



**BRITISH AMERICAN
TOBACCO**
BANGLADESH

Internship Report on

Brand theories practiced by British American Tobacco Bangladesh



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"Brand theories practiced by British American Tobacco Bangladesh"

Spring 2017

Submitted to:

G. M. Shafayet Ullah
Senior Lecturer
BRAC Business School
BRAC University

Submitted by:

A.K.M. Azimul Haque
ID: 13104165
BUS 400
BRAC Business School
BRAC University

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Letter of Transmittal

May 6, 2017

G. M. Shafayet Ullah
Senior Lecturer
BRAC Business School
BRAC University
66, Mohakhali, Dhaka-1212, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to inform you that I have successfully completed my internship report titled “Brand theories practiced by British American Tobacco Bangladesh”. I gladly inform you that it was undoubtedly an interesting opportunity for me to work on this report. I would like to thank you for giving me the opportunity to research on this topic for my internship report.

The primary purpose of this report is to examine the branding practices of British American Tobacco Bangladesh with the reference of brand theories and analyze the effects of branding on the overall business operations. I have tried sincerely to relate the branding aspects with the company as much as possible. I hope it will meet the expectations of yours.

Therefore, I sincerely hope that you will appreciate the effort and I will be grateful if you accept my internship report.

Sincerely,

.....
A.K.M. Azimul Haque
ID: 13104165
BUS 400
BRAC Business School
BRAC University

Acknowledgement

It was a great learning experience for me to work at British American Tobacco Bangladesh as an intern for three months. Therefore, I want to take the opportunity to mention some personnel without whom this report would not be finished.

First of all, I would like to take this opportunity to convey my gratitude to my internship adviser G. M. Shafayet Ullah, *Senior Lecturer, BRAC Business School*, BRAC University. This report would not be finished without the constant support and direction from him.

I am thankful to the extremely talented people of British American Tobacco Bangladesh. I would also like to express my gratefulness to my line manager Ms. Sadia Hossain, *Compliance Manager, Finance*, for her guidance and motivation all through the tenure at British American Tobacco Bangladesh. I am also grateful to Mr. Debasish Barua, Mr. Rafu Ahmed Chowdhury, Mr. Safwan Mostafiz and Mr. Matiur Rahman for their constant support and to encourage me to learn. At the end, I would like to show my gratitude to all the employee of British American Tobacco Bangladesh for the help, support and suggestions given from their busy schedule for this report.

Executive Summary

British American Tobacco has been operating worldwide for more than 100 years. Being one of the major concerns of BAT Group, British American Tobacco Bangladesh is carrying the legacy by becoming the market leader in cigarette industry of Bangladesh. With the rampant growth in cigarette sales from 1997 to 2010, this organization is effectively cultivating the profit out of this industry. However, having restriction from the government in any sort of marketing communication, British American Tobacco Bangladesh is overcoming the challenges with their strong branding implementations. This report scrutinizes the different branding theories which have been applied by the different brands of this organization. The report contains comparative analysis of the cigarette brands of Bangladesh. In addition, it also focuses on the branding strategies of BATB to reach up to the minds of the consumers. With the effective implementation of the immutable laws of branding, BATB occupies a great deal of mindshare and it helps to grow the brand equity as well. This report also puts the light on the well designed brand elements of all the segments which has helped BATB to get an edge over the existing competitors of cigarette industry in Bangladesh.

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1 Organizational Overview

1.1 Introduction

British American Tobacco is one of the biggest conglomerates of cigarette industry that aims to deliver satisfaction to the consumers with over 200 brands worldwide. This multinational has the reach of more than two hundred markets across the globe. Also, they act with integrity and responsibly in a sensitive industry like tobacco. The countless success stories of British American Tobacco are the results of openness to the diversity and enterprising spirit. By following these guiding principles British American Tobacco has become the market leader in more than 55 countries and Bangladesh is one of those leading markets. This section of the report will delve into the history of British American Tobacco, its vision, mission along with their attributes to remain sustainable globally.

1.2 History

In 1902, a joint venture was formed between the Imperial Tobacco Company of the United Kingdom and the American Tobacco Company of the United States. Both the companies were agree upon the fact by not trading in the between each other's region. Soon a rapid expansion in the prominent markets like West Indies, India, Ceylon, Egypt, Holland, Belgium, etc. has been observed from 1904 to 1911. However, the American Tobacco Company invested their shares and listed the company on the London Stock Exchange in 1911. Therefore, British American Tobacco now has become one of the top five companies listed on the London Stock Exchange by market capitalization.

Beginning the journey as Imperial Tobacco 105 years ago, the Company set up its first sales depot at Armanitola in Dhaka. After the partition of India in 1947, Pakistan Tobacco Company was established in 1949. The first factory in Bangladesh (the then East Pakistan) was set up in 1949 at Fauzdarhat in Chittagong. In 1965, the second factory of Pakistan Tobacco Company went into production in Mohakhali, Dhaka. It became Bangladesh Tobacco Company Limited in 1972 immediately after Bangladesh's independence (*British American Tobacco Bangladesh (2015), British American Tobacco Annual Report*).

In addition to that, a promising journey of progress leads to a shared goal that ties together an organization with the platform they perform in. BAT Bangladesh was established and has

been continuing its operations in this country since 1910. Then in 1998, the Company changed its name from Bangladesh Tobacco Company to British American Tobacco Bangladesh Company Limited. In 1998, the Company changed its name and identity to British American Tobacco Bangladesh (BAT Bangladesh) aligning the corporate identity with other operating companies in the British American Tobacco Group. The Sustainable Development Goals of the Government of Bangladesh were outlined envisioning a developing country. A future Bangladesh, that had gradually solved all of its crises, having implemented, executed, and facilitated the very goals, exemplifies one such promising mission dreamt by both the government and the organization alike. The partnership with the Government of Bangladesh and the strength of our ties with the land is evident in the number of notable initiatives BAT Bangladesh took towards ensuring sustainable development goals over the past few years (*British American Tobacco Bangladesh (2015)*, *British American Tobacco Annual Report*).

