

Internship Report
On
Improvement of the Existing Recruitment Process of
SAK Consumer Products Limited

By
Rehana Akter
ID-21264068

This internship report is submitted to BRAC Business School for the completion of the Master of Business Administration (MBA) program.

BRAC Business School
BRAC University
4th December, 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work completed as part of the requirements for the degree at BRAC University.
2. The report does not include material previously published or authored by any third party, except where proper citations and accurate references have been provided.
3. The report does not contain content which has been submitted or accepted for any other degree or diploma at any university or institution.
4. All significant sources of support have been duly acknowledged.

Student's Full Name & Signature:

Rehana Akter
21264068

Supervisor's Full Name & Signature:

M. Nazmul Islam Ph.D.
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

4th December, 2024

M. Nazmul Islam Ph.D.

Assistant Professor,

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report

Dear Sir,

I am pleased to inform you that I have successfully completed my internship at **SAK Consumer Products Limited**, where I had the privilege of working in the Group HR department under the supervision of the esteemed HR Director. As part of this internship, I have prepared a report titled “**Improvement Recruitment Processes for Better Outcomes of SAK Consumer Products Limited.**”

In preparing this report, I have made every effort to include relevant data, insights, and recommendations to present a comprehensive and concise analysis. The report has been completed within the stipulated timeline, adhering to the required standards and expectations

I sincerely believe that the report will meet the criteria and provides valuable insights so I kindly request your review and acceptance of the report.

Sincerely,

Rehana Akter
21264068
BRAC Business School

BRAC University

Date:4thDecember,2024

Non-Disclosure Agreement

This agreement is made and entered into by and between “SAK Consumer Products Limited” and the under student at BRAC University.

Rehana Akter

ID: 21264068

Acknowledgement

I would like to take the opportunity to express heartfelt gratitude to all those who supported me in the preparation and completion of this internship report. Without their guidance and encouragement, accomplishment this task within the given timeline would have been challenging.

I am deeply grateful to M. Nazmul Islam Ph.D., Assistant Professor, BRAC Business School, and BRAC University for providing guidance, supervision and constructive advice in the preparation of the report.

The report has been prepared on “” I wish to express my appreciation to Sayeed Md. Wasiul Hasan, HR Director of “SAK Consumer Products Limited” and his team for providing necessary guidance, cooperation and opportunity for the achievement of practical working experience in the organization during the internship period of three months.

Lastly, I extend my sincere thanks to my peers for the assistance and valuable suggestions they have given which have greatly contributed to the completion of this report.

Executive summary

This internship report encapsulates my three months long experience as an HR intern in “SAK Consumer Products Limited”. The company officially launched its operations since August 11th, 2024, and was established through a team of experienced and highly skilled professionals under the inspirational guidance and leadership of the Managing Director with the aim of to disrupt the FMCG sector in Bangladesh.

The objective of the report is to analyze the existing recruitment and selection process of “SAK Consumer Products Limited” identify the areas that need improvement and provide recommendations applying academic learnings. To prepare the report, both primary and secondary data were utilized. The primary data were derived from my observations, and personal experiences during the internship, and detailed discussions with the HR director. Secondary data were sourced from the company website, annual reports, newspaper articles and scholarly journals.

The findings reveal that the current recruitment and selection process is notably lengthy, primarily due to outdated HR practices and shortage of manpower. Based on these insights, the report offers practical recommendations to enhance the efficiency and effectiveness of the recruitment and selection process. This report also seeks to provide valuable insights and actionable strategies for improving HR operations at SAK Consumer Products Limited.

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1 Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	Rehana Akter
Student ID	21264068
Program	MBA
Major	Human Resources Management

1.2 Internship Information

Duration	3 months (11 August - 10 November)
Company Name	SAK Consumers
Department	Group HR
Address	Bijoy Rakeen City, Commercial Complex, Level 11, Plot 1/2, Block D, Section 15, Mirpur, Dhaka 1216.

1.3 Internship Company Supervisor's Information Name and Position

Name	Sayeed Md. Wasiul Hasan
Designation	Head of HR, HR & Admin

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities

As a Group HR Intern at SAK Consumer Products Limited, my primary role was to provide functional support to the Group HR Director and other HR professionals in managing their daily HR operations. During the course of my internship, I undertook the following responsibilities:

- **Recruitment Support:**
 - Assist with posting job openings on various job boards and company websites.
 - Screen resumes and schedule interviews with candidates.
 - Conduct initial phone screenings and coordinate interview logistics.
 - Assist in maintaining the recruitment database and tracking applicant statuses.
- **Onboarding:**
 - Help prepare onboarding materials for new hires.
 - Assist with the coordination of new employee orientation sessions.
 - Support the collection and processing of new hire paperwork.
- **HR Administration:**
 - Maintain accurate and up-to-date employee records in the employee file.
- **Learning & Development:**
 - Assist in coordinating training sessions and workshops.
 - Help with the preparation of training materials and feedback collection.
- **Compliance & Reporting:**
 - Assist in ensuring HR policies and procedures are followed.
 - Support the preparation of HR reports and presentations. (Weekly/Monthly leave report. HO, Sales, and Factory) (Weekly/Monthly Attendance report. HO, Sales, Factory)
- **Other Duties:**
 - Provide general administrative support to the HR team.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

During my three months as an HR intern at SAK Consumer Products Ltd., I got the opportunity to work as a member of the Human Resource Team. Working together with the team gave me the chance to learn about HRM procedures and obtain real-world insights into how the corporate world functions. Neither of these would have been possible without the experience of teamwork. I managed a variety of responsibilities pertaining to SAK Consumer Products Ltd.'s HRM process throughout my internship in human resources. Keeping up with employee databases and records, getting payroll data, revising employee pay scales, making and publishing job announcements, reviewing and classifying resumes, scheduling interviews, getting in touch with shortlisted applicants, and writing and delivering official responses. My responsibilities included maintaining employee databases and records, gathering payroll information, updating employee salary scales, and creating and posting job advertisements. I was involved in screening and sorting resumes, scheduling interviews, and communicating with shortlisted candidates. Additionally, I wrote and sent formal emails to employees, collaborated across department, verified various documents. Furthermore, I addressed employee enquiries, distributed company policies, and managed the setup of insurance and an online healthcare system for employees. I also supported in creating a CV directory, participated in various corporate events, and assisted in hiring and selection process where overall I have contributed to all tasks assigned to me, ensuring the timely and accurate completion of this actual assignment.

1.4 Benefits of the Internship Program

The internship program provided me with valuable exposure to the diverse functions of the HR department in a corporate environment, allowing me to gain knowledge and insights into the several new areas, including:

- **Keeping Databases and Records of Employees:**

I was entrusted with assisting HR personnel in maintaining employee databases and data during my internship. This effort was crucial to ensuring that accurate and up-to-date personnel data was readily accessible. These records included a variety of information, including job histories, training logs, performance evaluations, and personal information. These records had to be kept in perfect order for HR operations like payroll processing, promotions, and performance reviews. Given that many HR decisions and processes relied on these records, maintaining high data quality and accuracy was crucial

- **Supporting the Process of Recruiting and Selection:**

- a. **Recruitment:** During my internship, I was able to actively participate in recruitment, which is an essential aspect of human resources. I participated in

every stage of the hiring procedure, from posting the initial job postings to selecting the best candidate.

- b. Posting Job Vacancies:** My duties included writing employment advertisements, which attracted potential candidates. The prerequisites and responsibilities for each position must be specified in these job postings. Job postings needed to be both attractive and transparent in order to draw in suitable candidates.
- c. Screening CVs:** Reviewing numerous CVs was a valuable learning experience, requiring careful attention to detail and a thorough understanding of the company's standards for each role. Reducing the volume of submissions and finding potential candidates for further evaluation were made possible by reviewing resumes.
- **Time Management:** Over the past 3 months, I was tasked with a high volume of responsibilities from my supervisor and other mentors, which made it challenging to complete all tasks within the given deadlines. This experience taught me to prioritize tasks effectively, enabling me to complete them in a timely and organized manner
- **Communication Skills:** As an introvert, I initially hesitated to engage in conversations. However, my role required me to interact with candidates, executives, managers and directors. Additionally, I attended a job fair where I not only communicated with the participants but also provided them with information about open positions. This significantly enhanced and improved my communication skills.
- **Network Building:** In my role managing the recruitment process of management level of employees. I created job postings on platforms such as bdjobs.com, LinkedIn and Facebook. This opportunity allowed me to contact with numerous professionals and build a valuable network that could benefit my future career.
- **Improved Confidence:** When I begin this internship, However the program helped me in
- **Network Building:** Since I was responsible for the recruitment process of the management level employees, I had to create job postings on BDjobs.com, LinkedIn and Facebook which helped me to get acquainted with many professionals and make some valuable connections and networks that might benefit me in the future.
- **Improved Confidence:** I had little to no knowledge when I started this internship but the program helped me to identify my strengths and weaknesses and also exposed me to real life cases. At the end of my internship program, I gained enough confidence to pursue new career opportunities.

Difficulties Faced During the Internship

- **Lack of Manpower:** Due to the small size of the company, the HR department faced a

shortage of staff, which resulted in a heavy workload for me. This led to significant stress as I was required to manage multiple responsibilities simultaneously

- **Lack of Training and Proper Instructions:** Upon joining the company, I was immediately involved in recruitment process, with limited time to complete tasks. The instructions provided were ambiguous and gathering necessary information proved to be a time-consuming process..
- **Inadequate compensation:** The remuneration I received was not aligned with the responsibilities I was tasked with. Additionally, the lunch subsidy was minimal (20%) and there was no pick and drop service for interns. I also frequently worked late (3-4 days a week) without receiving any overtime pay, which led to feelings of demotivation.
- **Long Work Hours:** At SAK Consumer Products Ltd., I work 56 hours a day, six days a week, and most of the time I had to work after 6 p.m. every day, even after my shift ended. I found it really difficult to concentrate at work because I was never able to obtain enough sleep for the following working day.

