From Pitch to Partnership: The Impact of Personal Selling and Customer Relationship Management on Hotel Share Sales – A Case Study of Mangrove Eco Resort

Submitted by

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ID: 21104116

This internship report is submitted to BRAC Business School as a partial requirement for the completion for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

November 10, 2025

- **Declaration**

It is hereby declared that:

1. I completed the coursework at BRAC University using my own original work for the internship report.

2. Except in cases where it is properly attributed by complete and precise referencing, the analysis does not include any previously published or authored content by an outsider.

3. Nothing in the report has been approved or submitted for an additional diploma or certificate at an academic institution or other establishment.

4. All significant sources of assistance have been recognized.

Student's Full Name & Signature:

____

Saad Bin Tarique

Student ID: 21104116

BRAC Business School

BRAC University

Supervisor's Full Name & Signature:

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Fabiha Enam

Senior Lecturer

BRAC Business School

BRAC University

Letter of Transmittal

Fabiha Enam

Senior Lecturer

BRAC Business School

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report

Dear Ma'am,

In order to partially fulfill the requirements for my Bachelor of Business Administration degree at BRAC Business School, BRAC University, I am happy to submit my internship report, "From Pitch to Partnership: The Impact of Personal Selling and Customer Relationship Management on Hotel Share Sales – A Case Study of Mangrove Eco Resort".

My three-month internship at the Mangrove Hotel & Resort Ltd., during which I worked as a sales executive throughout the fourth of August 2024, to November 4, 2024, is the basis for my report. I learned a great deal about customer relationship management, personal selling strategies, and specific characteristics of hotel share transactions in Bangladesh's developing hospitality investment sector during this time.

Thank you for your time and consideration.

Respectfully yours,

____

Saad Bin Tarique

ID: 21104116

BRAC Business School

BRAC University

Non-Disclosure Agreement

The undersigned BRAC University student and Mangrove Hotel & Resort Ltd. have entered into this agreement.

1. I shall not divulge confidential financial information or the company's financial statements.
2. I won't reveal certain client information or transaction specifics
3. I am forbidden to disclose internal information or proprietary company plans.
4. I shall not divulge any investment or client personal information.
5. Before sending the report to the organization, I have to give it to my organizational supervisor.

In the event that this agreement is broken, I agree to participate in the organization's legal proceedings.

Student's Signature:

____

Saad Bin Tarique

Date: October 15, 2025

Company Supervisor's Signature:

____

Hasibul Alam Fahad

Manager

Mangrove Hotel & Resort Ltd.

Date: ___________

Acknowledgement

Before anything else, I want to sincerely thank Allah Ta'ala for giving me the courage, tolerance, and direction I needed to finish my internship and write this extensive report.

I want to sincerely thank Fabiha Enam, senior lecturer at the BRAC University, for her crucial advice, constructive criticism, and steadfast support throughout the report's preparation. Her insightful guidance helped me arrange my thoughts and present my findings in a way that remained both professional along with being academically sound.

I am really grateful to Hasibul Alam Fahad, Manager of Mangrove Hotel & Resort Ltd., my organizational supervisor, for providing me with the opportunity to intern there and for his advice throughout my three-month stay.

I would particularly like to acknowledge Mash Rafiur Rahman, CEO of Mangrove Hotel & Resort Ltd., for his outstanding training sessions on telemarketing, personal selling techniques, hospitality operations, and the legal aspects of hotel sharing businesses. His practical, unscripted approach to teaching sales principles provided me with real-world knowledge that no instructional material could match, all while adhering to a clear syllabus he had developed from years of experience.

I want to sincerely thank the 26 specialists who work in sales at Mangrove Hotel & Resort Ltd. As the least experienced team member, I had the privilege of learning from everyone's observations, witnessing a range of marketing philosophies, and understanding different client interaction tactics. The collaborative environment, where team members openly shared their successes and challenges, significantly accelerated my learning curve. I am really grateful to the squad leader and colleagues who patiently answered my questions, allowed me to accompany them on customer visits, and provided constructive feedback on my own sales endeavors.

Finally, I would like to thank all of the customers and potential investors I worked with during my internship.

I want to express my gratitude to every single one of you who have made this trip rewarding and worthwhile.

Executive Summary

"*From Pitch to Partnership: The Impact of Personal Selling and Customer Relationship Management on Hotel Share Sales - A Case Study of Mangrove Eco Resort*" is my internship report, which investigates the effectiveness of CRM and personal selling strategies in promoting the sales of hotel shares in the emerging hospitality investment industry of Bangladesh. The report is based on my three month internship at Mangrove Hotel & Resort Ltd in which I worked as a sales executive from the fourth of August to November 4, 2025.

Offering part-ownership or hotel shares to investors seeking equal financial returns and cultural perks, Mangrove Eco Resort - located close to Kuakata - is almost a new and forward-thinking business idea in Bangladesh. Mangrove is the first five star hotel that offers share project in Kuakata, it has 176 rooms with a total of 2 Lakh square feet spread in a 14 storey building along with one 4 storey and another five storey building. It's oriented to all kinds of guests, including non-resident Bangladeshis (NRBs), government workers, business owners, doctors and engineers.

Key findings show that successful hotel share sales depend on:

(1) Understanding a blend of customer motivations, including security - who might want to join the workforce as a government employee, growth - who wants to be an entrepreneur and legacy - who wants to hang around in retirement

(2) Utilizing customized sales tactics that address particular concerns and demonstrate genuine care as opposed to a snap transaction vibe

(3) Maintaining regular contact through extensive CRM in order to cultivate leads over long periods of decision making, typically three to five visits per conversion

(4) Building trust by being open about project timelines (soft opening January 2026, full ops 2028), registration steps, and Kuakata's unique value;

In addition to offering useful information for businesses involved in the hotel share market, this study adds to the scant body of academic work on hospitality investments and sales in Bangladesh. It shows that effective sales performance in this industry necessitates not only persuasive selling abilities but also in-depth knowledge of the customer, emotional intelligence to deal with various personality types, long-term relationship management, and matching the advantages of the product with a range of investor motivations.

Keywords: Sales Techniques, Lead Administration, Consultative Selling, Hotel Share Revenue, Fractionated Owning, Holiday Investment, Kuakata Tourism, Personalized Selling, Customer Relationship Administration (CRM), and High-Involvement Purchase

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Chapter 1: Overview of Internship

1.1 Student Information

Name: Saad Bin Tarique

ID: 21104116

Program: Bachelor of Business Administration (BBA)

Major: Marketing

Minor: Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Company Name: Mangrove Hotel & Resort Ltd.

Department/Division: Sales and Marketing Department

Position: Sales Executive

Address: Dhanmondi 27, Dhaka (Corporate Office)

Project Location: Kuakata, Patuakhali, Bangladesh

Period: August 4, 2024 – November 4, 2024 (3 months)

As the only five-star resort in Kuakata, Mangrove Hotel & Resort Ltd. is a trailblazing hospitality investment firm in Bangladesh that offers fractional ownership options. The 14-story, 176-bedroom resort property in Kuakata is one of Bangladesh's most picturesque coastal locations and one of the few locations in the world where sunrise and sunset can be observed on the same beach, the company operates out of its corporate headquarters in Dhanmondi 27, one of the town's most exclusive residential and commercial areas.

1.2.2 Internship Company Supervisor's Information

Name: Md. Hasibul Alam Fahad

Position: Manager

Department: Sales and Marketing

Company: Mangrove Hotel & Resort Ltd.

During my three month internship, Md. Fahad was my immediate supervisor. And because of his tremendous knowledge of sales administration and client relationship building, he provided invaluable advice on lead-qualifying tactics, professional client interaction and personal selling approaches. His direction was important in helping me understand the nuances of high value investment marketing and the importance of building long term client relationships in the hotel industry. He managed the day-to-day work of the 26 person sales team, emphasising personalised adaptation to customer personalities and situations while ensuring the sales techniques are always executed consistently.

1.2.3 Job Scope and Responsibilities

Core Responsibilities: I was entrusted with many responsibilities that spanned the entire sales cycle as a sales manager for Mangrove Hotel & Resort Ltd. from lead generation to client relationship management. My major objective was to boost hospitality share sales through finding potential investors, building trust through individualized interaction, and maintaining methodical follow up procedures. I designed my own consultative selling method as I worked with 25 other sales professionals to understand how to deal with the challenges of high-involvement investment sales.

Image 1.1: Job Scope and Responsibilities.

1.3 Internship Outcomes

1.3.1 Student's Contribution to Mangrove Eco Resort

During my three months internship period in Mangrove Hotel & Resort Ltd., I made significant contributions that added value to the organization's sales and marketing efforts and increased the company's potential investor base.

