



Internship Report on the  
**“Analysis of Key Performance Indicator Report’s contribution in  
enhancing employee performance and sales target achievement  
while providing logic behind employee appraisal decision making  
process of Sales Department of Square Toiletries Ltd”**

By

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22104121

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 May 2022

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## Declaration

1. It is officially stated that the internship report presented is my/our original work completed while pursuing a degree at Brac University.
2. The report does not include previously published or written content by a third party, unless properly referenced with complete and correct citations.
3. The report contains no content that has been approved or submitted for another degree or certificate at a university or other institution.
4. I/We have recognized every major source of assistance.

### **Student's Full Name & Signature:**

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Anika Tabassum Synthia

22104121

### **Supervisor's Full Name & Signature:**

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Md. Hasan Maksud Chowdhury

Assistant Professor, BRAC Business School

Brac University

## Letter of Transmittal

Md. Hasan Maksud Chowdhury  
Assistant Professor,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212.

Subject: Submission of Internship Report on the “Analysis of Key Performance Indicator Report’s contribution in enhancing employee performance and sales target achievement while providing logic behind employee appraisal decision making process of Sales Department of Square Toiletries Ltd”

Dear Sir,

The report I completed for my Bachelor's degree at BRAC University while employed at Square Toiletries Limited is presented with great pleasure.

This report is a summary of all I learned and experienced during my three-month internship in the Sales Department of Square Toiletries Limited. This was a terrific opportunity for me to get business experience. I hope you find this report to be helpful and reliable.

I would want to thank you for your assistance and advice, and I hope it meets your expectations.

Sincerely yours,

---

Anika Tabassum Synthia

22104121

BRAC Business School

BRAC University

Date: May, 2022



## Non-Disclosure Agreement

This agreement is established and entered into by and between Square Toiletries Limited and the signatory student at BRAC University to prevent the unauthorized disclosure of the organization's sensitive information. This agreement is intended to prevent the unauthorized disclosure of Square Toiletries Limited's sensitive information.

.....

Square Toiletries Limited

.....

Anika Tabassum Synthia

## Acknowledgement

All praise and appreciation are due to Allah, the Almighty, for allowing me to complete my internship report while in good health. The invaluable insights supplied by My Supervisors enabled me to complete the report accurately. Without their support and recommendations, I would not have been able to complete my internship report.

My profound appreciation to S.M.Abdul Karim, Head of Sales and Trade Marketing at Square Toiletries Limited, for his encouragement and insightful advice.

Mr. Md. Marufur Rashid, my supervisor on-site at Square Toiletries Limited, provided me with the expert help and data I needed to finish my assignment. Last but not least, I would like to convey my sincere appreciation to my senior colleagues at Square Toiletries Limited, Md. Asaduzaman, Md. Sabbir Ahmed, Mr. Rokib Ahmed, and Mr. Ruzhanul Rakin, for their unending care and support, which made my 3-month internship worthwhile. In addition, it is only due of her consistent encouragement and support that I was able to seamlessly integrate into corporate life while keeping a healthy work-life balance.

Thank you very much.

Sincerely,

Anika Tabassum Synthia

ID: 22104121



## Executive Summary

We are all aware that Square is not a name, but rather a sign of excellence. 50 years of hard effort have enabled Square to become one of Bangladesh's leading manufacturers and most prestigious conglomerates. Square Toiletries Limited began its adventure with a single product and a distinct division, and gradually enhanced its activities. I feel myself fortunate to be a member of this organization and to be able to watch its many implementations.

I have worked closely with their Sales Department and have been exposed to their Sales achievement process, Sales Department employee performance tracking process via Key Performance Indicator reports, and distribution channel maintenance process, which is one of the key components of any organization that aims to achieve its sales target and maintain its growth in a competitive market.

In the first chapter of the report, the contents of the Internship are presented, beginning with the intern's information, work tasks, problems encountered throughout the internship term, and the results.

In chapter 2, an overview of the organization is provided. Here is an overview of Square Toiletries Limited, including its history and current operational status.

Chapter 3 is the last section exclusively devoted to the subject of the report. Where the influence of KPI reports on the accomplishment and development of Square Toiletries Ltd's sales goals is addressed in depth. The relevance of each criterion varies from firm to organization, as does the procedure for generating KPI reports. This report is essential when upper management must determine who to promote, how much raise each employee will get, and who is underperforming. Finally, there is a short discussion of what Sales workers believe about the KPI report creation process and whether or not it drives them to perform better. I attempted to include their comments about KPI reporting. In addition, the report concludes with several suggestions that might assist the organization improve its Sales operations.



# Contents

Declaration.....	2
Letter of Transmittal.....	3
Non-Disclosure Agreement.....	4
Acknowledgement.....	5
Executive Summary.....	6
Chapter 1: Overview of Internship.....	9
1.1 Information of the Student.....	9
1.2 Internship Information.....	9
1.2.1 Period, Company Name, Department/Division, Address.....	9
1.2.2 Internship Company Supervisor’s Information Name and Position.....	10
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	10
1.3 Internship Outcome.....	10
1.3.1 Students contribution to the company.....	10
1.3.2 Benefits to the student.....	12
1.3.3 Problems/Difficulties faced during the internship.....	13
1.3.4 Recommendation.....	14
Chapter 2 The Organization.....	15
2.1 Organization Part- Overview, Functions, Operations and Strategic Inspection.....	15
2.1.1 Primary Objective.....	15
2.1.2 Secondary objective:.....	15
2.1.3 Limitations.....	15
2.2 Company Overview.....	16
2.2.1 At a Glance.....	18
2.2.2 As Unique As You.....	19
2.2.3 Vision.....	19
2.2.4 Mission.....	20
2.2.5 Values and Principles.....	20
2.2.6 Quality Policy.....	20
2.2.7 Corporate Social Responsibility.....	21
2.2.8 Brands and Products of Square Toiletries Limited.....	22



2.2.9 Plants of Square Toiletries Limited .....	26
2.2.10 Departments of Square Toiletries Limited .....	26
2.2.11 Global Partners of Square Toiletries Limited .....	27
2.2.12 Global Reach of Square Toiletries Limited .....	27
2.3 Management Practices .....	28
2.3.1 Leadership Style .....	28
2.3.2 Selection and Recruitment Procedure .....	28
2.3.3 Training and Development .....	33
2.3.4 Compensation.....	34
2.3.5 Hierarchy and Organogram of Sales Department-.....	36
2.4 Sales and Trade Program Practices of Square Toiletries Ltd.....	37
2.5 Contribution of Management Information System in Sales and Trade Marketing .....	38
2.6 Financial Performance- Comparison between the year 2016 and 2017 .....	39
2.6.1 Working Capital, Current Asset and Inventory Turnover: .....	39
2.6.2 Current Ratio and Cash Ratio.....	40
2.7 Marketing Practices of Square Toiletries Limited .....	41
2.8 Operation Management Practices .....	42
2.9 Industry and competitive analysis.....	43
2.9.1 SWOT Analysis- .....	44
2.10 Summary and Conclusion.....	45
2.11 Recommendation.....	46
Chapter-3 The Project.....	48
3.1 Introduction.....	48
3.1.1 Background/Origin of the Report.....	49
3.1.2 Objective of the Report.....	49
3.1.3 Significance of the study .....	50
3.2 Methodology.....	50
3.3 Limitations .....	51
3.4 Findings and Analysis.....	51
3.4.1 KPI Report Making and its outcome .....	51
3.4.2 A glimpse at the perspective of Sales Employees about KPI Reports .....	61
3.5 Summary and Conclusions .....	66
3.6 Recommendations .....	67
References .....	68




## Chapter 1: Overview of Internship

### 1.1 Information of the Student

<b>Name</b>	Anika Tabassum Synthia
<b>Student ID</b>	22104121
<b>Program</b>	Bachelor of Business Administration
<b>Major</b>	Major in Computer Information Management, Minor in Marketing

### 1.2 Internship Information

#### 1.2.1 Period, Company Name, Department/Division, Address

<b>Period</b>	3 Months (3rd February- 2nd May)
<b>Company Name</b>	Square Toiletries Limited
<b>Department/ Division</b>	Sales Department
<b>Address</b>	Rupayan Center (11 <sup>th</sup> Floor). 72 Mohakhali CA Dhaka-1212
<b>Logo</b>	 <p><b>SQUARE TOILETRIES LTD.</b> Expect the same SQUARE Quality</p>



### 1.2.2 Internship Company Supervisor's Information Name and Position

<b>Name</b>	Md. Marufur Rashid
<b>Position</b>	Senior Excecutive, Sales Admin, Square Toiletries Limited

### 1.2.3 Job Scope – Job Description/Duties/Responsibilities

I was primarily responsible for aiding Sales and Trade Marketing professionals with their regular administrative responsibilities, being a sales intern. The responsibilities I had while working at Square Toiletries Limited are listed below:

- Tracking the Field Force employees of Sales Department and preparing tracking reports daily
- Team Tracker service updating and troubleshooting
- Assisting Sales Admin Executive in preparing Key Performance Indicator Reports
- Assisting Sales and Trade Marketing Executives in communicating with the field force on a daily basis
- Assisting Sales Admin Executive in making Budgets of monthly Regional Sales Meetings
- Making data sheets from Manual Payment Disbursement papers of Trade Marketing Programs

## 1.3 Internship Outcome

### 1.3.1 Students contribution to the company

I have completed my internship (3 months) at Square Toiletries Limited, where I executed numerous organizational activities in order to fulfill my employment responsibilities. I'll go over them briefly here:



- **Field Force Tracking:** As my Organizational supervisor was a Sales Admin Executive, my foremost responsibility was to assist him in virtually tracking the activities of Sales Field Force. STL uses Grameenphone's Team Tracker System to track the movement of their 1100 (Approx) field employees. All the field Sales Employees are supposed start moving according to their plan at 8am and I had to track if they were travelling, following their tour plan on time. I had to make daily reports of the movement timing and activities of as many Field Force Employees as I could and forward to my supervisor.
- **Team Tracker service updating and troubleshooting:** New Sales Officers are being recruited on a regular basis in STL and I was assigned to include them in the Team Tracker service by communicating with Grameenphone. We frequently faced issues with the team tracker service like problem with logging in, location history being unavailable and so on. It was my duty to resolve this issues by contacting the responsible personnel from GP.
- **Providing Assistance in KPI Report Generating:** Making KPI reports monthly, quarterly and yearly was major part of my Supervisor's responsibility. It was on my part to assist him in the whole process.
- **Communicating with the Field Force:** The field force employees are responsible for achieving their daily targets, running the trade marketing programs, sending paperworks and updates of daily sales and ongoing trade marketing programs. I was assigned to remind them of these duties and continue follow ups over phone calls.
- **Assisting in making budget of Monthly Regional Sales Meeting:** To discuss about regional sales updates, progress and strategies STL Sales Department holds regional meetings monthly. The sales admin executive has to submit budgets for these meetings and my duty was to communicate with the Regional Sales Manager's, let them know about their allocated budget and collect information about the budget that they will need to conduct these meetings.
- **Making spreadsheets from manual slips:** Sales Department of STL receives several manual slips of Trade Program Incentive Disbursement and I was assigned to make

datasheets from those manual payslips a few times. I learnt a lot about how these trade programs are conducted from the starting to the end through this process.

