

Report on
Organizational Restructuring of Tilottoma Bangla Group

By

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An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

Brac Business School
Brac University
January 2021

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Declaration

It is hereby declared that,

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

Student's Full Name & Signature:

Iqra tabassum

16104103

Supervisor's Full Name & Signature:

Zaheed Husein Mohammad Al-Din

Senior Lecturer, BRAC University

Letter of Transmittal

January, 2019

Zaheed Husein Mohammad Al-Din
Senior Lecturer, BRAC University
BRAC Business School,
BRAC University.

Subject: Submission of Internship Report on Organizational Restructuring of Tilottoma Bangla Group

Dear Sir,

With due respect, as the students of BRAC University I have completed my internship at Brandquisite, a startup business consultancy firm. This internship has given me a holistic view regarding the aspects of working in a professional environment and during my interview I have assisted in various projects. One of the major projects I worked in was the organizational restructuring of Tilottoma Bangla Group which I have chosen as my internship topic. I have included all the factors which are related with this particular topic in my report.

I have worked really hard to make this internship report flawless as per my Competence. I beg your pardon in advance if there are any unintentional mistakes to be found in this report.

Sincerely,

Iqra Tabassum

16104103

BRAC Business School

BRAC University

Date: January 6th, 2020

Acknowledgement

I want to begin by thanking the Almighty for my successful completion of this internship report. I would like to take the opportunity to thank those people who gave me constant support. Words are not enough to show my gratitude towards my internship supervisor, Zaheed Husein Mohammad Al-Din, senior lecturer of BRAC Business School, BRAC University, who has directed me to complete my report successfully.

From Brandquisite, I would like to thank my supervisor Mr. Shovo, for his guidance, support and for trusting me with the opportunity to contribute to different projects. I have been adequately blessed to be in a team where my supervisor and colleagues were very kind to me and helped me with their constructive feedback enabling me to not only work on my skills but also, made my work experience seamless.

Lastly, I would love to thank my parents whom I owe my life to and who have shared their job life experience with me which has actually helped me a lot during my internship & in preparing this report.

Executive Summary

Tilottoma is a 39 years old multi-brand retailer of tiles & sanitaryware who have been successfully serving the premium market niche of Bangladesh. Currently it is serving through 6 outlets, 2 corporate offices & 2 warehouses in various locations. During my internship at Brandquisite I had the extraordinary opportunity to work with this high-end brand, where I had the chance to understand the internal functions & issues of the company by talking with the respected CEO of Tilottoma and ten of their valuable employees of different ranks & experiences. In this project my major task was to conduct in-depth interviews of employees in order to extract valuable insights which was stored as the primary data and was used afterwards for all the deliverables.

Based on the primary & secondary data my team prepared an organizational research report which stated all the internal issue, types of employees present in the organization, employees empath map and their expectations from the company. Based on the research paper a new revised organogram was created with new job roles which can address the existing issues of the organization and can help to fasten its operations. In addition, a new cultural design was proposed in alignment with the organogram, as organizational culture is the fuel for driving the structural change & employee perception.

This project helped me to gain noteworthy exposure of the internal structure and affairs of an organization which will help me in my future endeavors as an HR professional. The report thereby summarizes my work on Tilottoma over the past three months as well as highlights of my own insights & analysis.

Table of Contents

DECLARATION.....	1
LETTER OF TRANSMITTAL	2
ACKNOWLEDGEMENT	3
EXECUTIVE SUMMARY	4
TABLE OF CONTENTS	5
CHAPTER 1: OVERVIEW OF INTERNSHIP.....	7
Student Information:.....	7
Internship Information:	7
Supervisors' Information:.....	7
Job Scope:.....	7
Internship Outcomes:.....	8
Contribution to the Company:	8
My Gains:	8
Difficulties Faced During the Internship:	8
Recommendations for the company:.....	8
CHAPTER 2: OVERVIEW OF ORGANIZATION	9
Introduction:	9
History of Tilottoma:	9
Tilottoma Organogram:	10
Human Resource Management at Tilottoma:	10
Marketing Practices of Tilottoma:	10
Financial Performance & Accounting Practices of Tilottoma:.....	11
Operations Management & Information System Practices:.....	11
Industry & Competitive Analysis:.....	11
SWOT Analysis of Tilottoma	11
Porter's Five Forces:	12

CHAPTER 3: ORGANIZATIONAL RESTRUCTURING OF TILOTTOMA BANGLA GROUP	13
Introduction:	13
Background:.....	13
Objectives:	14
Methodology:	14
Primary Data.....	14
Secondary Data.....	15
Scope:.....	15
Limitation:.....	15
Analysis & Findings:	15
Organization Research	15
Employee Expectations:.....	20
Organization Structure:	21
Culture Design:	25
CONCLUSION & RECOMMENDATIONS:	29
REFERENCES:	30
APPENDIX:.....	31
Interview Questions:.....	31
Interview Summary	31

Chapter 1: Overview of Internship

Student Information:

Name: Iqra Tabassum

ID: 16104103

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Marketing

Internship Information:

Company Name: Brandquisite

Department: Research & Strategic Planning

Internship Period: 3 Months

Office Address: House #8, Road #1, Block F, Banani, Dhaka-1212

Supervisors' Information:

Name: Hasan Mohammad Shovo

Position: Founder & CEO

Mail ID: shovo@brandquisite.com

Job Scope:

Job Description

- Learning and implementing major tools of human-centered design in strategic design projects.
- Conducting desk research, finding key research questions and validating hypotheses through participatory research such as in-depth interviews.
- Understanding the needs, desires, pains and gains of target customers or key stakeholders in a project.
- Keen on learning Enterprise Prototyping tools like Business Model or Value Proposition or Ad-libs.
- Understanding the Context (or Environment) of the User for different Products.
- Crafting Brand Strategy in our major Positioning Projects.
- Crafting Content Planning and Strategy for Digital Services.

Internship Outcomes:

Contribution to the Company:

I worked on multiple ongoing projects of Brandquisite during my internship tenure. The largest one was organizational restructuring of Tiltoma *Bangla Group*, a multi-brand retailer of homeware products. Other than this, I have worked on the project of developing the customer journey map of *My Kitchen*, an upscale and highly customized kitchenware brand. I also contributed in the work of designing the business canvas model for *Jolshiri*, an upcoming real estate company based in Dhaka.

My Gains:

- Through this internship, I gained the valuable experience of working in a professional environment. I learned the ins and outs of organizational processes and strategies to navigate in the complex corporate environment.
- I also gathered significant insight into the business model of management consultancy industry through a number of projects that I worked in.
- Finally, I received considerable exposure and developed the confidence of handling business clients on my own. This has been the greatest learning from my internship stint, which would help me considerably in my upcoming endeavors.

Difficulties Faced During the Internship:

- Since there were a huge number of projects ongoing at the same time, I didn't get as much direct interaction with my supervisor as I would have preferred. So, I often had to continue working on based on my own judgements, which sometimes proved to be quite challenging.
- Due to my perceived inexperience and young age, sometimes I didn't get the desired amount of cooperation from the business clients whom I was dealing with. This caused unexpected and undesired delay in some of the projects.

Recommendations for the company:

- I would recommend Brandquisite to focus on one or two areas of expertise in the coming days. Taking on projects of diverse nature dilutes the organization's focus as well as makes the operational process too complicated.
- Brandquisite needs to focus on attracting and retaining talented human resources for its long-term sustainability. As the organization is getting bigger and more complex work is coming in, it is important to have qualified and experience resource on board to handle these critical projects.
- Brandquisite also needs to implement effective HR policies and strategies, especially regarding employee benefits. Cost efficient yet highly effective measures like providing subsidized lunch, having snacks and beverages for employees, flexible office hours etc. can go a long way to keeping the employees satisfied without spending a lot on compensation.

Chapter 2: Overview of Organization

Introduction:

Though Brandquisite as a start-up worked in quite a few different projects, it is yet to develop a corporate structure. Currently there are only 10 people working for the company and all the team members work as a cross functional team rather than belonging to individual department. Because of this reason and for the lack of adequate material I choose to write my report on one of the projects I worked in, which is “**organizational restructuring of Tilottoma Bangla Group**”.

As I am writing this report on **Tilottoma Bangla Group**, I will be giving a brief overview of the company.

