

Internship Report on

“Raising Awareness on Necessity of Consuming Milk Daily Through Branding Activations”

BY

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

Brac Business School

Brac University

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Declaration

It is hereby to declare that:

1. This report is my own original work for completing my degree at Brac University.
2. The report does not contain third party contents or previously published contents.
3. The report does not contain any contents that has been used to any other University.
4. I have acknowledged all main sources of help.

Student's Name and Signature:

Saif Akhter

(I7304063)

Supervisor's Name and Signature

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer

Brac University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer

Brac Business School

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Subject: Submission of Internship Report

Dear Faculty Person,

I am very much pleased to submit my internship report to you following the guidance of Brac University. I worked extremely hard and did my best to follow all my supervisor's instructions in order to complete the course requirements and write the report.

I am completing my internship tenure of 3 month in Arla Foods Bangladesh Ltd. and it is already been more than a month that I am working here. I am working under the department of Marketing (Branding). Preparing this report was a fantastic learning opportunity for me because I was able to gain experience in a variety of marketing and communication skills. I hope you will find the report objective, systematic, and trustworthy.

Thank you for believing in me and being patient with me. I am always available to address any questions you may have regarding this report.

Sincerely,

Saif Akhter

ID: 17304063

Brac University

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Acknowledgement

At the outset of this report's preparation, I'd want to express my thankfulness to Almighty Allah for his blessings on my completion. This internship report is a true reflection of so many people's efforts. For this, I am grateful to a lot of people who assisted me in organizing this report and provided me with their valuable input, recommendations, instructions, cooperation, and appropriate guidelines. Throughout the compilation of this report, I have received unending assistance, collaboration, and direction from a variety of sources. I'd like to take this chance to express my gratitude to them all.

Mr. Zaheed Husein Mohammad Al-Din, Senior Lecturer, Department of Brac Business School, Brac University, is my internship supervisor and I am thankful to him for his thoughtful consideration, precious time, counsel, and consistent guidance throughout the internship and report-writing process.

I'd also like to express my gratitude to Kazi Ibrahim Hossain, Senior Brand Executive of Arla Foods Bangladesh, who served as my organizational supervisor. For his considerable time and consistent guidance during the internship. He always pointed me in the right direction and checked in on my progress in writing this report on a frequent basis. Nevertheless, during my internship, he helped me to develop my talents, skills and to focus on career development.

I'd want to express my deepest gratitude to other Arla Foods Bangladesh officials who assisted me and volunteered their time to provide me with the most relevant material on which I based this report. I am grateful to them all for assisting and guiding me, as well as for being pleasant and kind to me.

Executive Summary

Arla Foods, the world's fourth largest producer of dairy products, has been the leading dairy goods firm in Scandinavia for the past 131 years. Furthermore, Arla's aim is to give the highest quality items to its customers, with a tagline of "near to nature." This group is owned by 12,700 farmers from European countries such as Denmark and Sweden. Arla has been a household name in Bangladesh for the past five decades. For the past six years, Arla's Dano has won the Best Brand Award. It has not, however, been in the forefront of market share. However, due of its quality, it has always been at the forefront of its customers' minds. Arla has a clear vision for the future of dairy, which she describes as "naturally, to offer health and impulse to the world." The company's driving Good Growth Strategy for 2021 aims to strengthen our position as a worldwide dairy leader and expand our presence in the international growth market. The company's mission is to increase the value of our farmers' milk, and the only way to accomplish that is to expand value to our consumers, and to do so in a trustworthy, natural, cooperative, and healthy manner.

Bangladesh is a developing country with a dense population. Bangladesh has had a huge domestic demand for milk products for decades, which has been primarily fulfilled by subsidized milk, powder milk, and milk products imported from developed nations. Bangladesh imported milk and milk products worth 400 million taka in 1989-90 to satisfy a 40% shortfall in domestic demand. Bangladesh's milk industry has failed to meet demand for liquid milk. To alleviate the shortage, the government has taken initiatives such as importing powder milk and attempting to build dairy farms to the level of private businesses. The demand for liquid milk was so great that the only local dairy farm could not meet it.

To fill this void, a slew of new enterprises has sprung up in Bangladesh to sell milk powder. One of them is DANO, a word that every household in Bangladesh, both rural and urban, is familiar with. Mutual Group is essentially a 'Toll Manufacturing & Distribution Company,' with the distinction of making two global brands, 'Horlicks' and 'Dano,' household names in Bangladesh. In 2011, it split from Mutual Group and formed a joint venture in Denmark with Arla Foods. Arla Foods has a variety of powder milk products in Bangladesh, including ordinary and instant milk powder, filled milk powder, and baby foods such as Deelac and Dano mom for pregnant women.

Some of Bangladesh's most popular dairy brands are produced by Arla Foods. With approximately 1500 workers and a turnover of more than tk1.2 billion, we work hard to ensure that our suppliers satisfy our extraordinarily high standards of manufacturing and animal care. In Denmark, Sweden, the United Kingdom, Germany, Belgium, Luxembourg, the Netherlands, and Bangladesh, we have 19,000 workers in 30 countries and 12,700 dairy farmer owners. We all have a strong sense of identity called Good Growth, which guides our decisions as we shape the future of dairy.

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Chapter 1

Chapter 1.1: Student Information

Name: Saif Akhter

ID: 17304063

Program: Bachelor of Business Administration

Major: Marketing

Chapter 1.2: Internship Information

Chapter 1.2.1: Period: 3 months (August 22nd, 2021 to November 22nd,

2021) **Company Name:** Arla Foods Bangladesh Ltd.

Department: Marketing (Branding)

Address: House 2, Road 113/A, Cotton House 5th floor, Gulshan 2, Dhaka

Chapter 1.2.2: **Company Supervisor's Name:** Kazi Ibrahim Hossain

Designation: Senior Brand Executive

Chapter 1.2.3: Job Scope: Job Description

Arla Foods is one of the most well-known milk brands in Bangladesh, with products distributed throughout the country and some competitors. Below given is a template of Job description from recruiting process-

- Construct, innovate, and develop promotional strategy and action plans using unique concepts.
 - Creating, implementing, and carrying out marketing strategies.
 - Analyze the brand's competition, pricing, and positioning, and make recommendations for action.
- Gather market/competitor/market activity insights via formal and informal research, data analysis, and market visits, and develop an action plan based on the results. - Assisting with new product releases and working closely with design agencies. - For brand promotions and communications, you may write and/or supervise content creation.
- Supervise advertising and promotional efforts in collaboration with an advertising agency.

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- All communications and media actions, including internet and social media, are planned and executed.
- Responsible for the Brand's packaging, labeling, and marketing strategy. - Keep an eye on how the product is being distributed and how people are reacting to it. - Any other task specified by your line manager.

