



Inspiring Excellence

“Fast Track”

A project of British American Tobacco Bangladesh Company Limited

Submitted by:

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BRAC Business School

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Submitted to:

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Submission Date:

12th April 2018, Thursday



**BRITISH AMERICAN
TOBACCO**

“FAST TRACK”

A project of British American Tobacco Bangladesh Company limited.

Letter of Transmittal

To

Asphia Habib

Lecturer

BRAC Business School

BRAC University

Subject: Submission of internship report on project “FAST TRACK.”

Dear Ma’am,

It is my great pleasure to be able submit this Internship report on my three months long Internship program at British American Tobacco Bangladesh, in the department of Human Resource. The title of the report is “FAST TRACK.”

This report has been prepared to fulfill the requirement of my internship program at my assigned organization British American Tobacco Bangladesh. I have put in my best effort to make this report a successful one. It has been joyful & enlightening experience for me to work in the organization and prepare this report. This has also been obviously a great source of learning for me.

I would like to express my sincere gratitude to you for your guidance and suggestions during the preparation of this report. It will be my immense pleasure if you find this report useful and informative. I shall be happy to provide any further explanation regarding this topic if required and please do not hesitate to contact me if you have any query on this report or any other relevant matters. Any shortcoming is completely mine to take the blame and I apologies in advance

Sincerely,

Jawwad Rabbi

ID 13204084

Letter of Approval

This is to certify that Jawwad Rabbi, ID: 13204084, of BRAC Business School, BRAC University has successfully completed his internship report titled “**FAST TRACK**”, under my supervision. His internship placement was at British American Tobacco Bangladesh Company Limited. I am pleased to state that he has worked hard in preparing this report and was able to present a good picture of the concerned organization. The data and findings presented in this report is accurate and authentic.

Miss. Asphia Habib
Lecturer,
BRAC Business School,
BRAC University.

Acknowledgement

The successful completion of this project work is the outcome of the contribution of a number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve this report. At the very beginning I would like to express my deepest gratitude to Almighty Allah for giving me the strength and the composure to finish the task.

I would like to thank my line manager, Mofizur Rahman, Senior Payroll Officer, HR, British American Tobacco Bangladesh, for rendering his valuable time and providing me with crucial information which was needed for the successful completion of this report.

I am also thankful to my fellow colleagues of British American Tobacco Bangladesh who gave me their valuable time and advice to successfully complete this report. I also want to thank my University friends for their encouragement and support while making this report.

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Executive Summary

The project “Fast Track” will benefit everyone involved in the production departments of British American Tobacco. Duties of line managers will be simplified and become much easier to perform and workers will be able to access information quicker and much easily than ever before. Unproductive manual labor will be minimized and huge amount of paper waste will be avoided. The managers will have better governance over the workers while at the same time increasing their efficiency. Workers will no longer have to waste their time in long queues for applications. The main challenge while implementing this project was the inexperience of software developers and the retractions in designing the KOISK.

Organizational Overview

British American Tobacco (BAT) has been operational in this part of the world since the early 1900s. In its inception, British American Tobacco sailed under the banner of Imperial Tobacco and set up its first sales depot in Armanitola, Dhaka. Following the partition of India in 1947, Imperial Tobacco was rebranded as Pakistan Tobacco Company in 1949 and set up its first factory in Bangladesh at Fauzdarghat, Chittagong. In 1965 the company's second factory went into production in Mohakhali.

Following the liberation war of Bangladesh, Pakistan Tobacco Company was renamed to Bangladesh Tobacco Company before finally aligning itself with the corporate identity of British American Tobacco group and renaming itself to British American Tobacco Bangladesh (BATB) in 1998.

BATB manufactures high quality tobacco products for its consumers that span over 200 markets around the globe. It was one of the first companies to be listed in Dhaka and Chittagong Stock Exchange and is currently ranked among the top 10 companies in terms of market capitalization.

Of the total market share, British American Tobacco Group holds 72.91%, 7.05% is owned by Investment Corporation of Bangladesh, Shadharan Bima Corporation, Bangladesh Development bank limited and the Government of the People's Republic of Bangladesh and the remaining 20.04% is owned by other shareholders.

