

Report On  
The Impact of Organizational Training & Development Practices on the  
Performance of Employees - A perception from Transcom Beverages Limited

By

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

BRAC Business School  
BRAC University  
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## **Declaration**

It is hereby declared that

1. The internship report submitted is my original work while completing the 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 that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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

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**Mehrab Hossain**  
**ID: 17104167**

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

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**Md. Hasan Maksud Chowdhury**  
**Assistant Professor, BRAC Business School**  
**BRAC University**

## Letter of Transmittal

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

**Subject:** Submission of the Internship Report on Training & Development as HR activities of Transcom Beverages Limited.

Dear Sir,

This is my pleasure to submit this report titled ‘The Impact of Organizational Training & Development Practices on the Performance of Employees- A perception from Transcom Beverages Limited’ as a part of my internship for the completion of my Bachelor of Business Administration Program. This report displays my collected insights from my 12 weeks of entry-level experience at the HR Department of Transcom Beverages Ltd.

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. All the data collected from working with the HR department and guidelines of my colleagues. I am glad that I got this opportunity and I believe that the report will meet the desires of the Department.

Sincerely yours,

---

Mehrab Hossain  
ID: 17104167  
BRAC Business School  
BRAC University  
Date: 3<sup>rd</sup> September, 2023

## **Non-Disclosure Agreement**

This agreement is made between Transcom Beverages Limited and the undersigned BBA student of BRAC University. In signing this Letter of Understanding, I agree that during my twelve (12) weeks internship period, I shall not-

Disclose any internal information to any unauthorized person or persons.

Or misuse confidential information or trade secrets of the Company or any of its affiliates.

Or any entity that materially directly competes with the beverage business of the Company.

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Mehrab Hossain

HR Intern

ID:17104167

BRAC University

## **Acknowledgment**

I am sincerely grateful to my internship supervisors and on-site supervisor for their assistance in the making of this report. While working at Transcom Beverages Ltd. the insights have helped me gather a clearer picture of the industry as a whole, I am glad for this excellent learning opportunity by my institution and my organization.

Firstly, I would like to express my gratitude to Almighty Allah, without whose grace and kindness it would not have been possible. And my parents to whom I am always grateful to.

I would like to give appreciation to Md. Hasan Maksud Chowdhury sir, my honorable Internship Supervisor for his continuous support during the report. I am grateful for his continuous support and his guidance has helped me to deal with several problems I encountered while writing the report. My heartfelt gratitude to my Co-Supervisor sir, Mr. Shamim Ehsanul Haque. I am thankful to my onsite Supervisor, Mr. Delowar Hossain (Human Resource Business Partner) he was really helpful and I could learn a lot under his guidance as an intern. The continuous support from the employees of Transcom Beverages limited, who were there for any help I needed during my report preparation. I could do a survey on the impact of training with the co-operation of them.

I would like to express my gratitude to Mr. A K M Atiqur Rahman sir, General Manager, Human Resource & Corporate Affairs, Transcom Beverages Ltd, for allowing me to work here as an intern under the Human Resources Department. I would like to thank Mr. Arefin Siddique Chowdhury (Organization Development & Talent Lead) who actually described the training and development practices at TBL, and Mr. A. K. M. Zahid Uddin (HR Manager) who helped me a lot during my internship. Under their supervision and guidance, I was able to work and gain valuable lessons. I wish to extend my heartfelt gratitude to all who have helped me in this excellent learning experience and to the completion of my internship.

## **Executive Summary**

This report reflects the comprehensive knowledge about some of the activities of the Human Resources department which was done based on my 11 weeks of Internship period at Transcom Beverages Limited. In order to examine the effect of training and development strategies on employee performance, I created the report during my internship and conducted a poll with the employees. This report also includes a rundown of the duties I handled while working at TBL, a summary of the knowledge I gained from the experience, and an overview of the firm. The reader can obtain an overview of Transcom Beverages Limited's general operations as well as its HR and development policies.

In order to maintain the organization's productivity and competitiveness, human resource managers plan and oversee the management of growth within the company. They create connections between hierarchies, organizations, and their subordinates. Transcom Beverages Limited is aware of how crucial training and development are to enhancing worker productivity and realizing organizational success. Analyzing the perceived effect of company training and development initiatives on employee performance is the goal of this study.

This report analyzes the training and development practices of the Human Resources department to ascertain the importance and effect of the learnings on employee performance by analyzing the data of employee comments on the training's learnings. According to the research, efficient training and development programs offer several benefits, including greater job knowledge and abilities, increased motivation, increased job satisfaction, and a stronger sense of professional growth and development. The efficacy of the company is increased by these factors, which also increase employee productivity and engagement.

The study further demonstrates that the effective execution of training and development programs requires a supportive organizational culture, leadership commitment, and appropriate resource allocation. The importance of ongoing assessment and feedback systems for preserving the usefulness and efficacy of training activities was also emphasized.

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## **List of Acronyms**

TBL	Transcom Beverages Ltd.
SE	Sales Executive
TSE	Trainee Sales Executive
ASM	Area Sales manager
RSM	Regional Sales manager
DBP	Distribution Point
KPI	Key Performance Indicator
PSR	Pre-Sales Representative
SP	Sales Promoter
TNA	Training Needs Analysis
FMO	Focus Month Objective
HRIS	Human Resources Information System
LPSC	Line Per Sold Call

# **Chapter 1**

## **Overview of Internship**

### **1.1 Information of The Intern**

I am Mehrab Hossain, ID 17104167. Started Studying at BRAC University in the Spring of 2017, in the Bachelor of Business Administration program, double major in Human Resource Management (HRM) & Computer Information Management (CIM) at BRAC Business School. As a mandatory requirement for all graduating students of the BBA program, I am doing this BUS400 (Internship) course offered by BRAC Business School. Apart from my academics, I have been associated with two prominent clubs at BRAC University. Also organized and worked with BRAC University authority in some official events of the University, such as the 13<sup>th</sup> Convocation, Hult Prize at BRACU 2019, ICBM 2019, National Career Fair, etc.

### **1.2 Internship information**

**1.2.1** The internship period is of Twelve (12) weeks under Human Resource Department at Transcom Beverages Limited (Gulshan Tower- 9th Floor, Plot # 31, Road # 53, Gulshan North C/A, Dhaka-1212). In response to my internship acceptance to my application dated 2<sup>nd</sup> March 2023. I joined TBL, HR Department as Intern on 4<sup>th</sup> March 2023. After the successful completion of the internship period, the last working day as an intern was the first week of June 2023.

**1.2.2** My on-site Supervisor is Md. Delowar Hossain, serving as Human Resource Business Partner at Transcom Beverage Limited. He has been working in this company for more than five years. He is responsible for plenty of HR activities including employee joining to placement and transfer, the employee's final settlement procedure, and other communications, he has some responsibilities with the management of TBL also. Another one who helped me with my project is Mr. Arefin Siddique Chowdhury who is the Training, development and, talent lead.