1.3 BAT Vision, Mission and Strategic Focus

For any enterprise in order to thrive in any competitive business environment it should hold some ideology to remain diverse from its opponent. Along with that, a company's Vision, Mission and Strategic objectives lead a company as a differentiator. British American Tobacco has been dedicating its efforts to remain sustainable in the world wide market by following the corporate vision and mission what they believe in.

1.3.1 Company Vision

The vision of British American Tobacco is to be: "World's best at satisfying consumer moments in tobacco and beyond" (*British American Tobacco Bangladesh (2015)*, *British American Tobacco Annual Report*).

Consequently, two key parts of the core vision of the company are to give importance to the consumer pleasure by addressing their needs as well as behavior and giving emphasis on the potential tobacco business in which the consumers always looking for different options where this company fits themselves to succeed.

1.3.2 Mission

"Delivering our commitments to society, while championing informed consumer choice" (*British American Tobacco Bangladesh (2015), British American Tobacco Annual Report*).

This company kept on ensuring the choice that their consumers are making is transparent across the risk spectrum and being an international business enterprise they want themselves to embrace the new opportunities by delivering commitments to the society.

1.3.3 Strategic Focus

"The foundations upon which our strategy is built have been in place for many years, but we continue to refocus our activities in all four areas and constantly review our ways of working" (*British American Tobacco Bangladesh (2015), British American Tobacco Annual Report*).

The core strategic focus of British American Tobacco consists of four pillars, they are: Growth of the brands, Productivity to achieve profits, kept on being a Winning Organization and lastly ensuring Sustainability.

As, BAT is a global company and British American Tobacco Bangladesh is one of the concerns of it, it's vision, mission and strategic focus are in line with the BAT group.

1.4 Functions of BATB

British American Tobacco Bangladesh is a process- based company where it operates in different major functional areas rather than segregated departments in a conventional business. In BATB the functional areas are:

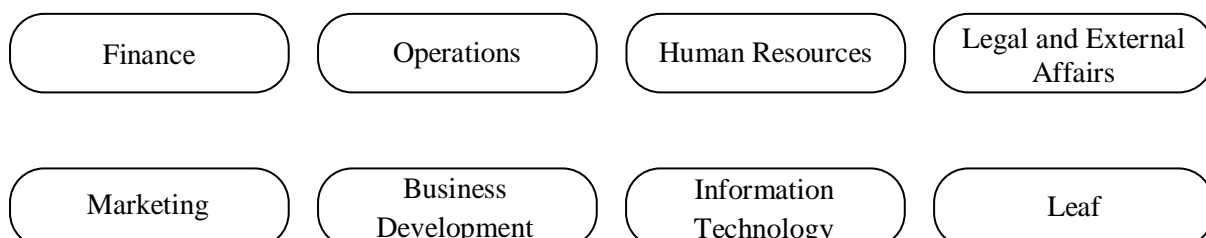


Figure 1: Illustration of the different functions of BATB

1.5 Organizational Structure of BATB

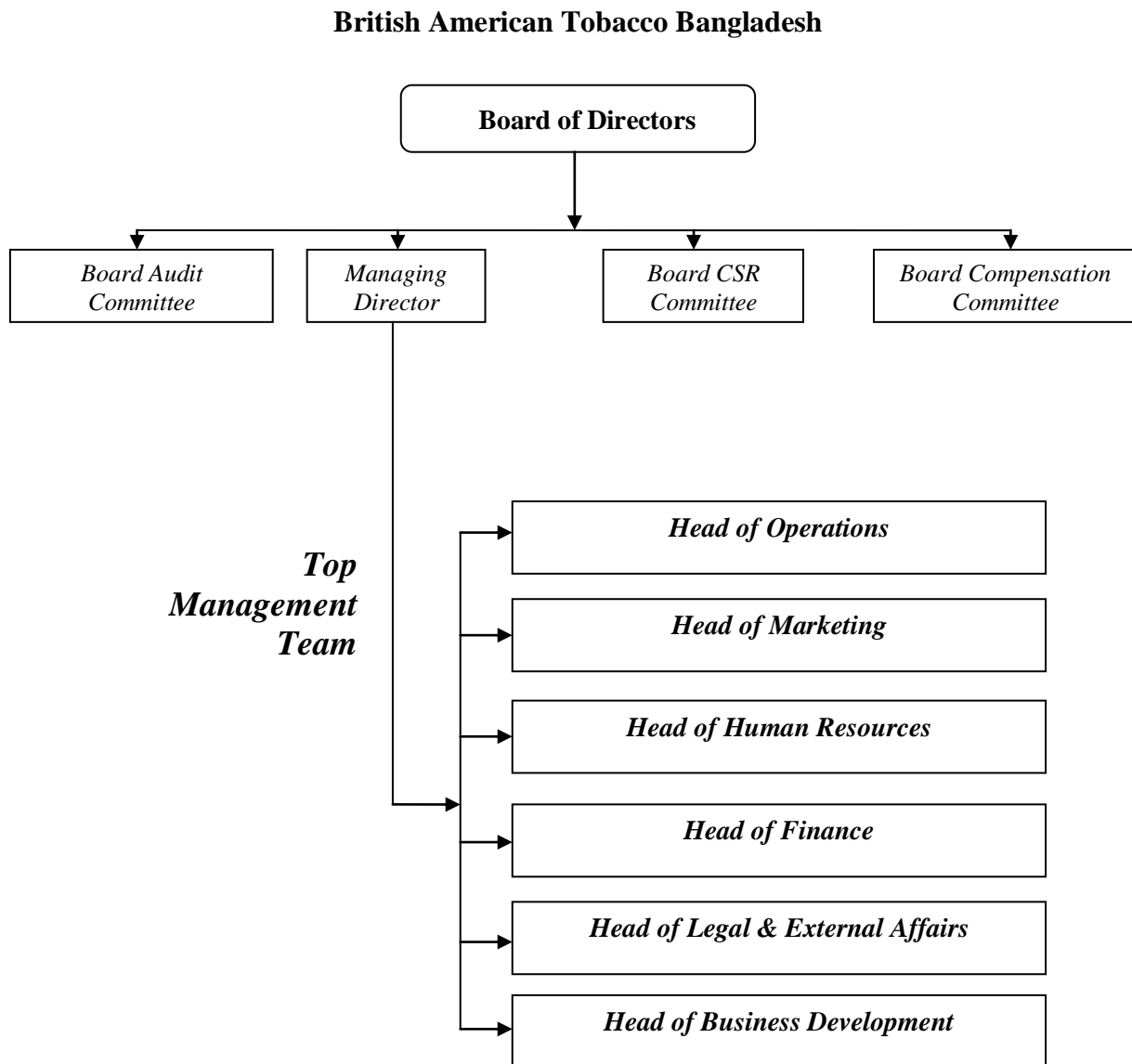


Figure 2: Organization structure of BATB (Source: BATB Annual Report 2016)

1.6 Business Model of British American Tobacco Bangladesh

The business model of British American Tobacco Bangladesh explains how they actually operate the entire business. To be more precise it describes how they are being able to generate a sustainable growth in earning by using their unique strengths of their resources and relationships. This business model changes with the changing need of the consumers. Moreover, they ensure great results as well as invest for a long term future prospects.

However, British American Tobacco Bangladesh produces cigarettes and markets those products through distribution channel as well. In the way to market from factories, there are several steps within it. They have created a huge number of stakeholders who participates in sourcing leafs, production and distribution which have created a sustainable structure. These stakeholders belong to different types of organizations like farmers and other suppliers, retail and wholesale trade partners, non-government organizations as well as government.

1.6.1 Source

British American Tobacco Bangladesh motivates and gives all the technical supports to the farmers who produce tobacco for them. They provide expert technicians as well. British American Tobacco Bangladesh believes without tobacco and the other raw materials it is not possible to produce cigarettes. So, they established such a supply chain, where they are responsible for the whole process including sourcing tobacco and other raw materials as well as to work directly with the suppliers. Certainly, it assists a long term shared understanding of social, environmental and economic impact. Their aim is to preserve the sustainable growth through benefiting local communities, promoting effective agricultural practice and also investing in community projects.

1.6.2 Produce

In Bangladesh, the company has set up a large scale of operation for the production. They make sure their resources are effectively used to retain a competitive cost of production. Their production facilities have a flexible supply chain to meet up the changing demand and a world class operational base which is appropriate for future productions. British American Tobacco Bangladesh guarantees the supply of right quantity of leafs and products in the right place at a right time.

1.6.3 Distribute

The distributive channel of British American Tobacco Bangladesh has been developed in such a manner that compliments their growth strategy through promoting new innovation on a big scale. Moreover, they keep themselves up to date about their wholesaler, retailers and especially the distributors, as a large amount of cigarettes are supplied by the exclusive distributors to the retailers. So, they give their best effort till the distributor end to regulate the industry as a whole.

1.6.4 Consumers

The first and foremost priority of British American Tobacco Bangladesh is their customers. The conduct world class research on their customer's changing preference and buying behavior to upgrade their supply chain, product development as well as innovation. Through this process they develop their brand portfolio and also coming up with new tastes and flavors which is providing a huge range of products across the risk spectrum.

1.7 Corporate Social Responsibilities

British American Tobacco Bangladesh anticipates responsibility to be their way of life as their business operations is the outcome of their triumph in this industry. Like the other giants worldwide, BATB identifies that giving back to society is the virtue in order to create the stability in the environment security, expansion of the economy and progression of the society. Moreover, the initiatives taken by British American Tobacco Bangladesh are in an ideal alignment with the Sustainable Development Goals (SDGs) of United Nations (UN). The following part of the paper contains the initiatives taken by British American Tobacco Bangladesh as their corporate social responsibilities. (*Source: British American Tobacco Annual Report 2015*).

1.7.1 Probaho: Stream of Purity

One of the most significant CSR activities of British American Tobacco Bangladesh is *Probaho*- an initiative taken to deliver safe drinking water. They have targeted the remote areas of the villages of Bangladesh and installed 65 water filtration plants where safe water is not available. Problems like arsenic, ground water depletion at the North, salinity in the South have made clean water a scarce resource. British American Tobacco Bangladesh is already working around many districts where they have ensured the supply of 350,000 liters of filtered water and provided a better healthcare to around 170,000 individuals. For this initiative, *Probaho* had won the Best CSR Project Award in Asia Pacific Region by Asia Responsible Entrepreneurship Award.



1.7.2 Deepto: Beam of Development

In Bangladesh, 70% of the electricity is supplied by the national grid; there is a significant gap which needs to be removed. British American Tobacco Bangladesh is working to eliminate this gap. They have established a Solar Home System Project named *Deepto* which is functioning in the hill tracks where the people are deprived from the



daily need of electricity. In 2015 BATB has installed 135 units of Solar Home System in sixteen remote villages of Bandarban and Khagrachori. This project gave the access to electricity for around 11,000 villagers.

