



*Investigating the Current and Future Changes
In The Wallpaper Industry Of Bangladesh- A
Study On Berger Paints*

Sonia Sultana

Mohamed Adil

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This research aims at investigating the wallpaper industry (painting and coating industry) of Bangladesh defining current and future trend in a study on Berger Paints. The research has been conducted by gathering and processing the secondary data. The positivism philosophy, and deductive approach has been followed in this secondary research. The research has defined several trends like green painting, 3D painting, and non-woven painting are the future trends in the wallpaper (painting and coating) industry and the defined current trends are the thematic painting, texture painting, and abstract design in painting apart from their functional benefit. PESTLE analysis has been suggested to define the trends that emerged from the indirect external factors and Porter's five forces model has described the industry lucrativeness showing different forces that are shaping the trends. In the wallpaper and painting industry using the customisation option while purchasing has become a current trend because people tend to use colour banks when selects the colour and design in Berger Paints. From the internal analysis, it has been found that Berger Illusion is now belonging to the maturity stage for which the sales, demand of the products and the competition are at the top which indicates that using wallpapers and coating products is a contemporary trend among the target customers. The improved brand image, wide distribution network, long experience, and efficient workforce are the key sustainable competitive advantage of Berger Paints which definitely represents the company's ability to meet both the changing needs and to adapt to the current trends. The brand should introduce a new product line responding to the market trend with the increasing need for 3D wallpaper or painting, green painting, and non -woven wallpaper or painting with the new product development strategy serving the same market they have already targeted with a different portfolio.

Keywords: Painting and coating industry of Bangladesh, Green painting, 3D Painting, Colour Bank, Competition in wallpaper industry, Berger Paints, non-woven wallpaper.

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1. Introduction

1.1 Research Background

With the rapid growth of both planned and unplanned urbanization in Bangladesh. 37.4% of the population lives in the urban area (Statista, 2021). The painting and coating industry of Bangladesh is growing proportionately by 6% that results in a formulation of a USD 471 million industry in early 2019 (Coatings World, 2021). A lot of changes in the paint and coating industry is notable with the increasing concern of the density of the higher middle-class population in Bangladesh (the growth rate is 17% by 2025 compared to year 2017) (Financial Express, 2021).

The country has a notable GDP growth of 8.1% that is higher than any Indian sub-continental countries like Sri-Lanka, India, Nepal, Bhutan, Myanmar, etc. (World Bank, 2021) supporting the growth of middle and affluent class (MAC) consumers. The growth of the economy of this country is stable for the last 5 years (The Daily Star, 2021) showing huge opportunity for luxury industries as people now tend to spend on classy products including their interior design.

Another major consumer of innovative interior designing is restaurants and hotels. There is a notable density of restaurants in Dhaka, the capital of Bangladesh, with 10,000 restaurants that are registered and more than 3,000 restaurants are not yet registered (The Daily Star, 2021). These restaurants are using wallpaper and decorative interior to attract people to their restaurant. They often use the innovative theme to decorate the interior.

Rahman, et al. (2019) Reported that 75% of the restaurants are emphasising interior decoration as major artefacts to represent their brand value towards the consumers. They perceive that the consumers try to anticipate the standard of service and products with the appearance of the restaurant; therefore, to create the first impression of the organization, there is no alternative to the decorative interior.

Currently, private banks and offices are also considering interior design as a major factor to represent the brand personality and cheerful working environment for the employees. 34% of the private organisations, especially the private banks, and other service providers are considering the decorative interior as a fact of the healthy and refreshing working environment (Tradingeconomics.com, 2021). Therefore, a huge market gap for interior designing has been evolved with the economic development and competitive environment in businesses. The brands in the painting and coating industries have taken this opportunity as their new invention. Berger, Asian Paints, Roxy Paints, etc. have extended their operation in the wallpaper section with illusionary art on the wall.

Berger illusion has focused on the personalised decorative interior, Asian Paints has introduced Nilaya focusing on the premium wall, and Roxy Paints has brought Roxy Fusion for the well-furnished stylish wall. 48% of the painting and coating brands in Bangladesh has adopted the change in the market with the demand for decorative interior with stylish and premium wall with well-customised design (Palmar, et al. 2019). The brands are finding a huge surge of

demand and newer consumer group from hotels and restaurants, private organisations, to households are asking for interior decoration with the decorative wall. The demand for such creative design has sustainable demand across the country with the inclusion of technology in communication like using the mobile application of the brands to create the design for the wall by the consumers according to their choice.

1.2 Problem statement

Due to the growing purchasing power of the consumers, the people leading city-life are preferring wall-paper as a part of their interior designing that has already created a huge change in the market as Berger is finding a double-digit growth (16% in 2017 in comparison to 2016) in Berger illusion that demonstrates the changes in consumer behaviour and setting new-trend in paint and coating industry as a major contributor to interior designing (Berger Paints, 2021).

Moreover, the growing number of restaurants and the changes in perception about the working environment by the private organisations to cheer up their employees with neat and refreshing office interior. The necessity of interior decoration and budget for this purpose varies according to the consumer segment that urges the brands to differentiate offer according to the need of the organisation or household.

The private firms require cost-effectiveness and very simple decoration with lighter colour according to the organisational demand. The decorated wall there used to bear the organisational values and personality with different signs and symbols. On the other hand, in the hotels and restaurants, the brands consider the cost but need a highly decorative and quality wall that could represent the brand personality; therefore, they spend a handsome amount of fund on this purpose. The hotels and restaurants are considering it as an initial investment and the budget is prepared according to the anticipated return from the investment. 75% of the brands in the tourism industry have mentioned that the decorative interior has resulted in high customer satisfaction and boost the customer retention rate by 13% (The Daily Star, 2021)(

The requirements of households are quite different from that of the hotels and restaurants as well as the commercial offices. The households used to prefer different theme according to the members of the house and the function of the room. For example, the decoration and design of the living room and the bedroom must be different in theme but the common thing with the private organisation's requirement for simple decoration.

The tendency of decoration and the process of delivering service has already changed a lot especially with the integration of augmented reality in operation especially with the mobile application. Berger has designed an interactive mobile application to engage people with the organisation across the service delivery process. The brands in the painting and coating industry have to recognise the differences in preferences and the future changes in the market in this respect to understand the opportunities and threats lied ahead for the brand.

The brands can improve the growth of the wallpaper market with the continuous development of products and enjoy the first moving advantage. It can also contribute to the brand establishing itself as a trendsetter in the painting and coating industry (wallpaper industry). However, the research problem here is understanding the current and future trend in the wallpaper industry (painting and coating industry) in Bangladesh concentrating on the growth of this industry from Berger's operation.

1. Aim and objectives

This research aims at investigating the wallpaper industry (painting and coating industry) of Bangladesh defining current and future trend in a study on Berger Paints. In Bangladesh, the painting and coating industry is actually contributing to the interior illusion paint and the wooden, fibre, or plastic wallpaper imported from abroad or produced by the local unstructured market are supporting the market demand in major proportion assuring cost-effectiveness in decorating in official or institutional decoration (Rahman, et al. 2019).

2.1 Objectives

- To understand the ways to examine the market trend.
- To evaluate the current and future trend in the wallpaper market in Bangladesh
- To investigate the ability of Berger Paints in meeting the market trends
- To recommend strategies to boost the market share in the wallpaper market

2.2 Research questions

- How do understand the ways to examine the market trend?
- What are the current and future trend in the wallpaper market in Bangladesh?
- What are the capabilities Berger Paints have in meeting the market trends?
- What are strategies to follow to boost the market share in the wallpaper market?

The research problem is to define current and future trend in the wallpaper industry (painting and coating) of Bangladesh understanding the market trends driven by economic development. With the economic development of the country, the concern on the interior design and its importance of artefacts on representing the individual or brand image has emerged with more than 17% (The Daily Star, 2021).

The brands in the painting and coating industry have already recognised this market opportunity and already taken steps to meet the current trends in the wallpaper market by introducing a new product line.

To improve the efficiency of the new product launched, the brands have introduced a one-stop service with the mobile application and integrated the augmented reality in operation to penetrate the customer experience with live prototype. This new product line in the painting and coating industry supposed to stay longer in the market as predicted by Asian Paints'

marketing manager. Therefore, the current and future trend in this industry should be specified to understand the profitability and lifecycle of the wallpaper industry.

Berger illusion has found a notable growth in wallpaper industry with newer markets and continuous changes in operation that is affecting organisational performance bringing new opportunity as well as cannibalising the demand for its regular product of painting only. This industry has huge potential growth continuing this double-digit growth rate due to the increasing demand for luxury furnishing with the demand development in the households for personal use. Primarily the decorative wall was used in hotels, restaurants, and private banks but currently the demand for abstract painting has notably grown in the households with the economic growth and the growth of the middle-affluent class population. The emergence of a new market segment has brought about changes in product design and characteristics as well as the required services. The brands have to adapt to the changes in the market trend to unify their product mix from that of the competitors and gain a sustainable position in consumer's mind. Moreover, the quick adaptation to the changes in the market results in the organisational success in defending the threats derived from an unfavourable situation.

The wallpaper section has been highlighted in the last decade with the boosted economy of the country and rapid growth of the hospitality industry when the consumer started more on pleasing experience aside from their regular need. Bangladesh is going to be declared as a developing country officially in 2026 considering its continuous increment in per capita income. The painting and coating industry is expecting a continuity in its double-digit growth in the next decade in its luxury painting and coating line. The changes in demographic structure are also drivers of the growth of the wallpaper industry as the generation z and millennials in Bangladesh prefer the restaurant with nice internal decoration and the pleasing office environment is boosting the working experience of the consumers.

This research should concentrate on wallpaper only but the market is highly unstructured that has limited the research scope on this issue. There is no previous research that would have been conducted on this issue that penetrates the need for investigating this industry showing its further growth opportunity.

2.3 Significance of the research

The concept is similar to that of the trending wallpaper; customization is the main focus as well as the unique part of this idea. The company will supply the customers with customized hand-painted wallpapers according to the customer's demand. It will have a single owner and initially, no large-scale investment is needed since it will be a demand-based supply.

The business will be both product and services type since, if the customer decides to order a pre-painted wallpaper or a customized wallpaper, it will be a purchase of a product; whereas, customer can also call for the services of the painter to paint the roof/wall/any surface as per their wish. Furthermore, since there is a part of the business which calls for the services of the

installation of the painted canvases to the ceiling in the desired procedure, there are certain external and outsourced services that will be looked upon further in this report.

The growing trend of wallpapers and creativity in the commercial and residential sector gives this business room for great future expansion and success. One of the major markets for this will be the lounge/drawing room ceilings for those who love to market art in their residence. Another target market for this will be children's places (rooms or play areas) where their surrounding could be designed as per their demand.

Once the business is set and running, the target market could be expanded to offices and stores providing them with a more varied choice of personalized and innovative canvas options. The demand-based type of this business makes the owner less likely to face any losses. Whatever the customer demand is, and when he/she demands it, only then shall the investment be made. This makes it more profitable, hence less likely to have a loss. The start may be a little slow, however, to cater to these initial minor losses which might incur, please refer to the financial segment of this report.

2.4 Research Structure

Chapter 1: Introduction	Justifying the reason behind choosing the topic crafting a valid research background and rationale and defining the aim and objectives
Chapter 2: Aim and objectives	The aim and objectives of the research is defined; the research questions are designed, and the research rationale is mentioned showing the research gap to fill.
Chapter 3: Literature review	This section is dedicated to define the variables or issues to consider to conduct the research on defining the changes in wallpaper industry of Bangladesh. It has included the theoretical background of the tools used to define the changes in the market as well as the primary consideration about the wallpaper industry.
Chapter 4: Methodology	The research blueprint designed here identifying the tools and techniques used to meet the research aim and solve the research problem
Chapter 5: Result and Analysis	Collected data from different sources has been analysed here to find the meaningful outcome to understand the impact of the independent variables on the dependent variable
Chapter 6: Discussion	To connect the findings from the data analysis with the findings of the literature review and examine whether all the research questions are met.

Chapter 7: Conclusion	To summarise the findings from the previous chapter and suggest strategies to Primark for their social media footprint
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2. Literature Review

2.1 Tools to define market trends

To define the changes in the marketing environment to find the trends currently occurring as well as the changes to have occurred in the long run, a thorough marketing audit should be conducted on both the micro and macro-environmental elements of the organisation as mentioned by Hergert and Morris (2019). According to Juwaheer, et al. (2017), the understanding market trend is dependent on market audit that requires assessing the macro and micro-environmental elements of the marketing environment. Armstrong, et al. (2017) supported that the macro-environmental analysis contributes to finding the uncontrollable factors present in the external environment that can drive or resist the growth of the organisation or the industry and the organisation should consider them carefully for its sustainable growth. Palmar, et al. (2019) argued that predicting the factors driving or resisting the growth of the industry or organisation could not show the actual market growth as innovation can create disruptive change ignoring all their effects. Armstrong, et al. (2017) mentioned that the micro-environmental analysis contributes to the understanding of the internal and external stakeholder's reaction or penetration to changes and the ability of the organisation to accommodate the changes. Palmar, et al. (2019) argued that it is just showing the picture of the parties involved with the organisation financially and it has a limited relation to understanding trends.

External analysis

Macroenvironmental analysis: PESTLE analysis

To conduct the macro-environmental analysis, PESTLE is the most used tool that is focusing on defining the changes in the political, economic, social, and technological, environmental, and legal changes as opined by Hergert and Morris (2019). Gereffi and Fernandez-Stark (2019) explained its effectiveness mentioning that this tool defines the changes that are not controllable by the organisation rather they shape the organisational decision as well as often creates disruptive changes across the industry. Kaplinsky (2019) added that the changes in the macro-environment affect indirectly the organisation but its effect is highly significant for the brand. Hergert and Morris (2019) argued that the macro-environmental elements have not the direct impact on the organisation, therefore, at least the domestic companies do not need to be concerned about the changes in this environment and spend time evaluating.

Gereffi and Fernandez-Stark (2019) mentioned that the political environment of the organisation mentions all the political and geopolitical changes in the particular country

affecting the business practices there; the political changes interfere the business with the economic or noneconomic barriers and the most notorious act is the expropriation, confiscation, and forced domestication of the businesses. Hellin and Meijer (2019) argued that the political environment is highly related to internal political relationship and in most business environments, it has no vital role in penetrating or hindering the businesses. According to Taylor (2019), In the domestic business environment, the government supports are the most effective contribution of the political environment; except riots and internal political issues, the domestic companies need not care about the changes in the political issues especially international political issues like Brexit, Trump's trade war, etc.

The economic environment of the organization mentions how the changes in the country's economy and economic resources affect the business operation there and it is considered the most vital element in the macro-environment to be considered by the organisation as opined by Madsen (2017). Hambrick, et al. (2019) added that from defining the solvency of the potential market to collecting funds from the local population, the economic environment has to be considered. Ioana, et al. (2019) argued that the economic environment is affecting the business indirectly with the sourcing of funds, resources needed, and consumer purchasing power, therefore, the cost leadership brands need not consider this factor.

The social factors determine the characteristics of the target population demonstrating their demographic feature and how that affects the consumer's behaviour as opined by Rothe, et al. (2019). Wilson (2019) mentioned that the available resources of the organisation may not support the trends or nature of the target population and the brand can then change the social rule with the power of promotion. Berry, et al. (2019) mentioned that the technological disruption is nowadays changing the pattern of business and supporting the growth with continuous innovation. With the increasing concern on the effect of the businesses on changing environment and ecology as well as the legal boundaries set by the government have been added to the macro-environmental analysis to find the comprehensive result as opined by Kotler, et al. (2019).

Microenvironmental analysis:

Porter's five forces model

According to Mokwa (2019), Porter's five forces model explains the organisational competition to be faced by different parties to define the lucrateness of the industry as well as the intensity of the competition. Brownlie (2019) opposed that this model is showing a narrower view of the competition within the organisation considering the suppliers, consumers, rivals, substitutes, and new entrants who are supposed to contribute to the direct and indirect competition for the organisation but not similarly affecting of all of the organisations in a particular industry. Lipnicka and Dado (2019) added that the challenges defined in Porter's five

forces model are different by the business strategies of the organisation, therefore, the organisation-specific challenges can be defined considering the industry lucrativeness.

Grundy (2019) explained that the new entrant's power can provide with the opportunity for the upcoming newcomers in the market; for instance, when IKEA has found it easier to enter into the Indian market with the direct support from the government for the foreign direct investment, the new entrant's power was high but it was an opportunity for the brand. Radulescu and Cetina, (2019) opposed that when the new entrants' threat is high, the brand has to go through a continuous process of changing the customer need as well as the offers with an innovative solution to sustain the consumers with the organisation.

The threats from suppliers mention the degree to which suppliers can affect the operational efficiency of the organisation and what is going to have happened if the organisation cannot manage the long-term relationship with them as opined by Dälken (2019). Indiatsy, et al. (2019) argued that this element is actually considered to define the relationship between the company and its suppliers. Siaw and Yu (2019) added that the consumer power over the organisation mentions the competition intensity in the market as well as what the consumers actually want from the organisation while managing a long-term relationship with them. Karagiannopoulos, et al. (2019) argued that the consumers' bargaining power is actually showing the things consumers are considering while purchasing a good and what actually happens when the number of competitors and the number of substitutes is high.

The competitive rivalry is showing the direct competition to be faced by the organisation while conducting an operation in the particular region or consumer base as opined by Eskandari et al. (2019). Yunna and Yisheng (2019) added that the competitive rivalry from the strategic group directly affect the operation of the organisation as they are serving the same consumer base with a similar strategy and creates an innovative solution to meet the same consumer need. Kaplinsky (2019) argued that the competitive rivalry is not replicating the overall competition to be faced by the organisation rather it's just presenting how direct competitors can affect the operational efficiency of the organisation.

