

Internship Report

On

Evaluating Marketing Strategies: A Case Study of City Group

Submitted to:

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Evaluating Marketing Strategies: A Case Study of City Group

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

Letter of Transmittal

July 31, 2025

Dr. Md. Kaium Hossain

Assistant Professor,

School of Business and Economics,

United International University.

Subject: Submission of internship report titled “Evaluating Marketing Strategies: A Case Study of City Group”.

Dear Sir,

With due respect, it gives me great pleasure to submit my report titled "Evaluating Marketing Strategies: A Case Study of City Group" in partial fulfillment of the requirements for the BBA program under your supervision. It was a valuable real-world experience, and I made every effort to meet the academic requirements.

I have worked diligently to prepare this report and have attempted to make it as clear and comprehensive as possible within the limits. I am confident that it will accomplish the task at hand.

I will always be willing to provide clarifications regarding this report, if necessary.

Sincerely,

Sumith Kumar Dey

Student ID: 111 201 161

Program: BBA; Major: Marketing

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Declaration of the Student

I do hereby declare that the internship report titled “Evaluating Marketing Strategies: A Case Study of City Group” has been prepared by me as part of my academic requirement for the completion of the Bachelor of Business Administration (BBA) degree at the School of Business and Economics (SoBE), United International University (UIU).

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

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Acknowledgement

First, I want to express my gratitude to the Almighty for giving me the strength to complete this report. I would like to express my sincere appreciation to my respected parents, who have always been there for me. I am delighted to announce that I have been fortunate enough to receive assistance and guidance from Dr. Md. Kaium Hossain, Assistant Professor at the School of Business & Economics (SoBE); I extend my heartfelt gratitude to him for providing me with valuable recommendations that enabled me to complete the entire report correctly.

Finally, I would like to express my gratitude to the City Group management for the opportunity to complete my internship there.

Executive Summary

Marketing strategy is a detailed, long-term plan that explains how a business will reach its marketing goals and objectives. The main objective of the report is to evaluate the marketing strategies of City Group, one of the largest FMCG companies in Bangladesh. City Group has positioned itself as a key player in the local competitive market. The report also highlights the organization's product strengths and broad customer base. The research design is descriptive in nature. Data were gathered from secondary sources. City Group uses effective segmentation, targeting, and positioning. Their products serve both the consumer market and the business market. It offers competitive pricing, supported by cost-based and penetration methods. Its product portfolio is wide and designed to meet different lifestyle needs. The promotion mix is rich in both ATL and BTL criteria, including TVCs, OVCs, social media, and retail displays. The major recommendations of the report are to introduce more niche products, expand ready-to-eat options, strengthen data usage, offer more value bundles, and maintain current pricing strategies. This report highlights City Group's marketing strategies, demonstrating how it skilfully blends product quality, competitive pricing, strategic placement, and impactful promotions to excel in Bangladesh's FMCG market.

Keywords: Marketing strategy; marketing practices; FMCG; City Group; Bangladesh.

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List of Acronyms & Abbreviations

Acronym	Full Form
ATL	Above the Line
BTL	Below the Line
BBA	Bachelor of Business Administration
FMCG	Fast-Moving Consumer Goods
TVC	Television Commercial
OVC	Online Video Commercial
SEM	Search Engine Marketing
ROI	Return on Investment
LED	Light Emitting Diode
KPI	Key Performance Indicator
CSR	Corporate Social Responsibility
R&D	Research and Development
ISO	International Organization for Standardization
HACCP	Hazard Analysis and Critical Control Points
BSTI	Bangladesh Standards and Testing Institution
BFSA	Bangladesh Food Safety Authority

CHAPTER 1: INTRODUCTION

1.1 Background of the Report

Marketing has emerged as one of the strongest weapons to make consumers act in favor of a brand, foster loyalty, and make a stronghold in the market, especially in the case of fast-moving consumer goods (FMCG). In this day and age, it is not just products that companies are selling but experiences, stories, and identities. This evolving trend has come to make promotional strategies literally the centrepiece in the overall communication efforts of a brand in the market.

City Group, the most reputed and diversified conglomerate of Bangladesh, has a diverse industry in the FMCG sector, one of the largest in Bangladesh. Through the years, it has entrenched brands like TEER, SUN, JIBON, NATURAL, BENGAL and QUICK BITE in millions of minds. In a competitive market with evolving consumer demands, great promotional practices are critical for ensuring a market lead.

The report is based on three months of internship experience in City Group (Confectionary Unit), Brands & Marketing Department. The report includes detailed practical insights into the company's marketing strategy and promotion strategy, including marketing, advertising, and sales force initiatives. This report is an unusual hybrid between critical reflection based on academic theory and reflection on real-life learning, as the experience involved direct participation in campaign planning, execution, market research and brand activation.

1.2 Objectives of the Report

Broad objective

- To evaluate the marketing strategies of City Group.

Specific objectives

- To review the marketing practices of the City Group.
- To align practical observations with relevant theoretical concepts from marketing.
- To examine the structure and nature of promotional activities undertaken by City Group, especially in the confectionery category.
- To recommend actionable insights based on observed practices for improved marketing effectiveness.

1.3 Rationale of the Report

For a Marketing major, it is important to know how promotions work in the field. Textbooks provide concepts, framework & models while internship marks its practical implications. City Group provided me the chance to see how an established local company plans and implements its marketing strategies in a constantly changing consumer environment.

Bangladesh has a dynamic, fast-moving and competitive confectionery market. As domestic and international players continue to unveil new products, the need to be top of the mind is implacable, and if the promotional approach isn't changing at the same pace, the marketer will have a hard time finding audience. This report identifies the challenges and how they tackle this, with a specific focus on their youth and children marketed products.

Additionally, the internship allowed me to directly contribute to high-impact campaigns such as the launch of “Tutti Twist” Chewing Gum, and overseeing LED billboard activation projects. These real responsibilities provided rich insights that go beyond the surface-level understanding of marketing. This report is a consolidation of those insights, developed through both observation and active participation.

1.4 Scope and Limitations of the Report

Scope: This report specifically focuses on the promotional practices of City Group within the confectionery unit. The core area of analysis is limited to the methods and tools used by the company to market its products, both digitally and physically. It does not cover the entire product portfolio or financial metrics of City Group, as those are outside the scope of the internship and this report.

The key scope areas include:

- ATL and BTL promotional practices used by City Group
- Internal campaign planning processes observed during the internship
- Reflections based on participation in team activities, content creation, and campaign monitoring

Limitations

- Due to corporate confidentiality, access to internal reports and marketing performance data was restricted.
- All data is based on **secondary sources** and first-hand **internship experience**; no primary surveys or interviews were conducted.
- The report does not evaluate the long-term financial effectiveness of the campaigns.

Despite these limitations, the report provides a comprehensive understanding of how promotional marketing is practiced within one of the country's top FMCG firms.

1.5 Definition of Key Terms

- **Marketing Strategy:** A marketing strategy is a detailed, long-term plan that explains how a business will reach its marketing goals and objectives.
- **Marketing Practices:** A set of actions and strategies used to promote products, attract customers, and build brand loyalty.
- **Above-the-Line (ATL):** Traditional promotional methods involving mass media such as TV, radio, newspapers, and digital platforms.
- **Below-the-Line (BTL):** Targeted promotional techniques such as retail branding, in-store displays, events, and gift items.
- **FMCG:** Fast-moving consumer goods—low-cost products that sell quickly and are purchased frequently.
- **Brand Activation:** A marketing process aimed at generating consumer interest and engagement with the brand through direct interaction.
- **Brand Communication:** The way a brand conveys its values, promises, and messages to the audience through various mediums, such as advertising, social media, events, and customer interactions.
- **Strategic Promotional Planning:** The process of designing and organizing marketing and promotional activities in a structured way to meet specific business objectives. It includes selecting appropriate media channels, timing, messaging, and budget allocation to achieve desired consumer behaviour and brand recognition.
- **Brand Strategy:** A long-term plan designed to build a successful and sustainable brand. It focuses on differentiating the brand from competitors, defining the brand's core values, target audience, and messaging to ensure a consistent and compelling brand image.
- **Brand Management:** The process of managing and maintaining a brand's reputation, market position, and consumer perception over time. It includes tasks like monitoring brand performance, adapting to market changes, and ensuring consistent communication across all brand touchpoints (advertising, packaging, social media, etc.).

CHAPTER 2: COMPANY AND INDUSTRY PROFILE

2.1 Company Analysis

2.1.1 Overview & History: City Group is one of the most prominent and diversified companies in Bangladesh, known primarily for its strong presence in the fast-moving consumer goods (FMCG) sector. Established on February 6, 1972, in the post-independence rebuilding period of Bangladesh, City Group began its journey with a single mustard oil production facility under the name City Oil Mills. The founder, Mr. Fazlur Rahman, a visionary entrepreneur, was motivated by a simple but bold ambition—to serve the people of Bangladesh by ensuring the supply of essential food products through quality, integrity, and innovation.

