



**“An overview of British
American Tobacco
Bangladesh and analysis of
Training Process”**

BRITISH AMERICAN
TOBACCO
BANGLADESH

Internship Report

“An overview of British American Tobacco Bangladesh and analysis of Training Process”



Submitted To

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LETTER OF TRANSMITTAL

To

Md. Fazla Mohiuddin

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Subject: Internship report on British American Tobacco Bangladesh

Dear Sir,

I am pleased to submit the internship report on which I have conscientiously worked on during my internship attachment period with the Skill Development team of Marketing department at British American Tobacco Bangladesh from 1st June to 31st august, 2016. The report is a requirement for completing the course BUS 400.

As per your requirement I basically made this report on my daily day to day activities. This report attempts to describe the observations and learning during the course of my internship. I have made sincere efforts in making the report as comprehensive and informative as I possibly could. However, I would truly appreciate you contacting me if you have any further queries.

Sincerely,

Afreen Mahmood

12104205

ACKNOWLEDGMENT

I would like to express my sincere gratitude to my academic supervisor **Mr. Md. Fazla Mohiuddin**, Lecturer, BRAC Business School, BRAC University who has given his valuable time and given me chance to learn something despite having their busy schedule. Sir, your instructions are what gave a proper shape to this report. Thank you for taking some of your valuable time in viewing my report and making all the necessary corrections. It has truly been an honor completing my internship under your supervision.

I also want to thank my line managers Musfeq Saleheen and Asif Hasan respectively at British American Tobacco Bangladesh for providing several documents as well as sharing their experience with me and teaching me different techniques to design and modify training modules.

I am also grateful to all member of BATB for their co-operative support, and also presenting with an opportunity for me to have a practical experience in this organization. Thus, the time in BATB was audacious and supportive to my career through which I have gained valuable work experience that will help definitely makes a favorable impression on me as a prospective future employee.

Lastly, I would like to thank my family and friends for being continuously supportive in my exertion.

EXECUTIVE SUMMARY


British American Tobacco Bangladesh (BATB) is one of the largest multinational companies of the country and brings about two thirds of the revenue generated by the tobacco industry. Operating in a controversial industry, BATB has consistently promoted sustainable business practices and contributed in the fields of education, tree plantation, pure drinking water, solar energy etc. through its rigorous CSR programs. This report describes the learning and experiences derived from working in BATB as an intern for three months

At the very first I have given an overview of the tobacco industry my objective, scope & limitations while making the report and then I wrote a brief about BATB. I wrote about the background of BATB and their history and also the product they are offering to the customers.

Then I gave small introduction of the Marketing department where I used to work. I discussed some points about the works of my department and the structure of my department. I discussed what the main tasks of my department are and what they basically do.

I also volunteered to work in some additional departments like HR, SMD (Secondary Manufacturing Department) and Finance. Through the challenges and practical learning, I have been able to discover my capabilities and lacking. In the process, I have also gained and improved some corporate skills which can be of great value like communication skill, multitasking, flexibility, composure etc. Lastly, BATB has also shaped my career plans by making me realize the importance of corporate experience and thus I am planning to work for at least a year before doing my post graduate (BAT Bangladesh - About us. (n.d.)).

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1. INTRODUCTION

British American Tobacco Bangladesh (BATB) is a subsidiary of British American Tobacco Group. It has been incorporated in 1972 as Bangladesh Tobacco Company (BTC). Since 1972 BATB has been operating in Bangladesh as one of the leading multinational organization. Since 1972 BATB is operating as the market leader in the tobacco industry by providing some of the most powerful global and local brands. At present BATB is the highest tax paying company, contributing around 7% of the total revenue of the Government of Bangladesh. BATB is renowned as one of the most prominent socially responsible and ethical company in the minds of the citizen. Bangladesh is considered as one of the leading tobacco consuming countries in the world. Approximately 87% of the population of Bangladesh consumes tobacco in some form whether smoked (both cigarettes and biris) or smokeless amongst which with a higher percentage of 58% is men and the other 29% is women. In 2012, an estimated 46.3 million adults used some form of tobacco product, smoked or smokeless. Research says that most smokers are male — 28.3% of adult men smoke manufactured cigarettes and 21.4% smoke biris. In contrast, smokeless tobacco use is substantial across both genders, while women having an upper hand with 27.9% being women and 26.4% of men using some form of smokeless tobacco.

1.1.ORIGIN OF THE REPORT

This report has been prepared to meet the requirements of the Internship program of BRAC University. This report is an outcome of almost three-month internship program. I worked three months as an intern in British American Tobacco where I gathered experience how training of marketing people works and how BATB helps in Employee Growth. I got to know many things of supply chain as well as HR department as few days I worked voluntarily with those departments. I worked under the close supervision of Musfeq Saleheen and Raisul Chowdhury previously and then for the last one and a half month I worked under supervision of Asif Hasan instead of Musfeq Saleheen.

