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**An Appraisal of**  
**The Development Program**  
**For**  
**New Joiners**

**British American Tobacco Bangladesh Co. LTD**

Internship Report

**An Appraisal of**

**The Development Program**

**For**

**New Joiners**

British American Tobacco Bangladesh Co. Ltd

Prepared For

DR. Tanbir Ahmed Choudhury  
Associate Professor  
Department Of Business Administration  
East West University

Prepared By

Rosne Jahan Tania  
Department Of Business Administration  
ID-1999-2-10-013  
East West University  
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## Letter of Transmittal

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December , 2003

Dr. Tanvir Ahmed Chowdhury  
Associate Professor of Finance  
Department of Business Administration  
East West University  
Dhaka, Bangladesh

Dear Sir

At the end of 12 weeks internship program at British American Tobacco, Bangladesh, the concluding part of my BBA program at East West University, I take this opportunity to present this report on “Development Program for New Joiners” which was assigned on me by my superior at BATB.

It was a pleasure to have the opportunity to prove my professionalism and innovation while doing this report. The working environment at BATB was beyond my expectation and I have enjoyed my workings.

I have tried to incorporate my learning and experience at BATB into this report. I hope this report will fulfill the requirement.

Thank you.

Sincerely,

Rosne Jahan

ID # 1999-2-10-013

## **Acknowledgement**

The person I would like to thank is Mr. Ershad Jahan, Marketing Skill Development Manager at British American Tobacco, Bangladesh, for giving me the opportunity, instruction and guidance for doing this report.

I would like to acknowledge my advisor at East West University, Dr. Tanvir Ahmed Choudhury for his support, suggestion and time. Without his guidance, I Wouldn't has completed this report.

Finally, I would also like to thanks managers of Marketing Department of BATB for assisting me in gathering relevant information and clarifying my queries regarding the Development Program for New Joiners.

## **Executive Summery**

British American Tobacco is one of the leading multinational organizations in the country. As a well-respected local company fostering freedom of expression and independent thought in a business culture which values diversity, creative thinking and an enterprising approach to challenge, they are privileged to attract and retain experienced managers and graduates of the highest caliber in the country. The diversity of BATB's people is used to strengthen performance and to win as a team. BATB's world class people work as a team to meet challenges in ever changing business environment. It recruits young energetic persons as territory officers (TOs). The company follows a Development Program (Induction Program) in absorbing their new recruits in territory officers (TOs). The process allows the new joiners to be able to get their feet wet regarding various aspects of the company's operation, strategies etc. This induction allows them to visit certain key managers and get their briefing regarding BATB operation, different policies, strategies, different departments and other related areas of their requirements. The existing Development Program has some limitation regarding its structure and guidelines, so the company restructures the Development Program for its benefit and for serving the knowledge to the new joiners more in professional and way. The objective of the development program is to share the learning with the new joiners more in efficient and consistent way so that it reinforces their competency in their field of operation.

British American Tobacco Bangladesh is a company of great strengths especially in people. Significant investment in people development through local and international training and embedding their corporate values has fostered a culture that encourages global interaction of talent.

As a well-respected local company fostering freedom of expression and independent thought in a business culture which values diversity, creative thinking and an enterprising approach to challenge, they are privileged to attract and retain experienced managers and graduates of the highest caliber in the country. The diversity of BATB's people is used to strengthen performance and to win as a team. BATB's world class people work as a team to meet challenges in ever changing business environment.

The aim of the people of BATB is to serve their customers and consumer and they continuously seek to improve their product and services to deliver world class quality standards.

The **Development Program** is a training program for the new joiners of BATB mainly for the Territory officers (TOs). The objective of the program is to develop the effectiveness of the learning process during the induction session.

The development program is basically a tool for making known to the company policy and strategy as well as to enhance business awareness for new joiners.

The proposed development program is consist of four phases where the existing one was of two phases. In the **first phase** (12 days induction the Territory Officers (Tos) get the induction at BATB Head Office and later they attached with Elipse( Distributor House). During the **second phase** the get back to the head office and share their learning with different managerial personal. At **third phase** they get known to the market environment, trade marketing & distribution strategy. In the **fourth phase** the company develops an **On the Job** training process mainly improving their managerial and functional skill where each of the TOs gets back to the Head Office at Dhaka after each month for their attachment with different functional areas.

According to the proposed Development Program each of the new joiners will get the induction in a systematic and consistent way and more in efficient form. It is developed more in structured and effective form.

The proposed program puts more emphasis on the induction schedule composed of induction topics as well as its relevant objectives, managers and alternative manager's name and consecutive date and time during the first phase. This helps both the new joiners and the managers to save their time and provide the message in effective manner. This program also helps to develop the inner capacity of the TOs in their field of operation.



# TABLE OF CONTENTS

<b>Content</b>	<b>Page</b>
<u>Chapter One: Introduction</u>	
1.1 Background	01
1.2 Organization of the Report	02
<u>Chapter Two: Organization Part</u>	
2.1 British American Tobacco Bangladesh	03
2.2 Production Department	16
2.3 Leaf Department	21
2.4 Finance Department	25
2.5 Human Resource Department	28
2.6 Brand Marketing Department	31
2.7 Trade Marketing Department	37
2.8 IT Department	45
2.9 Corporate & Regulatory Affairs Department	47
<u>Chapter Three: Report Part</u>	
3.1 Background of the Study	52
3.2 Objective of the Report	53
3.3 Scope of the Report	53
3.4 Time Frame of the Report	53
3.5 Methodology of the Study	54
3.6 Limitations of the Study	54



## Chapter Four: Analysis Part

4.1 Introduction	55
4.2 Role Profile of Territory Officers	56
4.3 An Overview on the Development Program for new Joiners	58
4.4 Description of the Development Program	59
4.5 Limitations of the Development Program	61
4.6 3 An Overview on the Proposed Development Program for new Joiners	64
4.7 Objectives of the Proposed Development Program	64
4.8 Activity Details During the Development Program	65
4.9 Key Learning Areas During the Induction Period	77

## Chapter Five: Findings

Major Findings	89
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## Chapter Six: Recommendation

Recommendation	90
----------------	----

## Chapter Seven: Conclusion

Conclusion	91
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Bibliography	92
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Appendix	
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## Chapter One: Introduction

### **1.1 Background:**

The BBA program of department of Business Administration, East West University is comprised of 12 semesters. The participants of this program have to undergo an extensive Three month long internship phase in the last and twelfth semesters with a view that organization attachments brings grooming of the BBA program. To fulfill the requirement of this program, I commenced my internship in British American Tobacco Bangladesh Company Limited at their Marketing Department, on September 01, 2003 and completed on November 30, 2003.

During the internship program, the internee has to identify and analyze an issue related business operation of the organization and find out probable solution to that issue. In this context, my Organizational Supervisor Mr. Ershad Jahan (Skill Development Manager) assigned me to reconstruct the **Development Program for the New Joiners**.

## **1.2 Organization of the report:**

This report is comprised of two parts; one is the **Organization part** and the other is the **Project part**.

### **A) Organization part:**

Chapter 2 portrays on the British American Tobacco Bangladesh Company Limited (BATB). The main purpose of orientation phase was to be acquainted with the functionalities of different departments of BATB. During this phase, the eight departments are introduced namely Production, Leaf, Finance, Human Resource, Marketing, Information Technology, Corporate and regulatory Affairs. This chapter basically reflects my comprehensions on the functionalities of these eight departments, which I grasped through long and extensive discussion with them. Other than this, some basic information on BATB is also presented to give the readers a glimpse on the origination.

### **B) Project part:**

This part is the core branch of this report. The project part was an exploratory study of the Development Program for new joiners.

British American Tobacco is one of the leading multinational organizations in the country. It recruits young energetic persons as territory officers (TOs). The company follows a Development Program (Induction Program) in absorbing their new recruits in territory officers (TOs). The process allows the new joiners to be able to get their feet wet regarding various aspects of the company's operation, strategies etc. This induction program allows them to visit certain key managers and get their briefing regarding BATB operation, different policies, strategies, different departments and other related areas of their requirements. The existing Development Program has some limitation regarding its structure and guidelines, so the company restructures the Development Program for its benefit and for serving the knowledge to the new joiners more in professional way. The objective of the development program is to share the learning with the new joiners more in efficient and effective manner so that it reinforces their competency in their field of operation.

The **Development Program** is a training program for the new joiners of BATB mainly for the Territory officers (TOs). The objective of the program is to develop the effectiveness of the learning process during the induction session.



## Chapter Two: Organization Part

### **2.1 BRITISH AMERICAN TOBACCO BANGLADESH**

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British American Tobacco Bangladesh (BATB) is a pioneer and leading multinational cigarette manufacturer. Based in England, British American Tobacco was formed at the turn of the 20<sup>th</sup> century with the objective of establishing a worldwide business. British American Tobacco is recognized as one of UK's largest companies and the World's most global tobacco company. Today British American Tobacco sells the leading brands in over 30 markets covering 102 countries, has more than 200 brands worldwide, employs more than 55,000 people and produces some 2 billion cigarettes every day. More than a billion people across the globe enjoy smoking tobacco. One in every eight chooses a British American Tobacco brand. In order to support the company's business goals the merger of British American Tobacco with Rothmans International had been announced on 11 January 1999. This global merger was completed on 7<sup>th</sup> June 1999. This brings together the number 2 and 4 players which together will boast a combined volume exceeding 900 billion cigarettes around the world with some 120,000 employees and a world-wide market share of 16 percent (Phillip Morris has a 17 percent share). The merger is a major step forward in British American Tobacco's *vision of becoming the world's leading International Tobacco Company*.

BATB is one of the largest companies in the country with a long established reputation for consistently providing its consumers with high quality brands. BATB is listed in Dhaka and Chittagong Stock Exchanges. The company markets major International cigarette brands like Benson & Hedges, State Express 555 and John Player Gold Leaf, which are complemented by local brands such as Star and Scissors.

The Company has its Head Office and the cigarette factory in Dhaka, a Green Leaf Threshing Plant in Kushtia and a number of Leafs and Sales Offices throughout the country.

British American Tobacco Bangladesh was previously known as Bangladesh Tobacco Company (BTC). On March 22, 1998 the company changed its identification and

established commitment to the highest international standards. The Company's main business is tobacco, which involves growing, processing, manufacturing and marketing of tobacco leaf, cigarettes and pipe tobacco. The company also exports processed tobacco leaf in the international market, mainly in the European Countries with its effort to create an international market of its products.

### **2.1.a. The Vision and Mission of the Company**

**Vision:** To extend our leadership through world-class performance.

**Mission:** Double the net revenue by 2005  
Growing our share of the total tobacco market  
Dominating key identified segments

### **2.1.b. Historical Background of BATB**

British American Tobacco Bangladesh (BATB) Company Limited, a subsidiary of British American Tobacco, is recognized leader in Bangladesh cigarette market, with a long established reputation for providing its consumers with consistently high quality brands. The journey of this company started long back. BATB was established back in 1910 as Imperial Tobacco Company Ltd. with head office in Calcutta. In the very beginning Imperial Tobacco Company (ITC) launched a branch office at Moulivibazar Dhaka in 1926. Cigarettes were made in Carreras Ltd., Calcutta. Imperial and Carreras merged into a single company in 1943. After the partition in 1947, cigarettes were coming freely from Calcutta, but introduction of customs barriers in 1948 between India and Pakistan interrupted the smooth flow of cigarettes from Calcutta to East Pakistan. In March 1, 1949, Pakistan Tobacco Company (PTC) came into existence with head office in Karachi; with the assets and liabilities of ITC Limited held in Pakistan. The then East Pakistan Office was situated in Alico Building, Motijheel. In order to meet the increasing demand, the first factory in the then East Pakistan was established in Chittagong in 1952. From this time onwards requirements for cigarettes for East Pakistan markets were met from products manufactured in Karachi. In 1954 PTC established its first cigarette factory although high-grade cigarettes still came from West Pakistan. The Dhaka factory of PTC went into production in 1965. After the War between India and Pakistan in 1965; the import of tend



er leaf from India for the production of Biri was stopped. This gave a big boost to cigarette business. It was at that time the East Pakistani entrepreneurs set up 16 cigarette factories in this region.

After independence, Bangladesh Tobacco Company (Pvt.) Limited was formed on 02 February 1972 under the Companies Act 1913, with the assets and liabilities of PTC. Shareholding position for GOB and BAT was 1:2. BTC (Pvt.) was converted into a public limited company on 03 September 1973. British American Tobacco played a pivotal role in BTC's creation in 1972 and since then has been involved in BTC's development every step of the way. To pronounce the successful relationship with British American Tobacco, BTC has changed its name and identity to British American Tobacco (BAT) Bangladesh Company Limited on March 1998.

### **2.1.c. British American Tobacco Bangladesh: " On the Move"**

**Table 1 : BATB on the move**

<b>March 1949</b>	Formation of Pakistan Tobacco Company (PTC)
<b>1954</b>	PTC opened its first factory in Fouzdarhat, Chittagong
<b>1962</b>	Opened a branch in Moulavibazar, Dhaka
<b>1965</b>	Building of a factory in Mohakhali, Dhaka
<b>February 1972</b>	Incorporation of Bangladesh Tobacco Company with a paid up capital of Tk. 400 million
<b>March 22, 1998</b>	Changed its identity from Bangladesh Tobacco Company (BTC) to British American Tobacco Bangladesh Company Limited (BATB)

### **2.1.d. Relation between BAT & BATB:**

The parent company of **BATB** is called **BATCO** or British American Tobacco Company. They are the major shareholders of BATB. The operations of BATB are regulated according to BATCO regulations and BATCO looks after the management aspects of BATB. BATB management is trained by BATCO and in many occasions BATCO sends

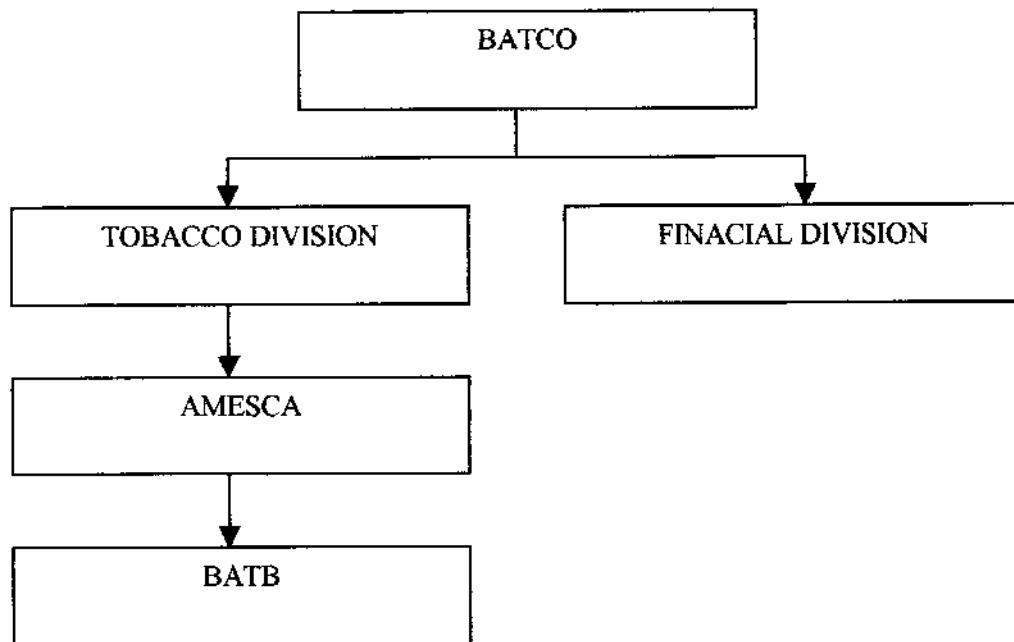




over their own management to work in BATB. BAT industries are widely known as BATCO has two major divisions:

1. Tobacco Division
2. Financial Division

With the help of the following organogram we can easily see the relationship between BATCO and BATB very clearly:



Currently British American Tobacco Bangladesh is retaining 63% of the cigarette market in Bangladesh. British American Tobacco Bangladesh is a sister concern of British American Tobacco Company (BATCO). The cigarette division is known as " British American Tobacco Holdings (BAT Holdings)", which operates in more than 78 countries. "BAT Holdings" is a sister concern of BAT industries - a London based world famous business house. BAT industries operate in financial services, paper manufacturing, and tobacco sector. BATCO divided its cigarette operation in five regions. They are:

- North and Central America
- Europe
- South America
- Asia Pacific
- AMESCA



BATB actually maintains a relationship with BATCO through AMESCA. It is actually a region of BATCO to which BATB reports. AMESCA is made up of: A = Africa, ME = Middle East, S= Subcontinent, CA = Central Asia.

