. He has consistently made insightful recommendations that helped me finish this report.

I want to sincerely thank the staff at SMC for their unwavering support and direction. Lastly, I would like to thank my respected supervisor Shibashis Ghosh for his essential advice on how to advance my skills. Without his invaluable assistance, none of this would have been possible in this short amount of time.

## **Executive Summary**

The paper, “Understanding Sales Performance through Market Research: Analysis at SMC Enterprise Limited.” explains the company's general market situation as well as strategies for getting over some obstacles. In the report's first chapter, I'll outline my responsibilities and other essential details about the internship. In the reports second chapter, I'll talk about the company where I completed my internship. In the project section, I will conclude by outlining SMC Enterprise Limited's entire internal market research procedure. In addition, I will discuss here how research contributes to a company's overall performance.

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## **List of Acronyms**

B.B.A: Bachelor of Business Administration

PM: Production Management

ERP: Enterprise resource planning

PD: Process Development

R&I: Research and Innovation

SOP: Standard Operation Procedure

SOD: Scope of Development

SR: Sales Representative



# Chapter 1: Overview of Internship

## 1.1 Student Information

Name: Md. Uzair Hossain

ID: 20104095

Program: BRAC Business School

Major/Specialization: Finance

## *1.2 Internship Information*

### 1.2.1 Period and company info

Period: 3<sup>rd</sup> January to 31<sup>st</sup> March

Company Name: SMC Enterprise Limited

Department/Division: Market Research team of SMC Enterprise Limited

Address: SMC Tower, 33, Banani C/A

### 1.2.2 Internship Company Supervisor's Information

Name: Shibashis Ghosh

Position: Manager, Market Research

### 1.2.3 Job Responsibilities

My main duty at SMC Enterprise Limited was to do primary research in order to help the company identify market gaps. I had to go to different parts of the nation to accomplish this, and I had the chance to become acquainted about the market research process as a whole. Below is a description of my duties at SMC Enterprise Limited:

1. Design the Research Instrument: I developed questionnaires, discussion guides and experimental protocols that were used to collect data. I assisted my team leader in developing the research sheet.
2. Collect Data: Executed the research plan by gathering data from the chosen sample population. This involved administering surveys, conducting interviews, observing consumer behavior and analyzing existing data sources.

3. **Analyze the Data:** I organized and analyzed the collected data using appropriate statistical and analytical techniques. Identified patterns, trends, correlations, and insights that provide answers to the research questions.
4. **Report the Results:** Prepared a comprehensive report summarizing the research findings, insights, and recommendations.

### 1.3 Weekly report

#### Week-1

**Working Part:** Understanding the works of all five teams and data management

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** I met all the members of the group and understood their work area. In the first week, I was assigned to my group. I was working as an Intern, Marketing.

**1. Knowing about the products:** Comprehending each of the company's products appropriately is one of the most crucial responsibilities for a marketing associate. First, I carefully reviewed the SMC's product list.

**2. Understanding the Goals:** I was briefed about the goals of the company and my responsibilities to achieve the goals as a market research intern.

**3. Receiving Laptop and other Accessories:** The office provided me with various equipment's such as: (Laptop, Notebook, Printer Connection etc.) to assist me with my research work. These were provided during my first week of internship.

#### Learning Outcomes

- Understanding the job responsibility properly
- Knowing about the products category and market segment
- Acquire the ability of coordination while upholding work norms in an office setting

## Week-2

**Working Part:** Coordinating with other Department of the Organization.

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** In the 2nd week of my internship, I started working with the team who taught me how to coordinate with other departments while conducting research work. I learned the following tasks:

**1. Creating the Expense Sheet:** I have to claim a particular amount of expenses from the firm in order to travel to the field. The Department of Finance and Administration is in charge of this. I became acquainted about the entire procedure for appropriately claiming this expense.

**2. Engaging with HR:** I occasionally had to travel for several days when I was in the field. I had to inform the HR beforehand when I was going to field work.

## Learning Outcomes

➤ Department Coordination

## Week- 3-4

**Working Part:** Field Visit

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** I was sent to Eastern region of the country to investigate the state of the market.

**1. Obtaining Research Sheets:** There are few sheets developed by the organization for conducting research. My Supervisor instructed and demonstrated me on how to fill up these sheets while conduction the research works.

**2. Onto Field Work:** I went on a four days work visit where I investigated three areas (Cumilla, Feni, Chattogram). SMC's Taste Me had been underperforming for the previous few months so I had to dive deep to understand the root of the matter.

### **Learning Outcomes**

- Doing Qualitative Research
- Engage in B2B interactions

### **Week- 5-6**

**Working Part:** Report Writing

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** Returning from the visit I had to write an in-depth report on my findings.

**1. Accumulating Data:** Throughout my travels, I gathered a variety of data that I had to enter into Excel and represent concisely.

**2. Report Write-up:** I had to develop a number of trends regarding the state of the market, consumer behavior, etc. using the information in the Excel sheet.

### **Learning Outcomes**

- How formally write organizational report
- How to input data from qualitative research into excel sheet

## Week-7-8

**Working Part:** Field Visit

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** Competitive Analysis of Sanitary Napkins and Understanding Consumer Behavior.

**1. Gathering Information:** I visited the Northern Region (Rangpur, Bogura), where SMC's "Joya" Sanitary Napkin was falling behind rival products.

**2. Investigating SR Performance:** I conducted follow-ups in multiple markets to ascertain if the sales representatives were carrying out their responsibilities accurately.

### Learning Outcomes

- Understand the Sanitary Napkins Market
- Evaluating SR performance

## Week- 9-10

**Working Part:** Report (Write-up)

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** Returning from the visit I reported to my supervisor on my findings and began working on the report writing

**1. Write-up reports:** Writing SOD followed a specific pattern. Firstly I went through the previous report to understand the format. Then write up my SOD with necessary information like root cause, solutions etc.

**2. Taking management response:** I shared the SOD with my supervisor first and took response. Without management response, SOD could not present to the board committee.