1.6 Recommendations on Future Internship

- It would be wise to implement a deliberate onboarding procedure, clearly defined assumptions, mentoring programs, open communication, and the chance to work in various HR departments and responsibilities for future internships at SAK Consumer Products Ltd.
- Since the interns lack the necessary skills and expertise to comprehend the hiring and selection process, they shouldn't be given full responsibility for it. An experienced worker should be employed by the organization to fill this position.
- Either the employer should offer a compensation that is commensurate with the amount of labor that the interns do, or they should subsidize the work while making improvements to the current compensation plan.
- These activities will improve interns' grasp of their responsibilities, help the business achieve its objectives, and improve their perspective of the organization's values, way of life, and cycles. A strong environment for interns to gather information and make significant commitments can be created by encouraging open communication and soliciting feedback.

Chapter-2

Organization Overview

2.1 Introduction

SAK Consumer Products Limited (SAK CPL) recently initiated its journey with a brand-new name and determination, formerly known as RAK Consumer Products Limited. SAK Consumer Products Limited (SAK CPL), entered the industry back in 2009 and started its operation in 2012, which was known as RAK Mosfly.

SAK CPL is comparatively a new venture, manufacturing high-quality health & and home care products and aiming to lead the industry as one of the most innovative FMCG companies in Bangladesh.



Figure: Company Logo

With the hope to provide Quality and standard products, SAK Consumer Products Limited (SAK CPL) emerged with modern manufacturing technology; and sustainable machinery to meet the everyday needs of the consumers. We; at SAK CPL, aim to create brands exactly the way consumer desires them to be. Efficient capital structure, cutting-edge technology, operational discipline, and a widespread distribution network together have contributed to enhancing SAK CPL and enabled the organization to deliver superior brand experience and value to the consumers.

Motivated by the trust of people, SAK Consumer Products is now running with one purpose and that is to offer a cleaner and healthier life for people all over the country. Here at SAK, we work with unwavering passion and ingenuity to provide the most outstanding products achievable and improve them with ongoing research. The factory was established at Madhabpur in Habiganj district. We have acquired a wide area of land of 239 decimal (9,662 square meters) for factory, office, and utility buildings. Our corporate office at Bijoy Rakeen City Commercial Complex, Plot # 1/2, Level # 11,

Block # D, Section # 15, Dhaka- 1216. Here is the employment prospect for about 200 (two hundred) persons at various positions along with many indirect employment opportunities for Bangladeshi nationals. Our current products are Mosquito Coil, Toilet Cleaner, Floor Cleaner, Hand Wash, Dish Wash Bar, Dish Wash Liquid, Tiles and bathroom Cleaner, and Bleaching Powder.

2.2.1 Vision:

Through innovation and a well-organized working environment, SAK Consumer Products Limited (SAK CPL) wishes to be the No. 1 FMCG Company in Bangladesh. We aim to create a legacy capable of reshaping the future and changing the consumers' lives forever.

2.2.2 Mission:

SAK Consumer Products Limited (SAK CPL)'s mission is to:

- Craft high-quality, consumer-centric brands through modern manufacturing technology and sustainable machinery.
- Dedicated to meeting the diverse daily needs of consumers by creating products that precisely align with their desires.
- Commitment to an efficient capital structure, innovative technology, operational excellence, and
- Deliver unparalleled brand experiences and value to their consumers. Driven by the trust placed in us by the community, SAK Consumer Products is singularly
- Focused on enriching lives nationwide by offering cleaner and healthier solutions.
- Operate with unwavering dedication and creativity.
- Strive to produce exceptional products through continuous research and improvement

2.3 Objectives:

The objectives of the organization is to become a leader in the production of superior health and home care products, establishing new benchmarks for dependability and quality. Motivated by our constant commitment to client satisfaction, we are committed to creating brands that precisely match our consumers' needs. By using sustainable machinery and cutting-edge production technologies, we hope to meet our customers' daily demands while maintaining the highest standards for our products. Our particular goal is to become a leader in the FMCG industry by putting in place a strong capital structure, using state-of-the-art technology, upholding operational discipline, and building a vast distribution network. By strengthening SAK CPL, these organizational pillars help us continuously provide our customers with outstanding brand experiences and outstanding value. With a strong sense of social duty, our main objective is to help make living cleaner and healthier for everyone in the nation. At SAK, we strive to create exceptional goods via constant research and development, operating with enthusiasm and creativity. We stay steadfast in our pursuit of improving customer experiences and using our cutting-edge products to significantly impact our clients' lives.

2.4 Details of the product lines or services, market share:

Our current products are Mosquito Coil, Toilet Cleaner, Floor Cleaner, Hand Wash, Dish Wash Bar, Dish Wash Liquid, Tiles and bathroom Cleaner, and Bleaching Powder.

SAK Consumer Product Limited (SAK CPL) offers a diverse range of household cleaning and personal care products catering to various consumer needs. The current product lines include:



- **Mosquito Coil:** A product designed to repel mosquitoes and insects, protecting households.
- **Toilet Cleaner:** Specifically formulated to clean and sanitize toilets, effectively removing stains and germs for a hygienic bathroom environment.
- **Floor Cleaner:** Solutions intended to clean and maintain different types of flooring surfaces, ensuring cleanliness and a fresh scent.
- **Hand Wash:** Products crafted for hand hygiene, aiming to remove dirt, germs, and impurities while keeping hands soft and moisturized.
- **Dish Wash Bar:** Effective solid bars designed for dishwashing purposes, efficiently cutting through grease and grime on utensils.
- **Dish Wash Liquid:** Liquid-based solutions for dishwashing, providing effective cleaning power and ensuring sparkling clean dishes.
- **Tiles & Bathroom Cleaner:** Specifically formulated to clean and maintain tiles and bathroom surfaces, targeting grime, mold, and stains.

- **Bleaching Powder:** Used for disinfection, whitening, and stain removal across various surfaces, contributing to a cleaner and sanitized environment.

2.5 Management Practices:

Management practices are the strategies and tactics used by businesses to accomplish their goals in an efficient and effective manner. These procedures cover methods for organizing resources, managing teams, planning, and regulating results in order to guarantee success. Organizational management, which involves leaders, employees, and resources working together to achieve a common goal, is a crucial approach that businesses use to organize initiative, allocate resources, and accomplish overall goals. Strong organizational management entails choosing a wise course of action, monitoring its implementation, and making significant adjustments in response to feedback and outcomes in order to improve a company's presentation. Company leaders employ meetings, promotions, and staff training as strategies to effectively manage their organizations. Depending on its specific needs, every organization executes organizational management in a unique way.

In general, they seek to increase production, boost employee satisfaction, and accomplish long-term objectives, albeit they differ depending on the industry and organizational structure. Financial management (budgeting, cost control), operational management (process optimization, quality assurance), human resource management (hiring, training), and strategic management (market positioning, innovation) are a few examples. Organizations may maximize resource use, stay competitive, and adjust to change with the support of effective management techniques.

2.5.1 Leadership style:

A leader's unique method and manner of managing, inspiring, guiding, and directing a group or organization to accomplish particular objectives is known as their leadership style. It shows how the leader interacts, makes decisions, and communicates, and it is frequently impacted by their personality, values, and beliefs as well as the culture of the company they work for. Employee satisfaction, productivity, and the accomplishment of organizational goals are all greatly impacted by the way leaders balance authority, cooperation, and delegation within their teams. There isn't a single leadership style that works for all situations; instead, it depends on the team's skill level, organizational objectives, and outside obstacles. While some leaders may tend toward a certain style by nature, others may modify their approach to suit the demands of certain situations. A participative approach might be best for encouraging creativity and teamwork in a stable setting, while a more authoritative approach might be implemented in high-pressure scenarios that call for prompt choices.

SAK Consumer Products Ltd. follows several leadership style such as Autocratic, Coercive, Affiliated, and Coaching which are described below:

- **Autocratic Leadership Style:** SAK Consumer Products Ltd. follows Autocratic Leadership style. In an autocratic leadership style, also referred to as an authoritarian leadership style, the leader has total control and authority over tasks, procedures, and decision-making. This type of leadership involves the leader making choices on their own, giving precise instructions, and expecting rigorous adherence from the team without much input or feedback. A centralized approach to authority, where the leader has tight control over objectives, rules, and procedures, is a defining feature of this leadership style. It works well in settings when team members lack experience or require direct supervision, or where prompt choices and strict adherence to standards are required.
- **Coercive Leadership Style:** The forceful approach frequently works well in emergency situations where prompt judgments and rigorous adherence are necessary, as well as in settings with a lack of discipline where it is necessary to set clear guidelines and boundaries. This approach is most useful during crisis management. This approach guarantees prompt action and clear direction in times of emergency or high pressure, such as natural disasters or financial crises.
- **Affiliated Leadership Style:** SAK CPL particularly use this leadership style when a team has to bounce back from conflicts, stress, or low morale. Affiliated leaders fortify ties among team members by emphasizing interpersonal relationships and teamwork, which can raise spirits, foster loyalty, and improve output.
- **Coaching Leadership Style:**
In workplaces where employees are inspired to grow and reach their full potential, this approach works well. A solid basis for organizational performance is established by coaching leaders, who cultivate a culture of ongoing learning and personal growth.

Depending on the situation and the intended results from the workforce, each leadership style is applied differently. Combining the aforementioned leadership philosophies has helped SAK CPL Group achieve favorable results, including an increase in employee.

2.5.2 Recruitment and Selection process:

The recruiting and selection process is the methodical procedure that companies employ to draw in, assess, and employ competent applicants for available positions. Identifying staffing needs, finding eligible candidates, evaluating their skills, and choosing the best candidate for the position are all part

of the process. This procedure is essential for supporting corporate objectives, guaranteeing cultural congruence, and developing a knowledgeable workforce. A well-thought-out recruiting and selection procedure enables businesses to draw in a large number of candidates and refine the pool until the ideal person is selected for each position. Recruitment is the process of pairing the right people with the right occupations or roles, and recruiters frequently do this. This task may also be taken up by an employment agency or an employee of the company looking to hire new employees. In SAK CPL group sometimes they use some employment agency such as IKIGAI, Grey Advertising Bangladesh Ltd. etc. to for headhunting. Advertising is a key phase in the hiring process, with multiple channels available including online platforms, newspapers, professional journals, job boards, window advertisements, job centers, and alumni hiring program universities.

