

Internship Report
On
Project Apollo – Unilever Frontliners Academy
(UFA)

An internship report submitted to the Department of Business and Technology
Management in partial fulfillment of the requirements for the degree of
BBA in Business and Technology Management

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Letter of Transmittal

6th April, 2022

Dr. Md. Abul Kalam Azad

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Subject: Submission of Internship Report.

Respected Sir,

With all due respect, I hereby submitting my internship report on “Project Apollo – Unilever Frontliners Academy (UFA)” as requirements of the internship program. It has been an insightful and learning journey for me to work on the planning and execution of Project Apollo – Unilever Frontliners Academy under Unilever Bangladesh Limited This project has enabled me to gain invaluable practical and hands-on knowledge and work experience in the corporate environment as well as outer core field work.

I would like to express my utmost gratitude to you for your directions & recommendations in preparing this report. It would be my greatest pleasure if this report is useful to get an insight about the innovative and revolutionary initiative of Project Apollo – Unilever Frontliners Academy by Unilever Bangladesh Limited.

Sincerely Yours,

MD. Tanzim Islam,

ID: 170061013

Business and Technology Management

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Acknowledgement

All thanks to the Almighty for giving me the privilege, strength and knowledge to properly conduct this internship report and formulate this paper properly. Without his mercy, I wouldn't be able to complete this challenging task properly and efficiently.

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Finally, I would like to express gratitude to my mother, whose care, support and encouragement has inspired me to come this far with full dedication and honesty. Words cannot convey how much I am grateful towards her presence and contribution in my life.

Executive Summary

In the realm of fast-moving consumer goods (FMCG), Unilever Bangladesh Limited is well-known for being one of the major international corporations. Unilever Bangladesh Limited (UBL) has worked tirelessly over the last four decades to provide Bangladeshis with fresh, creative, and world-class products that improve their quality of life and make their lives easier. According to the organization, UBL goods are used by more than 90 percent of the country's homes. Unilever now has nineteen different variety brands available, which are divided into four main categories: food and beverage, home care, personal care, and water purifier.

Recently, Unilever Bangladesh Limited have taken, is a revolutionary initiative to create trained workforce for the outer core of the Unilever company and its regional subsidiaries all around the globe. Unilever Frontliners Academy named it Project Apollo. The main goal of this project and in fact the piloting that is occurring under the initiative of Unilever Bangladesh Limited is to create capable workforce from the thousands of unemployed but capable young adults who are waiting to get employed and contribute to their own development as well as the business environment. In these report, I have also carried out the experience of working on Project Apollo as well as working within the organization in general with the author's line manager as well as day to day supervisors during the whole stint of the internship. A wealth of data came from verbal informal unstructured interviews of the supervisors and other employees of the organization as well as the people working on Project Apollo which helped me to complete my analysis.

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Chapter 1

Introduction

1 Introduction

Unilever Bangladesh Limited is one of the largest fast-moving consumer goods (FMCG) companies in Bangladesh. It has a large organizational structure with one its major driving force and keys to its success in the industry being the employees in its outer core, the distributor's field force (DFF). Usually, the employees in the outer core of Unilever are first hired and then imparted with training on the job. This traditional method is inadequate and quite inefficient because the attrition rate of DFFs in the outer core in Unilever Bangladesh Limited and the FMCG industry in general is quite high, which make it difficult for the organization to keep a healthy employee base at the outer core. In order to address this problem, Unilever Bangladesh Limited has taken the revolutionary initiative, the first of its kind, to implement a full-fledged training and certification program to train the large amount of moderately educated but unemployed youth and young adults with the necessary skills to join the Unilever outer core as well as the outer core of other similar organizations in the FMCG industry. This initiative has been codenamed Project Apollo, which will be rolling out the Unilever Frontliners Academy to train and instill necessary skills into individuals to attain a job in the targeted job successfully. The first phase of piloting of this project has been conducted at the Malibagh Distribution Center of Unilever in Dhaka, Bangladesh to determine the efficacy of the initiative and ultimately gain insights from this experimental rollout to apply to the ultimate rollout of the initiative all over the globe in various regional subsidiaries of Unilever. This report focuses on the critical observations attained during the whole length of the program during that first piloting phase along with the strategy, plans and execution of the initiative for the first time ever.

Chapter 2

Company

Overview

2 Company Overview



The purpose of this chapter is to highlight the company's history, a brief explanation of the products they produce, their functional areas, client base, and performance in both the domestic and international markets.

2.1 Overview of Unilever Bangladesh LTD:

Unilever Bangladesh limited one of the fast-moving commodity firms in Bangladesh. It started its journey in 1964. It is a global joint venture between Bangladesh and Unilever, and The Bangladesh government holds roughly 40% of its stock (Rahman, 2021, para. 1).

Unilever is an FMCG (Fast Moving Consumer Goods) corporation that locally manufactures its products and reports it to different territory business groups for innovation and financial benefits (The Lawyers & Jurists, 2017). It mainly produces and distributes food items, home and personal care goods. Currently, they have 20 brands and numerous sub-brands (Assignment Point, 2021).

Over the years, the firm has launched many low-cost brands that have earned the hearts of Bangladeshi people. Almost every family in the country now has one of our brands on display.

Unilever's products are so commonly used that they can be found in 98 percent of Bangladeshi households. Unilever Bangladesh Limited is a market leader in seven out of the eight categories it works, with 20 brands encompassing domestic and individual care and food. Around 10,000 people are employed directly or indirectly due to its operations through dedicated providers, wholesalers, and benefit suppliers. They have a plant for massive production in Kalurghat, Chittagong. Also, they have six additional third-party manufacturing facilities.

The slogan of Unilever Bangladesh Limited is:

“Feel good, look good and get more out of life”

2.2 Unilever Bangladesh Limited at a Glance:

Type of Business	Fast Moving Consumer Goods company with local manufacturing facilities, reporting to regional business groups for innovation and business results.
Operations	Home Care, Personal Care and Foods.
Constitution	Unilever – 60.75% shares, Government of Bangladesh – 39.25%
Product Categories	Household Care, Fabric Cleaning, Skin Cleansing, Skin Care, Oral Care, Hair Care, Personal Grooming, Tea based Beverages
Top Brands	Wheel, Lux, Lifebuoy, Fair & Lovely, Pond's, Close Up, Sunsilk, Lipton Taaza
Manufacturing Facility	Unilever has a Soap Manufacturing factory and a Personal Products Factory located in Chittagong. Besides these, there is a tea packaging operation in Chittagong and five manufacturing units in Dhaka, which are exclusively dedicated to Unilever Bangladesh Limited.
Employees	Over 4000 people are provided direct employment through Unilever's factories, distributors, and exclusive manufacturers.

2.3 Mission of Unilever Bangladesh Limited

Through a sustained focus on its brands, streamlining its processes, and increasing knowledge of changing client expectations, this firm has seen significant growth over the previous few decades. The mission of this organization is to better the lives of Bangladeshis by promoting and encouraging their development.

