

Revenue Analysis of RTD Project at ACI Logistics Ltd. (Shwapno)

Durjoy Rahman

This report is submitted to the school of Business and Economics, United International
University as a partial requirement for the degree fulfilment of Bachelor of Business
Administration

Revenue Analysis of RTD Project at ACI Logistics Ltd. (Shwapno)

Submitted to:

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Submitted by:

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Major: Supply Chain Management
Registration Trimester: Spring 2026



School of Business and Economics
United International University

Letter of Transmittal

22th July 2026

Dr. Mimmun Sultana

Assistant Professor, School of Business and Economics

United International University.

Subject: Submission of Report on Revenue Analysis of RTD Project at ACI Logistics Ltd.

Dear Mam,

I am pleased to submit my internship report titled “Revenue Analysis of RTD Project at ACI Logistics Ltd. (Shwapno)” as a partial fulfilment of the requirements for my BBA degree.

During my internship, I worked in the Company Goods Department under the Beverage & Tobacco category. My major responsibility was handling the Ready-to-Drink (RTD) Project, which involved coordinating operations for Igloo Softy Ice Cream, Nescafé tea and coffee vending machines, and Coca-Cola soft drinks across six Shwapno outlets

The internship provided me with practical exposure to product enlistment, inventory allocation, vendor coordination, outlet monitoring, and retail supply chain operations. I believe this report reflects my learning experience and contribution to the organization.

I would like to express my sincere gratitude for your guidance and support throughout my internship period.

Sincerely,

Durjoy Rahman

ID: 111 201 233

School of Business and Economics

United International University

Enrolled Trimester: Spring 2026

Revenue Analysis of RTD Project at ACI Logistics Ltd.

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Declaration of the Student

By signing below, I, the undersigned, certify that the project report described above was created by me independently as part of meeting the course's criteria while collaborating with Assistant Professor Dr. Mimmun Sultana. I, the study's author, attest that all assertions stated and information provided here are the outcomes of my own independent research.

I also certify that everything in this report is my original work, having worked with my academic adviser to develop the concepts and write the draughts. I further attest that I have not submitted this report to another university in order to obtain any other degree, diploma, or certificate.

I adhered to all academic guidelines while I wrote this report.



Durjoy Rahman

ID_111 201 233

School of Business and Economics

United International University

Enrolled Trimester: Spring 2026

Acknowledgement

First and foremost, I would like to express my sincere gratitude to Almighty Allah for granting me the strength, patience, and opportunity to successfully complete my internship and prepare this report.

I would like to convey my deepest appreciation to Dr. Mimmun Sultana, Assistant Professor, Department of BBA, United International University, for her valuable guidance, constructive suggestions, and continuous support throughout the preparation of this internship report. Her supervision and encouragement have greatly helped me in completing this report successfully.

I am also grateful to “ACI Logistics Ltd. (Shwapno)”, for giving me the opportunity to complete my internship in such a dynamic and professional environment. This internship experience has allowed me to gain practical knowledge and insights into real-world business operations.

I would like to extend my sincere thanks to my supervisors Rizwan Mahmud, Senior Category Manager of Company Goods Department at ACI Logistics Ltd for their cooperation, guidance, and for entrusting me with the responsibility of managing the Ready-to-Drink (RTD) Project.

His assistance and willingness to share his knowledge made my learning experience both meaningful and enjoyable. This internship experience has been a great learning phase for me, and I genuinely appreciate every individual who contributed to making it meaningful and successful.

Corporate Evidence



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ACILL-HR/MM/04-2026

April 23, 2026

INTERNSHIP

Dear Mr. Rahman,

Welcome to ACI Logistics Limited for Internship program. Your internship program begins with effect from **April 26, 2026** for a period of Six months till **October 26, 2026** under the following terms and conditions:

- You will be working in under the direct supervision of **Business Manager - P&P, Company Goods Category- Buying** in the special project assigned by your supervisor. Apart from your project work you are also required to assist your supervisor by doing the job assigned to you from time to time.
- Your work station will be located at Support Office.
- Your working hours will be Sunday to Thursday from 8:00 A.M. to 5:30 P.M.
- You will be given a monthly internship allowance of **BDT. 7,000.**
- You will conduct yourself in a manner which is not detrimental to the Company's interest.
- On completion of the program, you are required to submit a report on the project within the agreed time to Human Resource Department. At the end of your internship program the company will issue a completion certificate in your name.

If the above terms and conditions are acceptable to you then please return the duplicate copy of this Agreement duly signed.

Yours sincerely,



Rumana Jahan
Head of Human Resources
ACI Logistics Limited.

Executive Summary

This report has been prepared as a requirement for the completion of the Bachelor of Business Administration (BBA) program at United International University (UIU). The internship was completed at ACI Logistics Limited (Shwapno), the largest retail chain in Bangladesh, under the Company Goods Department, Beverage & Tobacco category. During the internship period, I was assigned to the Ready-to-Drink (RTD) Project, which aims to provide customers with convenient and high-quality beverage options through RTD vending machines installed in selected Shwapno outlets.

The main objective of this report is to present the knowledge and practical experience gained during the internship and to relate them to the academic concepts learned throughout my studies. I was involved in monitoring RTD machine performance, tracking sales and inventory data, coordinating with suppliers and outlet personnel, preparing reports, and supporting merchandising activities. These responsibilities provided me with valuable exposure to retail operations, inventory management, supplier coordination, and project execution in a real business environment.

The report highlights the operational activities of the RTD Project and discusses the challenges encountered during the internship period, including machine downtime, stock shortages, delayed replenishment, and communication gaps among different stakeholders. These challenges helped me develop problem-solving abilities, adaptability, and a better understanding of the importance of efficient coordination in retail operations.

Based on my observations and experience, several recommendations have been provided to improve the effectiveness of the RTD Project, such as enhancing inventory monitoring systems, strengthening preventive maintenance practices, and improving communication between suppliers and outlet teams.

Overall, the internship experience was highly valuable and enriching. It enabled me to gain practical insights into retail supply chain operations while developing both technical and interpersonal skills. The experience has significantly contributed to my professional growth and has provided a strong foundation for my future career in supply chain and retail management.

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Chapter 1

Introduction

1.1 Introduction of the Report

This report is based on my internship experience at ACI Logistics Limited (Shwapno), where I worked in the Company Goods Department under the Beverage & Tobacco Category. During my internship, I was involved in product enlistment, product allocation, inventory monitoring, and vendor coordination activities.

A major responsibility assigned to me was managing the Ready-to-Drink (RTD) Project, which included Igloo Softy Ice Cream, Nescafé Tea & Coffee Machines, and Coca-Cola beverages across six Shwapno outlets. My responsibilities included regular outlet visits, monitoring machine operations, coordinating stock replenishment, communicating with vendors, and assisting in project performance tracking and budgeting.

This report highlights my internship responsibilities, learning experiences, and the practical application of supply chain and retail management concepts within Shwapno's retail operations. It also provides an overview of the RTD Project and its contribution to enhancing customer convenience and generating additional revenue for the organization.

1.2 Background of the Report

Internship is a mandatory requirement of the Bachelor of Business Administration (BBA) program, designed to provide students with practical exposure to real-world business operations and bridge the gap between academic learning and professional practice. As a student majoring in Supply Chain Management, completing an internship allowed me to gain hands-on experience in retail supply chain operations, inventory management, vendor coordination, and category management.

To fulfill this academic requirement, I completed my internship at ACI Logistics Limited (Shwapno), the largest retail chain in Bangladesh. I was assigned to the Company Goods Department under the Beverage & Tobacco Category (Category 3). I participated in various operational activities, including product enlistment, product allocation, inventory monitoring, vendor communication, and project coordination. A significant part of my internship involved managing the Ready-to-Drink (RTD) Project, which included Coca-Cola beverages, Nescafé tea and coffee machines, and Igloo Softy Ice Cream operations across selected Shwapno outlets. This report has been prepared to present my internship experiences, responsibilities, learning outcomes, and the practical application of supply chain management concepts within the retail industry.

1.3 Objectives of the Report

1.3.1 Primary Objectives

- To fulfill the academic internship requirements of the BBA program.
- To gain practical knowledge and experience in retail supply chain management and category operations.
- To understand the operational activities of ACI Logistics Limited (Shwapno).

1.3.2 Secondary Objectives

- To understand the product enlistment and allocation process within Shwapno.
- To analyze the operational management of the Ready-to-Drink (RTD) Project.
- To understand inventory monitoring and replenishment procedures.
- To evaluate vendor coordination and supplier relationship management practices.
- To identify operational challenges faced in retail project management.
- To develop professional, communication, coordination, and problem-solving skills.
- To relate academic theories of supply chain management with practical business operations.

1.4 Methodology of the Study

The report has been prepared using both primary and secondary sources of information to ensure the accuracy and reliability of the findings.

