

**Internship report on  
An Extensive Analysis on the Procurement Process of  
Consumer Healthcare of GlaxoSmithKline Bangladesh**



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**Internship report on**  
**An Extensive Analysis on the Procurement Process of**  
**Consumer Healthcare of GlaxoSmithKline Bangladesh**

*Submitted To:*

**Rahma Akhter**

**Lecturer**

*Submitted By:*

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**Course code: BUS - 400**

**BRAC Business School**

**BRAC University**

**Date of Submission: March 09, 2017**

**Letter of Transmittal**

September 09, 2017

Rahma Akhter

Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka

Subject: Submission of Internship Report.

Dear Ma'am

It gives me great honor to submit the internship report that I have prepared for last 3 months long in GlaxoSmithKline Limited Bangladesh, under the procurement department of consumer health care. The title of the report is "An Extensive Analysis on the Procurement Process of Consumer Healthcare of GlaxoSmithKline Bangladesh Limited". This report personifies the successful completion of my internship period at GSK.

I am ever thankful for the guidance you provided in writing this report. It will be an accomplishment for me if you find this report informative enough to fulfill the requirements. I am really grateful to you.

Thank you.

Yours sincerely

Asif Imtiaz

ID: 13104083

## **Acknowledgement**

In the name of almighty Allah the most gracious the most merciful and without whose blessing I could have not completed this report. In the whole process of writing this report there were few people without whose contribution writing this report was never possible. Despite of their busy life and work schedule these people never hesitated to provide their valuable time and information's whenever I needed. I would like to convey my heartiest gratitude to all of them. Firstly, I would like to thank and provide my appreciation to my supervisor at GSK Bangladesh Ms Asma Akhter Procurement Executive Consumer Bangladesh for her outmost support and help throughout the three months period at GSK. Starting from the scratch to the very last moment she has taught me how the whole procurement process works in GSK very gracefully. Secondly, I would also like to thank Ms Rahma Akhter Lecturer of BRAC Business School for guiding me the simplest way of writing this report and also for being always available to answer to my queries whenever I needed. I am immensely grateful to her for the whole hearted supervision she provided during my internship period. It is an honor for me to complete this internship report under her guidance and instruction.

## **Executive summary**

GlaxoSmithKline (GSK) is one of the world's most profound research based pharmaceutical company. Having started its journey in 1861 in the pharmaceutical industry in Philadelphia GSK has excelled similarly in the healthy food drinks sector as well. GSK started its operation in Bangladesh as an importer in the year 1949. Later after settling down the company established its own manufacturing unit in Chittagong in 1967. Ever since its start GSK has given an extraordinary preference to its procurement department as this branch helps the company to concise its day to day activities in a systematic manner. This report as a result discusses how the procurement process is run in GSK. The whole process is divided in three parts that is the import procurement, commercial procurement and lastly the local procurement. Each and every process is discussed in the paper very briefly in separate segments. Moreover, this paper also includes a detailed understanding of the SWOT analysis of the whole procurement method. As a lesson learnt after completing my internship period at GSK at the procurement department I have included my own understanding of how this whole progression works from scratch to a finished product. Lastly this paper includes a separate section which incorporates few scopes of improvements for the whole procurement process of GSK Bangladesh.

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# 1. INTRODUCTION

## 1.1 Rationale of the Study:

Procurement means acquisition of goods, services or works of an organization from its external sources and procurement operations defines preparation of processing of a demand as well as end receipt and approval of payment. The operation includes so many activities such as,

1. Purchase planning
2. Standards determination
3. Specifications development
4. Supplier research and selection
5. Value analysis
6. Financing
7. Price negotiation
8. Making the purchase
9. Supply contract administration
10. Inventory control and stores and
11. Disposal and other related functions.

Procurement operations is often considered as company's strategy because through the process the target is make sure that the goods, services and works are in proper quality, quantity, and location to meet buyer 's expectation and those are produced at best possible price (Weele, 2010). So, it means the operation will determine the ability to purchase certain material because a business will not survive if the procurement price is more than the return it makes from selling. So the process always helps to make decision whether an organization will make or buy.

So deliberating the problems, I would like to analysis the procurement operation GSK Consumer Healthcare to find out the efficiency of the system and also point of improvement.