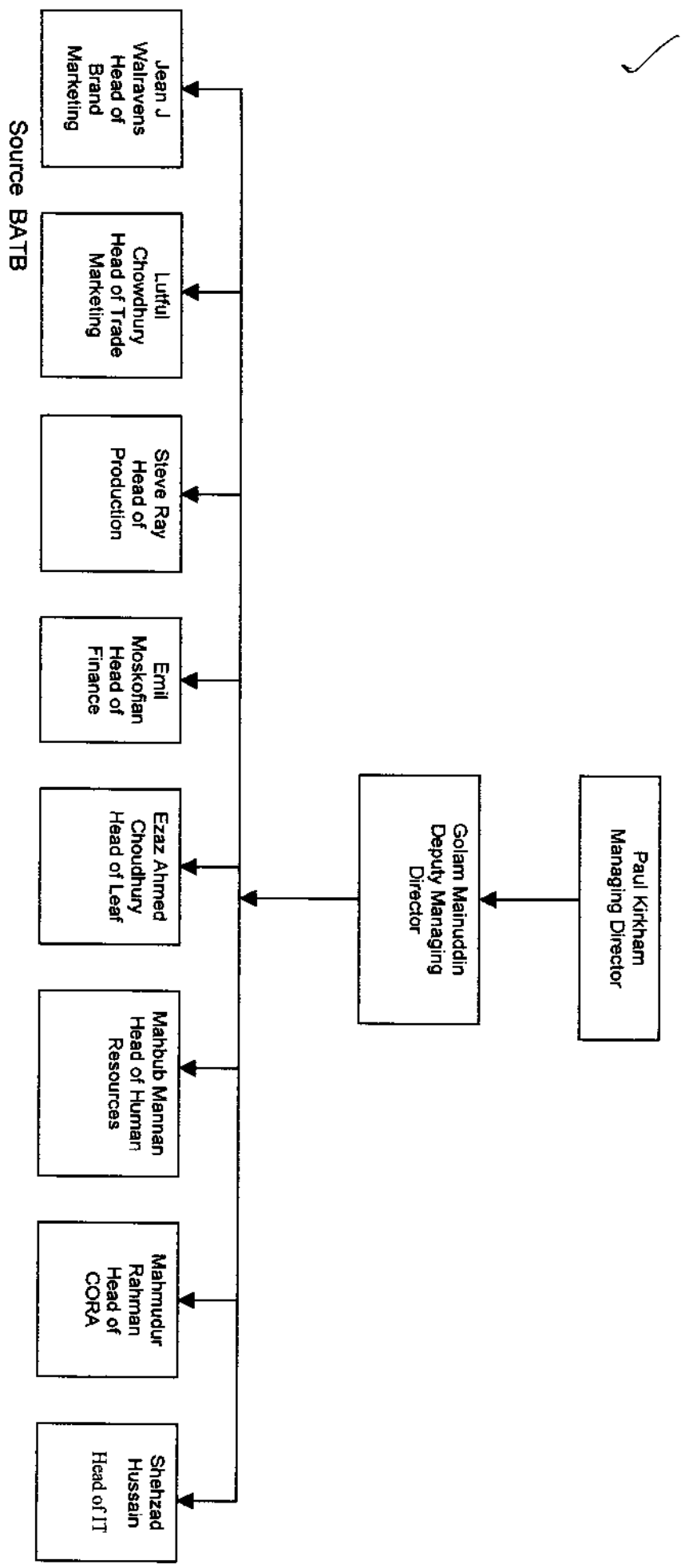
#### **2.1.e. Structure of BATB:**

**BATB** is a public limited company. Management Director is the operational head and appointed by the British American Tobacco. Head of every department carries out their functions with the help of line managers. Different departments have different structure according to their function and responsibility.

The "Board of Directors" and Executive Committee (EXCO) govern the overall activities of the company. The "Board of Directors" is composed of 10 members who are called Directors. The Chairman heads the "Board of Directors". Chief Executive of British American Tobacco Bangladesh is called the "Managing Director" who is normally appointed by "BAT Holdings". Managing Director of the company is the chairman of the Executive Committee. This committee includes the head of all the functional departments.

**2.1.f. BRITISH AMERICAN TOBACCO BANGLADESH**

**EXECUTIVE COMMITTEE**



### 2.1.g. Functional Areas:

BATB has been operating its business under the following major functional areas:

- Production
- Leaf
- Finance
- Human Resource
- Brand Marketing
- Trade Marketing and Distribution
- Information Technology
- Corporate and Regulatory Affairs
- Business Development

### 2.1.h. Ownership Status of the Company:

British American Tobacco Bangladesh is listed in the "Dhaka Stock Exchange (DSE)". It has an authorized capital of Tk. 400,000,000 of 40,000,000 ordinary shares of Tk. 10 each. British American Tobacco Bangladesh, which encompasses 62% of the shares of the British American Tobacco, London. The Government held 32% of its shares. Subsequently the government has gradually sold its holdings to different organizations of the country. The composition of shareholders on December 31, 1999 were:

**Table 2: Ownership status of BATB**

Raleigh Investment Co. Ltd. UK	65.91%
Investment Corporation of Bangladesh	26.99%
Sadharan Bima Corporation	2.86%
Bangladesh Silpa Rin Sangstha	0.84%
Government of Bangladesh	0.65%
Sena Kalyan Sangstha	0.52%
Others	2.23%

### **2.1.i. Employee and Trade Union of BATB:**

The employees of the BATB are dynamic, self-motivated and energetic to perform any assigned job, because they are selected on the basis of excellent academic and experience. The company employs 1,244 permanent employees and varying number of seasonal and temporary workers as required. Each permanent employee receives remuneration in excess of Tk. 36,000 per annum. Remuneration depends on the nature and conditions of work. The workers are labeled in the following categories:

- Permanent
- Probationer
- Temporary (seasonal)
- Badii
- Casual

Trade union are established in the following company's working locations:

- Head office and Dhaka factory
- Chittagong factory
- Rangpur leaf factory

There is a positive relationship between the company and the trade union based on mutual trust and respect. All the employees of the company belong to the trade union. When a worker becomes a member of the union, according to his request a certain amount of his wage is deducted as the union subscription fees on a check off system. Trade union election is held after every two years and governed by their respective constitutions. The terms and conditions of services of the employee are negotiated and determined through a process of collective bargaining between the company and the union.

### **2.1.j. Physical Infrastructure of the Company:**

The infrastructure of the company has a broader field where the company plays its important role. **BATB** has 6 Regional Trade Marketing Offices (**RTMOs**), 12 Regional Sales Depots, 1 Factory, 1 Green Leaf Threshing Plant, 7 Leaf Depots and a Head office consisting of Corporate Head office and Production Head office. The Company's Head

office and Cigarette factory are located in Dhaka. A Green Leaf Threshing (GLT) Plant has been set up in Kushtia and it has started operation from April 1995.

The company's products are manufactured in the factory at Mohakhali, Dhaka. The Plant Manager who reports to the Production Director at the Head Office heads Dhaka factory. The company procures tobacco leaf maintaining the international standard and it imports processed tobacco leaf for its international brands. It procures green tobacco from the registered farmers of the leaf area mainly for its local brands.

The company's authorized leaf areas are located in Kushtia, Chittagong and Manikgonj. But bulk of tobacco leaves comes from Kushtia region. The Chittagong area is under development process and it now covers Rangunia and Lama. The company operates 7 leaf depots in the leaf area. 4 of them are located in Kushtia region, 2 of them are located in CDA and other 1 is in Manikgonj, The company provides all sorts of supports to the registered growers through its depot personnel. This includes technical know how, agricultural inputs and financial assistance.

The company performs its sales and distribution operation all over the country through its five regional sales offices. They are located in Dhaka, Khulna, Chittagong, Sylhet and Rajshahi. Each of the regions is again divided into operational areas, each of which in turn is divided into territories. To perform its sales and distribution smoothly, the company operates 10 sales depots in different locations of the country and it has 63 authorized distributors.

#### **2.1.k. Tobacco Cultivation in Kushtia:**

Tobacco cultivation in Kushtia Leaf area was first introduced in 1967 with an area of 10 acres. It was expected to expand to 650 acres by 1971 Flue-cured and air-cured tobacco were cultivated in Kushtia and the Leaf Department achieved self-sufficiency in cigarette tobacco by 1975. Tobacco cultivation through registered growers and procurement of the product tobacco is done through four leaf depots in Kushtia. Those depots are Meherpur, Jhenidah, Chechua and Allardarga Leaf Depot. Kushtia Leaf Factory stands on 4.31 acres of land and is located at about three kilometers away from main town. The Green Leaf Threshing (GLT) plant could complete the entire leaf purchase in 1995. A team of

management including the Plant Engineer, Processing Manager, Shift Manager, Quality Control Manager, Leaf Account and the Leaf personal Manager is managing the GLT plant. The Plant Manager is the team leader of GLT management team.

### **2.1.1. Environmental, Health, and Safety Policy and Afforestation Program:**

All the activities in the manufacturing unit and Green Leaf Threshing Plant ensure that work is conducted in a manner to minimize environmental pollution. Kushtia a GLT has won British American Tobacco's Environment, Health and Safety Merit award for the year 1995 and 1996 for achieving consecutive two years of operation with zero accident. The company also received the prestigious EHS Silver Award for 1999 without any lost time accident in any part of the company, which was the second year in a row.

In line with BAT's environmental, health, and safety policy, the company is involved in an afforestation program. The contribution of the company in afforestation program in Bangladesh has earned recognition in the country though winning of the Prime Minister's Trophy in 1993. In 1998 the company distributed 3.5 million free saplings in Dhaka through the Bonsai Nursery project. This program had caused more than 28.5 million trees planted or distributed till 1998 and is expected to yield around 120,000 metric tons of timber for fuel-wood, furniture making, or construction process in 1998<sup>1</sup>. The Food and Agricultural Organization (FAO) has awarded British American Tobacco Bangladesh for pioneering the development of vegetable seed industry in Bangladesh. The company had started its vegetable seed multiplication program in 1990 with the technical support of FAO with a view to provide quality vegetable saplings for free distribution amongst farmers in the tobacco growing areas.

It is not enough for BATB to only contribute to the afforestation of the country. The company felt the need to promote the use of alternate wood fuel for tobacco curing by its farmers. Briquette as an alternate was introduced to the farmers, to reduce their dependency on trees for wood fuels. Briquettes made of paddy husk and sugarcane bagasse. Briquettes can be used for cooking, in burns for curing tobacco and brick. The

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<sup>1</sup> British American Tobacco Publication: "The Green Campaign"



company promotes Briquette manufacturing in the tobacco growing areas and tries to make them easily available to the farmers.

A company wide safety awareness program was initiated and completed in 1996. The objective of this program was to brief employees about the techniques to reduce the risk of occurrence of preventable accidents. The company's commitment to the highest level of safety practices is recognized with awards being received from the British American Tobacco Group headquarters in more than one year. Workers and management are provided regular safety training. Hard hats are required during shift work. All movable machine parts have guards to prevent workers from accidental injury.

### **2.1.m. Commitment to Developing the Future:**

British American Tobacco has over the decades consistently invested in the Bangladesh market through BATB. Thus BATB has always been in the business of manufacturing and marketing brands that meet standards found anywhere in the world.

The company believes in attracting the best talent available by offering a challenging working environment with international career development opportunities. Individuals here are entrusted with significant responsibility and autonomy, and investment in people through regular training and career development has helped to establish a culture, which encourages people to think creatively, generate new ideas and approach problems from a number of different perspectives. In the quest of becoming a World Class Company by achieving the visions, strategic imperatives and the values, the company has launched a change management program called – *Winning In Our World* in 1999. The objective is to bring about a cultural change by embedding the *WOW* Values and removal of barriers. To this effect the company has organized different workshops, employee care and development activities throughout the year with direct participation of its people.

With state-of-the-art machinery, world-class people, and a portfolio of world-beating brands, British American Tobacco Bangladesh couldn't be anything but instinctively international.





People's attitudes have changed much over the time. Without this changed attitude of excelling in their performance it would not have been possible to make so much progress. This spirit of people will help in achieving the company's Vision and Mission and ultimately to be a world class company.

Lotus notes is a highly evolved advanced communication system of BAT through which all the employees of BAT worldwide communicate among themselves. This is a hi-tech device that helps to provide quick and uninterrupted communication and factual information. Quantum is a marketing information tool with the objective of effective utilization of marketing spends through better targeting and evaluation of BATB's marketing activities. This is a strategic investment that helps BAT to achieve competitive edge in case of facing any competition. The company has implemented Tetra CS/3, a totally integrated software package that links Manufacturing, Finance, and Distribution providing one set of clearly understood information that can be used throughout the company. Apart from this software, the company uses several other software packages for some specific purposes that can also be shared throughout the company.

Another important development with regard to accessibility of information is the implementation of the Global Enterprise Network (GEN) standard. GEN provides a standardized IT infrastructure throughout the British American Tobacco group that allows users to access their work areas from any location within the group.

Also the company has developed a system to have better control of its supply chain process. This has made a major impact in terms of automating the entire supply chain process from shipping godown to retailer, providing on-line information at every stage of the secondary supply chain.

As a company that aspires to be the world class, the company also looks at the interests of its suppliers and trading partners. A team is currently looking at how the company can support them as they strive to improve their performance.



## **2.1.n. Journey Towards Class A:**

At the end of 1993 the company adopted a change management program called MRPII, the acronym for Manufacturing Resource Planning, with the objective of becoming a world-class company with world-class systems, processes, products, and people. The strategy for "Partnership Excellence Program" is based on a clear understanding on meeting world-class performance and to achieve MRPII Class A. BATB conducted series of training for the vendors and the result was very positive in terms of quality and delivery improvements. Back in 1997, the organization was a Class C company. In 1999 it had achieved the status of Class B and in this year, 2000 the company was awarded Class A status which has made BATB the only member in BAT group to achieve A in four categories. The categories are:

1. Strategic Planning
2. People and Team
3. Planning and Controlling
4. New product development, reducing lead time
5. Continuous improvement

BATB has achieved Class A in the first four categories.



## 2.2 PRODUCTION DEPARTMENT

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The Head of Production looks after the production and takes necessary steps to smooth out the production process. The entire production process is performed at the Dhaka Factory. The motto of Production Department is to ensure the high quality and productivity steadily for the last few years. The production department has been very successful in meeting the challenges and the company now produces a wide range of filter cigarettes to meet the market demands. All the local brands are now available with its international brands.

### 2.2.a. Existing Production Facilities:

**Capacity Output:** The country's biggest manufacturing plant is owned by BATB with a capacity of 80 million (rounded) sticks of cigarettes per day in 3 shifts.

**Actual Output:** Presently the factory is producing 60 million sticks per day hence they need 70,000 kg of tobacco leaf.

**Reasons for the difference:** The market is the main reason for the difference between actual and capacity output. Wastage is approximately 4% - 5% of the tobacco leaf used and it occurs in three from namely - rejection, yield loss and accountable loss.

**Raw Material Used:** The following table summarizes the raw materials used for producing cigarettes. The procurement sources are shown in the same table.

**Table 3: Source of Raw Materials**

<b>Bulk Tobacco</b>	Locally produced in leaf areas
<b>Blending Tobacco</b>	Imported
<b>Cigarette Paper</b>	Imported
<b>Filter Material</b>	Imported
<b>Packing Material</b>	Local

## 2.2.b. Initial Storage in Dhaka:

Processed tobacco from the Green Leaf Threshing Plant (GLT) in Kushtia and imported tobacco are brought and stored in the Bangladesh Machine Tools Factory (BMTF) godown. BATB has rented 5 godowns at the location with a total area of around 130,000 square feet. The tobacco is transferred to Dhaka factory for cigarette production as needed. The godowns are maintained and guarded by the outside contractors.

Tobacco is brought in from the BMTF to Dhaka factory as is required for production. Dhaka factory has one bonded godown, which is used to store, imported wrapping materials and two non-bonded godowns to store tobacco. The tobacco is released from the godowns to the production floor as specified by the production schedule. Issues from the bonded godown are in control of custom officials and transferred in small quantities as needed. Relevant taxes and tariffs are paid at issue. Issues of tobacco to the production floor from the non-bonded godowns conducted daily in large quantities as specified in the production schedule.

## 2.2.c. Cigarette production:

Table 4: Yearly Cigarette production

	1996	1997	1998
<b>Cigarette (in million Stick)</b>	9,604	11,723	10,070
<b>Pipe tobacco (in Kg)</b>	35,000	-	-

## 2.2.d. Production Process:

**The Primary Manufacturing Department:** The primary manufacturing department (PMD) is responsible for further conditioning the domestic and imported tobacco to make it ready for production. The tobacco passes through a set of integrated and regulated machinery whose purpose is to blend the different 'packing grades' in specified proportions, convert the bales into 'rag' suitable for use in cigarettes, and bring tobacco to a uniform temperature and moisture.

***The Secondary Manufacturing Department:*** The secondary manufacturing department (SMD) uses the tobacco that is blended and conditioned by the PMD along with wrapping materials to manufacture cigarettes. The PMD delivers its final processed tobacco to the Cut Tobacco Store (CTS). The CTS has a 50-ton storage capacity and the tobacco is stored there typically for one and a half days before it is used. The SMD brings in the processed tobacco from the CTS as needed for production along with wrapping material.