1.7.3 Knowledge Enhancement of Partners

British American Tobacco Bangladesh is promoting sustainable agricultural practices from the beginning of their journey in Bangladesh. Their aim is to encourage the farmers for environment friendly farming. For this, they have established Farmer Field Schools and conducted 64 sessions to implant the concept of *Integrated Pest Management* among the tobacco farmers along with the Department of Agricultural Extension. This well-known approach has already created positive



impact around the globe as well. Within these Schools they have 70 IPM clubs, where they are circulating the knowledge of pest controlling with non-chemical alternatives. Moreover, they have distributed 7,510 Personal Protective Equipment sets and 5000 agro-chemical boxes among the trained and registered farmers to create resources and to spread the techniques of IPM among other farmers.

1.7.4 Planting Seed towards Prosperity

In 1980, the Forest Department of Bangladesh Government sought out support to protect the forests of Bangladesh. Since then British American Tobacco Bangladesh has contributed in afforestation initiative by providing around 9 corers of saplings. These saplings were of different species like fruit, timber and medicine as well. Moreover, in 2015 they have participated in all the local tree fairs and won the first prizes which were arranged by the local administrative. Also, British American



Tobacco Bangladesh helps the tobacco farmers by providing community support programs.

2 Internship Part

It was a great experience for me to do my internship at British American Tobacco Bangladesh and I feel privileged to work at one of the biggest organizations which have more than hundred years of legacy. Being the market leader of Bangladesh cigarette industry British American Tobacco Bangladesh maintains a high standard from production to distribution and this standard ensures them a high market growth in this country.

2.1 Internship Duration and Placement

The tenure of my internship was from 1st February, 2017 to 1st May 2017. As I am holding two majors in Marketing and Finance, the Human Resource department of British American Tobacco Bangladesh put me in their Finance Department.

2.2 Internship Responsibilities

Though this report is solely dedicated to marketing aspects and branding; I tried to relate and make connections with different key personnel of marketing department apart from my works at finance department of this organization. However, the entire working experience of my internship period at British American Tobacco Bangladesh has been illustrated bellow:

2.2.1 Letter of Credit Processing and Monitoring

At British American Tobacco Bangladesh, I was assigned under the Compliance Manager of Finance Department. Being an intern over there, I dealt with different day-to-day and weekly basis work for different sub-wings of finance. In Finance Department there are wings such as, Corporate Finance Division, Treasury, Planning & Reporting, Compliance, Taxation, Price and Excise etc. However, one of my daily responsibilities was to receive Letter of Credit notes and amendments from different banks with which BATB does their transactions. After receiving the Letter of Credits my job was to update the L/C tracker in daily basis to keep the record of the L/C copies and prepare a receiving note for the logistics department who will then receive those L/C notes of amendments from Finance Department. After that, I had to update the L/C automation software of BATB to keep in sync with the other corresponding departments who are attached with that particular L/Cs. Also, I need to report to the person in-charge if there is any pending L/C copy or amendment that needs communication with

other departments or the bank to sort the dispute. Hence, recently I was also given an assignment to prepare a documentation based on the entire L/C process. It was given to me because from the beginning I was involved in the route of monitoring the L/C process; therefore, my job was to prepare the entire work-flow which will assist the next intern who will be coming in future. Thus, it will help any new-comer in such a way that s/he does not need to learn while working. During the preparation of the L/C process manual, I need to talk to the personnel who are involved in the key roles of L/C process. I had to interview them and understand the work-flow from point when the order is placed to the L/C has been received.

2.2.2 Contribution to Annual Report of 2016

In my opinion, working under the Finance Department for any intern in any organization, is a privilege to watch, learn and contribute to the Annual Report of that company. Being one of the biggest corporate in Bangladesh, the Annual Report of 2016 was prepared during my tenure as intern at British American Tobacco Bangladesh. During the period of preparing the annual report of 2016, I get to know numerous numbers of aspects and learnt so many things that will certainly help in my future career. The entire report has been made under the supervision of the corporate finance wing. I get to sit with the supervisors of this project and learn how they calculate and evaluate each and every corresponding number related to the Annual Report. Firstly, the report has been made with different methods and formulas. Then it needs to be explained in such a way that it is clear to every shareholders. I have learned the different ratios such as Earning per Share, Liquidity ratio, Gross Profit Margin, Return on Asset etc, in the classroom and also get to analyze those ratios and financial performance of a particular organization with the help of the annual report. However, in this case the numbers, ratios everything were the real figures which is the result of the previous year's business operations of British American Tobacco Bangladesh. Here, I get to calculate those figures in real and found the proper explanation of the ratio analysis with the assistance of the corresponding expenditures. Therefore, this experience is one of the biggest learning of the actual corporate operations.

2.2.3 Updating various authorization forms

Another key responsibility was to update the different forms related to employee and vendor finance transactions inside the company. In order to run day-to-day activities of the finance department, it needs to keep record of the financial transaction of their vendors and the employee as well. For that reason, they maintain different sort of forms which are to be filled up by the employees or the vendors of BATB. The existing forms were already backdated and with the given advanced software some of the information became backdated in terms of the operations. Therefore, I was given the task to reform and update all the information which were needed for the different forms (such as down payment, travel authorization, etc). For that, I got the opportunity to go through all the steps of every particular process which requires a form for the authorization. Then I also, communicated with other departments whether they have any sort of observations on my updated criteria. After preparing the forms for different financial purposes, I sent it to my superior for the amendments and approval. At the end after all the amendments the forms were finalized by the managers.

