

INTERNSHIP REPORT

On

EVALUATION OF THE PAPER INDUSTRY AND ITS MARKETING PRACTICES: A CASE STUDY ON BASHUNDHARA PAPER MILLS PLC

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**EVALUATION OF THE PAPER INDUSTRY AND ITS MARKETING
PRACTICES: A CASE STUDY ON BASHUNDHARA PAPER MILLS PLC**

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This report is submitted to the School of Business and Economics (SoBE), United International University (UIU), as a partial requirement for the degree fulfillment of Bachelor of Business Administration (BBA)

Letter of Transmittal

Date: 11.03.2026

Dr. Md. Kaium Hossain

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Subject: Submission of internship report titled “Evaluation of the Paper Industry and Its Marketing Practices: A Case Study on Bashundhara Paper Mills PLC.”

Dear Sir,

With due respect, it gives me great pleasure to submit my report titled “**Evaluation of the Paper Industry and Its Marketing Practices: A Case Study on Bashundhara Paper Mills PLC**” in partial fulfillment of the requirements for the BBA program under your supervision. It was a valuable real-world experience, and I made every effort to meet the academic requirements.

I have worked diligently to prepare this report and have attempted to make it as clear and comprehensive as possible within the limits. I am confident that it will accomplish the task at hand. I will always be willing to provide clarifications regarding this report, if necessary.

Sincerely yours,

Rayhanul Rakib Raka

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School of Business and Economics

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Declaration of the Student

I do hereby declare that the internship report titled “**Evaluation of the Paper Industry and Its Marketing Practices: A Case Study on Bashundhara Paper Mills PLC**” has been prepared by me as part of my academic requirement for the completion of the Bachelor of Business Administration (BBA) degree at the School of Business and Economics (SoBE), United International University (UIU).

I also declare that this report has not been submitted for any other degree at UIU or at any other institution, either in part or in whole.

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Acknowledgement

First of all, I would like to express my sincere gratitude to Almighty Allah for giving me the strength and opportunity to complete my internship and prepare this report.

I would like to convey my heartfelt thanks to my respected academic supervisor from the School of Business and Economics, United International University, for his valuable guidance, support, and encouragement throughout the preparation of this internship report.

I also extend my thanks to the management and the concerned officials of Safwans Boshundhora Global, who have provided me with the opportunity to do my internship in the organization. Their cooperation, guidance, and practical support allowed me to obtain the real-life experience and perception of the activities in the organization, particularly in distributor stock audit and operational monitoring.

Finally, I would like to thank my teachers, friends, and family members for their continuous support and encouragement during the completion of this report.

Executive Summary

Marketing strategy is a comprehensive and long-term plan that explains how a business will achieve its marketing goals and objectives. The main objective of the report is to evaluate the marketing strategies of Bashundhara Paper Mills PLC, which is the leading player in the paper and hygiene FMCG sector in Bangladesh. Bashundhara Paper Mills PLC has established itself as a dominant key player in the local competitive market. The report also mentions the strengths of the organization's products and wide customer base. The research design is descriptive in character. Data were obtained from secondary sources and practical observations during the internship. Bashundhara Paper Mills PLC has effective segmentation, targeting, and positioning. Their products are used for both the consumer market and the business market. It provides competitive pricing with cost-based and tiered pricing techniques. Its product portfolio is broad and aimed at different hygiene and lifestyle needs. The promotion mix is high on both the ATL and BTL criteria, namely TVCs, OVCs, social media, and extensive retail display. The key findings of the report entail the rollout of more user-friendly niche products, enhanced rural infiltration in personal care products, enhanced data with electronic integration, more family value bundles, and maintaining the prevailing pricing strategies. This report focuses on the marketing strategies of Bashundhara Paper Mills PLC, as it illustrates its ability to effectively integrate product quality, pricing, positioning, and impactful marketing promotions that make it an outstanding force in the paper and hygiene market of Bangladesh.

Keywords: Marketing strategy; marketing practices; FMCG; Bashundhara Paper Mills PLC; Bangladesh.

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List of Acronyms & Abbreviations

| Acronym / Abbreviation | Full Form |
|-------------------------------|---|
| 3PL | Third-Party Logistics |
| ATL | Above the Line |
| BBA | Bachelor of Business Administration |
| BPMP LC | Bashundhara Paper Mills PLC |
| BSTI | Bangladesh Standards and Testing Institution |
| BTL | Below-the-Line |
| CAGR | Compound Annual Growth Rate |
| CSR | Corporate Social Responsibility |
| ETP | Effluent Treatment Plant |
| FMCG | Fast-Moving Consumer Goods |
| FSC-CoC | Forest Stewardship Council - Chain of Custody |
| GSM | Grams per Square Meter |

| Acronym / Abbreviation | Full Form |
|-------------------------------|---|
| ISO | International Organization for Standardization |
| MGI | Meghna Group of Industries |
| OVC | Online Video Commercial |
| POP | Point-of-Purchase |
| QA | Quality Assurance |
| SoBE | School of Business and Economics |
| SR | Sales Representative |
| STP | Segmentation, Targeting, and Positioning |
| SWOT | Strengths, Weaknesses, Opportunities, and Threats |
| TSO | Territory Sales Officer |
| TVC | Television Commercial |
| UIU | United International University |

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

Marketing is very important in ensuring the availability of products, customer satisfaction, and increasing the market, particularly in fast-moving consumer goods and other daily-use products. In today's competitive markets, companies need to have sound and efficient distribution systems, stock monitoring, and communication facilities with the distributor networks to ensure that the products are continuously available in the market and have a presence.

Safwan Boshundhora Global is a marketing and distribution partner of different paper, tissue, stationery, and hygienic products produced by Bashundhara Fine Paper Mills. The company is focused on distributor-based marketing expansion and regional supply chain management to ensure that products do not run out of supply in different markets.

This report is based on three months of internship experience in the area of Sales & Marketing Department from November to January. During this time, the work was carried out that included auditing of inventory stocks, checking the stock levels of distributors, monitoring the availability of products, and assisting the distribution work in the field in the Cumilla-Chandpur zone. The report entails a combination of the academic concepts of marketing with the real-world observation of operations that went on during the internship.

1.2 Objectives of the Report

Broad Objective: To evaluate the paper industry and examine the marketing strategies of Bashundhara Paper Mills PLC.

