



Internship Report
On
Brand Marketing Practices in the Consumer Goods Sector
at Farm Fresh, Akij Dairy Ltd.

Submitted To:

Islamic University of Technology
in partial fulfillment of the requirements for the degree of
BBA in Technology Management (BTM)

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This internship report is submitted to the Department of Business and Technology Management (BTM) at the Islamic University of Technology (IUT) as part of the course BTM 4800.

Letter of Transmittal

25 August, 2025

Dr. Mohammad Shamsu Uddin
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Department of Business and Technology Management
Islamic University of Technology (IUT)
Board Bazar, Gazipur-1704, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

I am pleased to submit my internship report titled “Brand Marketing Practices in the Consumer Goods Sector at Farm Fresh, Akij Dairy Ltd.” as a fulfilment of the requirements of the BBA in TM program at IUT. The report encompasses the insights gained during my 12-week internship tenure at Akij Dairy Ltd. (Farm Fresh), under the direct supervision of the Brand Marketing department. It focuses on the branding practices in the consumer goods sector, particularly how Farm Fresh manages and promotes its dairy brand in a competitive market.

Throughout the internship, I have strived to bridge theoretical knowledge with practical experience. This report details my internship activities, provides an overview of Akij Venture’s business (with emphasis on the Farm Fresh brand), and presents an analytical perspective on the company’s brand marketing performance and industry trends. I have also included personal learning reflections and recommendations that I believe will be valuable to both the company and future improvement of the internship program.

I sincerely thank you for your constant guidance and feedback in preparing this report. I am also grateful to Akij Dairy’s management, especially the Brand team, for their support and for providing me with a conducive learning environment. I have taken utmost care to ensure the report is comprehensive and meets the academic standards of IUT.

I hereby convey my gratitude for your time and consideration. Kindly accept this report for evaluation. I am available to clarify any queries regarding the content.

Sincerely yours,

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Declaration

I, Shihab Sharar Shiza, hereby declare that the internship report titled “Brand Marketing Practices in the Consumer Goods Sector at Farm Fresh, Akij Dairy Ltd.” is an original work completed by me as part of my BBA in TM program at the Islamic University of Technology (IUT). The internship was conducted at Akij Dairy Ltd. (Farm Fresh) over a period of 12 weeks, and this report has been prepared in partial fulfilment of the requirements for the degree of Bachelor of Business Administration in Technology Management.

I affirm that the findings and analysis in this report are based on my own observations, internship activities, and research. Information from external sources has been duly acknowledged with proper citations and listed in the reference section. This report has not been submitted to any other institution or for any other degree/diploma.

I have maintained integrity and academic honesty throughout the preparation of this report. The content herein is plagiarism-free, and any similarities with existing work are either purely coincidental or properly cited.

I understand that any violation of the university’s academic standards and plagiarism policies may result in disciplinary action.

Student’s Signature

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Supervisor’s Signature

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Acknowledgement

First and foremost, I am profoundly grateful to Almighty Allah for giving me the health, knowledge, and opportunity to complete this internship and the subsequent report.

My gratitude goes to Akij Dairy Ltd. and its parent Akij Venture Ltd. for allowing me the opportunity to intern in their esteemed organization. I am especially thankful to Md. Shahriar Reza (Brand Manager, Farm Fresh) and Abu Nasar Zahid Al Mahmud (DGM, Dairy Operations), along with the entire Brand Marketing team at Akij Dairy, for mentoring me during the 12-week internship. Their patience in teaching me practical marketing skills, willingness to involve me in ongoing projects, and openness to my questions provided a rich learning experience.

I also appreciate the insights shared by Md. Morshed Alam (Deputy Manager, Brand) and M M Mashrur Amin (Senior Manager, Brand) during our discussions. These have greatly enhanced my understanding of real-world brand management.

I extend my sincerest thanks to my academic supervisor, Dr. Mohammad Shamsu Uddin, Department of Business & Technology Management, IUT, for his invaluable guidance, encouragement, and constructive feedback throughout the internship period and during the preparation of this report. His continuous support and insightful suggestions have been instrumental in shaping the quality of this work.

Last but not least, I am grateful to my family and friends for their unwavering support and encouragement. Their confidence in me kept me motivated to overcome challenges during both the internship and the report-writing phase.

Thank you all.

Executive Summary

This internship report presents a comprehensive overview of my three-month practical experience at Akij Dairy Ltd., a subsidiary of the Akij Group, conducted within the Marketing Department focusing on the Farm Fresh brand. The purpose of this internship was to bridge academic learning with real-world applications, providing firsthand exposure to professional marketing operations in the fast-moving consumer goods (FMCG) sector, specifically within the dairy industry of Bangladesh.

The report begins with an introduction to Akij Dairy Ltd., detailing its growth trajectory from inception in the late 2000s to becoming a significant mid-tier competitor in the national dairy market. Key milestones include establishing a robust milk collection network, expanding into value-added dairy products such as UHT milk, yogurt, lassi, and ghee, and implementing marketing strategies that boosted brand recognition and sales growth in metropolitan regions. The company's vision, mission, and core values emphasize quality, community engagement, and innovation principles that strongly influence its operations and brand positioning.

Industry analysis, including SWOT, PESTEL, and Porter's Five Forces, reveals both opportunities and challenges in Bangladesh's dairy sector. Farm Fresh benefits from strong brand backing and quality products but faces limitations in market penetration compared to dominant competitors like Milk Vita, PRAN, and BRAC-Aarong. External factors such as rising health awareness, digital media expansion, and evolving consumer preferences create growth opportunities, while issues like raw milk supply constraints and competitive pricing pose challenges.

My internship responsibilities included assisting in marketing campaigns, managing social media engagements, coordinating promotional events, and contributing to product visibility strategies. These activities enhanced my skills in brand communication, consumer behaviour analysis, and campaign planning. A significant learning outcome was understanding the correlation between theoretical marketing models and their practical implementation in a corporate setting.

The final chapter outlines actionable recommendations for Farm Fresh, including expanding distribution to semi-urban areas, strengthening brand storytelling, increasing marketing investment for consumer trials, leveraging digital engagement, improving farmer support programs, and enhancing academic-industry collaboration for mutual benefit. These strategies aim to increase market share, brand loyalty, and long-term sustainability.

This internship provided a valuable platform to apply academic knowledge in a real-world business environment, deepening my professional competence and preparing me for future roles in marketing and brand management.

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List of Abbreviations

- AFBL – Akij Food & Beverage Ltd.
- ADL – Akij Dairy Ltd.
- DGM – Deputy General Manager
- AVL – Akij Venture Ltd.
- B2B/B2C – Business-to-Business / Business-to-Consumer
- FMCG – Fast-Moving Consumer Goods
- KPI – Key Performance Indicator
- OIC – Organization of Islamic Cooperation
- UHT – Ultra-High Temperature (milk processing method)
- TQM – Total Quality Management

Chapter- 1

Introduction

1.1 Background

Brand marketing plays a pivotal role in the consumer goods sector, where products often face intense competition and minimal differentiation. In such a context, effective branding creates a strong identity, influences consumer perceptions, and builds loyalty. The dairy industry in Bangladesh exemplifies this scenario. Numerous brands compete to secure consumer trust in product quality and safety. This internship report focuses on brand marketing practices within the Fast-Moving Consumer Goods (FMCG) industry of Bangladesh, through the lens of a 12-week internship at Akij Dairy Ltd., the producer of the Farm Fresh dairy products. Farm Fresh is an emerging dairy brand in Bangladesh's consumer market, operating under Akij Venture Ltd., a major conglomerate concern of the Akij Group. The choice of Farm Fresh as the focal brand is significant because it represents how a relatively new player in the dairy segment markets itself against established competitors in the country. Understanding Farm Fresh's branding approach provides insight into the strategies needed to gain a foothold in a competitive, trust-sensitive market.

1.2 Objectives

The primary objective of the internship was to gain hands-on experience in brand marketing by working closely with the Farm Fresh brand team. The specific goals were:

- a) **Practical Exposure:** To understand and participate in the branding strategies employed by Farm Fresh to position itself in the consumer market, including involvement in marketing campaigns and daily brand management activities.
- b) **Theoretical Application:** To observe how theoretical marketing concepts (learned through coursework) such as market segmentation, SWOT analysis, and consumer behavior are applied in a real business environment, and to identify gaps or differences between theory and practice.
- c) **Skill Development:** To develop practical skills in market analysis, promotional planning, consumer communication, and inter-departmental coordination within a corporate structure by contributing to ongoing projects.
- d) **Value Addition:** To contribute value to the host organization through meaningful project work (such as assisting in campaigns or research tasks) while fulfilling the academic requirements of the BTM internship program.

These objectives ensured that the internship would not only provide work experience but also reinforce academic learning and contribute to personal professional growth.

1.3 Significance

This internship and the resulting report are significant on multiple levels. For the intern, it bridges the gap between classroom learning and real-world application, offering insights into how brand marketing functions in practice. Gaining experience at a growing brand like Farm Fresh is particularly valuable, as it showcases the challenges and opportunities of building brand equity in a developing market. For the host organization (Akij Dairy Ltd.), the internship provided an extra resource who could support the brand team's projects and potentially offer fresh, academic perspectives on marketing issues. The findings and recommendations from this report may benefit the company by highlighting areas of improvement in branding efforts. Academically, this report contributes a case study on

Bangladeshi FMCG brand practices, which can serve as a reference for future students or researchers. It demonstrates how concepts in marketing management, consumer behavior, and strategic branding are being implemented in a local context. In sum, the internship holds significance as a learning experience, a practical contribution to a business, and a documented study that connects theory with practice.

1.4 Methodology

The information and analysis presented in this report were gathered through a combination of primary and secondary sources. Primary data came from on-the-job observations and direct participation in internship activities. Throughout the 12-week period, I worked under the supervision of the Farm Fresh brand marketing team, attending meetings, observing daily operations, and engaging in tasks. Insights were recorded in a weekly journal to capture key experiences and reflections. I also conducted informal interviews and discussions with company supervisors and colleagues to clarify processes and rationales behind marketing decisions. Additionally, field visits (such as a trip to the milk processing plant and accompanying sales teams to retail outlets) provided first-hand understanding of operations beyond the marketing department.

Secondary data was collected to complement and contextualize my observations. Company documents including Farm Fresh's internal brand guidelines, product brochures, and past marketing campaign reports were reviewed to understand the brand's identity and messaging. I also consulted publicly available sources for broader industry and company information. These sources included news articles, press releases, and industry reports. For example, reports from Bangladesh's dairy association and news outlets were used to gather statistics on market size and trends (such as the percentage of milk that is pasteurized and sold through formal channels). All factual statements (e.g., specific market share figures or historical dates) have been supported by citations from credible publications to maintain academic rigor. This mixed-method approach (experiential learning combined with research) ensures that the report's analysis is well-founded and reflective of current market realities.

1.5 Limitations

Despite best efforts to make this study comprehensive, several limitations must be acknowledged. Firstly, the internship duration was relatively short (12 weeks), which limits the depth of exposure to long-term brand outcomes and certain seasonal marketing activities. Some projects initiated during the internship (e.g., a long-term brand campaign) could not be observed to completion due to time constraints. Secondly, as an intern, access to confidential or sensitive data (such as detailed financial records, proprietary market research, or strategic plans) was limited. The analysis in this report relies on the information that was available and permitted for use, which may not cover all facets of the company's operations. Thirdly, this report focuses primarily on the marketing aspect of Akij Dairy Ltd.; other functional areas like finance or procurement are beyond its scope, except where they intersect with branding (for instance, supply chain issues affecting brand promise). There is also a limitation in breadth of industry perspective, the insights are largely drawn from the perspective of one company (Farm Fresh/Akij Dairy). While industry reports and comparisons are used to provide context, a fuller industry analysis could benefit from data across multiple companies, which was beyond the capacity of this internship project. Finally, given that some information was gathered through personal observations and discussions, there is a risk of

subjective bias. My own involvement and learning curve might color the interpretation of events. To mitigate this, factual data from secondary sources is used to support observations, and wherever possible, multiple viewpoints (e.g., feedback from different team members) were considered. Acknowledging these limitations is important for understanding the context and possible constraints affecting the findings and recommendations presented.

Chapter- 2

**An Overview of the
Organization**

2.1 Introduction

This chapter provides an overview of the host organization, Akij Dairy Ltd., and its brand Farm Fresh, as well as the parent conglomerate under which it operates. The aim is to familiarize the reader with the company's background, structure, and business scope. Topics covered include a brief history of Akij Group and Akij Dairy, the growth trajectory of the organization, its vision and core values, the organizational structure (organogram), the product portfolio of Farm Fresh, future business endeavors, and an analysis of the company's strengths, weaknesses, opportunities, and threats (SWOT). Establishing this organizational context is essential for interpreting the internship activities and the subsequent analytical discussions. By understanding where Akij Dairy/Farm Fresh stands in terms of its history and capabilities, we can better appreciate the rationale behind its marketing practices and identify areas where my experience fits into the bigger picture.

2.2 Brief History

Akij Group is one of Bangladesh's largest and most diversified industrial conglomerates, with a rich heritage spanning over 70 years. It was founded by the late Sheikh Akij Uddin in the 1940s, starting as a small jute trading business and gradually expanding into various sectors over the decades. Notably, one of the first major ventures was Akij Biri (hand-rolled cigarettes) in the 1950s, which became a well-known product across the country. Through the late 20th century, Akij Group diversified into industries such as tobacco, textiles, packaging, cement, ceramics, printing, and consumer products. According to company records, the group today consists of around 24–25 business concerns engaged in diverse activities. This diversification helped Akij Group become a trusted household name in Bangladesh, built on a reputation for quality products and ethical business practices.

