

Report On  
A comprehensive analysis of HRM practices in Berger Paints  
Bangladesh Ltd

By

Abrar Amer  
ID: 19204025

An internship report submitted to the BBS department in partial fulfillment of the  
requirements for the degree of BBA

Brac Business School  
Brac University  
March, 2024

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## **Declaration**

It is hereby declared that

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

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

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**Abrar Amer**  
ID: 19204025

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

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**Mr. Zaheed Husein Mohammad Al-Din**  
Senior Lecturer, Brac Business School  
Brac University

## **Letter of Transmittal**

31<sup>st</sup> March, 2024

To,

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer,

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship report submission

Dear Sir,

I would like to express my gratitude for the support and guidance you have provided throughout my internship journey. I am writing to formally submit my internship report on the topic “A comprehensive analysis of HRM practices in Berger Paints Bangladesh Limited”. During my internship program I have thoroughly observed and communicated with several employees and clients of BPBL to gather data needed for completing this report. I have tried my best to make this report as accurate as possible following the mentioned guidelines. Furthermore, I have endeavored a comprehensive overview of my activities and the skills I have acquired during this internship program.

I am eager to receive feedback on my report and any further suggestions for improvement. Hopefully, the report will meet the desires once again thank you for your mentorship throughout the internship program.

Sincerely yours,

---

Abrar Amer

19204025

BRAC Business School

BRAC University

31<sup>st</sup> March, 2024

## **Non-Disclosure Agreement**

The confidential data of the company will not be disclosed to any third parties without the consent of the company.

I, Abrar Amer declare that all the information gathered for this report has been taken from the company Berger Paints Bangladesh Ltd with their consent and knowledge.

This agreement is between the company Berger Paints Bangladesh and the intern student, Abrar Amer of Brac University.

## **Executive Summary**

For completing my Bachelor of Business Administration degree, as per requirement I have completed my internship program at a reputable multinational company known as Berger Paints Bangladesh Limited (BPBL). These internship program has given me invaluable exposure the HR and Admin industry and is also responsible for giving myself a deeper understanding of the procedures and expertise needed in the HR department of an organization. Thus, I will be giving emphasis on various ways to enhance efficiency and safety in the HR department of Berger Paints Bangladesh Limited also known as BPBL. In this internship report I have identified, performed and conducted in depth analysis of the HR practices at BPBL.

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## **List of Acronyms**

HRM	Human Resource Management
SWOT	Strength Weakness Opportunity Threat
BPBL	Berger Paints Bangladesh Limited
STP	Segmentation Targeting Positioning
SHE	Safety Health Environment

# **Chapter 1**

## **Overview of Internship**

### **1.1 Student Information**

Name: Abrar Amer

Student ID: 19204025

Program: Bachelors of Business Administration (BBA)

Major: Human Resource Management (HRM)

Minor: Computer Information Management (CIM)

### **1.2 Internship Information:**

#### **1.2.1 Period, Company Name, Department/Division, Address**

Period: 1<sup>st</sup> January to 31<sup>st</sup> March 21, 2024

Company Name: Berger Paints Bangladesh Ltd (BPBL)

Department: HR and Admin

Address: 273-276, Tejgaon Residential Area, Dhaka- 1208.

#### **1.2.2 Internship Company Supervisor's Information**

Name: H M Ahssan Kabir

Position: Manager Branch Operations

### **1.2.3 Job Scope**

#### **Job Duties & Responsibilities:**

- ✓ Identify and mitigate potential fire hazards within the facility through regular comprehensive inspection.
- ✓ Ensure the functionality and availability of all safety equipment and fire extinguishers throughout the company's premises.
- ✓ Conduct regular inspections of pool cars to identify mechanical issues or defects.
- ✓ Develop and administer policies for proper usage of company vehicles.
- ✓ Coordinate general maintenance of pool cars
- ✓ Planning an event's theme, setting and overall design
- ✓ Input data in Excel spreadsheets, including data related to fuel consumption of company vehicles.
- ✓ Place canteen orders for lunch and accommodating guests through Microsoft Outlook.
- ✓ Check and review various types of log books and checklist at the end of the month.

### **1.3 Internship Outcomes**

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

- ✓ The intern ensures a safe working environment through identifying potential safety hazards within the organization's facilities.
- ✓ The intern can help to improve the company's safety regulations through ensuring the readiness and functionality of all safety equipment.
- ✓ Proper inspection and maintenance are conducted by the intern to minimize vehicle downtime and improve reliability of company vehicles.

- ✓ In order to foster a positive employee morale and work culture the intern provides assistance in planning and organizing various company events.
- ✓ The intern continuously observes and seek opportunities to develop and learn new skills and expand knowledge regarding event planning, administrative tasks and human resource management.

### **1.3.2 Benefits to the student**

- ✓ The intern learns to communicate better with different types of employees in the organization.
- ✓ Every assigned task provides the intern the opportunity to learn more about that department and their work procedures.
- ✓ The intern gets proper guidance and advice from supervisors before entering the job market.
- ✓ The intern acquires proficiency in Excel through tasks related to managing data.
- ✓ Organizational and coordination skills have improved through completing tasks related to maintenance and event planning.

### **1.3.3 Difficulties faced during the internship period**

On 1<sup>st</sup> January 2024 I have started my internship program. Maintaining proper timing was sometimes challenging. Moreover, the company had a policy of keeping it open on two Saturdays, the first and third week of the month. Even though the office hours were reduced during the month of Ramadan, maintaining punctuality became far more difficult and stressful. The company was located very far from my residence therefore I had to face long hours of traffic jam while travelling back and forth. Furthermore, the company had strict privacy policies for maintaining their confidential data thus gathering data for research was

challenging as well and duration of 3 months period of internship program was insufficient for completing the report with necessary data.

### **1.3.4 Recommendations**

In terms of future internship, the company should provide proper identification card for their interns in order to give them their own identity within the company. Furthermore, there should be proper seating arrangements for the interns in the sales office similar to those being provided in headquarter office. Also, the office hours for the interns should be limited so that they get adequate time to complete their internship report. However, the overall internship experience was satisfactory and it was great real-life experience before entering corporate life. And I have built professional relationship with many employees and fellow interns at the office.

## **Chapter 2**

### **Organization part**

#### **2.1 Introduction**

Berger is known worldwide for its excellence in the paint industry. It is one of the oldest and reliable company consisting of products and ingredients which are almost 250 years old. In the year 1760 this renowned company was founded by Louis Berger a young German entrepreneur who ran a humble dye and pigment manufacturing business in England. Moreover, Louis's family were involved in running dye business therefore the company was established as Louis Berger & Sons Limited. The company outshines its competitors for their outstanding innovation and entrepreneurship. Moreover, the company gained fame for perfecting their manufacturing of Prussian-Blue which is a deep blue colored dye widely which was used in uniforms of European armies (Berger Paints Bangladesh, 2021). The core

business of Berger till now is manufacturing paints and coatings which has evolved from their manufacturing of dye and pigment. With the help mergers and acquisitions Berger Paints was able to quickly enter the international market with other renowned paint & coating manufacturing companies. Thus, overtime Berger has been able to successfully diversify their product offerings starting from, decorative paints to industrial, marine, primer and powder coatings (Berger Paints Bangladesh, 2021).

