

Internship Report

On

"HR in Transforming Sales Force of Perfetti Van Melle BD Ltd"

By

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ID: 21264106

An internship report submitted to the BRAC Business School in partial
fulfillment of the requirements for the degree of
Master of Business Administration (MBA)

Masters of Business Administration

BRAC University

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Declaration

It is hereby declared that:

- ✓ By taking an experience from my whole internship period I have prepared this report for my MBA degree at BRAC University.
- ✓ The report excludes from those materials which are recently published or created by an external party. It is properly cited and comprehensively recognized.
- ✓ This report does not contain any material or submitted, in any other degree or certificate at a university or other institute.
- ✓ As I have done this by myself, I have recognized all primary data sources of help.

Student's Full Name & Signature:

Anika Kabir

Supervisor's Full Name & Signature:

Dr Najmul Hasan

Assistant Professor

BRAC Business School

BRAC University

Letter of Transmittal

Dr Najmul Hasan

Assistant Professor,

BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report.

Dear Sir,

I am pleased to share the internship report on Perfetti Van Melle BD Ltd. Mainly, this report is the outcome of my successful accomplishment of degree of MBA program. With great pleasure, I announce the successful conclusion of my internship. I am now turning in my report, which provides a comprehensive assessment of the work I did during that time. I appreciate you providing me with an assessment that allows me to demonstrate my skills. Additionally, I will have the chance to participate in hands-on activities, which have improved my entire experience.

I would like to request you that to evaluate my report and give me your valuable feedback as per my writing in this report.

Sincerely yours,

Anika Kabir

ID: 21264106

BRAC Business School

Acknowledgment

I would like to express my profound appreciation to Perfetti Van Melle BD Ltd for giving me the priceless opportunity to finish my internship at their prestigious company. I want to express my profound appreciation to my supervisor and the management team for their unwavering guidance, encouragement, and helpful criticism—all of which were crucial throughout my internship. Their openness and direction improved my understanding of the business's operations and significantly aided in the growth of both my career and personal life.

At the same time, I also prompt my gratitude to Dr. Najmul Hasan for supervising my academic internship and for invaluable support and guidance for my report throughout the semester.

I would like to thank my coworkers and fellow interns at Perfetti Van Melle BD Ltd for their camaraderie and spirit of cooperation. It has been shown that participating in a vibrant and encouraging atmosphere may be energizing and uplifting. I would want to thank my family and friends for their consistent encouragement, tolerance, and perseverance along this trip. Their continued collaboration has been essential to the successful completion of this research. I am really appreciative to Perfetti Van Melle BD Ltd for providing me with real-world marketing and management experience, which has improved my comprehension of the business world and its operations.

Executive Summary

Human resources have a crucial role in enhancing the effectiveness and efficiency of the company's sales force, as the internship report "HR in Transforming Sales Force of Perfetti Van Melle BD Ltd" explores. An important player in the confectionery industry, Perfetti Van Melle BD Ltd, understands that improving sales performance and adapting to market changes require a carefully thought-out HR strategy.

This internship report outlines important steps taken by the human resources department to restructure the sales force, including the implementation of comprehensive training initiatives, performance management systems, and employee engagement strategies. HR has ensured that employees have the necessary knowledge and abilities to handle shifting client demands and overcome competitive challenges by placing a strong emphasis on talent development.

Additionally, the study looks at how HR has fostered an environment where workers feel valued and inspired by encouraging openness and transparency. Sales performance has increased as a result of this culture shift, which has greatly improved collaboration and communication among salespeople.

Management insights on strategic choices meant to match HR procedures with business goals are incorporated into the research. These factors include succession planning, recruiting strategy, and personnel planning, all of which are intended to provide a flexible and resilient sales force.

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Chapter 1

Overview of Internship

1.1 Student Information

Name: Anika Kabir

ID: 21264106

Program: MBA

Major: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period

January 15, 2024 to March 15, 2024

Company Name: Perfetti Van Melle BD Ltd

Department: Human Resource Management

Address: Impetus Center, 242/B Bir Uttam Mir Shawkat Sarak, Dhaka 1208

1.2.2 Internship Company Supervisor Information

Name: Sheikh Saiful Islam, Senior Executive

1.2.3 Job Scope

Job Description

- Managing all kinds of sales position recruitment which include job posting, screening candidates, interview session conducting, and also onboarding new hires.
- Give feedback to the sales staff as well as provide them the right feedback. This will help their staff to achieve their targets and career goals.
- A positive work environment is achieved by addressing employee concerns, promoting conflict resolution, and fostering a culture of teamwork and collaboration.
- Works with various HR documentations, and ensure HR compliance. Also works with company policies, and legal documentations with keeping employee records accurately.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

My duties as an intern at Perfetti Van Melle Bangladesh Ltd. will include supporting digital marketing activities, helping with product innovation and marketing strategy development, and performing in-depth market research. Additionally, I will help with the coordination of promotional initiatives, sales resource management, and performance analysis report creation. I will also develop interesting material, organize and carry out campaigns, and evaluate their success. Along with managing business data and attending team meetings, I will also offer operational and administrative assistance. In order to apply my academic knowledge to practical settings and acquire useful skills for job progress, I will also take part in training sessions and seminars.

