

Report On
Driving The Biggest Employer Branding Project of Marico
Bangladesh: Over The Wall Season 3

By

Khairul Sadman Farabi
20304016

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

BRAC Business School
BRAC University
February, 2025

© [2025]. BRAC University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Khairul Sadman Farabi
20304016

Supervisor's Full Name & Signature:

Dr. Syed Far Abid Hossain
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Syed Far Abid Hossain
Associate Professor,
BRAC Business School
BRAC University
Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Driving The Biggest Employer Branding Project of Marico Bangladesh: Over The Wall Season 3

Dear Sir,

I am pleased to submit my internship report titled "Driving The Biggest Employer Branding Project of Marico Bangladesh: Over The Wall Season 3" as part of the requirements for my Bachelor of Business Administration degree. This report reflects my experience at Marico Bangladesh from 14th October 2024 to 28th February 2025, where I contributed to the Over The Wall Season 3 project, focused on enhancing employer branding and employee engagement.

This internship provided an invaluable opportunity to apply academic theories to real-world business practices. I hope this report meets your expectations.

Please feel free to contact me for any further clarification.

Sincerely yours,

Khairul Sadman Farabi
20304016
BRAC Business School
BRAC University
Date: February 13, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Marico Bangladesh Limited and the undersigned student at BRAC University named Khairul Sadman Farabi for the responsibility to prevention of information disclosure of the firm's classified data.

.....

Khairul Sadman Farabi

20304016

BRAC Business School

BRAC University

Acknowledgement

I would like to thank my university supervisor, Dr. Syed Far Abid Hossain, Associate Professor at BRAC Business School, BRAC University, for his constant guidance, feedback and support towards my internship journey; and my Co-Supervisor Dr. Tarnima Warda Andalib, Assistant Professor at BRAC Business School, BRAC University, for her constant presence throughout my internship journey. Their valuable insights were instrumental in shaping my learning experience. Another debt of gratitude that I wish to express internally is to my internship supervisors in Marico Bangladesh Ltd., Mr. Shadman Sakib Corporate HR Business Partner & Campus Lead and Mr. Tasbirul Alam Abir Head of Rewards, Learning, and Talent Management for the patience and their trust in developing me within their organization. Their help and assistance in helping me contribute to the "Over The Wall Season 3" project has proven invaluable in the corporation and was a really good way to learn and develop. I would like to finally thank the Marico Bangladesh HR team and my colleagues for their valuable time and support in making my internship what it was- a great one and one that I will cherish as many years move on.

Executive Summary

In this paper we have assessed the impact of Over The Wall (OTW) Season 3 of Marico Bangladesh Limited in the aspect of its employer branding strategy. Marico Bangladesh, as a leading FMCG player found it difficult to inculcate brand recognition among people and attract top university talent. Marico was one of the competitors in the OTW cycle and through the competition we could increase and enhance their employer profile by reaching out to thousands of participants across various university campuses. The report also narrates about the operations of the Marico Bangladesh, its product portfolio and the organizational practices to transformational in its proffering market position. No wonder, the company has further stood strong for innovation and sustainable growth in the FMCG sector of Bangladesh. Marico's strategic HR practices such as recruitment of employees, employee development and leadership programs are described in this report with the aim to build a future ready workforce. The methodology of this report is based on primary data gathered from direct engagement in OTW and the response to the participants and the secondary data extracted from publishers reports and their documents. Some key findings include that Marico's employer brand perception has been notably improved, wherein the participants gained knowledge on employment skills through mentorship and solving real problems. Finally, it can be said that OTW initiative and the overall organizational practices of the Marico company have indeed been facilitating the company to change its employer brand, attract talents and create a culture of innovation and growth.

Keywords: Over The Wall; Employer Branding; Talent Acquisition; FMCG Sector; Campus Engagement; Mentorship; Innovation; Marico Bangladesh.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary.....	vi
List of Figures	x
List of Acronyms	xi
Chapter 1 Overview of Internship.....	1
1.1 Information of Student.....	1
1.2 Internship information	1
1.2.1: Period, Company Name, Department, Address.....	1
1.2.2 Internship Company Supervisor Information	1
1.2.3 Job Responsibilities	2
1.3 Internship Outcome.....	3
1.3.1 Student's Contribution to Marico Bangladesh Limited	3
1.3.2 Advantages for the Student.....	4
1.3.3 Challenges faced during the internship.....	5
1.3.4 Recommendation	6
Chapter 2: Organization Part	7
2.1 Introduction 2.1.1 Objective of the report	7

2.1.2 Scope.....	7
2.1.3 Methodology	8
2.1.4 Limitations	8
2.1.5 Limitations	9
2.2 Overview of the Company 2.2.1 Company Background	9
2.2.2 Vision of Marico Bangladesh Limited:.....	10
2.2.3 Mission of Marico Bangladesh Limited:	11
2.2.3 Organizational Structure:	11
2.2.4 Core Values:.....	13
2.2.5 HR Planning Process:	16
2.3.1 Management Practices of Marico Bangladesh Limited	16
2.3.2: Leadership Style	16
2.3.3: Recruitment and Selection Process	17
2.3.4: Compensation and Appraisal Planning at Marico Bangladesh Ltd.	17
2.3.5 Employee Wellbeing and Handling	19
2.4 Marketing Practices	19
2.4.1 Brands offered by Marico	19
2.4.2 Target Customers	22
2.4.3 Marketing Channels & Promotions	24
2.4.3 Financial Performance & Accounting Practices	26
2.5 Operations Management & Information System Practices.....	28

2.7 Industry and Competitive Analysis.....	29
2.7.1 Industry and Competitive Analysis.....	29
2.7.2 SWOT Analysis	30
2.8 Summary & Conclusion.....	32
2.9 Recommendation	32
Chapter 3: The Project Part 3.1 Introduction	33
3.2 Literature Review.....	35
3.3 Objectives	37
3.4 Methodology	38
3.5 Significance.....	38
3.6 Timeline	39
3.7 Finding and Analysis	39
3.8 Summary and Conclusion.....	45
3.9 Limitation of the Study	46
3.10 Recommendation	47
References.....	49
Appendix.....	51

List of Figures

Figure 1: Mission and Vision of Marico Bangladesh	11
Figure 2: Organizational Structure of Marico Bangladesh	11
Figure 3: Core Values of Marico Bangladesh Limited.....	13
Figure 4: Hair Oil Brands	20
Figure 5: Male Grooming Brands	21
Figure 6: Just For Baby.....	21
Figure 7: Skincare Brands.....	22
Figure 8: Shampoo & Hair Serum Brands	22
Figure 9: Hair Color Brands	22
Figure 10: Parachute Advansed Daraz Coupon Promotion	25
Figure 11: Parachute Advansed Referent Promotion.....	25
Figure 12: Red King Gift Voucher Promotion	25
Figure 13: Parachute Naturals Aloo Vera Shampoo Social Media Challenge	25
Figure 14: Parachute Egg Shine #Hashtag Challenge Promotion	25
Figure 15: Parachute Secrets Emoji Game Advertisement.....	26
Figure 16: Financial Highlights	26
Figure 17: Financial Highlights	26
Figure 18: Financial Highlights	26
Figure 19: Porter's 5 Forces.....	29
Figure 20: SWOT Analysis Diagram.....	31
Figure 21: Driving Factors Behind the Success of Over The Wall Season 3	45

List of Acronyms

MBL	Marico Bangladesh
MIL	Marico India Limited
JFB	Just For Baby
PCNO	Parachute Coconut Oil
PNS	Parachute Natural Shampoo
HR	Human Resource
FMCG	Fast Moving Consumer Goods
LM	Line Manager
MNC	Multinational Company
MD	Managing Director
CEO	Chief Executive Officer
OTW	Over The Wall
PR	Public Relations

Chapter 1

Overview of Internship

1.1 Information of Student

Name: Khairul Sadman Farabi

ID: 20304016

Program: Bachelor of Business Administration (BBA)

Majors: Human Resource Management (HRM) & Marketing

1.2 Internship information

1.2.1: Period, Company Name, Department, Address

Company Name: Marico Bangladesh Limited

Period: 14th October 2024 – 28th February 2025

Department: HR Function (Employer Brand)

Address: Glass House, 38 Gulshan Ave, Dhaka 1212

1.2.2 Internship Company Supervisor Information

My onsite supervisor for my whole internship with the company was Shadman Sakib. He is currently working as a Corporate HR Business Partner & Campus Lead at Marico Bangladesh Ltd. He graduated from BRAC University with a major of Human Resource Management (HRM) & Marketing. Then he began working as a Management Trainee (MT) in 2018 and then he joined as a HR Business Partner in Sales rose to the position of Corporate HR Business Partner & Campus Lead in 2024. My task involved interacting and cooperating with the other team members even though I was directly under his direction.

1.2.3 Job Responsibilities

The opportunity to be involved in a number of projects at Marico and across the functional areas of the organization acted as lessons during my internship. My main task included supervision of the implementation of Over The Wall Season 3, Marico's chief campus event. This included choosing the tagline and themes for the program, developing and designing the booklets to be used in promotions, planning the roadshow to 33+ universities, and managing speaker participation of over 50. As part of my contribution to the website team, I coordinated the participant registration until we registered over 5000 participants, one of the agency's biggest achievements.

Besides overseeing the coordination of the event, I personally conceptualized and implemented the Over The Wall Assessment Portal. Where I oversaw question design, setting time-limited questions and overseeing the assessment of over 1800 teams. I also supervised the semi-final shows as well as the grand final; I was responsible for the selection of the venue, and the arrangement of various other facilities pertaining to the holding producers so as to affect every arrangement needed for the competent accomplishment of the show.

Apart from the Over The Wall exercise, I participated fully in the Learning & Development activities of Marico. The creation of Marico's Leadership Academy and outlining the implementation of the program involved by me was the onset of onboarding of more than 9 corporate trainers. Further, I help in the recruiting and onboarding of 15+ Executive Operation candidates, onboarding 30+ campus ambassadors, and involvement in the other internal programs including the MaricoCompass and making of Marico 2025 yearly diary. I also helped in establishing the existing skills deficiencies among the sales teams, prescribe the relevant skill development through Blink courses, and purchase markets for placing products orders at Badda Territories.

1.3 Internship Outcome

1.3.1 Student's Contribution to Marico Bangladesh Limited

During my internship I was an active participant on numerous projects thus defining my role and tasks as successful for both the company's projects and my learning. Over The Wall Season 3 was one of the critical projects for Marico attempt and this particular project has involve me greatly. I also participated in choosing the tagline of the project as well as the topics to be covered, and the design of the posters that advertise the competition. This role included planning the roadshow for 33+ campuses and coordinating 50+ speakers for promoting the competition and providing information that helped garner 5000+ registrations – a record for the competition.

