



Inspiring Excellence

Internship Report

BUS-400

**“The study of the Shopper Marketing Activation Process of Unilever
Bangladesh Limited”**

Submitted to:

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*The study of the Shopper Marketing Activation
Process of Unilever Bangladesh Limited*

Letter of Transmittal

30th April, 2019

Ms. Afsana Akhtar

Assistant Professor

BRAC Business School

BRAC University.

Subject: Submission of Internship Report.

Dear Ma'am,

With passage of time, we are standing on the edge of completing of the Internship Period. I hereby submit my internship report titled "The study of the Shopper Marketing Activation Process of Unilever Bangladesh Limited". I have got the opportunity to work in the Customer Development Function in Unilever Bangladesh Limited under the guidance of Nahiyah Nahid Farman, Shopper Marketing Executive.

Although I am standing on a curve line of learning, this report has helped to utilize all the marketing ideas that I learned throughout my 4 years of Bachelors Studies and getting chance to implement that on a real life situation was worth the experience.

Lastly, I would like to thank you for your support all the way through the completion of this report and it was an honor to have the opportunity to learn so much from you.

Sincere Regards,

Rabeya Jahan Rabu

ID – 15104143

BRAC Business School

BRAC University

Letter of Endorsement

April 30, 2019

To Whom It May Concern,

This letter is to certify that, the internship report entitled “The study of the Shopper Marketing Activation Process of Unilever Bangladesh Limited” has been submitted to BRAC Business School by Rabeya Jahan Rabu, ID: 15104143 for the completion of her Bachelors of Business Administration Degree. This report has been accepted and it may be presented to the Internship Defense Committee for further evaluation.

I wish her all the best fir her future career.

Ms. Afsana Akhtar

Internship Supervisor Faculty

Assistant Professor

BRAC Business School

BRAC University.

Acknowledgement

Upon the successful completion of the Internship, it gives me a great sense of joy to express my gratitude to few individuals who were a constant source of encouragement and support in preparing the report.

First of all, I would like to express my gratitude to my honorable Internship Advisor Ms. Afsana Akhtar for providing her valuable advice and guidance in preparing the report. She has been a constant support throughout the internship period and has provided me her valuable feedback in every step of the process.

Then I would like to express my gratitude towards BRAC Business School for arranging the Internship Programs that allows students like us to gain a real life experience of the work environment which would help us to prepare better for the future.

I would also like to show my gratitude to Unilever Bangladesh Limited for providing me the opportunity to have such an eye opening experience.

I would like to take this opportunity to express my gratitude and sincerest respect to my Supervisor, Nahiyah Nahid Farman, Shopper Marketing Executive, GTM- Unilever Bangladesh Limited for being a constant support. Throughout the Internship period, she provided me the opportunity gain firsthand knowledge by arranging regular market visits for me. With her constant support and guidance it has been as enlightening the Internship experience.

Lastly, I would like to thank my family and friends who helped me in writing the report by providing their valuable inputs.

Executive Summary

The research report is the reflection of my 3 months learning period as an Intern for the Customer Development Function at Unilever Bangladesh Limited. The research report titled “The study of the Shopper Marketing Activation Process of Unilever Bangladesh Limited” has been prepared with an aim to exploring the key processes of the activation projects; Laabher Bazar and Privilege point. Firstly, the report provides an overview of Unilever Global and Unilever Bangladesh Limited. The key responsibilities of all the functional departments, Products of Unilever Bangladesh Limited, the SWOT analysis and my role as an intern has been discussed in details in this section. In the “Literature Review” section the concept of Shopper Marketing and the role of this in retails have been discussed from the experts’ point of view. Later in the “Analysis and Interpretation of Data” section, the report provides a detailed discussion about the Shopper Marketing Activation Processes. The Activation process at Unilever Starts with identifying the shopping missions of their target customers. The second step of the process starts with identifying different distribution channels to best serve the different shopping missions of the target customers. Lastly, the after analyzing different channels, Unilever Bangladesh Limited develops different Shopper Marketing Activation to best suit the different requirements of channels. From the data collected through the selection process, Unilever developed Laabher Bazar for the 150 Wet Market Clusters throughout the country and Privilege Point for 39 Modern Trade Centers of Dhaka city. The activation operations are conducted by collaborating with different Agencies, where the process starts with the planning phase and ends with finals sales report submission, all other processes in between them are discussed in details in this section. Later on in the report, based on the analysis of the former section the reports discusses the key findings of the report. Next, the report identifies some of the ways by which Unilever Bangladesh Limited can make the activation process more effective. Therefore, in the conclusion it can be said that the report provides a detailed discussion of the key processes of the Shopper Marketing Activation processes of Unilever Bangladesh Limited.

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Organizational Overview

Unilever is one of the most renowned brands in the Global Arena. The journey started in the 1890's when William Hesketh Lever, the founder of Lever Brothers introduced the idea of "Sunlight Soap" to help promote cleanliness and hygiene among the people of Victorian England. The idea behind this soap was to ensure that people had the access to a product which would help them ensure hygiene and promote healthy living standard.

The brand Unilever was founded in 1929 by Margarine Uni and the Lever Brothers with an aim to creating products that would serve customers' needs and promote healthy living. It is one of the oldest Multi-National Companies in the world. They have operation in around 190 countries across the Globe with more than 400 products. From the day it was founded till the recent time, there were many shifts in the company policies and approach but one thing was always constant. The founders of the company always had the aim to serve customers with the products that they need, and for them the biggest reward would be the benefit that society would be having from their products.

Even though the company went through many changes over the years, but the embedded principles of the founder of the company is still alive in the company. Unilever now promotes "Sustainable Living" throughout the Globe with their brands. They are involved in welfare programs such as; Food and Nutrition program, Hygiene Program, Women Empowerment, Sustainable energy use etc. to promote their "Sustainable Living Plan" in Under Developed Countries.

Unilever Bangladesh Limited:

Unilever Bangladesh Limited found in 1964, competes in the Fast Moving Consumer Goods (FMCG) Industry in Bangladesh. It was previously named as "Lever Brothers Bangladesh Ltd", later on in 2010 they changed their name to Unilever Bangladesh Limited. Currently they are working in a Joint Venture with the Bangladesh Government and Unilever PLC where the Government of Bangladesh holds 39.6% of the total share whereas Unilever holds 60.4% of the total share. The company corporate office is based in Dhaka, while their manufacturing units are spread over different parts of the country. Their biggest manufacturing unit is located in Chittagong, Kalurghat. They are currently engaged in manufacturing and distributing consumer goods in different categories across the country.