Specific Objectives

- To analyze the overall condition, the growth, and the structure of the paper industry.
- To assess the strengths, weaknesses, opportunities, and threats (SWOT) of the company in the paper industry.
- To analyze the segmentation, targeting, and positioning (STP) strategies of the Bashundhara Paper Mills PLC.
- To examine the marketing mix of the Bashundhara Paper Mills PLC.
- To make some recommendations on the marketing practices of Bashundhara Paper Mills PLC.

1.3 Rationale of the Report

For a Marketing major, it is important to be aware of the workings of sales and distribution strategies in the field. Textbooks give you some concepts, frameworks, and models, and an internship gives it some real-life meaning. Bashundhara Paper Mills PLC gave me an opportunity to experience how an established industry player plans for and executes its marketing and supply chain strategies under a continuously evolving consumer environment. Bangladesh has a dynamic fast moving and competitive paper and hygiene products market. As domestic and international players continue to unveil new products, the need to be "top of mind" is imperative. If the distribution and monitoring approach isn't efficient enough to ensure product availability at the level of retailers, the marketer is going to have a hard time maintaining market share. This report highlights the challenges in regional supply chain management and how the company addresses these so that its products have an uninterrupted presence. In addition, I was able to contribute directly to high-impact field operations through the internship, such as auditing inventory stocks and monitoring product availability throughout the Cumilla-Chandpur zone. Overseeing distributor network communication and field-level distribution gave rich insights far beyond the surface understanding of marketing. This report is a compilation of those insights, having been created through both observation and active participation in the Sales & Marketing Department.

1.4 Scope and Limitations of the Report

Scope: This report basically involves the evaluation of the paper industry and marketing practices of Bashundhara Paper Mills PLC. The basic area of analysis is restricted to the sales, distribution, and marketing techniques employed by the company to secure the presence and availability of the product. It does not take into consideration the full portfolio of the industries and the number of diverse business units of Bashundhara Group, since that is out of the ambit of the internship and this report.

The key scope areas include:

- The total growth, structure, and present state of the paper industry in Bangladesh.
- The STP (Segmentation, Targeting and Positioning) and Marketing Mix (4Ps) strategies of Bashundhara Paper Mills PLC,
- Field-level marketing and distribution practices, such as inventory auditing and monitoring of distributor stocks, particularly in the Cumilla-Chandpur zone.
- Reflections based on participation in the Sales & Marketing Department, with a focus on regional supply chain management and field operations.

Limitations

- Due to corporate confidentiality, access to highly sensitive internal marketing performance data and particular trade secrets was limited.
- All data is based on secondary sources as well as first-hand internship experience; no primary consumer surveys or formal interviews have been conducted. The report does not assess the long-term financial profitability and the cost-revenue ratio of the distribution operations.

Despite these limitations, the report presents a full understanding of the way marketing and sales distribution are performed within one of the leading paper and hygiene product firms in the country.

1.5 Definition of Key Terms

- **Marketing Strategy:** A detailed and long-term plan that describes how a business will achieve its marketing goals and objectives.
- **Marketing Practices:** An array of actions and strategies to promote products, attract customers, and develop customer brand loyalty.
- **FMCG (Fast-Moving Consumer Goods):** Products with low costs, which are fast-selling and frequently purchased, e.g., tissues, stationery products.
- **Distribution Management:** The process of managing the flow of publications from the producer to the actual point of sale to guarantee the constant availability of products.
- **Inventory Auditing:** The process of cross-checking the inventory records with physical inventory to make sure there is accuracy in the supply chain and to prevent stock-outs.
- **Above the Line (ATL):** ATL includes the promotional activities done through the masses and is largely untargeted. These include Television Commercials (TVCs), Print Ads in the newspaper, and National Billboards.
- **BTL (Below-the-Line):** Targeted promotional techniques include retail branding, in-store displays, distributor-level engagement, etc.
- **STP (Segmentation, Targeting, and Positioning):** Basic structure of marketing that is used to identify select customer groups, select which group of customers to serve, and develop a distinct brand image in their minds.
- **Brand Loyalty:** The loyalty of consumers to repeatedly purchase Bashundhara products as compared with other competitors as a result of trust and satisfaction.
- **Market Monitoring:** This is the act of keeping a constant check on the market trends, competition activities, and performance of the distributors so that decisions involving sales can be made.

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview and History

The story of Bashundhara Group is a reflection of the country's own journey of industrial growth and self-reliance: Bangladesh. It all started in 1987, not as a giant conglomerate, but as a visionary real estate venture under the name of "Bashundhara" under the name of East-West Property Development (Pvt) Ltd. At a time when Dhaka was struggling with a booming population and a desperate shortage of planned housing, Bashundhara came to the rescue to provide a solution. This first project didn't just build homes; it built a foundation of trust. The success of this landmark venture proved that there was a gaping hunger in the urban population for reliable, large-scale local solutions, and this gave the fuel for its rapid expansion. By the early 1990s, the leadership understood that if they were ever going to truly serve the nation, they would have to go beyond real estate and get into the very fabric of daily life - manufacturing. In less than 10 years, the group became a multi-faceted industrial powerhouse. They entered key industries such as cement, paper, pulp, and tissue, meaning that the country didn't have to rely totally on expensive imports. A major milestone in this era was the launch of Meghna Cement Mills Limited, which became the group's first publicly traded company, demonstrating its commitment to transparency and shared growth. Today, Bashundhara Group is a name that is present in every household where there are over 15 major concerns (and 50+ subsidiary entities) spread across the country. Whether it is the news people read by way of the "East West Media Group" (home to Kaler Kantho and Bangladesh Pratidin) or the paper students use in their classrooms, or the shopping experience at the iconic Bashundhara City, the group has become an inseparable part of the national economy. What is unique to the story of Bashundhara is its "people-first" philosophy. The group has developed through listening to the needs of its clients, learning from every project that has taken place, and always innovating. From a mere real estate office to a global exporter adding a great deal of financial stability to the country, Bashundhara is driven by a basic yet strong thread: the capacity for change, the flexibility to expand, and deep-rooted desires to strengthen the relationship with the people of Bangladesh.

2.1.2 Mission, Vision, and Core Values

The operational philosophy of Bashundhara Group is not based merely on profit margins, but rather on a strong commitment to national development. This is summed up in their iconic corporate slogan: "For the People, For the Country."