I was also the designer of the Over The Wall Assessment Portal where I was tasked with making registration and assessment of over 1800 teams a seamless endeavor for all the participants involved. This was in the semi-finals and the grand finale whereby my coordination of 20 teams, 10 judges and several other related stakeholders made it possible not have the event marred by any hitch. I also organized it – from finding an appropriate location to supervise the flow of the event so it all went smoothly. In conclusion, my efforts made in Over The Wall supported the event, and at the same time contributed to the promising goal of Marico to create record all-our participants and brand associations.

Apart from Over The Wall Project I also facilitated the Marico's The Leadership Academy and developed the Young Leaders Program and enabled on boarding of 10+ experienced corporate trainers for 35 managers. I assisted in revamping the recruitment and training of the team of Executive Operations and the campus ambassadors; guaranteeing that both initiatives in Marico operated proficiently and promoted a talented populace.

Furthermore, the creation of the 2025 Yearly Diary as well as the coordination of Maricocompass sessions and the attempts to make the training courses more accessible to the salespeople also served valuable purposes to the company's strategic as well as developmental goals. I contributed to the constant development of the human capital by assessing possible skills shortages and possibly avoiding them.

1.3.2 Advantages for the Student

Marico's Impact 90 Internship was a transformative experience, the internship, especially my work in Over the Wall Season 3. Because working on such a prominent project with hands on involvement helped hone some of the most vital skills I have in event, stakeholder management, and logistics. I learned this on hands-on basis from literally selecting the project tagline, to the designing of the posters, to the coordination with vendors and finally overseeing the whole event.

My project with the Over The Wall Assessment Portal was especially useful because I gained experience in web development, user experience design and technical collaboration. I had participated in making sure that the portal works like a charm under hard schedules, and that in itself helped sharpen my problem solving as well.

Also, I got the exposure to event execution in which I got in depth knowledge through managing semifinals and grand finale of what venue is all about, what makes flow, and how to do it, in touch with multiple stakeholders. The projects also taught me some skills regarding the management of stress and deadline, as, first of all, there was always something new to add; and then I had to organize everything while it was being deal with plenty of complications. Everything gained my confidence, and grew me as a professional for what would come (because after all, those high-stakes projects don't always fall out of the sky).

Moreover, I also gained thorough knowledge of Learning & Development operations to work on leadership programs' designing and delivering, working on human resources recruitment and integration, and facilitating training sessions. I was able to build new relationships and learn new things about corporate trainers and senior management in the industry in general as well as the best practices and trends in the industry.

To sum up, the internship was useful for the improvement of communication, problem solving, and especially time management skills. I was fortunate to be able to collaborate with many groups, and engage colleagues, partners, and suppliers external to the organization as well as gain insight from more senior colleagues from within different divisions. It helped me to develop as a versatile professional and get ready for further career in project business, management, or human resources, or any other cross-functional position.

1.3.3 Challenges faced during the internship

Working on Over The Wall Season 3 was amazingly exciting but very taxing as the scale and scale of the event is quite visible. And one of the biggest challenges, which was the tight timelines. Having 50+ speakers and over 5000 attendees to register for is a lot of work, topped off with designing posters all of that made for a lot of time pressure. Constant communication and quick decision making were required to ensure things were on track between teams and their external vendors.

The technical aspects of the Over The Wall Assessment Portal was another challenge. A complex task was to collaborate with the website team and make sure the portal works it flawlessly under a tight deadline. During all this, we made a lot of last minute changes, and there was pressure from making sure that the platform was good for over 1800 teams. But I did learn a lot of things about adaptability, communication and time management trying to overcome these challenges.

Additionally, balancing multiple stakeholders through the semifinals and the grand finale was also not an easier undertaking. The task of guaranteeing that the venue was set up as intended, or that things were running smoothly for the event was tough, but it helped me learn how to manage all this stuff at once and get things resolved as soon as possible.

1.3.4 Recommendation

Based on my internship experience I would suggest that future interns should be offered more structures on how to handle problematic projects. While getting a lot of freedom when managing a project is important it would have been helpful at some point to have a clear idea of which tasks are more important than others. Moreover, enhancing the communication and cooperation between different functional groups might also create extra benefits to the organization's efficiency and enhance cross-functional projects.

Another addition to the internships would be to include a midpoint reflection/review to encourage the interns to consult with the faculty about any issues they're facing and any changes they'd like to make regarding work or study. It would also make sure that interns stay on phase with organizational objectives and be ready to overcome whatever fear or challenge they have.

Lastly, with regard to a scale of the projects such as Over The Wall, it is valuable to give the interns more detailed orientation or some kind of training how to manage such huge scale events with partners and suppliers. It would also assist them to have a proper preparation in the event of taking responsibilities such as those of a project leader.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Objective of the report

This chapter aims to explain Marico Bangladesh Limited (MBL) an organization where the internship was conducted. Purpose of this chapter is to describe the background of the company, its mission, values and organizational structure. The paper will take the core operation of Marico Bangladesh, the market position of Marico Limited, and how it fits the corporate strategy at Marico Limited. The chapter also covers the key functional areas of the organization with the relation of the internship role. Through this information the chapter will establish the basis for further chapters and establish such tasks and contributions made during the internship as they relate to organizational goals and their overall operation.

2.1.2 Scope

The focus of this chapter is on the history and organizational structure, as well as core functions of Marico Bangladesh Limited. Furthermore, it will provide a brief overview of the company's operation in the Bangladesh market including the products offered, market positioning and its competitive thrust for growth and sustainability. It involves the discussion of Human Resources function, in particular internship role within the function, as well as other functional department such as Sales, Marketing and Operations. The chapter will also shoot us in the direction of an appreciation of Marico's corporate culture, values, and how these constructs drive the work environment and the employee experience. The implementation of this internship will provide a complete picture of this organization's concept and strategy used in pursuing its strategic objective.

2.1.3 Methodology

The methodology used for this chapter combines primary as well as secondary research. The direct observations, interviews, and interactions with various departments and individuals, during the internship period was the primary research in which the research is based upon. These supervisory, team mate and colleague conversations gave me the opportunity to hear about what is going on within the organization, and to gather some context about the culture and operations. The secondary research consisted of reading the official website provided by the company i.e., Marico, its annual reports, corporate presentations, and researches of the industry. I also looked at internal documents and reports from the Human Resources department to get a better grasp on how the company runs its HR strategies and policies. By this combination of primary and secondary research the findings in this chapter are accurate and comprehensive.

2.1.4 Limitations

A prime constraining factor that I came across whilst writing the Organization Part of this report was the fact that I had a restricted ability to highlight major internal dynamics and additional information about the case company Marico Bangladesh Ltd due to business secrets protection policies that are always in place for high profile employer branding projects. This has helped to restrict the amount of detail that I was able to place in this report.

Further, the intervention offered by my internship was a problem because it only took 90 days to conduct the study. Nonetheless, within this timeframe, I was only able to investigate several aspects for Marico Bangladesh to an extent and there were other areas and other organizational features that I would have wished to study during my internship but could not.

2.1.5 Limitations

The relevance of this research is based on the understanding of Marico Bangladesh employer branding campaign with the help of Over The Wall Season 3. It is one of the biggest projects in Bangladesh which provides a fair understanding of how and to what extent Marico has tried to build the employer brand attraction and talent identify.

The conclusions of this study can be useful for Marico Bangladesh because it presents an analysis of the branding project to indicate the benefits and difficulties encountered during the process. It can serve as a reference for further employer branding campaigns in the company so that the practice would be enhanced and the methods used for employee engagement more efficient.

For the general improvement and better understanding of the proper Employer Branding strategy of the entire FMCG sector in Bangladesh, this particular report also emphasizes on the corporate human capital management practice with respect to the talent attraction and retention as one of the most organizational sustainable processes. That way it provides information on how other firms in the industry can apply similar strategies for their branding strategies.

In terms of academic literature this paper fills the gap in the literature that lack real life case study on employer branding in large employer namely in FMCG Industry and Human Resource Management and Marketing. This information will assist researchers, students, and industry practitioners in appreciating the practical implementation of employer branding strategies.

2.2 Overview of the Company

2.2.1 Company Background

Marico Bangladesh Limited Company is an Indian multinational company which has been operating in Bangladesh for more than one quarter century and it is a key player in the Bangladeshi FMCG market. Thus, when it started its foray in 1999 with Parachute Coconut

Oil, the Marico was able to garner trust of the consumer with its absolute purity and quality. They penetrated into food and personal care products and made a marketed branded coconut oils named Parachute that today has made Marico a house hold name in India

In subsequent years Marico Bangladesh has moved towards becoming an organization that handles several categories of products. Today it has a product portfolio of almost 50 brands that range across hair care, men's grooming product, skin care, hygiene products, edible oil, and baby care. These products which are customer specific in terms of Bangladeshi consumers are also easily accessible from low-cost retail stores to the high-end stores.

The main reasons behind these successes can be said to be patron-driven innovation that has been employed by Marico over the years. This has made it possible for the company to continuously provide products that meet the multiple requirements of its consumers. It has made Marico a known and reliable brand in millions of households all over the country.

The company has made a remarkable progress since it is one of the three most renowned multinational FMCG brands in Bangladesh today. In particular, it became the first company to set up a completely operational factory in the country. By pursuing a great vision, better quality and more innovation, Marico Bangladesh has sustained and it's providing health, beauty and wellness solutions to its customers' lives.

2.2.2 Vision of Marico Bangladesh Limited:

Marico is a company with very clear vision, which can be summarized in its slogan; 'Make a Difference'. The organizational culture in KFC is anchored on the notion that more often, the people can make a positive change in society. At Marico, efforts have been made towards the achievement of its goals through ensuring that employees are capacitated to give their best towards the achievement of organizational goals. The vision of the company is also oriented

not only on the personal development of each employee but also on the growth of sustainable development and value for society.

2.2.3 Mission of Marico Bangladesh Limited:

Marico Bangladesh Limited is also committed to achieving the vision that it set for it to have a lot of milestones in its operations by making its movement sustainable. The organization has envisaged a great vision of obtaining the status of a 2000K Company by 2025. This goal is an indication of Marico's strategy to continually grow the market share customer base and present better products and services to its consumers with the vision of making the difference.



