

Report on

Analyzing the effectiveness of marketing tactics and human resource management practices
in Berger Paints Bangladesh Ltd.

By

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ID: 17104057

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

February 1st, 2022

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Declaration

1. I hereby declare that this internship report is created by me for the purpose of completing my academic degree at Brac University.
2. Without proper citation no former data were used.
3. The contents of this report have never been used in an institution for an academic degree.
4. I have given references to all the sources used in this internship report.

Student's Full Name and Signature:

Nabila Tahlin (17104057)

Supervisor's Full Name and Signature:

Tania Akter (Lecturer)

Letter of Testimonial

1st February, 2022

To,

Tania Akter

Lecturer

Brac Business School

Brac University

66 Mohakhali, Dhaka 1212

Subject: Submission of Internship Report on ‘Analyzing the effectiveness of marketing tactics and human resource management practices in Berger Paints Bangladesh Ltd.’

Ma’am,

I would like to show my gratitude for the support you have given me. I would like to present my internship report and BUS400 course requirement on the topic ‘Analyzing the effectiveness of marketing tactics and human resource management practices in Berger Paints Bangladesh Ltd.’. During the time of internship, I worked with the sales office of Berger Paints Bangladesh Ltd. While working, I communicated with numerous clients which helped me gather data and understand problems. I have tried to do my best to make this report as accurately as possible with the circumstances given. However, if there is a need for clarity on certain aspects of the report, I would gladly answer the queries to the best of my knowledge.

Sincerely,

Nabila Tahlin (17104057)

BRAC University

Non-Disclosure Agreement

Confidential information regarding the company will not be disclosed to third parties without the consent of the company and it will not be used for commercial purposes.

I, Nabila Tahlin declare that all the information provided in this report is taken from Berger Paints Bangladesh Ltd with their knowledge and consent.

This agreement is between the company Berger Paints Bangladesh Ltd and the student intern Nabila Tahlin, Brac University.

Acknowledgement

Firstly, I want to show my gratitude towards my university and my workplace. Those institutions provided a great opportunity for me to work on my internship report on ‘Analyzing the effectiveness of marketing tactics and human resource management practices in Berger Paints Bangladesh Ltd.’. Secondly, I want to show my appreciation to my respected supervisor from Brac University, Tania Akter (Lecturer); whose suggestions, support, and feedback helped me with my report. She understood my situation and guided me. Thirdly, I want to show thankfulness towards my on-site supervisor Md Asiful Islam and my co-workers from Berger Paints Bangladesh Ltd for their support and knowledge. Finally, I want to express my gratitude to my family members for their undying love and support.

Executive Summary

The paint industry in our country is rapidly growing and is becoming competitive. Berger Paints is a reputed brand in the paint industry and they are known for delivering high quality products for customer satisfaction. For years, the company applied many marketing strategies to keep a competitive advantage over other companies. In the past, some strategies failed and other strategies prevailed. Moreover, the company focuses on the human resource management policies and revises the policies to stay updated with the times and to retain employees. This report contains the effectiveness of the marketing tactics and human resource management practices that the globally recognized paint company Berger Paints utilizes. Some parts have been explained using survey method and other parts have been designed using previous data. Afterwards, some suggestions were made according to the result of the analysis on the research topic.

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Chapter 1: Overview of Internship

1.1 Student Information

Name: Nabila Tahlin

Student ID: 17104057

Majors: Marketing and Human Resource Management

Program: Bachelors in Business Administration (B.B.A.)

1.2 Internship Information

1.2.1 Period, Company Name, Department and Address

Period: From November 20th, 2021 to February 20th, 2022

Company Name: Berger Paints Bangladesh Ltd. (BPBL)

Department: Sales Office

Address: 273-276, Tejgaon Industrial Area, Dhaka-1208, Bangladesh.

1.2.2 Internship Company Supervisor's Information

Name: Md Asiful Islam

Position: Branch Sales in Charge, Berger Paints Bangladesh Ltd.

1.2.3 Job Scope

Job Responsibilities:

- Conducting customer surveys which are related to customer satisfaction regarding the service Berger provides, demand of a company product, and the benefits of staying a customer of the company.
- Updating records by making calls to various customers and collecting current information.
- Helping with coupons for the painter workshops which are held to build more solid relationships with the painters.
- Collecting data according to different spreadsheets and create presentations for better understanding of the data.
- Finding probable problems and current problems from the customer surveys and informing the supervisor.

1.3 Outcomes of Internship

1.3.1 The Student's Contribution to the Company

- Essentially, the most important task as an intern is to keep connection with the clients such as the painters, sub-dealers, and dealers so that there is a good flow of communication.
- Interns can build reports from the customer surveys and help the company by providing latest data which can show changes.
- During customer surveys, interns are able to also update outdated records and see inconsistencies.
- While keeping connection, interns can learn to understand some of the problems or probable problems from clients which needs to be addressed.
- Interns can help noting down the problems so that the company can create future measures to address those.
- Interns can keep track of records using Excel and generate reports afterwards.

1.3.2 Benefits to the Student

- Every task provides an opportunity for an intern to understand more about the sector.
- The chance to interact with customers gives a better knowledge behind the usage and understanding of the product.
- Interns learn to communicate better with different types of people while conducting surveys.
- Moreover, it also is an opportunity to use the knowledge we have gained in an official setting and finish the degree.
- Internships provide an opportunity to gain real-life experience before completely diving in the job market.

1.3.3 Problems / Difficulties

I started my internship from November 20th, 2022. It was challenging because I had to maintain a proper timing every day. Moreover, the office has two Saturdays off and two Saturdays on. It was confusing at times to remember which Saturday is an off day. On the other hand, I have suffered from coronavirus while doing the internship which hindered my ability to learn and work more. I was home quarantined because of safety protocols. Furthermore, gathering necessary data is challenging since the company has confidential information.

1.3.4 Recommendation

To create more online based tasks for interns so that it is easier to work from home if they are affected with diseases. On the other hand, interns should try to maintain proper timing so that it does not become too burdensome to focus both on the internship and on the internship report. Proper planning can help the student to adjust with the new lifestyle. In the end, it is a great opportunity to plan for their future jobs.

Chapter 2: Organization Part

2.1 Introduction

In the paint industry, Berger Paints is one of the oldest names. The company even has products which were around from 200 years back. A German public named Louis Berger started business in England after establishing color and pigment. Innovation and entrepreneurship were key points behind the rapid growth of Louis Berger and Sons Limited. Additionally, the company perfected the art of creating Prussian blue which is a deep blue dye used extensively in different European army uniforms. From then on, various types of paints, coatings, and primers were produced and became core products for Berger Paints.

Berger Paints is a revolutionary company in the paint industry. The company established branches worldwide and earned international recognition. Moreover, Berger Paints have acquisitions with many other companies specializing in paint and coating manufacturing.

Throughout the years, Berger Paints won various awards, promoted many social causes, and held art contests (Berger Paints Bangladesh Ltd.). The company is known for being socially responsible and environmentally aware.

2.2 Overview of the company

In Bangladesh, the paint industry is becoming more competitive. Previously, Berger had less competition but currently there are more companies in the market. The annual demand for paint is about 180,000 tons (Chowdhury, 2019). To fulfill that demand, Berger employs highly professional and skilled workers. Moreover, the employees are given necessary training. To cope up with the increasing demand by using skilled workers, in 2008, Berger Paints set a mission to increase turnover by 100% within the next 5 years. Moreover, to achieve success in completing the mission, Berger promotes direct selling and developing substantial number of new dealers and projects through their sales department so that the gross sales can increase. Furthermore, Berger Paints managed to increase sales by 35% in the following year.

One of the main objectives of Berger Paints is to provide best customer support through technological advancements. Berger Home Décor service makes it easily accessible for customers to receive free technical advice about surface preparation, color consultancy, and unique color schemes. Also, Berger Express service can handle painting.