In the 2010s, to better organize its growing consumer goods ventures, the conglomerate formed Akij Venture Ltd. (AVL) as an umbrella entity for its consumer-focused businesses. Akij Venture Ltd. serves as the holding company for major subsidiaries in food and beverage, dairy, health and hygiene, and other fast-moving consumer goods. Under the leadership of Mr. Sk. Shamim Uddin (the Chairman of AVL and part of the Akij family), AVL rapidly expanded. As of 2025, Akij Venture was celebrating its 5-year incorporation milestone, having evolved into a dynamic cluster of companies driving innovation in their respective markets. Key ventures under AVL include renowned brands like Akij Food & Beverage Ltd. (known for beverages such as Mojo and Frutika), which was established in 2006, and newer initiatives in electronics, bicycles, and more. With an employee base exceeding 10,000 and an international presence (Akij products are exported to over 40 countries), the group's consumer wing has become a significant player in domestic and export markets.

Akij Dairy Ltd. is the dairy-focused subsidiary of Akij Venture Ltd., established as part of Akij Group's strategic expansion into the agro-food sector. The company was founded in the late 2000s (around 2007) when Akij Group identified dairy as a sector with high growth potential given Bangladesh's large population and nutritional needs. Prior to Akij's entry, the Bangladeshi dairy market was dominated by a few key players and was also challenged by issues such as milk adulteration scandals and supply shortfalls. By leveraging the conglomerate's strong distribution network and its commitment to quality, Akij Dairy aimed to provide pure, hygienic milk and dairy products to consumers, thereby building trust in an industry where safety is paramount. The flagship brand Farm Fresh was created under Akij Dairy to embody this promise that consumers would get "farm-fresh" quality with every

product. Akij Dairy started with pasteurized milk processing and over time invested in modern UHT (Ultra-High Temperature) processing technology, quality testing laboratories, and cold chain logistics, building the foundations of a robust dairy operation.

2.3 Growth Trajectory

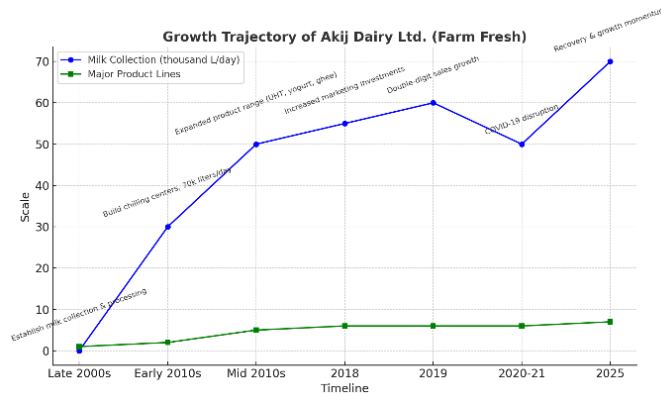


Figure 1: Growth trajectory of Akij Dairy Ltd. (Farm Fresh) from inception to 2025

The graph illustrates how Akij Dairy Ltd. evolved from its inception in the late 2000s, when it began establishing milk collection and processing facilities, to 2025, when it reached a recovery and renewed growth phase after COVID-19 disruptions. Milk collection has steadily increased from around 30,000 liters/day in the early 2010s to about 70,000 liters/day in 2025, reflecting both expanded farmer networks and improved infrastructure. Parallel to this, the product range has diversified from a single offering of pasteurized milk to seven major product lines, including UHT milk, flavored milk, yogurt, lassi, ghee, and milk powder. Key milestones, such as the launch of new products in the mid-2010s, increased marketing from 2018, and the resilience shown during the pandemic, highlight the brand’s strategic growth path.

2.4 Vision, Mission, and Core Values

Akij Group operates with a philosophy encapsulated by the motto “Quality First”. This ethos permeates down to its subsidiaries, including Akij Dairy. The vision of Akij Dairy Ltd. (and its brand Farm Fresh) is to be a leading provider of pure, nutritious, and safe dairy products in Bangladesh, contributing to the health and well-being of consumers. In line with this vision, the company’s mission emphasizes delivering “farm-fresh” goodness through modern processing technology and stringent quality control, thereby building a brand synonymous with trust and nutrition. In practical terms, this mission statement means that the company prioritizes quality at every step, from sourcing raw milk from farmers, through testing and production, to distribution and marketing messages. As stated in company communications, Farm Fresh’s mission is to deliver pure and nutritious dairy products to consumers, backed by modern processing technology and a promise of quality and trust. This mission reflects a commitment not only to product excellence but also to gaining consumer confidence in a market where adulteration incidents in the past have made consumers cautious.

The core values of the organization align with those of the larger Akij Group, which traditionally include quality, integrity, innovation, and social responsibility. Quality is a non-negotiable value evidenced by heavy investment in quality assurance (multiple lab tests of milk, hygienic packaging, and cold chain maintenance). Integrity and ethical business practices have been hallmarks of Akij Group's legacy, and Akij Dairy upholds this by ensuring honesty in product claims and transparency with consumers. For example, if Farm Fresh advertises that its milk is free from harmful adulterants, it backs this claim with lab results and even third-party quality certifications (some Farm Fresh batches were tested by independent labs like SGS to verify quality, as reported in news). Innovation is another value, as seen in the company's efforts to introduce new products (like flavored milk or fortified milk) and to use modern marketing channels (such as social media engagement). Finally, social responsibility is integral. Akij Group has various welfare initiatives and Akij Dairy contributes by working on farmer development (training farmers, providing veterinary support) to improve livelihoods and milk quality at the source. There is also an implicit value of customer focus, which in the context of Farm Fresh means educating consumers on the benefits of pasteurized milk and adapting products to meet consumer needs (e.g., offering different pack sizes and prices to cater to various income groups).

The organization's vision and mission center on being a trusted leader in quality dairy products, and its core values ensure that day-to-day operations and strategies are aligned with delivering on that promise. I, during the orientation, was made aware of these guiding principles as they form the foundation for branding and marketing decisions. For instance, promotional slogans like “ভালো দুধ মানেই ফার্মফ্রেশ” (Bangla for “Good milk means Farm Fresh”) directly echo the mission and value of quality and trust.

2.5 Organogram

Akij Dairy Ltd. has an organizational structure that reflects its role as a subsidiary within a larger conglomerate while maintaining dedicated departments for its operations. At the top of the company is the Managing Director (MD) of Akij Dairy, who oversees all functions and reports to the corporate leadership of Akij Venture Ltd. Supporting the MD are heads of key departments such as Production, Quality Control, Sales & Distribution, and Marketing. Each of these departmental heads is responsible for the performance and management of their respective domains.

In the context of the marketing department where the internship was conducted, the structure is more specifically focused on Brand Management. Farm Fresh being the sole brand of Akij Dairy, the marketing team essentially doubles as the brand management team for Farm Fresh. The Brand Manager leads this team and is in charge of all branding, advertising, and promotional activities. In the company hierarchy, the Brand Manager reports to either the Head of Marketing or directly to the company MD (since some organizations consider the Brand Manager as the marketing head if the brand portfolio is small). In Akij Dairy's case, the Brand Manager was the immediate supervisor for the intern, indicating a fairly flat structure in the marketing function. Under the Brand Manager, there are a couple of Senior Brand Executives and Brand Executives who handle day-to-day tasks such as coordinating advertising campaigns, managing social media, executing events, and liaising with sales teams. I was positioned at the bottom of this structure, working closely with a Brand Executive and reporting to the Brand Manager for assignments and guidance.

For clarity, a simplified organogram of Akij Dairy Ltd. can be described as follows: at the top is the Chairman/Board (Akij Venture) to which the Managing Director of Akij Dairy is accountable. Reporting to the MD, there are parallel positions like Head of Production, Head of Quality Control, Head of Sales & Distribution, and Marketing/Brand Manager. Under the Marketing/Brand Manager, the team includes Senior Brand Executives, Brand Executives, and supporting staff/interns. Other departments (Production, Quality, Sales) have their own internal hierarchies (for example, under Head of Production there might be Factory Manager, shift engineers, etc., which are not detailed here). The organogram thus mirrors a typical functional structure. Each department works closely with others. For instance, the Brand Manager coordinates with the Head of Sales to plan promotional campaigns in different regions, and with the Quality Control team to understand product features to highlight in marketing. This collaborative aspect was observed during the internship, such as when marketing initiatives required input from the quality lab or when sales feedback influenced branding decisions.

2.6 Products

All Akij Dairy's products are marketed under the Farm Fresh brand, which encapsulates the brand's promise of delivering fresh, quality dairy to consumers. Over the years, Farm Fresh has developed a diverse product portfolio to cater to various consumer needs:

- a) **Pasteurized Liquid Milk:** Farm Fresh pasteurized milk is one of the core products, sold in pouches. This milk is collected from farmers daily, then pasteurized (heated to eliminate harmful bacteria) and packaged in Akij's dairy plant. It has a relatively short shelf life (a few days) and requires refrigeration. Pasteurized milk targets daily household consumption and is a staple product for the brand. Farm Fresh's promise of purity is strongly tied to this product, with marketing highlighting that the milk is free from adulteration and maintains high nutrition. According to company data, Farm Fresh processes tens of thousands of liters of pasteurized milk daily to meet consumer demand.
- b) **UHT Milk (Ultra-High Temperature milk):** To serve consumers who need milk with longer shelf life (e.g., areas with less refrigeration or for occasional milk drinkers), Farm Fresh offers UHT milk in aseptic Tetra Pak cartons. UHT milk is heated to a higher temperature for a short time, which extends its shelf life to several months (until opened) without refrigeration. Farm Fresh UHT milk comes in sizes like 200ml, 500ml, and 1000ml. Marketing campaigns have occasionally promoted UHT milk with themes like "anytime, anywhere milk" for convenience. This product line allows Farm Fresh to compete with brands like PRAN and Aarong that also have UHT offerings.
- c) **Flavored Milk:** Farm Fresh introduced flavored milk in portable plastic bottles, in varieties such as chocolate, elachi, and mango milk. This was somewhat pioneering, as not all competitors had such offers at the time of launch. Flavored milks are UHT treated and targeted towards children and teenagers as a fun, nutritious drink. The flavors add variety to the dairy intake and leverage the strength of the Akij Food & Beverage distribution (these are often sold in convenience stores next to juice and soda). The brand's marketing has promoted flavored milks as healthy alternatives to sugary soft drinks.
- d) **Yogurt and Lassi:** Recognizing the growing popularity of probiotic and fermented dairy, Farm Fresh produces yogurt (in cup form) and a drinkable yogurt (lassi). The yogurts

come in plain (sweetened) and fruit flavors, and the lassi is a spiced yogurt drink popular in South Asia. These products compete in the cultured dairy segment with brands like PRAN's "Yoghurt" and Aarong's yogurt line. Farm Fresh yogurts are often marketed highlighting their live cultures and purity. For instance, promotions have been done in schools for yogurt as a healthy snack.

- e) **Ghee (Clarified Butter):** Ghee is a traditional product used in cooking and sweets in Bangladesh. Farm Fresh ghee is made from cow's milk butter and is positioned as a premium, pure ghee. It is often sold in small jars or tins. Given that ghee quality can vary widely in the market, Farm Fresh emphasizes its quality control and purity in ghee production. This product broadens the brand into the dairy fat segment alongside milk and yogurt.
- f) **Milk Powder:** To cater to the large segment of consumers and businesses that use milk powder (for convenience and because liquid milk distribution can't reach all areas), Farm Fresh also offers milk powder. Initially, Akij Dairy imported bulk milk powder and packed it under the Farm Fresh label (a common practice due to limited local drying capacity). However, there have been plans to set up a milk powder production line locally. This would help reduce reliance on imports and ensure better control of quality. A future endeavor (as hinted by company sources) is to produce full-cream milk powder from local milk, which would be a significant step in supporting local farmers and the national goal of self-sufficiency in dairy. Farm Fresh milk powder is marketed with the same trust messaging that it's safe and nutritious, suitable for tea, drinking, or confectionery use.
- g) **Other Dairy Products:** Farm Fresh has also experimented with niche products like Farm Fresh Laban (a savory buttermilk drink) and cream. Farm Fresh Laban was one of the first branded salted yogurt drinks in Bangladesh, reflecting Akij's willingness to innovate. While not a huge volume product, it served to differentiate the brand's portfolio. Seasonal or test products have included things like sweetened condensed milk and cheese, although these are not yet mass marketed.

Farm Fresh's product mix covers the major dairy categories: liquid milk (pasteurized and UHT), value-added dairy drinks (flavored milk, lassi), cultured products (yogurt), dairy fat (ghee), and dairy solids (milk powder). This comprehensive range allows the brand to increase its share of wallet of dairy consumers. It's also a competitive response to rivals. For example, if competitors offer yogurt and ghee, Farm Fresh ensures it has those as well to not lose customers. Each product introduction has typically been accompanied by marketing communications educating consumers on how to use the product and emphasizing the Farm Fresh quality advantage.

2.7 Future Endeavors

Looking ahead, Akij Dairy Ltd. has outlined several strategic initiatives to strengthen and expand its business. One key future endeavor is the expansion of its production capacity and supply network. The company recognizes that one limitation to scaling up market share is the amount of raw milk it can procure and process. Plans are in place to invest in more chilling centers in milk-producing villages, which would allow Farm Fresh to collect a greater volume of milk daily. By increasing the farmer base and providing training and support (such as cattle feed programs or veterinary services), Akij Dairy aims to boost local milk yield and

secure more high-quality milk supply. This will feed into a potential capacity increase at the processing plant. There is talk of installing additional pasteurization lines or a milk powder spray dryer soon. Establishing a milk powder production facility locally is indeed a significant prospective project; it would not only utilize surplus milk in peak seasons (spring flush) by converting it to powder, but also reduce the need to import milk powder, positioning Farm Fresh as a contributor to national dairy self-sufficiency.

On the marketing front, Farm Fresh is planning to deepen its consumer engagement and brand differentiation. A likely future initiative is a brand revamp or major campaign that tells the story of Farm Fresh more emotively. For instance, highlighting the farmers behind the milk or the journey from farm to table to strengthen the brand's emotional connection with consumers. Incorporating Corporate Social Responsibility (CSR) into branding is another endeavor: Akij Dairy has considered programs such as a "School Milk Program" (providing free milk to schoolchildren in select rural schools) which would serve the dual purpose of improving nutrition and building the brand's goodwill among communities. This could be rolled out in coming years in partnership with government or NGOs, aligning with a broader trend of companies taking on social initiatives.

