



Inspiring Excellence

Internship Report on
“The RACI Matrix and its implications: A case of Unilever”

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“The RACI Matrix and its implications: A case of Unilever”

Letter of Transmittal

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Subject: Internship Report on “The RACI Matrix and its implications: A case of Unilever”

Dear Sir,

It is a great opportunity to have the pleasure to submit the report of my work as an Intern, under the Unilever Leadership Internship Program at Unilever Bangladesh Limited.

The experience has provided me the chance to work with a giant in the global front and also the extremely prominent multinational company such as Unilever Bangladesh, allowing me to attain valuable insight into the professional life in one of the leading ‘fast moving consumer goods’ organizations in Bangladesh.

It has been an unbelievable experience for me working with the Finance division and with some of the most experienced finance managers of Unilever Bangladesh Limited. Through this report, I have tried to capture my overall project and how it helps the organization to succeed.

I earnestly hope that the report will meet your expectations and I hope you will also have valuable feedback that would enhance my knowledge and develop this report further.

Sincerely,

Muhtasim Rafid Ahmed

Acknowledgement

Firstly, I am grateful to the Almighty for keeping me in good health and giving me the strength to accomplish the report. I would like to thank my internship advisor, **Riyashad Ahmed** for giving me the opportunity to complete my internship report in my own time.

I express my utmost gratitude to:

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Mushfique Amin Mallick, Manager- Strategic projects, who has been a great mentor throughout the entire duration of internship program. His guidance has been the best motivating factor for me to grow as an individual and becoming more career ready. I am grateful to **Ms. Ayesha**, for being extremely approachable and always managing those extra minutes to help me with this project. I thank **Mr. Rajib and Ms. Tazreen apu** for providing me their assistance to help complete my project successfully. I would also like to thank **Mr. Bayezid** and **Ms. Sabrina** for their numerous suggestions that made the project easier.

This time Unilever Bangladesh Limited had the largest batch of interns and I would like to thank each and every one of them for making my internship journey not only memorable but also enjoyable.

Finally, I would like to thank my family for supporting me throughout this internship and last but not the least my best friend, **Nashrah Mustafa** for her constant support and encouragement during the past 3 months.

Executive Summary

This internship report has been carefully prepared to outline and present the experiences and detail the work environment here in Unilever Bangladesh Limited. It also contains an extensive critical literature review on the different working environment conditions in other organizations. This critical literature review should not only serve as the basis and backbone of my report but also allow clear comparison to be made regarding how things are differently here in Unilever Bangladesh Limited.

The report is divided into various segments which comply with the rules and regulations we are obligated to. This paper also introduces a slightly different and innovative concept which helps to make workflow efficient, known as the RACI Matrix. This model entails a more human resource aspect to it, however the RACI matrix was prepared for a team in the finance function so essentially, it is a mixture of finance and human resource. This even though was sort of a deviation from my core academic knowledge, the project gave me a very good overall aspect of how Unilever Bangladesh Limited works in general.

The purpose of this report is to create a basic overall analysis of not only Unilever as an organization, but also how it operates and how new and innovative ways of working (WoW) are introduced very now and then to improve efficiency, effectiveness and also clarity

Contents

Unilever Bangladesh Limited	1
Overview of the Organization	1
Mission of Unilever	2
Organizational Structure	2
Working Condition and People	3
Introduction.....	3
Rationale:	4
Literature Review:.....	5
Unilever and my contribution in this organization	6
What is a RACI Matrix?	6
Activities undertaken:	7
Constraints/challenges and proposed course of action for Improvement	8
Lessons learned from the internship	8
Conclusion.....	9
References	10

Unilever Bangladesh Limited

Overview of the Organization

Unilever Bangladesh Limited (UBL) is a leading consumer goods company in Bangladesh. It is the joint venture of Government of Bangladesh and Unilever. The Government of Bangladesh holds 39.6 percent of the share and the rest is held by Unilever. UBL is the leader in the Fast-Moving Consumer Goods (FMCG) industry of Bangladesh.

