

Report On

**Enhancing Organisational Efficiency through MIS Modernisation: A
Case Study on Digitalising Transformation and Data Management at
Akij Food & Beverage Ltd., Bangladesh**

By

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An internship report submitted to the BRAC Business School in partial fulfilment of the
requirement for the degree of Bachelor of Business Administration

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Declaration

It's hereby declared that

1. The internship report submitted is my original work while completing my 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. 1. I have acknowledged all main sources of help.

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Subject: Submission of Internship Report titled “Enhancing Organisational Efficiency through MIS Modernisation: A Case Study on Digitalising Transformation and Data Management at Akij Food & Beverage Ltd., Bangladesh.”

Dear Sir,

It’s my honour to present my internship report as a partial fulfilment of the degree requirement of the Bachelor of Business Administration program in BRAC Business School, BRAC University.

This report provides a detailed discussion on the digitalisation of the data management of the MIS department at Akij Food & Beverage Ltd. The study assesses how the company presents the most important elements of working on the database and the systems the organisation uses. I would like to believe that my study of capital management has been reflected in this report.

Sincerely your,

Md. Ridwanul Kabir Mahi

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BRAC Business School

Brac University

Date: January 7, 2026

Non-Disclosure Agreement

I, Md. Ridwanul Kabir Mahi, soberly affirms that the internship report, entitled Enhancing Organisational Efficiency through MIS Modernisation: A Case Study on Digitalising Transformation and Data Management at Akij Food & Beverage Ltd., Bangladesh, has been prepared and updated by me after a three-month internship at Akij Food & Beverage Ltd has been completed successfully. I testify by the report that this is just a report commissioned by me, it has not submitted under any other condition or use other than to meet my BBA program requirement at BRAC University.

Acknowledgement

I am deeply appreciative towards Allah (SWT) who has provided me with the strength and wisdom to finish this internship role, as well as research project. I believe that this opportunity is a major step in my academic and career path.

My utmost appreciation goes to my supervisor, Raad Ryasaat Khan who is a lecturer at BRAC Business School and guided me throughout my preparation of this report. He has been encouraging and giving constructive feedback and his perseverance and inspiration.

I would like to extend my utmost gratitude to my organization supervisor, Sk. Minhaj Ahmed, Manager of MIS department at Akij Food & Beverage, who was consistently guiding and supporting me throughout my internship on many things that are included in the organization and which software are being used and also, I get to know new terms that are being used in this organization.

I would also like to thank all my seniors at Akij Food & Beverage especially the MIS team. Their support and the desire to help me during the internship were critical and assisted me in gaining an in-depth knowledge of the MIS systems and software practices.

Executive Summary:

The report gives an in-depth perspective on how the MIS tools are being used to handle the data and provide the daily report on a daily basis, being a leading organisation of Bangladesh in the field of FMCG, Akij Food & Beverage, though having more competitors in this field. The main aim of this report is to develop the data management processes that are being handled by this department in the FMCG part, such as daily report preparation, database handling, and from where the data is being collected.

The study findings report that although the company Akij Food & Beverage Ltd. has managed to do their daily report with the help of different MIS tools, there is some lacking which is that the software is not updated, and sometimes the files are not properly put in the DBMS, and they sometimes struggle in making the report which are very tricky.

On the basis of such funding, the report offers some key recommendations on how organisational efficiency can be improved with the help of modernisation in the MIS department. Such a type of modernisation will help this organisation to build this department and make it proper in terms of its competitors in the market.

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Chapter 1

Overview of Internship

1.1 Introduction of Myself

I, Md. Ridwanul Kabir Mahi, a student of Bachelors of Business Administration (BBA), ID:21204031 from BRAC Business School (BBS) is an enthusiastic about the academic field on MIS at BRAC University. The curriculum of BRAC University combines theory and also with practice by having an internship feature in the last semester. The aim of this internship program is to narrow down the distance between the theoretical and practices, especially in the field of focus of the student. In order to meet the necessity of this program, I had to gain an internship experience in one of the most successful FMCG company in Bangladesh which is Akij Food & Beverage Ltd. This report summarizes the facts about an internship as such, the task given, the lessons learned, and the reflections of the internship experience as a whole.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

The duration of the internship is three months, from 28/10/2025 to 28/01/2026. I was assigned to the MIS department of Akij Food & Beverage Ltd., a top private FMCG company in Bangladesh under the Akij Group Ltd., located at Akij House, 198 Bir Uttam Mir, Shawkat Sarak, Tejgaon Sarak.

1.2.2 The information of the supervisor in AFBL

During the entire time of the internship, I managed to work under the supervision of Sk. Minhaj Ahmed bhaiya, who is the manager of the MIS department. Being a highly qualified professional in MIS, and know about dealing with data and working in DBMS very efficiently. My supervisor

was very helpful towards me while doing any task and always guided me. Moreover, he always talked to me about what I should do next and which is done by which task in my daily tasks.

1.2.3 Job Scope-Job Description/Responsibilities

Being an intern in the MIS department, my work was more of the observational, learning, and general assistance to the department. Internal operations engaged mostly confidential information and I had a task that would expose me to the database without necessarily touching on the sensitive data.

During the initial weeks, I spent undergoing the observations of the work processes and how the data are being handled and from where the data has to be collected by this department. I have monitor that from which source the data are being stored safely.

1.3 Internship Result

1.3.1 My Contribution to Akij Food & Beverage

At Akij Food and Beverage Ltd, MIS department where I served as an intern, the policy of the company prevented me accessing some of the confidential systems that are accessible at the company, particularly those that are associated with the structure of core databases and oracle implementation. Irrespective of these plausible constraints, I would always strive to give back to the team by assisting with the day-to-day MIS processes whenever I had an opportunity. A lot of my work entailed in helping with the normal documentation work, managing the initial database and seeing that the information in the MIS reporting processes were formatted, cleaned and verified properly. I would frequently assist in the consistency of data files and assist the team to identify small areas of discrepancy that may cause delays in the reporting team.