The company is also keen on digital transformation in its marketing and distribution. Future includes expanding Farm Fresh's presence in e-commerce and direct-to-consumer delivery. During the internship, it was learned that Akij Dairy was developing a home delivery app or integrating with existing grocery delivery platforms to allow urban consumers to get Farm Fresh milk and yogurt delivered to their doorstep. Enhancing the digital marketing capability (through targeted social media campaigns, influencer partnerships, and maybe loyalty programs via mobile apps) is on the roadmap to keep pace with the evolving consumer behavior that increasingly leans towards online engagement.

Another area of future focus is product innovation. Farm Fresh intends to stay ahead by introducing new dairy-based products, potentially functional products like fortified milk (enriched with vitamins or calcium), or flavored yogurts tailored to local taste (e.g., mango-flavored yogurt). The R&D team, which the intern briefly interacted with, had indicated they were experimenting with developing cheese suitable for local market (like paneer) and a line of premium ice creams under the Akij Dairy umbrella. If these prototypes are successful, we might see Farm Fresh branded cheese or ice cream in the future, which would mark a significant diversification of the portfolio.

The future endeavors of Akij Dairy Ltd. revolve around scaling up (in supply and production), deepening market penetration (through distribution expansion and digital channels), strengthening brand equity (via CSR and storytelling), and broadening the product range (through innovation in new dairy products). These planned initiatives indicate a growth-oriented strategy aiming to elevate Farm Fresh from an emerging brand to a market leader in the Bangladeshi dairy industry.

2.8 SWOT Analysis

A SWOT analysis of Akij Dairy Ltd.'s Farm Fresh brand is presented to summarize the company's internal strengths and weaknesses, as well as external opportunities and threats in the market. This analysis provides a snapshot of where the brand stands and the key factors influencing its success.

Table 1: SWOT Analysis of Farm Fresh

Strengths	Weaknesses
<p>High Product Quality and Safety Standards: Rigorous multi-stage quality testing (in-house & external) ensures purity, backed by the trusted Akij name.</p>	<p>Limited Market Share & Penetration: Holds ~2% pasteurized milk market share; presence mostly in urban centers.</p>
<p>Strong Corporate Backing (Akij Group): Financial strength, nationwide distribution, and brand credibility from being part of a conglomerate.</p>	<p>Distribution & Availability Issues: Inconsistent product availability; limited chilling centers compared to competitors.</p>
<p>Effective Brand Messaging on Quality: Consistent campaigns and “farm-to-glass” narrative reinforce trust and safety.</p>	<p>Lower Brand Awareness vs. Top Competitors: Newer entrant with less recognition than legacy brands like Milk Vita, PRAN, Aarong.</p>
<p>Product & Innovation Diversity: Offers flavored milks, laban, etc., catering to multiple segments with scope for cross-brand innovations.</p>	<p>Limited Raw Milk Supply Base: Smaller farmer network (~70–75K liters/day) compared to competitors like PRAN (250K liters/day).</p>
Opportunities	Threats
<p>Growing Dairy Market & Untapped Demand: Rising health awareness and shift from loose to packaged milk offer expansion scope.</p>	<p>Intense Competition & Price Wars: Established brands and new entrants may undercut prices and secure exclusive deals.</p>
<p>Changing Consumer Lifestyles: Urbanization drives demand for ready-to-drink dairy and supermarket/e-commerce sales.</p>	<p>Supply Chain Disruptions & Seasonality: Seasonal milk drops, floods, and logistical issues can affect supply.</p>
<p>Digital Marketing & Youth Engagement: social media, influencers, and online campaigns can build loyalty among younger consumers.</p>	<p>Consumer Trust & Adulteration Scares: Any industry-wide or brand-specific quality scare can damage sales.</p>
<p>Product Line Expansion: Potential in cheese, cream, infant formula, and fortified products; aligns with health-conscious trends.</p>	<p>Regulatory Changes & Import Competition: Policy shifts, and low-cost imported milk powder could challenge local producers.</p>

Chapter- 3

Industry Analysis

3.1 Brief Description of the Industry

The dairy industry in Bangladesh is a mix of traditional and formal segments, playing a crucial role in nutrition and agriculture. Traditionally, Bangladesh has a strong culture of consuming milk in various forms (liquid milk, sweets, yogurt), but for decades much of the supply came from smallholder farmers and was distributed through informal channels (village markets, home deliveries, etc.). The formal dairy industry which includes organized milk collection, processing (pasteurization or UHT), and packaging under brands began in earnest with cooperative efforts like Milk Vita in the 1970s and saw significant growth from the 1990s onward with private sector entry.

In broad terms, the industry can be described as emerging and growing, but not yet mature. There are both domestic dairy companies and a reliance on imports for milk powder. Key players include cooperatives like Milk Vita (a government-supported cooperative that collects from thousands of farmers) and private companies such as PRAN Dairy, BRAC Dairy (marketed as Aarong), Akij Dairy (Farm Fresh), and a handful of others. These companies process milk into pasteurized pouch/bottle milk, UHT cartons, powdered milk, and various value-added products as described earlier. The industry also includes many small-scale sweet makers and local dairy farms that distribute unbranded milk or dairy products regionally.

One defining characteristic of the Bangladeshi dairy industry is that domestic production meets only a portion of total demand. Historically a large volume of milk or milk equivalent (especially in the form of milk powder) is imported each year to fill the gap. This gap exists because local milk production per cow is relatively low, and the dairy farming sector is quite fragmented and underdeveloped (small farms with 2-3 cows on average). However, in recent years, both government and private initiatives have aimed at developing this sector, seeing the dual benefit of rural income generation and reducing import dependency.

Quality and safety are prominent issues in the industry's narrative. In the past, there have been scandals of adulteration (additional chemicals or water in milk), which have made consumers cautious. This has put pressure on companies to be transparent and maintain high standards, as consumer trust is a key factor for success in packaged milk.

Another aspect of the industry is the informal vs formal market split. It's estimated that only about 10% of milk produced in Bangladesh is processed and sold through formal channels (pasteurized or UHT), while the vast majority (~90%) is consumed raw or through traditional, unregulated channels. This indicates a large potential market for growth if consumers shift from loose milk to packaged milk for safety or convenience reasons. It also underscores the competition the formal sector has with the entrenched tradition of buying milk directly from milkmen or local farms.

3.2 Size and Growth of the Industry

The dairy industry in Bangladesh has been growing steadily as demand for milk and milk products increases with population growth and rising incomes. While precise figures vary year to year, a few indicators illustrate the size and growth trajectory:

Bangladesh's dairy industry has experienced substantial growth over the past decade, driven by improvements in cattle breeds, farming practices, and cooperative expansions. Annual milk production, which stood at around 3-4 million metric tons in the early 2010s, has risen to approximately 9-10 million metric tons by the mid-2020s. Despite this progress, local

production still only meets an estimated 60-70% of national demand, with the remainder fulfilled by imports or left unmet. The formal dairy market covering liquid milk, powder, yogurt, and other products has grown into a sector worth several hundred million USD, with the urban pasteurized milk segment alone valued at around 300-400 crore BDT annually. This growth, occurring at a compound annual rate of roughly 10-15%, has been sustained even during challenging agricultural periods, partly due to the rising popularity of value-added products and the expansion of modern retail and cold-chain networks. Demographic factors, such as a young median age in the mid-20s, increasing health awareness, and national nutrition campaigns, are expanding the consumer base, while per capita milk consumption remains below WHO recommendations, indicating room for further growth. Imports of over 100,000 tons of milk powder annually still play a key role, especially for industrial use and as a buffer during lean production periods, though government initiatives to reduce import dependence suggest supportive policies for local producers. The industry’s potential is further underscored by the entry of new players, including major conglomerates like City Group with its “Teer” brand, intensifying competition and spurring innovation, outreach, and market expansion.

Market Share of Dairy Companies in Bangladesh

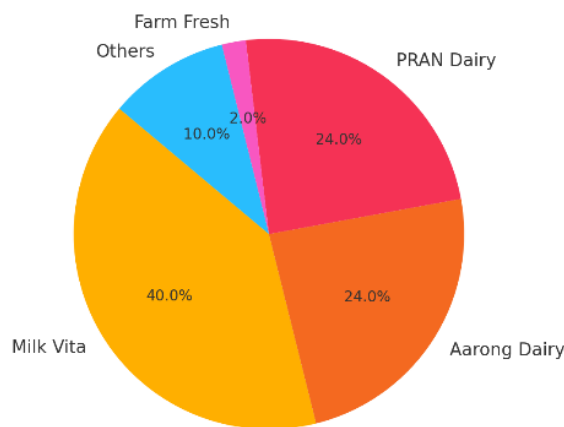


Figure 2: Market Share Distribution in Bangladesh’s Dairy Industry (2025)

Overall, the dairy industry’s size is significant in terms of livelihood (millions of farmers involved) and nutrition (milk is a major source of protein and calcium in diets), and it is on a growth path as Bangladesh’s economy and health awareness improve. For companies like Farm Fresh, riding this growth wave means ensuring they scale up their supply and marketing to capture a larger share of an expanding pie.

3.3 Maturity of the Industry

The dairy industry in Bangladesh is currently in its growth phase rather than in full maturity, as evidenced by multiple market indicators. Formal milk penetration remains low at around 10%, suggesting significant untapped potential, unlike a mature market where most consumers already use formal products. Market share is concentrated among a few dominant players, with the top three controlling about 88% of the pasteurized milk segment, leaving

room for niche entrants and indicating a moderately concentrated but still expanding competitive landscape. Product diversification is underway, with categories like UHT, flavored milk, and yogurt gaining ground, though high-end segments such as cheese remain underdeveloped. Consumer behavior is still evolving; while some brand loyalty exists in urban areas, many consumers remain price-sensitive and willing to switch based on availability, pointing to an early differentiation stage. Infrastructure investments in cold chains, farm development, and processing facilities continue at scale, reflecting industry building rather than optimization. Together, these factors low penetration, moderate concentration, emerging product categories, developing brand loyalty, and ongoing infrastructure expansions show that the industry is actively growing, with rising demand, new competitor entry, product innovation, and collaborative efforts to expand the overall market. For companies like Farm Fresh, this environment demands strategies focused on capturing new consumers, building early brand loyalty, and contributing to industry-wide promotion of processed milk consumption before eventual market maturity brings slower growth and consolidation.

3.4 Seasonality of the Industry

Seasonality plays an important role in the dairy industry, affecting both the supply of milk and the demand for dairy products in Bangladesh:

- a) **Milk Production Seasonality:** Milk production in Bangladesh tends to have seasonal highs and lows. Typically, the late winter to spring months (approximately January to April) are the flush season when fodder is more available and cows yield more milk. During this period, the collection of milk is high, and dairy companies often have surplus milk (which is why many convert excess milk to powder or ghee currently). Conversely, the late summer and monsoon period (around July to September) can be a lean season. High temperatures, humidity, and sometimes flooding reduce feed quality and cause heat stress to cattle, lowering their milk output. For example, heavy floods in 2020 not only killed livestock but also reduced fodder availability, causing a sharp drop in milk output. Companies like Akij Dairy must manage these swings often by storing powder in flush times to reconstitute in lean times, or by adjusting production of products. Farm Fresh, being relatively new, is still ramping up its powder facilities, so lean seasons have meant sometimes unable to meet full demand or needing to import powder.
- b) **Demand Seasonality:** Demand for certain dairy products also fluctuates seasonally. Summer (March-June) in Bangladesh is a period when beverage consumption surges due to heat. This includes increased consumption of milk-based drinks (like flavored milk, lassi, cold coffee, etc.). Farm Fresh and other brands often see a sales spike for flavored milk, yogurt drinks, etc., in the summer. In fact, the internship period at Akij Dairy coincided with one of the peak demand times, as noted by how busy the marketing campaigns were gearing up for summer promotions. Additionally, Ramadan, the Islamic month of fasting, brings seasonal demand. During Ramadan (which can fall in different seasons, recently it was in spring), there is a high demand for dairy to make traditional drinks (like yogurt drinks for Iftar) and sweets. Companies often run special promotions during Ramadan when consumption of milk and sweetmeats rises in the evenings.

On the other hand, in cooler months or during harvest seasons, beverage type dairy might dip slightly, but sweets and ghee demand often go up around festivals (like Eid or Durga Puja) as

people prepare traditional dishes that use a lot of milk, khoya (thickened milk), or ghee. So, there are spikes in dairy demand around major festivals.

- a) **Marketing and Sales Strategies for Seasonality:** The industry has adapted by aligning product focus with seasons. For example, in summer, marketing might push cold dairy beverages and yogurt as a refreshing and healthy choice (Farm Fresh had a social media campaign on making milkshakes and smoothies at home during summer). In winter or cooler months, emphasis might shift to hot milk (drinking plain milk or with supplements) and ghee (since winter is when many traditional foods with ghee are made, and people are less concerned about ghee melting in heat). Also, since winter sees higher milk production, companies often try to run aggressive sales or launch new products to utilize the milk (some introduce new flavors of sweets or dairy confections in winter).
- b) **Price Fluctuations:** Seasonality can also affect pricing. In the lean season when milk is scarce, farm gate prices (price at which companies buy from farmers) tend to rise, potentially squeezing margins for processors unless they adjust retail prices. Conversely, in flush season, farmers might get lower prices unless the surplus is managed. The government and coops sometimes intervene to stabilize prices seasonally. Companies like Farm Fresh must strategize to maintain stable consumer prices year-round despite these swings, to keep consumer trust.

Overall, the dairy industry’s seasonality means that effective inventory management, product marketing, and supply chain flexibility are crucial. From the internship observation, during the high-demand summer period, the company ramped up its marketing efforts and ensured higher stock at depots, whereas planning was in place for the upcoming flush season to possibly divert extra milk into powder production. Understanding seasonality is key for any brand manager in this industry, it influences everything from advertising calendars to production schedules.