History of Tilottoma:

Tilottoma is a fast-growing multi-brand retailer of tiles & sanitaryware who is competing in the design & build industry for more than 39 years. Though the organization started with a few brands, Tilottoma now offers all the products that a client would need on the completion of the structure and this includes some world-famous brands like TOTO, Hafele, Teka, American Standard, Grohe, My Kitchen and much more. Tilottoma has been a superior name for drawing out the utmost quality and dependability items that fits the clients' expectations and requirements perfectly. The brand has survived successfully with its head high achieving everything any brand can dream of, including customers' trust to provide them the right brand or product.

From the very beginning Tilottoma consistently had its focus on the business growth and stepped forward to make a superior sub-brand, and Tiles World is the first premium sub-brand of Tilottoma, which only specializes in selling premium floorcare. Priotoma Bangla is another sub-brand of Tilottoma which was established in 1987. In 1998 Tilottoma formally turned into the merchant of TOTO, a world-well known Japanese bathroom brand of mid nineteenth century. In 2010-11 Tilottoma associated its brand with Hafele and Grohe. Hafele is one of the main kitchenware brands across the world and Grohe being an iconic sanitaryware brand. In 2012 Tilottoma accomplished another big achievement when specific stores sold the items offered by Tilottoma. Later in 2015, the brand established relationship with American Standard, an internationally esteemed clean assembling organization. From 2016 Tilottoma began to move its mindset out of Dhaka and opened the main branch outside the capital. In 2017, Tilottoma presented “My Kitchen”, a selective endeavor for all kitchen requires. Ultimately, in 2019-20 Tilottoma extended its administrations and dispatched its first elite outlet in Gulshan focusing on the standalone items. Furthermore, the brand got related with other foreign brands like Teka, Grass and Kessebohmer.

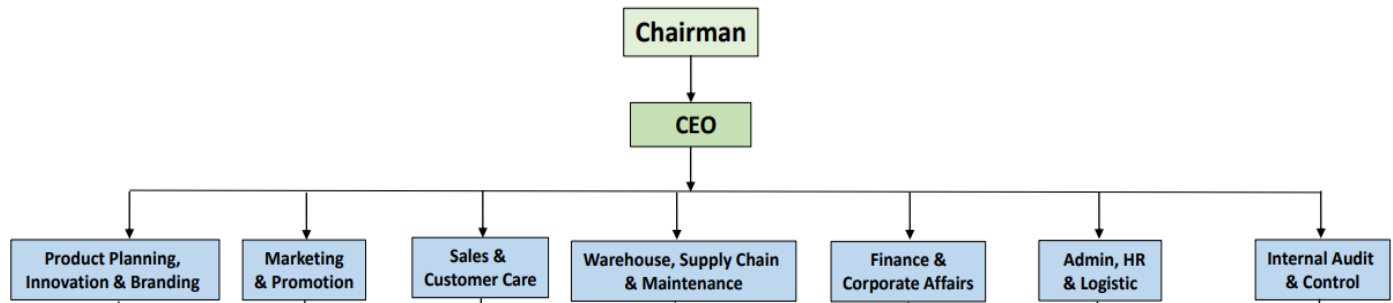
At presents Tilottoma is intended to start their new business of manufacturing eco-friendly blocks. As of now Tilottoma is recognized as an exclusive multi-brand supplier for more than 50 hospitality projects, 10 hospitals, 5 schools, 15 industrial structure, 15 shopping malls and more than 100 real estate projects. (“Tilottoma Bangla Group”, 2021)

Tilottoma has total 6 outlets/showrooms which are situated in Dhaka & Chattogram. They are:

1. PRIOTOMA BANGLA
2. TILOTTOMA CHATTOGRAM
3. TILES WORLD

4. TILOTTOMA CERAMIC & SANITARY WARE
5. TILOTTOMA TRADE CENTRE
6. TILOTTOMA GULSHAN

Tilottoma Organogram:



Human Resource Management at Tilottoma:

Staffing: Tilottoma currently has more than 150 employees operating in 6 different outlets, 4 offices & 2 warehouses. The HR planning of Tilottoma is mostly done by the CEO & the Chairman with the assistance of the head of HR. All the activities of job analysis, selection and requirement is carried on by the HR department but the final decision of whom to select lies upon the CEO himself and all candidates are interviewed by the CEO as well. The onboarding of new employees is performed by the team in-charge. Currently there is no formal process of performance evaluation and so the performance of employees is judged by the team in-charge & the CEO. Consequently, the decision of whom to promote lies upon them as well.

Training & Development: Tilottoma gives appreciable attention on the training & development of its employees. They provide a through training session of 15-20 days to all the new joiners in Tilottoma head office situated in Hatirpool, Dhaka. Apart from this Tilottoma holds regular training sessions on its wide range of products for the existing employees as well. As Tilottoma has a huge pool of products belonging to different brands, the employees continuously need to educate themselves about the products’ features in order to ensure highest customer experience.

Compensation: Tilottoma maintains a standard compensation package according to the market standard. Apart from the basic salary it provides welfare fund, festive bonuses, phone bill and transport cost to the employees. Moreover, Tilottoma gives a special bonus to all the employees when the company as a whole achieves a specific percentage of revenue.

Marketing Practices of Tilottoma:

Tilottoma exhibits basic marketing practices for both its retail customers and project-based customers. Tilottoma promotes its products and offers through its’ Facebook page & website. For

promoting their products to the project-based customers, it maintains good relationship with the giant developer companies and brings in deals. It also promotes the Brand through attending in corporate fairs, campaigns & seminars. Most importantly Tilottoma focuses on the relationship marketing as word of mouth brings in most of its revenue.

Financial Performance & Accounting Practices of Tilottoma:

The finance department of Tilottoma consists of three teams associated with three different functions. One team deals with the primary finance and accounting functions which include maintaining accounts, preparing budgets, credit control, treasury, banking and inventory management. Another team deals with the VAT management of the company. And lastly the Import & Commercial department deals with import activities (ex: ordering, processing), corporate tax, formal banking, legal & corporate affairs.

Operations Management & Information System Practices:

Tilottomas' operations activities include managing inventory through supply chain, overseeing delivery to customers in a timely manner, optimizing quality control, conducting procurement/purchasing, managing logistics, overseeing transportation and circulation, looking after facilities, maximizing asset utilization, eliminating waste and bottlenecks & Continuously improving processes. Admin team is responsible for looking after facilities, maximizing asset utilization & eliminating waste. And the logistic team is accountable for delivering the products to the clients from the warehouses. The IT systems used by Tilottoma consists of warehouse management software, product information portals, email solutions & accounting seawares.

Industry & Competitive Analysis:

SWOT Analysis of Tilottoma

Strengths:

- Brand Reputation of Tilottoma: As Tilottoma is an old player of the industry, it has more popularity than its competitors who are comparatively new in the industry.
- Perception of Being a Premium Brand: As Tilottoma has already worked with many high-reputed brands like Bay developments, Shanta developments, Westin hotel etc. it has created a customer perception of Tilottoma being a premium brand.
- Product Diversity, Wide Range of Products: As Tilottoma imports products of various brands with different price ranges (ex: TOTO, Hafele, Teka, American Standard, Grohe, My Kitchen etc.), the customers get more options to choose from and feel more comfortable to visit Tilottoma rather than other brands.
- Strong Network within the Industry: Tilottoma always thrives to maintains good relationship with its big clients, the developers & architects. Which is why it brings in more high-end projects resulting in more revenues.

Weaknesses:

- **Deficiency of Supporting Departments:** Though Tilottoma has a strong sales team which helps the company to bring in the profits, the supporting departments (ex: HR, Accounts, Logistics) lacks required capabilities to support the primary team. This brings down the productivity & efficiency of the whole company.
- **Undefined Roles:** Though Tilottoma is operating in the industry for a quite long time, its yet to become a fully structured organization. For the lack of formal structure and a well-maintained HR department, the roles & responsibilities of the employees are not well defined which creates confusions & frustration for the employees.
- **Lack of Marketing Activities:** Although Tilottoma does perform some promotional activities, but it is not enough compared to its competitors.

Opportunities:

- **Expanding to New Markets:** Tilottoma currently has its showrooms only in Dhaka & Chattagram district. But currently it has the capability and resources to expand its business to other districts. Expanding its target market can give it more exposure & revenue.
- **New Business Opportunities:** Tilottoma serves to the upper class & higher middle-class customers who usually look for effortless customer experience and the perfect product according to their choice. Though Tilottoma provides high-end products, there is a lack of premium installation service provider who can properly install those products with perfection. Tilottoma can use this opportunity to introduce new business unit where they will also install their products with the purchase eliminating extra hassle by the customer.
- **New Innovations:** As the times are changing new innovative products are introduced in the global market with new scopes and opportunities. Tilottoma can harvest this opportunity by bringing new products in the Bangladeshi market before its competitors and gain the advantage of first mover.

