

Report On
Impact of the "We Race As One" campaign in the manufacturing unit
of British American Tobacco Bangladesh

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Sadman Nafis
16204009

Supervisor's Full Name & Signature:

Saif Hossain
Assistant Professor, BRAC Business School
BRAC University



Letter of Transmittal

Saif Hossain
Assistant Professor
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission internship report of “Impact of the "We Race As One" campaign in the manufacturing unit of British American Tobacco”

Dear Sir,

With due respect I am happy to let you know that I have successfully completed my internship report on “Impact of the "We Race As One" campaign in the manufacturing unit of British American Tobacco” of BAT Bangladesh. I have given my best possible report to make this report as meaningful one.

It will be utmost honor for me if you be kind enough to review my internship report and oblige thereby.

I strongly believe it will cater all your requirements properly.

Sincerely yours,

Sadman Nafis
16204009
BRAC Business School
BRAC University
Date: June 30, 2021



Non-Disclosure Agreement

This agreement is made and entered into by and between British American Tobacco, Bangladesh and Sadman Nafis the undersigned student of BRAC University to undertake the internship project describe in this report based on avoiding the unapproved disclosure of any confidential data of British American Tobacco, Bangladesh.



Acknowledgement

I would like to show my gratitude to my advisor Saif Hossain, Assistant, Professor of BRAC Business School and Syed Muhaimenul Islam Ayon Manufacturing HR Business Partner of British American Tobacco for their valuable supervision in every step of my report formulation which helped me to be in the right direction. I am also thankful to my another supervisor Ismail Isteaque Hossain, Warehouse Officer at BAT Bangladesh for his kind supervision and mentorship towards each of my actions and responsibilities. Last but not the least, I want to appreciate my colleague Wasif Anwar, another Intern from Jahangirnagar University. We were assigned as organizing members of the campaign.



Executive Summary

This report has been arranged as compulsory portion of the internship course (BUS400) for 2021. This report incorporates my generally obligation, my commitment and my perception at the British American Tobacco Bangladesh from 10 January 2021. The report begins with a brief outline of BATB as a company. At that point it'll have a brief outline of the work allocated to me, my key obligations, my interaction with the associates, field powers and my guides. This report also mention about their newly launched campaign “WE RACE AS ONE” thorough motivation how they achieved the best output from their employees to meet their market demand. This report will too incorporate my perception and the ranges of advancement that I think is required. Additionally, it too centers on my career plans since I got the introduction of distinctive offices. Subsequently, it made a difference me to see where I fit in and where I need to see myself in my career for following few years. Finally, I concluded with my accomplishment from this internship and self-expectation in my career.

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List of Acronyms

BATB	British American Tobacco Bangladesh
MD	Managing Director
CEO	Chief Executive Office
CFO	Chief Financial Officer
WRAO	We Race As One
F1	Formula 1
JTI	Japan Tobacco International



Glossary

Internship Report

This intern report is a part of BRAC Business School, BBA program for completion of undergraduate degree.



Chapter 1: Overview of Internship

1.1 Student Information

This is Sadman Nafis, ID-16204009, Undergrad student of BRAC Business School, BRAC University, in the year of 2016 (fall) got myself admitted in the program of Bachelor of Business Administration (BBA) and did my major in Accounting & minor in E-Business. This internship is a required to complete my bachelor's degree where I avail the practical office experience.

1.2 Internship Information:

Period, Company Name, Department/ Division, Address –

Presently I am doing my internship at **BAT Bangladesh**. My internship has started 10th January 2021 which is still going on basically it's a 5 month project and now it's is about to end. I am working as a project intern in the Manufacturing HR Business Partner, in Human Resource Department. There are many offices of British American Tobacco in Bangladesh but their head office and manufacturing unit is located in Dhaka. Currently I am working in their head office which include their manufacturing unit too which is located in New D.O.H.S Road, Mohakhali, Dhaka 1206, Bangladesh.