Berger started its international expansion in the year 1950 importing paints from Berger UK and later on from Berger Pakistan. 20 years later years later Berger Paints Bangladesh Limited (BPBL) previously known to be Jenson & Nicholson, established their first manufacturing plant in Chittagong. Eventually the J&N group bought majority shares of Berger from other shareholders in Bangladesh and changed its company name to Berger Paints Bangladesh Limited on 1<sup>st</sup> January, 1980. Furthermore, Berger paints is also known for promoting various philanthropic activities and has won many awards for their work. Also, the company is responsible for promoting the young and creative talents of our country through Berger Young Painters' Art Competition (BYPAC), Berger Award for Excellence in Architecture (BAEA), Berger Awards Program for students of architecture department for BUET (BASAB), Khula University Architecture Department (KUAD-BERGER) Award and many more (Berger Paints Bangladesh, 2021). Lastly, Berger is also active in various CSR activities for example contributing to the wellbeing of autistic children in Bangladesh. Moreover, during coronavirus pandemic Berger Paints introduced different types of initiatives which were responsible for providing support to those painters and daily wage earners who were in need of help. Around 17500 painters were given emergency fund assistance during the global pandemic. Also, Berger Paints provided Personal Protective Equipment (PPE), masks, hand sanitizers and gloves to around 6000 painters and other stakeholders in Bangladesh (Berger Paints Bangladesh, 2021).

## **2.2 Overview of the company**

With the company's entry in Bangladesh, Berger Paints has become the market leader because of 250 years of experience in the paint industry. Moreover, because of their diverse product range Berger has become the leading paint solution provider in Bangladesh. Furthermore, because of rapid urbanization the annual demand of paints is around 180000 tons in Bangladesh (The Paint and Coatings Industry in Bangladesh, n.d.). Therefore, in order to fulfil the demand for paints, Berger Paints recruits highly skilled workers and the newly recruited are given all the necessary trainings. Moreover, company invested significantly more than the other competitors in research and development in the industry. Furthermore, Berger Paints sources their high-quality raw materials from companies like ExxonMobil, DuPont, BASF, BYK, Cristal, Shell and many more (Berger Paints Bangladesh, 2021). They are always trying to maintain superior quality of their products with the help of their technologically advanced manufacturing plant and strict quality controls maintaining international standards. For example, Berger Paints has established Powder Coating and Emulsion plants at their Dhaka factory and this highly advanced factory is also responsible for increasing the manufacturing capacity of Berger Paints making the company a paint giant in Bangladesh (Berger Paints Bangladesh, 2021). Berger Paints aims to achieve the highest level of customer satisfaction through providing the finest quality of paints and solutions for all substrates, protection and weather conditions (Berger Paints Bangladesh, 2021). Berger Paints has been able to reach almost every corner of Bangladesh with help of their impeccable distribution network. The dealers of Berger Paints are widely spread throughout Bangladesh supported by sales depots which are strategically located in various parts of Bangladesh such as Dhaka, Chittagong, Rangpur, Rajshahi, Khulna, Barishal, Cumilla, Feni, Mymensingh, Brahmanbaria and Sylhet. Moreover, through joint venture with Becker Industrial Coatings Holding AB, Berger Paints has been able to expand its operations for

manufacturing coil coatings. Furthermore, in order provide world-class chemicals needed for construction in Bangladesh, Berger Paints has formed another joint venture know as Berger Fosroc Limited with industry leader Fosroc International limited. Berger Paints is also the first Bangladeshi company to manufacture marine paint products maintaining international standards because of their agreement with Chugoku Marine Paints Ltd of Japan to manufacture marine paints in the country.

In terms of their product range Berger Paints manufactures all types of Decorative Paints, outdoor paints for protection against adverse weather conditions, High quality marine paints, textured coatings, color bank, paints resistant to heat, roofing compounds, Powder Coatings and Epoxies (Berger Paints Bangladesh, 2021). Moreover, with the help of advanced technologies and specialized Experience Zone, Berger Paints provides customer support and free technical advice regarding surface preparation, unique color schemes, color consultancy and many more. In order to meet immense customer demand Berger Paints introduced Innova Wood Coating, Vehicle Refinish, PowerBond adhesive and TexBond textile chemicals making its product range more diverse (Berger Paints Bangladesh, 2021). In recent years continuous diversification and innovation has been the number one priority for Berger Paints. For example, Berger Paints has recently introduced products such as WeatherCoat AntiDirt Supreme, Fireguard Fire intumescent coatings and Breathe Easy Eco Series which contains green biocides and Green Label Certified which is protects the environment from bacteria and does not have any VOC (Berger Paints Bangladesh, 2021). Furthermore, they have introduced Express Painting Services which provides clean and fast painting services for their customers. Also, recently Berger Paints has also started manufacturing printing ink. Moreover, during the pandemic also introduced Mr. Expert Advanced Hand Sanitizer in order to fight germs reduce transmission of bacteria through hands. All of the products of Berger Paints are health and environment-friendly and lead free. Therefore, through constant efforts



to maintain quality and international standards Berger Paints Bangladesh has achieved various ISO certifications such as ISO 9001:2015 (Quality Management System), ISO 45001:2018 (Occupational Health & Safety Management System) and ISO 14001:2018 (Environmental Management System) (Berger Paints Bangladesh, 2021).

### **2.2.1 Mission of Berger**

“We shall increase our turnover by 100 percent in every 5 years. We shall remain a socially committed ethical company.”

According to their website, the mission of Berger Paints Bangladesh Limited is to increase their turnover by 100% every 5 years and they want to be recognized as an ethical and socially committed company.

### **2.2.2 Vision of Berger**

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

Berger Paints Bangladesh Limited wants to be the market leader and wants to be the most favorable company in the paint industry ensuring customer satisfaction.

### **2.2.3 Objectives of Berger**

The main objective of the company is to maximize wealth and in order to do that they are always dedicated towards outperforming their rivals in terms of generating profit, providing quality customer service and ensuring sustainability.

## 2.2.4 Core Values of Berger

The slogan or tagline used by Berger Paints is “Trusted Worldwide”, this is because they are globally known for being reliable and a trustworthy company in the paint industry. Moreover, Berger Paints has outshined their rivals because their competitors have not been able to earn the same level of recognition as Berger Paints, making the company a paint giant and a very competitive company in the industry.

Core values of Berger are:

- o Performance
- o Ethical Practices
- o Customer First
- o Valuing People

Core values are the fundamental principles and beliefs that guide the company towards implementing their decisions while navigating complex situations. These values can tell us about the company’s corporate culture, behavior and decision-making procedures. In terms of Berger, we can see that they are always committed towards delivering quality services to their clients and customers. Berger is always in pursuit of exceeding expectations and achieving their targets through their exceptional performances. Furthermore, Berger listens to their customers’ requirements and anticipates their expectations and is always dedicated towards providing the best solutions and services to their customers. Moreover, Berger Paints maintains integrity and honesty in all of their business interactions. Breaching integrity is completely non-negotiable for them. Berger always ensures transparency, high ethical standards, fairness and accountability while running their business. Lastly, Berger Paints gives recognition and importance to all of their employees. Their employee retention level is very high because of the company treating every employee as a valuable asset for the company.



### **2.3.2 Organization's Leadership Style**

The type of leadership Berger Paints follows is democratic leadership style. In democratic leadership style the encourages their subordinates to be more innovative and creative (Democratic Leadership Style in the Workplace: Pros and Cons, 2023). The leader often encourages their subordinates to share their ideas and reward them for their creativity. The leader ensures the subordinates are confident enough to finish their tasks without any supervision. Furthermore, the leader makes sure that his or her subordinates are working as a team, encourages open discussions, setting objectives, doing self-evaluation and lastly, motivates them for better skill development and performance. This type of leadership is also known as “shared leadership” or “participative leadership” (Democratic Leadership Style in the Workplace: Pros and Cons, 2023).

In the case of Berger Paints there is still a chain of command in the organogram this is mainly to maintain the structure of the company. For example, in the sales office I have witnessed the employees are always encouraged to participate in decision making and each individual employees especially the territory managers have their own ways of making decisions, pitching ideas and handling clients like dealers. Furthermore, the leaders or the head of departments oversee the progress of their subordinates and does not force them to follow any fixed way or method of handling their clients. The leaders also motivate their employees and gives them advises to improve themselves in future decision makings. Therefore, this type of democratic leadership ensures employee engagement, makes them feel valued and motivates them perform better. Furthermore, the workplace is very much sociable and does not pressurize anyone.