Such responsibilities were performed on a regular basis, and their successful execution was a must. I feel that by assisting the senior executives and investing this miniscule bit help, I could support them accomplish their projects on schedule and lessen their occupational stress.

### 1.3.2 Benefits to the student

My three-month internship at STL was the most important learning experience for my career path. Working for one of Bangladesh's top companies has made me learn a great deal. The exposure of an actual workplace atmosphere and functioning of a huge corporation was the most crucial learning opportunity for me. Before working at STL, Sales Department, I never knew how the sales department of an FMCG operates, who are their partners and how they set and achieve their sales target. By working here, I got a near glimpse at all these functions which is utterly valuable,

Thereafter, I learnt about a variety of work cultures that we can't learn about through textbooks. I also learned about the regular processes that are necessary to manage an FMCG. Having to work at STL seemed exceptional since I was considered such as a permanent team member and had to follow all of the regulations that any regular employee must follow. This professional experience, I reckon, has rendered me increasingly prompt and attentive in my workplace. One of the key obligations here, was to have a consistent routine. When performing the responsibilities, I made multiple errors, and adequate instruction and constructive criticisms from my fellow managers assisted me in identifying my flaws and improving me.

I was never comfortable with communicating to people that I don't know personally over the phone. But STL sales department has made me a good communicator and the numerous phonecalls I had to make to maintain communication with the Field Officers has vanished my aversion to phone calls. I also, was not habituated to work in excel whereas throughout my 3 months journey there wasn't a single day when I didn't work in excel which allowed me to add another soft skill in my resume confidently. Additionally, I have learnt how large corporations



track their field workers in order to get the best outcome out of them and why it's a crucial part for any organization now a days that are spread throughout the country. I have been taught how to use the Team Tracker service, how to maintain the integrity of the whole service and how to troubleshoot which is another soft skill that can be fruitful for me in future. I could have never learnt how large meetings are planned, how to make budgets from them and execute them if it wasn't for this opportunity.

Because Sales employees are continually swamped with work, they are constantly under duress to must meet their deadlines, I likewise attempted to improve my overall productivity and efficiency under duress. All through my journey, everyone of my fellow managers inspired me to pursue and mentored me to grow. I was given assignments to address challenging situations and constraints in order to create solutions to solve them. This aspect of my internship experience, I believe, will have a significant effect on my career and expand my job prospects. To end with, I have always received acknowledgement and admiration from my supervisor and seniors for my assistance which helped me to develop a 'Can do' attitude.

### 1.3.3 Problems/Difficulties faced during the internship

Working in such a huge company without any prior experience had its own challenges and overcoming these challenges is what ultimately matters. I likewise encountered some difficulties early on in my internship and needed time to acclimate.

- Despite the fact that I am happy with the work environment I have at STL, I was the only female employee in my department which had rendered me hesitant to communicate with my male superiors who are much more experienced than me. However, I soon got over my rigidity and they all welcomed me to be a part of the team.
- As I never knew how an FMCG sales department works, it took me a while to learn the basic terms, procedures of the department. I was not comfortable making excel sheets and it was a major part of my job which I had to adopt very fast to sustain.



- STL is a company where timeliness is religiously maintained and I truly suffered to attend office exactly at 8.30am, having to work 9 hour long shifts. Furthermore, while communicating with the field workers, I had to constantly maintain followups to make them meet their deadlines which was a tough task to master.
- In conclusion, reaching deadlines and ensuring continual participation were indeed difficult. I had to do numerous projects simultaneously, and balancing them was challenging initially, but I eventually learned to do so.

### 1.3.4 Recommendation

Working at STL was a great experience for me because of the work atmosphere and their attitude regarding interns, which is that they want us to learn as much as possible in such a brief duration. However, my recommendation towards them are:

- They should keep their attitude of considering interns like normal employees since it drives freshmen like me who want to work in an environment wherein their contribution is recognized.
- As I mainly worked in tracking field employees, I think a better workplan for interns should be made to give us the taste of every aspect of the Sales Department as we all know the functions of this department knows no bounds. Working in various sectors can help us obtain a better understanding of how the Sales Department functions which will open up several doors to new work prospects in the future.

## Chapter 2 The Organization

### 2.1 Organization Part- Overview, Functions, Operations and Strategic Inspection

#### 2.1.1 Primary Objective

The foremost objective of this report is to analyze how KPI reports are being made and used to contribute in boosting performance quality of sales employees which results in improved sales target achievement as well as how it plays an important role in the employee appraisal/promotional decision making process of this organization.

#### 2.1.2 Secondary objective:

- Assessing the KPI report making process
- Examining KPI report's beneficence in motivating sales employees to enhance their performance
- Determining how it can play a vital role in improved sales target achievement rate
- Assessing how KPI reports of employees provide an informative foundation for top level managers to make decisions like whom to promote, whom to give a wage increment and so on.

#### 2.1.3 Limitations

The fact that an employee has a limited amount of time to spend in a company is a limitation in and of itself. Every sector is expanding, and as a consequence, more functionalities are being



introduced to keep up with the market's ever-changing expectations. Due to the fact that conventional sales administrative and operational responsibilities are also prone to change over time, I discovered that three months were inadequate to fully appreciate the Key performance Indicator report-making process and its impacts.

## 2.2 Company Overview

Samson H Chowdhury and three of his friends founded Square group in 1958. We can now see the fruits of their perseverance and self-assurance. "We named it SQUARE because it was formed by four friends and also because it indicates correctness and perfection signifying quality" as they dedicated to making excellent items," he said when asked why the name "SQUARE" was selected. Since its inception in 1958, the little firm has grown into a large conglomerate with more than 56,000 employees. As of 2017, the group's annual revenue is estimated to be over \$1B. In the beginning, it was a pharmaceutical firm named Square Pharmaceutical Limited, but after a long period of consistent success, it began to branch out into other businesses. Square now encompasses a wide range of goods and brands. In addition, that modest firm has grown into a publicly-traded diverse collection of enterprises that employs more than 56,000 workers. As of 2017, the group's annual revenue is around \$1 billion. The voyage was undertaken with the greatest honesty and effort. Square Group's sister companies

- Square Pharmaceuticals Ltd.

SQUARE Pharmaceuticals Limited is Bangladesh's major pharmaceutical company. 1958-founded, 1991-public. SPL has a 16.43% market share (April 2009–March 2010) and a 16.72% growth rate.

- Square Textiles Ltd.

In 1997, SQUARE Textiles Ltd. opened. A year later, second unit formed. It has excellent vertical integration. SQUARE Textiles, SQUARE Spinnings, SQUARE Fashions, and SQUARE Yarns Ltd.

- Square Toiletries Ltd.



SQUARE Toiletries Ltd. started in 1988 as a unit of SQUARE Pharmaceuticals. 1994-founded SQUARE Toiletries Ltd. STL makes 50 worldwide cosmetics & toiletries. STL manufactures at Rupsi and Pabna. STL manufactures, formulates, and packages product-specific equipment. STL uses Dragoco, Firmeuich, etc. STL always follows GMP (GMP).

- Square Food & Beverage Limited

Square Food & Beverage was a distinct company. SCPL's excellent products and services have won over customers.

- Square Agro Development and Processing Ltd.

SQUARE built a plant tissue culture center to boost the nation's agribusiness. AgriBiotech will provide year-round, high-quality planting supplies. AgriBiotech supplies disease-free, stress-free, high-yielding seed & seedlings to farmers & nurserymen in this agro-based country. A 4000 square foot tissue culture facility in Uttara will produce 10,000 seedlings annually. This program will incorporate biotechnology research to protect endangered medicinal plants and bring back cane, rattan, and bamboo.

- Aegis Services Ltd.

SQUARE Group's Aegis Services Limited. Square Pharmaceuticals founded "Aegis Services Limited" to protect enterprises, factories, projects, and homes. Invulnerable shield is Aegis. Aegis will protect the company from security threats. Aegis protects Square Group and other clients.

- Square Air Ltd.

Square Air has began helicopter service. Square Air purchased a new Bell 407 helicopter to transport executives and provide EMS for Square Hospital.

- Square Hospitals Ltd.

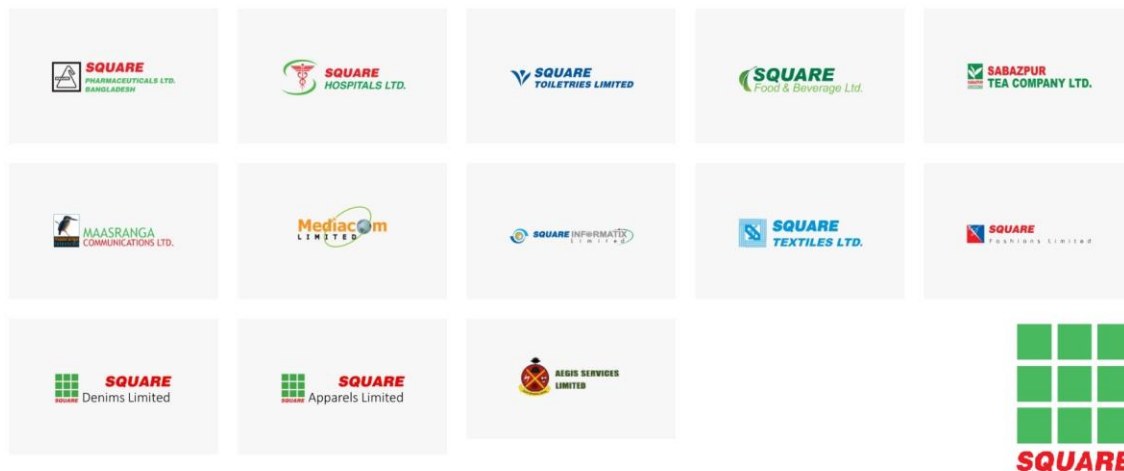
Square's 300-bed hospital. Methodist Healthcare in Memphis is associated with Care IVF Centre in Singapore and Christian Medical College-Vellore in India. Square Hospitals is to be Bangladeshis' first choice for exceptional medical care and a center for clinical services, medical and nursing education, and research. The hospital serves Dhaka. Bridges link two buildings on Panthapath. 450 000

square feet comprise the 18-story hospital. the 136,000-square-foot ASTRAS building. Both buildings meet U.S. building and fire codes. This facility has 60 exam rooms and 1,200 outpatients daily. Outpatient clinic, emergency, and admissions wait times are tracked.

- Square Securities Management Ltd.

Square Securities Management Limited maintains capital market trust for Dhaka & Chittagong Stock Exchanges. SSML is CDBL's DP. SSML has supplied smart, dedicated service and excellent technical support since 1998. It is expanding to serve corporate, financial institution, and high-net-worth clients.