1.2.OBJECTIVE OF THE REPORT

The general objective of preparing this report is to fulfil the requirement of internship program required by university. Moreover, the objective is to gain practical knowledge by observing everything in workplace so that one can relate it with theoretical knowledge.

The specific objectives are:

- To present an overview of BATB
- To analyze the industry
- To learn how to adjust with new culture, skill and people
- To know the training process of new employees

1.3.SCOPE

BATB provided me with an amazing opportunity to know their work environment and culture. My learning from BATB was more than my expectation. I got the chance to pay close attention how marketing department works. Working with experienced marketers delivered me with lots of information. I was able to know how the training process of new employees proceed. Besides, I got a chance to observe whole supply chain system and manufacturing system since the factory is within office premises.

1.4.METHODOLOGY

For preparing this report, both primary and secondary data is used.

❖ Primary Data Source:

- Practical work experience
- Interview of marketing skill development officer
- Conversation with intern colleagues and former intern

❖ Secondary Data Source:

- Websites
- Journals

- Newsletters
- Reports
- Brochures
- Other available sources

1.5.LIMITATIONS

The making of paper was not so easy due to some limitations though there was a good scope of making reports with data sources.

- ❖ Confidentiality of the data was the first and major limitation while constructing the report. It is strictly prohibited to reveal some data in public as per company policy. Those confidential data might make the analysis of report more clear and richer.
- ❖ Time was another constraint while preparing the report. Activities of some departments remained unseen due to shortage of time.

LIST OF FIGURES

Fig. 1: Mission, Vision and Strategic Focus of BATB

Fig. 2: Board of Directors

Fig. 3: Organogram

2. COMPANY PROFILE

British American Tobacco operates British American Tobacco Bangladesh in Bangladesh which is one of the largest multinational corporations. It is doing its trade above 100 years in this region. In 1990 it was founded in Bangladesh. The first depot of it, was established at Armanitola in Dhaka. After partition in 1947, it was established in 1949. After the independence of Bangladesh from Pakistan, it was renamed as Bangladesh Tobacco Company (BTC) in 1972. But in 1998, it is again renamed as British American Tobacco Bangladesh (BATB). In Bangladesh, British American Tobacco Bangladesh has more than 1,200 people as direct employees and more than 50,000 people as indirect employees (Batbangladesh.com, 2015). They are listed on the stock index of the Dhaka Stock Exchange and Chittagong Stock Exchange (Dsebd.org, Retrieved 2015-03-11)

British American Tobacco Bangladesh's motto is "success and responsibility go together". Shehzad Munim is the current Managing Director of BATB. He is serving as the first ever Bangladeshi MD in the history of BATB (Archive.thedailystar.net, 2013-10-01)

2.1.HISTORY OF BAT

1902

The British American Tobacco Company was formed by the joint venture of UK's Imperial Tobacco Company and the American Tobacco Company of the United States.

1904–1911

BAT had a huge expansion to some countries and those are West Indies, India, Ceylon, Egypt, Holland, Belgium, Sweden, Norway, Finland, Indonesia, East Africa and Malaya.

1910

More than 10 billion per year was sales of cigarettes.

1915

Within 5 years the sales total was increased to 25 billion cigarettes per year.

1927

25th anniversary of BAT and it has become one of the UK's leading companies, with 120 subsidiaries.

1939

The occurrence of the Second World War rigorously interrupts global operations.

1942

Profits that were static at £5.5 million right through the misery go down to £3 million until the war ends.

1953–1955

A return to growth sees us rank third among British, French and German companies, measured by company profits.

1960

Global sales exceed 280 billion cigarettes with trading profits of more than £58 million.

1961–1965

We begin to diversify with moves into the paper, cosmetics and food industries.

1966

We acquire cigar manufacturer Henri Wintermans and company profits exceed £100 million for the first time.

1976

BAT Industries is formed. Within two years it is the UK's third biggest company. Annual sales increase to 500 billion cigarettes.

1981

Trading profits from the tobacco operations triple over the previous decade to more than £463 million.

1984–1989

BAT Industries acquires Eagle Star, Allied Dunbar and Farmers Group to become the largest UK-based insurance group.

1994

The prestigious Lucky Strike and Pall Mall brands are now added to our portfolio, with the acquisition of the American Tobacco Company.

1998

BAT Industries divests its financial services businesses. British American Tobacco becomes a separately quoted company on the London Stock Exchange.

