

**The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL):
Strengthening Employee Engagement and Organizational Consistency**

By

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A internship report submitted to the BRAC Business School in partial fulfillment of the requirements for
the degree of Master of Business Administration

BRAC Business School

BRAC University

October, 2025

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Declaration

I am hereby stating the internship report, which is called The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL): Strengthening Employee Engagement and Organizational Consistency has been prepared by me as part of a requirement of completing my Master of Business Administration at BRAC University.

I am ascertaining that this report is attributed to my personal work and effort in the process of undertaking my internship in Berger Paints Bangladesh Limited (BPBL). The report itself does not include the material published or written by any third party without the relevant references and citations that have been duly made.

Moreover, this report has not been submitted in whole or part to any other degree, diploma or academic qualification at any other institution.

I have mentioned all the sources of data and support that I have utilized in the process of writing this report.

Student's Name & Signature: Celia Sandra Gomes

Date: 5th October, 2025

Letter of Transmittal

Dr. Iftekhar Ul Karim
Assistant Professor
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report on the topic of Strengthening Employee Engagement and Organizational Consistency submitted with regards to The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL).

Dear Sir,

With due respect, I would like to submit my internship report titled The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL): Strengthening Employee Engagement and Organizational Consistency written as a partial requirement to the.

Master of Business Administration (Major in Marketing) at BRAC University.

The present written report is based on my accumulated knowledge and experience over the period of internship that I have spent at Berger Paints Bangladesh Limited (BPBL). It provides a detailed study of the internal marketing strategy of the organization, and the way it is reflected in its employees.

level of engagement and consistency of internal marketing practices across the organization with respect to marketing strategy.

I have employed all the means possible in such a way that this report is prepared with honesty and diligence to meet the academic requirements and expectations. There is no doubt that the results and findings acquired in this study will provide an elucidative explanation of the internal marketing strategies taken by BPBL.

I would like to thank you so much because of your advice, encouragement and suggestions in preparation of this report.

I believe the report meets your expectations and will assume the role in which it is supposed to be.

Non-Disclosure Agreement

This Non-Disclosure Agreement is made and concluded between Berger Paints Bangladesh Limited (BPBL) and the undersigned student of BRAC University.

The undersigned student understands that confidential information about the internal operation, internal business strategies, employee engagement practices of Berger Paints Bangladesh Limited (BPBL) and other business-related information may be learned during the internship period.

In exchange for being offered the opportunity to perform the internship, the undersigned student agrees to:

1. Maintain confidentiality of all proprietary information, documents and data received in the internship period.
2. Not disclose, disseminate or copy any confidential information without prior written authorization of Berger Paints Bangladesh Limited (BPBL).
3. The information collected is to be used only for the preparation of the name of the internship report entitled "The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL): Strengthening Employee Engagement and Organizational Consistency" and for learning purposes only.
4. Return or properly dispose of confidential materials at end of internship if requested by the organization.

By signing this agreement, the undersigned student acknowledges that she is following the company confidentiality policies and that it is of utmost importance to protect sensitive business information.

Authorized Representative of Berger Paints Bangladesh Limited (BPBL):

Name: Ms. Afrina Nazneen

Designation: Manager Culture & Employer Branding, HR & Administration

Signature & Date: 5th October, 2025

Student:

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Name: Dr. Iftekhhar Ul Karim

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Signature & Date: 5th October, 2025

Acknowledgement

To begin with, I must mention that it was Almighty God who gave me the strength, patience and wisdom to fulfill my internship and prepare this report, titled: The Internal Marketing Practices at Berger Paints Bangladesh Limited (BPBL): Strengthening Employee Engagement and Organizational Consistency.

And lastly, I wish to express my sincere gratitude to my academic supervisor, Dr. Iftekhar Ul Karim, Associate Professor, BRAC Business School, BRAC University, whose guidance, priceless recommendations and unending support are invaluable as I prepared this report. His support and counsel have proved invaluable in assisting me to enhance the nature and depth of my work.

I also greatly appreciate having been offered the chance to work as an intern and receive an experience at the Berger Paints Bangladesh Limited (BPBL). Ms. is especially grateful to me.

Afrina Nazneen, Manager Culture and Employer branding, HR and Administration, as she guides, is a motivator and source of information that is useful in terms of understanding how the company undertakes internal marketing process and how it engages employees.

I would also like to note to all members of BPBL that helped me throughout my internship by being available to me whenever I needed them regarding time, knowledge base and experiences. Without them and their cooperation, this report would not have been possible.

Lastly, I would like to express my gratitude to my family, friends and classmates who supported me without conditions, gave me motivation and prayers which facilitated successful completion of this journey.

Executive Summary

This internship report examines the internal marketing practices at Berger Paints Bangladesh Limited (BPBL), focusing on employee engagement and organizational consistency. The research was conducted over a 3-month internship period using a combination of direct observation, surveys, and interviews with HR officials and departmental managers. The study finds that BPBL's internal marketing practices—such as structured training programs, open recognition systems, and multi-channel communication—play a significant role in enhancing employee engagement. However, challenges such as workload management, cross-departmental collaboration, and retention of young talent were identified as areas for improvement.