2.2.4 Tracking bills and update the central server

British American Tobacco Bangladesh has numerous numbers of vendors who are involved in their daily business operations. However, after completion of every service the vendors claim their charge and finance wing is liable to cross-check all sorts of billing involved in the process. In this case, my involvement was to send the entire charged bill to the system and keep track of the records. However, I had to cross check the submitted invoices with the actual expense and find out any discrepancies are there or not.

2.2.5 VAT Coding

Another key responsibility was to extract the VAT coding weekly of the vendors from the software called SAP. This German software helps to manage business operations and customer relations of an enterprise. In Bangladesh big organizations use this advanced software to keep all sorts of record. This SAP software is not that much used among the people outside the corporate, therefore the method of using this is somewhat unknown. I had to learn how to run each and every segment of this software which is needed for the finance department. Therefore, I extracted VAT coding from the SAP software and then arrange all the data to Microsoft excel and report the calculations in a weekly basis. Also, in some cases

I had to extract supporting documents for the given account of the vendors as well. During preparing the annual report, on the demand of the external auditors I had to extract some of the supporting documents from the software to clarify the transactions of 2016.

Lastly, I would like to mention there were several opportunities to learn and observe which are tough to mention in the internship experience. However, I believe that during my tenure at British American Tobacco Bangladesh, there were long and late hours where I had to stay at office to contribute but it never seemed tiring to me. All in all it was a great pleasure to work with such talented people of British American Tobacco Bangladesh.

3 Project Part

3.1 Background

According to Tobacco Atlas, about 5.8 trillion (5,800,000,000,000) cigarettes were smoked worldwide in 2014; cigarette consumption is still on the rise. Therefore, with this ever growing industry, branding has always been one of the key modes to reach to the consumers' mind. With the ever changing strategies around the globe it has become very much competitive to sustain in the market. Moreover, those global brands who operate worldwide need to practice updated brand theories in order to ever last their brands. In context of Bangladesh, a survey revealed that tobacco consumption in Bangladesh sharply rose in recent years, with cigarette sales going up by 40% between 1997 and 2010 (Tobacco consumption in Bangladesh sees record rise | Dhaka Tribune, 2017). So, in Bangladesh prominent players like British American Tobacco Bangladesh, Phillip Morris International is driving the major chunk of the consumers to their brands. This study brings to light the branding theories that British American Tobacco has been practicing to excel in the arena.

3.2 Purpose

3.2.1 The Primary Purpose

- Examine the branding practices of British American Tobacco Bangladesh with the reference of brand theories.
- Analyze the effects of branding on the overall business operations.
- Gauge the way how tobacco companies operate brand promotions in an unconventional way.

3.2.2 Secondary Purpose

One of the other motives was to explore the job exposure and relate the class-room theories with the actual corporate world through completing the Internship report which is the prerequisite to finish the Bachelor of Business Administration Program of BRAC Business School.

3.3 Scope

The prime intention of this report is to scrutinize the branding activities of British American Tobacco Bangladesh in the basis of the conventional branding theories. The report contains key identifications of the branding practices with B2C of British American Tobacco Bangladesh to remain at the top in terms of market share and sustainability. Therefore, the other major players of cigarette industry can relate this report with their own brand practices and incorporate some of these strategies in order to enhance their brand equity.

3.4 Methodology

The entire report has been prepared based on the secondary sources of data; which were gathered from different websites, the website of British American Tobacco group and the Annual Reports of British American Tobacco Bangladesh.

3.5 Limitations

Being one of the biggest conglomerates of Bangladesh, BATB has their own sets of rules & regulations. Having a skilled IT and Legal function, BATB has not allowed any of their interns to disclose any information publicly without their permission which is directly related to the company. During the research none of the primary sources are allowed to mention in the report, therefore the report is heavily constructed with secondary data. Also, due to the lack of time and resources, some significant insights of the consumers could not be added which might enhance the quality of this report. Lastly, the business operations take place all over the country and with this short span of time it becomes difficult to collect the entire information which was needed for this report to compile.

4 Brand theories practiced by BATB

4.1 Brands of British American Tobacco

British American Tobacco, having legacy of more than hundred years is constantly serving the consumers what they want. They have profound reputation for manufacturing high-quality brands which is consumed by over one billion adult smokers worldwide. The major success behind across the risk spectrum is the company blends the choice of the local consumers with the blend of global offerings. With the help of extensive researcher and development BAT produces verity of brands for the consumers.

In addition to that, there are four Global dive brands which are Kent, Lucky Strike, Dunhill and Pall Mall; these brands are flourishing across the global markets. According to British American Tobacco Plc, 24% of the global volumes have been increased because of these four brands since 2002. Some other international brands of British American Tobacco are: Vogue, Rothmans, Benson & Hedges, John Player Gold Leaf, Winfield, State Express 555 etc.



Global Brands of British American Tobacco

4.2 Brands of British American Tobacco Bangladesh

With the vision of being the brand of choice by satisfying the consumer moments, British American Tobacco Bangladesh manufactures high quality cigarette brands to the adults who have already chosen tobacco to smoke. To illustrate the brand horizon of BATB has: Benson & Hedges, John Player Gold Leaf, Pall Mall, Capstan, Star, Pilot, Bristol, Derby and Hollywood with the maximum hold of market share in cigarette industry of Bangladesh.