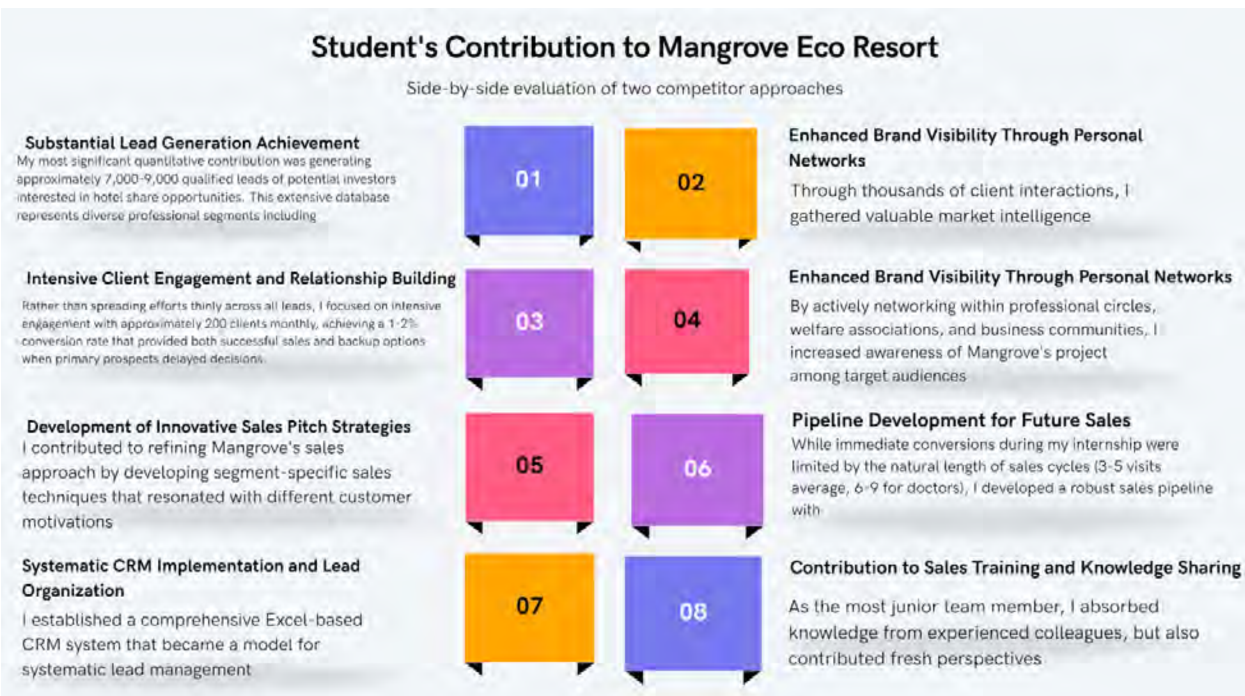

Image 1.2: Student's Contribution.

1.3.2 Benefits to the Student

My professional abilities, knowledge of the industry, and personal growth were all greatly improved through my internship at Mangrove Hotel & Resort Ltd. The advantages I received go well beyond what I learned in the classroom and will provide a solid basis for my future profession.

Image 1.3: Internship Benefits

1.3.3 Problems/Difficulties Faced During Internship

Even though the internship was incredibly beneficial and instructive, I had a number of difficulties that put my fortitude and problem solving skills to the test. These challenges provided me with some great teaching moments and allowed me to come to a functional understanding of the ins and outs of high-value investment sales.

1. Limitations of Excel-Based CRM and Manual Procedures
2. Prolonged Sales Cycles and Postponed Conversions
3. Managing Complex Client Objections
4. Juggling Lead Quality and Quantity
5. Handling Rejection and Sustaining Motivation: With a 1% conversion rate, the likelihood of concluding a deal was 1 in 100, or 99 no and 1 yes.
6. Restricted Access to the Site
7. Gaps in Professional Knowledge (First)
8. Departmental Coordination

1.3.4 Recommendations to the Company on Future Internships

I make the following suggestions to improve the internship program and add more value for the business and future interns based on my three months at Mangrove Hotel & Resort Ltd.

1. Implement a Digital CRM System

Recommendation: Replace the present Excel-based system with a suitable CRM (Customer Relationship Management) platform.

2. Structured Onboarding and Training Program

Recommendation: Provide a thorough, official onboarding program that covers corporate procedures, sales strategies, and product expertise for incoming sales interns.

3. Regular Sales Team Meetings and Knowledge Sharing

Recommendation: Organize periodic sales team meetings when full-time employees and interns exchange stories, talk about difficult situations, and gain knowledge from one another.

4. Organized Monthly Site Visits to Kuakata Property

Recommendation: Plan quarterly group site visits for sales employees and interns to the Kuakata property, possibly in conjunction with client excursions.

5. Formal Mentorship Pairing System

Recommendation: In addition to the formal supervisor, appoint each intern a committed mentor (a senior sales professional).

6. Clear Performance Metrics and Goal Setting

Recommendation: Set specific, quantifiable goals for internships at the beginning of their employment, and assess their progress on a regular basis.

7. Cross-Functional Department Exposure

Recommendation: In order to provide a full understanding of business, include short rotations or shadowing opportunities in relevant areas (e.g. advertising, finance, legal, construction management).

8. Client Testimonial and Success Story Collection Program

Recommendation: Involve interns in collecting testimonials and collating case studies when assets are registered and customers have a good experience.

9. Competitive Intelligence Research Assignments

Recommendation: Interns should be assigned specialized research work to understand the competition strategy to provide organized learning and useful market information.

10. Post-Internship Knowledge Transfer Protocol

Recommendation: Interns can be given a hand note or guideline with probable problems and solutions to those problems that will assist them throughout their internship.

Chapter 2: Organization Overview

2.1 Introduction

This chapter is a case study where I evaluate Mangrove Hotel and Resort Ltd. and its organizational structure, business model, and its position in the Bangladesh hospitality industry. My sources will include secondary data such as internal documents and industry reports and primary data obtained during my three-month internship (August-November 2024).

2.1.1 Objectives of Organizational Analysis

The main goals of this organizational review are to:

- **Know the Business Model**: I study the fractional ownership model and how it offers value to investors.
- **Analyze Organization Structure:** I assess the chain of command as well as cross-functional coordination.
- **Evaluate Marketing Strategy:** I evaluate the segmentation, targeting and brand positioning strategies of the company.
- **Test Sales Dynamics:** Investigate the role of personal selling and CRM in driving hotel share sales.
- **Evaluate Competitive Position:** I established the position of Mangrove in the hospitality investment industry in Bangladesh.
- **Determine Strategic Factors:** I do the SWOT analysis to underline internal strengths and external opportunities.

2.1.2 Scope and Methodology

Scope of Study

- Focus Area Sales and marketing operations, in Dhanmondi corporate office.
- Duration: All the data collection happened during the internship period from 4th Aug to 17th Dec
  Premise: Organization structure, fractional ownership model and customer engagement strategies assessment.

Data Collection Method

- Primary Data: I used first-hand observation of the 26-member sales force, informal semi-structured interviews with the management, and immersion within the training sessions organized by the CEO.
- Secondary Data: I gathered information on internal firm collateral (brochures, projected financial sheets), online (website, social media) and external market information.

Analytical Methodology

- **Descriptive Analysis:** This mapping technique assisted me in defining the hierarchical structure of the organization, the working processes, and the functional position of the sales department.

- **Qualitative Assessment:** I used it to measure soft skills, leadership styles and effectiveness of the so-called no-script sales training method.

- **SWOT Framework:** I utilized it to extract the synthesis of findings into a strategic summary of Strengths, Weaknesses, Opportunities, and Threats (described in the further sections).

2.1.3 Limitations

- **Financial Opacity:** Due to confidentiality policies, I could not get access to a granular financial data (e.g., cost structures, audited forecasts), which was replaced by management estimates.

- **Pre-Operational:** Since the resort is still to be completed (estimated 20262028) my analysis is based on estimations and not on historical performance indicators such as occupancy or yield.

- **Strategic Access:** The limited access to the Board of Directors did not allow carrying out formal interviews; the governance information was gathered basing on the operational observations and executive training sessions.

- **Competitor Intelligence:** Competitors: Competitive analysis is limited to publicly available information due to the fact that the internal strategy and the actual performance measures of the rival are not available.

- **Temporal Scope:** The three months of observation provides a fixed point of view, which does not allow examining the long-term market dynamics and organizational development.

- **Departmental Focus:** Internship assignments were sales and marketing focused, and could not be extended to look into the other functional areas such as legal, finance and construction.

2.2 About Mangrove Hotel & Resort Ltd - Corporate Profile

Mangrove Hotel and Resort Ltd. is a company that exists on the borderline between luxury hospitality and real-estate investment. The company is aiming to democratize the development of high-end resorts in southern Bangladesh by combining a fractional ownership model with a high-end resort development to raise the standards of tourism in the area. The organization focuses on professional integrity in order to break the historical skepticism in the market about hotel share investment.

2.2.1 Background and Vision

- **Starting / Establishment:** Mangrove was established in 2020 by the necessity to fill the market gap of premium accommodation in Kuakata as it plans to establish the first real five-star resort in the region.

- **Vision:** The company has the vision of being a leader in full-service hospitality realty, which stands out based on realistic values and implementation as opposed to the empty promises.

- **Mission:** The essence of the mission is twofold: to provide guests with the world-class experiences that can compete on the global scale and to provide transparent and sustainable returns on the financial nature of a wide range of investors.

- **Core Values:** The operations are based on transparent and professional management that will help to establish long-term credibility when working with partners and shareholders.

2.2.2 Location and Property Specifications

- **Corporate Headquarters:** The office is situated in Dhanmondi 27, Dhaka as the strategic centre of sales, administration and investor relations to make it accessible to the high-income target market.

- **Resort Location:** The site is in a unique geographic location, just off the sunrise and sunset in Kuakata, Patuakhali, and is able to capitalize on the potential of the area as an uncongested location to create a niche in the market and compete with the overcrowded markets in Coxs Bazar.

- **Infrastructure:** The complex has 14 storeys of modern development that covers 200,000 sq.ft. It has a carefully restrained inventory of 176 guest rooms so the shareholders can maintain exclusivity and scarcity.

- **Amenities & Positioning:** The resort is firmly designed in terms of a family-friendly resort (e.g., no casino) in line with the local cultural values. The luxury services consist of unrestricted pools, 9D theater, full-fledged wellness spas, conference facilities, and 24/7 service of butlers.

2.3 The Business Model: Fractional Ownership

Mangrove Eco Resort is based on a Fractional Ownership business concept, which is aimed at democratizing high-valued real-estate. In contrast to the traditional timeshares where the purchase of the timeshares usually transfers only the rights to use (the right to stay a certain period of time), the model of Mangrove gives the investors the real equity and the legal ownership of the fraction of the land.

2.3.1 Capital Structure and Pricing

The project is financed by way of issue of 10,000 separate shares. The financial structure will be created in a way that will provide flexibility in the form of installment plans and will provide instant capital to build on.

Table 2.1: Investment Structure & Valuation

Metric	Detail / Value
Total Project Capitalization	BDT 400 Crore (Target)
Total Share Supply	10,000 Units
Price Per Share	BDT 4,00,000 (4 Lakh)
Booking Amount	BDT 10,0000 (Minimum)
Payment Options	Full Payment (Immediate Registration) or EMI (up to 20 months)

2.3.2 Ownership Rights and Legal Framework

The essential value statement of the business model of Mangrove is the legal security of the investor.

