

Internship Report

Study on the issues with Field Force for Distribution Excellence:

Route to Market (RTM) Review Project 2016 –

British American Tobacco Bangladesh



**BRITISH AMERICAN
TOBACCO**



Course: Internship - BUS400

Internship Report

**Study on the issues with Field Force for Distribution Excellence:
Route to Market (RTM) Review Project 2016–
British American Tobacco Bangladesh**



Submitted to

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Approval Page

I hereby declare that the Internship Report titled “Study on the issues with Field Force for Distribution Excellence: Route to Market (RTM) Review Project 2016 – British American Tobacco Bangladesh” submitted as a partial requirement for completion of the degree of Bachelor of Business Administrations to BRAC University has prepared by myself solely. I have tried to provide relevant information from different credible sources to make the study more relevant and strong. This report has been prepared completely based on my internship experience at British American Tobacco Bangladesh Limited.

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Subject: Submission of Internship Report

Dear Madam,

It is a great honor and immense pleasure for me to present my Internship Report titled “***Study on the issues with Field Force for Distribution Excellence: Route to Market (RTM) Review Project 2016– British American Tobacco Bangladesh***” as a part of the internship. It is a great pleasure to get such an opportunity to continue my internship period in such a renowned Multinational Company, British American Tobacco Bangladesh (BATB) where I got the experience of the international working environment. I have tried to provide my utmost dedication and sincerity throughout my journey with the company and remained obliged to my supervisor so that I can grab knowledge, experience and learning as much as possible. Besides, I have tried my level best to fulfill all the requirements of this course (BUS400) and follow my supervisor’s instructions for the report preparation.

Though I have tried to dedicate my full concentration while preparing this report, I would like to clarify you any time any queries if needed.

Best Regards,

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Table of Contents

EXECUTIVE SUMMARY	1-1
1. Introduction of the Report	1-2
1.1 Background of the Report	1-3
1.2 Origin of the Study	1-3
1.3 Objectives of the Report.....	1-3
1.3.1 Academic Perspective	1-3
1.3.2 Job Experience Perspective.....	1-3
1.4 Methodology	1-4
1.4.1 Primary Data Collection	1-4
1.4.2 Secondary Data Collection	1-4
1.5 Scope	1-4
1.6 Limitation	1-5
2. Literature Review	2-6
3. Overview of the Organization.....	3-9
3.1 Introduction of the Organization	3-10
3.2 Vision	3-10
3.3 Mission	3-10
3.4 Strategic focus areas.....	3-11
3.5 Logo	3-11
3.6 Slogan.....	3-11

3.7	Global To Local	3-12
3.8	Products and Market Offerings	3-12
3.8.1	Global Drive Brands	3-12
3.8.2	Leading Local Brands	3-13
3.8.2.1	Premium-P	3-13
3.8.2.2	Aspirational Premium-AP	3-14
3.8.2.3	Value For Money-VFM.....	3-14
3.8.2.4	Low price-LP	3-14
3.9	Highlights from History: British American Tobacco.....	3-14
3.10	History: British American Tobacco Bangladesh.....	3-15
3.11	Organization Structure	3-16
3.11.1	Leaf	3-16
3.11.2	Supply Chain/Operation.....	3-17
3.11.3	Marketing.....	3-17
3.11.4	Corporate and Office Regulatory Affairs	3-17
3.11.5	Human Resources	3-17
3.11.6	Information Technology	3-18
3.11.7	Finance.....	3-18
4.	Job Responsibilities.....	4-19
4.1	TM&D (Trade Marketing and Distribution) and Distribution Network.....	4-20
4.2	Summary of the job responsibilities.....	4-21

4.2.1	Field Force profile analysis.....	4-21
4.2.2	Distributor’s Sustainability analysis	4-22
4.2.3	Warehouse Operation and Inventory Management analysis	4-22
4.2.4	Logistics performance and expenses analysis.....	4-22
4.2.5	Financial analysis and projections	4-23
4.2.6	Capacity Utilization of different assets (vehicles and warehouse)	4-23
4.2.7	Quality Complaint Stocks analysis	4-23
4.2.8	Redesigning Route Plan for Different Areas	4-23
4.2.9	Field visit for pilot study for data collection.....	4-23
5.	Project Part.....	5-25
5.1	Introduction of the Project.....	5-26
5.1.1	Route to Market KPI’s	5-26
5.1.2	RTM Review 2016:.....	5-27
5.2	Problem Statement	5-28
5.3	Context of the Study.....	5-28
5.4	Purposes of the study.....	5-29
5.5	Timeline	5-30
5.5.1	Research and Study.....	5-31
5.5.2	Analysis and Writing	5-31
5.6	Methodology	5-32
5.6.1	Research Methodology	5-32

5.6.2	Research Design.....	5–33
5.6.3	Data Analysis.....	5–33
5.7	Analysis.....	5–34
5.7.1	Descriptive Analysis	5–34
5.7.1.1	Age Profile Analysis.....	5–34
5.7.1.2	Years of Service with BATB distributors.....	5–34
5.7.2	Hypothesis 1.....	5–35
5.7.3	Hypothesis 2.....	5–37
5.7.4	Hypothesis 3.....	5–40
5.8	Findings and Conclusion.....	5–42
5.8.1	Findings.....	5–42
5.8.2	Recommendation	5–43
5.8.3	Conclusion	5–44
5.9	Limitations	5–45
6.	Appendix.....	6–46
6.1	Appendix 1: Field Force Profile information Template.....	6–47
6.2	Appendix 2: Hypothesis 1	6–50
6.3	Appendix 3: Analysis	6–52
6.4	List of Abbreviations.....	6–54
7.	References.....	7–55
7.1	Referee	7–56

7.2	Bibliography.....	7-57
7.2.1	Journal Articles and Articles.....	7-57
7.2.2	Websites.....	7-58
7.2.3	Online Books	7-58
7.2.4	Published Books/Magazines	7-59

Table of Figures

Figure 1	Strategic focus areas: British American Tobacco Bangladesh -----	3-10
Figure 2	Logo British American Tobacco -----	3-11
Figure 3	Logo Dunhill-----	3-12
Figure 4	Logo Kent -----	3-12
Figure 5	Lucky Strike -----	3-13
Figure 6	Pall Mall-----	3-13
Figure 7	Rothmans-----	3-13
Figure 8	Operational Functions Of British American Tobacco Bangladesh -----	3-16
Figure 9	Process of Green Leaf Threshing (GLT)-----	3-16
Figure 10	Route to Market KPI's -----	5-26
Figure 11	RTM Review 2016: Selected Hypotheses -----	5-27
Figure 12	Timeline of the Study and Report Preparation-----	5-30
Figure 13	Study Research Process-----	5-32
Figure 14	Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational levels - Rajshahi Region -----	5-36

Figure 15 Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational level: Dhaka Region -----	6-50
---	------

Figure 16 Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational levels: Chittagong Region -----	6-51
---	------

Figure 17 Relationship between Distributor's ROI VS Sales Force Educational levels: Khulna Region -----	6-51
---	------

Table of Tables

Table 5-1: Demographic Analysis of Sales team: Age Profile (national) -----	5-34
---	------

Table 5-2: Job Tenure wise distribution -----	5-34
---	------

Table 5-3: Demographic Analysis of the Sales Team: Education Level Profile-----	5-35
---	------

Table 5-4: Regression Table- Hypothesis 1 -----	5-36
---	------

Table 5-5: Current Role profile of the Sales Representatives: Leading Companies -----	5-38
---	------

Table 5-6: Average Salary of the sales force of leading companies-----	5-38
--	------

Table 5-7: Average Salary of the Sales people of the Leading Companies -----	5-39
--	------

Table 5-8: Regional total turnover ratio-----	5-40
---	------

Table 5-9: National Turnover Ratio Split-----	5-41
---	------

Table 5-10: Regional Split: Turnover for Available Better Opportunity Outside -----	5-41
---	------

Table 6-1: Sales team's Information Collection Template: Age Profile -----	6-47
--	------

Table 6-2: Sales team's Information Collection Template: Education Level Profile-----	6-47
---	------

Table 6-3: Sales team's Information Collection Template: Average Salary of different leading companies-----	6-47
---	------

Table 6-4: Sales team's Information Collection Template: Average Salary against education level-----	6-48
--	------

Table 6-5: Sales team's Information Collection Template: Years of Service with BATB distributor -----	6-48
Table 6-6: Sales team's Information Collection Template: Total Turnover Ratio Split ----	6-48
Table 6-7: Sales Team's Information Collection Template: Other benefits -----	6-49
Table 6-8: Sales team's Information Collection Template: Average Salary against Education Level as per local market standard-----	6-49
Table 6-9: Hypothesis 1 data: Proportion of the Sales team above role profile VS ROI of the House: Rajshahi Region-----	6-50
Table 6-10: People number-Profile Analysis: Age -----	6-52
Table 6-11: People number-Profile Analysis: Education level-----	6-52
Table 6-12: Average salary of leading companies: Dhaka Region -----	6-52
Table 6-13: Average salary of leading companies: Rajshahi Region -----	6-52
Table 6-14: Average salary of leading companies: Khulna Region -----	6-53
Table 6-15: Average salary of leading companies: Chittagong Region-----	6-53
Table 6-16: Average salary of leading companies: Chittagong Region-----	6-53

EXECUTIVE SUMMARY

Sales efficiency has been always a great concern for the trade marketing and distribution for a company that is highly dependent on different intermediaries. Therefore, the quality of the sales force has a great impact on the whole business performance and getting proliferation in the market. Therefore, company requires properly skilled and qualified sales force whom they should provide standard compensation and proper training and development opportunity to deal with the future complexity of business. This report highly focuses on the importance of having sales team with right profile and their profile uplift in terms of education level, compensation and development opportunity in tobacco industry of FMCG industry in Bangladesh, to be specific, British American Tobacco Bangladesh for creating excellence in distribution management which is a hypothesis for the current RTM (Route To Market) Approach review project of the company. This report also justifies why sales team's profile uplift is very much required comparing the facts of the analysis within industry and also with different leading companies though it generates a sharp increase in company's overall expenditure. This report also provides an overall overview of the company and the job summary within the overall internship period. Following these, it also provides the analysis of current scenario of the core sales team of different distributors of the company and generates some hypotheses or some statements which has been also tested to identify the right scenario. The report has been prepared based on the internship learning and experience. Different journals, books and websites have been used to provide different information and relating the study. Primary data collected based on template based survey has been used for the analysis part. Different distributors and their core sales team were the sample for the data collection.



RTM Review 2016

Chapter 1

1. Introduction of the Report

1.1 Background of the Report

The main purpose of preparing the internship report of BRAC University of the BBA¹ program is to provide the students to explore the experience of the culture and workflow of an organization and have a glimpse of job market. This report has been prepared to give an overview of the internship experience relating it to the theoretical or academic perspective. The provided report format has been maintained with required modifications.