1.4.1 Primary Sources

The primary data were collected directly during the internship period through:

- Observation of daily operational activities within the Beverage & Tobacco Category.
- Weekly visits to RTD project outlets for monitoring and performance evaluation.
- Discussions with supervisors, category managers, and other employees of ACI Logistics Limited.
- Communication with outlet managers regarding stock availability, machine conditions, and operational issues.
- Direct coordination with vendors, including Coca-Cola, Nescafé, and Igloo representatives.

- Personal experience gained through involvement in product allocation, inventory monitoring, and project management activities.

1.4.2 Secondary Sources

The secondary data were collected from various published and organizational sources, including:

- ACI Logistics Limited (Shwapno) internal reports and documents.
- Sales reports, project performance reports, and category-related information.
- The official website of Shwapno and ACI Group.
- Academic journals, textbooks, and articles related to supply chain management and retail operations.
- Previous internship reports and relevant online publications.

The combination of both primary and secondary data sources helped provide a comprehensive understanding of the Ready-to-Drink (RTD) Project and the overall retail supply chain operations of Shwapno.

1.5 Scope and Limitations of the Study

1.5.1 Scope of the Study

The scope of this report is limited to my internship experience at ACI Logistics Limited (Shwapno), particularly within the Company Goods Department under the Beverage & Tobacco Category. The report focuses on the operational activities and supply chain coordination of the Ready-to-Drink (RTD) Project, which includes Coca-Cola beverages, Nescafé tea and coffee machines, and Igloo Softy Ice Cream.

The study covers various aspects of the project, including product allocation, inventory monitoring, vendor coordination, stock replenishment procedures, outlet visits, machine maintenance support, and project performance monitoring across six selected Shwapno outlets.

Additionally, the report highlights the practical application of supply chain management concepts and retail operations learned during the internship period.

1.5.2 Limitations of the Study

Although every effort was made to prepare a comprehensive report, several limitations were encountered during the study:

- The internship period was limited, which restricted the opportunity for a more extensive analysis of all operational activities.
- Access to confidential company information, including detailed financial data and strategic business plans, was restricted due to organizational policies.
- The report primarily focuses on the Ready-to-Drink (RTD) Project and does not cover all functions and departments of ACI Logistics Limited (Shwapno).
- Time constraints limited the ability to conduct a larger-scale survey or collect more detailed data from all stakeholders.
- Some information was based on observations and discussions with employees, which may be subject to individual interpretation.
- Certain operational and sales data could not be included due to company confidentiality requirements.

Despite these limitations, the report provides a realistic overview of my internship experience and offers valuable insights into the operational management and supply chain coordination activities of the Ready-to-Drink (RTD) Project at Shwapno.

Despite these limitations, the overall experience was extremely beneficial. It improved my **technical, analytical, and interpersonal skills**, and provided me with a clearer understanding of career paths in supply chain and retail management.

Chapter 2

Company Overview

2.1 Overview of ACI Logistics Ltd. (Shwapno)

ACI Logistics Limited, widely known through its retail brand Shwapno, is one of the leading retail chains in Bangladesh. It operates as a part of the larger ACI Group, which is one of the most established and diversified business groups in the country. The group has a long corporate history, originally known as Imperial Chemical Industries (ICI). After the Bangladesh operations were acquired by local investors, it was reorganized and renamed ACI.

Shwapno, established in 2008 under ACI Logistics, has grown into one of the most recognizable retail brands in Bangladesh. Over the years, it has become an important part of ACI's overall business structure and reflects the group's commitment to improving living standards and modernizing retail in the country. Over the years, Shwapno has expanded its retail network to more than 850 outlets nationwide, making it one of the largest supermarket chains in Bangladesh.

The company serves a significant portion of the retail market, holding more than 35% share of the organized retail segment, which is estimated to be a growing multi-billion Taka industry. Even though only a small percentage (around 2%) of the population is currently served by organized retail, the sector has enormous growth potential in Bangladesh due to changing consumer behaviour, urbanization, and rising income levels.

Shwapno offers a wide variety of products, including groceries, fresh produce, beverages, household goods, and personal care items. Its main focus is to ensure a convenient and reliable shopping experience by maintaining product quality, availability, and efficient store operations.

Even though competitors such as Agora and Meena Bazar operate in the same market, Shwapno has maintained a leading position due to its wider store network, strong brand recognition, and ability to adapt quickly to market changes.

Overall, ACI Logistics Limited, through its brand Shwapno, continues to play a significant role in shaping the modern retail industry in Bangladesh by combining corporate strength, innovation, and customer-focused strategies.

2.2 Vision of ACI Logistics LTD. (Shwapno)

The vision of **ACI Logistics Limited (Shwapno)** is:

“To be the best retailer where people love to work, shop and invest.”

This vision reflects Shwapno’s long-term aspiration to become not only a leading retail brand in Bangladesh but also a highly respected and preferred organization for all its stakeholders, including customers, employees, suppliers, and investors. It emphasizes the creation of a positive, inclusive, and value-driven environment where people feel satisfied, respected, and emotionally connected with the brand.

Through this vision, Shwapno aims to build a strong retail ecosystem that delivers excellence in customer service, ensures a supportive workplace for employees, and creates sustainable value for investors. It highlights the organization’s commitment to maintaining trust, quality, and continuous improvement in every aspect of its operations.

2.3 Mission of ACI Logistics LTD. (Shwapno)

The vision of **ACI Logistics Limited (Shwapno)** is to become the most trusted and preferred retail brand in Bangladesh by providing a superior shopping experience to customers across the country. The organization aims to transform the traditional retail sector into a modern, efficient, and customer-focused industry through innovation, quality service, and strong supply chain management.

Along with its vision, Shwapno is driven by a strong and customer-oriented mission. The mission of the organization is:

“To win the hearts and minds of our customers through continuous innovation, creation and delivery of our promise, ‘Everyday, a better life’.”

This mission reflects Shwapno’s commitment to consistently improving customer satisfaction by offering better products, better services, and a better shopping experience in every interaction. It emphasizes continuous innovation in retail operations, efficient supply chain practices, and value creation for customers.

2.4 Slogan of ACI Logistics LTD. (Shwapno)

"কষ্টের টাকায় শ্রেষ্ঠ বাজার"

2.5 Key Business Segments

ACI Logistics Limited (Shwapno) operates as the retail arm of **ACI Group** and plays a crucial role in the organized retail industry of Bangladesh. The company's business operations are structured into several key segments to ensure efficiency, product variety, and customer satisfaction across different categories.

1. Grocery and Daily Essentials

This segment includes staple food items such as rice, lentils, oil, spices, flour, and other daily necessities. It forms the core of Shwapno's retail business, ensuring consistent demand and regular customer visits.

2. Fresh Produce (Fruits and Vegetables)

Shwapno sources and supplies fresh fruits and vegetables through its supply chain network. This segment focuses on maintaining freshness, quality control, and timely delivery to customers.

3. Beverages and Packaged Foods

This includes soft drinks, juices, bottled water, snacks, and other packaged food items. It is one of the fast-moving categories in Shwapno's product portfolio.

4. Household and Cleaning Products

This segment covers cleaning materials, detergents, kitchen essentials, and other household consumables that are frequently used in everyday life.

5. Personal Care Products

Shampoos, soaps, skincare products, oral care items, and other hygiene-related products fall under this segment, targeting daily personal use needs of customers.

6. Non-Food Items (General Merchandise)

This includes items such as kitchenware, small electronics, home accessories, and lifestyle products, providing customers with a wide range of choices under one roof.

7. Tobacco Category (Controlled Segment)

Shwapno also handles tobacco products under strict regulatory and internal compliance guidelines, ensuring proper categorization and controlled distribution.

2.6 Growth of ACI Logistics Ltd. (Shwapno)

The growth of **ACI Logistics Limited (Shwapno)** can be attributed to several key strategic and operational factors that have contributed to its strong position in Bangladesh's retail sector.

1. Retail Expansion

Shwapno has continuously expanded its retail network by opening new outlets in different parts of Bangladesh. This expansion has helped the company reach a larger customer base and strengthen its overall market presence.

2. Product Portfolio Diversification

The company has broadened its range of products beyond basic groceries. It now offers various categories such as household items, electronics, clothing, and other general merchandise, which helps attract different types of customers and increase sales.

3. Customer-Oriented Strategy

A strong focus on customer satisfaction has played a major role in Shwapno's growth. By understanding customer needs and preferences, the company has been able to build trust and develop a loyal customer base.

4. Supply Chain Efficiency

ACI Logistics has worked on improving its supply chain system to enhance efficiency, reduce wastage, and ensure better inventory control. This has supported timely product availability and cost-effective operations.

5. **Use of Technology**

The integration of modern technologies such as inventory management systems, POS systems, and customer relationship tools has improved operational efficiency and enhanced customer service quality.