Currently there are 16 cigarette-making machines at Dhaka factory, which are operated in three daily shifts. Shift engineers and officer's monitor shift activities to ensure quality production. The flow of tobacco and cigarette paper to the cigarette making machines are regulated by six (programmable Logic Controlled) PLC controlled feeders. These feeders send in the required quantities at the right time to ensure smooth production. A separate feeder monitors each brand of cigarette. In addition to the tobacco and cigarette wrapping material, filter rods are fed into the machines for cigarette production. The machines combine these three inputs to generate cigarettes as output. Defective cigarettes are both identified manually or by built in sensors and removed from the production flow. The tobacco from these wastes is removed and reused for cigarette production. The manufactured cigarettes are deposited in trolleys and carted to the packing machines.

There are currently 18 packing machines at Dhaka factory. These machines are equipped with the wrapping material used to pack the cigarettes. Almost all of the wrapping materials used are imported. Local companies, however, conduct the printing work that is required. The manufactured cigarettes are fed from trolleys into the packing machines, which generate the packed cigarette as output. The flow is monitored closely to identify and eliminate defective products.

In addition to the cigarette manufacturing and packing machines, Dhaka factory has two Secondary Production Units (SPU). These are used exclusively to produce the State Express 555 and John Player Gold Leaf brands. These modern production lines are different from the other machinery in that both cigarette manufacturing and cigarette packing can be conducted in one process flow. This reduces the time needed to manually put the cigarettes into trolleys and cart them to the packing machinery. The SPU makes approximately 8000 cigarettes per minute. Defective cigarettes are detected by sensors in

the machines and are removed automatically. In addition manual checking is conducted for quality control purpose.

#### **2.2.e. Filter Rod Department:**

The filter rod department is responsible for manufacturing the filters needed in each cigarette. It plans its production in coordination with the PMD and SMD to make sure that the right quantity is available at the right time. Two filter sizes are produced- 11 mm and 20 mm. There is one machine that produces 3333 rods/minute and 2 others that produce 1800 rods/minute. For filter rod manufacturing, 100% of the materials are imported and therefore, wastage is closely monitored.

The finished cigarette stock is brought in from the holding room at the SMD and kept at the shipping godown prior to delivery. The godown has a capacity of 260 million cigarettes. Trucks belonging to the outside contractors arrive daily to deliver the stock to the various Regional Trade Offices (RTO) around the country. The marketing department issues a daily shipping program specifying the stock that needs to be allocated. This information is input in software to generate a truck allocation scheme. Trucks going to Dhaka carry 2 million cigarettes per trip and those going outside Dhaka carry 3 million cigarettes per trip. VAT documents are sent along with the trucks.

In the manufacturing area significant progress had been made in the computerization of business process. Planning, scheduling, and material ordering are operating under an integrated system. This approach is likely to reduce stocks in hand thereby releasing cash tied up in working capital. In 1997 wireless networks had been installed in the Kushtia leaf areas linking the four depots and the GLT plant for both voice and data communication. These investments support the core operational processes bring efficiency and productivity gain to these areas.



## **2.2.f. Production Personnel Activities:**

***Production HR Manager:*** Production HR Manager deals with the factory personnel department and he is the head of this department. Production Training and development Manager and Employee Relations Officer help him to deal with the personnel affairs and trade union.

***Operations Development & Regional EHS Manager:*** He has been assigned the responsibility to ensure the overall safety of the factory. He is responsible for monitoring and maintaining the safety standards in the factory. Management of the factory is very much concerned about safety of the workers at the production premises.

***Quality Services Manager:*** Quality Services Manager is responsible for enduring the quality of the products. The quality of the products has been given the prime importance by the management. "Quality First" is the slogan of the company and all products undergo rigorous quality testing.

## **2.3 LEAF DEPARTMENT**

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At the time of the liberation war in 1971, only 600 acres of land were used for the production of cigarette type' of tobacco. Major portion of the total local requirement of cigarettes were imported from West Pakistan. Immediately after the independence, owing to the shortage of foreign exchange, import had to be reduced. There was an urgent need for increasing local production of tobacco. The sustaining efforts of the company and the response of the farmers were so effective that the country became self sufficient in cigarette tobacco by 1975. In recognition to that outstanding performance, the company was awarded the President's Medal in 1976. In 1996, the company purchased about 5500 tons of tobacco leaf from its registered farmers.

The Leaf department is involved in cultivating and purchasing flue-cured tobacco. BAT does not do not own farmland nor does it employ farmers directly to produce the tobacco it uses for cigarette production. Instead, each year the company registers thousands of farmers along with their land, to grow and cultivate tobacco crop. The company provides seed, fertilizer, and other loans to the farmers throughout the crop season to ensure quality growth. At the end of the season BAT buys fixed quantities of tobacco from the farmers, paying rates based on the grade of the crop. Tobacco growing and buying activities are conducted throughout the country. The two main areas are Kushtia Leaf Division and Chittagong Development Area.

### **2.3.a. Green Leaf Threshing Plant (GLT):**

The tobacco crop is processed at the Green Leaf Threshing (GLT) plant in Kushtia. The purpose of the GLT is to convert the tobacco into a form suitable for cigarette production. The tobacco is brought to a uniform moisture level and temperature. Initial blending of the different grades of tobacco takes place at the GLT. The processed tobacco is sized and packed before delivery to Dhaka factory.

The Leaf department makes an estimate of the quantity of tobacco that BAT will need to purchase for the based on the input of the Sales & Operation Planning (SOP) committee.



✓

Based on these estimates the number of farmers and the amount of land, which will have to be registered, are fixed.

The leaf season begins in the month of July. At this time tobacco seedbeds are prepared to generate the seed that will be distributed to the farmers for cultivation. Plantation in the registered lands occurs during October and November. BAT provides the necessary fertilizer, pesticides, and other loans to ensure proper growth for the crop. Farmers use their own irrigation and ploughing methodology to prepare the land. Harvesting and curing begins at the end of January and continues till March. Almost 100% of raw tobacco is 'flue' cured.

The buying process begins in mid-February and continues till the end of May. The farmers bring in their cured tobacco in the form of bales to the buying courts in the depots. The tobacco is graded according to set criteria and purchased at these sites. All relevant information is marked on the bales and stored at the depots till shipment to the GLT.

At the beginning of the season the various depots distribute registration forms to the farmers in its region. BAT strives to maintain an ongoing relationship with its registered farmers. Information on each farmer is maintained at the depots through in-house database software called Integrated Leaf System (ILS). On the basis of these records a decision is made on whether to register the farmer for the following crop season.

Buying courts are located at the depots. The farmers bring their tobacco to these sites in the form of bales on a specific day and time. At the buying courts the bales are graded, priced and weighed. After the tobacco is bought and graded it is stored in the depot godowns; each bale identified with its grade, weight, and price. These bales are stored in the depots and moved to the GLT when needed for processing.



### **2.3.b. Tobacco Processing:**

The Green Leaf Threshing Plant in Kushtia is used to treat the raw tobacco and convert it to a form suitable for use in cigarette production. It is a seasonal factory operating for six months of the year, on two shifts per day. The remainder of the year is used to clean the machinery and make modifications as necessary.

Each tobacco leaf that is processed at the GLT is separated into four components- tip, lamina, stem, and by product. At the beginning of the process flow, tips of the tobacco leaves are cut off by a calibrated cutter. The leaves are then passed through the sand reel where foreign materials and dirt are separated. The tobacco leaves are then proceeds to the threshing line to separate the lamina from the stem by hitting the leaves. The separated laminas are then dried and the re-dried lamina is then packed at a temperature of about 43 Degrees Centigrade with approximately 12% moisture content for storage. The separated stem, meanwhile, moves to the stem dryer where it is re-dried for storage purposes and then sent to the stem packer. The moisture content level of the stem is brought to around 12% at the time of storage. By-products are sold to the outside contractors.

The GLT's main objectives are as follows:

1. Separate Lamina from Stem
2. Retain physical and chemical properties of the leaf.
3. Removal of foreign materials.
4. Conversion of bale to packed dry product capable of long storage.

After the tobacco is stored in the depots, it is brought to the godown at the GLT for processing. The GLT godown has a capacity of around 500 tons. The different 'buying' grades of tobacco are combined in fixed proportions to create 'packing' grades. The packing grades are further blended at Dhaka factory. This final blend goes into the different brands of cigarettes.

Although the primary objective of leaf department is to ensure continuous supply of tobacco, leaves were exported in a highly competitive world market as well. Exports of

tobacco during 1997 earned BATB in excess of two million dollars, with sales being made to UK, Hungary, New Zealand, Egypt, and the USA.

### **2.3.c. Leaf Tobacco Export Volume:**

**Table 5: Leaf tobacco export volume**

Year	Quantity (Metric Ton)	Value (US Dollar)	Price/Kg (US Dollar)
1993	329.1	877,000	2.66
1994	259.2	677,400	2.61
1995	279.2	672,700	2.41
1996	182.4	516,400	2.83
1997	987	2,201,500	2.23
1998	1130.2	2,250,400	1.99

Source: BATB

### **2.3.d. The important functions that Leaf Department carries out:**

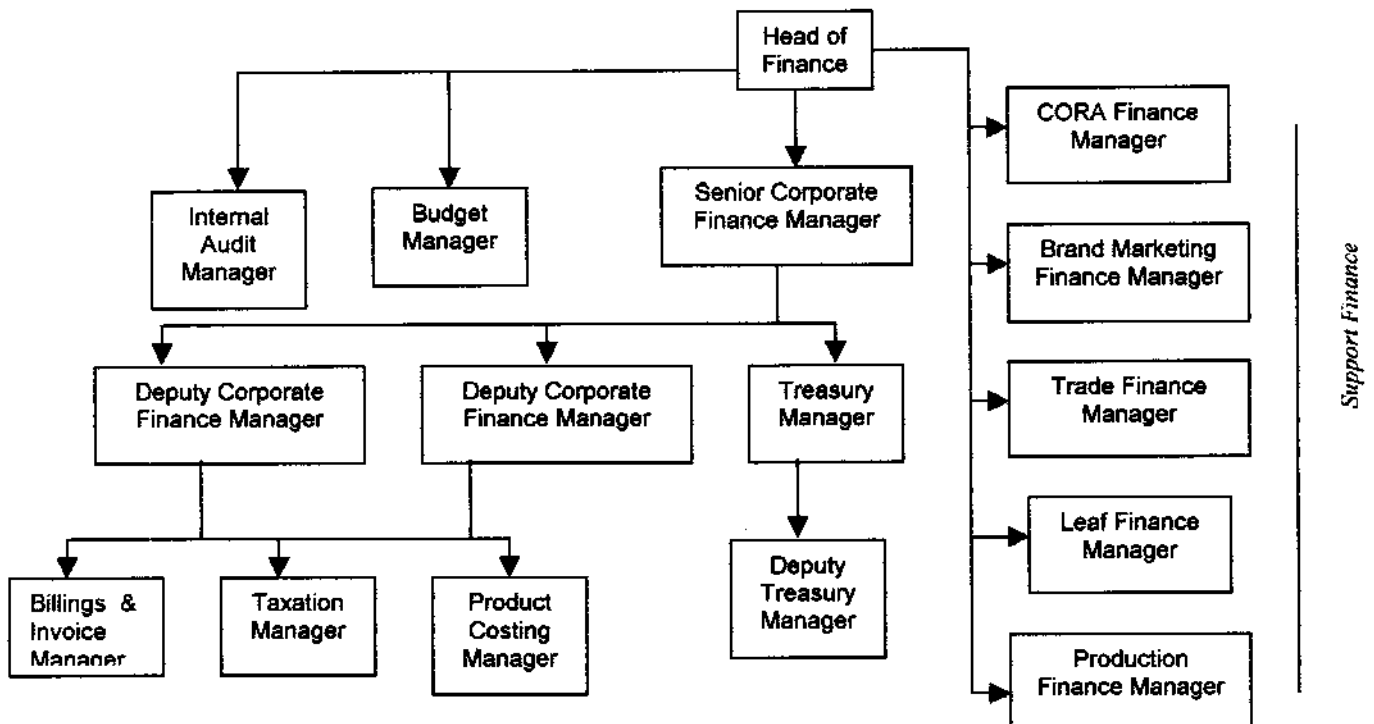
- Provides technical know how, financial assistance and agricultural inputs to the Registered farmers.
- Purchases tobacco leaf from the growers.
- Processes tobacco leaf ready for insertion in the Production Department.
- Provides storage and transportation facilities in carrying tobacco to and from the factory.
- Strengthens social relationship through different community development projects in the leaf areas, like encouraging and helping to build a vegetable garden at the premises of the growers.
- Exports tobacco leaf.



## 2.4 FINANCE DEPARTMENT

### 2.4.a. Structure of Finance Department:

#### FINANCE ORGANOGRAM



Source: BATB

The Supporting Finance managers, Audit Manager and Treasury Manager assist the Head of Finance. The Finance Department comprises of six areas. They are:

- Treasury: Corporate (L/C opening, fund management, banking relationship etc.)
- Core Finance and Management Accounts: Corporate
- Marketing Finance: Supporting
- Excise Management: Supporting
- Taxation: Corporate

- Audit: Separate
- Insurance: Corporate

The Core Finance and Management Accounts activities includes monitoring and controlling all the Accounting and Financing activities of the company such as product costing, invoice pricing, taxation etc. Audit Manager manages all the internal and external auditing of the company.

Finance department of British American tobacco Bangladesh has to deal a wide range of activities. Finance department ensures the custodianship of all company assets by verifying their physical existence, monitors and assesses proper informational needs pertinent to company's interest, develops accounting procedures and ensures the achievement of financial growth of the company. Finance department finances the equipment, personnel, and operational facilities. It prepares and verifies consolidated financial statements of all centralized and decentralized cost centers and cost units. It obtains accounting report from all units in each month, monitors sales collection and process management information using computer and other system and keeps all sorts of financial analysis and calculation update. It carries out auditing by internal, external, and international auditors and verifies the efficiency and effectiveness of inventory control, security, wastage, working procedures, supervision of machine maintenance, workers safety, advertising tools etc. It also takes care of hedging, foreign exchange risk coverage, options, futures, insurance, bank account, bank reconciliation, sales ledger, working capital management etc. finance department is headed by finance director. There is a "Company Secretary" tagged with Finance Director to advice the Finance director about the interest of the "Board of Directors" and to look after the share dealings.

The main objectives of this department are to ensure custodianship of all company assets, monitor the financing activities and generate useful information pertinent to the company activities to achieve financial growth of the company.

#### **2.4.b. Functions of Finance Department:**

- Finance company assets, personnel and operational facilities of the cigarette factory, leaf factory and head office.
- Prepare and verify consolidated financial statement of all units of the company.
- Monitor and control all financial activities of the.
- Monitor sales collections.
- Process Management information.
- Structure capital policy.
- Carry out by auditing internal and external auditors.