They are manufacturers and distributors of Home Care, Personal Care, Oral Care, Water Purifier, Deodorant and Foods & Refreshment products. They offer a wide range of products such as; skin care, hair care, oral care, fabric cleaning, household cleaning, personal grooming, tea and other beverage products. Their products are available from Modern Trade Centers to Rural Small Grocery Stores. Unilever Bangladesh Limited is the home of some of the biggest brands such as; Lux, Fair & Lovely, Dove, Sunsilk, Surf Excel, Vim, Wheel etc.

Unilever Bangladesh Limited has 7 functional departments;

1. Finance and Legal Department:

The finance and Legal Department is in charge of overlooking all the financial transaction and maintaining the legal contracts with different business partners of Unilever Bangladesh Limited. The legal department is also in charge to maintain relationship with all the Law Making Agencies of the country and resolve any internal or external legal issues.

2. Human Resources Department:

Human Resources Department overlooks the recruitment and selection process for different jobs, maintain relationship with external organizations, maintain the payroll system, maintain gratuity and provident fund, on campus talent selection, organize campus engagement sessions, organize seminars for different occasions etc.

3. Customer Development Function:

In customer development function overlooks the sales of the Unilever Bangladesh Ltd products throughout the country across different marketing channels. Design different Shopper Marketing Activations to boost sales and increase customer engagement with the brand. They work with different external agencies to execute the shopper marketing activation projects in different channels and locations.

4. Brands:

Here the brand managers for different brands design the marketing strategies for their dedicated brands. Brand managers prepare sales and promotion plan for their plan and coordinate those plan with the Customer Development Function for proper execution. The Brand Managers works closely with the Customer Development Function, Supply Chain and R&D department to ensure that their respective brands are achieving their sales target.

5. Supply Chain:

The Supply Chain Department ensures the availability of Unilever Bangladesh Limited products throughout the country. By utilizing different channels and along with their dedicated distributions they ensure product availability. The supply chain department works closely in every Shopper Marketing Activation project to ensure that there is an ample supply of listed products for every activation.

6. R&D:

The Research & Development department is one of the most important departments, they work relentlessly to develop new product variants suitable for the environmental conditions of Bangladesh as per consumer requirements. They work with the Brands to gather customers' feedbacks about different products and work on those to create better products for the consumers.

7. IT:

They provide all the technical support required in the corporate office to ensure all the work is done without any glitch. They are in charge of providing all the required technical support that is required in different activations, such as; prepare app, maintain the internal web panel to increase the work efficiency.

Brands of Unilever Bangladesh Limited:

Unilever Bangladesh Limited is currently competing in the market with 6 broad product categories, under each category there are several products. The product categories of Unilever Bangladesh Limited are as follows;

Home Care:

Unilever Bangladesh Limited is competing in the home care category since 1964. Under each brand there are different variations and product SKUs, the brands in this category are;

- Vim
- Surf Excel
- Wheel
- Rin

Personal Care:

Personal Care has 2 sub divisions; Skin Care and Hair Care. Under each of the brands of the category there are different variations and SKU's, the brands in this category are;

Skin Care:

- Ponds
- Fair & Lovely
- Vaseline
- Lux
- Lifebuoy

Hair care:

- Sunsilk
- Dove
- Clear
- Tresemme

Deodorant and Body Spray:

Unilever Bangladesh Limited is also competing in the Deodorant and Body Spray Category. Under each brand there are different variation and product SKU's, the brands in this category are;

- **Rexona**
- **AXE**

Oral Care:

Unilever Bangladesh Limited is competing in the home care category since late 1970's. Under each brand there are different variation and product SKU's, the brands in this category are;

- **Close Up**
- **Pepsodent**

Food and Refreshment:

Unilever Bangladesh Limited does not hold a strong position when it comes to Food and Refreshment Category. They have only 2 brands in this Category. Under each brand there are different variation and product SKU's, the brands in this category are;

- **Knorr**
- **Taaza**

Water Purifier:

Under this category they have one brand. It has different size capacity and different models available in the market. The brand under this category is;

- **Unilever Pure It Water Purifier**

SWOT Analysis:

Unilever Bangladesh Limited is the leading company in the FMCG industry. They have operations all over the country with the widest product portfolio. Being one of the leading company in the country for more than 3 decades there are a number of Strength they possess and are working towards unleashing new opportunities in the market every day. However, they also have weaknesses that they need to work on to overcome the external threats. So the SWOT analysis for Unilever Bangladesh would be;

Strengths:

Market Share

Unilever Bangladesh Limited is the market leader in the FMCG industry combined all the product category. They are operating in Bangladesh since 1964, and they have managed to grab customers' attention by providing a huge variety of products with high quality. Currently their brands such as, Lux, Fair & Lovely, Sunsilk, Vim, Wheel, Lifebuoy, Surf Excel are the market leaders in their respective product categories.

Brand Reputation

Unilever Bangladesh Limited is one of the most recognized brand in throughout the Globe competing in 180 countries with more than 400 brands. In Bangladesh they have operation

throughout the entire country and consumers in every corner of the country use their products. By providing high quality of product at an affordable price, they have been able to create a brand reputation that they have been maintaining for decades.

Wide Range of Product

Unilever Bangladesh Limited are competing with the widest range of product in the industry. They have products serving customers in different categories. They have products in Skin Care, Hair Care, Oral Care, House hold, Food and beverage categories. Under easy categories there are several brands that are serving the needs of the customers.

Country wide distribution Network

Unilever Bangladesh Limited has a very strong distribution network that is spread across the country. Customers can find their products in every corner of the country.

Weaknesses:

Insufficient product supply

In some cases, there are not sufficient product supply for some certain brands which creates a disruption in the overall sales of the company. Due to this, customers switch to their competitor brands and it creates a negative impact to customers mind about Unilever.

Opportunities:

Introduce new products from their Global Product line

Unilever Bangladesh Limited can introduce new products in the Bangladesh market from their Global Product line. This would enrich their product portfolio even further and garb more attention from their customers.

Expand their “Food and Beverage” category

Currently, Unilever Bangladesh Limited has the least amount of brands in the Food and Beverage category. They should introduce new brands to this category and stronger their position. Unilever’s Brand Reputation and per existing customer base would give them advantage over their competitors to establish newly introduced food and beverages products.

