Internship Report On

**Exploring Factors Contributing to Limited Adoption of Artificial Intelligence
in recruitment within FMCG Industry in Bangladesh**

By

Name: Omar Md. Afza

Student ID: 19104124

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

Summer 2023

Declaration

The following declaration is made:

• I have submitted an internship report while pursuing a degree at BRAC University, which is my unique work.

• Nothing is included in this report which contains any material submitted or accepted for a different degree or diploma at a university or any other institution.

• This report does not incorporate any formerly published or written content by a third party unless it is properly credited with complete and exact referencing.

• I have acknowledged all major derivations of assistance.

Student's Full Name & Signature:

_____

Omar Md. Afza

Student ID: 19104124

Supervisor's Full Name & Signature:

_____

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer, BRAC Business School BRAC University

Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din

Senior Lecturer,

Brac Business School

66 Mohakhali, Dhaka-1212

Subject: Submission of report of Internship on "Exploring Factors Contributing to Limited Adoption of Artificial Intelligence within FMCG Industry in Bangladesh"

Dear Sir,

With all due respect, I am a BRAC Business School undergraduate student and am happy to submit my internship report as part of my BRAC University bachelor's degree while working at Unilever Bangladesh Ltd. By use of this internship initiative, I have had the chance to closely examine how recruitment and Employer Branding is done in an FMCG company and how it differs from other companies within the industry. Even though I am still discovering, this report and my internship have given me the opportunity to gain insight into the fundamentals of Unilever Bangladesh's talent pipelining and their usage of artificial intelligence in recruitment activities.

I thus really hope that any disparities in my report will be taken into account. Finally, I want to express my gratitude to everyone for their inspiration, help, and guidance. Without their significant input, this report would not have come to its conclusion. During the meantime, feel free to get in touch with me with any questions.

Sincerely,

Omar Md. Afza

ID: 19104124

Brac Business School

Brac University

Non- Disclosure Agreement

This agreement is made and entered into by and between Unilever Bangladesh Ltd and the undersigned student at BRAC University named Omar Md. Afza for the responsibility to prevention of information disclosure of the firm's classified data.

_____

Omar Md. Afza

Student ID: 19104124

BRAC Business School

BRAC University

Acknowledgement

This report was completed as part of my requirements for a bachelor's degree in BUS400 at BRAC University. I would like to extend my heartfelt gratitude and a sincere vote of thanks to all those who played a pivotal role in ensuring the success of this report. First and foremost, I am deeply thankful to my academic supervisor, Mr. Zaheed Husein Mohammad Al-Din Sir, for his unwavering guidance and support throughout the entire process. His clear instructions and mentorship were instrumental in enabling me to complete this paper smoothly and without any complications.

I would also like to extend my special thanks to all the HR managers with whom I had the opportunity to interact while working on my internship report. Getting to know them during my time there was invaluable. Our conversations not only greatly contributed to the analysis within my report but also benefited the company as a whole.

The final acknowledgment is dedicated to Aanisha Mahmood, Employer Brand and ED&I manager, my supervisor and Line manager, and Lamia Bintey Hakim, Assistant Manager Employer Brand, Unilever Bangladesh who assisted me in gathering information and provided guidance for the creation of my internship report.

Thank you.

Sincerely yours,

Omar Md. Afza

ID: 19104124

Executive Summary

With a focus on Unilever Bangladesh, this in-depth internship report explores the complex difficulties faced by HR managers as they attempt to implement artificial intelligence-based recruiting strategies across their firms. The research thoroughly evaluates the current state of recruiting, outlining both the traditional hiring practices now in use and their benefits and drawbacks. This research attempts to offer a complete knowledge of the complex dynamics at play in the area of HR and recruiting within the context of Unilever Bangladesh by examining these important elements.

Contents

Topic: Exploring Factors Contributing to Limited Adoption of Artificial Intelligence in recruitment within FMCG Industry in Bangladesh

Choosing to work on the topic "Exploring Factors Contributing to Limited Adoption of Artificial Intelligence in recruitment within FMCG Industry in Bangladesh" is a relevant and important research question for several reasons.

At the outset, it is clear that fast-moving consumer goods (FMCG) is an important industry in Bangladesh given their contributions to employment and the economy. Understanding the concerns about AI adoption in recruitment across these sectors carries real consequences for workforce growth and efficiency as technology continues to influence these industries internationally.

Second, hiring is a crucial task, and the FMCG and telecommunications sectors frequently struggle to find and keep the best staff. If technical resistance plays a role in these difficulties, it may be possible to identify them by looking at the obstacles to the adoption of AI in recruitment. Taking care of these issues could boost organizational performance and talent acquisition.

Additionally, firms are continuously looking for ways to obtain a competitive edge in the fast-paced commercial world of today. AI has the ability to completely transform hiring procedures by raising hiring standards, decreasing biases, and maximizing resource use. Organizations in the industry can detect weaknesses in their strategies and make sound choices by looking at the issues preventing the use of AI.

Understanding the causes of limited adoption might provide insight into an organization's readiness for future technology improvements as industries globally move toward increasing automation and AI integration. This research can help firms create adaptation and growth strategies for the dynamic business environment.

Chapter 1: Overview of Internship

1.1 Student's information:

Name: Omar Md. Afza

ID: 19104124

Focus (majors): Finance and CIM (Computer Information Management)

From: Brac Business School, BRAC University

1.2 Internship Information

Company Name: Unilever Bangladesh Ltd.

