



Inspiring Excellence

**Internship Report
On
Igloo: Using Consumer Decision Making
To
Stay On the Top**

Submitted by:
Khandker Nagib Anwar
ID: 14104023
BRAC Business School

Submitted to:
K.M. Nafiul Haque
Lecturer
BRAC Business School

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Internship Report On



Using Consumer Decision Making To Stay On the Top

Letter of Transmittal

April 5th 2018

Mr. K.M. Nafiul Haque
Lecturer
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir,

I would like to inform you that as a requirement of my graduation, I have completed my internship at Abdul Monem Limited (Igloo Ice Cream and Milk Unit). I am glad to present you my internship report on "Igloo: Using Consumer Decision Making to Stay on the Top". It was a great opportunity for me to work in a leading business conglomerate of our country. It was an honor and privilege to prepare this report under your guideline and supervision.

I am thankful to you for your guidance, suggestions, and constructive criticisms during the preparation of this report that only impelled me further into excelling. I truly hope that you too would genuinely enjoy learning about the organization its consumers besides merely evaluating me based on the grading criteria set for this assignment.

Sincerely,

Khandker Nagib Anwar
ID: 14104023
BRAC Business School
BRAC University

Letter of Endorsements by the Supervisor faculty

This is to certify that Khandker Nagib Anwar, ID: 14104023, BBA Program, BRAC Business School, BRAC University has done this report on “Igloo: Using Consumer Decision Making To Stay on the Top” for the purpose of completing BBA internship program. I accept this report as a final internship report.

I wish every success and prosperity of his career and life.

.

K.M. Nafiul Haque

Lecturer

BRAC Business School

BRAC University

Acknowledgment:

I would like to express my utmost gratitude to all the people, who have supported me to make this report. First of all, I am thankful to Almighty Allah for making me successfully complete my internship. I would like to express my heartiest respect and gratitude to Mr. K.M. Nafiul Haque, Lecturer, BRAC Business School, BRAC University, for his endless support and guidelines during making this report. Without his kind supervision, this report would not be completed.

I am blessed to have Mr. Sumit Chakraborty, Senior Brand Manager, Igloo; as my organization supervisor. I have learnt so many things regarding sales and marketing operation process of a Fast-Moving Consumer Goods (FMCG) sector from the day one till the last day of my internship. In addition to that, I would like to express my appreciation to Mr. G M Kamrul Hassan, Chief Executive Officer (CEO) of Igloo and Mr. Shahjada Yeasir Arafat Shuvo, Brand Executive, Igloo for all their support as the leaders of the organization during my internship session.

Finally, I am blessed to have such wonderful people as my colleagues. Without their cooperation, I would never be able to complete my internship at Igloo.

Executive Summary:

This report focuses mainly on the operation and execution process of Marketing, Sales & Branding department of country's largest Ice Cream brand, Igloo. In this report, all the practices done by Igloo to build up long term relationship with its clients & customers has been discussed. As the market leader of the country's ice cream industry with *38 percent market share* at the moment, Igloo has always been concerned to come up with new business plan in order to maintain the market share and keeping them ahead from the competitors.

Throughout the report, all the operational activities done by this department has been mentioned. On top of that, the overall marketing activities of Igloo has also been highlighted in this report from a bigger perspective. Igloo's current market share, marketing strategies, its competitors, its strengths, weaknesses, threats, opportunities and its different communication strategies has been a bigger part of this report. I have tried to evaluate Igloo's marketing activities with the CBBE model. The organization & their website is the main source of the Primary data used in this report. Different scholarly articles and publications has been used as a source of secondary data. Various news articles have also been used to conduct this report.

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Company Overview



Introduction:

Abdul Monem Limited (AML) is one of the prominent differentiated business corporations of Bangladesh. The ideology it follows is “***Touching Lives... Building Capabilities!***”

AML was established in 1956 by Mr. Abdul Monem himself. He has been acting as the Managing Director Chairman of the organization from the beginning. Now, along with two of his sons, Mr. A.S.M. Mainuddin Monem Mr. A.S.M. Mohiuddin Monem, taking over the positions of Deputy Managing Directors (DMD) of the company, he is still running the whole company with his skills gathered from years of experiences.

The company is distinguished for their construction business major groundwork projects for Bangladesh Government, World Bank, Asian Development Bank, JICA etc. Approximately 30% government projects of Bangladesh are conducted by AML. For this, AML is considered one of the best construction company of the country.

Over the last few years, AML has not only become country’s largest construction company to distribute superiority in the arena of modern infrastructures, it has also become the bottler of the most preferred beverage brand of the world, *Coca-Cola*, the manufacturer of country’s number one ice-cream brand *Igloo*, *Igloo Milk* other dairy goods, *Igloo Foods Snacks*, producer of medicines, manufacturer of auto bricks, bitumen other construction ingredients.

In 2015, The Company was honored for building Abdul Monem Economic Zone (AMEZ), one of the first private Economic Zones (EZ) of the country. It is situated in Munshiganj on their own 1 of 216 acres. “AMEZ is the second economic zone in the private sector that obtained the final nod from Bangladesh Economic Zones Authority or BEZA” (“Abdul Monem gets final license for Economic Zone”, 2017

Right now, AML has more than 10,000 capable highly trained workforces which are the core reason of its long-term accomplishments. Hence, its strategy requires that they take obligation for making sure their safety as well as securing their health welfare. They also take great deal of pride in contributing to the public culture as a whole through active corporate social responsibility commitment.

The company's definitive focus therefore, is to use its assets in order to create value- added merchandises and services, which would contribute to the financial, social and ecological progress and success of Bangladesh. Altogether, AML aims to lead by standard and to learn from everyday practices.

Vision:

The vision of AML is to use the resources available in our country to deliver quality products in order to contribute to the economic, social and environmental progress and success of the country.

Mission:

AML excel to deliver quality products and services to its existing and new customer base, consistently outperform its competitors, create long term relationship with its business companions and stakeholders

Corporate Profile



Name of the Company:	Abdul Monem Limited (AML)
Year of Establishment:	1956
Status of the Company:	Private Limited Company
Country of Registration:	Registered under Registrar of joint Stock Companies, Dhaka, Bangladesh
No. of Employees:	10,000+
Corporate HQ:	Monem Business District, 111, Bir Uttam C.R. Datta Road, Sonargoan Road, Dhaka-1205.
Telephone:	+88 (02) 9632011-13, +88 (02) 9675955, +88 (02) 9632304-10
Fax:	+88 (02) 9632315-17, +88 (02) 9668638
E-mail:	info@amlbd.com
Website:	www.amlbd.com

Business Concerns of AML

▪ **AML Construction:**

In the past 58 years Abdul Monem Limited has effectively completed a lot of projects funded by the World Bank, ADB – Asian Development Bank, Japan Bank for International Cooperation, IDB– Islamic Development Bank and major Ministries and Departments of the Bangladesh Government. Some of the fabulous accolades of AML Construction are-

- ✓ National Highways with 4 lanes
- ✓ Jamuna Brandidge Access Roads Project
- ✓ Osmani International Airport
- ✓ Construction of Syed Masud Rumi Brandidge
- ✓ Mohakhali Bus Terminal, etc.

▪ **Ice Cream Unit:**

Igloo is the no.1 ice cream brand of Bangladesh. Igloo was established in 1964 as a brand of Abdul Monem Limited under its Ice Cream and Milk Unit. From its commencement, Igloo is now identical to quality ice cream all across the country.

