

Report On
Impact of training on sales representatives: A Study on ACI
Logistics Ltd (Shwapno)

By

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

MBA- Master of Business Administration
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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:

Afsana Hossain

Student Full Name

Student ID

Supervisor's Full Name & Signature:

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Designation, Department

Institution

Letter of Transmittal

Shamim Ehsanul Haque
Brac Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Prayer for submitting the internship report.

Dear Sir,

It is my enormous contentment to submit the report on “Impact of training on sales representatives: A Study on ACI Logistics Ltd (Shwapno)”. I have completed my internship successfully with ACI Logistics Ltd.

I assembled the instructions of my organization supervisor, at the same time I tried to follow the guideline specified by you while preparing this internship report. I also tried to apply relevant concepts I learnt from my MBA program. I will be glad to spell out any discrepancy that may arise.

Thank you for your kind cooperation.

Sincerely yours,

Afsana Hossain
16264018
BRAC Business School
BRAC University
Date: March 28, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between ACI logistics limited (shwapno) and the undersigned student at BRAC University

Afsana Hossain

.....

Acknowledgement

The internship opportunity I had with ACI logistics Limited was an exposure to practical knowledge and corporate culture. Therefore, I'm very glad and honored that I was provided with the opportunity to be a part of it. I met with wonderful people who themselves were an institution for learning.

I shouldn't forget to thank Ms. Mehjabin Badhon, Head of process innovation, Customer Analytics & store strategy, ACI logistics Limited under whose direct supervision I went through my internship. At the same time I would like to thank my other colleagues of ACI logistics limited who provided me with vast insights and helped me to learn about the biggest retail brand in Bangladesh

Executive Summary

ACI logistics limited (Shwapno) is the biggest Retail Brand of Bangladesh. Shwapno outlets now have everything from apparel, home décor, electronics and in-house fashion label Shwapno Life. At Shwapno, Sales Representatives communicate directly to the consumer. As this competitive world and changing customer behavior trigger lots of pre-purchase questions regarding the products, the representatives must be always well-prepared for the answers. Now a day, there is a huge variety in products for different users who have their unique taste. Therefore, Shwapno prepares handouts and power point presentation regarding the unique selling proposition of the products. Most of the information is collected through websites and representatives are trained with those materials. Thus, representatives satisfy the needs and demand of customers by earning their trust. However, as the competitors in this sector are increasing in numbers gradually, Shwapno must hire professional health and beauty experts to train their sales representatives for even better performance and accuracy, and continue to be best among the other Retail Brands.

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List of Acronyms

MBA	Masters in Business Administration
HRM	Human Resource Management
ED	Executive Director
DO	Director Operation
CRM	Customer Relationship Manager
OM	Operation Manager
OOM	Outlet operation Manager
AOM	Assistant operation manager
BSM	Back Store Manager
POS Agent	Point of Sale Agent
ICMO	Inventory & Cash Management Officer
SLS	Sodium Lauryl Sulfate

Glossary

Retail Business	Retail businesses sell finished goods to consumers in exchange for money. Retail businesses can include grocery, drug, department and convenient stores. Service related businesses such as beauty salons and rental places are also considered retail businesses.
Consumer	a person who purchases goods and services for personal use.
Sales Executive	A sales representative is a person who sells products on behalf of a company
Joint venture	A joint venture (JV) is a business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task. This task can be a new project or any other business activity.
Subsidiary	A subsidiary, subsidiary company or daughter company is a company that is owned or controlled by another company, which is called the parent company, parent, or holding company. The subsidiary can be a company, corporation, or limited liability company. In some cases it is a government or state-owned enterprise.
Franchise	A franchise is a type of license that a party (franchisee) acquires to allow them to have access to a business's (franchisor) proprietary knowledge, processes, and trademarks in order to allow the party to sell a product or provide a service under the business's name.

Introduction

After gaining the theoretical knowledge from educational institution an internship opportunity opens the door for a student to implement their knowledge practically. It enables the opportunities to learn from real competitive corporate business in order to prepare themselves for the changing and evolving business world. Therefore, an internship is a must for the student of Brac University. I chose Shwapno, one of the biggest retail brands of our country to introduce myself with the realistic work life of the HR department. The largest retail chain in the country, Shwapno touches the lives of over 35,000 households each day so it's an obvious that it has a huge supply chain system and several departments work together for the successful operation. It is the future of the retail business in Bangladesh which has currently started its operation online and a team of people is always awake to answer any queries of the customers. Here, sales representatives are always given training according

to the consumer's changed behavior and queries. Every operation takes place with close supervision in order to give the best services to the customer.

