



ACI Limited

Internship Report

On

**The relationship between customer satisfaction &
employee satisfaction**

The relationship between customer satisfaction & employee satisfaction

SUBMITTED TO

MR. SHOWVONICK DATTA
LECTURER
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SUBMITTED BY

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Date: 16.09.2014

LETTER OF TRANSMITTAL

16th September, 2014

Mr. Showvonick Datta

Lecturer

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Subject: Request for the approval of Internship Report

Dear Sir,

With the passage of time, I am student of BRAC Business School standing on the other entity of my course completion, hence are finalized with my internship report naming as “Credit procedure & the relationship between customer and employee satisfaction”. Vividly enough, my research comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance & analytical remarks.

Consequently, I am submitting my report on your very concern. Hopefully, you will discover my well-researched, informative approach as a hallmark of hard work. Rather, in case of any further clarification or elaboration as to my report, I would welcome the opportunity to consult with you to explore how my findings could best meet your needs.

Thanking You.

With best regards,

Md. Riaz Uddin

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BRAC Business School

ACKNOWLEDGEMENT

I would like to express my heartiest gratitude to those who helped me all the way through to complete my internship report on “ACI Limited”.

At the very beginning, I want to thank my honorable faculty “**Mr. Showvonick Datta**”, Lecturer of BRAC Business School, BRAC University, for providing me all the necessary helps for the completion of this report and also thanks to him for guiding me to start and complete successfully of this report.

Then I would like to thank, “**Mr. Mohammad Jafar Iqbal**”, Manager of credit and costing who has given me his valuable time and energy in the preparation of this report and respective employee of credit department. I would also like to thank for their cooperation.

I also apologize heartily for any omitted name whose contribution was also complementary for any possible aspect. Lastly, I solemnly thank the Almighty

DECLARATION OF STUDENT

This is to notify that this report “**The relationship between customer and employee satisfaction**” has been prepared as a part of my internship formalities. It is an obligatory part of our BBA program to submit an internship report. Moreover, I was inspired and instructed by my supervisor Mr. Showvonick Datta, Lecturer, BRAC Business School, and BRAC University.

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EXECUTIVE SUMMARY

Advanced Chemical Industries (ACI) Limited is one of the leading conglomerates in Bangladesh, with a multinational heritage. The purpose of credit section is giving an opportunity to multilevel business and government personnel whereby that particular business can survive with fulfilling the company's strategic objectives. An effective credit management policy lead the company in the way where they can prove themselves as superior with this aggressive mechanism that is justified by their operational procedure and result. The credit policy helps to boost a company's sales position along with cash sales so that ultimate superiority can be achieved. Here, the credit procedure of ACI limited is focused where way of providing credit is discussed where terms and condition and legal approach of credit management are evaluated. Also, procedure of credit grant and facility are highlighted where rules and regulation about maintenance of credit and payment procedure are justified. The proper segmentation of market and level of credit according to the customer are also developed. Besides credit procedure a relation between customer and employee relation is established, where it is shown that satisfaction level of employee has a huge impact on the satisfaction level of customer. As employee gives his best only if he stays satisfied and it results with the customer satisfaction. Business depends on mainly in customer and employee relation. If it goes with a positive attitude, the business sure will go to a desired position.

CHAPTER- 01: INTRODUCTION

An internship is a period of work experience offered by an employer to give students and graduates exposure to the working environment, often within a specific industry, which relates to their field of study. (Internship: Graduate Advantage, 2011)

Internships can be done in a range of sectors, including sales, marketing, finance, engineering, graphic design, management, I.T. and many, many more. Throughout an internship- one can develop a variety of soft skills, including communication skills, personal effectiveness, presentation skills, creative problem solving and influencing skills. ‘On-the-job’ experience can be as valuable as anything learned in studies. After all, you cannot really understand what a job is all about until you have worked in that environment. Internships are great opportunities to speak directly to people who have experience in the role you aspire to; and their knowledge of the job and working environment will give you a greater understanding of what it’s all about and what you need to do to progress. Your career aspirations may change when you’re faced with the true realities of a role. Internships can therefore be used as a ‘try before you buy’ option, before you embark on a career and confirm if this is what you want to do in the long term. An internship can give you a real insight into the world of work, allowing you to build on the theory you learned at university and helping you to gain practical skills that will help strengthen your CV and make you more employable. Internships offer you the chance to test your skills in real-life situations, explore your career options and gain an insight into an organization or career path.

Internship program is the most important period for a BBA student. The duration of internship program is generally three months, sometimes more- which carries a best learning process to know about the organization and cope up the environment in such a way like professional employees. The experience that got by an intern during the internship period will make them more smart and professional in their future job sector.

Internships provide work experience opportunities to university students, recent graduates and people considering career changes. Employers are willing to hire interns with little or no experience, especially if the intern is willing to accept little or no monetary compensation. However, the benefits of doing an internship go far beyond the pay cheque.

CHAPTER- 02: THE ORGANIZATION

2.1 Introduction

ICI Bangladesh Manufacturers Limited was a subsidiary of world renowned multinational ICI Plc and was a listed public limited company under Dhaka Stock Exchange. In 1992 ICI Plc divested its shareholding through a management buyout and the company name was changed from ICI Bangladesh Manufacturers Limited to Advanced Chemical Industries (ACI) Limited. ACI Formulations Limited, a subsidiary of ACI, became a public listed company through direct listing.

ACI's mission is to achieve business excellence through quality by understanding, accepting, meeting and exceeding customer expectations. ACI follows International Standards on Quality Management System to ensure consistent quality of products and services to achieve customer satisfaction. ACI also meets all national regulatory requirements relating to its current businesses and ensures that current Good Manufacturing Practices (cGMP) as recommended by World Health Organization is followed properly. ACI has been accepted as a Founding Member of the Community of Global Growth Companies by the World Economic Forum which is the most prestigious business networking organization. (Corporate: ACI Limited Bangladesh)

2.2 History

Advanced Chemical Industries (ACI) Limited is one of the leading and largest local conglomerates in Bangladesh. ACI consists of different business groups namely: Pharmaceuticals, Consumer brands, Agro-Business. ACI is the first company in Bangladesh who achieved both the ISO9001 certification of Quality Management System in 1995 and the ISO14001 Certification for Environment Management System in 2000. ACI is a public limited company listed in DSE and CSE. Beside this, the company has a large list of international associates and partners with trade and business agreement. Today ACI is one of the fastest growing companies in Bangladesh.

ACI was so named in 1992. But the history of ACI dates back to 1926, when Imperial Chemical Industries (ICI) was incorporated in the United Kingdom as four companies namely Novel Industries Limited, British Dyestarts Corporation, Brunner Mond and Company



Limited and United Alkali Company merged. Since then ICI plc has been operating worldwide as a multinational company.

In the year of formation ICI started operation in the Indian subcontinent in the name of ICI (India) limited. After separation of the India and Pakistan in 1947, the Karachi office of ICI (India) Limited renamed to be ICI (Pakistan) Limited.

2.3 Mission and Vision of ACI Limited

The efforts of ACI limited are focused on delivery of quality products and services in all areas of customer needs with the aim to add to increased value to shareholders' investment and offer highest possible benefits to the customers. There must have the mission as well as vision what should back every efforts of the organization.

2.3.1 Mission

ACI's mission is to enrich the quality of life of people through responsible application of knowledge, skills and technology. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees to provide the highest level of satisfaction to its customers.

2.3.2 Vision

- Endeavor to attain a position of leadership in each category of its businesses.
- Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology and alignment with our core competencies.
- Develop its employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth of its employees.
- Provide products and services of high and consistent quality, ensuring value for money to its customers.
- Encourage and assist in the qualitative improvement of the services of its suppliers and distributors.
- Establish harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

2.4 Values

- Quality
- Customer Focus
- Fairness
- Transparency
- Continuous Improvement
- Innovation

2.5 Product and Services of ACI

ACI has diversified into four major strategic business divisions which include Health Care, Consumer Brands, Agribusinesses and Retail Chain.

Strategic Business Units:

- Pharmaceuticals
- Consumer Brands
- Agribusiness
 - Animal Health
 - Crop care & Public health
 - Fertilizer
 - Cropex
 - Seeds

Subsidiaries:

- ACI Formulations Ltd.
- ACI Aggrochemicals
- Apex Leathercrafts Limited
- ACI Salt Limited
- ACI Pure Flour Limited
- ACI Foods Limited
- Premiaflex Plastics Limited

- Creative Communication Limited
- ACI Motors Limited
- ACI Logistics Limited

Joint Ventures:

- ACI Godrej Agrovvet Private Limited
- Tetley ACI (Bangladesh) Limited
- Asian Consumer Care (Pvt) Limited

2.5.1 Business Units

Pharmaceuticals

ACI carries the legacy of ICI- world renowned British Multinational in providing the people of Bangladesh with quality medicines and healthcare products. Its state-of-the art pharmaceutical plant represents Bangladesh's quest for a truly world class manufacturing facility. ACI's rich heritage leads to innovative and higher value added formulations.

The comprehensive product range of ACI pharmaceuticals include products from all major therapeutic classes and in various dosage forms like tablet, capsule, dry powder, liquid, cream, gel, ointment, ophthalmic and injectable. ACI Pharma also has state of the art plant on Novel Drug Delivery System (NDDS). It produces world class Modified Release drug and medicine to cater the requirement of pharmaceutical manufacturer of domestic and international market.

It exports high quality pharmaceuticals to a good number of countries of Asia, Africa & South America.

Consumer Brands & Commodity Products

The Consumer Brands Division boasts in having an unequivocal presence in consumers' heart with the market leading brands like ACI Aerosol, ACI Mosquito Coil, Savlon. These are the persistent performers in keeping the household clean and free from germs and harmful insects.

The necessity of pure food in the minds of Bangladeshi consumers especially in the



commodity food business has pushed ACI to fill up the market gap by producing commodity products such as Salt, Flour and Spices. Now the customers of Bangladesh are ensured with 100% pure Salt, Spices products and Wheat products under the brand name of "ACI Pure".

ACI also represents the world renowned product range of Colgate, Nivea, Tetley, Godrej & Dabur in Bangladesh through distribution and forming joint ventures.

Agribusinesses

ACI Agribusiness is the largest integrator in Bangladesh in Agriculture, Livestock and Fisheries and deals with Crop Protection, Seed, Fertilizer, Agrimachineries, and Animal Health products. These businesses have glorified presence in Bangladesh.

CC & PH supplies crop protection chemicals, Seed supplies Hybrid Rice, vegetable and Maize seeds, Fertilizer Supplies Micronutrient and Foiler fertilizer, Agrimachineries supplies Tractors, Power Tiller and Harvester and Animal Health supplies high quality Nutritional, Veterinary and Poultry medicines and vaccines.

ACI Agribusiness is having strong partnership with national and international R & D companies, universities and research institutions. Before introducing any product, it is elaborately tested in the laboratory and farmers field.

ACI provides solution to the farmers through a large team of scientists & skilled professionals.

2.5.2 Subsidiaries

ACI Formulations Limited

ACI formulation Limited (ACI FL) is a subsidiary of ACI limited, located at Gazipur in the out skirt of Dhaka. ACI FL manufactures majority of the products of ACI Strategic Business Limited except for the Pharmaceutical Division. The factory is equipped with the state of the art facilities for product formulations and process innovation. These include modern computerized equipment like HPLC and GLC.

The product range manufactured at ACI FL include Crop Protection Chemicals like Insecticides, herbicides and fungicides in granular, powder and liquid, mosquito pesticides in



the forms of aerosols, vaporizers and coils house hold chemicals like toilet cleaners and hand wash.

Apex Leather Crafts Limited

Apex Leather Craft Limited is a private limited company incorporated in 2007 with the registrar of Joint Stock Companies, Dhaka Bangladesh Under companies Act 1994 having 100 %shares by ACI limited.

ACI Salt Limited

ACI Salt was launched in 2005. Within the very short period it has been enjoying the pride of the Brand Leader. The best in its kind, ACI Salt is vacuum evaporated, free flowing and properly iodized. It is also very porous and free flowing. Iodine is coated in every single grain which makes it an essential product for the children; the absence of right quantity of iodine in their food may cause mental disability to them. ACI Salt has won the "BEST BRAND OF BANGLADESH AWARD 2008" for unparallel customer loyalty beating all the brands in Foods & Beverages category.

ACI Pure Flour Limited

ACI Pure Flour Ltd is the largest flour producing company in Bangladesh delivering cleanest, healthiest and most hygienic flour by adopting state of the art technology. Coupled with double digit growth and continuously producing pure product make 'Pure' brand a huge success & make it a household product overnight. In a very short time 'Pure' is able to become consumers' morning bell and snatched prestigious second position overtaking all other players in the market. 'Pure' flour is able to communicate to its consumers that ACI Pure is synonymous to Purity. Our plant stands by the bank of Sitalaksha River with most advanced European technology coupling with a well-equipped laboratory keeping in mind to provide the best quality flour to the consumers.



ACI Foods Limited

The necessity of pure food in the minds of Bangladesh consumers especially in the commodity food business has pushed ACI to fill up the market demand by producing food products such as spice, edible oil, snacks, confectionary etc. ACI is engaged in manufacturing, marketing, and distribution of various branded food products and condiment. Now the customers of Bangladesh are ensured with 100% pure food products under the brand name of 'Pure'. Within the very short period of its entrance this brand has been enjoying second leading position in the market. Fun Candy and Fun Chanachur produced from high quality imported raw materials with state of the art technology have attained enormous popularity among the consumers. ACI Foods Ltd. is focusing on improving the food habit of Bangladeshi Consumers through providing more ready to cook products and ready to eat as well. ACI is also exporting its Pure Brand products to Australia, UAE, Kuwait, Saudi Arabia, Bahrain, Qatar and many other countries to come into the list.

Premiaflex Plastics Limited

Premiaflex Plastics Limited is a private Limited company incorporated in 2007 with the register of Joint Stock Companies, Dhaka, Bangladesh under Companies Act 1994 having 80% shares by ACI Limited. The principle activities of the company are manufacturing and marketing of plastic products, flexible printing and other ancillary business associated with plastic and flexible printing. The factory of the Company is located at Sreepur, Gazipur.

Creative Communication Limited

Creative Communication Ltd. is an integrated communication firm founded in 2000, staffed by dedicated and pragmatic specialists working as one team. As a forward-thinking marketing and advertising firm, Creative Communication Ltd. is a solid partner at both strategic and tactical levels and has developed several partnerships with the most state-of-the-art players in numerous fields.

The core competency of Creative Communication Ltd. is to provide result -oriented advertisement, public relation and complete corporate communication solutions. Creative Communication Ltd. has special expertise in Photography, TVC, Conceptualization and Designing of Corporate Manual, Annual Report, Corporate Brochure, Calendar Dairy, Press Advertisement etc. Besides these Creative Communication Ltd. has long experience in



handling Outdoors, Events and Project Management along with strong rapport in the Electronic and Press Media.

ACI Motors Limited

ACI Agribusinesses has launched a new subsidiary business, ACI Motors, from 6th November 2007 with an objective to market high quality farm machineries and light commercial vehicles. ACI Agribusinesses now ensures complete solution to the farmers with the introduction of the agrimachineries. ACI Motors are now marketing the various models of Sonalika tractor which is 3rd leading position in India as well as the fastest growing brand. It also has introduced high quality Bull Power brand power tiller and mini combine harvester, Hardy Sprayer from China.