The company has different types of machines to produce various shades, texture, bases, and depth for their products. Berger Paints invest vast amount in technology and plant capacity. In other words, the company has a highly functional and progressive Research and Development (R&D) sector. Furthermore, the company produces products which are essential to protect structures and work well with their paint products. Some products waterproof the walls, some products protect structures from ultraviolet ray, and some stops wall cracking and leakage.

Berger Paints are not only known throughout the whole country but also worldwide and that is possible because of their strong distribution network. In Bangladesh, there are about 7 sales

depots which are strategically located throughout the country. Moreover, the company keeps the paints materials easily accessible so that the stock does not run out.

Berger Paints launched various products in the market by researching the needs, being innovative, and developing new and old products. The products include interior paints, exterior paints, enamels, primers, polish, resins, marine paints, industrial paints, car paints, coatings (wood, texture, powder), epoxies, and roofing compounds. Those products have different features as well. Some are heat resistant, waterproof, easily cleaned, virus and bacteria proof, extremely durable, and eco-friendly. Berger Paints has been an innovator for many of those types of products and features. (Berger Paints Bangladesh Ltd.)

At the end of 2021, they have launched a brand for acrylic paints known as ARTISTA which added another new product range for the company (Berger Paints Bangladesh Ltd.). This product even has a different customer demographic and usage.

Berger Paints has been living up to the role of being a responsible corporate citizen. The company focuses a lot on making products eco-friendly and lead-free so that it is not harmful for humans and animals. The company has earned many awards throughout the years. Recently, for the 11th time in a row, the company has achieved the Most Loved Brand Award (Berger Paints Bangladesh Ltd., 2022). Moreover, the company has earned the Digital Marketing Award 2021 for the Luxury Silk Emulsion Campaign (Berger Paints Bangladesh Ltd.).

2.2.1 Vision of Berger

Being known as the most innovative and technologically advanced paint company in the paint industry producing high quality products while maintaining best consumer satisfaction is the ultimate vision of Berger Paints. The company utilizes their highly professional and dedicated team to give proper value-added services to the consumer.

2.2.2 Mission of Berger

All internationally recognized companies have missions. According to the Berger Paints Bangladesh Ltd website, the mission statements of the company are:

1. To increase the turnover by 100% every five years.
2. The company will remain a socially committed ethical company.

2.2.3 Objectives

In terms of customer service, profit generation, longevity, and incomes; Berger Paints Bangladesh Ltd is devoted to add value to life to outperform the competition. Moreover, wealth maximization is the ultimate objective of Berger Paints.

2.2.4 Tagline and Values

Berger Paints is a globally known company and it is known for being a trustworthy paint company. That is why, the company tagline is 'Trusted Worldwide'. There aren't many paint companies which are recognized worldwide. That makes Berger Paints a strong company.

Berger Paints also has some core values. Those values are:

1. Respect
2. Integrity
3. Commitment
4. Excellence

In this case, values are key points to define many deductions about a company such as Berger Paints. Firstly, the company wants to show an attitude of courtesy and admiration. Secondly, the company supports accepting responsibility through consistency, honesty, and transparency regarding actions taken and words spoken. Thirdly, the company believes in being sincere and steadfast to defend the interests of Berger Paints and accomplish goals made by the company. Lastly, the company thrives to exceed expectations beyond imagination (Berger Paints Bangladesh Ltd., 2021).

2.3 Management Practices

2.3.1 Organization Organogram

Every company has an organogram which portrays how the chain of command is inside a company. Berger Paints organogram is given below:

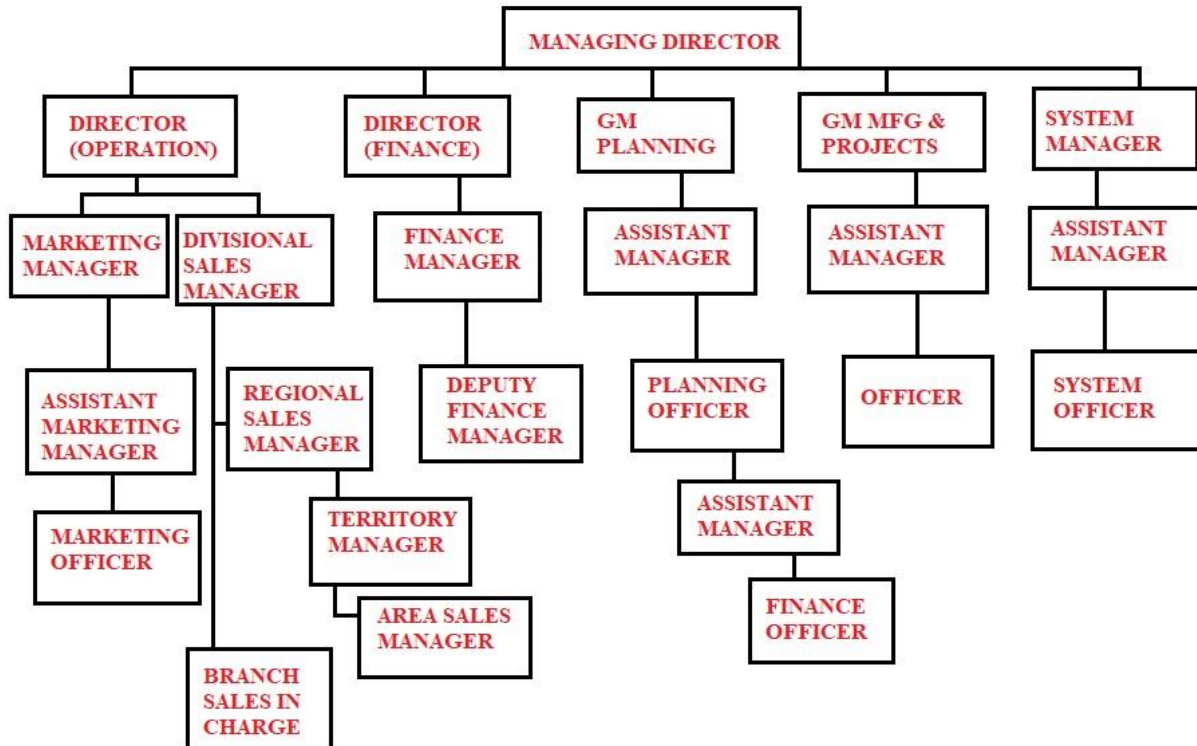


Figure 1 Berger Paints Organogram

2.3.2 Organization Leadership Style

Berger Paints follow participatory leadership style. Even though there is a chain of command in the organogram; it is followed to maintain structure inside the company. According to the company website (Berger Paints Bangladesh Ltd.), they believe in having an approachable management so that cooperation among employees is ensured. As far as I have seen, all employees are expected to participate in pitching ideas, making decisions regarding clients, and they have their own methods to deal with clients. Moreover, leaders oversee the progress but do not force employees to follow only one method of dealing with clients. It depends mostly on the employee dealing with clients directly unless the leaders are asked to give advice.

Participatory leadership is believed to be the most effective leadership style because it encourages everyone to contribute. It engages employees and makes them feel valued as well as motivated. Moreover, employees do not feel overly pressured by upper management since there is an environment of respect and closeness inside the company.

Inside the sales office, employees have monthly sales goals to indicate the quantity of sales expected for the month. I have seen employees reach monthly sales goals on time and celebrate it inside the company. That is why, the participatory leadership is suitable for Berger Paints and it helps to reach objectives and goals on time.

2.3.3 Organization Structure

Annually, a total of 6 board meetings are formed so that the chairman of the board of directors are able to supervise the flow of the company. There are monthly committees formed with the participation of the Managing Director (MD), Directors and Independent Directors so that it is easier to approve or decline proposals. They are able to discuss which proposals need to be implementation or given more priority. Some other committees include Audit, Risk, Remuneration, Executive, and Purchase committees. Mid-level managers prepare the proposals by taking input from everyone and then the head of department or division forwards it to the managing director. Afterwards, it is carefully analyzed by the committees.

