INTERNSHIP REPORT

SALES OF ORAL CARE PRODUCTS OF UNILEVER BANGLADESH LTD IN UHPC TONGS:

PRESENT SITUATION AND FUTURE PROSPECTS

Course Title: Internship

Course Code: BUS 499

Sec: 01

Internship Report

ON:

SALES OF ORAL CARE PRODUCTS OF UNILEVER BANGLADESH LTD IN UHPC TONGS:

PRESENT SITUATION AND FUTURE PROSPECTS

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May 02, 2010

Mr. M. Syeed Alam

Assistant Professor

Department of Business Administration

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Subject: Submission of the Internship Report

Dear Sir,

I would like to draw your kind attention towards the submission of my Internship Report. The Report titled 'Sales of Oral Care Products of Unilever Bangladesh Ltd in UHPC Tongs: Present Situation and Future Prospects' was authorized by you on 24 February, 2010 and assigned to me as a partial requirement for the completion of the internship program (BUS 499).

I would like to take this opportunity to thank you for the guidance and support you have provided me with during the course of this report. Without your help, this report would not have been possible to complete. With deep gratitude, I also acknowledge the contribution of Mr. Sami Ashraf, Senior Brand Manager, Unilever Bangladesh Ltd., whose meticulous yet compassionate supervision paved the way for the successful preparation of this report.

I would really appreciate if you would enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about any aspect of my report, I would gladly answer your queries.

Thank You.

Sincerely,

Ahmed Imtiaz Shihab

ID# 2006-2-10-145

Department of Business Administration

East West University

ACKNOWLEDGEMENT

First of all, I wish to express utmost gratitude to Almighty Allah for bestowing upon me the strength, intellect and perseverance required to complete this report. I am also thankful to my family because they have given so much inspiration and support to me that I am short of words in expressing my gratitude. In the completion of this internship report, I would like to thank a few people for their whole-hearted support and guidance. I would like to convey my heartiest appreciation to Mr. M. Syeed Alam, Assistant Professor, Department of Business Administration, East West University, for his valuable guidance and thoughtful advices. Without his help, it would not have been possible to complete this report. With deep gratitude, I also acknowledge the contribution of Mr. Sami Ashraf, Senior Brand Manager, Unilever Bangladesh Ltd., whose meticulous yet compassionate supervision paved the way for the successful preparation of this report. A special thanks goes to Mr. Tafizul Islam Pial, who has played a pivotal role throughout my entire internship tenure and whose encouragement, support and advice smoothened the way for this report. I humbly acknowledge the incessant flow of help, support and care I received from the whole team at the Brands Building Department - Mr. Tanveer Faruq, Mr. Abdullah-Rashed Mahmud, Mr. Nurul Monowar - are to name just a few of them. I would also like to thank Ms. Tanvira Choudhury from the HR Department of UBL for her considerate advices, support, and most importantly for believing in me and my capabilities. Finally, I would like to acknowledge the contributions made by my friends and seniors, who helped me by sharing their experiences and encouraged me greatly.

While preparing this report, if any error of fact, omission or emphasis occurred, those are solely my responsibilities.

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EXECUTIVE SUMMARY

In this study, an effort was made to understand the present situation of FMCG items in the tong shops (considered UHPC Tong channel as a whole), with a specific focus on the Oral Care products of Unilever Bangladesh Limited. It also tried to identify any latent sales potential existing for this product category in the chosen channel and subsequently, to suggest ways to exploit those potentials optimally if any was found. The study initially provided some background on some theoretical constructs and conceptually defined them. Then depth interviews were conducted among 40 Tong retailers to get insight about the research problem. The findings of the interviews were subsequently analyzed and compared with overall market data on various dimensions and finally from those data analyses, some recommendations were made to enhance the sales performance of UBL Oral Care in UHPC Tongs.

However, the findings and outcomes of this research are highly dependent on the sample that has been used, and thus any generalization of the result of this study in any proportion for other parts of the population must be done with caution. Further qualitative and quantitative researches with other types of samples and sampling methods should be undertaken in order to verify the generalizability and application of the result of this research.

PART I

INTRODUCTION TO THE REPORT

1.1 ORIGIN OF THE REPORT

This report has been originated to fulfill a partial requirement of the internship program attended by the author. The author is a graduating student of the Department of Business administration of East West University and has been assigned as an intern in the Brands Building Department of Unilever Bangladesh Limited (UBL). In accordance with the specific requirements of the program, the author has completed the 10-week period of the internship attachment with the organization. This report is hereby submitted as the internship report of the author.

The report has been prepared under the supervision of the Academic Advisor, Mr. M. Syeed Alam, Assistant Professor, Department of Business Administration, East West University and according to the instructions and guidance of the Official supervisor, Mr. Sami Ashraf, Senior Brand Manager, Unilever Bangladesh Ltd.

1.2 SCOPE OF THE REPORT

The scope of this report can be defined from multiple perspectives:

- From the channel perspective, this report is entirely focused on the UHPC Tong, a sales channel of Unilever Bangladesh Ltd. Consisting of Tong shops located in the urban areas.
- From the geographical perspective, the research conducted for this report has been limited within the area of Dhaka city.
- From the product perspective, the report concentrated mainly on the Oral Care products of Unilever Bangladesh Ltd. and their major competitors in the available formats.
- The time-frame of this report spans from February, 2010 to April, 2010. It is actually the duration of the internship tenure of the author. All the data

regarding market situation and sales have been collected within this period of time.

1.3 METHODOLOGIES

Classification of the research: The research incorporated in this study is to identify market characteristics and market potential. As such, the research is classified as a Problem-Identification research and thus it is Exploratory in nature.

Sources of Data:

i. **Primary Sources:**

Primary sources used in this report for data collection consist mainly of the following sources:

- Depth Interviews of 40 Tong shops retailers
- Discussions with experts in this topic e.g. Brand Manager, former Territory Manager, CMI Manager and some other officials at Unilever Bangladesh Ltd.

ii. **Secondary Sources:**

The HPC Tong in Bangladesh is a mode of retail channel that is not common in other parts of the world and is one of those issues on which comprehensive and organized research from the academic perspective has not been conducted yet at a recognizable level in our country. As such, secondary sources of information directly related to the topic were almost non-existent. However, some secondary sources were consulted while preparing this report. They include:

- Publications regarding other constructs of this study, from which theoretical concepts were developed.

- Textbooks were also consulted for the theoretical foundation.

- Some crucial information regarding sales, costs, competitors, promotions etc were collected from relevant UBL documents and databases.

Method of Analysis:

Data analysis in this report has mostly been done with the use of various descriptive statistics. The author has initially performed basic mathematical operations to convert the raw data from the depth interviews into meaningful information. The findings of the interviews were subsequently analyzed and compared with overall market data on various dimensions and the outcomes of those data analyses were displayed wherever appropriate with various types of graphical models e.g. Pie Charts, Bar Charts, Doughnut Chart, Tables etc. Finally, subjective judgments were used to offer recommendations based on both the qualitative and quantitative information gathered from the interviews and analyses.

1.4 Limitations of the Study

- The sample for this research contained only 40 respondents, i.e. HPC Tong retailers, which may not have been adequate to reveal the actual market situation.

- As mentioned in the Scope of the Report, the research was confined to Tong shops of Dhaka city. Consequently, the report findings may not be fully applicable to other parts of the country.

- The numerical data obtained via the interview questionnaire were rough approximations provided by the Tong retailers and thus are subject to human errors and biases.

- The HPC Tong in Bangladesh is a mode of retail channel that is not common in other parts of the world and is one of those issues on which comprehensive and organized research from the manufacturer's perspective has not been conducted yet at a recognizable level in our country. As such, secondary sources of information directly related to the topic were almost non-existent.

- For the research purpose, the author of this report has selected the interviewee Tong retailers using Convenience Sampling method. As a result, the research findings are vulnerable to the disadvantages of this sampling method e.g. lack of generalizability, possibility of selection bias etc.

- In order to adhere to the strict confidentiality policy of Unilever Bangladesh Ltd., mention of exact data on sales, costs etc at the national level have been avoided in this report whenever possible. In some cases when those types of data were absolutely necessary for conducting analysis, the exact figures have been replaced with close approximations that are consistent with the patterns/formation of the original data and such show similar characteristics and outcomes during analytical operations.

PART II

OVERVIEW OF THE ORGANIZATION

2.1 Unilever Global

Unilever is one of the leading multinational Fast Moving Consumer Goods Companies in the world that owns many of the world's most popular consumer goods brands in foods, beverages, cleaning agents, and personal care products. With 400 brands spanning 14 categories of home, personal care and foods products, no other company touches so many people's lives in so many different ways as Unilever. The company is one of the top 100 Fortune 500 companies in the world (Rank 106 in 2006 in terms of revenue).

Formed of Anglo-Dutch parentage, its history can be traced back to the 1930s, starting off with just soap and margarine. Today, the company is fully multinational with operating companies and factories on every continent and research laboratories in every major country. Unilever employs nearly 180,000 people and has worldwide revenue of almost US$58.5 billion, as per the figures available in 2008.

Over Asia, Unilever is present in twenty countries including Australia, Bangladesh, Cambodia, China, Hong Kong, Japan, Korea, Laos, Malaysia, Nepal, New Zealand, Pakistan, Singapore, Sri Lanka, and Taiwan and enjoys the position of market leader in many Asia pacific countries such as India, Philippines, Thailand, Indonesia, and Vietnam.

Unilever has two parent companies: Unilever NV in Rotterdam, and Unilever PLC in London. Both Unilever companies have the same directors and effectively operate as a single business. The company is widely listed on the world's stock exchanges. For better control and management and for reporting purposes Unilever operations around the world have been divided into different regions.

Unilever's major competitors include Procter & Gamble, Nestlé, Kraft Foods, Mars Incorporated, Reckitt Benckiser and Henkel.

2.2 UNILEVER BANGLADESH

2.2.1 History of Unilever Bangladesh

Unilever started its journey in Bangladesh nearly 40 years back, with local manufacturing facilities, and reporting to regional business groups for innovation and business results. The reporting region for Unilever Bangladesh (UBL) is Asia AMET (Middle East and Turkey), and CEC (Central and Eastern Europe), with the regional headquarter being in Singapore.

Operating in Bangladesh since 1948, UBL had set up its production plant in 1964, with the manufacturing of Lux and Lifebuoy soap. Back in December of 2004 Lever Brothers Bangladesh Ltd changed its corporate identity to Unilever Bangladesh Limited in line with the parent companies global identity. Previously, both the head offices and the factory were located in Chittagong, but as of 2002 the corporate offices were shifted to Dhaka, whereas production remained at Kalurghat Heavy Industrial Area in Chittagong.

