



INTERNSHIP REPORT

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United International University

Internship Report On

“Raising Awareness on Necessity of Consuming Milk Daily Through Branding Activations”

Submitted To:

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Letter of Transmittal

16th June, 2022

Ishrat Jahan

Assistant Professor

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Subject: Submission of Internship Report

Dear Ma'am,

I am glad to provide my assessment report to you in accordance with the requirements set forth by United International University. I worked extremely hard to finish the course requirements and write the report, and I did my best to cover all of my supervisor's requirements.

I've been working at Arla Foods Bangladesh Ltd. for more than a year and am reaching the end of my 12-month internship. I work for the Marketing Department (Branding). While creating this report, I was able to gain experience in a variety of marketing and communication abilities, which was a fantastic learning opportunity for me. I hope you will find the report to be fair, methodical, and trustworthy.

Appreciate you ma'am for having faith in me and for bearing with me. I am available to answer any questions you may have about this report at any time.

Sincerely,

Y easir Arafat

ID: 114 162 013

United International University



Acknowledgement

At the outset, I would like to express my thankfulness to Allah Almighty for his blessings on my completion of this report. This internship report is a true reflection of many people's efforts. This is because to several colleagues who assisted me in organizing this report and provided me with helpful suggestions, recommendations, directions, collaboration, and correct guidelines. Throughout the production of this study, I received constant assistance, participation, and instruction from a variety of sources. I'd like to express my gratitude to each and every one of them at this time.

My internship supervisor is **Ishrat Jahan**, Assistant Professor, United International University's School of Business and Economics, and I am grateful to him for his thorough consideration, valuable time, advice, and constant assistance throughout the internship and report-writing process.

I'd also like to express my gratitude to **Galib Bin Mohammad**, Head of Marketing, for his assistance. In addition, I'd like to thank **Asif Irtiza Hussain**, the Brand Manager of Arla Foods Bangladesh, who served as my organizational manager. For his persistent assistance and effort during the internship. He always pointed me in the right direction and checked in on my progress while writing this report. Nonetheless, while my internship, he supported me in strengthening my talents, skills, and career advancement.

Other Arla Foods Bangladesh personnel who assisted me and donated their time to provide me with the most relevant material for this research deserve my heartfelt gratitude. I appreciate their assistance and direction, as well as their warm and friendly attitudes toward me.



Abstract

For the past 131 years, Arla Foods, the world's fourth largest dairy product producer, has been the main dairy goods company in Scandinavia. Furthermore, Arla's purpose with the slogan "near to nature" is to ensure the highest quality products to its customers. A total of 12,700 farmers from all over Europe, including Denmark and Sweden, are members of this cooperative. For the past five decades, Arla has been a household name in Bangladesh. Arla's Dano has won the Best Brand Award for the past six years. However, it has not been in the forefront of market share. However, because of its high-quality products, it has always been on the thoughts of its clients. "Naturally, to bring health and impulse to the globe," Arla outlines its vision for the future of dairy. The company's Driving Good Growth Strategy for 2021 aimed to solidify its position as a worldwide dairy leader while also growing its reach in the international growth market. The company's goal is to raise the value of our farmers' milk, and the only way to achieve that is to create value for our consumers in a reliable, natural, cooperative, and healthy manner.

Bangladesh is a developing country with a large population. Our country has had a huge local demand for milk item products for decades, it has been primarily fulfilled by subsidy milk, dry dairy, and dairy items imported from wealthy countries. Our country brought into another country dairy items worth 40 core BDT taka in 1989-90 to satisfy a forty-percentage shortfall in domestic demand. Bangladesh's milk industry has failed to meet demand for shake of fluid milk. To alleviate the bottlenecks, the govt has taken some initiatives for example importing dry milk & supporting to build the local milk farms. The local daily firms cannot meet the huge demand of liquid milk.

To fill the shortfall, a spate of new businesses has popped up in Bangladesh that is selling the milk powder. One of them is DANO, a word that every Bangladeshi household, both rural and urban, knows. Mutual-Group was essentially a 'Toll Manufacturing and Distribution Company,' with the distinction of producing two international brands, 'Dano' and 'Horlicks,' both are familiar in our country. This company got seperated from Mutual Group in 2011 and created a joint venture with Arla Foods in Denmark. In Bangladesh, Arla Foods sells a variety of powder milk products, including regular and instant milk powder, full cream milk powder, and baby foods like Deelac and Dano mom for pregnant women.



Some of Bangladeshi's most popular dairy brands are produced by Arla Foods. With approximately 1500 workers and a turnover of more than tk1.2 billion, our team hardworking to ensure that our stockers satisfy of us extraordinarily high value of manufacturing & animal taking care. In Denmark, Sweden, the UK, Dutch, and Bangladesh, we have 19,000 workers in thirty countries & 12,700 dairy farmer owners. We all have a strong sense of identity called excellent Growth, which guides our judgment as we shape the future of milk industry.

This report focuses on raising awareness on consuming milk daily through implementing and executing different marketing plans and brand activations. As part of my internship I worked as an "Execution Lead" for Dano Core consumer activation where I needed to liaison with the creative agency and advertising agency closely to supervise promotional campaigns. Besides, assisting team for conducting market research, planning and activation budgeting were also part of my responsibility. The entire report is divided into sections such as the introduction, study objective, methodology, company overview, and insight, financial performance and accounting practice, conclusion and recommendations.



Table of Contents

.....	i
Letter of Transmittal	iii
Acknowledgement	iv
Abstract.....	v
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 INTRODUCTION TO THE REPORT	2
1.2 OBJECTIVE OF THE STUDY	3
1.3 METHODOLOGY OF THE STUDY	4
Primary Information:.....	4
Secondary Information:	5
1.4 FINDINGS AND ANALYSIS	6
Feedback from Customers	6
Feedback from BP (Brand Promoters)	6
1.5 LIMITATION	7
Department Chart:	8
Job Scope: Job Description.....	9
CHAPTER TWO	10
2.1 INTRODUCTION	11
2.2 OVERVIEW OF THE COMPANY	12
Arla Foods Global:	12
Origins:	14
2.3 ARLA BUSINESS MODEL	15
2.4 ARLA FOODS IN BANGLADESH	16
2.4.1 SKU Wise All Products	23
Mission	27
Vision.....	27
Arla's Mission in Bangladesh:	27
CHAPTER THREE	28
3.1 CONSUMERS OF ARLA AT BANGLADESH	29
3.2 MAJOR COMPETITORS	30



3.3 MARKETING PRACTICES	31
3.4 STRATEGIES FOR TARGETED MARKETING.....	32
3.4.1 Background of the Activation:	33
.....	41
CHAPTER FOUR.....	42
4.1 MANAGEMENT PRACTICES	43
4.1.1 Recruitment:	44
4.1.2 Employee Engagement:	45
4.2 EMPLOYEE RECOGNITION AWARD FROM ARLA:	47
4.2.1 Monthly:.....	47
4.2.2 Quarterly:.....	47
4.2.3 Annual-.....	47
4.2.4 Arla’s Family Day:	48
4.3 TRAINING AND DEVELOPMENT	49
4.4 ARLA ORGANOGRAM	50
CHAPTER FIVE	51
5.1 KEY FIGURES AND FINANCIAL RATIOS	52
5.2 ACCOUNTING PRACTICE.....	54
Note:	56
5.3 Operations Management and Information System	59
5.4 INDUSTRY AND COMPETITIVE ANALYSIS	60
CHAPTER 06	61
CONCLUSION.....	62
RECOMMENDATIONS	63
Bibliography	64



CHAPTER ONE

INTRODUCTION

CHAPTER 01

1

**Introduction to
The Report**

2

**Objective of
The Study**

3

**Methodology
of The Study**

4

**Finding and
Analysis**

5

Limitation



1.1 INTRODUCTION TO THE REPORT

Due to global economic downturn and inflation consumers are becoming very selective and conscious when it comes to spending money. Company leaders are also being pressured to outperform their peers and generate more value by raising awareness of their brands to the consumers. During my internship period at Arla, I have learned many things from my colleagues and mentors. They helped me to understand their brand and marketing plan to raise awareness among consumers and improve my interpersonal skills by dealing with different stakeholders. I have learned to deal with corporate persons as well as third parties like BTL agency's employee. I also learned to think from different perspectives incorporating different people's opinions. Besides working at office for planning, budgeting and reporting, I also went to field directly to see what consumers think about the brand, how they react to price that helped to better understand to prepare a marketing plan, budget and activation. Working in fields also gave me clear picture of different markets, different consumers. I was a part of DANO DAILY PUSTI (DDP) Activation project team and I tried to contribute my level best for the company to serve. For this DDP project, we as a team designed an activation outline. As DDP is reasonable in terms of price, company targeted consumers of low to mid income for DDP's future loyal consumers. Design outline was based on two sides-

- i) Garments Activations
- ii) Caravan Activations

Company hired BTL agencies to run these activations. I physically visited garments and caravan activations and monitor the activations on regular basis. At the day end, I gave feedback to my supervisor regularly. Moreover, I along with the team provided trainings to the BP (brand promoters) of the agencies to make them understand our activation process theoretically and practically.

Apart from this, I have worked with Brand manager on creative assets. Creative assets like, creative captions, promoting lines and slogans, digital asset selection etc. Nevertheless, I have visited many clusters like different markets to do research on consumer from the shopkeepers.