The workflow was built by assigning me smaller yet significant assignments as I progressively got better acquainted with the workflow like to prepare initial data sheets, to monitor reporting schedules and to record system problems as reported by the other departments. My efforts were, admittedly, small in scale, but they served to make the team more dedicated to the tasks of higher analytical and technical priority. I also ensured that I actively participated in team discussions and kept notes at MIS meetings and ensured that I was keen to any area I could offer my help. Through this, I was able to remain engaged in the current projects and proved that I am capable of learning and making significant contributions. On the whole, although my involvement was

rather an observation, my focus on detail, continuity, and the willingness to assist the department made sure that I managed to make minor but useful contributions in the daily operation of the MIS team.

1.3.2 Gains

The internship experience at Akij Food & Beverage Ltd. has been very democratic and transformational for me. It enabled me to fill the gap between my academic perceptions of what MIS is and how information systems can be applied practically in a large-scale FMCG organisation. During the internship, I realized the better idea of how MIS facilitates the flow of data, the reporting process, efficiency of workflow, and communication between departments. I also gained a better appreciation of the problems organisations face when handling limited data, manual operations, and systems that are not up to date.

Personally, the internship has assisted me in vastly enhancing my skills in relation to critical thinking, structured problem-solving, and handling data. I enhance my comprehension of online processes, data authentication, and documentation of the processes. Besides, the experience helped me to develop my professional communication skills and improve my ability to cooperate with a team. These opportunities to look at the actual MIS activity and communicate with professionals with experience have reinforced my intentions to choose the sphere of data management, data transformation and business system analytics as my profession.

1.3.3 Difficulties (Experienced During Internship)

Although the internship has been a learning experience, some challenges were also associated with this experience. Among the first challenges that I encountered was the technical framework of the MIS operation and the manner of communication and exchange of information between the various departments within AFBL and the MIS team. As not all systems were appropriately documented, more effort had to be expended in knowing the flow of information within workflows. Furthermore, the limited access to confidential systems and inner structure platforms occasionally restricted my possibilities to obtain first-hand exposure to the more technical aspects of MIS.

It was also seen that there were moments when the change in data format, mismatch among various departmental files and a high lack of automation posed challenges in accomplishing work effectively. It took time and adaptation to such practices, learning to cope with them and do assignments properly. Finally, it was also difficult to adapt to the hectic environment in which

MIS needs may present themselves unexpectedly. Nevertheless, thanks to my supervisor and colleagues, I was able to gain more and more confidence in coping with assignments and planning my time management.

1.3.4 Recommendations Towards Akij Food & Beverage Ltd.

According to the experience I have had as an intern in this environment, I feel that AFBL could use a better and more organised process of onboarding interns into the MIS department. The initial few days could be spent with a quick introduction to the inner workings of the system, data-processing systems, and the types of forms they should make reports look like, to ensure that the new intern would settle in faster. Also, it would be easier to prepare a simplified documentation library, such as written guidance, templates, and explanations of the workflow so that the interns and the new arrivals could know the processes carried out in the MIS without necessarily having to be monitored all the time.

More so, having a dedicated mentor for every intern would significantly enhance the learning experience and would give them constant guiding and feedback during the period of the internship. The check-ins or midterm performance discussions would also be beneficial as they would allow interns to know their progress and areas of improvement. Lastly, having interns attend cross-functional discussions or meetings, where applicable, would give them a wider scope of interaction with MIS to other departments and would encourage them to learn, and this will add to their overall experience of being well-rounded.

Chapter 2

Organization Part

2.1 Introduction

Akij Food and Beverage Ltd. (AFBL) is among the largest and the most rapidly developing consumer goods companies in Bangladesh that are under a larger umbrella under the Akij Group. Since its beginning, AFBL has succeeded in establishing a good image with its high quality beverages, juices, snack and dairy products that attract an extensive list of consumers. The transformation of the AFBL, as an organisation specialised in the traditional manufacturing entry, has developed over the years to a more technologically oriented FMCG company, where newer methods, control mechanisms of quality, and effective methodologies of distribution are used. The company being a constituent of some of the most admired conglomerates in the country, the company enjoys the advantage of a well-established leadership, an impressive supply-chain network, and an innovation drive. Working in MIS department as an intern, it was my responsibility to observe how this organisation is able to incorporate its operations, technologies and management processes to ensure it is competitive and able to operate effectively in the market that is growing swiftly.

2.1.1 Objectives

The main goal of this chapter is to give us the comprehensive idea about Akij Food and Beverage Ltd. as organisation and see how the management of Akij Food and Beverage works, how its marketing, finance, operations and MIS system works. The chapter would describe the way the organisation fits in the competitive FMCG environment how its practises have changed over time and how different departments would help organisations to achieve its strategic objectives. Moreover, this section provides the background of the project segment that is an analysis of MIS modernization in the company. This chapter provides a holistic view of the company operations of the AFBL on grounds of understanding the way the organisation operates, the management practises, and the technological orientation of the organisation.

2.1.2 Scope

The main aim of this chapter is to have a consolidated measurement of Akij Food and Beverage Ltd. as an organisation and study how its management, marketing, finance, operations as well as

its MIS system operate. The chapter is intended to explain how the organisation fits itself in the competitive FMCG environment, how its practises have been shaped, and how different departments support its strategic objectives. Also, this segment preconditions the land of the project part that will analyse the MIS modernisation in the firm. This chapter takes a holistic view of the functioning of AFBL in both operational, managerial and technological domains, as far as the entire major operational aspects of the company, such as management, marketing, finance, accounting, operations, supply chain and the information systems environment of the firm. The discussion will largely revolve around the practises that were witnessed during my internship period, and information available online about the company, in general, its structure, and overall growth. This is not just to offer the internal perspective but rather to put AFBL in the context of the competitive FMCG industry of Bangladesh. The chapter provides a systematic comprehension of the organisational structure of AFBL by examining the functional activities and strategic decisions of the company and its presence in the market.

