

Report On
ACI Limited Hygiene Products: Departmental Sales
& Distribution Policy Affecting Market Share

By

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

Brac Business School
Brac University
January, 2022

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:

Muhammad Shafkat Mamun
17104052

Supervisor's Full Name & Signature:

Md. Shamim Ahmed
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Mr. Md. Shamim Ahmed
Lecturer,
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report.

Dear Sir,

It gives me a great deal of honor to be able to present to you my internship report on ACI Limited Hygiene Products: Departmental Sales & Distribution Policy Affecting Market Share”, which is a partial requirement for the fulfillment of my undergraduate program. The report aims to deliver a brief overview of my internship experience at the company, an overview of the organization and a simple research on a particular marketing problem the company is dealing with. I have tried to make my report as comprehensible and relevant as practically possible.

I hope, my report would meet the standard of expectations you have set for me. With that, I express my gratitude towards me for giving me this opportunity.

Sincerely yours,

__Muhammad Shafkat Mamun_____

17104052

BRAC Business School

BRAC University

Date: Jan 13, 2022

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between ACI Limited, Bangladesh and the undersigned student at BRAC University, Muhammad Shafkat Mamun.

Acknowledgement

First and foremost, I would like to express my gratitude to every person, irrespective of age, gender, class, race and ethnicity, who have contributed their aid and support throughout my internship journey and whose valuable input has been of significance in completing this report. Furthermore, I cannot be grateful enough to Mr. Md. Shamim Ahmed (Lecturer, Brac Business School, Brac University) for his trust, support and valuable guidance throughout the semester, as a result of which, I could gain the clarity and the confidence I needed to approach and deliver this report. I would also like to take this opportunity to express my acknowledgement towards all the faculty members who have guided me, motivated me, understood me and helped me become a better, more educated human being, throughout the course of my undergraduate journey. I have my special thanks reserved for Md. Quamrul Hassan (Business Director, Consumer Brands, ACI Limited) for granting me the opportunity to work for his establishment and represent the company during my stay over there as an intern. I am also thankful to Md. Razib Hossain Rion (Trade Marketing Senior Executive, Hygiene Products, Consumer Brands, ACI Limited), who has supervised me throughout the entirety of my internship program at ACI Limited and provided me tasks that helped expand my frame of knowledge and provided me valuable work experience, while guiding me every step of the way. Last but not the least, I would like to express my love and gratitude towards my parents, friends and other family members for their unceasing, unconditional and unlimited love, kindness and motivation.

Executive Summary

This report consists of a general overview of one of the leading conglomerates in the country, namely, ACI Limited, Bangladesh. The ultimate goal of this writing is to deliver a comprehensive understanding of the functions within the company, explore its various branches, learn about their numerous activities in the field of Sales & Marketing. Through an in-depth dive, the report aims to identify and attempt to better understand a unique problem the company is facing, related to the subject of market share. In the process, we organize all the data and relevant information gathered from the root sources, both primary and secondary and analyze them with the aim to connect the dots between relative factors and establish a comprehensive understanding of the problem we are referring to. We furthermore, aim to identify and correlate the various factors that may or may not have functioned as the cause behind the current state of the problem in hand. Consequentially, we try to provide our own merit as an intellectual aid to the company as a gesture of gratitude and mutual respect.

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List of Acronyms

ACI	Advanced Chemical Industries
FMCG	Fast-Moving Consumer Goods
DBP	Distribution Point
FY	Fiscal Year
CB	Consumer Brands
HP	Hygiene Products
PCS	Pieces
BD	Bangladesh
ASM	Area Sales Manager
SR	Sales Representative
BDT	Bangladeshi Taka



ACI Limited

Chapter 1

Overview of Internship

1.1 Student Information:

Name: Muhammad Shafkat Mamun

ID:17104052

Program: Bachelor in Business Administration

Major: 1. Marketing

2. Human Resource

1.2 Internship Information:

1.2.1 Internship Company Information:

Period: 3 months (From 01 September, 2021 to 30 November, 2021)

Company Name: ACI Limited

Division: Consumer Brands, FMCG

Department: Marketing & Sales

1.2.2 Internship Company Supervisor Information:

Name: Md. Razib Hossain Rion

Position: Trade Marketing Senior Executive

1.2.3 Job Scope

Job Description & Responsibilities:

- Assisting the Senior Trade Marketing Officer in day-to-day trade activities

- Performing on-field audits at distribution points
- Organizing data for the automation process
- Performing on-field outlet inspections
- Investigating client outlets for general queries and problems
- Identifying and communicating client problems to the Senior Trade Marketing Officer

Job Requirements:

- The recruit has to follow the standard office hours and be punctual
- The recruit must be available to communicate at all times during working days
- The recruit must establish a direct and clear line of communication with the supervisor and report all necessary information according to the instructions given by the supervisor
- The recruit must communicate any problem or issue faced within the workplace to the supervisor
- The recruit must agree to commute to multiple distant locations within the city for on-field tasks
- The recruit must have strong verbal communication skills in both the native language and in English
- The recruit must have flexible academic schedule in order to give adequate focus to the organizational tasks

1.3 Internship Outcomes

1.3.1 Contribution to the Company

I was formally appointed under the Marketing & Sales wing of the Hygiene Products department within the Consumer Brands division. In my three months of internship within the organization, I got the honor to perform multiple different sorts of tasks across various departments. I am laying out my activities in the company based on the nature of the task.

❑ On-field Visits:

- On my first day of reporting, I was sent to two distribution houses with the task of counting the physical stock of goods and reporting the contrast between physical stock and the recorder stock numbers. I visited the two distribution houses, located in Mirpur and Mohammadpur respectively and took counts of the physical stock of hygiene products in each DBP. Afterwards, I made a report outlining the contrast between the stock estimates given by the head office and the physical stock of goods available at the DBP.
- In my second week of internship, I was sent to inspect the Gulshan Unimart outlet. I was given the task to check the shelf space and positioning for Savlon Twinkle Baby Diapers. As per instructions, I located the shelf, checked the measurements and positioning as per instructions and took pictures as evidence to report my findings.
- In my third week of internship, I was tasked with visiting a DBP in Lalbag, count the physical stocks and visit 20 display outlets for shelf inspections. As per instructions, I visited the DBP, took the stock counts and proceeded to visit 20 display outlets across 3 separate areas. I made some queries as per the given instructions and took photo evidence of the shelves. Later, I made a report of my findings to present to my supervisor.

- In my fourth week I was sent to visit certain outlets in Gulshan. I visited 4 outlets and reported back the issues I encountered.
- In the last days of my first month at ACI Limited, I was tasked with inspecting multiple outlets within a vast area. I was sent to cover the seeds that fall under the Motijheel area. I visited Kaptan Bazar, Jurain and Jatrabari markets and reported back my findings on the instructed tasks.
- In the final week of my three-month internship program, I was tasked with visiting 10 stores from the Gulshan route to gather and upload data. I visited the outlets and uploaded the shelf pictures to the server for further inspection.

❑ Automation Work:

Throughout the first month of internship, I was time-to-time assigned with the task to sort and translate outlet lists of different areas under different DBP and pass it to the automation officers in order to upload to the ACI server for Hygiene Products department, names VISION. Over the first month, I had worked on more than 10 files, each consisting 100 to over 800 outlets. I had to translate the outlet names in the native language and vice versa and sort them according to the locations.

❑ Field Research:

In my second month of internship at ACI Limited, I was temporarily assigned under a different supervisor, to work on a market research project. I joined the Research & Planning wing for a certain timeframe in order to work on a market research for Septex soap. The goal of the project was to determine what fragrance would be suitable for the new product. We performed a series for field surveys and interviews in order to gather the necessary data.

My contributions to the said research are the following:

- Involved in formulating the optimal questionnaire for the field survey
- Identifying and listing the required resources to conduct the field survey
- Finding and collecting all required resources needed to perform the field survey
- Performing on-field interviews in multiple areas, across the city and gathering responses (Over 50 responses out of 88 total responses gathered by me)
- Probing and preparing new recruits regarding the research and all related activities
- Sorting the survey responses and all other materials
- Inputting the data gathered through the survey in order to analyze the data and form conclusions

☐ Voluntary Work:

All throughout my internship phase at the company, I was asked to perform certain tasks outside my department, to which I agreed upon voluntarily.

My voluntary contributions are the following:

- Performing paper work traffic work from the office building to the ACI Center and vice versa
- Writing proposal letters on behalf of senior members of the office
- Collecting product samples from the marketplace for the International Business department
- Delivering product sample to test lab for quality testing

That concludes the summary description of my contribution to ACI Limited throughout my three-month internship program at the company.