**1.2.3** The Job Scope in the HR Department at Transcom Beverage Limited is huge. Here I had been responsible for a few important tasks in the department in the position of HR intern. Here is my task list as an HR intern-

- \* Joining documents process of new employees and their file management.
- \* New Joiner induction schedule, preparation, and coordination.
- \* HRIS employee information update.
- \* Interview calls & coordinate & database maintenance.
- \* Profile update of the employees. (RSM/ASM).
- \* Official letter preparation (placement letter, transfer, NOC, visa letter, employment certificate, laptop letter, clearance letter & final settlement, exit interview documents).
- \* Bank account creation with SCB (For new joiners).
- \* Intern interview call, joining and documents collection, Intern allowance.
- \*. Sim Cards activation and issues for all employees.
- \* Handle vendors- shirt, visiting card, ID card.
- \* Handle monthly birthdays/farewells.
- \* PSR Exam Conduct and Coordinate Interview.
- \* TSE program (Interview calls & coordinate & database maintenance).
- \* Assist in training procedures.
- \* CV Bank and Monthly Interview status handle.

## **1.3 Internship Outcomes and Contribution**

**1.3.1** I have worked for more than three months as an intern and currently serving as an Apprentice in the HR Department. During my internship period, I have been assigned the following tasks. I also tried to make some contribution to the company with my knowledge and skills. My contribution to the department is the automation process. I attempted to automate various procedures in HR practices using my computing abilities and HR expertise as I had double majored in HR and CIM. To be more specific, Google Sheets can often be used in place of Excel because of its increased versatility. utilize artificial intelligence (AI) tools to automate HR tasks like creating HR documentation and responding to employee inquiries. I think automation offers several advantages, from enhancing the analytical and data literacy of

HR professionals to automating applicant evaluation and HR duties. I am responsible for SIM card issues for the employees of both head office and plant employees as well as the sales team across Bangladesh. I could contribute with my excellent communication skills. In this sector communication is a very important thing to carry on, I had to call for interviews, job offers, and some other communications. The other impact I could make in this company is by taking the induction for new joiners and coordinating inductions associated with other functional departments.

**1.3.2** My HR supervisors and other coworkers at this firm provided me with opportunities to learn and obtain real-world experience. was able to show knowledge of the organization's policies, procedures, and operations across many functional areas. I was able to apply my academic learning to the workplace by working for this department. receiving compensation that is in line with industry standards as well as some additional perks from the business. My primary role is the recruitment of new employees and the pre-and post-joining processes. Through this, I may gain knowledge of how these processes are carried out and run in the corporate sector.

**1.3.3** Working in this area throughout my internship time presented several challenges due to a shortage of staff. As an intern, I had a busy time and had to perform under time constraints. would suggest to the team that they hire more personnel for the HR team to appropriately share the responsibilities. Also, there are plenty of works like PSR management and their sim card, insurance also managing vendors itself is a tough job. But for all these tasks the manpower of this department is not efficient. This thing needs to be under consideration.

## Chapter 2

# Overview Of Transcom Beverages Limited

### 2.1 Introduction of the Company

The only authorized PepsiCo franchisee in Bangladesh, Transcom Beverage Ltd (TBL), owns and runs innovative bottling & and distributing facilities for both carbonated and non-carbonated soft drinks from their Dhaka, Gazipur, and Chittagong plants. One of the several companies owned by Transom Group is TBL. In the year 2000, it set out on its voyage. Additionally, they are in charge of PepsiCo's marketing and distribution in Bangladesh. Modern bottling plants where well-known soft drink brands like Pepsi, 7UP, Mirinda, Slice, Mountain Dew, Pepsi Diet, and 7UP Light are packaged are owned and operated by TBL. The organization was formed to aid Bangladesh's slow growth. To deliver performance with a purpose, the organization places a high value on hiring skilled and dedicated individuals (Transcom Beverages, n.d.).

Nothing has to be said about PepsiCo. PepsiCo is a large supplier of food and drinks in more than 200 nations and territories. Its corporate headquarters are in Purchase, New York. When Pepsi-Cola and Frito-Lay merged in 1995, PepsiCo was the result. One of the most recognizable brand names in the world today, Pepsi-Cola, is almost as well-known for its commercials as it is for its continuous competition with Coca-Cola. In addition to Pepsi Cola, customers may get Diet Pepsi, Mid Sugar Pepsi, Black Pepsi, and other varieties. TBL won multiple awards in 2009 as PepsiCo's only bottling partner in Bangladesh (Home Page, n.d.).

**2.1.1 Industry Overview:** In Bangladesh, the market for carbonated beverages has expanded dramatically in recent years. The Bangladesh Beverage Industry Association (BBIA) conducted research that indicates that by 2022, the showcase value of this industry will be Tk 220 crore. Numerous reasons, such as rising disposable income, urbanization, and changing consumer preferences, may be responsible for this trend.

A few major companies in Bangladesh's carbonated beverage market include The PRAN Group, Akij Food and Beverage Company Ltd., Abdul Monem Limited or Coca-Cola (IBPL), and Transcom Beverages Limited (PepsiCo). These companies cater to specific customer groups, with some focusing on young people and others on consumers who are health-

conscious. An in-depth understanding of customer behavior and tastes is necessary to understand the trends in Bangladesh's market for carbonated soft drinks. According to studies, tea is currently Bangladesh's most popular beverage, followed by fizzy drinks. They speculate about the likelihood of learning that Bangladeshi consumers favor sweet and fizzy drinks, with cola and lemon-lime flavors being favorites (Main Competitors of PepsiCo, 2001).

The present study reviewed the rising popularity of low-calorie, sugar-free carbonated light drinks in terms of advertising trends and development factors. These products speak to Bangladeshi consumers' growing concern for their well-being and give businesses a chance to increase their display share. One of the biggest issues the carbonated beverage sector in Bangladesh is facing is rising competition from alternative beverages including mineral water and juices made from natural products (Qian et al., 2022). Additionally, the sector encounters administrative difficulties with regard to labeling, packing, and advertising. For example, the Bangladesh government has introduced a tax on sugary drinks to curb the consumption of sugary drinks and encourage healthier choices.

To summarize, the carbonated delicate drinks business in Bangladesh is a dynamic rising market that offers both opportunities and difficulties to organizations engaged in this sector. Writing surveys provides a solid platform for research that analyzes and highlights major trends and components driving the market (Transcom Beverages Business, 2009).

## **2.2 Overview of the Company**

### **2.2.1 TBL Vision, Mission, Objective, etc.**

**Mission:** The company's is to achieve sustainable growth in Bangladesh and to establish itself as a leading beverage company by offering customers palatable, hygienic, readily available, and practical beverages while cultivating a significant market share in the category. The company is the biggest producer of CSD beverages in the country.

**Vision:** To become Bangladesh's premier beverage company, to give the best daily beverage solutions to all Bangladeshis, and to distribute performance with meaning. To deliver performance with a goal and a vision, first attaining sustainable growth in Bangladesh and eventually becoming a significant beverage company.

**Objective:** In order to establish the business for long-term, sustainable success, the goal is to be committed to investing in our workers, our company, and the communities in which we operate. Additionally, we want to provide our employees, partners, and the community in which we operate the chance to grow and succeed while also giving investors a financial return.