6. **Strategic Partnerships**

The company has developed strong relationships with suppliers, manufacturers, and other business partners. These collaborations have improved supply chain strength, enabled better negotiations, and expanded product availability.

7. **Employee Training and Development**

ACI Logistics invests in employee skill development and training programs. A well-trained workforce ensures better customer service and contributes significantly to the company's long-term growth.

2.7 Achievements and Expansion

Over the years, **Shwapno** has accomplished several important milestones that have strengthened its position in the retail industry of Bangladesh.

- **Expansion:**

Shwapno has significantly expanded its retail network by establishing a large number of outlets in major cities and towns across the country. This widespread presence has improved customer accessibility and strengthened its market reach.

- **Awards and Recognition:**

The company has earned various awards and honors in recognition of its excellence in retail operations, quality customer service, and contributions to social responsibility initiatives.

- **Community Engagement:**

“Shwapno” actively participates in community development programs and social welfare activities. These initiatives reflect its commitment to social responsibility and sustainable business practices.

2.8 Outlets of Shwapno

Shwapno outlets are widely distributed across different cities and towns in Bangladesh, making the brand easily accessible to a large customer base. The company operates in major urban centers such as **Dhaka, Chattogram, Sylhet, Khulna, Rajshahi**, along with many other district-level locations. These outlets are designed to offer a convenient **one-stop shopping experience**, where customers can find a wide range of essential products in a well-organized store layout that supports easy navigation and comfortable shopping.

At present, **Shwapno operates a total of 850+ outlets** across the country. To manage its operations more effectively, the company categorizes its outlets based on three main criteria:

1. Zone-wise Classification

Shwapno's outlets are distributed across **10 operational zones** throughout Bangladesh. This zonal structure helps the company manage logistics, supply chain activities, and regional operations more efficiently.

2. Ownership-wise Classification

Shwapno outlets are divided into two ownership models:

- **Owned Outlets**
- **Franchise Outlets**

3. Store Type-wise Classification

Shwapno stores are categorized into four types based on size, location, and product range:

- **Express Stores**
Small-format outlets focused on quick and essential purchases.
- **Super Stores**
Medium to large outlets offering a wide variety of daily necessities.
- **Convenience Stores**
Easily accessible neighborhood stores designed for fast shopping.
- **Mega Stores**
Large-format stores with extensive product categories and a full retail experience.

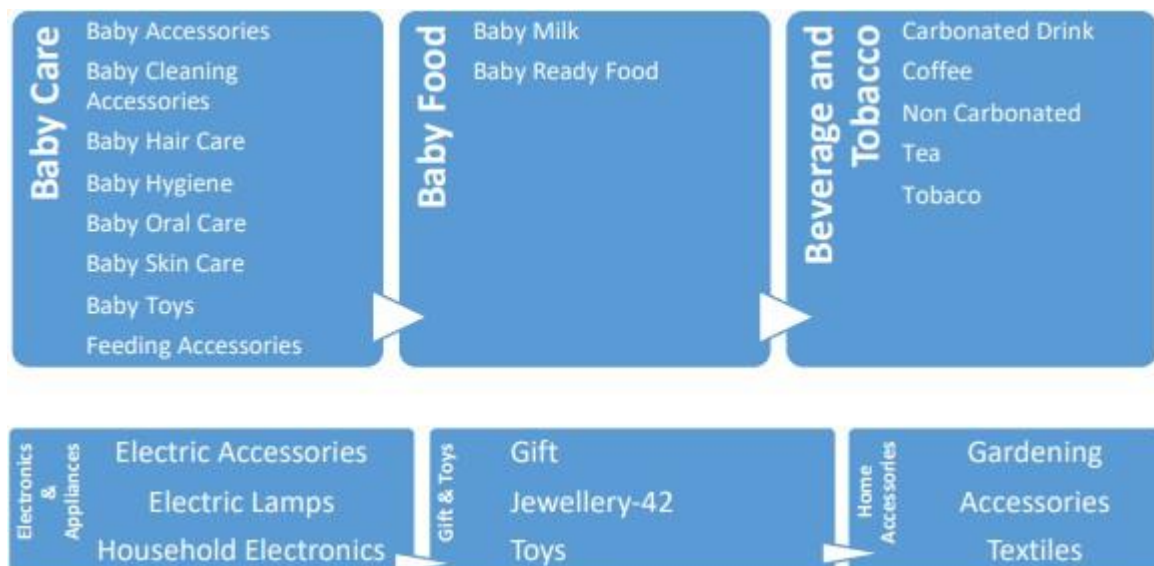
2.9 Distribution Centre of Shwapno

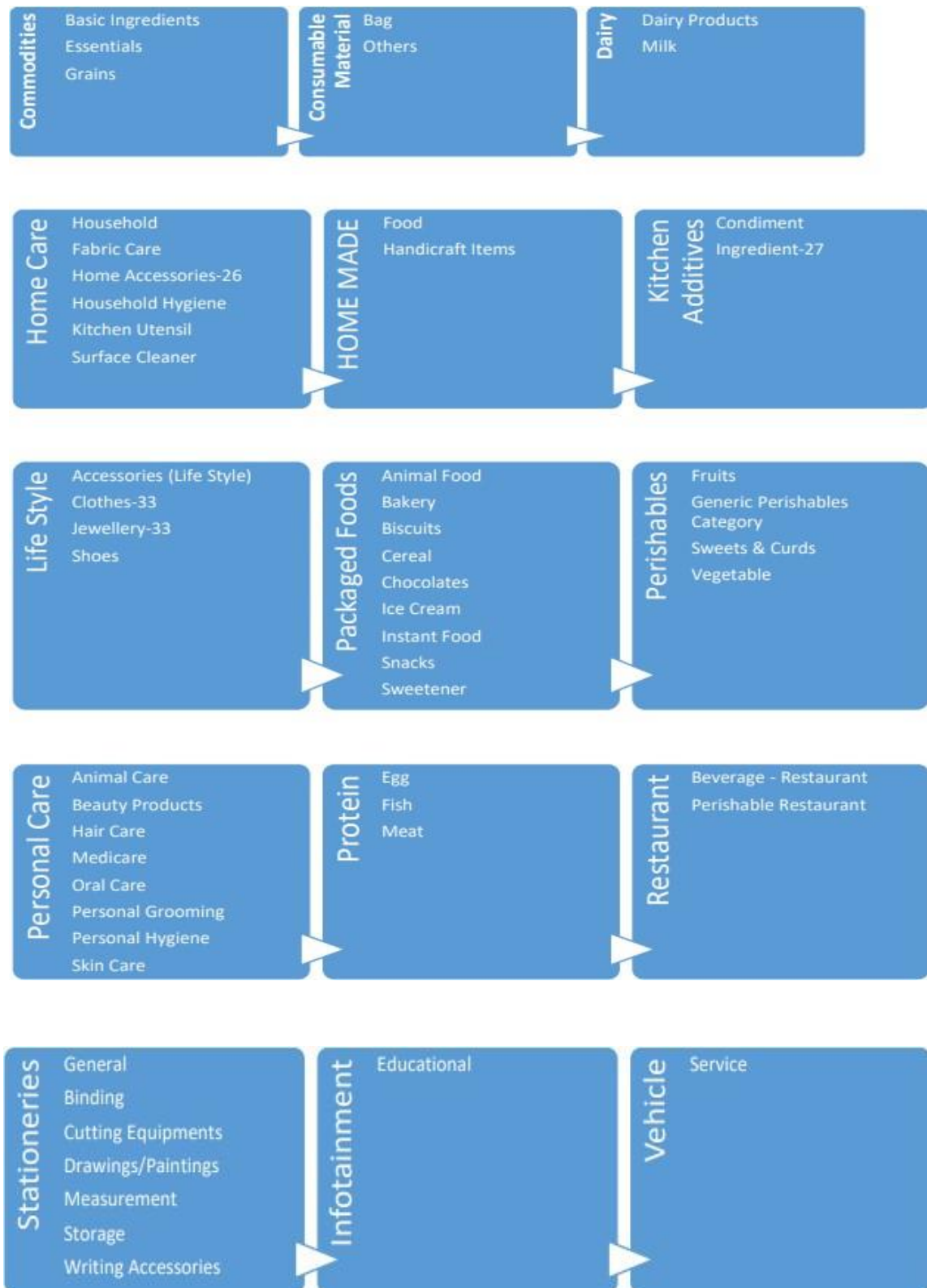
Shwapno operates six distribution centres across Bangladesh. From there they distribute products all over Bangladesh.