(bat.com, 2016)

2.2.History of BATB

British American Tobacco was established back in 1910 as Imperial Tobacco Company Ltd and the head office was in Calcutta. In 1926 ITC launched a branch at Moulovibazar, Dhaka. Cigarettes were made in Carreras Ltd., Calcutta. Imperial and Carreras merged into a single company in 1943. After the partition in 1947, cigarettes were coming freely from Calcutta, but introduction of customs barriers in 1948 between India and Pakistan interrupted the smooth flow of cigarettes from Calcutta to East Pakistan. In March 1, 1949, Pakistan Tobacco Company (PTC) came into existence with head office in Karachi; with the assets and liabilities of ITC Limited held in Pakistan. At that time East Pakistan Office was situated in Alico Building, Motijheel. In order to meet the increasing demand, the first factory in the then East Pakistan was established in Chittagong in 1952. From this time, onwards requirements for cigarettes for East Pakistan markets were met from products manufactured in Karachi. In 1954, PTC established its first cigarette factory although high-grade cigarettes still came from West Pakistan. The Dhaka factory of PTC went into production in 1965. After the war between India and Pakistan in 1965; the import of tender leaf from India for the production of Biri was stopped. This gave a big boost to cigarette business. It was at that time the East Pakistani entrepreneurs set up 16 cigarette factories in this region.

After independence, Bangladesh Tobacco Company (Pvt.) Limited was formed on 02 February 1972 under the Companies Act 1913, with the assets and liabilities of PTC. Shareholding position for GOB and BAT was 1:2. BTC (Pvt.) was converted into a public limited company on 03 September 1973. British American Tobacco played a pivotal role in BTC's creation in 1972 and since then has been involved in BTC's development every step of the way. To pronounce the successful relationship with British American Tobacco, BTC has changed its name and identity to British American Tobacco (BAT) Bangladesh Company Limited on March 22, 1998. The

company changed its identification to establish commitment to the highest international standards (batbangladesh.com, 2016).

2.3.Mission statement of BATB

Our mission is delivering our commitments to society, while championing informed consumer choice. We need to continue to ensure that our consumers are fully informed about the choices they are making when they purchase our tobacco products. We recognize that we have a responsibility to offer a choice of products across the risk spectrum, but we will also defend their rights to choose and provide them with the products they want. As society changes, and people's priorities and needs shift, we need to be ready to meet new challenges and take advantage of new opportunities. We are a major international business and with this status come responsibilities, from being open about the risks of our products to supporting rural communities in the developing world (Annual report, 2014).

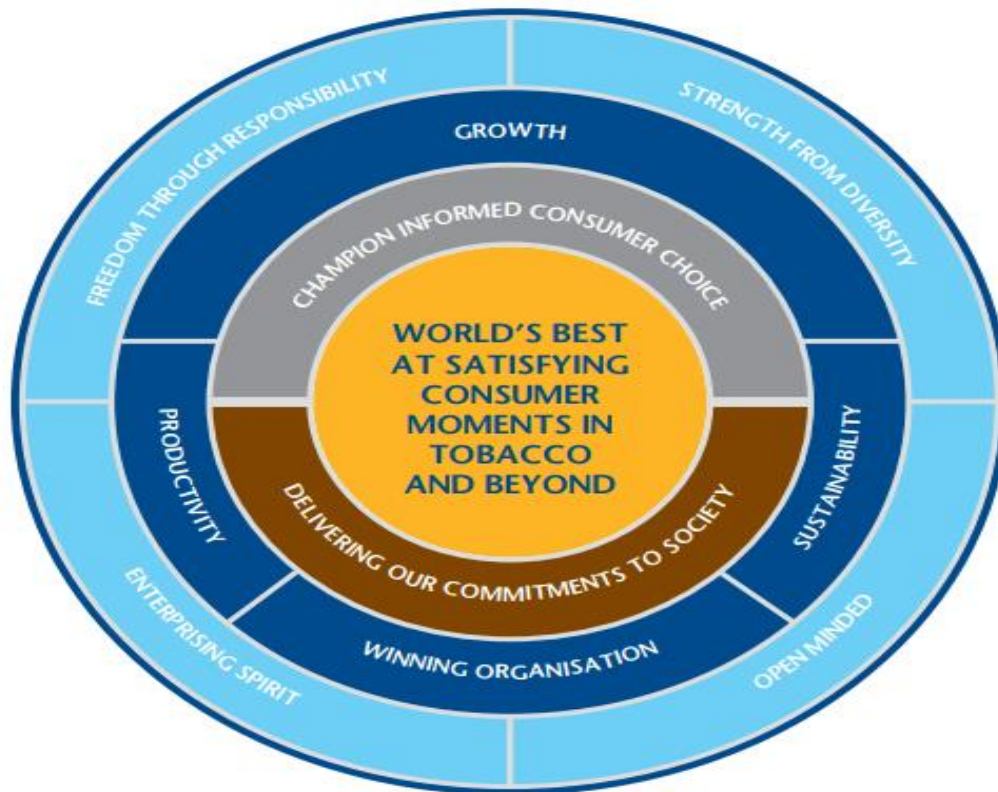


Fig. 1: Mission, Vision and Strategic Focus of BATB

Source: Author Constructed (Annual Report 2014)

2.4.Vision of BATB

Our vision is to be world's best at satisfying consumer moments in tobacco and beyond (Annual report, 2014).