Furthermore, the upper management of the company is operated by 1 managing director, 4 non-executive directors, 2 executive directors, and 10 managers. Each department has mid-level managers overseeing the subordinates. They note down the progress, discuss issues, provide feedback which helps to reach the goals and objectives of the company. to the Executive directors and other report to the Managing Director. Lower-level managers work to complete their monthly and yearly goals and report the progresses to the mid-level managers. That is how the company maintains hierarchy and order.

2.3.4 Departments

Human Resource and Administration: This department handles recruitment procedures for employees and interns, hires selective recruits, finalizes training sessions for new and old employees, and administers benefits for employees. Moreover, they keep record of the employees and wages. They are also responsible for updating policies, finalizing canteen meal plans, administering disciplinary actions, and approving budgets for meetings, gifts, and decorations.

Distribution: This department plans route maps, routine product and delivery checks, vehicle management, and warehouse supply checks. They ensure if products reached the client on time or not.

Planning: This department is responsible for developing master plans, long and short-term plans, planning strategies, and regulating current plans. They have the authority to approve appropriate plans and implement those.

Operation: This department is in charge of overseeing the overall production processes. They execute approved plans and supervise employees so that mistakes can be avoided and procedures are followed thoroughly.

Sales and Marketing: This department works to develop new marketing plans, sales strategies, research market demand and opportunities, and directly communicate with clients. The main specialty of this department is fieldwork.

Accounts and Finance: This department is accountable for ensuring proper transaction records, billing, and payment procedures for clients, employees, and interns. They handle all the necessary financial documents for business activities.

Supply Chain: This department is in control of checking materials which are sent from various places to make the final products. They ensure the quality of the materials, keep records of the overall inventory, and strategize improvements for adequate inventory management.

Research and Development: This department is in charge of researching and developing new and old products. They are the forces behind the innovation of many products. They are responsible for key development of products and ensuring the safety measurements of the usage of the products.

IT: This department is necessary because they keep current software updated and keep the computer network system maintained which is important because Berger Paints have a running software named SAP that is constantly in use for daily business activities.

2.3.5 Recruitment and Selection Process

For recruitment, Berger Paints check if the candidate already acquired the human resource requirements of the company which lists necessary qualifications, experience, attitudes, and values. They pick potential employees by the qualities and skills they present such as passion, leadership, commitment, solution provider, energy, integrity, and communication (Berger Paints Bangladesh Ltd.). The company wants to stay competitive and that is why some of those qualities are necessary for all employees.

The recruits for entry level jobs are fresh candidates from campus recruits. At first, they are recruited to be management trainees. On the other hand, senior level jobs are mostly applicable for in-house talent if they are available and qualified. In case of unavailability of in-house talents, recruits are chosen from external sources. This is a chance for the employees to grow and set their career paths within the organization.

At Berger Paints, communication skill is highly valued. Since my internship was at the sales office, I had to communicate with so many people on a daily basis. That is why, communication is not only highly valued but necessary in this company.

2.3.6 Compensation System

Within Berger Paints, compensation system varies according to the hierarchy of the company. Directors, managers (top, mid, lower), administrators, and sales personnel are benefitted monetarily and fringe benefits. Apart from that, other employees receive more monetary benefits than fringe benefits. Monetary benefits are easily transferrable and useful. For example, if someone does not have transportation from the company then they can have transportation cost as monetary payment. On the other hand, fringe benefits are given to skill-based workers and higher ups. For example, paid vacation is a fringe benefit. There is also skill-based compensation which helps to motivate employees. Employees with high managerial, technical, and communication skill are applicable for this type of compensation. Moreover, there are 5-10% discount for every Berger Paints employee when they are trying to buy particular products. Annually, they are eligible to receive a 25% discount for certain paint products. Furthermore, employees can receive target bonus if they reach a certain target within a limited amount of time (Miah, 2015). Lastly, employees are given allowance along with their paychecks. Those allowances include house rent, leave, medical, and overtime or late shift. Generally, when an employee is promoted, they have performance bonus as well so that they are motivated to do better in future.

2.3.7 Training and Development

At Berger Paints, there is a supervisory or job-related training program named Bandhan Program which is for new recruits so that they are associated with the company culture, values, and goals. Employees who are fresh graduates go through this training program so that they can understand what Berger Paints stand for. Trainees are given knowledge to comprehend their roles and responsibilities inside the company. Afterwards, they are properly reviewed so that they can find their specialized skill.

There are career-oriented training programs at Berger Paints as well. Those programs can be internal or external. The main focus is to develop skills and knowledge so that employees are able to self-assess themselves and grow their area of expertise (Berger Paints Bangladesh Ltd.).

2.4 Marketing Practices

2.4.1 Marketing Strategy

Berger Paints follow the strategy of segmentation of products, target market selection, and positioning product. These 3 strategies are called STP in marketing terms.

2.4.1.1 Segmentation

Berger Paints has a wide range of products with various usage and features. The Products are divided into categories:

- Decorative: oil, water, and cement based
- Industrial: equipment and structure protection
- Marine: marine vessel protection

Each type of paint has different usage, features, and bases. Decorative paints should not be used on marine vessels instead of marine paints, industrial paints should not be used as decorative paints in machines, and marine paints should not be used instead of decorative and industrial paints. Otherwise, paint will be unable to work properly and make damage than prevent it.

Decorative Paints:

It is a high-quality color bank product that can be used for both interior and exterior paints for homes. Even among decorative paints, there are different products and features.

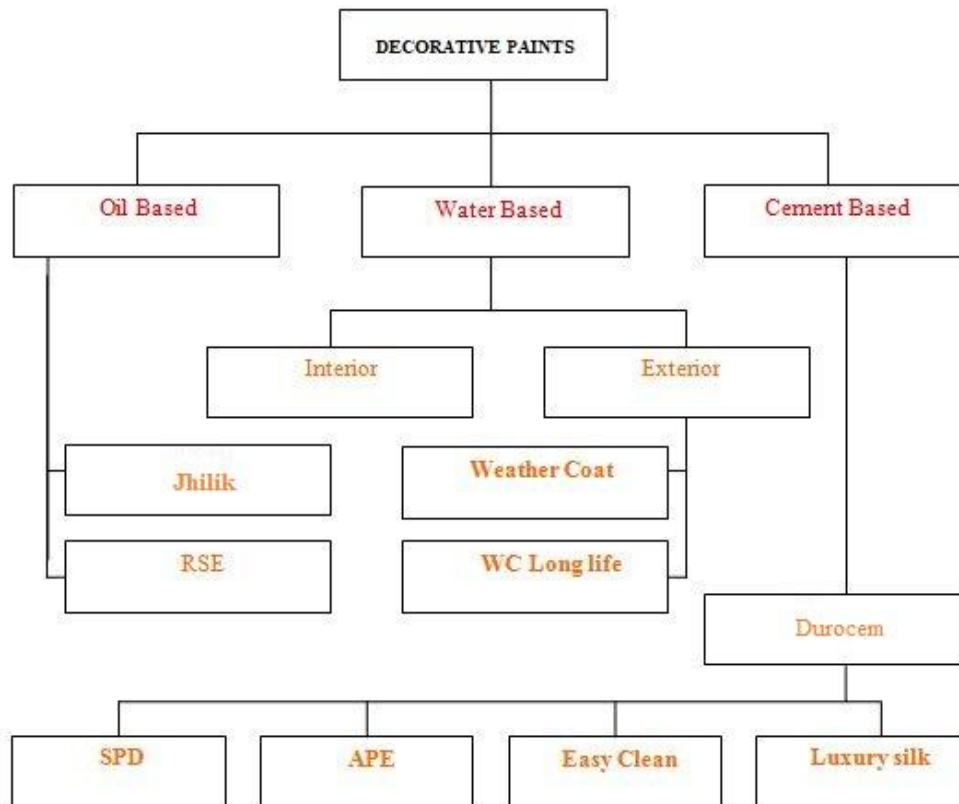


Figure 2 Decorative Paints Segmentation

There are over 30 products in the decorative paint product line. Some decorative paints include Luxury Silk, Robbialac Acrylic Plastic Emulsion, Robbialac Super Gloss Synthetic Enamel, Robbialac Acrylic Distemper, Weather Coat Smooth, Jhilik Synthetic Enamel, Durocem Cement Coating, and Robbialac Aluminum Paint.