Competitor analysis

According to Hergert and Morris (2019), in competitor analysis, the direct or indirect competitors are assessed with some selected criteria to compare their performance, strengths and weaknesses, and the points of differences to define the gap and abilities of the competitors to overlook the brand in the market. Gereffi and Fernandez-Stark (2019) supported that the brand has to define the power and acquisition of the rivals in serving the people with their points of differences along with the degree to which the consumers are supporting their points of differences. Hellin and Meijer (2019) argued that the organisation can hardly define the secret strategy of the brand is serving target population of them as it is never revealed and once so, the strong competitors are going to take over the organisation. Taylor (2019)

illustrated that the organization cannot deny the contribution of the competitive analysis in preparing the defensive action according to the degree of competition and the competitor's nature. Hambrick, et al. (2019) argued that the brand's defensive attitude has to be developed far before the competitive analysis to always keep itself ready to tackle the changes in the consumers' attitude due to the changes in the characteristics of the service provided by the rivals.

Consumer analysis

According to Taylor (2019), when the organisation tries to explain the consumer's behaviour with the brand to define the characteristics of the consumers as well as the changes in their requirement about the product offered by the brand. Hellin and Meijer (2019) mentioned that the brand should have a clear idea about the requirements of the organisation and define the way it is going to respond to the changes in consumer behaviour. Gereffi and Fernandez-Stark (2019) argued that the consumer analysis can only define the market profile the brand is going to serve instead of providing every detail of the changes in the marketing program. Hergert and Morris (2019) showed a counter-argument that the consumer profile contains the detail about the consideration set of the consumers as well as define their latent need. With the help of consumer buying behaviour and defining the target market profile, the brand can understand the changes in the consumer attitude along with their purchasing process. Kaplinsky (2019) argued that the consumer buying behaviour does not explain the consumer attitude and it is too much volatile that the consumer's behaviour can change anytime due to any personal or external issues; therefore, these models can hardly explain the consumer attitude in this respect. Eskandari et al. (2019) explained that the brand cannot deny the effect of the changes in consumer behaviour on its performance rather it is a must for them to explain the changes and prepare the defensive measure with strategic management.

Stakeholder analysis

According to Yunna and Yisheng (2019), the stakeholder analysis considers the power and interest of all the relevant stakeholders of the brand according to their group to prepare the engagement strategy as well as how long they are important for the organisation. Dälken (2019) explained that the brand cannot deny the effect of the interest of the internal and external stakeholders on its decision-making process and while controlling its performance. Indiatsy, et al. (2019) argued that the power and interest of the stakeholders should be defined to know their degree of intervention in the organisational performance and prepare a plan to control them not to understand what they want and how they can push the organisation. Siaw and Yu (2019) added that the organisation has to manage their stakeholders with their specific needs and want to determine the degree of their intervention. Considering a two-dimensional scale with power and interest, all of the internal and external stakeholders are categorized into four groups, that are, latent, promoters, apathetic, and defender as explained by Grundy (2019). Karagiannopoulos, et al. (2019) discussed that the latent should be kept satisfied as their power

is high but the interest is low; promoters are the most considerable group in this respect as they have the highest power and interest on the organisation, therefore, the brand should manage them closely designing the program accordingly, apathetic are the least influential group in this matrix who are having the lowest interest as well as the lowest power over the organisation but play a vital role and they should be monitor always to prevent risks from them; and lastly, the defenders have higher interest on the brand but their power is low and in such case, the brand has to keep them informed about the changes as well as explain the reason for changes from the moral perspective.

Internal analysis

Resources and capabilities

According to Radulescu and Cetina, (2019), resources refers to all the possessions of the organisation whether it is tangible or intangible and the capabilities are the organisational ability to creating a unique position in the market with the best and effective use of the resources available for them. Mokwa (2019) mentioned that the tangible resources include financial resources (the ability of the organisation in collecting funds for the brand and the capacity to collect external capital), physical resources (including the location, plants, machine, offices, and warehouse of the organisation as well as the access to raw materials and the channel of distribution), technological resources including the patent, trade market, and trade secret possession, and organisational resources comprising of the organisational formal planning, commanding and controlling system, and integrated management information system. Brownlie (2019) added that the intangible resources of the organisation comprise the human resources (talent management and organisational unique culture), innovation ability (concern on the research and development to create new offer, and capability of the brand to innovate and change the market), and reputational resources including the product quality perception, anticipation of its durability and reliability by the consumers and the successful branding and positioning with the organisational competency. Lipnicka and Dado (2019) iterated that the tangible and intangible resources show the organisational capability to serve the target population as well as its preparation for further growth opportunities. Rothe, et al. (2019) argued that the resources are not the only factors that are contributing to the organisational success in the market rather the capabilities of the organisation derived from the unique combination of the resources are the success factor in this respect.

VRIO analysis

As mentioned by Wilson (2019), VRIO analysis is a tool to define the sustainability of the competitive advantages or the point of differences of the organisation to understand how long the organisation can rely on them to prepare a unique position in the consumer mind. Berry, et al. (2019) explained that the VRIO is the abbreviation of Valuable, Rarity, Inimitability, and Organized, and they together showing the characteristics of the competitive advantage. Kotler,

et al. (2019) argued that the standard of the competitive advantage cannot be explained with these four elements; often the brand can have a competitive advantage that may not meet any of these four criteria. Ioana, et al. (2019) added that when the competency is unorganised, it is considered as the unused competitive advantage that the organisation cannot understand before. Hambrick, et al. (2019) added that if the advantage can easily be imitated by the rivals, it is considered as the temporary competitive advantage that may not facilitate the brand for long. Madsen (2017) included that if the competency is not rare, it is just a competitive parity and lastly if any of these four characteristics are not found in the competencies, they are the competitive disadvantage for the brand.

BCG matrix

According to Hellin and Meijer (2019), to define the performance of the product portfolio, this assessment has to be conducted from two dimensions, that the market share captured by the brand and the market growth rate in this product line. Taylor (2019) supported that this assessment contributes to design the sustainable strategic plan defining the profitability of the portfolio. Gereffi and Fernandez-Stark (2019) argued that to define the growth strategy of the organisation, this assessment is conducted so that the appropriate budget can be prepared to focus on the possibility of return from them. Hergert and Morris (2019) added that the matrix has shown that the strategic business units of the organisation can be stratified into four groups including the star group where the brand has high market share and high market growth and they should be further invested to maintain the growth stage, cash cows that should be harvested as much as possible as it is in a maturity stage and soon the profit generated from this section may be slower and this group can provide fund to the star and the question marks to ensure their further growth, question marks that have undiscovered higher market growth but the market share is low with the potential growth opportunity and as it is a risky venture, the investment decision should be calculative, and lastly the dogs are the lower performing strategic business units and the brand should divest them. Kaplinsky (2019) criticized that this model has actually explained the performance of the strategic business units from only two dimensions but the multiple factors are directly connected with the brand performance.

Product life cycle

Product life cycle presents the current position of the product in the market and its life cycle has been presented in four stages as opined by Dälken (2019). Yunna and Yisheng (2019) mentioned that at the introductory stage, the product is just developed and introduced in the market for the test, in the growth stage, the innovators accept the products and it finds higher awareness in the market, at the maturity stage, the product is already known to the target population but the number of competitors increases, therefore, the profit margin used to grow slowly and this stage is longer than any other stage, and lastly at the decline stage, the product loses appeal in the market and once vanishes. Eskandari et al. (2019) showed its significance mentioning that while taking the decision of product performance and anticipate the product

growth, the product life cycle should be clearly defined so that the budgetary management can be effective. Indiatsy, et al. (2019) argued that the product life cycle is not always necessary to design the budget for investment as the market performance alone can express whether the further investment will be effective or not.

Value chain analysis

According to Grundy (2019), the value chain contributes to understanding the practices or activities to be conducted by the organisation to create value for the consumers contributing to the product efficiency. Karagiannopoulos, et al. (2019) added that the value chain should be well-defined that may contribute to the plan for changes and define the gap to fill so that the highest effectiveness can be assured. Siaw and Yu (2019) argued that the value chain is nothing but the explanation of how the brand is creating value for the consumers, it cannot show any gap or organisational performance.

Radulescu and Cetina, (2019) explained that the value chain categorising its activities in two sections including the primary activities and the secondary activities. Mokwa (2019) contributed that the primary activities are the direct activities to create value for the consumers and its starts with the inbound logistics collecting raw materials to the operational unit, at the operation stage, the final product is produced that is supposed to be carried to the regional warehouse with outbound logistics process; the marketing and sales program communicates the product with the target population and lastly, the customer service maintains the long-term relationship with the consumers solving their issues as well as maintaining consistent communication. the secondary activities include the firm's infrastructure that predicts its ability of production, human resources who contribute to executing the plan of the organisation, technological development showing the degree to which the brand is enriched with the technology, and lastly, the procurement process by sourcing materials from right suppliers to maintain the standard of the products as demonstrated by Brownlie (2019). The value chain is showing the capacity of the organisation as well as define the way the brand is providing effort to satisfy the consumers as mentioned by Lipnicka and Dado (2019).

SWOT analysis

The SWOT analysis contributes to defining the strength and weaknesses of the organisation from internal analysis and the threats and opportunities from external analysis as opined by Rothe, et al. (2019). Berry, et al. (2019) added that it summarises the overall environmental audit and contribute to design the strategies to follow further with the help of corporate strategy and business level strategies. Wilson (2019) criticised that the internal capabilities and resources can often deteriorate the position of the organisation and the organisation cannot focus on all of the strategies at a time and mostly focuses on the strategies defined from the combination of the opportunities and strengths that results in ignoring the threats and weakness in reducing its performance. Kotler, et al. (2019) added that the strengths and weaknesses are the

capabilities and gap of the organisation and the threats and opportunities and the market penetrator that hinder or boost organisational performance when the brand uses its strengths to face them all.

3.2 Types of Wallpapers

Before tracing the trend in the wallpaper industry, it is necessary to know about various types of wallpapers because the consumer preferences, consumer needs, purchasing intention and the consumer decision-making process shifts toward various kinds of wallpapers across the world. Across the globe, more than 32 common types of wallpapers are used with a combination of thousands of designs, colours, sizes etc. in various sectors for different purposes. However, the most used wallpaper types are discussed below:

Lining paper

According to Deepshikha and Nath (2017) the lining paper is used as the raw ingredient in the construction and decoration works as it is applied before the final painting. This form of wallpaper is applied to cover the minor imperfections on the wall or surfaces so that it cannot create disturbance to the final decoration. Wolff and Sorkine-Hornung (2019) added that one of the main functionalities of lining wallpaper is that it reduces the use of the main painting cost because the coating of one or two layers of lining paper eliminates the number of imperfections on the wall. Degtereva (2020) argued that in middle-income countries, more than 92% of the painters use lining wallpapers before applying the final painting for reducing the overall painting cost.

Traditional wallpaper

Hidefi (2017) depicted that the traditional wallpapers denote the printed plastic or paper made layer which is widely used in the bedrooms and dining room for the decoration purpose. This form of wallpaper is mostly used in the least developed markets especially in many of the South Asian countries due to having a low budget. Xiao et al (2017) stated that the demand for the traditional wallpaper is always high in the Bangladeshi market among the middle and upper-middle-income sections. Speare (2019) opined that the traditional wallpaper is used for its features and benefits including affordability, accessibility, ease of use, wall breathing facility etc.

Vinyl wallpaper

According to Follman (2016) The vinyl wallpaper is a multi-layered paper used in interior decoration works. This form of wallpaper includes a backing layer, a fibre layer and a plastic coating in the upper layer which enables the user to wash dirt with water. Kiser (2018) stated that the popularity and the uses of vinyl wallpaper have been risen very high in the last 5 years because the demand for this product has been increased by 5 times greater compared to the demand of 2017. Andrews and Campbell (2021) stated that due to the washable features, the vinyl wallpaper is widely being used in the kitchen, bathroom, dining rooms nowadays.

Embossed wallpaper

Xiaonan and Ruizhi, (2017) stated that embossed wallpaper is a form of a coating that adds contrast and texture to the walls. The designs and the textures include geometric shapes and patterns that range to a large variety of soft imprints. Lee and Kim (2019) added that along with the aesthetic appeal, the embossed wallpaper is used mostly for its functionality because it has the capability of hiding the wall defects, cracks, rough patches, scratches. In India, Pakistan, Bhutan, and Bangladesh, the embossed wallpapers are used in decorating the walls of conventional halls but in the middle east and in the European countries, embossed wallpaper is used to protect the damage of the wall plaster.

Liquid wallpaper

Solis Linares (2019) opined that the liquid wallpaper is used in the uneven walls of the room which includes the defects and cracks. This is applied in the form of a liquid solution and is applied to the wall using a special pallet. Lee (2021) stated that this form of wallpaper is often used as paints which are considered as eco-friendly paints. The interior designers and the painters can draw images and patterns after extracting a layer into the wall which is its prime feature. Western countries used this liquid very much because there has been arisen a trend of drawing various aesthetic images other than keeping classic formal colours.

Non-Woven wallpaper

According to Kaur and Gupta (2017) The use of non-woven wallpaper has been the latest trend for interior designers to use in various clubs, offices, homes and conventional centres. The young and millennial groups prefer this wallpaper because it is made of from natural and synthetic fibres which serve the purpose of environmental sustainability. The decorators and the household persons use non-woven wallpaper for the feature of breathability and washability. According to Gardan (2019) the constructor and the interior designers tend to choose this form of wallpaper because it is easy to install and tear-resistant features. Schmidt et al (2019) argued that the cost of non-woven wallpaper is very high which cannot be afforded by the middle-income class group.

Fibreglass wallpaper

According to Kulkov et al (2019) The fibreglass wallpaper is one of the most expensive wallpaper in the painting and coating industry which is widely applied in the wall for the purpose of fire resistance. Gardan (2019) added that it is a functional wallpaper because it creates an extremely strong coating on the wall which even protects the leakage for which it is mostly applied in the ceiling in the Asian countries. Hopkinson et al (2020) argued that fibreglass wallpaper is used as an ingredient of the wall construction because it is not used for decorating purposes. In Bangladesh, more than 70% of the fibreglass wallpaper is sold to the governmental authority due to the high cost and high functionality.

Bamboo wallpaper

Anderson et al, (2018) depicted that bamboo wallpaper is the most eco-friendly decorating item in the wallpaper industry in the Indian subcontinents. This form of wallpaper does not change the colour of the wall for a long range and provides an aesthetic and unique look for which the millennial groups are preferring most in decorating their home by using this form of bamboo wallpaper. Solis Linares (2019) argued that bamboo wallpaper is very difficult to clean for which it is strictly avoided for the kitchen and washrooms. Lee (2021) stated that bamboo wallpaper is useful for protecting the moss as well as it assists in killing germs due to having antiseptic characteristics.

Textile wallpaper

According to Deepshikha and Nath (2017) textile wallpaper is one of the most elite products in the wallpaper industry which is widely used in the European and Middle Eastern countries. Bangladesh, India and other developing countries import such products to a little extent for using it in five-star hotels and in governmental institutions. Wolff and Sorkine-Hornung (2019) added that the main features of textile wallpaper include breathability, stain resistance, flame resistance, and even fire resistance. This form of wallpaper is demotivated to be used by the designers for the difficulties in installation as well as the high price. Degtereva (2020) stated that textile wallpaper is heavily used by international hotel chains such as Mariotte, Intercontinental, Pan Pacific, etc. across the globe.

3.3 Current trends in the wallpaper (painting and coating) industry in Bangladesh

Rahman, et al. (2019) mentioned that the painting and coating industry in Bangladesh is finding huge fluctuation in demand that has once resulted in the failure of Berger Weathercoat in the market as it could not educate the consumers about its effectiveness. Financial Express (2021) showed an arguing report that the brand has primarily faced an obstacle in showing the need for this product and later on, it has become one of the popular products of Berger; the major obstacle was the pricing strategy of this product line. It has mentioned that due to changes in

consumer demand and purchasing power, the industry is finding opportunities for growth that resulted in the Growth of Berger Illusion.

According to Xiao et al (2017) the use of wallpaper has started extensively in South Asian countries during the early period of the 21st century. In these 20 years, the consumer preferences and the technology used in the wallpaper industry have significantly changed for which various paint and decorating companies such as Burger, Roxy, Pailac etc. have introduced various new forms of wallpaper considering both functionality and aesthetic aspects. Speare (2019) depicted that the interior trends in 2020 have increased the uses of the latest forms of wallpapers including panoramic mural, textured wallpapered, botanical designed wallpaper, tropics & wilderness theme-based wallpapers, abstract design etc. In Bangladesh, around 20% of the middle-income group people use various forms of wallpaper in their bedroom and drawing room instead of painting. The following designs and kinds of wallpaper uses have become the current trend in the wallpaper industry.

Panoramic mural wallpaper

According to Degtereva (2020) the use of panoramic mural wallpaper is considered at the top of the trends in the wallpaper industry because the sale of this product has been increased by 300% and in the google search engine, people searched most for the panoramic mural wallpaper in 2020. Hopkinson et al (2020) added that this form of wallpaper is attractive to the high-class interior designer because it makes the spaces feel bigger with having giant wall mural and creates a feeling of depth featuring tunnel. Andrews and Campbell (2021) stated that the landscape panorama design is the most interesting product among the users because it creates an immerse dreamy universe for the users.