Mission: Bashundhara Group believes in the fact that a real business only succeeds when it is for the benefit of the people and the country. Their mission is beyond the commercial tradition; it is about enriching lives in the following pillars:

- **Customer-Centricity:** The group considers the customers as the ultimate pulse of the organization. Every single product, from one sheet of paper to high-end hygiene products, is developed for maximum satisfaction and reliability.
- **Empowering the Workforce:** Knowing that no giant can stand without a strong foundation, the group nurtures its employees. They aim to achieve a "sense of belonging," and they want to ensure that every member of their staff feels valued and able to achieve their full potential.
- **Inclusive Growth:** Bashundhara does not believe in growing alone. Their mission is to grow along with their partners, patrons, and stakeholders and ensure that the benefits of their success reach the underprivileged through nationwide philanthropic initiatives.

Vision: While Bashundhara is already a market leader in several sectors, the vision is to look much beyond the horizon.

- **Economic Pillar:** The group intends to be the largest business house in Bangladesh and the largest private sector contributor to the socio-economic fabric of the country.
- **Employment Generation:** A major component of their vision is to be the biggest private employer in the nation and provide more job opportunities to the people of the area for better living.
- **Global Presence:** Bashundhara is now moving from a panchayat to a global player and will soon be announcing a solid presence in the international circuit in a few years.

Core Values: The "Moral Compass" of Bashundhara Group is driven by values that govern all the decisions taken from boardroom to field:

- **Patriotism:** Uncompromising preoccupations with what is best for the development of Bangladesh.
- **Honesty & Fair Practice:** Being honest in all dealings of business and market competition.
- **Service to the Nation:** Putting the welfare of the citizens as a priority in each of the industrial ventures.
- **Resilience:** The confidence to march ahead and maintain their core themes regardless of whether the global economic climate is favorable or challenging.

2.1.3 Trend and Growth

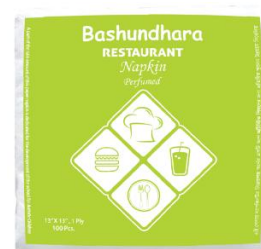
Bashundhara Paper Mills PLC growth journey is a great amalgamation of strategic brand building and technology-led industrial modernization. From being one of the pioneers of local paper manufacturing in 1993 to one of the leading FMCG and hygiene conglomerates in Bangladesh, the company has continuously changed as per the consumer demand and national industrial needs.

Over the last 30 years, Bashundhara Paper Mills PLC has greatly advanced in production capacity, modernized its production units, and introduced new brands and business verticals.

Brand-Centric Growth: Bashundhara Tissue is a Super brand, which is a very strong ground to the success of the FMCG branding of the company. What began as a niche play in the hygiene industry has now become a multi category leader with:

Tissue Products:

- Facial Tissue,
- Paper Napkin,
- Pocket Wallet Tissue,
- Toilet Tissue,
- Kitchen Towels,
- Hand Towel,
- Institutional items such as Tissue Jumbo Roll,
- Clinical Bedsheet.

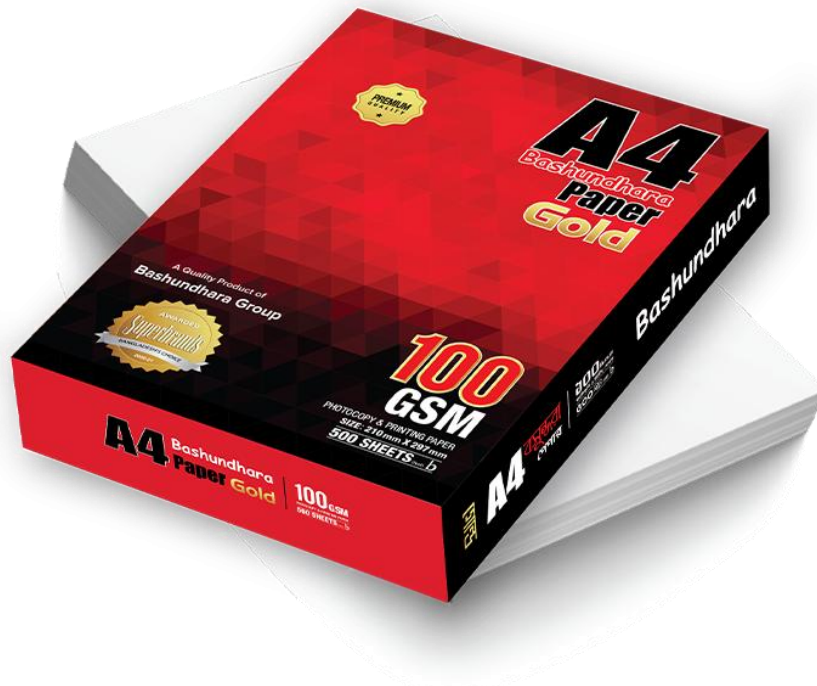


Hygienic Care:

- Bashundhara Diaper,
- Bashundhara Diapant,
- Monalisa Sanitary Napkin and Baby Wipes.
- Toggi Feeding Bottle & Nipple



Stationery & Paper: Leading Exercise Books in the market, A4/A3/Legal Paper, Industrial Grade Packaging Paper.



Bashundhara Tissue has established consumer trust as a safe, hygienic, and premium brand. Its steady growth is due to a dominant 70% market share, and in effect, it has turned a luxury item into a daily household necessity. Other strong brands are Monalisa, Alora, and the specialized Toggi range for baby accessories such as Feeding Bottles & Nipples.

Industrial & Technological Expansion: The investments in automation and European-grade machinery by Bashundhara Paper Mills PLC have made them one of the most technically advanced producers in Bangladesh. As an ISO-certified supplier, the company has global quality and environmental standards. Some important industrial milestones include:

Integrated Manufacturing Units: Massive production facilities having world-class machinery to maintain the precision in GSM and paper brightness.

Automated Converting Lines: Fully mechanized production of tissue and diapers, with zero human contact and international hygiene standards.

Sustainable Production: Implementation of environmentally friendly paper solutions and sustainable fiber sourcing to ensure internationally approved products that are trusted across the country.

Hygienic Care - A Strategic Leap in Modern FMCG In line with changing consumer behavior and rising need for convenience and healthcare, Bashundhara Paper Mills PLC introduced its specialized wing of Hygiene & Personal Care, which is a strategic evolution in its traditional paper staples. This wing is focused on the production of:

Baby & Infant Care: Bashundhara Diaper, Diapant, Baby Wipes, and Toggi Feeding Bottles.

Feminine Hygiene: Monalisa Sanitary Napkin.

This strategic expansion allows for the diversification of the brand beyond paper, allowing for new markets and consumer demographics, as well as the ability to compete with both local and imported brands of personal care products.