The parent company is co-headquartered in London, United Kingdom and Rotterdam, Netherlands. The merger between the Dutch margarine producer Margarine Unie and the British soap manufacturer Lever Brothers in 1930 led to Unilever. It makes and sells 400 different brands worldwide, with approximately 2 billion people using them per day.

In 1964, UBL started its journey in Bangladesh as Lever Brothers Limited. Initially it started out as a soap factory in Chittagong, but now, it sells 20 brands in Bangladesh under four categories: Food and Drink, Homecare, Personal Care and Water Purifier.

Unilever focuses on its brands with the aim of improving these brands to suit the changing needs of the consumers. Approximately 98% of Bangladeshi households have a Unilever product. Over the years following its inception, the products have improved in quality and appearance and resulted in higher consumer satisfaction.

The corporate office of UBL is situated in Gulshan-1, Dhaka. The company provides employment to over 10,000 people and is also Number-1 employer according to a study conducted by Nielson for the last five years.

Unilever Bangladesh Ltd. (UBL)

Over the the last four decades, Unilever Bangladesh has been constantly bringing new and world-class products for the Bangladeshi people to remove the daily drudgery of life. Over 90% of the country's households use one or more of our products.

- Type of business: FMCG (Fast Moving Consumer Goods) company with local manufacturing facilities, reporting to regional business groups for innovation and business results.
- Operations: Home and Personal Care, Beverages, Foods products etc. in Bangladesh.
- Constitution: Unilever - 60.75% shares, Government of Bangladesh - 39.60% share.
- Product categories: Household Care, Fabric Cleaning, Skin Cleansing, Skin Care, Oral Care, Hair Care, Personal Grooming & Tea based Beverages.

- Brands in Bangladesh: Wheel, Lux, Lifebuoy, Fair & Lovely, Ponds, Close Up, Sunsilk, Taaza, Pepsodent, Clear, Vim, Surf Excel, Rexona, Axe, Dove, & Vaseline.
- Manufacturing facilities: It has a Soap Manufacturing factory and a Personal Products Factory located in Chittagong. Besides these, there is a tea packaging operation in Chittagong and three manufacturing units in Dhaka, which are owned and run by third parties exclusively dedicated to Unilever Bangladesh.
- Employees: Unilever Operations in Bangladesh provide employment to over 10,000 people directly and through its dedicated suppliers, distributors and service providers. 99.5% of UBL employees are locals and we have equal number of Bangladeshis working abroad in other Unilever companies as expatriates.

Mission of Unilever

Unilever strives to make the lives of people better through its products and the work it does. It aims to build a better future by doing good through its products and services. With its roots in different cultures and its worldwide views, Unilever has the credibility to deliver its promise of making this change.

Unilever has always been committed to working with integrity which included earning the respect of multiple communities and leaving a positive change in the society in that particular society forever.

Commitment is also a word which would easily sum up Unilever's principles in the areas and regions where they operate. Unilever has shown great commitment buy trying to help people's lives improve drastically. They help the communities by not only providing them with good value for money products but also helping them into employment.

Organizational Structure

The Global Chairman and CEO of Unilever is Paul Polman who leads the Global Business. In Bangladesh the Chairman and Managing Director is Kedar Lele and there are a total of six functional directors in Unilever Bangladesh Limited. The senior, mid-level and assistant managers, serve under them.

Working Condition and People

Unilever provides a flexible working environment to its employees. The organization had a flat hierarchical structure which allows easy communication among the employees under different levels.

Duties are assigned to individuals according to their specific abilities and they are given a friendly environment to perform. Regardless of the tremendous experience, the managers are continually trained. All the employees undergo training according to defined procedures to ensure that they are kept up to date with the latest developments.

