

Report on

**Event activation of “Kaleidoscope” Building progressive and immersive experiences in the modern art space with theatre to cater premium audience: Challenges and Implementations**

By

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ID: 19104053

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

Brac Business School

Brac University

December 2023

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**Declaration:**

It is hereby declared that;

1. The internship report submitted is my/our original work while completing a 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 that 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:

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Saba Fahmida Samiha  
Student ID: 19104053

Supervisor's Full Name & Signature:

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Ms. Takmilla Tabassum  
Lecturer, BRAC Business School  
BRAC University

## Letter of Transmittal:

Takmilla Tabassum  
Lecturer,  
Brac Business School  
BRAC University  
Kha-224 Merul Badda  
Dhaka 1212. Bangladesh

Subject: Submission of Internship Report on BAT Bangladesh

Dear Sir/Madam,

I am pleased to submit my internship report titled - Event activation of “Kaleidoscope” Building progressive and immersive experiences in the modern art space with theatre to cater premium audience: challenges and implementations as a requirement for completion of my Bachelor of Business Administration program. This report is based on my three-month internship experience at British American Tobacco Bangladesh Limited from October 2023 to December 2023.

During my internship period at BAT Bangladesh, I was assigned to the Marketing department where I had the opportunity to learn about the core functions and contribute to various projects. This report contains detailed information about my experiences, observations, and learning outcomes during the internship period.

I have made this report comprehensive and informative while adhering to the guidelines provided. The report includes an analysis of the organization's operations, my contributions during the internship, and recommendations based on my observations.

I sincerely hope that this report meets your expectations and standards. Your kind consideration and evaluation of my report would be highly appreciated.

Thank you for your guidance and support throughout this process.

Sincerely yours,

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Student Full Name: Saba Fahmida Samiha  
Student ID: 19104053  
BRAC Business School  
BRAC University  
Date: December 4th, 2024

**Non-Disclosure Agreement:**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between BAT Bangladesh and the undersigned student at Brac University, Saba Fahmida Samiha (19104053)

Student's Full Name & Signature:

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Saba Fahmida Samiha  
19104053

Supervisor's Full Name & Signature:

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Nabil Azad Chowdhury  
Area Senior Campaign Manager  
BAT Bangladesh

## **Acknowledgement:**

I would like to express my sincere gratitude to all those who have contributed to the successful completion of my internship at British American Tobacco Bangladesh Limited. First and foremost, I am deeply grateful to my academic supervisor, Ms Takmilla Tabassum, Lecturer, Brac Business School, BRAC University for their invaluable guidance, constructive feedback, and continuous support throughout the preparation of this report.

I would like to extend my heartfelt appreciation to my organizational supervisor, Nabil Azad Chowdhury, Area Senior Campaign Manager, Marketing at BAT Bangladesh, for providing me with the opportunity to learn and grow under their mentorship. Their expertise, insights, and patience have been instrumental in making my internship experience both enriching and memorable.

I would like to extend special thanks to the entire Marketing team at BAT Bangladesh for the warm welcome and cooperation in sharing knowledge and experiences. This has helped me develop a deep understanding of corporate operations and professional work culture.

I would also like to appreciate members of my university faculty, friends, and family for encouraging and morally supporting me during this trip. All these people make this report what it is.

Saba Fahmida Samiha  
19104053  
Brac University

## **Executive Summary:**

This study narrates experiences and learning outcomes during the internship program in British American Tobacco Bangladesh Limited, specifically for operations in the Marketing department. This three months long internship was indeed quite valuable to understand organizational culture, business processes, and industry practices at BATB.

The report discusses market positioning by BATB, operational efficiency, and strategic initiatives while highlighting hands-on experiences in defined areas of work. Key findings include the developments by the company in engaging consumer experiences and event plans using research, ideation, and storytelling across premium activations. Detailed market research and assistance in developing and executing targeted marketing campaigns to increase brand visibility and engagement with consumers, innovative marketing strategies, and commitment to sustainability. Also included are details of different projects carried out during the period of the internship.

Through this experience, significant understanding was gained in areas such as Research, Marketing Strategy, Ideation, Corporate Communication, Consumer Experience, and Storytelling. The report concludes with recommendations for process improvements and reflections on the practical application of academic knowledge in a corporate setting.

**Keywords:** Consumer Experience; Brand Building; Premium Experience; Event Execution; Event Management; Brand Activation;

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**List of Acronyms:**

AIDA	Attention, Interest, Desire, Action
BANT	Budget, Authority, Need, Timeline
BOFU	Bottom of the Funnel
CAC	Customer Acquisition Cost
CRM	Customer Relationship Management
CPC	Cost Per Click
CTR	Click Through Rate
DM	Direct Message
MQL	Marketing Qualified Lead
SEO	Search Engine Optimization



## Chapter 1: Overview of Internship

### 1.1 Student Information:

- Name: Saba Fahmida Samiha
- ID: 19104053
- Program: Bachelor's of Business Administration
- Specialization: Marketing

### 1.2 Internship Information:

- Period: 1st October - 31st December 2023
- Company Name: BAT Bangladesh
- Department/Division: Marketing
- Address: New DOHS Road, Mohakhali, Dhaka-1206

### 1.2.2 Internship Company Supervisor's Information:

- Name and Position: Nabil Azad Chowdhury, Area Senior Campaign Manager, BAT Bangladesh

### 1.2.3 Job Scope:

- Job Description: Duties/Responsibilities: BAT Xcelerate Internship Program

BAT is changing at a pace, truly like no other company. To bring this vision to life, they constantly looked for people who are ready to live the spirit every day.

The Xcelerate Internship Program is for those who want to be part of a dynamic global organization. At BAT Bangladesh, interns can be exposed to multiple learning opportunities and a platform to enhance their potential for continuous adaptability and agility.

Tailor-made for the driven, passionate, and ambitious, it lets us reach our potential. This 3-month fast-track program is designed for high-potential persons with excellent corporate exposure. They are developing future generations of leaders, and with their interns.

- **Job Description:**

Assisting in designing and implementing any marketing strategies. Conduct market research, analyze consumer behavior in order to define trends and opportunities. To help the marketing team build up and implement both—digital and traditional—marketing campaigns. Collaborate with the cross-functional teams to deliver marketing initiatives successfully. Help to develop marketing materials like social media and website content, among others. Help set up and attend promotional events and activities.

- **Responsibilities:**

I yearn to be involved in all aspects of marketing that ranges from assessing the market and the effectiveness of marketing campaigns to coming up with marketing material. My ambition is to show the best initiatives and present new perspectives which will help our brand to succeed in the Bangladeshi environment. This way I shall be ready to learn from other professional in the field so that I can be able to deploy the right methods of marketing.

I hope to play a very significant role in ensuring we meet our major marketing objectives and goals. Involving my team will also ensure that more than targets are achieved but exceeded in the long run. Beside, this kind of practical exposure will be very useful for me to regain my skills as well as to increase brand awareness in a very problematic environment.

### 1.3 **Internship Outcomes:**

This position was great because I was being able to implement my knowledge of the creation of marketing plans. This practical engagement enabled me to work out on knowledge that I have gain concerning theoretical aspect of the subject and come up with good marketing strategies.

To develop it further, I acquired the practice of market research and demonstrated the ability to study consumers' behavior. This skill set was very useful in deciphering current trends and

opportunities in Bangladeshi market so I was being able to meaningfully support marketing efforts.

In the area of scope, concerning campaign management, my plan is to work together with the marketing team in terms of digital and traditional campaigns development and management. This knowledge, therefore, will assist in establishing the strengths and weaknesses of the implemented campaign and ensure our brand targets its intended demography.

To my way of thinking, strategic collaboration with departments in an organization is a key factor in creating and depreciating marketing initiatives. Consequently, I will focus on cooperating with different groups in the company to bring synergy to the total marketing outlook of the firm.

Also, it aims at engaging in content development and marketing as well to my dismay. My tasks will be to contribute to the development of eye-catching marketing materials for social networks, websites, and others. I also have expectations to coordinate and perform promotional activities which will further enhance the image of brand awareness and consumer interaction.

### **1.3.1 Student's contribution to the company:**

I also self-motivationally help in the planning and implementation of promotional marketing strategies. This involves working with the team in order to ensure that all our strategies correspond to the vision and are appealing to the targeted audiences.

Among the tasks that fall within my scope of work was the identification of existing opportunities and market changes after carrying out market research and analysis of the consumer's behavior. This research is important to know how consumer behaviour changes, which in our case, helped to design appropriate means to address the problem of inefficient and ineffective marketing communication.

I contributed to marketing team covering the conceptualization and execution of digital as well as offline marketing strategies. In these campaigns, I was able to learn more about the strategies that we can employ in order to get the best response for improving our brand.

As a marketer, the essence of our success lays majorly in teamwork, and thus, I spent a greater deal of time working with cross functional teams. This sort of teaming enhanced application of multiple talents, skills and experiences, and therefore improved performance.

Furthermore, I involved in the development of marketing materials such as contents for social platforms, company's websites among others. Writing engaging articles is critical knowledge since it is powerful to draw in consumers and keep them engaged; I am proud of being able to make sure that the text we deliver is consistent with our company's brand vision.

I also managed to take part in the organization and conduct of promotion events and activities. These events are very essential for directly getting a hold of the target market and forging a bond with them while at the same time propagating our brand. These experiences not only allowed me to develop all of these skills but also made me contribute to the improvement of our marketing.

### **1.3.2 Benefits to the student:**

I brainstormed storytelling, placing me into a consumer experience space and showing me how it fits into our greater marketing framework. This is going to be important in the actual marketing strategy formulation for our audiences.

Team outings and other informal sessions after working hours that help me get a feel of the culture at BAT have created bonding and teamwork spirits among colleagues, and have really complemented my internship experience so far.

Besides, to get more in-depth information about our activities, I created a SWOT analysis which points out different aspects of effective work within the organization. Such a kind of analysis helps me in recognizing strengths, weaknesses, opportunities, and threats regarding informing us on our marketing strategies.

I have also been trained in the basics of premium brand activation and hence equipped myself with skills for delivering impactful marketing activities. I am fully aware of the ethos at BATB, the strategy plan of the company, having made myself acquainted with the company pillars, mission, and vision that guide us in our efforts in marketing.

In addition, I got a chance to work on the ticketing backend, which is something very key in managing and promoting events. Attended masterclasses on PowerPoint, Power BI, Excel, and communication that furthered my technical skills and understanding of effective agency communications, especially with Asiatic.

In this three-month-long internship with one part of the topmost FMCG manufacturers, lots of work exposures came my way-so crucial and demanding from inside. This work exposure is just priceless because, after gathering theoretical knowledge, I could bring it into action practically.

I attended various trainings and development programs related to improving my skills and knowledge regarding marketing. Indeed, the programs have equipped me with tools and techniques germane to my professional development.

I had been mentored by the very assignment manager through a properly organized performance improvement program. Indeed, it made me go through all the duties with much more ease and professional development.

This internship taught me everything necessary: marketing, market research, campaign management, content creation, and how to work with other functions. Each one of these skills added something to the making of a marketing professional. After all, it is this very unique internship program that kick-started my career, created a number of learning opportunities, and provided a substantial base for my further efforts within the bounds of marketing.

### 1.3.3 **Problems/Difficulties (faced during the internship period):**

There weren't any significant problems or difficulties faced during my tenure; rather than some external factors.

Every new experience comes with challenges and overcoming them only makes us better at our job and also prepares us for the challenges to come.

Adapting to a new work environment, learning new skills, and meeting expectations. However, these challenges can also provide opportunities for growth and development.

Good communication with the supervisors and colleagues has made the journey enjoyable and fruitful.

### 1.3.4 **Recommendations (to the company on future internships):**

**Structured Mentorship:** The interns should be provided with structured mentorship, as this has been the salient feature of this internship experience. An intern faced with diversified learning opportunities gets exposed to different aspects of real work, be it practical or development of skills in the chosen field of work.

**Clear Expectations and Support:** The communication of expectations to the interns, coupled with support, will allow interns to have a positive and productive experience during the internship.

**Focus on Professional Development:** The clear focus on the professional development of the interns, through provision of training and developmental programs designed to enhance

their knowledge and skills. Magnet and continue to attract high-achieving and motivated students who will have the chance to contribute toward business and reach their full potential.

They are tips derived from the experiences and comments of people who have completed an internship with BAT Bangladesh.

## **Chapter 2: Organization Part**

### **2.1 Introduction:**

BAT Bangladesh represents British American Tobacco in the country and is one of the leading tobacco companies in Bangladesh, having a wide range of tobacco products manufacturing and distribution in the country. The organization was established in 1914 and, therefore, has a long history and has contributed much to the development of the tobacco industry in Bangladesh.

