Report on

Understanding the Out of Home Hot Beverage and Snacking Industry of Bangladesh

By
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An internship report submitted to the BRAC Business School (BBS) Department in partial fulfillment of the requirements for the degree of

BRAC Business School (BBS)
BRAC University
October, 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature: LINIA SANJEEN

Student Full Name: LINIA SANJEEN

Supervisor's Full Name & Signature: Tanzin Khan

Supervisor's Designation: Senior Lecturer

Letter of Transmittal

Tanzin Khan

Designation,

Department - BRAC Business School (BBS)

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report titled "Understanding the Out of Home Beverage and Snacking Industry of Bangladesh"

Dear Ma'am

I, Linia Sanjeen (ID: 19304104) from BRAC Business School (BBS) Department, am hereby submitting my internship report titled "Understanding the Out of Home Beverage and Snacking Industry of Bangladesh" as part of my BBA program internship course. I completed my internship at Unilever Bangladesh as a Marketing Intern in the Expert Marketing team and I enjoyed being a part of the project to install vending machines in specific locations in order to incorporate healthy eating among the consumers.

I hope this report will receive your approval. This report has been prepared under the direct supervision of Miss Tanzin Khan, Senior Lecturer. No part of this report will be shared or republished without your authorization.

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

I trust that the report will meet the desires.

Sincerely yours

Linia Sanjeen

Student ID: 19304104

BRAC Business School
Date: October 16, 2022

Letter of Acknowledgement

By the Grace of the Almighty, this report was a great opportunity for me because it is based on my first professional experience working as an intern at Unilever Bangladesh Limited towards a new project which will shape my career in the upcoming days.

I am grateful to my Line manager, Syed Monirul Rahat, Expert Marketing Lead, for thinking of me to be fit for the projects I have worked on, and to my Reporting manager/Supervisor, Anindita Atoshi, Management Trainee – GTM, for constantly guiding me and helping me acquire the right skills for enhancing my work and career. During my tenure I came across some wonderful colleagues and peers who always wished me well and gave the best advices, and I would like to thank them for that.

I would also like to thank my Internship supervisor Ms Tanzin Khan, Senior Faculty & Coordinator, BBA Program for guiding me throughout the internship period and being very understanding and patient.

Finally, I would like to extend my gratitude to thank everyone who took their time to respond to my queries and also took their time to fill out the survey forms. Needless to say, I would not be able to do this without the support of my family and some friends who have been always there for me.

Executive Summary

We are all living in a very fast and dynamic world where we all are busy, having barely any time to ourselves. As we are busy, we seldom get time to take care of ourselves and keep our health in check. In the context of Bangladesh, we can see that the number of restaurants and small cloud restaurants/stalls are increasing rapidly, selling different types of food which look very appetizing to the eyes. In our day-to-day busy lives, we often find ourselves ordering food from outside or grabbing any kind of "finger food" in between our busy schedules; i.e University classes or office work.

There are a total of 51 Universities in Dhaka alone and one can only assume the number of food stalls, vans, cafeteria food and restaurants available in the surrounding areas of the Universities which enable people access to convenient food. Not just in the case of Universities, our busy lives have led us to moving away from healthier practices and healthier food to provide fuel to our body.

Due to a shift in taste, coffee has replaced tea as the most common beverage, and this is all due to the incredible economic expansion of the nation. More and more customers are increasingly gravitating toward drinking coffee due to its unique flavor and health advantages. Some customers are even switching from tea to coffee. Without a cup of coffee to sip while working, life would feel impossible for many individuals, including professionals and students. The majority of people who drink coffee believe that doing so during work breaks will provide them more energy and enable them to work for an extended period of time. As a result, Bangladesh has seen a sharp increase in coffee consumption, and the industry has experienced strong development over the past few years. The market is expanding by 10% yearly, and the annual demand for coffee is 1,300 tons, according to industry sources. The present size of the coffee market is Tk 600 crore, according to statistics from the Department of Agricultural Extension (DAE).

The information above gives us insight about the demand for beverage in Bangladesh. The busy lives that we lead seems to get better with a cup of coffee. As a result, Unilever Bangladesh Limited came up with a project to introduce a dispenser machine which would offer some of the best selling health drinks of the company, drinks we are familiar with from as early as our childhood and to this day, the drinks have credible performance at the market. The gap that

Unilever is trying to cover with the launch of this project is the sheer absence of more healthier choices in the beverage and snacking sector.

In order to take the project to further execution stages, we conducted surveys for our target audience which are Universities and offices. The survey results helped to analyze the demand for the products we are offering and the responsiveness of the said target audience. We also made visits to different retail shops and general trade shops to understand the demand for the products before initial launch. The surveys were important to understand and develop volume forecasts for the first year.

The aim of Unilever is to meet the nutritional gap of the target audience by providing them both healthy and tasty beverages and snack in between their busy schedules. Our target locations for placement are University cafeterias and Office pantry/cafeteria.

There is an evident gap in the beverage and snacking market which fails to meet the nutritional aspects and this project would be a good starting point to fill the gap in the market.

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CHAPTER I

OVERVIEW OF INTERNSHIP

Internship Information

The BUS400 course - Internship, is a mandatory requirement for all BBA students of BRAC University. I registered for BUS400 upon completion of all my academic courses and credit hours.

I secured an internship at Unilever Bangladesh Limited as a Marketing Intern in the Expert Marketing team. My internship period was 3 months; **10th October, 2022 – 10th January, 2023.** I worked mostly from the Corporate Office- ***Shanta Forum: 187, 188/B Bir Uttam Mir Shawkat Sarak, Tejgaon, Dhaka.***

Supervisor Information:

Line Manager: Syed Monirul Rahat

Supervisor: Anindita Atoshi

My Line Manager was *Syed Monirul Rahat- External Advocacy; Expert Marketing Team* and my supervisor was *Anindita Atoshi- Management Trainee; Go-to-Marketing (GTM)*, both of whom are part of the Expert Marketing team. I was part of the Project - HOT CUP, which is the personal project of Aditya Kankaria, who is the head of the Nutrition team.

Project Brief: The main objective of the project I was a part of, was to launch a dispenser machine which aimed at filling the gap in the market by providing consumers the opportunity to consume and choose a healthier option for beverages out-of-home, as well as meeting their need for coffee. The plan was to offer some product offerings such as Horlicks, Maltova, Knorr Cup-a-soup and Bru coffee.

Job Responsibility: The objective of our project, titled "HOT CUP" consumer immersion, aims to build a backend database of all information required to make decisions for this project. The specific tasks I had to perform are mentioned below:

- Understanding the target group for consumer immersion
- Building a database of the target locations to be surveyed
- Developing a questionnaire for consumer immersion
- Visiting different market clusters to do location profiling and consumer immersions

- Arranging all the data accumulated in a structured manner
- Analyzing the data and presenting the findings to the team
- Working with the Out-of-home team and conducting an effective survey at various corporate offices and/or diagnostic centers.

Throughout the project I worked closely with the Core team in order to launch the Project within deadline. The project was estimated to be launched by January, but it faced some delay due to customs duty issues which pushed back the deadline. Additionally, I was part of team discussions and was responsible for presenting the findings and analysis. Throughout the development phase, we worked closely as a team to meet the objectives and achieve the target performance.

Apart from the project HOT CUP, I was also assigned a different project which entirely required field work and dedication on the field. It was a project of the Nutrition team. My responsibility was to coordinate with the Area Scientific Experts (ASEs) and their respective Territory Managers (TM) of different locations scattered around the city.

Mushfiqa Bithi
(Badda-Gulshan)

Tausif Matin
(Rampura)

Sabrina Chowdhury
(Khilgaon)

Arnika Yeasmin
(Mouchak Mor)

Samia Islam Preya
(Polton)

Ibrahim Tarek
(Mirpur)

Akib Rahat Bishal
(Mirpur)

Marzana Bhuiyan Rima
(Dhanmondi-Lalmatia)

Shahriar Haque
(Khilgaon)

Israt Jahan Leya
(Mohammadpur)

Part of these visits was to accompany each ASE in their day to day activity of visits and go to different chemist shops of each area. I made a total number of 9 doctor visits in Badda-Gulshan,

9 doctor visits in Khilgaon-Malibagh, 11 visits in Rampura Wapda Road, 15 visits in Mirpur, and 9 visits in Mohammadpur besides all the chemist shops I visited.

The purpose of this project/market visit was to observe and understand the dynamics of the market for our products. It was also to identify gaps in any areas and functions and give proper recommendations for any improvements.

The products that I worked with were Horlicks (Mothers Plus, Womens Plus & Junior Horlicks) and Pepsodent Sensitive Expert.

General Overview of the Market Visit

The ASEs usually start their day with the kick-off meeting at the Distribution house of each respective location where they discuss their daily agendas and provide updates on the current work. They visit different chemist shops assigned to them during the day; they usually cover around 13-14 chemist shops during the day (depending on the ASEs and their locations). The

purpose of these visits is to stay in touch with the chemists and keep track of the number of products being sold in a week/month, understand the demand for the product, assess competitor practices, keep track of whether the sales officers are regular in taking orders and delivering them on time to the chemist shops/pharmacies. It is also important to ensure if the products are free of any damage. Sometimes the ASEs also carry out brief detailing of any product updates to the chemists. They communicate with the retailers to understand the demand for each product, their sale, the number of prescriptions coming from nearby clinics and the sale of competitor products. This is referred to as RCPA.

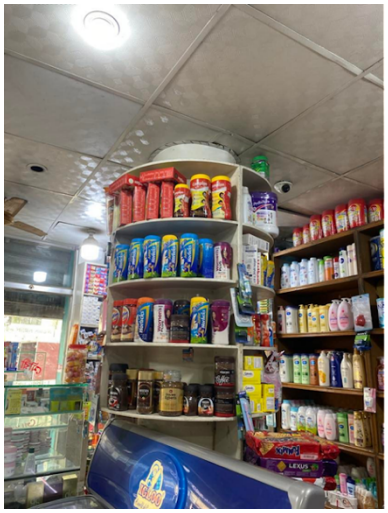
The ASEs use the Phyzii app to check-in at all the chemist shops as well as chemists. The RCPA is also conducted with the help of this app. During doctor visits, the ASEs usually present PPT slides to the doctors and give details of the respective products according to the category of the doctor being visited. Samples of Sensitive Expert are provided to dentists based on Class classification; A Class→ 30, B Class→ 20, C Class→ 10. Some samples of the Mothers Plus are also given to Gynaecologists based on the same class classification as mentioned above. The ASEs also arrange different events for different categories of doctors; for e.g an event with the dental society. This is done to build stronger relationships with the doctors and make sure that proper detailing of each product category is done along with feedback and Q&A sessions from the doctors so that more prescriptions are given out.

Concerns

Based on the market visits that I was a part of, there have been few observations which were slightly concerning in my opinion. After visiting different chemist shops and GT shops, it was brought to our attention that the sales officers are not very regular in terms of taking and delivering orders. Some have been irregular or have not taken orders for two months. This indicates that there is a gap in the communication between the ASEs and the shopkeepers because as per my observation, 2 month delays in orders are being reported only when the market visits are being carried out which delays any actions from being taken further. This should be handled and the communication gap must be filled so that there is efficient record keeping from both ends for efficiency.