Employees in the sales office are given monthly sales target and whenever they have achieved their monthly target successfully on time, I have seen them celebrate inside the

office premises which is evident that Berger Paints maintains a positive and supportive work culture.

A total of 6 board meetings are held annually in Berger Paints. Under the supervision of the managing director monthly committees are formed. These committees consist of directors and independent directors who are responsible for making decisions and assisting the company's managing director regarding accepting or declining various projects or proposals. Moreover, there are other committees of Berger Paints such as, Risk Remuneration, Audit, Executive and Purchase committees. The committees are responsible to analyzing various proposals prepared by the mid-level managers. The mid-level managers prepare their proposals through taking vital inputs from the frontline employees and the head of departments. Furthermore, the mid-level managers are responsible for overseeing specific tasks or projects assigned within their department. Also, they conduct open discussions, evaluates the performance of his or her subordinates, manages resources and assists the company to reach their goals and objectives. The overall upper management of Berger Paints Bangladesh Limited is run by 1 managing director, 2 executive directors, 4 non-executive directors and 10 managers.

### **2.3.3 Departments**

- o **Human Resource and Administration:** This department is responsible for recruiting new employees and interns. Also, the HR & Admin department is responsible for providing training development sessions for their new or existing employees. The admin department is also responsible for the billing procedure for various items and events for the company. Therefore, they collect the fund from the accounts and finance department through various bills and pending receipts. The HR & Admin department keeps track of employee wages. Various company policies are established

and updated by the HR & Admin department. Moreover, setting up canteen menu, allocating budgets for company meetings, planning an events theme, setting the overall design, selecting venues and accommodating guests are all done the under HR & Admin department.

- o Sales and Marketing: This department is responsible for maintaining client relations, setting sales strategies, do market research and conduct field visits. New marketing plans or initiatives are developed by this department.
- o Accounts and Finance: This department is responsible for various payments for the company's employees, customers, and interns as well. They ensure all of the payment procedures are done without any errors. All of the major financial documents of the company are handled by this department.
- o Supply Chain: This is responsible for keeping record of the company's overall inventory, ensuring efficient inventory management. This department also checks the quality of various products and materials sent from other depots and ensures that proper product quality standards are maintained.
- o Research and Development: This department gives priority to creativity and innovation the most. The department is responsible developing or introducing new products and services. Moreover, they also ensure better product quality and services outperforming the market rivals through impeccable innovations.
- o IT: This department is responsible for maintaining the network system of the company. Berger Paints often uses a software named SAP therefore this department is often responsible for keeping the software updated and fixing various issues. This department also gives strong emphasis on cyber security and, managing various confidential data in stored in the company's server.

- o Distribution: This department is responsible for setting up route plans, delivering products to the dealers ensuring the proper delivering times. Also, they are responsible for providing after sale services to their clients.
- o Planning: Setting up new or regulating existing plans of the company. Moreover, master plans, both long term and short-term plans are managed by this department. This department has the ability to implement or decline plans of the company.
- o Operation: This department mainly focuses on supervising the operations of the company ensuring no mistakes are made and setting up efficient procedures to enhance daily operations of the company.

### **2.3.4 Recruitment and Selection Process**

In Berger Paints new recruits are made when the candidate fulfills the company's HR requirements in terms of experience, qualifications, attitudes and values (Berger Paints - Our Recruitment Philosophy & Process, 2024). Being selective in the recruitment process Berger Paints is able to remain the market leader and be competitive in the paint industry of Bangladesh. Berger always look for candidate those who are passionate, takes responsibility and get it done on time. They want their employees to have the skill to solve problems with ease. They want their employees to focus on solutions rather than the problem itself. Lastly, Berger employs those whose are energetic and committed towards their duties and responsibilities.

The two types of recruitment and selection process followed by Berger Paints are:

- o Lateral Level Recruitment: The senior level positions are filled with in house talent whenever needed. Existing employees are given opportunities to develop themselves and grow within the organization. However, when there is shortage of potential

internal candidates Berger takes candidates from both inside and outside of the industry.

- o Entry Level Recruitment: Berger recruits fresh candidates at entry level such as Management Graduates (MBAs) and Engineers (BE/ B.Tech) directly from Universities as Management Trainees (MTs) (Berger Paints - Our Recruitment Philosophy & Process, 2024).

### **2.3.5 Compensation System**

Berger Paints provides both monetary and fringe benefits to their employees. The compensation system varies accordingly to the hierarchy of the company. Usually, Berger provides monetary benefits to their employees more compared to fringe benefits. For example, Berger provides transportation cost to their employees if he or she does not their own private vehicle. Employees in Berger are given daily allowances. These allowances include lunch bill if he or she does not have lunch in the company's canteen. Moreover, there are other allowances alongside paycheck such as, house rent, health insurance, overtime, and leave. In terms of fringe benefits Berger Provides paid vacations for their employees. Usually fringe benefits are provided to higher officials and skill-based workers. Workers those who have high technical, managerial and communication skills are often eligible to skill-based compensation. Thus, employees get motivated to perform well in order to get compensation based on their skill. Moreover, employees of Berger are able to get 25% discounts annually on certain products of Berger Paints. Also, all of the employees of Berger are eligible to receive 5-10% discounts when they try to purchase various products from Berger Paints. Lastly, employees in Berger are often assigned sales target within a given time frame. If he or she are able to achieve the target on time employees given target bonus.



### **2.3.6 Training and Development**

In order to develop the skills and knowledge of the employees Berger Paints has various types of career-oriented training sessions. The main aim of Berger Paints is to ensure their existing employees are able to conduct self-assessment and enhance their skills in their area of expertise (Berger Paints Bangladesh, 2021). These training sessions can be both internal and external. Moreover, for new recruits Berger Paints takes a training session called, “Bandhan”. In this session under the supervisions of the trainers the fresh recruits get the opportunity to learn about the company’s culture, values and goals. Furthermore, the new recruits are assigned various tasks and their performance is strictly monitored and evaluated by the trainers. Based on their performance each new recruit is assigned to different types of departments accordingly to their field of expertise.

### **2.4 Marketing Practices**

The marketing approaches of Berger Paints:

- Segmentation of products
- Target Market Selection
- Positioning of products

These 3 marketing approaches of Berger is also known as STP marketing. This type of marketing approach is consumer centric and helps to deliver more relevant and personalized messages to the target market (Segmentation, Targeting, & Positioning (STP Marketing): The Marketer’s Guide, 2023). Berger analyzes the market demand and through assigning various teams in different locations they fulfill those demands of the target market, making sure that the consumers are acknowledging the company’s distinct offerings and brand image.

### 2.4.1.1 Segmentation

Berger has a vast collection of products consisting of various features and usage. These products are divided into 3 main categories:

- o Decorative
- o Industrial
- o Marine

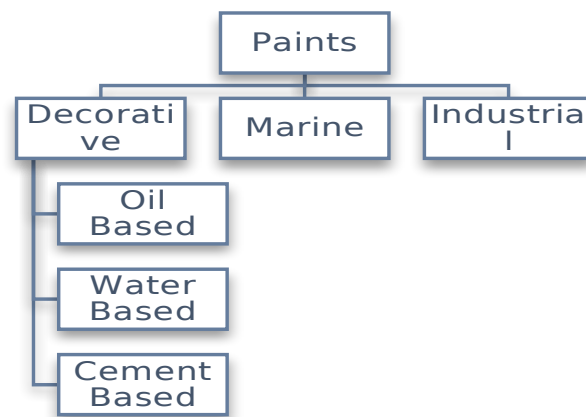


Figure 2: Main 3 types of paint

Each type of paint has its own unique usage, features and bases. For example, if someone uses decorative paints on marine vessels rather than marine paints, the paint will not work properly and cause damage instead of preventing it. Therefore, it is recommended not to use Industrial paint instead of Decorative paints and not to use Marine paints instead of Industrial paint for proper application and results.