- **SAF Kabla Registration:** This registration provides ownership of a piece of land in the form of a formal SAF Kabla deed which grants permanent and hereditary rights to the share of the land owned.

- **Liquidity & Transferability:** The period of lock-in is nonexistent. There is complete free will to sell or transfer or gift the shares that investors own, which has been benefiting in establishing a secondary resale market.

- **Return on Investment (ROI)**: Investors can receive an annual dividend on the net profit of the resort, not to mention the fact that the value of the shares may increase in value.

2.3.3 Strategic Differentiation: Fractional vs. Timeshare

In order to prevent confusion in the market, Mangrove clearly distinguishes its model with the conventional vacation ownership plans.

Table 2.2: Mangrove Fractional Ownership vs. Traditional Timeshare

Feature	Mangrove Fractional Ownership	Traditional Timeshare
Ownership Type	Asset-backed (Real Estate Equity)	Right-to-Use (Time-based)
Value Driver	Capital Appreciation + Dividends	Vacation Utility only
Resale Value	Driven by market real estate prices	Depreciates quickly; hard to resell
Perpetuity	Permanent and Heritable	Often expires after 20–99 years

2.3.4 Share Packages and Investor Tiers

Mangrove packages its shares at varying levels to suit various investment levels. These levels dictate the size of ownership, rights to dividend and the amount of free vacation.

Table 2.3: Investor Tiers and Benefits

Package Tier	Share Count	Total Investment	Annual Stay Benefit	Dividend Entitlement
Bronze	1	BDT 4,00,000	7 Days (Deluxe Room)	1 Share equivalent
Silver	3	BDT 12,00,000	Enhanced Benefits*	3 Shares equivalent
Gold	5	BDT 20,00,000	Premium Upgrades*	5 Shares equivalent
Platinum	10	BDT 40,00,000	20 Days (Villa Access)	10 Shares equivalent

2.3.5 Revenue Model and Return Projections

The post-inauguration earnings of the resort will be a combination of the room revenue, Food and Beverage (F&B), corporate events, and wellness packages. Investors receive returns that are computed on net profit after operation costs and reserving fund distributions.

Table 2.4: Projected Annual Return on Investment (ROI)

Scenario	Projected Annual Dividend	Description
Conservative Estimate	5% - 7%	Assumes lower occupancy rates during initial years.
Average Expectation	10% - 12%	Assumes standard industry occupancy (approx. 60-70%).
Peak Optimization	Up to 17%	Assumes high occupancy and peak season pricing.

Capital Appreciation Factors

The share price will come leaping back as a result of two major factors besides the regular dividends:

1. **Scarcity:** There are only 176 spots (rooms/suites) at the resort, so as the eco-tourism becomes more popular, there will be little space.

2. **Regional Development:** There is land and property push with the time due to the infrastructure in the area, new roads, schools etc.

2.4 Organizational Structure and Management

Mangrove Eco Resort has an effective organization chart which attempts to combine big picture strategy and action on a short day-to-day basis. They have divided into corporate governance, top management and specialized teams so that all questions posed by the projects and investors are addressed in a smooth manner.

2.4.1 Leadership and Governance

The leadership structure ensures that the long-term plan is not combined with daily hustle in order that things are in check.

- **Board of Directors:** The board is headed by Md. Monjurul Hasan also formulates the vision of the company and gives its approval to huge expenditures and over-monitored finances.

- **Executive Management:**
    - **Chief Executive Officer (CEO) -** Mash Rafiur Rahman: A medical practitioner that gives an investor so much credibility. He concentrates on strategy, partnering with such companies as Bikroy.com, and maintaining quality close.

    - **Managing Director (MD)SM Mainul Hossain:** He deals with the operational aspect of the business, daily operations, suppliers, project planning and schedule.

2.4.2 Functional Departments

The workforce is divided into five major departments that have their respective occupations.

Table 2.5: Key Functional Departments

Department	Key Responsibilities
Sales & Marketing	The largest team (26 members), led by Manager Md. Fahad. Responsible for lead generation, CRM management, and closing share subscriptions.
Finance & Accounts	Manages capital inflow, tracks EMI collections, processes payments, and handles financial reporting.
Legal Affairs	Ensures regulatory compliance, manages land documentation, and executes SAF Kabla share registration.
Construction	Oversees on-site development, structural safety, contractor supervision, and quality assurance.
Operations Planning	Focuses on pre-opening logistics, developing Standard Operating Procedures (SOPs), and defining service standards.

2.4.3 Management Philosophy and HR Practices

The entire enclave is full of fluidity and receptiveness, abandoning rigid corporate silo.

- **The No Sign Visa Approach:** The company favours flexible plans, as opposed to memorised sales scripts. Employees are taught sales of consultations, how to listen to what investors desire rather than repetitive sales.

- **Action Leadership:** Senior citizens remain accessible. The CEO even facilitates the training on such issues as telemarketing, legal stuff, and how to read customers.

- **Transparency Culture:** Management emphasizes transparent updates regarding construction and risks, thus making the investors have the feeling that he or she has been sold rather than convinced.

- **Recruitment & Incentives:** Hiring seeks after individuals who have the ability to communicate, negotiate, and sell. Pay prepares a good foundation using performance bonuses that are aligned with the company development.

2.5 Market analysis

The Mangrove Eco Resort prefers relationship based marketing strategy as opposed to selling in large volumes. The overall objective is to gain perpetual trust by branding the project as an upgrade in lifestyle rather than a gambling situation.

2.5.1 Strategic Positioning and Differentiation

The brand identifies itself as Authentic Luxury and displays reality of quality as opposed to hype.

Table 2.6: Core Marketing Pillars

Pillar	Strategy	Key Differentiators
Brand Positioning	Exclusive & Authentic	Positioned as a premium, five-star investment opportunity accessible to the upper-middle class, distinct from budget tourism options.
Location USP	"Sunrise-Sunset" Views	Leverages Kuakata’s unique geographical advantage (viewing both sunrise and sunset from the same spot) as a primary selling point for high occupancy potential.
Product Quality	Tangible Specifications	Marketing materials highlight specific, verifiable luxury standards—such as verified Egyptian cotton linens and premium fixtures—to prove the commitment to five-star quality.

2.5.2 The "Education-First" Approach

Due to the complexity of Fractional Ownership, the process of sales more closely resembles the advice sessions rather than standard pitches.

- **Marketing above Skepticism:** Bangladesh real estate marketing addresses the issue of skepticism in a direct manner. It describes the legal security of SAF Kabla registration, which creates confidence.
- **Explaining the Model:** It encourages Mangrove to position its deal with the purpose promoting that Mangrove is not a vacation purchase of time, but an actual purchase of equity in order to differentiate itself in comparison to the conservative timeshare.
- **Graphic concept:** a picture of sunset in Kuakata to enhance the attraction of the place

Key Milestones:

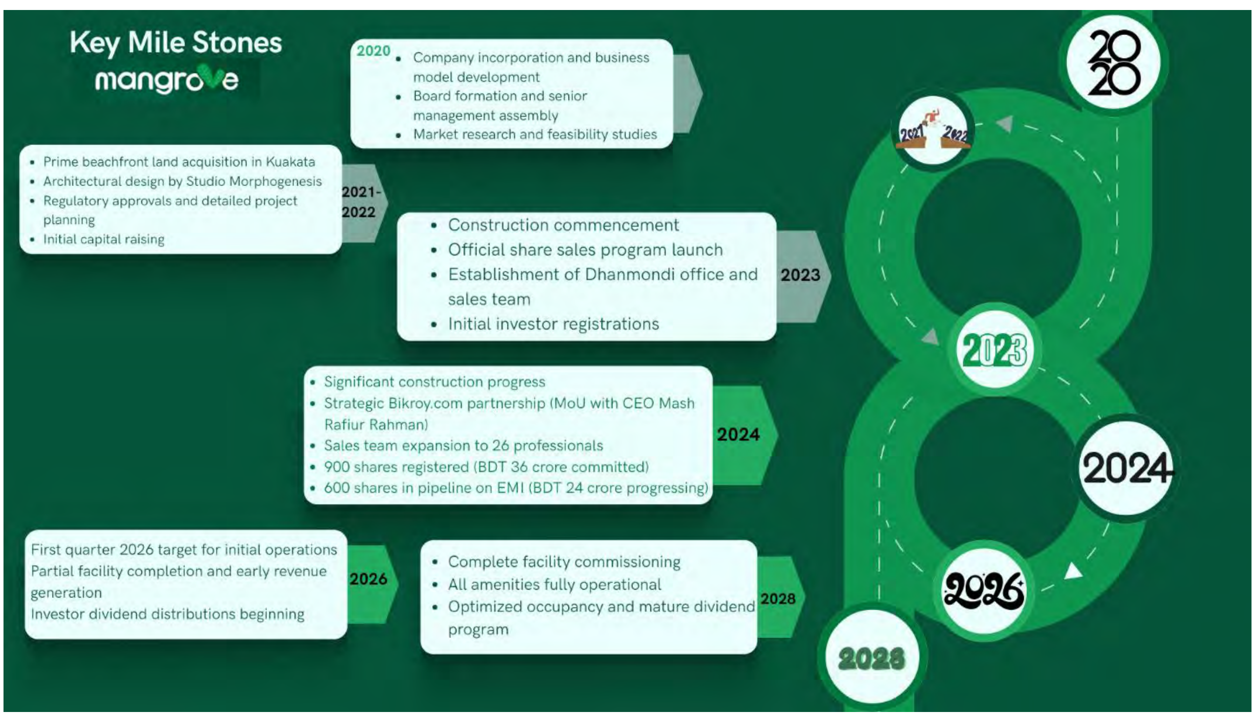

Image 2.1: Key Milestones

2020

- The company initiates and develops the business model.
- Board acting established and a team of seniors assembled.
- Feasibility studies and market research activities carried out.