Chapter 1

[Origin of the Report]

I have been working on this project for the completion of my MBA degree which has been approved by my respected faculty Mr. Shamim Ehsanul Haque. Here, I've studied a crucial part of Human Resource Management system which is training and development of the employees. My report is mainly focused on the creation of training materials and the effects of these materials on the sales Representatives mainly. This report also enlightens the training process and continuous improvement through follow ups. I personally was engaged in developing the materials and training the sales representatives. In addition to that, I've seen entire Human resource department's work flow and chain of command of the whole retail business within ACI logistics limited.

1.1 [Objective of the report]

- To know the process of developing the training material
- To know the importance of current consumer's query
- To know the process of training Sales executives
- To know the importance of training employees from hierarchy regarding product
- To know the job responsibilities of a HR person for making training plans for employees
- To know the present situation well for developing better training module
-

1.2 [Methodology]

All the information in this report has been collected via primary and secondary sources:

Primary Source:

- Interviews and face-to-face conversations regarding relevant information
- Observations at work
- Customer queries and review
- Questionnaire

Secondary Source:

- Company websites
- online articles

1.3 [Limitations of the Study]

I faced some obstacle during making this report and I feel that's my limitation for making it.

- Learning all the training needed related functions within three months of internship period is a real problem
- Due to lack of my knowledge and experience into the sector, an analytical, comprehensive and crucial study was not possible as training functions of HR department is really huge
- Much essential information does not exist on the internet.

Chapter 2

Company overview

ACI is a public limited company and ACI stands for Advanced Chemical Industries Ltd. ACI is one of the largest Bangladeshi conglomerates which have 9,053 employees and 44% of market share. The company operates through four reportable segments: Pharmaceuticals, Consumer Brands, Agribusiness and retail. Their retail chain is known as ACI logistics Ltd, Shwapno. Advanced Chemical Industries (ACI) Limited operates across the country through its four diversified strategic business units.

- ‘ACI Pharmaceuticals’ is dedicated to improve the health of people of Bangladesh through introduction of innovative and reliable Pharmaceuticals products.
- ‘ACI Consumer Brands’ is adding value to the daily life of consumers through its Toiletries, Home care, Hygiene, Electrical, Electronics, Mobile, Salt, Flour, Foods, Rice, Tea, Edible Oil, Paints and International businesses.
- ‘ACI Agribusinesses’ is the largest integrator in Bangladesh in Agriculture, Livestock, Fisheries, Farm Mechanization, Infrastructure Development Services and Motorcycles.
- ‘ACI Retail Chain’ is the largest retail chain in the country operating through its 73 SHWAPNO outlets across the country by touching the lives of over 35,000 households each day. The company contributed Taka 3,625 million to the National Exchequer during FY 2017-2018 in the form of corporate tax, custom duty and value added tax.

2.1 [Forming of ACI]

Advanced Chemical Industries (ACI) was established as the subsidiary of Imperial Chemical Industries (ICI) in 1968 (ACI, 2014) to develop the quality of life of Bangladeshi people. It has been incorporated as ICI Bangladesh Manufacturers Limited on January 24, 1973. ICI Bangladesh Manufacturers Limited which was listed as a public limited company under Dhaka Stock Exchange, was a subsidiary of world renowned multinational ICI-Plc. However, in 1992 ICI Plc divested its shareholding through a management buyout and the company name was changed from ICI Bangladesh Manufacturers Limited to Advanced Chemical Industries (ACI) Limited on 5 May 1992.

2.2[Mission, Vision and Values of ACI]

2.2.1[Mission]

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

2.2.2[Vision]

To realize the Mission, ACI will:

- Provide products and services of high and consistent quality, ensuring value for money to our customers.
- Endeavour to attain a position of leadership in each category of our businesses.
- Develop our employees by encouraging empowerment and rewarding innovation.

- Promote an environment for learning and personal growth.
- Attain a high level of productivity in all our operations through effective utilisation of resources and adoption of appropriate technology.
- Promote inclusive growth by encouraging and assisting our distributors and suppliers in improving efficiency.
- Ensure superior return on investment through judicious use of resources and efficient operations, utilizing our core competencies.