Agriculture is the mainstay of the economy of Bangladesh, and tobacco has been a major cash crop since the 1960s. After the country's liberation in 1971, tobacco cultivation expanded to different parts of the country due to its threat to food production, the environment, and public health. British American Tobacco Company, along with other multinational tobacco companies, has actively engaged in contract farming and increased the cultivation of tobacco in this region. Talukder et al. (2020), Rahman et al. (2019), Hassan (2015). Many studies and research have focused on BAT Bangladesh, which is the operations of the company in Bangladesh. A study of working capital management of BAT Bangladesh noted that it is the largest tobacco company in Bangladesh. (Sayaduzzaman, 2007) Another study examined the factors associated with growing tobacco in Bangladesh, indicating that its cultivation has increased due to the giant multinational companies. (Talukder et al., 2020) (Rahman et al., 2019)

### **2.2 Overview of the Company:**

British American Tobacco Bangladesh (BAT) is a highly esteemed multinational corporation that has been operating in Bangladesh for over 112 years. Being the primary source of tax revenue for the Government, as well as having a significant role in the rural agricultural economy, the Company has had extensive and substantial socio-economic effects.

In the rapidly changing world of today, BAT acknowledges the necessity of adopting a dynamic business strategy that guarantees a consistent and enduring commitment to excellence, both presently and in the future.

In response to this requirement, BAT Group has adopted a new perspective and objective. An expedition towards a more promising future for everyone.

**Purpose:** A Better Tomorrow

**Mission:** Enhancing the sensory experiences of emerging adult generations

**Ethos:** Empowered, Bold, Fast, Diverse and Responsible

The goal is to make the process of transformation easier and more impactful for everyone involved.

**Consumers:** By conscientiously providing pleasurable options for every emotional state and occasion, both present and future

**Society:** Through the mitigation of our environmental and societal effects

**Employees:** Through the establishment of a vibrant, motivating, and meaningful work environment

**Shareholders:** Through the provision of consistent and exceptional financial gains that are environmentally and socially responsible.

Central to this advanced vision is prioritizing sustainability as the primary focus in all our actions and projects, achieved via the implementation of environmental, social, and governance (ESG) standards. This will contribute to the development of a more prosperous Bangladesh.

Since its establishment 112 years ago, our goal has always been to assist in a transformative journey of mutual growth with society.

Expanding upon our established principles, we take pride in our past accomplishments and eagerly anticipate our transformative endeavor to construct a more promising future.

**Logo:** BAT introduced a new logo that is suitable for our organization in the present day.

The logo, in conjunction with a fresh corporate identity, mirrors the transformations occurring in the global landscape and within our enterprise.

The firm's former leaf logo has been highly effective for many years and has been a prominent representation of a globally renowned tobacco company.

Today, our objective has transformed. Our updated logo symbolizes the Company's future path toward achieving A Better Tomorrow.

**History:** BAT's establishment in this region dates back to 1910.

The Company, known as Imperial Tobacco, established its initial sales depot in Armanitola, Dhaka, 112 years ago. Pakistan Tobacco Company was created following the partition of India in 1947.

The inaugural factory in Bangladesh (then known as East Pakistan) was established in 1949 in Faujdarhat in Chattogram. Subsequently, in 1965, the second factory operated by the Pakistan Tobacco Company was established at Mohakhali, Dhaka.

Following Bangladesh's liberation, the Company was renamed Bangladesh Tobacco Company Limited. In 1998, the Company underwent a name and identity change to become British American Tobacco Bangladesh (BAT Bangladesh), to harmonize its corporate brand with other subsidiaries in the BAT Group.

**Brands:** BAT's business does not aim to promote or increase smoking, but rather to cater to the interests of adult tobacco consumers and distinguish our brands from competitors.

They produce and promote premium and widely recognized global cigarette labels. Our existing cigarette brands in the Bangladesh market include Benson & Hedges, John Player Gold Leaf, John Player Series, Capstan, Star, Royals, Derby, Pilot, and Hollywood. These brands are strategically positioned across four different sectors.

**Benson & Hedges:** Benson & Hedges has held the position as the top-tier tobacco brand in the country since its initial introduction in 1997, featuring the B&H Special Filter. Since its inception, it has consistently dominated the high-end tobacco market and expanded its brand portfolio by launching a diverse array of product offerings. To establish dominance in the high-end market through pioneering advancements, Benson & Hedges developed the groundbreaking B&H Switch in 2012, which was the first capsule offering in this market. In 2018, it further expanded its presence in the premium section of the Bangladesh tobacco market by introducing B&H Platinum, the first tube filter offering of its kind.

**John Player Gold Leaf, John Player Series, and Capstan:** John Player Gold Leaf, John Player Series, and Capstan are classified within the Aspired Prestige category. Introduced in 1980, John Player Gold Leaf became Bangladesh's inaugural global tobacco brand and has since maintained its dominant position in this market category. In 2020, the John Player Series was launched, drawing inspiration from the innovative mindset of John Player, the creator of Gold Leaf cigarettes. This series had two advanced options: John Player Switch and John Player Special.

**Star:** Star and Star Next are situated within the VFM (Value for Money) sector. Star was introduced in 1964, while Star Next was introduced in 2012. The brand exhibits unequivocal dominance in the section, showcasing a resilient accomplishment.



**Royals:** BAT Bangladesh introduced the Royals brand in July 2019 as a new addition to their product lineup. There are three different versions of the product available for purchase - Royals Gold, Royals NEXT, and Royals LS. Royals has established itself as a forward-thinking and truly cost-effective brand in the minds of consumers. In just one year since its introduction, it has successfully positioned itself as the dominant player in its market segment.

**Lucky Strike:** Lucky Strike is a well-renowned global brand within the BAT group. It is a highly advanced and innovative brand, known as ASU30, that has a significant global presence. The origins of the brand can be attributed back to the 1850s, a time coinciding with the California Gold Rush. Since its establishment in 1871 by R.A Patterson, the brand has consistently been associated with significant occasions in history and popular culture. Lucky Strike has become a symbol of intense enthusiasm among fervent adults in more than 80 nations, including Germany, Indonesia, Spain, Japan, and Argentina. In 2021, this renowned brand was introduced in Bangladesh, offering two distinct and captivating capsule options - Supersonic and Cool Crunch.

**Derby, Pilot, and Hollywood:** They offer three brands in the Low category: Derby, Pilot, and Hollywood. Derby, established in 2013, is the largest brand within the three, providing consumers with taste differences through its two versions. However, Pilot provides users with genuine and authentic smoke. The pilot was introduced in 2009 and currently holds the title of the most rapidly expanding brand in the industry. The third brand, Hollywood, was introduced in 2011.

**People and culture:** The individuals inside the organization are the source of power and the crucial factor in the ongoing achievements.

At BAT Bangladesh, employees are a significant factor in ongoing success and exceptional performance. They have a workforce of roughly 1500 employees who directly collaborate with over 40 thousand farmers and around 1.3 million retailers.

They prioritize achieving exceptional results, cultivating future leaders, appreciating the diverse talents of our employees, promoting and rewarding entrepreneurial behavior, and fostering a stimulating culture that enables both people and teams to thrive.

They are the sole Bangladeshi company to have received the prestigious "Top Employer" certification consecutively (2023, 2020, 2019, 2018).

Improving gender equality has been a key focus for the Company. To achieve this objective, the organization has created multiple platforms and training programs that promote the

inclusive growth of women. In addition to training, numerous discussion platforms are organized where prominent women in the corporate world share their experiences and provide valuable guidance to motivate aspiring young women, fostering self-assurance and the ability to envision their dreams.

**Ethos of BAT:** The rapid rate of change within the organization necessitates that the employees possess ambition, courage, and resilience and that they remain proactive in achieving and taking responsibility for outcomes.

As the organization progresses, it maintains attention on these characteristics and cultivates a facilitating culture through ETHOS, a framework that directs behaviors throughout the whole BAT Group.

The Ethos is around embodying qualities such as audacity, swiftness, empowerment, accountability, and inclusivity to cultivate a culture that is adaptable to the future at BAT. The thread must permeate all aspects of our actions and methods. They think that it enhances the capabilities of their personnel, cultivates a lively and fulfilling work environment, and advocates for the creation of lasting and sustainable value.

**Principles and Standards:** The foundation of the company's operations, in terms of accountability, is established by the Statement of Business Principles.

**The concept of Mutual Benefit:**

The principle of Mutual Benefit serves as the foundation for establishing and nurturing our partnerships with our stakeholders. Our main objective is to create sustainable value for our shareholders. We believe that the most effective approach to do this is by comprehending and considering the requirements of all our stakeholders.

**The concept of Responsible Product Stewardship:**

The notion of Responsible Product Stewardship is the foundation on which we address the consumer demand for a legal product that is associated with severe illnesses. Hence, our products and brands must be created, produced, and promoted conscientiously. Our goal is to create tobacco products that have widespread appeal and are eventually acknowledged by scientific and regulatory agencies as significantly reducing health hazards.

**The concept of Good Corporate Conduct:**

The notion of Good Corporate Conduct serves as the fundamental framework for managing all of our enterprises. Business success necessitates a commitment to maintaining exemplary conduct and integrity in all aspects of our operations, regardless of location. The integrity of these principles must not be compromised in pursuit of achieving desired outcomes.

**Standards of Business Conduct:** The Standards of Business Conduct for British American Tobacco Bangladesh provide the regulations and guidelines that all employees must adhere to. These standards offer assistance and direction to ensure that employees maintain the anticipated level of conduct.

## 2.3 Management Practices:

### Organizational Leadership Style

BAT follows the Democratic Leadership Style that aims at establishing a culture of collaboration and inclusivity within their work environment. Hereby, the approval of input and feedback from team members is highly considered for decision-making, along with the joint effort towards common goals. BAT knows that each of their employees can become a leader in their own right; thus, each of their opinions and ideas is valued. By focusing on group strategy and stimulating entrepreneurship within the company, BAT can achieve high performance, allowing their employees to be successful. Also, the company strongly focuses on leadership development, which helps to build the next generation, and creates an environment that can significantly support success at both an individual and a team level. Their commitment to the Democratic Leadership Style is highly instrumental in creating a workplace culture that is collaborative and rewarding for all their employees.

### Critical Analyzation of the Leadership Style:

From this regard, BAT is normally governed under the democratic leadership style, which focuses on team effort, inclusiveness, and employee empowerment. Some of the key ways in which this leadership style will help BAT achieve its goals and objectives are:

**Fosters employee involvement and commitment:** At every level of its organization, BAT encourages active participation of employees and appreciates their contribution towards instilling ownership and improving motivation levels of the employees to achieve organizational goals.

**Fosters creativity:** The democratic approach allows sharing of diverse perspectives and ideas. This may encourage creativity, enhance problem-solving ability, and produce innovation, which is very important in gaining a competitive advantage.

**Talent development:** BAT invests much in leadership development at all levels. The staff develops their skills through opportunities to take initiatives and lead. In that way, the talent pipeline is built, which is a must for long-term success.

**Allows adaptability:** By distributing decision-making authority across empowered teams rather than vesting it in a few leaders, BAT can adapt to the changed needs of consumers and market conditions that today requires agility and speed.

**Drives alignment:** BAT communicates the company's vision and priorities clearly and facilitates a focus on common objectives rather than top-down directives. This drives unity of purpose and focused effort, coordination in multiple directions. These would include the potential limitations of slower or more conflict-laden decision-making, since so many voices must be heard, and it requires more savvy management, able to provide clear direction and accountability amidst an increase in autonomy. On the whole, however, BAT does seem to reap considerable benefits from the commitment to democratic principles that is such a key driver behind its leadership position across so many global markets.

### **Human Resource Planning Process:**

BAT Bangladesh follows a human resource planning process based on determining its human resource requirements and strategizing accordingly the course it will pursue in meeting such needs. The company also subscribes to talent management procedures, such as identification, development, and retention of high-potential employees. BAT Bangladesh incorporates varied human resource information systems in managing its human resource processes, such as recruitment, performance appraisal, and compensation.

The various dimensions of the human resource planning process that BAT Bangladesh follows include employee hiring and selection, compensation system, training and development programs, and performance appraisal systems, which will be discussed below in detail.

**Recruitment and Selection Process:** BAT Bangladesh has a formal recruitment process in place to attract and select the best talent. The company advertises its openings through various channels such as job portals, social media, career fairs, etc.

**Selection:** The selection process of this company usually involves a series of interviews, various assessments, and background checks. BAT Bangladesh also provides internships and graduate programs to attract and develop young talents. The recruitment and Selection Process BAT Bangladesh describes the steps included in the process of recruitment and selection as follows:

**Planning:** This is the stage where the company plans its needs and evaluates staffing and employee maintenance needs.

**Advertisement:** Availability of vacancies is advertised on job portals, social media, career fairs, and so on.

**Application Screening:** The company screens the resumes to identify hopeful candidates.

**Assessment:** The candidates are assessed through a series of interviews, tests, and background checks.

**Selection:** Best candidates will be selected accordingly.

**Hiring:** The selected candidates will be offered employment accordingly.

### **Compensation System:**

BAT Bangladesh offers good complementary compensation packages that include base salaries, performance-based bonuses, and other benefits like health insurance, retirement plans, and paid time off.