1.3.2 Benefits to the Student

When I was an intern at Perfetti Van Melle Bangladesh Ltd., I gathered a significant practical knowledge about HR. Such as recruitment, onboarding, and employee retentions. I have earned a depth knowledge about performance management, training and development session, recruitment policy. As a result, my firsthand exposure to practical HR practices. In addition to fostering professional development and giving me the tools I need for a successful HR career in a positive, fast-paced workplace, working with HR experts will improve my communication, problem-solving, and data analysis skills as well as my comprehension of business culture and human resource management.

1.3.3 Problems faced during the Internship Period

I faced numerous challenges during my internship at Perfetti Van Melle Bangladesh Ltd. At first, adjusting to the fast-paced business environment required quick assimilation and adaptation. It was also hard to deal with the complicated HR procedures like hiring and evaluating employee performance. In addition, the process of juggling multiple jobs and meeting strict deadlines tested my ability to manage my time. The inability to effectively collaborate with other members of the team was hampered by intermittent communication challenges. Despite these challenges, each issue provided significant learning opportunities that improved my problem-solving abilities and professional growth.

1.3.4 Recommendations on Future Internships

In order to make it easier for interns to quickly adjust to the corporate environment, one of my recommendations for Perfetti Van Melle Bangladesh Ltd. is to enhance the onboarding procedure. Mentorship programs that are well-organized can offer a lot of insight and support. Interns will gain a comprehensive understanding of the business by participating in interdepartmental projects. Moreover, month to month criticism meetings will work with assistants' cognizance of their work and recognize regions needing improvement. By further developing correspondence channels and cultivating a culture of straightforwardness, cooperation and effectiveness can be upgraded. Not only will interns benefit from the allocation of resources to these particular areas, but it will also improve the company's talent pipeline and overall organizational efficiency.

Chapter 2

Organization Part

2.1 Company Overview

A subsidiary of the multinational confectionery company Perfetti Van Melle is Perfetti Van Melle Bangladesh Ltd. The merger of Van Melle and Perfetti Spa resulted in its formation in March 2001. The world's third-largest confectionery company was formed as a result of this acquisition, and it is known for its innovative methods and extensive product line. By acquiring the well-known Spanish brand Chupa Chups in 2006, Perfetti Van Melle increased its global reach and strengthened its presence in the confectionery industry.

In 2023 Perfetti Van Melle made a significant accomplishment by finalizing the purchase of Mondelez International's gum operations in the United States, Canada, and Europe. By expanding its market presence and product options in these areas, the purchase has strengthened the company's position as a top global producer and distributor of chewing gum and confections.

Perfetti Van Melle Bangladesh Ltd. Is a multinational company and it always works for global values of innovation, excellence, and customer satisfaction. The business offers a wide range of cutting-edge brands and products that are well-liked by customers in more than 150 nations. In Bangladesh candy industry our company has emerged a significant rival. And this possible because of its well-known brands and innovative product options.

Conversely, Perfetti Van Melle Bangladesh Ltd. Represent worldwide commitment of innovation, excellence as well as customer satisfaction. This company has their own business within 15 countries, and they did their business from the very beginning in a wide range. Because of its well-known brands and innovative product offerings, Perfetti Van Melle has emerged as a significant rival in the candy industry in Bangladesh.

Perfetti Van Melle Bangladesh Ltd. is poised for future growth and success due to its professional team's expertise and dedication. The business leverages the parent company's resources and knowledge to offer customers enjoyable confectionery experiences. The company's determination to maintain a dominant position in the confectionery industry, both domestically and internationally, is exemplified by its smart acquisitions and unwavering commitment to innovation.

2.2 Vision

Our goal is to strengthen our position as a global leader in the confectionery industry by delivering creative and satisfying high-quality goods that provide value to consumers.

2.2.1 Mission

- We aim to create, produce, and promote superior and inventive items for our customers by utilizing our resources effectively and working closely with our business associates.
- Establish an enriching work environment for our staff based on trust, mutual respect, and recognition of their diverse backgrounds.
- Appreciate the significance of our contribution to our communities, as a socially and environmentally dedicated firm;
- Create economic value by achieving exceptional growth and profitability.

Continuous focus on these principles will lead us toward Our Vision.

2.2.2 Values

Embodying the Perfetti Van Melle Values necessitates possessing courage, vision, trust, dedication, and pragmatism. The subsequent values will direct our actions in achieving our mission:



2.3 Management Practices

To maintain its position as a leader in the confectionery industry, Perfetti Van Melle Bangladesh Ltd. employs a variety of effective management practices. The purpose of these procedures is to ensure quality, promote creativity, ensure operational efficiency, and foster a healthy company culture.

In Perfetti Van Melle Bangladesh Ltd. Company they always prioritize an exact plan as well as SMART goals which basically aligns with mission and vision. These goals are specific, measurable, achievable, relevant, and time-bound. To ensuring flexibility as well as adaptability

to market place our company frequently evaluates and alters its plans. It uses strict quality assurance procedures at every level of manufacturing and places a high priority on innovation and quality control. By valuing innovation and using new technology to create innovative goods, the company fosters an innovative atmosphere.