1.2 Origin of the Study

This report is the reflection of making a bridge between academic/classroom knowledge towards on-field experience where I have tried to accumulate all my job responsibilities while concentrating on one single study through the maximum level of transparency and authorized data and information.

I have been working for British American Tobacco Bangladesh priorly as Project Assistant in the DX team (Distribution Excellence) of Route to Market (RTM) review project under TM&D (Trade Marketing and Distribution) in the Marketing Department from Market Express Ltd. (business partner). After one month, I have been recruited again as Marketing Intern in the same project from British American Tobacco Bangladesh Limited. Fortunately this is the core marketing department which initiates very multidimensional activities including finance and supply chain. The report was assembled under the supervision of Ms. *Ummul Wara Adrita*, Lecturer of BRAC Business School.

1.3 Objectives of the Report

1.3.1 Academic Perspective

The internship report has been prepared for the fulfillment of the requirements of the BBA program, BRAC Business School, BRAC University.

1.3.2 Job Experience Perspective

- To explore the organization (British American Tobacco Bangladesh) and its culture along with its vision, mission and strategic focus or goals

¹BBA- Bachelor of Business Administration

- To acquire the real life experience and explore the core activities of marketing department of BATB²
- To understand the distribution system and exploring different dimensions of making the whole distribution network and sales more efficient
- To make the whole field force more efficient through uplifting their profile to make the system more standardized comparing to the competition within the similar kind of industries (for the study)

1.4 Methodology

This study initiates mainly theory testing on a specific industry (tobacco) within FMCG (Fast Moving Consumer Goods). Therefore, this is kind of descriptive research.

1.4.1 Primary Data Collection

The main source of data is the actual population (full population mostly), the field forces of the distribution houses, collected and provided by the organization itself for this study purpose. Also different pilot studies has been done for proposed plan and I personally went for one pilot which has been conducted to propose a restructured “Route Plan” aiming to redesign the current distribution network considering different dimension which can be more productive and more efficient.

1.4.2 Secondary Data Collection

The required data used for making the report are mainly from the company’s website (national, international and global). Besides, different authorized journals have been used to relate to the similar scenario.

1.5 Scope

- A short yet in-depth study on core sales teams profile and profile uplift for more efficient and productive performance
- To initiate how the supply chain of the indirect distribution channels (intermediaries) can be managed efficiently

² BATB – British American Tobacco Bangladesh

1.6 Limitation

- Confidentiality in accessing and using the information of the company
- Short time span for the report preparation
- Very tight and long working hours (sometimes even more than 13 hours and in weekends)
- Relatively less prior research found on Bangladeshi context of the study



Chapter 2

2. Literature Review

Gunasekaran, Krishnadevarajan and Lawrence have mentioned in their writing in 2012 Sales force is one of the most important reasons for which the intermediaries like wholesalers and distributors exist in the Supply Chain of a big business. Distributors need to manage the sales force to aim to achieve the main purpose of the business they are dealing with.

The CEO of Fortune 500 Company once said that, *“We have put a huge amount of investment into technology and enablers for the sales force, yet the sales productivity number is the same now as it was ten years ago.”* ("The Sales Force Effectiveness Paradox", 2014)

When in any retail industry, especially when a business uses lot of intermediaries or channels for distribution and selling their products, sales personnel need to be very efficient. They need to be very much smart minded, self-motivated and skilled to excel the entire business (Gunasekaran *et.al.*, 2012).

Supporting his speech, putting emphasize on the sales force especially in trade marketing is very significant. Beside financial assets management, human resource management is also crucial for the company's overall development. Sales force is a company's main driving power to generate revenue through sales directly and dealing with the customers and consumers. Nema and Sethia recently mentioned in their writing in 2015 that factors which actually control sales force performance include their overall job satisfaction, their contribution recognition or proper appraisal and compensation, promotion and career growth opportunities, organizational support, value, organizational commitment towards them in terms of tenure, organization-based self-esteem, demographic factors (age, location etc.), education, experience, sales orientation, customers relations, sales incentives, sales territory compatibility, self-confidence and attitude, opportunity of training and skills development, work and personal life balance, motivation and achievement etc. (Nema & Sethia, 2015).

Uralla Shire Council's Workforce Management Strategy 2019 says that workforce management is a part of organizational strategy to go further with the proper selection and development opportunity which at the same time increases company's growth and reduces extra expenditure initiated from less efficiency and less productivity of the workforce (Connor, 2016). Moreover, Sales team's efficiency is very vital because it helps the company to grow at the maximum level and minimize inefficiency and wastage level (*A Skilled Workforce for Strong, Sustainable and Balanced Growth: A G20 Training Strategy*, 2011).

2007-2008 ‘Optimizing Distributor Profitability” Consortium in Texas A&M University’s it has been found out through the financial analysis and profitability projection considering the implementation of the key best practices of different business process for different typical distributors’ profile that highest level of profitability can be achieved through the implementation of the best approach of sales and investing on sales team (Lawrence *et.al.*, 2009). It is also suggested that sales force is needed to be educated time to time about the best practices on their area of working. Besides, consistency in good performance very much relies on the consistency in the education which can even open a door way to realize the potentials for more profitability (Gunasekaran *et.al.*, 2012).



Chapter 3

3. Overview of the Organization

3.1 Introduction of the Organization

British American Tobacco is a global tobacco company which is currently having more than 200 brands sold in over 200 markets. In spite of standing up in a very controversial industry, this company acts responsibly, from the sourcing of tobacco leaf right through to market products to their targeted consumers. British American Tobacco P.L.C. is the world's most renowned international tobacco group. The company currently serves in four regions –

- Americas;
- Asia-Pacific;
- Eastern Europe; Middle East and Africa; and
- Western Europe

These cover six continents where British American Tobacco is the market leader in more than 55 markets ("British American Tobacco - A global company", n.d.).

3.2 Vision

"World's best at satisfying consumer moments in tobacco and beyond"

3.3 Mission

"Delivering our commitments to society, while championing informed consumer choice"

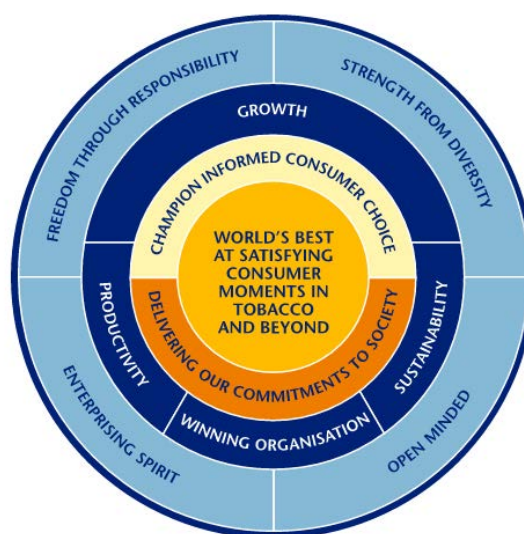


Figure 1 Strategic focus areas: British American Tobacco Bangladesh

3.4 Strategic focus areas

“The foundations upon which our strategy is built have been in place for many years, but we continue to refocus our activities in all four areas and constantly review our ways of working (”British American Tobacco - Our vision and strategy”, n.d.).



3.5 Logo



Figure 2 Logo British American Tobacco

3.6 Slogan

“Success and Responsibility go together.”

3.7 Global To Local

British American Tobacco does not own tobacco farms or directly employ farmers. More than 1,000 BAT leaf technicians worldwide support some 90,000 contracted farmers worldwide to maintain the right flow of operation of their business. Thus, they have become a part of many local communities, both large and small worldwide, and successfully have been holding the recognition of being one of the top employers and the company of choice for people employed at every stage of the supply chain ("British American Tobacco - Sustainable agriculture and farmer livelihoods", 2016). It is the first company in tobacco industry to be included in the Dow Jones Sustainability Index ("British American Tobacco - A sustainable approach", 2016). In order to continue successful operation and healthy growth of the business, they ensure not only the satisfaction of their own shareholders, but also many other stakeholders ("British American Tobacco - Who we are", 2016).

3.8 Products and Market Offerings

3.8.1 Global Drive Brands

British American Tobacco has five leading brands as Global Drive Brands (GDB) which are Dunhill, Kent, Lucky Strike, Pall Mall and Rothmans ("British American Tobacco - Our brands", n.d.).

Dunhill

Dunhill is one of the premium international brands. Dunhill was launched in 1907 with the establishment of Dunhill Tobacco of London Limited on Gentlemen's Row in London ("British American Tobacco - Our brands", n.d.).



Figure 4 Logo Dunhill

Kent

Kent is one of the most innovative and forward-looking brands in the industry ("British American Tobacco - Our brands", n.d.).



Figure 3 Logo Kent

Lucky Strike

This brand was created by its founder RA Patterson in 1871 as the true and original American cigarette ("British American Tobacco - Our brands", n.d.).



Figure 5 Lucky Strike

Pall Mall

This is the third biggest cigarette brand in global market. Its core proposition offers the adult smokers a combination of value along with high quality ("British American Tobacco - Our brands", n.d.).



Rothmans

Rothmans was established in 1890. It offers a contemporary proposition with high-quality standards ("British American Tobacco - Our brands", n.d.).



As the next generation program, in 2013, the company launched an e-cigarette, Vype, in the United Kingdom. In 2015, they launched three new products and a range of new e-liquid flavours. Their first Tobacco Heating Product, the glo iFuse, was launched in 2015 ("British American Tobacco - Our brands", n.d.).

3.8.2 Leading Local Brands

In Bangladesh, there are few brands leading the market in four segments, which are:

3.8.2.1 Premium-P

Benson & Hedges

Benson & Hedges has been leading the Premium segment since its launch in 1997. In 2012, this brand added a new and unique variant Benson & Hedges Switch, the first ever capsule cigarette to be launched in Bangladesh ("British American Tobacco Bangladesh - Our brands", n.d.).

3.8.2.2 Aspirational Premium-AP

John Player Gold Leaf, Pall Mall and Capstan

Launched in 1980, John Player Gold Leaf is one of the highest selling brands having large market share in the Aspirational Premium segment and in overall industry market share. In 2006, Pall Mall, the Group's first Global Drive Brand, was launched in Bangladesh ("British American Tobacco Bangladesh - Our brands", n.d.).

3.8.2.3 Value For Money-VFM

Star

Star was launched in 1964 and Star Next was launched in 2012 with a significant leadership in the segment ("British American Tobacco Bangladesh - Our brands", n.d.).

3.8.2.4 Low price-LP

Pilot, Hollywood and Derby

Derby, the biggest brand among the three, was launched in 2013. On the other side, Pilot, the fastest growing brand, launched in 2009, offers true and authentic smoke to the consumers. Hollywood was launched in 2011 ("British American Tobacco Bangladesh - Our brands", n.d.).