Function: Human Resource

Department/Division: ED&I, Employer Brand

Period: 07-05-2023 to 08-09-2023

Address: Shanta Forum, 188/B Bir Uttam Mir Shawkat Sarak, Dhaka 1208

Chapter 2: ORGANIZATION PART

2.1 Introduction

Unilever Bangladesh is a leading multi-national organization operating in FMCG industry, known for its varied products and strong dedication to sustainability. As part of the global Unilever family, the company has made a unique place with its ethical standards, and efforts to help communities. Unilever Bangladesh offers a wide array of popular products across four categories: Beauty and Wellbeing, Personal Care, Home Care, and Nutrition. The company's strategy is based on ethics, transparency and ethical sourcing, ensuring both customer confidence and environmental sustainability. Beyond just doing business, Unilever actively works to improve communities through programs that promote sustainable living, local farmer support, and hygiene education. Unilever exemplifies a comprehensive business approach that benefits both its customers and the Bangladeshi society at large by integrating consumer centricity with a focus on environmental and social responsibility.

2.2 About Unilever Bangladesh

2.3 Unilever's Mission

The goal of Unilever Bangladesh is to improve the lives of Bangladeshis by providing them with eco-friendly, cutting-edge products that cater to a variety of needs. The organization works to improve the lives of people, communities, and the environment via a dedication to quality, social responsibility, and ethical business practices.

2.4 Unilever's Vision

In the future, Unilever Bangladesh wants its operations and products to help create a society that is more just and sustainable. The company strives to be a driving force behind positive change in the consumer products sector and to set the bar for ethical corporate citizenship in Bangladesh by consistently innovating, establishing collaborations, and keeping the highest standards of integrity.

2.5 Methodology of the study

The methodology for this study will be qualitative, using in-person interviews from Managers and Assistant managers of recruitment teams from different organizations within FMCG industry. Since managers of recruitment teams are aware of strategies adopted to prepare recruitment pipeline and assessing candidates for vacancy. Hence interviewing them on adoption of artificial intelligence and limitation of AI based tools in recruitment will be a good starting point. Later, thematic analysis will order the data collected in accordance with the study paper's format.

2.6 Importance of the study

The expected outcomes of this study will give an insight into the importance of adopting artificial intelligence-based recruitment, the scope of employee training automation and improve overall employee retention rate and lower attrition rate. These insights will eventually give us recommendations for improving traditional recruitment approaches.

The research project aligns with the goals and objectives of my department and would make a valuable contribution to the field.

- Modern Trade: Unilever strategically collaborates with modern trade outlets, ensuring a diverse product range is readily available to urban consumers. These include super shops.
- General Trade: Unilever biggest revenue stream comes from General or Traditional trade that can be defined as local stores or shops that cater the needs of local consumers of Unilever Bangladesh's products.
- E-Commerce: Online retail stores that serve the customers through delivery. This is still a rising opportunity for Unilever Bangladesh as most of the revenue come from the other through streams.

2.7 SWOT Analysis of Unilever

Strengths, Weaknesses, Opportunities, and Threats analysis, or SWOT analysis, has emerged as a crucial tool for strategic planning in businesses. This will still be utilized as a planning tool. Fast-moving consumer items are supplied and manufactured by Unilever PLC. According to Unilever's SWOT analysis, the firm has a strong possibility of developing and entering a global market. The investigation goes on to show the company's present situation as well as its surroundings. The SWOT method has also been proven to be a useful tool for planning that is focused on results:

Strengths:

Unilever is a respectable company with a long record of success in the consumer products industry. Some of its advantages are:

- Strong brand awareness is a result of Unilever's extensive portfolio of respected and well-known brands in a variety of markets. This enables the business to increase revenue and client loyalty. This enables the business to increase revenue and client loyalty. Additionally, Unilever's broad array of brands allows it to meet a variety of client tastes and demands. By offering a wide range of items, they may entice more clients and maintain their allegiance over time. This competitive edge strengthens Unilever's position in the market and contributes to their overall success.
- Sustainable practices: Unilever's operations, supply chain, and product line all reflect the company's commitment to sustainability and social responsibility, which draws businesses that care about the environment. In addition to achieving corporate success, they have introduced sustainable development to increase Unilever's contribution to society.
- Strong financial performance: Unilever has a profitable business and growing revenue, which allow it to spend in expanding its operations and returning value to shareholders. Through a number of marketing strategies, they are attempting to boost sales.

Weakness:

Despite its strengths, Unilever has certain flaws that might hurt its business.

- Lack of Agility in Market Orientation: Unilever is not agile in market orientation as a result owing to its hierarchical structure. There is a lack of a globally accepted framework for agility and adaptability. Agile market activation, market advantage, and regulatory discussions are difficult for Unilever.

o Lack of E2E integration across the digital ecosystem: Due to poor E2E integration in the digital ecosystem brought on by COVID-induced market shifts and an inability to adapt to shifting customer needs, Unilever is having problems with market execution. Unilever's market share and profitability have decreased as a result of these difficulties. Additionally, the absence of E2E integration has made it more difficult for them to optimise their digital marketing strategies and make effective use of data-driven insights.