In our company all employees are most valuable source to us, so we always place a high value on our employee engagement along with their development. This includes extensive training courses, opportunities for career progression, and performance-based rewards. Regular feedback and open communication at work boost employees' motivation and sense of self-worth. We always prioritize our valuable customer and also, we continuously try to meet their demand by finding their needs and preferences. At Perfetti Van Melle Bangladesh Ltd we continuously conduct market research together with varieties use of customer perceptions to guide product development and also marketing efforts. By staying mindful of current market drifts, the organization can make and give things that emphatically appeal to its target group.

The focus of Perfetti Van Melle Bangladesh Ltd.'s commitment to environmentally conscious production, waste reduction, and resource utilization is on sustainable business practices and corporate social responsibility. The organization effectively partakes in CSR drives advancing local area improvement and ecological safeguarding. To guarantee prompt and economical product delivery, it makes use of cutting-edge strategies for supply chain management, such as collaboration with suppliers, logistics management, and advanced inventory systems.

2.4 Marketing Practices

In order to maintain its advantage over the competition and improve its position in the market, Perfetti Van Melle Bangladesh Ltd. employs a diverse array of marketing strategies.

Marketing Strategy

The organization focuses on differentiation and development to establish a particular offer. Through a consistent presentation of novel flavors and item varieties, it really meets the changing preferences and inclinations of shoppers.

Target Customer

The primary segment for our items comprises of young adults, youngsters, and families who have an inclination for candy and chewing gum items. These consumers focus on and value superior grade, pleasant encounters, and flavors.

Targeting & Positioning Strategy

Perfetti Van Melle presents its items as premium, enjoyable, and pivotal. The organization utilizes a mix of segment and psychographic focusing on techniques to successfully arrive at a large number of consumers, while featuring the pleasurable and fortifying characteristics of its goods or products.

Marketing Channels

The company sells its products through a multi-channel strategy that includes traditional brick-and-mortar stores, supermarkets, convenience stores, and online platforms. This ensures broad item availability and simplicity for consumers.

Product/New Product Development Competitive Practices

It is essential to consistently innovate products. In order to produce novel flavors, packaging, and product formats that are appealing to its intended customer base, the company devotes resources to research and development. This keeps up with the brand's relevance and generates excitement.

Competitive Practices

In our company we always try to segregates us from various competitors. And this will possible by maintaining a quality of product, by utilizing competitive pricing strategies and promotional incentives to attract price-sensitive consumers.

Advertising and Promotion Strategies

For advertising and promotion of the company's product Perfetti Van Melle Bangladesh Ltd each time use both traditional and digital advertising strategies together. Television commercials, influencer partnerships, social media campaigns, and outdoor advertising are all efficient ways to increase brand awareness and consumer interaction. Promoting and sampling the product in areas

and at events where a large number of people are present. And that greatly increases visibility and the chance for potential customers to try it.

2.5 Financial Performance

For successful business strategies and to remain stay in market Perfetti Van Melle Bangladesh Ltd. has shown dynamic financial implementation. Basically, the organization has its own large number of business and they have solid growth in their income which pushed by its extensive product line as well as continuous advancement, and broad market entrance. Over the past few years, the company has experienced steady growth in sales and market share, thanks to successful marketing campaigns and a wide-reaching distribution network.

There are many different ways to make money, and top brands like Mentos, Chupa Chups, and Alpenliebe make a lot of money. This enhancement effectively eases chances connected to advertise unpredictability and shopper inclinations. The acquisition of Mondelēz Worldwide's gum business in 2023 has fortified the organization's monetary standing, expanding its presence in significant districts such the US, Canada, and Europe. The productivity of the organization keeps on being vigorous because of compelling management of the inventory network, exploiting economies of scale, and executing smart measures to control costs. The organization's emphasis on sustainability and corporate social responsibility further supports long haul financial steadiness through the increase of brand reliability and relief of operational risks. Perfetti Van Melle Bangladesh Ltd. reliably keeps up major areas of strength for with progress through essential acquisitions, new item improvement, and a devotion to quality and consumer loyalty. The solid financial situation makes it possible to keep investing in market growth and expansion prospects.

2.6 Operation Management and Information System Practices and Supply Chain Management (SCM)

Perfetti Van Melle Bangladesh Ltd. focuses on effective operational management to maintain prevalent item quality and functional effectiveness. To ensure that its products are uniform and safe, the company uses cutting-edge production technologies and strict quality control procedures. The goal of using the principles of lean manufacturing is to make production processes more efficient and reduce inefficiencies. The organization uses progressed information technologies to screen and oversee exercises progressively constantly. These technologies empower effective

resource allocation, inventory control, and process streamlining. Information investigation are utilized to anticipate request, enhance activities, and work with key navigation. The coordination of various tasks is made easier, there is more transparency, and overall operational efficiency is improved when ERP (Enterprise Resource Planning) systems are integrated.