3.9 Highlights from History: British American Tobacco

In 1902 British American Tobacco Company Ltd. was formed by the joint venture agreement between Imperial Tobacco Company and American Tobacco Company of the U.S.A. The first chairman of British American Tobacco Company Ltd. James 'Buck' Duke's strategy was to cater the market with a superior product through best human resources, convenient pricing and mechanizing the production. Within 1904–1911, it catered develop markets in the West Indies, India, Ceylon, Egypt, Holland, Belgium, Sweden, Norway, Finland, Indonesia, East Africa and Malaya. On 1911, The American Tobacco Company divested its shares in the joint venture and got listed on the London Stock Exchange for the first time ("British American Tobacco - Our history – a timeline", n.d.).

In 1976, BAT industries have been formed and within two years it became the third biggest company of United Kingdom. In 1998, British American Tobacco became a separately quoted company on the London Stock Exchange ("British American Tobacco - Our history – a timeline", n.d.).

Regarding recent development and innovation, in 2012, BAT acquired UK-based Company, CN Creative for development of electronic cigarette (e-cigarette) technologies. In 2013, CTBAT International Limited, their joint investment of subsidiaries of China National Tobacco Corporation launched its first e-cigarette product, Vype, in the UK. Moreover, to lead in Next Generation Products, with the acquisition of market-leading Vapour Product in Poland (e-cigarette) business, CHIC Group, they have developed Vype with new products and cater new markets launching new Tobacco Heating Product, glo iFuse, in Romania in 2015 ("British American Tobacco - Our history – a timeline", n.d.).

3.10 History: British American Tobacco Bangladesh

“The presence of British American Tobacco in this part of the world can be traced back to 1910. Beginning the journey as Imperial Tobacco 103 years ago, the Company set up its first sales depot at Armanitola in Dhaka.” In 1949 in Bangladesh, Pakistan Tobacco Company was established along with the first factory for production Fauzdarhat in Chittagong. In 1965, the second factory started with full swing production in Mohakhali, Dhaka. Later in 1972, it became Bangladesh Tobacco Company Limited after the liberation war. In 1998, the Company changed was renamed to British American Tobacco Bangladesh (BAT Bangladesh) aligning the corporate identity with other operating companies in the British American Tobacco Group ("British American Tobacco Bangladesh - About us", n.d.). This company ensures high quality tobacco products to cater diverse preferences of consumers of different segments, spanning the business ‘from crop to consumer’.

3.11 Organization Structure

The main operational functions of British American Tobacco Bangladesh are:



Figure 8 Operational Functions of British American Tobacco Bangladesh

3.11.1 Leaf

The process followed for Green Leaf Threshing (GLT) in short (*Positive British American Tobacco Bangladesh, 2016*):

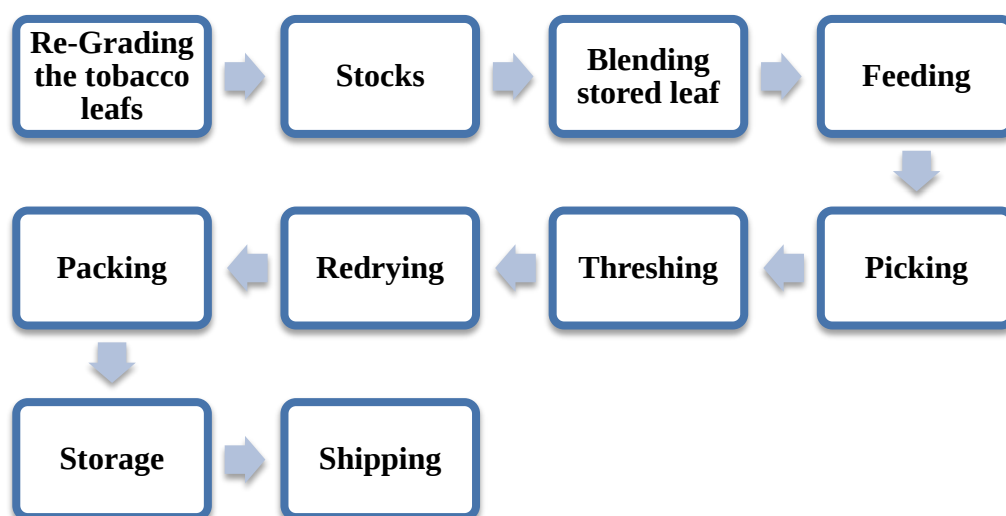


Figure 9 Process of Green Leaf Threshing (GLT)

Leaf Growing, Processing, Manufacturing and Procurement, threshing, packaging, bending and trading are the core tasks of this function. The Green Leaf Threshing (GLT) plant situated at Kushtia converts the tobacco into a form suitable for cigarette production after passing through several steps and kept in a constant moisture level and temperature. Initial blending of the different grades of tobacco is processed in GLT plant as well. Then it is packaged after cutting into a specific suitable size and delivered to Dhaka Factory for further processing short (*Positive British American Tobacco Bangladesh, 2016*).

3.11.2 Supply Chain/Operation

- Primary Manufacturing Department (PMD)
- Secondary Manufacturing Department (SMD)

The Primary manufacturing department (PMD) is does further conditioning the process tobacco from GLT for final manufacturing. The process tobacco is further processed through different integrated and regulated machineries to blend the different packing grades in right and specified proportions. After that, The Secondary Manufacturing Department (SMD) further processed blended and conditioned tobacco to manufacture cigarettes short (*Positive British American Tobacco Bangladesh, 2016*).

3.11.3 Marketing

Marketing department is highly delegated on trade marketing and distribution. Other than this wing, there are brand marketing, research and business development.

3.11.4 Corporate and Office Regulatory Affairs

Corporate and Office Regulatory Affairs maintains the corporate image of the company. It proactively works to strengthen their relationships based on mutual benefit and trust with all of their stakeholders and increase their corporate reputation through different responsible social activities.

3.11.5 Human Resources

Managing the human resources of the company starting from the recruitment and selection to managing compensation is the responsibility of this division. The core responsibilities of the division are minimizing the gap between top level and lower level management, improving

performance through attractive reward system and ensuring excellent in management practice of the company.

3.11.6 Information Technology

Information Technology or IT departments work with an aim to enhance operational efficiency and timely decision making through measurably better and more compatible information system, and by harnessing the most up to date technology and implementing new business practices to enhance effectiveness.

3.11.7 Finance

The Finance department evaluates the financial performance evaluations and different other financial budgeting etc.



Chapter 4

4. Job Responsibilities

4.1 TM&D (Trade Marketing and Distribution) and Distribution Network

For British American Tobacco Bangladesh, TM&D (Trade Marketing and Distribution) plays a very vital role because it controls the flow of the distribution of their products with a view to reaching their targeted consumers by becoming the best supplier to the trade within their strategic channels in every market place in the most efficient and effective way possible.

TM&D is divided according to the geographical area in mainly five regions which are **Dhaka** Region, **Chittagong** Region, **Rajshahi** Region, **Sylhet** Region and **Khulna** Region along with five '**Regional Trade Marketing Office's (RTMO)**'. Each region consists of several operational areas with **Area Trade Marketing Office (ATMO)** and each area is the combination of several territories which have numerous numbers of clusters to execute their sales operation.

According to the fact sheet of 2016, they have 55 distributors with 325 distribution points including main house and 10 Regional Sales Depots around the country. Moreover, through this distribution points, the products reach different outlets which receive two different ways of services called **Direct Store Service (DSS)** where direct distribution service is provided and **Non-Direct Distribution Service (NDSS)** which are the rest of the outlets having indirect distribution service. All cigarette selling outlets are collected marked as universe. Among these, **Partners** are those retailers who are in the DSS market and communicate, engage, interact with the retailers and drive the business and also are responsible for different campaigns and brand launch. On the other hand, cash and carry wholesalers are those who serve the company directly eliminating middle men through directly communicating to the retailers to whom distribution is not feasible due to location barriers. **Enterprise Cash and Carry (EC&C)** outlets are those wholesalers who strategically located to serve and distribute products in different NDSS market to create more proliferation/expansion (*I-Guide British American Tobacco Bangladesh, 2016*).

These retail outlets are further classified based on three factors which are **Geographical Location** (Urban, Semi-urban, Rural), **Volume Class** (based on Average Daily Sales-ADS which reflects the stand of the business of the outlet) and **Channel** (Trade Cluster and Trade Planning Group based on the time consumers spent there) (*I-Guide British American Tobacco Bangladesh, 2016*).

For the RTM-Route to Market Project initiated to sustainable availability, there is a team from the TM&D³ for DX⁴.

For the review project of the current approach, ten hypotheses have been considered regarding the distribution networks especially the geographic location of the outlets, performance, convenience to reach the outlet, the method of distribution (direct or indirect), field force profile and performance, their remuneration, logistics expense and performance, warehouse management etc.

This project requires a lot of numerical analysis which requires lots of advanced level of data analysis in bulk size for which I am responsible for. I mainly have served the team to ensure that they get the proper data analysis for different hypothesis so that they can actually move forward more accuracy of the result of the hypothesis.

4.2 Summary of the job responsibilities

I have joined from Market Express Ltd. (business partner) as RTM⁵ Project Assistant on September 1, 2016. After one month I have joined British American Tobacco Bangladesh again as a marketing internee for the same project October 9, 2016.

The work hour starts from 9.00 am around. This project team continues to work based on the work pressure which ends up mostly at 8.00 pm-8.30 pm.

Data analysis is the core tasks I perform throughout my whole internship period supporting different hypothesis for DX have come up with. Based in the current scenario, some hypotheses have been considered for review the current performance which have been being changed from time to time based on supporting different hypotheses which includes,

4.2.1 Field Force profile analysis

Field force is the core sales team of the distributors who are actually directly responsible to drive the sales. This team consists of Sales Managers, Sales Supervisors, Sales Representatives and Assistant Sales Representatives with the lead of Business manager of the house. This is a very crucial element for a business because they are people who actually

³ TM&D – Trade Marketing and Distribution

⁴ DX – Distribution Excellence

⁵ RTM – Route to Market

perform in the market. Moreover, market is getting competitive day by day; therefore, for sustaining in long run, future-fit field force is highly required. This analysis initiates analyzing the profile based on the education level, age, salary structure, competition salary structure, performance etc. along with proposed uplift analysis based on living standard and competition.

4.2.2 Distributor's Sustainability analysis

Distributors are the main customers of the company. Therefore, this is very crucial to know whether they are performing up to the mark and can sustain in long run. This analysis has been done considering some factors, like, distributor's Return on Investment (ROI), fund management like, Working capital and Loan Management, Monetary Transaction and Banking Transaction Management, Succession Plan, Availability of Contingency Fund in case of sudden need, Professionalism and Legal, Local and Political Stand etc.