Chapter 1.3: Internship Outcomes:

Securing Internship at Arla foods Bangladesh Ltd. was so honoring and a fruitful start for my career in corporate world. During this internship period, I have learned many things. Mentors from workplace helped me to improve my interpersonal skills and nurtured me with professionalism. I have learned to deal with corporate persons as well as third parties like BTL agency's employee. How to deal with individuals of different attributes, I also learned from here. Besides official works at office, I also learned field jobs. Mostly my duties were designed at different fields, which gave me clear vision of different markets, different consumers.

Chapter 1.3.1: Students contribution to the company

I am a part of DANO DAILY PUSTI (DDP) Activation project team and I tried to contribute my

level best for the company to serve. For this DDP project, we as a team designed an activation outline. As DDP is reasonable in terms of price, company targeted consumers of low to mid income for DDP's future loyal consumers. Design outline was based on two sides

- i) Garments Activations
- ii) Caravan Activations

Company hired BTL agencies to run these activations. I physically visited garments and caravan activations and monitor the activations on regular basis. At the day end, I gave feedback to my supervisor regularly. Moreover, I along with the team provided trainings to the BP (brand promoters) of the agencies to make them understand our activation process theoretically and practically.

Apart from this, I have worked with Brand manager on creative assets. Creative assets like, creative captions, promoting lines and slogans, digital asset selection etc. Nevertheless, I have visited many clusters like different markets to do research on consumer from the shopkeepers.

Chapter 1.3.2: Benefits to Student

I got benefitted in many ways by Arla Foods Bangladesh Ltd. They helped me to grow internally and externally to deal with the competitive corporate world. I have learned to develop conversation with different people, managing people, designing project outlines, understanding

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different clusters with variety of consumers. Apart from this, Arla provided me a handsome remuneration, travel allowances, lunch allowances and phone bills. Apart from this, I also received a large gift box of cooking set from Arla foods Bangladesh Ltd.

Chapter 1.3.3: Problems/Difficulties faced during internship

During my internship period, I faced few little problems. At first, I could not get know everyone from the office as due to this pandemic, office do by rotation employee on different days. So it was tough for me to get myself introduced with everyone at the company. Moreover, as most of my works are field based, I could have learned more on office culture if I got to work more at office. And due to field work, I could give less time to other departments to work with.

Chapter 1.3.4: Recommendation

Arla Foods Bangladesh Ltd. is a great place to work with. They have a strong office culture which is very appealing. Everyone there is very friendly and at the same time very professional. Due to this pandemic, they offer employees by rotation working-days which is very necessary for individual mental satisfaction during these tough days. Moreover, they have a fixed working hour so that employees do not feel under pressure. I have very few things to recommend as Arla is already a very suitable place to work with. Recommendations are given below-

- If they hire more interns, more individuals can be facilitated and learn from the bests. -
Field projects need more heads from company ends to monitor.
- Works need to be divided equally, so that employees do not get confused. - When given any instructions, if they can provide previous supporting documents, it would be much easier and effective for a person to work on.
- Early instructions need to be provided if anyone needs to work on something new.

Chapter 2

Chapter 2.1: Introduction

Organizations in today's world strive to obtain a competitive advantage over their competitors. The competition in the dairy business is significantly greater since they must meet consumer demand on a continuous and more accurate basis. Arla, with the Dano brand, is the world's fourth largest dairy company, serving people with the goal of assuring health, nutrition, and wellness (HNW) while maintaining customer satisfaction and glory.

Bangladesh has had a huge domestic demand for milk products for decades, which has been mostly fulfilled by subsidized milk and milk products imported from developed nations. Bangladesh imported milk and milk products worth 400 million Taka in 1989-90 to satisfy a 40 percent shortfall in domestic demand. Bangladesh's milk industry has failed to meet demand for liquid milk. To alleviate the shortage, the government has taken initiatives such as importing powder milk and attempting to build dairy farms to the level of private businesses. The demand for liquid milk was so great that the only local dairy farm could not meet it. To fill this void, a slew of new enterprises have sprung up in Bangladesh to sell milk powder. One of them is Dano (an Arla Foods brand), which is a household name in Bangladesh's rural and urban areas. It is successfully providing the proper blend of nutritious nutrients to youngsters in Bangladesh, according to their ages and bodily requirements. Dano full cream milk has been rebranded Dano

Power, implying that children will grow stronger both physically and cognitively if they consume Dano. Besides, Dano Power, they have DANO DAILY PUSTI, DANO GROWTH SHAKTI, DANO MOM.

Recently, Dano Daily Pusti's Below the Line (BTL) Activation Campaign has continued in order to deliver the product message to the target audience in a more convenient manner. It refers to direct marketing using Brand Promoters (BP) in order to boost sales and profitability.

Chapter 2.2: Overview of the Company

Chapter 2.2.1: Arla Foods Global

Arla Foods is a dairy cooperative with more than 12,500 farmers as members. Arla's goal is to provide consumers with natural, healthful, and high-quality dairy products. Dano dates back to the 1880s, when dairy farmers from Denmark and Sweden banded together with a single objective in mind: to make and distribute the greatest dairy products possible. Because this is a farmer-owned business, all profits go back to the owners. This means that when customers buy the products, the money is distributed evenly among the liters of milk that our owners provide.

That's an important aspect of their cooperative mindset as well. They are devoted to high standards of animal care, product quality, and food safety for consumers because they are a farmer-owned enterprise.

Arla Foods is a global cooperative with headquarters in Viby, Denmark, and is the largest producer of dairy products in Scandinavia. On April 17, 2000, Arla Foods was founded when the Swedish dairy cooperative Arla and the Danish dairy company MD Foods merged. 'Arla Foods'

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became the world's fourth largest milk producer almost half a century ago, starting with Sweden.

Every Dano, Arla collects genuine cow's milk from 12,500 independent farmers in seven European nations, including Denmark, Sweden, England, and Germany. Arla can ensure the quality and quality of all products from start to finish because the agricultural, transportation, and production systems are all same. Currently, more than 130 nations around the world sell a variety of delicious and nutritious milk and milk products.

Arla's Denmark Farm



Arla is an old name that comes from the same root as the English word "early." Eighty-eight percent of all youngsters want to learn more about the food they consume and where it comes from. To give those children a better understanding of where their food originates from, Arla launched 'Dairy Adventures,' in which children travel to the countryside and learn about dairy production one by one.

They passionately innovate from farm to plate in the newly built Arla Innovation Centre, along with product development teams from the UK, Sweden, China, Germany, the Netherlands, Finland, and the United States. Arla accomplishes this by utilizing cutting-edge scientific and consumer labs, as well as a 2000 m² pilot plant with the ability to install any type of process required for the innovation projects.

Our researchers are highly connected, and make innovation happen, across Arla and its markets. The Innovation Centre is at the core of the Danish Food cluster, which is ranked first in the EU in terms of company investment in food and drink R&D.