Internship Company Supervisors Information-

I was assigned as an intern under **Syed Mohaimenul Islam Ayon**, Manufacturing HR Business Partner, in Human Resources Department. He has a vast experience of more than 5 years in this field British American Tobacco, Bangladesh. From the joining day he supervising me, he is always there for me to guide me and make me learn from my mistakes. This internship period has help me to understand the reality of job environment. It'll make a positive affect in my working life. This program too broadened my see of working in a really dynamic environment, work beneath weight, watching the work designs of the other workers of the office. Most importantly it gave great experience before entering my career.

Job Scope – Job Description/Duties/Responsibilities-

Basically British American Tobacco, Bangladesh is running a unique campaign in their manufacturing unit to increase their production. “WE RACE AS ONE” is a competition imitate F1(Formula 1) racing season. Where I was is in the Race control team (Organizing team).

Duties & Responsibilities -

As this is a race and I was in the race control team my work was very sensitive and confidential too. Each day I had to rank the modules (Couple of Machine which include maker and packer) on the basis of production volume and update it in the leader board. Arrange weekly, monthly podium for the winners. For arranging podium had to follow up the vendors. Beside that distribute goodies to the teams was also another task. To make this campaign done had to collaborated efficiently and reported to various departments. All these exercises and experiences made me to thrust my boundary out of the box with each duty, and unused challenges. All the way through the entire period I developed my communication, team work, Microsoft office tools. By activities which is was assigned.



Figure 1 Group photo of We Race As One Campaign



1.3 Internship Outcomes

Student's contribution to the company –

As an intern at British American Tobacco, I played a very important role in this campaign (WE RACE AS ONE) with full of honesty and without any biasness I tried my best to be fair in the race so that I can give a fair result. I have this trust that my contribution for the entire five months has create a positive impact in their organization.

Benefits to the Student –

An internship gives a student a flavor of real corporate world before entering to in it which a great experience. Working with a global company which is sustaining more than 100 year is a great achievement for any student that's why I consider myself lucky. Where I experience actual office environment, corporate culture, handling the work pressure. They do have canteen in the office so I can have my meal (Breakfast, lunch, Dinner) which was fully complementary so I didn't need to worry for lunch or even for breakfast. As this is a paid intern I was given the remuneration each month on time. Moreover when covid-19 cases goes up they arrange transport (Car) which gives me pick up and drop service from my home.

Problems & Difficulties -

First two weeks was the most difficult to deal with new atmosphere and new in the Race Control team. Another challenging task was to understand the complex calculation of scoring and the modules. Sometime for power cut modules go blackout so that I had to collect the data manually to give input in the system.



Recommendation –

It was a great opportunity for me to work with BAT Bangladesh team. I felt that they are having a huge work pressure though their teams are highly motivated and all of them are excellent with their capabilities and responsibilities. If they can recruit more people in their team so that they can distribute their workload, as a result they will get more time to spend with their family.



Chapter 2: Organization Part: Overview, Operations, and a Strategic Audit

2.1. Introduction

It is essential for me to do an Internship in a reputed company for the successful completion of Bachelor's Degree in Business administration in order to fulfill the requirements to pursue my academic degree at BRAC University. This internship program allows us as students to get a real exposure to the professional world and apply the knowledge we acquired through our courses we did in the University.

I had the privilege of joining British American Tobacco Bangladesh as a project Intern and I will always cherish the good memories and experience I have acquired as knowledge during this tenure of internship. It's an invaluable experience that will further help me to excel in my upcoming career ahead.

2.1.1 Objectives

The key focus of this report is to explore the essentials of the “We Race as One” campaign in the manufacturing unit of British American Tobacco Bangladesh. We will also go through the organizational structure, strategies used in corporate, the management practices and also their overall financial performances.

2.1.2 Methodology

In this research the methods that have been used are:

- ✓ Methods of collecting Data:
 - Primary Data – To explore about the different functions of BAT and its working system I had a keen observation about the business environment, also interacted with other employees of the organization to get a clear image of this organization. My respected



supervisor enlightened me with further knowledge about BAT from sharing his personal experience.

- Secondary Data – For organizing information about British American Tobacco Bangladesh, I have utilized major information from the official website of British American Tobacco. To get an intensive knowledge about the overall performance I have utilized the Annual report which is available in the website of British American Tobacco Bangladesh.

