

**CUSTOMER SERVICE & DISTRIBUTION
OF
NESTLE BANGLADESH LIMITED**





Internship Report
On
Customer Service & Distribution
Of
Nestle Bangladesh Limited

Submitted To

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11 December 2016

Letter of Transmittal

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Subject: Submission of Internship Report

Dear Sir,

It is indeed a great pleasure for me to be able to hand over the result of three months long hardship, Internship Report on **Customer Service & Distribution of Nestle Bangladesh Limited**. This report was assigned as a partial requirement of Internship Program, a prerequisite for the completion of Bachelor of Business Administration.

I tried my level best to avoid any deficiencies while preparing this report. The information of this report is mainly based on Departmental Manuals and Questionnaire survey. Some other details were gathered from the Supply Chain Personnel of NBL.

Nestle is a nutrition, health and wellness company, commits to serve good food as well as good life for their consumers throughout the world. It is currently moving to expand its business in Bangladesh and I am privileged to be a part of this global giant.

I inserted all my efforts to make this report matches with the level of Nestle. Therefore, I passionately hope that you will find this report worth reading.

Sincerely,

Tasmia Tahsin

13204027

Acknowledgement

I would first like to thank my faculty advisor, Md. Tamzidul Islam Sir, BRAC University for assigning this topic and guiding me during my internship attachment with Nestle Bangladesh Limited. I am very grateful to my job instructors Mr. Abdush Shakur (Manager, Customer Service & Distribution), Mrs. Nadia Ahmed (Sr. Officer, Customer Service & Distribution) at “Customer Service & Distribution” department of Supply Chain Function.

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Executive Summary

“Nestlé is the leading nutrition, health and wellness company throughout the world. It enhance lives with science-based nutrition and health solutions for all stages of life, helping consumers, care for themselves and their families” (Nestle, 2016). Nestlé initiated with only some limited brands such as, Nespray, Cerelac, Lactogen, and Blue Cross etc. after the independence of Bangladesh in 1971. However, it started its operation commercially in Bangladesh in the year of 1994 (Bangladesh Business Directory, 2016). There are some products like Maggi Noodles, Soup, Nido, Cerelac, some SKUs (Stock Keeping Units) of Nescafe etc. are manufactured here in Bangladesh factory established in Sreepur. Some packaging and ‘Stickering’ are done here in Bangladesh. Others are imported from outside the country. The company provides excellent working environment for the employees and celebrate “Subordinateship” with them. NBL is well organized with efficient departments under different functions. It has Finance and Control, Marketing, Sales, HR, Corporate Affairs and Supply Chain functions for managing the operations in Bangladesh. Supply Chain is a huge function containing three departments. They are- Demand & Supply Planning (D&SP), Procurement and Customer Service & Distribution (CS&D). Demand and Supply Planning aligns and adapts the physical resources of the Business with the strategic and tactical plans in order to translate the high level expectations into local and timely capability to respond to risk and opportunity. Procurement is responsible for acquiring and ensuring on time arrival of the Finished Goods, Raw materials and Packaging materials required by D&SP. CS&D is a key function of Supply Chain who are mainly dealing with daily Primary Sales of Nestle with its distributors. CS&D is a combination of customer service, customer facing supply chain and distribution. This combination makes happen smooth workflow of CS&D. The members of this whole team have their own role to play in order to fulfill the whole Order to Cash Process and Delivery process. There are two transport agencies (SBTA and UCCL) deliver the product to various distribution points located at six regions of Bangladesh. Distributors are the integral part of Nestle Supply Chain. There are 109 authorized distributors of NBL. They can be divided into high, moderate and low revenue generator. The distributors are more or less satisfied with the performance of the company. However, they have some complains about transport agencies, delayed shipment, late night delivery of products, unavailability of some products and so on. Nestle Bangladesh is trying to come out of these problematic issues and moving forward for the betterment of the company.

CHAPTER 1

Overview of Nestle Bangladesh Limited



1.1 History of Nestle

“Nestlé is the leading nutrition, health and wellness company throughout the world. It enhance lives with science-based nutrition and health solutions for all stages of life, helping consumers care for themselves and their families” (Nestle, 2016).

Its history initiates in 1866, with the foundation of the Anglo-Swiss Condensed Milk Company. Henri Nestlé innovates an infant food in 1867, and in 1905 the company he founded merges with Anglo-Swiss, from then it is known as the Nestlé Group. During this period developing infrastructure like, growth of cities, railways and steamships brought down commodity costs and as a result international trade in consumer goods was energized. (Nestle Global, 2016).

Establishment of Anglo-Swiss Condensed Milk Company:

US brothers Charles and George Page established Anglo-Swiss Condensed Milk Company in the year of 1866. They utilized their knowledge gained in their homeland, used abundant supplies of fresh milk in Switzerland in order to establish Europe’s first production facility for condensed milk in Cham. George and Charles marketed their product as a safe alternative of fresh milk and supplied those under the brand name Milkmaid (Nestle Global, 2016)

Launching of ‘Farine Lactée’:

In the year of 1867 Nestlé’s founder, German-born pharmacist Henri Nestlé, launches his ‘farine lactée’ (‘flour with milk’) in Vevey, Switzerland, which combines cow’s milk, wheat flour and sugar. Nestlé develops it mainly for infant consumption to lessen mortality rates, who cannot be breastfed. This was the time, when Henri Nestle started using the now famous ‘Nest’ logo (Nestle Global, 2016).

Selling of the Company:

Henri Nestlé sells his company and also factory to three local businessmen in 1875. The new owners employ some chemists and skilled workers, so that expansion in production and sales of the company can occur (Nestle Global, 2016).

Competition and Expansion:

During 1878, both firms start selling rival version of one's original products like, condensed milk, infant cereal etc. and this is how competition became severe between Nestlé and Anglo-Swiss,. At the same time both firms enlarge their sales and production abroad (Nestle Global, 2016).

Merge of Nestle and Anglo-Swiss:

In 1882 Anglo-Swiss enters into the US market, but the death of George Page interrupts its plans. It sells its US-based operations in 1902, which opens the way for an eventual merger with Nestlé (Nestle Global, 2016).

Selling of Chocolate:

Nestlé begins selling chocolate for the first time in 1904, when it takes over export sales for Peter & Kohler. Henri Nestlé himself plays a key role in the development of milk chocolate from 1875, when he supplies his neighbor Daniel Peter with condensed milk, which Peter uses to develop the first such commercial product in the 1880s (Nestle Global, 2016).

This incidental journey of business turned the kid Nestle in to a global giant in food industry and established an iconic position for others.

1.2 Management Of Nestle

The Board of Directors of Nestle, led by its Chairman Peter Brabeck-Letmathe. He was also the former CEO of Nestle. There is Executive Board, who takes care of daily management of the Nestlé business. The 14 designated Board Members manage diverse parts of the global business (Nestle, 2016). The Nestlé Group is accomplished by geographies - Zones EMENA (Europe, Middle East and North Africa), America and Asia/Oceania/sub-Saharan Africa - for most of the food and beverage business, with the exceptions of globally managed businesses, which include Nestlé Waters, Nestlé Nutrition, Nespresso, Nestlé Professional, Nestlé Health Science and Nestlé Skin Health. Nestle also has joint ventures such as Cereal Partners Worldwide and Beverage Partners Worldwide (Nestle Global, 2016).

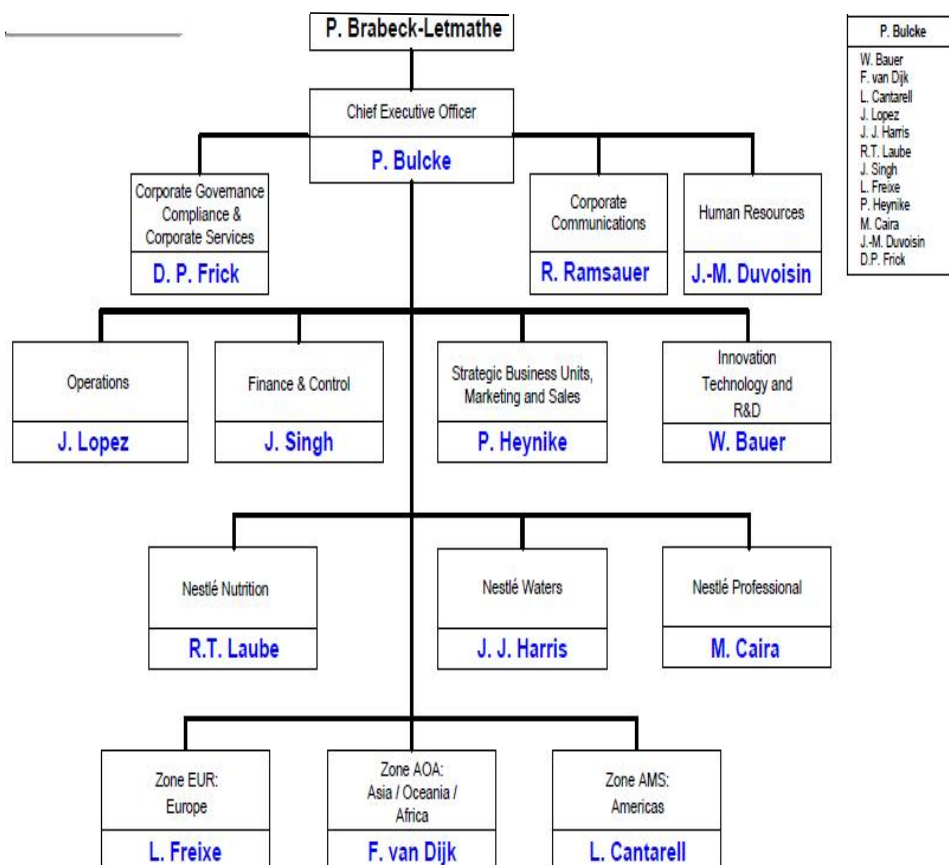


Figure 1.1: Organizational Structure of Nestle Global (Nestle Global, 2016).

1.3 Nestle Bangladesh Limited (NBL)

Nestlé initiated with only some limited brands such as, Nespray, Cerelac, Lactogen, and Blue Cross etc. after the independence of Bangladesh in 1971. However it started its operation commercially in Bangladesh in the year of 1994 (Bangladesh Business Directory, 2016). Total authorized capital of the company then was Tk. 1.5 billion and total paid up capital was Tk. 1.1 billion. The only factory of Nestle in Bangladesh is situated at Sreepur (55 km north of Dhaka). It doesn't manufacture all the products it sell, the factory basically produces the instant noodles, cereals and repacks milks, soups, beverages and infant nutrition products. At present it is a strongly positioned organization in Bangladesh (Nestle, 2016). The Company is constantly rising through the strategy of continual innovation, concentrating on its fundamental competencies and its assurance to high quality food to the people of Bangladesh, which leads to Nestle Continuous Excellence (NCE). The vision of Nestlé Bangladesh Limited is to survive as the most successful food and beverage Company in Bangladesh, engendering sustainable, profitable growth and continuously improving results to the value of shareholders and employees (Bangladesh Business Directory, 2016).

Functions and Departments:

NBL is well organized with efficient departments under different functions. It has Finance and Control, Marketing, Sales, HR, Corporate Affairs and Supply Chain functions for managing the operations in Bangladesh.

Supply Chain is a huge function containing three departments. They are- Demand & Supply Planning (D&SP), Procurement and Customer Service & Distribution (CS&D). These will be discussed in detail in the later part of this report.

Products of NBL:

Although globally the product line of Nestlé is very large, in Bangladesh currently there are only limited products of Nestlé. The Company believes all foods and beverages can be enjoyable and play an important role in a balanced and healthy diet and lifestyle (Nestle Global, 2016). As a result no matter how short the product line may be but it ensures the same quality in compare to the other countries. There are some products like Maggi Noodles, Soup, Nido, Cerelac, some SKUs (Stock Keeping Units) of Nescafe etc. are manufactured here in Bangladesh factory established in Sreepur. Some packaging and ‘Stickering’ are done here in Bangladesh. Others are imported from outside the country.

Category	Products
1. Baby Foods	BABY&ME Maternal Nutrition Supplement CERELAC Stage1 CERELAC Stage2 CERELAC Stage3 CERELAC Stage4
2. Beverages	COFFEEMATE NESCAFE FRUITA VITALS MILO NESTEA NIDO FORTICHOCO
3. Breakfast Cereal	NESTLE KOKO CRUNCH NESTLE CORN FLAKES
4. Nutrition	NAN LACTOGEN NIDO 1+,2+ & 3+
5. Dairy	NIDO Fortified NESTLE EVERYDAY
6. Culinary	MAGGI NOODLES MAGGI SOUP SHAD E MAGIC

Table 1.1: Products of Nestle Bangladesh Limited.

1.4 Job Responsibilities

The job of a CS&D intern is basically being a support system to manage daily workload. This department of Nestle supply chain use SAP, a well-known software for inventory management and order fulfillment. Everyone of this team has specific SAP role in order to fulfill their job in an organized way. To make this process to be completed faster, the need of an intern arises. Beside this core job, there are other secondary jobs, done by a CS&D intern. The job responsibilities are pointed below:

- There is a monthly schedule of placing order for the registered distributors. An intern has to check if the distributors placing order as per schedule or not.
- The distributors place order on a customized Nestle software called DISHARI. Then the next activity is to export orders to an excel file for further activities.
- After that an intern captures order according to LE (loading equipment) and monthly target of taking products for each distributor.
- Once the team finishes with capturing all the orders, the Pro-formas are sent to the concerned persons of the distributors.
- After receiving Pro-forma or Order Confirmation, distributors usually edit their orders. An intern should inform distributors to check confirmation and call if any changes are required.
- Intern changes orders consulting with the distributors over telephone if it is required.
- After editing orders, intern sends final value of purchased products to the concerned person through SMS Template.
- Product Requisition is another job of a CS&D intern. If there is any product unavailable, intern talks to the concerned person to figure out whether he will wait for that product to be available or proceed with some other products.
- An intern also creates OBD (Out Bound Delivery) and that OBD numbers are used in the delivery process of the products to different regions.