3.5 PESTEL Analysis of the Industry

A PESTEL analysis examines the broader Political, Economic, Social, Technological, Environmental, and Legal factors affecting the dairy industry in Bangladesh:

Table 2: PESTEL Analysis of the Dairy Industry in Bangladesh

Factor	Key Points
Political	Government aims for self-sufficiency in milk production through development programs, cattle feed subsidies, and favourable loans. Milk Vita enjoys political backing and is often included in policy decisions. Political stability supports growth, but unrest disrupts perishable goods transport. Import tariff policies directly affect local producers. Low tariffs can flood the market with cheap imports, while high tariffs protect locals but raise consumer prices. Industry actively lobbies for protective tariffs and stricter quality regulations on loose milk.
Economic	Economic growth (~5-7% annually) supports rising demand for

	<p>branded dairy, but inflation impacts feed, fuel, and packaging costs, affecting both farmers and consumers. Currency exchange rates influence milk powder imports. Weak taka raises import costs, pushing local milk demand; strong taka or low global prices can increase competition from imports. Income disparities mean rural buyers often prefer cheaper loose milk. The industry provides employment for millions. Economic downturns (e.g., COVID-19) reduce demand from hotels, restaurants, and sweet shops.</p>
Social	<p>Young, health-conscious population and cultural acceptance of milk as a staple drive demand. Shift from loose milk to branded products due to convenience and quality assurance, especially in urban areas. Trust barriers remain among older generations preferring familiar local sources. Halal compliance is important for Muslim consumers. Milk consumption is promoted in schools and by NGOs to address malnutrition. Social acceptance is growing but requires continued consumer education.</p>
Technological	<p>Adoption of modern tech in breeding (AI for cattle), feeding (hydroponics), and processing (UHT, Tetra Pak lines). Cold chain infrastructure is improving, along with ICT use for supply chain and sales forecasting. E-commerce and app-based ordering emerging in urban markets. Collaboration with international experts (FAO, Heifer International) for training. Many small farmers still use traditional methods, and farm-level tech adoption (milking machines, cooling tanks) remains slow. Potential for more advanced processing technologies and local cheese production.</p>
Environmental	<p>Hot, humid climate less favourable for high-yield cows; requires additional farm management. Natural disasters (floods, cyclones) disrupt supply chains and threaten livestock. Climate change increases risks of fodder shortages and disease outbreaks. Sustainable practices like biogas production and water reuse are slowly being adopted. Seasonal variations affect supply, and tropical cattle diseases require regular vaccination programs. A niche market is emerging for organic and antibiotic-free milk.</p>
Legal	<p>Regulated by BSTI and Ministry of Fisheries and Livestock for food safety, bacterial counts, and fat content. Past High Court interventions over impurities have led to product recalls. Legal framework evolving to require farm registration, nutritional labelling, and compliance with advertising laws. Trademark protections are enforced against counterfeits. Labor laws apply to factory and distribution workers. Future regulations may include mandatory vitamin fortification. Companies keep strict quality control documentation to meet legal audits.</p>

3.6 Porter's Five Forces Analysis

Using Porter's Five Forces framework, we can analyze the competitive dynamics of the dairy industry in Bangladesh and how they affect a company like Farm Fresh:

- i. Rivalry Among Existing Competitors - High:** Competition in the dairy industry is intense. A few large players (Milk Vita, PRAN, BRAC-Aarong) dominate the market, but they fiercely compete for market share, especially in urban areas. These established brands have strong distribution and customer loyalty. In addition, regional players and new entrants (like other conglomerates launching milk brands, e.g., "Teer" by City Group) add to the rivalry. The products, especially liquid milk, are relatively standardized commodities, so companies strive to differentiate through quality, branding, or price promotions. This can lead to price wars or increased marketing expenditures, squeezing margins. During the internship, it was observed that Farm Fresh had to be very responsive to competitors' moves. For instance, if a competitor offered a trade discount to retailers, Farm Fresh considered similar incentives to keep shelf space. The high fixed costs in dairy (processing plants, chilling infrastructure) also intensify rivalry, as companies seek to maximize utilization and market share to lower unit costs. Overall, rivalry is high due to the market being a zero-sum game in many segments; growth is there, but capturing it often means displacing another brand at a retailer or convincing a consumer to switch.
- ii. Threat of New Entrants - Moderate:** Barriers to entry in the dairy processing industry include the need for significant capital investment (for processing equipment, cold chain, etc.), establishing a trustworthy brand (quality perception is crucial), and developing a distribution network for a perishable product. These barriers mean not everyone can jump in easily. However, Bangladesh has seen that large business houses can overcome these barriers. For example, new entrants backed by big conglomerates (City Group's Teer, or consumer goods companies extending into dairy) have entered. They leverage their existing distribution channels or financial muscle to set up dairies. Also, smaller local dairy processors sometimes start in a limited geography (like a regional brand in one district with a small plant). While not national threats, they can nibble at segments of the market. The government has also encouraged dairy entrepreneurship in rural areas (small pasteurization units) as part of rural development, which could spawn future competitors regionally. So, while it's challenging to enter and scale in this industry, the potential profits of a dairy market and the growing demand make it attractive meaning the threat of new entrants, particularly from well-resourced companies, remains moderate. Farm Fresh itself was a new entrant some years ago and managed to come in because of Akij's backing. Any new entrant, however, would face tough competition from incumbents and need to differentiate (perhaps via price, unique products, or targeting underserved regions). Brand loyalty to existing major players also makes it harder for a new brand to convince consumers initially.
- iii. Bargaining Power of Suppliers - Low to Moderate:** The primary suppliers in the dairy industry are the farmers who supply raw milk. Individually, most farmers in Bangladesh are small-scale and have low bargaining power. They often are price-takers, selling milk at rates dictated by cooperatives or milk processors. Milk being perishable, farmers must sell daily to whoever is buying in their area, which typically reduces their power. Processors like Farm Fresh or Milk Vita usually set a procurement price per liter seasonally. However, there's a nuance: if a processor doesn't offer a fair price, farmers may switch to another buyer (like another company's chilling center if nearby or even turn milk into homemade ghee/curd to sell on their own). In regions where multiple

processors operate, farmers have slightly more leverage by choosing the highest bidder. Also, in lean seasons when milk is scarce, farmers' bargaining power rises. Companies might offer bonuses or higher rates to secure milk supply. Conversely, in flush seasons, many farmers have excess milk and limited buyers, so their power is low. Overall, because the supply base is fragmented and companies (especially large ones) can source from thousands of farmers, the bargaining power of individual suppliers is low. But maintaining a good relationship with farmers is crucial for steady supply; processors mitigate discontent by providing support (veterinary services, feed at discount, etc.) but these are also ways to keep supplier power in check by increasing farmer loyalty. On a related note, if we consider suppliers of other inputs (packaging, equipment), there are multiple packaging suppliers and equipment is mostly imported for packaging materials (like plastic pouches or Tetra Pak cartons), larger companies can negotiate bulk deals, so supplier power there isn't extreme either. Tetra Pak (the company) has some bargaining power if one is reliant on their specific technology, but options exist like other carton suppliers.

- iv. Bargaining Power of Buyers - Moderate:** Buyers in this context include end consumers and intermediate buyers like retailers or institutional clients. End consumers have many choices (multiple milk brands, plus raw milk or milk powder alternatives), so their switching cost is low. If Farm Fresh raises price or isn't available, a consumer might just grab another brand. This gives consumers moderate power collectively to influence pricing and quality companies must remain consumer-friendly or risk losing them. However, individual consumers have limited direct power except via choosing alternatives, since they aren't negotiating prices (prices are fixed by companies or market). Retailers, on the other hand, do have some bargaining power. Big retail chains or wholesalers buy large volumes and can demand better margins or deals from milk companies. If one brand doesn't give a good trade deal, a retailer might give its fridge space to another brand (fridge space is a battleground in the dairy industry. I noticed during market visits that having your branded cooler in a store is a big advantage, and retailers often allocate based on relationships/incentives). Institutional buyers (sweet shops, tea stalls, restaurants) also have choices between fresh milk and powder or between suppliers, so they can bargain on bulk purchases. For instance, a sweet shop might negotiate a slight discount if they buy 100 liters a day directly. The government and NGOs can be buyers too (for school programs or relief), and they often procure through tenders which emphasize price, giving them bargaining power to push prices down among bidding companies. So, overall, buyers have a moderate influence: they can switch easily, so companies must cater to their preferences and keep prices reasonable. This is why Farm Fresh, and others invest in brand loyalty, quality, and widespread distribution to reduce the likelihood of consumers switching.
- v. Threat of Substitutes - Moderate:** Substitutes for processed milk include a variety of options. The foremost substitute is loose/raw milk sold directly by local milkmen. Consumers may choose to boil that at home instead of buying packaged milk. Many households still do that especially in rural or semi-urban settings, seeing it as fresher or cheaper. Another substitute is milk powder, which both households and businesses use. Milk powder (like imported brands Dano, Nido, or local brands) can be reconstituted with water; it's convenient and often cheaper per liter of milk, so in areas where refrigeration is an issue or for people on a budget, powder competes heavily with liquid milk. There are also non-dairy creamers or tea whiteners that some use in tea instead of milk; products like condensed milk or soya milk (though soy milk is very niche in Bangladesh) can be considered substitutes in certain uses. For toddlers, infant formulas are a substitute for

regular milk. Given these alternatives, the threat of substitutes is moderate. While nothing can perfectly substitute the taste of fresh milk for drinking, for many uses (tea, coffee, sweet making) consumers are indifferent between fresh milk and milk powder if quality is fine. In times of high fresh milk prices or scarcity, consumers readily switch to powder. That said, powder is often made by the same companies as a product line (e.g., Farm Fresh itself sells milk powder), but from a liquid milk perspective, it's a substitute. The industry must be mindful; for instance, if trust in liquid milk dips, people will just buy powder tins. Also, as health trends come, some very health-conscious might consider plant-based milk (almond, soy) as a substitute, but that's extremely niche and more an urban elite trend at best, currently. Overall, substitutes cap the pricing power of dairy companies, they can't price too high, or people shift to powder or loose milk. The presence of raw milk sellers right in neighborhoods is a constant alternative. Hence, Farm Fresh and peers often emphasize quality and safety to differentiate from loose milk, and they keep smaller affordable pack sizes of milk (like 500ml) to compete with the perceived economy of loose milk.

In summary, Porter's five forces analysis indicates that the dairy industry in Bangladesh is quite competitive. Rivalry is high among strong brands; entrants can come in if they have resources (so one must keep innovating); supplier power is relatively low due to fragmented farmers; buyer power is moderate since consumers can switch easily, and retailers push for deals; and substitutes like loose milk and powder are readily available. For Farm Fresh, succeeding in this environment means leveraging its strengths (quality, brand, Akij distribution) to mitigate these forces; e.g., building consumer loyalty to reduce switching, ensuring good relations with farmers to secure supply, differentiating itself to stand out from rivals and substitutes, and continually improving efficiency to compete on price when needed. The internship experience allowed observation of how these competitive pressures influence day-to-day decisions from pricing strategies to marketing messages and distribution tactics.

Chapter- 4
Main Internship
Activities

4.1 Working Conditions

The internship at Akij Dairy Ltd. (Farm Fresh) was structured to provide exposure to a professional corporate environment within the fast-moving consumer goods (FMCG) industry. Working conditions were conducive to learning, with the company providing a supportive setting and necessary resources. The internship was full-time, spanning 5 days a week (Sunday through Thursday, aligning with the typical business week in Bangladesh) and generally following office hours from 8:00 AM to 5:00 PM. However, it was noted that the marketing team often had to extend their hours when approaching campaign launches or deadlines on a few occasions, I experienced working until early evening (7:00-8:00 PM) alongside the team, especially during an active advertising campaign rollout in Week 3.

The physical work environment was at the Akij Venture Ltd. corporate office in Tejgaon, Dhaka. This is a modern office building (Akij House) with open-plan layouts for departments. The Brand Marketing team, where I was assigned, sat in a cluster of desks which made communication easy. I was given a desk space with a laptop, and had access to common facilities like meeting rooms, the pantry (for tea/coffee and lunch storage), and the office cafeteria. The dress code was business casual. I generally wore formal shirts and pants; the atmosphere was professional but not overly strict about attire as long as one looked neat.

One notable aspect of working conditions was the collegial culture. From day one, I was introduced as a team member, and the staff addressed each other mostly on a first-name basis. Despite being an intern, I felt included in team discussions and even casual conversations. This inclusive environment made it comfortable to ask questions and seek help. The Brand Manager, who was my supervisor, fostered a culture of approachability. I was encouraged to knock on his door whenever I needed clarification.

The company maintained a punctual yet flexible environment. Punctuality for morning arrival and scheduled meetings was expected, but there was some flexibility if the workload from the previous day justified a slightly adjusted next day start, etc. For instance, after a long day during a promotional event, the team was allowed to come an hour late the next morning. These small flexibilities signaled that management cared about employee well-being and recognized effort.

In terms of infrastructure, all the necessary working tools and technology were provided (details in section 4.4). The office had reliable electricity (with generator backup) and high-speed internet, which are important in a city where outages can happen. This meant our work was seldom disrupted by technical issues. The office environment was relatively quiet with bursts of activity; during creative brainstorming or when designing content, teams huddled and talked animatedly, whereas at other times, one could focus quietly on tasks like data analysis.

Health and safety protocols were in place as well. Given that this internship took place in 2025, post-pandemic measures like hand sanitizers at entrances and an encouraged practice of mask-wearing in common areas were observed (though not strictly always enforced, many still followed as habit). The company clinic and HR policies on sick leave were communicated, so I knew I could take time if feeling unwell. Fortunately, I did not face any health issues during the internship, but it was reassuring that the company had provisions for it.

Lastly, the field visits were part of the working conditions. For example, in Week 1 I visited the milk processing plant in Manikganj. This was a day trip organized by the company, traveling in a company vehicle with other new joiners. While outside the typical office

environment, this field work was a crucial part of understanding working conditions in the production setting. The plant required wearing safety caps, shoe covers, and following hygiene rules (which highlighted the company's strict protocol). Similarly, market visits with the sales team (Week 2) meant spending a day traveling across various retail points in Dhaka, experiencing the on-ground working conditions of sales reps (e.g., the heat of moving through markets, the negotiation at shops, etc.). These experiences contrasted with the air-conditioned office but gave a well-rounded picture of the conditions under which the business operates.