Over the years it has consolidated its strength in the FMCG sector until today, where it is now the leading consumer products manufacturer in the country. Over the last four decades, Unilever Bangladesh (UBL) has been constantly bringing new and world-class products for the Bangladeshi people to remove the daily drudgery of life, leading the market in most of the categories it operates in. Today the company is a part of the lives of the people of this country, with over 90% of the households using one or more of UBL products.

Unilever Bangladesh Ltd's portfolio of mega brands includes Wheel, Lux, Lifebuoy, Fair & Lovely, Ponds', Close Up, Sunsilk, and Lipton Taaza among others. While many of its brands are big international names, the product mix are developed locally, based on a deep understanding of local culture and markets, a strength shared across Unilever.

2.2.2 Unilever's Corporate Purpose

Unilever's purpose is to meet the everyday needs of people everywhere, to anticipate the aspirations of the consumers and customers and to respond creatively and competitively with branded products and services which raise the quality of life. At the heart of the corporate purpose, which guides Unilever in its approach to doing business, is the drive to serve consumers in a unique and effective way. Unilever focuses on the highest standards of corporate behaviour towards their employees, consumers and the societies and world to ensure success. This is Unilever's road to sustainable, profitable, growth for their business and long-term value creation for their shareholders and employees.

2.2.3 UBL at a Glance

Mission

Unilever's mission is to add Vitality to life, to meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

Operations

Home and Personal Care, Foods

Constitution

Unilever - 60.75% shares, Government of Bangladesh - 39.25%

Product categories

Household Care, Fabric Cleaning, Skin Cleansing, Skin Care, Oral Care, Hair Care, Color Cosmetics, Deodorant, Tea based Beverages.

Brands

Wheel, Lux, Lifebuoy, Fair & Lovely, Pond's, Close Up, Sunsilk, Lipton Taaza, Pepsodent, Clear, Vim, Surf Excel, Rexona, Dove, Vaseline & Lakmé.

The brands available in Bangladesh are depicted within their respective product categories at a later part of this section.

Manufacturing facilities

The company has a Soap Manufacturing factory and a Personal Products Factory located in Chittagong. Besides these, there is a tea packaging operation in Chittagong and three manufacturing units in Dhaka, which are owned and run by third parties exclusively dedicated to Unilever Bangladesh.

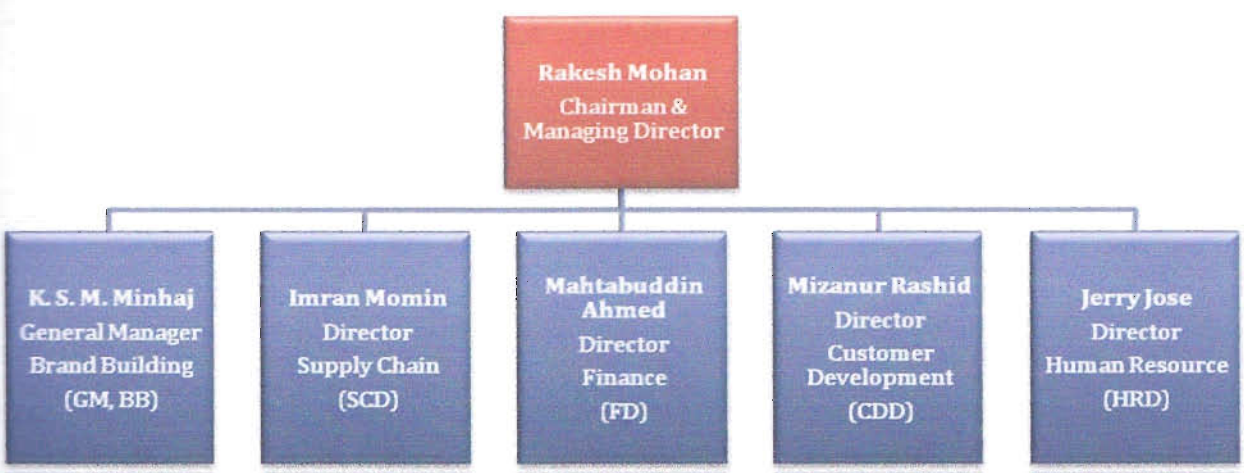
Employees

Unilever Operations in Bangladesh provide employment to over 10,000 people directly and through its dedicated suppliers, distributors and service providers. 99.5% of UBL employees are locals and there are equal numbers of Bangladeshis working abroad in other Unilever companies as expatriates.

2.2.4 Organizational Structure

The present Managing Director/Chairman of UBL is Mr. Rakesh Mohan. There are five Management Committee (MC) members in charge of the five departments:

Figure 2.1: The Management Committee (MC) of Unilever Bangladesh Ltd

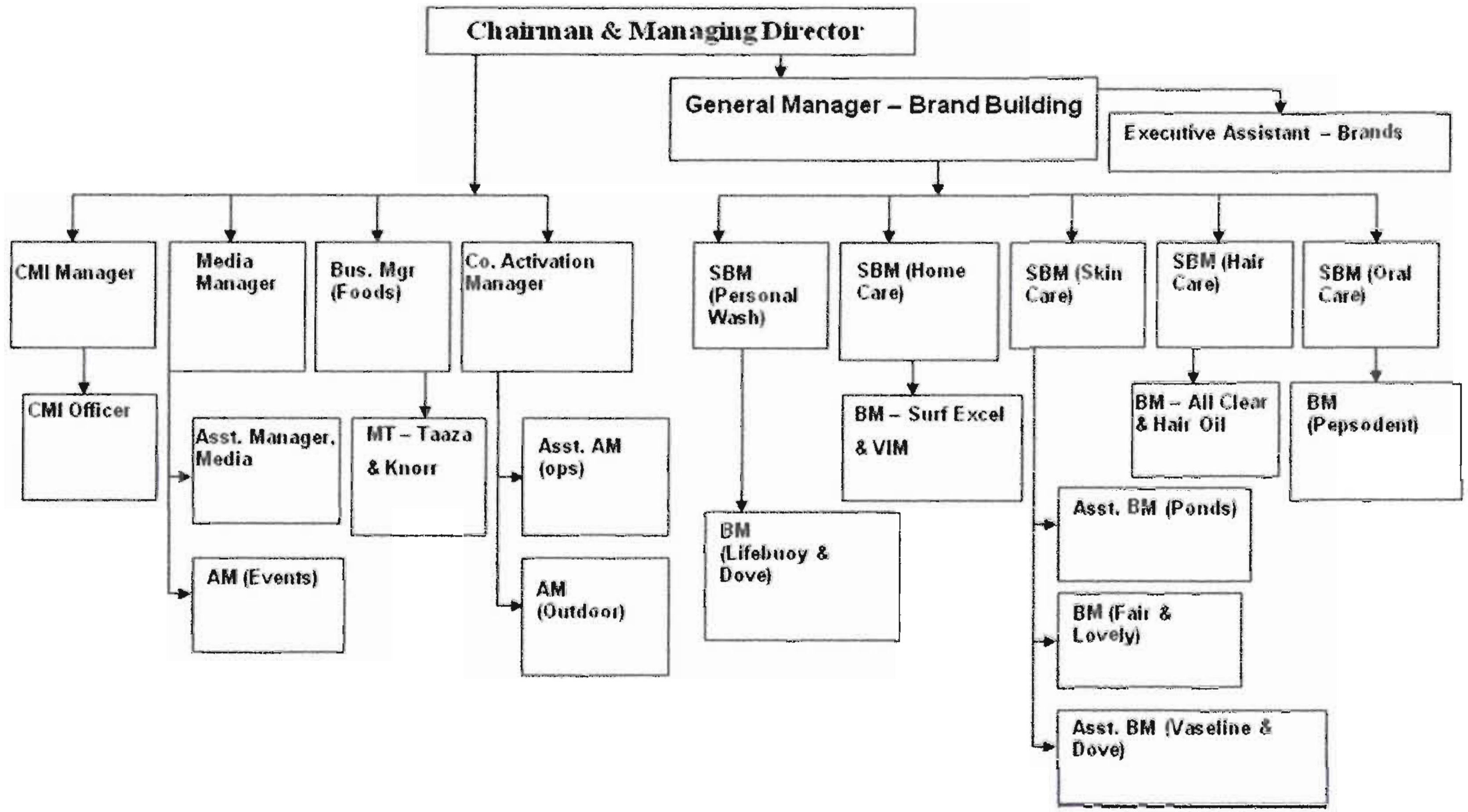


The functions are:

- Brands
- Supply Chain & Development
- Finance
- Customer Development
- Human Resources

The author has completed his internship tenure in the Brands department. The organogram of the Brands department is provided next:

Figure 2.2: The Organogram of the Brands Department of Unilever Bangladesh Ltd



2.2.5 Brands

Unilever global divides the brand function into brand development and brand building. UBL is responsible for only the brand building part of brands developed regionally.

The product range of Unilever can be divided into two broad divisions: Household and Personal Care and Foods. Detailed breakdown of the different product categories and brands under them are shown below:

- Fabric Wash
    - Wheel
    - Surf Excel
- House Hold Care
    - Vim
- Personal Wash/Skin Cleansing
    - Lux
    - Lifebuoy
    - Dove (*Also have Hair Care products)*
- Skin Care
    - Fair and Lovely
    - Pond's
    - Vaseline
- Hair Care
    - Sunsilk

- All Clear
- Dove

- Oral Care
  - Pepsodent
  - Close up
- Foods
  - Taaza
  - Knorr
- Deodorant
  - Rexona
  - Axe

Personal care products like skin care and hair care contribute high in terms of margin; whereas, categories like fabric wash and skin cleansing make the highest volume contribution.

2.2.6 Corporate Social Responsibilities (CSR) of UBL

UBL believes in being a good corporate citizen and is fully aware of its responsibilities toward the society it operates in. Unilever focuses its CSR efforts in areas of Health, Education, and Women's Empowerment. Some of the initiatives include:

- Health
  - Lifebuoy Friendship Hospital
  - Chittagong Maa Shishu O General Hospital

- Kalurghat Community Work
- Pepsodent Dentibus
- Dental Awareness Program
- Health Awareness Program

– Women's Empowerment

- FAL Foundation
- Asian University for Women

– Education

- IT scholarships for women
- School for slum children sponsored (SSKS)
- Chevening Scholarships

2.2.7 Recent Awards, Achievements and Recognitions for Unilever Bangladesh Ltd.

- Best White Space exploitation entry Award for Oral Care:

Unilever Bangladesh Oral Care Team has won the Regional Asia Oral Care Awards, one of the most prestigious awards in the Unilever Regional/Global Oral Care Category. We have won this award for the unprecedented success of Pepsodent Toothpowder over the last few years. Pepsodent Toothpowder has gained 13% share in the last one year and today it is more than half of the market. As a result, Pepsodent Bangladesh is being used as a guiding example by Global Brand Development Team for global launch of toothpowder through Project "Columbus" where Bangladesh will be the lead country for deployment.