From this modest beginning, City Group steadily expanded its operations, adopting a strategy of vertical integration and diversification, and today encompasses more than 40 sister concerns across various industries. Over five decades, the company has evolved into a billion-dollar company, helping develop the national industry, create jobs, and improve food security.

Milestones & Expansions: City Group has some key milestones and periods of expansion:

- **1972–1989 (Foundation & Core Food Expansion):** After its mustard oil venture, the company entered the edible oil refining business, paving the way for its future in large-scale food processing. During this period, City Group built a reputation for reliability and quality in essential consumer staples.
- **1990–2000 (Branding & Industrial Integration):** City Group introduced the legendary TEER brand in 1995, initially covering wheat-based products like attah, maida, and semolina. And before long, the brand established a reputation for purity and trust and expanded into oils, sugar, pulses, and rice. It further diversified into sugar refining, animal feed, and packaging, creating in-house units to stave off dependency and ensure quality.

- **2000–2010 (Diversification Era):** This decade was one of extreme diversification, also into plastics, printing, media, shipping, healthcare, and power generation. The group is also notable for the launch of Somoy TV in 2011, clearly revealing its ambition to become a name to reckon with in different sectors.
- **2011–Present (Technological Advancement & Global Aspiration):** The decade has been one of swift modernization for City Group. It embraced cutting-edge technologies with the help of premier global machinery suppliers.
- The Bangladesh government has granted City Group a Private Economic Zone named City Economic Zone, covering 78 acres of land in Rupshi, Narayanganj in year 2018. This signaled its ambition to build a fully-fledged, high-tech industrial hub, not just for internal use but for attracting foreign and local investments.

Leadership & Legacy: The late Fazlur Rahman led City Group into one of the biggest employers in Bangladesh private sector while creating a legacy of entrepreneurial excellence, corporate ethics and service to the nation. Mr Fazlur Rahman, the man behind many companies, was known for his humility and responsible way of industrialism. His principles are also embedded in the culture of the company, even after he passed away in 2024.

Mission Statement: “Blending world-class technology, innovation and local entrepreneurship to provide hygiene, health and excellence to consumers.”

This mission underpins every aspect of the company’s operational model from the selection of raw materials to manufacturing processes and marketing strategies. The focus on **hygiene and health** indicates City Group’s alignment with evolving consumer preferences for safe, high-quality products.

Vision Statement: “To become a leading Bangladeshi company in global arena operating responsibly and sustainably for making a better society.”

City Group’s vision reflects a balance between commercial ambition and social responsibility. The reference to the “global arena” underscores the company’s growing export orientation and aspiration to position Bangladeshi brands on the international stage, while the emphasis on sustainability points to future plans for eco-conscious production and inclusive growth.

2.1.2 Trend and Growth: City Group’s growth journey reflects a powerful combination of strategic brand building and technology-led industrial modernization. From being a mustard oil refiner in 1972 to becoming one of Bangladesh’s top FMCG conglomerates, the company has constantly adapted to meet shifting consumer demands and national industrial priorities.

Over the past two decades, City Group has made significant strides in expanding its production capacity, modernizing its manufacturing units, and launching new brands and business verticals.

Brand-Centric Growth: The cornerstone of City Group’s FMCG branding success is TEER, introduced in 1995. What began as a flour-based brand (atta, maida, suji) has now evolved into a multi-category leader offering:

- **Edible oils** (soybean, mustard, palm)
- **Rice and pulses**
- **Sugar**
- **Spices**
- **Ready Mixes**
- **Full Cream Powdered Milk**
- **Animal feed**
- **Whole wheat and fortified flour products**

TEER has gained consumer trust as a safe, hygienic, and health-conscious brand. Its brand refresh in 2017 modernized the logo and packaging to appeal to younger and more urban consumers.

Other prominent City Group brands include:

- **BENGAL**
- **Natural**
- **Sun**
- **Jibon Drinking Water**
- **Quick Bite**



These brands reflect category-specific targeting with tailored price, quality, and demographic alignment strategies.

Industrial & Technological Expansion: City Group's investments in automation and European-grade machinery have turned it into one of Bangladesh's most technically advanced FMCG producers. Notable examples:

- **Rupshi Flour Mills Ltd.** (2021): the largest flour mill in South Asia, equipped with Bühler technology; capacity of 6,150 tons/day.
- **City Auto Rice and Dal Mills Ltd.** (2018): Bangladesh's first fully automated rice and lentil processing facility.
- **City Seed Crushing Ltd. & Rupshi Seed Crushing Ltd.:** mechanized oilseed crushing to support edible oil and animal feed operations.
- **TEER Feed:** production plants upgraded for high throughput and scientific formulation.
- **Rupshi Foods Ltd. – A Strategic Leap in Modern FMCG:** In line with changing consumer behavior and the growing demand for processed and ready-to-eat products, City Group launched Rupshi Foods Ltd. in 2023, marking a strategic evolution beyond commodity staples. Rupshi Foods Ltd. is focused on producing:
 - Packaged cakes, various breads and biscuits
 - Candies and chewing gum
 - Powdered and condensed milk
 - Future-ready food innovations in snacks, confectionery, and dairy segments

This strategic expansion also enables brand diversification beyond TEER, opening doors to new markets and consumer demographics while competing with local and imported confectionery brands.

Expansion into Infrastructure and Zones: To support future growth, City Group established:

- **City Economic Zone** (2018): 78 acres in Narayanganj for integrated industrial operations
- **Purbagaon Economic Zone** (2022): 94 acres
- **Hoshendi Economic Zone** (2022): 108 acres These zones provide an industrial ecosystem for food production, packaging, logistics, and technology ventures—especially for growing verticals like Rupshi Foods.

From flour and oil to candy and chewing gum, City Group's trend and growth strategy shows a shift from commodity dominance to value-added diversification. The establishment of Rupshi Foods Ltd. represents the next-generation growth engine, enabling City Group to remain relevant in a competitive FMCG environment increasingly driven by snacking culture, convenience, and youthful branding.

2.1.3 Product / Service / Customer Mix: City Group's FMCG operations are structured around delivering essential food and consumer staples with an emphasis on hygiene, quality, nutrition, and wide-scale distribution. Their FMCG portfolio is vertically integrated, spanning from raw material sourcing to processing, packaging, and retail.

Product Mix: City Group's FMCG product categories are led by its flagship brand TEER and supported by additional specialized units like Rupshi Foods Ltd. The product range includes:

1. Edible Oils

- **TEER, Natural, and Sun** brands of soybean, palm olein, and mustard oil.
- All oils are fortified with Vitamin A and refined in in-house plants using global-standard technology
- TEER is one of the top edible oil brands in Bangladesh, available in pouches, bottles, jars, and bulk containers.

2. Flour-Based Products

- **TEER Atta, Maida, Suji, and Whole Wheat Atta**, manufactured at Rupshi Flour Mills Ltd., the largest flour mill in South Asia.

3. Rice & Pulses

- **TEER Rice and Dal**, processed at fully automated plants (City Auto Rice & Dal Mills), include premium-grade varieties.
- Products are processed under laboratory-monitored conditions for uniformity and purity.

4. Sugar

- **TEER Sugar**, produced with ISO 22000 and HACCP-certified facilities. It is sold in multiple packaging formats for home and commercial use.

5. Animal Feed

- Under **TEER Feed**, City Group manufactures high-quality **poultry, cattle, and fish feed**, supported by its own seed crushing plants (City Seed Crushing Ltd. & Rupshi Seed Crushing).
- Feed production is backed by scientific R&D and targets both smallholder farms and commercial agribusinesses.

6. Processed & Packaged Foods – Rupshi Foods Ltd.

- Established in **2023**, Rupshi Foods Ltd. is a modern food manufacturing wing of City Group specializing in processed, packaged, and ready-to-eat products.
- Product categories include:
 - **Cakes and biscuits**
 - **Candies and Chewing gums**
 - **Bottled Drinking Water**
 - **Tea, Powdered milk, condensed milk**, and future dairy-based innovations
- Manufactured using European confectionery and bakery machinery, ensuring world-class texture, taste, and safety.
- Targets young consumers, schoolchildren, and urban families seeking modern, convenient snacking options.