2.1.3 Methodology

The present chapter will be ready with the help of the intertwining of the internal observation, informal conversations, and the secondary references. During the internship, I had a close observation of MIS working processes, interactions between departments, and the patterns of communication between them. Also, data on the website of AFBL, market reports, articles and corporate reports constituted a significant component of the secondary analysis. The research strategy is descriptive in nature and the knowledge obtained through the fieldwork and organisational documents. Presentation of information has been guided by the use of widely used models like the principles of industry analysis and the organisational structure where necessary.

2.1.4 Significance

The MIS modernization projects can be analysed only with the understanding of the organisational structure and practises of AFBL. With MIS touching virtually on all the departments, different departments such as production, marketing and logistics, it is worth understanding how the company functions as a whole. In this chapter, the reader gets the context he or she requires to be able to conceptualise how MIS issues become a problem and that modernization is required in the face of greater efficiency. Besides, the strategic significance of integrating digital tools and designed data management practises in all functions is brought out in the introductory portion of the organisational evaluation. On this basis, the chapter can be used as a guideline in analysing the place of MIS in the performance and strategic plans of AFBL.

2.1.5 Limitation

Even though this chapter can be considered as an attempt to provide a comprehensive review of AFBL, some limitations are present. Corporate policies denied access to confidential internal information that included financial records, systems backend structures and Oracle database details. The interns did not necessarily have full access to some of the operating practises particularly in proprietary software, production processes or internal decision making processes. Also, the observations are founded on a small time frame and might not reflect the long term trends in the organisation. Nevertheless, despite these limitations, the information contained in them gives a true and significant picture of the functioning and operation environment of AFBL.

2.2 Overview of the Company

Akij Food & Beverage Ltd. stands as one of the most influential players in the Bangladeshi FMCG market, producing well-known brands such as Frutika, Mojo, Clemon, Speed, Aafi, and Milk products. Since its establishment, AFBL has leveraged advanced manufacturing techniques and strict quality standards to deliver products that meet consumer expectations. Its production facilities are equipped with modern machinery, allowing for high-volume production while ensuring consistency and quality. The company's vision is rooted in continuous innovation, consumer satisfaction, and sustainable business practices. AFBL's presence is strengthened by its extensive distribution network, which covers both urban and rural areas through more than a thousand distributors. The organization's growth reflects its commitment to operational excellence, strong brand equity, and evolving consumer demands.

2.3 Management Practices

AFBL operates under a hierarchical but adaptive management system which stresses on team work, accountability and the autonomy of departments. The leadership style promotes co-operation among the various units, which can strive with a common organisational objective. The top management is important in strategic decision-making to ascertain that projects and the activities going on are in line with the long term vision of the company. The company has a transparent communication across department that improve the coordination among production, sales, marketing and MIS departments. AFBL make sure that each employee is on track with organisational objectives through regular meeting, performance reviews, and project reviews. In addition to this, the firm encourages a culture of perpetual learning through the provision of different training programmes in order to improve employee competencies.

2.4 Market Practices

The marketing practises in AFBL are about excellent branding, customer contact and flexibility of marketing. The use of both traditional and digital marketing means helps the company to target a wide range of customers through TV advertising, billboards, social media campaigns, sponsorships and consumer activations. The products are also positioned differently to appeal to the target market; an example is that, the speed is marketed as a product that is vitalizing and youthful whereas Frutika is marketed as a product of neutral good and quality. AFBL continually does market research in order to monitor consumer behaviour, trends in the market, and change its marketing plans as per the trends. This will enable the firm to be still pertinent and competitive amidst the extremely dynamic FMCG landscape.

2.5 Financial Performance and Accounting Practices

The financial activities of AFBL are controlled by Specialised finance team which ensures that it is accurate, transparent and in accordance to the regulations. The digital accounting systems used by the company are used to carry out ledger tracking, cost management, revenue monitoring, and financial analysis. Even though confidential information was not provided during my internship, general accounting procedures require financial stability by progressively budgeting on a routine basis and conducting semi-annual cost evaluation and planning of revenues. AFBL is concerned with utilising operations cost optimally but ensuring that the quantity of products remains. This is because of its financial discipline that allows it to grow over time and remain competitive in the food and beverage industry.

2.6 Operations Management and Information System Practices

AFBL has a huge manufacturing base that supports its operations in that it can produce beverages, snacks and dairy products in large volumes. Quality control systems are encompassed in all of the processes to provide consistency and safety of the products involved in the organisation. Operation management focuses on reducing wastes, maximising resources and ensuring that production schedules remain on time.

The MIS department supports these operations significantly as it ensures data flow is required smoothly, system connectivity, system troubleshooting of technical problems and interdepartmental communication. Nonetheless, in the course of my internship, I found out that some of the MIS processes are still manual data entry procedures with irregular report Hr Formats, and less automation. These cause a drag on data processing and bring inefficiencies

among interdependent workflows. The improvement of the MIS functions would thus be beneficial to the long-term operations related to AFBL and could contribute to the enhancement of the development of the speed and accuracy of the interdepartmental communication.

2.7 Industry and Competitive Analysis

Food and beverage industry in Bangladesh has a great level of competition with a number of giant local and multinational corporations existing in the marketplace. PRAN, Coca-Cola, PepsiCo, Meghna Group beverage brands and ACI Foods are major competitors. Some of the factors that these companies compete on include price, product quality, brand image, distribution coverage and promotion.

Strong brand portfolio, extensive distribution network, and constant production innovation help Akij Food and Beverage Ltd. (AFBL) to stay competitive. The company however struggles with issues pertaining to variability of the cost of raw materials, varying consumer preferences, requirements set by the regulatory bodies, and the necessity to constantly modernise its internal systems, including MIS. To prepare the plan of MIS modernization and digital transformation, it is therefore important to understand the external environment and internal capabilities of AFBL.