- COMMWARD 2009:

Unilever Bangladesh recently won three awards in COMMWARD 2009, a ceremony in which the best examples of communication in Bangladesh were highlighted. The three areas where UBL won are Sunsilk for the use of non-traditional media which included the use of giant outdoor Sunsilk bottles and the use of sky scraper walls, Most Effective Point of Purchase Communication for Vim visibility drive which helped to capture shelf space and contributed towards market share gain and Most Effective Activation for Super Value Shops.

- Unilever Marketing Excellence Award – Runner Up:

Every year Unilever recognises exceptional examples of marketing from around the globe through the Marketing Excellence Awards. Unilever Bangladesh Hair Care Team finished runner up in the recently concluded Awards for 2008. Bangladesh Hair care team was recognised for market share gain through operational excellence in execution.

- Global IBP in Action Award 2008:

UBL finance has received yet another accolade, with the team managing to secure the **second** position in Global IBP in Action Award. UBL had to compete with 40 entries from across Unilever to achieve this result! 2008 saw a number of good IBP initiatives from both CD and Brands end, including CVA, OPSO, Trade Value Chain Rest, Joint Business Plan, BMP, AIM/MAC, Distributor Collection System, Continuous Replenishment System, and so on.

PART III

PROJECT PART

3.1 Preface

One of the reasons behind the worldwide success of Unilever brands is the company's emphasis on the in-depth knowledge and understanding about the market dynamics and the characteristics of its buyers and sellers. It has been found from a recent study that 74 % of all purchase decisions are made in store. Thus, it is vital for a firm to align its marketing and selling strategies with the respective characteristics of each market. As such, Unilever is committed to build a Customer & consumer focus organization. The sense of urgency is clearly evident in the words of Mr. Patrick Cescau, former Chief Executive Officer (CEO) of the combined Unilever PLC and Unilever N.V., when he spoke about this issue: "Customers now expect more from us, the competition continues to be fierce..... buying habits are changing. Success requires deeper consumer and shopper insights, stronger collaboration and partnership with key customers, a consistent approach across businesses, and a team of highly skilled professionals dedicated to make it happen day after day." However, the respective advantages and disadvantages of a unified approach versus a diversified approach creates a dilemma for Unilever when it faces the challenge. In an ideal world the company would like to manage every outlet individually. However, in reality this would not be cost effective. On the other hand, treating all the outlets as same would not allow Unilever's brands to reach their full potential. It would also leave the company vulnerable to competition. That is why UBL has identified outlets with similar characteristics and created channels so that it can analyze and manage them in groups. These channels now play the determinant role in defining differentiated channel servicing e.g. the availability, visibility, promotions, merchandising of Unilever's products throughout the country. The nature, size and frequency of the activation programs for each of these channels are also determined by their respective characteristics. Consequently, this research has been originated to generate insight and findings regarding UHPC Tongs, one of the emerging channels of Unilever Bangladesh Ltd.

3.2 LITERATURE REVIEW

The Tong shops prevalent in Bangladesh are prominent examples of the existence of the Informal Economy. Since the "discovery" of the informal economy in the beginning of the seventies, many observers subscribed to the notion that the informal economy was marginal and peripheral and not linked to the formal sector or to modern capitalist development. Some continued to believe that the informal economy in developing countries would disappear once these countries achieved sufficient levels of economic growth and modern industrial development. The informal economy can however no longer be considered as a temporary phenomenon. Furthermore, the informal economy has been observed to have more of a fixed character in countries where incomes and assets are not equitably distributed. It seems that if economic growth is not accompanied by improvements in employment levels and income distribution, the informal economy does not shrink. The situation is therefore that the informal economy is continuously increasing in most developing countries, even in rural areas. Estimates show that the non-agricultural employment share of the informal workforce is 78% in Africa, 57% in Latin America and the Caribbean, and 45–85% In Asia. In all developing countries, self-employment comprises a greater share of informal employment than wage employment. Specifically, self-employment represents 70% of informal employment in Sub-Saharan Africa (if South Africa is excluded, the share is 81% 1), 62% in North Africa, 60% in Latin America and 59% in Asia. Consequently, informal wage employment in the developing world constitutes 30 to 40% of the informal employment outside of agriculture (Becker, 2004).

In many parts of the world, emphasis has also been placed on the so-called "informal sector" as a contributor to the economic welfare of society (Gang and Gangopadhyay, 1990; Gindling, 1991; Lubell and Zaroun, 1990; Mebogunje *et al.*, 1991; Rauch, 1991; Telles, 1992). The informal sector comprises all activities that fall outside the formal net of registered, taxed, licensed, statistically documented, and appropriately zoned business enterprises (Thomas, 1988). It includes any activity included in national account definitions, but not captured by the auditing trail.

Perspectives on entrepreneurship

Although the term "entrepreneurship" has been used in a business context for well over two centuries, the meaning has changed considerably over the years. Early definitions, formulated principally by economists, tended to emphasize assumption of risk, supply of financial capital, arbitrage, ownership, and coordination of the factors of production (Cantillon, 1931; Knight, 1921; Mises, 1949). While the entrepreneur was clearly involved in the initiation of a business, these early perspectives saw entrepreneurship as an ongoing function in companies, and profit as a return for addressing uncertainty and coordinating resources.

Analyses by Birch (1979, 1987) and Birch and McCracken (1982) have demonstrated that meaningful growth occurs in a relatively small number of firms in a given industry. Reynolds (1986) and Reynolds and Freeman (1987) have produced empirical evidence indicating that most firms experience little significant growth in sales beyond the first year in business, and that most new firms start small and stay small. Based on these findings, the entrepreneurial sector is defined as a relatively small subset of the small business sector. It is estimated that as few as 10 per cent of the firms in the USA generate over 90 per cent of the new jobs, as well as a disproportionate amount of the net increases in income, wealth, and tax revenue created in a given year (Birch and McCracken, 1987). The studies that produced these insights have been replicated in a number of countries throughout the world, with similar conclusions (Davidsson *et al.*, 1991; Fritsch, 1992; Garofoli, 1992; Keeble *et al.* 1992; La Plant, 1992). Others have attempted to identify specific differences between entrepreneurial firms and traditional small businesses (Carland and Carland, 1990; Ginn and Sexton, 1990; Hellriegel *et al.*, 1983; Slevin and Covin, 1992).

In general, small businesses are relatively complacent, and are more personally- and family-oriented than professionally-oriented. They demonstrate a preference for low-risk/low-return activities and are principally concerned with generating a lifestyle for the owner(s). They tend to be resource-driven, where the resources currently controlled dictate their behaviour. Resources also determine their time horizon (short-term) and their goals (income levels for the owner).

Entrepreneurial ventures, alternatively, are more change-oriented, dynamic, formal, professional and strategic. They are opportunity-driven, and will do whatever is necessary to obtain or leverage the resources necessary to capitalize on a perceived opportunity. While creating more of an external and strategic focus, this orientation also produces continual turbulence inside the organization.

The informal sector is one which is unregistered by and/or hidden from the state (Williams, 2007). The informal sector comprises of all activities that fall outside the formal net of registered, taxed, licensed, statistically documented, and appropriately zoned business enterprises (Thomas, 1988). According to Morris *et al,* (1996) it includes any activity included in national account definitions, but not captured by the auditing trail. The informal sector in developing countries has been steadily growing during the last three decades. A huge pool of surplus labour has thus created its own source of livelihood to survive. Becker (2004) identified three main school of thought of informal economy. They are the dualists, the structuralists and the legalists. The dualists school of thought puts forward that the informal economy is a separate marginal economy not directly linked to the formal economy, providing income or a safety net for the poor (ILO 1972). According to the structuralists, the informal economy is subordinated to the formal economy. The legalists argue that the informal work arrangements are a rational response by micro-entrepreneurs to the over-regulation by government bureaucracies.

Informal sector appears to be extensive in both developed and underdeveloped countries, and is estimated to contribute an amount equal to between 16 and 75 per cent of current gross domestic product in many Third-World countries (Abedian and Desmidt, 1990; ILO, 1992). Despite its apparent size and scope, the informal sector is, in fact, an important source of economic growth and vitality. Much of what is labelled informal sector is basic survival activity, which creates little by way of employment or wealth (Fall, 1989; Ntoula, 1989; Segal, 1990).

Stated differently, a considerable amount of what occurs in the informal sector may not be entrepreneurial (Morris *et.al,* 1996). Traditionally, the informal economy was perceived as comprising mainly of survivalist activities. Various negative aspects were used to describe the informal economy ranging from undeclared labour, tax evasion, unregulated enterprises, illegal & criminal activity, etc. (Horn, *et al,* 2002).

Informal enterprises may employ hired labour but they are mainly owned and operated by single individuals working as self-employed workers. Accordingly, independent street vendors, taxi drivers and home-based workers, Itinerant, seasonal or temporary job workers on building sites or road, waste collectors, etc. are all considered to be in the informal enterprise. Since these enterprises have limited capital resources, they rarely engage in transactions, enter into contracts, or incur liabilities. Owners generally have to raise the necessary finance at their own risk (Becker, 2004).

In essence, the informal sector has the positive aspect of creating employment and a source of income to the respective individuals. In general it constitutes a survival activity for them. It is significant to note that they are able to maintain their families by their own earnings. They do not have any requirement to depend on others to maintain their family. Another advantage is that these entrepreneurs cater to the needs of the poor consumers as they provide low priced goods to the economy. Thus this unorganized and unregulated sector, outside the formal economy has many positive impacts on the society. It also absorbs the surplus labour and meets the demand for low cost goods by the people with less income. Indirectly, it also leads to capital formation, as the entrepreneurs on their own efforts arrange for the capital (though the quantum is very low) without any burden on the formal economy (Alam and Sulphey, 2010).

3.3 Problem Definition

The research conducted here is an exploratory research. The **broad statement** of the research problem/objective is to determine the present situation of UBL

Oral Care products in UHPC Tong channel, identify any sales potential for that category and suggest ways to exploit those potentials optimally.

The **specific components/research questions** are:

1. What is the current situation of UBL Oral Care products in UHPC Tongs?
2. Is there any sales potential for UBL Oral Care products in UHPC Tongs?
3. If there is any sales potential for UBL Oral Care products in UHPC Tongs, then how it can be exploited optimally?

3.4 Research Design

3.4.1 Questionnaire Design

A structured questionnaire was developed to carry out the depth interviews. The questionnaire consisted of five major parts. The first part contained questions regarding basic demographic and geographic information about the Tong shops and their respective owners. The second part of the questionnaire dwelled with information related to the supplier of the products in the Tong shops. The next part entails a table that facilitates a detailed and organized record of sales related information about 20 selected Personal Product SKUs of Unilever Bangladesh Ltd. The fourth part of the questionnaire contains another table similar to the previous one, which is used to record sales related information about some other relevant brands and product categories. The final part of the questionnaire includes questions related to the average monthly sales and profits made by the Tong shops. All the questions in this questionnaire are open-ended to enhance the flexibility and scope of the collection of various types of data. Moreover, adequate spaces have been allocated after part one and part four and within the tables in part three and part four to allow collection of valuable qualitative information and remarks from the Tong retailers and consumers.

