

INTERNSHIP REPORT
ON



Identify the Roles of Customer Relationship Marketing In Merchandising Activities of Royal Footwear Limited



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LETTER OF TRANSMITTAL

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To

Dr. Mohammed Tareque Aziz

Associate Professor

BRAC Business School

BRAC University

Subject: **Submission of Internship Report.**

Dear Sir,

I have successfully completed my internship program in Royal Footwear Limited, Bangladesh. The experiences I have gathered in Royal Footwear enabled me to bridge the theories between classroom learning and real life situations to a great extent. Though I am full time employee of Royal Footwear now as a mandatory part of this internship program, I am submitting my internship report entitled "Identification of the roles of 'Customer Relationship Marketing' in Merchandising Activities of Royal Footwear Limited". I have tried to put in my best effort for this report and enjoyed working on this report.

I hope my effort would succeed to your satisfaction. I will be available at any time convenient to you for clarification of any point of this report.

Sincerely Yours

Md. Sazibul Islam

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BRAC Business School

BRAC University

ACKNOWLEDGEMENT

At the very beginning, I wish to acknowledge the immeasurable blessings and profound kindness of Almighty Allah - the supreme authority of the universe. A number of people have made significant contribution in preparing this report. Their insights, advice and suggestions helped me a lot.

I would like to express my sincere gratitude and thanks to my Faculty supervisor Dr. Mohammed Tareque Aziz; Associate Professor, BRAC Business School, BRAC University for his continuous guidance and assistance to complete this report.

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EXECUTIVE SUMMARY

Over last decade's, branding activities through merchandising have changed radically for manufacturing industry like footwear; mostly to cope with the changes in buyer demand specially the super market based buyer like H&M, DECATHLON, Tesco, Wal-Mart, Carrefour and Li Fung . Footwear manufacturers are coming out from the traditional way of doing business. Branding activities are becoming vital to the footwear manufacturer as well. Buyers are demanding more focus on planning, better supply chain management and materials management and more over coordination with the buyer. The demand of merchandising activities come here. Merchandising is a bridge between buyer and production unit. Merchandising is the composed of branding, planning, supply chain activities within a production unit. Merchandising activities for a production unit starts with the branding of capacity and product development. Merchandising is a concept of coordination through relationship management with both supplier and customer. However, in a country like Bangladesh, this change comes at a glacial pace. In manufacturing industry marketing or branding activities is based on capacity of the organization like product development, new project implementation, productivity and quality. In modern merchandising is based on relationship management with both external and internal stakeholder. Royal Footwear has been successful in getting its long term customers to trust in them to provide the best product development and cost effective solutions and stepping outside the box when it came to relationship marketing. This report analyzes how this organization has successfully implemented merchandising activities for relationship marketing and implemented various innovative ways of branding.

CHAPTER 1

The Organization

Introduction: My internship attachment was with Royal Footwear Limited; a dynamic manufacturing organization with wonderful work ethic and environment. In my 3 months attachment with this organization, I have learnt a lot, thanks to the wonderful mentors who took their time to teach me everything about modern day merchandising and planning. This section discusses the organization in brief, its operations, its clients and its values.

Background

Royal Footwear Limited

Royal is one of the fastest growing footwear manufacturing in Bangladesh, working with multinational and local brands. In 2010, Royal Footwear Ltd. entered the country's booming shoe industry with only around 03 machines and a lot of hope. Over the years, unwavering interest and determination have helped royal earn a respectable position in the country's footwear industry.