2.5.Strategic Focus of BATB

Our strategic focus areas are the foundations upon which our strategy is built and they have been in place for many years, but we continue to concentrate on our activities in all four focus areas and constantly review our ways of working. Growth requires understanding and delivering enjoyable consumer moments. Resources should be effectively deployed to increase profits and generate funds for better productivity. Winning organizations consists of great people, great teams and a great place to work. Ensuring a sustainable business that meets stakeholders' expectations is another part of our strategic focus.

Guiding Principles of BATB

- Strength from diversity
- Open minded
- Enterprising spirit
- Freedom through responsibility

2.6.Business Model Strategy of BATB

Our business model describes what we do and, more importantly, how we use our unique strengths and employ our resources and relationships to deliver sustainable growth in earnings. It is built around meeting our consumers' evolving needs and is driven by our strategy to ensure that we are delivering great results today and investing in our long-term future.

2.7. BOARD OF DIRECTORS



Fig. 2: Board of Directors

Source: Author Constructed (Annual Report 2014)

2.8.Nature of the Industry

According to (Shirin, 2015) the market is estimated to be 64.2 billion sticks of biri and 51.8 billion sticks of machine manufactured cigarettes as in 2015.

The tobacco industry of Bangladesh is an age old industry. Three cigarette companies are currently holding 97% of market share in the country where British American Tobacco Bangladesh (BATB) peaks the market with more than 50% market share (Mala, 2015). The main cigarette manufacturers today are:

- British American Tobacco Bangladesh
- Dhaka Tobacco Industries
- Abul Khair Tobacco
- Nasir Tobacco
- Azizudin Industries and
- New Age Tobacco.

The main biri manufacturers are:

- Akij Biri
- Abul Biri
- Nasir Biri
- Karikar Biri
- Aziz Biri and
- Hundreds of local biri manufacturers.

The industry is very price subtle in nature. Most of the tobacco consumers normally buy tobacco in sticks, not in packs. So it is also a stick selling market. These two features-price sensitive and stick selling-influences the business philosophies of the companies.

Associations of tobacco

Bangladesh Cigarette Manufacturers Association (BCMA) and Bangladesh Biri Manufacturers Association (BBMA) signifying the tobacco industry of Bangladesh (Alom, 2012)

2.9.SWOT Analysis of BATB

SWOT analysis is done to find out the factors important to the operation of a business in the environment, both internal and external. The internal factors help to find out the strength and weakness; the threats and opportunities can be comprehended by scanning the external environment. The SWOT analysis of the cigarette industry is given below:

Strength:

- Because of high regulations, high cost and high entry barriers, new entrants are discouraged, which is good for the current and already established market players.
- As they are not allowed to go for public promotion, the tobacco companies can use their resources for other purposes. Like BAT is investing for and increasing their filed force.

Weakness:

- Dealing with a product, which is sensitive in many issues.
- Cannot promote their products using public media vehicle (Rusho, 2012).
- A high volume but low value industry

Opportunity:

In Bangladesh, tobacco market is pretty strong. Among the sale of all tobacco products, 68% is Biri and the rest 32% is cigarette. But with the up gradation of purchasing power and good economic condition, high rate of migration from Biri to cigarette is also expected. Even now; the migration rate is good enough to sustain the cigarette industry. Total no even if reduce, but the migration will make it sustainable. The cigarette market depends not on increasing number of customers, but on switching to cigarette brands.

Threat:

Tobacco is the only consumer product that kills one half of its users when used as directed. So there are some threats as well.

- Increasing amount of awareness among the consumers about the health hazards
- Increasing number of regulations and laws, imposed by the government about smoking and selling cigarettes.

2.10. BRANDS

According to (Baghil, 2013) the marketing process create sense of belonging between brand and consumer. BATB has a successful brand marketing strategy based on sound consumer insights. It is driven by our International Brands – Benson & Hedges, John Player Gold Leaf and Pall Mall. Our portfolio of a good number of international as well as local brands is designed to meet a broad array of consumer preferences around the country with the idea of delivering today and investing for tomorrow.