It has own sales and service center at Bogra, Comilla, Jessore, and Dinajpur by which ensure highest quality after sales service, repairs and spare parts. It also provides flexible credit facilities for farmers for better customer satisfaction and service. ACI Motors are planning to introduce light commercial vehicles like pickups and mini trucks to support farmers to carrying agricultural goods. Also, high quality diesel engines and pumps for irrigation purpose will be offered in the near future. This business shows considerable promise in contributing to the agricultural productivity of Bangladesh.

ACI Logistics Limited

ACI Logistics Limited was formed in 2008 with a vision to setup nationwide retail outlets, named “Shwapno”, to utilize ACI’s strong presence in Bangladesh through implementation of world-class supply chain mechanism.

ACI HealthCare Limited

ACI HealthCare Limited, a public limited company, is a subsidiary of Advanced Chemical Industries (ACI) Limited was incorporated in 18 February 2013 under the Companies Act 1994.

The principal activities of the Company are to be manufacturing and marketing of pharmaceutical products for regulated markets, especially for USA. With this aim, the company has planned to establish a state-of-the-art pharmaceutical factory in Sonargaon, Narayanganj, Bangladesh. The Company has already acquired 1,241.71 decimal land valued



at BDT 434,600,000 located at mouza- Tripurdi, Sonargaon, Narayanganj. The plant will manufacture products for domestic and international markets.

2.5.3 Joint Ventures

ACI Godrej Agrovet Private Limited

ACI Godrej Agrovet Private Limited is a joint venture company formed by a 50:50 stake of ACI Limited, Bangladesh and Godrej Agrovet Limited, India. The company started its business in Bangladesh at the end of the year 2004 with Poultry Feed. It started Hatchery and Breeding Farm Operations in February 2007. The Company launched and started selling Fish Feed at the same time. In July 2008, it diversified its product portfolio and introduced Shrimp Feed and Cattle Feed.

ACI Godrej Agrovet Private Limited is into the business of providing integrated solution to the market by manufacturing and marketing quality Poultry, Aqua, Cattle Feed and Day Old Chicks, not only for business purpose but also for the improvement of socio economic condition of the farm owners of Bangladesh.

At present a huge amount of Investment is going on for various required projects, like: The technical knowhow of this business is being given by the Godrej Agrovet Limited, India which has a leadership position in India.

Tetley ACI (Bangladesh) Limited

ACI Ltd also has Joint Venture business with Tetley Tea of UK in the name of Tetley ACI (Bangladesh) Limited. Tetley produces one of the finest qualities Tea in various pack sizes, both in laminated pack and tea bags. Tetley tea has become a household name and demand of the product is very high.

Asian Consumer Care (Pvt.) Ltd

ACI Ltd has Joint Venture with one of the leading companies of India, Dabur India as Asian Consumer Care Ltd. Dabur has a long range of food items which is distributed through the channels of ACI Consumer Brands. These products are very popular in Bangladesh Market. The food items are:

- Dabur Honey.



- Dabur Chawanprush.

Asian Consumer Care (Pvt.) Ltd. also markets the personal care products of Dabur. The personal care products of Dabur are:

- Dabur Amla Hair Oil.
- Dabur Vatika Hair Oil.
- Vatika Shampoo.
- Dabur Vatika Face pack.

All these products of Dabur are already known to the customers through various satellite channels and bringing good name for both Dabur and ACI

2.6 Credit Procedure of ACI Limited

2.6.1 Purpose of the Policy

The Company does not permit credit to be used as the only tool for increasing sales. Credit may be offered to customers to facilitate their process of purchase. Credit should not be extended to those who cannot otherwise afford to purchase or whose credit record is not clean. Credit is expensive if it turns into bad debt and therefore credit is to be offered with caution and care. Credit given to a wrong customer will ultimately result in bad debt and collection efforts may create bad relationship with the defaulted customer. It is better to sell less quantity or at a lesser margin in cash rather than sell more on credit to customer who would not pay.

The granting of credit is a powerful selling aid and is a fundamental foundation upon which all trading relationships are built. Keeping that in mind, the company recognizes the necessity of allowing credits to intending customers in line with current industry practice. It is felt that under current business scenario, achieving expected business growth would be difficult unless we have a prudent credit policy to support the deserving customers. It is expected that credit facilities will allow us to achieve our business objectives. However, at the same time it is also to be ensured that field personnel will maintain appropriate balance between increased sales through enhanced credit facilities and risks associated with default credits.

This Credit Policy will be effective from 01 February 2014.

2.6.2 Types of Credit Customers

➤ **Deposit Credit Customer**

The company offers handsome Bonus against cash deposit and extends credit to such customers up to a limit of cash deposit. Financial Return will only be applicable when the customer will ensure complete security for the credit offered to him. For such cash deposits the Bonus is calculated at the rate of **9% per annum**. The Bonus is paid half-yearly in July

and January into the depositor's account. The Bonus is payable only if the credit outstanding is settled by the customer within the credit period. The deposit can be withdrawn by the customer fully or partially at any time without prior notice and without any penalty, after full adjustment of the entire outstanding credit balance. An agreement is to be signed outlining the conditions of payment of Bonus and the facilities available for deposit credit customers as per “**Annexure C 1**”. In addition, the application for credit facility has to be made as per “**Annexure A 1**” (only application form) and “**Annexure A**”. Credit is given for 30 days and the entire amount invoiced is to be settled by the due date.

➤ **Credit to Dealer**

Dealers are not consumer themselves but they facilitate in the business process. They are to invest capital in order to be able to run a business. The credit to dealer must be supported by an undated MICR cheque made out favoring of **ACI Limited**.

Credit proposal is to be made with a letter (**Annexure A1**) and on a form (**Annexure A**). The proposal goes through proper security, verification of the credentials and credit worthiness of the customer. The process takes at least 01 week and cannot be rushed. If credit facility is approved, credit limit is fixed and the customer is to provide an undated cheque for the amount of the credit limit. The signature on the cheque has to be verified by Bank. The customer is to sign an agreement (**Annexure C2**).

Generally credit is given for 30 days and the entire amount invoiced is to be settled by the due date. However, 15 days buffer facility can be allowed for this group of customers only for single invoice. Credit limit will be automatically blocked once the customer exceeds payment due date. Default in timely payment or failure to return the goods unsold along with payment of the balance, will result in suspension of credit facility. Continued default will result in cancellation of credit agreement and stating of proceeding to recover the total outstanding amount.

Credit limit will be initially fixed on the basis of potential of the customer. After several transactions the sales manager may propose revision of credit limit to a higher or lower level, based on the value and the frequency of transaction with the customer.

➤ **Credit to small, medium & large private organization:**

Private organizations have limitations in providing blank cheque. In such cases normal credit procedure will be followed and the requirement of providing security cheque may be exempted by the Executive Director for specific customers at his discretion by keeping Finance-credit informed.

In this category of customers, credit is provided against the work order/purchase order of the customers. The credit is provided for maximum 30 days period. Credit limit is fixed by the value of valid work order. As soon as the invoices against the work order are raised the credit limit will automatically be blocked.

Before providing the credit facility an official format of work order/purchase order along with the signature of the persons who are authorized to issue purchase order need to be submitted. A valid work order must contain the followings:

- A. Date of order
- B. Name and quantity of the product order
- C. Total value of the order
- D. Date of delivery
- E. Seal and signature of the authorized personnel of the company
- F. Date of payment

➤ **Tender Credit**

Tender credit will require special approval from the Executive Director. He will consider them on a case to case basis and all such approvals of credit will be in writing and specific to a particular tender, mentioning bid bond (if any) required for the tender and outlining the entire tender procedure and timeline of follow up and recovery of the bid bond and obtaining the payment. A copy of such written approval will be provided to Finance to monitor the credit and chase the Bid Bond.

➤ **Credit to Government, Autonomous and Semi-Autonomous Institutions:**

If the customer is found to be satisfactory pay master from past dealings, credit could be extended to government institutions. The credit period would be for 30 days and limit will be fixed by the tender value/work order value.

Quite often credit to government institutions remain outstanding for such a long time that financing cost of the amount is sometimes greater than the margin made by the company in that transaction. The government institutions that are well known for the delay in payment should be encouraged to buy on cash. A discounted price may be negotiated as an inducement to buy against cheque. Large supply in one lot should be discouraged because that may lead to large volume leakage to traders and result in under rating. In all these cases sales/business will apply due diligence as well as other measures to encourage quick return of company's money.

➤ **Super Market / Modern Trade:**

In case of providing credit facility to this category of customers all necessary documents and application forms has to be fulfilled as provided in “**Annexure A1**” and “**Annexure A**”. Credit to super market must be supported by an undated cheque amounting equal to the approved credit limit, made in favor of ACI Ltd by the proprietor himself from his own personal/company account. Here the amount of submitted un-dated cheque will act as the credit limit of the super market. The owner of the super market or his authorized nominee has to sign an agreement with ACI Ltd as attached in “**Annexure C 2**”.

➤ **Short Term Credit (STC)**

Short term credit (STC) means a particular pre-approved customer whose accounts revolve within a calendar month without any security instrument. The customer has to have a shop in a suitable location for Electrical Business.

To improve market share and volume of sales, penetrate small customers in root level, pick up periphery market, achieve our national sales target with significant growth, company desired to pick these type of customers through employee (to secure debtors). The terms and conditions of STC are described below:

- a. Marketing Officer/Sales Officer will find out suitable customer and propose to Area Sales Manager (ASM) or Area Sales Executive (ASE) by fulfilling the prescribed form as stated in the Annexure H. ASM/ASE forwards the list to Head of Sales/Sales Manager (SM) for his comments and scrutiny. HOS/SM will provide STC customer list using Annexure I to BM for his recommendation and send the proposal to Finance-Credit for verification.
- b. Finance-Credit will assess those proposals and give their comments on the proposal regarding past transaction and credit worthiness which will duly be approved by ED, CB once he is satisfied with the findings.
 - A. STC credit will not exceed tk.80, 000 for an individual ASE/ASM.
 - B. STC will not be applicable for existing credit customers.
 - C. A customer will be allowed multiple orders for STC if the total order amount within approved credit limit of tk.80, 000.
 - D. If any customer fails to pay STC within the calendar month, the respective field personnel are encouraged to take back the goods to adjust the account by last day of each month. However, it may allow another 30 days to settle the account as special case if HOS/SM gives special permission to do the same.
 - E. Both MO/SO & ASM/ASE will be responsible to collect this STC credit. If MO/ASE fails to maintain the STC as per policy, proportionate salary & monthly expenses will be deducted from next month (after 60 days) under the advice of HOS/SM. In case of misappropriation of sales proceeds and products, the unsettled STC credit will be adjusted from his final settlement under the advice of BM, CB.
 - F. MO/SO will bring the unsold products from the customers' outlet in his own risk and handover to depot in-charge and make necessary adjustments. In voice part return will be allowed according to distribution policy.

2.6.3 Supply on Credit

On basis of a written order by a customer, a Credit In voice or a Delivery Challan will be raised by Distribution Department. The goods must be delivered directly to the customer or his authorized agent. Signature and seal of authorized agent should be obtained on the delivery document. Distribution Department must not deliver goods to any company employee or to any third party. Products should be either collected by the customer or

delivered to the customers’ business premises by the Distribution Staff. Sales Staff should not be involved with the delivery of products to customers. If customer needs redistribution support from ACI, he/she will first receive products with seal and signature.

2.6.4 Central Credit Coding

To have the better control over credit operation, central credit coding has been introduced. Finance-Credit will initiate every new Credit Code and will modify the credit limit of existing credit customer as modified by the Executive Director. No single customer should be allowed to open multiple credit accounts. Exceptions can be made only for institutions having different delivery points or different companies, which will require written approval of the Executive Director.

2.6.5 Application Procedure for Credit Facility (Tick = need to comply, Cross = N/A)

The following documents are to be provided in order to facilitate credit facility:

Mode	Customer Types	Documentation Checklist						
		Annexure “A & A1”	Annexure “H”	Undated CQ	Tender / Valid PO	Annexure “B1/B2”	Physical Verify	Security Deposit
New	Deposit Credit	✓	X	X	X	X	X	✓
	Dealers	✓	X	✓	X	X	X	X
	Small, Medium & Large Private Institutions	X	✓	X	✓	X	X	X
	Credit to Government	X	✓	X	✓	X	X	X
	Tender Credit	X	✓	X	✓	X	X	X
	Super Market/Modern Trade	✓	X	✓	X	X	X	X
Extension	Deposit Credit	✓	X	X	X	✓	X	✓
	Dealers	✓	X	✓	X	✓	X	X
	Small, Medium & Large Private Institutions	X	X	X	✓	✓	X	X
	Credit to Government	X	X	X	✓	✓	X	X
	Tender Credit	X	X	X	✓	✓	X	X
	Super Market/Modern Trade	✓	X	✓	X	✓	X	X

Chart 01: Application Procedure for Credit Facility

Source: ACI Credit policy Book

In addition to that, the following would be the application procedures:

- AM/SS/MO/SO/Executive, Sales will initiate the process by getting the customer write a letter (Annexure A1) and enclosing the Credit Application Form (Annexure A) duly filled in and sending these to Sales Manager.
- HOS/SM will physically visit the customer, fill in the appropriate details and send the Credit Application Form along with recommendation to BM/BD.
- BM/BD will forward the proposal to Finance-Credit along with his comments and recommendations.
- Finance-Credit will evaluate the proposal and verify the information on the application form physically, record his findings and send form to Executive Director.
- If the Executive Director is satisfied with the eligibility of the customer, he will approve the credit proposal by making his recommendations and send it to Finance-Credit who will execute the approval immediately by generating a Credit Code in the name of that customer.

2.6.6 Extension of Credit Limit and Days

2.6.6.1 Extension of Credit Limit

Corresponding to business operation there might be a need for credit limit extension. Limit extension should not be done with temptation to meet with the target. There has to be real need and proper justification for the extended credit limit. The cases where initial limit allowed to the customer is not sufficient or excessive, SM may propose to revise the credit limit to a higher or lower level, based on the historical performance and potentiality of the customer. In case of credit limit extension the following terms and conditions are to be fulfilled:

- A. In case of limit extension facility to Dealer and Super Store, the proposal has to be placed with a letter (Annexure A 1), a credit application forms (Annexure A) and an extension forms (Annexure B 1). Apart from that the customer has to submit a new security cheque covering the amount of proposed limit and sign on an

agreement paper (Annexure C 1). Limit can only be extended once in every six months.

- B. In case of deposit credit customer, limit will be extended in accordance with the addition deposited amount.
- C. Credit facility to all other categories will be determined in accordance with the value available in the work order/purchase order.

Afterwards the proposal has to be recommended by HOS/SM. Finally Finance-Credit will execute the extension once they are satisfied with the proposal and have approval from **Executive Director**.

2.6.6.2 Extension of Credit Days

Sometimes customers may require some flexibility in repaying the outstanding amount. In course of business it would not be wise to restrict good customer from providing the time flexibility when they require. In line with that the concept of credit day's extension is implanted only for institutional customer. Extension of credit days can have a positive impact in business. But unnecessary extension of credit days and day's extension to wrong customer can prove to be expensive. So we need to be careful in approving the application for extension. We should keep it in mind that extensions are made for special situation only and therefore we should not make it regular practice. The proposal for credit day's extension must be placed with valid justification from the HOS/SM/BM/BD and approval from the Executive Director. Temporary extensions can be made up to 60 days for specific invoices only. Once the desired invoices are raised the days limit of the customer should be brought down to the original days limit.

2.6.6.3 Extension of Both Credit and Days

Extension of both credit and days limit concurrently is discouraged to allow.

