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BRAC University



Internship Report

on

Igloo: Building Long-Term Relationship Through Corporate Sales

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LETTER OF TRANSMITTAL

August 21, 2017

Ms. Tania Akter,

Lecturer

BRAC Business School

BRAC University, Dhaka

Subject: Submission of Internship Report

Dear Ma'am,

I would like to inform you that as a requirement of my graduation, I have completed my internship at Abdul Monem Limited (Igloo Ice Cream and Milk Unit). I am glad to present you my internship report on “Igloo: Building Long Term Relationship Through Corporate Sales”. It was a great opportunity for me to work in a leading business conglomerate of our country. I was an honor and privilege to prepare this report under your guideline and supervision.

I would like to express my utmost gratitude to Mr. G.M Kamrul Hassan, Chief Executive Officer (CEO) of Igloo, Mr. Mollah Omar Sharif, Head of Marketing, Igloo; Ms. Asma Ull Husna, my organization supervisors and all my colleagues for all their support and guidelines during my internship period. I have tried my level best to express all my learnings and findings during my internship through this report.

Finally, I would like to thank you again for your kind instructions and support regarding this report.

Sincerely,

Mahfuzur Rahman

Student ID: 13104147

BRAC University

ACKNOWLEDGEMENT

I would like to express my utmost gratitude to all the people, who have supported me to make this report. First of all, I am thankful to Almighty Allah for making me successfully complete my internship. I would like to express my heartiest respect and gratitude to Ms. Tania Akter, Lecturer, BRAC Business School, BRAC University, Dhaka for her endless support and guidelines during making this report. Without her kind supervision, this report would not be completed. I am blessed to have Ms. Asma Ull Husna, Officer-Corporate Sales, Igloo as my organization supervisor. I have learnt so many things regarding sales and operation process of a Fast-Moving Consumer Goods (FMCG) sector from the day one till the last day of my internship. In addition to that, I would like to express my appreciation to Mr. G M Kamrul Hassan, Chief Executive Officer (CEO) of Igloo and Mr. Mollah Omar Sharif, Head of Marketing, Igloo for all their support as the leaders of the organization during my internship session. Finally, I am blessed to have such wonderful people as my colleagues. Without their cooperation, I would never be able to complete my internship at Igloo.

EXECUTIVE SUMMARY

This report focuses mainly on the operation and execution process of Corporate Sales, Channel Development & Public Relation department of country's largest Ice Cream brand, Igloo. In this report, all the practices done by Igloo to build up long term relationship with its clients has been mentioned. As the market leader of the country's ice cream industry, Igloo has always been concerned to come up with new business plan in order to maintain the market share and keeping them ahead from the competitors. Launching a new department called Corporate Sales to build and maintain the customer relationship is one of the few approaches. Throughout the report, all the operational activities done by this department has been mentioned. On top of that, the overall marketing activates of Igloo has also been highlighted in this report from a bigger perspective. Igloo's current market share, marketing strategies, its competitors, its strengths, weaknesses, threats, opportunities and its different communication strategies has been a bigger part of this report. I have tried to evaluate Igloo's marketing activates with different marketing theories such as "Corporate Marketing Mix", "SERVQUAL Index" etc. Both the Primary and Secondary data have been used to conduct this study. The consumer survey and organization is the main sources of the Primary data used in this report. Different scholarly articles and publications has been used as a source of secondary data. Various news articles have also been used to conduct this report.



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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Today, the nation's ice cream industry has the extent of more than BDT 1000 crore with the branded ice creams covers more than 85 percent of the overall industry. Premium ice creams represent almost 15-20 percent of the marked ones (Choudhury & Zarrin, 2017).

The ice cream industry is moving with a very fast growth rate at an average of 15%. New competitors are continuously entering into the industry than ever before. Previously where the industry was dominated by only two or three producers, now there are more than 8 entities in the industry. For that reason, finding new scopes and business strategies a building customer loyalty has been essential for Igloo in order to maintain the position of Market leader. In order to achieve the advantages over other companies, Igloo's Corporate Sales department was established.

Long-term business relationships are advantageous to both parties involved (Berry, 1995; Szmigin, 1993; Bolton et al., 2000). From the supplier's perspective, these connections make protection against rivalry, diminish price competition, and produce more income per client with decreasing expenses (Venetis & Ghauri, 2004).

Keeping in mind that there are thousands of potential corporate clients in our country, Igloo is working on building a long-term relationship with these clients. This report details these activities of Igloo, their problems, opportunities and possible solutions.

1.2 LITERATURE REVIEW

The term "Relationship Marketing" emerged in the services marketing or the first time in a 1983 paper by Berry (Barnes, 1994, Grönroos, 1994). From then, the term often used in the service sector as a tool of building long-term relationships with the customers and has found its own place in marketing theory and has become a vital part of standard textbooks on marketing (e.g. Kotler 1997, 36-61).

Many authors have pointed out the importance of customer satisfaction to build customer loyalty and profitability of the company. According to (Grönroos, 1990), profitability is linked to customer satisfaction. (Yi, 1990) pointed out that, customer satisfaction influences repeat purchase. Some of the literature suggests on concentrating and serving the "key customers" that brings the most profit (Koch, 1998, Storbacka, 1994).

Some of the authors emphasized on the "measurement" of the service in order to find the gap between customers "Expectation" & "Actual Service" provided by the organization with the help of few dimensions (Parasuraman et al., 1985, 1988, Jain & Gupta, 2004, Mudie and Pirrie, 2006).

On top of that, service awareness and company image plays significant role in the relationship marketing, according to some researchers (Tepeci, 1999, Berry et al., 1988, Schiffman & Kanuk, 1994). Other factors include Employee Satisfaction, Service Knowledge of the employees and the interaction between customer and employees (Bishop, 1990, Raymond & Tanner, 1994, Heskett et al., 1994, Harter et al., 2002, Liao & Chuang, 2004). Customer Loyalty Programs & Service Recovery system also helps building long term relationship (Sparks, 1993, Grönroos, 1988, Gilly, 1987)

Other Authors pointed out the relationship of customer loyalty with the corporate social responsibilities maintained by an organization. (Khan, 2009, Saeed et al., 2015, Ravichandran & Chandilyan, 2016)

1.3 SIGNIFICANCE OF THE REPORT

Education is the combination of both theoretical and practical learnings. Although, theoretical learning is mandatory, without the practical implementation, theoretical fundamentals are not that effective. The aim of the internship program is to reach the gap between two of these two functions of education. The internship program is designed in a way that gives the learner the scope to implement the theoretical learnings into the real world. The main goal of this study is to have the practical ideas of today's business world and make an impact to the career in future.

1.4 SCOPES OF THE STUDY

This report provides the following scopes,

- As Abdul Monem Limited (AML) is one of the largest business conglomerates of the country, the study gives a comprehensive knowledge about how a leading country runs its operations.
- To gain knowledge about the operation process of the Best Ice Cream Brand of the country, Igloo.
- To provide knowledge about Corporate Marketing and how it is mankind.
- To have a knowledge about long term relation building with the major corporations.

1.5 OBJECTIVES

BROAD OBJECTIVES:

The Broad objective of this report is to analyze and understand the “Marketing Strategies” of Igloo Ice Cream.

SPECIFIC OBJECTIVES:

The Specific Objectives of this study are,

- Identifying and Analyzing the Overall Marketing Strategies of Igloo.
- Analyzing the approaches used by Corporate Sales Department of Igloo to build up long term relationships with the clients and customers.
- Evaluating the approaches used by Igloo against Marketing theories (SERVQUAL & Corporate Marketing Mix).
- Identifying the ways of improving its Marketing Activates and increasing its Brand value.

1.6 METHODOLOGY

This study is the combination of both practical knowledge and the theoretical findings. I have prepared this report based on the first-hand experiences during my three-month internship period at Igloo Ice Cream. In order to make this report, both Primary and Secondary Data has been used. The sources of Primary Data are Consumer Survey, the Field Experience, Collected photographs etc. The sources of secondary Data are mainly the published Articles and Journals and different online publications such as online Magazines, Personal Publications etc. The publications of Abdul Monem Limited (AML) also has been used to conduct this report.

DATA COLLECTION & SAMPLING:

One of the sources of primary data used in this report was Consumer Survey. In order to find out the level of satisfaction I have conducted a consumer survey.

Population: The Target Population of the survey was the customers of Igloo Corporate Sales.

Sample: The sample size of the survey was 5. 5 clients were randomly picked and their answer were recorded on the same statement before and after the service was delivered.

Questionnaires: The survey questions were counted in 5 scale Likert Scale where Scale 1 Signified “Completely Disagree” & “Very Dissatisfied” and 5 signified “Completely Agree” & “Very Satisfied”. The questionnaires included 10 questions based on 5 different dimensions.

Data Analysis: The collected data was analyzed to find out the SERVQUAL index of Igloo and find out the Service Gap or Customer Satisfaction.

1.7 LIMITATIONS

- As Abdul Monem Limited is one of the largest business groups of the country, they keep their internal operation strategies secret.
- Some of the information regarding market situation was not available.
- The time allocated to prepare this report very short.
- AML didn't agree to provide the official documents for privacy concern.
- AML didn't agree to provide the financial report for some internal issues.
- Some of the information provided in this report are based on the field personal experience.

CHAPTER TWO

COMPANY OVERVIEW

2.1 INTRODUCTION

Abdul Monem Limited (AML) is one of the leading diversified business conglomerates of Bangladesh. The core ideology of the company is,

‘Touching Lives... Building Capabilities...!’

The organization was established in 1956 by one of the most successful entrepreneurs of the country, Mr. Abdul Monem. From the begging, Mr. Abdul Monem is acting as the Managing Director and Chairman of the organization and till now he is still strongly and successfully running it along with his two eligible sons working as the Deputy Managing Directors (DMD) of the company, Mr. A.S.M. Mainuddin Monem and Mr. A.S.M. Mohiuddin Monem.

The organization is renowned for its construction business and major infrastructure projects for Bangladesh Government, World Bank, ADB, JICA etc. Approximately 30% government projects of Bangladesh are conducted by the company. For that reason, AML is considered one of the best construction company of the country.

Over the last few decades, AML has not only become country’s largest constructions company to deliver excellence in the field of modern infrastructures, it has also become the bottler of the most favorite beverage brand of the world, Coca-Cola, the producer of country’s number one ice-cream brand Igloo, Igloo milk and other dairy products, Igloo foods and snacks, producer of pharmaceuticals, manufacturer of auto bricks, bitumen and other construction materials. The company was awarded in 2015 for developing one of the first private Economic Zones (EZ) of the country called Abdul Monem Economic Zone (AMEZ) in Munshiganj on its own land of 216 acres. “AMEZ is the second economic zone in the private sector that obtained the final nod from Bangladesh Economic Zones Authority or Beza” (“Abdul Monem gets final license for Economic Zone”, 2017)

All these business units are built up with a view to utilizing the quality of the parent organization and to add to the national economy with a goal of increasing opportunities for the people. Despite the fact that, AML started as a family claimed business, it has changed into a multi-disciplinary current business bunch conveying an incentive to our clients. Thusly, the need has been to concentrate on building capacities to implant quality and character in their people, business



accomplices, partners and stakeholders bringing about strong and dynamic development of the company.

The Company has more than 10,000 talented and highly skilled workforces which are the rock bottom of its strength and long-term success. Hence, its policy requires that they take responsibility for ensuring their safety and security as well as safeguarding their health and welfare. They also take great pride in contributing to the community and society as a whole through active corporate social responsibility and engagement.

The company's ultimate focus therefore, is to use its valuable resources in order to create value-added products and services, which would contribute to the economic, social and environmental progress and prosperity of Bangladesh. Altogether, the organization aims to lead by paradigm and to learn from everyday experiences; it sets its endeavors to high standards for its people at all levels and consistently meet them. The website for Abdul Monem Limited (AML) can be found at <http://www.amlbd.com/>.