Textured wallpaper

Anderson et al (2018) opined that the three-dimensional textured wallcoverings are one of the best seller wallpapers in 2020. This form of wallpaper creates a classic and seductive touch-me texture effect for the users. More than 62% of the customers of the textured wallpaper belong to millennial groups because they highly preferred 3D geometric designs. Kulkov et al (2019) argued that some of the people tend to hang rugs on their walls for preparing texture and to make the room cosier instead of using textured wallpaper. Schmidt et al (2019) depicted that the monastic whites and the simplicity of the textured design of the wallpaper is the prime reason which attracts the people. In some developing countries, the textured wallpaper remains top in the selling list in the wallpaper and painting industry due to its affordability to the middle-income segment.

New botanicals

Deepshikha and Nath (2017) depicted that the use of new botanical theme-based wallpapers has also become a trend, especially in the Western countries due to providing a natural theme.

This form of wallpaper is widely used on the outside of the building to create an eye-catching looking using different pallets, colours and patterns. Wolff and Sorkine-Hornung (2019) added that this form of wallpaper is well accepted by the young generation because along with the aesthetic aspect, it explains the symbol of youth and eco-friendliness. Degtereva (2020) supported that the green and yellow in particular have been emerging colour trends preferred by the young populations for which they love to use apply it on the walls and upholstery.

Tropics and wilderness

According to Hidefi (2017) nowadays the tropical bamboo, scenic beauty, animal prints and botanic wallpapers are being chosen by the decorators to create an exotic adventure the indoor. Speare (2019) stated that many of the homeowners in the Asian countries seek ways to create holidays in their home for which they tend to spend in home designing for making it aesthetic using the scenic beauty or jungle theme. In the UK, the most sold wallpaper design in 2019 was the invigorating tropical styles covering the deep jungle and rainforest. Degtereva (2020) depicted that the sellers of the tropical and wilderness designed wallpaper have found no signal of changing this trend rapidly.

Abstract design

Follman (2016) stated that in the Italian wallpaper industry, the “From Art Deco” style trend of the 60s have significantly been started through the Impressionist movement. This design has been reborn newly in this age as consumer preferences are moving towards the classical designs gradually. Lee and Kim (2019) opined that the abstract designed wallpapers are mostly used in the home decoration. According to Andrews and Campbell (2021) more than 95% of the abstract designed wallpapers are sold to the home interior decorators as the business and corporate interior decorators tend to choose the textured wallpapers. However, there has been an indication of moving this trend to the use of 3D wallpapers in corporate sectors.

Natural materials

According to Solis Linares (2019) sustainability is considered the forefront of all sectors which also seduced the wallpaper sector to use more natural and eco-friendly resources. The design of the grass, straw, silk, butterfly etc. designed wallpapers are widely used to reinforce the sense of sustainability which significantly has become a current trend in the wallpaper industry across the globe. In Bangladesh, the grass made wallpaper is the best seller item which is even used on the floor and in the pillars of the flyover to decorate these with a green flavoured theme. Gardan (2019) argued that the use of green material and the design of the green theme is not the same because most of the green and eco-friendly themes are being prepared using plastic and other harmful chemicals which do not imply sustainability at all.

Geometrics

Kaur and Gupta (2017) stated that whether it is plain or metallic style, the use of modern colourway and geometric designs have created a unique position in the consumers' mind. Most of the wallpaper selling companies in Bangladesh such as Asian Paints, Burger etc. have combined florals and geometrics for considering the consumer's current preference. Hopkinson et al (2020) depicted that in a geometric design with the flora has been selected as the Wallpaper of the Year 2020 for Timepiece Amethyst. According to Lee (2021) the studios and the offices use the folded geometric wall panel most in 2019 and 2020 which also indicates that the geometrically designed wallpapers are also moving towards the current trends in the wallpaper industry.

3.4 Future trends in the wallpaper industry

According to Anderson et al (2018) the current demand of the various forms of innovative and eye-catching designed wallpaper is rising very rapidly across the world which indicates that in future wallpaper industry is going to be a giant sector. The advent of the new forms of technology, social media engagement, competitive nature and customer engagement are consistently pressurising the wallpaper sellers across the world to bring more variation in both of the types and design in the wallpaper. Kulkov et al (2019) stated that the current trends of the wallpaper market are to use more non-woven and textured wallpaper in both commercial and non-commercial buildings. Hopkinson et al (2020) argued that there is no "best" design for the aesthetic product because the consumers always expect far better design and innovation. Based on the current move of the global wallpaper industry, it is estimated that in future, the European market will hold the largest market share, and the non-woven wallpaper will have the highest growth rate. The significant future trends in the wallpaper industry have been discussed below:

Non-woven wallpaper expected to offer growth

Wolff and Sorkine-Hornung (2019) stated that the non-woven wallpaper has got so much popularity nowadays that it has the potential to trigger to more than 50% growth within next 5 years. Behind the popularity of the non-woven wallpaper is its ability to provide water-proof and tear-proof functionality. This form of wallpapers will be chosen more for the kitchen and bathroom decoration however, it is being now hugely applied in the drawing and bedrooms. According to Speare (2019) the current market of non-woven wallpaper is worth 3.1 billion in the European and American market which was only 78 million back in 2016. The statistics show that the market growth rate of non-woven wallpaper is over 27% based on which the industrialists are predicting that the market will reach 4.5 billion in the upcoming 5 years. Lee and Kim (2019) depicted that the use and consumption of the non-woven wallpaper will certainly be expanded as already customers are using this wallpaper in their ceiling and floor to a little extent instead of using mosaic and tiles. Degtereva (2020) stated that the non-woven wallpapers have a high potential to replace the use of the tiles that are used in the kitchen and

dining room. According to Andrews and Campbell (2021) in 2020, the various furnishing companies such as Rasch GmbH & Co, Brick Lane etc. demonstrated 39 non-woven wallpapers and 11 digital panels in the Heimtextil trade fair which indicated the rising demand for such kind of wallpaper which will lead the future wallpaper market.

Asian wallpaper market to hold the largest market share

According to Deepshikha and Nath (2017) the growing renovation operation is driving the Asian wallpaper market because the wallpaper has the unique capability of recovering the imperfections of the walls of both commercial and non-commercial buildings. Degtereva (2020) depicted that the revenue of the wallpaper manufacturing sector in 2020 in the Asian market was approximately 139 million USD and expected that it will reach 175 million USD within the next 2 years. Speare (2019) added that digital printing and faux finishing technologies will be the major contributing factors of increasing the demand for wallpaper in the upcoming years. Hopkinson et al (2020) opined that the future trend in the wallpaper industry will hugely support reusable products which indicate the use of non-woven wallpapers. It is expected that in the upcoming days, the non-woven wallpapers may replace the use of tiles and mosaic business. Andrews and Campbell (2021) stated that currently only the large companies are engaged in producing the wallpaper but in the upcoming days, the small entrepreneurs and SMEs will also become the player of this industry especially in the Asian market. Although the European market of the wallpaper remains at the leading position currently, the high growth of the Asian wallpaper market provides a clear indication that it will be the next leading market of wallpaper.

Use of 3D and customized wallpaper opportunity

According to Lee and Kim (2019) currently, the customers of the wallpapers are already demanding the 3D design to a little extent. From the rising demand it can easily infer that in the upcoming years, the use of 3D design in any form of wallpaper is going to be a new trend. Speare (2019) depicted that 3D designed wallpaper is widely preferred by the millennial groups and this group is a significant influencer in the case of purchasing wallpaper for which there is a potential that the future wallpaper industry will certainly focus on the 3D designs. Lee and Kim (2019) argued that 3D design in the no-woven wallpaper is getting very popular among the young people so the use of this form of wallpaper can be denoted as the current trend. According to Gardan (2019) in the upcoming day, the customers overly will have the customized options in designing their own wallpapers using apps. Berger and Asian Paints have also provided customised opportunities to the customer in the case of wall paint. Lee (2021) depicted that within 5 years the wallpaper designed will be led by the customers as they will be able to create any form of customised design for the wallpapers which will definitely a trend in this industry.

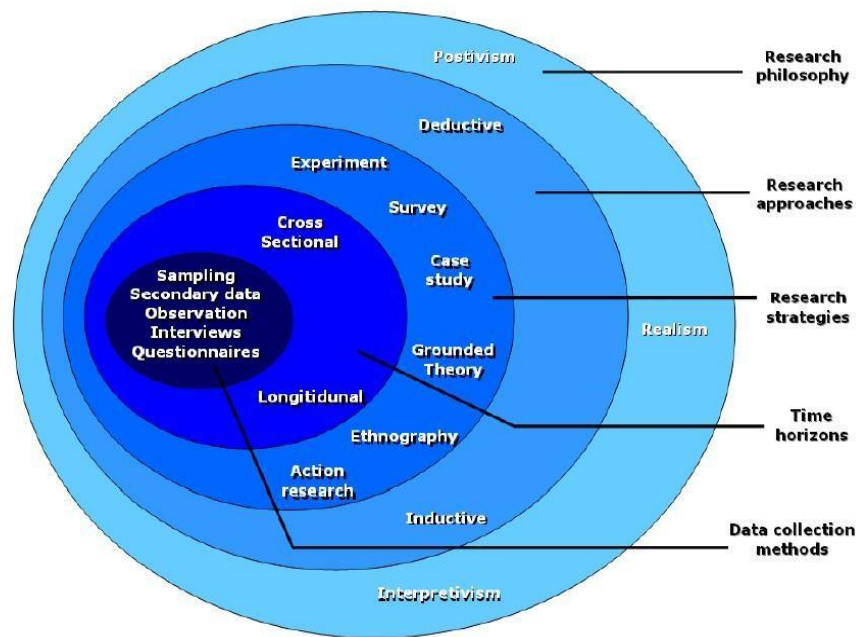
3.5 Literature gap

While searching for the relevant research papers, journal, articles connected to the wallpaper industry, very few significant evidence have been found. Most of the research report described the types of various wallpaper which gave an estimation of which types of wallpapers are being used most. Most of the statistics and information regarding the wallpaper industry is based on the European wallpaper market. No such significant research has been conducted to trace the current and future trends in the Bangladeshi wallpaper industry. Various financial reports of various interior decorator companies have been found in which the indication of which form of wallpapers are being preferred by the Bangladeshi people but it cannot denote the current and future trends of the Bangladeshi wallpaper industry. To fill this literature gap, new research is needed to be carried out on the Bangladeshi wallpaper industry to clearly define its current and future trends.

3. Methodology

This section has been denoted the research framework by providing a detailed layout addressing the skeleton of each of the research process to be followed in this research. The whole methodology has been designed by following Saundar's Research Onion and each of the section has been addressed with a specific process or approach and a justification has been provided to state the rationale behind the selection (Engwa and Ozofor, 2015). This section has included the discussion of the selection of the research design, philosophy, strategy, method, approach, sampling, data collection, analysis, ethical issues, reliability and validity, and time horizon as well.

The research onion has been developed by Saunders in 2007 that provides a detailed description of the research process layer by layer. The progression of the research method is designed through the research onion in which the re-searcher set the processes one by one like peeling the onion (Flick, 2015). The process starts from the outer layer and reaches to the inner side by unwrapping each of the layers. The most outside layer of this model is the research philosophy and it goes through the selection of research approach, research strategies, research choice, time horizon.



Research onion

Source: (Saunders and Bezzina, 2015)

4.1 Research design

Usually, all forms of researches are framed in two main research designs; exploratory research and conclusive research. The exploratory research is applied to investigate any new phenomenon on nature and society by applying non-existing concepts and theories. When the research question, as well as the collection of data, is not well structured, this structure is followed. On the other hand, the researcher can choose the conclusive research in which researchers remain concrete in the evaluation of the research outcome (Igwenagu, 2016).

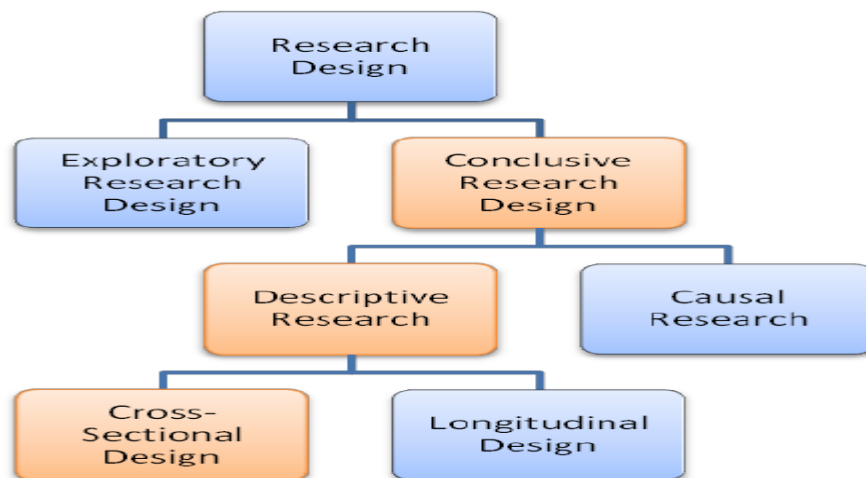


Figure: Research design

Source: (Saunders and Bezzina, 2015)

The outcomes are denoted either by denoting the cause-and-effect relationship by using causal research or the re-searcher can just explain the research problem and solution in a descriptive manner by following descriptive research. This is conclusive research, more specifically the descriptive research that needs a conclusion with the understanding of the current and future trend in the wallpaper industry of Bangladesh. Berger Paints has been chosen as the wallpaper industry is not structured but the painting and coating industry is structured as well as serving the major demand on this platform with high consumer trust.

The descriptive research under conclusive research design has been chosen for conducting this research. The descriptive research has been chosen because the selected research problem-related data is available on various sources for which it won't need to generate new theories and concepts. The market trend of the wallpaper industry can easily be defined from the historical data for which the researcher has just collected and explained the exact case situations and possible situation using the descriptive research design. The descriptive research design is the most appropriate research design for describing the market characteristic for which it has been easier to trace the current and future trends from the existing data. The descriptive research design has allowed the researcher to develop a specific hypothesis. This method is well supported by the preplanned and structured design which cannot be ensured in the exploratory research design. The exploratory research design has not been chosen because the researcher did not have to generate any new concepts and models for tracing the current and future trend in the wallpaper industry in Bangladesh.

The positivism, realism, interpretivism are widely used as the main forms of research philosophy based on which the solution or investigation of the research is continued. The interpretivism research philosophy denotes the exploration or the generation of new concepts and theories to address the new forms of problems that have not been defined by any previous research (Kumar, 2018). Usually, the qualitative research method is followed to gather the opinion of the participant while this philosophy is followed. The realism philosophy is applied to generate and address more complex social phenomenon with the perception or opinion of the experts. In this regard, the researchers need to identify the industry experts or scholarly persons as a research participant to address the reality as they are (Opoku et al, 2016). The positivism philosophy is applied when the research problem and solution can be addressed by explaining the existing theories and concepts. This philosophy is widely supported by the scientific method in which the data can be collected and processed in both qualitative and quantitative manner. The researcher is going to understand the market with the positivism philosophy as quantitative research can outline the current market scenario and future trend with a concrete picture.

The positivism research philosophy suits best this research because this philosophy well supports the application of scientific methods in the evaluation of the research data. This philosophy allows the researcher to apply both qualitative and quantitative method. In this research, the researchers have used the mixed method; a combination of both qualitative and

quantitative method for which the positivism philosophy has been chosen. This philosophy facilitates the researchers to obtain factual knowledge through observation of the trustable data. The positivism philosophy has also been chosen because it is well supported by the existing theories, concepts, models, and data as well as it is justified with the hypothesis formation and deductive approach. The realism philosophy has not been chosen for this research because it allows the human interest in the research data which often may mislead the researcher to include personal issues in the data evaluation. The interpretivism philosophy has not been chosen because it is widely applied to exploratory research in which the research investigates completely new phenomenon, models, concepts and theories.

All of the researchers across the globe follow either deductive approach or inductive approach in the analysis of the research problem. While following the inductive approach, the research considers the bottom-up method in defining the research problem and required solutions. The researcher starts his investigation from the building of new theories and concepts to address the research problem (Shirish, 2012).

Deductive and Inductive Approaches

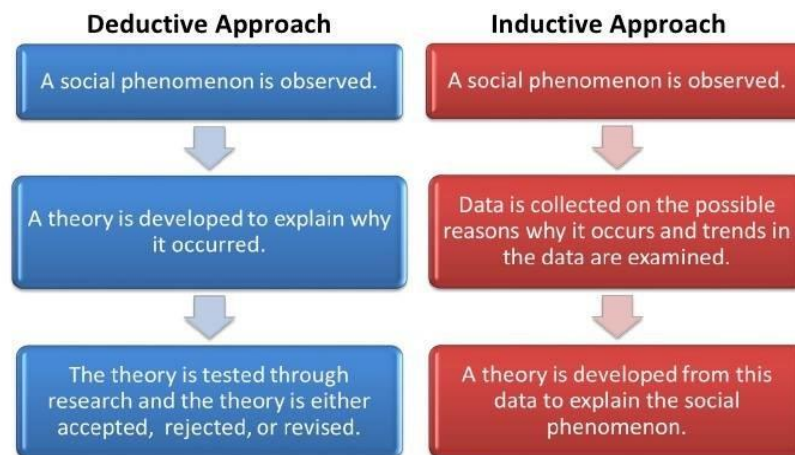


Figure: Research Approach

Source: (Opoku et al, 2016)

The investigation is carried on by investigating the unknown phenomenon under this approach. On the other hand, the deductive approach involves the construction of the research hypothesis and questions based on the existing literature and theories. The correlation between the variable is also set based on the existing theories and models. It is a top-down method in which the researcher starts his investigation from the analysis of the existing theories and data

(Snyder, 2019). The opinion and responses of the participants are compared and matched with the existing concepts and literature to explain the research problem for reaching the conclusion with solutions. A thorough assessment of the industry has been conducted with the deductive approach using the theories and concepts of the marketing environmental analysis.