2.7.1 PESTLE Analysis:

The PESTLE analysis offers an explanation of the external environmental factors that affect the activities of Akij Venture Limited.

1. Political Factors

- The government policies are inclined towards local production and industrialization, which facilitates development of AFBL.
- It could be negatively influenced by political unrest, strikes, or transport disruption that could affect the product distribution and sale processes.
- The products and profitability of the product are directly affected by the reduction/increase in tax and VAT which must also affect the accounting staff.

2. Economic Factors

- Inflation renders raw materials, transportation and packaging costs high and this could leak out the profit margins.
- The variation in interest rates will influence investment decisions and expansion plan of the business.
- The demand of products of the FMCG like the drinks and snacks are highly influenced by the consumption capacity of the consumers.

3. Social Factors

- In Bangladesh, the population is very high and growing, thus demands high in the products of food and beverages.
- The customers are getting brand sensitive and quality conscious and this is playing in the favor of a company that has good brand as is the case with AFBL.
- Urbanization and the changing lifestyles are increasing the turnover of ready-to-consume products packaged, and so it boosts the demand of such products.

4. Technological Factors

- This is the adoption of ERP system and accounting software and electronic sales tracking systems which enhance efficiency in the management.
- The media, web promotions and electronic marketing are increasingly overshadowing the brand communications.
- Automation in production, inventory, MIS reporting leads to accuracy in addition to removal of manual work load.

5. Legal Factors

- AFBL must comply with the law of labor, VAT, corporate tax act as well as with the company act of the Bangladesh.
- Finance and compliance reporting and audits are mandatory after each set period and disclosures of the same.
- Any disobedience to the regulations can also lead to fines and legal prosecution in addition to the reputation being tarnished.

6. Environmental Factors

- Production and packaging are affected by plastic use, waste regulation and emission rules.
- Green and sustainable business processes are becoming important as far as brand image is concerned.

- The customers are becoming extremely informed in the field of environmental issues, and they may want to consume brands that would promote sustainability.

2.7.2 SWOT analysis:

The SWOT analysis will be used to analyse the internal strengths and weaknesses of the business, the external opportunities and threats of AFBL.

- **Strengths**

- 1. Good Brand Image and Acceptance in the Market:**

AFBL has developed brand names that are well renowned and have high recognition and loyal consumption by consumers. This will make the business have a consistent demand and minimize marketing risk.

- 2. During massive sales, a large distribution network:**

The extensive network distribution network of the company includes urban and rural locations and therefore provides the presence of the products throughout the country, assisting in the high level of sales.

- 3. Stability in Finances as a Large Business Group:**

AFBL enjoys the financial support of being a concern of Akij Group. This allows the company to invest in capacity, technology and development of human resources.

- 4. Skilled Human Resources:**

The AFBL has skilled personnel in the field of production, sale, marketing, finance and MIS. They are skilled in efficient operations and decision-making.

- 5. Good Dealer and Retailer Relationships:**

The long-term relations with dealers and retailers are useful to sustain market coverage, launch the products, and provide the flow of the products to the ultimate customers.

- **Weaknesses**

- 1. Reliance on Manual Processes in Certain MIS Activities:**

Some of the documentation and reporting activities are still based on manual feeding, which predisposes the possibility of inaccuracies by human factor, lack of data consistency, and latency.

2. Low Inter-System Integration:

Various departments have various formats and tools for managing data. This is where those are not fully integrated, thus making it difficult to consolidate and delay reporting.

3. Difficult Inventory and Data Processing owing to an Extensive Product Portfolio:

The use of a large number of SKUs complicates the process of inventory monitoring and data maintenance and exposes the company to a high risk of misalignment of release times or information lag.

4. Comparatively high operation cost:

The high operating costs may be attributed to large scale operations, distribution covers, and constant promotional activities which would be better in small competitors.

• Opportunities

1. Expanding Fast Moving Consumer Goods Market in Bangladesh:

Population and urbanization, as well as lifestyle change, are increasing the demand of branded food and beverage products, which provides AFBL with a chance to grow further.

2. Growth in the Rural and Semi-Urban Markets:

Expanding buying power in rural and semi-urban locations is an opportunity that gives AFBL a chance to improve its distribution and market share.

3. Digital Change and MIS Modernisation:

Major efficiency enhancement, accuracy and improved decision-making can be ensured by upgrading MIS, automating reporting and system integration.

4. Expansion of E-commerce and Digital payment system:

Online services and mobile banking open up new prospects of new mediums of distribution and convenience of payment.

• Threats

1. Vicious Domestic and Multinational Brand Rivalry:

The competitors employ fierce prices, advertise, and introduce new products in the markets that may decrease the share and profit margins of AFBL.

2. An increase in Raw Materials and Logistics Costs:

Profitability can be affected adversely by increases in prices of raw materials, the cost of fuel and increase in the costs of transportation.

3. Uncertainty and inflation in economics:

The effect of economic uncertainties and high rates of inflation may be consumer less buying power and business planning difficulty.

4. Changes in Regulations and Policies:

The tax and VAT policy changes along with the adjustments to the package arrangement and food safety can involve compliance issues that need adjusting operations and raising compliance costs.

2.8 Summary and Conclusion

To conclude, Akij Food & Beverage Ltd. is a dynamic and changing FMCG firm with robust leadership, wide range of product and technological focus. This is because the marketing, financial, and operational strategies of the company have been in line with its long-term objectives of sustaining a competitive presence in the national market and product quality. Although AFBL is still improving the organisational practises, the necessity to strengthen its MIS infrastructure is obvious. An organised information management and real-time reports together with the automatizing processes can bring great value to the company. This chapter provides a background on the organisational functions of AFBL which is vital in the project of modernization of the MIS mentioned in the following chapter.