Present objectives includes-

- Expanding market share,
- enhancing staff training,
- accomplishing 100% of the goal,
- increasing profitability and
- Improving overall customer service.

**Core Values:** Their values govern their day-to-day company actions. The Core Values will serve as the framework for the distinct culture that TBL hopes to cultivate throughout the firm. Furthermore, they include PepsiCo's "Performance with Purpose" attitude so that their combined efforts are aimed toward meeting their social partners' pledges (Home Page, n.d.).

In terms of Core Values, they subscribe to the three guiding concepts listed below:

1. Integrity
2. Ethical business conduct, and
3. Business excellence is one of the top priorities.

(Transcom Beverages Business, 2009)

### **2.2.2 Trend & Growth of TBL**

Transcom Beverages Limited, associating with PepsiCo Bangladesh believes it has a plan in place to meet its long-term growth objective of 4% to 6% organic sales growth by modifying its portfolio to meet consumers' diverse demands. According to Transcom, sustained growth is critical for inspiring and monitoring their progress. TBL was named "International Bottler of the Year" by PepsiCo in 2009. Furthermore, the company has won the award for the finest plant in the whole area five times in a row, as well as the title of "best bottler of the Year" in the India region. 7up was named "best beverage brand" seven times. As a result, we can infer that TBL has had great growth in success during its whole journey.

Being the biggest competitor of Coca-Cola and winning these excellent prizes is not easy, since there are many powerful brands in the sector. There is no doubt as to why 7up was named "best beverage brand" seven years in a row. If we talk trends, realistic standard objectives are critical for supporting a company's growth and can catapult a corporation to the top place. TBL continuously embraces the most recent market trends in order to stay up with the latest generation's tendencies. TBL has the most current agendas and plans. PepsiCo leverages the power of celebrity status and celebrity marketing for its goods since celebrities constantly bring fresh ideas to the table.

Another well-known PepsiCo brand is Mountain Dew. The best part is that Mountain Dew is still the sole beverage brand and a strong competitor. because Mountain Dew cannot yet be replaced by a product. Because of its unusual flavor and color as well as its abrasive and edgy advertisements, Mountain Dew is a favorite among young people. Teenagers are drawn to the "Bhoyer Porei Joy" marketing campaign as it is exciting, which increases Mountain Dew sales. Mountain Dew's popularity among students at colleges, universities, and schools contributes to the brand's expansion (Hosseini & Mirabi, 2018).

Despite Pepsi-Cola's slower growth than rival Coca-Cola, PepsiCo continues to have a 35% market share and a strong position in the BD beverage industry. additional goods, such as Pepsi Black, Pepsi Diet, Aquafina, and Tropicana have experienced strong growth as superior products, while Pepsi Cola's growth has lagged (Yach et al., 2007).

### **2.2.3 TBL product lines or services and products portfolio**

As the sole franchisee of PepsiCo, Inc. in Bangladesh, Transcom Beverages Limited offers PepsiCo's subsidiaries. CSD, club soda, water, and fruit drinks are the items that are now produced by them in Bangladesh.



The four flavors available under CSD are cola (including Pepsi, Diet Pepsi, and Pepsi Black), lemon (the preferred flavor for 7up and 7up lite), lime (Mountain Dew), and orange (the flavor for Mirinda). Club soda "Evervess" is produced by PepsiCo, and PepsiCo-owned mineral water Aquafina is made exclusively by TBL. Another non-carbonated soft drink is Tropicana, which is currently available in the flavors of mango, orange, and apple. Slice, a mango juice, has been



offered in Bangladesh from August 2020. Mountain Dew, Pepsi, and 7up (other than light 7up), Mountain Dew, Mirinda, Everess soda, Tropicana fruit drinks, Slice, and Aquafina are all readily accessible in shops in GRBs, CANS, and PET bottles (Our Products, n.d.)

Product List	SKU
Pepsi	250mi, 4000mi, 600mi, 1000mi, 1250mi, 2000mi, 2250mi, Glass Bottle (GRB), CAN
7up	250mi, 4000mi, 600mi, 1000mi, 1250mi, 2000mi, 2250mi, Glass Bottle (GRB), CAN
mountain Dew	250mi, 4000mi, 600mi, 1000mi, Glass Bottle (GRB), CAN
Mininda orange	250mi, 4000mi, 600mi, 1000mi, Glass Bottle (GRB), CAN
Aquafina	500mi, 1000mi, 1500mi
Slice mango Juice	200ml
Diet pepsi	250ml, CAN, 600ml
7up Light	250ml, CAN, 600ml
Everess Soda Water	600ml

**Table 1:** Products and their SKU of Transcom Beverage Limited

Another popular component of their product is PMX. The PMX fountain machine employs additional flavor stored in cylinders or bags, which may be utilized directly with the water line. A CO2 gas cylinder is another essential part of this apparatus. operates mostly in high-end restaurants. Available in Pepsi, Mountain Dew, 7up, and Mirinda tastes. The original concept of Mountain Dew is what has made this product so well-liked among young people (Our Products, n.d.).

## 2.2.4 Corporate Social Responsibility

As Transcom Beverages limited is bottling and distributing the PepsiCo's products they have to maintain the PepsiCo guideline and standards. PepsiCo adheres to the idea of "performance with purpose" and invests in a world where people and the environment may enjoy better lives in order to achieve sustainable growth (Ali, 2018). They continually broaden their assortment of delectable and healthful meals and beverages, come up with inventive ways to use less energy, water, and packaging, and provide a pleasant working environment for their employees.

Additionally, we respect, support, and invest in the areas in which we operate because a better future for PepsiCo means a better future for everyone. To do this, we hire locals, tailor our products to local preferences, and work with local farmers, governments, and community groups. For the entire globe and everyone. The company takes some initiatives every year like free medical camp, food safety and hygiene seminars, awareness campaigns etc.

The company plans to use 20% more water per unit of output by 2015. They strive to have a favorable water balance in their manufacturing processes in dry places. It also plans to provide 3 million people in underdeveloped countries with access to clean water by the end of 2015. It aims to save 1 billion pounds of trash from being thrown in landfills by 2012 and save 350 million pounds on packing.



They also encourage environmental best practices and education among our staff members and business associates. Create laws and procedures that take agriculture, the environment, and human health all into account so that they may live together peacefully. For the children of Transcom Beverages limited employees who received merit scores, they established a scholarship scheme.

By making investments in a promising future for our customers, the environment, our workers, and our communities, PepsiCo is dedicated to sustainable growth. In order to expand in a continually shifting global market, the corporation is adopting strategic changes (Qian et al., 2022).

### **2.3 Functional Divisions & Departments of TBL**

**Sales Department:** This department monitors overall sales by establishing total sales objectives and analyzing monthly total sales to determine if merchants met the targets. increase. Continuously communicate with RSM, ASM, SE and PSRs to track the reach of each sale and campaign created to attract additional product sales.