The deductive approach is the best-suited approach for this research because it assists the research to explain the research problem through developing the hypothesis as well as by using the existing theories. It is certainly a top-down approach where the investigation starts from the well-developed theories continues to the final outcome findings. The deductive approach is clearly associated with the scientific investigation which is also well supported by the positivism philosophy. It enables the researcher to address the particular issues, theories or models and then to formulate the hypothesis to address the research problem. The inductive research approach has not been chosen because the inductive approach is a bottom-up method that is directly used in exploratory research. The secondary research cannot use the inductive approach because it requires the existing data and phenomenon other than obtaining first-hand data. As this is secondary research regarding finding the market trends of the wallpaper industry in Bangladesh, the research had selected the deductive approach.

The collected data can be assessed through whether by quantitative techniques or by qualitative techniques based on which there exist two research method; quantitative method and qualitative method. While using the quantitative method, the researcher gathers numerical data from the respondents and then administer various complex statistical and mathematical tools (Engwa and Ozofo, 2015). The quantitative method has more scientific background due to the support of statistical tools that enhance both the reliability and validity of the results. The quantitative method helps establish the correlation between the variables with mathematical evidence which provides greater arithmetic logic. On the other hand, the qualitative method is used for the subjective assessment of the opinions of the research participants (Flick, 2015).

<i>Point of comparison</i>	<i>Qualitative research</i>	<i>Quantitative research</i>
Focus of research	Quality (nature, essence)	Quantity (how many, how much)
Philosophical roots	Phenomenology, symbolic, interaction	Empiricism, logical positivism
Associated phrases	Fieldwork, ethnographic, naturalistic, grounded, subjective	Experimental, empirical, statistical
Goal of investigation	Understanding, description, discovery, hypothesis generating	Prediction, control, confirmation, hypothesis testing
Design characteristics	Flexible, evolving, emergent	Pre-determined structure
Setting	Natural, familiar	Unfamiliar, artificial
Sample	Small, non random, theoretical	Large, random, representative
Data collection	Researcher as primary instrument, interviews, observations	Inanimate instruments (scales, tests, surveys, questionnaires, computers)
Mode of analysis	Inductive (by researcher)	Deductive (by statistical methods)
Findings	Comprehensive, holistic, expansive	Precise, narrow, reductionistic

Figure x: Research method. (Kumar, 2018)

This method often becomes bias with the human interest which is not expected in academic research. The validity and reliability of this method are relatively lesser than the quantitative method. In the research, a mixed method combining both qualitative and quantitative has been chosen for the to address the current and future trends of the wallpaper (painting and coating) industry in Bangladesh.

The mixed-method has been selected for this research to justify the data analysis through both qualitative and quantitative analysis. The quantitative method is required to justify the numerical data regarding sales and other statistics of the wallpaper industry of Bangladesh. The quantitative method has greater reliability and validity than the qualitative method but this method involves much difficulty which deters the readers to understand what the researchers have found. In this regard, the qualitative method supports the researcher to explain or interpret the numerical findings into subjective descriptions. To get the benefit of both method and to eliminate the complexity of the quantitative method, the mixed method has been applied in this research. Only the qualitative method has not been used because the acceptability is less and this includes only the subjective assessment of the generalised data. The mixed-method allows the researcher to increase the validity of the research due to the numerical quantification as well as it reduces the complexity by assigning subjective interpretation of the data.

Interview, survey, experiment, grounded theory, action research, ethnography, archival research, the case study is used in various research considering their nature and the objectives of the research. The interview method is widely used for gathering qualitative or subjective data which is overly used in qualitative research (Opoku et al, 2016). The survey method is used to obtain a large number of numerical data for quantitative research. The experiment is used to obtain data from a controlled or simulated environment.

	Good For Assessing	Advantages	Disadvantages
Surveys	Knowledge Attitudes Intentions Behaviors	A quick and inexpensive way to get information from a large number of people It's easy to be consistent in how you administer the surveys Analyzing surveys is relatively straight forward	Writing a good survey is harder than many people realize It's easy to get flooded with surveys and for inputting data to take longer than expected Behaviors are self-reported (and maybe biased)
Focus Groups	Attitudes Opinions Interpretations	In-depth information Discussion among a diverse group of people can lead to insights that you would not get from individuals Relatively low-cost and low-time investment	Results will be influenced by group dynamics; requires skill in group facilitation Interpreting the group discussions can be challenging
Interviews	Attitudes Opinions Interpretations Motives Experiences	In-depth information Participants may disclose information and details that they would not write about on a survey or talk about in a focus group	Time intensive Being consistent across interviews is challenging Requires good interviewing skills Interpreting the interviews can be challenging
Archival Data	Service Utilization Fidelity to Protocols Behaviors	Monitor actual behaviors and patient care Little or no scheduling issues; consent not usually required	Missing data is problematic Record keeping practices may change over time
Observations	Fidelity to Protocols Behaviors Environments	Record actual behaviors versus self-reports Gives insight into interactions between individuals and their physical and social settings	Need to have clear definitions of what you are looking for Requires good observation skills and consistency across observations

Figure Y: Advantage and disadvantage of research strategies. (Igwenagu, 2016)

The grounded theory is applied to generate new theories. The action research is chosen when the researcher needs to gather data from the experts. In the case of archival research, the data is obtained from the published research papers (Shirish, 2012). The case study is used to address any particular issues of any selected organisation, industry or context. In this case, the researcher is going to follow the case study research strategy to define the impact of the marketing environment on the painting and coating industry as well as Berger Paints considering the facts and events related to Berger Paints applying the theories of marketing audit.

The case study approach has been selected for this research to address a particular issue regarding the current and future trends of the wallpaper industry of Bangladesh. The case study approach allows the researcher to focus deeply on the particular topic or sector with the help of secondary data. It enables the researcher to apply his creativity and opinions to address a particular solution to the defined research problem. During this pandemic hour, it would be difficult to gather primary data for which the survey and interview method of data collection have not been used. This form of data collection also involves complexity to gather permission and authenticity from the relevant authority. On the other hand, it is comparatively easy for the researcher to obtain secondary information from various authentic sources to support the particular case study. In this research, secondary data has been gathered from industry

journals, company-related articles, governmental publication etc. to define the current and future trends of the wallpaper industry in Bangladesh.

4.2 Data collection

The secondary data will be collected from the published resources like an online journal, credible newspaper, and annual report of Berger Paints. The published magazine, scholarly articles, research papers, books that denotes the theories and information regarding the painting and coating industry practices have also been used for the case study purpose. The secondary data has been gathered to support the case study relevant to the trends in the Bangladeshi painting and coating industry. All of the data has been gathered considering the CRAAP criteria considering the currency, acceptability, authenticity, reliability of the data source. The data has been searched from google scholar, research gate, emerald, SAGE publication, the government published statistics and so on. The researchers have used the keywords stated in the research title, aim, objectives, and questions to find the relevant contents connected to the selected case study.

The secondary data has been collected for this research because the current pandemic situation does not support the primary data collection process due to social distancing issues. Moreover, most of the secondary data has been gathered from peer-reviewed journals and articles which have greater reliability whereas the reliability of the primary data is poor. The primary data collection is complex relative to the secondary data collection method and involves a lot of ethical issues. On the other hand, secondary data is available in internet sources; most of which can be accessed freely without raising any ethical issue.

The researchers have processed the secondary data using the case study approach in which all the secondary information concerning the wallpaper (painting and coating) industry in Bangladesh have been discussed and processed to address the current and future trends. The case study approach allows the researchers to turn the opinion of the researcher into facts based on the available data. Each of situation found in the particular case has been analysed and presented using the figures and statistics to make it easier for the reader to be comprehended (Opoku et al, 2016). The data analysis section has processed the secondary data considering the sequence of the problems stated in the research objectives and questions. The statistical figures, the numerical value in the form of percentages, time series related information etc. have been explained in light of the current and future trends in the painting and coating industry in Bangladesh so that the readers and other stakeholders can easily get the research outcome.

Researchers can determine two different forms of time horizon considering the data collection decision. In the cross-sectional time horizon, the research gathers data once at one point in time. In this time horizon, researchers don't need to justify the changes in the repose over time. On the other hand, the researchers can use a longitudinal time horizon where it becomes

necessary to gather data multiple times in a given period of time (Shirish, 2012). This horizon is chosen to trace the changes and to study the progress of the selected phenomenon. In this research, the cross-sectional time horizon has been selected because it is difficult to gather data multiple times. Moreover, the changes in the trend in the wallpaper industry take a very long time as well as the changes that occur in the trends of this industry is very slight which cannot be denoted within 1 or 2 years for which the longitudinal time horizon has not been chosen for this research.

4.3 Reliability and validity

The researcher has maintained the reliability of the research outcome by sustaining the consistency of the measure. The consistency has been maintained in the overall analysis as each of the research questions and objectives have been met sequentially. In the methodology section, the research processes have been designed considering the sequence of Sandra's research onion. The contents of the case study regarding the trends in the wallpaper industry have been summarized and processed considering the chronology of the incidents happened in this industry. The proper citations and references have been used where the secondary data has been used to ensure reliability and transparency. The reader has the option to check the sources by using the details given in the reference list to justify the validity and reliability of the data sources. To maintain consistency in the measure, all of the data have been analyzed, explained and interpreted using the same narrative style.

4.4 Ethical consideration

The researcher has obtained the secondary data from various authentic and reliable sources considering the CRAAP criteria. The current data protection act and its provisions regarding data collection and dissemination have been obeyed fully by the researcher. The issues that may attack the ideology of the political parties, nationalism, sovereignty have been strictly avoided. All of the data have been gathered from peer-reviewed sources, governmental and industrial publications. Authentic and reliable sources have been accessed and no information has been fabricated in this research to address the ethical concern. The use of the secondary data did not hamper the interest of any parties, as well as the confidential data, has not been disclosed in any format in this research. The company-related data has been gathered from the company published annual report, journals, articles, newspaper etc. sources that do not contain any ethical concern. Contradictory and conflicting data have been completely ignored and no data have been interpreted arrogantly to imply the researcher's personal opinion.

4.5 Conclusion

The researchers have designed this research following the descriptive research design in which the positivism philosophy and deductive approach have been chosen. Secondary research has

been conducted using the case study approaches. All of the contents used in this research were associated with the case linked to the current and future trends in the painting and coating industry in Bangladesh.

4. Result and analysis

To define the market trends in the wallpaper industry of Bangladesh (Painting and coating industry in Bangladesh), the external audit has to be conducted and the internal audit is going to contribute to the understanding of the organisational ability to respond to the trends with the appropriate strategy prepared by the TOWS matrix. However, this chapter is dedicated to defining the market trends as well as defining the organisational ability to respond to the trends.

5.1 External analysis

Macro-environmental analysis: PEST analysis

Factors	Variables
Political	Import duty (threat) Political stability index (opportunity) Corruption index (threat)
Economic	GDP growth (opportunity) Income inequality (threat) Labour cost (opportunity)
Social	Consumer market (opportunity) Changes in consumer need (opportunity) Changes in age group (opportunity) Literacy rate (opportunity) Changes in lifestyle (opportunity) Pandemic situation (opportunity)
Technological	Increasing usage of smartphones (opportunity) Access to the internet (opportunity)

	Inclusion of technology in the painting and coating industry (opportunity) Digital divide (threat)
Environmental	Environmental performance index (threat) The environmental concern of the millennials (opportunity)
Legal	Weak legal infrastructure (threat) Health and safety law (opportunity)

Figure 1: PESTLE analysis

Source: (author)

Political factors:

According to Trade.gov (2021), the government has imposed higher import duty for the raw materials of painting and coating that is increasing the procurement cost and overall production cost of this industry affecting their experience curve and ultimately the profit margin. The import duty here is 28.92% in 2016 which was 26% in 2013 (See Appendix I); such increment in the import duty has increased the cost of raw materials as declared by Berger for an interview with Daily Star (The Daily Star, 2021). Not only Berger, rather the total industry is affected by this increment from local to global companies as all of them are sourcing their raw materials from abroad. The management of Berger has proclaimed that they are anxious about the increasing tax rate on imported materials and there is no option for them to use the local materials as it hinders their standard of products.

The political stability index of Bangladesh has shown that since 2014, the country is going through a comparatively peaceful situation with the constant lower growth of the score and the best period of this decade is considered the year 2014 and the year 2019. In 2018 and 2019, Bangladesh has reached a socially peaceful country from internal politics as well as external politics (Global Economy, 2021). The international political friendship with almost all the countries of the world is facilitating the country's economy with the voluntary support of the countries. Such congenial relationship with the countries around the world has contributed to the growth of foreign direct investment in the country and the current foreign direct investment growth of 5.62% (Andrews and Campbell, 2021). The painting and coating industry is now ruled by foreign investors where 50% of the market is captured by Berger, a German brand. The positive political relationship has reduced the political risks like confiscation, expropriation, and forced domestication for the companies securing their operation here with full government protection. Therefore, the companies that originated abroad are finding a consistent opportunity from the political environment and continuing operation here that creates a trend of managing global integration with the standardisation of products.

The corruption index of Bangladesh has shown that the country has ranked 147th among 180 countries of the world with 26 scores mentioning a very poor performance in this regard suffering the international brands in the painting and coating industry here (Transparency.org, 2021). International companies have to take part in bribery to take allowance of business whether it is a legal business or illegal business. It is a huge threat for the brands in the painting industry as they are mostly originated from abroad and has to face political issues to operate here even legally.

Economic factor:

The first factor of this booming economy in the southern-Asian country is its increasing GDP growth over the last 7 years. The country is performing fabulous being closer to a double-digit growth rate. According to World Bank (2021), the GDP growth of Bangladesh is the highest among the southern-Asian country and in 2019, its GDP growth was 8.2% and even after the COVID-19 outbreak, the country has obtained positive growth in GDP by 2.4% showing that the country is growing at its pace. The higher the GDP is the better the economic condition of the people here. As mentioned previously in the rationale chapter that the middle-class affluent people are growing by 24% by the end of 2025 just as a result of this GDP growth (World Bank, 2021). The increasing number of affluent populations is penetrating the growth of the wallpaper industry (painting and coating industry) by 8 to 10% in 2019 to 2020 with the growth of the real-estate sector (Coatings World, 2021).

The income in equality in Bangladesh is considered very high as 5% of the population have acquired 95% of the total income of the country showing the ineffectiveness of the growth in GDP growth as the average has a higher discrepancy (Bea-bd.org, 2021). However, this inequality has created suffering for the real-estate industry that is losing its growth by 7%. Therefore, the painting and coating industry (wallpaper industry) is finding a negative growth too.

The labour cost in Bangladesh is significantly lower in the South-Asian countries and the minimum wage in 2021 is BDT8500 showing the availability of cheap labour that is supporting the brands to conduct operation here with operational efficiency using the local contents (Tradingeconomics.com, 2021). Therefore, the wallpaper industry (painting and coating industry) is now more concerned about the inclusion of local content in their production process training them according to the organisational standard to assure no difference in quality by region.

Social Factor:

The most lucrative factor of the Bangladeshi market is the population here. The country has 180 million current and future consumers here showing the higher prospects of the industry (Worldometers.info, 2021). The accommodation and lifestyle of this larger population are providing the painting and coating industry with changes in variants used to their home, offices,

and outdoors. This consumer group is attracting foreign investors here to invest and meet the need of this large market innovatively.

The changes in consumer needs in the painting and coating industry are notable with the development of the economy as well as the changes of time. The painting and coating industry was once to rely on the decorative wall, specialized outdoor paints to protect against adverse weather conditions, Color Bank, Superior Marine Paints, Textured Coatings, Heat Resistant Paints, Roofing Compounds, Epoxies and Powder Coatings but now it has expanded to the wallpaper industry with the alternative to wallpapers like lining wallpaper, traditional wallpaper, vinyl wallpaper, embossed wallpaper, liquid wallpaper, no-woven wallpaper, fibreglass wallpaper, bamboo wallpaper, and textile wallpaper (Berry, et al. 2019). The wallpaper industry here is not structured and the Chinese and Malaysian brands are conducting operations here with the local dealer, not as a particular brand that is providing the opportunity for the painting and coating industry to take over it.

With the increasing growth of the high-income population, the panoramic mural wallpaper trend has been increased. The increasing demand for aesthetic interior due to the changes in the age group and the dominance of the millennials who are influenced by the western culture has introduced the trend of textured wallpaper that has already been alternated by Berger and Asian paints with the textured painting on the wall. The thematic interior is now popular for the growing number of restaurants in Bangladesh (over 50,000 restaurants are in Bangladesh with an 18% growth rate) introducing botanical wallpaper, tropics, and wilderness in design, and abstract design. The thematic restaurants are more preferred by 75% of the millennials in Bangladesh (The Daily Star, 2021). The lucrative interior has changed in their lifestyle of dining out apart from the delicious Chinese or other international dishes. 50% of the population in Bangladesh belong to the millennial group and they have already captured 59% of the workplace mentioning their increasing purchasing power (Brownlie, 2019). The literacy rate of the millennials has also contributed to the changes in consumer demand as well as setting trends in the market as the literate population is 3 times more interested in the aesthetic value of the painting and coating (wallpaper) industry. 99% of the population in Bangladesh are literate that is providing a positive sign for the wallpaper industry (painting and coating industry) with the increasing demand for decorative walls with higher aesthetic value (Macrotrends.net, 2021). Primarily, the effect has been demonstrated with the demand for geometrics wallpaper.