1.2 OBJECTIVE OF THE STUDY

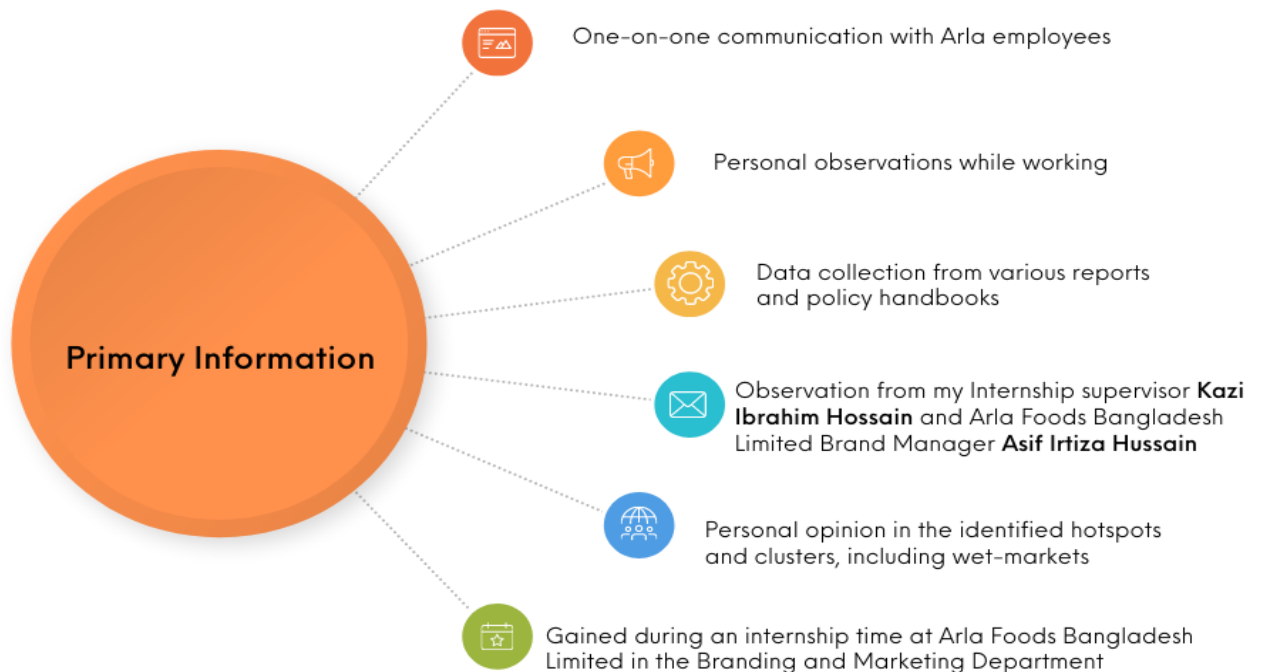
The objective of this report is to make people aware about the necessity of consuming daily milk to get proper calcium, protein, and other vitamins. People neglect milk because they do not know all the nutrients what milk provides. A glass of milk can be a source of power for a day that is unaware by most people. So, the main objective of these activations is to make people aware on consuming milk daily and educate them what benefits they get from a glass of milk. Moreover, DANO DAILY PUSHTI is offering a low-cost price but with the same nutrition. There is a stereotype in the market that milk powder is costly. So, DANO DAILY PUSHTI is trying to reach its targeted consumer and delivering its message to them.



1.3 METHODOLOGY OF THE STUDY

I had to follow two sources of information and data collection- primary data and secondary data in order to accomplish this project. I had to come up with large number of documents and conduct data research in order to complete my report. Because the study is qualitative rather than quantitative, it necessitates face-to-face engagement with the organization's supervisor and employees. Below is the overview of different source of information and data.

Primary Information:





Secondary Information:





1.4 FINDINGS AND ANALYSIS

Feedback from Customers

- ❖ The customer thought Dano Daily Pushti was simple enough to make the milk drink because it didn't require any additional milk powder, sugar, or other components.
- ❖ Dano Daily Pushti is of exceptional quality. Customers seek the original taste of Dano in Daily Pushti milk.
- ❖ The price is too high in comparison to other competitors' prices, according to the majority of customer feedback. Because consumers are price concerned, Dano Daily Pushti was not mentioned.
- ❖ The taste is adequate, but it might be improved with additional tweaking and added value for the client.

Feedback from BP (Brand Promoters)

- ❖ More product samples and offers are required to entice customers.
- ❖ There may be a demand for more SKUs to suit client expectations.
- ❖ Clusters demand additional availability of small size SKUs.
- ❖ It's difficult to attract customers because competitors are offering free gifts with their products right next to Dano Daily Pushti on the shelf.



1.5 LIMITATION

Arla Foods Bangladesh Ltd. is a great place to work with. They have a strong office culture which is very appealing. Everyone there is very friendly and at the same time very professional. During my internship period, I faced few challenges. At first, I could not get to know everyone from the office as due to COVID-19 pandemic, employees were working on rotation on different days. So it was difficult for me to get myself introduced with everyone and get the proper data on time. There could be more engagement with the consumers and other stakeholders to get more insight and their feedback but due to the pandemic everyone has to follow strict rules. Moreover, as most of my works are field based, I could have learned more on office culture if I got to work more at office. And due to field work, I had less time to work with other departments.

Due to this pandemic, they offer employees by rotation working-days which is very necessary for individual mental satisfaction during these tough days. Moreover, they have a fixed working hour so that employees do not feel under pressure. I have very few things to recommend as Arla is already a very suitable place to work with. Recommendations are given below-

- If they hire more interns, more individuals can be facilitated and learn from the bests.
- Field projects need more heads from company ends to monitor.
- Works need to be divided equally, so that employees do not get confused.



Department Chart:



GALIB BIN MOHAMMAD
Head of Marketing



ASIF IRTIZA HUSSAIN
Brand Manager



FAISAL BIN KAMAL
Brand Manager



KAZI IBRAHIM PIASH
Senior Executive



YEASIR ARAFAT
Marketing Contractual



Job Scope: Job Description

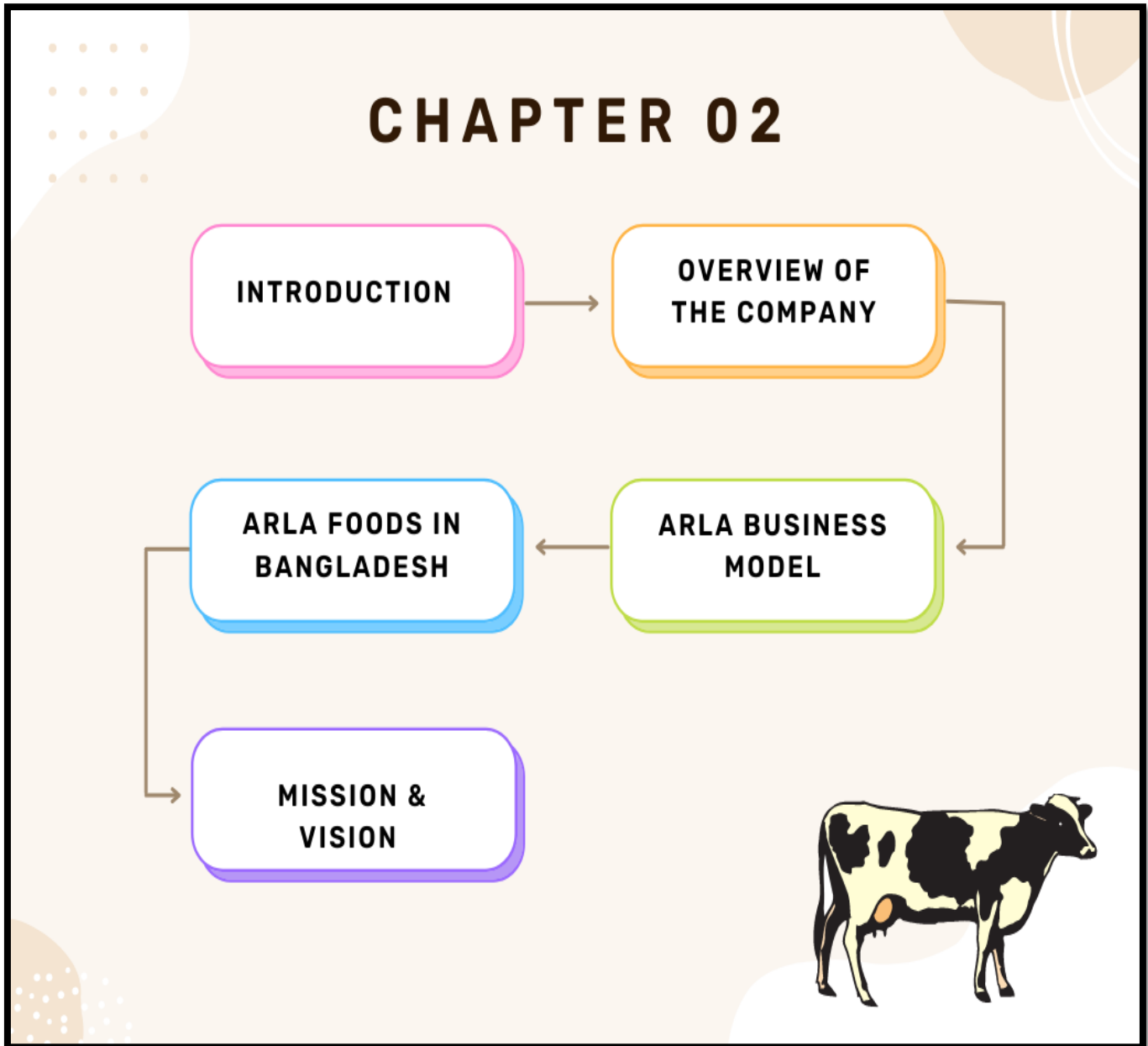
Arla Foods is one of the most well-known milk brands in Bangladesh, with products distributed throughout the country and some competitors. Below given is a template of Job description from recruiting process-

- Construct, innovate, and develop promotional strategy and action plans using unique concepts.
- Creating, implementing, and carrying out marketing strategies.
- Analyze the brand's competition, pricing, and positioning, and make recommendations for action.
- Using formal and informal research, data analysis, and market visits, gather market/competitor/market activity insights and design an action plan based on the findings.
- Assisting with new product releases and working closely with design agencies.
- For brand promotions and communications, you may write and/or supervise content creation.
- Supervise advertising and promotional efforts in collaboration with an advertising agency.
- All communications and media actions are planned and implemented, covering rise of social media.
- Responsible for the Brand's packaging, labeling, and marketing strategy.
- Keep an eye on how the product is being distributed and how people are reacting to it.
- Execution of Dano Caravan And Garments Activation
- Route/Cluster wise sales track, advance data analysis through excel, dashboard update, find out the route wise ADS.
- Call Center – Outbound validation of Dano Caravan & Garments Activation.
- Any other task specified by your line manager.



CHAPTER TWO

Industry Overview





2.1 INTRODUCTION

Organizations in today's world strive to obtain a competitive advantage over their competitors. The competition in the dairy business is significantly greater since they must meet consumer demand on a continuous and more accurate basis. Arla, with the Dano brand, is the world's fourth largest dairy company, serving human with the purpose of assuring health, nutrition, & wellness while maintaining consumer satiety and joy.