2.9 Recommendations/Implications

According to the organisation analysis, AFBL can improve its performance by incorporating more digital solutions and automation of systems in all departments. The enhancement of MIS would facilitate the processing of data and decrease the volume of manual operations and enhance internal communications. Besides, the introduction of standardised reporting types, investments in training of the employees on the use of MIS tools and upgrades of the system hardware would contribute to the achievement of more efficient workflow. In addition, real-time dashboard and automated analytics would help make decisions more quickly and informed. These would not just serve the MIS department but also have a positive impact on the functionality of the whole organisation.

Chapter 3

Project Part

3.1 Introduction

This chapter will mainly focus on the project which I worked on while interning in the MIS Department at Akij Food & Beverage Ltd. (AFBL). The project shows how enhancements in MIS and data management can help improve organizational efficiency in an FMCG industry. During my tenure at AFBL, I found a relatively well-structured MIS setup in place but many tasks were carried out manually, with fragmented data collection and partly obsolete technical solutions in practice. These constraints affect the production of reports used to inform decision-making by various levels of management. This project therefore explores the nature of management information systems problems, assesses their impact, reviews the literature and finally proposes a framework for addressing MIS issues within the department based on theory and internship experience.

3.1.1 Background and Problem Statement

The role of the management information system is vital in maintaining a smoother flow of information, proper reporting, as well as coordination between various departments of an organisation. An effective MIS process is more relevant in an FMCG enterprise such as AFBL, as the company is characterised by a very large number of transactions and volume of inventory movements, production schedules and sales activities on a daily basis. It was during the internship that the realisation was made that the MIS department was experiencing a series of challenges associated with data inconsistency, manual entry and very little integration among digital systems. Various departments used their data format, and when they were combined, discrepancies became frequent as they consumed a lot of time, and there were more chances of making such mistakes.

These problems indicate a bigger issue, which is the lack of an entirely modernised MIS ecosystem that would allow AFBL to address the increasing demands of its operations. The MIS department cannot facilitate high-speed decision-making within a competitive FMCG industry without adequate integration, standardisation and a real-time reporting tool. Thus, the issue considered in this project refers to the knowledge of how the modernisation of MIS and the enhancement in practices of data management may increase the efficiency of organisations and

aid in decision-making at AFBL. The concept of MIS modernisation in this research is defined as the process of moving away from the fragmented, manual and spreadsheet-based information management to an integrated information system where centralised databases, automated reporting systems, business intelligence dashboard and decision support mechanisms are used. Such MIS operations are critical when it comes to enhancing the speed of reporting, the accuracy of data, and the effectiveness in decision-making by various managers in an organisation, hence increasing organisational efficiency in large FMCG organizations.

3.1.2 Objectives

The main purpose of the research is to evaluate the possibility of modernizing MIS in AFBL and consider how improved data management can be used to improve the efficiency of operations. To be more precise, the project is expected to achieve:

- Analyse the workflow of MIS and detect the issues in data processing.
- Know what is challenging in the profusion of data and manual processes.
- Discover both theoretical and practical information about MIS modernization and digital transformation.
- Recommend an MIS modernization model that suits the organisation environment of AFBL.
- Evaluate the way better MIS practices can increase communication, decrease mistakes and assist the managers during the decision-making process.

3.1.3 Significance

The relevance of this work is based on the fact that it clarifies the increasing role of digital processes and coordinated data flows in the contemporary business setting. The industry in which AFBL operates is competitive and the ability to make decisions about the business as quick as possible relies on the ability to get the data that will be reliable. This project can provide insightful information serving the MIS Department in future development plans because it can help identify the weak areas in the current practices of the MIS and strategise on how it can be modernised. The project makes an academic contribution to the knowledge on the application of MIS modernisation in the real-life FMCG environment. As a future intern and employee, the findings would give a better understanding of the nature of interactions between MIS systems and other organisational functions and the need to undergo digital transformation.

3.1.4 Scope of the Study

This paper specifically looks at the MIS workflows, data management practices and digital preparedness at AFBL. There are no confidential system structures, financial information, or internal software settings. Only observable processes, discussions between employees, and the publicly available information are covered. These findings mostly describe MIS-based operations and their applicability to the performance of the organisation.

3.2 Literature review

Concepts that are discussed in the literature review include: MIS modernisation, digital transformation, integration of data and efficiency in the organisation. Different researches indicate the need to upgrade the MIS infrastructure, so that it is accurate, to provide real-time visibility, and well-structured communications among departments. According to a study by Liu (2024), automation, IoT, and real-time data analytics, which are examples of digital tools, play a crucial role in improving the visibility and efficiency of FMCG activities. On the same note, Sidabutar and Siswanto (2024) point out that digital transformation results in greater agility, fewer operational bottlenecks, and organisations that respond better to changes in the industry.

Other works concentrate on the important aspect of organisation through structured data management to enhance performance in an organisation. According to Frau et al. (2022), consistency in data practices fosters the direct advancement of decision-making because the

majority of inconsistencies are reduced. Nevertheless, most firms are still relying on out-of-date systems, which result in inefficiencies and communication lapses (IDC, 2020). The theoretical basis of the adoption of MIS has been broadly described using the Technology Acceptance Model (TAM), which holds that acceptance of the new MIS tools by employees is based on the perceptions of usefulness, as well as perceived ease of use. Further, the Resource-Based View (RBV) also focuses on how MIS capabilities can be used as strategic assets in case they are aligned with organisational ambitions.

In general, the literature indicates that any organisation, modernising its MIS infrastructure and taking digital transformation, is in a more favourable position to enhance efficiency, minimise the number of manual tasks, and acquire a competitive edge. These results can be applied directly to the case of AFBL, and it can justify the necessity of the systematic MIS modernisation within the company.