4.2 Assigned Internship Tasks and Gained Experiences

During my 12-week internship with Farm Fresh's brand team at Akij Dairy Ltd., I engaged in a wide range of activities covering brand orientation, field research, campaign execution, creative content development, and strategic analysis.

Weeks 1-2: I began with HR orientation and a thorough review of Farm Fresh's brand guidelines, past campaigns, and product catalogs. This helped me understand brand tone, messaging style, and visual identity. I also visited the Akij Dairy plant to observe the milk collection, pasteurization, quality testing, and packaging process, deepening my understanding of how quality claims are backed by actual production practices. Additionally, I joined market visits in Dhaka to observe product placement, talk to retailers, and gather feedback on availability and customer preferences. Back at the office, I updated the retailer database using my field notes, improving data accuracy for future promotional targeting.

Weeks 3-4: I assisted with the rollout of a new television commercial (TVC) highlighting Farm Fresh's "farm to glass" quality. This involved coordinating with media agencies, preparing social media captions, and distributing in-store promotional materials to align with the TVC's messaging. I also spent time with the Quality Control and R&D teams, learning about product testing protocols, adulterant detection methods, and new flavor development knowledge that later informed my marketing content work.

Week 5: In my mid-internship review, my supervisor praised my proactiveness and writing skills, advising me to focus on analytical abilities. I helped prepare slides for the quarterly brand strategy meeting by compiling market share data, drafting a SWOT summary, and creating visual charts. This task sharpened my skills in summarizing complex information for high-level decision-making.

Weeks 6-8: My responsibilities shifted toward creative and research-oriented work. I drafted bilingual social media content, collaborated with the design team on visuals, and participated in a branding photoshoot to produce professional images for campaigns. I also led a consumer feedback survey project, designing the questionnaire, gathering 100 responses both in-person and online, analyzing results, and presenting actionable insights to the brand team. One key finding that product unavailability was a major barrier led to discussions with the distribution department.

Weeks 9-12: Alongside recurring duties such as responding to customer queries, compiling weekly sales reports, and taking meeting minutes, I participated in “Brand Fest,” where different Akij brand teams exchanged best practices. In my final week, I ensured proper handover of all ongoing tasks, shared survey data and reports, and contributed a reflection piece for the company’s HR newsletter.

This internship provided end-to-end exposure to brand marketing operations from product understanding and market insights to campaign execution and strategy formulation. It enhanced my skills in communication, consumer research, data analysis, creative content creation, and cross-functional collaboration, preparing me for future roles in marketing and brand management.

4.3 Recurring Tasks

In addition to the project-specific or one-time tasks described above, the internship involved several recurring tasks that I performed on a regular (daily or weekly) basis. These routine responsibilities were important for the smooth functioning of the marketing department and allowed me to develop consistency and reliability in my work. Key recurring tasks included:

- a) **Daily Social Media Monitoring:** Every day, part of my morning routine as assigned was to monitor Farm Fresh’s social media pages (primarily Facebook, as that’s the most active platform for us, and Instagram to a lesser extent). I would like to check for any new comments, messages, or mentions of Farm Fresh. Frequently, customers would leave queries in the inbox or as comments. For instance, asking about product availability in their area, or giving feedback (“The milk I bought yesterday clotted too fast” or “Love your new ad!”). My task was to draft appropriate responses. For commonly asked questions, the brand team had pre-approved answer templates. For example, if someone asked where to get Farm Fresh in Chittagong, I’d reply with a courteous message providing names of a few major outlets there and our customer care number for more info. I then flagged any unusual or significant communications to my supervisor. For instance, one time a customer messaged that they found a leaking pouch; I treated that as a complaint to escalate, I responded politely that we’re sorry and looking into it, and internally I forwarded the details (batch number, if provided) to Quality Control via my supervisor. **Experience:** This daily task taught me how to maintain a professional and friendly tone in written communication and the importance of responsiveness. I realized on social media; quick responses can turn a complaining customer into a satisfied one. It also kept me attuned to consumer sentiment and frequently asked questions, which fed into ideas for content or improvements.
- b) **Weekly Sales Data Compilation:** Every week, I was responsible for updating a sales tracker spreadsheet. The sales department would provide the brand team with weekly sales figures for each Farm Fresh product (in liters or units) broken down by region. My job was to enter these into our historical spreadsheet and generate a short summary for the brand manager: highlighting trends such as “Sales in Sylhet region increased 5% vs last week, possibly due to the new distributor activation” or “Flavored milk sales are up in summer, with chocolate flavor leading.” Often, I’d create a simple bar chart or line graph for visual aid. This was done by Wednesday every week (covering the prior week’s data). **Experience:** Through this recurring task, I became proficient in Excel (using formulas to aggregate data, making charts). More importantly, I learned to interpret sales data, not just report it. Initially, I would just send numbers, but my supervisor encouraged me to

add insights. This improved my analytical thinking: for example, linking a sales dip to an event like heavy rains (affecting distribution) or a sales rise in an area following a promotion. It was gratifying when in meetings the brand manager would reference a point from my summary, meaning my analysis was useful.

- c) **Inventory/Stock Monitoring Support:** While primary responsibility lay with supply chain, the brand team kept an eye on stock levels of key products, especially during promotions. Twice a week I'd check the internal inventory dashboard (read-only access given to me) to see if any product was at risk of stock-out or overstock at the warehouses. For example, during the promotion of flavored milk, I looked at whether our supply was keeping up regionally. If I saw any red flags (like only 2 days of stock left in one depot), I'd inform my supervisor who would then coordinate with supply chain. **Experience:** This taught me the close tie between marketing and operations. If we create demand through advertising, we must ensure product availability. It also improved my understanding of supply chain basics and proactive thinking to prevent issues.
- d) **Team Meetings and Reporting:** Every Sunday morning, the brand team had an internal weekly meeting. One of my standing tasks was to prepare the agenda (with input from the team) and to record minutes of the meeting. I'd note down what was discussed, decisions made, and action items with responsible people. After the meeting, I typed up a concise minute document and circulated it by email to the team and relevant stakeholders (like if sales or R&D persons attended part of it). Similarly, if there was any cross-department meeting (say, with sales or with the ad agency), I often served as the note-taker. **Experience:** This recurring duty significantly improved my listening and summarization skills. Capturing the essence of a discussion and all action points accurately is a responsibility I learned to handle. It also kept me in the loop of everything happening, reinforcing my learning. The team appreciated having clear notes to refer to, which sometimes even I would remind someone "As per the minutes, this task was to be done by Wednesday" - a gentle nudge which showed me the value of documentation.
- e) **Recurring Administrative Tasks:** There were some admin tasks I helped with regularly, such as organizing the marketing collateral cabinet. Farm Fresh had a closet of promotional materials (posters, flyers, dummy product packs for display, etc.) and it often got messy after various events. Every couple of weeks, I'd spend an hour sorting it, counting inventory of materials, and updating a list of what items we have (e.g., "200 pamphlets left from X campaign"). I also routinely checked that the Farm Fresh branded refrigerator in our lobby was stocked and presentable (it was mainly for display and visitor serving making sure it had product samples or at least looked neat for visitors). **Experience:** These taught me that no job is too small and attention to detail in organization is part of being a professional. It also indirectly taught inventory management and gave me a sense of ownership over brand materials.
- f) **Mentorship Sessions:** Not exactly a "task" but a recurring activity: every week or two, I'd have a short one-on-one with either my supervisor or a senior team member to discuss my progress or any questions. This was informal sometimes over coffee. It became a recurring check-in where I could ask for feedback or industry questions. **Experience:** This gave me continuous learning beyond assigned tasks and helped me build a rapport with my colleagues. It highlighted the importance of feedback loops at work.
- g) **Learning and Self-Study:** I made it a habit (encouraged by my supervisor) to spend a little time each week reading something relevant be it an article on dairy industry trends

or watching a competitor's advertisement and noting my thoughts. While not an official task from the company, it was a self-imposed recurring task to continuously learn. I kept a small journal of new marketing ideas or industry facts I learned each week. **Experience:** This fostered self-driven learning and kept me updated. For example, one week I read a piece on how digital marketing is transforming FMCG advertising. I then proposed an idea to the team about trying an Instagram contest, showing initiative.

In performing these recurring tasks, I realized that consistency and reliability are highly valued in an intern (or any employee). While big projects are important for impact, the day-to-day chores keep the engine running. By diligently doing these routine tasks, I was contributing to that engine in a meaningful way. Moreover, these tasks often connected theory to practice: my coursework might teach "CRM (Customer relationship management) is important" and through daily social media replies, I was literally doing CRM. Or a class might say "data-driven decisions" and my weekly sales analysis was exactly that in action. This reinforcement through recurring tasks strengthened both my understanding and my skill set in practical ways.

4.4 Working Tools

During the internship, I was exposed to and trained on a variety of tools and software that facilitated the marketing work. The company provided access to both standard office tools and some specialized software. Mastering these working tools was an essential part of being effective in my role. Here are the main tools I used:

- a) **Microsoft Office Suite:** The bread-and-butter tools were Microsoft Word, Excel, and PowerPoint. I used Excel extensively for data management and analysis tasks like updating the retailer database, compiling sales figures, and analyzing survey results all relied on Excel. I became proficient in functions like sorting, filtering, basic formulas (SUM, AVERAGE, PIVOT TABLE), and chart creation. Word was used for writing formal documents (like the weekly meeting minutes, the internship report drafts, etc.). PowerPoint was crucial when assisting with presentations. I helped design slides for the strategy meeting and for our brand's segment in the "Brand Fest". Through this, I learned features such as using corporate templates, inserting charts from Excel to PowerPoint, and maintaining consistency in fonts and colors per the brand guideline. The company had licensed Office 365, so collaborative features were available (e.g., I sometimes co-edited documents with my supervisor via OneDrive). These tools were fundamental, and I realized just how much corporate work runs on them.
- b) **Email and Communication Tools:** The company used Outlook for email communication. I was given an official email address and quickly learned email etiquette, such as proper subject lines, using CC appropriately, and creating an email signature that included my designation as "Intern - Brand Marketing, Akij Dairy Ltd.". For quick internal communication, many of us used Microsoft Teams (which also served chat and occasional video meetings). Teams were handy to ping the sales coordinator a quick question or sharing a file with the graphic designer. It also had channels per department for announcements. Additionally, for larger team or inter-department meetings that were virtual, I joined via Teams. Being adept at scheduling meetings through Outlook and sending invites became a routine skill I picked up.

- c) **Social Media Management:** We didn't have a sophisticated paid tool for social media scheduling (some brands use tools like Hootsuite or Buffer), but internally we managed via the native platforms. I used Facebook's Page Manager tools to draft posts, schedule them for certain times, and view basic analytics (reach, likes, shares) on posts. I became familiar with the Facebook Insights dashboard, where I could see the performance of content (this helped when evaluating which types of posts did well). For social listening, apart from manual monitoring, we had an informal setup using Google Alerts for the brand name. I set an alert for "Farm Fresh Akij" and "Akij milk" to get notified if anything popped up on the web or news. The company was considering a social media management tool, but during my time, manual monitoring was the norm, which I handled daily.
- d) **Design and Creative Tools:** While we had a graphic designer for complex work using Adobe Illustrator/Photoshop, I often used Canva, a user-friendly graphic design web tool. My supervisor introduced me to Canva for creating quick mockups or simple social media visuals. Canva's templates and drag-and-drop interface allowed me to experiment with designing event announcements, social media infographics, etc., which then the designer could refine. I also had a basic grasp of Adobe Photoshop thanks to a brief training by our designer. Mostly how to resize images, adjust brightness, and export in web-friendly formats. We maintained an archive of high-resolution product images and logos, which I learned to access and use. Using these design tools, I produced a few pieces of content under guidance, and it gave me a sense of how marketing collateral is produced.
- e) **Collaboration and Project Management:** The team didn't use heavy-duty project management software, but we did use some features of Microsoft Teams and Planner for task assignments. I was introduced to Microsoft Planner (integrated with Teams) where tasks could be assigned with due dates. For example, the Brand Manager put my consumer survey as a task on Planner with milestones (questionnaire design, data collection, analysis) and I updated progress there. It was relatively informal, but it helped keep track of who's doing what. We also used a shared OneDrive folder to collaborate on documents. For instance, I placed the draft content calendar for social media in a shared folder so the senior executive could review and edit simultaneously. These collaboration tools taught me version control and the importance of cloud storage once or twice, if I was working from home or on the go, being able to access files via OneDrive was a lifesaver.
- f) **Data Analysis and Research Tools:** For my consumer survey, I took advantage of Google Forms to collect responses online. It automatically generated some charts which I then refined in Excel. This introduced me to how survey tools can simplify data collection. The marketing team also had access to some market research reports (in PDF form). No fancy analytics software was used by me personally, but I did use Power BI briefly to view a dashboard the sales analyst had created showing sales by region. I wasn't building anything in Power BI but viewing that interactive dashboard was a new experience and the analyst gave me a quick tour on filtering and interpreting it. For external research, I frequently used the web and got to learn effective Googling (finding relevant info quickly). The internship guidelines allowed use of external info if cited, so I downloaded and read reports from sites like The Business Standard or Daily Star for industry insights.

- g) Field Tools:** During field visits, interestingly, one of the “tools” was just a good old clipboard and printed checklist (for retailer audits). I also used my smartphone as a tool extensively: taking geotagged photos of retail displays (which later I compiled in a mini report), using Google Maps to navigate to outlets, and even noting data in the phone’s notes app when I ran out of printed forms. The sales team used a mobile app to log orders (I observed them using it; it was a proprietary Akij app). While I didn’t operate it, I saw how they quickly input sales orders which went to the system; demonstrating how tech is used at the field level too.