2.1.3 Scope

The work load at British American Tobacco is extensively high at most of the time. This condition implies to all employees including the Interns. I personally think this as an advantage as an Intern I came here to learn and BAT allows me to learn comprehensively about anything that is related to the project I am working in. My supervisor has been a great help towards me and was very accommodating throughout the journey of my internship period.

2.1.4 Limitation

One of the major limitations I faced was confidentiality of numerical data and information. British American Tobacco has strict restrictions in providing sensitive data to its Interns. Moreover, as an Intern I got an opportunity of working in the project I am not allowed revealing any significant data from our project.

2.2 Overview of the company

British American Tobacco Bangladesh is a part of the British American Tobacco Group which is UK based and one of the key players within the tobacco trade industry all over the world. It has been more than 100 years for British American Tobacco in this industry. It was formed in 1902 as a joint venture project of UK's Imperial Tobacco Company and American Tobacco Company. It was founded James 'Buck' Duke. The business expanded in different regions of the world like Africa, Asia, Latin America and continental Europe.



With 300 brands British American Tobacco is excelling in this industry with a human resource of 85,000 employees. The business is conducted in 180 markets globally. The current production rate is around 2 billion cigarettes each day around the year.

Successful brands of British American Tobacco are, Lucky Strike, Pall Mall, Vogue, Kent, Rothmans, Dunhill, Peter Stuyvesant, Benson & Hedges, Winfield, John Player, 555, KOOL, Viceroy and many more.

2.2.1 Vision, Mission and Values

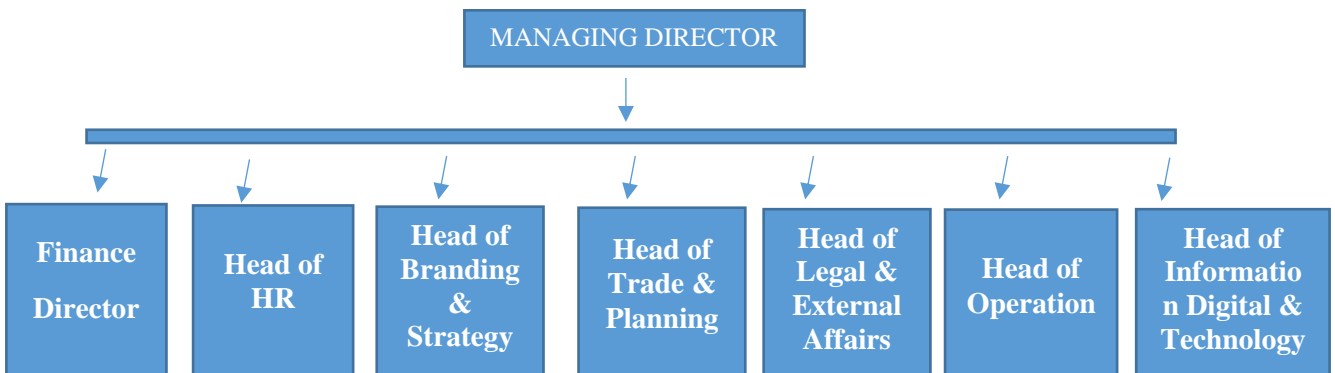
Vision: “Our vision is to build a better tomorrow by reducing the health impact of our business through offering a greater choice of enjoyable products for our consumers. A key driver to deliver this will be our ethos—an evolution of Guiding Principles—which guides our culture and behaviors across the entire group” (Careers.BAT, 2021).

Mission: “Our mission is to anticipate and satisfy this ever-evolving consumer: provide pleasure, reduce risk, increase choice and stimulate the senses of adult consumers worldwide” (Annual Report, 2020).

Values: “Our ethos is about being bold, fast, empowered, responsible and diverse to create a future-fit culture at BAT” (BAT website, 2021).