### 2.2.1 At a Glance



SQUARE Toiletries Ltd. began operations in 1988 as a distinct business of SQUARE Pharmaceuticals with a single product. 1994 marks the formation of SQUARE Toiletries Ltd. is a Private Limited Company. With over 50 items, STL is one of the country's top makers of cosmetics and toiletries of worldwide grade. Their manufacture occurs in two automated facilities located in Rupsi and Pabna. STL has numerous up-to-date and product-concentrated machines, which are used based on the nature of the product, its composition, and its packaging. STL sources its raw materials from world-renowned vendors such as Dragoco and Firmenich, among others. STL ensures that the worldwide standard manufacturing process always adheres to the Good Manufacturing Practice (GMP).

STL has been constructed around its most valuable asset, which is its people. This is what makes working here so unique. STL thinks that work is more than a daily destination. It should be a place of discovery, professional development, and originality. It is about being motivated and inspired to do exceptional feats. STL desires that its employees take pride in their job. In the end, it is the abilities, skills, expertise, experience, and enthusiasm of our people that define us.

Currently, STL employs over 2,000 individuals and ensures their constant welfare and safety. STL has one of the lowest employee turnover rates as a result of its friendly work atmosphere and highly motivated workforce. STL's emphasis on equal employment opportunities has led to the hiring of 38 percent women. Additionally, STL offers work opportunities to physically challenged individuals.

### 2.2.2 As Unique As You

We are of a distinct nationality. In every step we take – from our incomparable history of cultural heritage to our adoration of mother tongue to our historic independence struggle to our exquisite flora and wildlife – we are only one of its classes. This incomparable characteristic of ours is also deeply based in each of our own affinities, excitement, wants, aspirations, and desires. At STL, we recognize the significance of individual and national distinction. Being a member of the most respected local conglomerate in Bangladesh - Square Group - we have obtained the experience and maintained a sincere readiness to meet your expectations with our excellent product lines. We believe your demands to be unique, and to meet them, we have assembled a team of devoted employees and stakeholders. Only for you do we strive ceaselessly to be "as distinctive as you."

### 2.2.3 Vision

We strive to comprehend the specific demands of the customer and to transform those needs into goods that meet those needs in the form of quality products, a high level of service, and an accessible price range.

## 2.2.4 Mission

To regard customer comprehension as one of our most valuable assets, and to make every effort to comprehend consumers' ever-changing needs in order to provide maximum pleasure.

To provide consumer goods at cheap prices while retaining a strong position on quality. Through ongoing R&D and innovation, we try to create goods that meet worldwide quality requirements.

Maintain a pleasant working environment in order to grow and develop STL's most valuable asset - its employees. In addition to pursuing a high level of staff engagement and contentment.

To honestly maintain the obligation to the government and society with the highest ethical standards and to make every effort for a social order free of malpractices, anti-environmental conduct, and unethical and corrupt transactions.

## 2.2.5 Values and Principles

The beliefs and principles of Square Toiletries Ltd. are based on the well-being of the customer, the worker, and the community. Square Toiletries Ltd. considers it their responsibility to further the wellbeing of society. Despite being a commercial organization, STL does not always prioritize profit. Rather, it strives to be even more committed to fulfilling its obligations to society, and as a result, it has a strong feeling of responsibility towards its customers, its employees, and its society as a whole. From daily company operations to quality policy, these values and principles are represented in every aspect of STL's operations.

## 2.2.6 Quality Policy

Committed to making every effort to comprehend client requirements in order to give maximum satisfaction and attain market leadership.

Continuously improve production technology and maintain the highest quality standards in accordance with ISO 9001: 2008, the worldwide standard.

Committed to achieving quality objectives by ongoing staff training and the maintenance of a pleasant working environment.

### 2.2.7 Corporate Social Responsibility

**Senora:** For years, Square Toiletries has educated people about menstruation via advertising for its brand Senora. It has also achieved success in terms of public acceptability, and its news has been disseminated among individuals of both sexes. In addition, they warn about menstrual hygiene, the consequences of early marriage, etc. There is also a helpline for menstruation-related frequently asked questions, particularly for those who are reluctant to discuss their concerns with others.

**Senora Confidence:** Recently, Square Toiletries has taken the initiative to install digital vending machines in several institutions in order to make it easier for women to get access. Also, there are several misunderstandings about menstruation among the general population, and girls are often reluctant to seek assistance. This program will aid students in times of need, and more people will learn about it so that they may learn to accept it naturally, rather than making other females feel uncomfortable with their preconceived notions.

**Supermom:** Eight years have passed since Square Toiletries developed a call center system to assist pregnant women and women of all ages via their counseling staff in order to market their brand and products. Here, people may contact the family physician and renowned psychologist Dr. Mehtab Khanam about their physical and emotional health, as well as their children's health concerns. Square has established a policy of up to 20,000 takas for the Supermom Baby Diaper. Following the procedures, anybody who purchases a big pack of baby diapers may register for the coverage for one month. There are a number of insurance provisions under which both parents and one kid may be covered. The coverage includes hospital costs, diagnostic bills, and life insurance, among others. This endeavor by Square Toiletries Limited is exceptional.

**Jui:** In Bangladesh, JUI is one of their distinctive brands and products. They have produced a number of instructional TV commercials promoting their goods, empowering women, and

teaching women about their rights. Additionally, they encourage women to fight for their safety and rights. This is an important step for any woman to emerge from the shadows of cultural prejudice.

### 2.2.8 Brands and Products of Square Toiletries Limited

Square Toiletries Limited employs a tagline for each of its brands and launches its goods under several categories. The Brands are outlined below:

#### 1) Health and Hygiene Products.

Major Brand	Product Offering
<p style="text-align: center;">Senora</p> 	<ul style="list-style-type: none"> <li>o Confidence F. with Wings</li> <li>o Confidence Ultra Sanitary Napkin</li> <li>o Sanitary Napkin Belt</li> <li>o Sanitary Napkin Eco. Panty</li> <li>o Sanitary Napkin Eco. Belt</li> <li>o Sanitary Napkin Super long</li> <li>o Sanitary Napkin Panty</li> <li>o Femina Sanitary Napkin Panty</li> </ul>
<p style="text-align: center;">Zerocal</p> 	<ul style="list-style-type: none"> <li>o Tablet</li> <li>o Sachet</li> </ul>

### Sepnil



- o Hand Wash liquid
- o Instant Hand Sanitizer

### Select Plus






- o 1.9 % Ketoconazol Shampoo

### Supermom



- o Baby Diaper

## 2) Toiletries Products

Major Brands	Product Offering
<p data-bbox="352 524 432 555">Meril</p> 	<ul style="list-style-type: none"> <li>o Beauty Soap</li> <li>o Lip Balm</li> <li>o Glycerin</li> <li>o Rosewater Glycerin</li> <li>o Petroleum Jelly</li> <li>o Olive Oil</li> <li>o Baby Lotion</li> <li>o Baby Olive Oil</li> <li>o Baby Tooth Brush</li> <li>o Baby Gel Toothpaste</li> <li>o Baby Powder</li> <li>o Baby Shampoo</li> <li>o Meril Baby gift pack</li> <li>o Baby Soap</li> <li>o Nail Polish Remover</li> </ul>
<p data-bbox="344 1312 440 1344">Revive</p> 	<ul style="list-style-type: none"> <li>o Moisturizing lotion</li> <li>o Talcum Powder</li> <li>o Face wash</li> <li>o Revive Shampoo</li> </ul>
<p data-bbox="347 1682 437 1713">Chaka</p> 	<ul style="list-style-type: none"> <li>o Ball Soap</li> <li>o Advance Washing Powder</li> <li>o Super White</li> </ul>



 <p>Jui</p>	<ul style="list-style-type: none"> <li>o Hair Care Oil</li> <li>o Coconut Oil</li> </ul>
<p>Chamak</p> 	<ul style="list-style-type: none"> <li>o Fabric Whitener</li> </ul>
<p>White Plus</p> 	<ul style="list-style-type: none"> <li>o Toothpaste</li> </ul>
<p>Total Clean</p>	<ul style="list-style-type: none"> <li>o Toothpaste</li> </ul>
<p>Magic</p>	<ul style="list-style-type: none"> <li>o Extra Fresh Tooth Powder</li> </ul>
<p>Xpel</p>	<ul style="list-style-type: none"> <li>o Aerosol</li> </ul>
<p>Spring</p>	<ul style="list-style-type: none"> <li>o Air Freshener</li> </ul>
<p>Kool</p> 	<ul style="list-style-type: none"> <li>o After Shave Lotion</li> <li>o After Shave Gel</li> <li>o Shaving Cream</li> <li>o Deodorant Body Spray</li> <li>o Deo Talc</li> </ul>
<p>Shakti</p>	<ul style="list-style-type: none"> <li>o Liquid Toilet Cleaner</li> </ul>
<p>Maxclean</p>	<ul style="list-style-type: none"> <li>o Dishwashing bar</li> <li>o Dishwashing liquid</li> </ul>

## 2.2.9 Plants of Square Toiletries Limited

Square has always stood for excellence and innovation. They are always expanding their production capacities and boosting their innovativeness. For each product's specifications, which are tailored to the demands of the consumer, and for its packaging, which distinguishes it from hundreds of identical items, intensive research and development are conducted. Since Square never compromises on product quality, it maintains high-grade equipment and technologically advanced manufacturing procedures. Square Toiletries operates two fully operational and automated factories in Rupshi and Pabna for this purpose. Where the quality of items is thoroughly inspected during procurement, and where all manufacturing procedures adhere to Good Manufacturing Practices.

## 2.2.10 Departments of Square Toiletries Limited

<b>Internal Audit Department</b>
<b>Marketing</b>
<b>Accounts and Finance</b>
<b>Management Information Systems (MIS)</b>
<b>Human Resources</b>
<b>Product Development</b>
<b>Commercial</b>
<b>Production Planning and Inventory Control</b>
<b>Quality Control</b>
<b>Sales and Distribution</b>

### 2.2.11 Global Partners of Square Toiletries Limited

Square Toiletries Limited currently manufactures 20 brands. Their highly trained R&D staff is responsible for all aspects of product research and development, assuring ongoing innovation and progress. In addition, their marketing group creates methods to create the optimal routes for their target customer. And generally, in order to make the process universal and successful, STL has formed agreements with a number of global businesses. That is, Cognis from Germany, IFF from UK, Uniqema from Malaysia, Fermentich from Singapore and Clariant from Germany.

Country	Company
Germany	Cognis
Germany	IFF
Malaysia	Uniqema
Singapore	Fermentich
United Kingdom	Clariant

### 2.2.12 Global Reach of Square Toiletries Limited

A corporation must ensure its long-term viability by expanding its market share and establishing worldwide connections. Square Toiletries Limited is one of the very few Bangladeshi firms who sell their goods internationally. They are shipping their high-quality items to many locations. The continents are, Asia, Europe, North America, Africa and Australia.