3.2.1 The MIS Tools and their role in improving organizational efficiency

Management Information Systems (MIS) are very important in enhancing the efficiency of an organization wherein the MIS are important in bringing together the information, automate reports, and aid in the decision-making of the manager. Contemporary MIS settings are mostly a complex network of various connected system components as opposed to an individual piece of software. Enterprise Resource Planning systems (ERP) connect all the data of the company among various departments and provide consistency, accuracy, and access to information in real-time (Laudon and Laudon, 2022). ERP systems eliminate databases. Business Intelligence (BI) applications can convert raw operational data into dashboards, visual reports, and analytic data and create data-driven and prompt decision-making (Sharda et al., 2020). Decision Support Systems (DSS) are tools that complement MIS with semi-structured and unstructured managerial decisions by providing support in the form of analytical models and scenario analysis (Power, 2007). The modern MIS is based on a Database Management System (DBMS), which guarantees the integrity and consistency of data, as well as controlled data access between organisational units (Coronel and Morris, 2019). Advanced Planning and Scheduling (APS) systems are also combined with MIS in complex operational environments like those of FMCG organisations, so that the level of accuracy in planning, coordination, and efficiency in scheduling can be achieved via APS systems (Stadtler, 2005).

3.3 Methodology

The qualitative approach of research is the basis of this project, providing interventions of first-hand observations, informal interviews, and studying in-house documents. Under the internship, I was able to see the everyday business of the MIS Department, was able to listen to department meetings, and was given access to a number of internal reports in the department. MIS officers, IT support staff, and the operations team members were interviewed informally, thus assisting in comprehending the challenges that they encounter.

The purposive sampling is used in the study, and the sample target is people who work directly with the MIS. The data was examined through the thematic perspective, and thematic elements that were identified and appeared in frames of recurring problems included data inconsistency, manual data entry, system delay, and low integration. The ethical considerations were also carried out to the letter so that there is privacy of internal systems and anonymity of individuals. In this report, no sensitive operational data or confidential database structures were used.

3.3.1 Nature of the Study

The current research is a descriptive and exploratory one. It is exploratory since it will seek to investigate the current practices of MIS in Akij Food and Beverage Ltd. (AFBL) and determine the key issues around data management, reporting, and integration of the system. MIS modernisation is an evolving concept among most FMCG organisations in Bangladesh, and as such, this study tries to develop a new understanding of how MIS modernisation can help to enhance the efficiency of an organisation.

Meanwhile, it is also descriptive as it describes the present state of the MIS operations, reporting practices, and workflow organisation on the basis of real-life observation and perceptions of the employees. The paper also studies the role of modern MIS tools and digital transformation processes to improve decision-making, decrease the number of people working manually, and the general work performed by various employees in the situation of an FMCG.

3.3.2 Data Source

In order to attain the purpose and objectives of the study, secondary and primary sources of data were utilised.

1. Primary Data

The first-hand data was gathered in the workplace using a feasibility and an internship period. These included:

- **Direct Observation:**

Monitoring of the day to day MIS related operations which will include data collection processing, verification and reporting. This contributed to the perception of the actual workflow and foreseeing manual and automated parts of the system.

- **Informal Discussions:**

Informal interviews with the MIS personnel and support staff were useful in gaining an insight into reality based challenges, expectations, and system limitations as a user.

- **Anonymous Responses based on perception:**

The employees were also asked simple and non-sensitive opinion-based questions to find out their perception in terms of the MIS problems, reporting delays, level of automation, and whether they needed modernization. These were further transformed into findings in percentage form by way of analysis.

2. Secondary Data

Secondary data were sources that were found to be trustworthy and publicly available such as:

- AFBL official site and other publicly available company documents.
- Digital transformation and Management Information Systems textbooks.
- Journal articles, research papers and industry reports concerning MIS modernization, automation and FMCG operations.
- These secondary sources gave theoretical framework and scholarly assistance to the study in analyzing the study practical findings.

3.3.3 Sampling Techniques and Respondents

In this study, a purposive sampling technique was used. This implies that respondents were not selected randomly but adopted through the intentional way of direct exposure to MIS activities related activities.

- **Estimated Sample group size:** 12-18 employees.
- **Departments Campuses On:** MIS, operations support and other respective administrative departments.
- **Respondent Identity:** To ensure ethics and adhering to organizational policies, the name of all respondents, and their designations and personal identities were held in high confidence.

The sampling approach was selected due to the fact that the chosen respondents have practical knowledge and direct experience with MIS operations, and their opinions are more relevant and reliable in the selection of this study.

3.3.4 Data Collection Methods

The data to be used in this study will be collected through three primary techniques:

1. Observation

The researcher paid close attention to the day-to-day MIS workflow, which involved:

- Receiving data from other departments.
- Data processing and data entry processes.
- Preparation practices in reporting.
- Manual operations and automated operations.

This approach has aided in finding the gap processes, delay and inefficiencies in the system without compromising the privacy of the system data.

2. Informal Discussions

The MIS personnel and support staff interviewed were asked through informal and unstructured interviews. As a result of these discussions, the following have been identified:

- Issues of common operation.
- Reporting challenges
- Satisfaction with the existing MIS tools.
- Anticipations of a modernised MIS system.

This was by the fact that this approach enabled the respondents to give their views freely in a work environment that was natural.

3. Perception-Based Responses

Questions posed based on perception included:

- Reporting the frequency of delays.
- Level of manual work

- Challenges of system integration.
- Need for MIS modernization

Interpretation of these responses was later summarized by use of per cent and it was displayed in the form of charts and tables in the findings section.

3.3.5 Data Analysis Techniques

The data obtained were examined in accordance with the following techniques:

1. Thematic Analysis:

The results of the qualitative data collected through observations and informal conversation were divided into the large themes, including:

- **Manual processing:**

Manual processing: This is where a lot of human effort is applied in entering data and preparing reports as well as consolidating information. This method presents a high probability of human error, is more time consuming, and is a lower operational efficiency. Over shortening automation of the systems in MIS context as well as slowing down of decision making is due to overloading of the manual processing.