2.2 VISION

The vision of ALM is the optimum use of valuable resources including human to create value-added products and services aimed to contribute to the economic, social and environmental progress and prosperity of the country.

2.3 MISSION

The mission of AML defines its Roadmap. AML excel to develop and deliver value added goods and services to its esteemed customers, consistently outperform its peers, build enduring relationship with its business associates and stakeholders, provide a dynamic and challenging environment for its employees and aim to achieve incremental growth of its business thereby having a positive economic and social impact on the community and the nation.

2.4 OBJECTIVES OF AML

AML always prioritize setting its strategic objectives to achieve its long-term goals. In order to run the organization profitably and satiety its stakeholders, AML always considers both Financial and Strategic objectives along with its short term and long-term goals.

FINANCIAL OBJECTIVE:

AML always tries to generate sustainable growth and constant renewal of balanced business structure through appropriate financial results.

STRATEGIC OBJECTIVE:

Abdul Monem Limited is open and trustworthy to all its business partners and consumers. Through devoted business activities, it wishes to make worthwhile contribution to the progress of the country.

SHORT TERM GOALS:

AML is committed to be one of the top market leaders, if not the supreme, while maintaining its profit and goodwill assuring maximum benefit to its clients and employees. To achieve the company's short-term goals, the senior executives exhibit behavior based on the principles of leadership and teamwork in general and situational leadership model in particular. They are result oriented, accountable, open and humane.

LONG TERM GOALS:

Guided by the vision, AML believes in ensuring long term existence by being profitable, successful and sustainable. This is achieved by the company's commitments in providing value-adding products and services demonstrate the company's commitment to use resources optimally.

2.5 CORPORATE PROFILE

ABDUL MONEM LIMITED

Name of the Company:	Abdul Monem Limited (AML)
Year of Establishment:	1956
Status of the Company:	Private Limited Company
Country of Registration:	Registered under Registrar of joint Stock Companies, Dhaka, Bangladesh
Number of Employee:	10,000+
Corporate Head Quarters:	Monem Business District, 111, Bir Uttam C.R. Datta Road, Sonargoan Road, Dhaka-1205.
Telephone:	+88 (02) 9632011-13, +88 (02) 9675955, +88 (02) 9632304-10
Fax:	+88 (02) 9632315-17, +88 (02) 9668638
E-mail:	info@amlbd.com
Website:	www.amlbd.com

2.6 BUSINESS CONCERNS OF AML

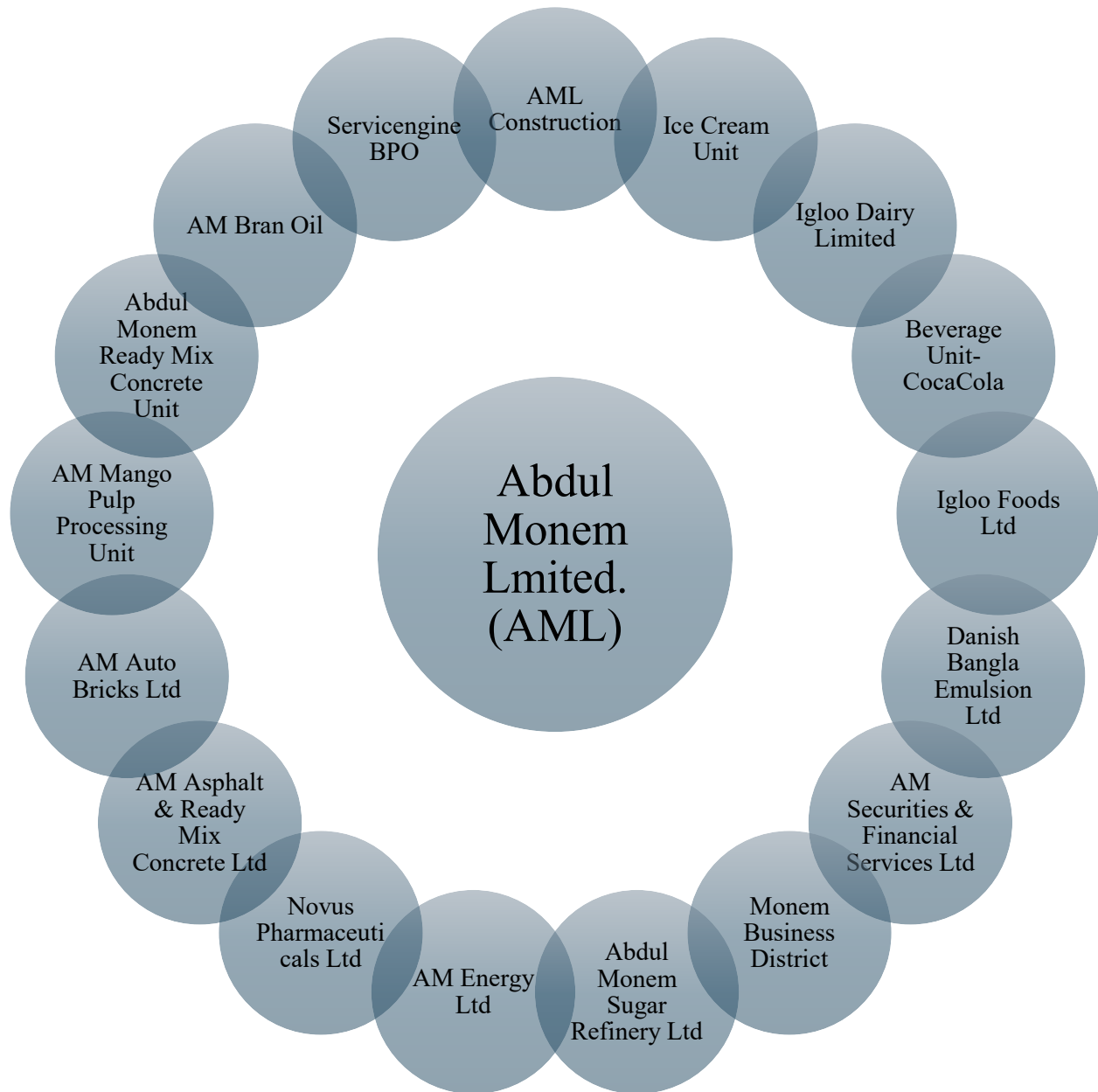











Illustration- 1: SBUs of Abdul Monem Limited (Source: AML Official website)

	<p>AML Construction</p>	<p>In the past 57 years Abdul Monem Limited has successfully accomplished numerous projects aided by the World Bank, ADB – Asian Development Bank, Japan Bank for International Cooperation, IDB– Islamic Development Bank and major Ministries and Departments of the Bangladesh Government.</p> <p>Some of the outstanding accolades of ALM Construction are-</p> <ul style="list-style-type: none"> • National Highways with 4 lanes • Jamuna Bridge Access Roads Project • Osmani International Airport • Construction of Syed Masud Rumi Bridge • Mohakhali Bus Terminal, etc. <p>Currently AML is working on the 2-side link road of the most anticipated Padma Multi-Purpose bridge.</p>
 	<p>Ice Cream Unit</p>	<p>Igloo is the most popular impulse and take-home ice cream brand of Bangladesh. Igloo was established in 1964 as a business concern of Abdul Monem Limited under its Ice Cream & Milk Unit. Since its beginning, Igloo has become synonymous for quality ice cream all across the country.</p> <p>MiAmore offers premium ice cream with rich taste and creaminess for the ice cream lovers of the country with the promise of pure indulgence and pleasure. MiAmore is known for its premium Ice Cream Parlors for the ice cream lovers.</p>

	<p>AM Beverage Unit: Coca-Cola</p>	<p>AM Beverage Limited is the authorized bottler of Coca-Cola, Fanta and Sprite. The bottling operation started after acquiring the plant of K. Rahman & Company in 1982. In 1987 the company made an aggressive move to expand the market by establishing a new bottling plant of 450 bottles per minute (BPM) capacity in Comilla. With this move the company immediately gained the market leadership position from the competitors.</p>
	<p>Igloo Dairy</p>	<p>Igloo Dairy Milk started its journey on 31 August 2004. Igloo Dairy has production capacity of 5,000 liters per. This unit produces skimmed milk powder, UHT, FCMP, Functional Milk, Cheese and Butter in international standard specifications and packaging.</p>
	<p>Igloo Foods Ltd.</p>	<p>Igloo Foods Limited is a manufacturer and marketer of high-quality, brand name food and potato products for consumers throughout Bangladesh.</p>
	<p>Danish Bangla Emulsion Ltd</p>	<p>Danish Bangla Emulsion Limited (DBEL) is a joint venture organization between Abdul Monem Limited and ENH Engineering A/S, Denmark. DBEL has been delivering bitumen emulsion of international standard by a completely robotized plant for the development of street and landing strip asphalt work. The materials are used under various divisions of the Government of Bangladesh like RHD-Roads and Highways Department, CAAB-Civil Aviation Authority of Bangladesh, LGED - Local Government Engineering</p>

		Department and the Municipal Corporations meeting their detail necessities will full fulfillment of the specialists and architects of the concerned offices.
	AM Securities & Financial Services Ltd	AM Securities & Financial Services Ltd. is a leading equity brokerage house in the country with a diverse clientele of institutions, high net worth individuals, foreign funds and retail investors.
	Monem Business District	Monem Business District is the corporate head office of the entire group as a whole and is situated in Karwan Bazar, Dhaka. Apart from AML, Monem Business District is the corporate office for many renowned organization. It is a T-Shaped 14 Storied glass cladding and ACP panel building which has 4 underground basements with 6,05,000 sq. ft. of total floor area.
	Abdul Monem Sugar Refinery Ltd	Abdul Monem Sugar Refinery Limited (AMSRL) was built up in 2006 as an independent sugar refinery with a yearly limit of more than 3,00,000 metric tons amounts of high-quality refined sugar branded as Igloo Sugar.
	AM Energy Ltd	AM Energy Limited was established in 2005 as a captive power generating plant. It is situated on the bank of the river Meghna and constructed on 1.73 acres of land. Initially it was designed for generating 10MW by steam turbine generator but presently has 6MW capacity with 3.5MW maximum power generated.
	Novus Pharmaceuticals Ltd	Novus Pharmaceuticals Limited was established in 2008. It develops and delivers healthcare solutions with the highest priority on quality. It's plant facility is capable of producing solid, PFS, liquid and sachet

		<p>preparations. We have also separate wing of cephalosporin with HVAC facility with a Research and Development (R&D) department.</p>
	<p>AM Asphalt & Ready-Mix Concrete Ltd</p>	<p>Asphalt is known for its toughness, cost-viability, effortlessness of development, and quality. AML Asphalt withstands substantial burdens and, when consolidated with appropriate Asphalt maintenance, goes on for a long time. AM Asphalt and Ready-Mix Concrete Ltd. is compensated with trust and certainty as a standout amongst other Asphalt companies in the nation.</p>
	<p>AM Bran Oil</p>	<p>Abdul Monem Bran Oil Company Limited introduces heart friendly Rice Bran Oil named “Nature Fresh “which is extracted from nature and full of nutrients. It is produced and refined with the help of world-class technology, utmost hygiene and strict quality control to produce comprehensive healthy cooking oil.</p>

The website for Abdul Monem Limited (AML) can be found at <http://www.amlbd.com/>