2.2.2 Organizational Structure and Board of Directors

Organizational Structure of BAT Bangladesh /Leadership team



Board of Directors:

- Mr. Golam Mainuddin Chairman
- Mr. K. H. Masud Siddiqui Independent Director
- Mr. Md. Azizur Rahman FCS Company Secretary
- Ms. Mahmuda Khatun Non-Executive Director
- Mr. Stephan Matthiesen Finance Director
- Mr. Mohammad Moinuddin Abdullah Non-Executive Director
- Mr. Md. Abul Hossain Non-Executive Director
- Mr. K. M. Ali Azam Non-Executive Director
- Mr. A. K. M. Aftab Ul Islam FCA Independent Director
- Mr. Shehzad Munim Managing Director



Figure 2 Managing Directors



Figure 3 Managing Directors

2.3 Management Practices

British American Tobacco has never ever had compromised with the quality of any events that takes place in their territory of business. Every step taken in to account had to go vigorous cross checking which ensure international standard of management practices internally that British American Tobacco properly maintained all around the world in every region of business.



2.3.1 Corporate Strategies

There are three major strategies followed by British American Tobacco Bangladesh.

Growth, Productivity, Responsibility.

Growth: Through natural extension and mergers and acquisitions, the bunch and hence of their operation in Bangladesh improved their production volume and esteem of worldwide share of the tobacco market.

For the enlargement of organic growth, the corporate focuses on the very important strategic market sectors that provide the best long growth potential, like First-class and Universal Brands. The most concentration is on the enlargement of the worldwide Drive Brands, further as being able to profit of profitable volume growth potentialities within the price for cash and Low worth segments.

Productivity: The overall productivity strategy focuses on maximizing earnings and generating capital for reinvestment in the business by using the Group's global resources.

Most businesses nowadays work for efficiency in production system. BAT's strategy is with a mission of reducing production costs while maintaining and also improving product quality, besides their efficiency in terms of how they deploy people and resources.

To stay unbeatable, BAT recognizes the importance of reducing complexity and costs throughout our whole supply chain, as well as increasing customer service and ensuring product freshness and integrity. BAT implements programs in a variety of locations to reduce Overheads and In directs and maximize their worldwide purchasing power. In a nutshell, BAT's goal is to manage costs effectively.

Responsibility: BAT proceeds to strike an adjust between commercial objectives and the desires of a wide extend of partners, guaranteeing a long-term trade. They are involving their stakeholders about their business principles that define how the corporation wants firms to be conducted in terms of responsibility and show how they're being followed.



Within the administrative field, they will proceed to advance sensible tobacco direction that will:

- Attempt to strike a balance between consumer desires and societal interests.
- As a policy, adopt an liberal and objective method to damage reduction.
- Ascertain that businesses of BAT's are competitive as well as profitable.

BAT recognize that their product is harmful for the health, they declared their intention publicly that this is harmful for the health as well as for the society BAT will assure this with:

- Gradual removal of tar and poisons from their goods
- The effective introduction of tobacco products with broad appeal those are clarified by scientific and regulatory bodies are offering significantly reduced health risks.

2.4 Marketing Practices

BAT marketing department is formed with two wings working together to meet the company goals of business. The two wings are:

- Brand Marketing
- Trade Marketing and Distribution

The Trade Marketing & Distribution (TM&D) is a part of BAT Bangladesh concentrates on their trade and distribution components of a product, whereas the Brand Marketing wing focuses on the branding mechanisms of a product.

Within the whole portfolio, the whole promoting department focuses on meeting consumers' desires. Brands will be created out there, accessible, and desired through powerful, consistent communication once consumers' desires are known and assessed. The adoption of product, logistics, and whole promoting procedures that best match the requirements of trade channels and strategic purchaser's square measure enclosed within the whole promoting components. The assigned brand is the responsibility of the Brand Managers and Brand Executives (s). They are in charge of all types of brand management tasks.



2.5 Financial information and Accounting Practices

In a competitive business market, it is very much critical for making a good business decision. Finance manager at BAT Bangladesh are the core member of significant decision making team, a business partner not only merely report reporting statement and making budgets. It has to move beyond its comfort zone into value added decision in the organization.

Department of Finance activities of BAT Bangladesh given below:

- Set & deliver finance objectives
- To satisfy its stakeholder's expectation it has to go for planning and budgeting for utilizing its resources for the betterment of their business growth.
- Reporting to the Board of Director about business performances, ratios to make them understand the business situation.
- Audit and minimize business risk.
- Play as a value added partner so that all the function can run smoothly.