Opportunity

With the use of digital technology and wellness goods, Unilever develops in developing regions, reaping the rewards of rising demand, enhanced distribution methods, and a wider consumer base.

o Modern Trade and E-Commerce: To ensure efficient delivery, consumer happiness, and market success, distribution channels for home care items prioritize logistics.
o Trade interventions that are specifically tailored to each customer's needs and preferences can help the home care sector earn sizable profits and differentiate itself from rivals. The home care company may achieve high profits and differentiate itself from rivals by customizing trade methods.

Threat

Due of its fierce competition, Unilever is under pressure to meet escalating expenses. as an example.

o Defending against local rivals: Due to competition, customer demand, and strategic partnerships, Unilever's worldwide market power is in jeopardy. These factors pose a serious challenge to Unilever's market leadership, and the corporation must continually innovate and adapt in order to stay competitive. New competition and altering customer tastes have increased the challenge to Unilever's worldwide market dominance.
o Global market instability: Unilever has major management and forecasting challenges in addition to having an effect on 190 nations. Due to the irregular nature of the company's activities, it is difficult to effectively foresee market trends and establish suitable strategies. Furthermore, because issues in one location might spread throughout the whole network, the supply chain is significantly hampered. In a sense, Unilever's capacity to adjust to changing customer tastes and market conditions is made more challenging by this instability, which makes it tougher for the corporation to remain competitive.
o Limited RM Procurement Sources: Given how crucial raw materials are to the company, Unilever's limited RM procurement sources might be viewed as a weakness. This may therefore have an effect on both Unilever's supply chain and their entire company operations.

2.8 Unilever Bangladesh's Corporate Focus:

The corporate focus of Unilever Bangladesh is defined by a holistic dedication to sustainability, innovation, ethical behavior, and community involvement.

1. Sustainability: The incorporation of sustainability into all facets of its operations is at the center of its corporate strategy. Reducing the company's carbon footprint, fostering eco-friendly products, and obtaining raw materials responsibly are all priorities for Unilever Bangladesh.
2. Employee Development: The strongly emphasizes employee development, providing its staff with possibilities for training and professional advancement. This emphasis on personnel development guarantees a knowledgeable and driven team.
3. Unilever Bangladesh places customers at the center of all business decisions. The business regularly modifies its products to suit regional preferences and demands through market research and customer feedback.
4. Innovation: Innovation emphasis on innovation includes packaging design, product compositions, and production procedures, allowing the business to maintain a competitive edge in a fast-moving industry.
5. Ethical Business Practices: Unilever Bangladesh's activities are based on high ethical standards. The business ensures trust and integrity in its business interactions by maintaining open communication with all parties and conducting fair business practices.
6. Partnerships: Suppliers, distributors, non-governmental organizations (NGOs), and governmental entities are just a few of the partners with whom Unilever Bangladesh works in Bangladesh. These collaborations aid in enhancing the impact of the company's sustainability initiatives and aid in bringing about constructive social change.
7. Community Involvement: Unilever Bangladesh regularly participates in neighborhood programs. These include encouraging small-scale farming, helping women gain power via skill development, and supporting social welfare initiatives. The company's dedication to acting as a good corporate citizen is shown in these initiatives.

2.9 Range of Services:

Unilever Bangladesh provides a wide variety of goods and services to meet the demands of its customers. These services can be divided into many important categories:

1. Household Care
2. Fabric Cleaning
3. Skin Cleansing
4. Skin Care
5. Oral Care
6. Hair Care
7. Personal Grooming
8. Food & Beverage

2.10 Unilever Brands:
Globally, Unilever maintains a portfolio of roughly 400 brands. However, many of these are regional and are only available in specific nations, like Fair & Lovely. There are 18 UBL

brands now in Bangladesh, which are divided into several categories. Nearly all of the brands may be divided into two groups.

- Food and beverages
- Home and personal care brands
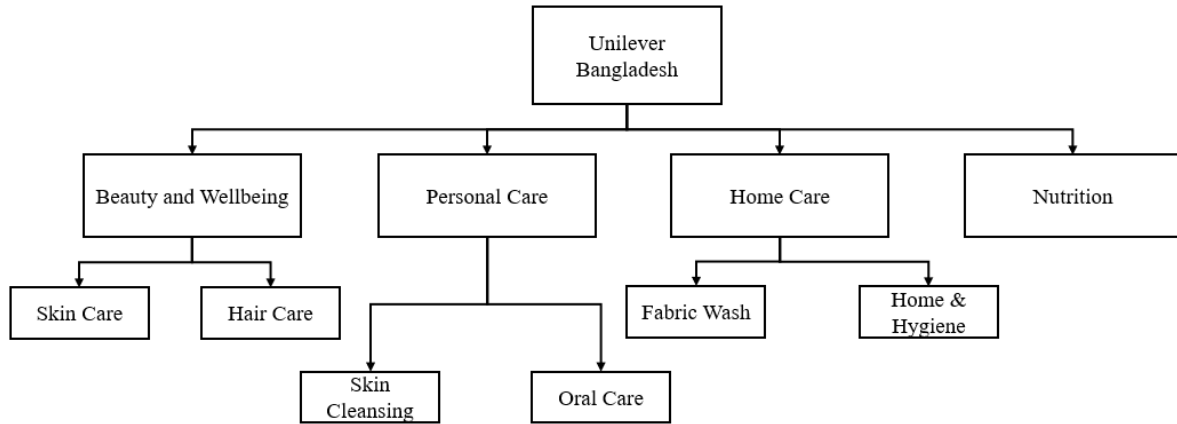
On four product categories Unilever product portfolio is built on. These are

1) Fabric Wash
2) Household care
3) Personal care
4) Foods and Beverage.