1.3.2 Benefits to the Student

Through an internship program at ACI Limited, the student can get benefitted in a multitude of ways. Being one of the largest local players in the Bangladeshi market, ACI Limited opens the door of opportunities for the intern to gather knowledge, hands-on and off experience and a more coherent understanding of many aspects of many industries operating within the broader business landscape of Bangladesh.

For a student doing internship under the Marketing & Sales wing of Consumer Brands, these are the key benefits the intern can expect from the whole process:

- The intern will get closely introduced to the organizational culture and the general nature of the FMCG industry. The process involves the intern to spend time both within the confines of the workplace and the actual market where the goods are distributed, sold and monitored.
- The intern will be exposed to the whole process of how the physical market operates. The distribution channels, the sales intermediaries, clients, outlets and how they all form a chain of operations will be open for the intern to observe and understand.
- The intern will get an up-close understanding of how the corporate lifestyle works. They will learn the common practices and etiquettes. They will be more knowledgeable regarding the chain of command and the individual roles within the company.
- The intern will get the opportunity to understand the consumer market and how in reality the market is approached through various practical marketing measures.
- The internship process will provide enough insight to the intern to be able to formulate a proper career path going forward. The intern will come out of the process with a clearer and more precise vision for the future.
- The internship process offers the student a vast networking opportunity. The company consists of individuals who are of key significance within the industry and this is a great

opportunity for the student to form professional relationships and networks that can be highly beneficial going into the future.

- The intern will be introduced to the various key components, figures and functions that operate within the market. This includes on-field and desk representatives and their functions and how they maintain the flow that keeps the business alive.
- Last but not the least, the intern will come out of the internship program with a higher confidence level and a clearer vision for their future career path. The internship journey in ACI Limited can also be beneficial in opening several career paths for the student going forward.

1.3.3 Problems and Difficulties

Although the overall internship experience is a net positive, there are a number of difficulties the student might have to face. It is important to be well aware of those and have a predetermined mindset to deal with such difficulties.

The first and most crucial of them all is lack of communication. At times, the supervisor may not be able to establish a clear line of communication with the intern, leaving them confused in their time with the company. The student might also find it difficult to understand and adapt to what is happening around them due to the lack of such communication of the supervisor.

Another key difficulty the student may have to face is the feeling of alienation. As an intern, often times the role of the individual within the company is very limited, which may result in countless labor less hours. On top of that, the other employees, including the supervisor may be very busy with their own activities. This may send the student in a state of feeling alienated and of little importance. It is important to note that this feeling may result in the student being less motivated to look forward to a career path within the industry.

Last but not the least, the student may face a significant amount of challenge in adapting to the nature of the company. Like all other workplaces, ACI Limited also have their own culture and norms within the workplace. For an undergraduate student, it is a completely different environment than what they are generally used to. To understand, accept and adapt to the new environment is a great challenge for the student, that too in the short period of time their internship journey has to offer. The student may make various mistakes and misassumptions within this timeframe and will need to learn through them in order to settle in.

1.3.4 Recommendations

There are a few recommendations I would like to provide to ACI Limited to better facilitate the interns in their whole internship journey.

First recommendation is for the supervisors to better communicate with the intern. Interns need some attention and care in their initial phase coming into the organization. A communicative supervisor results in a more confident and determined intern. This will help the intern be more dedicated to their work and will make them look forward to their time in the company.

Secondly, the company should host an orientation program for new interns. This is essential as it build the foundation upon which the rest of the journey for the intern can be constructed. This will allow the intern to be better familiarized with the company's nature, culture and practices and will avoid the intern being clueless.

Thirdly, the employees should be advised to communicate and build relations with the interns. Interns at this stage are often shy and feel hesitated to approach the other members within the workplace. The employees within the workplace making the first approach makes it a more comfortable environment for the intern to operate in without any psychological limitations.

Lastly, the company should treat its interns not as a means to an end for a project but rather a potential asset for the future. It is hard to find good employees in the market. Interns are in such

cases an opportunity for the company to select potential candidates. Promising interns can go on to be a potential asset for the company. The company, with little effort, can get an employee who is already aware of the nature, culture and norms of that workplace. Hence, the company should be equally looking forward to impress the intern, as the intern is to impress them.

Chapter 2

Organization Overview

2.1 Introduction to ACI Limited

ACI Limited is one of the biggest local conglomerates of Bangladesh. What started off as a branch of a British multinational company called Imperial Chemical Industries, back in 1968 in the then East Pakistan, later got incorporated into ICI Bangladesh Manufacturers Limited after the independence and after ICI's investment being divested, turned into ACI Limited.

With a multinational heritage, ACI Limited today operates all across the country through its four core diversified business units.

- ACI Pharmaceuticals – through introduction of innovative and reliable pharmaceutical resources improves the health and wellbeing of the general people of Bangladesh.
- ACI Consumer Brands – adds value and standard to the lives of the people of Bangladesh through its Toiletries, Home Care, Hygiene Products, Electrical, Electronics, Mobile, Salt, Flour, Foods, Rice, Tea, Edible Oil, Paints, and International Businesses.
- ACI Agrobusiness – is the largest and most significant integrator in Bangladesh in Agriculture, Livestock, Fisheries, Farm Mechanization, Infrastructure Development Services, and Motorcycle.
- ACI Retail Chain - operating through its 144 SHWAPNO outlets including 34 newly opened express outlets across the country by touching the lives of over 45,000 plus households each day, it is the largest chain of retails to actively operate in Bangladesh.

2.2 Mission & Vision

With the famous company motto “Advancing Possibilities”, ACI Limited strives towards a thriving Bangladesh with the promise to deliver uncompromised quality with their products and consistent improvement in the ever-growing and advancing world of manufacturing while assuring the shareholders the best and highest return for their investment.

2.2.1 ACI Limited Mission

ACI's Mission is to enrich the quality of life of the people through responsible application of knowledge, technology and skills. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees, to provide the highest level of satisfaction to our customers. (ACI Limited, 2021)

2.2.2 ACI Limited Vision

To realize the Mission, ACI will:

- Provide products and services of high and consistent quality, ensuring value for money to our customers.
- Endeavour to attain a position of leadership in each category of our businesses.
- Develop our employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth.
- Attain a high level of productivity in all our operations through effective utilization of resources and adoption of appropriate technology.
- Promote inclusive growth by encouraging and assisting our distributors and suppliers in improving efficiency.

- Ensure superior return on investment through judicious use of resources and efficient operations, utilizing our core competencies.

(ACI Limited, 2021)

2.2.3 ACI Limited Values

- Quality
- Customer Focus
- Innovation
- Fairness
- Transparency
- Continuous Improvement

(ACI Limited, 2021)

2.3 Organizational Culture of ACI Limited

As one of the conglomerate giants of the country, it is no surprise that ACI Limited houses its own unique and defining culture that dictates the general practices, behaviors and norms across all the physical workplaces within the organization and is upheld and promoted by personnel from every aspect of the company, starting from workers and gradually moving up to the general staff, employees, managers and directors as representatives of not only the company but also the culture that defines the very existence and legacy of the company.

The following representation of ACI Limited's organizational culture is inspired from the first-hand experience gathered throughout the three-month internship program period.

The workplace culture at ACI Limited have a few variations depending of the department and division of the company. The working hours are generally 8:30 AM to 6:00 PM. But the employees are given a window of flexibility in terms of arriving to the workplace. The most

key element to notice in the workplace culture is the freedom the employees get to approach their projects and deal with their day-to-day tasks. The framework of activities is set in a way to encourage inter-departmental connectivity and interactions. ACI Limited follows a well-structured, carefully constructed and maintained hierarchy within the workplace, along with the on-field operations. Each individual within the structure operates in a pre-constructed rhythm of activities to maintain a consistent flow of operations and deliver optimal results. One key aspect to focus on is the level of personal commitment and faith each employee and worker has to the division and the products within that division, which gives a well-structured system the necessary human touch. Furthermore, there is a level of mutual respect and understanding always present within all stages of the chain of command, regardless of the power dynamic between the job positions of two individuals. This element is rarely if ever seen to be present within the local private corporations operating within this country.

In a vacuum, the culture that persists within ACI Limited promotes respect, understanding, interconnectivity, excellence and improvement. The company reinforces its culture by incentivizing the employees in various manners, both monetary and non-monetary motivations included. The employees, as a result, are always dedicated and inclined to be the beacon of exemplary representatives of the organization's culture and identity.

2.4 Financial Performance

ACI Limited is one of the leading conglomerates in Bangladesh. With the grand presence of that magnitude, comes a solid financial foundation. ACI Limited have always had an impressive financial consistency. The company has grown significantly over the last few decades and has pushed through the recent COVID-19 pandemic with relative ease, in some cases, thriving in the market status quo. To reflect on their key financial elements such as their

assets and liabilities and their profits or losses in the current market, we are going to take a general overview of their recorded data from the available previous three fiscal years.