2.7 ORGANOGRAM OF AML

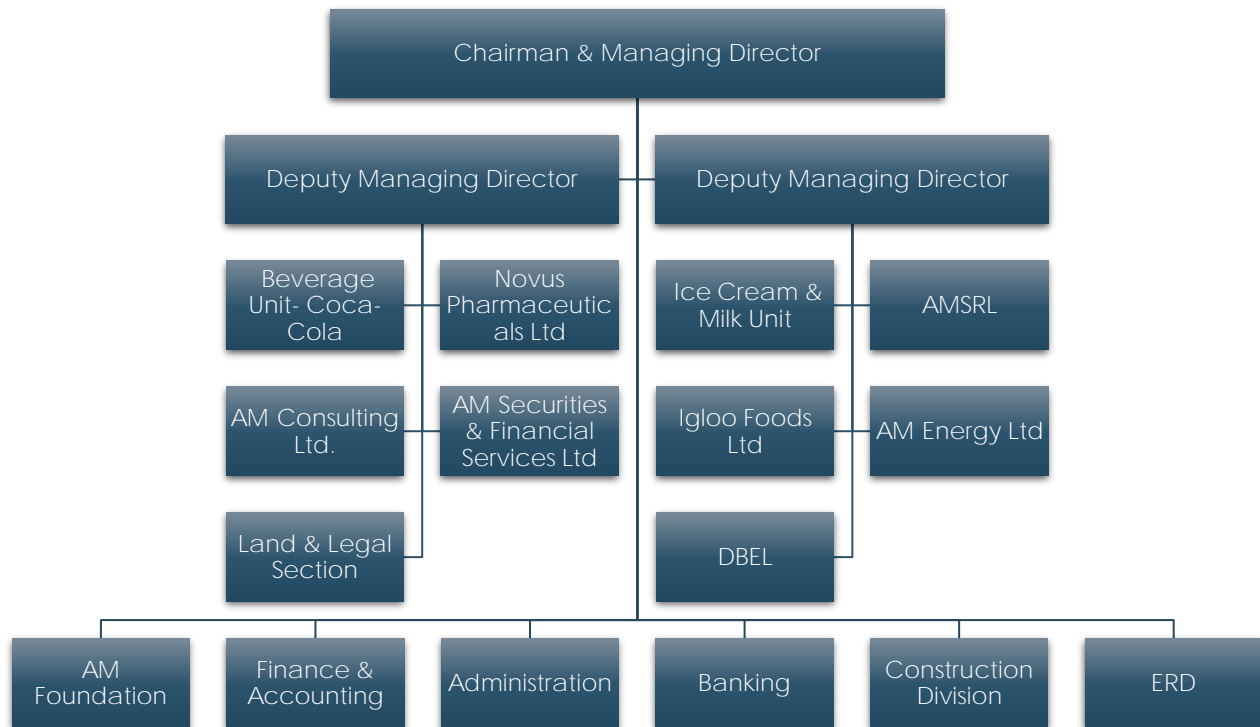


Illustration- 2: organogram of Abdul Monem Limited

2.8 ACHIEVEMENTS AND RECOGNITION

- The President's Awards
- The longest TAX payer award
- The longest VAT payer award
- IFAWPCA gold medal
- Business person of the year 2008, Bangladesh
- Commercially important person of 2010, 2011 & 2012
- Excellence for business performance from Jamuna Bank Ltd.
- Igloo- No.1 ice-cream brand by Bangladesh Brand Forum
- Other recognition from various Government departments for business performance, corporate governance and contribution to national development

2.9 STRATEGIC PARTNERS

Government of Bangladesh has been a reliable strategic partner for AML from the beginning. Another partners includes WORLD BANK, ADB, JAICA, WFP etc. AML always maintains good relations with local and foreign companies and that is the main success factor for AML.

CHAPTER THREE

An OVERVIEW of IGLOO

3.1 INTRODUCTION TO IGLOO



Igloo is the most popular impulse and take-home ice cream brand of Bangladesh. Igloo was established in 1964 as a business concern of Abdul Monem Limited under its Ice Cream & Milk Unit. Since its beginning, Igloo has become synonymous for quality ice cream all across the country. Over the last 50 years, Igloo has developed over 100 different varieties of flavors, forms and shapes ice creams for a rich, unmatched experience to its consumers. Igloo is equipped with the most modern machinery, skilled human forces and it never compromises the quality. As the customer taste and preference is changing day by day, Igloo is always introducing new flavors to serve the consumer's need. The official slogan of Igloo is, '*A World of Great Taste*' which reflects company's dedication to its customers to provide a delightful experience of taste and quality.

The new Integrated Marketing Communication (IMC) tagline of Igloo is,

‘যেখানেই মিষ্টি মুখ, সেখানেই ইগলু’



3.2 QUALITY AND CERTIFICATION

A brand must show a credible assurance of quality to the customers (Aaker, 1991). That is why Igloo never compromises with the quality of their products and it is considered the best ice cream brand of Bangladesh. Almost 95 percent raw materials are outsourced from Different European countries in order to provide the best possible quality to its customers. Although initially Igloo milk was the supplier of the production, now the milk is imported from Australia and New Zealand. Chocolate, cream, flavors, etc. are sourced from Denmark. Not only the production ingredients are imported, the packaging materials are also imported for better quality packaging. (Choudhury & Zarrin, 2017)



- **Halal Certified:** “Igloo Ice Cream” has been certified Halal by “BSTI”
- **HACCP Certification:** Igloo Ice Cream has been certified by Hazard Analysis and Critical Control Points (HACCP)
- **ISO Certified:** Certified ISO 22000: 200, Food safety management systems Requirements for any organization in the food chain
- **QCS (Quality Control System):** well trained personnel and professionals have been appointed to ensure the quality of our product.

3.3 ACHIEVEMENTS






Igloo has been awarded as “The Best Ice Cream Brand” by Bangladesh Brand Forum (BFF) for three years in a row - 2013, 2014 and 2015. (“Best Brand Award”, n.d)

3.4 PRODUCT SEGMENTS

Igloo is the only company that offers the largest varieties of ice creams in different flavor and price. Igloo is always concerned about the tastes and preferences of the customers. For that reason, Igloo always introducing new products of different flavor and taste every now and then.

In his interview G M Kamrul Hassan (personal communication, June 28, 2017) mentions Igloo offers ice cream for every price ranges. Based on the demographic segmentation of the customers Igloo offers three categories of ice cream. These are- Economy, Mainstream and Premium. Most of the customers are the Mainstream and Economy buyers. The percentage of Premium buyers lays between 5 to 6%.

Economy	Mainstream	Premium
		
<p>Economy is the most commonly sold ice creams in the market. The price of these ice creams is very low and the flavors are limited. The most common flavors of this category are- Vanilla, Strawberry, Chocolate and Mango. The products are-</p> <ul style="list-style-type: none"> ▪ Cups (Vanilla, Strawberry, Chocolate and Mango) ▪ Choobar ▪ Mini Choc ▪ Shell & Core ▪ Lolly- Lemon 	<p>Mainstream is another popular segment where the price of the products is moderate and the taste and quality is closer to the premium. This segment is very popular among the young generation. Products of this category are-</p> <ul style="list-style-type: none"> ▪ Cornelli Classic (Mini) ▪ Belgian Chocolate (Mini) ▪ Cornelli Classic ▪ Cornelli Premium ▪ Belgian Chocolate ▪ EGO ▪ MEGA ▪ MACHO 	<p>Premium segment is for the customers whose preference is the best quality and the richest taste. The price of these products is very high and offers different varieties of flavor depending on customer's choice and preferences. Some of the best Premium offerings are-</p> <ul style="list-style-type: none"> ▪ Ice Café (Paper Cup) ▪ Nutricks (Paper Cup) ▪ Peanut Butter Cream P. Cup ▪ Chocolate Fudge Brownie ▪ Chocolate Milk Shake ▪ Mango Milk Shake

<ul style="list-style-type: none"> ▪ Lolly - Orange ▪ Dudh Malai ▪ 1/2 Liter Container (Vanilla, Strawberry, Chocolate and Mango) ▪ 1 Liter Container (Vanilla, Strawberry, Chocolate and Mango) ▪ 2 Liter Container (Vanilla, Strawberry, Chocolate and Mango) 	<ul style="list-style-type: none"> ▪ Almond Split (Exotic Bar) ▪ Swiss Chocolate (Exotic Bar) ▪ Sweet Heart ▪ Mango Melody ▪ Piata Passion ▪ Strawberry Sparkle ▪ Choco Cheers ▪ Caramel Combo ▪ Coconut Cooler 	<ul style="list-style-type: none"> ▪ Yoghurt Milk Shake ▪ FIRNI ▪ KHEER MALAI ▪ RASH MALAI ▪ DIET VANILLA ▪ NAWABI MITHAI ▪ LASSI ▪ Gold: Blueberry Yoghurt ▪ Gold: Chocolate Chips Cookie Dough ▪ Gold: Butter Pecan ▪ Ice Cream Cake ▪ CIAO BELLA (5 Liter)
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3.5 COMPETITORS



LOCAL COMPITITORS:

(Choudhury & Zarrin, 2017) mentioned that, the size of the country's ice cream market worth more than BDT 1000 crore and the branded ice creams covers more than 85 percent of the market share. For last few decades, the ice cream industry was ruled by just three companies in particular Igloo, Polar, and Kwality who secured very nearly 70 percent of the total ice cream market of Bangladesh. Back then, the main rivals of Igloo were only these two companies. However, in recent few years, we saw various new players making a passage into the ice cream industry of the nation. Bellissimo, Za'n Zee, Bloop and Lovello are few of them. Among these new brands, Bellissimo came to the market only as the Premium ice cream brand which is a direct threat for Igloo. On the other hand, though Premium Ice brand Mi Amore is a venture of Abdul Monem Limited, it is considered as a competitor from the point of view of Igloo brand. Some of these new comers have already established their position in the market. These competitors are continuously influencing the operation of Igloo.



FOREIGN COMPITITORS:

In addition to the local manufacturers, many international Ice Cream brands such as Mövenpick, Baskin-Robbins, Cream and Fudge, Cold Stone Creamery, Häagen-Dazs and Anderson's are also seen entering the market in the last couple of years (Choudhury & Zarrin, 2017). In our country now we have different branded ice cream parlors that are offering foreign branded ice creams.

3.6 MARKET SHARE

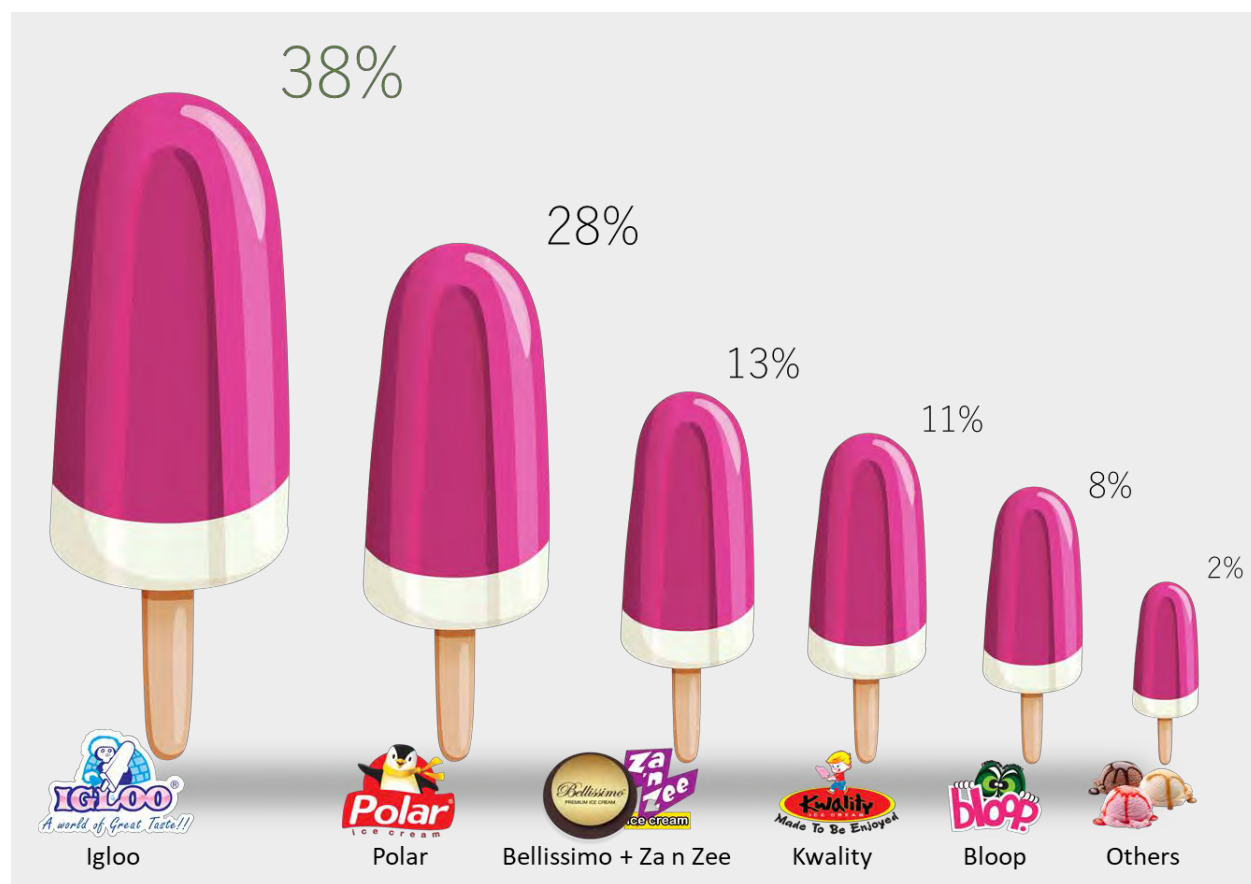


Illustration- 3: Ice Cream Industry Market Share, 2016 (Source: LankaBangla Securities Ltd. Research)