Service Mix: City Group ensures high-quality delivery through:

- In-house packaging, printing, and branding support (via Hasan Printing & Packaging, Hamida Plastic, etc.)
- Own logistics fleet (City Navigations Ltd.) for nationwide coverage
- Third-party distribution networks and modern retail placement (superstores, chain outlets, e-commerce)

Customer Mix: City Group's FMCG segment serves a wide customer base:

Customer Segment	Examples/Details
Retail Consumers	Urban and rural households purchasing daily essentials like oil, rice, flour
Institutional Buyers	Restaurants, bakeries, sweetshops, manufacturers buying bulk flour, sugar, etc.
Livestock Farmers	Poultry and fish feed buyers, including commercial and backyard operators
Modern Retail	Super shops like Shwapno, Agora, Meena Bazar, and e-commerce platforms
Youth & Children	Consumers of candies, chocolates, and snacks (Rupshi Foods' target group)

City Group's FMCG product and customer mix showcases both depth (essential food staples) and diversification (processed & confectionery items). With the addition of Rupshi Foods Ltd., the group is strategically positioned to compete in emerging FMCG segments while retaining leadership in staple categories. Their ability to serve both traditional and modern consumer needs makes them a comprehensive, forward-looking player in Bangladesh's food sector.

2.1.4 Company Operations / Activity: City Group operates a highly diversified conglomerate with approximately 40 sister concerns spanning FMCG, packaging, feed, energy, media, infrastructure, and more. Below is a detailed overview:

1. FMCG / Food Processing

- **City Oil Mills, City Edible Oil Ltd.** (soybean, palm olein, mustard oil—all refined with premium imported crude oils)
- **Hasan Flour Mills, and Rupshi Flour Mills Ltd.** (launched 2021; South Asia's largest fully automated flour mill powered by Swiss Bühler machinery; 6,150 t/day capacity)
- **City Dal Mills, City Auto Rice & Dal Mills Ltd.** (started 2018; fully automated with in-house labs for quality control)
- **City Sugar Industries Ltd.** (sugar refining, ISO & HACCP certified)
- **City Seed Crushing Industries Ltd. (units 1 & 2) & Rupshi Seed Crushing** (mechanized soy & rapeseed crushing, feedstock for oil and feed production)
- **City Feed Products Ltd. & Rupshi Feed Mills Ltd.** (poultry, fish, cattle feed; Rupshi upgraded in 2022 to 111 t/h across nine lines, producing ~720,000 t annually)
- **Rupshi Foods Ltd.** (established 2023; manufactures processed foods including cakes, biscuits, bakery items, candies, chocolates, powdered & condensed milk; Jelfy jelly candy, Tutti Twist chewing gum launched in early 2025 using European technology)

2. Packaging and Plastics

- **Hasan Printing & Packaging, Hasan Containers, Hamida Plastic Industries, City Fibers, City Polymers Ltd.**

3. Logistics & Energy:

- **City Navigations Ltd.** (fleet of ~37 river lighters since 2000)

- **C.S.I Power & Energy Ltd.** (power generation for internal use and grid contribution)

4. Media, Banking & Insurance

- **Somoy Media Ltd (Somoy TV), Spice Television, Radio Masala, Hasan Securities Ltd., Dhaka Insurance Ltd.** (diversified into communications and financial services)

5. Healthcare & Community Services

- **Asgar Ali Hospital** (healthcare services in Dhaka)

6. Tea Estates & Agriculture

- **Chandpur Belgaon Tea Estate, Nahar Tea Estate, New Sagurnal Tea Co.** (plantation and tea processing)

7. Industrial, Construction and Infrastructure

- **City Re-rolling Mills, City PET Industries, City Salt and Chemicals Ltd.** (largest salt refining/packaging facility), **UK Bangla Cement Ltd., Hamida Synthetics,** etc.

8. Economic Zones

- **City Economic Zone Ltd.** (78 acres, 2018), **Purbagaon Economic Zone** (94 acres, 2022), **Hoshendi Economic Zone** (108 acres, 2022)

2.1.5 SWOT Analysis

Strengths

- Heritage of **53 years**, robust HQ in Gulshan and over 40 specialized sister concerns
- Strong brand equity via **TEER**, supported by certifications (HACCP, ISO) and mass consumer trust.
- Technological leadership with fully automated mills and global machine partners.
- Well-diversified across **FMCG**, packaging, logistics, media, healthcare, and industrial zones
- Deep supply chain integration, including raw imports, processing, packaging, transport, and distribution channels

Weaknesses

- 2022 BSTI legal case for non-fortified oil suggests lapses in quality compliance.
- Dependence on imported raw materials (e.g., crude palm oil, wheat) introduces cost and exchange risks.
- Digital marketing penetration remains relatively low compared to FMCG peers.

Opportunities

- Rising consumer demand for **fortified, hygienic, and nutritious packaged foods** nationwide
- Export potential to South Asia and beyond under established brand names
- Growth from **economic zones** and tech park, attracting investment and widening operations
- Leveraging media assets for **360° branding and institutional communication**.

Threats

- Intense competition from PRAN, ACI, Akij, and emerging FMCG startups
- Price volatility of global commodities (oilseed, sugar, wheat) and legal/regulatory scrutiny
- High cost of automation and tech investments could strain balance sheets
- Reputational risk from safety scandals or non-compliance incidents

2.2 Industry Analysis

2.2.1 Specification of the Industry: City Group's FMCG sector operates within the food processing industry, primarily dealing with essential fast-moving consumer goods such as edible oil, flour, rice, pulses, sugar, and animal feed. These products are sold under the company's flagship brand TEER, which is widely recognized for quality and affordability. In recent years, the company has expanded into the processed food segment through Rupshi Foods Ltd., producing cakes, biscuits, candies, chewing gum, and powdered milk. The sector is characterized by high demand, frequent purchase cycles, and mass-market appeal. City Group maintains full control over sourcing, production, packaging, and distribution, ensuring consistency and efficiency across its operations. This makes their FMCG segment one of the most robust and vertically integrated in Bangladesh.

2.2.2 Size, Trend, and Maturity of the Industry

Size & Scale

- Rupshi Flour Mills Ltd. – South Asia's largest flour mill with a capacity of **6,150 tons/day**
- Edible oil refining among the top 3 national producers
- Animal feed estimated annual capacity **700,000+ metric tons**

- Rupshi Foods Ltd. a new but fast-growing division covering processed foods and snacks
- Nationwide distribution presence in every district and upazila through wholesale and retail networks

Trend

- Shift toward packaged & branded staples due to rising middle-class income and urbanization
- Increased consumer awareness about food hygiene, fortification
- Growth in on-the-go snacking and confectionery markets, particularly among youth
- Expansion in modern retail, e-commerce, and third-party logistics integration

City Group has already captured much of the essentials segment through TEER. With the launch of Rupshi Foods, they are strategically entering value-added, lifestyle-driven FMCG verticals.

Maturity

- Brand loyalty in flour, oil, salt and sugar
- Established infrastructure and steady demand
- However, the Rupshi Foods is still in a growth phase, with evolving preferences, product experimentation, and room for differentiation. City Group's investment in modern machinery and product development positions it strongly in this rising market.

2.2.3 Industry SWOT Analysis: Focused on external industry-level factors that affect City Group's FMCG business

Strengths

- Expanding rural and peri-urban markets in Bangladesh demanding branded, hygienic essentials
- Increasing preference for value-added, convenience foods, especially among youth and working professionals
- Government incentives on food processing investments and industrial zones (e.g., City Economic Zone)
- Growing export potential for halal-certified, ISO-compliant foods (flour, oil, sugar)

Weaknesses

- Heavy dependence on imported raw materials costs to global volatility and dollar rate fluctuations
- Low consumer price tolerance in many segments (especially rural), leading to margin pressure
- Widespread counterfeit and loose products competing with branded goods in lower-tier markets
- Limited public visibility and global brand positioning compared to international FMCG giants

Barriers to Entry

- High capital requirement for automation and food safety compliance
- Need for nationwide distribution and branding muscle
- Navigating regulatory hurdles, such as BSTI, BFSA, and fortification mandates
City Group benefits from early entry and infrastructure advantage, creating a protective moat.

Threat of Substitutes

- For staples like oil and flour, substitution is limited, but price-sensitive consumers may shift between brands
- In confectionery/bakery, international imports, other local brands, and even SME options pose substitute threats

Industry Rivalry

- Highly competitive with strong players like **PRAN-RFL, TK Group, Bashundhara Group, ACI, Akij Group, Meghna Group**, and several regional competitors
- Aggressive pricing, innovation cycles, and distribution control define success. City Group's scale, quality, and established trust give it an edge but it must invest further in youth branding, sustainability, and digital marketing to stay ahead.

CHAPTER 3: METHODOLOGY

3.1 Introduction

This chapter outlines the research design and data collection methods used for the report. The research for this report is entirely based on **secondary data** sources, drawn from various available public and internal resources. As this is an internship report, the methodology also includes the observations and contributions made during the internship, providing a practical and real-time perspective on the marketing practices of City Group.

3.2 Research Design

There are three different ways to design research, which include:

Exploratory: Exploratory research is used when the problem is not clearly defined. It helps to gain a better understanding of the situation. This type of research is done to explore new ideas and insights. It is usually done through interviews, focus groups, or secondary data. It does not provide final answers but gives direction for further study.

Descriptive: Descriptive research is used to describe a situation or a problem. It helps to explain the characteristics of a group or event. This type of research answers questions like who, what, when, where, and how. It uses surveys, observations, and case studies to collect data. The goal is to present a detailed and accurate picture.