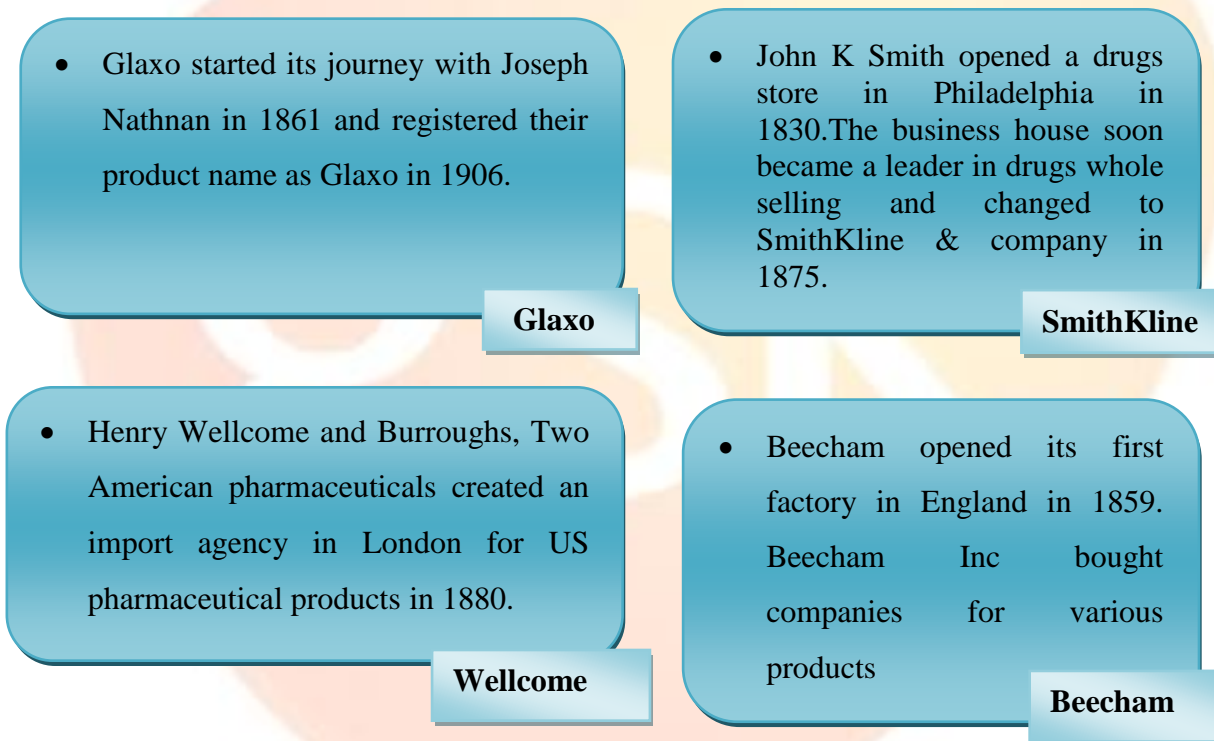
## 1.2 Organizational Overview:

### 1.2.1 Name of Organization

The present day GlaxoSmithKline is the product of lot mergers, acquisitions and strategic alliance over the years. Therefore, it is necessary to focus on the histories of different major companies that combine to form the present day GlaxoSmithKline.

### 1.2.2 Creation of GlaxoSmithKline-History:

The creation of GlaxoSmithKline is shown below with a diagram-



**Figure 1: Merging History of GSK\***

\*Source: Secondary data, GSK HR Department



### 1.2.3 Background of GlaxoSmithKline

GlaxoSmithKline (GSK) is a world's leading research-based pharmaceutical company with a powerful combination of skills and resources that provides a platform for delivering strong growth in today's rapidly changing healthcare environment. GSK has leadership in four major therapeutic areas- anti-infectives, central nervous system (CNS) and respiratory & gastrointestinal/ metabolic. In addition it is a leader in the important areas of vaccines and has growing portfolio of oncology products. GSK supplies products to 140 global markets and has over 100,000 employees worldwide. GSK has 180 manufacturing sites in 41 countries

### 1.2.4 GlaxoSmithKline- Mission, Strategic Intent & Spirit:

#### **Mission and Vision:**

The mission statement of the business- “ Our global quest is to improve the quality of human life by enabling people to do more, feel better and live longer”

#### **Strategic Intent:**

“Our strategic intent states our business goal” - We want to become the indisputable leader in our industry.

#### **Company Spirit:**

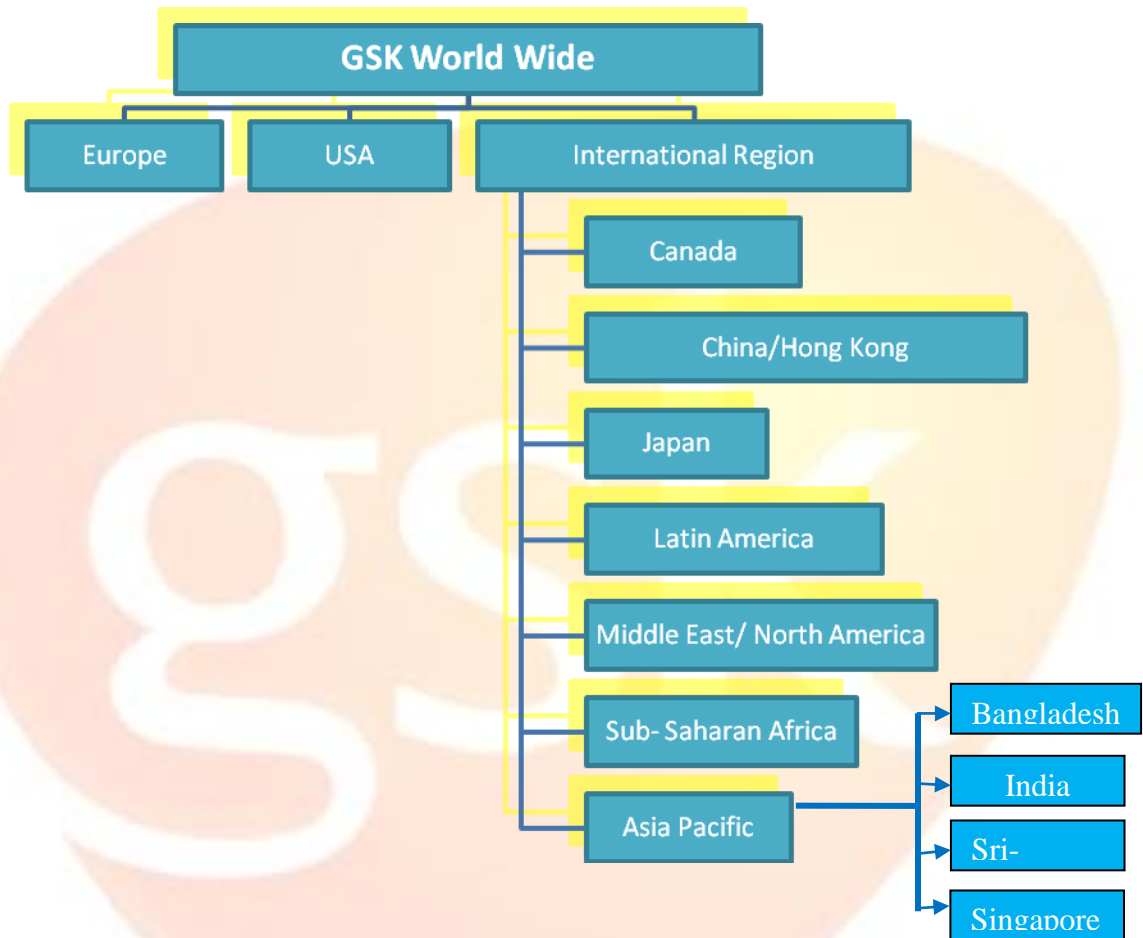
“Our company spirit describes how we need to behave if we are to achieve our goal” – We undertake our quest with the enthusiasm of entrepreneurs, excited by the constant search for innovation.