The recommendations emphasize enhancing cross-departmental integration, providing more learning opportunities through digital platforms, and introducing conditional work arrangements to further promote employee engagement and satisfaction. The study also suggests implementing a clear prioritization of short-, medium-, and long-term actions to strengthen organizational consistency and improve employee retention.

BPBL, on the other hand, has the problem of workload management, cross departmental work and retaining young talent. The other suggestions are enhanced cross-departmental integration, availability of more learning opportunities through digital platforms, and implementation of conditional working arrangements that can further promote engagement.

To sum up, the inner marketing systems of the BPBL work well in improving the work performance of its employees, consistency of the employees and the organization and assisting it to maintain its position of market leadership in the Bangladesh market of paints and coatings.

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Chapter 1: Introduction

The contemporary business environment is increasingly becoming more competitive, and organizations have continuously sought to retain talented workers, to create more of employee engagement, and to sustain at large. Internal marketing, which strives to make employees internal customers and align them with the organizational vision, values, and goals, is one of the most efficient ways of achieving these purposes. Internal marketing is required to involve the employees by letting them know the best contribution they can make to the product or service quality and enhance effectiveness of the organization.

Berger Paints Bangladesh Limited (BPBL) one of the most popular paint producing companies in the country have proven to be a trend setter with regards to introducing new marketing schemes not only to its external customers but also to its own employees. BPBL is a firm which believes in strategic activities which serve to facilitate their employee satisfaction and growth to create a unified motivational workforce that collaborates to produce high performance. Developing a great focus on its people, the firm has been able to generate a high level of impact on its employee engagement and maintain organizational consistency as well as provide high value to its customers.

International Journal of Business Management and Human Resource Research - A research on the internal marketing practices adopted by BPBL and how they contribute to the achievement of the following goals: development of employee attitude, performance and a sense of ownership in the company The study also examines the role and impact of the internal communication, training, incentive structures on the success of BPBL.

1.1 Background of Study

Employees are considered as one of the greatest assets of an organization in this competitive business world. Increasing numbers of organizers are realizing that a motivated and engaged workforce directly impacts productivity, consumer satisfaction and profitability. Internal marketing bridges the gap that exists between the contentment of employees and organizational interests since it assists individuals to comprehend the purpose of the organization and connects them to the vision of the organization. Berger Paints Bangladesh Limited (BPBL), which is one of the most reputed organizations in the paint industry in Bangladesh, has been adhering to internal marketing practices so that they can maintain its competitiveness. The company is geared towards establishing people-centric culture in which the workers are brand ambassadors. Through this, BPBL would be allowing the internal strategies that it has to play out externally, maintain their market leadership, retain the best in their team and enhance its performance.

1.2 Rationale of the Study

In the modern competitive labor market, employers are becoming more aware of the fact that their employees are not simply a labor force but also internal stakeholders that directly affect organizational development and reputation. In creating trust, motivation, and commitment of employees, therefore, internal marketing is crucial. Companies can enhance job satisfaction, decrease turnover and maintain consistency in service delivery by delivering on the organization goals and objectives by treating them as internal customers and aligning their goals with those of the organization.

In the case of Berger Paints Bangladesh Limited (BPBL), internal marketing has gained a special significance since the company is one of the main players in the market of paints and coats in Bangladesh. As business and industry rapidly develop, the customers are getting more demanding and the competitors are both local and international, therefore, BPBL needs to be supported by its motivated and engaged workforce to ensure the leadership position is preserved. The success of an organization is affected by the way it conveys its values within the organization, growth opportunities and the environment it offers to its employees.

The importance of studying the internal marketing practices of BPBL is that it will show how a large and well-established company can involve its employees to achieve consistency in different departments and keep its operations working smoothly and its reputation level of quality. In addition, the results of this research can also indicate best practices to other organizations in Bangladesh aiming at enhancing employee engagement and attaining long-term organizational stability.

1.3 Objectives of the Study

The overall objective of the study is to examine the internal marketing activities of BPBL and evaluate the effects of the internal marketing activities on the employees and integration of an organization.

The specific objectives are:

- a. To determine the most significant internal marketing activities and strategies of BPBL.
- b. These practices will help you learn how they influence job satisfaction and employee motivation on this course.
- c. To challenge the input of internal communication and development of organizational alignment.
- d. To know how employee engagement is associated with organizational congruence.
- e. To suggest how internal marketing practices by BPBL can be refined.

1.4 Scope of the Study

The scope of this report covers only Berger Paints Bangladesh Limited and practices of internal marketing of the company. It is mainly concerned with programs to involve workers, boost communications within the workplace, and perform job satisfaction. The study looks at aspects

such as employee motivation, training and development, performance management systems, and internal communication systems. However, BPBL external marketing strategies, business financial performance and detailed comparison with competitors have not been included in the scope of this report.

1.5 Methodology of the Study

The report has been prepared using both primary and secondary data.

The primary data was obtained through direct contact with the HR officials of BPBL, managers and employees during the internship. The information obtained during other departmental processes and through observations and through informal contact with the staff was also helpful. Official publications on the subject and other related research, annual reports and company-related brochures and publications about internal marketing, secondary data were obtained. Data which is not available within the Human Resource Internship department was obtained online, in research articles and other studies concerning employee engagement and organizational behavior.