Threats:

- **Import Duties:** As Tilottoma imports all its products from overseas, it has to encounter import duties such as customs duty, tariff & import tax. This intervention decreases the revenue of the company and often delays the delivery of product hindering the business.
- **New Competitors:** Since the establishment of Tilottoma, a lot of new players have entered the market and has taken off significant amount of market share. Though Tilottoma is still one of the top players, it needs to up its game in order to survive in the changing industry.

Porter's Five Forces:

1. Rivalry Among Existing Competitors:

There are quite a few big giants in the tiles & sanitaryware industry, they are: DBL Ceramics Limited, PORCELANOSA Tiles Bangladesh, MIR Ceramic Ltd, Great Wall Ceramic Industries Ltd, China-Bangla Ceramic Industries Ltd, Akij Ceramics Limited, RAK Ceramics (BD) Ltd and Star Ceramics Bangladesh Limited. These companies own most of the market share and has huge amount of resources to back them up. They are always coming up with new

products in the market and are highly competitive & sales focused. So, the rivalry among existing competitors is **very high**.

2. Bargaining Power of Suppliers:

As Tilottoma imports all its products from overseas it has to depend on its suppliers for getting the right products. On the other hand, there are a lot of tiles manufacturing companies in Asia from which Tilottoma can buy their materials. So, it makes the bargaining power of suppliers **low**, as Tilottoma can easily switch its suppliers for cheaper alternative.

3. Bargaining Power of Buyers:

The bargaining power of buyers is **high** in this industry, as there are a lot of companies providing the same kind of products. So, the customers have a lot of options to choose from, as well as a wide scope of bargaining the price down.

4. Threat of New Entrants:

Because of high import duty & government intervene, it is quite tough for a new company to enter this market unless it has access to extensive resources. In addition, it will be very tough for a new company to compete against the existing giants. So, the threat of new entrants is **low** here.

5. Threat of Substitute Products & Services:

The threat of substitute products & services is **moderate** here, as there are a few alternatives to ceramic tiles like Terracotta flooring, Kota stone, Polished Concrete, Laminate Hardwood and so on. But there is little or no substitute for sanitaryware.

Chapter 3: Organizational Restructuring of Tilottoma Bangla Group

Introduction:

An organization structure is the heart of an organization. It is a system that outlines how certain activities are directed in order to achieve the goals of an organization. Having an organizational structure in place allows companies to remain efficient and focused. It determines the activities on task allocation, coordination and supervision to achieve organizational aims. Thus, it is essential to create a seamless, cross functional structure that would boost the organization as an overall, but not as an individual. Tilottoma must not create executives but a family that would grow together and value the bond rather than greed. It must not keep any ladders but create significant motivations to keep the organization effective and efficient. At the end of the day, it is all the values that matters, not the label. A significant change in the organization, keeping in mind that everyone has their fair share, with no positions or discriminations but making the organization flat and disposing equilibrium teams.

Background:

Tilottoma Bangla Group, a fast-growing multi-brand retailer of tiles & sanitary products, aspires to eliminate position-based discrimination and wants to restructure to an agile organization. In

Tilottoma, within a department there are employees with different experience levels belonging to a hierarchical structure. However, most of the time every position in the hierarchical structure has the same performance & responsibilities. Moreover, when a mid-level employee performs better than a top-level employee, he feels discriminated and demotivated for the job title he holds. In addition, he feels psychological pressure when another senior employee wants to charge authority over him. On the other hand, sometimes the stakeholders want to communicate with the senior employee just because of his title, although the junior employee has the same product knowledge and ability to serve him/her.

Tilottoma believes in order to cope with the changing market it needs to adopt their culture like the foreign companies are adopting. The organization needs to get more agile rather than giving importance to the job title. So, it wants to restructure in a way that though seniority may exist in the organization, all the employees will hold the same position in the field of action. Seniority should not matter as long as they are playing their own role accordingly, the cumulation of their individual performance will draw up the desired result. Tilottoma has to work as a team, a family.

So, in summary, Tilottoma is looking to re-structure its organization and leverage of the increased efficiency to make an even better stride in the market. The aim is to refine and optimize the transformation model towards a more agile and customer centric organization based on daily agile practices and make a more progressive move towards the future.

Objectives:

The Primary and secondary objectives of this report are:

Primary Objectives:

- To critically analyze the organization structure of Tilottoma Bangla Group and to propose a new organization structure based on its current business requirement.
- To understand the organizations' culture, the people that surround it and have a genuine understanding of their motivations and behavior, and to propose a Culture and Ethics guide that exemplifies positive traits that leads to improved performance.

Secondary Objectives:

- Conducting organizational research to identify problems occurring from the existing organizational structure
- To explore new avenues of utilizing the human resource pool of the organization more efficiently and effectively
- To recommend a more productive and relevant organizational structure
- To guide the organization in the right path for implementing this new organizational structure

Methodology:

Both primary and secondary data has been used for the analysis.

Primary Data

Qualitative analysis has been used to understand the current structure, culture & issues of the organization. This analysis has been done through in-depth interviews with relevant personnel of Tilottoma Bangla Group. The personnel were selected for the in-depth interview based on their

years of experience and rank. The personnel interviewed for this purpose are:

- Deputy Manager & In-charge, Gulshan Outlet
- Deputy Manager & In-charge, Hatirpool Outlet
- Assistant General Manager, Sales
- Deputy General Manager, Sales
- Senior Assistant Manager, Marketing
- Senior Manager, Marketing
- Sales Executive, Gulshan Outlet
- Sales Executive, Hatirpool Outlet
- Sales Executive, Uttara Outlet
- HR & Admin In-charge

Secondary Data

Secondary data has been used to understand the impact of the existing organizational structure on the performance of the organization. Similarly, secondary data has been also useful for designing the newly proposed organizational structure. This data has been collected from various sources including the organization's business records, HR policy documents, past performance appraisal reports, and customer reviews and feedbacks.

Scope:

This report aims to analyze the current organizational structure & culture of Tilottoma Bangla Group and recommend a more appropriate and updated structure & required culture. In order to achieve this end goal, views of all relevant stakeholders, including the current employees, management members, HR team, and customers, have been considered. However, other aspects of human resource management like talent acquisition and management, training and development, HR operations etc. have not been considered within the scope of this study.

Limitation:

- The report is mostly based on the discussions with the interviewees, who, for various reasons, might not always have expressed an unbiased view. This potential for biasness can possibly diminish the effectiveness of the recommendations made in the report.
- The theories and models used for the proposed organizational structure are written in the context of the American business environment. Some parts of these might not be entirely applicable for the Bangladeshi context.
- Some of the elements in the proposed organizational structure is influenced by the will of the management members of Tilottoma. This can also affect the overall effectiveness of the new organizational structure.

Analysis & Findings:

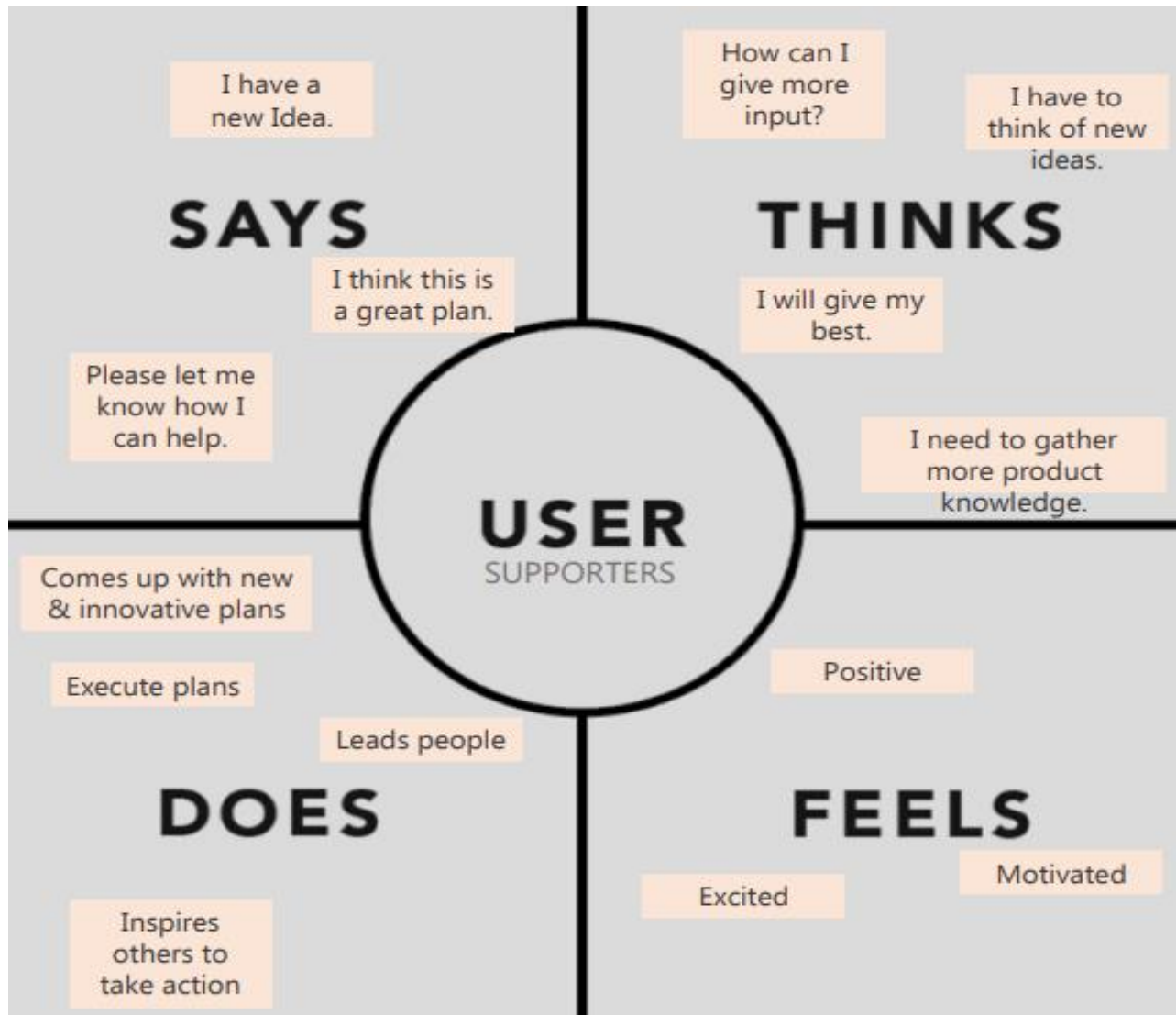
Organization Research

Types of employees in Tilotoma

SUPPORTERS:

- Visionary
- Enthusiastic
- Doers

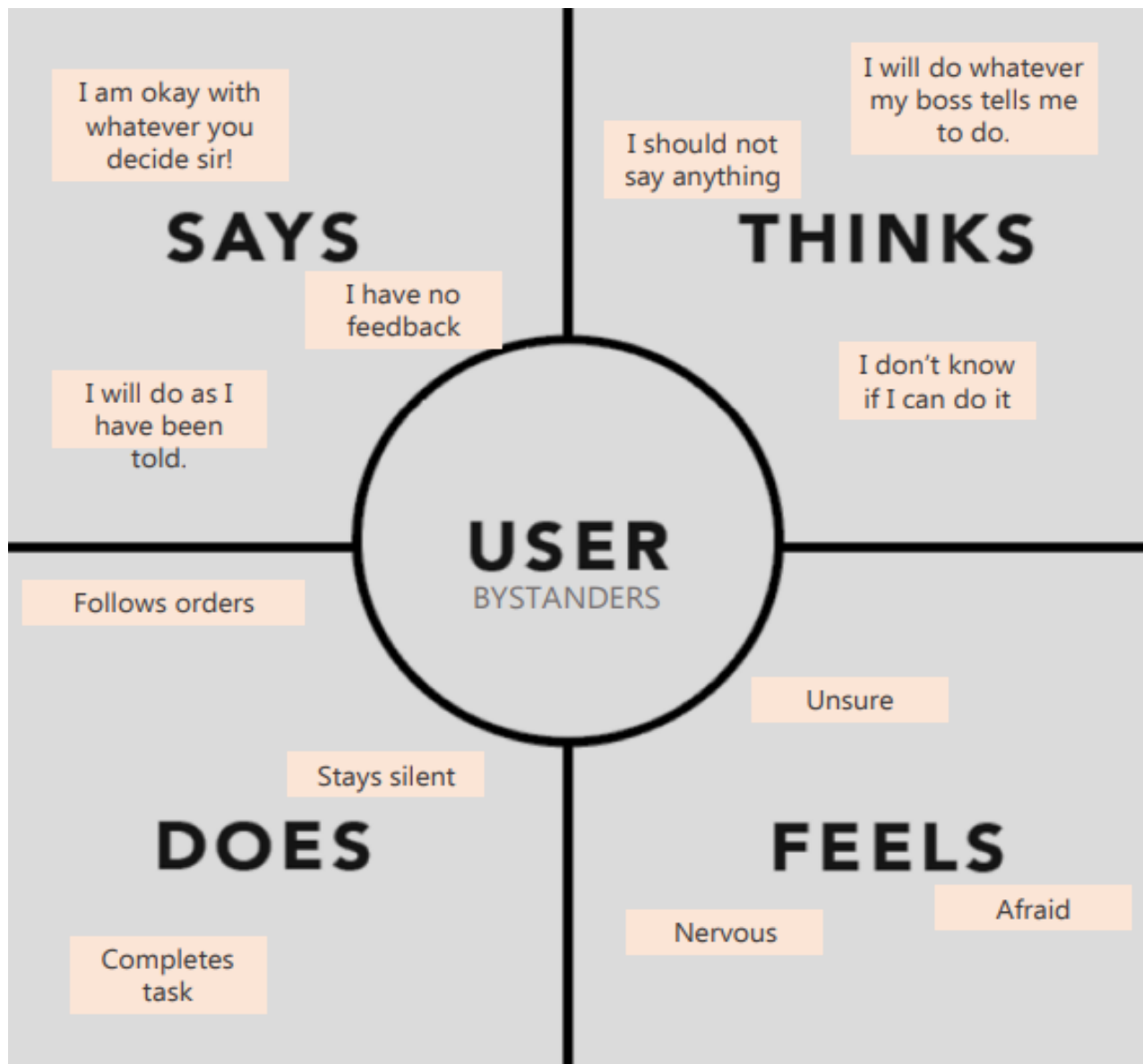
Empathy Map of Supporters:



BYSTANDER:

- Doubtful
- Timid
- Indifferent

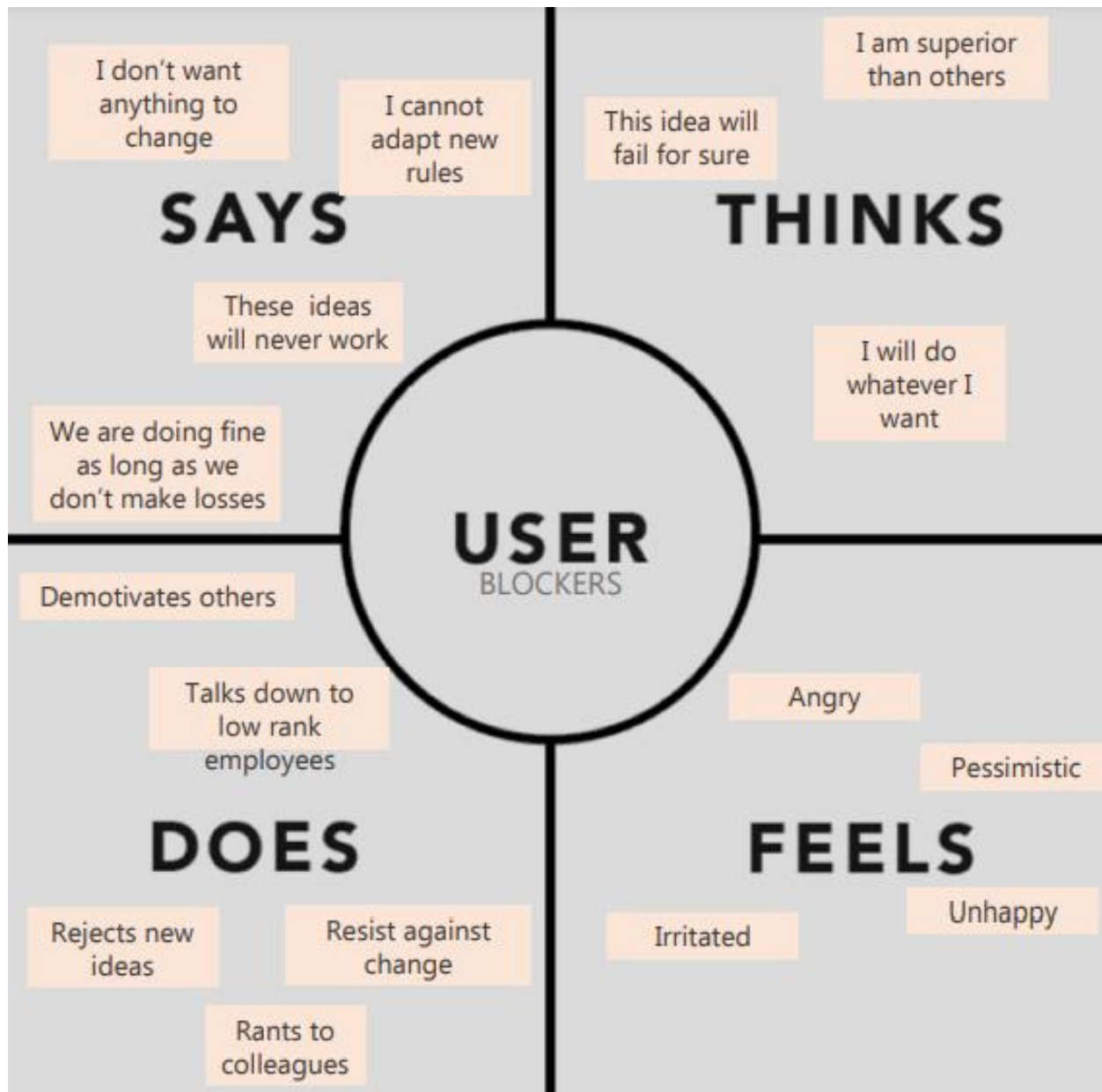
Empathy Map of Bystanders:



BLOCKERS:

- Resistant
- Inflexible
- Hostile

Empathy Map of Blockers:



Cultural Assessment

Prevailing Culture of Tilottoma: Compete Culture

Dominant Characteristics

The company is very output focused. A significant concern is on getting the job done. Individuals are extremely combative and sales oriented. Then again, it has a quite friendly work environment where the CEO is considered as guide and leader.

Organizational Leadership

The leadership style within the organization is encourages innovation & freedom. As well as promotes a sales-oriented focus & Competitiveness among sales representatives.

Management of Employees

The management style of Tilottoma can be defines as hard-driving competitiveness, high demands, and achievement.

Organization Glue

The glue that binds Tilottoma is reliability and trust on the governing body for which Commitment to this company runs high. It also includes the emphasis on accomplishment and objective achievement by the organization.

Strategic Emphases

The organization focuses on competitive actions and accomplishments. Hitting stretch targets and winning in the marketplace are dominant. Likewise, it stresses on procuring new assets and taking on new challenges. It additionally cultivates human improvement through training. High trust and participation persist.

Criteria of Success

Tilottoma characterizes accomplishment based on winning in the commercial center and outperforming the opposition. Competitive market leadership is key. Also acquires fulfillment from having the most remarkable newest products in the collection.

Organizational Issues & Possible Outcomes

Issues	Outcomes
Lack of decision-making authority; decision making authority is centralized	Takes up too much time, Employee dissatisfaction, low self-esteem
Mismatch of information given by sales persons; Inconsistency in discount percentage	leaves bad impression on clients, Decreases company reputation
Individual performance focused; Not giving importance to company profit	Revenue gets more importance than profit
Undefined roles and responsibilities; has to oversee multiple departmental tasks	Loss of focus, Excess workload
Lack of competent human resource; specially in logistics & accounting department	Puts more pressure to existing competent workers, Inefficiency

Immense pressure on sales team; has to follow up until the end of product life cycle	Decreases service quality, Lack of time for self-development
Lack of continuous performance evaluation and policies	Lack of sincerity, No penalty for error
No transparent promotion policy	Decrease of morale, Demotivation
Lack of adequate IT support; handwritten memos	Increases work pressure, Inefficient
Lack of non-monetary reward system	Lack of inspiration
Lack of fringe benefits	Dissatisfaction
No formal way to issue reports	inappropriate workplace behavior goes unreported, More employee turnover
Unrealistic targets set by the management	Impacts self-esteem, motivation, productivity & work quality
Lack of work life balance	Employee dissatisfaction
Training sessions are conducted in one location only	Inconvenient for employees of other branches
Inventory software shows incorrect data	Customer dissatisfaction, Decreases brand reputation

Employee Expectations:

Things that will help the employees to perform better.

- Proper Reward & Compensation Plan

Employees expect a standard compensation to lead a better life. They are giving their heart for the company. It is their strong believe that they deserve better reward and compensation.

- Accountability

They want a proper system where every employee will be accountable for their performance and activities within the organization.

- Capability Development

They want expertise in Product Knowledge, Customer Engagement and Sales Closing. They want to participate in Training Programs to develop their knowledge, skills and abilities.

- Defined Responsibilities

They want to perform specific task for better customer engagement. When they are involved in many other activities, they lose their concentration & motivations.

- Recognition

They want their performance to be evaluated and to be rewarded for their performance.

Organization Structure:

ORGANOGRAM

Our mental models of organizational structure are usually based on hierarchical org charts. But organizations are made up of independent actors with individual motivations, goals, and influence. That's why we have come up with a structure with will help Tiltoma to evolve.

THE STRUCTURE

CEO		
Outlet Squad	Leadership Squad	Innovation Squad
Regional Lead	Chief Ambassador (Sales & Client Relationship)	Collaborator (User Experience)
Ambassador (Sales)	Chief Coordinator	Collaborator (Product Planning)
Coordinator	Chief Analyst (Finance & Accounts)	Collaborator (Procurement)
Analyst (Accounts)	Chief Governor	Collaborator (Distribution)
Governor (HR & Admin)	Chief Analyst (Marketing)	Collaborator (Display Management)
Ambassador (Client Support)		Collaborator (Relationship Management)
		Collaborator (Creative)

Introduction of *New job titles* which will uplift innovation, adaptability & speed:

AMBASSADOR

An Ambassador is the highest-ranking diplomat who represents a country along with fulfilling a wide range of responsibilities dealing with foreign relations.

In Tilottoma the employees of the Sales and Client Relationship Management team will be titled as Ambassadors as they will represent the company to the high value customers, realtors and architects & will be accountable for maintaining a positive relationship with them.

GOVERNOR

Generally, a Governor is accountable for implementing laws and directing the operations of the state executive branch.

In Tilottoma the People Management team will be titled as Governors as they will be responsible for overseeing employee relations, benefits & policies. They will be in charge of recruiting, screening, interviewing and placing workers as well as planning coordinating administrative functions.

ANALYST

An Analyst is an individual who analyzes an organization or business area and records its cycles, frameworks, or business.

In Tilottoma the Finance & Supporting teams will be titled as Analysts as they will be responsible for making financial reports and analysis, budgets, forecasting, bookkeeping and management of companies' cash flows.

COLLABORATOR

A Collaborator is someone who works with others in order to reach a certain goal. They are team-focused curious individuals with great listening power with the knowledge of how different pieces work together.

Tilottoma should form an Innovation Squad where every member will be titled as Collaborators as their primary goal will be to work collaboratively in a cross-functional team in order to achieve a business objective.