## **Learning Outcomes**

- How to write SOD formally

## **Week- 11-12**

**Working Part:** Conducting Survey and Creating Presentation

**Working Location:** SMC Head Office, SMC Tower, 33, Banani C/A

**Working Hours:** 45 Hours

**Responsibility Performed:** I created a questionnaire, targeting market segment of Luxury Sanitary Napkins, took data and began working on the PowerPoint presentation.

**1. Accumulating Data:** I started by surveying 50 people, I then put all the information into an Excel file. I used the data analysis to produce bars and charts for a PowerPoint presentation.

**2. Presentation of Findings:** I had to give a brief presentation to my supervisor outlining the trends, underlying issues, and potential solutions.

## **Learning Outcomes**

- How to conduct Survey
- How to formally create organizational PowerPoint Slides

## **1.4 Internship Outcomes**

### **1.4.1 Student's contribution to the company**

During my three-month Internship period, I found various scopes of development for the company which is related to product development and minimizing market gaps. First off, the distribution channels were frequently insufficiently effective. Retailers were not obtaining merchandise on schedule, despite consumer demand. For this reason, I looked into the accuracy of the allegations in several areas where they were made. My investigation revealed a significant market distribution gap in the Eastern region, where SR's were not providing all of the stores with adequate supplies. Second, I discovered that a lot of goods, such Smile Baby Diaper, SMC Fruity, and SMC Bolt, need more market exposure. These products are yet unknown to many shops. Thirdly, I discovered that 73% of retailers carried SMC's contraceptive pills (Norix, Femicon), which are prominent in the market. SMC items are widely available in the Northern Region. Nonetheless, sellers should be informed of any alterations to the price policy. The responsible parties received all of these findings. In order to enable them to set them right, I made a contribution to the business in this way.

### **1.4.2 Benefits to the student**

The organization offers a plethora of learning opportunities, which is the primary advantage for any student. There's no set job to do. The marketing team introduces fresh concepts and modifications each month, posing fresh difficulties. I was instructed to become familiar with the team's whole workflow throughout the first two weeks of my internship. I gained knowledge about department coordination, procurement, and other topics during that time. Students can gain the greatest benefit from the organization by having access to a vast learning scope. These are just a few advantages of being a student:

1. Exposure to Business operation: The marketing department works with almost every products and section. For this reason, interns have the chance to learn about how each department operates. For instance, I worked in sales, HR, finance and administration, and other areas throughout my internship. Thus, this company offers a significantly greater possibility for learning than any other.
2. Skill development: While working in a big team a student can be able to develop his/her soft skills like time management, leadership, critical thinking, etc. One of the greatest advantages of working here is that I also learnt a lot about PowerPoint, and Excel functionalities.
3. Networking opportunity: In the corporate world networking is one of the most important factors. I worked directly with the department in charge of the organization. That's why the networking scope is comparatively bigger in this department which is a very big benefit for any intern.

### **1.4.3 Problems/Difficulties (faced during the internship period)**

1. Tight timeline: The marketing department is required to provide its monthly report each month. For reporting purposes, it needs to speak with several people from different departments. It takes a long time to receive data from them, which shortens the timeline and puts pressure on the reporting deadline.
2. Understanding the complex process: Students studying marketing typically work in the department that handles sales and marketing. However, marketing is not the only aspect of this work. They must gain a thorough awareness of how each department and segment operates as a business. It makes a marketing associate's job extremely difficult.

### **1.4.4 Recommendations (to the company on future internships)**

For its interns, the company can create a comprehensive overview. Making the best out of the interns and obtaining their finest work will benefit the company. However, it will make it easier for the learner to get used to how things operate.



## **Chapter 2.0: Organization Part**

### **2.1 Introduction of the company**

SMC launched a social marketing initiative in Bangladesh in 1974. The overarching goal of SMC is to enhance the health and well-being of women, children, and families by collaborating with the public and private sectors to socially market goods and services in the areas of family planning, maternity and child health, adolescent health and hygiene, tuberculosis, nutrition, and other socially beneficial fields. Over the course of the last 49 years, SMC and USAID have maintained their collaboration, and SMC is regarded as one of USAID's successful investments. By distributing 47% of pills, 62% of condoms, and 33% of injectables, SMC has significantly increased the Contraceptive Prevalence Rate (CPR) at the national level, according to the Bangladesh Demographic and Health Survey (BDHS) 2017–2018. SMC was responsible for 38% of the nation's use of contemporary contraceptive methods overall. In terms of the quantity of CYPs supplied, SMC was ranked as the third-largest social marketing firm worldwide in the 2022 Contraceptive Social Marketing Statistics published by DKT International, USA. SMC plays a significant role in the national health and family planning program of Bangladesh. It sells a wide variety of family planning items, food and beverage, health and hygiene, zinc, deworming tablets, oral rehydration salt (ORS), micronutrient powder (MNP), multiple micronutrient supplements (MMS), and other public health products. With a market share of over 61%, SMC runs the largest ORS production facility in the nation (Nielsen, 2019). Produced at its own manufacturing factory, SMC's Joya sanitary napkin brand is the second most popular in the nation. With the greatest number of users, "Femicon," the most widely used low-dose oral contraceptive pill (OCP), topped the list in the OCP category. Children under five who suffer from iron deficiency anemia are less likely to have it thanks to SMC's MNP "MoniMix." The company operates field-level program operations around the nation in addition to its own vast sales and distribution network. Additionally, the company has improved its product supply chain by working with regional distributors. In order to sustain its favorable growth trajectory and gain a competitive edge, the company has augmented its online presence to promote its brand. In order to maintain its growth trajectory, the corporation made large investments in both infrastructure development and manufacturing.