2.6.7 Monitoring and Follow-up Tools

2.6.7.1 Credit Review

Every year, while preparing the sales budget, the overall credit position and market situation should be analyzed and based on the experience with credit collection the sales management will decide whether credit sales should be more liberal or more stringent. The field force will

be geared up accordingly. In addition to that a Business-Finance interaction meeting is suggested on half-yearly basis to review the credit status of respective business.

2.6.7.2 Follow-up through Payment reminder Memos

a. Statement of credit Outstanding

Finance-Credit will generate timely statement of credit outstanding, aging schedule and debtors' movement and circulate to the designated people.

b. Early alert SMS

Customers will get an early alert via SMS for the payment on the verge of time their outstanding receivables are going to be matured stating the total due amount and amount to be matured within a stipulated time.

c. SMS Reminder to the overdue customers

As soon as a customer exceeds days from the due date, he/she will receive 1st reminder SMS from Finance-Credit. The 2nd reminder SMS will be sent after 15 days to those customers who have not settled the overdue balance in the meantime.

d. Memo Reminder to the overdue customers

As soon as a customer exceeds 25 days of overdue, he/she will receive 1st written reminder letter from Finance-Credit. The 2nd reminder letter will be issued after 15 days to the customers who have not settled the overdue balance in the meantime.

2.6.7.3 action plan for overdue customers:

The BM/HOS/SM will determine the steps to be taken, in consultation with the Executive Director and act accordingly, including suspension of credit, depositing the cheque, create social pressure and take legal steps etc.

2.6.7.4 periodical balance confirmation:

It is imperative that a system exists through which the company may verify the correctness of accounts receivable balances that appear in the books and that the customer agrees with the balance. To achieve the above, Finance-Credit will send by courier accounts statements in duplicate [Balance Confirmation Form] to all credit customers in a staggered way once a year

and reconcile the balance outstanding with them as per company books. Sales Staff will collect the duplicate copy of the balance confirmed by the customer and reach them to Finance-Credit as per “Annexure F”. Any discrepancy must be urgently sorted out.

2.6.8 Payment Method

- ✓ Credit should be preferably paid by cheque/Pay Order in case of a local customer and by demand draft by an outstanding customer.
- ✓ Collection of DD/PO from one customer and depositing it to other’s account will be treated as an offense.
- ✓ An official receipt must be issued by the person receiving the payment.
- ✓ All persons authorized to receive payment from customers will be provided with a Receipt Book.
- ✓ All credit customers must know that unless he has proof of payment through an official receipt of ACI Limited, his claim of payment will not be accepted.

Credit customers must also be informed that their claim of return of products will not be acceptable unless he can produce the goods receipt note issued by the receiver of goods on behalf of the company.

2.6.9 Income Tax Challan

Advance income tax challan against income tax deducted at source by any tender or third party credit customer, should be collected and sent to Finance within the fiscal year by the concerned officials. This is a part of their credit collection responsibilities.

2.6.10 Provision for Doubtful Debts

To reflect the correct amount of Accounts receivables in the Financial Statements it is necessary to make adequate provision in the book of accounts which are considered as doubtful. To maintain consistency in making provisions in the books and to reflect true picture in the Financial Statements it has been decided that ACI Limited will maintain a standard basis for making such provision. The following would be the basis for quarterly provision for doubtful debts:

Aging of debtors	Basis for Provision
Outstanding up to 90 days	0% Doubtful Debt
Outstanding Balance between 91 to 120 Days	0% Doubtful Debt
Outstanding Balance between 121 to 150 Days	0% Doubtful Debt
Outstanding Balance between 151 to 180 Days	1% Doubtful Debt
Outstanding Balance between 181 and 365 Days	5% Doubtful Debt
Outstanding Balance between 366 and 545 Days	20% Doubtful Debt
Outstanding Balance between 546 and 730 Days	50% Doubtful Debt
Outstanding Balance between 731 and 1095 Days	75% Doubtful Debt
Outstanding Balance above 3 years	100% Doubtful Debt

Chart 02: Provision for Doubtful Debts
Source: ACI Credit Policy Book

2.6.11 Return of Security Documents to the Customer

If the customer wishes to close credit business with ACI limited, the following procedures need to be followed:

- Authorized person has to apply on a letterhead to the Head of Sales asking for refund of the security document/deposit.
- Head of sales will forward the application to Finance-Credit after putting his consent note.
- Finance-Credit will check the customer's account.
- If outstanding balance found zero, Finance-Credit will return security cheques/guarantees/credit deposit to the customer within 07 working days.
- It is business responsibility to handover the documents to the customer.

2.7 SWOT Analysis

SWOT analysis refers to analysis of strengths, weaknesses, opportunities and threats of an organization. This facilitates the organization to make its future performance improved in comparison to its competitors. An organization can also study its current position through SWOT analysis. For all of these, SWOT analysis is considered as an important tool for making changes in the strategic management of an organization. Through direct observation and discussion with the ACI officials I am able to point out some major strength and weaknesses as well as some threats and opportunities regarding the various issues of ACI such as –

- Service level
- Operational efficiency
- Technology
- Employee efficiency etc. along with many other issues

<p>Strengths</p> <ul style="list-style-type: none"> ➤ Top management ➤ Corporate culture ➤ Various Products and Services ➤ Strong employee bonding 	<p>Weaknesses</p> <ul style="list-style-type: none"> ➤ Future profitability ➤ Costs
<p>Opportunities</p> <ul style="list-style-type: none"> ➤ Growing demand ➤ New acquisitions ➤ New products and services 	<p>Threats</p> <ul style="list-style-type: none"> ➤ Similar products are offered by others ➤ Increase in labor costs ➤ Increased competition in the market

Chart 03: SWOT Analysis

2.7.1 Strengths

- Top Management

ACI Limited is operated by a very efficient management group. The top management officials have all worked in reputed organizations and their years of experience, skill, and expertise will continue to contribute towards further expansion of the organization. So, the top management of the organization is the major strength for ACI Limited.

- Corporate Culture

ACI has an interactive corporate culture. The working environment of ACI is very friendly, interactive and informal. And, there are no hidden barriers or boundaries while communicate between the superior and the employees. This corporate culture works as a great motivation factor among the employees.

- Various Products and Services

ACI offers various types of products and services to their customers. So those, Customers can choose the right products that will fulfill their needs.

- Strong employee bonding and belongings

ACI employees are one of the major assets of the company. The employees of ACI have a strong sense of commitment towards organization and also feel proud and a sense of belonging towards ACI. The strong organizational culture of ACI is the main reason behind its strength

2.7.2 Weakness

- Competitive market

ACI Limited has many competitors in the market. When they setup their product price or promoting new new product, they always have to think about their competitors and they are bound to setup the lower price. Therefore, it is heavily affect on their profit.

- Cost

Cost is very much important for manufacturing company. They always have to think about their cost. As we know that manufacturing company year by year gradually reduce their cost but ACI limited are unable to reduce their cost that much.

2.7.3 Opportunities

- Growing demand

Day by day ACI product demands are increasing and this is a great opportunity for the ACI to introduce new product for their customers. If they are utilizing their opportunity in future, they will earn more profit.

- New acquisitions

Already ACI acquire some company and they earn lot of profit from those acquiring company. In future if they do some acquisition contract with some renowned brand then they can earn more profit from this segment.

- New products and services

As their competitors, introduce new product and services frequently. ACI Limited should introduce new product and services for their customers.

2.7.4 Threats

- Similar products are offered by others

ACI Limited introduces lots of product but these are very much similar with their competitor. So ACI have to more creative to introduce new product and should do some barites on their product.

- Increase in labor costs

For manufacturing company labor cost is a very big threat for the organization. ACI labor cost comparatively higher than their compactors.

- Increased competition in the market

ACI Limited doing their business in competitive market. So this is big threat for ACI limited to doing business in competitive market.

2.8 Hierarchy of ACI Limited

Figure: Hierarchy of ACI including Credit section

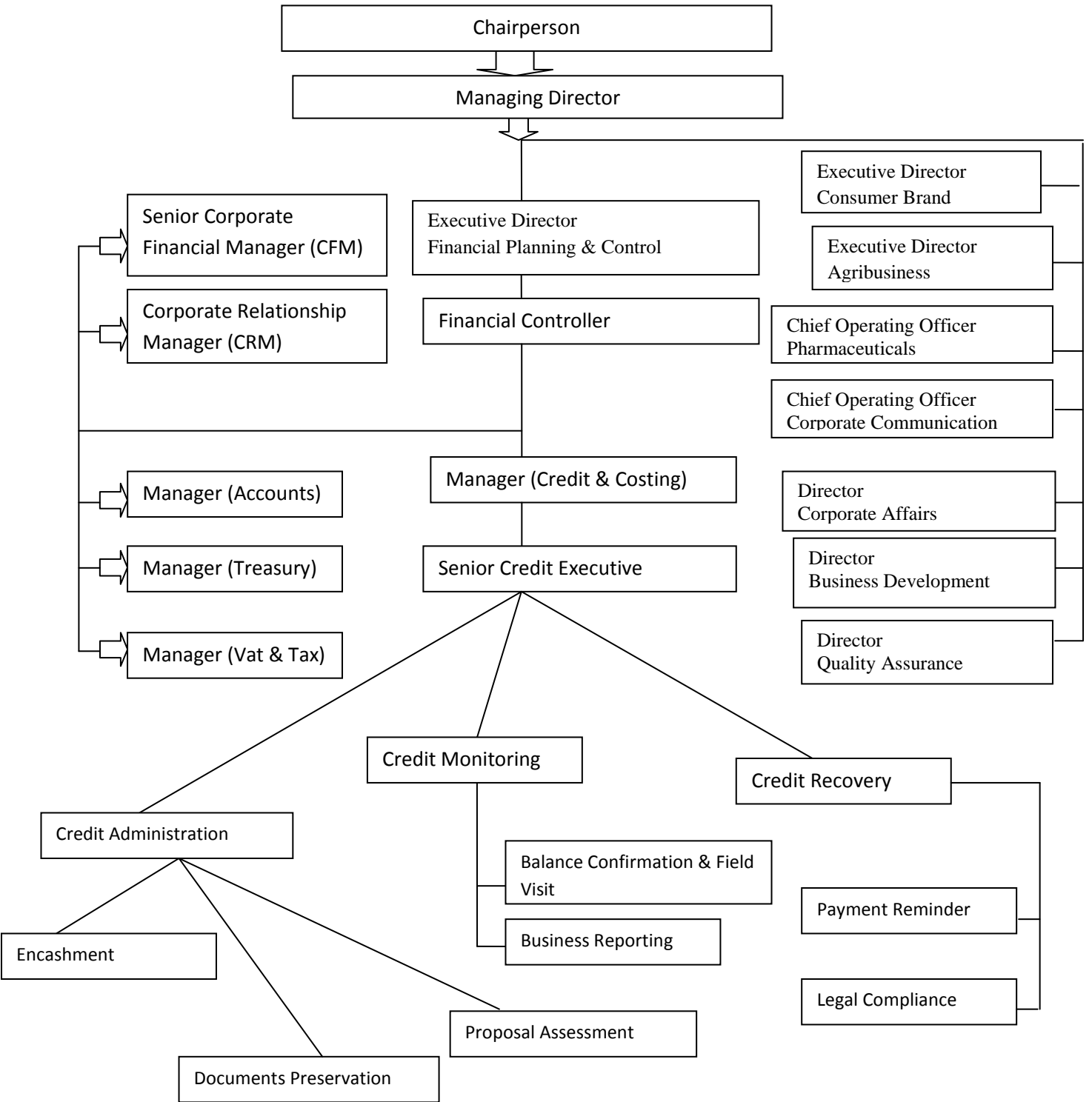


Chart 04: Hierarchy of ACI Limited

CHAPTER- 03: JOB RESPONSIBILITIES AND OBSERVATION

Job (ACI Credit Department)

I was assigned at the Head office of ACI Limited to complete my internship program. During my three (3) months internship program I enjoyed the work but most importantly I learned how to work under pressure with great responsibilities. Throughout this time I have got the opportunity to work with different people of ACI Limited. As I was in credit department, I have worked with their various kinds of products. Like-

- ACE (ACI Consumer Electronics)
- Light
- Salt
- PPL (Premiaflex Plastic)
- APFL (ACI pure flour limited)
- Food
- CB (Consumer Brand)

I was given the work of different products in the past 3 months.

3.1 The Nature of the jobs and my Specific Responsibilities

The first week I was given a book of policies of ACI Electronics. I was told to memorize the whole policies. It took a long time to memorize it. After that, I was assigned for data entry for different products, arranging the cheques, identifying the customers among deposit customers, cheque customer and both. There were two types of cheques, MICR and Non-MICR. All the cheques were undated.

Then I was sent to field visit. I was assigned to perform the credit verification physically. I have visited different places within Dhaka and outside Dhaka also. In credit verification process, I had to find out whether the customer is suitable for the credit facility or not. I had to check the customer's shop, the business area of the shop, the reputation of the customer in the market etc.

3.2 Observation

Working at ACI Limited, Head Office was a great experience for me. I have learnt many things from them. From my little knowledge what I have observed and some recommendations are as follows:

It was very interesting working at ACI Limited. The people there are really nice and talented. The things that I have noticed and observed are:

- Work environment is very friendly and employees are co-operative
- Employees are active and sincere to their assigned job responsibilities
- Work is never left pending for the next day unless it is absolutely necessary
- Even they work in every Saturday even though Saturday is off day as per company policy.
- Sometimes they do not get weekend as they work Sunday to Thursday and go for the field visit in Friday and Saturday.
- They work for the longest hours than the other departments. Approximately 13 to 14 hours a day.
- The work process could be made faster with better computers and operating systems.
- Only few members in credit department as more people can make the department more efficient.
- The work activities are always set and divided for each of the employees. This is the way it should be, but when I saw it firsthand it was remarkable. Each and every employee has a certain set of responsibilities. He carries out those responsibilities throughout the day. It is also easy to assign duties that way. Even though this is the case, I often saw other staff members helping each other out.

CHAPTER 04: THE PROJECT

“The relationship between customer satisfaction & employee satisfaction”

4.1 Description of the Project

4.1.1 Background of the study

BRAC University, being the most reputed educational institution in this country, has always tried to incorporate the contemporary phenomena into its curriculum. In recent days, market exposure and practical orientation have become very important for business students and therefore, the university has duly included a compulsory internship requirement of holding into its BBA program running under the BRAC Business School.

Internship program offers the students with a methodical and comprehensive insight of the current practices in the corporate world. An intern can have knowledge about the specific industry under which he or she is currently working as well as can become acquainted with the corporate and industrial working environment and the prevailing culture.

4.1.2 Objective of the study

Broad objectives:

The credit evaluation and relation between the satisfaction level of employee and customer is the main concern of this project.

Specific objectives:

- ✓ To know about the credit policy of ACI Limited
- ✓ How the company follow credit risk management policy at a group level
- ✓ Gain idea on customized business driven credit facility extended by ACI
- ✓ How the satisfaction level of employee create an impact on customer satisfaction level
- ✓ To give some recommendations regarding the credit division

4.1.3 Methodology

The report is descriptive in nature. To prepare a report gathering data is very important. The information was collected from both primary and secondary sources of data. Regarding the information required was collected within the organization from the Corporate office of ACI Limited.

