

Report On
**Management & HRM Practice/Approach of “Pidilite Specialty
Chemicals (BD) Pvt. Ltd.”**

By

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An internship report submitted to the B.B.S in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC BUSINESS SCHOOL
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Ashfaq Hossain Akib
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Supervisor's Full Name & Signature:

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Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

To,

Mr. Zaheed Husein Mohammad Al-Din (Senior Lecturer)

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Internship report on- Management & HRM Practice/Approach of “Pidilite Specialty Chemicals (BD) PVT Ltd.

Dear Sir,

I am delighted to submit my Internship report on "Management & HRM Practice/Approach of "Pidilite Specialty Chemicals (BD) PVT Ltd" with due respect and immense gratification. This report was completed using information gathered during my B.B.A Major courses on Human Resource Management and practical knowledge gained during my internship period at Pidilite Specialty Chemicals (BD) PVT Ltd.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Ashfaq Hossain Akib

ID- 16104163

BRAC Business School

BRAC University

Date: 11/23/2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Pidilite Specialty Chemicals (BD) PVT Ltd. and the undersigned student at BRAC University. Information provided in this report will be used for educational purposes only and will not be disclosed without any party's consent.

Acknowledgement

I would like to express my gratitude to BRAC University for providing me with this internship opportunity. I would like to thank Pidlite Specialty Chemicals (BD) PVT Ltd. for allowing me to complete my internship at their organization's headquarters. I would also like to thank my internship supervisor, Mr. Zaheed Husein Mohammad Al-Din Sir, for guiding me through the completion of this report. I would like to thank Mr. Pinku Talukdar, Senior Operations Manager, and Ms. Jebunnesa Labonno, Senior HR Executive of the HR Division for keeping me under their supervision and providing me with all the necessary information to help me complete this report. I would also like to thank all the PSCBL officials for allowing me to intern at their organization and helping with the necessary information.

Executive Summary

While doing the internship, through my observation I have gained practical knowledge of the Management and HRM approach of the MNC as well as different operational functions to achieve short/long-term organizational goals. Besides, it has been observed how HRM of the organization ensures the proper utilization of employee skills, knowledge, and abilities. Also, different reward programs are always being initiated to motivate employees and coordinate with the organizational goals set by the top management through positioning the competent employees with the right tasks at the right time.

The first section of the report consists of the Organizational background, the mission, the vision, and the core values of the organization.

Also, the report illustrates the management hierarchy through organizational organogram, HRM, and overall management practices to align with organizational goals.

This section consists of different HRM approaches/practices to staffing, internal & external recruitment, selection as well as employee training/development within the organization and HRM division job responsibilities.

In addition, I have conducted a SWOT analysis to identify the positioning of competitors or rival organizations as well as the scopes of developing the organization's current management strategy with recommendations that follows the conclusion part of this report.

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Section 01

Management & HRM Practice/Approach of “Pidilite Specialty Chemicals (BD) Pvt. Ltd.”

Introduction:

The title of this report is- Management & HRM Practice/Approach of “Pidilite Specialty Chemicals (BD) Pvt. Ltd.” - the topic of the report has been selected to explain the significance of management and HRM practices to achieve the business goals and objective. In today's world HRM/Management are integrated part of an organization and utilizing the methods of Management/HRM in process can be proven highly advantageous in the constantly changing high tech business era as well as work in favor of the organization to have competitive edge in the market over competitors. I have covered the major aspects of management and HRM functions of the MNC in the report. The business goals set by the management to reach the revenue/profit target and planning/staffing, training/development of the employees in the process to achieve the business objective. Also, the integration of different dep like HRM, MIS, Operation management to coordinate/support the market operation and align with the business goals. Finally, the SWOT analysis has been conducted to identify opportunities and strategies to implement/bring HRM integration to attain cutting edge advancements in the business operation.