2.4.1 ACI Limited Assets

Here we will reflect on the state of ACI Limited’s assets over the last three fiscal years.

Assets	2020	2019	2018
Non-Current Assets	31,159,665,028	29,305,735,266	26,646,908,645
Current Assets	30,403,157,777	32,038,666,999	27,724,831,940
Total Assets	61,562,822,805	61,344,402,265	54,371,740,585

Table 2.1: ACI Limited Assets¹

As per the data available, it can be analyzed that the assets of the company have increased in the last two fiscal years. Although, the rate of increase has been significantly lower within the last two years than of its previous two years, with the current assets falling between FY 2019 and FY 2020, it can very easily be interpreted as one of the practical influences the pandemic had over financial decision making. In the broader scope, ACI Limited have maintained a solid foundation with acquired assets to rely on. (ACI Annual Report, 2019-2020)

2.4.2 ACI Limited Liabilities

Here we will reflect on the state of ACI Limited's liabilities over the last three fiscal years.

Liabilities	2020	2019	2018
Non-Current Liabilities	10,819,370,525	10,691,927,361	10,535,573,328
Current Liabilities	43,453,474,842	41,582,315,073	32,904,323,841
Total Liabilities	54,272,845,367	52,117,888,401	43,596,251,202

Table 2.2: ACI Limited Liabilities²

Given the data available, the noticeable increase in liabilities imitate that of assets. The significant increase in liabilities between FY 2018 and FY 2019 are an outcome of loans and borrowings. In explanation, ACI Limited have started a number of new, as well as improvement projects throughout that timeframe. The loans and borrowings are, in fact, a projection of the said spending. (ACI Annual Report, 2019-2020)

2.5 ACI Limited Profit/(Loss)

In the recent financial landscape due to the ongoing pandemic situation, revenue generation has had a uniquely different pattern than what was the normal flow of the market in years leading up to the pandemic. ACI Limited is no different to the outcome of this transitional phase. Here, we will reflect on the profits or losses incurred by the company and some key relevant figures from the previous two recorded fiscal years.

Profit/(Loss)	2020	2019
Gross Profit	19,483,513,961	18,317,581,933
Operating Profit	4,331,414,866	3,484,447,302
Profit/(Loss) before Tax	(98,626,499)	169,515,011
Loss after Tax	(1,322,355,684)	(933,936,135)

Table 2.3: ACI Limited Profit/(Loss)³

Reflecting on the available data, it is apparent that ACI Limited made a noticeable profit from sales in the FY 2019 and FY 2020, registering an increased profit from sales in the FY 2020 despite the COVID-19 pandemic. Moreover, the company made profit after all the operating costs have been considered. But accounting for all other expenses, the company concedes a loss in the 2020 and once the taxes have been registered, it is measured that the company has suffered loss in both the previous fiscal years. The loss here, can be attributed to a number of key sources.

Loss Attributed to	2020	2019
Equity holders of the company	(1,058,758,906)	(774,906,431)
Non-controlling interests	(263,596,778)	(159,029,704)

Table 2.4: ACI Limited Loss Attribution⁴

Let us reflect on the state of the shareholders and figures concerning them due to the loss suffered by the company over the previous two fiscal years.

Earnings per Share	2020	2019
Basic and diluted earnings per share	(18.45)	(13.51)

Table 2.5: ACI Limited Shareholder Earnings⁵

As we can see that the shareholders are suffering a loss in the current financial situation. Per share earnings are below 1 and the stock prices are gradually falling. (ACI Annual Report, 2019-2020)

2.5 Marketing Practices

As one of the leading giants among the local conglomerates in Bangladesh, it is essential that ACI Limited have a loud and wide reach through all marketing channels, especially with their presence in multi-variant industries like agrobusiness and consumer goods, each being so distinct from the other that they require completely different approach in terms of marketing to the target clients and customers. With the reputation and the popularity ACI Limited products and the company itself has in the market; it is fair to say that the company has so far played the complex game of understanding the customers and their behavior and capitalizing on the market trends to expand their reach; with nothing but sheer excellence.

In order to attract customers and expand their reach and presence within the market, ACI Limited utilizes a combination of multiple push and pull strategies, using multiple different channels of communication and promotion. Here, we are going to reflect on some of the key and most effective marketing practices of ACI Limited.

2.5.1 TVC

In terms of advertisements communicated through TV, ACI Limited has one of the largest presence within the locally televised channels. ACI Limited is more over affiliated with some of the popular advertisement agencies within the country such as Grey Advertisement Ltd. and Creative Communications Limited. The advertisement for ACI Pure Salt has been one of the most televised ads within the local media, being televised in every single local channel and has the highest customer retention rate out of all other ACI Limited brands.



Image 1: ACI Pure Salt TVC

Moreover, among other key brands, Savlon products and from the Hygiene Products category, Freedom Sanitary Napkin have loud presence in TV media. Savlon ads are televised not only locally, but also on global media channels as well.

2.5.2 Social Media

ACI Limited have recently started putting more emphasis on their social media presence. In a very recent interview, Business Director of ACI Limited Consumer Brands, Mr. Quamrul had expressed the importance of social media advertising in modern day marketing. Moreover, ACI

Limited have been paying close attention to prospects with digital marketing experience and background in their recruitment process. ACI Limited have done a few promotional campaigns through social media over the last few years, noticeably for their Savlon products. Video ads of their products are now seen to have been popping up on Facebook as paid promotions. Social media advertisements are heavily emphasized during holiday season.

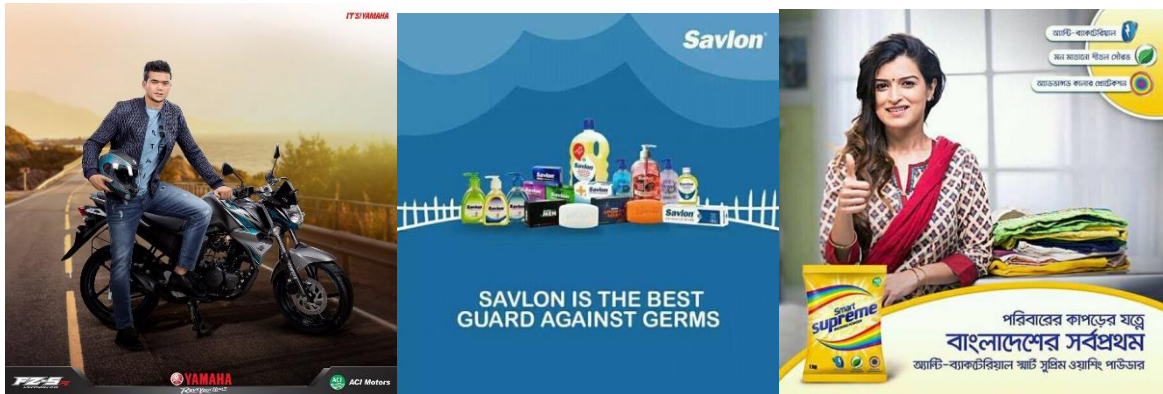


Image 2: ACI Limited Social Media Advertisement

Moreover, ACI Limited have been affiliated with independent online forums to expand their social media presence in recent times. In 2021, Freedom brand of ACI Limited became the main sponsor for Shreya Unbound 2021, an event organized by an online platform called Shreya, which has almost 20,000 members in its Facebook group and many key media figures attending the event as chief guests. ACI Limited was the health partner of the event.



Image 3: Freedom Sponsorship of Shreya Unbound 2021

2.5.3 Print Media

ACI Limited values the traditional print media just as much as any of their other marketing channels. In local newspaper, ACI Limited brands are often featured. The company is ready to pay extensively for newspaper space. Prothom Alo, Kaler Kantha and The Daily Star are some of the renowned newspapers that ACI Limited uses for frequent print advertisements. Moreover, ACI Limited also buys magazine pages for advertisement space. Annual business journals, industrial magazines and also mainstream media magazines are all approached by the company for advertisement space.



Image 4: ACI Limited Magazine Advertisements

2.5.4 Celebrity Endorsements

ACI Limited partners with key media figures and celebrities to promote their brands. Till now, the company has associated with multiple celebrities for ad campaigns and events. In 2018, ACI Limited aired an ad for their Savlon Active bar soap with famous cricketer of the Bangladesh National Team, Mahmudullah Riad was featured to promote the brand. The player has been closely associated with Savlon as its brand ambassador, representing it through all platforms.



Image 5: Mahmudullah Riad and Savlon

Moreover, on the side of ACI Motors, famous actress and model Jannatul Ferdous Peya have been the brand ambassador for Yamaha and has represented the brand in various events and showroom launches.