Management of ROYAL Footwear

Managing Director

Md. Zakir Hossain

Chairman

Md. Belal Hossain

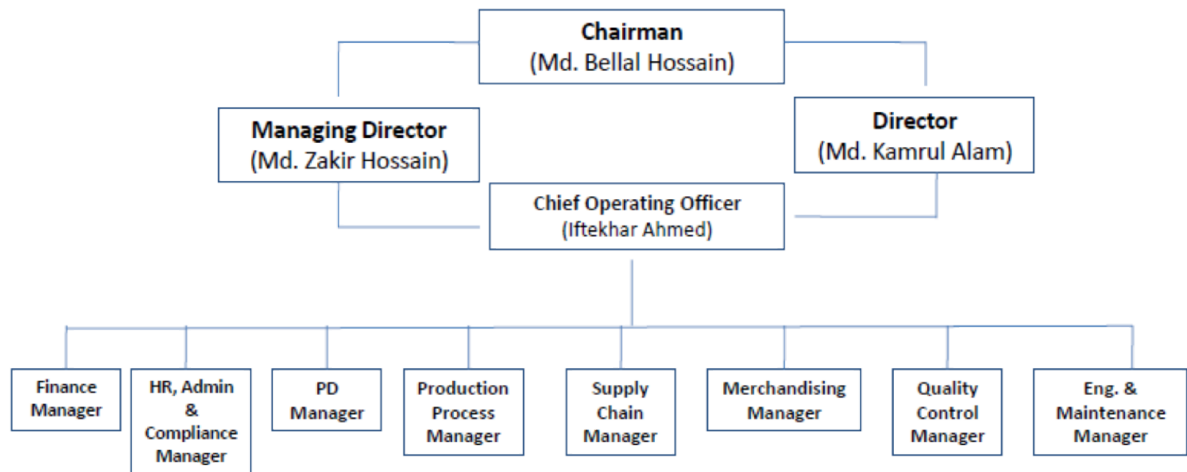
Director

Md. Kamrul Alam

Chief Operating Officer

Iftekhhar Ahmed

Organogram:



Timeline:

June 2008: Registered as M/S. Royal Shoes in Tongi Municipal authority targeting the institutional market of footwear. Royal shoes is still the single largest supplier of special boot for Bangladesh Police and Army.

August 2010: Started the manufacturing operation with Police and Army Boot with small scale production facilities

October 2013: Started operation in local wholesale market under the own brand name “EZEE”.

January 2014: Registered as Royal Footwear Limited targeting the global sports footwear market. Signed business contract with international sports footwear brand DECATHLON.

Vision:

To be the leading footwear manufacturing source in Bangladesh by creating focused partnership with key customers.

Mission:

Set up a sustainable and reliable footwear manufacturing base in Bangladesh to produce high quality product for global market.

Values:

“What we make, we make the best”

Clients:

Royal has three sales channel, Royal Footwear is dedicated for export operations, targeting the international market. Royal shoes is working for Institutional and local wholesale market.



Roles of Employees:

Chief Executive Officer: He is the key person and head of operation activities. He makes all sorts of major business and operational decisions regarding the production unit and business. He directly takes care of the works of strategic issues. He also deals with the potential new buyer and making the strategic planning of the organization. All head of the department directly report to him.

Merchandising Manager: Merchandising Manager is the key business Managers who handle one or more buyer. He maintain the liaison between the factory and the buyer. Merchandising manager is responsible to understand the client's needs and the business and the industry and interpret these needs to the organization. Business planning, product planning, capacity allocation and planning, pricing & negotiations, production planning, materials planning and budgeting, materials ordering & follow up is directly supervised by merchandising manager.

Production Process Manager: Royal footwear has three production unit, Cemented production unit, DIP production unit & PU production unit is directly managed by him. Each unit has in charge and production manager manage those unit through the section manager and assistant production managers. According to production plan, production manager ensure that all goods shipped in time.

Quality Manager: Quality manager is responsible for quality assurance and quality control activities in terms of all products. Quality manager is the responsible persons to ship the goods from factory.

HR & Compliance Manager: He is responsible for HR activities like welfare, HR support, payroll, recruiting, social and safety compliance of the worker and all management staff.

Supply Chain Manager: Supply manager submit all requisition to the merchandising department for international purchase and contact to local suppliers for locals materials. He manages all the stores like bonded warehouse, chemical warehouse & finished goods warehouse. Supply manager maintain the internal flow of materials and finished goods.

Product Development Manager: Product development manager is responsible for new product development and duplication activities for all segment of product. According to the demand of merchandising, PD develop the products within time frame.

Engineering & Maintenance Manager: He is responsible for all engineering planning and maintenance activities within the plant. He manages all activities with team from different discipline of engineering like civil, electrical and mechanical.