By using these working tools throughout the internship, I greatly improved my technical proficiency. For example, by the end of my tenure, I could whip up a pivot table or a social media post graphic much faster than at the beginning. I also learned the importance of choosing the right tool for the task. Sometimes a quick sketch on paper during brainstorming was more useful than forcing it into PowerPoint and sometimes scheduling a reminder in Outlook was better than a sticky note for deadlines. Importantly, I realized that tools are there to aid but not replace understanding; a fancy chart means nothing if I can’t interpret it. Thus, while I got comfortable with a suite of software and tools, I always tried to focus on the output and insight they enabled, aligning with the team’s objectives.

4.5 Interactions and Communications

Effective communication was a cornerstone of my internship experience. I interacted with a wide range of stakeholders on a daily and weekly basis; from my immediate colleagues and supervisors to cross-functional teams, customers, and external partners. These interactions honed my professional communication skills, whether verbal, written, or non-verbal. Below, I detail the key forms of interaction and communication patterns during my internship:

- a) Within the Marketing Team:** The Brand Marketing team I was part of was relatively small and close-knit, which facilitated open communication. We had daily informal check-ins; for example, each morning I’d greet my team and often the Brand Manager would ask what my focus was that day, or I’d update him on any pressing matter (like a notable social media comment that came in overnight). Communication style internally was quite transparent. If I was struggling with a task or unsure how to proceed, I felt comfortable expressing that. I recall an instance where I was drafting a press release for an event (my first time doing so) and I openly told the Senior Brand Executive that I wasn’t confident about the format. He sat down with me and walked me through a past example, illustrating how asking for guidance was welcomed. We also used a group chat on Microsoft Teams for quick questions or sharing files, which kept everyone in loop and fostered a collaborative vibe (e.g., I’d message, “Has anyone updated the distributor list? I need it for a post” and someone would reply promptly).
- b) With Supervisor (Brand Manager):** Interactions with my supervisor were regular and very instructive. We had a formal weekly one-on-one (mentioned in recurring tasks as mentorship sessions) where we discussed my progress and any issues. Beyond that, I often presented my work to him for feedback, such as outlines of my survey or drafts of content. He provided constructive criticism in a supportive manner. A communication highlight was when he would challenge me with questions instead of giving direct answers; like after my survey findings, instead of just saying “good job,” he asked, “What do you think this means for our marketing strategy?” which prompted me to think deeper and engage in a meaningful discussion. This Socratic way of interaction taught me to be

more analytical and prepared when communicating upward. Also, he encouraged me to speak up in team meetings if I had an idea, treating my input with respect, which gave me confidence.

- c) **Cross-Departmental Interactions:** Being in marketing meant I had to interact regularly with other departments:
- d) **Sales & Distribution:** Communication with sales staff happened during market visits and via phone/Teams. I often needed information from them (like updated list of retailers or sales figures). I learned to be succinct and clear when requesting info, since salespeople are often on the move. For example, I'd email the sales Coordinator a structured table of what I need rather than a vague ask. When accompanying them in field, I communicated politely with the Area Sales Manager and sales reps, asking questions about their process. I found they appreciated my interest, which built a positive rapport. This crosstalk was beneficial as they later cooperated readily when I needed quick data or to arrange another store visit.
- e) **R&D/Product Development:** With R&D folks, my communication was often about learning future product ideas. They were a bit guarded (as new concepts are confidential), but once trust was built, I got to know of one or two projects. I learned to be discreet and keep such information within the team.
- f) **Finance/Accounts:** Interaction was minimal, but I did have to coordinate a couple of times on expense reports for a campaign. Email was the main mode; I had to send scanned receipts and fill in a reimbursement form for event expenses. Being precise and formal in those emails was key ("Attached please find the expense sheet for the Farm Fresh school event on 5th March...") because accounts folks handle many documents and appreciate clarity.
- g) **With Customers and Retailers:** Though I wasn't in a sales or customer service position, I inevitably communicated with external people. During the survey and market visits, I interacted with general customers and shop owners. With customers interviewed, I practiced an approachable and respectful demeanor, introducing myself and the purpose clearly ("Hello, I'm working with Farm Fresh on a project to improve our products. May I ask you a few questions about milk? It'll take 3 minutes."). I had to adjust my communication style depending on the person. For instance, with a busy mother in the store, I was very concise and appreciative of her time; with an enthusiastic college student, I could engage in a longer conversation about what dairy products they like. Listening actively was crucial. Similarly, with retailers, I communicated with respect and in local language mostly (Bengali) to build rapport. I would thank them for carrying our product and ask if there's any feedback or problem. This showed we value their partnership. One retailer was initially a bit agitated about late deliveries; I listened without interrupting, acknowledged the issue ("I understand how that can affect your business, thank you for letting us know"), and promised to convey it to the concerned team. That de-escalated his frustration, highlighting how empathy in communication can turn a potentially negative interaction into a constructive one.
- h) **With Advertising Agency and Other Partners:** We worked with an external advertising agency for campaigns. I got to join a couple of meetings (one in-person concept presentation, and one virtual check-in). Here, communication was more formal and structured. The agency's creative team would present storyboards or ideas, and our team

would give feedback. As an intern, I mostly observed, but I learned how to diplomatically give feedback; e.g., the Brand Manager would say, “The concept is strong, but the execution might need to reflect more of the local culture, perhaps add a scene in a village context,” rather than outright “No, this doesn’t work.” Later, when I had a chance, I chimed in a small suggestion about color usage in a poster, framing it politely (“I wonder if we could try using our brand’s blue instead of green in that background to keep consistency?”). The agency noted it. This environment taught me about client-agency communications and the importance of clarity in briefs. We also dealt with a PR agency for a press release distribution; I coordinated via email to ensure the press release was disseminated. Writing that email, I learned to be very clear about embargo times and contact info.

- i) **Teamwork and Informal Communication:** Outside formal settings, interactions like team lunches or tea breaks were also valuable. I engaged in casual chats about non-work topics (sports, weekend plans, etc.), which helped strengthen relationships. During the Brand Fest event, the team-building games required a lot of informal communication and cheering each other. I actively participated, which my teammates appreciated. I realized that being friendly and a team player in informal settings translates into better cooperation in work tasks as well.

I learned that good interaction is not just about talking, but about exchanging, listening well, responding appropriately, and ensuring mutual understanding. These communication skills are among the most valuable takeaways from my internship, as they are universally applicable in any professional (and personal) setting.

4.6 Difficulties and Challenges

No internship (or job) is without its challenges, and mine was no exception. Encountering difficulties provided some of the best learning opportunities, as I had to devise ways to overcome them and seek guidance when needed. Here I outline the main challenges I faced during the internship and how I addressed them:

- a) **Time Management under Multiple Tasks:** In Week 3, I had to juggle the TVC campaign launch; a high-priority, time-sensitive task. While keeping up with routine duties like social media monitoring and retailer database updates. Initially, this led to feeling overwhelmed and staying late at the office to finish work. I improved by creating a daily to-do list with High/Medium/Low priorities, blocking “focus time” for critical tasks, and informing supervisors early when deadlines needed adjusting. Delegating smaller tasks, such as basic data entry to another intern, further reduced pressure. By mid-internship, I was able to balance project deadlines and daily responsibilities much more efficiently.
- b) **Initial Lack of Industry Knowledge:** At first, I found it difficult to follow discussions due to unfamiliar dairy industry terms (e.g., UHT, SNF, SKU) and limited knowledge of the competitive landscape. To bridge this gap, I studied competitor websites, industry reports, and news articles after hours. I also kept a diary of industry facts and asked colleagues clarifying questions, which often led to helpful explanations. Visits to the processing plant and conversations with staff in various departments further strengthened my understanding, enabling me to take part more meaningfully in meetings.

- c) **Public Speaking and Presentation Nerves:** When presenting the consumer survey findings to the brand team, I initially struggled with nerves and tended to rely too heavily on my slides. I overcame this through repeated practice, rehearsing in front of a mirror and a peer, preparing key talking points, and anticipating potential questions. On presentation day, my familiarity with the material helped me deliver confidently. This success significantly boosted my public speaking confidence, and I later volunteered for smaller presentation segments in other meetings.
- d) **Perfectionism vs. Deadlines:** My perfectionist approach to creative tasks sometimes caused delays, such as over-editing a newsletter draft beyond the deadline. I learned to set strict time limits for drafting content and to submit early versions for feedback instead of perfecting them in isolation. This approach improved timeliness without compromising essential quality, and I reserved meticulous attention for critical tasks like data accuracy.
- e) **Dealing with Critical Feedback:** Receiving heavily edited press releases and design critiques initially felt discouraging. I reframed feedback as a learning opportunity, carefully studying edits to improve my PR writing and applying design simplification tips from senior colleagues. Over time, I began actively seeking feedback, which made the process collaborative rather than intimidating.
- f) **Logistical Challenges in Field Work:** Survey fieldwork was disrupted by heavy rain and occasional uncooperative retailers. I adapted by shifting surveys to indoor locations, extending timelines with prior approval, and referring retailer complaints to the sales team, which sometimes resolved underlying issues. These experiences taught me flexibility, resilience, and how to manage difficult interactions professionally.

Each challenge I faced ultimately became a steppingstone. By confronting these difficulties, I improved my soft skills (time management, communication under stress, resilience) and technical skills (industry knowledge, presentation skills). Importantly, I gained confidence. Having navigated these obstacles successfully, I feel better prepared for future challenges in professional settings. The support from my team was crucial; I never felt alone in tackling problems, which is a credit to the positive organizational culture at Akij Dairy. Challenges were viewed as a normal part of work, and mistakes as learning opportunities; an invaluable mindset I have adopted moving forward.

4.7 Correlation between Theory and Practice

One of the most enriching aspects of the internship was seeing how the theoretical concepts I learned in my BBA coursework came to life in a practical business environment. Throughout the 12 weeks, I often found myself making connections between what was taught in textbooks and what was unfolding in meetings, campaigns, and everyday operations. Here are some key correlations between theory and practice that I observed:

- a) **Marketing Theories and Real-world Application:** Core frameworks like the 4Ps (Product, Price, Place, Promotion) and STP (Segmentation, Targeting, Positioning) became active decision-making tools during my internship. For example, when preparing a launch plan for a new yogurt variant, the team discussed whether the flavor matched consumer preferences (Product), how to position the price compared to competitors (Price), which regions had strong cold chain infrastructure for launch (Place), and which channels to use for promotions (Promotion). Segmentation theory was also applied

directly in my survey analysis, grouping respondents by usage behavior and identifying unique needs in each segment insights that informed campaign targeting.

- b) **Consumer Behavior Insights:** The Customer Decision Journey (awareness → trial → adoption) was clearly visible in real data: while awareness for Farm Fresh was high, trial numbers lagged. This gap prompted activation ideas like in-store sampling booths and discount coupons, strategies that I had seen in academic case studies. Cultural factors were also evident trust in government-owned Milk Vita products or a preference for recommendations from peers reflected social proof and local trust dynamics, just as described in consumer behavior theory.
- c) **SWOT and Strategic Planning:** I conducted a mini-SWOT analysis for Farm Fresh, drawing on real operational data rather than generic assumptions. Strengths like strong quality control processes and weaknesses like limited chilling centers were documented with evidence. Opportunities such as growing health awareness tied back to PESTEL's social factors, while threats from new entrants reflected Porter's Five Forces. This exercise demonstrated how theoretical tool's structure live strategic discussions and guide tactical planning.
- d) **Advertising and Communication Theories:** While working on the TVC and social media creatives, I saw the AIDA model in action: grabbing attention with farm visuals, building interest through quality demonstrations, creating desire with imagery of family consumption, and prompting action through a memorable tagline. We also applied brand congruence principles, rejecting concepts that did not align with Farm Fresh's premium and trustworthy positioning; an example of theory directly shaping creative output.
- e) **Research Methodology in Business Context:** My academic experience in survey design and bias control guided the creation of a consumer survey with control questions to filter inattentive responses. However, unlike academic research, where rigor and statistical significance are paramount, business decision-making often prioritize quick, actionable insights. Presentations focused on concise, visual storytelling with clear recommendations rather than deep theoretical explanations.
- f) **Operational and Supply Chain Observations:** I saw Just-in-Time principles in dairy operations, minimal milk inventory to preserve freshness and TQM practices through continuous quality monitoring, including direct feedback to farmers on milk quality. Sales teams tracked KPIs like daily call rates and strike percentages, echoing performance management concepts from management theory.
- g) **Digital Marketing Practices:** Concepts from my e-marketing course came to life in engagement rate tracking, platform-specific content design, and strategic posting schedules. The team even conducted small A/B-style experiments by varying post times to measure reach, demonstrating how data-driven iteration improves campaign performance.
- h) **Ethics and Legal Compliance:** My knowledge of marketing law guided ad copy to ensure truthful claims and avoid direct competitor disparagement. Ethical principles surfaced in customer service such as promptly replacing defective products to protect consumer rights and brand trust.
- i) **Organizational Behavior in Action:** Herzberg's motivation factors were visible in how recognition boosted team morale, and McGregor's Theory Y was reflected in the open, trust-based work culture that encouraged initiative.

The internship bridged classroom theory with on-ground execution, proving that academic models are not just conceptually they are operational tools when adapted to real constraints. It reinforced that while theory provides structure and vocabulary, practical success depends on flexibility, context awareness, and balancing speed with quality. This dual lens academic grounding with real-world adaptability will be an asset in my future career.

4.8 Work Samples

During my internship, I had the opportunity to produce several work outputs that demonstrate the tasks I undertook and the skills I developed. While I cannot include actual confidential documents, I will describe a few representative work samples and the process behind them:

a) Social Media Content Calendar (Excerpt): I created a two-week content calendar for Farm Fresh’s Facebook page as part of my content creation duties. The calendar was laid out in a table format (dates vs. content type). For example, for one week in March, my calendar entries looked like:

- i. *Monday, March 10:* Product Highlight – “Did You Know?” post about Farm Fresh UHT milk’s shelf-life benefits. (Image: Tetra pack with calendar icon; Caption: brief info on UHT technology)
- ii. *Wednesday, March 12:* Engagement Post – Poll asking “How do you enjoy milk the most? A) With cereal B) In tea C) Just plain”.
- iii. *Friday, March 14:* Recipe Video – a 1-minute recipe for a mango milkshake using Farm Fresh milk (with a step-by-step video we had from archives, to be reposted).