2021 – 2022

- Brought prime beachfront land in Kuakata.
- The project is designed by architects in Studio Morphogenesis.
- Acquired all approvals and made elaborate preparations.

2023

- Construction kicked off.
- A program of official sales of shares was introduced.
- Dhanmondi sales squad and office established.

2024

- Major construction milestones were met.
- Signed relationship with Bikroy.com (MoU with CEO Mash Rafiur Rahman).
- Expanded sales team to 26 members.
- Registered 900 shares (BDT 36 crore).
- There are another 600 shares on EMI (BDT 24 crore).

2026

- One quarter target on commencing operations.
- Incomplete amenities in place; proceeds coming in.
- Dividends created to investors begin to flow.

2028

- Full facility commissioned.
- All amenities up and running.
- Dividend program and occupancy maximized

Summary: This road map depicts how Mangrove will pull out of the planning phase into real assets, and with a proper course, it will be into revenue and values of its steady investors by 2028.

2.6 Marketing Practices

The marketing of high-value products such as fractional ownership requires a transition away in flashy advertisements to relationship building. In contrast to the conventional developers who emphasize on features, Mangrove lays an emphasis on trust and long-term relationships with investors.

2.6.1 Marketing Strategy Overview

Mangrove avoids pushy sales; it implements consultative sales. Since Fractional Ownership is still unfamiliar to Bangladesh then the move is to gain trust and discuss the model comprehensively.
Core Philosophy and Strategic Pillars

The marketing philosophy is anchored on five foundation pillars that seek to overcome the doubt and to create brand equity.

2.7: Core Marketing Pillars

Pillar	Strategic Focus	Operational Execution
Relationship-Based	Long-term Value	Prioritizing lasting investor relationships over "one-off" transactions to foster referrals and repeat investment.
Education-First	Concept Clarity	Focusing sales efforts on explaining the mechanics of fractional ownership to ensure investors understand the asset class.
Transparency	Risk Mitigation	Providing honest updates regarding construction timelines and structural challenges to bridge the industry trust gap.
Differentiation	Product Quality	Highlighting verifiable five-star specifications (e.g., imported fittings, structural integrity) to distinguish from budget competitors.

Exclusivity	Scarcity Principle	Leveraging the limited supply of shares (10,000 total) and room units (176 keys) to drive decision-making.

2.6.2 Target Market Analysis

Granular Segmentation : The company identifie

s six investor personas, which are not only defined by cash but also by emotions, such as the seekers of a passive income and players in a secure holiday.

Motivation: The domestic hotels are perceived by the consumers as being behind the international standards.

Image 2.2: Target Market Segmentation (TARGET Framework)

Table 2.8: Detailed Investor Profiles (The "TARGET" Framework)

Segment & Age	Financial Profile & Motivation	Key Decision Drivers
Govt. Employees (Age 28–55)	Profile: Individuals with stable income streams and consistent savings capacity. Motivation: Seeking safe retirement planning and tangible asset accumulation.	• Legitimacy of the project. • Strength of legal documentation (SAF Kabla). • Long-term security.
Affluent Professionals (Age 35–55)	Profile: High-income earners (BDT 1 Lakh+/month) or those with accumulated savings. Motivation: Security, social prestige, and building a family legacy.	• Trust in management. • Quality of construction/amenities. • Social status associated with ownership.
Business Owners (Age 30–65)	Profile: Entrepreneurs with significant investment capital (several Lakhs). Motivation: Portfolio diversification, capital appreciation, and networking opportunities.	• High growth potential. • Early-mover advantage. • Return on Investment (ROI).
NRBs (Non-Resident) (Age 25–65)	Profile: Earners of foreign currency (USD, GBP, EUR, SAR, AED). Motivation: maintaining a connection to Bangladesh and securing a vacation home for family visits.	• Emotional connection to the homeland. • Ownership of a tangible physical asset. • Family benefits/usage rights.

Retirees (Age 50–70)	Profile: Seniors with retirement savings and accumulated lifetime wealth. Motivation: Generating passive income and ensuring personal enjoyment during retirement.	• Safety of investment. • Family-friendly environment. • Assured returns to supplement pension.
Legal Professionals (Age 35–60)	Profile: Judges seeking safe vacation spots and Lawyers with idle capital but limited time to manage active businesses. Motivation: Dissatisfaction with domestic hotels compared to international standards.	• Privacy and security. • Hassle-free investment management. • Premium quality comparable to foreign resorts.

Mangrove should appeal to every category of customers which raises their concerns: Bureaucrats wanting legality, NRBs wanting connection, retirees wanting safety; this is why Mangrove will customize its value to come up with a satisfying portion of a market that spans Bangladesh.
Targets consumers who are attracted by asset security and cultural affinity, rather than risky gambling, and dividing it into immediate customers and prospective hospitality lovers.

2.6.3 Marketing Channels

In order to capture perfectly the various target segments identified above, Mangrove is implementing a multi-channel distribution policy. The graphic below indicates how four different channels, Partnership, Digital, Traditional and Personal Selling overlap to form a structure of comprehensive outreach. Such a combined strategy also allows the firm to strike a balance between wide exposure and the more intimacy of high-value investment transactions.

Image 2.3: Marketing Channels

These channels and strategies are described below:

- **Partnership Marketing:** This medium is entirely concerned with the use of outside circles to increase coverage. The most important initiatives are the strategic alliance with Bikroy.com to gain access to masses of exposure and setting up group presentations with professional associations. The next step towards this is to join the travel agencies in order to extend the distribution channel.

- **Digital Marketing:** Digital activity is based on the official MoU with Bikroy.com as the main source of valid leads. The social-media presence is also established and followed by Facebook updates, photos of the construction and videos that demonstrate the progress, and the corporate site is used as a central place where information is gathered and leads are captured.

- **Traditional Marketing:** The company will use high quality physical collateral as a means to create physical credibility such as brochures, business cards and professional stationeries. This is backed with media coverage on partnership announcements which assists in establishing brand authority in the real- estates industry.

- **Personal Selling:** Face to face is the most important mechanism of generating revenue. This is through individual client consultations and personalized presentations. It is important to note that sales cycle is of high touch and on average it takes 3 to 5 visits in order to close a sale and 6 to 9 visits among high analytical professionals such as doctors

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2.6.4 STP Model

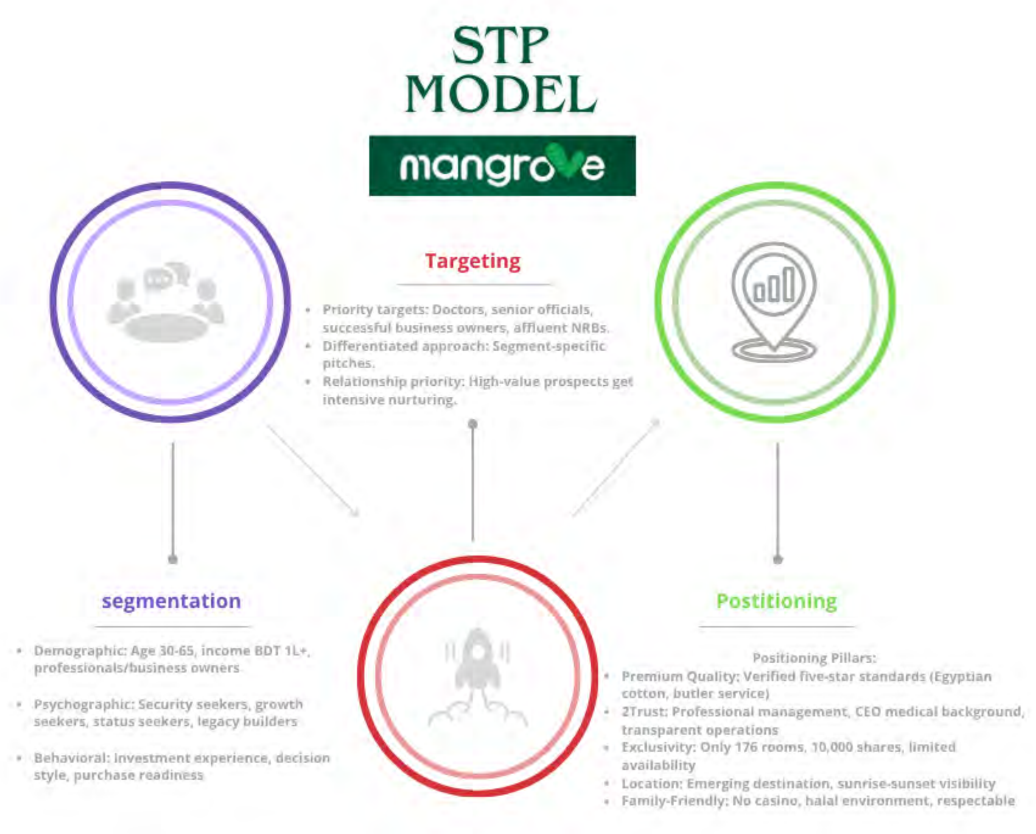


Image 2.4: STP Model

Positioning Statement:

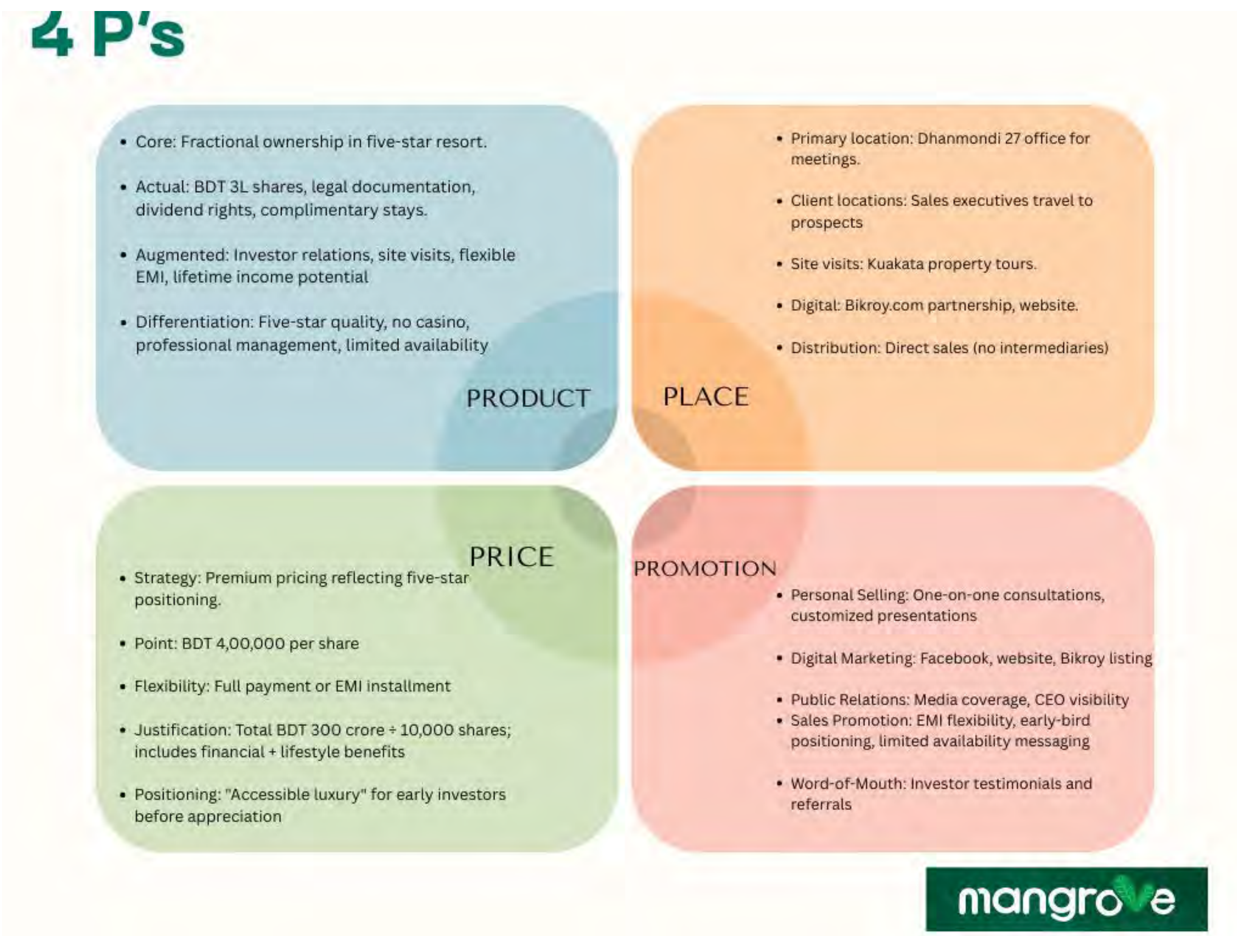
Mangrove Eco Resort is an investment opportunity where the interested investor gets to own shares of the first authentic five-star resort in Kuakata as it aims to provide a combination of high-quality hospitality, location, and reputable management to provide both a secure amount of money and a lifestyle package in a fairly limited exclusive investment

Competitive Differentiation:

Vs. Krishibid, Chuti, Goldsands: Better quality, management is more professional.
Vs. The usual Real Estate: Less entry, passive investment, lifestyle perquisites.
Vs. Stock Market: Asset, lesser volatility, sentimental value

2.6.5

4Ps of Marketing



2.5:Marketing Mix (4Ps)

2.6.6 Branding and Promotional Activities

The branding strategy of Mangrove Eco Resort is aimed at striking a balance between two divergent tales: luxury of a five star resort and the affordability of safe financial investment. The brand name is exploiting the ideas of the Mangrove (coastal ecosystem) and the Eco (sustainability) in order to create the image that is advanced, nature-synchronous, and luxurious.

Brand Architecture, Core Values.

The brand personality of the organization is based on professionalism and family values such that the perception developed in the market relating to the organization is high credibility and premium quality.

Table 2.9: Brand Identity and Promise

Component	Key Attributes & Meaning
Brand Identity	• "Mangrove": Represents the coastal ecosystem and environmental consciousness. • "Eco": Signifies sustainability and harmony with nature. • Image: Sophisticated, upscale, and premium.
Brand Personality	• Professional: Trustworthy management and transparent operations. • Family-Friendly: Values-driven, safe environment (No-Casino policy). • Innovative: Forward-thinking approach to real estate (Fractional Ownership).
Brand Promise	• Fake Quality: The provision of real five stars. • Legitimacy: Investment opportunities that are illegal but transparent. • Lifetime Value: Focus on long-term returns and wealth maximization of an individual.

Key Promotional Activities

The marketing team will also carry out designated high-visibility actions to support this brand positioning and ensure that the investors are active:

- **Strategic Partnerships**: The fact that MoU with Bikroy.com is high profile with the associated media coverage should be used to ensure that the project is legit.

- **Construction Updates**:The periodical release of photos and drone videos as tangible evidence of construction progress and to retain confidence.

- **Content Marketing:** Publicizing educational materials that deal with the processes of fractional ownership and the prospects of tourism in Kuakata.

- **Networking Events:** This implies delivering talks at professional associations in order to directly reach high-net-worth target segments.

2.7 Financial Overview

The project has a debt-free; the equity based capitalization mode with the objective of raising BDT 400 Crore which is to be achieved by issuing 10,000 shares. This section describes the prevailing funding position, the capital resource plan, and the financial structure that is aimed at making the project sustainable without carrying the heavy cost of commercial debt with the heavy interest returns.

2.7.1 Capital Structure and Funding

The project is based on an envisioned equity-funding model with selling the shares as its sole motive, and limitations on the interests.
Capitalization Status (2024)

The table below indicates the current financial development as against the overall project value.

Table 2.10: Capital Raising Snapshot

Metric	Details	Value
Total Project Value	Target Capitalization	BDT 400 Crore
Registered Capital	900 Shares Sold (Cash-in)	~BDT 36 Crore
Pipeline Capital	600 Shares (EMI commitments)	~BDT 24 Crore
Total Raised	Registered + Pipeline (15% of Target)	BDT 60 Crore
Remaining Requirement	Capital needed for completion	BDT 255 Crore

Post-Opening Revenue Streams

When up and running, the resort will get revenues in four major sources:

- **Room Revenue:** The primary income source from daily guest bookings.
- **Food & Beverage (F&B):** Income from restaurants, bars, and in-room dining.
- **Event Revenue:** Hosting of corporate retreats, weddings, and conferences.
- **Ancillary Services:** Revenue from the spa, recreation facilities, and retail outlets.

Note: The Average Daily Rate (ADR), occupancy rates, and operational expense ratios will all affect investor returns. Particular internal financial estimates are confidential.

2.8 Industry and Competitive Analysis

2.8.1 The Hospitality Investment Sector in Bangladesh

The hospitality business is one of the industries that experienced a high rate of change in Bangladesh, changing to a market whose rate is being evaluated at approximately USD 1 billion. With the maturity of the sector, a clear change is being seen with the move back to the traditional businesses that consider land as capital intensive to income generating business property within the hospitality industry. Fractional Ownership is also becoming a defining alternative, as the ownership of high-value real-estate is democratized to enable the ever-increasing middle-class.

Key Growth Drivers

The growth in the sector is not vacuum and it is driven by the macroeconomic and social trends.

Table 2.11: Strategic Growth Drivers

Driver	Context and Economic Impact
1. Rising Domestic Tourism	A growing middle class with higher disposable income has created a surge in leisure travel, increasing the demand for quality accommodation beyond budget hotels.
2. Infrastructure Development	Massive government investment in connectivity (roads, bridges, and utilities) has opened up previously inaccessible regions, making resort development viable in new zones.
3. Investment Diversification	Volatility in the stock market is driving investors to seek stable, asset-backed alternatives that offer inflation protection.
4. NRB Remittances	Non-Resident Bangladeshis are increasingly seeking tangible, managed assets in their home country to park capital securely.

Market Characteristics

The industry still remains in a transition stage with split credibility and geographic orientation despite making inroads in its growth.

Table 2.12: Sector Characteristics

Attribute	Description
Market Maturity	Relatively nascent, with the fractional model being active for only 5–10 years.
Track Record	Mixed performance history; while some projects have delivered, others have resulted in disputes, creating a "Trust Deficit" that new entrants must overcome.
Geographic Focus	While Cox's Bazar approaches saturation, investment focus is shifting toward emerging destinations like Kuakata and Sylhet.
Quality Spectrum	The market is fragmented, ranging from informal, unregulated schemes to professional, authentic five-star developments like Mangrove.