- **System integration issues:**

Manual processing: This is where a lot of human effort is applied in entering data and preparing reports as well as consolidating information. This method presents a high probability of human error, is more time consuming, and is a lower operational efficiency. Over shortening automation of the systems in MIS context as well as slowing down of decision making is due to overloading of the manual processing.

- **Reporting delays:**

Reporting delays arise where data gathering, data validation as well as data consolidation of data are not achieved within the duration that is anticipated. Such delays are usually brought about by human handling, system integration and lack of automated reporting programs. Late reports decrease the practicality of information in order to make managerial decisions in time.

- **Lack of technological infrastructure:**

Lack of technological infrastructure means the inadequacy of hardware, network, or system support to use the modern MIS tools. Due to poor infrastructure, the performance of the system is likely to slack, there would be disruption and the reliability of information systems will be affected adversely with the resultant negative effects on the operations.

- **Standardization needs:**

The issue with standardization is necessitated by the need to use diverse formats, procedures, or data definitions currently used in various departments. MIS outputs are unstable and hard to analyze without the use of standard reporting templates and data structures. To determine accurate data and comparability and to process information, standardization will guarantee this.

This approach aided in producing common patterns and fundamental MIS-based issues.

2. Percentage-Based Interpretation

Interpretation-based responses were translated to percentages (including percentage of employees with reporting delays or promotion of MIS modernization). These quantitative characters were subsequently described using charts and tables to make analytical clarity clearer.

3. Literature Comparison

The study findings were matched against the already available findings on MIS and digital transformation literature. This further justified the significance of MIS modernization and guaranteed that the real-world results are in line with the current academic theories and industry practices.

3.3.6 Ethical Consideration

The research process was done strictly with regard to ethical standards:

- The present study did not use any confidential database structures, system architecture, financial data or internal software configurations.
- No personal information of the respondents, such as names were made available, and their views were obtained to conduct academic analysis only.
- The information gathered was not shared commercially or even on an organisational basis.

- The research was wholly within the organisation policy of confidentiality and the academic research ethics.

3.4 Findings and Analysis

Scattered Data and Paper Procedures.

The results indicate that the MIS workflows at AFBL are influenced by the disintegration of the information storage and reporting formats of various departments. As an illustration, the sales figures, production and distribution information are frequently stored differently, thus there is a discrepancy between them when consolidating. Most of these reports will be manually altered thereby posing the chances of inaccuracy.

Limited System Integration

Almost 55 per cent of the workforce also feels that the current MIS is partially integrated in its operation. The information flows across various software applications rather than one platform. This makes the work of the MIS team a burden and results in and causes duplication in the work during consolidation.

Reliance on old Systems.

In spite of the good operational capabilities of AFBL, some of its operational processes still rely on the old systems that are not automatable and integrated with the MIS processes. Such restrictions tend to stall the pace at which data is processed and limit the performance of an organisation.

Technological Gaps

The performance was also one of the problems I observed in some systems during my internship; either the infrastructure was outdated, or the networks lacked the capacity. These problems cause disturbance in the workflow, and they may need human involvement by MIS personnel.

Need for Standardisation

Standardised data formats centralized data storage, and automated dashboards would be beneficial to AFBL. These improvements would make work more efficient and less redundant.

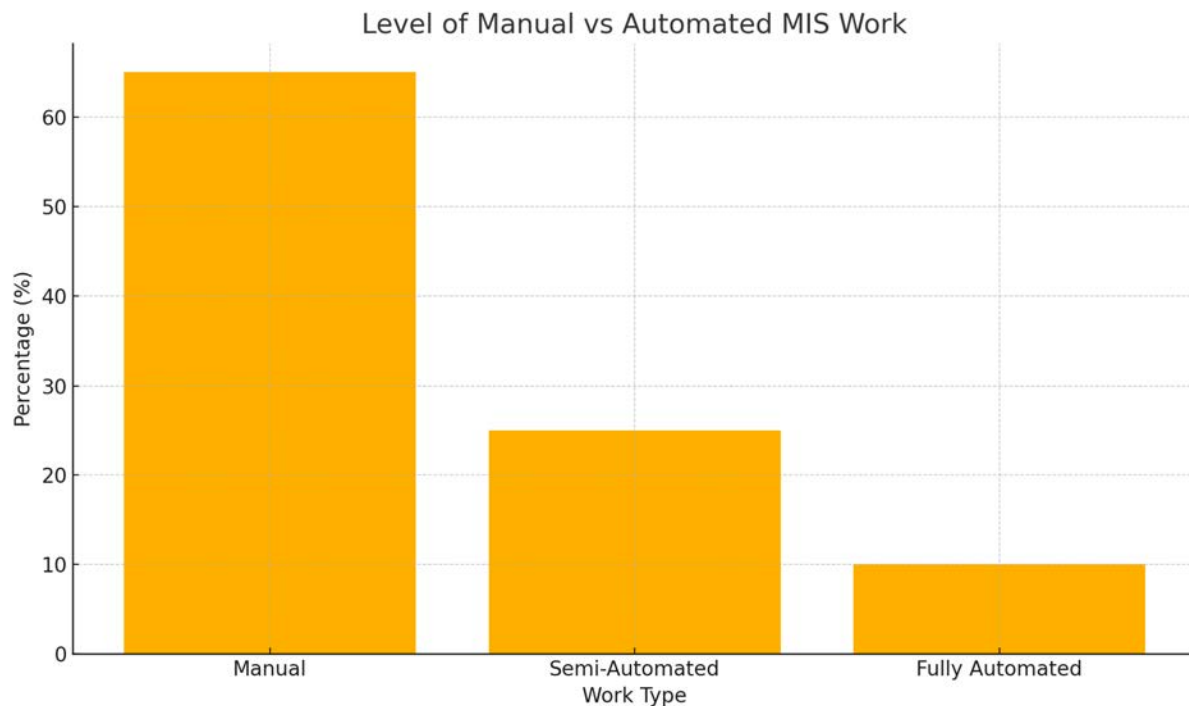
Disintegration of Data and Manual Processing.