Our country has had a huge local demand for dairy items for decades, which has been mostly fulfilled by subsidized milk and milk products imported from developed nations. Our country imported dairy items worth of 40 core BDT taka in 1989-90 to satisfy a forty-percentage supply gap in domestic demand. Bangladesh's milk industry is unable to meet demand for liquid milk. To reduce the gap, the govt has taken initiatives for example importing dry milk & attempting to build milk farms to the level of personal businesses. The demand for liquid milk was so high that the only local dairy farm could not meet it. To fill this void, a slew of new enterprises has sprung up in BD to sell milk powder. One of them is a Dano (an Arla Foods brand), which is a household name in Bangladesh's rural & urban areas. It is successfully providing the proper blend of nutritious nutrients to youngsters in Bangladesh, according to their ages and bodily necessity. Dano full cream milk powder has been rebranded Dano-Power, implying that children will grow stronger both physically and cognitively if they consume Dano. Besides, **Dano Power**, they have **DANO DAILY PUSTI**, **DANO GROWTH SHAKTI**, **DANO MOM**.

Recently, Dano Daily Pusti has run a Below the Line (BTL) Activation Campaign in order to convey the message to the target group. This refers to straight marketing using BP (brand promoters) in order to boost sales growth & achieve desired profit.



2.2 OVERVIEW OF THE COMPANY

Arla Foods Global: Arla foods is a co-operative dairy organization with more than 12,000 farmers as members. Its goal is to provide consumers with natural healthful and quality high standards dairy items. Arla dano was founded in the 1880s by dairy farmers from Denmark and Sweden with a single goal in mind: to produce and distribute the best dairy products available. Because this is a farmer-owned organization, all earnings are distributed to the farmers. It means that when consumers order products, the money is distributed equally among the liters of milk provided by the owners. That's an important aspect of their cooperative mindset as well. Arla foods are devoted to high quality standards of animal welfare, maintain product quality and food safety for customers since this is a farmer owned enterprise.

Arla Foods is a global co-operative with headquarters in Viby, Denmark, & it is one of the greatest producer of milk items in Scandinavia. Arla Foods was established on April 17, 2000, when the Swedish dairy cooperative Arla and the Danish dairy firm MD Foods combined. Starting in Sweden, 'Arla Foods' became the world's fourth largest milk producer approximately half a century ago. Arla gathers authentic cow's milk from 12,500 self-employed farmers in seven European countries, including Denmark, Sweden, England, and Germany, every Dano. It can ensure the standard grade and quality of all items from start to finish because the agricultural, transportation, and production systems are all same. Currently, more than 130 nations around the world sell a variety of delicious and nutritious milk and milk products.



Arla's Denmark Farm



Arla is an old name derived from the same origin as "early" in English. Eighty-eight percent of all children want to know more about the food they eat and how it is produced. Arla launched 'Dairy Adventures,' in which children travel to the countryside and learn about dairy production one by one, in order to give them a greater understanding of where their food comes from.

Along with product development teams from the UK, Sweden, China, Germany, the Netherlands, Finland, and the United States, they enthusiastically create from farm to plate in the newly designed Arla Innovation Centre. Arla achieves this by leveraging cutting-edge scientific and consumer labs, as well as a 2000 m2 pilot plant capable of installing any type of process needed for the innovation initiatives.

Our researchers are well-connected, and they help Arla and its markets innovate. The Danish Food Cluster, which is ranked top in the EU in terms of company investment in food and drink R&D, is home to the Innovation Centre.



Origins: Dairy farmers in Sweden and Denmark formed cooperatives in the 1880s to invest in shared dairy processing facilities. The Arla Dairy Association was founded in 1881 in Stora Arla Gard in Vastmanland, and Hjedding, Denmark's first cooperative dairy, was founded in 1882 west of Olgod in Southern Jutland. Dairy farmers in Stockholm and surrounding areas formed Sweden's largest cooperative dairy organization (The Farmers' Milk Retail Association) on April 26, 1915, which operated dairies and a chain of stores selling dairy goods.

Mjolkcentralen (The Milk Central, abbreviated MC) was created in 1927 and had grown to include a rising number of cooperative dairies from all over Sweden by the 1950s. From 1909 through 1965, MC was known as Arla, a name that had previously been used by both Sweden's oldest cooperative dairy and Gothenburg's largest dairy shop. Arla had a 65 percent market share in Sweden by the end of the twentieth century.

Mejeriselskabet Danmark was founded on October 1, 1970, by four dairy companies and three private dairies (MD). When MD Foods first opened its doors in 1988, it was known as MD Foods. In 1992, MD Foods and Klover Malk, Denmark's second-largest dairy company, agreed to a financial agreement, and the two companies merged in 1999 to form MD Foods, obtaining 90 percent of Danish milk output.

MD Foods combined with Swedish Arla in April 2000 to form Arla Foods, based in Aarhus, Denmark, and known to Dano as Arla Foods.



2.3 ARLA BUSINESS MODEL

OUR BUSINESS MODEL



OWNERS & COWS

Arla farmers are at the core of our business. As both raw milk suppliers and owners of the cooperative, they are leading the way making dairy farms more sustainable.

- We have 9,406 farmer owners in seven countries, responsible for over 1.5 million cows.
- Animal welfare is key to Arla and we provide digital tools to our farmer owners to constantly track the well-being of their herds.



MILK COLLECTION

Arla collection trucks drive millions of km each year – and we continuously optimise logistics through investments and route planning.

- We collect 13.7 billion kilos of raw milk each year.
- We aim to switch to fossil-free fuel in our trucks. This is already the reality in our Swedish business.



PRODUCTION, PACKAGING & INNOVATION

We provide a safe and healthy working environment. Our 20,020 colleagues work to ensure world-class food safety standards, resource efficient and sustainable production, transportation and administration.

- We process milk at our 60 sites, where 35 per cent of the energy use comes from renewable sources.
- Our innovative packaging solutions focus on recyclability, less and better plastics and renewable materials



CONSUMERS & WASTE MANAGEMENT

We inspire good food habits and support our consumers in making informed choices. It is important to us that our products have the least possible negative impact on the environment.

- We provide healthy, accessible nutrition to millions of people around the world.
- We provide information and inspiration online and on products about how to reduce food waste and recycle packaging.



CUSTOMERS

We use our knowledge and dedication to meet the needs of customers around the world. We take market expectations seriously and transform them into actions in our supply chain.

- We have an ambitious innovation agenda and engage in external research collaborations.
- We are continuously in close dialogue with our customers about expectations and initiatives.



2.4 ARLA FOODS IN BANGLADESH

Dano Milk Powder is still the most famous milk powder in Bangladesh. Dano was first offered to the globe market by MD Foods in 1961. MD Foods is a Danish company that does business across Europe. In 1962, numerous Bangladeshi (Former East Pakistan) businessmen imported Dano milk powder from Denmark. Similar to Moulovi Bazar, their market was built around a single sales site. East Pakistan distributes Dano milk powder. They continued to import Dano from Denmark in small quantities until 1970. MD Foods recognized one Bangladeshi citizen as an intended in 1973. From 1992 to 1994, the Bangladesh indenter was collected and identified importer demand as well as authorized indent of importer letter of credit from Bangladesh to Denmark.

In 1989, MD Foods opened a liaison office in Bangladesh. MD foods primarily monitors the market through a variety of activities such as consumer and trade sales promotion, as well as print and electronic media advertising. Mutual Trading Limited was given an import license in 1995 as the sole importer of Dano milk powder from Denmark. Mutual Treading Limited is a United Kingdom-based firm. Only one Bangladeshi company is allowed to import Dano milk powder from Denmark.

In 1995, Arla Foods bought MD Foods and renamed it Arla Foods Ingredient. Arla Foods Ingredients owned Dano milk powder all over the world. According to Arla Foods' advice, Mutual Trading Limited opened a new plant in Bangladesh in 1998 to pack Dano milk powder, and the company was renamed Mutual Milk Products Limited.

Mutual built a new factory in 2004 with two production lines and sold 6,300 tons of goods in 2007. However, in 2008, the Melamine crisis hit, sending the market into free fall for the next two years. Deelac IFFO was introduced in 2011, and Arla entered the market in 2013 through a joint venture.



In 2014, Arla Foods initiated direct operations in Bangladesh with only Dano Daily Pushti (DDP) with Iron fortification formula, followed by the current (Instant) formulation of DDP in 2015. In 2016, Arla had a 2.5X increase in volume (11K Tons), and Dano received the best milk brand award for the sixth year in a row (2016, 2017, 2018, 2019, 2020, 2021).

Arla foods' historical roots, their DNA, include a constant ambition to develop and create something better. Since the cooperative movement began 130 years ago, milk producers and coworkers have worked together to construct a common destiny in the dairy business. Their achievements paved the way for Arla Foods to become Dano, one of the largest dairy corporations in the world. Every Dano works to improve and refine what they provide, as well as create new solutions. These could take the form of new products or new ways to inspire their customers. More efficient working methods and new technologies



Customer collaboration is more valuable. Foods that are more natural and healthier. It is necessary to increase social responsibility. Environmental and climate effect are reduced. The quality of food has improved. Arla will not only follow in the footsteps of others in the dairy industry, but will also help to shape its future by actively participating in the formation of tomorrow's dairy structure and new dairy consumption patterns. As a result, Arla will continue to consider how it may become the industry standard for future dairy efforts. Are we the first ones there? Are we the most successful? Is it conceivable for Arla to do even more research and development in her specialty than Dano? Is it feasible for them to push each other even harder? They want to give it their all and help Arla Foods reach its full potential.





For the sixth time, Dano has been named the greatest milk brand in Bangladesh in terms of fidelity and acceptance. For the past 60 years, Dano has been assisting Bangladesh's youth in developing their intellectual, physical, and social abilities. Dano brands have SKUs ranging from 16 grams to 2.5 kg.

The advertisement is divided into three main sections showcasing different Dano products:

- DANO Daily:** Features various sizes of Dano Daily milk powder packets. The text "মানসীয় বৃদ্ধি সাপেক্ষ বুদ্ধি" (Intellectual growth depends on intelligence) is written in Bengali.
- DANO POWER:** Shows Dano Power milk powder packets. The text "খাটি দুধের প্রকৃত সুস্বাদু" (Taste the real sweetness of pure milk) is written in Bengali.
- DANO GROWTH SHAKTI:** Displays Dano Growth Shakti milk powder packets. The text "দুধের স্বাদে ডাবল পুষ্টি" (Double nutrition in the taste of milk) is written in Bengali.