2.2.3[Value]

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

2.3[Strategic Business Units of ACI]

ACI Limited is diversified into three major businesses units which include Pharmaceuticals, Consumer Brands and Agribusiness. Beside these ACI Limited has subsidiaries and joint ventures differentiated in retail chains.

- ❖ ☔ Pharmaceuticals
- ❖ ☔ Consumer Brands & Commodity Products
- ❖ ☔ Agribusiness:
 - Crop Care Public Health
 - Animal Health
 - Fertilizer
 - Motors
 - Cropex
 - Seeds

2.3.1[Subsidiaries]

- o ACI Formulations Limited
- o ACI Logistics Limited
- o ACI Pure Flour Limited
- o ACI Foods Limited
- o ACI Salt Limited
- o ACI Motors Limited
- o Creative Communication Limited
- o Premiaflex Plastics Limited
- o ACI Agrochemicals Limited

- o ACI Edible Oils Limited
- o ACI Healthcare Limited
- o ACI Chemicals Limited

2.3.2[Joint Ventures]

- o ACI Godrej Agrovvet Private Limited
- o Tetley ACI (Bangladesh) Limited
- o Asian Consumer Care (PVT) Limited

2.4[Organizational Structure of ACI Limited]



Fig-1[Organizational Structure of ACI Limited]

2.5[Forming of ACI Logistics ltd]

Shwapno, The biggest retail brand of Bangladesh, is operated by ACI Logistics Limited. They started their journey at 2008 as as “Fresh and Near” in order to fulfill the company’s “Seed to Shelf” vision of connecting farmers directly with consumers. Though it started its journey with freshly produced daily household needs, Shwapno outlets now hold everything from apparel, home décor, electronics and much more.It’s latest addition is in-house fashion label Shwapno Life.Currently shwapno,

- operates in 56 outlets across Dhaka, Chittagong, Sylhet and Comilla
- holds total retail space of 310,000 square feet
- has workforce of over 2,500
- operates multiple outlet formats from small convenience stores to large megamall layouts (ranging from 1,500 to 27,000 square feet)
- provides the ideal experience for customers in each location
- is the market leader with 45% share
- earns 23% of revenue from the fresh goods, fish and similar items
- earns around 44% from the consumer packaged goods
- earns the rest from the commodity and the lifestyle products

Shwapno has been successful in developing a truly world class retail architecture and shopping experience for the first time in the country as they prepare their sales executives to satisfy the queries of customers. The best part is every employee from top to bottom has the knowledge of their product. Thus, sales executives who directly communicate with the consumers are always ready to support the needs.

2.6[Vision and Values]

2.6.1[Vision of SHWAPNO]:

SHWAPNO has a “Seed to Shelf” vision which means connecting farmers directly with consumers.

2.6.2[Values of SHWAPNO]:

- ❖ Impeccable integrity – We are honest, transparent and ethical in all our dealings.
- ❖ Passion to win – We deliver what we promise by bringing the best in all of us.
- ❖ Delightful experience – We win the hearts and minds of our employees and consumers by offering relevant quality, value and service.
- ❖ Living an enterprise culture – We believe in trust, truth and teamwork.
- ❖ Making a better world – We compassionately contribute to the community we live in.
- ❖ Continuous improvement – We constantly learn and innovate to create new paradigm.
- ❖ Count every paisa – We treat every taka spent as our own for creating value for our consumers.