**Marketing Department:** PepsiCo Bangladesh's most potent weapon is its marketing strategy. Customer pleasure is achieved via the employment of marketing methods. They use celebrity marketing to build their marketing approach. Ads that are one-of-a-kind are fantastic. This division creates concepts and strategies for advertising items and services to merchants and customers in order to enhance sales. They introduce new brands, conduct advertising campaigns and media actions to introduce the brand and its related products to the target market, create advertising campaigns and contests for customers to experience the products firsthand, and regularly associate products and brands with various events.

**Manufacturing Department:** A production department creates things for a company. The sales department first forecasts yearly revenues, then the manufacturing section creates items based on that projection. If raw materials are in limited supply, the commercial department will be contacted. This department determines how much they create in a fiscal year based on projected estimations.

**Commercial & Supply Chain Department:** The fundamental purpose of departments in a company is buying. When the manufacturing department tells the department that raw materials are in limited supply, the department acquires some from local suppliers and some from overseas suppliers. In addition, this section computes prior and present raw materials for forthcoming manufacturing.

**Finance Department:** This section records numerous sorts of transactions and processes term loans and payments. Sales incentives are created and established to drive personnel to achieve their objectives. Account statements and reports are created, displaying how much they may make, what their income is, how much of their assets have been written off, and how many loans they must service.

**Human Resources Department:** TBL HR department assists employees in upholding beneficial relationships with both employers and coworkers. Therefore, assists new joiners with the onboarding process, develops strategies to meet company goals, establishes systems to inspire staff, responds to queries and concerns, implements employee policies and maintains procedures, communicates and implements business changes, enforces disciplinary measures, and handles attrition of employees and their after-employment procedures.

## **2.4 Operational Practices of TBL**

**2.4.1 Manufacturing Operations:** There are three plants of Transcom beverages Limited the production plants are Dhaka plant (Konabari) which is also known as mother plant, in Gazipur (Bagher Bazar Plant), another one is located in Chittagong which one we call Chittagong plant. The Bagher Bazaar facility is one of just 12 in the world to have obtained PepsiCo's Platinum Accreditation, while both of these factories have won the company's Gold Accreditation globally. Transcom drinks are manufactured by a team of specialists that have substantial training and knowledge in manufacturing, quality assurance, quality control, product development, and engineering services. Transcom Beverages Limited, an FMCG firm, has a complicated production process that may be divided into three segments-

1. Bottles for processing
2. Manufacturing of Syrup
3. Obtaining the whole item

**2.4.2 Sales operations:** Chain management provides a company with a significant competitive advantage on the global market while also ensuring environmental sustainability. To cut costs while keeping the company competitive. Area sales managers organize, coordinate, and oversee the movement of the whole sales team. They link suppliers, distributors, businesses, salespeople, and clients. TBL, Bangladesh's largest beverage company, has aided the country's economy by providing high-quality beverages at cheap prices. TBL wishes to cut inventory while increasing supply availability.

**2.4.3 Distribution operations:** Businesses that wish to sell to consumers must have efficient distribution systems. Transcom Beverages is the sole new Pepsi franchisee, therefore selecting the proper approach is vital to the distribution channel's success. A robust distribution network may boost a company's sales, profits, and revenues, whilst a weak network might result in losses. Transcom Beverage Ltd (TBL) has implemented a distribution strategy with over 600 distributors for the distribution of the bulk of dealers acting alone. We are an authorized Unicorn Distribution Co., Ltd. TBL distributor. TBL receives distribution from Rangpur. TBL, like other businesses, employs a variety of distribution techniques. TBL is establishing a sales organization that includes all three alternatives. Bangladesh's entire country is separated into zones. These include Chattogram, Khulna, Mymensingh, Bogura, Dhaka Central, Dhaka North, Dhaka South, and Dhaka Outer. We employ different numbers of traders for each of these zones, depending on your needs. We employ over 100 distributors in big cities such as Chattogram and Khulna.

Because not every product has the same demand in every market, not every distributor will receive every product his TBL offers. Evervess, a soda, is often found in major stores and pubs. TBL exclusively sells 600ml bottles of Pepsi and Mountain Dew in Dhaka and 400ml bottles everywhere else. TBL splits the market into two sections. These are vertical and horizontal marketplaces (B2B). TBL uses wholesalers and big box shops like Agora to offer their products to the general public. TBL's wholesale accounts segment also handles distribution for vertical industries such as event planners, community organizations, and restaurants. TBL employs broad market coverage strategies. PepsiCo, n.d.'s marketing foundation brings together a huge number of distributors in one area. They aim to ensure that their items are available in any given place.

## 2.5 Strategic Analysis of TBL

I have performed some strategic studies on Transcom Beverages Limited, including Porter's Five Forces analysis and SWOT analysis. These are the most often used metrics for identifying a company's individual strengths, flaws, and areas for growth. And consider the competitive environment that will be in play rather than just one particular company.

### 2.5.1 SWOT analysis of Transcom Beverages Limited

SWOT analysis is a framework used to assess a company's competitive position and to create strategic planning. It stands for strengths, weaknesses, opportunities, and threats. According to Kenton (2023) SWOT analysis evaluates both internal and external elements as well as present and future possibilities.



#### Strengths:

- A strong brand portfolio that drives competitive advantage in the market.
- Extensive distribution network that enables efficient and widespread product reach across various regions.
- High-quality production and cost-effective operations.
- Significant market share in the beverage industry, allowing it to leverage its brand reputation and customer loyalty.
- Efficient workforce and management team that possesses industry knowledge and expertise.

### **Weaknesses:**

- Lengthy process in making major decisions.
- Limited product diversification, focusing on a specific range of beverages could limit its ability to cater to evolving consumer preferences.
- High maintenance and production costs.
- Vulnerability to supply chain disruptions such as raw material shortages or transportation issues, could impact the company's manufacturing and distribution capabilities.
- Lack of brand awareness and no promotional activities for the least-selling products.

### **Opportunities:**

- As the global beverage market is expanding, there are opportunities for Transcom Beverages Limited to increase its market share and explore new product categories.
- Local competitors have comparatively poor products, so along with Coca-Cola, they are the market leader.
- Transcom Beverages Limited has options to explore new geographical markets to diversify its revenue streams and reduce dependency on specific regions.
- Innovation and product development can lead to the introduction of new and innovative products by investing in research and development