Besides being one of the highest taxpaying companies of the country, BATB brings in almost two thirds of the total revenue generated in the cigarette industry. As one of the most international businesses of the world, the company is committed to embedding the principles of Corporate Social Responsibility group wide and therefore tries to be a responsible company where ever they operate as they believe that success and responsibility goes together.

Company Vision: World's best at satisfying consumer moments in tobacco and beyond.

Satisfying Consumer Moments: BATB believe that by being the world's best at satisfying consumer moments, the company will sustain leadership of the industry. Consumers are at the core of everything BATB doe and its success depends on addressing their evolving concerns, needs and behaviors.

Tobacco and Beyond: The second part of BATB's vision – tobacco and beyond – recognizes the strength of BATB's traditional tobacco business and the opportunities in Next Generation

Products. This is a great potential business opportunity because consumers are looking for choices and product categories in which BATB is uniquely placed to succeed.

Company Mission: Delivering our commitments to society, while championing informed consumer choice.

Deliver Our Commitments to Society: As society changes and priorities and needs shift, BATB must be ready to meet new challenges and take advantage of new opportunities. BATB is a major international business and with this status comes responsibilities such as developing less risky products, being open about the risks of all the products, supporting agricultural communities in leaf-growing areas worldwide and minimizing the impact on the environment.

Champion Informed Consumer Choice: BATB needs to continue ensuring that its adult consumers are fully aware of the choices they are making when they purchase the products. BATB recognizes that it has a responsibility to offer a range of products across the risk continuum but will also defend people's right to make an informed choice.

Strategic Focus Areas

The foundation upon which BATB's strategy is built has been in place for many years but continues to refocus its activities in all four areas and constantly review its ways of working.

1. Growth

By developing new brands and products to meet the ever-evolving demands of the consumers.

2. Productivity

Effectively deploying resources to increase profits and generate funds for investment.

3. Winning Organization

Ensuring the company has great people, great teams and a great place to work.

4. Sustainability

Ensuring a sustainable business, that meets stakeholders' expectations.

Guiding Principles

Enterprising Spirit

BATB values enterprise from all its employees across the world, giving the company a great breadth of ideas and viewpoints to enhance its way of doing business. They have the confidence to passionately pursue growth and new opportunities while accepting the considered entrepreneurial risk that comes with it. They are bold and strive to overcome challenges and are the cornerstone of their success.

Open Minded

BATB's corporate culture is a great strength of the business and one of the reasons they have been, and will continue to be, successful. They are forward-looking and anticipate consumer needs, winning with innovative and high-quality products. They listen to, and genuinely consider, other perspectives and changing social expectations. They are open to new ways of doing things.

Freedom Through Responsibility

BATB gives their people the freedom to operate in their local environment and always strive to do the right thing by exercising BATB's responsibility to society and other stakeholders. They use their freedom to take decisions and act in the best interest of consumers

Strength From Diversity

BATB respects and celebrates each other's differences and enjoy working together. They harness diversity – of the people, cultures, viewpoints, brands, markets and ideas – to strengthen their business. They value what makes each of us unique.

BATB Business model

Essentially, BATB manufactures and sells cigarettes, but there is definitely a lot more to it than that. BATB's sustainable approach to sourcing, production and distribution helps them create value for a wide range of stakeholders. They include farmers and their communities, suppliers, retail and wholesale trade partners, NGOs, governments, regulators and the society at large.

BATB's People & Relationships

BATB employs around 1,500 people directly and approximately 50,000 people indirectly as farmers, distributors, local suppliers and over 1.3 million retailers. They take great pride in saying that BATB is one of the most preferred employers in the country. It is the people who bring their difference every day that make BATB a great place to work in.

BATB keeps harmony with all its valuable stakeholders. In 2015, the company once again ensured that their contribution to the Government is very significant by paying BDT 13,631 crores to Government exchequer. BATB encourage a culture of personal ownership and values its employees' talents. Their diverse perspectives help the company succeed and recognize their critical role in achieving the goals set for business.

