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An analyses of Sales Strategies of ACI Limited – An Internship Perspective

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Business Administration degree.

Date of Submission: 25th July, 2025



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An Internship Report

on

Sales Strategies: ACI Group, Bangladesh

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Date of Submission: 25th July, 2025

Letter of Transmittal

Date: 20th July, 2025

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Subject: Submission of Internship Report

Dear Sir,

With due respect, I am thankful to submit my internship report on "Sales Strategy in Action: ACI Group, Bangladesh", which I have prepared during my attachment in the company as a partial requirement for my MBA program

The experience has greatly boosted my expertise and insights on the corporate sales strategy and practical operations. Working with the company and sales team allowed me to learn the huge differences between academic concepts and practical implementations of the framework and executions in real-life scenarios. It was a fascinating experience working on this topic.

I sincerely hope this report meets your expectations and serves as an insightful study material. I would be honored to clarify any further queries or provide more information if required.

Sincerely Yours,



MD Mahmud Hasan

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Declaration

I, MD Mahmud Hasan, declare this internship paper authentic and my original work. I ensure that all the ideas, methods, and experiences presented in the paper are my own. I have respectfully abided by all ethical standards while working as an Intern at ‘ACI Group, Bangladesh’ and therefore, composed this project paper. All the guidelines and instructions have been strictly maintained and received approval from both the university library office and my academic supervisor. I understand the consequences of academic deception and ensure that this paper does not contain any form of plagiarism, AI material, or texts from any online sources or written matter. Additionally, this document has not been submitted to any other university, institution, or platform.



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Letter of Acceptance

I hereby confirm that MD Mahmud Hasan, student ID: 241-14-047, of the Department of Business Administration, Daffodil International University, Ashulia, Dhaka, has completed the project paper titled "Sales Strategy in Action: ACI Group, Bangladesh", under my supervision. I attest to the authenticity of all information presented in the project paper. This work is free from plagiarism or academic misconduct and has not been submitted to any other educational institution or organization. I extend my best wishes for his successful future endeavors.



Dr. Mohammad Shibli Shahriar
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Acknowledgement

I want to start by expressing my sincere gratitude to Allah for his unwavering love and kindness. Then, I would like to express my appreciation to my supervisor, Dr. Mohammad Shibli Shahriar, for his invaluable advice and sincere assistance were critical in shaping this internship experience. His continuous support and guidance helped me compose the project paper. In addition, I appreciate Md Liton Ahmed, Sales Manager of ACI Group, for allowing me to finish my internship at the company, which enhanced my education and helped me advance professionally. I also owe a debt of gratitude to Rubel Ahmed, Zonal Sales Manager, for his guidance and fraternal support, which were extremely beneficial in navigating and improving my experience throughout the internship. In the end, I am incredibly grateful to my family and friends for having faith and support in me.

Executive Summary

This report is based on my four-month internship experience at ACI Group, which began on March 5, 2025, and concluded on July 25, 2025. During this time, I worked closely with the sales team, observed operations, and got practical experience with planning, reporting, and team collaboration. I also learned about data tools and softwares necessary to sustain work protocols. The primary goal of this report is to show how ACI develops, manages, and improves their sales strategy.

ACI is one of the largest and diversified companies in Bangladesh. From consumer products, pharmaceuticals, agriculture, to retail (Shwapno), the company operates in many sectors. What I found most impressive is the diverse distribution system of ACI. Every product, market, and type of customer has their methods of distribution. Rather than just push products, they understand people, psychology, regional needs, and then plan accordingly. Another intriguing fact is how they get their products everywhere. ACI uses a very advanced distribution system that includes layers of dealers, stock points, delivery vans, and its retail chain, Shwapno. It is impressive how they reach over 100,000 retail points, including remote villages. Also, their delivery system handles everything from regular items to cold-storage items.

Another interesting aspect was their efficiency in utilizing data. Their field staff and managers use digital tools and dashboards to track everything that relates to sales, orders, performance, and even feedback. It's all very active and responsive. This allows them to do their work accurately and expeditiously. It also helps them forecast demands and avoid wastage. If sales are low in one area, they shift products to another.

It is also very fascinating how important training and teamwork are. Every person, including interns like me, gets proper training. Teams are organized based on product type. Every few months, they review their sales plans, fix what's not working, and improvise with the feedback gained from the field data. ACI also prioritizes brand promotion through TV ads, social media, and store campaigns.

In the end, this internship taught me a significant side of business on how a big company runs things smoothly and adapts to challenges. Also, how it values customers according to their needs. It helped me connect what I have learned in class to what happens in the field. I saw how sales strategy is a full system that includes people, tools, feedback, and constant learning. I am proud to have been part of this compelling system.

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Chapter 1: Introduction

1.1 Introduction

With the evolving business environment and rapid advancement in consumer behavior, sales strategy has become one of the most vital tools for sustaining and growing a company. In the contemporary market of Bangladesh, companies must not only maintain quality and consistency but also focus on building effective strategies to increase revenue, customer satisfaction, and brand value. ACI Group, one of the most prominent conglomerates in Bangladesh, has developed a unique and diversified sales approach that caters to the local and international market with remarkable efficiency.

This report is filled with the core analysis of ACI Group's sales strategy. The primary focus of the report is on the field operations of ACI Group, their supply chain management, promotional activity and lastly, customer-relationship management. The exciting opportunity of working in such a large organization helped me get many insights of corporate operations, product distributions and how they keep adjusting with the tentative market demands.

Through this journey, I observed how a principled sales team can enhance the goals of an organization by strategic planning and advanced decision-making. It all works together in customer relations. During my internship, I worked closely with sales representatives, supervisors, distributors, and strategic planning advisors who shared their insights in this report. Together they work on the sales principles and strategies, and have formed one of the leading companies that rapidly contributes to the success of the future of this country.

Internships are generally the first experience in the corporate world. This experience at ACI specifically has been invaluable in bridging my theoretical knowledge with practical understanding. In a time when business is extremely competitive and constantly influenced by digitization, organizations like ACI are continuously transforming their strategies to sustain and adapt to gain maximum efficiency. The report deliberately exposes the principles and strategies of one of the leading companies that leads the success and the future of Bangladesh.

An internship is often considered the foundational step toward building a career in the professional world. With the growth of digital technologies and the exponential expansion of data sources, ranging from social media and sensor networks to administrative records and customer databases, the scope and complexity of business strategy, particularly in the sales domain, have escalated progressively. All companies in this era must analyze market trends, consumer behavior, and distribution patterns more effectively than ever before to remain strong in a competitive market demand.

1.2 Objectives of the Study

- To understand how ACI builds and runs its sales strategies.
- To see how they use data for planning and forecasting.
- To learn how they manage such a big sales team across the country.
- To explore how they grow in both city and rural markets.
- To find what makes their sales system so organized and effective.

1.3 Methodology of the Study

- I observed daily work inside the sales department.
- I joined meetings and saw how plans were made.
- I talked to team members about their roles.
- I worked on real tasks like report writing, management, data entry, etc.
- I followed ACI's tools, apps, and systems to understand how they work in real time.