4.2.3 Warehouse Operation and Inventory Management analysis

This is where efficiency and effectiveness stand beyond everything. Therefore, whether the capacity of the warehouse is utilized properly or not needs to be identified. The current condition of the site, wall, floor, roof, fire, safety measures, product safety, ventilation and environment of the warehouse etc. has been taken into consideration. Besides, whether, the stock management information recorded manually or systematically in computers, godown keepers' computer literacy level, KPI (Key Performance Indicators) maintenance status, FIFO (First in First Out) maintenance, Stock Register Maintenance etc. have been considered.

4.2.4 Logistics performance and expenses analysis

Logistics expenses contribute a big figure in the total expenses for business operation activities. Both mechanized vehicles (Covered Vans, Scooter Vans, Microbus, Motorcycle etc.) and Non-mechanized vehicles (Trivan, Pennier Box etc.) are used for carrying stocks from distribution points to outlets based on volume it carries, distance of the coverage, outlet numbers and location. Therefore, their operation costs and efficiency level both are important. Moreover, the old vehicles' (beyond lifetime) productivity has been emphasized more as it generates higher cost of operation and maintenance.

4.2.5 Financial analysis and projections

As each and every distributor has to maintain targeted ROI on a specific time period, this is why financial analysis of particular distributor is one of the most important factors to take into consideration for evaluation.

4.2.6 Capacity Utilization of different assets (vehicles and warehouse)

Capacity utilization is the indication of efficiency level of using assets. Therefore, it effects the overall expenditure management a lot which also affects the profit of the particular Distributor.

4.2.7 Quality Complaint Stocks analysis

Quality Complaint Stocks includes mainly the damaged stock in the market/distributor's warehouse which company decides to withdraw; stocks which company decides to recall for manufacturing default, products that company decides to stop selling and withdraws from all the sources (Distributor's warehouse and company's warehouse) and also stocks having any other quality complaint issues. Quality Complaint Stocks are considered to be caused for mainly two issues- Manufacturing Fault and Marketing Fault (*I-Guide British American Tobacco Bangladesh, 2016*). Quality Complaint Stocks are expenses for the company if considered backward. Therefore, keeping track on the volume of these stocks are important as company can minimize a lot of expenses/wastage reducing the volume of Quality Complaint Stocks.

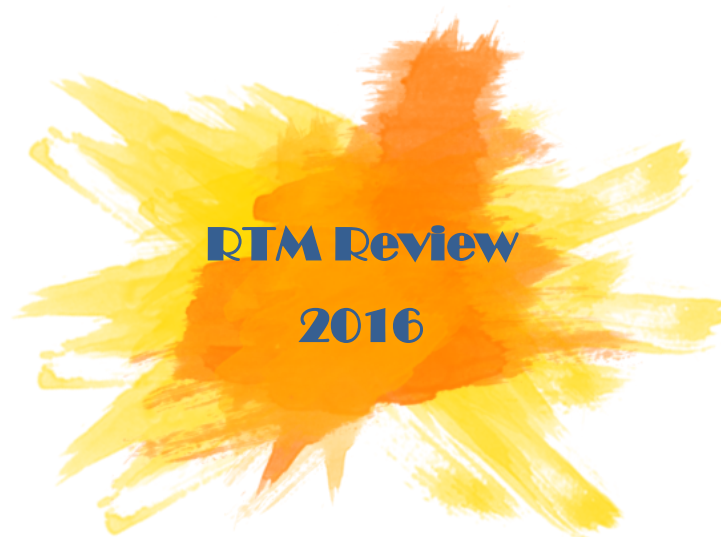
4.2.8 Redesigning Route Plan for Different Areas

Route plans reflects the routes of including their route and section numbers, clusters (particular geographical area) served, number of outlets covered, types of vehicles, sales representatives in charge etc. Distribution network planning is very significant for this kind of company because sales operation and distribution efficiency depends on this.

4.2.9 Field visit for pilot study for data collection

Trade Marketing and Distribution is highly dependent on field work rather head office because the main operation takes place in different geographical locations throughout the country. Any type of new business plan needs to be tested in a short scale before

commercializing or starting in full swing. For FMCG retail like BATB, there are lots of geographical operational areas. Therefore, testing the feasibility of the plan in any of the areas like in a territory is required to justify the real application. This is called 'pilot study'. I went to Comilla 'area' for a pilot study for the feasibility study of a proposed plan regarding redesigning route plan. There I got to learn and experience practically a lot about trade marketing operation.



Chapter 5

5. Project Part

5.1 Introduction of the Project

Route To Market (RTM) is most likely the strategy and strategic choices which creates the efficient distribution system to market the product more conveniently to the customers by creating excellent distribution network (*Positive British American Tobacco Bangladesh, 2016*).

This project has been conducted to review the full distribution system British American Tobacco is currently following.

RTM approach has some basic criteria to fulfill like,

- Categorization of the existing outlets based on the volume and distribution channel
- Pointing out the 80% volume contributory outlets
- Trade Coverage Planning which includes the core team's activities planning along with Sales Mangers, Sales Representatives, Area managers etc., their number of visits to the outlets etc. (*Positive British American Tobacco Bangladesh, 2016*)

5.1.1 Route to Market KPI's

There are Four Parameters/Standards to check the KPI's of any RTM Model (*Positive British American Tobacco Bangladesh, 2016*):

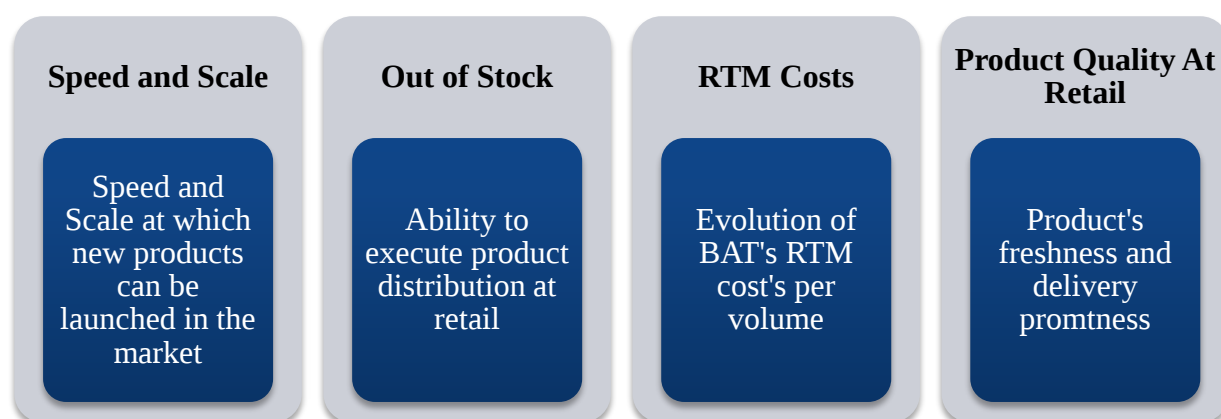


Figure 10 Route to Market KPI's

5.1.2 RTM Review 2016:

RTM approach has been being reviewed and restructured after every five years of cycle. The project has been started to review on three symptoms identified on the current business status which are:

1. Access: Target consumers are not accessed through the right places.
2. Availability: Convenience or availability towards the target consumers is being compromised.
3. Delivery: Distribution, delivery and inventory management systems are not efficient enough.

This year in the very first phase there were eighteen hypotheses from the three symptoms for RTM Review. But finally eight hypotheses have been accepted to review further:

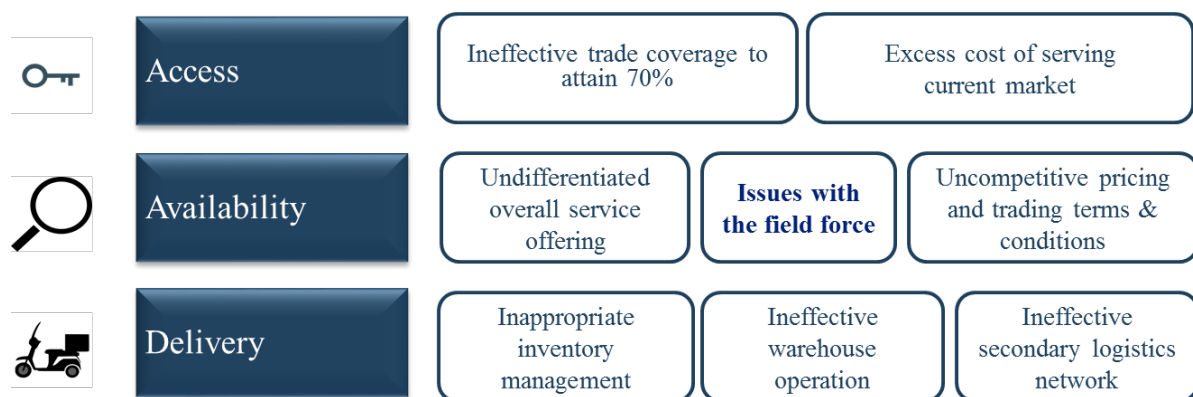


Figure 11 RTM Review 2016: Selected Hypotheses

Among this eight hypotheses, I have chosen to work on the 'Issues with Field Force' from availability.

5.2 Problem Statement

“Considering future complexity of business and competition in the market, fixing some factors to restructure the current sales force through identifying and implementing strategies for right future fit field force profile and capability for creating distribution excellence for British American Tobacco Bangladesh”

5.3 Context of the Study

Dhaka region has been always dominant in terms of availing the standard Field Force (FF) for the sales team among all the regions. But for future betterment, British American Tobacco has been taking initiative to identify the best fit Field Force (FF) with the best quality possible to sustain in the competition. Moreover, for time being, the brands and brand portfolio is getting bigger and more diversified which increases they level of complexity associated with handling the business operations. Furthermore, Bangladesh Cigarette Industry is getting darker which means day by day all kind of activities which create brand awareness is being more restricted. This limits the chance of raising brand knowledge within the target consumer groups. Therefore, with the increase of complexity of brand portfolio and company’s overall performance, distributor’s Field Force also have to play crucial role to drive business growth in term of extended their regular day to day activities (selling) as well as right their role profile and other stimuli factors to work in these industries.

From their study within the top performers from different industries, they have studied on Unilever, Pran, Marico, Novartis, Beximco Along with British American Tobacco from sample size of 75 from each in total 450 based on four factors which are depth of work handling, maintaining trade relationships, support new product introduction and fit for future capabilities. This study reflects that though British American Tobacco is leading within the FMCG sector, Beximco Pharmaceuticals is leading regarding their Field Force. Therefore, this study suggests that there is necessity of field force planning which requires their profile uplift associated with proper improvement of compensation plan along with skill development. From the comparative study, it has been found out that educational background has a huge influence on the field force behavioral pattern and working consistency. Moreover, the findings show both of sales training and development and higher compensation affect positively the job satisfaction of salespeople because this motivates them extrinsically (Ural, 2008). These work as “Promoters” which positively influence their job

performance as well (Walker *et.al.*, 1979). In addition, higher levels of salespersons' performance are observed following specific training methods and content which are applicable according to the product or service they are going to sell. Moreover, it positively influences sales force performance (Román *et.al.*, 2002). Sales Territory Design plays a very important role to maintain the proper sales operation and distribution which differs according to geographical location change (Piercy *et.al.*, 1999).