CHAPTER 2

JOB

Responsibility

As per the academic rule of BRAC University I must complete three months internship. I did my internship in ROYAL FOOTWEAR LIMITED. It is situated in 1/1, Tilargati, Kakil, Sataish, Tongi, GAZipur-1711. The internship period was from 17th of September, 2016 and to on 17th November, 2016. During this internship period I worked in merchandising department. I had some responsibilities related to planning and budgeting. The specific responsibilities of mine during this internship period are given below:

Justifying my contribution to Royal Footwear Limited (Within the Job Description):

1. **Idea Generations:** As I work in manufacturing organization, who has also a wholesale brand under the brand name “EZEE”. So for product planning, idea generation plays a very important role. For example: To develop a new product for the market I need to go through several idea generation to come to a final point.
2. **Team Work:** In our organization employees are divided into department or we called it teams. It is very important to make a good working relationship with the other department to ensure the synchronization of work. I realized that it was my responsibility to make good relationship with my team members as well as other department members.
3. **Buyer Management:** As an intern in merchandising department, my main job is to make sure our buyer is satisfied in terms of service & product. My supervisor always inform me about our buyer requirements and I discuss with the team and brief them about the task and we divide the task among us and share with other department as well to reach the target.
4. **Day-to-day Operations:** I have to maintain some day to day operations in my department. It includes follow up of ongoing production and development activities follow up, check the rejection rate with quality department, stock position follow up of both raw materials and finished goods etc.

5. **Supervision:** Supervision is a very important part of everyday activities like checking the team meet's activities on agreed plan. Supervise the activities like daily production target, product development etc.

6. **Dispatch the samples and finished product:** Delivering the right outputs to the right places at the right time is also my job which till now I have been doing very efficiently. Every week have sample delivery for different segment of business like own brand sample, buyer required sample and institutional sample and finally we have export schedule on every week. It's a part of my regular activities.

Relating Theories in to Practice (Within the Job Description):

Generating of Idea's:

Creative thinking is very important in royal footwear when we decide to develop a new product weather it's an own branded product or for international buyer. When it's for own brand whole responsibility is on our shoulder in terms of design, production feasibility or the expected sales. So we need to consider the various thing and different idea is a must. Most of the time merchandising, sales & product development sit together to find and formalize the idea according to the buyer need. Source of new idea generation could be different, sometime it's given by the buyer letting us know about their need or what they are looking for based on that we sit together to find the best solution based on our resources. Sometime we proseed some new product to them. Generation of idea is not only for new product sometimes we proposed small modification of existing product to save cost and human involvement. It really works for both sides.

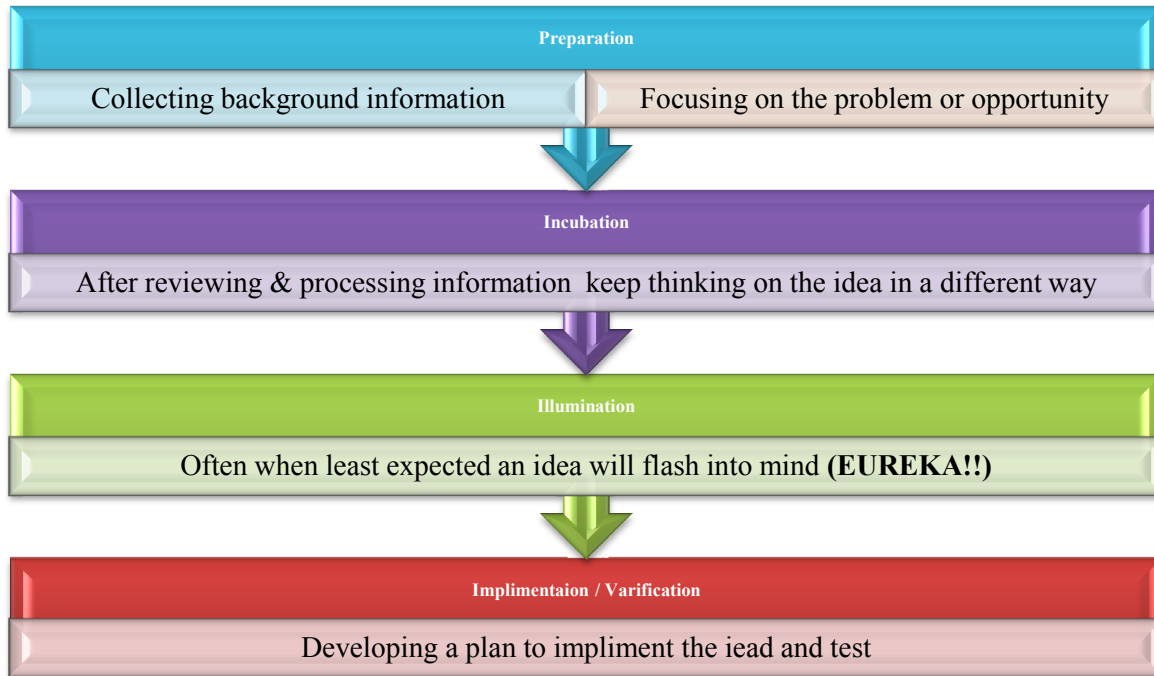


Figure: The process of creative thinking & idea generation

Buyer or customer Management:

Buyer or customer management plays a significant role in our organization and to continue work with our buyers it is very much needed to keep them satisfied with quality product and service. From the service quality gap model I have learnt that the less the gaps the more the quality of service.

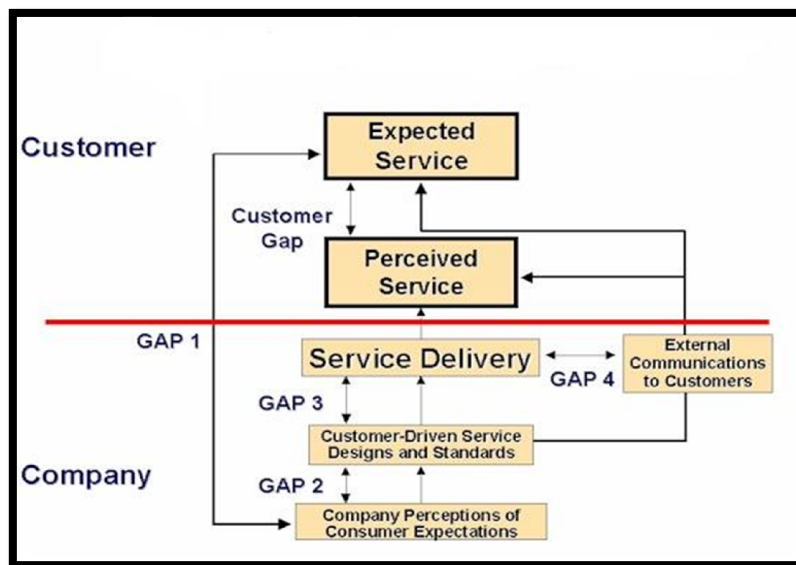


Figure: Gap model of service quality

As an intern in merchandising it's my responsibility to minimize the gaps that falls within my reach and those are Gap 2 and Gap 3.

In Gap 1, I don't have no role in this gap. This gap is mainly arises from misunderstanding or miscommunication between buyer and supplier.

In Gap 2, while working with the product development I make sure they are developing the way our buyer need and also they are following our production team requirement as well. Most of the time it has been observed that when we the PD team is developing a product they are mostly concern about buyer requirements but not considering the production friendliness and it's creating problem for both side. If the product is being develop without considering the production stage, it will create huge product for production and quality team to maintain same standard as the sample had been developed. My main role is to maintain a bridge between PD and production to make it sure that the product is being developed as per buyer's requirement as well as considering production stage.

In Gap 3, I try to deliver the outputs that have been prepared through different feedbacks given by our buyer over period of time the moment it's possible to make the gap less. Royal Footwear has dedicated design team for each segment of product and buyer. Management always wants that all the requirement of buyer is being transferred to the final product and buyer is satisfied with the product. Even then we sometimes faced that buyer is not satisfied with the product and in worst case order is being canceled from buyer side and that is big loss for the company. Royal Footwear has recently appointed key account merchandiser to minimize this gap 3 and as an intern I am also appointed with the merchandising team who take care the buyer DECATHLON. I always try to communicate with PD team and transfer all information those I receive from the key account merchandiser to ensure that PD understand all the buyer requirements.

Supervision:

As an Intern of merchandising I have to play some roles those are

Interpersonal Category

The roles in this category involve **providing** information and ideas.

1. **Liaison** – I have to communicate with internal and external point of contact and also I am working on networking effectively on behalf of my organization as merchandising is bridge between factory and external stake holder.

Informational Category

The roles in this category involve **processing** information.

2. **Monitor** - In this role, I regularly seek out various information related to our organization and industry, looking for brilliant ideas that have already been executed to complete the task effectively. I also monitor product development department on a regular basis to keep them on track.
3. **Disseminator** - This is where I share potentially useful information with my team.
4. **Spokesperson** - Managers represent and speak for their organization. In this role I am responsible for transmitting information about my organization and its goals to the stakeholders.