It also provides various types of incentives and rewards to the employees as recognition and motivation.

### **Training and Development Programs:**

BAT Bangladesh believes in the training and development of the employees by providing them with several types of programs and initiatives for their growth and skill development. On-the-job training, e-learning courses, and external training programs are given by the company. BAT Bangladesh also provides opportunities for its employees to take part in international assignments and cross-functional projects.

### **Performance Appraisal System:**

BAT Bangladesh applies the performance appraisal system to appraise staff performance and give feedback. The basis of the performance appraisal system of the company includes objectives and subjective criteria relating to performance against targets, quality of work, and teamwork. This system of performance appraisal is applied to determine employees' compensation, their promotion, and career development opportunities.

## **2.4 Marketing Practices:**

BAT Bangladesh follows responsible marketing in conformity with globally adopted International Marketing Principles. The guiding principles are to be responsible, proper and

not misleading; directed only to adult consumers; clear; and in compliance with all applicable laws. The company does only adult-to-adult marketing and continually monitors compliance with its IMP and YAP activities. BAT Bangladesh's marketing operations include brand management, trade marketing, and distribution. The company develops powerful brands, and at the same time, nurtures a high level of network and alignments with suppliers, farmers, and customers. Besides this, BAT Bangladesh believes in responsible marketing, while their well-developed distribution channels are key enablers of the growth strategy. The company's marketing deployment executives are involved in driving the group's tobacco harm reduction agenda and contribute to the marketing and distribution of its products.

### **Marketing Strategy:**

BAT Bangladesh focuses its marketing in the cigarette market, where it enjoys a significant presence. The company has a strategic business architecture comprising strong brands with strong supplier and customer relationships.

Promotion strategies of a given product such as tobacco take into consideration lots of things. Marketing communication activities by BATB adhere to the International Marketing Standards as well as government laws. Marketing to Adults is one of BATB,'s five major principles of marketing and means being responsible, accurate, transparent, legally compliant and only targeted at adults. Their approach is to meet the adult consumers' needs via producing superior quality products but turned off the initiation of the number of smokers, or interacting with the underage. BATB's objective is to add value and quality for the customers and consumers and to deliver added, long-term value for shareholders which they refer to as the "win-win-win".

Marketing at BAT Bangladesh is controlled under two divisions, the Trade Marketing & Distribution, and Brand Marketing.

**Trade Marketing:** This division deals with marketing and sales of the products of BATB. Some of the marketing functions include, Business development, Marketing planning, B2BC and RTM projects falls under Trade Marketing.

**Brand Marketing:** Brand Marketing division has the responsibility to answer the needs of consumers by building up appealing brand portfolios and creating effective marketing techniques. This information is gathered through market research to help Brand Managers and Brand Executives overseeing the specific brand elements in the brand marketing process.

**Market Penetration:** By so doing, BATB was established in the market since it enhance the sales of the products that where already been in the market such as Star, John Player and Captain.

**Market Development:** BAT Bangladesh has identified another profitable segment to its existing Benson & Hedges brand. And that is why, this brand is actually seeking market development.

**Product Development:** BAT Bangladesh also established multiple products that they could sell in Bangladesh to their established market also available. BATB has developed one of such as products known as Pilot.

### **Segmentation, Targeting and Positioning:**

#### **Segmentation**

BATB got four segmentations for their market in Bangladesh- Premium, High, Medium and Low.

<b>Segment</b>	<b>Brands</b>	<b>Competitors</b>
Premium	Benson & Hedges	Marlboro
High	John Player, Gold Leaf, Capstan	Castle
Medium	Lucky Strike, Star	Navy
Low	Derby, Pilot, Hollywood, Flag	Sheikh

#### **Targeting**

BAT Bangladesh has prepared their marketing strategies mainly for the adult smokers who frequently use cigarettes and other related tobacco products. Besides, the penetration of (BATB) is on the specific populace in the premium segment who are ready to pay higher for quality tobacco products. The portion consists of those clients who have higher amounts of disposable income and who are more likely to use luxury products such as Benson & Hedges.

#### **Positioning**

BATB's positioning strategy aims at bringing key attributes and benefits that set the company's brands apart from those of its rivals that can be of most appeal to the target

market. The place decision for BAT Bangladesh, distribution channel depend on its sales projection, demographic and geographical characteristics. Daewoo, Lada, Stremma, and Hyundai brands are offered for the consumer of the lower income group in rural areas. On the other hand, Benson & Hedges and Gold Lead are largely targeted most of the urban and more economically capable consumers.

Hence segmentation targeting and positioning at BATB will help this company to satisfy all the consumer needs as well as capture the largest market share and achieve high level of profitability of Bangladesh tobacco Industry.

### **Marketing Channels:**

The products of BAT Bangladesh are being sold through one or more outlets like convenience, grocery, hotel or restaurant outlet. Most consumers take a bar with the idea that they will not buy cigarettes at all, but end up buying cigarettes on impulse. Grocery comprises the channel outlet comprising of tong, grocery or super shops where the customer goes with the regular business of buying BATB's products. This channel benefits BATB and their customers through advancement in provision of more products. BATB's products are may also be gotten in different hotels or restaurants. These are the units whereby clients consume the products while at the same time are in the channels. Therefore these channels also are beneficial for BAT Bangladesh.

### **5Ps of Marketing Mix:**

5Ps or, in other words the five marketing mixes that act as the foundation of the marketing activities of BAT Bangladesh are Product, Price, Place, People and Promotion.

BATB offers a range of premium cigarettes that in one way or another meet the customers' demand. The brands that BATB offers at the moment include B & H, John Player, Gold Leaf, Capstan, Star, 32eting strategies of BAT Bangladesh are Product, Price, Place, People and Promotion.



BATB produces a variety of high quality cigarettes tailored to different consumer preferences. The brands that BATB offers currently are B & H, John Player, Gold Leaf, Capstan, Star.

It consists of Royals, Derby, Pilot and Hollywood, Thumbs up to the researchers of Rajkot who have adapted this fantastic name for their great city. These cigarette brands are available in flavor, experience, packaging, and price difference to meet the different segment of the market. BATB also sells cigarettes, smokeless tobacco products which include snus, chewing tobacco, and snuff. These products offer ways of using tobacco to people who do not smoke but would wish to use other methods.

BAT Bangladesh any for a single brand sold cigarettes worth Tk. 29,350 crores between January 23 and September 23. It also reveals that findings concerning the sector's prices show that the government's regulations and taxes play a role in the prices set for tobacco products. Currently, a pack of 20 superior stick cigarettes such as Benson & Hedges costs Tk. 210. On the other hand, in the medium and high segment 10 sticks of cigarettes cost only Tk.67 and Tk.113.

Freight packages that BATB might use might differ from brand to brand of cigarettes it sells. In general, the cigarette packaging includes blank, ribbon, inner frame, banderole, shell, slide, foil paper, tax stamp and overwrap. 9 of 13 assessed cigarettes have healthy warning graphics which is compulsory to be printed on the package.

BATB has very good distribution centers all over the country. The products of BATB are available for purchase from urban and rural all the way to convenience stores, retail stores, and online.

Promotion:

Currently, BAT Bangladesh has restricted promotional activities due to lack of approval to popularize or advertise their tobacco brands through public media including broadcasts or prints, sponsors etc. As a result, personal sellers have a significant role of promoting the

brands to the customers using the communication channel such as the leaflets. Web content production and all related brand advertisement and campaigns on social media are also created employing International Marketing Principles. BAT Bangladesh can positively endorse them through having their career page in Facebook on global basis and through having talent hunt competition known as Battle of Minds.

### **Marketing Issues:**

As pointed out earlier that tobacco product is very sensitive and problematic. Consequently, marketing activities of BAT Bangladesh can be challenging because Bangladesh has a large number of restrictions to observe and ethical factors to adhere to. Thirdly, which I consider most important, BAT Bangladesh cannot directly engage themselves in promotional strategies towards their products which is a disadvantage to any business. However the tobacco market is rather small but the exploring new opportunities get rather limited due the constraints.

## **2.5 Financial Performance and Accounting Practices:**

### **Ratio Analysis:**

The common financial ratios that shed light on the financial position, operational efficiency, and profitability position of BAT Bangladesh will be discussed in this chapter. The ratios presented here are useful in ascertaining how well the company is placed to use these resources, meet its obligations, and generate returns for its investors. We will focus on the following ratios: Liquid ratios, activity ratios, profitability ratios, solvency ratios, and efficiency ratios. For each ratio, trends across the years will be calculated, interpretations made, and comparisons made with the industry ratios.

### **Liquidity Ratios:**

#### **1. Current Ratio**

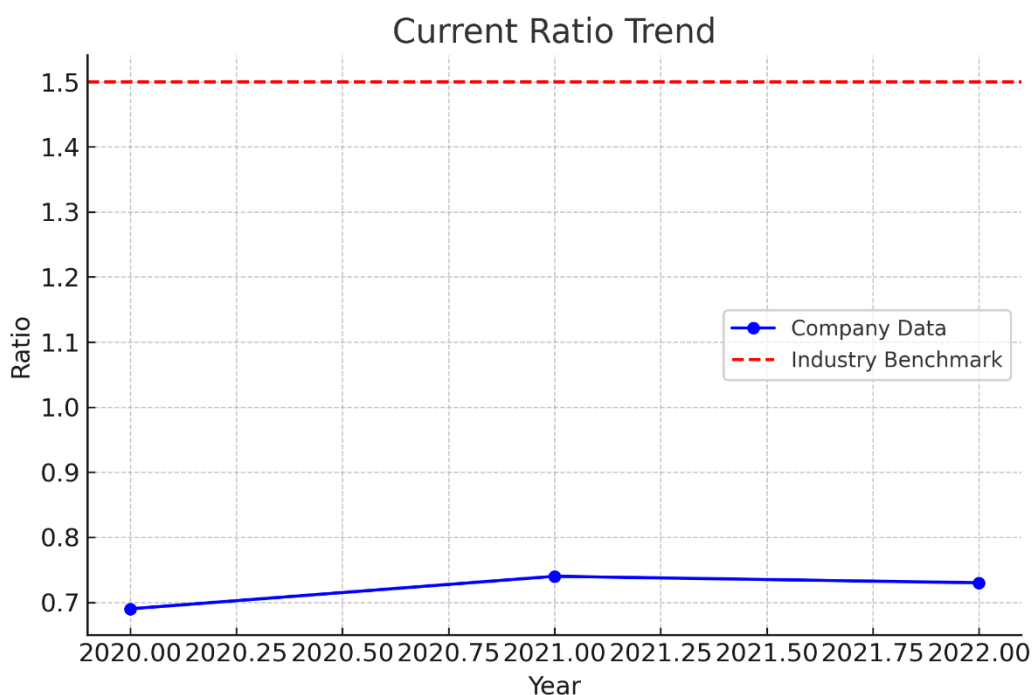
The current ratio is one of the most well-known liquidity ratios. This is a measure of a firm's capacity to negotiate current liabilities with current assets. The formula is:

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

### Trend Analysis:

The Current Ratio of BAT Bangladesh has been sparkling in the last 3 years. In 2020, that number was 0.69, suggesting the company had less than sufficient cash on hand to cover its short-term liabilities. This indicator increased to 0.74 in 2021 which may suggest a slight liquidity increase. In 2022, this ratio stood at 0.73, indicating a liquidity situation that remains stable but still worrying. Generally, a healthy size should be 1.5 and above, so BAT Bangladesh is still at risk of liquidity shortfalls, particularly in a crisis.

- Industry Benchmark:** The FMCG industry standard is one that is above 1.5, with a number of large companies aiming for ratios in the range of 2.0 or even 2.5. This shows that the lower ratio of BAT Bangladesh shows that the company may have to improve its working capital management.
- Interpretation:** The increase from 0.69 to 0.74 is good, but it is still below the standard industry average. If obligations become short-term, a consistently low current ratio below 1.0 has potential liquidity risks. For this, BAT Bangladesh needs better asset management and perhaps it can avoid putting all its assets into short-term liabilities.



## 2. Quick Ratio

The Quick (or Acid-Test) Ratio is a more restrictive measure of liquidity since it excludes inventories from assets. The formula is:

$$\text{Quick Ratio} = (\text{Current Assets} - \text{Inventories}) / \text{Current Liabilities}$$

**Trend Analysis:** In 2020, BAT Bangladesh had a Quick Ratio of 0.41, which slightly improved to 0.39 in 2021 and almost halved to 0.36 in 2022. Even though the current ratio improved, this downward trend indicates that the company is progressively losing the ability to pay its short-term bills without the help of inventory.