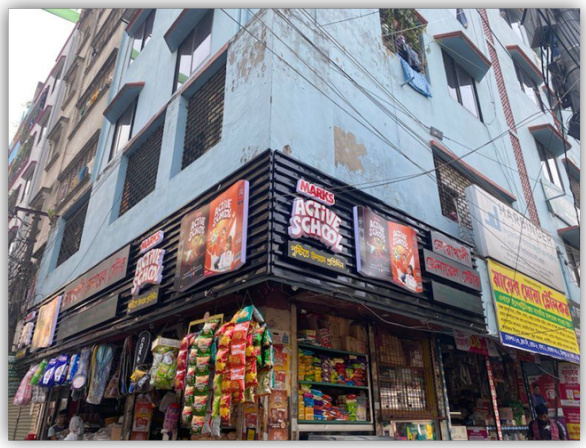
Displays are currently being held off except for pharmacies which have good sales. It also seems that the retailers have limited ideas about the B2B app. Proper information about it could help both them and the company since they could directly order the products they need from the app and it will be delivered on time and the retailers will also have updates on delivery or delays in delivery.

Market Visit Observations



As shown above, the products are displayed in an arranged manner. However, some products are kept with the competitor's products or different products like Boost, Bourn Vita, or other products of Nestle. It can also be seen that the competitors such as Nestle and AKG have good display options for their SKUs. Good displays give the products good visibility and the retailers also encourage those brands since they receive payments.

Competitor Analysis



Competitors like AKG use displays and promotional methods in front of general stores and therefore have good relationships built with the shopkeepers. This generates demand since visual effects are an important factor contributing to the creation of awareness of products and therefore demand generation.

Recommendations – Medicine Marketing

Based on the observations and concerns mentioned, in order to improve the efficiency of the work being done and the operation in general, the ASEs should maintain a proper communication with the retailers/chemists to stay updated of any gaps or discrepancies in the operations. Furthermore, since the entire point of these visits is to observe how many

prescriptions are coming in from the hospitals or clinics located in close proximity to the chemist shops, an even more accurate illustration would be if more GT shops and chemist shops in closer proximity to the Nagar shastho were visited and enquired about the demand for the specific products and the sales of such, also an accurate picture could be drawn since different segments prefer different outlets; it is also a fact that even if the first purchase might be from nearby chemists, but the next ones could be from nearby general stores or GT shops; aka Mudir dokan since they are more accessible and convenient to many.

Similarly, the ASEs should take immediate actions when informed about any gaps or delays in order deliveries; for e.g some ASEs took immediate steps whenever informed of any delays which are effective way to deal with such problems, in my opinion. In addition, displays could be used in shops which have good sales performance.

The storekeepers could be encouraged to use more of the B2B app so that they can place orders themselves instead of waiting for the sales officers; this would be easier now since UBL and UCL have merged their operations. This will prove to be effective as well and in some ways will also be cost effective.

Among other recommendations, it would also be wise if detailing is done for GT shops and RCPA too, since a large portion of sales is also generated from these regardless of prescriptions. BIB packages can be distributed instead of jars at locations where the sales are comparatively lower. Lastly, staying updated of competitors' actions and practices will also be helpful in altering or replicating such practices.

Observations from Doctor Chamber visits

Each ASE have doctors and institutions enlisted/assigned to them similar to the chemist shops, based on the areas they cover. The ASEs have built relationships with the doctors and their assistants to gain access to the institutions since some institutions have strict policies of not allowing company executives or sales agents. As mentioned earlier, samples are carried for dentists and gynaecologists based on class classifications. The waiting line is usually very long since there are many patients and patients have an upper hand; at the same time, there are many other pharma companies waiting in line to conduct a brief product detailing to doctors.

The time given to ASEs to conduct the detailing is usually less than 2 minutes and it is also varying on busier days, sometimes even after waiting for 45 minutes, the ASEs are asked to leave since patients are more important or simply because the doctor is not interested. When they do get the opportunity to carry the detailing, they present PPT slides to the doctors and also discuss any product changes or improvements, to generate demand and gain more customers through doctor prescriptions.

Challenges of Doctor Visits

There are many challenges of such doctor visits since approximately 90% of the times the doctors do not participate in any communication or provide any feedback for improvements. The doctors are usually reluctant to show any interest in such detailings and only listen to the ASEs without any proper reaction or feedback, which is challenging for the ASEs since they are unable to tell if the doctors are going to prescribe or recommend the product to the patients after all.

A common observation was that dentists as well as chemists tend to confuse between Sensitive Expert and Sensodyne and that is a huge concern since the competitors are gaining more exposure and brand recall; therefore it is important to ensure brand recall and recognition among the dental society and the chemists too.

Most competitors like AKG, Nestle, Sensodyne, etc tend to provide gifts to doctors and have encouraged this culture of gift giving to the doctors in return for exclusivity.

Recommendations - Overall

Having worked closely with Unilever Bangladesh Limited and the projects that I have been a part of, there are still some gaps which are present and needs to be identified and met. The second project which I worked closely with, which mainly focused on nutrition/medicine marketing, it has areas for development and part of my responsibility was to provide recommendations to improve the efficacy of the organization.

In case of Project HOT CUP, I could not be a part of the full launch since my tenure came to an end before the final stage of the production process. However, there are areas which needs attention in order to ensure a successful launch of the project.

For instance, our initial plan is to bring 50 dispenser machines and install them at the Corporate Office in order to observe consumer reaction and preference. This is supposed to be a good starting point to understand consumer purchase behavior towards the product offerings of the dispenser which would drive us to understand better and market our product and put prices on them. However, the biggest flaw in my opinion, of this strategy is the approach to marketing the dispenser at the Corporate office for a test run. There are many other beverage options available at the office pantry and special staff are available to make tea/coffee as per each individual employees' preference. There are no snack options available at the pantry for free, only tea/coffee and biscuits are sponsored by the Human Resources department. Therefore, in this case, in order to understand consumer behavior to figure out the price to be charged, it might not be feasible since normal instinct might be to go for beverage that is free or ordering from well known coffee places i.e North End, Gloria Jeans, Crimson Cup etc.

Therefore, a good starting point would be to conduct a test run or Pre-launch marketing. Pre-launch marketing is usually a range of marketing efforts focused on generating excitement for a new product or service before the final launch. The goal is usually to build up anticipation and interest so that target customers will be eager to buy. Since one of our target locations is University cafeterias, we could carry a soft launch with the help of a prototype of how the dispenser would look like and arranging a booth at the cafeterias. The best strategy would be to apply the estimated price as per calculations for a trial run and upon student engagement and their willingness to pay that amount, we could carry out an even accurate estimate of the cost and pricing.

Keeping the challenges of medicine marketing and market visits in mind, it would be advisable if the frequency of samples being given were increased. During busy days, instead of just introducing themselves and leaving, the ASEs can hand out samples and a business card to the doctors; this would influence brand recall and would also encourage the doctors to hand the samples out to patients. At the same time, more steps could be taken to increase product visibility

at the hospitals/clinics' waiting rooms, so that the products are more visually accessible to the patients in the waiting rooms. This could be a good way of creating brand awareness and influencing brand recall. Similarly, more samples of products like Women's Plus and Junior Horlicks could be given to the respective doctors. More display boards could be used in waiting rooms as well as inside the chamber, or notepads and pens could be given as gifts at the events arranged in order to generate recognition.

Conclusion

The aforementioned recommendations along with some other steps taken could help to fill in the gaps in the market and create a better understanding for all parties involved. This might also improve the efficacy.

I worked alternatively with both the projects; working from office one week and working on the field the other and vice versa. I had to present necessary data and inputs as well as provide recommendations for improvement at the end of my tenure.

Internship Outcomes

1. Intern's Contribution to the company: As mentioned under my Job responsibilities and duties, I was a part of an upcoming project which holds an integral part for Unilever Bangladesh Limited. At the same time, my Line Manager appointed me to be part of his own project due to my willingness to work and proactiveness. For my main Project – Hot Cup, the findings that were conducted by me with the guidance of my supervisor, Anindita Atoshi, helped the team to discuss and create realistic pictures about the beverage market in Dhaka. Being a fresh graduate of BRAC University, I got to utilize my connections with other universities with the help of the Campus Ambassadors – SPARKS and conduct more thorough surveys. Throughout my tenure, I worked with

several other people from different teams and functions in regards of our projects and I could help my team with meaningful insights. The purpose of attaching me with the Medicine marketing team was to send me as an officer to observe the work and note any discrepancies. The main purpose of sending me to the market visits was to get recommendations from my observations on ways to improve the efficacy of the team which would help the company. At the end of my tenure I submitted and presented my findings and recommendations for improving the efficacy of the team which were highly appreciated by my Line Manager.

2. Benefits of the Internship: The internship opportunity at Unilever Bangladesh Limited was a great chance for me to begin my first professional experience. My internship journey as a marketing intern, despite completing my major in HR changed my way of looking at how the "Market" really works. The project required a lot of data collection and analysis from the customers' standpoint as well as from the current marketing scenario of our country at the same time staying informed about competitors' actions and strategies, etc. All these have been great learning scopes for me and my career since I got to experience the real scenario behind all the work that goes behind any project or product whatsoever. I was also assigned to work with third-party employees, a team of 70 members; located in different areas around the city which also enabled me to enhance my communication, team building and leadership skills, observation skills, communication with different retailers and so forth, which have been very beneficial for me to do better in the future too. Similarly, the work culture and the environment was very friendly which was also a huge motivating factor for me and I also learned so many things from different colleagues and my supervisors and peers.

   Overall, I have learned several things throughout my tenure which have benefited me greatly and will help me achieve better things and apply them in the future.

3. Problems/Difficulties faced during the internship: No serious problems were faced during the internship. However, I did face difficulties while commuting to the sites for market visits as they were very far away and since it involved doctor visits and several chemist shops, the timings would be very inconvenient especially at night; given that the

company did not provide any sort of transportation facilities for such tedious work, nor did they provide the conveyance.

Recommendations to the company on future internships:

- The HR department should become more responsible and patient while dealing with the upcoming/new interns.
- All interns should have a supervisor besides a Line Manager, to help them understand the work culture and to break the ice, as well as conduct an induction training familiarizing them with the different types of works and teams; since the Line Managers are mostly busy with several other work and usually cannot give much time to their interns.
- In case of sending the interns to market visits, transportation and allowance should be provided
- The offer letter, letter of undertaking and closing letter should be provided on time by the Employer Branding team of Unilever, who are quite inefficient and delay the procedure which costs interns a lot of time and can be challenging.

CHAPTER 2

OVERVIEW OF THE ORGANIZATION

Company Overview

On any given day, 2.5 billion people around the world use Unilever products to look good, feel good and get more out of life. This puts Unilever in a unique position to be able to make a significant contribution to the lives of a large number of people around the globe, and their lifestyle.

The company has been a pioneer of integrating sustainability as a core value, and today, Unilever Sustainable Living Plan (USLP) and Unilever Compass are central to the business model of the company.