Candidate CVs are evaluated against job description, which outline the required qualifications and responsibilities. Once the CV screening is complete, shortlisted candidates are invited for the interview. Initial interviews are typically conducted online via Zoom while the secondary or final interview takes place at the company's headquarters in Mirpur-13. For positions based in a factory, the HR staff at the factory conducts the interview take place in person at the company's headquarters in Mirpur-13. For positions based on the HQ, staff at the factory conductes the initial interview with the final interview held at the head office.

Candidates are required to complete an aptitude test for each position. The Head of the HR department and the respective department directors participate in the initial interview for managerial-level positions. In the final interview, selected candidates meet with the CEO and the Managing Director. Upon selection, the candidate is extended an offer letter, and on the first day of employment, they receive the official employment offer letter. A copy of this letter is retained in the corporate database.

A manpower requisition form is used before positions to fill. If a department wants to make a new employee or replace an employee who is leaving the organization, he must submit a Manpower requisition form for approval.

REQUIREMENT DETAILS			
Date of Request		Department	Sales
Expected Date of Joining		Work Location	Mymensingh
Number of Vacancies	1	Reporting To (position)	Sales Manager
Proposed Position Title & Job Grade	Senior RSM		

POSITION DETAILS	
Key Duties & Responsibilities (Please attach brief job description)	<ul style="list-style-type: none"> Ensuring primary & secondary sales and report to immediate supervisor through proper planning. To supervise/monitor all SRs' within his area. Preparing secondary sales report through excel format and submit it to immediate supervisor on daily basis. Preparing S.R and SKU wise sales report and send it to head office MIS. Create and expand uncovered market with new dealer. Preparing competitors analysis and forwarded it to immediate supervisor in every month. Periodically maintaining dealer's stock Sourcing new SR's whenever any position opened. Motivates subordinates to do their best work. Any other task related to sales assigned by the management.

PROFILE OF DESIRED CANDIDATES	
Academic Qualification	Bachelor / Masters Degree
Professional Qualification	
Minimum Years & Area of Experience	8 – 10 Years of Experience
Specific Skills / Knowledge	

JUSTIFICATION & BUDGET
Business case & justification for Manpower Requisition:
Will be responsible for Gazipur, Mymensingh, Tangail, Savar & Manikgonj territory.
Budget Status: Please tick/highlight the appropriate box
<input type="checkbox"/> Replacement <input type="checkbox"/> New Headcount <input type="checkbox"/> Budgeted in BP <input type="checkbox"/> Not Budgeted in BP

REFERRED SOURCE
<input type="checkbox"/> Internal (through internal job advertisement) <input type="checkbox"/> External Sourcing <input type="checkbox"/> Through Headhunters <input type="checkbox"/> Through Newspaper Ad <input type="checkbox"/> Through Job Website Ad <input type="checkbox"/> Through Employee Referral

APPROVAL				
	Name	Designation	Signature	Date
Proposed by (Hiring Manager)				
Recommended by (Department Head)	MHY Gaznabi Chowdhury	Head of S & M		
Approved by (Head of HR)	Syed Md. Wasiul Hasan	Head of HR		
Primary Approval by (General Manager)	Ashik Malek	GM, Operations		
Final Approval	Qamar-Uz-Zaman	CEO		

2.5.3 External and Internal recruitment:

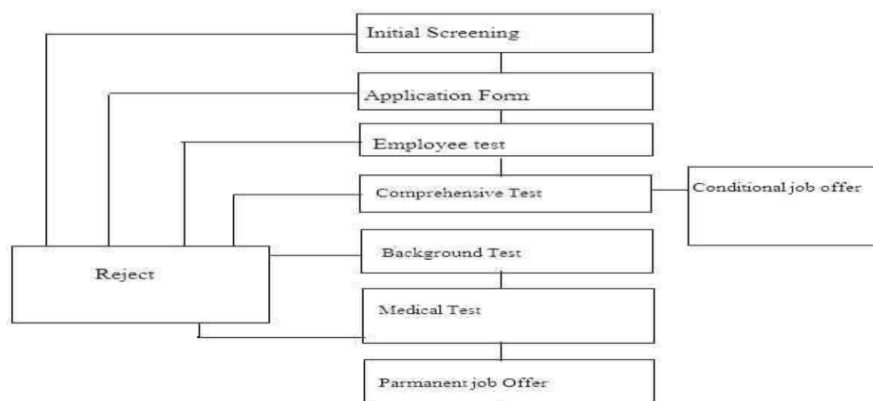
SAK CPL is a large organization with a substantial workforce, and the Human Resources department frequently conducts recruitment processes to fill the vacant positions. The company utilizes both external and internal recruitment methods:

External recruitment:

For the external recruitment, the HR team's posts job advertisements on various platforms such as bdjobs.com, Facebook, and LinkedIn job portals. Interested candidates apply for submitting their CVs. The recruitment team then selects candidates based on the specified criteria for the vacant position and invites them to take a written test. Candidates that perform well in the test are shortlisted for interviews. For higher-level positions, the process may consist of two or three rounds, depending on the position and the recruitment team's assessment.

Internal Recruitment:

For internal recruitment, job openings are not advertised externally. Instead, the recruitment team selects candidates from within the organization. This approach may involve job enlargement or promotion, aligning with the company's internal growth and development strategies.



2.5.4 The selection process of SAK CPL

The company can use these steps to select the employees. With this process, their Staffing job is done. The completed selection process ends the staffing functions.

Telephonic Interview

The telephone interview is a data collection method in which the interviewer communicates with the respondent on the telephone through the prepared questionnaire. Usually, standardized questionnaires with closed-ended questions are recommended for this kind of questioning. The below formed is used during the telephonic interview;

Employment Test

Pre-employment testing is conducted to test job candidates on their qualifications for a job during the recruitment process. These can range from tests for standard job skills and knowledge of software to emotional integrity and cognitive ability. Some employment tests are as follows;

- a) Cognitive Test
- b) Aptitude test
- c) 16 Personality tests
- d) Numerical and Logical tests
- e) Operational Know-how

Interviewing Candidate

The process of interviews is one of the methods used in the selection of candidates. It generally exposes a lot of subjective analysis if the applicant and the person are compatible with the job in question in the concerned organization. Various situations may be considered in terms of obtaining available information from candidates during interpersonal communication. There are several types of interviewing process characteristics:

- a) Following a round of well-structured interview questions, candidates can be better evaluated.
- b) Excessive weightage can sometimes be assigned to various types of unfavorable situations.
- c) The interviewer's stereotypic nature can sometimes influence decisions.
- d) In some instances, the interviewer may conclude the formal portion of the interview earlier than expected, using the remaining time to gather additional relevant information about the candidate
- e) In some interviews, the presence of a large amount of unfavorable information may obscure the presence of favorable information.

Fit-men Analysis of Positions

When SAK CPL is hiring new people, they, want to make sure they're capable of doing the job and hired them. However, that isn't the be-all and end-all of a great hire – companies may also want to ensure their person-organization fit too.

Name	Sheikh Mohammad Imtiaz					
Designation	Deputy Manager - Finance & Accounts					
Grade	DM					
Department	Finance & Accounts					
		Annually	Monthly			
Proposed Monthly Gross Salary		1,020,000	85,000	Input Salary		
		Current Salary		SAK CPL Offer		
Gross		912,000		1,020,000		
Compensation Details	Payment Mode	Yearly Salary	Monthly Salary	Yearly Salary	Monthly Salary	
Basic	Monthly Payable	540,000	45,000	510,000	42,500	
House Rent	Monthly Payable	270,000	22,500	255,000	21,250	
Conveyance allowance	Monthly Payable		-	102,000	8,500	
Medical allowance	Monthly Payable	90,000	7,500	153,000	12,750	
Special allowance	Monthly Payable		-		-	
Others	Monthly Payable	12,000	1,000		-	
Gross Compensation		912,000	76,000	1,020,000	85,000	
Provident Fund	Company Contribution		-		-	
Gratuity	Provision		-	42,500	3,542	
Festival bonus/allowance	Annually	90,000	7,500	85,000	7,083	
WPPF	Annually		-		-	
Others (Leave Fare Assistance)	Annually		-		-	
Fixed Allowance (TA/DA)	Monthly Payable		-		-	
Total Fixed Salary		1,002,000	83,500	1,147,500	95,625	
Summary						
Current Gross:	BDT 76,000			Grade Min	63,000	
Proposed Gross:	BDT 85,000			Grade Avg.	66,750	
Pay-rise (CTC):	12%			Grade Max	70,500	
Pay-rise (Monthly Gross):	9,000	12%				
Peer Comparison						
Name	Designation	Function	SAK CPL Grade	Experience	Last Employer	Total Fixed Salary
Sheikh Mohammad Imtiaz	Deputy Manager - Finance & Accounts	Finance & Accounts	DM	08 Year 8 Mon 1 day	ICAB	76,000
MD. FAZLE NOMAN	DEPUTY MANAGER	Purchase	DM	10 Year 2 Mon 1 day	RAK Paints Pvt. Ltd.	63,000
MD. DURUL HODA	DEPUTY MANAGER	Sales	DM	3 Year 3 Mon 14 day	ACME Pesticides Ltd.	70,500
						83%
						93%
						0%
						0%
						0%
						0%

Candidate Synopsis

Once the selection process is done, the list of candidates is sent to the board for their approval. It has been observed that, in general, after completing the various types of interview steps;

Candidates' Synopsis for "Head of Plant"									
Sl.	Name of Candidate	Current Position	Current organization	Previous Organizations	Experience	Education	Current Package	Expected Package	Remarks
1	SAMOL CHANDRA DAS	Senior Manager	Meghna Beverage Limited	PRAN RFL Group, Manager, Production Abdul Monem Beverage Ltd., Executive, Production	19.7 Years	B.Sc in EEE (Atish Dipankar University) Diploma in Electronics	Salary: 100 K Other Benefits: PF, Functional Car	Expctcted Salary 150K +	Having similar industry experience
2	Md. Janangir Reza	Plant Manager	Meghna Group of Industries	Meghna Group of Industries Coppertech Industries Ltd. Aqua Refinery Ltd.	14 Years+	M.Sc in Chemical Engr. (BUET) MBA (DIU)			
3	SHARIF MURSHID ALAM	Process Manager	Uniliver Bangladesh Ltd.	Keya Cosmetics, Dy, Mgr, Production Service Engr. Manjuri Ltd.	16 Years +	B.Sc in Chemical Engr. (BUET)	Salary: 175 K	Salary: 250 K	

2.5.5 Reference Checks

The purpose of a reference check in any organization is to verify the information provided by a candidate in their application, as well as to gain insights into their past behavior in previous organizations (Hedricks et al., 2019). According to a study by Fall and Chulkov (2013), most public sector enterprises conduct background/reference checks prior to inviting shortlisted candidates for interview. In contrast, private sector organizations typically perform reference checks after issuing a provisional appointment letter to the selected candidates.