Threats:

Increased competition in FMCG Industry

The competition in the FMCG is increasing day by day. The customers in this industries are now have better understating of products due to the increasing use of technologies. On top of that, the competitors are working relentlessly to attract customers to their products and increase their market share. That's why Unilever Bangladesh have to introduce new tactics to make their position stronger and increase their market share.

Grey Products

The Grey Products which are coming to the market illegally are creating a huge threat for Unilever Bangladesh Limited. Due to the Grey Products the sales of certain brands are getting hampered and is creating a negative impact on consumers mind.

Introduction of the Internship:

As a student of Bachelors of Business Studies, Internship is a compulsory part of the degree. The aim of the internship is provide us real life experience of the work environment and gain first-hand knowledge about work process. Throughout the internship period we get the opportunity to test the theoretical knowledge that we gained throughout our 4 years studies.

I worked as an Intern at the Customer Development Function in Unilever Bangladesh Limited, where I worked on Shopper Marketing Activation Projects. Throughout the 3 months long internship I got the opportunity to witness the corporate culture of Unilever Bangladesh Limited and learned about activation process from some of the leading Agencies of the country.

The activities that I performed during my internship period is listed below;

- Conduct market visits to observe market conditions
- Prepare observation report based on the market visits
- Attend Brand Promoters Training sessions provided by the Agency
- Conduct interview session of Brand Promoters
- Attend review meetings with the agency and report back to supervisor
- Maintain regular communication with the agencies
- Visit different agencies and observe their work processes and prepare observation report

- Analyze sales data and interpret the sales results
- Prepare Power Point Presentations for Agency Briefing Sessions
- Give presentation during Agency Briefing Session

Introduction to the Report

Rationale of the study:

The underlying principle of the study is to identify the Shopper Market Activation objective, process, operation and outcome of “Privilege Point” and “Laabher Bazar” by Unilever Bangladesh Limited. This study will also focus on identifying the key challenges faced in every step of the activation process with the help of previous studies in the similar area and learnings throughout the Internship period. This study will further focus on providing recommendation on how to overcome the challenges to improve the activation processes.

Statement of the problem:

The aim of the research is to analyze the Shopper Market Activation projects; Laaber Bazar and Privilege Point. Identify the project objectives, the key processes conducted by Unilever Bangladesh Limited to identify the shopping channels, the operation processes conducted by the associate agencies and the outcome of the projects.

Scope and delimitation of the study:

This study will provide an analysis of the processes involved in the Shopper Market Activation; “Privilege Point” and “Laabher Bazar” by Unilever Bangladesh Limited.

Since this study has focused on the Shopper Market Activation process, there was no scope for a survey for this topic, hence there is no sample population and survey questionnaire.

Limitation of the Study:

Unilever Bangladesh Limited maintains a high level of confidentiality regarding the information of the activation process; as a result it has not been possible to prepare an in depth

report. Moreover, the topic is fairly new for the FMCG industry of Bangladesh and Unilever Bangladesh Limited is the pioneer of using such technique, it has not been possible to gather an ample amount of literature support for preparing the report. Moreover, the time constraint was one of the major limitation of the study. As the Internship time period is only 3 months, during which I had to work as a full-time time employee, managing time to conduct the study properly was a challenging task. On top of that, the 3 month Internship period is not enough time to get an in depth understanding of all the processes.

Objectives of the report:

The report objective usually indicates the purpose for which the study has been conducted and what the study outcome that the researcher are likely to achieve by conducting the study. The main objective of this report is to get a better understanding of the Shopper Market Activation Process of Unilever Bangladesh Limited. Along with that, to understand the activation process from the organizational point of view and how it is done in real time. So that, we can provide effective recommendations to improve the process in future.

Literature Review

According to Stahlberg & Maila (2012), shopper marketing is a tool that helps the marketers understand how their target consumers behave when they are put into different shopping channels and formats, and by leveraging onto this intelligence all the stakeholders can be benefited. They also mentioned that, shopper marketing has to be an integral part of the overall marketing approach. On top of that, this approach can help marketers to identify the shoppers who can be a potential consumer and increase brand loyalty. Moreover, they have identifies shopper marketing as a significant marketing context with its own theory, insights and practices. Lastly, Shopper marketing has been identifies as a Global Phenomenon, where every Global Manufacturers are using this to push their sales and create a bottom line impact to their marketing mix. However, Stahlberg & Maila (2012) also mentioned that, shopper marketing is still in its infant stage and a considerable amount of research is still required to form a clear theoretical framework which would be backed up by well-defined set of methods and practices.

Simon Hathaway (2014) mentioned in his article that everything in the world is getting transformed by technology, from the living standard to the business arenas. How shoppers think and behave is highly affected by the use of technology and brand communication. According to him, the traditional shopper marketing would not be enough to attract shoppers and influence their behaviors. He further mentioned that, if the manufacturers fail to grab shopper's attention, shoppers now have the freedom to switch anytime they want, as there are a variety of option available to them. Hence, he suggested that manufacturers should focus on Shopper Marketing, which would help them redefine brands relationship with the shoppers and retailers and would also help re-engineer the communication process and provide better shopping experience to the shoppers.

He further mentioned that, one of the best way to improve shopping experience would be to focus on the shopping channel, location and introducing digital and social media to communicate with the shoppers. He suggested that, the combination of these three factors can contribute in creating a supreme shopping experience for the shoppers.

Dhruv Grewal (2015) discussed the role of retail tactics that marketers can use in their shopper marketing approach to influence consumers shopping behavior. According to him, the use of new technologies has bought about a paradigm shift to the retail landscape. According to him, in order to understand the factors that affects shopper's behavior marketers need to do research about the factors from multiple perspectives. Moreover, he suggested that the traditional brick and mortal retail shops should adopt different levels of digitalization, such as; digital windows, digital displays, self-checkout option, app etc.

Research Methodology

Type of Research:

The research is a Descriptive research as it would be describing different characteristics and processes of Shopper Market Activation in Unilever Bangladesh Limited. The research is of qualitative measure and does not include any numerical data.

Data Collection/Gathering Process:

Primary data

In order to conduct the research, the relevant primary data of both the Shopper Market Activation projects has been collected from the documents provided by my supervisor, other members of the team and external agencies who are working on the project. Moreover, I have also used my personal experience gathered throughout the internship period by analyzing data, preparing presentation and firsthand knowledge by frequent field visits.