Industrial Paints:

It is used as protective paints for machinery and structures. Industrial paints protect the machinery and structure from harsh weather conditions, chemical pollutions, and corrosion.

There are over 20 products in the industrial paint product line. Some industrial paints include Jensolin Industrial Enamel, Jensolin Stoving Primer, Jensolin Swimming Pool Paint, Jensolin Cycle Paints, Jensolin High Heat Resisting Paint, and Jensolin Zinc Chromate Primer .

Marine Paints:

It is used specifically for marine vessels, ships, and boats. Different top coat finishes, special coatings, primers and thinners are included in the marine paint product range.

There are over 20 products in the marine paint product line. Some marine paints include Seaborne High Gloss Enamel, Seaborne Topside, Seaborne Deck Paint, Berger Marine Enamel, Berger Marine Anticorrosive Primer, and Seaborne Metallic Protective Coatings.

2.4.1.2 Targeting

Since the paint industry is vast, Berger Paints have chosen target markets for their products. Decorative, industrial, and marine paints have different target markets.

In the paint industry, decorative paints hold about 83.42% of the industry, industrial paints hold about 12.17% of the industry, and marine paints hold about 4.41% of the industry (MSR Blog, 2020). That is why, decorative paints are the bread and butter for Berger Paints.

2.4.1.3 Positioning

Positioning is a marketing term which is a strategy to keep particular products in the mind of customers so that they will choose that product over the product of competitors. For that, products need to have distinguished features. Positioning encourages brand awareness so Berger Paints likes to create suitable reputation. The positioning strategies used by the company is explained below:

Product Differentiation:

Based on the size, quantity, container, and shades; products are differentiated so that the quality is preserved properly. Customer satisfaction should be given priority during product differentiation.

Service Differentiation:

Differentiating services offered by the company is necessary because it can ensure best service suitable for different types of customers. Berger Paints offer free and paid services for customers. It gives the customers more options to fulfill their needs.

2.4.1.4 Marketing Channels

As it was mentioned before, Berger Paints has a solid distribution network which can reach throughout almost any part of the country. They have several sales depot, dealer, and sub-dealer network. That is why, it is a leading company in the paint industry of Bangladesh. The company believes in easy accessibility of the products to keep customers satisfied.

Moreover, for the services, there are Berger Experience Zones. Customers can reach out for consultation through online or physical stores to receive the service. Berger Paints is committed in making more Experience Zones around the country. That will increase their marketing channels for products and services.

2.4.1.5 New Product Development

Berger Paints recently developed 2 new products which are ARTISTA and GLOW. ARTISTA is an acrylic paint product for painters and students. GLOW is a new range of product in the WEATHERCOAT product line. It has different features than the other products in the same line. It is a premium grade exterior emulsion which has smoothness and waterproofing abilities. It protects the houses from the harsh weather while giving a beautiful glossy look.

2.4.1.6 Branding Activities

Berger Paints promoted the new products through the company website, billboards, newsletters, newspapers, posters, YouTube, Facebook, and other digital platforms. For old products, the company made many advertisements and broadcasted those on television channels, newspapers, website, and digital medias.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

Same as other companies, expenditures, monthly reports, bills, and financial statements of Berger Paints are recorded in a suitable manner. Thus, investors are able to understand and trust Berger Paints since financial statements provide vast information about the performance of a company. It reveals the generated revenue, profitability progress, and financial obligations (long and short-term).

According to the annual report 2020-21 and financial statements 2021-2022, revenue increased by 2.8%, volume increased about 6%, and income increased by 12.3% (before tax) for Berger Paints. Even throughout the lockdown, the company gained market share and performed at a stable pace although the cost of sales was reduced from 61.5% to 60.2% (Berger Paints Bangladesh Ltd., 2021).

2.5.2 Accounting Practices

Records for every transaction are handled carefully by the accounts and finance department because Berger Paints update their database and website frequently. Accurate balance sheets, revenue growth, income growth, and volume growth were noted in the previous financial statements and annual reports. The company applied efficient accounting and financial report standards. In the reports, there were comparative analysis of financial performance as well.

2.6 Operations Management and Information System Practices

2.6.1 Operations Management

Approval of plans, supervising the production process, and allocating resources are done efficiently by the operations management team. There are machines to make different shades of paint and it is semi-automated. The machines need command to produce shades and bases. That is why, checking resources and usage of resources is important. There is even a machine to shake the paint drums so that the paint blends perfectly. Imperfect blending might ruin the shade and base required for the order. On the other hand, Berger Paints have their own software to track delivery vehicles so that ensuring proper delivery time and answering customer query is possible.

2.6.2 Information System Practices

Inside the company, employees use the software SAP which is a German software. It keeps all the records of clients, bills, product quantity, inventory status, order status, and other useful information. That software is the key to store sensitive information and spread it across the compute network system inside the company so that all employees are able to access the information. It is a tricky software since more than 1 employee cannot access it at the same time. That is the limitation behind the software but it is there to protect the data and to track who is using the software.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces

This is a strategic management tool designed to help company leaders in understanding the various competitive forces in an industry. The research shown below is applicable for the Berger Paints in Bangladesh. Porter's Five Forces for Berger Paints:

Competitive Rivalry: LOW

For Berger Paints, competitive rivalry is low because almost 50% estimated share in the paint industry of Bangladesh is dominated by this company (Singh, 2020). Asian Paints and Elite Paints are the main competitors in recent times. They are among the top 3 companies in the paint industry of Bangladesh.

Bargaining Power of Supplier: MEDIUM

It is medium for the company since raw materials are difficult to find, import, and have high cost. There was shortage of raw materials in the past. That is why, suppliers of those materials hold more power.

Bargaining Power of Buyers: MEDIUM

It is medium because the main clients are industries (marine, automobile, corporate etc.) and home owners. They require high quality paint products so they choose the world-renowned brand since product price is sensitive and quality of the product cannot be compromised because of the price.

Threat of Substitutes: LOW

It is low since the perfect substitute does not exist. Some people can use lime wash, wallpaper, and marbles instead of paint, coating, and primers but those are not durable and weather-proof. Those are unable to compare with paint products.

Threat of New Entrants: LOW

It is low because there are giant companies dominating the paint industry in Bangladesh. It is also costly to enter the market for paint so gathering enough working capital is difficult. Moreover, ensuring quality of products, finding raw material suppliers, and buying updated machines is tough.