Fabric Wash

- Wheel Laundry Soap
- Wheel Washing Powder
- Wheel Power White
- Surf Excel

Household Care

- Vim Powder
- Vim Bar
- Vim Liquid

Personal Wash

- International Lux
- Lifebuoy Total
- Dove bar
- Lifebuoy Liquid soap

Skin Care

- Fair & Lovely Multivitamins
- Fair & Lovely Body Fairness Milk
- Fair & Lovely Ayurvedic
- Fair & Lovely Menz Active
- Pond's Age Miracle range
- Pond's Daily Face Wash
- Pond's Cold Cream
- Pond's Perfect result Cream
- Ponds Dream Flower Talc
- Pond's flawless white range
- Ponds Gel

Hair Care

- Sun Silk Shampoo
- All Clear Shampoo
- Lifebuoy Shampoo
- Dove shampoo
- All Clear Hair Oil

Oral Care

- Close-up Toothpaste
- Pepsodent Toothpaste
- Pepsodent Toothpowder
- Pepsodent Toothbrush

Foods and Beverages

- Brooke Bond Taaza Tea
- Liptop
- Knorr soup lineup
- Kissan

2.11 Strategies Applied by Unilever Bangladesh

2.11.1 Strategies: Functional Level

To gain and sustain a competitive edge in established markets, Unilever Bangladesh Ltd. utilizes a range of functional-level strategies.

- They do this by taking advantage of learning effects and economies of scale. For instance, Unilever produces 808,720 soap bars, 1,023,810 detergent powder packets, 154,430 toothpaste tubes and sachet SKUs, 349,530 shampoo SKUs and sachets, 176,109 tubes, jars, bottles and sachets of creams and lotions.
- They use adaptable manufacturing techniques, educate workers to improve their abilities, and carry out research and development to create goods that are simple to produce.
- They respond to customers more quickly. They do in-depth research to develop new items and alter the current ones to better please the market.
- They are always coming up with new items, marketing strategies, packaging, and distribution methods. By doing this, businesses can fulfill consumer requests rapidly.

2.11.2 Strategies: Business Level

The strategic managers at Unilever employ a variety of business-level tactics to take use of the organization's assets and unique strengths to outperform its competitors. The MC (management committee) is responsible for approving these strategies These include:

- Because companies periodically have surplus capacity and may benefit from economies of scale, they employ a cost-leadership strategy. They may produce useful goods at reasonable prices in this way.
- For some items, they also use differentiation strategy to suit customers' wants in a special way.
- To have a wide range of items, they also target various market segments with various products. By increasing the number of items, they produce to meet a wide range of niches, they lower the danger of entrance.

2.11.3 Strategies: Global Environment:

Unilever is the parent company of Unilever Bangladesh Ltd. As a member of a large corporation, it adheres to some of Unilever's broad objectives and principles. Nevertheless, they also alter several techniques in accordance with local circumstances. Following is a list of the many tactics they employ in a global setting:

- They have distinct advantages that enable a firm to achieve greater efficiency, quality, innovation, or customer response since they are a globally recognized corporation and include globally renowned brands. Unilever Bangladesh Ltd. is given access to the many policies and tactics Unilever employs as well as their experience.
- In order to achieve location economy, they import raw materials from cheaper locations.
- They react to their surroundings. They are constantly prepared to enhance and change their things to satisfy the demands of the neighborhood customers.

- UBL employs a multi-domestic approach in which the businesses heavily adapt both their product line and marketing plan to various national circumstances.

2.11.4 Strategies: Corporate strategy
- They participate in temporary agreements for the supply of their raw materials for production. Running a diverse range of products, Unilever Bangladesh diversifies in both connected and unrelated ways.
- They compete in nine different industries selling a variety of products like food, toiletries, and home care. Since most of the commodities may utilize the same raw materials, production methods, and transportation networks in particular, they gain from economies of scale.

2.12 Unilever's Growth

Even though Unilever has been operating since before the country's independence, its big growth spurt began in 1999. Since that time, the rate of sales growth has continuously exceeded the GDP and has been in double digits. Globally, UBL has climbed by 14.5% in 2022. Around 5.5 Lac retail outlets exist in Bangladesh and have lately maintained an annual growth rate of 7-8%. Additionally, they have improved the business's foundation by effectively converting 50% of packaging to recyclable technologies by 2021 and raising the rate to 80%. Unilever Bangladesh has cooperated with 36 groups to address the plastic problem, including Niketon, BRAC, UNWOMEN, UNICEF, the Army Welfare Trust, etc.

2.13 Organization Structure

Unilever Bangladesh has 6 major functions within the organization. Go-to-Market and Supply Chain are at the heart of the organization driving the business from the front end and supporting them are Finance, Human Resource, Legal and IT.

Go to Market (GTM)- This role includes both sales and marketing. Unilever's marketers are leaders in sustainable marketing, and they are progressively more concerned with boosting sales through products that improve society and the lives of people.

Supply Chain - Unilever's supply chain manages the procurement of raw materials, ensures efficient delivery of the finished product, and is a key component of the company's sustainability objective.

Research & Development (R&D)- Our R&D team is essential to the company, producing the goods and technologies that our customers enjoy, with the goal of innovating boldly for people and the world.