Decisional Category

The roles in this category involve **using** information.

5. **Negotiator** – Sometimes I have to take part in important negotiations with different buyers as well as suppliers in terms of pricing, delivery time, planning and capacity.

CHAPTER 3

The Project

SUMMARY

Taking a look to the similar growing manufacturing organization like Royal Footwear to see how well they're prospering, doubtless everyone has cut back in the last year or two — that's just common sense. But there might be another reason why royal footwear is surviving successfully while others shrink.

In good times and bad, savvy business people have but one focus — the customer or the international buyer. They know it's much more cost-effective to sell more product to an existing buyer than to find and establish a new customer. Their existing buyer list is their most valuable asset, but more than that, they develop long-lasting relationships by keeping in touch — in good times and bad. Royal footwear is committed to each buyer to keep their commitment in terms of capacity. Royal don't entertain more than one buyer in same production process like royal is committed to Decathlon to give the full capacity of DIP process to Decathlon. Decathlon is same time committed to give order to the full capacity that is available in DIP process. In this way Royal can ensure the privacy and secrecy of product.

Customer Relationship marketing delivers many benefits to a manufacturing firm, big or small. Slowly but surely, as Royal build its buyers and prospect list, it will be able to reduce marketing expenses, build referrals, and grow its business in step with its buyer's need. Relationship between a buyer and supplier is based on trust in terms of quality, product privacy and on time delivery which very important for each customer. Relationship grows with time and business operations.

So in this project I tried to find out the practices Royal Footwear performs that are based on Relationship Marketing.

DESCRIPTION OF THE PROJECT

Objective of the project:

The Main objective of the report is to identify the roles of relationship Marketing in Merchandising activities of Royal Footwear and do further analysis to pinpoint the benefits that Royal Footwear is enjoying by practicing this concept.

Methodology:

The report progression is showed below:

1. Initially, the topic and research objective was selected
2. The sources of data were determined next
3. Qualitative data was then collected from various sources and everyday learning during the internship attachment
4. Qualitative portion of the report was written first, where mainly merchandising of Ogilvy Bangladesh were discussed to show the newer and modern ways of managing merchandising thus business management activities nowadays.
5. Collection of primary and people-centric interview data
6. Classification, analysis, interpretation and presentation of data
7. Findings of analysis
8. Final report preparation and compilation

Limitations:

The biggest challenge I faced while doing this project is the lack of concrete information on the merchandising activities of footwear industry of our country. The industry consists of many footwear manufacturing factory of various sizes and scope of operations but there is no official government or non-government report on merchandising activities of the footwear sector. Basically merchandising is a new concept in footwear industry especially in Bangladesh. Royal felt reluctant to share some of their data with me so I could not include concrete account facts to

determine the success of merchandising activities in terms of achievements. And also as the theories they use in merchandising is just some practices, not rules. So in the official guideline there is no written document of it. As a result the analysis I found is just based on my observation and employees personal experiences.

Overview of Relationship marketing:

Customer Relationship marketing (CRM) is a form of marketing which emphasizes customer retention and satisfaction, rather than a dominant focus on sales transactions. It recognizes the long term value of customer relationships and extends communication beyond intrusive advertising and sales promotional messages.

In relationship marketing, the goal is to satisfy and retain clients in order to create long-term profitable relationships.

Background

Leveraging existing customer relationships in marketing began in the 1960s through direct-response marketing campaigns. However, the term “relationship marketing” was first used in 1983 when Leonard Berry wrote the book, “Relationship Marketing.”

Roles of Relationship Marketing:

If we consider Relationship Marketing in merchandising activities of manufacturing organization, then it is a must to practice. In the footwear manufacturing organizations of Bangladesh, keeping the clients happy is very much important as the market is greatly competitive. So Relationship Marketing is much used in advertising firm rather than any other industries. The roles that Relationship Marketing plays in different sectors of business are-

- Encountering with the buyers face to face: Discussion face to face is better to discuss over phone or on a video call. We always tries to discuss any issue face to face rather over phone. We invite them to the factory or we visit their office as well.
- Improving Profitability: Once of the prime target of business is increase the profitability and we focus over there as well by minimizing cost and increasing efficiency.