▪ **AM Beverage Unit (Coca-Cola):**

AM Beverage Limited is the official bottler of Coca- Cola, Fanta Sprite. The bottling process started after acquiring the plant of K. Rahman and Company in 1982. In 1987 the company made an aggressive plan to take over the market by building a new bottling plant of 450 bottles per minute (BPM) capability in Comilla. With this, the company instantly got hold of the control of the market from the opponents.

- **Igloo Dairy:**

Igloo Dairy Milk started its expedition on 31st August of 2004. Igloo Dairy has production ability of Five Thousand liters per minute. This unit produces skimmed milk powder, UHT, FCMP, Functional Milk, Cheese Butter in international standard qualifications and packaging.

- **Igloo Foods Ltd.:**

Igloo Foods Limited is a producer marketer of high-end, brand name food and potato products for buyers all over Bangladesh.

- **Danish Bangla Emulsion Ltd:**

Danish Bangla Emulsion Limited (DBEL) is a joint wer of Abdul Monem Limited ENH Engineering A/S, Denmark. DBEL has been conveying bitumen emulsion of global stard by a totally robotized plant for the advancement of road runway black-top work. The materials are utilized under different divisions of the Government of Bangladesh like RHD-Roads Highways Department, CAAB-Civil Aviation Authority of Bangladesh, LGED - Local Government Engineering Department the Municipal Corporations meeting their detail necessities will full satisfaction of the pros modelers of the concerned workplaces.

- **AM Securities and Financial Services Ltd:**

AM Securities and Financial Services Ltd. is a top equity brokerage house in Bangladesh with an assorted business of organizations, high net worth personalities, foreign capitals retail stockholders.

- **Monem Business District:**

Monem Business District is the corporate head quarter of the entire group as a whole and is located at Karwanbazar, Dhaka. Monem Business District is the corporate office for many renowned organization. It is a T-Shaped 14 Storied glass shield and ACP panel building which has 4 underground basements with more than six hundred thousand sq. ft. of total floor area.

- **Abdul Monem Sugar Refinery Ltd:**

Abdul Monem Sugar Refinery Limited (AMSRL) was built up in 2006 as a separate sugar refinery with a yearly limit of more than three hundred thousand metric tons of high-quality superior sugar tagged as Igloo Sugar.

- **AM Energy Ltd:**

AM Energy Limited was established in 2005 as a captive power generating plant. It is situated on the bank of the river Meghna and constructed on 1.73 acres of l. Initially it was designed for generating 10MW by steam turbine generator but presently has 6MW capacity with 3.5MW maximum power generated.

- **Novus Pharmaceuticals Ltd:**

Novus Pharmaceuticals Limited started in 2008. It develops and delivers healthcare solutions with the highest priority on superiority. Its plant facility is capable of manufacturing solid, PFS, liquid and sachet preparations. They have also distinct wing of cephalosporin with HVAC facility with a Research and Development (R&D) department.

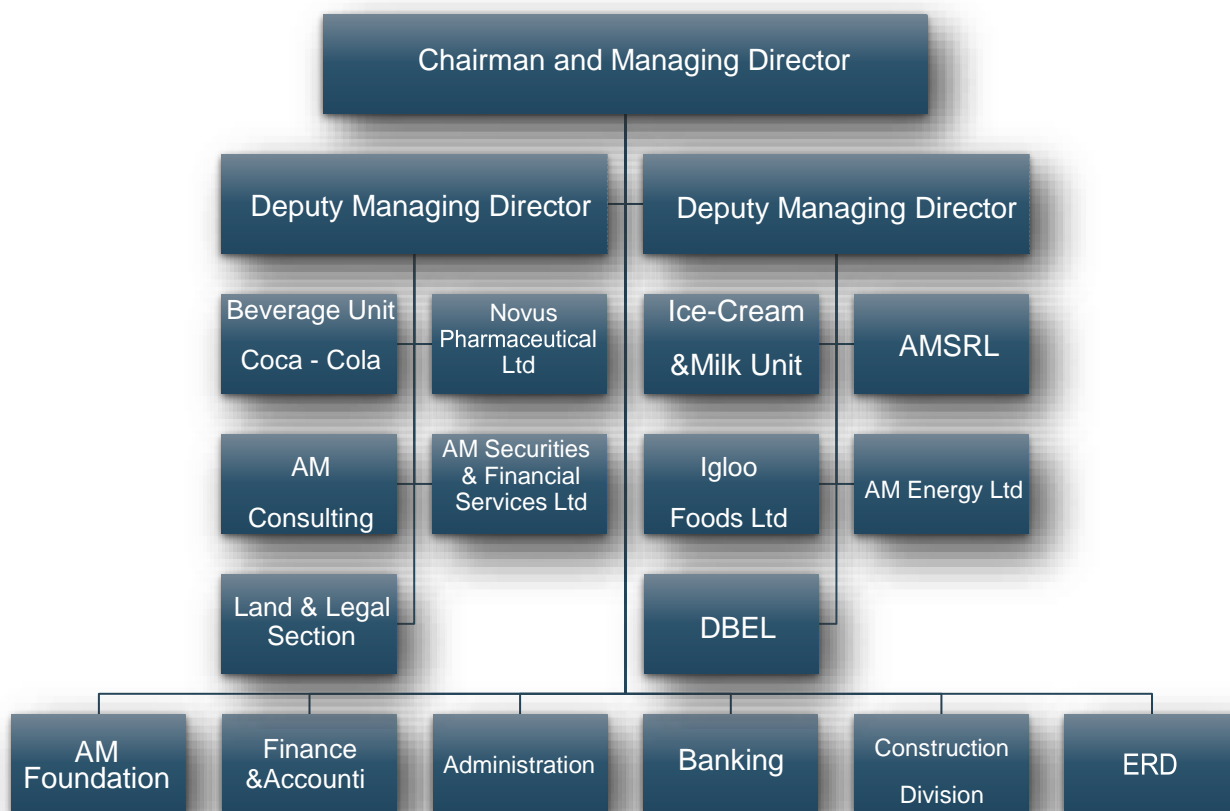
- **AM Asphalt and Ready-Mix Concrete Ltd:**

Asphalt is known for its toughness, cost-viability, effortlessness of development and quality. AML Asphalt withstands substantial burdens and when consolidated with appropriate Asphalt maintenance, goes on for a long time. AM Asphalt and Ready-Mix Concrete Ltd. is compensated with trust and certainty as a stout amongst other Asphalt companies in the nation.

- **AM Brandan Oil:**

Abdul Monem Brandan Oil Company Limited introduces heart friendly Rice Brandan Oil named "Nature Fresh "which is extracted from nature full of nutrients. It is produced and refined with the help of world-class technology, utmost hygiene and strict quality control to produce comprehensive healthy cooking oil.

Organogram of AML



Achievements and Recognition:

- The President's Awards
- The longest TAX payer award
- The longest VAT payer award
- IFAWPCA gold medal
- Business person of the year 2008, Bangladesh
- Commercially important person of 2010, 2011 and 2012
- Excellence for business performance from Jamuna Bank Ltd.
- Igloo- No.1 ice-cream brand by Bangladesh Brand Forum
- Other recognition from various Government departments for business

performance, corporate governance contribution to national development

Strategic Partners:

Government of Bangladesh has been a reliable strategic partner for AML from the beginning. Another partners includes WORLD BANK, ADB, JAICA, WFP etc. AML always maintains good relations with local and foreign companies and that is the main success factor for AML.



An Overview of Igloo

Introduction:

Igloo is the most popular impulse take-home ice cream brand of Bangladesh. Igloo was established in 1964 as a business concern of Abdul Monem Limited under its Ice Cream and Milk Unit. Since its beginning, Igloo has become synonymous for quality ice cream all across the country.