Expansion into Infrastructure and Logistics: For sustaining future growth, Bashundhara Paper Mills PLC has developed an unparalleled distribution ecosystem. This comprises a huge, dedicated fleet of covered vans to ensure that products reach each retail point - including the Cumilla-Chandpur zone - within 24 hours. Furthermore, the company is now exporting to more than 25 countries, thereby proving their growth strategy has successfully made the transition from local dominance to international relevance.

From simple writing paper to sophisticated diapers and anti-bacterial wipes, Bashundhara Paper Mill PLC's trend and growth strategy reflects a change in the nature of business from a commodity-dominated industry to a value-added mill. The formation of the Hygienic Care wing is the next-generation growth engine for the company, enabling it to stay relevant in a competitive FMCG world that is increasingly health, convenience, and brand loyalty driven.

2.1.4 Product and Service Mix

Bashundhara Paper Mills PLC operates with a very diversified portfolio that touches various aspects of a consumer's daily life. During my internship, I noticed that it is not only because the company has more volume of production, but because it has the capability to provide a "mix" that appeals to all segments of society, from a student in a rural classroom to a healthcare professional in a metropolitan hospital.

Product Mix

The product portfolio is strategically divided into three main wings, in which Bashundhara Paper Mills PLC captures value in three strategies: hygiene, personal care, and educational sectors.

1. Tissue Products (The Market Leader):

As a pioneer in the industry, the company has the most complete range of tissue solutions in Bangladesh, with the characteristics of high absorption and softness.

- Bashundhara Facial Tissue & Paper Napkin
- Bashundhara Pocket Tissue Wallets
- Bashundhara Toilet Tissue
- Bashundhara Kitchen Towel And Hand Towel
- Bashundhara Clinical Bedsheets

2. Hygiene Products (Personal Care Innovation):

This segment is the strategic shift by the company towards the fast-growing personal care and FMCG market.

- **Baby Care:** Bashundhara Diaper, Bashundhara Diapant, and Baby Wipes.
- **Feminine Hygiene:** Monalisa Sanitary Napkin.
- **Health & Safety:** Bashundhara Face Mask & Anti-Bacterial Wet Wipes.
- **Infant accessories:** Toggi Feeding Bottle & Nipple.

3. Paper Products

The stationery and paper wing continues to be the backbone of the company in terms of its volume growth, and it continues to be a major resource for the educational and corporate sectors of the country.

- **Writing & Printing:** Bashundhara A4 / A3 /Legal Paper & Exercise Books (Khata).
- **Industrial Grade:** Bashundhara Uncoated Wood Free Paper, Specialty Paper, and Packaging Paper.

Service Mix

The "Service" aspect of Bashundhara Paper Mills PLC ensures that the quality of the products is matched by delivery excellence and professional support.

Logistics & Distribution: The company has a huge fleet of branded covered vans. In the Cumilla-Chandpur zone, I saw an unbroken supply chain where distributors get stocks on a real-time basis, so that there are no stock-outs at the retail level.

Distributor Support: The company offers extensive Point-of-Sale or POS Support, such as branded display racks for tissues and diapers, improving the brand visibility and helping retailers to manage restocking.

Customer Mix: Based on the sales data and consumer behavior during my internship, I have been able to group the customer mix into the following:

| Customer Segment | Core Product Focus | Key Value Driver |
|------------------------------|-----------------------------|---|
| Mass Market (Retail) | Tissues, Diapers, Khata | Brand trust, affordability, and local availability. |
| Institutional (B2B) | A4 Paper, Jumbo Rolls | Price-to-quality ratio and bulk supply consistency. |
| Healthcare (Clinical) | Clinical Bedsheets, Masks | Sterilization standards and specialized hygiene features. |
| Industrial (Printing) | Specialty & Packaging Paper | Technical specifications (GSM, brightness, durability). |

2.1.5 Company Operations

The operational framework of Bashundhara Paper Mills PLC is based on the principle of a vertically integrated model with full control over the quality of the products that are produced, from the initial pulping process to the final retail shelf. During my internship, I saw how the company does not operate at a level of manufacturing, but rather maintains a complex ecosystem of logistics, quality control, and market penetration.

I. Core Operational Cycle (Value Chain)

The activity of the company is divided into four different phases of operation to define the efficiency:

1. Sourcing and Raw Materials Management: Bashundhara Paper Mills PLC uses virgin pulp as well as recycled fiber. A significant strength of operations is the procurement of eco-friendly raw materials with the goal of meeting FSC-CoC standards. This stage is when the fiber strength and brightness are tested rigorously to ensure that the final paper or tissue will meet premium specifications before it goes on to the production line.

2. Manufacturing and Converting Excellence: Operations are spread across several industrial units (Units 1, 2, and 3). These units contain totally automated European machines (e.g., Andritz technology).

- **Paper Making:** Jumbo rolls of offset and tissue paper are produced 24/7 by a high-speed machine.
- **Converting & Packaging:** This is the most important activity for FMCG products such as Bashundhara Diapers and Facial Tissues. The process is fully automated to ensure "Zero Human Contact" and thus the highest international hygiene standards.

3. Quality Assurance (QA), Compliance: A continuous operational activity is the monitoring of GSM (Grams per Square Meter), the rate of absorption of diapers, and the softness index for tissues. Being an ISO 9001:2015 and ISO 14001:2015 certified organization, we have every batch of the products going for lab testing before it moves to the warehouse for distribution.

4. Sales and Distribution Logistics: This is the "pulse" of the company's daily activity. Bashundhara has one of the biggest fleets in the country, operating to support its massive volume.

- **Primary Distribution:** Transporting bulk stock to regional depots from factories.
- **Secondary Distribution:** Transferring products from depots to authorized distributors in areas such as Cumilla and Chandpur.
- **Tertiary Distribution:** Taking care of the sales force (SRs) to reach retail points to ensure "Shelf Share."

II. Support Activities

Beyond the production line, the company's operations are supported by specialized support functions:

- **Engineering & Maintenance:** Specialized teams ensure the high-speed paper machines are running with a minimum of downtime, using predictive maintenance schedules.
- **Research & Development (R&D):** Continuous activities in the development of new variants of products, such as Anti-Bacterial Wet Wipes or high absorption Diapants, to stay ahead of its market players.
- **Trade Marketing:** Placement of branded display racks and signage at the retail level, as well as their design, is an element of trade marketing because how the products are displayed to the end consumer is of utmost importance to the company.