Chapter 2.2.2: Origins

Dairy producers in Sweden and Denmark created local cooperatives in the 1880s to invest in shared dairy processing facilities. The first cooperative dairy in Sweden, the Arla Dairy Association, was founded in Stora Arla Gard in Vastmanland in 1881, while the first cooperative dairy in Denmark, Hjedding, outside of Olgod in Southern Jutland, was founded in 1882.

Dairy farmers in Stockholm and the surrounding counties formed Sweden's largest cooperative dairy organization (The Farmers' Milk Retail Association) on April 26, 1915, which maintained dairies as well as a chain of stores selling dairy goods.

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Mjolkcentralen (The Milk Central, abbreviated MC) was registered in 1927, and by the 1950s, an increasing number of cooperative dairies in different parts of Sweden had joined MC. Between 1909 through 1965, MC was known as Arla, a name that had previously been used not only by Sweden's first cooperative dairy, but also by the largest dairy retailer in Gothenburg. Arla had a 65 percent market share in Sweden by the end of the twentieth century.

Mejeriselskabet Danmark (MD) was founded on October 1, 1970, by four dairy corporations and three private dairies. MD Foods became the company's name in 1988. MD Foods and Klover Malk, Denmark's second largest dairy company, inked a financially binding collaboration agreement in 1992, and the two firms combined in 1999 to form MD Foods, gaining 90 percent

of Danish milk output.

MD Foods amalgamated with Swedish Arla in April 2000 to become Arla Foods, which has its headquarters in Aarhus, Denmark, and is known to Dano as Arla Foods.

Chapter 2.2.3: Arla Foods in Bangladesh

Dano Milk Powder is Bangladesh's most popular milk powder. MD Foods introduced Dano to the market in 1962 all over the world. MD Foods is a Danish firm that operates in the European market. Dano milk powder was imported from Denmark by several Bangladeshi (Former East Pakistan) merchants in 1962. Essentially, their market was founded on a single sales location, similar to Moulovi Bazar. Dano milk powder is distributed in East Pakistan. Until 1970, they continued to import Dano from Denmark in a dispersed manner. In 1973, one Bangladeshi citizen was acknowledged as an intender by MD Foods. Bangladesh indenter was gathered and identifies importer demand as well as authorized indent of importer letter of credit from Bangladesh to Denmark from 1992 to 1994.

MD Foods established a liaison office in Bangladesh in 1989. MD foods primarily monitors the market through various activities such as sales promotion (both for consumers and traders) and print and electronic media advertising. Mutual Trading Limited, as an exclusive importer of Dano milk powder from Denmark, was granted an import license in 1995. Mutual Treading Limited is a company based in the United Kingdom. Dano milk powder can only be imported from Denmark by one Bangladeshi company.

Arla Foods acquired MD Foods in 1995 and renamed the company Arla Foods Ingredient. Dano milk powder was owned by Arla Foods Ingredients all over the world. Mutual Trading Limited established a new facility in Bangladesh in 1998 to pack Dano milk powder as per Arla Foods' recommendation, and the company was renamed Mutual Milk Products Limited.

Mutual opened a new factory in 2004 with two production lines and achieved a volume sales of 6,300 tons in 2007. However, the Melamine scandal struck in 2008, causing the market to plummet for the next two years. Deelac IFFO was launched in 2011 and Arla entered the market with a joint venture arrangement in 2013.

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Arla Foods began direct operations in Bangladesh in 2014 with only Dano Daily Pushti (DDP) with Iron fortification formula, then in 2015, the current (Instant) formulation of DDP was launched.

Arla had 2.5X volume growth (11K Tons) in 2016 and Dano won the best milk brand award three years in a row (2016,2017,2018).

Chapter 2.2.4: Mission of Arla Foods Bangladesh Limited

“Arla Foods' purpose is to supply modern consumers with natural milk-based products that inspire them, give them confidence, and make them feel good.”

According to Turnover, Arla Foods is the world's seventh largest dairy. Arla Foods' principal mission is to ensure the highest possible value for farmer's milk while also providing chances for expansion. As a corporate company owned by milk producers, Arla Foods' mission is to ensure that they can extract as much value as possible from the milk producers' milk, resulting in a competitive milk price for both the owners and other suppliers.

It is critical for the owners to believe that their milk will be sold not just today, but also in the future. They wouldn't be able to create their own farms if they didn't have a secure future. Arla Foods also focuses on its business in order to build a dynamic company. It is critical for Arla foods that farmers improve their farms, as this will ensure that Arla has the milk it need. Because they may take advantage of scale benefits and grow as the retail sector expands, more milk can provide a dynamic business. The goal is for Arla to be able to always meet the needs of its consumers and customers.

Arla believes that through expanding, they will be able to achieve a steady and predictable milk price, ensuring that the company's owners have faith in the future as well as in Arla goods. This expansion will be realized by sticking to the plan and realizing the vision.

Chapter 2.2.5: Vision of Arla Foods Bangladesh Limited

“The vision is to be the leading Dairy Company in the world through considerable value creation and active market leadership to obtain the highest possible milk price.”

Creating the Dairy Industry's Future

The ongoing desire to improve and create something more and better is part of Arla foods' historical roots, their DNA. Milk producers and colleagues have worked together to build a common future in the dairy industry since the cooperative movement began 130 years ago. Their accomplishments have laid the groundwork for Arla Foods to become Dano, one of the world's largest dairy companies. Every Dano strives to enhance and refine what they give, as well as develop future solutions. These could be in the shape of new items or new sources of inspiration for their customers. New technologies and more efficient working methods.

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



Collaboration with customers has more value. Foods that are healthier and more natural. More social responsibility is required. Reduced environmental and climate impact. Food safety has improved.



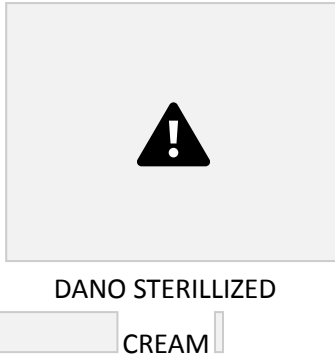
Arla will not only follow in the footsteps of others in the dairy sector, but will also contribute to create its future by actively participating in the development of tomorrow's dairy structure and the creation of new dairy consumption patterns. As a result, Arla will continue to ask how it can set the norm for future dairy initiatives. Are we the first to arrive? Are we the most effective? Is

it possible for Arla to research and grow their professional field even more than Dano? Is it possible for it to push itself and each other further? They want to do their best and realize Arla Foods's full potential.

Chapter 2.2.6: Some of Arla (DANO) products in Bangladesh

For the sixth time, Dano has been named the greatest milk brand in Bangladesh in terms of fidelity and acceptance. For the past 58 years, Dano has been assisting Bangladesh's youth in developing their intellectual, physical, and social abilities. Dano brands have SKUs ranging from 16 grams to 2.5 kg.