Scope of the report:

This report has been prepared through integrated observation during my internship and extensive interviews with employees of Operations, HRM and Marketing-Development from the organization. Also, particulars (Documents and Business Reports) were provided by the organization as per request. During my internship I have gained in depth knowledge of operational and HRM functions of Pidilite Specialty Chemicals (BD) Pvt Ltd.

Objective of the report:

The report has been prepared to understand-observe the management /HRM activities of the MNC in relation of my theoretical knowledge of Management/HRM functions. The objectives can be annotated as follows-

- Understanding/Familiarizing with management/HRM activities of the MNC to grasp the gap between the theoretical and real-world business practices.
- Observe the process of business operation to gain practical knowledge.
- Analyzing and identify the scope of opportunity from the current format/process.
- Recommend to bring more strategic integration of HRM in the business practice.
- Recruitment-Staffing-Training and development of HRM to employees.
- Familiarization of employee personnel practices.

Sources of Information:

In the report the information has been put together through both primary and secondary sources:

Primary sources:

- Interview and discussion session with Senior Operation Manager and MIS personnel.
- Interview and discussion session with Senior HR executives.
- Interview session with Senior employees of the organization.

Secondary sources:

- Annual reports of Pidlite Industries.
- Website of the organization.
- Documentation and business reports provided by the HRM personnel.

Limitations:

- Confidentiality of organizational documents.
- Non-availability of previous business data.
- Lack of HRM practices in the business process.
- HRM as a robust theory to cover in the short time span of 3 months internship.

Section 02

Organization Portfolio

Organization Background:

Pidilite Specialty Chemicals (BD) Pvt Ltd. is part of the Global operation of renown market leader of Adhesive manufacturer Pidilite industries Ltd from India. This giant Indian FMCG manufacturer is operating in the Adhesive industry since 1959 and manufactures popular adhesive brands like Fevicol, Fevicol Marine etc. also, owns industrial and constructions chemical brands - Dr. Fix It, Super latex etc. At present Pidilite Industries is globally operating in 71 different countries with multiple Brand line through their elevated supply chain and vast distribution system. The visionary Indian citizen Shri Balvantray Kalyanji Parekh, Founder Chairman of Pidilite Industries, he has been known as one of the major contributors/social influencer of general semantics and human sciences around the world. Currently the Chairman of Pidilite Industries is Madhukar Balvantray Parekh, the eldest son of Shri Balvantray Kalyanji Parekh. Also, The MNC has its independent 14-member Board of directors along with highly qualified leadership team in the upper management headed by the Managing Director- Bharat Puri based on their HQ located at Mumbai, India.

Pidilite has been operating in Bangladesh for past 15 years and owns 2 chemical plants (Tongi, Munshigonj) as of now. The operation of Pidilite in Bangladesh is called “Pidilite Specialty Chemicals (BD) Pvt. Ltd. (PSCBL). The Country Manager of PSCBL is Moinak Dutta with 25+ years of experience in sales, marketing/development and supply chain management system; along with highly qualified team of experienced personnel in Sales, Marketing/Development, Operation Management, MIS, HRM, Finance and Supply Chain departments of the Organization. In the Adhesive industry of Bangladesh, PSCBL has offered innovative solutions to adhesive, chemical constructions and wide range of art/stationary products in the market. Their integrated focus to recognize the contribution of the user segment through rewards program/campaigns and consumer education has enabled the organization to build Brand integrity and Brand loyalty among mass consumers/stakeholders. Also, the strong distribution consisting micro distribution channels are steering the mass market with the wide range of Brand lines.

PSCBL Overview:

PSCBL currently operating in Bangladesh as private company since 2005 and have their Registered HQ at New Mohakhali DOHS. Also, legally manufactures, markets and exports coloring materials, construction chemicals, chemical compounds, synthetic raisin adhesives etc. Also, the company commenced their manufacturing operation in Bangladesh from 2009 and engaged in commercial export/trading from 2012.