### **2.2 Client Introduction**

#### **Historical Background of SMC Enterprise Limited**

In 1974, the Government of Bangladesh requested that A.I.D./Washington contract for a two-year program to distribute non-clinical contraceptives throughout the nation. This contract marked the beginning of the Social Marketing Project. Population Services International (PSI) was given a sole-source contract, and it subsequently negotiated a contract with the Bangladeshi government

to create the operation as a parasternal one, with a project council functioning as the board of directors. It changed its status to company in 1990 and was run by a volunteer board of directors. The company's first managing director was AKM Shamsuddin. Founder and chairman of the business was Muhammad Mahbubuzzaman. The secretary of health and family planning presided over the council, which was made up of officials from the public, business, and private sectors. In 2014, Social Marketing Company established SMC Enterprise Limited as a profit-making enterprise. The Social Marketing Company's products will be distributed by SMC Enterprise Limited, which will also donate revenues to the company. It conducts education campaigns on menstrual health. In September 2022, Toslim Uddin Khan was named the Social Marketing Company's acting managing director.

## **2.3 Overview of Management Practices of SMC Enterprise Limited**

One of the most crucial responsibilities for any type of firm is management procedures. SMC is a provider of services. They offer their client services. It is crucial that they effectively manage each of their units because of this. Employees of SMC have always operated under an authoritarian leadership style within the company. Providing its clients with excellent service is an SMC's main objective. The services have a significant financial and legal influence on the organization. Thus, the services must be precise. SMC has made an effort to hire the greatest workers in the company from the outset. They initially created a student-friendly atmosphere at their company with this goal in mind. To entice as many possible employees as possible, they provide a variety of benefits. Additionally, students with master's degrees receive larger allowances. They search for a high CGPA in addition to experience during the employee section. Through this screening procedure, they choose the most qualified worker for their company. Following an employee's hiring, SMC plans numerous training sessions to advance the worker's skills.

### **2.3.1 Recruitment and selection process**

SMC management adheres to both internal and external recruitment policies. Most of the time, SMC uses an external recruitment strategy for the articulated student. Through their own website, they request potential students' resumes. Conversely, they use an internal hiring procedure when filling positions such as manager, senior executive, or executive. Three processes are followed by SMC for external recruitment. Initially, a screening exam is conducted once the resumes are received. Next, schedule a written exam for the prospective pupil. Here, they assess their proficiency in English, accounting, and finance. Lastly, the candidate must present their viva to a director or partner. In SMC, hiring from outside sources is accomplished in this manner. The partner and directors solely interview possible candidates for the internal hiring procedure.

## **2.4 SMC's Strategic Intent**

SMC Enterprise Limited wants to make a name for itself as a business that upholds professionalism and quality standards. We believe there is still opportunity for us to deepen our

ties to the nation and the area while upholding a sincere and reputable position in the FMCG, pharmaceutical, non-profit, and overseas branches markets.

## **2.5 Vision**

The vision of SMC is to be a premier social company known for its contributions to the development of social marketing ideas, tenets, and strategies that enhance the health and happiness of women, children, families, and society as a whole.

### **2.5.1 Mission**

The mission of SMC Enterprise Ltd. is to assist SMC in becoming a viable social enterprise by providing extra cash from successful operations for the purpose of funding socially beneficial program operations.

## **2.6 Management**

Strong management procedures are employed at SMC. They have excellent management skills with their staff. They developed a program called Boss that allows them to log their everyday activities. Each employee of the company receives a unique ID and password from the administrative office. Employees are required to submit a time sheet with client information shown in order to document their activities. The employee's management suggests using the timesheet. The time sheet is approved by a later partner. Once the timesheet has been approved, the employee can provide their working details. Each person in the company is required to log their daily activities into that program. Employees must update their work information; otherwise, they will not be eligible to receive their salary and benefits from the company. As a result, everyone updates their employment information daily. With the use of these procedures, management may readily track an employee's activities. The manager reviews this functioning detail and recommends it to the partner. An employee can seek for allowances once the partner has approved the workings. Utilizing this program is also how the leave application is completed.

### **2.6.1 Marketing Culture and Target Group**

As an FMCG company, SMC's operations are typically categorized as B2B services. However, on occasion, they also provide services to individuals. Since SMC's target market consists of commercial entities, their marketing approach differs from typical marketing techniques. The primary marketing instrument in this case is the company's reputation. The organization's primary objective is to raise the value of its brand and services. SMC does not require the development of a distinctive marketing strategy for the reasons listed above. Businesses

requesting services via mail or public announcements. The firm can then provide services to that company after making a proposal and having it accepted. When it comes to government organizations, businesses get hired through tender submissions.

## **2.6.2 Value Proposition**

### Values

- Our organization's best interests come first.
- We never skimp on quality or customer satisfaction.
- We constantly push ourselves to improve and reach new heights.
- We firmly believe in the virtues of honesty, decency, and equality for everyone.

## **2.6.3 Services**

The services of SMC are given below:

### THEIR BRANDS

- Maternal, Child Health & Nutrition
- Contraceptives
- Food and Beverage
- Hygiene
- Pharma

## **2.6.4 Supply Chain Management**

SMC supply chain management encompasses all activities involved in guaranteeing prompt delivery and broad product availability all the way up to the retail outlet level. It include sourcing raw materials and completed goods for domestically produced goods from domestic and foreign suppliers, warehousing, logistics, and supply to the 12 SMC Area Sales offices before distribution to supermarkets, pharmacies, and wholesale and retail stores. Together, SMC Enterprise Ltd.'s [SMC EL] supply chain management [SCM] teams strive to guarantee extensive product availability all the way up to the retail outlet level and timely supply in response to marketing and sales demand. Demand Planning and Inventory Management, 2) Procurement - Pharma, 3) Procurement - FMCG, 4) Commercial, and 5) Logistics and Distribution are the five teams that currently operate under the SCM division. NGOs in addition to other avenues. In order to maximize the company's overall revenue, supply chain management (SCM) plays a key role in coordinating the efforts of sales, marketing, production, outsourcing/toll partners, and suppliers. SCM is the process of acquiring completed goods and raw/packaging materials from domestic and foreign suppliers for use in in-house production as well as contract manufacturing. Additionally, it handles logistics, warehousing (around four lac

square feet of warehouse space spread across 24 locations), and the supply of goods to the 24 Area Sales offices (12 for FMCG and 12 for Pharma), as well as retail and wholesale pharmacies, grocery stores, non-profit organizations, and other channels. SMC expanded its nationwide network of local distribution houses in April 2018 to improve household product penetration in rural and non-pharmacy areas.