## 2.3 Management Practices

### 2.3.1 Leadership Style

Leadership styles may impact the amount of employee participation, the level of employee engagement, and the degree of openness in any firm. The leadership style of Square Toiletries Limited is democratic, or in other words, participatory. Because the participatory leadership style is necessary to include all affected employees in the decision-making process, and because it is obvious that this sort of endeavor increases employee engagement in organizational work and makes them feel appreciated. Apparently, this increases their motivation to work. Similarly, in STL, management constantly demonstrates a democratic leadership style and allows employees to submit input before making the ultimate choice. Consequently, there is constant transparency, which aids in reducing internal misunderstanding. I have witnessed my department head schedule meetings with various levels of management. Therefore, it enhances the effectiveness of any choice in which all affected employees may voice their opinions.

### 2.3.2 Selection and Recruitment Procedure

This is one of Square Toiletries Limited's crucial tasks. Because employing a candidate who is a great match for the position might impact the overall effectiveness of a business. Therefore, they are so cautious to preserve the process's quality and efficacy. As an umbrella brand, Square



assures the excellent qualifications and adaptability of its employees. STL always seeks people as a resource for the firm and gives vast opportunities for them to demonstrate their competence and skills. Their employability in the present market is great, and they recruit individuals from all regions and ethnicities without discrimination. An employee may advance from their present position if they demonstrate sincerity and gain experience during the course of their job.

There are several types of STL for recruiting personnel, according on role and categorization needs. That is,

- Entry-level Management
- Mid / Senior Level Management
- Graded/Non-Management Staff
- Field Force
- Executive/ Non-Executive

In every hire, STL ensures that the information reaches the applicants appropriately by distributing it over several portals and having multiple application procedures. STL has made some fundamental criteria a condition for the recruiting procedure. For instance,

- Priority should be given to merit
- Prior to employment, each applicant's professional history must be investigated.
- Medical fitness is required, which encompasses both physical and mental health.
- Everyone should have an equal opportunity, and the whole process should be open.

### 2.3.3 Training and Development

Training and Development (T&D) opportunities are often established by organizations to boost the employee learning. An employee acquires knowledge during the course of their work. Therefore, corporations provide them with opportunities to learn and grow so that they may enhance their positions and perform more effectively for the firm. According to their workers'

roles and demands, Square Toiletries Limited provides a variety of training and professional development possibilities. That is,

- ❖ **Field Training:** This form of training is often designed for the field force or employees that operate in many markets. They are mostly Sales Representatives. When a sales officer is hired, they are required to undergo field training under the supervision of their superiors, and their performance is then reviewed. Their supervisor then suggests their chosen sales representatives to the recruiting supervisors, who make the final decision on their employment.
- ❖ **In-house Training:** This training is also for sales employees, and it takes place after they have completed their field training. This consists mostly of a two-day training in which they are instructed on their duties and evaluated on the information they have gained.
- ❖ **On the Job Training:** The first six months of an employee's employment at STL are regarded as a probationary phase. Where he or she is supposed to learn their general duties and obligations, and where senior supervisors provide work. During this time, the employee is also assessed based on their performance as a trainee. After the probationary term, the employee must attend a single confirmation interview in which higher-level authorities attempt to gauge the person's learning level. Therefore, workers here learn via real job performance.
- ❖ **Managerial training:** STL also encourages its managers to participate in off-the-job training to enhance their performance efficiency and assist to the attainment of the organization's goals.

### 2.3.4 Compensation

Human Resource Managers, as we all know, construct salary and benefits programs to incentivize their workers to perform effectively and to remain engaged throughout their careers. In addition to their standard remuneration, STL provides its workers with other advantages that are uncommon in the industry. According to (Waqar Azmi, 2020), "the higher the remuneration and

perks, the higher the performance and retention!" From internal incentive to increased production, Compensation and Benefits does everything!

- **Basic payment and bonus:** On a regular basis, each employee at STL receives a modest base salary, which is dependent on their experience and credentials. It is uncommon for the payment to be lower. Their company is one of the highest-paying in Bangladesh. In addition, workers get an additional wage boost if their knowledge is valuable and they are a valuable resource for the organization. In addition to their base wage, they get two holiday bonuses every year.
- **Profit Bonus:** In most organizations, workers are entitled to two holiday bonuses, but at STL, they get three additional incentives based on their performance and regardless of their position.

#### **Benefits:**

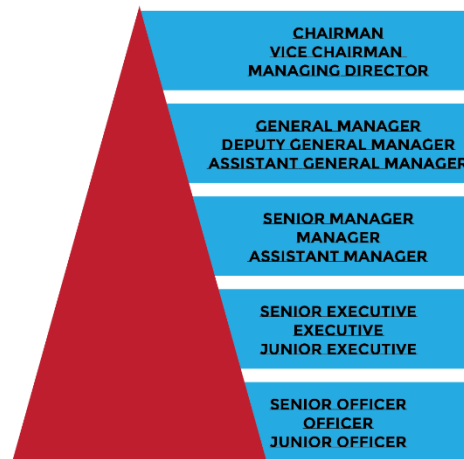
- **Transportation:** STL provides all female workers and staff at the Executive level with official transport through high-quality AC buses that are dispersed around the Dhaka metropolitan area. Transportation for senior officials is provided via personal auto perks.
- **Lunch:** In STL, all workers, regardless of rank, get completely subsidized lunch facilities. In addition to lunch, staff get tea twice a day. STL's facilities are well maintained and developed with all elements of keeping appropriate cleanliness in mind.
- **Earned Leave:** There exists the possibility of earning leave. Every employee is entitled to a set amount of leave, which they may utilize as necessary. If they do not need the leaves, they may get an equivalent amount of cash.
- **Employee Discount:** STL employees get a 50% off while getting treatment from Square Hospital Ltd. They also get 25% off when buying products from Square Pharmaceuticals, Square Food and Beverage and Square Toiletries products.
- **Facilities of Retirement:** Employees of STL are provided with a hefty sum of money as a retirement benefit, which they may utilize for their future.

#### **List of the benefits of Square Toiletries Limited**

- ✓ 5 Bonuses
- ✓ Leave Fare Assistance
- ✓ 50% Discount in Square Hospital
- ✓ Group Life Insurance
- ✓ Provident Fund
- ✓ Gratuity
- ✓ Transportation
- ✓ Lunch
- ✓ Mobile Set & Sim
- ✓ Discounted Products of Square

### 2.3.5 Hierarchy and Organogram of Sales Department-

#### Management Hierarchy of STL





## STL Sales Department Field Force Organogram:



## 2.4 Sales and Trade Program Practices of Square Toiletries Ltd

For an FMCG, Sales Department can be considered as the fuel that keeps the money machine running through setting and achieving sales targets by the help of several distribution channels, partners, trade programs and so on. For Square Toiletries Ltd, major distribution channel partners are wholesalers, retailers, e-commerce, modern traders/super shops, distributor point owners, deliverymen etc. Through these channels the products of STL reaches their end customers from the manufacturing unit. Almost 1200 Field Sales Employees work day and night all over the country to collect orders, ensure delivery, troubleshoot, collect bills, distribute incentives so that the company can sustain and achieve its sales targets.

Every day the sales officers visit markets and take order from the retailers and wholesalers and their target is 30 memos each Sales Officer per day which they need to obtain otherwise their KPI grades will fall. To obtain this target, STL targets every chain of their distribution channel by trade promotion offers and grabs their attention to enhance demand for STL products. The Trade Marketing offers that STL provides to its distribution channel partners are:

- 1. Normal Bonus**-Where the retailer would get 1 product for free when he buys a dozen of the same product SKU in one invoice

2. **Slab Bonus-**When a store purchases more than 36 pieces, they earn a slab bonus. For instance, if a shopkeeper purchases 36 pieces of a specific product in a single invoice, he will receive three additional pieces as a normal bonus. He will, however, receive four free pieces as part of the Slab bonus.
3. **Trade Program Bonus-** The trade reward is not a specific bonus like the regular or slab incentives. It is only available for a limited time where STL does not provide free products; instead, they offer financial incentives or gifts. These programs have specific names like, Grishmer Anondo Program, Appayon Program, Haalkhata Program, Jamai Ador Program etc. Few programs run for a whole season consisting of 3-4 months and few run for several days or a month. The basic modality of these programs are if a wholesaler/retailer buys and sells a particular amount of product and achieves the target they will get financial incentives or gifts like a haalkhata or bowl or other products. This kind of programs, really encourage the shop owners to buy and merchandise STL products which works in great favour of the company. STL also offers incentives to every drivers, distributors, delivery men if they achieve their personal work targets and this is great way to keep them motivated and increase sales.

The monthly, quarterly and yearly sales target for every SKU and every product is set by studying previous year's sales report and by counting a 20% growth while setting targets. This way, STL tries to ensure growth and development in sales. Products and SKUs are also divided into Focus Unit and Strategic Unit so that the sales employees can ensure maximum returns through selling these products tactically. The ins office Sales employees design these Trade Marketing Programs, runs them, communicates with the field force and motivate them to achieve their targets, track the movement of the field officers, make their key performance indication reports, collect and distribute payments and overall manage the whole sales department and its functions.

## 2.5 Contribution of Management Information System in Sales and Trade Marketing

The company's MIS department serves as the brains behind its sales target achievement and trade marketing program. This department plays a vital role in increasing sales and decreasing losses



by database management and providing the right information. It checks and validates invoices, ensuring that the organization can conduct promotional programs successfully and promptly. They produce summery spreadsheets of the distributor's claim of payment and retailers/wholesalers incentives. So that the corporation may quickly receive the right amount to pay the distributors, retailers and wholesalers after verifying and using software.

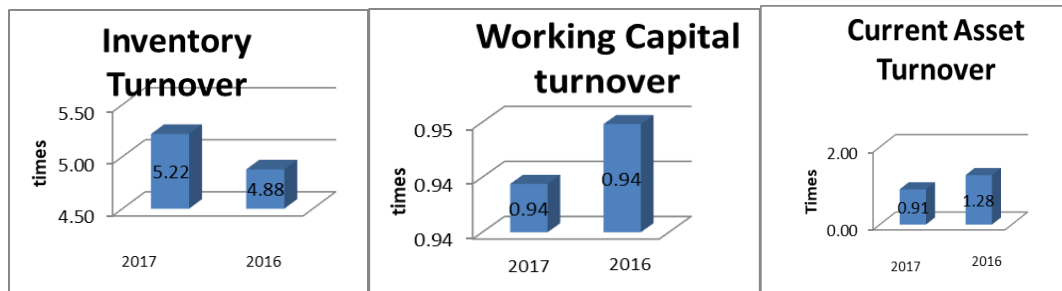
Occasionally, distributors, wholesalers or retailers claim higher payment than the invoiced quantity of ordered products. However, such flaws can be easily recognized thanks to the MIS department's digitalized verification process, and sales and finance departments can then make appropriate decisions. It also keeps track of all profits, transaction information, sales data, and stock levels through an automated service. It examines for every error in the automated service on a routine basis and corrects them. In addition, the MIS section analyzes sales reports and establishes sales targets for sales reps. This department is also responsible for any sales automation training. This is where all information about trade programs, sales growth, and losses is kept.