Benson & Hedges

Since its launch in 1997, Benson & Hedges has dominated the Premium segment and set the standards in a very competitive market. And in 2012, the house of Benson & Hedges launched a new and unique variant - Benson & Hedges Switch. Keeping innovation at its core, Benson & Hedges Switch became the first ever capsule cigarette to be launched in Bangladesh.

John Player Gold Leaf, Pall Mall and Capstan

John Player Gold Leaf, Pall Mall and Capstan are positioned in the Aspirational Premium segment.

- Launched in 1980, John Player Gold Leaf is one of the highest selling brands of our company, enjoying large market share in the Aspirational Premium segment.
- Pall Mall was the Group's first Global Drive Brand to be launched in Bangladesh in 2006.

Star

Star and Star Next are positioned in the VFM segment. Star was launched in 1964 and Star Next was launched in 2012. The brand has absolute leadership in the segment with a robust performance.

Pilot, Hollywood and Derby

We have three brands in Low Segment – Derby, Pilot & Hollywood.

- Derby was launched in 2013 and is the biggest brand among the three, offering taste differentiation to the consumers through its two variants.

- On the other hand, Pilot offers true and authentic smoke to the consumers. Pilot was launched in 2009 and at present it is the fastest growing brand in the industry.
- The third brand is Hollywood which was launched in 2011.

2.11. Products

BATB offer adult consumers a range of products to choose from, including: Benson & Hedges, John Player Gold Leaf, Pall Mall, Capstan, Star, Derby, Pilot and Hollywood. Benson & Hedges Fine Cut was the latest addition to our portfolio. There are different segments like premium, medium and low. The higher brand of cigarette in the market is in premium segment. BATB is the only company in Bangladesh which produces two products in medium segment (Md. Habibur Rahman, 2010) . Range of high-quality products covers all segments, from low to premium.

BATB has been operating its business under the following major functional areas:

2.12. Operational Network Organogram of BATB

Corporate & Regulatory Affairs	Finance	Human Resource	Legal	Supply Chain	Leaf	IT	Marketing
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Fig. 3: Organogram

Source: Author's Compilation

Major functional areas are:

1. **Corporate & Regulatory Affairs:** Corporate & Regulatory Affairs (CORA) is one of the important departments at BATB. As BATB deals with the controversy product, so in conducting the business they have to be very careful. And this makes them to become a successful organization. However, through the corporate social responsibility they carry out their responsibilities towards their stakeholders and the society. CORA mainly performs the following functions:

- Managing Regulations
- Promoting Corporate Social Responsibility
- Driving Corporate Communications

Some of their key activities are yearly Free Sapling Distribution, publishing Social Report, several Awareness Campaigns, Community Health Services etc. Following is the diagram of CORA hierarchy.

2. **Finance:** Finance is another very important function for any organization. Finance department at BATB does not only work with their financial activities rather they work in align with the other departments. Finance has various important activities including the following things:

- Setting and delivering against financial objectives
- Planning and budgeting for optimal use of resources to grow the business and to satisfy shareholder expectations
- Management reporting to the Board on business performance, current and future
- Statutory reporting and support of investor relations
- Audit and business risk management
- Acting as a value adding business partner to all functions

3. **Human Resource:** Human Resources department of BATB has responsibility for energizing, developing, retaining and attracting truly talented people all around the country. The department also believes in maintaining harmonious relationship between the management and workers all the times. The department ensures that managerial development contributes to organizational development. Areas covered by HR within British American Tobacco Bangladesh are-

- Managing performance i.e. measuring & aligning performance, rewarding performance, managing & administering benefits etc.
- Managing organizational learning and development i.e. managing change, designing & developing the organization, managing organizational climate, Learning in the organization etc.
- Resourcing i.e. recruiting, assessing and selecting, HR planning etc.
- Managing careers and development i.e. assessing competencies and potential, career development systems, coaching and mentoring, training and development
- Managing employment relations i.e. managing employment legislation, managing workplace relations, managing HR customer services etc. (source: www.bat-careers.com)

BAT has been a pioneer in recruiting and creating the best managers in Bangladesh. They choose the best and most talented graduates each year to ensure that they have the best and most effective workforce.

The employees of the BATB are dynamic, self-motivated and energetic to perform any assigned job, because they are selected on the basis of excellent academic and experience.