#### **Quality Statement of GSK**

“Quality is at the heart of everything we do”- from the discovery of the molecule through product development, manufacture, supply and sale- and vital to all the services that support our business performance.

### 1.2.5 Global Operation:

The operation of the company splits into three geographical region- Europe, the USA and International and each of which has separate pharmaceutical and healthcare organizations. GSK pharmaceutical's International regions divided into seven geographical areas. The complete division is shown below-



**Figure 2: Workstation of GSK**

\*Source: Secondary data, GSK HR Department

### 1.2.6 GlaxoSmithKline Bangladesh Limited:

With an enviable image and reputation for the past 6 decades GlaxoSmithKline (GSK) Bangladesh Limited running its operation as a subsidiary of GlaxoSmithKline plc- one of the Worlds's leading research-based pharmaceutical and healthcare companies. In 1949 the Company commenced its journey in Bangladesh with its' corporate identity as Glaxo in Chittagong as an importer. In 1967, the company established its own manufacturing unit at Chittagong. The facility till date is considered as one of the Centre of Excellence in Global Manufacturing & Supply Network of the Group. The global corporate mergers and acquisitions have seen the evolution of the Company's identity in the past 6 decades. In line with mergers and acquisitions the identity changed from Glaxo to Glaxo Wellcome Bangladesh Limited following the Burroughs Wellcome acquisition in 1995 and finally to GlaxoSmithKline Bangladesh Limited during 2002 after merger with SmithKlineBeecham in December 2000. The mega merger of the Company enables it to deliver cutting edge advancements in health care solutions. The relentless commitment, setting of standards of ethical standards and quality backed leading edge technology of the Company has built a strong relationship between the stakeholders and GSK Bangladesh. With the ever committed 701 numbers of personnel all over the country GSK Bangladesh, which now comprises of both Pharma and Consumer, continually strive to meet the GlaxoSmithKline mission.

#### 1.2.6 (a) Operations in Bangladesh:

<b>Headquarter</b> GlaxoSmithKline Bangladesh Limited Corporate Office House # 2A, Road # 138. Gulshan-1, Dhaka.	<b>Registered Office &amp; Factory</b> Fouzderhat Industrial Area North Kattali, Chittagong. <b>District Marketing Office</b>
---	--

\*Source: Secondary data, GSK HR Department

GlaxoSmithKline Bangladesh Limited has 12 District Marketing Offices (DMO) throughout the country. These are divided in five zones by which GSK's products are sold.

- **District Marketing Offices:** GSK has 12 District Marketing Offices (DMO) in Bangladesh. The locations of DMOs are shown below-

<b>Zone</b>	<b>DMO</b>
<b>Dhaka</b>	Dhaka, Mymensing
<b>Chittagong</b>	Chittagong, Maijdee
<b>Comilla</b>	Comilla, Sylhet
<b>Bogra</b>	Bogra, Rajshahi, Rangpur
<b>Khulna</b>	Khulna, Jessore
<b>Barisal</b>	Barisal