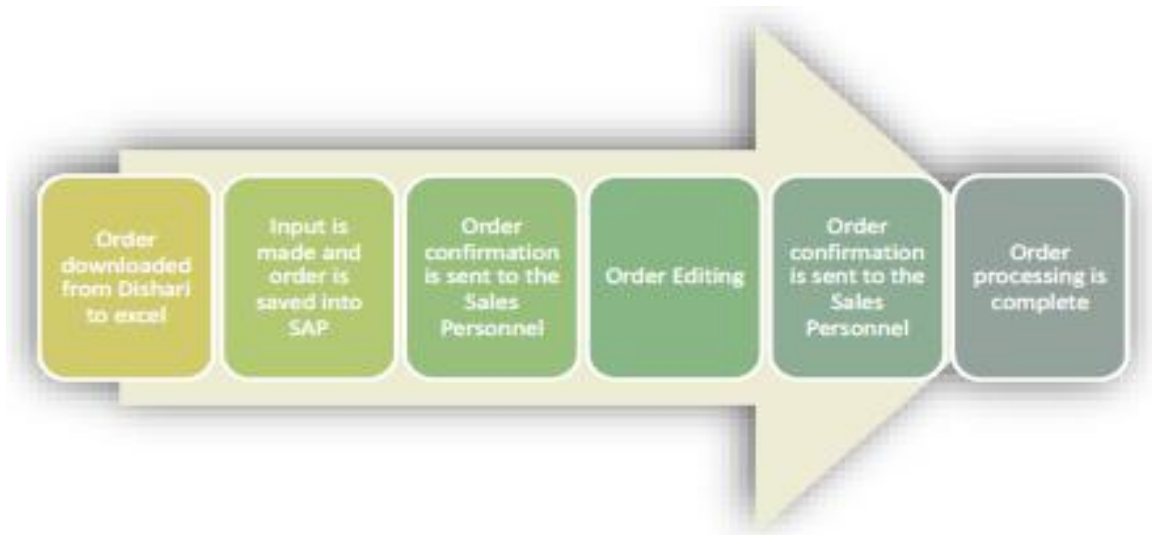


Figure 1.2: Order Processing.

- Collecting data from the distributors is also included to the job responsibilities of an intern.
- Sending important documents through Courier service and following up if it's been received or not.
- Keeping data of monthly bills and getting signature of appropriate authorities.
- There is a number of stores where NBL distributes products. To differentiate, those stores are introduced with some logos. The intern makes the logos for different stores once in a month. So intern does art works too.
- An intern has to keep track of SOR (Sales Order Review) and CSP (Customer Service Plan) every day.
- There is a white board call DOR (Daily Operation Review) containing graphs to measure daily performance of CS&D and the intern updates those graphs every day.

These are the job responsibilities of an intern of CS&D Team.

1.5 Working Experience

The working environment of NBL is very pleasant for the employees and especially for the females. Females are usually not being sent to remote areas to ensure safety. In addition, co-workers arrange baby showers for their pregnant colleagues, celebrate birthdays, anniversaries, success etc. Everyone has a very positive approach about helping out others. If someone is done with own tasks, s/he doesn't just pack up and go home, rather asks others if they need any help. This supportive attitude of NBL creates a lively second home for its employees.

NBL takes care of even the minor safety and security issues like, safety during using stairs, oven while warming food, even the hot water flasks. There is no helping hand for taking printouts, scanning, making tea/coffee etc. Even the MD walks his own to have beverages, take printouts and so on and these make an employee to move, which is beneficial for their health. NBL also provides YOGA opportunities for the employees twice a week. If a working parent wants to bring his/her child at office in case of emergency, it is also welcomed by the co-workers.

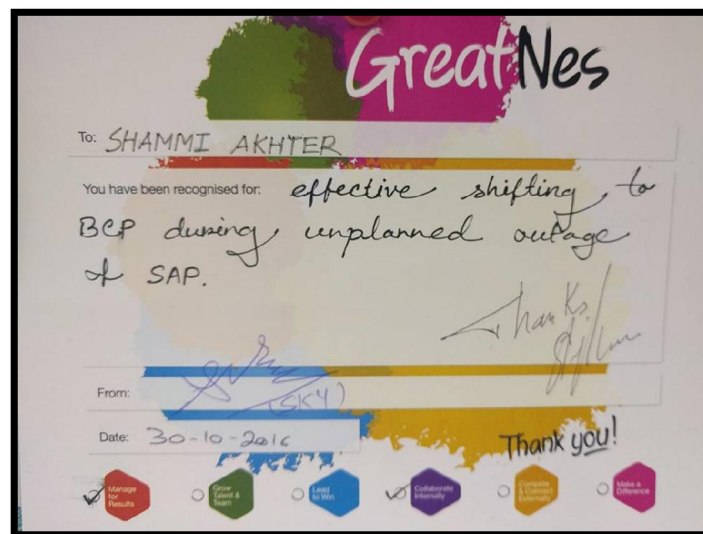


Figure 1.3: Greatness Card for extra ordinary efforts of an employee.

NBL appreciates its employees for their extra ordinary effort to handle daily challenges. This is something different from the monetary appreciation. They call it “Greatness Card”, which can be noted as a great way of recognizing employee effort and motivate them to keep that up.

There are pantries for the employees at every floor called Coffee Corner. This is the place where employees can spend quality time with the colleagues, discuss about work, which is like a booster doze for the employees to get back work with full energy.

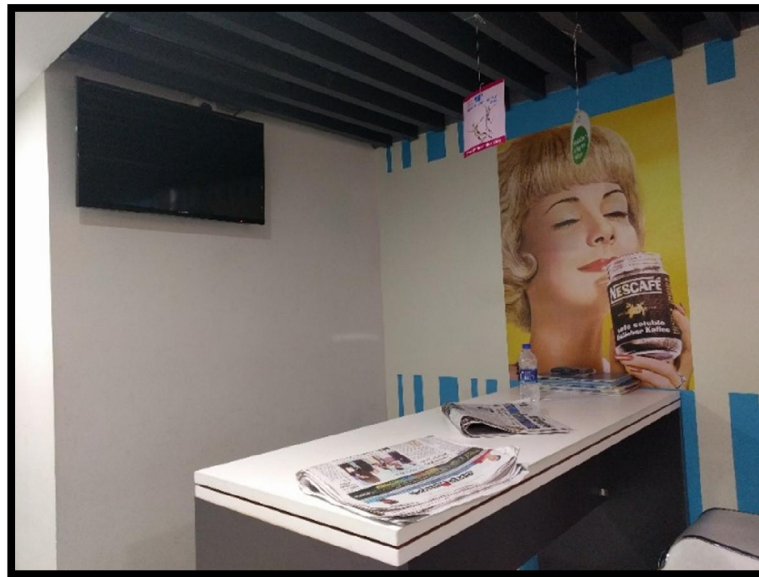


Figure 1.4: Coffee Corner.

Finally, the most amazing part of NBL is the way of addressing colleagues. Sir/ Mam are kind of prohibited words at Nestle. That inhibits bossy environment and creates a friendly “Subordinateship” among the employees. Co-workers are never tired of learning things from others and also making others learning new things, in fact interns are not discriminated or less valued than the permanent employees regarding this matter. In view of all these experiences to adore, Nestle peeps call it “The Nexperience”.

1.6 Learning Outcome

After three months of internship at Nestle Bangladesh Limited, “The Nexperience” has turned into learning for lifetime.

- The first learning was, one should have a complete knowledge about the matter to talk about, before attending a customer.
- A customer service officer can never sound confused. If s/he does, customers will not trust on him/ her even that officer is saying the right thing.
- Customers always have quarries about products, stocks and so on. If there is something negative to inform, the officer should present it in a positive manner so that the customers do not lose hope.
- An officer should never keep a customer in dark about what he wants to know. If the officer doesn't have the proper answer at that moment, s/he must not say something improper, rather s/he should ask for time from the customers and satisfy their quarries later on.
- Mistakes happen. So if an officer makes a mistake, it is better to ask for apology immediately and sort that out rather than hiding it.
- Creating rapport with the co-workers, customers, trying best to help others, learning from all- these make workplace easy to survive and enjoyable too.
- In order to collect data from customers, following up is very important. Unless one knocks the concerned person again and again, collecting data won't be possible.
- Knowing about the customers' capacity of purchasing products is another important issue in order to fulfill order capturing process for a customer service officer.

Finally, the most important learning is to deal with customers with utmost patience and realizing that one cannot always keep his/her customers satisfied. Customers will throw out their dissatisfaction on the attending officer even if s/he is not responsible for that matter and the officer cannot deny his/her responsibility because at the end of the day it's all about team work.

CHAPTER 2

The Supply Chain Function of NBL



2.1 Supply Chain Management (SCM)

Supply Chain Management (SCM) is simply and eventually the business management, whatever it is in its specific contexts, which is perceived and enacted from the relevant supply chain perspective (Lu, 2011).

This definition creates puzzle between organizational business management and supply chain management. Usually organizational business management is influenced by the external firms in the supply chain. In order to manage the business, the best way is to consider and engross with the external organization while decision making and thus achieve the ultimate business objectives –that means supply chain management (Lu, 2011).

In other words, “Supply chain management (SCM) is the process of planning, implementing, and controlling the operations of the supply chain with the purpose to satisfy customer requirements as efficiently as possible. Supply chain management spans all movement and storage of raw materials, work-in-process inventory, and finished goods from point-of-origin to point-of-consumption” (Oliver, 1982).

Japanese manufacturing companies brought great emphasis to the area of Supply Chain Management in the 1980’s and early 1990’s. Awareness of Supply Chain Management tools such as “Just in Time” and “Kan Ban” spread rapidly and became globally accepted best practice amongst the manufacturing businesses. According to Dittmann, “Western businesses raced to keep pace with a rapidly changing environment, dragging their supply bases, and sometimes employees behind them” (Dittmann, 2014).

At the same time companies like SAP and Oracle started developing the complex IT systems, which basically reduced human efforts. These software manufacturers made essential software, which helped enabling large complex businesses to be effectively integrated and managing the sub areas that combined to create composite supply chains.

Supply Chain Management is both horizontal business function (i.e. managing the supply chain in a business), and a vertical industry sector (i.e. businesses involved in managing supply chains on behalf of their clients), which gives birth to confusion. The “supply chain industry” is often explained as a vertical function as it mostly depends on transport and storage type operations in distributing products among the clients. Whereas, the horizontal supply chain functional areas encompass the entire supply chain spectrum across a business. (For Candidates- Supply Chain Explained, 2016). The sub areas embracing supply chain include-

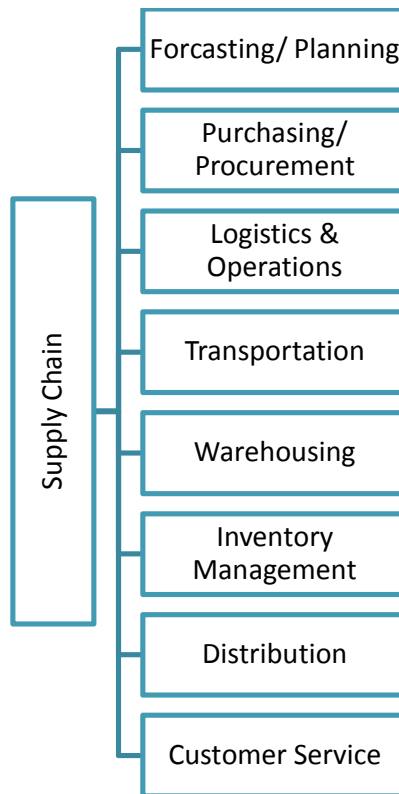


Chart 2.1: Sub-areas of Supply Chain.

- **Forecasting / Planning:**

Forecasting or planning is an essential part of all businesses. It is impossible to just predict future demand without any base. Firms conduct forecasting so that they look forward and predict how much resources and materials are required to deliver their product or service to their customer in a timely manner. The activities involves in this stage are-demand planning, inventory planning, capacity planning etc. (Lu, 2011).

- **Purchasing / Procurement:**

Procurement falls under the commercial function of complex supply chain. Procurement is the function where a firm decides or finalize who can be their suppliers, which suppliers can best fit in their requirements by providing materials, products or services. Thus help to deliver their end consumers on time. Costs, terms and conditions of business are negotiated and if agreed, agreements are build and clearly mentioned in the agreement documents (For Candidates- Supply Chain Explained, 2016).

“This area of the business is sometimes referred to as purchasing, sometimes, procurement, buying, sourcing, etc. However, all titles relate to the acquisition of materials and services” (Nestle, 2016). Procurement is also known as Buying or Purchasing.

Procurement and purchasing is basically theoretically different. Businesses use the titles interchangeably for these two variations of activity. “You will for example find manufacturing companies with purchasing departments that are actually doing procurement roles, and you will find service based organizations with procurement departments but in fact doing purchasing roles” (For Candidates- Supply Chain Explained, 2016). In its firmest definition purchasing is limited to the actual commercial transaction, whereas procurement includes the wider elements of the acquisition, including logistics and performance management (Lu, 2011).

- **Logistics:**

Logistics refers to the movement of goods or materials, whether inbound or outbound by its definition. Even forecasting and planning can be found included in a logistics department in some manufacturing businesses. Though logistics also can be discovered, exclusively managing the movement and transportation of goods and materials (For Candidates- Supply Chain Explained, 2016).

- **Operations:**

“Operations is a general management type activity ensuring that a business uses its resources effectively to meet its customer commitments” (Lu, 2011). Usually referring to the transformation activity of the business, the point where the acquired resources and/or materials are transformed into the product or service and the business is selling those to its customers (For Candidates- Supply Chain Explained, 2016).

- **Inventory Management:**

Inventory Management sometimes found within Logistics Management, or Demand Planning or Operations, Inventory Management usually takes responsibility for both the refill of physical stock, the levels of physical stock, and of course storage and issue of physical stock. Stock may be materials and goods sourced from suppliers, work in progress, or finished goods awaiting for sale or dispatch (Lu, 2011).