- Protecting Emotional Well-being: In any point of discussion or negotiation we need to be careful that everyone's emotion is protected.
- Understanding buyer's psyche: In negotiation understanding the psyche of the other party is very important and vital.
- Building the relationship of Trust with the buyer: We have built a relationship of trust and mutual benefits with the buyer.

Merchandising Activities in a Manufacturing Organization:

Officially, the positions are Merchandising Managers, Merchandising Executives, Category Merchandiser, and Assistant Merchandiser & Trainee Merchandiser. People in manufacturing organizations generally call them "bapari".

They're the people responsible for overseeing the entire merchandising process from product development to shipment, through writing the brief and overseeing the production of the finished products.

Within an organization, the Merchandising Manager's role is to:

- Act as the buyer's liaison with the production unit and balance the input to the various operations departments, ensuring it meets the buyer's objective
- Know all there is to know about the client's product or service, the market and its consumer
- Understand the client's marketing objectives in terms of sales, market-share, competitor products
- Brief the product department so it can develop the product accordingly
- Pricing and negotiation with buyer
- Capacity allocations and planning
- Materials planning and budgeting
- Ensuring materials in-house within the agreed plan
- Oversee the various production stages
- Assist the buyer and own quality department in solving quality issues

- Ensuring shipment of goods in time and follow up the commercial process like shipping, banking and customs clearing

Also making sure whether:

- The category or account is running profitably for the organization
- The buyer is getting the best cooperation from the each team
- There are adequate resources on hand

The Merchandising Manager supports the Chief Operating Officer (COO) with the day-to-day work on the business activities. Sometimes he or she can delegate to an Merchandiser. Both will spend a lot of their time liaising between the various departments to getting things done.

Identifying the roles of Relationship Marketing in Merchandising of Royal Footwear:

Encounter with the buyer: Merchandising executives work within manufacturing organization, acting as a bridge between buyer and the factory and is responsible for liaising between the buyer and other factory people to coordinate whole activities. So it is very important to be quite good at facing the buyer and follow the relationship marketing role to continue business. For example: DECATHLON is a big buyer of us. We have to meet them in a regular interval basis as we have a dedicated contract with them. So every encounter we make with the team of DECATHLON is a challenge to us. We present them our capacity to produce different type of product in the management meetings to get new projects. Thus it is vital for us to encounter with them flawlessly.

Improve Profitability: The return on relationship model (Gummerson 1999) suggests that good relationships lead to good quality and good satisfaction from buyer. Good quality arises as internal relationships/ employee relationships are fostered. Good client satisfaction arises as a specific client needs and wants are understood better and served better. Good quality and customer satisfaction leads to client retention and consequent improved profitability.

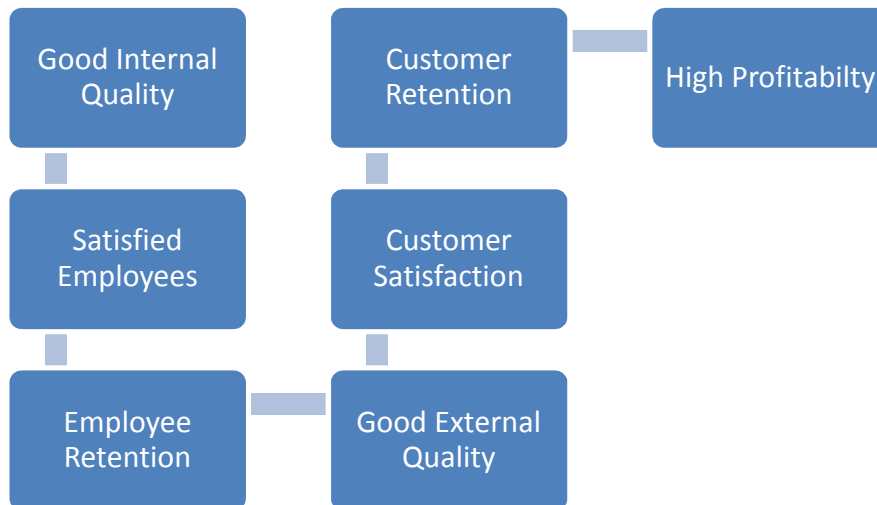


Figure: **Return on Relationship Model (Gummerson, 1999)**

One of the major objectives of competitive marketing strategy is to improve the long-term financial performance. Relationship marketing by working towards improving profitability based on exploiting its relationships serves this financial performance objective of marketing strategy. Also RM pays off handsomely when services have high switching cost. RM is profitable when clients are willing to stay with firm for a long period of time.