**Table 1: List of DMOs**

\*Source: Secondary data, GSK HR Department

#### **1.2.7 (b) GlaxoSmithKline Bangladesh Ltd. (In Market Place)**

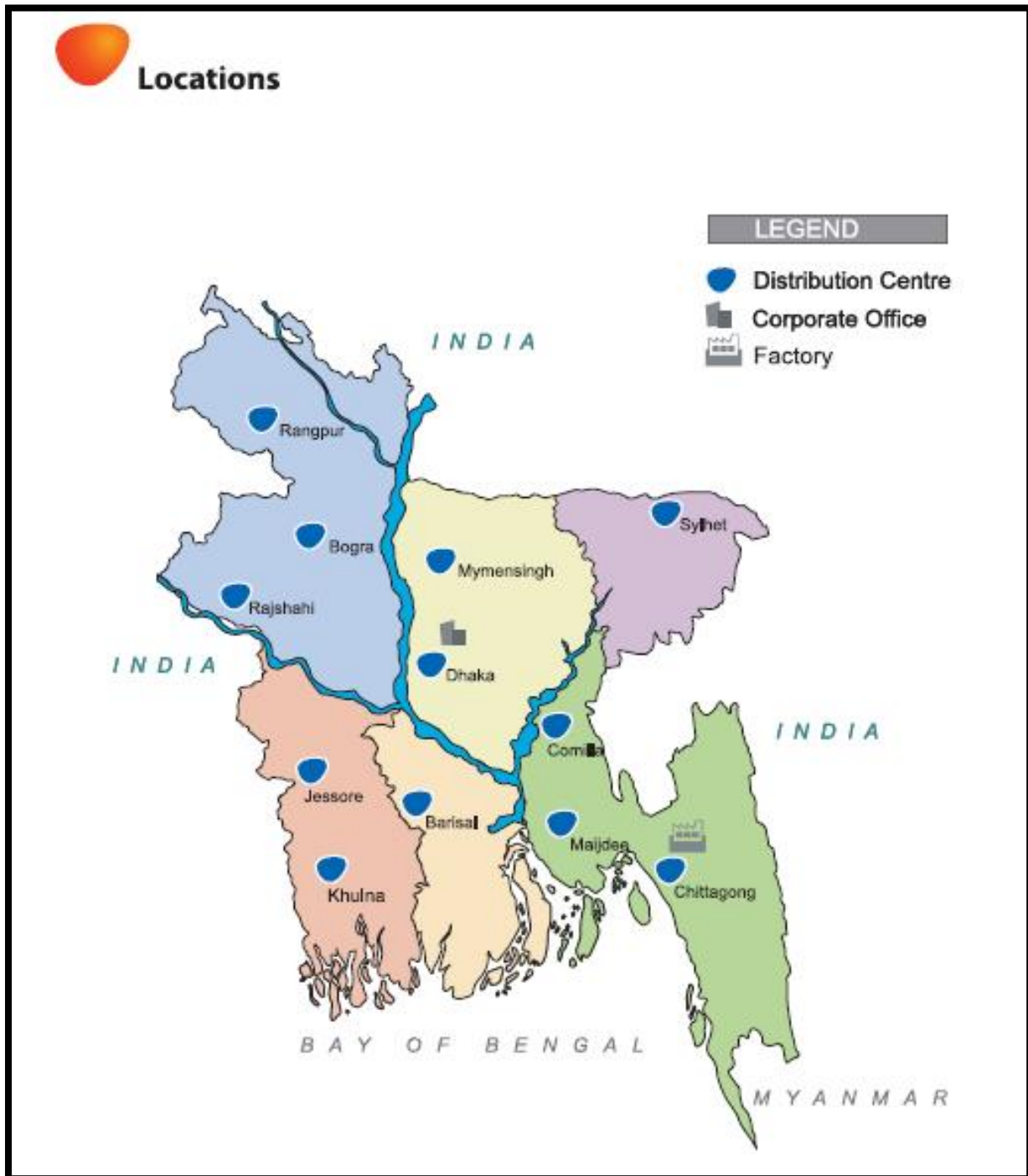
- **Total Market Share:** Tk. 140 Corer
- **Market Share:** 1.95 %
- **Ranking:** 12

#### **1.2.7 (c) Share Information GlaxoSmithKline Bangladesh Ltd.**

- Share Price Tk. 10 each
- Total No. of Authorized Share 20,000,000
- Authorized Share Capital Tk. 20,000,000
- Market Capitalization 6920.685 (Million)

### 1.2.7 (c) Distribution Channel

- **Mutual Food-** Distributor of consumer health care product of GSK Bangladesh.
- **Zuellig Pharma-** Distributor of pharmaceuticals product of GSK Bangladesh.



**Figure 3: Location of DMO of GSK, Bangladesh**

\*Source: Secondary data, GSK HR Department

### 1.3 Objectives:

An effective business strategy is proactive approach and simplistic approaches to purchasing and strategic procurement management (Cox, 1996). So, it has been justified that procurement operation is the parameter of identifying the return. So, it is very important to establish a proper and strategically suitable procurement management system for organizations.

Keeping in mind the importance of proper procurement operations the report is aiming to meet its following three objectives:

1. Identifying the strategies implemented in procurement operations to meet the needs.
2. Evaluation to find out if the existing system is sufficient to meet the needs.
3. Identifying the problems which are disturbing the efficiency and offer productive solution.

## 2. ACTIVITIES UNDERTAKEN

During my internship period I have been working in coordination with GSK Consumer Healthcare in its Marketing, Sales & Finance Department. Due to having the type of responsibility I have got the chance to have access of several parts, such as admin, office operations, activation and local procurement system. To fulfill the demand of the report and also my major which is in Marketing & Finance, I preferred to focus on the procurement part as it is very important to run a smooth business operation. So, from my experience with organization and with the help of authorized people I have organized the full procurement process of GSK Consumer Healthcare. So, the evaluation of efficacy of the system has been judged on the process that has been practicing.

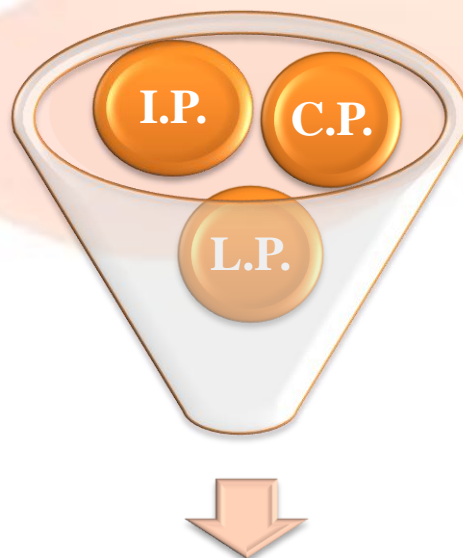
### 2.1 Procurement Operations of GSK Consumer Healthcare Business:

There are two basic principles of supply chain:

1. Demand generating or capturing the demand and,
2. According to demand ensuring the supply.

The procurement operations lie between these two principles.