Causal: Causal research is used to find cause-and-effect relationships. It helps to understand if one thing causes another to happen. This type of research is done through experiments. It controls variables to see how a change in one affects the other. The goal is to find the reason behind a certain outcome.

The goal is to gain a deeper understanding of City Group's marketing strategies, practices and their alignment with marketing theories. Descriptive research focuses on understanding the underlying motivations, processes, and outcomes of marketing campaigns, rather than relying on numerical data or statistical analysis. The research design for this report is **Descriptive** in nature.

3.3 Data Collection

To prepare this report, it was important to collect reliable and useful information. Since the report is based on marketing practices, the data had to be taken from trusted sources. Secondary data sources were chosen as they were easily available and relevant to the topic. These sources helped to understand City Group's promotional activities from different angles.

The data for this report were collected from the following secondary sources:

- **City Group Website:** Information on the company's history, products, and promotional activities.
- **Social Media Pages:** Facebook, Instagram, and YouTube pages of City Group and its brands, where promotional campaigns and advertisements are actively posted and updated.
- **Internal Internship Reports:** Insights gained during the internship about ongoing projects, including campaign plans, promotional materials, and marketing research reports.
- **Marketing Articles & Reports:** Published marketing case studies, blog articles, and reports related to City Group's marketing strategies, particularly in the FMCG sector.
- **Public Data Sources:** Online publications, media reports, and interviews that document the impact of City Group's promotional campaigns, such as their involvement in national events and TV show sponsorships.

CHAPTER 4: ANALYSIS AND FINDINGS

4.1 Market

A market is a place where buyers and sellers come together to exchange goods and services. A market does not always have to be physical. It can be online or through other communication channels. A market exists when there is a demand from consumers and supply from businesses. In marketing, the word “market” means more than just a place. It refers to a group of people or organizations who are willing and able to buy a product or service. This group is often called the “target market.” Markets can be divided into different types. Some examples are consumer markets, business markets, global markets, and government markets. In the case of fast-moving consumer goods (FMCG), the main focus is on consumer markets. These markets include regular people who buy products for personal use.

City Group’s Market Concept: City Group is one of the biggest FMCG companies in Bangladesh. Its market mainly focuses on consumer goods that are used daily. These include edible oil, flour, sugar, rice, pulses, spices, feed, biscuits, cakes, chewing gum, drinking water, and other food products. City Group operates in the consumer market. Their target customers are people from all income groups. They have products for the lower-middle class as well as for premium customers. For example, TEER oil and flour serve mass consumers, while Quick Bite snacks and candies attract younger or urban buyers. City Group also serves business markets. Restaurants, bakeries, and sweetshops buy their products in bulk. For example, they buy sugar, flour, and oil for cooking and baking. Livestock farmers are another segment. They buy TEER Feed for poultry and fish farming. This makes City Group an active player in both the consumer and business markets. The company sells its products through various distribution channels. These include traditional retail stores, super shops like Shwapno and Meena Bazar, and online platforms.

City Group's market is very large because they sell essential products that are used every day. They operate in all 64 districts of Bangladesh. They also export some of their products to international markets. This shows that they are expanding into the global market.

4.2 Segmentation, Targeting, Positioning (STP)

City Group is a company that applies the STP model very effectively. As a leading FMCG business in Bangladesh, it has a wide range of products for various consumer needs. To serve different types of customers, the company uses all three STP steps strategically.

Segmentation: City Group divides its market using demographic, geographic, psychographic, and behavioral methods. For example:

- **Demographic Segmentation:** The company has products for all income groups. TEER edible oil, flour, rice, and sugar are meant for middle to lower-income families. Products like Quick Bite snacks and flavored chewing gums are targeted at children, teenagers, and young adults.
- **Geographic Segmentation:** City Group sells products in both urban and rural areas. It maintains nationwide distribution using its logistics network. Rural consumers prefer staple food items like TEER sugar and flour, while urban consumers show higher demand for snacks, cakes, and ready-to-eat food from Rupshi Foods Ltd.
- **Psychographic Segmentation:** For young, health-conscious consumers, City Group has launched Vitamin A-fortified oils and low-fat food options. Their messaging also appeals to family values and trust, targeting homemakers who want safe and hygienic food for their families.
- **Behavioural Segmentation:** City Group identifies brand-loyal buyers and repeat customers through its promotions and advertising. For example, it runs social media contests and offers product combos to increase engagement and repeat purchases.

Targeting: After segmenting the market, City Group carefully selects the right segments to target based on product category:

- For **staple food items** (oil, flour, rice, sugar), they use **mass marketing** because these are essential items used by all families.

- For **confectionery products** (like chewing gum, candies, jelly, cakes), the company uses **differentiated targeting**. Each product is designed for a specific age group or lifestyle. For example:
 - **Tutti Twist gum** is marketed to schoolchildren and teenagers who enjoy fun and refreshing candy.
 - **Quick Bite** breads, cakes, and biscuits are promoted to busy young adults and families who want convenient snacks.
- For **animal feed**, City Group targets **farmers and agribusinesses**. These products are positioned for commercial use and scientific farming.

The company does not follow a one-size-fits-all strategy. It adjusts its promotions and product features to match the selected segment's behavior and preferences.

Positioning: City Group positions itself as a trusted, hygienic, and high-quality brand. The core idea behind its positioning is safety, nutrition, and modern lifestyle. Here are some examples:

- **TEER** is positioned as a dependable and pure brand. Its packaging uses clean visuals and the tagline reflects health and trust. The name TEER itself has become a symbol of quality in Bangladeshi households.
- **Quick Bite** is positioned for on-the-go consumers. The ads show young people enjoying snacks while working or traveling, emphasizing energy and convenience.
- **Animal feed products** under TEER Feed are positioned as scientifically developed and suitable for modern farms. They highlight productivity, nutrition, and scientific formulation.

City Group's positioning is reinforced through consistent messaging across all platforms, like TV ads, social media, packaging, and shop displays. They use both emotional and rational appeals to create strong brand recall. The company also adapts its positioning over time. For example, TEER's brand image was updated with new packaging and visuals in 2017 to attract younger, modern consumers.

4.3 Marketing Mix

The marketing mix is a set of controllable tools that a company uses to influence customer demand and satisfaction. These tools are commonly known as the **4Ps**: Product, Place, Price, and Promotion. Together, they help a company deliver value to customers and gain a competitive advantage in the market.

4.3.1 Product

A product is anything that can be offered to a market to satisfy a want or need. It may be a physical good, a service, or an idea. In marketing, the product is the central element of the marketing mix.

Products can be classified into different types. One major category is **consumer products**, which are bought for personal use. Consumer products include:

City Group's Consumer Products: City Group has a wide product mix that covers almost every essential need of a household. Its focus is on **consumer products**, especially fast-moving consumer goods (FMCG). These are products used daily and purchased frequently. City Group's product strategy is based on variety, quality, safety, and modern packaging. Their consumer products are divided across several categories and brands. Below is a summary of City Group's major consumer product offerings:

1. Staple Food Products (under TEER, SUN & NATURAL brand)

- **Edible Oils:** This includes soybean oil, palm oil, and mustard oil. These are refined using advanced technology and fortified with Vitamin A. They are available in different pack sizes – pouches, bottles, jars, and bulk packs.
- **Flour Products:** They produce atta (whole wheat flour), maida (refined flour), and suji (semolina). These are made in Rupshi Flour Mills Ltd., the largest flour mill in South Asia.
- **Sugar:** The Sugar is processed in ISO-certified facilities and is sold in various packages.

- **Iodized Salt:** The salt is processed in ISO-certified facilities and is sold in various packages.
- **Rice and Pulses:** They offer premium-quality rice and lentils, processed with full automation. These are staple items in every Bangladeshi home.

2. Processed and Ready-to-Eat Foods: Rupshi Foods Ltd. is City Group's modern food processing wing. It was launched to serve the growing demand for packaged and ready-to-eat foods. Products include:

- **Cakes & Biscuits:** Quick Bite cakes and other bakery items for youth and busy professionals.
- **Candies & Chewing Gum:** Popular brands include Tutti Twist (gum), JELFY (jelly candy), FILL-O, and others.
- **Milk Products:** Powdered milk and condensed milk are also part of the portfolio.
- **Snacks & Chocolates:** These are targeted at school-going children and young adults.

3. Drinking Water (Jibon brand): City Group also produces bottled drinking water under the brand Jibon. It is purified, safe, and targeted at both home and commercial users.

4. Animal Feed (TEER Feed): Though not a consumer product in the usual sense, TEER Feed is used by farmers and agribusinesses. It includes fish feed, poultry feed, and cattle feed. These are produced in large, automated plants.

5. Tea, Salt, and Spices: City Group has recently expanded into branded tea and iodized salt. They are also investing in packaged spices. These products complete their range of daily cooking essentials.