COORDINATOR

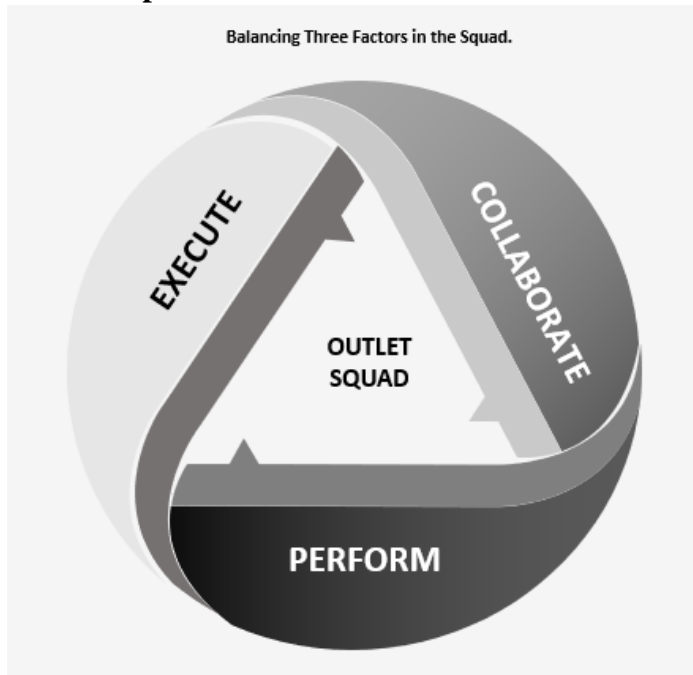
A Coordinator is someone who works in the transportation & warehousing of goods. They are responsible for coordinating an organization's supply chain in order to deliver products to the consumer as quickly and efficiently as possible.

In Tilottoma the logistics team will be titled as Coordinator as their primary responsibility will be transportation, supply and delivery of goods. They will oversee and ensure that the products are moved efficiently.

Expectations from the Teams/squads

OUTLET SQUAD

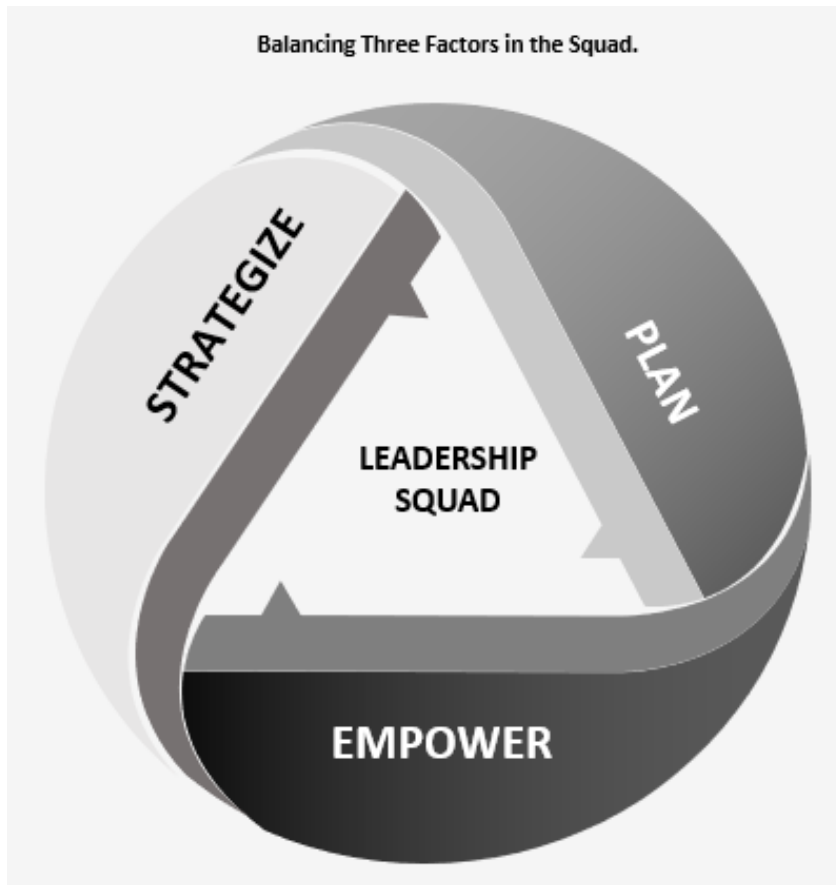
Team Responsibilities



- **Execute** strategies and plans.
- Maximize revenue by **Collaboration**.
- **Perform** one's best.

LEADERSHIP SQUAD

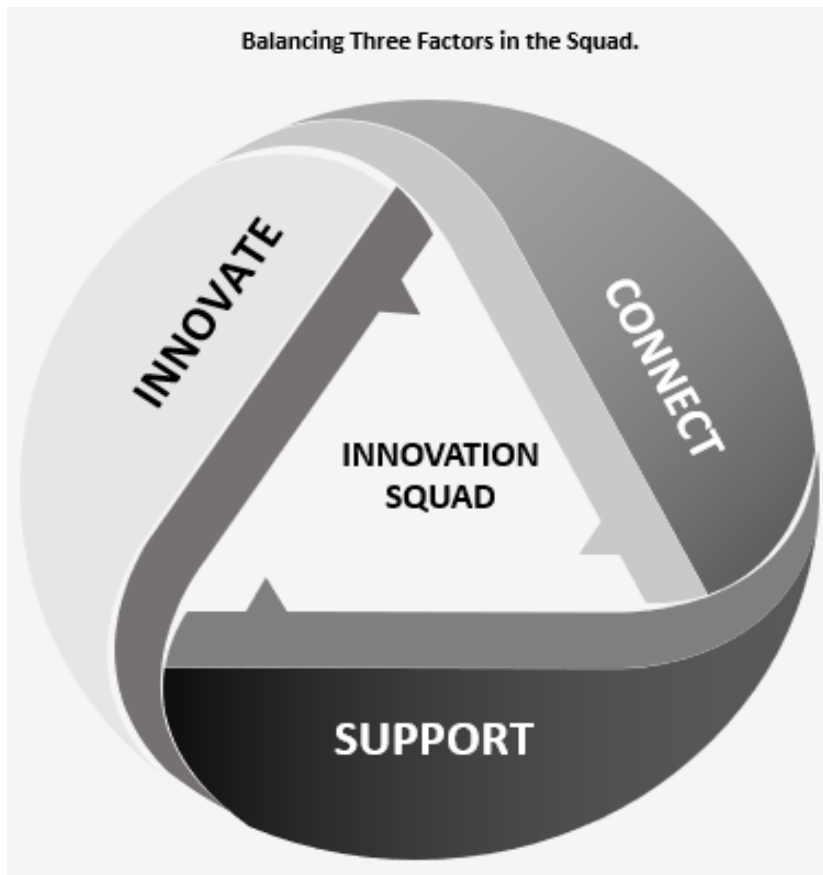
Team Responsibilities



- **Planning** organizational goals, objectives & policies.
- **Strategizing** for business development.
- **Empower** employees to take initiatives and perform.

INNOVATION SQUAD

Team Responsibilities



- Innovate to **Inspire**
- **Support** the outlet squad to perform best.
- Generating **Insights** to connect information with inspiration.

Culture Design:

Introduction

“Don’t work for me, instead work with me! It’s up to all of us, to make Tilottoma the kind of company we can all be proud of.”

- CEO of Tilottoma

The Code of Conduct

Tilottomas' values and beliefs will guide the employees to make the right action. It will define the **code of conduct** which every employee will uphold. These values and beliefs will create our organizational culture where everyone will be able to work with ease while delivering the highest performance.

In Tilottoma believes in making right choices and taking responsibility and accountability for them, so that they can become one of the most innovative, best performing and trusted solution providers of Bangladesh, and positively impact the lives of customers.

New Vision

Our vision is to become the top solution provider brand with highest product diversity.

New Mission

Our mission is to provide superior products by bringing meaningful product innovation for improving our customers' lives & ensure benchmark customer service by continuous adaptation upon feedback.

Required Culture: Collaborate & Create

- Doing things together: building teams
- Encouraging Commitment, empowerment & cohesion.
- Focusing on Human development
- Collective intelligence, durable partnerships, and connections
- Wary of conflict
- Do new things: create, innovate, Imagine
- Freedom of action & ideation
- Thoughtful experimentation & learning from mistakes

Values:

Experience Centric

- We treat customer experience as the heart of the organization.
- We continuously adapt our services to enhance our customer experience.
- We believe that feedback drives continuous improvement.

Ease of Collaboration

- We work together towards the achievement of a common goal.
- We believe collaboration enables us to look at the big picture.

- We collaborate to break down walls & tighten up connections.

Sense of Accountability

- We take ownership of our own actions.
- We prioritize work that supports our strategy.
- We strive to deliver what we promised.

Empowered to Assert Oneself

- We speak up when we see an opportunity for improvement.
- We are not hesitant to offer or receive constructive criticism from our team.
- We believe Speaking-up fuels' discussion, ideation and group-think.