A large graphic of a pyramid is shown with the text "DANO NO.1 MILK BRAND 2020" and "এই নিয়ে টানা ৬ বার" (For the 6th time). Below the pyramid, it says "বাংলাদেশের মানুষের ভোটে সেরা দুধের ব্র্যান্ড হিসেবে নির্বাচিত হলো DANO" (DANO was selected as the best milk brand in Bangladesh by the vote of the people).

At the bottom, a red banner contains the text: "যেকোনো ডানো পণ্য কিনতে ফোন করুন: ০৮০০০ ২২৫৫ ৮৭ (টোল ফ্রি)" (Call to buy any Dano product: 08000 2255 87 (Toll Free)).

The bottom right corner features the "Bangladesh BRAND FORUM" logo and the text "সম্প্রদায়িক ব্র্যান্ড নির্বাচনের এই ক্ষেত্রে, প্রতিটি বাংলাদেশি গ্রাম কোম-এর তত্ত্বাবধানে পরিচালিত" (In this community brand selection process, it is managed under the supervision of every village committee).

Arla introduces DANO GROWTH SHAKTI (DGS), Bangladesh's first powdered milk with the ideal balance of MILK FAT and VEGETABLE FAT. It contains DOUBLE VITAMIN D and DOUBLE CALCIUM, providing double the nutrients and a wonderful taste. DGS is prepared in such a way that it can be consumed by all family members. Aside from drinking, it can be used to prepare tea, desserts, candies, and other dishes in the kitchen. Double Vitamin D recipe (800 IU) will strengthen the children's bones and teeth, while Double Calcium (1600 mg) will keep them active throughout the day. It also contains protein, which aids in muscular growth, as well as vitamins and minerals. Vitamin B2 and B12 are also present in DGS.





This aids in the development of the human brain. Its creamy MILK FAT inclusion makes it suitable for any dessert on any occasion. And all of this at the most affordable price feasible for anyone to take advantage of. (<https://www.arlafoods.com.bd>, n.d.)

Dano Daily Pushti is a nutritious and affordable solution for the entire family. Dano Daily Pushti is prepared with high-quality milk ingredients and includes calcium, protein, and important vitamins and minerals for our family's general health. Tea and other milk-based foods can also benefit from it.



DANO DAILY PUSHTI

Dano Power, a full cream milk powder, has been nourishing Bangladeshi families since the early 1960s. It's high in calcium, protein, and all of the essential vitamins and minerals that your family requires on a daily basis. DANO is a favorite choice for tea, coffee, cooking, and baking since it is naturally tasty and creamy.



DANO POWER



DANO GROWTH SHAKTI

Arla introduces DANO GROWTH SHAKTI (DGS), Bangladesh's first powdered milk with the ideal balance of MILK FAT and VEGETABLE FAT. It contains DOUBLE VITAMIN D and DOUBLE CALCIUM, providing double the nutrients and a wonderful taste. DGS is prepared in such a way that it can be consumed by all family members. Aside from drinking, it can be

used to prepare tea, desserts, candies, and other dishes in the kitchen.

The youngsters will be stronger and more energetic throughout the day thanks to the Double Vitamin D recipe, while the bones and teeth will be strengthened thanks to the Double Calcium (1600 mg). It also contains protein, which aids in muscular growth, as well as vitamins and



minerals. Vitamin B2 and B12 are also present in DGS, which aid in the development of the human brain. Its creamy MILK FAT inclusion makes it suitable for any dessert on any occasion. (<https://www.arlafoods.com.bd>, n.d.)



DANO FIT

Dano Fit contains less than 0.1 percent fat and more calcium, vitamin A, and vitamin D. Dano Fit customers make a conscious effort to maintain their health and vigor while obtaining all of the benefits of milk.

Dano Mom is a milk-based nutritional supplement that contains essential vitamins and minerals for women who are hoping to get pregnant, are pregnant, or are breastfeeding their child to assist maintain the quality of their breast milk. It meets the strictest international and federal sanitation and nutritional quality requirements. In two glasses each day, Dano Mom contains 100 percent vitamin D, folic acid, iron, 94 percent calcium, 70 percent zinc, and other essential nutrients.

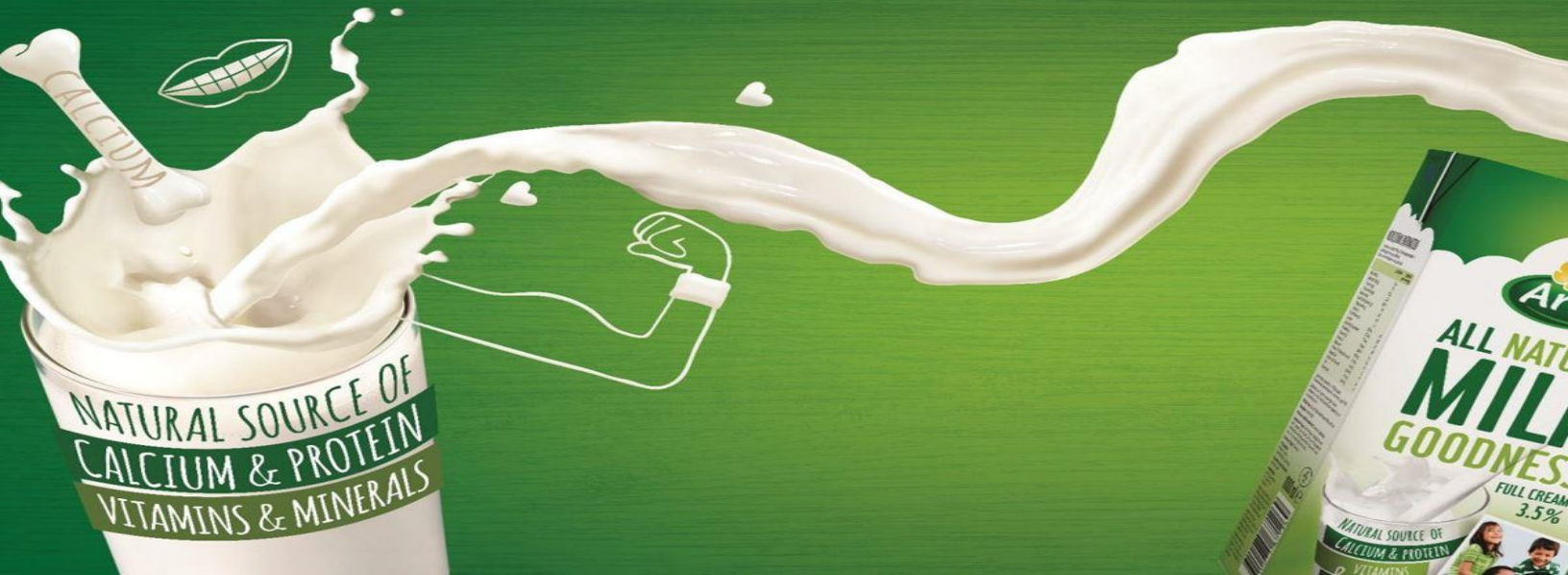


DANO MOM



DANO STERILLIZED CREAM

Dano Sterilized Cream is manufactured from fresh cow's milk and vegetable oil and is shipped directly from Denmark. We can use it to top candies, vermicelli, pastry, toast, or bread, but it also creates a superb cream korma, cream curry, custard, firni, and shahi tukra recipe. It can be used as a garnish or to improve the flavor of our dish.



Arla is one of the world's largest dairy producers and the number one organic firm. Arla UHT Milk helps you and your family live a healthy lifestyle. Simply said, Arla UHT Milk Goodness is all the natural goodness, vitamins, and minerals of fresh cow's milk squeezed into one delightful box. Enjoy a glass of Arla UHT milk for breakfast, at work, or whenever you need a boost! Arla UHT® is available in five different varieties to meet the requirements of the entire family. (<https://www.arlafoods.com.bd/brands/arla/>, n.d.)

Arla UHT Milk



FEATURES:

- Arla UHT Milk is 100% imported from Europe and complies with the European standard,
- Arla UHT Milk has all of the natural goodness, vitamins, and minerals of fresh cow's milk compressed into a single delightful pack.
- Arla UHT Milk is naturally high in calcium and protein.
- Made with a handy screw cap, to reseal after opening, keeping the milk fresh and delicious.
- Arla UHT is available in five different varieties to meet the needs of the entire family. (www.arlafoods.com.bd, n.d.)



2.4.1 SKU Wise All Products

Dano Power is a full cream milk, whereas Dano Daily Pushti (DDP) is a low-fat milk containing just vegetable fat. These are the two main brands of Arla Foods Bangladesh Limited. Dano Captain is a new chocolate powder milk that allows kids to experience a chocolatey flavor. Dano Fit is a fitness program designed for people who care about their health. Deelac powder milk is aimed largely towards mothers, however Arla Foods Bangladesh also sells UHT milk in liquid form.