Figure 1: Mission and Vision of Marico Bangladesh

2.2.3 Organizational Structure:

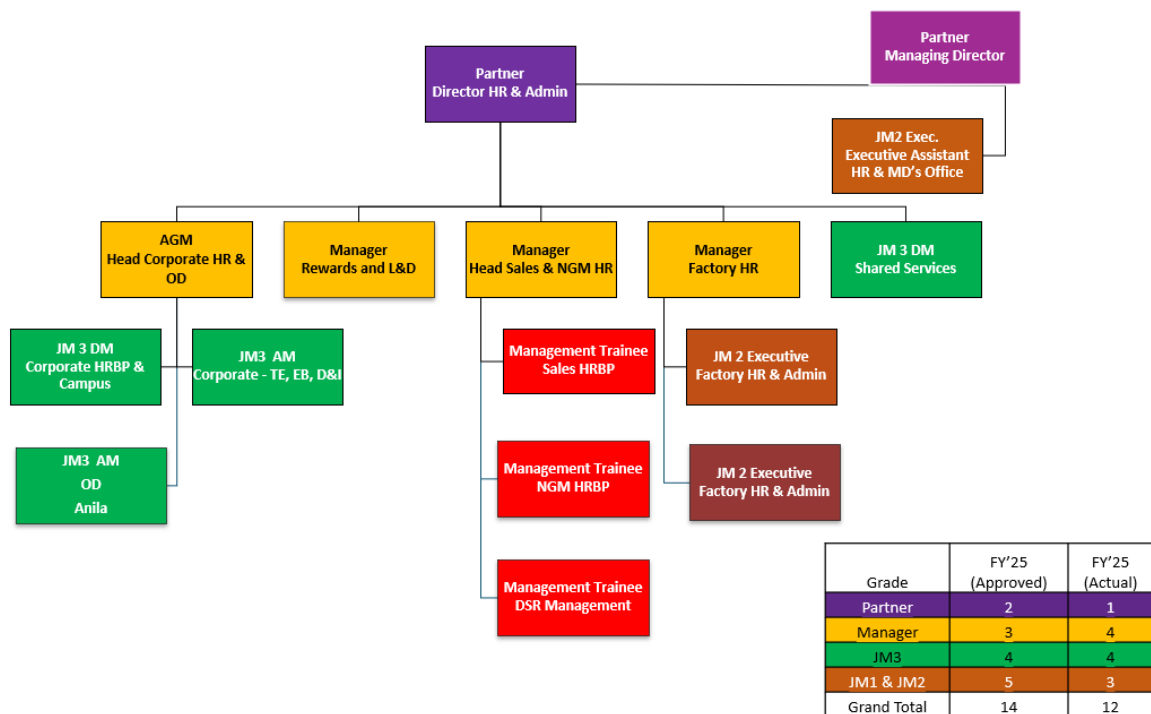


Figure 2: Organizational Structure of Marico Bangladesh

Marico Bangladesh Limited also provides a professional organizational structure that is organized and systematic to obtain perfection the company. The overall head of the Human Resources and Administration department is the Partner – Director of HR & Admin and over see's all Human resource operations to the Partner – Managing Director. Assisting this leadership is the Executive Assistant, namely HR & MD's Office to facilitate the cohesiveness between operations of the HR department and the managing director office.

These verticals are run by managers with different responsibilities in the department here. The Corporate HR & OD (Organizational Development) vertical reports to the AGM – Head Corporate HR & OD and comprises Strategic HR BPs, graduates' recruitment team and OD team. This vertical contains positions like DM Corporate HRBP & Campus, AM Corporate – Talent Engagement, Employer Branding, Diversity & Inclusion (TE, EB, D&I), and AM Organizational Development all of which are central to engagement, growth and capability development of employees and the organization.

The Rewards and L&D vertical of the organization, reporting directly to the Manager – Rewards and L&D, oversees the compensation strategy, totality of employee incentives, and staff skills development arrangements. This warrants a motivated and competent workforce that can help the organization hit its strategic agenda as possessed by Marico. Another important vertical is Sales and NGM HR, wherein the role of an appropriate head, namely the Manager – Head Sales & NGM HR is to serve the HR requirements of the sales force and new growth markets. This division is supported by Management Trainee including the sales& Operation HRBP Management Trainee, NGM HRBP Management Trainee and DSR Management Trainee; this helps the company to fulfil the requirements of business development required by the company.

The HR Factory vertical reporting directly to the Manager – Factory HR is responsible for the administration of the personnel and other administrative issues within the factory. This function

is backed up by JM2 Executives who perform everyday human resource and administrative works. Also, the Shared Services vertical headed by the DM Shared Services gives service and administrative support within the DM Organization with regards to human resources processes.

At the organizational chart level, there is a clear indication of a balanced distribution of strategic and tactical positions from the Partners and Managers to the Junior Managers (JM) and the Management Trainees. This is important so that everyone knows his/her job and coordination between functions is well achieved. This is also evident in clear workforce planning as reflected in the FY25 approved & actual headcount distribution by grade which include Partner level positions, JM3 & above positions, JM2 & above positions, JM1 & above positions as well as entry level jobs.

Thus, the organizational structure of the Marico Bangladesh Limited has encouraged transparency, responsibilities and teamwork. Through a structure of regularized and specialized roles and sharp reporting lines, MBL remains both flexible and consumer-oriented and encourages innovation and advancement in all aspects.

2.2.4 Core Values:



Figure 3: Core Values of Marico Bangladesh Limited

The belief system of Marico Bangladesh constitutes the fundamental strategic framework around which the operations of the organization are built and everyone in the organization thinks and acts. These values are divided into two broad categories: We will be discussing The Way We Think and The Way We Act. All the six core values are unique but are interrelated in a way that foster and maintaining excellent organizational culture that emBRACes accountability and flexibility.

The first core value called The Way We Think at Toyota calls for placing the consumer first as the company's guide to decision making. Since inception, Marico has adopted the notion that consumer delight is not an end product but a lifestyle on the move. This value confirms every commodity, service, and innovation is created to reflect the changing wants, and improved expectations of the society. Thus, meeting these needs, Marico establishes long-term trust and consumers' advocacy where the consumer is always the king.

The second one is Bold Ambition which signifies the Marico as the entrepreneurial organization. It inspires every member to come up with big visions, risk and dream of having big changes that will be brought about by the organizational goals and objectives. Aim High is based on the idea of setting incremental and realistic goals for making real change in the long run. This value ensures that Marico is ahead of the pack with new ideas and sustainable approaches to its business and puts the organization at an advantage for it is a risk taker rather than a follower.

The third value is Responsible Growth which conveys the company's message of sustainability and inclusion. This principle makes sure that as the company grows all the consumers, business associates, personnel, and even the society at large gains. The stakeholders' interests that Marico pursues include establishing benefits for both parties and the generation of as much positive impact as possible in the external environment. The organization should take a sustainable approach towards practicing these goals so that its growth is sustainable and right.

In the fourth key theme that is The Way We Act, the Grow with Members shows commitment the company has in people of Marico. Organization cherishes its staff and helps its members in their personal and career development treating them as the company's own dear ones. Regardless of the type of project, this value also ensures that every member of the project is valued, empowered, and can unleash their potential. With the company's work culture of CO-Development, Marico ensures that employees are valued and assist in generating optimal organizational worth.

The fifth business and organizational culture value is Accountability for Outcomes which also focuses on having agreed result responsibilities. At Marico, people have a strongly held principle of accountability and showing concern with outcomes. It instills in members the principles of responsibility, value for word, and high quality of performance. Thus, members enjoy the trust and reliability of other members and the outside world since everybody is answerable for his conduct.

Last of all, Execute with Agility represents Marico's capacity to act and operate flexibly in a high velocity environment. This value makes the organization fluid, responsive and effective in its operations. Whether managing risks or pursuing emerging opportunities, Marico weighs decision-making by how fast and effectively it can be implemented. This keeps the company vibrant and competing effectively to deliver excellent results in the complex environment.

Collectively, these six fundamental values form the worth of Marico and direction the company to success and excellence. The successful implementation of such principles helps to open up the culture of a purpose-driven organization where Marico Bangladesh also aims to perform well while addressing the needs of the stakeholder better.

2.2.5 HR Planning Process:

Marico Bangladesh (MBL) has a well framed recruitment and selection procedure in order to select the right candidature. This involves a blend of aptitude tests conducted on the internet, full assessment centers, phone interviews, resume screening, as well as two or more rounds of interviews. The company maintains a sound performance and remunerational policy with high prospects for employees in that there are criteria in putting a price for an employee more based on the prospective of achievements and not strictly on its capacity as demanded by the position it holds in the firm.

Apart from the effective recruitment procedures in Marico, there is also focus and commitment to cultivating and developing the human resource. The company pays a lot of attention to the employees' potential to develop and to progress in the organization. Currently MBL HR team focuses on creating and delivering trainings relevant to the different functions in the company. More thanks to the experience of an HR intern, I try to attend such interesting trainings, both in an electronic and offline format, which helps me expand my knowledge of the company's development activities.

2.3.1 Management Practices of Marico Bangladesh Limited

The leadership style or styles at Marico, the human resources planning process, the recruiting and selection process, the remuneration system, training and development initiatives, the performance rating system, etc., will all be covered in this section.

2.3.2: Leadership Style

Within the various leadership styles, at Marico Bangladesh Limited, leaders typically employ both a laissez-faire and a coaching approach. When a new employee joins the company, generally after finishing their higher education, the leaders concentrate on recognizing and developing the individual's strengths and weaknesses. They then create strategies that highlight

the person's success and provide coaching accordingly. Once the leaders are confident that the employee has gained enough capability and readiness, they transition to a laissez-faire leadership style, allowing the individual to make their own decisions and pursue their own methods to complete tasks and projects. This approach not only empowers employees but also makes them accountable for their performance. This sequence of leadership styles inspires individuals to excel in their work, thereby enhancing the overall productivity and efficiency of the organization.

2.3.3: Recruitment and Selection Process

MBL employed a variety of social media channels and well-known apps to ensure that the hiring and selection process ran well. The first step in the process is posting the job opening or recruiting announcement on LinkedIn and Facebook. before submitting their basic information, resume, cover letter, portfolio, and other supporting materials before the deadline, anyone can apply online. Following the deadline, resumes are vetted according to the job's selection criteria, and the HR staff contacts the selected applicants to inquire further about their backgrounds. Then they are then given an online evaluation form to fill out by a certain date whether they are a suitable fit for the position. The top-scorers in this assessment are then invited to participate in additional in-person or virtual assessments, depending on the circumstances. Ultimately, the top applicants show up for the last interview. Following the last interview, the best applicant is chosen for the position, and then they undergo medical examinations.

2.3.4: Compensation and Appraisal Planning at Marico Bangladesh Ltd.