2.6 Operation Management

Operations (Production and Supply Chain)

As a manufacturing corporation, British American Tobacco's Supply Chain is the largest and most essential operating department. From the assembly of the leaf to the delivery of the ultimate product to the top customers, the provision chain is concerned. Essentially the management of the movement of commodities is understood as offer chain management. Raw ingredients, inventory, and finished commodities area unit all captive and keep from purpose of origin to site of consumption.

British American Tobacco encompasses a well-organized supply chain. It includes departments like primary production, secondary production, filter producing, technical school support, maintenance, logistics, acquisition, utilities, and quality testing.

2.6.1 Information System Practices

Existing information systems employed in BATB's various business layers: I. SAP: SAP stands for Software Application Product and is the most widely used system for tracking corporate activities and customer relationships in real time. The frameworks are well observed by the BAT Inner specialist key people in arrange to preserve vital data. For their internal communication they use Microsoft team.

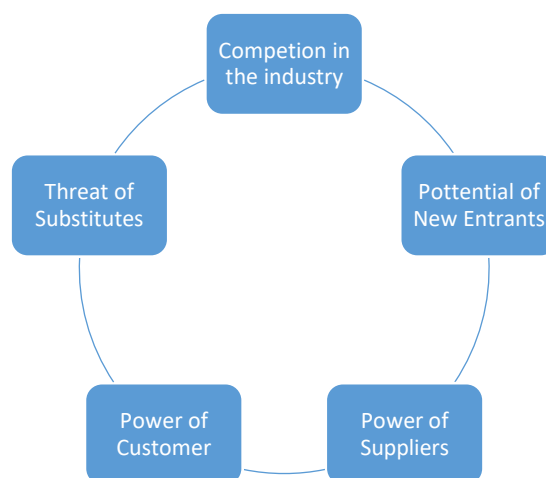
2.7 Industry and Competitive Analysis

The main competitors of British American Tobacco are: Japan Tobacco (JTI), Abul Khayer Tobacco, Nasir Tobacco

Another industry in Bangladesh locally known as biri industry some biri brand name given below

- Akij biri (Currently own by JTI)
- Nasir biri
- Abul biri
- Aziz biri

To have a clear view on this industry and also competition in this market porter's 5 forces analysis are done below:





Competition in the industry: There are several brand in the Bangladesh tobacco market few competitors are there but BAT Bangladesh hold most of the market share. Not only has the market shared BAT Bangladesh the highest TAX payer in this industry. Which put them a step ahead then the other competitors.

Potential of New Entrants into an industry: Chances of new entrants in the market is very low. As this is a negative industry which is nowadays proved globally. At this situation it is very hard to get entry in this market. However local biri industry might take a chance in this industry more specifically Cigarette industry which is heavily costly so it might harder for them as well. Other than that we can say that chances is very low in term of new entrants.

Power of suppliers: The suppliers can make positive and negative impact. BAT Bangladesh own supply system where from producing the leaf to the finish goods it done by its own. From the very early they never dependable on a single supplier however still supplier can make effect on this industry. We can say that the power of supply is moderate.

Power of Customer: Power of customer can change everything in the business. From very early stage BAT Bangladesh is serving to this country which help them create their own fan base. Each year we all know that govt. impose more and more tax to this industry that's why customer doesn't have more power of negotiate. So we can say that power of customer is moderate if they switch to another brand.

Threat of Substitute: As this is a negative and smoking is actually a habit. Actually for this industry there is no substitute. Only if people started to concern about their health only then they will quit smoking. Other than that there is not threat of substitute.

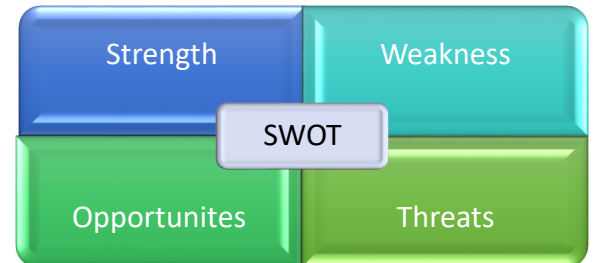
After observing all the porters five forces we can say BAT Bangladesh is holding a very strong position in Bangladesh.