Brands	SKU Name	Retail Cost structure and Gross Margin/Pc			
		MRP / SKU	Retail Margin / SKU	Trade Price PC/ SKU	Trade Price /ctn
Dano	Dano Power - 2.5 Kg	1,750.00	150.00	1,600.00	6,400
	Dano Power - 1.5 Kg	1,025.00	85.00	940.00	7,520
	Dano Power - 1 Kg	720.00	50.00	670.00	8,040
	Dano Power 1 Kg Pillow Pack	690.00	50.00	640.00	7,680
	Dano Power - 500 Gm	349.00	29.99	319.01	7,656
	Dano Power - 400 Gm	300.00	24.99	275.01	6,600
	Dano Power - 200 Gm	150.00	14.00	136.00	6,120
	Dano Power - 100 Gm	80.00	10.00	70.00	7,560



ST. Cream	170gm St. Cream	120.00	15.00	105.00	5,040
Daily Pushti	Dano Daily Pushti - 2 Kg	920.00	64.99	855.01	5,130
	Dano Daily Pushti - 1 Kg	475.00	31.99	443.01	5,316
	Dano Daily Pushti - 500 Gm	249.00	17.99	231.01	5,544
	Dano Daily Pushti - 325 Gm	190.00	17.99	172.01	4,128
	Dano Daily Pushti - 200 Gm Pouch	110.00	15.00	95.00	4,275
	Dano Daily Pushti - 100 Gm	60.00	6.99	53.01	5,725
	Dano Daily Pushti - 50 Gm	30.00	5.00	25.00	4,800
	Dano Daily Pushti - 18 Gm	10.00	1.67	8.33	4,798
	Dano Daily Pushti - 16 Gm	10.00	1.74	8.26	5,154
	Dano Daily Pushti - 8 Gm	5.00	0.83	4.17	5,404
	Dano Daily Pushti - 7 Gm	5.00	0.89	4.11	5,327
Dano Captain	Dano Captain Choco 500 Gm	250.00	30.00	220.00	5,280
	DANO Captain Choco 150gm	75.00	10.00	65.00	3,120
	DANO Captain Choco 30gm	15.00	2.00	13.00	4,368



	DANO Captain Choco 12gm	8.00	1.00	7.00	5,040
	Dano Captain Choco 500 Gm FS	223.20	-	223.20	5,357
Choice	Dano Slim 350 Gm	295.00	25.00	270.00	6,480
	Dano Mom 360 Gm	450.00	35.00	415.00	4,980
Deelac	Deelac 1 BIB - 180 Gm	250.00	15.00	235.00	5,640
	Deelac 1- 400 Gms	580.00	35.00	545.00	13,080
	Deelac 2- 400 Gms	580.00	35.00	545.00	13,080
UHT	Full Cream UHT Milk 3.5%	220.00	49.00	171.00	1,710.00
	Low Fat UHT Milk 1.5%	220.00	49.00	171.00	1,710.00
	Skimmed UHT Milk 0.3%	220.00	49.00	171.00	1,710.00
	Lactofree UHT Milk 3.5%	250.00	59.00	191.00	2,292.00
	Organic UHT Milk 3.5%	250.00	59.00	191.00	1,910.00
B2B	Dano 2 KG B2B	1,002.00	-	1,002.00	6,012
	Dano 1 KG B2B	504.00	-	504.00	6,048
	Dano Instant - 500Gm B2B	265.00	-	265.00	6,360



	Dano Instant WMP 25 Kg	12,600.00	-	12,600.00	12,600
	Daily 2 KG B2B	747.00	-	747.00	4,482
	Dano Daily Pushti - 1 Kg B2B Pack	350.00	-	350.00	4,200
	Daily 500g B2B	183.00	-	183.00	4,392
	Dano Daily FMP 25 Kg	9,712.50	-	9,712.50	9,713
DGS	Dano Growth shakti 500gm	290.00	47	243.00	5,832
	Dano Growth shakti 250gm	150.00	25	125.00	5,250
	Dano Growth shakti 200gm Pouch	130.00	20	110.00	4,950
	Dano Growth shakti 25kg	10,106.01	-	10,106.01	10,106



Mission

"The goal is to maximize the value of the farmer's links while also providing prospects for expansion." As a cooperative milk producer, our goal is to provide as much value to the milk producers as possible, resulting in the greatest price for their milk for both owners and other suppliers."

Vision

"Our objective is to be the world's leading dairy firm by adding significant value and taking proactive market leadership to achieve the best attainable milk price." We want to get the most money into the hands of the owner. We are committed to achieving the goal through adding value and demonstrating aggressive market leadership. Being the market leader gives you a powerful negotiating position. For both our owners and staff, as well as our customers and suppliers, we want to be the most appealing dairy milk company."

Arla's Mission in Bangladesh:

Inspiring and enriching Bangladesh with the goodness of Dairy, sustainably.



CHAPTER THREE

CHAPTER 03





3.1 CONSUMERS OF ARLA AT BANGLADESH

Dano is consumed by people all over Bangladesh, meaning that they are all Arla Foods Bangladesh Limited's clients. Arla, on the other hand, distributes Dano in nine Bangladeshi regions directly. Arla Foods Bangladesh Limited advertises its products around the country with the help of distributors.

There are nine distinct regions in the country:

1. Central Dhaka
2. North Dhaka (Bhairab, Gazipur, Jamalpur, Kaligonj, Kishorgonj, Mymensingh, Netrokona, Sreepur, Tangail)
3. South Dhaka (Kanchpur, Keranigonj, Munshigonj, Narayangonj, Narsingdi, Nawabgonj)
4. Chittagong
5. Sylhet
6. Bogra
7. Barisal
8. Khulna
9. Sylhet

Arla works with many distributors in each region to ensure that its products are available at every retail shop.



3.2 MAJOR COMPETITORS

SL NO.	Brand Name	Country of Origin	Marketing By
1.	MARKS	Australia	Abul Khair Group
2.	NIDO	New Zealand	Nestle Bangladesh
3.	Milk Vita	Bangladesh	Bangladesh
4.	Diploma	Australia	New Zealand Dairy
5.	Red Cow	Australia	New Zealand Dairy
6.	Fresh	China	Meghna Group of Industries
7.	Kwality	Australia	Sanowara Corporation
8.	Anchor	New Zealand	New Zealand Dairy
9.	Farmland	New Zealand	New Zealand Dairy
10.	Starship	China	Abul Khair Group



3.3 MARKETING PRACTICES

Arla Foods Ingredients' Milk powder commodities for retail sale are much greater than Milk powder. The buyer development team is committed to satisfying the nutritional needs of people of all ages while also catering to regional flavor preferences. Regular surveys are undertaken to understand what clients on various markets demand from milk powder, how they use it, and how much they consume in order to achieve this goal. The data acquired aids in determining the reasons for the current client base as well as potential developments. Dhaka-Central, Dhaka-North, Dhaka-South, Chittagong, Comilla, Sylhet, Khulna, Barisal, and Bogra are the nine regions that Arla Foods Bangladesh Ltd. has divided its regional market into.

ARLA also used promotional methods to alter the image of their products in order to cater to particular target categories. When deciding on a target segment, most companies employ one of the following strategies:

- ✓ Concentration of a single section
- ✓ Selective specialization,
- ✓ Product specialization,
- ✓ Market specialization and
- ✓ Full market coverage.

Arla Foods looks to be pursuing a "Product Specialization Strategy" at the moment, based on an assessment of current marketing strategies. Aral Foods focuses on a single product that it sells to a range of markets, helping it to build a strong reputation in a certain product area.



3.4 STRATEGIES FOR TARGETED MARKETING

To gain market share, Arla Foods Bangladesh Ltd employs distinctive marketing. They choose their marketing sector with care, and their target market includes a diverse group of people. They take into account the various markets and employ a variety of marketing tactics to advertise their products. One example of a diversified segment is targeting the market by family size, age, income, location, gender, and occupation. Their goal is to gain loyal customers from all segments who will purchase their products on a regular basis, resulting in increased sales.

DANO DAILY PUSHTI activation project, is the biggest project in terms of reaching the consumers directly. Company targeted to reach a million consumer for the activation of this SKU. DANO DAILY PUSHTI comes in 8 different packs-

16g	10 BDT
50g	35 BDT
100g	60 BDT
200g	110 BDT
325g	190 BDT
500g	449 BDT
1kg	475 BDT
2kg	920 BDT

Updated price list for 2021

This product has been targeted for the people from low to middle income. Because the prices of DDP is comparatively low than other offered products. This product is been made totally hand free and milk animal fat has been extracted from it and vegetable fat has been added to keep the taste solid. This is the reason of low pricing for DANO DAILY PUSHTI.

Products directly come from Denmark and here in Konabari, Gazipur Factory, packaging is being done SKU wise.



3.4.1 Background of the Activation:

Bangladesh is a developing country but most of the people's income is poor. Mainly the garments worker- they work very hard but the compensation they get is not sufficient. Moreover, they need to take care of consumption of calcium, protein and other Vitamins. Thus, Arla came up with DANO DAILY PUSHTI which is comparatively low in price than others.

For branding this product, company started activation project. This activation is divided into two segments-

- i) Garments Activation
- ii) Caravan Activation

I solely visited these activations, monitored the activities of agencies. Moreover, I learned a lot from here.

To run this campaign, company hired 4 Agencies.

For garments activation, company hired 2 agencies-

- i) R2S Provider
- ii) Searchlight Communication Ltd.

For caravan Activation, company hired 2 more agencies-

- i) Brandylane 360
- ii) Aktivision Advertising Ltd.

Garments Activation:

The company reached more than 150 garments factory in Dhaka, Narayanganj, Gazipur, Savar, Ashulia, Bhaluka. This activation has a modality. The modality is given below-

**Advance Team:**

- Before the activation day, Advance team visit the garment. They announce briefing for the activation day activities.
- This team also provide data card to the employees and make them understand how to fill it up.
- They place banners and posters in the garments compound for pre-hype

Activation Team:

- Activation team replaces pre-hype banners and posters, with activation poster and banners.
- During lunch hour, 2 booths are being set up for free trial of this DANO DAILY PUSHTI.
- After that, floor quiz happens. 10 winners get 50 taka of mobile recharge.
- While free trial, employees submit the data card. Among these data card, a raffle draw happens. And winners get exciting prizes starting from mobile to cookers.
- A mascot man is there to attract the employees. Later, the mascot visits local stores to provide calendars and trade letters.

Below given some pictures from garments activation-







DANO COW (MASCOT)





Caravan Activity:

Caravan activity started in different parts of the country. Dhaka, Sylhet, Comilla, Laxmipur, Narayanganj, Munshiganj, Chittagong and Khulna. Each area has different teams and they cover 7 clusters in a single day. Visiting new clusters every day, teams cover the whole city with span of few weeks.

Here, firstly advance team select places for caravan activity and then provide us the route plan.