Source

What BATB Does?

BATB does not own any tobacco farms but provide agronomy support through extensive services. The Company's Leaf function starts with the hard work of around 33,000 registered farmers within the village community.

What Makes BATB Different?

BATB has implemented the policy on Sustainable Tobacco Program with an aim to apply the best local and international practices in the areas of Agronomy, Leaf Depot Operations, Leaf Processing Operations, Environmental Management, Human Rights, Occupational Health and Safety Standards encompassing its Leaf Operations.

Market

What BATB Does?

BATB produces a range of products including: Benson & Hedges, John Player Gold Leaf, Pall Mall, Capstan, Star, Derby, Pilot and Hollywood. Our range of products covers all segments, from low to premium.

What Makes BATB Different?

BATB has a successful brand strategy based on sound consumer insights.

Its portfolio consists of a good number of international as well as local brands that is designed to meet a broad array of consumer preferences around the country, with the idea of delivering today and investing for tomorrow.

Produce

What BATB Does?

Manufacturing tobacco products is a large-scale operation and BATB has all the state-of-the-art manufacturing facilities in the country. BATB works to ensure that its costs are competitive and they use the resources as effectively as possible.

What Makes BATB Different?

BATB's production facilities are designed to meet the needs of an agile and flexible supply chain, providing a world-class operational base that is fit for the future.

Ensuring leaf and products in right place at the right time at the right quantity is a formidable logistical exercise for which BATB is highly committed.

The nature of its business allows BATB to pool resources on a global scale and maximize efficiency.

Distribute

What BATB Does?

BATB's well-developed distribution channels are critical enablers of its growth strategy, allowing BATB to roll out innovations on a big scale.

What Makes BATB Different?

BATB continuously reviews its route to market, including relationships with wholesalers, distributors and logistics providers.

A good volume is sold by retailers supplied by its exclusive distributors.

The company encourages to embed best practices at the distributor end as well, to ensure regulatory compliance of the cigarette industry.

Consumers

Consumers are at the heart of BATB's business. They invest in world-class research to understand changing consumer needs and buying behavior. This drives its supply chain, product development, innovations, brands and trade activities. BATB aims to satisfy consumers while addressing stakeholder expectations about how its product should be sold. BATB aims at developing innovative solutions to evolve its brand portfolio and create more differentiated products. This supports BATB's aim to champion consumer choice and provide a range of products.

Innovation

BATB makes significant investments in research and development to deliver innovations that satisfy or anticipate diverse preferences of consumers and generate growth for the business. They also research, develop and test new products to meet changing consumer needs. Specific targeted investments in new ventures, R&D projects, equipment's and services all play a role in BATB's short-term success and in the long-term development of the organization. They support BATB's strategic ambitions of achieving sustainable growth and working more productively by opening new ways of working, helping to define new product areas and providing new opportunities for BATB. The research programs and laboratories play a useful role in regular quality control and new innovations. Its work with scientists and public health professionals aims to secure widespread support for tobacco harm reduction, including the regulatory changes needed to bring reduced-risk products to market.

Profiles of the Directors:



Golam Moinuddin Joined BAT in 1982 Bangladesh to soon become the Head of Leaf in 1985. He was appointed to the Board of Directors in 1986 and was given the responsibility of Deputy Managing Director in 1997. Over the 34 years in BAT Bangladesh and holding different responsibility, he was instrumental in achieving self-sufficiency in tobacco production with strong focus on quality improvements to meet the international standards required for domestic use and export purposes while driving wider introduction of Bangladeshi Tobacco in the world market.



Shehzad Munim Joined BATB as Territory Officer in 1997 and worked in various marketing roles. In 2003 he was appointed to BAT New Zealand as Group Brand Manager and Head of Brand Marketing in 2005. In 2006, he was appointed as Product and Packaging Innovations Manager in BAT Australia. Mr. Munim returned to BAT Bangladesh as Head of Brand Marketing in 2007. In 2008, he was appointed Head of Marketing. Soon after he became Area Head of Marketing for South Asia and was appointed as one of the Non-Executive Directors in October 2010. In 2013 he became the first Bangladeshi to appointed as MD.