Job Offer Letter

When the hiring team finds the best possible candidate for their open role, they must contact the prospective hire to offer employment. Job offers are often formal letters of introduction that provide candidates with an overview and key details about the position.

2.5.6 Training and Development

Training provides a valuable opportunity to enhance the knowledge and skills of employees. However, many employers today view development opportunities as costly and unnecessary. Employees, in turn, may feel that attending training sessions detracts from their work time, potentially delaying completion projects. In contrast, SAK CPL recognizes the importance of training for the organization's growth and regularly conducts various training programs to improve employee performance. SAK CPL believes that these initiatives help reduce workplace errors, increase productivity, and enhance employee performance. Moreover, training provides employees with greater opportunities for promotion, which in turn boosts their job satisfaction and morale

Method of Training Program

Different methods of Training For the betterment of the organization SAK Consumer Products Ltd. focus on this section to help employees perform better. SAK CPL conducted different training programs, such as;

- **On-the-Job Training**

This training can be either ad hoc or regularly scheduled, such as the fortnightly training sessions under the Training and Visit (T&V) system of extension. It is typically delivered by superior officers or subject-matter specialists to subordinate field staff. The training is often problem- or technology-oriented and may include formal presentations, informal discussions, and hands-on opportunities for staff to apply new skills and knowledge in the field. Superior officers, administrators, or subject-matter specialists in each extension department are responsible for providing on-the-job training to staff as part of their daily activities

- **Formal Training**

Formal training, also known as structured training, refers to a learning program where the goals and objectives are clearly defined by the training department, instructional designer, and/or instructor. SAK CPL organizes various types of formal training programs to enhance employees' organizational skills.

- **Mentoring**

SAK CPL believes that a good mentor can make a good employee by giving valuable guidance. A coach gives direction to a less-experienced worker, the mentee. For this reason, SAK CPL strictly follows whether all the mentors are properly doing their jobs or not. A guide might be another worker of the organization or she might be an expert from outside the organization. Job Training and Mentoring are considered less formal.

- **Technical Training**

SAK CPL believes that technical training is essential for employees to effectively understand their work. Technical training equips employees with the skills necessary to design, develop, implement, maintain, support, or operate specific technologies, applications, products, or services.

- **Behavioral Training**

Behavioral training is essential for employees, as effective communication is a critical skill in today's corporate world. Organizations invest in training programs to enhance employees' communication skills, fostering better interaction and collaboration with others.

- **Compliance Training**

SAK CPL provides training on ethics and compliance to ensure that employees understand the consequences of unethical behavior. The company maintains a strict zero-tolerance policy towards bribery and unethical practices. There are dedicated codes of conduct for Anti-Bribery and Corruption that all employees are required to adhere to.

- **Leadership**

Leadership training is crucial for any organization in developing effective leaders. It fosters a positive work environment, empowers employees to have a greater influence on their daily tasks, provides growth opportunities, and encourages leadership—goals that align with the organization's vision. SAK CPL views leadership training as an essential tool for equipping modern leaders with the skills needed to guide their teams through change and achieve success.

- **E-Learning**

The focus of this training is to ensure that SAK CPL employees are proficient in using the company's electronic systems effectively and appropriately. Recognizing the benefits of e-learning—such as scalability, broader reach for educators, and improved learning retention—SAK CPL ensures that all employees actively participate in this e-learning program.

External Training Program

Training and development of employees are critical priorities of SAK CPL as they contribute significantly when it comes to productivity, profitability, and customer satisfaction. To ensure the highest quality of training, the company often engages external consultants and professional trainers who possess advanced expertise in teaching and training techniques. These external trainers are well versed in the latest methodologies and technologies, which is why SAK CPL sometimes prefers external training programs for its employees.

Employees are sent to reputable training institutes, such as bdjobs, Mindmapper, and DonSumdany Facilitation, where they receive specialized training to enhance their skills, knowledge, and capabilities. These training programs are designed to improve employee performance and, in turn, boost the overall productivity of the organization.

2.6 Planning Compensation and benefits package of SAK CPL

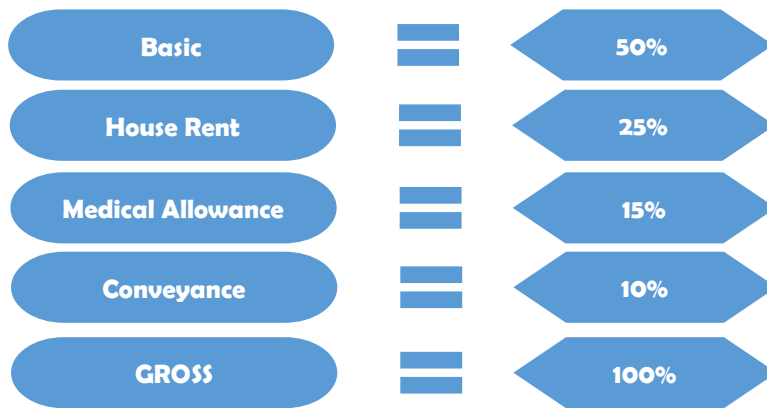
SAK CPL Limited is also following a compensation package that helps them to retain full-time employees and casuals. Though they are on track to compensate the employees in a competitive manner, they try to give a bit higher salaries and wages to the employees to remain competitive in the market.

They judge the job positions first and then they go study the same categorized job position in other organizations, and see the pay level of these positions. Then, SAK CPL Limited decides how much will be paid to the positions that they are defining or examining. In this case, SAK CPL Limited tries to be very fair about the pay levels. They try to fix the pay level in a fair manner and effectively for them and for the employees too.

2.6.1 Compensation at SAK CPL

Compensation at SAK CPL	
Direct Compensation	Indirect Compensation
<ul style="list-style-type: none"> • Hourly Payment • Salary • Commission • Festival Bonuses • Deferred pay • Merit pays • Profit sharing • Overtime pays • Reward 	<ul style="list-style-type: none"> • Benefits • Non-monetary compensation • Insurance coverage • Gratuity • The non-monetary compensation includes benefits like: <ul style="list-style-type: none"> • Paid for time not worked • Flexi-time • Learning and development opportunities • Company cars • Phones or laptops and meals. • Award Certification

2.6.2 Base Pay Structure



2.6.3 Payslip

SAK Consumer Products Ltd. Provides Payslips online where employees are able to see their payslips through employee self-service. They can know their salary details through the online system. Below format is using for payslips.

Employee Salary:

SAK CPL Limited is committed to maintaining salaries and benefits that are fair to all employees and competitive in the local marketplace. The management monitors changes in the economy and salary market to ensure that the overall compensation package is sufficient to attract, recruit and retain high-quality staff within the financial capabilities of SAK CPL Limited. At all times the management considers long-term the financial implications of changes in employee compensation as well as fairness to employees currently serving the company.

Principles of salary:

The compensation structure is framed to attract and retain high-quality people. The guiding principles of the compensation policies are

- Individual's background and Experience.
- External pay market levels and trends (determined through compensation survey)
- Particular skills requirements of the company.
- Company's affordability.
- Company's statutory obligations.

2.6.4 Payment of salary

Mode of payment

Payment shall only be made in Bangladeshi take. Every employee should have a salary account in company nominated commercial bank. The salary will be transferred to the respective salary accounts from the confidential department within the last day of each month.

Advance salary payment

No advance salary or advance from an already earned salary can be disbursed to any employee without

the written approval of the managing director.

Loan against salary

Generally, such a loan is discouraged. Only in extreme cases, depending on the merit, the loan may be considered and approved for the loan will require the managing director's approval.

Incentive pay categories

- a) Individual.
- b) Group.
- c) Company-Wide.

Sales Incentive

- Instead of a performance bonus, field sales staff will be rewarded with monthly, quarterly & half-yearly sales incentives for their contribution to the company.
- Incentive schemes for each business will be proposed by the respective business head during budget preparation for the coming year.
- This scheme will require approval from the managing director and should be communicated to the field force before the beginning of the year.

Based on the requirements of the business, the head of the business may propose and implement any change of the scheme subject to the approval of the managing director.

Employee benefits plan of SAK CPL

The employee benefits plan is the most important part of an organization. It is motivated employees. SAK CPL continually evaluates and reviews its employee benefits plan to ensure that benefits are competitive. Employee benefits plans are:

To establish a wage & salary plan for SAK CPL employees:

- a) Wage & Salary Plan comprises as mentioned components
- b) SAK CPL has a competitive monthly total base salary
- c) The Company follows an annual performance-based salary increment.
- d) A performance bonus is also available in SAK CPL

To implement the employee incentive plan of SAK CPL.