The robust supply chain management system at Perfetti Van Melle Bangladesh Ltd. ensures prompt and effective product delivery at a reasonable cost. To acquire high-quality raw materials, the company works closely with a network of dependable suppliers. In order to guarantee that products are readily available in various retail establishments, an efficient transportation and distribution system is established. In order to keep track of stock levels, cut down on holding costs, and prevent stockouts, the company uses sophisticated inventory management systems. Just-in-time (JIT) stock practices are carried out to ensure the accessibility of new items. Moreover, the organization focuses on sustainable supply chain practices by upholding for the utilization of eco-friendly materials and limiting the natural effect of its transportation activities. The company's commitment to sustainability is upheld, costs are reduced, and dependability is enhanced through this holistic approach to supply chain management.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces Analysis

Threat of New Entrants:

Although Perfetti Van Melle Bangladesh Ltd. has a strong brand reputation and a loyal client base, it faces significant competition from new competitors in the confectionery market. New competitors are discouraged by the substantial financial commitment required for manufacturing, distribution, and marketing. More modest, specific contenders can enter the market with creative contributions, introducing a level of hazard.

Bargaining Power of Suppliers:

Perfetti Van Melle Bangladesh Ltd. limits dependence on one provider by getting raw materials from numerous suppliers, considering favorable negotiations. Nonetheless, the limited bargaining influence of providers is because of the normalization of fixings like sugar and flavorings, which are exchanged as items.

Bargaining Power of Buyers:

Customers in the confectionery shop area have significant bargaining power, with various choices and the capacity to change to equal brands. Large purchases and favorable negotiation conditions give major retail chains and wholesalers more power. Perfetti Van Melle Bangladesh Ltd. means to hold clients by cultivating brand loyalty, executing item differentiation methodologies, and reliably pursuing after development.

Threat of Substitute Products:

With consumers easily switching to healthier alternatives like chocolates and biscuits, Perfetti Van Melle Bangladesh Ltd. faces moderate competition from replacement products. To counter this, the organization reliably grows new items and utilizations powerful marking to draw in developing shopper tastes, lessening the allure of elective choices.

Industry Rivalry:

Mondelez, Nestle, and Mars—national and international brands with substantial market shares and high brand awareness—present Perfetti Van Melle Bangladesh Ltd. with fierce competition. Strategic acquisitions like Mondelez International's gum business expand market reach and improve competitive positioning, and the company differentiates itself through quality, innovation, and successful marketing strategies.

2.7.2 SWOT Analysis**Strengths:**

The well-known company Perfetti Van Melle Bangladesh Ltd. sells a variety of goods, such as Alpenliebe, Chupa Chups, and Mentos. The brand has a sizable following and makes use of the parent company's economies of scale, cutting-edge innovations, and best practices for marketing and assembly. Both urban and rural locations may now access its market because to its extensive distribution network.

Weaknesses:

Structures for income and costs may be impacted by the volatility of essential commodities like sugar. High-end and cutting-edge items require a significant financial investment, which raises

operating expenses. Even with a strong portfolio of brands, customized products could be needed to satisfy Bangladeshi consumers' preferences.

Opportunities:

The confectionery market in Bangladesh is becoming because of rising expendable earnings and advancing client inclinations. E-commerce platforms and digital marketing campaigns can help expand the market by focusing on younger, more technologically savvy customers. Customers who are concerned about their health can be attracted to healthier products that contain fewer calories, which can result in an increase in sales.

Threats:

The confectionery market is described by serious rivalry, as both domestic and worldwide brands endeavor to acquire a bigger portion of the market, prompting expanded strain on costs and overall revenues. Variances and vulnerability in the economy of Bangladesh can possibly impact buyer ways of managing money and the general interest on the lookout. Operational efficiencies and market accessibility may be affected by changes to import/export policies and food safety regulations.

2.8 Conclusion

Perfetti Van Melle Bangladesh Ltd. is a leading confectionery organization, known for vital consolidations and acquisitions like Van Melle and Perfetti Spa. Its new securing of Mondelēz World wide's gum business hardens its situation as a worldwide maker and wholesaler of confectionary and biting gum, extending its market presence and item range in key nations. The most recent achievement of Perfetti Van Melle has significantly improved its standing in the confectionery area. The firm highlights its dedication to innovation, quality, and customer satisfaction. It is well-known for its wide range of product offerings, which include popular brands like Mentos, Chupa Chups, and Alpenliebe. In order to maintain competitiveness in a rapidly changing business, the company employs efficient marketing strategies that prioritize product validation, continuous development, and a multi-channel distribution system. Perfetti Van Melle Bangladesh Ltd. has demonstrated remarkable flexibility and transformation in the face of financial instability and fierce competition. Strong management practices that put employee development first, together with a commitment to sustainability and corporate social responsibility, are the cornerstones of its long-term success. The firm is well-positioned for future development

because to its strategy, which emphasizes sustaining outstanding product quality, encouraging innovation, and expanding its market presence via both traditional and digital channels. Perfetti Van Melle Bangladesh Ltd. is ready for long-term success in the confectionery market because of its productive store network the board, coordination of innovation, and client center. The organization is strategically situated to keep up with its predominance by actually using worldwide assets and nearby specific information to give first rate items that take care of changing purchaser inclinations and tastes.