Over the last 50 years, Igloo has developed over 100 different varieties of flavors, forms shapes ice creams for a rich, unmatched experience to its consumers. Igloo is equipped with the most modern machinery, skilled human forces it never compromises the quality. As the customer taste preference is changing day by day, Igloo is always introducing new flavors to serve the consumer's need. The official slogan of Igloo is, '**A World of Great Taste**' which reflects company's dedication to its customers to provide a delightful experience of taste quality.

The new Integrated Marketing Communication (IMC) tagline of Igloo is,

“যেখানেই মিস্টি মুখ, যেখানেই ইগলু”

Quality Certification

A brand must show a credible assurance of quality to the customers (Aaker, 1991). That is why Igloo never compromises with the quality of their products it is considered the best ice cream brand of Bangladesh. Almost 95 percent raw materials are outsourced from Different European countries in order to provide the best possible quality to its customers. Although initially Igloo milk was the supplier of the production, now the milk is imported from Australia New Zealand. Chocolate, cream, flavors, etc. are sourced from Denmark. Not only the production ingredients are imported, the packaging materials are also imported for better quality packaging. (Choudhury and Zarrin, 2017)

- **Halal Certified:** “Igloo Ice Cream” has been certified Halal by “BSTI”
- **HACCP Certification:** Igloo Ice Cream has been certified by Hazard Analysis Critical Control Points (HACCP)
- **ISO Certified:** Certified ISO 22000: 200, Food safety management systems Requirements for any organization in the food chain
- **QCS (Quality Control System):** well trained personnel professionals have been appointed to ensure the quality of our product.

Achievements

Igloo has been awarded as “The Best Ice Cream Brand” by Bangladesh Brand Forum (BFF) for three years in a row - 2013, 2014 2015. (“Best Brand Award”, n.d)

Competitors:

Local Competitors:

(Choudhury and Zarrin, 2017) mentioned that, the size of the country's ice cream market worth more than BDT 1000 crore the branded ice creams covers more than 85 percent of the market share. For last few decades, the ice cream industry was ruled by just three companies in particular Igloo, Polar, Kwality who secured very nearly 70 percent of the total ice cream market of Bangladesh. Back then, the main rivals of Igloo were only these two companies. However, in recent few years, we saw various new players making a passage into the ice cream industry of the nation. Bellissimo, Za'n Zee, Bloop Lovello are few of them. Among these new brands, Bellissimo came to the market only as the Premium ice cream brand



which is a direct threat for Igloo.

On the other h, though Premium Ice brand Mi Amore is a venture of Abdul Monem Limited, it is considered as a competitor from the point of view of Igloo brand. Some of these new comers have already established their position in the market. These competitors are continuously influencing the operation of Igloo.

Foreign Competitors:

In addition to the local manufacturers, many international Ice Cream brands such as Mövenpick, Baskin-Robbins, Cream and Fudge, Cold Stone Creamery, Haagen-Dazs Anderson's are also seen entering the market in the last couple of years (Choudhury and Zarrin, 2017). In our country now we have different branded ice cream parlors that are offering foreign branded ice creams.



Product Segments

Igloo is the only company that offers the largest varieties of ice creams in different flavor price. Igloo is always concerned about the tastes preferences of the customers. For that reason, Igloo always introducing new products of different flavor taste every now then. In his interview G M Kamrul Hassan (personal communication, March 22, 2018) mentions Igloo offers ice cream for every price ranges. Based on the demographic segmentation of the customers Igloo offers three categories of ice cream. These are- Economy, Mainstream Premium. Most of the customers are the Mainstream Economy buyers. The percentage of Premium buyers lays between 5 to 6%.

Economy	Mainstream	Premium
		
<p>Economy is the most commonly sold ice creams in the market. The price of these ice creams is very low the flavors are limited. The most common flavors of this category are- Vanilla, Strawberry, and Chocolate Mango. The products are-</p> <ul style="list-style-type: none"> ▪ Cups (Vanilla, Strawberry, Chocolate Mango) ▪ Chocbar ▪ Mini Choc ▪ Shell and Core ▪ Lolly- Lemon ▪ Lolly - Orange ▪ Dudh Malai ▪ 1/2 Liter Container (Vanilla, Strawberry, Chocolate Mango) ▪ 1 Liter Container (Vanilla, Strawberry, Chocolate Mango) ▪ 2 Liter Container (Vanilla, Strawberry, Chocolate Mango) 	<p>Mainstream is another popular segment where the price of the products is moderate the taste quality is closer to the premium. This segment is very popular among the young generation. Products of this category are-</p> <ul style="list-style-type: none"> ▪ Cornelli Classic (Mini) ▪ Belgian Chocolate (Mini) ▪ Cornelli Classic ▪ Cornelli Premium ▪ Belgian Chocolate ▪ EGO ▪ MEGA ▪ MACHO ▪ Almond Split (Exotic Bar) ▪ Swiss Chocolate (Exotic Bar) ▪ Sweet Heart ▪ Mango Melody ▪ Piata Passion ▪ Strawberry Sparkle ▪ Choco Cheers ▪ Caramel Combo ▪ Coconut Cooler 	<p>Premium segment is for the customers whose preference is the best quality the richest taste. The price of these products is very high offers different varieties of flavor depending on customer's choice preferences. Some of the best Premium offerings are-</p> <ul style="list-style-type: none"> ▪ Ice Café (Paper Cup) ▪ Nutricks (Paper Cup) ▪ Peanut Butter Cream P. Cup ▪ Chocolate Fudge Brandownie ▪ Chocolate Milk Shake ▪ Mango Milk Shake ▪ Yoghurt Milk Shake ▪ FIRNI ▪ KHEER MALAI ▪ RASH MALAI ▪ DIET VANILLA ▪ NAWABI MITHAI ▪ LASSI ▪ Gold: Blueberry Yoghurt ▪ Gold: Chocolate Chips Cookie Dough ▪ Gold: Butter Pecan ▪ Ice Cream Cake ▪ CIAO BELLA (5 Liter)

Market Share:

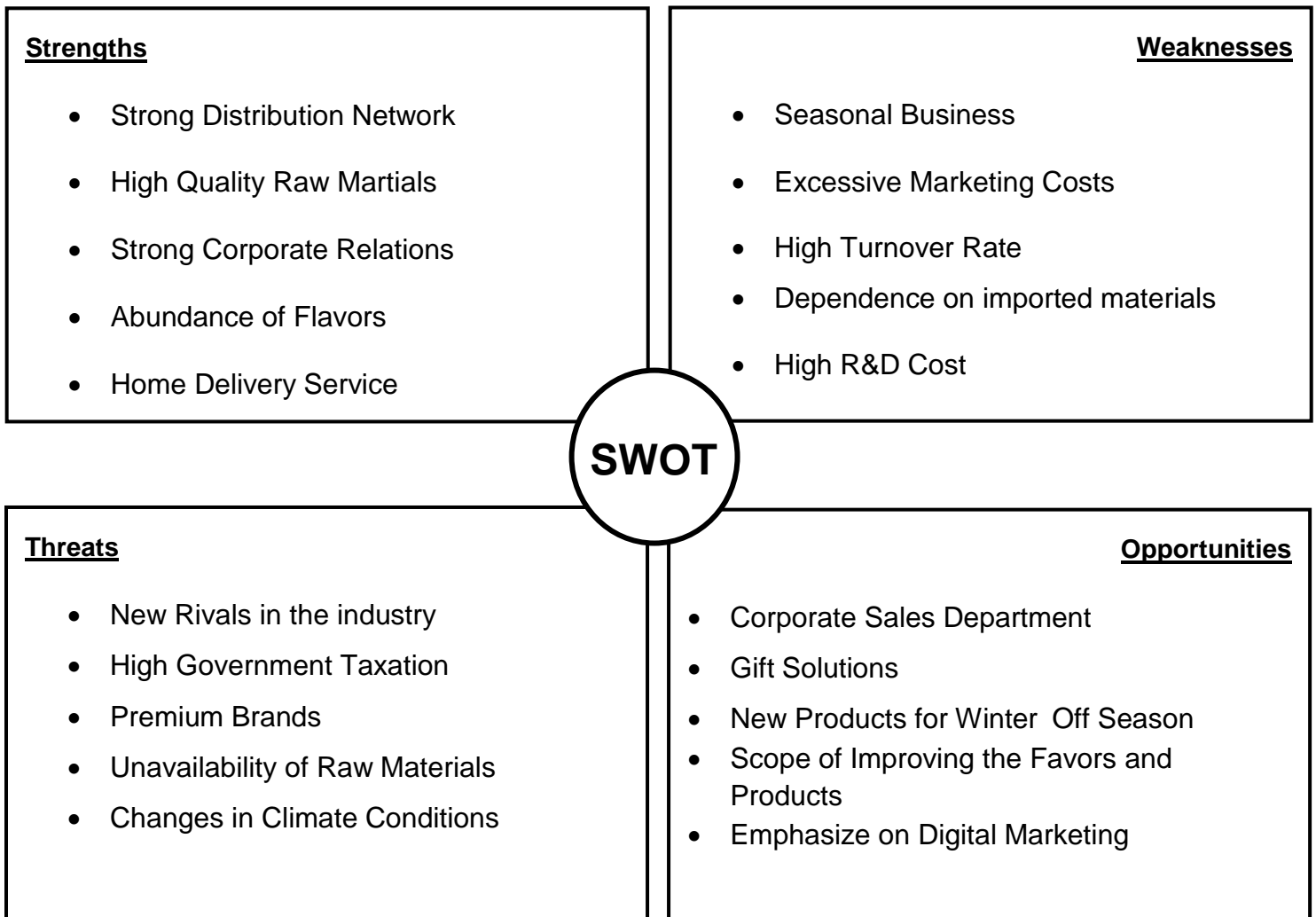
“Ice creams of three brands - Abdul Monem's Igloo, Dhaka Ice Cream's Polar Kwaliti Food's Kwaliti- account for nearly 70 percent of the branded market. Igloo is the market leader followed By Polar, according to industry insiders” (Parvez, 2013). Igloo is the market leader of the Ice cream industry of Bangladesh currently holding 38% market share followed by Polar with 28% market share. This scenario is continuing from the beginning of the industry. Although previously the market was dominated by three giant competitors Igloo, Polar Kwaliti, in recent years Kwaliti is falling behind for excessive competitions new entities. Currently, New two brands introduced by Kaazi Firms, known as Bellissimo and Za'n Zee together holds 13% of the market share. Another new Brand ‘Bloop’ launched by Golden Harvest, currently holds 8% of total market shares due to its aggressive marketing strategies (Choudhury and Zarrin, 2017). Recently another new brand named ‘Lovello’ had introduced to the market. Although the market share of Lovello is very low, still it’s a high threat for the existing competitors of the industry.



Illustration: Ice Cream Industry Market Share, 2016

(Source: LankaBangla Securities Ltd. Research)

SWOT Analysis of Igloo



Strengths

▪ **Strong Distribution Network**

Igloo has the largest ice cream supply network of the country. Due to its vast supply chain distribution network, Igloo is available over 20,000 retail stores, super shops, and supermarkets across the country. Igloo also has a huge number of corporate clients. Igloo has different depots in different locations of the country for better distribution. One of the largest depots of Igloo is located in Panthapath, Dhaka which is considered the central location of the city. (Abdul Monem Limited, 2014).

• **High Quality Raw Materials**

Igloo is the only company that depends almost entirely on imported materials for its productions. More than 95 percent of the raw materials are imported from different countries around the world in order to provide the best possible quality to its customers (Choudhury and Zarrin, 2017). The main ingredient of ice cream is the milk which is imported from countries like Australia and New Zealand. Other ingredients such as Chocolate, cream, flavors, etc. are sourced from Denmark. Not only the production ingredients are imported, Igloo also imports the packaging materials for better quality packaging.



- **Strong Corporate Relations**

Igloo is the only Ice cream brand of the country which has a dedicated department only for corporate sales. The main task of this division is to maintain a good relation with the largest corporations of the country support them with different corporate solution. Igloo is the first company that introduces Ice Cream as corporate gift solution which is a completely new idea for Bangladesh.

- **Abundance Of Flavors**

Igloo has the highest number of product line with countless number of favors. The R&D the Branding department of the company are always working on product innovation continues improvements of tastes flavors.

- **Home Delivery Service**

Igloo is the first Brand in Bangladesh to launch “Free Home Delivery” service for its products. Igloo started this service called “HELLO IGLOO” at the end of the year 2016 which provides the customer the comfort of shopping at home full fill the need of its valuable customer.

In order to get this service:

- You need to call **Hello Igloo (16556)** number place your order for your desired ice-cream.
- This service is completely free of charge.
- The minimum order quantity of the product should be 400Tk in total.
- This service is identical to the catering service.
- Igloo also accepts orders for any big occasions like marriage ceremony or party programs.
- Igloo also provides customized lid sticker according to consumer demand

for different occasions like marriages, Gaye Holuds' or birthday parties. Customized lid sticker can be such as "Reza's Gaye Holud".

- For the customized orders, you need to confirm the order 10 days BEFORE the delivery day. Minimum order quantity should be 1000 pieces.
- Ordering time: Saturday – Thursday, 10 am to 6 pm, but for delivering, Igloo is prepared throughout the week including Friday.
- For regular product orders, the products will be delivered within 45 minutes order.
- Currently this service is available only in Dhaka.

Weakness

- **Seasonal Business**

Ice Cream business is completely a seasonal business. The production sales of ice cream fluctuates on a monthly basis throughout a year. There is a common perception in our consumer's mind that ice cream should not be consumed in winter season. Based on the sales forecast, we can divide a year into 4 parts, Peak, Super -Peak, Off-Peak Super Off-Peak.