Each entry in the calendar had the proposed caption copy, image/video description, and objective (engagement/awareness). I circulated this for approval and then scheduled the posts. What it shows: This sample reflects my ability to plan and create social media content aligned with marketing goals. It also shows writing skills in adapting tone to a social audience and creativity in content ideas.

b) Retailer Visit Audit Form (Filled Sample): During market visits, I used an audit form. A filled sample (fictitious data for illustration) included fields like:

- i. Retailer Name: *Rahman Store (Dhanmondi)*
- ii. Farm Fresh Pasteurized Milk in stock: *Yes – 10 packets (500ml)*
- iii. Competing brands observed: *Milk Vita (stock ~20), PRAN (15)*
- iv. Farm Fresh placement: *In refrigerator with other brands, at middle shelf*
- v. Retailer feedback: *“Farm Fresh sells okay, but sometimes supply gap on weekends”*
- vi. Action required: *Informed sales officer about supply issue*

Chapter- 5
Analysis of
Internship Activities

5.1 Key Learning Outcomes

Reflecting on the internship, several key learning outcomes emerge that have significantly contributed to my professional and personal development:

- a) **Practical Marketing Skills:** First and foremost, I gained hands-on marketing skills that go beyond textbook knowledge. I learned how to create content that aligns with brand strategy, plan and execute small-scale campaigns, analyze market data, and respond to real customer feedback. For instance, drafting social media posts and then seeing the audience's reactions taught me more about effective communication than any hypothetical classroom exercise could. I also learned how to use various marketing tools (from Excel analytics to Canva designs) proficiently. This practical toolkit is something I'll carry forward into any marketing role. I know how to take a marketing plan from concept to implementation on a grassroots level.
- b) **Insight into Consumer Behavior:** One of the rich learning outcomes was developing an intuitive understanding of consumer behavior specific to our context. By directly interacting with customers and retailers, I observed purchasing habits, preferences, and pain points. I learned to "read" the consumer. For example, identifying that convenience often trumps brand loyalty in dairy (if a preferred brand isn't available, consumers will switch rather than go without milk). Such insights help in shaping more customer-centric strategies. This complements theoretical knowledge with a gut sense of what drives our consumers' decisions.
- c) **Bridging Theory and Practice:** As discussed in section 4.7, a major outcome was seeing how theoretical concepts apply in practice and where they need adaptation. I can now bridge that gap; I've internalized frameworks like SWOT, PESTEL, 4Ps, etc., by using them. This helps in strategic thinking. I feel equipped to approach business problems methodically but also pragmatically. For example, in future projects I can formulate a quick SWOT or customer journey map to structure my approach, knowing how to validate those with real data or observation. Essentially, the internship solidified my foundation, turning academic familiarity into operational competence.
- d) **Professional Communication and Teamwork:** Another key learning outcome is the improvement in my communication and teamwork skills. Working in a cross-functional, diverse team taught me how to convey ideas clearly, listen actively, and collaborate effectively. I learned the importance of tailoring communication to the audience. It simplifying technical info for a customer query or giving succinct updates to a busy manager. I also experienced being part of a team working toward common goals; I contributed to my role but also saw how synergy across roles (sales, marketing, production working together) is vital. This has made me a better team player and sharpened my interpersonal skills. I'm more confident in voicing ideas but also more sensitive to colleagues' perspectives and feedback.
- e) **Problem-solving and Adaptability:** The challenges I faced (time crunches, feedback critiques, field hiccups) and how I overcame them have strengthened my problem-solving abilities. I learned to stay calm under pressure and systematically find solutions whether it was reworking a design after criticism or re-routing a survey plan due to rain. I've become more adaptable; when Plan A doesn't work, I'm now quicker to devise Plan B. This outcome was especially evident in how I handled the consumer survey project. I had to adapt my approach on the fly several times, which taught me resilience and creativity

in problem-solving. I feel better prepared to tackle unexpected issues in the future thanks to these experiences.

- f) **Understanding of the Dairy/FMCG Industry:** On a content level, I've gained a strong understanding of the dairy industry and broadly the FMCG sector workings. I learned about supply chain elements like cold chain distribution, the importance of farmer relations, how retail channels operate in Bangladesh, and even regulatory aspects like food safety standards. Such domain knowledge is a valuable outcome because it gives context to any future roles I might have in related industries. I'm leaving the internship not just with generic skills but also with specific insights like knowing why UHT consumption is lower here or how seasonality affects sales.
- g) **Personal Growth - Confidence and Professionalism:** On a personal development note, I've grown in confidence and professional demeanor. In the beginning, corporate culture felt a bit intimidating. Now, after presenting to managers, negotiating survey interviews with strangers, and contributing ideas that were implemented, I feel a greater sense of confidence in my capabilities. I have also picked up what it means to be professional meeting commitments, being punctual, dressing appropriately, and responding to feedback maturely. This internship essentially was a transition zone where I evolved from a student mindset to a professional mindset. For example, being entrusted with the internship report itself to reflect and analyze shows that I can take ownership of substantial work, something I might not have believed before this experience.

These outcomes have built a platform for my career. I can leverage what I learned in any future projects or jobs. Moreover, they validated my interest in marketing. The fact that I enjoyed tackling these tasks and gleaning these lessons assures me that I'm on the right career path. Each outcome is like a tool added to my toolkit or a strengthened muscle, setting me up for the challenges and opportunities ahead in my professional journey.

5.2 Work Environment Condition

Analyzing the work environment at Akij Dairy Ltd. from an intern's perspective reveals several strengths as well as some areas that could be improved, especially in terms of how conducive the environment was to learning and productivity. Overall, the work environment conditions were positive and played a significant role in my successful internship experience. Here's an analysis of various aspects of the work environment:

- a) **Organizational Culture:** Akij Dairy Ltd. fostered a welcoming, collaborative, and open culture where hierarchy did not hinder communication. Interns were encouraged to share ideas, and decisions prioritized integrity and quality over cost-cutting. This supportive culture likely enhances motivation, innovation, and alignment with brand values.
- b) **Physical Environment and Resources:** The office offered a comfortable, well-equipped workspace with proper lighting, air conditioning, ergonomic seating, and reliable technology. Access to meeting rooms and essential software supported productivity, while safety measures like fire drills reflected operational care.
- c) **Team Dynamics:** The brand team kept a positive, cooperative spirit, celebrating successes, offering constructive feedback, and helping each other. This environment encouraged learning, reduced fear of mistakes, and fostered high morale.

- d) **Leadership and Supervision:** Leaders were approachable, set clear expectations, and recognized contributions publicly. The leadership style emphasized coaching and empowerment, allowing team members autonomy in their roles while keeping oversight.
- e) **Workload and Balance:** Workload was generally manageable, with peak periods handled fairly. The 5-day work week and occasional schedule flexibility supported work-life balance. Peak season support could be improved with added workforce.
- f) **Learning and Development:** The internship offered meaningful learning opportunities, cross-department exposure, and on-the-job training. While there was no formal intern program, the openness to experimentation and feedback created a strong developmental environment.
- g) **Facilities and Perks:** Perks included a subsidized cafeteria, inclusion in corporate events, and occasional transportation for fieldwork. These small benefits helped create a sense of belonging.
- h) **Areas for Improvement:** Strengthening inter-departmental communication and introducing project management tools could improve coordination. Overall, the environment was motivating, respectful, and performance-oriented, making it a model for nurturing talent.

5.3 Company Level Analysis

At the company level, analyzing Akij Dairy Ltd. and the Farm Fresh brand’s performance and practices reveals a mix of strengths to build upon and gaps or weaknesses to address. This analysis draws upon the experiences and observations from the internship, as well as data gathered (some of which was presented earlier in SWOT and other sections). Key dimensions to consider include market position, internal capabilities, and brand strategy execution:

Table 3: SWOT Analysis of company level analysis

Strengths	Weaknesses
<p>Quality Assurance & Product Strength: Rigorous quality control with modern equipment ensures milk purity; 85% of trial users rate quality positively, supporting the “Good milk means Farm Fresh” brand promise.</p>	<p>Limited Market Penetration & Distribution Gaps: Only ~2% pasteurized milk market share; limited chilling centers and patchy availability hinder growth.</p>
<p>Corporate Backing (Resources & Distribution): Support from Akij Group provides financial stability, distribution leverage, and healthy marketing budgets for campaigns.</p>	<p>Lower Brand Awareness vs. Leaders: While 72% awareness in surveyed urban areas, national awareness lags behind established brands like Milk Vita and Aarong.</p>
<p>Diverse Product Line & Innovation: Wide range (milk, UHT, flavored drinks,</p>	<p>Supply Chain Limitations & Cost of Goods: Smaller volumes mean higher per-</p>

yogurt, ghee) with willingness to innovate and respond to market trends.	unit costs; reliance on local milk collection increases vulnerability to price swings.
Agile, Young Brand Team: Quick decision-making, less bureaucracy, and rapid response to opportunities.	Limited Farmer Base: Smaller supplier pool limits scalability and increases vulnerability to disruptions.
Opportunities	Threats
Expand Distribution Network: Add chilling centers, partner with more distributors, and enter semi-urban/smaller towns to improve availability and market share.	Competitive Pressure: Larger rivals may intensify promotions or secure retailer exclusivity to counter Farm Fresh’s growth.
Marketing for Differentiation: Emphasize transparency, quality, and trust to carve out a distinct market position.	Commodity Price Fluctuations: Raw milk supply and pricing are vulnerable to seasonal and environmental factors.
Leverage Akij Group Synergies: Cross-promotions and bundled offers with other Akij products.	Maintaining Quality During Scale-Up: Rapid expansion risks straining quality control, which is central to brand reputation.
Packaging & Size Innovation: Smaller trial packs, resealable bottles to encourage trial and convenience.	

The company-level analysis shows a business with solid foundations (quality product, group support) and clear strategic direction (position as a quality brand in a growing market), but also facing typical growth pains (distribution, awareness, scaling supply). The strengths provide a platform; if they can maximize those while systematically addressing the weaknesses (especially distribution), Farm Fresh is poised to significantly improve its market standing.

5.4 Market Level Analysis

Analyzing the market level entails looking at the dairy industry and FMCG branding context in Bangladesh to understand external trends, competition, and how Farm Fresh is positioned relative to these factors. Drawing on the PESTEL and Porter’s Five Forces discussion earlier; we can identify key market-level factors and assess Farm Fresh’s stance in relation to them:

- a) **Industry Growth and Trends:** The dairy industry in Bangladesh is on a growth trajectory, with increasing demand for processed dairy products as urbanization and health awareness rise. A notable market trend is the emphasis on quality and safety. In the aftermath of widely publicized milk adulteration incidents a few years back, consumers

have become much more concerned about purity. This trend benefits brands like Farm Fresh that center their value proposition on quality. During the internship, whenever our campaigns highlighted “triple quality test” or “pure farm fresh milk”, we got positive consumer responses, confirming that this aligns with what the market cares about. Another trend is the shift to UHT and convenient dairy (like ready-to-drink formats) especially among younger and urban consumers who value convenience. Farm Fresh has a UHT line and flavored milks, which positions it well to ride that trend, though it is a smaller portion of business now compared to pasteurized milk. Additionally, digital engagement is a burgeoning trend. Dairy brands (traditionally not heavy on digital) are increasingly using social media and online campaigns to engage younger demographics. We saw competitors like PRAN and Aarong becoming active online (e.g., recipe contests, influencer tie-ups). Farm Fresh has been ramping up its digital presence too (I contributed to that). Market-level, this digital trend is crucial because the next generation of buyers is online; Farm Fresh seems to recognize this and can further invest here to gain an edge with youth segments.

- b) Competitive Landscape:** Externally, the market is dominated by a few big players (Milk Vita, BRAC-Aarong, PRAN) which collectively hold about 88% share. These incumbents have strong brand recognition and distribution. For instance, Milk Vita enjoys a legacy trust advantage as it’s been around since the 1970s and has government backing. Aarong Dairy leverages the BRAC social enterprise image and a premium positioning, and PRAN is ubiquitous with an aggressive reach. New entrants like Farm Fresh, and even more recent ones like ‘Teer’ milk by City Group, face the challenge of displacing consumer habits and shelf space from these entrenched brands. Market-level analysis suggests consumers often stick to a known brand unless given a compelling reason to switch (could be price, better quality, or unavailability of their brand). In this context, Farm Fresh’s focus on quality is the right play, but it must tangibly demonstrate superior quality to lure consumers from say, Milk Vita, which they already trust as “safe government milk.” One competitive strategy Farm Fresh took was pricing at parity or slightly below premium competitors to not price itself out; but it hasn’t engaged in a price war, which is wise given its scale (it cannot undercut big players significantly without hurting margins). From what I saw, instead of competing on price, Farm Fresh tries to compete on perceived value (quality, freshness). This is probably the sound approach to avoid a race to the bottom, but it requires sustained marketing to build that perception.
- c) Consumer Segments and Positioning:** At the market level, different companies have carved niches. For instance, Aarong positions as the premium, ethically sourced brand (with higher price, targeting middle/upper class health-conscious buyers), Milk Vita positions as the reliable staple (mass market, with an undertone of patriotism and co-operative support), and PRAN sits as a mass-market commercial brand with wide availability. Farm Fresh is positioning along the lines of premium quality like Aarong but trying to also appeal broadly. The market space for “quality but affordable” could be Farm Fresh’s sweet spot offering near-premium quality at mainstream prices to capture middle-class families who want better quality but at reasonable cost. Market analysis would encourage sharpening this position. Possibly Farm Fresh can leverage the Akij name (which is known for quality in other products like beverages and textiles) more in marketing to boost trust, effectively positioning as “the Akij quality dairy” playing off conglomerate reputation is a tactic sometimes used in this market (since some consumers may not know Farm Fresh is Akij, making that link clearer might help).