Chapter 3

Project Part

3.1 Background of the Study

The sales force is a vital component of each and every flourishing venture, going about as the essential delegate between the organization and its customer base. The effectiveness of the sales team can significantly affect an organization's market standing and monetary outcome in the dynamic and savagely competitive confectionery industry. A subsidiary of the global confectionery giant, Perfetti Van Melle Bangladesh Ltd., has acknowledged the necessity of reorganizing its sales staff in order to adapt to rapidly shifting market conditions, consumer preferences, and technological advancements. This development is fueled by the industry's growing complexity, where customers are more knowledgeable and have higher expectations.

The conventional sales environment has changed due to the rise of digital platforms and online commerce, which means that the sales force must be more flexible, tech-savvy, and customer-focused. Furthermore, a sales team with advanced skills, motivation, and alignment with the company's strategic objectives becomes increasingly important as the business expands its product offerings and market footprint. The research looks at how Perfetti Van Melle Bangladesh Ltd.'s sales force has changed as a result of HR. It aims to strengthen the sales team's capacity to spur growth and maintain a competitive edge by highlighting the significance of HR's involvement in hiring, training, and development as well as encouraging a culture of innovation and constant improvement.

3.2 Objective of this Report

The main objective of this report is to explore the job of HR in the change of the sales force at Perfetti Van Melle Bangladesh Ltd. Here in our company the goal is align with the sales force. Also, this will be evolving business needs in the competitive market or industry, as well as enhance an efficiency, adaptability. They also focused on customer-oriented strategies.

The specific objectives of this report are given below:

- Evaluate the current condition of the sales team by identifying the area of strength for them.
- To estimate the involvement of an HR team in recruitment, selection, training and growth of the sales team. This will be guaranteeing that the team owns the essential abilities, expertise, and drive to fulfil market requirements.
- To investigate how market shifts and innovation developments impact sales skills and how HR can help the sales team adjust to these developments.
- The goal is to offer suggestions for HR policies and strategies that can effectively help the sales team change, making it more likely to help the company grow and gain a competitive edge in the market.

3.2.1 Scope of the Study

This study expects to break down the crucial job of HR (HR) in the transformation of the sales force at Perfetti Van Melle Bangladesh Ltd. The cycle includes analyzing the current sales team framework, pinpointing regions that can be upgraded, and surveying HR procedures as far as employing, preparing, and execution assessment. The review analyzes the job of HR in helping the deals force in acclimating to showcase changes and innovation upgrades. Additionally, it looks into how human resources can foster a culture of continuous improvement and customer focus. This extensive investigation aims to provide useful insights for HR initiatives that enhance the sales force's effectiveness and contribute to the organization's overall success.

3.2.2 Limitations of the Report

This study looks to propose top to bottom comprehension of the capability of HR (HR) in the transformation of the sales force at Perfetti Van Melle Bangladesh Ltd. Nonetheless, it is vital to take note of that there are a few impediments related with this review.

- The review depends on internal information that is right now accessible and remarks from a small group of employees. Nonetheless, it is critical to take note of that this information may not totally mirror the entire hierarchical setting or include all perspectives.
- As the sales environment continues to change, the findings may become less relevant over time due to rapidly shifting market dynamics and advancements in technology.

- Estimating the exact impact of HR drives on sales performance is troublesome since outside factors like market contention and financial circumstances have an impact.
- As the company expands and diversifies its operations, modifications may be required to the provided guidance, which is tailored to the existing organizational framework.

3.3 Methodology

The methodology employed to examine the effect of HR (HR) on the change of the sales force at Perfetti Van Melle Bangladesh Ltd. incorporates the use of both essential and optional information assortment strategies.

Primary Data:

The collection of primary data will include using studies, meetings, and focus group discussions with key partners, for example, HR managers, sales team leaders, and agents. The studies will be made to gather quantitative information in regards to the viability of HR procedures in the space of recruitment, training, and performance management. Qualitative insights regarding the sales team's experiences, issues, and attitudes regarding HR interventions will be obtained through interviews and focus groups. This procedure ensures an exhaustive perception of the impact of HR technique on the sales force.

Secondary Data:

Secondary data gathered from company records, performance reports, and HR documents will be used for the analysis of historical patterns and the efficacy of previous HR efforts. Furthermore, academic distributions, industry reports, and contextual investigations relating to sales force transformation and HR practices in equivalent organizations will be analyzed to offer setting and validate the ends. This blend of essential and optional information will give a total survey of HR's job in supporting the business power's capacities and adjust the review's suggestions to industry best practices.

3.3.1 Literature Review of HRIS

The literature published between of 2019 and 2024 emphasizes the pivotal job of HR (HR) in working with the change of the business power to meet the changing business sector necessities and innovation upgrades. There has been a developing emphasis on utilizing HR techniques to work on the agility, efficiency, and client driven approach of the sales force.