Date	Caravan Supervisor Name & Number	Region	Territory	SR Name	SR's Contact Number	Section/Route Name	Cluster 1	Cluster 2
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Boliapure	Boliyapur	Kunda Bazar
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Bordeshi	Bordeshi	Bordeshi
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Muslim para	Muslim para	Tatuljura & Jomuna Bazar
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Notun Para	Notun Para	Shampur
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Solai Market	Solai Market	Bottola ,Shamlasi & Solai Market
12.09.2021	Tareq Abdullah 01638307528	Dhaka North	Savar	Mofizul	1643492476	Jadurchor	Jadurchor	Jadurchor
12.09.2021	Jakariya Bhuiyan 01742859465	Dhaka South	Narayanganj	Abdur Rahman Masum	8801716794455	Fallipotty	Fallipotty	1 No. Rail-Gate
12.09.2021	Jakariya Bhuiyan 01742859465	Dhaka South	Narayanganj	Shahriar Chowdhury Habib	8801622273064	Fatullah Bazar	Fatullah Bazar	Fatullah Bazar Road
12.09.2021	Jakariya Bhuiyan 01742859465	Dhaka South	Narayanganj	Shahriar Chowdhury Habib	8801622273064	Dighu Bazar	Dighu Bazar	Alexander Bekany'r Samne
12.09.2021	Jakariya Bhuiyan 01742859465	Dhaka South	Narayanganj	Shahriar Chowdhury Habib	8801622273064	Kalir Bazar	Kalir Bazar	Charar Ghop

(Sample route plan)

After that, each caravan visits 7 clusters, sells 50 cups of milk costing BDT 5 for branding, takes a quiz where 5 winners are rewarded with DANO pack.



Day end report sample-

11.09.2021					
Summary					
	Total Session	Touchpoint	Total Reach	Sale (Trail)	Data Contact
Target	Session	Cluster	Consumer	Consumer	Consumer
VAN-1	7	5	700	350	350
VAN-2	7	5	700	350	350
Total	14	10	1,400	700	700
Todays Target	14	10	1400	700	700
Todays Achievemer	14	10	1,400	700	700
Achievement in %	100%	100%	100%	100%	100%
Till Date Target			100,800	50,400	50,400
Till Date Achievement			1,400	700	700
Achievement in %	#DIV/0!	#REF!	1%	1%	1%

Our activation won Commward award in silver category for Brand promotion. Again, activation reached international recognition. Relevant pictures are attached below-



WINNER OF 2021

BRAND EXPERIENCE & PROMOTION

SILVER

An Initiative of
**Bangladesh
BRAND
FORUM**
Inspiring the Nation



**SASROYEE PUSTY, SHADE SONTUSTY - A NUTRITION AWARENESS
CAMPAIGN FOR UNDERPRIVILEGED POPULATION**
Brandylane 360 Ltd.



SEA Market Presentation



Workshop Description

Bas Padberg, Head of SEA:

Do you want to learn about one of Arla's biggest growth opportunities?

SEA plays a crucial role in delivering our global SBRG ambition as part of strategy 2026.

We will show you why and what opportunities are there. Creating the future of dairy is here in Asia!

Join us and have a look what we are working on!

Peter Hallberg, Managing Director Bangladesh:

Bangladesh is on a very exciting growth journey! We have build one of the strongest biggest and fastest growing brands in Bangladesh.

Bangladesh will drive a significant part of the business for which we are investing



Bas Padberg – VP SEA



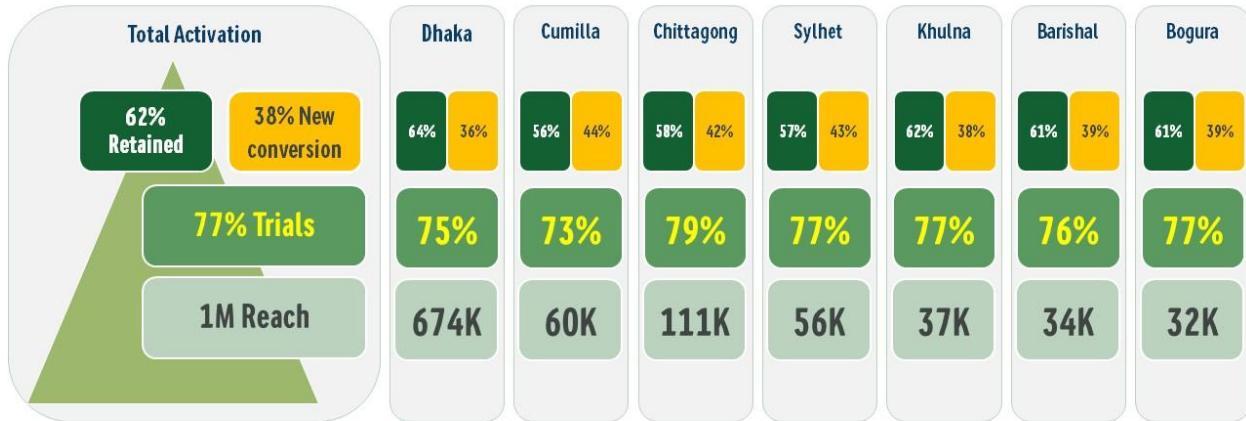
Peter Hallberg – Managing Director
Bangladesh





THE ACTIVATION IS WELL AHEAD OF THE 50% TRIAL AND 30% NEW RECRUITMENT TARGETS EVERYWHERE

Region-wise activation impact



Source: Telephone survey among the consumers who attended the activation





CHAPTER FOUR



CHAPTER 04



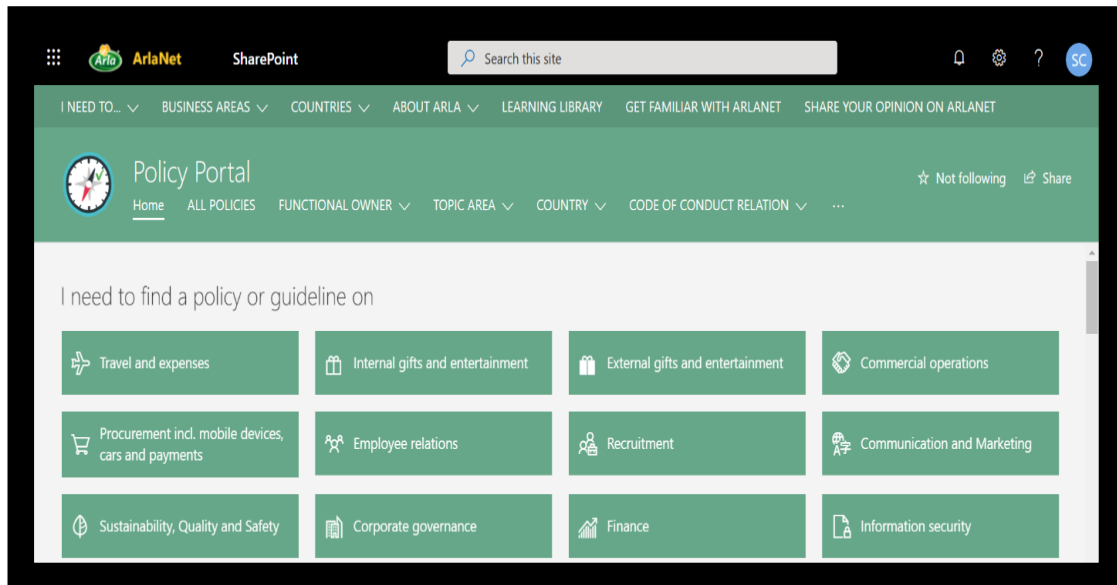


4.1 MANAGEMENT PRACTICES

The management at Arla Foods Bangladesh is very open, friendly and ambitious. Every manager from different departments I came across are very friendly and qualified in their own field. Democratic leadership style is followed in making daily business decisions where everyone was encouraged to provide their feedback and opinions. Whenever we had any team meeting, no matter it is a low priority or high priority, they always allowed and provided scope for everyone to talk. Even as an intern I always got the scope to share my opinions and ideas regarding different circumstances. However, after hearing everyone's feedback and thinking from organization's perspectives few of the decisions are taken by the managerial team when it's crucial for the business. In general, management appreciates when someone speaks up.

HR policies deal with a set of formal regulations and guidelines, as well as a slew of activities, all of which serve a corporate goal and clear up any misunderstandings between employees and their responsibilities at work. Written HR policies will aid in the avoidance of unavoidable situations. Communication between people in the organization is a key benefit of human resource policies, it enables management in making better decisions, creates fair and equal treatment, builds a transparent culture, reduces risk, and prevents misunderstanding inside the firm. An organization's ability to conduct business efficiently requires a defined HR policy. Written standards control employee benefits, salary, pay scales, recognition, administration, leave policies, and insurance in the FMCG industry. (n.d., BY INC. STAFF, INC EDITORIAL)

- Equal Opportunity Employment Policies
- Employee classifications
- Workdays, paydays, and pay advances
- Overtime incentives
- Meal and break intervals
- Leave policy
- Holiday periods



4.1.1 Recruitment: The process of identifying talent for a business that will move it forward in a specific method such as interviewing, selecting, recruiting, and onboarding personnel is referred to as recruitment. This is the full process of bringing a new employee on board. The goal of a good recruitment strategy is to identify the right person for the right job at the right time. In order to attract a skilled employee who can contribute to the company's success, numerous steps must be followed. A recruiter should go through five important processes of recruitment in every company. It varies depending on the size of the industry, the structure, the company's culture, and the company's policy.



Arla Foods follows the phases of recruitment under the talent acquisition policy. These phases are-

Recruitment Policy



4.1.2 Employee Engagement: Employee engagement is the strategy and tools used by Human Resources to include employees in the success of the firm and its employees. Employee engagement gives employees a positive view of the firm, and if they are committed to it, they will think about its success and growth.

Employee engagement is influenced by collaboration, two-way communication, trust, and loyalty in the company and its employees. Employees who are not active in employee engagement activities will not be inspired to work for an organization. This is why Arla Foods promotes employee engagement activities, events, and recognition as ways to boost employee motivation, organizational performance, and participation in the company's growth. (Successful Collaboration)



The Benefits of Employee Engagement-

- Increases Productivity and improves Retention Rates
- Increases Revenue and lowers Absenteeism
- Make employees happy, Happier Customers and Cost saving
- Makes them Loyal and produce better Quality of work
- Employees Work Harder and spread positive Vibes
- Employees are Innovative, drives Employee Advocacy
- Employees Offer positive suggestions and intrinsically Motivated

Some of employee engagement activities of Arla Foods Bangladesh are;





4.2 EMPLOYEE RECOGNITION AWARD FROM ARLA:

Recognizing and appreciating exceptional efforts and results are critical components of cultivating a performance-driven culture within the company. The employee's contribution should exceed what is expected of him or her in the position. This could be a one-time occurrence or the result of persistent high performance over time.