William Pegel joined BATB as Finance Director in 2014. William has over 19 years of experience in various BAT companies and successfully performed the role of Finance Director in various end markets including New Zealand, Papua New Guinea and Ghana and has held senior finance roles within BAT Australia and BAT South Africa since 1996. William is a Certified Chartered Accountant from the South African Institute of Chartered Accountancy.



Md. Mosharraf Hossain Bhuiyan NDC is the Senior Secretary of Ministry of Industries, Government of Bangladesh. He joined the Ministry of Industries as the Secretary on October 2014. He was appointed as the Independent Director of BATB in November 2014. Mr. Bhuiyan started his career in 1981 under the Audit and Accounts Cadre of Bangladesh Civil Service. During the early stages of his service life, Mr. Bhuiyan worked in different offices under the Comptroller and Auditor General (C&AG) of Bangladesh. In 1999, Mr. Bhuiyan was appointed as the Additional Director General (Member, Finance) of Bangladesh Water Development Board.



Mr. Mohammad Moinuddin Abdullah was appointed as Independent Director in the Board of Directors of BAT Bangladesh in October 2012. He was appointed to the Ministry of Agriculture in March 2016. Mr. Abdullah joined the Administration Cadre of Bangladesh Civil Service in 1983. He was appointed as the Secretary of the Ministry of Housing & Public Works in 2014, Secretary of the Ministry of Industries in 2012, Divisional Commissioner of Dhaka in 2010, Director General of Prime Minister's Office as Additional Secretary in 2009, and Joint Secretary of Cabinet Division in 2008. He served as the Chairman of KAFCO for more than 2 years



Mr. K H Masud Siddiqui joined the Board of Directors of BAT Bangladesh as Independent Director in October 2010 representing the government, a shareholder of the Company, on the board. He joined the Bangladesh Civil Service in 1982. He was appointed as Secretary of the Ministry of Industries on September 2010 and then appointed as Secretary of Ministry of Liberation War Affairs in 2012. Before this, Mr. Siddiqui led Bangladesh Chemical Industries Corporation as its Chairman. He also worked in the Prime Minister's Office in the capacity of Director.



Mr. Mikail Shipar has been working as the Secretary of the Ministry of Labor and Employment, Government of the People's Republic of Bangladesh since February, 2012. He joined the Bangladesh Civil Service, Administration cadre in 1983. He possesses vast experience in administrative duties including Magistracy, Field Administration and also held the post of Director General (Administration) in the Prime Minister's Office. Moreover, he has experience in diplomatic arena as the First Secretary in the Bangladesh Deputy High Commission in Kolkata, India. He is also serving as Independent Director of British American Tobacco Bangladesh since March 2016.



Mr. Jalal Ahmed was the Vice Chairman of Export Promotion Bureau from August 2010 to October 2011. During that period, the Country attained highest export growth in the history. He was the Chairman of Bangladesh Oil, Gas and Minerals Corporation (Petrobangla) and Chief Metropolitan Magistrate, Dhaka, earlier. He joined the Ministry of Finance as Additional Secretary in September 2012 and represents IFIC Bank Ltd, Bangladesh Submarine Cable Company, Bangladesh Telecommunication Company and Bangladesh Services Limited as a Director. He joined the Board of Directors of BAT Bangladesh in October 2012.



Mr. Md. Iftikhar-Uz-Zaman was appointed as the Managing Director of Investment Corporation of Bangladesh (ICB) effective from 4 February 2016. Prior to this appointment, he served as the Deputy Managing Director of Janata Bank Ltd. and ICB. Before that he was the General Manager of ICB. Since joining ICB in 1983 as a Senior Officer, he gained expertise in development and investment banking with supervisory and managerial capability during his long tenure in senior management positions. He is a seasoned professional and has strong knowledge on Capital Market.