#### **2.4.c. Financial Performance of BATB over the last seven years:**

**Table 6: Financial performance of BATB over the last seven years**

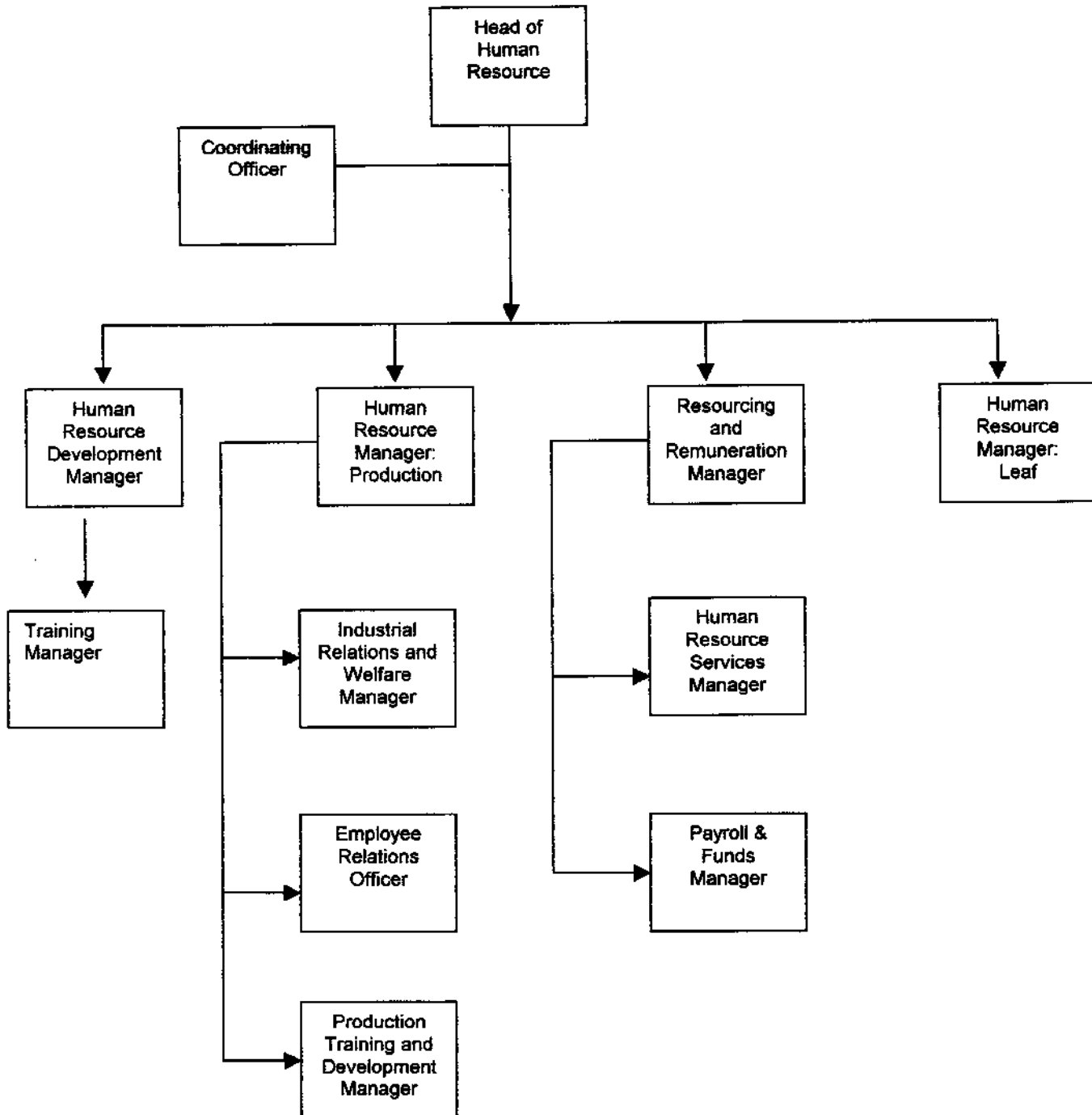
	1993	1994	1995	1996	1997	1998	1999
Gross Turnover	8878	9070	10729	12653	15020	14322	14233
Supp. Duty & VAT	6476	6588	7883	9180	10480	9802	10029
Net Turnover	2402	2482	2846	3473	4540	4521	4203
Operating Expense	1896	2060	2462	2988	3837	3618	3730
Trading Profit	506	432	384	485	703	903	474
Interest Expense	39	27	53	73	81	131	132
Profit before Taxation	467	405	331	412	622	771	341
Profit after Tax	299	286	310	337	486	504	237
Dividend	220	240	240	240	320	360	200

## 2.5 HUMAN RESOURCE DEPARTMENT

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### 2.5.a. Structure of Human Resource Department:

#### HUMAN RESOURCE ORGANOGRAM



Head of Human Resource is the head of the department. The Human Resource Development Manager, Production HR Manager, and Resourcing and Remuneration Manager work under him.

### **2.5.b. Activities of HR Department:**

The HR process is carried out through four '**Guiding Principles**'.

1. Open mindedness
2. Strength from diversity
3. Enterprising spirit
4. Freedom through responsibility

BATB believes in the strength of human resource and uses the modern concept of resource utilization. Every job description is carefully designed and modified under dynamic environment. The company believes in the concept of best fit and trains and develops company personnel as the key 'human capital' of the company.

The Human Resource Department thus concentrates all its activities for the development of human resource for the benefit of the company. The department also believes in maintaining harmonious relationship between the management and workers all the times. The department ensures that managerial development contributes to organizational development.

The departments' various activities cover setting criteria for the selection procedures. Interview techniques, training standards etc. According to the BAT policy guideline, the department maintains the personnel through formulation policies on wages, fringe benefits, annual leave, training calendar, provident fund, performance appraisal etc. Remuneration is managed centrally and there is never any *negotiation* but *settlement*. It also settles with the trade union for Long Term Agreement (LTA) between management and workers and the 'collective burgeoning agents'. The concept behind the industrial relations is always '*win-win*' situation.



As the competitive world is changing with the speed of light, Training and Development becomes an integrated part to stay on the top. Thus BATB puts great importance to training and development of managers and employees. The company has Technical Training Center at the Dhaka Head Office, which organizes different training programs for its management people around the year. As a subsidiary of BAT, BATB sends its managers for training to BAT group of companies.



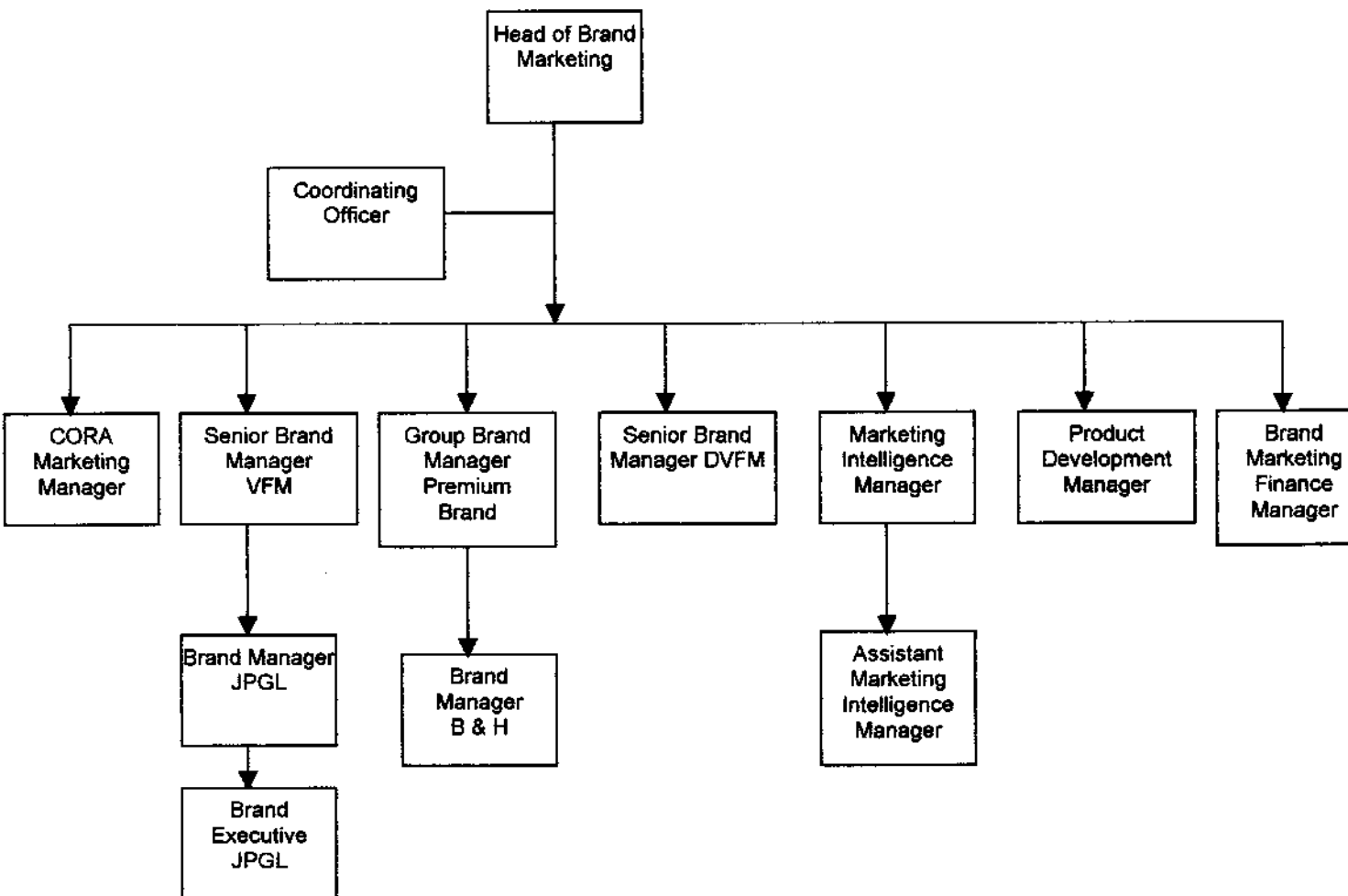
## 2.6 BRAND MARKETING DEPARTMENT

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Marketing operation of BATB is carried under two heads, Brand Marketing and Trade Marketing & Distribution (TM & D) that is the rename of the former Sales Department. Trade Marketing & Distribution affairs are managed by the Regional Manager and the Brand Marketing is managed by the Group Brand Manager. Marketing Research assists Brand Marketing.

### 2.6.a. Structure of Brand Marketing Department:

#### BRAND MARKETING ORGANOGRAM



The Brand Marketing department concentrates on satisfying consumers' needs from within the brand portfolio. Once consumers' needs are understood and evaluated, brands can be made available, accessible and desirable through strong, consistent communication. The brand marketing elements covers the adopting of products, logistics and brand marketing policies that best meet the needs of particular trade channels and strategic customers. The Brand Managers and Brand Executives are responsible for the allocated brand(s). They are responsible for all type of brand management activities.

Market intelligence includes the in market research teams. The team keeps constant eye on the market situation. Through continuous research, market research teams generate useful market information for the brand managers. Interface is required between brand marketing and research which is carried out by any project that is divided by three phases:

- Preparation prior to the study
- Collection and analysis of data
- Presentation and utilization of information

#### **2.6.b. Vision and Mission of Brand Marketing:**

***Brand Marketing Vision:*** Within five years to be the undisputed leader of Bangladesh tobacco market.

- Dominate value share
- Dominate volume share base
- Destination brand in key segments.

***Brand Marketing Mission:***

- Promise of future profit growth
- Grow quality share: ASU30
- Owning the medium and premium segment (90% share)



### **2.6.c. Core Strategies of Brand Marketing:**

#### ***Aggressive:***

1. Expand the premium segment growth.
  - Internationalism, destination status & image differentiator: Youthful
2. Expand Mid segment
  - Key differentiators: international standard with affordability & distinctive image: masculinity/ adventure.
3. Dominate volume base
  - Build the critical mass.
  - Protect BAT's leadership.

#### ***Innovative:***

1. Investigate & build new segments
  - Lights
  - New brands & line extensions.
2. Product Enhancement
  - Packaging, Spec. change & higher satisfaction.
3. Creative communication
  - Focused: HoReCa (Hotels, Restaurants and Cafés), Rural Penetration.
4. Consumer Insight
  - World-class *knowledge* base: consumer research & market tracking

### **2.6.d. Description of the Major Brands:**

#### **A. BENSON & HEDGES**

This brand was launched in early 1997 in order to give consumers the choice to purchase a fresh, duty paid legal alternative to the widely available smuggled version. To generate product awareness, international image campaign was introduced in key outlets in Dhaka and Chittagong. Distribution was later extended to Sylhet and Khulna.

The objective behind introducing the brand was to gain price leadership, not profit. Later its distribution base was expanded and brand imagery was changed from father's brand to modern, more appealing; towards ASU 30 (adult smokers under 30). The company arranged successive music events staged under "Golden Tones", "Star Search", "Live and Explosive" etc. banner. The demand of this product is largely high all over the world. Very recently BATB has set up plants to produce it in Bangladesh. BATB has started producing B&H in a large scale after the head office approves the quality standard of the B&H cigarettes produced in Bangladesh. It is mainly the processing part of 'cut rag', which is done locally. The copy line of the brand is '*Be Gold*'.

## **B. BENSON & HEDGES LIGHTS**

The Benson & Hedges Lights is a new member of B&H family. It is a new variant of the existing Benson & Hedges. It was first introduced in 1998 in Dhaka and Chittagong. The objective was to give the smokers more options within the same brand and to keep pace with the modern trend of smoking light cigarettes throughout the world.

## **C. STATE EXPRESS 555**

It is the profitable brand of the company. The 555 centenary celebrations took off in the spirit of 100 years on 5-5-1995 when five planets were aligned. Bangladesh, like many other countries, celebrated the introduction of the new centenary pack with birthday parties special promotional events, and integrated advertising & promotion activities. The copy line of the brand is '*Smoothness Above All Else*'.

## **D. JOHN PLAYER GOLD LEAF**

It is the leading international brand of the world. It is the cash cow and the key-driving brand for BATB with the highest spending in brand support. 1995 was an important year for John Player Cord Leaf as the brand was re-launched in the new international pack. Given the importance of the brand for the company and the risk associated with such change, the management of change process included four phases to properly condition the consumer and the trade to the new pack. Specific materials were use ahead of the

re-launched to announce the change to the consumers and to the trade. JPGL recorded strong growth in 1996. Investment in in-store and on-store permanent merchandising ensured brand availability, quality image and showed company's favorable commitment towards the retail trade partners. JPGL launched its first ever international sponsorship in 1996, with John Player Gold Leaf Formula 1 powerboat team competed in the UIM world championships in more than ten races. The final race was attended by a delegation of Bangladesh sports journalists. Another famous international promotional activity was 'Voyage of Discovery', which was a long journey of a JPGL yacht that stopped at 12 international ports, lastly bringing an end at Chittagong port. In June 14, 1998, the price of JPGL was increased from Taka 2 to Taka 2.5 and volume share reduced substantially with the invasion of transit brand London. In December 16, 1999, the price was re-fixed at Taka 2. The ultimate objective of the brand is to upgrade the low segment consumers into medium segment. The copy line of the brand is '*John Player Gold Leaf – Follow The World Adventure*'.

## **E. JOHN PLAYER GOLD LEAF LIGHTS**

To keep pace with the global trend of lights and to support British American Tobacco Bangladesh's corporate objectives of establishing leadership in lights segment in Bangladesh, the management of BAT launched JPGL Lights in 1997 in some selected outlets in Sylhet as a part of test marketing. JPGL's association with the worldwide F-1 powerboat racing was also successfully exploited in 1997 through a consumer promotional event under the banner of 'JPGL Carnival', which took place in five key cities. The company launched the brand in 1998, with the unique product feature of 'white tipping paper'.

## **F. STAR FILTER**

A new image for a promising future 1995 was an excellent year for Star Filter as the brand demonstrated an outstanding volume and growth of share. This performance was the result of a major blend improvement, supported through an appropriate communication campaign, as well as the launch of a new advertising campaign with the theme of *The Flavor of tradition and modernity*.

## **G. SCISSORES FILTER**

Scissors filter has been helping BAT to regain segment leadership in the medium price segment till 1995, as the brand has experienced dramatic increase in volume and market share. The brand distribution was gradually extended to different parts of the country with the help of focused brand support, emphasizing on POS materials and consumer promotions.

The company currently offers the following products to the cigarette market:

**Table 7: Different Products of BATB and Their Prices**

<b>3.0</b>	<b>B &amp;H SF, B &amp; H Lights</b>
<b>3.0</b>	<b>SE 555</b>
<b>2.0</b>	<b>JPGL, JPGL Lights</b>
<b>1.5</b>	<b>Capstan, Star Classic</b>
<b>1.0</b>	<b>Star, Scissors (Plain &amp; Filter)</b>

BATB has strategic implications for different brands:

- Destination/Strategic Brand: B&H, JPGL and Star.
- Supporting/Profit Opportunity Brand: SE 555, Capstan and Scissors.

## **2.7 TRADE MARKETING AND DISTRIBUTION DEPARTMENT**

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### **2.7.a. Mission and Objectives of TM&D Department:**

**TM&D Mission:** To reach our target consumers in the most efficient and effective way by becoming the benchmark supplier to the trade within strategic channels in every market place where we do business.

The Trade Marketing and Distribution department identifies the areas in which best practice must be achieved to enable markets meet the Trade Marketing and Distribution *objectives*, which are:

1. Create an efficient entry barrier against international competition.
2. Improve our benchmark supplier status to the trade pioneer among all FMCG companies.