III. Geographic Operational Control

While the manufacturing is centralized in the industrial hubs, the operational "activity" is decentralized throughout the country. When I was working there as an intern, I observed how the company splits the territory of Bangladesh into certain Sales Zones. Every area possesses its operational targets, delivery schedule and credit management system that ensure localized control in a centralized corporate system.

2.1.6 SWOT Analysis

The SWOT analysis of Bashundhara Paper Mills PLC (BPMPLC) gives the pre-eminence of its product in the domestic paper and hygiene market and poses the strategic pressure on the enterprise as a result of the fluctuation of the global economy and the increase in the cost of industrial equipment.

Strengths

- **Dominant Market Leadership:** The estimated market share of BPMPLC is 70% in the tissue industry. Brands like Bashundhara Tissue are called 'Super brands', and hence provide a huge barrier to entry for new owners.
- **Vertical Integration:** The company has full control over the value chain, from pulping and manufacturing to having its own huge logistics fleet to ensure product reach in the most remote parts, such as Cumilla and Chandpur.
- **Technological Excellence:** The application of European-grade automated machinery (Andritz, Valmet) in such a way that they can be produced without a single human touch is of great significance when it comes to selling hygiene products like diapers and sanitary napkins.
- **Diversified Portfolio:** Unlike specialized mills, BPMPLC manufactures everything from A4 paper and exercise books to high-value hygiene products (diapers, wipes) to ensure its portfolio against seasonal slumps in demand for its products from a single category.
- **Global Certifications:** It is one of the few mills in Bangladesh certified with the qualifications of ISO 9001:2015, ISO 14001:2015, and FSC-CoC Mix, easing the way for exports to more than 25 countries.

Weaknesses

- **Dependency on Imported Raw Materials:** Import of key raw materials, such as virgin pulp and chemicals at 70% makes the company vulnerable to fluctuations in the USD exchange rate and disrupts the supply chain globally.
- **High Energy Consumption:** As a heavy industrial unit, the profitability of the company is very sensitive to the rising prices of gas and electricity in Bangladesh.
- **High Debt to Equity Ratio:** Large-scale industrial expansions and modernization projects access a lot of finance from banks, and hence lead to high interest payment obligations.

Opportunities

- **Growing Hygiene Awareness:** Post-pandemic consumer behavior has leaned towards increased use of tissue, wet wipes, and hand towels, which presents a long-term growth window to the FMCG wing.
- **Export Market Expansion:** BPMPLC can expand once again to the Middle East, Africa, and South Asian markets with the international certifications given, offsetting the local currency risks.
- **Eco-Friendly Innovation:** The increased requirements of the biodegradable packaging and environmentally friendly paper products (e.g., sugarcane bagasse pulp) imply the possibility to become a leader of the so-called Green Manufacturing trend.
- **E-commerce Growth:** By creating a direct-to-consumer digital channel, e-commerce can grow its margins by eliminating the need for traditional retail layers for costly products such as diapers and specialty tissues.

Threats

- **Rising Cost of Productions:** In 2025-2026, there has been a steep hike in the price of utilities and a utility shortage within the industry, which has also caused huge pressure on the profit margin.
- **Intense Local Competition:** Big groups such as Meghna Group of Industries (MGI), Akij Group are seriously expanding their paper and hygiene businesses, as a result of which there has been a price war.
- **Digital Disruption:** The accelerated digitalization of the education and corporate office industries is slowly dampening the long-term demand for old-fashioned writing and printing paper.
- **Macroeconomic Instability:** Inflation and liquidity crisis in the banking sector can affect the facility of opening of LCs (Letter of Credit) for importing raw materials.

2.2 Industry Analysis

The paper and hygiene industry in Bangladesh has grown from being import-dependent to a self-sufficient, export-oriented industry. Primarily fueled by the Fast-Moving Consumer Goods (FMCG) and educational sectors, the industry today is a crucial part of the country's economy. Bashundhara Paper Mills PLC is one of the key players in this sector, having a dominating position in the tissue paper and hygiene sector and a competitive position in the writing and industrial paper market.

2.2.1 Industry Overview

The industry is currently split into two totally different paths: a mature and struggling Writing and Printing Paper segment and a booming Tissue and Hygiene segment.

- **Essentials Segment:** This includes paper for education and industrial packaging. While demand is stable, digital disruption and high production costs have slowed down growth.
- **Hygiene FMCG Segment:** This is the growth engine in the industry. This includes facial tissues, diapers, sanitary napkins, and antibacterial wipes. These are products that are characterized by a high frequency of purchase and an increasing "going from luxury to daily necessity" of the growing middle class.
- **Vertical Integration:** Similar to City Group, the big names in this sector (Bashundhara, Meghna, Akij) have complete control over sourcing, high-tech manufacturing, and supply chain across the country, which makes a strong and integrated supply chain.

2.2.2 Size, Trends, and Maturity of the Industry

Size & Scale

- **Market Capacity:** The annual production capacity of the industry is close to 1.6 million metric tons, which is much higher than the domestic requirement of 900,000 tons, and hence a strong orientation towards export.
- **Tissue Segment:** The local tissue market is witnessing growth at a CAGR of 13%, which is way greater than the global average of 4.9%.

- **Distribution Reach:** The sector is operated by a huge network of 100+ large-scale distributors and millions of retail points (Mudir Doka) in each district and upazila.

Trend

- **Shift to Branded Hygiene:** Due to rising urbanization and middle-class income, there has been a huge shift from unbranded/loose products to hygienic packaged products such as Bashundhara Tissue and Monalisa.
- **Health & Personal Care Boom:** Post-pandemic awareness has permanently increased the demand for value-added products such as baby wipes, diapants and adult incontinence products.
- **Digital & E-commerce Integration:** Growing presence of hygiene products on e-commerce platforms such as Daraz & Chaldal, and the integration of third-party logistics (3PL) for better and faster urban delivery.

Maturity

- **Staple Paper:** The writing and printing paper market is in the Maturity/Decline phase due to digital documentation.
- **Hygiene & Personal Care:** This is in a Growth phase, and there is high experimentation on brands, changing consumer preferences, and a huge scope for product differentiation (say, 3-ply tissues, herbal-infused napkins).

2.2.3 SWOT Analysis of Industry

This analysis is with respect to external factors that are affecting the entire paper and hygiene industry of Bangladesh.

Strengths

- **Rising Middle-Class Consumption:** Rising urban and peri-urban populations are thirsty for branded, hygienic personal care products.
- **Export Potential:** High potential of exporting FSC-certified and halal-compliant hygiene products to the Middle East, Africa, and SAARC.
- **Self-Sufficiency:** Now local mills are fulfilling more than 90% of the domestic demand for writing and tissue paper, as it cuts the national import bills.