- **Transport:**

Transport management can involve the control of a company owned fleet of vehicles, collecting, moving, or delivering materials and goods, or managing transport services sourced from a 3rd party transport provider (For Candidates- Supply Chain Explained, 2016). For Nestle Bangladesh, there are two transport service providers- SBTA and UCCL.

- **Warehousing:**

Like transport management, warehousing can involve the control of company warehouse space, or managing warehouse space sourced from 3rd party providers (For Candidates- Supply Chain Explained, 2016).

- **Distribution:**

Distribution involves the physical distribution of the company's products to the sub-distributor or directly to the customer base. Typically this is a combined transport and warehousing operation, responsible for storing and delivering products to meet the customers' needs. (For Candidates- Supply Chain Explained, 2016).

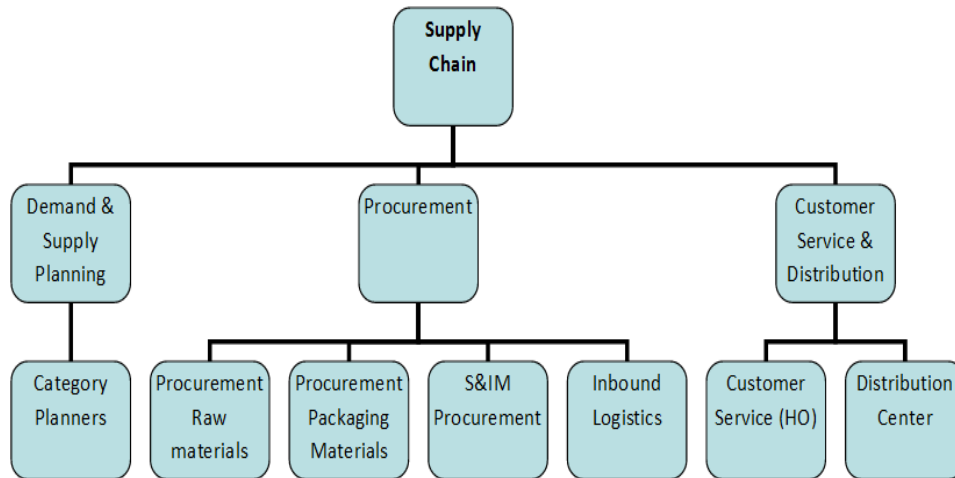
- **Customer Service:**

Most people do not recognize customer service as part of supply chain management, but it is the most essential piece in completion of the process. Having taken the business inputs, created and delivered a product or service, the final element is to check that the customers' expectations were achieved, and manage any actions necessary to meet your customer obligations and commitments (Bangladesh Business Directory, 2016).

The supply chain management is basically represents the modern version of business management concept. "Today's competition is no longer seen as the company against the company but the supply chain against the supply chain" (Lu, 2011). It has experienced a shift from the organizational focused domain to the supply chain focused system, which has geared up effectiveness in achieving the strategic objectives. Supply chain management has uncovered a new angle towards being more efficient.

2.2 Departments under Supply Chain Function of NBL

Nestle Supply Chain Function has three departments and their activities are discussed below:



Demand and Supply Planning (D&SP):

Demand and Supply Planning aligns and adapts the physical resources of the Business with the strategic and tactical plans in order to translate the high level expectations into local and timely capability to respond to risk and opportunity.

Nestlé Best Practice for Demand and Supply Planning requires the maintenance of plans for a full rolling 18-month horizon, to support the identification of potential gaps between demand and capability to supply (The Demand and Supply Plans, 2013).

In order to support the correct evolution of stock cover at the end of the 18 month Supply horizon, this requires that the Demand Plan is maintained for a rolling 20 month horizon. The level of detail required to support business requirements varies across these horizons.

The necessary functionality to plan across these horizons with the right detail is supported by SAP APO DP (Demand Planning and Alignment, 2014).

The Demand, Capacity, Production and Supply Plans have many users in different functions, and several associated planning streams throughout the business, that rely on the full horizons being populated at all times.

Nestlé business planning recognises that different business functions such as Finance, Marketing and Sales, and Supply Chain need to maintain sets of plans and forecasts that have their own specific calendars, measures, structures and horizons. These allow the functions to drive their own activities (Demand Planning and Alignment, 2014).

These plans and forecasts are never developed and maintained in isolation within the functions. They are continually shared, challenged and aligned across the whole business. Differences between them are made transparent, explained and eventually resolved via the network of meetings and contacts that form the Monthly Business Planning process.

Within the Supply Chain we often need to make decisions, begin processes, and commit resources when we don't have the complete picture, or the full set of information that we would ideally like. Our cycles and horizons do not always match those of our partners, whether internal (Marketing, Sales, Finance) or external (Our customers and suppliers).

This document provides planners from all streams with insight into the processes, objectives and limitations of partner functions in order that we can build quality plans that take these factors into account. All of the planning streams within D&SP provide inputs to the broader business planning, and all are in turn impacted by the resulting set of plans.

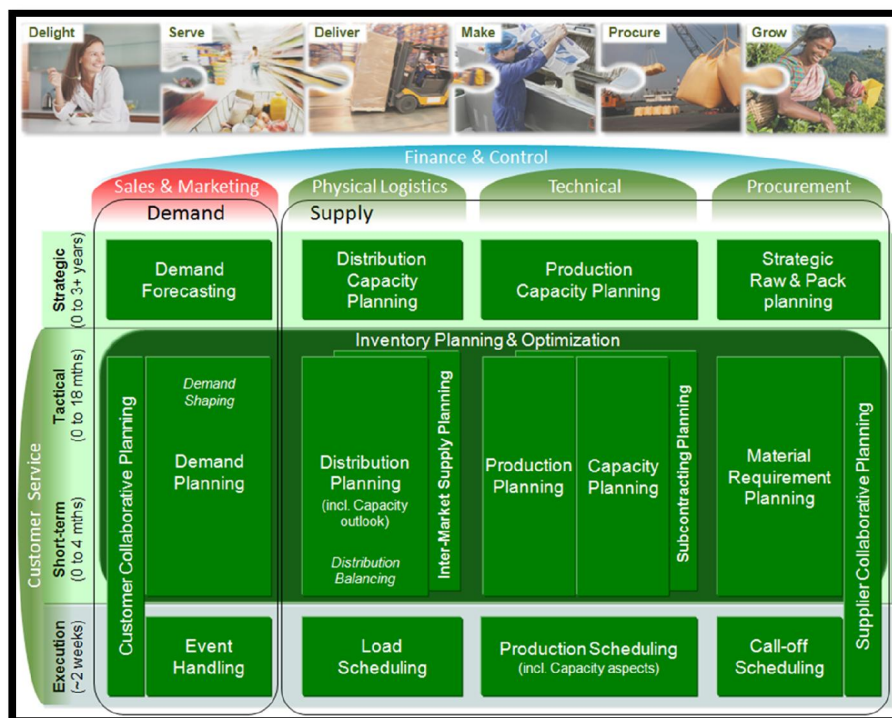


Figure2.1: Demand Planning (The Demand and Supply Plans, 2013).

An aligned, complete and reliable demand plan is the foundation for all the planning processes within the Supply Chain and Operations. Through a process of continuous alignment with Sales, Marketing and Finance, sources of demand volatility can be identified, measured, and either reduced or understood. The stability resulting from this allows for better planning and more efficient utilisation of assets and resources throughout the distribution and manufacturing network, extending to our co-manufacturers, suppliers and contractors.

Forecasting/ the Annual Volume Commitment (AVC):

The Annual Volume Commitment is a key annual milestone for Demand and Supply Planning. The 18-month Demand and Supply Planning process ensures that draft volumes for the following year will be available to the Producers, for the first time, in May. This allows the producing Markets (working together with the Zone) to identify any potential supply issues at an early stage, giving time to resolve them during the June, July and August Monthly Production Review and Business Monthly Operations Reviews, before the volumes are finally committed at the end of August (The Demand and Supply Plans, 2013).

Where a potential limitation on supply exists, a realistic picture of likely demand allows Markets to take timely decisions, initially to seek alternative routes to fulfill the demand, and if necessary review the sales and marketing plans for the impacted period. This avoids building volumes in the commercial plan that would eventually prove to be impractical, thus making the annual customer planning process more efficient.

- **Monthly Business Planning:**

Annual Volume Commitment is an output of the Monthly Business Planning process. The MBP process and the associated functional planning processes are designed to provide sufficient review of next-year volumes so that the full year plan can be established in May and progressively refined to the snapshot at the end of August and beyond.

- **Maturity of Information:**

The final extract of the planning data for the AVC takes place before important associated planning processes such as the ICP are complete for the year in question. Initial volume estimates will have been received from Marketing and Sales by the end of June, and will be refined in the following weeks, but it has to be accepted that **the snapshot at the end of August is the best estimate of y+1 volumes available at the time**. Any subsequent changes are reflected immediately in the Demand Plan, but the AVC will only be modified if the changes are sufficient to warrant it (Demand Planning and Alignment, 2014).

- **Preparation, Review and Validation:**

The Demand Planning process in May, June, July and August must focus on the preparation, review and validation of the following year's plan: preparation and initial discussion in May, continuing discussion and alignment within the business in June, capacity reviews in June & July with the producer and final validation in August.

The Regional Business Solution Teams in each Zone will coordinate pre-loads of the Demand and Supply Planning data (Demand and Dispatch Plans) at the end of May, June and July, to allow assessment of the progress towards completion (The Demand and Supply Plans, 2013).

- **Final Volumes:**

Final annual volumes are validated during the **August Monthly Forecast Review (MFR)**. The same numbers will be used as the main volume input to the **September Dynamic Forecast** (full submission). Some subsequent exceptional changes may arise from the output of the September MFR. Those changes should be communicated to Producers by end of September (The Demand and Supply Plans, 2013).

- **Use of Project Materials:**

Project Materials ("AA" Materials) should be used as necessary for volumes arising from Innovation and Renovation, or for anticipated seasonal activities where the precise SKUs are not yet identified and developed.

- **Source of Volumes:**

The inputs to the Annual Volume Commitment are:

- a. For **Domestic** volumes, a snapshot taken from the **Demand Plan in APO**.
- b. For **Inter-Market Supply volumes**, a snapshot of the **Dispatch Plan in APO**. This assumes that manufacturing constraints are correctly maintained in the Production Plans and then reflected in the Dispatch Plan.

- **Timing of Final Volume:**

By the last Friday of August, the Demand Plan must be available with figures for next year, validated as 'final' by the Receivers.

- **Final Validation:**

Following the end of August snapshot, a final validation step by the Producers should take place before the budgeting process at factory and subsequently Transfer Price calculation itself is started. Producers should contact Receivers if there are any specific volume issues.

- **Exceptional Volume Changes:**

Exceptional circumstances may occur which oblige the Receiving Market to make a major volume adjustment (e.g. customer delisting) after the end of August. Any such major changes to the final volumes must be communicated and addressed with the Producing Market by last Friday of October.

- **Transfer Price:**

Final Transfer Prices are communicated by November 15.

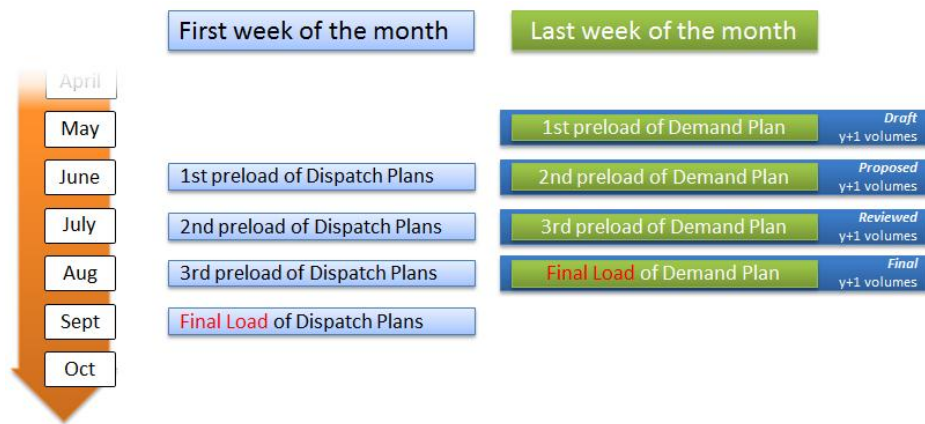


Figure 2.2: Annual Timetable (Demand Planning and Alignment, 2014).

The Planning For Functions:

- **Marketing and Sales:**

The Integrated Commercial Plan (ICP) and the execution of the commercial plan are led by the Marketing and Sales functions, who are also the major drivers of Business Strategy Development, but with important input from Operations in the planning of Capital Expenditure, or CAPEX. Customer Plans are built and communicated according to the Customer Planning and Managing (CP&M) set of Best Practices and processes.

- **Demand and Supply Planning:**

Demand and Supply Plans, and the associated plans for Procurement, material supply and distribution are owned and led by Supply Chain and Operations. In the rest of this document this group of activities is identified in the Monthly Activity Charts as “Production and Capacity planning”.

- **Finance and Control, Budgeting:**

The Finance function drives the Dynamic Forecasting and the Costing and Budgeting processes. This includes the important sub-processes of maintaining the calculations of Costs of Goods Sold (COGS) and taking into account the projection by Procurement of Future Purchase Price Variances (FPPV). The Finance function maintains a detailed calendar of activities and reporting deadlines, referred to as the 52-week calendar. It is important to be aware and informed about this calendar and the expectations it sets about which information is used from which source in the development of the periodic financial reports.

All these planning streams contribute to, and interact within, the cross-functional Monthly Business Planning process (Demand Planning and Alignment, 2014).

Goal Alignment Routine:

- Follow the Demand and Supply Planning Health checks and establish or follow up actions where positive trends are not observed.
- Follow up the D&SP KPIs in the GA WOR and MOR and establish or follow up actions where positive trends are not observed.
- Contribute to pre- and post-evaluations of key activities carried out by the Sales teams. Maintain additional learning logs for D&SP use.