Rapid urbanisation in Bangladesh as well as the increasing number of migrants (for work) has contributed to the changes in the lifestyle of the population. Urbanisation has modernised the people here that have already affected the painting and coating industry (wallpaper industry as result) with the demand for decorative walls (aesthetic wall) along with the functionality of the coating or wallpapers. Non-woven wallpapers, 3D and customised wallpapers are the future speculative trend in this industry. The migrants' affluence (2.2 million Bangladeshi are working abroad with \$15 billion funds transferred to their family and beloveds) is affecting the industry with the transfer of culture from abroad as well as their increasing purchasing power required

for the collaboration of the aesthetic and functional value of coating or wallpapers (Tradingeconomics.com, 2021).

The outbreak of the pandemic situation has frightened the whole nation with the massive death toll in all of the countries of the world that makes people concerned about hygiene. This scary disease has made people conscious about cleanliness at home and outside but the painted wall can hardly be sterilised, therefore, this market gap has created an opportunity for Berger and it has come out with a new portfolio named Breathe-easy whether the painting and coating in the home will make the internal environment sterilised (Bergerpaints.com, 2021).

Technological factors

According to (DataReportal - Global Digital Insights, 2021), 47.1 million people in Bangladesh are using the internet grown by 7.7 million from 2020 to 2021 providing the painting and coating industry with a newer platform to reach the consumers with the mobile application. Moreover, 170 million smartphone users in Bangladesh are ready to adapt to the virtual platform but the higher internet tariff is affecting their access to the internet. This opportunity is contributing to creating an exclusive customer experience in the industry with the introduction of augmented reality in operation. The brands in the painting and coating industry, especially Berger has found new ways to enrich consumer satisfaction providing them with the colour banks on their phone to understand the best combination according to the area they want to decorate. The digital divide here in Bangladesh is affecting the online performance of brands with the slower growth for the online channel. In the rural area of Bangladesh, 30% of people have access to the internet that hindering the success of mobile applications in reaching the target population who have the purchasing power in this regard (Dälken, 2019).

Environmental factors:

The environmental performance index of Bangladesh is very poor ranking 162nd among 180 countries of the world with only 29 scores. Such poor performance in affecting the organisation with immoral facilities of lower concern about the working environment, effect of the waste disposal on the environment as well as the impact of the toxic materials used for production on nature (Epi.yale.edu, 2021). It is certainly a facility for the brands in the painting and coating industry (wallpaper industry) but the threat to the organisation image and value. Moreover, 35% of the millennials in Bangladesh are now concerned about environmental health and appreciating the brands that are concerned about environmental effects (Degtereva, 2020). Therefore, a trend of environmental concern is notable in the painting and coating industry and Berger has already capitalised on this opportunity with their corporate social responsibilities (CSR) as well as new product development processes like Berger weather coat that protects the exterior from pollution.

Legal environment:

The legal infrastructure of Bangladesh is very poor show by the Social Progress Index where the access to justice score is .34 and the World Justice Project has shown that according to the Rule of Law Index score, Bangladesh has ranked 115th among 120 countries selected (World Justice Project, 2021). Such a poor legal environment is threatening the brands with their socially responsible practices as the judicial support for the brands is going to be very low. The Health and Safety Act of Bangladesh has provided detailed direction for the employee health and congenial environment supporting the fair treatment strategies of the brands in this industry.

Microenvironmental Analysis: Porter’s five forces model

Forces	Variables
Threats from new entrants (low)	Oligopolistic market (opportunity) High establishment cost (opportunity)
Threats from substitutes (high)	The painting and coating industry and the wallpaper industry are the substitute of one another (opportunity for painting industry) The lower durability and higher cost (opportunity) Lack of promotion (opportunity)
Bargaining power of suppliers (moderate)	Excessive dependence on international suppliers (threats) The increasing involvement of the local suppliers (opportunity)
Bargaining power of consumers (moderate)	Consumer’s purchasing power (opportunity) Changes in lifestyle (opportunity) Demographic changes (opportunity) Variation in the target market (opportunity)
Competitive rivalry (high)	Competitor’s innovation and points of differences (threat) Market share (threat)

Table 1: Porter’s five forces model

Source: (author)

Threats from new entrants:

The threats from new entrants for Berger in the painting and coating industry is very low due to the oligopolistic nature of the market. The market is ruled by giant brands setting newer trends and selecting the pricing strategy. Berger Paints, Asian Paints, and Roxy Paints are mainly ruling the industry (Kaplinsky, 2019). Even the local brands in Bangladesh could not win the market acquiring less than 20% of the market (Karagiannopoulos, et al. 2019). Therefore, the new entrants in this market could not take over the ruling brands or can hardly compete with the current brands here. The establishment cost is very high here due to the involvement of the international supply chain. Moreover, the excessive dominance of the leading brands hinders the cost-effectiveness in creating brand awareness for the newer brands. The giant brands even perform the predatory pricing strategy to ruin the smaller competitors and therefore, hardly, the new entrants in this industry can operate for nearly 1 one year. RAK paintings have already suffered from this issue. The consumer preference for the established brand while choosing their painting and coating providers have created another struggle for the new entrants in this industry. 87% of the interior designers in Bangladesh have mentioned that they actually want to avoid the risks regarding trying the new brands with a strong brand image in the market as they are highly committed to the consumers to provide the best quality of the materials (Kulkov, et al. 2019). The consumers ask for evidence of the quality and then the designers or architecture has not choice without showing the branded providers are partnered.

Threats from substitutes

The painting and coating industry and the wallpaper industry are substitutes for one another. The wallpapers are expensive in comparison to the painting and coating, as well as less durable, therefore, the painting and coating industry is more flourished in Bangladesh and the wallpaper industry has not yet developed. 70% of the households are using painting or coating at their home. Even in the corporate office, hotels, and restaurants are also using painting over wallpaper (Kumar, 2018).

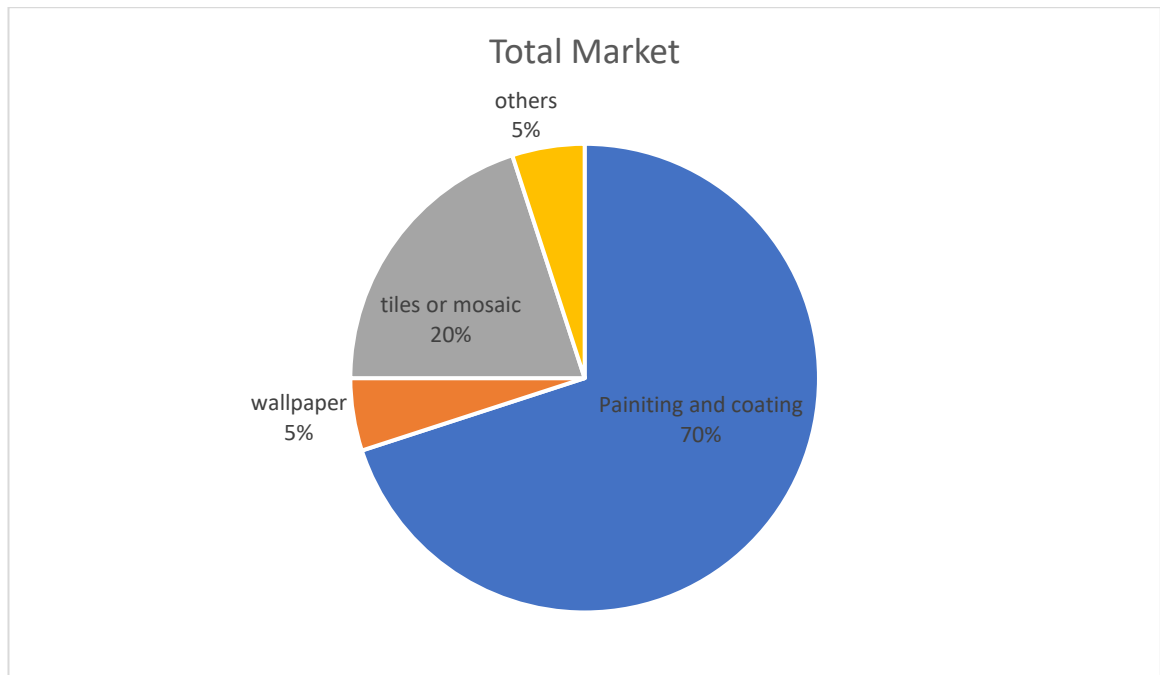


Figure 2: Total painting and coating solution

Source: (Coatings World, 2021)

The growth of the restaurants has increased the demand for lucrative wallpaper now and 45% of the restaurants here are using the wallpaper to decorate their physical evidence matching with the organisational value. Another drawback of the wallpapers are no such promotional practices are found in the market flaunting the functionality of the wallpapers. On the other hand, the strength of the painting and coating industry in inventing customisation and decorative painting as well as the cost-effective solution has made this industry further weaker. Another threat has come up from the tiles and mosaic alternatives that are highly durable even more than the painting or coating solution but it is quite expensive and the consumers cannot change the taste as the changes needed huge costs like the first instalment cost (Berry, et al. 2019).

Bargaining power of suppliers:

70% of the supplies for the painting and coating industry are sourced from abroad; therefore, the brands have to rely on their international partners in this respect to assure the quality of the materials as well as manage the brand image for the best quality as in Bangladesh 80% of the consumers perceive that the foreign ingredients are more durable and trustworthy than that of the local ingredients (Dälken, 2019). As a result, the bargaining power of the international suppliers is quite high. On the contrary, including Berger, the painting and coating brands here are using alternatives to the international suppliers where burger has partnered with 2000 suppliers across the country to decentralise their supply chain as well as decrease the dependency on the particular set of the suppliers (Degtereva, 2020). It has contributed to the organisational strength in pressurising the suppliers to maintain the international standard

to stay in the competition. It has also contributed to change the trend of using only internationally supplied materials in production and destroying myopia. Moreover, the organisation is facilitating cost reduction boosting purchase efficiency avoiding the import duty and logistics costs.

Bargaining power of the consumers:

The purchasing power of the consumers is increasing with the increasing GDP growth in Bangladesh. GDP per capita in Bangladesh in 2019 was USD1,855 that has reached \$1,975 in 2020 showing the consistent increment that directs the companies with the opportunity that the consumer purchasing power is increasing and they can afford the newer innovation of the organisation at their right price and right quality (Degtereva, 2020).

Since 2012, Bangladesh did not find any lookback with the consistent and skewed growth of the economy as well as the increment in per capita income that has taken the country to be a middle-income population from the lower-income population (World Bank, 2021). The increasing income of the population in Bangladesh has a direct effect on the real-estate industry with an 8 to 10% growth rate that has proportionately affected the painting and coating industry. The increasing number of migrations for work and their huge remittance (mentioned in the previous discussion) has contributed to the demand for decorative painting and wallpapers.

The changes in the lifestyle of the consumers here are supported by the increasing literacy rate. The literate population with medium to high purchasing power are considering the aesthetic value of the painting along with their functional value that is creating a new trend for the brands in this industry to understand the consumers and engage them with the deep customisation opportunity. The success of the online platform of the painting and coating companies rely on the

The major contributor to the changes is the increasing number of restaurants and online stores now. 45% of the restaurants are using wallpaper or decorative painting to present their physical evidence lucrative and they have mentioned that 75% of their consumers like to come to their restaurants due to the innovative interior design; often the taste of food there is ignored when the first impression is impressive there (Hergert and Morris, 2019). In liaison with the purchasing power of the consumers, the painting is no longer just a need for keeping the wall of their house safe rather it has become a part of the ornament of the home creating lucrative looks and contributing to the expression of the company or individual personality. The corporate offices are now trying to improve the quality of the working environment and presenting the organisation to the stakeholders with the lucrative presentation of the office space with the innovation office space design with painting, coating, or wallpaper along with the specialised corporate furnishing.

The demography of Bangladesh is noticing considerable changes in the last decade with the increasing number of millennials at their workplace (62% of the workforce is now from this generation). This generation is livelier and outgoing and they like to follow the Westernised culture and follow the trends in the market excessively. The aesthetic value of the environment and the products are attracting consumers from this group 3 times higher than that of the functional benefits offered by the products (Indiatsy, et al. 2019). The trends in the painting industry for the thematic world, decorative wall, and 3D wallpaper have mainly been generated from the enthusiasm of this age group for these aesthetic elements.

Competitive rivalry:

The major competitors of Berger Paints are Asian Paints, Roxy, Pailac, and Aqua Paints. From the local providers, Pran RFL, RAK, Ujala, Nippon, and Jotun Paints are the major contributor to the competition in this industry.

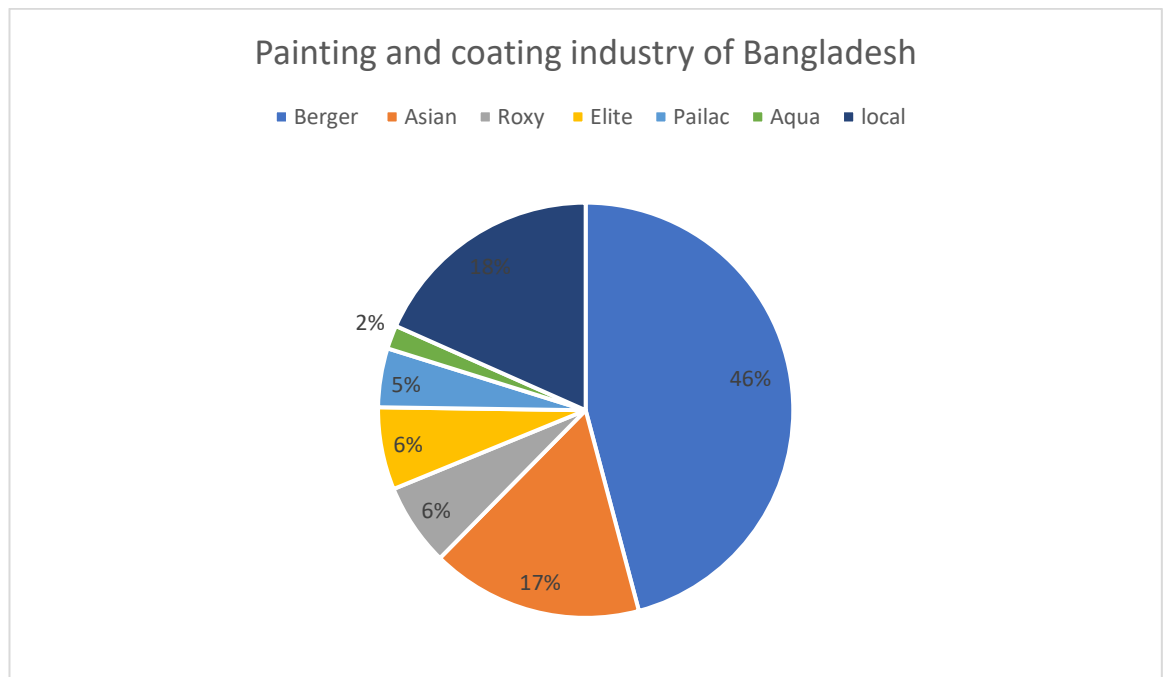


Figure 3: Market share of Painting and Coating industry in Bangladesh

Source: (Hopkinson, et al. 2020)

Berger alone holds 52% market share, followed by Asian Paints 18%, Roxy 7%, Elite 7%, Pailac 5%, and Aqua paints 2%, the study elaborated. Local paint companies, now around 30, have less than 20% market share. The Pran-RFL group has recently launched paints in the market under the brand name Rainbow Paints. Other local brands include RAK, Uzala, Nippon, and Jotun Paint. Though Berger is the strongest brand in the painting and coating industry Asian Paints and Roxy Paints are grabbing market share faster. Therefore, the following section is dedicated to creating a comparison among them considering their points of differences, innovation, and market growth.

Berger Paints Bangladesh

Berger Paint Ltd is a German multinational company that sells paints, coating, hardware materials, wallpaper. The company has direct operation in 5 countries; Bangladesh, Russia, Nepal, Poland and India but its products are exported in more than 17 countries. The company was found in 1923 in Germany. The key product lines of this company are decorative paints, chemicals, industrial finishing products, coatings, wallpapers. Berger paints Bangladesh has won the best paint awards eight times consecutively. It is one of the most progressive painting companies in Bangladesh with high technological support. The headquarter of Berger Paints Bangladesh Ltd is located in Dhaka. In Bangladesh, the company has established 14 home décor outlets and 2 main factories. The company has around 3000 plus distributors and 1000 registered employees. Berger paints Bangladesh Limited's operating income was around 36.3 million dollars and the net income was 29.5 million dollars in 2020. The company has a strategic alliance with Bolix SA of Poland. Berger Paints Bangladesh acquired Jenson & Nicholson in 1990. The company was enlisted in Dhaka Stock Exchange and Chittagong Stock Exchange in 2005 in Bangladesh. The mission of this company is to ensure consumer delight by delivering quality paints (Berger Paints, 2021).