### **2.7.b. Six critical factors to achieve TM&D mission:**

**1. Secondary Supply Chain/ Product Management:** Optimize cost and performance while ensuring achievement of brand objectives. The associated sub-activities are:

- Supply chain strategy/management
- Order management
- Order fulfillment
- Trading Terms
- Inventory management

**2. POP (point of purchase) Management:** Create effective competitive entry barrier at point of sales while driving international brands. The associated sub-activities are:

- Display
- Promotions
- In-store Communication/Advertising
- Implementation
- HoReCa (Hotels, Restaurants and Cafes)



**3. Account Management/ Channel Development:** Create an effective entry barrier while driving brand imagery, awareness and trial in HoReCa and superior grocery outlets. The associated sub-activities are:

- Account planning
- Account profitability
- New business development

**4. Strategy and Planning:** Ensure effective implementation of EMF (effective market focus) process to support achievement of company's objectives. The associated sub-activities are:

- TM&D planning
- Cycle planning
- Coverage planning

**5. Resource Management:** Ensure that TM&D organogram is responsive to the changing trade and company needs. The associated sub-activities are:

- Financial planning and management
- Manpower planning
- Organization development
- Management information for marketing overview

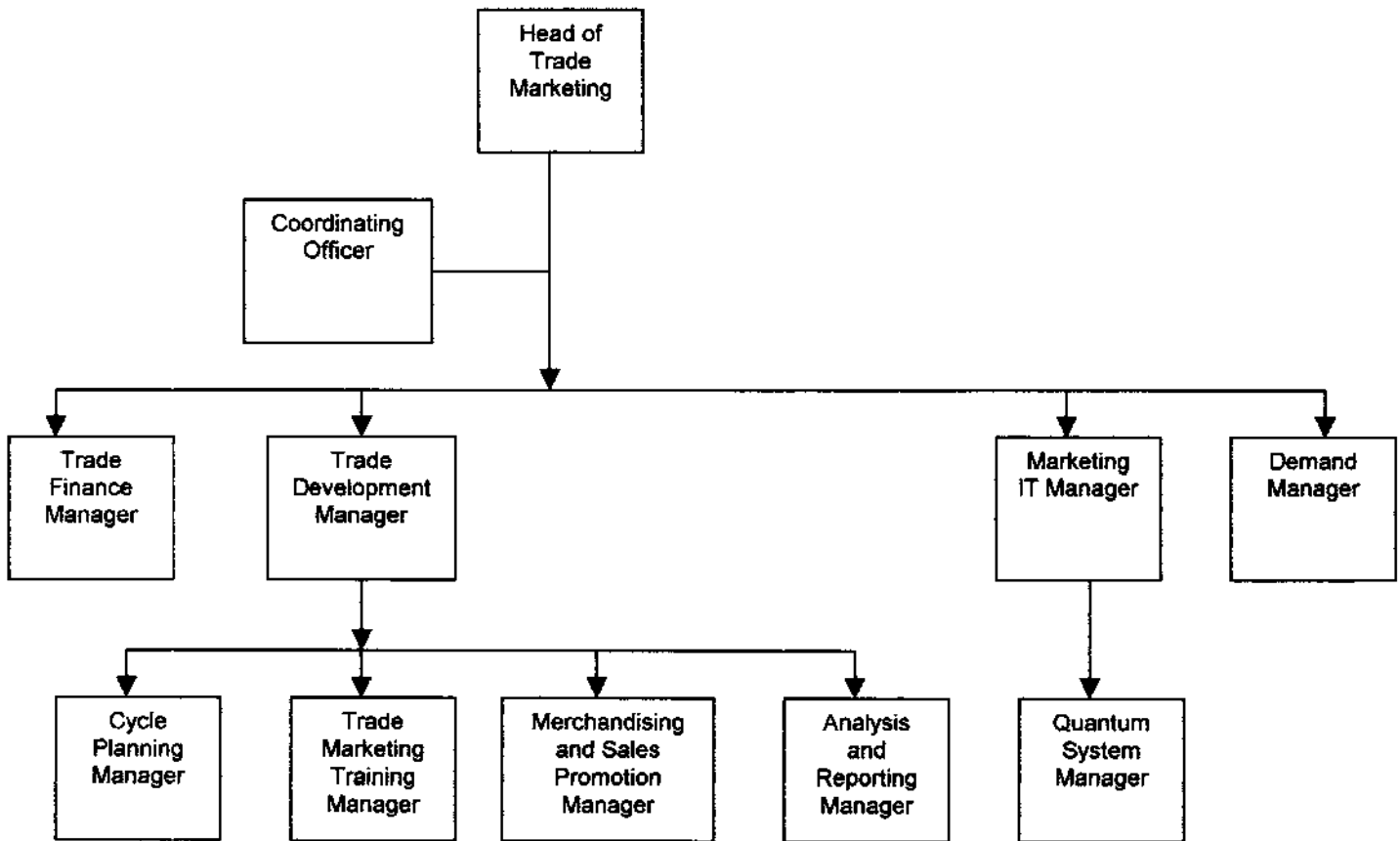
**6. Information Management:** Drive Quantum business benefits to the fullest. The associated sub-activities are:

- Market Intelligence
- Internal Monitoring
- Information Technology
- Customer Satisfaction



**2.7.c. Structure of TM&D Department:**

**TRADE MARKETING ORGANOGRAM (HEAD OFFICE)**



Source: BATB

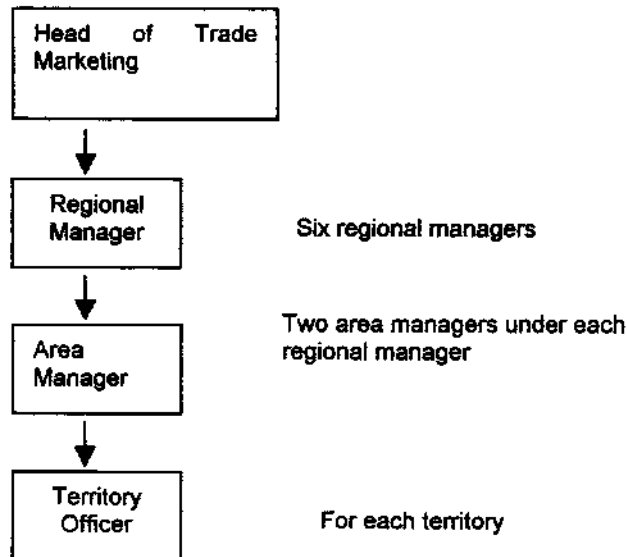
**2.7.d. Regional Trade Marketing Office (RTMO):**

The British American Tobacco Bangladesh has a well-defined mission for the marketing and distribution of products, which is to reach the target consumer in the most efficient manner by becoming the benchmark supplier to the trade within the strategic channels in every market where the company operates. A well-organized trade marketing team is working continuously to make this mission successful; furthermore the whole country has been divided into six regions to perform the marketing activities efficiently. Moreover the regions are further spitted into 11 areas. Right now there are 6 regional managers,



12 area managers and 37 territory officers working under the Head of Trade Marketing. At present, there are 63 distributors involved with BATB who are responsible to make the products of the company available throughout the country.

### TRADE MARKETING ORGANOGRAM (REGIONS)



The British American Tobacco Bangladesh considers the distributors as their customers. They have identified the distinction between the 'customers' and 'consumers' in a proper way. Consumers are those who buy cigarette for smoking. The Company sells their product to the distributors; in turn the distributors sell to the retailers and cash & carry as well. Cash & Carry are nothing but wholesalers. Cash & Carry are needed because at times the retailers may not have adequate funds to buy the required quantity. However, the company is trying to discourage the use of these wholesalers to control the price of their product in the market. Generally, the trade marketing and distribution team performs three main activities, which are trade coverage, cycle implementation and training & development.

**Trade Coverage:** Accumulating primary data from the market is a function of trade coverage. There is a team working to identify retailers who contribute eighty percent (80%) of their total sales volume. The Territory Officers (TO) are responsible for making a route plan by which they can identify which outlets to visit and in what frequency on the

basis of those classes. The Territory Officers have to visit at least 12 outlets a day and collect raw data from the retailers on the call card in the Laptop computer. A set of questions regarding the various aspects of the outlets make up the call card. There is a database at the RTMO, which is updated regularly by using those calls. This database serves as a powerful tool to identify and classify different outlets in terms of volume sales, outlet characteristics and consumer profile.

**Cycle Implementation:** The marketing people of BAT have divided the whole year into 13 cycles and each cycle focuses on a particular brand. Furthermore, the brand marketing group along with trade marketing people develop promotional campaign plans for each brand. They also select the brand for the cycle and develop cycle instructions and send it to RTMOs. After that the trade marketing team develops some objectives and implement those within their territory, which helps to follow the proposal cycle instructions. The regional manager and the area manager(s) then brief the TOs about the cycle objectives and in turn the TOs brief the distributor and ultimately work with the retailers. In this regard the contract merchandisers generally perform well to accomplish the TO's job, at the end of each cycle, the TOs prepare a cycle evaluation report.

**Training & Development:** To train the working people is one of the most important jobs of any TO. They generally train the people working for the distributors, for example distribution representative and also the contract merchandisers within his territory. They also train the retailers about how to approach customers, if necessary.

**Retail Outlet Classification:** The British American Tobacco Bangladesh has classified all the retail outlets into three categories, these are - Convenience, Grocery and HoReCa.

**Convenience Outlet:** All shops where consumers generally go without any purchasing intention fall in this category. The consumers like to buy product on impulse from this sort of outlets. These outlets generally maintain a limited product range and do not offer flexibility in prices.

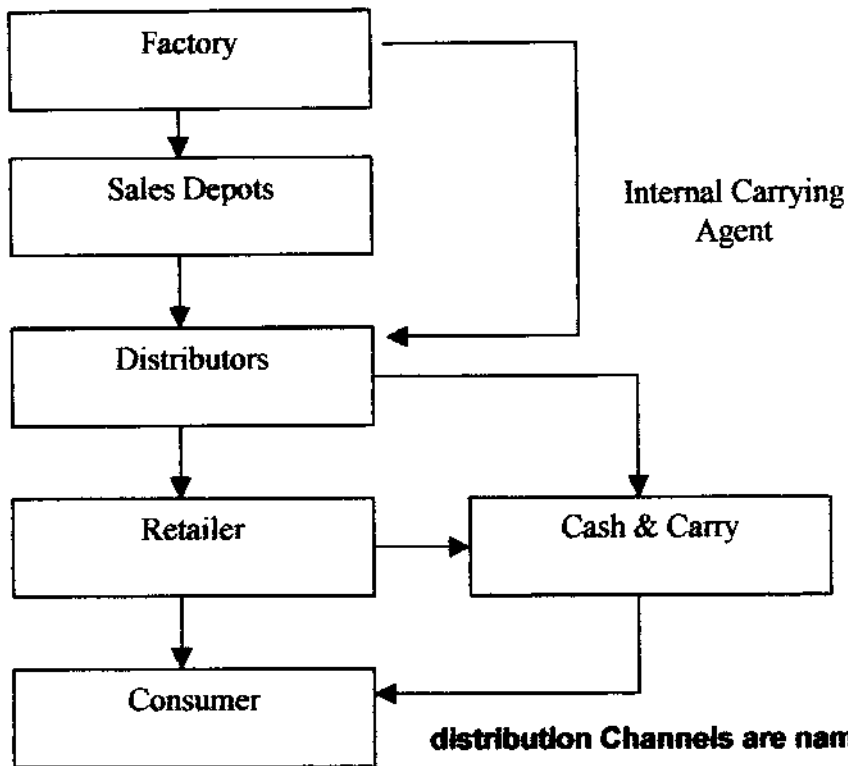
**Grocery:** These are the outlets where consumers visit on a regular basis with a purchasing intention. They generally make a list of items before they will visit these sorts

of outlets. These outlets typically offer variety in terms of product range and also flexibility in prices.

HoReCa: Shops like hotels, restaurants, and cafes are considered in this category. The prime characteristic of a HoReCa is that the shops must have a seating arrangement. It is assumed that consumers visit those shops with the intention to spend some time. These outlets range from small roadside cafes with seating arrangements to luxurious restaurants of fast food outlets.

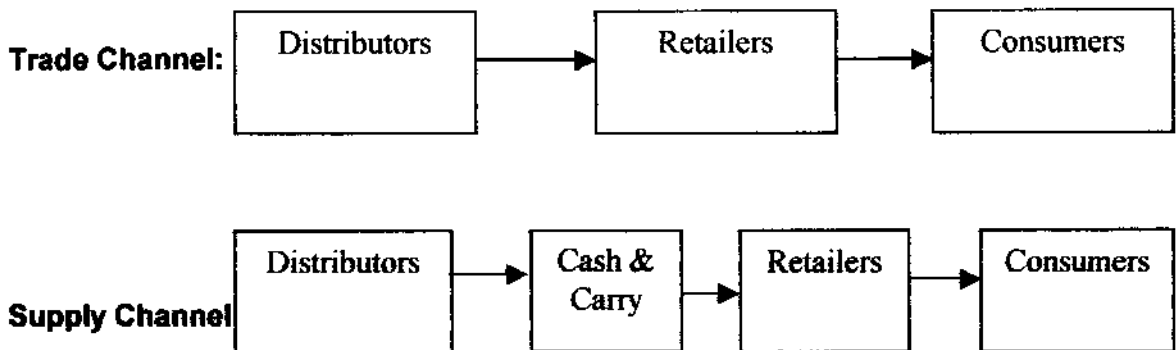
The Marketing Department and the Production Department activities are highly correlated. According to the needs of the Marketing Department, Production Department carries out the cigarette manufacturing. The marketing Department forecasts the sales volume of the different brand cigarettes for the coming business year and based on this, prepare a marketing plan known as the Sales Operational Plan (SOP). According to the Plan, Marketing Department communicates the brand wise sales target for each month to the Production Department. Based on the SOP, Production Department sets its production schedule. The inventories of cigarettes are also evaluated at this stage to find out the actual output to be produced.

**Channel of Distribution:**



Two

**distribution Channels are named as:**



**Regional Go-down:** There are five regional go-down through out the country to fill every regional demand just at the time of need, and to overcome various uncertainties related to physical distribution of products, every regional go-down is directly controlled by separate Regional Manager to face the regional physical distribution challenge.

**Carrying Contractor:** They are the party engaged in the physical movement of cigarettes from head office godown to regional office godown. Normally they are the

truck owners who take all the risk and responsibilities of physical movement of goods between two warehouses.

**Distribution Warehouse:** All distributors have their own warehouse, where cigarette can be kept safely while not degrading its product quality. Distributors buy the cigarette from BATB and from that point ownership and all responsibilities of the products go under the distributors.

**Internal Carrying Agent:** They are like carrying agent but carry small volume of products. Normally they are local truck owners. They carry products from, regional godowns to distributor warehouses. They also take all the responsibilities and risk engaged in physical movement of products.

**Opening Stock at Distributors' Office:** Apart from the warehouse, every distributor also maintains another stock at their office. This stock is for maintaining any change in market demand instantly. Dealers sometimes sell cigarette through their counters to face special situation.

**Delivery Van:** All the delivery vans are owned by the dealers to assure the supply of cigarette on the door of wholesalers, cash & carries and retailers just according to their demand. There are two types of delivery vans. One is Scooter van and another is Rickshaw van.

**Cash & Carry:** They are businessmen who sell cigarette directly to consumers and at the same time they sell cigarette to the retailers.

**Retailers:** Retailers are at the end of the physical distribution system of cigarette selling products directly to the consumer.

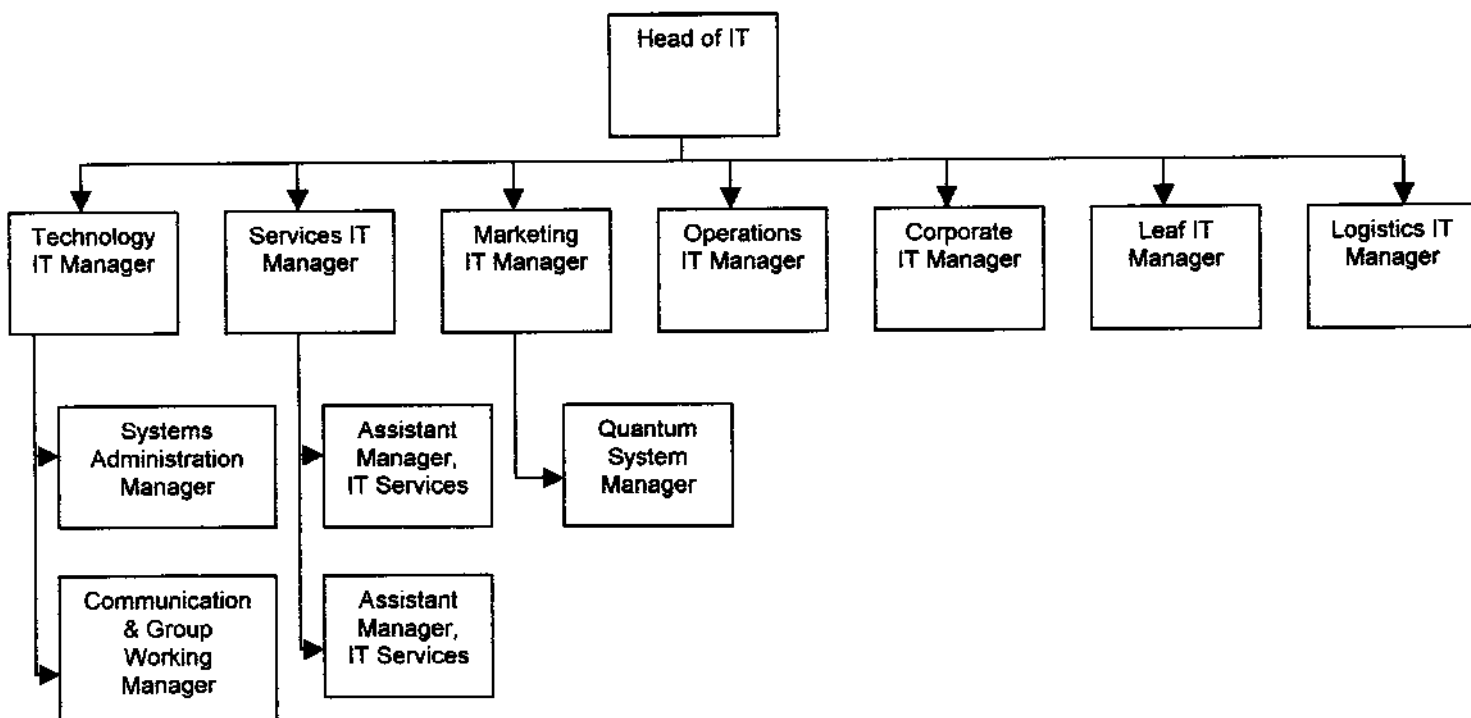


## 2.8 IT DEPARTMENT

Information Technology department was mainly acting as a supporting service for all the other functions of BAT. As the emergence of super information highway and other technological advancement made the business world more competitive, BAT also made necessary adjustments towards the changes and in continuation with that process IT was made a separate department in February 2000. The head of IT is also a member of the executive committee and he is supported by the function support IT managers.