The company employs 1,244 permanent employees and varying number of seasonal a temporary worker as required. Each permanent employee receives remuneration in excess of Tk. 36,000 per annum. Remuneration depends on the nature and conditions of work. The workers are labeled in the following categories:

- Permanent
- Probationer
- Temporary (seasonal)
- Badli

4. **Legal:** Legal department mainly considers the Legal and Secretarial function of BATB. It helps BATB to know that what the right procedures to run their business are. As BATB is doing a debatable business, so they have to conduct their business in a very proper and legal way and BATB is very careful about this. Legal department handles how to solve the problems, how to follow and adjust with the state's laws, the shares and stakeholders, auditing, AGM etc. The major activities of Legal department are the followings:

- Litigation Management
- Trade & Agreement Management
- In-house Legal Counsel
- Share Management
- Record Management
- Corporate Governance etc.

5. **Supply Chain:** To operate a business smoothly, operation activities of that business should be done in an integrated and appropriate way. In BATB, operation is a major activity. It includes leaf growing, storing of them, checking of their quality, quality control; send them for manufacturing, packaging, warehousing, distributing, procurement etc. Making up quick decisions based on the arisen situation is another activity of Supply Chain at BATB.

6. **Leaf:** The Leaf Department is very strong and efficient at BATB. They are responsible for all the activities related to leaf growing, communicating with farmers, controlling of the leaf quality, purchasing, processing, packing, shipping and storing of the leafs etc. People who are working with Leaf department have to be very responsible. They have to ensure the continuous supply of tobacco leafs and the quality of it. It is very important job, because the taste of the cigarettes depends on the quality of the tobacco leaf. However, some of the major activities done by Leaf department are:

- Purchasing
- Processing
- Packing
- Shipping
- Storing Leaf tobacco

Primary Manufacturing Department (PMD): here the leaf is being prepared for the production activities.

Secondary Manufacturing Department (SMD): after PMD, the products came into the SMD; here activities like wrapping tobacco with materials, manufacturing etc. are done.

Supply Chain Management: in the previous part it is mentioned that BATB do a business which starts from leaf growing ends with the distribution activities. It means they do their business from the producer to their end customers. But this is a very complex job, which involves several works.

Checking and controlling the quality of the tobacco and its packaging is another task of operations. As it is operation so factory is involved here. BATB has the nicest environment for its working environment, they ensure the quality of work life, at the same time they are very much careful about their employees. They provide the environment where employees can work safely. That is why several times they have received the Zero Accident Award. Under supply chain management, the following activities can be found:

- Supply Chain
- Product
- Procurement
- Security
- Logistics
- EHS (Environment, Health and Safety)

7. Information Technology: Information Technology does not only mean the computer and software related works. As the world is changing day by day, new technologies are coming up frequently, so the business organizations are facing some real problems with it. The IT industry has developed very quickly.

With the use of it, anyone can access anything, sometimes very valuable and confidential information of an organization might be leaked out. So to ensure the security of an organization's information and to complete the work in a quicker way, IT can help a lot. IT at BATB secures all the information of this organization, they regularly update their equipment and software, to speed the work and save the time, IT came up with several management and technological software. Followings are the important activities done by IT at BATB.

- Business Area Management
- Architecture & Service Delivery
- IT Management

8. Marketing Department: To increase the sales, brand image and create a value for the brand is every important for any organization. This is a center focal point for every organization as the business means to sell the services or experiences. In BATB, the marketing team is very efficient and energetic, the verification we can get from their excellent selling records and their highly

appreciated values towards the customers. BATB's marketing department mainly conducts two activities called Brand marketing and Trade marketing which includes several other works. Besides this, promotion or advertising activities is very important for any manufacturing organization. But as the promotional activities of tobacco products are banned by the government, so it is very difficult task for marketing to run their business. However, they are also succeeding in this case. The major marketing activities of BATB are:

- Building Brands
- Trade Marketing & Distribution
- Consumer Insights
- Managing specialized channels

3. TRAINING AND DEVELOPMENT OF EMPLOYEE

I was assigned on a project named “Designing Training Module” and I was in marketing department. My team basically deals with the skill development of the people of marketing. Still I got chance to talk about overall training and development process with the employee and employer of BATB. Training means a learning experience that pursues a reasonably stable modification in an individual that will expand his or her capability to execute on the job.

According to (Author, experience-based learning - guide to facilitating effective experiential learning activities, 2013) there is a place for many types of learning and training, and specifically these two types:

- conventional prescribed training - the transfer of pre-determined skills - 'from the outside, usually for an external purpose'.
- experiential training - development of people as individuals - 'from the inside, usually for an internal purpose'.

To make training a success, a trainer should take care of the following points:

- Make learning meaningful.
- Make skills transfer easy and
- Motivate the learner

3.1.Employee Training Method

There are different kinds of training method to choose for train the employee to achieve goal (Managing Human Resources, 2013)

- On-the-job Training: It means having a person learn a job by actually doing it.