- a) Quality of work output (How many units produced)
- b) Quality of work output (What was the quality of the products or service being produced or served)
- c) Monthly sales. (How many hazards or errors are being reduced)
- d) Work safety record (How many hazards errors are being reduced)
- e) Work attendance (If the absence is reduced or attendance is good)

Group-Term Life & Hospitalization Insurance Coverage for SAK CPL employees:

All permanent employees of SAK CPL are covered under the insurance plan policy for both Life and Hospitalization. The insurance coverage is as follows;

Insurance Coverage			
Name of Insurance Company	:	Guardian Life Insurance Company Ltd.	
Group Term (GT)	:		
Accidental Death (AD)	:	BDT. 3.27	(36 times of Basics
Permanent Total Disability (PTD)	:	(Per Thousand)	Salary)
Permanent Partial Disability (PPD)	:		
Hospitalization Insurance Coverage (Per Insured)	:	Premium. 1,630/-	BDT. 100,000/-

Profit sharing of SAK CPL employees:

Some employees prefer to feel a sense of ownership; this also gives them a direct reason to want to see the company succeed because they are financially invested. As a means to invigorate many companies offer profit sharing as a reward for strong motivation in a job well done.

Flexible-time benefits plan

Many employees want an alternative work schedule. Sometimes employees flourish on different kinds of work schedules as opposed to the traditional (and often monotonous).

Short-term & long-term benefit plans of SAK CPL employees

Short-term benefits plan

- a) Yearly Leave Fare Assistance.
- b) Yearly two festival bonuses.
- c) Yearly worker's participation fund.
- d) Monthly, Quarterly & Half-Yearly sales incentives.

Long-Term benefit plan

- a) Gratuity.
- b) Group insurance policy.
- c) Medical benefits.

To concentrate on the Leave Benefits plan of SAK CPL Employees

SAK CPL all management staff will have the following leave entitlement in a calendar year casual leave of 24 days.

Provident fund:

The company has not introduced yet any provident fund for its employees. But they are planning to provide the provident fund to their employees by 2024 depending on their profitability.

Gratuity

An employee shall be eligible for gratuity on leaving the company after continuous and confirmed service of at least 8 years to the following terms and conditions:

Completed Years of Service	Payment of Gratuity
Less than 5 years	Not Entitled
5 years – less than 10	One month’s Basic Salary multiplied by the number of years of service
10 years and above	One and a half month’s Basic Salary multiplied by the number of years of service

2.7 Performance Appraisal

Performance Appraisal is the systematic evaluation or review of the performance of employees which will help the employees to understand the capabilities of a person for further growth of organization, skill, knowledge, and development. At SAK CPL performance appraisal is generally done in systematic ways which are as follows:

- a) The supervisors of SAK CPL measure the pay of employees based on performance and compare it with their company’s targets and plans.
- b) The supervisors analyze what factors need to be developed to develop the performance of the employees. The employers are responsible to guide the employees for better performance.

Assessment Form (Sales Department)

(To be done by TM/RSM & verified by SM)

Name : Md. Mahbubur Rhaman	Territory : Uttara
Designation : Territory Sales Manager	Education : BBA
ID : 51241	Present Salary : 25000
Joining Date : 10-Nov-20	Last increment Amount : Nil
Service Length : 1 Years, 2 Months, 22 Days	Last increment Date : 00-Jan-00

Business Result :		Sub Parameters	Weight of Paramet	Q 1, 2021		Q 2, 2021		Q 3, 2021		Q 4, 2021		FY 2021	Avg Total Score
S L N	Parameters			Ach	Score Attain	Ach	Score Attain	Ach	Score Attain	Ach	Score Attain		
1	Target Achievement	Achievement % = 64% > 0, 69% > 5, 79% > 10, 89% > 20, 99% > 25, 100% > 30	30	63%	0	103%	30	55%	0	100%	30	79%	15.00
2	Growth vs Last Year	Growth % = 9% > 0, 19% > 5, 29% > 10, 39% > 20	20		20		20		20	1105%	20		20.00
3	Non Coil Contribution Performance	Non Coil Cont. % = 6% > 0, 9% > 2, 12% > 3, 14% > 5	5	21%	5	18%	5	33%	5	20%	5		5.00
4	Toilet Cleaner Performance	TC Secondary (ctn) 99 > 0, 100 > 2, 200 > 3, 300 > 4, 400 > 5	5	87.333	0	123.6	2	64.83	0	241.92	3		1.25
5	Distributors Achievement	No of DB/DSD ach% 50% > 2, 60% > 3, 70% > 4, 75% > 5	5	0%	0	0%	0	0%	0	0%	0		0.00
6	SR Achievements	SR target ach% (No. SR) 50% > 2, 60% > 3, 70% > 4, 75% > 5	5	11%	0	0%	0	0%	0	0%	0		0.00
Total			70		25		57		25		58		41

People Result:		Weight of Paramet	Achievement				Avg Total
S L N	Parameters		Q 1, 2021	Q 2, 2021	Q 3, 2021	Q 4, 2021	
1	People Management & Leadership Quality	5					5
2	Behavior & Attitude	5					5
3	Trade relation & Communication skill	5					5
4	Attendance & leave	5					5
5	SR attrition rate	5					3
6	Documentations (Performance, Pay-slip/SR attendance/SR Joining/leave)	5					4
Total		30	0	0	0	0	27

Parameter	Weight	Score Attain
Business Result	70	41
People Result	30	27
Grand Total	100	68

Remarks:

Signature of Appraisee

Signature of Appraiser (SM)

Below 60 Score	Poor	No Increment
60 - 69 Score	Average	
70 - 79 Score	Good	
80 - 89 Score	Very Good	
90 - 100 Score	Excellent	

Figure: Yearly performance Appraisal

2.8 Marketing Practices

Marketing is the creative and systematic process of identifying, creating, and delivering value to meet the demands of a certain market segment and generate revenue, according to Philip Kotler. Unmet needs and wants are identified via marketing. The procedure of locating, assessing, and quantifying a recognized market's size and potential for profit-making is explained in this statement. In an extremely competitive market with high product volumes, low margins, and frequent purchases, marketing strategies for SAK CPL use a holistic approach to influencing consumer behavior, increasing sales, and cultivating brand loyalty. In order to optimize impact, these techniques make use of a variety of channels and tactics, guaranteeing that products stay pertinent, visible, and within the reach of the intended audience. SAK CPL manufactures a variety of health and home care goods in an advanced manufacturing facility with cutting-edge technology. Every product goes through a rigorous production process that complies with strict quality control procedures. SAK CPL is trying to maintain a competitive pricing to appeal to budget-conscious customers, producing eye-catching and useful packaging to draw attention, and developing unique brand positioning to stand out in crowded marketplaces. Distribution is important, and FMCG firms prioritize wide networks to guarantee product availability in both urban and rural locations, spanning e-commerce platforms, traditional trade, and modern trade. In order to comprehend consumer preferences, forecast industry trends, and improve campaigns, modern FMCG marketing is depending more and more on data-driven insights. Businesses can estimate demand, enhance inventory management, and personalize marketing campaigns by incorporating technology like artificial intelligence and machine learning. Sustainability is a fundamental principle for SAK CPL.

In order to promote a better lifestyle for both people and the environment, we are steadfastly committed to providing the highest quality products to both ourselves and the citizens of this nation.

Our company complies with government environmental laws and regulations during the manufacturing process (SAK. Our Story – SAK CONSUMER PRODUCTS LTD. 2023). Establishing standards that adhere to governmental laws and regulations is one of the main duties. Our Good Manufacturing Practice (GMP) consistently guarantees that manufactured goods are monitored and controlled in compliance with legal requirements. From production to delivery, we have been taking into account social, environmental, and ecological concerns all along the way. We use a variety of models to manage dust production and lessen adverse externalities in order to support ecological outcomes. Additionally, we constantly keep an eye on, manage, and contain the dangerous chemicals we utilize in our manufacturing procedure for the environment's and people general safety. Entering our plant premises with the proper personal protective equipment is required. "LIVING SAFELY, SAVING LIVES" is

our CSR mission statement. We are dedicated to meeting the greatest standards in cost performance, safety, health, and the environment, and we are unwavering in our quest of excellence in everything we do. Recently, SAK Consumer Product Limited refurbished three bathrooms in Surma tea state, Madhobpur, Sylhet, in partnership with STAR CERAMICS and the JAAGO Foundation.



Figure: Star and SAK with JAAGO Foundation Collaborations

2.9 Financial Performance:

The financial performance of SAK for the reporting period ending June 30, 2023, demonstrates a stable yet mixed trajectory, marked by a notable increase in revenue generation driven by higher sales of household products. However, despite this growth, SAK faces significant challenges, including negative equity resulting from a persistent mismatch between revenue generations and rising operational expenditures. Incremental profit growth has been slow, and administrative expenses have exceeded projections, further straining resources and exacerbating the financial shortfall. This situation underscores the urgent need for strategic interventions, including cost rationalization, enhanced fundraising efforts, and diversification of revenue streams, to address the negative equity and ensure long-term financial sustainability.

3.0 Accounting Practices:

The accounts department of SAK CPL keeps track of the company's daily financial activities. The staff diligently prepares the financial accounts in accordance with the relevant standard. Every transaction is recorded and posted to the ledger by the department, which also creates the trial balance, makes the required modifications after a predetermined amount of time, and prepares the balance sheet and yearly report.

4.0 Operation Management and Information system

Operations management and information system practices are pivotal in driving the growth and efficiency of an FMCG company, where speed, cost-effectiveness, and adaptability are key. Operations management focuses on optimizing production processes, streamlining supply chain operations, and ensuring the seamless flow of goods from manufacturing to retail shelves. This involves efficient procurement, just-in-time inventory management, and robust quality control measures to maintain product standards while reducing operational costs. On the other hand, information systems serve as the backbone of decision-making and process integration. By employing technologies like enterprise resource planning (ERP) systems, advanced analytics, artificial intelligence, and the Internet of Things (IoT), FMCG companies gain real-time insights into market trends, consumer behavior, and supply chain dynamics. These systems enable precise demand forecasting, efficient resource allocation, and enhanced customer service. Furthermore, they facilitate better collaboration among departments, improve communication across the supply chain, and support the implementation of sustainability initiatives. Together, operations management and information systems help FMCG companies stay agile in responding to market demands, reduce wastage, ensure product availability, and maintain a competitive edge in a fast-paced and dynamic industry.