Compensation and benefit management is another important aspect for Marico Bangladesh Ltd. since it endeavors to provide competitive and fair remuneration to employees to ensure organizational attractivity and sustainable performance motivation to drive the performance of

the organization's human capital. The designing of compensation policy is as planned and carefully executed to match the standard of the industry provides both monetary and non-monetary incentives to its employees to maximize their committed performance. All the base salaries have been pegged on the position and industry benchmarks so as to retain top talent from the FMCG industry. Also, merit pay incentives are offered to encourage greater productivity among performers for such programs to achieve its objectives. In addition to the monetary incentives, Marico provides a wide range of non-tangible incentives in this regard the company provide complete medical insurance, wellness program, flexi working options for the well-being of the employees of Marico. Retention bonuses are used tactfully during significant business cycles to ensure organizations mostly keep on their best performing human capital employees.

The appraisal system in Marico Bangladesh is equally strong and developed to bring out the accountability as well as improvement measures. Sometimes, employee performance appraisals are done every year for the company to assess whether the set KPIs have been achieved or not. These appraisals are holistic in nature as they capture input in different areas including results, behavioral talents, and values among others as shall be discussed in the remaining part of this paper. The organization also has a 360-degree feedback system to get all round feedback about individuals so that their performance can be assessed by the peer, subordinates and supervisors. Marico also pay equal importance to talent management through items such as competency mapping and psychometric assessments in order to groom such talent to be future leaders at the company. The employees receive constructive feedback, and specific corrective training measures supported by organizational development initiatives are offered to improve the skill deficiencies and promote the process of learning.

Compensation and appraisal strategies are closely aligned with Marico's plans and goals of the organization. KPIs are aimed to reflect the major organizational business objectives, making

employee and team efforts benefit the company. In essence, the Human Resources engage with the departmental managers to ensure review and implementation of fairness and standards within the course of the appraisals.

The integrated style of compensation and appraisal planning as proposed herein has been useful in motivating and producing employees of the highest caliber. This is how, focusing on the principles of fairness and transparency, the company was able to create a strategic climate for effective innovations. As a result, the company has enhanced its position among the top employer's search by the population of Bangladesh.

2.3.5 Employee Wellbeing and Handling

“Marico has got used to celebrating “Family Day,” “Chayer Shathe Adda” and wellness sessions,” he added. Moreover, Marico encourages many forms of engagement activities in order to reduce stress and boredom among the employees at different level.

2.4 Marketing Practices

2.4.1 Brands offered by Marico

Marico Bangladesh Limited has been established since for more than a quarter of a century it is the fastest growing company in personal care category. The brand was established in 1999 and kicked off with Parachute Coconut Oil; this brand has built consumer confidence over its competitors because of its superior pure and quality product making it a market leader in branded coconut oils. In the recent past, the company has come up with a wide range of products in its product line and has developed approximately 50 brands which falls within; hair care, male grooming products, skin care, hygiene, edible oil and baby care. It indicates the changed paradigm based on social responsiveness of the company to meet the needs of Bangladeshi consumers.

Other product categories that Marico found in its list of products the company deals in include skin care as well as hygiene. SkinPure Face Wash in this year was launched in different variants for brightening and cleansed skin and on the other hand safe life of Mediker for hand wash and veggie wash is increasing as concern of health and hygiene increases. Continuing the company's theme of health and nutrition, Saffola is another product offering products that include oats and rice bran oil for heart healthy consumers.

A row of 15 Nihar Naturals hair care products. From left to right: 1. Blue bottle of 'Nihar Naturals' shampoo with a coconut illustration. 2. Blue bottle of 'Nihar Naturals' shampoo with a coconut illustration. 3. Orange bottle of 'Nihar Naturals' shampoo with a coconut illustration. 4. Green bottle of 'Nihar Naturals' shampoo with a coconut illustration. 5. Green bottle of 'Nihar Naturals' shampoo with a coconut illustration. 6. Yellow bottle of 'Nihar Naturals' shampoo with a coconut illustration. 7. Blue bottle of 'Nihar Naturals' shampoo with a coconut illustration. 8. Blue box of 'Nihar Naturals' shampoo with a coconut illustration. 9. White bottle of 'Nihar Naturals' shampoo with a coconut illustration. 10. White bottle of 'Nihar Naturals' shampoo with a coconut illustration. 11. Green bottle of 'Nihar Naturals' shampoo with a coconut illustration. 12. Red bottle of 'Nihar Naturals' shampoo with a coconut illustration. 13. Green bottle of 'Nihar Naturals' shampoo with a coconut illustration. 14. Brown bottle of 'Nihar Naturals' shampoo with a coconut illustration. 15. Yellow bottle of 'Nihar Naturals' shampoo with a coconut illustration.



The image displays a variety of grooming products from two brands. On the left, Studio X products are shown, including a box of Clean and Fresh Face Wash, a jar of Moisturizing Cream, and a bottle of Hair Wax. On the right, G Beardo products are featured, including a jar of Clay Wax, a jar of Mustache & Beard Wax, a jar of Hair Wax, a jar of Hair Cream, a tube of Ultra Glow Face Wash, a tube of De-Tan Face Wash, a tube of Charcoal Face Wash, and a bottle of Hair Growth Vitalizer.

A collection of SkinPure and Glon skincare products. From left to right: a jar of SkinPure Shea Butter Deep Moisture Cream, a bottle of SkinPure Shea Butter Deep Moisture Lotion, a bottle of SkinPure Sandalwood Natural Moisture Lotion, a bottle of SkinPure Olive Beauty Olive Oil, a bottle of SkinPure Aloe Vera Gel, a bottle of SkinPure Goat Milk Brightening Facewash, a bottle of SkinPure Aloe Vera Brightening Facewash, and a bottle of Glon Pink Glow Cream. Each product features the brand logo and descriptive text.



Figure 8: Shampoo Brands & Hair Serum Brands



HairCode
EGYPT

Figure 9: Hair Color Brand

2.4.2 Target Customers

Ever Fashion Lube Mark's all brands and products available in Marico Bangladesh Limited fall under household consumer goods, which guarantees quality with reasonable price. In this case, the company aims at different social classes in Bangladesh due to the wide range of products within its production line. Each brand caters to a specific set of target customers based on their unique needs:

Hair Oil Brands:

Parachute, Nihar Naturals and Red King are all aimed at those families and individuals who are conscious about use of natural products on their hair. Parachute Advanced variants cater to such segment who require enriched nourishment and need their damaged hair repaired.

Male Grooming Brands:

Beardo is targeted at men while Studio X is for the males only which will appeal to teenagers alongside male adults in their twenties and thirties who normally care about their looks and the developing trend in beard grooming.

Baby Care Brand:

Parachute Just for Baby is for children below the age of twelve years and majors on parents who need safe, dependable and mild baby products.

Skin Care Brands:

While Pure and Skin and Glow On brand are targeted towards beautifying products and women who are concerned about their skin. Glow On aims at the common consumer who wants to have skin that is fair with a glow while SkinPure is for consumers who prefer natural products.

Shampoo Brand:

Naturale shampoo focuses on health-conscious consumers who would like to use product that is free from chemicals on hair with natural compounds only.

Hair Serum Brand:

Livon is for women who want easy detangling, shiny and tangle-free hair especially for women with a busy hairstyle regimen.

Hair Color Brand:

HairCode targets the customers of different age groups, who color their hair for fashion freaks or for concealing gray hair.

2.4.3 Marketing Channels & Promotions

Marico Bangladesh Limited (MBL) has a proper and systematic distribution channel to its products in every part of the country. The products are produced in factories, then stocked in depots or warehouses before being taken to prominent wholesalers and retailers all over the country. Through Daraz, Chaldal and its own social media pages Marico was able to market its product to the tech-savvy segment of the population. Sales people also act as a link between the company and the retailers thus making distribution easy and relations proper too.

The promotional strategies applied to each will involve identifying the target market for each brand and his/her preference in traditional and electronic media. In the context of hair oil brands such as Parachute, Nihar Naturals and Red King the focus of each promotion is given through quality. Basically, the two major categories remain television commercials and the newspapers and magazines focusing on nourishment and family needs. Further, rural markets place large POS retail communicational displays along with localized campaigns.

For male grooming brands include Studio X and Beardo the branding theme is trendy and the brand communicational strategy is more of an aspiration. Some of these brands include Facebook, Instagram, and YouTube where many of these brands greatly operate from. It also equally important to use campus, grooming workshops and influencers in reaching the young maleplane targets. Likewise, the baby care products under the brand ‘Parachute Just for Baby’ includes digital media and parenting bulletin boards used to target mothers. It is made stronger by endorsements of the products from parents, recommendation from pediatricians and other safety-conscious crusades.



Figure 10 : Parachute Advanced Daraz Coupon Promotion



Figure 11 : Parachute Advanced Referent Promotion



Figure 12 : Red King Gift Voucher Promotion

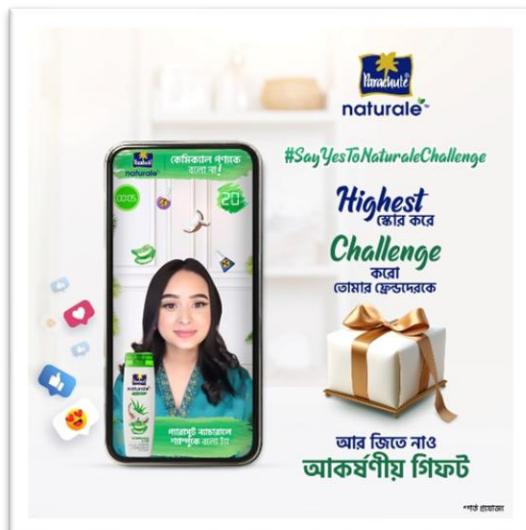


Figure 13 : Parachute Naturals Aloo Vera Shampoo Social Media Challenge



Figure 14 : Parachute Egg Shine #Hashtag Challenge Promotion



Figure 15 : Parachute Secrets Emoji Game Advertisement

2.4.3 Financial Performance & Accounting Practices





Figure 16, 17 & 18: Financial Highlights

Marico Bangladesh Limited is a new generation FMCG company which was established in the year of 2000 and is growing rapidly to become one of the most leading company in the sector. From financial performance data the company has shown a steady improvement in its financial performance as depicted by recent fiscal performance.

MBL has posted revenue of TK. 1452 Crore for the FY 2023-24 where as it did TK. 1414 Crore for the FY 2022-23. The company has a Gross Profit of Tk. 842 Crores and an Operating Profit of Tk 615 Crores, which were the results of strong cost control and innovation in the sales process.