1.4 Limitations of the study

- The internship lasted for five months, which wasn't enough to observe long-term changes or seasonal sales trends.
- Some internal data, like detailed pricing strategies, was restricted, which limited a deeper analysis.
- Most of my observations are based on some selected regions that I had the opportunity to work on so I could fully explore the ACI's fully functioning operations in different zones of Bangladesh, specially the remote ones.
- Some employees and distributors were too busy to give detailed interviews
- A few members of the company may have shared more positive views than the lacking or the areas to improve for company loyalty, which could affect the neutral observation.
- Not all updated documents or research papers were available publicly.

1.5 Nature of the Study

This report is mainly based on primary data that I gathered during my internship at ACI Group. Most of the information came from my direct observation, interviews, conversations, and experience working with the sales team. I did not just sit and read documents as I was present in the field, joined meetings, listened to how plans were made, and talked openly with employees to understand how things worked.

Primary Data: To collect primary data, I interviewed sales executives, managers, and marketing officers from both the Consumer Brands and Pharmaceuticals divisions. I have also interviewed different distributors from different regions. Together, their practical insights and experiences helped me understand core activities like delivery, supply chain, inventory management, trade offers, and things that are rarely mentioned in official reports.

Secondary Data: Apart from that, I studied some other sources such as internal available reports, previous publications, web reports, and information from ACI's official website, to support the information I found primarily.

In short, this report is built on real conversations, live experiences, and honest observations. It reflects what I saw and learned during my time in the organization. Apart from the theory, it also granted the actual practice behind ACI's sales strategy.

Chapter-2:

Background and Significance

In the FMCG Hygiene group, where I was primarily involved, ACI focuses on strategic planning to penetrate markets, manage product distribution, evaluate sales targets, analyze customer behavior, and implement efficient retail strategies. My internship exposed me to many of these real-time operations within ACI's sales departments.

2.1 Strategic Importance of Sales in ACI

- Reach diverse market segments through tiered channel strategies—from urban supermarkets to remote rural outlets.
- Leverage data and certifications (like ISO) to build consumer confidence and competitive advantage. (Shiblu, 2013)
- Drive innovation and localization, as seen in ACI Seed's entrepreneurial model and ACI Motors' diversified product portfolio. (Agribusiness, 2016)
- ACI reported a consolidated revenue of BDT 115 billion in FY 2022–23, growing nearly 20% YoY majorly driven by its Pharma and Consumer Brand segments

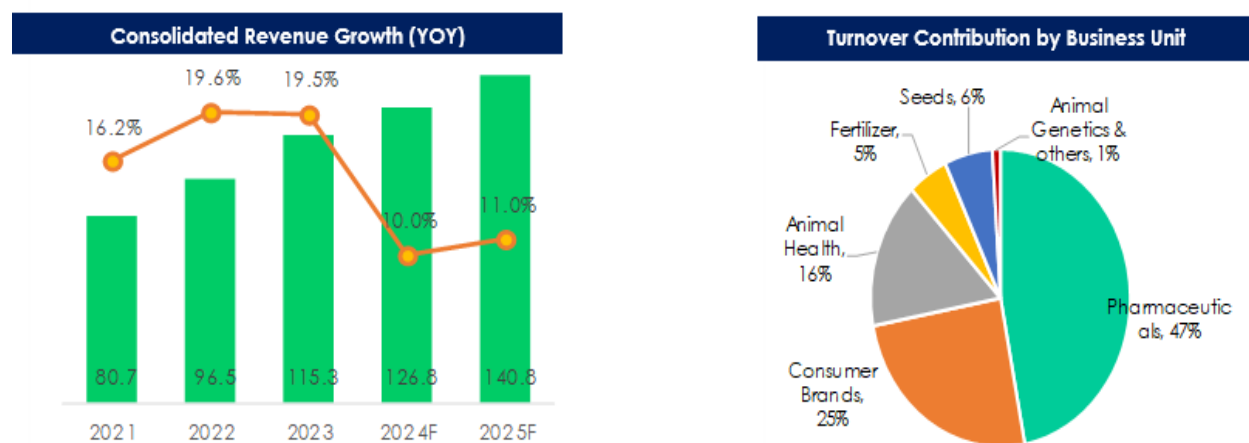


Figure 1: Revenue Growth of ACI Group (Capital, 2024)

2.2 Significance of the Internship

During this internship, I experienced how ACI:

- Uses digital tools and market data for forecasting demand and sales planning.
- Implements multi-channel field force management, from pharmaceuticals to agricultural inputs.
- Leverages certifications and quality assurance.
- Uses digital tools as a critical communication medium in sales.
- Promotes local entrepreneurship to expand reach in remote or underserved markets.

This section explains why analyzing ACI's sales strategy is essential, as it offers trends and insights into how diversified companies have leveraged structured sales systems. They use data-driven decisions and local adaptation to optimize market trends and drive sustainable growth.

During my internship at ACI, it was greatly impressed by how this conglomerate company plans and manages its sales. I have noticed how the effective usage of various tools and software helps marketing managers gain insights to forecast demand. The whole team is very coordinated and organized, which is very necessary to sustain a successful business. They vastly rely on quality assurance that helps them build a healthy relationship with the consumer. Another very effective strategy was how ACI supports local entrepreneurs to grow their business, which also helps them to reach more places and expand their marketing areas. The whole spectrum of coordinated departments of the group helped me to understand how a company grows its sales using planning, the usage of data, and strong local connections to grow vigorously.

Chapter-3:

Company Profile



3.1 Overview of ACI Group

Advanced Chemical Industries (ACI) Ltd., established in 1973 by the British multinational Imperial Chemical Industries (ICI), has grown into one of Bangladesh's largest and most diversified conglomerates.

Headquartered in Tejgaon, Dhaka, ACI operates through four major business units: Pharmaceuticals, Consumer Brands, Agribusinesses, and Retail (Shwapno). (ACI Group PLC, n.d.), (Zahan, 2019)

3.2 Diversified Business Units & Sales Reach

- **Pharmaceuticals:** ACI Healthcare markets over 387 products and was the first in Bangladesh to secure ISO 9001 and ISO 14001 certifications—building trust and credibility in both urban and rural markets through 18 regional depots. (Shiblu, 2013)
- **Consumer Brands:** Ranges from staples like salt, flour, rice, tea, and edible oils to personal care, electronics, and paint—distributed through a structured network across the country.
- **Agribusiness:** Comprises crop care, seeds, fertilizer, farm mechanization, and livestock/fisheries. It emphasizes field force training and entrepreneurial sales channels—e.g., a partnership in Sylhet and Moulavibazar empowered 50 local sales agents. (Agribusiness, 2016)
- **Retail (Shwapno):** Launched in 2008, Shwapno is now the largest supermarket chain in Bangladesh, operating 300+ outlets (58 districts), integrating IoT-driven inventory and personalized marketing. (ACI Group PLC, n.d.)

3.3 Specialties

- They reach almost 100,000 retail points throughout Bangladesh, allowing them to effectively access urban and rural customers.
- They have products that are considered everyday products, such as antiseptic products, personal care products, household products, agro tools, and animal care.

- ACI relies on both real-time sales data as well as CRM systems to forecast demand and make necessary changes based on current market behavior.
- Sales reps are spread out across districts where they are tracked through digital dashboards and mobile tools to allow for all reporting to be kept consistent.
- The company makes training available for its sales force to stay abreast of new techniques, changes in customer behavior, or competitive shifts.