Boehm et al. (2019) directed a review that features the meaning of key HR the executives in improving the viability of the sales force. The statement emphasizes the significance of HR's part in giving continuous expertise advancement, explicitly through digital training programs, to guarantee that sales teams are good to go to deal with the difficulties of contemporary sales settings.

Furthermore, Rapp et al. (2020) underline the significance of integrating data analytics into HR activities. Research shows that the use of prescient examination in the recruitment and performance management processes can really recognize deals experts with high potential and connection their endeavors with the objectives of the organization. The use of information in this approach considers more exact training interventions, bringing about upgraded deals execution generally.

Wang et al. (2021) look into how HR can help the sales force develop a culture of adaptability and resilience. They battle that HR techniques that work with continuous education and adaptability as well as flexibility are fundamental for sales teams to adjust to quickly developing client ways of behaving and economic situations, especially in the fallout of the epidemic.

Besides, the developing focus on the prosperity and commitment of employees is additionally found in recent literature. A review directed by Knight et al. (2022) found that executing HR (HR) procedures that focus on emotional well-being and balance between fun and serious activities significantly affected helping inspiration inside the sales force and diminishing employee turnover. Subsequently, these drives eventually add to further developed sales outcomes.

These findings emphasize the changing job of HR in overseeing as well as effectively reshaping the business power to resolve recent concerns. In the context of Perfetti Van Melle Bangladesh Ltd., the results of these studies will be used to investigate how the HR department can facilitate sales staff transformation.

3.3.2 Data Analysis

At Perfetti for data analysis purpose I examined how HR practices have contributed to the renovation of the sales force. I gathered all the data by taking a semi-structured interview. This interview session took with key stakeholders, including HR managers, sales leaders, and sales representatives and also focus group discussion. By this thematic analysis its reveal that how HR's

initiatives in recruitment, training, motivation, and leadership development have create an impact on sales performance as well as employee engagement. For this data analysis I select 10 key questions that were used to take an interview. This interview session was held in few departments like HR, sales and so on. All my colleagues were participated. Below are those 10 questions:

• How has HR contributed to the recruitment and selection of sales staff at Perfetti Van Melle BD Ltd.?
• What kind of training and development programs has HR implemented to enhance the skills of the sales force?
• How has the performance management system introduced by HR affected the motivation and accountability of the sales team?
• What role has HR played in leadership development within the sales department?
• How has HR addressed challenges related to team dynamics, such as conflict resolution and fostering collaboration within the sales team?
• What initiatives have HR undertaken to increase employee engagement and retention in the sales department?
• How has HR managed the process of change within the sales department, particularly in response to evolving market conditions?
• In what ways have HR's reward and recognition programs impacted the sales team's performance and motivation?
• How has HR facilitated the alignment of the sales team's goals with the broader strategic objectives of Perfetti Van Melle BD Ltd.?
• What feedback mechanisms has HR put in place to gather input from the sales team, and how have these influenced HR's strategies?

- **How has HR contributed to the recruitment and selection of sales staff at Perfetti Van Melle BD Ltd.?**

According to this question Participant 1 stated that HR has introduced a structured recruitment process. And in that case specific competencies are assessed. This assessment can be held via psychometric tests and situational judgement interviews. By doing this candidates quality has improved to join the sales team.

Now a days the HR team now much more reorganized. These days, HR places a strong emphasis on cultural fit and uses personality tests to confirm that applicants share the values of the company, all these things are mentioned by participant 7.

- **What kind of training and development programs has HR implemented to enhance the skills of the sales force?**

Participant 4 explained that, Training courses on market analysis, negotiation techniques, and product expertise were started by Human Resources. My sales techniques have been much improved by these programs.

On the other hand, participant 9 explained that, Frequent training sessions, both in-person and online, have greatly increased sales results and the sales team's comfort level in handling challenging sales scenarios.

- **How has the performance management system introduced by HR affected the motivation and accountability of the sales team?**

Participant 3 shared that, Meanwhile HR implemented new KPIs and there is more clarity about what's expected. This has made me more responsible for my goals or targets. And the regular feedback from HR helps me to stay on the track.

Another participant mentioned that, the performance management system has really motivated him to push harder. This reward system is very transparent, and it's easy to see how his performance directly affects bonuses.

Participant 15 stated that, in order to cultivate an environment of responsibility within the team and make sure that everyone understands their roles and the implications of meeting or failing to meet goals, formal assessments have been put in place.

- **What role has HR played in leadership development within the sales department?**

Participant 2 remarked that, for sales manager HR has been offering leadership development workshops. And these have helped me to improve my leadership skills, as well as better manage my whole team during transitions.

Participant 19 noted that, the HR leadership courses enhanced my ability to manage team relationships, particularly in leading strategic initiatives.

- **How has HR addressed challenges related to team dynamics, such as conflict resolution and fostering collaboration within the sales team?**

One of our colleagues said that, HR team has their own involvement to resolving various conflicts within the team. They encourage candid conversations that allow all members of the team to voice their issues, which strengthens the bond between them.