Weaknesses

- **Import Dependency:** Over 70 percent of the raw materials (virgin pulp, specialty chemicals) would be imported, thereby exposing the industry to the fluctuation of the USD exchange rate.
- **Out-of-Control Utility Bills:** The recent high charges of gas and electricity (2025-2026) have caused production costs to increase 20-30% that translate to thin profit margins.
- **Over capacity:** This is twice the domestic demand and stiff rivalry on prices among key conglomerates.

Barriers to Entry:

- **High Capital Intensity:** There is a huge capital investment required for European-grade automated machinery and effluent treatment plants (ETP).
- **Distribution Muscle:** Newcomers struggle to compete with the widely spread "Secondary Distribution" networks of the established players, such as Bashundhara or Meghna (MGI), all across the country.
- **Regulatory Hurdles:** Stringent compliance required in terms of BSTI, environmental clearances, and international certification of FSC.

Threat of Substitutes

- **Digital Media:** Tablets and laptops are major substitutes for the conventional writing paper and exercise books.
- **Low-Cost Unbranded Products:** The low-cost "loose" tissues or traditional cloth substitutes in the rural areas continue to pose a threat to the premium branded hygiene products.

Industry Rivalry

- **Conglomerate War:** The industry is very competitive, and Bashundhara Group has aggressive competition from Meghna Group (Fresh), TK Group, Akij Group, and ACI. Success is determined by who controls the most 'Shelf Space' and who can absorb rising energy costs most efficiently.

Chapter 3: Methodology

3.1 Introduction

This chapter describes the research design and data collection procedures that were employed for the report. The research for this report is mainly based on secondary sources of data, i.e., based on various data available from different public and internal sources. As this is an internship report, the methodology also contains the observations and contributions made during the internship (especially in Cumilla- Chandpur Sales Zone), which give a practical and real-time view of marketing and distribution practices of Bashundhara Paper Mills PLC.

3.2 Research Design

There are three different ways to design research that include:

- **Exploratory:** Exploratory research is applied to situations in which the problem is not clearly defined. It helps to develop a better understanding of the situation. This type of research is conducted in order to discover new ideas and insights. It is typically done by interviews, focus groups, or secondary data. It does not give the final answers but gives direction for further study.
- **Descriptive:** Descriptive research is the method that is used to describe a situation or a problem. It is helpful in explaining the characteristics of a group or event. This form of research gives answers to questions such as who, what, when, where, and how. It uses surveys, observations, and case studies to collect data. The aim is to provide a detailed and accurate picture.
- **Causal:** Causal research is used to identify cause-and-effect relationships. For instance, it helps to understand if one thing causes another one to happen. This is a type of research that is conducted by carrying out experiments. It manipulates variables to determine the impact of one on the other. The point is to learn the reason for a specific outcome.

The research design used for this report is Descriptive in nature.

3.3 Data Collection

For the preparation of this report, it was necessary to gather reliable and useful information. As the report is based on marketing and sales practices, the data had to be taken from trusted sources. Secondary data sources were selected as they are easy to access and relevant to the topic. These sources helped to understand Bashundhara Paper Mills PLC's promotional and distribution activities from different angles.

The following secondary sources were used for data for this report:

- **Bashundhara Group Website:** Details about the history of the company, a wide-ranging product portfolio, and the company's footprint in export.
- **Social Media Pages:** Official Facebook and Instagram pages for Bashundhara Tissue, Monalisa, and Bashundhara Diaper, in which promotional campaigns and consumer engagement activities are actively updated.
- **Internal Internship Reports & Sales Data:** Learnings from the internship on operations in the Cumilla-Chandpur zone that include maps of routes, summary reports of the performance of distributors, and secondary sales targets.
- **Marketing Articles & Annual Reports:** Our Published Annual Financial Reports of Bashundhara Paper Mills PLC and Industry Case Studies on the FMCG Hygiene Sector in Bangladesh.
- **Public Data Sources:** Online business news publications, media reports, and Super brands Bangladesh documentation focusing on the impact of Bashundhara's flagship brands in the market.

CHAPTER 4: ANALYSIS AND FINDINGS

4.1 Market

A market refers to an area where customers or sellers meet to sell or buy goods and services. The market is not necessarily a physical one. It may be on the internet or on other media of communication. A market will be in existence when both consumers and businesses have a demand. Market, in the context of marketing, is not an actual place, but it implies more. It is a collection of individuals or companies that are ready and capable of purchasing a product or service. This is a group commonly referred to as the target market. There are various markets, which include consumer markets, business markets, global markets, and government markets. In fast-moving consumer goods (FMCG), consumer markets, i.e., regular people purchasing products to use, are the major markets of consideration.

The Market Concept of Bashundhara Paper Mills PLC:

The major player in the Bangladesh paper and hygiene FMCG industry is Bashundhara Paper Mills PLC (BPMPLC). It targets its market primarily around daily necessities that are consumed by millions of people.

- **Consumer Market:** BPMPLC holds the consumer market with such brands as Bashundhara Tissue, Monalisa, and Bashundhara Baby Diapants. Their potential customers cut across all income classes. Whereas premium 3-ply tissues are aimed at the high-end urban consumers, smaller value packets of toilet tissue and simple exercise books cater to the mass rural and lower-middle-class consumers.
- **Business Market (B2B):** There is also a huge business market that BPMPLC caters to. Schools, business offices, and banks purchase stationery and A4 paper in large quantities. One of their primary markets for their products is hospitals and clinics with their "Clinical Bed Sheets" and their Face Masks.
- **Logistics & Reach:** In my internship at the Cumilla-Chandpur zone, I saw how the company is able to reach the customers using traditional retailing shops, modern super shops, and special distributors. BPMPLC has a high presence in the global market, considering that it operates in 64 districts and exports to more than 25 countries.

4. 2 Segmentation, Targeting, Positioning (STP)

BPMPLC uses the STP model in a strategic manner to preserve its 70 percent market share in the tissue market and venture into the personal care market.

Segmentation

The company segments its market in terms of demographic, geographic, psychographic, and behavioral:

- **Demographic Segmentation:** BPMPLC sells products at each life stage. Bashundhara Baby Diapants are aimed at parents of children with infants, Monalisa Napkins are aimed at women, and Bashundhara Exercise Books are aimed at students.
- **Geographic Segmentation:** The demand for premium facial tissues and wet wipes is high in cities such as Dhaka or in Cumilla city. In the countryside, it becomes pocket tissues and school stationery which are affordable.
- **Psychographic Segmentation:** The company focuses on health-conscious consumers who are hygienically conscious. Their message of Zero Human Contact production targets the mothers who wish to have the safest products for their families.