- **Industry Benchmark:** Usually a benchmark of 1.0 is a Quick Ratio. If the ratio is less than 1.0, that presents a problem for the company: It will likely have difficulty meeting its short-term liabilities without depleting its inventory or raising additional funds from the outside.
- **Interpretation:** BAT Bangladesh's Quick Ratio has consistently been under 0.5. BAT Bangladesh may have trouble covering its liabilities without selling inventory. To improve this ratio the company should focus more on the management of liquid assets.

## Profitability Ratios

### 1. Gross Profit Margin

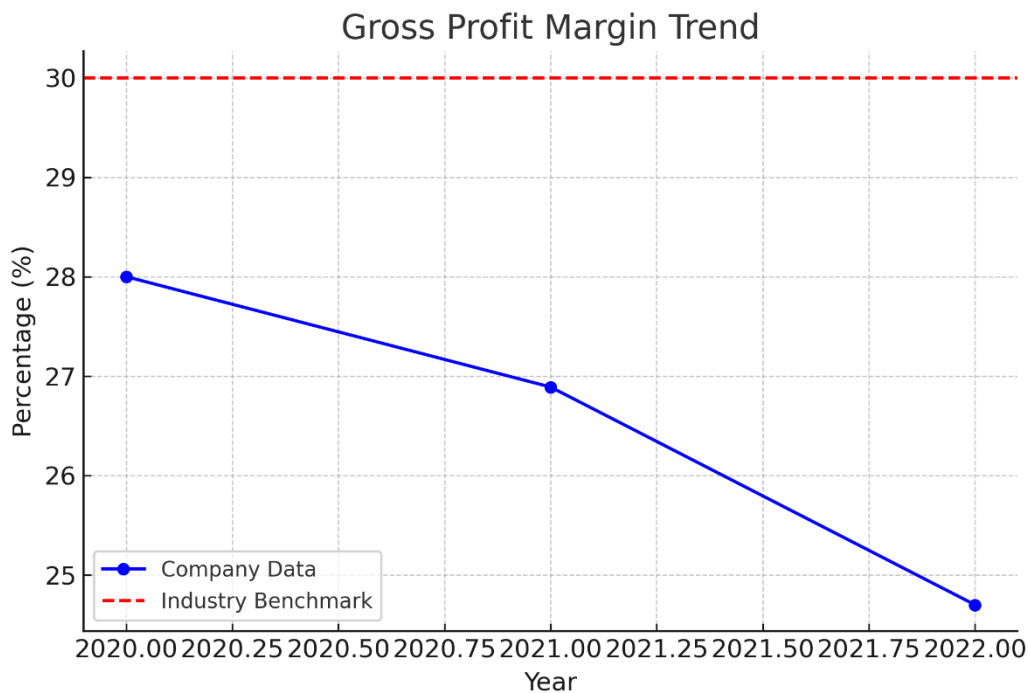
The **Gross Profit Margin** measures the percentage of revenue remaining after subtracting the cost of goods sold (COGS). It is calculated as:

$$\text{Gross Profit Margin} = (\text{Gross Profit} \times 100) / \text{Revenue}$$

**Trend Analysis:** The Gross Profit Margin of BAT Bangladesh has declined in the past three years. In 2020, this figure was 28.0%, fell to 26.89% in 2021, and slipped to 24.7% in 2022. It means that after the company has reflected such sales cost in the price of its products it cannot earn profit from them.

- **Industry Benchmark:** Gross margins for the FMCG fall in the 30% or more range. Going by the fact that BAT Bangladesh has a margin of gross profit of 24.7%.

- **Interpretation:** This implies that BAT Bangladesh might be under pressure from rising input costs or a narrowing product pricing power. To reverse this trend, the company should either concentrate on cost control strategies or pricing optimization.



## 2. Operating Profit Margin

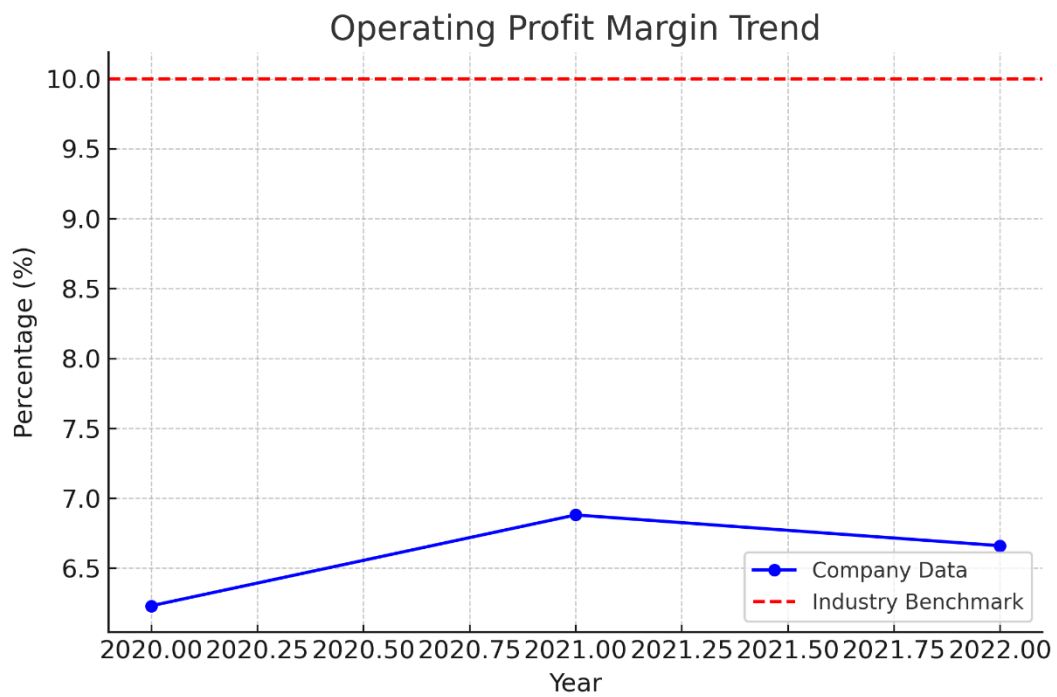
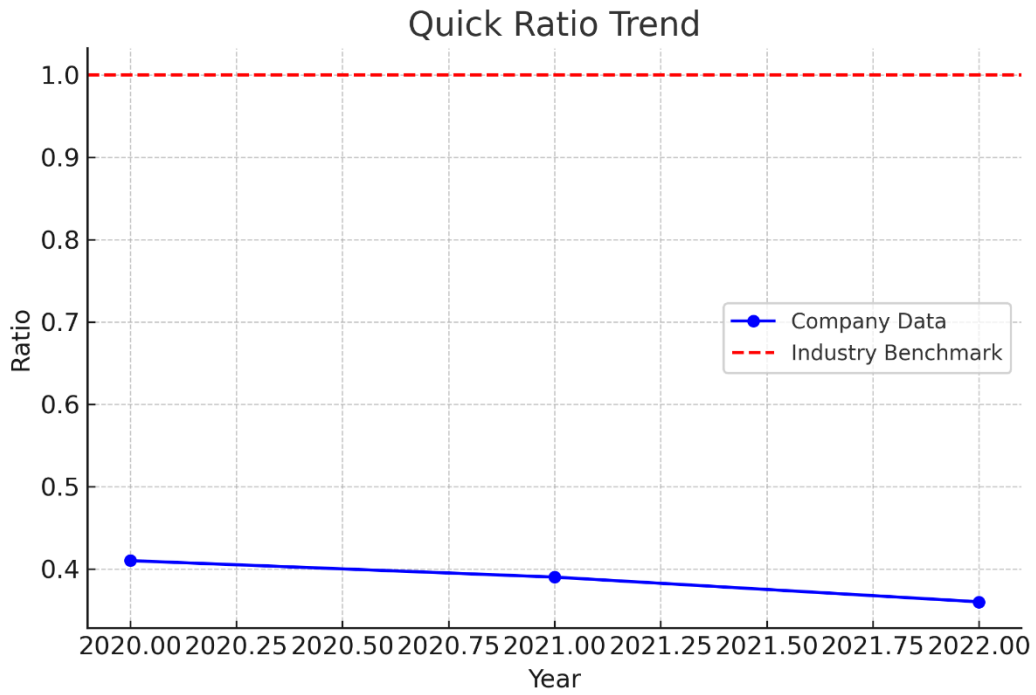
The **Operating Profit Margin** measures the percentage of profit from operations before taxes and interest. The formula is:

$$\text{Operating Profit Margin} = \frac{\text{Operating Profit} \times 100}{\text{Revenue}}$$

**Trend Analysis:** The Operating Profit Margin grew from 6.23% in 2020 to 6.88% in 2021 but decreased to 6.66% in 2022. From this, it seems that BAT Bangladesh increased its operating efficiency in 2021, but not in 2022.

- **Industry Benchmark:** The operating margin of 8-12% is usually considered high for the FMCG sector and can be said that BAT Bangladesh's performance is somewhat below industry standards.
- **Interpretation:** While BAT Bangladesh feels that its operating margin improved over 2020, its operating profit is still low to competitors. At the

operational level, the company needs to improve its cost efficiency in order to be profitable.



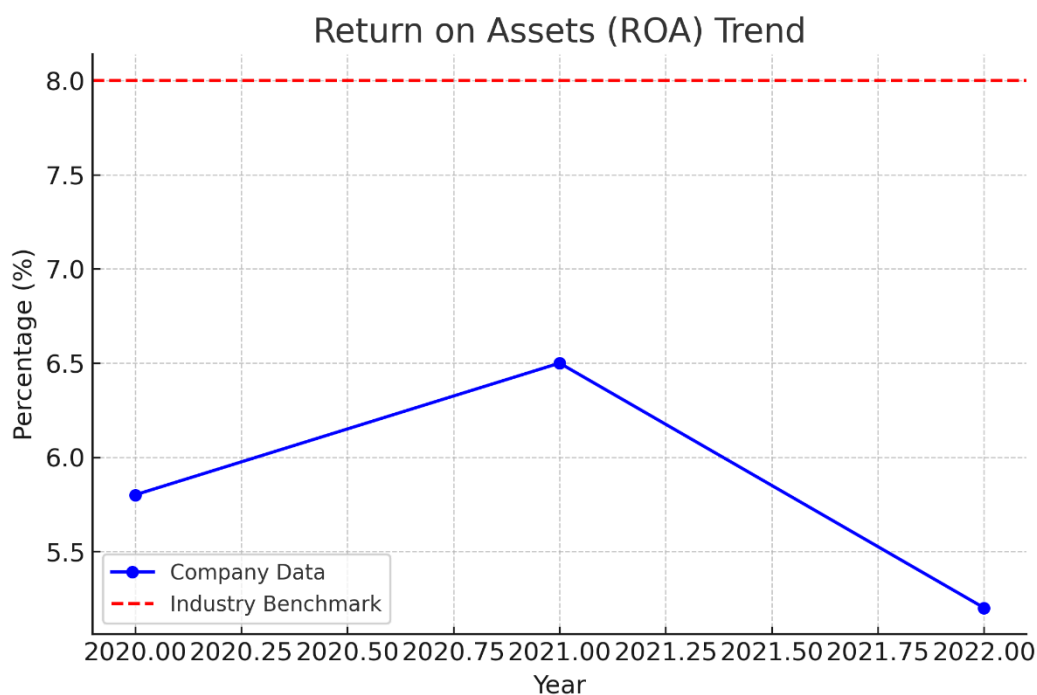
### 3. Return on Assets (ROA)

**ROA** measures the company's ability to generate profit from its assets. It is calculated as:

$$\text{ROA} = (\text{Net Income} \times 100) / \text{Total Assets}$$

**Trend Analysis:** In 2020, the ROA of BAT Bangladesh was 5.8%, up to 6.5% in 2021, going down to 5.2% in 2022. This means that last year, the company was able to use its assets more efficiently but the year after, 2022, proved more difficult.

- **Industry Benchmark:** Consequently, BAT Bangladesh's ROA in the FMCG industry is at the lower end of this range.
- **Interpretation:** Due to consistent asset management, the ROA is fluctuating for BAT Bangladesh. The company needs to streamline its asset base and increase its investment strategies to get better returns.