## 2.6 Financial Performance- Comparison between the year 2016 and 2017

### 2.6.1 Working Capital, Current Asset and Inventory Turnover:

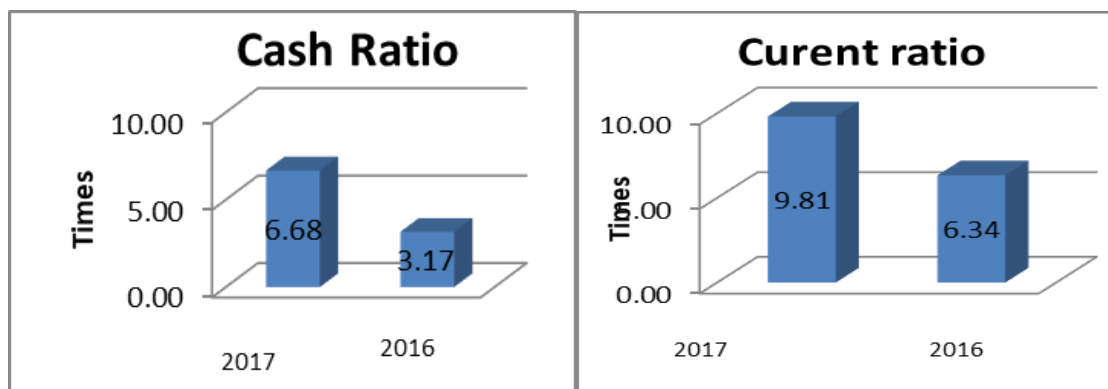
According to the STL financial report of 2017 the working capital of this company was 0.94 and the current asset turnover was 0.91. The Inventory turnover was 5.22 which illustrates how inventory has been used by administration to undertake business operations, as well as how quickly inventory is turned into receivables/cash during sales. Essentially, greater inventory turnover rate is desirable, while a reduced turnover rate is undesirable and the rate got higher in 2017 compared to 2016 which means the company made progress.

The working capital indicates an organization's rate of usage of capital against its net sales which was same in 2016 and 2017 meaning that no progress was made in this year. The current asset turnover ration shows how much working capital has been consumed. A larger value is typically thought to indicate more efficiency which means the efficiency decreased in 2017 from 2016.



## 2.6.2 Current Ratio and Cash Ratio

The current ratio measures the degree to which relatively brief term credits are secure in terms of asset liquidity. As a result, the larger the current ratio, the more solvent the company is and the greater its capacity to pay its bills. Dividing the Current asset by the current liabilities we got the current ratio and in 2017 it was 9.81, much higher than 2016 which meand the company got more solvent over the year. The Cash Ratio determines the company's ultimate liquidity. When the cash ratio is greater than one, the corporation has more total assets available to meet its obligations. Formula of this ratio is Cash and marketable assets/ current liabilities. In, 2017 this ratio was 6.68, much more than the previous year.



## 2.7 Marketing Practices of Square Toiletries Limited



Square Toiletries Limited, being one of the major makers of toiletries and cosmetics goods in Bangladesh, must have a distinctive marketing strategy that enables them to reach their goals and retain their profitability. I will now review their current marketing strategies.

**Product:** Square Toiletries Limited presently manufactures 50 distinct items under 20 of its own trademarks. Thus, this assortment of items targets many markets. Their strong adherence to their quality policy ensures that the quality of their goods is on an international level. Other than that, their packaging as a Bangladeshi product is superior. They are mostly focused on winter-related merchandise. Consequently, the quality of their goods and packaging contribute greatly to the brand value of STL. They are actively expanding their research and development operations and beginning new tactics. Rather of developing a brand-new product, they are instead concentrating on distinguishing their current offerings via changing tastes or packaging.

**Price-** The pricing of all the items are relatively reasonable in relation to their quality, since they adhere to benchmarking prices set by other international corporations in the same category. They guarantee that our society's lower middle class and upper class members can pay the prices. They have a competitive edge over competitors due to their more focused pricing. They use several techniques to enhance sales, including discounts and freebies. Therefore, customers are in a win-win scenario when they purchase STL items, since they get products of international quality at an affordable price.

**Place:** It is essential for businesses to build their logistic systems in a manner that facilitates product delivery to their target clients. In other words, assuring the buyers' ease while

purchasing things. To reach customers, the items must be visible and accessible in every feasible location. STL has a distribution mechanism to distribute its goods nationwide for this reason. The conventional distribution path of Manufacturer-Distributors-Retailers-Customer is still followed. They have 261 authorized distributors to assure delivery accuracy in every region. STL is able to deliver its goods on schedule due to the availability of advanced and sophisticated transportation infrastructure.

**Promotion** - To market its goods, STL often chooses restricted promotional actions such as advertising, television commercials, etc. During the campaign, they sell their goods with a focus on care. For instance, identifying societal misperceptions and eliminating social stigmas. STL promotes itself primarily via radio, television, and its own sales agent. Where they inform customers about their offers and incentives, etc. Constantly considering the social duties of its customers is one of the most fundamental aspects of its advertising operations.

## 2.8 Operation Management Practices

According to Adam Hayes (2021), operations management encompasses the use of personnel, materials, equipment, and technology. Operations managers buy, produce, and deliver products to customers depending on client requirements and the company's capabilities. Therefore, in STL, management staff are accountable for maintaining the efficient administration of all activities.

- **Controlling Quality:** STL consistently prioritizes the quality of its products regardless of the conditions. To ensure the quality of its goods, the company maintains a separate department called Quality Control. This department is always engaged in research and development with the objective of enhancing the quality of the goods. In addition, STL's products are certified for compliance with international standards ISO 9001:2015 and ISO 22716:2007. Under STL's quality control administration, each quality test result is reviewed for the future, and an ongoing attempt is made to comprehend client demands.
- **Maintenance of resources:** STL has two big manufacturing facilities in Pabna and Rupshi, where fully automated machinery is utilized to manufacture high-quality goods. Regular maintenance is conducted on the production unit, which is also examined in

relation to production or demand. For instance, if resource planning indicates that greater output is required, machines are optimized and added.

- Management of Data:** STL also considers data management and the management of information in terms of operation management. Effective operation is achieved by maintaining the synchronization of data among employees, the firm, departments, and also shareholders. STL has a separate department for information system management, and with the assistance of authorities, all data is gathered and processed to ensure the effective administration of operations. Data are saved using highly sophisticated software. All information from various departments is gathered by the MIS department, which then analyzes this data to make management decisions and build plans.

## 2.9 Industry and competitive analysis

### Model of Porter's Five forces:

- Square Toiletries Limited faces a high level of competition from its current rivals. In Bangladesh, there are other firms that are direct competitors of STL and produce the same goods. They have around 25 contestants, and the top five are as follows: Due to the fact that the quality differences between their goods are modest, their competition is intense, and this condition necessitates further product development to get a competitive edge.



- Medium is the bargaining power of the suppliers. As there are so many enterprises in this industry, the negotiating strength of suppliers is moderate for a variety of reasons. First,

STL is highly stringent about the quality of its goods, as it adheres to international standards and sells to several nations. Therefore, having high-quality raw materials is crucial. STL does not accept materials without sufficient quality control due to its stringent regulations, and its suppliers' negotiating power is moderate due to their desire in supplying STL with raw materials.

- Bargaining power of buyers is high as there are numerous identical items available on the market, and the price variations between them are modest, allowing purchasers to simply switch brands. To preserve brand loyalty, STL is enhancing product quality. Increasingly, the company is pursuing a bigger market by recognizing the specific demands of the customer and engaging in corporate social responsibility.
- Threats posed by new entrants are moderate. There are several elements that influence this choice. Firstly, the opportunities and breadth of this market may draw new participants, but maintaining increased profitability over the long term is tough. Existing firms have earned economies of scale through years of hard work and expertise, making it difficult for newcomers to obtain economies of scale. Although brand loyalty in this market is low due to the abundance of alternatives, generating brand value for new entrants is very challenging. Consequently, new entrants pose a moderate danger.
- The threat posed by substitutes is severe. As was previously said, there are other national and multinational companies that sell the same items as STL, and their quality standards are comparable. Additionally, each product is produced with the tastes of Bangladeshi consumers in mind, allowing for easy product switching. Here, STL is selling shampoo under the brand name Meril, whilst Unilever offers the well popular Sunsilk.

### 2.9.1 SWOT Analysis-

The following is a comprehensive SWOT analysis of Square Toiletries Limited.





## 2.10 Summary and Conclusion

Square Toiletries Limited is one of Bangladesh's oldest companies, having earned its position on the market through years of perseverance and integrity. STL's slogan is "we care for you," and they have shown this for a very long time via their devotion to producing excellent products that are created in our own country but are of international quality. Their executives' expertise and contributions to the organization are the primary reasons for their success. Their unceasing efforts to invent something fresh and essential for every level of customer helped them become a market leader. They are able to reach a wide range of consumers because their factories generate products with a great degree of versatility using high-quality, automated machinery. In a nutshell, they offer items for each age group, which is plenty given all of the circumstances in our nation.

However, all improvements need time, and STL is likewise updating and attempting to adjust their product formula to adapt to the new developments that have happened in the business sector. As they grow themselves in every business field, their commitment to serving the customer and becoming the market leader will soon materialize.

## 2.11 Recommendation

During the time that I spent doing an internship at Square Toiletries Limited, during which I worked alongside the Sales team, I became aware of a few aspects that prompted me to want to provide some suggestions that they would find helpful.

- When there is no set time throughout the workday for employees to step away from their duties and refresh themselves, nonstop shifts may quickly become tedious for everyone involved. As humans, it may be difficult for us to concentrate for long periods of time and keep our minds focused. According to me, providing the workers with opportunities for breaks between shifts would lead to an increase in their overall productivity.
- STL should have a primary emphasis on capturing the current promotional trends that are happening on across the globe in order to maintain relevance in the industry, stay up with the timetable, and remain competitive. As campaigns and promotional activities enhance product reach, they should also concentrate on growing their budget so that they may engage in more effective promotional activities. This will allow them to get closer to the clients they are trying to attract.
- They are required to keep their traditional hierarchy for every purpose, and according to me, in some processes it takes longer time than it normally should take. The work could be completed earlier if the power was transferred in different management levels taking into consideration the importance of the positions involved. In addition, in order for them to stay up with the digital age, they need to reduce the amount of paperwork that they do and increase the amount of automation and technology that they use in their day-to-day operations.

- There is no doubt that all of STL's products are of a high quality; however, their packaging needs to have a greater emphasis placed on it, and more research and development should be done in order to make their products more appealing in the market when compared to high-quality products offered by other top-tier competitors.



## Chapter-3 The Project

### **“Analysis of Key Performance Indicator Report’s contribution in enhancing employee performance and sales target achievement while providing logic behind employee appraisal decision-making process of Sales Department of Square Toiletries Ltd”**

### 3.1 Introduction

With each passing day, the corporate world becomes even more competitive in all way. For maintaining a profitable enterprise, one must be able to respond to new trends and handle competition. Square Toiletries Limited is constantly refining its management processes in order to become more effective in both domestic and international markets and growing their whole business and have become one of Bangladesh's largest FMCG companies by utilizing all of their resources.