- Follow up Product Lifecycle events, e.g. Project (“AA) Material creation, new product launches, product switches, obsolescence.

Review planning parameters such as stock rules, Animal Farm segmentation, F-group assignments. Modify them as needed.

Business MOR Checklist:

- Follow the D&SP KPIs & Health checks and associated action plans.
- Supply constraints: emerging and already identified. Establish and follow up plan for resolving or escalating.
- Supply Chain and Technical performance measures: for the previous month and outlook on the current month.
- Distribution, Customer Service and Technical inputs: quality, production line performance, MSA, resource maintenance plan.
- Finished Goods stock cover overview: current position and projections.
- Raw & Packaging material stock cover overview: current position and projections.

Update on Freshness/Salvage/At-risk & Bad Goods/Working Capital performance measures and KPIs.

Procurement:

Procurement is responsible for acquiring and ensuring on time arrival of the Finished Goods, Raw materials and Packaging materials that has been ordered or planned by Demand and Supply Planning Functions with optimizing costs and ensuring higher freshness (Nestle, 2016).

Procurement of Nestle Bangladesh has four key areas and their activities are discussed below:

- **Raw Materials:**

Raw materials is a crucial area of Procurement which deals with all the imported and local raw materials. Their main task is to receive Raw materials requirement on a longer version of 1 year or 2 year and obtain from supplier as per lead time and order quantity.

- **Packaging Materials:**

Packaging is an integral part for each products of Nestle Bangladesh Limited as it saves the product itself. Packaging is done for keeping the proper characteristics of Nutrition and Health in a particular product. Nestle Bangladesh Limited is concerned about its packaging compared to other buyers in the market. This is the reason why Nestle shows its full concern in selecting an appropriate vendor. In Nestle Bangladesh we have 17 suppliers (13 local and 4 international).

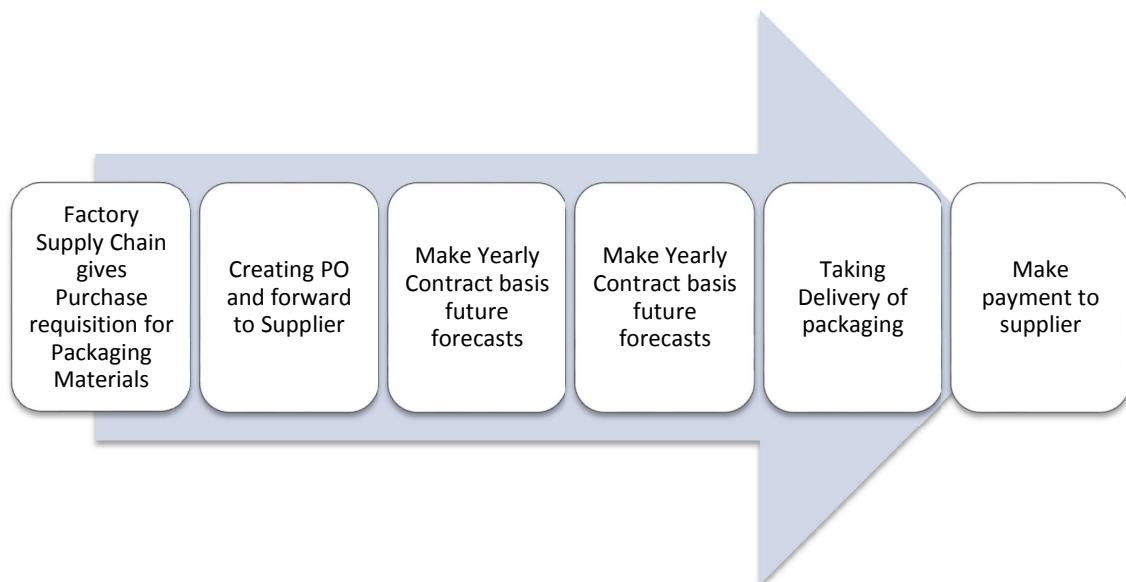


Figure 2.2: Workflow of Packaging Order to Payment

Service and Indirect Material (S&IM):

S&IM (Service & Indirect Material) is another key area of Nestle Supply Chain who deals with capital expenditures, indirect materials and Media buying and negotiation. S&IM deals with the capital expenditures on different sectors of company (Nestle, 2016). Its functional area includes Capital investment in Factory and investment in New Machines or Production lines to Marketing or Promotion costs, Advertising costing, Media buying, Indirect Material purchase etc.

S&IM works mainly with 10 categories:



- **Inbound Logistics:**

Inbound Logistics is an integral part of Supply Chain Management in Nestle Bangladesh Limited. Their tasks start right after getting the final shipment documents from Raw materials division. Inbound Logistics mainly works to release the imported items from Chittagong port or Dhaka Airport or Benapol port. They arrange the Duty payment to govt. After getting the release they also ensure the transportation from port to factory (Procurement Of Nestle Bangladesgh Ltd., 2014). Their key tasks are:

Ensuring Supply: In ensuring supply, products are bought from exporting country to the respective factory warehouse. Inbound Logistics maintains production availability throughout the process. There are two types of product: Raw Material and Finished Goods (which is the end product).

Inbound Logistics basically helps business to bring the imported product at right time and in right place. Its main operation is monitoring, follow-up the imported product

so that supply is ensured. It is done with ensuring maximum advantage of the business (Procurement Of Nestle Bangladesh Ltd., 2014).

Customs Clearance:

Inbound Logistics monitors customs activity of imported materials as per compliance, ensuring proper commercial value and Duty & Taxes with H.S. Code (Harmonized Coding System). It facilitates all customs activity getting the important materials within a specified lead time.

Sea-Transport: Inbound logistics also look after sea transports related to imported materials. It dispatch load to country of origin to country of destination within the whole process. It contracts with shipping agents who are carrying goods from one country to another (Procurement Of Nestle Bangladesh Ltd., 2014).

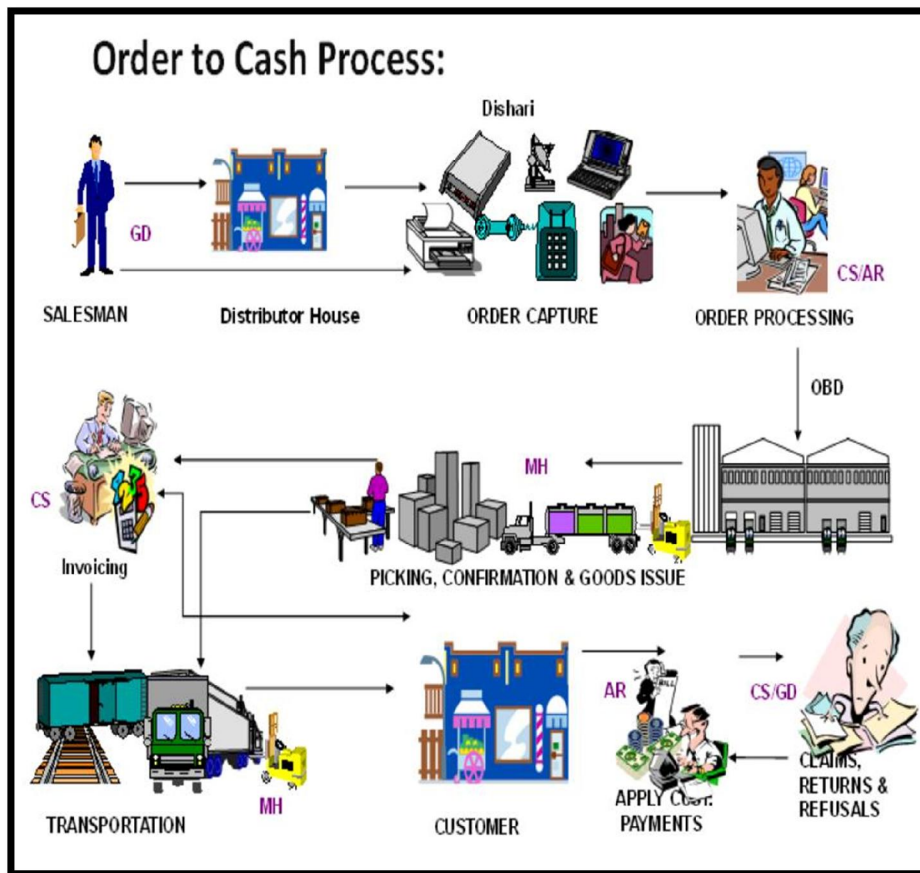
Inland Transport: Inbound logistics maintain inland transport services carrying the goods from different part to warehouse.

Legal Activity: Inbound logistics also accomplish legal activity such as resolving disputes at customs end for any variations of imported goods quantity or documents. It settles all disputes as per import Policy order, Valuation rules, Customs Act and NBR (National Board of Revenue).

Claim Settlement: Furthermore, inbound logistics facilitates insurance claims of imported goods if any damages occur. It also carries insurance as act retrieved all imported damaged shipments and also any other damage shipment. These all occurs as per Insurance norms defined for each and every condition (Procurement Of Nestle Bangladesh Ltd., 2014).

CHAPTER 3

Customer Service & Distribution (CS&D)



CS&D is a key function of Supply Chain who are mainly dealing with daily Primary Sales of Nestle with its distributors. Nestle Bangladesh Limited has 109 distributors around Bangladesh and it is divided into 6 Sales regions. Sales are categorized into three types and they are Primary Sales, Secondary Sales and Tertiary Sales (Customer Service and Customer Facing Supply Chain Orientation Manual, 2013). Primary Sales. Primary Sales are Products that are sent to distributors throughout the year. Secondary Sales. Secondary Sales are Products that are sent from distributors to the assigned outlets. Tertiary Sales Tertiary Sales are Products that are sent from outlet to the perspective consumer. Customer Service is engaged in primary sales only. There is a Monthly target set for each Product and for which there is CDP (Consensus Demand Planning) which ensures proper delivery. Customer Service ensures that the monthly CDP is properly given to all the distributors.

For each product there is a norm for the distributor coverage that they cannot keep a particular product over the norm. Customer Service here manages the distributor norms also by checking their current stock and giving them new stocks as per their orders. For each product there is a stock, target and after finishing the process it is found how much of the stock remains. Software SAP is used in order to carry out the whole process which makes it quite easier to carry on. Nestle Bangladesh Limited has a policy that is “At first they take the payment and then deliver product”. Shipment Planning is also done by Customer Service and also the truckload plan done that how much product will be carried out.

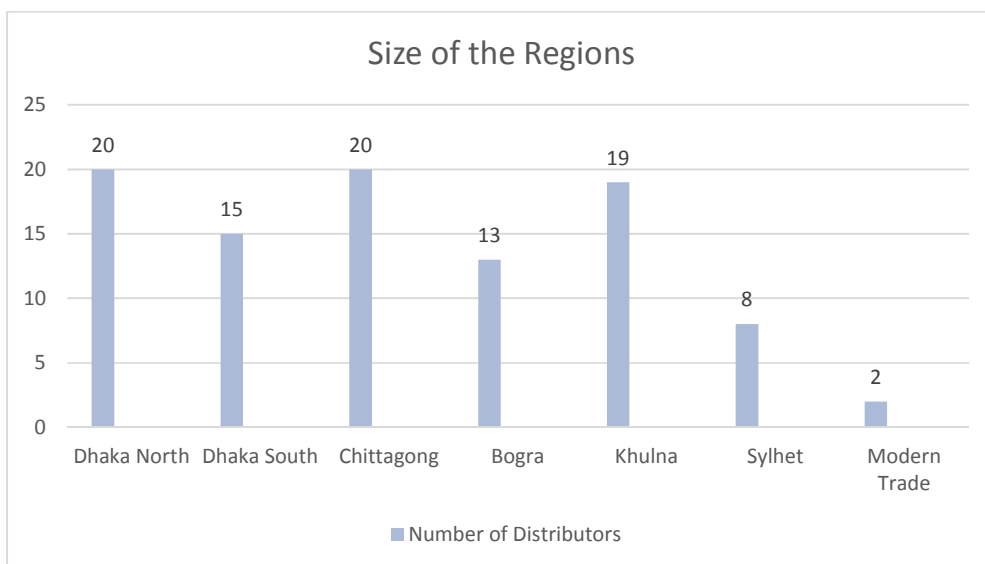


Figure 3.1: Size of the Regions.

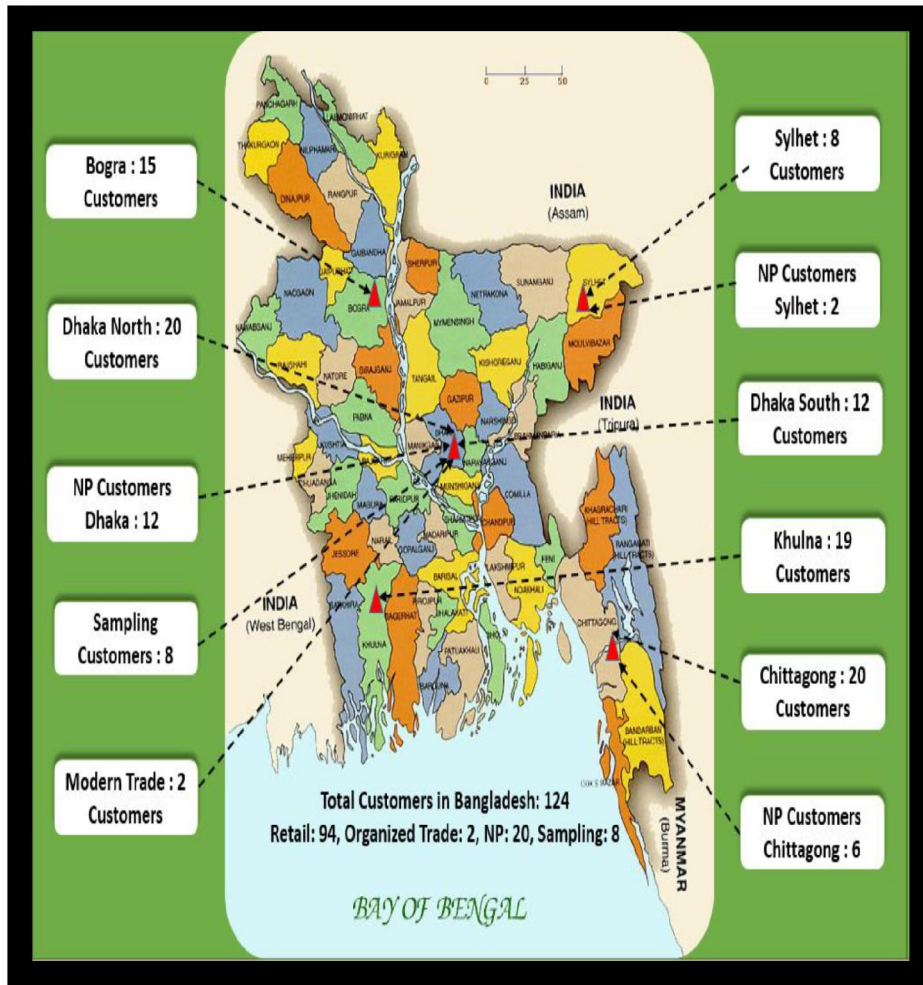


Figure3.2: Customers in Map.