### Solvency Ratios

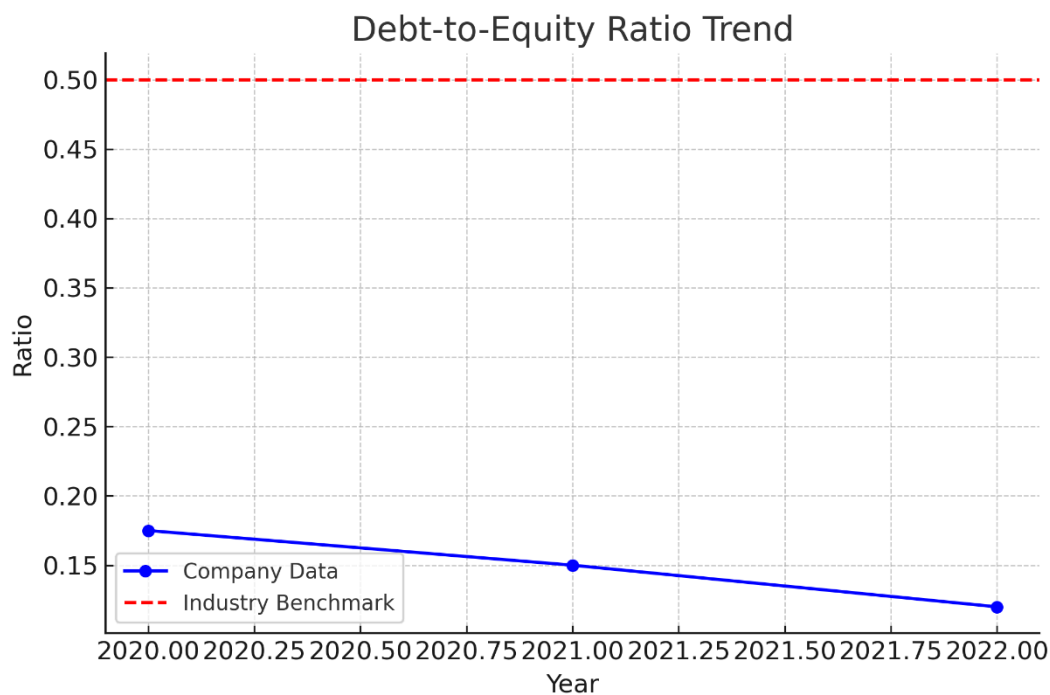
#### 1. Debt-to-Equity Ratio

The **Debt-to-Equity Ratio** shows the proportion of debt used to finance the company's assets. It is calculated as:

Debt-to-Equity Ratio=Total Debt/ Shareholders' Equity

**Trend Analysis:** In 2020, BAT Bangladesh's Debt to Equity Ratio was 0.175, which decreased to 0.15 in 2021, and then to 0.12 in 2022. This means that now the company has reduced its dependence on debt funding.

- **Industry Benchmark:** Generally, it was a safe ratio of 0.5 or lower – that places BAT Bangladesh somewhere in a safer area of the spectrum compared to the industry, which has a range of 0.4 to 0.6.
- **Interpretation:** Lowering financial risk is positive since lower debt usage is good. BAT Bangladesh needs to remain on a path of reducing debt so that the company can return to financial stability in the long term.



The financial health of BAT Bangladesh is covered in this chapter. Up till now, the company has improved when looking at a Current Ratio and Debt to debt-equity ratio, but the company still lags in profitability, liquidity, and asset management. We compare these ratios to other industry benchmarks, showing where we are lacking. Next, BAT Bangladesh needs to bring both profitability margins and liquidity management under control and minimize dependence on debt. The chapter also provides additional visual aids for the trends and comparisons for people who can comprehend what the company's financial position looks like.



**Liquidity and Solvency:**

Liquidity ratios comprise the current and quick ratio, which denote that BAT Bangladesh has been maintaining a healthy liquidity position in the last couple of years

Solvency ratios comprise debt equity and interest coverage ratio, which denote that the company has fallen within a reasonable amount of debt and interest obligations

<b>Liquidity Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Current Asset	28226049	33735532	44091288
Current Liabilities	17014375	24189169	32776301
<b>Current Ratio</b>	1.66	1.39	1.35
Current Asset - Inventory - Prepaid Expense	8003680	6014524	4175897
Current Liabilities	17014375	24189169	32776301
<b>Quick Ratio</b>	0.47	0.24	0.12

**Efficiency:**

The efficiency ratios represented through the inventory turnover ratio and asset turnover ratio depict that BAT Bangladesh has been able to manage its inventories and assets efficiently over the last few years.

<b>Efficiency Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Net Credit Sales	56821330	60290627	74827561
Avg. Accounts Receivable	3392021	1375678	1455179
<b>Accounts Receivable Turnover</b>	17 times	44 times	52 times
COGS	29972780	30792689	34770586
Average Inventory	17983543	20159282	29102890
<b>Inventory Turnover</b>	1.67	1.53	1.19

**Profitability:**

The profitability ratios include the; gross profit margin, operating profit margin, and net profit margin of BAT Bangladesh, which are able to maintain healthy profitability levels in the last few years.

The DuPont analysis of ROE can further break down the profitability of the company into net profit margin, asset turnover, and financial leverage.

<b>Profit Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Net Income	9264601	10806260	14941059
Net Sales	56821330	60290627	74827561
<b>Profit Margin</b>	16.30%	17.92%	19.97%

### **Leverage:**

The leverage ratios explain the debt to equity ratio and interest coverage ratio which indicate the group's moderate level of borrowings and its capability for payments of interest on its borrowings.

ROE can also be further broken down into its constituent elements of net profit margin, asset turnover, and financial leverage to conduct further DuPont analysis for analyzing its leverage.

<b>Leverage Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Total Liabilities	23636782	30747550	40765106

Total Assets	59430237	64747265	77555880
<b>Debt to Asset Ratio</b>	0.4	0.47	0.53

### **Market Value:**

Market value ratios comprise the price-to-earnings ratio, the market-to-book ratio, which reflects valuations of the BAT Bangladesh stock at a premium to the respective book value.

Accordingly, over the last couple of years, BAT Bangladesh has achieved a healthy financial performance, healthy liquidity and solvency positions, efficiently managed inventories and assets, healthy profitability, and premium market value.

<b>Market Value Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Market price per Share	519	519	519
Earning per Share	51.37	60.48	27.72
Price Earnings Ratio	10.1	8.58	18.71

## FINANCIAL HIGHLIGHTS

In BDT Crores, unless otherwise stated

Particulars	2022	2021	2020	2019	2018
Turnover	36,145	33,934	28,108	26,985	23,312
Operating Profit before Interest and Tax	4,423	4,005	2,949	2,684	2,754
Profit Before Tax	3,499	2,990	2,109	1,740	1,931
Profit After Tax	1,787	1,496	1,088	942	1,001
Paid up Capital	540	540	180	180	60
Number of Ordinary Shares Outstanding	54	54	18	18	6
Capital reserve	6.49	6.49	6.49	6.49	6.49
Shareholders Equity	4,118	3,679	3,399	3,579	2,952
Property, Plant & Equipments	3,857	3,346	3,101	3,120	2,648
Total Current Assets	4,485	4,409	3,373	2,822	3,005
Dividend Per Share (%)	200%	275%	600%	400%	500%
Earning Per Share (Tk)	33.10	27.72	20.16	17.12	18.54
Contribution to Exchequer (in BDT Cr)	29,530	29,078	24,250	22,630	19,133
Price Earnings Ratio (Times)	15.65	22.93	19.52	18.88	21.22
Net Asset Per Share including Revaluation Reserve	76.27	68.13	62.96	66.28	54.68
Net Asset Per Share except Revaluation Reserve	76.27	68.13	62.96	66.28	54.68
Net cash from Operating Activities	2,702	795	1,502	1,559	893
Net Operating cash flow Per share (NOCFPS)	50.04	14.72	27.81	28.87	16.54
Market Value Per Share at year end (Tk)	518.7	635.6	1,180.8	969.9	3,541.7
Return on Asset(%)	21.42%	19.30%	17.00%	16.00%	18.00%
Debt Equity Ratio (%)	0.00%	15.00%	0.00%	0.00%	18.00%
Number of Ordinary Shareholders	84,971	65,945	16,283	19,315	2,419
Number of Employees	1,526	1,643	1,445	1,426	1,453

## **Accounting Practices of BAT Bangladesh**

### **Core Accounting Principles:**

BAT Bangladesh follows basic accounting principles, including the Revenue Recognition Principle, Expense Recognition Principle, and Matching Principle. These ensure that revenues are recognized when earned and expenses when incurred, thus depicting a true picture of financial performance. Its financial statements reflect adherence to the aforementioned principles and, therefore, have complied with the International Financial Reporting Standards (IFRS) as required by the local laws.

### **Method of Accounting:**

The company applies the accrual basis of accounting, recognizing revenues and expenses in the period in which they are earned or incurred respectively, regardless of any cash transactions. This view is necessary to fairly present the financial position and results of the company over time and will allow for orderly financial management and reporting.

### **Accounting Cycle:**

BAT Bangladesh maintains a full set of steps involved in the accounting cycle, starting from identifying and recording of transactions in journals, posting to ledgers, preparing trial balances, adjustments, closing of accounts, and finally, preparation of financial statements. Each step is important in maintaining proper books of accounts and proper accounting standards. The company also undertakes regular audits to verify the integrity and accuracy of the financial statements.

### **Depreciation Methods:**

The company employs the straight-line method for depreciation, which allocates an equal expense amount over the useful life of its assets. This method is widely accepted due to its simplicity and consistency in reflecting asset value reductions over time. BAT Bangladesh's annual reports provide detailed disclosures on depreciation policies, ensuring transparency in financial reporting.

### **Accounting Disclosures:**

BAT Bangladesh fulfills the requirements of the regulatory accounting disclosures; hence, it shows a wide range of information concerning its financial position, performance, and cash flows. These annual reports contain notes on important accounting policies, changes in estimates, related party transactions, and contingent liabilities. Such an extent of disclosure is very important to stakeholders in assessing the company's financial health and operational risks. In other words, BAT Bangladesh applies the most important principles of accounting by adhering to the fundamental principles, applying accrual accounting, following a complete accounting cycle, using straight-line depreciation, and providing complete disclosures in financial reporting.

## **2.6 Operations Management and Information System Practices**

### **Use of Information Systems in BAT Bangladesh:**

Information systems in operation for the collection, storage, and processing of data are very effective at BAT Bangladesh. The systems provide opportunities for the access of information and its analysis in real time, hence allowing appropriate decision-making within the different departments. Integration ensures that all relevant information is automatically shared with stakeholders and clients, enhancing transparency and communication.

### **Database and Office Management Software:**

The organization also uses strong database management software, which helps in keeping proper records of all transactions, inventories, and customer dealings. This software ensures data integrity and security while providing ease in retrieval and reporting. Besides, office management software is used to automate administrative tasks, enhance collaboration among teams, and improve overall productivity.

### **Quality Management Practices:**

BAT Bangladesh adheres to the international standard of quality management, ISO 9001. Systematic procedures are in place to monitor product quality from the production line to the very end. Regular audits and evaluations are conducted to ensure that these standards are upheld.

### **Scheduling and Resource Allocation:**

Advanced scheduling tools in place—the organization optimizes resource allocation for multiple projects. Indeed, these tools are quite helpful in planning the production schedules and workforce deployment while ensuring effective use of resources to meet the demands of operations.

### **Operations Management:**

BAT Bangladesh follows an integrated system in managing logistics, supply chains, production workflows, and inventory control in conducting operations management. By having such a holistic approach, the company can respond quickly to market changes yet still maintain operational efficiency.

Alternatively, it applies advanced information systems in the management of data and communication with stakeholders, while it applies state-of-the-art software solutions in the areas of quality management, scheduling, resource allocation, and operations management.

## **2.7 Industry and Competitive Analysis**

### **PESTEL Framework:**

PESTLE, which summarizes Political, Economic, Social, Technical, Environmental, and Legal aspects, has a complete framework in which BATBs, as an organization, can carry on responsible management of BATBs. The COVID-19 pandemic aftermath and the conflict going on in Europe have relatively altered their operational landscape and forced them to reassess their key value drivers within the PESTEL framework.

### **Political Landscape:**

In Bangladesh, tobacco remains a subject of strict government controls governing labelling, pricing and distribution. Tobacco is a highly taxed and regulated industry.

Acknowledgment:

While they acknowledge issues relating to public health, they act responsibly by offering adult customers options. They also support laws that are balanced and principles-based and further reiterate the harmful nature and prevalence of illegal products on public health as well as the exchequer revenue loss that the black market imposes onto the national treasury.

### **Economic Landscape:**

The COVID-19 pandemic, major geopolitical tensions in Europe and the slowdown of the world economy have infected the Bangladeshi economy with an inflation-driven steep rise in commodity prices, slowdown in external trade (exports-imports), weakening domestic consumption due to rural stress and strong price pressures on the average consumer. Furthermore, post-COVID demand has also been exhausted, further harming consumption.

Acknowledgment:

Although their business is directly linked to the economy, they have tried to create opportunities through their fundamental strengths, such as large and well-segmented portfolios, price-based brands, etc. They also focused on the affordable aspects of the products.

### **Social Landscape:**

The social taboo related to tobacco consumption is gradually getting washed away.

Acknowledgment:

They offer a 'choice' to adult consumers through our legally instituted and regulatory-compliant products. Also, in keeping with the notion of 'choice', they are continuously working to improve this choice for their consumers. They are transparently placing emphasis on lower-risk products for the future.

### **Technological Landscape:**

Although manufacturing and processing have been fairly standardized in the tobacco industry and the chances of technology obsolescence are very minimal, technology plays an important role in testing, development of new products, etc.