Organizational Vision:

Pidilite has been known for their constant innovation in the adhesive industry through their state of art research centers around the world and integrated focus for being Innovation-Driven in the market. Their vision statement is- “To Be the Most Innovative Research and Technical Competence Center for Sustaining “Innovation-Driven” Growths for Pidilite Group of Companies globally”.

Organization Name:	Pidilite Specialty Chemicals (BD) Pvt. Ltd.
Legal Form:	Private Limited Company.
Registered on:	29 th December 2005.
Registered Office:	House B, 101 North), Lane 7, New Mohakhali DOHS, Dhaka 1206
Vide Registration No:	C- 60121 (2129)/05
Web Page:	www.pidlite.com
Country Manager:	Monaik Dutta (Indian Nationale)
Auditor:	AHMED MASHUQUE & CO., Chartered Accountants.

Organizational Mission:

The mission of Pidlite Industry:

- Invite, invest, and embrace talented people and scientists for great challenges ahead.
- Support, serve, and satisfy all valuable customers with our innovative products and excellent technical competency.
- Innovate with our customers to provide total product satisfactions and business growths.

Organizational Goal and Core Values:

According to Mr. Bharat Puri the Managing Director of Pidilite Industries- the MNC aims to grow at between 1-1.5 times of the GDP of the country (India). Being that said, the company has increased their focus on sales, distribution and innovation according to a top official of Pidilite Industry (James- Pidilite Industries increases focus on sales and distribution, invests more in brand building: The Business Line 23rd Dec, 2019). As a major market leader of the industry, Pidilite constantly empowering their user segment through consumer recognition/brand loyalty and sustaining strong bond between the clean chemistry as well as the consumer needs.

The core values of Pidilite are:

- Passion for Innovation.
- Consistent Quality.
- Shared value System and teamwork.
- Customer Intimacy.

Key facts about Pidilite Industry:

- Over 1000 high-quality, reasonably priced products have been added to the product line courtesy of excellent in-house R&D.
- Global Presence: Manufacturing facilities around the world include those in India, Bangladesh, Thailand, Singapore, Dubai, Brazil, the US, and Egypt.
- For the last 57 years, there has been a proven history of innovation, reliability, and proximity to the consumer.
- A vast distribution network exists throughout India, with 6,000 distributors and 6,00,000 dealers and merchants.
- Ability to create relevant applications and products that are customized.
- Skilled and knowledgeable workforce: over 5000 workers.
- Advanced R&D facilities in Singapore and India.
- Product distribution: about 70 countries worldwide.
- Turnover exceeding USD 800 million.

Brand Lines/Products offering of PSCBL:

Fevicol Range –

- **Fevicol SH.**
- **Fevicol Marine.**
- **Fevicol SpeedX.**
- **Fevicol 1K Pur & etc.**

Construction Chemical (CC) Range –

- **Dr. FixIt Pidiproof LW+.**
- **Dr. FixIt Super Latex.**
- **Dr. FixIt Pidifin 2K & etc.**