Mission statement of Unilever:

“We meet everyday needs for nutrition; hygiene and personal care with brands that help people look good, feel good and get more out of life.”

2.4 Vision of Unilever Bangladesh Limited

Every day, Unilever Bangladesh Limited's product offerings impact the lives of over 2 billion people. Whether it's because they have shining hair, a bright smile, maintain their houses fresh and tidy, have a fantastic cup of tea, a delicious dinner, or a nutritious snack, they feel terrific.

The four pillars of company vision set out the long-term direction for the company, outlining their growth and process of development:

- Work to create a better future every day.
- Help people feel good, look good and get more out of life with brands and services that are good for them and good for others.
- Will inspire people to take small everyday actions that can add up to a big difference for the world.
- Will develop new ways of doing business that will allow us to double the size of our company while reducing our environmental impact.

2.5 Objectives of Unilever Bangladesh Limited

The word "objective" refers to the company's general business goals and the objectives that must be achieved in order to achieve them.

The major objectives of Unilever Bangladesh Limited are as follows:

- Driving innovation
- Increased market share
- Clearer product differentiation
- Long-term brand value to customers
- Lower customer acquisition costs by 8% per year
- Developing and launching new products/services through innovation
- Customer care through cosmetics
- Lower energy costs and better use of operational energy
- Focus on emerging markets

2.6 Holistic Strategies of Unilever Bangladesh Limited

2.6.1 Growth

Products from Unilever Bangladesh Limited reach billions of products all over the country. Since its inception, the organization has set lofty goals for itself, such as doubling its current size.

2.6.2 Environment

Unilever Bangladesh Limited is committed to making continuous changes in order to keep the company ecologically friendly, hence establishing long-term goals for constructing a long-term business. Unilever Bangladesh Limited collaborates with various groups to promote environmental stewardship, creating awareness of environmental issues and emphasizing this practice among its employees.

2.6.3 Innovation

Unilever Bangladesh Limited responds to client needs via scientific advances and innovation. Unilever Bangladesh Limited recognizes the concerns of consumers and society, and operates on the basis of science, adhering to high product safety standards.

2.6.4 Employment

All employees of Unilever Bangladesh Limited are advised to avoid merging personal and financial interests since it may conflict with their responsibilities to the company. It is guaranteed that the employees do not utilize their positions for personal gain.

2.6.5 Advertising

Unilever Bangladesh Limited reaches out to a vast number of people via a variety of media. The products are advertised differently in various parts of the country based on market research.

2.6.6 Supply Chain

Unilever Bangladesh Limited is working to build mutually beneficial relationships with its suppliers, customers, and business partners. Unilever Bangladesh Limited expects its business partners to have the same level of ethics as they do.

2.6.7 Public Activities

Unilever Bangladesh Limited affiliated companies are being pushed to campaign for and protect their legitimate economic interests. Unilever will work with governments and other organizations, both directly and indirectly, such as trade associations, to achieve its goals. They propose legislation and other norms by which legitimate business interests may be harmed. Unilever does not support political parties or contribute to the financing of organizations whose activities are directed at achieving political goals.

2.7 Code of Business Principles of Unilever Bangladesh Limited

Coming up next Unilever's business administrators are likewise material for Unilever Bangladesh Limited.

Standard of Conduct

They direct their tasks with trustworthiness, honesty, and receptiveness, and with deference for the basic freedoms and interests of their representatives. They will likewise regard the genuine interests of those with whom they have connections

Complying with The Law

Unilever organizations and their workers are needed to conform to the laws and guidelines of the countries and locations wherein they work.

Representatives

Unilever is focused on variety in a workspace where there is shared trust and regard and where everybody feels answerable for the presentation and notoriety of their organization. They will select, utilize and advance representatives on the sole premise of the capabilities and capacities required for the work to be performed. They are focused on protected and solid working conditions for all representatives. They won't utilize any type of constrained, mandatory, or youngster work. They are focused on working with representatives to create and improve all individual's abilities and capacities. They regard the nobility of the individual and the right of workers to the opportunity of affiliation. They keep up with great interchanges with workers through organization-based data and meeting systems

Buyers

Unilever is focused on giving marked items and administrations which reliably offer worth as far as cost and quality, and which are alright for their planned use. Items and administrations are precisely and appropriately marked, publicized, and conveyed.

Investors

Unilever conducts its activities as per universally acknowledged standards of good corporate administration. They give ideal, customary, and solid data on our exercises, structure, monetary circumstance, and execution to all investors.

Partners

Unilever is focused on setting up commonly gainful relations with our providers, clients, and colleagues. In their transactions, they anticipate that their business partners should cling to business standards steady with their own

Local Area Involvement

Unilever endeavors to be a confided incorporate resident and, as a fundamental piece of society, to satisfy our obligations to the social orders and networks where they work

Public Activities

Unilever organizations are urged to advance and safeguard their real financial matters. The co-work with states and different associations both straightforwardly and through bodies, for example, exchange relationship, in the improvement of proposed enactment and different guidelines, which might influence genuine financial matters. They neither help ideological groups nor add to the assets of gatherings whose exercises are determined to advance party interests

The Environment

Unilever is focused on making nonstop enhancements in the administration of their natural effect and to the more drawn-out term objective of fostering a practical business. They work in association with others to advance ecological consideration, increment comprehension of natural issues, and disperse great practice.

Development

In their logical development to address buyer issues, they regard the worries of their shoppers and society. They work based on solid science applying thorough principles of item security.

Competition

Unilever puts stock in an energetic yet reasonable rivalry and supports the improvement of fitting contest laws. They direct their activities as per the administrators of the reasonable contest and every material guideline.

Business Integrity

Unilever does not give or receive, whether directly or indirectly, bribes or other improper advantages for business or financial gain. No employee may offer, give or receive any gift or payment which is, or may be construed as being, a bribe. Any demand for, or offer of, a bribe

must be rejected immediately and reported to management. Unilever accounting records and supporting documents must accurately describe and reflect the nature of the underlying transactions. No undisclosed or unrecorded account, fund or asset will be established or maintained.

Chapter 3

Industry Analysis

3 Industry Analysis

The purpose of this chapter is to provide an overall picture of patterns, growth drivers, any market prohibitions, and other matrices, as well as to provide a concise viewpoint of essential segments in the industry. It will also provide an overview of market growth areas and the growth forecast of the industry.

3.1 Industry Overview:

Bangladesh is a densely populated country where Unilever Ltd. products are primarily used to meet basic daily needs. Unilever is a British-Dutch multinational corporation with a long and distinguished history. It is the world's third-largest Consumer Products Corporation, with more than 400 brands sold in more than 190 countries. Unilever Bangladesh Ltd., a subsidiary of Unilever in Bangladesh, has grown to become one of the most powerful multinational corporations in fast-moving consumer goods (FMCG) market.