4.3.2 Place

In marketing, “Place” refers to how a product reaches the customer. It includes all the activities that make a product available to the right people, at the right time, and in the right location. This part of the marketing mix is also known as **distribution**.

There are two main types of distribution:

1. **Direct Distribution:** The company sells products directly to consumers. This may be done through company outlets, websites, or personal selling.
2. **Indirect Distribution:** The company sells through intermediaries such as wholesalers, retailers, distributors, or agents.

City Group’s Distribution Strategy (Place): City Group has a strong and wide-reaching distribution network in Bangladesh. As a leading FMCG company, it uses a multi-channel distribution system to reach all types of customers. The company’s main goal is to make sure its products are available in every part of the country.

1. Nationwide Coverage through Wholesale and Retail Channels: City Group sells large quantities to wholesalers, who then supply products to retailers, and finally to end consumers.

- Wholesalers are located in key regional hubs across the country.
- Retailers include small shops, general stores, grocery outlets, super shops, and shopping malls.
- City Group has a strong presence in rural, semi-urban, and urban markets.

2. In-House Logistics and Transport Support: City Group has its own logistics division called **City Navigations Ltd.** This company operates a fleet of over 30 river vessels and transport trucks. It ensures raw materials reach factories and finished goods reach distributors without delay.

- Products are transported from production plants to regional warehouses.
- From the warehouses, goods are delivered to wholesalers and retailers.

- This gives City Group full control over its delivery timeline and quality handling.

This logistics advantage helps the company maintain consistency in product availability, especially during high-demand seasons or national crises.

3. Use of Modern Trade Channels: City Group supplies to modern retail outlets such as:

- Shwapno
- Agora
- Meena Bazar
- Unimart

These modern retail stores are common in urban areas. They attract middle- and upper-class customers. Products like **Quick Bite** cakes, biscuits, **Bengal** classic tea, condensed milk, **TEER** ready mixes, atta, maida, suji, rice, lentils, powdered milk, etc, are often promoted in these stores through gondolas, posters, and sampling booths.

4. Global Distribution through Export Markets: City Group also exports selected products to foreign countries. Products such as **TEER** edible oil, flour, rice, and sugar, **Quick Bite** snacks items are sent to:

- Middle Eastern countries
- Southeast Asia
- Some parts of Europe and North America (especially for ethnic stores)

5. Distribution for Specialized Products: City Group uses direct distribution for certain product categories:

- **TEER Feed** (poultry, fish, cattle): Delivered directly to farms, agrovets, and feed sellers.
- **Industrial-use sugar and flour:** Supplied in bulk to bakeries, sweetshops, and food factories.

- **Drinking water and ready snacks:** Delivered to offices, schools, events, and vending points.

These product categories need special handling, packaging, and delivery systems, which City Group manages through customized distribution planning.

In conclusion, City Group's place strategy is designed for maximum coverage and availability. Their combination of traditional retail, modern trade, and growing digital presence ensures that their products are accessible to millions of consumers. The company's internal logistics, wholesale networks, and export focus reflect a well-managed, large-scale distribution system suitable for a top FMCG brand.

4.3.3 Price

Price is the amount of money that a customer pays to buy a product or service. It is one of the most important elements of the marketing mix. Pricing affects both sales volume and profit margin. It also plays a major role in how customers view a brand.

There are different **pricing strategies** that businesses use. Some common ones are:

1. **Cost-Based Pricing:** The price is set by adding a fixed profit margin to the cost of making the product.
2. **Competition-Based Pricing:** The price is set based on what competitors are charging.
3. **Value-Based Pricing:** The price is based on how much value the product provides to the customer.
4. **Penetration Pricing:** A low price is set to attract customers and gain market share quickly.
5. **Skimming Pricing:** A high price is set initially to target early adopters, then lowered over time.
6. **Psychological Pricing:** Prices are set in a way that makes them look cheaper (like 99 BDT instead of 100 BDT).
7. **Promotional Pricing:** Temporary discounts or offers to boost short-term sales.

City Group's Pricing Strategy: City Group is one of the biggest FMCG companies in Bangladesh. Its products are daily essentials like oil, flour, sugar, rice, and snacks. For this reason, pricing plays a critical role in how customers choose their products. City Group uses a combination of pricing strategies based on product category and market segment. Here is how City Group manages pricing:

1. Cost-Based Pricing for Essential Products: For staple goods like:

- Edible oil (TEER, Natural, Sun)
- Atta, maida, and suji
- Sugar, pulses, and rice

City Group mainly uses cost-based pricing. They calculate the cost of production, packaging, and distribution. Then they add a reasonable profit margin. This ensures that products remain affordable to mass consumers, especially in rural and low-income areas. Since these are basic food items, pricing must be competitive but still cover costs.

2. Competition-Based Pricing: In the FMCG market, **competitor pricing** is very important. City Group faces strong competition from brands like PRAN, ACI, Bashundhara, Akij, and Meghna Group. These companies sell similar items in the same categories. To stay relevant, City Group monitors market prices daily. If a competitor reduces the price of oil or sugar, City Group may also adjust its price to retain market share. This happens especially during peak sales seasons like Ramadan or Eid. This strategy is also used for confectionery & bakery products like chewing gum, candy, and biscuits. If a rival launches a similar product at a lower price, City Group reacts accordingly to remain competitive.

3. Penetration Pricing for New Products: When City Group launches new items, it often uses penetration pricing. This means the initial price is set low to attract consumers quickly. For example:

- **Tutti Twist chewing gum** was introduced with a low, round figure (2 BDT) to attract schoolchildren and young buyers, when **Centre Fruit** was 2.5BDT.

- **Quick Bite cakes** also followed this approach.

The aim is to increase trial and adoption, especially in the first few months. Once brand awareness is built, prices can be adjusted slightly if needed.

4. Multiple Pack Sizes and Tiered Pricing: City Group sells its products in different pack sizes to serve all income groups. For example:

- Edible oil is available in 1L, 2L, and 5L bottles.
- Sugar is sold in 1 kg, 2 kg, and 5 kg bags.
- Powdered Milk, Tea, Cakes, and biscuits come in mini, standard, and family packs.

This allows the company to apply tiered pricing, where small packs are priced low for low-income or daily buyers. This strategy increases product reach and ensures that different customer segments can afford the brand.

4.3.4 Promotion

Promotion is the element of the marketing mix that focuses on communicating the value of a product to customers. It includes all the activities used to inform, persuade, and remind customers about a product or brand. The main goal of promotion is to influence consumer behaviour and increase sales. Promotion is important because even the best product may fail if people are not aware of it. Promotion creates awareness, builds interest, and encourages trial or purchase. It also helps in building brand image and loyalty. There are five main types of promotion, often known as the promotional mix: Advertising, Sales Promotion, Public Relations, Direct Marketing, and Digital Promotions

The different types of promotions City Group uses to retain their top place in Bangladesh FMCG have been discussed. The following analysis covers ATL and BTL activities, which have been instrumental in City Group Brand's visibility and market reach.

Overview of Promotional Activities

City Group implements an integrated and diversified promotional strategy using both traditional and digital marketing tactics. These activities are important in making sure that products remain seen, available and appealing to existing and new customers alike. Here is a detailed look at the each one of these activities:

1. TVC/OVC (Television Commercials / Online Video Commercials): For years City Group had TVC as one of its promotional tools. Such ads generally have an emotional narrative and establish an immediate connection with the audience by portraying trending product quality, family values and brand trustworthiness. Their target is reaching the masses across demographics.

- **Implications:** TVCs give massive brand exposure and are advantageous with older segments of consumers who are more likely to still watch television than their younger consumers.
- **Digital Shift with OVC:** As more people gaining access to the internet, City Group has also included Online Video Commercials (OVC) in its portfolio. The youth minded videos primarily focused on Social medias, YouTube and other streaming platforms.

2. Regular Social Media Posts & Campaigns: Given that social media is one of the best mediums both to reach the youth and the general consumer, social media has a good deal to do with it. City Group is also a regular on social media campaigns running Facebook, Instagram and YouTube campaigns ranging from product features, brand messages, contests and behind-the-scenes videos. They also provide an opportunity for real-time interaction with consumers and improving exposure to the brand.

- **Implications:** Messaging your message to the target audience is exactly what social media marketing is. This plays a vital role in keeping the relevance of City Group as quickly answering the inquiries of customers and

communicating with consumers. Furthermore, influencer marketing is also part of their strategy, leading to greater engagement rates.

3. Google Ads: City Group also executes Google Ads, using search engine marketing (SEM) to have their products displayed when consumers search for items similar to what they offer (City Group Measuring Marketing 2019). These ads are usually targeted based on consumer behaviour, and search trends. While Google Ads assist businesses in advertising certain services, driving traffic to their website, and converting traffic into leads.

- **Implications:** Google Ads is highly targeted so the best audience is reached which in turn increases the conversion with better ROI.