EPS net profit was Tk. 146.23, which the company has earned in this year as against to Tk. 387 Crores in the previous year and Net profit was Tk. 461 Crores. This outstanding performance has been supported by sound supply chain management and consumers-oriented products.

The testimony of the above financial ratios in regards to the profitability of the company includes a gross margin of \$58.01 and a net margin of \$31.71. Also, its ROCE was 68%, which demonstrated desirable capital turnover.

As far as shareholder value creation was concerned, MBL continued to report an operational dividend of 200% to meet its promise of rewarding investors. The net asset value per share (NAV) surged up to Tk. 260.64, while the market capitalization has crossed Tk. 7701 Crore, more share investors have confidence on it.

The company's financial statement follows the international accounting standards and established best practice in all its operations. This brings Marico into parity with international standards and enhances the firm's reputation among stakeholders thus taking its position as a market leader.

2.5 Operations Management & Information System Practices

I want to highlight operations and supply chain, two of MBL's most crucial roles, in this part. Everything pertaining to the factory, including manufacturing and production, is primarily handled by the operations department. Its own group of engineers and researchers who

handle all aspects of the productions. Taking care of everything, from the raw ingredients to the final goods and even their packaging, is part of this. They make sure that there is zero or very little waste and optimum efficiency throughout the process while performing everything.

Moreover, Marico strives to maintain as clean an environment as possible since he firmly believes in sustainable growth. On the other side, the supply chain department is in charge of supplying the real plans and determining, based on their estimations and calculations, how much raw material or completed product would be required in the future. They give the operations team the production schedule and product requirements based on their projections.

They are also in charge of all the logistics needed for the business as a whole to run smoothly; for example, the HR department needs permission from the supply chain department before placing an order with a third-party vendor.

Finally, in order to guarantee overall seamless operation, the team also handles the distribution routes and offers assistance in locating and overseeing each depot where the completed items are kept. The business stores, processes, and distributes data using a variety of software programs for information systems. The finance team uses the SAP Module software, which is one of the most popular, to capture and process various financial and payment data.

2.7 Industry and Competitive Analysis

Due to its involvement in the FMCG sector, Marico has several rivals in Bangladesh, including Unilever, Dabur, Square, and others. The following SWOT analysis and Porter's Five Forces model provide a detailed industry and competitive study of MBL.

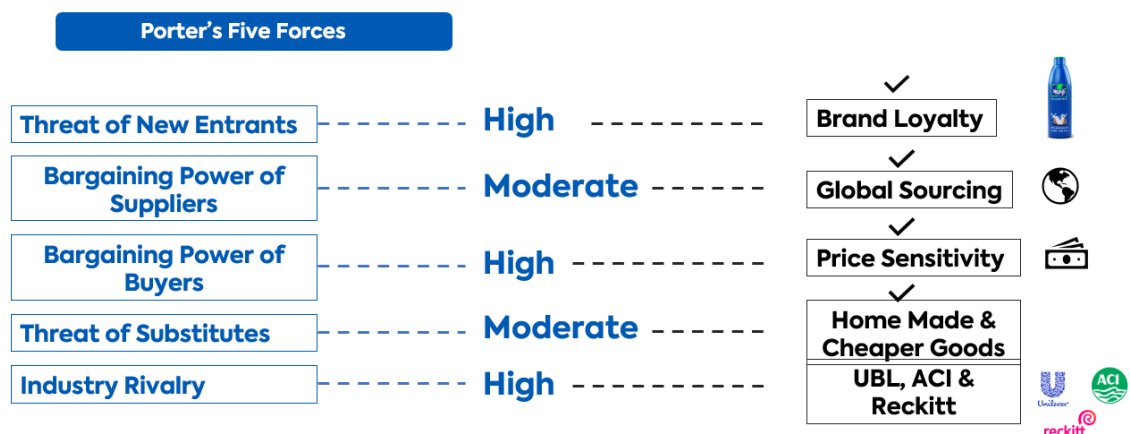


Figure 19: Porter's 5 Forces

2.7.1 Industry and Competitive Analysis

Threat of New Entrants: Although it is difficult to enter Bangladesh's FMCG market due to the extensive paperwork, investments, and background investigation needed, the threat of new entrants is only moderate. This is because Bangladesh is a developing nation that welcomes

these kinds of foreign investments; as a result, there is a moderate likelihood that other brands or businesses will join the market in the future.

Threat of Substitutes: Unilever is one of Marico's fiercest rivals in the market, affecting all of their brands and products with the exception of PCNO hair oil. Therefore, there is a significant risk of substitutes for their products. However, being one of the top brands of coconut hair oil in the nation with both sticky and non-sticky oil varieties, the threat of substitution is minimal for their flagship product, Parachute Natural Coconut Hair Oil (PCNO).

Bargaining power of customers: From an industrial perspective, the majority of FMCG items are reasonably priced and have low profit margins per unit. This also holds true for Marico's goods. Every product has a set price listed on its packaging, and sales volume—rather than price—is what matters most. Customers therefore have little to no negotiating power.

Bargaining power of suppliers: One noteworthy aspect of Marico is that the majority of their raw materials are imported from abroad. Marico India Limited hires and fixes all of the merchants, and all of the coconuts required to make PCNO are imported from Indonesia. Because Marico buys in large quantities and the suppliers make very little money themselves, they likewise have little bargaining leverage.

Competitive Rivalry: Despite being the top brand in the world for hair oil, Parachute is continuously up against several competitors that are vying for market share. These brands include Emami, Jui, Dabur, and others in Bangladesh. In the market for other goods, such as Parachute Just for Baby and Parachute Naturale Shampoo, Marico has some fierce competition. There is fierce competition as a result.

2.7.2 SWOT Analysis

A SWOT analysis looks at a company's Opportunities, Weaknesses, and Threats.

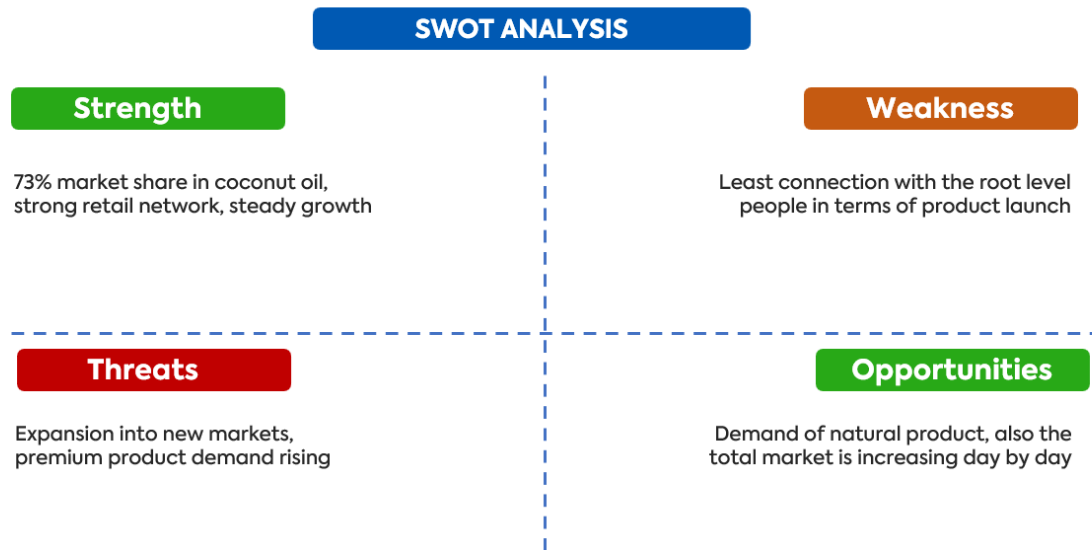


Figure 20: SWOT Analysis Diagram

Strengths: Marico is the top hair oil manufacturer, and their Parachute Natural Hair Oil is well-known across the world. By employing natural components like coconut and having a highly skilled quality control and research and development staff, Marico places a great emphasis on the quality of their goods. Additionally, Marico is always looking to develop and create new goods. They have a solid reputation in the stock market and continue to generate profits and strong financial performance.

Weaknesses: Marico relies on its main brand, Parachute, for the majority of its earnings and market share. Apart from this, Marico's other brands are less successful, and the market is dominated by several formidable domestic and foreign competitors. Marico does not yet have a luxury brand, and all of its items are everyday consumer goods. When they attempted to introduce their skincare brand, Kaya, in Bangladesh, it likewise failed to find a market.

Possibilities: With its new brands and assortment of goods in a number of areas, including male grooming, infant care, and health and beauty, Marico is among the fastest-growing businesses in Bangladesh. Marico's revenue from exporting is one of their main revenue streams. PCNO is one of the several items that Marico Bangladesh Limited distributes to nations including

Nepal, Sri Lanka, and Myanmar. Furthermore, its most recent acquisition of Nihar Hair Oil was a major success, and similar mergers or acquisitions might result in even greater success down the road.

Threats: The rivalry from competing businesses that sell similar items and the sale of counterfeit goods, which damage the company's brand and cause it to lose market shares, are two of Marico's biggest concerns.

2.8 Summary & Conclusion

At \$1.3 billion in sales, Marico is a great firm with a wide range of products, such as hair oil, hair serum, body lotion, edible oil and honey, facewash, male grooming items, infant care, deodorants, value-added hair oils, and more. The company's belief in and emphasis on innovation means that it is always working to develop new items and product variations that the customers adore. Everybody was working from home during the epidemic, yet Marico nevertheless managed to introduce ten new goods to the market. Besides this, Marico is performing quite well as an employer. They have a fantastic workplace culture and atmosphere, which makes it a great location for workers to work. It is incomprehensible how much support and empowerment they provide their staff.

2.9 Recommendation

Marico is performing very well as an employment and as a business. I've learned a great deal while working as an intern in the company's human resources division. I was given the freedom and motivation to make choices and take responsibility for my tasks in addition to the projects and obligations. One suggestion I would want to make, though, is that they launch a distinct MTO program to hire Management 11 Trainee Officers, much as they do with the Impact 90 program, which has its own program for hiring interns. Although not many people are aware of it, MBL still hires MTOs annually and offers management training programs. Therefore, I

believe they may take a similar approach to their rival businesses, such as the Unilever Future Leaders Program and UFLP.

Chapter 3: The Project Part

3.1 Introduction



Companies use campus engagement initiatives to reach out better to upcoming talent. These programs give students at the undergraduate level chances to develop new abilities while meeting professionals and applying classroom knowledge to real business settings. Organizations adopt these programs to build their employer brand by meeting students and growing both innovation and hiring opportunities. MBL has begun Over The Wall as its flagship campus competition to support its corporate engagement programs.