### 2.8.a. IT Structure of BAT:

#### IT ORGANOGRAM



Three Local Area Networks (LANs) have been set up in the Head Office to channel necessary information among the Head Office, main Factory and Kushtia leaf factory. Three LANs are connected via a Wide Area Network (WAN). BAT has a private E-mail



network through which management personnel can deal with each other even with the foreign suppliers.

**2.8.b. IT Strategy:**

British American Tobacco Bangladesh IT department drives the demands of its business and processes. IT delivers comprehensive, timely, and relevant business information to decision makers wherever they are located. This will allow the organization the maximum agility and flexibility to identify new opportunities and quickly respond to competitive challenges.

**2.8.c. Key Objectives of IT:**

1. Establishing and maintaining information and infrastructure architecture to support knowledgeable business users who incorporates IT into their decision making and of doing business, supported by specialist team who manages and seeks continuous improvement, outsourcing where possible.
2. Resilient communication infrastructures that are flexible and are able to take new technical innovation to keep the cost down.
3. To adopt global application convergence strategy that meets the local business requirements, and develop local applications where appropriate, outsourcing data processing where possible.
4. To support the changing organizational structure and requirements, IT continues to make available innovative services and training.
5. To develop application and promote the use of the group working tools as first choice of communications and to become center of excellence for group working.
6. To develop and retain IT professionals.



## 2.9 CORPORATE AND REGULATORY AFFAIRS DEPARTMENT

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The Corporate & Regulatory Affairs Department (CORA) of the company is dedicated towards achieving the company's fifth strategic imperative, which is: *To be a responsible company in an industry seen as controversial*

Globalization and increased scrutiny of businesses by consumers and the general public mean that companies are today judged not only by the quality of products that they produce but also the manner in which they carry out their business activities. It is therefore, an imperative that corporate bodies are responsible not just in their businesses but also in the social domain that they operate in. British American Tobacco's philosophy has been to be conscious corporate citizens wherever they operate, respectful of local cultures

The company recognizes that it manufactures a product, which carries significant risks. In this light, the company believes that only informed adults should use its products and that under-age persons should not smoke. It also believes that the company must act, behave and carry out its business activities in a manner accepted by society at large as responsible. This includes dissemination of the company's positions on issues.

The Corporate & Regulatory Affairs function is charged with driving reputation management to the heart of the business and ensuring the company's involvement as a leading development partner of the country.

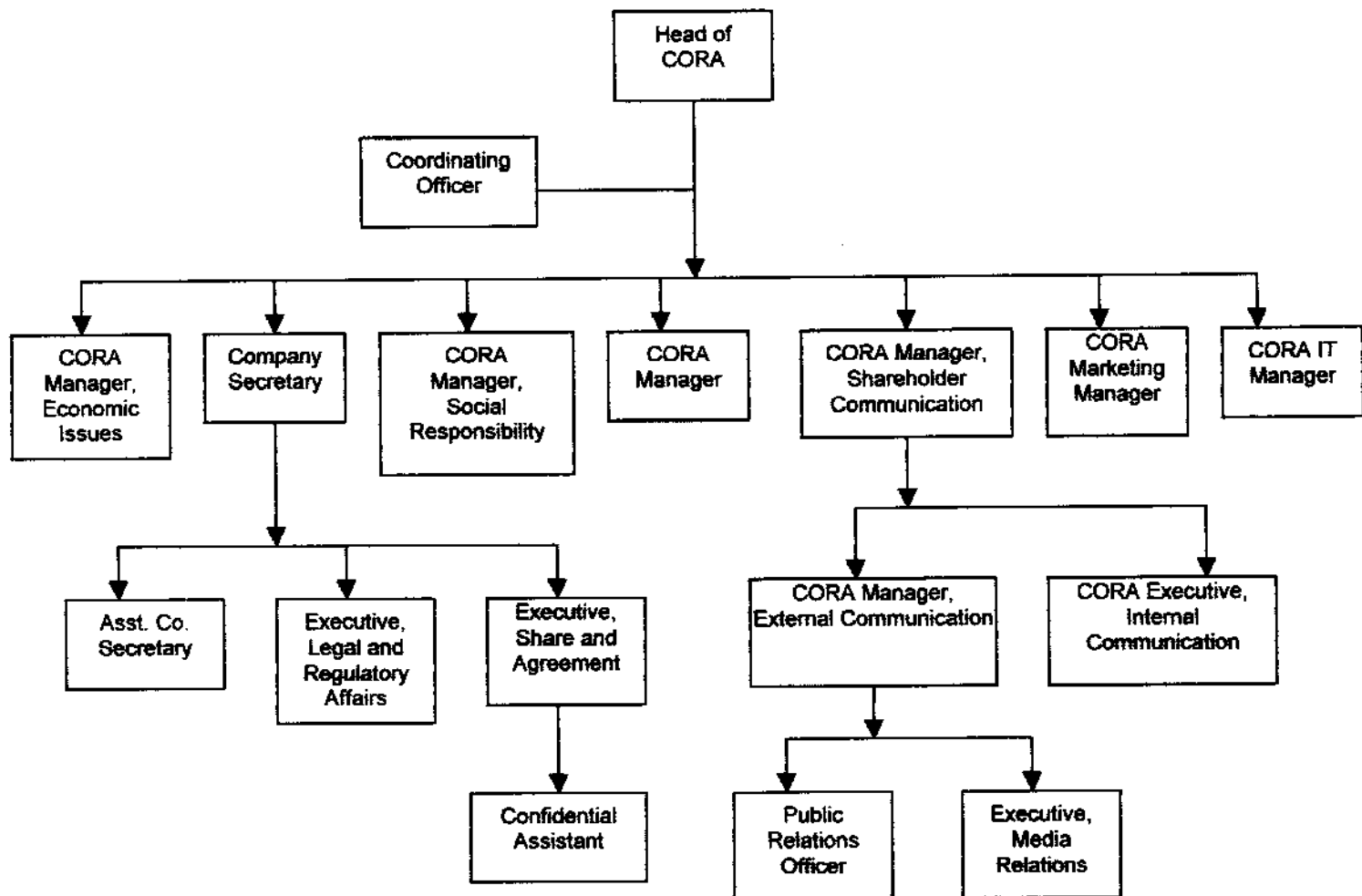
**The CORA Vision:** *To become the most respected FMCG company among key stakeholders*

Reputation management involves identifying and prioritizing the company's stakeholders and preparing and implementing plans to engage and communicate with these stakeholders.

### 2.9.a. Structure of CORA:

The Corporate and Regulatory Affairs Department programs are lead by the Head of Corporate Affairs who is assisted by the Company Secretary and the CORA Managers. The company's Legal and secretarial function also reports in to the Head of CORA. The Company Secretary looks after the legal sides of the company such as trademark Protection, Infringement of Company Rights, Distributor Agreement, and Trust Fund etc. He also looks after the share market activities of BAT shares.

#### CORA ORGANOGRAM



## **2.9.b. BAT Code of Conducts, instructed by CORA, on Tobacco Marketing:**

In a competitive market, BAT wants adult smokers to choose its brands over those of its competitors. Advertising has two purposes – to maintain brand loyalty and to encourage smokers to switch brands. Advertising provides consumers with information to make choices. BAT believes that the use of tobacco products should be an adult choice. Advertising programs, including promotional activities for tobacco products should be carried out in a responsible manner.

The guiding principles for the company's advertising are stated below and for the purpose of these principles, and adult is defined as anyone who is 18 years of age or more.

1. Advertising is intended for, and will be directed at adult smokers.
2. Advertising will not be false or misleading.
3. Advertising will not make health claims about tobacco products or smoking.
4. Advertising will not depict the use of tobacco products as being important to sexual success.
5. Any person appearing in advertising will not be younger, nor appear to be younger than 25 years of age.
6. Where television and/or radio advertising is permitted, it will only be broadcast in those hours when programming is primarily directed at adults.
7. Print advertising will not be placed in publications primarily directed to persons under adult age.
8. Cinema advertising will not be shown during films directed primarily at persons under adult age or at times when the audience is likely to comprise primarily of persons under adult age.
9. No payment shall be made for the placement of advertising or tobacco product in any film produced for viewing by the general public.
10. Advertising will not be displayed on billboards directed at or in close physical proximity to schools or other facilities used mainly by persons under adult age.
11. Direct marketing, market research and sampling of tobacco products will only be carried out with, or in relation to adult smokers.
12. Promotional items and premiums bearing tobacco trademarks will only be directed at adults.

### **2.9.c. Activities of CORA:**

The Corporate and Regulatory Affairs Department of the company is dedicated for maintaining a good image of the company to the society by keeping customers, media, government, suppliers etc. contented. The company believes that as a corporate citizen, it has a conscious duty towards the societies well being. The company promotes and sponsors various community development programs to increase its image in the society.

The department maintains good and continuous liaison with the media, government and other pressure groups in order to protect its business image from any unwanted situation in the context of prevalent anti smoking campaign, nationally and internationally.

The company enjoys credibility with a majority of stakeholders for its transparent business systems and as an honest taxpayer. In 1999, the company generated Tk 980 crore from its turnover of about Tk 1400 crore.

As a conscious corporate citizen, BATB has been actively involved in the promotion of national art, culture and sports. Sponsors of BAT are well known. In the sports field the company sponsored quite a few national and international events. In addition, the company also gave financial and material assistance to Diabetic Association of Bangladesh, Shandhani, Red Crescent and Center for the Rehabilitation of the Paralyzed, Jahangirnagar Teachers Club and Bangladesh Botanical Society.

Academic institutions, literary associations, cultural groups, charitable institutions and community development projects continued to receive support from BAT. To ensure that the country's wood fuel reserves are not depleted as a result of curing tobacco leaf by firewood, BAT launched its afforestation program, which is still continuing in preservation and development of the environmental and natural resource of the country. As part of the community development programs, BAT distributes seeds and seedlings of vegetables to the interested farmers free of cost every year. The company has pioneered commercial production of quality vegetable seeds in the country leading to it being awarded by the Food and Agriculture Organization. The company believes that as a corporate citizen, it has a conscious duty towards the society's well being. The

company promotes and sponsors various community development programs to increase its image in the society.

CORA is also entrusted with upholding the image of the company as a good corporate citizens through a range of activity that include issue based relationships with key stakeholder groups such as media, government and suppliers. The company's contribution to society as a whole is well known i.e. an afforestation program that has seen 30 million trees planted in 20 years. This has led to it being awarded first prize in the Prime Minister's award for afforestation in 1999. International bodies such as the FAO and the World Bank have recognized this program as an exemplary initiative by a private sector company.



## Chapter Three: Report Part

### 3.1 Background of the study-

British American Tobacco is one of the leading multinational organizations in the country. As a well-respected local company fostering freedom of expression and independent thought in a business culture which values diversity, creative thinking and an enterprising approach to challenge, they are privileged to attract and retain experienced managers and graduates of the highest caliber in the country. The diversity of BATB's people is used to strengthen performance and to win as a team. BATB's world class people work as a team to meet challenges in ever changing business environment. It recruits young energetic persons as territory officers (TOs). The company follows a Development Program (Induction Program) in absorbing their new recruits in territory officers (TOs). The process allows the new joiners to be able to get their feet wet regarding various aspects of the company's operation, strategies etc. This induction allows them to visit certain key managers and get their briefing regarding BATB operation, different policies, strategies, different departments and other related areas of their requirements. The existing Development Program has some limitation regarding its structure and guidelines, so the company restructures the Development Program for its benefit and for serving the knowledge to the new joiners more in professional and way. The objective of the development program is to share the learning with the new joiners more in efficient and consistent way so that it reinforces their competency in their field of operation.

During the internship period I was asked by my organizational supervisor Mr. Ershad Jahan (Marketing skill development manager) to assess the existing Development Program, identify the key weak points in the existing program and to readjust and make a standard format for the Development Program. In doing my job my organizational supervisor provides me all kind of guide and help in the best way.



### **3.2 Objectives of the study-**

The purpose of the development program is to serve the following-

- To assess the existing Development Program
- Identify the key weak points in the existing program.
- To reconstruct and make a standard format for the Development Program.
- To share knowledge with new joiners in an effective way.
- To serve a specific objective or guidelines to the new joiners
- To make an induction record for the company.
- To improve the functional and managerial skill of the TOs more effective and professional manner.
- To suggest a program, New Joiners Development Matrix for the TOs to develop their internal qualities those needs support. (Mainly found out during their selection period) for better service.

### **3.3 Scope of the study-**

The attempt of the study was basically to restructure the Development program for new joiners. This process improving their knowledge base during the training period so that the program allows the new joiners to be able to get their feet wet regarding various aspects of the company's operation, strategies etc. This induction program allows them to visit certain key managers and get their briefing regarding BATB operation, different policies, strategies, different departments and other related areas of their requirements.

The present study also tries to find out the limitations of the existing development program in serving its objectives to its subjects. The methodology of the Proposed Development Program was considered to be more effective and efficient in this study.

### **3.4 Time frame of the study-**

This study has started from September 1<sup>st</sup>, 2003 ended on November 30 2003.

### **3.5 Methodology of the study-**

This study mainly depends on secondary data. The main source of data was the documents of the existing Development program. For the proposed development program different information regarding the topics mainly multimedia presentation were collected from different managers.

### **3.6 Limitations of the study-**

1. It would be better if the primary survey can be done on the Territory Officers for the proposed Development Program.
2. It could have been better if it were possible to incorporate the participants' (TOs) view in reconstructing the Development Program.
3. The study mainly emphasis on developing the induction program instead of evaluating it. It would be better if it were possible to figure out whether the new Development Program improves the efficiency of the participants or not.



## Chapter 4: Analysis Part

### **4.1 Introduction**

British American Tobacco Bangladesh is a company of great strengths especially in people. Significant investment in people development through local and international training and embedding their corporate values has fostered a culture that encourages global interaction of talent.

As a well-respected local company fostering freedom of expression and independent thought in a business culture which values diversity, creative thinking and an enterprising approach to challenge, they are privileged to attract and retain experienced managers and graduates of the highest caliber in the country. The diversity of BATB's people is used to strengthen performance and to win as a team. BATB's world class people work as a team to meet challenges in ever changing business environment.

The aim of the people of BATB is to serve their customers and consumer and they continuously seek to improve their product and services to deliver world class quality standards.

The **Development Program** is a training program for the new joiners of BATB mainly for the Territory officers (TOs). The objective of the program is to develop the effectiveness of the learning process during the induction session.

Before going to describe the Development Program for the new joiners (TOs) it is necessary to grasp the role profile of them.

## **4.2 An Overview on Role of Territory Officers (TO's):**

The purpose of the role of Territory Officer(TOs) is to develop and execute trade marketing plan which meets brand, volume, merchandising and promotional objective for each outlet through the most effective and efficient utilization of time and materials in order to achieve area trade marketing objectives.

The trading environment of the tobacco category is changing due to increased trade specialization, concentration of decision power, growth in internationalism and the increased use of technology. To gain competitive advantage and to enhance brand, volume and profit performance and trade marketing organization need to successfully implement BAT's new trade marketing policy. The role of the Territory Officer is to manage the territory in order that it achieves the brand, volume, merchandising, and promotion objectives of the area plan.

## **4.3 Job description:**

Job Title: Territory Officer

Reports to: Area manager

Function: Trade Marketing & Distribution

Location: British American Tobacco Bangladesh Company Limited

## **4.4 Dimension of the job:**

- Country
- Territory
- Trade Channel
- Territory volume
- Territory Budgets
- Number of staff and
- Direct reporting



#### **4.5 Principal Accountabilities of Territory Officers (TOs):**

- Develop and implement a territory trade-marketing plan, which meets the objectives of the area trade marketing plan in the areas of brand, volume, merchandising and promotion.
- Manage the implementation of account plans for merchandising and promotion in the outlets of account chains through the use of part-timers in order to achieve account brand, volume and share objectives.
- Recruit, train and motivate part timers/Merchandiser in order that trade marketing representation in retail chain outlets is superior to the competition in respect of both core value added services.
- Ensure that the territory distribution objectives of brand are achieved by trade channel and outlet type in order that availability is maximized in line with brand strategies and the need of the market.
- Implement national presence marketing and promotion programs with optimum use of resources and materials in order to achieve the highest in-store visibility and sales performance for the key strategic brands throughout the territory by gaining the active support of the trade.
- Establish close working relationship with the trade in order to gain high levels of trade support and loyalty whilst enhancing understanding of the trading environment.
- Manage financial accounts and assets for the area to ensure that trade marketing resources are secure and used in the most efficient and effective manner possible.
- Provide trade marketing information and reports on performance and account to ensure that the Area Manager and the key account handlers are fully informed at all times.