Primary sources:

- ✓ Face to face conversation with the respective officers and staffs of the corporate office
- ✓ Practical work experience of the credit department of ACI Limited
- ✓ Relevant file study as provided by the manager concerned
- ✓ Selective field visit (Credit Customer) and conversation with customer
- ✓ Questionnaire survey of credit customers and employees

Secondary sources:

- ✓ Credit policy book of ACI Limited
- ✓ Website of ACI Limited
- ✓ Different text books

4.1.4 Limitations of the study

Due to some legal obligation and business secrecy, ACI Limited was reluctant to provide some sensitive data. Thus, this study limits only on the available published data and certain degree of formal and informal interview and limited survey. Although the particular study is extensive in nature, hard effort was given to make the study worthwhile and meaningful even then there exists some limitation. Altogether the internship period in ACI Limited was not free from limitations. I faced some problems during the study, which I am mentioning below:

Lack of time

I was in ACI Limited for three months so within this short span of time it is very difficult to be familiar with all the activities of ACI Limited.

Lack of Supervision by the employees

As the employees were busy with their daily working activities, they were not able to give me much time apart from their daily working activities.

Restricted Information

There were various types of information that the employees cannot disclose due to the security and other corporate obligations.

Other limitation:

As I was a newcomer and had no previous experiences in the credit department and many practical matters in the office were in written form so my own observations may vary from person to person.

4.2 The relationship between customer satisfaction & employee satisfaction

The success of every organization depends on its employees. The satisfaction level of employees creates an impact on the satisfaction level of customers. If employees stay satisfied in the organization then it will result to an effective work. Employees will be more efficient in the field of their work and ultimately it will reflect as customer satisfaction. If customer stays satisfied, the goal of an organization ultimately can be achieved. (About: Retail: Shaken Not Stirred by Kevin Ertell)

The satisfaction level of an employee has an effect on employee commitment and employee loyalty. It also has an impact on product quality as well as service quality. All these variables lead to customer satisfaction.

When an employee stays satisfied, he or she always stays committed towards work and also stays loyal towards the organization. The employee loyalty is also responsible for the movement of employee commitment. Product quality and service quality somewhat depend on employee commitment. Perceived product quality and service quality follows to perceived value, which ultimately creates Customer Satisfaction.

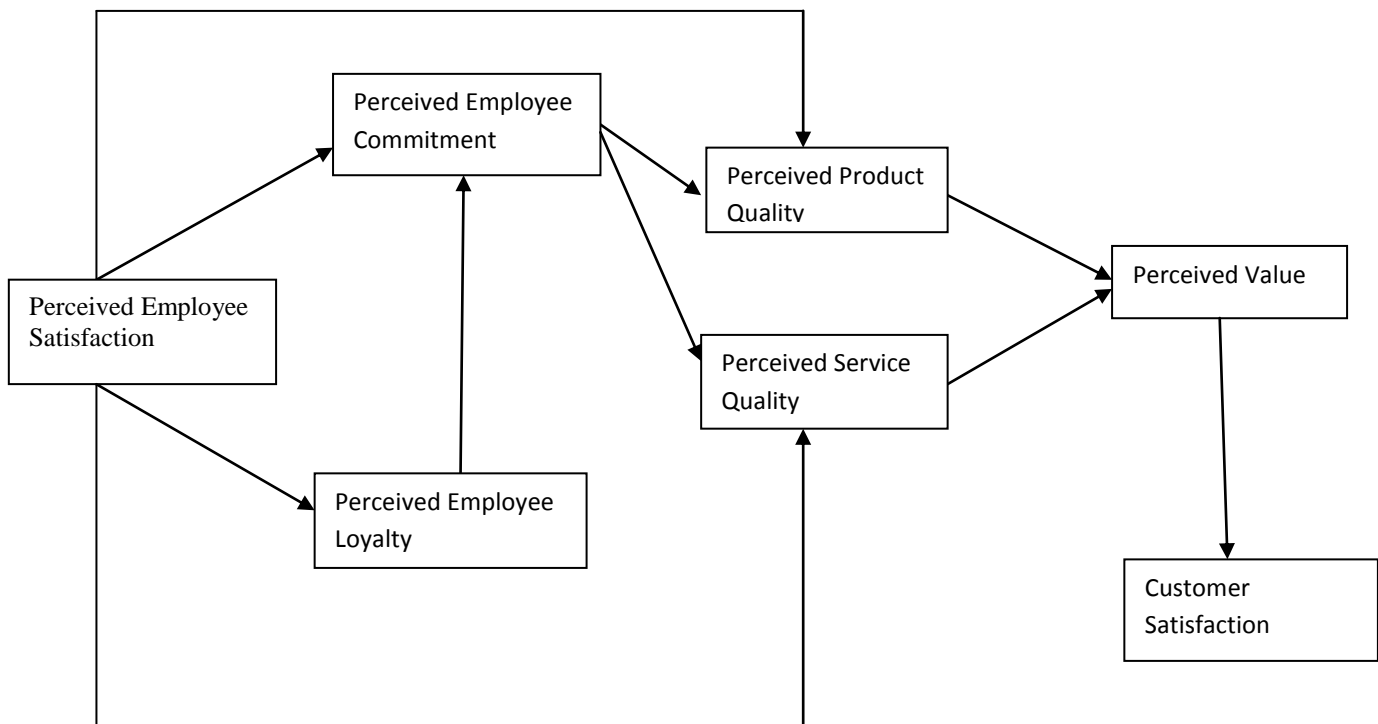


Chart 05: Relation between the Customer and Employee Satisfaction

4.2.1 Understanding the Relationship between Employee Satisfaction and Customer Satisfaction

The literature offers several explanations as to why employee satisfaction affects customer satisfaction:

- Employees that interact with customers are in a position to develop awareness of and respond to customer goals and needs.
- Satisfied employees are motivated employees; that is, they have the motivational resources to deliver adequate effort and care.
- Satisfied employees are empowered employees; in other words, they have the resources, training, and responsibilities to understand and serve customer needs and demands.
- Satisfied employees have high energy and willingness to give good service: at a very minimum, they can deliver a more positive perception of the service/product provided.
- Satisfied employees can provide customers with interpersonal sensibility and social account. It has been suggested that these components of interactional justice have a significant impact on customer satisfaction. According to this view, because satisfied employees experience interactional justice, they can deliver it; that is, satisfied employees have enough emotional resources to show empathy, understanding, respect, and concern.

4.2.2 Relationship between the ACI Limited employees with their customers

In our project, we tried to relate the customer satisfaction with employee satisfaction. Here we show some relationship between the ACI Limited employees with their customers.

- In some point, the employees of ACI limited are satisfied and they try to deal with their customers with an arranged manner. They try to provide all the necessary documents within proper time. They maintain customer information in a separate book for each and every customer, which ultimately make the report of every customer organized. For that reason, the customers of ACI Limited can get to know about their business status any time without any hassle.
- As there are only two persons to attend the customer's call, sometimes it becomes too difficult to attend every call, as the number of ACI customer is huge. It creates a negative impact on the customer.
- The number of employees in credit department is very few in contrast of their business unit. It makes difficulties to perform their job effectively.

4.2.3 How employee satisfaction level can grow

Service climate and supportive management do create an impact on work effort. If work effort gets better or it gets the support or favour of service climate as well as management -

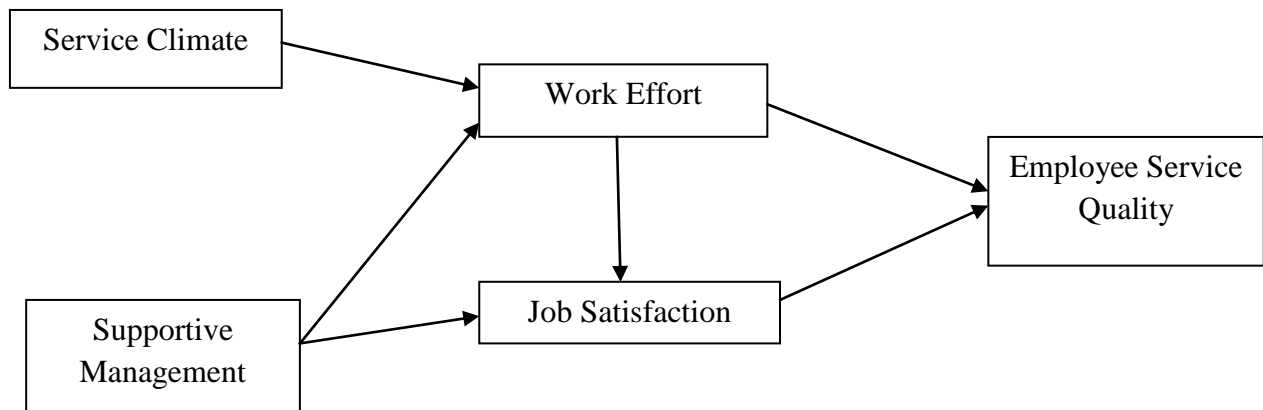


Chart 06: How employee satisfaction level can grow

body then it can lead to job satisfaction goal. If an employee gets satisfied then the service quality of employee surely will increase. It will result to customer satisfaction.

CHAPTER- 05: PROJECT ANALYSIS AND FINDINGS

Questionnaire Survey Analysis

Surveying questionnaire is very important for any kinds of project. It helps to give clear idea regarding the status and findings of the project. Here, questions are designed and asked to respondents to extract specific information. For preparing this report, I have used a structured questionnaire and it filled up by 50 clients of ACI limited for majoring the customer satisfaction level. Moreover, we filled up by 20 employees for majoring the employees satisfaction level. From those filled up questionnaire, some of the important analysis and findings are as follows

5.1 Customer satisfaction

Now question is, are the Customers happy with the Performance of Credit Department's practice? Do they have any particular complain? Etc. To analyze this issue Customer feedback has taken on the following broad dimensions. I have done questionnaire method and face-to face interview to collect the following data. For majoring, the customer satisfaction level we set up 11 questions and asked them to 50 clients of ACI Limited.

Income level and experience of client's profession is very much important for any kinds of business. It helps to find out the customer ability to purchase our product. Here we find out the income level and experience of the client profession for the betterment on our survey.

1. Income level of clients per month

Findings:

From the graph, it is seen that 48% clients income level per month is more than 130000 and 28% clients income level range is 110000-129000, which is good for the ACI Limited.

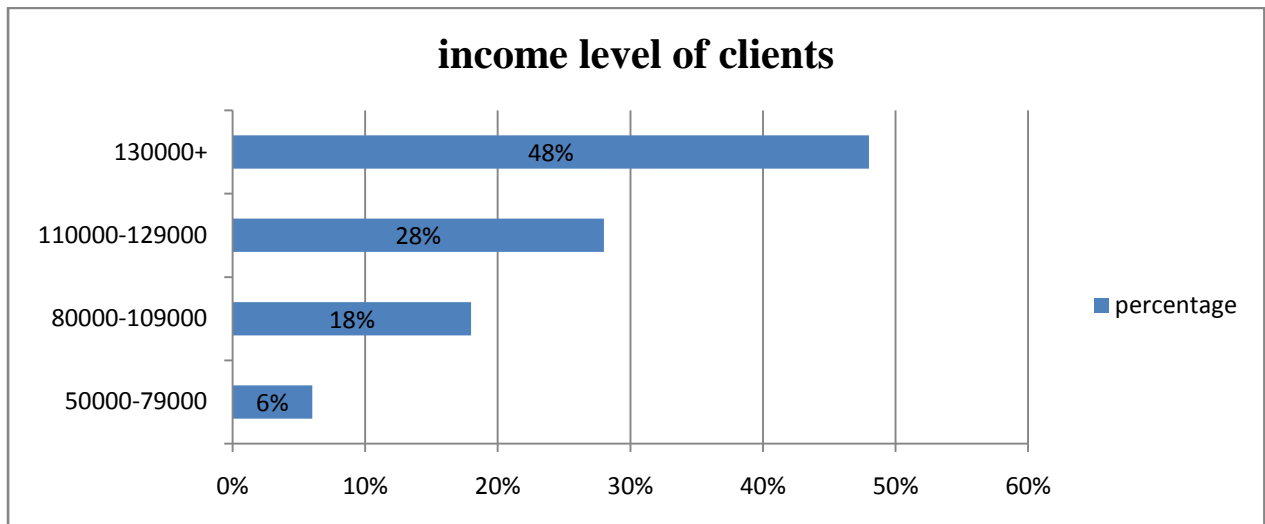


Figure 01: Income level of clients

Because their clients are financially solvent so it will be less risky to provide them loan as they can easily pay the loan.

2. Experience of Clients Relating Profession

Findings:

Experience in particular business is a very important criterion for any business institution.

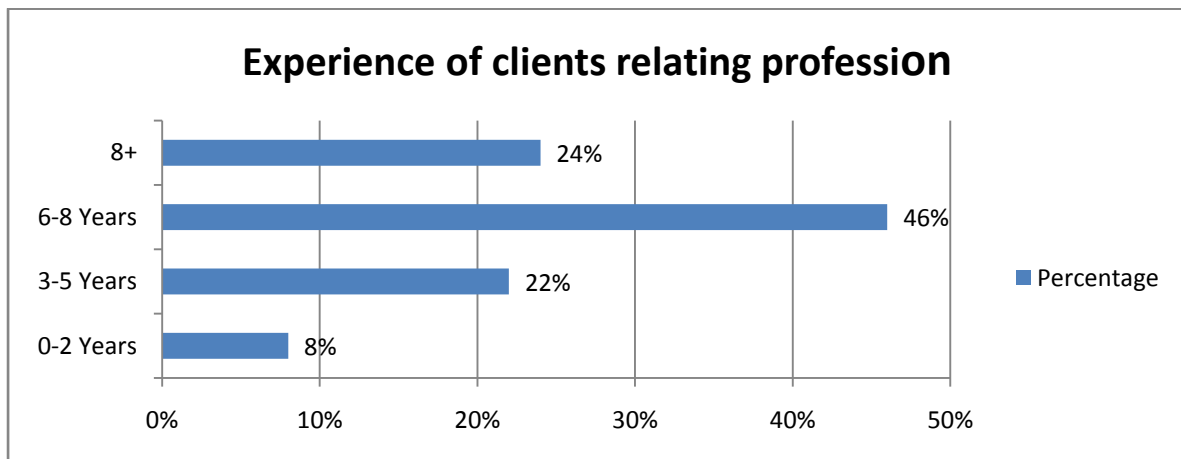


Figure 02: Experience of Clients

From the graph, it is seen that most of the clients' experience is in between 3-8+ years, which is good for ACI limited. So they can trust their clients to give loan for specific time.