The fast-moving consumer goods (FMCG) industry is one of the fastest-growing areas of the market. Bangladesh had a population of 164.67 million people at the end of the year 2017. Because of the enormous number of people living in the nation, the FMCG business has a great deal of potential. Private consumption growth has grown in tandem with the significant expansion in GDP throughout the years, as seen in the chart below. Gross domestic product (GDP) increased by 7.28 percent in fiscal year 2016-17, compared to 7.11 percent in fiscal year 2015-16, while private consumption increased by 10.3 percent in fiscal year 2016-17, compared to 9.1 percent in fiscal year 2015.

The company has expanded over the years by providing Bangladeshis with high-quality, innovative products worldwide. Unilever brands such as Lux, Sunsilk, Surf-Excel, Vim, Dove, Knorr, and others are used in more than 90 percent of the country's households. Unilever is the world's largest consumer goods company. A major component of CD (Customer Development), the Merchandising department at UBL has been working tirelessly over the years to increase brand recognition and product visibility among customers to increase sales.

3.2 Related Industry:

- Health and personal care store
 - Soap
 - Cleaning Compound
 - Toilet Preparation Manufacturing
 - Grocery and Related Product Merchant Wholesalers
 - Hair Care Products
 - Tea
-

3.3 Product Insights:

Unilever Bangladesh now operates with 21 brands, even though Unilever Global has 400. Unilever's brands are divided into four categories in Bangladesh. Skin and hair care are two types of personal care. Fair & Lovely, Ponds, and Vaseline are skincare brands for women and men, respectively. Sunsilk, Dove, and Clear are haircare brands. Sunsilk is a women's shampoo and conditioner, whereas Clear is a men's hair care brand, and last, but not least, Dove is a luxury brand.

Oral care brands Close-up and Pepsodent are available in personal care products. The usual soap brands are LUX and Lifebuoy, while the luxury brand is Dove soap. There is also a liquid hand wash under the personal wash category. Fabricwash and Dishwash are the two most common brands in the home care category. Surf Excel is a premium fabric wash brand, whereas Wheel and Rin are regular. In dishwashing, Vim is the only brand available.

Though Unilever has a massive presence in food and beverage worldwide, Bangladesh only has two brands: Lipton Taaza and Knorr instant soup. In Bangladesh, this instant soup brand is relatively new.

3.4 Competitive Analysis:

Category of the Products	Unilever Products	Competitor
Laundry	<ul style="list-style-type: none">• Wheel• Rin• Surf excel	<ul style="list-style-type: none">• Ghari• Jet• Uni wash• Fast wash
Household Care	<ul style="list-style-type: none">• Vim• Domex	<ul style="list-style-type: none">• Harpic• Vanish
Skin Care	<ul style="list-style-type: none">• Lux• Lifebuoy• Dove	<ul style="list-style-type: none">• Dettol• Savlon
Food and Beverage	<ul style="list-style-type: none">• Knorr• Lipton Taaza	<ul style="list-style-type: none">• Maggi• Ispahani• Kazi and Kazi
Hair Care	<ul style="list-style-type: none">• Sunsilk• Clinic Plus• Clear• TRESemme	<ul style="list-style-type: none">• Head & shoulders• StudioX• Himalaya
Skin Care	<ul style="list-style-type: none">• Fair and Lovely• Ponds	<ul style="list-style-type: none">• Grey

3.5 Insights of FIBC Market:

In the FIBC (Flexible Intermediate Bulk Container) market, there are big players like Global-Pak, Flexi-tuff and BAG Corp, and smaller players like Berry Plastics and AmeriGlobe (FIBC, n.d.). A variety of applications can be accommodated by FIBCs (Flexible Intermediate Bulk Containers), which are adjustable containers with a wide range of uses. They are commonly used in the food and beverage industry and can be used for a wide range of other applications as well. This in-depth research covers geographical analysis, trends, opportunities, and COVID-19 analysis, as well as market size and predictions.

It is anticipated that the global "FIBC (Flexible Intermediate Bulk Container) Market" will grow at a rapid rate over the forecast period of 2021-2026 (FIBC, n.d.). The FIBC (Flexible Intermediate Bulk Container) market research provides customers with an in-depth examination of key driving variables, consumer behavior, growth and pricing patterns, brand positioning and other things(FIBC, n.d.). Product prices of significant players and emerging the market participants are analyzed to obtain information about pricing trends. Aside from that, the FIBC (Flexible Intermediate Bulk Container) market research study provides valuable insights into the overall industry, market segmentation, and strategies for both existing and new competitors.

The demand for boxed salad is increasing due to consumers' hectic work schedules and sedentary lifestyles. Additional factors contributing to market growth include the increasing availability of fresh and processed salad across a variety of brick-and-mortar distribution channels and online shopping platforms. Numerous important manufacturers are also developing novel ingredients for packed salads to cater to consumers' diverse tastes and preferences, such as kale, spinach, beet greens, watercress, and other fresh vegetables and fruits. Other novel ingredients in packed salads include pasta, cottage cheese, yogurt, and other dairy products. Several other factors, such as the increasing number of food service establishments, the widespread availability of online meal delivery options, and rising consumer disposable income, are expected to contribute to the continued growth of the global market for packed salads in the coming years.

3.6 Economic Factor:

The following factors, which are at a time is an opportunity and a threat for Unilever Bangladesh-

- Political situation in the majority of countries – Opportunity
- Controversial issues in Bangladesh – Threat
- Wage growth in developing countries – An Opportunity and a Threat

- Developing countries' rapid growth – Opportunity
- Economic situation in developing countries – Opportunity
- Growing health awareness – Opportunity
- Gradual reduction of the gender discrimination– Opportunity
- Growing automation in business – An opportunity and a threat
- Increased Research and Development capital investment – Threat
- Decreasing transportation costs as a result of technological advancements – Opportunity and threat
- Increased investment in environmental stewardship by businesses –Opportunity
- Strengthening business sustainability – Opportunity
- Increasing the likelihood of environmental regulations – Opportunity
- Intellectual property laws – Opportunity
- Customer protection laws – Opportunity

3.7 Competitive landscape:

The SWOT analysis helped a lot to find out the competitive landscape of Unilever Bangladesh.

Strengths:

- The multinational company Unilever has a global presence and is the most recognized brand in the world, according to its customers. It is operating around 190 countries.
- It has a wide range of products and a broader and deeper portfolio of brands, which allows it to adapt to changing consumer preference worldwide.

- Its research and development projects are well-funded, and it can bring to market unique and cutting-edge goods that are in touch with and line with customer desires.
- Unilever has a considerable competitive advantage over its nearest competitor, Procter and Gamble, owing to its ability to offer attractive prices and to maintain distribution networks that reach every corner of the world.
- It has the ability to capitalize on economies and tends to result from its diverse portfolio of businesses and synergies across its various manufacturing facilities, which at the time of writing numbered 270 in total around the world.

Weaknesses:

- One of Unilever's most significant weaknesses stems from the fact that the company functions in a highly competitive environment that includes global empires like P&G and Nestle, in addition to a slew of smaller players, all of whom challenge its dominance at every turn.
- Another weakness of Unilever's product lines is that they are easily replaced by other substitute products as they're primarily regular household items. In growing markets such as Africa and Asia, local consumers frequently use ancient and natural substitutes for Unilever's products.