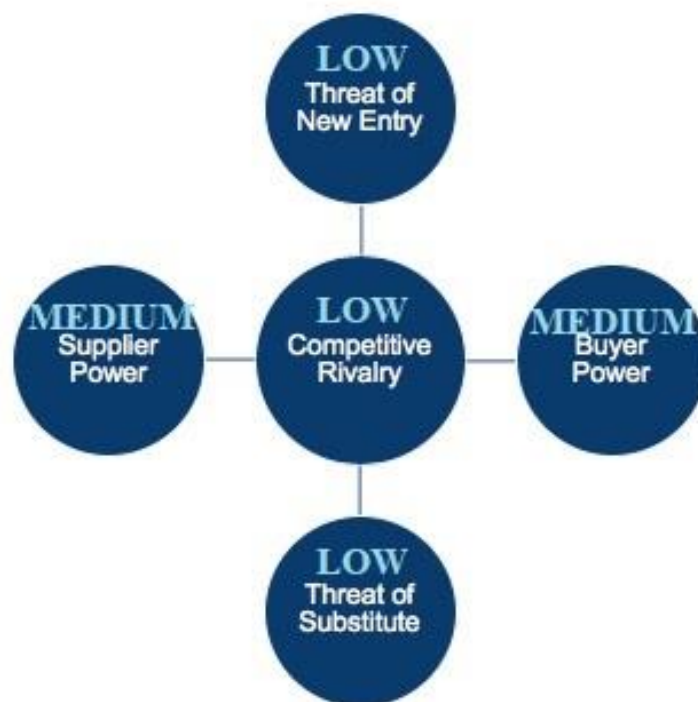


Figure 3 Porter's 5 Forces for Berger Paints

According to the Porter's 5 Forces model, Berger Paints have already achieved above average profits and has a highly competitive advantage compared to the other companies in the paint industry.

2.7.2 SWOT Analysis

This analysis is researched for the purpose of finding the strengths, weaknesses, opportunities, and threats in a company. It can help the company identify the problems, solutions, and threats so that the company is prepared. SWOT analysis for Berger Paints:

Strengths:

Global Recognition: Berger Paints is known globally as a reputed paint company so the company has a solid brand image.

Eco-Friendly: The company has taken initiative to be a responsible corporate citizen by making eco-friendly products.

Distribution Channel: The company has a vast distribution channel that helps to bring in new customers by making products easily accessible throughout the country.

Market Share: In Bangladesh, almost 50% market share in the paint industry is dominated by Berger Paints. So, the market share is durable.

Profitability: The financial statements and annual reports are proof that the company has good profitability and are trustworthy to invest in.

Expert Management: The top-level management of the company have high managerial skills which shapes the structure of the entire company.

Diversification: The company believes in innovation so the product range is big and features are diversified.

Weaknesses:

Natural Resources Availability: Berger Paints depend on other companies to collect raw materials and there is a risk of unavailability of resources to produce high quality products.

Raw Material Cost: Scarcity and demand for raw materials sometimes cost more for the company than planned. Pricing of the products also depend on the cost of raw materials. So, Berger Paints is dependent on the raw material cost.

Expensive Cost Structure: It takes a huge sum of capital to run many paint plants around the world. The running cost of each plant is high so there should not be a room for errors.

Opportunities:

Advertising: Diversifying the advertisements and staying with the current trends might be a good chance for Berger Paints to evolve.

Unknown Market Potential: There are rural areas in this country where people are unaware of the benefits of paint products. If Berger Paints advertise in those areas and make a new customer base then it will be beneficial to them and the people of the rural areas.

New Product Launches: Even though Berger Paints launched a new product line with ARTISTA (acrylic paint) and produced GLOW for their weather-coat product range; the company could try to bring different colors for artists in general.

Threats:

Unpredictable Government Policies: During the lockdown, there have been many changes made to the government policies for businesses and that was a challenge. If something like that happen again then Berger Paints might not be so lucky.

Raw Material Price: If raw materials cost more than the proposed budget than it will increase the product price and the company might suffer from lack of sales and lose customer loyalty.

Raw Material Unavailability: At one-point, raw materials for certain products became scarce so Berger Paints needs a backup plan for that scenario so that the orders are not lost.

2.8 Summary and Conclusion

Berger Paints is a worldwide brand with a strong hold in the paint industry of Bangladesh. Despite many challenges, they aim to achieve their goals while upholding the values of the company to provide a more efficient and effective service to clients. The company has years of experience being in the same industry and have higher abilities to give service to more diverse customer base. Their belief in innovation makes them develop further as a global company. As a result, the company will be able to continue having stable development as well as be aware of shortcomings.

2.9 Recommendation

According to SWOT analysis, Berger Paints need to focus on enhancing current strengths, turn weaknesses to strengths, allow to take a chance on the opportunities, and take precaution against threats. If the company is able to maintain those then there will be fewer future problems for them in the paint industry. Moreover, competition from Asian Paints might become high so that is a concern for the future as well.

Chapter 3: Project Part

3.1 Introduction

Research Question: Analyzing the effectiveness of marketing tactics and human resource management practices in Berger Paints Bangladesh Ltd.

Research Design: This research project falls under the category of being an exploratory research and maximum data are collected from the work I have done as an intern for Berger Paints Bangladesh Ltd.

3.1.1 Literature Review

Marketing and Human Resource Management are both important parts of a company. According to Philip Kotler (Kotler, 2017), marketing is the process of exploring, creating, and delivering value to meet the needs of a target market in terms of goods and services. Moreover, a process that enables a company to focus on the availability and accessibility of limited resources while increasing revenue is called marketing strategy and implementing that process is marketing tactics. It gives a company to have a sustainable competitive advantage over other competitors in the same industry. On the other hand, implementing strategic approach to gain competitive advantage while effectively and efficiently managing employees in a company is called human resource management (David G. Collings, 2018). It is designed to enhance the performance of employees. In Bangladesh, paint industry is thriving and the annual consumption of paint products are high. According to Rupali Chowdhury (Chowdhury, Prospects of paint industry, 2019), the paint industry is playing an important role in shaping the infrastructure of the country. Thus, keeping track of the marketing tactics and human resource management practices are able to help understand more about the needs, wants, and demands of the customers.

3.1.2 Objectives

There are objectives in every research project which defines the reason behind conducting the project. The main objectives for the research project of this internship report are:

Determining 'Word of Mouth' strategy effectiveness: Word of mouth is an old strategy but it still creates customer interests. Potential customers can be influenced by this strategy.

Determining 'Segmentation' strategy effectiveness: Segmentation of products are known to be very useful for potential customers because it is easier to find products according to their needs.

Determining 'Targeting' strategy effectiveness: Targeting allows the company to understand who and what type the customer base are. It can help to improve products and create relatable advertisements so that the product can reach the target demographic.

Determining 'Positioning' strategy effectiveness: Positioning allows the product to have a specific imagery in the minds of the customers. It influences customers to seek out the same product every time.

Figuring room for improvement in the marketing tactic: Berger Paints believe in exceeding expectations so if there is a room for improvement then it will be helpful for the company for future endeavors.

Know the application of human resource management practices: Human resource management is a big part of a company since they are involved with many administrative and managerial decision-making processes. That is why, knowing the effectiveness will be beneficial.

Figuring room for improvement in the human resource management practices: Human resource management practices should always be updated, carefully considered, and revised.

3.1.3 Significance

Berger Paints is one of the companies which has been effectively staying on top in the same industry for many years. The significance of the research is to get a better understanding about how effective the current marketing tactics and human resource management practices are inside a multinational company. It is profitable to know since the company has been having a steady growth in the paint industry. Moreover, it can provide insight about which is the most functional strategy. On the other hand, we can learn how the sales are affected by the marketing strategies and human resource management practices.

3.2 Methodology

The procedure of gathering relevant data and organizing it accordingly is called methodology.

Methodology should be designed to fulfill the objectives of the research.

In this report, data is collected from primary and secondary sources.