Unilever began its journey in 1885 with William Hesketh Lever, the founder of Lever Brothers, developing the sunlight soap to promote health and hygiene in Victorian England. In 1917, the company began to diversify into foods - acquiring fish, ice-cream, and canned food businesses. In 1930, when international mergers were rather unusual and considered risky, Lever Brothers merged with the Dutch margarine producer Margarine Unie to form Unilever. Even then, the original sense of purpose and mission has always remained at the core of Unilever's culture of "making sustainable living commonplace." Today, Unilever is a multi-billion Euro company with 400 brands in 190 countries; and is the number one Fast Moving Consumer Good (FMCG) employer in 44 countries. Unilever has a rich heritage of manufacturing and selling its products in the Indian sub-continent, including Bangladesh.

It is one of the world's largest consumer goods companies, manufacturing and selling over 400 brands in over 190 countries. Unilever brands help people to look and feel good by meeting daily nutrition, hygiene, and personal care needs. Unilever is a conglomerate Fast Moving Consumer Goods company which produces consumer goods including food varieties, refreshments, cleaning specialists furthermore close to home consideration items. With its 70 year International experience, Unilever Bangladesh Limited has overwhelmingly served the Bangladeshi market with mostly Home and Personal Care (HPC) FMCG items for the last 47 years; with a limited

presence in the food business with Lipton tea. It has some of the dominant brands in the Home and Personal Care segment as well as developing brands like Domex, popular brands like Lifebuoy, Vim, LUX, etc. the organization now needs to assess its prospects in the food varieties class, which is Unilever's largest business globally, accounting for nearly 54% of their total brand portfolio.

Building a Legacy with Purpose - the evolution of brands that defined Unilever Bangladesh

Like every year, when the best brands of Bangladesh were announced in 2020, 4 out of the top 15 brands belonged to Unilever Bangladesh. This was not just in 2020; Unilever's brands have had a constant presence in every list of top brands created in the living memory of consumers. Unilever is currently the market leader in 8 out of the 10 categories in which it operates in Bangladesh. This remarkable achievement is largely credited to the years of hard work and dedication in brand building. Unilever has been a pioneer of market development and in fact, in many aspects of marketing itself. It is regarded as the first company in the country to utilize television effectively to promote its brands through advertising, product placement, content creation and many more. Research suggests that more than 95% of households in the country purchase or consume a Unilever product every day. The company has set outstanding examples in marketing, and thus, has ensured a lasting brand preference among the consumers.

Unilever's goal is to expand their company while reducing their environmental effect and boosting their overall positive social impact. They plan to become global leaders in sustainable business and do so through purpose-led and future-fit business models driving excellent results and maximizing wealth of shareholders. As a result, the company's goal is to mainstream sustainable living.

Unilever Bangladesh Limited

Unilever, despite being present in this region, in 1964, officially started its run as Lever Brothers Pakistan Ltd and inaugurated its factory at Kalurghat, Chattogram. The company later became Lever Brothers Bangladesh Ltd. after independence and changed to Unilever Bangladesh Limited in mid 2000s.

Unilever, being one of the top FMCG companies in the country, operates over 28 of its brands under three major categories:

1. Beauty and Personal Care (BPC)
2. Home Care and
3. Food and Refreshments (F&R)

There are more categories inside these Strategic Business Units that are categorized according to their usefulness and are where the brands are operated. (See Annex B). UBL's organizational structure consists of a number of teams, including those for communications, customer development, data analytics, finance, human resources, information technology, production, research and development, supply chain, legal, etc. To guarantee that the business operates properly and that many project-based teams are active at once, members of these teams are organized into independent teams.

Therefore, while working in cross-functional teams, employees are more empowered and can use their skill sets while also learning from one another. Although there is still hierarchy with different job levels allocated, this is once again broken down into smaller, dynamic teams that are appropriate for the role. To guarantee that they operate according to their principles of integrity, respect, responsibility, and innovation to be future-fit and purpose-led, the staff rigorously follows the Code of Business Principles and Code Policies.

Organizational Goals:

According to Unilever, brands with a purpose flourish, businesses with a purpose survive, and people with a purpose thrive. Together, these three ideas support Unilever's mission to mainstream sustainable living. This serves as Unilever's "Purpose Compass" and directs all UBL and UCL business objectives in Bangladesh.

Business Goals:

Following the purpose it has been seen that, in 2018, brands that acted for people and the planet grew 69% faster than the rest of Unilever's business ("Brands with purpose grow – and here's the proof", 2019). Unilever has made the decision that all of its brands will have a purpose in the future. The largest division under Unilever, BPC, has five international brands with yearly sales of at least €3 billion. F&R consists of five international brands with yearly combined sales of at least €2 billion. Home Care is home to two international brands with yearly sales of at least €6 billion. Unilever is concentrating on lowering production and advertising costs while simultaneously investing more resources in promoting innovation, such as through digital media and new trading. Unilever, as a company, is promoting the adoption of a new advertising paradigm centered on brands with a purpose, amazing product creation, and digital channel communication of those items using cutting-edge data.

UBL is now aiming to achieve the following financial results in the ensuing fiscal years:

a) Perform

• Reviving the core brands, which account for 51% of the company's revenue, and sowing the seeds for future development by expanding the outer core brands, which accounts for 20% of the revenue.

• To save a specific percentage of turnover in order to provide fuel for future expansion,

b) Transform

• Reinventing Unilever Bangladesh by increasing Turnover over a particular number;

• Investing in environmentally friendly plastic and waste management.

Employer Brand

The framework below can be presented in accordance with Universum's most recent model for illustrating the major processes that motivate employer branding strategies:

Market analysis:

To have a clear image of how the company may position itself in the market as a centre of talent acquisition, it is crucial to conduct both primary and secondary surveys. The following elements need to be determined via the research:

- How prospective candidates view the company
- Where the company stands in relation to its main rivals
- Regularly upgrading the research methodology to meet market demands

Employer Value Proposition (EVP)

The Employer Value Proposition encapsulates all of an organization's employer-related values. It is a commitment that focuses on the entire rewards and pay that the employer offers in return for the knowledge and skills that employee delivers to the company. Employer brand is a protective

shield around the employer brand proposition that helps the business stand out from other players in the market and present itself as an ideal place to work.

EVP and Employer Brand

Employee Value Proposition is an inherent factor, whereas Employer Branding focuses on communicating that essence to aspirants. Employer Brand can be defined as an organization's identity as an employer. It basically stands for anything someone can think of when asked how it feels to work for that specific organization.

On the contrary, EVP, or Employee Value Proposition, is a tool that motivates internal employees and expresses the benefits, benefits, and everything an employee receives in exchange for his or her service to the organization. As a result, Employee Value Proposition is frequently regarded as the "Why," while Employer Brand is the "What" or "How" of the company.

The components of the employee value proposition are certain characteristics and elements that influence how current employees and potential hires view their employer in terms of employability. A great Employee Value Proposition is influenced by a few elements, according to the most current study from Gartner. They are:

Benefits: These are the supply of enough financial pleasure to an employee as well as temporary rewards like extra bonuses, pay, etc. in exchange for their services to the company.

Flexibility: Employees would seek flexibility in benefits. When it comes to picking the best job nowadays, people are constantly searching for the freedom to work from any location, using any technology.

Job Security: Job Security entails a steady career, prospects for rapid advancement, and a robust learning environment where staff members may acquire the essential orientation and training. An excellent strategy to promote this type of learning culture inside the firm and ensure a solid career in the sector is through peer-to-peer and mentoring activities.

Workplace: The term "workplace" refers to much more than just the location of an office. Employees always seek for an accessible workplace where their opinions are valued, where they

can get plenty of feedback on how their job is going, and where there is a good work-life balance.

Admiration: In the team on which an employee is working, admiration refers to the essence of respect, comprehension, and a spirit of cooperation. The availability of this component at every level of the organization can only be facilitated once it is ingrained in the corporate culture and values.

Communication strategy: A communication strategy is a set of rules that one may adhere to in order to accomplish certain goals, such as communicating important updates and information with interested parties in a clear, succinct, and cogent manner. Normally, just the survey data and a well honed EVP serve as the basis for the complete communication plan. According to the EVP, firms often concentrate on introducing appealing elements and creating a brand strategy for their communications. In this instance, choosing the appropriate advertising channels is a top priority.

Implementation: This entails putting all the framework's elements into practice and maintaining a robust feedback loop to make sure that the organization is aware of the talent market's reaction to it in real time. The company will be able to set realistic goals and work toward them sustainably with the aid of precise monitoring.

Employer Branding Structure of UBL

The HR team's employer branding team is its heart and soul. It promotes Unilever Bangladesh and its principles to the whole country, but especially to potential UBL applicants. The Employer brand teams manage all of Unilever's social media accounts, including the Life at UBL Facebook page, Instagram account, and global LinkedIn profile. According to Unilever's value proposition, the company develops talent for Unilever for the benefit of the business while also letting these leaders work in other parts of the industry. This explains why many business executives may be found who began their careers with Unilever Bangladesh. Consequently, the strategy is to present a trustworthy and aspirational image to the potential talents.

#JoinTheLeagueofFutureLeaders

To ensure the highest level of engagement and visibility for our employee value offer, they rely on an enormous number of national and international channels, both digital and physical. Unilever Bangladesh Limited focuses on showcasing **4 important areas** as their strengths as part of their most recent communication strategy:

1. **Leadership**: Unilever Bangladesh builds leaders, and it is a place where leadership is practiced across all roles from Day 1.
2. **Innovation and Technological Prowess:** Unilever beyond the traditional FMCG perception students have about it. There is digitization and automation across all pillars.
3. **Career Path**: Unilever provides exposure to various roles and functions over short period of time.
4. **Global Exposure**: Unilever is a truly global company and works closely with global teams and various employees get sent to international stints.

Operating Structure

Being an international corporation, Unilever Bangladesh is required to uphold and adhere to global employer branding standards. These standards cover things like global color, font size, post structure, and measurement. While adhering to this rule, UBL is free to design any post anyway they see fit and to adapt it to the requirements of the company. The primary hashtag of the UBL, **#JointheLeagueofFutureLeaders,** is the finest illustration of personalization because it was created specifically with Bangladeshi candidates in mind and is not used worldwide.

Employer of Choice

Unilever Bangladesh Limited has led the "Employer of Choice" category for the past ten years. In the industry segment, the company was named the top "Employer of Choice" this year across all categories, and Unilever Bangladesh has held this position for the previous 10 years in the FMCG area. This is a tremendous accomplishment for a company like Unilever, which promises to use its well-known trademarks in the future to contribute to a more sustainable world. In

November 2021, Unilever Bangladesh Limited won this category, according to an unbiased survey carried out by the international research firm "Universum." These honors significantly contribute to the development of their employer brand.

The company is constantly searching for innovative ways to make sure that students have a holistic experience throughout with the aim of giving them the finest chances. Nearly 20,000 students were involved in various learning activities and virtual connections this academic year thanks to the organization. The organization will continue to develop cutting-edge opportunities for students to get as close to the real business as possible before entering the corporate world in order to give them more ways to become relevant in the current workforce dynamic. No other organization in the country has had such a robust "Employer Brand" regime for such a long time.