3.1 Customer Service, Customer Facing Supply Chain and Distribution

CS&D is a combination of customer service, customer facing supply chain and distribution. This combination makes happen smooth workflow of CS&D. The members of this whole team have their own role to play in order to fulfill the whole Order to Cash Process and Delivery process.

3.2 Organogram of CS&D:

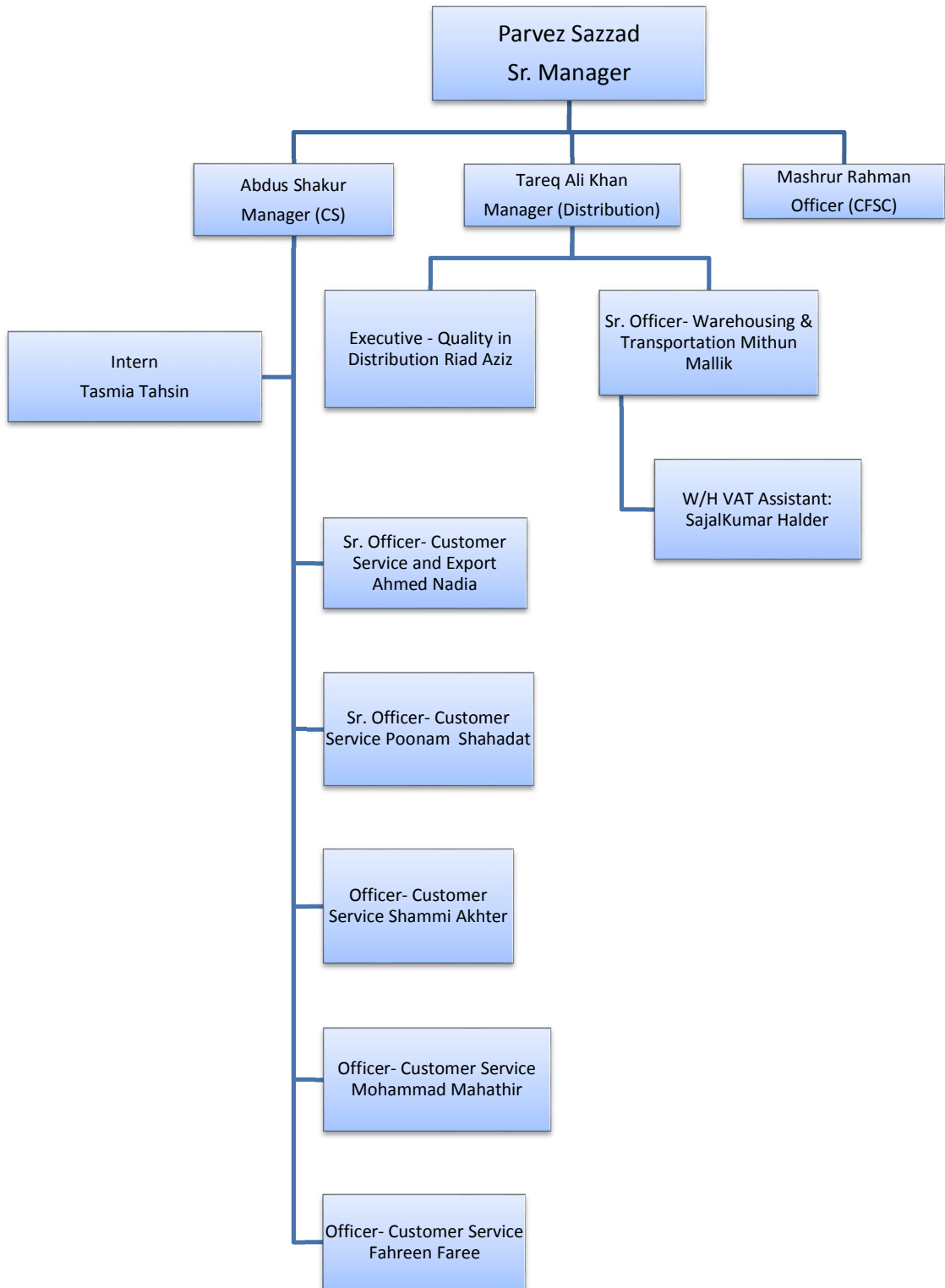


Figure 3.3: Organogram of CS&D.

3.3 Order Fulfillment Process

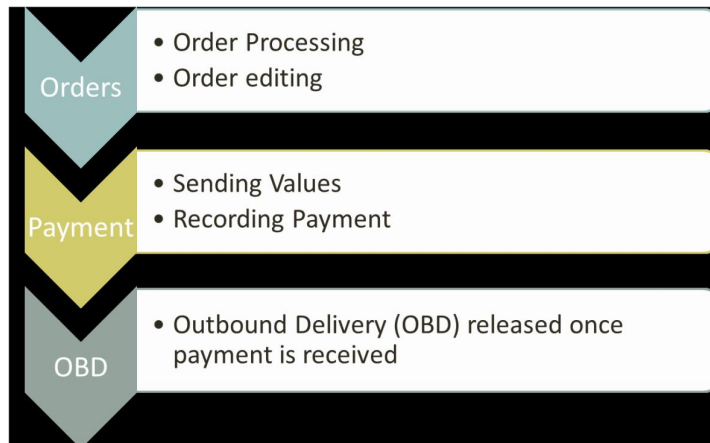


Figure 3.4: Order Fulfillment and delivery Process.

- **Orders:**

Order Processing: The orders are received from “Dishari” and entry is made into excel which is then taken to SAP. SAP generates an order tracking number to ensure further modifications to the order.

Order Editing: After seeing the order confirmation, the respective sales personnel edits the order as they require

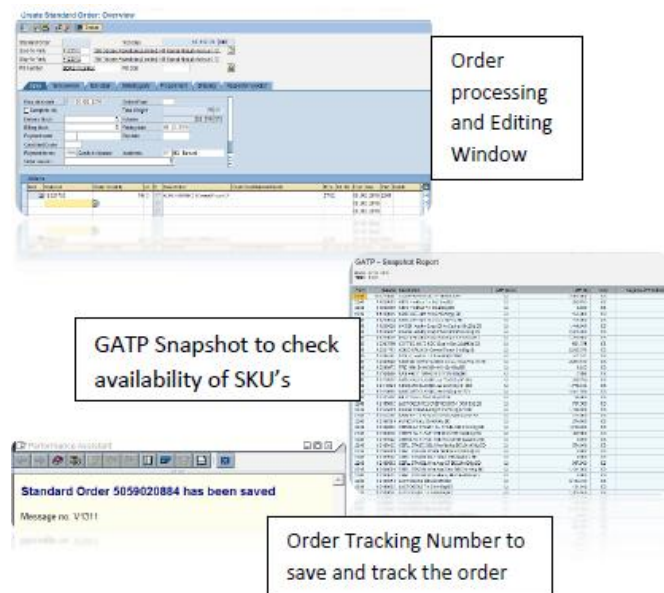


Figure 3.5: Order Capturing Process.

- **Payment:**

After editing is done the payment value of the order is confirmed and the value is sent by a specialized template (Customer Service and Customer Facing Supply Chain Orientation Manual, 2013).

Then the payment is made, the customer sends a copy of the payment slip and the value is matched with the value that was sent.

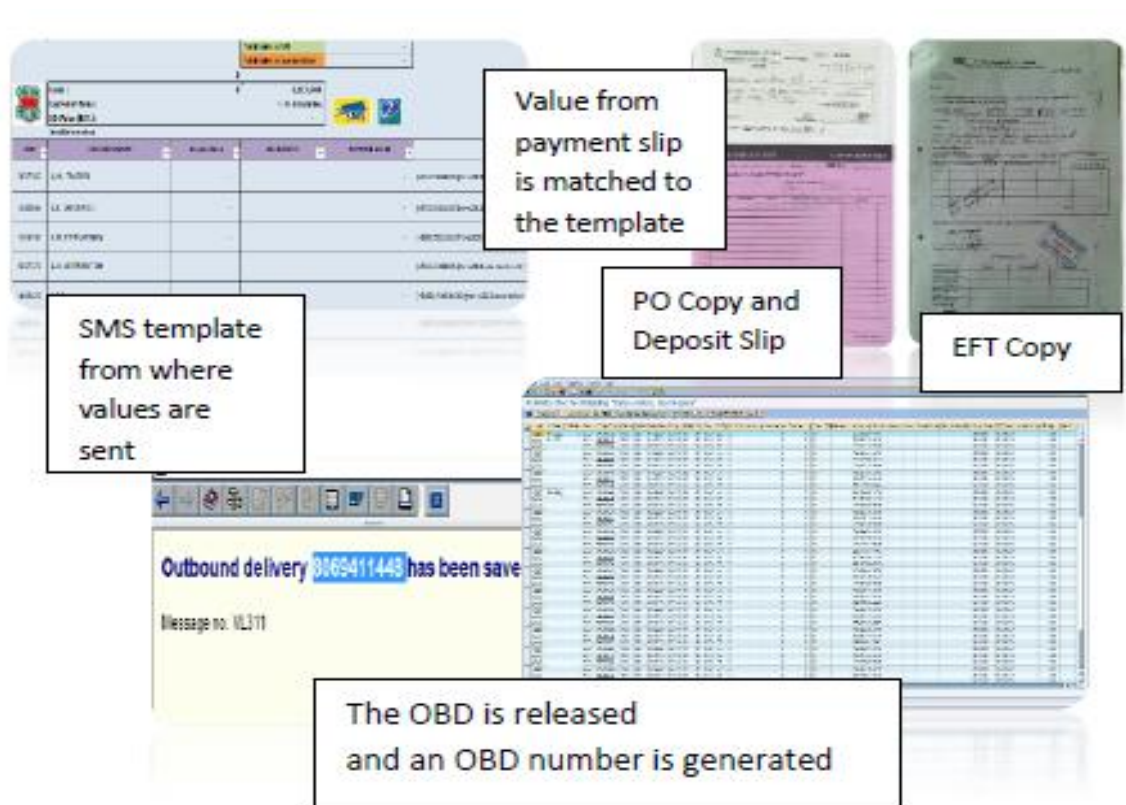


Figure 3.6: Payment and OBD.

OBD:

- OBD is released if the value sent matched the value of the payment made.
- The OBD number is received at the DC and the shipment process begins as a result.

This is the order fulfillment process as a whole.

3.4 Order Placement Frequency

There are a number of registered distributors of Nestle Bangladesh ltd. It is not feasible to process orders of each and every distributors regularly. Therefore, most of the distributors are scheduled for order placement. According to the graph below, there are 79 distributors, who place orders twice a week, 18 distributors place order once a week and the rest are from Nestle Professionals, who place orders occasionally and so their order placement is not scheduled (Customer Service and Customer Facing Supply Chain Orientation Manual, 2013).

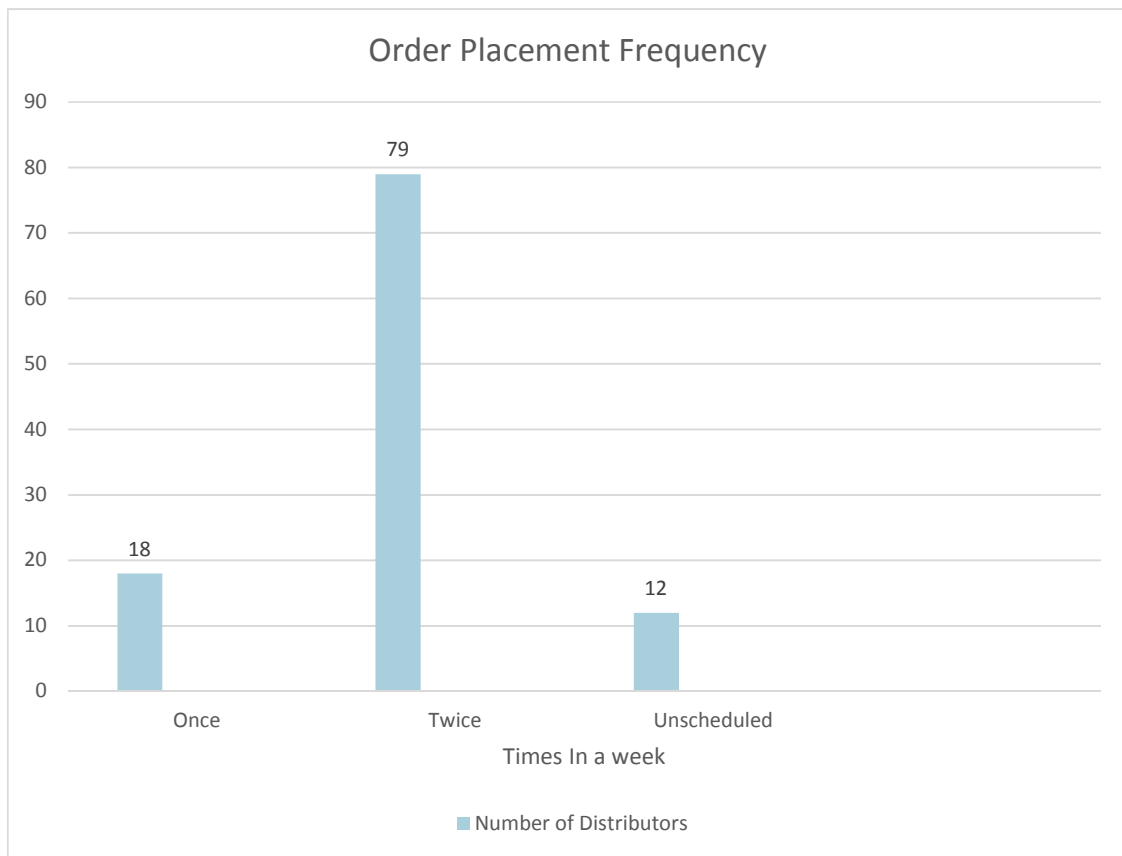


Figure 3.7: Frequency of Order Placement.