There are fewer disagreements now that HR has implemented conflict resolution training. When the need arises, they have also been excellent at resolving conflicts, stated by another colleagues of us.

- **What initiatives have HR undertaken to increase employee engagement and retention in the sales department?**

Our HR specialist said that, the introduction of wellness programs and flexible work will help to retain staff. Now I can feel more organized team as before and this balanced now and less likely to burn out.

On the other hand, sales team replied that, the feedback mechanisms HR has implemented have made the sales will feel more valued. And this has definitely improved retention rates.

- **How has HR managed the process of change within the sales department, particularly in response to evolving market conditions?**

According to HR and sales team transparency during transitional periods, facilitating a smooth transition for the sales team. Regular town hall meetings and excellent communication were key. HR's clear change management strategy and skill development support, along with thorough training and resources, were crucial in navigating market volatility.

- **In what ways have HR's reward and recognition programs impacted the sales team's performance and motivation?**

Various colleagues stated their own opinion that, the company's incentive schemes are highly motivating, with monthly and quarterly rewards closely linked to performance. Recognition initiatives like 'Employee of the Month' foster competitiveness and recognition for efforts. High achievers' incentives significantly enhance performance. The Human Resources department emphasizes diligence as a reward, further motivating employees to enhance their performance.

- **How has the performance management system introduced by HR affected the motivation and accountability of the sales team?**

Participant 3 shared that, Meanwhile HR implemented new KPIs and there is more clarity about what's expected. This has made me more responsible for my goals or targets. And the regular feedback from HR helps me to stay on the track.

Another participant mentioned that, the performance management system has really motivated him to push harder. This reward system is very transparent, and it's easy to see how his performance directly affects bonuses.

Participant 15 stated that, in order to cultivate an environment of responsibility within the team and make sure that everyone understands their roles and the implications of meeting or failing to meet goals, formal assessments have been put in place.

- **What role has HR played in leadership development within the sales department?**

Participant 2 remarked that, for sales manager HR has been offering leadership development workshops. And these have helped me to improve my leadership skills, as well as better manage my whole team during transitions.

Participant 19 noted that, the HR leadership courses enhanced my ability to manage team relationships, particularly in leading strategic initiatives.

How has HR addressed challenges related to team dynamics, such as conflict resolution and fostering collaboration within the sales team?

- **How has HR facilitated the alignment of the sales team's goals with the broader strategic objectives of Perfetti Van Melle BD Ltd.?**

One of our HR teammates said that, their team has ensured the sales team KPIs, that are aligned with overall growth strategy of the company. This alignment has made me more focused on contributing to the bigger picture.

Another employee said that they have quarterly strategy session. In this case HR explain that how their sales goals fit for the company and its broaden objectives, as well as making their work feel more purposeful.

- **What feedback mechanisms has HR put in place to gather input from the sales team, and how have these influenced HR's strategies?**

From various colleagues feedback it is stated that, Human Resources conducts regular surveys and leads feedback sessions, implementing changes based on suggestions. Communication with HR is frequent, and input is implemented through training curricula. Performance reviews and suggestion boxes are examples of feedback methods that improve HR efforts and make them more tailored to specific needs.

4. Overall Discussion

At my company the role of HR in renovating the sales force is very crucial. This is basically focus on enhancing recruitment processes, as well as developing the leadership skills, enhance team dynamics, and fostering a culture of constant learning and reworking to market changes. To generate revenue the sales team are always active, and they rely seriously on the support of HR in these areas as well. They also ensure the alignment with the company's larger strategic goals and also creating a motivated, well-resourced workforce.

HR is always maintained high quality recruitment process. They always introduced a more structured and competency-based recruitment process. This will improve the quality of hires within

the sales team. All this process is included psychometric test and situational judgement interviews. All these processes can assess candidates' skills and cultural fit. By doing this, HR ensures that newly hired personnel are competent and aligned with the company's values, resulting in a more cohesive and effective sales force.

The sales team's ability to navigate a shifting market has greatly improved thanks to HR-led training programs. These sessions, which were conducted virtually as well as in-person, have improved their comprehension of items, their ability to negotiate, and their ability to identify market trends. Their confidence in managing intricate sales circumstances has increased as a result of these sessions.

To create a culture of accountability and motivate employee in the sales team it is needed to introduce a clear performance management system, and that include key performance indicators (KPIs). Employees always try to transparent to their performance evaluation process. In an organization various performance and rewards like bonuses, direct incentives always push employees harder and as well meet their targets. HR always give the feedback to that also helped an employee to stay focused as well as aligned with their goals. Furthermore, it also enhances their motivation and accountability.

HR team make a collaboration with sales team and implemented strategies for conflict resolution and this will address team dynamics. Among team members open discussion and team-building exercise have improved communication as well as reduce conflicts. Besides, HR's struggle resolution training has provided staff with the competencies. This will address personal difficulties, fostering a more cooperative and efficient workplace.

To improve retention rate HR always focus on employee engagement within sales team. Workplace balance, job happiness, and employee loyalty have all increased as a result of health initiatives and flexible work schedules. HR is now better equipped to handle grievances and improve the working environment as a whole thanks to feedback mechanisms like surveys and one-on-one sessions.