Md. Azizur Rahman is a fellow (FCS) and Council Member of the Institute of Chartered Secretaries of Bangladesh (ICSB). Recently he has been selected as the Chairman of Audit Committee and Seminar and Conference Committee of ICSB. Mr. Rahman joined BAT Bangladesh in March 2002 in Company Secretarial function. In his 25 years of career span, he took the challenges of cross functional assignments which developed his expertise in various areas like corporate affairs, finance, audit, legal, intellectual property rights, land management, corporate banking and records management.

Top Management Team



Shehzad Munim joined BATB as Territory Officer in 1997 and worked in various marketing roles. In 2003 he was appointed to BAT New Zealand as Group Brand Manager and Head of Brand Marketing in 2005. In 2006, he was appointed as Product and Packaging Innovations Manager in BAT Australia. Mr. Munim returned to BAT Bangladesh as Head of Brand Marketing in 2007. In 2008, he was appointed Head of Marketing. Soon after he became Area Head of Marketing for South Asia and was appointed as one of the Non-Executive Directors in October 2010. In 2013 he became the first Bangladeshi to be appointed as MD.



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Mr. Huseyin Ozsan Ozbas was born in 1971 in Turkey. He is a supply chain professional with a Bachelor's degree in Mechanical Engineering from the University of Dokuz Eylul University Izmir, Turkey in 1995 and has detailed knowledge of manufacturing excellence. He has over 20 years of hands-on experience in supply chain function. He is analytical, strategic, result-oriented and ambitious and has versatile experience. After successfully serving for over 15 years in various BAT Companies including BAT Turkey, BAT Australia, BAT Egypt, and BAT North Africa, Mr. Ozbas was appointed as the Head of Operations of BAT Bangladesh in 2016.



Rumana Rahman joined BAT Bangladesh in 2001 as a Management Trainee and has performed in various roles covering specialized areas such as reward, talent and generalist streams of business partnering including the area of Supply Chain HR. Before taking over the Head of HR role, she was posted in the Asia Pacific Regional Office in Hong Kong as the Regional HR Planning & Reporting Manager. Ms. Rumana Rahman is the first Bangladeshi female Top Team member of BAT Bangladesh. Ms. Rumana was recognized as the Most Inspiring Women Leader by Brand Forum in 2016



With over 19 years of experience in the legal profession, Mubina Asaf served as a senior partner of Maxima Legal before joining BATB. Prior to that, she worked for the Attorney General's Office of the Government of Bangladesh as an Assistant Attorney General, and then as a Deputy Attorney General of Bangladesh for more than 7 years. She was an associate of Rokanuddin Mahmud and Associates, where she independently rendered legal advice to clients on commercial and company matters. She is an Advocate of the Dhaka District Court, High Court Division and Appellate Division of the Supreme Court.



Rezaul Islam joined BAT Bangladesh as a Territory Officer in 2000. In 2006 he was sent to BAT Iran as Brand Manager-VFM and took over the role of Group Brand Manager in BAT Iran in 2007, leading the brand team in the most difficult period of its business in Iran. In 2010, he became the Head of Business Development in BAT Japan, leading ATSM adaptation there. In 2013, he assumed the role of Head of Trade Marketing and Distribution in BAT Japan, delivering strong business results. Having played various roles in Marketing (Brand and Trade) at an end market/area level, Mr. Islam was appointed as the Head of Marketing of BAT Bangladesh in 2014.



Mr. Shahed Zubair joined BATB in 2007 as Corporate Communications Manager. Before joining BAT, he served in Nestle, Unilever and Banglalink, gaining diverse knowledge and experience. He moved to the role of Regulatory Affairs Manager and was then transferred to BAT Australia to work as Area Internal Communications and Strategy and Planning Manager in Corporate and Regulatory Affairs (CORA) function. Mr. Zubair rejoined BATB as Head of Corporate and Regulatory Affairs in 2012. In 2016, he took over the role of Head of Business Development.

Introduction to the report:

Rationale:

For the duration of my internship at British American Tobacco, I was blessed to have been given the opportunity to play the role of a project coordinator for the project “Fast Track”. I was the only intern, out of the 16 that joined with me in the company, who was given this opportunity. Following the implementation of this project, it would impact the lives of everyone in the company starting from the top management to the factory workers. This project is one of a kind and nothing like this had ever been implemented before and I believe this justifies my interest in undertaking this report.