3.4.2 Data Collection Method

In order to get insight about market characteristics, 'Depth Interview' method was followed for data collection from the Tong shops retailers. A structured questionnaire was prepared to facilitate systematic collection of data. The initial questionnaire was revised to ensure proper wording, length and sequencing of the questions as per instruction and advices by the internship supervisor at Unilever Bangladesh Ltd.

3.4.3 Sample Selection

To select the sample the author has used Convenience Sampling method, which is a type of non-probabilistic sampling method. A sample size of 40 was used to conduct the research. The respondents of the sample were from different areas of Dhaka city and consisted of retailers of Tong shops. The respondents varied by age group, gender, income level and educational qualification.

Table 3.1: Locations covered and number of shops in each location

Location	Number of shops interviewed
Mohakhali	07
Tejgaon	02
Gulshan	05
Badda	06
Rampura	01
Mohammadpur	06
Azimpur	01
Mirpur	07
Uttara	05
Total	40

3.5 Related Constructs of the Study

3.5.1 Framework of UBL Sales Channels:

Definition of Sales Channel: A means of distributing products to the marketplace, either directly to the end customer, or indirectly through intermediaries such as retailers or dealers

From a marketer's point of view, a channel can be defined as a common group of points of purchase that satisfy the same consumer/shopper needs or characteristics. In other words, channels are a cluster of outlets where shoppers demonstrate similar behavior.

According to the estimations of Unilever Bangladesh Ltd., the 'Universe' (i.e. the summation of all individual retail outlets where tertiary sales takes place, regardless of whether UBL reaches them or not) for FMCG items in Bangladesh comprises of approximately 700,000 outlets. At the initial level, they had been categorized into several sales channels. From those, a group of nine has been identified for further development. Among these nine mainstream channels, six are considered 'priority channels' and the other 3 channels are 'emerging channels' which have been taken into consideration by UBL more recently.

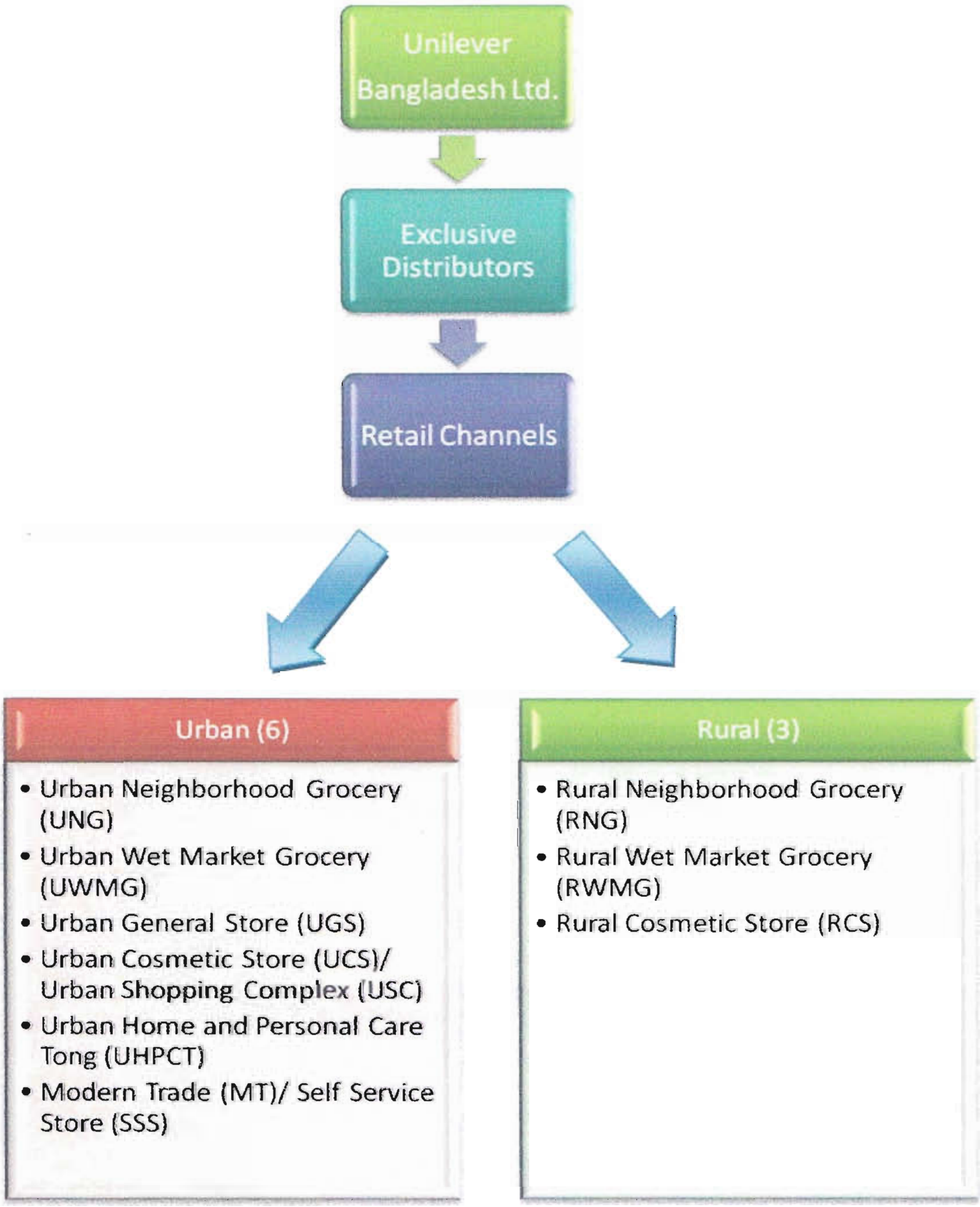
From a geographic perspective, these 9 channels can be divided into 2 types:

i. **Urban Channels** (6): Channels located in Thana HQs or Municipal areas

ii. **Rural Channels** (3): Channels non under the geography occupied by Urban Channels

The following flowchart illustrates the basic framework of the UBL sales channels:

Figure 3.1: Framework of UBL mainstream sales channels within Bangladesh



3.6 UHPC TONG- CHANNEL OVERVIEW

Since this study is entirely based on the Tong shops in Dhaka city, it is quite necessary to have a strong understanding of them as a sales channel for FMCG items at first, before delving into detail analysis of the findings.

Unilever Bangladesh Ltd. has categorized all the Tong shops in the urban areas as a single sales channel and labeled it as Urban Home and Personal Care Tongs (UHPCT), as mentioned in the preceding section.

To provide a basic idea about UHPC Tongs as a sales channel, some of its key characteristics are described below:

Table 3.2: Key characteristics of UHPC Tong channel

Location	Near any hub of commercial or industrial areas and in the outskirts of slums; also in locations of male congregation e.g. bus/ rickshaw stands, markets, Ghats, railway stations etc.
Physical Construct	- Relatively smaller in size than other types of outlets - In most cases temporary structures. - Usually do not have space for shoppers inside the shop. Usually there is a temporary shade under which the customers sit on wooden benches
Customer Characteristics	- Predominantly daily wage earners and garments workers who live and work in the vicinity of the outlet. Also, students and low income employees who live in nearby shared residences e.g. mess, hostel etc. - Mainly adult males, but a significant portion consists of females and children also.
Nature of Purchase Decisions, Occasions and Objectives	- Purchase decisions often not pre-planned - Mainly impulse purchase and distress purchase - Purchase for immediate consumption

Nature of Products	- Usually low value/involvement products - Cooked food items (i.e. tea, biscuits, etc.), Betel leaf and cigarettes have the highest contribution to sales and profit. - Generally smaller SKUs are stocked. Sachets are displayed. - Among FMCG, mainly Personal Care and Fabric Wash products are stocked.

3.7 Area of Study- Product Perspective

3.7.1 Toothpaste

Toothpaste is a paste or gel dentifrice used to clean and improve the aesthetic appearance and health of teeth. In some countries, due to translation issues, it is commonly referred to as "Toothcream." Toothpaste use can promote good oral hygiene: it can aid in the removal of dental plaque and food from the teeth, it can aid in the elimination and/or masking of halitosis, and it can deliver active ingredients such as fluoride to prevent tooth and gums disease. In most or all developed countries, usage after each meal is encouraged. However excessive usage may cause kidney failure due to the body's attempt at digesting the toothpaste's chemicals which often slide down the throat with each use. If a large amount of toothpaste is swallowed, Poison Control should be contacted immediately.

3.7.2 Tooth powder

Tooth powder is a mildly abrasive powder which is used with or without a toothbrush to maintain oral hygiene. Many people in developed nations prefer to use toothpaste, which is simply hydrated tooth powder in a tube. Since tooth powder is often significantly cheaper than tooth paste, the product appeals to some people.

The primary ingredient in a tooth powder is an abrasive to lift plaque and food from the teeth. Baking soda is a common abrasive, along with salt or chalk. Soap may be included to encourage the tooth powder to foam. A tooth powder may also include antibacterial ingredients like tea tree extract, or a flavoring such as mint to make it more palatable.

While dental hygiene has improved immensely over the ages, tooth powder has actually been around for quite a long time. The Egyptians used it, for example, as they did in ancient Asian cultures. Europeans tended to use plain toothbrushes with no water until around the 1800s, when tooth powders became popular.

3.7.3 Current Portfolio of Unilever Bangladesh Ltd's Oral Care Brands

Table 3.3: Current Portfolio of Unilever Bangladesh Ltd's Oral Care Brands

Category	Segment	Brands & Variants
Toothpaste	Gel Toothpaste	Close-up Menthol Chill
		Close-up Red Hot
	Opaque (Cream) Toothpaste	Pepsodent Germicheck Plus
		Pepsodent Herbal
		Pepsodent Whitening
Toothpowder	-	Pepsodent Germicheck Plus
Toothbrush	-	Pepsodent Fighter

Figure 3.2: Current Portfolio of Unilever Bangladesh Ltd's Oral Care Brands

Close-up Menthol Chill

Close-up Red Hot

Pepsodent Whitening

Pepsodent Germicheck Plus

Pepsodent Herbal

Pepsodent Germicheck Plus Toothpowder

Pepsodent Fighter Toothbrush

3.7.4 Major Competitors of Unilever's Oral Care products in Bangladeshi Market

Table 3.4: Major Competitors of Unilever's Oral Care products in Bangladeshi Market

Format	UBL Oral Care Brands	Major Competitor Brands and Respective Manufacturers	
		Brand(s)	Manufacturer
Opaque Toothpaste	Pepsodent	1. White Plus 2. White Plus Herbal	Square Toiletries Ltd
		3. Colgate Super Shakti 4. Colgate Herbal	Colgate-Palmolive
		5. Medi Plus 6. Everyday	Anfords Ltd.
		7. Meswak	Balsara Hygiene Ltd.
Gel Toothpaste	Close Up	1. Fresh Gel 2. Meril Baby Gel	Square Toiletries Ltd
		3. Colgate Fresh Energy	Colgate-Palmolive
Toothpowder	Pepsodent Germicheck Plus	1. Magic	Square Toiletries Ltd
		2. Bidyut 3. Bidyut Kalo Neem 4. Bidyut White Neem	Sufia Chemical Co.
		1. Colgate Super Shakti	Colgate-Palmolive
		2. Tibet	Kohinoor Chemicals Corp.