No. of Distribution Center	Location
4	Dhaka
1	Chattogram
1	Sylhet

2.10 Products and Categories

All of the products & services of Shwapno can be classified in 21 categories. Those are baby care, baby food, beverage and tobacco, commodities, consumable material, dairy, electronics and appliances, gifts and toys, home accessories, home care, homemade, kitchen additives, lifestyle, packaged foods, perishables, personal care, protein, restaurant, stationeries, Infotainment, vehicle. All these products have subcategories. All of their products & services are describing in tabular formation.





2.11 Services of Shwapno

1. **Electronics and Appliances:**

Some Shwapno outlets also provide a limited range of electronics and household appliances, including small kitchen gadgets, basic electronics, home entertainment items, as well as protein and perishable goods. Customers can also place orders through the official website: <https://www.shwapno.com/> if they prefer not to use the mobile app.

2. **Convenience and Accessibility:**

Shwapno emphasizes customer convenience by operating multiple outlets in easily reachable locations. The stores are designed with a clean, organized layout that allows customers to shop easily and efficiently.

3. **Product Variety and Freshness:**

The company ensures a wide selection of products, particularly fresh fruits, vegetables, and daily groceries, helping customers access quality goods they can rely on.

4. **Online Shopping and Home Delivery:**

Shwapno provides online shopping facilities through its website and mobile app, enabling customers to order products from home. Home delivery service is generally offered without additional delivery charges. The company also provides vouchers, discounts, and promotional offers to attract and retain customers.

5. **Customer Service Excellence:**

Shwapno focuses on delivering high-quality customer service through trained and helpful staff who assist shoppers, respond to inquiries, and resolve issues in a timely manner.

6. **Feedback and Improvement:**

The company actively collects customer feedback and uses it to improve its products and services, ensuring better satisfaction and alignment with customer needs.

7. **Customer Loyalty Programs:**

Shwapno operates loyalty programs where customers can earn points on purchases. These points can later be redeemed for discounts and other benefits.

2.12 SWOT Analysis of ACI Logistics Ltd. (Shwapno)

A SWOT analysis is used to evaluate the **Strengths, Weaknesses, Opportunities, and Threats** of a business. The SWOT analysis of **ACI Logistics Limited (Shwapno)** is outlined below:

2.12.1 Strengths

1. **Strong Brand Image and Reputation:**

Shwapno is a widely recognized and trusted retail brand in Bangladesh. It has built a strong reputation for offering quality products and maintaining good customer service.

2. **Large Retail Network:**

The company operates an extensive network of outlets across the country, allowing it to reach a wide customer base and ensuring strong market presence and accessibility.

3. **Wide Product Range:**

Shwapno offers a diverse selection of products, including groceries, electronics, household goods, apparel, and other daily essentials. This variety helps meet the needs of different customer segments.

4. **Customer-Focused Strategy:**

The organization strongly prioritizes customer satisfaction by understanding consumer needs and delivering a better shopping experience, which helps build customer loyalty.

5. **Strong Supply Chain System:**

ACI Logistics has developed an efficient supply chain network that supports effective inventory control, timely product replenishment, and reduced wastage, especially for perishable goods.

2.12.2 Weaknesses

1. **Heavy Reliance on Domestic Market:**

ACI Logistics Limited mainly operates within Bangladesh, which makes its business more exposed to changes in local economic conditions and market fluctuations.

2. **Intense Competition:**

The retail sector in Bangladesh is highly competitive, with both local and international brands operating in the market. Maintaining a strong competitive position is often challenging.

3. **Operational Complexity:**

Managing a large number of retail outlets creates significant operational difficulties, including logistics management, inventory control, and ensuring consistent service quality across all locations.

2.12.3 Opportunities

1. **Growth of E-commerce:**

By utilizing the rapid expansion of online shopping, Shwapno can strengthen its digital presence, reach more customers, and create an additional sales and engagement channel.

2. **Market Expansion:**

There is strong potential for further expansion into under-served regions of Bangladesh, and in the long term, the company may also explore opportunities in international markets to increase its brand presence.

3. **Rising Demand for Health and Wellness Products:**

With increasing awareness of health and wellness, Shwapno has an opportunity to expand its product range in this category to match changing consumer preferences and market trends.

2.12.4 Threats

1. **Market Saturation:**

The retail industry in Bangladesh is becoming increasingly competitive, which may lead to market saturation, price competition, and slower organic growth.

2. **Economic Uncertainty:**

Changes in economic conditions such as inflation, income fluctuations, and shifts in consumer spending behavior can negatively impact purchasing power and overall sales.

3. **Regulatory Changes:**

New government policies, trade rules, or compliance requirements may affect business operations and profitability for ACI Logistics Ltd.

4. **External Disruptions (Pandemics and Crises):**

Unexpected events like pandemics, natural disasters, or political instability can disrupt supply chains, store operations, and consumer demand, leading to reduced business performance.

By carefully analysing its strengths, weaknesses, opportunities, and threats, ACI Logistics Ltd. can better position itself for sustainable growth and adapt effectively to changing market conditions.

Chapter 3

Internship Experience & Responsibilities

3.1 Position and Department

At the **Shwapno Corporate Office**, I worked under the **Company Goods Department** in the **Beverage & Tobacco category**. My position was as an **Intern (Supply Chain/Category Support Intern)**, where I actively supported day-to-day operational and administrative activities related to product management and supply chain coordination.

3.2 Duties and Responsibilities

At **Shwapno Corporate Office**, under the **Company Goods Department (Beverage & Tobacco category)**, I was assigned to various responsibilities related to product management, supply chain coordination, and operational support. My role primarily focused on assisting different functional activities of the department to ensure smooth execution of daily retail operations and category management processes.

The key duties and responsibilities performed during my internship are outlined below:

1. Product Data Management

One of my primary responsibilities was maintaining and updating product-related information within the company's internal database. This included verifying Stock Keeping Unit (SKU) information, updating product descriptions, prices, promotional offers, supplier details, and stock availability. I regularly checked data accuracy to minimize inconsistencies that could affect inventory planning, procurement decisions, and sales operations. Maintaining accurate product information was essential for ensuring smooth communication between suppliers, category managers, warehouses, and retail outlets.

2. Coordination with Suppliers and Internal Teams

I frequently communicated with suppliers, procurement personnel, category managers, warehouse teams, and outlet representatives regarding product availability, delivery schedules, replenishment requirements, and operational issues. I helped follow up with suppliers to ensure timely delivery of products and coordinated with different internal departments whenever stock shortages, delayed deliveries, or pricing updates occurred. This role strengthened my communication skills and provided practical knowledge of supplier relationship management within a retail supply chain.

3. Inventory Monitoring and Control Support

I assisted the category team in monitoring inventory levels across different outlets by reviewing stock reports and identifying low-stock or excess-stock situations. I supported inventory control activities by comparing stock availability with expected demand and reporting irregularities to the concerned executives. This experience helped me understand inventory optimization techniques and the importance of maintaining an appropriate balance between product availability and carrying costs.

4. Reporting and Documentation

Preparing operational reports was an important part of my internship responsibilities. I used Microsoft Excel and internal reporting systems to prepare reports related to daily and monthly sales performance, stock movement, product availability, inventory status, and category performance. These reports were reviewed by senior executives to monitor business performance, identify operational challenges, and support managerial decision-making. I also maintained documentation of supplier communications, product updates, and project-related record.

5. Market and Competitor Analysis Support

To support strategic decision-making, I collected and analyzed market information regarding competitors' product assortment, pricing strategies, promotional campaigns, and product availability. I compared competitor offerings with Shwapno's product portfolio and shared relevant observations with the category management team. These activities helped me understand the significance of market intelligence in maintaining competitiveness within the organized retail industry.

6. Administrative and Operational Support

In addition to analytical responsibilities, I assisted in various administrative activities within the department. These included organizing documents, maintaining digital and physical records, preparing meeting materials, updating spreadsheets, scheduling follow-up tasks, and supporting the

daily administrative requirements of the category managers. These responsibilities improved my organizational skills and exposed me to professional office practices.

7. Product Enlistment and Outlet Allocation

I participated in the product enlistment process by assisting in entering newly approved products into the company's system with accurate product specifications, supplier information, pricing, and category details. I also supported product allocation by helping distribute newly enlisted products to appropriate outlets based on sales demand, outlet size, customer preferences, and operational requirements. This provided valuable insight into category planning and product distribution strategies.

8. Outlet Monitoring and Retail Operational Support

As part of my responsibilities, I monitored the operational performance of assigned retail outlets by reviewing product availability, identifying stock shortages, and collecting feedback from outlet personnel. I helped identify operational issues related to product placement, stock replenishment, and inventory discrepancies. Based on the findings, I communicated with the responsible teams to facilitate timely corrective actions and ensure uninterrupted product availability for customers.

9. Ready-to-Drink (RTD) Management Support

A significant portion of my internship involved working on the **Ready-to-Drink (RTD) Project**, one of the department's operational initiatives. The project included the management of **Nescafé Tea & Coffee Machines, Coca-Cola Beverage Machines, and Igloo Softy Ice Cream Machines** installed in selected Shwapno outlets.