Secondary data

The majority of the data for the research has been collected from Primary sources except for the overall information about the organization, product category and information about the FMCG has been extracted from Unilever website and other authentic secondary sources.

Moreover, in order to write the literature review section, I extracted data from authentic secondary sources. For which I collected data from various book, different journal papers and articles.

Analysis and Interpretation of Data

In this part, I have discussed Shopper Marketing Activation and the entire processes of the 2 Shopper Market Activation projects; Privilege Point and Laabher Bazar of Unilever Bangladesh Limited to get an in-depth understanding of the back stage activities.

Shopper marketing activation usually refers to the execution of the marketing mix as part of marketing process. Shopper marketing activation is an important stage for any company, especially companies competing in the Fast Moving Consumer Goods (FMCG) industry. Usually the shopper marketing activation comes after the planning stage, it is the practical implication of the market plan. Based on the data collected from the marketing activation, the market research and analytics evaluation takes place.

Among the marketing activation data, the calculation Return on Investment (ROI) is the most important factor. It tests the feasibility of the marketing process as a whole. Though marketing activation is a relatively new term in the FMCG industry of Bangladesh, Unilever Bangladesh Limited is one of the pioneer of using this technique to increase their brand visibility, consumer loyalty and boost sales all over the country in different shoppers' channel. Ideally, Shopper marketing Activation can be done in 2 ways,

One is known as “**Brand Activation or Brand Engagement**” which refers to any kind of marketing activities, campaign or events organized with a view to directly engaging with the consumers with the purpose of creating positive brand image and creating loyal consumer base.

“**Laabher Bazar**” by Unilever Bangladesh Limited is such “Brand Activation” which runs all over the country in 150 wet market clusters and currently the biggest activation in the FMCG Industry of Bangladesh.

Another marketing activation is known as “**Direct-Response Marketing**”, where the marketers aims to directly engaging with the consumers to boost their product sales. In this type of marketing activation, the focus is on generating immediate sales for the brand, for which different techniques are used.

“**Privilege Point**” by Unilever Bangladesh Limited is a “Direct-Response Marketing” activation currently operating in 39 Modern Trade Centers such as Shwapno, Agora, Mina-Bazar etc all over Dhaka City.

The Shopper Marketing Activation approach starts with the process starts with identifying the potential customers, understand their needs and identify suitable channels which would best serve to fulfill customer's needs. The Process is followed step by step as per the following chart;



The very **First step** of the process is to identify the “Shopping Mission” of the customers. The Shopper mission are determined by the trigger and context of going to shopping. This mission also determines the channel and shopper's behavior that they display while shopping. It is very important to identify the shopping mission accurately as the shopper mindset, context and reason for shopping determines every action taken by shopper in-store and online. For which there are a number of factors the Unilever takes into consideration to understand the shopping;

- ❖ The channels and stores choice made by the customers
- ❖ The choice of product category and the specific part of the store that customers visit frequently
- ❖ Identify the reason for shopping
- ❖ Customers' expectations from the brand/ product
- ❖ The amount of time customers are willing to spend in the store for shopping

All of the above factors play a vital role in shaping up the shopping mission of a customer and based on these Unilever identifies 3 core mission that would enable them to fulfill the customer needs more effectively via different channels. These are;

Routine

Unilever identifies routine shopping as the one that are conducted routinely. Stocking up on food, toiletries and other necessity products that customers use on a regular basis are all part of their routine shopping basket. Routine shopping can be further divided into 2 sub categories;

- **Monthly Routine:** In this case, shoppers stock up various products on a monthly basis. They usually buy in bulk and stock up products to be used throughout the entire month.
- **Weekly Routine:** For this, shoppers stock up various products on a weekly basis. They make regular trips to shops and buy few items at a time in small quantity.

Needs for Today

Unilever identifies need for today as immediate consumption or topping up on things a shopper is running low of or running out of. Needs for today are further divided into 3 sub categories:

- **Top Up:** It refers to the top up trips a shopper makes in between the main shopping trips to buy items that are running low.
- **Immediate Need:** It refers to the products that are bought for immediate use or consumption
- **Use later today:** It refers to the products that are bought to be used or consumed later in the same day, not immediately.

Experiential

Experiential shopping identifies as those shopping trips when shoppers engage with brand promoters and explore new solution or products. In case of this type of shopping, shoppers usually take their time and research about the product online, look for new products and offering.

The **Second step** of the process is to determine based on the shopping missions which are the channels most suitable to fit the Shopping Mission and serve customers in the best possible way. There are a number of reason why Unilever Bangladesh Limited follows the Channel Approach to reach out to their customers, they are;

- ❖ The Channel Approach provides them a Singular Platform to serve a common group of points of purchase that satisfies the same shopper needs or characteristics
- ❖ The distinguished channel developments over the past few decades has shifted their focus from outlets to shoppers
- ❖ Channels play an important role in differentiated channel servicing all at the same time, such as; Availability, Promotion, Visibility, Merchandising, Activation.

There are multiples channels that Unilever utilizes to distribute their products. They differentiate different channels based on some preset criteria's. Those are;

- ❖ Location of the outlet
- ❖ Physical construction of the store/outlet/cluster
- ❖ Shopping Occasion and Shopper Characteristics
- ❖ Nature of business

Based on these criteria's Unilever Bangladesh Limited has a number of distinguished channel. Some of the most important channels used by Unilever are;

Modern Trade (MT)

Unilever defines Modern Trade as those store which has a permanent structure with a shop size of 1500 SQ Ft and above. MT's have a large stock of products from almost all categories. They serve the customers efficiently by providing all the products under one roof. They also have premium products in all categories. Their target customers are working male and females with a LSM 7 or above. They provide over the counter service. MT's are only situated in Urban Areas.

Urban Neighborhood Grocer (UNG)

Urban Neighborhood Grocer are defined as those store which has a permanent structure with a shop size of 100 SQ Ft or above. UNG's have small to moderate stocks of staple products, home care and personal care products. The products sizes they store are usually are Sachets and smaller quantities or small bottles. Their target customers are people of any Gender with a LSM 0-7.