In terms of GSK, procurement operations are completed by following three types of procurement strategies, such as:



**GSK Consumer Healthcare Procurement Operations**

1. Import Procurement
2. Commercial Procurement
3. Local Procurement

### 2.1.1 Import Procurement:

GSK Consumer Healthcare doesn't have its own factory to produce its products. Products are manufactured in India factory. GSK Consumer Healthcare Bangladesh imports the basic products from India. Products are packaged in Bangladesh as per country packaging rules. On behalf of GSK the packaging part is done by Mutual Food Products. So GSK doesn't import raw material for its production. It imports the main product. The process of import procurement is as follows:

- **Demand Generation:** Import procurement starts after demand generation. Sales and marketing team provides data from market visit. Based on the data the demand is generated.
- **Production Plan:** Production plan is month basis. Each month a Demand Review Meeting (DRM) is organized where each department (Marketing, Sales, Finance and Supply Chain) participates. There they confirmed production plan based on generated demand.
- **Supply planner:** After finalizing the demand planner a supply planner is being proposed and send the suppliers RFQ (Request for Quotation). In supply planner all data is synchronized so that a proper supply line can be managed.
- **Receiving Quotation:** Company collects quotation from all the suppliers.
- **Selection of Supplier:** Based on price, quantity, feedback against query, on time delivery and commitment suppliers are being selected. To minimize risk usually more than one supplier are selected.
- **Work Order Placement:** Company releases work order where all terms and conditioned is mentioned.
- **Import Starts:** Main part import starts after the work order placement. GSK doesn't have any factory for its Consumer Healthcare products. Normally from India factory the

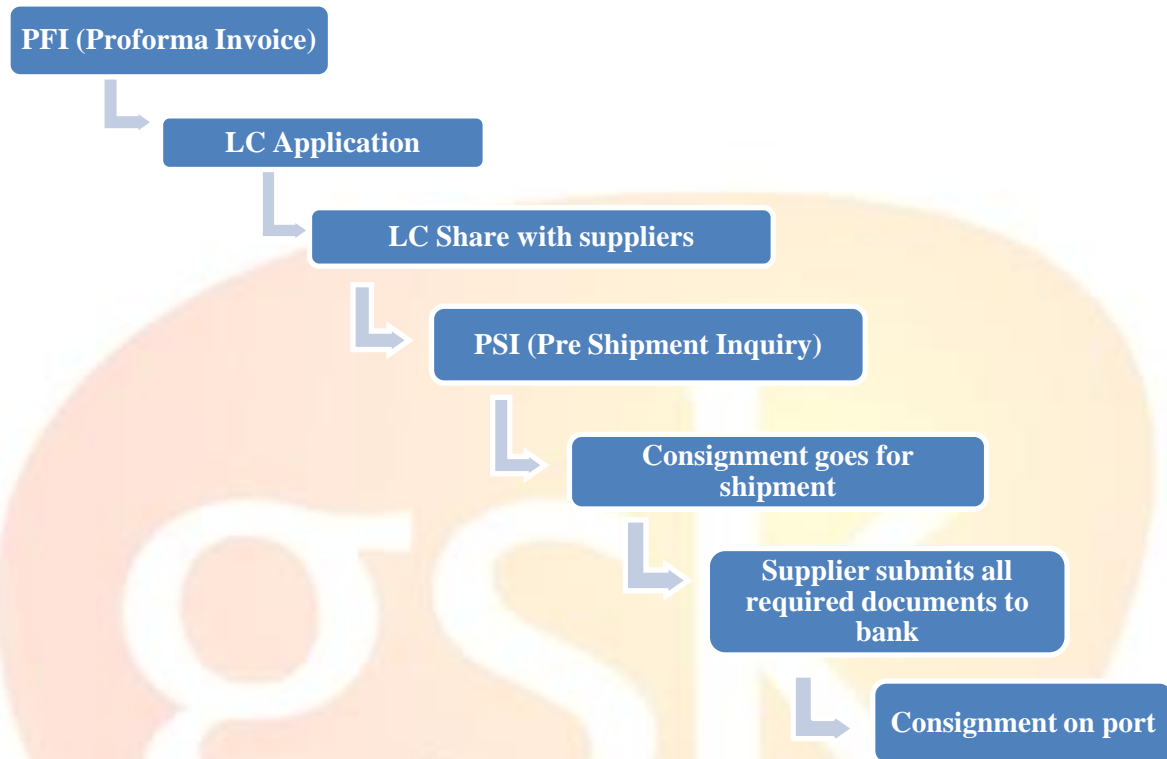


products are being imported to Bangladesh. In Bangladesh the Mutual Food Products does packaging and distribution for GSK Consumer Healthcare.



**Figure 4: Import Procurement**

Import part completes through several steps and several mandatory documents are required as well, such as:



**Figure 5: Import Process**

- ✓ PFI (Proforma Invoice): All risk and insurance are covered in PFI.
- ✓ LC Application
- ✓ LC Share with suppliers
- ✓ PSI (Pre Shipment Inquiry)
- ✓ Consignment goes for shipment
- ✓ Supplier submits all required documents to bank
- ✓ Consignment on port

### **2.1.2 Commercial Procurement:**

Commercial part is mainly shipment releasing from port. To release shipment for the factory receiver has to obey the legal process. Commercial part is completed through the below mentioned process:

- Consignment receiver submits required documents to C&F (Cost & Freight)
- C&F submits the code to customs
- Customs assess all documents
- Making of duty payment
- C&F release consignment
- Consignment goes for loading in truck, covered van, train etc.
- Preparing of GRN (Good Received Notes)
- Based on GRN payment is made to C&F.



**Figure 6: Commercial Process**

### 2.1.3 Local Procurement:

Local Procurement is combined participation of GSK and Mutual Food Products. The process is given in below:

- **GSK to Mutual Food Products:**

GSK sales the plain products to Mutual Food Products. In MFP factory products are packaged as jar, bib or sachets.

- **Mutual Food Products to GSK:**

After packaging the products mutual sales packaged commodities to GSK.



**Figure 7: Local Procurement**

#### 2.1.4 Logistics Support:

- **Primary Sales:**

Now GSK sales the packaged commodities to Mutual Distribution Channel which is called Primary Sales.