1.6 Significance of Study

The report is significant in a variety of aspects. In case of BPBL it provides a detailed evaluation of the effectiveness of its current internal marketing practices, and it would need to improve in what areas. To the employees, it will reflect how the engagement activities will influence their motivation and satisfaction and their general experience within the organization. On the academic front, the report may be termed as having contributed to the body of knowledge on internal marketing and the role it plays in ensuring that an organization achieves consistency within it. Moreover, the researchers can use this research in the future as a reference when carrying out research on matters involving employee engagement and organizational development.

1.7 Limitations of the Study

Despite all measures put in place to achieve accuracy, this research possesses some limitations. The internship period was also not very long and limited the scope of data collection. Company regulations gave only partial access to some of the confidential company information, such as the strategic HR policies and financial data. Also, responses given by the employees through survey

and discussion might portray their personal biases. Lastly, this research is only about BPBL and is not comparative research with other paint industry competitors.

Chapter 2: Company Profile

One of the biggest paint manufacturers in is Berger Paints Bangladesh Limited (BPBL). Bangladesh has become a household name that is associated with quality and innovation. Having a global research and development which spans a period of over two centuries and a history in Bangladesh that spans over four decades, BPBL has proved itself a trailblazer in the decorative and industrial coatings industry. To retain the market leader position, the company has managed to maintain its social profile. continuous implementation of new high-quality technologies, innovative goods and marketing behavior. Its success is based on product characteristics as well as a strong rejection of all other strategies: its power is in people, processes and sustainable development.

2.1 History of Berger Paints Bangladesh Limited

Berger Paints has a history that can be traced back to 1760 when a German businessman, Louis Berger established an organization to produce pigments in the UK. During the coming years, the company extended its tentacles to other regions of the globe, to become one of the most identifiable brands in the. paints and coating sector

In Bangladesh, Berger opened its business in 1950 as Berger International Limited within Bangladesh and then became Berger Paints Bangladesh Limited (BPBL). In 2006, BPBL became listed on the Dhaka Stock Exchange (DSE), further establishing its status as a leading market company in the paint sector. Today, BPBL runs several state-of-the-art manufacturing facilities, a national distribution network, and hundreds of retail outlets that deliver its products to customers all over the country.

2.2 Vision, Mission, and Core Values

BPBL's achievement is led by a vision, mission, and core values which guide BPBL's operations and culture.

- a. Vision: To be regarded as the most trusted and innovative paint solutions provider of Bangladesh.
- b. Mission: To provide outstanding products and services designed to enhance customers' lives and maintain employee satisfaction and organizational sustainability
- c. Core Values:
 - i. Customer Centric: Excellence in Experience

- ii. Innovation: Effortless advancement in product and processes
- iii. Integrity - using a transparent and ethical approach to our work.
- iv. Sustainability: Responsible Operational Environments
- v. People - centric: Treating people as internal customers

2.3 Organizational Structure

BPBL has a well-structured hierarchy that allows good communication, efficient operations and appropriate decision-making. The managing director leads the company, with functional heads under the leadership of the managing director who oversee indigenization, marketing, finance, human resources, research and development, etc. Under them, there are cluster managers in charge of the various departments who specialize in achieving organizational goals.