### **2.6.5 Sales and Marketing**

The use of commercial marketing strategies for the purpose of popularizing and promoting goods and services that provide people with definite advantages at costs they can pay is known as social marketing. The main component of social marketing is providing high-quality health products and services in accessible and reasonably priced formats. The three main components of SMC's social marketing model are: access to high-quality, reasonably priced goods and services with obvious health benefits via the private sector; demand creation and behavior modification through multifaceted communications strategies; and financial sustainability through cross-subsidization, which uses income from higher-priced goods and services to subsidize lower-income segments. In Bangladesh, SMC boasts one of the most well-established, comprehensive, and effective dealership and own distribution networks. Twelve offices, housed under two (2) regional offices and situated in the nation's principal division and district towns, provide nationwide coverage. By December 2023, SMC will have 388 distributors, 196 sales officers, and 630 sales agents working together to swiftly and consistently provide products to all of the outlets. SMC directly services, on average, 816,577 outlets annually, of which about 24% are pharmacies and the remainder are non-pharmacies, such as grocery stores and kiosks. Regular supplies from SMC's regional warehouses in Cumilla and Bogura, as well as its central warehouse in Bhaluka, are used to refill inventory at the sales offices. Using delivery trucks, the sales team traverses the territory to guarantee the countrywide distribution of pharmaceutical outlets, while distributors handle non-pharma outlets in their designated areas. Due to SMC's extensive sales and distribution network, a large number of retail locations nationwide carry its items. According to a recent survey on product availability, 94% of Bangladeshi retail pharmacy locations hold the SMC brand of oral contraceptive pills (OCP), 85% carry the SMC brand of condoms, and 98% stock the SMC brand of ORS. As a tactic to improve accessibility and availability, SMC distributes condoms and ORS through non-pharmacy outlets in addition to pharmacy outlets. More than two out of every three non-pharmacy retail locations in the nation carry the SMC brand of ORS, and one out of every four carry the SMC brand of condoms (CSMR, 2017). Furthermore, social marketing in Bangladesh is covered in detail in a whole chapter of Philip D. Harvey's well-known book, "Let Every Child Be Wanted: How Social Marketing Is Revolutionizing Contraceptive Use Around the World." The "Asian Marketing Casebook," authored by Noel Capon and Wilferied R. Vanhonacker, provides additional evidence of SMC's achievements. The company was given the 2008 International Star Award for

Leadership in Quality (ISLQ) by Business Initiative Directions (BID), a business association located in Madrid that works to improve business relations globally.

## **2.7 Industry and Competitive Analysis**

### **2.7.1 SWOT analysis of SMC Enterprise Limited**

We can comprehend a firm's strength, weakness, opportunity, and threat by using a SWOT analysis. This analysis helps to give a clear image of a corporation. This research will enable the corporation to ensure the organization's sustainability while mitigating its challenges. The following describes the SMC SWOT analysis:

**Strength:** One FMCG company's greatest asset is its workforce. SMC has ten boards of directors at start. They serve as the organization's backbone. Second, SMC has a significant edge thanks to their reputation. Being one of the oldest companies in Bangladesh, it has a solid reputation for providing top-notch services to customers.

**Weakness:** One of the company's biggest problems is its lack of internet presence. Even though the company is well-known and quite substantial, I think having an internet presence helps to expand the client base and reach previously untapped markets.

**Opportunity:** In Bangladesh, business is now encouraged. In addition, a lot of foreign businesses are entering this nation. The government of Bangladesh facilitates corporate operations in the country. As a result, FMCG companies' market share is growing daily. For SMC, this is a fantastic chance.

**Threat:** The Corporation faces a serious challenge from rival brands. The FMCG industry is become increasingly competitive as more businesses enter it, and it is difficult to maintain market share without fresh innovations and upgrades.

### **2.7.2 Competitive Analysis of SMC**

#### **Porter's Five Forces**

**1. Threats of new entry (High):** Starting a FMCG firm is not very difficult for any big organization since business has turned into more tech-based management, it is very easy to start a business by just implementing those technologies. For instance, Bashundhara Group seem to enter in nearly the sectors of FMCG goods. That's why it can be said that threats of new entry are High.

**2. Substitute products (High):** Previously SMC Orsaline-N has a monopoly market but due to the rapid increase of industrialization other Conglomerates are giving a tough competition. Such as Smile Baby Diaper was doing moderately well in the market but as soon as Thai and

Bashundhara Diapers entered the market the sales of Smile baby diaper seem to be underperforming. That's why Threat of Substitution are High.

**3. Buyer power (Low):** Power of buyer is moderate in case of SMC. SMC's major clients are retail shops and distribution channels. SMC has its strict policy of sales and has been attached to it for decades. Even if the sales are not as expected they do not change their policy. This has hurt their business at times yet SMC maintains strict code.

**4. Supplier power (High):** Since SMC uses its own distribution and supply chain management the supplier power is high. All of the products are manufactured in house and SMC is not involved with any third party. This has been a key thriving factor for their business. However, during my research there has been certain supply gaps, still SMC holds a strong supplier power.

**5. Competitive rivalry (High):** The existing market leading rivals are giving SMC a tough competition. The Sanitary and FMCG market is filled with products of rival companies who are always in competition to take over the market. Yet, SMC has always been in the top three position of the financial race. So, the competitive rivalry is high.

## Financial Performances:

### Liquidity Ratio:

#### Current ratio

$$2023 = 6967837134 / 3590868067 = 1.95$$

$$2022 = 6222196545 / 3147352182 = 1.97$$

$$2021 = 2711287442 / 913417432 = 2.96$$

SMC has been able to repay the short-term liabilities with current assets in all the three years.