The following categories have been awarded to Arla Foods Bangladesh:

4.2.1 Monthly: For field sales up to Territory Officer level, a recognition program dubbed "Employee of the Month" will be established under the Sales Function. Each month, each sales region selects an "Employee of the Month" based on a set of criteria. The awardee will be nominated in a specific format by the Sales leadership team, and the Head of Sales and the Head of HR will make the final choice.

4.2.2 Quarterly: A recognition program dubbed "Employee of the Quarter" will be launched by the Medical Marketing Function for field staff up to Territory Nutrition Executive level. The 'Employee of the Quarter' will be chosen each quarter based on a set of criteria. The winner will be chosen by the heads of medical marketing and human resources.

4.2.3 Annual- Heads of Functions or Line Managers can propose the annual recognition scheme nomination. This applies to all personnel (especially permanent) of the organization, regardless of whether they perform the same or different functions. The following are examples of possible recognition opportunities, however they are not exhaustive:

MD's Award: Under this category, individual/team is being awarded for the outstanding contribution. The nomination/s for this category will be made by anybody in the organization but final choice will be under the sole discretion of the Managing Director.

- **Best Speed to Execution:** Individuals or teams will be recognized in this category for completing a project or other activity with a substantial business effect quickly. The nomination will be based on a noteworthy display of speed and agility while completing the task.



- **Best Initiative:** A spontaneous contribution to the business that goes above and beyond what is expected. The endeavor that has a long-term impact on the business. For a long time, this might be used as an example.
- **Best Process Improvement:** Any creative concept or deed that enhances or simplifies the current process/procedure in a significant way may be considered for this category.
- **Best in Customer Service:** This award can be granted to a team or an individual who has performed very well in exceeding customers' expectations in terms of customer service. It can be used in any function that involves all customers, both internal and external.
- **Best Teamwork:** This category will feature teams/departments who outperform their total KPI and have a substantial business impact.

4.2.4 Arla's Family Day:

Every year Arla Foods Bangladesh celebrates Family Day, which is the company's most important event. Since 2015, Arla Foods has hosted this event to better the company's employees and motivate them. According to the firm, these type of employee engagement events and activations will help to increase employee productivity. Cross-functional team members always organize the event, resulting in a successful and error-free event. To increase family involvement, bonding, and relationships, there were a range of enjoyable activities for men, women, and children.

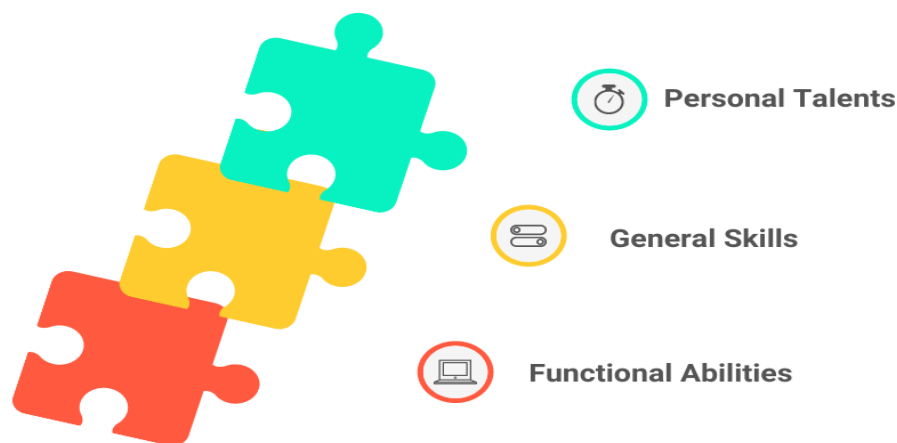


4.3 TRAINING AND DEVELOPMENT

Training and development is a key tool for motivating people in an organization, and it is one of the instruments used by the Human Resource function. Employees' talents and abilities are frequently nurtured with these vital tools, which helps them perform better in their current employment. The organization provides these learning opportunities in order to help individuals succeed. The process of developing an employee's knowledge, abilities, and capabilities is referred to as "training." (n.d.) Development and Training

When a new employee joins Arla, the company provides job-related training to guarantee that the individual performs optimally in the responsibilities that will be assigned to him or her, allowing the individual to contribute more to the company's success. Arla Foods' training program aims to ensure that the company always has qualified and adequately trained employees on hand, and that qualified people are identified at all levels of the organization to potentially replace others. As a result, everyone at Arla Foods values education.

The organization has decided to modify its internal training courses to match its global portfolio of skills and competencies. The training courses are divided into the following categories:





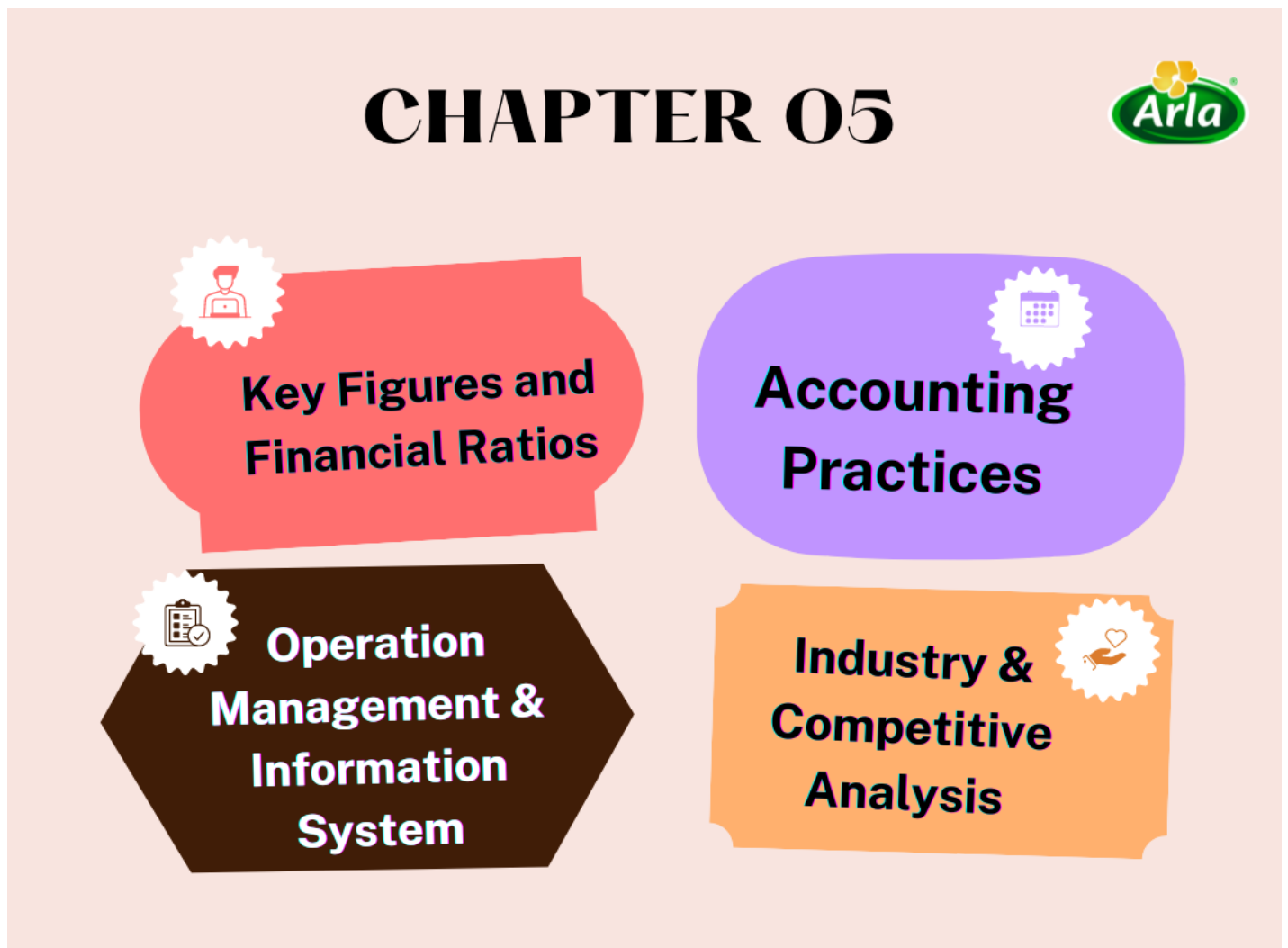
4.4 ARLA ORGANOGRAM

Managing Director		
Ranks	Departments	
Head of Departments	Head of Human Resource	i. Human Resource
		ii. Admin
	Head of Sales	i. East & West Sales Operations
		ii. Central
	Head of Finance	i. Corporate Finance
		ii. Financial Reporting
		iii. Factory Finance
		iv. IT
	Head of Supply Chain	i. Inbound Logistics
		ii. Outbound Logistics
		iii. Factory Inventory
	Head of Corporate Affairs & PR	i. Alternative Channel Management
		ii. Corporate Affairs
	Head of Marketing	i. Brand Management
		ii. Activation
		iii. Trade Marketing
Senior Manager		
Manager		
Assistant Manager		
Senior Executive		
Executive		
Junior Executive		
Blue Collar		



CHAPTER FIVE

Financial Performance and Accounting Practices





5.1 KEY FIGURES AND FINANCIAL RATIOS

The development in the Company's key figures and financial ratios can be described as follows:

	2020	2019	2018	2017	2016
Net financial income and costs	9.169	-30.450	-1.053	85.033	-3.057
Profit for the year	-2.553	-26.740	1.163	60.491	4.252
Total assets	12.850.144	13.633.906	12.238.446	16.399.869	15.763.310
Total equity	383.715	409.701	470.826	470.451	378.863
Return on equity (ROE) (%)	-0,64	-6,07	0,25	14,24	1,03
Solvency ratio (%)	2,99	3,01	3,85	2,87	2,4

Financial ratios are calculated in accordance with the Danish Finance Society's guidelines.