PART IV

FINDINGS AND ANALYSIS

This part of the report attempts to depict the findings from the depth interviews conducted by author with 40 HPC Tong retailers around Dhaka City. Subsequently, these primary data are compared with relevant secondary data in order to find possible answers to the 3 specific research questions. As a reminder, the research questions were:

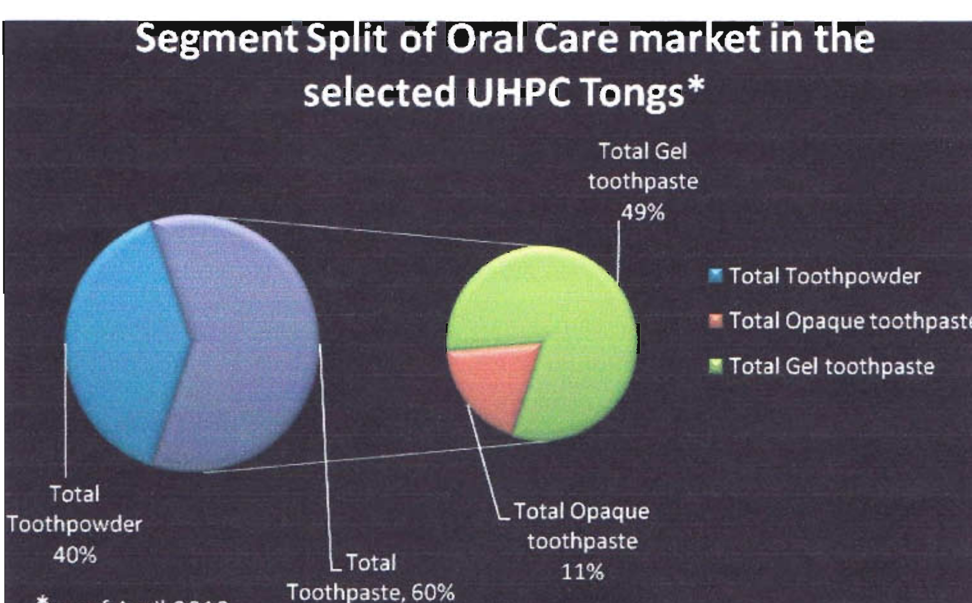
4. What is the current situation of UBL Oral Care products in UHPC Tongs?
5. Is there any sales potential for UBL Oral Care products in UHPC Tongs?
6. If there is any sales potential for UBL Oral Care products in UHPC Tongs, then how it can be exploited optimally?

The following sections will now attempt to elicit probable answers to these questions one by one:

4.1 Current situation of UBL Oral Care products in UHPC Tongs

4.1.1 Segment split of the Oral Care market

Figure 4.1: Segment Split of the Oral Care market in UHPC Tongs



As the pie chart indicates, the toothpaste segment (60%) is somewhat ahead of the toothpowder segment (40%) in the selected UHPC Tongs in terms of sales revenue comparison. Within the toothpaste segment, gel format holds approximately 82% value, with the rest contributed by opaque format. In other words, gel toothpaste accounts for 49% of the entire Oral Care category revenues from Tongs by all brands, while opaque toothpaste possesses 11%.

4.1.2 Availability of UBL Oral Care products

Among the 40 shops that were taken into consideration, in only 31 Tongs any UBL product was found. Furthermore, among those shops, only 15 maintained any of the Oral Care products of UBL. So, within the premise of this sample, the penetration rate for UBL Oral Care brands is a meager 37.50%.

Table 4.1: Availability status of UBL products in HPC tongs

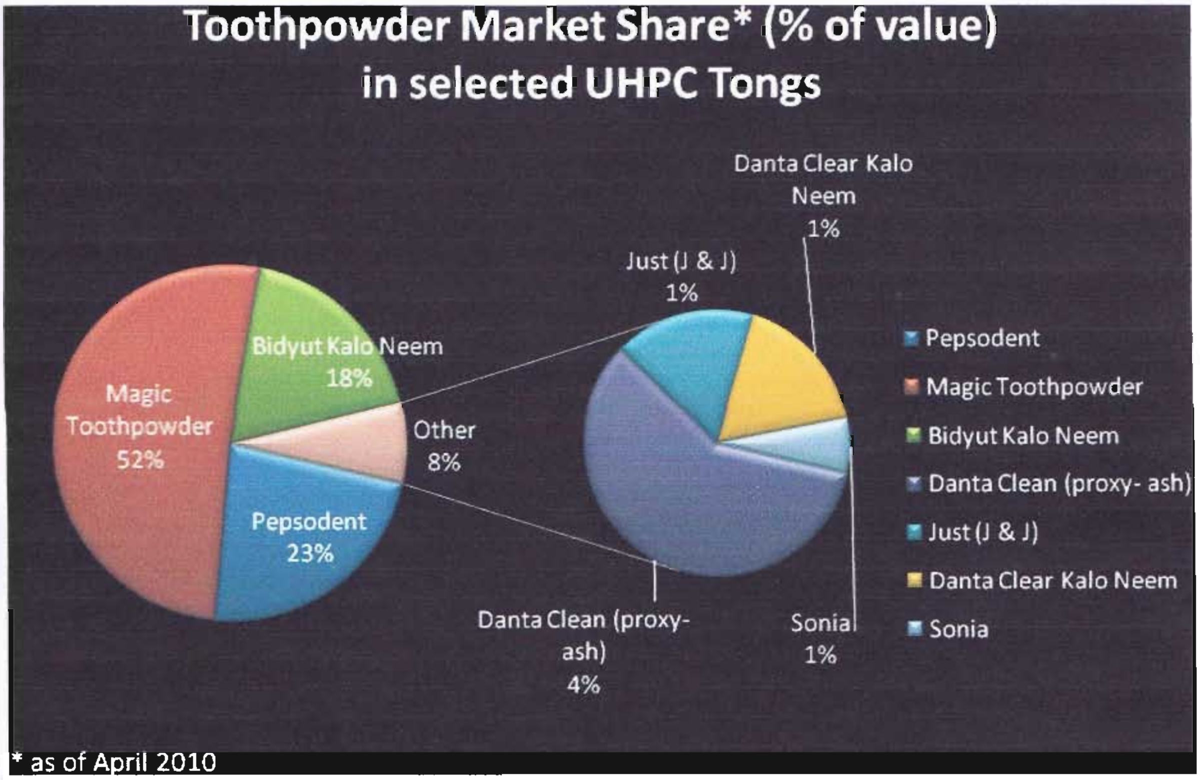
Status	Number of Tongs	% of total	Direct Distribution	% of total supply	Whole-sale Shops	% of total supply
Total Interviewed	40	100%	-	-	-	-
Any Unilever product available	31	77.50%	25	80.65%	6	19.35%
No UBL products available	9	22.50%	-	-	-	-
Unilever Oral Care products available	15	37.50%	14	93.33%	1	6.67%
No Unilever Oral Care products available	25	62.50%	-	-	-	-

4.1.3 Market Share Situation

To visualize the market situation and the comparative position of UBL Oral Care products in UHPC Tongs, market shares of various companies in each of the pertinent Oral Care product formats -namely Toothpowder, Gel Toothpaste and Opaque Toothpaste- are now illustrated respectively.

i. **Toothpowder segment:**

Figure 4.2: Pie chart of toothpowder market share in selected UHPC Tongs

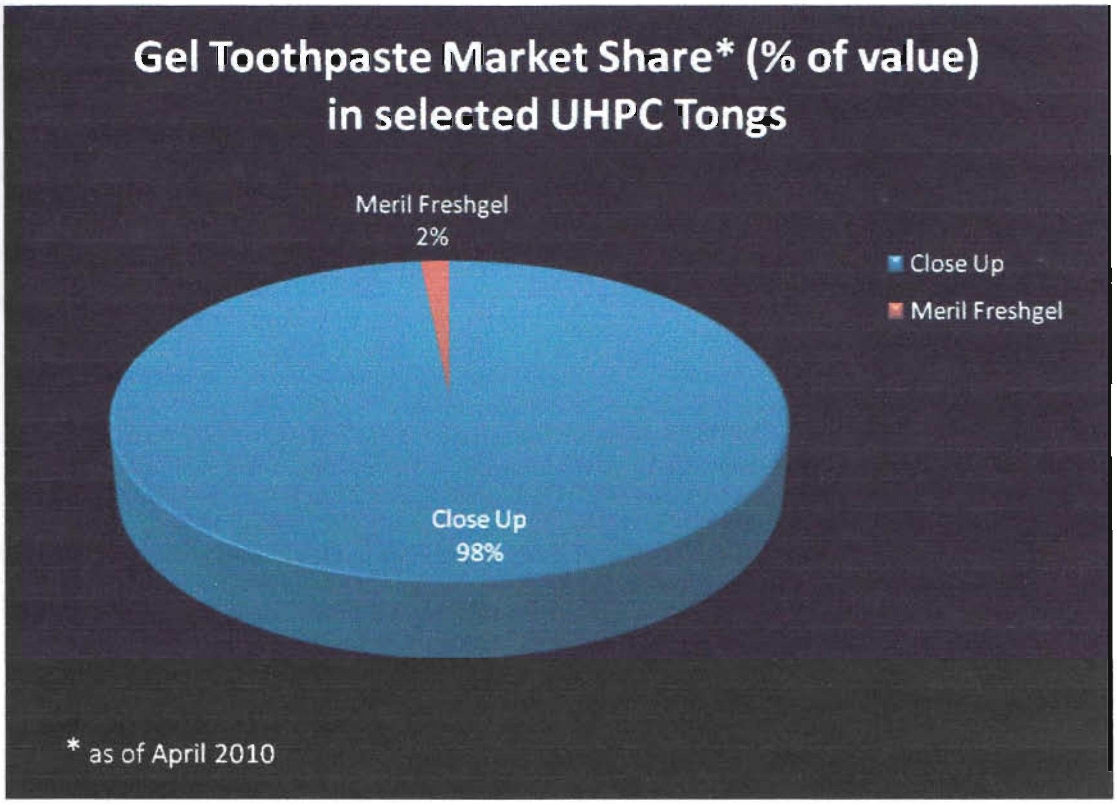


It is clearly evident from the pie chart that there are 3 major players in the toothpowder segment in UHPC Tongs. The leading brand in here is Magic Toothpowder by Square Toiletries Ltd with 52% market share. UBL is significantly lagging behind in a distant 2nd position (23%) with its Pepsodent Germicheck Plus brand, while Sufia Chemical Co. is in a relatively close 3rd position with its Bidyut Kalo Neem brand (18%). Though there are numerous other brands in the market, they cumulatively can hardly constitute the rest 8% of the market.

ii. **Gel Toothpaste segment:**

Unlike the toothpowder market segment in the UHPC Tongs, the gel toothpaste segment is predominantly unipolar, with the Close Up brand of Unilever dominating almost the whole market (98%), with Meril Freshgel of Square Toiletries being the only other player, with a miniscule 2% market share.