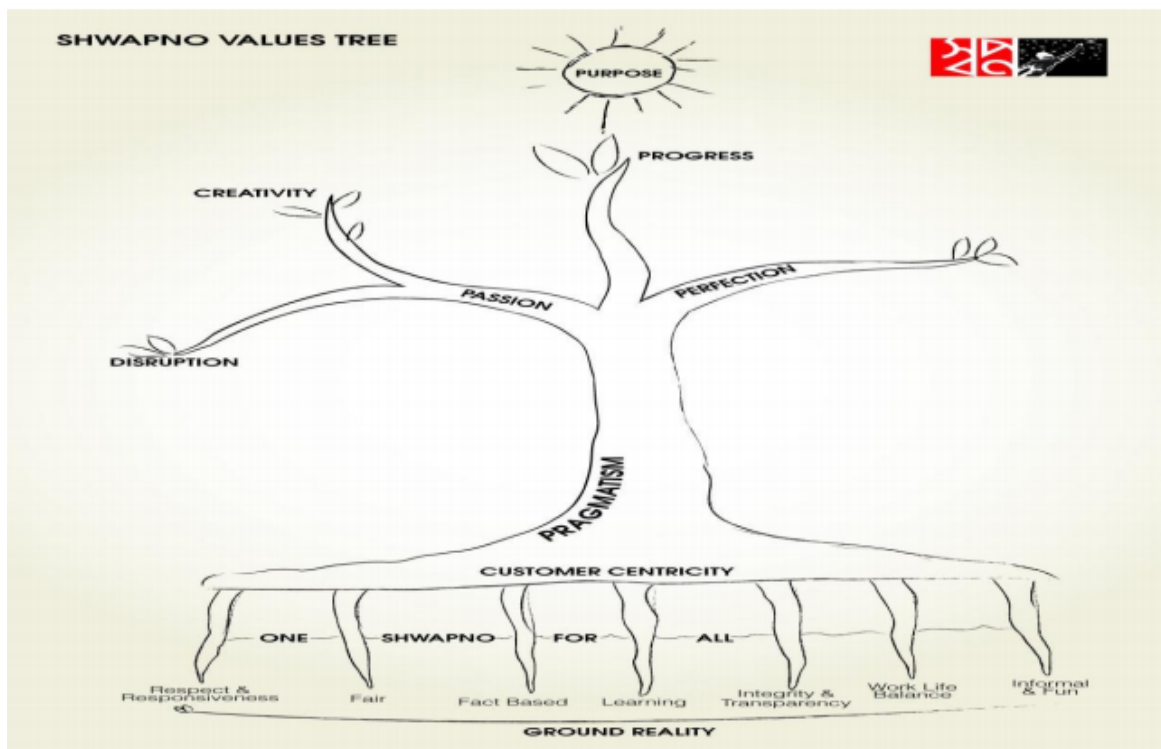


Fig-2 [Values of SHWAPNO]

2.7[ACI Logistics (SHWAPNO) Business Model]

❖ Dealer Operations:

Investors are encouraged to invest large amount of money in purchasing products from SHWAPNO. ACI logistics helps with training, branding and communications of stores owned by dealers. Dealers in return get to keep the proceeds and profits from the sales of products purchased from the firm. This situation represents a trade-off that benefits both the dealers and SHWAPNO. SHWAPNO has several dealerships spread across 16 districts of Bangladesh

❖ Franchise:

This is the least favored model preferred by SHWAPNO. The reasons are the return from such operations is below standard and requires extensive involvement. Investors have the choice to invest a certain amount to purchase franchise rights from SHWAPNO. SHWAPNO will invest money in products, outlet decorations, communications and employee training. In return the customer will receive a certain percentage from the sale of products at the store. Currently there are only two franchises in Bangladesh with another situated in London.

❖ SHWAPNO Outlets:

SHWAPNO outlets are entirely operated by ACI logistics. SHWAPNO outlets are built on rented places. This handicap makes it very difficult to select ideal locations to build outlets. SHWAPNO has 46 outlets spread across Dhaka, Sylhet, Comilla and Chittagong cities of Bangladesh.

2.8[Organizational Structure of Shwapno]

The organizational structure of ACI logistics Ltd (SHWAPNO) head office and outlets are different.

2.8.1[Organizational Structure of Head office]

The organizational structure of ACI logistics Ltd (SHWAPNO) Head Office is shown in the following figure:

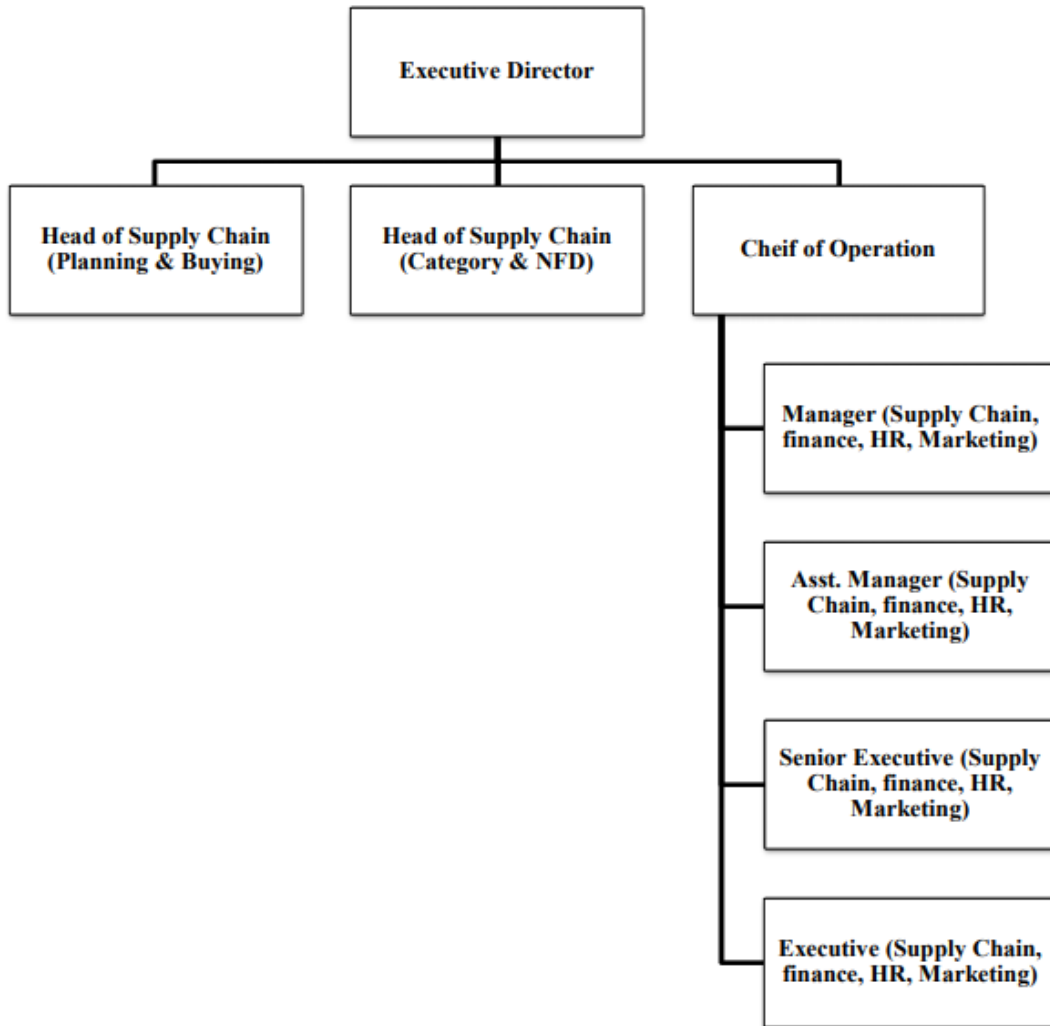


Fig- 3[Organizational Structure of Head office]

2.8.2[Organizational Structure of Outlet]

The organizational structure of ACI logistics Ltd (SHWAPNO) outlet is shown in the following figure:

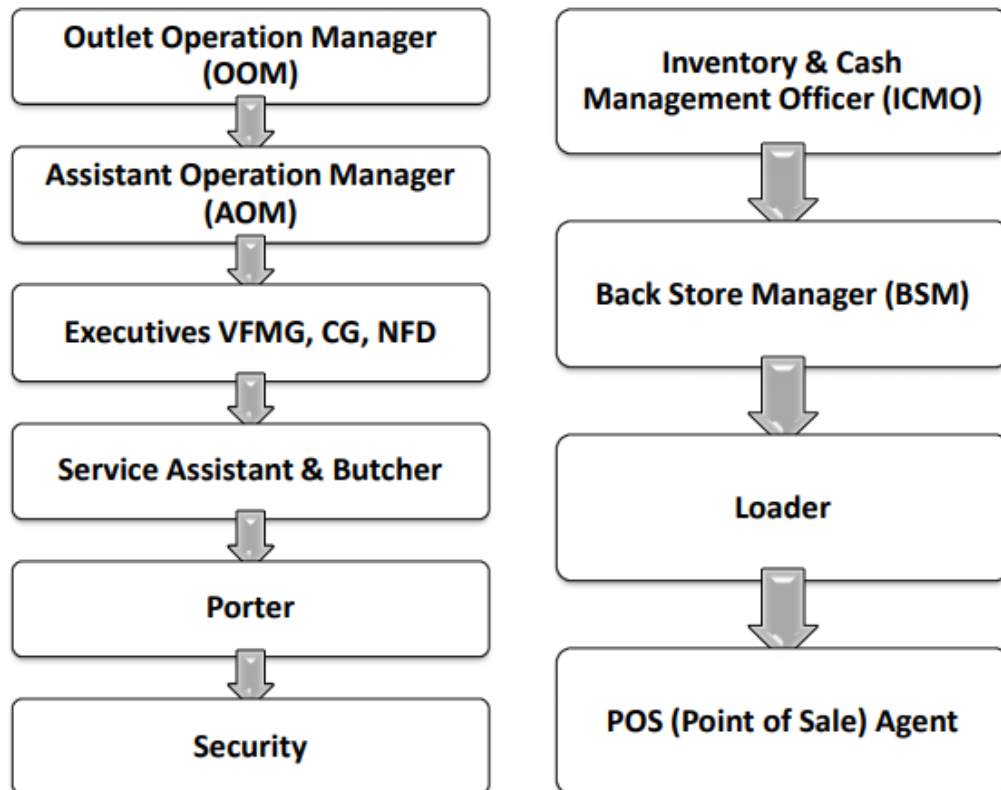


Fig-4[Organizational Structure of Outlet]

2.9[Core Competitors]

Currently the numbers of competitors are increasing both online and offline. Most competitive rivals are-

Meena Bazar - a concern of Gemcon Group

Agora- Rahimafrooz Superstores Ltd

Chaldal online grocery shopping

Daily shopping-Pran RFL group

Daraz online shopping-Alibaba group

Chapter 3

[Job Responsibility]

I worked with making the content of the training issues of the sales representatives on product knowledge of ACI Logistics Limited (Shwapno). Now a day's retain business must provide service along with selling their product. One of the most demanding services is product query as customers are educated now and they want to know why they use or buy what they use or buy. For example, they are concerned about having gluten free food or paraben free shampoo. That is why; shwapno has planned for sales representatives training regarding product.

I performed my 45 days internship program at ACI Logistics Limited (Shwapno). Product knowledge training is enlightening sales representatives about a company's products or services. While selling skills are an important part of sales training, it's also important that sales and customer service representatives understand the products, its features, benefits, uses, and support needs before speaking with customers. Product knowledge ensures that sales representatives can communicate effectively and actively. It helps to build trust and confidence within their customer. It also means they can answer questions on the spot and overcome common customer objections by suggesting them the right product.

3.1[My job area]

- ❖ DOING RESEARCH ON PRODUCT
- ❖ WRITE THE USP OF THE PRODUCT
- ❖ FINDING DIFFERENCES BETWEEN THE PRODUCT
- ❖ MAKING LIST OF SUBSTITE PRODUCTS
- ❖ MAKE SLIDE ON PRODUCTS
- ❖ SUPPORT TRAINERS WHILE GIVING TRAINING

- ❖ ASISTING IN THE TRAINING PROCESS

3.2[Purpose of Sales representatives Training]

- ❖ Making them ready to answer most of the questions coming from the customers
- ❖ To suggest the customer the right product
- ❖ Sales representatives must be knowledgeable enough to gain the trust and attention from the customer
- ❖ To build a sustainable relationship with the customers
- ❖ To stand out from their rivals and gain the attention of their audience
- ❖ To stay in the competition
- ❖ To make them respond to any type of customers
- ❖ To boost up the confidence among sales representatives. When they know what they are selling it increases their stamina to sell better

❖

Chapter 4

[Training Process of ACI Logistics]

Shwapno trains not only the sales executives but also the other employees as well. Shwapno believes that to make better sales representatives their supervisor should know about their product as well. So from top to bottom, everyone gets training regarding products accordingly.

