Campaign Analysis for Retail Industry

SUBMITTED TO
N.M. Baki Billah
LECTURER
BRAC BUSINESS SCHOOL
BRAC UNIVERSITY

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Inspiring Excellence

SUBMITTED BY
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Date: 25.08.2017

LETTER OF TRANSMITTAL

25th August, 2017

N.M. Baki Billah

Lecturer

BRAC Business School

BRAC University

Subject: Request for the approval of Internship Report

Dear Sir,

With the passage of time, I, a student of BRAC Business School, standing on the other entity of my course completion, hence are finalized with my internship report naming as "ACI Logistics Limited- Campaign Analysis & Effectiveness". Vividly enough, my research comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance & analytical remarks.

Consequently, I am submitting my report on your very concern. Hopefully, you will discover my well-researched, informative approach as a hallmark of hard work. Rather, in case of any further clarification or elaboration as to my report, I would welcome the opportunity to consult with you to explore how my findings could best meet your needs.

Thanking You.

With Kindest regards,

Khandaker Saif Farhad

Student ID: 14204093

BRAC Business School

ACKNOWLEDGEMENT

I would like to express my heartiest gratitude to those who helped me all the way through to complete my internship report on "ACI Limited".

At the very beginning, I want to thank my honorable faculty 'N.M. Baki Billah', Lecturer of BRAC Business School, BRAC University, for providing me all the necessary helps for the completion of this report and also thanks to him for guiding me to start and complete successfully of this report.

Then I would like to thank, 'Khawja Ashhad', Manager of 'Business Analytics' who has given me his valuable time and energy in the preparation of this report and respective employee of ACI logistics Limited. I would also like to thank for their cooperation.

I also apologize heartily for any omitted name whose contribution was also complementary for any possible aspect. Lastly, I solemnly thank the Almighty Allah for everything.

CONTENTS

EXECUTIVE SUMMARY

ACI group is one of the largest conglomerates in the country with businesses in pharmaceuticals, agriculture, consumer products etc. However, SHWAPNO is a business unit of ACI Logistics Limited.

SHWAPNO is the largest retail company in Bangladesh currently holding a share of 35% of the retail industry. Inaugurated in 2008, SHWAPNO now has over 53 outlets and 1600 employees spread across the country. SHWAPNO enjoys a higher amount of market share than its competitors such as Agora and Meena bazaar. Agora and Meena Bazar entered this industry earlier mostly because of visionary leadership and innovative strategies employed by the company. Even though Meena Bazaar, Agora hold several advantages over SHWAPNO. None of these companies have been able to emulate the success of SHWAPNO"s business model and market positioning. SHWAPNO"s brief history is fraught with challenges, successes, and ups and down.

Being a Retail Chain store, all through the year there are continuation of several campaigns in Shwapno. The most effective ones are the Discount Campaigns. From historical statistical graphs & charts, Discount campaigns are the one responsible for the highest amount of footfall generation. The report descriptively discusses the campaign analysis procedure , which are been followed and implemented by the analytics department of the ACI Logistics Limited and the effectiveness of these analytical procedures. At the end of the report , a procedure for a better analytical system has recommended with the approval of the Manager of Business Analytics Department Of ACI Logistics Ltd.

Company Background

Background of ACI group

ACI logistics is a Strategic business unit of the larger ACI Company. It has over 58 outlets spread over Bangladesh. Outside of the capital, SHWAPNO has strong presence in the form of franchises and dealer operations. Before going into detail about operations and the history of SHWAPNO, a brief overview of ACI is necessary.

ACI was previously known as ICI Bangladesh Manufacturers Limited. It was a subsidiary of world renowned multinational company, ICI Plc, and was also a listed public limited company under Dhaka Stock Exchange. In 1992 ICI Plc divested its shareholding through a management buyout and the company name was changed from ICI Bangladesh Manufacturers Limited to Advanced Chemical Industries (ACI) Limited. ACI Formulations Limited, a subsidiary of ACI, became a public listed company through direct listing.

Since then, ACI has diversified into four major strategic business divisions which include Health

Care, Consumer Brands, Agribusinesses and Retail (Unknown, 2014).

ACI is one of the most renowned and largest conglomerates in Bangladesh. Its emphasis on improving the lives and standard of living of the people of Bangladesh has been widely documented. ACI strives to be a beacon of integrity and honesty in the society. As a result, SHWAPNO was able to leverage the strong brand recognition and trust the populace had on ACI to their advantage.

ACI consists of many strategic business units and subsidiaries (given below). Moreover, in recent years, ACI has joined hands with foreign companies and formed strong partnerships with them.

Mission

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

Vision

To realize the mission ACI will:

- Endeavour to attain a position of leadership in each category of its businesses.
- Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology and alignment with our core competencies.
- Develop its employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth of its employees.
- Provide products and services of high and consistent quality, ensuring value for money to its customers.
- Encourage and assist in the qualitative improvement of the services of its suppliers and distributors.
- Establish harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

CORE VALUES OF ACI

Quality

- There would not be any compromisation regarding the quality of the services and products offered and manufactured by ACI.

Customer Focused

- The customers would be given the highest priory and every business strategy and innovation would take place considering the customers convenience.

Fairness

- There would be strong presence of fairness among all the value chain activities from production to sales.

Transparency

- The level of transparency would be of the highest, Considering it a very sensitive and significant value.

Continuous Improvement

- There is always a scope for to achieve competitive advantage through improving the business policies and inter-related procedures.

Innovation

- Innovation is highly appreciated and encouraged.

STRATEGIC BUSINESS UNITS:

- Pharmaceuticals
- Consumer Brands & Commodity Products
- Agribusinesses:
    - Crop Care Public Health
    - Animal Health
    - Fertilizer
    - Crops
    - Seeds

Subsidiaries

ACI has the following subsidiaries:

- ACI Formulations Limited.
- Apex Leather Crafts Limited.
- ACI Pure Flour Limited.
- Premiaflex Plastics Limited.
- ACI Motors Limited.

- ACI Agro Chemicals.
- ACI Salt Limited.
- ACI Foods Limited.
- Creative Communication Limited.
- ACI Logistics Limited.

Joint Ventures

- ACI Godrej Agrovet Private Limited
- Tetley ACI (Bangladesh) Limited
- Asian Consumer Care (Pvt) Limited

MANAGEMENT BODY

Management Committee

NAME	DESIGNATION
Dr. Arif Dowla	Managing Director
Dr. F H Ansarey	Executive Director, Agribusinesses
Mr. Syed Alamgir	Executive Director, Consumer Brands
Mr. M. Mohibuz Zaman	Chief Operating Officer, Pharmaceutical
Mr. Pradip Kar Chowdhury	Executive Director, Finance and Planning
Mr. Sabbir Hasan Nasir	Executive Director, Logistics
Mr. Priyatosh Datta	Director, Quality Assurance, Pharma
Mr. Abdus Sadeque	Director, Marketing & Sales, Pharma
Ms. Sheema Abed Rahman	Director, Corporate Affairs

Board of Directors

NAME	DESIGNATION
Mr. M. Anis Ud Dowla	Chairman
Dr. Arif Dowla	Managing Director
Mr. Waliur Rahman Bhuiyan	Director
Mr. Golam Mainuddin	Director
Mr. Md. Fayekuzzaman	Director
Mrs. Najma Dowla	Director
Mr. Abdul-Muyeed Chowdhury	Director
Mr. Juned Ahmed Choudhury	Director
Ms. Sheema Abed Rahman	Director

BACKGROUND OF ACI LOGISTICS LIMITED

INCEPTION

The concept behind SHWAPNO is quite old. Dr Dowla believed that people in Bangladesh were eagerly yearning for a one stop solution place providing them with reasonably priced and quality products. He wanted to champion the needs and aspirations of the growing middle class of Bangladesh. To make his dream a reality, Dr Dowla acquired the services of experienced marketing guru Mr. Asif Iqbal (Iqbal, 2014), Mr Asif Iqbal had acquired extensive experience working in Unilever; where he was a marketing manager responsible for miraculous turnaround of some of Unilevers top brands, and Robi Axiata: where he was head of the marketing department.

Upper management at SHWAPNO felt that Mr Asif Iqbal was the right man to make their dream a reality. In keeping with the high ambitions of the top management, Mr Asif Iqbal came up with a business plan to rapidly open 70 SHWAPNO branded outlets across the country. In 2008, SHWAPNO retail brand was officially launched. Unfortunately, things went downhill from then onwards. The initial plan to launch 70 outlets was immensely ambitious and ACI did not have the knowledge and the expertise in the field to support such an endeavor.

ACI also did not have the proper management information system to coordinate the activities of such an endeavor properly. So, for the first year, SHWAPNO carried out its operations in a disjointed and ad-hoc manner. Supply chain, the most important element in the value chain was underdeveloped causing products required by outlets to often come weeks after requests were made. Millions of dollars" worth of merchandise were wasted and lost over mismanagement by the distribution staff. Moreover, to make matters worse, the outlet lacked basic products which any person shopping there would look for.

Asif Iqbal, the Chief Operating Officer (COO) of the company realized that he made a grave error in diving into the industry completely unprepared. One variable he missed was the SHWAPNO"s positioning was a bit premature. The retail industry in Bangladesh is in its infancy.Agora a subsidiary of Rahimafrooz, introduced the populace to the concept of retail back in 2001(Unknown, Rahimafrooz Superstores, 2014). Contrary to what is seen in the west, In

Bangladesh rich and upper middle class individuals are the customers who usually frequent superstores.