In Royal Footwear we the merchandising team also believe that good relationship lead to good quality and buyer satisfaction. Our merchandising department is divided into small teams. So that one person doesn't have to bear all the responsibilities alone. The best benefit of team method is that it creates great working environment. As a result the employees are satisfied and as the Return on Relationship marketing Model says "good relationship leads to good quality" we can assure good quality designs and outputs. So our clients stay contented and continue to work with us which leads to greater long term profitability.

Protecting Emotional Well-being: Relationship Marketing plays an important role in protecting emotional well-being of the client. Deep dissatisfactions are avoided, customers are made to feel important, private information the client are handled fairly well, long run serving security is provided, caring of the client is maximized, urgency of any work is well managed and all of it results in transferring greater responsibility. It gives a chance to maximize profitability.

In Royal we treat our buyer like one of our own. We support them, treat them ethically. We try to avoid anything & everything that would dissatisfy them. Royal has different buyer of same industry we keep absolute secrecy of each account which also helps us to gain their reliance. Sometimes clients want creative works and outputs urgently before the official timeline but to keep them pleased we try everything to provide them the output within required time. The results of all of this are

- Highly satisfied clients
- More Projects
- More Revenue

For example: When we 1st worked with DECATHLON, they gave us only a project of “Tribord” the water sports project but now we have “newfeel” walking shoe project, “Artegno” for tennis sports and “Quechua” for mountain sports. And more projects are also coming.

Understanding Client’s psyche: RM helps the company to understand the buyer’s Psyche and shifts in psyche, owing to long association and close bonding that the company enjoys with the buyer. The company becomes a sort of client or buyer management specialist and thus information gaps with the buyers are considerably reduced and also it is quietly likely that the company acquires information advantage with respect to completion. This helps in delighting the customer, which may not be possible otherwise.

The merchandising team of Royal Footwear treat their buyer as one of their own. They create bond with them by having fun in the meetings, inviting them in different social gatherings, communicate with them on a regular basis. As a result as the day passes we get a better understanding on their mind. And the outcome is

- Less negative feedback or complain from buyer end
- Consumes less time to launch the new project
- Less Work pressure
- Satisfied buyer

Building Trust with the buyer: The most important role of RM is to build Trust with the buyer. Basically Relationship Marketing is built on the foundation of trust, as research demonstrates (Morgan and Hunt, 1994). Trust is a “willingness to rely on an exchange partner in whom one has confidence” (Moorman, Deshpande and Zaltman, 1993). Trust ensures that the relational exchange is mutually beneficial, as the good intentions of partners are not in doubt.

As a manufacturing organization in Bangladesh, Royal Footwear practices 6 ways to build trust with the buyers and they are-

I. Respect Their Time

As our society in general loses some of the courtesy and respect previous generations showed one another, I think we are well served to raise our awareness of other people’s time, personal schedule, and needs. This concept translates to:

- Promptly returning phone calls.
- Promptly replying to emails and thoroughly addressing all points raised.

II. Conform To Their Work Style

We consider establishing communication preferences as a part of our new client onboarding process. We have adopted several working procedure according to the buyer requirement like HRP system, quality organization and seasonal planning as well.

III. Keeping Commitments

This concept ties in with respecting someone’s time, but goes a bit further. We always try to be ahead of planning to make sure that we are aligned with the commitment as we have made with the buyer in terms of

- Capacity allocations
- Production start
- Materials arrival
- Quality

- Shipment of goods on time

IV. Listening for buyer's focus Points and make that sure

It can be hard to dig down beneath the basic barriers to being more productive we all share – too little time, too many meetings, and too much bureaucracy. But as we listen to our clients' closely enough it becomes easier to us to find ways to make our client's life just a little easier. And that's just a way to demonstrate the commitment and to gain some trusted ground.

V. Clearly and Openly Communication

We all have different attention spans and information requirements. Some people like to be carbon copied on all activity, even if they don't have an assigned deliverable. Others don't want the full picture, only to be looped in if a problem arises. For a clear and error-less communication we practices-

- Writing conference reports detailing phone discussions or in-person meetings where decisions and task assignments were made and outstanding questions raised.
- Maintaining a central repository of messages and associated files. For projects or ongoing assignments with clients.
- Never assuming information/requests sent was received. "Well, I emailed her but didn't hear back" is weak. Passing a hot potato doesn't absolve one of responsibility.