4.1 [Training for sales representatives]

- ❖ HRM schedule and plan for the training event

- ❖ They decide which zone's representatives to call for training and they keep tracks of improvement

- ❖ It generally occurs in the head office and HR team trains them

- ❖ Representatives are provided hand out regarding the products

- ❖ HR team arranges for power point slide presentation to train them

- ❖ Sometimes, training may take place on the outlet as well

- ❖ Sales representatives who are from outside Dhaka need to attend the training in Dhaka head office

4.2[Training Materials]

Training materials are focused on unique selling propositions. There are few fixed concerns and they are-

- ❖ Vegetarian product
- ❖ Product picture
- ❖ Gluten Free product-It is one kind of protein which is allergic to some people
- ❖ Fat free product-Number of health conscious people are increasing day by day and this question is very commonly asked by customers
- ❖ Sugar free product- For diabetic patients specially but also health conscious people ask for this query
- ❖ Preservative free food
- ❖ Added colors or flavor free natural product
- ❖ Organic product
- ❖ Lactose free product as some people are intolerant to that
- ❖ Paraben free skin and hair care
- ❖ Chemical free skin and hair care(sulphar, SLS etc)
- ❖ Protein rich food
- ❖ Carbohydrate free foods for diet
- ❖ Products that are not tested on animals
- ❖ Environment friendly product
- ❖ Product for pregnant women
- ❖ Product that are safe for babies
- ❖ Keto diet food-mostly trending questions and number of people asking for it is increasing

4.3[Training cycle]

Each zone receives training at least twice a month. It may vary depending on the location. For example, outlets of Gulshan, Bonani, Dhanmondi and Uttara have the most sophisticated customers. These outlets have some specific products and customer. They may call upon several times depending on the availability and demand of products. But in general it's at least twice a month

4.4[method of training]

- ❖ Power point presentation by HR team member
- ❖ Handouts to the sales representative
- ❖ Random interview after the briefing

Chapter 5

[Findings, Conclusion and Recommendation]

5.1[Findings]

- ❖ All the materials are based on online research
- ❖ Sales representatives coming from outside Dhaka has difficulties specially female representatives
- ❖ Training space in the office is not enough and it create obstacles for daily office work
- ❖ Participation from the representatives is not monitored closely
- ❖ Training prepare them better to face customer

5.2[Conclusion]

ACI logistics limited is the most promising retail brand currently. Since their opening till now, they have improved themselves in every possible way to cope up with the changing demand and business culture but as they have versatile customer and number of competitor which is increasing every day, they must prepare themselves better by not depending onto online information to generate training

materials only. They need a proper team to follow up the materials which need experts of health and beauty care. Thus they can keep themselves more prepared and presentable in the market.

5.3[Recommendation]

Throughout my 45 days internship journey, I've some recommendation for ACI logistics limited, they are-

- ❖ As people want more now a day than just a product and versatile customers are increasing specially those health conscious people, they can train special few sales executive who will plan bundle product offer for daily needed calories intake.
- ❖ From my questionnaire result, I can suggest them to encourage more participation during the training period to keep it enthusiastic
- ❖ It's better to have a different training plan for outlets which situated outside Dhaka. Coming for day and taking training then going back the same day is tiresome. It doesn't give any benefits
- ❖ A place for training purpose only can be arranged apart from head office
- ❖ After every training session a little test will force the representatives to become more attentive

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Appendix A.

QUESTIONNAIRE

Dear Respondent:

I'm a student of Brac University doing my MBA (Masters of Business Administrations.

It will be very helpful for me if you give your proper responses in the questions stated below. I can ensure that all these information will use for academic reason. Please give your responses of the given questions below according the recent training program you have attained in ACI Logistics Limited (Shwapno).

This survey will consist of questions related to your job and the workplace. Please respond to each question as it applies to you, based on the following scale:

- 1 - SD = Strongly Disagree 2 - D = Disagree
 3 - N/U = Neutral/Undecided 4 - A=Agree
 5 - SA = Strongly Agree

Section 1

Serial No	About Respondent	Option 1	Option 2	Option 3
1.	What is your gender	Female	Male	Prefer not to say
2.	What kinds of Training are mostly experienced by the employees?	Off the job	On the job	Lecture based training

Section 2

Serial No	About Respondents Training	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3	The Training objectives were clearly described.					
4	Involvement and participation were supported.					

5	The discussions covered were appropriate for me.					
6	The contents were composed and simple to follow.					
7	The materials dispersed were useful.					
8	The training understanding will be useful in my job.					
9	The Instructor or trainer was properly prepared.					
10	The Trainer was proficient about the training points.					
11	The goals of the training were fulfilled.					
12	The time assigned for the training program was adequate.					
13	The location of the training center was suitable.					
14	Rate the quality of overall training program.					
15	The HR department was efficient in conducting appropriate training & development program					