Introduction

To learn the activities, emphasis, concepts & applications of marketing in the real world large organizations & different industries must be studied & reviewed closely. An MNC like Unilever works both on domestic & international bases & has a great impact on the global economy. It is the world's 3rd largest consumer goods company on the basis of revenue. It is a British FMCG (Fast Moving Consumer Goods Company) that manufactures personal care, home care, beverage and food items for the consumers. However, strong brand building factors, branding strategies, behavioral patterns of consumers, logistics management, CSR activities, sustainable development issues, stakeholders' concern etc. can be learned from the Unilever, its products & its consumption

The finance department

1. **Controller's function:** This team is responsible for core Finance operations. It comprises of 3 broad segments: Financial Reporting is concerned with the preparation of financial statements. Treasury partners with our banks & the global treasury team for handling Cash, **Foreign Exchange, and financial investment.** Financial Shared Services manage day-to-day finance transactions and payments, both internal and external.
2. **Finance Excellence Team:** Responsible for supporting the business in decision making, data analytics, and core operations. This is the largest team in Finance, and partners the business in S&OP, Profitability, Innovation, Promotion management, and Performance evaluation. They are focused on driving operations on a day-to-day basis.
3. **Finance Business Partnering:** The Senior FBP partners different categories/CCBTs and is accountable for the delivery of financial results for their respective business division. They work closely with the FET. While the latter is tasked with driving business operations in general, the Senior FBP is the face of Finance to the category/CCBT and is the go-to-person for the all things Finance for their respective business division. Their subordinates, the FBPs, are responsible for driving high value projects across the business, from marketing & sales, to

- Supply Chain, and even HR. They may also work closely with the FET in the course of the projects but are solely responsible for the delivery of the projects themselves.
4. **Supply Chain Finance & Factory Finance:** Acts as the support team by partnering with Factory, R&D, Logistics, and Procurement in order to maintain cost count and improve efficiency at every leg of the chain. They play a key role in delivery of profitability, Capital Investment, minimizing waste, and management of Working Capital.
 5. **Tax:** Responsible for Tax management for the company and where relevant, it's business partners. Plays the role of an active liaison between UBL and the NBR.
 6. **Audit:** Is an independent and objective assurance activity designed to add value and improve operations. Provides systematic approach to evaluate & improve, Risk Management, Control, and Governance
 7. **IT:** Provides technology support to its employees, maintains all laptops and related hardware, and most importantly, maintains and coordinates SAP, our central ERP, with the regional team.
 8. **Legal:** Drives legal compliance across organization, Contracts & Litigation Maintenance, Maintains Trade Marks & obtain necessary permissions.

Rationale:

This report holds all the information regarding an overall introduction and also other primary details regarding Unilever and Unilever Bangladesh Limited. The reason behind doing this report is to primarily illustrate my ability to adapt and excel in an organization as dynamic and growth-oriented as Unilever.

It is also a mandatory requirement for the students of BRAC Business School to engage in a full-fledged internship which also requires a follow up report to highlight everything that is done. It has numerous merits in the sense that not only does it help me grow as an individual, it also improves my perspectives in various ways, this should help me make better decisions in my life hereafter. The reason of this report is also to highlight how the transition occurs from the academic world (the university life) to a more corporate setting and environment. This report will outline how the activities vary significantly from the four years of education we undertake in BRAC Business School.

With this report I want to ensure that the readers understand and acknowledge the challenges versus the rewards in working in an organization such as Unilever. It has to be noted that the potential experience that can be gathered from an organization such as Unilever is immense. When they step into the corporate world, they should face the transition with a mental pressure which I believe can be learned in a very minute way before actually stepping into the scary world of corporate life.

Literature Review:

The RACI matrix is of massive importance and can really help move work along when there is a lack of clarity. Such matrixes help to provide a way to plan, coordinate and organize task, this consists of different degrees of responsibilities that are developed with each activity entailing each member in an organization, including who conducts the activity to the people kept informed of developments (Cabanillas, Resinas, & Ruiz-cort, 2012). (Kofman, Yaeli, Klinger, & Tarr, 2009) describes what he feels the use of RACI Matrices as a documentation process, this matrix illustrates the assignment of responsibilities in a way that would integrate a role with the activities of a decision. This is further backed up by (Cabanillas et al., 2012) and this paper further proposes the use of the matrices in harmony with various business models, this would assist the process of handling the human resources in a way that would really help the overall organization.

(Blair, Watt, & Cull, 2010) believe that although the RACI model go to a great extent in helping the organization it is more important that this matrix is cascaded, it means that this matrix needs to be explained and made very transparent. The key aspect behind this is the fact that, when people are completely aware of their roles and responsibilities, they will be on their toes. This is consistent with my own work experience here in UBL because, when people know that there is a clear work order and they know where they stand, this makes them more aware and conscious. Essentially, this means they know that their margin of error is extremely little further reducing the overall mistakes and errors that may occur during the whole workflow.