Unilever as pioneers in the field of Talent Development through placement programs

The comprehensive development of youngsters has always been a priority for Unilever Bangladesh Limited. Our signature event, BizMaestros, draws talent by offering them "The Thrill of Real Business." They do, however, have a wide range of alternative possibilities to provide the young people practical job experience so that the country can develop a robust and competent workforce at various stages of their education. The Employer Brand team is committed to creating opportunities to give young people a taste of the corporate world and the skills they need to develop themselves properly. Their goal of providing 1 million young people with the necessary skills by 2030 will guarantee that our country has a capable workforce in the future ("Providing skills for life", 2021).

Program name	Target group	Functionality and Benefit
Bizlearner	Students from any year, university who have business or engineering background	Project basis work. Students work as paid interns in different roles. The onboarding happens when more hands are needed for a specific project. The program can help the youth to gain relevant experience across real-time projects while working with senior managers across Unilever.
SPARKS	Targeted towards university students in their 2nd or 3rd year from any background or university.	SPARKS is a campus ambassador program that provides the students an opportunity to represent UBL in their universities and vice versa. Essentially the ambassadors create a link of communication between UBL and their universities. This way the students get exposure of work and UBL gains important actionable insights

Unilever Leadership Internship Programme (ULIP)	Targeted towards 3rd to 4th year university students from business or engineering backgrounds	The program tenure is 3 months, ULIP internship provides the students with hands-on experience in handling a part of the business under the guidance of a leader, to foster their leadership traits and skills.
Unilever Future Leaders Programme (UFLP)	Targeted towards fresh graduates who have completed their bachelors from any relevant field	UFLP (Unilever Future Leaders Programme) is one of the best in the country and always attracts the best talents in the market. This 15-month fast-tracked program develops the talents across various agendas and allows them to gain a fast-tracked career in the corporate world

Table 1: Youth involvement and placement programs of Unilever Bangladesh Limited

Unilever's Role in wider industry

Being one of the oldest and the largest multinational companies in Bangladesh, Unilever has played a major role not only in the local FMCG industry, but also the wider economy, helping to grow and develop organizations throughout its value chain. When Unilever started its operation in Bangladesh back in the '60s, virtually all of the raw materials of Unilever were imported. One

of the major reasons for establishing a factory at Kalurghat was its proximity to the port. Although, over time, it began to source materials locally.

Reaching Millions of Homes everyday - Creating a Powerful Network

Unilever Bangladesh has consistently pioneered innovation in the business and nowhere has this been more apparent than in Customer Development (CD). The essence of CD is in ensuring that the right product is available at the appropriate spot and moment. It is the backbone of any FMCG company, and Unilever has put a great deal of thought and effort over the years into developing the CD function. This constant development has created a distribution network that ensures unmatched product availability unlike any other competitors in the market.

The story of the CD team started small. Unilever initially had one major distributor, with KGF essentially running a Hub and Spoke Operating Model from Chattogram's Elias Brothers, who were responsible for most of the product distribution. They were Unilever's sole product distributor during the initial years, and since the operation was small, a simple system was enough to meet the requirements. Products were bought straight from the factory gates and the cash collected would be used to pay the wages of the workers. Many of the smaller distributors spread across the country operated in the shape of large wholesale outlets. It worked in this manner through the early years, until the need for expansion became evident.

Since its inception, CD has always been a part of the larger marketing and sales (or commercial) function. Till the late 90s, the entire country was divided into 3 sales areas. Territory Sales Representatives (TSRs), who were at that time non-managerial staff, reported to the Area Managers, who acted as a liaison between KGF-CO and the larger field team. However, by the mid 90s, the function began to be restructured, starting with TSRs being upgraded to Territory Managers (TM). The TMs had to submit a JC plan for the entire month to their Area Managers, outlining where they would be traveling and when. Additionally, monthly reports were required to be submitted on their territory performance to the Company Sales Manager and the Marketing Controller, who were the leaders of the function. This was the Analog era, devoid of computers and Excel reports; everything was handwritten and submitted in a neat envelope with UBL seal on it.

Taking Customer Development to New Heights: Retail Census and Channel Insights

By the early 2000s, Unilever Bangladesh became a veritable powerhouse of the FMCG industry, with a direct coverage of approximately 200,000 outlets across the country - certainly a solid number in that era, but not enough to deliver the next wave of growth. The quest for elevating CD by building an end-to-end system began at this time, ushering in a new era for the company.

One of the biggest minestrones in CD operations was the retail census project, which laid the foundations for Unilever to become a more data driven company. The CD and market research team had chalked out an outline for this in 2003 for the biggest research project in the history of Unilever Bangladesh.

A basic array of data was collected by the team for every outlet across the entire country. A search-engine like software was built that not only kept track of the outlets, but was also able to apply the pareto rule to identify the top outlets which contributed to the bulk of sales. It was also able to define FMCG supply and stocking needs by analyzing both Unilever's and the competitor's products. The census also provided the base for future outlet mapping, route planning, territory demarcation and reorganization across the country for the next decade and a half. It served as the foundation for all initiatives of coverage expansion in the future.

Today, it is a generally accepted fact that the retail universe of Bangladesh consists of over 1 million outlets. This fact is rooted in the retail census of 2003. While there were many skeptics within the company questioning the project's effectiveness, especially considering the investment needed, the results certainly spoke for itself. In fact, the programme was so successful that it was replicated in several other countries in Asia.

As an output of this project, over 50 different outlet types were initially identified which were later narrowed down to six key channels along with three emerging channels. UBL gained an understanding of the shopper's behaviors and occasions to appreciate their needs and expectations in each channel. It helped to identify the priorities of each channel, and brought about a massive change in data management of the company as well. The company started to roll out customized offers based on category, channel and regional priorities, instead of national

scale. In lieu of cluttering all outlets with an ever-expanding portfolio, UBL now emerged with a greater sense of clarity, and began prioritizing certain items in a channel above others. Whenever UBL introduced a new product, these channel insights provided valuable inputs on what needed to be done and how to succeed.

The retail census and channel insight programme together provided UBL with a massive influx of data. While UBL was applying its learnings from both initiatives to scale new heights, it now took an ambitious step of introducing technology at the front end.

SWOT ANALYSIS

Procter & Gamble, Nestlé, and Coca-Cola are usually included as Unilever's key competitors in a SWOT analysis. These companies, which are among the largest in the consumer products industry, regularly compete with Unilever. Kraft Heinz and PepsiCo present Unilever with strong rivalry in the food and beverage sector.

A SWOT analysis is used to evaluate the opportunities, threats, strengths, and weaknesses of a firm. Internal elements that the company can influence include both strengths and shortcomings. External elements that are out of an organization's control include opportunities and risks. The SWOT analysis of Unilever Bangladesh Limited is shown in the table below.

Strengths:

- Unilever Bangladesh has a significant competitive advantage over Proctor & Gamble, its closest rival, and any other local brands in Bangladesh because of its flexible pricing and adept distribution techniques that can reach every nook and cranny of the nation.
- The company invests much in its research and development efforts, and it is effective in delivering cutting-edge products that are in line with consumer preferences to market.
- Due to its extensive and varied portfolio of brands and diversified product range, it is excellently situated to benefit from changing consumer trends throughout the world.
- Unilever uses global strategies to win over local Bangladeshi consumers who want to use its products since they are well-known on a global scale while still having a distinctively local flavor. "Global thought with local execution" is what is meant by this.

Weaknesses:

- Unilever's biggest weakness is that it competes in a market that is extremely competitive, where other global giants like P&G and other local brands in Bangladesh, along with a slew of local players, continually raise the stakes and challenge its dominance in the trillion-dollar FMCG (Fast Moving Consumer Goods) sector.
- In developing nations like Bangladesh, where rural consumers typically prefer traditional and natural alternatives to the company's products, alternatives to the company's products are also easily available.

Opportunities:

- As a result of the government's determination to assist economic growth, new markets are emerging. This has helped Unilever widen its corporate vision, which is already very broad.
- Business diversification: Unilever sells a lot of products, but it also has a lot of new things it might launch. People are now aware of its presence. As a result, the company will profit from this. Business diversification may result in more people becoming interested in and investing in the company. Both the revenues and the notoriety will rise as a result.
- Unilever may also succeed in the field of product innovation. Many of the products are produced using conventional techniques. However, by recreating them, the products may be made to satisfy modern consumers' needs. As a consequence, people will be more interested in the company. The end result of effective marketing and promotion will be a higher sales rate.

Threats:

- As more new enterprises enter this developing industry, competition is increasing. This raises the level of competition. The consumer products sector's most hazardous rival for Unilever is Proctor & Gamble. This company outsold Unilever by $10 billion in 2020. Sales for this firm rose by 4.8 percent despite the pandemic problem

as a whole. On the other side, Unilever recorded a 2.4 percent decline in its own revenue.

- • Currency Fluctuations: As a result of the global health crisis that is currently engulfing the world, everyone is confined to their houses, and all activity has halted. This results in these currency fluctuations. A country's currency has likely lost some of its past value and is now worth less in another currency, which is frequently what currency fluctuation signifies. Because of the outbreak, there has been currency instability in a number of other countries, including China, Argentina, Brazil, and India. This resulted in a 2.4% drop in turnovers in 2020.
- A danger to the selling of Unilever products is clearly posed by rivals like Marico Bangladesh Limited and others who are copying Unilever's business tactics and enacting additional marketing techniques and policies to acquire market exposure.

Porters Five Forces

Being an international corporation, Unilever faces intense rivalry from various local merchants as well as other powerful multinational corporations like Kraft, P&G, and Nestle. One of the most well-known models for examining an organization's competitive environment is Porter's five forces model. The competitive intensity and consequent attractiveness of the market where Unilever operates are determined using Porter's five forces model. This model outlines the qualities of an appealing industry and consequently forecasts when opportunities and risks will be larger in certain sectors.

Threat of Substitutes: Alternative goods are a continual challenge to Unilever Bangladesh, and its competitors spend a lot of money developing new products. Unilever needs to be very aware of and connected to its customers in order to know exactly what they want. Due to continued consumer and home goods research and development, the consumer industry has experienced a revolution, and consumers today are willing to test out new and improved products. This strategy has reduced consumer loyalty and shortened the life cycle of the product.

Competitive Rivalry: In the fast-moving consumer products sector, Unilever Bangladesh has a considerable number of rivals, many of which are genuinely very strong. They come in a variety of sizes, from small local businesses to enormous conglomerates like Procter & Gamble and Nestle. These competitors provide products and services that are almost as enticing, and occasionally even more so. These competitors may influence customers by offering better options, competitive pricing, and persuasive marketing tactics.

Threats of New Entrants: Distinct new rivals provide different market threats, according to Unilever's countrywide operations. It is highly difficult for new entrants to enter the Bangladeshi market where established firms like Unilever have a very strong hold and brand image because of the considerable expenditures involved with founding a firm. The ease of entry into the market for any further local enterprises is partly a result of the lack of significant financial and regulatory restrictions. Unilever has a presence in almost every market through subsidiaries, branches, or franchises. As a result of its brand reputation, new rivals confront an extremely high barrier.

Bargaining power of Suppliers: Despite the fact that Unilever has significant suppliers, such as multinational corporations that deliver oil and paper, the average supplier is of a moderate size. This external factor has a somewhat strong impact on the environment of the consumer goods industry. In addition, given their low population, suppliers may be able to have a large but limited degree of influence over businesses like Unilever. Similar to how the little overall supply level adds to the powerful but limited influence of the providers. For example, changes in any supplier's output level have a considerable but only marginal impact on the availability of raw materials used by Unilever's operations. similar outcomes for other industry firms. The Five Forces analysis of Unilever shows that suppliers' negotiating strength is a substantial but moderate factor.