- d) External Challenges (Threats) and Market Barriers:** One broad challenge in the market is the dominance of loose milk and imports. Even though processed milk demand is growing, loose milk (unbranded from milkmen) still accounts for ~90% of consumption. This is a huge indirect competitor to all brands. People in many areas find loose milk cheaper or more readily available. Converting those consumers is a slow process requiring trust and showing convenience of packaged milk. Farm Fresh, like other brands, does educational marketing at times (our campaigns about why pasteurized milk is safer, etc., tie into this conversion effort). Additionally, imported milk powder is a substitute widely used in tea shops and homes. It puts a cap on how high liquid milk prices can go. If brand milk is too pricey or unavailable, many will switch to dissolving milk powder. The market-level implication is that companies must keep their pricing and distribution competitive not just against each other but against these substitutes. Farm Fresh as a newer brand has to work extra hard to justify why someone should buy it over simply picking Milk Vita or mixing Dano milk powder, which many have done for years. Observing some consumers, I found many households use a combination (loose for some uses, powder for others, brand milk occasionally). This tells me the market is somewhat fragmented in usage, and an opportunity for packaged brand like Farm Fresh is to push to become the one-stop solution (e.g., heavy on messaging that Farm Fresh milk is versatile for all uses and consistently safe drive home that it's safer than loose and tastier than powder, etc.).
- e) Farm Fresh Market Standing:** Considering all this, Farm Fresh at present is a challenging brand in a competitive market. It has the benefit of being part of a big reputable group which gives it credibility (when known) and muscle to compete. Yet it's still in the early brand-building phase compared to incumbents. The brand has begun to carve a niche focusing on quality and freshness, aligning with market trust trends. Its product line is shaped to current consumer trends (having value-added products like flavored milk, which not all competitors do strongly). So strategically, it's on a good path. The key will be execution saturating its target markets with availability, maintaining quality to uphold its promise, and aggressive but smart marketing to shift consumer habits.

If I gauge some early indicators: We saw in one region, after a promotion and distribution push, Farm Fresh's sales grew small but noticeable meaning when the pieces are in place (availability + awareness), consumers are receptive. The market likely has room for Farm Fresh to expand its share if they can systematically repeat that in more areas.

5.5 Professional Level Analysis

At a professional level, it's valuable to analyze how the internship experience aligns with my career development, skills acquisition, and future professional aspirations. This section is a reflection on my personal professional growth and how the internship has prepared me for my career, effectively bridging the gap between academic learning and industry practice.

The internship at Akij Dairy Ltd. enhanced both my hard and soft skills. I gained hands-on marketing abilities such as content creation, basic graphic design, market research, and data analysis, alongside soft skills in communication, teamwork, time management, and multitasking. Working with diverse departments improved my adaptability and confidence, giving me a clear preview of corporate work culture.

This experience reinforced my interest in brand management and marketing communications, confirming I thrive in roles that balance creativity and analysis. Exposure to campaign planning, consumer feedback analysis, and brand messaging deepened my understanding of a brand manager's responsibilities.

I also expanded my professional network through colleagues and industry contacts, creating potential future opportunities and mentorship avenues. The internship taught me workplace expectations, the value of accountability, and the importance of meeting deadlines, all of which shaped my work ethic.

Finally, the experience clarified my long-term career path: to begin in a structured FMCG marketing role, strengthen my digital marketing expertise through certifications, and aim for a brand manager position within 5–7 years.

Chapter- 6

**Recommendations
and Conclusions**

6.1 Recommendations

Based on the analysis of the internship activities and the insights gathered about both the company's performance and the industry context, I propose the following recommendations for Akij Dairy Ltd. (Farm Fresh) to strengthen its brand marketing and overall operations. These recommendations also touch on how the internship program and academic-industry integration might be improved for future cohorts.

- a) **Expand Distribution & Reach:** Strengthen distribution by adding chilling centres, improving coordination, and partnering with local dairy farms in untapped regions. A geographic gap analysis can help find high-potential towns for new distributors, reducing product unavailability and capturing more sales.
- b) **Differentiate Through Storytelling & CSR:** Build an emotional brand connection by displaying farmer stories and launching visible CSR initiatives, such as a "School Milk Program." Promote these efforts through PR and social media to enhance trust and brand image.
- c) **Boost Awareness & Trial:** Increase marketing investment in targeted sampling, in-store promotions, and cross-promotions with other Akij products. Reinforce the "triple quality test" message to encourage switching from competitors.
- d) **Leverage Digital Engagement:** Expand digital marketing via influencer collaborations, recipe contests, and interactive campaigns. Promote user-generated content and monitor online sentiment to strengthen loyalty and reach younger audiences.
- e) **Enhance Farmer Support & Supply Chain:** Scale farmer training, veterinary services, and quality incentives to secure consistent milk supply. Communicate these initiatives to reinforce the brand's quality promise.
- f) **Strengthen Internship & Academic Collaboration:** Formalize structured projects for interns aligned with company needs (e.g., competitor analysis, digital strategy) and introduce mid-point reviews and final presentations to maximize mutual value.

6.2 Conclusion

The 12-week internship at Akij Dairy Ltd. (Farm Fresh) has provided an in-depth view of brand marketing practices in Bangladesh's consumer goods sector, specifically within the dairy industry. Through the course of this report, we examined how Farm Fresh, as a growing dairy brand under the Akij conglomerate, navigates its branding journey, leveraging its strengths in product quality and corporate support while addressing challenges like limited market share and intense competition.

It is evident that Farm Fresh has built a solid foundation: a high-quality product that lives up to its brand name, a motivated marketing team, and a supportive organizational structure. These have enabled the brand to slowly but steadily carve out a space in consumers' consideration sets, especially in urban markets. The internship experiences, combined with external research, highlighted that brand trust and product consistency are the cornerstones of Farm Fresh's strategy; an approach well-suited for an environment where consumers prioritize safety and nutrition in dairy products. Farm Fresh's efforts in transparent communication and educational campaigns have been appropriate and commendable in this regard.

However, the analysis also makes it clear that there is significant room for growth and improvement. Farm Fresh operates in a market dominated by established players; thus, achieving a larger market presence will require strategic maneuvers and sustained effort. The competitive analysis and industry trends discussed show that success will depend on how effectively Farm Fresh can differentiate itself and expand its reach in a market that is both expanding (with new consumer segments and higher demand for packaged milk) and consolidating (with a few big brands holding most of the share).

From a personal standpoint, the internship reinforced the critical lesson that marketing does not operate in isolation. It is interlinked with product development, supply chain, sales, and even external factors like regulation and cultural trends. A brand's success is a symphony of all these elements working in harmony to deliver value to the consumer. My time with Farm Fresh demonstrated how theory translates into practice and how adaptive and creative one must be to manage a brand in real time. It also reaffirmed my career interest in brand management, giving me practical skills and confidence to pursue it.

Considering the insights gathered, I propose the recommendations above for Farm Fresh (Akij Dairy Ltd.) to strengthen its brand marketing and overall performance: expanding distribution, sharpening brand storytelling, boosting consumer trial initiatives, enhancing digital engagement, and continuing supply chain improvements. These steps, if implemented, can help bridge the gap between Farm Fresh's current position and its potential in the market.

Finally, reflecting on the internship journey, it's clear that the experience was invaluable. It allowed me to apply academic knowledge in a real business context, contributing tangibly to the company while learning immensely. The successful completion of internship objectives, from executing marketing tasks to providing analytical insights, underscores the value of such industry exposure for students. I have emerged from this experience not only with a greater understanding of brand marketing in the FMCG sector but also with personal growth in professionalism, problem-solving, and communication.

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Internship Weekly Report

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

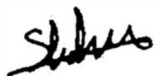
Week: 1st Week

Period: 2nd February 2025 to 6th February 2025

I have completed my first week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Gaining a basic understanding of the overall business portfolio, target market, and operations of the company.
- Had a small session about the job description and office activities with the company supervisor.
- Attended a model selection meeting for the upcoming TVC shoot.
- Visited the company's stall at "Ekushey Boi Mela" to observe brand activation and customer engagement strategies.
- Conducted research and gathered reference videos for the upcoming TVC.



Company Supervisor

Md. Shahriar Reza
Manager-Brand
Akij Dairy Ltd.



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

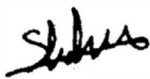
Week: 2nd Week

Period: 9th February 2025 to 13th February 2025

I have completed my second week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Attended a meeting regarding the TVC, which is being aired on 21 TV channels.
- Monitored the daily airing of the TVC and reported updates to the company.
- Held a meeting with brand promoters to discuss the "Door-to-Door Activation" campaign.
- Conducted a field visit to Mirpur, Tolarbag, to observe and evaluate the "Door-to-Door Activation" activities.



Company Supervisor

**Md. Shahriar Reza
Manager-Brand
Akij Dairy Ltd.**



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

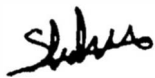
Week: 3rd Week

Period: 16th February 2025 to 20th February 2025

I have completed my third week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Visited the company's stall at **Ekushey Boi Mela** and provided a report on its operations and engagement.
- Assisted in a model photoshoot with our agency, observed their workflow, and provided valuable input.
- Participated in a product photoshoot with the same agency to ensure brand alignment and quality.
- Monitored TV channels for the airing of our TVC and submitted a detailed report.



Company Supervisor

**Md. Shahriar Reza
Manager-Brand
Akij Dairy Ltd.**



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

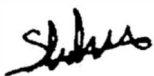
Week: 4th Week

Period: 23rd February 2025 to 27th February 2025

I have completed my fourth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Attended a meeting to discuss the **Ramadan Campaign**, including the performance of our posts and TVC during the month.
- Conducted research and gathered reference photos to support the **Ramadan Campaign**.
- Participated in the training session for the upcoming **Modern Trade Activation** program to help train brand promoters.
- Visited the company's stall at **Ekushey Boi Mela** to observe operations and customer engagement.



Company Supervisor

Md. Shahriar Reza
Manager-Brand
Akij Dairy Ltd.



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

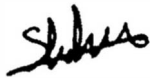
Week: 5th Week

Period: 2nd March 2025 to 6th March 2025

I have completed my fifth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Visited the Modern Trade Activation program and prepared a report based on observations and execution.
- Visited the office of SA TV in preparation for our upcoming TV show.
- Conducted a Wet Market visit to observe product placement and consumer interaction.
- Monitored the daily airing of the TVC and submitted regular updates to the company.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 6th Week

Period: 9th March 2025 to 13th March 2025

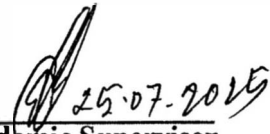
I have completed my sixth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Monitored the daily airing of the TVC and reported updates to the company.
- Held a meeting with brand promoters to discuss the execution of the CP Campaign.
- Conducted a field visit to Banashree as part of ongoing promotional activities.
- Assisted in preparing a follow-up report based on the performance and feedback from the Modern Trade Activation program.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

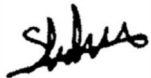
Week: 7th Week

Period: 16th March 2025 to 20th March 2025

I have completed my seventh week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Visited the Farm Fresh stall at Akij House to observe sales and promotional activities.
- Collected and submitted the daily sales report of the stall to the concerned department.
- Attended a meeting with our agency to discuss ongoing branding and marketing strategies.
- Collaborated with the agency in the planning and production process of a new OVC (Online Video Commercial).



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

Week: 8th Week

Period: 23th March 2025 to 27th March 2025

I have completed my eighth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Conducted in-depth research to develop unique and creative brand name ideas for the upcoming premium chocolate line of Akij Dairy Ltd.
- Shortlisted and finalized potential brand names based on market trends, consumer appeal, and brand positioning.
- Prepared a professional presentation showcasing the proposed chocolate brand names.
- Presented the brand name concepts to the Chairman of Akij Venture Ltd. for review and feedback.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

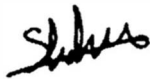
Week: 9th Week

Period: 30th March 2025 to 3rd April 2025

I have completed my ninth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Conducted a market visit alongside the Territory Sales Manager (TSM) to gather field-level insights.
- Visited over 50 retail shops to collect data on product availability, visibility, and competitor presence.
- Compiled the collected information into a structured Excel report for analysis.
- Submitted the final report to my manager for review and further decision-making.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

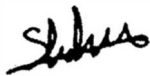
Week: 10th Week

Period: 6th April 2025 to 10th April 2025

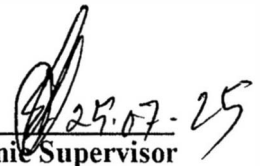
I have completed my tenth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Reviewed sales updates for our products and reported the findings to my manager for performance tracking.
- Collected necessary signatures and approvals for a budget proposal from the budget department.
- Collaborated with the creative team on editing and finalizing posters for our upcoming campaign.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

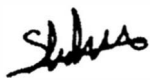
Week: 11th Week

Period: 13th April 2025 to 17th April 2025

I have completed my eleventh week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Participated in the distribution of Farm Fresh UHT Milk to students at a local madrasa.
- Visited the Farm Fresh stall at Akij House to observe sales performance and customer interaction.
- Attended a team meeting regarding the upcoming launch of a new chocolate brand, discussing strategy and branding direction.
- Monitored the daily airing of the TVC and provided regular reports to the company.



Company Supervisor



Academic Supervisor

WEEKLY OVERVIEW OF INTERNSHIP ACTIVITIES

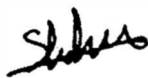
Week: 12th Week

Period: 20th April 2025 to 24th April 2025

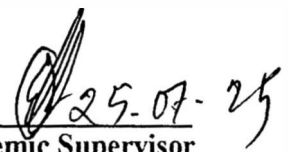
I have completed my twelfth week of internship tenure under the supervision of Md. Shahriar Reza, Manager, Brand at Akij Dairy Ltd.

List of Activities:

- Visited several areas of Dhaka city to monitor the visibility and placement of our advertisements.
- Collaborated with the creative team on ongoing poster design and editing for the upcoming campaign.
- Conducted a Modern Trade visit to observe in-store branding, product placement, and consumer engagement.
- Assisted in collecting consumer feedback on promotional materials and packaging during field visits to support marketing improvements.



Company Supervisor



Academic Supervisor

Shihab Sharar Shiza

Shihab Sharar

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