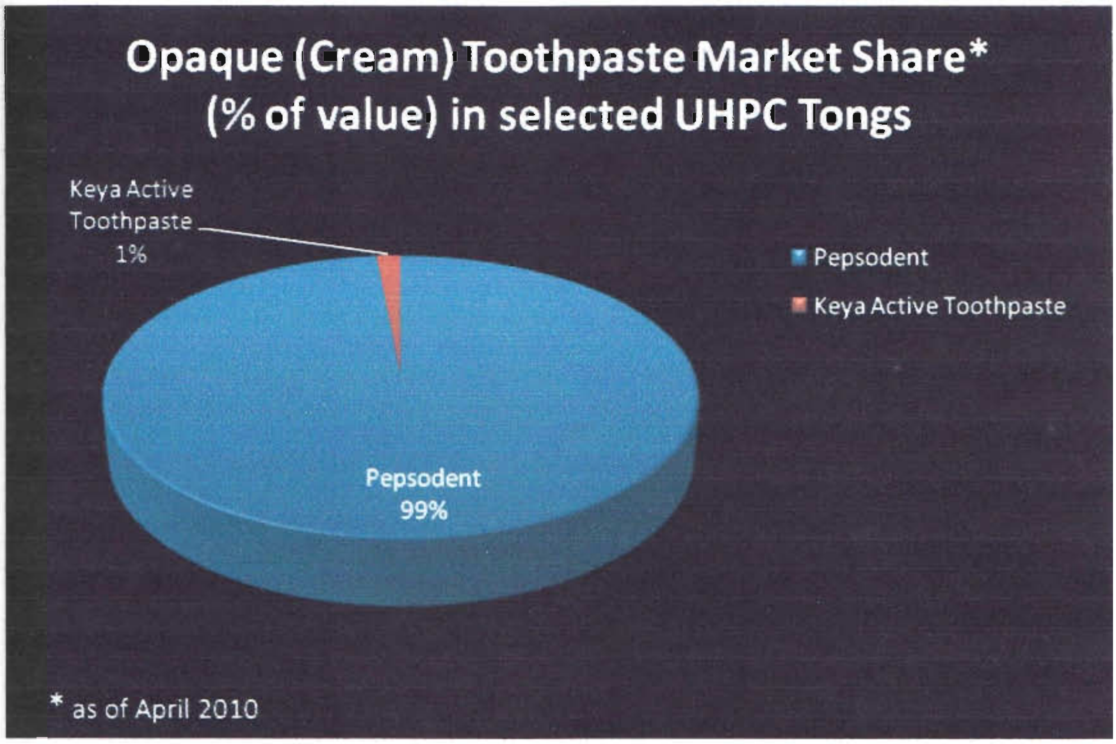
Figure 4.3: Pie chart of gel toothpaste market share in selected UHPC Tongs



iii. Opaque Toothpaste segment:

The situation in the opaque toothpaste segment is very much similar to that of gel toothpaste segment. The segment is completely dominated by UBL with a 99% market share. The only other brand available in the selected Tongs was Keya Active Toothpaste of Keya Cosmetics Ltd. albeit holding 1% of share of market share (by value). The supremacy of UBL in this segment becomes more evident from the ensuing pie chart showing the market share situation.

Figure 4.4: Pie chart of opaque toothpaste market share in the selected UHPC Tongs

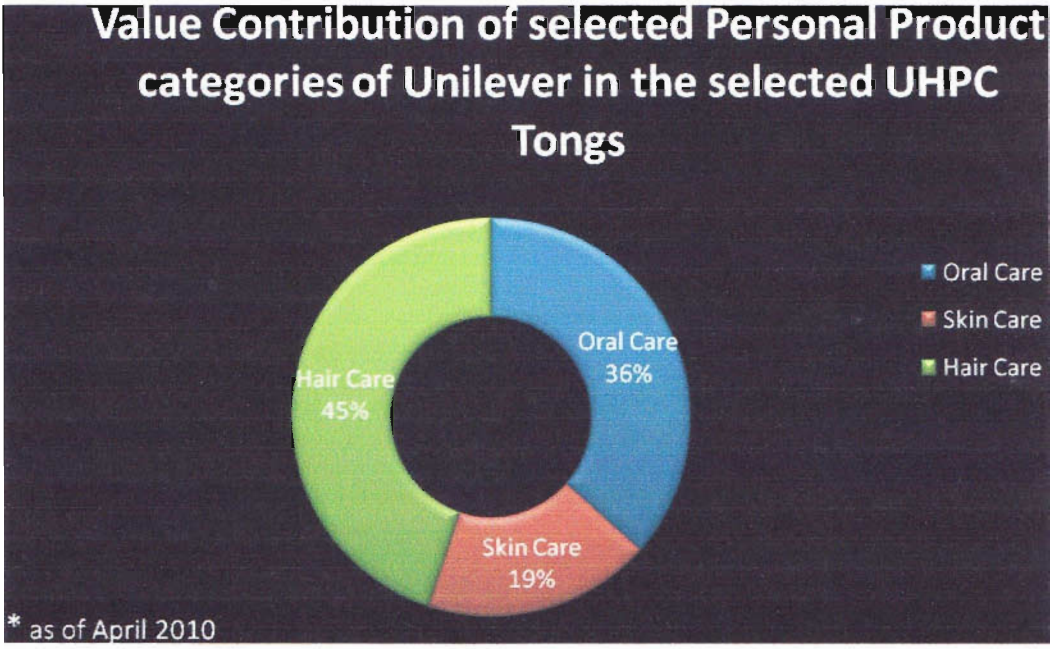


4.1.4 Comparison with other similar product categories of UBL in UHPC Tongs

In order to understand further about the standing of UBL Oral Care products in UHPC Tongs, a comparison has been made with other similar product categories within the Personal Products portfolio of UBL. In order to maintain the conciseness and focus of this report, only 2 such product categories- Hair Care and Skin Care- have been chosen for comparison, which have close resemblance with Oral Care in terms of purchase frequency, user profile etc. Furthermore, comparison have been limited to with only those brands of these categories which are found both in other channels as well as in UHPC Tongs. As such, the selected brands in these 2 benchmark categories are:

- Skin Care- Sunsilk, Clear, Clear Men
- Skin care- Fair & Lovely

Figure 4.5: Comparison of Oral Care value contribution with that of hair care and skin care



As it can be seen clearly from the above diagram, Hair Care has the highest value contribution (45%) among these 3 categories and Skin Care has the lowest (19%). Oral Care falls in between these 2 with 36% value contribution.

4.2 Future potential of Oral Care products in UHPC Tongs

4.2.1 Sales Loss due to unavailability of products

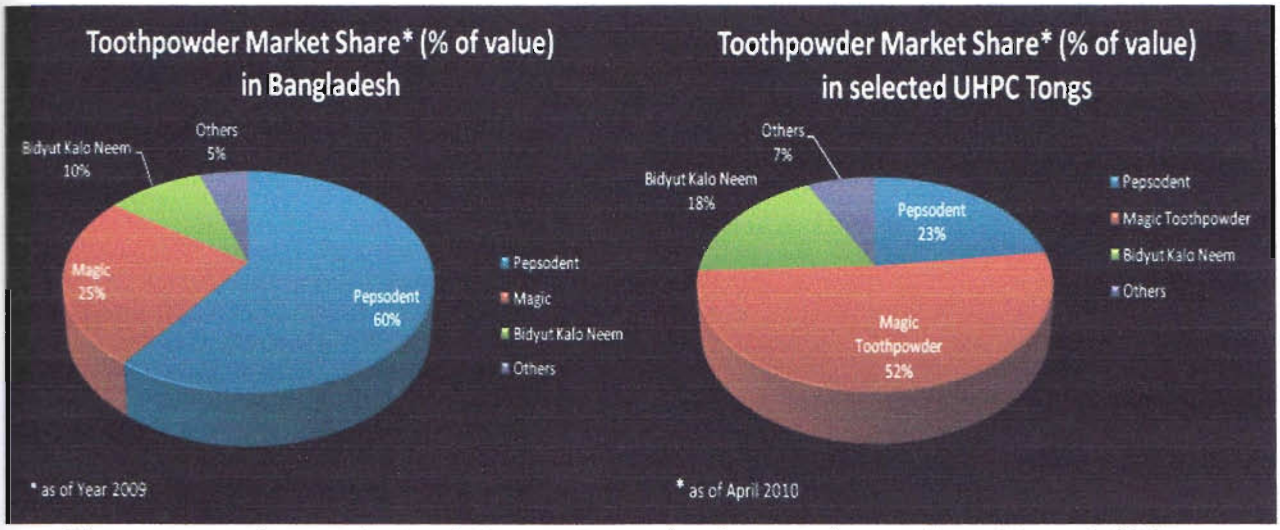
Referring to Table 4.1, in only 15 out of the 40 surveyed Tongs any of the UBL Oral Care products were available. This means, in 62.5% (25) of the Tongs, there was no UBL Oral Care products, which indicates a very dissatisfactory level of penetration. From the data collected from the retailer interviews, the shops in which these products were available, the average sales revenue from this category for UBL is about 1707.025 BDT. So, even without raising the individual customer's purchase frequency or purchase volume, UBL can earn this amount of sales revenue from each additional shop by catering to it. With more than 50% outlets of the UHPC Tong channel yet to be covered (as per this research), this indicates significant sales potential for UBL.