Image 6: Jannatul Ferdous Peya and Yamaha

2.5.5 Client Discounts

One of the most reliable and frequently executed push strategies that ACI Limited resorts to is the consistent stream of discounts, offers and incentives for the wholesaler and retailer clients. In order to push the product into the market and onto the shelves, ACI Limited runs multiple incentive programs for its brands. This is most noticeable for new brands or brands that are struggling in the competitive market. Each division of the company have monthly meetings to discuss the struggling brands and come up with client incentive strategies to push the product into the registered outlets.

In 2021, the company formulated a multi-dimensional discount program to push the Hygiene Products brands into the customer outlets. The program had a set discount that is activated once the outlet purchases a set quantity of units and it gradually increases by pre-determined increments as the unit quantity of the orders increase. Moreover, the outlets are incentivized with gifts on meeting sales target. This gift program is exclusively available for outlets that have been registered as display outlets, on grounds that the clients will display the products of said brands on their display shelves. The display outlet to reach and exceed their monthly sales target will receive fall under one of three tiers – Silver, Gold and Platinum, based on performance and will receive gifts that are assigned under that tier of performance.

2.5.6 Commercial Events

Another notable push strategy implemented by ACI Limited is their involvement in various commercial events and fairs. The company sets up stalls and sends representatives in the various seasonal commercial events and fairs that take place all across the country. The company is famously known to send representatives at the DCCI Agro Tech Fair.



Image 7: ACI Limited at DCCI Agro Tech Fair

Moreover, the Hygiene Products department have set up their stall at the 2022 Dhaka International Trade Fair to promote brands like Freedom, Savlon Twinkle and others.

2.6 Industry Analysis

No company is operating alone in a vast market. In terms of ACI Limited, the company needs to face multiple competitors in all the sectors they are involved in. For this report alone, we are going to reflect on one of the four key industries the company has a foothold in. We are specifically going to look at the FMCG industry to get an idea of the competitive environment ACI Limited has to deal with.

2.6.1 FMCG Industry

The FMCG industry is one of the fastest growing industries, not only in Bangladesh, but in the entire world. Company function and compete in this industry by providing the customer day-to-day consumable goods that add value to their daily lives and ensure a proper standard of living. Globally, it is expected for the size of the industry to reach \$1.4 trillion within 2025.

The population of Bangladesh is expected to reach 34 million in the next 5 years and along that, we can already notice the growth in private consumption rate. The FMCG sector in Bangladesh has experienced a 9.2% growth at \$34 billion as of data registered till 2017. Currently, among top competitors of ACI Limited – Uniliver, PRAN, Square are some of the top players within the industry, while BATB is leading the tobacco segment.

2.6.2 Industry Classification

The FMCG industry can be divided into 3 major segments:

- Personal Care – consists of makeup and cosmetics, toiletries, hygiene products, vehicle tools etc.
- Food & Beverage – includes all forms of shelf-able consumable foods and drinks such as dairy, snack items, soft drinks, baked foods, tobacco items etc.
- Household – is the segment that offers goods for household needs such as plastic goods, interior décor products, washing and cleaning products etc.

2.6.3 ACI Limited FMCG Offerings

The FMCG industry is one of the first segments ACI Limited stepped its foot in, with the goal to build something of grand scale. To this say, this industry remains to be one of ACI Limited's strongholds. The company has multiple multi-variant set of offerings for every segment within the industry. Some of their brands are in fact market leaders in their segments. Let us dive down into the offerings ACI Limited brings to the market.

- ❑ **Personal Care Offerings:** Beauty and hygiene based segment is heavily quality driven and as a result, the segment is dominated by foreign brands. Local brands either fail or struggle to match the quality offered by the foreign brands, so the key pulling mechanism here for local companies is the pricing. Key products in this segment are:

- Soaps & Handwash
- Sanitary Napkins
- Baby & Adult Diaper
- Moisturizers & Beauty Creams
- Shampoo & Conditioner

The biggest offering of ACI Limited within the Personal Care segment come from Savlon and Hygiene Products departments. But other new brands are slowly trying to make their place in the market by targeting the lower end of the consumer base. In body soap and handwash category the company has Savlon, Septex and Neem. In hygiene category the company offers Freedom sanitary napkins, Savlon Twinkle baby diapers and Respect adult diapers. Freedom's heavy flow pads are currently the market leaders withing that category. They compete with Uniliver and Square products the most in this particular segment of the FMCG industry.

❑ **Food & Beverage Offerings:** The segment involving snacks, packaged food and soft drinks is one of the most competitive industries in the whole countries. Multiple companies have set their footholds within this segment and consistently introduce new line of products to the customers. The risk involved in this industry is equally high, since if a product fails to grab the customer's preference, it will most likely vanish from the market not long after. Bangladesh has around 246 million medium-sized food processing and manufacturing industries and 8% of the total manufacturing labor force is involved in keeping this segment functioning. Key offerings within this segment are:

- Chips, Crackers and Other Snacks
- Packaged Noodles, Pasta and Frozen Food Items
- Salt, Sugar, Flour and Spices

- Bottled Water
- Cooking Oil
- Chocolates and Candies
- Packaged Milk
- Bottled Soft Drinks
- Tea and Coffee

ACI Limited are the market leaders in the Salt category with their ACI Pure Salt. Other products from the ACI Pure brand such as the flour, sugar, cooking oil and spices are also big contenders within their individual category. ACI Limited has its own brand for snack items named ACI Fun. The brand offers a lineup of chips, candies fried and roasted snacks and fruit beverages. Unfortunately, the brand is one of the weakest contenders out of all ACI Limited brands within the Food & Beverage segment. ACI Fresh is a heavy contender within the market for bottled water. In the Food & Beverage segment PRAN, Square and AFBL are the giants in indirect competition with ACI Limited.

❑ **Household Offerings:** Homecare industry in Asia Minor has experienced almost a 7% boom as of 2017. The rise in aging population and the purchase power of the mid-to-high earning households are the prime driving force behind this segment's market.

Key offerings within this segment are:

- Air Freshener, Disinfectant Spray and Insect Repellent Spray
- Surface Cleaner, Floor Cleaner and Toilet Cleaner
- Dishwashing Soap
- Laundry Detergent and Fabric Cleaner

With a combination of established and new brands, ACI Limited holds a significant portion of the market in this segment. Their key player in this segment is again Savlon, with its offering in the disinfectant and cleaning category. ACI also have their signature ACI Aerosol, which is currently the market leader in that category. ACI Limited also have brands such as Supreme, Shinex and Vanish in the fabric, surface and toilet care categories respectively. Square and Uniliver are the biggest competitors in this segment that ACI Limited has to deal with.

2.7 Conclusion

To sum up, ACI Limited is a company whose heritage is deeply rooted in the history of this region and the market revolving in and around it. This is a company that has been leaving a legacy full of success, progress and innovation with its footsteps. One of the oldest players in the industry of pharmaceuticals, one of the ever-growing giants in the fasted growing industry of fast-moving consumer goods, a pioneer in the motor import sector of the country and the company with the largest and most widespread retail chains in Swapno, throughout the whole country. A company currently standing on a \$246.12 million value and foothold in multiple segments of four different industries. A company that is facing difficulties in maintaining a solid profit margined at present, but one whose track record confirms that they are prepared and well equipped to turn things around. The company is led and managed by some of the finest professionals in the country, who are not only well aware and knowledgeable regarding the market and the business landscape of the region, but also competent enough to drive forward major shifts in the industry. The company culture is one that promotes connectivity, cooperation and improvement. The work environment is well suited for the individuals employed and the chain of command operates through mutual respect and understanding. It is a company with a solid appeal for future generations looking to

build a career within the industry. A company that values merit and dedication. Last but not the least, a company that will lead the industry and the economy of this country in an exemplary fashion, for years to come.

Chapter 3

Research Project

3.1 Introduction

This is a brief and simple research performed on a very narrowed down and particular problem. In order to understand the problem and its direct cause, we first analyzed the information we have in hand and from that, we formed a hypothesis. Furthermore, we used some basic methods to conduct the information collection process. This was, by no means, a formal or extended form of research. There were certain limitations that are going to be addressed further down the line. For the time being, we are going to be introduced to some of the key elements and parts of the research for a more comprehensive understanding.

3.1.1 Research Problem

For the following research, a very specific problem from a particular department has been identified and in order to analyze and present the problem, a specific brand/product that is directly affected, is selected to be the focus point of the research.

- ❑ **Selected Department:** Hygiene Products, Consumer Brands
- ❑ **Problem:** ACI Limited is struggling to increase the market share for Hygiene Products.
- ❑ **Hypothesis:** Due to the strict No Credit Sales policy for Hygiene Products, the company is struggling to increase the market share for Hygiene Products. [N.B., the hypothesis is roughly formulated due to limitations.]
- ❑ **Brand in Focus:** Savlon Twinkle
- ❑ **Product in Focus:** Savlon Twinkle Baby Diaper

ACI Limited have been dealing with a slow rate in market share increase in its Hygiene Products department lately. The main reason attributed to here is the lack of product in the

market. To better understand the correlation between the different elements, we first need to be introduced to the Hygiene Products department, the brand/product in focus, ACI Limited's sales and distribution policies and its relation to the roughly formulated hypothesis.