Opportunities:

- In light of the influence of the global media, Unilever has the opportunity to tap into a large and diverse consumer base that wants to join the ranks of Westerners when it comes to taste and preference for consumer goods.
- As a side note, obtaining the "Newly Affluent Trillion Dollar Consumers" in China and India will have a bright advantage of gaining this enormous and rising consumer market,

which frequently attempts to imitate and mimic the consumerist desires of the material western world.

- Unilever can take advantage of the burgeoning market for health-conscious consumers in the developed world by launching new and existing products that accommodate this market segment.
- There has been a rise in the "ethical chic" consumer, who prefers to purchase products and brands that have been made ethically and sustainably. Unilever has a good track record of doing this.

Threats:

- Numerous FMCG companies, including Unilever, have seen their profits plummet due to the ongoing global economic crisis. Because the average global consumer's purchasing power is getting smaller, they're buying fewer things and expecting more "value for the money." A "Double Whammy" for Unilever's top-and-bottom lines is what this means for the company's revenue and expenditure growth.
- Growing consciousness among global consumers has cast a harsh light on every deliberate initiative Unilever makes, despite our earlier assertion that Unilever manages to achieve and outperforms P&G in terms of CSR (Corporate Social Responsibility). Unilever must guarantee that it retains and upholds its concentrate, especially when the spotlight is on it, while some of the company's practices have been criticized.
- In the developing markets, domestic producers and options available to Unilever's franchises are becoming increasingly popular. As a result, the global giant is under threat from tiny and more agile local startups that can offer better value than Unilever has to bear.

- Due to the entry of Asian multinationals into the global market, the stakes in the international game for FMCG market control have been brought up for Unilever. It's likely that as Asian major corporations continue to expand internationally, Unilever will have to contend not only with the recession period blues but also with emerging challenges surfacing from this new breed of competitors in the market.

People are optimistic that Unilever will be prepared to handle the current darkened situations in the FMCG sector because it has been in the business of consumer fulfillment for half a century. Renouncing that said, I'd like to end the piece by saying that Asian FMCG giants pose a severe threat because they know the globe well while also being experts in the globalized economy (Juneja, n.d.).

Chapter 4

Breakdown of

Activities

4 Breakdown of Activities

Project Apollo – Unilever Frontliners Academy

4.1 Introduction to Project Apollo:



Unilever Frontliners Academy, code named Project Apollo, is a revolutionary initiative taken up by Unilever Bangladesh Limited to create trained workforce for the outer core of the Unilever company and its regional subsidiaries all around the globe. The first phase of the pilot of this project has been conducted at the Malibagh Distribution Center of Unilever in Dhaka, Bangladesh with the ultimate plan of launching the Unilever Frontliners Academy as the first certification program for distributor's field force (DFF) and other outer core personnel all around the globe in the various Unilever regional companies and subsidiaries.

The main goal of this project and in fact the piloting that is occurring under the initiative of Unilever Bangladesh Limited is to create capable workforce from the thousands of unemployed but capable young adults who are waiting to get employed and contribute to their own development as well as the business environment. Traditionally, the distributor field force which contains mainly sales officers, who work on the field to market and sell Unilever products to the customers such as grocers, retailers and wholesalers were employed without training and then trained on the job. This method has been deemed to be rather inefficient and does not produce the desired quality of personnel for the job. Hence, the Project Apollo has been birthed into

existence to combat this problem by providing free practical, theoretical and work-useable training to capable unemployed individuals who are going to directly join the distributor field force in the hundreds of distribution centers of Unilever Bangladesh Limited around the country.

4.2 Project Background

Building employment Skills to Join Unilever Outer Core

In underdeveloped markets with low penetration, Unilever's growth is dependent on the superior capability to execute by the frontliners:

1. Distributor's sales force
2. Market development by brand promoters
3. Digital marketing lead generators and content creators

95% of Unilever's resources are indirectly working already through agencies in these 3 areas. However, there is a huge gap between the job ready skills required by Unilever (and relevant industries) and the youth (mostly in NEET) not having these skills despite years of education. Most of them have only completed high school while some have finished degrees from 3rd tier colleges. Huge amount of time and resources are deployed by Unilever (once they are recruited) to bring these youth up to speed, to deliver the growth ambitions. Unfortunately, with attrition levels as high as 50%, this eventually results in a negative return on investment. Thus, there is a requirement of 'market development' of industry relevant skilled youths, that Unilever could lead for the industry, while having a robust and ready now, talent pool of outer core resources to tap into flexibly. Through partnerships with relevant industries and SDG development organizations, Unilever could also contribute hugely with this program, on its commitment to get 10m youth ready with job relevant skills. The increasing democratization of digital tools and connectivity amongst youth will also help drive this disruption in education. Overall, this will have a positive impact on employer branding as we will try and become more inclusive.

Each market is designing its own distributor's field force (DFF) training programs, with pockets of excellence not being leveraged or shared across the Unilever world. Especially, in the general trade markets where businesses are largely driven by millions of small retailers, the similarity in operations, provide an opportunity to unify and drive a central DFF frontline academy. Under

this program, the frontline resources would become a part of a global community and get access to best in class resources. This continuous learning program would give these resources the challenge to upskill themselves and get a fair opportunity to upgrade to a managerial level role in Unilever, upon graduation from the academy.

4.3 Project Objective

The main objective is to launch Unilever's first ever certification program comprising of specific relevant skills lacked by youth/women to become employable and to help small retailers improve their business. The certification program will have the following pillars with a tiered approach:

Pillar 1

Employability in our outer core roles (in sales and marketing employed by our distributor and marketing agencies) at a tier 1 level, b) get further training and development while in employment by agencies under the tier 2 level c) graduate into higher roles in tier 3, by moving to other roles as well as up skilling to U work (projects outsourced from Unilever) of contractual roles or d) even graduate to full time employees of Unilever/other industries. This will result in accelerated growth/productivity, reduced attrition and improved employer branding.

Pillar 2

Bespoke training program for retailers to help increase top and bottom line of their business and hence drive growth for Unilever as well.

Pillar 3

Digital apprentice opportunities to have practical experience in data analytics and digital marketing.

Pillar 4

Through Partnerships, these certifications will also cater to the industries' need of skilled resources and help 10m unemployed youth in NEET, ready for jobs by 2030.

4.4 Relevant Skills to be Developed

4.4.1 Distributor's Sales Force

Representing the largest footprint of Outer core across the world, these are the resources who fight the final battle on ground for Unilever. They are employed by the distributors, to ensure that our brands demand is generated by the retailers. Some of the ready skills that are required to get selected for an entry level job:

1. Basic mathematics (mental, problem solving)
2. Communication skills (influencing & negotiating)
3. Effective sales techniques
4. Achieving targets

Market development by brand promoters: Wherever Unilever has been able to lead market development, is where it has been able to grow consistently, competitively, and profitably. These require an army of resources who educate consumers physically on the ground through one to one/many, about the superiority of our brands, to make their lives more convenient. This education is done through an overall engaging campaign comprising of live demonstrations, sampling, and couponing. Some of the ready skills that are required to get selected for an entry level job: a) Communication (story telling ability) b) Engaging and relating to an audience c) Adaptability to challenging situations.