<p>Dano Daily Pushti is a healthy and cheap option for the whole family. Dano Daily Pushti is made with high-quality milk ingredients and contains calcium, protein, and key vitamins and minerals that are essential for our family's overall health. It can also be used in tea and other milk-based dishes.</p>	<p>1. </p>  <p>DANO DAILY PUSHTI</p>
<p>Since the early 1960s, Dano Power, a full cream milk powder, has been nourishing Bangladeshi families. It's packed with calcium, protein, and all of the critical vitamins and minerals your family needs on a regular basis. The naturally delicious and creamy DANO is a popular choice for tea and coffee, as well as cooking and baking.</p>	 <p>2.</p>  <p>DANO POWER</p>

<p>Dano Fit has a low fat content of 0.1 percent and a higher calcium, vitamin A, and vitamin D content. Customers who choose Dano Fit make an active commitment to health and vitality while receiving all of the benefits of milk.</p>	 <p>3 DANO FIT</p>
<p>Dano Mom is a milk-based nutritional supplement with vital vitamins and minerals for women who are planning to get pregnant, are pregnant, or are breastfeeding their baby to help maintain the quality of their breast milk. It complies with the most demanding international and federal cleanliness and nutritional quality standards. Dano Mom provides 100 percent vitamin D, folic acid, iron, 94 percent calcium, 70 percent zinc, and other vital nutrients in two glasses each day.</p>	 <p>4 DANO MOM</p>
<p>Dano Sterilized Cream is imported straight from Denmark and is made of fresh cow's milk and vegetable oil. Not only can we use it as a topping on sweets, vermicelli, pastry, toast, or bread, but it also makes a fantastic recipe for cream korma, cream curry, custard, firni, and shahi tukra. It enhances the flavor of our food and may also be used as a garnish.</p>	<p>5.</p>  <p>DANO STERILLIZED CREAM</p>

Chapter 2.2.7: SKU wise all products

Dano Power is a full cream milk, while Dano Daily Pushti (DDP) is a no-fat milk that solely contains vegetable fat. Arla Foods Bangladesh Limited's primary two brands are these two. Dano Captain is a new chocolate milk that allows kids to enjoy a chocolaty flavor in a powder milk. Dano Fit is a fitness program for persons who are concerned about their health. Deelac powder milk is primarily intended for moms, however Arla Foods Bangladesh also offers UHT milk in liquid form.



Dano Captain	Dano Captain Choco 150gm	75.00
	Dano Captain Choco 30gm	15.00

	DanoCaptain Choco 12gm	8.00
Dano Fit	Dano Fit 350 Gm	295.00
	Dano Mom 360 Gm	450.00

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Deelac	Deelac 1 BIB - 180 Gm	220.00
	Deelac 1- 400 Gm	530.00
	Deelac 2- 400 Gm	530.00
UHT	Full Cream UHT Milk 3.5%	198.00
	Low Fat UHT Milk 1.5%	198.00
	Skimmed UHT Milk 0.3%	198.00
	Lacto free UHT Milk 3.5%	248.00
	Organic UHT Milk 3.5%	248.00

Chapter 2.2.8: Major Competitors

SL NO.	Brand Name	Country of Origin	Marketing By
1.	MARKS	Australia	Abul Khair Group
2.	NIDO	New Zealand	Nestle Bangladesh
3.	Milk Vita	Bangladesh	Bangladesh
4.	Diploma	Australia	New Zealand Dairy
5.	Red Cow	Australia	New Zealand Dairy
6.	Fresh	China	Meghna Group of Industries
7.	Kwality	Australia	Sanowara Corporation
8.	Anchor	New Zealand	New Zealand Dairy
9.	Farmland	New Zealand	New Zealand Dairy
10.	Starship	China	Abul Khair Group

Chapter 2.2.9: Consumers of Arla at Bangladesh

Dano is consumed by people all around the country, implying that they are all customers of Arla Foods Bangladesh Limited. Arla, on the other hand, distributes Dano directly to nine Bangladeshi regions. With the support of distributors, Arla Foods Bangladesh Limited advertises its products across the country.

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The country is split into nine distinct regions:

1. Dhaka Central
2. Dhaka North (Bhairab, Gazipur, Jamalpur, Kaligonj, Kishorgonj, Mymensingh, Netrokona, Sreepur, Tangail)
3. Dhaka South (Kanchpur, Keranigonj, Munshigonj, Narayangonj, Narsingdi, Nawabgonj)
4. Chittagong
5. Sylhet
6. Bogra
7. Barisal
8. Khulna
9. Sylhet

Arla has several distributors in every region to reach the products in every retail outlet.

Chapter 2.3.1: Management Practices

The management at Arla Foods Bangladesh is very attractive. Every manager from different departments I came across are very friendly and qualified. If I have to put their managerial leadership style, I will put them under democratic leadership style. Whenever, we had any team meeting regarding least to highest issue, they allow and provide scope for everyone to talk. Even I as an intern always got the scope to talk and share ideas regarding circumstances. However, few of the decisions are taken by the managerial team. But in other cases, everyone puts their say and managers appreciate when someone speaks up.

HR policies deal with a set of formal regulations and guidelines, as well as a slew of activities, all of which serve a corporate goal and clear up any misunderstandings between employees and their responsibilities at work. Written HR policies will aid in the avoidance of unavoidable

situations. Communication between people in the organization is a key benefit of human resource policies; it helps to maintain the situation by conveying guidelines that must be followed, establishes fair and equal treatment, assists management in making better decisions, builds a transparent culture, reduces risk, and prevents misunderstanding in the organization. A documented HR policy is required for an organization to conduct its business effectively.

Employee benefits, compensation, pay scale, recognition, administration, leave policy, and insurance are all governed by written standards in the FMCG business. (BY INC. STAFF, INC EDITORIAL, n.d.)

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Arla Foods follows these HR policies while maintain the business:

- Equal Employment Opportunity policies
 - Employee classifications
- Workdays, paydays, and pay advances
 - Overtime compensation
 - Meal periods and break periods
 - Vacation policies
 - Holidays
 - Sick days and personal leave
 - Performance improvement
- Transfer policies (Arla Policy handbook, 2020)





Chapter 2.3.2

Recruitment : Recruitment is the process of identifying talent for an organization that will propel it forward in a certain procedure such as interviewing, selecting, hiring, and onboarding employees. This is the entire process of onboarding a new employee into the company. An effective recruitment strategy focuses on finding the appropriate individual for the right job at the right time. There are several procedures to take in order to attract a talented employee who can contribute to the company's growth. In every firm, a recruiter should go through five necessary crucial steps of recruitment. It varies depending on the size of the industry, the structure, the culture of the company, and the policy of the business.