Acknowledgment:

They continue to make long-term investments in research and development to deliver innovation that meets the various interests of adult consumers. With their in-depth knowledge of behavior, they also support the regulatory-compliant launches of new and existing product variants. Moreover, they have invested in state-of-the-art machinery at the new Savar Factory; this extends their technological lead.

### **Environmental Landscape:**

The COVID pandemic has greatly contributed to the inclusion of climate change in popular debate. As far as Bangladesh is concerned, climate action becomes imperative because the ecosystem of the country is fragile and the topography is vulnerable.

Acknowledgment:

They comply with the Government's 2030 SDG targets and support them, and design and measure their impact using the SDG guiding principles. As a company that aims to address climate change and improve its carbon footprint, we have achieved remarkable milestones in



98 percent of waste recycling, widespread use of renewable solar energy in operations that partially offset network-based electricity and concentrated efforts to achieve 100% water recycling by 2022. In addition, in agreement with the BAT group, they are also actively reviewing further reduction emissions in zones 1 and 2 in order to achieve the final future vision of net zero carbon emissions.

### **Legal Landscape:**

The tobacco industry in Bangladesh is more regulated than any other industry, as it has to meet a number of laws, norms, and stipulations.

### **Acknowledgment:**

BATB is guided in their operations and assured of compliance with the law through the Ethos, Standards of Business Conduct (SoBC), and a variety of well-established rules, processes, practices, and standards. It is a good corporate citizen, as they always increased their efforts in society, most evidently evinced by holding the lead position of the country's top corporate taxpayer, contributing approximately BDT 29,530 crores in taxes in the financial year 2022, which accounts for about 8% of the Government's total tax collection. The company attaches importance to positive relations with tax authorities and regulators concerning its external affairs policy.

### **Porter's Five Forces analysis:**

Using Porter's Five Forces model, it is possible to identify the competitive forces within BAT and within tobacco industry. The analysis for this assignment spans five factors that outline the industry's configuration of competition and BAT's strategic location.

### **Threat of New Entrants:**

The risk of new entrant in tobacco industry is low because of strong barriers like legal formalities. Young firms are restricted from entering the market seriously by stringent health regulations, banned advertisement, and most importantly require so much capital to invest. Such factors act as a deterrent from new entrants in the industry a factor, which keeps on supporting the market dominance of players such as BAT, therefore, its efficiency and profitability. The costs that go with compliance to the regulatory measures also add to this wall, because it becomes very hard for new entrant to level up with other players in the market.

**Bargaining Power of Consumers:**

In the tobacco sector, the bargaining power of the buyers are relatively low. This is mainly due to the stagelike dependence that is associated with tobacco products and reduces consumer's elasticity to price change. It then becomes easier for firms to set higher prices for these products with many consumers still buying them based on the normal cycle or even due to an addiction. Thus, there is some level of brand loyalty since the bargaining power of consumers is weak, thus giving BAT the leverage to set high priced products with little pressure from the customers.

**Bargaining Power of Suppliers:**

The impact of this force and the bargaining power of suppliers in the tobacco industry is moderate that compares to other forces. Raw materials are bought from different suppliers hence the company does not rely on a single supplier. Although here suppliers have some control over the price and quality of the product, BAT owing to its size and purchasing power is able to strike a good bargain. Also, the company has direct access to the farmers that creates a guarantee for a steady supply of excellent quality tobaccos while eliminating the threat posed by the bargaining power of suppliers.

**Threat of Substitute Products:**

Competition through substitute product is a major threat to BAT to achieve its goals and objectives. As people become more health-conscious and due to rigorous policies concerning smoking cigarettes, different and healthier options like e-cigarettes and nicotine products are bottle-necking. In addition, promotional campaigns against smoking have continued to increase consumer consciousness relating to the dangers of normal cigarettes. The change in consumer trend toward viable products poses a threat to BAT's original products and requires the right adjustments for sustainability.

**Competitive Rivalry:**

Another factor within the tobacco industry is that the competition pressure is high and many players act with the same objectives of gaining as much market share and consumer base as possible. Competitors are Philip Morris International, Japan Tobacco International, and Imperial Brand which are all motivated to market their products with unique brands and distinctive marketing strategies apart from outright innovation. Such rivalry forces BAT to steadfastly improve its products' portfolio and ways of promoting those to sustain the competitive advantage. Another factor that has characterized the industry is competition as the industry players struggle to come up with new markets and capture the new trends that prevail in the market.

Altogether, these forces depict that BAT exist in a highly competitive market which is bounded by strong regulatory influences, consumer decisions, supplier factor, threat of substitute products and the force of rivalry among the existing firms. This knowledge is important to BAT since this company needs to know how to position itself in the environment that is constantly changing. Strategy formulation points at the requirement to continue innovativeness and flexibility to the changes affecting the external environment and successfully tap into the already-developed competitive position to maintain the growth pace under pressure.

### **SWOT analysis:**

#### **Strengths:**

BATB is one of the leading multinational tobacco companies in Bangladesh with an emerging baron strategic company position along with its product asset. BATB has remained sharply market dominant within the country of Bangladesh with a current market share of over 84.5% in 2022 and owns some of the biggest brands that are popular in the country that include Royal, Derby, and Hollywood amongst others. The above extensive brand portfolio enable BATB to address market segment hence improving its competitive position. This shows how the company is capable to exercising influence strong brands at different segments of the market, with the appropriate depth for searching for the customers' taste and necessities and vertically to sustain strong market stance.

#### **Weaknesses:**

However, the major issues that BATB has to tackle, so it could expand its activities outside the company's direct line of expertise stem from cultural barriers to diversification. The threats that the company has faced challenging times in integrating issues related to the gaps within its portfolio presents the firm with a strategic weakness; this is because the opportunities are likely to be exploited by new entrant firms into the industry. Moreover, due to the high level of the tobacco regulatory, there is limit freedom in promotion hence BATB faces a lot of hass beads of time when it comes to reaching out in its communication strategies to consumers in order to enhance brand consumer loyalty.

#### **Opportunities:**

There is much room for development for BATB especially through increased adherence to sustainability and corporate responsibility. Thus, using its great market power BATB can improve its image, create value adding product differentiation, and bring benefits to society.

Moreover, essentially, the company's focus on research and development related to the understanding of consumer behaviour is a good opportunity for innovation. If the consumers change their tastes and preferences BATB can be in a position to align its production to the new trend for instance smokeless tobacco.

### **Threats:**

The threat that currently poses a threat to the company are as follows: One weakness is the problem of an adequate skilled labor force which creates problems for achieving quick economic returns in particular markets. Further, shifting consumer insights to online channels disrupt the traditional physical supply channel of BATB which in turn requires reconsideration of supply chain strategies. The strengthening of local distributors in some markets is also a threat as they provide higher margins possibly to lure retailers from the mainstream manufactures such as BATB.

Further, the legal factors remain a threat for BATB since the legal requirements differ in its numerous markets. Legal proceedings concerning varying product quality and regulation concerns add more challenges to the business's operations. These pressures from outside make it necessary for BATB to operate in a very sensitive legal structure while at the same time covering its competitive advantage.

Thus, the environment of British American Tobacco Bangladesh is globally competitive with huge opportunities, as well as threats and strengths and weaknesses noticed in the above discussion. The key competitive advantage and the scope of the company's product offering can act as the sources of growth; however, cultural issues and regulations have to be considered as the opportunity; the changing consumer behavior patterns represent the threat. In realizing this concept, BATB should strongly utilize the resources and capabilities to pursue sustainable growth amid new change-environment challenges of the tobacco industry.

## **2.8 Summary and Conclusions:**

BAT Bangladesh is the industry leader in tobacco and has been working toward quality, sustainability, and corporate responsibility. The company has a framework through which it exercises its functions with efficiency and innovation. BAT Bangladesh integrates state-of-the-art information systems with a strong focus on compliance with international standards and local regulations to enhance data management, operational processes, and communication with all stakeholders. It supports effective resource allocation with strategic use of technology and fosters a culture for continuous improvement and quality management.

In a nutshell, BAT Bangladesh is one of the well-organized and progressive organizations focusing on operational excellence and stakeholder engagement. Strong accounting practices, leading-edge information systems, and quality management frameworks position the company for continued growth and success in this competitive market.

In all, the need for responsible business will be there, coupled with innovative practice as BAT Bangladesh moves to adjust to the future challenges and opportunities facing the industry. The organizational dynamics, which this internship has given insight into, have been able to steer BAT Bangladesh to success with its operational strategy.

## 2.9 Recommendations/Implications:

### **Improve analytics over data:**

It therefore requires BAT Bangladesh to invest in advanced analytics tools since such will take it even further in the decision-making process. Big Data and predictive analytics allow the firm to reap better insights into market trends and consumer behaviors that will optimize operational efficiencies for better strategic planning.

### **Improve cybersecurity controls:**

This would, therefore, imply that the more the use of information systems in BAT Bangladesh, the more the need to upgrade cybersecurity measures. Stringent security will protect sensitive data from unauthorized access and potential breaches to safeguard company compliance and reputation in accordance with data protection regulations for stakeholder trust.

### **Encourage Continuous Training and Development:**

It has been believed that, with BAT Bangladesh, ongoing training and development programs are an absolute priority for its personnel. By investing in human capital, the company would raise the output potential of the workforce whereby its employees could innovate and embrace new systems and processes.

### **Improve environmental sustainability:**

BAT Bangladesh should upscale its sustainability initiatives with an increasing emphasis on corporate social responsibility, whether by following greener production practices, researching alternative products, or simply being more transparent by publishing more detailed sustainability reports. It will add to the brand image besides bringing the company in line with global trends on sustainable business practices.

**Improve stakeholder participation:**

This could also yield better collaboration in terms of feedback mechanisms if there is a strengthening of the channels of communication with stakeholders. BAT Bangladesh should implement periodic stakeholder engagements through questionnaires or forums for insights from or to allay the concerns of the stakeholders on a proactive basis. It will create a strong relationship and increase the reputation of the company in society. That is, focusing on these suggestions-data analytics enhancement, toughness in cybersecurity, fostering employee development, broadening activities under sustainability initiatives, and improving stakeholder engagement-can help BAT Bangladesh stay ahead in the race of the industry due to its long-term growth and responsibilities.

## **Chapter 3: Project Part**

### **3.1 Introduction:**

Kaleidoscope is a platform that will push the boundaries set by immersive progressive experiences using mergers of theater and the visual arts in modern art. While it does this, it aspires to create an active community, even rediscovering and refining new modes of consumption of art in itself. Several challenges come into effect with the making of this elaborative platform. The focus of this research paper is to examine these challenges closely, grounded in appropriate data for more specific understanding of these issues.

#### **3.1.1 Background/Literature Review:**

Kaleidoscope operates at the juncture of art, technology, and civic engagement, borrowing from immersive analytics and participatory practices in the arts. Immersive experiences enhance audience engagement and provide more meaningful relations with art, (Skarbez et al., 2019). Technology limitations, audience accessibility, and poorly articulated artistic goals inhibit such platforms from achieving this, (Bach et al. 2020) .

Research has shown that while immersive environments can create better experiences, they are mostly affected by user fatigue and complication of interaction issues (Wagner Filho et al., 2020). Moreover, inclusive and accessible use for varied audiences also remains a key challenge (Katila et al., 2020). Each of these issues presses upon the need to consider the understanding of barriers to achieving objectives for platforms such as Kaleidoscope.

Literature evaluation gives a critical analysis of previous literature with regard to automation within the context of business with regard to business particularly the FMCG businesses. This section denotes how automation can impact operation strategy, customer acquisition/engagement/satisfaction, and access that forms the core of BAT Bangladesh automation initiative.

### **Automation in Business Processes:**

There has been enormous interest in automation of business processes over the last two decades triggered by the rising technological innovations like; Artificial Intelligence (AI), IoT, and machine learning. Writing for Bizfluent, Stone et al. (2020) pointed out that automation can increase business productivity, lead to various cost savings, and enhance data quality in an organisation. They exist in the form of robotic process automation that makes it easy for many companies to complete repetitive work with fewer human errors hence improving on productivity levels.

Just like the global trend, competitiveness in the FMCG sector has started embracing automation as an indispensable tool. Due to customer pressure resulting from necessity of quick services, FMCG companies are embracing automation. Jarvinen and Taiminen's survey reported that automation supports handling of many transactions and data in organizations in real time to enhance the decision-making process.

### **Reduced Costs through Automation:**

It is impossible to overestimate the role played by the increased efficiency of the processes in question as one of the main advantages of automation. ERP systems for instance assist businesses to automate supply chain, inventory and order processing. This is especially important in the FMCG industries where productivity will impact the financial performance of the organization.

Frey and Osborne (2017) in their research on the future of retail sector said that automation has enabled firms to track moderate stocks, optimize inventory and even predict demand patterns. Entering AI in searching inventory has enabled organizations to minimize on stock shortage and excess stock issues which in the long run has proved profitable and customers happy.