Through transparent communication and strategic support HR has managed the all processes of change within sales team, and this is in response to developing market conditions. Complete frequent town hall meetings and successful change management techniques, the sales team has effectively navigated market shifts, and HR has supplied the resources and training needed to guarantee adaptability and responsiveness to client needs and market conditions.

At Perfetti Van Melle Bangladesh Ltd. HR team always ensured that the sales team's goals aligned with wide range strategic objectives. Company needs to align KPIs for overall growth of strategy. In that case HR helped sales team to focus on contributing bigger picture. This alignment has been reinforced by HR's quarterly strategy sessions, which have increased employees' feeling of purpose and commitment to the company's success.

To gather all type of input from sales team HR has established effective feedback mechanisms. At the same time HR also refine its strategies. HR provide regular feedback, surveys, and performance reviews to make data-driven decisions. This addresses the specific needs of the sales force. By ensuring that HR interventions are customized to the particular opportunities and difficulties faced by the sales department, feedback loops have improved HR interventions.

5. Findings

At Perfetti Van Melle Bangladesh Ltd. the transformation of the sales force has been notably driven by HR teams interventions. The company has streamlined critical domains like hiring, training, performance management, and leadership development to enhance team dynamics, motivation, and strategic alignment, leading to improved sales performance and employee engagement.

- To improve high quality hiring process competency-based recruitment with psychometric test and situational judgement interview needs to be implemented.
- For boosting sales team regular workshops on product knowledge, negotiate skills, as well as market analysis needed.
- Establishing explicit KPIs linked to incentives such as bonuses would improve motivation and accountability.
- Team management and leadership capacity needs to be enhanced. As well as leadership program and mentoring employees' programs also needed.
- Open discussion in a team and conflict resolution training are needed. At the same time team collaboration needs to be improved and these conflicts needs to be reduced.
- Workplace wellness programs and flexible work schedules boost employee retention and improve job satisfaction.
- Every employee needs proper feedback and that may include surveys, meetings, addressing employee concerns and decontaminating HR strategies.

- Among team members transparent communication needed as well as strategic support, helping sales team are also required to market drive changes.
- KPIs for the sales team are synchronized with the overall business goals through quarterly strategy meetings.
- HR involvements in recruitment, training, and performance management have led to improved sales outcomes. And this will cause a stronger alignment with organizational goals.

5.1 Recommendations

To further enhance the transformation of the sales force at Perfetti Van Melle Bangladesh Ltd., the following recommendations are suggested:

Expand Data-Driven Recruitment Strategies:

Make use of cutting-edge prediction and analytics tools to improve the hiring process. This can help find candidates that not only have the necessary skills but also have a higher chance of succeeding long-term in the company. AI-driven recruiting solutions have the potential to improve hiring processes' efficiency and improve decision-making.

Continuous Skill Development:

The effectiveness of current training programs has been established, but given how quickly the sales environment is changing, there has to be a focus on continuing education, especially in digital marketing and e-commerce. Introducing microlearning sessions or recurring refresher courses will guarantee that the sales team remains flexible and knowledgeable in handling increasing challenges.

Enhance Performance Incentive Programs:

Expanding the current reward and recognition system to include peer recognition, team-based rewards, and non-monetary incentives (e.g., additional vacation time or skill-building opportunities) could boost morale and motivation even further.

Foster Leadership and Succession Planning:

With the positive results from leadership training, HR should now focus on creating a structured succession planning program. This would identify high-potential employees early and provide them with targeted development opportunities, ensuring a pipeline of future leaders.

Leverage Technology for Feedback and Communication:

The use of digital platforms for continuous feedback between HR and the sales team can enhance transparency and responsiveness. Consider using apps or tools for real-time feedback and performance tracking, which will allow for quicker adaptations and a more engaged workforce.

Strengthen Adaptability and Innovation:

Encourage a culture of innovation by providing more opportunities for sales team members to suggest new ideas or improvements. This could be done through innovation workshops or competitions, fostering a mindset of continuous improvement and adaptability to market changes.

By implementing these recommendations, Perfetti Van Melle BD Ltd. can continue to drive growth, enhance employee engagement, and remain competitive in the market.

6. Conclusion

The role of HR in transforming the sales force at Perfetti Van Melle Bangladesh Ltd. has been critical in driving organizational growth and ensuring long-term success in a highly competitive market. Through strategic recruitment, tailored training programs, effective performance management systems, and leadership development initiatives, HR has successfully enhanced the capabilities, motivation, and engagement of the sales team. Additionally, by fostering a culture of collaboration, adaptability, and continuous improvement, HR has aligned the sales team's efforts with the company's broader objectives, enabling the team to respond effectively to market shifts and technological advancements.

As the company continues to evolve, it is essential that HR maintains its focus on innovation, data-driven decision-making, and fostering leadership development. By doing so, Perfetti Van Melle BD Ltd. will not only strengthen its sales force but also position itself for sustainable growth and continued market leadership in the confectionery industry.

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