4. On-Display PopUp Ads in Online TV Channels: City Group started to mix online TV channels with his advertisement activity. From media like Ntv, Bangla Vision & other Tv channels target specific viewers through display ads on mobile & smart devices for a specific period of time where they prefer news rest or TV content.

- **Implications:** PopUp TV ads on the Internet are becoming a favourite strategy to reach an audience that prefers to view content online rather than on a standard television. The ads also enable City Group to create a strong engagement with a tech-friendly group of people; indeed, their reach increases.

5. TV Show Sponsorships: City Group is a regular sponsor of many households and youth-oriented television programs. City Group uses well-loved shows to associate their brand with these shows, and carve out a space for themselves in the consumer lifestyle.

- **Implications:** Sponsorship of TV shows associates the product positively with the audience of the program. It also gives them a chance for co-branded promotions that integrate the company's products into the narrative of the show.

6. National Level Event Sponsorships: From cultural festivals to sports competitions, City Group sponsors national-level events. The sponsorships enable the brand to interact with the common people and be a patron of community and social welfare.

- **Implications:** When a sponsorship is done at big public events, it can be seen as brand endorsement. It also establishes City Group as a responsible corporate citizen! The events create opportunities for direct consumer engagement, which in turn fosters greater brand loyalty.

7. Shop Signs: Another major promotional option is the strategic positioning of shop signs in major retail areas, such as supermarkets and convenience stores. They are well known for City Group products and impulse purchases are encouraged by these signs.

- **Implications:** The ability to be seen in-store leads to an immediate purchase. Do shop signs create the long term recognizability of a brand at the purpose of the sale—that is when he is about to buy after looking at your shop sign.

8. Billboards: Billboards are placed in high-traffic areas across urban cities. These outdoor advertisements are designed to grab attention with bold visuals and concise messaging. Billboards are typically placed along highways, busy streets, and commercial hubs.

- **Implications:** Billboards generate mass awareness in key urban areas, ensuring that the brand stays in the public eye. They are especially effective for short-term promotions and product launches, creating instant brand recognition.

9. OVC Playing in City Buses, Super Shops, and Important Locations with LED

Billboards: City Group's promotional videos are not only broadcast on TV but also on LED billboards in busy public places such as buses, metro stations, shopping malls, and supermarkets. This location-based advertising allows City Group to target high-footfall areas, especially in urban environments.

- **Implications:** This tactic ensures that the brand remains top-of-mind even when consumers are on the move. It's an effective strategy for reinforcing brand awareness and capturing the attention of busy consumers.

10. Gift Items with Branding to Retailers: City Group is known to hand out gift items such as branded merchandise, wall clocks, and calendars to retailers in the hope of earning additional shelf space for its products. This is a Thank You gift for their collaboration, but it also acts as a Marketing device for the company because these objects are displayed in Shops.

- **Implications:** These gifts cultivate relationships with retailers and keep the brand present in all retail venues. These branded materials become roaming billboards, expanding the company's footprint in public.

11. Gondolas, Posters, and Dangers in Purchase Points: City Group also employs gondolas, posters, and danglers at points of purchase inside stores, in addition to shop signs. These are widely placed where probable customers will come across them before making the purchase.

- **Implications:** They help the customer make a purchase decision at the right time and it leads the customer to buy in the end. It's a good strategy for upselling or introducing new products.

12. International Product Display Exhibitions: City Group actively participates at international exhibitions to promote its products all over the world. These events are vital for company growth and networking, especially in countries outside Bangladesh.

- **Implications:** International exhibitions enable global branding and an opportunity for City Group to meet with potential buyers, business partners and investors. It is also a source of information on global market trends and consumer preferences.

Strategic Implications of Promotional Activities: Each of these promotional tactics has a strategic role to play:

- **Brand Awareness & Visibility:** City Group gets its products in front of the eyes of the largest number of potential customers in strategic markets by showcasing its products on billboards, TVC/OVC and sponsoring various events.
- **Consumer Engagement & Loyalty:** Social media campaigns, point-of-purchase samplers and gift items to retailers involve customers directly, creating goodwill and enhancing brand loyalty.
- **Market Penetration & Expansion:** International exhibitions and event sponsorships provide opportunities to penetrate new markets and expand City Group's reach both domestically and internationally.
- **Targeted Marketing:** Using digital ads (Google Ads, OVC on TV and buses), City Group can capture specific segments of consumer interest while avoiding wasteful spending on less appealing consumer targets.

Evaluation of Effectiveness:

Evaluation of ATL Effectiveness: Above-the-Line (ATL) promotional activity is carried out using mass media channels which is targeted at a large segment of the population. The over-the-top (OTT) methods that City Group is implementing such as Television Commercials (TVC), Online Video Commercials (OVC), and Google Ads are example of its boon for brand visibility and market penetration.

- **Television Commercials (TVC) and Online Video Commercials (OVC):** These ads are central to the brands of City Group as they help putting them on the mass

map. Being aired on popular TV channels, TVCs are extremely useful in communicating to a diverse audience set, especially traditional media consumers. Given that OVCs are often used by the digitally-savvy millennials and GenZ on platforms such as YouTube, City Group was able to widen its specter to a younger, more digitally-immersed demographic. Considering these ads are all about emotional appeals, delivering a message of brand reliability and trustworthiness which are the important factors that creates a long-term consumer commitment and loyalty towards the certain brand.

- **Effectiveness:** The efficacy of TVCs and OVCs can be measured utilizing brand recall, viewership ratings, and engagement metrics on digital platforms. These activities have had a positive impact on City Group — consumer awareness and brand associations with the organization have always been high.
- **Google Ads:** Google Ads has contributed a lot in targeting certain segments of customers, especially for the products which consumers are looking up online. When someone searches for a related product, City Group's products will be displayed with extreme precision due to Google Ads, so these types of advertisements can be viewed as an optimal tool for promotion and conversion and for driving traffic to a site.
 - **Effectiveness:** Click Through Rates · Conversion Rates · Cost-per-click
These metrics make it easy to comprehend how well the ads are being able to reach target audiences and create interest in the brands product.

Evaluation of BTL Effectiveness: Below-the-Line (BTL) activities are targeted, highly engaging, and seek direct interaction with consumers. City Group relies on these supplementary tools in yet another way by staying close to the line of sale and outside promotion utilizing the shop signage, billboards, event sponsorships, retail promotions and the international product display exhibitions.

- **Shop Signs and Billboards:** City Group employs shop signs and billboards in a way where the consumers cannot possibly ignore them as they pass through

populated areas. Such initiatives support in creating brand awareness throughout cities and suburbs. These billboards display bright images and have been placed strategically, ensuring that customers, either driving on highways or shopping at supermarkets, find a chance to see the products of City Group constantly.

- **Effectiveness:** The effectiveness of these promotions can be gauged using consumer recall, store foot traffic and sales in areas where these billboards are strategically placed. Such BTL activities work wonders with impulse buying and are helpful in pushing sales at the point of purchase.
- **Gondolas, Posters, and Danglers in Purchase Points:** These are visual aids in the shop to attract the consumer and facilitate the purchase. City Group's gondola, poster, and dangler usage in retail are astute ways of ensuring product visibility while a consumer is in the process of purchasing.
 - **Effectiveness:** The ROI of this activity can be measured by tracking the uptick in product sales within the targeted locations. The more prominent the product is, the more likely the consumers will connect with it and buy it.

The promotional activities undertaken by City Group, both ATL and BTL, have proven to be highly effective in achieving key marketing goals like brand awareness, customer engagement, and sales growth. Their mix of mass media (TVC, OVC, billboards) and more direct, targeted consumer interactions (retail promotions, event sponsorships, and product exhibitions) ensures that City Group reaches consumers at multiple touchpoints, driving both short-term sales and long-term brand loyalty. While City Group has excelled in these areas, there are opportunities to further optimize their digital marketing efforts, particularly by personalizing online ads, leveraging big data for better targeting, and increasing engagement on social media platforms.

4.4 Findings

After analyzing the marketing strategies of the City Group, I have found major following findings:

- City Group serves both consumer and business markets nationwide.
- It applies effective market segmentation and targeted product strategies.
- Product range includes staples, snacks, beverages, and animal feed.
- Products are targeted differently depending on use case — mass, differentiated, or niche.
- Distribution is wide-reaching through retail, wholesale, and modern trade.
- In-house logistics ensure efficient supply chain and timely delivery.
- Pricing strategies include cost-based, competitive, and penetration methods.
- City Group offers multiple pack sizes to serve diverse customer affordability levels.
- Promotion combines ATL, BTL, and digital marketing for maximum reach.
- National events sponsorship and international exhibitions build brand awareness and engagement.
- Integrated marketing ensures consistent brand communication.
- Marketing strategies drive strong brand recall, engagement, and loyalty.