SHWAPNO's lower positioning did not resonate with the target market that preferred shopping At wet markets where bargains could be made. Management at SHWAPNO went back to the drawing board. What resulted from the intensive brain storming session was that almost half of the retail outlets were closed and international consultants were hired from India to introduce SAP enterprise resource planning software companywide. The enterprise resource planning software was an outstanding improvement over the previous standalone system. With this software, the company was able to streamline processes across the entire department. Stock information, sales transfer order, accounts payable, journal entries, sales information, purchase order, goods received note etc. were now all handled from this single software. Every department in the company from HR to Finance had up-to date information on the company at their fingertips. SAP completely transformed the operations of the company. The immediate boost in the company's bottom line was measurably noticeable. However, the software had one major problem; it could not provide real time up-to date sales data. To solve this problem, ACI logistics requested the services of ACI's MIS department. MIS department came up with software termed EPS which was capable of providing up-to the minute sales information from each of ACI logistics SHWAPNO's outlet scattered across the country. The software was also able to generate customized reports to aid in management decision making.

The company's performance began to take a turn for the better from then onwards. Unfortunately, the company's performance was not satisfactory enough to overcome the massive debt acquired from the banks to fuel the initial impressive expansion during the Company's infancy. Compounding interest payments and the management's inability to solve the problem forced Mr Asif Iqbal to call it quits, after less than 2 years in the helm of the company. What followed then onwards were a rapid succession of executive directors who were unable to turnaround the performance of the company. SHWAPNO's fortunes truly turned around when ACI's top management hired Mr Sabbir Hasan Nasir to take the helm of the company. Mr Nasir had a stellar career at Bata, Unilever and Otobi. He was widely renowned as a guru of retail and marketing. Mr Nasir, a graduate of Institute of Business Administration, Dhaka University was responsible for turning Otobi from a relatively unknown small enterprise to a juggernaut in the

furniture industry with revenues of 550 crore and operations in at least a dozen countries. His accomplishments look even more impressive when considering that he was made CEO of the company in only his mid-thirties. He carved a reputation for himself enviable to people twice his age. He immediately set upon changing the fortunes of the company. Half of the staff at the firm was given the "pink slip". Operations were streamlined, lines of authority were strengthened and new proactive individuals were hired. SHWAPNO realigned its strategy with its vision and mission. As a result of his effort and the hard work of the staff at SHWAPNO, SHWAPNO became the largest retail store in the country with over 35% market share within a short period of time.
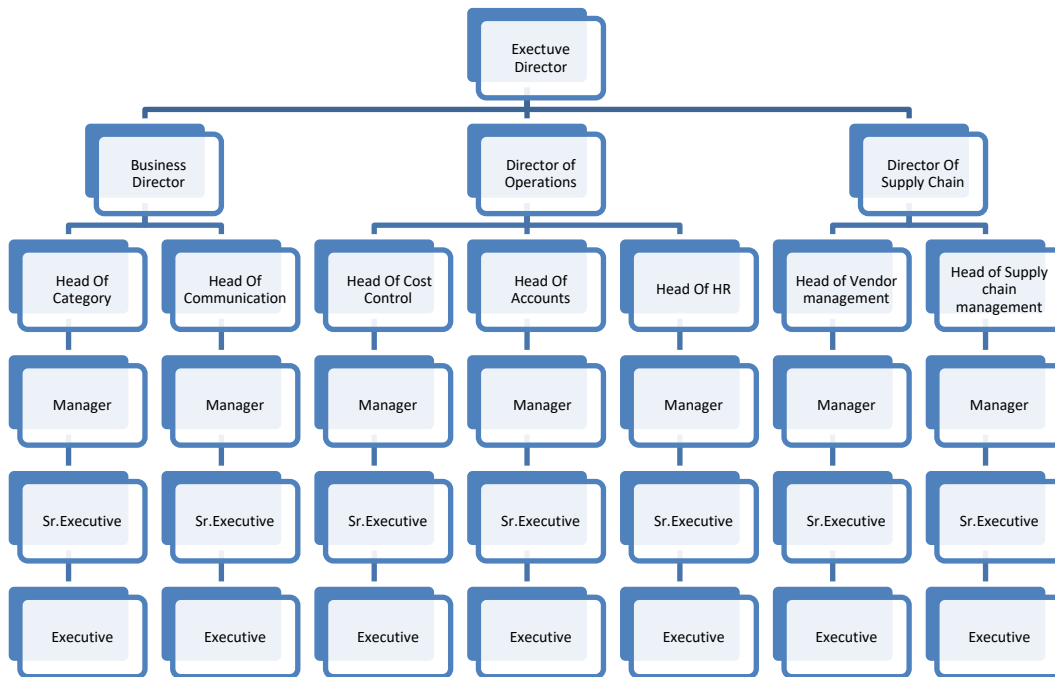
CONTINUATION OF LEGACY

Operated by ACI Logistics Limited, Shwapno is the top retail brand in Bangladesh. As the largest retail chain in the country, Shwapno touches the lives of over 35,000 households each day. ACI Logistics made its entry into retail in 2008 as "Fresh and Near" in order to fulfill the company's "Seed to Shelf" vision of connecting farmers directly with consumers.
Shwapno is well set to become one of Bangladesh's largest businesses in the coming years

Starting off with fresh produce and daily household needs, Shwapno outlets now carry everything from apparel, home décor, electronics and much more. This includes a number of grocery private label brands as well as the in-house fashion label Shwapno Life. Today, Shwapno operates 58 outlets across Dhaka, Chittagong, Sylhet and Comilla, with a total retail space of 310,000 square feet and a workforce of over 2,500. Shwapno operates multiple outlet formats from small convenience stores to large megamall layouts (ranging from 1,500 to 27,000 square feet), providing the ideal experience for customers in each location. The company has been successful in reaching its position as market leader (with 45% market share) not only because of the exceptional quality, value, convenience and service it offers customers, but because Shwapno has been successful in developing a truly world class retail architecture and shopping experience for the first time in the country.

ORGANIZATIONAL STRUCTURE

ACI Logistics Ltd maintains a similar Organization Structure as Provided Below :

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                          Exectuve
                          Director
        ┌──────────────────────┼──────────────────────┐
   Business              Director of              Director Of
   Director              Operations              Supply Chain
   ┌────┴────┐      ┌────────┼────────┐        ┌──────┴──────┐
 Head Of   Head Of  Head Of  Head Of   Head Of  Head of    Head of Supply
 Category  Communi- Cost     Accounts  HR       Vendor     chain
           cation   Control                     management management
   │         │        │         │        │         │            │
 Manager  Manager  Manager   Manager  Manager  Manager      Manager
   │         │        │         │        │         │            │
 Sr.Exec  Sr.Exec  Sr.Exec   Sr.Exec  Sr.Exec  Sr.Exec      Sr.Executive
   │         │        │         │        │         │            │
 Executive Executive Executive Executive Executive Executive  Executive
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ACI Logistics Ltd maintains a dynamic and efficient organizational structure. It beholds some characteristics of a flat organization as well as some characteristics of Tall organizations. These sort of authoritative hierarchy makes the production and sales effective and efficient.

OPERATIONS

At the heart of the Shwapno vision is the passion to make a positive impact on the lives of many. From the beginning, Shwapno set off to drastically change the way in which the mass consumer base in the country fulfills its daily needs, brining modern retail into the lives of consumers that had for long relied on wet markets and other unsafe traditional shopping channels. Beyond ensuring the quality of its own products, Shwapno has been a major advocate in the movement for healthy living, carrying out numerous campaigns on nutrition and food safety. To ensure it

carries only the freshest fruits, vegetables, fish and meat, ACI Logistics has developed a sourcing network with growers across the country, and today 65% of Shwapno's fresh produce is procured directly from source. The company achieved a major milestone in 2016 by joining Global G.A.P., the leading private sector body addressing the crucial objectives of ensuring safe, sustainable agriculture worldwide. Through its membership with Global G.A.P., Shwapno is not only further improving the quality of its products, but is also working for the wellbeing of the growers across the country.

The operational flow chart or value chain activity would be similar to the figure provided below
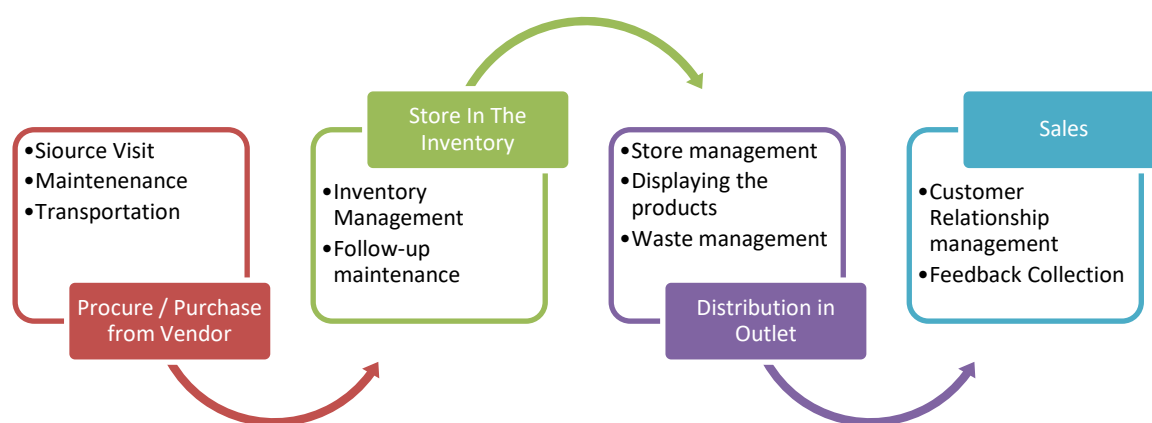
ACI Logistics Business Model

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

2. Franchise: This is the least favored model preferred by SHWAPNO. The reasons being are the return from such operations is below par and requires extensive involvement. Investors have the choice to invest a certain sum to purchase franchise rights from SHWAPNO. SHWAPNO will

invest money in products, outlet decorations, communications and employee training. In return the customer will receive a certain percentage from the sale of products at the store. Currently there are only two franchises in Bangladesh with another situated in London.