Background of the Project:

The project “Fast Track” is based around the automation of the tasks performed by the Time Office. What the time office is and the tasks they undertake is explained in later parts of this report.

Objectives:

This paper will reflect upon the pros and limitations of developing an automated system and upgrading from a manual one and how the lives everyone involved will be benefitted.

Introduction to the project:

The Time Office

What is the Time Office?

The Time Office is a link between the factory workers and the management. Through this office, the factory workers are able to present their demands, provide any feedback and even lodge any type of complaints that they might have, to the management. Other than being a bridge to the managers, the time office employees also have a list of tasks that they must perform on a regular basis, some daily and others monthly.

Daily tasks include:

1. Attendance regularization
2. Overtime time entry
3. Advance Overtime planning
4. Leave entry
5. Annual Leave planning
6. LFA Bill Payment

1. Attendance Regularization:

Attendance regularization is required when the information of a factory worker regarding their entrance or exit was not properly recorded into the system. This can happen for a number of reasons:

- i. Problems with the card reader: Due to an error in the card reader, employees would enter the building without swiping in and as a result their entrance information will not be logged into the system
- ii. Using a temporary ID card: If an employee is using a temporary card, their information will not be logged into the system.
- iii. Not swiping in/out properly: Not swiping the ID card and entering/exiting with someone else and not noticing if the card was properly swiped.

2. Overtime Entry:

A Senior Technician makes a list of all the employees that will be working overtime and sends it to the Line Manager through the time office. The line manager then reviews the list and modifies it if necessary and sends it back to the Senior Technician along with the approval and that information is uploaded into the system.

3. Advance overtime planning:

By looking at the leave plan, time office employees are able to determine which of the workers are on leave and therefore temporarily allocate workers from off shifts to cover the vacant position.

4. Leave Entry:

There are 7 different types of leave that an employee can avail:

- i. Annual Leave [21days]
- ii. Sick Leave [14 days]
- iii. Casual Leave [10 days]
- iv. Maternity Leave [4 months]
- v. Paternity Leave [7 days]
- vi. Doctors Leave [Can be extended up to 6 months]
- vii. Z Leave (Especially reserved for higher education and performing hajj)

The task of the time office is:

- i. Maintain an excel sheet which records the number of leaves taken and the remaining balance of each types of leave of an employee.
- ii. If a leave application is made, pass it one to the respective line manager.
- iii. Prepare LFA Voucher. (Leave allowance)

5. Annual Leave Planning:

At the beginning of the year, factory workers submit their annual leave plans to the time office where the employees upload that information into the system hence making it available for the relevant managers to see.

6. LFA Bill payment:

Once the leave has been granted, the time office distributes the allocated LFA amount to the employee(s) going on leave.

The problem:

1. Inefficiency of the time office leads to a decline in efficiency of the workers.
2. Line managers are not able to get real time data on the employees.
3. Unproductive manual task.

Type	Yearly hardcopy received	Yearly manual entry
Overtime	5880	58800
Attendance Regularization	2868	14340
Annual Leave	4828	4828
Casual Leave	9110	9110
Sick Leave	1200	12754
Annual Leave (CF)	1640	1640
Doctors' Leave	200	200
Cooperative Loan	52	2600
Provident Fund Loan	2900	2900
Others (Gate pass.)	11232	11232
Total	52,208	119,148

In 2017, the time office received a total of 52,208 pieces of paper which resulted in 119,148 entries having to be manually inserted into the system. From the data we can understand how much unproductive man hours were spent behind just uploading the information into system. Not only that, but it also resulted in huge amount of wasted paper.

Problem Statement:

Presented above is just the data from 2017, imagine if we combine this with the data from the previous years, the amount of unproductive man hours, waste paper and money is enormous. We need to come up with an improved system in order to eliminate the unproductive manual labor and waste.