3. How often do you typically buy the ACI product?

Findings:

The graph shows that 46% clients are buying ACI product 2-3 times in a year and 34% are buying once in a year. Only 14% are buying once month and 6% are buying weekly. Here we

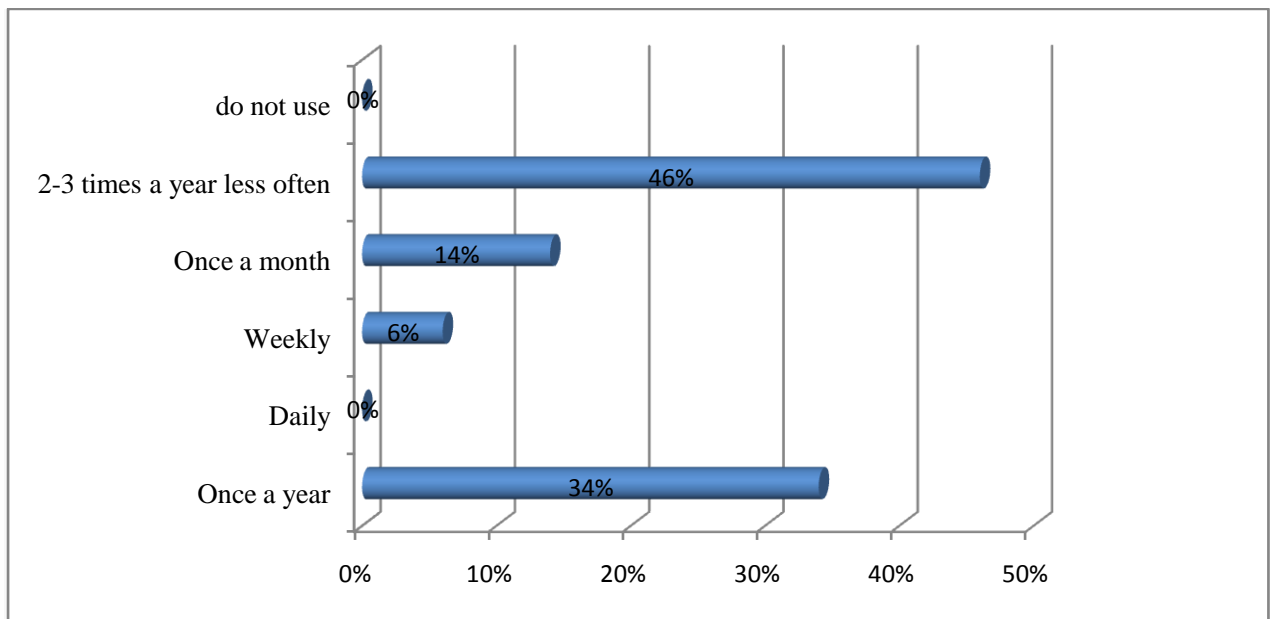


Figure 03: How often do they buy the ACI product

can see that major clients of the ACI Limited are not buying their product frequently. The main reason is that ACI Limited doing B2B business, their main customers are another business institution and they buy product in a bulk amount at a time, so they do not need to buy frequently.

4. How professional is our company?

Findings:

ACI Limited is doing their activities professionally. They maintain the all rules and regulation properly. For every selling product, they provide the voucher to the customer and

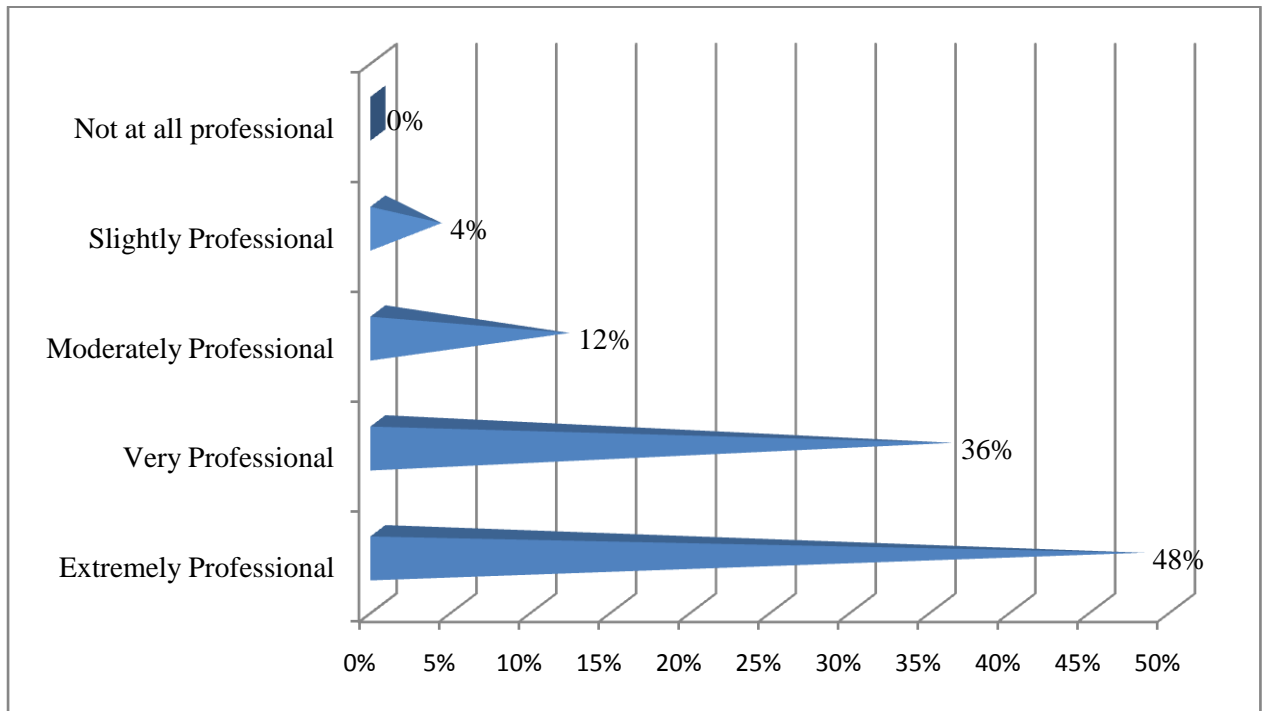


Figure 04: How professional is ACI Limited

they provide the other documents as well. From the graph, we see that 36% are very professional and 48% are extremely professional. Therefore, it proves that ACI Limited is very much professional to do their activities.

5. How well do you feel that our company understands your needs?

Findings:

From the figure, it can easily be said that customers are happy with the ACI Limited activities. 46% of clients feel that our company understands their needs. ACI provide

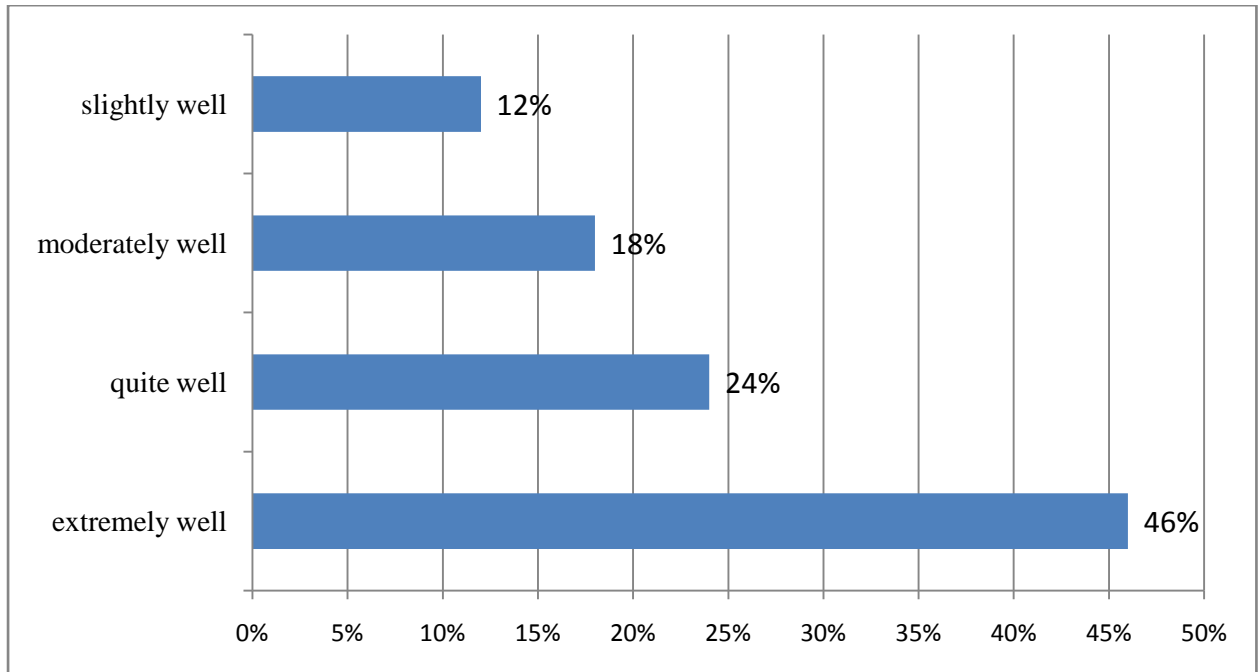


Figure 05: How well do they feel that ACI Limited understands their needs

products and other facilities according to the customer needs. Here we can see that most of the clients are with the statement. Therefore, the organization will feel proud themselves because they are capable to fulfil the customer needs.

6. Compared to our competitors, is our product quality better, worse, or about the same?

Findings:

ACI Limited has many competitors in the market and they need to compete with them. From the survey, 72% customers say that our product quality is better than our competitor's

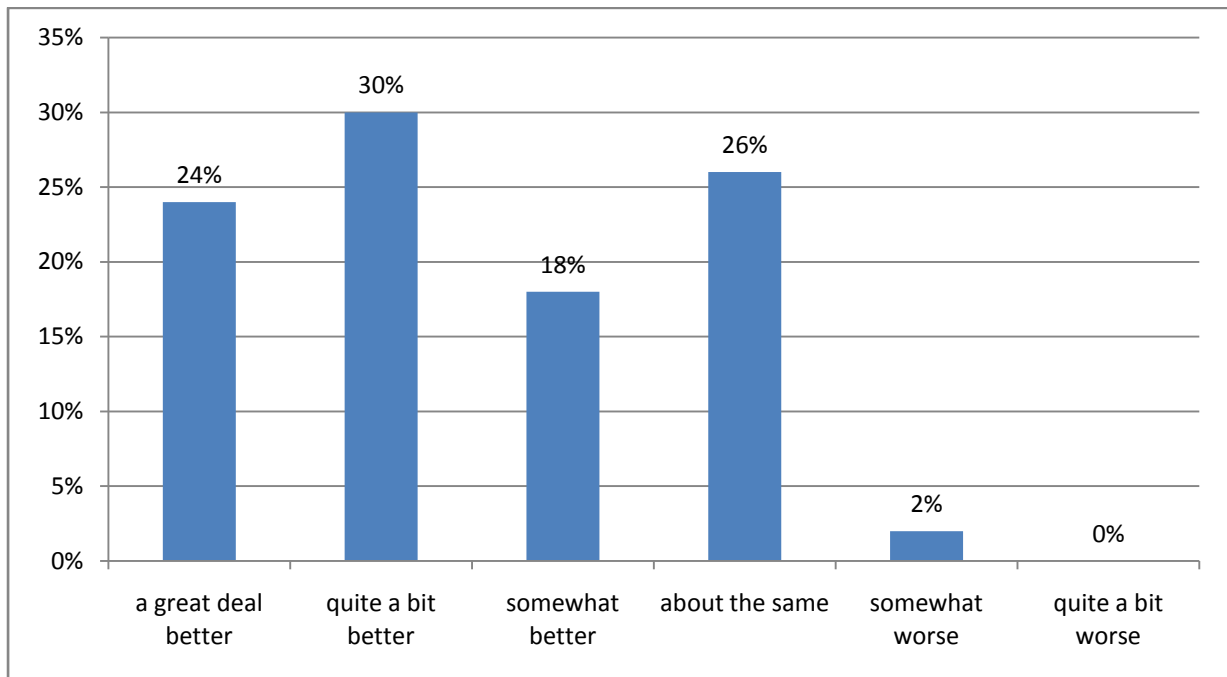


Figure 06: Compared to competitors, how the product is.

product and only 2% customers say our product is somewhat worse. 30% customers believe that our product quality is same with our competitors. The great thing is that 0% customer says- our product is quite a bit worse. This is the great things for ACI Limited and they always try to provide the better quality product to their customer.

7. Compared to our competitors, are our prices higher, lower, or about the same?

Findings:

Price is very sensitive thing for the customer. They always try to buy the better product at minimum price. As we know, that ACI Limited has many competitors so they are very

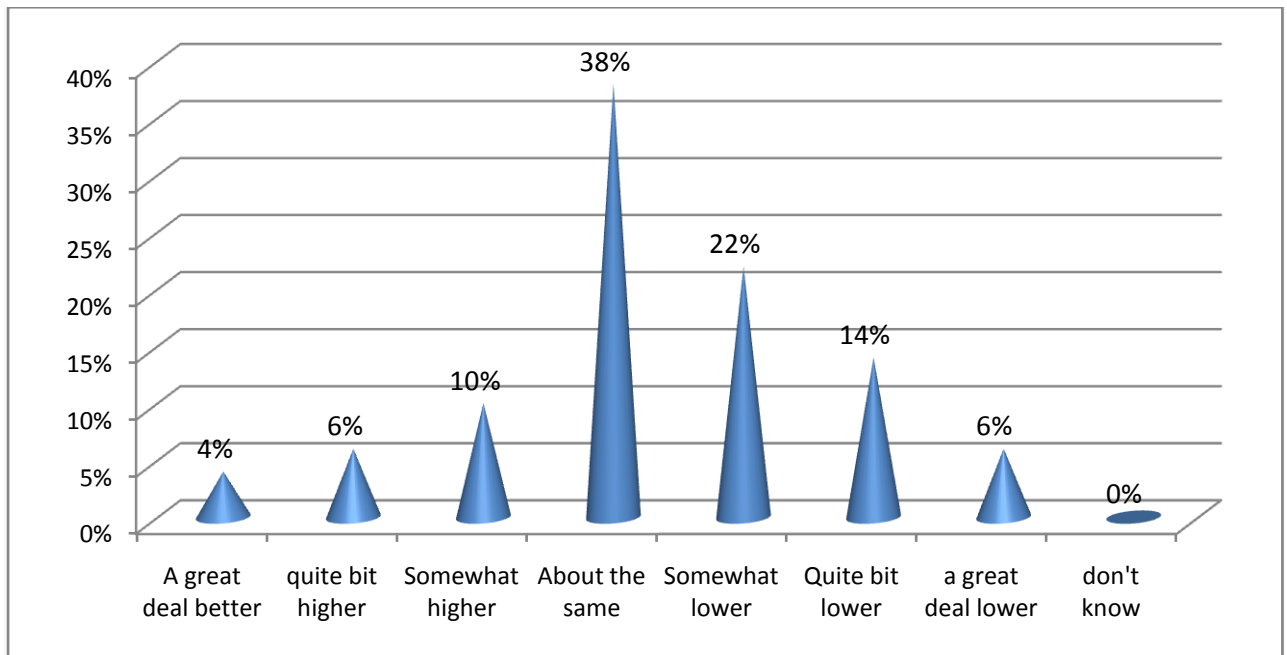


Figure 07: ACI product price compared to competitors

conscious about price and they put price considering their competitors price. From the graph, we can see that 38% customers say the price is same the price of our competitors. But the positive thing is that 42% customers say our product price is lower compare to our competitors. Only 20% customers say our product price is higher than our competitors.