3.2 Methodology

In order to understand the problem more thoroughly, gathering all the necessary data and information despite the limitations and analyze the data and information to relate the problem to the hypothesis, a combination of two methods is being applied.

3.2.1 Primary Data – Field Interview

In order to get a raw projection of the problem and its effects, brief interviews of 25 outlet owners were taken. These interviews were taken through random questioning of vendors during different outlet visits that were performed for various assigned tasks from the workplace throughout the whole internship program. Outlet owners were asked a number of unstructured questions regarding the research problem, in-between the workplace assigned tasks, to get a rough idea of the in-field status of the said research problem. Information gathered from the random interviews will be analyzed to judge to what extent they support the hypothesis.

3.2.2 Secondary Information – Workplace Data Collection

To further solidify the research process, data regarding the Hygiene Product division, Savlon Twinkle Baby Diaper along with competitor brands and sales policies of HP, CB were collected from executives directly in charge of the brand and the products, in order to perform various analysis such as SWOT analysis and Competitive Analysis. The goal is to analyze the workplace information and pair it with the primary data in order to understand the research problem more precisely and judge the validity of the hypothesis.

3.2.3 Limitations

- ❑ **Informal Interview:** We are to be aware that the interviews taken in the process of collecting primary data were not premeditated. The questions did not follow any structured format. As the goal of the field visits, at the time, were various tasks assigned from the workplace, the data collection procedure for the research was a byproduct of the visit only. Although, there were some baseline questions that were consistent across all the visits and are going to be included in the Appendix part of the paper, the interview process in general should not be held to a formal standard.
- ❑ **Confidentiality:** Due to company confidentiality, many key and in-depth data were not allowed to be accessed or shared. Most of data derived from the workplace are rough estimates, brief understandings and approximate projections. The data used do not claim to be perfect and precise, due to this limitation of accessibility.

3.3 Hygiene Products, Consumer Brands

3.3.1 Introduction to HP, CB

Hygiene Products is a division within the Consumer Brands department. The CB department is concerned with FMCG products that are produced with the intent to offer to the customers for daily consumption. HP is the division of CB that is specifically concerned with products related to hygiene and sanitary. This division offers products such as sanitary napkins, baby and adult diapers, baby feeder, baby wipes etc.

Here is the list of brands and products offered by the Hygiene Products division of CB:

- ❑ **Savlon Freedom**
 - Freedom Panty System Sanitary Napkins
 - Freedom Belt System Sanitary Napkins
 - Freedom Ultra Wings Sanitary Napkins
 - Freedom Regular Flow Wings Sanitary Napkins

- Freedom Heavy Flow Wings Sanitary Napkins
- Freedom Teens Ultra Chic Sanitary Napkins
- Freedom Antibacterial Intimate Wash
- Freedom Hair Removal Cream

❑ Savlon Twinkle

- Twinkle Baby Belt Diaper
- Twinkle Baby Pant Diaper
- Twinkle Baby Lotion
- Twinkle Baby Feeder

❑ Savlon Respect

- Respect Adult Diaper

3.3.2 Market Presence of HP, CB

The process regarding maintaining and regulating outlets and orders for the Hygiene Products division is fully automated and is operated and controlled through the official HP, CB online server by ACI Limited named VISION. New outlets are registered in the server by sales representatives and the orders from those outlets are also placed through the VISION server.

REGISTERED OUTLETS = 95000

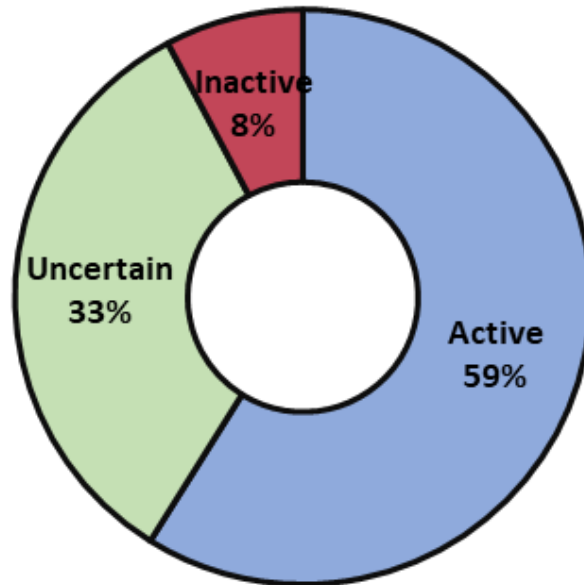


Figure 3.1: Registered Outlets of ACI Limited HP, CB

ACI Limited, at the time of this being stated, has an estimated 95,000 registered outlets carrying Hygiene Products across 58 areas and facilitated by 302 distribution points. Among the total registered outlets, 53,000 are currently actively carrying the products from HP, CB. Among the rest of the outlets, active status of 30,000 is uncertain for the time being and the remaining outlets are currently inactive.

Key datapoints:

No. of Areas of Distribution	58
No. of Distribution Points	302
No. of Registered Outlets (Est.)	95000
No. of Confirmed Active Outlets (Est.)	53000

Table 3.1: Key Market Figures of ACI Limited HP, CB

The company is currently facing the problem of not being able to push more products in the current outlets and enlist new outlets, fast enough to trigger rapid growth in market share.

3.4 Brand/Product in Focus

3.4.1 Introduction to Savlon Twinkle Baby Diaper

Savlon Twinkle Baby Diapers is a line of product by ACI Limited in the diaper category. The main target customers for the product is the newly wed young adults and middle-aged couples who are expecting children. The product primarily comes in two variations:

- Belt Style Diapers
- Pant Style Diapers

Moreover, the product comes in a variety of sizes fit from small, medium and large to XL and 2XL variants. The package sizes also come in a variety of options to choose from, as the company offers 18, 24, 32, 34, 44 pcs and many more different package sizes for each style of diapers. The diapers come in yellow and blue packaging depending on the style of diaper.

3.4.2 Market Status of Savlon Twinkle Baby Diaper

Savlon Twinkle Baby Diapers is a fairly newcomer brand. Started in 2017, the brand slowly made a place for itself in the diaper category of the market with the pre-established reputation of ACI Limited and the banner of Savlon. Right now, Savlon Twinkle is in the beginning of its 6th year of production and sales. In terms of unit of market share measured, Savlon Twinkle has a market of 3500 million. The belt and the pant diaper style variants compete separately in their individual categories.

The diaper category in the market in Bangladesh is heavily dominated by foreign brands. Local brands find it difficult to grow within that environment. Among the local competitors, Savlon

Twinkle has a solid standing. But the brand is facing further difficulties in pushing its products in the market for the reasons yet to be explored through this research.

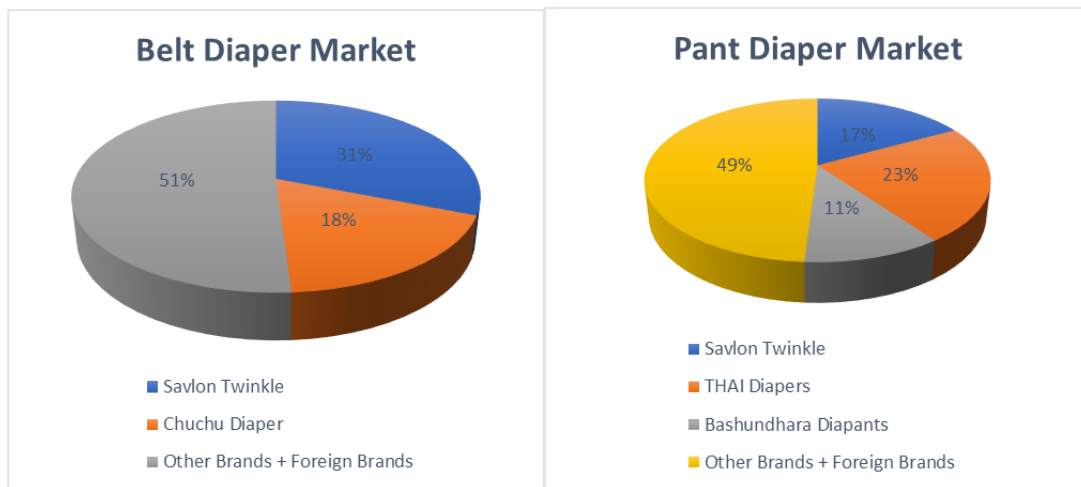


Figure 3.2: Belt & Pant Diaper Market Share

❑ Belt Diaper Market

ACI Limited Savlon Twinkle Baby Belt Diaper are currently the market leaders in the belt diaper category with 31% of the total market share. Their biggest competitor in that category is Chuchu Diapers. Rest of the market is dominated mostly by foreign brands, with a couple of local brands also holding a small percentage of the market.