Finance - Everyone collaborates to establish best practices and provide knowledge in crucial decision-making, from accountants to finance business partners to the wide variety of experts in specialized services.

Human Resources - The HR team is key to identifying business needs for developing, managing & implementing growth strategies by attracting, retaining, and developing the best talent for a Future Fit organization.

Information Technology (IT)- With a digital presence to be proud of, and a team of brilliant IT professionals, our success relies on a strong technological infrastructure and top-of-the-range IT products.

Legal- Everything at Unilever, from creative patents to business integrity, partnership agreements to celebrity marketing contracts, is made possible by our legal team's insightful business partnerships and legal advice.

2.14 Unilever Human Resources

Unilever Human Resources follows TOCC structural form.

There are 5 pillars of HR within Unilever Bangladesh

- ❖ People Experience: People experience deals with Recruitment, Rewards, Workplace Safety (WPS), Data Specialist. People experience refers to recruitment and onboarding, employee engagement, performance management.
- ❖ Employee Relations: Employee Relations deals with the blue-collar workers who work at their production houses.
- ❖ Employer Brand: Employer Brand is concerned about company culture, employee advocacy and social media presence.
- ❖ Health & Wellbeing:
- ❖ Business Partnering: Business partners work the Business Units to provide them with interventions or on demand requests.

2.15 Unilever Bangladesh Career Gateway

o **SPARKS Campus Ambassador**: SPARKS are recruited for 1 year to works as a liaison between Unilever Bangladesh and their respective universities. Each year 5 SPARKS are converted to Unilever interns based on their performance.

o **BizMaestros:** The flagship business competition of Unilever that gives the students the thrill of experiencing real business challenges. BizMaestros has marked its footprint amongst the top talented campus and students for 12 years now. The winner gets the opportunity to be fast-tracked directly to the final interview of the Management Trainee program of UBL and represent Bangladesh at the global platform of Unilever Future Leaders League in London!

o **Unilever Leadership Internship Program (ULIP):** Unilever's flagship internship program. ULIP interns are fast-tracked in UFLP Recruitment based on their performance.

o **Unilever Future Leaders Programme (UFLP):** Management Trainee program for all functions. USP of the program include Global Attachment and a fast-track promotion to manager level after completion of 15-month tenure. MTs are expected to be flexible on mobility across Bangladesh.

o **Customer Development (CD) Trainee:** 6-months paid foundation program for Sales roles. Upon successful graduation, candidates are placed in Territory Manager roles.

o **Graduate Engineering Trainee (GET):** 11-months paid foundation program for Supply Chain roles. Upon successful graduation, candidates are placed in suitable role across the supply chain function.

2.16 Unilever Bangladesh's Key Business Focus:

Unilever Bangladesh's key area of business focus lies in supporting

Recruitment Pipelines for Unilever

- Direct Recruit (DR): "Direct recruit for Unilever Bangladesh" refers to the practice of selecting new workers for Unilever Bangladesh, a subsidiary of the large consumer goods firm Unilever, directly from outside sources or talent pools to fill certain job opportunities. With this strategy, the business is able to hire new personnel as necessary to satisfy the demands of its many product categories and contribute to its expansion and innovation in the Bangladeshi market. To find and choose applicants who fit the criteria for various roles within the company, Unilever Bangladesh may employ a variety of recruiting methods, including job adverts, recruitment firms, or direct applications.

- Mid-Career Recruitment (MCR): "Mid-career recruit for Unilever Bangladesh" refers to the recruiting of skilled individuals who are in the middle of their careers to fill certain job opportunities within Unilever Bangladesh, a subsidiary of the international consumer goods firm Unilever. This strategy enables the business to hire people who have demonstrable competence and experience in their respective sectors. Mid-career hires often have a mix of abilities, expertise, and real-world experience that can support the company's expansion, inventiveness, and market leadership in Bangladesh. To find and choose applicants with the necessary credentials and experience to succeed in a variety of positions within the company, Unilever Bangladesh may employ targeted recruiting tactics and channels.

- Contractual Roles (3P): As part of its labor strategy, Unilever Bangladesh, like many other companies, may provide contractual jobs or roles. These contractual obligations can be for any of the following purposes:
  i. Project-Based Contracts: Professionals may be hired by Unilever Bangladesh on a contractual basis for certain projects or initiatives. These positions are transient and frequently dependent on how long the project lasts. They enable the business to hire specialized talents or knowledge for pressing demands.
  ii. Seasonal Hires: In some circumstances, Unilever Bangladesh may hire people on a seasonal contract basis to handle busy times, as around the holidays or when there is a spike in demand for particular goods.
  iii. Temporary Replacement: Contractual positions can also be utilized to cover for workers who are on long-term periods of absence, such maternity or sabbatical breaks. The workforce is maintained as a result.

2.17 Recruitment Platforms for Unilever Bangladesh
1. Job Portals: Unilever Bangladesh partners with popular job portals such as Bdjobs.com to post their job openings and reach a wider audience of talents.
2. University and Campus Engagement: Unilever Bangladesh actively engages with universities and educational institutions for campus recruitment. It participates in career fairs, conducts on-campus interviews, and offers internship programs to students.
3. Social Media: Unilever Bangladesh uses social media platforms like Facebook and Instagram to share job openings, company culture, and recruitment related contents.