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Arla Foods follows the phases of recruitment under the talent acquisition policy. These phases are

- a. Identifying the Hiring Needs
- b. Preparing the Job Description
- c. Talent Search
- d. Screening and Shortlisting
- e. Interviewing
- f. Onboarding Selected Candidate



Chapter 2.3.3:

Employee Engagement: Employee engagement is the method and instruments used by Human

Resources to include employees in the organization's and employees' success. Employee engagement offers employees a positive impression of the company, and if they are dedicated to it, they will think about the company's growth and success.

Collaboration, two-way communication, trust, and loyalty in the business and its employees are all factors that contribute to employee engagement. Employees will not be motivated to work for an organization if they are not involved in employee engagement activities. This is why Arla Foods encourages employee engagement activities, events, and recognition for employee motivation because these engagement activities provide opportunities to increase motivation, organizational success, and participation in the growth of one's own company. (Successful Engagement)

The Benefits of Employee Engagement-

- Increases Productivity and improves Retention Rates
 - Increases Revenue and lowers Absenteeism
- Make employees happy, Happier Customers and Cost saving
 - Makes them Loyal and produce better Quality of work
 - Employees Work Harder and spread positive Vibes
 - Employees are Innovative, drives Employee Advocacy
- Employees Offer positive suggestions and intrinsically Motivated

(14 Benefits of Employee Engagement that Work, 2020)

Some of employee engagement activities of Arla Foods Bangladesh are;

- Employee Recognition Award

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- Family Day
- Sales 360
- Learning Projects

Chapter 2.3.4:

Employee Recognition Award from Arla:

Recognizing and applauding extraordinary efforts and accomplishments are important factors in fostering a performance-driven culture within the organization. The employee's contribution should go above and beyond what is expected of him or her in the role. This could be a one-time occurrence or a reflection of consistently good performance over time.

Arla Foods Bangladesh is recognized in the following categories:

Monthly: Under the Sales Function, a recognition program called "Employee of the Month" will be implemented for field sales up to Territory Officer level. Each month, a "Employee of the Month" is chosen from each sales region based on a set of criteria. The awardee will be nominated in a defined form by the Sales leadership team, and the decision will be made by the Head of Sales and the Head of HR.

Quarterly: Under the Medical Marketing Function, a recognition program called "Employee of the Quarter" will be implemented for field personnel up to Territory Nutrition Executive level. Each quarter, the 'Employee of the Quarter' will be chosen based on a set of criteria. The Head of Medical Marketing and the Head of HR will choose the winner.

Annual- The proposal for the nomination of annual recognition scheme can be made either by the Heads of Functions or the Line Managers. This is applicable for all employees (Specially Parmanent) of the organization, they can be same functions or diversify functions. Opportunities for recognition may include the following, however are not limited to:

- **MD's Award:** Under this category, individual/team is being awarded for the outstanding contribution. The nomination/s for this category will be made by anybody in the organization but final choice will be under the sole discretion of the Managing Director.
- **Best Speed to Execution:** Under this category, individual/team will be awarded for the quick execution of the project or any activity, which has a significant business impact.

The nomination will be made based on the remarkable demonstration of velocity & agility while achieving the task.

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- **Best Initiative:** A spontaneous contribution to business beyond usual expectation. The initiative which impacts the business over a bigger horizon. This may be sighted as an example for a long time.
- **Best Process Improvement:** Any creative ideas or act may come under the preview of this category which improves the current process/procedure & ease up the existing process in a big way.
- **Best in Customer Service:** The recognition for Customer Service Excellence can be given to a team or individual who has done extremely well in serving customers in a manner that

exceeds all expectations. It can be applicable to any function considering all customers including internal and external.

- **Best Teamwork:** Teams/departments outperforming their overall KPI with significant business impact will come under the preview of this category.

Arla's Family Day:

Every year, Arla Foods Bangladesh hosts Family Day, which is the company's most important event. Arla Foods has been hosting this event since 2015 in order to better the company's employees and motivate them. This form of employee engagement events and activations, according to the organization, will aid to raise employee productivity. The event is always organized by cross-functional team members, resulting in a successful and error-free event. There were a variety of entertaining activities for men, women, and children to improve family involvement, bonding, and relationships.

Chapter 2.3.5:

Training and Development:

Training and development is a key tool for motivating people in an organization, and it is one of the instruments used by the Human Resource function. Employees' talents and abilities are frequently nurtured with these vital tools, which helps them perform better in their current employment. These learning opportunities are provided by the organization in order to help individuals flourish. The term "training" refers to the process of improving an employee's knowledge, abilities, and capabilities. (n.d.) Training and Development.

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When a new employee joins Arla, the company gives job-related training to ensure optimal performance of the responsibilities he or she will be assigned, allowing the individual to contribute more to the company's success. Arla Foods' training program strives to ensure that the company always has a qualified and adequately trained staff on hand, and that qualified people are recognized to potentially replace others at all levels of the organization. As a result, training is important for everyone at Arla Foods. The company has decided to tailor its internal training courses to match its worldwide skills and competences catalog. The training courses are categorized under the following headings:

- General skills
- Personal skills
- Functional skills

Chapter 2.3.6

Arla- Organogram:

Ranks	Departments	
Head of Departments	Head of Human Resource	i. Human Resource
		ii. Admin
	Head of Sales	i. East & West Sales Operations
		ii. Central
	Head of Finance	i. Corporate Finance
		ii. Financial Reporting
		iii. Factory Finance
		iv. IT
	Head of Supply Chain	i. Inbound Logistics
		ii. Outbound Logistics
		iii. Factory Inventory
	Head of Corporate Affairs & PR	i. Alternative Channel Management

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		ii. Corporate Affairs
	Head of Marketing	i. Brand Management
		ii. Activation
		iii. Trade Marketing

Senior Manager		
Manager		
Assistant Manager		
Senior Executive		
Executive		
Junior Executive		
Blue Collar		

Chapter 2.4.1: Marketing Practices

Milk powder goods for retail sale from Arla Foods Ingredients are significantly more than Milk powder. The buyer development team is dedicated to meeting the nutritional needs of all age groups while also ensuring that provincial taste preferences are met. To accomplish this goal, regular surveys are conducted to determine exactly what customers on specific markets require from milk powder, how they use it, and how much they consume. The information gathered helps to establish the reasons for the current client base and future developments. Arla Foods Bangladesh Ltd. has segmented its regional market into nine regions, which are as follows:

Dhaka-Central, Dhaka- North, Dhaka-South, Chittagong, Comilla, Sylhet, Khulna, Barisal and Bogra. ARLA also used promotional strategies to change the image of their products in order to meet the needs of specific target segments. Organizations typically use one of the following tactics when deciding on a

target segment:

- ✓ Single segment concentration
- ✓ Selective specialization
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- ✓ Product specialization
- ✓ Market specialization
- ✓ Full market coverage

Based on a review of current marketing practices Arla Foods appears to be pursuing a "Product Specialization Strategy" at the moment. Aral Foods focuses on producing a single product that it distributes to a variety of markets, allowing the company to establish a strong reputation in a certain product category.