Advantages:

- Relatively inexpensive
 - Trainees learn while producing
 - No need off-site facilities
- Drawbacks:
- Low productivity while the employees develop their skills
 - The errors made by the trainees while they learn.

- Apprenticeship Training: It traditionally involves having the learner study under the tutelage of a master craftsman.
- Informal Learning: This learning process is not determined or designed by the organization. But the organization may ensure it by creating a learning environment in the organization.
- Job Instruction Training: Listing each job's basic task, along with key points, in order to provide step-by-step training for employees.
- Lectures: The simplest and quick way to provide knowledge to large groups of trainees. Simulated Training: It places the trainee in an artificial environment that closely mirrors actual working conditions.

From the above training methods BATB marketing follows 3 methods for the development of the skill from marketing department. They use on the job training, apprenticeship learning and class lectures (Author, 2015) . Mostly used method is on the job training. The people of marketing department generally start their career by being a territory officer. An officer has to maintain communication with different types of people. So s/he should know how to manage different people. S/he should know the market and the demand of the consumer. S/he should also know the demand of the people who are working under him, mainly workers. So these learnings cannot be made through some training. Best way to have the learning is gaining practical experience while s/he is in the job.

Secondly, they prefer apprenticeship learning or peer learning. People tend to learn better in friendly environment. Employee can learn through apprenticeship or from peer better than formal training. It will give the perfect outcome an employer desire to have from his employee.

Lastly they prefer class lecture for training. Basically they use lecture for ice-breaking of any specific topic.

For overall training, they use all the above mentioned method. Employees learn from job instruction training. Employees also learn informally.

3.1.1. Training System of BAT

3.1.2. Types of Training:

- **Technical Training:** Employee from IT generally have the technical training. Besides, for processing the tasks all must have little bit technical knowledge.
- **Management Training:** Management training is mandatory for all employees except the worker. So that employees can maintain managerial activity.
- **Safety Training:** Safety training is mandatory for all. Since the factory is inside organization premises, each and every one must have training about safety. There are so many machines and chemicals are used for production. So each employee and worker needs to be careful about that.
- **Occupational Health:** Employees get occupational health training which is necessary to have.
- **General Training:** It is obvious that employee of any specific department are not limited working on his or her concentration. Some common topic demand to be learnt like management, accounts, sale etc.
- **Social Skill Training:** When an employee is in new environment s/he must know how to keep pace with the new environment and because of the new environment employees get training about social skill.
- **Refresher Training:** Refresher training is a form of updating military knowledge of the reservist troops. After one has completed the conscription service, he or she can be called for refresher training for some amount of days. Employee and worker also get refresher training.
- **Workers Education Training:** The objective of the training is to provide worker-centered educational and training opportunities to entry-level unionized workers. It helps workers to communicate better in English, increase their literacy skills, explore career advancement.

3.1.3. On-the-job Training Process

- **Identifying the training needs:** What kind of training is needed for how many people to what standard of performance the objectives of the training must be determined.

- Analyzing the attitudes, skills & knowledge(ASK)of the job: Designing what has to be learned.

Planning the training program & implementing it:

- The stages of the training
- Recording the results
- Providing the stuff and equipment

Evaluating the results

- Deciding whether the training objectives have been met
- Considering how they could have been met more effectively

3.1.4. Training Aids

The following training aids are generally used in training programs in BATB

- Multi media
- Overhead projector
- Flip chart
- White board etc.

3.2.DEVELOPMENT

Development is any attempt to improve current or future management performance by imparting knowledge, changing attitudes, or increasing skills.

Any effort toward developing employees must begin by looking at the organizations objectives. The objectives tell us where were going and provide a framework from which our managerial needs can be determined.

3.2.1. Employee Development Method

3.2.2. Managerial On-the-Job Training (Dessler, 2010)

The development of employee's abilities can take place on the job. It includes:

- Job Rotation: It involves moving a trainee from department to department to broaden their understanding of all parts of the business and test their abilities.
- Coaching Approach: The trainee works directly with a senior manager or with the person they are to replace.
- Action learning: Here the management trainees are allowed to work full-time analyzing and solving problems in other departments.

3.2.3. Off-the-job Training

It includes:

- The Case Study Method: Here the manager is presented with a written description of an organizational problem to solve in a discussion with other trainees.
- Management Game: The manager presented with a computerized decisions regarding but simulated situations.
- Outside Seminars: Many organizations now are using this popular method on various aspects of business and management.
- Behavior Modeling: It involves the Modeling-Role Playing-Social Reinforcement Transfer of training.

3.3.BAT'S Socialization Process

In BAT the Human Resource Manager make decisions about how they want to socialize their new employees.