3.4 SWOT Analysis of ACI Group



Figure 2: SWOT Analysis of the Facility

Chapter-4:

ACI Sales Strategy Framework

4.1 Market Understanding & Segmentation

- ACI does not push products without analyzing the market first. They take care that they understand who their targeted consumer is and what that specific consumer needs.
- ACI breaks its entire market into two zones- urban and rural. In urban areas, their strategies will have to reflect hygiene, lifestyle, such as Savlon, air fresheners, and personal care products, while in rural areas, it is about fertilizers, seeds, crop protection, and veterinary products to ensure that they find a balance in catering to what each area requires.
- Next, ACI sorts the market by age, income level, and daily habits. For example, if learning about someone who is a farmer in Dinajpur, they would want to complete a transaction for fertilizers, while a young mother in Dhaka would want baby care or food safety items. Only by performing this research and analysis can ACI become more meaningful in its campaigns.
- They also categorize customers by types of business-like pharmacy, supermarket, said agro shop, or a local general store. This will allow ACI to provide tailored deals, pricing, and product support relevant to each category of business.
- They will look at how often someone buys, which brand the consumer prefers, or a season that impacts a buy. For instance, they notice that mosquito repellent sales spike in the monsoon season, so ACI ramps up advertising during that season.

4.2 Product & Pricing Strategy

- ACI offers over 2000 products from Savlon antiseptic to ACI pure salt and agro tools, meeting a wide range of different customer needs. (Alamgir, n.d.)
- They keep their quality with very competitive pricing, making their products accessible in various market sectors. (EduCarnival, n.d.)
- Their strategic pricing and affordable items like salt and flour ensure availability in the market.
- Even their premium products carry affordable prices, balancing volume and value.

ACI's huge product lineup covers every item from day-to-day life. From household items to agro items, they sell most of the things at very reasonable prices. With more than 2000 products, they ensure everyone's need is met with a careful touch of comfort. Whether it's Savlon antiseptic, ACI Pure Salt, flour, spices, mosquito spray, or agro supplies like fertilizers and pesticides, their range covers city and village dwellers. Their availability gives them a strong presence in the market demand.

What makes ACI stand out is that they are not just selling products, they are selling trust and quality. Some of their products are certified halal, and many agro products follow global standards like Global GAP. That gives them an edge over other local brands. At the same time, they don't set prices too high. They try to keep things affordable so that both city customers and rural buyers can access their products easily.

ACI also pricing plan is very smart. For basic needs like salt, flour, and soap, they keep prices low. These products go to the mass market and help them build their reach very strongly. But when it comes to more premium items, like advanced agrochemicals or personal care products, the pricing is based on quality. That way, they're not only making profit, they're also offering value to different income groups.

On average, ACI's production cost takes up about 40 to 45% of each product's selling price. Which means almost half of the budget goes into raw materials, packaging, and manufacturing. After adding marketing, distribution, salaries, and taxes, only around 5% of the total revenue turns into net profit. Compared to other companies in Bangladesh, such as garments, tech, or pharmaceuticals, ACI's profit margin is not exceedingly high because most of ACI's products are essential daily items like salt, soap, and hygiene goods, which need to stay affordable for day-to-day use. They don't charge huge as luxury brands. While it helps ACI reach more households across the country but it also means that the profit for each product stays low. They focus more on the quantity than on high profit while maintaining a subtle quality. It keeps them steady. The profit is continuous, but not extremely profitable.

By keeping their prices fair and their quality well, ACI makes sure people choose their brand not just once, but again and again. It's a balance that is one of the key reasons why they stay ahead in such a competitive market.

4.3 Route-to-Market & Distribution

Layered Distribution: ACI has built a smart and strong system to get its products across the country. Instead of selling directly factory to stores, they approach it in different ways. They have layers of distributors. Various distributors, stock points, and dealers work together in this process. Additionally, their fleet of 80+ vehicles carries goods to different towns and local stores. Because of this setup, ACI products reach more than 100,000 retail points all over Bangladesh, including big cities, small towns, and even remote areas. (EduCarnival, n.d.)

Rural Coverage: Most of the companies solely focus on city dwellers for high profit margin, but rural coverage is one of the sole concerns for ACI. ACI doesn't ignore the villages. They make sure important products like medicine, crop tools, and hygiene items get delivered to places that are very hard to reach. This is very crucial for the types of product that needs cold storage, like vaccines or chemical fertilizers. The strong and efficient logistical support provided by ACI's strategic team helps ensure that the supply chain management runs smoothly,

Retail Point - Shwapno: Another big part of their distribution is Shwapno, ACI's retail chain. It primarily acts as a bridge between farmers and customers. With over 450 stores across the country, Shwapno makes sure fresh produce and daily items reach people directly from the roots. It also helps ACI to have more control over product pricing and promotion. "Around half the supermarkets in the country are now Shwapno stores, holding a 51% market share. On top of that, their franchise model brings in a solid 2–3% net profit from every sale, which adds nicely to ACI's total earnings (Babu, 2024)."

4.4 Sales Force & Field Management

ACI has a large and well-structured sales team, and they don't handle everything the same way. They split their field force into separate teams based on the type of product they're selling. For example, the pharma team focuses only on medicines and hospitals, the consumer team handles everyday items like salt, soap, and handwash, and the agribusiness team deals with fertilizers, seeds, and agro tools. The form of team distribution helps each grow and perform more efficiently in the field. Additionally, it also helps them know about customer behavior and needs.

To manage such a huge manpower, the managers and representatives use digital apps and dashboards to track everything (e.g., SELENE CRM, Fosholi App, AgroBD24 Apps, Shwapno CRM System). These tools help them to keep a record of the daily progress and sales target. These uses of digital tracking system help the field operators to guide and support in the field more easily.

Another strong point is their training system. Every recruit goes through 3 to 12 months of training, depending on their department. Even interns like me were given proper orientation. Regular sessions and strategy meetings help the team to come up with new methods and tactics to deal in field operations more efficiently. The freshers have regular sessions for customer handling techniques and product knowledge. The management board's sole aim is to keep the entire sales team sharp and confident on the ground.

4.5 Sales Planning & Forecasting

Data plays the main role in the entire ACI's sales system. The data on the dashboard and software are updated by the managers and sales representatives every day. All this real-time data helps the management committee learn the sales track growth and their locations. With the help of an excellent GSI team, they can successfully mark areas to forecast demand and plan. For example, if Savlon handwash sales increase in Dhaka, they push more stock into that area. If demand drops in a certain region, they reduce delivery there and shift to another market. These activity helps them avoid overstocking or running out of certain products that are in demand in that certain area. ACI also sets category-wise targets, meaning different sales goals for different product types.

The pharma division has a hospital/pharmacy level target, while the consumer division will have a target in terms of supermarket/grocery shop/tea stall. Agribusiness, by contrast, specializes in seasonal sales such as seeds or fertilizers before planting season. This type of planning allows their strategy to be more targeted and less wasteful. Another critical piece is trade offers and pricing tools. ACI offers discounts, free packs, or combo offers to increase its sales. But they're not handed out randomly. They crunch historical performance, location data, and customer buying habits, and then determine where to offer what. They may offer a 'buy 2 get 1 free' for handwash in urban areas or special seasonal packs in the villages for agro products. The trade offers are planned in a way that helps both the company and the dealers to benefit. Additionally, it also helps the customers feel happy and helps ACI to reach its sales target without having excessive profit.