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

Market Presence

Shwapno was initially focused on the price sensitive customer base, but after years of steady growth of its conventional retail and other channels, the company now serves a diverse market covering many segments. The Shwapno brand itself has evolved over this journey, and today is shifting its focus from value to nurturing aspiration. By delivering excellent service and through award winning communication campaigns, Shwapno has become the most recognized and trusted retail name in the country, an achievement that was reflected with the awarding of the Best Retail Brand award by Bangladesh Brand Forum in 2016.

With 600,000 registered customers, 2500 colleagues, and thousands of suppliers and growers, Shwapno has a large footprint across the country. While continuing to expand its primary retail operations, raising standards and customers' expectations, as well as exploring new frontiers such as E-commerce, the company is well set to become one of Bangladesh's largest businesses in the coming years.

Mission
Winning the hearts of consumers by becoming the platform for exceeding expectations through innovating, creating & delivering brand promise, 'Everyday better life'

Vision
Proceeding to be the largest chain retail store in Bangladesh while providing superiority in the quality of the products and service.

INDUSTRY ANALYSIS

Shwapno would be operating in the Retail industry as well as in Supermarkets industry in Bangladesh. Since Shwapno works both in retail industry and in supermarkets industry so it has dynamic nature for the stated reasons. In both the industry it has its own share of market achievement and comparative growth rates and trends.

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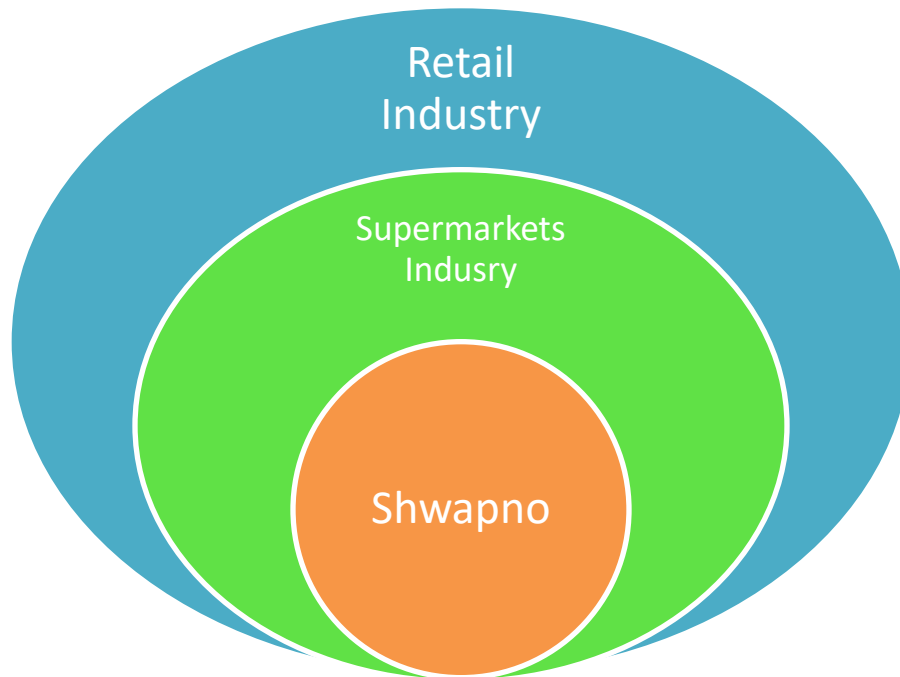
The picture shows the transparency between the industrial relationships for 'Shwapno'. The above figure provides the oscillating characters and industry nature of Shwapno.

So if we analyze the operating industry for 'Shwapno' it would be as follows:-

Characteristics	Retail Industry
Point in time	Old
Emergence	Late
Industry Stand	Fragmented
Growing/Shrinking	Growing
Urgency	Ranges from 'obligatory' to 'optional'
Operating margin	Varies (mostly High)
Crowded/ Not Crowded	Crowded

INDUSTRY SIZE

Retail Industry size is very fragmented and it is very large in our country compared to our population. There are various business units who are in this industry such as – Shwapno, Agora, Meena Bazar etc are the renowned superstores and super markets but there also some local shops and stores. So after summing them all up the industry size becomes very immense. In fact the global retail industry size is also very significant.

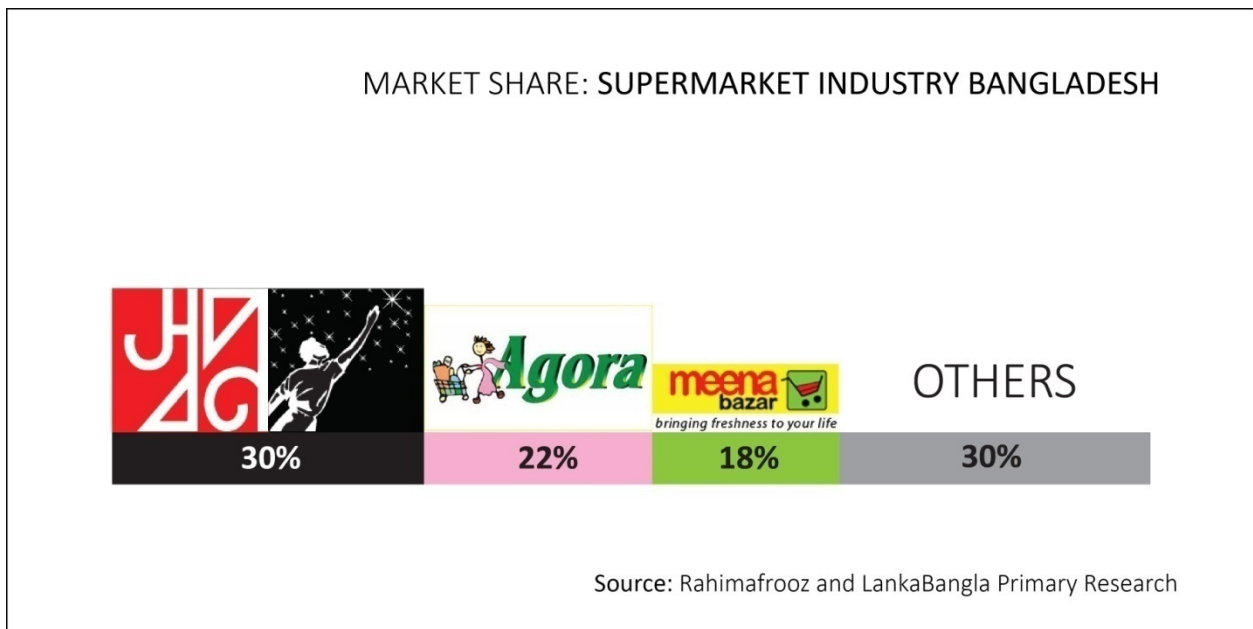Figure 3. Breakdown of Global RFID Market, by Sector (USD Bil.)
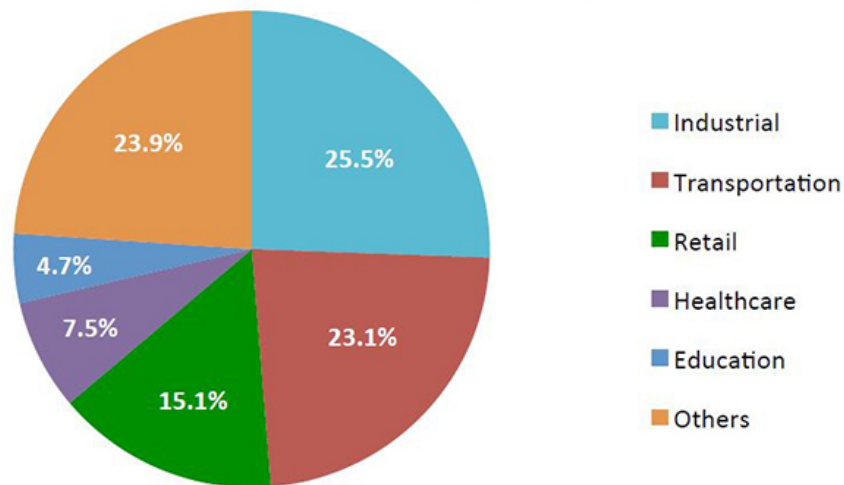
Source: Frost & Sullivan

As the pie chart concludes the retail industry summons up 15.1 % globally of the total RFID sectors.

COMPETITIVE POSITIONING & MARKET SHARE

Shwapno could be analyzed by placing it in two different industries such as the 'Retail Industry' & the 'Supermarkets Industry'. The overall retail industry has very huge in growth perpective and to consider all sorts of retail stores working as a business unit among Bangladesh it is difficult to specify a place for Shwapno. Inefficient amount of researches makes it even harder. However , while considering the Supermarkets industry it is clear to that Shwapno holds the largest market share as well as the highest growth rate.

According to the BSOA (Business Supermarkets Owners' Association), currently there are 121 supermarkets in the country. However, the industry is largely dominated by three major players – Shwapno (59 Outlets), Agora (13 Outlets) and Meena Bazar (18 Outlets). Once a key competitor, Nandan, now holds just two stores.

In terms of distribution network and competitive prices, Shwapno has entrenched itself as the market leader, whereas, Agora and Meena Bazar are viewed as market leaders in terms of quality and services.