Integrity is Everything

- We expect the highest ethical behaviors of ourselves and others.
- We promote healthy and harmonious workplace for positivity to nurture and grow.
- We work diligently in order to ensure integrity & efficiency.

Beliefs:

- We are one
- End doesn't justify the means
- We think customer
- Innovation makes us different

Tilottomas' Expectations:

- Teamwork
- Innovation
- Courage
- Ownership

How can our values, beliefs and expectations help us make the right choices?

When in dilemma ask these four questions to yourself:

1. Is it aligned with our values, beliefs and expectations?
2. Have I assessed all the risks involved?
3. Would I be happy with this if I were a customer?
4. Will this be clearly understood by a colleague?

If YES: It looks like a good decision but if you have any doubts, talk to your team leader.

If NO: If the answer to any of these questions is ‘no’, then please reevaluate about what to say or do, talk to your team leader, or use the reporting channels to speak up.

Leadership Traits:

Empathetic

- Putting oneself in another's shoes, understanding & relating to others' expectations & pains.

Empowering

- Providing employees with the resources, authority, opportunity, and motivation to do their work properly & efficiently.

Adaptable

- Solving problems in a fast-paced environment and trusting own judgement when making difficult decisions, while still recognizing what worked before is not necessarily the answer.

Ownership

- Taking initiatives & being accountable for the quality and timeliness of an outcome.

Organizational Change Strategies

- Help the blocker & bystanders to see the Vision and Mission.
- Give incentives & rewards to supporters and withhold for blockers.
- Provide training & development sessions on Vision, Mission & Culture.
- Show the supporters appreciation & give them what they need. Let them run.
- Ignore, or redirect negative energy of blockers.

Whistleblowing (Reporting Channels):

By speaking up and raising concerns, you are living our values, beliefs and expectations and doing the right thing! When someone reports a concern in good faith, Tiltotoma will support that individual. We treat all issues confidentially and fairly.

Ways to speak up:

Option 1: Speak to your team leader.

Option 2: Speak to your HR manager.

Option 3: Report confidentially online (ex: email, google form).

Conclusion & Recommendations:

Tilottoma has been operating in the tiles, ceramics & sanitaryware market for a long time and has come a long way. They started as a family business 39 years ago but at present more than 150 employees are working in the organization in different locations. Without a doubt it will become a bigger organization in upcoming years, if it can adapt itself with the change of demands in the market.

The tiles & ceramic industry is a very competitive & fast-growing market with lots of opportunities of expansion. Tilottoma can use this opportunity to penetrate new markets to diversify its business. But without having a smooth operation & defined organizational structure it cannot reach its full potential. So, to ensure hundred percent productivity and efficiency it is a must to create a smooth-running organization with the help of the proposed organizational structure & cultural design.

References:

- Tilottoma Bangla Group. (2021). Retrieved 9 January 2021, from [https://www.tilottoma.com/about us](https://www.tilottoma.com/about_us)
- About the Organizational Culture Assessment Instrument (OCAI). (2021). Retrieved 11 January 2021, from <https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI>

Appendix:

Interview Questions:

1. What is your job title in Tilottoma? Kindly share your job responsibilities with us.
2. How many members are there in your team? How does the team work together?
3. While fulfilling your responsibilities in the company, which problems do you face frequently?
4. How much freedom do you get to take your own decisions?
5. Can you share a story where you had to face a challenging situation in the company?
6. How do you communicate with other departments when necessary?
7. How does the company appreciate or compensates you for contributing to the company? Are you aware about the promotion policies?
8. Please share your career goals with us. Do you think there is enough opportunity for individual growth and learning in Tilottoma?
9. What do you think about the work environment of Tilottoma? Do you like it?
10. Can you share your ideas/ problems without any hesitation with the management?
11. According to you what is the goal of Tilottoma? Where does it want to see itself after 3-5 years?
12. Which fact do you like the best about Tilottoma and which should be changed according to you?

Interview Summary

Interview 1: Deputy Manager & In-charge

- There is no authority in case of implementing a plan which takes up more time.
- Mismatch of price offered by different branches. People are more focused on individual performance rather than company profit.
- According to him, strict guidelines should be applied on everyone.
- A different team should be made just to focus on projects who will bring in information and orders.
- There is no communication barrier between employees and they do not need any via to communicate with another department.
- The compensation package is not meeting with the employee expectation.
- His goal is to develop himself by gaining more and more product knowledge. Though in Tilottoma there is ample opportunity for learning but due to high pressure at work he does not have the time to learn new things.

- He wants to see himself in Tilottoma even after 5 years but in another position where he can learn something new.
- The overall work environment of Tilottoma is a bit difficult according to him. He thinks the work environment should be more structured and formal. The degree of hierarchy is
- According to him the goal of Tilottoma is to be in the top 5 trading companies of Bangladesh.
- He loves that, in Tilottoma no decision is imposed on them and they are given enough flexibility. Everyone can share their concerns and ideas without any hesitation.
- Every responsibility should not be imposed on one person, rather Tilottoma should train more people to take more responsibilities.
- According to him the logistics team is comparatively weak and should be improved more.
- Every customer is tagged with one sales person from the very beginning to end. So, a sales person deals with multiple customers at the same time, follows up on the orders and deals with all the complaints.

Interview 2: Assistant General Manager

- A sales man has to follow up until the product gets delivered to the customers door step which creates extra pressure on the sales man.
- After placing an order to the import department, a sales man has to follow up multiple times to ensure the product order was placed by them. This practice has created more work load.
- On the other hand, because of the payment delay the import order gets delayed too.
- A sales man has to have the product knowledge of 5 kinds of international brands and has to take part in training sessions while dealing with multiple clients. Because of that sometimes the employees fail to participate in training sessions.
- The whole system is manual. Memos are handwritten and then scanned and mailed to the logistics team. According to him all this process should be done with software. Creating a memo takes up 30 minutes where it could have been done in 5 minutes. All manual process should be computerized to be more efficient.
- Employees are not being enough recognized for their achievements and contributions. The managements should introduce new reward systems.
- In Tilottoma he gets to work with international brands and clients which gives him the opportunity for networking.
- There is no fixed policy for evaluation and promotion. One of the major problems is there is no HR department in the company because of which employees cannot convey their demand properly and there is no regulation on employee actions. HR activities are performed by the manager with creates a negative relation between the manager and employees.
- The goals set by the company should be practical and attainable. The management should not set unrealistic goals.

- According to him the chain of command should be stricter.
- There are no other fringe benefits without a welfare fund and festive bonus.

Interview 3: Deputy Manager & In-charge

- The work pressure has been increased more than ever as Tilottoma is getting more orders than before and everyone is always tagged with different projects.
- There should be a dedicated sales person for the retail section of the showroom. As employees get involved with projects the showroom lacks people to handle retail clients.
- There is no hurdle in case of taking a decision.
- Sometimes a sales person has to deal with 2 clients at the same time. As the clients have the tendency to go to the same sales person every time, a sales person may face a challenge where he has more than 1 client in hand and has to choose 1 to serve at that time. This creates disappointment for another client.
- The compensation package is not sufficient enough to fulfill employee needs. Though the needs are increasing day by day, the salary is not increased proportionately.
- The promotion policy is not clear.
- When the marketing department brings in an order, they give the order to the sales person they are most familiar with, to whom they trust most.
- The accounting team is very weak and needs to be improved. Because of the lack of trust on the accounting department the employee has to perform his own accounting activities which adds more work pressure.
- If the client asks for his purchase history it takes around 1 week for him to provide that.
- The management always appreciates and considers new ideas.
- He wants Tilottoma to be the market leader and all the competitors will follow the leader's practices.
- The decisions are made too quickly without considering all the factors, which should be more structure.

Interview 4: Deputy General Manager

- The marketing department is a separate team and is not branch based. The marketing team reports to the marketing head.
- The satisfaction level is very high and he has all the freedom to take decisions.
- All the problems are solved mutually by the management.
- Tilottoma has ample opportunity for career growth and learning.
- Employees are promoted according to the managements' judgement.
- He wants to see Tilottoma as a generic trademark in Bangladesh.