3.5 Customer Facing Supply Chain (CFSC)

This initiative was launched in 2013 with the sole intention to create competitive gaps by including everybody who impacts the Customer at each step of the value chain.

The following are the activities we are executing under this initiative

Measuring On Shelf Availability (OSA)/ On Shelf Freshness (OSF):

OSA/OSF are measured by conducting market visits. There is a checklist for some SKU's and the data is collected in that checklist. The outlets are visited on a monthly basis and the batch codes of the SKU's are collected.



Figure 3.8: Checklist

Facilitating good warehouse practices:

There are certain guidelines to ensure that good warehouse practices are observed by our customers. Such guidelines are shared with the customers.

Conducting Retail Audits:

Retail Audits are conducted to ensure that the good warehouse practices are observed. Also the retail outlets are visited to understand the overall condition of SKU's. A checklist is used to conduct these audits.

Handling Distributor Claims and Settlements:

Proper management of distributor queries is integral to ensure customer satisfaction.

3.6 Distribution Center

The one and only distribution center of Nestle Bangladesh Ltd. Is established at Gazipur district (Customer Service and Customer Facing Supply Chain Orientation Manual, 2013).

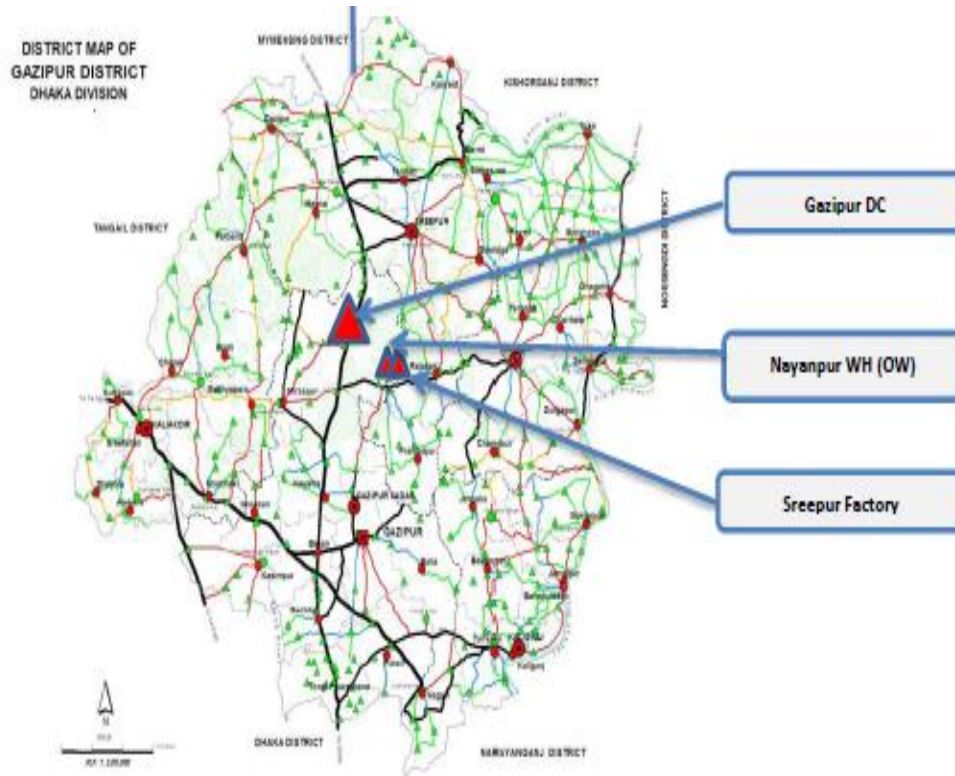


Figure 3.9: Geographical Location of DC (Customer Service and Customer Facing Supply Chain Orientation Manual, 2013).

3.6 Inbound Process

Truck Arrival:

- Truck Arrival occurs when the inbound trucks are parked at the inbound docks. The Unloading Supervisor checks the security lock to ensure that the products are not tampered. In addition, the document along with the truck, which will be used to input data into the system are also checked.
- The Unloading is carried out by the help of a hand pallet truck for palletized products, and manually for un-palletized products. The unloaded products are kept in put-away area.
- Due to a difference in LE, the products need to be re-palletized and changed to DC LE.
- The products that are palletized will then need to be received into the system. The document at truck arrival is used to feed in the necessary information of the products into the system. After receipt in system, a label is generated which contains the product specific information.

Label Sticking:

- The label is then stuck to the corresponding product, which provides a systematic identity to the product.
- The product is then transferred to the bin designated for it. The RF Gun scans the product to identify its location in the system.

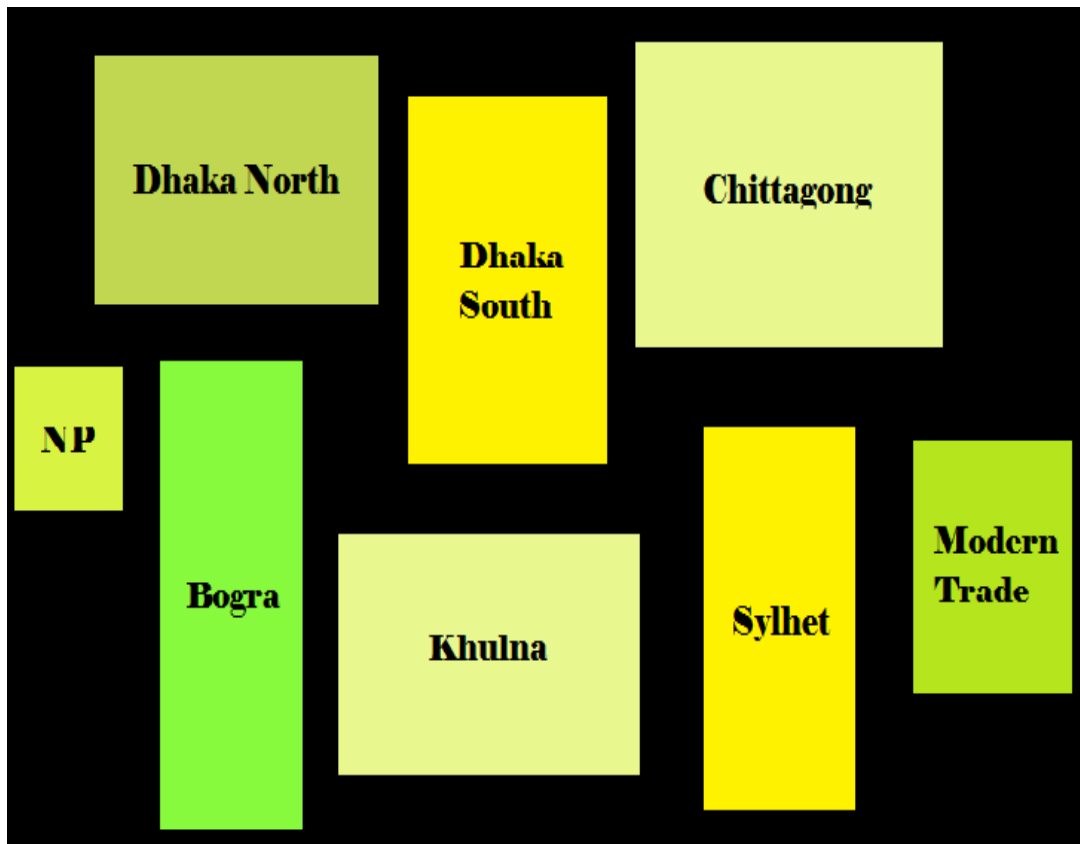
3.7 Outbound Process

OBD Processing:

- OBD Processing Starts after receiving the Shipment plan and OBD from the head office CS team. This is needed to create shipment.
- After creating a shipment, a transfer order is created based on the OBD, and a delivery note is printed. This delivery note is then used by the pickers to carry out “picking”.
- The delivery note contains all the items and quantities which will be picked.
- A particular order may require one or more picker. Full cases are picked with the help of a Reach Truck or Fork Lift. Loose Cases are picked with the help of hand pallet truck.
- After picking, the products are lined up in front of the outbound dock in a straight line.
- After the picking is complete, the products are checked by the outbound supervisor to ensure no mistake has taken place in the outbound.
- Once the checking is completed, the loading starts. This activity in entirety is manual.
- All the required documents for Dispatch, like Vat Challan, Gate Pass or Invoice copy are handed to the transporter at this point.
- After loading and documentation are completed, the doors are locked, and an extra security lock is placed on the door. An intact security lock upon delivery assures our customers that their products have not been tampered.

CHAPTER 4

Survey on NBL Distributors



Survey on NBL Distributors

We have seen, there are a number of distributors, registered for receiving products of Nestle Bangladesh Ltd. from above. This research is about collecting or exploring information about distributors and also to determine whether there is anything to improve the whole process or not.

4.1 Problem Statement

Unavailability of organized information about distributors and their feedback on Supply Chain of NBL.

4.2 Purpose of the Research

The main purpose of this research is to collect information and determine the areas of improvement in Order Capturing and Delivery Process for the distributors of Nestle Bangladesh Ltd.

4.3 Timeline

The timeline for this research was 25 days started from 1st November and ended at 25th November.

Day	Job
1-2	Determine problem statement and purpose of the research
3-6	Preparing questionnaire
7-9	Finalizing respondents
10-20	Getting feedback through questionnaire
21-23	Analyzing feedbacks
24-25	Findings

Table 4.1: Timeline

4.4 Limitations

There were some limitations I faced while conducting this research. They are-

- Time was very limited to prepare questionnaire, determining the respondents, sending them questionnaire getting feedback from them and finally to come up with findings.
- Distributors were scared about their registration with Nestle to provide any negative feedback. So it was hard to make them understand that this research won't harm any contract.
- Distributors were reluctant to participate as they were already busy with their daily tasks.

These were some limitations, experienced during my research.

4.5 Literature Review

According to “**Creating mutually beneficial partnerships with distributors**”, Manufacturers should closely examine all distribution data, including detailed sales information for individual regions, products, and customers (Gaurav Batra, 2016). “A distant supplier could present a real problem” (Khwaja, 2016). However, NBL has data on their distributors but not in an organized form.

The Pacarc co-founders felt, “We figured if we were going to put all this time, energy and financial resources into the product, it made the most sense to be an exclusive distributor,” says Allard (Henricks, 2006). This talks about benefits of being exclusive distributors. According to me, benefits of being exclusive distributors depend on the company, how a company facilitates their distributors.

Therefore, it is very important to facilitate your distributors but not pamper them. Specially, exclusive distributors should receive priority and promotional offers too. If any problem arises, a company should not keep it for long term. Reluctances from any side (company/ distributors) can ruin contracts with reliable authorities.

4.6 Methodology

This research was conducted through a questionnaire survey to collect primary data on distributors. The respondents of this survey were all the 109 authorized distributors of Nestle Bangladesh. The distributors are divided into six regions, Modern Trade and Nestle Professionals into a total of 8 groups. Each group was classified into another three sub-groups based on revenue per order received by Nestle from the distributors. Those sub-groups were –

- High Revenue Generator (Tk2,000,001-Tk3,000,000)
- Moderate Revenue Generator (Tk1,000,001-Tk2,000,000)
- Low Revenue Generator (Tk100,001-Tk1,000,000)

As mentioned before, all the distributors were involved in this survey. The reason behind this was just to display a complete picture of Nestle distributors rather than a representation of them. This research is supported with some secondary information too, which helped to analyze all the findings and generate effective recommendations to sort out problematic issues regarding supply chain.

Findings from this survey have been transformed into graphs for better understanding (Calculations have been attached with Appendix).

4.7 Findings

The findings from this research are given below:

1. There are 19 (20.71%) distributors fall under category “High Revenue Generator”, 46 (50.14%) distributors fall under category “Moderate Revenue Generator” and rest 39 (42,51%) distributors fall under “Low Revenue Generator”. This finding will help NBL to prioritize their customers.