MARKET SHARE: **SUPERMARKET INDUSTRY BANGLADESH**

Shwapno	Agora	meena bazar	OTHERS
30%	22%	18%	30%

Source: Rahimafrooz and LankaBangla Primary Research

With rapid urbanization, the industry is expected to grow by almost 15 times its current size by 2021. Positive economic externalities such as generation of employment via SMEs, higher food safety and security, price stability, and inclusive business development are expected to accompany this growth

NUMBER OF SUPERMARKETS IN BANGLADESH

Source: *LightCastle* Primary Research 2014
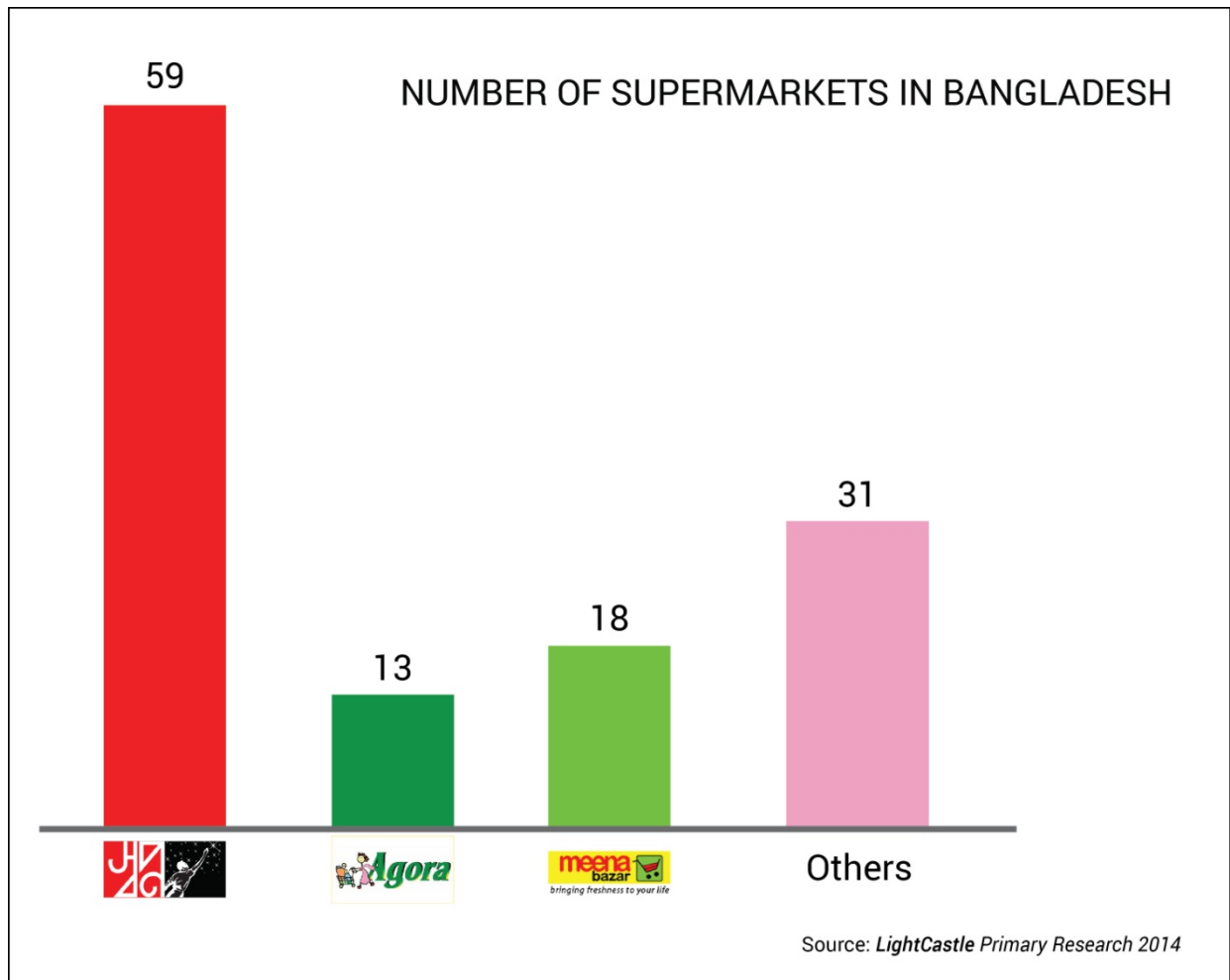
INDUSTRY GROWTH RATE & TRENDS

The growth rate of the Retail industry is increasing as well as supermarkets industry. The increasing population of Bangladesh also works as an influential catalyst regarding the upward slope of the growth trend. However, the area has not yet gained popularity among the researchers of Bangladesh. Due to lack of authentic researches, it is hard to predict the actual growth rate and estimated trend line for the retail industry. The dynamic nature of the industry and several hierarchies also add more reason towards the scenario.

To gain at least a workable concept, NRFs (National Retail Federation) report could be taken under consideration. According to them retail industry sales would face a 3.1% of increase which

beats the historical 10 years average of 2.7%. NRF also predicted that there might be an increase of 6% to 9% for the non store sales growth.

HISTORICAL ANNUAL RETAIL SALES GROWTH
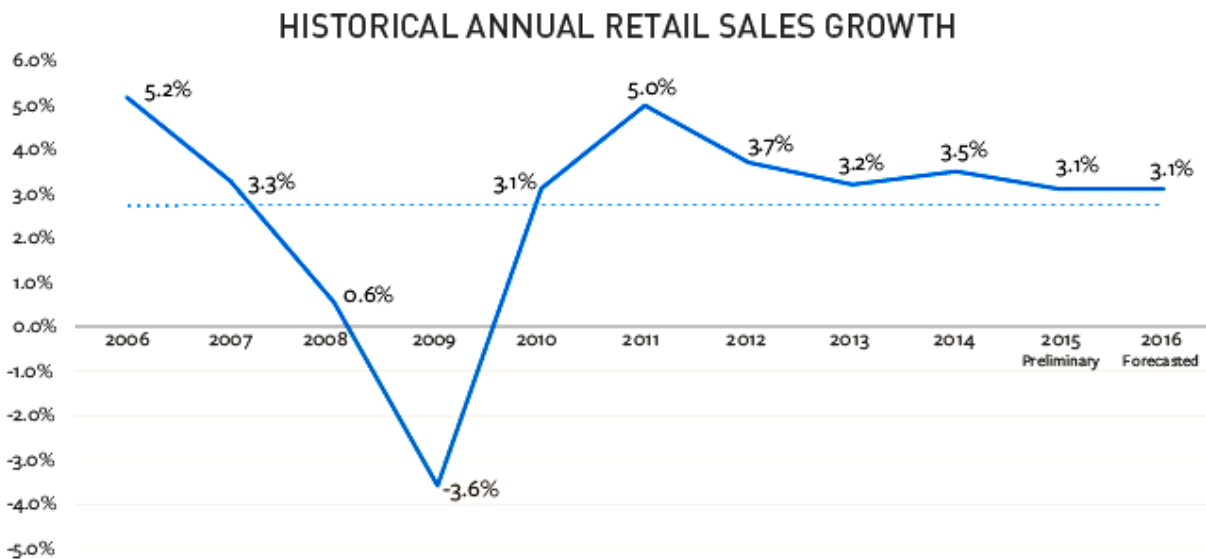
COMPETITOR ANALYSIS:

There are so many competitors working in this industry. They could be classified into several categories depending on the factors. The major categories would be as follows:

Retail chain stores & superstores:

In Bangladesh the supermarket industry is still on its development phase. So the competitor regarding this sector is still not huge in number. However, the fewer competitors make it even more difficult. Since the number of competitor is less so this would be the prime time to establish ones reputation in the industry. The first mover advantage and disadvantage both are huge in numbers.

Competitors: Agora, Meenabazar, Nandan etc.

General Stores:

The whole country is filled with so many general stores & shops. These shops have the highest competency regarding the super stores. These shops work as convenience hub. People residing in a specific area opt to go to the nearest retail stores for petty purchases rather than to go to a

Branded retail store. Also these stores have advantage over pricing. They can operate within a smaller cost curve so they can set a reduced price for the products compared to the superstores.
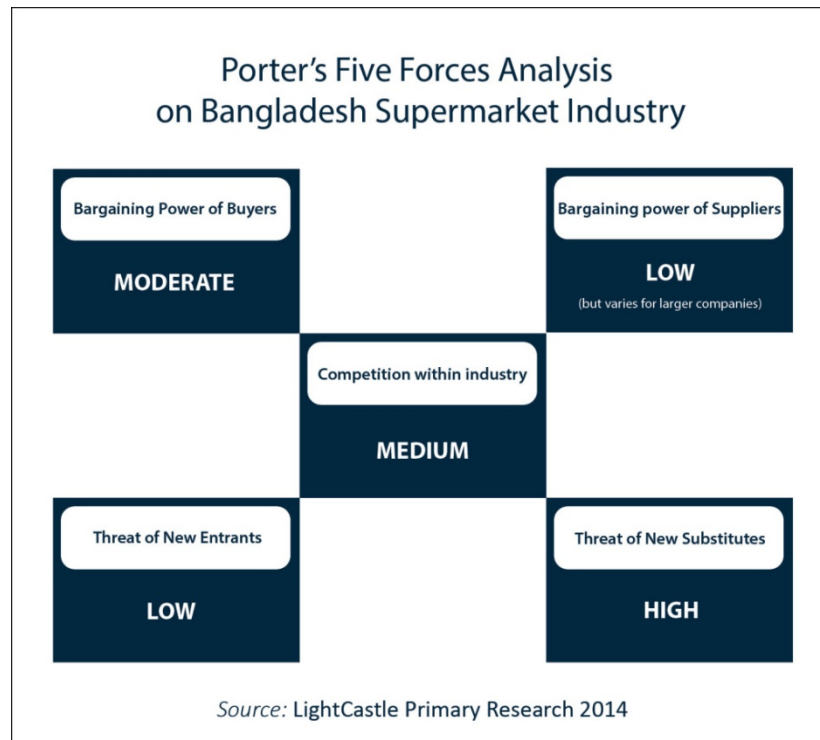
Wet Market

These wet markets are also one of the most influential competitors in the industry. They have several facilities such credit purchase , reasonable pricing , iconic image of freshness , traditional impact. All these factors make the wet markets very competent in industry.