4.2.2 Comparison with oral care competitors (form vs. form): in tong vs. Nationwide

To identify how UBL is performing in Tongs relative to its national level competitors, a comparison has been made in each format with the respective format at the national level.

i. Toothpowder segment:

Figure 4.6: Comparison of Oral Care value contribution with that of hair care and Skin Care

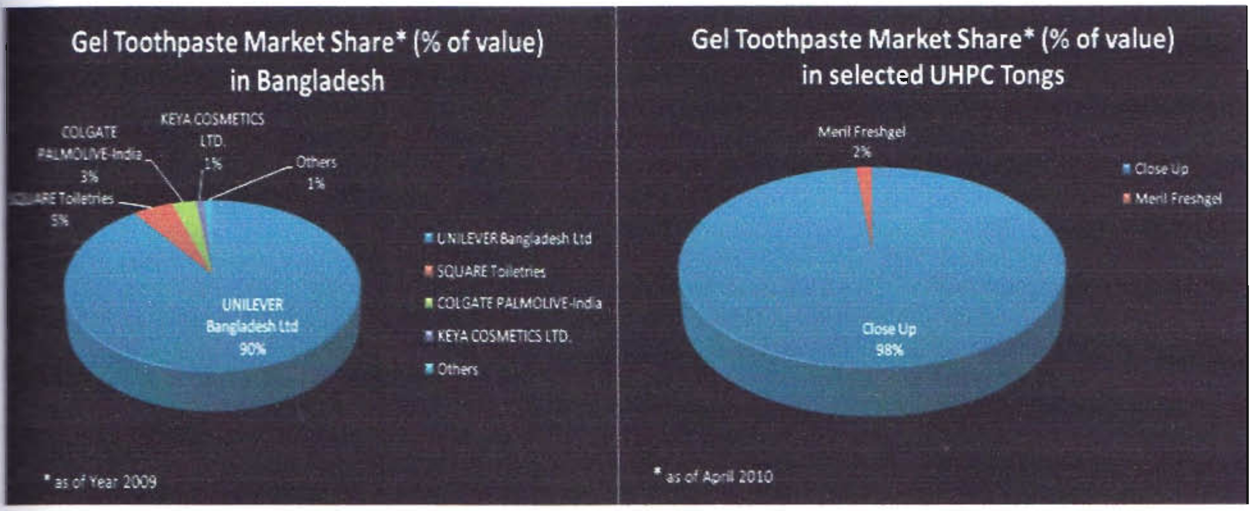


The comparative analysis of the toothpowder format shows that although UBL (Pepsodent) is the market leader at the national level with 60% market share, it has slumped to a 2nd position in UHPC Tongs capturing only 23% of the shares there. As a result, Magic (Square) has jumped to the top position in the UHPCT channel. As such, a huge market share gap of 37% (60%-23%) between the national level and the UHPCT shows clear potential and scope for improving its sales for UBL in this channel.

ii. Gel Toothpaste segment:

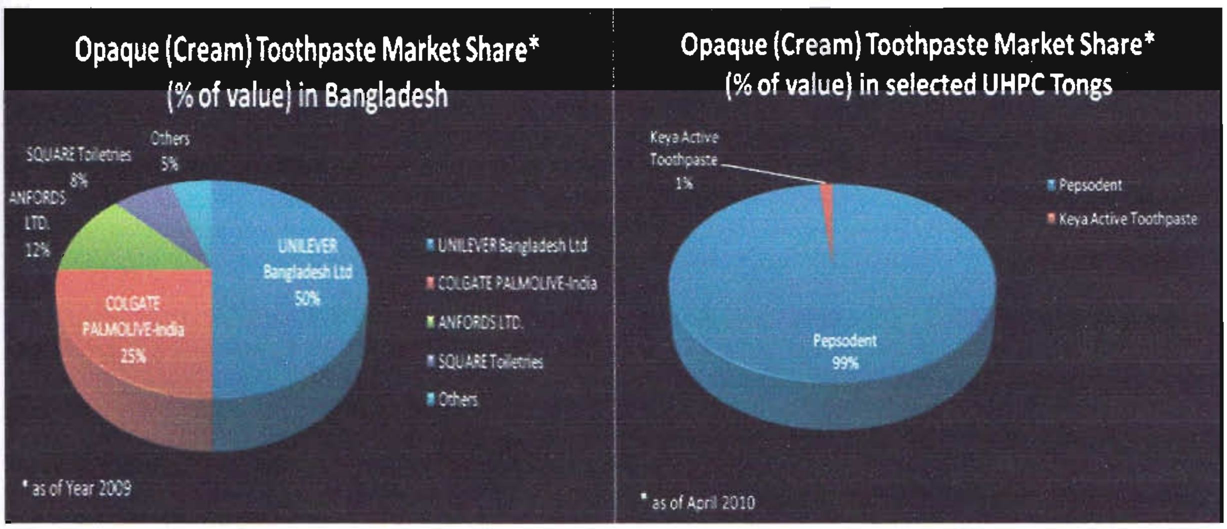
The market situation in the gel toothpaste segment is clearly more favorable for UBL in the UHPC Tongs than in the national level as it is practically a monopoly player in the former one. As such, there is less scope for UBL in terms of increasing market share but it can capitalize the brand's stronghold in the market to increase its sales volume.

Figure 4.7: Comparison of Oral Care value contribution with that of hair care and



iii. Opaque Toothpaste segment:

Figure 4.8: Comparison of Oral Care value contribution with that of hair care and Skin Care



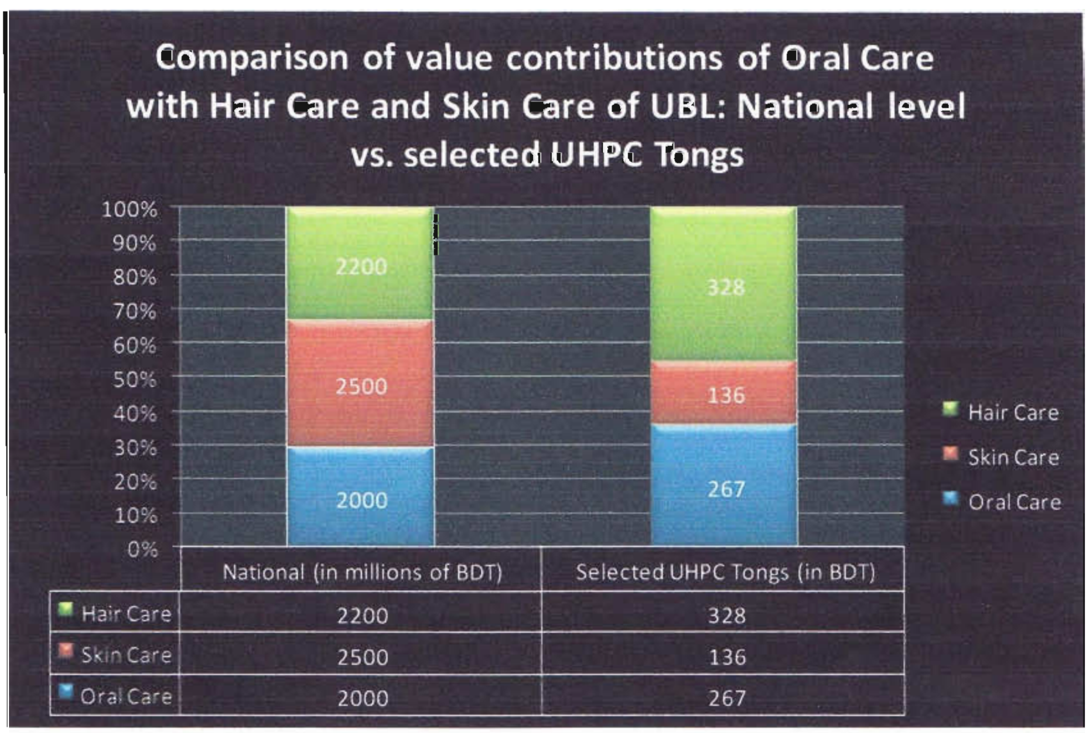
The comparative analysis of the opaque toothpaste format shows almost exactly the same situation as that of the gel toothpaste format. In accordance with the national market scenario, UBL, with its Pepsodent brand, is the market leader. In fact, like the gel toothpaste segment, this segment is also a single-brand market, with UBL holding 99% market share. As such, sales potential lies in utilizing its existing strong image to increase sales volume.

4.2.3 Comparison with hair care and skin care: in UHPC Tongs vs. Nationwide

Figure 4.9: Comparison with hair care and skin care: in tong vs. Nationwide

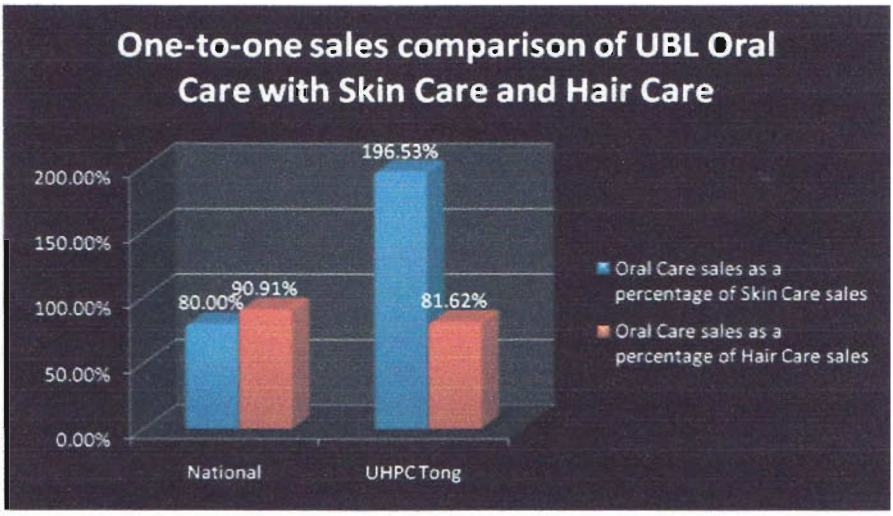
This comparison gives a somewhat misleading impression at the first glance. Initially, it seems that the oral care category is performing as well as, or perhaps better in UHPC Tongs than the national level. However, its favorable position is actually mostly due to the slump of the Skin Care category in Tongs from its top position at the national level.

Figure 4.10: Comparison with hair care and skin care: in tong vs. Nationwide



In fact, when compared to the much more stable Hair Care category, Oral Care has actually performed lower than its performance at the national level. The following one-to-one category comparison depicts this situation more clearly:

Figure 4.11: Comparison with hair care and skin care: in tong vs. Nationwide



Thus, Oral Care sales as a percentage of Skin Care sales has skyrocketed to almost 200% as a result of the downfall of the latter category, not as a result of an exceptional increase in Oral Care sales in Tongs. On the contrary, Oral Care sales as a percentage of Hair Care sales has actually gone down about 10% from 91% at the national level to 81% in the Tongs. So, this gap of 10% between the national level and UHPC Tongs indicates some latent potential yet to be exploited to increase Oral Care sales in the Tongs.

4.3 Ways to exploit the potential of Oral Care IN products in UHPC Tongs optimally

- **Ensuring service to every outlet:**

Referring back to Table 4.1, it can be seen that, no UBL products were available in more than 22% of the interviewed Tongs and no Oral Care products were available in more than 62% of the shops. 'Non-coverage' and 'irregular frequency by the distributors' were among the major complains of Tong retailers about UBL and they also claimed that these were among the main reasons for not having UBL products. Moreover, most of the sampled shops were from major locations of the capital, so the plight of the distribution coverage and frequency is possibly more acute in other regions. Since Tongs as a sales channel have shown good potential for UBL Oral Care products (about 1700 BDT per shop, considering the cumulative average sales value for the whole category where they were available), UBL should consider broadening its coverage and deepening its penetration rate in the Tongs.