Financial ratios are calculated in accordance with the Danish Finance Society's guidelines.

Return on equity (%):

Profit/loss for the year X 100 / Avg. equity

Solvency ratio (%):

Total equity X 100 / Total equity and liabilities

Accounting Part:

Income Statement

Note 2020 kDKK 2019
kDKK

Financial income 1 201.162 157.663 Financial costs 2 -191.993 - 188.113
Other external costs -5.034 -2.373

Gross profit 4.135 - 32.823

Income from investments in subsidiaries -273 -256

Profit/loss before tax 3.862 - 33.079

Tax 3 -26.740

Profit/loss for the year

Proposed distribution of results 4 Retained earnings	-2.553	-26.740	-2.553
		-26.740	

Distribution of profit/loss

-6.415	6.339	-2.553
---	--	---

Balance Sheet as of 31 December

		<u>7.292</u>	
	<u>7.292</u>		<u>932.780</u>
		Note 2020 kDKK	2019 kDKK

Assets

Investments in subsidiaries 5, 6 7.292 7.565 Long-term receivables from group companies 0
925.215 Investments 932.780

Non-current assets

	<u>11.015.777</u>		
	<u>1.793.356</u>		<u>1.878.536</u>
	<u>1.793.356</u>		<u>1.878.536</u>
	<u>33.719</u>		<u>541.425</u>

12.842.852 12.701.126

12.850.144 13.633.906

Trade receivables 3.839.833 Receivables from group companies 10.662.620 10.078.013 Current tax 6.646 17.867 Other receivables 342.672 184.452 Receivables 10.281.165

Securities and other investments 7

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Current investments

Cash and cash equivalents

Current assets

Assets

Balance Sheet as of 31 December

Short-term liabilities 10.237.740 9.384.221

Note kDKK kDKK

Liabilities and equity

Contributed capital 1.000 1.000 Retained earnings 546.496 553.232 Hedging reserve -163.781 -144.531 Equity 383.715 409.701

Loans from credit institutions etc. 8 5.850.984 703 Loans related to issuance of bonds 8 2.222.839 2.855.281 Long-term liabilities 8 2.228.689 3.839.984

Loans from credit institutions etc. 8 2.928.370 2.289.476 Loans related to issuance of bonds 8 740.946 1.435.749 Trade payables 169 9.217 Payables to group companies 202.090 5.165.943 Other payables 366.165 483.836 Liabilities

Liabilities and equity 12.850.144 13.633.906

Contingent assets 9 Contingent liabilities 10

Statement of changes in Equity

12.466.429 13.224.205

Equity 1 January 2020 Net adjustments of hedging

Contributed Retained Hedging capital Earnings reserve Total 1.000 549.049 -140.348 409.701

Instruments 0 0 -19.755 -19.755 Tax on hedging instruments 0 0 4.346 4.346

Profit (loss) 0 -2.553 0 -2.553

Adjustment to tax on hedging

30

instruments previous years 0 0

	<u>1.000</u>		<u>546.496</u>		<u>-163.781</u>	
			383.715			

Equity 31 December 2020

	<u>-8.024</u>		<u>-8.024</u>
--	---------------	--	---------------

The Company's share capital is kDKK 1,000 divided into shares of kDKK 1 or any multiple thereof.

The share capital has remained unchanged for the last 5 years.

Chapter 2.6: Operations Management and Information System

Arla uses their own built application called “Success factor” for updating data and gather information. Logging into Success Factor, one can find every information on each department. Employee details, company details, designation, hierarchy, email addresses all can be found here.

Apart from this, Arla uses office 360 which can be logged in only by using Arla’s provided g-suite account. For internal meeting or discussion, Arla uses MS TEAMS. For email communication, Arla uses MS OUTLOOK application. Nevertheless, for project communication with third parties, Arla uses WhatsApp and Email communication. Mostly, WhatsApp is used for sharing project pictures by third parties. And those pictures are forwarded to the managerial groups of Arla VIA Viber application.

Chapter 2.7: Industry and competitive analysis

Arla has been selected as best brand milk for last consecutive 6 years by Bangladesh Brand Forum. It has a strong market position in Bangladesh. Even, Tamim Iqbal, Bangladesh National Cricket Team player is the Brand Ambassador of DANO brand.

Below given is the Porter’s Five analysis of Arla

- i) Threat of new entrants:** The threat of new entrants is low because Dano, Arla has already a great brand value for which the consumers of DANO (ARLA) will not shift to new entrant’s brand.
- ii) Threat of substitute products:** Threat of substitute product is little high here. Arla

only produces powder milk and UHT milk containers. But rival company offers chocolate/mango flavored milk. As kids like flavored milk, here the threat of substitute product is little high.

iii) Bargaining power of buyers: Bargain power of buyer is low because our distributors distribute products to all over the country and MRP is fixed by BSTI, as well as quality.

iv) Bargaining power of supplier: Bargaining power of supplier is also low. Arla's products directly come from Denmark to Konabari, Gazipur's factory. So, the suppliers are company's own supplier, thus the bargain power here is low.

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v) Industry Rivalry: Industry rivalry is a little high. There are many existing companies. But few of them can be denoted as tough rival. Like diploma, nido. However, DANO offers variety of SKU's, which eliminates the rivalry to the minimum.

Chapter 2.8: Summary and Conclusion

Arla, the maker of Dano, is the world's fourth largest dairy company and the seventh largest dairy company by turnover, serving people with the goal of assuring health, nutrition, and wellness (HNW) with customer happiness and glory.

Arla Foods Bangladesh Ltd. is a well-known and well-established food company in Bangladesh. With shifting policies of innovation and customer pleasure, the organization continues to grow. Its consumers hold them in high respect because of their devotion to producing high-quality food goods at reasonable pricing. It is certain to become a global leader in setting standards for international business and food production as one of the world's largest producers of dairy products.

The study focuses primarily on direct marketing via BTL activation, increasing brand awareness of DANO DAILY PUSHTI, and increasing sales growth. After the activation campaign was completed, it resulted in a good attitude from the target customers in various aspects such as quality, price, and taste, as well as increased consumer awareness and brand image.

Chapter 2.9: Recommendations

During my internship at Arla Foods Bangladesh Limited, I was able to examine the inner workings of some of the company's departments and learn a lot about how a huge corporation operates. The following suggestions, based on my little knowledge and experience, may be worth considering-

- Sometimes due to the demand, work frequently extends past the typical office hours of 9 a.m. to 6 p.m. Employees in this situation would benefit greatly from overtime pay.
- To boost sales volume, Dano powdered milk prices should be revised for more competitive

pricing with other firms.

- Distributors and local merchants should be paid commissions to encourage sales effort and healthy competition.
- For consumer convenience, Arla products should be sold at smaller local sellers, which would enhance overall sales.
- For enhanced brand awareness, product promotion should be increased by renting display shelves at larger retailers.