“Ice creams of three brands - Abdul Monem's Igloo, Dhaka Ice Cream's Polar and Kwality Food's Kwality- account for nearly 70 percent of the branded market. Igloo is the market leader followed

by Polar, according to industry insiders” (Parvez, 2013). Igloo is the market leader of the Ice cream industry of Bangladesh currently holding 38% market share followed by Polar with 28% market share. This scenario is continuing from the beginning of the industry. Although previously the market was dominated by three giant competitors Igloo, Polar and Kquality, in recent years Kquality is falling behind for excessive competitions and new entities. Currently, New two brands introduced by Kaazi Firms, known as Bellissimo and Za’n Zee together holds 13% of the market share. Another new Brand ‘Bloop’ launched by Golden Harvest, currently holds 8% of total market shares due to its aggressive marketing strategies (Choudhury & Zarrin, 2017). Recently another new brand named ‘Lovello’ had introduced to the market. Although the market share of Lovello is very low, still it’s a high threat for the existing competitors of the industry.

3.7 SWOT ANALYSIS OF IGLOO



Strengths

- Strong Supply Chain
- Imported Raw Materials
- Strong Corporate Relations
- Abundance of Flavors
- Home Delivery Service

Weakness



- Dependence on imported materials
- High R&D Cost
- Seasonal Business
- Excessive marketing costs
- High Turnover Rate



Threats

- New Rivals in the industry
- High Government Taxation
- Premium Brands
- Unavailability of Raw Materials
- Changes in Climate Conditions

Opportunities



- Corporate Sales Department
- Gift Solutions
- New Products for Winter and Off Season
- Scope of Improving the Flavors & Products
- Emphasize on Digital Marketing

STRENGTHS

▪ **STRONG SUPPLY CHAIN**

Igloo has the largest ice cream supply network of the country. Due to its vast supply chain and distribution network, Igloo is available over 20,000 retail stores, super shops, and hypermarkets across the country. Igloo also has a huge number of corporate clients. Igloo has different depots in different locations of the country for better distribution. One of the largest depots of Igloo is located in Pantheyapath, Dhaka which is considered the central location of the city. (Abdul Monem Limited, 2014).



Illustration- 4: Igloo Freezer Vehicles at Depot

▪ **IMPORTED RAW MATERIALS**

Igloo is the only company that deepens almost entirely on imported materials for its productions. More than 95 percent of the raw materials are imported from Different countries around the world in order to provide the best possible quality to its customers (Choudhury & Zarrin, 2017). The main ingredient of ice cream is the milk which is imported from countries like Australia and New Zealand. Other ingredients such as Chocolate, cream, flavors, etc. are sourced from Denmark. Not only the production ingredients are imported, Igloo also imports the packaging materials for better quality packaging.

▪ **STRONG CORPORATE RELATIONS**

Igloo is the only Ice cream brand of the country which has a dedicated department only for corporate sales. The main task of this division is to maintain a good relation with the largest corporations of the country and support them with different corporate solution. Igloo is the first company that introduces Ice Cream as corporate gift solution which is a completely new idea for Bangladesh.

▪ **ABUNDANCE OF FLAVORS**

Igloo has the highest number of product line with countless number of favors. The R&D and the Branding department of the company are always working on product innovation and continues improvements of tastes and flavors.

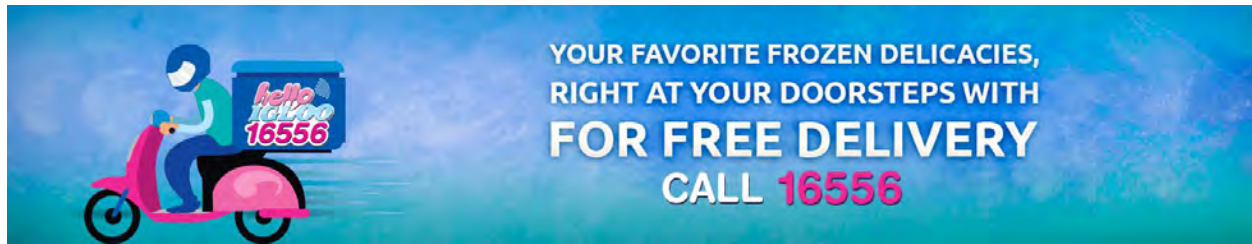


Illustration- 5: Some of the Flavors of Igloo

▪ **HOME DELIVERY SERVICE**

Igloo is the first Brand in Bangladesh to launch “Free Home Delivery” service for its products. Igloo started this service called “HELLO IGLOO” at the end of the year 2016 which provides the customer the comfort of shopping at home and full fill the need of its valuable customer.





In order to get this service,

- You need to call **Hello Igloo (16556)** number and place your order for your desired ice-cream.
- This service is completely free of charge.
- The minimum order quantity of the product should be 400Tk in total.
- This service is identical to the catering service.
- Igloo also accepts orders for any big occasions like marriage ceremony or party programs.
- Igloo also provides customized lid sticker according to consumer demand for different occasions like marriages, Gaye Holuds or birthday parties. Customized lid sticker can be such as “Reza’s Gaye Holud”.
- For the customized orders, you need to confirm the order 10 days BEFORE the delivery day. Minimum order quantity should be 1000 pieces.
- Ordering time: Saturday – Thursday, 10 am to 6 pm, but for delivering, Igloo is prepared throughout the week including Friday.
- For regular product orders, the products will be delivered within 45 minutes order.
- Currently this service is available only in Dhaka.

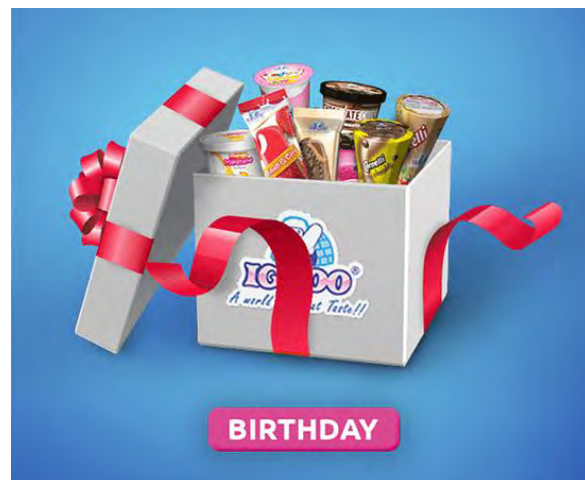


Illustration- 6: Hello Igloo Occasional Delivery Service



Illustration- 7: Hello Igloo Occasional Delivery Service



Illustration- 8: Hello Igloo Print Advertisements



Illustration- 9: Customized Igloo 'Ice Cream Cake' for Client's Gaye Holud

WEAKNESS

▪ **DEPENDENCE ON IMPORTED MATERIALS**

Igloo is highly dependent on foreign ingredients for its production to ensure the quality and customer satisfactions. Any uncertainty in global economy and politics could affect the production process of Igloo as more than 95% raw materials are imported from different countries.

▪ **HIGH R&D COST**

Igloo spends a huge amount of money on its Research and Development department for product innovation and for introducing new products and favors.

▪ **SEASONAL BUSINESS**

Ice Cream business is completely a seasonal business. The production and sales of ice cream fluctuates on a monthly basis throughout a year. There is a common perception in our consumer’s mind that ice cream should not be consumed in winter season. Based on the sales forecast, we can divide a year into 4 parts, Peak, Supper -Peak, Off-Peak and Supper Off-Peak.

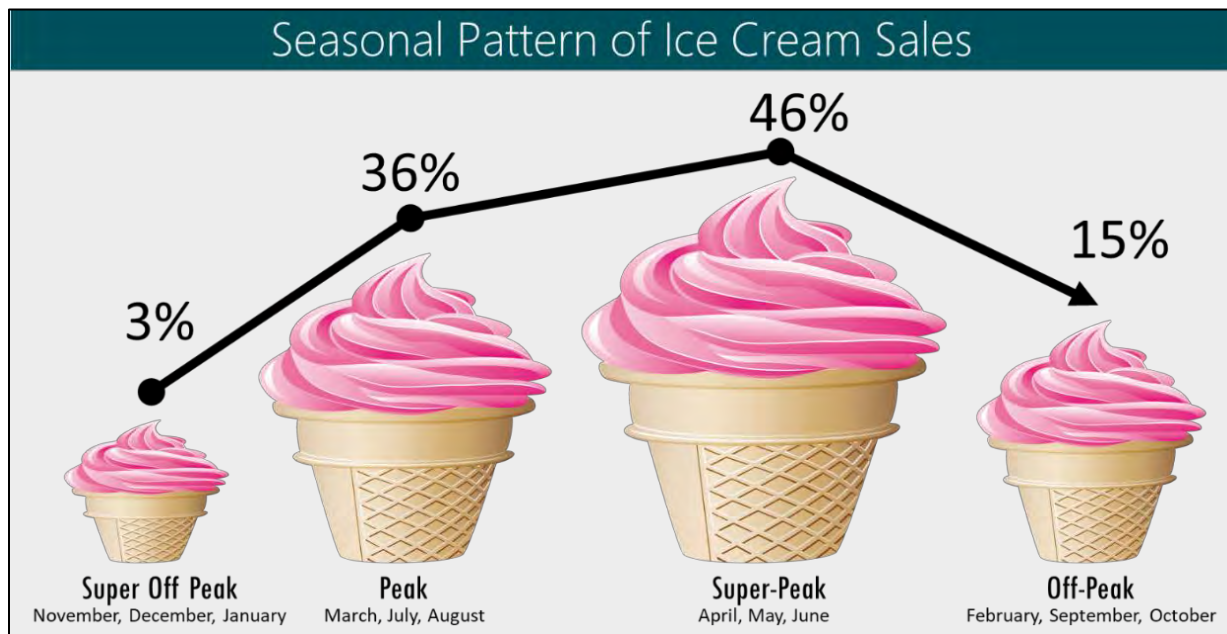


Illustration- 10: Seasonal Pattern of Ice Cream Sales

Note. Adapted from " Consumer Behavior in Bangladesh's Ice-cream Industry" by Rayed M. S., Biswas S., Chowdhury A. R. & Kabir S. N., 2015, Team Charlie Foxtrot



The highest quantity of ice cream is sold in the month of April, May and June which is called Supper Peak season also known as Summer. More than 46% yearly sales come only from these three months together. March, July and August, is known as the Peak season which consist an average of 36% yearly sales. In the months, February, September and October only covers 15% of yearly sales. In winter season, only 3% of yearly sales are covered that is why it is called Supper Off-Peak.