Primary Sources:

- Employees of Berger Paints Sales Office
- Work experience as an intern
- Communicating with dealers, sub-dealers, and painters
- Survey

Secondary Sources:

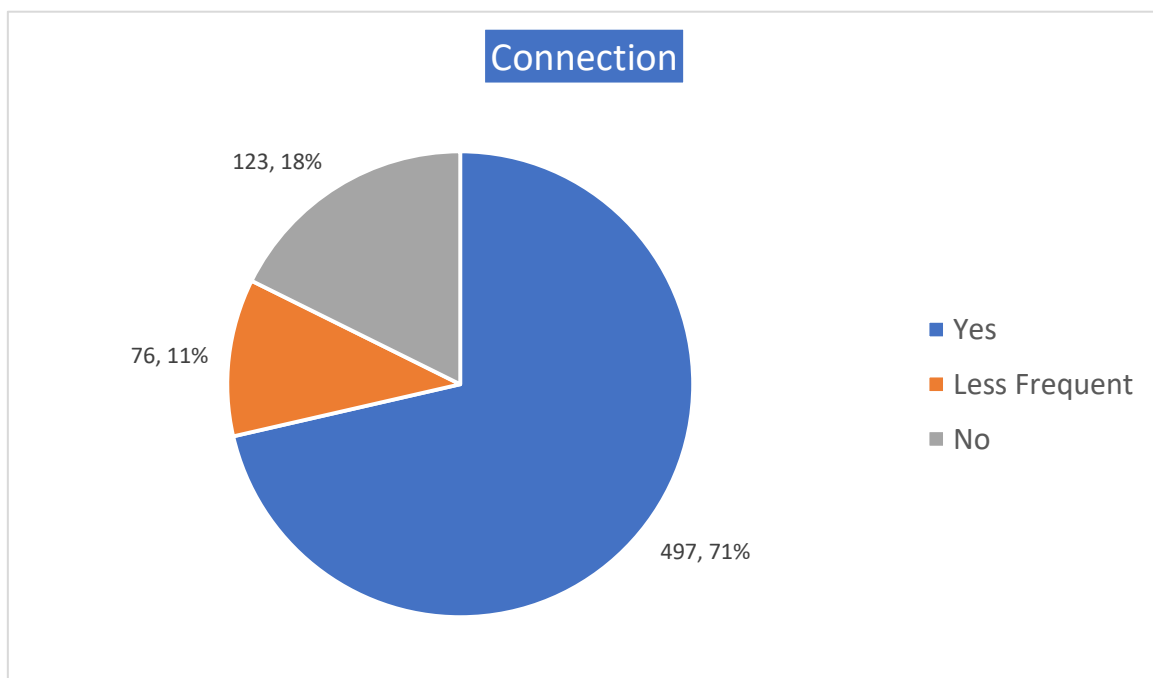
- Financial Statements 2021-2022
- Annual Report 2020-2021
- Annual Report 2019-2020
- Berger Website
- Research Papers

3.3 Findings and Analysis

3.3.1 Effectiveness of Marketing Tactics

As of 2021, Berger Paints sales office has 8 territories inside Dhaka which are managed by territory managers. Territory managers assign different area sales managers in each territory so that they can keep a constant connection with the dealers, sub-dealers, and painters.

For Berger Paints, painters are important people who are able to influence consumers purchasing decisions. In marketing terms, Berger Paints is using the 'word of mouth' strategy through painters so that consumers are knowledgeable about the products. In most cases, painters give the end consumers the exact budget and buy paint products directly from dealers and sub-dealers. I have conducted a survey using sample data of 696 painters. From that survey, I have found out the following information:



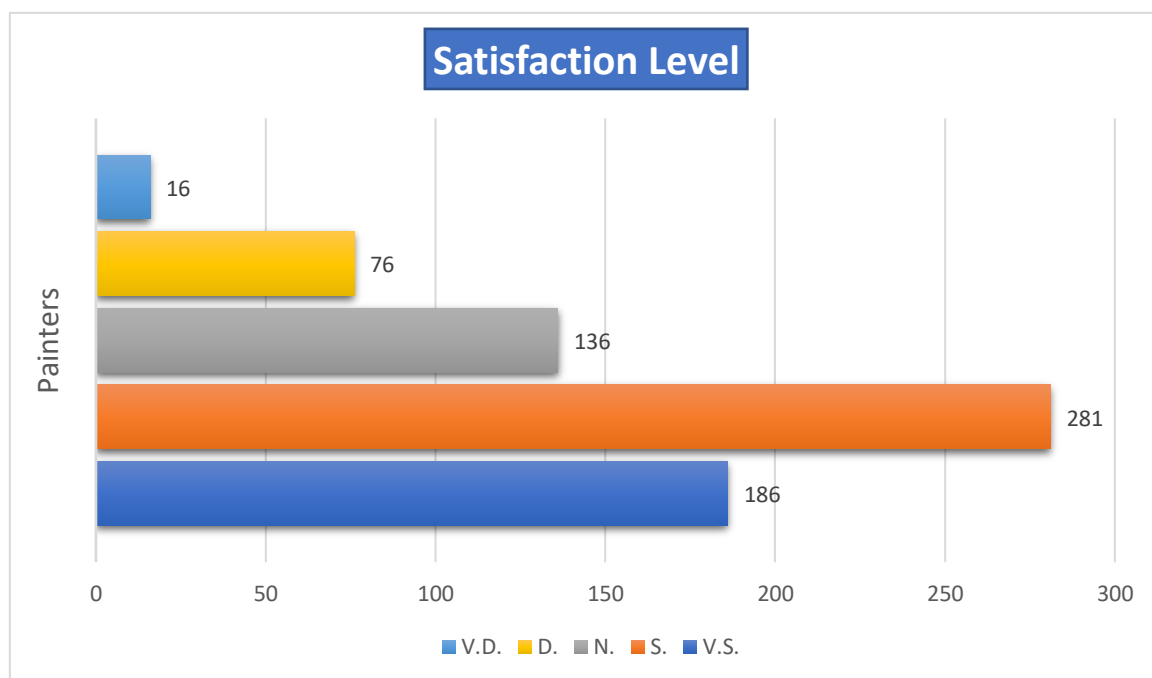
In the survey, I have asked painters about their connection with Berger Paints. The chart above shows the values and percentage of painters who are connected with Berger Paints or not. Out

of 696 painters, 497 (71%) painters have maintained proper connection with the area sales managers of Berger Paints, 76 (11%) painters have less frequent connections, and 123 (18%) painters have no connection with any area sales managers from Berger Paints.

For painters to gain knowledge about the products, they have to keep a constant connection with employees from Berger Paints. As it stands, 18% painters are lacking that opportunity so they are unable to spread word about the products. However, 71% and 11% painters are able to influence home owners, land owners, and business owners about choosing Berger Paints.

While conducting the survey, I have created a Likert Chart to keep track of the satisfaction level of the painters and how they are spreading the word about Berger Paints.

Likert Chart Result:

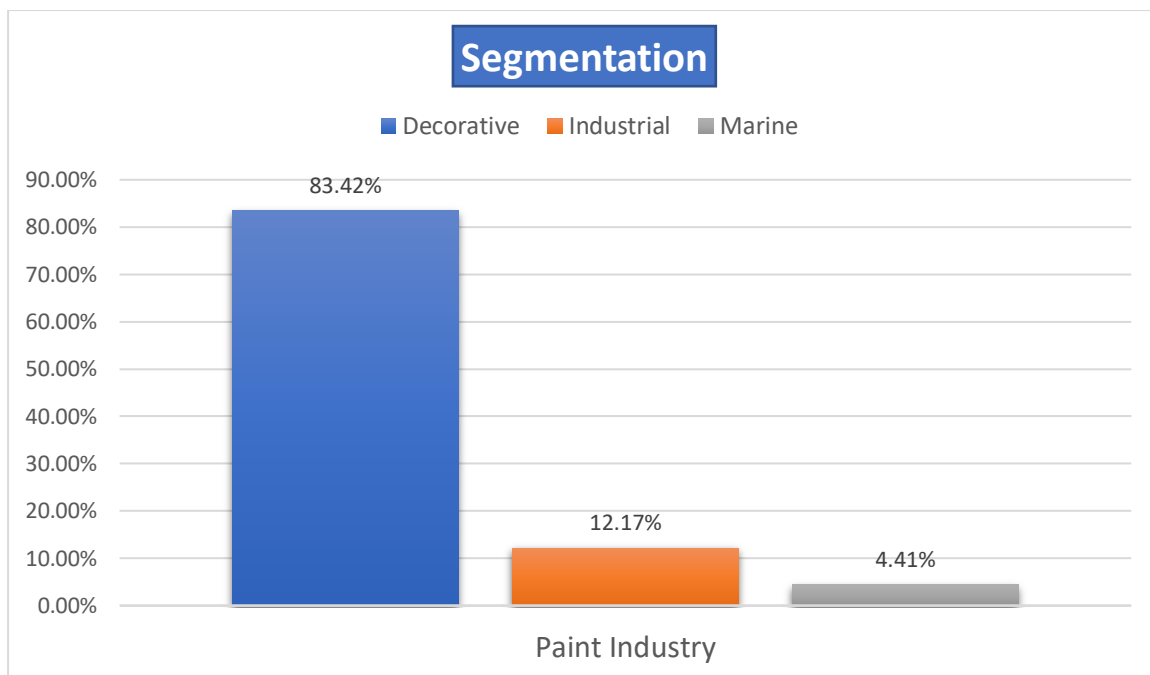


According to the data collected from the survey, 186 painters are very satisfied with the products and the company and recommend those to their clients on a regular basis, 281 painters are satisfied with the products and the company and recommend it to their clients, 136 painters are on the neutral ground about the products and the company so they sometime recommend it

to their clients, 76 painters are disappointed with the products and the company so they refrain from recommending those to their clients, and 16 painters are very disappointed with the products and the company so they never recommend those to their clients.

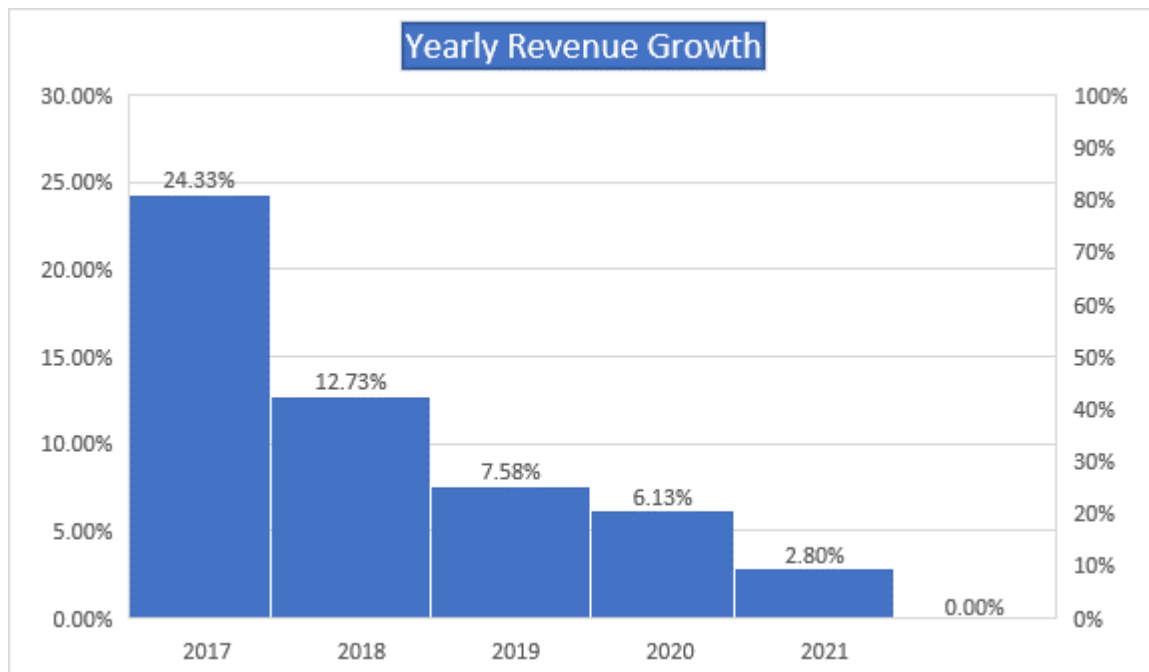
So, the satisfaction level of the painters indicates how the products are being seen by the consumers. In this case, majority is satisfied with Berger Paints and the products of the company.

On the other hand, implementing segmentation strategy uncovered more data about the effectiveness of that marketing tactic.



According to a research paper (MSR Blog, 2020), about 83.42% of the paint industry in Bangladesh is dominated completely by decorative paints, about 12.17% of the paint industry is dominated by industrial paints, and about 4.41% of the paint industry is dominated by marine paints. That means, segmenting the products makes it easier for clients to purchase the products. Without segmentation, clients will not know which products they need to fulfill their purpose. That is why, segmentation is very effective for the paint industry and Berger Paints.

Moreover, another marketing strategy that Berger Paints apply is targeting. To know if that strategy is effective or not, the financial statements of Berger Paints are necessary. According to the financial data of the past 5 fiscal years, the revenue growth is shown below:



Every year, the revenue is growing for Berger Paints but the growth is slowing down. In 2017, it was 24.33% then it grew 12.73% in the following year. Afterwards, it grew 7.58% in 2019 and then faced 6.13% growth in 2020 and finally in 2021, it faced 2.80% growth than the previous year (Berger Paints Bangladesh Ltd.).

One of the causes could be that the competition is more intense and the other could be that the products are not reaching the proper target markets and new target markets need to be established and explored. Moreover, the company needs to improve marketing tactics.

Lastly, positioning proves that a product is different from the same kind of product. Berger Paints use that strategy. The company differentiate products and services according to the attributes, benefits, price, quality, usage, and quantity. Clients are able to position the products in a permanent position in their minds and compare it to the products of the competitors. Berger

Paints provides high quality products at an affordable price. So, clients are aware of the position of the products. Moreover, they are aware of the attributes and usage of the products. That makes it easy to choose products. That is why, this strategy is effective.

Overall, all the marketing tactics are very effective for Berger Paints but there is room for improvement in their targeting strategy. The company should explore new target markets.

3.3.2 Human Resource Management Practices

3.3.2.1 Training and Development

Berger Paints practice having training and development whenever necessary. For their training and development sessions, the company has specific objectives:

- Boost employee performance
- Increase employee growth by reviewing their progress
- Build effective and efficient teams inside the company
- Develop interpersonal skills
- To exceed expectations and head towards excellence
- Keep employees updated about major changes in the industry

Training Needs Assessment:

First, Berger Paints determine the need for scheduling training and development sessions. If there is a specific area which needs more attention and knowledge then the company assigns employees to undergo training and development sessions. The nature of the session is predetermined by the company so that time is not wasted by doing training on the wrong topic.

As a result, all employees are focused on achieving the same goal at the end of the sessions. They want progress in skills, performance, and higher efficiency. That is why, training needs assessment is effective for Berger Paints. It helps and motivates employees to do better.

Training Administration:

Human Resource Department inside Berger Paints carries an important role when it comes to the training and development sessions since they connect the employees, mentors, and the training programs together. They are allowed to observe and coordinate with all the other departmental heads so that there are no room for miscommunication and misunderstandings.

That is why, sessions help to create more understanding between departments. It is effective for all levels of employees.

Training Evaluation:

After conducting specific training and development sessions, Berger Paints evaluate the employees to know how much they have retained from the training and if the training was successful or a failure. Sessions are designed to meet specific goals so evaluation is necessary to know if the goals have been completed or left unfinished. Moreover, evaluation is a good way to understand errors in the sessions. That is why, it is an important process of training and development.

Training Methods:

Berger Paints provide different training methods. Some trainings are supervisory and some are non-supervisory. It can also be called job and career-oriented training programs. Those are divided into sub-categories as well.

On-the-job Training:

This training is a monthly training which helps employees to understand the overall processes, discipline, environment, and safety inside the company. This enhances the skills of an employee and gives a better understanding of the industry and the position of the company in the industry.

Vestibule Training:

This training is scheduled to demonstrate proper usage of techniques regarding processes and equipment handling. New equipment is not the same as old equipment and employees need that knowledge to be more efficient.