Retailers

Most retailers are microentrepreneurs struggling with growing their business due to the lack of fundamental business management skills. With expertise of Unilever in this field, capability development of this cohort could unlock growth for both Unilever and these microentrepreneurs.

Digital Apprenticeships

With C19 accelerating digital transformation, both at the sales end and marketing, new skills are required to future proof the business. Already in China thousands are being trained to become live selling agents, influencing consumers to queue up in e-commerce sites. Leveraging the gig

economy, many youths are transitioning to these platforms (blurring sales and marketing pillars) to freelance and sell the products from whenever and wherever they so desire.

Overall, across the pillars there are some common (soft) skills required that are usually missing as educational institutes neglect in the areas of emotional intelligence development which is considered more important than intelligent quotient:

1. Leadership
2. Goal oriented
3. Self-awareness, motivation and resilience
4. collaboration
5. time management
6. learning attitude

4.5 Challenges to be addressed by Project Apollo

Currently there are only a few countries which have a robust and up to date capability program designed especially for DFFs once they are recruited. None exist for market development promoters. While Level up is a great platform initiated for South Africa, the program is more suited towards well educated University graduate students who want full time employment with Unilever. The content comprises of LinkedIn learning (which have to be paid for) and internal Unilever/brand purpose platforms from Rin/Surf/Glow & Lovely. These capability programs are too overwhelming and not designed specifically to help poorly educated, not in employment, education or training youth (NEET) to land a specific type of job in the industry. A clear pathway, through merit-based credentials/certifications needs to be integrated to provide a fair and inclusive chance to millions of youth to first join the outer core of Unilever. A second program can then provide a platform to become further upskilled/reskilled for career development, after joining the outer core.

4.6 Proposed Solution by Project Apollo

“It’s not about degrees, it’s about skills.”

Google has challenged the entire education system by designing their own certification program to get jobs, without any college degrees or prior experience (<https://grow.google/about/>). The education system, barring specialized skills such as law/medicine, is not helping youth to become ready with relevant industry skills. Thus, we have an opportunity to redefine and challenge the entire education system catering to the FMCG industry by launching a program that:

1. teaches specific job position related skills to high school graduates for free
2. identifies the right candidates on a merit basis, both on hard and soft skills
3. grooms them with real life experiences through apprenticeship
4. links them up with the employment for landing the job post graduating from the program
5. continues with life-long learning to further their career

4.7 General Execution Plan of Project Apollo

The general plan is to select pilot countries such as Bangladesh to test a Minimum Viable Product (MVP) and identify the specific skills gap in those countries required for the outer core. There will be a few common skills that will be relevant across, however, the audience should not find the culture or the way of conducting the program alienating to them. Thus, as much as possible, adapted or locally curated content should be created to make the program successful. A vendor needs to be selected to create these contents on a digital platform. However, the program is a blend of online and offline learning (apprenticeship, one to one connection with internal leaders). Both global and local partners from the industry and from the development sector, who have common interests, need to be aligned through the showcasing of the Minimum Viable Product (MVP). For Unilever, at least 50% of the recruitment in DFFs resources, need to come from the graduates of the Frontline academy, as this will drive the importance of the platform.

4.8 Success Criteria of Project Apollo

The following are the determined success criteria of Project Apollo – Unilever Frontliners Academy:

1. Reduction of time to hire
2. Reduction in attrition rate
3. Higher achievement of results (growth for sales, conversion for MD), vs. control group
4. Number of youths getting employed through the program
5. Sign-ups of the program

4.9 Key Deliverables during the Project

The following are the key deliverables that will be determined and formulated before, during and after the execution of the project:

1. Identify the skill gaps for the job requirements
2. Create relevant content for addressing the gap
3. Design deployment method
4. Track performance and results of the project
5. Iterate program with learning

Project Apollo Playbook

The following playbook outline was formulated having analyzed the success criteria as well as the key deliverable of Project Apollo:

Pre-Launch Activities

1. Distribution Center Vacancy Plotting
2. Announcement/Advertisement for Candidate Applications
3. CV Collection:
 - a. Offline (E.g. DFF Referral)
 - b. Online (E.g. Kormo App)
4. Preliminary screening of CVs
5. Preliminary Written Examination

6. Screening Interview
7. Prepare Logistics Support Management
8. Preparation of Budget
9. Program Location Selection

The Program

The general plan for the Day-by-Day Breakdown of the daily operations of the Unilever Frontliners Academy is given below:

Day 1 – Introductory and Classroom Session

Day 2 – Classroom Session

Day 3 – Classroom Session

Day 4 – Classroom Session, Daily Quiz and Market Visit

Day 5 – Classroom Session, Daily Quiz and Market Visit

Day 6 – Classroom Session, Daily Quiz and Market Visit

Day 7 – Classroom Session, Daily Quiz and Market Visit

Day 8 – Classroom Session, Daily Quiz and Market Visit

Day 9 – Classroom Session, Daily Quiz and Market Visit

Day 10 – Classroom Session, Daily Quiz and Market Visit

Day 11 – Final Evaluation and Warehouse Visit

Day 12 – Groupwork and Games Day

Post-Program Analysis

1. Graduation Ceremony and Conclusion of Program
2. Placements of Graduates (Based on performance evaluation and results)
 - a. Unilever Distribution Houses
 - b. External Partner Organization Distribution Houses
3. Monthly Evaluation of Graduates Following Placement

4.10 Critical Observations on Project Apollo – Unilever Frontliners Academy

The observations under this chapter have all been written on the basis of the authors work experience on the first phase piloting of the Project Apollo – Unilever Frontliners Academy conducted at the Malibagh Distribution Center of Unilever Bangladesh Limited in Dhaka, Bangladesh.

Vacancy Plotting

At the beginning of the pre-program planning process of the project, the first task that was conducted was to find out the vacancy in terms of the number of positions of sales officers required to be filled in the various distribution centers of Unilever Bangladesh Limited in and around Dhaka. As the first phase of this pilot was to ensure the efficacy of the initiative, a relatively small region in the name of Dhaka was used as the region of piloting for the project. The plotting of vacancies was conducted in coordination with all the senior territory manager or territory managers of each of the distribution centers in the region. Having plotted the vacancies available around the region, the next process of the pre-program stage was started by announcing and advertising the project in traditional media.

Advertising the Project

Traditional media of advertisement such as newspaper, notices as well as physically forms of advertisement such as posters, billboard ads and banners were primarily used to advertise the project in conjunction with individual surveys and call-for-CV initiatives by each of the distribution centers in the region. This advertisement effort was able to amass a decent amount of responses from interested candidates for the position of sales officers in distribution centers.