STL competes with their competitors while simultaneously growing their market share and have launched additional new brands in order to attract a larger market. To sell these new products and get a much market share as possible they are appointing new sales employees on a regular basis. Almost every week new sales officers join the team which makes it even more complicated to keep an eye on their activities and performance. In order to do so, the Sales Administration Executive is responsible for constantly keeping track of every field and in house sales employee’s performance through making Key Performance Indicator Reports Monthly, Quarterly and Annually. Not only this reports help to identify which employees are performing well and which are not, it also helps the top management to decide which employees are to get a raise or a promotion or a transfer and so on.

While I was working as an intern at STL I had to assist my supervisor in KPI report making process of all the sales employees. As a result, I got a glimpse of the model, grading system, criterias that STL Sales Department follows to make these reports and how they derive fruitful

decisions using them. Therefore, I will be discussing the whole KPI report making process of Square Toiletries Ltd and how it impacts the sales performance of the company. I will also be discussing the perception of other sales employees about KPI reports and its benefits through the responses I got by conducting a small survey.

### 3.1.1 Background/Origin of the Report

BRAC Business School mandates students to join an internship program in an organization for three months after finishing all university courses which is counted as part of the BUS400 course. The internship experience is compulsory for achieving your undergraduate degree and it combines theory and practice. The primary goal of this internship program is to equip students to work in a professional environment in their major or minor concentration area which will prepare them for the real professional world. Upon completion of the internship, every student has to submit an internship report which reflects the internship's knowledge learned and work experience.

As, I have done my internship in Sales Department of Square Toiletries Ltd under the supervision of a sales admin executive I chose the project of my internship report to be about Key Performance Indicator Reports and its effects on Sales target achievement, employee performance enhancing and appraisal decision making process. Through this report and my project work I could truly combine my theoretical knowledge with the practical knowledge that I gained in these three months.

### 3.1.2 Objective of the Report

The foremost objective of this report is to analyze how KPI reports are being made and used to contribute in boosting performance quality of sales employees which results in improved sales target achievement as well as how it plays an important role in the employee appraisal/promotional decision making process of this organization.

The specific objectives are:

- Assessing the KPI report making process
- Examining KPI report's beneficence in motivating sales employees to enhance their performance
- Determining how it can play a vital role in improved sales target achievement rate
- Assessing how KPI reports of employees provide an informative foundation for top level managers to make decisions like whom to promote, whom to give a wage increment and so on.

### 3.1.3 Significance of the study

The outcome of the study will offer an overview of Square Toiletries Limited's Key Performance Indicator Reports making process and its impact on sales goal attainment. Also how KPI reports contributes to the employee evaluation decision-making process. During the three-month internship, certain suggestions will be implemented after the completion of the study. As the report will include information that helped Square Toiletries Limited dominate the market for years by using their processes efficiently, it will be useful for small firms to have an understanding of how to execute processes of this kind. In addition, the advice might assist the organization assess their process and make modifications to make it more efficient and current. Last but not least, the research report will facilitate additional study on the subject.

## 3.2 Methodology

Considering the objective of this study is to explore the beneficence of creating KPI reports of sales department employees, it can be said that it is an evaluative study where most of the data is collected from the organization itself which means the research is based on primary data. I have also conducted a small survey among the sales department employees who work in the

headquarters to get insights on the topic. Survey response is collected from 20 Sales Department executives who are working for at least one year in STL.

Furthermore, a number of articles, research papers, documents, and statistics have been reviewed as secondary sources in order to perform the research. I also used diagrams and models to explain the KPI report making process which are collected from the company's internal database. This study is solely a qualitative study based on the data gathering methodologies indicated above to provide thorough insight on the KPI reports impact on organizational sales progress.

### 3.3 Limitations

Despite my best efforts to make this paper comprehensive and helpful, there are always constraints that must be considered. STL employs around 1200 field sales representatives across the country. Because of the distance and the fact that their academic background isn't of the highest quality, I wasn't able to reach all of them and collect all of their opinions. They also don't comprehend my function or the importance of the results, and they don't have time to participate in such a survey since they don't care for it. That is why I was only able to get responses from my coworkers who work at the headquarters and are familiar with the process. Because of these limitations and to safeguard the company's privacy, several details were left out in order to adhere to organizational policies. Furthermore, due to the internship's limited duration, it was difficult to fully comprehend the entire KPI process and its outcomes.

### 3.4 Findings and Analysis

#### 3.4.1 KPI Report Making and its outcome

According to Barnard Marr (2021) theoretically KPIs are a beneficial guidance aid, providing insight into actual state of employee performance and pointing out new methods to better performance in the future when applied effectively in practice. STL Sales Department makes KPIs focusing on measuring the parts of performance which are most critical for attaining company sales goals and objectives and they also make make their sales teams aware of this strategic value

of KPI reports. When employees understand how different KPIs relate to the company's goals, they feel like they're all working toward the same goal, which can increase morale significantly (Marr,2021)

STL Sales Department creates Key Performance Indicator reports for every Field Force employee based on their sales target achievement of different products and their amount of effort to achieve the target which are critical criterias to attain oranzizational sales goal. The finest KPIs serve as an indicator of actual standards of performance and how they relate to important targets. This knowledge aids top level managers in making smart analytical base for decision making that move the company nearer to its organizational objectives.

#### 3.4.1.1 Performance Rating System through KPI

The marking of 6 DSMs has been shown here through three charts where they are evaluated out of 100 marks which will later be converted into 10 marks and the employees will be placed in the employee grading matrix according to the marks they get out of 10. This report was made in 2021 and its based on their rear long performance. Two main criterias that are evaluated are product target and maintaining of the work plan. They are marked on their performance on these two criterias but an employee can get a simple benefit even if his marks are a bit low which is if his line manager vouches for him and assures the company that he is a worthy employee but somehow for valid reasons couldn't perform well that employee gets a few extra points.



Performance Appraisal				Primary Target		Product Target	
				Target	Score	Target	Score
SM/DSM				100%	50	100%	10
				90%	40	90%	7
				80%	30	80%	5

Target															
SL	ID	Designation	Grade	Yearly Primary Sales Ach %	Sales Ach Marks	Chaka Super White Ach %	Chaka Super White Marks	Jui Coconut Oil (Tin+Plastic) Ach %	Jui Coconut Oil (Tin+Plastic) Marks	Senora Sanitary Napkin Ach %	Senora Sanitary Napkin Marks	Supermom Baby Diaper Ach %	Supermom Baby Diaper Marks	Magic Tooth Powder Ach %	Magic Tooth Powder Marks
1	4458	SM	A-I	87.04	30.00	53.73	0	98.35	7	63.27	0	74.17	0	85.63	5
2	223	DSM	F-III(II)	85.80	30.00	83.19	5	93.40	7	76.18	0	69.73	0	94.39	7
3	310	DSM	F-III(II)	89.77	30.00	80.74	5	90.90	7	81.65	5	68.90	0	100.96	10
4	2646	DSM	F-III(II)	91.99	40.00	81.34	5	107.41	10	80.67	5	57.45	0	100.22	10
5	3177	DSM	F-III(II)	89.46	30.00	87.78	5	97.54	7	83.38	5	68.70	0	92.94	7
6	3961	DSM	F-III(II)	87.74	30.00	85.37	5	94.80	7	80.90	5	79.55	0	96.57	7

It is seen that a Divisional Sales Manager (DSM) is assessed based on each Individual Product Target Achievement where each product sales target achievement is marked out of 10 marks, and Yearly Sales Achievement which is marked out of 50. A certain percentage is assigned to a certain amount of marks. For example, the first Sales manager hit 87.04% Sales target and scored 30 out of 50 marks. All of these marks are added and converted into 50 marks. Later on, his workplan maintenance is also evaluated out of 50 marks and is added to Product Target achievement marks

P.Call		LPC		Recruitment of CP		Additional Vehicle		Attrition Rate		Distributo Earning	
Target	Score	Target	Score	Target	Score	Target	Score	Target	Score	Target	Score
77%	20	3.85	20	100%	15	100%	15	Below 5%	15	75%	15
		3	15	85%or 99%	10	70%-99%	10	5.01% to 10%	10		
		2.8	10	70%-84.9%	5	50%-69.9%	5				
		2.6	5								

Work Plan															
Productive Call % (77%)	PC Marks	LPC (3.85)	LPC Marks	Recruitment of CP/Deliver yman for new market Target	Recruitment of CP/Deliver yman for new market	%	Recruitment of CP/Deliver yman for new market Marks	No. of additional vehicle for new market Target	No. of additional vehicle for new market	%	No. of additional vehicle for new market Marks	Manpower Attrition Rate Yearly % (Less than 5%)	Manpower Attrition Rate Marks	% of Distributors Earning 15% ROI	% of Distributors Earning 15% ROI Marks
41.09	0.00	2.62	5.00	19	14	73.68	5	19	11	57.89	5	9.26	10.00	22 Out of 29	15
47.40	0.00	2.66	5.00	15	8	53.33	0	15	4	26.67	0	10.14	0.00	30 Out of 39	15
47.74	0.00	2.87	10.00	12	9	75.00	5	12	6	50.00	5	14.98	0.00	45 Out of 47	15
52.83	0.00	2.82	10.00	39	37	94.87	10	39	30	76.92	10	6.20	10.00	57 Out of 58	15
49.27	0.00	2.84	10.00	27	15	55.56	0	27	12	44.44	0	8.69	10.00	37 Out of 42	15
48.02	0.00	2.92	10.00	14	17	121.43	15	14	6	42.86	0	9.89	10.00	37 Out of 41	15

to make a full 100 marks.

Here the employees are given marks according the workplan that they followed for sales target achievement. PC or Productive call means when a sales manager follows through on his sales methods, resulting in a retailer placing a direct order to a distribution point through this sales manager. LPC or Line Per Call means number of SKUs per order. These two terms are really

important in FMCG sales. The more Productive Calls and Line Per Calls one Sales Manager makes the more he gets closer to achieving his target. Attrition rate of Sales Officers, recruitment of new deliverymen and arranging new vehicles for delivery in new markets are also important criterias in Work Plan Target. Each criteria mentioned above has its own target and marks are assigned for each percentage of target achievement. If a sales manager’s Productive Call percentage is 77% he will get 20 marks, if his LPC score is 3.85 he will get 20 marks, for recruiting 100% of CP/

Target Total	Work Plan Total	Grade	Supervisor's Description	After Supervisor's Discretion Final Grade
42	40	Y2		Y2
49	20	R2	Y2	Y2
57	35	Y2		Y2
70	55	G2		G2
54	35	Y2		Y2
54	50	Y2		Y2

Deliverymen that are needed he will get 15 marks. For hitting 100% target in arranging new vehicles to deliver products in new markets he will get 15 marks, for below 5% attrition rate of Sales Officers, he will get 15 marks. The number of distributors that are getting 15% return on investment should be high. By assuring that 75% distributors are getting 15% ROI the sales manager will get 15 marks. This marks distribution adds up to a whole 100 and is converted into 50 marks.