Online Stores

Online stores fall within the e-commerce sectors. This is comparatively a newer sector in Bangladesh. In spite of having a small market share , it has huge growth rate with a lethal threat towards the traditional retail stores. The convenience is the strongest factor for the upholding of this sector.

PORTER'S FIVE FORCES MODEL

Porter's Five Forces Analysis
on Bangladesh Supermarket Industry

Bargaining Power of Buyers
MODERATE

Bargaining power of Suppliers
LOW
(but varies for larger companies)

Competition within industry
MEDIUM

Threat of New Entrants
LOW

Threat of New Substitutes
HIGH

Source: LightCastle Primary Research 2014

From the model it is conclusive that stiff competition exists among the major firms which are backed by the rich capital of their respective parent companies. Such superfluity acts as a barrier

to entry for new firms. Recently, several e-commerce platforms have stepped up to offer essential commodities with zero cost home delivery facilities. In the long run, as they gain traction, strong competitors might arise from them.

The present scenario is such that a customer might visit the store at the month's start, but the same person might prefer the wet markets to meet immediate needs, provided no supermarket exists in close proximity. Reasonable pricing, credit facility (from retailers), and convenience also drive customers to these wet markets. There are also general stores in almost every neighborhood where customers can purchase their basic daily needs. But even with this looming threat, buyers have little influence over price, since they only procure in small quantities. Suppliers have a similar minimal impact on the supermarkets' profitability.

SWOT ANALYSIS

STRENGTHS

- Major players have deep pockets allowing investment in supply chain infrastructure, outlets and promotion.

- Bulk buying to some extent allows lower costs and deeper discount for consumers.

- The sector demand is increasing as the growing middle-class prefer the convenience of supermarkets.

- As the sector enters its second decade, a certain level of sector specialization has developed with a local supply chain model and efficient middle management.

WEAKNESSES

- Due to huge number of items sold, supermarkets have to rely increasingly on middle-men and Dhaka based market hubs, especially for perishables.

- Although some supermarkets have 10-20 outlets, most other players have less outlets to benefit from bulk buying.

- Although the contract farming model has been tried by major supermarkets like Agora and Meena Bazaar, it has not seen much success as yet.

OPPORTUNITIES

- Urban consumers are more conscious of the prevalence of contaminated perishable and protein items e.g. vegetables, fruits and fish; allowing supermarkets to capture higher market share.

- Increasing per capita income has made consumers less price sensitive and more focused toward product quality.

- Some major supermarkets are starting to build a robust contract farming model which has prospect for scalability and is replicable.

THREATS

- Political unrest and frequent disruption by law enforcement agencies disrupt supply chain and hamper cost competitiveness.

- Rapidly increasing real-estate rental costs will add to total expansion costs and deter supermarkets to expand.

- Supermarkets' market share constitute only 2% of the total market and mainly concentrated in urban areas. Intense price competition among existing players may hamper sector growth.

COMPANY ANALYSIS

(ACI Group)

BALANCE SHEET

	2010-2011 (Year)	2011-2012 (Year)	2012-2013 (Year)	2013-2014 (Year)	2015-2016 (Year)
Non Current Assets	**7,590,170,536**	**8,207,490,614**	**8,557,087,504**	**9,082,777,417**	**15,879,973,853**
Property, Plant and Equipment	5,443,537,897	6,490,124,557	6,954,435,068	8,112,567,981	14,526,928,460.00
Capital work in progress	1,295,296,242	916,027,131	761,926,602	--	--
Investment in Subsidiary	--	--	--	--	923,975,608
Investment in long term assets	769,517,554	723,502,440	766,291,205	931,255,152	--
Intangible assets	81,818,843	77,836,486	74,434,629	33,559,214	30,589,106.00
Other Investment	--	--	--	--	398,480,679
Other Assets	--	--	--	5,395,070	--
Current Assets:	**8,485,700,409**	**9,927,388,375**	**11,494,582,240**	**12,926,269,915**	**20,189,582,323**
Inventories	3,734,176,456	4,431,807,359	5,388,656,883	6,177,345,732	8,402,056,153.00
Trade Debtors & Other Receivables	3,162,788,969	3,434,948,414	3,742,236,951	4,053,338,744	5,899,207,927.00
Advance, Deposits and Prepayments	713,391,611	718,665,643	712,315,774	1,728,588,712	3,975,506,886.00
Cash and Cash equivalents	419,074,206	767,514,218	667,974,553	966,996,727	1,249,939,473.00
Others Receivable	150,235,143	126,331,164	172,000,920	--	649,530,397.00
Advance Income Tax	291,909,295	431,426,787	793,071,986	--	--
Inter-company receivables	14,124,729	16,694,790	18,325,173	--	13,341,487.00
Total Assets	**16,075,870,945**	**18,134,878,989**	**20,051,669,744**	**22,009,047,332**	**36,069,556,176**
Shareholders' Equity	**4,194,087,869**	**4,155,380,482**	**4,040,414,787**	**4,274,198,745**	**9,845,888,601**
Share Capital	197,147,560	237,738,330	285,820,824	343,944,021	398,367,290.00
Share Premium	298,788,486	321,892,801	333,302,465	351,340,343	402,310,367.00
General Reserve	--	1,671,386	111,330,089	--	4,481,558,306
Revaluation Reserve	1,515,015,779	1,513,778,354	1,511,620,310	1,420,482,845	--
Capital Reserve	1,671,386	--	1,671,386	--	--
Other Reserve and surplus	237,767,126	140,860,043	--	--	--
Retained Earnings	1,943,697,532	1,580,925,170	1,548,580,887	2,021,838,686	4,426,586,566.00
Minority Interest	--	--	--	--	137,066,072
Non Controlling Interest	494,270,382	358,514,398	248,088,826	136,592,850	--
Non Current Liabilities	**1,780,536,322**	**2,196,381,211**	**2,312,497,899**	**1,789,051,946**	**4,108,261,376**
Long term loans secured	1,506,974,165	1,863,440,780	1,996,152,839	--	2,740,906,073.00
Deferred tax liability	273,562,157	332,940,431	316,345,060	281,461,770	726,780,346.00
Liability for gratuity & WPPF	--	--	--	455,997,727	640,174,957
Other Liabilities	--	--	--	1,051,592,449	400,000
Current Liabilities	**9,606,976,372**	**11,783,117,304**	**13,698,757,058**	**15,945,796,641**	**22,115,406,199**
Creditors for goods	936,929,700	915,148,765	1,262,614,382	3,010,184,390	--
Short term borrowing	5,154,801,386	6,446,311,725	7,996,384,252	--	13,208,332,772.00
Bank Overdraft	1,116,708,457	1,603,593,173	1,024,269,722	818,454,318	2,167,878,566.00
Income Tax Payable	358,735,798	405,999,710	872,345,959	922,009,971	--
Liabilities for other finance	--	--	--	--	2,231,503,143
Long term borrowings Current maturity	690,766,349	1,141,573,149	1,084,139,980	11,195,147,962	--
Payable to Holding Company	--	--	--	--	1,710,795,307
Lease Finance Current Maturity	652,878	9,885,219	11,638,647	--	--
Others Liabilities	1,348,381,804	1,260,605,563	1,447,364,116	--	2,796,896,411.00

|	2010-2011 (Year)	2011-2012 (Year)	2012-2013 (Year)	2013-2014 (Year)	2015-2016 (Year)
Book Value Per Share	212.74	174.79	141.36	124.27	247.16
Total Liabilities & Shareholders' Equity	16,075,870,945	18,134,878,997	20,051,669,744	22,009,047,332	36,069,556,176

INCOME STATEMENT

	2010-2011 (Year)	2011-2012 (Year)	2012-2013 (Year)	2013-2014 (Year)	2015-2016 (Year)
Turnover	17,460,120,785	21,976,300,877	22,167,421,731	25,821,967,586	49,236,082,736
Cost of goods sold	12,625,298,947	16,308,219,125	15,569,844,148	17,771,157,148	33,732,551,537
Gross profit	4,834,821,838	5,668,081,752	6,597,577,583	8,050,810,438	15,503,531,199
Operating expenses	3,583,609,676	4,306,094,665	4,754,846,786	5,676,681,463	--
Selling and distribution expenses	3,583,609,676	4,306,094,665	--	--	12,031,222,250.00
Profit from operations	1,251,212,162	1,361,987,087	1,842,730,797	2,374,128,975	3,472,308,949
Other income	103,912,840	142,891,806	64,333,022	84,031,881	175,476,768.00
Profit from sale of share	--	--	--	--	2,812,902,006
Share of profit of equity accounted investees	57,750,693	75,072,171	56,856,441	100,124,297	238,336,459.00
Financial expenses	752,697,387	1,263,471,933	1,326,814,390	1,401,354,696	1,736,223,886.00
Net profit before WPPF	660,178,308	166,334,789	637,105,870	1,156,930,457	4,962,800,296.00
Allocation for WPPF	67,253,862	62,600,804	77,151,122	97,899,765	200,334,023.00
Net profit before tax	592,924,446	103,733,985	559,954,748	1,059,030,692	4,762,466,273
Provision for income tax	(330,868,745)	385,549,657	456,715,266	579,915,515	1,655,776,392.00
Provision for deferred income tax	(75,986,155)	--	--	--	--
Net profit after tax	186,069,546	(281,815,672)	103,239,482	479,115,177	3,106,689,881
Profit for the year	186,069,546	--	--	--	--
Earnings Per Share	12.11	(6.98)	7.13	13.93	77.99
Depreciation	391,663,702	--	--	--	--
EBIT	1,412,875,695	--	--	--	--