#### Acid-test ratio

$$2023 = (6967837134 - 2999865767) / 3590868067 = 1.10$$

$$2022 = (6222196545 - 2204543434) / 3147352182 = 1.27$$

$$2021 = (2711287442 - 101405593) / 913417432 = 2.85$$

The quick asset ratio has been less compared to the previous two years. Which indicates SMC quick asset has not been performing well.

#### Cash ratio

$$2023 = (1317161354 / 4583758610) = 0.28$$

$$2022 = (1235959284 / 3888606684) = 0.31$$

$$2021 = (1250149781 / 2946161465) = 0.42$$

SMC is suffering with cash and cash equivalents in all the three years as per the calculation.

## **Leverage Financial Ratios:**

### Debt ratio

$$2023 = (4961139808/13954681605) = 0.35$$

$$2022 = (4324440049/12684995619) = 0.34$$

$$2021 = (3290928144/10621081096) = 0.30$$

SMC has not been doing well in turning capital from dept. The relative amount of asset provided from debt is low.

### Debt to equity ratio

$$2023 = (4961139808/8993541797) = 0.55$$

$$2022 = (4324440049/8360555569) = 0.51$$

$$2021 = (3290928144/7330152953) = 0.44$$

SMC is gradually taking more dept compared to equity.

### Interest coverage ratio

$$2023 = (1589212717/548136900) = 2.89$$

$$2022 = (1576956378/475139905) = 3.31$$

$$2021 = (1360506584/504970179) = 2.69$$

SMC has been efficiently covering the interest expense.

## **Efficiency Ratios:**

### Asset turnover ratio

$$2023 = (14450522145/13954681605) = 1.03$$

$$2022 = (11044504823/12684995619) = 0.87$$

$$2021 = (9433531607/10621081096) = 0.88$$

SMC is gradually succeeding into generating sales from assets.

### Inventory turnover ratio

$$2023 = (9577591988/3088128329) = 3.10$$

$$2022 = (6823973590/2345702227) = 2.90$$

$$2021 = (5776423394/1741900940) = 3.31$$

SMC is seen to turn Inventory three times each year. Which indicates that it is doing well in sales.

## **Profitability Ratios:**

### Gross margin ratio

$$2023 = (4872930157/14450522145) = 0.33$$

$$2022 = (4220531232/11044504823) = 0.38$$



$$2021 = (3657108213/9433531607) = 0.38$$

The gross margin ratio is low. Which indicates that SMC is not making much profit after paying its cost of goods sold.

Operating margin ratio

$$2023 = (1589212717/14450522145) = 0.10$$

$$2022 = (1576956378/11044504823) = 0.14$$

$$2021 = (1360506584/9433531607) = 0.14$$

The operating efficiency of SMC is low which needs to be looked on.

Return on assets ratio

$$2023 = (718333487/13954681605) = 0.05$$

$$2022 = (1030402686/12684995619) = 0.08$$

$$2021 = (1076698023/10621081096) = 0.10$$

The profit generated from asset is low.

Return on equity ratio

$$2023 = (718333487/8993541797) = 0.07$$

$$2022 = (1030402686/8360555569) = 0.12$$

$$2021 = (1076698023/7330152953) = 0.14$$

The profit generated from equity is also very low with a decline in each year.

Based on the previous annual reports I have created a Pro-Forma Income Statement to see the future condition of the company.

**Social Marketing Company**

**Pro-Forma Income Statement**

*For the year ended 30 June 2024*

Growth rate: 0.3083 or 30.83%

	Particulars	2023-24
	Revenue	18785678789
<b>Less:</b>	Cost of goods sold	12450869584
	<b>Gross Profit</b>	<b>6334809204</b>
<b>Less:</b>	<b>Operating Expense</b>	
	Administrative expense	2257302447
	Selling and marketing expense	2011530225
	<b>Total operating expense</b>	<b>4268832672</b>
	<b>Profit from operations</b>	<b>2065976532</b>
<b>Less:</b>	Tax	712577970
	<b>Net Income</b>	<b>1353398562</b>

**2.8 Summary:**

SMC started as an NGO, later it opened SMC Enterprise Limited to step foot into the FMCG industry. It can play a vital role on the business of its client. It has huge contribution to run the Pharmaceuticals side. SMC has providing proper services to its client from long time. With the efficient employee they are providing proper service all over the country. It not only helps the businesses bit also has impact on the development of country's economy.

**2.9 Recommendation:**

- ✓ Improve the quality of the management
- ✓ Strengthen the distribution channels
- ✓ Expand the online and commercial presence
- ✓ Investigate the supply chain management

## Chapter 3.0: Project Part

### Understanding Sales Performance through Market Research: Analysis at SMC Enterprise Limited.

The main purpose of this research project is to understand the market condition of the company, to find any possible market gaps and ways to minimize them to boost sales. I had to dive deep to investigate the overall scenario of targeted regions, by analyzing the performance of sales representatives, analyzing the supply chain, understand the consumer buying behavior, evaluating retailers behavior etc. I had to identify the main causes of the several products that were performing poorly on the market. Based on my investigation, the business developed potential fixes to lessen such issues.

#### **3.1.1 Background/Literature Review**

The fictional corporation SMC operates in a fast-paced corporate environment with intense competition and ever-changing consumer desires. For continued growth and profitability in such a setting, the capacity to refine sales strategies and carry out in-depth market analysis is essential.

#### **3.1.2 Problem statement**

Even though it operates in a cutthroat industry, SMC still has difficulties maximizing its sales tactics and carrying out efficient market research in order to promote long-term growth and profitability. Although the organization understands how important it is to match sales efforts with market dynamics, it does not have a well-thought-out framework to combine market analysis with sales optimization strategies.

**1. Inefficient Sales Practices:** SMC deals with inefficient sales practices that lead to an unsatisfactory resource allocation and a drop-in sales production. Without effective procedures and potent sales automation systems, the company would find it difficult to satisfy consumer requests and reach sales objectives.