- o Decorative Paints: There are more than 30 products in the decorative paint product line. It is a top-of-the-line product produced by color bank and can be used for both interior and exterior paints for the client's office, home, or other premises. Some of the decorative paints are Robbialac, Robbialac Super Gloss Enamel, Robbialac

Acrylic Distemper, Robbialac Aluminum Paint, Weather Coat Smooth, Jhilik Synthetic Enamel, Luxury Silk, Durocem Cement Coating, etc.

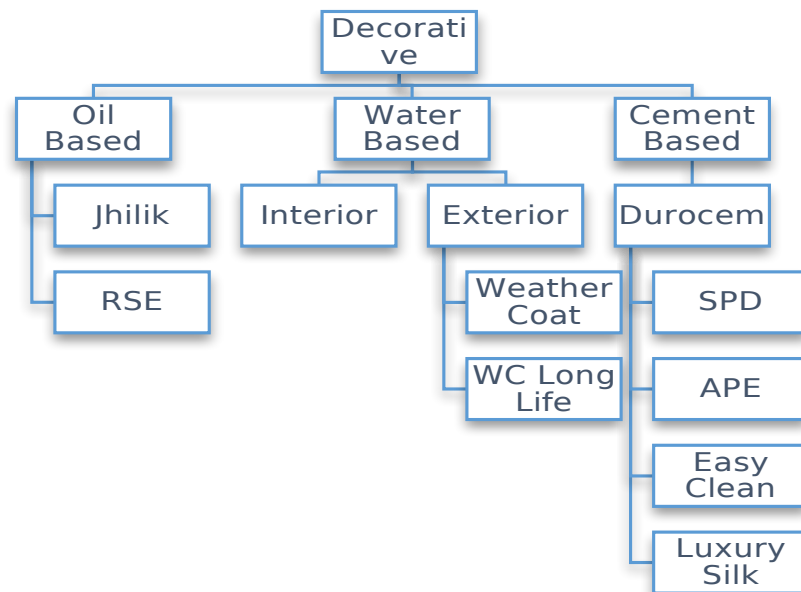


Figure 3: Segmentation of Decorative Paints

- o Industrial Paints: This type of paint is often used in the aerospace, architectural and construction, automotive, and electronics industries. The paint is applied on machineries and structures to enhance its condition and overall outlook. Moreover, it protects machineries and structures from harsh weather conditions, corrosion and chemical pollutions.

In the product line there are more than 20 products. A few of them are, Jensolin Swimming Pool Paint, Jensolin Industrial Enamel, Jensolin Stoving Primer, Jensolin Cycling Paints, Jensolin Zinc Chromate Primer and Jensolin High Heat Resisting Paint.

- o Marine Paints: With a wide product range this type paint is mainly used on ships, vessels and boats. The product range consists of special coatings, thinners, primers and distinct top coat finishes.

There are more than 20 products are in this product line of marine paints. A fair few of them are Berger Marine Enamel, Seaborne Metallic Protective Coatings, Berger Marine Anticorrosive Primer, Seaborne Deck Paint, Seaborne High Gloss Enamel and Seaborne Topside.

### 2.4.1.2 Targeting

The paint industry is far reaching and significantly large therefore, Berger paints has distinct target market for their Decorative, Industrial, and Marine paints. Over the past five to six years there has been notable growth within the paint industry, stated by industry experts (Shades of Brilliance: A Deep Dive into the Paints and Coatings Industry of Bangladesh, 2023).

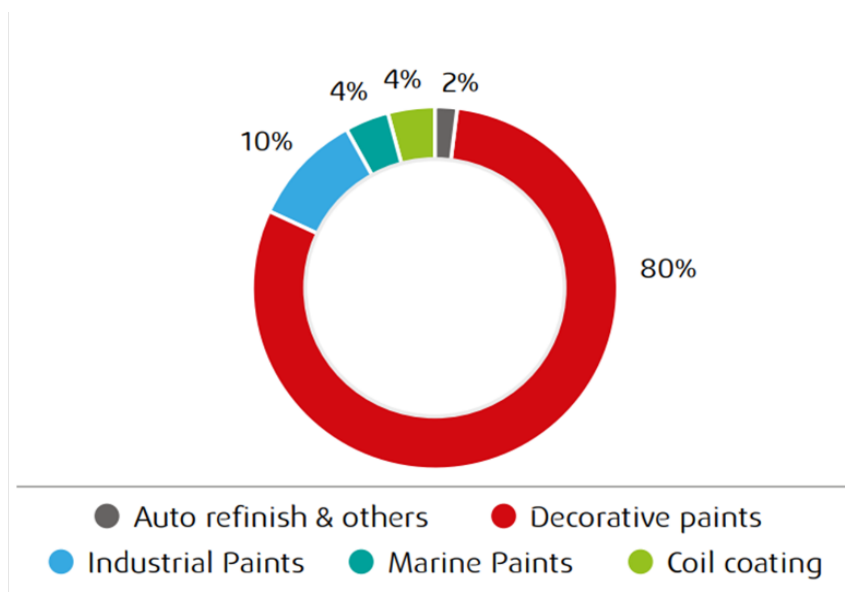


Figure 4: Usage of different types of paints in Bangladesh

Source: Bangladesh Paint Manufacturer's Association

In the paint industry, decorative paints hold about 80% of the industry, industrial paints hold about 10% of the industry, and marine paints hold about 4% of the industry Shades of

Brilliance: A Deep Dive into the Paints and Coatings Industry of Bangladesh, 2023). Because of this, Decorative paints are the primary source of income for Berger Paints.

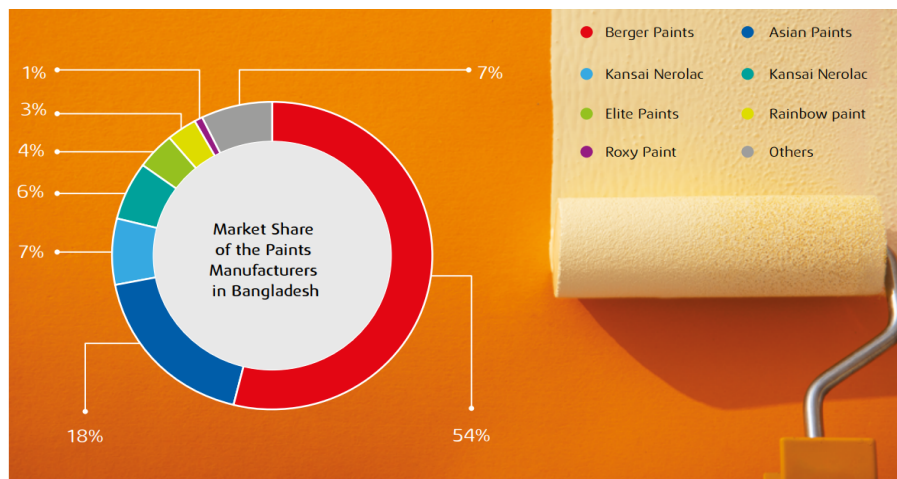


Figure 5: Market Share of Paint Manufacturers in Bangladesh

Source: The Financial Express

### 2.4.1.3 Positioning

Positioning is essential for outcompeting rivals therefore this strategy helps to make potential customers choose the company's product over the products of their competing rivals. For that Berger Paints manufactures products with distinguished features and provides services with unique solutions. To be in mind of potential customers the company has separated its variables.