2.18 Recruitment stages for Unilever Bangladesh
- **Application:** Candidates applying through recruitment platforms of Unilever Bangladesh have to fill up an application form where they need to provide their personal experience and professional experience and provide information of their expertise.
- **Preliminary Interview:** Unilever Bangladesh Conducts preliminary interviews for resume reviewing, basic qualifications checking, figuring out the job fit and communication skills of candidates and their adaptability to organization culture.

- **Aptitude Test:** Like many global corporations, Unilever Bangladesh may employ aptitude testing throughout the hiring and selection process. These examinations are meant to evaluate applicants' cognitive capabilities and job-related skills. Here are some typical sorts of aptitude tests that Unilever or other comparable corporations could utilize, however the precise exams performed may vary based on the role:

1. **Numerical Reasoning:** This examination gauges a candidate's aptitude for dealing with numerical data, information analysis, and mathematical problem-solving. It could ask you about interpreting statistics, percentages, ratios, and fundamental arithmetic.
2. **Logical Reasoning:** Tests of logical thinking assess a candidate's capacity for pattern recognition, problem-solving, and good judgment in the context of given data. They frequently incorporate deductive thinking, riddles, and sequences.
3. **Personality Assessment:** Personality testing: Personality tests aren't exactly aptitude tests, but they may be used to determine a candidate's personality qualities, career interests, and cultural fit with the company.

- **Final Interview:** Like in many businesses, the last interview is an important part of the hiring process at Unilever Bangladesh. It usually happens following preliminary screenings, evaluations, and potentially several rounds of interviews. The purpose of the final interview is to determine the candidate's fitness for the position in further detail as well as if they are consistent with the culture and values of the business.

Chapter 3: Project Part

3.1 Introduction:

Leading fast moving consumer product company Unilever Bangladesh is constantly seeking skilled and enthusiastic individuals to join its team. The hiring procedure for the organization is intended to locate and entice the top individuals for its available jobs. There might be many possible reasons for not switching to an automated recruitment system where the candidates are hired fully based on an artificial intelligence-based platform. However, despite having challenges, AI-based recruitment has potential to improve efficiency, accuracy and fairness of the recruitment process. Some general considerations while seeking out the reasons for limited adoption should be considered. These are the company's culture and values, the types of jobs being recruited for and the availability of talent within the given community.

3.2 Research Methodology

The research methodology includes asking the Human resource business partners of Unilever Bangladesh regarding the challenges they faced while considering an AI based recruitment. As Human Resource Business Partners (HRBPS) are the ones who connect with the business units of Unilever Bangladesh and provides with their demand of talents for different role. Taking their individual interview should suffice the reason behind limited adoption of AI based recruitment platforms.

1. Identifying the research participants: The first step is to identify the research participants. In this case, the research participants would be the Human Resource Business Partners (HRBPs) at Unilever Bangladesh. The HRBPs are the ones who are responsible for connecting with the business units of the company and understanding their talent needs. They are also the ones who would be most familiar with the challenges of AI-based recruitment.

2. Developing Interview Questions: Interview questions should be designed to elicit information about the challenges they faced in recruiting through AI based platforms. Some of the questions asked are:
    I. What are the challenges you have faced in adopting AI-based recruitment?
    II. How has AI-based recruitment affected your work?
    III. What are the benefits and drawbacks of AI-based recruitment?
    IV. Do you think AI-based recruitment is a good fit for Unilever Bangladesh?

3. Conducting the interview: Conducting the interviews comes next after the interview questions have been created. The interviews should take place in a private atmosphere so that the HRBPs feel at ease speaking openly about their ideas and perspectives. Recording the interviews will enable later data analysis.

4. Analyzing the data: Following the completion of the interviews, the data must be analyzed. A number of techniques, including theme analysis and content analysis, may be used to study the data. Finding the main themes and patterns in the data is the aim of the analysis.
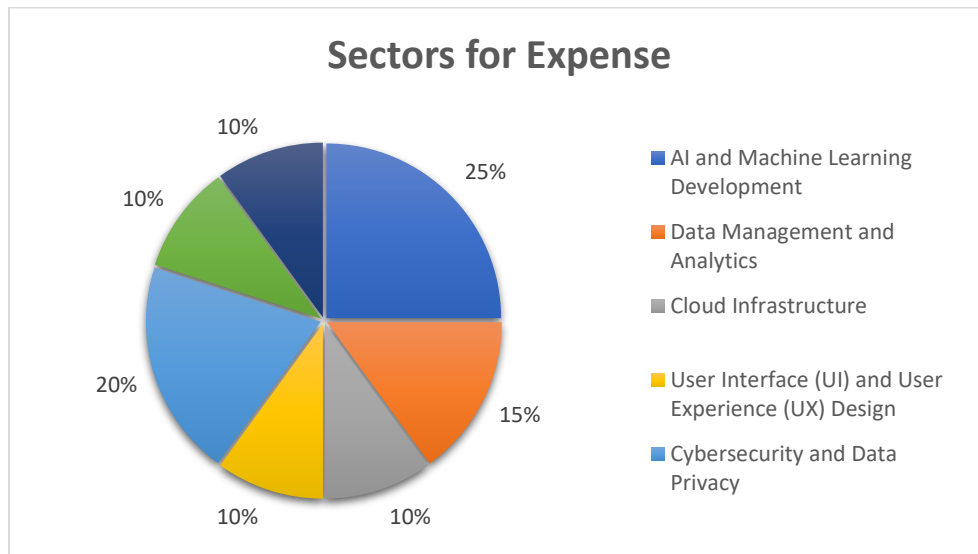
3.3 Findings

To illustrate the findings of the factors contributing to low adopting rate of artificial based recruitment in Bangladesh within the FMCG industry, we will be using the verbatims taken from recruitment managers and HR business partners for 6 different functions. The pool for verdicts is Lack of Knowledge, Constraints on Resource, skill gap, culture and regulatory concerns, Traditional mindset, resistance to change, lack of customization, accessibility, and data quality. Now we will be seeing how each of these factors are contributing to low adoption rates.