4.6 Brand Promotion

ACI markets its brand well in a smart and targeted way. They rely on integrated promotion, which is when ads get pushed out on TV, in newspapers, on billboards, and through social media all at once, and they carry the same message. Their message about hygiene, safety, and trust remains the core pillar of their foundation in whether it's a TV commercial or Facebook banner. They have leverage certifications like ISO, Halal, and Global GAP, which not only mark their brand value but also help them gain confidence in the brand among people. People see those marks, and they think it is quality and dependable, and that's a big part of the branding. ACI even puts up its signs inside its stores in the retail chain Shwapno.

To ensure face-to-face contact with customers, they set up seasonal product displays and food safety awareness booths. Such activities are termed as retail activations and help their brand seem more personal. Moreover, they attract new customers and incentivize repeat business using sales promotions like combo offers, discounts, free samples, and loyalty cards. Very simply, all of these actions help ACI not just be known as a seller, but a trusted brand instead.

4.7 Monitoring & Feedback

Using the data from digital dashboards and the software field reps use in all sales channels, managers can easily see what's happening and make rapid decisions to get everything back on track.

Performance reviews concentrate on smaller regions or territories each month and are held by sales managers. The managers study how each and every sales representative is performing and whether the managers should take any necessary precautions. Sometimes they make decisions to move the representatives to different regions to fit with the customer's needs. These frequent updates and decision-making help the sales and keep the performance on track.

For ACI, feedback from both distributors and retailers is extremely important. This information encompasses problems or customer needs that the company extracts from the special software and reports from the field. This feedback is rapidly shared with the appropriate teams to address issues quickly. The constant feedback helps ACI to keep their supply chain smooth and efficient.

With these, ACI stays organized and resolved to all the hardships or problems they face daily. The smooth problem-solving methods eventually help the company reach its sales targets and goals.

4.8 Continuous Improvement

- Every three months, ACI checks how sales are going and how well their promotions are working.
- If some products aren't selling fast, they change prices in the area.
- About twice a year, they update how things are done to match market changes.
- They add new tools like CRM software to help manage customers better.
- They also move the sales representatives and staff in different territories to make sure everything runs smoothly.

4.9 Performance Snapshot

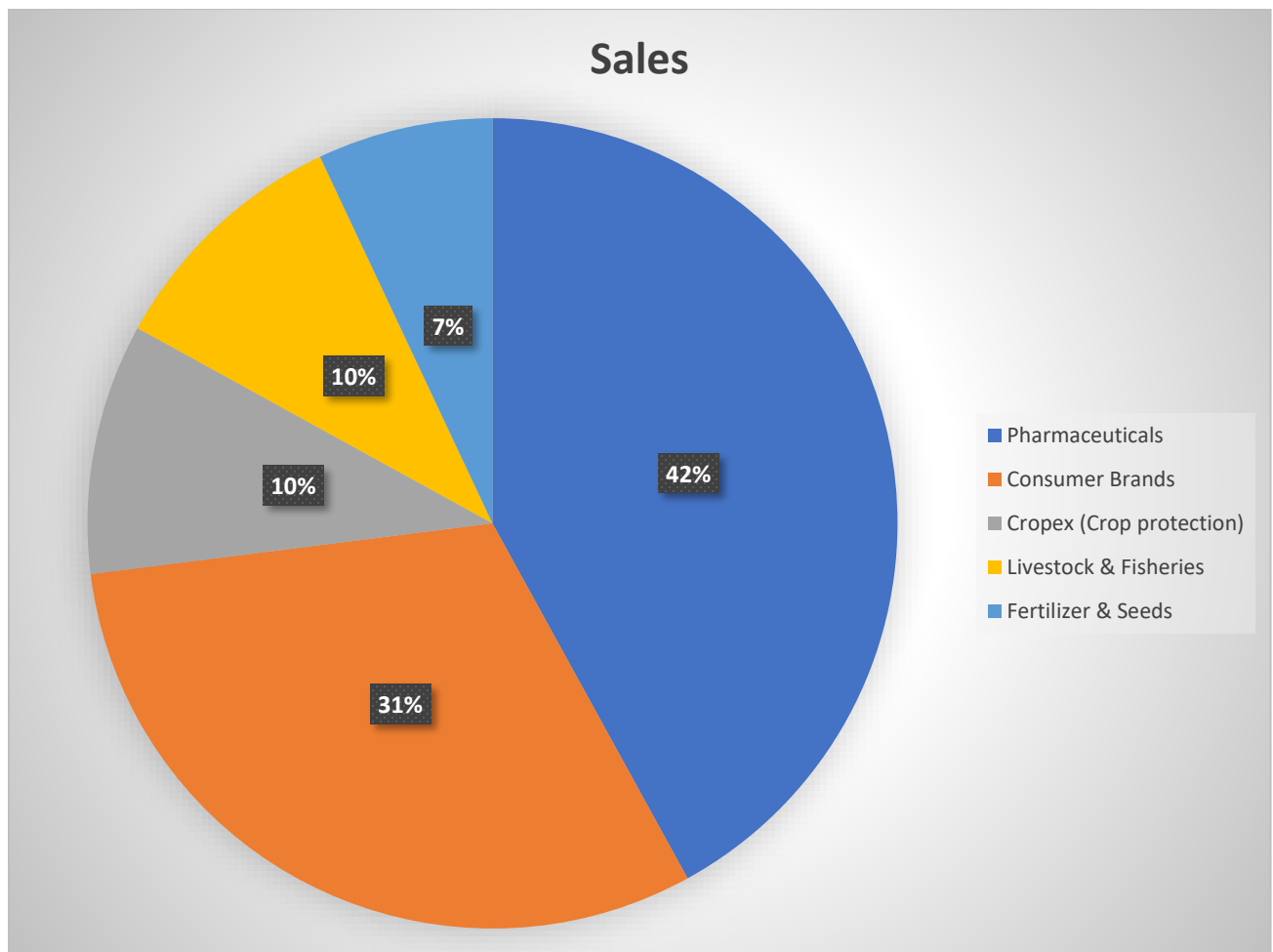


Figure 3: Pie Chart of ACI's revenue (Ani, 2015-2016)

ACI Healthcare Ltd has a significant revenue growth of 68.1% over the previous year, and its 5-year CAGR shows 1.9%.