- **Secondary Sales:**

Mutual Distribution Channels sales the products to store as per the demand which is called Secondary Sales.

Other than this GSK has a list of vendors who usually provides other logistics supports such as the printing of any point of purchase material or any consumer promotion products.



### 2.1.5 SWOT analysis of the procurement process of GSK:

#### **Strengths:**

- **Manufacturing Strategy:** The manufacturing strategy in GSK is very simple and precise as it remains the same for every country they operate. All the products are manufactured in India and are imported to Bangladesh. The packaging for these products are done here as per the policy of Bangladesh government.
- **Outsourcing Strategy:** GSK uses this strategy very smartly as it tends to outsource most of the core activities to efficient and effective third party suppliers which includes printing of any point of purchase materials or any other promotional items.
- **Asset Network:** The distribution system of all its printing materials and products are dispatched from one central location to all parts of the country which allows GSK to monitor the resources wisely.

#### **Weakness:**

- **Large numbers of Suppliers to manage:** Since GSK Bangladesh outsource most of the core components of the company to third party suppliers thus it is mandatory for them to manage a large pool of suppliers which might often lead to a hassle.
- **Inefficient use of technology:** In GSK Bangladesh all purchase orders and other activities are done manually by hand without using any particular advanced software's which makes the whole process a bit time consuming

#### **Opportunities:**

- **Inventory control software:** GSK Bangladesh must install new programs or software's by which they can control and monitor the inventories available in their warehouse and when a new order must be placed.
- **Expansion of warehouse:** The Company can expand its warehouse somewhere closer to its head office so that the products can be easily delivered to the vendors in short span of time.

**Threats:**

- Inventory damage costly: The lack of proper monitoring of the inventories can lead to the damage of the goods that will incur unnecessary expense for the company.
- Longer lead time due to inability of the supplier to provide the goods which in turn leads to a delay in distributing the products to the vendors.

### **3. CONSTRAINTS/CHALLENGES AND PROPOSED COURSE OF ACTION FOR IMPROVEMENT**

During my internship, I ran into some difficulties which include:

- **Lack of availability of some colleagues to share their knowledge:**

Due to having work pressure some colleagues couldn't give enough time to share their knowledge. Some staff members are not usually available as their work station is in factory which is in Gajipur. Those people look after the quality so they were important for report purpose.

- **Unavailability of some specific information:**

Due to company policy employees are not allowed to share some specific information. So I couldn't force them as it would be against of company policy. These include suppliers' details, methods of fixing standards etc.

These two were the major constraints in doing the report. Except these there I faced some difficulties to perform my work duties as there were some new term such as raising a



work order. I have heard the term but was not familiar with it.

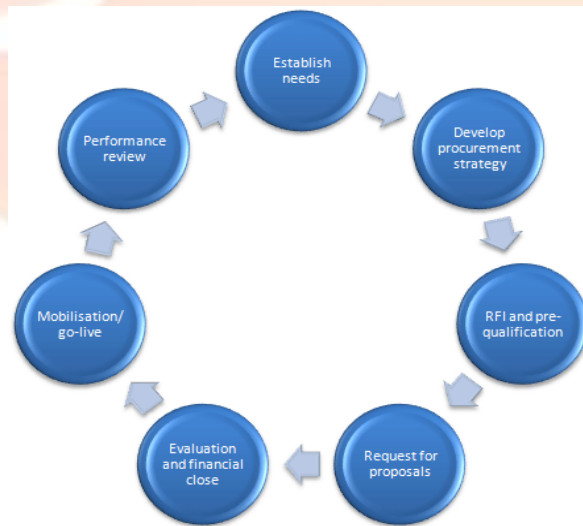
Also I faced problem to make the report as per its demand. As my job responsibilities were combined and my report task is on a particular topic so it was a big challenge for me to managing the time for the particular part.

However, challenges are to overcome. So, I have overcome my challenges through analytical capability and managing time accordingly.

#### 4. LESSONS LEARNED FROM THE INTERNSHIP PROGRAM

In my entire period of internship program I have learned operation process of procurement which is a crucial part for any business. Now I know well what procurement means in practical and how to make the process efficient.

- Procurement process is nothing but a cyclical process. The process completes through several steps. With the help of my supervisor and from my experience in GSK I came out with a basic procurement process. It can be counted as minimum standard level of procurement operations. It is as follows:



**Figure 8: Standard Procurement** \*Source: Secondary data, GSK Procurement Department



### **1. Establish Needs:**

To most first requirement to fulfill the need of procurement is to establish needs. This needs include demand of the commodities, quality, place, time, measurement, and price. Without establishment of exact need, procurement process cannot start.

### **2. Develop Procurement Strategy:**

Now comes the strategy part. To meet the need in a proper way most efficient strategy is needed. So it can be done by filtering from alternatives which is the best way to find out the most efficient one. When there are alternatives available then there is scope to forecast in several situations. So, strategy gets more effective.

### **3. RFI and Pre-qualification:**

After developing the strategy the next step proceeds for Request for Information (RFI). It means get the parameter or more clearly the before proceed to next step what is the pre-qualification for the commodity.

### **4. Request for Proposal:**

In GSK it is called Request for Quotation (RFQ). In time of requesting it is wise to communicate all qualification with outsource to avoid poor quality. It is better if the outsource are previously selected according to the company standard. That means company should understand its customer better.

### **5. Evaluation and Financial Close:**

Evaluate after getting the estimation form outsource. It means based on several parameter evaluate the quote and fix with the best.