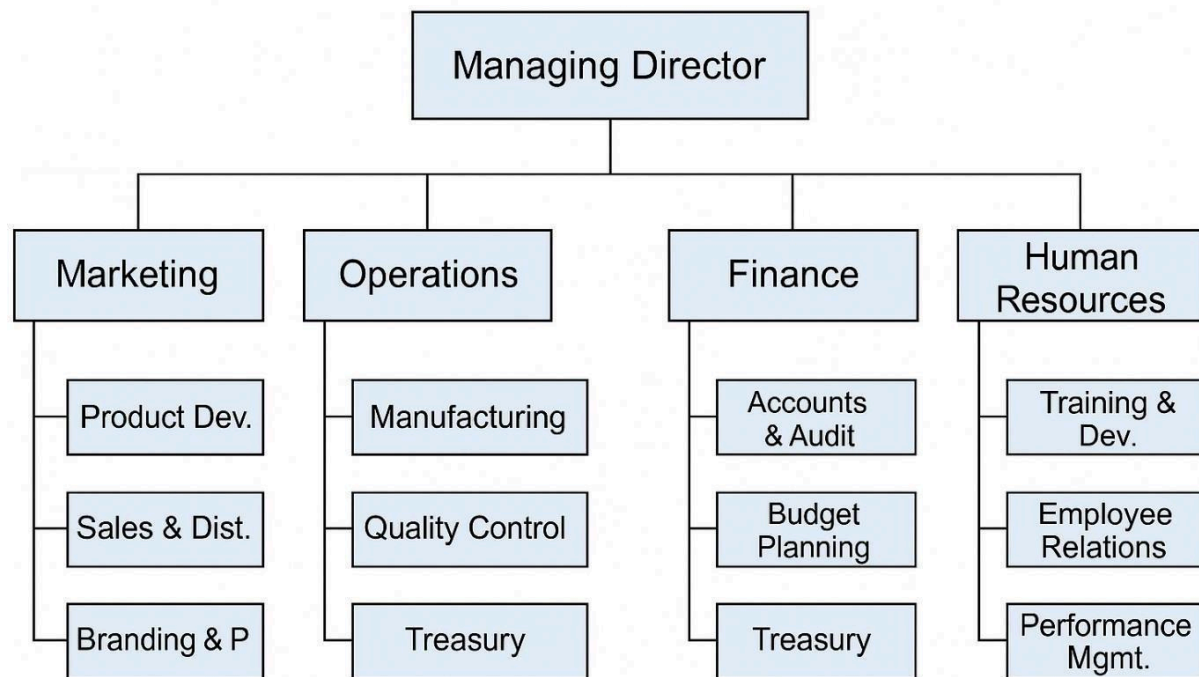


Figure 1 Organizational Structure of BPBL

2.4 Products and Services

BPBL has a wide range of products selected from decorative paint, industrial paint, protection paint, marine paint, and car paint. It finds applications in residential as well as commercial markets with products varying from top quality finishes for walls to outlet coatings used in heavy industries.

Category	Products	Target Market
Decorative Paints	Weathercoat, Luxury Silk, Robbialac	Residential & Commercial
Industrial Coatings	Epoxy Coats, PU Coats, Protective	Manufacturing Industries
Marine Paints	Anti-corrosive & Waterproof Coats	Shipyards & Ports
Automotive Paints	Auto Lacquers & Topcoats	Automobile Manufacturers
Wood Finishes	Varnishes, Stains, and Melamines	Furniture Manufacturers

Table 1 Major Product Segments of BPBL

2.5 Market Position and Performance

Berger Paints Bangladesh Limited (BPBL) has become the market leader in the paint and coatings products sector of Bangladesh, with a substantial portion of the decorative paint segment. By developing new innovative, good brand equity and extensive distribution products over the years, the company has been able to outsmart the competition. It also enjoys a strong reputation in its leadership in the market due to long-term commitment to research and development (R&D), advanced manufacturing facilities as well as comprehensive customer focus-based marketing campaigns. Another measure of BPBL performance is financial stability. As a publicly traded company in the Dhaka Stock Exchange (DSE), it has been experiencing steady growth in revenue throughout the past decade despite the issues associated with the volatility of the prices of raw materials and the growing competition. Diversification of the company has enabled it to have more customers through being able to provide decorative, industrial, marine, automotive and protective coating. In addition to the quality of its products,

the company is successful due to good distribution network. BPBL has numerous dealers and retailers and exclusive shops across the nation that make it available to both city and non-city consumers. Its market presence is also strengthened by its customer centric marketing policies such as color advisory programs, programs of training its painters and their loyalty schemes. BPBL is becoming more susceptible to multinational rivals like Asian Paints and hard domestic rivals like RAK Paints and Elite Paints. Nonetheless, it is still trusted and loyal to the customers, given its well-established brand image, high-quality of products, and sustainability. BPBL is planning to make more quality products and use greener paints in the future, in response to the global sustainability trends. Staying innovative and affordable will enable BPBL to stay at the top of the pack, and it will adapt to the market forces in Bangladesh.

<i>Company</i>	<i>Market Share (%)</i>
<i>BPBL</i>	52%
<i>Asian Paints</i>	20%
<i>RAK Paints</i>	12%
<i>Others</i>	16%

Table 2 BPBL's Estimated Market Share in Bangladesh (2025)

2.6 Human Resource Practices

Human Resource (HR) practices in Berger Paints Bangladesh Limited (BPBL) is highly significant in ensuring the growth of the company as well as its market leadership. BPBL appreciates its employees as one of its most important resources and as such it constantly invests in the development and retention of a skilled, motivated and loyal workforce. The HR department focuses not just on recruitment and training, but on the engagement of employees, performance management and career development so that there is a balance between organizational requirements and employee satisfaction. BPBL hires are organized in a manner that will bring in talented people who fit in with the company values and culture. Most of the time external hiring is combined with internal promotions so that there is a balance between new ideas and experience in an organization. Upon recruitment, the employees receive technical and soft skills training, which makes them stay competitive in a dynamic market. Training programs can be in the form of product knowledge training to sales staff or development of leaders to the managers to enable employees grow within the organization. BPBL performance management is meant to be merit based and transparent. Informal reviews are carried out on the employees periodically and the contribution of the employee is measured against well-definition performance variables. Promotions, bonuses and recognition programs are used to reward the employees who perform at a high level whereas the non-performing employees are offered coaching and skill development programs. This will not only motivate the employees, but it will also establish a culture of

responsibility and justice.

Employee engagement is the other aspect that contributes to the HR practices of BPBL. To ensure that employees feel like they are in a community, the company arranges town hall meetings, team building and cultural activities. Open-door policies are communication policies that encourage communication between staff and management where employees are encouraged to share the ideas and feedback received. Also, BPBL has a strong focus on the welfare of its employees in providing competitive pay scales, medical insurance, and work-life balances. The emphasis on professional and personal development will guarantee the company greater job satisfaction and reduce job turnover rates. In general, the HR practices of BPBL can be characterized by people-centered approach in which employees are supported, empowered, and encouraged to make a difference. This dedication towards human resource development has enabled BPBL to develop a strong organizational culture, consistency throughout its operations and retention of its name as one of the best employers in the Bangladesh paint and coatings sector.