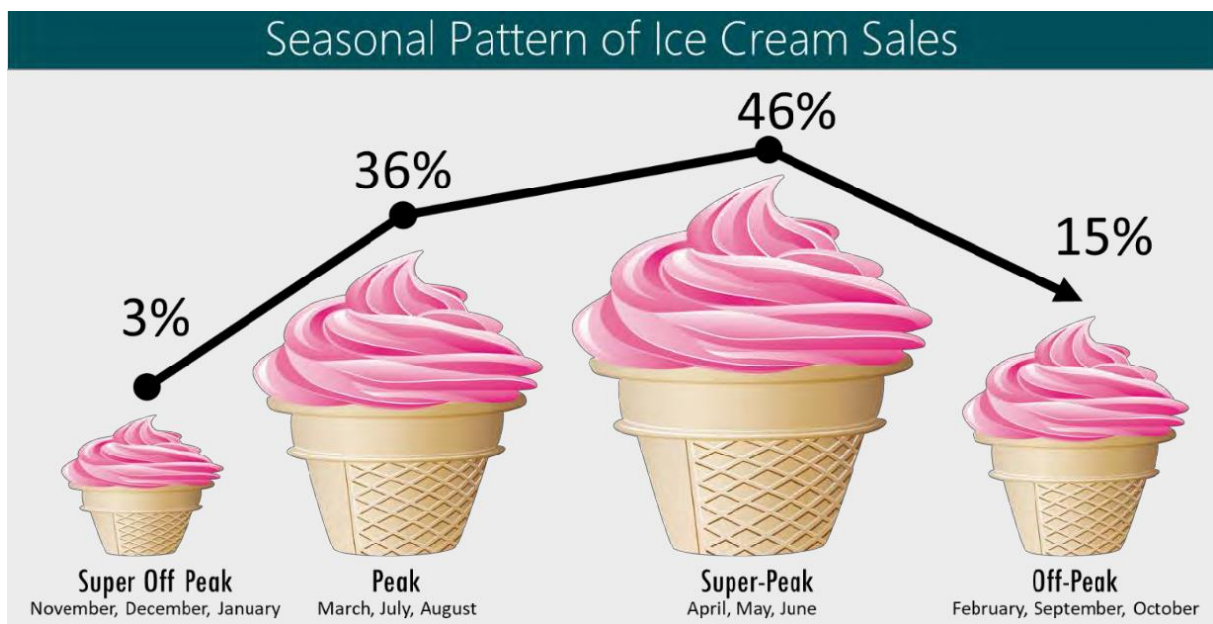


Illustration: Seasonal Pattern of Ice Cream Sales

Note. Adapted from "Consumer Behavior in Bangladesh's Ice-cream Industry" by Rayed M. S., Biswas S., Chowdhury A. R. and Kabir S. N., 2015, Team Charlie Foxtrot

The highest quantity of ice cream is sold in the month of April, May June which is called Super Peak season also known as summer. More than 46% yearly sales come only from these three months together. March, July August, is known as the Peak season which consist an average of 36% yearly sales. In the months, February, September October only covers 15% of yearly sales. In winter season, only 3% of yearly sales are covered that is why it is called Super Off-Peak.

- **Excessive Marketing Costs**

Due to increased competitions, Igloo now has to invest more on marketing campaigns which also increased the total cost of the organization.

- **High Turnover Rate**

In any FMCG company, a major problem is high turnover rate of the employees. Igloo also suffers a lot. High turnover rate leads increasing recruiting training cost for the new workforces.

- **Dependence On Imported Materials**

Igloo is highly dependent on foreign ingredients for its production to ensure the quality customer satisfactions. Any uncertainty in global economy politics could affect the production process of Igloo as more than 95% raw materials are imported from different countries.

- **High R&D Cost**

Igloo spends a huge amount of money on its Research Development department for product innovation for introducing new products favors.

Threats

- **New Rivals In The Industry**

The biggest challenge for Igloo is the new Rivals in the industry in recent years. Previously, Polar was the only major competitor for Igloo but now, the number of competitors are 6 to 7. Some of these rivals have come to the market with huge investments aggressive marketing strategies.

- **High Government Taxation**

Increased TAX VAT by government in budgets over Ice cream Beverages could increase the cost eventually the price of retail units of ice creams.

- **Premium Brands**

Premium brands like Bellissimo are branding all-premium products. This could decrease the sales of premium products by Igloo eventually Igloo might lose more market shares.

- **Unavailability Of Raw Material**

As Igloo is highly dependent on imported raw materials for their production, any uncertainty regarding the availability of those goods might hamper the production of Igloo.

- **Changes In Climate Conditions**

Ice cream is considered as seasonal business as it is manipulated directly by the seasons climates. In recent years, during summer excessive rainfall decreases the sales of ice cream.

Opportunities

- **Corporate Sales Department**

Igloo is the first Ice cream brand that has a fully functional Corporate Sales department. The main job of this department is to maintain a long-term relation with the largest corporations of the country. The quality of sales is in bulk amount the opportunity is very high for further improvement.

- **Gift Solutions**

Igloo is providing ice cream as gift solution to its customers. Igloo has targeted different industries as their potential clients. One on these industry is Pharmaceuticals companies. As Pharmaceuticals are providing different gifts to their client's doctors, Igloo is promoting ice cream as a gift solution to them.

- **New Products For Winter Off Season**

Although ice cream is a seasonal business, if Igloo could come up with some new idea of alternative products for winter it would be highly effective. For example, if Igloo brandings a new ice cream, that turns into Coffee or Latte when make them hot, people would buy Igloo ice cream even in winter season.

- **Scope Of Improving The Favors and Products**

More and more rivals are joining in the industry every day. That is why Igloo should emphasize more on product innovations invest more on Research and Development. More new flavors should be launched frequently in order to cope up with the competition

- **Emphasize On Digital Marketing**

We are living in the age of technology, social Medias are playing vial role in our daily life. People spend more time on Social Medias like Facebook Instagram than TV, newspapers or Radios. That is why, Igloo could increase the budget for Digital Marketing Campaigns to grab more audiences.

Organogram of Igloo

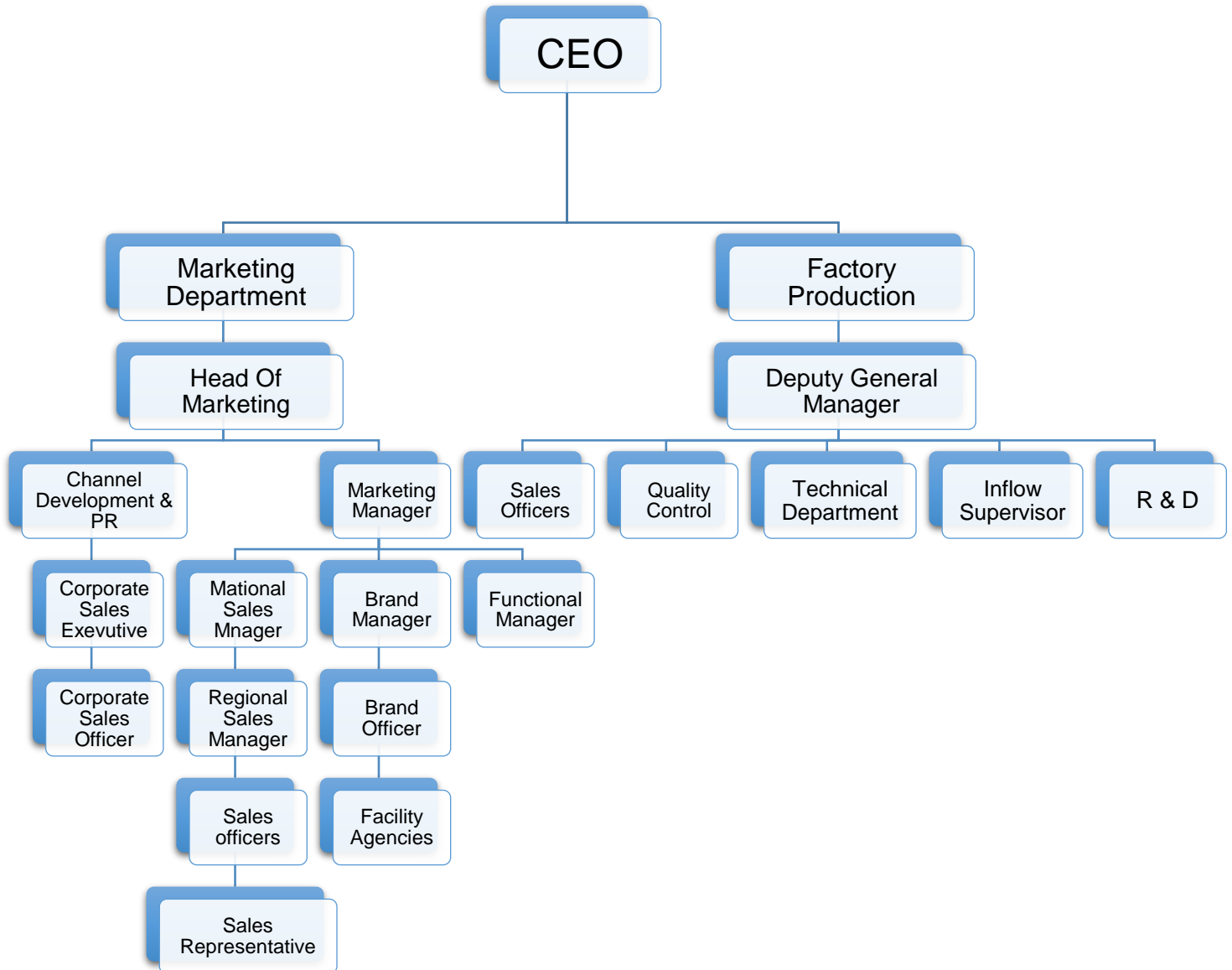


Illustration: Organogram of Igloo Ice-Cream Ltd.