Here the desirable in the role is higher education for the Territory Officers for performing the job perfectly.

#### **4.6 An Overview on the Development Program for New Joiners:**

For the new joiners company\_offers a 12 days development program involves initial induction and market orientation process development program. On the basis of the development program the whole development program can be divided in to following two phases-

- **12 days induction program mostly attached with head office and Eclipse (BATB owned distributor house)**
- **Learning sharing and de-brief at head office**

Based on these phases each of the new joiners gets known to the company and its policy from the first 12 days. During each of the phases the fresher get a view regarding the company's strategy, operation and different policy.



## **4.7 Description of the Development Program:**

Each of the above phases involves a details program in the development process. During the first segment each of the new joiners is given an induction routine consist of the list of managers and their discussion topics respectively. Based on the hand out each fresher visit the managers on time (listed on the routine) at their desk and get the induction from them regarding the topics. The two phases are discuss below:

### **4.7.A. First phase**

#### **12 days induction program**

During the first phase the fresher gets the direction regarding the company policy and strategy. The key learning area during the induction period involves:

#### **Day one**

- a. Introduction with BAT Organization/ vision, mission, Guiding principal& values
- b. Introduction with different functions of BATB
- c. Entitlements
- d. Trade Marketing &Distribution Strategy
- e. BATB Brands

#### **Day two**

- a. Cycle planning
- b. Quantum
- c. Merchandising &Promotion
- d. Market Intelligence
- e. Demand Management
- f. Customer Service
- g. CORA- Corporate Responsibility
- h. Corporate finance



### **Day three**

- a. BATB Security Policy
- b. BATB EH&S Policy
- c. Manufacturing policy
  - i. Primary Manufacturing
  - ii. Secondary Manufacturing

### **Day four to Day ten**

The activities from day four to day ten mostly attached with project Eclipse that is BATB owned distribution house. This phase help the new joiners to broaden their knowledge regarding the daily activities of their job.

### **4.7.B. Second Phase**

#### **Learning Sharing at BATB Head Office**

At day 12 the fresher get back to the BATB head office mainly for the following purpose

- a. Sharing the learning
- b. Debrief with NSM
- c. Question& Answer segment

Here the poll includes managers from human resource and other personals. where the new joiners delivers their views with the HR personals regarding their learning session. Based on the net take out of the learning the management ask question.

After finishing the initial development process each of the TOs are transferred to their working place in different location. They mainly send to different Distributor House in different location of Bangladesh. During this phase TOs mainly have to deal with local distributor, his field force, retailers and consumers. In this segment the TOs get known to their own market for which he is responsible. At this stage they get known to their field of operation.

#### **4.8. Limitation of the development program:**

The entire training program involves two phases of initial development process and operation hands on or on the job training program. In the initial period the development program has some limitation, which causes the fresher not to get the message in a proper way so that they would be able to enhance their efficiency in learning the areas of their interest.

The limitations are:

- It does not follow a standard format
- The Development process doesn't suggest any objectives regarding the topic covers in the process.
- This program has a chance of missing out issues or points regarding the topics.
- It does not suggest any alternative manager's name.
- It doesn't provide any guidelines to the new joiners (TOs) for their review purpose.
- It doesn't provide any suggestion to the managers for the learning sharing session.
- It follows a traditional method in induction process and company doesn't have any record for its review purpose.
- It doesn't suggest any specific formula for improving their functional and managerial skill for their working purpose.
  - It does not suggest any formula for improving the inner quality of the TOs those need support. (Mainly found out during their selection period)

Each of the points is discussed bellow:

##### **1. It is not a standard method**

The Development Process doesn't follow any standard format. Each of the new joiners (TOs) only gets the verbal briefing/induction during the initial period from different managers regarding each induction topics. So the whole process may vary from person to person, as the entire process is based on verbal communication.

## **2. Doesn't have any objectives to serve**

This program doesn't suggest any individual objectives regarding each induction topics. For this case none of the trainers or the TOs gets any idea regarding the process as well as the topics before the phases come.

## **3. Have chances to miss many issues**

As the program is less formulated and doesn't suggest any objectives the managers may miss out some of the issues or points while giving the brief to the TOs.

## **4. Doesn't suggest alternative manager's name**

This program doesn't suggest any alternative managers name on the induction list so that the TOs can meet and get the induction in case of absence of any of the managers who are responsible for providing the brief.

## **5. Doesn't have any guideline for review**

After the briefing session the TOs are not provided with any guidelines, hard copy or handouts regarding the topics covered. So here they cannot review their knowledge further.

## **6. Doesn't provide any guideline for learning sharing session for the managers**

After the initial induction process each of the new joiners (TOs) are called for an session called **learning sharing session** based on their key learning areas in the induction period. As this program doesn't provide any objectives as well as any guidelines to the managers they don't get any supportive materials for asking question to the TOs. So they might miss out some issues, which are very important for their field of operation during the Question-Answer session.



### **7. Company doesn't have any record for its review**

The company recruits TO very frequently to work for the company. So this program is very essential after recruiting them even. But the company doesn't have any record of this development program for central purpose for future use or review.

### **8. Not effective for improving the operational skill of the TOs**

This program doesn't suggest any application for the functional and managerial skill development of the TOs. It is not essential that every individual will have the same quality to perform the job obligation in same manner. It is also required to enforce their internal ability to bring the efficiency in working environment. Say for example, their motivation power or their leadership qualities etc.

### **9. Not effective for improving the internal quality for the TOs**

BATB has a specific selection process of four segments for its candidates. If an individual is selected in every four stages he or she is given a wide range of grade regarding his or her skill and capabilities. For example their motivation power, leadership capabilities, behavior etc. After the joining of the TOS the existing development program doesn't suggest any guidelines for improving these qualities of each individual, which might need more support in enhancing their capability for better service.



## **4.9. An overview on the Proposed Development Program for New Joiners**

The development program is basically a tool for making known to the company policy and strategy as well as to enhance business awareness for new joiners.

According to the proposed development program each of the new joiners will get the induction in a systematic and consistent way and more in efficient form. It is developed more in structured and effective manner.

### **4.9.a. Objective of the proposed Development Program**

The purpose of the development program is to serve the following-

- To make a standard format for induction process.
- To share knowledge with new joiners in an effective and consistence way.
- To serve a specific objective or guidelines to the new joiners
- To make an induction record for the company.
- To suggest a program, **New Joiners Development Matrix** for the TOs to develop their internal qualities those needs support. (Mainly found out during their selection period) for better service.
- To keep all the information for the central reference.



## **4.10. Activity Details during the Development Process**

The proposed Development Program suggests a number of development activities in every of its segments mainly for improving the efficiency of the program in serving the knowledge to the new joiners. The stages of the proposed Development Program are as follows-

- **12 days induction program mostly attached with head office and Eclipse (BATB owned distributor house)**
- **Learning sharing and de-brief at head office**
- **Market orientation**
- **On the job development program for enhancing Functional and managerial skill.**

The process is discussed below-

### **4.10.A. First Phase**

#### **12 days induction program**

During the initial phase (12 days induction) the new joiners mostly attached with

- **BATB Head Office and**
- **Eclipse (BATB owned distributor house).**

During the initial induction period each of the new joiners will get induction regarding the topics listed in the **Induction Schedule** at BATB head office from different managers..

For developing the Induction schedule the following the readjusting activities are completed for the proposed Development Program.

The in-depth activities are as follows-



## **I. Prepare the agenda for details activities both for the Head office and Eclipse-**

Here the company would prepare an agenda for the new joiners for their details activities. The agenda mainly would involve

- All the topics covered during the induction phase.
- Objectives covered in each topic.
- Name of all the managers those are responsible for giving the brief to the new joiners.
- Back up managers list.
- Consecutive date and time.

## **II. Chalking down the key persons for each department-**

For preparing the agenda for the induction program, it is needed to identify the personals that are responsible for giving the brief to the new joiners regarding the company policy, strategy and activities. One of the major tasks of this study was to collect the presentation from all the managers regarding the induction topics.

## **III. Preparing the Back Up managers list-**

It was also a major task to prepare all the back up managers list in this study. In case of absence of the managers the alternative managers would be discussing the topics. It helps to improve the effectiveness of the induction program and the fresher would get the benefits in maximized way.

## **IV. Preparing the presentation by the individuals-**

Instead of oral briefing if the managers share their discussion in a standard presentation format that would be more efficient in case of giving the brief to the new joiners. It would be more beneficial when the topics cover even its objectives. This study also includes the tasks of collecting the power point presentation from each personal regarding each topics including the objectives. For this purpose the managers prepare the presentation based on the following key question-



- How does the process work
- How it helps the business
- How it impacts the new joiners

Such a way the topics would serve all its objectives and would be able to build up a knowledge base between the new joiners more in professional format.

#### **V. Collecting all the presentation for central reference-**

The study also involves recording all the presentation for further development and procurement for the company's central purpose. It would help the company in providing a guideline to share the knowledge for professional purpose.

### **The Induction Schedule**

The above activities help to widen the Induction Schedule for the proposed Development Program. It would be included all the topics, their objectives, name of alternative manager's in case of absence of the managerial personals listed on the schedule and consecutive date and time. The company's adjusted **Induction Schedule** is as follows-

#### **Day one activities at the BATB head office-**

##### **1. Introduction**

Objective: Introduction with company policy, strategy.

##### **2. Introduction with Different Function**

Objective: Introduction with the company's different functions.

##### **3. Entitlements**

Objective:

##### **4. BAT Organization/ Vision, Mission, guiding Principle & Values**

Objective:

##### **5. TM&D Strategy**

Objective:

##### **6. Our Brands**

Objective: Brand Portfolio





## **Day two activities at BATB head office-**

### **1. Cycle Planning**

Objective: Overview on total Cycle Planning Process (planning, implementation, evaluation)  
Overview on Cycle Planning Activity Critical Path  
Deliverables of Cycle Planning Team  
Their role in the process

### **2. Quantum**

Objective: Background of Quantum  
Quantum deliverables  
Process map (interlink with Cycle Planning)  
Their way of life

### **3. Merchandising & Promotions**

Objective: Overview on merchandising  
Outside communication (ATL, BTL activities)  
Overview on changing trade environment (New World of Marketing)  
Stages, Objectives and Tasks of Distribution, Trade Marketing & Retail media  
Merchandising Process Map

### **4. Market Intelligence**

Objective: Identifying, Analyzing & Adjusting market information  
Classify demographic pattern  
Discover new market opportunity & spot threats

### **5. Demand Management**

Objective: Efficient forecasting of demand (Make to Stock)  
Demand Planning over the year

### **6. Customer Service**

Objective: Making the product available through effective distribution in the market  
Direct customer interaction & maintain trade relation & Field Force's roles.

## **7. CORA-Corporate Responsibility**

**Objective: Company direction**

- Evolving role of CORA**
- Leadership in corporate responsibility**
- Six functional objectives**
- Positive relation between success & responsibility**

## **8. Corporate Finance**

**Objective: Basic structure of Finance**

- Different branches of Finance**
- Relevant sub-branches of corporate for TM&D**
- Different types of bills**
- Things needed to be looked into in the bills**
- Process for setting advances**

## **Day three activities at BATB head office-**

### **1. BATB Security Policy**

**Objective: Understanding of the role of security in business**

- Orientation with BATB security policies and procedures**
- Creating security awareness**
- Orientation with fire evacuation and fire fighting**

### **2. BATB EH&S Policy**

**Objective: BATB EHS guidelines**

- Accident prevention**
- Management responsibilities on EHS**
- Environment & Occupation Health**
- EHS communication**

### **3. Manufacturing Operation**

#### **3a. Primary Manufacturing**

Objective: An introduction to Primary Manufacturing Department (PMD)

PMD role

Process Blocks

#### **3b. Secondary Manufacturing**

Objective: An introduction to SMD

SMD Flow Diagram

Evolution on machine

Process map for making & packing

Measurement system & Structured policy (Quality, Cost, EHS, Availability)

Challenges for the manufacturing unit

Dealing procedure for output, quality, people and cost

### **Day four to day ten activities at Eclipse-**

The activities mostly attached with project Eclipse which is BATB owned distribution house. The learning outcome includes-

- a. Basic Distribution Operation
- b. Distribution field force management
- c. Cycle Briefing & Implementation
- d. Trade Marketing calls
- e. Contract merchandiser (CM) Management.
- f. Territory Officer's Daily Life
- g. Understanding the market & industry
- h. Understanding the channels & consumers.



Each of the topics would include their individual objectives. Managers at Eclipse would discuss these individual topics during this phase.

#### **4.10.B. Second Phase:**

##### **Learning Sharing at BATB Head Office**

At day 12 the fresher get back to the BATB head office mainly for the following purpose

- d. Sharing the learning
- e. Debrief with NSM
- f. Question& Answer segment

Here the poll includes managers from human resource and other personals. where the new joiners delivers their views with the HR personals regarding their learning session. Based on the net take out of the learning the management ask question. As for the consistent method of induction process the TOs get a well support for answering the questions in response. The new Development program help them to share their learning in this session more in professional manner.

#### **4.10.C. Third Phase:**

##### **Market Orientation**

After finishing the 12 days program the TOs get a warm market orientation regarding their field of interest. This phase is newly developed in the Development Program. In this stage they get known to the market environment, trade marketing & distribution strategy. Here they understand the concept of new world of marketing, media selection concept, trends in the tobacco industry, changing communication environment, opportunities of dark marketing, trade marketing objectives and task etc. In the existing program there was no such program for the TOs to develop their skill and intelligence regarding these marketing policies.

#### **4.10.D. Fourth Phase:**

#### **Functional and Managerial Skill Development Program**

#### **(On the Job development procedure)**

After finishing the initial development process each of the TOs are transferred to their working place in different location. They mainly send to different Distributor House in different location of Bangladesh. During this phase TOs mainly have to deal with local distributor, his field force, retailers and consumers. In this segment the TOs get known to their own market. In doing their job they being helped by the Regional and Area manager to whom they reports to. This process mainly helps in developing and enhancing their managerial and functional skill.

The New Development Program adds this functional and managerial skill Development Program for the new joiners. For this purpose the study develops an **On the Job** training process where each of the TOs gets back to the Head Office at Dhaka after each month for their attachment with different functional areas.

The monthly activities involve:

- I. Planned activities based on New Joiners Development Matrix
- II. Project based assignment for functional development
- III. One week/month attachment with key functions to develop business awareness and get the overall picture

**The program details are-**

#### **I. Planned activities based on new joiners development matrix-**

Development matrix is basically a matrix documented by BATB HR managers to support the training process based on the TO's grading in different segments, such as their motivation power, leadership capacity, behavior etc. Each of the TOs gets a grade regarding these segments. Based on the grade BATB management policy creates a development matrix for their improvement process in the Development Matrix.



## **II. Project based assignment for functional development-**

Based on the matrix the individual TOs are assigned to perform specific task for their development purpose. This program mainly enhances their inner capability to perform their job more in professional manner.

## **III. Monthly attachment with key functions at BATB Head office**

This process involves one week or month attachment with key functions to develop business awareness and get the overall picture of the working environment and the market.

After first month the TOs are attached with different functional area with their supervisor in Head Office for enhancing their functional capabilities.

The monthly attachments objectives includes the following-

### **III.a. Month two-**

#### **Brand Marketing and Product Technology-**

Here the key learning area involves

- Brand world in global perspective
- Brand portfolio
- Marketing process
- Premium brands

### **III.b. Month Three**

**CORA and Leaf Operation** - includes

- Total overview of the process of leaf buying
- Leaf grading system
- Leaf growing process



- Leaf social.

### **III.c. Month Four**

**Manufacturing Operation-** mainly deals with different manufacturing activities etc.

### **III.d. Month Five**

#### **Finance & IT**

##### **Finance attachments includes**

- Introduction with corporate finance
- Accounts payable
- Treasury
- Costing
- Marketing Finance
- Excise & internal accounts
- Supply chain finance
- Audit
- Corporate reporting

##### **IT attachment includes**

- Supply chain IT (CS/3, DWH, ILS+, others)
- Marketing IT (Quantum, WINGS, DIS, DWH, Others)
- IT Finance
- HR IT (MIDAS, HGWells, others)
- Technology IT (Infrastructure, Lotus note , Interact, others )
- CORA IT (Diganta, IT education)



### **III.e. Month Six**

#### **Supply chain & HR**

##### **Supply Chain attachment includes-**

- Mission, Vision and Strategic Intents
- Procurement Overview
- Procurement process flow
- Activities
- Vendor selection and performance Evaluation
- Safety stock policy
- L/C Opening and Performa invoice
- Benchmarking
- Logistics Overview
- Process Map
- Bonded warehouse Management
- Clearing & forwarding procedure
- Govt. Legislation
- Continuous improvement
- Go Cost Initiative

##### **HR attachment includes**

- Employee relation
- Job evaluation (Employee & Management), people drivers
- Overall structure of HR
- HR competencies, Function of HR
- Industrial relation, Labor laws, Industrial disputes, Grievance handling
- Training and development
- Elements of pay
- Job Grade Structure
- Recruitment & Selection
- Salary survey





At the end of the six months development process the TOs get involved with their everyday routine activities to which they are responsible for. The entire development program helps them to know their field of operation, market, trade environment and their working responsibilities. This process also helps them to understand the changing trade environment (New World of Marketing), Trade marketing, field force management, account management, distributor handling, consumer interaction, resource management, and other additional activities in their working place.