Targeting

BPMPLC does not assume a generic approach. It picks certain segments of various products:

- **Mass Marketing:** It is applied to basic tissues and toilet paper, which are basic necessities for everybody.
- **Differentiated Targeting:** Differentiated Targeting is applied to the high-quality products such as Monalisa or Toggi feeding bottles, which are lifestyle- and age-oriented products.

Positioning

BPMPLC plays up the image of "Purity and Trust."

- **Bashundhara Tissue** is positioned as the softest and cleanest.

- **Baby Diapers** are placed in a manner convenient and comfortable to modern and busy parents. The name Bashundhara has since been a brand of national quality, which has made a powerful brand recollection among the Bangladeshi households.

4.3 Marketing Mix

The marketing mix (4Ps) assists BPMPLC in providing value to customers and remains top of competitors such as Meghna Group or ACI.

4.3.1 Product

The product strategy of BPMPLC lies in the variety and excellence in hygiene.

1. **Tissue Products:** Toilet tissue, Napkins, facial tissue, and kitchen towels.
2. **Personal Care:** Monalisa sanitary napkins, Baby Diapers, and wet wipes.
3. **Paper and Stationery:** Paper, exercise books, and industrial paper rolls A4 and A3. It concentrates on the aspect of World-Class Quality, where it involves European technology to make products safe and skin-friendly.

4.3.2 Place

Place is the manner in which the product is supplied to the customer.

- **National Distribution:** BPMPLC has a multi-channel system. They also sell to wholesalers who further sell to small retailers (Mudir Dokan) in the nation.
- **In-House Logistics:** BPMPLC has its own fleet of covered vans, and so, even in the remote areas within the Cumilla-Chandpur zone, stock is delivered on time.
- **Modern Trade:** The products are highly visible in the super shops such as Shwapno and Agora with branded shelves and stands.

4.3.3 Price

- **Cost-Based Pricing:** It applies to staple paper and exercise books in order to make them affordable to students.

- **Competitive Pricing:** BPMPLC in the tissue business keeps an eye on its competitors, such as Fresh, on a day-to-day basis and changes its prices to maintain its market dominance.
- **Several Pack Sizes:** They will provide Mini Packs (e.g., pocket tissues 10-15 BDT) so that even the low-income customers will have a chance to purchase the brand.

4.3.4 Promotion

BPMPLC maintains a combined approach to ensure the brand stays at the top of the mind:

- **TVC/OVC:** Good advertisements that use family hygiene and care.
- **Social Media- Campaigns Media:** Bashundhara Diapers should conduct campaigns on Facebook to reach out to young mothers.
- **BTL Activities:** The use of shop signs, dangle signs, and branded racks (gondolas) in the retail shops extensively.
- **Sponsorships:** Sponsor a responsible corporate image by sponsoring national events and sports.



4.4 Findings

With the analysis of marketing strategies of the Bashundhara Paper Mills PLC, the following findings were established:

- **Market Leader:** BPMPLC is a dominant player in the nationwide market with consumers and businesses.
- **Proper STP:** The company is able to segment products by using hygiene requirements and income levels.
- **Integrated Supply Chain:** In-house supply chain and regional depots (such as Cumilla) will provide efficient delivery.
- **Varying Pricing:** A wide selection of pack sizes can assist the brand to conquer both high-end and mass-market consumers.
- **Powerful Promotion:** Mass media (ATL) coupled with retail branding (BTL) helps to create high brand recall.
- **Loyalty among the customers:** The name Bashundhara is some sort of guarantee about quality, hence new competitors can hardly enter the market.

Chapter 5: Internship Experience

5.1 Position, Duties, and Responsibilities

My placement at **Safwans Boshundhora Global**, was as an Intern in the Sales and Marketing division of this company, Cumilla-Chandpur Sales Zone. This job has given me a chance to work in the stressful atmosphere of a market-leading FMCG and paper company. My responsibilities were structured in such a way that they gave me a 360-degree picture of the flow of the products between the warehouse and the hands of the consumer.

My main roles and tasks were:

- **Market Monitoring and Audit:** This was one of my main duties, and I was required to make frequent visits to the retail stores located in the Cumilla and Chandpur districts. My task involved the auditing of whether our core products, i.e., Bashundhara Tissue and Baby Diapants were available in stock not only but also at eye-level so that the consumers can best see them.
- **Secondary Sales Tracking:** I helped the Territory Sales Officers (TSO) to record and analyze daily sales data that were realized by the distributors. It entailed the comparison of the actual sales with the monthly target of the region office to identify the existing performance gap in a particular Beats or route.
- **Competitor Intelligence Gathering:** This was an important aspect of my job because I was to monitor other competing brands such as Fresh (MGI) and ACI. I observed their promotions on the ground through discount deals, introduction of new packaging, or installation of new shop signs, and gave brief reports on this to the regional sales manager team.
- **Retailer and Distributor Engagement:** I mediated between the company and the channel partners. It consisted of communication with shopkeepers to know their issues related to delivery times, and gathering qualitative feedback as to why customers chose the particular size packs instead of others.
- **Inventory and Stock Management:** I assisted the local distributors in operating their Stock levels of Safety Stock. Through the study of historical sales records of the zone, I assisted them in forecasting peak sales, especially when Bashundhara Exercise Books were on sale during the school reopening period, so that they had no stock-outs.

5.2 Training and Developmental Skills.

Internship experience at Bashundhara Paper Mills PLC was a training field that enabled me to apply my theoretical knowledge in the real world. During my time at the company, I was able to acquire several major skills.

Specific and Work-Related Competencies Achieved:

- **Sales Data analytics:** I got to know how to operate internal reporting applications and Microsoft Excel to monitor the Stock vs. Sales ratios. This allowed me to appreciate the role of evidence-based decision-making in a large-scale FMCG operation.
- **Route Mapping and Territory Management:** I obtained practical experience in the division of sales territories and the design of "Beats". I also learned how to maximize a route to make sure that a Sales Rep can visit as many outlets as possible with minimum travel time.
- **Merchandising and BTL Execution:** I was taught how to do Visual Merchandising. I also got to know how to place the Point-of-Purchase (POP) materials (dangler, posters, branded racks, etc.) to capture the interest of the consumer amidst the retail crowd.