Source: Company Website

Project Part

Rationale

Today, the nation's ice cream production has the extent of more than BDT 1000 crore with the branded ice creams covers more than 85 percent of the overall industry. Premium ice creams represent almost 15-20 percent of the marked ones (Choudhury and Zarrin, 2017).

I am interested to undertake this report because I think it is important we analyze the marketing perspective of country's leading ice cream company. This sector has not been thoroughly analyzed or explored even though they do have a significant contribution towards our economic progress. I am optimistic about the report's outcome to be useful in future when the market becomes truly competitive even for Igloo.

Frozen dairy production follows a clear seasonal pattern. Summer is the unchallenged season for eating ice cream other related products. Production kicks up in March April to fill retail foodservice pipelines in the late spring early summer. June is the highest production month of the year, but production remains strong through August to satisfy summer demand. Production declines through the end of the year. (Ice Cream Sales & Trends, n.d.)

Hence, this report will be important to provide clear idea about how an industry which has particular time limit of having proper sales in a business year, manages to survive and excel in a competitive market like Bangladesh.

This report provides information about the market leader's marketing strategy and the workflow they follow.

Background

The ice cream industry of Bangladesh is not exactly exposed like other industries because so far there were not many corporate presence in the industry. But now, there are eleven corporate entities who are competing and trying take over the market rapidly. As a consequence of that, Igloo had to make their marketing strategy stronger to secure their position in the market. They are now looking for more market scopes, trying to create unique marketing strategies to stay in the market leading position.

The ice cream industry is moving with a very fast growth rate at an average of 15%, now the stage is in such a place that everyone has taken different positioning strategy in separate untapped areas related to their product. For example, Bellissimo tried to present itself as a premium ice cream with high quality and higher price; while Igloo decided to have products in the affordable range. Both of them has the target to rule the market. So Igloo had to make sure their premium products are out there and holding on strong against the competition.

As an intern of the marketing and sales team, I will try to portray the current strategies that Igloo holds in this paper.

Objectives

➤ Objective From A Broad Perspective:

To find out how Igloo sees the market as to pull of their marketing strategies.

➤ Objectives From Specific Perspective:

The Specific Objectives of this study are,

- Identifying Igloo's core marketing activities.
- Assessing the methods used by Igloo against marketing theory (Brand Equity Model)
- Finding ways of improving its Marketing Activities increasing its Brand value.
- Analyzing the approaches used by Corporate Sales Department of Igloo to build up long term relationships with the clients customers.

Review of Related Literature

The expression "Relationship Marketing" developed in the service marketing or the first run through in a paper by Leonard L. Berry (Berry, 1994). From that point, the term frequently utilized as a part of the administration area as an apparatus of building long haul associations with the clients has discovered its own place in promoting hypothesis has turned into an essential piece of standard course books on advertising (Kotler, 1997)

Different Authors called attention to the relationship of client faithfulness with the corporate social responsibility kept up by an association. (Khan, 2009) (al, 2015), (Chandilyan, 2016)

Numerous writers have called attention to the significance of consumer satisfaction to generate loyalty in them benefit the organization. As per (Grönroos, 1990), benefit is connected to consumer loyalty. (Yi, 1990) Brought up that, consumer loyalty impacts rehash buy. A portion of the writing proposes on concentrating serving the "key clients" that brandings the most benefit (Koch, 1998) (Storbacka, 1994).

On top of that, service awareness brand image plays major role in relationship marketing, according to some scholars (Tepeci, 1999) (Tepeci, 1999, (al B. e., 1998). 1988, (Kanuk, 1994) (Kanuk S. , 1994). Other issues include Employee Satisfaction, Service Knowledge of the employees the contact between customer employees (Bishop, 1990) (Tanner, 1994), (al H. e., 1994). (al H. e., 2002), 2002, (Liao & Chuang, 2004). Customer Loyalty Programs and Service Recovery system also helps building long term relationship (Sparks, 1993), (Grönroos, 1988), (Gilly, 1987).

A portion of the authors highlighted on the "estimation" of the service to discover the distance between clients "Desire" "Actual Service" furnished by the association with the assistance of few dimensions. ((Parasuraman et al, 1985, 1988), (Jain and Gupta, 2004), (Mudie and Pirrie, 2006)

Activities Undertaken:

Since internship is a mandatory credited part of my undergraduate program, I completed my internship from Abdul Monem Ltd, Igloo Ice Cream and Milk Unit. I was appointed as an intern in the marketing and sales department. Me along with the whole intern team reported to the Sr. Brand Manager of Igloo. Not only that, the CEO himself supervised our works at times he appointed us to work with the branding of the new products that we fortunately got to work with almost from the scratch. Besides that, I got hands on experience on how Igloo manages to stay the market leader for years even though there is fierce competition now. I will be explaining about the activities that I had chances to work for that is relevant to my paper topic:

- **Events:**

In the short timespan that I spent as an intern, I got exposure to multiple events and had the chance to see how Igloo makes sure their product is sold in a balanced quantity around the country.

In events *outside the city*, they are very aware of the fact that they may not have the buying capacity to consume the premium products or high-end impulse products. In order to make sure they get a successful sale in this type of events, they take products that costs less (or lowest) in their product line. It was amazing to see people purchasing ice-creams worth 20tk for 5th times in a day, but they won't buy one ice-cream which costs 60tk or more. Because to them, quantity of ice-cream matters more than the quality of it – Igloo has been using this for their commercial success.

On the other h, for events *inside the city*, Igloo has a different approach. Since we already know people attending events inside the city are usually a bit more interested in flavors, quality and variation of ice-creams; Igloo offers a great deal of variety in these events. Even though they make sure, none of the lower-range products are there in such events. This way they have a higher sale in their products that are in the premium segment.

For selling their products that fall under the liter packs, they run market drives which I will be discussing about in another section.

Igloo also arranges events like ***Ice-cream Fest*** which is basically a showcase of all the great flavors they have including the premium flavors which are not available for regular consumers to buy. They are usually sold in a Business-to-Business (B2B) policy for commercial food places.

- **Sponsorship:**

Igloo happens to endorse and sponsor a huge amount of events. But they have been following a very cunning strategy to reduce unnecessary costs. They prefer being the “co-sponsor” instead of being the “title-sponsor”. This way, they don’t have to be paying in cash all the time, rather they choose to giveaway particular amount of ice-creams without taking any price for them, depending on the importance of the event. While I was in there, I had the chance to co-ordinate such events and event held the post for Event In-charge for a 3-day-long event which took place in Dhaka Residential Model College where Igloo gave away 2500 cups of Vanilla ice-creams for free. In return they got to put up banners all around the campus and a stall where they sold ice-creams separately as well. In those 3 days, we had a sell near to 1lac BDT, which is pretty huge.