I was responsible for regularly visiting assigned outlets to monitor machine performance, verify operational conditions, and collect information from outlet managers regarding machine functionality, stock availability, and customer demand. Whenever machines experienced technical problems or products were unavailable, I coordinated directly with the respective suppliers (**Coca-Cola, Nestlé, and Igloo**) to arrange maintenance services, product replenishment, or technical support.

3.3 Internship Experience

My internship at ACI Logistics Limited (Shwapno) was a memorable and enriching experience that allowed me to gain practical knowledge beyond the classroom. As a BBA student majoring in Supply Chain Management, I was excited to work in one of Bangladesh's leading retail organizations and learn how large-scale retail operations are managed in practice.

I worked at the Corporate Office under the Company Goods Department, mainly in the Beverage & Tobacco category. I was directly involved in the Ready-to-Drink (RTD) Project, where I assisted in monitoring machine performance, tracking sales data, coordinating with outlet teams, and supporting inventory management activities. Through these responsibilities, I gained a clear understanding of how products move through the retail supply chain and how different departments work together to ensure smooth operations.

One of the most valuable aspects of my internship was the opportunity to work with real business data. I regularly prepared reports, monitored stock levels, and analyzed sales performance across different outlets. This helped me develop analytical thinking and improve my ability to make observations based on data. I also learned the importance of maintaining accurate records and ensuring product availability to meet customer demand.

The internship allowed me to interact with professionals from different departments as well as suppliers and outlet personnel. These interactions improved my communication skills, teamwork, and professional confidence. I learned how to coordinate effectively with multiple stakeholders and how timely communication can help solve operational challenges.

Like any practical work environment, there were challenges such as machine downtime, stock shortages, and delays in replenishment. However, these challenges became valuable learning opportunities that helped me improve my problem-solving abilities, adaptability, and time management skills.

Overall, my internship at ACI Logistics Limited (Shwapno) was an excellent learning experience. It provided me with practical exposure to retail operations, inventory management, supplier coordination, and project execution. The experience strengthened my understanding of supply chain management and prepared me for future professional responsibilities in the corporate world.

3.4 Improvement of Skills

Shwapno Corporate Office, under the **Company Goods Department (Beverage & Tobacco category)**, I experienced significant improvement in both my technical and professional skills. The practical working environment allowed me to apply academic knowledge in real business situations, which greatly enhanced my overall capabilities and understanding of retail operations.

One of the most notable improvements was my **technical skills**, particularly in **Microsoft Excel and data handling**. I learned how to organize large datasets, update product information, and prepare basic reports related to sales, inventory, and product performance. This helped me become more efficient, accurate, and confident in working with data-driven tasks.

I also improved my **analytical skills** by observing inventory trends, stock movements, and market conditions. This experience helped me understand how to interpret data and identify meaningful patterns that support decision-making in supply chain management.

Another important area of development was my **communication and interpersonal skills**. Regular interaction with supervisors, team members, vendors, and other departments helped me learn how to communicate professionally in a corporate environment. I became more confident in asking questions, sharing information, and understanding instructions clearly.

During the internship, I also developed several additional professional skills, including:

- Vendor management skills
- Inventory monitoring and replenishment planning
- Project management and operational follow-up
- Problem-solving and decision-making abilities
- Practical knowledge of retail supply chain operations

This internship provided me with valuable hands-on experience and significantly enhanced my technical, analytical, and managerial capabilities, preparing me for future roles in the field of **Supply Chain Management and Retail Operations**.

3.5 Relationship Between Supply Chain Management Courses and Internship Experience

The internship at **ACI Logistics Limited (Shwapno)** provided an excellent opportunity to apply the theoretical knowledge acquired throughout my Bachelor of Business Administration (BBA) program in **Supply Chain Management**. Working under the Company Goods Department on the **Ready-to-Drink (RTD) Project** allowed me to gain practical experience in inventory control, supplier coordination, demand forecasting, retail operations, and data analysis. The following Supply Chain Management courses were directly related to my internship responsibilities.

Inventory Management

Inventory Management was the most relevant course throughout my internship. A major part of my responsibilities involved monitoring the stock availability of RTD products such as Coca-Cola beverages, Nescafé tea and coffee, and Igloo softy machines across different Shwapno outlets. I regularly checked inventory levels, identified stock shortages, and coordinated replenishment activities to ensure uninterrupted product availability.

The concepts of **inventory control**, **safety stock**, **reorder point (ROP)**, and **stock replenishment** learned during my academic courses helped me understand the importance of maintaining the right inventory level. I also observed how poor inventory management could result in stock-outs, reduced customer satisfaction, and lost sales opportunities.

Procurement and Supply Management

The Procurement and Supply Management course helped me understand the practical aspects of supplier coordination and procurement activities. During the internship, I communicated with suppliers including **Coca-Cola**, **Nestlé (Nescafé)**, and **Igloo** regarding machine servicing, product replenishment, and technical support whenever issues were reported by the outlets.

This experience enhanced my understanding of supplier relationship management, procurement coordination, vendor communication, and the importance of maintaining strong partnerships to ensure smooth business operations.

Retail Supply Chain Management

Since Shwapno is one of the largest retail supermarket chains in Bangladesh, the internship provided direct exposure to retail supply chain operations. I observed how products move from suppliers to distribution centers and finally to retail outlets while ensuring product availability for customers.

Through regular outlet visits, I monitored machine conditions, collected feedback from outlet managers, and ensured that RTD products were always available. This practical experience strengthened my understanding of category management, retail merchandising, customer service, shelf availability, and outlet performance management.

Demand Forecasting

Demand Forecasting was another important subject that closely matched my internship activities. While analyzing monthly revenue and outlet-wise sales data, I realized that customer demand varied significantly due to seasonal changes, promotional campaigns, customer footfall, and weather conditions.

For example, RTD beverage sales were considerably higher during warmer months but gradually declined during winter because customers purchased fewer cold beverages. This practical observation reinforced the importance of demand forecasting in inventory planning and resource allocation. Based on this experience, I recommended outlet-wise demand forecasting in my internship report to improve inventory efficiency and reduce stock shortages.

Logistics and Distribution Management

The Logistics and Distribution Management course helped me understand the importance of timely product movement throughout the supply chain. During the internship, I coordinated with suppliers and outlet managers to ensure products and maintenance services reached the required locations on time.

I observed how delays in replenishment or maintenance affected machine performance and customer satisfaction. This practical experience demonstrated the importance of effective logistics planning, transportation coordination, distribution network efficiency, and last-mile delivery in retail operations.

Supply Chain Analytics

Supply Chain Analytics was highly relevant because I regularly worked with sales and operational data. My responsibilities included analyzing outlet-wise revenue, monthly sales trends, machine performance, and brand-wise sales data using Microsoft Excel.

The analytical techniques learned during my academic courses enabled me to interpret business data, identify performance trends, and provide recommendations for improving operational efficiency. This experience strengthened my ability to make data-driven decisions and understand the role of Key Performance Indicators (KPIs) in supply chain management.

Operations Management

The Operations Management course also played a significant role during my internship. The RTD Project required continuous monitoring of vending machines to ensure they remained operational and available for customers.

Whenever technical issues occurred, I coordinated with suppliers to arrange maintenance services as quickly as possible. This experience highlighted the importance of process improvement, preventive maintenance, operational efficiency, quality management, and continuous performance monitoring in retail operations.

Project Management

The RTD Project gave me practical exposure to project management principles. I was responsible for monitoring project activities across multiple outlets, following up on unresolved issues, communicating with different stakeholders, and ensuring that project objectives were achieved.

This experience improved my planning, coordination, time management, communication, and problem-solving skills while helping me understand how supply chain projects are executed and monitored in a real business environment.

3.6 Challenges Faced

Some challenges encountered during the internship included:

- **Machine downtime affecting sales operations**
Disrupted sales operations and delayed customer service, requiring quick adjustments in inventory and staffing.
- **Delayed replenishment from suppliers**
which caused gaps in product availability, especially for high-demand items.
- **Stock shortages during high-demand periods**
which required proactive planning and demand forecasting.
- **Coordinating with multiple vendors and outlet teams simultaneously**
Which required balancing priorities, ensuring timely communication, and aligning operations across different teams.

These challenges helped me improve my adaptability, time management, and problem-solving skills.

3.7 Evaluation

From an academic perspective, the internship successfully fulfilled its primary objective of bridging theoretical knowledge with practical application. Concepts learned in supply chain management courses, such as **inventory control**, **demand forecasting**, and Procurement and Supply Management, were better understood through real-life observation and involvement in daily operational tasks.

The working environment at Shwapno was **professional and well-structured**. I received proper guidance from my supervisors and team members, which helped me adapt quickly to the corporate culture. The supportive environment made it easier to learn new tasks and understand complex processes within the organization.