Asian Paints:

Asian Paints is the third largest painting brand in Asia conducting operations for 75 years since 1942 with \$2.59 billion turnovers. The brand is conducting operations in more than 15 countries till 2020 along with its 27-manufacturing hub in the world and directly and indirectly serving consumers in 65 countries. Bangladesh is the second-largest brand and conducting operations around the country creating a strong supply chain with 1,400 supportive dealers. Asian Paints have also brought excitement to the Bangladesh market through the introduction of several innovative concepts and initiatives, which have set benchmarks of progress in the market today. Some of these would include work on a better retail ambience in paint shops (Through attractive shop makeover in certain outlets with the usage of interesting layouts and tools to help consumers understand products and colour more effectively), popularizing the concept of signature walls (through a successful launch of Royale Play Special Effect Paints) and consistent work on applicator education and skill enhancement. The brand has launched world-class sub-brands including Royale Play, Royale Luxury Silk Emulsion, Apex Ultimate, Apcolite, and Decora and comes up with 850 colours in its colour bank. The brand has been recognised as the superbrand in 2009 and it is a well-certified brand. The brand has a market growth of 9.5% in comparison to its growth in 2015 and considering the growth rate from 2019 to 2020, it is 5% almost (Asian Paints, 2021).

Roxy Paints:

Roxy Paint is one of the oldest painting brands in Bangladesh started operation there in 1953 and it is the leading local brand of Bangladesh competing head-to-head with the international brands providing products of international standard. The brand has offered a wide range of

varnishes and paints including interior painting, exterior painting, sealer, distemper, and primer. Making sure strong foothold in this dynamic global market, Roxy has invested vigorously for its exclusive and modern R & D unit dedicating itself equally at laboratory, plant and customer level to ensure constant quest for quality improvement and research into its present and future product configuration and presentations (Roxy Paints, 2021). This brand is considered less innovative in spite of its focus on research and development. The brand is struggling to compete with the international brands but failed to cope with the dynamism.

Elite Paints:

Elite paint is the first-ever local brand in Bangladesh conducting operation since 1952 with its competency in developing exclusive colour palettes supporting the brand value of competitive pricing but the best product quality. The company started its journey with a small manufacturing base, little capital, and simple machinery. It prioritises customer satisfaction by delivering high-quality products at competitive prices. Its major products are decorative paint, industrial paint, marine paint, metal surface paint, wooden surface paint, and colour fest. The brand has created its promising position with a consistent innovation and price penetration strategy. The growing economy of the country is supporting the brand's growth due to its price and quality ratio (Elite Painting, 2021).

However, the above comparison among the major rivals of Bergers has shown that the brand has already possessed a better and competitive position in the market enjoying a monopolistic market. It has to be now concerned about the pricing strategy as well as maintain the continuity of innovation. The major point of difference of Berger is managing the customer engagement in the product development process offering ultimate customisation from selecting the colour to pattern.

5.2 Internal analysis

Resource and capabilities of Berger Paints

The resource and capabilities analysis of Berger Paints will determine the company's ability to respond to the changes and the current trends in the wallpaper and coating industry.

Tangible resources:

The major tangible resources of Berger Paints include its large capital base and the investments in various portfolios across the globe. The lands, buildings, equipment, Foreign Direct Investment, of Berger are also the key tangible resources of Berger Paint. Being an Indian company Berger has established 16 manufacturing units in its own country and has established 43 more manufacturing units in Russia, Poland, England, Australia and other countries (Berry et al, 2019). The company has employees based on around 80,000 across the globe and has around 25,000+ distributors who are actively continuing the business activities. Berger Paint's

total asset was USD584.87 million and net operating income was USD120.07 million in 2021 in Bangladesh. This huge tangible resource enables Berger to open new portfolios regarding the wallpaper markets for which in 2015 the company opened Berger Illusions which actually added a new dimension to its history in the entrance in the wallpaper and decoration sector (Brownlie, 2019).

Intangible resources:

The technology and the worldwide company reputation are the key intangible resources. The company uses technology for its conceived operational strategies and customer integration which are reinforced by its large R&D sector. Berger has already established very strong alliances with various international hotels, governmental institutes, and Theriault & Hachey Peat Moss. The brand value of Berger was worth 302.3 million dollars in 2019 which is one of its largest intangible resources. The company has more than 250,000 registered customers who purchase the bulk number of products for coating and decorating buildings (Coatings World, 2021). Berger and Asian paints have jointly introduced the customized options to their customers to select their own colours and designs of the paints, wallpaper, and other coating materials. The innovation capability of Berger Paints can be one of the key intangible resources which enable it to adapt to the industry-wide changes and to introduce new designs and products to keep pace with the growing market trends (Dälken, 2019). In Bangladesh, Asian Paints has acquired 32% of the total painting and coating industry.

Value chain analysis of Berger Paints

Primary activities

Inbound logistics

The activities of inbound logistics of Berger Paints starts from the customer data access through the conducting market research to know about the preferences of the consumers and the contemporary trends. The raw materials for producing paints and wallpaper includes the pigments and dyeing substance, stickers, pests, clay, white cement, etc. which are stored and processed in Berger Paint's own manufacturing units (Deepshikha and Nath, 2017). The company follows the push strategies for which after forecasting the demand of the wallpaper, paints, coating and other decorating items are produced. The lean production system is hugely followed in the entire production system because the company has superior actions in maintaining Total Quality Management (Degtereva, 2020).

Operations

The actual operation of Berger paints starts after the manufacturing process because, after the production, the bulk amount of semi-finished products is stored in the storehouse of the manufacturing units (Engwa and Ozofo, 2015). The assembling operation includes the labelling and packaging of each of the units. However, the prime task of operation in the value chain

system of Berger Paints is to transform the materials and semi-finished products into the final products. The inbound and the operational activities of Berger Paints are the key upstream activities in which the quality of the products are ensured (Eskandari et al, 2019). The complete manufacturing process of Berger Paints is driven by customer preferences because more than 32% of the products are produced considering the customized options.

Outbound logistics

The downstream activities of Berger Paints start from the outbound logistics in which the basic task is to distribute the finished product to its 1200 registered distributors across the globe. The company has 1200+ registered distributors, 16000+ retailers who are the major members of the distribution network (Eskandari et al, 2019). Order management and order processing are some of the most primary outbound activities of Berger Paints. On average, Berger Paints receives and process more than 20,000 orders in the Indian subcontinents. For the industrial supply, Berger Paints follows the batch processing and for the retail consumers, it uses the shipment consolidation to control the operating cost of the business (Flick, 2015).

Marketing and sales

The brand image established by Berger Paints is working as one of the key driving forces that boost the company's sales and marketing (Igwenagu, 2016). In 2020, the net income of Berger Paints was 6365.30 crore Indian rupees. Berger Paints uses value-based pricing for all forms of products from the coating materials to the wallpaper, paints. In 2018, Berger Paints spend more than 10.45 crores in promoting its marketing and branding activities (Indiatsy et al, 2019). To reinforce the sales of the company, Berger has introduced gifts inside the products for both the customers and for the workers. Berger Paints spent 7.9 crore rupees on celebrity endorsement.

Services

The after-sales service of Berger Paints includes the guarantee of its paint and wallpaper products as it gives 10 years guarantee for the plastic paint, and weather coat and different forms of wallpapers (Ioana, 2019). The company provides expert advice through its hotline and website which is considered as its largest support activity. Berger Paints also gives the customers a return opportunity for any form of a valid reason. The company also assumes fuller responsibility for the damaged products sold to the customers.

Supporting activities

Procurement

The key procurement operation of Berger Paints includes the purchasing of the inputs and supplying them to the manufacturing plants. The gathering of the raw materials, the supplies, the management of the machinery, etc. is counted as the key operations performed in the procurement activities (Juwaheer et al, 2017). More than 75% of the raw materials are gathered

from the local sources only 25% of the rare ingredients of wallpaper and coating materials are gathered from the European and Middle Eastern countries.

Technology development

The technological support includes the machinery and the software used in the production system and the computerized data management system of the vendors. Using the mobile app and social media technology, the customers can customize their product which has completely become a major trend in this industry (Kaplinsky, 2019). From the manufacturer's information to the customer's order placing all are linked through the database management and Electronic Data Interchange technologies.

Human Resource Management

Berger Paints has a strong employee base of 80,000+ who are working in more than 5 countries. Berger Paints maintains diversity and equality practices and give the employees with equal learning and career opportunities. A regional recruitment system has been introduced in 2002 which assists the company to hire people from different cultures who can address the consumer's preference more concretely (Kaur and Gupta, 2017). The recruitment, development program, employee selection, people management, compensation design etc. HR issues are defined at the business unit level of Berger Paints.

Infrastructure

The major infrastructure management activities of Berger Paints include the quality management of the products, legal services, management of the accounts, financial planning for the entire value chain operations. As Berger Paints is a diversified company with having multiple strategic business units, the coordination among the SBUs are also the procurement activities that support the primary value chain activities (Kiser, 2018). In Berger Paints, all forms of planning and financing activities are managed at the corporate level whereas the quality management operation is managed at the business unit level.

VRIO Analysis of Berger Illusions

The VRIO analysis of Berger Paints has addressed the company's key capabilities and whether these capabilities provide the ground for a sustainable competitive advantage or not. The major capabilities of Berger Paints are its strong brand name, greater customer experience, enriched R&D, efficient distribution network (Kulkov et al, 2019). Long product range, large customer base, talented HRM, creative marketing operation etc.

Core Competency	Valuable	Rare	Inimitable	Organized	Implication
Brand Name	✓	✓	✓	✓	Competitive Advantage
Customer Experience	✓	✓		✓	Temporary Advantage
Research and Development	✓	✓	✓	✓	Competitive Advantage
Distribution Network	✓	✓	✓	✓	Competitive Advantage
Product Range	✓	✓	✓	✓	Competitive Advantage
Customer Base	✓	✓	✓	✓	Competitive Advantage
HRM	✓	✓	✓	✓	Competitive Advantage
Marketing	✓	✓		✓	Temporary Advantage
Customer Loyalty	✓	✓		✓	Temporary Advantage

Figure 4: VRIO Analysis of Berger Paints

Source: (Lipnicka and Dado, 2019)

Brand image

Berger Paints has become one of the largest painting and coating companies with multiple business portfolios in the Asian market with a strong brand image. This capability can be denoted as the company's intangible resources. The developed brand image of Berger Paints is certainly a valuable resource and it is rare for other companies to establish such a good corporate image overnight (Kumar, 2018). The competitors such as Asian Paints, Roxy Paint, Jhilik Paint etc. brand cannot imitate this intangible resource of Berger Paints. Berger Paints deliberately nurture its brand image by spending millions of dollars every year for which it is an organized resource for the organisations. In this regard, the development of the strong brand image of Berger Paints is a sustainable competitive advantage (Lee and Kim, 2019).

Customer experience

Due to the extreme competition and little differences among the key features and generic level products, better customers experiences can be created by other companies in the coating and wallpaper industry. Berger Paints has already acquired 120,000 plus registered loyal customers which are the company's valuable asset (Lee, 2021). The competitors of Berger Paints cannot acquire the same customers whatever they do for which is a rare resource for the company. Acquiring such a large customer base is certainly a planned operation but the competitors can develop a similar customer database by giving promotions and discounts for which it can be imitable. So, the customer base of Berger Paints provides the base of temporary competitive advantage.

Research & Development

Berger Paints has a separate large R&D section that is engaged in discovering new products under the existing product line or innovating the new process of attaining organizational efficiency. In 2017, Berger Paints spend 2.7 crore Indian rupees in its research and development sector for finding an improved way to product customization. Setting up such a large R&D department is rare in the painting and coating industry and the no can imitate due to requiring a huge capital budget (Lipnicka and Dado, 2019). The R&D sector is the well-organized asset of Berger Paints which adds value to its current business operation so that it can cope up with the current market trends. Thus, the R&D capability of Berger Paints is a sustainable competitive advantage.

Distribution network

Berger Paints has successfully established a very large distribution channel from the procurement activities to the final delivery of the product. Across the globe, Berger Paints has more than 25000 plus distributors who deliver the product to retailers and wholesalers. The efficient distribution network of Berger Paints has successfully reached more than 17 countries across the world (Madsen, 2017). This large distribution capability enabled the company to acquire such a large market share. This capability could not be created by the other players in this industry for the last 50 years for which it is both inimitable for the competitors and a valuable and rare resource for the organisations. So, this capability can be denoted as the sustainable competitive advantage of Berger Paints (Mokwa, 2019).

Human Resource Management

Berger Paints has a large and talented workforce of 80,000 active employees throughout the world. In the painting and coating industry in the Asian market, it is the second-highest large workforce. Berger Paints spends millions of rupees every year only for arranging training and development programs (Opoku et al, 2016). The workforce of Berger Paints is completely diversified which has the greater capability of understanding the customer needs and adapting with the industry trends. Obviously, developing such a strong employees base is a valuable and rare resource for Berger Paints. New companies or the existing ones cannot copy this capability. The employees have been recruited, trained and retained with a deliberate and organized talent management process. That is why, the HRM capabilities of managing such a competent workforce, is a sustainable competitive advantage for Berger Paints (Palmer et al, 2019).

Marketing

The sales and marketing team of Berger Paints is quite efficient and the digital marketing strategy of this company is outstanding. The company successfully managed the greatest and most popular celebrities for being the brand ambassador and spokesperson of this company (Radulescu and Cetina, 2019). In giving trade promotion and consumer promotion, Berger Paints adopts a variety of creative strategies which are directly attributable to its large sales. Thus,

the sales and marketing capability of Berger Paints is very much organized and planned as well as it is Berger Paint's rare and valuable capabilities. A better marketing strategy can be adopted by any of the rival companies of Berger Paints by hiring professional marketers for which this capability cannot be denoted as inimitable (Rahman et al, 2019). So, the marketing capability of Berger Paints does not provide the ground for attaining a sustainable competitive advantage.

BCG matrix analysis

By analyzing different portfolios of Berger Paints, it can be addressed which portfolios are profitable in terms of market share and market growth and what strategies can be adopted to promote the current state (Rothe et al, 2019). The large product lines of Berger Paints are operated as separate portfolios including Berger Industrial enamel, weather coat, Robialac Synthetic enamel, decorative section, Berger Illusion, non-woven wallpaper etc.

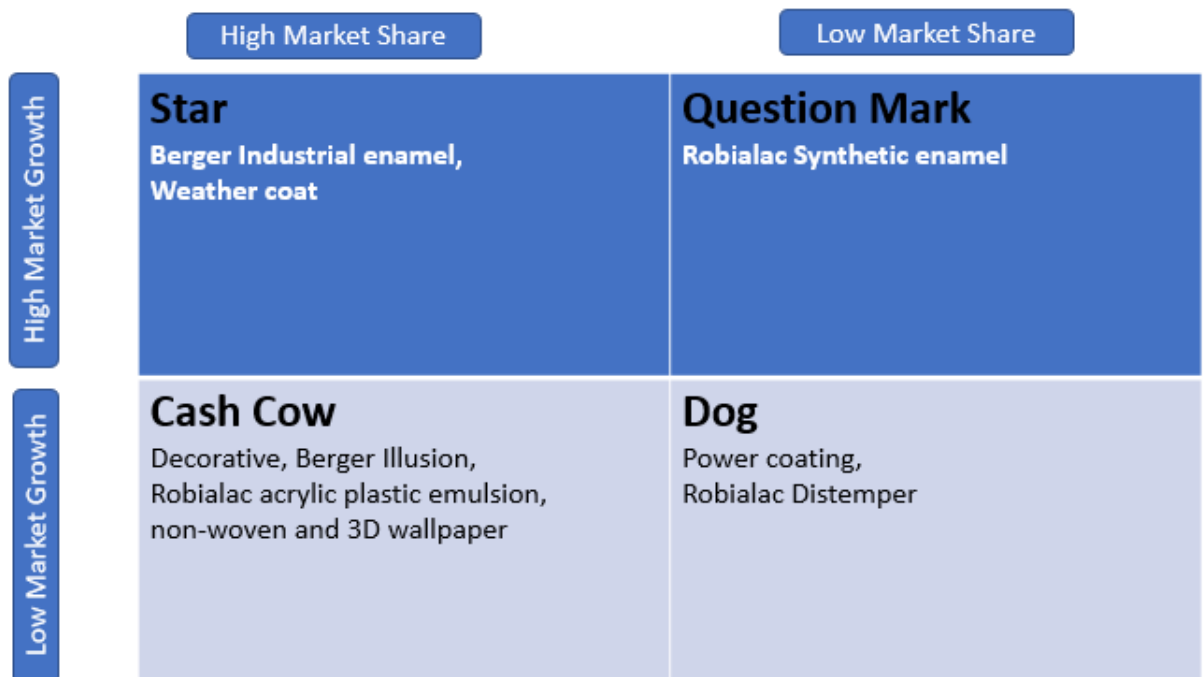


Figure 5: BCG matrix analysis of Berger Paints

Source: (Mokwa, 2019)

Star

The weather coat and the Burger Industrial enamel are the most demanded product in the market for which both the market share and the market growth rate are high which made it the star category product. Around 65% of the company revenue is generated from this portfolio because of the bulk amount of selling (Schmidt et al, 2019). The company is spending more on developing the quality of products to sustain such growth and market share. However, this portfolio of Berger Paints is consuming a significant amount of cash assets on the other hand it is generating large cash flows and profit which are being used in operating the other portfolios.

Cash cow

The decorative section, Berger Illusion, non-woven wallpaper is becoming the popular product in the wallpaper and coating industry in the Bangladeshi and Indian market. The use of non-woven and 3D wallpaper along with the Berger Illusion has become the market trend in Bangladesh because middle-income people are hugely using the wallpaper in their walls instead of the general painting (Shirish, 2012). However, the relative market share of this product is very high because around 35% of revenues are being generated from this sector. The market growth rate of this product is somewhat lower due to becoming a stable trend. Berger Paints is trying its best to increase the market growth rate by increasing customer awareness through informative ads so that these SBU can be converted into the Star category to support the current trend (Siaw and Yu, 2019).