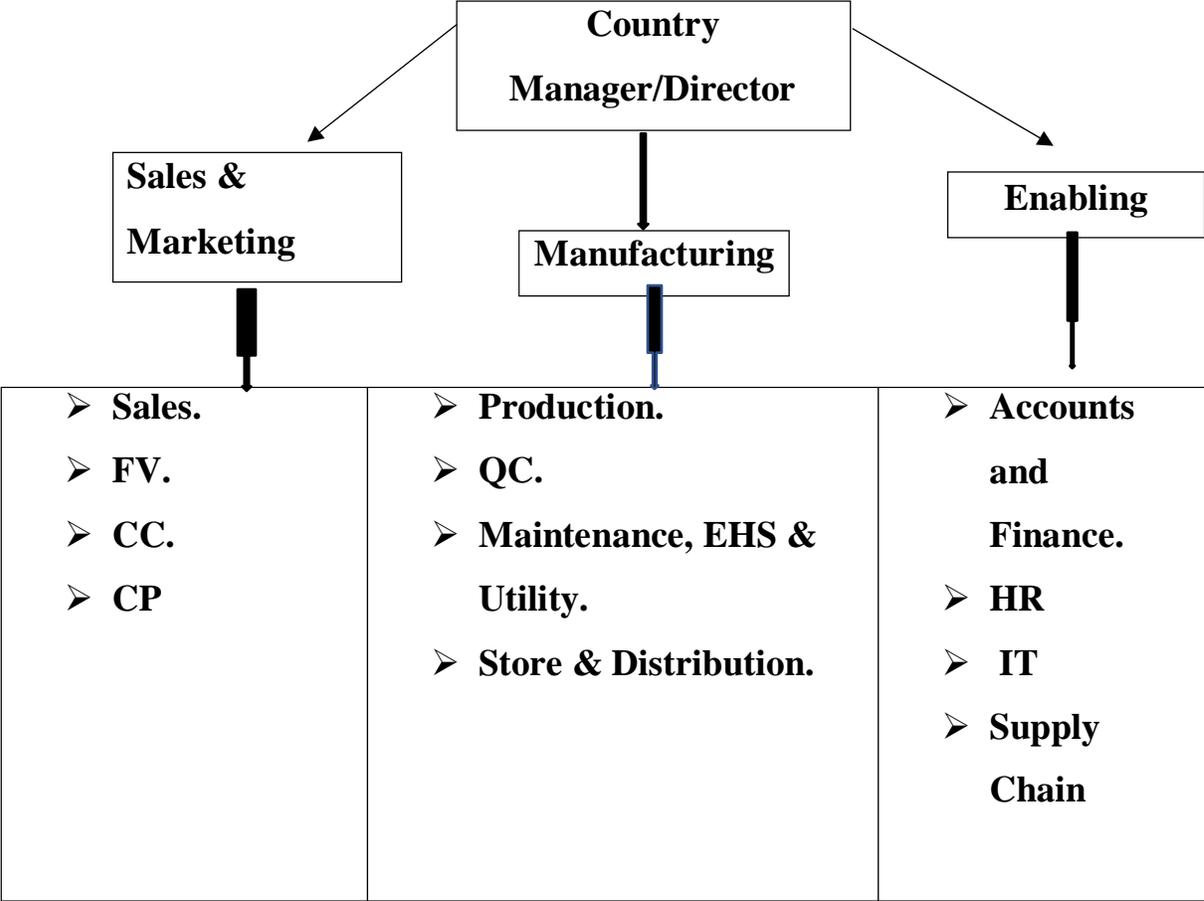
Consumer products (CP) Range-

- **M-SEAL GP.**
- **M-SEAL PVC.**
- **Fevicol Super Glue.**
- **Fevicol MR & etc.**