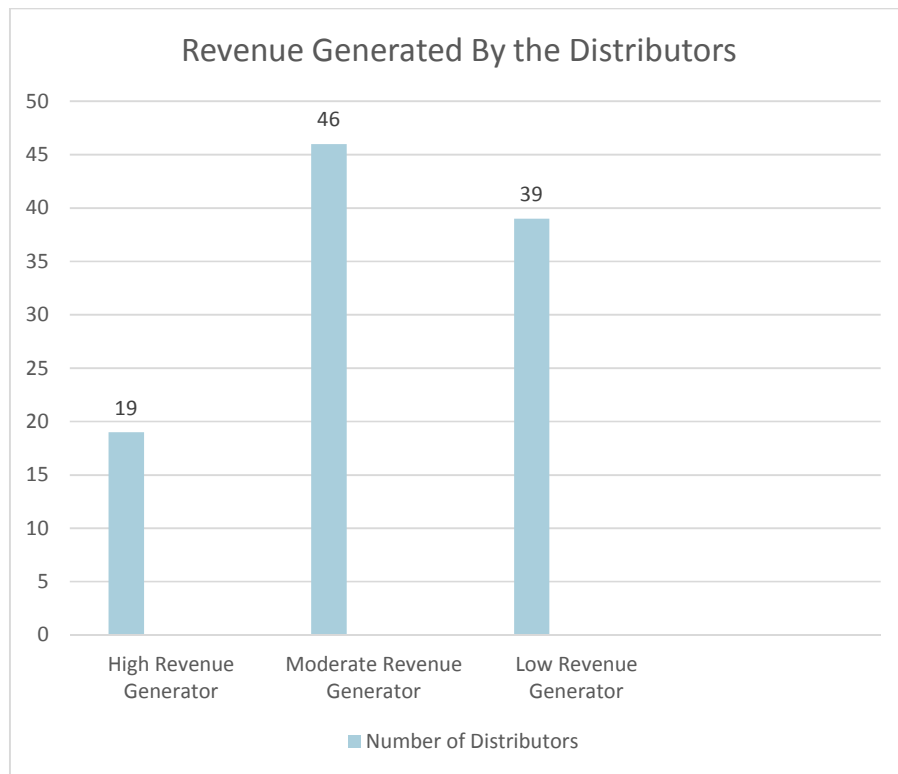


Figure 4.1: Revenue Generated By the Distributors.

2. All the distributors are exclusively authorized by Nestle Bangladesh Ltd by those name.
3. Only 8.33% distributors among 109 wants to leave Nestle and one distributor wants so as it is going to close the business between very soon. This shows most of the distributors are not dissatisfied with NBL.

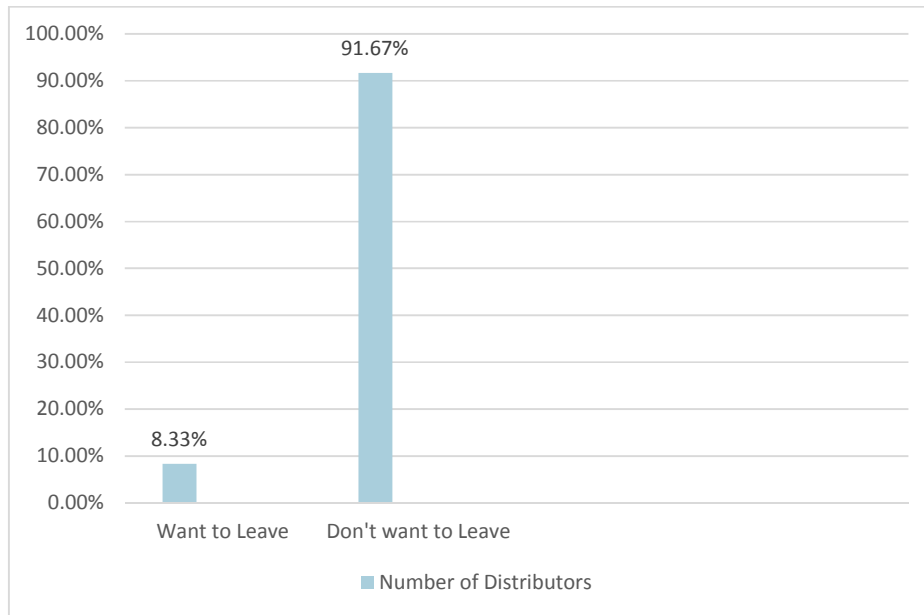


Figure4.2: Distributors want to leave or not

4. The graph below shows the areas, where Nestle Bangladesh Ltd can improve. Here, it is shown that, almost 84% of distributors find promotional offers for them, are inadequate. Another area to look at, is timeliness of delivery of the products.

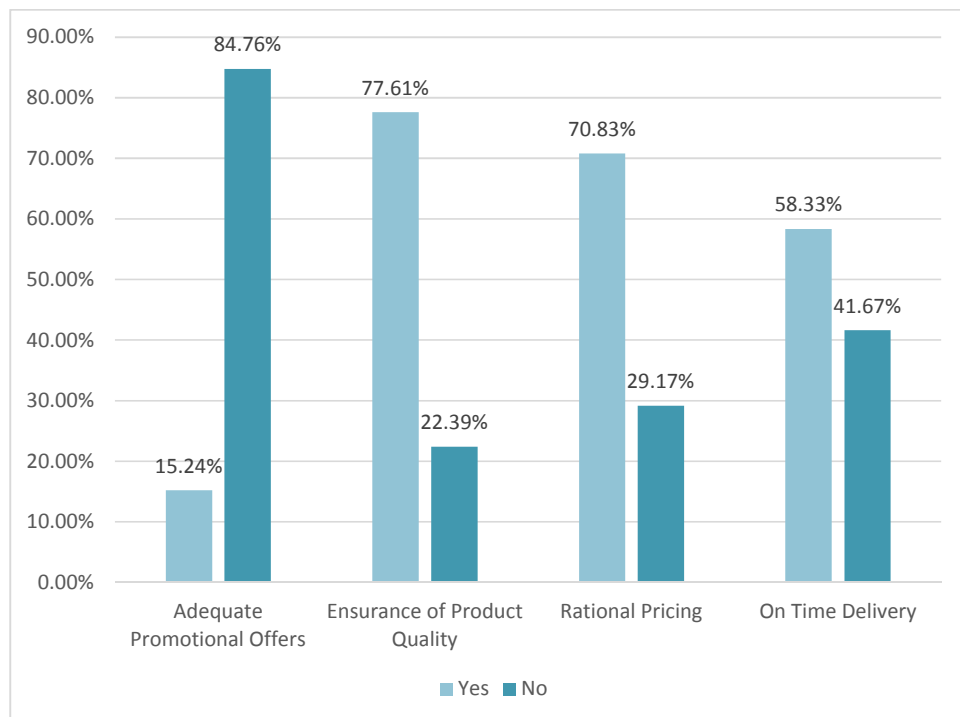


Figure 4.3: Feedback on Different Issues.

5. Survey findings show that 72.16% of distributors are satisfied with responses from Customer Service. However, NBL need to concentrate on CDP Maintenance. Sometimes they provide some products more than CDP, whereas some products are given less than CDP, which creates customer dissatisfaction.

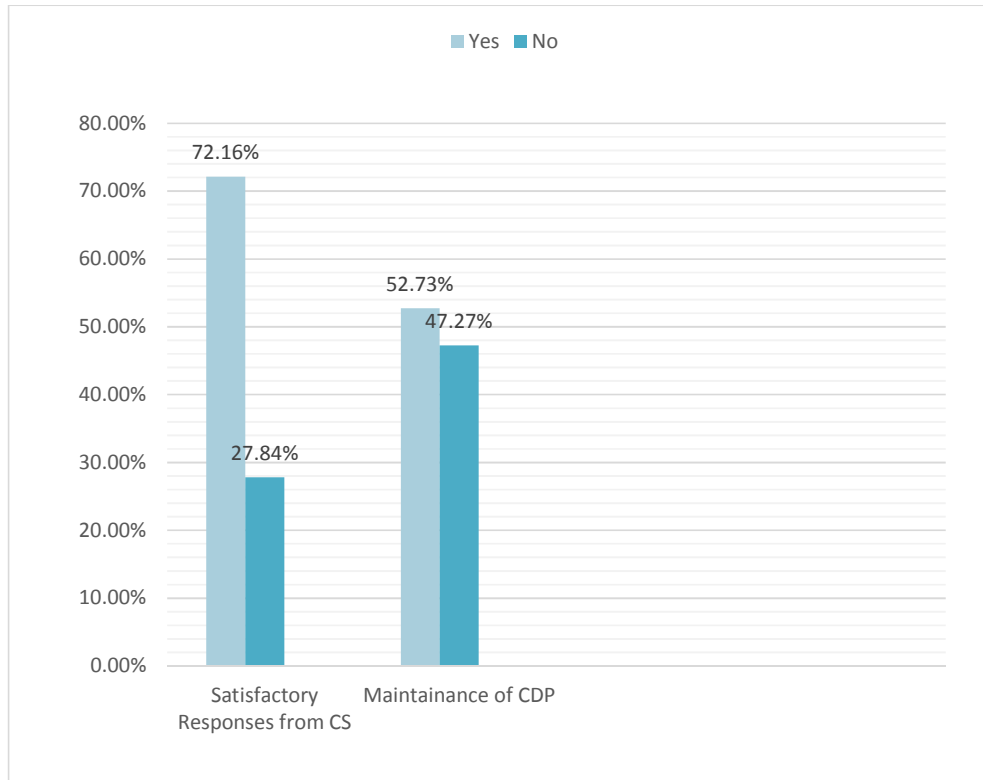


Figure 4.4: Feedback on CS and CDP.

6. Distributors have preferences about products according to regional demand. Nutrition, Beverages and Culinary are more preferable products than others in Dhaka North. Dhaka South demands Culinary more than other products and Sylhet too. On the other hand Chittagong has more demand for dairy and breakfast cereals. Bogra prefers beverages over others. NP demands only Beverages as it doesn't deal with other products. Khulna prefers dairy products and modern trade looks for culinary. Let's see which category has overall greater demand-

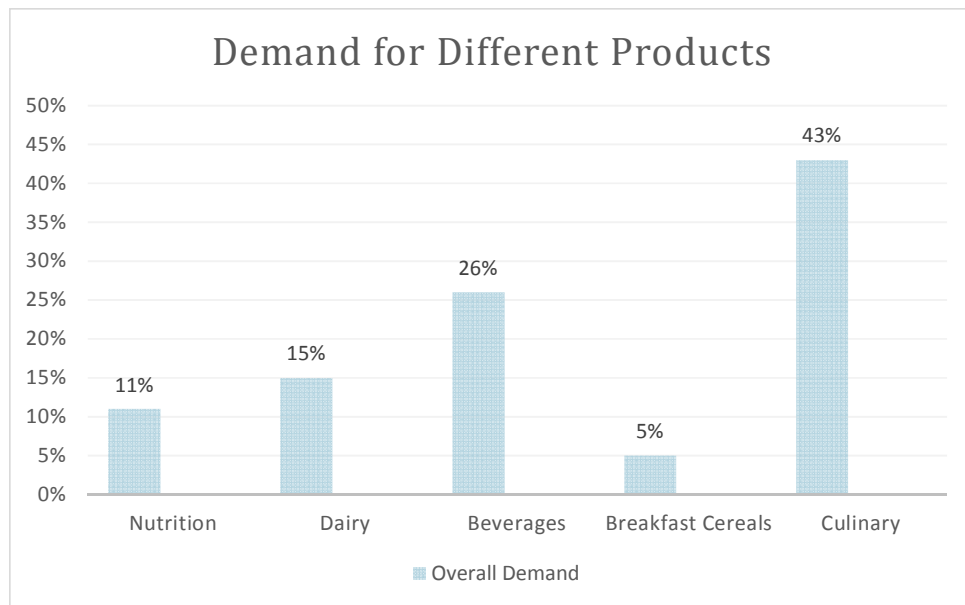


Figure 4.5: Overall Demand of Different Products.

Areas of Improvement:

According to the survey, consumers have mentioned about some areas for improvement for Supply Chain function. The problematic areas are-

- Late night product delivery
- Rude and reluctant behavior of truck drivers
- Missing truck/product
- Damaged/ dented product and lengthy process of compensation
- Unavailability of preferred products
- Unavailability of products during promotional offers
- Delay in shipment
- Hazard of payment adjustment
- Strict maintenance of advance payment
- Push of products to meet up organizational monthly target

These are some findings from the questionnaire survey of the customers (distributors) of Nestle Bangladesh Ltd.

Recommendation

No organization in this world can be picture perfect. There are always some conflict, complications present in an organization. Nestle being a global giant couldn't avoid problems, miss functions and complexity. In fact, the large the firm is, the huge the complex. Similarly, Nestle has some areas, where they can improve and move forward having a picture perfect multinational. There are some recommendations given below:

1. There is a specific time boundary to place order for the distributors, which is 11am sharp. By 11am, all the distributors scheduled for that day supposed to complete placing order through "Dishari". Most of the distributors do not follow the timing. As a result all the next steps becomes delayed. However, the distributors are not penalized for such act. They should be penalized for this and thus the system can become time efficient.
2. Distributors complain about product unavailability during promotional offers (Consumer Promotion), which is a crucial issue to be sorted out. However, some wicked distributors order more product than actual demand to stock those. So it becomes hard to determine which distributors' demand is genuine. At this circumstances, Nestle should keep eye on each distribution point, figure out actual demand and finally availing products for their customers.
3. There is another complain about damaged products, which is very natural during shipment of the products. Nestle even compensate distributors for damaged products. However, distributors complain about its lengthy process. So the company should simplify the process to facilitate the distributors.
4. Sometimes shipment becomes delayed because of road blockage, irresponsibility of transport agency, lack of transportation, SAP trouble or software mal-function, late payment etc. Some of these issues are not in hand. However, Nestle should sort out software/ server down issues, warn distributors for timely payment and transport agency related problems.
5. Nestle arranges annual outdoor meeting for the distributors. However, it does not provide any promotional offers for the distributors. Special offers for the distributors can satisfy them, enhance loyalty and strengthen bonding with them.

These are some ways for the company to reduce complains of distributors and finally make them satisfied about Nestle Bangladesh Ltd.

Conclusion

Nestle is an iconic multinational company throughout the world with a vast product line. Though it is not that big in Bangladesh. Nestle is a growing food and beverage company in this country with a limited product line. Among all the major functions of NBL, Supply Chain is the only function that has crossed the first gate of excellence in the year of 2014. Supply Chain is the most organized and successful function, meeting target of sales almost each and every month definitely with the support and coordination of the other functions. Moreover, Nestle ensures outstanding working environment for its employees. There is no bossy attitude among the Nestle Personnel. Everyone here work as a team having the same objective of ensuring continuous excellence. However, a company cannot be free from any hardship. Nestle has strong competitors inside the country. To compete with those, nestle has high potential team, committed to achieve business results and adherence with global guidelines. However, business volatility, political turmoil, complex regulatory requirement in import, poor infrastructure creates difficulty for the company. There are some complications, some areas for improvement within the organization. Sometimes the distributors complain about issues like, delayed shipment, transportation problem, product damage etc. Still the quality of Nestle product demand admiration. NBL arranges outdoor conference even for their distributors which is really appreciable. As the company is in the growing stage currently in Bangladesh, they need to identify and work on conflicting issues, which are responsible for inefficiency of the system. In fact, Nestle is working on it to make the organization leaner and more efficient. This is the time for the company to eradicate glitches and establish its worldwide glory once again in Bangladesh.