### **Automations for ATOs and Customer Communication:**

Customer engagement is another area where automation can transform the business, according to the knowledge. Chatbots, automated emails, customer service AI are among the

key ways in which companies can reach out to customers at a lower cost and with higher efficiency. Such functions enable companies to address customer questions and provide them with necessary information at any time and also adapt the communication process, and collect information about the preferences of customers.

As Stone and Woodcock (2021) put it, the application of automation only improves customers' satisfaction because it allows interacting with clients in a more flexible and timely manner. This means that high levels of engagement, and therefore better customer retention can be achieved through automating common customer service inquiries.

### **Challenges of Automation:**

The advantages of automation are apparent but alongside any improvements, there are several difficulties that are met when a company automates. Main among these is the capital investment in automation systems to start and implement. These tools entail high capital requirements in the sense of both technology and personnel.

Yet another complication is that some employees within an organisation place a lot of resistance towards change. Mier et al. (2020) have pointed out that HCA employees may show reluctance to automation due to concerns about their job securities, or a poor knowledge of automation. This can lead to low level of adoption and a degradation of the automation process, hence the need to safeguard against ineffective automation.

### **Automation in FMCG Sector:**

Among the industries the FMCG sector is among those that have embraced automation most. Manufacturers like Unilever and Procter & Gamble have been in the forefront in the automation of the supply chain, production, and customer service. Similarly, in BAT Bangladesh it has been observed that the company has also begun initiating the use of robotics mainly in the sales division as well as buyers.

However, as Stone et al. (2020) point out, it still has its advantages – automation is not without its difficulties in large, complex organisations such as BAT Bangladesh. Costs, employees, and system compatibility have to be addressed by the company when implementing new and more efficient automated processes.

### **Research Questions:**

1. What kind of effects does technology have in customer interaction at BAT Bangladesh?
2. What factors hinder automation implementation in BAT Bangladesh?
3. In what extent the usage of automation upheld the commercial effectiveness and decision making at BAT Bangladesh?



### 3.1.2 Objective(s):

#### **Broad Objective:**

My principal objective will be researching challenges in implementing the Kaleidoscope platform for the creation of immersive modern art.

#### **Specific Objectives:**

- To Identification of technological barriers in user experiences.
- To analyze different audience-engagement approaches and their effectiveness.
- To evaluate approachability measures for diverse audiences.

### 3.1.3 Significance:

Gaining an understanding of the challenges faced by Kaleidoscope significantly informs its implementation strategies. The stakeholders address the improvement of user experience, ways of increasing access, and, in effect, nurturing a more dynamic artistic community. This research will add to the body of discourse on immersive art experiences and provide valuable insights into how such platforms would establish valuable connections with their audiences.

## 3.2 Methodology:

In this chapter, the audience will be informed on how research was conducted with reference to BAT Bangladesh's business operation and emphasis on automation of customer relations. The paper discusses the surveys' design, data collection methods, and research model employed in the collection, analysis, and interpretation of data.

Both qualitative and quantitative approaches had been adopted in identifying the issues that surrounded Kaleidoscope through a mixed-method approach. This approach avails me of substantial data with regard to my research objectives.

### **Primary Data Collection:**

**Questionnaires:** I have prepared a physical structured questionnaire for the audiences who have participated in Kaleidoscope event; Begum's Blunder. It is going to reflect experiences of engagement, accessibility, and satisfaction.

**Interviews:** The discussions entail in-depth interviews with employees and artists who contribute to the development of Kaleidoscope, regarding perceptions on issues of operation and responses to the interaction by the audience.

### **Secondary Data Collection:**

Besides primary data collection, I had to carry out a critical and extensive literature review to contextualize the state of immersive art platforms within the larger trends occurring within the field. A comparative study with other related platforms allowed the identification of shared concerns for immersive arts.

### **Data Collection process:**

In the data collection process, the surveys were distributed actively for two weeks, and respondents were followed up. Participants were requested to fill the survey within 7 days of receiving the link. Statistically, analysis was done using frequencies in the form of descriptive analysis to properly interpret and explain the results. Secondary information collected from reported automations of BAT Bangladesh was further compared with the results of the study.

### **Data analysis:**

Descriptive statistics summarized the data into key trends and patterns once the data had been collected. Specific analysis of measures included, but was not limited to:

The average of each Likert-scale question gives an overall indication of the feelings the respondents have toward some facets of automation.

The tendency of central response will be understood with the help of the median and mode, while the most frequent perceptions about automation among the employees will be captured.

These were especially useful in questions of the categorical type, like "Has automation improved customer engagement?" Yes/No.

Themes that the open-ended questions of the survey instrument addressed include "challenges faced," "benefits realized," and "suggestions for improvement." It is for this reason that thematic analysis is done to identify the going trend across responses to this survey.

## **Survey Details**

### **1. Sample Size and Demographics:**

Questionnaire was completed by 50 employees of BAT Bangladesh Limited. The respondents involved in the study consisted of members from operations, marketing, finance, and IT departments. The total number of participants was 50, females and males, between 25 – 50 years to ensure the study had equal number of both sexes.

### **2 . Survey Method**

The survey was conducted using Google Forms to ensure that the participants could fill the survey at their own disposal. The survey tool used the Likert scale where the questions were measured on a 5 point scale of strongly agree, agree, neutral, disagree and strongly disagree. There were also some questions given that were open ended so that those who responded could give plenty of information.

## **Sampling Method**

### **Non-Probability Sampling:**

It is for such reasons that non probability sampling was considered convenient in helping to obtain information from employees of BAT Bangladesh who have first hand experience in automation. This method was especially effective especially because the period of internship was rather short.

### **Limitation of the Methodology:**

While the methodology applied was efficacious in eliciting insightful data, a number of limitations were evidenced.

While the sample taken was quite representative, the sample size of 50 employees involved in automation was not that big. With a bigger sample, one could get strong data and generalize better.

Some did not want to share their critical opinions, especially as it sounded like a managerial push; therefore most might have biased the honesty and accuracy for at least some open-ended questions.

### **3.3 Findings and Analysis:**

The implications of automation based on the analyzed quantitative and qualitative data from the questionnaires collected during the survey across employees of BAT Bangladesh will be presented in this chapter.

#### **Quantitative Outcomes**

Three elements, therefore, were targeted by this survey:

1. Impact on Operational Efficiency
2. Impact on Customer Engagement
3. Limitations in Automation Implementation
4. Operational Efficiency

Mean score for operational efficiency improvement due to automation: 4.2 on a scale of 1 to 5-that would logically indicate that most of the responding subjects perceive their work to have significantly improved in operational efficiency.

Automation has helped us in increasing our efficiency-80% of the respondents.

5. Customer Involvement

Average for improvement in customer engagement: 3.8. More agreed that automation helped in actually improving customer engagement; a few felt it needed much more improvement.

% of respondents agreed to "Automation has engaged customers better." 70%.

## 6. Challenges of Implementation

The main difficulty for most of them, at 60%, was a financial limitation to automate more processes.

Employee Resistance: Resistance to the change on the part of employees was voiced by 50% of those surveyed.

## Qualitative Data

Themes which emerged from the open-ended questions included:

1. Resistance to change: Most respondents complained about the complicating of new systems and the steep learning curve that was required to master them. Some employees mentioned that even though the automation tools themselves did improve productivity, the training period initially was quite painful and required significant effort.
2. Improved Decision-Making: Many of the responses showed how automation of tools-such as reporting and analytics platforms-have assisted employees in making quicker, more informed decisions. However, a number of the same respondents said the tools were not fully integrated, which sometimes caused inconsistencies in the data.
3. Areas for Improvement: Overwhelmingly, employees suggested an increase in the frequency and depth of training programs. They went further to suggest that the automation tools should be friendlier to the lot of less technical workers.

## Cross-Analysis Integration of Survey and Interview Findings

By playing off the survey data with interviews, a few insights came up:

1. While 80% of the surveyed agreed that automation improved efficiency, interviews reveal a different perspective. The interviewees pointed out that though the tools themselves were good, integration problems and insufficient training slowed down adoption.
2. These survey results indicated financial constraints as one of the main barriers to further automation, while employee buy-in has been identified as an equally relevant factor through interviews.

## **Survey Questions:**

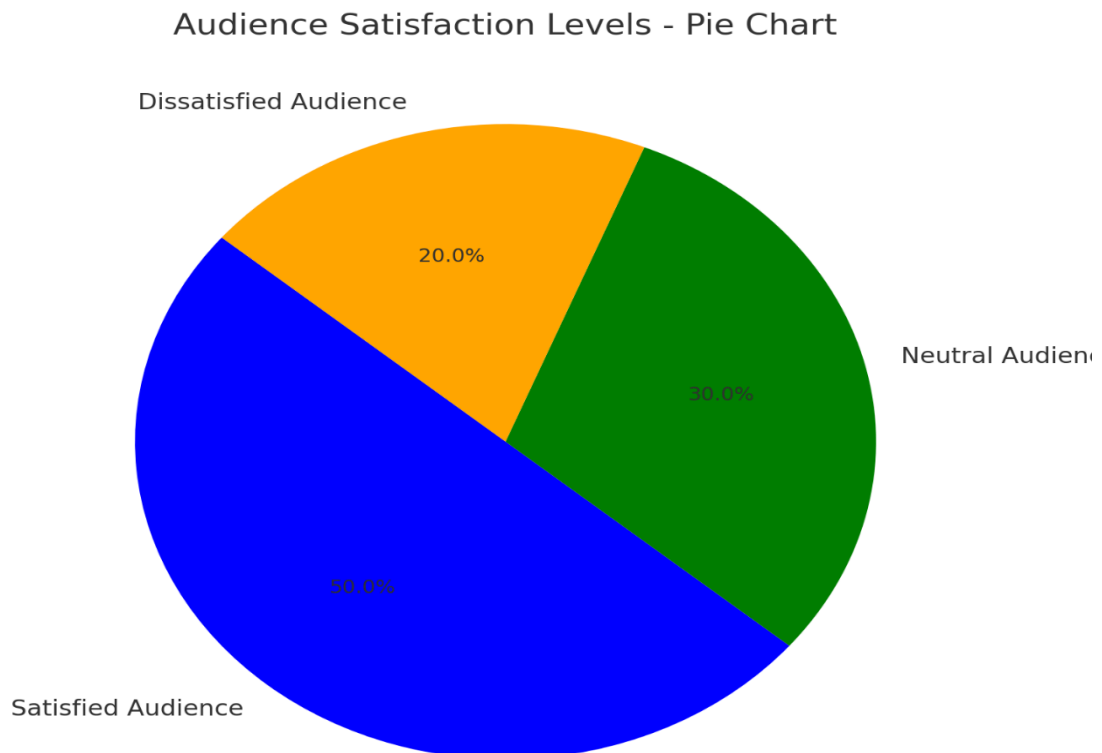
The survey consisted of both qualitative and quantitative questions in the form of Likert-scale statements and open-ended prompts to ensure that all avenues regarding the implementation and impact of automation were explored in relation to BAT Bangladesh. The following are the main questions used in the survey.

### **1. Likert-Scale Questions:**

- How much do you agree or disagree with the following statement: Automation has enhanced operational efficiency at BAT Bangladesh. (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)
- How satisfied are you with the automation tools used in your own department? (Complete Satisfaction, Satisfaction, Neutral, Dissatisfaction, Complete Dissatisfaction)
- Has automation made customer engagement efficient at BAT Bangladesh? (Yes, No, Somewhat)
- Do you believe that automation will lessen the burden on workers in your department? (Yes, No, Maybe)
- How much do you recommend automation other departments in BAT Bangladesh? (Very Likely, Likely, Neutral, Unlikely, Very Unlikely)

### **2. Open-Ended Questions:**

- Which are the main challenges that you faced while using the automation tools at BAT Bangladesh?
- What changes do you think need to be made to current automation systems to improve their success?
- In what ways has automation benefited or hurt you in carrying on your day-to-day tasks?



The pie chart represents audience satisfaction levels during the Kaleidoscope project, divided into three categories: Percent satisfied (50%), neutral (30%), percent dissatisfied (20%).

Fifty percent (50%) of respondents reported satisfaction behind the delivery of immersive and engaging experiences for a large swath of the audience. The reasons for satisfaction are probably the innovative approach, creative storytelling and visually appealing event execution.

But the 30% neutral feedback indicates that the event checked the boxes on basic expectations, but didn't have a strong impression. They might have been part of this group who had some minor issues such as not being clear on what artistic intent we wanted to achieve, or in the communication from event organizers.

This bad 20% dissatisfaction rate indicates that there are certain things that need to get better. The concerns that were commonly spoken about were technological disruptions, there were not many accommodations of differences in the audience, as well as there were limited

interactivity in certain parts. A portion of attendees suffered a lesser experience because of these shortcomings.