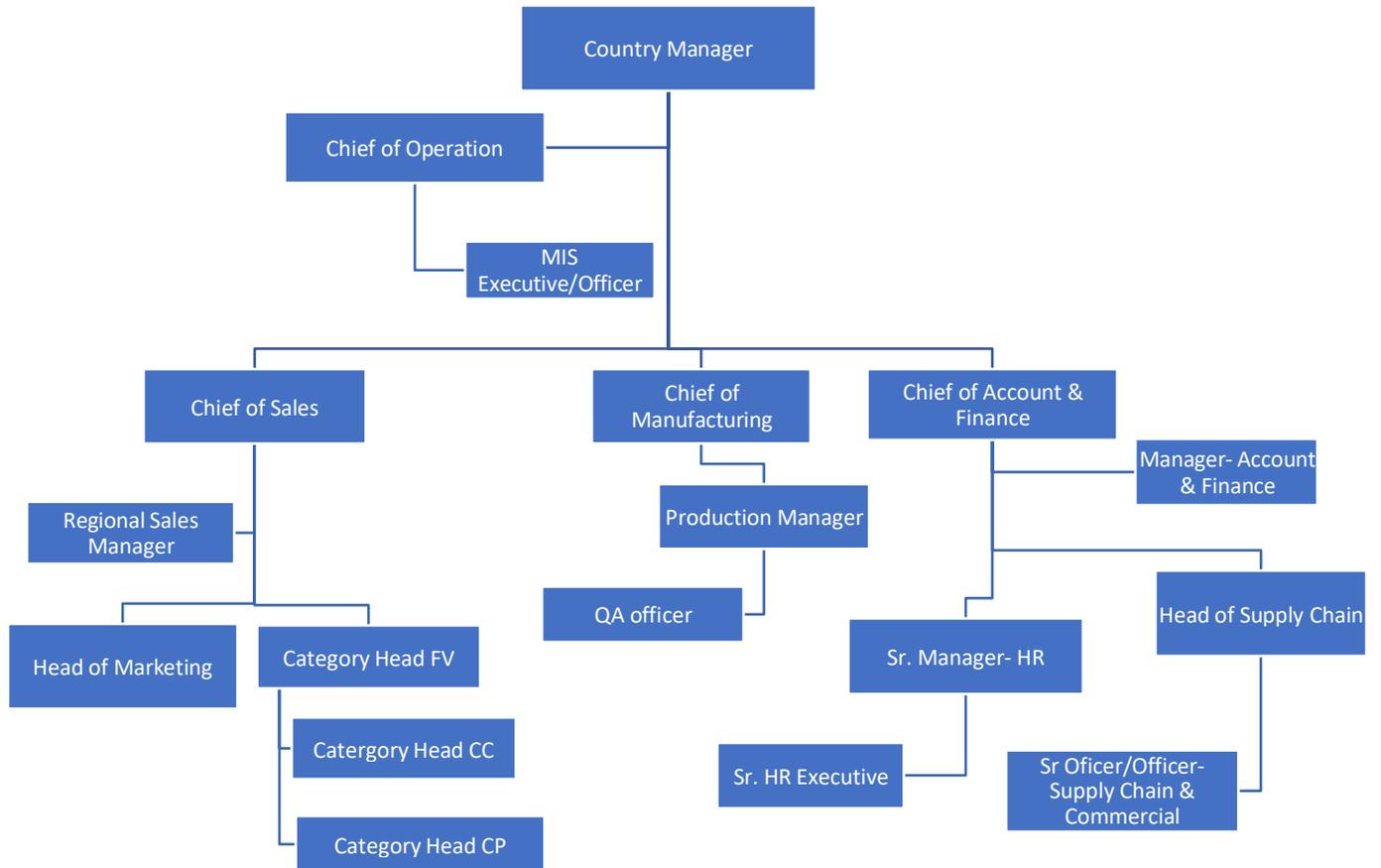
Art & Stationary (ASF) Range –

- **Fevicryl Acrylic Colors.**
- **Fevicryl Sunflower Kit.**
- **Acron Poster colors.**
- **Acron Oil Pastels.**
- **Acron Water color & etc.**

Organizational Operations/Functions Chain



PSCBL Organizational Organogram



PSCBL Organizational Structure/Hierarchy

Upper Management	1. Country Manager.
Senior Management	1. Chief. 2. Sr. Manager.
Mid Management	1. Manager. 2. Assistant Manager.
Executive	1. Senior Executive. 2. Executive. 3. Junior Executive.
Associate	1. Senior Officer. 2. Junior Officer/Associate. 3. Probationary Officer.

Section 03

HRM/Management Practices of PSCBL

The HRM division of PSCBL is a significant dep of the organization and plays an important role in Manpower planning, Staffing, Recruiting, Training/Development and Appraisal/Promotion of Employees in the organization. This includes having strategic manpower planning and recruiting the competent employee to do the job. The HRM dep is also responsible for the strategic planning and ensures the business policies are aligned in process to meet the standard set by the upper Management. In addition, the HRM division act as a custodian of the policy as well as determine and facilitate changes of policies/operation within the organization. Also, the motivation of employee toward work through regular employee engagement activities are planned and conducted by the HR division of the organization. Furthermore, the HRM division strictly maintain the diversity and cultural integrity of the employees in both internal and external business environment of the organization. However, FMCG manufacturer like PSCBL has certain Credit policy which are authorized by the Accounts and Finance division of the organization so, HRM division don't have any jurisdiction over Credit policies.