VI. Deliver the Unexpected

This is where "nice to have" really adds value to a relationship and goes a long way to engender trust. When we started with Decathlon we are supposed to engage only two DIP machine in 2016, but we have already launched the third machine and fourth one also on the way. Now they are ready to rely on us even we go for more risky and innovative ideas.

Findings:

After identifying and analyzing the roles of Relationship Marketing in merchandising of Royal Footwear I can say that by practicing Relationship marketing in the merchandising the organization added much more Positive aftermaths. Some of the outcomes are-

- Delighted buyer, which results in more business opportunities and better negotiation
- Repeat and new business from existing buyer means more profitable relationships
- Buyer-provided feedback and positive quality insight
- A boost in word of mouth referrals and recommendations
- A willingness to pay more that increase profitability
- Brand engagement and loyalty
- Trust & credibility

Also it costs less to keep an existing customer than it does to acquire a new customer, both in terms of marketing and the new-relationship learning curve. Repeat order always involve less tooling cost for production and we can have better efficiency than any new production. In repeat order we can have economic of scale that also results in profitability. We can minimize the lead time that helps to reduce the inventory holding cost as well and better cash cycle. Shorter cash cycle helps to reduce the finance cost and results in profitability. Rejection rate of the product reduces and result in better quality. Lower rejection also increase the profitability. As Royal Footwear engaged with DECATHLON and other brands like H&M, Carrefour and M&S is also interested to work with royal and H&M already started the process of development.

There are also benefits from relationship marketing to the buyer because their need become a primary focus for us. So they get better product & service, quicker responses and have to do less work to make sure their needs are being met. Buyer get confidence on the manufacturer and that result in better business relationship and increase profitability.

Recommendations:

- **Working Hour:** The working hour is too high in a manufacturing organization, especially in the merchandising. So organizations should find out a way to reduce the working hour. Increase the no of people and having some intern and trainee executive could be a good way.
- **Training:** The merchandising managers and executives should be sending to more training on Relationship Marketing so that they can enhance their ability in buyer retention.
- **Employee retention:** Employee is an asset for a manufacturing organization. So if an employee of one firm switch to another competitor firm, it creates a bad impact on the firm. Specially the merchandisers as they mostly have business information. So it is important to retain employees.
- **Promotion:** Royal Footwear is a new organization in the footwear sector. Though DECATHLON is a good buyer even then to minimize risk ROYAL should search for some new buyer through brand promotion. Participating in trade fair could be a good option to promote the brand.
- **Pay ratio:** Merchandising has too many works to do. It often exceeds the office hour. The pay scale in Ogilvy is a bit lower than some competitive manufacturing organizations.
- **Employment:** In accordance to keep pace with the work pressure, ROYAL Footwear should recruit more effective and efficient people. They should increase their current employee numbers.
- **Social responsiveness:** In bad times, ROYAL Footwear should response to help the needy people of Bangladesh. They should focus on the CSR activities more and that can help to build the brand image of firm as well.
- **Worker Dormitory:** Still royal footwear don't have any dormitory for the workers. ROYAL Footwear should build worker dormitory for the betterment of worker.
- **Transport facilities for the worker:** ROYAL footwear should introduce the transport system for the worker that will increase the loyalty of the worker and reduce the worker turnover rate as well.

Conclusion:

It has been a true privilege to work as an intern in an organization like ROYAL Footwear which is one of the fastest growing footwear manufacturer in Bangladesh. Royal footwear is growing as specialize sports footwear manufacturer. Many sports retailer & fashion brands are now interested to work with Royal footwear. I came to know so closely about many sports giant and their business procedure. While working for Royal footwear I have had opportunity to work with brands like H&M, Li & Fung, DECATHLON and so forth, each with its unique style and work pattern. I came to know about different operational procedure like capacity planning, production planning, costing, negotiation, materials ordering. I had the opportunities to observe the both part of supply chain like import and export. I came to know about the one of fastest growing sector of Bangladesh that is footwear sector which is contribute about 4-5% of the total export of Bangladesh and most importantly it has a continuous growth of 12-15% in recent years. Working in such a diverse environment has given me such experience that I can carry forward in the future as I develop my career.

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