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Chapter 3

Chapter 3.1: Introduction

I, Saif Akhter, Final year student from Brac University, could able to secure my internship at Arla Foods Bangladesh Ltd. Arla is a multinational corporation, and the maker of DANO, is the world's fourth largest dairy company and the seventh largest dairy company by turnover, serving people with the goal of assuring health, nutrition, and wellness (HNW) with customer happiness and glory. I started my journey at Arla on 22nd August, 2021 and one of my main job responsibility is with the activation project of DANO DAILY PUSHTI.

DANO DAILY PUSHTI activation project, is the biggest project in terms of reaching the consumers directly. Company targeted to reach a million consumer for the activation of this SKU. DANO DAILY PUSHTI comes in 8 different packs

16g	10 BDT
50g	35 BDT
100g	60 BDT
200g	110 BDT
325g	190 BDT
500g	449 BDT
1kg	475 BDT
2kg	920 BDT

Updated price list for 2021

This product has been targeted for the people from low to middle income. Because the prices of DDP is comparatively low than other offered products. This product is been made totally hand

free and milk animal fat has been extracted from it and vegetable fat has been added to keep the taste solid. This is the reason of low pricing for DANO DAILY PUSHTI.

Products directly come from Denmark and here in Konabari, Gazipur factory, packaging is being done SKU wise.

Chapter 3.1.1: Background

Bangladesh is a developing country but most of the people's income is poor. Mainly the garments worker- they work very hard but the compensation they get is not sufficient. Moreover, they need to take care of consumption of calcium, protein and other Vitamins. Thus, Arla came up with DANO DAILY PUSHTI which is comparatively low in price than others.

For branding this product, company started activation project. This activation is divided into two segments

- i) Garments Activation
- ii) Caravan Activation

I solely visited these activations, monitored the activities of agencies. Moreover, I learned a lot from here.



To run this campaign, company hired 4 Agencies.

For garments activation, company hire 2 agencies

- i) R2S Provider
- ii) Searchlite Communication Ltd.

For caravan Activation, company hired 2 more agencies

- i) Brandylane
- ii) Aktivision Advertising Ltd.

Garments Activation:

The company reached more than 150 garments factory in Dhaka, Narayanganj, Gazipur, Savar, Ashulia, Bhaluka. This activation has a modality. The modality is given below-

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Advance Team:

- Before the activation day, Advance team visit the garment. They announce briefing for the activation day activities.
- This team also provide data card to the employees and make them understand how to fill it up.
 - They place banners and posters in the garments compound for pre-hype

Activation Team:

- Activation team replaces pre-hype banners and posters, with activation poster and banners.
- During lunch hour, 2 booths are being set up for free trial of this DANO DAILY PUSHTI.
- After that, floor quiz happens. 10 winners get 50 taka of mobile recharge. - While free trial, employees submit the data card. Among these data card, a raffle draw happens. And winners get exciting prizes starting from mobile to cookers. - A mascot man is there to attract the employees. Later, the mascot visits local stores to provide calendars and trade letters.

Below given some pictures from garments activation-



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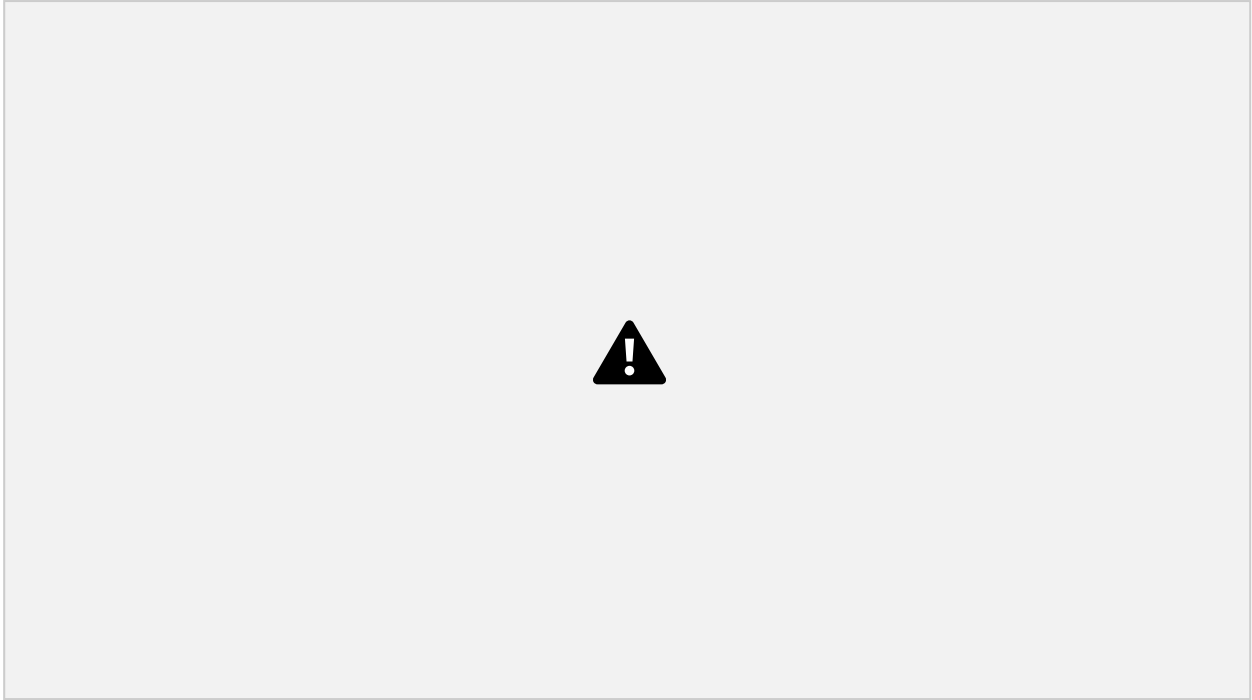