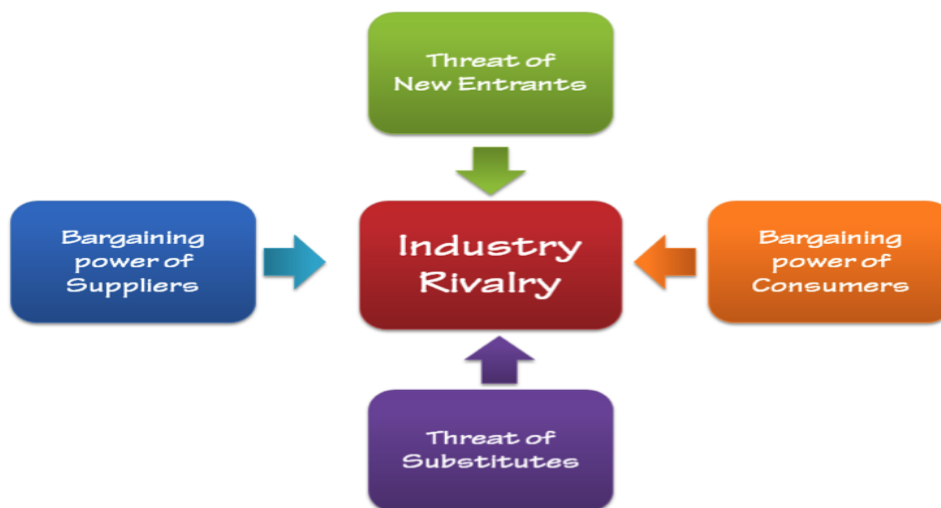
### **Threats:**

- Intense competition between numerous local and global players may pose challenges to Transcom Beverages Limited's market share and profitability.
- Changing consumer preferences, such as shifts towards healthier alternatives or new flavor trends, may require the company to adapt its product offerings to remain relevant.
- Access pricing from the customer's point of view.
- Economic fluctuations, currency exchange rate fluctuations, or inflation could impact consumer spending and affect the company's sales and profitability.

(SWOT Analysis of Transcom Beverage in FMCG Beverage Industry in Bangladesh, 2022)

## 2.5.2 Porter's Five Forces Analysis

The analysis acts as a framework for evaluating an industry's attractiveness and level of competition. Here is a brief Porter's Five Forces study of Transcom Beverages Limited.:



### 1. The threat of new entrants: (moderate to low)

- Already established presence of major players in the market.
- The beverage industry requires significant capital investment and distribution networks it's a barrier for new entrants in this market.
- Limited access to distribution channels and retail space.

### 2. Bargaining power of suppliers: (low to moderate)

- Transcom Beverages Limited has several suppliers of raw materials, materials, and packaging.
- Company size and established relationships can have some impact on price and terms negotiations.
- Price pressure from exchange rate volatility and inflation in Bangladesh can be a reason.



### **3. Bargaining power of buyers:** (moderate to high)

- Buyers, such as retailers and consumers can choose from a wide range of alternatives and different brands of beverages on the market.
- They can put pressure on price, quality, and promotional activities
- Growing health concerns and changing consumer preferences for healthier options can also influence buyer behavior.

### **4. Threat of substitutes:** (high)

- Substitute drinks from other beverage categories such as coffee, shakes, water, juices, and other refreshments.
- Consumers have different tastes and can easily switch to alternative products based on price, taste, health considerations, or availability.

### **5. Intensity of Competitive rivalry:** (high)

- Transcom Beverages Limited operates in a highly competitive industry with many major market players. Coca-Cola, Sprite, Mojo, Clemon, RC, and other brands of domestic and international companies.
- High levels of saturation (product innovation, pricing, distribution, brand awareness, etc.) but limited scope for product differentiation.
- Massive marketing and advertising campaigns to gain market share.

Overall, Porter's Five Forces analysis indicates that while Transcom Beverages Limited benefits from some barriers to entry and supplier relationships, it also faces significant competitive pressures from substitute products, high buyer bargaining power, and fierce industry competition. To be competitive in the market, the corporation must adjust to shifting customer tastes and create successful plans (Porter's Five Forces Analysis of the Food and Beverage Industry, n.d.).

## **Chapter 3**

# **Importance of Training in the Development Process & Impact of the Practices on Performance of Transcom Beverages Limited Employees**

### **3.1 Introduction of Project**

In this competitive phase of the industry and the market, every organization has many opportunities to grab and a set of challenges to overcome. The institution becomes influential in such a setting. You can endure the current competition with ease. In order to meet these problems, management must modify the workplace in accordance with the demands of the position. Management must modify its policies and rules in order to keep up with competition and demand (Gupta, 2021). The company is constantly under pressure to improve production techniques and its capacity to advertise trading. Any organization's ability to succeed depends on the quality of its human resources, and in order to maintain that caliber across all functional areas, functional training, coaching, and mentoring must be offered.

Training is the process through which an individual gains leadership abilities as well as functional skills and information to assist them do their tasks for the organization efficiently. Training and development are used to improve an employee's knowledge, abilities, and attitudes so that he can execute the assigned work flawlessly. It is critical to differentiate between cognitive and behavioral training methods. The training serves as a measure to strengthen the workforce's ability to achieve organizational goals. This energizing strategy is critical because although any organization employing a controlled working method may not consistently provide results, a dynamic and spry organization may. This will be accomplished, as previously said, by improving the quality of working life through the use of training programs (Andresen & Nowak, 2014).

There are several examples of how coaching and mentoring have assisted individuals in overcoming complexity and difficulty, such as enhancing relationships, meeting sales objectives, making sound decisions, and establishing teams. Furthermore, coaching and mentoring enhance performance, build and strengthen leadership, and excite and inspire personnel. In the beverage business, we envisioned differentiation in the organizations participating to the partnership and established training, coaching, and mentorship for retention managers as reasons to wake up. and encourage their team and promote cohesiveness.

### **3.1.1 Literature Review**

The process of developing an employee's talents, competencies, and skills to carry out particular jobs is referred to as "training." Training helps fresh talent develop and improve existing skills. The competent and engaging format of the organization is significantly influenced by training. The key to the organization's smooth operation and an increase in the standard of living for the employees is training. As stated by Michel Armstrong, "Training is the systematic development of the knowledge, skills, and attitudes required by an individual to fully perform a given task or job" (Hosseini & Mirabi, 2018). Specifically at the management level, development is a process that results in qualitative and quantitative advancement in the organization. It is less concerned with physical skills and more concerned with knowledge, as well as values, attitudes, and behaviors in addition to specific skills (Ngulumbu & Waswa, 2022).

In this research, a combined technique used to gather in-depth data from employees at different levels within the company by combining quantitative surveys and qualitative interviews. The sample size consisted of 30 people from diverse departments and employment types.

Key results indicate that employee performance at Transcom Beverages Limited is positively impacted by the use of efficient training and development initiatives. The majority of respondents were quite happy with the company's training programs, appreciating their usefulness and their alignment with their job roles.

### **3.1.2 Objectives**

Thus, it may be claimed that development is a continuous process as compared to training, which has specific areas and objectives. The main goal of training is to help employees develop their KSAs in accordance with their job requirements. The following points highlight the value of training, and by doing a development needs assessment, the right training may be given to the employees-

- a) Leadership and team-building capabilities for day-to-day operations.
- b) Analyzing the difference before and after training and doing a skills gap analysis.
- c) Enhancing his/her interpersonal and then functional skills, overall improvement in performance.

- d) Assure that high-quality training is provided to the workforce with the skills, knowledge, competencies, and traits they need to do their jobs well.
- e) Introduce TBL employees to the latest technological and operational innovations.