Therefore, considering future complexity of business and competition in the market British American Tobacco Bangladesh has tried to come up with a study on the field force by fixing some factors to evaluate the current field force with different Market leading FMCG Companies to identify right future fit field force profile and capability. This study also shows whether better profile and compensation have positive relationship with job satisfaction and job performance in trade marketing sales force for creating distribution excellence.

5.4 Purposes of the study

- To understand the field force of the distribution system within different geographical locations and exploring different dimensions of making the whole distribution network and sales more efficient
- To make the whole field force more efficient through uplifting their profile to make the system more standardized comparing to the competition within the similar kind of industries so that it will become more sustainable
- To understand the relationship between sales team profile and compensation plan with the job performance in retail marketing sales team of FMCG sector

5.5 Timeline

According to my tasks and activities, my timeline for conducting the study and preparing the report, I can divide the whole process in consecutive two parts:

1. Research and Study
2. Analysis and Writing

This is the workflow I have followed for this study:

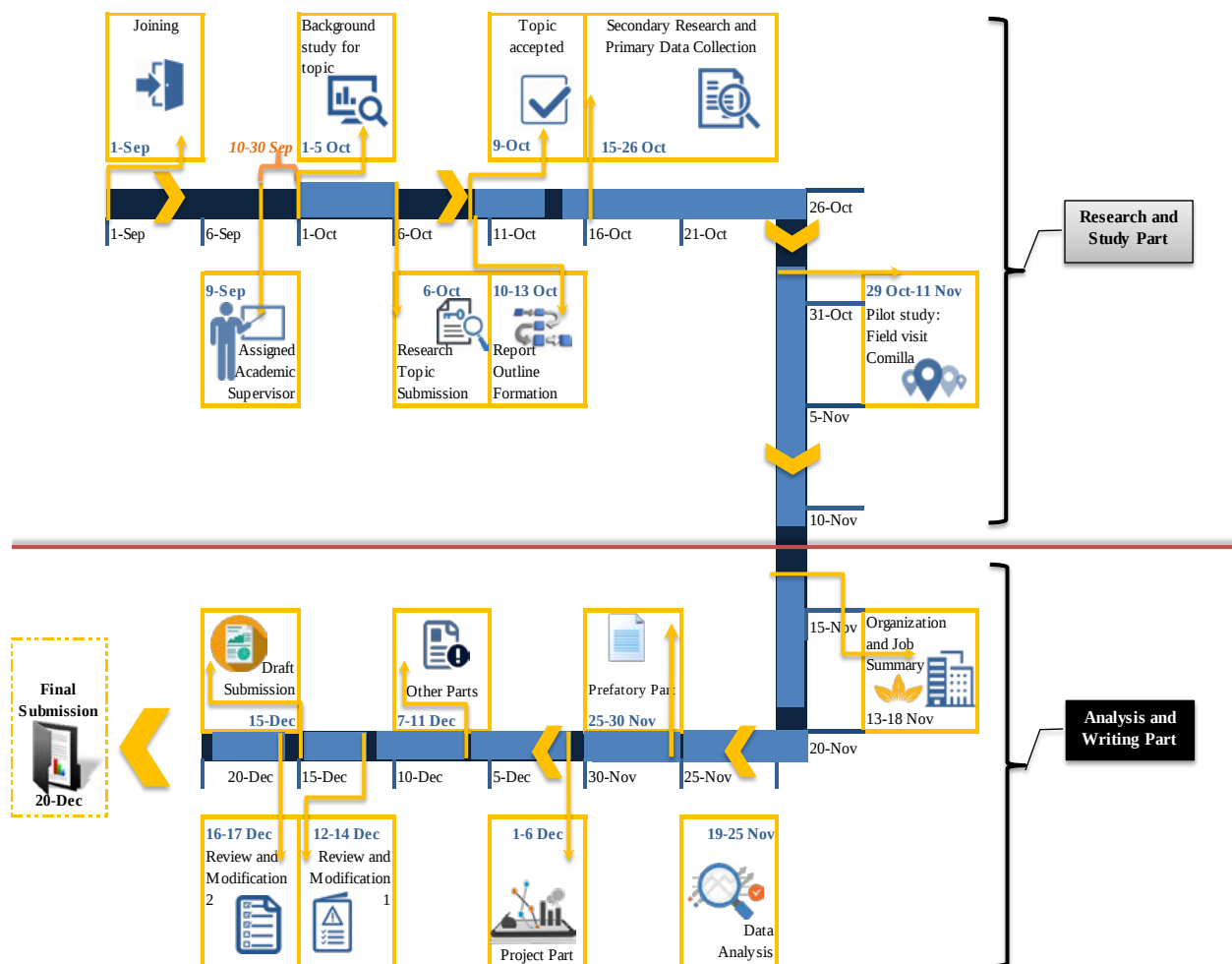


Figure 12 Timeline of the Study and Report Preparation

***Blue color indicates the time span of the task associated (pointed by the amber color indicator).

5.5.1 Research and Study

This is the part when I have spent a lot of times regarding the background study and research to find out the content and study/research topic I am going to work on. This can be mentioned as the problem to deal with and finding the core of it.

I have joined in the project on September 01, 2016 and have been assigned to my academic supervisor on September 09, 2016. I started working there on different tasks and among those tasks I tried to come up with some relevant topics where I could study in depth as there was confidentiality issues. Then consulting with my line manager, I finally have chosen some subjects/topics and set preferences. Then I submitted the topic to my academic supervisor with the detailed information how the study will be conducted and she approved.

After the topic has been finalized, I made the outline of the way I approached for the study and spent a significant amount of time for different secondary sources related to my subject so that I can make it more specifically analyzed and form hypotheses. In the mean time, actual data collection has been done mostly for the research. Then I went for a pilot study and data collection in Comilla.

5.5.2 Analysis and Writing

After coming back from the pilot, I had all the required data in hand for the study. For making the study more aligned, I started from the organizational background study because that was required for my study as well. I have jotted down the job description part as well. Then after I got the overview, I finally started analyzing the data in different combinations I could find so that I could easily find out with proper hypotheses. I have completed the prefatory part in the meantime. Then I actually started writing my project/study part as I had the analysis result then and came up with some hypotheses and tried to prove these as well. After I have done with all three big chapters I have worked on the rest parts and reviewed it and let my line manager check it. Then I submitted the first draft. Based on the opinion and advices of her, I tried to review it again. After proper modification, the final report has been submitted.

5.6 Methodology

This part of the project involves two types of research:

- **Problem Identification Research** – Issues with Field Force of Sales
- **Problem Solution Research** – Uplift current profile to right profile according to the market scenario and future job requirement and proper compensation plan based on industry standard

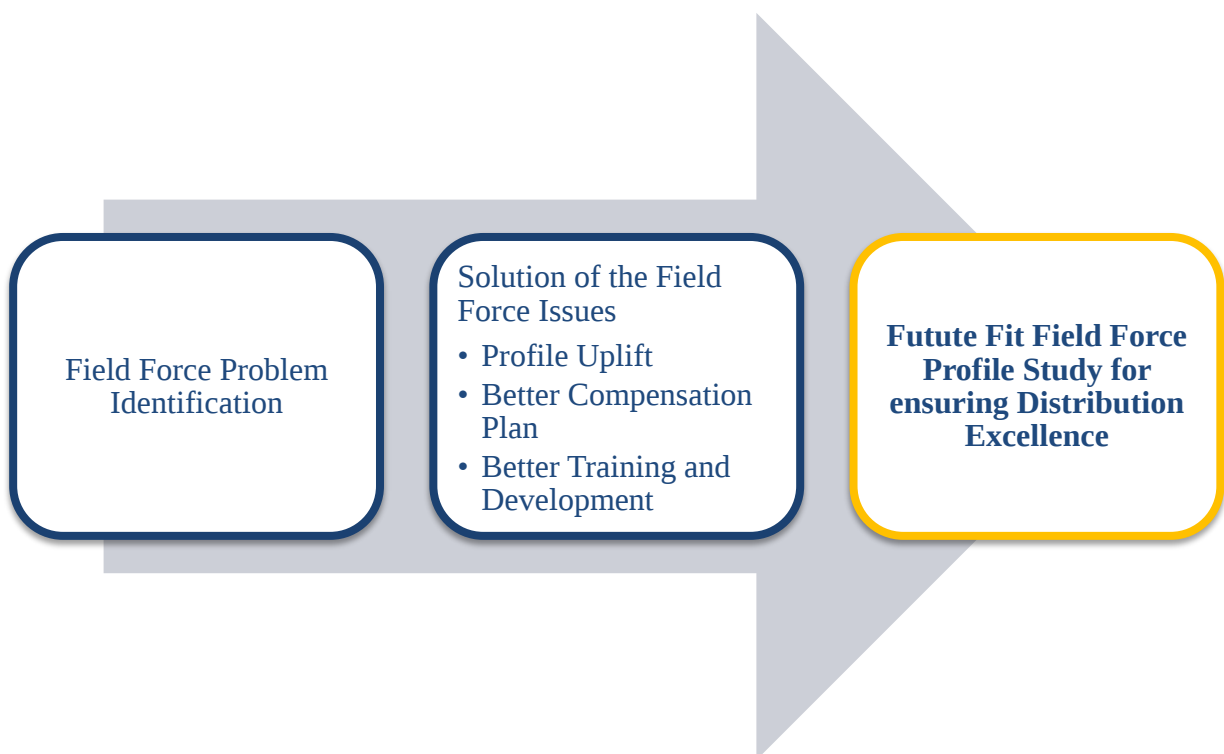


Figure 13 Study Research Process

5.6.1 Research Methodology

This study mainly involves Problem Solution Research regarding current field force issues of British American Tobacco Bangladesh.

Both **Qualitative** and **Quantitative** research have been used for the study which is totally Primary research for the study. Mostly Quantitative data have been collected by ‘templates’ or specific format from all the distribution houses mainly regarding field force number of different age ranges, educational profile, salary according to educational profile, experience, average salary of market leaders of different industry, job tenure with British American Tobacco Bangladesh, fixed and variable income level, turnover rate for different reasons,

Festival Bonus, Annual Salary Increment level, average salary according to different educational profile etc. (reference of the template: [Appendix 1: Field Force Profile information Template](#))

5.6.2 Research Design

For problem identification stage, **Descriptive Study** has been conducted which helps to identify current scenario of the field force. The method was **Multiple-Cross Sectional Study** because couple of samples has been chosen from different company distributors to gather data once.