❑ Pant Diaper Market

ACI Limited Savlon Twinkle Baby Pant Diaper are sitting at 17% of the total market share in the pant diaper category. The biggest competitor in this product category is THAI diapers, a foreign brand imported into Bangladesh by AB Group BD. Among local competitors, Diapants by Bashundhara Group is sitting on an 11% market share. Rest of the market is again dominated by foreign brands and have some local brands.

3.4.3 SWOT Analysis of Savlon Twinkle Baby Diaper



Figure 3.3: SWOT Analysis of Savlon Twinkle Baby Diaper

❑ **Strength**

- One of the key strengths of Savlon Twinkle Baby Diaper is the media presence of ACI Limited. ACI Limited has a very solid media presence through all the promotional events sponsored by its brands and shows the company representatives attend to promote brands and products.
- Savlon Twinkle Baby Diaper has a strong pull strategy behind its marketing. The brand uses its advertisements and promotional activities to pull customers. The general idea is to be sought after by the customer.
- Due to the dominance of foreign brands in terms of market share, Savlon Twinkle Baby Diaper tries to win the market with its affordable pricing. The current price rate for the brand's product is at the top in the market in terms of quality and quantity to affordability ratio.

❑ **Weakness**

- The obvious weakness for Savlon Twinkle Baby Diaper is that it is a relatively new brand, currently in its blooming stage only. For a brand that started productions and sales just in 2017, it is hard to compete in a market where trust and familiarity are factors that heavily dictate consumer decision making.
- The biggest weakness of Savlon Twinkle and all ACI Limited Hygiene Products alike is the strict No Credit sales policy. Due to sales only being done in cash, many outlets are either less interested or outright refuse to carry the brand's product in their shelves.

❑ **Opportunity**

- In the FMCG sector, retailer's word of mouth is a key factor in determining the reach and popularity a product or a brand might have within that market. If the brand can achieve the approval of retailers through incentives, the product will be able to gain more market share.
- There is an opportunity for the company to allow various trade offers and present discount programs on purchase to get more outlets on board and push more products. This will result in increased availability of the product and in turn, more market share.

❑ **Threat**

- The main threat within the market for baby diapers is the domination and entry of foreign brands. The diaper category is one where customer decision making relies more on quality and promise and less on pricing. Foreign brands offer superior quality and guaranteed performance of the product. Moreover, the door for entry is always open and with each new foreign entrant, the competition

would only increase and market shares would be at a risk of dropping for Savlon Twinkle Baby Diapers.

3.4.4 Competitive Analysis for Savlon Twinkle Baby Diaper

To analyze the competitive state of the market Savlon Twinkle Baby Diaper operates in, here is a brief analysis of where the four previously mentioned competitor brands stand in relation to Savlon Twinkle, on various factors that influence the market and affect market share.

Competitive Factor	Savlon Twinkle	Chuchu Diaper	THAI Diaper	Bashundhara Diapants
Popularity	High	Low	High	High
Pricing	Good	Good	Moderate	Moderate
On Credit	Not Allowed	Allowed	Allowed	Allowed
Quality	Moderate	Low	High	Moderate
Availability	Moderate	Moderate	High	High

Figure 3.4: Competitive Analysis for Savlon Twinkle Baby Diaper

From the analysis, we can see that Savlon Twinkle is doing moderately good to really good in multiple factors of influence in the market. But the factor where the brand lacks is offering on credit sales to the clients. Due to this, client outlets are less encouraged to buy Savlon Twinkle Baby Diapers and some may even see the purchase of stocks for this product as a risky investment. Moreover, competitor brands not only offer on credit sales, but some brands even

offer the flexibility to pay on the basis of confirmed sales made. This shifts the advantage in the market against Savlon Twinkle and influences market share in a major way.

3.5 Sales & Distribution Policies of ACI Limited HP, CB

The general structure of the sales and distribution process is very similar all across the company borders. But based on different divisions, there are some distinct set policies in practice that either give more freedom or limit the functions within the sales and distributions of products and brands that fall under said division.

The sales and distribution process for ACI Limited HP, CB takes place in two phases. First, the primary sales, followed up by secondary sales. The company regulates, manages and controls both phases of sales. The goal is to get the product to its final destination, which is the actual physical marketplace. ACI Limited field personnel and officers are tasked with the duty of managing, regulating and controlling the sales in both phases.



Figure 3.5: ACI Limited HP, CB Sales & Distribution Process

3.5.1 Primary & Secondary Sales

After the manufacturing process, products are sent to be stored at the depot. From there, the product is bought by distribution points. ACI Limited HP, CB is linked with a total of 307

DBP's. These DBP's buy the product from depot and assume all responsibility of the stock from that point forward. This is the primary phase of the sales process.

Count of Total DB Points	Sum of Total Outlets
307	95020

Figure 3.6: ACI Limited HP, CB Total DB Points and Outlets

Products are then held in the said distribution points in order to be sold to the retailers and wholesalers. ACI Limited field officers conduct the whole procedure of pushing the products from DBP's into various outlets. Each outlet buying from the DBP's of that area is registered in the server under that DBP's. Every DBP is provided an Area Sales Manager and under every ASM, a number of Sales Representatives are appointed. An ASM can be in charge of multiple DBP's at the same time. ASM manages the products that get into a DBP and their sale to various outlets. The SR appointed under every ASM push products into different outlets. These retail and wholesale outlets are, at this stage, clients of the DBP. The duty of the SR is to find and register such client outlets and push all the HP, CB products into the outlet. When an outlet places an order for products and makes the transaction, it then concludes the secondary sales phase.

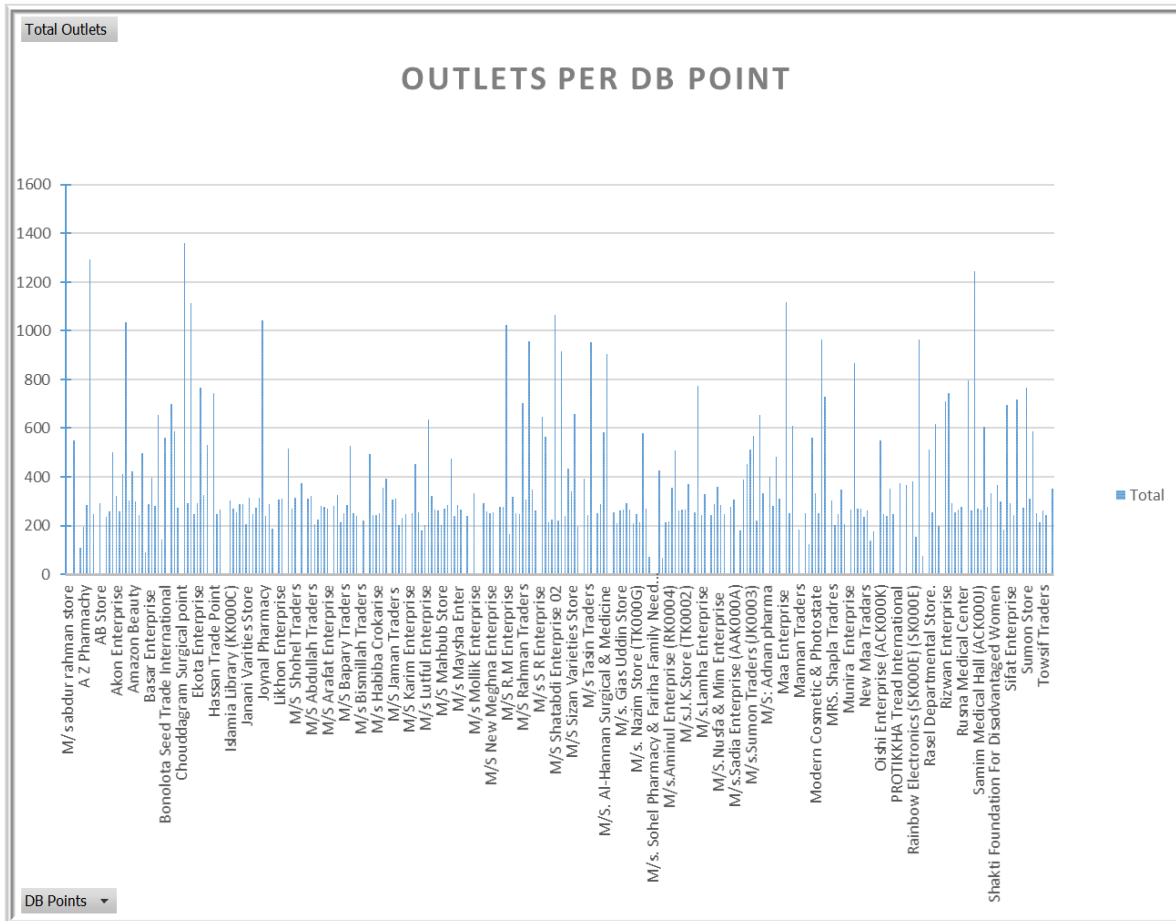


Figure 3.7: ACI Limited HP, CB Client Outlet per DBP

This is a partial representation of the 307 registered distribution points under ACI Limited HP, CB across multiple areas. The 307 DBP’s sell to a total of 95020 registered client outlets. The graph here partially portrays the total outlets under each DBP. [N.B.; the representation is partial due to the size of the dataset being too large for a compact visual representation.]