Research often plays a crucial role in development of human capital. How this essentially works is, studies are often undertaken to ensure that the best human resource practices are developed. This is to attain and utilize the best resource, knowledge to the maximum. (Ghoshal, 2005) has outlined in his research that sometimes a lack of management research has led to a lack of effectiveness of management education. This in relation circles back to human resource practices and the understanding of roles and responsibilities of the employees. A potential trade of between insufficient educations in terms of human resource which can eventually be compensated by the RACI matrix. The matrix will lead back to clarity and transparency and thus help build up an overall contribution in the whole organization.

A lot of research papers have tried to pinpoint human resource practices throughout their studies. These papers focus on human behavior that results from the implementation of various models that are used in organizations all over the world. (Hambleton, 2007) is an extensive and comprehensive research where different many research models and systems have been researched. There are different tools, methods, models and practices that entail not only human resource practices but also how they are planned, devised and implemented inside organizations that are of various sizes. In hindsight, these are developed to often assist newer and smaller organizations in a way that would essentially help them achieve slow but steady growth. Often, the smaller scale organizations fail to establish human resource as a culture. There are human resource practices but not in the ways that would be required to build a culture. The larger organizations such as Unilever, ensure

and envision a holistic human resource culture that would exist and emulate long term growth and success. The key factor here being, the attempt an overall culture that would attract new employees and also retain them. We talk about sustainability and long-term success. This can only be achieved when there is a clear structure that makes employees feel important, valuable and of course comfortable in their workplace. They want to feel part of a large family rather than just “employees” in any organization that they would want to be associated with. This will also help the organization establish employer branding and attract top recruits and talents all over the country.

(Rogg, 2001) addressed a more depressing issue. This research entailed a more comparison-based research which showed how human resource practices are directly related to the climate of the organization. However, of the million HR practices and systems, it is difficult if not impossible to determine which organizational practices are actually implementable. That is the perhaps the most difficult conundrum that organizations face when they try and cater to sustainability and growth all at the same time. Which is why, it is essential that organizations evaluate and analyze before making the conscious decisions of why HR practices would actually thrive. There will be delicate balance as these practices too require, an integration that would otherwise be completely irrelevant. It would then, not matter which HR methods are utilized and would also not matter how strongly they may be academically proven.

Unilever and my contribution in this organization

In Unilever, all interns are tasked with a singular project that they themselves work upon. My internship project was called S&OP job responsibility streaming. Now, this is essentially improving the clarity regarding what individuals were required to do within a specific function. My task was to create a RACI Matrix.

What is a RACI Matrix?

It would not matter what the size of the project is, the description of every job should be defined clearly to an extent that no employee has any doubts regarding what they do in their jobs. Every employee needs to be completely aware what their role is, and the tasks their jobs essentially entail. This ensures everyone is absolutely certain what tasks every person should complete and be involved in. A RACI Matrix is essentially a matrix of activities which helps assign decisions to the specific decision-making authorities. Essentially, every work stream is broken down into tasks or subtasks and these are then inputted into the matrix.

It is also a charting system, it illustrates the goal of each task within the organization and the action that is needed to be performed by each individual. In the long run, it massively helps each employee to not only understand his/responsibility but also, the responsibilities of everyone working inside the organization too. What this does is, it helps to reduce the confusion n in the expectations which in turn helps decisions to be carried out faster thus ensuring project efficiency.

In such a context, quicker decisions are made, there is clarity and also the distribution of the workload is close to even if not fully even.

Now let us look at the breakdown of the RACI Matrix itself.

1) **Responsible:** In the matrix, responsible is the individual who has to carry out the work in order to achieve the proper completion of the task. The responsible person owns the process and is not necessarily answerable for the task. In most ideal cases, there is one responsible person however in very dire circumstances there can be more than one.

2) **Accountable:** This is the person who is definitely answerable for the task or work carried out by the person who is responsible. In easier terms, the person accountable is the final approving authority. In every scenario, there is only one accountable person who approves the work done by the responsible counterparts.