Apprenticeship Training:

This training is necessary to enhance different types of skills such as mechanical skill, computer skills, maintenance skills, and electrical skills. Licensed workers conduct this type of training.

Training Institutions

Berger Paints train use some local institutions such as Berger Learning Center, Continuing Education Centre, TACK International Training Centre, and BRIDDI.

3.3.2.2 Compensation

Cost Effectiveness:

Berger Paints makes an effort to minimize costs behind employees to stay a cost-effective company. Salaries are revised and decided based on many factors so that the company refrains from making extra expenses. Comparatively, the payment for employees is good but it is still scrutinized. That is why, this practice is effective in case of keeping employees.

Skill-Based Compensation:

This focuses on the particular skillset an employee provides in the company. Some skills include technological skills, managerial skills, and communication skills. Hiring skillful worker bring competition inside the company so everyone tries to enhance their skills to achieve the skill-based compensation. It keeps employees motivated to perform better and be creative. That is why, this strategy is effective to motivate employees to effectively reach their goals.

Pay for Performance:

Inside Berger Paints, employees are allowed to receive performance bonuses if they can accomplish their targets on time. There are monthly targeting quotas as well to check performance progress of employees. That is another reason why employees stay sharp and motivated. It encourages them to enhance their performance. Thus, it is an effective practice for the company.

Retention Payment:

In case an employee wants to change jobs for better payment, Berger Paints give retention payment to encourage the employee to not quit. The company is very steadfast about keeping skillful employees. Retention payment is added to their base salary if the employee decides to stay with the company. It shows the employee how much the company values the work they do.

Discount:

For some Berger Paints products or their partner company products, the employees can receive discounts from 5% up to 10%. Moreover, they receive annual 25% discount for paint products in the company.

Company Share:

Company shares can be purchased by employees at a lower rate than other public and they can enjoy the full percentage of the profits without the interference of the company.

Allowances:

Different types of monthly allowances are given to employees according to their needs. Housing rent allowance is for employees with rent issues, transport allowance is for employees with transportation issues, leave allowance is for having a paid leave, medical allowance is for employees and their family so that they can maintain their health, late shift allowance is for employees working on evening or night shift than their normal shifts, sick leave allowance is for employees who are unable to work because of sickness, maternity leave allowance is for female employees who are going through pregnancy and needs maximum 3 months to adjust before or after childbirth, privileged leave allowance is for employees who are going to marry and needs at least 7 days off. Those allowances are saving graces for employees inside the company.

Promotion:

Performance plays a great role in promotion process since employees are rewarded for it. They have to show overall progress and achieve expected targets.

3.3.2.3 Safety and Health Environment (S.H.E.):

This team runs independently in the company because they play an important role to plan, manage, and inform employees about the safety protocols. This team works to avoid accidents inside the company. Their policies fall under human resource management practices.

When I joined the company, I had to attend an hour-long meeting with one of the department members about my safety and health environment inside the company. I was given information about fire escapes, safe areas during earthquakes, electrical wirings, smoking zones, complain and suggestion procedures, machine handling, hazardous environment avoidance, and evacuation protocols etc. Moreover, I was shown presentations about the importance of my wellbeing and security. There were data presented about previous accidents, near accidents, and risky actions. This team informs newcomers about the current safety protocols and also keep updating their database. They take mandatory steps to ensure safety of all the employees. There are 6 safety policies for the employees now to make sure the work environment is risk-free. On the other hand, there are 11 general safety rules for Berger Paints employees.

Inside the factories, there are many machineries for production. Those machineries can be extremely dangerous if they are not properly handled. That is why, training and safety precautions must be taken.

Employees in various types of jobs have to wear some mandatory items in order to be safe. Those items include Helmet, Apron, Safety Footwear, Hand Gloves, Goggles, Safety Harness, Mask, Visor, Ear Plug, Life Jacket, Earthing Connection. That is how the company effectively avoid accidents and keep employees safe.

From the above-mentioned information, it is easier to understand the effectiveness of human resource management practices are inside the company. Training and development,

compensation, and safety and health environment are maintained efficiently in the company. Human resource management department is very involved in all those processes.

3.4 Summary and Conclusion

Berger Paints is known throughout the world as the oldest name in the paint industry. Throughout the years, the company has developed and implemented different types of marketing strategies through trial and error. Nowadays, the company apply solid marketing strategies which are carefully planned out according to latest information. Thus, those marketing tactics work effectively in the paint industry of Bangladesh. On the other hand, Berger Paints practice many human resource management strategies to develop and motivate the employees of the company. Everything about the employment of the employees is carefully considered so that the company is able to maintain a skilled workforce. In the end, Berger Paints follows effective marketing tactics and human resource management practice.

3.5 Recommendations

For the marketing part of the project, my recommendations are:

1. New target market should be targeted.
2. Reduce dependency on decorative paints.
3. Rural areas should be focused.

For the human resource management part of the project, my recommendations are:

1. Certified trainers for the training and development sessions should be considered.
2. Recreation system should be established for employees.
3. More diversity is needed inside the company.

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Appendix

Survey Questionnaire:

1. Are you connected with anyone from Berger Paints Bangladesh Ltd.?

Yes / No

2. If yes, can you recall the name of the person you are connected with?

Yes / No

3. Which dealer / sub-dealer are you buying products from?

4. Which area do you work most at inside Dhaka?

5. Are you satisfied with the company and the products of the company?

- Very Satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very Dissatisfied

6. Do you want make comments about the company / products / services?

*Some information was already provided in the database such as names, gender, and profession etc.

Project Proposal

Student: Nabila Tahlin

ID: 17104057

Name of Supervisor: Tania Akter

Designation of Supervisor: Lecturer

Name of Co-Supervisor: Nusrat Hafiz

Designation of Co-Supervisor: Lecturer

Date: 26th January, 2022

Research Question:

Analyzing the effectiveness of marketing tactics and human resource management practices in Berger Paints Bangladesh Ltd.

Objectives:

From this research, the main objectives are to determine the effectiveness of word of mouth, segmentation, targeting, and positioning marketing strategies in the company, figuring out if there are room for improvement in the marketing strategy, know the application of human resource management practices, and figuring out if there are room for improvement in the human resource management practices inside the company. This research will give a broader perspective on the effectiveness of the marketing tactics and human resource management practices.

Background Information:

According to (Chowdhury, 2019), the yearly consumption of paints currently stands at about 180,000 tons while the paint industry recorded over 6 percent growth in recent years. In Bangladesh, there are over 164.7 million people. To figure out the potential customers, paint industries need concrete marketing strategies. Moreover, they need to know which platforms their customers frequently use. Nowadays, people are more active in the social media but the paint industry relies on more than the social media to reach their target customers. To increase the sales, they have to apply multiple marketing strategies which target different customer bases. Also, customers want fast response from companies to make sure that they are the top priority and products have high quality and delivered on time. Even a few years back people used to believe that paint products are just for beautification but that belief has changed a lot in recent years. Paint products are necessary to protect a structure from internal and external damage. On the other hand, people working in the paint industry need to be constantly updated on their human resource management policies so that they can maintain a loyalty to the company. As long as the company cares about not only their own image but also their employees, it will work productively. That is why, having proper human resource management practice is necessary inside a company.

Preliminary Methodology:

There are two main types of data that will be used to conduct this research.

1. Primary Data: It will be collected from employees of the company, surveys and dealing with clients directly.
2. Secondary Data: It will be collected from previous data, news and scholarly articles, literature reviews etc.

Significance of the issue:

The objective of the research is to better understand how effective the current marketing tactics and human resource management practices are inside a multinational company. It is profitable to know which tactics are highly functional. Moreover, it can help to understand how a business can sustain for a long period of time in the paint industry. On the other hand, we can learn how the sales are affected by the marketing strategies and human resource management practices.

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