2.7.1 SWOT Analysis

❖ Strengths

Strong Market Position

BAT holds the position of second in the market of procuring most tobacco. It employs 50 facilities in 41 countries to produce 724 billion cigarettes per year. BAT has a strong market position in each region having a collection of around 250 brands, with leadership in more than 50 of the 180 markets.



Having dominance over Tobacco Leaf production

BAT is the only multinational tobacco company exhibiting significant investment in tobacco leaf processing and ensuring adequate supply by cultivating 254,400 hectares. Leaf-processing programs in the subsidiary nations often include social duties and agronomical help for farmers.



Figure 4 Tobacco Leaf

❖ Weaknesses

Tobacco Industry itself considered as negative.

Struggling with the negative image of Tobacco producer in a “negative” industry. Both harmful for health and environment, social awareness campaigns hit the industry as consumers nowadays are getting more aware of tobacco consumption.



❖ Opportunities

Light Cigarettes

Because more educated individuals are aware of the adverse health effects of smoking, products with less nicotine are in demand, leading to an increase in the number of women who smoke. BAT has ensured a solid market position through light cigarettes. They have several well know brand and consciously their sales volume is increasing.

❖ Threats

Increasing Health Concerns

People who smoke get cardiac and respiratory difficulties as a result of their smoking habits, and as a result, tobacco use is dropping dramatically as people become more health conscious. Even non-smokers suffer from a variety of diseases. People frequently take tobacco firms to court for disciplinary or compensation reasons.

2.8 Summary and Conclusion

The internship experience I had at British American Tobacco Bangladesh of lifetime learning. It has taught me that no matter which situation in life I stand I should always keep my ambitions and standards high. Never should we compromise in quality and always ready for any challenges that is assigned to us.

2.9 Recommendations

BAT Bangladesh is one the prominent global organization in Bangladesh doing their business more than 100 years globally has always maintained its corporate culture of professionalism. Beside they can focus on harmless product where they can ensure 0% nicotine, for that maybe they need to give their attention to Research & Development. Furthermore, as far as the industry is concerned, BAT is working in the tobacco industry and for public awareness of Brand the company should increase more in corporate social responsibility (CSR) activities.

Chapter 3: Project Part: Impact of the "We Race As One" campaign in the manufacturing unit of British American Tobacco

3.1 Introduction

3.1.1 Background

British American Tobacco Bangladesh launched the “We Race As One” campaign for the aim of increasing the volume of production in the manufacturing unit of the BAT factory. This campaign has been quoted as one of the most successful project of BAT till date by the project manager Syed Mohaimenul Islam. I have got the opportunity as an Intern to work in this project under his supervision throughout my Internship journey.

This campaign started in the month of January 2021 and it end in the month of May, 9 teams (Constructor) from Dhaka factory each team has its own name. Each constructor contains couple of modules (Machines).



Figure 5 All the team of Dhaka Factory

To make this competition more engaging each constructor also involved their management as a sponsor for their team, Managing director himself was a sponsor for a team.



Figure 6 SCHUMACHER Team

There is an organizing team which known as Race Control team their task was calculate teams score by calculating production volume each day and upload it on the website (Leaderboard)

which is specially design for this campaign, moreover in the factory one giant screen and several TV in the factory is also setup for the update score. I was lucky enough to be in the Race Control team.



Figure 7 Leader Board

Each week, month and the season final grand podium has arranged for celebration. Moreover those who do well in the race are getting exciting gift each week and month. The season winner podium did not held while this report was creating.



Figure 8 Inauguration of Champion Trofee

Due to the Covid-19 situation this campaign considering all the covid protocol. BATB arrange transport for their employee so that they can avoid public transport to avoid risk, including me I was privileged to get the pick and drop service. Beside, all the modules frequently clean before any new operator comes in. Not only that



Figure 9 Ensuring Covid-19 Distance

BAT Bangladesh made their own hand sanitizer and distribute to their employee. Moreover before arranging each podium safety distance, mask and limited audience was the minimum requirement from the very beginning of campaign. That is the reason most all the podium situated in the open field to ensure the distance from one another.