However, there were also some limitations during the internship. Due to **confidentiality policies**, access to certain strategic data and advanced systems was restricted. Additionally, the internship duration was relatively short, which limited the depth of involvement in long-term projects and decision-making processes.

Chapter 4

Revenue Analysis of RTD Project at ACI Logistics Ltd.

4.1 Project Overview

The Ready-to-Drink (RTD) Project was launched by Shwapno (ACI Logistics Limited) under the Beverage category to provide customers with a faster and more convenient beverage purchasing experience. The project was introduced in response to changing consumer preferences, as many customers now look for quick and easily accessible refreshment options while shopping.

The main goal of the project was to increase the availability and visibility of ready-to-drink beverages through modern retail solutions, including vending machines and dedicated beverage stations. By offering beverages that could be purchased and consumed immediately, the project aimed to improve customer satisfaction and encourage impulse purchases.

Another important objective of the RTD project was to boost beverage category sales. Proper product placement, attractive display arrangements, and regular stock replenishment were implemented to ensure that popular beverage items remained available for customers. This helped improve product movement and contributed to higher sales performance in participating outlets.

The successful operation of the project required close coordination among several departments, including Category Management, Procurement, Supply Chain, Finance, and Outlet Operations. These teams worked together to manage product sourcing, pricing, inventory control, machine maintenance, and overall project execution.

A key feature of the RTD project was its focus on performance monitoring and data analysis. Sales data, stock levels, and customer purchasing patterns were regularly reviewed to evaluate project effectiveness and identify opportunities for improvement. The information collected also supported future expansion plans and helped management make informed business decisions.

Overall, the RTD Project reflects Shwapno's commitment to innovation and customer convenience. By offering quick and accessible beverage solutions, the project not only enhances the shopping experience but also supports the company's efforts to strengthen its position in the competitive retail market.

4.2 Project Components

- Igloo Softy Ice Cream – Ice cream vending service
- Nescafé Tea & Coffee Machines – Automated tea and coffee service
- Coca-Cola Soft Drinks – Ready-to-drink cold beverages



4.3 Project Locations

The project was implemented in the following six outlets:

1. Dhanmondi 27
2. Gulshan 1
3. Banani Bridge
4. Khilgaon
5. Aftab-Nagar
6. Uttara Sector 3

4.4 My Role in the RTD Project

My supervisor assigned me the operational responsibility for the RTD project. My key activities included:

- **Regular Outlet Visits and Performance Monitoring**

I conducted weekly visits to assigned Shwapno outlets to monitor the overall performance of RTD machines. During these visits, I assessed sales trends, machine utilization rates, product availability, and customer demand patterns. The collected information helped identify underperforming locations and areas requiring operational improvements.

- **Machine Condition Inspection**

A significant part of my responsibility involved checking the physical condition and functionality of RTD machines. I inspected machines for technical issues, cleanliness, display quality, cooling performance, and operational efficiency. Any observed problems were documented and reported to the respective suppliers for immediate action.

- **Coordination with Outlet Managers**

I maintained regular communication with outlet managers and supervisors to receive updates regarding machine malfunctions, maintenance requirements, stock shortages, and customer feedback. This information enabled timely problem identification and faster resolution of operational issues.

- **Supplier Communication and Relationship Management**

I worked closely with representatives from Coca-Cola, Igloo, and Nescafé to coordinate stock replenishment, machine servicing, and technical support. I followed up on service requests, tracked maintenance activities, and ensured suppliers met their commitments according to project requirements.

- **Inventory Monitoring and Replenishment Coordination**

To avoid stock-outs and service interruptions, I monitored inventory levels of RTD products and coordinated replenishment activities with suppliers and outlet teams

4.5 Operational Coordination Process

The coordination process generally followed these steps:

Step 1: Issue Identification and Reporting

The process began when outlet managers or supervisors identified operational issues such as machine malfunctions, cooling problems, product shortages, or stock-outs. These issues were communicated to me through phone calls, emails, messaging platforms, or regular operational reports.

Step 2: Information Collection and Verification

After receiving a report, I collected detailed information regarding the nature of the issue. This included gathering data on machine condition, stock levels, sales performance, and the urgency of the problem. In some cases, I verified the information through direct communication with outlet personnel or during field visits to ensure the accuracy of the reported issue.

Step 3: Vendor Communication and Escalation

Once the issue was verified, I contacted the appropriate vendor responsible for the machine or product category. For beverage-related issues, I coordinated with Coca-Cola representatives; for ice cream-related concerns, I communicated with Igloo representatives; and for coffee machine issues, I worked with Nescafé representatives.

Step 4: Arrangement of Technical Support or Replenishment

Depending on the type of issue, vendors arranged either stock replenishment, machine maintenance, technical servicing, or replacement of defective components. I coordinated with both vendors and outlet teams to ensure that the required support was delivered within the expected timeframe.

Step 5: Monitoring and Follow-Up

After the vendor initiated corrective action, I continuously monitored the progress of the resolution process. Regular follow-ups were conducted with both the outlet managers and vendor representatives to ensure that the issue was being addressed effectively and without unnecessary delays.

4.6 Outlet-wise Sales Performance Analysis

Outlet-wise sales performance of the RTD (Ready-to-Drink) varied significantly across different locations depending on customer traffic, outlet type, and machine placement. High-traffic urban outlets consistently generated higher sales due to greater customer exposure and convenience-driven purchases. In contrast, suburban or low-footfall outlets showed comparatively lower sales volumes.

The analysis indicates that outlets located in commercial hubs, educational zones, and densely populated residential areas performed better in terms of daily transaction volume. Additionally, visibility of the RTD machine and availability of popular beverage variants played a key role in driving sales.

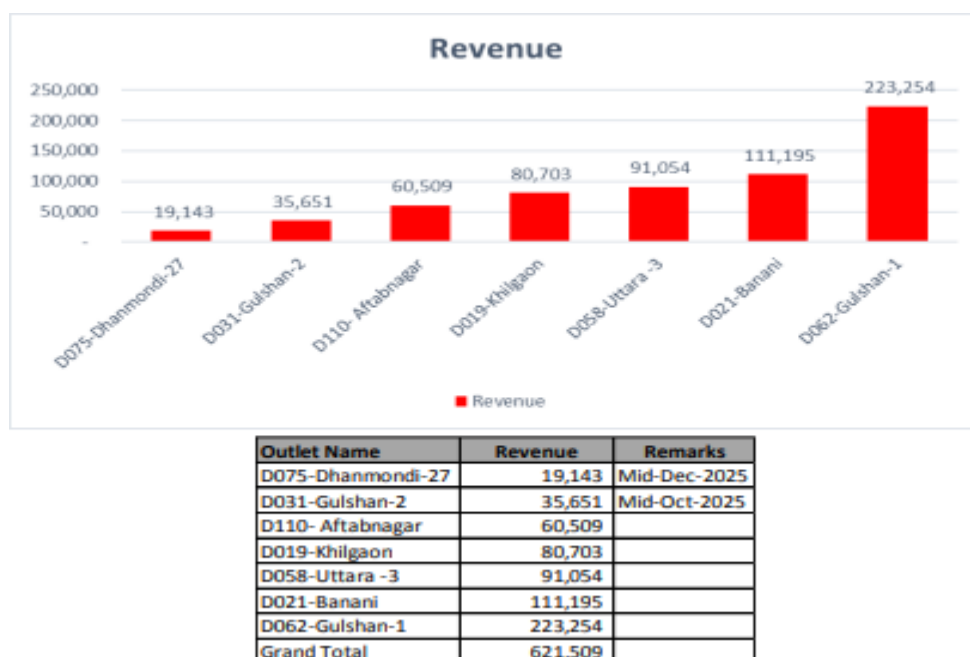


Figure 1 Outlet-wise Sales Performance Analysis

4.7 Month-to-Month Sales Trend Analysis

The **monthly revenue generated from September to March**. It shows that revenue increased sharply at the beginning of the period, reached its highest point in October, and then gradually declined over the following months. Sales trend to increase during peak summer months due to higher demand for cold beverages, while a slight decline is observed during cooler or rainy periods.



Figure 2 Month-to-Month Sales Trend Analysis

The revenue trend shows a **rapid increase from September to October**, followed by a **steady decline from November to March**. One of the major reasons for this decline is likely the **seasonal weather change**. During the warmer months, customers tend to purchase more **Ready-to-Drink (RTD) beverages**, including cold coffee, soft drinks, and ice cream, leading to higher sales. As temperatures decrease during the winter season (December to February), consumer demand for chilled beverages naturally declines, resulting in lower revenue. In addition to seasonal weather changes, factors such as reduced promotional activities, lower footfall, and occasional stock shortages may also have contributed to the downward trend.