2.8.2 Competitor Analysis

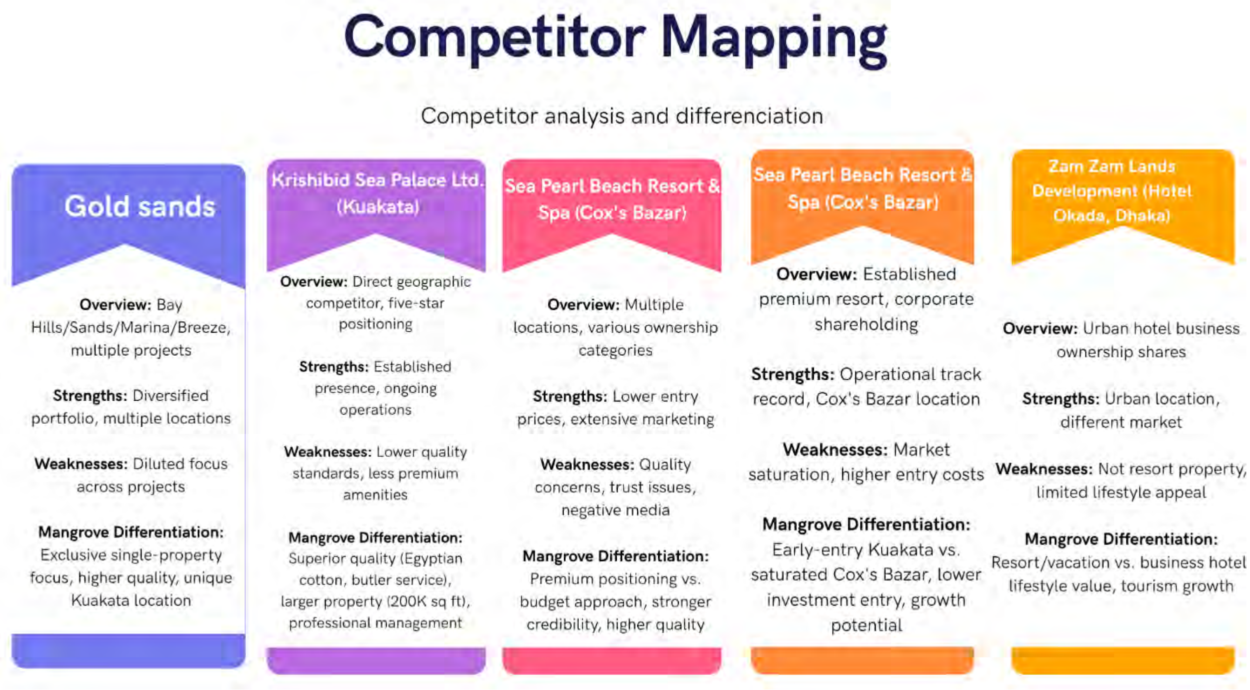


Image 2.7: Competitor Mapping

2.13: Competitor Analysis.

Competitor	Location	Price	Quality	Trust	Key Advantage
Mangrove	Kuakata	Premium	Authentic Five-Star	High	Superior Quality & Emerging Market
Krishibid	Kuakata	Medium-High	Four-Star Standard	Medium	Established Presence
Gold Sands	Multiple	Variable	Mid-Range	Medium	Portfolio Diversity
Sea Pearl	Cox's Bazar	High / Variable	Premium (Mixed)	Mixed*	Operational Track Record
Zam Zam	Dhaka	Medium	Business Standard	Medium	Urban Location Focus

2.8.3 Porter's Five Forces Analysis

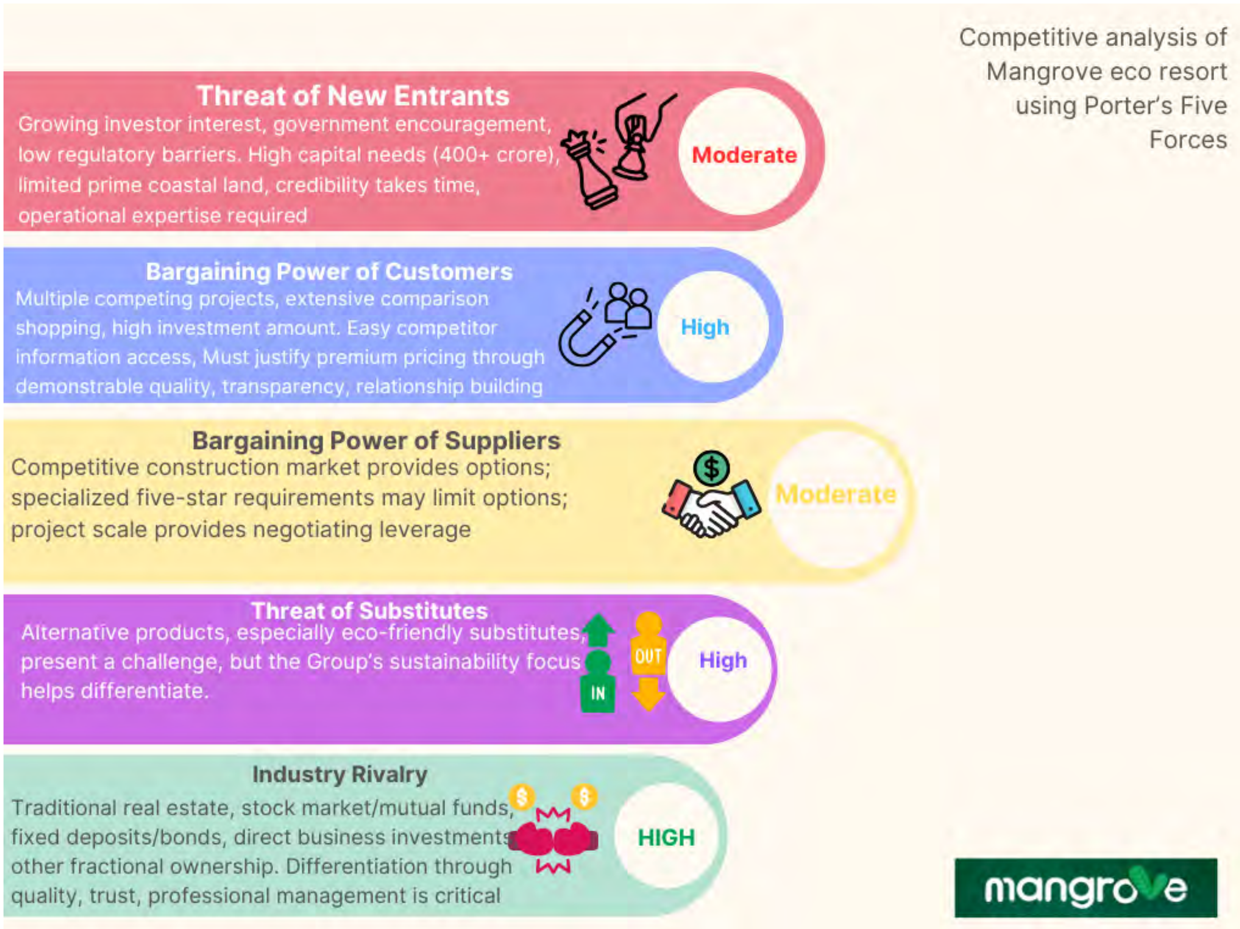


Image 2.8: Porter's Five Forces Analysis

Porter's Five Forces structure, which identifies the major forces influencing Mangrove Eco Resort's strategic position, can be used to analyze its competitive environment.

There is a moderate threat from new competitors. The industry is appealing due to rising interest from investors and government support, but there are still substantial obstacles to entry. Easy entry is hampered by high capital requirements (above 400 crore), the scarcity of prime beachfront property, and the time required to develop operational expertise and credibility. These elements shield long-standing competitors similar to Mangrove Eco Resort compared to an influx of new competitors.

Customers have a lot of bargaining power. Investors and customers can readily compare offerings and have access to several competing projects. Buyers expect transparency, superior quality, and effective relationship management due to the substantial investment value involved. Mangrove must continuously defend its reputation through trust, sustainability credentials, and superior service quality.

Suppliers bargaining power is rated as moderate. Specialized 5-star resort requirements limit supplier flexibility, even though the construction goods and services marketplace offers competitive alternatives. Mangrove's large project scale, however, balances supplier influence by giving negotiators leverage.

Customers may switch to other investment options like conventional investment properties, mutual funds, eco-friendly resorts, or fixed deposits, which poses a serious threat. However, Mangrove stands out from generic alternatives thanks to its strong focus on sustainability and eco-resort positioning.

Lastly, there is a lot of industry rivalry. There is competition from a variety of financial and investments in real estate options in addition to resorts. Mangrove Eco Resort needs to prioritize differentiation through knowledgeable leadership, long-term trust, quality execution, and a distinct value proposition in order to stay competitive.

In general, Mangrove Eco Resort works in a fiercely competitive market where long-term success depends on relationship-building, sustainability leadership, and strategic differentiation.