3) **Consulted:** The people that provide valuable input regarding the completion of the task. These people engage in two-way communication. It is not mandatory but advised that there are people who are consulted with every task because that makes the task easier in a lot of perspectives since there are more avenues of thought provided with every task. There can be more than one person holding the title of consulted.

4) **Informed:** The people who will be kept updated regarding the advances and developments regarding the task. This is essentially one-way communication and the individuals who hold the title of informed have no scope to provide any input regarding the entire task.

Activities undertaken:

The projects that Unilever Bangladesh Limited assigns to its interns are all equally complex and daunting. However, that does not mean they are rendered impossible in any circumstance because our line managers ensure that before even starting the work of the project, we are well versed and prepared and have a clear idea regarding what we are likely to expect in the next 3 months.

So, as already mentioned my project was to create a RACI Matrix for the finance division to ensure that the employees have a clear idea regarding their tasks and activities, and what role they hold for the work streams carried out within the industry.

So, in order to get started I was first given numerous slide presentations, job descriptions which contained what work the specific line managers had to do. This was essentially done, so that I understand completely how roles work and what processes are carried out within the organization. It was difficult because that was the first time I had seen a full-fledged job description and it looked like a document I understood nothing about. Similarly, the presentations were also very difficult to comprehend. The presentations contained global ways of working made by the organization and also, other valuable information such as how the profit and loss statement works and similarly about other very intricate things that related to finance and how it works in the organization.

The activities that I had to undertake involved thorough and extensive research regarding all the files I were given. My task was simple, understand the content of the files, implement and utilize them in respect to the project whenever necessary. I was then told, that I would have a series of discussions or meetings with all the managers in Finance. This was because, in order to create the RACI matrix, I had to first understand every task that is undertaken here in the finance division. This would be followed by creating a database of all the work streams and the tasks these employees carry out.

To do this very grueling work of first understanding and then accumulating the work itself, the interviews were set up. Through the one on one discussions I slowly understood the tasks. My daily activities included trying to set up 10-15-minute discussions and then following up promptly with these meetings. These discussions slowly helped me realize how the finance function worked and what tasks were required to be carried out.

After months of one on one discussions there was a draft idea of all the tasks. These tasks are then accumulated and put in a single database. Using this, I created my RACI model. From here onwards, I swiftly devised, who plays what role in each function. Created the RACI matrix. This one matrix was the work of over a month of discussions and hard work.

Constraints/challenges and proposed course of action for Improvement

The challenges were mostly faced while trying to understand the output of the meetings. I had just over a month to understand how the entire organizations finance department worked. This included how the cycle worked and how the local team interacted with the global team.

The practical learning is perhaps heads and tails apart from the academic learning we undertake. For most cases, we learn so little regarding everything that it is hard to apply the education knowledge compared to that of the organizational one.

In most organizations, the HR works in very unique ways and these are things that cannot be taught in any way.

In a very generic sense, it is difficult to design education to cater to the skillsets required to work in any organization.

Lessons learned from the internship

In a true sense it is almost impossible to deduce the knowledge acquired through this internship. An internship is paramount for the development of any student, it creates the bridge between the four years of university education and also the corporate life.

In a real sense, listing down actual experiences is almost impossible if not impossible. Most of the learning comes as a holistic growth and development, but also growth in terms of personality and etiquette.

Also, I have a primary understanding of how a large multinational works. These multinationals are very integrated with the global team and have to keep in constant touch to ensure the achievements and targets are aligned properly. Forecasts are prepared for the global team and that team decides whether the targets are properly forecasted or not. FMCG companies are also very dynamic and have to be constantly adaptable to ensure that they keep up with the changing global trends. There are many rival companies looking to fight for market share that is increasing by the day and companies are also very keen to try and capture this market share as quickly as possible.

Conclusion

In a nutshell, it is imperative that students attain their internship from a good organization. This helps them retain not only their educational knowledge but also engage in a profession and practical environment that enhances them in multiple ways.

For everything, I believe BRAC University can attempt to ensure that the students are ushered into established organizations so that they develop more enhanced skills for their future endeavors.

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