4.8 Brand wise Revenue Analysis

The revenue chart indicates that **Igloo Ice Cream** generated the highest total revenue, amounting to approximately **BDT 204,888**, making it the most profitable brand in the RTD project. This was followed by **Nescafé**, which generated around **BDT 152,413**, reflecting strong customer demand for hot beverages, particularly during the winter season.



Figure 3 Brand wise Revenue Analysis

Coca-Cola ranked third with approximately **BDT 123,534**, followed closely by **Kivahan (KHC Coffee)** with around **BDT 104,250**. Although Coca-Cola maintained steady sales throughout the project period, its total revenue remained lower than that of Igloo and Nescafé due to seasonal demand fluctuations.

On the other hand, **Hot & Crusty** generated approximately **BDT 18,415**, while **Abdul Khair Tea** recorded the lowest revenue at around **BDT 4,946**. These comparatively lower figures indicate that these products contributed only a small portion of the project's overall revenue.

4.9 Brand-wise Quantity Analysis

The quantity chart shows that **Nescafé** recorded the highest sales volume, with approximately **6,031 units sold** during the project period. Despite generating lower revenue than Igloo Ice Cream, its high sales volume suggests that Nescafé products were sold more frequently at comparatively lower unit prices.



Figure 4 Brand-wise Quantity Analysis

Coca-Cola ranked second with around **4,472 units sold**, followed by **Igloo Ice Cream**, which sold approximately **2,430 units**. Although Igloo sold fewer units than Nescafé and Coca-Cola, its significantly higher revenue indicates a much higher average selling price per unit.

Kivahan achieved sales of approximately **687 units**, while **Hot & Crusty** sold around **606 units**. **Abdul Khair Tea** recorded the lowest sales volume, with only **209 units**, consistent with its low revenue performance

4.10 Monthly Revenue Comparison of Cold and Hot Beverages

The figure illustrates the monthly revenue generated by different RTD brands over a seven-month period. It helps evaluate product performance, seasonal demand, and customer preferences.

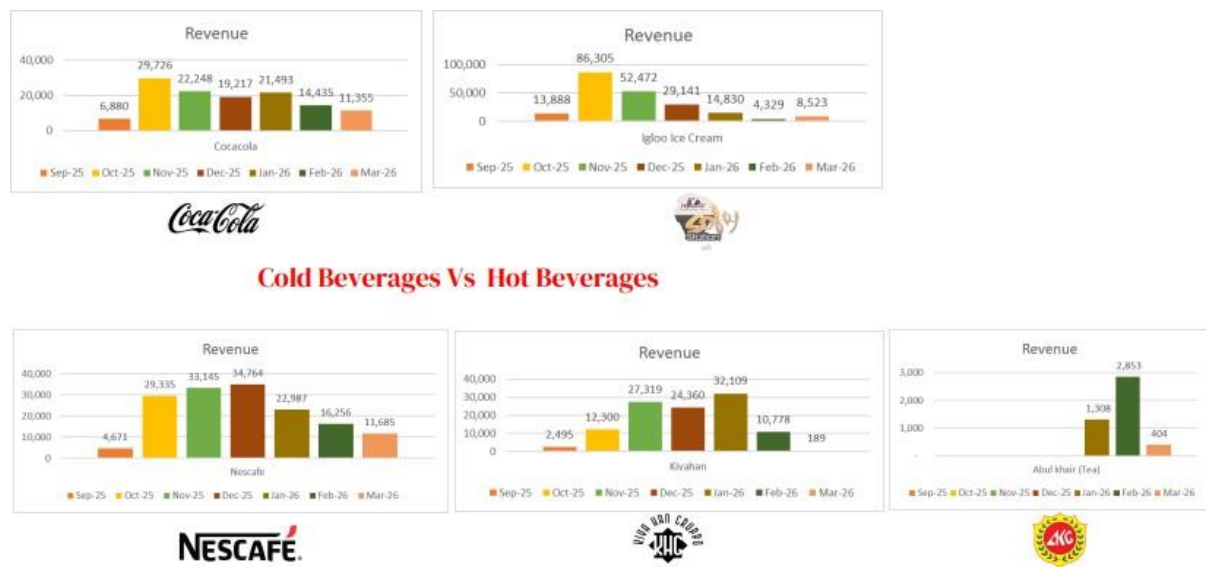


Figure 5 Monthly Revenue Comparison of Cold and Hot Beverages

Coca-Cola

- Revenue increased significantly from **6,880 BDT** in September 2025 to **29,726 BDT** in October 2025.
- After October, sales gradually declined but remained relatively stable between **19,000–22,000 BDT** until January 2026.
- Revenue dropped noticeably in February (**14,435 BDT**) and March (**11,355 BDT**), indicating reduced demand during the cooler months.

Igloo Ice Cream

- Igloo generated the **highest revenue among all brands**.
- Sales reached a peak of **86,305 BDT** in October 2025.
- Revenue then decreased steadily to **52,472 BDT** in November and **29,141 BDT** in December.

- By February and March, revenue had fallen sharply to **4,329 BDT** and **8,523 BDT**, reflecting the seasonal nature of ice cream consumption.

Nescafé

- Unlike cold beverages, Nescafé performed strongly during the winter months.
- Revenue increased from **4,671 BDT** in September to **33,145 BDT** in November and peaked at **34,764 BDT** in December.
- Sales remained relatively high in January (**22,897 BDT**) before gradually declining in February and March.
- This trend indicates increased consumer demand for hot beverages during colder weather.

Kivahan (KHC Coffee)

- Kivahan showed a similar seasonal trend to Nescafé.
- Revenue rose from **2,495 BDT** in September to **32,109 BDT** in January 2026, which was its highest monthly revenue.
- Sales declined sharply afterward, reaching only **189 BDT** in March.
- The data suggests strong winter demand but limited customer interest after the season ended.

Abdul Khair Tea

- Revenue remained almost negligible until December.
- Sales increased to **1,308 BDT** in January and reached the highest value of **2,853 BDT** in February before decreasing slightly to **404 BDT** in March.
- Although overall revenue was comparatively low, the brand also demonstrated a winter-driven demand pattern.

4.11 Nature of Seasonal Movement

The figure illustrates the **seasonal sales movement** of three major Ready-to-Drink (RTD) product categories—**Coffee Instant, Ice Cream, and Soft Drinks**—across four different seasons: **Summer (April–September)**, **Pre-Winter (October–November)**, **Winter (December–January)**, and **Post-Winter (February–March)**. The percentages represent the

relative change in sales performance compared to the product's peak selling season, demonstrating how seasonal weather conditions influence customer purchasing behavior.

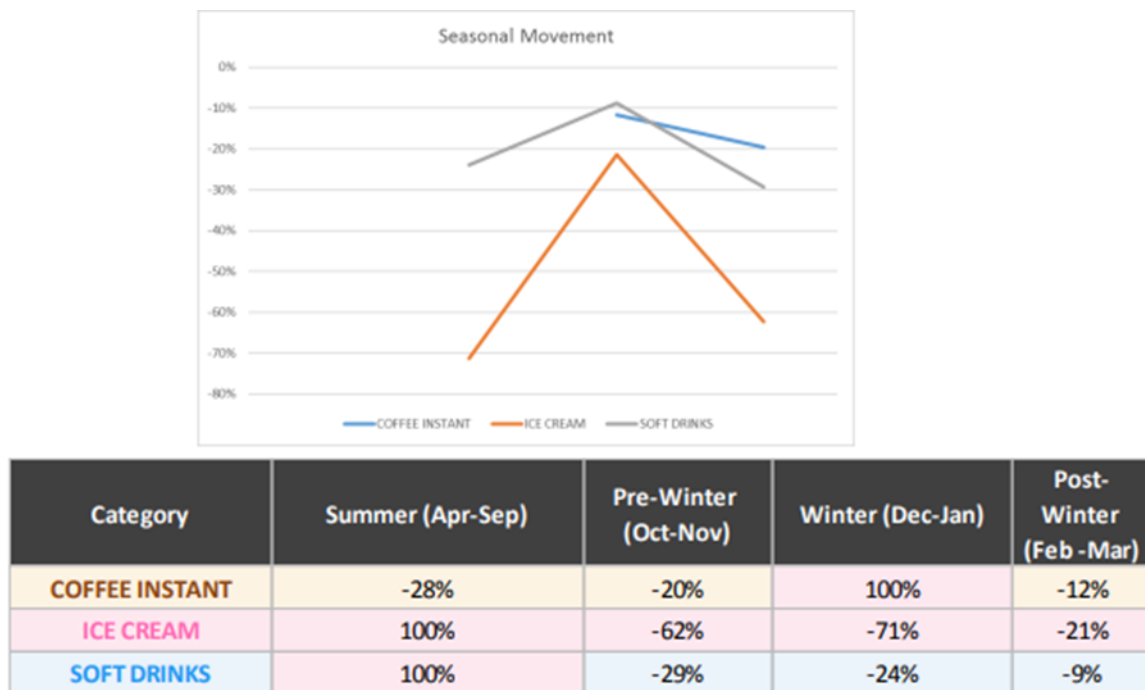


Figure 6 Nature of Seasonal Movement

Coffee Instant

Coffee Instant products exhibited a clear seasonal trend. During the **summer season (April–September)**, sales remained relatively low, recording **28% below the peak level**, as customers generally preferred cold beverages during warmer weather. Sales improved slightly during the **pre-winter period (October–November)** with a decline of only 20%, indicating the beginning of increased demand. The category achieved its **highest sales during winter (December–January)**, reaching **100%**, as customers shifted toward hot beverages due to lower temperatures. Following winter, sales declined again during the **post-winter period (February–March)** to **12% below the peak**, reflecting reduced demand as temperatures increased.