8. In terms of the service, you received from the credit officer(s), how satisfied was you with the following.

Findings:

Credit officer play a big role for ACI limited. They provide the almost all services to the customer. They investigate the customer’s showroom and provide the product to the customer

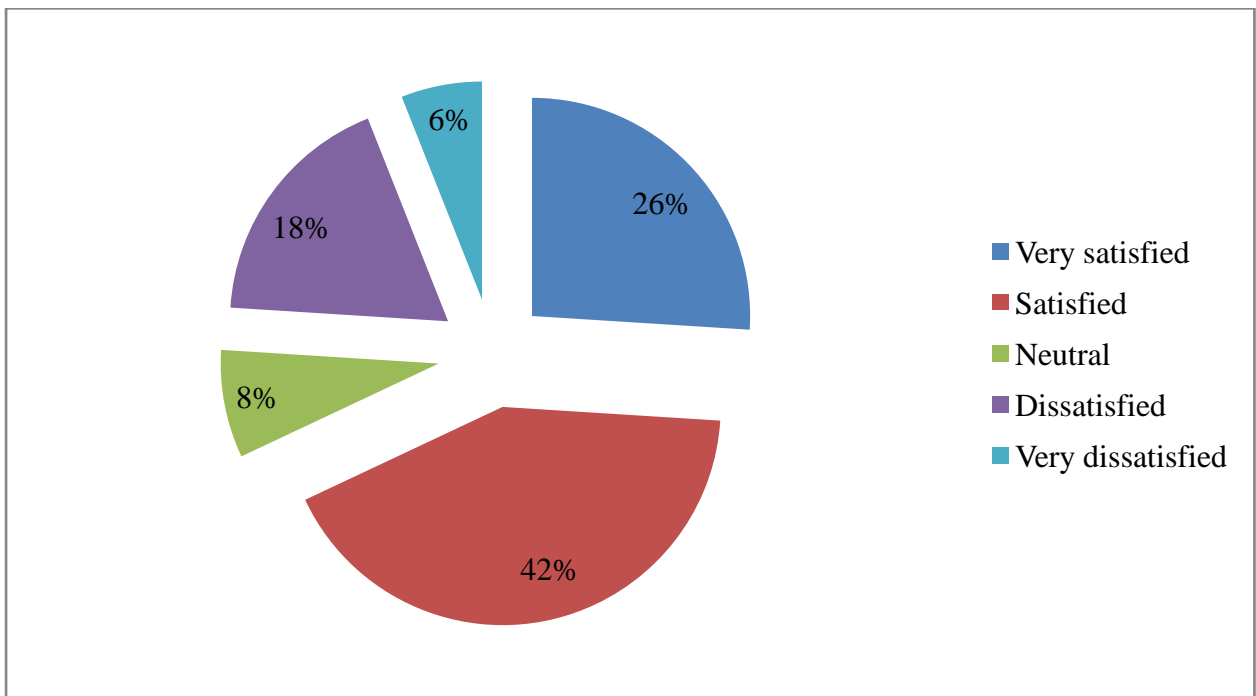


Figure 08: satisfaction about service provided by credit officers

against the advance cheque. Credit officer also verifies the customer all documents. In the above graph, we see that 42% clients are very satisfied and 26% are satisfied with the credit officer service. Only 26% are dissatisfied with the credit officer services.

9. ACI Limited understands the service needs of my organization.

Findings:

From the survey, I have found that 32 percent of the total sample size is strongly with the statement. 38 percent agree and 4 percent neutral and 22 percent are disagree and only 4

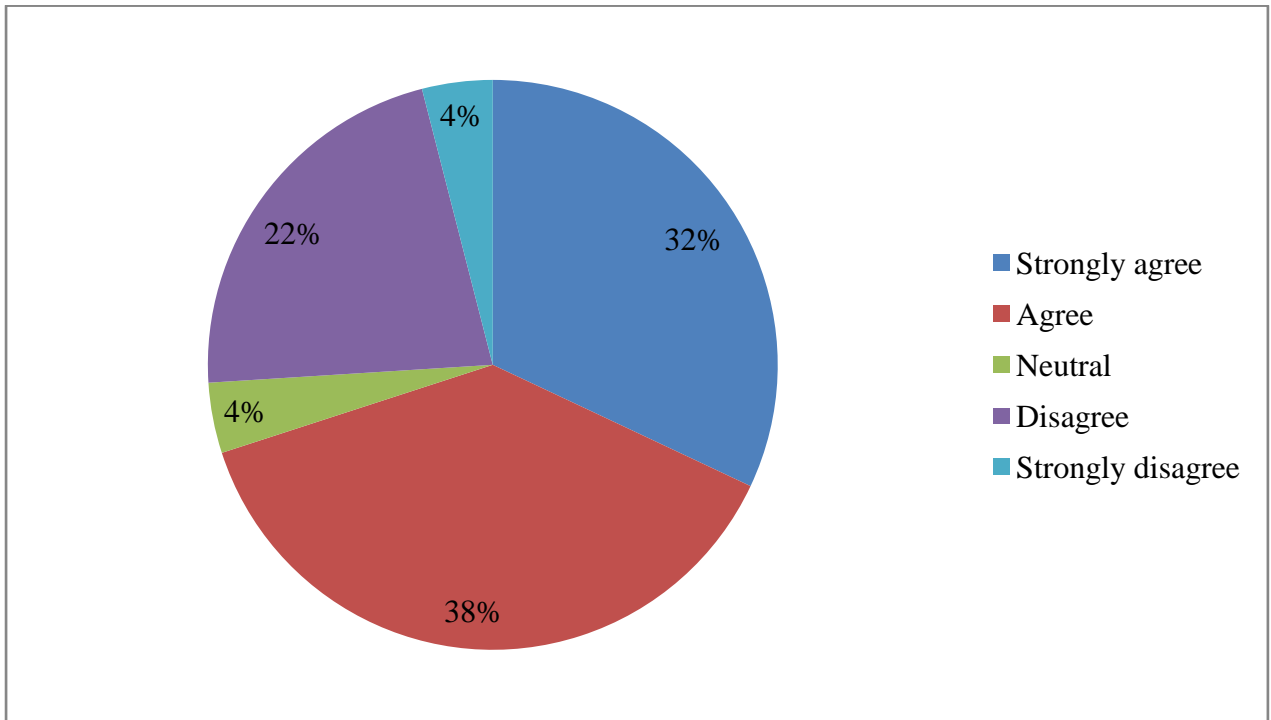


Figure 09: How far ACI Limited understands customer needs

percent strongly disagree with the statement. It means the overall opinion of clients is positive and ACI Limited understands the service needs of their organization.

10. Based on your experience with ACI product, how likely are you to buy ACI product again?

Findings:

Here I have found that 84% clients definitely will buy the ACI product again. The customers are very much satisfied with the ACI products and services. They say that ACI product

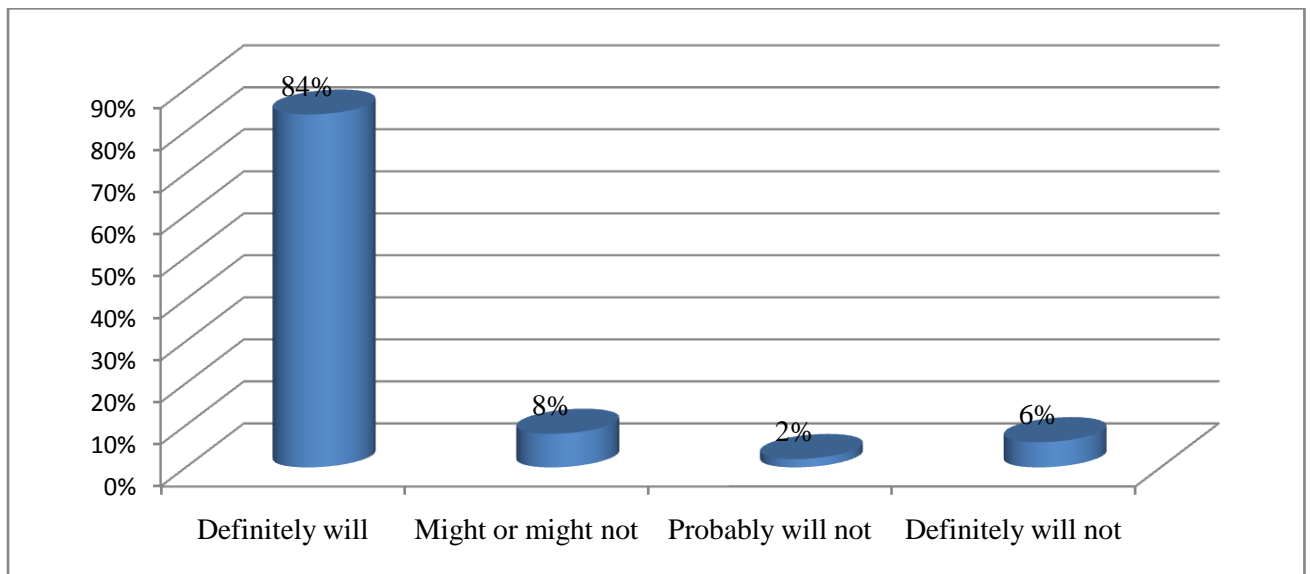


Figure 10: Based on experience with ACI product, how likely are they to buy ACI product again

quality, price, employers’ services, and other facility is better than the other organization and they are very much pleased with their product and services. Here we see that only 8% clients are against with our statement. This is undoubtedly good thing for the ACI Limited and their sales will increase in future.

11. How well did our customer service representative answer your question or solve your problem?

Findings:

Clients are not happy with the customer service representative. Here we can see that 48% customers are slightly happy and 14% are fully unhappy with the customer service representative .

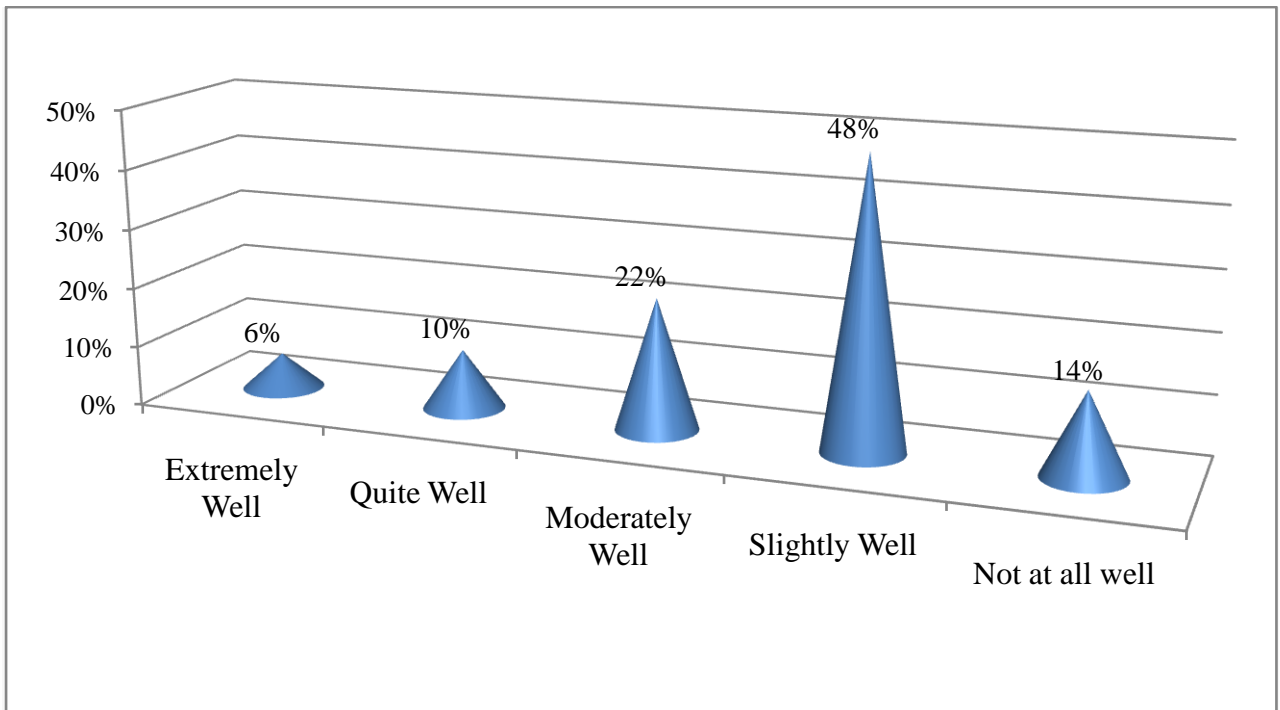


Figure 11: How well did our customer service representative answer your question or solve your problem

Only 6% customers are with the statement. The main reason behind this, only two people handle the all activities on this department and they provide service for 10-11 hours. So most of the time service representatives are unable to provide the proper service to their customer for the just because of limitation of employees.

5.2 Employee Survey: ACI Limited Bangladesh

1. My work gives me a feeling of personal accomplishment.

Findings:

Employee personal accomplishment is very much important for any organization. When employee enjoy their work then they feel more convenient to do their job perfectly. Here we

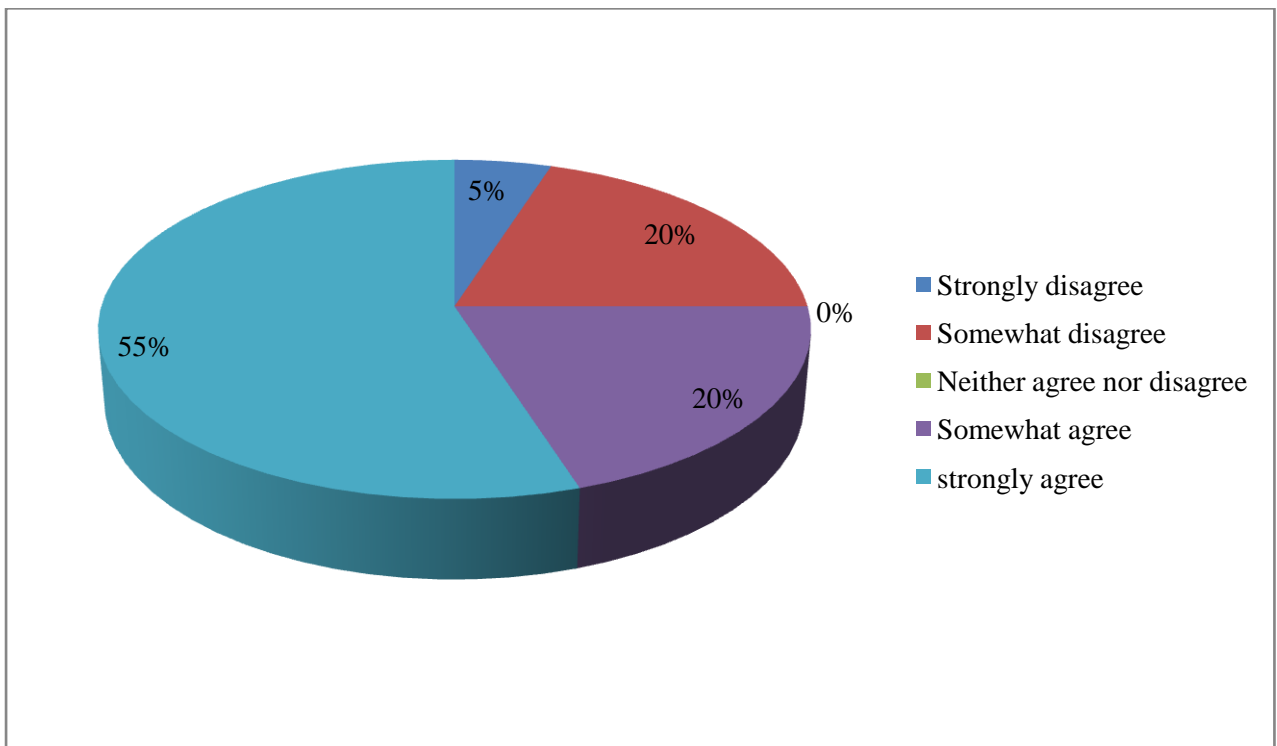


Figure 12: My work gives me a feeling of personal accomplishment

can see that 55% employee strongly agree and 20% somewhat agree with the statement. Only 20% somewhat disagree and 5% strongly disagree with the statement. Overall, we can say the employees are very happy to work on ACI limited because majority employee feels personal accomplishment by doing their job.