5.0 Industry and Competitive Analysis

The FMCG sector in Bangladesh is highly competitive, characterized by numerous local and international players offering similar products. Companies within this industry often compete based on product quality, brand recognition, pricing strategies, and distribution networks. SAK CPL operates in the very competitive FMCG sector, which is home to several major competitors like Unilever, Reckitt Benckiser Bangladesh Ltd., ACI, Square, KEYA, Square Toiletries Limited, and others. Analysis of the industry and competitors is crucial for market survival. The industry structure and competitiveness of Bangladesh's FMCG sector will be examined in this section of the research using Porter's Five Forces Model. Additionally, a SWOT analysis of SAK CPL will

be conducted in order to evaluate the organization's opportunities, threats, weaknesses, and strengths.

5.0.1 Porter's Five Forces Analysis:

Michael E. Porter created the strategic framework known as Porter's Five Forces Analysis to assess an industry's competitive dynamics. It aids businesses in comprehending how their sector is structured and the elements that affect competition and profitability. The following are the five forces:

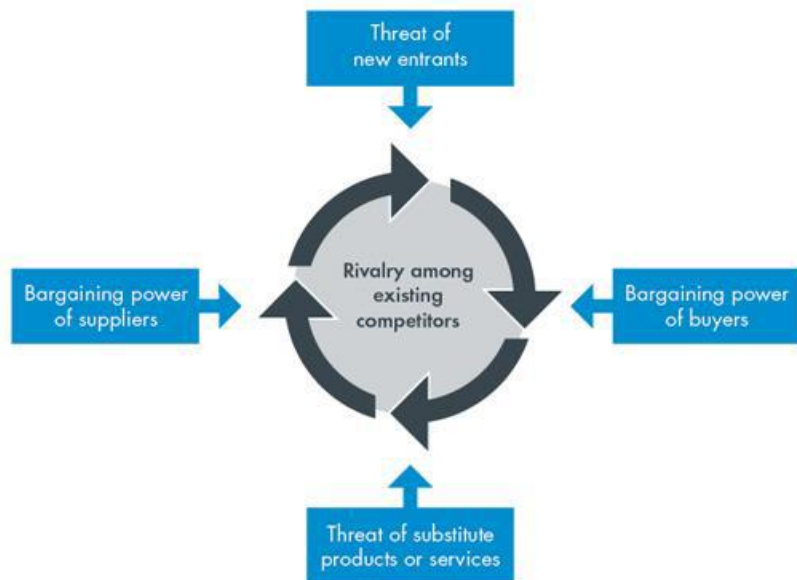


Figure 22: Porter's 5 Forces

Threat of New Entrants:

Establishing a new FMCG business in Bangladesh involves a significant amount of money, research, paperwork, and documentation. However, the government of Bangladesh is open to fresh investments. Bangladesh is a very profitable destination for international brands because it is a rising economy. As a result, the FMCG sector that operates in the hygiene & healthcare market faces a moderate threat from new competitors.

Bargaining power of suppliers:

The FMCG sector generally benefits from a diverse supplier base for raw materials, which minimizes the bargaining power of individual suppliers. SAK has the flexibility to switch between suppliers with relative ease, given the availability of alternative sources. However, for eco-friendly or premium product lines, supplier power tends to increase due to limited sourcing options. These

product categories often require substantial investments and robust marketing efforts, which SAK may find challenging to undertake in the short term. Nevertheless, as SAK captures market share from competitors, it will likely need to invest in these areas to maintain and strengthen its position in the market.

Bargaining power of buyers:

Buyers in the Bangladeshi market are price-sensitive, giving them significant power to demand competitive pricing. With numerous established global and local brands available, consumers can easily switch if SAK's products do not meet expectations. Large retailers and e-commerce platforms may demand higher margins, further increasing buyer power.

Threat of substitutes:

Rural and peri-urban lower-income consumers often utilize traditional cleaning methods, such as ash or lime, which serve as cost-effective substitutes. Established brands dominate the market with a wide range of cleaning products, making it essential for SAK to differentiate its offerings. Developing unique selling points, such as affordability, eco-friendliness will be crucial for standing out in this competitive landscape. Additionally, the growing popularity of natural and multipurpose cleaning alternatives as these products could shift consumer demand away from conventional options. SAK must remain vigilant about emerging trends to adapt proactively and sustain its market relevance.

Industry Rivalry:

The market for household cleaning products is highly competitive, dominated by global giants such as Unilever and Reckitt Benckiser, alongside robust regional players. The intense advertising and promotional efforts by these established brands create significant pressure to invest heavily in marketing to remain competitive. Additionally, the commoditization of cleaning products often leads to price wars, which erode profit margins. Despite these challenges, the increasing demand for cleaning products in peri-urban and rural areas presents a valuable opportunity for SAK to capture market share. By leveraging strategic positioning and tailored marketing efforts, SAK can address the unique needs of these growing segments and carve out a niche in this dynamic market.

5.0.2 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Existing brand loyalty: SAK's strong reputation in the FMCG sector, particularly with products like mosquito coils, positions the company as a trusted name among consumers • Cultural fit: SAK's deep understanding of local household needs provides a significant advantage in designing cleaning products that cater directly to consumer preferences. • Strong distribution network: SAK's existing distribution infrastructure offers a strong foundation for efficient market entry in the cleaning segment • Affordability: SAK is well-positioned to offer cost-effective cleaning solutions tailored to the mass market. 	<ul style="list-style-type: none"> • Limited experience in cleaning segment: SAK lacks a strong brand presence in the household cleaning products category. • Product differentiation challenges: The market is dominated by established global and local players, requiring a strategic approach to stand out for SAK • Quality perception: Consumers may perceive local products from SAK as lower in quality, making it essential to address this bias. • Higher initial marketing costs: Entering this competitive market demands substantial investment in marketing and awareness campaigns, which may strain resources for SAK.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Growing Demand: Rapid growth and evolving lifestyles are fueling increased demand for household cleaning products, especially in peri-urban and rural areas in Bangladesh for SAK • E-commerce expansion: Leveraging online platforms for SAK can efficiently reach peri-urban consumers and niche markets. • Partnerships and collaborations: Collaborating with local retailers and distributors can help SAK expand its reach and gain credibility in the segment • Health and Hygiene Trends: Increased focus on hygiene, especially post-pandemic, presents an opportunity to highlight the health benefits of SAK's cleaning products 	<ul style="list-style-type: none"> • Intense competition: Global brands like Unilever and Reckitt dominate the market, alongside local competitors like Square and Keya. • Economic pressures: Inflation or reduced consumer purchasing power could limit demand constraining resources for SAK. • Regulatory hurdles: Compliance with environmental and safety standards may increase costs. • Consumer skepticism: Convincing consumers to switch from well-established brands may require significant effort on the part of SAK. • Raw material costs: Volatility in sourcing ingredients like surfactants or packaging materials could impact profitability of SAK and make it hard to compete.

5.1 Conclusion

SAK Consumer Products Ltd. intends to set the standard as the market leader in Bangladesh in the FMCG sector, particularly for Home Care Products. It demonstrates that locally-owned instruction can provide efficiency. The HR department of SAK CPL is the most confidential department. Working here, limited information was collected for preparing this report because of too much confidentiality. This is an organization that confirms the best service to the customers as well as to the employees by the Human Resources division. SAK CPL is the fastest-growing organization in Bangladesh. By working in the HR division, the knowledge learned would be helpful enough to sustain the real organizational environment. The subject of my study is too significant in the sense that it will give a clear idea of human resource management practice.

I can say that the overall company procedure that SAK CPL follows all the legal requirements with overall best practices and the date if the company it gives are very much standard in practices and by this user can get clear picture about. All the necessary information of recruitment is

included & discussed in overall report. I have got clear idea about SAK CPL & its HRM practice through the report.

5.2 Recommendation

Considering the corporate scenario of the country, I must say that SAK Consumer Products Ltd.'s HR practice is developing day by day. This organization has a very good intention to adopt new ideas and concepts for development. SAK Consumer Products Ltd. needs to take care of the following issues:

- For recruitment and selection, the HR team tries to follow the overall process for any position from top to bottom level; like written exams and taking interviews at different levels.
- For the selection process, the HR team should arrange proper scheduling so that the candidates do not face any hassle.
- For onboarding, employee logistics should arrange before onboarding.
- Internal candidates should not be given high priority for selection that rejects the qualified candidates.
- SAK CPL should arrange training programs for their employees to enhance their skills.
- In some cases, the effectiveness of training is not evaluated after the training program is conducted.
- Attractive salary should offer to the candidates to get qualified candidates from the labor market.
- Long-service benefits like provident fund, and leave encashment should introduce for their employee to keep them for long time.
- Employees' salaries shall disburse at a time to reduce discrimination as well as maintain compliance issue.

Chapter3

3.1 Introduction

The report is created in order to accomplish a portion of the internship program's requirements for my Master's Degree in Business Administration, as approved by BRAC Business School, BRAC University. The main purpose of a three months long internship program is that it is designed to provide students real-world experience and a chance to apply their academic understandings and finally, prepare a report on it and submit it to the respective department. I joined SAK Consumer Products Ltd. as an Intern in the HR department on a contractual basis for three months to fulfil the aforementioned requirements. My joining date was on 11 August, 2024 and continued my internship at the company till 10th November, 2024. Following the discussion with my supervisor, the topic that has been chosen for writing the internship report is "Improvement of the Existing Recruitment Process of SAK CPL." My supervisor, Dr. M. Nazmul Islam and co-supervisor Dr. Syed Far Abid Hossain have been really co-operative in guiding and supervising in the preparation and completion of the report.

3.1.1 Theoretical Background:

The process of recruitment and selection is an integral part of Human Resource Management (HRM), and is of significant importance to ensure that organizations hire the right talent in alignment with their strategic goals. This tenure is theoretically driven by factors that include the Person-Job Fit Theory, which states that the better the skillset and personality traits of an individual aligns with job specifications, the better the performance and satisfaction will be; and the Person-Organization Fit Theory, which suggests matching an individual's values and culture with that of the organization was to ensure commitment and lower turnover. According to the Resource-Based View (RBV), human capital is strategic and recruitment and selection help create a workforce that provides a competitive edge. This is confirmed by equity and expectancy theories that ensure fairness and alignment of job opportunities with candidates' expectations to retain organizational attractiveness (Russell, 2022; Ratten & Jones, 2021). While recruitment is aimed at a pool of potential candidates through job

analysis, sourcing strategy (internal and external), and therefore by creating a positive employer brand (and thus) image for the organization or business. Selection: This process involves selecting the best candidates through formal evaluations including interviews, assessments, and reference checks. The emphasis on proactive recruitment and predicting the future, DEI principles in hiring and technology like ATS and AI, also being introduced to enhance efficiency.