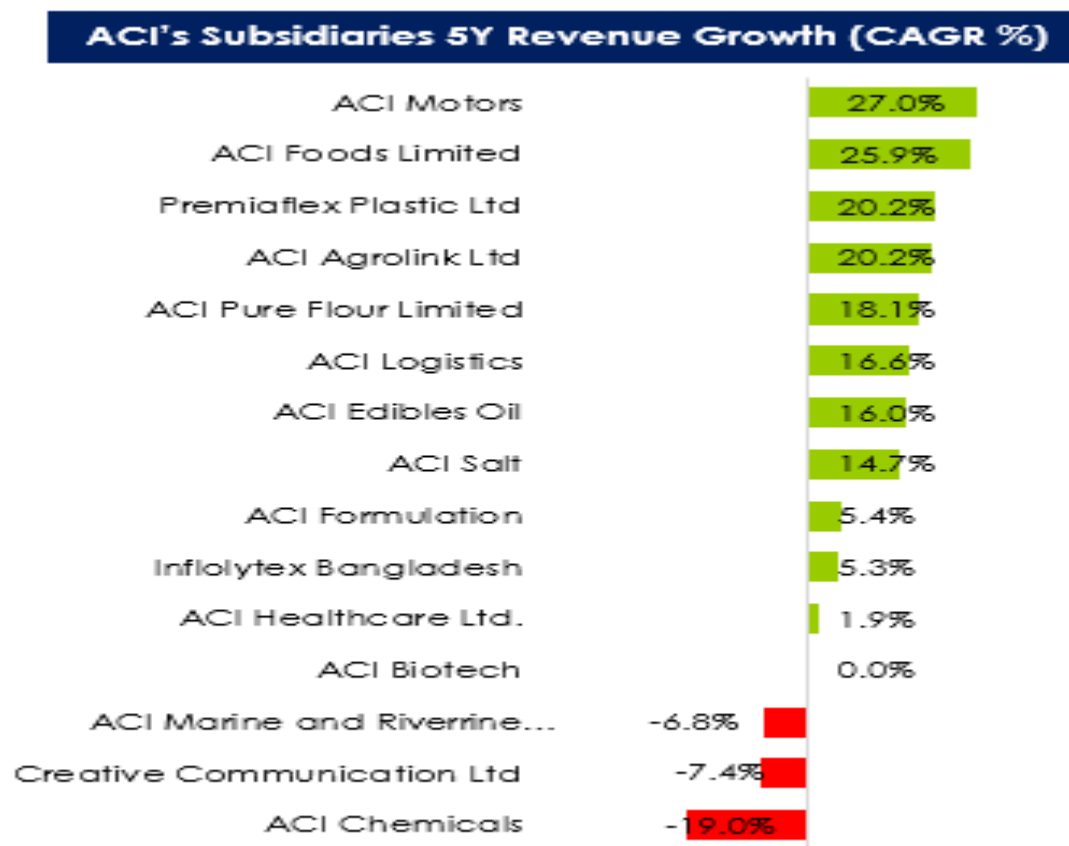


Figure 4: ACI's Subsidiaries 5Y Revenue Growth (CAGR%) (Capital, 2024)

4.10 Summary of ACI Sales Strategy

- ACI plans smartly using local info and customer types.
- They offer different products and prices to reach more people.
- Their strong delivery system makes sure products are always available.
- They track sales with digital tools to stay updated.
- The sales team gets regular training to stay sharp.
- Field feedback helps them solve issues quickly.
- Their Quality certificates for products help build trust with everyone.
- They review and improve their plans all the time.
- They change offers and pricing based on the area to boost sales.

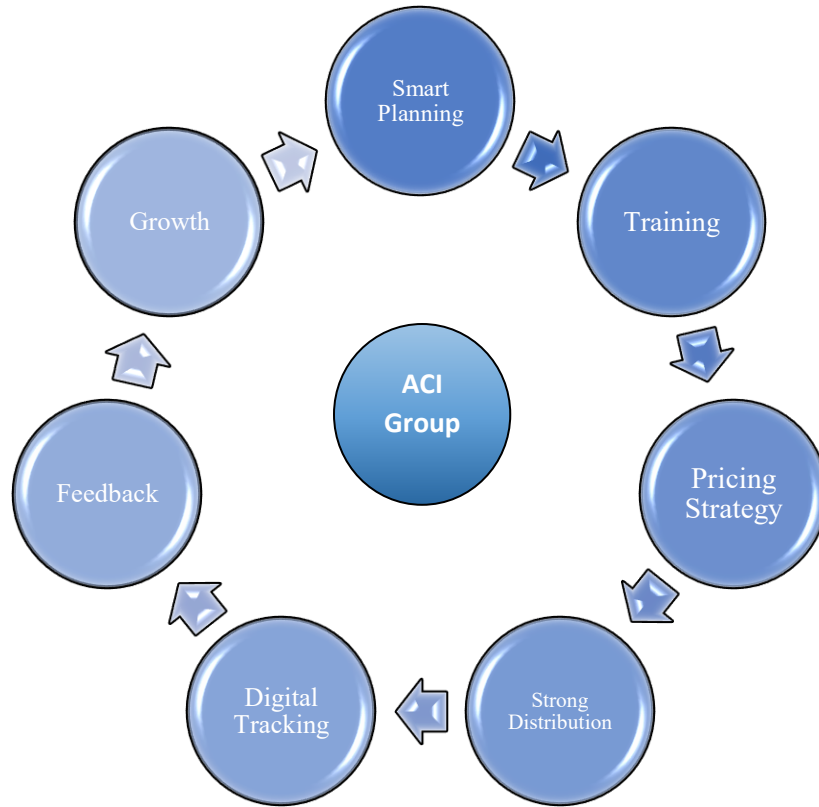


Figure 5: Sales in Action: ACI's Flow

The process begins with smart planning, where goals are set and customer needs are understood, and an efficient strategy is made. This is followed by training to ensure the team is very well prepared and confident about their right approaches. After making a strong and well-prepared team, a very thoughtful pricing strategy is introduced to the team. After which, strong distribution ensures the product's availability. Digital tracking keeps the decision forecasting smoother and helps to keep the data for future endeavors. Lastly, with the right steps made with feedback, a stair of strong foundation is built to grow the company even further.

Chapter-5:

Problems, Recommendations, and Conclusion

5.1 Problems Identified

- Timely updating of sales data was an issue for some sales reps, which affected real-time sales tracking.
- Field teams prioritized some easily sellable items, neglecting some other slower-moving, important products.
- Some employee in the remote locations are often less trained and less prioritized than their city counterparts, resulting in poor decision-making in those areas.
- Often, some regions went out of stock for some crucial products due to poor forecasting and delivery issues.
- Field staff and retailers provided feedback regularly; however, some issues that were highlighted were not acted upon promptly.
- Retailers, particularly in rural areas, did not know about ongoing sales, leading to unfulfilled sales potential.
- In some places, ACI depended on a small number of distributors, which at times, made the supply chain susceptible to underperformance.
- Overall system efficiency was impacted when a few of the older, higher-level field representatives struggled to use CRM and other digital system tools.

5.2 Recommendations

- Mandate daily updates in the CRM apps with sync-ups from team leads.
- Address all segments with balanced attention through a well-defined incentivization strategy.
- Conduct quarterly training sessions for rural teams using mobile training units or from regional training hubs.
- Employ GPS systems and buffer stock systems for chronically stock-out prone areas.
- Allocate regional quick response teams for the 48-hour post-feedback field response.
- Mid-level sales supervisors were sometimes overloaded with target monitoring and distributor problem-solving to the detriment of team-building functions.
- Often, sales, logistics, and marketing were not synchronized to provide or plan, according to offered timelines, which stalled or confused launches or offers.
- Field sales teams stated that new trading terms or pricing strategies were implemented with insufficient prior notice to properly prepare retailers.
- Sales targets were often concentrated in a few strong zones, like Dhaka and Chattogram, while underperforming areas received insufficient support to level up.
- As compared to larger urban outlets, small rural retailers should be provided with greater servicing levels (product display materials, promotional materials, and sales visits) as they lack the equivalent.

5.3 Conclusion

My internship experience at ACI was more than just trying to understand how a multinational deals with its product lines. I was amazed by how every last detail had a connection with the totality, everything from data dashboards in Dhaka to the delivery of salt in the farthest remote corners of the country. This is the major thing that impressed me. Unlike most other companies, at ACI, the sales targets are not simply a figure to aim at; it's about a network of people - buyers, sellers, farmers, shopkeepers - interconnected through trust and consistency.