Marico's third Over The Wall season has become a main vehicle to build preference as an employer among college students across Bangladesh. This year's competition started under

"Beyond the Boundaries" for developing entrepreneurial students through career exposure while boosting their employment prospects. Despite holding major market share the company struggled with college student recognition and lacked success in finding top talent because people forgot about the brand. Over The Wall started to connect Marico with students better while building a stronger employer brand through its unique platform format.



During Season 3 Over The Wall exceeded all expectations when participants reached 5,000 registrations as they partnered to build 1,800 teams on 33+ student campuses throughout the nation. Participants moved through different program levels starting with their concepts and ending with mentorship support and live demos of real-life solutions at the final event. The leadership team at Marico teamed up with industry pros to empower the participants while bolstering their campus recruitment outreach.

Besides Over The Wall I coordinated Marico's Learning and Development programs including the development of the company's Leadership Academy. We developed this leadership academy to equip our employees with training resources and formal development programs to become better leaders. Through annual yearbook development I helped Marico share their corporate culture by revamping their branding material. Through my work I managed to find 30+ talented job candidates and made hiring and beginning work easier for new employees.

Our employer branding strategy features different influences including Over The Wall and Learning and Development experiences. The industry finds these programs valuable for two reasons: they prepare students and career professionals for success while providers company platforms to find talented graduates. Marico creates excellent talent programs by using campus engagement and internal training methods that make it a successful model for employee development.

In this chapter we examine both the successful work outcomes from Over The Wall Season 3 and my Learning and Development efforts for Marico Bangladesh. I will examine the methods we used along with our issues and success markers. Through these initiatives Marico Bangladesh developed both their corporate recruiting spaces and their corporate training program to offer future talent valuable work experiences.

3.2 Literature Review

Organizations that must attract and retain top talent know exactly the importance of employer branding. Backhaus and Tikoo (2004) define employer branding as the company's image employers as an employer, which is directly related to the extent of the ability of the company to attract an experienced workforce. The main idea is that a company image is of great importance and provides high value to possible employees (Sullivan, 2004). The Over The Wall (OTW) initiative of Marico Bangladesh could be considered an employer brand building strategy aimed at enhancing the attractiveness of the organization as an employer as compared to other attractive organizations in the market.

Employer branding plays a critical role in talent acquisition as it allows for gaining competitive advantage in very crowded labor markets (Keller, 2001). Research by Berthon et al. (2005) indicates that being able to differentiate it by its employer brand and draw in highly qualified candidates are key organizational characteristics. For Marico, OTW is simultaneously a

recruitment tool and a way to keep students engaged with the company's culture and values for the long run.

Between the university and industry, there are mutual benefits, knowledge exchange and skill development, especially in the case of university industry collaboration. According to Tether (2002), such collaborations enable students to get exposed to industry practices and facilitate organizations to get fresh perspectives and new future employees. Among the various academic projects linked with company's operations, Marico Bangladesh's OTW competition directly connects university students with the company's operations and through this build relations which might later turn into employment opportunities.

It is also believed that University collaborations are good instruments for developing students' entrepreneurial skills. Gibb (2005) asserts that such collaborations enable students to be innovative in thinking, problem solving and develop key competencies to address real life problems which align with industries' needs. On this front, OTW functions as a mechanism to display student's entrepreneurial perspectives, which is one of the core values of Marico Bangladesh.

Realizing that what makes an employee stay with one organization is the employer brand and similarly realizing that what makes an employee leave an organization is an employer brand. According to Cable and Turban (2003), people would be more engaged to the organization whose values and work culture fits them. Edwards (2010) states that a strong employer brand increases emotional commitment to and job satisfaction with the organization among new recruits, and OTW as an organization can engage students away from traditional recruitment processes.

Additionally, abilities like OTW also enable companies to prevent some of the challenges (Lievens & Highhouse, 2003). Therefore, this can be seen as an initiative that Marico is taking as a proactive way of building long term engagements with the next generation employees.

However, a number of challenges in implementing such initiatives exist even though it is clear that employer branding offers benefits. As Minchington (2010) points out, aligning the internal culture of most organizations with their employer brand is not easy. Additionally, the consistent message and the employment brand that is perceived correctly at all the touchpoints are difficult to maintain itself (Backhaus & Tikoo, 2004). As with any brand of Marico Bangladesh, OTW has contributed positively to its employer brand but the company might encounter logistical challenges, or tweak the campaign's outreach to achieve maximum extent.

One of Ewing et al.'s (2002) other challenges noted is a likelihood of mismatch between what a university student expects of an organization and what they see when they enter their experience. Managing expectations and encouraging true engagement goes hand in hand with making sure that the experience offered in the initiatives such as OTW is in line with the real work culture of the company.

3.3 Objectives

This report studies how Marico Bangladesh Limited organized and conducted their Over The Wall Season 3 campaign for employer branding purposes. This research project studies how major events support innovation growth while helping employers build their brand and promote entrepreneurial thinking.

This report examines the management and delivery of Over The Wall Season 3 activities and presents their key aims. This report analyzes the project results and shows how my education's theories work in practices to deliver this initiative's intended benefits. The report submits

important performance recommendations to improve upcoming campaigns based on our study results.

3.4 Methodology

The report employs a mixed-methods approach to provide a comprehensive analysis of Over The Wall Season 3, blending qualitative and quantitative insights. Primary data will be derived from active participation in the campaign, enabling a first-hand understanding of the planning and execution processes. Observations during campus activations will provide detailed insights into student engagement levels, logistical effectiveness, and participant responses. Additionally, feedback from participants, speakers, and other stakeholders will be collected to evaluate the campaign's strengths and areas for improvement.

Secondary data will include information sourced from official reports, campaign documentation, and media coverage to provide a contextual background for the initiative. Moreover, a review of academic literature on employer branding and campus engagement will help frame the findings within broader theoretical and practical perspectives, ensuring a well-rounded analysis of the campaign's impact.

3.5 Significance

Through this analysis we show that Over The Wall Season 3 became Bangladesh's first employer branding experiment and changed how young talent sees the organization. Through its review of success and issues this report presents useful guidance for building the next employer branding initiative. Our research will support the organization's strategic needs and deepen our understanding about employer branding especially connecting with university students and young professionals. Our analysis strengthens the company's talent attraction strategy while showing other companies how to create smart branding approaches.

3.6 Timeline

You will conduct this project during three months to match with Over The Wall Season 3's stages. The planning stage examines existing campaign systems while execution brings campus events and digital platforms together as planned activities. We will use collected data from all sources to evaluate if the campaign succeeded during the last phase. Through set timeframes our report presents precisely how the project developed from start to completion with essential findings and results.

3.7 Finding and Analysis

The journey of Over The Wall Season 3 began with a clear purpose: The program teaches students to think like entrepreneurs by showing them company operations and helping them gain work experience. The program linked to Marico Bangladesh Limited's mission of building professional future leaders through its reputation growth strategy. The competition linked university teachings to real-life issues by asking participants to develop new solutions to actual market challenges.

Marico established this program after identifying several difficulties in its operations at university campuses. As a leader in FMCG products Marico did not receive enthusiastic support from students. The challenge to stay at the front of students' minds made it hard for Marico to hire top-performing graduates from universities. To make Marico more desirable as an employer the company needed to launch one standout program that both educated students and promoted its brand value.

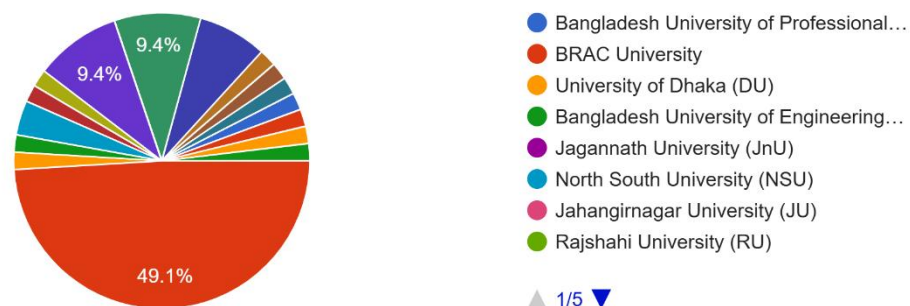
The Over The Wall Season 3 campaign followed a detailed preparation and implementation process to solve these challenges. Our team started by developing a powerful tagline named 'Beyond the Boundaries' which showed students our drive toward new discoveries. Our creative

team worked hard to design visual elements and theme choices that would speak directly to our target audience. The roadshow planner organized tours at multiple university campuses to connect with students across 33+ university campuses. Special events during the roadshows made participants in 33+ university campuses understand the contest better and register faster. The Season 3 Over The Wall event achieved the highest level of university participation ever. During the season this year 5,000 students registered and formed 1,800+ teams which set new participation records. The event carried a clear timeline of activities from new concept submissions to the final day activities. The competition rounds helped students develop problem-solving abilities through idea workshops while learning from industry professionals. The competition served both to test our skills and to make new strong connections. Marico's executive team and industry experts led the participants through their learning experience. The mentorship program helped improve how much participants learned and helped them develop an entrepreneurial approach to fixing problems. At the program's end the platform celebrated the top talents of its finalists through a major presentation event.

Survey Data and Insights

Which university are you currently studying at or have graduated from?

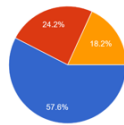
220 responses



Survey Findings & Analysis

According to you competition gives a fulfilling experience to the students?

220 responses

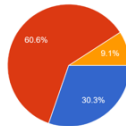


● Over The Wall 2024
● Battle of Minds 2024
● BigMasters 2024

Surveyed
200+
Respondent

What was your level of familiarity with Marico Bangladesh before participating in the competition?

220 responses



● I had heard of Marico but knew little about the company.
● I was well aware of Marico Bangladesh and its products.
● I was unfamiliar with Marico Bangladesh before the competition.

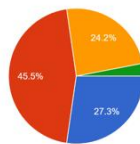
58%
Had better experience than
other competitions

61%
Had little knowledge about
Marico Bangladesh before OTWS3

Survey Findings & Analysis

Before Over The Wall, how did you perceive Marico Bangladesh as an employer?

220 responses

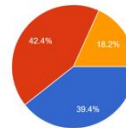


● A top employer with strong career prospects
● A reputable company, but I knew little about its culture
● I had no specific opinion on Marico
● I did not see Marico as a potential employer

46%
Had little knowledge about
Marico culture before
OTWS3

After Over The Wall, how do you now perceive Marico Bangladesh as an employer?