- **Trader-friendly portfolio:**

Many of the Tong retailers experience inconsistent flow of capital. In many locations, the distributors of UBL cater only specific product categories on specific days of the week e.g. all Personal Products one day, all Home Care products another day etc. As a result, some of the retailers may have to forego purchase of one/more category(s) on a particular day due to shortage of cash and would be forced to wait until the next due date for those categories. Within that interval, his stock of those products may get diminished or even depleted. If the retailer fails to fulfill the demand as a consequence, it will be UBL which is would be losing sales. As such, the UBL distributors should carry a combined portfolio consisting of all the products categories that are usually stocked in Tongs every time they visit a shop, so that the retailers can choose to purchase any of the UBL products whenever they have sufficient fund to do so.

- **Allowing Tong retailers to purchase on credit:**

This suggestion is actually a corollary from the preceding discussion. UBL currently has a strict policy prohibiting any sort of credit sales, but some of its competitors in the Tongs, especially Square Toiletries Ltd., has a flexible policy in this regard. As previously mentioned, the Tong retailers are petty businessmen who often do not have sufficient cash in hand to maintain the level of inventory necessary to meet the demand. As such, they welcome any opportunity to purchase on credit and prefer those companies who give such facilities. So, UBL can uncover hidden sales potential which are currently unexploited by introducing a flexible credit policy for the Tong retailers.

- **Offering appropriate trade promotions for the Tong retailers:**

Another probable avenue to offer incentives to the Tong retailers, which yet have not been ventured by UBL, is to offer appropriate trade promotions to the Tong retailers. There have been many effective trade promotional activities conducted by UBL for other channels but none of those activities have been applied to the UHPC Tongs yet. Promotions -such as offering gifts to the retailers who purchase at least a certain amount of products and displays them for a certain period of time, giving cheap but necessary items like plastic utensils etc as free gifts for bulk purchases etc.- can be introduced to UHPC Tongs if they are found financially viable.

- **Ensuring proper delivery of goods ordered in the previous day:**

Sometimes at the time of delivery, one or more of the larger outlets of other channels want to purchase more than the amount ordered in the previous day. In such situations, the SRs of UBL distributors often decide to meet that excess demand for quick fulfillment of target sales quota by forgoing supply to some of the Tong shops which have rightfully ordered in the previous day. This short term gain for the SRs in the long run creates frustration and a bad reputation about UBL's commitment in the minds of the suffering Tong retailers. Some retailers who had been interviewed had directly said that they have stopped selling UBL products due to irregular and unreliable supply by the distributor.

- **Providing merchandising materials to the Tongs for POS display**

Tong shops lack the necessary space and physical layout for displaying elaborate and larger POS items and materials. However, some of the smaller POS items like branded hanger for displaying the various sachets, shelf talkers etc can be provided to the Tong shops. This would enhance brand visibility and may create a psychological bond between the retailer and the company.

PART V

Conclusion and Recommendation for Future Research

5.1 Conclusion

This study has been a small part of the comprehensive and perpetual process of market research conducted by Unilever Bangladesh Ltd with the core objective as to remain always updated regarding insights about the market situation and ever-changing characteristics of the traders, shoppers and the numerous types of actions and interactions that defines a market. The sample, consisting of 40 Tong shops throughout Dhaka, considered for the study was not capable of creating any wealth, but it had the positive aspect of creating employment and a source of income to the respective individuals. Basically it constitutes a survival activity for them. It is significant to note that they are able to maintain their families by their own earnings. They do not have any requirement to depend on others to maintain their family. Another advantage is that these entrepreneurs cater to the needs of the poor consumers as they provide low priced goods to the economy. Thus these Tong shops, i.e. the UHPC Tong Channel, although unorganized and unregulated by the government, have many positive impacts on the society. It also absorbs the surplus labor and meets the demand for low cost goods by the people with less income.

In this study, an effort was made to understand the present situation of FMCG items in the tong shops (considered UHPC Tong channel as a whole), with a specific focus on UBL Oral Care products. It also tried to identify any latent sales potential existing for this product category in the chosen channel and subsequently, to suggest ways to exploit those potentials optimally if any sales potential was found. The study initially provided some background on some constructs and conceptually defined them. Then depth interviews were conducted among 40 Tong retailers to get insight about the research problem. The findings of the interviews were subsequently analyzed and compared with overall market data on various dimensions and finally from those data analyses, some recommendations were made to enhance the sales performance of UBL Oral Care in UHPC Tongs.

However, the findings and outcomes of this research are highly dependent on the sample that has been used, and thus any generalization of the result of this study in any proportion for other parts of the population must be done with caution. Further qualitative and quantitative researches with other types of samples and sampling methods should be undertaken in order to verify the generalizability and application of the result of this research.

5.2 RECOMMENDATIONS FOR FUTURE RESEARCH

- To complete the report within the short period of internship tenure, this study was kept on a simplified linear dimension by following a 'Single Cross-Sectional' research design, according to which only one sample of respondents was selected and information were collected from this sample only once. For a more comprehensive outcome, future studies in similar field should use 'Longitudinal' or 'Multiple Cross-sectional' research design, so that data can be analyzed on a multi-dimensional perspective across various geographic and demographic characteristics and different time intervals.

- The present research used only non-probabilistic 'convenience sampling' method; the sample as such may not portray the actual composition of the different types and sizes of shops constituting the Entire UHPC Tong channel throughout Bangladesh. Therefore, as a recommendation for future research in this field, the sampling method might have to be changed. Moreover, to overcome the limitations of the present report, a more diverse and structured sample should be taken into account, so that the findings can be generalized.

- Future research should include a bigger sample size than the 40 respondents chosen for this research. It is also suggested that in evaluating the channel potentials, detailed data and thorough responses should be collected from the sides of both traders and shoppers.

- The present research was confined to Tong shops of Dhaka city. For a comprehensive understanding of the channel situation, future research should include samples from other parts of the country which may uncover new directions for analysis and better solutions to the research problems.
- Future researches should include exact figures regarding the sales and other related data if permitted by the authorities as this would enhance the accuracy and clarity of the analysis outcomes.

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A.2 Glossary/Key Terms

- ✓ UBL= Unilever Bangladesh Limited
- ✓ SKU= Stock Keeping Unit
- ✓ FHB= family health brand (pepsodent)
- ✓ UNG= Urban Neighborhood Grocery
- ✓ UWMG= Urban Wet Market Grocery
- ✓ UGS= Urban General Store
- ✓ PGS= Premium General Store
- ✓ UCS/USC= Urban Cosmetic Store/ Urban Shopping Complex
- ✓ UHPCT= Urban Home and Personal Care Tong (i.e. tea-stall)
- ✓ MT/SSS= Modern Trade/Self Service Store
- ✓ RNG= Rural Neighborhood Grocery
- ✓ RWMG= Rural Wet Market Grocery
- ✓ RCS= Rural Cosmetic Store
- ✓ WS= Wholesale
- ✓ Up-market= high-income group
- ✓ Down-market= low-income group
- ✓ SEC= Socio Economic Class
- ✓ Universe= All individual retail outlets where tertiary sales takes place, regardless of whether UBL reaches them or not
- ✓ Primary Sales= sale of goods from manufacturer to distributor
- ✓ Secondary Sales= sale of goods from distributor to their customers (wholesaler/ retailer etc)
- ✓ Tertiary Sales= The sales to the end-user/consumer by an outlet in any of the channels
- ✓ Off-take= Tertiary Sales (see above)
- ✓ PP= Personal Products
- ✓ Culture= The values, attitudes, beliefs, norms that shapes a person's behavior
- ✓ SSO= Senior Sales Officer
- ✓ SO= Sales Officer
- ✓ DSR= District Sales Representative
- ✓ YTD= Year To Date

A.3 Sample Questionnaire for Depth Interviews of UHPC Tong Retailers

Date:

Serial Number:

QUESTIONNAIRE FOR DEPTH INTERVIEW OF HPC TONG VENDORS

- **Basic Information:**

Name of the shop:

Location of the shop:

Age of the shop:

Name of the shopkeeper:

Gender of the shopkeeper:

Age of the Shopkeeper:

- **Supply Related Information:**
  - Supplier of the products:

		Location/ Company
a. Distributor		
b. Wholesaler		
c. Both (a) and (b)		
d. Other		

- **Remarks:**

____

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- **Sales Related Information (only selected SKUs of UBL): (*Considering, amt. of off-take = amt. purchased from source*)**

Brand	Sub-brand /Format	Pack	Size	Amt of SKU per order (in units)	Freq-uency within each interval	Re-order Interval		Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)
Pepsodent	Toothpaste	Tube	100					
Pepsodent	Toothpaste	Tube	45					
Pepsodent	Tooth Powder	Bottle	100					
Pepsodent	Tooth Powder	Bottle	50					

Brand	Sub-brand /Format	Pack	Size	Amt of SKU per order (in units)	Freq-uency within each interval	Re-order Interval		Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)
Pepsodent	Tooth Brush	Brush	-					
Close Up	Toothpaste	Tube	100					
Close Up	Toothpaste	Tube	50					
Close Up	Toothpaste	Sachet	12					
Fair & Lovely	Cream	Tube	100					

Brand	Sub-brand /Format	Pack	Size	Amt of SKU per order (in units)	Freq-uency within each interval	Re-order Interval		Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)
Fair & Lovely	Cream	Tube	50					
Fair & Lovely	Cream	Tube	25					
Fair & Lovely	Cream	Sachet	10					
Sunsilk	Shampoo	Bottle	100					
Sunsilk	Shampoo	Bottle	50					

Brand	Sub-brand /Format	Pack	Size	Amt of SKU per order (in units)	Freq-uency per interval	Re-order Interval		Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)
Sunsilk	Shampoo	Sachet	7					
Sunsilk	Shampoo	Sachet	3.5					
Sunsilk	Conditioner	Tube	90					
Sunsilk	Conditioner	Sachet	7					
Clear	Shampoo	Sachet	5					
Clear Men	Shampoo	Sachet	5					

- **Other Products and Their Monthly Sales:**

Sub-brand/ Format	Brand	Size	Amount purchased per order (in units)	Frequency Within Each Interval	Re-order Interval		Supply (Dist./WS)	Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)

Sub-brand/ Format	Brand	Size	Amount purchased per order (in units)	Frequency Within Each Interval	Re-order Interval		Supply (Dist./WS)	Type & Nature of Majority of Its Buyers (e.g. age group, gender, education, occupation, type of residence, frequency of visit, relation with end-user etc)

- **Average Monthly Sales Revenue from the Shop:**

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- **Average Monthly Profit from the Shop:**

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Remarks:

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