2.7 CSR and Sustainability Initiatives

BPBL also deals with CSR and sustainability of the environment. Its community development activities also include community education and health, and environmental conservation. It has employed greener manufacturing and low VOC paints, which implies it does not leave any footprint on the planet.

2.8 Summary

The innovations, people and brand culture have been the cost of BPBL market leadership position, which has existed decades. The company has been able to maintain competitiveness even as it pursues sustainable growth by making the employees more committed and concentrating on alignment of the organization.

Chapter 3: Analysis of Internal Marketing Practices

Berger Paints Bangladesh Limited (BPBL) has not only been able to establish itself as a leader in paints and coatings industry, but it has also been able to demonstrate a good example of good internal marketing. The company considers the employees as its prime internal customers as it appreciates the fact that the level of satisfaction, motivation and loyalty of the employees are the primary success drivers in an organization. BPBL deems it to be on internal marketing because it is based on the principle of considering employees as brand ambassadors who must be aligned with the mission, vision, and values of the company. The organization is sensitive in policies, programs and initiatives formulation to ensure that the employees are engaged, informed and empowered to make meaningful contributions. The chapter provides an exhaustive analysis of the strategies employed by BPBL in internal marketing including employee involvement strategies, frameworks of communication, training and development, rewards and rewards systems and how all these marketing strategies have led to the uniformity of the organization in general.

3.1 Overview of Internal Marketing at BPBL

Internal marketing in the business of Berger Paints Bangladesh Limited (BPBL) is considered as a strategic process of aligning employees with the vision and objectives of the company and to make them feel valued and motivated. BPBL understands that happy and involved employees will be more inclined to become brand ambassadors and provide the best services to customers and organizational consistency. Consequently, the firm has incorporated internal marketing into its human resource and communication policies, which keep the workforce dedicated, productive and informed.

Open communication involves internal marketing at BPBL. The management periodically integrates the performance of the company, new product entries and focus areas of the company in the form of meetings, emails and internal portals. This is a promise that employees on all levels are fully aware of what the company is attempting to achieve and what everyone can do to achieve it. Communication (two-way) is also an organizational concern, at which the company must motivate employees to speak out and provide feedback, which helps build trust and inclusiveness.

Another aspect of BPBL internal marketing is employee recognition and reward. The performance appraisals are not pegged solely on the financial rewards but on career development opportunities that give the employees a clear-cut motivation in performing. With the identification of organizational success and individual effort, BPBL creates a sense of ownership in the minds of its staff.

It is also at the forefront of training and development. BPBL invests a great deal of money in training and development programs that include both technical knowledge and leadership and personal development. This is to ensure that not only are the employees competitive in their respective areas, but also this makes them feel that the company cares about their long-term success. Lastly, the philosophy of internal marketing of BPBL is founded on the principle that employees who are motivated will result in happy customers. By assuming a high degree of focus on communication, appreciation and continuous improvement, BPBL has created a working environment where employees are interested,

stable in performance and goal oriented towards organizational objectives.

3.2 Employee Engagement Strategies

Employee involvement is one of the priorities of the Berger Paints Bangladesh Limited (BPBL) because the company believes that a motivated and satisfied workforce is the direct contributor of organizational success. To ensure attendance, BPBL has initiated several steps to aid employee professional growth, recognition and their welfare. The introduction of recognition and reward procedures is among the most obvious ones. High performance staff members at BPBL are rewarded through awards, public recognition and performance bonuses. This recognition can facilitate the motivation of people and healthy competition and organizational excellence culture. BPBL is also concerned with the concept of 24/7 communication so that the employees should feel that they are part of the mission and values of the company. The town hall meetings, meetings in departments and meetings between the leaders and the employees allow the employees to know the updates of the company in addition to providing them with a platform through which they can air their grievances. This open communication line makes employees feel part of the organization and assists in building trust between the employees and the management. Another important issue in the engagement strategy of BPBL is work-life balance and well-being. The company organizes cultural events, sporting competitions, and wellness programs to reduce stress levels and offers an excellent workplace atmosphere. Secondly, the staff may be better able to balance personal and work life with the help of flexible leave policies and employee support programs. Engagement is also very concerned with career development and training. BPBL is also engaging in professional development through skill-building workshops, leadership development and mentorship. Workers become more involved when they are assured of growth and promotion in the organization. The overall employee engagement strategies of BPBL are meant to ensure that employees feel they are valued, connected and motivated. Through recognition, communication, well-being programs and career development opportunities, the company has developed a supportive culture in which employees are motivated to make feedback every day towards organizational success.