**2. Limited Market Insights:** SMC lacks a comprehensive grasp of consumer preferences, industry trends, and the dynamics of the competition. The organization's capacity to make strategic decisions is hampered by the absence of robust frameworks for market analysis, which results in missed opportunities and heightened vulnerability to market swings.

**3. Competition:** To gain market share and strengthen their position in the industry, rivals are employing cutting-edge sales optimization techniques and advanced market analysis tools, which is making SMC's issues worse. If SMC does not take a strategic step, it might lose opportunities for income expansion and market relevance.

### 3.1.3 Objective

This report's primary goal is to provide SMC with actionable recommendations on how to improve its abilities in market analysis and sales strategies. Specifically, the objectives are as follows:

**1. Strategies to Improve Sales Effectiveness and Efficiency:** Plan to streamline SMC's sales processes, leverage automation technology, and deploy resources as effectively as you can in order to improve sales effectiveness and efficiency.

**2. Reducing disparity with Market Knowledge:** Perform in-depth market research to acquire a better grasp of consumer behavior, preferences, and market trends. This will assist SMC in identifying areas for development and proactively anticipating changes within the sector.

**3. Boost Competitive Positioning:** Identify and assess the primary competitors, weigh the benefits and drawbacks of each, and create strategies to differentiate SMC from the competition and strengthen its position as an industry leader.

### 3.1.4 Significance

This research has a major impact on SMC's competitive position in the market, operational effectiveness, and strategic orientation. The following considerations highlight the significance of addressing the acknowledged aims and issues:

**1. Improved Sales Performance:** If the report's suggestions are implemented, SMC's sales efficacy and efficiency will rise. By simplifying sales procedures, automating tasks, and improving resource allocation, the company may increase sales efficiency and achieve greater conversion rates. In the end, these steps will result in higher revenue.

**2. Enhanced industry understanding:** SMC must have a greater understanding of consumer behavior, market dynamics, and emerging trends in order to identify untapped opportunities and detect changes in the industry. By conducting in-depth market assessments, the company can stay ahead of the competition, make strategic decisions that are well-informed, and tailor its services to suit evolving customer demands.

**3. Competitive Advantage:** It is imperative to fortify SMC's competitive positioning in a market that is undergoing rapid change. By identifying key rivals, assessing their advantages and disadvantages, and properly distinguishing SMC's services, the business may carve out a separate market niche, draw in new business, and retain its current clientele. This aids in the business's ability to keep its competitive edge.

### **3.1.5 Research Question**

The following inquiries will form the basis of this research:

**RQ1:** In order to increase sales, how can SMC improve its sales strategies?

**RQ2:** What specific gaps and restrictions exist in the market?

**RQ3:** In the ever-changing marketplace, how can SMC improve its competitiveness and promote long-term growth?

### **3.2 Methodology**

To address the study issue and achieve the objectives outlined in this report, a comprehensive methodology incorporating both qualitative and quantitative techniques will be employed. The primary steps that make up the approach are as follows:

#### **Internal Survey:**

- Speak with senior management, marketing personnel, and sales teams to find out more about challenges faced, growth prospects, and existing sales practices.
- To understand organizational dynamics, resource constraints, and strategic goals related to market analysis and sales optimization, collect qualitative data through focus groups, seminars, and interviews.

#### **Market Assessment:**

- Using primary and secondary research methodologies, conduct a thorough study of SMC's target market, industry trends, competitive landscape, and consumer segmentation.
- Gather quantitative data utilizing market surveys, industry publications, and market intelligence tools in order to assess market size, growth predictions, and competitive positioning.
- Assess competitive risks, identify new opportunities, and analyze market data using qualitative analytical methods.

### **Suggestions:**

- Develop useful recommendations that are tailored to the particular needs and objectives of SMC based on the findings of the market study, internal assessment, and literature review.
- Prioritize recommendations according to their potential impact on sales effectiveness, market competitiveness, and organizational sustainability.
- Align recommendations with SMC's strategic goals, financial constraints, and market conditions to guarantee successful implementation.

## **3.3 Findings and Analysis**

### **3.3.1 Findings**

#### **Supply Chain Difficulties**

The investigation revealed weaknesses in the supply chain, particularly in relation to Taste Me Juice's distribution to retailers. Insufficient supply levels hindered retailers' ability to meet client demand, which resulted in missed sales opportunities and perhaps disgruntled customers.

#### **Performance of Sales Representatives:**

According to analysis, SMC's sales agents aren't performing at their best. A lack of training, inadequate support systems, and inefficient sales tactics could be the cause of this problem. Increasing sales volumes, boosting customer engagement, and accelerating revenue growth all depend on better sales representative effectiveness.

#### **Price Increase's Effect on SMC Taste Me Sales:**

SMC's Taste Me sales performance has suffered as a result of its recent price rise. Demand and market share could drop if consumers believe the more expensive juice brand isn't as good as other juice brands. The increase of **12MRP** from **10MRP** has drastically changed the sales of the product. To lessen the detrimental effect on sales, pricing methods and value perception must be addressed. As per the market reach 10tk TasteMe stock was available in **96%** of the shops whereas 12tk was available in only **4%** of the 780 samples. So, the price change did not affect the sales, rather Overstocking was the prime reason for underperforming of SMC TasteMe.

- **32%** outlets have Taste Me in stock.
  - Retailers unaware of the price increase.
  - Old stock is highly capturing the market.