Purpose Statement:

Atomizing all the above-mentioned tasks of the time office so that the factory workers are able to directly apply to their respective line managers for attendance regularization, apply for overtime, check when they have been allotted for overtime, apply for leave along and check their leave balance, modify their annual leave plan and also check how much LFA amount they will be getting during their annual leave.

Scope of the project:

Line manager benefits:

- i. Shift Crew Deployment: Line managers will be able to man the machines much more efficiently at the beginning of the shift. Deploying the crew will only be a few clicks away.
- ii. Crew Deployment Planning: Much easier for line managers to pre plan their crew deployment for future dates.
- iii. Real time data: Line managers can view the status of workers allocated at the machines. Whether they are present, on a break, absent or even on leave and take actions accordingly.
- iv. Higher Line manager visibility and control over transactions: Line managers will now have higher level of governance over their workers and any decisions they might have to take can now be taken quicker because the information is only a few taps away. They will also be able to carry out overtime planning and accept/reject a worker's application for overtime.
- v. Information presentation more organized: Since all the transaction of the Time Office will now be directly uploaded in to the system by the workers themselves, the Line managers can now view the information on their screens in a much more organized way. Piles of paper will no longer be a problem.
- vi. Significant reduction in manual work
- vii. Paperless transaction/No hardcopy.

Worker benefits:

- i. Leave application: Workers will be able to apply for leaves directly to their line managers. They will also be able to check the numbers of leaves available for each type of leaves.
- ii. Attendance Regularization: Applying for attendance will no longer be a hassle for the workers as they will be doing it themselves and not through the time office where they would waste valuable time.

- iii. Apply for overtime: Workers can check when overtime slots are available and apply accordingly. They can also check their overtime history.
- iv. Provident loan: Workers can apply for provident loan and also check the status of their loan application whether it has been approved, rejected or still pending,
- v. Apply for gate pass: If for any reason the worker has to leave work early, they will be able apply for an early leave gate pass but only after confirming with their respective line managers.

The Solution:

Time Office Automation, Project Fast Track

The idea was to set up KIOSK machines in strategic locations around the compound so that all the workers could easily avail the service. Through the KIOSKs, workers would be able to directly apply for leave, for attendance regularization, for overtime, check when they have been allotted overtime.

They would also be able to check their leave balance, modify their annual leave plan and also check how much LFA amount they will be getting during their annual leave, apply for provident fund loan as well as apply for an early gate pass.

Factory workers would be able to easily log into their accounts by the swipe of their ID cards. In the second phase of the project, a face detector will also be installed using which the users will be login to their accounts. A mobile application will be launched through which the users can directly login to their accounts no matter where they are.

The line managers on the other hand will have a different interface on their computers where they will be able to view the complete employee profile along with any pending tasks related to any applications they might have made. They will also be able to carry out the crew deployment process.

Time Line:

Sl.	Month	January				February				March				April				May				June				July			
	Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Activity	Execution plan																											
1	Vendor Briefing and Selection																												
2	Negotiation with the selected vendor																												
3	Software development phase																												
4	KIOSK development																												
5	Software fine tuning and bug fixing																												
6	User Acceptance Test																												
7	Project Board Meeting																												
8	Management Top Team communication																												
9	Labour union representation communication																												
10	Time office employees communication																												
11	Line manager and approvers communication																												
12	Line managers and approvers training																												
13	Factory worker training																												
14	Technical Go Live																												
15	Manual process switched off and Go live																												
16	Hyper Care Period																												

Activities Undertaken:

Key Responsibilities as an intern:

For the three months that I served as an HR Intern of British American Tobacco Bangladesh, my job responsibility revolved around that of a project coordinator for the project “Fast Track”. Besides this, I also was also blessed to have been able to earn the confidence of all of my superiors, including the Head of Human Resources Miss Rumana Rahman herself, who assigned me with other tasks from time to time.