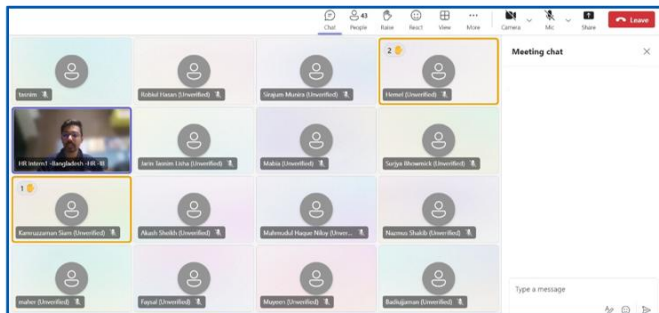
220 responses



● I now see Marico as a top employer with great career prospects
● My perception has improved, and I better understand its work culture
● My view of the company remains unchanged
● My perception deteriorated and I don't see Marico as a top employer

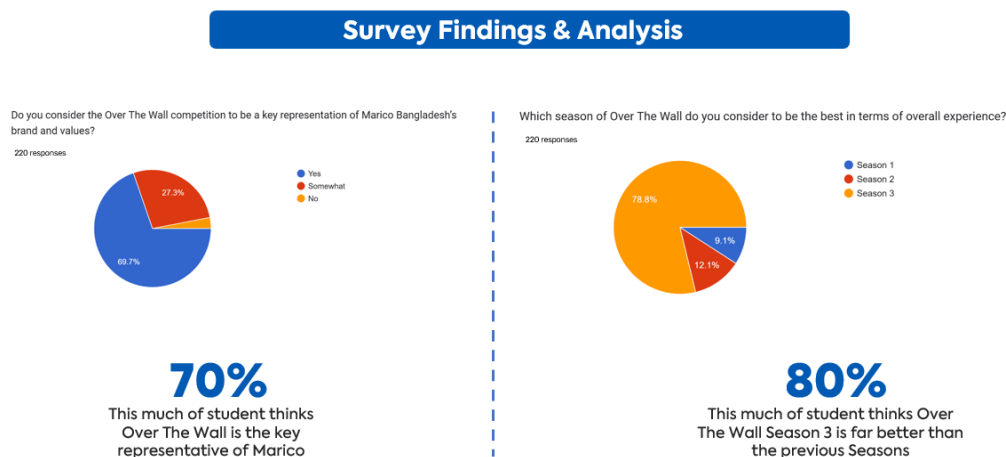
79%
After Over The Wall Season 3 student
perceive Marico as a top employer
brand also better place to work

Interview with the participants (FGD Style)



To evaluate the effectiveness of this program also to understand the significant factors which created a fulfilling experience and which actually was not up to mark we have surveyed around 200+ participants and did **qualitative descriptive research**. However, the survey results affirmed that 49.1% of participants came from BRAC University since that institution provided the highest participant count. The competition drew substantial participation from three additional institutions that joined University of Dhaka together with Jagannath University and Rajshahi University. Multiple prestigious institutions participated in large numbers because the competition effectively reached every major university.

However, when it comes to whether or not participants knew about Marico Bangladesh before, 61% of them had heard of Marico Bangladesh, but did not know much about it. From those who participated in Over The Wall Season 3, and is a strong indicator of the success of Marico's efforts in establishing employer branding. And this speaks to the effectivity of the competitive edge in painting the company more as a possible employer among students, making the company better positioned in the industry when it comes to providing career opportunities.



According to those who compare Over The Wall and other major competitions, they agree that 80 percent found Over The Wall to be a more fulfilling experience. This is a definite signal that Over The Wall's engaging and total experience is significantly better than the other big

competitions like Battle of Minds 2024, BizMaestros 2024. Over The Wall had the most unique combination of entrepreneurship and product innovation, setting it as the preferred competition for students.

Moreover, before Over The Wall, only 46 percent of participants considered Marico Bangladesh as a reputation company but had no idea about its culture. However, after the competition, 79% now see Marico as a top employer with excellent career prospects and culture — that is the positive change in opinion brought about by the competition. Specifically, Over The Wall's perspective of engagement, mentorship, and professional development have resulted in this transformation.

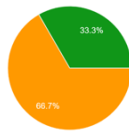
Furthermore, In this season, the competition has played a strong role in improving Marico's employer branding in delivering increased engagement and exciting participation for 66.7 percent of the respondents to vote. These results indicate that the relation between Marico and the Over The Wall competition has been effective at conveying the company's values and opportunities to a greater student audience.

Again, according to the survey, out of the respondents, around 80% per cent feel that Season 3 was the best season of experience. This is positive feedback that existing participant's learning journey was capped well by the improvements attributable to, for instance, dedicated mentorship and exclusive masterclasses, seen in the current season. In addition to that, the campus activation ratings for Season 3 were stunning as around 80% per cent of the answers received a rating of 5 out of 5 (the highest (5 out of 5)), which confirms the success of the latest season.

Survey Findings & Analysis

What do you think was the most impactful addition to Over The Wall Season 3 that made the experience more fulfilling?

220 responses



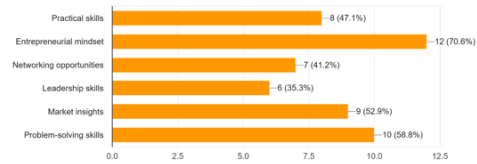
- Seamless Over The Wall Portal for Registration, Query Solve & Assessment
- Dedicated Mentorship for Each Team
- Exclusive Masterclass for Improving Thought Process
- Case itself on Product Innovation was quite engaging
- I found nothing interesting in this season

67%

Students said Dedicated Mentorship & also the product focused case made fulfilling experience

Which learning outcome did you gain the most from Over The Wall Season 3?

220 responses



**Entrepreneurial Mindset
Problem Solving**

Students acquired these two top skills through the internship

Additionally, the nature of Over The Wall Season 3 leads to the learning outcome largely reflecting in the learning outcomes such as very practical skills (70.6%) and developing an entrepreneurial mindset (41.2%). Problem solving skills get a high mark of 58.8% against students' experience of the competition, which rivets on product innovation and entrepreneurship and networking opportunity of the students and this has made it the transformational experience for the students. On the practical side, the results underscore the utility of the competition in educating students to actually deal with the complex business challenges and innovator tasks that the world presents.

Finally, the appreciation for the efficient registration query portal, resolution and the assessment was around 67%. The improvement made the competition experience more users friendly and easy to deal with. Moreover, the specific mentorship given to each team has been rated at 33.3%, with it being an extremely relevant point regarding the company's success due to the supervision it gave to each team and helped with creativity.

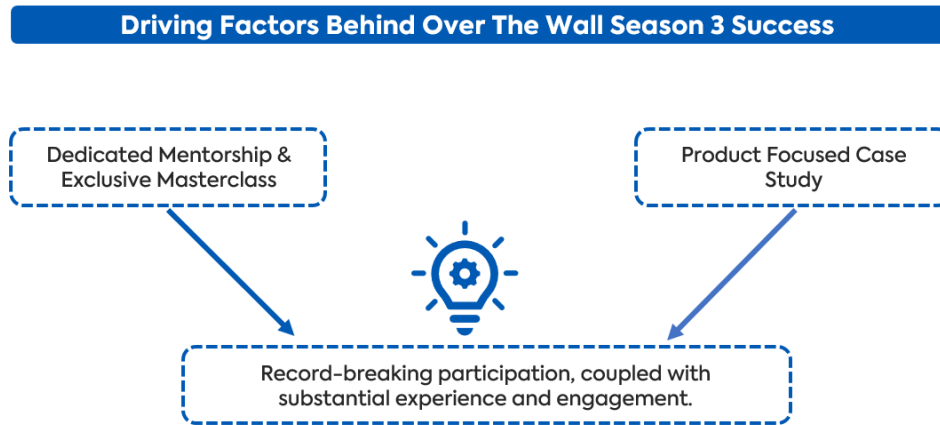


Figure 21: Driving Factors Behind the Success of Over The Wall Season 3

Overall, the records were broken by Over The Wall Season 3 not only in terms of the number of participants, but also by enhancing Marico Bangladesh’s employer branding. Features of the competition that have led to the positive shifts in perception and development of the key entrepreneurial skills among participants include the fruit that the competition has borne by fostering talent and enhancing Marico's image as a good employer.

3.8 Summary and Conclusion

Over The Wall Season 3 has proven to be a groundbreaking initiative in employer branding, particularly within the competitive landscape of Bangladesh. The campaign successfully bridged the gap between corporate objectives and student engagement, creating a platform that not only promoted the organization but also inspired young talent to connect with its values and opportunities. Through meticulous planning, creative execution, and consistent evaluation, the initiative achieved significant milestones in attracting and engaging future professionals.

Participating in Over The Wall Season 3 provided an invaluable learning experience, offering first-hand exposure to the complexities and challenges of organizing large-scale branding campaigns. The campaign’s comprehensive approach to planning and execution, combined with its innovative strategies, ensured it stood out among other initiatives. However, the

experience also revealed areas for enhancement, such as refining logistical processes, expanding the scope of engagement, and incorporating more robust data-driven approaches. These insights provide a foundation for continuous improvement in future campaigns, ensuring they are even more impactful and efficient.

3.9 Limitation of the Study

In the analysis that is presented in Chapter 3 there are limitations of the analysis that need to be considered when interpreting the results. Firstly, the survey is a primary data collected that based on self-reported responses from the participants are insightful. This has implications of response bias as participants will answer the guess in alignment with social desirability and perhaps giving them a more favorable lasting impression of their experience in the competition. One can imagine such a bias inflating those perceptions of the program's effectiveness — for example, in mentorship and student engagement. The student population diversity on the 33+ campuses was not fully captured in the survey data, and additionally. When the competition spread to more regions, students from different cultures, education, geographical backgrounds possibly played at different levels of engagement in the responses. Although it did not have enough data segmentation of these diverse groups to assess regional or demographic differences in the effectiveness of the campaign, but the survey was not done. Furthermore, In terms of the sampling, while involving over 200 respondents is significant, it also corresponds to only a small fraction of a bulk of (5,000) total registrations and may not reflect all the broader students. Due to a small sample size, the survey results do not generalize well to large scale initiatives such as Over The Wall, where due to the number of participating universities and geographical regions, student's perceptions and engagement greatly varies. More specifically, the survey was largely concerned with short term perceptions of Marico as an employer and the effect of competition, which ignores longer term consequences like altering employment decisions or career path of the participants. With this extended follow up it is not possible to

assess the ultimate impact of the competition on the employability of the students with Marico or for that matter the pay outs it has brought about. Lastly, the analysis did not go in depth into how the logistical challenges in the event were dealt. Even though the program managed to get to thousands of students, the analysis does not shed light on how effectively these large scale operations were carried out in the field. Although they may need to challenge such things as coordination of events across 33+ campuses; dealing with high volumes of participants, and maintaining constant communication across multiple touchpoints; these have not been fully addressed in the report. However, these logistical issues might have affected the whole success of the campaign, which would need further exploration into ensuring the program is scalable and efficient in the next iterations.