CASH FLOW

	2010-2011 (Year)	2011-2012 (Year)	2012-2013 (Year)	2013-2014 (Year)	2015-2016 (Year)
Cash Flow From Operating Activities	--	21,710,306,501	21,789,999,228	25,720,532,058	46,909,825,529
Cash Received	16,973,134,525	28,645,989	21,768,760,924	--	--
Cash received from customers	16,856,970,042	21,615,508,513	--	25,615,836,736	46,692,686,987.00
Cash received from other income	107,758,153	66,151,999	63,103,937	77,284,799	217,138,542.00
Others	8,406,330	--	(41,865,633)	27,410,523	--
Cash payment	(16,844,552,050)	(22,119,661,061)	(21,944,622,220)	(25,671,681,854)	(49,264,107,011.00)
Payment to suppliers, employees and others	(12,455,993,372)	(16,220,764,836)	--	--	--
Income tax paid	(380,601,456)	(396,677,889)	(364,296,479)	(538,822,852)	(1,205,797,388.00)
Purchase of Raw and Packing Materials	--	--	(15,777,091,308)	(17,928,108,772)	(34,738,902,125)
Manufacturing and Operating Expense	(3,496,505,618)	(4,254,165,399)	(4,549,674,189)	(5,462,859,415)	(10,860,767,059.00)
Cash Credit	--	--	--	--	--
Workers profit Participation Fund	(16,828,423)	(43,241,340)	(33,619,170)	(86,415,964)	(169,466,465.00)
Advance, deposit and prepayment	119,969,942	(32,226,848)	21,428,479	(274,369,625)	(790,510,138.00)
Financing cost	(747,735,931)	(1,213,277,156)	(1,302,925,797)	(1,376,603,665)	(1,647,967,289.00)
Other receipts	--	--	--	--	(88,516,993)
Other payments	133,142,808	40,692,407	61,556,244	(4,501,561)	237,820,446.00
Net Cash Generated from Operating Activities	**128,582,475**	**(409,354,560)**	**(154,622,992)**	**48,850,204**	**(2,354,281,482)**
Purchase of Property, Plant & Equipment	(264,832,196)	(173,136,766)	(239,896,389)	(438,387,682)	(1,316,798,214.00)
Proceeds on Sale of Property, Plant & Equipment	1,472,114	5,703,112	4,586,741	5,189,954	13,185,917.00
(Acquisition)/ Disposal of Other Investments	(11,282,572)	(133,973,496)	--	--	--
Acquisition and Disposals of Subsidiaries	--	--	--	--	--
Investment in Marketable Securities	--	--	(17,043,930)	(23,802,053)	(89,858,392)
Capital Work in Progress	(1,221,760,213)	(913,733,741)	(555,892,891)	(384,123,944)	(2,766,338,239.00)
Proceeds from sale of quoted investments held for sale	--	--	--	--	2,520,002,006
Dividend Received	--	--	--	2,855,906	2,855,905
Net Cash Flow from Investing Activities	**(1,496,402,867)**	**(1,215,140,891)**	**(808,246,469)**	**(838,267,819)**	**(1,636,951,017)**
Proceeds on Issue of Shares	1,500,000	15,055,000	42,310,000	35,160,160	5,104,602.00
Amount due to related parties	(561,021)	510,105	--	(43,810,920)	--
Net increase/Decrease in Long Term Borrowing	(130,639,678)	710,869,316	812,712,666	(500,968,134)	--
Net increase/Decrease in Short Term Borrowing	1,304,337,820	1,123,730,486	1,040,192,148	2,322,368,422	3,423,173,179.00
Lease Repayment	(573,993)	(5,233,133)	(9,885,217)	(11,645,514)	(20,281,713.00)
Paid to non controlling interest	(39,854,584)	(34,013,883)	(51,627,604)	(51,446,746)	(152,254,217.00)
Suppliers credit	--	--	--	--	2,046,022,686
Dividend paid- Ordinary Share	(228,144,884)	(154,140,841)	(185,992,855)	(235,967,127)	--
Dividends Paid - Preference Shares	--	--	--	--	(728,372,309)
Proceeds/(Redemption) of Bonds & Debentures	(124,391,014)	(170,726,303)	(203,425,516)	--	(209,257,006.00)
Others Finance	--	--	(1,630,375)	(219,434,948)	(48,794,606)
Net Cash Flow Financing Activities	**781,672,646**	**1,486,050,747**	**1,442,653,247**	**1,294,255,193**	**4,315,340,616**
Increase (decrease) in Cash	**(586,147,746)**	**(138,444,704)**	**479,783,786**	**504,837,578**	**324,108,117**
Cash at the beginning of the period	**(111,486,505)**	**(697,634,251)**	**(836,078,955)**	**(356,295,169)**	**(1,242,047,210)**
Cash at the end of the period	**(697,634,251)**	**(836,078,955)**	**(356,295,169)**	**148,542,409**	**(917,939,093)**

	2011	2012	2013	2014	2015
Revenue	1,885,569,670	4,367,914,814	3,199,729,767	3,989,047,296	9,013,605,793
Gross Profit	212,165,999	353,608,267	425,092,712	530,983,182	1,047,886,765
Operating Profit	-367,665,270	-381,771,975	-302,033,402	-432,495,767	-659,860,484
Profit before Tax	-616,706,099	-798,208,702	-832,994,293	-1,015,196,255	-1,680,144,100
Profit After Tax	-630,727,475	-820,071,658	-849,117,617	-1,027,288,608	-1,735,099,511

Rvenue

Gross Profit

Profit After Tax
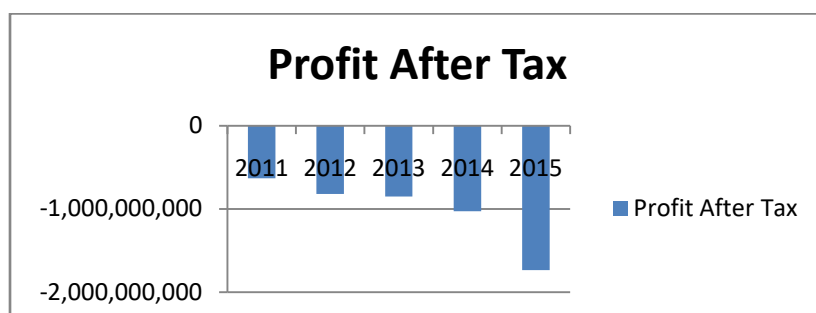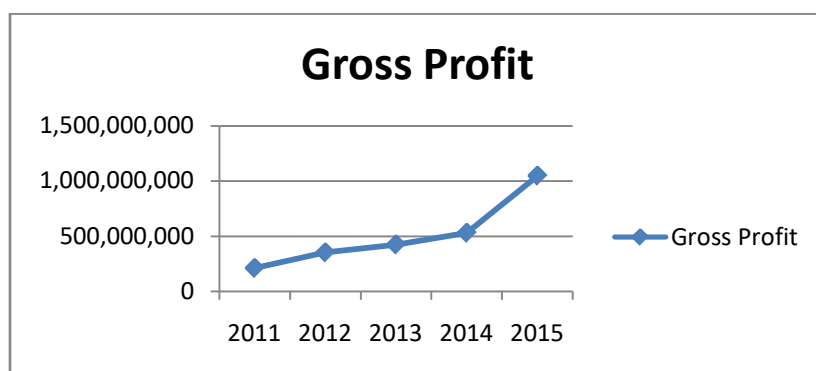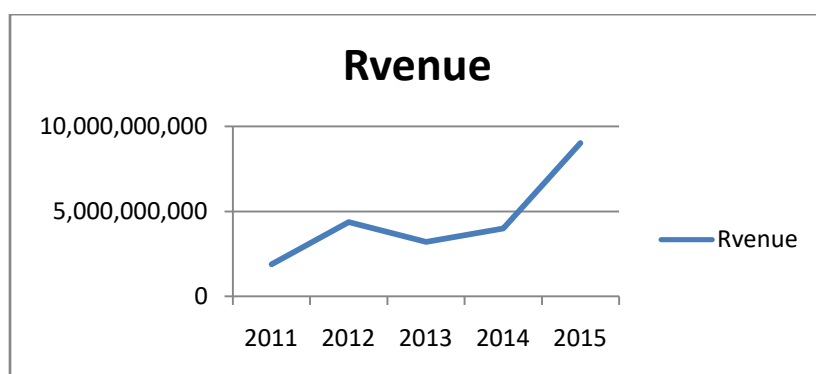
KEY FACTORS FOR RETAIL STORES:

Footfall:

Footfall means the number of consumers visiting a particular store. In the supermarkets industry this a very significant factor. It is the optimal indicator. Every footfall becomes successful if they could be converted into invoice. Invoice means a successful trade or sell.

Basket Size:

Basket size of the consumers is one of the most influential factor. Basket size is basically the amount an individual shops. Even with a limited footfall a store can produce significant profit if the average basket size of the store is bigger than the competitors. This is on of the most significant key performance indicators.

Service quality:

Service quality is a very important factor for retail and most importantly for supermarkets industry. There are several factors in this service quality. But the most important factor here is the time management of the employees. If every service could be provided within a shorter span of time this would impact positively on the sales.

Waste management:

Waste management is a crucial factor for retail and especially for supermarkets industry. Proper concerns should be provided regarding waste management. Proper utilization of this method , would have positive impact on the profit margin. However, due to lack of proper maintenance , this might create cannibalization impact on the Profit.