Around 65-70% of the reporting activities seen are still manual in data entry and spreadsheet consolidation. The reports in a variety of departments are presented in different forms that bring discrepancies in the process of data combination. This division adds the chances of human error and delays in the final report generation. The absence of standardised templates compromises data reliability in general.

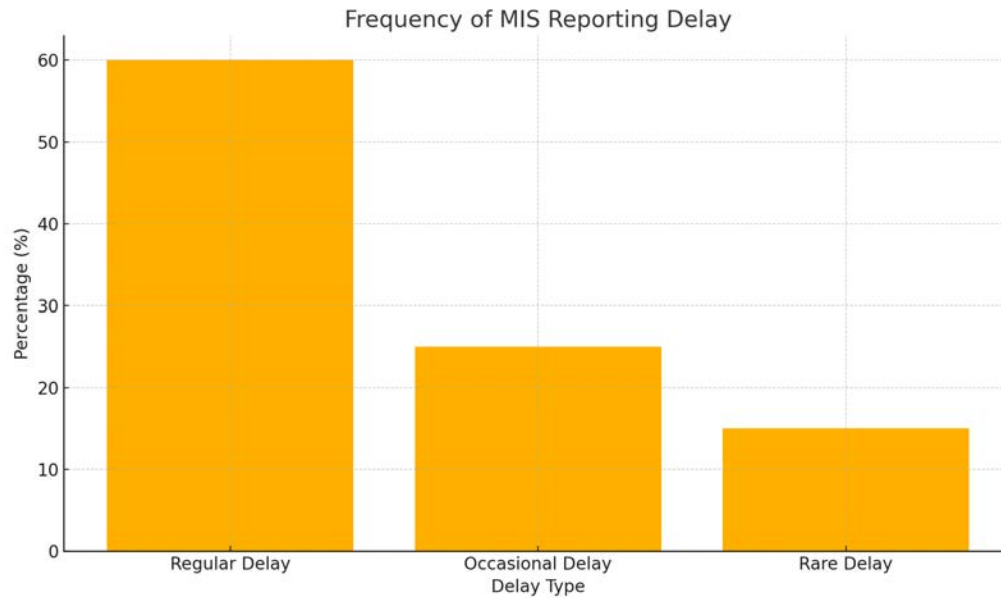
Late Decision-support Reporting.

About 60% of the interviewed revealed that daily or periodic reports are usually overdue due to the delays caused by revisions, manual balancing, and mismatches of files. Managerial decisions are often made using data from past days, since the reports are not created immediately, and that makes a company less responsive in a competitive FMCG setting.

Level of Manual vs Automated MIS Work:



Frequency of MIS Reporting Daily



After further findings, I have found some key things that might help to identify the issues in MIS capabilities, and they are in the table format below

Issues identified	MIS capabilities required
Manual data entry ERP	DBMS
Delays in reporting	BI dashboards
Inconsistency in data	Centralised DBMS
Weak decision support	DSS(Decision Support System)
Planning complexity	APS(Advanced Planning and Scheduling)

3.5 Limitations of the Study

This research was done in a very constrained time frame in the course of the internship which limited the extent of data collection. The policy of organizational confidentiality did not allow access to internal system configurations, financial data and real-time databases. The research is further founded on a limited group of respondents chosen based on purposive sampling which might not be very representative of the idea of all the departments. Moreover, the results are predominantly perceiving and might include personal biasness. In spite of these constraints, the research has brought forth good information on MIS practices and modernization requirements in an FMCG company.

3.6 Summary and Conclusion

The results evidently show that AFBL needs more advanced MIS framework to stay abreast with its business requirements. The current issues, which include the manual data processing, the disjointed workflow, and the non-application of automation, do not enable the MIS Department to deliver high-level decision-making. Enhanced efficiency, accuracy, and internal communication will help AFBL a great deal when it embraces the digital transformation practices along with the modernization of the MIS tools. The given project shows that the MIS modernization can be not only positive but also inevitable to streamline the workflows in a rapidly developing company dealing in FMCGs.

3.7 Managerial Implications

The results of the research offer managerial implications of modernization of MIS as a way of enhancing efficiency within an organization. Integrated MIS tools will allow the management to increase the level of information transparency and minimize the reporting delays, as well as make decisions based on the data in order to support the information-based decisions. The modernization of MIS also facilitates better interdepartmental coordination amongst managers to respond better to the changes in the market (Rival, 2014). In turn, it is possible to empower strategic planning and operational control to a major extent.

3.8 Recommendations

The analysis and findings are evaluated in order to make the following recommendations that can help in supporting the modernization of MIS and increase organizational efficiency.

1. Implementation of MIS Platforms which are based on ERP:

In order to minimize the operations in which data segments are handled and manual consolidation, organizations need to implement ERP-based MIS, which integrate operational data across the departments. ERP systems allow the real-time data exchange, higher level of reporting and less information overlap.

2. Business Intelligence Dashboard Implementation:

BI tools must be integrated into the MIS to overcome delays in reporting and a lack of visibility in the decisions. BI dashboards not only qualify as real-time visual insights, but they also make managers more responsive and improve their decision-making within the organisation through the utilisation of data.

3. Decision Support Systems (DSS) Integration:

To enhance the quality of the managerial decisions, DSS is to be coupled with MIS to assist in analytical analysis, prognostication, and otherwise scenario analysis of the semi-structured based decisions.

4. Enhancement of Database management system(DBMS):

A centralised DBMS can be maintained as the heart of the MIS architecture to reduce inconsistency of data and guarantee the reliability of the data. Strong DBMS enhances data Integrity, security and accessibility.

5. Reflecting on Advanced Planning and Scheduling (APS) Systems:

APS systems can also be combined with MIS in the FMCG industry, which suffers because of the complexity of product flow, and improve the coordination of planning, the accuracy of scheduling, and efficiency.

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