As this stage is not the subject of the study, the process is not described in detail. Further, for the second stage, which initiates the solution part regarding field force profile, is also a **Descriptive Study** format. But for this case **Total Population Sampling or Census** has been conducted on entire Sales team in total (sum total of all Sales Representatives, Assistant Sales Representatives, Sales Supervisors and Sales Managers) all the current distributors of British American Tobacco Bangladesh to get the actual data for coming up with proper and exact planning. This is a **Single Cross Sectional Study** process to collect required data.

But if this study will be considered for the full FMCG sector in Bangladesh, then the whole BATB distributors' sales force will become a sample within all the FMCG companies in Bangladesh.

For the study as geographical location has significant impact on data, therefore, regional data has been used.

Data cleaning has been done in terms of review, corrections, removing out layers etc. as well to get better results.

5.6.3 Data Analysis

Mainly descriptive statistics has been used for the nature of data. Regression analysis has been used for hypothesis 1. The software used for data analysis are mainly-

- SPSS Inc. 16 and 18
- Microsoft Excel 2013, 2010 and 2007

5.7 Analysis

5.7.1 Descriptive Analysis

5.7.1.1 Age Profile Analysis

The Age groups have been divided in four groups which are 18 years to 30 years, above 30 years to 40 years, above 40 years to 50 years and above 50 years. The most proportion of the field force aligned within 40 years age groups, where for Assistant Sales Representatives and Sales Representatives around 65% (65% and 66%) belong to age group 18 to 30 years, where for Sales Supervisors and Sales Managers more than half (54% and 66%) belong to age group 30 to 40 years. Further, 40% of the Sales Supervisors belong to belong to age group 18 to 30 years (referring to the Table 5-1: Demographic Analysis of Sales team: Age Profile (national)).

Sales personnel	18 to 30	30+ to 40	40+ to 50	50+
ASR	66%	26%	6%	1%
SR	65%	30%	4%	0%
SS	40%	54%	6%	0%
SM	17%	65%	16%	3%
Total	63%	31%	5%	1%

Table 5-1: Demographic Analysis of Sales team: Age Profile (national)

5.7.1.2 Years of Service with BATB distributors

Most of the people have been providing service at maximum 10 years. Within this maximum number of Sales Managers has provided service within 3 to 5 years. On the other hand, Maximum number of Assistant Sales Representatives, Sales Representatives and Sales Supervisors has provided service within above 1 year to 3 years. Therefore, Retention rate is comparatively low (referring to the Table 5 2: Job Tenure wise distribution).

Sales Personnel	0 to 1 year	1+ to 3 years	3+ to 5 years	5+ to 10 years	10+ to 15 years	15+ to 20 years	20+ years
ASR	24%	35%	22%	13%	4%	1%	1%
SR	19%	29%	21%	21%	7%	2%	0%
SS	13%	31%	22%	24%	7%	2%	1%
SM	13%	14%	29%	20%	11%	10%	3%

Table 5-2: Job Tenure wise distribution

5.7.2 Hypothesis 1

Null Hypothesis, H_0 : There is no association between Right Educational Profile and Better Performance of the Sales team's people (in terms of ROI of the distributor).

Alternative Hypothesis, H_A : Right Educational Profile and Better Performance of the Sales team's people (in terms of ROI of the distributor) are associated.

For this hypothesis, Rajshahi Region has been considered as it is a diversified region in terms of educational profile and distributor's ROI or financial performance.

Here, the percentage of Sales team with proper educational profile has been considered within total (H.S.C. and above for Sales Representatives, Graduate and above for Sales Supervisors and Post-graduate and above for Sales Managers, Assistant Sales Representatives have not been considered because their profile uplift is not required). The associated ROI has been considered (data provided in [Appendix 2: Hypothesis 1](#)).

Most of the Assistant Sales Representatives (80%) have studied till class 8 or below. Most of Sales Representatives (47%) passed S.S.C. level. Most of the Sales Supervisors have completed H.S.C. level (52%) maximum and also graduate or Bachelor degree in a significant number (34%). Most of the Sales Managers have completed bachelor degree maximum (55%) where a significant number is having H.S.C. (21%) on the other hand masters (22%) degree.

Sales personnel	Class 8 or below	Class 9 -10	S.S.C.	H.S.C.	BA/ Honors	MA/ Masters	Total
ASR	80%	16%	4%	1%	0%	0%	100%
SR	9%	14%	47%	28%	3%	0%	100%
SS	0%	0%	7%	52%	34%	7%	100%
SM	0%	0%	2%	21%	55%	22%	100%
Total	31%	13%	28%	21%	5%	1%	100%

Table 5-3: Demographic Analysis of the Sales Team: Education Level Profile

From Regression Analysis (SPSS 16.0),

Model	R	R Square	Adjusted R Square	Sig. F Change
1	.652	.425	.361	.030

Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta		
.103	.046		2.240	.052
.458	.177	.652	2.580	.030

Table 5-4: Regression Table- Hypothesis 1

Here, the coefficient of determination, $R^2 = 0.425$ which refers there is linear relationship in the model.

Standardized coefficient, $\beta = 0.652$

The correlation between ROI and proportion of right profile People within the whole sales team is 0.652 which refers to moderate to strong positive relation between the distributor's ROI and proportion of right profile People.

And, level of significance, $p = 0.030$, $\alpha = 0.050$

Therefore, $p < \alpha$

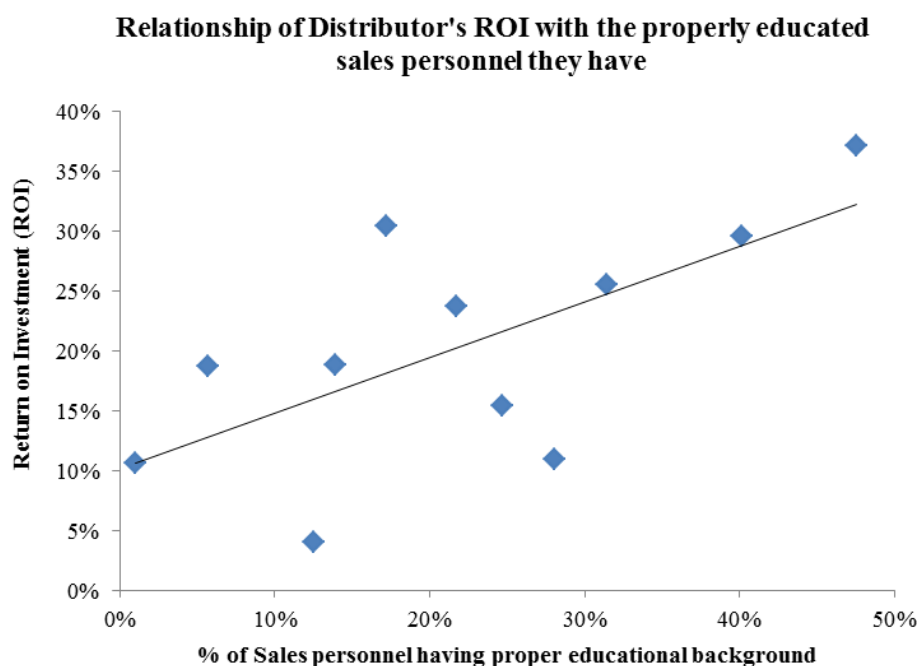


Figure 14 Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational levels - Rajshahi Region

However, in other regions, like Dhaka Region, Chittagong Region and Khulna Region, positive correlation is visible as well. In Sylhet Region only the trend is almost close to zero. The possible reason behind this is a lot of other variables associated with ROI and huge variance within data because of no systematic approach followed (referring to [Appendix 2: Hypothesis 1](#)).

Moreover, whenever a field force has better qualification, it automatically needs to be paid higher which automatically increase the Expenses directly. Yet the return remains higher which reflect the other associated avoidable costs have been reduced obviously with the higher level of efficiency.

Therefore, to conclude, it can be said with 95% confidence that right profile of the sales force has a very significant influence on the better performance of the Sales team's people in terms of ROI (Return on Investment) of a particular distributor of British American Tobacco Bangladesh.

5.7.3 Hypothesis 2

Current Role of Profile of the Sales team needs to be uplifted.

Though inferential statistics could make the analysis more credible, the nature of the information and data require descriptive analysis.

This is the role (standard) profile of Sales Representatives of different market leading companies.

Factors	BATB	Unilever	Pran	Marico	Novartis	Beximco
Age (years)	18-28	20-29	18-26	18-26	21-30	23-31
Education	S.S.C.	H.S.C.	H.S.C.	H.S.C.	Masters	Masters
Salary (thousands BDT)	7.5-8.3	7.5-8.5	6.9-8.1	5.5-7.3	20-23	17.5-20.5

Table 5-5: Current Role profile of the Sales Representatives: Leading Companies

From the information, it is easily found that BATB is lagging behind in term of both education level and salary structure of the Sales Representatives.

The data has been collected from Dhaka Tobacco Industries (DTI), Abul Khair Tobacco Company Ltd. (AKTC), Unilever Bangladesh Ltd. (UBL) and Grameenphone (GP). The data show that for most of the cases, Unilever is leading; besides, Abul Khair Tobacco Company Ltd. (AKTC) and Grameenphone (GP) are also in some cases.

Average salary (BDT)	BAT	DTI	AKTC	Unilever	GP
ASR	6,388	7,164	6,977	7,768	7,833
SR	7,131	8,263	7,939	10,130	9,567
SS	10,496	14,241	14,397	13,673	13,415
SM	17,839	20,345	19,520	21,811	19,741

Table 5-6: Average Salary of the sales force of leading companies

From the national average of the current salary for different sales people, British American Tobacco is still lagging behind.

[This Percentage shows Current BATB sales personnel salary on the average of other strong players' average sales personnel salary.]

This is the table for salary comparison of the distributors' sales personnel of British American Tobacco Bangladesh with strong players' average compensation within tobacco industry. For Dhaka region, BATB is leading on an average comparing to AKTC and DTI. In Chittagong region, the industry standard is maintained almost. But For Khulna and Rajshahi Region the current salary structure is very low with a comparison with the standard where as in Sylhet is better than these two regions yet not up to the industry standard. On the other hand, another observation is for every region Sales Supervisor's salary is very low of BATB.

Sales personnel	Dhaka	Rajshahi	Khulna	Chittagong	Sylhet	National
ASR	105%	72%	82%	97%	92%	90%
SR	103%	74%	78%	95%	88%	88%
SS	84%	60%	66%	83%	71%	73%
SM	110%	82%	73%	98%	79%	89%

Table 5-7: Average Salary of the Sales people of the Leading Companies

Being a market leader, it is significantly important to have competitive workforce and for better performance and job satisfaction, compensation works as a motivator or promoter which also drives performance and productivity of the workforce.