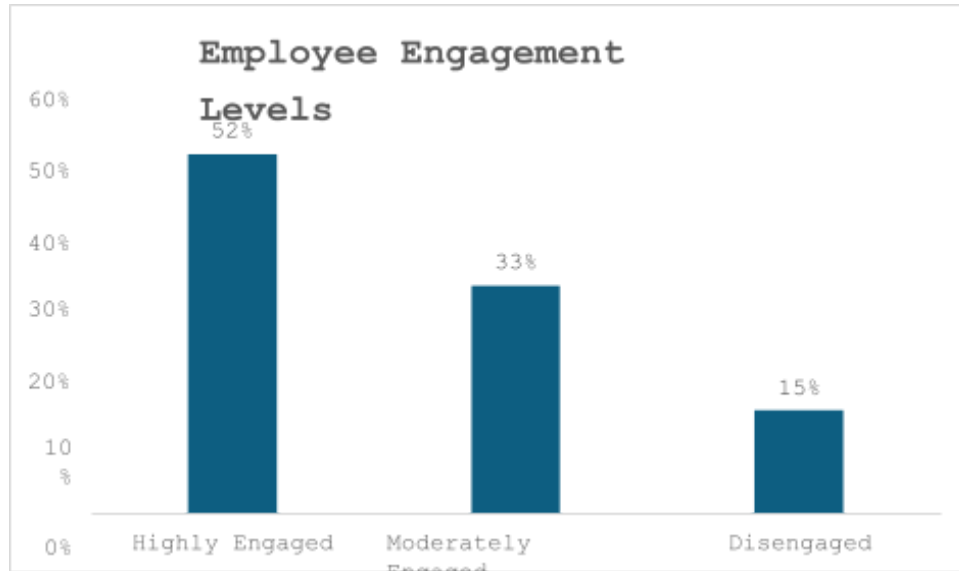


Figure 2 Employee Engagement Levels at BPBL

3.3 Internal Communication Framework

In Berger Paints Bangladesh Limited (BPBL), effective internal communication is regarded as one of the pillars of the internal marketing practices. The company realizes that, when the employees are well informed and interlinked, they become more active, productive and consistent in delivering the values of the organization. To this end, BPBL has come up with a well-organized communication system that facilitates unhindered flow of information at all organizational levels. At BPBL, there is no one-way communication, but it is made bilateral and interactive. Through emails, circulars, and digital portals senior management disseminates strategic updates, and business performance results as well as new initiatives, which ensures transparency throughout the company. In the meantime, regular meetings, surveys and open-door policy encourage the employees to give feedback and raise concerns. This plan can make the management responsive to the staff, and it promotes culture inclusive. The company also consists of formal and informal channels of communication. Channels that are formal include official emails, intranet and formal meetings, and the informal channels include the day-to-day interactions, the instant messaging groups and team huddles. Together these give a setting that is inclined not only to afford employees access to important information as fast as the moment calls but also within the limits of joint problem solving. As another way to keep interest high, BPBL conducts town hall meetings where top management discusses directly with the staff, presents what has already been done by the company, and proposes future goals. These sessions not only provide a sense of clarity and motivation to employees but also enable employees to spend time with the leadership in a positive and free atmosphere. To conclude, the BPBL internal communication system enables the staff members, oriented on organizational objectives, informed about the business priority, and connected to leaders. Through effective communication, which is clear, transparent and two-way, the company has developed trust, minimized misunderstandings and established a feeling of unity among the workforces.