Pricing:

Pricing is also a key factor. The price should be decided depending upon the targeted consumers and as well as the targeted margin. However competitors pricing should be analyzed with higher concern.

Availability:

The availability of the products is a vital KPI for the retail and supermarkets industry. There should be varieties of products since it has to deal with consumers of various preferences. So the availability of the products has superior significance.

Supply chain management:

For supermarkets industry, supply chain is very crucial. This directly impacts on the value chain. With a very efficient supply chain management it is possible to produce smaller cost curves while holding bigger portions of the profit.

Vendor Management:

Vendor management should be viewed carefully. Vendors are the suppliers. Proper relationship should be established with the suppliers.

ACI Logistics ltd operates the largest Retail Chain store in Bangladesh. The Brand name is 'Shwapno'. As one of the pioneer in the industry, ACI Logistics Ltd endows with vast learning opportunity as well as proper mixture of challenging scenarios. There are more than a few customs of operating a retail chain. The operations might be Data driven or estimation based. The forecasting might be based on previous trends or technological implications. The management might take reactive decisions or proactive decisions. There are numerous ways and manners through which the overall chain can be stimulated.

The author of the report has worked from 23rd April 2017 to 31st July in ACI Logistics ltd as an Intern in Business Analytics Department. As the name refers the job requires analysis in various fields and sections. In spite of working in the organization for a short time span, the dynamic nature of the organization offered several analytical situations.

The Job requires management of the following tasks:

ROI calculation:

- During the stated time, there had been which were in their development phase. The projects required specific invested for various purposes. The Stated job position requires analyzing the return on the investment (ROI) of those projects.

Sales trend observation:

- Sales are the most important factor for any retail super shop. That is the core revenue ggenerating factor. The sales trend had to be analyzed to forecast the upcoming demand and also indentify the growth rate.

Data Organization

- The organization is a data driven organization. Every decision is based on real-time data. For proper analysis of those data, the first step is to organize and eradicate the noise from those data.

-

'Salient' formation:

- The organization decisional approaches are mostly data driven. To analyze those data, there is a need of strong analytical tools. For that the organization had already invested on a project to procure analytical Software 'Salient'. To create the proper modeling , all the historical data had to be organized in an advised manner.

Dashboard Creation:

- Dashboards are necessary to portray the current situations in respect of several indicators such as sales, wastages, profit-loss, performance rating etc. The position required to prepare some of these dashboards.

Campaign Analysis:

- Campaign Analysis was the most important part of the job. In retail, the most popular forms of campaigns are the discount campaigns. All these discount campaigns requires vigorous amounts of situational and quantitative calculations. In the stated time , there had been one 2 month long discount campaign.

THE CASE STUDY

The report is going to address the campaign situation and analyze the efficiency of the undertaken analytical approaches with the comparison to the standard analytical approaches.

ABSTRACT

The case is going to be based on the campaign of Shwapno. There are several campaigns that run through the year. However, the campaign analysis process mostly remains same in most aspects. The heavy weight impact creating campaign are generally the discount campaigns. In the proceeding case, there is going to be a discussion on one of the most expensive campaign of the stated period.

Key terms: Discount, Analysis, Footfall, Basket size.

METHODOLOGY

There are pros and cons of every approach to a report. However, as the report covered two broad topics according to the needs and appropriate justifications the author decided to use quantitative & quantitative both research approaches. To analyze the campaigns & find out the process effectiveness of the company, the author did qualitative research to find out the external and internal factors. This is mostly done by the reports available online and also published by the company and its competitors. This helped interpretations and findings of the data to be accurate to represent the current conditions and factors of SHWAPNO lifestyle current condition.

Sources of Data

In order to prepare a comprehensive and authentic report the author used both Primary and Secondary sources of data.

Primary Sources of Data

For the report, there was not much need of primary information. However, still in time to time there was need of some primary information which had been provided by the Manager of Business Analytics.

Secondary Sources of Data

The secondary sources of information include the materials like real time data, retail analytical procedures, and necessary articles.

The real time data has been collected from the software SAP and one internally developed software, EPS.

The articles had been collected from several online sources.

LITERATURE REVIEW:

Retail stores have several significant factors based on which the discount campaigns should be analyzed. however, the analysis process demands a mixture of several factors. if those factors are not properly calculated in a scenario which analyses all the inter-related impacts of the stated dominant factors, the discount campaign would just another reason to see negative number in the income statement (Pearson, 2012). there are several factors which should analyze and the first of these factors are the footfall. Traffic / footfall is the main motivator of retail stores to convert the footfall into sales (Girish, 2016). so the footfall should be considered for any sort of analysis regarding the retail stores. The basket size of the retail store is another most important metrics that is been considered one of the most important performance measuring metrics (heiima, 2016). basket size is the second most important considerable factor that could make up for the decrease in footfall rate. The third most important campaign metrics is to measure the response rate of the campaign (wickford, 2103). the situation in the stated article discusses about analyzing the impact of response rates while communicating a campaign. The scenario in the stated article revolves around the mailing advertising tactic however; the impact of the proposal could be achievable directly even when the discussion revolves around the digitalization of the marketing strategies. the retail sales again has another one of the most important factor which is the weather condition. weather has huge impact on the sales of superstores. And also it provides a theoretically common understandable idea. the footfall is directly related to the weather. In an article published in UK called "The impact of weather on retail sector in the UK" the significance of weather could easily be understood. In rainy days people tend to stay at home which eventually decreases the footfall resulting lesser sales. The same condition applies whenever there is any sort of extremity regarding the weather such as cold weather or even when it is too hot. So the weather is another most important significant factor for the case.

INTRODUCTION

Shwapno, being the biggest retail chain store, there is always several campaigns that run through the month. In May 2017, Shwapno was offered to run a campaign in collaboration with VISA. Initially VISA had a budget of $80,000 (which afterwards rose to $100,000) to invest for the campaign. Obviously, the targeted consumer base of the campaign would be the consumers using VISA cards for purchase payments. The campaign was targeted to Launch on the month of Ramadan (1st Ramadan 2017 – May 2017) to get the advantage of the Eid incremental sales. In former perspective, the campaign would be able to create a win-win situation for both Shwapno & VISA. From the perspective of Shwapno, since VISA was investing a certain amount of money for the campaign so if Shwapno offers a discount it would be able to achieve a large amount of incremental sales and with the money invested by VISA, Shwapno might not need to contribute that much money for the discount. Also it would be able to attract some additional Footfall; VISA users. On the other hand, VISA would be able to attract a huge number consumer to use and purchase with their VISA cards along with adding an extra value in consumers' convenience. Emergence of new VISA card user was also estimation.

INITIAL CAMPAIGN PROPOSAL

In respect of the above factors, both of the parties approved for the initial proposal. However, after the proposal there comes the crucial part, the analysis. Initially the proposal was as follows:

- VISA would invest $80,000 for the campaign expenditure.
- The Campaign would run for three months.
- The discounted amount would be 5%-10%.
- The discount would only be availed by the VISA card users.

KEY FACTORS FOR ANALYSIS

It is difficult to identify the necessary factors for the campaign analysis. There are traditional ways but for proper accuracy the additional factors would be countless. Moreover, the retail sector is over flown with several factors. The optimal target for retail is the sales aprt from the

value chain activities and there numerous catalysts that has impact on sales. Such as the weather; in rainy days sells typically decreases while in dry days it increases. Again , festival & Occasional sales differ from the regular sales. It is not yet possible to incorporate all the related factors just to analyze one campaign because then the time consumption would be a concern. However, to analyze the stated campaign several factors had been considered.

FOOTFALL: First considerable factor were the footfall. Footfall is a highly influential indicator for sales. The first indicating factor here was the footfall. A proper estimation of the footfall might produce a near to real time scenario.

Basket Size: This is another analyzed factor. Basket size has massive impact on the sales. With a similar footfall the scenario could be fluctuated between worst to best depending on the size of Basket. A high Basket might even absorb the impact of fewer footfalls and still might be able to keep the slaes record steady. So, proper Basket Analysis is mandatory for the research.

For the stated campaign, these factors were mainly considered since these two has the highest impact on sales on regular basis. And in a steady business situation which is not influenced by another factor, these two are the key indicators.

FACTORIAL ANALYSIS

For the campaign analysis, the whole purpose is to predict the imminent scenario. The whole analysis is basically forecasting the trends. Since Footfall & Basket sizes are the factors that had been taken under consideration so the analysis was based upon these two factors.

To forecast the upcoming sales, the base value must a historical figure. So the overall analysis had been based upon the 'March-2017' data. Since the analysis took place in May 2017.

For the analysis, at first the overall March footfall was distributed among the range of the respective basket size. For example, within the basket size of 100tk-200tk the footfall is 3000 means on an average 3000 people shops for 100tk-200tk.

After that, a specific minimum size of the basket had been decided to avail the offer for any customer. For example, if a customer wants to avail the discount, he needs to shop at least an amount of 300 tk.

The discount should be a of a specific percentage. Such as , there would be discount of 5% or 10%.

The major impact of discount campaign is the increase of the basket size. Because, in a discount campaign people can buy the products with less money so to utilize the opportunity they tend to shop more. Eventually a discount campaign always increases the Basket size. So for proper analysis, an estimation of the growth of the Basket Size had to be made.

Another task was to identify the incremental sales due to VISA campaign. Since, the effect of the Campaign can only be identified by the incremental sales. The forecasted sales for the VISA campaign subtracted by the sales in a common situation would provide the amount of the incremental Sales.

The final task was to decide a discount ceiling means disregard of Basket size an individual can not avail discount more than the amount. Such as , no one can avail discount more than 200 tk.