Urban General Store (UGS)

Urban General Stores share some similarities with Urban Neighborhood Grocer, as both have a permanent structure with a shop size of 100 SQ Ft or above. UGS's usually have a varied range of products in terms of staple, food, skin care, hair care and laundry. They stock products of all size, from small to large bottles. Their target customers are people of any Gender with a LSM 4 and above.

Urban Wet Market Grocer (UWMG)

Urban Wet Market Grocer are identified as a market place or cluster with permanent or semi-permanent structure with Grocery stores having 100 SQ Ft. in size with open space for sacks in front. UWMG usually have a varied range of products in terms of staple, food, skin care, hair care and laundry. They usually stock up more products in large sizes or large bottles and less of small sized products. Their target customers are people of all Gender. They serve a target customer mostly having LSM 4-7 and in some cases across all LSM.

Urban Cosmetics Store (UCS)

Urban Cosmetics Store have a permanent structure with a store size of more than 200 SQ Ft. They mainly have skin care, skin cleansing, hair care and makeup products. They stock up products in all sizes from small to large. Their target customers are people of both Gender but mostly females having a LSM 4 or above.

Drug Stores (DRUG)

Drug Stores have a permanent structure with a size of more than 200 SQ Ft. Drug Stores do not stock up a small quality of selected Personal care and Oral Care products. Their customers are people of all Gender with a LSM 4 and above.

Rural Neighborhood Grocer (RNG)

Rural Neighborhood Grocer are usually situated small rural areas with permanent or semi-permanent structure with a shop size of less than 100 SQ Ft. They stock up small quantities of staple, skin care, hair care, laundry and a very small amount of food items. They usually have Sachets OR small bottles. Their target customers are usually Male members of the areas with a LSM 0-3.

Rural Wet Market Grocer (RWMG)

Rural Wet Market Grocer are identified as a market place or cluster with permanent or semi-permanent structure with Grocery stores having 100 SQ Ft. in size with a lot of open space for sacks in front. RWMG usually have a varied range of products in terms of staple, food, skin care, hair care and laundry. They usually stock up more products in large sizes or large bottles and less of small sized products. Their target customers are the Male members of the area with a LSM 0-3.

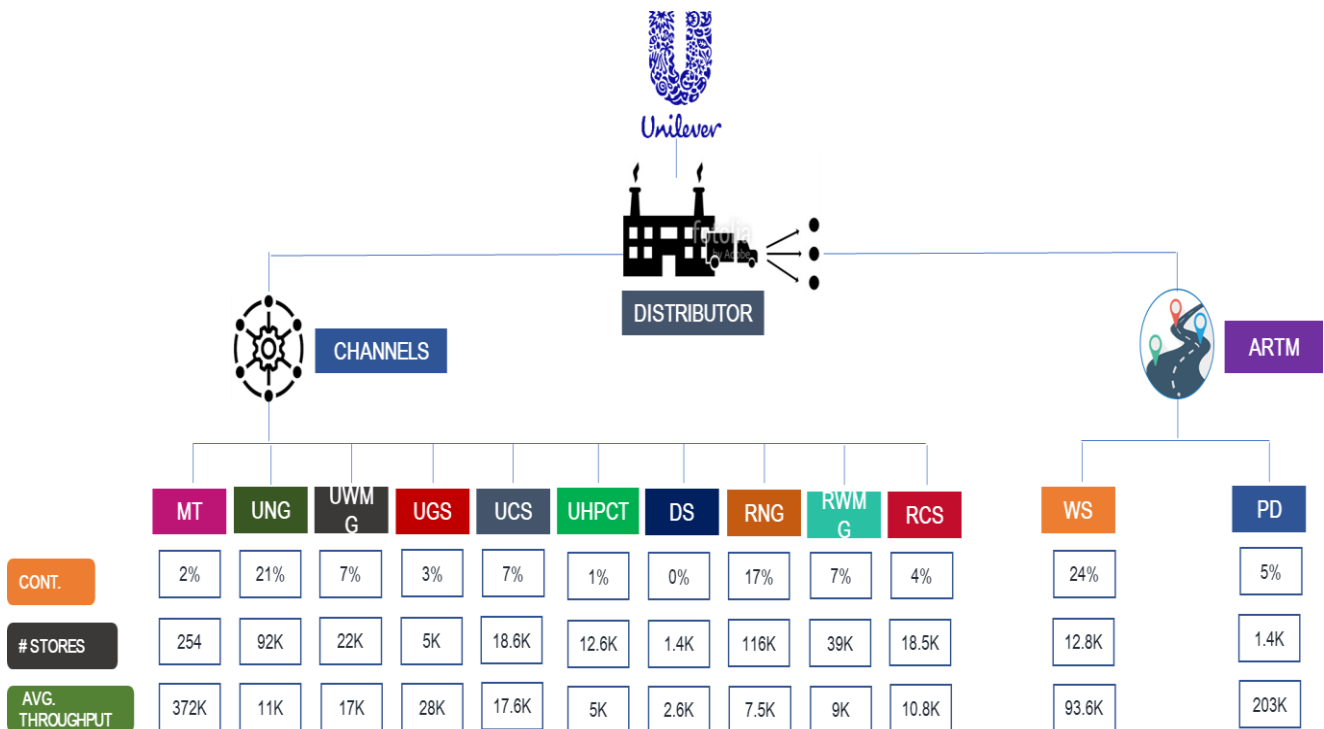
Rural Cosmetics Store (RCS)

Rural Cosmetics Store have a permanent or semi-permanent structure with a store size of less than 100 SQ Ft. They mainly have skin care, skin cleansing, hair care and makeup products. They mostly stock up products in small size and a small amount to large size products. Their target customers are people of both Gender but mostly females having a LSM 0-3.

Whole Sale (WS)

Whole Sales have a permanent or semi-permanent structure. They get products directly from the Distributors. They stock up varied range of products of all sizes in a bulk. Their target customers are other Male Retailers or Small Wholesalers and males of 25-50 age group (usually the bread earners of the family). They provide their customers with best prices or deals and their customers also buy in bulk.

The Third Step of the process is to determine, which channel would be focused for which shopping mission. The focused Channels for each of the Shopping Missions are;



Routine: UWMG, RWMG and MT

Needs for Today: UNG and RNG

Experiential: MT, UCS, and RCS

Here we can see the Channel Contribution in Unilever Bangladesh Limited's total Revenue. We can see from there that, MT and UWMG is among the top throughput contributors. That's why 2 Shopper Marketing Activations were designed for MT and UWMG to increase Brand Visibility, sales and customer interaction.