- o Product Differentiation

Customer satisfaction is given the highest priority while Berger Paints differentiates their product. Products are differentiated based on their dimension, quantity, color

shade, and size of container. Also, through differentiating Berger Paints ensures the product quality has been well preserved and standards are maintained.

- Service Differentiation: In order to provide the best service in while giving solutions to different types of scenarios of different types of customers it is essential to provide differentiated services. Both free and paid services are provided the company. Berger Paints gives their customers more flexibility and choices while fulfilling their needs.

#### **2.4.1.4 Marketing Channels**

Throughout Bangladesh Berger Paints has a strong and influential distribution network. This network consists of various sales depot, dealer and sub dealer. This distribution network has enabled Berger Paints to be the industry leader. And they are able to achieve immense customer satisfaction through making sure their products are easily accessible to their beloved customers.

On the other hand, for services, they have established Berger Experience Zones. With the help of Experience Zones customers can now receive consultations in physical stores as well as through online sessions. Berger is keen on increasing their marketing channels for both product and services therefore they are taking steps to make more Experience Zones throughout the country.

#### **2.4.1.5 New Product Development**

As mentioned earlier Berger Paints has recently launched 3 new products Fireguard Fire intumescent coatings, Weather Coat Anti-Dirt Supreme and Breathe Easy Eco Series which is Green Label Certified and contains green biocides that protects the environment from bacteria and has no VOC (Berger Paints Bangladesh, 2021). Moreover, they have also

introduced Arista and Glow in the market. Arista is acrylic especially made for students and painters. On the other hand, Glow is a premium segment in addition to the product line of Weather Coat. It is a premium exterior emulsion which has smoothing effects and waterproofing abilities. Moreover, Glow protects houses from harsh weather conditions alongside giving an elegant glossy finish.

#### **2.4.1.6 Branding Activities**

Berger Paints promotes their product through social media especially Facebook, television advertisement, company website, sponsorship, newspapers, leaflets, posters, banners, billboards, newsletters, online portals, YouTube and other digital platforms. They have also made celebrities like Jamal Bhuyan, Bidya Sinha Saha Mim, Arifin Shuvoo and Jaya Ahsan their brand ambassador for different types of products to get better marketing reach and recognition.

### **2.5 Financial Performance and Accounting Practices**

#### **2.5.1 Financial Performance**

Berger Paints maintains monthly reports, expenditure bills, financial statements and annual reports as like other companies in order to make their investors aware of the company's performance and make them trust the company to make more future investments. The financial statements are responsible for giving the investors and other stakeholders an overview of the company's generated revenue, profitability ratios and financial obligations of the company both short term and long term. As per the annual report of 2022-2023 the revenue generated by Berger Paints has increased by 16%, volume increased by around 5%, income before tax increased by 0.84% and current ratio increased from 1.68 to 1.91 times. Looking at the current ratio we can see that Berger is in between the standard rate and has the

ability to pay off their short-term debts 1.91 times with their current assets. Moreover, during the pandemic the company was able to perform at stable pace and was able to gain moderate market share. Also, they managed to reduce their cost of sales by 1.3% (from 61.5% to 60.2%) during the pandemic (Berger Paints Bangladesh, 2021).

## **2.5.2 Accounting Practices**

The accounts and finance department of Berger Paints are responsible for monitoring and recording every transaction made by the company and they frequently update their database and website. The always follows efficient accounting standards while making their financial statements and reports. Moreover, in this year's annual report and financial statements accurate balance sheets, income growth, revenue and volume growth were stated properly. The company also showed comparative analysis of financial performance with previous years.

## **2.6 Operations Management and Information System Practices**

### **2.6.1 Operations Management**

The operations management of Berger Paints is responsible for monitoring the manufacturing process, allocating resources efficiently and giving approval of proposed plans. It is very essential to keep track of resources allocated and usage of resources because the machines in the manufacturing plant are semi-automated. In order to produce different types of bases and shades the machines seeks command from its user. For example, machines needed for blending paints may produce defective paint consisting of inconsistent base and shade. Furthermore, Berger Paints has developed their own app named 'Astha' which tracks their delivery vehicles. Whenever the deliveryman of Berger delivers their product to certain



checkpoints like stores of dealers, they update the database in the app by clicking on task completed button which gives the accurate time of completing delivery by each individual deliveryman. This app helps Berger to keep track of their products in real time and also has features which can be used to solve customer queries regarding delivery.

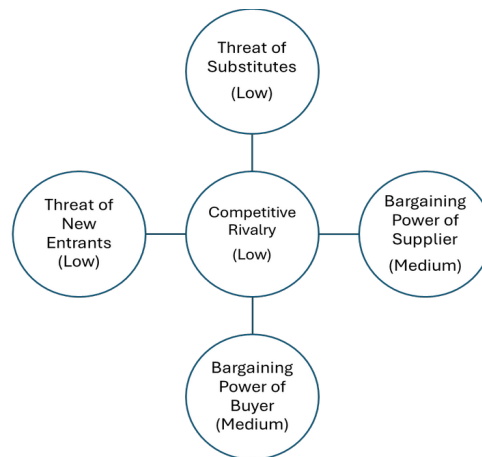
## **2.6.2 Information System Practices**

The employees in Berger Paints use German software named SAP to keep records of bills, inventory status, order status, client information and product quantity. This software helps to maintain confidentiality and make the information available across the company's internal network system so that the employees have access to these data when needed. However, this is a complex software since a limited number of employees can use it at the same time period. This limited number of users at a time to the software is mainly there to protect the company's data, maintain confidentiality and keep track of its users.

## **2.7 Industry and Competitive Analysis**

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

Porter's Five Forces is a framework which helps businesses in various industry understand their competitive forces at work (Harvard Business School, 2008). This framework helps businesses to identify the industry attractiveness, the reasons behind competing in that particular industry and how trends will affect the competitiveness in the industry (Harvard Business School, 2008). In terms of Berger Paints the applicable Porter's Five Forces is shown below.



*Figure 6: Porters Five Forces of Berger Paints Bangladesh Limited*

o **Competitive Rivalry: low**

Currently the main competitors of Berger Paints Bangladesh Limited are Asian Paints and Elite paints. Alongside Berger Paints they are the top 3 paint companies in Bangladesh. But still the competitive rivalry is low for Berger Paints because they have managed to conquer almost 50% market share of the paint industry in Bangladesh.

o **Bargaining Power of Supplier: Medium**

The bargaining power of supplier is medium because it is there is has been shortages of raw materials in the country thus it is very difficult to find them. Also, it is very costly to import without third party suppliers. Therefore, these suppliers hold more power in terms of sourcing and providing Berger Paints with the required materials.

o **Bargaining Power of Buyer: Medium**

Berger Paints is trusted worldwide and its main clients are landlords and industries such as automobile, marine and corporate. These clients usually do not compromise quality and will always choose Berger Paints because of their top-notch quality of products and services. Thus, we can say that the bargaining power of supplier is

medium because they will not use poor quality products and services in order to save money.

o Threat of Substitutes: Low

Instead of paint, coating and primers people can use wallpaper, marbles and lime wash but these are not the perfect substitutes and does not ensure the exact finishing which the products of Berger provide. Moreover, they are not weather proof and are not durable enough like paint thus we can say that threat of substitute is low for Berger Paints.

o Threat of New Entrants: Low

The entry of new companies is difficult because big successful companies are dominating the market. Moreover, gathering the enough working capital ensuring product quality, sourcing raw materials, and purchasing advanced technology is very tough in Bangladesh. Therefore, we can say that the threat of new entrants is significantly low.

In conclusion, looking at the Porter's Five Forces model we can understand that Berger Paints Bangladesh is highly competitive and has earned above average profits compared to their competitors in the paint industry of Bangladesh.