3.10 Recommendation

To address the limitations for future Evaluation over the wall and other similar campaigns, there are several improvements that can be achieved. More accurate representation of the entire participant pool would be ensured if the sampling would increase to include a larger portion of it and the respondents would be more diversified. For instance, this can be achieved by focusing on the inclusion of a wider scale of campuses, regions and student demographics in order to be able to reflect all student groups to voice. Also, future surveys could be developed to gather more precise information on participants' experiences pertaining to key variables such as university, their academic background, or the aspirations they have regarding their career. This would give us a chance to tier how effective the campaign was according to engagement and perception of the different groups.

Additionally, conducting follow-up surveys or interviews with the participants, several months after the competition, would generate important data on the long-term results that Over The

Wall has had on them. More specifically, one would be able to track the employment decisions of the participants: whether they chose to go for opportunities at Marico or other companies, and which career paths they actually took. This would help to assess whether the campaign did actually successfully reorient future talent on the university and built long-term employer branding loyalty.

Not only quantitative methods will be used, but also qualitative ones, such as in-depth interviews with participants, mentors and Marico's internal teams. These methods would facilitate the better understanding of the particular aspects of the competition that may have promoted its success or sections that require further development. They could also reveal where in the survey some logistical or communication challenges that left us blind, were missed that would give us something to work off of in refining future campaigns.

It needs to be stressed further that the logistical challenges of the campaign also need to be analyzed further in future. A detailed evaluation of the on the ground operations including event coordination, events registration processes, mentorship delivery and rating very effective communication would provide a better understanding of the operational bottlenecks or challenges those unhappy clients hashed out. It becomes easier for Marico to ensure that any future season's scale appropriately and that everyone enjoying Over The Wall regardless of location or scale experiences an equally positive experience by documenting these hurdles and analyzing them.

If these recommendations are carried forward, then future evaluations made around Over The Wall would be more comprehensive, accurate, and actionable in ensuring continuous improvement and refinement of the employer branding initiatives of Marico Bangladesh in the future.

References

- Allen, T. D., Eby, L. T., Poteet, M. L., Lentz, E., & Lima, L. (2004). Career benefits associated with mentoring for protégés: A meta-analysis. *Journal of Applied Psychology*, 89(1), 127–136. <https://doi.org/10.1037/0021-9010.89.1.127>
- Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517. <https://doi.org/10.1108/13620430410550754>
- Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151–172. <https://doi.org/10.1080/02650487.2005.11072983>
- Cable, D. M., & Turban, D. B. (2001). Establishing the dimensions, sources, and value of job seekers' employer knowledge during recruitment. *Research in Personnel and Human Resources Management*, 20, 115–163
- Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment-related activities and the application decisions of new labor-market entrants: A brand equity approach to recruitment. *Journal of Applied Psychology*, 87(6), 1121–1133. <https://doi.org/10.1037/0021-9010.87.6.1121>
- Keller, K. L. (2001). Building customer-based brand equity: A blueprint for creating strong brands. *Marketing Management*, 10(2), 15–19.
- Ragins, B. R., & Kram, K. E. (2007). *The handbook of mentoring at work: Theory, research, and practice*. Sage Publications.
- Scandura, T. A. (1992). Mentorship and career mobility: An empirical investigation. *Journal of Organizational Behavior*, 13(2), 169–174. <https://doi.org/10.1002/job.4030130207>

Sullivan, J. (2004). The “war for talent” is dead, long live the “war for talent.” *Industrial Relations Research Association*, 16(2), 72–79. <https://doi.org/10.1002/hrm.20412>

Appendix

Students' Perception of Over The Wall Season 3

The purpose of the survey is to understand the students' perception of Over The Wall Season 3. The survey will solely be used for internship report finding & analysis purpose. All the data's will remain confidential. This survey will take 5 mins to fill up max. Thank you so much for your precious time.

— * Indicates required question

1. Which university are you currently studying at or have graduated from? *

Mark only one oval.

- ☐ Bangladesh University of Professionals (BUP)
- ☐ BRAC University
- ☐ University of Dhaka (DU)
- ☐ Bangladesh University of Engineering and Technology (BUET)
- ☐ Jagannath University (JnU)
- ☐ North South University (NSU)
- ☐ Jahangirnagar University (JU)
- ☐ Rajshahi University (RU)
- ☐ Chittagong University (CU)
- ☐ Khulna University (KU)
- ☐ Shahjalal University of Science and Technology (SUST)
- ☐ Independent University, Bangladesh (IUB)
- ☐ East West University (EWU)
- ☐ American International University-Bangladesh (AIUB)
- ☐ United International University (UIU)
- ☐ Comilla University (CoU)
- ☐ Daffodil International University (DIU)
- ☐ Jatiya Kabi Kazi Nazrul Islam University (JKKNIU)
- ☐ Ahsanullah University of Science and Technology (AUST)
- ☐ Military Institute of Science and Technology (MIST)
- ☐ Islamic University of Technology (IUT)
- ☐ Premier University
- ☐ East Delta University
- ☐ Chittagong University of Engineering & Technology (CUET)
- ☐ Khulna University of Engineering & Technology (KUET)
- ☐ Rajshahi University of Engineering & Technology (RUET)
- ☐ University of Asia Pacific (UAP)
- ☐ International Islamic University Chittagong (IIUC)
- ☐ Asian University for Women (AUW)
- ☐ Southeast University
- ☐ International University of Business Agriculture and Technology (IUBAT)
- ☐ Barishal University (BU)
- ☐ Other: _____

2. Your current year at the university? *

Mark only one oval.

- ☐ First Year
☐ Second Year
☐ Third Year
☐ Final Year
☐ Graduate
☐ Other: _____

3. Your current department? (For Example: BBA/CSE/BTM) *

4. Are you familiar with Over The Wall - Product Innovation & Entrepreneurship Competition

Mark only one oval.

- ☐ Yes
☐ No
☐ Somewhat

5. According to you competition gives a fulfilling experience to the students? *

Mark only one oval.

- ☐ Over The Wall 2024
☐ Battle of Minds 2024
☐ BizMaestros 2024
☐ Other: _____

6. What was your level of familiarity with Marico Bangladesh before participating in the competition? *

Mark only one oval.

- ☐ I had heard of Marico but knew little about the company.
☐ I was well aware of Marico Bangladesh and its products.
☐ I was unfamiliar with Marico Bangladesh before the competition.

7. Do you consider the Over The Wall competition to be a key representation of Marico Bangladesh's brand and values? *

Mark only one oval.

- ☐ Yes
☐ Somewhat
☐ No

8. Before Over The Wall, how did you perceive Marico Bangladesh as an employer? *

Mark only one oval.

- ☐ A top employer with strong career prospects
☐ A reputable company, but I knew little about its culture
☐ I had no specific opinion on Marico
☐ I did not see Marico as a potential employer

9. After Over The Wall, how do you now perceive Marico Bangladesh as an employer? *

Mark only one oval.

- ☐ I now see Marico as a top employer with great career prospects
☐ My perception has improved, and I better understand its work culture
☐ My view of the company remains unchanged
☐ My perception deteriorated and I don't see Marico as a top employer

10. Which season of Over The Wall do you consider to be the best in terms of overall experience? *

Mark only one oval.

- ☐ Season 1
☐ Season 2
☐ Season 3

11. How would you rate your experience at Over The Wall Season 3 campus activations? *

Mark only one oval.

	1	2	3	4	5	
Poor	☐	☐	☐	☐	☐	Excellent

12. How did Over The Wall Season 3 campus activations compare to previous seasons in promoting Marico as an employer of choice? *

Mark only one oval.

- ☐ Season 3 was significantly more effective in showcasing Marico as a top employer
☐ Season 3 made improvements but not good enough
☐ All seasons were equally effective in promoting Marico
☐ Previous seasons did a better job of employer branding.

13. What made Over The Wall Season 3 stand out for both participants and Marico's employer branding? *

Mark only one oval.

- ☐ Strong engagement and excitement from participants.
☐ Clear communication of Marico's career opportunities and values.
☐ Improved execution and broader reach compared to previous seasons.
☐ No it didn't improve at all
☐ Other: _____

14. What aspects of Season 3's campus activation events made it the most memorable and effective in promoting Marico? *

Check all that apply.

- ☐ Engaging and interactive sessions
- ☐ Strong representation of Marico's brand
- ☐ Networking opportunities with industry professionals
- ☐ Engagement with student communities
- ☐ Innovative and creative event formats
- ☐ Personalized experiences for students

15. Did you Participate in Over The Wall Season 3? *

Mark only one oval.

- ☐ Yes
- ☐ No

Over The Wall Participants Experience

16. What was the best part of Over The Wall Season 3? *

Mark only one oval.

- ☐ Hands-on learning experience
- ☐ Opportunity to think like an entrepreneur
- ☐ Gaining real life market insights
- ☐ Tackling real-world problems
- ☐ Other: _____

17. What do you think was the most impactful addition to Over The Wall Season 3 that made the experience more fulfilling? *

Mark only one oval.

- ☐ Seamless Over The Wall Portal for Registration, Query Solve & Assessment
- ☐ Dedicated Mentorship for Each Team
- ☐ Exclusive Masterclass for Improving Thought Process
- ☐ Case itself on Product Innovation was quite engaging
- ☐ I found nothing interesting in this season
- ☐ Other: _____

18. As a participant, how would you rate your overall experience with the Over The Wall competition Season 3? *

Mark only one oval.

- ☐ Excellent
- ☐ Good
- ☐ Neutral
- ☐ Needs improvement
- ☐ Poor

19. Which learning outcome did you gain the most from Over The Wall Season 3? *

Check all that apply.

- ☐ Practical skills
- ☐ Entrepreneurial mindset
- ☐ Networking opportunities
- ☐ Leadership skills
- ☐ Market insights
- ☐ Problem-solving skills

20. Which areas did Over The Wall help you improve the most? *

Check all that apply.

- ☐ Business strategy development
- ☐ Creativity & innovation in problem-solving
- ☐ Team collaboration & leadership
- ☐ Market research & consumer insights
- ☐ Financial & business modeling
- ☐ Public speaking & presentation skills
- ☐ Other: _____

21. Anything else you would like to share? *