Core values of PSCBL HRM:

1. High Ethical Standards.
2. Fairness and Transparency.
3. Empathy and Respect.
4. Act like Owner.

HR Staffing-

HRM of PSCBL follows Strategic approach to Human Resource planning according to the design/nature of the jobs to put the right people for the right task at the right time. Internally the HR division determines the staffing by integrating with different dep and line managers also, analyzing the workflow of different job interfaces toward business objectives.

The staffing and manpower planning are conducted through different activities-

- Planning.
- Recruiting.
- Selection.
- Training and Development.

Aggregate Planning- The HRM division of PSCBL conducts aggregate planning to prevent understaffing of lower level employees in the organization. This level employees work as a front-line worker of the company and interacts with the mass consumers/stakeholders. This refers to the sales/marketing representative level employees of the organization and they hold the general skills to adapt in any changing situation of the market. This basically follows when the organization expand their product/brand lines. So, to meet the higher demand of product and services the organization forecast and determines the manpower planning to sustain high performance in the industry for spontaneous revenue generation. PSCBL HRM usually do manpower forecast and estimation planning at the beginning of the year and execute accordingly or changes it as per requirement.

Aggregate Planning of PSCBL includes 2 types of recruitment-

1. Internal Recruitment-

- **Internal Job Posting** - PSCBL uses their private websites/social media channel for internal talent acquisition.

2. External Recruitment-

- Social Media Posting.
- Head Hunting Firms.
- Online Job portals Posting.

Succession Planning- This Human resource planning is designed to determine/fill the key-upper management positions of the organization from the present mid/executive level management of the organization to ensure a smooth flow of the business operation. This plays a significant role of Human resource planning of the organization by ensuring a natural transition of key management position when an employee leaves. Through succession planning the organization identifies the capabilities and skills needed for the position also, helps the HR division to create an effective leadership model.

1. Internal Recruitment-

- **Internal Job Posting** - PSCBL uses their private websites/social medias for internal talent acquisition.

2. External Recruitment-

- Social Media.
- Online Job Portals.

Recruitment levels:

1. *Entry Level.

- Probationary Officer (3-6 months).
- Officer/In charge.
- Jr. Executive.

2. Associate Level.

- Officer.
- Executive.

3. Executive Level.

- Asst. Manager.
- Senior Executive.

***Entry Level-** This level usually refers to the external recruitment of fresh candidate without any prior experience or entry level experience. PSCBL positions the entry level employee in a probationary position for 3-6 months at least before, offering a permanent position to the employee. Probationary officers normally have 3-6 months probationary period in the organization to reach their potential through their performance. After 6 months the employee get permanency in the organization including the all benefits of a permanent employee.

PSCBL Uses social medias Like LinkedIn, facebook etc. for the external recruitments. Also, they recruit through head hunting firms to hire the employees for the executive level positions. PSCBL frequently hires employee through Internal Referrals. Besides, they hire sales employees on a contractual basis to select potential employees for the permannent positions.

Selection Criteria-

- 1. Initial Screening:** PSCBL maintains several stages on the selection process of candidates. Initially, they shortlist the potential candidates from the talent pool. Then the candidates will be invited for a short screening test to evaluate the overall competency of the candidates on different aspects as per the job responsibilities.