For MT, the Privilege Point was designed and for UWMG Laabher Bazar was designed. I got the opportunity to work on both of the projects during my internship and I will further discuss the Back End processes of the projects briefly.

Laabher Bazar:

The very First Step from Unilever's end is to select agencies that would work on the project. For which they prepare a Brief of the project and call selected agencies for the Briefing session. The agencies are then provide with a specific time to prepare their pitch presentation describing how they would fulfill the requirements as per the brief. From there, the teams with best pitch are selected for the project and start their work.

Then the project works start from the Agency end, where Unilever monitors their activities.

1. Identification of Requirements

Agencies identify the requirements for execution as per UBL brief.

2. Internal allocation of work

- ❖ Different activities are allocated to different team, and each team is only accountable for their tasks.
- ❖ A central contact point is appointed who works as the communication head who maintains communication and coordination among different teams.
- ❖ Recruitment team collects primary data for candidate poll from external sources and are in charge of the human resource recruitment and training.

3. Recruitment

Depending on the number of clusters and market size the Supervisor and Brand Promoter (BP) planning is prepared by the Agency.

For every market, 1 supervisor is fixed, 1 BP is fixed for the kiosk and the number of floating BP varies based on the market size. Depending on the requirement, agencies start to collect CV's from their talent pool. For initial training, agency calls more candidates than requirement so that they can select the best person fit for performing the job. A backup talent pool is maintained from the initial selected candidates in case of emergency situation.

4. Training Content

Training content is provided by UBL and those are used for the Supervisor and BP training. Based on different offering the contents are modified time to time.

5. Supervisor Training

- ❖ An initial supervisor team is selected from the agency local talent poll
- ❖ After primary selection of the supervisors they are called to Dhaka for training
- ❖ Refresher training for supervisor on 1st day
- ❖ 2nd day activity training
- ❖ Training as per training content (follow the training content provided by UBL, modify as per their findings)
- ❖ After the training, mock tests are arranged and the best performing candidates are selected as supervisors

6. BP training

- ❖ The Select Supervisor get a team of initially selected BP for their respective wet market area or Thana area
- ❖ Supervisor calls the TM and conveys the information and takes an appointment for the training session
- ❖ Meanwhile supervisor takes a day long training for the initial selected BP
- ❖ TM would take the final training session
- ❖ Supervisor would send the video content of the training session for BP's final selection, supervisors intake is also taken into consideration

For Dhaka

Supervisor and BP training is provided by trainer from Dhaka Agency office in presence of UBL team members.

For outside of Dhaka

A day long Supervisor training is provided by the team of UBL. To follow up the training session Agency arranges a mock test and from there the best performers are selected as supervisors. Then the selected Supervisors are assigned an initial BP team from the agency talent pool. The Supervisor and area Territory Manager (TM) provides 2 day training to the initial selected BP team. From there, the best performers are selected for the job.

7. Pre Activation Activities

Prior to the activity, the supervisor along with the Territory Manager or Sells Representative from Unilever have to go to their respective markets to get the market committee permission for the project activation.

After that, the supervisor has to visit the market and cross check the outlet list to ensure all the outlets are actively participating in the project. Supervisors also have to maintain a good communication with the outlet owners so that they actively participate in the project.

Sometimes agency use Supervisor as advanced team member.

8. Activities during activation

The activities of the activation starts with handing over the logistics. The allocated POSM (Point of Sales Materials) are sent from Dhaka to different markets. The respective supervisor receives the POSM for their markets in presence of the SR or distribution house representatives.

I. POSM details:

- Roman banners 5 per market,
- Festoon 15 per market,
- Leaflet 3000 per market, and
- Placard per outlet 1 piece

After that, on the first day of the activation the POSM's are delivered to the Supervisors to the respective markets. Upon getting those, the Supervisor and BP set up their booth in the predetermined spots and starts their work.

The supervisors and BP's have to maintain their daily activity flow as per the schedule set for them. The individual task details of BP and Supervisor are mentioned below:

II. BP Tasks:

Floating BP:

- Communicate with retailers
- Roaming in Bazaars different points
- Approach shoppers and communicate the offers
- Guide shoppers to the booth and help them to activate the offer
- Handle customers with positive attitude

- Maintain the team rules and regulations
- Handle any situation with carefully
- Identify the flaws and opportunities of field level work
- Identify improvement scope of work

Kiosk BP:

- Always be present in Booth
- Handle shoppers with carefully and positively
- Communicate any information to shoppers as a project information desk representative
- Product checking with Memo and product marking as per guideline
- Collect shoppers' information, fill the data sheet and input the data in MARS
- Gift handover and greetings customer with a thank you note
- Time to time report to supervisor
- Maintain the team rules and regulations
- Handle any situation with carefully
- Identify the flaws and opportunities of field level work
- Identify improvement scope of work

III. Supervisor Tasks:

- Overall Field Activities monitoring
- Team Management
- Report to respected TM and agency monitoring cell before starting and ending daily activities
- Proper monitoring and regular checking of POSM and Logistics items
- Communicate with retailers
- Proper receiving and disbursement of Gift items
- Help BP with their work
- Motivate retailers by time to time communication
- Motivate team members for proper and maximum output
- Send time to time report with activity pictures in WhatsApp group and also in MARS
- Identify the flaws and opportunities of field level work
- Problem Solving with instant decision

- On job training and evaluation of their activities work
- Identify improvement scope of BP and their

Supervisor also has to send 3 report a day at 12 pm, 3 pm, and 6 pm to the call center agent.

A final report at day to the TM, Data entry operator,

9. Call Center Activities

Agencies also have to maintain a call center throughout the activation period. Unilever use MARS Software to store data and analyze data, which is also part of the call center and have to be maintained regularly.

3 agents work in the call center, one of them work as a MARS agent and update data there.

Call center agents gives video call through Whatsapp to the supervisor and he has to show the call center team the working progress.

BP has to share the memo which has 30tk worth of research. In case of bundle offer, have to share the memo. Call center team checks the memos and gives call to any suspicious memo.

10. Post activation activities

I. Billing Process:

After the 10 days activation period is over, Supervisor meets the TM and Distribution house provides a NOC only for the Bundle offer and after that the payment is handed over. Supervisor gets payment for 12 days, BP gets payment for 10 days. 1 Logistic officer and 1 mars member also gets payment as per their contract. 4 members from the agency end also receives payment; Project Manager, Central Coordinator, CBO, CO. Agency clears the bill from their end then claim the bill to UBL as per the provided billing format.