Bargaining power of Consumers: The low switching costs make it simple for customers to switch from Unilever's products to those of other companies. This external factor affects the purchasers' strong negotiation position. The decision to move from Unilever to alternative suppliers is also much easier given that buyers have quick access to high-quality information on consumer products. Customers, for instance, can use online data to compare products. The tiny magnitude of a single customer's purchases does not have a substantial influence on Unilever's

profitability. The low switching costs and good information quality, however, exceed this third outside factor's impact on the industry environment. This part of the Five Forces analysis indicates that one of the key variables affecting Unilever's company is customers' negotiating power.

Marketing and the 4Ps of Unilever Bangladesh Limited:

The four Ps are a component of the marketing mix, a technique used in business by marketing experts. This marketing mix is extremely important for the business when deciding on a product or brand's offering. The fact that the product is listed first among the four Ps is crucial. Home care and personal care Unilever markets food-related items all over the world. Target market demands are being met by Close up, Dove, and Lifebuoy in the personal care category; Surf excel, Vim in the home care category; and Knorr in the food category.

Every business must handle pricing extremely carefully since it is a highly tactical truth. Product-line pricing, competitive pricing, and distribution pricing are some of the techniques used by UBL (Unilever Bangladesh ltd). Along with lowering product prices to boost sales and maintain low prices to optimize profit, UBL also maintains multiple price lists for various markets, which enables it to increase production and lower unit production costs.

Place is a different P. Unilever designed its placement strategy so that customers could discover the products they are seeking for in any store, small or large. In addition, UBL's strategic placement program includes rural penetration, strategic warehouse placement, increased product storage space, and establishment of a national service network, among other things.

Active participation in promotional events has great promise for their customers. Unilever employs a variety of media, including newspapers, radio, hoarding, and sales promotions, for their promotional efforts. In addition, boost advertising for the product in a particular market is

regarded as promotional activities, as is strengthening the organization of the sales force and reorganizing the sales force in a particular area.

STP stands for segmentation, targeting, and positioning in marketing strategy. This is the procedure a business uses to break its enormous market into smaller portions, target the market where they will concentrate on selling their goods, and Using Porter's five forces to analyze market segments that might influence industry competitiveness Choose the best target market sector or fraction, which is referred to as distinguishing, then position the product based on that differentiation.

Unilever Bangladesh divides the huge, diverse market into smaller parts through market segmentation so that their services and products may be more effectively and efficiently tailored to each segment's specific requirements. To determine the optimum approach to evaluate the market structure, many segmentation characteristics have been tested both individually and in combination. These factors include geographical, demographic, psychological, and behavioral factors. Geographical variables are chosen according to factors such as nation, region, and city density. The demographic variable is satisfied by the requirements of income, occupation, gender, and age. The psychographic needs can be influenced by social class and way of life, and behavioral standards are depending on context, user rating, and user status.

According to Unilever executives, market buyers are switching to cheaper items, expanding the gap between those who can afford to buy and those who cannot. Based on it, Unilever calculated that it had one product in 98% of households, leading it to fundamentally alter how it creates and markets its products.

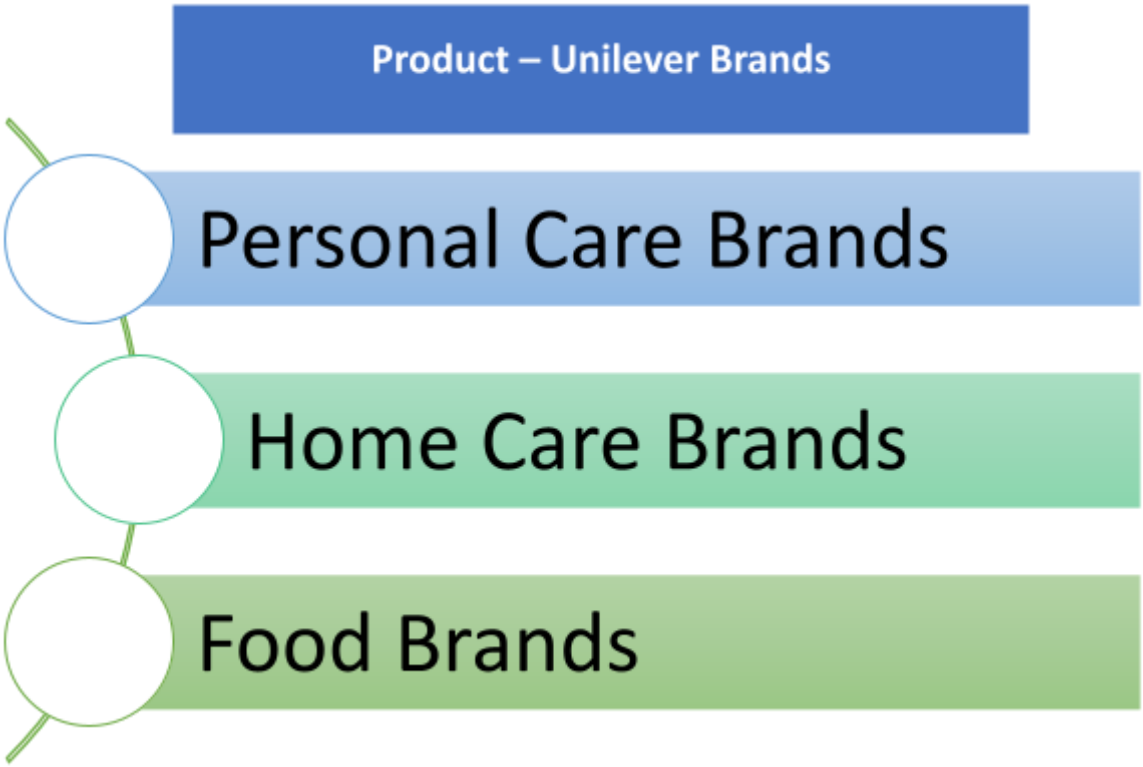
Popular UBL goods include LUX, whose target market is working-class to middle-class families, FAIR & LOVELY for young ladies, and AXE for young, trend-setting males between the ages of 18 and 26.

The fundamental goal of segmented market analysis is to outperform competitors by overcoming the obstacles they provide. Threats from new competitors, replacement products, supplier negotiating power, buyer bargaining power, and rivalry among the current competitors are five elements that might affect industry competitiveness.

In essence, choosing the intended market group involves designing the product in response to consumer demand. Unilever's primary goal is to make consumers' lives better, which is why they pursue a defined target market segment. Because of this, each offer is distinct from the others and targets various market niches.

The primary elements that can affect the majority of sales were contained in differentiating positioning. Lux has the unique ability to enhance beauty, Close up has the ability to clean your teeth while also refreshing your breath, and Surf Excel is equipped to erase any stain. UBL positions itself to offer greater service for the same or less money. Because of this, they are able to provide services that please their customers.

The marketing mix is a business technique used in marketing and by marketing professionals. The four Ps, or product, price, place, and promotion, are widely used to refer to the marketing mix. To manage the numerous facets of services, the four Ps have been expanded to the seven or eight Ps in service marketing.



Personal Care Brands

Closeup is known as the number 1 toothpaste of Bangladesh and is the first gel toothpaste to be introduced. It has made a position in the market and created buzz with the platform “Closeup Kache Ashar Golpo”. It is widely used in every household on a daily basis and is easily available in both urban and rural areas irrespective of economic background.

It is the only toothpaste that has received the Bangladesh Dental Society's endorsement and the support of both the FDI and the World Dental Federation. As part of its commitment to providing the finest dental care to families in Bangladesh, Pepsodent Sensitive Expert, a new variety that focuses on gum sensitivity, was recently introduced.

The top-selling fairness cream in the world, utilized in 80% of Bangladeshi households. The brand-new version of the product is called "Glow & Lovely."

The Vaseline team works to make sure that people have beautiful, healthy skin every day and always feel prepared.

Dove is dedicated to empowering women to reach their own

potential for beauty by providing them with goods that actually care for them.

LUX was the first mass-produced beauty soap when its history began in 1924. The most well-known soap brand in the world, it is now available in more than 100 nations.

It is the biggest manufacturer of health soap in Bangladesh. Its goal is to supply 150 million Bangladeshis with the hygienic amenities they require. Lifebuoy is well-known, easily remembered in every industry, and generally available to individuals from all socioeconomic groups.

Home Care Brands

Dirt is beneficial, according to Surf Excel, and it is crucial to a child's development. It allows kids to study, express themselves creatively, and communicate without worrying about getting dirt on their clothing when they go home. Additionally, it assures moms that there will be cleaning after a mess.

The biggest detergent brand in Bangladesh, it makes washing enjoyable for millions of families each day.

Every home in Bangladesh has undergone a dramatic transformation in kitchen management because to this specific brand. Since its introduction in 1987, Vim has been associated with sparkling clean dishes.

It's true that our clothing represents us. By delivering exceptional brightness, RIN power white plays a crucial role in assisting us in looking beautiful and boosting our self-confidence to shine brighter and accomplish our objectives.

Food Brands

Mealtimes are made exceptional, nourishing, pleasant, and healthful by Knorr. With the deliciousness of genuine ingredients, including real chicken and veggies, it is not only a delicious alternative for snacking but also a healthy one for everyone. It guarantees a delicious taste while assisting in controlling cholesterol and fat.

Pricing and affordability

Wheel (500 gm)	**70**
Pepsodent (100 gm)	**100**
Fair & Lovely (80 gm)	**250**
Dove (90 gm)	**130**
LUX (100 gm)	**60**
Vim (500 gm)	**40**
Rin (500 gm)	**95**

Source: Chaaldal.com

Unilever also uses various other pricing mechanisms for different product categories and they also use segmentation for allocating prices and targeting the right mix of consumers. Among others, they focus on offering different prices for different locations or categories; in such cases they have smaller packs or sachets to offer to retailers for situations when the sale is low in a particular area. Other than that, other pricing mechanisms being adopted are mostly confidential and so could not be highlighted on this report.

Recommendations

- **More Distribution in Rural Regions**

  The demand for the home care as well as personal care products has risen in rural areas recently, but the supply is still insufficient to meet the demand. Therefore, they must distribute more in rural regions in order to attract more clients. Additionally, they might step up their advertising efforts in rural regions to spread the word about more of their items.

- **Promotional offers for Retailers**

  Retailers might be offered incentives like presents and other promotions to help them feel appreciated and motivated to sell more of their goods. They may also plan picnics or other activities for their devoted shopkeepers, which will strengthen the bond with the business.

- **Change Damaged or Expiring Merchandise**

  Lux often won't replace a merchant's damaged or expired product since it would deter the store from purchasing Lux's goods to sell. Therefore, Lux should replace any dates on damaged or outdated items.

- **Additional Products for Other Customers**

  As is well known, Lux solely offers soaps to Bangladeshi women consumers; there are no Lux soaps available for male or young kid consumers. As a result, they may start offering various kinds of soap for men and kids, which would enable them to attract a new consumer base.