Collection of CVs

After the successful completion of the advertising and announcing efforts, a large number of CVs of capable candidates were collected from all the distribution centers in the region and hoarded at the location of the first phase piloting of Project Apollo, the Malibagh Distribution Center. This served as the base of the next stages of the project and the rest of the first phase was conducted in this center.

4.11 Preliminary Examination and Screening Interviews

With the completion of the collection of CVs primarily, a large number of candidates were eliminated beforehand due to their incompatibility with the nature of personnel required for the job. Having completed this process, the next step to be conducted was to conduct a written preliminary examination of the candidates to further reduce the number of applicants to a more manageable number. The candidates who passed the written examination were then called in for interviews by the senior territory manager of the territory at the Malibagh Distribution Center, which served as the base of operations of Project Apollo. After the interviews of all the selected applicants, finally a mere 41 candidates were selected to be the first batch of the Unilever Frontliners Academy of this first phase of piloting of Project Apollo. A database of all the information of the 41 selected candidates is provided in the appendix section of the report.

4. 12 Implementation and Completion of Project Apollo – Unilever Frontliners Academy (Phase – I)

Unilever Frontliners Academy started its journey with the first batch of 41 candidates with an induction ceremony on day 0 having launched the 20-day program of training these 41 candidates to be capable member of the outer core of Unilever as part of the distributor's field force. The 20-day program consisted of daily theoretical classes as well as market visit with accompaniment of mentors from the experience DFFs of the Malibagh Distribution Center. The candidates were also quizzed every single day on the previous day's learning at the begin of the day's session on each of the days of the program. The candidates were provided a training

manual which outlined the activities of each of the 20 days of the program. The training manual has been provided in the appendix section of this report.

The program was conducted on the basis of the following outline of activities:

Day	Topics	Descriptions
1	Sales Basics, Sales Objectives, Sales Organogram, Distribution House visit, Safety Policy, TM/Distributor/DFE roles & responsibilities	Briefing on Unilever Basics, Sales Objective, Sales Organogram, and Distribution House Visit. Briefing on safety policy; Reinforcing TM/Distributor/DFE roles & responsibilities.
2	Grocer & Cosmetics market/Shopper Activation as a shopper, Product Knowledge	Visiting Grocer & Cosmetics market/Shopper Activation as a shopper. Briefing on Product Knowledge and Shopper Activation.
3	Sales Officer Accompaniment [Grocers]	Sales Officer accompaniment [Grocers] and share the key learning. Briefing on Intelligent Quantum, DFE KPIs, Feet on Street Compliance & Monitoring.
4	Sales Officer (SO) Accompaniment [Cosmetics]	Sales Officer accompaniment [Cosmetics] and share the key learning. Briefing on Perfect Store, Quantity Purchase Scheme, Quantity Purchase Display Scheme, DOSTI etc.
5	Junior Sales Officer (JSO) Accompaniment	Junior Sales Officer accompaniment and share the key learning.

- Briefing on trade return policy.
- 6 **Role Playing Sales Officer** Play the role of an SO [Grocers]: Use Tab to take order.
Briefing on Trade Scheme Management.
 - 7 **Role Playing JSO in the same market** Play the role of JSO in the same market.
Briefing on IQ and Innovation Management.
 - 8 **Role Playing SO** Play the role of an SO [Cosmetics]: Use Tab to take order.
Reinforcing 'Channel Understanding'; Briefing on Out of Home, Drug Store and Modern Trade operation.
 - 9 **Role Playing JSO in the same market** Play the role of JSO in the same market.
 - 10 **Role Playing SO** Play the role of an SO [WS]: Use Tab to take order.
Briefing on Distributor's Finance and Incentive Modality.
 - 11 **Pallydut Market Visit** Pallydut market visit; finding opportunity and share key learnings.
 - 12 **Visit market with Contract Merchandiser (CM) [Grocer]** Visit market with CM [Grocer]: Do merchandising for category shelves for 8-10 outlets and take pictures on phone.
Briefing on different types of POSM and their

execution in the marketplace.

- 13 Visit market with CM [Cosmetics]** Visit market with CM [Cosmetics]: Do merchandising in 8-10 PS outlets and take pictures on phone. Briefing on Perfect Store Audit Guidelines.
- 14 Field Sales Executive (FSE) Accompaniment** FSE Accompaniment: Do Perfect Store audit as per checklist for at least 10 outlets. Briefing on Sales Fundamentals.
- 15 Role Playing: FSE** Play the role of an FSE: 2 poor performing S/SO accompaniment.
One to one counselling with poor performing S/SO.
- 16 Senior Territory Manager (STM) Accompaniment** STM will accompany the trainee in market to coach on market visit objectives, market trend, customer needs, distribution drive, and trader's math.
Briefing on HR Policy of Distribution House & DFF Incentive Modality. Reinforcing route to market (RTM) strategies.
- 17 Warehouse Keeper (WK) Accompaniment** Warehouse Keeper accompaniment; learn basics of warehouse management and role of warehouse keeper.
Briefing on Warehouse management standard operating procedure (SOP) and Last Mile

Quality Management.

- 18 Role Playing: WK** Play the role of warehouse keeper for the day. Briefing on SKU identification to the Warehouse assistants.
- 19 Territory Manager (TM) Sales Reports Preparation: Accompaniment** Damage/Shortage/Expired Claims, DFF Target Split, CM Permanent Journey Plan. Report Analysis: Brand, Category, Channel, Route, Section, SKU
- 20 Induction Debriefing** Preparation for Induction Debriefing with Mentor/Area Manager /Regional Manager. Reinforcing Sales Objective, Role of a Territory Manager and Job Description.

Chapter 5

Analysis of

Duties

Analysis of Duties in the Internship Site

5.1 Assessment of Project Apollo – Unilever Frontliners Academy

5.1.1 Candidate Survey

A survey was conducted by the author after the completion of one week of the training program to assess the overall consensus of the effectiveness and usefulness of the program thus far according to the participating candidates. The survey was conducted in the form of a 5-point Likert scale questionnaire on 7 different aspects of the training program. The survey questionnaire has been provided in the appendix section of this report.

The results of the responses of the 41 students shown as a percentage of the responses given to each of the topic of the survey are shown below:

Topic	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
Content	0.26	0.43	0.14	0.12	0.05
Class Environment	0.19	0.36	0.14	0.24	0.07
Teaching	0.48	0.24	0.07	0.17	0.05
Practical Usability of Content	0.43	0.29	0.10	0.14	0.05
Effectiveness of Market Visit	0.24	0.48	0.09	0.17	0.02
Effectiveness of Mathematical	0.29	0.43	0.11	0.15	0.02

Training

Training Manual 0.19 0.33 0.14 0.24 0.10

The general consensus among the candidates regarding the program was positive but the in terms of “Class Environment” and “Training Manual” mild dissatisfaction was noticed in the survey. This could be due to the fact that the classes were taken in a room that was generally quite warm to stay in for a long period of time at a length given the fact that the morning class sessions held averaged around 2 to 3 hours of time. In terms of the training manual, the students showed mild dissatisfaction because they expected the training manual to be more like a textbook of sorts containing all the content to be taught in the class beforehand but this was deliberately not done to ensure class participation of the candidates.