2. My job makes good use of my skills and abilities.

Findings:

Employee skills and abilities utilization is very important for any organization. Some can achieve it and some are unable to achieve it. It depends on the jobs responsibility. ACI -

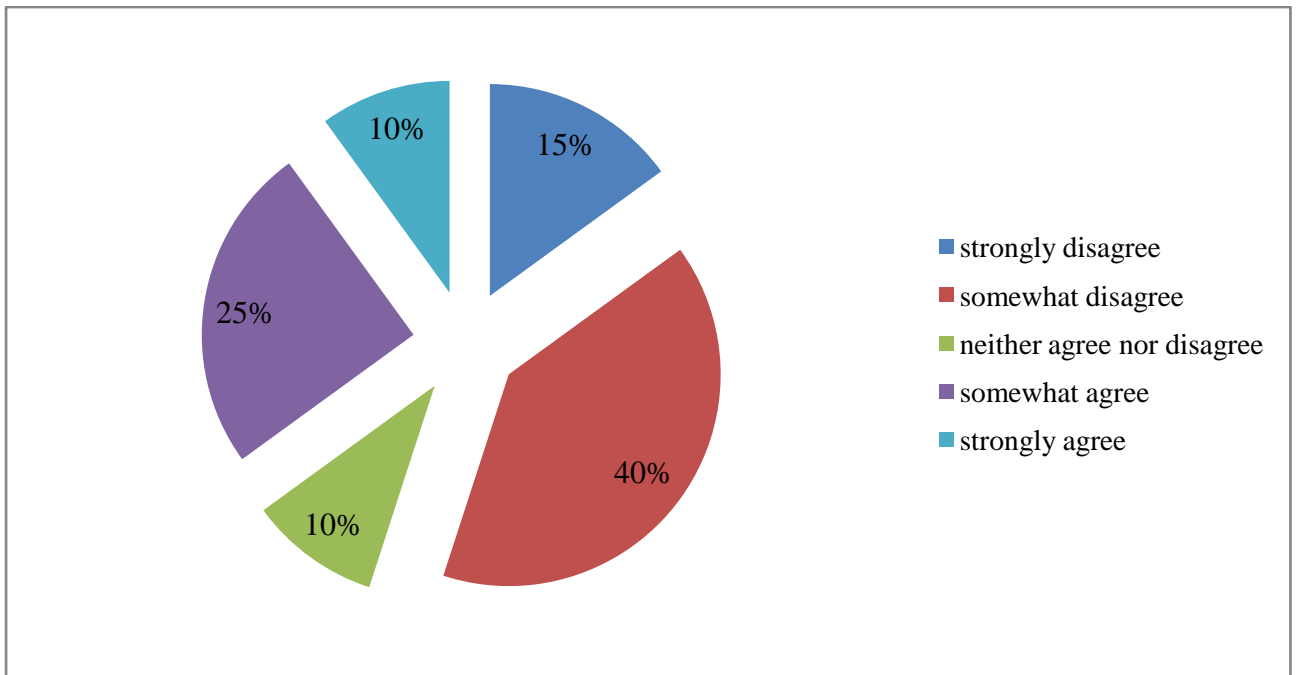


Figure 13: My job makes good use of my skills and abilities

Limited employees do the same activities repeatedly. Therefore, they have lack opportunity to utilize the employee skill and abilities. In the above graph we see that 40% employee somewhat disagree and 15% strongly disagree with the statement. On the other hand, 25% employees are against the statement.

3. I have the tools and resources to do my job well.

Findings:

From the survey, I have found that 75 percent of the total sample size said that the tools and resources of ACL are not performing well. For doing the job the employee needs powerful

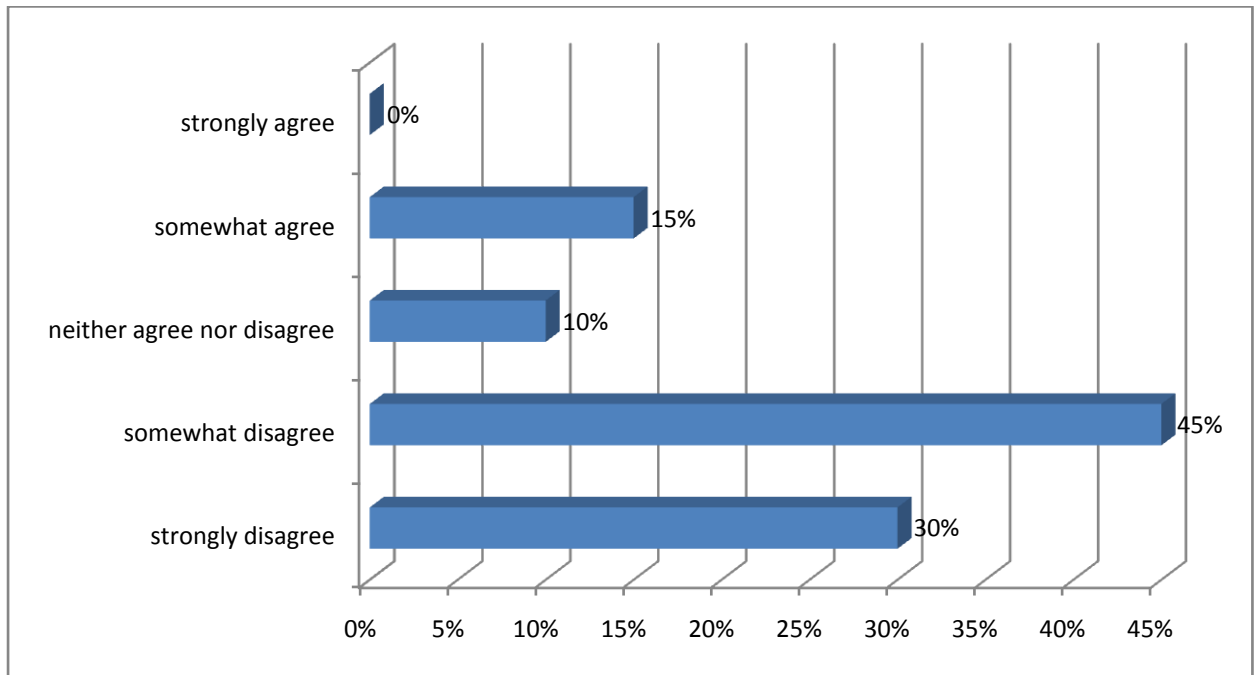


Figure 14: I have the tools and resources to do my job well

computer setup but ACI dot have that much powerful computer setup. They have some computer but those are not that much upgraded. This is the main reason why 30% are strongly disagree and 45% are somewhat disagree with the statement. Here we see that 0% is strongly agree with the statement. This is very impact for the ACI Limited. So they should concern about this issue.

4. I feel encouraged to come up with new and better ways of doing things.

Findings:

From the figure, it can be said that the employee feel encouraged to come up with new and better of doing things. Here we can see 45% employee strongly agree and 25% somewhat

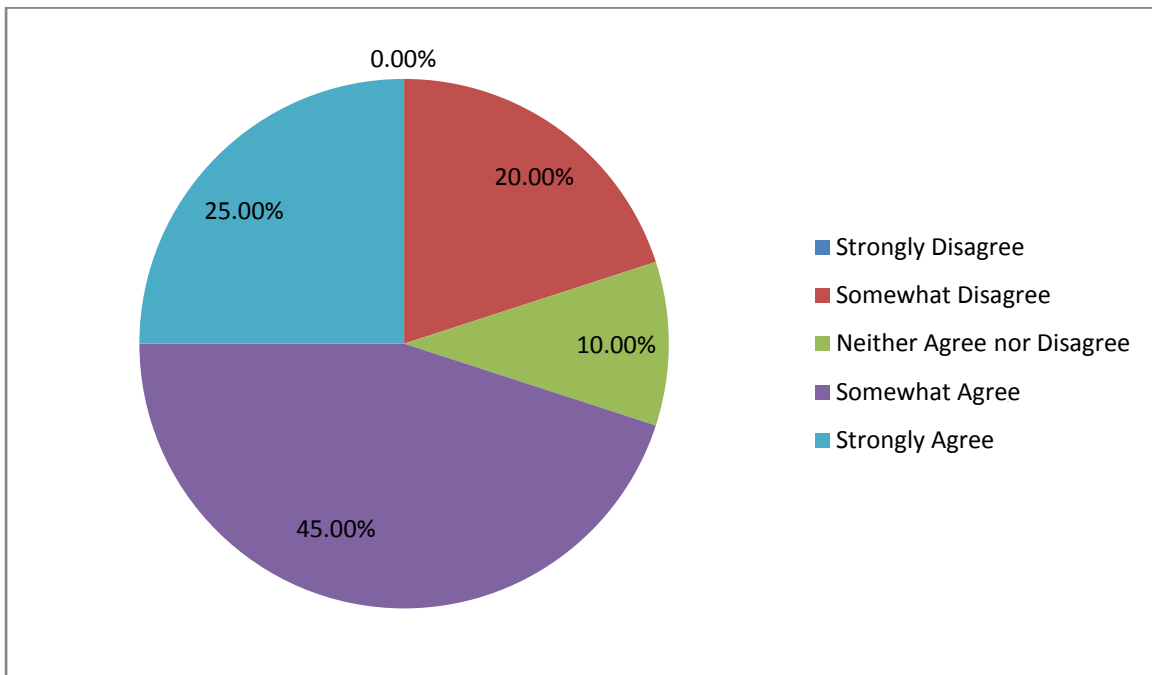


Figure 15: I feel encouraged to come up with new and better ways of doing things

agree with the statement. On the other hand, only 20% employee somewhat disagree and 10% strongly disagree with the statement. This is the positive thing for the organization.

5. The Company does an excellent job of keeping employees informed about matters affecting us.

Findings:

From the survey, I have found that 50 percent employee strongly agree and 30% somewhat agree with the statement. This is clearly indicated that the company does an excellent job of

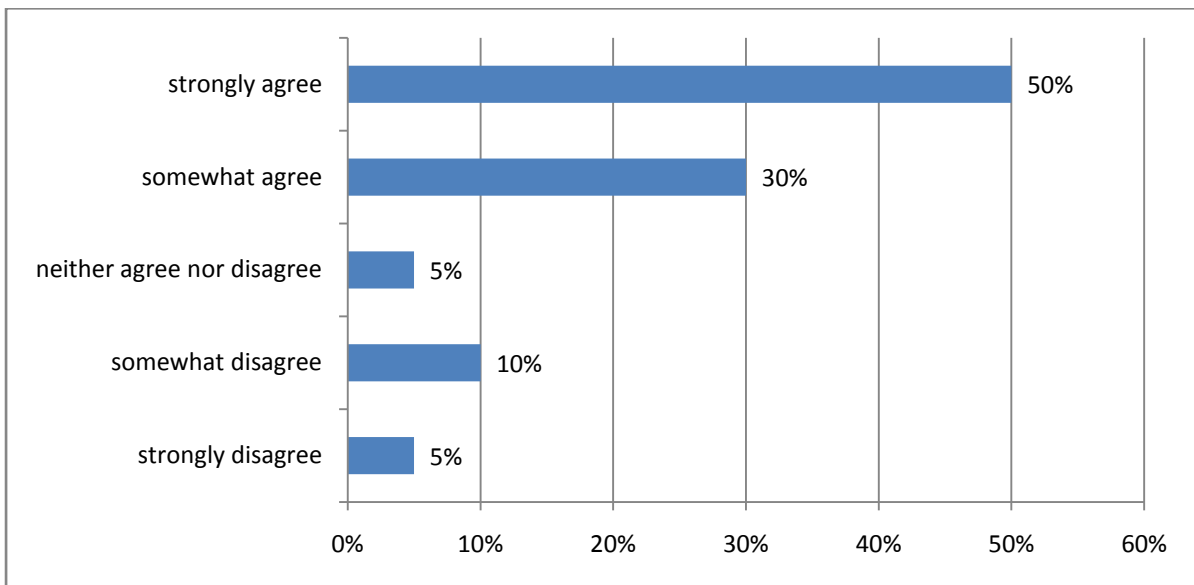


Figure 16: The Company does an excellent job of keeping employees informed about matters affecting us

keeping employees informed about the matter affecting us. Here only 10% somewhat disagree and 5% strongly disagree with the statement.

6. How satisfied are you with the information you receive from management on what is going on in your division?

Findings:

Here we can see that 60% employee strongly agree and 30% somewhat agree with the statement. This is undoubtedly true that ACI management provide the proper information to

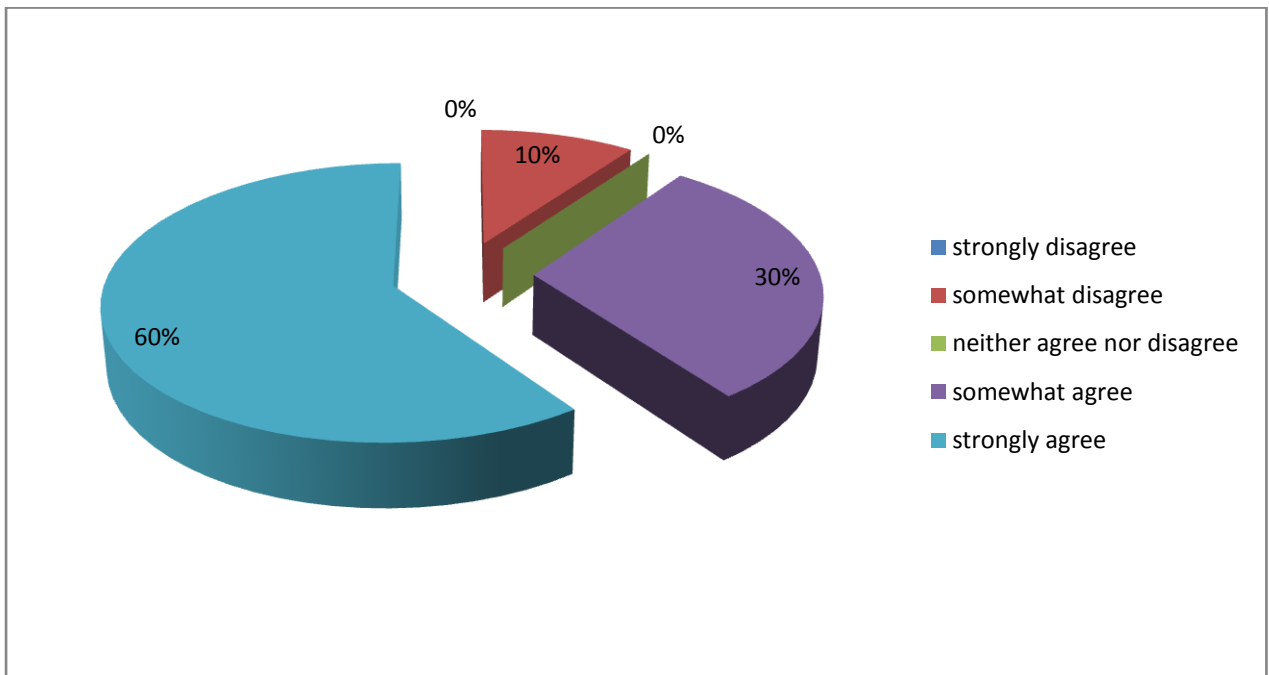


Figure 17: How satisfied are you with the information you receive from management on what is going on in your division

their employee. Only 10% are somewhat disagree with the statement. The good thing is that 0% employee strongly disagrees with the statement. The main reason behind this almost all employees satisfy with the management and their ways of activities.