TM provides feedback about the project after the activation.

The data collected from the activation period are compiled and analyzed and a final report is prepared showing the sales performance and other necessary information.

II. Fake Memo Identification:

Sometimes, shoppers create fake memo to get more commission. They send their relatives or shop boys to collect the gifts using fake memos. That's why it is a vital task for the agencies to identify those fake memos and take necessary steps against those who do that.

To identify the fake memo's the Call center team checks memo directly. From the data entries in MARS Software, the number which are repeated get a direct call from the call centers to check.

III. Contingency Budget:

For every market a fixed 3000 contingency budget is allocated. The contingency budget is used for market permission, transport and delivery, repairing for the gadget, extra BP payment or any other emergency cost during the activation period.

Challenge:

Sometimes Sales team and retailer do not want to cooperate with the BP and Supervisors

Getting market permission in some places gets difficult due to political parties pressure in that market.

Retailer's miscommunication with the customers which creates a huge problem. That's why BP and Supervisors have to ensure that there are no communication gap.

Privilege Point:

For Privilege point the activation starts from preparing the project requirement from Unilever's end. Based on the requirements the Shopper Marketing Activation team prepares a Brief Personation and invite different Agencies for the Briefing Session.

The agencies are then provide with a specific time to prepare their pitch presentation describing how they would fulfill the requirements as per the brief. From there, the teams with best pitch are selected for the project and start their work.

Then the project works start from the Agency end, where Unilever monitors their activities. While I was working in the Project, Asiatic Exp was in charge of the project. So the project activities from Agency end is described below:

For this activation, the pre activation and post activation activities runs simultaneously.

1. Internal Work Allocation

The very first step of the activation from the agency end starts with internal allocation of work as per the brief from Unilever. A team of 5 people from the agency is selected to operate the activation activities.

2. Recruitment and Training

The Personal Care Consultants (PCC) are recruited from the agency talent pool. The process of recruitment is done in 4 stages;

- ❖ **CV Collection:** The first step of the process is collecting CV's of potential candidates from the agency's internal talent pool. CV's are sorted from there based on the requirement from Unilever.
- ❖ **Written Examination:** The selected candidates are then called to the agency office for a written examination. The written examination consists of a case study on "How to win shoppers" and some basic general knowledge questions.
- ❖ **Interview with Agency:** The candidates who pass the written tests are called for an interview with agency. In this interview they mainly look for candidates who fall under the "PCC Profile" by Unilever, which has the following characteristics;
 - At your service attitude
 - 18+ Female
 - Smart & Presentable
 - Good communication skill with proper accent
 - Product & Regime knowledge

Candidates who fit in the profile are selected for the next step of the selection process.

After the Initial Screening the agency organizes a "Knowledge and Skills Enhancement" training session. In the training session the initial selected candidates are provided training on 4 core aspects;

- I. Grooming:** This focuses on the personal grooming and hygiene factors of the PCC's. Here the dress code, makeup rules, hairstyle everything is discussed in details.

- II. Development:** In this step, the candidates develop their knowledge about the basic skin structure, skin and hair type, skin and hair concerns and the solution to the concerns. They get an understanding of basic skin and hair care product and ingredients
- III. Communication:** One of the main focus of the session is to improve the communication skills as it is a key to convert customers to potential consumers. The candidates are trained how to maintain their gesture and posture, positive body language, accent and pronunciation and fluent speech.
- IV. Knowledge:** Lastly, the candidates get the product knowledge. In this part, they are taught about all the skin care, hair care and oral care products of Unilever Bangladesh. The candidates are taught which product would best fit which concerns based key product ingredient, benefits of each product. The training session lasts for 3 consecutive days and the selected candidates have to attend 3 days in order to be eligible for the final Interview session.

3. Selection:

After the training session, the Candidates have to face the final interview session conducted by Unilever's Project Manager. In the interview the candidates are evaluated on their Communication skills, Accent, Fluency of speech and Product Knowledge. The candidates who are excellent in all the criteria's are selected for the post of a Personal Care Consultant for Privilege Point.

4. Outlet Selection:

After the Recruitment and Training, the PCC's are appointed to their designated outlets. Initially a PCC does not get a fixed outlet, she has to work as a floating PCC. After evaluation their performance as a floating PCC, they are appointed a fixed outlet.

5. Reporting:

The PCC's are provided access to an Internal App, where they have to input their attendance and a Fixed Excel Template is provided to them where they update everyday sales. At the end of the day, they have to send the sales report to the Agency Project manager.

The agency manager, then compiles the sales report of 39 outlets and have to send that to Unilever Project manager on that day or by 10 am the following day. The sales report structure is as per the following;

Daily Sales Report_UBL PCC Campaign_October-18											
Sl.	Category	Channel	Total Outlet	Total Target	YTD Target	YTD Achievement	% of Total	% YTD	Total W/Ds	Elapsed W/Ds	% Elapsed
1	Sales	MT	39	12,286,500	7,134,096.77	9,008,578	73%	126%	31	18	58%
2	Contact	MT	39	24,113	14,001	15,762	65%	113%	31	18	58%

6. Supervision:

To supervise the PCC's, the agency appoint Field Executives who look over the activities of the PCC's. Current there are 4 Field Executive who are each in charge of 10 outlets. They have to visit the outlets once every day and report to the Agency Project manager as per the following

FEName	Total Visit	Attendance on time	Eyebrows properly shaped	Makeup properly applied as per instruction	Nails are clean, bare and polished	Uniform & shoes are well ironed, neat and Clean	Communication skill with Consumer	Stock Report Done	Liaison maintain with merchandiser & Outlet Manager
Jannat Hussain	51	84%	98%	41%	94%	96%	86%	51%	63%
Masuda Hossain Happy	64	97%	98%	95%	100%	100%	100%	100%	100%
Jannatul Ferdous	59	100%	97%	64%	100%	100%	100%	100%	100%
Salah Tashin Tushar	64	98%	97%	83%	91%	91%	100%	48%	69%

structure;

From Unilever end, the project in charge also does surprise visits to monitor the PCC's activities. They pretend like Mystery Shoppers and evaluate the performance of the PCC's.