Dog

Powder coating and Robialac Distemper of Berger Paints belong to the Dog category of the BCG matrix because since 2017, after the increased use of the wallpaper and weather coat product for both interior and exterior, both the market share and the market growth rate has been downsized (Snyder, 2019). However, Berger Paints is still struggling to increase at least the market share by reinforcing the advertisements and discounts. In 2018, the market share of Power Coating and Robialac Distemper was increased by 7.5%. Afterwards, in 2019, and 2020, the market shares again started to fall which led to these portfolios as Dog category (Solis Linares, 2019). Berger Paints has now two options to deal with these portfolios; whether the company can invest more to raise its market share and market growth or the company can divest this SBU and invest the money in the development of the cash cows or question marks.

Question mark

Robialac Synthetic enamel belongs to the question mark category of the BCG matrix because the market of this product is growing very quickly in the Asian market but still the market share of this portfolio is low which literally confused the parent company Berger Paints. Currently, the money generated from the products that belong to the cash cow is hugely being spending to covert the question mark into the star or cash cow. In 2018, Berger Paints spend 76 lakh rupees on the promotional campaign for boosting the sale of Robialac Synthetic enamel products which significantly increased the short-term sales that year (Speare, 2019).

Product Lifecycle

The product life cycle analysis of Berger Illusion has clearly defined the market competitiveness, and the company actions at each stage which indicated the trend of this product throughout its journey.

Introduction

At the introduction level of Berger Illusion including the non-woven wallpaper, Berger Paints has to spend a large amount for creating awareness and changing the consumer behaviour regarding the use of new products. Both the size of the market and the number of sales was very small that the company could not generate revenue from this portfolio (Taylor, 2019). More than 30% of the total cost of goods sold of this product was spent in giving promotions and in distributing the trial product. The introduction stage of Berger Illusion was in 2011-2012. The other major costs Berger Paints incurred to increase the sale of this product include R&D, consumer testing, trade promotion etc. (Wilson, 2019).

Growth

Berger Illusions reached its growth stage after 2-3 years of struggling in 2015. In that year the sales growth of this product was significantly improved by more than 20% which is the starting point of the trends of using wallpaper instead of using colour paints. The profit was started to rise due to achieving economies of scale (Wolff and Sorkine-Hornung, 2019). At the growth stage, the cost of delivering the trial product was eliminated but the overall advertisement cost was increased due to the trade promotion and personal selling approach. The company had little concern for the market competitiveness because at that time Asian Paint had launched similar types of wallpapers and decorative items.

Maturity

Berger Illusions and the wallpaper products are passing the maturity stage where the company is struggling to increase their market share by defeating its rival companies. The company is being extremely forced by the competition because more than 15 companies have launched various wallpaper and decorative items in the same market (Xiao et al, 2017). To get rid of this situation, in 2020, Berger Paints spend a very high budget for engaging in celebrity endorsement and social media marketing, The company often has to engage in the price war due to the high competitiveness. The R&D cost has been increased by 20% in 2021 so that the company can bring innovation to create distinction in their products Coatings (World, 2021).

Decline

It is expected that Berger Illusion will pass the decline stage after 2028 because this is the peak time for the wallpaper market. After all, a large number of customers are demanding this product. The market will be started to become saturated after 3-5 years later because the new

technology or new product may obsolete the use of the illusion of wallpaper uses (Dälken, 2019). In this regard, Berger will be required to find the lesser expensive production method so that it can survive in the decline period with the low-cost pricing. However, the modification and the innovation in the existing wallpaper products by Berger Illusions can bring back the product into the introduction stage again which will surely be seduced by the future trends in this industry (Deepshikha and Nath, 2017).

TOWS matrix analysis

	<p>Strengths</p> <ul style="list-style-type: none"> • Berger Paints has become one of the largest painting and coating companies with multiple business portfolios in the Asian market with a strong brand image. • Berger Paints has already acquired 120,000 plus registered loyal customers which are the company's valuable asset (Degtereveva, 2020). • The efficient distribution network of Berger Paints has successfully reached more than 17 countries across the world. • Berger Paints has a large and talented workforce of 80,000 active employees throughout the world. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Berger Paints has lower-level engagement in the European market because the company only exports products to that market. • Berger Paints Bangladesh has a limited number of wallpaper items which is becoming a global trend (Gardan, 2019). • The customisation option is available only for some specific items. • The social media engagement of Berger Paints is very low.
Opportunities	Strengths-Opportunities	Weaknesses-Opportunities

<ul style="list-style-type: none"> • The new trend of using non-woven wallpaper indicates very large market development opportunities in the Asian market (Gereffi, and Fernandez-Stark, 2019). • Burger Paints Bangladesh has an increased opportunity to engage in strategic alliances with governmental projects in Bangladesh. • The market is becoming larger due to increasing the uses of the coating and painting in the residential home along with industries. • The increased GDP and the increased number of millennial groups are increasing the wallpaper and coating markets. 	<ul style="list-style-type: none"> • The strong brand image and the large distribution network of Berger Paints will assist the company to grab the large market opportunity of non-oven wallpaper. • The brand value and the current operational excellence will make it easier for the company to engage in the strategic alliance with other large and recognised companies and governmental institutions. • The large employee base of Berger Paints can easily handle the increasing demand for coating and painting products of the non-commercial buildings (Hambrick et al, 2019). • The higher capability of innovation and R&D sector of this company can assist the company to understand the trends and the preference of the rising millennial groups. 	<ul style="list-style-type: none"> • By shifting the company attention to the non-woven wallpaper market, Berger Paints can enter the European market because the demand for wallpapers is very in the Western and European countries (Grundy, 2019). • The strategic alliance capability of Berger Paints can facilitate the introduction of newer products to enrich its product line. • The initiative of selling more products for household sales can increase the company's product customisation options. • The attention of the company can be focused on the millennial groups which will increase the company ability to engage more in social media because more than 95% of the millennial groups have social media accounts (Hellin and Meijer, 2019).
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Threats	Strengths-Threats	Weaknesses-Threats
<ul style="list-style-type: none"> • Governmental restrictions and regulations for using hazardous chemicals and wastes may reduce business operations. • The environmental concern among the millennial group may obsolete many of its existing products due to the use of harmful chemicals. • The rapid changes in the people's demography may change the business pattern at any time. 	<p>The increased brand image and the internal expansion experience of Berger Paints will assist the company to minimise its business effects more easily (Hergert and Morris, 2019).</p> <p>The positive words of mouth by the 1200 plus registered and loyal customers can enable the company to understand and meet the preference of the millennial group which will also increase the company able to match the business activity to the current trends.</p> <ul style="list-style-type: none"> • The wide distribution network can address the different forms of needs which will increase the company able to adapt to the changing business patterns (Hopkinson et al, 2020). 	<ul style="list-style-type: none"> • By engaging in the European market, Berger Paint can learn how to deal better with governmental restrictions. <p>The engagement in the social media of Berger Paint can increase the company able to understand and respond to the demand and concerns of the millennial groups better (Hidefi, 2017).</p> <p>If Berger Paints increases its customisation ability, the threats of changing demography cannot change the business because the changes will be dealt with by the customers themselves through the customisation option.</p>

Table 2: TWOS matrix

Source: (author)

5.3 Current and future trends in the Bangladeshi wallpaper industry

The market of painting and coating in Bangladeshi is rising with significant growth since 2015. Before 2012, the coating products such as weather coats, and wallpaper were only used in commercial and industrial buildings (Igwenagu, 2016). This trend has been changed as people are using the same coating products in their homes especially in their washroom, kitchen and dining spaces. The millennial groups are the most influencing groups in the selection of the

colours and designs of the wallpaper and paintings. It has also been found that one of the rising designs of the coating industry is 3D and geometric design and the most sold product is non-woven wallpapers (Indiatsy et al, 2019). There has been a rising trend of arranging an increased number of events for which clients demand different patterns of paintings and wallpapers to match the theme. Another current trend of this industry is the use of customisation options which allows the company to engage the customers as coproducers. Berger Illusion, one of the prominent SBU of Berger Paints belongs to the middle of the maturity and growth stage which denotes that the painting and wallpaper products of Berger Paints are on the rising trends due to the increased acceptance by the customers in the Bangladeshi market (Ioana et al, 2019).

Current Trends:

Focusing on responsible marketing to create a sustainable position in the market

Focusing on the aesthetic value of the painting apart from the functional value due to changes in attitude with the increasing purchasing power

Cost-leadership is still appreciated

Transferring investment from human resource management to marketing

Wallpapers are chosen by occasion, personality, and functionality

Occasion and personality:

- ✓ lining wallpaper
- ✓ traditional wallpaper
- ✓ vinyl wallpaper
- ✓ embossed wallpaper
- ✓ liquid wallpaper
- ✓ no-woven wallpaper
- ✓ fibreglass wallpaper
- ✓ bamboo wallpaper
- ✓ and textile wallpaper

Functionality:

- ✓ The decorative wall,
- ✓ specialized outdoor paints to protect against adverse weather conditions,
- ✓ Color Bank,
- ✓ Superior Marine Paints,
- ✓ Textured Coatings,
- ✓ Heat Resistant Paints,
- ✓ Roofing Compounds,

- ✓ Epoxies
- ✓ and Powder Coatings

Self-sterilising painting and coating

Exclusive customer experience with augmented reality

Focusing on painting and coating (the substitute of wallpaper)

Decentralisation in supply chain

Price and quality balance (secret of Elite Paints success)

Versatility in usage (restaurant, household, office, production unit, marine and motor vehicle)

Future trends:

Transformation to local ingredients capitalising patriotism

Continuous innovators are the leader

Welcoming disruptive innovation to break the barrier of giant brands

Concern on health and safety of people especially the public

Demand for green painting and coating

Deep customisation with consumer engagement

Aesthetics over a functionality to the millennials

Demand for 3D and customised wallpapers

Self-sterilising painting and coating

Thematic interior designing

- ✓ botanical wallpaper,
- ✓ tropics and wilderness in design,
- ✓ and abstract design

5. Discussion

This research aims at defining the current and future trends in the wallpaper industry of Bangladesh. As the wallpaper industry in Bangladesh is not yet well-structured, a concentrated assessment was not possible on this industry as justified in the previous section. However, the

painting and coating industry was targeted to analyse instead. Four questions have been developed to meet the research aim and answer the major question of the research.

The first question has focused on defining the tools to use for defining the current and future trends in the market. According to Kaur and Gupta (2017), to understand the trends in the market, the marketers must conduct an in-depth audit on the marketing environment with the micro-environmental and macroenvironmental analysis. The macro environmental analysis is dedicated to the identification of the changes in the external indirect elements including the political situation of the region, economic condition, social characteristics, technological development, environmental issues to consider, and the legal issues as mentioned by Karagiannopoulos, et al. (2019). Kaplinsky, (2019) added that the micro-environmental analysis supported the changes in the direct external elements and their influence on the organisation that can be obtained with the understanding of the stakeholders' condition along with the industry lucrativeness definition. Juwaheer, et al. (2017) criticised that the external analysis only is not enough to understand the trends as the brands often generate trends with the superiority in research and development with the introduction of something out of the box. Ioana, et al. (2019) mentioned that the internal analysis of the organisation shows its resources and capabilities, the definition of the value propositions, product performance, product life cycle, and overall value creation process showing the ability of the organisation to respond to the changes in the market. The brand can understand their resources considering both the tangible and intangible resources along with the defining the capabilities generated from them as illustrated by Indiaty, et al. (2019). Hopkinson, et al. (2020) opposed that the only the resources and capabilities are not able to explain the competency of the organisation in responding to the trends rather the brand has to define the product life cycle, assess the product portfolio of the organisation, and demonstrate the way brand is creating value for the consumers. Hedefi (2017) declared that the BCG matrix considers the performance of the products considering their growth rate in the market and their market share in this context and the strategy of further investment is derived from this assessment. The brand cannot deny the contribution of examining the value chain to define its drawback or strength to respond to the changes. When the brand has to understand the position of the particular product or understand the current state of all the products in their life cycle, the product life-cycle is defined so that the brand can decide their further strategy anticipating its length of the life cycle. Hergert and Morris (2019) added that the internal assessment of the organisation supports the brand with identification of the strengths and weaknesses of the organisation that contributes to respond to the opportunities and threats for the organisation. With the help of the TOWS matrix, the brand can define the further strategies to be followed by the organisation to improve the organisational position responding to the opportunities and threats handling its weaknesses as mentioned by Hellin and Meijer (2019).

The secondary assessment has justified the findings of the theoretical background showing their application that the PESTLE analysis has contributed to understanding the indirect business

environment of Berger in Bangladesh showing the trends that emerged from there and the micro-environmental analysis with Porter's five forces model has contributed to defining the industry lucrativeness as well as the direct contribution of the direct external stakeholders of the organisation defining or supporting the trends emerged (Gereffi and Fernandez-Stark, 2019). The internal analysis in the secondary analysis section has demonstrated that Berger has adequate capacity to respond to the changes, even this brand is the trend setter in the painting and coating industry responding to the external environmental issues quickly. Burger Illusion has positioned itself as the star portfolio of the organisation and now it is at the growth stage though Asian Paints has already copied its idea of thematic painting (Grundy, 2019). Berger happy family program has a special position in the BCG matrix with higher growth but lower market share gaining popularity but it is at its introductory stage where the brand is just trying to educate the consumers about the concept of the service, the brand is aiming at (Hambrick, et al. 2019).

The second question of this research was to define the current and future trends of the wallpaper market in Bangladesh which has been met by arguments placed in the literature sections and the entire analysis section. The key findings of both the internal and external analysis of Berger Paints have found the current trends and indicated the future trends. According to Juwaheer et al (2017), The millennial groups are the most influencing groups in the selection of the colours and designs of the wallpaper and paintings. Kaplinsky (2019) argued that the millennial and teenager groups are driven by the use of social media for which many of their actions in influencing the purchasing decisions of the painting and wallpaper product are vague and irrelevant. Karagiannopoulos et al (2019) stated that there has been a rising trend of arranging an increased number of events for which clients demand different patterns of paintings and wallpapers to match the theme. Another current trend of this industry is the use of customisation options which allows the company to engage the customers as a co-producer. Kaur and Gupta (2017) argued that the option of customisation provided by Berger Illusion is just a generalised business practice that is common to the other sectors too. Kiser (2018) stated that Berger Illusion, one of the prominent SBU of Berger Paints belongs to the middle of the maturity and growth stage which denotes that the painting and wallpaper products of Berger Paints are on the rising trends due to the increased acceptance by the customers in the Bangladeshi market. Kulkov et al (2019) argued that there is no connection between the life cycle stage and the consumer trends in the painting industry. In response. Kumar (2018) stated that researchers can predict the trends of any business by knowing the stages it is passing because if the company's product relies on the decline stage, it can be inferred that the trend of the product has been gone whereas if the product relies on the growth or maturity stage, there remains a very high probability that the people are hugely accepting the product which is the prime signals of an existing trend. It has also been found that one of the rising designs of the coating industry is 3D and geometric design and the most sold product is non-woven wallpapers. According to Lee and Kim (2019), non-woven wallpapers have a high potential to replace the use of the tiles that are used in the kitchen and dining room. This form

of wallpapers will be chosen more for the kitchen and bathroom decoration however, it is being now hugely applied in the drawing and bedrooms. Lee (2021) argued that non-woven wallpaper has become very popular with the current customers of the European and Western markets. Lipnicka and Dado (2019) replied that the use of the non-woven market is a current trend for the European market but within 2-3 years, it will be hugely used in the Indian subcontinent especially in Bangladesh and India for which it can be denoted as a future trend. Madsen (2017) stated that the revenue of the wallpaper manufacturing sector in 2020 in the Asian market was approximately 139 million USD and expected that it will reach 175 million USD within the next 2 years which indicate that the consumption of Asian wallpaper is going to become one of the future trends in the painting and coating in the industry. According to Mokwa (2019), the rising demand for 3D designed wallpaper and coating elements indicates that it is going to create a strong position in the market within 3 years and have the huge potential to become the best seller product in the coating and painting industry for which the uses of the 3D wallpapers can be a future trend for the Bangladeshi market.