Brand illustrator of British American Tobacco Bangladesh is given bellow:

4.2.1 Benson & Hedges

Benson & Hedges has always maintained aristocracy of its history. It was initially produced only for the Prince of Wales in 1875. Now it is being sold around the globe which includes 80 countries. In 1997 British American Tobacco launched this brand in Bangladesh and still it is in the top of the Premium Segment. Moreover, the company is trying to modify and upgrade the taste by launching different flavors. For example, they are the pioneer to launch the capsule cigarette that contains a unique mint flavor in it.



4.2.2 John Player Gold Leaf, Pall Mall & Capstan

BATB in its Aspirational premium segment has three brands, which are John Player Gold Leaf, Pall Mall and Capstan. Among these three brands, John Player Gold Leaf that was launched in 1980, has a large share in this segment as it is the highest selling brand of British American Tobacco Bangladesh. This brand is sold in Sri Lanka, Saudi Arabia as well as in

Pakistan. However, Pall Mall is sold more than in 60 countries and was launched in Bangladesh in 2006. It is also the first Global Drive Brand that has been launched in Bangladesh by British American Tobacco.



4.2.3 Star

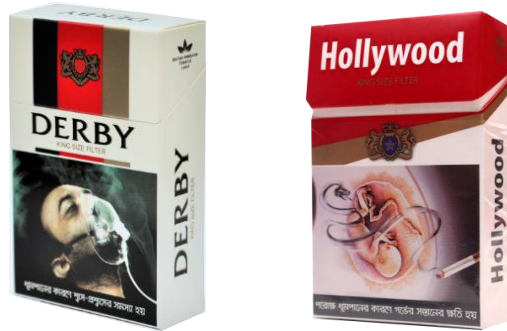
BATB in his VFM segment has Star and Star Next. In Bangladesh Star was launched in 1964 and after 42 years in 2012 they launched Star Next. These two brands are in the top position of this stratum.



4.2.4 Pilot, Hollywood and Derby

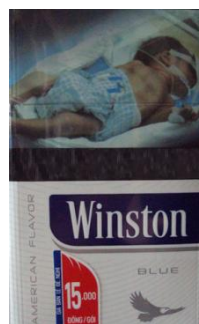
In the Low Segment BATB have three brands, Hollywood, Pilot and Derby. Within these three brands Derby, which was launched in 2013 has now become the biggest brand among the target consumers of Bangladesh. As it has two variations, it offers diversity of tastes for the consumers and providing true and authentic smoke to consumers. Being at the market in

2009, Pilot is the fastest growing brand in the industry. However, Hollywood is the third brand and it was launched in 2011 and has a fair amount of brand loyal consumers.



4.3 Major Brands in Bangladesh cigarette industry

Segments	British American Tobacco Bangladesh	Other Companies
Premium	<i>B&H, B&H Switch</i>	<i>Marlboro, Marlboro Advance</i>
	<i>JPGL, PALL MALL, Capstan</i>	<i>Winston, Castel</i>
VFM	<i>Star, Star Next</i>	<i>NAVY</i>
Low	<i>Derby, Pilot, Hollywood</i>	<i>Sheikh, Briton</i>



Here, the entire cigarette industry has been divided into three major segments which are: Premium, VFM and low. The above comparison is based on the major companies like: British American Tobacco Bangladesh, Phillip Morris International, Akij Tobacco Company, Japan Tobacco International. Therefore, premium segment brands like Marlboro is owned by Phillip Morris International which is giving tough competition to the Premium segment brands of British American Tobacco Bangladesh in terms of market share. However, in the Aspirational Premium segment, the brand of Japan Tobacco International's- Winston is one of the rivals of BATB. In the low segment there are brands like Sheikh, Briton are the competitors of Derby, Pilot and Hollywood of British American Tobacco Bangladesh. We can also figure out from this chart, there are brands in every segment who are offering almost the same variations like their competitor offers.

4.4 Brand Positioning

A brand becomes positioned when it is recognized by buyers and users in the marketplace. The basic goal is to achieve brand image (Belch and Belch, 2001). It is such a significant tool in order to differentiate the existence in the industry. In other words, brand positioning is the mindshare that has been occupied in the mind of the target consumers.

The major drawback that a tobacco company faces is to sell death. According to World Health Organization; "more than 5 million of deaths are the result of direct tobacco use while more than 600,000 are the result of non-smokers being exposed to second-hand smoke". Therefore, this scenario tells that tobacco brands need to be promoted by making its user loyal as well as retaining the young adults to continue consuming tobacco. Also, there are some other challenges such as direct advertisement through any marketing communication, high taxation rate in the respective countries-which make it difficult maintain a company's positioning strategy in a consistent basis.

However, British American Tobacco Bangladesh is successfully making mark on the consumers' mindshare by prioritizing sustainable approaches to create value for the brands. The sustainable approaches are: sourcing, production, distribution and trade marketing, which uphold the brand to the consumers.

In order to establish the argument, a mental map of Benson & Hedges has been shown bellow, which belongs to the brands of Premium Segment of British American Tobacco Bangladesh:

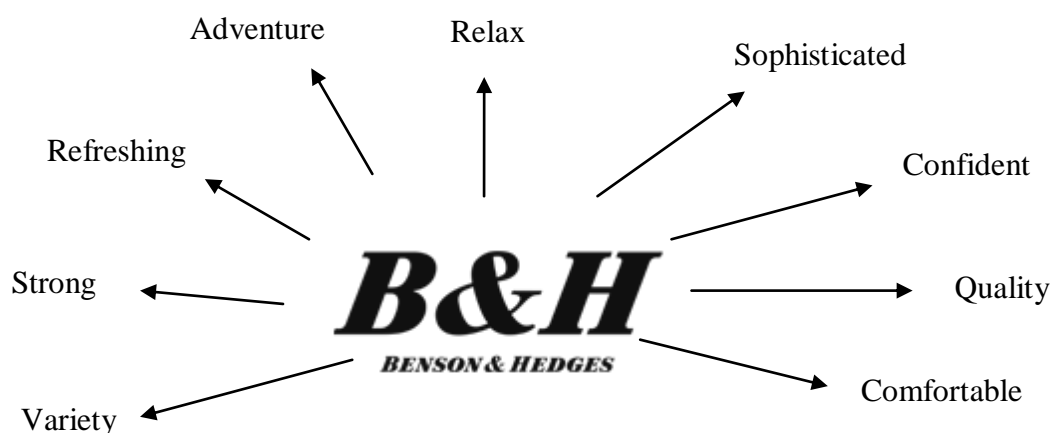


Figure 3: Benson & Hedges mental mapping

The above figure illustrates that Benson & Hedges has been occupied in the minds of the consumers in different ways. However, the consumers find this Premium Segment brand which is comfortable, refreshing, strong in terms of flavor, sophisticated, adventurous, having disparity in the variation, and most importantly they feel confident when they have a stick in their hand.

4.5 Brand Elements of British American Tobacco Bangladesh

According to famous Brand Management Professor Kevin Lane Keller, one of the most valuable assets which has been owned by any organization is their brands. Though brands are considered as the intangible assets, it has now become the top priority of any successful management of an organization. In addition to that, there are a number of features that contribute to enhance brand equity of an organization and among them brand elements are the core aspect of a brand, by which it stands out from the others. Brand elements and brand identity are often used next to each other to identify the brand, to enhance brand awareness and to facilitate unique brand associations which ultimately should differentiate the brand (Keller, 2008).

Therefore, essential elements which are the trademark device are: Brand name, Logo, Symbol, Character, Slogan, Jingles and Packaging. Moreover, in the words of Professor Kevin Lane Keller, there are several broad criteria that need to be contained in order to design the above brand elements. The criteria are:

1. Memorability
2. Meaningfulness
3. Aesthetic appeal or likeability
4. Transferability
5. Adaptability
6. Protectability

These aspects are needed to be covered at the time of choosing and designing the brand elements; which eventually will help to build brand equity. However, the following discussion will include the comparative analysis of the brand elements of British American Tobacco Bangladesh with the help of brand choice criteria. As mentioned earlier, British American Tobacco Bangladesh has brands: Benson & Hedges, Pall Mall, John Player Gold

Leaf, Capstan, Pilot, Star, Derby, Bristol and Hollywood. Therefore, the analysis will be in the basis of some of these brands.

4.5.1 Brand Name

One issue and problem concerning branding strategy today includes the selection of a brand name (Rooney, 1995). Building a strong brand name is the goal of many organizations because of the host of possible benefits that may result (Hoeffler and Keller, 2002). However, British American Tobacco Bangladesh has more than eight brands in four different segments and each brand has specific name attached to it. The brand names are usually precise and appealing, which easily gets into the consumer mind space and it becomes memorable to any of the new consumer of this segment. For example, Benson & Hedges Light, B&H Switch etc can be recalled and occupies great deal of space in the mind of the tobacco consumers. In addition to that, this organization has always chose the right name for the right segment in order to give the brand name a meaningful sense and from the consumers end they tends to have subliminal association with their brand of choice. For instance, Benson & Hedges targets the upper strata of the tobacco consumers and the target consumers attach the meaning of this brand name with aristocracy. Whereas the brands positioned in the low segment has brand names like Star or Hollywood which targets thrive of being popular of lower income people. Moreover, both the target consumers like the brands targeted to them regarding the different flavors and variations. Also, these brands have name which is simple, easy to pronounce, distinct and familiar.

This argument points out that, brands like Hollywood or Benson & Hedges has been designed with proper choice criteria of the elements, and it is building strong brand equity in the market. According to Keller a strong brand name is a very valuable asset of a firm; and British American Tobacco Bangladesh is cultivating this element effectively to promote each of the brands.

4.5.2 Logo & Symbol

Logos and symbols have a long history which shows brand identification of the company. There are different types of logos, which are unique from corporate names or trademarks. Logos and symbols are easy way to recognize a product. It is a greater success if symbols and logos became a link in memory to corresponding brand name and product to increase brand

recall. Customers may perhaps identify definite symbols but be unable to link them to any particular brand or product (Keller, 2003). It is important to take logo and symbols into consideration as it is the winning way to occupy the place in the consumers' head. According to the brand element choice criteria the logos or symbol needs to be protected with the help of legal bindings, it needs to be transferable regardless of the boundaries. Also, it needs to be liked by the consumers, if it is identifiable in an affirmative way within the clutter of thousand brands. Famous author Kapferer Jean (2008) in his publication, has mentioned that Logos help companies to develop the brand equity through raised brand identification and brand loyalty, therefore logos are very important assets and companies spend enormous resources to promote brand logos and symbols.

Each brand of British American Tobacco Bangladesh has specific logo, which efficiently represents the brand names. Their logos are short and most of the names themselves represent their brand logo which helps consumers to identify and recall the preferred brand easily. Moreover, they try to connect the logos with its flavor. For example, the logo of Benson & Hedges Switch has a blue circle in it which clearly represents the mint flavor. Through this design of the logo they are ensuring brand association with the consumers. Moreover, Benson & Hedges, Pall Mall- these brands are the global brands of British American Tobacco but the actual logos of these brands have not changed from the launch till date. This transferability feature ensures the brand to offer what they are offering globally and consumers find it as a global brand. In addition to that, the logos of each of the brands have been patented so that it cannot be copied by the competitors.