## 2.7.2 SWOT Analysis

Strengths	Weakness
<ul style="list-style-type: none"> <li>o Gained reputation as one of the leading paint companies worldwide</li> <li>o Has a wide distribution network</li> <li>o Quality experience on the paint industry of Bangladesh</li> <li>o Active in every major segment of the paint industry</li> <li>o Strong financial foundation</li> </ul>	<ul style="list-style-type: none"> <li>o Reluctant to have presence in the international satellite channels</li> <li>o Misconception of customers to perceive Berger to be premium priced company</li> <li>o Highly dependent on large dealers</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>o The industry is growing</li> <li>o Corporate diversification can be achieved by utilizing their positive corporate image</li> <li>o Introduce economic products and services at remote market</li> </ul>	<ul style="list-style-type: none"> <li>o Highly competitive industry in Bangladesh</li> <li>o The industry is credit-driven</li> <li>o Unethical practices and corruption in the industry</li> </ul>

Figure 7: SWOT analysis of Berger Paints Bangladesh Limited

### Strengths

Gained reputation as one of the leading paint companies worldwide: The company has a solid brand image and recognition globally. The company has been operating its business globally for over 300 years. Customers in Bangladesh accept Berger Paints products and services without any hesitation because of its reputation.

Has a wide distribution channel: Berger Paints has a large distribution channel which helps to make their products easily accessible to existing clients and new customers throughout Bangladesh. For example, Berger Paints has established 7 sales offices with more than 1000 dealers. According to researchers Berger is able to reach 63.2% country's population with its distribution network.

Quality experience on the paint industry of Bangladesh: Berger Paints has been operating in the subcontinent since the colonial period. Therefore, naturally in Bangladesh the company has rich experience in terms of managing dealers, allocating resources, political volatility and other essential business issues.

Active in every major segment of the paint industry: Berger has almost all types of paint in their product portfolio which leads to a strong presence in every major segment of paint industry. Their 3 main paint categories are decorative, marine and industrial. Their strong presence is not only paint wise but also customer wise. For example, each of their paint category has various sub brands which consist of distinct features. Thus, they are able to provide their products and services to different types of customers with different purchasing power. Customers who are in demand of using the top-quality product Berger always has something for them.

Strong financial foundation: Being one of the oldest firms in the paint industry Berger Paints has strong financial backup which enables them to take risks and enjoy flexibility while making financial decisions.

### **Weaknesses**

Reluctant to have presence in the international satellite channels: Berger Paints has very few eligible competitors in the industry. Being one of the leading companies in the paint industry with almost 50% market share the company is too confident regarding their market position. Thus, they are reluctant to have presence in the international satellite channels.

Misconception of customers to perceive Berger to be premium priced company: Berger Paints has always been perceived a premium luxury brand globally. Nonetheless, in a third world country like Bangladesh customers in the semi-urban and rural areas also perceive the company to be a premium segment product and service provider. This is still a misconception

of customer and a big weakness of the company. Due to lack of knowledge and significantly low income of people in the semi-urban and rural areas of Bangladesh customers think they can think can judge a brand because of its premium price rather than considering its premium quality. Berger needs to spread and convey knowledge regarding their products and services to customers in these areas in order to acquire this large market share.

Highly dependent on large dealers: The company's distribution system highly depends on their large dealers. Thus, big dealers take advantage of that and take hold of selective brands of Berger. As customers usually tends to have less knowledge regarding paint application and features therefore dealers only promote and sell brands which are more profitable for them.

### **Opportunities**

The industry is growing: The paint industry in Bangladesh is growing persistently due to industrialization and real estate companies promoting their business. Furthermore, paints often have limited durability and needs to be repainted after a certain period usually after 3 years.

Corporate diversification can be achieved by utilizing their positive corporate image: Berger Paints has an undisputed corporate image in Bangladesh. Therefore, the company can utilize their positive corporate image to expand their business through diversification. For example, instead of providing paint solution and aesthetic consultancy they can start a whole new package of interior decoration services.

Introduce economic products and services at remote market: As Berger Paints is perceived as a premium brand especially in semi-urban and rural areas it is important to spread knowledge to the customers in these areas that the products are priced premium only because of its product quality and it is actually in terms of quality to price ratio. If Berger fails to spread this knowledge in these semi-urban and rural areas they will lose a large market share.

## **Threats**

Highly competitive industry in Bangladesh: It is already mentioned in the opportunities section that the paint is rapidly growing in Bangladesh. Therefore, competition is getting fiercer day by day. New multinational companies are entering the industry but due to lack of knowledge and experience they are not able to outcompete Berger. However, when these competitors gain enough knowledge, they will become an alarming threat for the company.

The industry is credit-driven: The paint industry in Bangladesh is mainly credit driven. But Berger Paints opposes the credit driven method of running its business. Furthermore, majority of the dealers of Berger are cash dealers. However, these dealers want to have products on credit as much as possible. Thus, new companies are using this opportunity and giving dealers large supply of products on credit basis and dealers are promoting these companies instead of Berger. Fortunately, these new companies are not popular enough therefore, this is not a big threat for Berger.

Unethical practices and corruption in the industry: In the semi-urban and rural areas some local companies are using company names similar to Berger with identical fonts and logos and providing poor quality products for example, companies like Bager, Basjer, etc. These malpractices are putting Berger's reputation in threat especially in the semi-urban and rural areas where the customers tend to have lesser knowledge regarding paint products.

## **2.8 Summary and Conclusion**

Berger Paints is a pioneer in the paint industry worldwide. Even though, the Berger Paints faced various challenges the company is always pursuing to achieve their goals and making sure to provide effective and efficient services to their customers. Moreover, the company has years of experience and has the ability to provide different services to their large and diverse

customer base. The company believes in innovation which enables them develop further globally

## **2.9 Recommendations**

With the help of the SWOT analysis, Berger Paints need to focus to improving their current strengths and the weaknesses turn into strengths. Moreover, they should explore and take chances on their opportunities and take precautions in order to prevent their threats from doing damage to their business. Furthermore, they should more emphasis on promoting their products in the international channels. The company should also spread awareness regarding their products top notch quality and make potential customers understand that these products are worth of premium pricing. Lastly, they should start doing campaigns especially in the semi-urban and rural areas to make people understand about their products quality, feature, and the valid reasons behind their pricing strategies.

## **Chapter 3: Project Part**

### **3.1 Introduction**

#### **Problem statement**

Even though Berger Paints Bangladesh Limited is currently the industry leader in Bangladesh, but still there is a need to analyze and enhance the aspects of its human resource management practices to further improve the company's employee engagement, retention level and overall organizational success.



## **Research Questions**

- o How does Berger Paints identify the training needs of their employees and what are the methods and procedures the company implements to provide effective training and development to its employees?
- o What are the key components of Berger Paints' compensation management and how do they motivate employees and enhance retention level?
- o What are the steps taken by Berger Paints to comply with safety protocols and regulations?

### **3.1.1 Literature Review**

Human resource management, often called talent or HR management, consists of all the activities which organizations undertake to recruit, develop and engage its workforce (Why Is Human Resource Management Important? | MVNU, 2024). Human Resource is essential for achieving competitive advantage therefore it is an important asset for all types of business organizations. It is quite challenging to manage Human Resource as compared to managing capital or technology therefore for effective management organizations need effective Human Resource Management system (Tiwari and Saxena, 2012). Furthermore, HRM practices get affected by various external and internal factors such as attitudes of employees, relation between the employee and their employers, financial performance, productivity of employees and other direct and indirect variables (Tiwari and Saxena, 2012). The main purpose of this research is to analyze and understand the unique and effective HRM practices implemented by Berger Paints Bangladesh Limited.

### **3.1.2 Objectives**

Analyze the existing procedures of HRM management in the HR department: It is essential to understand the HRM practices of the company since they are involved with various types of managerial and administrative decision-making processes.