So to put these in bullet points, the steps would be:

- Footfall distribution among Basket size
- Minimum Basket size for availing the discount
- Estimate a discount percentage
- Estimation of the growth of the Basket
- Incremental Sales
- Discount Ceiling

The developed analytical data model was as similar to the data model provided below:

Segments	No. of Visa Transaction	% shift to higher basket	Sales Volume	Respondent	Basket Size	New Basket	Disc-ount	Total Discount	Total Sales	Incremental sales
0-500	21,230	3.00%	1,192,761	637	307	750	38	23,884	6,793,767	5,601,006
501-1000	23,000	10.00%	2,871,665	2,300	731	750	38	86,250	16,854,604	13,982,940
1000-1500	15,200		3,181,031	17,238	1,230	1,476	74	1,272,412	22,941,017	19,759,986
1500-2000	8,622		2,760,304	10,627	1,732	2,078	104	1,104,122	17,916,130	15,155,826
SUM	68,052		10,005,760	30,802				2,486,668	64,505,518	54,499,758

*All the data have changed due to confidential issues. The above model is to provide a basic understanding of the analytical situation.

Cash Flow analysis	in Tk	in USD
Total Discount Cost (1 month)	2,486,668	31,083
VISA Cont.	2,400,000	30,000
SHWAPNO Cont.	86,668	1,083
Total Discount Cost (2 months)	4,973,335	62,167

*All the data have changed due to confidential issues. The above model is to provide a basic understanding of the analytical situation.

After the analysis, the following decisions had been taken :

- Minimum Basket size-750 [Adopted process – Trial & Error]
- Discount Percentage- 5% [Adopted process – Trial & Error]
- Discount Ceiling – 300 [Adopted process – Trial & Error]
- Growth of the Basket Size- 20% [Adopted process – Estimation]

CAMPAIGN LAUNCH

After the analysis, VISA & Shwapno both came to an agreement that the durability of the campaign would be 2 months. The beginning date of the campaign would be 3rd June 2017. During the 2 month time period the campaign would run among all the outlets of Shwapno. The maximum discount amount would be 300 tk. Minimum Basket size for the discount would be 750 tk. The discount percentage would be of 5 %. The offer is only applicable for the VISA users and it cannot be availed more than once in a day using the same VISA card.
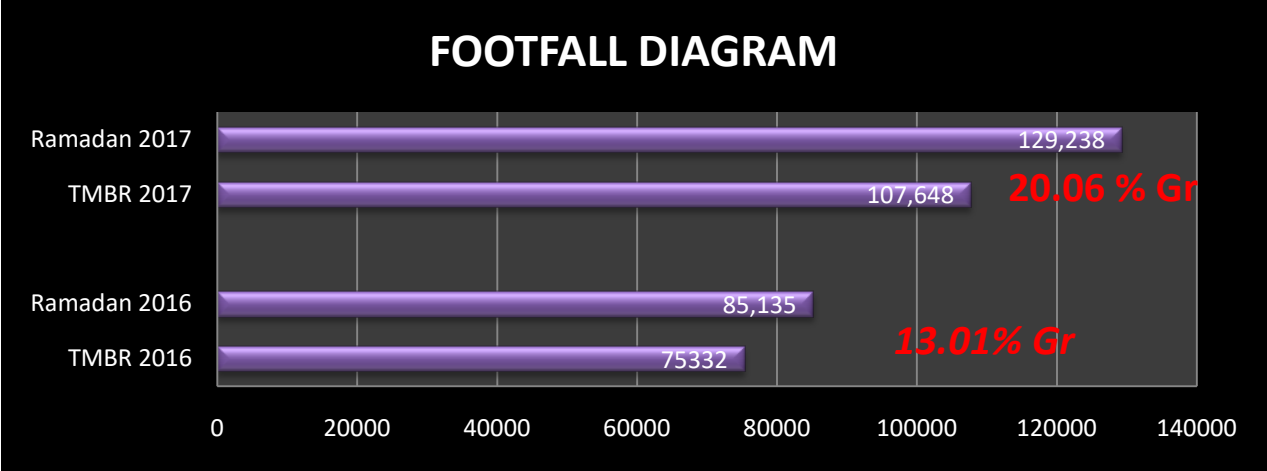
CONCLUSION

Shwapno had to stop the VISA campaign after 45 days of its commencement. There had been proper analysis but the real-time sales figure made the authority to take the decision. The

incremental sales were very negligible compared to the investment from the side of Shwapno. Also the sales figures were portraying a decreasing trend. The sales trend compared to the previous year were as follows:
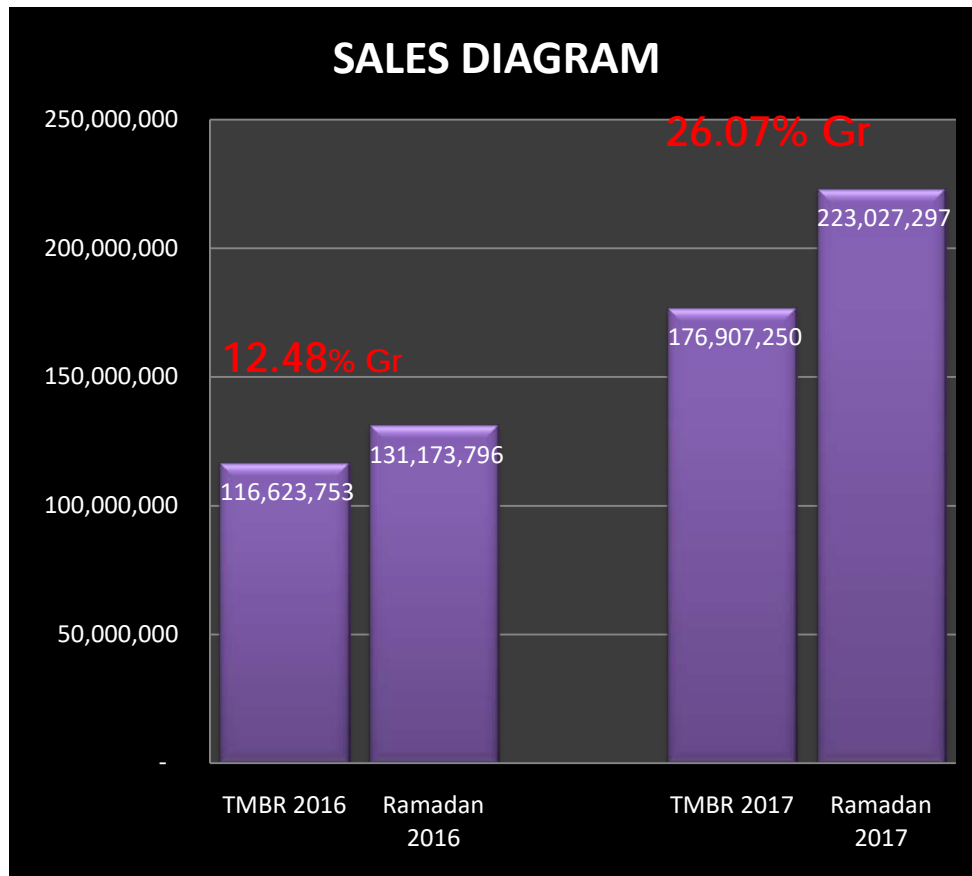
As it seems in the diagram the sales had a satisfactory incremental growth compared to the previous years sales. This might make the final decision look a bit irrational but diving deep in the scenario would provide rationality of the authoritative decision.

If to analyze the footfalls of period the result would be as follows:

FOOTFALL DIAGRAM

Ramadan 2017	129,238
TMBR 2017	107,648 — 20.06 % Gr
Ramadan 2016	85,135
TMBR 2016	75332 — 13.01% Gr

The ff shows a growth than the previous years. However , there are analysis that are still needs to be done.

The following table shows the Basket analysis of the campaign duration compared to the previous years:

DATE	VISA SALES	VISA FF	BS	BS Growth
May 3- Jun 1	184,971,457	110,406	1,675	N/A
June 2-Jul 1	214,727,005	126,677	1,695	1.16%
Jul 2- Jul 16	93,011,020	59,834	1,554	-7.22%
Expected BS GROWTH				20%

There could be very clearly seen the negative impact of the basket size compared to the estimation.

There is always a significant decrease in the basket size after the occasional periods matched by historical data.

The real growth rate of the Basket size and the estimated growth rate of the Basket size had huge differences. The estimated growth rate of the Basket was 20% but in real scenario it was less than 5%. Also the line was moving on a downward slope. Within 45 days the situation came to a near break-even point with a negative trend line. If the campaign ran more than 45 days, Shwapno would have to face some definite loss. So it was actually a rational measure and step to stop the campaign before it becomes a cannibalizing factor for sales.

FINDINGS & RECOMMENDATION

There are several reasons for the campaign to behave the way it acted. May be the campaign the campaign was never actually a successful campaign but that should have been discovered in the analysis process. The analysis part would be more effective if it was possible to incorporate the following factors (All the following factors had been discussed with the **Manager of Business Analytics,** ACI Logistics Limited and among the four factors, he approved for the recommendation of the following three factors.)

Growth rate of the Basket Size: The growth of the Basket size had been estimated as 20% in the analysis. However, for retail sectors, it is very hard increase the basket to that extent. People mostly buy grocery or daily products. The demand is more or less fixed for each. Even a very lucrative campaign might not be able to increase basket that much. Also the assumption was based on pure estimation. A more logical approach would have been to analyze the trends of previous basket growth rates during similar previous campaigns that had been operated in Shwapno.

Response rate: The analysis would have been better , if there were a more constructive way to measure or estimate the response rate. If there were enough supporting data , then the average response could have been estimated following the same process as of the growth rate of Basket Size.

Weather Condition: Weather condition had not been taken into account during the analysis. But, during the campaign period, there had been many stormy and rainy days which might have created the undesired impact on the sales.

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