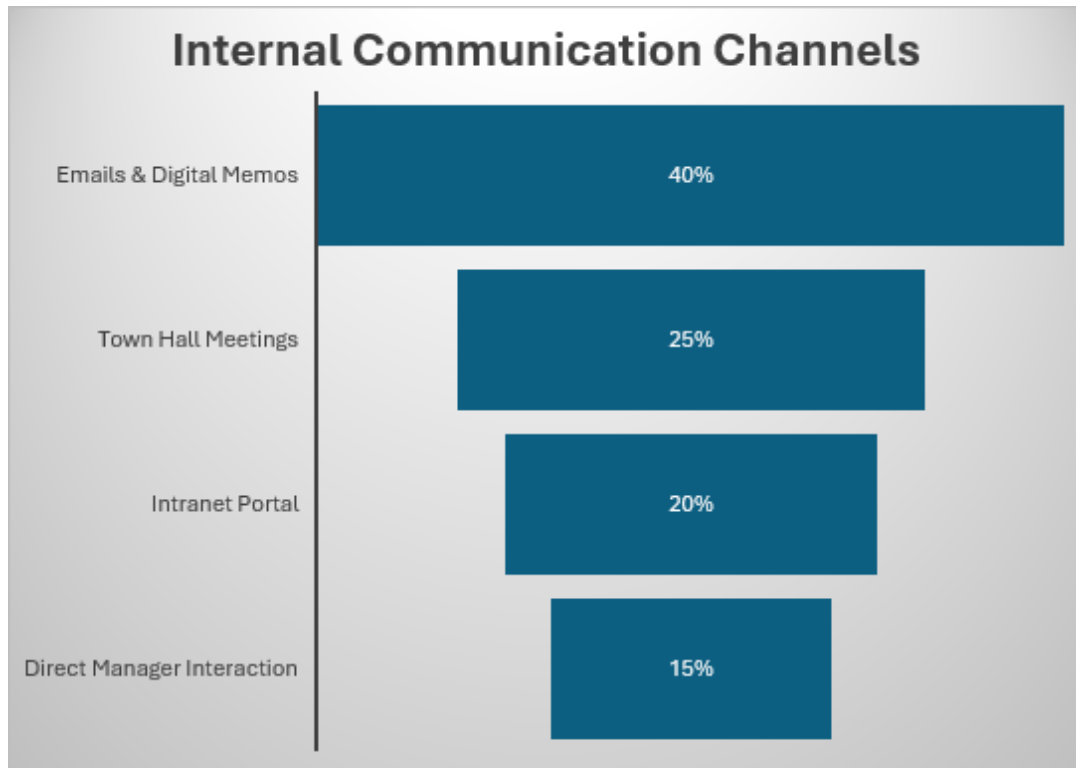


Figure 3 Preferred Internal Communication Channels

3.4 Training and Development Initiatives

BPBL values the idea of constant learning and developing highly and knows that a knowledgeable and a well-trained workforce is essential to success in the long-term. Training programs have been developed to meet various requirements of technical skills, leadership and soft skills. The technical workshops are dedicated to knowledge about the product, quality standards and updates on the R&D, without making employees lose their competitiveness in the constantly changing industry. Soft skills training deals with communication skills, teamwork and problem-solving skills which play a critical role in cross functional teamwork. Training in leadership will equip future managers to undertake more responsibilities as they will have acquired skills to make decisions and manage people. In addition, e-learning facilitates employees to acquire certifications and self-paced learning which provides flexibility in career development. All these programs will create a culture of learning and innovation and enable employees to adapt and excel.

3.5 Rewards, Recognition, and Retention

Berger Paints Bangladesh Limited (BPBL) highly emphasizes the idea of rewarding and recognizing employees as a means of enhancing motivation and stimulating commitment on the long-term basis. This company is of the opinion that through feeling valued in their contribution, employees will be likely to stay loyal, engaged and consistent in their performance. To do it, BPBL has created a system of rewards and recognition that is structured but balanced in terms of both monetary and non-monetary rewards. Monetary incentives like annual bonuses, performance-based incentives and festival allowances are directly related to the performance of employees and profitability of a company. These advantages improve job performance; more than that, they bring an explicit relationship between personal effort and organizational performance. Coupled with financial rewards, BPBL also invests in non-financial rewards by recognizing excellent workers with certificates, employee-of-the-month and publicly during meetings or company newsletters. Such appreciation creates a sense of identity and pride in staff. Preservation is also supported through the availability of clear career growth opportunities. It is during the promotion and leadership positions that the employees who have performed well are taken into consideration, an element that gives them a sense of growth and stability in the organization in the long term. In addition, the company focuses on the welfare of employees through medical cover, training, and work culture which helps reduce the turnover. The equilibrium between rewards and recognition at BPBL has enabled the company to achieve higher rate of employee retention compared to most of its competitors in the paints industry. The use of financial rewards, career growth opportunities, and culture of appreciation will ensure that BPBL employees work towards achieving personal and organizational goals with motivation, satisfaction, and commitment.

3.6 Impact of Internal Marketing on Organizational Consistency

Berger Paints Bangladesh Limited (BPBL) has seen internal marketing as critical in promoting organizational consistency by aligning employees to the mission, vision and organizational values. BPBL has been able to have a motivated and aligned workforce due to well-organized communication, practices of employee engagement and performance-oriented policies. This kind of fit allows all levels of employees to work towards shared objectives and a lack of confusion and consistency in service delivery and decision making. BPBL has engaged them as internal customers and thus they have developed trust and accountability culture. They also can feel valued and motivated, and this becomes translated to a consistent effort and commitment to organizational aims. Recognition programs, open feedback programs, and training opportunities are some of the initiatives that are used to enable employees to know not only what is required of them but also how their contribution works towards the overall success of the company. Besides, internal marketing enhances cross-departmental cooperation. Motivated and informed employees enable departments to work in a more unified way, and processes and strategies are enforced throughout the organization. In the case of a large company such as BPBL where the company needs to operate in production, sales, marketing and distribution the consistency is very important in ensuring the quality of its operations and the fulfillment of its brand promise.

as a company. Overall, the internal marketing practices, which are promoted by BPBL, lessen the organizational silos, enhance communication, and form a single culture of an organization in which employees are interested and oriented to strategic priorities. This homogeneity will not only increase the internal efficiency but also strengthen the reputation of BPBL as a credible and customer-oriented brand in the Bangladesh market in terms of paints and coatings.

3.7 Summary

Internal marketing practices that BPBL has undertaken depict how the people-based strategies can advance employee engagement, and consistency in an organization. Communication, skill development, employee motivation, clearly set retention practices and policies have made BPBL to achieve a motivated work force, who wants to actualize the company objectives.

Chapter 4: Findings, Analysis, and Recommendations

The positive impacts which have been caused by the internal marketing efforts at BPBL have been a chain reaction which can be directly linked to the satisfaction and the alignment of the organization of the employees. Several other ways that the firm has demonstrated interest in ensuring they have a people-first culture is by rewarding their employees in recognition programs, communication systems and their extensive training programs. This chapter presents the significant results of the investigation and then critical analysis of the practices, challenges that were detected and suggestions that can be made to change the situation. Future evaluation of the internal marketing strategies of BPBL is also contained in the chapter.

4.1 Key Findings

The study established that there are some strengths in the internal marketing structure of BPBL. Firstly, the recognition programs and wellness have been successful in creating a culture of being appreciated and supported by the employees. Second, due to the enormous amount of capital that the company has spent on training, employee competencies have been enhanced with department specific training being accorded. The growth-oriented activity of BPBL is also characterized by potential leadership and e-learning opportunities. Third, the internal communication system that BPBL has implemented, such as intranet solutions, digital reports, and town halls, makes the employees educated and concerned with the execution of organizational objectives. Lastly, the rewards and recognition programs have resulted to some positive impact on motivation and retention and there is therefore a low turnover rate compared to the industry. Taken together, the outcomes of these findings explain why BPBL could develop a strong, employee-focused culture, which promotes coherence and engagement.