2.9 SWOT Analysis of Mangrove Hotel & Resort Ltd.

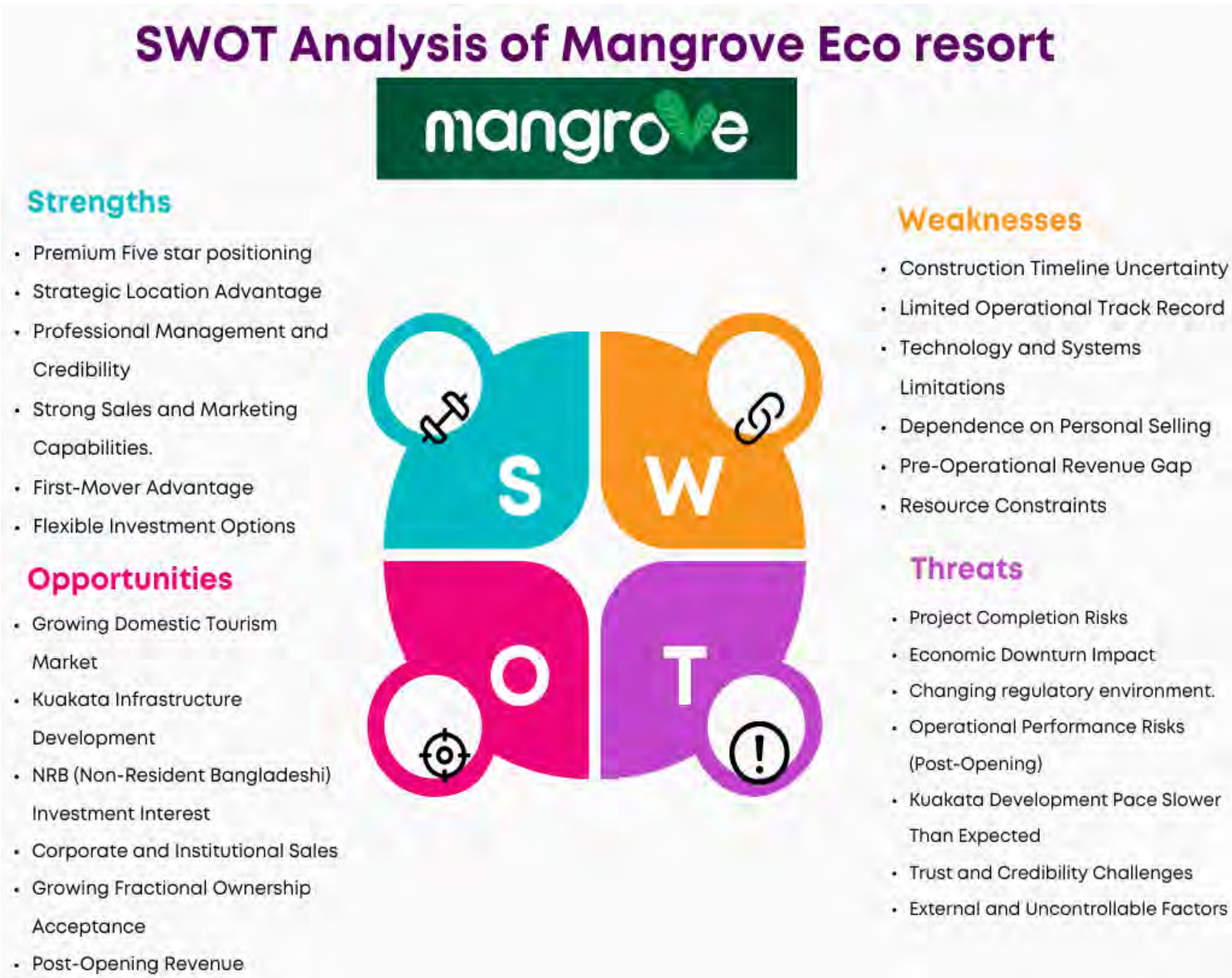


Image 2.9: SWOT Analysis

Strategic Analysis: SWOT Framework

In order to integrate the results of the study on the positioning of Mangrove Eco Resort in the market, a SWOT analysis was undertaken. This structure compares the internal strengths and weaknesses on the outside market opportunities and threats.
SWOT Matrix.

The table published below outlines the internal and external factors that affect the course of the project.

Table 2.14: SWOT Analysis of Mangrove Eco Resort

STRENGTHS (Internal)	WEAKNESSES (Internal)
• Premium Positioning: five-star branding with the accent of Eco and Luxury. • Strategic Location: Unique “Sunrise-Sunset-viewpoint in Kuakata • Management Credibility: Leadership that has a good working history (e.g., medical) fosters investor confidence. • Sales Capability: Well trained flexible sales team with use of consultative selling. • Flexibility: Duckless barriers (fractional) and duckless barriers (EMI). • FMD(First Mover Advantage: It is a remarkable genuine luxury hotel in that region.	• Construction Uncertainty: I am relying on the dates of completion in the future (2026-2028), and it is not an aspect that would leave a good impression on potential investors. • Technology Gaps: Since they use manual excel systems it only restrains how many people we can reach and scale. • Revenue Gap: As of now we are relying on capital raising and we do not really have any operation cash. In the area of hard personal selling, we have to be highly dependent since our success depends significantly on this instead of automated marketing channels. • Track Record: We do not possess a strong track record of operation that may justify dividend projections.

OPPORTUNITIES (External)	THREATS (External)
• Market Growth: I foresee growth in the domestic tourism and infrastructural projects in Kuakata particularly in the Padma Bridge effect. • NRB Segment: NRBs seek physical connections with home, as they are looking at a high-interest target. • Concept Acceptance More individuals are becoming conversant with the concept of fractional ownership. Corporate Sales: It has a prospect of bulk B2B sales to corporate retreats. Till we take seat: • Revenue Diversification: Once we open, we can access the F&B, wellness and events streams.	• Trust Deficit: The distrust that has plagued the industry is increased through failures of the competitors in the past. Fluctuations in the Economy: Inflation or recessions may reduce disposable income of the people to invest in luxuries. • Regional Development: Kuakata would develop at a rate that is below the anticipated level, we are running the risk. • Regulatory Changes: We can be caught unawares due to changes in laws that govern land use or taxation which affect the hospitality sector. • Operational Risk: The five star service provision after opening is a nightmare in future.

Chapter 3: Project Part

"From Pitch to Partnership: The Impact of Personal Selling and Customer Relationship Management on Hotel Share Sales – A Case Study of Mangrove Eco Resort"

3.1 Introduction

3.1.1 Background and Problem Statement

Mangrove eco resort is an upcoming hospitality development in Bangladesh and is focused on upper-class professionals and NRBs having fractional ownership. As compared to a normal consumer product, selling equity in a five-star resort that has not yet been constructed (BDT 4 Lakh/share) is a high-risk/high-value transaction where it requires high levels of sophisticated, consultative, rather than transactional selling.

It is the key problem of trust gap. The attitude to the local hospitality industry is full of distrust due to the failure of previous projects, and the opportunities doubt the credibility and viability of the management.

Table 3.1: Unique Challenges in Hotel Share Sales

Challenge Factor	Description & Impact on Sales
High Involvement	The BDT 4 Lakh investment triggers extensive deliberation and risk assessment, unlike impulse consumer purchases.
Extended Sales Cycle	Decisions are rarely immediate; the average conversion requires 3–5 visits (rising to 6–9 touchpoints for doctors).
Intangibility	Investors are purchasing a future promise (completion 2026–2028) rather than a physical product, relying entirely on trust and renderings.
Multi-Stakeholder Decision	The process involves spouses, financial advisors, and professional peers, extending timelines and requiring multi-stakeholder persuasion.
Sector Skepticism	Negative industry reputation requires sales efforts to focus heavily on "Trust Repair" and credibility building.

3.1.2 Objectives of the Study

The research objective will be to examine how personal selling and CRM can work together in bridging that gap, converting initial interest into commitment to investment.

Specific Objectives:

- To compare selling strategies that are segment-specific (e.g. doctors vs. businessmen).
- To determine the effectiveness of our existing CRM, which uses Excel.
- To identify certain obstacles to trust in the domain of hospitality market in Bangladesh.
- To suggest the shifts to automated CRM tools.

3.1.3 Significance of the Study

The research will substantially add strategic importance to Mangrove through mapping effective sales trends and technological shortages. It contributes to the lack of academic research on fractions of ownership in Bangladesh, providing a structure to high-involvement investment sales in insecure markets.

3.2 Literature Review

3.2.1 Personal Selling in High-Involvement Purchases

Personal selling represents a critical component of the promotional mix, particularly for high-involvement products requiring significant customer investment, extensive information processing, and careful evaluation (Kotler & Armstrong, 2018). It is not like mass marketing where an individual purchases low-involvement products within a short period.

Considerable financial investment, perceived risk, prolonged deliberation times, intense information searching, and numerous decision influencers are characteristics of high-involvement purchases (Solomon, 2020). At BDT 4 lakh, hotel shares are a traditional high-involvement purchase, combining performance risk (dividend uncertainty, quality concerns), economic risk (capital loss possibility), and psychological risk (bad press, reputation consequences, decision regret). This categorization clarifies why consultative selling works while transactional selling strategies don't.

3.2.2 Customer Relationship Management (CRM) Theory and Practice

I have based my analysis on four major theories namely Personal Selling, CRM, Trust Building, and Fractional Ownership. Making a transition to relational, instead of transactional, marketing, one of the main concepts embraced by Berry, allows viewing every sale as the beginning of the long-term partnership, not a one-time sale.

CRM should be grounded in the relationship marketing paradigm shift in transactional orientation into the relational orientation (Berry, 1995). In place of the isolated transaction approach to sales, relationship marketing highlights continuous exchange in terms of mutual commitment, trust and co-creation of value. Such a paradigm shift becomes especially applicable to hotel shares, the relations of investors are decades long (property ownership, dividend payments, future, possible repeat buying, references) and do not end with the first sale.

3.2.3 Trust Building in Investment Sales: It is found that trust is especially important in the investment scenario where information asymmetry, uncertainty of future performance and opportunity opportunism can make things vulnerable (Mayer et al., 1995). Investors have to believe that management will deliver on its projects, run properties in an up-to-standard fashion, issue dividends fairly and quality will be delivered without the interplay of corner-cutting.

Trust Dimensions: According to the multidimensional trust models, the key elements of trust include ability (competence to deliver), benevolence (sincere interest in the well-being of the trustor), and integrity (compliance with acceptable principles) when explaining interpersonal trust (Mayer et al., 1995). In the case of Mangrove, ability trust will be based on observed project advancement and project management qualifications (CEO as a medical professional), benevolence trust will arise due to patient selling with no force, open recognition of risks and responsive communication and integrity trust will arise due to the clear registration procedures, open communication on timelines and regular fulfilment of promises.

Trust Development Process: Trust is developed in stages between calculus-based trust (deterrence and rational calculation and predictability based on interaction history), knowledge-based trust (shared values and goals), and identification-based trust (deterrence and rational calculation) (Lewicki and Bunker, 1996). The noted trend in doctor segment that started with initial skeptical attitude and then led to gradual alleviation and finally to commitment, being a demonstration of identification with professionalism of management, can be analyzed as an example of this development process.

Studies show that trust is built upon certain actions, that are competence competence (answering questions with knowledge), reliability (keeping promises made by following through with them such as sending materials when promised), openness (sharing of good and bad news), and benevolence (respecting a prospects schedule instead of rushing to make decisions) (Butler, 1991). Such practices are consistent with effective sales executive practices of Mangrove.

Trust Repair: Trust repair literature is appropriate due to the reputation issues arising in the industry attributable to failure in past projects. One actor (such as Chuti Resort disputes) violating trust will negatively spillover to trust in a whole category (Roehm and Brady, 2007). Trust repair involves recognition of category concerns, distinction between problem actors, reasonable pledges to various conduct and follow-through (Kim et al., 2004). This approach of the mangrove to recognize obstacles in the industry and focus on transparency of business operations, professional management, and quality standards that can be proven, is an indication of good principles of trust repair.