- **EXCESSIVE MARKETING COSTS**

Due to increased competitions, Igloo now has to invest more on marketing campaigns which also increased the total cost of the organization.

- **HIGH TURNOVER RATE**

In any FMCG company, a major problem is high turnover rate of the employees. Igloo also suffers a lot. High turnover rate leads increasing recruiting and training cost for the new workforces.

THREATS

- **NEW RIVALS IN THE INDUSTRY**

The biggest challenge for Igloo is the new Rivals in the industry in recent years. Previously, Polar was the only major competitor for Igloo but now, the number of competitors are 6 to 7. Some of these rivals have come to the market with huge investments and aggressive marketing strategies.

- **HIGH GOVERNMENT TAXATION**

Increased TAX and VAT by government in budgets over Ice cream and Beverages could increase the cost and eventually the price of retail units of ice creams.

- **PREMIUM BRANDS**

Premium brands like Bellissimo are bringing all-premium products. This could decrease the sales of premium products by Igloo and eventually Igloo might lose more market shares.

- **UNAVAILABILITY OF RAW MATERIALS**



As Igloo is highly dependent on imported raw materials for their production, any uncertainty regarding the availability of those goods might hamper the production of Igloo.

- **CHANGES IN CLIMATE CONDITIONS**

Ice cream is considered as seasonal business as it is manipulated directly by the seasons and climates. In recent years, during summer excessive rainfall decreases the sales of ice cream.

OPPORTUNITIES

- **CORPORATE SALES DEPARTMENT**

Igloo is the first Ice cream brand that has a fully functional Corporate Sales department. The main job of this department is to maintain a long-term relation with the largest corporations of the country. The quality of sales is in bulk amount and the opportunity is very high for further improvement.

- **GIFT SOLUTIONS**

Igloo is providing ice cream as gift solution to its customers. Igloo has targeted different industries as their potential clients. One on these industry is Pharmaceuticals companies. As Pharmaceuticals are providing different gifts to their clients and doctors, Igloo is promoting ice cream as a gift solution to them.

- **NEW PRODUCTS FOR WINTER AND OFF SEASON**

Although ice cream is a seasonal business, if Igloo could come up with some new idea of alternative products for winter it would be highly effective. For example, if Igloo brings a new ice cream, that turns into Coffee or Latte when make them hot, people would buy Igloo ice cream even in winter season.

- **SCOPE OF IMPROVING THE FAVORS & PRODUCTS**

More and more rivals are joining in the industry every day. That is why Igloo should emphasize more on product innovations and invest more on Research and Development. More new flavors should be launched frequently in order to cope up with the competitions.

▪ **EMPHASIZE ON DIGITAL MARKETING**

We are living in the age of technology, and social medias are playing vial role in our daily life. People spend more time on Social medias like Facebook and Instagram than TV, newspapers or Radios. That is why, Igloo could increase the budget for Digital Marketing Campaigns to grab more audiences.

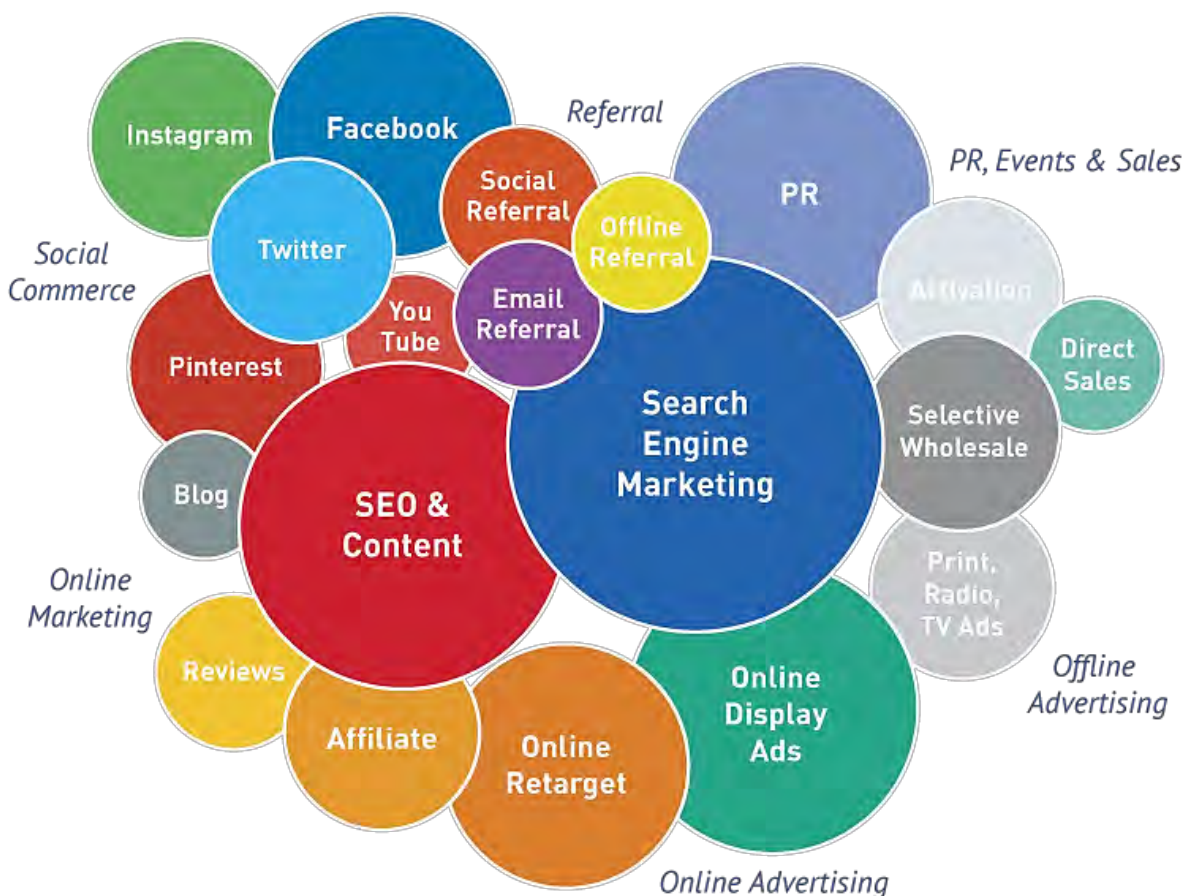


Illustration- 11: Scopes of Digital Marketing

3.8 ORGANOGRAM OF IGLOO

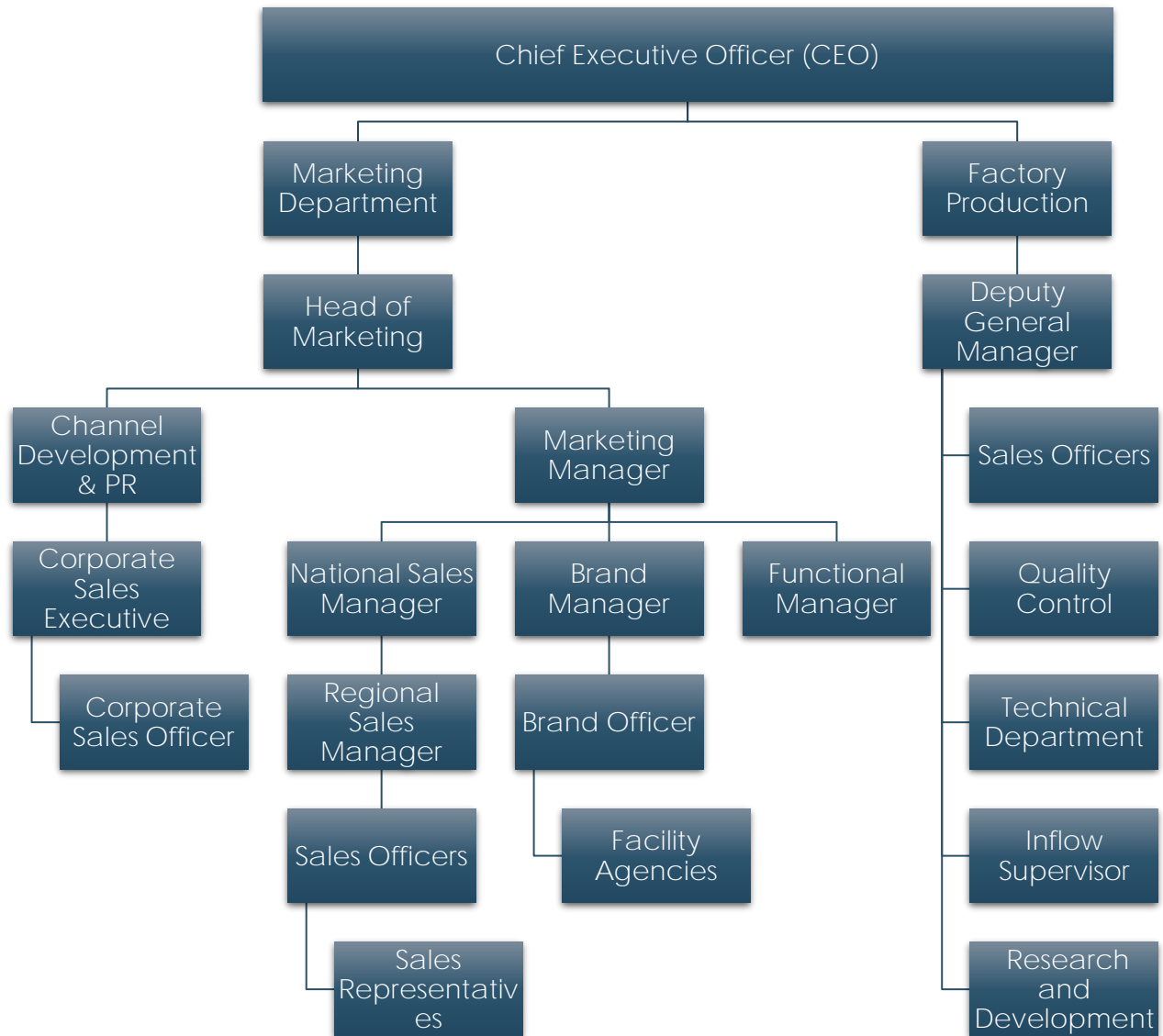


Illustration- 12: ORGANOGRAM of Igloo

3.9 BRAND ACTIVATION & CSR ACTIVITIES

Brand activation is considered one of the most effective ways of engaging the customer with the brand. According to Saeed et al. (2015) “Brand activation is defined as a marketing relation created between brand and consumers in a way that consumers understand the brand in a better way and consider it as a part of their lives. Brand activation is the process of activating the customers by joining the all available sources of the communication in a creative manner.” (p. 94).

In order to increase the customer involvement with the brand, Igloo always arranges different champing that increases the brand awareness and customer attachments to the brand. Igloo often sponsors different shows, musical concerts, institutional camping, fairs etc. to make Igloo a part of their lives. One of the most practiced invent by Igloo is “Igloo Ice Cream Fest” which is the largest ice cream festival of the country that offers unlimited scoops of ice cream to its customers.

Apart from Brand Activation activities, another major relationship building approach is Corporate Social Responsibilities (CSR). Corporate Social is considered as a set of activities, policies and policies to that ensures all the actives done by the company are ethical, responsible to the society, its stakeholders and its environment. Corporate Social Activity incorporates addressing the ethical, legal, commercial and all the desires society has for the corporation, and setting up strategies that balance the rights of every single key stakeholders of the organization. (Khan, 2009). Thus, the FMCG organizations can utilize this chance to bait this area to utilize perceived high valued products. A large portion of the FMCG organizations are engaged with the CSR activates in sectors such as education, rural development, Community development, environment protection etc. which will create a positive impression of the organization or brand and will ultimately increase the sales. (Ravichandran & Chandilyan, 2016).