My internship with the sales division was most helpful in gaining this new perspective. The ACI group overall has a very good synergy between all its departments. Their product and service system is incredibly efficient and strategic. The people working for them has been continuously showing their passion and dedications for their work which together keeps holding the foundations and distribution system of ACI. I greatly appreciated when the managers went in depth with me about why a product performed poorly in one of the regions and exceptionally in another.

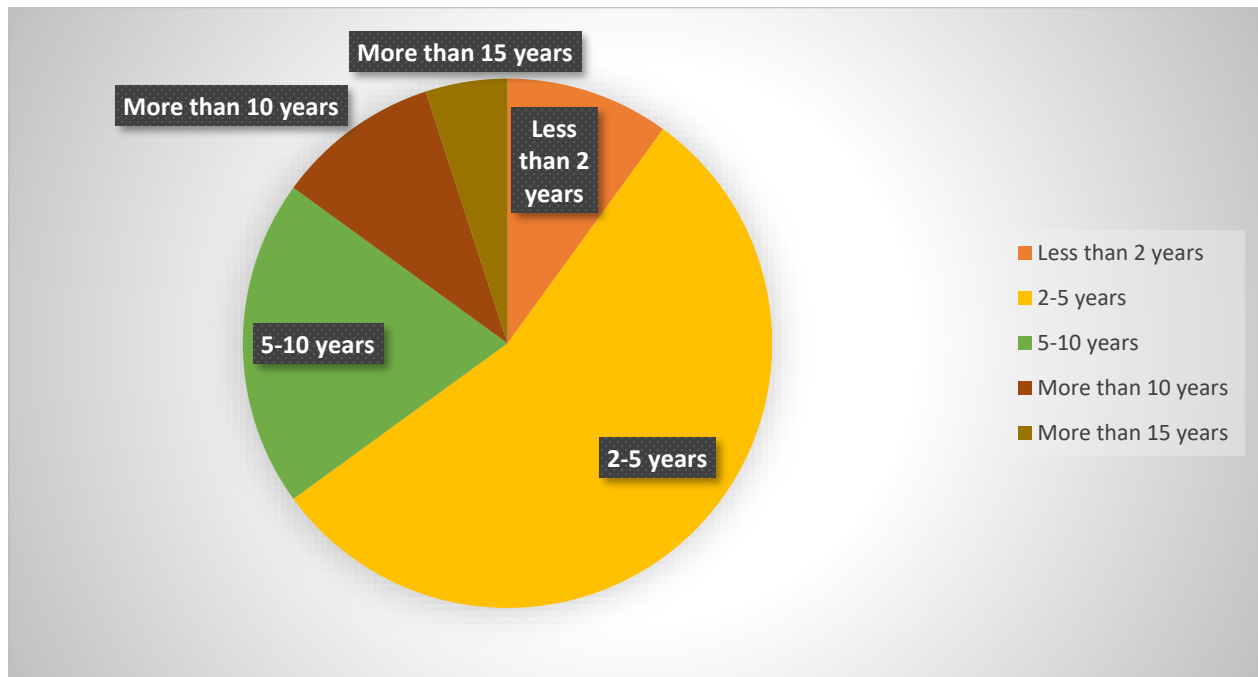
Moreover, I had the chance of learning how to listen, take notes, and make observations as well as fieldwork to a level of depth which justifies analysis. I witnessed how the application of most of the theories that are taught in class works at the ground level, and even more, how the possibility of exercising one's creativity is just a way of improving and learning through failure.

Chapter-6:

Analysis of Questionnaire

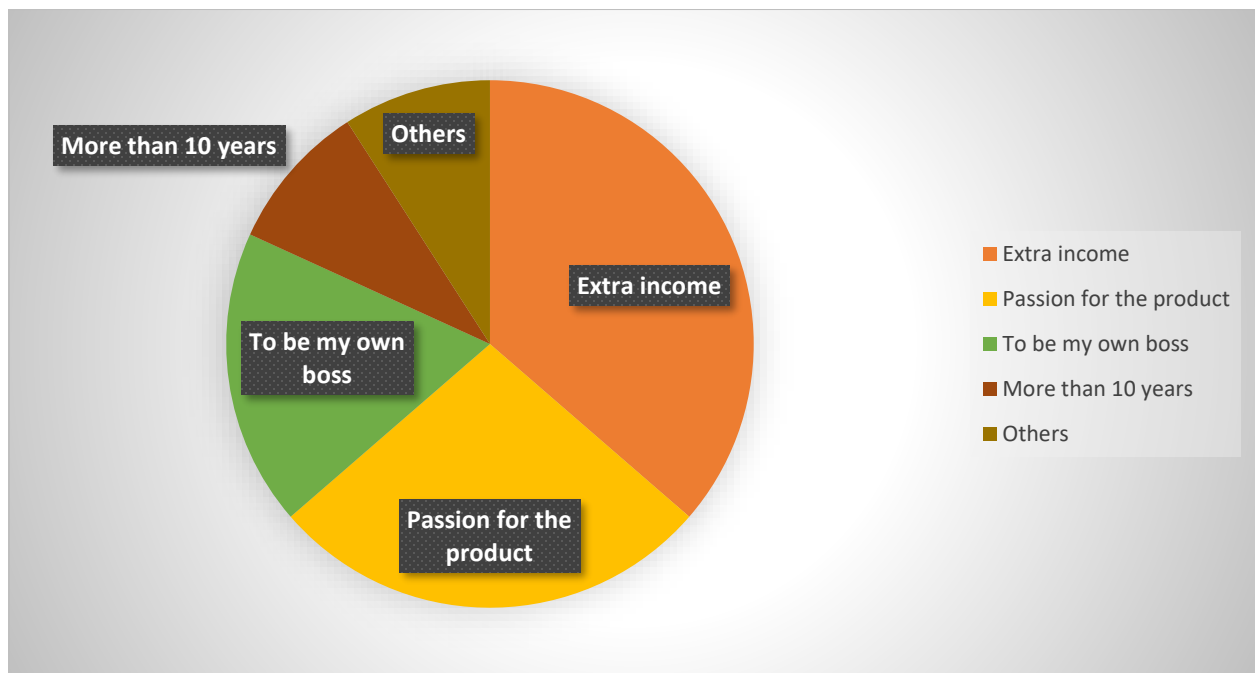
During my internship at the ACI Group, I conducted a brief survey with almost 30 different distributors, representatives, regional managers, staff, and product executives. They worked in different segments of sales and production. The aim was to reflect their motivations, challenges, insights, and opinions on 10 special questions

Question 1: How long have you been working with ACI Group?



Interpretation: Over half of the employees have been working with ACI for 2 to 5 years. This shows a strong mid-level experience pool. A considerable portion has long-term loyalty, with 15% having over 10 years of service.

Question 2: What motivates you the most in your sales job?