4.2 Analysis of Internal Marketing Practices

The analysis of BPBL's internal marketing practices integrates theoretical models related to employee engagement and organizational behavior. The primary model used is the 'Job Characteristics Model' (Hackman & Oldham, 1976), which emphasizes the importance of skill variety, task identity, and autonomy in enhancing employee motivation. BPBL's focus on recognition, rewards, and training aligns with these principles, contributing to higher engagement levels. Industry comparisons suggest that BPBL is ahead of its competitors in terms of structured employee development programs and communication frameworks. However, the company could further benefit from adopting more advanced employee engagement models, such as 'The Engagement Pyramid' (Maslow's Hierarchy adapted for employee needs). Moreover, deeper analysis of survey data indicates that while engagement levels are high, areas like workload management and cross-department collaboration could be optimized.

4.3 Challenges Identified

Despite the many effective internal marketing practices adopted by Berger Paints Bangladesh Limited (BPBL) there are several challenges that restrict the full potential of employee engagement practices. Workload management, especially in the operations and production departments, is one of the major problems. The workforce in such locations is usually expected to operate under tight deadlines and a lot of pressure to satisfy the needs of the customers, which ultimately results in stress, low job satisfaction, and burnout in some instances. Although the company offers recognition and rewards, the work-life balance between work and employee welfare remains a factor that requires improvement.

A deficit in cross-functional collaboration is another challenge. Although individual departments like marketing, sales, and operations are performing well, there are cases when teams are working in silos, which does not allow sharing of knowledge and innovation becomes slow. This distance occasionally may cause a communication gap, where it becomes more difficult to fully synchronize an organization.

Employee feedback is also a challenge to implement. BPBL gathers employee feedback in terms of surveys and meetings and does not immediately implement all their recommendations. This may make some employees feel that their voices are not being factored out to the fullest and this may slowly decrease the level of engagement.

Also, BPBL is becoming more challenging in terms of retaining young talent. As the competitive opportunities emerge in multinational corporations and with the advent of new emerging industries like technology and e-commerce, there are a lot of young professionals who are wanting more rapid career advancement and greater flexibility in their workplace. Nevertheless, as BPBL is enjoying the impressive benefits and career growth, the pressing issue it is struggling with is adapting to the needs and expectations of younger workers.

Overall, the internal marketing system at BPBL is healthy, though it will be necessary to work in these areas including workload stress and department silos, little feedback action, and retention of young staff members so that the business could be capable of keeping staff members motivated and introduce a long-term organizational stability.

4.4 Recommendations

Based on the analysis, several actionable recommendations are provided to BPBL. These include:

- a. Short-term (Immediate):
 - I. Prioritize the improvement of workload management in the operations and production departments by implementing shift arrangements and automation of routine tasks.
2. Foster cross-functional collaboration through interdepartmental workshops and team-building activities.
 - a. Medium-term (1-2 Years):
 - I. Enhance employee feedback mechanisms by implementing a digital feedback dashboard and providing periodic updates on the status of employee suggestions.
 - II. strengthening the retention of young talent by offering more career growth opportunities, flexible work policies, and mentorship programs.

- b. Long-term (3+ Years):
 - I. Focus on sustainability and technological advancement to align with the evolving expectations of younger employees, particularly through digital platforms for training and career development.
- 3. Implement new technologies for employee engagement, including HR analytics to track satisfaction, retention, and performance data in real-time.
 - a. Additionally, BPBL should ensure that these recommendations are feasible and consider their potential impact on employee satisfaction and organizational performance.

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Appendix

Appendix A

Employee Engagement Survey Sample

The following is a sample of the questionnaire distributed to BPBL employees to understand their engagement levels and perceptions of internal marketing practices:

Section 1: General Information

1. Age:
2. Department:
3. Years of Experience

Section 2: Internal Marketing Practices

1. How satisfied are you with BPBL's internal communication systems?
 1. Very satisfied
 2. Satisfied
 3. Neutral
 4. Dissatisfied
2. Do you feel that BPBL recognizes and rewards your contributions effectively?
 1. Yes
 2. Sometimes
 3. No
3. How would you rate the effectiveness of BPBL's training and development programs?
 1. Excellent
 2. Good
 3. Average
 4. Needs improvement
4. How likely are you to recommend BPBL as a great place to work?
 1. Very likely
 2. Likely
 3. Neutral

4. Unlikely

Appendix B

Interview Guidelines for HR and Departmental Managers

The following key questions were used during discussions with HR officials and department heads to gather insights into this report:

- 1. How does BPBL define and implement its internal marketing strategy?
- 2. What employee engagement programs have been most successful at BPBL?
- 3. How does the organization track the impact of training and development initiatives?
- 4. What challenges do managers face in maintaining organizational consistency?
- 5. How is employee feedback integrated into HR and business strategies?

Appendix C

Training Hours Data

Department	Average Training Hours (Annual)	Engagement Level (%)
Marketing	35	82%
Operations	42	78%
Finance	28	75%
HR	30	80%
R&D	40	85%

Appendix D

Organizational Chart