Khan (2009) in his article, mentions, the minimum amount of money every company should spend on its CSR activates is 0.2% of its total amount of sales. He also mentioned that all the information about company’s CSR activates should be available in the reports for the public and the stakeholder for increasing brand value.

As a major brand of the country, Igloo always concerned about its corporate responsibilities and that is why Igloo often launches different CSR addressing and supporting different social issues and occasions.



Illustration- 13: Igloo Ice Cream Fest



Illustration- 14: Valentine's Day Concert sponsored by Igloo



Illustration- 15: Igloo “Biye Barite Mistimukh” champing



Illustration- 16: Igloo pavilion in Dhaka International Trade Fair (DITF)-2016



Illustration- 17: Igloo LIL ART CHAMP: The biggest art competition of the country for kids



Illustration- 18: Igloo School Activation champing

CHAPTER FOUR

JOB DESCRIPTION

4.1 JOB DESCRIPTION AS AN INTERN

As Internships is a mandatory stage for the completion of the graduation, I have completed my internship at Abdul Monem Limited, Igloo Ice Cream & Milk Unit. I was assigned as an intern in the Corporate Sales, Channel Development & Public Relations department of Igloo. I was assigned in that department to cooperate the activities under a Corporate Sales Executive/Officer. The CEO of Igloo was directly monitoring the activities followed by Marketing Head. As the department is new, the human forces are less in numbers and the activities are wide spread, my responsibilities were not limited to my job description. However, there were some routine activities I had to do on daily basis during my internship period.

The Specific Job Responsibilities were:

- Researching for potential clients and taking appointment with a representative of the targeted company (usually Product Manager or Marketing Manager).
- Visiting clients' office and Pitching the client along with the Corporate Sales Executive/ Officer.
- Sending Samples to clients' office/house for better judgement about taste and flavors.
- Monitoring the storage facilities and keeping records of the inventories.
- Allocating Cars based on the client's requirements.
- Monitoring the delivery process, allocating the route plan and arranging the transportation for delivery.
- Maintaining communications with the clients during delivery and answering the queries.
- Controlling and Guiding the BP (Brand Promoters) who will be delivering the products.
- Keeping the updates and reports of the delivery progress using Pivot tables.

CHAPTER FIVE

CORPORATE SALES & IGLOO

5.1 INTRODUCTION

Marketing is confronting a new worldview known as relationship marketing. (Grönroos, 1994). Today's marketing is all about relationship building. Customer loyalty is the ultimate pathway to the success of an organization. According to (Grönroos, 1990) "The basic assumption is that customer satisfaction drives profitability" That is why corporations nowadays are trying to create new ways to build and maintain relationship with the customers. One of these new approaches is Corporate Sales.

Although Corporate Sales has been established in the outside world for many years, it is still a new concept in our country. Corporate sale usually involves selling products to a company or organization in 'bulk' amount. The products sold in corporate sales are usually the same products that are sold in the retail market. Only the difference is, it is sold in bulk amount in a large quantity to various organizations. However, sometimes the products might be customized based on client's requirements and preferences.

Igloo is the only Bangladeshi ice cream brand that has established a corporate sales division along with its Channel Development & Public Relation department. The department was initially launched as a pilot project of Igloo by the CEO of Igloo Ice Cream. Due to his visionary ideas and the dedications of the workforces of the department, it has already been very popular among the corporations. The approximate value of average monthly sales by this department is 60 Lacs Taka which is considered as a huge success for a pilot project.

5.2 UNIQUENESS OF IGLOO

Igloo Corporate sales department has some unique services that make the corporate sales department more acceptable to its clients. Some of these are as follows,

CORPORATE GIFT SOLUTION:

Corporate gifts are not a new thing but Igloo completely changed the traditional approach of gifts. Igloo introduces Ice Cream as a corporate gift. As Ice Cream is known as a ‘Happy Product’, that makes everyone delighted, Igloo believes giving Ice cream as a corporate gift will make the clients of the customer ‘Delighted’.

DIFFERENTIATION:

Sending Ice Cream as gift makes a unique impression to the customer’s clients. As the concept of giving ice cream as a corporate gift is still not establish yet, it will eventually make the customer standing out from the crowd.



Illustration- 19: Birthday Gift for SERVIER Pharma’s client

COST EFFECTIVE:

For the corporate clients, Igloo offers a special discounted Trade Price (TP) as the quantity is bulk amount, which is very cost effective from the customer’s point of view.

5.3 SERVICES PROVIDED BY IGLOO

Igloo is committed to deliver the best service of maximum customer satisfaction. Igloo believe in long term relation building, that is why every process is handled with care. Igloo provides various services such as Customized Products, Customized Branded Boxes that maintains cold-chain up to 6 hours, Improved Packaging, Nationwide product delivery to our end customer. Igloo does not compromise with the service quality as client value is the main priority.

- Customized Products
- Customized Packaging
- Customized Branding
- Nationwide Delivery Service
- Databasing Client's Information

CUSTOMIZED PRODUCTS:

The clients can either go for the regular products by Igloo, or it can be customized. Igloo provides customizations of its products, flavors, shapes and sizes. For example, if the client wants to order 5-liter Parlor container ice cream in small cups or 1-liter small container, Igloo can aggregate that as per customer requirement. Igloo also produces large size customized ‘Ice Cream Cake’ for its corporate clients.



Illustration- 20: Customized Ice Cream Cake for our client Robi

CUSTOMIZED PACKAGING:

As a customer, the first concern is how is Ice Cream going to stay fresh for long time. Keeping the temperature low to maintain the cold-chain is the greatest challenge for products like ice cream. To solve this problem Igloo provides Customized Cork Sheets that maintains cold-chain up to 6 hours. Igloo also provides custom made poly bag for carrying the product conveniently.



Illustration- 21: Customized Cork Sheet Box for Esquire Electronics EID Camping

CUSTOMIZED BRANDING:

Igloo Provides Customized branding facility to its clients on the Product Containers and the Caring boxes of the products. This gives the clients freedom to do Branding their own products or Brands with their desired gifts.



Illustration- 22: Customized Branded Box for ACI Pharmaceuticals



Illustration- 23: Customized Level Branding Design for Ziska Pharma

NATIONWIDE DELIVERY SERVICE:

With the help of its nationwide supply network, Igloo is capable of delivering its products to the end-customers anywhere across the country. This delivery service includes Transportations, Brand Promoters and other delivery related services. Igloo also delivers products individually to the customers door end bases on the client requirement.



Illustration- 24: Brand Promoters Loading products to Freezer Cars for Delivery at Depot

DATABASING CLIENT'S INFORMATION:

Igloo maintains the Database of the Special Dates and Occasions of its customer's valuable Clients and delivers special gifts as a representative of that organization on those special occasions. Igloo always promotes Happiness. This service ensures the complete satisfaction of its clients.

5.4 BENEFITS OF CORPORATE SALES

ORGANIZATION'S BENEFITS:

- **Premium Client:** Most of the clients of the corporate sales are the premium clients which generates more profit than the others. Storbacka (1994) argues that a very little number of customers are responsible for a large part of the client base revenues.
- **Bulk Sales:** products sold to the corporations are usually in bulk amount which means a single client can be more profitable than the others.
- **Increased Retail Sales:** Corporate sales not only increase bulk sales, but also increases retail sales. Through corporate gift, the clients of Igloo's customers get to know about Igloo's new products and if they like the taste and flavor, they will buy the product from retail stores again and again.
- **80/20 Principal:** Corporate sales follows the 80/20 rule. According to (Koch,1998, p.4) "In Business, 20 per cent of products usually account for about 80 per cent of dollar sales value; so, do 20 per cent of customers. 20 per cent of products or customers usually also account for about 80 per cent of an organization's profits." (p.4)
- **Repeated Purchase:** Once Igloo provides good service to a client and if the client is satisfied, they will come back for repurchase. Yi (1990) pointed out, "Many studies found that customer satisfaction influences purchase intentions as well as post-purchase attitude" (p. 104).
- **Branding:** Igloo's branding is always included in the packaging of the product. This helps Igloo to reach more audience and it increases potential customers.

CLIENT'S BENEFITS:

- **Customized Products:** In corporate sales, all the products are customized based on customers requirement which isn't possible in the retail purchase.
- **Low Cost:** Igloo offers very low price compare to retail MRP price which saves lots of money for the customer.
- **Branding and Promotion:** Corporate gift solution by Igloo helps the customers Brand their products and services along with the packaging and the levels.
- **Delighted Clients:** As everyone loves ice cream, the valuable clients of the customers of Igloo will be delighted to get ice cream as a gift.

5.5 PRODUCTS

Usually the premium products of Igloo are offered to the corporate clients. However, if the client wants to take the Mainstream or Economy Products, that also can be arranged. The most popular gift item from Igloo are the Igloo Gold Ice creams, Ripple Cakes and Igloo Celebration (5-liter containers).



Illustration- 25: Product: Igloo Gold Items



Illustration- 26: Product: Ripple Cake (Ice Cream Cake)



Illustration- 27: Igloo Premium Products for Corporate Sales



Illustration- 28: Igloo Celebration Container (5 Liter Parlor)

5.6 EXECUTION PROCESS

As the main aim of corporate sales, it building long term relationship with clients, all the activities of corporate sales are repeated again and again. Usually, the activities of corporate sales follow the following process,

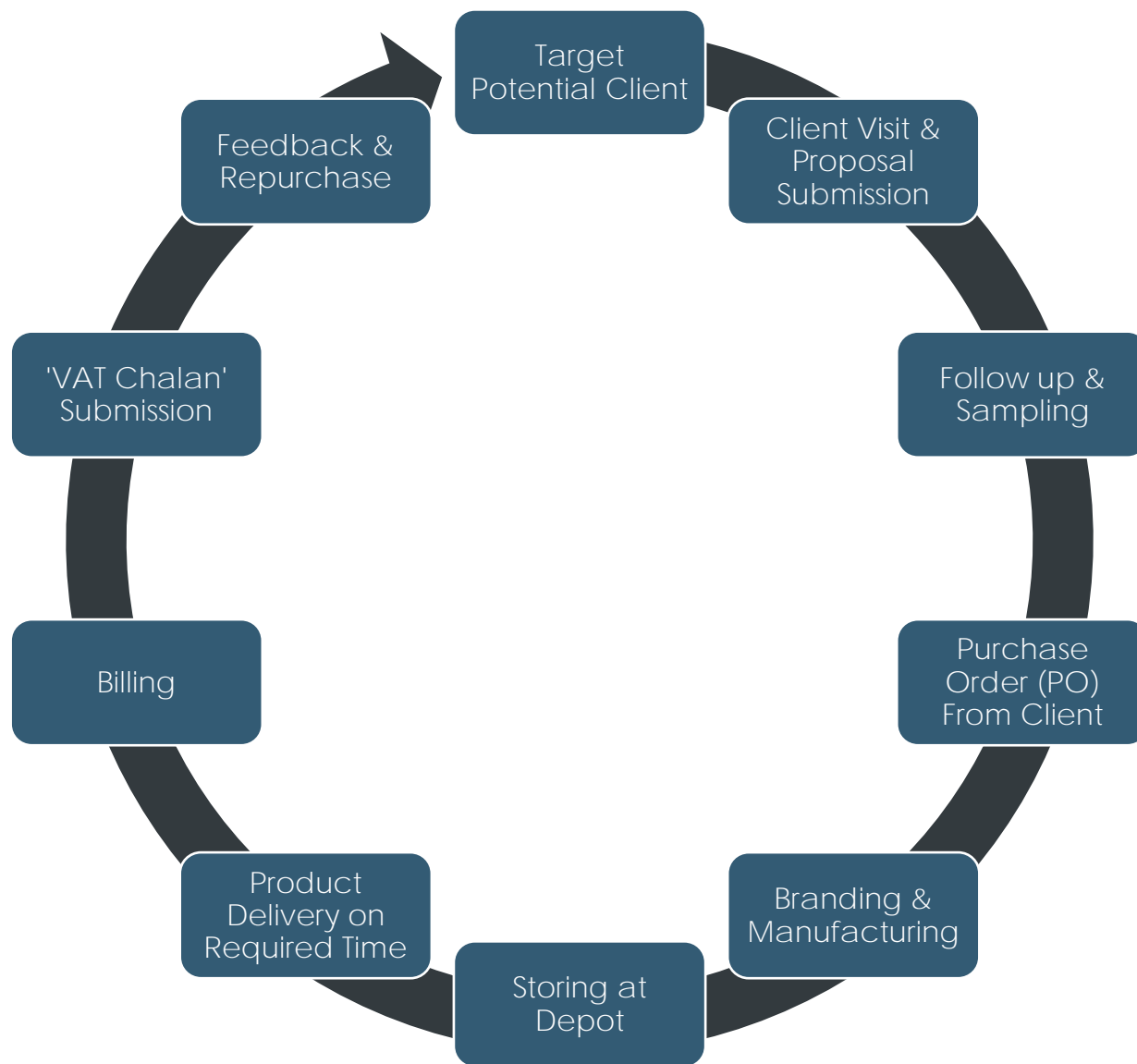


Illustration- 29: Service Execution Process of Igloo Corporate Sales

1. Target Potential Client

This is the primary stage of the process. In this stage employees collect information about potential target customers. Before that, they need to fix an industry on which they want to work on. For example, “There are some 257 registered pharmaceutical companies in Bangladesh, 194 of which are in operation. The industry manufactures about 5,600 brands of medicines in different dosage forms.” (“Pharma sector can earn \$1b”, 2017). Igloo can target this industry for potential clients.