### 3.1.3 Significance

Training and development play a significant role in employee performance at Transcom Beverages Limited. Here are some key points regarding the importance of training and development and the impact these practices have on employee performance-

- **Enhance skills:** Training and development programs provide employees with the opportunity to acquire new knowledge, skills, and competencies. By improving their skills, employees become more competent in their roles, which leads to improved performance and productivity. For example, training programs might focus on enhancing TBL's sales techniques, negotiation skills, and 6 leadership skills.
- **Adaptability to changes:** In a dynamic business environment, organizations need employees who can quickly adapt to changes, such as technological advancements, industry trends, or market shifts. Training and development programs keep employees abreast of the latest developments and equip them with the skills to effectively manage change.
- **Improve job satisfaction:** Training and development initiatives can help improve employee job satisfaction. When employees receive the right training, they can achieve a sense of accomplishment and personal growth. This satisfaction has a positive impact on their performance, as satisfied employees are more likely to stay engaged and productive in their tasks.
- **Develop Functional skills:** By contributing to employee retention and talent development within the organization. When employees perceive that they have opportunities for growth and advancement, they perform well in their functional activities. Well-trained employees are better equipped to deliver high-quality products or services.
- **Improve Teamwork and Collaboration:** TBL organizes workshops or team-building exercises as training and development activities. These activities promote teamwork, cooperation, and effective communication among employees. When employees work well together, share knowledge, and communicate effectively, it has a positive impact on their overall performance and the success of the organization.

## 3.2 Methodology

Effective training and development programs have a direct impact on the overall performance of an organization. Identifying training needs and designing appropriate development initiatives, suggests areas for improvement and leads to better organizational outcomes. Transcom Beverages Limited uses a Development Needs Assessment (DNA) methodology to identify needs during organizational development. Once development needs are identified, employees receive training in communication and leadership skills or functional and technical skills. This method consists of two basic evaluation processes, based on this development need assessments the type of training method is identified. The evaluation processes are-

- 1) **Competency Review & Development Plan (CRDP):** In Transcom Beverage Limited there are six leadership competencies which are- (1. Drivers for the result, 2. Customer-focused, 3. Develop self and others, 4. Integrity and trust, 5. Strategic Agility, and 6. change through innovations) and three core values (1. Integrity, 2. Ethical practice, and 3. Excellence). PepsiCo gives its staff specific instructions about these fundamental principles and abilities. Any organization employee unable to satisfy these requirements is regarded as being qualified for training. Every year, a development needs plan is created with a few training strategies in mind. The line managers or supervisors of the nominated workers assist by providing a list of the employees and arranging for their training needs to be met.
  
- 2) **Performance appraisal of an employee:** A performance assessment is a systematic and continuous process for comparing an individual's productivity to the specified job requirements. It is an assessment of the employee's capacity for growth, skill set, and relative value to the company. The performance evaluation form for each department's annual performance review is provided. Line managers submit to HR the performance evaluation form and the SGA (skills gap assessment) form. By evaluating the employee's existing situation and growth requirements, the type of training they need can be determined.

Receiving input on the effectiveness of the training from managers or supervisors who work closely with the trained personnel may be valuable. Managers could look at alterations in employee performance and behavior to determine the efficacy of the training and development program.

### 3.2.1 Types of Training Conducted by Transcom Beverages Ltd.

For the improvement of employees and organizational departments, Transcom Beverages Limited's human resource department often uses four different types of training activities. Here are some details about the popular training methods are shown below-

- **In-house training:** In this type of training, the trainer comes from the organization, especially from a department or group, and the participants are a specific group of people from the organization. For example, in-depth supply chain management training led by a supply chain manager for the entire supply chain and sales team.
- **Outdoor training:** In this type of training, participants are selected from the organization and can belong to any department or group, external instructor-led training in all functional or communication skills, leadership skills, and cooperation. For example, assertive communication, negotiation skills, teamwork, cooperation training, etc.
- **International training:** This type of training is slightly different from the others. Here, the participants are an individual or any group of people from the organization, the training course is conducted by an international coordinator or a training organization. Participants in this type of training are often drawn from a group with senior management levels. Some of the pieces of training are 6 Essential Practices for Team Leadership, 7 Habits of Highly Effective People, IIM International Conference, etc.
- **Technical Training:** It is also external training because the training is provided by an external instructor to a specific group of internal participants. It is training to improve technical skills for specific departments by local training institutions. Such as tax training, HR operations, Power Bi training and business analysis, Python training, etc. There is an extension of training that applies to almost all these types of training. TOT (Training of Trainer), the trainee shares his insights of the training with his particular team and trains his fellow members of the team. This method has such advantages, other members of the department get to learn about the training and acquire the skills, and his learnings get revised, and got an opportunity to practice leadership capabilities with his department.

### 3.3 Training Effectiveness Analysis

From organization’s perspective, measuring training effectiveness refers to the process of analyzing the impact and success of a training program or initiative. This includes evaluating whether the training has achieved its intended purpose, improved participants' knowledge and skills, and contributed to the overall performance of the organization. Here are the common methods used by Transcom Beverages Limited to measure the effectiveness of training.

**3.3.1 Pre- and Post- SGA:** Conducting skills gap assessments before and after a training program can help assess participants' knowledge and skill development. Comparing results can show the effectiveness of training in improving performance. The SGA form is sent to the line manager for assessment after filling out the form before and after the training, the analysis is done by a few steps.

### Pre-Training Gap Analysis Form

Negotiation skill |

<b>Instruction:</b> Check in the box in relevant traits listed below according to the suitability for the position and training. Please mention the time line (if applicable)	<b>Name of the training:</b> ..... <b>Participant's name:</b> ..... <b>Designation:</b> ..... <b>Line manager's name:</b> ..... <b>Designation:</b> ..... <b>Follow up Date:</b> .....
---	---

**Training Based Skill Criterion:** (Skills and knowledge related specially to the personnel's individual day to day activities)

**Tolerance to ambiguity:** Able to withhold action or speech in the absence of important information, deal with unresolved situation, frequent change, delays or unexpected events.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

**Spoken Communication:** Able to clearly present information through the spoken word, influence or persuade others oral presentation in positive or negative circumstance, listen well.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

**Assertiveness:** Able to mutually express one's opinion and feelings in spite of disagreement, accurately communicate to others regardless of their status or position.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

**Perceptivity:** Able to interpret verbal and non-verbal behavior; to develop accurate perception and understanding of others' feelings, needs, values and opinion; to be sensitive to and aware of personality differences and conflicts.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

**Decisiveness:** Able to make decisions on available information and take action ; make commitments and not change decisions when challenged; deal with emergencies as necessary.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

**Capability of organizing ideas:** Able to systematically generate opinion through analysis of problem and valuation of alternate solutions; develop unique and feasible solutions to problems.

1	2	3	4	5
Not-Satisfactory	Below-Satisfactory	Somewhat-Satisfactory	Satisfactory	Outstanding

Pre- Training Assessment Date ..... Score:

Post- Training Assessment Date .....