From the very beginning BAT Bangladesh focuses on their planning so that after having many obstacle they able to successfully complete with meeting all requirements, this long campaign in their manufacturing unit which was clearly visible while taking the interview of campaigns in charge. This campaigns another success point is that it was design like a game where everyone enjoyed it.

3.1.2 Objectives

There are three objectives in this study. Firstly, we will understand the effect of this campaign in meeting the growing demand of production. Secondly, to determine the influence of this campaign in BAT to hold their market share. Finally, to analyze the facts and challenges faced during the project.

To start with the 1st objective, it is important to determine how this campaign helped BAT Bangladesh to increase its production volume. As this campaign was launched the machine operators in the factory were encourage to give their best in the production line as much as possible from their end. With the 2nd objective of this report, we investigated the impact BAT created in the current tobacco market and how it is holding its position with market share.



Finally, in the 3rd objective, with the interview of the project in charge we get to know about the facts and challenges the management faced while running this mega campaign.

3.1.3 Significance

British American Tobacco Bangladesh has taught me importance of being professional and maintaining proper standard at all times. Each tasks that I was assigned in my Internship period was observed keenly by my supervisor to make sure everything is according to the standard of British American Tobacco. From this report a readers can understand how the motivation factor can influence an employees and bring out the output from them. Moreover the readers can also understand how planning can play as a vital role to make any project successful.

3.2 Methodology

Secondary data: In this study, I have utilized information from Annual Report of British American Tobacco Bangladesh. Moreover, reviewing the expert's article, annual report and also case study of this industry.

Primary data: For knowing more about the actual experience and challenges faced during the project I took interview of the project in-charge for a better analysis.

3.3 Findings and Analysis

As this campaign was launched to meet the increasing demand of their product. To understand that observed last five year annual report which is available in their official website. Where specially focus on Revenue to have the idea about their sales, from 2016 the figures were gradually increased but I would like to **drag the attention in the year of 2020** specially this is the year where COVID-19 negatively impact almost in all businesses where sustain was the biggest challenge but BAT Bangladesh not only sustain but their revenue has increased as like normally it was increasing previous year. BAT Bangladesh reached its highest profit ever also in the year of 2020.

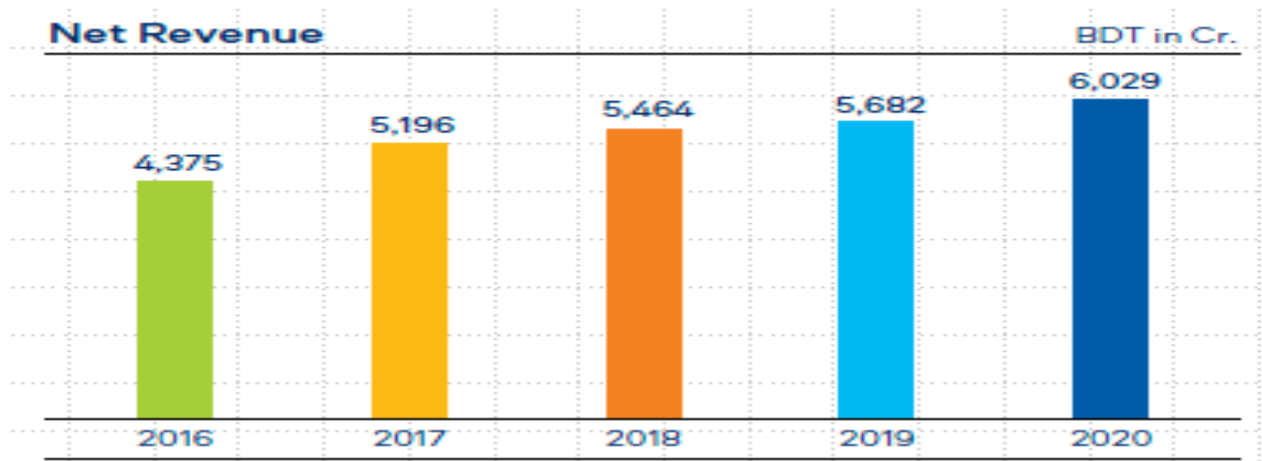


Figure 10 Net revenue

Consequently, the board of BAT Bangladesh declared 600% cash dividend in 2020 which was 400% in the year of 2019. This organization itself sold 52,543 million stick only in Bangladesh in 2020, it was 50,774 million stick in 2019.