2. Client Visit & Proposal Submission

In the second phrase, the workforce of Corporate Sales take appointment from the representative of the company they have identified as potential client. Usually, the employees pitch their proposal and offering to the personals of Product Management or Marketing department of that particular company.

3. Follow Up & Sampling

Usually the potential clients get a reminder and follow-up of the proposal one week after the first visit. If the clients are interested, then they are sent free sample of the product for further decisions regarding purchase.

4. Purchase Order (PO) From Client

If the clients finally take the decision to purchase the products after sampling, they sent an official Purchase Order (PO) via Email or Igloo’s mailing address. In this stage, the potential client becomes client of the company. PO details all the instructions regarding purchase, such as quantity, product name, branding instructions, size of the level and packaging, delivery destination, delivery dates etc.

5. Branding & Manufacturing

Based on the requirement production unit starts working on manufacturing the products. Usually production unit requires 7 days lead time prior to delivery date. Meanwhile, the Branding team starts working on the design and branding of the client’s products or services. Igloo uses both in house and outsourced designs for branding.

6. Storing at Depot

The products are brought and stored from the factory to the depot of Igloo one or two days before the delivery.



Illustration- 30: Employees storing products at Depot

7. Product Delivery on Required Time

Based on the requirements, the products are delivered to the desired locations with the help of Igloo's freezer cars and Brand Promoters. If the customer wants to send the gifts to their clients' home or office individually, Igloo delivers the products to the door end.



Illustration- 31: Products are being prepared for final Delivery

8. Billing

Some of clients purchase the products on credit and some of them pays in advance. That is why the time of billing varies. Typically, the bills are made One to Three months after the delivery completes. As all the clients of Igloo are well reputed companies in their respective industries, they don't have to really worry about the payment of their service.

9. 'Vat Chalan' Submission

If Igloo pays the VAT for the products, they have to submit a VAT Chalan to the clients for further record. Igloo usually follows two approaches regarding VAT. In the first approach, the VAT is paid by Igloo. In that case, Igloo needs to send the documentations to the client that they have paid all the required VAT to the government. In the other approach, the client pays VAT by themselves.

10. Feedback & Repurchase

It's a common practice by Igloo to collect constructive feedback from the client after the service. Clients are encouraged to express their true feeling about the experienced service. This practice helps the employees to correct their mistakes and deliver better service in the next time. If the client is satisfied, usually they repurchase Igloo's products as a trusted business partner and the relationship continues.

5.7 TARGETED SECTORS

Primarily, Igloo has targeted the Pharmaceuticals Industries of the country as it is easy to grab and in pharmaceuticals, they already have gift giving policy. Apart from the pharmaceuticals, Igloo has targeted several industries as their potential corporate clients. These includes,

- *Print & Electronic Media***
- *Glass Industry***
- *Chartered Accountant Firms***
- *Cement Industry***
- *Telecom Sectors***
- *Software/IT Firms***
- *Textile Industries***
- *Petroleum Industry***
- *Commercial Banks***
- *Real Estate (Architecture)***

5.8 CORPORATE CLIENTS

Some of the existing corporate clients of Igloo are,

		 ACI Limited		
				



CHAPTER SIX

ANALYSIS & FINDINGS

6.1 EVALUATING CORPORATE MARKETING MIX OF IGLOO

The Corporate marketing mix, also known as Balmer’s (2006) the 6C’s of Corporate Marketing is the set of actions, or strategies, a corporation uses to promote its brand or product. Balmer (2006) explains in his article all these 6 dimensions and how they affect the activities of a corporation.

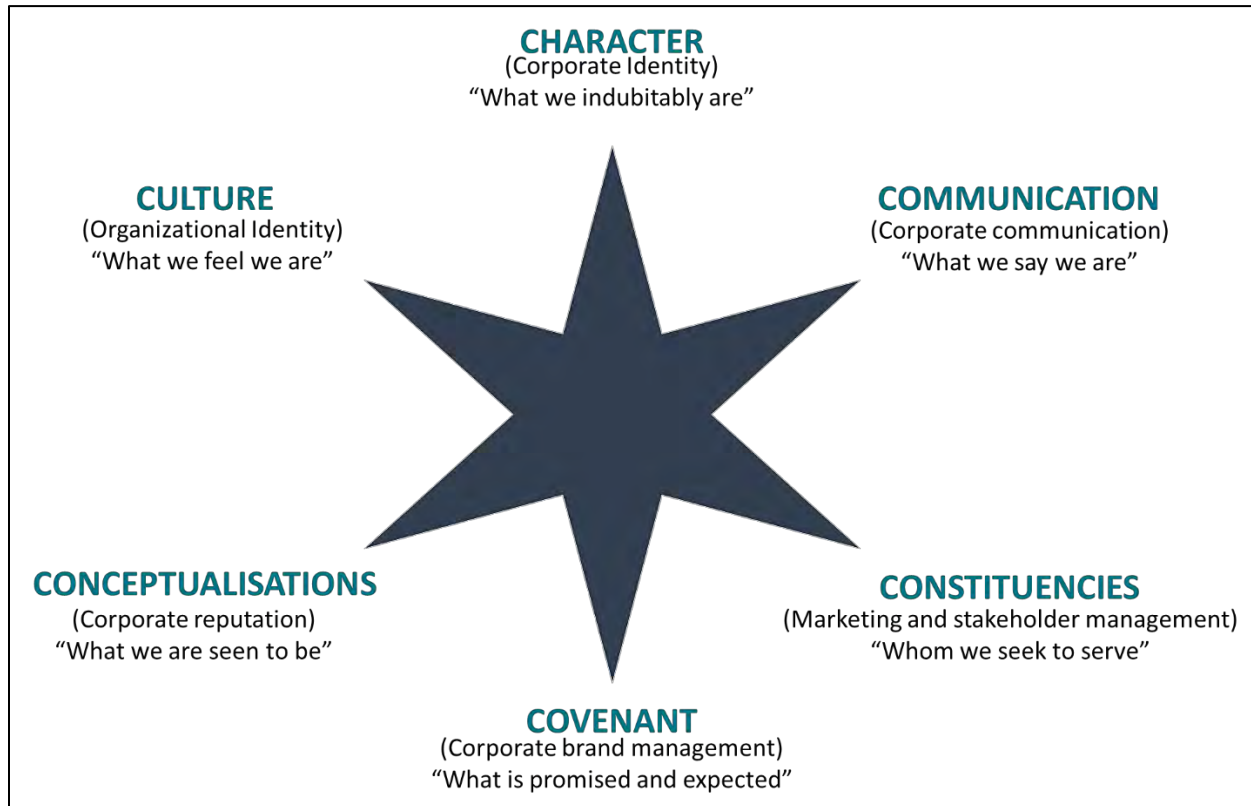


Illustration- 32: Corporate Marketing Mix (BALMER 2006)

Note. Adapted from " Comprehending Corporate Marketing and the Corporate Marketing Mix (CORPORATE MARKETING)" by John M.T. Balmer, 2006, Bradford University, School of Management. Copyright (March)2006 by John M.T. Balmer

— CHARACTER

This dimension raises the question “What are the distinctive and defining characteristics of our organization?”. This means the characteristics of the corporation such as key assets (tangible & intangible), Product/Services, organizational activities and performance in the markets, corporate ownership, ownership structure, organization type, corporate Ethos, Corporate history etc.

As Igloo is a part of one of the country's largest business group that has been in the business industry for many years, Igloo will always have a great advantage over other competitors. That is why when the representatives of the corporate sales department submit any proposal to any client, it automatically increases the acceptance level of that proposal.

— CULTURE

This dimension raises the question “What are the collective feeling of employees regarding the organization where they work?”. This indicates the internal environment of the corporation, relationship between the supervisors and subordinate, employee satisfaction level etc.

In Igloo, the internal policies are more relaxed than any other company. Executives and Officers of Corporate Sales department are directly monitored by the CEO of Igloo which is a rare phenomenon in today's corporate world.

— CONCEPTUALISATION

This dimension asks, “How are we seen by are key stakeholders?”. This indicates the corporate reputation of the company.

Abdul Monem Limited is one of the most reputed business groups of Bangladesh, thanks to its affiliation with Bangladesh Government and Global entities such as World Bank, JICA, ADB etc., AML already has developed a good corporate reputation. On the other hand, Igloo is known for its quality and variety for more than half a century. This is the greatest advantage for the corporate sales team of Igloo.

— CONSTITUENCIES

This dimension talks about the stakeholders of the corporation and how they control the activities of the organization.

AML is more or less a family oriented business group. For that reason, the decisions can be taken almost instantly and that is one of the key success factor of this organization. Other stakeholders include government, and people. Igloo has a good relation with both of these stakeholders for its reputation.



— COMMUNICATION

This dimension deals with the impression a corporate want to create among its customers. This includes the advertising, promotional strategies, brand awareness, PR, CSR activates etc.

Igloo always tries to create a positive brand impression to its customers and that is why it always focuses on long term relationships. This is the reason why the Corporate Sales department was launched in the first place.

— COVENANT

This dimension talks about the promises a corporation is committed to deliver to its stakeholders.

Igloo always concerns about the quality of the products. That is why Igloo imports all the ingredients of their production from different foreign countries. Another promise of Igloo to its customer is to provide a delightful experience.

6.2 MEASURING SERVICE QUALITY OF IGLOO USING SERVQUAL

Although is a FMCG company and its main concern is the quality of its products, the main value its corporate sales department creates is service. In order to provide the best service for customer satisfaction and long-term relation, the appropriate measurement of the service provided is required. SERVQUAL also known as Performance GAP model is one the measurement tools of Service Quality invented by Parasuraman, Zeithaml and Berry (1985,1988) which defines service quality based on customers' expectation and perception of the service. "As a gap or difference between customer 'expectations' and 'perceptions' service quality is viewed as lying along a continuum ranging from 'ideal quality' to 'totally unacceptable quality,' with some points along the continuum representing satisfactory quality." (Jain & Gupta, 2004, p.27). SERVQUAL is considered as a multi-dimensional conceptus as it uses few dimensions to measure the gap between the expectation and perception of the customers. The dimensions of the SERVQUAL measurement are (Mudie and Pirrie, 2006, pp. 92-93):

Reliability

Reliability the ability of the organization to deliver the promised service constantly and precisely. It is viewed as the most critical determinant of perceptions of service quality.