Here it is shown that how much marks each Sales Manager got in Product Target achievement and in Workplan Management. The total marks out of 100 is converted into 10 and the employees are graded through a 9 box matrix. That matrix is described later on this chapter. We can see that the second sales manager got 49 out of 50 in his Product target achievement but did not do well in Work Plan Management and got 20 out of 50 but his Supervisor vouched for him, talked on his behalf, gave proper reasons behind this and got him a better grade.

Square Toiletries Sales Department has recently started making monthly KPI report of employees. This is to evaluate them every month and keep them motivated to reach their goal. The upgraded monthly process is described below:

**KPI for Divisional Sales Manager, Regional Sales Manager & Area Sales Manager (Common & Toi+Soap):**

KPI for January 2022										
50		20		10		10		10		Score
January Lifting Sales Target	January Lifting Sales Score	Fast Start Lifting 50% by 13th January	Fast Start Lifting 50% Score	January Winter IMS Target	January Winter IMS Target	January Jui IMS Target	January Jui IMS Score	January Soap IMS Target	January Soap IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5	95%	5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

**COMMON AND TOILETRIES+SOAP PRODUCTS SALES TARGET ACHIEVEMENT KPI FOR DSM,RSM AND ASM**

The above picture shows a demonstration of marks distribution to assess the Divisional Sales Managers, Regional Sales Managers and Area Sales Managers for Toiletries and Soap sales target. If a manager can ensure 100% of his targetted amount of products have been sold through lifting within the month of January he will get 50 out of 50 marks, for 95% lifting sales he will get 25 out of 50 marks. For 90% lifting sales within the month of January he will get 20 marks out of 50. Below 90% achievement will make him get a negative 10 marks.

If within 13th January 50% of a managers monthly lifting sales target is achieved he will get 20 out of 20 marks. Within 13th January if he achieves 95% of his 50% target he will get 10 out of 20 marks and if he achieves 90% of his 50% target he will get 5 out of 20 marks. Below 90% achievement of his 50 % within 13th January will give him negative 2.5 marks out of 20 marks.

Since January is in Winter Season, every Sales Manager gets a wintern product In Market Sales (IMS) target. If a manager hits 100% of his target he will get 10 out of 10 marks. 95% winter IMS target achievement in January will give him 5 out of 10 marks and 90% will give him 2.5 out of 10 marks. If he scores below 90% he will get negative 1.3 marks. As Jui falls under both focus and strategic unit which intels that it generates more profit margin and gets sold in high volume, thus it has a separate sales target and by achieving 100% of that target in the month of January a manager can get 10 out of 10 marks, for achieving 95% he will get 5 out of 10 marks and for achieving 90% he will get 2.5 marks. Below 90% achievement will result in negative 1.3 marks.



Soap is another significant product of STL which has separate sales target and if the managers achieves 100% of that target in the month of January he will gain 10 out of 10 marks, for achieving 95% he will get 5 out of 10 marks and for achieving 90% he will get 2.5 marks. Below 90% achievement will result in negative 1.3 marks. This is how a whole of 100 marks is distributed among separate criterias to assess DSM, RSM and ASMs in the month of January. Similar grading system is used for Heath and Hygiene Products. The territory sales officers and ordinary sales officers are also graded through this system. Their marks distribution for the month of January 2022 is given below:

## KPI for Sales Officer, Territory Sales Officer (Common & Toi+Soap):

KPI for January 2022										
50		20		10		10		10		Score
January IMS Target	January IMS Score	Fast Start IMS 50% by 13th January	Fast Start IMS 50% Score	January Winter IMSTarget	January Winter IMS Target	January Jui IMS Target	January Jui IMS Score	January Soap IMS Target	January Soap IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

### COMMON AND TOILETRIES+SOAP PRODUCTS SALES TARGET ACHIEVEMENT KPI FOR TSO AND SO



## KPI for Divisional Sales Manager, Regional Sales Manager & Area Sales Manager (Health & Hygiene)

KPI for January 2022										
50		20		10		10		10		Score
January Lifting Sales Target	January Lifting Sales Score	Fast Start Lifting 50% by 13th January	Fast Start Lifting 50% Score	January Baby IMS Target	January Baby IMS Target	January Senora (Including Femina) IMS Target	January Senora (Including Femina) IMS Score	January Supermom IMS Target	January Supermom IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

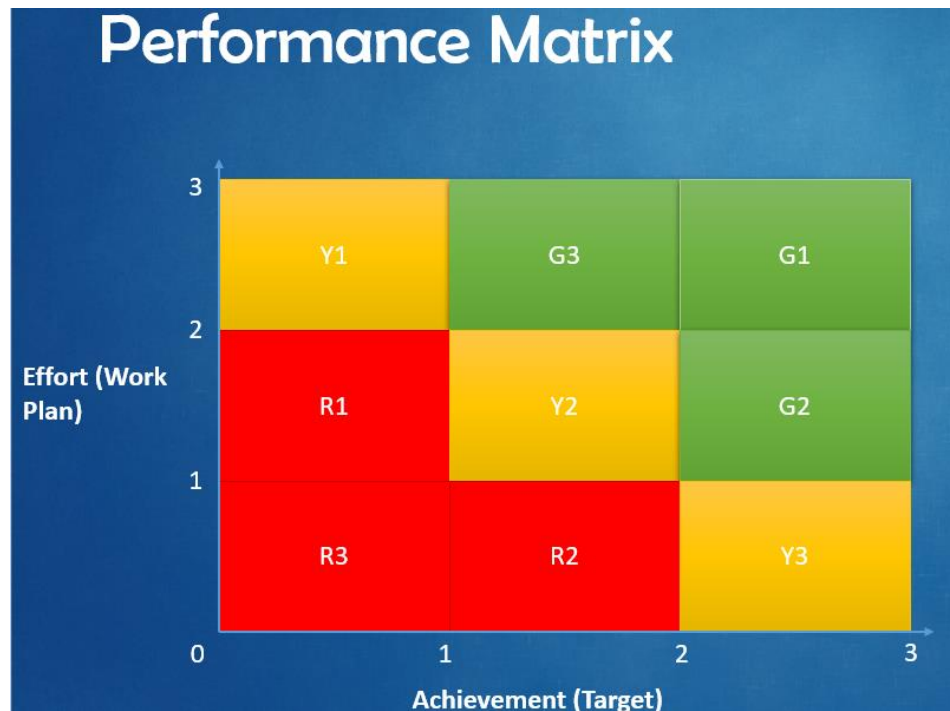
### HEALTH AND HYGIENE PRODUCT SALES TARGET ACHIEVEMENT KPI FOR DSM,RSM AND ASM

## KPI for Sales Officer, Territory Sales Officer (Health & Hygiene):

KPI for January 2022										
50		20		10		10		10		Score
January IMS Target	January IMS Score	Fast Start IMS 50% by 13th January	Fast Start IMS 50% Score	January Baby IMS Target	January Baby IMS Target	January Senora (Including Femina) IMS Target	January Senora (Including Femina) IMS Score	January Supermom IMS Target	January Supermom IMS Score	
100%	50	100%	20	100%	10	100%	10	100%	10	100
95%	25	95%	10	95%	5	95%	5		5	50
90%	20	90%	5	90%	2.5	90%	2.5	90%	2.5	32.5
Below 90%	(10)	Below 90%	(2.5)	Below 90%	(1.3)	Below 90%	(1.3)	Below 90%	(1.3)	(16.3)

### HEALTH AND HYGIENE PRODUCTS SALES TARGET ACHIEVEMENT KPI FOR TSO AND SO

### 3.4.1.2 Employee Grading Matrix



STL, Sales Department uses this matrix to evaluate Field Force sales employee performance. The X-axis indicates Target Achievement Level and Y-axis indicates the effort that went into achieving the target. When an employee is way behind his target and didn't follow his work plan properly, has put in minimum effort he falls into R3, when someone is near to achieve his target without following his work plan and putting in much effort he is in R2 and when he manages to achieve target without any proper work plan and effort he is in Y3. Moreover, when an employee follows his work plan on a medium level but can't achieve his target he falls in R1, when an employee imperfectly follows his work plan and gets near to achieving his target he falls in Y2, when he archives his sales target somehow by only following his work plan partially he falls in G2. Y1 consists of the employees that have perfectly followed their work plan and put in their best effort but is way behind to hit this target unfortunately, G3 consists of the employees that are near to achieve their sales target and put in the maximum effort. G1 occupies employees that have religiously followed their work plan, have put in their best efforts and managed to achieve their

sales targets. This matrix helps to categorize the employees and they are graded following this category through a grading system.

### 3.4.1.3 Employee Grading System Following the Matrix:

Grade	Assigned Score
G1	10
G2	9
G3	8
Y2	7
Y3	6
Y1	5
R2	4
R1	3
R3	2

As its visible that the grading system is self explanatory. It can be seen that the employees that fall in G1,G2 and G3 category they get 10, 9 and 8 consecutively. Employees that occupy Y2,Y3 and Y1 category they get 7,6,5 sequentially. Employees that fall in R2,R1 and R3 category they get 4,3,2 consecutively out of 10. However, this grading is not the ultimate one. There are other criterias which are considered and employees are given marks out of 100 to assess them properly.

### 3.4.1.4 Increment Decision Making Process through KPI

SQUARE TOILETRIES LTD.					
Field Management (ASM To DSM )					
Salary with effect from January 01, 2021					
SL.	ID	Des.	Grade	Performance Measurement Grade	Promotion
1	2646	DSM	F-III(II)	9.00	
2	3177	DSM	F-III(II)	7.00	
3	3961	DSM	F-III(II)	7.00	
4	310	DSM	F-III(II)	7.00	
5	356	DSM	F-IV(I)	9.00	Prom
6	3459	RSM	F-IV(I)	4.00	
7	3640	RSM	F-IV(I)	7.00	
8	3826	RSM	F-IV(I)	7.00	
9	3017	RSM	F-IV(I)	6.00	
10	2070	RSM	F-IV(I)	7.00	
11	3626	RSM	F-IV(I)	7.00	
12	2887	RSM	F-IV(II)	7.00	
13	3971	RSM	F-IV(II)	7.00	
14	3800	RSM	F-IV(II)	7.00	
15	4262	RSM	F-IV(II)	7.00	
16	4409	RSM	F-IV(II)	10.00	
17	426	RSM	F-IV(II)	9.00	Prom
18	4368	RSM	F-IV(II)	9.00	Prom

In this chart we can see 3 Employees received Promotion based on their KPI grades in 2021. All of their scores were 9 out of 10 which is converted from 100 marks. Even though some other employees also got 9 out of 10 and one of them got full 10 marks but





didn't get a promotion because they had just been promoted the previous year which I got to know from the Sales Admin Executive. This chart is a proof that KPI reports are heavily impacting the appraisal decision making process of the company. The final decisions are made based on KPI grades mostly.