Major Responsibilities:

- i. Assisting and supporting the Project Manager in their daily duties.
 - a. Preparing presentations for the project board and top management.
 - b. Risk analysis.
 - c. Risk mitigation plan.
 - d. Change plan
 - e. Communication plan
 - f. Preparing time line.
 - g. Maintaining task log.
 - h. Preparing meeting minutes.
- ii. Ensuring that relevant management information is captured and analyzed.
- iii. Control schedule.
- iv. Track, analyze and communicate project risks.
- v. Helping the Contract Manager with the development of operating procedures.
- vi. Resolving any financial queries that are raised, including timely communication if extra budget is needed.
- vii. Overseeing procurement and communicating to procurement manager any issues arising
- viii. Involved in Coordinating projects from inception to completion.
- ix. Developing training and briefing material for staff.
- x. Keeping in close contact with key project members and decision makers
- xi. Track and report project progress
- xii. Update documentation
- xiii. Directing Quality Assurance

Other tasks included:

- i. Coordinating recruitment assessment sessions.
- ii. Organizing meetings.
- iii. Organizing training sessions.
- iv. Sending E-mails on behalf.
- v. Filing important paper works.
- vi. Photocopying.
- vii. Making scans.

Constraints and challenges:

Identified/Observed in the organization:

The major constraints and challenges faced during implementing this project was the inexperience of the software developers. Since the requirements are company specific, our selected software vendor “Computer Ease Ltd” had to overcome some major obstacles during the software development phase. Even they accepted the fact that they had underestimated the complicity of the software being developed. Another limitation was the design of the KIOSK. Since the KIOSK vendor “Encoders” had to bear in mind certain restrictions placed by British American Tobacco in terms hardware usage, they were restricted to the designees they could create and as a result BATB did not have too many designs to choose from.

Academic preparation:

As students we were encouraged to create a research-based paper. But due to the role I was assigned during my internship there was little room for me to carry out any sort of research and as a result had to write an Affiliation-Description based report.

Major Learning Reflections:

My first two weeks as an intern went by very sluggishly, with hours spent behind my desk daydreaming, when I was not too busy exploring my new workplace of course. As I was getting accustomed to my new surroundings, I would walk up to my seniors and introduce myself. I cannot claim that I was always very successful in creating a good rapport, but the introduction and familiarizing with people, supported me in my later days running around as a project coordinator. It was during this period that Nosheen Noor Auditee, a Global Graduate, said to me

- “You need to build up the confidence in people so that they trust you with the work they give you.”

This was the first advice I received while working in British American Tobacco and after that day, every hour that I spent in the office, I spent working towards building up the confidence in my superiors, that they can depend on me and I have the capability to deliver of what is being asked of me.

During my internship was also time I got the chance to observe and learn the behavior and communication pattern of the business world. How to communicate with different people, to handle different types of people, how to make professional phone calls and to put it in a nutshell, how to survive in the corporate world. I would not say that I have learned everything but it sure was the perfect welcome that I could imagined into the corporate world.

During the third month of my internship, I made a grave error in sending some information to the software developers. It was a simple mistake, but the effect was enormous. There are 912 factory workers and all of them are divided into 4 shifts: Blue, White, Yellow and Green. My job was to compile the names of all these people according to their departments, shifts and designation. The mishap I performed while compiling, was that I labeled the White shift workers as Yellow and Yellow shift workers as White, the outcome, was that the data sent to the software vendors of 456 workers were wrong. This meant that the shift crew deployment would turn out to be completely wrong. Thankfully, Azwad Haider, a cell manager, who was also working in the project noticed the mishap and corrected it immediately. He sure gave me a hard time afterwards, but it was also him who gave me my first legit feedback while working as an intern. After he calmed down, he told me,

- “Feedback is the breakfast of champions and the bigger the project, the more breakfast you need.”

I had a misconception about “feedback”, I presumed it to be something negative, something that would put me in the passenger seat and snatch away my chance to be in the driver’s seat. I was wrong, it was Azwad Haider who made me realize the more feedback I received, and the closer I got to get my license.

Concluding Statements:

Implementation of this project will be beneficial for everyone involved in the production departments of British American Tobacco. Some aspects of the duties of line managers will be simplified and become much easier to perform. They will have higher visibility and governance over the factory floor.

For the workers, they will be able to access information, which is important to them, quicker and easily than ever before. Unproductive manual labor will be minimized hence improving their efficiency.

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