Ice Cream

Ice Cream showed the strongest seasonal variation among all product categories. It reached **100% of its peak sales during summer**, making it the best-performing season for frozen products. However, sales declined sharply by **62% during pre-winter**, as temperatures began to fall. The largest decrease occurred in **winter (December–January)**, where sales

dropped by approximately **71%**, indicating significantly lower consumer demand for frozen desserts during cold weather. Although sales recovered slightly during the **post-winter period**, they still remained **21% below the peak summer performance**.

Soft Drinks

Soft Drinks followed a seasonal pattern similar to Ice Cream, although with less dramatic fluctuations. The category achieved its **highest sales during summer (100%)**, driven by increased demand for cold refreshments. During **pre-winter**, sales decreased by **29%**, followed by a further decline of **24% during winter**. In the **post-winter season**, sales improved gradually, remaining only **9% below the peak**, suggesting that consumer demand for soft drinks recovers more quickly than ice cream as temperatures begin to rise.

Overall Seasonal Analysis

The analysis clearly demonstrates that **seasonality plays a significant role in consumer purchasing behavior** within the RTD category. **Cold beverages**, including Ice Cream and Soft Drinks, experience their highest demand during the summer months, while **hot beverages**, particularly Coffee Instant, reach peak sales during winter. Among the three categories, **Ice Cream is the most season-sensitive product**, showing the largest fluctuations between peak and off-peak seasons. In contrast, **Soft Drinks maintain relatively stable demand throughout the year**, while **Coffee Instant exhibits an opposite seasonal trend**, performing best during colder months.

4.12 Key Findings from the RTD Project

The RTD project provided several important insights into retail vending operations and consumer behaviors. Key findings include:

- Outlet location and customer traffic are the most critical factors influencing sales performance.
- Seasonal variations significantly affect demand for RTD beverages.
- Proper stock management reduces the risk of lost sales due to stock-outs.
- Regular maintenance and monitoring improve overall machine efficiency and customer satisfaction.
- Strategic placement of machines enhances visibility and impulse purchasing behavior.

Chapter 5

Recommendations & Conclusion

5.1 Recommendations

Based on my internship experience at **ACI Logistics Limited (Shwapno)** and my involvement in the **Ready-to-Drink (RTD) Project**, I have identified several areas where operational efficiency and project performance can be further improved. The following recommendations are proposed to enhance inventory management, machine utilization, supplier coordination, and overall customer satisfaction.

1. Increase Preventive Maintenance Frequency

Regular preventive maintenance should be scheduled for all RTD machines, including Nescafé coffee machines, Coca-Cola beverage dispensers, and Igloo Softy machines. Instead of waiting for machine failures, maintenance activities should be conducted periodically according to a fixed schedule. Routine inspections can identify technical issues such as mechanical wear, cleaning requirements, software malfunctions, or component failures before they become major problems. This proactive approach will minimize machine downtime, reduce maintenance costs, improve machine reliability, and ensure uninterrupted service for customers. Proper maintenance will also increase the lifespan of equipment and improve the overall customer experience.

2. Develop Outlet-Wise Demand Forecasting

Shwapno should implement a more advanced demand forecasting system using historical sales data, seasonal trends, customer purchasing patterns, and promotional activities. Since customer demand varies significantly across different locations, forecasting should be conducted separately for each outlet rather than using a generalized estimation. Accurate outlet-level forecasting will help management allocate inventory more efficiently, reduce excess stock, minimize stock shortages, and improve product availability during peak demand periods. Better forecasting can also reduce inventory holding costs and improve overall supply chain efficiency.

3. Strengthen Data-Driven Performance Monitoring

The RTD project would benefit from a centralized performance monitoring dashboard that provides real-time operational insights. The dashboard should include key performance indicators (KPIs) such as daily sales revenue, sales quantity, machine uptime, stock-out frequency, refill response time, maintenance history, and supplier delivery performance.

4. Enhance Communication and Coordination Channels

Effective communication among outlet managers, suppliers, technicians, warehouse personnel, and the Company Goods Department is essential for the smooth operation of the RTD project. A more structured communication process should be established using centralized digital platforms where issues related to machine breakdowns, stock shortages, maintenance requests, and product replenishment can be reported and tracked in real time. Standard operating procedures (SOPs) for reporting operational issues should also be developed to ensure faster response times. Improved coordination will reduce delays, increase operational efficiency, and ensure that customer service is not disrupted.

5. Provide Additional Training for Outlet Personnel

Regular training programs should be organized for outlet employees who are directly responsible for operating RTD machines. The training should cover machine operation, basic troubleshooting techniques, hygiene and cleaning procedures, inventory monitoring, customer service, and proper reporting methods. Employees should also be trained to identify early signs of machine malfunction and follow the appropriate escalation procedures. Well-trained staff will be able to resolve minor issues independently, reduce machine downtime, improve service quality, and increase customer satisfaction while reducing dependence on external technical support.

6. Conduct Periodic Project Performance Reviews

Management should organize monthly or quarterly project review meetings involving category managers, suppliers, technical service providers, warehouse representatives, and outlet managers. During these meetings, participants should evaluate sales performance, machine utilization, inventory availability, customer feedback, maintenance records, and supplier performance. Any operational challenges or recurring issues should be discussed, and corrective actions should be planned accordingly. Regular performance reviews will encourage continuous improvement, strengthen collaboration among stakeholders, and ensure that project objectives are consistently achieved.

7. Improve Inventory Replenishment and Stock Management

An automated inventory replenishment system should be introduced to ensure timely restocking of RTD products and raw materials. Minimum stock levels and reorder points should be established for each outlet based on historical demand and seasonal variations. Automated stock alerts can notify responsible personnel whenever inventory falls below the predetermined threshold, allowing replenishment orders to be placed before stock-outs occur. This approach will reduce lost sales opportunities, improve product availability, and maintain a consistent customer experience across all outlets.

8. Implement Seasonal Promotional and Product Planning Strategies

Since the analysis clearly shows that beverage sales vary significantly according to seasonal demand, Shwapno should develop separate marketing and inventory strategies for different seasons. During the summer months, promotional campaigns should focus on products such as Coca-Cola, Igloo Ice Cream, and other cold beverages. Conversely, during winter, greater emphasis should be placed on Nescafé coffee, tea, and other hot beverages through targeted discounts, bundle offers, and seasonal marketing campaigns. Aligning promotional activities with customer preferences will maximize sales revenue, improve inventory turnover, and increase customer engagement throughout the year.

9. Strengthen Supplier Performance Evaluation

A formal supplier evaluation system should be introduced to assess suppliers based on delivery timeliness, product quality, responsiveness, service reliability, and maintenance support. Regular supplier performance reviews will help identify high-performing vendors as well as those requiring improvement. Establishing measurable performance standards and maintaining strong supplier relationships will improve product availability, reduce operational disruptions, and contribute to the long-term success of the RTD project.

5.2 Conclusion

The internship at ACI Logistics Limited (Shwapno) was a valuable experience that helped me connect academic knowledge with practical retail and supply chain operations. Working in the Company Goods Department, particularly on the Ready-to-Drink (RTD) Project, provided practical exposure to how modern retail businesses manage daily operations and maintain efficient product flow.

During the internship, I was involved in activities such as monitoring RTD machine performance, coordinating with outlet teams and vendors, tracking stock availability, and supporting replenishment planning. These responsibilities improved my understanding of how different business functions work together to ensure operational efficiency and customer satisfaction.

The experience also strengthened my understanding of the importance of coordination, timely communication, and operational decision-making in a corporate environment. Through working with procurement, category management, and outlet operations teams, I gained practical insights into managing real business challenges and understanding their impact on sales performance.

Overall, the internship provided meaningful exposure to retail and FMCG operations while strengthening my understanding of Supply Chain Management concepts through practical application. The knowledge and experience gained during this period will support my future professional development and career growth in supply chain and retail management.

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