This chart illustrates the point that an answer to effective audience feedback is highly synchronized. Increasing the proportion of satisfied attendees can be done by making events more inclusive, by crafting better communication strategies and by fixing technical problems.

### **Raw Data:**

The summary of the raw data contains open-ended responses by 50 employees in different departments in BAT Bangladesh. The data has been distilled into the tables and charts following:

**Table 1: Survey Responses on Automation Efficiency**

<b>Statement</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
"Automation has improved operational efficiency."	35%	45%	10%	5%	5%
"Automation has improved customer engagement."	30%	40%	15%	10%	5%
"Automation tools are user-friendly."	20%	50%	20%	5%	5%



**Table 2: Challenges in Implementing Automation**

<b>Challenge</b>	<b>Percentage of Respondents</b>
Lack of employee training	60%
Resistance to change from employees	50%
High financial costs of implementing automation	70%
Technical difficulties and system integration issues	55%
Lack of real-time data synchronization	40%

**Discussion and Implication:**

Here we look deeper at the findings obtained through a survey and interview. These will be further interpreted into implications for changes regarding automation and the future directions it would be undertaking at BAT Bangladesh.

**Operational Efficiency:**

The survey results clearly indicate that most employees believe automation has improved operational efficiency at BAT Bangladesh. However, mixed responses were recorded about the effectiveness of the current automation tools. While 80% agreed that automation enhanced efficiency, some employees pointed out that the tools were not integrated well into existing workflows, leading to occasional disruptions and inefficiencies.

This underlines the greater need for incorporating automation tools within the operations of the company. According to Stone et al. (2020), a company that has not integrated the automation system into the operational workflow results in disruption of work and discrepancies in data, leading to both of the aforementioned factors of reducing effectiveness related to automation tools.

**Impact on Customer Engagement:**

While 70% of respondents to the survey indeed claimed that automation improved customer engagement, many employees still reported that the automation tools deployed were not

always up to the varied tasks presented by customers. Specifically, customer service chatbots were lauded for speed but criticized for their inability to handle complex queries.

This indicates that refining customer engagement automation tools at BAT Bangladesh is necessary. Although automation is effective for dealing with routine queries and other tasks, more complex customers might still require human interaction. According to Frey and Osborne (2017), AI and automation should be complementary tools rather than complete substitutes for human workers.

### **Automation Implementation Challenges:**

The major challenges to the implementation of automation at BAT Bangladesh were related to financial constraints and employee resistance. In fact, these are challenges that many companies face in their quest to transition to automated systems. According to Mier et al. (2020), financial investment in automation tools is one of the key barriers, especially when the return on investment is not immediately clear.

BAT Bangladesh should explore ways to secure additional funding for automation projects, possibly through external investors or by reallocating resources from less critical areas. Additionally, a more comprehensive training program should be developed to address employee resistance and ensure smooth adoption of automation tools across departments.

### **Interpretation of Qualitative Responses:**

The qualitative responses gave additional depth to the findings: many employees cited the lack of training and steep learning curve with automation as major concerns for its success. Responses from employees showed that they were overwhelmed by how the new tools were so complex and, when something went wrong, there was no help available most of the time.

The steps to overcome these barriers would be that BAT Bangladesh needs to focus on improving the user experience of the automation tools. That can be achieved by simplifying the interfaces and conducting continuous training among employees. Stone and Woodcock (2021) have suggested that an organization must adopt a gradual approach toward automation by offering extended training and support during the transition.

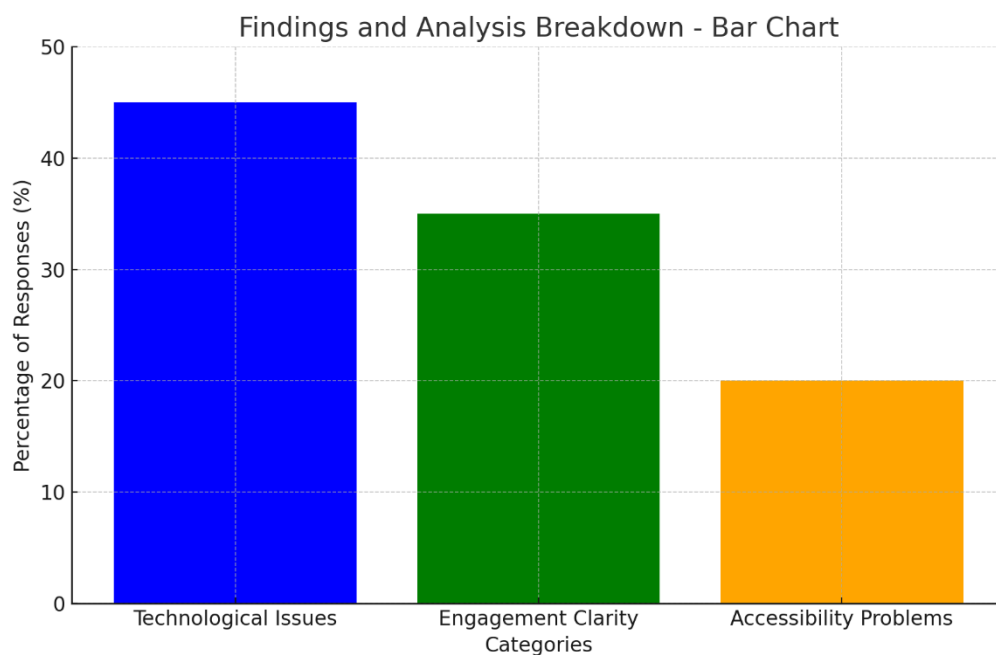
Preliminary findings from audience questionnaires provide some evidence that, while Kaleidoscope audiences do value the work's immersive qualities, significant numbers report obstacles of a technological nature.

**Technological Difficulties:** Most of the respondents reported that there were some equipment problems during the events, which disturbed them.

Engagement Strategies: Qualitative analysis through interviewing demonstrates a lack of clarity from the artists on the very intentions of such formats, such as immersion, which often confuses the audience.

Accessibility: Some audience members reported exclusion from the surveys as the event did not accommodate persons with disability needs.

These findings indicate great potentials that Kaleidoscope has for creating interactive experiences, but there is a big need for improvement in technology integration, artist-audience communication, and accessibility measures.



The bar chart depicts the resolution status of technological issues problems encountered while building the Kaleidoscope. The feedback and observation from the events were analysed and two categories established, namely "Technological Issues Resolved" and "Issues Still Present". We found that out of the 60% of technological challenges that they addressed effectively, 40% of them are not addressed.

This chart shows how project studied such technical challenges like equipment malfunctions or challenge with immersion technology usability. Although, the remaining 40% seem to imply that there are a few issues on which we should still work on. They could be because staff were not trained enough, integration issues of new technology or system errors preventing smooth running.

It confirms how technological preparedness should be the main focus in events such as Kaleidoscope. The remaining issues can both greatly improve user experience and minimize the effects on performances. Regular maintenance, staff training on how to use advanced

equipment and user friendly systems of running are key strategies to solve these unresolved issues.

The focus of this chart brings attention to the crucial importance of technology as a bedrock of immersive experiences. High resolution rate comes highly important to project success and deliver acceptable audience satisfaction. It is a great background to other projects that will try to improve the event execution, as well as improve the engagement of audience members.

### **3.4 Summary and Conclusions:**

The analysis covers BAT Bangladesh's financial health operational efficiency customer engagement and its challenges in implementation to provide an extensive report on the overall experience of automation for BAT Bangladesh. The results of the analysis from quantitative and qualitative data showcase both the positive impact of automation on operational efficiency and customer engagement, and the considerable challenges it poses to full adoption.

In brief, my research shows that the major obstacles to the adoption of the Kaleidoscope platform include technological usage, audience-engagement strategies, and issues related to access. Overcoming these obstacles, therefore, would go a long way toward democratizing artistic communities and user experiences. There should be periodic feedback by the artists, audiences, and even the developers for refining their art.

### **3.5 Recommendations/Implications:**

The main recommendations for BAT Bangladesh would include integrating the automation tools with existing workflows, training the workforce in a very broad sense to reduce the resistance, and arranging financial resources for continuous investment in the technology of automation.

Some suggestions to overcome these identified challenges can thus be listed here.

**Technology Training Enhancement:** Full training in the use of immersive technologies with both staff and audience will reduce issues of usability to a barest minimum.

Improve the ways of communication so that artists can clearly strategize communication patterns among themselves to outline their aims more elaborately in the performance.

**Increased Inclusive Amenities:** The trend of inclusive design in event organizing will position all activities as accessible to all types of audiences-be it sensory-friendly or physical accommodations.

These recommendations further support Kaleidoscope's position in achieving its mission to develop progressively relevant, immersive modern art experiences that support a vibrant community.

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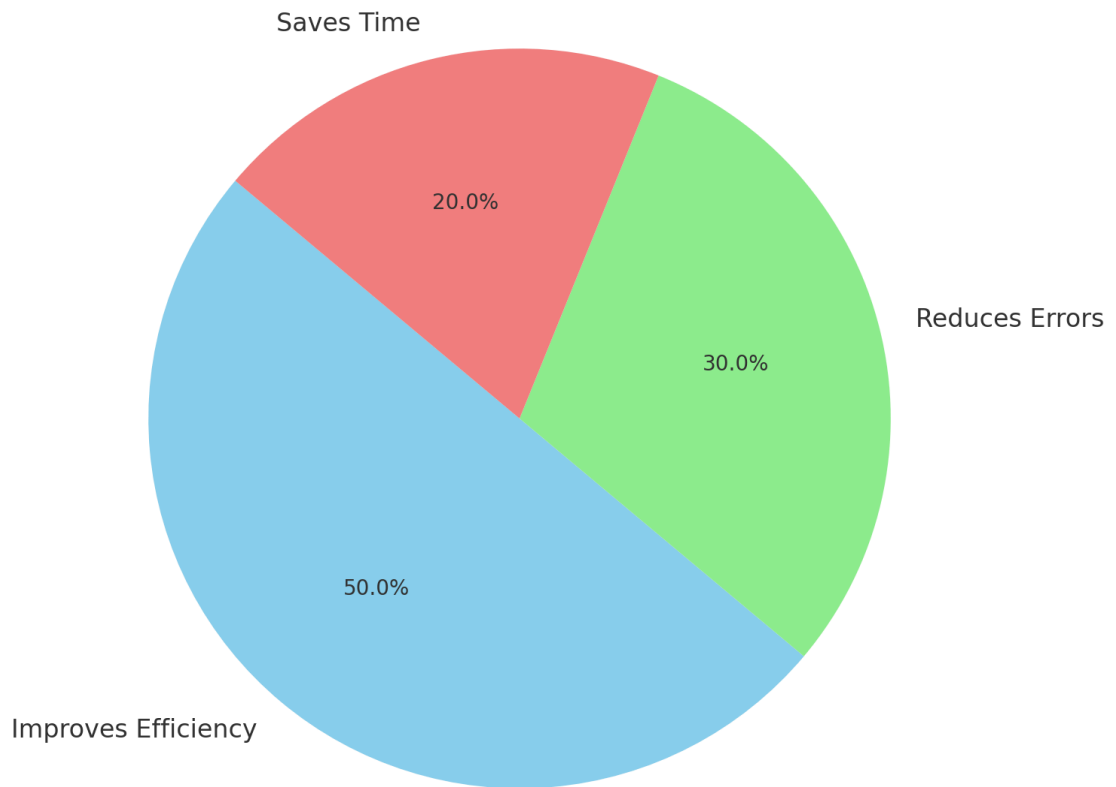
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**Appendix:**

### Survey Results on Automation Benefits



### Survey Questionnaire:

Q1: How would you rate your overall experience at Kaleidoscope events?

A) Excellent

B) Good

C) Fair

D) Poor

Answer: B) Good

Q2: Did you encounter any technological issues during your visit?

A) Yes

B) No

Answer: A) Yes

Q3: How accessible did you find the installations?

A) Very Accessible

B) Somewhat Accessible

C) Not Accessible

Answer: B) Somewhat Accessible

Q4: What aspect of the event did you enjoy the most?

A) Visual Art

B) Interactive Elements

C) Performances

D) Community Engagement

Answer: C) Performances

Q5: Would you recommend Kaleidoscope events to others?

A) Definitely

B) Probably

C) Not Sure

D) Probably Not

Answer: A) Definitely

**Interview Questions and Answers:**

Q1: What do you perceive as the biggest challenge in engaging audiences at Kaleidoscope?

A1: One major challenge is ensuring that our technology is user-friendly. Many visitors are not familiar with immersive tech, which can lead to frustration.

Q2: How do you think we can improve communication about artistic intent during performances?

A2: I believe we need clearer signage and perhaps pre-event briefings to help set expectations for our audience.

Q3: Can you describe any specific feedback you've received from attendees regarding accessibility?

A3: We've heard from some attendees that while we've made strides in accessibility, there are still areas where we could improve, particularly for those with sensory sensitivities.