7. How satisfied are you with your involvement in decisions that affect your work?

Findings:

From the graph it is seen that 35% employee strongly agree and 30% are are somewhat agree with the statement. Employees stated that their involvement in decision-making is very much

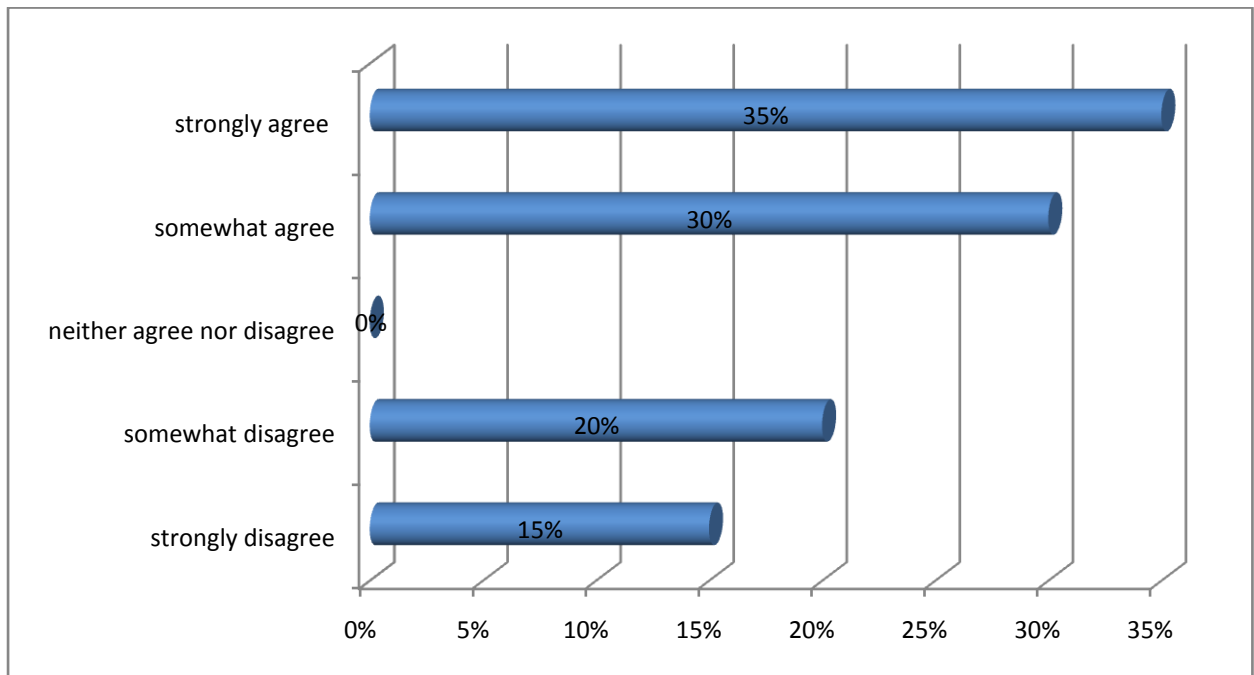


Figure 18: How satisfied are you with your involvement in decisions that affect your work

effective for the organization and they are very happy to take decision for the organization. ACI Limited gives the priority to the employee to take decision in critical situation that the main reason of only 15% employee are strongly disagree with the statement.

8. Considering everything, how satisfied are you with your job?

Findings:

This is the overall question for the employees. Here we can see that 40% employees are strongly satisfied and 30% somewhat satisfied to work on ACI Limited. This reflects that ACI

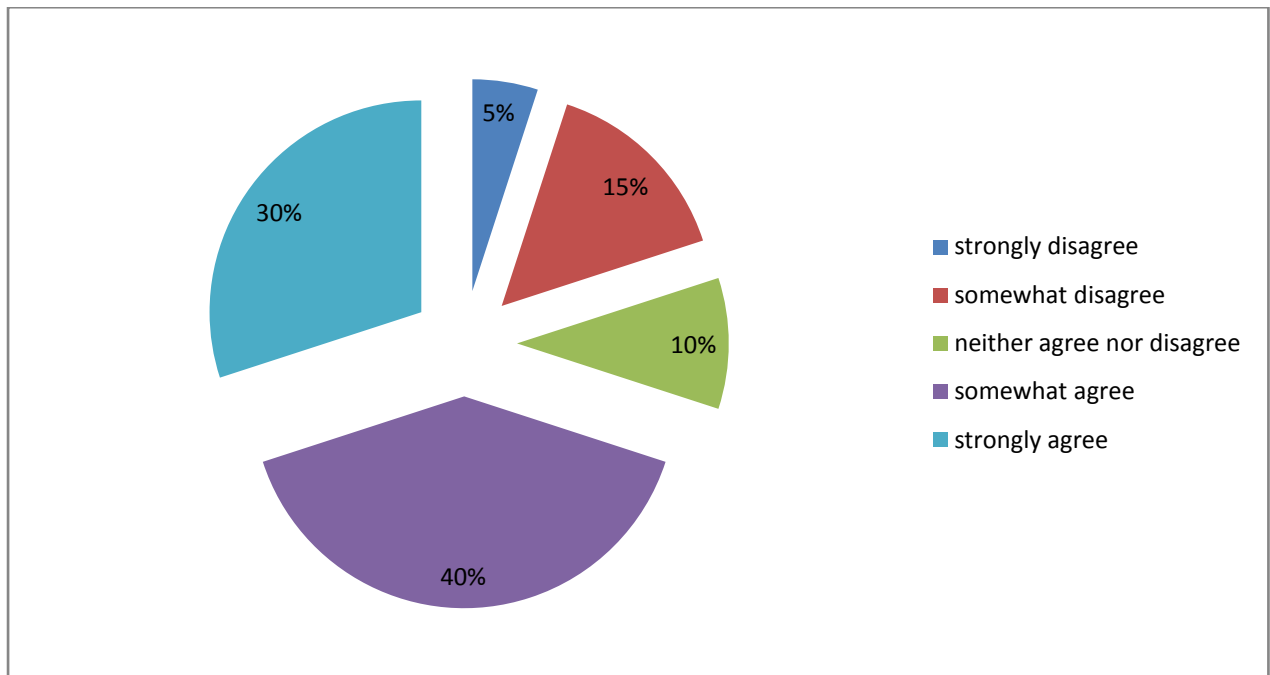


Figure 19: Considering everything, how satisfied are you with your job

Limited provide enough facility to their employees. This will increase the performance of ACI limited in future and they can generate for profit in future. In the above chart only 5% strongly disagree and 15% somewhat disagree with the statement. Overall 20% employees are unhappy with the organization. So ACI should concentrate about on this.

CHAPTER- 06: CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Customers are the lifeblood of every business, including both retail and business-to-business customers. Whether or not you think of customer satisfaction as a social responsibility issue, every business owner will think of it as a profitability issue. Time and resources put into understanding the customer perspective is always a good investment. Strong and effective customer relations can be the direct route to long term success.

ACI Limited, one of the leading industries in Bangladesh, always tries to deal with the satisfaction level of both employee and customer. ACI Limited believes that, only creating a positive relationship between employee and customer, ACI Limited can reach to its ultimate goal.

Majority of the customer of ACI Limited are satisfied with the service quality as well as the product quality of ACI Limited. But nothing is enough for business. There is always something to do in the business field which can keep the business competitive.

There can be a very few changes or adoption to make the relation between ACI customer and ACI employee more strong, which may lead ACI Limited to a new arena where the customer and employee bonding will get priority. As it is known to all that customer and employee is the biggest asset for an organization.

6.2 Recommendation

As we all know that ACI Limited is one of the well-known organizations in our country. From my little knowledge, it is quite hard to give recommendation to such a well-established organization. Still from my learning and observation, I am giving following recommendation to follow:

- In our customer survey, we have seen that customers are not happy with the customer service representative and they have lots of complain regarding this department. Only two employees are working to attend the customer's call. ACI Limited needs to recruit at list two more employees on this department. After recruiting two more employees, the customer satisfaction level will increase and they will happy to get the service form "service representative officer".
- In our customer survey, we can see that 38% clients say that our products price is same with our competitors. Here ACI need to more concentrate to setup the price and they have to put the lower price as much as they can.
- In our employees survey we can see that 55% employees believe- they are not utilizing their skills and ability. Most of the time ACI employees do the the same repeatedly. So ACI needs to diversify the employees. For that, they can open different type of project.
- In our employees survey 75% employees are unhappy with the tools and resources of ACI Limited. Employees say their computer, software and other resources are not performing well. For that reason, they need more time to complete the work. Here ACI need to upgrade their computer, software and other resources.
- ACI Limited need more concentrate on loan and installment policy. And they need to offer attractive loan and installment packages to their customer

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Appendix

Customer Satisfaction: ACI Limited Bangladesh

1. Income level of clients per month

Opinion	No. of Respondents	Percentage	Cumulative percentage
50000-79000	3	6.00%	6.00%
80000-109000	9	18.00%	24.00%
110000-129000	14	28.00%	52.00%
130000+	24	48.00%	100.00%

2. Experience of Clients Relating Profession

Opinion	No. of Respondents	Percentage	Cumulative percentage
0-2 years	4	8.00%	8.00%
3-5 years	11	22.00%	30.00%
6-8 years	23	46.00%	76.00%
8+	12	24.00%	100.00%

3. How often do you typically buy the ACI product?

Opinion	No. of Respondents	Percentage	Cumulative percentage
Once a year	17	34.00%	34.00%
daily	0	0.00%	34.00%
weekly	3	6.00%	40.00%
once a month	7	14.00%	54.00%
2-3 times a year less often	23	46.00%	100.00%
do not use	0	0.00%	100.00%

4. How professional is our company?

Opinion	No. of Respondents	Percentage	Cumulative percentage
Extremely professional	24	48.00%	48.00%
Very professional	18	36.00%	84.00%
Moderately professional	6	12.00%	96.00%
Slightly professional	2	4.00%	100.00%
Not at all professional	0	0	100.00%

5. How well do you feel that our company understands your needs?

Opinion	No. of Respondents	Percentage	Cumulative percentage
Extremely well	23	46.00%	46.00%
Quite well	12	24.00%	70.00%
Moderately well	9	18.00%	88.00%
Slightly well	6	12.00%	100.00%

6. Compared to our competitors, is our product quality better, worse, or about the same?

Opinion	No. of Respondents	Percentage	Cumulative percentage
A great deal better	12	24.00%	24.00%
quite a bit better	15	30.00%	54.00%
Somewhat better	9	18.00%	72.00%
About the same	13	26.00%	98.00%
Somewhat worse	1	2.00%	100.00%
Quite a bit worse	0	0.00%	100.00%

7. Compared to our competitors, are our prices higher, lower, or about the same?

Opinion	No. of Respondents	Percentage	Cumulative percentage
A great deal higher	2	4.00%	4.00%
quite bit higher	3	6.00%	10.00%
Somewhat higher	5	10.00%	20.00%
About the same	19	38.00%	58.00%
Somewhat lower	11	22.00%	80.00%
Quite a bit lower	7	14.00%	94.00%
a great deal lower	3	6.00%	100.00%
Don't know	0	0.00%	100.00%

8. In terms of the service, you received from the credit officer(s), how satisfied was you with the following.

Opinion	No. of Respondents	Percentage	Cumulative percentage
very satisfied	13	26.00%	26.00%
satisfied	21	42.00%	68.00%
neutral	4	8.00%	76.00%
dissatisfied	9	18.00%	94.00%
very dissatisfied	3	6.00%	100.00%

9. ACI Limited understands the service needs of my organization.

Opinion	No. of Respondents	Percentage	Cumulative percentage
Strongly agree	16	32.00%	32.00%
Agree	19	38.00%	70.00%
Neutral	2	4.00%	74.00%
Disagree	11	22.00%	96.00%
Strongly disagree	2	4.00%	100.00%

10. Based on your experience with [PRODUCT], how likely are you to buy [PRODUCT] again?

Opinion	No. of Respondents	Percentage	Cumulative percentage
Definitely will	42	84.00%	84.00%
Might or might not	4	8.00%	92.00%
Probably will not	1	2.00%	94.00%
definitely will not	3	6.00%	100.00%

11. How well did our customer service representative answer your question or solve your problem?

Opinion	No. of Respondents	Percentage	Cumulative percentage
Extremely well	3	6.00%	6.00%
Quite well	5	10.00%	16.00%
Moderately well	11	22.00%	38.00%
Slightly well	24	48.00%	86.00%
Not at all well	7	14.00%	100.00%

Employee Survey: ACI Limited Bangladesh

1. I feel encouraged to come up with new and better ways of doing things.

Opinion	No. of Respondents	Percentage	Cumulative percentage
Strongly Disagree	0	0.00%	0.00%
Somewhat Disagree	4	20.00%	20.00%
Neither Agree nor Disagree	2	10.00%	30.00%
Somewhat Agree	9	45.00%	75.00%
Strongly Agree	5	25.00%	100.00%

2. My work gives me a feeling of personal accomplishment.

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	1	5.00%	5.00%
Somewhat Disagree	7	20.00%	25.00%
Neither Agree nor Disagree	0	0.00%	25.00%
Somewhat Agree	8	20.00%	45.00%
Strongly Agree	4	55.00%	100.00%

3. I have the tools and resources to do my job well.

Opinion	No. of Respondents	Percentage	Cumulative percentage
Strongly Disagree	6	30.00%	30.00%
Somewhat Disagree	9	45.00%	75.00%
Neither Agree nor Disagree	2	10.00%	85.00%
Somewhat Agree	3	15.00%	100.00%
Strongly Agree	0	0.00%	100.00%

4. The Company does an excellent job of keeping employees informed about matters affecting us.

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	1	5.00%	5.00%
Somewhat Disagree	2	10.00%	15.00%
Neither Agree nor Disagree	1	5.00%	20.00%
Somewhat Agree	6	30.00%	50.00%
Strongly Agree	10	50.00%	100.00%

5. My job makes good use of my skills and abilities.

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	3	15.00%	15.00%
Somewhat Disagree	8	40.00%	55.00%
Neither Agree nor Disagree	2	10.00%	65.00%
Somewhat Agree	5	25.00%	90.00%
Strongly Agree	2	10.00%	100.00%

6. How satisfied are you with the information you receive from management on what is going on in your division?

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	0	0.00%	0.00%
Somewhat Disagree	2	10.00%	10.00%
Neither Agree nor Disagree	0	0.00%	10.00%
Somewhat Agree	6	30.00%	40.00%
Strongly Agree	12	60.00%	100.00%

7. How satisfied are you with your involvement in decisions that affect your work?

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	3	15.00%	15.00%
Somewhat Disagree	4	20.00%	35.00%
Neither Agree nor Disagree	0	0.00%	35.00%
Somewhat Agree	6	30.00%	65.00%
Strongly Agree	7	35.00%	100.00%

8. Considering everything, how satisfied are you with your job?

Opinion	No. of Respondents	percentage	Cumulative percentage
Strongly Disagree	1	5.00%	5.00%
Somewhat Disagree	3	15.00%	20.00%
Neither Agree nor Disagree	2	10.00%	30.00%
Somewhat Agree	8	40.00%	70.00%
Strongly Agree	6	30.00%	100.00%

List of Annexure

- A : credit application form.
- A1 : application on customer Letterhead.
- B1 : credit limit extension form.
- B2 : credit days extension form.
- C1 : agreement for supply on credit under deposit credit scheme.
- C2 : agreement for supply on credit under Credit Scheme.
- D : early Alert through SMS.
- D1 & D2 : payment reminder through SMS (1st and 2nd).
- E1 & E2 : payment reminder through letter.
- F : format of balance confirmation letter.
- G : credit verification form.
- H : application form (STC).
- I : STC Approval Sheet.