CHAPTER 3

PROJECT PART

Understanding the Out of Home Hot Beverage and Snacking Industry of Bangladesh

1) Introduction

In Western nations, the consumption of outside-the-home fast food and beverages is steadily rising, and young teenagers are especially prone to it. Developing countries too seem to be practicing this unhealthy habit. Our target audience for this project is mostly University students, fresh graduates and working people. People that fit into these categories tend to take charge of their own lives, make adjustments to their routines and schedules, which, particularly if they are away from home, results in major changes in eating choices and behaviors. One major issue that has drawn attention worldwide is university students' unique food consumption habits and the nutritional concerns that go along with it.

The attributable factors for people choosing fast food and snacks typically are convenience, time and accessibility of these food options. Low- and middle-income nations are going through a nutrition shift (LMIC). Westernized diets with high intakes of foods derived from animals, added sugar, fat, and processed carbohydrates are more prevalent in countries that are experiencing economic expansion, which tends to cause a shift in dietary habits away from traditional prepared meals and healthful foods (Popkin, Adair, & Ng, 2012). In addition to this change in eating habits, there is a sizable decline in physical activity, which raises the risk of obesity and overweight in young adults and teens in nations with a high malnutrition rate (Popkin, 1998)—a situation known as the "double burden" of malnutrition. Studies among Bangladeshi urban private university students revealed that a quarter of respondents—more than the country as a whole—were overweight.

The vending machine business has seen progress over the last year as Snackeeper, an enterprise of Germania Holdings Ltd, introduced cashless smart vending machines in Bangladesh in February 2021. Non-cash payment systems integrated with SnacKeeper brought in a revolution in this industry. They started with 5 vending machines, now they have spread across 150 locations covering schools, colleges, hospitals, offices, public university halls etc.

The non-alcoholic beverage market in Bangladesh is US$5.16bn. Within this market the fastest growing segment is that of out of home snacking of hot beverages like coffee, tea and ready-to-drink beverages made of cocoa. The entire Hot beverage market in Bangladesh is worth

US$ 3,436.00m the volume of which is growing by 9.28%. In this market a notable size is occupied by instant coffee worth US$ 1.53bn and is growing at a CAGR OF 10.16%. Competitors like Nestle and Rose Cafe have been in this market for the past 12 years.

There's also a roadside market we see that has developed over the years where powdered sachets are used to make drinks using cold water. This is very popular in a country with such humid weather. but the water used is often unhygienic causing water borne diseases.

Our HFD product line has a lengthy making process, low frequency of purchase and the MOP the consumers use aren't always in the right amount as a result they don't get the right taste. The right MOP is important for repurchasing and making our products a permanent addition to their shopping basket. On the other hand, increasingly more and more tea and coffee consumption is occurring outside homes, to be more specific, at office premises and institutions. Hence the OOH segment of the market is growing faster than In-home. from 2015 to 2022, the in-home consumption of hot drinks has remained the same but out of home consumption has increased from 6% to 8% of the total consumption of hot drinks.

2) Problem Statement

With our daily lives becoming more busy, we barely get to take time out for having a proper meal. The paper focuses primarily on young adults such as University students and adults in their late 20's or between early and mid 30's. This gives rise to the Out-of-Home segment of the market for beverages and snacking, as shown in some studies. The OOH market growing as well as the current market trend indicates that people nowadays engage in eating out or prefer having "Finger Foods/snacks" on-the-go since there is the issue of not having enough time to prepare a proper meal. As will be discussed further in this paper, this has also given rise to obesity and other health related issues in young people and adults since they are not getting the right amount of nutrition that is required which also have chances of having other health related complications in the long run. Besides health issues, studies suggest that outside food or junk food also impacts mental health.

3) Objective

- This project's main goal is to close a market gap by providing customers with more nutritious and convenient snacks and beverages, with the excellent flavor of each item serving as the icing on the cake.
- To understand the consumption patterns of consumers for out-of-home beverage and snacking items. since Unilever is planning to launch their new project- HOT CUP; which is a vending machine consisting of some selected hot beverages and snack item which are: ***Horlicks, Maltova, Knorr Cup-a-soup and Bru coffee.***
- To understand the consumer preferences to help the company get a better insight about how to market their products and spread their product benefits to the target customers and achieve a target volume for Year 1 as well as placing 50 machines at selected locations in Year 1.

4) Limitation

While conducting this study, we faced few limitations on our part. It was difficult to develop a sustainable business model with the right mix and blend of products with technical support. It was also important to ensure proper lead time while making decisions to import the machine.
Developing the after-sales service model was also one of the constraints besides deciding on machine design, sourcing machine parts as well as product maintenance & storage system in the distribution house, which were matters of concern for this project.

Literature Review

Vending machine sales of calorie-dense, nutrient-poor foods and drinks are under investigation across the world for their potential role in overconsumption and the resultant risk of obesity. The purpose of this study is to evaluate the effectiveness of nutrition interventions in vending machines in changing customer behavior to enhance the quality of their diet or their weight status. Since the beginning, electronic databases Cochrane, EMBASE, CINAHL, ScienceDirect, and PubMed have been searched. Populations with access to vending machines, nutrition treatments, quantified behavioral change outcomes (such as sales data, nutritional intake, or weight change), and experimental trials with control groups not receiving the intervention were the inclusion criteria. Two researchers separately evaluated the risk of bias, and this qualitative review's foundation was better caliber research. For the synthesis, 12 articles from 136 searches were included. There were companies, colleges, and schools where interventions were conducted. Sales of healthier options increased when the cost was lowered or availability was expanded. When measured, the effects of point-of-purchase nutrition information initiatives varied widely and did not significantly alter consumer behavior. This research provides proof that price and availability policies work to raise the nutritional quality of the meals and drinks people buy from vending machines. Evidence is required to show how these treatments affect a consumer's general diet or body mass index.

Vending machines are one place in the university or workplace cafeteria setting where the accessibility of unhealthy meals is particularly important. Between 85% and 100% of the meals and between 49% and 80% of the drinks in vending machine audit studies from universities in Australia, the UK, and the USA were found to be harmful. The use of interventions to improve the nutritional content of the goods served in vending machines has some potential. When Grech et al. did a thorough assessment of nutrition intervention trials in vending machines across all demographics and settings in 2015, five of the 12 included studies were done in a university environment. The most successful strategies increased sales of healthier products by lowering prices and making healthier goods more widely available. After intervention, eight of the 12

studies that were included in the review produced meaningful findings. It has been four years since this evaluation was finished, and since then, relevant academic research has been released, necessitating an updated analysis of the data.

Interventions

In two pre-post test evaluations, interventions included increasing the accessibility of and advocating for better food and/or beverage alternatives. Rose et al. put brand-new vending machines adjacent to older ones in two student housing complexes. Leaflets were used to promote these machines, which only sold low-fat taste milk. A food frequency questionnaire conducted after the two-month intervention showed no appreciable changes in the pupils' dietary intake of calcium. Hoerr et al. included nutrition information cards for all commodities in a two-stage intervention after first raising the availability of healthier alternatives from 12% to 38%. The percentage of healthier items sold increased at each stage, however these gains were not statistically significant. Sales of machines as a whole significantly decreased.

Two RCT studies used price changes, promotion of healthy food and/or drink alternatives, and increased availability as part of their treatments. In the study by Hua et al., a 2x2x2 factorial design was employed, and the factors included increased availability of healthier products (100 percent of snack options and 75 percent of beverage options meet healthy guidelines), price decreases (25 percent on snack items meeting healthy guidelines/$1 water), and sales promotion (promote nutrition information of items meeting healthy guidelines and/or price reductions). For beverage vending machines, there were mixed results: vending machines offering healthier products with signage promoting these products experienced significant increases in sales, both with and without price reductions; for snack vending machines, vending machines offering healthier products with signage promoting these products experienced increases in revenue, but all other machines experienced decreases in revenue.

In one study, product placement was changed, healthier food and/or drink alternatives were advertised, and they were made more accessible. In the RCT by Rosi et al., the availability of the

goods and their arrangement (healthy: unhealthy items 50% each and products sorted healthiest to least healthy from left to right) were modified first. In a different study by Viana et al., the price of candy bars was raised by 25% while the availability of healthier foods was increased (minimum 25% of alternatives), properly located within vending machines (grouped together with dedicated rows set at eye level), and promoted via "Eat Well" stickers. The proportion of healthier products sold during the two-month intervention was 21.3% in intervention machines compared to 1.3% in control machines (i.e., a difference of 20.0%), with no appreciable difference in income. In order to compare consumers' expected and actual purchases, point-of-purchase questionnaires were employed as a supplementary assessment. Consumers who used intervention-versus-control machines were more likely to buy healthier items, it was found that 63% of customers had no clear desire to make a purchase.

Discussion

A systematic evaluation was done to look into the efficacy of nutrition interventions in vending machines in a university setting. There were a total of 13 investigations, of which 7 were pre-post testing, 5 were randomized controlled trials, and 1 was not. The research found the majority of the studies' positive outcomes (n = 8, 62% of them)—increases in sales or percentage of sales from healthier food or drink items. Four studies revealed neutral results, while one research reported negative results, including a considerable decline in sales and income. Advertising, increasing the variety, lowering the price, or putting healthier food and beverages within vending machines were among intervention methods. The most often used intervention strategy, which was employed in 11 studies and produced positive outcomes in six (55%) of them, was the promotion of healthy food and beverage alternatives. The findings provide a basis for more extensive future intervention research that will encourage the use of nutrition interventions in vending machines in academic settings.

The Grech et al. study found that increasing the supply of healthier alternatives and lowering prices were the most effective strategies. The best outcome was a rise in sales of healthier

options. It is difficult to pinpoint the most effective intervention strategies, though, given how frequently they were combined, how few trials were included, and how the outcome assessments in the two evaluations varied.

Additionally, since only a small number of studies have examined these outcomes, it is unknown how the treatments would affect dietary behaviors and their acceptance. In this review, food intake was only measured in one research, and there were only two studies that provided an end measure of acceptability or satisfaction. Students' assessments of the commodities' sustainability and health increased, according to Lapp et al., when more healthier alternatives were made available as part of the intervention. Rose et al. found that the three main factors influencing students' attitudes toward milk vending machines were convenience/likeability, family/friend influence, and health/experience, but they did not find any change in dietary calcium intake after the addition of new milk vending machines alongside existing vending machines.

The analysis's findings as a whole suggest that vending machine nutrition interventions can boost the availability and sales of healthier goods in a university setting. However, because the majority of research used a pre-post test design, more thorough intervention studies are required to ascertain the most effective individual and combination intervention procedures. Furthermore, it's not apparent if studies have the necessary power to spot changes in results. Therefore, investigations that assess various intervention techniques and combinations of treatments are required to be well powered randomized controlled trials. In addition to sales and income, future research should additionally incorporate measures of nutritional intake/behavior and/or the acceptability and feasibility of interventions. When creating and putting into practice successful and long-lasting treatments, these are crucial outcomes to track.

On college campuses, strategies must be developed to improve the nutritional content of the food and drinks served in vending machines. According to this study, vending machine promotion, availability expansion, pricing adjustments, and the placement of healthy food and drink alternatives may boost overall sales or the percentage of sales for those products. More information from more complete intervention studies is needed to determine the most effective

strategies to improve this aspect of the university food environment, including a comparison of individual and combination intervention techniques.