Their lower segment brand STAR has showed significant growth of 66% YOY which impacted tremendously positive in their sales. After observing their sales records and overall performance it is clearly understandable their growing demand, for that they launched “WE RACE AS ONE” campaign.



Figure 11A product of BAT

It's very important to sustain in the business, same goes for BATB. In this industry there are other competitor, for now the biggest competitor in market is JTI. After BATB JTI is leading the 2nd position. In the year of 2018 JTI invested largest direct foreign investment in Bangladesh. To increase their market share they acquisition of Akij Groups of tobacco. Which shows how much promising JTI to this industry. As we have discussed in our previous paragraph about their growing demand of their goods, if they failed to meet the market requirement there is a high chance to lose their market share, at the same time BAT Bangladesh needs to deliver quality products otherwise it will be easier for the competitor to take the market share. Another reason for sustain and secured their market share, BAT Bangladesh have launched “WE RACE AS ONE”.

To analyze overall project and performance of this campaign I was privileged to take interview of Syed Mohaimenul Islam Ayon, Manufacturing HR Business Partner at BAT at the same time he is the in charge of “WE RACE AS ONE” campaign. To understand its success I had ask him few question. He clearly state that this is a unique campaign to BAT, during the COVID-19 market demand was way above their capacity, basically this was a campaign where people are encouraged give extra volume that was required from the market. About the success he mention that actually this campaign delivered the extra volume which was required. And in term of success he also told that it may be the biggest campaign last ten year at BAT Bangladesh. Beside that he was also asked about the challenges where he talked about four major challenges.

- Duration of this campaign took so much long.
- Engaging everyone in the race like involving union member, shop floor employee, and management. It was end to end connected.
- Continuously revised target to each team.
- Fourth was the Covid-19.

Lastly he was asked what things should be taken care to run this kind of successful long campaign. In his reply he focuses on the planning how much good and proper plan you have that much good execution it could be beside he also mention about the budget but at the same time he also mention it vary company to company.

To listen the audio of the interview please click the link below,

<https://drive.google.com/file/d/1NtCsMgrOdLa7lywHWCT8luDBUXngRWpk/view?usp=sharing>

The list of question that was asked in the interview given below:

- How successful the campaign “WE RACE AS ONE” was?
- What are the challenges during this campaign?
- To run such a long campaign what are the things that should be taken care?

Throughout this program it has been found out that motivation has been the key to success for this campaign. From the Interview of project in charge, we can conclude that how the workers in the manufacturing unit took the campaign positively and utilized all its aspects effectively. Moreover, proper planning beforehand of the campaign led to a successful event take place. Further data analysis could also be possible if only we could have the data of the project from British American Tobacco Bangladesh which is not revealed due to company's internal policy of confidentiality of data. To complete this report I have managed interview and information from annual report and from their official webpage.



Figure 12 Celebration Time

3.4 Summary and Conclusions

For a summary of this report we can conclude that British American Tobacco before launching any sort of campaign they are very observant of any initiatives taken. Though the main purpose of the campaign was increasing volumes of production, motivating the employees in a competitive mindset was also appreciated.

British American Tobacco Bangladesh is very confidential about sharing numerical data's to Interns. So I personally struggled in this case while preparing for the report.

3.5 Recommendations

The campaign “WE RACE AS ONE” was a brilliant idea to motivate their entire employees. Though this campaign was hampered a bit due to covid-19 and lockdown, as a result podium were delayed and while writing the report still season final was on hold which actually demotivated the employees. As this is around five month long campaign continuously motivation was very much important to run it. They should have arrange it in online and send their give away on time. Beside overall it was a great and unique arrangement by BAT Bangladesh.

References

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