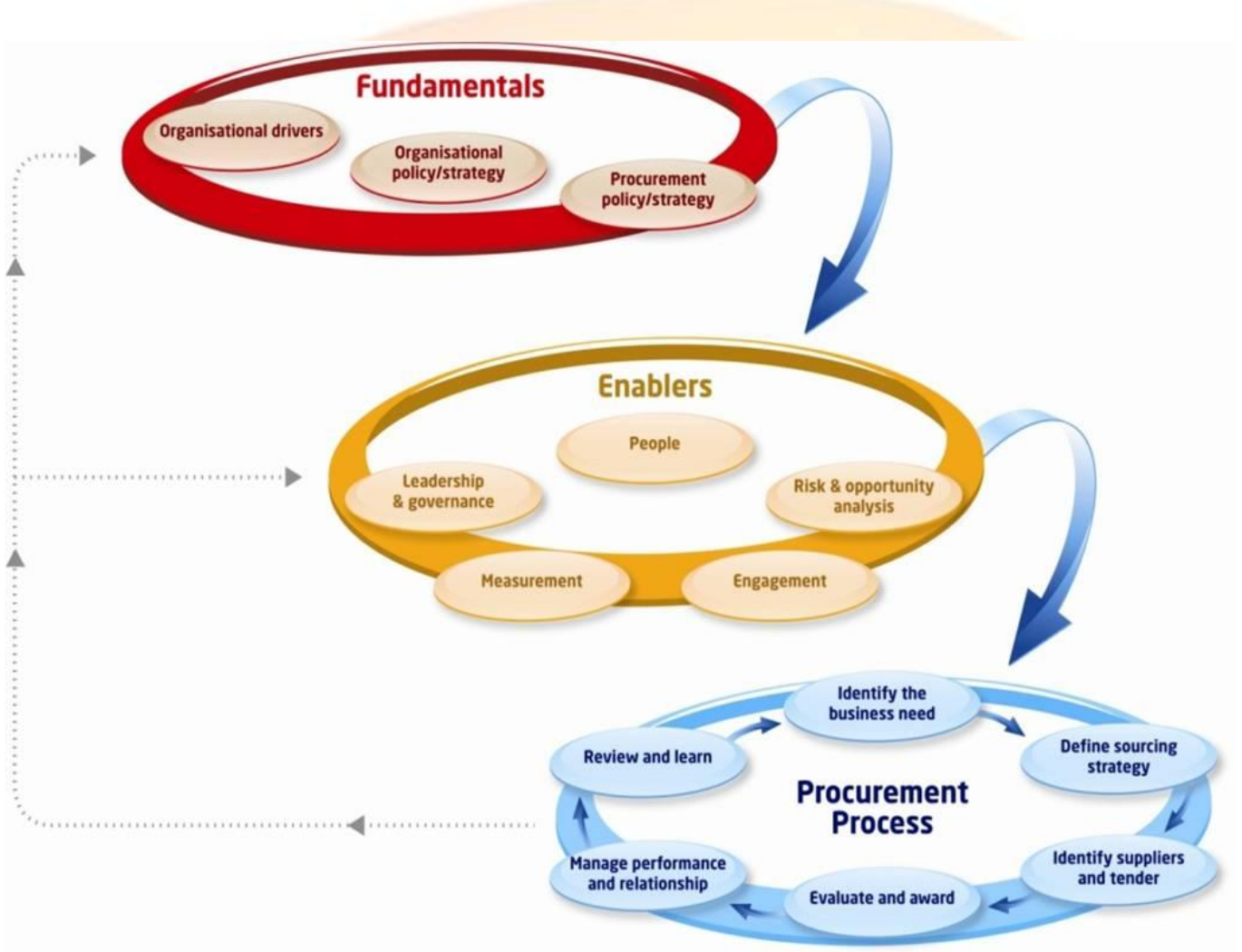
### **6. Mobilization / Go Live:**

The next step is implementation of the tasks. This should follow the standard and the requirement.

## 7. Performance Review:

Follow up if the tasks are properly done or not and performance match with the need to find out if it is reaching or not.

- Another one is the prerequisites for a proper procurement. As only having a proper process can't fulfill the demand of smooth operation. The process should obey the fundamentals and enablers to run the process. Below diagram will make it clearer.



**Figure 9: Prerequisites for Procurement Operations**

\*Source: Secondary data, GSK Procurement Department

There are two prerequisites:

1. **Fundamentals:** It includes organizational drivers, organizational policy and procurement policy. So these will very business to business and the system should obey its fundamentals.
2. **Enablers:** It means to enable the process what or who are needed? So, it includes people, leadership and governance, measurement, engagement and risk and opportunity analysis. These are very important because without these the process can never meet the efficient level.



## **5. CONCLUDING STATEMENTS**

Most of the organizations faces problem due to having lack in their procurement management. Organizations those are depended on outsourcing, most of the time their procurement systems drop down due to lack of discipline (Williamson, 1979).

Procurement is a logistics function and it also plays a very important role supply chain management. Procurement savings is an important area that managers usually focus on. So, a strategic procurement operation is very important for any sort of organization.

Being a part of Operations Management department I would recommend focusing on the application of our studies. There should be enough scope to learn in practical so that in professional life people can be able enough to overcome the challenges.

## **6. SUGGESTIONS FOR IMPROVEMENT OR COURSE OF ACTION**

In GSK I have found the proper procurement process is available. As there mode of doing business is different so there are some additional parts in the process. But it is as per the demand of the business which doesn't have any harm. Though the system is following as per its demand but after evaluating I have found some point of improvement.

1. Existing system is enough for the present demand but not enough for coming future. Though GSK pharmaceutical is doing business in Bangladesh for last about 60 years, it opened Consumer Healthcare Business in 2009. Being a new investment it is in growing stage. Its growth is highest among all FMCG companies in Bangladesh. So for upcoming future the team is not sufficient. It requires more people to fulfill its growing demand.