7. Payroll:

There is a fixed salary for the 5 members in charge of the project from the Agency. Along with that there are many variable costs which changes from time to time. For the PCC's the payout the structure is as per the following one;

SERVICE FEES	PCC PAYOUT	
Monthly Fixed Service Fees	61%	13,500
Sales Linked Fees	18%	4,000
Grooming & Report Audit	7%	1,500
Discipline	5%	1,000
Attendance	9%	2,000
TOTAL		22,000

Challenges:

- Maintaining a good relation with the outlet managers
- Ensuring product supply throughout all the outlets
- Marinating communication with all the involved parties

Sales Outcome of the Project:

After the project launched in August, 2018 there was significant growth in the sales in the selected Modern Trade Outlets which proves that the project is an effective push to the sales. There has been a 12% incremental sale in 2 months of launching the project. The following data shows the increase percentage;

Month	#Outlets	Target	Achieved	%
Aug-18	40	11,177,419	11,917,221	107%
Sep-18	40	11,237,000	13,103,170	117%
TOTAL		22,414,419	25,020,391	112%

Findings

From the analysis above, it can be said that the approach by Unilever for the shopper marketing activation is organized in a way which ensures maximum attention from their customers and result in incremental sales. Along with that, the systematic approach in the activation process makes it very easy to monitor both the projects and maximize the outcome. Some of the most important findings from the study are following;

- Unilever Bangladesh Limited undertakes “Channel Approach” to identify the shopper marketing activations, which helps them to analyze every channel individually and design the most effective activation.
- Using the “Channel Approach” for Shopper Marketing Activation allows both Unilever project manager and the agency responsible for the operation to micro manage everything relating to the activation to minimize the errors.
- Laabher Bazar is the largest Shopper Marketing Activation running in Wet Market by any FMCG in Bangladesh, to create brand awareness and increase loyalty share among customers.
- Laabher Bazar by Unilever Bangladesh Limited is designed to create “Brand Awareness” among the mass customers as it is operating in Urban and Rural Wet Market Channel. The Brand Promoters are not provided any specific sales target rather than the number of customer reach.
- On the other hand, Privilege Point is designed to create “Brand Loyalty” among customers by appointing Personal Care Consultants who would help them by guiding them in selecting the right product for them. Along with that, the Personal Care Consultants are also trained to “Push Sales” and increase the sales in Modern Trade channels.
- For both the activation, a very systematic process is followed to ensure that the activation fulfills its objectives without much obstacles.
- The training of the Brand Promoters for both the activation is marked as a crucial step as they will be representing Unilever to the customers. To maintain the integrity and unity of the human resource quality, the training content is provided from Unilever. By this way, Unilever ensures that the representatives are delivering their message effectively to the target customers.

- Unilever project manager overlooks all the activation process conducted by the agency. They have to be informed about each and every step by the Agency project in charge. Daily sales report for both the project are sent to the Project manager to monitor the sales activities.
- The Shopper Marketing Activation is used to create brand awareness as well to increment sales. The activation is a well throughout idea generated by Unilever and carefully executed to achieve the goals of the activation.
- In order to effectively operate the activations, communication among different stakeholders such as; Unilever, Associated Agency, Retailers, Customers etc. is very important. That's why maintain communication across all the stakeholders are given utmost importance from Unilever.
- Unilever project manager conducts routine visits during the activation period to ensure that every activity is going on smoothly as per the operation plan.
- Innovation is always appreciated in Unilever which would best serve the purpose of different projects. Hence, in the Shopper Marketing Activation innovative ideas are implemented to get the best outcome and stay ahead of their competitors.

Recommendation

After having the opportunity to work closely with the different parties involved with the project, the following recommendation can be provided to bring positive changes in the Shopper Marketing Activation and make the process more effective;

- Unilever can use digital media and social media to promote their Shopper Marketing Activations. This would help them to grab more attention from the customer and result in incremental sales.
- The training content should be revised from time to time and new contents regarding communication process, gesture, posture etc. should be added to make the Brand Promoter Communication more effective.
- The trainers from the Agency end sometimes are not up to the mark to provide training. That's why Unilever should ensure that the Agencies are providing well qualified trainers to improve their Brand Promoters communication.

- Sometimes the agencies fail to maintain the work standards. That's why the supervision steps should be stricter from Unilever's end to ensure that all the activities are operated as per their instructions.
- Unilever Bangladesh should ensure ample supply of products for both the activations- Laabher Bazar and Privilege Point. During the market visits, shortage of product was one of the main problems that I witnessed for both the projects. That's why ample supply should be ensured to maintain the sales rate.
- The internal team coordination in Unilever should get more emphasis. Due to the communication gap between the internal teams, such as Logistics and Customer Development Function, the activation process gets hampered.

Conclusion

The aim of this research was to explore the Shopper Marketing Activation processes of Laabher Bazar and Privilege Point. The data collected and presented in the research provides us an in depth understanding of how the activation process is conducted in Unilever Bangladesh Limited.

By adopting the "Channel Approach" they identify the activation approach best suitable for the approach. Based on the channel the shopping mission, location, shopper profile, product portfolio, brand communication varies. For every activation, the prime objective is to create brand awareness and increase sales.

In Shopper Marketing Activation, Unilever Bangladesh limited works with external agencies for the operation and execution. The initial planning phase is designed by Unilever Bangladesh Limited, and the associated Agency is in charge of the operation and execution. The project manager of Unilever Bangladesh Limited supervises every step of the process to ensure that the activation is operating as per the plan.

As my research aimed to explore the Shopper Marketing Activations; Laabher Bazar and Privilege Point by Unilever Bangladesh to get a better understanding of the work process. At the end of the research I can say that the success of the activation lies in the operation part. That is why, it is very important for the Project Manager to micro manage every step of the process to ensure that, the associate agencies are following the processes as per the instructions. Since the activations are going on a large scale, any mistake in the operation process can hamper the project outcomes.

Moreover, during my internship period I had the opportunity to explore the work process step by step, which helped me to understand all the process and come up with ideas that would help Unilever Bangladesh to maximize their project outcome.

Unilever Bangladesh should introduce Digital and Social Media in the project promotion process. This would help them to reach to more customers in a short amount of time and can help to accelerate the sales.

Lastly, since this research is a qualitative research, further quantitative research is encouraged to get conclusive evidence about the outcome of the processes and provide better recommendation as how to improve the processes to maximize the outcomes.

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