Identify bottlenecks and areas for further improvement: The HRM practices should be carefully assessed and should be always up to date.

### **3.1.3 Significance**

Berger Paints Bangladesh Limited is the industry leader in Bangladesh for many years therefore the significance of the research to get a better perspective and understanding of how they manage to stay at the top with their effective HRM practices. We will be able to understand the how big multinational companies implement their HRM practices and how these HRM practices impact their employee's satisfaction level, overall productivity and work environment. Furthermore, we will be able to understand the link streamlined procedures and organizational success of Berger Paints Bangladesh Limited.

## **3.2 Methodology**

The report will be conducted through analyzing existing documents of the organization. Various HR personnel, higher officials, administrators and employees will go through interviews for insights. Moreover, different types of departments will be observed thoroughly. The tools used in conducting this research will include surveys/questionnaires, analysis of documents, interviews and focus group discussions. And for this report only qualitative data will be gathered for analysis.

Primary Sources:

- o Employees of Berger Paints Bangladesh Limited
- o Google form Questionnaires
- o Communication with third party vendors of Berger Paints
- o Secondary Sources
- o Financial Statements 2023-2024
- o Annual Report 2022-2023
- o Berger Paints Website
- o Research Papers

### **3.3 Findings and Analysis**

#### **3.3.1 Training and Development**

Berger Paints has the policy to provide training and development whenever they think it's necessary. The objectives of company's training and development sessions are as follows:

- o Build effective and efficient teams
- o Boost employee morale and performance
- o Develop interpersonal skills
- o Assess employee progress and increase employee growth
- o Guide employees to be able to exceed expectations and head excellence
- o Keep employees up to date with changes in the industry

#### **Assessing the need for Training**

If there is any specific department within the organization which requires attention and knowledge Berger Paints will assign employees to go through effective training and development sessions. Berger Paints carefully assess the need for training requirements and predetermines the scheduling of those sessions so that the trainees do not waste their time on irrelevant sessions or wrong topics.

As a result, these sessions help employees to stay focused on achieving the company goals. Berger Paints ensures employees have progress in their skills, efficiency and performance. Fortunately, as a part of my internship program I was able to conduct a training session for both functional cars and pool cars drivers in the sales office. In total there were 33 functional car drivers and 6 pool car drivers. And my topic was on safe driving practices. I have prepared a slide with sub topics such as defensive driving techniques, understanding road signs and markings, managing speed, avoid distractions, handling weather conditions and many more. This training session is usually conducted every year therefore being part of the HR and Admin team as an intern I was given this great opportunity.

### **Training Administration**

The HR department plays an important role when it comes to training and development. For example, the HR department is responsible for connecting employees with their required mentors and needed training sessions together. The HR department maintains coordination with other department heads and has the ability to monitor the HR activities so that they can avoid any kinds of misunderstanding and miscommunications while providing necessary trainings sessions to the employees of the company.

### **Evaluating Training**

Berger Paints evaluates each and every training and development sessions they have conducted so that they get to know what they have retained those sessions. Evaluation is

essential in order to know whether those sessions were successfully conducted or whether it was a failed session. Furthermore, evaluation helps to identify errors made in training sessions.

## **Training Methods**

Berger Paints implements various types of training methods including both supervisory and non-supervisory ones. Some of the training methods used by Berger are as follows:

- o On the Job Training

On the job training is used to train employees to use particular tools or equipment while working at the workplace, in a simulation or training environment (Andreev, 2021). In Berger, this type of is conducted on a monthly basis and employees are able understand overall working process, punctuality, discipline, and how to maintain safety protocols within the organization's facilities. Furthermore, on the job training improves the skill of the employees and gives them a better idea regarding the company's position in the industry.

- o Apprenticeship Training

This type of training helps employees improve their skills usually technical ones such as computer skills, mechanical skills, maintenance skills and electrical skills. This type of training is conducted expert licensed workers. For example, in the Berger Paints sales office there is Auto Refinish Training Center in which professional car painters are used by Berger to train other car painters in the automotive industry for proper application of their product named PPG. Berger Paints are the authorized dealer of PPG branded car paints which is a 120 years old brand and is very popular among car workshops in Bangladesh.

- o Training Institutions

Berger Paints has many local training institutions for example, as mentioned before Auto Refinish Training Center, BRIDDI, Continuing Education Centre, Berger Learning, PTI, and TACK International Training Centre.

### **3.3.2 Compensation**

#### **Cost Effectiveness**

Berger Paints always tries to minimize their costs as much as possible to be cost effective. The salaries of the employees vary and decided on various factors and the company is always conscious about avoiding making extra expenses. Compared to other competitors the salaries are significantly better however it is monitored thoroughly.

#### **Skill Based Compensation**

The skill-based compensation given based on particular skillset such as, managerial skills, technological skills and communication skills. Within the organization skillful employees are in pursue of enhancing their skills to achieve skill-based compensation. Thus, this type of compensation system helps to employees stay motivated and encourages them to be more creative and innovative.

#### **Pay for Performance**

Berger Paints gives performance bonuses to their employees if are able to successfully reach targets set by the company. This is especially given to employees of the sales and marketing department. The sales and marketing department sets target quotas which also helps them to evaluate and monitor employee performance. Thus, pay for performance helps employees to stay motivated and encourages them to perform more effectively.

## **Retention Payment**

Berger Paints always tries to retain their skilled workers as much as possible therefore incase any skilled worker tries to switch jobs they offer retention payment to them. This type of payment is an addition to their base salary if the employees change his or her mind. With this type of payment, the company shows how much they value their hard work and dedication towards the company's success.

## **Company Share**

Employees of Berger Paints are eligible to buy company shares at lower rates compared to other individuals.

## **Discounts**

Employees of Berger as well as the company partners are eligible to receive to discounts starting 5% up to 10%. In addition to that employees also get an annual discount of 25% on all paint products of the company.

## **Allowances**

Employees are given various types of allowances based on their needs. For example, employees are given transportation facilities when they reach a certain position. Moreover, employees are given housing facilities usually in form of rents if they have housing issues. Employees also get health insurances for themselves and also their family members. Furthermore, employees get paid leave opportunity if they have any medical issues. There is also overtime pay for late shift when employees work during the evening or doing night shifts. Usually, the normal office hour is 9am to 5pm therefore employees more than the office hour are eligible to get overtime pay. Moreover, every end of the month employee birthdays is held altogether for those who have birthdays in the same month and they are

given special gift vouchers. Lastly, employees who are going to get married get a total of 7 days leave.

### **Promotion**

Employees are usually promoted based on their performance. This is evaluated through looking at their progress of achieving company targets and goals.

### **Safety and Health Environment (SHE)**

This is a team made by Berger which runs separately from other department and their sole purpose ensure proper safety protocols implemented and maintained by the employees within company's premises. This team is assigned by the company to prevent any accidents from happening inside the company. All of their policies and initiatives fall under HRM practices.

When new employees are recruited the SHE team conducts an informative session for them educating the fresh recruits about safety procedures and how to maintain a healthy work environment inside the company. Furthermore, during this session information regarding fire exist, safe zone while earthquakes, complaining procedures, electrical wirings, machine handling, environmental hazards and evacuation protocol etc. Furthermore, data related to previous accidents, close encounters, and risky actions are shown to spread awareness among those who are newly recruited to the company. SHE teams always keeps the employees of Berger up to date with all of safety protocols and policies. Also, they are responsible for ensuring safety for all employees in Berger and are always trying to find out implement new ways to further improve their safety protocols. There are 6 safety policies and 11 general safety rules for the employees of Berger Paints. Employees from various departments have mandatory items as per safety protocols. For example, Safety shoes, Helmet, Hand Gloves, Apron, Safety Harness, Mask, Visor, Life Jacket, Earthing Connection and Ear Plug. All of



these essential items are used by the company to prevent future accidents and keep their valuable employees safe.