5.1.2 Performance Evaluation of Candidates

In the first phase of piloting of Unilever Frontliners Academy done at the Malibagh Distribution Center, a daily quiz was taken every morning before the start of the class session from the 4th day of training onward with a final comprehensive examination taken on the last day of the training program.

The table of results of the examinations taken by each of the 41 candidates throughout the training program is shown below:

S	FIRST	LAST	Exa	Exa	Exa	Exa	Exa	Exa	Exa	Final
L	NAME	NAME	m 1	m 2	m 3	m 4	m 5	m 6	m 7	Exa
			(10)	(10)	(10)	(10)	(10)	(10)	(10)	m
										(50)
1	Md.Sazzad	Hossain	3	7	8	6	6	7	10	40

2	Seema	Akter	4	7	8	8	6	6	10	45
3	Harun	Rashid	4.5	8	7	6	4	5	6	41
4	Sohail	Rana	3	10	8	8	10	5	4	44
5	Eti	Bokthear	3	5	7	4	6	8	8	39
6	Najmus	Sakib	1	8	10	10	8	8	6	45
7	Abdul Karim	Ovi	3	7	10	8	8	8	8	43
8	Ajijur	Haque	4	7	10	4	6	7	4	31
9	Benzadid Hossain	Mozumder	0	7	8	9	6	5	4	39
10	Rajia Sultana	Akhi	8	8	5		0	4	7	30
11	Tanvir	Alam	6	8	8	8	10	5	6	23
12	Nazma	Haque	4	5	7	6	4	6	7	33
13	Joy	Ray	3	10	10	8	8	10	6	41
14	Arif	Mostafa	0.5	8	8	4	6	7	8	39
15	Rafiqul	Noyan	8	5	5	2	6	5	2	30

Islam

16	Md.Riaz	Hossain	4	10	9	8	10	8	8	45
17	SM.Muktadir	Rahman	4	7	10	8	4	5	4	24
18	Md.Alif	Haider	5	8	10	6	4	8	2	41
19	Mohammad Shakil	Al Khan	5	8	8	8	4	8	2	42
20	Mehedi	Hasan	5	8	10	10	10	10	8	47
21	Shahadat	Hussain	9	8	10	6	8	10	6	42
22	Md.Arif Hossan	Shuvo	3	7	5	4	7	5	6	42
23	Md.Ratul	Hossain	3	3	10	6	2	6	10	38
24	Md. Sohag	Mia	6.5	10	5	6	7	5	6	32
25	Shatlana	Rothi	1.5	8	10	6	8	7	7	43
26	Md Omar	Faruk	7	7	10	10	10	7	10	45
27	Ashiquzzaman		5	7	10	6	5	8	8	23
28	Asadul	Sujon	3	6	8	6	5	4	4	22

29	Md. Nayem Hossain	Noyan	8	8	10	6	8	8	8	40
30	Nabijit	Saha	1.5	8	8	10	10	10	4	49
31	Jahidul	Islam	1	7	8	8	6	0	6	21
32	Yousuf	Ali	4	6	7	4	6	6	10	31
33	Md.	Nurezzaman	2	5	3	2	4	6	8	38
34	Shariful	Hasan	4	8	10	8	10	10	6	43
35	Abu	Tareq	2	7	4	2	6	3	6	27
36	MD.	Jamil	5	4	10	4	10	8	4	36
37	MD.	Shakil	3	6	8	6	5	4	4	32
38	MD.	Mahamudul	5	5	3	4	3	4	3	19
39	Saif	Abdullah	5	5	6	3	6	7	6	43
40	Ashfaqur	Rahman	5	3	7	2	8	8	4	20
41	Abdur	Rana	3	4	3	6	4	8	8	30

The passing of the candidates from the training program was determined on the basis of results of the final comprehensive examination besides other extraneous factors. The total mark of the final comprehensive examination was 50 and the passing mark was 25.

The table above shows that among the 41 candidates, 34 candidates passed the final comprehensive examination thus graduating the training program and became eligible for placement in any of the Unilever Distribution Centers in the region. On the other hand, 7 candidates failed to pass the final comprehensive examination becoming ineligible for placement.

Hence, the rate of passing of the candidates from the first batch of the Unilever Frontliners Academy of Project Apollo is $\frac{34}{41} \times 100\% = 82.93\%$.

5.2 Job Placement Rate of Candidates After Graduation

The final stage of the Unilever Frontliners Academy and indeed the whole project was to ensure a high rate of job placement of the graduates in appropriate distribution centers in the region. A table showing the status of the placement of the graduates of the first batch of the Unilever Frontliners Academy of Project Apollo is given below:

SL	FIRST NAME	LAST NAME	Applied for Post	Status
1	Md.Sazzad	Hossain	SO	PASSED AND PLACEMENT COMPLETED
2	Seema	Akter	SO	PASSED BUT PLACEMENT NOT COMPLETED
3	Harun	Rashid	SO	PASSED AND PLACEMENT COMPLETED

4	Sohail	Rana	SO	PASSED BUT PLACEMENT NOT COMPLETED
5	Eti	Bokthear	SO	PASSED AND PLACEMENT COMPLETED
6	Najmus	Sakib	SO	PASSED BUT PLACEMENT NOT COMPLETED
7	Abdul Karim	Ovi	SO	PASSED BUT PLACEMENT NOT COMPLETED
8	Ajjur	Haque	SO	PASSED BUT PLACEMENT NOT COMPLETED
9	Benzadid Hossain	Mozumder	SO	PASSED AND PLACEMENT COMPLETED
10	Rajia Sultana	Akhi	SO	PASSED AND PLACEMENT COMPLETED
11	Tanvir	Alam	SO	FAILED; NEEDS TO RETAKE COURSE
12	Nazma	Haque	SO	PASSED AND PLACEMENT COMPLETED
13	Joy	Ray	SO	PASSED AND PLACEMENT COMPLETED

14	Arif	Mostafa	SO	PASSED AND PLACEMENT COMPLETED
15	Rafiqul Islam	Noyan	SO	PASSED AND PLACEMENT COMPLETED
16	Md.Riaz	Hossain	SO	PASSED AND PLACEMENT COMPLETED
17	SM.Muktadir	Rahman	SO	FAILED; NEEDS TO RETAKE COURSE
18	Md.Alif	Haider	SO	PASSED AND PLACEMENT COMPLETED
19	Mohammad Shakil	Al Khan	SO	PASSED BUT PLACEMENT NOT COMPLETED
20	Mehedi	Hasan	SO	PASSED BUT PLACEMENT NOT COMPLETED
21	Shahadat	Hussain	SO	PASSED BUT PLACEMENT NOT COMPLETED
22	Md.Arif Hossan	Shuvo	SO	PASSED AND PLACEMENT COMPLETED
23	Md.Ratul	Hossain	SO	PASSED BUT PLACEMENT NOT COMPLETED