CHAPTER 5: INTERNSHIP EXPERIENCE

5.1 Position, Duties, and Responsibilities

During my internship at **City Group's Brands & Marketing Department (Confectionery Unit)**, I was assigned to a dynamic and fast-paced team tasked with promoting some of the most iconic FMCG products in Bangladesh. My role as an intern involved a range of responsibilities, from strategic planning and content creation to on-ground activation and vendor management. It was a learning challenge, but it was an inspiring experience, welcomed me to each and every level of how a top FMCG runs its marketing campaigns in real time. Over these months, I handled multiple assignments that were either directly proportional to the respective marketing functions the firm embraced or they granted me an opportunity to gain a deeper understanding of how things work behind the curtains, when it comes to managing a brand. Here is some detail about my role and responsibilities at City Group during my work tenure.

1. **Tutti Twist Chewing Gum Launch:** As an In Charge, one of my main contributions included the launch of a chewing gum product "Tutti Twist" from City Group's confectionery portfolio with unique and distinct proposition features among market. It was a mammoth campaign, and I saw it from the planning to the execution stage. My duties included:



- **Strategic Promotional Planning:** I collaborated with the marketing team to design a promotional plan that included both **ATL (Above-the-Line)** and **BTL (Below-the-Line)** strategies. This includes the identification of target audience segments, the media mix, as well as the KPIs for campaign success.
- **Event Planning and Coordination:** I was fully engaged in the event planning and coordination process for the complete Tutti Twist launching event with all ideas in it. In helping with the event theme, I made sure it correlated with the youthful and dynamic nature of the product, and I designed the flow in a way that the audience was hooked on it from the beginning till the end. I collaborated with vendors, sourced logistics, and made sure all the required materials were supplied, be it decorations, audio-visual equipment or the product displays. Aside from working on the features of the product and the brand, I managed the setup of the venue to allow visual domination of the product and brand environment as well as optimal interaction for consumers. My input was on overseeing the food and drinks functions to confirm it was aligned with the event vibe and also our target audience. For the event day, I managed everything on-site, from overseeing setup, guest arrival, staff and volunteer management. In addition to facilitating the event, I needed to ensure that the event was properly engaged, from interactivity to giveaways, keeping the event on track and being a pleasant experience for all parties involved.
- **Content Creation:** Collaborated with many of the different creative agencies to create engaging content for the product. Writing ad copy, brainstorming ideas for social media posts, and assisting in the production of animated videos that were featured on platforms like Facebook, Instagram.

2. **ATL & BTL Promotional Planning for Various Candy Brands:** Aside from Tutti Twist, I worked on promotional plans for the other candy names in the City Group portfolio. So these brands are: JELFY, FOL-O, POP UP, FILL-O, MASALA ZAPP, MYNTE, KOFITOPI, CARMELLO. This involved:



- **ATL Campaigns:** I contributed to planning television commercials (TVC) and online video commercials (OVC), where I learned how the team uses mass media to increase brand awareness and engage a large audience. Helping with script writing, working with production groups, ensuring that the campaign was in line with your brand voice and message.
 - **BTL Activities:** I took part in creating and strategizing the in-store promotional activities for many of the candy products. We concentrated on Point of sale, such as posters, danglers, umbrellas in stores to provide a real visual appeal. I additionally aided the retail groups in establishing promotional displays and also making sure that the products were put out in a manner that they attract customers to examine them with high priority.
3. **Content Planning for Product Animations:** One of the major highlights of my internship was collaborating on content creation with the creative team for the brand's online presence. My role here included:
- **Product Animation Development:** Part of my job included planning, setting up, product animated videos that were posted on City Group's social media pages and LED Billboards. The animations formed an integral part of the promotion strategy, particularly due to the fact that the set audience was very visually driven.

4. **Outdoor LED Billboard Activation Project:** I activated billboard campaigns in high traffic areas, like LED billboards at bus stops & at traffic junctions, exploded my ads in other busy urban street spots. This included:
- **Vendor Coordination:** Liaised with vendors/agencies for timely on-air of the content on outdoor Billboards. That meant dealing with pricing, timelines, and making sure the execution of designs from the creative team was up to spec.
 - **Tracking Campaign Effectiveness:** Throughout the course of the campaign, I also assisted with tracking the effectiveness of the board by gathering feedback and monitoring for any increases in brand awareness or product sales in the targeted locations.
5. **Market Research and Demand Mapping:** Another major task I performed was assisted with market research for City Group's product lines such as:
- **Territory Analysis:** I went to different territories of Bangladesh to figure out which area has the major demand of a particular product. It enabled the marketing team to make decisions relating to the placement of their distributors and the sales effort deployed.
 - **Consumer Insights:** Assisted in reporting consumer feedback (online + offline), which will help in consumer preferences and other shopping behavior. It was instrumental in deciding which retailer or distributor would be best configured to push the brand in each respective market.
6. **Brand Activation at Holy Cross College:** One such experience was organizing a brand activation event at Holy Cross College, geared towards targeting the students with the candy brands carried by City Group. My responsibilities included:



- **Event Planning:** Collaborated with the in-house agency to execute the end-to-end activation, including product sampling and brand booths.
 - **Brand Engagement:** The idea was to make students take a more interesting and interactive interest in the product by using it & posting about the experience online, that would create a certain level of online & offline buzz for the brand on campus.
7. **Vendor Acquisition and Management:** I worked with vendors who provided promo items and put on events over the course of my internship. I was responsible for:
- **Vendor Selection:** I helped identify potential vendors for various marketing campaigns/internal needs and negotiated terms and prices.
 - **Logistics Coordination:** I ensured that all materials were delivered on time and that the vendors adhered to our quality standards.

5.2 Contribution to Organization

During my internship, I contributed to several key operational aspects that directly supported City Group's marketing efforts. Here is the summary of my contributions:

- **Increased Brand Visibility:** I was responsible for planning and executing outdoor advertisements and instore promotional activities from which City Group's products would be visible in the focused retail points and within the city.
- **Efficient Campaign Execution:** Provided support in event management, vendor management, and content writing which helped successfully execute various campaigns within the timeline.
- **Market Insights:** I provided the marketing team consumer insights through my various market research efforts that drove strategy development as well as new opportunities.
- **Cross-Departmental Collaboration:** I worked closely with multiple departments, including sales, admin, creative, and retail teams, to ensure alignment in our promotional strategies and activities.

5.3 Evaluation

In a nutshell, my internship performance evaluation was excellent. City Group's management praised my ability to quickly adapt to the fast-paced environment and take initiative in supporting various marketing campaigns. Specific areas of my performance that were highlighted included:

- **Creative Contribution:** My ability to think outside the box and contribute fresh ideas to both digital content and offline campaigns was highly valued.
- **Project Execution:** My involvement as the In Charge of the Tutti Twist launch and brand activation events showed my ability to handle high-pressure projects with multiple moving parts. Besides, I was praised for managing multiple projects

simultaneously, including LED Billboard Activation and multiple vendor management, ensuring deadlines and all.

- **Teamwork and Communication:** The team was impressed with my ability to work effectively with internal and external stakeholders. My communication skills ensured that tasks were executed smoothly and efficiently.
- **Analytical Skills:** I was praised for my market research and demand analysis, which helped the marketing team make data-driven decisions.

5.4 Skills Applied

Throughout my internship at City Group's **Brands & Marketing Department**, I had the opportunity to apply and develop a wide range of skills that were integral to the marketing strategies and operations. The following are the key skills I applied, along with detailed examples from my experience:

1. **Strategic Promotional Planning:** Involved in planning marketing campaigns for the launch of **Tutti Twist** and other candy brands, I contributed to the development of both **ATL** and **BTL** strategies. This involved selecting appropriate media channels, planning the messaging, and determining the timeline for execution. I also participated in **demand mapping** and ensured the alignment of our promotional tactics with the brand's long-term goals.
2. **Above the Line (ATL) Advertising/Promotion:** I got the first-hand experience of mass media campaigns through OVCs, Google Ads, and social media campaigns. Worked as an assistant in ensuring the brand checks. There, I got to learn first-hand the logistics and execution behind large-scale media promotions.
3. **Below the Line (BTL) Advertising/Promotion:** In-store promotions, point-of-sale displays, and retail engagement events. Collaborated with the team in designing and positioning of gondolas, danglers and posters at key retail touchpoints to drive footfalls and sales.