#### **Sanitary Napkins's Competition in the Market:**

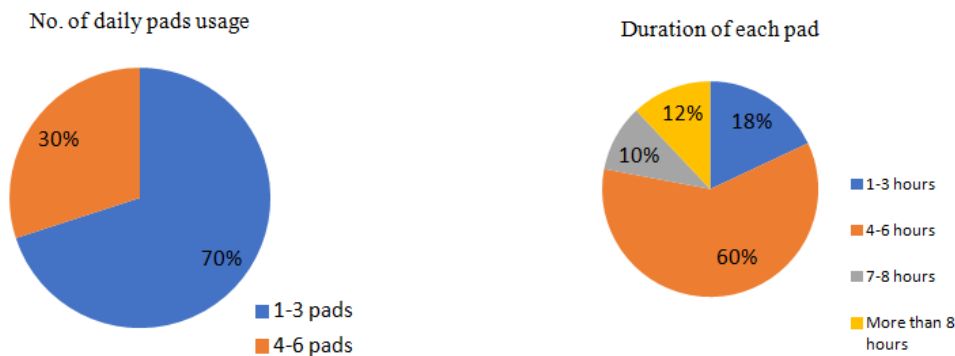
A lack of steady supply of SMC's goods combined with characteristics like comfort and

absorbency have caused competitive sanitary napkin companies to acquire market share at SMC's expense. Demand has moved away from SMC's products due to consumer preferences for these qualities, underscoring the necessity of more innovative products and better supply chain management.

- Joya Sanitary Napkin was found in **85%** of Pharma and **6%** non-pharma outlets.
- Major competition Senora was found in more outlets than Joya
- All varieties of Joya were found in most outlets.
- Competitor Sanitary Napkins were seen more in display than Joya

**I had a survey on premium sanitary napkins, below are my findings:**

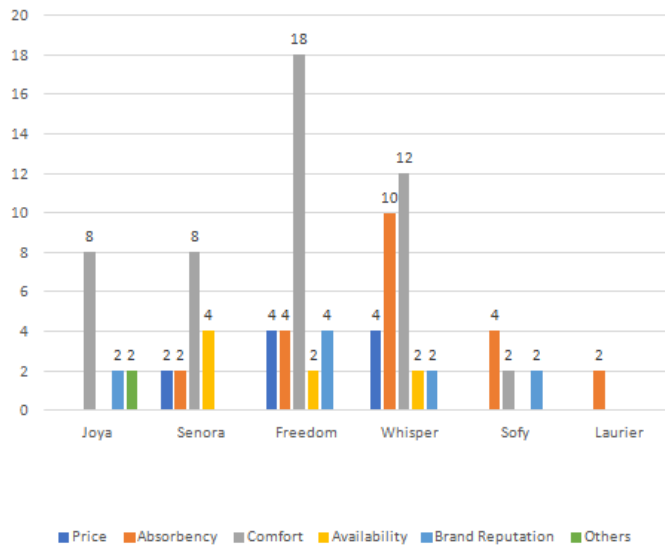
**Daily Usage of Pads along Duration of Each Pad**



- Majority of the people prefer lesser pads for longer hours

Respondents using premium sanitary napkins prefer pads that give heavy flow protection. Partially because they can use a single pad for longer time, it is suitable for working class women. The thickness of those pads is more compared to other which gives more comfort to the user.

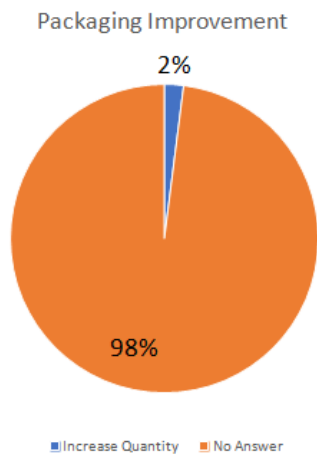
## Brand Preference with Influencing Factors



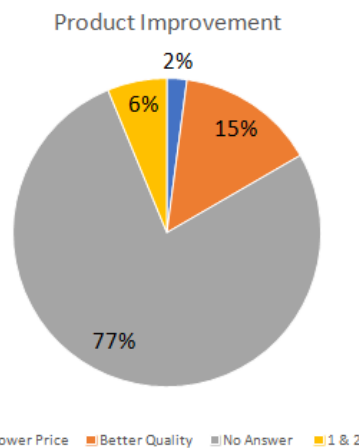
- Most Users are inclined towards **Freedom** due to their **Comfort**.
- The second most used pad is **Whisper** due to **Comfort** and **Absorbency**

Other competitor brands have a strong grasp in the market as portrayed in the data. Mostly due to the comfort and absorbency factor as mentioned in the figure. However, I believe as per consumer behavior there is huge effect of brand reputation in this regard in the buying behavior of the customer.

## Product And Packaging Improvement



• Though majority did not provide opinion, few people wants products with **“Increased Quantity per Package.”**



• A small portion of people prefer **“Better Skin and Environment Friendly Product”**.



Product quantity and packaging quality seems to be the driving problems. I have received complaint that the products are not properly made, the glue don't stick properly, there is sometimes leakage.

### **3.3.3 Analytical procedure**

#### **Gathering of Data:**

- ❖ Compile quantitative information from internal sources, such as sales reports, inventory records, and financial statements, on market share, pricing trends, supply chain indicators, and sales performance.
- ❖ Gather qualitative information from sales staff, retailers, and customers through focus groups, questionnaires, and interviews to learn about their opinions, preferences, and experiences with SMC's and its rivals' products.

#### **Analyzing Data:**

- ❖ Examine sales data to find trends, patterns, and connections between sales results and other elements including product availability, pricing adjustments, and competitor activity.
- ❖ To identify strengths, limitations, and areas for improvement, compare the taste, packaging, and pricing of SMC's products to those of rival brands in the juice and sanitary napkin industries.
- ❖ Make use of statistical methods, such regression and correlation analysis, to ascertain how price hikes affect Taste Me Juice sales and pinpoint the variables affecting market penetration in the sanitary napkin industry.

### **3.4 Conclusions**

Conclusively, the research conducted on sales optimization and market analysis for SMC has yielded significant insights into the obstacles, prospects, and strategic priorities confronting the organization in the contemporary competitive environment. SMC has strongly been in the market for over 50 years and still going very strong with tremendous prospects ahead. The administration of SMC is one of its most crucial assets. Employee satisfaction is also up the standard. However, there are few shortcomings and irresponsibility of few employees which needs to be taken under consideration. SMC may position itself for success in the dynamic marketplace by focusing on product innovation and differentiation, investing in supply chain optimization, and matching sales strategies with market dynamics.