24	Md. Sohag	Mia	SO	PASSED AND PLACEMENT COMPLETED
25	Shatlana	Rothi	SO	PASSED AND PLACEMENT COMPLETED
26	Md Omar	Faruk	SO	PASSED AND PLACEMENT COMPLETED
27	Ashiquzzaman		SO	FAILED; NEEDS TO RETAKE COURSE
28	Asadul	Sujon	SO	FAILED; NEEDS TO RETAKE COURSE
29	Md. Hossain	Nayem Noyan	SO	PASSED AND PLACEMENT COMPLETED
30	Nabijit	Saha	SO	PASSED AND PLACEMENT COMPLETED
31	Jahidul	Islam	SO	FAILED; NEEDS TO RETAKE COURSE
32	Yousuf	Ali	SO	PASSED AND PLACEMENT COMPLETED
33	Md.	Nurezzaman	SO	PASSED AND PLACEMENT COMPLETED

34	Shariful	Hasan	SO	PASSED AND PLACEMENT COMPLETED
35	Abu	Tareq	SO	PASSED BUT PLACEMENT NOT COMPLETED
36	MD.	Jamil	SO	PASSED AND PLACEMENT COMPLETED
37	MD.	Shakil	SO	PASSED AND PLACEMENT COMPLETED
38	MD.	Mahamudul	SO	FAILED; NEEDS TO RETAKE COURSE
39	Saif	Abdullah	SO	PASSED AND PLACEMENT COMPLETED
40	Ashfaqur	Rahman	SO	FAILED; NEEDS TO RETAKE COURSE
41	Abdur	Rana	SO	PASSED BUT PLACEMENT NOT COMPLETED

From the above table, it can be extracted that among the 41 candidates, 7 candidates failed to pass the training program thus becoming ineligible for job placement but among the remaining 34 candidates, 23 candidates were able to be placed in a Unilever Distribution Center in the region as a sales officer and 11 remained unplaced. This bring the rate of placement of the

graduates of the first batch of the Unilever Frontliners Academy of Project Apollo to $\frac{23}{34} \times$
100% = 67.65%.

Chapter 6

Recommendations

& Conclusion

6.1 Recommendations

6.1.1 Reduction of the 20-Day Program to a 12-Day Program

Based on the experiences and learning extracted from conducting the training for the first batch of the Unilever Frontliners Academy, one of the major aspects that needed to be change for the next iteration was the length of the program. The program duration of 20 days seemed to be too unnecessarily long and a 12-day program with job placement with the goal of providing on-the-field training following the end of the 12th day; finally ending with a graduation ceremony after 7 days of the placement period would be the best approach for the program. Moreover, a “group work day” should be included at the final day of the training period that is the 12th day to help build teamwork and coordination among the candidates. In terms of the market visit accompaniment segment of the training program, the first 3 days should not include market visit and only focus on intensive and longer theoretical class sessions to better accommodate the candidates into the fold of the program, then only from the 4th day onward should the market visits start. The recommended outline of activities and plan for the program is given below:

Day	Topics	Market Visit (Accompaniment)
Day 01	Briefing on Safety Policy; Briefing on Unilever Basics, Sales Objective, Sales Organogram (DH Manpower Understanding) Distribution House Visit, Reinforcing TM / Distributor / DFF (Manager Ops, FSE, S/SO, JSO, Deliveryman and Driver) roles & responsibilities.	No
Day 02	Product Knowledge, Brand and Category Understanding	No
Day 03	Channel Understanding, KPI Understanding (Strike Rate,	No

LPC, ECO, TTS and RRR) and Distribution Drive

Day 04	Effective Selling Techniques	Yes
Day 05	Understanding of PS, QPS, QPDS and DOSTI	Yes
Day 06	TopGun, IQ, B2B	Yes
Day 07	Merchandising	Yes
Day 08	Negotiation Skills	Yes
Day 09	Interpersonal Skills and Objection Handling Skills	Yes
Day 10	Understanding of JSO Activities and JSO Accompaniment	Yes
Day 11	Final Evaluation & Warehouse Visit	No
Day 12	Day Long Session: Group Work (Q&A session, Focus Group Discussions, Games based on teamwork, Presentation on learning)	No
Day 13	Evaluation, Graduation and Ending Session	

6.1.2 Increased Focus on Mathematics to Increase Passing Rate

One of the key observations by the author of this report during the first phase of Project Apollo – Unilever Frontliners Academy was that the candidates exhibited significant weakness towards grasping basic mathematics and mental arithmetic concepts. This ultimately caused the failure of a lot of candidates in the final comprehensive examination. Moreover, during the middle of the training program, a lot of candidates showed extreme apathy towards practicing or studying mathematics required for their day to day job. This issue needs to be addressed early on in the training program during the first 3 days of the program when there is only going to be longer theoretical class sessions without any market visit accompaniments afterwards. These initial 3 days should be used to the fullest to teach the mathematical concepts that will be required by the candidates during their jobs every single day. In this way, the mathematical parts of the training will be taught and the problems that go along with it will be addressed and solved early on ensuring better passing rate of candidates throughout the program hence increasing the current passing rate of 82.93% well past the 90% mark, making the future iterations of the program a resounding success.

6.1.3 Better Vacancy Plotting in Pre-Program Stage to Increase Job Placement Rate

The job placement rate of the candidates at the end of the training program was 67.65%, which is alarmingly low. The main goal of Project Apollo – Unilever Frontliners Academy is to ensure job placement of all the candidates who successfully complete the training program. The job placement rate of 67.65% is not adequate to consider that goal achieved. The rate of job placement needs to be pushed to at least 90% to consider the program successful. In order to do so, the first process of the pre-program stage will have to be conducted more diligently with written commitment from respective distribution centers in the selected region for employing the graduation of the program immediately upon completion of training. This method of rigorous vacancy plotting in conjunction with agreements with respective distribution centers will ensure that almost all if not all the graduates of the future batches of the Unilever Frontliners Academy of Project Apollo get placed into their job in appropriate distribution centers in the region in a reasonable amount of time. In this way, the job placement rate of 67.65% will be increased to 90% or more in future iterations of the program deeming it a resounding success.

6.2 Conclusion

Unilever Bangladesh Limited is one of the largest companies operating in the FMCG industry of Bangladesh. It has a robust strategic structure as well as holistic strategies enabling it to compete in one of the fastest evolving industries in the entire world and one of the largest consumer product industries in Bangladesh. Its strategies at the functional, business, corporate and global levels are expertly formulated, making it a juggernaut in the industry. The experience of working in this organization during the stint of internship has given the author a better perspective on how these strategies get carried down to the field level and implemented in conjunction with the holistic strategies being formulated by the leaders of the company. This has broadened the horizon of the author on the practical aspects of organization strategy in the context of one of the largest multinational companies in the country.

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