Interview 5: Senior Manager

- Employees have to multitask as the work pressure has increased a lot.
- Initial 80-90% decisions are made by the employee and the final decisions are taken by the management.
- There is cooperation and trust between employers and employees help each other whenever needed.
- The compensation is not sufficient enough to lead the expected lifestyle. Without this there is no problem faced by the employee.
- The employee enjoys his work and working the in this market.
- Performance evaluation is not uniform.
- Employees lack the time to participate in the training sessions because of work pressure.
- The management is associated with all the issues, big or small. Because of the lack of belief all the final decisions are taken by the management which creates a lot of pressure on the management.
- There should be a dedicated sample delivery team who will collect and deliver the samples required.
- The product installation sector is very poor and can prove to be a new opportunity for starting a new business.
- There is no other benefit without a welfare fund. Although all the employees receive a commission if the company achieves a big sales target.

Interview 6: Senior Assistant Manager

Job responsibilities: He is associated with few departments. However, he is mainly associated with the import department where he oversees the product selection & handles the suppliers. He is also associated with the marketing department where he maintains good reputation with the architects & oversees all the branches by coordinating with the showroom in-charge.

Summary:

- When asked about his team performance he said that, there are mainly 3 people in his team including him who are concerned with importing and sourcing.
- The major problem faced by him is, due to working in several departments he loses his focus due to multitasking which sometimes results in work hazards (ex: missing out important task).
- When it comes to taking decisions, sometimes he can take his own decision and other times he has to wait for the CEOs' decision which makes the task pending. Though the title is there but the department heads do not have the full authority to take big decision related to their department. When asked about why they are not given the full decision-making authority he mentioned, in his opinion there may be a lack of trust on their capability and also, they have become dependent on the CEO by habit. He believes that they can fulfill their responsibilities properly if their mistakes are pinpointed properly.

- When a product is requested by any client, 1st the request is sent to the import department by mail and phone call. After sourcing the product, the order is then forwarded to the commercial department.
- When asked about how Tilottoma shows appreciation for his work he said, needs will always be there but it would have been better for him if the compensation package was a little more. Also, he mentioned that, the company doesn't always convey verbal appreciation to all the employees & it depends on the employee if he or she is able to convince the CEO or not.
- He also mentioned a major point which is, all superiors do not guide or train their juniors properly to make them capable enough to fulfill superiors' responsibilities in his absent.
- Though he works in Tilottoma for more than 15 year he is unaware of the promotion policy followed in the company but mention that the promotion decision is taken solely by the chairman & CEO.
- When asked about his career goals he said, as he is now more than 50 years old, he wants to stay in Tilottoma as long as he works.
- There is a lot of opportunity of leaning in Tilottoma and he has learned a lot of things while working in the company and is still learning. They are continuously provided with training sessions. He also mentioned the chairman & the CEO are highly educated people which is rare in this industry and he has learned a lot of things directly form the CEO. In Tilottoma they are always associated with R&D and they only source product which are appropriate for their target market.
- According to him he always provides his own point of view rather than complying with the CEOs' opinion and believes all employees should do the same. He feels there is no constrain for him to share his opinion with the CEO.
- When asked about the work environment in Tilottoma he said, the environment is really good and every one can work with comfort both male & female.
- He highly praised the CEOs' capability but also thinks that all the department heads should be giver authority to take their own decisions because it is nearly impossible for a single person to deal so many responsibilities. And the employees should be rewarded more so that they get motivated to perform their task properly.
- He also mentioned that employees receive mails & massages beyond their working hours which hampers their personal life.

Interview 7: Sales Executive

Job responsibilities: Her main responsibility is handling & following up on retail clients. She has also worked in one project. She is responsible for any task given by her manager. Currently she has been given the task of designing the service style of Gulshan outlet.

Summary:

- When asked about team performance she mentioned there are 6 people in the team including her and all members are in the sales department. Individual sales persons deal

with their own clients and in case of their absence they tag their client to another team member.

- The only problem she has faced till now was during her training period. As the training was in Hatirpool branch, she had to go there from Uttara. This was very inconvenient for her and made her sick. It would have been a lot better if the training was provided in Gulshan outlet.
- She said that she is given full decision-making authority from her superior for getting her assigned tasks done and getting all the support from the team.
- She sometimes faces problem while handling a client due to having lack in product knowledge. In that case she takes help from her colleagues and educates herself in free time. Though Tilottoma provides training sessions for all the employees but due to having a vast range of products it is tough to know all the product details in a short period of time. She obtains information about the product from the inventory software and PDF files.
- She said she is getting enough appreciation from the company and feels motivated. Also, although she is getting a little less compensation than her previous organization, she said she is satisfied and happy with it.
- When asked her about the promotion policy of Tilottoma, she said that she is unaware of the promotion policy followed by the company.
- Her goal is to build her career in sales & marketing field and wants to acquire a good position in Tilottoma. She believes there is ample opportunity of career growth in Tilottoma as everyone is very supporting and motivating.
- She mentioned that Tilottomas' work environment is a lot better than her previous organization which is her most likable thing about Tilottoma. Also, she faces no problem while sharing her ideas or issue with the management.

Interview 8: Sales Executive

Job responsibilities: She mainly deals with retail clients where she provides them with product information in order to close a deal and currently, she is working in tiles world section.

Summary:

- When asked to share a challenging situation with us she mentioned that, some employees sell products at a lower rate than the fixed rate given by the management. Because of which she loses her clients to another sales person which creates dissatisfaction. She believes that the main goal should be to provide excellent service not increasing sales by any means. Ans she thinks that the whole sales force should give uniform service to ensure customer satisfaction.
- She believes if she can work hard, she will get appreciation for that. In addition, she advises that employees should be evaluated based on their service rather than their number of sales. Because when a client gets good service from a brand, they tend to recommend it to others also.

- When asked her about the promotion policy of Tilottoma, she said that she is unaware of the promotion policy followed by the company.
- All the employees are given an incentive when Tilottoma secures a good number of sales.
- A major problem mentioned by her is related to the inventory software. When a products' availability is searched on the software it shows wrong information, like: inaccurate number of available products or counting defected products which cannot be sold. This mistake is only identified after the sale has been made. This creates a very bad reputation of the company.
- She also quoted some disappointed customers who said that, they don't need any discount rather they need product availability for which reason they have come to Tilottoma.
- She advised that the sales persons should be informed of the product which are in stock for a long time so that they can focus on the selling of those products.
- When asked about the work environment she shared a situation where she asked for help from a colleague but was faced with disrespectful comments rather than assistance. But apart from this situation she is satisfied with the work environment.

Interview 9: HR & Admin In-charge

Job responsibilities: She is responsible for checking and maintaining employee files (NID, Certificates etc.). She is also responsible for display management of all stores. In addition, she oversees all the administrative activities like purchasing office supplies, supervising cleaners, electricians & tea boys of all the showrooms and warehouses. She also performs other tasks given by the management.

Summary:

- As she is responsible for a lot of tasks, she needs to keep track of a lot of things in a day. To keep track she maintains a diary.
- She has 4 people in her team and together they manage the administrative function, display management and few HR activities of 6 showrooms, 4 offices & 2 warehouses.
- She showed concerned that there is no one in her team who can fulfill her responsibilities in her absence.
- When asked about the HR activities she mentioned that the performance evaluation is done once a year. She also performs CV sorting when there is a need for hiring.
- A lot of time she is given extra task because of her capabilities though she struggles due to lack of manpower. She said that an individual shouldn't be given all the responsibilities because it creates extra work pressure.
- In case of taking decisions, she has the authority to take decision when the purchasing amount is below a ceiling. But other times she has to wait for the CEOs' signature.

- As she has to give her input in several tasks, she is unable to perform her core HR duties for lack of time. She feels her tasks should be more focused and also the HR & admin department should be separated.
- She believes that she is an excellent manager but doubts her abilities as an HR & admin head.
- She showed dissatisfaction with the accounts department because rather than helping the accounts department forwards their own tasks to her.
- She is very satisfied with the work environment and emphasizes that the environment cannot get any better than this for a female employee to work in.
- She highly praised the management and said that they are very open minded and liberal.
- When asked about how Tilottoma shows appreciation for her work she said, though she is not unsatisfied with the compensation she is getting, she believes it should be increased.

Interview 10: Sales Executive

Job responsibilities: His responsibilities include dealing with retail clients, preparing bills and performing any task assigned by the manager.

Summary:

- As he is very new, he hasn't dealt with any client yet.
- When asked about his problems he said he haven't encountered any major problem yet. When faced with little problems he asks for help from his superior.
- One of the problems he is facing is, he is unclear about the department he belongs to.
- When asked which fact he likes the most about Tilottoma he mentioned that he really liked that Tilottoma provides training session to new employees and everyone is very cooperative.