In conclusion, this report's conclusions and suggestions provide SMC's management team with a strategic road map for overcoming obstacles, seizing chances, and achieving sustained success in the cutthroat industry.

### **3.5 Recommendations**

- Distribution channel should be strengthened outside Dhaka so that retailers get the products at due time
- Smile Diapant requires more focus in marketing to customers.
- Until the winter goes away it is recommended to slow the supply of Taste Me, thus giving time for the existing products to be sold.
- Online presence needs more exposure. SMC has quality products but it is not reaching the extended market. Our competitor conglomerate have a wide reach such as the followers of Beximco in LinkedIn is 200k where as SMC EL is 16k. I believe that is a major reason for the consumer for not having enough exposure of SMC products.
- A new improvised sales policy and pricing model is recommended for Smile baby diapants. As we already have a strong presence there this would help us track back our lost sales.
- A more aggressive sales tactic might encourage retailers to keep SMC+ and Taste-me. As the summer season is right around the corner this is a perfect opportunity to increase sales.
- A thorough monitoring of pills supply is recommended.
- It is recommended that retail outlets should be made aware of any price changes of products as their demand over the products is the key to the profitability of SMC

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Supervisor Business Card



# SMC ENTERPRISE LTD

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## Questionnaire for Sanitary Napkin Users in Bangladesh

Thank you for participating in this survey. Your feedback is valuable for understanding the usage and preferences of sanitary napkins among women in Bangladesh.

### **A1. Personal Information**

**Name:**

**What is your age?**

- 1 Below 14 years
- 2 14-18 years old
- 3 19-25 years old
- 4 26-30 years old
- 5 31-35 years old
- 8 36+ years old

**Have you participated in any research survey in last 6 months?**

YES	NO
-----	----

**Do you work in any of the following?**

- 1 Advertising / Public Relations
- 2 Marketing / Market Research
- 3 Journalism
- 4 Public relations
- 5 Publishing
- 6 Any organization selling Sanitary Napkin
- 7 Any retailer selling Sanitary Napkin

9 None of these

**Marital Status:** [Single / Married / Divorced / Widowed]

**Number of Children:** [If applicable]

	Illiterate /Only Sign/No School	Scho ol up to 5 years	Scho ol 6- 10 years	SSC/ O- levels	HSC/ A- levels	Graduation (General)/ Fazel	Graduation (Professional)	Masters (General)	Masters (Professional) / M.Phil/Ph.D.
Unskilled Worker	E2	E2	E2	E1	D	D	D	C	C
Petty trader	E1	E1	E1	E1	D	D	D	C	C
Skilled worker	E2	E1	E1	D	D	D	C	C	B
Salesman/Clerk/Non Cadre /Government Official (2 <sup>nd</sup> class or below)	E1	E1	E1	D	D	D	C	C	C
Supervisor/Non Cadre /Government official (1 <sup>st</sup> class)	E1	D	D	D	D	C	C	C	B
Shop Owner	E1	D	D	D	D	C	B	B	A
Business: None	D	D	D	C	C	B	A	A	A
House Owner	D	C	B	B	B	B	A	A	A
Business 1-9 employees	C	C	B	B	B	A	A	A	A

## **A2. Socioeconomic Status:**

**Family Income Range** (in Bangladeshi Taka per month):

1. Below 10,000
2. 10,000 - 20,000
3. 20,001 - 30,000
4. 30,001 - 50,000
5. Above 50,000

**Do you receive any governmental financial aid or support?**

[Yes / No]

**Type of Residence:**

1. Urban
2. Rural

## **A3. Usage and Preferences:**

**How long have you been using sanitary napkins?**

1. Less than 6 months
2. 6 months to 1 year
3. 1 to 3 years
4. More than 3 years

**Frequency of Sanitary Napkin Usage:**

1. Regularly
2. Occasionally

**If Used Regularly, Number Of Daily Usage Of Sanitary Napkins:**

1. 1-3
2. 4-6
3. 7-8
4. More than 8

**Duration of Usage of each Sanitary Napkin:**



1. 1-3 hours
2. 4-6 hours
3. 7-8 hours
4. More than 8 hours

**Brand Preference:**

1. Joya
2. Senora
3. Freedom
4. Whisper
5. Sofy
6. Laurier
7. Venus
8. Tender Breeze

**Factors influencing brand preference:**

1. Price
2. Absorbency
3. Comfort
4. Availability
5. Brand reputation
6. Others (please specify)

**Do you prefer reusable or disposable sanitary napkins?**

1. Reusable
2. Disposable
3. No preference

**Who influence the buying decision?**

1. Family
2. Friends
3. Self
4. Advertisement
5. Others

**A4. Access and Availability:**

**How accessible are sanitary napkins in your area?**

1. Highly accessible

2. Moderately accessible
3. Not very accessible
4. Not accessible at all

**From Where Do You Purchase Your Sanitary Napkins?**

1. Pharmacy
2. Superstore
3. General Store
4. Online

**Who purchases the product?**

Answer:

**Do you face any challenges in accessing sanitary napkins?**

[Yes / No]

If yes, please specify the challenges you face:

**A5. Awareness and Education:**

**How did you learn about menstrual hygiene and the use of sanitary napkins?**

1. School/College
2. Family
3. Friends
4. Healthcare providers
5. Media (TV, Radio, Internet)
6. Others (please specify)

**Do you believe there is enough awareness about menstrual hygiene in your community?**

[Yes / No]

**What do you think could be done to improve awareness about menstrual hygiene?**

**A6. Cultural and Social Factors:**

**Are there any cultural or social taboos associated with menstruation in your community?**

1. Yes
2. No
3. Not sure

**How do these taboos impact your menstrual hygiene practices?**

**A7. Feedback and Suggestions:**

**Is there anything you would like to see improved in the sanitary napkin products available in the market?**

**1. Packaging:**

**2. Product:**

**Any additional comments or suggestions regarding menstrual hygiene management in Bangladesh?**

Thank you for completing this questionnaire! Your input is immensely valuable for our research.