3.5.2 No Credit Sales Policy

As we have previously established, ACI Limited HP, CB conduct their sales process in two phases, Primary Sales and Secondary Sales. As per the policy in the HP, CB department, both the sales phases are to be concluded over cash transaction. The policy might differ across different departments, but for HP, CB the policy is mandatory. The department does not allow sales to be conducted on credit basis. To further explain, the purchase of stock from sales depot by DBP and the orders placed by outlets to purchase from DBP, both transactions must be

completed in cash. There are companies that offer on credit purchase, where the client can take the product and pay the due upon generating revenue from the sales of the product, but ACI Limited HP, CB does not offer that facility to its client outlets.

3.6 Undertaken Measures by ACI Limited HP, CB

In order to tackle the issue of slow growth in market share, ACI Limited HP, CB directors, managers and executives had a two-day long meeting, outside Dhaka to come up with a coherent strategy. The goal is to incentivize the client outlets into purchasing product stock.

An incremental incentive program had been structured through the department meeting, one which consists of both discount offers and gifts based on purchase quantity of product stock.

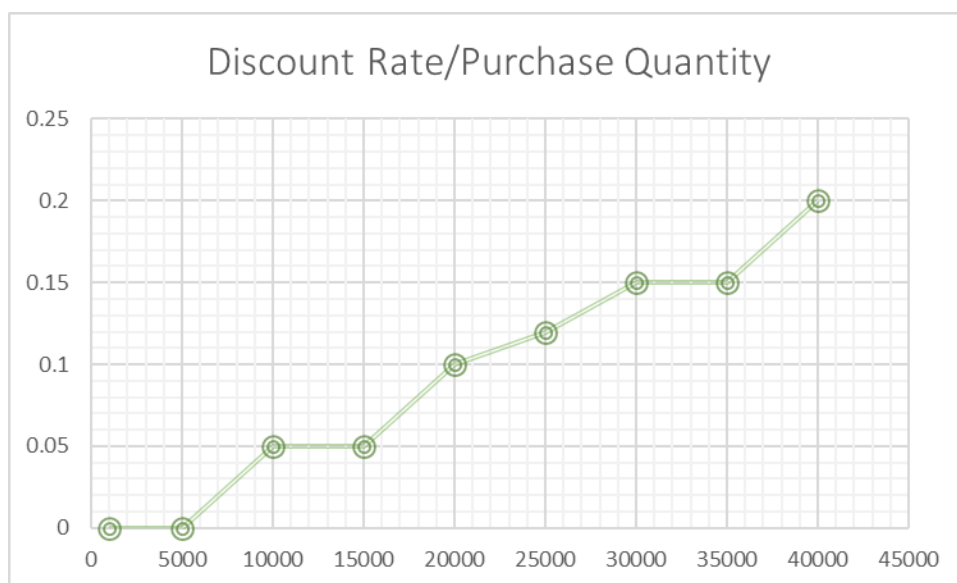


Figure 3.8: Incrementally Increasing Discount Rate on Purchase

Based on the new strategy, a discount of 5% is given to any outlet purchasing product stock worth BDT. 10,000. From that point onwards, the rate of discount incrementally increases every time a set purchase quantity is met or exceeded. For instance, if the outlet decides to purchase BDT. 20,000 worth of product stock, the rate of discount increases to 10% and 12% in case of a purchase of BDT. 25,000 worth of product stock.

Moreover, there are allotted gifts for milestone purchases. When a client outlet makes a purchase of a predetermined milestone amount, that outlet owner is awarded a gift. These gifts are mostly not recorded but some known examples of such milestone gifts are:

- An air conditioner on BDT. 50,000 worth of product purchase.
- A home theatre set on BDT. 1,00,000 worth of product purchase.
- Full house furnishing on BDT. 10,00,000 worth of product purchase.

3.7 Field Research

3.7.1 Data Collection

In order to solidify the research, in addition to the information gathered from the workplace, a primary field research was also conducted. At this stage, a total of 25 client outlets were approached for a random unstructured interview, in order to gather some raw data that could facilitate the research by providing a better understanding of the problem and help judge the validity of the hypothesis.

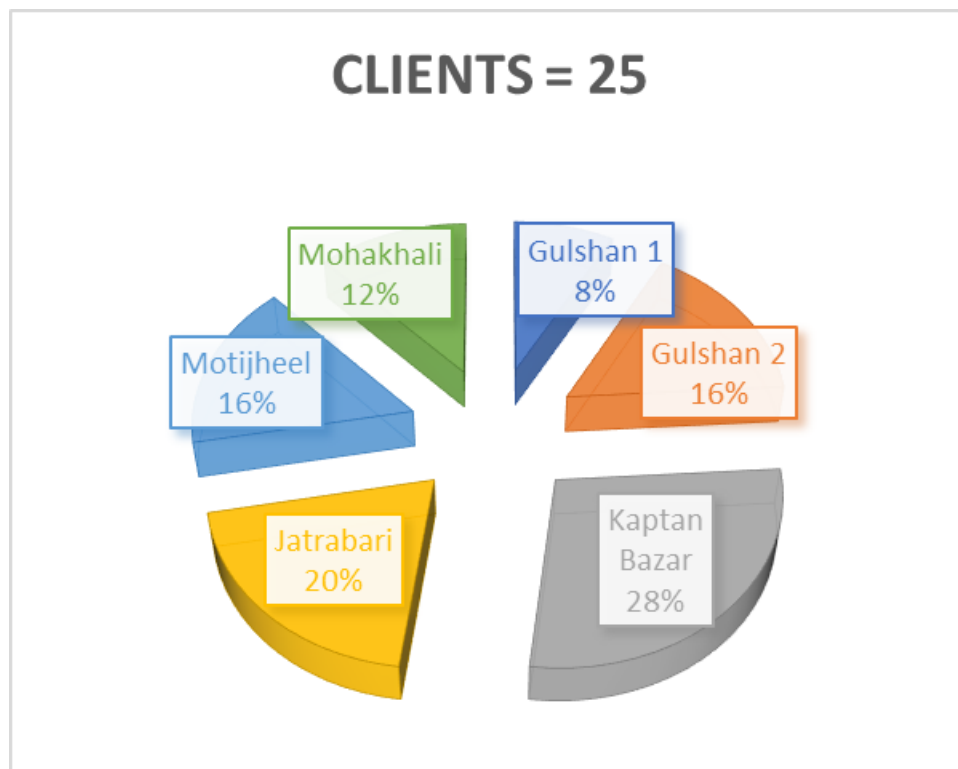


Figure 3.9: Research Participant Client Outlets by Area

For the following research, 25 client outlets from 6 different areas of the city were selected. Each of the areas were visited on occasion of workplace appointed tasks and the random interviews were conducted in-between the tasks prescribed by the workplace.

3.7.2 Analyzing Responses

Due to limitations, the interviews were conducted in random fashion, in absence of a structured question. But there were key questions that were consistently present across all 25 interview sessions. Here is an analysis of the responses received from those questions.

❑ The Difficulty of Carrying Salvon Twinkle Baby Diapers

When asked whether it is difficult to carry the product from the brand in question, all 25 clients agreed that Savlon Twinkle Baby Diapers cause one form of difficulty or another, based on low market demand or in cash purchase policy.