2. Demand generating system is time consuming. No automated system exists at present. So, it is disturbing the efficacy level. The present practice may become a threat for upcoming future.

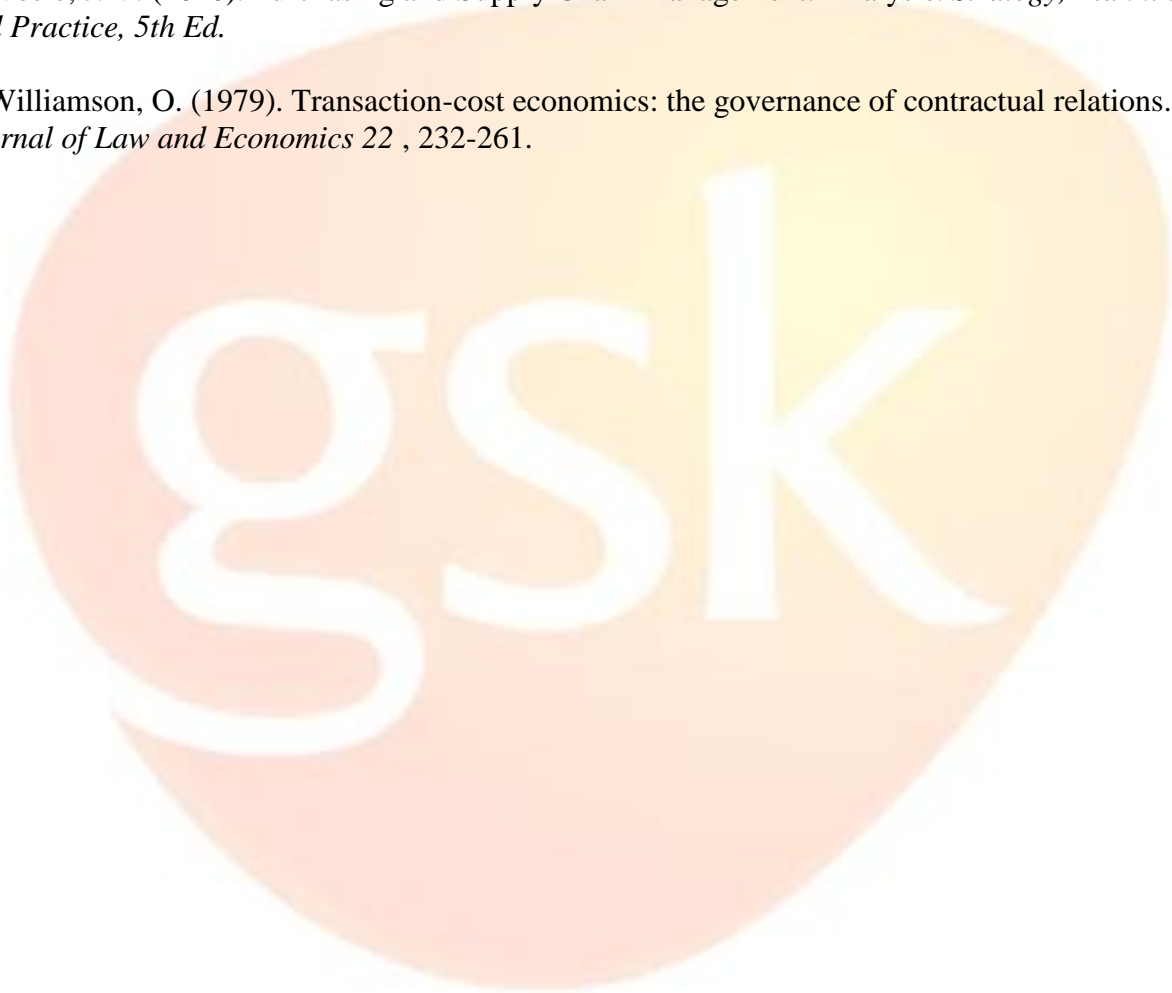
These are the two major challenges have been found through my experience with the procurement process of GSK Consumer healthcare. To overcome these I would like to recommend them-

1. Increase the number of people for procurement operation and distribute task so that each step can be handled efficiently, and
2. Update demand generating system. There are many software and application support are available in market now. Many companies are using those to develop their system efficiency. GSK should install upgraded program to develop their process.

So, the ultimate solution is maintaining a healthy process which will never disturb to meet the business need.

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## Appendix:

### GlaxoSmithKline Bangladesh Limited

House 2A, Road 138, Gulshan-1, Dhaka-1212



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## PRICE SENSITIVE DISCLOSURE

This is for information of all concern that the Board of Directors of the Company in its 270<sup>th</sup> meeting held on 2<sup>nd</sup> March 2017 at 4:30 pm considered the Audited Financial Statements for the year ended 31<sup>st</sup> December 2016 and took the following price sensitive decisions:

1. Recommended Dividend - Cash dividend of 500% i.e. Tk. 50.00 per share
2. Date and Time of 44<sup>th</sup> AGM - Thursday, 20<sup>th</sup> April 2017 at 11.00 am
3. Venue - Hotel Agrabad, Chittagong
4. Record Date - 23<sup>rd</sup> March 2017

The performance highlights as per the Audited Financial Statments are :

Particulars	2016 (In BDT)	2015 (In BDT)
Net Asset Value (NAV) ( s)	2 585 8 3	2 6 3 8 4
NAV Per Share	214 65	216 15
Earnings Per Share (EPS)	53 51	68 99
Net Operating Cash Flow Per Share (NOCFPS)	71 86	84 42

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Date : Dhaka  
2<sup>nd</sup> March 2017

By order of the Board

**Zinnia Tanzina Huq**

Director & Company Secretary