1. **Lack of Knowledge:** Unilever Bangladesh is aware that the potential for AI in Bangladesh's FMCG industry recruitment may not be widely known or understood. The organization may solve this by taking the initiative to inform both its internal employees and external stakeholders about the advantages and uses of AI in HR and recruitment. However, to establish a recruitment system fully automized by AI is still impractical where the candidate pool is diverse, and the recruitment system requires quality control for the applicants rather than just depending on their academics and experiences.

VERDICT ON LACK OF AI KNOWLEDGE

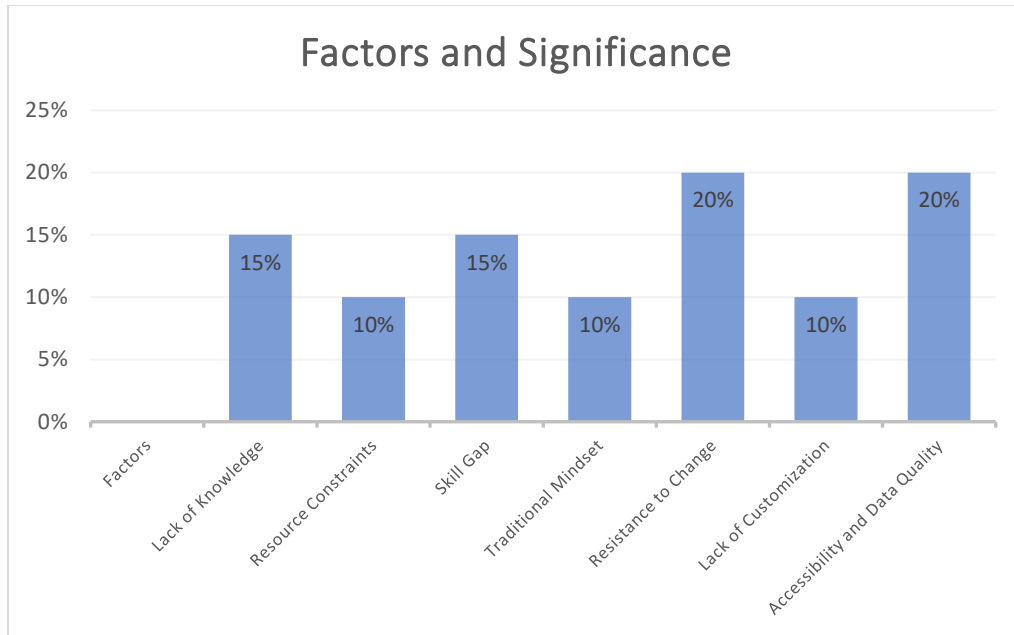■ Yes, Lack of knowledge has substantial impact   ■ Considerable

14%

86%
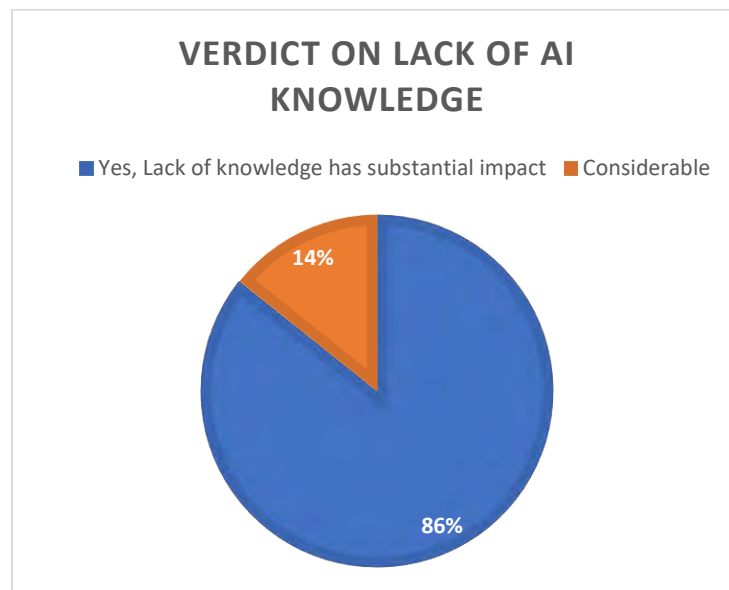
2. **Resource Constraints:** Despite being a large multinational corporation, Unilever is aware that many smaller FMCG firms may experience resource limitations. For Unilever Bangladesh the profit generation comes from two entities. One is Unilever Consumer Care Limited (UCL) and Unilever Bangladesh Limited (UBL). Which showed a profit of 73 million BDT and 740 million BDT in 2022 accordingly.
While Unilever Believes in sustainability, expenditure of a significant amount of operating expense will be spent on AI based recruitment module. While some of the sectors for expense have been illustrated here, there might be other sectors for expenditure.