Return on equity (%):

Profit/loss for the year X 100 / Avg. equity

Solvency ratio (%):

Total equity X 100 / Total equity and liabilities



Income Statement			
	Note	2020	2019
Financial income	1	201.162	157.663
Financial costs	2	-191.993	-188.113
Other external costs		-5.034	-2.373
Gross profit		4.135	-32.823
Income from investments in subsidiaries		-	-256
	273		
Profit/loss before tax		3.862	-33.079
Tax	3	-	6.339
		6.415	
Profit/loss for the year		-	-26.740
		2.553	
Proposed distribution of results	4		
Retained earnings		-	-26.740
		2.553	
Distribution of profit/loss		-	-26.740
		2.553	



5.2 ACCOUNTING PRACTICE

Balance Sheet a

		2020	2019
Assets	Note		
Investments in subsidiaries	5, 6	7.292	7.565
Long-term receivables from group companies		0	925.215
Investments		7.292	932.780
Non-current assets		7.292	932.780
Trade receivables		3.839	833
Receivables from group companies		10.662.620	10.078.013
Current tax		6.646	17.867
Other receivables		342.672	184.452
Receivables		11.015.777	10.281.165
Securities and other investments	7	1.793.356	1.878.536
Current investments		1.793.356	1.878.536
Cash and cash equivalents		33.719	541.425
Current assets		12.842.852	12.701.126
Assets		12.850.144	13.633.906

	Note	2020	2019
Liabilities and equity			
Contributed capital		1.000	1.000
Retained earnings		546.496	553.232
Hedging reserve		-163.781	-144.531
Equity		383.715	409.701
Loans from credit institutions etc.	8	5.850	984.703
Loans related to issuance of bonds	8	2.222.839	2.855.281
Long-term liabilities	8	2.228.689	3.839.984
Loans from credit institutions etc.	8	2.928.370	2.289.476
Loans related to issuance of bonds	8	740.946	1.435.749
Trade payables		169	9.217



Other payables		366.165	483.836
Short-term liabilities		10.237.740	9.384.221
Liabilities		12.466.429	13.224.205
Liabilities and equity		12.850.144	13.633.906
Contingent assets	9		
Contingent liabilities	10		
Scope and nature of derivative financial instruments	11		
Related parties	12		

Statement of changes in Equity				
	Contributed	Retained	Hedging	
	capital	earnings	reserve	Total
Equity 1 January 2020	1.000	549.049	-140.348	409.701
Net adjustments of hedging instruments	0	0	-19.755	-19.755
Tax on hedging instruments	0	0	4.346	4.346
Profit (loss)	0	-2.553	0	-2.553
Adjustment to tax on hedging instruments previous years	0	0	-8.024	-8.024
Equity 31 December 2020	1.000	546.496	163.781	383.715

Equity 31 December 2020

The Company's share capital is kDKK 1,000 divided into shares of kDKK 1 or any multiple thereof.

The share capital has remained unchanged for the last 5 years.

(Randrup, 2021)



Note:

1. Financial income				
		2020	2019	
Financial income from group companies		154.795	146.172	
Other financial income		46.367	11.491	
		201.162	157.663	
2. Financial costs				
Financial costs to group companies		51.733	27.896	
Other financial costs		140.260	160.217	
		191.993	188.113	
3. Tax				
Current income tax		-155	-7.549	
Adjustment for current income tax of previous years		6.570	1.210	
		6.415	-6.339	
4. Distribution of profit				
Retained earnings		-2.553	-26.740	
		-2.553	-26.740	
5. Investments in subsidiaries				
Cost at the beginning of the year		21.810	21.810	
Cost at the end of the year		21.810	21.810	
Fair value adjustments at the beginning of the year		-14.245	-7.989	
Dividend received		0	-6.000	
Adjustments for the year		-273	-256	
Fair value adjustments at the end of the year		-14.518	-14.245	
Carrying amount at the end of the year		7.292	7.565	
6. Disclosure of investments in subsidiaries				
Subsidiaries				
Name office	Registered	Share held in %	Equity	Profit
Kingdom Food Products ApS	Aarhus	100,00	607	19
Ejendomsanpartsselskabet st. Ravensbjerg	Aarhus	100,00	6.685	-292
			7.292	-273



7. Securities and other short-term Investments

The Company has repurchase agreements collateralized by bonds with a carrying amount of DKK 1.760 million at 31 December 2020 against DKK 1.848 million at 31 December 2019. The repurchase financing is disclosed as loans.

Other minor securities and short term investments amounting to DKK 33 million at 31 December 2020 against DKK 30 million at 31 December 2019 are also held by the company.

8. Bond Issue

Loans related to
issuance of bonds
Loans from credit
institutions etc.

Due after 1 year	Due within 1 year	Due after 5 years
2.222.839	740.946	0
5.850	2.928.371	0
2.228.689	3.669.317	0

9. Contingent Assets

Per 31 December 2020 the Company has a deferred tax asset amounting to ~~k~~DKK 7.082 which is not recognized in the balance sheet due to uncertainties of the time of use.

10. Contingent Liabilities

Per 31 December 2020 the Company has warranties amounting to DKK 30 million.

The company has joint and several tax liability, with other Danish group companies for company taxes. This also includes withholding taxes on dividends, interest and royalties within the group. The total known net tax liability of the jointly taxed companies is shown in the management company's annual accounts of, Arla Foods Holding A/S CVR no 27466052. Any subsequent corrections to co-taxation income and withholding tax etc. could result in the company's liability being higher or lower.



11. Scope and Nature of Derivative Financial Instruments

The Company has entered into interest rate swaps to hedge future interest rate payments. The nominal value of the interest rate swaps amounts to 4.980 mDKK. As of 31 December the interest rate swaps have a negative market value of 263 mDKK of which 167 mDKK is booked within equity as part of the reserve for hedging instruments.

Furthermore, the company has entered into interest rate swaps to hedge fair value risk on bond issue. Nominal value amounts to 1.400 mDKK and the market value amounts to 10 mDKK.

Furthermore, the company has entered into FX swaps and cross currency swaps to hedge currency risk on the bond issue, loans and internal receivables and payables. The market value amounts to 263 mDKK per 31 December 2020.

12. Related Parties

Related to Arla Foods Finance A/S are the Company's Management and companies within the Arla Foods Group. The Company is a wholly-owned subsidiary of AF A/S, Viby J, and is included in the consolidated financial statements of Arla Foods amba, CVR No. 25313763. The consolidated financial statements are available at the following adress: Arla Foods amba, Sønderhoj 14, 8260 Viby J. Arla Foods Finance A/S has been engaged in transactions with enterprises in the Arla Foods Group participating in the Group cash pool setup.

Parent company	2020	2019
	<u>kDKK</u>	<u>kDKK</u>
Financial income from parent company	35.943	40.295
Financial costs to parent company	0	201
Receivables from parent company	7.007.888	6.573.620
Payables to parent company	18.948	1.843.613
Other group companies		
Financial income from group companies	118.851	105.876
Financial costs to group companies	51.735	27.695
Receivables from group companies	3.654.733	4.429.608
Payables to group companies	6.183.142	3.322.331



5.3 Operations Management and Information System

Arla uses their own built application called “Success factor” for updating data and gather information. Logging into Success Factor, one can find every information on each department. Employee details, company details, designation, hierarchy, email addresses all can be found here. Apart from this, Arla uses office 360 which can be logged in only by using Arla’s provided g-suite account. For internal meeting or discussion, Arla uses MS TEAMS. For email communication, Arla uses MS OUTLOOK application. Nevertheless, for project communication with third parties, Arla uses WhatsApp and Email communication. Mostly, WhatsApp is used for sharing project pictures by third parties. And those pictures are forwarded to the managerial groups of Arla VIA Viber application.



5.4 INDUSTRY AND COMPETITIVE ANALYSIS

Arla has been selected as best brand milk for last consecutive 6 years by Bangladesh Brand Forum. It has a strong market position in Bangladesh. Even, Tamim Iqbal, Bangladesh National Cricket Team player is the Brand Ambassador of DANO brand.

Below given is the Porter's Five analysis of Arla

- i) **Threat of new entrants:** The threat of new entrants is low because Dano, Arla has already a great brand value for which the consumers of DANO (ARLA) will not shift to new entrant's brand.
- ii) **Threat of substitute products:** Threat of substitute product is little high here. Arla only produces powder milk and UHT milk containers. But rival company offers chocolate/mango flavored milk. As kids like flavored milk, here the threat of substitute product is little high.
- iii) **Bargaining power of buyers:** Bargain power of buyer is low because our distributors distribute products to all over the country and MRP is fixed by BSTI, as well as quality.
- iv) **Bargaining power of supplier:** Bargaining power of supplier is also low. Arla's products directly come from Denmark to Konabari, Gazipur's factory. So, the suppliers are company's own supplier, thus the bargain power here is low.
- v) **Industry Rivalry:** Industry rivalry is a little high. There are many existing companies. But few of them can be denoted as tough rival. Like diploma, nido. However, DANO offers variety of SKU's, which eliminates the rivalry to the minimum.



CHAPTER 06

CHAPTER 06



Conclusion + Recommendations





CONCLUSION

Arla, the creator of Dano, is the world's fourth largest dairy company by revenue, serving people with the objective of ensuring health, nutrition, and wellness (HNW) with customer pleasure and glory.

In Bangladesh, Arla Foods Bangladesh Ltd. is a very well and well-established food firm. The company continues to expand thanks to shifting policies of innovation and consumer satisfaction. Because of their commitment to producing high-quality food at competitive prices, its customers hold them in high regard. As one of the world's largest producers of dairy products, it is certain to become a global leader in setting standards for international business and food production.

The study focuses on enhancing DANO DAILY PUSHTI brand recognition and sales growth through direct marketing using BTL activation. Following the completion of the activation campaign, the target customers had positive feelings about quality, pricing, and taste, as well as increased consumer awareness and brand image.



RECOMMENDATIONS

I was able to investigate the inner workings of several of the company's departments and learn a lot about how a large firm operates throughout my internship at Arla Foods Bangladesh Limited. Based on my little knowledge and expertise, the following proposals may be worth considering:

- Work frequently continues over the typical office hours of 9 a.m. to 6 p.m. due to demand.
- Dano powdered milk prices should be altered to make them more competitive with other enterprises in order to enhance sales volume.
- Commissions should be offered to distributors and local retailers to promote sales effort and healthy competition.
- Arla products should be sold in smaller local retailers for consumer convenience, which would increase overall sales.
- Product promotion should be expanded by renting display shelves at major merchants for increased brand awareness.



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Token of Appreciation



Token of appreciation from Peter Hallberg (Managing Director, Arla Foods Bangladesh) for being a part of the glorious journey of mission 1 million.



'Thank You Card'



'Thank You Card' Received "Recognition Card" from Galib Bin Mohammad Bhaiya, Head of Marketing, Arla Foods Bangladesh.









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