Responsiveness

Responsiveness is the readiness of the service provider (employees) to help the customers in there and to provide required service. This dimension deals with keeping customer requests, answering questions, listening complaints and solving the problems.

Assurance

Assurance is the service providers' (employees) knowledge about the product and service of the company, their courtesy, and the ability of the service to inspire trust and confidence.

Empathy

Empathy is the ability to understand customers, caring the customers, paying individualized attention to every single client, treating every customer differently. The main concept of this dimension is to building relation with the customer by understanding their feelings about the service and serving their accordingly.

Tangibles

Tangibles are the presence of physical facilities and resources of the company, organization, it's gear, work force and correspondence materials. These are utilized as a part of varying degrees to create an image that will find favor with consumers.

SERVQUAL ANALYSIS OF IGLOO:

In order to measure the service quality of Igloo, I did a consumer survey on the corporate clients of Igloo. The questionnaires were designed to find out the Gap between the expectation and perception of the service provided by Igloo’s Corporate Sales Department.

POPULATION: The Target Population of the survey was the customers of Igloo Corporate Sales.

SAMPLE: The sample size of the survey was 5. 5 clients were randomly picked and their answer were recorded on the same statement before and after the service was delivered.

QUESTIONNAIRES: The survey questions were counted in 5 scale Likert Scale where Scale 1 Signified “Completely Disagree” & “Very Dissatisfied” and 5 signified “Completely Agree” & “Very Satisfied”. The questionnaires included 10 questions based on 5 different dimensions. Each of the dimension had two questions and the average was taken.

The analysis of Performance GAP is as follows,

Table 1: GAP of Reliability Dimension			
Statement	Perception	Expectation	GAP
1. Igloo is a reliable business partner	3.5	4.5	-1
2. Igloo will be able to deliver the service within lead time	4	3.5	0.5
Average of Dimensions			-0.25

Source: Author

Table 2: GAP of Responsiveness Dimension			
Statement	Perception	Expectation	GAP
1. Igloo is responsive to solve customer need	4	4	0
2. Willingness of the Igloo employees to help the clients	3.5	3.5	0
Average of Dimensions			0

Source: Author

Table 3: GAP of Assurance Dimension			
Statement	Perception	Expectation	GAP
1. Igloo employees are aware of all the service and features of Igloo	4.5	4.5	0
2. Employees are confident enough to deliver the service	4	5	-1
Average of Dimensions			-0.5

Source: Author



Statement	Perception	Expectation	GAP
1. Igloo employees treat customers individually	4	4.5	-0.5
2. Employees understands the problems of the customer	3.5	4	-0.5
Average of Dimensions			-0.5

Source: Author

Statement	Perception	Expectation	GAP
1. Igloo has enough infrastructure to provide the service	4.5	4.5	0
2. Igloo's supply chain has enough capability to deliver the final goods	5	4	1
Average of Dimensions			0.5

Source: Author

Perceptions	Value	Expectations	Value	GAP = (P-E)
P1	3.75	E1	4	-0.25
P2	3.75	E2	3.75	0
P3	4.25	E3	4.75	-0.5
P4	3.75	E4	4.25	-0.5
P5	4.75	E5	4.25	0.5
Sum of GAP				-0.75
Average of GAP				-0.15

Source: Author

In our gap analysis, the Summation of Gaps is -0.75 and the Average Gap is -0.15 which indicates there is pretty much Gap in between customers expectation from Igloo and perceived service. This means Corporate Customers and Clients of Igloo are not completely satisfied with the service provided by Igloo which could be the barrier in building long term relationship with the customer and this will decrease customer's comeback to the company. The major findings of the GAP analysis are as follows,

1. There is a huge GAP in Reliability Dimension, means Igloo failed to prove itself as reliable business partner. Igloo needs to focus on delivering the service as smoothly possible to overcome this Gap.

2. There is Zero GAP in Responsiveness Dimension which indicates the employees are responding to the client's problems and solving them accordingly. Igloo needs to maintain this trend in their corporate sales department.
3. In the Assurance Dimension, there is pretty big Gap which indicates lack of confidence in organizational and service knowledge of the employees.
4. There is a Gap in Empathy Dimension, means employees need to improve their interpersonal skills to understand and treat clients differently based on their needs.
5. In the Tangibles Dimension, the difference is positive which indicates Igloo has enough infrastructures to aid all the activities done by Igloo and customers are satisfied with Igloo's service.
6. As the average Gap is pretty high, Igloo needs to focus all its service disciplines and especially train the service providers and employees to ensure maximum customer satisfaction.

6.3 MAJOR FINDINGS OF THE STUDY

The major findings of the study are as follows,

1. Igloo is the Market leader in the ice cream industry of Bangladesh since 1968.
2. The market share of Igloo has been dropping at a significant rate due to extreme competition in the industry. In 2014, the market share of Igloo was 63%, which dropped to 38% in 2016. (Rayed et al., 2015, Choudhury & Zarrin, 2017)
3. Igloo has lost its position as best ice cream brand of the country in 2016 to its rival Polar. (“Best Brand Award”, n.d.)
4. The main advantage Igloo has over its competitor is “Word of Mouth” by its customer for its reputation for good quality Ice Cream in affordable price range.
5. In the customer or product segment, Igloo’s main focus is on Mainstream and Economy segment. The focus on Premium segment is not that appreciable.
6. The primum rivals of Igloo (e.g. Bellissimo) is being more popular this day’s due to change in consumer perception and lifestyle.
7. Along with the existing and new local rivals, International brands has been a greater threat for Igloo in recent years. (Choudhury & Zarrin, 2017).
8. 95% of the Raw materials of Igloo’s production is outsourced from foreign countries which leads to inefficiency and increased production cost.
9. Igloo is spending comparatively less on Advertising than some of its rivals.
10. The employee satisfaction level in Igloo’s Corporate Sales department is very low which leads to high turnover rate.
11. The amount of Man power assigned in Igloo’s corporate sales department is very small to run such a big operation.
12. The clients of Igloo’s corporate sales are not complete satisfied with the service which will be a barrier to build long-term relationships.
13. The workforce of Igloo’s Corporate Sales has lack of knowledge about the organization and its service as they are not properly trained.
14. As a seasonal business, corporate sales of ice cream are not possible throughout the year.

6.4 WAYS OF IMPROVEMENTS

Based on the findings of study, in order to overcome the existing problems, increase market share and improve Igloo's service quality to build a sustainable long-term relationship with its customers, the following steps could be taken to the consideration.

— *Increase Customer Awareness*

The initial move toward loyalty starts with the customer's being aware of the product and service a company provides (Aaker, 1991). Awareness can be improved in an assortment of routes, for example, advertising, direct mail, trade press, word-of-mouth communication, and promotion activities (Grover and Srinivasan, 1992). Igloo needs to focus and invest more on these communication medias to let the customer know about its new product and service offering.

— *Maintaining the brand Image*

One of the initial phases in developing customer loyalty is to construct and maintain a positive brand image (Tepeci, 1999). The image incorporates colors, symbols, words, and slogans that convey a clear, consistent message and not just the name (Berry et al., 1988). Igloo needs to create that positive image through its communications so that the customers prefer Igloo over other brands. The customer may perceive that one brand is more desirable than its rival's exclusively due to the distinction in Brand Image (Schiffman and Kanuk, 1991).

— *Increasing Promotional Activities*

Promotional activities can be a tool to construct cost leadership, product differentiation, and build customer loyalty through exchanging costs (Grover and Srinivasan, 1992). As Igloo is falling behind from its rivals in promotional activities, Igloo needs to emphasize more on promotions such as, giving complementary gifts, free products offerings, price discounts etc. This will help Igloo to increase sales and eventually increased market share and customer loyalty.

— ***Focusing More on Premium Products***

Selling high-quality products at premium prices expands the reputation of a company and develops brand loyalty (Tepeci,1999). Adapting this concept one of the new rivals of Igloo named “Bellisimo” has been very successful in the industry. This is why Igloo needs to focus more on the Premium segment and introduce more products in their premium lineup. Higher income consumers usually stick to one premium brand as premium brands represents their social status (Tepeci,1999). Moreover, commanding premium prices sustains increased revenue and increase consumer’s long-term brand loyalty (Ehrenberg et al.,1990).

— ***Employee Training Programs***

It has been considered as a fact that service training increases the service knowledge and skills and consequently improve employee’s service performance (Liao & Chuang,2004). On top of that, (Bishop,1990) argued that service training programs increase the productivity and engagement of the new employees. (Bartel, 1994) reveled a positive effect of employee trainings on employee productivity. Service training is only increases the performance of the employees, but also the customer satisfaction. Past studies found that customers prefer to interact with the workers and appreciate the personal attention a service representative provides (Raymond & Tanner, 1994). In order to ensure the best customer service, Igloo needs to train its employees properly so that they achieve the proper service knowledge. Every Corporate sales employee must know Igloo’s production, distribution and Storage capability, its Offred products, service and price, the process of execution etc.

— ***Introducing Customer Loyalty Programs***

The purpose of Loyalty programs is to rewarding the frequent buyers of the company for their support and show them organization’s interest in developing and maintaining long term relationship with them (Sparks, 1993). Loyalty programs revels Clients' demands and desires and make it easier to pay special attention to them according to their need (Sparks, 1993). This approach is applicable to Igloo’s Corporate Sales department as the primary concern is to build and manage sustainable relationship.



— ***Ensuring Employee Satisfaction***

According to the studies, there is a positive correlation between company's profitability, employee satisfaction, turnover, productivity and customer satisfaction and loyalty (Heskett et al., 1994, Harter et al., 2002). This is why Igloo must pay high concentration to the work environment, employee needs and demands and other facts. One of the most crucial fact in sales industry is incentives on the sales to its employee which works as a motivational tool. Data basing the customer's personal life events and celebrating them can also leads to customer loyalty and satisfaction.

— ***Failure Tracking & Service Recovery***

Service recovery strategy refers as those exercises in which an organization engages to address a client's complaint regarding a recognized service failure (Grönroos, 1988). Past studies have revealed that satisfied complainers with service recovery response have higher repurchase tendency than those who were satisfied and did not complain (Gilly, 1987). This is why in Corporate sales department, Igloo must track all its failure records and try to recover the service by providing the customer complementary gifts or incentive and apologizing for the failure.

RECOMMENDATIONS

Based on the current situation of the Corporate Sales Department of Igloo, the recommendations are as follows,

- Increasing Knowledge of the employees of corporate sales about Products, Production Process, Organization Capacities, Distribution & Supply Chain, Production Limitations for by arranging Factory Visit, training session, workshop etc.
- Setting a different sales price only for corporate sales department that includes Product, Branding Cost, Delivery Cost, Packaging Cost etc.
- Giving Individual Monthly Target to all the employee in order to boost up the sales.
- Making Structured Team that are capable of executing all three-major process, client relation building, Branding and Sampling and Delivery.
- Providing Support & Feedback to the employees to motivate them and correcting the errors.
- Individual Commissions or incentives should be given to the employees if they successfully achieve their targets.
- As sales is more of a field work than desk job, flexibility in working hour could be provided to the employees of corporate sales.



CONCLUSION

From the beginning of its journey, Abdul Monem Limited has been an influential name in the business and development of our country. Its vast diversification, cooperation with the government, global agencies, skilled and experienced workforce and dedication to improve the life of the citizens life has made AML one of the most successful and renowned business conglomerates of the country.

It was a unique experience to work on a such diversified organization for the internship. During the internship period, I have had the first-hand experience to work on planning, public relation maintaining, branding, supply chain and delivery department of Igloo ice cream, country's largest branded ice cream manufacturer.

In spite of being a new department, the employees are doing a great job without any prior experience and training. An approximate of 50 lac Taka sales is coming every moth on an average. This indicates how vast the corporate sales can go. Both the employees and the management of Igloo are committed enough to the fact that this department will become the key success factor for Igloo in the nearest future. All is needed is proper guideline, training and support.

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