3.1.2 Objectives

The objective of this report is to comprehend SAK Consumer Products Limited's present performance and operations so that I may examine and determine the tactics they employ to run their daily operations. Gaining a thorough understanding of the company would help me understand its culture and how management makes sure that employees and other stakeholders connected to management and organizational objectives have a smooth experience. In addition to highlighting the organization's internal operations, this report identifies its challenges and offers creative solutions. Additionally, on how they foster coordination throughout the departments of the organization.

3.1.3 Significance:

The goal of the study is to identify any shortcomings in the company's current policies and procedures by examining and assessing SAK CPL's hiring process. The company is given the essential advice and suggestions to improve the paper based on the problems that were discovered via personal inspection. The study is crucial in highlighting the fundamental problems with antiquated HR procedures and illuminating the value of modern HR procedures. The study will help scholars and researchers conduct additional research on the value of integrating AI into the "recruitment and selection process."

3.2 Methodology

We mostly used a qualitative method in this investigation, depending on direct communication and casual conversations. As a primary source, the HRIS application was crucial in allowing the extraction of important information and insightful conclusions. We had casual discussions with senior staff members and the HR department's assistant manager in order to obtain thorough information. Informal conversations with HRIS software end users also yielded insightful

information. A combination of primary and secondary data forms the basis of our report. The HR department's thorough examination of corporate documents and files yielded important information. Informal discussions with the senior executive, assistant manager, and end users were used to gather primary data.

Primary Data

- **Personal Observation:** This entails watching the HRIS procedures, workflows, and interactions inside the company up close. Important insights into the system's daily operation and user interactions can be obtained by seeing it in action.
- **Casual Discussions with the Assistant Manager and Senior Executive:** Having casual conversations with important decision-makers offers a chance to learn more about the strategic elements of the HRIS. These discussions can provide viewpoints on how the system can support organizational objectives and deal with human resources issues.
- **Practical Experience:** Gaining practical experience involves actively taking part in or managing HRIS-related work. This could involve activities like entering data, creating reports, or resolving problems. The researcher's comprehension of the system's operation and possible areas for development is improved by practical experience.

Secondary Data

- **Reference to Relevant Books and Websites:** The results are contextualized through the use of secondary data from online and literary sources. To obtain theoretical frameworks, industry best practices, and comparative studies, this entails looking through pertinent books, journals, and reliable websites. These sources enhance our general comprehension of HRIS trends and operations.
- **Data Analysis:** A descriptive analysis methodology is used in the report. By integrating primary stakeholder insights with an examination of secondary data sources, this research technique enabled a thorough grasp of the HRIS function.

3.3 Overview of the Human Resource Department SAK CPL:

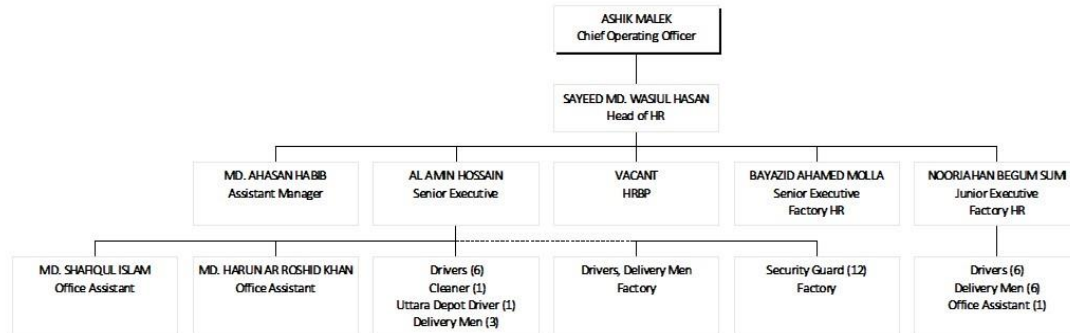
One of Bangladesh's emerging producers and distributors of fast-moving consumer goods (FMCG) is SAK CPL. CPL HR strives to create an environment that fosters creativity, growth, and efficiency in order to achieve business excellence through strong and dedicated individuals. Human resources are the association's most important resource, according to SAK CPL HR. It acknowledges the need for preparation and provides training when required to advance the HR professional's knowledge and skills. Events for team-building and thought leadership are constantly guided. CPL HR provides an execution-based career mobility and empowering working conditions to unleash the representatives' full potential. The most amazing necessity in the esteem-based culture of SAK CPL is the pride of the individual. In terms of appointment and reinforcement, SAK CPL is confident. We organize various events, such as Family Days, Cricket Tournaments, Badminton Tournaments, and so on, with the goal of strengthening the representatives' loyalty to one another. Modern HR policies and procedures for hiring and selection, manpower planning, and advancement planning are practiced by SAK CPL. A Balanced Score Card and a combination of subjective perspectives are being used by SAK CPL to evaluate execution. In terms of auto finance, tips, provident stores, and hospitalization, CPL offers enticing options. It provides execution incentives, toll assistance, celebration incentives, and expert support funding for a range of situations throughout the course of a year. The practice of HRM must be seen through the lens of the organization's overarching strategic goals rather than as a stand-alone discipline that adopts a unit-based or micro approach. Thus, a company that takes its HRM policies seriously would make sure that the training is grounded in a targeted and innovative approach.

Organogram of HR Department:



3-Dec-24

Human Resource Department



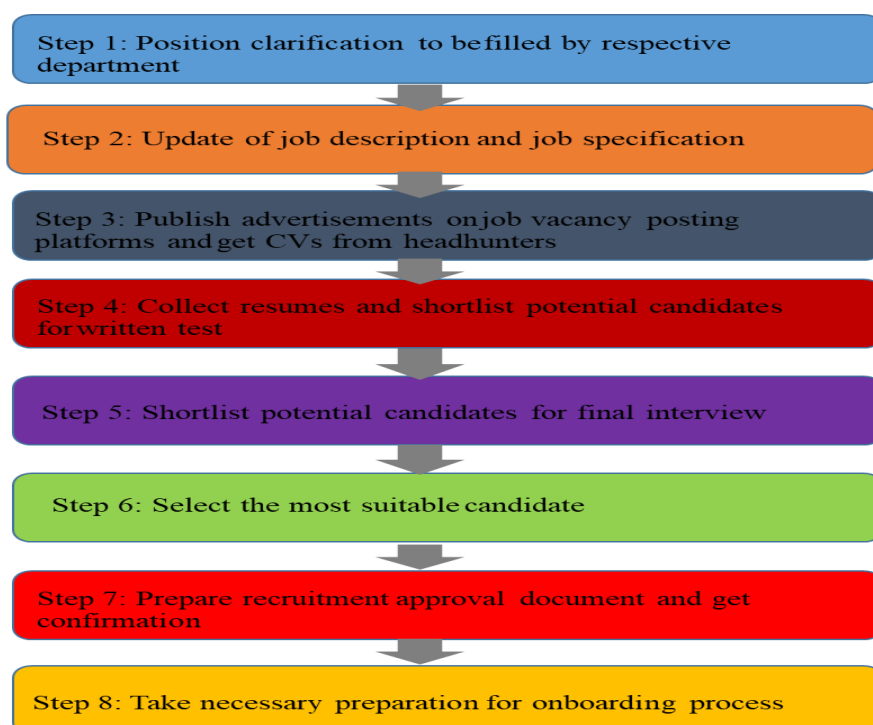
3-Dec-24

3.3.1 Analysis of the Recruitment and Selection process of the company

In an extremely competitive market, SAK Consumer Products Limited, a prominent FMCG company, relies heavily on its recruitment and selection process to draw in and keep top talent. The business has a hiring strategy that strikes a balance between external hiring and internal promotions. While external recruitment is used to bring in new ideas, views, and talents to satisfy the ever-changing demands of the FMCG sector, internal recruitment is promoted to support employee growth and career advancement. To draw in the top talent, SAK Consumer Products uses a range of recruitment channels, including as well-known job portals, social media sites, employee recommendations, and university recruitment drives. The HR staff works with department heads to carefully write job descriptions and requirements that outline the skills, credentials, and experience required for each post, ensuring clarity and alignment with organizational goals. The business places a strong emphasis on an easy-to-use application process, integrating an applicant tracking system (ATS) to expedite candidate submissions and guarantee effective application processing. SAK Consumer Products uses a structured strategy during the selection phase, conducting competency-based, technical, and HR rounds of interviews to evaluate

candidates' technical proficiency and cultural fit. To make sure candidates are prepared to work in the fast-paced FMCG industry, the organization also uses pertinent evaluation tools to gauge their aptitude and problem-solving skills. Conducting comprehensive reference checks to confirm candidates' backgrounds and prior performance is also very important to SAK Consumer Products. AI-based screening tools and virtual interviews are two examples of how technology has been used into the employment process to improve efficiency and speed while also assisting the organization in meeting industry expectations. Additionally, the business maintains an inclusive and equitable employment process by making sure that labor laws and anti-discrimination standards are followed. The success of the hiring process is measured by tracking key performance indicators (KPIs) including time to hire, cost per hire, and quality of hire. In order to enhance and improve its procedures, SAK Consumer Products also collects input on the candidate experience. Long hiring times and communication breakdowns are recognized and fixed, while the company's strong employer brand and capacity to draw in top talent from the FMCG industry are used as advantages to continuously enhance the hiring and selection process. SAK Consumer Products Limited makes sure that it is in a strong position to satisfy the talent demands of the rapidly changing FMCG market by taking this all-encompassing and smart strategy.