Therefore, Current Role of Profile of the Sales team needs to be uplifted to cope with the future challenge and uphold the current position.

5.7.4 Hypothesis 3

Null Hypothesis: There is no association between Uncompetitive Salary structure and Turnover for Availability of Better opportunity outside.

Alternative Hypothesis: Uncompetitive Salary structure and Turnover for Availability of Better opportunity outside are associated.

Though inferential statistics could make the analysis more credible, the nature of the information and data require descriptive analysis. Besides, more split or in depth information can not be used due to confidentiality of information usage. On the Basis of above analysis Khulna region has been considered for this hypothesis analysis.

Though British American Tobacco Bangladesh is the market Leader within Tobacco industry, comparing to the other strong players of the same industry and market leaders from other industries, the salary structure of the sales team is very low.

For Assistant Sales Representatives, it is 82% of the industry standard. For Sales representatives, it is 78% of the industry standard. For Sales Supervisors, it is 66% of the industry standard. For Sales Managers, it is 73% of the industry standard (From [Hypothesis 2](#)).

Nationally the turnover ratio for any sales team designation/position is around 15%-17%. Among them, Khulna Region has been facing highest level of turnover comparing to the other regions nationally.

% of Total Turnover	Dhaka	Rajshahi	Khulna	Chittagong	Sylhet
ASR	12%	13%	26%	20%	11%
SR	10%	16%	28%	16%	12%
SS	11%	14%	22%	12%	17%
SM	11%	31%	14%	0%	15%

Table 5-8: Regional total turnover ratio

In the detailed national analysis, it is easily noticeable that most of the turnover caused for availed better opportunity outside of the company.

	Terminated for Poor Performance	Terminated for Integrity	Availed better Opportunity Outside	Others	National
ASR	22%	14%	49%	15%	15%
SR	38%	16%	38%	8%	16%
SS	41%	13%	40%	7%	15%
SM	42%	23%	27%	8%	17%

Table 5-9: National Turnover Ratio Split

Khulna and Chittagong both the regions face the maximum level of turnover for availed better opportunity outside of the company.

From the turnover ratio analysis, the reason of the highest level of turnover has been found availability of the better opportunity outside of the company.

Looking at the core, in the Khulna Region, for Assistant Sales Representatives, it is 61% of the total turnover. For Sales representatives, it is 49% of the total turnover. For Sales Supervisors, it is 50% of the total turnover. For Sales Managers, it is 73% of the total turnover.

	Dhaka	Rajshahi	Khulna	Chittagong	Sylhet	National
ASR	35%	49%	61%	59%	50%	49%
SR	32%	29%	49%	49%	23%	38%
SS	38%	28%	50%	46%	40%	40%
SM	20%	10%	75%	33%	25%	27%

Table 5-10: Regional Split: Turnover for Available Better Opportunity Outside

Therefore, it can be said based on the analysis is that uncompetitive salary structure and turnover for availability of better opportunity outside are associated.

5.8 Findings and Conclusion

5.8.1 Findings

- Different intermediaries like distributors, wholesalers etc. remain in the supply chain of large companies mainly for the sales personnel besides the complexity of managing direct distribution from the company.
- Geographical location plays a very vital role for selection criteria of the sales force.
- Proper planning is not visible for the personnel with same educational qualification in different ranking.
- Poor Compensation planning results in less experienced personnel because this cannot retain them in long run.
- A huge amount of turnover a company can face due to the absence of proper compensation planning with a comparison to the standard of the industry or market if there is better opportunity available.
- It is more expensive to keep sales force with standard profile for which company needs to provide higher compensation. But their efficiency and productivity of performing tasks minimize other associated costs caused by ineffective work delivery in a greater amount. Overall it reduces the operational expenses.
- When market is very competitive, efficient work force especially sales team with a standard profile is the way to survive and uphold the right position.
- For FMCG Company, the higher amount of revenue depends on distribution or channel management. Therefore, sales personnel's efficiency affects company's sales and revenue a lot.

5.8.2 Recommendation

- Sales team needs to be very efficient to handle the work complexity in the trading and distribution especially in FMCG industry.
- Though there is huge gap between standard role profile and actual role profile of the sales force, a good number of sales people who are in below right profile category, have spent significant number of years with this company or have significant experience of working for some other companies. Only because they are not having right profile, they cannot be laid off because experience also adds high value.
- The standard profile should be considered for the new recruitment company is going to have.
- Uplift will generate a huge amount of expenses which will reduce the particular distributor's ROI. Therefore, it can be done year to year basis rather than uplifting full field force at a single time.

5.8.3 Conclusion

To sum up, it can be said that Sales force or the distributors' people's performance hugely affect any big business that hugely depend on the distributors for their huge and complex distribution network. To sustain in the long run, a company needs to obviously put extra emphasize on the sales force, especially whether they are skilled and literate enough according their job nature. Good compensation is a driving source behind the performance of the team and also retention for a longer time span which controls the turn over significantly. No matter how much strong the company is in the market now, it does not make sure that the company will be the strong player in future if it does not put emphasize on its resource especially human resource development. Besides, the competition is getting intense and complexity of work as well. In FMCG industry it is more applicable because it deals with more complex distribution network for their product's nature. Putting more emphasize on the tobacco industry, as the brand promotion/direct marketing or above the line marketing scope is very low and getting restricted day by say, it is very obvious that they need to put more emphasize on their distribution on which consumers' brand knowledge about them is dependent. Therefore, core sales team needs to be very efficient to make sure the whole distribution system is very much efficient and capture greater market.

5.9 Limitations

- Differentiation is sales force profile depends on a lot of factors like geographical location, necessity etc. Therefore it was a bit challenging to keep all the distributors in the same platform. Because of this most of the analysis has been subdivided according to region rather national while required. As the company maintain a huge distribution network, it was a bit difficult to collect data accurately as the understanding level also varies. This is a huge project. It deals with lot of confidential information for which information confidentiality has been maintained.
- This report has been made based on mainly tobacco industry. Most of the data has been used based on British American Tobacco Bangladesh, not in global market, or whole FMCG sector. But it opens up scope for further analysis and generalization on further similar kind of business operation within Tobacco industry and FMCG sector.
- There was confidentiality in information usage. Therefore, for some hypothesis descriptive statistics has been used rather inferential statistics. Besides, the nature of the information or data used for those hypothesis testing is not suitable for inferential statistics.



Chapter 6

6. Appendix

6.1 Appendix 1: Field Force Profile information Template

Region	Area	Distributor	Depot	Location	FF	Age Profile				
						18 to 30	30 to 40	40 to 50	50+	Ave. Age
					ASR					
					SR					
					SS					
					SM					
					BM					
					GK					

Table 6-1: Sales team's Information Collection Template: Age Profile

FF	Education Level						Any Prior Experience
	Class 8 or below	Class 9 -10	S.S.C.	H.S.C.	BA/ Honors	MA/ Masters	
ASR							
SR							
SS							
SM							
BM							
GK							

Table 6-2: Sales team's Information Collection Template: Education Level Profile

FF	Average Salary				
	BAT	DTI	AKTC	Unilever	GP
ASR					
SR					
SS					
SM					
BM					
GK					

Table 6-3: Sales team's Information Collection Template: Average Salary of different leading companies

FF	Average Salary against Education Level					
	Class 8 or below	Class 9 -10	S.S.C.	H.S.C.	BA/ Honors	MA/ Masters
ASR						
SR						
SS						
SM						
BM						
GK						

Table 6-4: Sales team's Information Collection Template: Average Salary against education level

FF	Years of Service with BATB distributor						
	0 to 1 year	1+ to 3 years	3+ to 5 years	5+ to 10 years	10+ to 15 years	15+ to 20 years	20+ years
ASR							
SR							
SS							
SM							
BM							
GK							

Table 6-5: Sales team's Information Collection Template: Years of Service with BATB distributor

FF	Total turnover ratio			
	Terminate for poor performance	Terminated for integrity	Available better opportunity outside	Others
ASR				
SR				
SS				
SM				
BM				
GK				

Table 6-6: Sales team's Information Collection Template: Total Turnover Ratio Split

FF	Other Benefits		
	Festival Bonus provided by distributors (Y/N)	Annual Salary increment provided by distributors (Y/N)	Average Yearly Salary Increment in %
ASR			
SR			
SS			
SM			
BM			
GK			

Table 6-7: Sales Team's Information Collection Template: Other benefits

FF	Average Salary against Education Level as per local market standard					
	Class 8 or below	Class 9 -10	S.S.C.	H.S.C.	BA/Honors	MA/Masters
ASR						
SR						
SS						
SM						
BM						
GK						

Table 6-8: Sales team's Information Collection Template: Average Salary against Education Level as per local market standard

6.2 Appendix 2: Hypothesis 1

Proportion of the Sales team above role profile VS ROI of the House - Rajshahi Region

% of Sales team having standard or above education level within total	ROI of the House
48%	37%
17%	30%
25%	15%
28%	11%
13%	4%
22%	24%
40%	30%
14%	19%
31%	26%
6%	19%
1%	11%

Table 6-9: Hypothesis 1 data: Proportion of the Sales team above role profile VS ROI of the House: Rajshahi Region

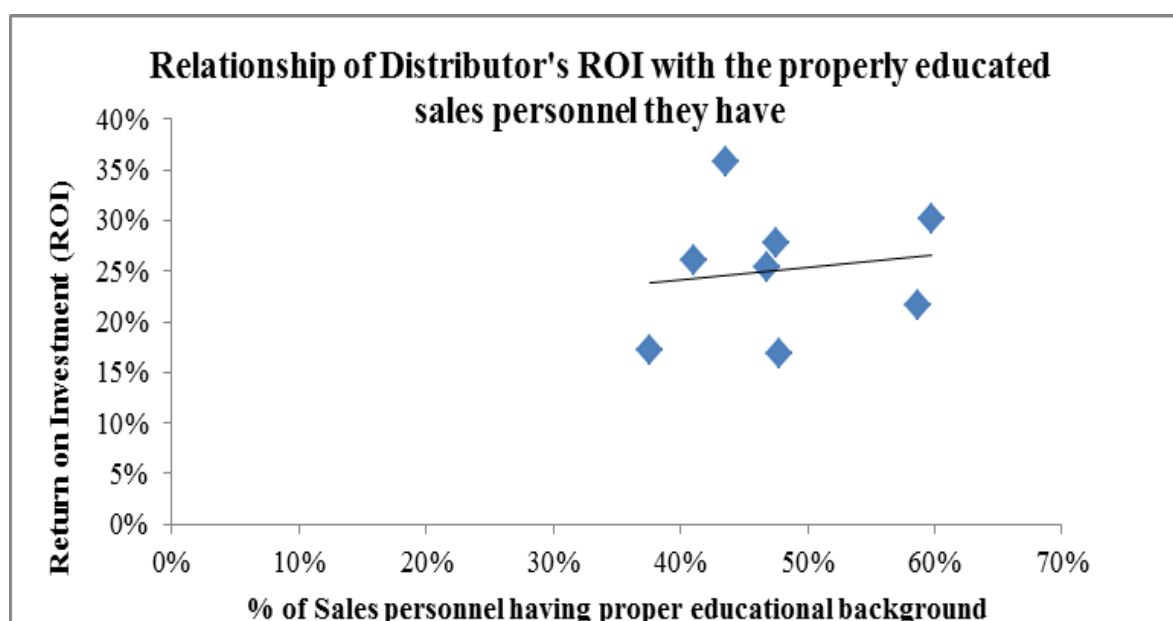


Figure 15 Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational level: Dhaka Region