Igloo also has plans to arrange few events under their own banner which will be coming up soon, I had chance to work on them a bit and I am pretty sure they will be great once they are done with it completely.

- **Trade Fair:**

Dhaka International Trade Fair (DITF) happens to be one of the biggest exposure that Igloo gets every year. Unlike other companies who tries to boost the sales of their existing products, Igloo uses this one month long platform as a chance to launch and boost new products.

This year, they also launched two new flavors at DITF: Strawberry Cheesecake and French Vanilla. Throughout the entire fair, Igloo pushed the sale of these two products.

They know exactly where they can make a gap opening for a new ice-cream flavor and make sure that when the product is in the regular market, it has some demand to begin with.

- **Market Visit:**

Even though they have a very tight and almost monopolistic control over the market, Igloo is very conscious about their competitors. They conduct monthly market visits where even the CEO himself goes to shops to check on them.

At times they do it by staying undercover, acting like a regular customer. They ask the shopkeepers about what's new in the market, whether they are creating any demand or not.

Then, depending on the feedback, they come up with plans that they execute within 2 weeks of the visit. This way they stay ahead of their competitors all the time.

- **Market Drive:**

This is a remarkable strategy that Igloo follows each and every time they launch any new product in the market. After they are done with all the primary branding and marketing activities, which means they now know that people already heard about their new products; they choose one particular day, on which all of their manpower is on the road instead of office. They recruit Brand Promoters beforehand who are posted around the city in different shops to push sale the new product. On the day, special bunch of new product is supplied to all selected stores by the Area Sales Manager (ASM).

The sole target of that day is to sale those 15 units in each shop. It is a daylong activity from around 8am to 9pm.

I was in-charge of the area which covered each and every outlet from Zingatola to Shyamoli through Mohammadpur in two of the market drives that took place for "Doi", their new product. It was indeed a very tiring but treasurable experience for me. Overseeing sales of 50 shops, facing issues and solving them instantly is not a task one can do without previous experience.

The Brand Promoters are instructed to keep telling the customers inside the shop about the new product so that even if they don't buy it this time, it stays at the back of their head, which will slowly affect their buying decision.

- **Online Presence:**

We all agree on the fact that digital marketing is a mandatory part of any organization. Shocking as it may sound, Igloo does not focus on Digital Marketing at all. They are more into direct marketing where physical presence of a salesman is more effective. However, they do have a Facebook page but they barely control or do their marketing through that. The page is maintained by Asiatic 360, one of the renowned marketing Agency.

However, they have recently taken a new initiative of using *Viber* as their marketing tool. They are still trying to figure out how this is going to work, but Viber is actually a popular communication app in our country for people who are usually the decision makers of purchasing.

- **Radio Show Endorsement:**

As I have mentioned before, Igloo would rather distribute free ice-creams than pay in cash for something. They have recently come up with a newer version of this. They gave a huge amount of free ice-creams to a popular FM radio show called "Limited Edition" which is broadcast on Radio Dhol 94.0FM. This show is based in pop-culture and there's always some sort of quiz going on.

As a part of their marketing strategy, Igloo became the title sponsor of the show and gave away huge amount of ice-creams as prize of these quizzes, but they did a brilliant trick by providing **only** premium ice-creams in the prize bundle. This way, now the consumers will get the taste of the ice-creams for free, but later crave more and buy it hence increasing the sales of Igloo Ice-cream.

- **Personalized Products:**

If any client needs products outside of the product line that Igloo has, Igloo can provide them with personalized ice-creams at times. Although this service is mostly served for personalized “Ice-cream cakes”, but sometimes flavor or serving style is done according to client’s demand as well.

- **Customized Packaging:**

If a large amount of delivery is made by any customer, Igloo provides them in a container which makes sure the ice cream does not melt down. Igloo provides Customized Cork Sheets that maintains cold-chain up to 6 hours. Igloo also provides custom made poly bag for carrying the product conveniently.

- **Custom-made Branding:**

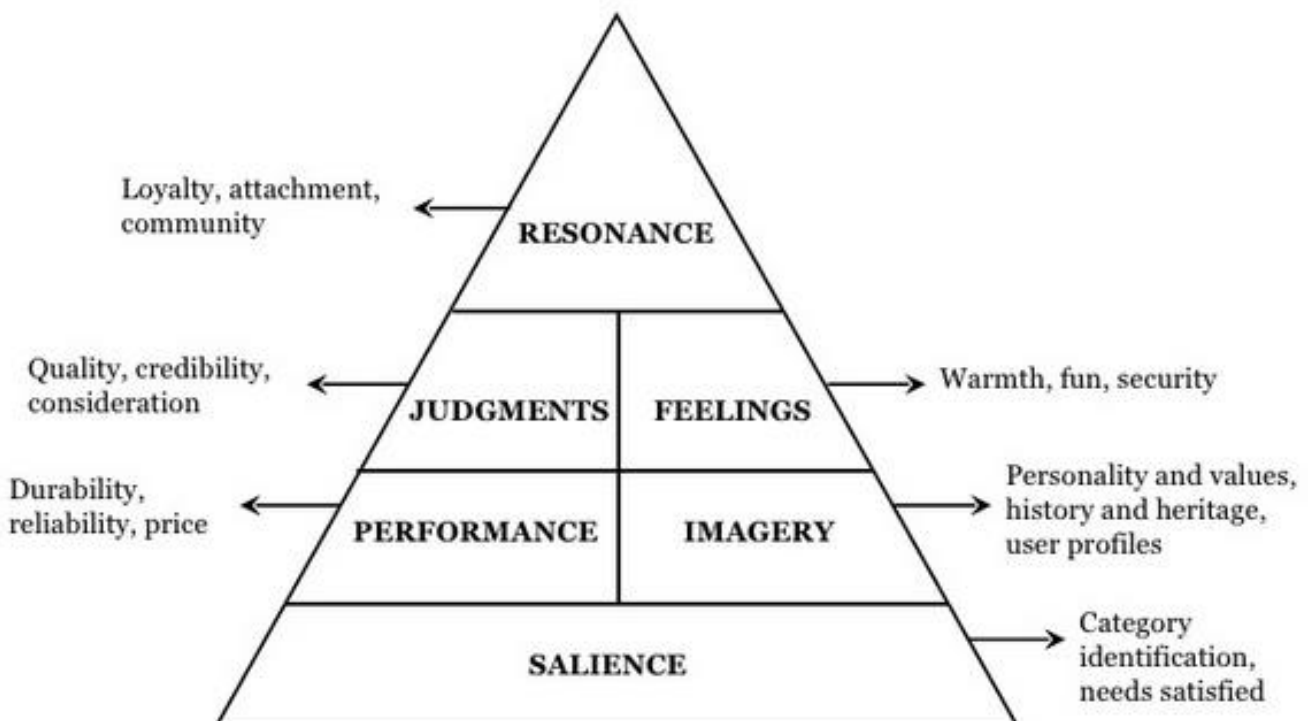
Igloo also gives customized name tags for various companies to giveaway as presents. They use the same cork-sheet package for this as well.