Flowchart of the Recruitment & Selection is given below



3.3.2 The following findings have been drawn from a review of SAK CPL's hiring and selection procedure.

- Only five people make up the HR team, which is adequate for an organization as they are in charge of overseeing the hiring and selection procedures for the head office and Factory. Currently, the gap is being covered by recruiting interns with HR coursework, which is an excellent learning opportunity for students. However, the workflow is being disrupted by the interns' lack of experience and frequent changes every three to six months. The process's communication breakdown is also caused by a shortage of personnel.
- Both internal and external hiring are successfully included into SAK Consumer Products Limited's balanced recruitment strategy. While external recruitment brings in new talent with fresh ideas and knowledge, which is essential for the always changing FMCG business, internal promotions are encouraged, supporting employee growth and loyalty.
- SAK Consumer Products has a very structured hiring procedure that includes several rounds of interviews as well as competency-based, technical, and HR tests. This strategy makes sure that candidates' technical skills and cultural fit are carefully assessed, which is essential for the business to succeed in the competitive FMCG industry.
- Recruitment and hiring process is extremely lengthy starting from junior position to senior position on occasion because of the large number of applicants and the requirement to guarantee a good cultural fit. Enhancing the candidate experience throughout the interview process also requires better communication.
- The hiring process is now much faster and more efficient due to the use of AI-based screening tools and virtual interviews. This enables the business to swiftly draw in prospects while preserving quality, keeping up with the FMCG industry's increasing demand.
- One of the significant findings from the analysis is that SAK CPL has trouble drawing in a lot of skilled applicants via online job boards and job fairs. This suggests that the business does not have a solid reputation as an employer, which is crucial for luring top people. The problem of late salary payments, which can have a detrimental impact on employee satisfaction and the company's reputation in the labor market, may be one possible explanation for this. It may be more difficult for SAK CPL to compete with other businesses that provide more alluring, dependable employment circumstances if current or former employees spread unfavorable rumors about salary delays.

- For onboarding, employee logistics like; an official laptop, visiting card, ID card, and a work-desk are not properly arranged for the new joiners.
- Candidates are not offered an attractive wage in comparison to the market standard.
- The company has not yet implemented long-service benefits such leave encashment and provident funds.

3.3.3 Implication

The analysis of SAK CPL's hiring and selection procedure highlights both its advantages and disadvantages, which can assist the business in finding areas where the procedure could be improved. The findings can assist in identifying the persistent problems with the process that must be resolved in order to increase its efficacy and efficiency.

3.3.4 Limitations

There were a number of obstacles and restrictions that affected the breadth and depth of the investigation while this report on SAK Consumer Products Limited's hiring and selection procedure was being prepared. These restrictions are listed as follows:

- **Limited HR personnel availability:** As they were frequently preoccupied with their daily tasks, which made it challenging to arrange meetings or interviews in order to collect the data needed for the report. This made it more difficult to gain firsthand knowledge and insights into the company's hiring and selecting procedures.
- **Insufficient Information:** The information gathered was insufficient to thoroughly address all elements of the hiring and selecting procedure. The capacity to conduct a thorough study was constrained by the absence of comprehensive statistics and qualitative inputs.
- **Lack of Related Papers and Reports:** Essential reports and papers, including performance evaluations, hiring tactics, and employee input, were not easily available. Due to a lack of documentation, it was difficult to assess the general efficacy and efficiency of the business's operations.
- **Differences between Theoretical Knowledge and Practical Application:** SAK Consumer Products Limited's theoretical frameworks for recruiting and selection differed significantly from their practical application. Because theoretical models did not always

match actual practices, this disparity made it difficult to reach accurate findings and suggestions.

3.3.5 Recommendation

The following suggestions are made in order to address the difficulties SAK Consumer Products Limited (SAK CPL) has luring top personnel because of its bad employer reputation, which is especially impacted by late payments

- **Utilize Employee Referrals:** Promoting existing staff members to recommend possible hires can be a successful tactic, particularly when it comes to repairing a company's reputation. Referrals from employees typically draw in more suitable applicants who are already familiar with the company's culture, which lessens the need for job fairs and job site postings.
- **Establish Fair and Competitive Compensation:** Examine and compare pay plans to make sure they are competitive in the FMCG sector. Attractive benefits, bonuses, and other incentives can show that the company values its workers and increase its attractiveness to top talent.
- Resolving the issue of late wage payments need to be the top concern right now. To foster confidence and raise employee satisfaction, SAK CPL must make sure that salaries are paid on time and consistently. The company's standing as an employer would be greatly improved by a clear and dependable payment method.
- **Boost Employer Branding:** In order to draw in talent, SAK CPL must make investments to strengthen its employer brand. Through company websites, social media platforms, and employer review sites like Glassdoor, it is possible to showcase positive workplace culture, career development possibilities, employee benefits, and success stories. Rebuilding the company's reputation can also be achieved by asking current employees to share their positive experiences.
- **Enhance Employee Engagement and Retention:** SAK CPL should prioritize creating a positive work atmosphere in addition to paying salaries. To improve employee happiness and retention, this entails providing professional development programs, career growth possibilities, and frequent feedback channels. A highly engaged workforce can draw in applicants who are more likely to stick around over time and lower turnover.

- **Invest in Recruitment Marketing:** SAK CPL ought to think about creating a focused recruitment marketing plan that emphasizes the business's advantages, future growth potential, and the influence that staff members have on the organization. The company's attractiveness and exposure can be raised by interacting with prospects through career-focused content like webinars, videos, and blogs.
- **Emphasis on Candidate Experience:** Improving the candidate experience can be achieved by streamlining the hiring process and keeping lines of communication open with applicants at all times. Even for those who are not chosen, giving prompt feedback and making sure the hiring procedure runs smoothly will contribute to building a good reputation.
- **Address Workplace challenges transparently:** SAK CPL should be transparent about any systematic problems or difficulties that have contributed to the company's bad reputation. Rebuilding trust with both present and prospective employees can be facilitated by being open and honest about the company's initiatives to enhance internal procedures and workplace culture.

3.3.6 Conclusion

In conclusion, SAK Consumer Products Limited's (SAK CPL) hiring and selection procedure has a lot of obstacles, especially when it comes to luring top talent via job fairs and internet portals. The company's inability to effectively compete in the talent market has been hampered by its negative employer reputation, which may have been impacted by problems like late wage payments. In order to overcome these obstacles, SAK CPL must fix the problem of pay delays, enhance employer branding, and create a productive workplace that prioritizes employee engagement and retention. By putting these tactics into practice, the business may improve its standing, draw in top talent, and lower employee attrition, eventually establishing itself as a competitive and alluring employer in the FMCG sector. By adopting a more dependable and employee-focused strategy, SAK CPL can enhance its workforce and drive long-term organizational success.

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Appendix A.



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SAK CONSUMER PRODUCTS LTD.
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2023

In Taka	Notes	30 June 2023	30 June 2022
Revenues	21	695,699,861	673,168,598
Cost of Goods Sold	22	(420,114,901)	(432,104,692)
Gross Profit		275,584,960	241,063,906
General and Administrative Expenses	23	(36,271,875)	(30,575,410)
Marketing, Selling and Distribution Expenses	24	(199,741,483)	(186,219,725)
Other Income	25	2,003,389	1,156,071
Operating Profit/(Loss)		41,574,991	25,424,843
Net Finance Expenses	26	(26,513,334)	(18,436,404)
Other income	20		
Profit Before Contribution to WPPF		15,061,656	6,988,439
Workers Profit Participation Fund (WPPF)		(753,083)	(349,422)
Profit Before Tax		14,308,573	6,639,017
Income Taxes			
Current Taxes	18	(4,812,349)	(4,651,800)
Deferred Taxes Income	7.2	1,250,874	2,726,724
Profit/ (Loss) for the Year		10,747,098	4,713,942
Other Comprehensive Income		-	-
Total Comprehensive Income/(Loss)		10,747,098	4,713,942

The accompanying notes are an integral part of these financial statements.

Director

Chairman

As per our report of same date

Dhaka, Bangladesh

Dated, 04 MAR 2024

ACNABIN Chartered Accountants
Firm's Enlistment Number: CAF-001-012



Md. Rokouzzaman FCA
Partner
Enrollment No.: 0739
DVC: 2403040739AS385388

**ACNABIN**

Chartered Accountants

SAK CONSUMER PRODUCTS LTD.**Statement of changes in equity**

For the year ended 30 June 2023

Amounts in Taka

Particulars	Share capital	Share Money Deposit	Retained earnings/ (losses)	Total
Balance as at 01 July 2022	166,250,000	-	(297,752,751)	(131,502,751)
Adjustment for deferred tax (N:7.1)	-	-	-	-
Profit/(loss) for the year	-	-	10,747,098	10,747,098
Adjustment during the period	-	-	-	-
Balance as at 30 June 2023	166,250,000	-	(287,005,653)	(120,755,653)

For the year ended 30 June 2022

Amounts in Taka

Particulars	Share capital	Share Money Deposit	Retained earnings/ (losses)	Total
Balance as at 01 July 2021	96,250,000	70,000,000	(332,223,427)	(165,973,427)
Adjustment for deferred tax (N:7.1)	-	-	29,756,734	29,756,734
Profit/(loss) for the year	-	-	4,713,942	4,713,942
Adjustment during the period	70,000,000	(70,000,000)	-	-
Balance as at 30 June 2022	166,250,000	-	(297,752,751)	(131,502,751)

For the year ended 30 June 2021

Amounts in Taka

Particulars	Share capital	Share Money Deposit	Retained earnings/ (losses)	Total
Balance as at 01 July 2020	96,250,000	70,000,000	(346,505,137)	(180,255,137)
Profit/(loss) for the year	-	-	14,145,118	14,145,118
Adjustment during the period	-	-	136,592	136,592
Balance as at 30 June 2021	96,250,000	70,000,000	(332,223,427)	(165,973,427)

The accompanying notes are an integral part of these financial statements.

Director

Chairman

As per our report of same date

Dhaka, Bangladesh

Dated, 04 MAR 2024

ACNABIN Chartered Accountants

Firm's Enlistment Number: CAF-001-012

Md. Rokhuzzaman FCA

Partner

Enrollment No.: 0739

DVC:2403040739AS385388