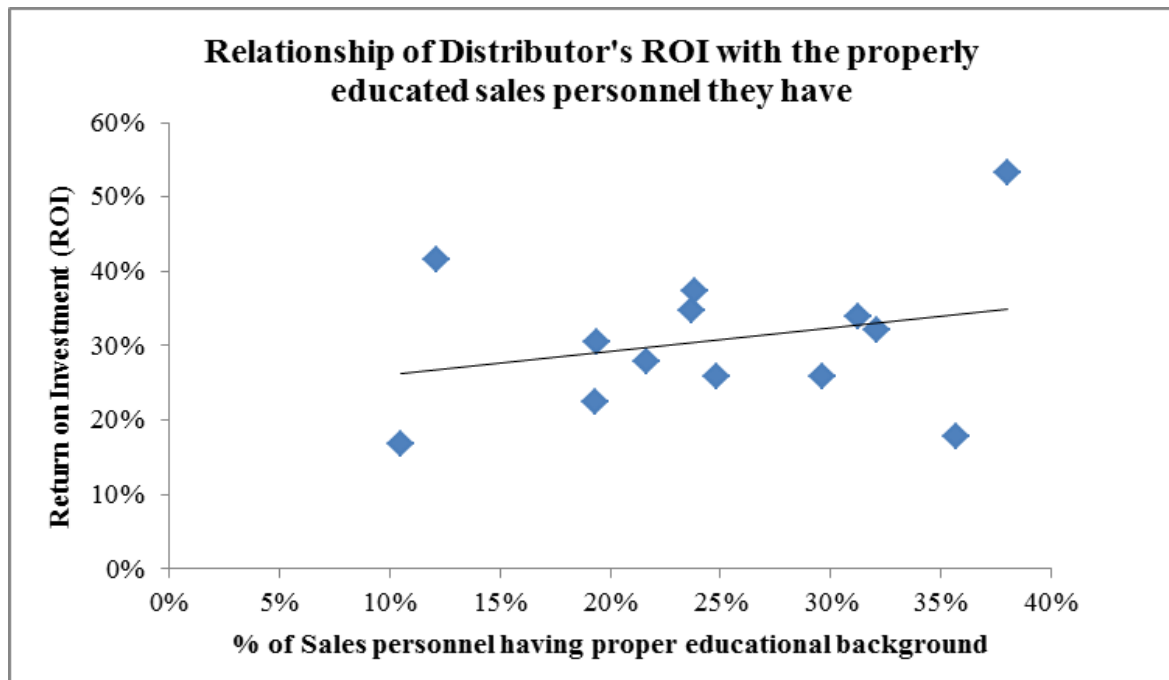


Figure 16 Hypothesis 1: Relationship between Distributor's ROI VS Sales Force Educational levels: Chittagong Region

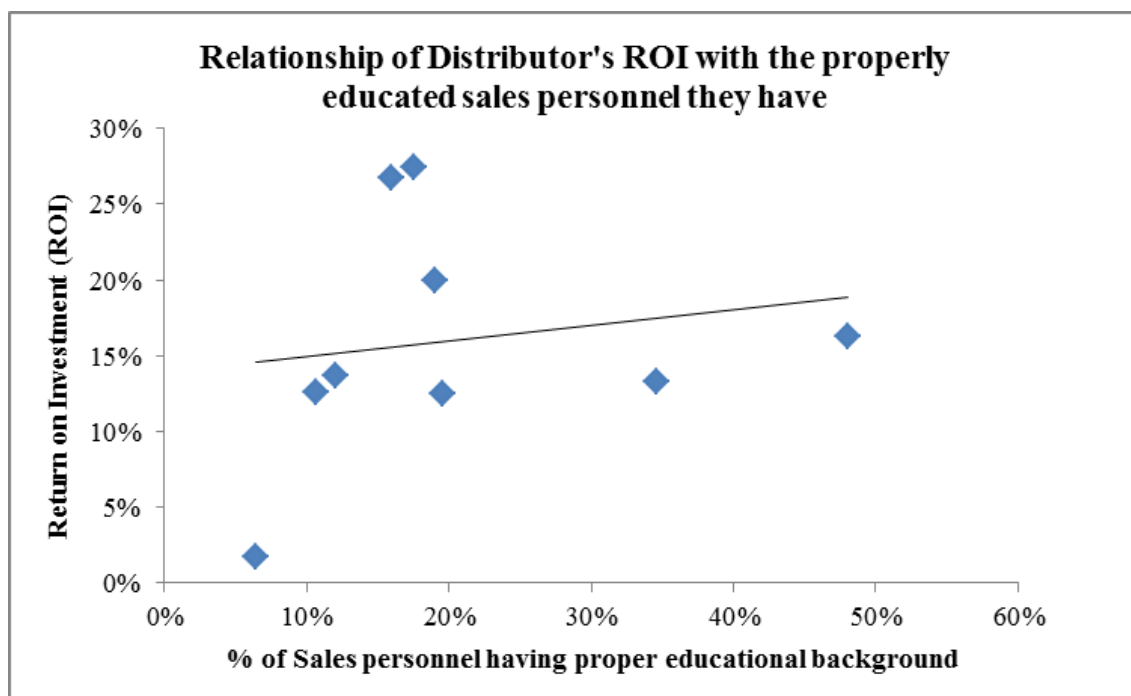


Figure 17 Relationship between Distributor's ROI VS Sales Force Educational levels: Khulna Region

6.3 Appendix 3: Analysis

	18 to 30	30+ to 40	40+ to 50	50+	Total
ASR	1854	718	179	38	2789
SR	3220	1480	198	20	4918
SS	306	407	43	1	757
SM	26	102	25	4	157
Total	5406	2707	445	63	8621

Table 6-10: People number-Profile Analysis: Age

	Class 8 or below	Class 9 -10	S.S.C	H.S.C	BA/ Honors	MA/ Masters	Total
ASR	2230	442	101	16	0	0	2789
SR	441	674	2293	1377	127	6	4918
SS	0	1	53	392	256	55	757
SM	0	0	3	33	87	34	157
Total	2671	1117	2450	1818	470	95	8621

Table 6-11: People number-Profile Analysis: Education level

Dhaka Region					
	BAT	DTI	AKTC	UNILEVER	GP
ASR	7,950	7,869	7,228	9,559	8,500
SR	9,372	9,471	8,714	14,064	13,335
SS	14,694	17,668	17,157	18,896	18,486
SM	28,044	26,258	24,833	30,992	28,157

Table 6-12: Average salary of leading companies: Dhaka Region

Rajshahi Region					
	BAT	DTI	AKTC	UNILEVER	GP
ASR	4,621	6,542	6,333	6,442	6,500
SR	5,868	8,183	7,733	8,975	8,625
SS	8,129	13,375	13,875	12,375	12,383
SM	12,486	17,550	12,964	17,917	18,292

Table 6-13: Average salary of leading companies: Rajshahi Region

Khulna Region					
	BAT	DTI	AKTC	UNILEVER	GP
ASR	5,525	6,907	6,560	7,267	8,000
SR	6,081	7,940	7,553	9,587	8,607
SS	8,300	12,700	12,508	12,236	11,814
SM	13,830	19,909	18,000	18,523	16,608

Table 6-14: Average salary of leading companies: Khulna Region

Chittagong Region					
	BAT	DTI	AKTC	UNILEVER	GP
ASR	7,312	7,450	7,578	8,211	8,333
SR	7,369	7,722	7,856	8,944	8,572
SS	11,073	13,250	13,583	13,000	12,667
SM	17,152	17,875	17,188	20,125	16,563

Table 6-15: Average salary of leading companies: Chittagong Region

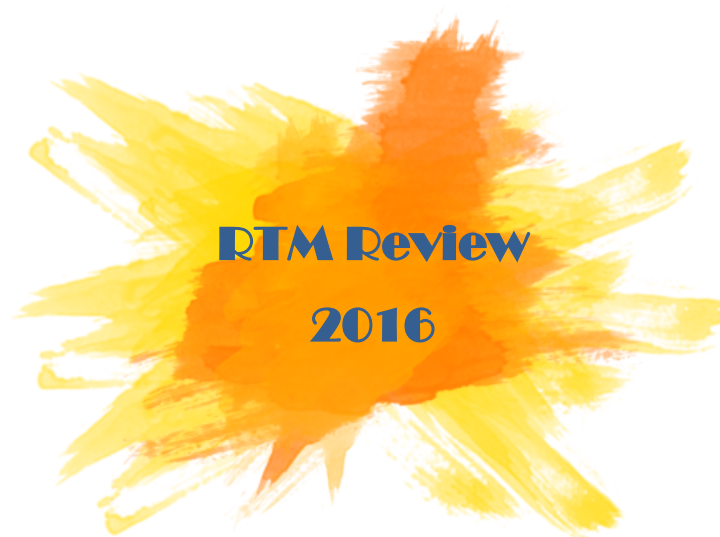
Sylhet Region					
	BAT	DTI	AKTC	UNILEVER	GP
ASR	6,532	7,055	7,188	7,361	N/A ⁶
SR	6,968	7,997	7,838	9,078	8,694
SS	10,283	14,214	14,863	11,856	11,725
SM	17,683	20,133	24,617	21,500	19,088

Table 6-16: Average salary of leading companies: Chittagong Region

⁶ N/A: Not Applicable

6.4 List of Abbreviations

- DX: Distribution Excellence
- RTM: Route To Market
- TM&D: Trade Marketing and Distribution
- ASR: Assistant Sales Representative
- SR: Sales Representative
- SS: Sales Supervisor
- SM: Sales Manager
- ATMO: Area Trade Marketing Office
- RTMO: Regional Area Trade Marketing Office
- DSS: Direct Store Service
- NDSS: Non-Direct Store Service
- BATB: British American Tobacco Bangladesh
- FMCG: Fast Moving Consumer Goods
- GDB: Global Drive Brands
- ADS: Average Daily Sales
- ROI: Return On Investment
- KPI: Key Performance Indicators
- FIFO: First In First Out
- FF: Field Force
- EC&C: Enterprise Cash and Carry
- C&C: Cash and Carry



Chapter 7

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7.1 Referee

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