Measuring Brand Value of Igloo Using Customer Based Brand Equity (CBBE) Model

As I have mentioned earlier, Igloo is mainly living on their quality and brand value that they have created over the year in the industry. To check where Igloo sits as a brand, I have implied the Customer Brand Equity Model, in short known as CBBE model. The process and the outcome is discussed below:

Research Methodology:

- **Sample Size:** 100
- **Area:** Dhaka
- **Demographics:** People aged between 18 to 30 years
- **Research Method:** Questionnaire Filling



- **Saliience:**
 - To check saliience, consumers were asked to mention top 3 ice cream companies which comes to their mind instantly.
 - 100% of them recalled Igloo

- **Conclusion:**
 - So it can be effectively established that people are well conscious about the brand.
 - It has succeeded to gain Top of Mind Awareness of consumers.
 - Thus, Igloo as a brand is effortlessly recalled and acknowledged.

- **Performance and Judgement:**
 - The consumers were asked to rank the following factors as Excellent, Very Good, Good, Fair and Poor.
 - More than **50%** of them rated Igloo as **Excellent**
 - While the rest mostly rated Igloo as **Very Good**.

- **Conclusion:**
 - Hence it can be logically concluded that Igloo is successful in fulfilling the normal measure of consumers.

- **Imagery:**
 - When consumers were asked about occasions in which they buy Igloo ice-cream to celebrate,
 - ❖ **35.4%** said they would buy it **after a long day**, returning home
 - ❖ **31.7%** said they would have them at **hangouts**
 - ❖ **19.5%** said they have it on **birthdays**
 - ❖ **18.3%** said they'll buy it for **any kind of good news**
 - ❖ **12.2%** buys it when they **visit a relative house**
 - ❖ **17.1%** would buy it even **without any occasion**

- **Conclusion:**
 - Igloo has developed an image as of being a part of their consumer's life regardless of any occasion.
- **Feelings:**
 - **73.1%** of the consumers related with attributes like **fun and exciting** while asked about Igloo ice-creams
 - **34.1%** recalled **old memories and nostalgia** when Igloo ice-creams came in their mind.
- **Conclusion:**
 - We can conclude that Igloo ice-creams has successfully created a feel good factor in the consumer's mind about their product
- **Resonance:**
 - **Loyalty:**
 - ❖ **42.7%** of the consumers said that they eat Igloo Ice-creams **at least once a week**
 - ❖ **18.3%** of the consumers said that they eat Igloo Ice-creams **almost daily**
 - ❖ **34.1%** of the consumers said that they eat Igloo Ice-creams **more than once in a month**
 - **Attachment:**
 - ❖ **79.3%** of the consumers said that they would still buy Igloo ice-cream **even if the price increases**
- **Conclusion:**
 - Nearly **90%** of people buys Igloo ice-creams on a regular basis and will continue doing so no matter what.
 - Among them, around **70%** is highly loyal towards the brand.

- **Final Conclusion:**

- Igloo has been very successful in terms of Salience, Performance and judgement
- People are satisfied with the rational aspect of Igloo Ice-cream.
- They have also managed to grow an emotional attachment with their consumers

Constraints/Challenges Proposed Course of Action for Improvement

Identified/Observed In the Organization

- Some of the information provided in this report are based on personal experience during the tenure.
- As Abdul Monem Limited is one of the largest business groups of the country, they keep their internal operation strategies secret.
- AML didn't agree to provide the official documents for privacy concern
- The time allocated to prepare this report very short, there were many projects that I didn't get to watch completely.
- The work environment and work hour of AML is really stressful for an intern who has to complete this report in time as well.
- Unfortunately, some portion of the tenure (January) fell into the off-peak season of the industry, hence a bit of time for research was wasted.

Academic Preparation:

During the last 4years of studies, BRAC Business School has prepared me well if I talk about the theoretical part of the preparation. It was more or less smooth to understand what the interviewer is talking about. Not only that, when it came to working in a corporate place, the theories and experiences gained during working for various course's term papers did really help to perform tasks in regular basis.

However, there were some things that I think would have been helpful if we were taught during our learning stage. I think if there was a way to give us at least a bit of real life corporate experience in courses, it would really help us to perform our level best from the very beginning. I personally feel since it is a matter of reputation of our university to the outside world as well, a bit of time gets wasted in understanding the corporate culture. Since internship is a very short-timed event, I think even that small time to figure out the office culture is a huge waste.

Lessons Learned from the Internship Program:

Implications to Organization/Company – Based Affiliation

Abdul Monem Ltd. is a company with more than 30 huge projects (companies) under it, even one single unit of it consists of thousands of people working for it. The whole internship program taught me few very valuable lessons. In the corporate world there is no exact theory to be applied to be successful, no human resource code or marketing strategy can give you success if you don't understand the consumers or the buyers. Igloo's selling rate depends on their strong network throughout the country ergo, the distributors. I have learned how to keep all the distributors in support of the company while making sure the purpose of company is served as well. The CEO of the company at times deals with a local distributor directly and making sure the business keeps on running for both parties. Igloo holds a very different office culture, they still believe in keeping power distance between each post holder. So it was a new experience to adapt to an environment as such. One of the biggest lesson is that if your business has no particular infrastructure, usually the sufferers are the lower level employees but this brandings pretty good benefit for the business if one knows how to use it for company's benefit.

This report will reflect how I was treated and trained during my tenure, which will probably help them to understand if there is anything that they need to do for the improvement of their internship program. They can evaluate if they have been successful to train me and other interns with the skills that they wanted to pass on.

Implications to University's Internship Program:

Well, as far as the whole internship program experience, it was actually not as complicated as I expected it to be. I had the idea that maintaining office and having a regular communication with my advisor will be a tough job, but fortunately my advisor made it really easy for me.

Coming to the part where I had to maintain certain formalities with OCSAR, they were supportive of all the activities and time constrains I had. They didn't force me to leave office early or anything that sort. Although they did teach me a valuable lesson that even

though the internship program is of a short period of time, it is always necessary to have a good relationship with everyone in a workplace. But as I have mentioned earlier, I believe if the students are given prior exposure to a corporate environment during their courses, they will stay ahead of the competitors in the job market.

Concluding Statements

Abdul Monem Ltd. has been in the industry for a long time now. They are now one of the most influential company in the business sector. They happen to have a huge contribution in the economy of our country. Their divergence, liaison with the government a bunch of dedicated brains is what's actually helping them to run their business smoothly.

It was indeed a very memorable experience to work with a huge organization. Getting to see how Igloo actually took their position in the market and our mind up close is something I never thought I would get to see. Not only that, I had the first-h experience of running events for them, monitoring market drives, planning and executing marketing strategies for two of their new products, it all were experiences that will help me work in the future in my career path.

Igloo is not active in the marketing sector like other companies are, but they have made sure they stay in the top. They are doing all the essentials, the most important things they need to do. They have an approximate sales of 90 lac BDT each month. They are committed to give all the efforts that is needed to secure the top position in the market.

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Appendix 1: Questionnaire

1. Name top 3 Ice Cream Company that comes to your mind instantly

2. Rate Igloo Ice Cream in terms of "Quality"

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

3. Rate Igloo Ice Cream in terms of "Taste"

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

4. Rate Igloo Ice Cream in terms of "Price"

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

5. Rate Igloo Ice Cream in terms of "Availability"

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

6. Rate Igloo Ice Cream in terms of "Looks"

	1	2	3	4	5	
Poor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Excellent

7. In which occasions do you like to have Igloo Ice-Cream?

- Birthdays
- After returning home after a long day
- Hangouts
- Any kind of good news
- When I go to visit relative's house
- I don't need any occasion

8. What comes in your mind when you see any product from Igloo?

- Happiness
- Excitement
- Good memories
- Other: _____



*

9. How often do you eat Igloo Ice-cream?

- At least once a week
- More than once in a month
- Almost daily
- Other:

10. Will you still eat Igloo Ice-cream if the price increases?

- Yes
 - No
-