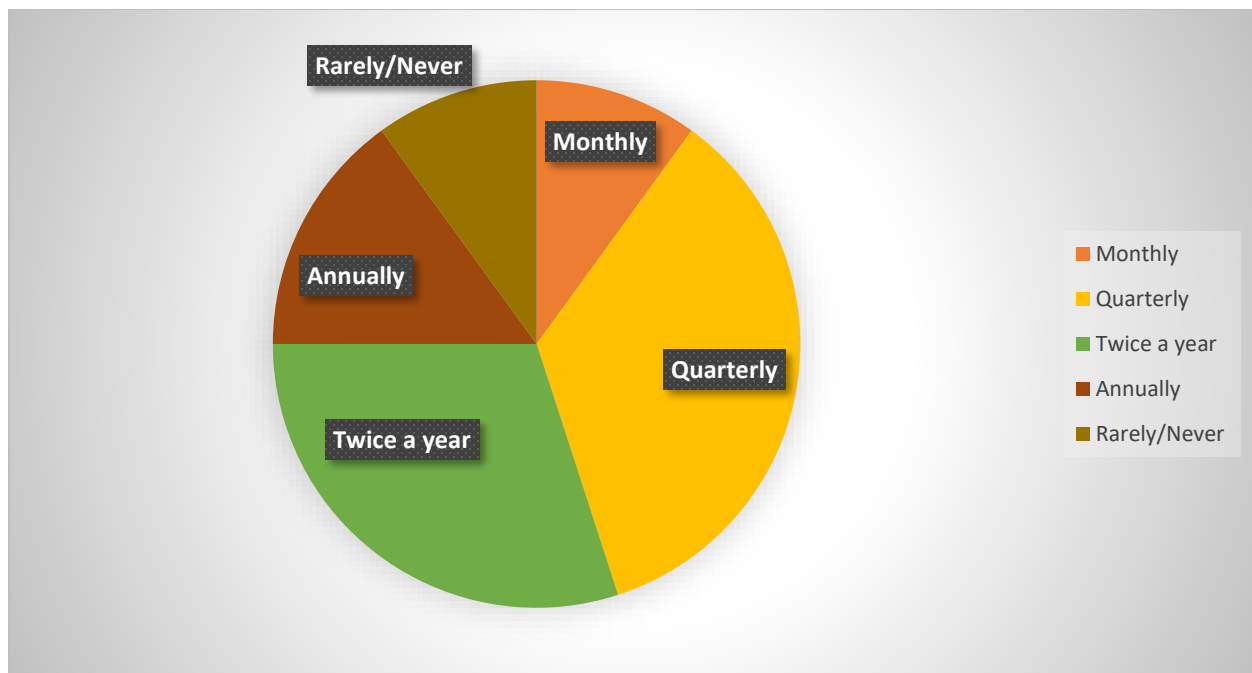


Interpretation: Most employees are driven by financial incentives, but a substantial number also find motivation in the product and independence in operations.

Question 3: How do you usually spend your working day in the field?

Answer: "My day usually starts with route planning, followed by visiting 8 to 12 retail points. I record orders on the CRM app, handle customer queries, and report issues to my supervisor. I try to finish by syncing data before 6 PM."

Question 4: How often do you receive training or development sessions?



Interpretation: ACI is fairly regular in providing professional training. Quarterly and half-yearly sessions are the most common, showing a strong learning environment.

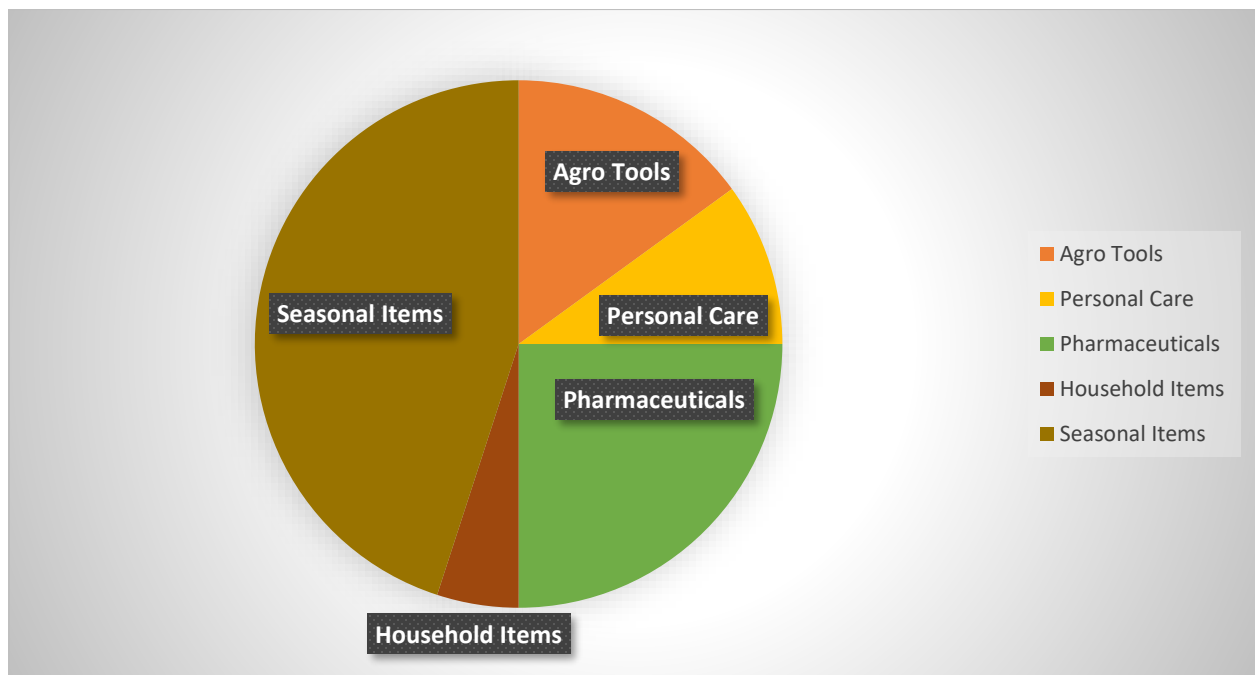
Question 5: What is the biggest challenge you face in the field?

Answer: "Some areas don't have proper logistics support or run out of stock, which affects customer trust and sales performance."

Question 6: How do you receive updates about new offers or trade promotions?