3.2.4 Hotel Share Sales and Fractional Ownership

Fractional ownership in hospitality is a model that is hybrid in nature that is a combination of timeshares, vacation clubs, and conventional ownership of property (Ragatz Associates, 2007). Fractional ownership, unlike traditional timeshares which gave usage without ownership of a residence or hotel unit, gives ownership, which is a property title, to a fraction of the property, normally 1/4 to 1/13 of a residence. The one-tenth part of the entire resort property that comprises 1/10000 of the mangrove reflects even more of the traditionally divided structure, which is more common to the publicly traded REITs (Real Estate Investment Trusts) than is the normal fractional ownership.

International Fractional Ownership Models: Markets that have evolved into international fractional ownership include mainly, luxury vacation property markets (ski resorts, beachfront, golf communities) where the aim is on attracting affluent buyers who seek vacation homes that are not covered under typical ownership and management fees (Becker, 2005). The models that have worked include: high quality that goes beyond what some vacation rental has to offer, professional administration that removes ownership pressure, flexible utilization (reserved weeks, points plans, or exchange networks), and possible appreciation in busy destinations.

Some of the key success factors accomplished in the global studies are as follows: the legal arrangements are clear and secure the ownership, professional administration, and expertise in hospitality management, quality control preserving the value of properties, equitable sharing of facilities to avoid overcrowding, and the ability to trade its liquidity allowing exits (Resort Trades, 2019). The model of Mangrove includes a number of successful factors (clean legal documentation, professional management) and others (liquidity via the secondary markets) are still developing due to the immaturity of the market in Bangladesh.

3.2.5 Consultative Selling and Relationship Marketing

The changes in transactional selling to consultative selling are the same as those in the overall marketing transformation in terms of transaction marketing to relationship marketing (Grönroos, 1994). Relationship marketing focuses on customer retention, customer satisfaction and customer loyalty based on continuous value provision as opposed to only concentrating on acquisition (Reichheld, 1996).

Relationship Selling Characteristics: Relationship selling concerns relationships with customers in long-term perspective rather than in short-term mode, focuses on repeat business and referral, focuses on problem-solving to customers, needs to invest in the comprehension of the customer need which is individual and concentrates on the value creation between customers (Weitz and Bradford, 1999). These attributes are just ideal in the hotel share sales in which quality relationship translates to conversion success, referrals are the leading sources of leads, problem solving (meeting investment portfolio needs) drive sales, understanding individual needs is incredibly important, and mutual value (investor returns coupled with success of the resort) are aligned interests.

Customer Orientation: The idea of customer orientation which involves the extent to which salespeople exercise marketing concepts by meeting the needs and wants of the customers (Saxe and Weitz, 1982) is predictive of sales performance in relationship-based contexts that are complex. Sales people who are customer oriented will not employ deceptive techniques, pressure techniques, and exaggeration instead they present the correct information, assist customers in making decisions that best serves them and place products they can truly apply to a customer situation. Customer orientation is demonstrated by the comparison of high-performing and Mangrove sales executives who were genuinely concerned about the welfare of the investors against those who were very much focused on the commissions.

Table 3.2: Theoretical Frameworks Applied

Concept	Relevance to Mangrove Eco Resort
Personal Selling (Kotler & Armstrong)	High-involvement purchases require consultative selling—acting as an advisor rather than a seller—to address financial and psychological risks.
CRM & Lifetime Value (Payne & Frow)	Focuses on Customer Lifetime Value (CLV), viewing the sale not as a one-off transaction but as a multi-decade partnership involving dividends, upgrades, and referrals.
Trust Dimensions (Mayer et al.)	Trust is built on Ability (Architectural quality), Benevolence (Patient engagement), and Integrity (Transparent SAF Kabla documentation).
Fractional Ownership (Ragatz)	A hybrid model combining real estate equity with hospitality usage. Success depends on clear legal structures and professional management to differentiate from timeshares.

3.3 Methodology

3.3.1 Research Design

It is a qualitative case study research (Yin, 2018) that applies the exploratory design to uncover the how and the why behind the sales effectiveness within the framework of the internship period (August 4 - December 17).

3.3.2 Data Collection

Triangulation of data was done through participant observation, informal interviews and document analysis to guarantee the validity of the data.

3.3: Primary and Secondary Data Sources

Method	Source / Activity	Key Data Extracted
Participant Observation	Role: Sales Executive Duration: 3 Months	• Real-time objection handling techniques. • CRM data entry routines. • Observation of the "3–9 visit" sales cycle.
Informal Interviews	Subjects: • CEO (Mash Rafiur Rahman) • Manager (Md. Fahad) • 26 Sales Colleagues	• Insights on "No-Script" philosophy. • Competitive positioning strategies. • Feedback on lead qualification criteria.
Document Analysis	Materials: • Company Brochures • Excel CRM Database • Training Manuals	• Property specifications. • Structure of the lead tracking system. • Official messaging and branding pillars.

3.4 Findings and Analysis

3.4.1 Segment-Specific Sales Approaches

The conclusions of the study of great importance is that the so-called one-size-fits-all pitch does not work in high-involvement sales. It was found that there were highly differentiated approaches towards certain demographics.

Table 3.4: Adaptive Selling Approaches by Segment

Segment	Characteristics	Effective Selling Techniques
Doctors	• Skeptical & Analytical: Require 6–9 touchpoints. • Peer Trust: Value the CEO’s medical background. • Busy: Need flexible scheduling.	• White Bedsheet Technique: Inquiring the reason behind hospital/hotel white sheets. to make the transition to the quality control of the cotton in Egypt. • Professional Peer Positioning: By positioning the CEO as a fellow doctor, immediate contact can be established.
Businessmen	• ROI Focused: Decisions made in 3–5 visits. • Direct: Appreciate data-driven communication.	• Efficiency: Focusing strictly on ROI, competitive analysis, and exit strategies. • Visuals: Using construction progress videos to prove viability.
Govt. Employees	• Security Conscious: Primary concern is legitimacy. • Stable Income: Focus on retirement planning.	• Legitimacy First: Emphasizing legal documents (SAF Kabla) and government approvals. • Family Consultation: Encouraging family involvement in the decision.
NRBs	• Emotional Connection: Investment + Homeland bond. • High Capacity: Strong currency advantage.	• Dual Value: Positioning the share as both a financial asset and a "home base" for family visits.

3.4.2 CRM Practices and Systems

The company has an existing manual-based CRM system that is on an excel spreadsheet. It has a high level of organizational discipline but is technologically easy.

System Structure & Visual Management

- Classification: It consists of leads that are divided in terms of interest level (High Potential, Potential, Not Interested) and profession (Doctor, Engineer, etc.).
- Visual Signs Visual tools, like color coding and dark rows, help prevent wasted effort in the form of declined leads, whereas conditional formatting will help draw attention to overdue follow-ups.
- Follow-up Protocols:
    - **High-Potential:** Weekly touchpoints.
    - **Maintenance:** Greetings and special occasion messages once a month (Eid, New Year) in order to maintain a warm but not stressful relationship

3.4.3 Challenges and Success Factors

The sales process is hindered by external market factors but supported by internal best practices.

Table 3.5: Key Challenges vs. Success Factors

Challenges	Success Factors
Trust Deficit: Widespread skepticism due to failures in the broader sector (e.g., Chuti Resort).	Genuine Relationship Building: Listening more than talking and respecting decision timelines builds "Benevolence Trust."
Lengthy Sales Cycles: The need for 6–9 visits makes immediate conversion difficult for interns.	CEO Training Integration: Leveraging CEO-led sessions on legal and operational aspects to improve team competence.
Information Complexity: Explaining the nuances of fractional ownership to unfamiliar prospects.	Tangible Proof: Using site visits and the "White Bedsheet" analogy to make intangible quality concepts concrete.
Excel Limitations: Manual data entry leads to missed follow-ups and lack of automation.	Team Collaboration: Sharing successful objection-handling techniques among the 26-member team.

3.5 Summary and Conclusion

The study confirms that high-value hotel shares cannot be sold in an environment with low trust without radical change of sales approach, from transactional to consultative. Mangrove sales service does not succeed through forceful closing with their sales team but rather through:

1. **Segment Adaptation:** The doctor is someone who requires scientific evidence (burn tests) and the government official is someone who requires legal evidence (documents).

2. **Patience:** Sales cycles are long (not days). It is worth staying active by being disciplined in CRM.

3. **Tangibility:** Eliminating the obstacle of the intangible product with the help of ingenious comparisons and visiting the physical location.

The CRM based on Excel offers a rigorous structure, but the fact that it is not automated is a constraint that restricts when it comes to scaling. Nevertheless, the fundamental blueprint, which is the establishment of trust by being consistent, transparent, and skilled in their careers, has led to successful transformation of high net worth people to become long term stakeholders.

3.6 Recommendations

3.6.1 For Mangrove Eco Resort In order to scale the operations and enhance the conversion rates, the following strategic steps can be offered:

Table 3.6: Strategic Recommendations

Recommendation	Actionable Steps	Expected Impact
1. CRM Digital Transformation	Transition from Excel to HubSpot or Zoho.	• 20–30% productivity increase via automation. • Prevention of missed follow-ups. • Better pipeline visibility.
2. Formalize Sales Training	Create a "Playbook" documenting successful tactics like the White Bedsheet Analogy.	• Faster onboarding for new hires. • Consistent messaging across the team.
3. Lead Scoring System	Assign points based on income, timeline, and engagement.	• Prioritizes high-value leads. • Reduces time wasted on non-viable prospects.
4. Testimonial Program	Systematically record video testimonials from diverse investor types (Doctors, NRBs).	• Provides "Social Proof" to overcome the trust barrier. • Validates sales claims.
5. Secondary Market Support	Create an internal bulletin board for share resale.	• Increases perceived liquidity. • Reduces the "exit anxiety" of new investors.

3.6.2 For the Hospitality Investment Industry

- Set Standards in the Industry: Form a coalition that would implement transparency and uniform financial disclosure, in order to restore the image of the industry.

- Formalize Secondary Markets: Creating institutions that will facilitate trade in shares will expand the liquidity base and externalize capital bases.

- Professionalize Management: Stabilize and separate the family-run operations and bring in professional management that is credentialed in a bid to develop institutional trust.

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