**SUPPLEMENTARY
PART**

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Appendix

1. List of Distributors

Region: Dhaka North	F. A. Enterprise
	Sarker & Brothers
	J. K. Sales & Distribution
	J. K. Sales & Distribution – 2
	S. I. Trading
	Rehbin Traders Gazipur
	Solan Traders
	Rehbin Traders
	Aziz Store
	Nishat Enterprise
	Arko
	Badal Store
	Samantha
	Nahar Trading
	Royal Enterprise
	Reza Enterprise
	Riaz Enterprise
	Shara Enterprise
	Sunrise Trading
	Pandughar
Region: Dhaka South	Delowar Enterprise
	Delwar Enterprise
	Zam Zam Traders 2
	Brothers Trade Centre
	Zam Zam Traders
	Khaja Traders
	Hasan Distribution
	Global Distribution
	Awlad Enterprise
	Progati Enterprise
	Sohel Trading Corporation
	A S Enterprise
	Audhora Enterprise

Region: Chittagong	Model Distribution
	New Generation Trading
	Liakot Brothers
	Sazzad Distribution & Electric
	Omar Trading
	Alauddin Enterprise
	Prime Distributions 2
	Bismillah Enterprise
	A. S. M. Enterprise
	Rupali Traders - Feni
	Nasir Traders
	Rupali Traders – Comilla
	Rajeshwary Enterprise
	Sankar Ranjan Shaha
	Hassomoye Traders
	Narayan Store
	A J Enterprise
	Islam Food & Beverage
	Prime Distributions
	Aysha Traders
Region: Bogra	Datta Enterprise
	Matree Vhandar
	Popular Enterprise
	Bikrampur Traders
	Pulok Enterprise
	Arambag Confectionary
	Digonto Enterprise
	I. S. Traders
	Sharker Enterprise
	M. S. Enterprise
	Baikali Confectionary
	Araf Enterprise
	G. M. Trade Fair
	Janani Enterprise
	Salma Distribution

Region: Khulna	Javed Traders
	Mojibor Rahman
	Kamla Enterprise
	Kuasha Enterprise
	AR Traders
	Ghosh Enterprise
	Joydev Paul & Sons
	Khatun Store
	S.K. Traders
	Sreedam Chandra Banik
	Madhabi Stores
	Rabbani Store
	Islamia House
	Disha Traders
	Bahar Departmental Store
	Roy Traders
	Alamgir Traders
	Pragati Proshadhani
	Sree Guru Bhandar
	Region: Sylhet
Janata Traders	
South Sylhet Traders	
Mahdee Enterprise	
Sharif Store	
Banik Enterprise	
Patwary Enterprise	
Shahzadi Trading	
Modern Trade	Organix
	Route to Market International Ltd.
NP	Nestle Professionals

2. Shelf life of different products

Product Name	Shelf Life in Days
LAC-1 BiB 24x180g	450
LAC-1 BiB 24x350g	450
LAC-1 Tin 24x400g	540
LAC-1 Tin 12x700g	450
LAC-2 BiB 24x180g	450
LAC-2 BiB 24x350g	450
LAC-2 Tin 24x400g	540
LAC-2 Tin 12x700g	450
LAC-3 BiB 24x350g	450
LAC-3 Tin 24x400g	540
LAC-4 BiB 24x350g	450
NAN-1 Tin 12x400g	540
NAN-2 Tin 12x400g	540
PRE NAN 12x400g	720
Nan AL 110 12x400g	720
LAC Rec 180g	450
BABY & ME 24X400g	360
CERELAC STAGE1 BL 3Fruits BIB 24x180g BD	546
CERELAC STAGE1 BL 3Fruits BIB 24x400g BD	546
CERELAC STAGE 1 BL Rice BIB 24x400g BD	546
CERELAC STAGE 1 BL Wheat BIB 24x400g BD	546
CERL STA1 BL Khcri Ri Dal BIB 24x350g BD	455
CERL STA2 BL Whe Aqp Chry BIB 24x400g BD	455
CERL STA2 BL Whe Honey BIB 24x400g BD	455
CERL STA2 BL Khcri Ri Veg BIB 24x350g BD	455
CERL STA3 BL Wheat MxdF BIB 24x400g BD	455
CERL STAGE 3 BL Whe MxdVg BIB 24x400g BD	455
CERL STA4 BL Whe Aqp CF BIB 24x400g BD	455
CERL STA4 BL Rice Chkn BIB 24x400g BD	455
Masala 62g	238
Curry 62g	238
Masala 248g	238
Curry 248g	238
Masala 496g	238
Curry 496g	238
CHOTO 37g	238
Maggi DD 744g	238
Chicken 36x4x65g	238
Chicken 144x65g	238
Chkn Corn 96x25g BD	238
Thai 96x35g BD	238
Veg 96x25g BD	238
SEM 4g	197
NIDO Fortified BIB 24x350g BD	448
NIDO Fortified Pouch 24X400g BD	448
NIDO Fortified BIB 12x700g N1 BD	448

NIDO Fortified Tin 12x900g BD	448
NIDO Fortified Tin 6x2.5kg BD	448
NIDO Fortified Sachet 360x26g BD	266
KOKO KRUNCH Cereal Pouch 24x80g XH	360
NESTLE CORN FLAKES Cereal 18x275g N1 XK	360
MILO Cereal 18x330g N1 XK	360
NESTLE KOKO KRUNCH 18x170g XH	360
NESTLE KOKO KRUNCH 18x330g XH	360
NESCAFE 3in1 12x(6(12x14g)) BD	455
NESCAFE CLASSIC Jar 24x100g N1 BD	728
NESCAFE CLASSIC Jar 24x50g N1 BD	728
NESCAFE CLASSIC Sac 240(12x1.5g) BD	273
NESCAFE CLASSIC Jar 12x200g N1 BD	728
COFFEE-MATE NDC Bag In Box 24x450g BD	728
COFFEEMATE Stick Pack 864X5g BD	273
COFFEE-MATE NDC Jar 15x400g XI	728
MUNCH Rollz 30X48X6g BD	180
MUNCH Rollz 50X(17X6g) PR GiftBox N1 BD	180
NESCAFE 3in1 Vending 16x1kg BD	364
NESTEA ITa Prmx Lmn Pch 24x500g N1 BD	273
NESCAFE ALEGRIA 12x115g N2 XE	280
NESCAFE CLASSIC Jar 12x200g NP BD	728
NESTLE COFFEE-MATE Catering 12x1kg	728

3. Calculation of graph:

	Yes	No
Adequate Promotional Offers	15.24%	84.76%
Ensurance of Product Quality	77.61%	22.39%
Rational Pricing	70.83%	29.17%
On Time Delivery	58.33%	41.67%

Total Respondent= 109

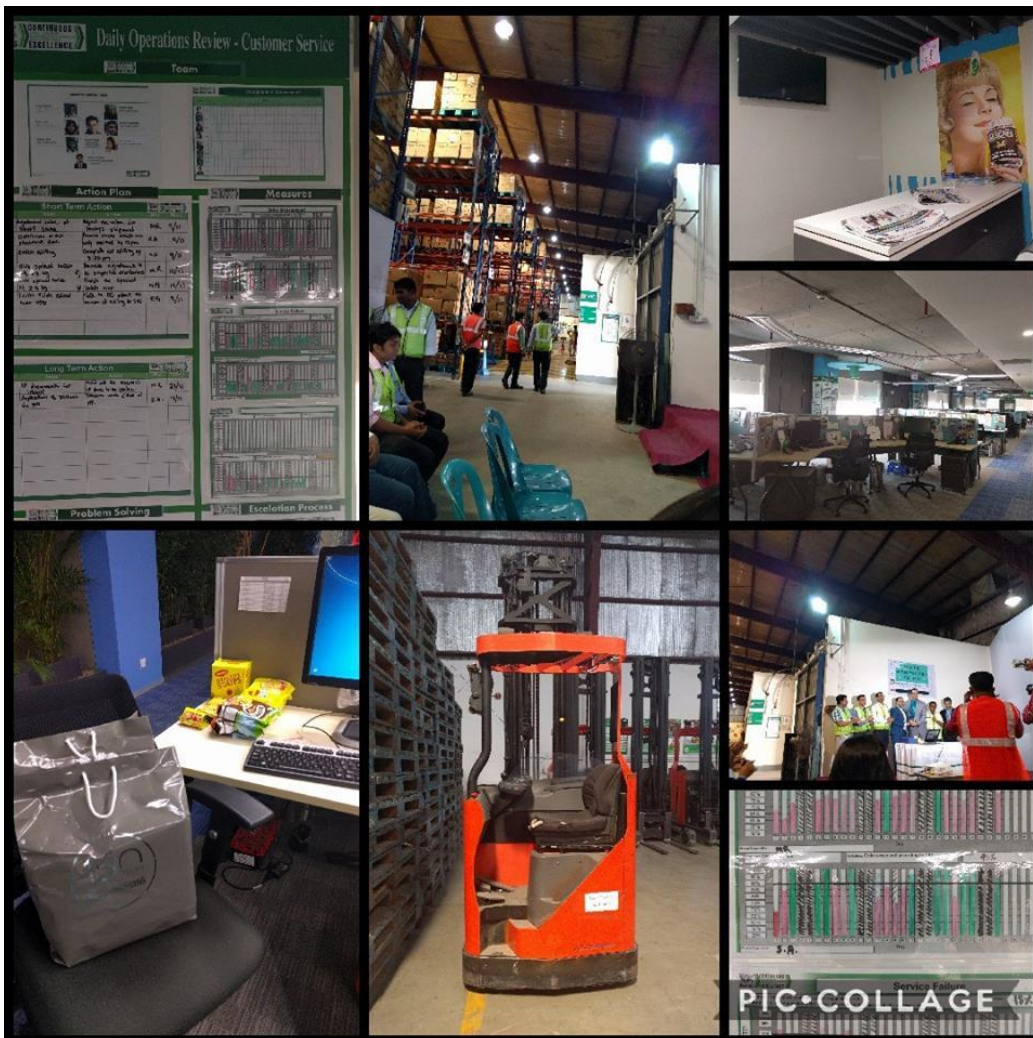
Among them, 17 respondents say yes to ‘Adequate Promotional Offers’

Percentage of Yes= $17/109*100= 15.24$

Percentage of No= $100-15.24= 84.76$

This is how all the calculations are done in this report.

4. Photos



Questionnaire

Dear Respondent,

As part of my Internship Program, I am conducting a survey to explore distributors' information and determine whether the distributors of Nestle Bangladesh Ltd. are satisfied with it or not. The study is expected to assist NBL to improve company-distributor relationship and figure out if there is any issue to be sorted. Your responses will be extremely valuable for the successful completion of my Internship Program. The information provided by you will be treated as confidential and will be used in summary for academic purposes. Please spend a few minutes of your valuable time to fill up the questionnaire, as per the instructions given. Thank you very much for contributing to this survey with your participation.

We sincerely appreciate your kind cooperation and support. Thank you!

Location: Tejgaon-Gulshan Link Road

Date: 5th November 2016

Name:

Tasmia Tahsin

Part A

Please fill up the circle you want to choose.

1. I, as a distributor, place order
 - Unscheduled
 - Once a week
 - Twice a week

2. Demand is high for
 - Beverages
 - Culinary
 - Nutrition
 - Breakfast Cereals
 - Dairy

3. I, as a distributor, am exclusive for Nestle Bangladesh Ltd.
 - Yes
 - No

If NO, go to the question number 4.

4. How many companies you are involve with?
 - 1-5
 - 6-10
 - More than 10

If YES, go to the question number 5.

5. Do you want to leave Nestle?
 - No
 - Yes
 - May be
 - Don't Know

Part B

(Here, Strongly Disagree= 1, Disagree=2, Somewhat Disagree=3, Somewhat Agree= 4, Agree=5, Strongly Agree=6)

Please put an "X" in to the box best matches to your answer.

FACTORS	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1. I, as a distributor, receive adequate promotional offers						
2. Nestle does not ensure product quality						
3. Pricing of Nestle products is rational						
4. I receive products on time						
5. I have to call again and again for order editing						
6. Nestle is capable of providing products according to CDP						
7. Nestle can't satisfy my sudden demand of certain products						
8. I feel prioritized as a distributor						
9. Nestle customer service always satisfy my quarries						
10. I would like to stay with Nestle Bangladesh Ltd.						

Part C

Please fill up the circle you want to choose.

1. Your region-
 - Dhaka North
 - Dhaka South
 - Bogra
 - Chittagong
 - Khulna
 - Sylhet
 - Modern Trade
 - Nestle Professionals

2. You are involved with Nestle (years)-
 - 0-4
 - 5-9
 - 10-14
 - 15-19
 - 20 and above

3. You spend per order (Taka)-
 - 100,001-1,000,000
 - 1,000,001-2,000,000
 - 2,000,001-3,000,000
 - 3,000,001 and above

Part D

Please note down if you have any suggestion for improving order fulfillment and delivery process.

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D&SP	Demand & Supply Planning	15
CDP	Customer Demand Planning	16
CSP	Customer Consensus Planning	14
LE	Loading Equipment	23
SKU	Stock Keeping Unit	18
DC	Distribution Center	25
CFSC	Customer Facing Supply Chain	26
OBD	Outbound Delivery	27
SP	Shipment Planning	27
OSA	On Shelf Availability	22
OSF	On Shelf Freshness	22
DD	Demand Draft	29
EFT	Electronic Fund Transfer	30