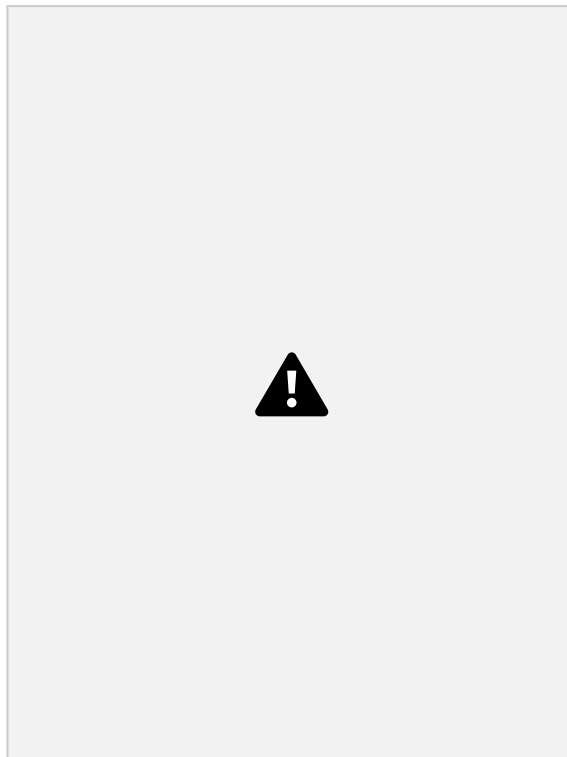


37

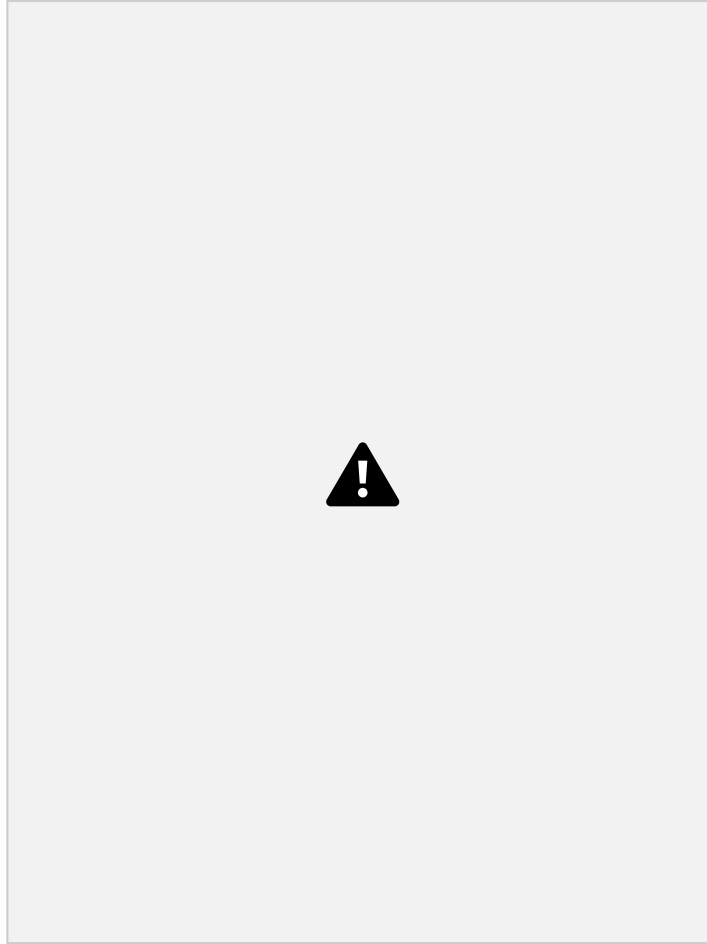




38



DANO COW (MASCOT)



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Caravan Activity:

Caravan activity started in different parts of the country. Dhaka, Sylhet, Comilla, Laxmipur, Narayanganj, Munshiganj, Chittagong and Khulna. Each area has different teams and they cover 7 clusters in a single day. Visiting new clusters every day, teams cover the whole city with span of few weeks.

Here, firstly advance team select places for caravan activity and then provide us the route plan.



(Sample route plan)

After that, each caravan visits 7 clusters, sells 50 cups of milk costing BDT 5 for branding, takes a quiz where 5 winners are rewarded with DANO pack.

Day end report sample-



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Chapter 3.1.2: Objectives

The objective is to make people aware about the consumption of daily milk to get proper calcium, protein, and other vitamins. People neglects the milk. But a glass of milk can be a resource of power for day that is unaware by most of them. So, the main objective of these activations is to make people aware on consuming milk. Moreover, DANO DAILY PUSHTI is offering a low-cost price but with the same nutrition. There is a stereotype in the market that milk powder is costly. So, DANO DAILY PUSHTI is trying to reach it's targeted consumer and sdelivering its message to them.

Chapter 3.1.3: significance

Our activation won Commuard award in silver category for Brand promotion. Again, activation reached international recognition. Relevant pictures are attached below-





Chapter 3.2: Methodology

I had to follow two sources of information and data collecting in order to accomplish this project. I had to come up with large number of documents and conduct data research in order to complete my report. Because the study is qualitative rather than quantitative, it necessitates face-to-face engagement with the organization's supervisor and employees.

Primary Data:

- ✓ One to one communication with Arla employees
 - ✓ Personal observations while working
- ✓ Collect data from various reports, policy handbook
- ✓ Observation from my Internship supervisor *Kazi Ibrahim Hossain and Brand Manager, Asif Irtiza Hussain* of Arla Foods Bangladesh Limited
- ✓ Experience from internship period in Arla Foods Bangladesh Limited in Branding, Marketing Department.
- ✓ Personal Observation in the defined clusters (Wet-market)

Secondary Data:

- ✓ Arla Foods Bangladesh Official website
- ✓ Internal Website of Arla Foods Bangladesh (Arla.net, HR Policy, Success factor, Policy Portal)
 - ✓ Field consumers
 - ✓ Market sellers and distributors
 - ✓ Brand Promoters report
- ✓ Documentary of dairy industry papers, journals from internet and web visit
 - ✓ Official documents

Chapter 3.3: Findings and analysis**Customer feedback**

1. The customer found DDP flexible enough to prepare the milk drink as it doesn't require extra milk powder, sugar or other ingredients. Thus, it saves both time & effort.
2. The quality of DDP is good enough. Consumers find the real taste of milk from DDP.
3. The price is a bit high to most of the customers. In some regions, consumers are

too price conscious and they don't prefer DDP for that.

4. Taste is good but can be better with more modification & value addition.

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Less ad frequency of Dano Power in different media.

Brand Promoters feedback

1. More sampling may offer to attract customers to this newly launched product. 2.

More Stock Keeping Units may offer to meet consumer's demands accordingly. 3.

Needs more availability of small pack in the market.

4. Tough to attract customers as the competitors are offering free toys & gifts with their products just beside DDP in the product shelf.

Chapter 3.4: Conclusion

Arla, the maker of Dano, is the world's fourth largest dairy company and the seventh largest dairy company by turnover, serving people with the goal of assuring health, nutrition, and wellness (HNW) with customer happiness and glory.

Arla Foods Bangladesh Ltd. is a well-known and well-established food company in Bangladesh. With shifting policies of innovation and customer pleasure, the organization continues to grow. Its consumers hold them in high respect because of their devotion to producing high-quality food goods at reasonable pricing. It is certain to become a global leader in setting standards for international business and food production as one of the world's largest producers of dairy products.

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Chapter: 3.5 Recommendations

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- Distributors and local merchants should be paid commissions to encourage sales effort and healthy competition.

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- For consumer convenience, Arla products should be sold at smaller local sellers, which would enhance overall sales.
- For enhanced brand awareness, product promotion should be increased by renting display shelves at larger retailers.

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