4. **Social Media Content Planning:** I collaborated closely with the creative team to create content for Facebook, Instagram, and YouTube. Designed interactive posts with contests and giveaways that captured consumer engagement. I also monitored engagement metrics and learned to adapt posts based on near real-time performance data.
5. **Marketing Campaign Planning:** These included complete horizontal, digital and traditional channel, Valentine's Day 2025 marketing plans. They included campaign activities and their respective schedule, budget, and tracking analysis to ensure their execution.
6. **Market Research & Analysis:** Conducting territory analysis, I identified key markets for City Group's products. I also researched consumer preferences, spending habits, and competitive activity. That data was used by the sales team to strategize and get the right product placed where the highest demand exists.
7. **Brand Strategy:** I played a role in establishing brands for products, developing brand messages that enticed the targeted audiences. When it came time to launch the Tutti Twist my work was about creating a clear and compelling narrative about what makes the product special.
8. **Brand Communication:** During my time as an intern, I made sure that all marketing communications were consistent with City Group's higher brand voice. Through digital content or event activations, I always ensured that whatever I was communicating was aligned with brand value, compelling and have a consistent messaging.
9. **Brand Management:** Part of my role was to manage City Group brand assets for campaigns, applied these assets wherever City Group was present to ensure consistency of the brand throughout all points of contact. I was instrumental in reviewing TVC drafts to ensuring store displays complied with brand guidelines to bring consistency to any form of promotion that carried the brand.
10. **Vendor Management:** During this time, I worked on in-house sourcing and managing vendors that would execute the event, create content and promotional material. This involved negotiating, clarity on what and who we need to collaborate with and courtesy to keep up the professional relations.

- 11. Agency Relationship Management:** Collaboration with internal creative teams and external agencies, contributing to the communication of the campaign vision and guiding execution. They met frequently and followed up consistently to make sure the projects were on track.
- 12. Event Planning & Coordination:** Some of my jobs included organising brand activation events like the one at Holy Cross College, Product launching ceremony, quarterly sales meetup. Logistics, vendors, merchandise displays, making the whole thing run seamlessly. In addition to that, I also provided social media support during the event for live brand exposure.
- 13. Negotiation Skills:** During my internship, I negotiated with vendors, event partners, and other external agencies for the best rate, resources, and services available. Challenging budgets, negotiating contracts were paramount to turning each project into a success.
- 14. Canva Design:** When I created a whole bunch of social media posts, flyers, event banners, I used Canva. Working in-house, meant I was able to use my design skills in a more practical manner, developing stylish and on-brand designs for tickets and campaigns.
- 15. Presentation Skills:** Participated in marketing pitch presentations for internal meetings Designed slides and Reports compiling campaign results, sales data, and consumer feedback from internal and external teams to keep key stakeholders updated and target aligned with marketing goals.
- 16. MS Office (Excel, Word, PowerPoint):** I definitely used Excel to track campaign metrics and manage budgets, Word for writing reports and proposals and PowerPoint for presentations all the time. These were a crucial part of handling campaign info and transferring that info to the team.

CHAPTER 6: CONCLUSION AND KEY FACTS

This chapter highlights the key takeaways, conclusions and recommendations from my internship at City Group, pertaining to the effectiveness of their marketing practices, personal learnings and recommendations for the future in order to enhance their marketing practices.

6.1 Recommendations

With the experience I had during the internship, below are some suggestions to better the marketing strategies City Group can implement in the near future:

1. **Conduct regular market research:** To stay updated with consumer needs and changing trends in the FMCG sector.
2. **Explore niche market segments:** Launch more products like diabetic-friendly, low-calorie, or organic food items to attract health-conscious buyers.
3. **Expand ready-to-eat food offerings:** Introduce items like cereals, frozen foods, and protein snacks to meet urban convenience needs.
4. **Continue offering varied pack sizes:** Maintain small packs for rural users and larger value packs for urban families.
5. **Continue current pricing strategies with flexibility:** The use of cost-based, competitive, and penetration pricing is well-structured and appropriate.
6. **Keep monitoring market pricing trends:** A proactive approach to competitor pricing ensures sustained market relevance.
7. **Offer seasonal price benefits selectively:** Well-timed festive discounts can boost sales without diluting the brand image.
8. **Leverage Digital Marketing more aggressively:** Though City Group has done well with digital marketing, especially across social media and on YouTube, there is further room to grow. More and authentic influencers and user-generated content in campaigns in order to connect with the audience in a more meaningful way is what I suggest. In addition, targeting digital ads to consumers based on their location and behaviour can help drive conversions, which is key when introducing newer products like Tutti Twist.

9. **Expand Interactive Brand Experiences:** Besides sponsorship, City Group can increase consumer interaction through digital activations and brand activations in non-traditional locations. Such as pop-up events, experiential marketing, and interactive product displays that encourage consumers to interact with the brand in unique and memorable ways. It would be through these events that a consumer would come to know the brand a lot more and be persuaded to stay loyal to it.
10. **Integrate Sustainable Practices into Branding:** As sustainability has become the need of the hour, City Group has the potential to strengthen its image as a responsible brand through eco-friendly product development and marketing. That can consist of driving sustainable packaging and CSR campaigns that would be ideal for consumers concerned about these issues.
11. **Enhance Post-Launch Engagement:** Once you launch a product like Tutti Twist, you have to keep the consumers engaged. Post launch strategies like constant consumer feedback and loyalty programme in order to retain customer for longer period of time should be adapted by City Group. This fosters long-term brand loyalty and advocacy because the relationship does not end with a product push.
12. **Increase Focus on Data-Driven Decision Making:** City Group does use a number of promotional activities. However, it can further improve on campaigns by utilizing real time data. A data-driven method would be instrumental in refining marketing strategies, executing tactics in a manner that would create the most impact on changing consumer behaviour, and allocating resources in a manner that optimizes returns.

6.2 Key Understanding

Looking back at my City Group days, I learned about marketing of the local Market both the practical and theoretical aspects of it. Key learnings include:

1. **City Group operates in both consumer and business markets:** The company primarily sells daily essential products to households across all income levels. It also serves businesses like bakeries, restaurants, and farms. This shows that their market reach is broad and diverse.

2. **City Group follows a targeted marketing approach:** The company targets different products to different customer groups. For example, they use mass marketing for staple goods and differentiated marketing for snacks and confectionery. This makes their strategy more focused and impactful.
3. **Positioning is based on trust, quality, and hygiene:** City Group positions its brands to reflect safety, health, and modern living. Brands like TEER are associated with purity and family values. This clear positioning helps build strong brand identity.
4. **The product portfolio is diverse and consumer-centric:** City Group offers staple foods, ready-to-eat snacks, confectionery, drinking water, and animal feed. Each category addresses specific daily needs. This product variety supports their position as a complete food solution provider.
5. **The Importance of Integrated Marketing Communications:** While interning, I observed first-hand, how City Group delivered a cohesive communication approach by blending different promotional methods (TVC, social media, events and point of sale promotions). Branding gets integrated at this stage also, making it consistent across all channels while helping consumers connect the full experience with your brand.
6. **The Role of Data in Decision-Making:** Market research and consumer insights guide City Group marketing strategies, enabling the team to make data-driven decisions. It taught me the value of knowing the consumer to develop meaningful marketing strategies around their needs, preferences, behaviours, and trends.
7. **Adaptability and Flexibility in Marketing:** Such rapid change impacts the need for consumer brands to adapt fast within the swift FMCG market. City Group was very adaptive to modify its marketing, particularly related to online, which was the lesson for me that one has to be very flexible and responsive for the market changes.
8. **The Importance of Brand Consistency:** The secret to City Group's success is that they have a brand expression that is consistent across multiple touchpoints. From a TV commercial to billboard to social media posts, its message and underlying values are consistent as well, which gets consumer trust and loyalty.

9. **Effective Brand Management:** The strength of consumer loyalty that City Group enjoys can be attributed to the consistency of its branding across all channels. I witnessed how brand management is not only about visual brand properties, but also ensuring that the message conveyed through the brand continues to resonate with consumers over time.

6.3 Conclusion

This has been one of the most outstanding learning experiences for me as an intern at City Group, working with some of the best minds in the FMCG industry. It has taught me what happens in the real world of marketing from strategic planning to campaign execution of marketing campaigns, and how all the theories discussed in class work in their real-world scenarios.

To sum up, City Group marketing is all about creativity and effectiveness. It specializes in connecting brands with a wide variety of consumers through a combination of traditional and digital media. As a result, my contributions enabled me to engage in valuable brand activation, content creation, market research, and promotional planning, all of which have broadened my understanding of brand strategy, consumer interaction, and project management.

It has improved my professional skills and ensured that I stand out in my future marketing career. I am excited to utilize these skills in future positions and to continue learning from an industry leader such as City Group.

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Appendix

Internship Completion Certificate



Ref: CG/HRM/IP/2025
July 29, 2025

To Whom It May Concern

This is to certify that **Sumith Kumar Dey**, S/O. Shamol Dey, Student of United International University, bearing ID:111201161; has completed an internship program at Rupshi Foods Ltd. Confectionery (Brand Marketing) Department of City Group from Nov 11, 2024 to May 15, 2025 under the supervision of Director-Rupshi Foods Ltd. (Confectionery), City Group. I wish Mr. Sumith Kumar Dey will success in his future endeavors and hope he has benefited from his experience as an intern at City Group.

For City Group,

(Md. Kamruzzaman)
Asst. Manager-Group HR
City Group