PSCBL Candidate Competency Assessment-

- 1. Proactiveness.**
- 2. Team Spirit.**
- 3. Innovation.**
- 4. Customer delight- Internal.**
- 5. Customer delight- External.**
- 6. Functional Skills.**
- 7. Commercial skills.**
- 8. Conceptual & Analytical skills.**
- 9. People Development.**
- 10. TISCUOWO (Timely & Successful completion of work) Element.**
- 11. People Abilities.**
- 12. Leadership Quality.**

After the candidates are assessed based on these criteria, PSCBL offers or turn down the candidate through the screening test. Through this initial screening the HRM division select the deserving candidates to call them for a physical interview.

- 2. Interview:** In the Interview, candidates are being further evaluated on the mentioned criteria to analyze their response and analytical abilities. If the candidates pass or satisfy the interview board, PSCBL makes the initial offer to hire the candidate as an employee.

***Alter. Phases:**

- **Extend offer.**
- **Waiting list.**
- **Turn Down.**

Training and Development:

The HRM maintains employee profile management of the company employees to track employee growth through training and development. PSCBL developed their own internal web platform to maintain these activities. PSCBL employees come by two stages of training and development while doing the job-

1. Internal training.
2. External training.

Internal Training: These training sessions are conducted through internal online platforms of PSCBL. The internal training sessions are mandatory and integrated part of the PSCBL business operation. HR dep. ensures the training and objectives of the training are met through analyzing the performance of the employees. Also, some of the mandatory signature Internal training are initially conducted for Industrial Production managers and workforce of the plants.

External Training: External Training are conducted as per requirement. Basic trainings like orientation is part of the external on job training. These training sessions normally extends up to 3 months for the sales/marketing employees of the organization. Orientation training covers different aspects and policies-know how of the organization. For example-

- ✓ Product Knowledge.
- ✓ Service Knowledge.
- ✓ Demand Generation.
- ✓ Schemes.
- ✓ Stakeholder Management.

PSCBL also, maintains various employee growth/development program through Webinar, Online workshops, Reward programs etc. for employee engagement and motivation. Also, PSCBL believes Mental health plays a significant role of employee involvement towards work outcomes, so, PSCBL offers professional support for employee's mental health to develop a nurturing yet goal-oriented work culture.

Appraisal/Promotion –

The HRM division of PSCBL is primarily responsible for the Appraisal and Promotion process of the employees. PSCBL believes in growth environment and intend to recognize employee contribution through employee Appraisal/Promotion. The HRM initiates different assessments tools and performance metrics to conduct employee appraisal or promotion within the organization. Generally, HRM asses or analyze employee performance and contribution in 2 different criteria using various tools like-

- 1. R & R/ Balance Score Card.**
- 2. Performance and 360-degree Appraisal.**

R & R/Balance Score Card – The Balance Score Card process refers to keeping record from quarterly performance of field force/sales forces as well as non-management staffs; HRM later uses it to recruit or promote the employees as per the organization dynamic. This method is being used to asses the performance of the sales/field force of the organization. Also, Plant workers and staff are assessed through the same method. Balance Score Card is being implemented through customized HR software to keep track of the employee performance or growth.

Now, HRM uses the R&R (Roles & Responsibilities) theory to asses Executive level employee performance through their designated roles and completion of responsibilities on job.

Performance and 360-degree Appraisal – These tools are used to analyze the performance of management and upper management personnel to use it for later promotion or appraisal. This method incudes several phases for the employee assessment.

- ✓ **Self Assessment.**
- ✓ **Assessment by Subordinates.**
- ✓ **Assessment by Supervisor or the Line Manager.**
- ✓ **Peer/Desk-mate assessment.**

HRM uses the data to determine employee appraisal/promotion as per the organization policy.

Employee Profile management:

PSCBL uses HRM software to keep the record of employees of the organization. Every employee has given the access to software to put in their Information as they are employed by PSCBL. Then the HRM division uses the information to keep track of employee growth and ensures employee participation in other daily operation activities within the organization as per the policies. This includes the attendance, absenteeism and leave management of employees.