2. **Open Minded:** Being an active listener, genuinely considering others' view points and not pre-judging.
3. **Freedom through responsibility:** The freedom to take decisions and act on them obliges the personals to accept personal responsibility for the way they affect their stakeholders.
4. **Enterprising Spirit:** The confidence to seek out opportunities for success, to strive for innovation, and to accept the considered risk-taking that comes with it.

### **BATB Brands:**

British American Tobacco is proud of its reputation for manufacturing high quality cigarette brands which are enjoyed by millions of adult smokers. Their portfolio includes a range of brands for different consumer preference. Well known international brands such as Benson & Hedges (Light and Special Filter), State express 555 and John Player Gold Leaf (Light and Full Flavor) complement the national Star, Scissors and Capstan families of brand.

### **Cycle Planning:**

In order to merchandise it's product in the market British American Tobacco Bangladesh (BATB) carries out different activities through the year. The key aspect of cycle planning is to boost up a brand with adequate merchandising and promotional activities which will ultimately influence the sales volume of that particular brand and will presence the brand strongly in the market. In order to synchronize the activities, the company divides each year in 13 segments. Each of this segments is called cycle. Each cycle is generally of 28 days or 4 weeks duration. To promote its product effectively and efficiently the company conducts some systematic advertising and merchandising activities in each cycle. Each cycle has a set of objectives. For instance, sales objective, distribution objective, merchandising & facing objective etc. Planning, Implementation and evaluation of any marketing activities in order to achieve company objectives are driven through **Cycle Planning Process**. Once the activities finally "Firmed" for the cycle plan, a **Cycle**

## **4.9 Key Learning Areas during the Development program:**

### **The Induction topics description:**

During the entire Development program the TOs get well known to the following topics based on the Induction Schedule.

The details description on the induction topics is as follows-

### **Vision**

To be the world's number one international tobacco group and to perform within the top tier of global companies in term of sustainable profit growth.

BTTB vision is to motivate its people and drives its operations are the desire to extend its leadership through world class performance across all areas of its business.

The purpose of a vision is to give it an ambition something to aspire to something to lift its sight and raise its game.

### **BATB mission**

BATB describes its mission in three ways. The mission is

1. To double our net revenue by 2005
2. To grow its share of the total tobacco market.
3. To dominate in the key identified segments.

### **Guiding Principles & Values**

The four guiding principles are

1. Strength from diversity: Actively utilizing diversity – of people, cultures, viewpoints, brands, markets and ideas- to create opportunities and strengthen performance.



**Instruction** for field force are then prepared by Cycle Planning Manager together with Trade Development Manager. The instruction consist every detail of all activities to be implemented along with specific cycle objectives (Brand or Trade) and its evaluation criteria. Cycle planning manager use to do his core job in the following way

1. Cycle Instruction & Point of Sales (POS) Shipment
2. Quantum Support (Cycle Targeting)

Based on the cycle objectives and “firmed” activities, a cycle specific outlet coverage plan for the Trade marketing field force (Trade Marketing Representatives) are being prepared in order to achieve the cycle objectives

Normally after receiving the cycle instruction, the Territory Officers conduct Field force briefing accordingly. As per the instruction, field force executes the activities.

Normally the activities include campaign message communication, POS material placement, carry out trade promotion (if any) as per the agreed modality.

Normally Post implementation review of all the cycle activities are carried out against objectives. From the review specific learning are taken as input for next cycle plans.

For post Implementation review, a bottom up procedure is followed which starts from **Cycle Evaluation Reports** of every Territory based markets and ends with a **National Cycle Evaluation Report**.

**Retail Audit** is published on every month, which provides relevant input to cycle evaluation.

## **Quantum:**

Quantum is an IT based Marketing support system to carry out different marketing activities in targeted retail outlets. It enables to carry out the marketing activities more effectively and efficiently.

BAT Bangladesh started with Quantum back in October 1998. It helps to enhance the trade marketing capability to gain competitive edge over any existing or potential competitors and to become more effective and efficient in targeting marketing investment at point of purchase.

It also enable TOs to perform their visit more effective and planned way in different outlet which is mainly known as TOs call and even to use the data in diversified and easier way. It provide relief from the huge administrative job regarding paper based calls and summarizing them It also act as a decision making tool regarding territory management.

In all it has proved to be a good tool for-

- Outlet maintenance
- Merchandising placement for niche brands.
- Territory management.
- Fixed coverage planning.
- Effective cycle planning and implementation.
- New brand launch.
- Monitoring market trend.

To do the trade marketing activities keenly, Quantum is software for some selected POS that are the main contributor of the total sales volume of BATB. By implementing the Quantum concept it is easily measurable ADS, on hand stock OOS (out of stock), etc of a particular point of sales.



## **Demand Management:**

Demand Management concept Start from forecasting, efficient forecasting is mandatory to avoid overstock or under stock

Demand management works with two concepts:

- Make to order
- Make to stock

As cigarette is a fast moving consumer goods, BATB follows its demand management based on the second one which is making to stock concept.

Demand manager is has to have a keen eye on the following issue in order to meet the demand in the equilibrium point as well as to have a demand planning.

- Information of new product Development.
- Market survey result
- Information from TOs.
- Cycle activity over the year.
- Seasonality.
- Economic condition of the country.

## **Market intelligence:**

In order to have a competitive business edge, Market intelligence worked with market data and information, analyzes those, figure out the facts and future corrective activities to remain competitive in the current market arena. However it also works with the demographic pattern, new market opportunity and threats for the company.



## **Corporate responsibility:**

The concept of corporate responsibility is to meet the expectation of the people particularly within the geographic boundary where the company is operating its business. A company like BATB that gives value to the society feels itself responsible to do something for the well fare for the people. It enhances the image of the company as well as in that society.

BATB is now working in education (Alor dishari), Health (blood Donation, Vaccination), Employment, Forestation and Export sector in Bangladesh as a part of its social responsibility.

## **Corporate Finance:**

The main branches of Finance of BATB are:

- I. Core Finance
- II. Functional Finance

### **Core finance**

Core finance is divided into three main branches. They are:

1. **Corporate Finance**
2. **CARG**
3. **Internal Audit**

1. **Corporate finance** is the heart of BATB finance. It has ten sub branches. They are;

- Treasury
- Accounts receivable
- Account Payable
- VAT & Excise
- Costing
- Fixed Asset Management
- Petty cash Management
- Insurance and Leasing Management
- Monthly Financial Accounts
- Annual Accounts

But the relevant function for TM&D from corporate finance are-

- A. Treasury**
- B. Account Payable**
- C. Account Receivable**
- D. VAT& Excise**

#### **A. Treasury-**

Treasury maintains day to day relation with the banks we bank with. They facilitate opening of managers salary account to negotiation of LC and sales collections. For any banking related transaction treasury is the first point of contact for BATB.

- **Salary:** After management salaries are being process by HR, treasury advises the relevant banks to make the transfer to respective managers salary account.
- **LC:** Processes LC for import and export of goods.
- **Reconciliation:** Treasury does the bank reconciliation with company books.
- **Fund availability:** Treasury arranges funds for day to day operations as and when needed.

All bank related transactions are arranged by treasury.

#### **B. Accounts Payable**

All shorts of bills, advances and advance settlements are being processed at Accounts Payable. From time to time Accounts payable also provides advances to RTMO as and when advised by the marketing finance.

#### **C .Accounts receivable**

At account receivable, actual sales is reconciled with bank receipt. At the same time, any advance given to a manager or any deduction needed to be made from a manager is maintained with Account receivable.

#### **D .VAT & Excise**

All day to day VAT & Excise related reporting and problems are being management by this team.

**2. CARG:** performs the intra company reporting with RSU (Regional support unit in Hong Kong) Globe House ( UK). All company plans, financial reports, forecast are reported to RSU and Globe House by CARG



**3. Internal Audit** performs company wide audit to ensure there is an appropriate balance of risk and control throughout the company.

### **Functional Finance**

Functional Finance is divided into following parts

- Operation Finance
- Marketing Finance
- IT Finance
- CORA Finance
- HR Finance
- Leaf Finance

The task performed by functional finance is Budgeting, variance analyses, cash flow, forecasting, and financial reporting.

### **Customer Service:**

Customer service plays a vital role in distributing the finished goods from FGI ( Finished Goods Inventory ) to the seven sales depots in the various part of the country to make the product available in the market place on time.

The six sales depots are:

- Dhaka North
- Dhaka South
- Chittagong
- Sylhet
- Khulna
- Bogra

BATB deliver its product of each brand to these sales depots in for ensuring its market availability and visibility. For the changing trade environment (New world of marketing) BATB put more emphasis on direct customer interaction on out late basis. BATB don't do mass marketing as for the changing environment. In response to this concept the working personals regularly visit the market for maintaining the trade relation. They have a big field force for this purpose like Brand Promoters, Relation Team, and Contract Merchandisers etc for consumer contact under ASU 30.



## **BATB Security policy:**

Security is defined as the creation of a secure environment in which British American Tobacco Bangladesh will ensure as far as practicable, that its people are safe, its assets and operations are protected from theft and wilful damage and its sensitive and proprietary information is kept private.

### **Philosophy-**

- Security is everyone's business.
- The function of specialised security personnel is to assist management in the creation and maintenance of a secure environment.

### **Principles-**

- An individual is primarily responsible for his own personal and property security.
- Measures applied by him/her should be commensurate with the threat.
- No one can have greater interest in protecting himself than the individual concerned. The greater the effort he/she puts into this task, the greater will be his/her degree of safety.
- However, if attacked, regardless of the situation, no resistance should be offered.
- You are vulnerable when:
  - Answering the door at home.
  - When preparing to drive off in your car.
  - When your movements can be anticipated.

## **BATB EHS Policy:**

BATB including its subsidiary companies aims to apply the best international standards of practice in all aspect of its operation which relates to the health and safety of its employees and non company personal on company premise and the conservation of the physical environment and to give a high priority to these activities.

As a major international marketers, manufacturer and distributor and as a good corporate citizen the company is committed to:

- Providing and maintaining safe and healthy working environments including safe system of work for all its employees and non-company personal on company premises.
- Paying due regard to all impacts of its activities on the physical environment.

## **Manufacturing Operation:**

### **Primary Manufacturing:**

Primary manufacturing starts from GTL (Green Leaf Trashing) and finished at CTS (Cut Tobacco Stored). Main challenges of primary Manufacturing are:

- Cleaning (Dust Removing )
- Classifying (Separation of Steam and Lamina )
- Expansion ( Strengthen Feel Value )

As much as feel value increase the quantity of tobacco per stick will require less. In the same way as much as fell value decreases the quantity of tobacco per stick will require more. So the main challenges PMD (Primary Manufacturing Department) has to increase the feel value.



## **Secondary Manufacturing:**

The key functions of secondary manufacturing are:

- Manufacturing the cigarettes
- Packing & Wrapping

BATB is now using the latest technology to maintain the standard of its product and to ensure the optimum use of its resources.



# Major Findings



## Chapter Five: Findings

### **MAJOR FINDINGS**

The new development program has some benefits in its operation. The company enjoys a number of following benefits under its criteria-

1. The Development Process follows a standard format
2. It suggests the objectives regarding the topic covers in the process.
3. This program doesn't have any chance of missing out issues or points regarding the topics.
4. It suggests the alternative manager's name.
5. It provides the guidelines to the new joiners (TOs) for their review purpose.
6. It provides the suggestion to the managers in the learning sharing session.
7. It suggests a specific formula for improving their functional and managerial skill for their working purpose.
8. It suggests a Development Matrix for the new joiners to reinforce their inner skill for better service.



## Chapter Six

### **RECOMMENDATION:**

The Development program is developed for serving the objectives of sharing knowledge to the new joiners more in professional way. It would be more beneficial if it follows the following process in its implementation-

- There need to make an evaluation on the Development Program. It would be better if it were possible to figure out whether the new Development Program improves the efficiency of the participants or not.
- The process would serve the new joiners more in consistent manner if the company serves them with a word document regarding each of the induction topics at the first day with their role profile.





## Chapter Seven

### **CONCLUSION**

British American Tobacco is one of the leading multinational organizations in the country. It recruits young energetic persons as territory officers (TOs). The company follows a Development Program (Induction Program) in absorbing their new recruits in territory officers (TOs). The process allows the new joiners to be able to get their feet wet regarding various aspects of the company's operation, strategies etc. This induction program allows them to visit certain key managers and get their briefing regarding BATB operation, different policies, strategies, different departments and other related areas of their requirements. The existing Development Program has some limitation regarding its structure and guidelines, so the company restructures the Development Program for its benefit and for serving the knowledge to the new joiners more in professional way. The objective of the development program is to share the learning with the new joiners more in efficient and effective and consistent manner so that it reinforces their competency in their field of operation.



## **BIBLIOGRAPHY**

To complete the study various sources of secondary materials were used mainly books, routine Induction, existing induction process guidelines and various reports. All these materials provided significance help in completing the internship study.





## **Development Program for New Joiners**

**Program Detail:** The new joiners will have the attachment with the following processes for one week each. They need to manage one week time in every month for four months to come down to HO for this attachment.

### **Brand Marketing & Product Technology**

**Date:** Day-1 of fourth week of month 2

**Time:** 9:00 to 5:00

Supervisor: Raihan Rahman

Brands in our portfolio

Portfolio management

Marketing Process

**Date:** Day-1 of fourth week of month of 2

**Time:**

**Supervisor:**

JPGL (VFM)

Brand World in Global Perspective

Brand Portfolio

Marketing Process

Attachment with Grey

Attachment, On the job

**Date:** Day- 2 of fourth week of month 2

**Time:**9:00 to 5:00

**Supervisor:**

Premium Brands (B&H, SE555)

Brand World In Global perspective

Brand Portfolio

Marketing Process

**Date: Day- 3 of fourth week of month 2**

**Time: 9:00 to 5:00**

Supervisor:

Attachment: DVFM

Brand World In Global perspective

Brand Portfolio

Marketing Process

DVFM Attachment with Adcome

DVFM Attachment with Interspeed

DVFM On the job

**Date: Day- 4 of fourth week of month 2**

**Time: 9:00 to 5:00**

Supervisor:

Attachment:

Marketing Research/ SOMRA Agency

Our VBS and best practices

JPGL Research Attachment with SIRIUS

**Date: Day- 5 of fourth week of month 2**

**Time: 9:00 to 5:00**

Supervisor:

Attachment:

PDT

Blending

Wrap Up

## **CORA & Leaf**

**Day 1 of the fourth week of month 3**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Mission and Strategic intents

Total overview of the process of leaf buying

**Day 2 of the fourth week of month 3**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Leaf Grading System

**Day 3 of the fourth week of month 3**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Leaf Growing Process

Leaf social



## **Finance &IT**

**Day 1 of the fourth week of month 5**

**Time:9:00 to 5:00**

**Supervisor:**

**Attachment:**

Introduction to Corporate Finance

Accounts payable

Treasury

**Day 2 of the fourth week of month 5**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Costing

Marketing Finance

Excise & Internal Accounts

**Day 3 of the fourth week of month 5**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:**

Supply Chain Finance

Audit

Corporate Reporting

**Day 4 of the fourth week of month 5**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Supply Chain IT (CS/3, DWH, WINGS, ILS+, Others)

Marketing IT (Quantum, WINGS, DIS, DWH, others)

IT Finance

HR IT (MIDAS, HGWells, others)-0.5 Day

**Day 5 of the fourth week of month 5**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Service IT (Help Desk)

Procurement, Training, SLA, IT security, Others

Technology IT (Infrastructure, Lotus Notes, Interact, Baithak)

CORA IT ( Diganta, IT education)

## **Supply Chain & HR**

**Day 1 of the fourth week of month 6**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Mission, Vision and Strategic Intents  
Procurement Overview  
Procurement process flow  
Activities  
Vendor selection and performance Evaluation

**Day 2 of the fourth week of month 6**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Safety stock policy  
L/C Opening and Performa invoice  
Benchmarking  
Logistics Overview  
Process Map

**Day 3 of the fourth week of month 6**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Bonded warehouse Management  
Clearing & forwarding procedure  
Govt. Legislation  
Continuous improvement  
Go Cost Initiative

**Day 4 of the fourth week of month 6**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Employee Relations

Job evaluation (Employee & Management, People drivers)

Overall Structure of HR, HR competencies, Function of HR

Industrial Relations/ LTA process, Labor Laws

**Day 5 of the fourth week of month 6**

**Time: 9:00 to 5:00**

**Supervisor:**

**Attachment:** Industrial disputes, Grievance Handling

Training & Development

MIDAS (PCD, PA)

Elements of Pay

Job Grade Structure

Recruitment & Selection

Salary survey