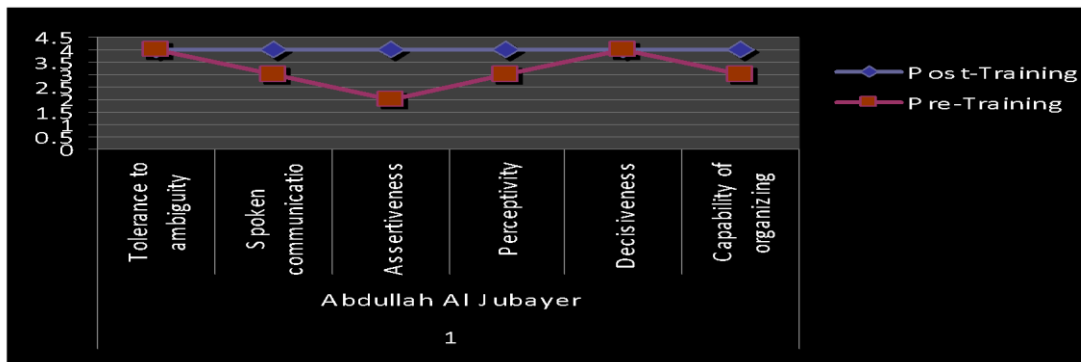
( It is mandatory for Line Manager to fill up the Post Training Assessment Form after the time-line mentioned above ).

**Figure 1:** skills gap analysis form (Pre & Post)

**Step: 01 (Analysis Table)**

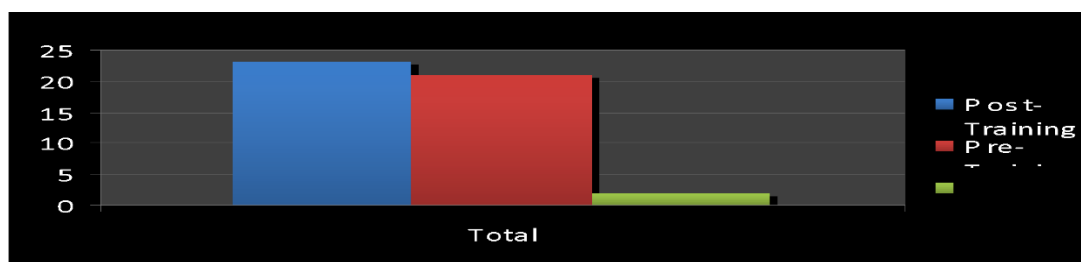
Name of the Participants	Training Based Skill Criterion	Post-Training	Pre-Training	Difference
Abdullah Al Jubayer	Tolerance to ambiguity	4	4	0
	Spoken communication	4	3	1
	Assertiveness	4	2	2
	Perceptivity	4	3	1
	Decisiveness	4	4	0
	Capability of organizing ideas	4	3	1

**Step: 02 (Individual Analysis Graph)**



**Step: 03 (Content Analysis Graph)**

Training Based Skill Criterion	Name of the Participants	Post-Training	Pre-Training	Difference
Tolerance to ambiguity	Abdullah Al Jubayer	4	4	0





**Step: 04 (Total Analysis Graph based on Total Participant)**

Name of the Participants	Post-Training	Pre-Training	Difference
Effective Communication	227	184	43

**3.3.2 Training Surveys and Feedback:** Gathering feedback from participants through surveys, questionnaires, or interviews can provide valuable insight into participants' perceptions of the training program. By taking necessary actions to make the training more meaningful and keeping a record for understanding the trend. This feedback highlights improvement areas, the content's relevance, and overall satisfaction with the training.



**Figure 2:** Training feedback of assertive communication training



**Figure 3:** Training feedback of teamwork and collaboration

**3.3.3 TEMT Method:** It is a training effectiveness measurement tool. Observing participant performance through skill demonstrations and simulations provides direct evidence of acquired skills and competencies. A trainer or evaluator can assess the level of competence and whether the training is effective.

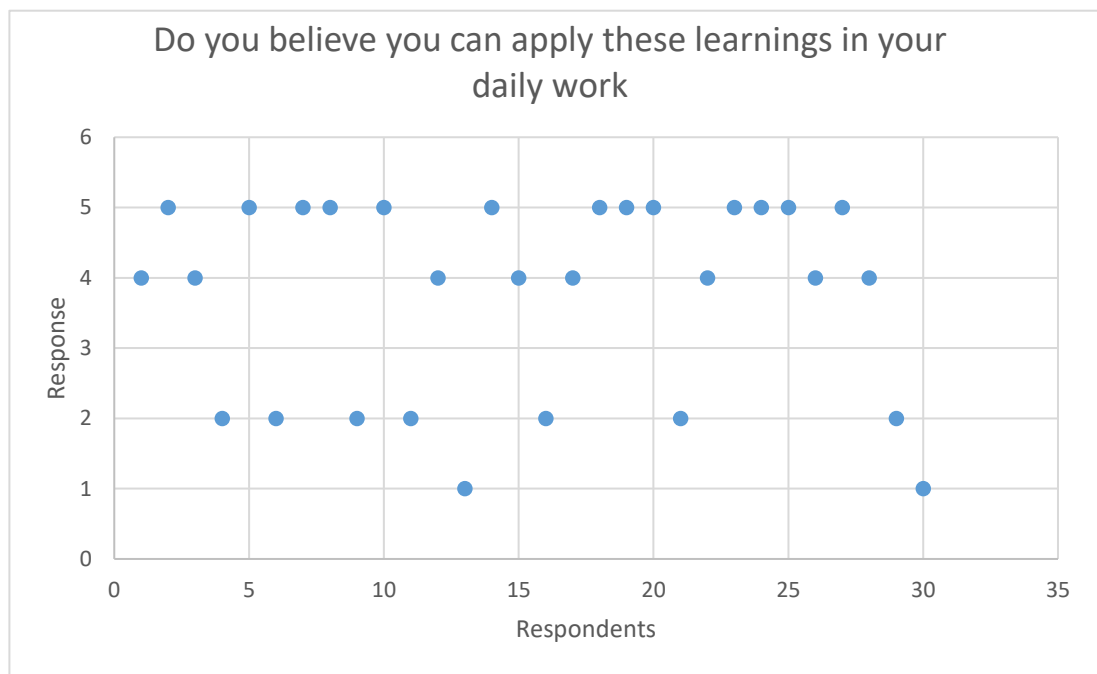
**3.3.4 Performance Metrics:** The effectiveness of training may be analyzed by comparing performance metrics or key performance indicators (KPIs) before and after the training. For instance, comparing sales before and after training may be used to gauge the success of sales training. An external facilitator led the training on sales execution excellence which was conducted dedicatedly for the Sales Managers. The participants have provided some input on the training's results.



**Figure 4:** Feedback on performance metrics analysis on sales managers

### 3.4 Learnings of Training Impacting the Employees' Performance

This part is analyzed from the employee's perspective. The data for this analysis is made on the data collected from survey conducted among the employees of TBL, we got to know how the learnings of training are impacting the performance of the employees and how they are improving themselves by the learnings of training. The aim of conducting the training is the performance of the employees and how they are implementing the learnings in their day-to-day activities. I got three training in this tenure and tried to take a survey from the participants. I got 30 participants response to do the survey on them and tried to analyze the data using some basic techniques. Here are some outcomes that I have got from the responses of the employees-



**Figure 5:** Regression of employee's learning and real-life work

Let's group the replies based on the statements according to the talents specified and the supplied details to examine the information:

- 1. Teambuilding:** The responses 1, 2, 4, 9, 10, 11, 14, 21, 22, and 29 all reference teambuilding.
- 2. Communication:** The responses 2, 4, 6, 8, 9, 15, 21, 22, 23, 24, 25, and 28 all address communication.