Sectors for Expense

- AI and Machine Learning Development — 25%
- Data Management and Analytics — 15%
- Cloud Infrastructure — 10%
- User Interface (UI) and User Experience (UX) Design — 10%
- Cybersecurity and Data Privacy — 20%
- 10%
- 10%

3. **Skill Gap:** Unilever Bangladesh may be aware of the probable lack of highly qualified AI specialists in the nation. "The IT department yet isn't proficient enough to implement AI in our regular model" said by People Experience Lead of Unilever Bangladesh, Inam Ahmed. In order to solve this, the business can engage in training initiatives and collaborations with regional colleges to develop AI talent that is conversant with both technology and the specific requirements of the FMCG industry.

4. **Traditional Mindset:** If traditional recruitment practices are well engrained, Unilever Bangladesh may run across opposition to change. Given the current management committee, the idea of implementing AI in daily recruitment is still a vision for the future. Unilever Bangladesh was recognized the top employer of choice for 2022, and for an industry leader with top pay, quality-based recruitment is far more prioritized than implementing automation.
To overcome this obstacle, the business may progressively implement AI alongside current procedures while showcasing the benefits AI provides to the hiring procedure.

5. **Resistance to Change:** Unilever Bangladesh recognizes that management and staff may be reluctant to implement AI. To counteract this, the business might highlight that AI is a tool to support human judgment, not to replace it. Providing possibilities for training and upskilling might help allay concerns about losing one's employment.

6. **Lack of Customization:** Unilever Bangladesh is aware of the demand for AI solutions that are specially tailored. It can invest in developing its own AI solutions or working with vendors that can adapt their products to the unique requirements and cultural setting of Bangladesh's FMCG industry.

7. **Accessibility and Data Quality:** Unilever is aware of the significance of data quality for AI systems. To guarantee that the historical recruiting data used for AI is of high quality and relevance, the organization might make investments in data management methods and work with peers in the sector.

In conclusion, all of the factors contributing to low adoption can have a separate number of votes and verdicts to recognize them as the core contributors. These numbers are illustrated below

Factors and Significance

Factor	Significance
Lack of Knowledge	15%
Resource Constraints	10%
Skill Gap	15%
Traditional Mindset	10%
Resistance to Change	20%
Lack of Customization	10%
Accessibility and Data Quality	20%

3.4 Recommendations

To address the challenges found in our interviews with the Human Resource Business Partners and promoting AI adopting in recruitment within the FMCG industries in Bangladesh, it's important for stakeholders to collaborate with AI experts, create awareness campaign, invest in training, and pilot AI platforms on a small scale to demonstrate their effectiveness. Moreover, efforts should be made to educate the employees about the role of artificial intelligence as a tool to enhance decision-making rather than replace human involvement entirely. Additionally, regulatory frameworks need to be established to ensure data privacy and ethical use of AI in recruitment process. The reasons for adopting AI based recruitment more should be made clear to the management committee.

As industries worldwide move towards increased automation and aritificial intelligence integration, understanding the reason s behind limited adoption can offer insight into Unilever Bangladesh's readiness for future technological advancements. This research can guide the business in formulating strategies to adapt and thrive in the evolving landscape. The company's culture and financial position can impact technology adoption. Exploring factors specific to the company and its environment should be identified prior to making changes in the recruitment process.

Resource allocation and Collaboration: There should be an investigation of opportunities for scopes for collaborating within the companies in an industry. Artificial intelligence should be a concept and a call for automating the talent pipeline for the industry leaders. The scope for collaboration within the giants should be leveraged in order to bring in the changes.

Cultural and Regulatory Compliance: Company should conduct a thorough analysis of local cultural and regulatory nuances that impact AI adoption in recruitment. Then they should move on to AI based solutions and practices that align with these regulatory considerations.

Gradual Transition: This includes encouraging FMCG companies to adopt AI incrementally by integrating AI tools alongside traditional recruitment methods. Then they should start highlighting successful case studies and best practices of AI integration to ease the transition process.

Data Quality Improvement: Establishing data quality standards and guidelines for recruitment data within the FMCG sector. Encouraging industry-wide data-sharing initiatives to ensure AI systems have access to high-quality historical recruitment data.

Fairness and Accountability: This recommendation includes prioritizing fairness and transparency in AI algorithms used in recruitments and promoting diversity and inclusion in AI development teams to mitigate bias and ensure ethical AI decision-making.

Knowledge Sharing and Industry Collaboration: As there are already a number of companies who started using artificial intelligence in their recruitment, facilitating knowledge sharing platforms, such a conferences or forums where not only FMCG industry professionals but also other industry professionals can exchange their experiences and insights regarding AI adoption.

By implementing some of these recommendations, this project can contribute to addressing the challenges hindering the adoption of AI in recruitment within the FMCG industry in Bangladesh and pave the way for more widespread and effective usage of AI technologies in HR practices.

3.5 Conclusion

In conclusion, the study discovers that FMCG companies generally have an inclination towards using traditional recruitment process rather than leveraging platforms or AI-based technologies for their hiring. Due to social and economic constraints and not having enough pilot initiatives the implementation is still a distant thing in the future.

The report also identifies the possible ways to slowly start the adoption process and pilot the practices with smaller changes. These recommendations include knowledge sharing between the companies although there might be internal competition among the companies or top employers. But with this much promise, a platform like such should be adopted.