Scope of the project - HOT CUP

Given the market we are targeting as well as the market for out-of-home beverage and snacking, Unilever Consumer Care Limited can thus tap into this highly potential segment by providing dispenser machines that serve HFD products like Horlicks & Maltova to serve as a healthy beverage alternative to carbonated drinks, Knorr can help satisfy the light snacking need in between meals and Bru coffee can provide the caffeine kick that all commuters need in their day to day busy lives. We will be conducting a pilot for the Dispenser Machine in our Corporate Office premises. Furthermore, our target prime locations of placement will be Corporate offices, Universities and Diagnostic centers.

Methodology

5) Research Methodology

"Research methodology" is the technical "how" of any specific facet of a research endeavor. More specifically, it refers to the process through which a researcher plans a study to guarantee that the findings are accurate, credible, and relevant to the goals and objectives of the investigation.

This chapter covers the research design, methodology, population under study, sample size and selection, design of the questionnaire, validity and reliability, methods for gathering data, and techniques for data analysis.

6) Research Design

Research must be designed in order to identify the issue and formulate an approach. Research design is the framework or plan for carrying out research. The effectiveness and efficiency of the entire research effort are ensured by a strong research design.

In general, exploratory and definitive research designs are distinguished. Numerous research designs are classified under these two overarching categories for research design, and they should be applied in accordance with the study challenge and purpose. Exploratory research is employed to pinpoint the precise nature of the issue. On the other hand, conclusive research offers information that is used to draw a definitive judgment. However, a decisive study design will be adopted for the remaining investigation. Making a choice on the factors is the aim of conclusive study.

7) Research Method

The decision about the study methodology affected the types of data, their sources, and the choice and usage of data analysis tools. To get a definitive judgment on the influence, a conclusive study methodology has been applied, which takes into account quantitative data. In order to achieve our study goal, quantifiable data was gathered by creating a questionnaire for the participants; in this case, our target audience was made up of university students and office workers from various organizations. The information on the cafeteria or pantry operations of each institution, as well as the sharing of the influencing variables.

8) Data Collection

Information has been gathered from both primary and secondary sources in order to ensure the relevance and reliability of the study that was done afterwards and to carry out the quantitative research. However, both primary and secondary data collecting have been used to support quantitative research. The precise data gathering procedure, however, has been explained in the section that follows.

9) Primary Sources

Data from chosen respondents was gathered while using primary sources. Using questionnaires and interview guides, primary data was acquired.

10) Secondary Sources

Relevant reports and papers might be found in secondary sources. Secondary data was gathered from corporate reports, financial statements, statistics of the beverage market and industry, publications on Bangladesh's food sector, relevant articles, and other research, among other sources.

11) Questionnaire Design

A questionnaire is an organized method of gathering data that consists of a list of written or verbal, closed- and open-ended questions that the chosen respondents will respond to. Since the approaches for collecting primary data have been chosen to be survey questionnaires.

12) Sampling Method

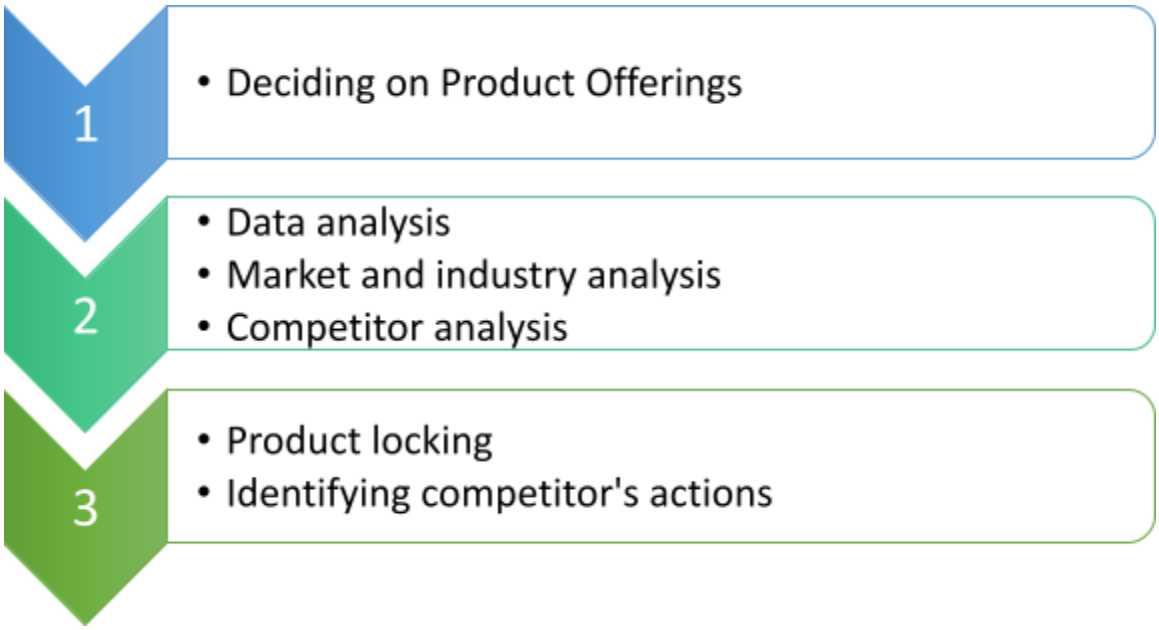
Convenience sampling and purposive sampling approaches were applied in this study. This sampling technique gave the researcher a thorough understanding of the investigation. Data collection from population members who are readily accessible to participate in the research is the foundation of convenience sampling, also known as availability sampling, a particular kind of non-probability sampling technique. Facebook polls and questions are a common form of convenience sampling. Convenience sampling is a sort of sampling where the research will employ the first primary data source accessible without any further criteria. In other words, this sampling technique entails asking questions to individuals anywhere they can be found, usually wherever it is most convenient. Prior to choosing the participants for a convenience sample, there were no inclusion criteria defined, other than the fact that our target audience were University students and office employees.

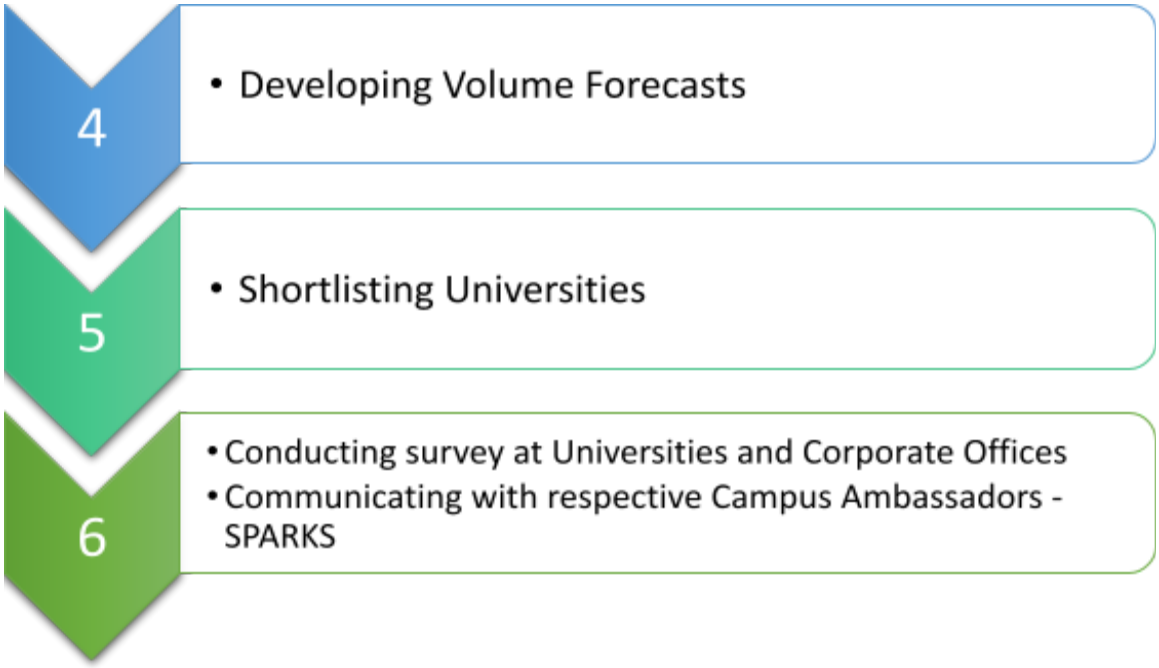
It is one of the simplest methods of sampling since it can be done easily within a short time and is also cost efficient. Since our project is new and we wanted to gain consumer insights in order to understand their preferences and willingness to purchase our product offerings from the dispenser, we carried out online surveys through Google forms and Sheets to University students and office employees respectively. In case of University students participating in the survey, we had no criteria or segments of students to target; the form was circulated to different Facebook groups and messaging by SPARKS Campus Ambassadors of the respective Universities.

On the other hand, the researcher chose whether to create objective or subjective samples. Researchers only take into account the study's goals and the target audience's comprehension. The study population is based on the employees and students of different organizations and

universities respectively, all of which are described elaborately in the report. There was no definite sample size for our survey.

13) Survey Process-





Initially the primary objective of the project - Hot Cup was to identify the gap and provide consumers with healthy out-of-home hot beverage and snacking options. Certain locations were selected for the placement of the machine, three locations in particular were: ***Corporate offices, University Cafeteria and Diagnostic Centers.*** Therefore, part of the going forward process with the project was to go forward and carry out surveys at some of the private Universities and Corporate Offices as well as diagnostic centers (if possible). This would be conducted in the form of survey forms and responses which we plan to circulate among Universities through the SPARK Campus Ambassadors; Executives from the Out-of-home team would be carrying out the office survey which will help us collect adequate and accurate responses.

Moving forward, in order to gather accurate responses from target consumers and give fruition to our estimations before a soft launch of our project, a survey was conducted which focused on University students' responses. University campus is one of the target locations we have selected for locating our dispenser machines.

We conducted a step-by-step process of conducting the survey by first shortlisting a few Private Universities such as:

- BRAC University
- North South University (NSU)
- Independent University of Bangladesh (IUB)
- Bangladesh University of Professionals (BUP)
- Dhaka University (DU FBS)
- Islamic University of Technology (IUT)

The google form was then circulated with the help of the **SPARK Campus Ambassadors** of each respective Universities and for conducting a survey at the corporate office, we circulated a set of questionnaires to executives from the Out-of-home team. A total of 382 responses have been collected so far from Universities and over 20 responses from different Corporate offices. The questionnaire was designed to understand certain core areas important for our project.
In order to understand how successful our dispenser machine will be, we first needed to identify how often our target customers are consuming hot beverages. Since the target location for the survey was University campuses, and Corporate offices, our objective was to understand how often the students and employees of offices prefer having any sort of beverages in between their classes or work shifts. This helped us establish more accurate responses for our Volume forecasts during the machine designing phase which will eventually result in close accurate figures for costing decisions.

Besides conducting a survey at the selected Private Universities, we also focused on different corporate offices with the help of some executives from the Out-of-home team. The survey was conducted in the form of Google sheets where we focused on a series of open ended questions which are important for our market survey.

Findings & Analysis

In order to gather accurate responses from target consumers before a soft launch of our project, a survey was conducted which focused on University students' responses. University campus is one of the target locations we have selected for locating our dispenser machines.