The third question of this research was to find Berger Paints' capability in meeting the trends which have been defined by the internal resource and capability analysis of the chosen company. According to Opoku et al (2016), the rising demand for using the coating, painting and wallpaper in the Bangladeshi painting industry can be handled smoothly by Berger Paints because the company has more than 80,000 employees as well as company has experience of managing 2,50,000 registered customers. Palmer et al (2019) argued that managing a large customer base often reduce the quality of the products and services significantly. In reply Radulescu and Cetina, (2019) stated that Berger Paints has 2 main manufacturing plants in Bangladesh at the two main divisions which can support enough to meet the rising needs in the painting industry as the current trend. Rahman et al (2019) depicted that people tend to use coating, and wallpaper products in commercial and industrial buildings only due to being expensive. After 2015, the income level of Bangladesh got significantly high due to the achievement of the project Digital Bangladesh which enables the consumers of this country to use the expensive coating and wallpaper products in their houses. Rothe et al (2019) added that Berger Paints have already proved its ability to meet the current trends by supplying world-class wallpaper and coating. Schmidt et al Kühne, (2019) depicted that one of the rising designs of the coating industry is 3D and geometric design and the most sold product is non-woven wallpapers. Berger Paints started to sell such non-woven wallpapers in 2018 and the designs of these products cover any forms of 2D and 3D designs. Siaw and Yu (2019) argued that the price of 3D non-woven wallpaper is expensive enough that only 18% of the Berger Paints' customers can afford this product of which 90% are industrial buyers. According to Snyder (2019), There has been a rising trend of arranging an increased number of events for which clients demand different patterns of paintings and wallpapers to match the theme. Solis Linares (2019) depicted that no matter whatever the designs sought by the customers, Berger Paints have the ability and capacity to provide because all of the designs are prepared by the computers and the manufacturing process of Berger Paints is fully supported by the latest technology. Spere

(2019) opined that Berger Paints can design any form of the customised theme but in that case, the order delivery date gets longer. Taylor (2019) argued that the customer group of Bangladesh is very much price sensitive for which only a very few customers want the customised theme and design because the price of the customised product of Berger Paints is almost double that of the standardised product. Wilson (2019) stated that the use of customised option does not delay the company operation because Berger Paints have a separate unit to handle the customised orders. The just in time production system followed by Berger Paints is also a significant capability of the company to meet the demand for customised paintings, coatings and wallpapers. Wolff and Sorkine-Hornung (2019) argued that in the European countries, the foreign companies sell textured wallpaper, new botanicals, tropic and wilderness, abstract design, geometrics design, non-woven wallpaper, panoramic mural wallpaper etc. hundreds of wallpapers and coatings of which only a few products are sold by Berger Paints in Bangladeshi market. Xiao et al (2017) stated that Berger Paints sells those forms of product which supports the current trends of this country other than considering the foreign trend in the same industry. Yunna and Yisheng (2019) stated that the capability of Berger paints for meeting the customer & the rising trends, the company has introduced the computerised customised options for which the consumer themselves can become the coproducers. According to Kaplinsky (2019), Berger Illusion belongs to the middle of the maturity and growth stage which denotes that the painting and wallpaper products of Berger Paints are on the rising trends due to the increased acceptance by the customers in the Bangladeshi market. Karagiannopoulos et al (2019) argued that in this product life cycle stage, Berger Paints must struggle in the extremely competitive market which certainly reduces the company capability to cope with the current trends. Kiser (2018) depicted that the competitive rivalry actually increases the quality of the product and drives the monopoly practices which further increase the company capability to respond better to the current trends and rising customer needs.

The fourth question was developed to define the strategies for Berger to respond to the trends that emerged from the external environment of the organisation. According to Gardan (2019), corporate strategies are derived from Porter's generic model and Ansoff's growth matrix. The corporate strategy provides with the overall organisational strategy to accommodate the changes and respond to the changes from the core strategy or competitive advantage of the organisation as mentioned by Engwa and Ozofor (2015). Follman (2016) explained that Ansoff's growth matrix can contribute to design the appropriate strategy to utilise the trends for the growth of the organisation. From the secondary assessment, it has been found that the brand can follow the new product development strategy to respond to the trend of non-woven wallpaper, 3D wallpapers, and green wallpaper utilising their huge asset available for further investment, these product lines are going to contribute to a newer addition in the product portfolio of the organisation creating further variation. Merging and acquisition can be a major growth strategy for the organisation to respond to the strategic alliance opportunity to reduce competition in the market along with deducing the competition derived from the substitutes. To manage the increasing demand for Berger Illusion with the growing number of millennials at

the workplace resulting in the growth of the real-estate industry along with the expansion of the target market, the brand can concentrate on its tactical strategy considering the people and machinery as the responding tactics to boost the productivity of the experience curve. The rising number of millennials at the workplace and their increasing purchasing power has enhanced the demand for abstract design and thematic wallpapers or painting that can be capitalised with the commercialization of the Berger Happy Home program (Eskandari, et al. 2019). The brand has to refocus on its expansion strategy with the continuous product development process considering the responsible marketing program with the green painting or wallpaper trend responding to the government concern on the environmental health due to the chemical used in the painting and coating industry. The positive word of mouth communication with the creative contents of Berger has contributed to tackling the threats from the environmental crisis and the brand has to continue the content marketing with the innovative wall painting so that it can build a strong position in the market.

6. Conclusion and recommendations

The above discussion has aimed at defining the current and future trends in the wallpaper (painting and coating) industry of Bangladesh and the completion of the research has defined several trends like green painting, 3D painting, and non-woven painting are the future trends in the wallpaper (painting and coating) industry and the defined current trends are the thematic painting, texture painting, and abstract design in painting apart from their functional benefit. The target market of the painting and coating industry has diversified in the recent era with the increasing usage of wallpaper or thematic painting in households and restaurants. However, to define these trends, the researchers have met four objectives with seven chapters.

The first objective has considered defining the tools and techniques to use to define the market trends that have been met with the first and second chapters and the first part of the literature review section. The introductory chapter has described why to conduct this research and what is the research gap. The second chapter has developed the aim and objectives of the research and the research questions have been developed accordingly. However, the first part of the literature review has demonstrated that to define the current and future trends in the wallpaper industry, the research has to conduct thorough secondary research with the marketing audit. Therefore, PESTLE analysis has been suggested to define the trends that emerged from the indirect external factors and Porter's five forces model has described the industry lucrativeness showing different forces that are shaping the trends (Dälken, 2019). The internal analysis was suggested to conduct to contribute to the discussion defining the capabilities of Berger to respond to changes and trends. The third chapter has also contributed to defining the market trends suggesting to the researchers that the secondary research should be conducted following the quantitative research method, positivism philosophy, and conducting descriptive research.

The second research objective is to find the current and future trends of the wallpaper market in Bangladesh which has been met by the key findings of the internal and external analysis of this research. In the external analysis, it has been found that the millennial groups are the most influencing groups in the selection of the colours and designs of the wallpaper and paintings. In the wallpaper and painting industry using the customisation option while purchasing has become a current trend because people tend to use colour banks when selects the colour and design in Berger Paints (Kulkov et al, 2019). From the internal analysis, it has been found that Berger Illusion is now belonging to the maturity stage for which the sales, demand of the products and the competition are at the top which indicates that using wallpapers and coating products is a contemporary trend among the target customers. As a future trend of the painting and coating industry of Bangladesh, the people will overly rely on non-woven wallpapers because people of this country have already started to use non-woven wallpapers in their home especially in their kitchen, dining room and washroom. The use of 3D wallpaper is also going to be a future trend because people have started to import such kinds of wallpaper from Europe and Western countries.

The third objective is to addresses the company capability of Berger Paints to meet the trends in this industry. The major findings of the internal analysis of Berger Paints have met the third objective of this research. the rising demand of using the coating, painting and wallpaper in the Bangladeshi painting industry can be handled smoothly by Berger Paints because the company has more than 80,000 employees as well as the company has experience of [managing 250000](#) registered customers (Lee and Kim, 2019). Berger Paints can design any form of customised themes based on which they have introduced the customisation option for its target customers. the capability of Berger paints for meeting the customer & the rising trends, the company has introduced the computerised customised options for which the consumer themselves can become the coproducers (Lee, 2021). The improved brand image, wide distribution network, long experience, and efficient workforce are the key sustainable competitive advantage of Berger Paints which definitely represents the company's ability to meet both the changing needs and to adapt to the current trends.

The last objective has been developed to define the strategies to be followed to boost the market share of Berger Paints in the wallpaper (painting and coating industry) of Bangladesh. The last part of the sixth chapter and the seventh chapter was dedicated to defining the strategies for Berger to boost their market share in this industry. The assessment has found that the brand should introduce a new product line responding to the market trend with the increasing need for 3D wallpaper or painting, green painting, and non -woven wallpaper or painting with the new product development strategy serving the same market they have already targeted with a different portfolio. Merging and acquisition of the smaller brands in the market and the strategic alliance with the competing brands can contribute to the minimisation of the competitive rivalry in the painting and coating industry of Bangladesh. the next strategy suggested was to capitalise on the current promotional strategy of Berger, "Berger Happy

Home” commercially to respond to the demand for aesthetic value in painting and coating. It is going to create a new service portfolio of the brand providing the consumers with a compact solution of their interior design. To avoid the crisis generated by the consumers’ concern on the environment and social development, the brand has to refocus on word-of-mouth marketing generating creative content with the promotional wall painting that leaves social messages showing the need for changes in the environment and society to lead a healthy life. Such creative content is supposed to be appreciated by the consumers in the new age.

7.1 Recommendations

Continuous product development strategy

To respond to changes in the need for new products especially the trend of 3D printing, green painting, and non-woven wallpaper, the brand can create a new product portfolio with them. It can generate its market growth in the painting and coating industry with the increasing acceptance of the consumers perceiving it as their priority while choosing the brand for painting and coating. It can boost the market share of the organisation tackling the threats from substitute products.

Merging and acquisition and strategic alliances to reduce market competition

To reduce the market competition from the strategic group as well as the small brands in the industry with innovative complementary or substitute products, the brand can go for merging and acquisition of the smaller brand and create a strategic alliance with the competing larger brands. It is going to increase the market share of the brand faster capturing the market acquired by the smaller subsidiary brands by capitalising on their expertise. The strategic alliance can reduce the pressure from the competing brands rather than create positive and congenial competition in the market.

Price penetrating for Berger Illusion

To respond to the increasing number of millennials at the workplace that generated their purchasing power but the challenging economy of the country that urging for price penetration, Berger has to consider the pricing strategy of Berger Illusion that is alternating the wallpaper industry with the continuous improvement in the efficiency of the experience curve of the brand. It is going to increase the market share and market growth of this star product optimising the growth of this portfolio.

The commercialisation of Berger Happy Home

To meet the need for abstract painting with thematic interior design, the brand can commercialise its marketing program “Berger Happy Home”. This program has already drawn the attention of deluxe consumers who like to decorate their homes in an aesthetic format. This new portfolio can increase its market share with the blue ocean strategy.

Word of mouth marketing with creative content generation

To overcome the crisis generated by the millennials on their concern on the responsible marketing practices of the organisation, the brand can generate word-of-mouth marketing with the content marketing practices raising social awareness with murale in public places. The increasing brand image with the word-of-mouth marketing practices in response to responsible marketing.

7.2 Limitations and future direction of study

Limitations

The major limitation of conducting this research was that the amount of statistical data regarding the painting and coating industry is relatively low. The prime reason behind it is that there exist very little data reading the wallpaper and coating industry, especially for the Bangladeshi coating and painting industry. Moreover, due to the pandemic situation, no primary data has been included in this research due to the social distancing reason which could enrich the research outcome. There are some data about the market that changes very shortly, for this reason, some significant data has not been included to remove this bias. Due to having the page limitation, more diversified but relevant data could not be included in the analysis and discussion section which could give more light on finding more trends that exist in this industry. The research has focused mainly on the particular case of Berger Paint for which the overall finding does not represent the industry practices well. The insufficiency of the knowledge and experience of the researcher is also a limitation for this research.

Future direction

This research has only addressed the key trends of the Bangladeshi Painting and coating industry for which it can hardly be reflected in the global painting industry. However, future research on a similar topic can include the analysis of the multiple large and small companies so that the researcher can develop a comparative study. Future research on this topic can also include the contribution of the companies, customers, influencers, technology etc. in changing the trends in the painting and coating industry. This study has focused only on the B2C aspects for which future research can include both the B2B and B2C aspects of the painting and coating industry.

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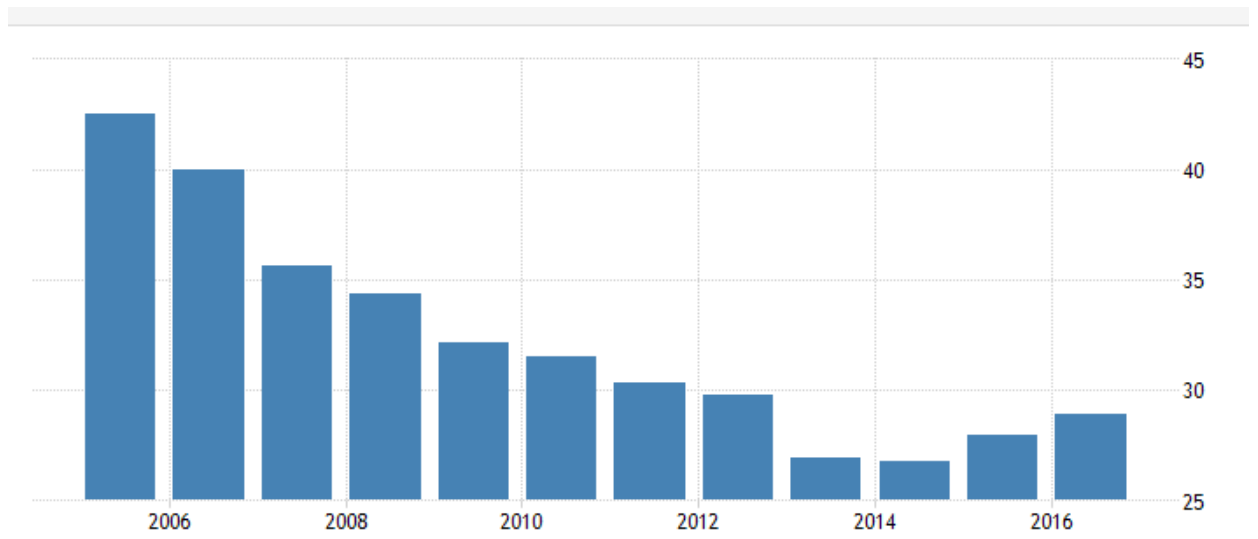
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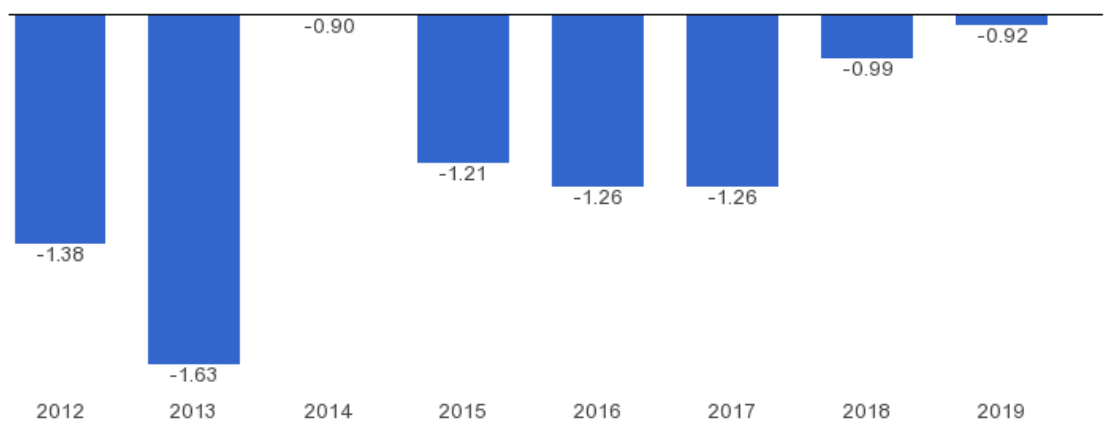
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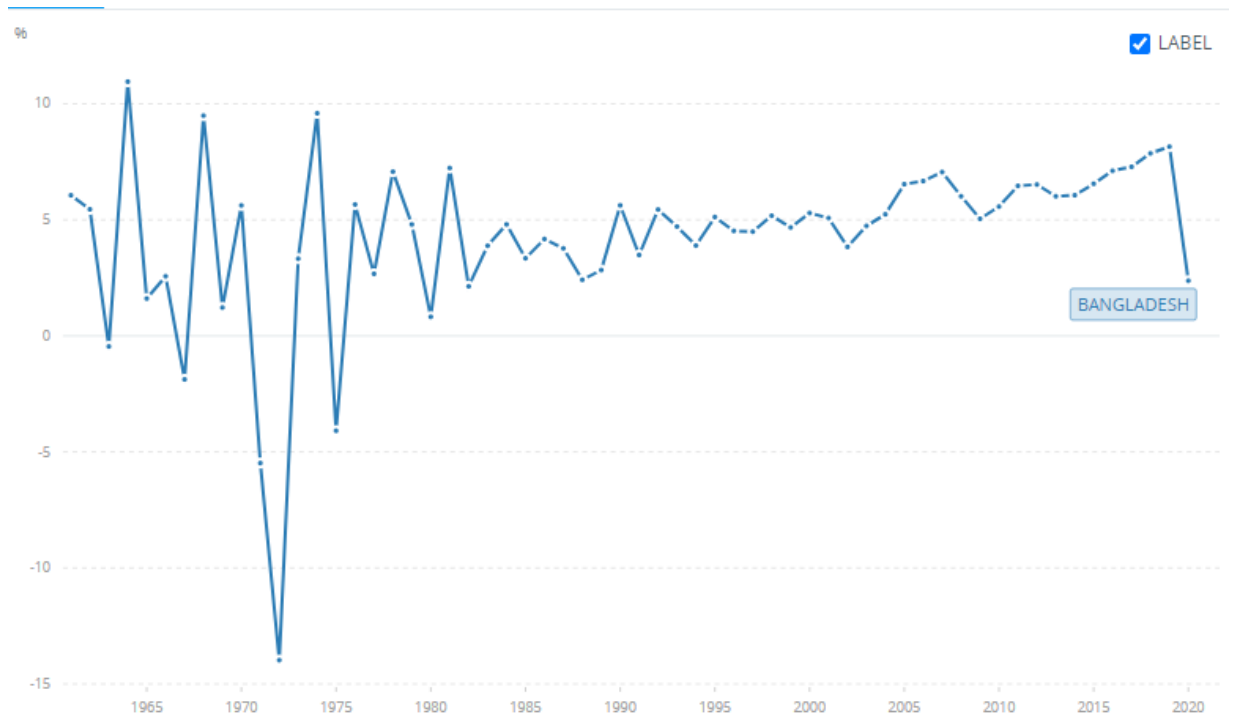
8. Appendix I: Import Duty rate



9. Appendix II: Political stability index



10. Appendix III: GDP growth



11. Appendix IV: Growth of GDP per capita