**3. Technical Skills:** 1, 2, 3, 4, 7, 8, 10, 12, 13, 14, 18, 25, 27, and 28 responses all mentioned technical skills.

**4. Operational:** 1, 2, 3, 4, 5, 9, 10, 12, 15, 18, 19, 23, 25, and 28 responses all mention operational.

**5. Leadership:** The responses 2, 3, 4, 7, 10, 11, 13, 14, 17, 18, 23, 25, 26, 29, and 30 all reference leadership.

**6. Negotiation:** The following responses bring up negotiation: 2, 4, 6, 8, 9, 10, 12, 16, and 30.

**7. Computer Skills:** The third response brings up computer skills.

**8. Interpersonal:** The word "interpersonal" is mentioned in response 14.

**9. Soft Skills:** Responses 17 and 19 also reference soft skills.

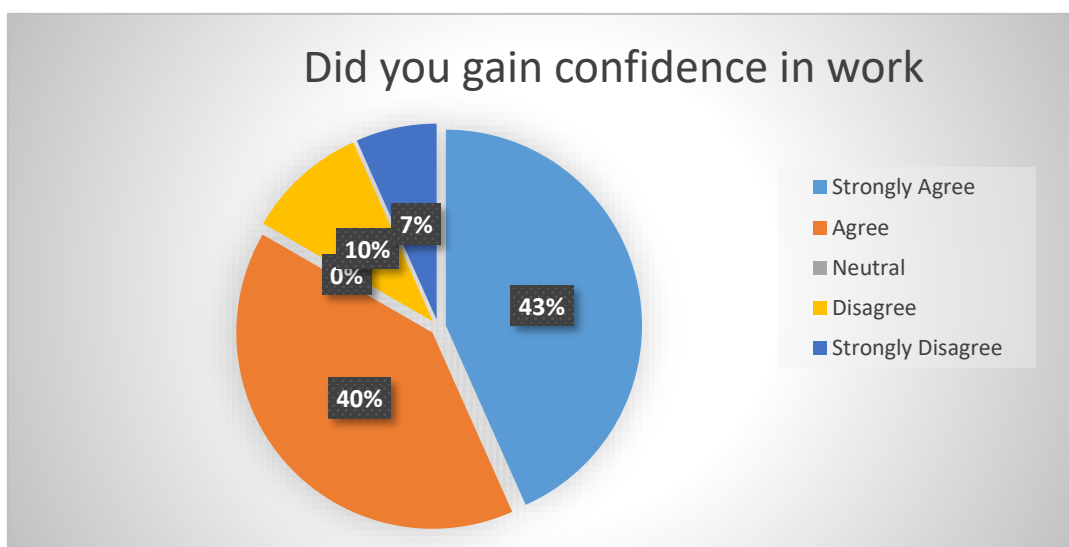
**10. People Development Technique:** This point is made in Response 26.

Let's now examine the general attitude conveyed by the statements:

**Positive Sentiment:** The responses 1, 2, 3, 5, 7, 8, 10, 12, 13, 18, 23, 24, 25, 26, 27 and 28 are positive in nature.

**Positive Sentiment:** Positive feelings are expressed in responses 16, 19, 20, and 30.

**Mixed Sentiment:** The responses 4, 6, 9, 11, 14, 15, 17, 21, 22, and 29 have mixed feelings.



**Figure 6:** Effectiveness of Training on confidence development

Overall, the examination of the provided information shows that:

**1. Favorable results:** Participants reported having more knowledge (responses 1, 2, 8, 10, 12, 13, 23, 24, 25, and 28).

- Levels of confidence increased (responses 2, 5, 15).
- Leadership skills improved (10, 29 replies).
- Better bargaining abilities (answers 8, 12, and 16).
- Improvement of technical skill (responses 7, 18, and 27).

**2. Suggestions for Improvement:** Response 5 suggests that training be extended.

- The need for further time (answer 14).
- Communication abilities need to be improved (6, 21 replies).
- A better comprehension of administrative responsibilities (answer 15).
- Learn how to communicate more effectively (answer 21).
- Increasing people management abilities (answer 26).

**3. Mixed feedback:** The comments (4, 9, 11, 14, 22, 29) reflect a range of ideas on team formation and soft skills (responses 17, 19).



**Figure 7:** Learning of training on employee's performance

### **3.5 Summary and Conclusion**

To summarize, my tenure at Transcom beverages limited I had the opportunity to work with HR department and training plays an essential role in employee development and has a significant impact on the productivity of the workers at Transcom Beverages Limited. Training improves performance, encourages employee engagement and motivation, offers adaptability in the face of change, increases staff retention, encourages collaboration, and develops innovation and creativity. Transcom Beverages Limited might invest in training and development programs to improve employee skills and overall performance and success. The focus of this study is Transcom Beverages Limited's training and development procedures, which can provide crucial insights into boosting organizational performance and advancing best practices throughout the sector. The survey on the employees of functional departments shows that the effectiveness of training impacts in their performance, they get confident about their tasks and activities. Additionally, training initiatives can spot high-potential workers and offer them individualized development plans, fostering their skills and putting them in a position to take on leadership responsibilities.

### **3.6 Implications**

I would want to offer something based on my understanding of the training and development strategies used by TBL. Because there are so many brand-new methods being created every day for providing training, instructors are continually looking for the ideal approach to impart certain knowledge to their students. Following the training, the feedback process could be enhanced to assess the program's effectiveness and provide better outcomes. As the training is for the performance imprudent of the employees it should be something that every employee under this organization can acquire not only the higher management or any specific functional department only. Generally speaking, Transcom Beverages Limited and its employees gain a lot from spending money on training and development. Cooperation, improved job performance, employee happiness, and staff retention are all potential consequences. By prioritizing training as a crucial step in the development process, the company may create a motivated and trained workforce that contributes to its long-term success.

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  24. Internship Joining Letter at Transcom Beverages Limited:





## TRANSCOM BEVERAGES LIMITED

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Gulshan Tower (8 & 9<sup>th</sup> Floor)  
Plot # 31, Road # 53  
Gulshan North C/A, Dhaka-1212

March 04, 2023

Ref: TBL/Intern/2023/04

Shanzida Shahab Uddin  
Manager  
Office of Career Services & Alumni Relations (OCSAR)  
BRAC University

**Subject: Internship**

Dear Sir/Madam,

This has reference to your letter dated 2<sup>nd</sup> March, 2023 for placement of BBA student for internship. We have the pleasure to inform you that Mr. Mehrab Hossain, bearing ID No: 17104167 student of BRAC University, may carry out his internship in our organization under Human Resources Department for the period of 12 (Twelve) weeks with effect from first week of March, 2023.

Thanking you

Yours faithfully,

For Transcom Beverages Limited

**A. K. M. Zahid Uddin**

Human Resources Manager

CC : Personal File