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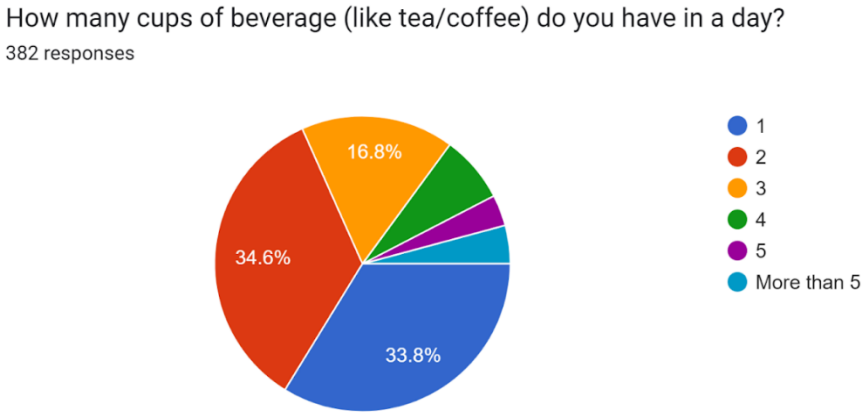
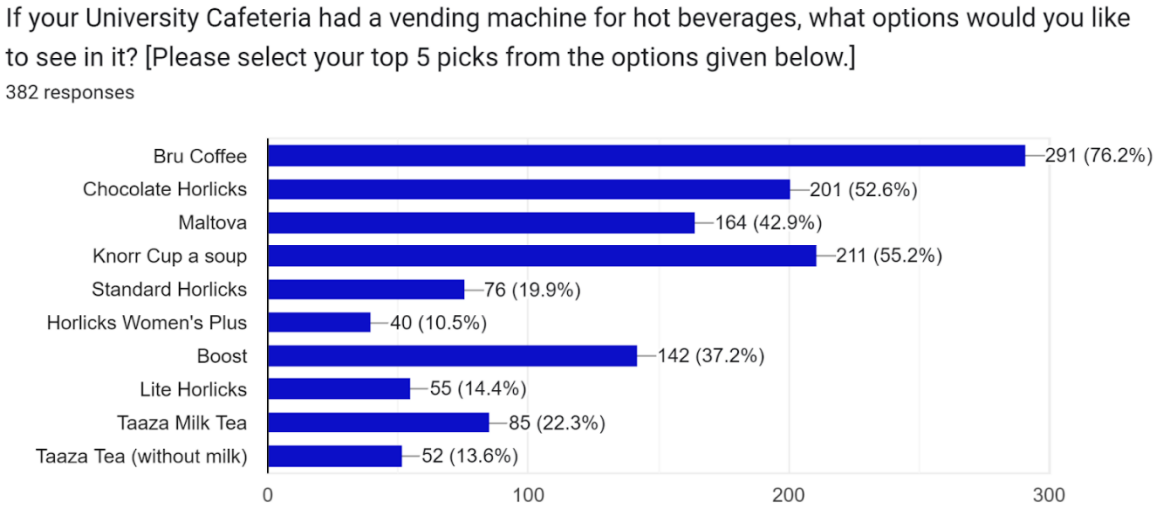


As illustrated, 34.6% of the respondents voted for having 2 cups of beverage like tea/coffee in a day. We can also see that the closest to that is 33.8% of the respondents having 1 cup of tea/coffee in a day. This helps us to paint a realistic picture which is important for our survey.

The questionnaire was also designed to identify the target customer preferences (in this case students) of the product offerings provided. The dispenser machine will have beverage options like Bru Coffee, Standard Horlicks, Maltova, Knorr Cup-a-soup. Therefore, with the help of the survey we want to understand the consumer preferences for our product offerings.



According to the data collected from the respondents it can be seen that the top 5 picks are:

1. Bru Coffee (76.2%)
2. Knorr Cup a soup (55.2%)
3. Chocolate Horlicks (52.6%)
4. Maltova (42.9%)
5. Boost (37.2%)

The responses collected will help with approximate cost estimations as well as dosage per tonne. The last question was designed to check customer reaction and behaviour in terms of pricing. The responses collected will help to study competitor practices too, before determining the price to be charged per cup.

As we can see, 92.7% of the respondents are responding in a positive manner towards buying beverages from the dispenser machines located in their respective University cafeteria.

As mentioned previously, a survey was conducted at different organizations alongside Private Universities with the help of executives from the out-of-home team. The following images illustrate the questions as well as the responses from employees of different Corporate offices.

Name of the Organization	Do you have any preferred brand of coffee while purchasing for office supplies?	What do you prioritize while choosing a coffee brand? (Options are: Nearby outlets, Price, Larger packs)	What is the usual attendance rate in office in a usual day?
A H Z International Solution	Yes	Price	15-20
Amin Mohammad Group	Bancoffee & Ispahani	price & Quality(Cheaper Option)	30
Bangladesh EYE Hospital	Ispahani	Price	100+
BANGLADESH LIONS FOUNDATION	Ispahani	price,Larger packs	200+
BEST CLEAN LTD	Ispahani	Nearby Outlets	50
Capital Development Ltd	Kazi & kazi tea bag / tea	Nearby Outlets	25+
Confidence Group	Ispahani	price & Quality(Cheper Option)	50
Esquire Electronics ltd	ispahani	Nearby Outlets	20
Goldenview Consultancy Services	ispahani	price & Quality(Cheper Option)	50
Islami Bank bangladesh ltd	Ispahani	Nearby Outlets	40
LankaBangla	Ispahani	price & Quality	25+
Pixelsearch	Nestle & Ispahahi Tea	price & Quality(Cheper Option)	30
Prava Health	No	Price, Availability	50-60
Probashi Palli Group	Ispahini	Price	100
Soptorshi Properties	Yes	Availability	25-30
YORK Hospital	Taza	larger pack ,price	150+

Appendix 1: Survey responses from employees of different corporate offices

Which SKU are you currently using and how many do you need in a month?	Are there any dispensers or vending machines currently available in your office	What are the snacking options?	Are the snacking options free or paid by employees?
1 or 2 times	No	Tea, Snacks, Lunch	Paid option
Bancoffee 300 Gm & Ispahani tea bag,2 & 4 bag per month	No	tea, coffee, Snack,lunch	Pay individual
Ispahani 500g /Tea bag	No	All food	No free Item (Only tea is free bt not available for every one)
Ispahani 500g /Tea bag	YES	All food	All food are paid
Ispahani Mirzapore Tea 400g(depand on use)	No	Tea,Coffee,lunch etc	Depand on food
Kazi & Kazi 1kg (depand on use)	No	All food	All free
Ispahani 400gm tea bag,4 Bag Per Month	No	tea, coffee, Snack,lunch	Tea Free
Ispahani	No	tea & coffee	Tea cofee are free
Ispahani 500gm tea bag,3 Bag Per Month	No	tea, coffee, Snack,lunch	Pay individual
Ispahani 500g / tea bag	No	Tea	only Tea free
Ispahani tea bag	No	Tea & Coffee	Tea ,coffee free
Nestle 200 gm & Ispahahi Tea 500 gm,2 & 3 bag per month	No	tea, coffee, Snack,lunch	Pay individual
3-4 times	No	Yes	Partially Paid
Ispahani 400g & tea bag (Depand on use)	YES	Tea,Coffee,lunch,fastfood etc	Tea ,coffee,lunch free
3-4 times	No	Tea, Snacks, Lunch	Partially Paid
Ispahani 500g (Depand on use)	YES	we have a canteen	Yes pay for all food

Appendix 2

The findings illustrated in Appendix 1 consist of the different office/organizations which were surveyed. An important part of the survey was to identify the different types of brands both Offices and Universities preferred over other brands. The objective behind it was to be aware of such competing brands and look into their marketing policies and activities as such. Since our project is to launch a dispenser machine, it was important for us to understand the preferred choices of consumers. At the same time, we also considered looking at things from the perspective of the organizations such as Universities or offices. As seen in the attachments above, we also tried to understand the purchase behavior; the factors attributable to the purchase decisions. It was also important to know about the present snacking options that are being offered by both Offices and University cafeterias in order to have a more realistic approach since the purpose of our project is to identify and fill the gap in the market for out-of-home beverage and snacking by tapping into the nutritional needs of consumers by offering healthier options. The questions were designed to help us in the project and volume formulations as well as helping us to predict costs and prices to be charged.

With the help of the responses collected, we carried out detailed analysis which helped us solve our business case and present valuable findings to the team for feedback before moving forward with any decisions. These responses were very crucial as the success of the project is dependent on understanding the customer expectations, behavior and experiences.

Recommendation

The survey responses and other data collection mentioned above helped us understand the consumer response to the product offerings. Another important point for conducting the survey was to identify how frequently our target customers consume beverages in a day. This was a crucial finding for us since we needed to estimate the pricing per cup as well as the cost per cup. From our findings, we could observe that 34.6% of the target people have 2 cups in a single day. This helped us prepare an initial draft of the volume forecast for the first quarter.

The problem or gap that we identified is that there is a very limited number of nutritional beverages or snacks that are available for consumers to have in between work or day-to-day activities. As per our research findings, we can also see that there is a nutritional deficiency among students mostly since more unhealthy fast food items are easily accessible. This gave our project a great scope to fill the gap in the market and offer healthier options for out-of-home consumption.

Even though valuable responses were collected from the surveys circulated to the respective target locations and audiences, the responses are still ambiguous to some extent.

For instance, proper alignment and constant communication with the team as well as involving other departments and teams would have helped more in the initial stages than it did at the last moment which caused the project to exceed the timeline of its launch. Other than that, from the responses of the audience, it seems like the pilot launch should go well. The initial plan is to install the first few machines at the Corporate Office of Unilever which will help gauge the reactions of the employees and the frequency of coffee consumption. This approach, however is also a challenge given the fact that the pantry already has options for ready-made coffee and light snacks (i.e biscuits) for free to the employees. Moreover, the pantry already has a range of different SKUs- Standard Horlicks, Women's Plus, Chocolate Horlicks, Maltova, Bru, Nestle coffee, Ispahani, etc. and it is safe to assume that most offices which have pantries do have the basics of tea/coffee. Thus, it will be difficult to generate sales and the question arises that how many employees will willingly buy a beverage from dispenser when they already have staff to

make that for free. Therefore, there is still some room for improvement and brainstorming before going forward with a full launch.

Conclusion

Unilever has always been pioneers of Market development from teaching the people in Bangladesh to use beauty soaps during shower to replacing ash with toothpowder and eventually toothpaste. Following the footsteps of this UBL also wants to become pioneers of building new avenues of opportunities and bridging any gaps in the market. This entire project has been very insightful for me because it gave me the opportunity to be part of the expert marketing team of Unilever Bangladesh Limited and work closely with different people with such intense knowledge about the market. This project is also special to me because it gave me the opportunity to be more analytical and helped me to work on my critical thinking capabilities. Everyone both inside and outside the organization found the project to be very interesting and were surprised by the product offerings of HOT CUP.

Hopefully this project will be able to be launched successfully despite some constraints and achieve its goal of serving the right nutrition to the consumers with some of the regular products of Unilever.

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