### **3.4 Summary and Conclusion**

From the information mentioned in the report we can understand the effectiveness of HRM practices in Berger Paints. We can see that safety measures, compensation management, training and development are well maintained by the company. The company is always taking steps for effective and efficient HRM practices.

In conclusion Berger Paints is a company which is trusted worldwide and is one of oldest company in the paint industry. Through trial and error, they have managed to develop and implement various types of HRM practices. They made sure these HRM practices ensures employee motivation and increase their retention level. Employees of Berger are given extra care and everything about them are carefully considered in order maintain a skilled workforce. In conclusion, we can say that Berger Paints follows HRM activities and practices which are effective enough to add value to their corporate image and is one of the reasons behind their organizational success.

#### **My Contribution to Berger Paints**

During my internship program I was also given the opportunity to handle various administrative work. For example, I was given the responsibility to manage the company pool cars. There were 5 private cars and 1 company van in total 6 company pool cars. As the manager my job was to inspect the overall interior and exterior and ensure that the company drivers are keep those vehicles clean and tidy. Furthermore, through proper inspection I have also ensured those vehicles were well-maintained and safe to use. I have also ensured the company drivers are properly maintaining the company's driver's checklist.

Furthermore, I was given the responsibility to inspect logbooks for errors. These logbooks included, visitor's logbook, product loading and unloading in distribution logbook, vehicle user log book, etc.

To enhance workplace safety, I was given the responsibility ensure the fire exit boards are strategically placed throughout the office premises. Moreover, over with the help of office technicians I have made sure each and all fire extinguishers are up to date and didn't have any issues. The ones which were expired or needed repair I have issued them back to the vendors and got them replaced.

I have also contributed to the cultural fabric of company, utilizing my event management expertise. I have created banners for the company's event and also went out to stores to purchase on decorative items like balloons, lanterns, paper crafts and colorful banner flags.

I have also utilized my computer skills for example I was given the responsibility the place daily canteen orders through Outlook. And also, I have design banners for Iftar parties of the company with the help Canva and MS PowerPoint.

As I have witnessed and observed various training sessions being conducted in the distribution center and Auto Refinish department, I was given the opportunity to conduct a training session regarding safe driving practices as I have mentioned before.

In order to facilitate asset management, I was given the responsibility to identify all the company owned assets which will be audited and placed the asset tag on those specific assets.

Lastly, I have facilitated vendor partnerships by issuing and collecting the required documents from their shops.

### **3.5 Recommendations**

- Recruit certified trainers for training and development sessions
- Spreading awareness regarding safety protocols should be made a priority
- Introduce more enhanced performance evaluation methods
- Promoting diversity and inclusion within the organization

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## **Appendix A.**

### **Survey Questionnaire**

1. Are you satisfied with the recruitment process in your department?
  - Very satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very dissatisfied
  
2. Is the recruitment process effective enough to attract qualified candidates?
  - Very effective
  - Effective
  - Neutral
  - Ineffective
  - Very ineffective
  
3. In the past year have you participated in any kind of training programs offer by Berger Paints?
  - Yes
  - No
  
4. Are you satisfied by the training programs provided by the company?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

5. How much are you satisfied by the performance appraisal procedures?



- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

6. How frequently does your supervisor conducts performance appraisal?

- Quarterly
- Bi-annually
- Annually
- Irregularly
- Never

7. Are you satisfied by the company's compensation and benefits?

- Very satisfied
- Satisfied

- Neutral
- Dissatisfied
- Very dissatisfied

8. Do you think the company provides competitive compensation package compared to their industry rivals?

- Yes
- No
- Not sure

9. Rate the overall work environment in the company

- Excellent
- Good
- Average
- Poor
- Very poor

10. Do you think the workplace is safe and ensures your well-being?

- Yes, very safe
- Yes, somewhat safe
- No, not very safe
- No, not safe at all

11. How will you rate the company's effort to promote diversity and inclusion?

- Excellent
- Good
- Average
- Poor
- Very poor



## Outline of Project Proposal

Topic: A comprehensive analysis of HRM practices in Berger Paints Bangladesh Ltd.

Submitted By

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## **Problem Statement**

Even though Berger Paints Bangladesh Limited is currently the industry leader in Bangladesh, but still there is a need to analyze and enhance the aspects of its human resource management practices to further improve the company's employee engagement, retention level and overall organizational success

## **Research Questions**

- How does Berger Paints identify the training needs of their employees and what are the methods and procedures the company implements to provide effective training and development to its employees?
- What are the key components of Berger Paints' compensation management and how do they motivate employees and enhance retention level?
- What are the steps taken by Berger Paints to comply with safety protocols and regulations?

## **Objectives**

- Analyze the existing procedures of HRM management in the HR department: It is essential to understand the HRM practices of the company since they are involved with various types of managerial and administrative decision-making processes.
- Identify bottlenecks and areas for further improvement: The HRM practices should be carefully assessed and should be always up to date

## **Background Information**

Berger is a name worldwide synonymous with paint. This company was founded back in 1760, when Louis Berger- a young entrepreneur introduced dye and pigment manufacturing business in England. Louis's family were involved in the business and eventually the company was named Louis Berger & Sons Limited. The company is well known for its outstanding innovation and entrepreneurship. Moreover, manufacturing of dyes and pigments have evolved to manufacturing of paints and coatings, which is till now the core business of Berger. Company grew rapidly worldwide setting up branches in various countries through mergers and acquisitions with other leading paint and coating manufacturing organizations. In 1970, Berger Paints Bangladesh Limited (BPBL) had setup its manufacturing plant in Chittagong. Jenson & Nicholson (J & N), Duncan Macneil & Co. Limited, and Dada Group are the major shareholders of Berger Paints Bangladesh. On 1<sup>st</sup> January, 1980 the organization J & N (Bangladesh) changed its name from J & N to Berger Paints Bangladesh Limited. Furthermore, with Berger's entry into Bangladesh the country has been able to flourish for more than 250 years in the global paint industry. Also, Berger has transformed

itself as the leading paint solutions provider in Bangladesh and has diversified its products and services to various segments – from Decorative to Marine, Industrial and Powder Coatings

### **Preliminary Literature Review**

Human resource management, often called talent or HR management, consists of all the activities which organizations undertake to recruit, develop and engage its workforce (Why Is Human Resource Management Important? | MVNU, 2024). Human Resource is essential for achieving competitive advantage therefore it is an important asset for all types of business organizations. It is quite challenging to manage Human Resource as compared to managing capital or technology therefore for effective management organizations need effective Human Resource Management system (Tiwari and Saxena, 2012). Furthermore, HRM practices get affected by various external and internal factors such as attitudes of employees, relation between the employee and their employers, financial performance, productivity of employees and other direct and indirect variables (Tiwari and Saxena, 2012). The main purpose of this research is to analyze and understand the unique and effective HRM practices implemented by Berger Paints Bangladesh Limited.

### **Preliminary Methodology**

The report will be conducted through analyzing existing documents of the organization. Various HR personnel, higher officials, administrators and employees will go through interviews for insights. Moreover, different types of departments will be observed thoroughly. The tools used in conducting this research will include surveys/questionnaires, analysis of documents, interviews and focus group discussions. In this research only qualitative data will be collected and used for analysis.

### **Significance of the issue**

- The necessity of optimizing HRM practices
- The impacts on employee satisfaction, overall productivity and workplace safety
- The link between streamlined procedures and the organizational success.

### **Timeline of the report**

- Month 1-2: Literature review and problem definition.
- Month 2-3: Data collection and preliminary analysis.
- Month 2-3: In-depth analysis and development of recommendations.
- Month 3: Drafting the report.
- Month 3: Review and feedback.

- Month 3: Final revisions and submission.

## References

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