### 3.4.2 A glimpse at the perspective of Sales Employees about KPI Reports

Through conducting a small qualitative survey I took responses from Executives who work in STL Headquarters on KPI and its benefits. They also provided their valuable insights and suggestions to improve the process. The Questionnaire of the survey and the responses are listed below:

#### 3.4.2.1 Questionnaire for the survey

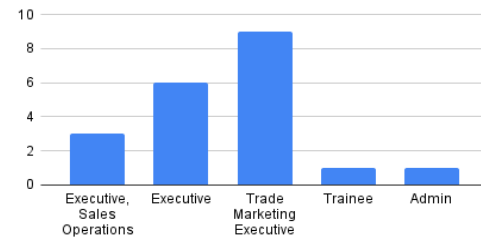
1. What is your post in STL's Sales Department?
2. How long have you been working in the Sales Department of STL?
3. Are you familiar with the Key Performance Indicator (KPI) Report making process of the STL Sales Department and its outcomes?
4. The Sales Department of Square Toiletries Ltd has the utmost standardized format for KPI Report making.
5. Do you think KPI Reports are a major tool to track employee performance?
6. If your answer is "Yes", provide one logical reason behind it.
7. Does the KPI Report play a significant role to enhance the performance of the Field Force of the STL Sales Department in your opinion?
8. Grading the performance of the employees of the Sales Department is playing a vital role in improving the sales target achievement rate.
9. KPI reports of employees provide an informative foundation for top-level managers of the Sales Department to make decisions like whom to promote and whom to give a wage increment.
10. Provide one valuable suggestion to improve the KPI report-making process.

### 3.4.2.2 Responses of participants and their result

#### What is your post in STL's Sales Department?

We can see that out of 20 employees that I have interviewed 9 are Trade Marketing Executives, 3 are Sales Operation Executives, 1 Trainee, 1 Sales Admin Executive and 6 of them are General Sales Executives.

Count of What is your post in STL's Sales Department?



Count of What is your post in STL's Sales Department?

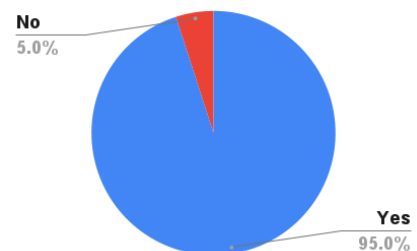
#### How long have you been working in the Sales Department of STL?

Answer of this question varied from employee to employee. The shortest period of employment period was a Trade Marketing Executive's who just had joined a month ago. The most experienced employee was a trade marketing executive who is in this company for almost 6 years. The others were in this range and most of them have completed 1-3 years in this company.

#### Are you familiar with the Key Performance Indicator (KPI) Report making process of the STL Sales Department and its outcomes?

95% of the participants were familiar with the KPI making process and its strategic value but the newly employed 5% employees didn't have clear idea about it.

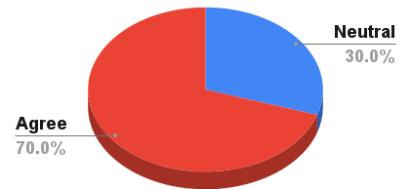
Count of Are you familiar with the Key Performance Indicator (KPI) Report making



**The Sales Department of Square Toiletries Ltd has the utmost standardized format for KPI Report making.**

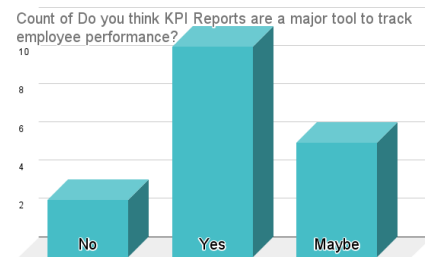
70% of the employees agreed with the statement that STL has the finest KPI report making and employee evaluating process, none of them disagreed and 30% were neutral.

Count of The Sales Department of Square Toiletries Ltd has the utmost standardized



**Do you think KPI Reports are a major tool to track employee performance?**

11 employees agreed that KPI reports can successfully be used to track and evaluate employee performance, 3 of the employees did not agree with the fact that KPI reports are an effective tool to track performance of the field employees and 6 of them were not confident enough to agree or disagree.



**If your answer is "Yes", provide one logical reason behind it.**

I have received 7 logical reasons out of 11 employees who marked 'Yes' on the previous question. The reasons are:

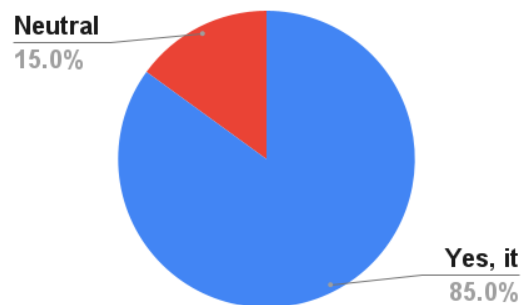
1. As KPI report is made in order to achieve organizational goals through measuring the personal goal achievement of employees and goal setting is important.
2. KPI impact on particular area of sales target achievement.
3. KPI report makes an employee aware of his performance which motivates or encourages him to improve his performance.
4. It provides real time insight on an employee's performance
5. KPIs are a way of taking informed decisions that lead to enhanced performance.

6. KPIs allow to start constructive conversation about what should be done differently next time to improve outcomes.
7. KPIs are powerful growth facilitators that encourage and motivate members of the team throughout the sales department.

**Does the KPI Report play a significant role to enhance the performance of the Field Force of the STL Sales Department in your opinion?**

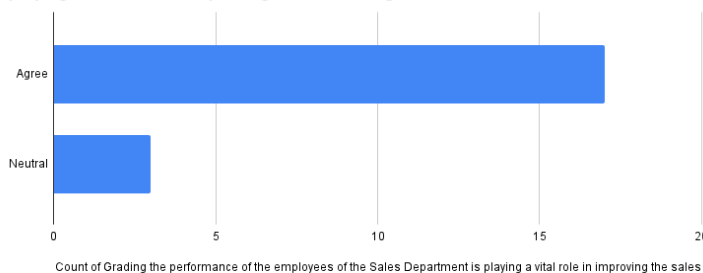
85% of the participants agreed with the fact that KPI reports do play a vital role in enhancing the performance of employees and 15% of them were neutral.

Count of Does the KPI Report play a significant role to enhance the performance of the Field Force of the STL Sales



**Grading the performance of the employees of the Sales Department is playing a vital role in improving the sales target achievement rate.**

Count of Grading the performance of the employees of the Sales Department is playing a vital role in improving the sales target achievement rate.



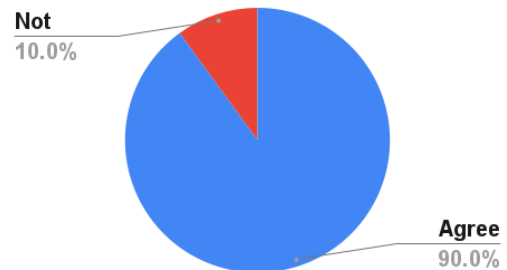
17 out of 20 employees think that KPI reports really encourages Field Employees to put in their best efforts and hitting the sales targets timely which is playing an important role in

increasing the overall sales target achievement of the company.

**KPI reports of employees provide an informative foundation for top-level managers of the Sales Department to make decisions like whom to promote and whom to give a wage increment.**

90% of the in house employees agree that KPI reports do act as an analyzing tool that creates an informative path for decision making for the top level managers while deciding which employee to promote, what measures can be taken to improve future performance of each individual and which ones are too receive an increment etc. 10% employees don't think KPIs should be used as a decision deriving tool.

Count of KPI reports of employees provide an informative foundation for top-level managers of the Sales Department to make decisions



**Provide one valuable suggestion to improve the KPI report-making process.**

Not all of the participants took time to suggest something however some them did. Suggestions that I received from the Sales Employees are:

- KPI parameters should be reviewed from time to time with business demands & situations. Also consider judgemental aspects along with parameters to measure employee performance.
- KPI goals should align with the company's objectives and should be more realistic.
- STL had started making monthly KPIs very recently, they only used to make quarterly and yearly KPIs. This practice should be continued and key focus criterias should be measured in a certain (monthly) interval.
- A quarterly performance review will improve the performance according to some employees.
- All the parameters should be revised thoroughly while making an appraisal decision from the reports.
- Letting the employees know about their progress or lackings regularly to motivate them will provide better results in employee performance improvement.
- Rather than creating KPIs from the bottom up approach, they should define what the organization wants to accomplish and then let team members determine how they may

contribute to achieving those objectives. Letting team members decide their contribution levels will assist in getting better outcome.

These are the responses that I got from the in house employees about KPI report making process and its impact on the Sales Performance of STL. Their suggestions are undoubtedly valuable and should be implemented

### 3.5 Summary and Conclusions

The process STL is following to make Key Performance Indicator Reports and the decisions that they are deriving from it are strategically praiseworthy and good practice. Most of the Sales Executives are in unison of agreement that STL has the most standard KPI process and it really does serve as a decision deriving tool. The KPI reports are fully aligned with the organizational sales target of STL is a really smart adaptation of the process which will result in sustaining STL in this competitive market. Other FMCGs and SMEs should also learn and adapt this process to fast forward their growth and improve their position in the market.

KPIs are critical to corporate goals as they keep them in the frontline of decision-making. It's critical that company goals are adequately defined throughout a company and when employees are aware of and accountable for their individual KPIs, the company's larger goals are kept in mind. Which assures growth and sustainability. At present, every firm must remain competitive at all times to maintain a greater degree of effectiveness in all aspects of operations. Traditional procedures and approaches have altered dramatically throughout the years, and companies have evolved to accommodate as much as possible. KPIs are a fairly new procedure that have made its place in the functional activities of big corporations and its high time every business started to implement in to hop on the trend for their own betterment.

## 3.6 Recommendations

KPIs must be used to assess how much a company is meeting their core objectives and strategic goals. The KPI data should then be used to help make decisions and, if applicable, take action. Which suggests that the goal of a KPI is to provide information or objective statistics (Marr,2022). Although STL Sales Department has a standardized way of KPI process, there's always room for improvement. Here are few of my recommendations for them:

- According to Bernard Marr, an established futurist, it is critical to recognize that no measurement is flawless or comprehensive. The acronym KPI stands for key performance indicator, and it signals that KPIs are mere indicators but never offer a comprehensive perspective. If KPIs are utilized as objectives, they will only get whatever they measured. So, STL Sales Department should keep this point in mind that KPIs are not the ultimate way to measure an employee's contribution.
- All indicator requires a purpose or goal to be relevant. However, this goal is more of a guideline to show us what excellent or awful looks like, rather than the ultimate goal to strive for. Using KPIs as indicators that every employee uses and owns to highlight areas for improvement, they become strong enablers of change and a little but crucial distinction (Marr,2022). Therefore, STL should use KPIs only as a goal relevant indicator to know the areas of improvement.
- When used as indicators to track the achievement of objectives, KPIs can be quite useful. If the KPIs, on the other hand, are made into goals themselves, they can be a harmful element that stifles enhanced performance. A genuine KPI must assist individuals in comprehending performance with respect of what they're doing at present and what they aspire to do in the future. When a KPI turns into something that team members must achieve in order to receive a reward, they will go to great measures to achieve it including any sort of unfair means (Marr,2022). Hence STL must not encourage employees to focus only on their KPI scores rather they should focus on making their performance better each day which will eventually lead to better scores.

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