Employees begin with a relatively formal socialization to learn the pivotal standards of BAT. Then they begin the formal socialization process on the job, where they learn the norms of their work group. (Author, 2015)

4. JOB DUTIES & RESPONSIBILITIES

4.1.WORKS WITHIN DEPARTMENT

- Collecting each detail from BATB online training
- Making summary from each training
- Surfing internet for collecting related courses to marketing skills
- Making summary of online training
- Attending in-house meetings to observe
- Making presentations for in-house meetings

4.2.BATTLE OF MINDS

Battle of minds which is a business competition which is organized by BATB every year. Since its inception in 2004, BATB has recruited over 100 fresh graduates through this talent hunt competition (Chowdhury, 2015) . Due to being a controversial company BATB cannot promote their product. So BATB is using BOM as a promotional activity. Even, they never use their logo in any public and social movement. That's why they go for employment branding and Battle of minds is an ingenuity to endorse the brand without doing any trade marketing. According to Atia Jahan, the coordinator of training center of British American Tobacco Bangladesh, BATB is one of the largest multinational Companies of the country and it is a dream workplace for most of the business graduates. So, by using the employment attractiveness, the organization launches Battle of Minds every year.

BOM is basically done by the HR department but it is near to impossible to complete if BATB limit the participation of other department. So being an intern of marketing department, I got the opportunity to work for BOM. At first, they assigned us to communicate with our own university to let student know about BOM. We did campaign and road show to encourage the participation of students. So students were required to register themselves and gave online test. Among thousands of students, only 200 got selected for first round. After that, we invited them for the first round. In first round, the participants had been assigned to do a task by surveying. From 1st round, 100 of the participants got eliminated. Within my internship period, I got to work for BOM till round 2. Hopefully, BAT will successfully be done with BOM.

4.3.DEVELOPED SKILLS

During the course of my internship, I have acquired several soft skills which can be of great value for progressing in corporate life.

- **Communication Skills**

I had to communicate with a lot of people for different work purposes. At first, I tried to keep my communications strictly formal with everyone but it did not aid me in achieving the work objectives very well. Then, I learned to change the approach of communication in accordance with the nature of the task in hand. I also emphasized on developing productive working relationships. This enabled me to establish a professional yet friendly mode of interaction with them and get the help I needed to finish my assignments.

- **Multitasking**

I had to do a lot of tasks simultaneously on my own. Although I struggled a lot in the first few weeks, I soon got used to multitasking and things got a lot easier.

- **Flexibility**

During my internship I was assigned in a project which is designing training module. I had to work with confidential data. So the access was not always easy. That's why sometimes I had to do surfing internet a lot for external information. I had to be present in meetings for collecting information. It taught me to be adaptable and flexible.

- **Composure**

It requires a lot of patience and self-control as I was working in any multinational company for the first time.

5. FINDINGS & RECOMMENDATIONS

- As there are other rivals in the market, they are always looking for opportunities to escalation their segments in the market. BATB should always try offer better products at a reasonable price so that the current and fresh rivals don't get the chance to grasp additional market segment with better assistances.
- BATB does not recruit intern according to interns' concentration. For instance, my concentration is HRM and finance. They assigned me marketing department. Though my task was indirectly related to HR, still I faced difficulty understanding some terms that are used in marketing like ATL, BTL etc.
- As the business itself is argumentative, BATB should contribute in additional societal benefit to achieve sustenance from the local people and to shrink allegation against them as tobacco companies are now-a-days more contributing in CSR activities to achieve this (premium, 2014).
- Latest revisions exposed that there is a scarcity of engineers in SMD of BATB. The quantities of engineers as team-leaders are about 500/0 of the original requisite. (Bashar, 2016)
- Fresh appliance bids developed production within the similar array of period. So BATB might try mounting fresh machineries to substitute the older ones.
- Appropriate credentials are desired of the hardware and software that are being used in the different Department. Deficiency of appropriate credentials constructs less prominence of assets.
- The anti-smoking campaigns are immense intimidation to BATB's industry. Publics are getting extra health conscious currently. So BATB should look for a diverse diligence to endow to halt in the business sooner or later with a diverse manufactured goods.

6. CONCLUSION

In Indian sub-continent British American Tobacco Bangladesh (BATB) is the number one tobacco company in tobacco industry of Bangladesh (azam, 2015). As a leading company in tobacco industry they always try to maintain the highest quality of their products. Their human resource department is strong & treats their employees as an asset. So they try their best to train and develop the skills of their employees. If we see their mission and vision it will be clear, then. This has been possible due to skilled manpower by giving sufficient training and development opportunities. BAT is continuously increasing its revenue but as mentioned earlier the implementation of existing anti-tobacco campaign may create the barrier of maintaining this.

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