❑ Dominant Brand Type in the Market

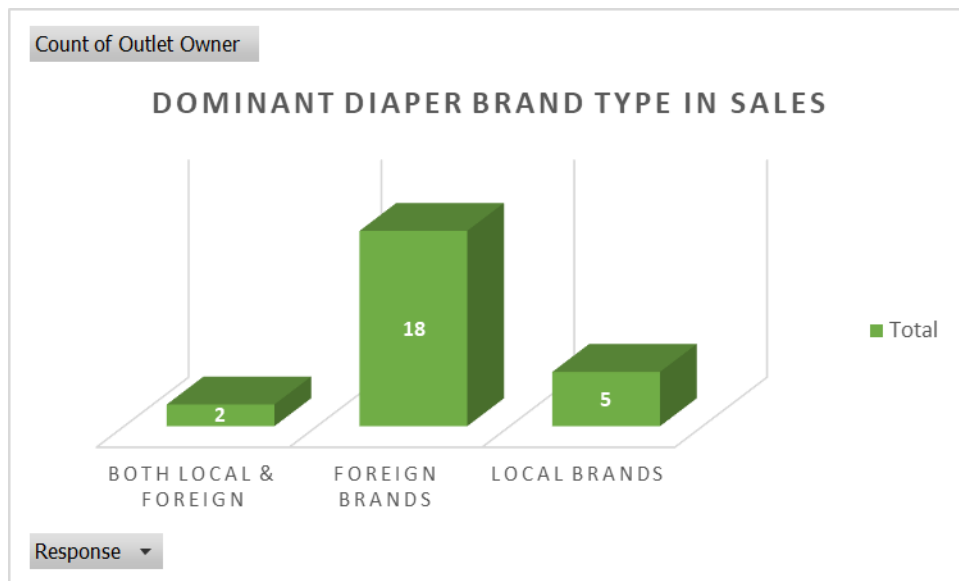


Figure 3.10: Response on Dominant Brand Type

When asked about the type of brand that dominates the diaper market, the responses were staggeringly in favor of foreign brands. Participant outlet owners state that the diaper market for foreign branded products is very high in demand in comparison to local brands. Customers are willing to even pay more for the quality provided.

❑ Unwillingness to Purchase Product Stock

Following up on the issue of difficulty to carry Savlon Twinkle products, outlet owners were asked about the key reason behind their unwillingness to purchase the stock of said product in high quantity.



Figure 3.11: Response on Unwillingness to Purchase Stock

The response in majority stated that the strict policy of sales in cash by HP, CB is the reason behind the general unwillingness to buy more stocks. 51% of the 25 participants feel that due to there being no on credit purchase facility, the investment adds monetary pressure on the outlets and adds extra risk on top of it.

32% of the respondents attributed their unwillingness to buy more stocks for the brand's product due to the lack of demand for the product in the market. While, the remaining 16% blame the sales representatives for their lack of effort in selling.

❑ Preferred Mode of Incentive

The participants were then asked if they would be willing to purchase product stocks of Savlon Twinkle Baby Diaper if there were incentives involved. 100% of the respondents were interested in the proposition.

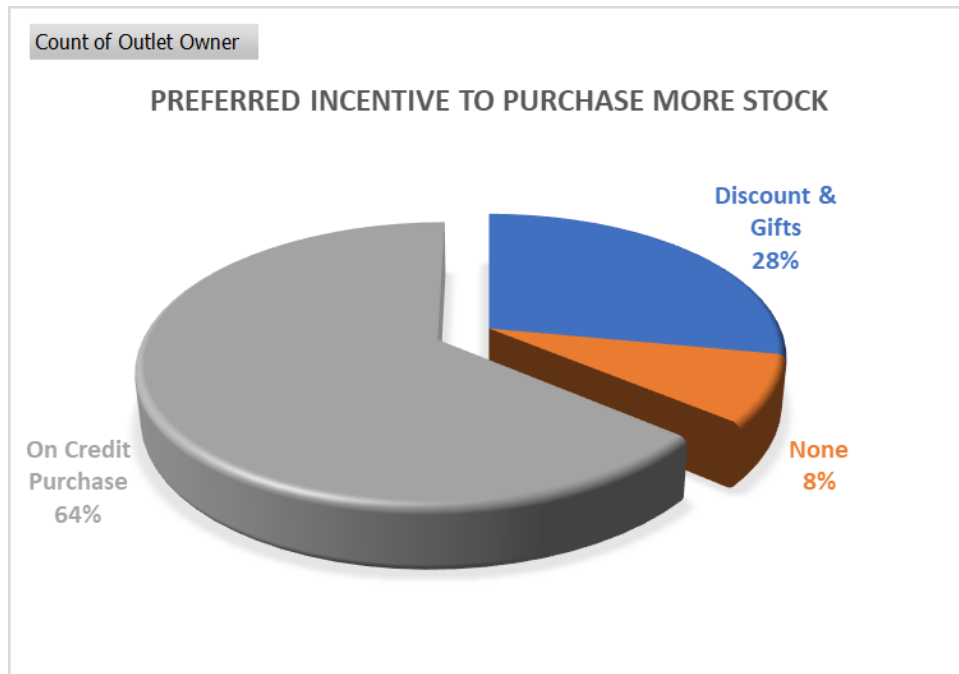


Figure 3.12: Response on Preferred Mode of Incentive

When asked about what mode of incentives would the outlet owners prefer in order for them to purchase and carry Savlon Twinkle products, surprisingly, only 28% of the respondents chose discount offers and related gifts. 64%, the majority of the respondents, would rather prefer to have an on-credit purchase facility, claiming that this yields greater outcome in the long run. The remaining respondents were not attracted by either option.

3.8 Conclusion

At this stage in the research, we are equipped with all necessary data and information to have a better understanding of the problem being addressed. Through the information gathered from the workplace regarding the Hygiene Products division, the Savlon

Twinkle Baby Diaper Brand, along with data on the department's sales and distribution policies and undertaken measures to tackle the problem of slow growth in market share, we can be somewhat certain to a degree that the problem primarily generates from the struggle to push more product stock into the client outlets. Moreover, by using the gathered information to perform SWOT and Competitive Analysis result in a more precise and clearer portrayal of the brand and the product's weaknesses and vulnerabilities in the market. Furthermore, pairing the analysis performed on workplace derived information with the analysis of the response data gathered through primary data collection of client outlet interviews, it is fair to state that the results support and give validity to the hypothesis that had been previously formulated in relation to the research problem. To conclude, ACI Limited faced difficulties in faster increasing the market share for Hygiene Products due to the struggle in pushing more product stock into the market, which is a direct consequence of the company's strict policy of allowing no on-credit sales to its client outlets.

Chapter 4

Recommendations

Gaining a superior market share with a relatively new brand is a definite challenge. Especially, if we account for strict policy limitations that are directly consequential to the outcome. But a company of the stature of ACI Limited have not only the resources but also the expertise to figure out the best course of action leading to the ultimate goal. Throughout my time with the company, I had the privilege to learn and adapt to the nature and the practices of the company and have a decent understanding of their situation and the possibilities the company is willing to explore. Based on that knowledge and limited experience, I would like to recommend a series of actions that may contribute in making the goal of ACI Limited to faster increase the market share of Hygiene Products more attainable through rather simpler means. My recommendations are as follows.

- ❑ **Allow Partial On-Credit Sales:** Even though the company policy for the HP, CB department strictly disapproves of any form of transaction on sales, other than cash, the company can use its multi-phase selling process to make partials adjustments to the policy. The company can perform the primary sales in cash but allow the distribution points to make sales on-credit at their own risk. Moreover, the company can allot gifts for the DBP, which they would be awarded when meeting or exceeding a set sales target. This would incentivize the DBP to take that additional risk in order to meet sales targets.

- ❑ **Temporarily Compromise with the Company Policy:** By careful strategic planning and development, the company can create an estimated timeframe in which the acceleration process of sales would gain them the desired market share they aim for. The company can relax their policies for that timeframe only and once the goal is achieved, the policies may continue to be exercised as usual.
- ❑ **Improve Promotions:** ACI Limited can target the portion of the sales that are struggling due to low demand and use improved promotional strategies to increase customer pull in order to generate more sales for the product.
- ❑ **Rebranding Process:** Furthermore, emphasizing on the sales lost due to market demand, ACI Limited can opt to rebranding Savlon Twinkle in order to reintroduce the brand and its products to the market in a more attractive and appealing fashion.
- ❑ **Joint Venture:** Last but not the least, in extreme case scenario, the company can opt to initiating a joint venture with a foreign brand in the same product category, in order to merge both products. The diaper market is heavily dominated by foreign brands as they promise the trust, quality and reliability factors. Merging products with the brand in a joint venture project may help revitalize the market presence and sales output from the struggling brand and achieve the numerical superiority in market shares the company aims to achieve.

Thank you for reading.

References

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Appendix A.

A series of similar key questions asked throughout all 25 informal interviews:

Research Q1: Is it difficult to carry and/or sell Savlon Twinkle Baby Diapers?

- a) Yes
- b) No

Research Q2: What type of diaper brand generates more sales?

- a) Local Brands
- b) Foreign Brands
- c) Both Local & Foreign

Research Q3: What is the main cause of unwillingness or lack of interest in purchasing Savlon Twinkle Baby Diaper stock?

- a) Lack of Demand
- b) Sale in Cash
- c) SR Incompetence

Research Q4: If the company provides incentives, would you be interested in carrying Savlon Twinkle Baby Diaper stock?

- a) Yes
- b) No

Research Q5: What would encourage you to purchase more of Savlon Twinkle Baby Diaper stock?

- a) On-Credit Purchase
- b) Discount & Gifts
- c) None