Professional Development and Soft Skills:

- **Professional Communication:** I had to deal with an extremely different group of individuals, including warehouse employees and major wholesalers, and this enhanced my skills in effectively communicating with various individuals in a professional manner.
- **Negotiation and Conflict Resolution:** I have noticed and practiced the process of dealing with conflicts with the retailers about product returns or damaged goods, and how to ensure that both the company's image and its interests are not harmed.
- **Flexibility and Planning:** The stress of field sales made me learn to cope with pressure and maintain time efficiency when I needed to be both at the office reporting and in the field.

5.3 Skills Applied

The internship was an ideal chance to put my knowledge in marketing that I learned at the United International University (UIU) into a business setting.

- **Practice of the 4Ps:** I observed the actual implementation of the Marketing Mix. Particularly, I noted how the paper industry relies on the distribution (Place) as its primary pillar and how the last-mile purchase decision directly depends on the promotion (BTL activities).
- **Learning Consumer Behavior:** I could study consumer decision making theories after observing the parents at the Chandpur shopping malls. I observed that brand loyalty with the brand "Bashundhara" frequently dominates price in case of the products that are sensitive to hygiene such as diapers.
- **Relationship Marketing:** How Bashundhara Paper Mills PLC has long term and mutually profitable relationships with its distributors is a direct application of Relationship Marketing. I also understood the importance of having a loyal network of distributors as loyal customer base.

CHAPTER 6: CONCLUSION AND KEY FACTS

6.1 Recommendations

Judging by the practical experience and observations in the market as a result of the internship, the following recommendations are offered to enhance the marketing and distribution strategies of BPMPLC even further in the near future:

- 1. Conduct Periodic localized Market Research:** To ensure they remain abreast with the changing consumer requirements and the evolving hygiene trends with respect to the regional FMCG industry.
- 2. Grow Niche Product Segments:** launched additional specialized products, e.g., environmentally friendly tissues made of bamboo or more premium organic personal care products, in order to meet the more environmentally conscious consumers who increased in numbers recently.
- 3. Expand Ready-to-Use Hygiene Products:** To satisfy the desires of business travelers and students in the city, add more convenient, portable products such as pocket-sized sanitizing wipes, travel-size packs of tissues, etc.
- 4. Keep Delivering an Assortment of the Pack Sizes:** Keep offering the rural population of the country to use the micro-pack, but introduce bigger packages named Family Value Bundles to the urban population so that maximum penetration can be achieved.
- 5. Ensure Flexible Pricing Policies:** The existing competition-based and penetration pricing applied to new products (such as Baby Diapers) is properly organized and must be maintained to ensure that it acquires a market share with the international competitors.
- 6. Anticipated Competitor Pricing Checking:** The structured method of monitoring the pricing pattern of the competitors, such as Fresh or ACI, will ensure that Bashundhara will be the choice of the value-conscious consumers.
- 7. Selective Seasonal Benefits:** It is possible to have selective seasonal benefits by offering timely discounts around the celebratory seasons (e.g., Eid or New Year), and the bulk sales can be increased without compromising the premium brand image.
- 8. Bold Digital Marketing Growth:** Although BPMPLC is well established (physically), it has much to expand on through the application of genuine influencers and user-generated content to reach younger demographics on platforms such as Facebook and Instagram.

- 9. Grow Interactive Brand Experiences:** In addition to the sponsorships, the company should expand the direct consumer contact of the product by creating pop-up Hygiene Booths and mounting educational marketing trips in schools and malls to create new long-term loyalty.
- 10. Make Sustainability a part of the Core Branding:** Reinforcement of the image of a responsible brand by means of eco-friendly packaging or the CSR campaigns centered on sanitation will appeal to the current consumers who are socially aware.
- 11. Improve the After-Sale Services:** Introducing loyalty programs among high-end retailers and taking feedback from consumers on a regular basis once new product lines are introduced will increase customer retention.
- 12. Further Enhancement of Data-Driven Decision Making:** Real-time field sales reports will be used to improve marketing strategies to maximize resource distribution and have a greater impact on consumer behavior change.

6.2 Key Understanding

Reflecting on my stint at Bashundhara Paper Mills PLC, I have come to understand practically and theoretically the marketing aspects of the local market.

- 1. Some of the key lessons are Dual Market Operation:** BPMPLC works in the consumer and business markets effectively, selling the goods to the household as part of a daily necessity box and selling to institutional clients, including offices, hospitals, and schools.
- 2. Strategic STP Implementation:** It is a firm that implements Strategic Segmentation, Targeting, and Positioning (STP) in such a way that all the products, such as the economy toilet tissue to the high-end facial tissue, are channeled to the targeted group in the market.
- 3. The force of distribution:** I have noted that in the FMCG business, Availability is Visibility. The efficiency of the Cumilla-Chandpur zone is directly connected with a healthy and multi-channel distribution network.
- 4. Brand Trust as a Competitive Advantage:** The brand trust in the name of Bashundhara is a very strong competitive edge in the case of hygienic products when competing with products that have low prices.

6.3 Conclusion

Bashundhara Paper Mills PLC is one of the success stories of industrial excellence in Bangladesh. The internship was a welcome respite between the theories of marketing taught in the United International University and the reality on the ground with a billion-taka industry.

It is the fact that the company is capable of combining both high-quality production and the huge, effective distribution network that allows it to command the dominant share of the market. Although the threat of competitors, both local and international, remains a challenge, the given recommendations, particularly concerning digital transformation and sustainability, will contribute to the further possibility of BPMPLC staying a leader of the future. Not only have I enhanced my professional abilities in the areas of sales, negotiation, and data management, but I also have a clear roadmap that I will work on along my career path in the FMCG industry.

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Appendix

Internship Completion Certificate



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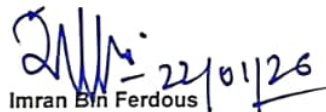
Date: 22-Jan-2026

TO WHOM IT MAY CONCERN

This is to certify that **Mr. Rayhanul Rakib Raka**, S/O: Md. Siddique Hasan & Rasheda Begum, Address:- 145/4/1, Ahamedbag, Basabo, Dhaka, has worked as **Intern** under **Sales & Marketing Department** in **Bashundhara Fine Paper Mills Limited**, A Concern of **Safwan Bashundhara Global** for a period of **Three Month** from 04-Nov-25. We found him dedicated, motivated and proactive during the tenure.

We wish him every success in his life.

For Safwan Bashundhara Global


Imran Bin Ferdous
Chief Human Resources Officer