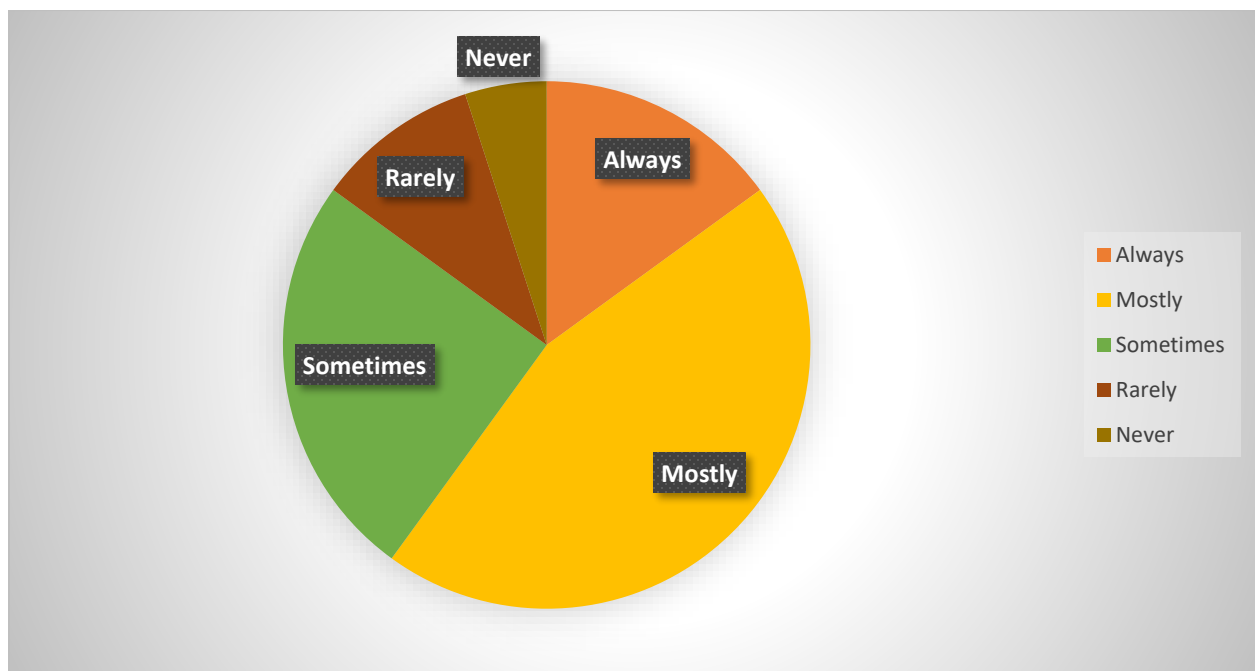
Answer: "We usually get notified via WhatsApp groups or Email, and we all use 'Todoist' where the team leader puts briefings, deadlines, campaigns, updates, and the CRM updates."

Question 7: Which product category do you find most difficult to sell?



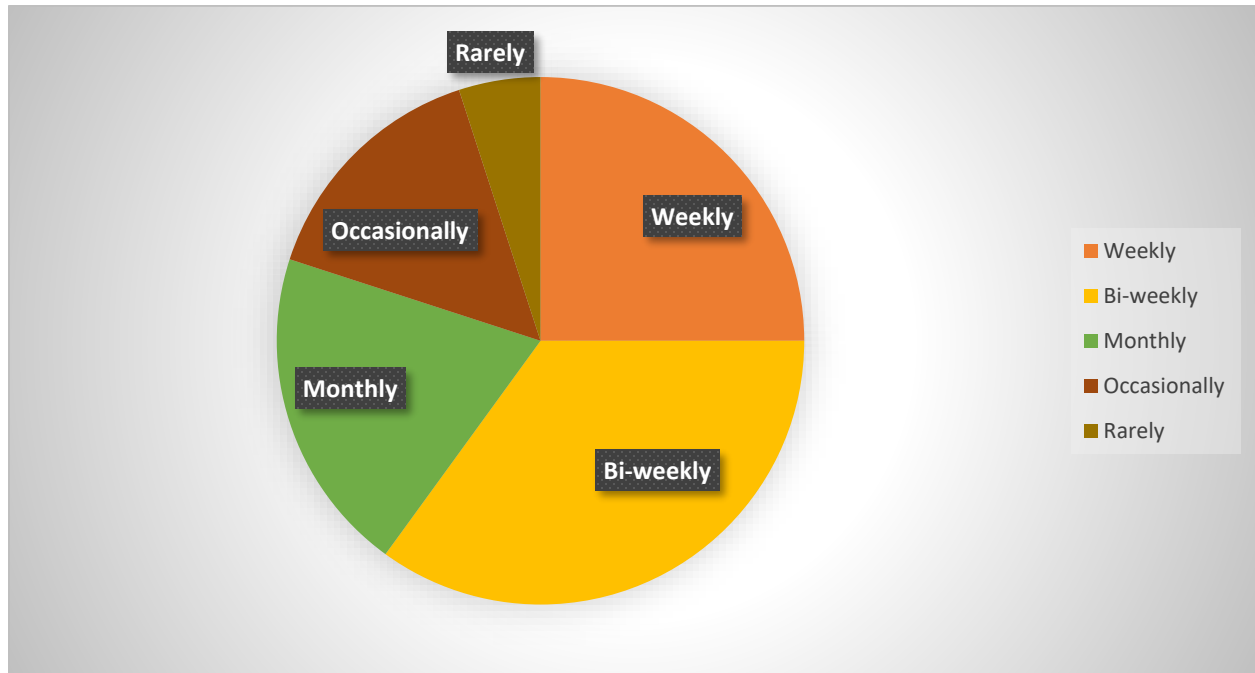
Interpretation: Seasonal products pose the greatest difficulty due to fluctuating demand, limited windows for selling, and dependency on agricultural cycles.

Question 8: Do you believe the current sales targets are achievable?



Interpretation: While the majority believes targets are achievable, a significant portion still struggles at times, indicating a scope for more balanced target-setting.

Question 9: How often do you receive feedback from supervisors?



Interpretation: ACI management actively provides performance feedback, mostly within a two-week cycle.

Question 10: In your opinion, what is ACI's strongest asset in sales?

Answer: "It's the structured distribution network. No matter how far a customer lives, we have a way to deliver. This builds trust."

Conclusion: The analysis supports that ACI Group possesses a strong, confident, and experienced workforce supported by the structured systems and digital tracking. Employees have both personal growth and physical adaptability. Eventually, their desires for personal growth also influence them to grow the business.

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Appendices

Appointment Letter of the Intern:

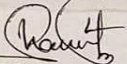
From AGM , HR	Advance Chemical Industries PLC. Dhaka	
To Mr. Mahmud Hasan S/O. Md. Yeakub Ali House No. 07, Road No. 02, Dupchanchia, P.S: Dupchanchia, Dist: Bogura.		
Your ref	Our ref ACI-HR/SR/03-2025	Date 03 March 2025

Temporary Employment

We are pleased to offer you temporary employment as **Territory Sales Officer** at , Staff ID: **C57712** in **Consumer Brands - HP Sales**, under the supervision of **Zonal Sales Manager** on the following terms and conditions:

1. The tenure of your temporary service will be from **05 March 2025** to **31 January 2026**.
2. During the contract period you will be paid Tk.30000/- (Thirty Thousand Taka Only) per month and TA/DA as per company policy.
3. The contract may be terminated by either party by giving one month notice on the other party without assigning any reason. This engagement will automatically terminate on expiry of the contract.
4. Your working hours will be determined from time to time as per requirement of the job you are assigned to.
5. During this period of contract you will not engage yourself in any other occupation.
6. You will be entitled to 14 days Sick Leave and 10 days Casual Leave during the tenure of this contract. You shall have to avail the leave before expiry of this contract.
7. You will be entitled to Tk. 15000/- in Eid-ul-Fitr and Tk. 15000/- on another festival during the tenure of this contract. This bonus is however payable on successful completion of three months period of job.

If you accept the employment with us on the terms and conditions mentioned above, please return the duplicate copy of this letter duly signed. We sincerely hope that your career with the Company will be prosperous and rewarding.


Mohammad Sharifur Rahman Majumder
Assistant General Manager, HR

I have read the above letter and confirm that I accept the engagement on the terms and conditions offered in this letter.

Signature: _____
Mahmud Hasan

CC: Zonal Sales ManagerSenior Officer, HRS; Personal File.

Figure 6: Appointment Letter by ACI Group

Photographs:



Figure 7: Intern inside the Office



Figure 8: Intern at The ACI Group HQ

Cardiff International University

References

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