Leave Management-

Leave management of PSCBL employees are also superintend by the HRM division of the organization. Employees can get Paid leaves, Unpaid leaves, Maternal leaves, Casual leaves and Emergency leaves as per the company policy. Unauthorized leaves can cause violation of PSCBL's policy under proper investigation. However, Unauthorized leaves can be considered emergency leaves with employee showing legit reasoning.

1. Paid Leave	18-20 Days/Yearly.
2. Casual leave/Unpaid leave	10 Days/Yearly.
3. Maternal Leave	112 days/Yearly.
4. Emergency Leave	5-7 Days/Yearly. .

Section 04

Company Analysis

SWOT Analysis

Now, I have conducted a SWOT analysis of the company to identify the Strength, Weaknesses, Opportunities and Threats of the organization. The following are most prevalent Strengths of Pidlite Specialty Chemicals (BD) PVT Ltd.

Strengths:

PSCBL has their strengths built by core company values which adds competitive edge in the process of business operation also, makes the company thrive in the market-

Innovation Driven- PSCBL is recognized as an industry leader of Adhesive manufacturing industry around the world through their constant innovative 1000+ brand lines offering in the market and state of art technology R&D division in India and Singapore.

Vast Distribution/Supply Chain System- At present PSCBL is operating in 70 countries worldwide. Also, a vast distribution network in India consisting 6,000+ distributors and 60,00,000 dealers/merchants. PSCBL string supply chain enable them to operate in different regions as well as having string bong of quality and high standard.

Consumer Proximity- PSCBL has strong focus on building consumer loyalty and satisfaction through constant consumer recognition by building consumer intimacy and different reward programs. PSCBL also take keen interest in empowering consumer through their awareness program and educating stakeholders over the years.

Mass Supply Chain- PSCBL is known as one of the Market leader in Bangladesh through the organization's vast and strong supply chain. It has enabled the organization to reach the mass market as a FMCG company as well as manufacturer and importer of adhesive/construction chemical raw materials.

Weaknesses:

Emphasis on Consumer Chemicals: The company disproportionately depends on their popular 3-4 brand lines Fevicol, M-seal, Dr, Fix-It, etc. for almost 75% of their sales even though they have more than 1000+ product lines on the market. So, the competitors are easily acquiring the market with the product lines which can be harmful for the company's financial health in the long run.

Less Brand Diversity: As PSCBL is unable to expand their market with their existing Brands lines, it shows the stiffness of the company's weak product design strategy lack of brand diversity in the market.

Outsourcing: In most regions Pidilite outsources their market research divisions. It hugely restricts the business acquisition and increases its reliance on acquired products.

Opportunities:

New Branding Strategies: PSCBL can take the opportunity of uprisings digital marketing strategy to promote their Brand lines through websites and social media as Pidilite has very little presence in E-Commerce based product selling.

Global Brand Acquisition: Pidilite can invest in acquiring other brands to strengthen their Global presence and expand their market with their own product. This can boost their Brand integrity and Brand value with greater market acquisition.

Threats:

Price War: Since, PSCBL imports their Raw materials from India, their product cost is higher than the rival brands in the market as a result the consumers being more price sensitive and PSCBL is losing existing business.

Rival Brands: The Rival Brands are acquiring PSCBL's stakeholders with less consumer acquisition cost as they do not have to educate the consumers about the product, while Pidilite is spending a prominent amount educating stakeholders through marketing/promotion.

Conclusion:

The large conglomerate Pidilite is well renowned for its range of adhesive solutions. Fevicol and M-Seal, two of its most well-known items, are already well-known to us all. In the Pidilite SWOT analysis, we noted how the company effectively utilizes its branding techniques and distributor network to establish itself as the market leader and how its excessive reliance on Fevicol has emerged as its main vulnerability.

They have considered a few long-term strategies that will enable them to lessen their weaknesses and keep their position as the industry leader for a very long time. Companies must employ increasingly creative marketing techniques and campaigns to maintain revenues and experience growth in this oversaturated market due to the growing competition.

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