4.5.3 Color & Packaging

Color is an integral part of products, services, packaging, logos, and other collateral and can be an effective means of creating and sustaining brand and corporate images in customers' minds (Madden, 2000). In order to support the argument, Schmitt and Pan (1994) mentioned that color is also an important component of many corporate and brand-building cues, such as logos, packages, and displays. Moreover, Cooper (1994) has illustrated the significance of this attribute by saying that color ranks among the top three considerations, along with price and quality, in the purchase of an automobile.

The colors and packaging of all the brands of British American Tobacco Bangladesh have always been attractive and protective. The transparent thin plastic paper keeps the cigarettes dry from the moisture. On the other hand the, most of their packaging have golden and red color in it which symbolizes strength, power, wealth and prestige. They use particular colors to the respective brands such as- *B&H: Gold*, *B&H Switch: Black*, *Hollywood: Red*, *Pall Mall: Blue*- these elements trigger any consumer to recall the brand at any point of time. In addition to that, attractive colors and pattern of the packaging has always created the affection.



As British American Tobacco Bangladesh holds brands which are directly related to tobacco consumption, therefore this company or its none of the brands are allowed to do branding on any of the marketing communications. Bangladesh is one 180 countries who are the parties to the World Health Organization (WHO), Framework Convention on Tobacco Control (FCTC). According to the FCTC Article 13, Tobacco advertising is prohibited in all print and electronic media, including at the point of sale. This is the reason why none of the brands have any Jingle to create association with consumers.

4.6 22 Immutable Laws of Branding

There are numerous amounts of theories that came till date to define what is branding and the different strategies to uphold the brand equity for an organization. In this paper, some of those theories have been discussed that can be related with those theories. Therefore, US author Al Ries and Laura Ries came up with a theory named: *the 22 Immutable Laws of Branding*. Eventually the basic idea of this theory is how the successful brands have flourished by pursuing these branding laws. The following argument is comprised of 11 of those immutable laws that have been practiced by the brands of British American Tobacco Bangladesh.

4.6.1 Law of Expansion

This law suggests that: *the power of a brand is inversely proportional to its scope*. Usually when the company puts the brand name on their offerings the instant growth in both market share and value of the brand pumps up. However, it does not occupy an everlasting space in the minds of the consumers. Also, the value decreases with the time and it becomes a fad among the targeted people.

British American Tobacco from its beginning has been concentrating on their business related to tobacco. It is evident that with time most of the companies try to diversify their business and get into some sort of different types of markets. However, law of expansion clearly states that a brand becomes stronger when it narrows its focus rather than expanding it. As a result in Bangladesh, British American Tobacco Bangladesh is the highest tobacco selling company because of their strategy of not expanding their company. Therefore, it can be said, this law has connection with the brands of BATB.

4.6.2 Law of Contraction

According to this law, *a brand becomes stronger when you narrow its focus*. This law illustrates that in order to sustain in the market the brand has to have well directed strategy to keep on doing what they are good at.

With the course of time, technology has evolved and new forms of cigarettes such as electronic cigarette have been introduced to the tobacco consumers by some of the companies. British American Tobacco Bangladesh has all the expertise to develop a new

brand from scratch to increase the line of product. In addition to that, they have financial strength, upgraded machineries, strong distribution channel, and well experienced planning team. However, BATB has only modified their flavors, filters and filling of the tobacco brands, rather going for mediocre offerings.

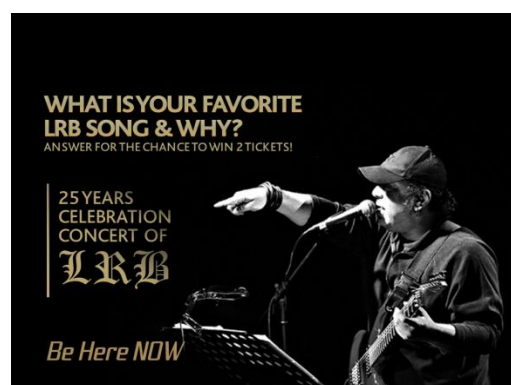
4.6.3 Law of Publicity

The following law of publicity says that, *the birth of a brand is usually accomplished with publicity, not advertising*. Over the decades, billions of dollars have been invested in designing marketing communication to advertise brands. However, several brands became unsuccessful in making mark on consumers with those advertisements. Now, we are bombarded with advertisements in any format of the media, so it needs to be measured where and how the communication has been made to connect the consumers to the brands effectively.

Having brands that are offered in B2C market, publicity is one of the key ways that BATB constantly trying to make remarks on the consumers' mind. Therefore, rather concentrating on advertising the company solely works for its publicity to reach their consumers. Due to law restriction on tobacco promotion, advertising the brands of British American Tobacco Bangladesh has never been easy but BATB has pulled their brands out in the streets. For instance, they are coming up with concerts named *Be Here Now* to reach to their young consumers as well. Also, organizing competitions like *Battle of Minds* for the undergraduate students BATB is cultivating the brand equity by successfully making publicity of their brands.



Battle of Minds final Round



Band LRB in Be Here Now Concert

4.6.4 Law of Quality

This law illustrates that, *quality is important to have, but brands are not built by quality alone*. According to this rule, consumers extract different types of benefits from a brand. It changes from consumers to consumers. However, key point is the impression that a brand has on the consumers. If it is positive and consumers are satisfied with the brand they become loyal to that brand.

Tobacco is such an industry where taste matters a lot. Consumers define taste as one of the qualities that a cigarette brand might have. However, during my research on this topic, by talking to some of the consumers who consume Benson & Hedges pointed out convenience is one of the major factor for which they became loyal to this brand. Therefore, this might be one of the examples that shows, Premium Segment brands of BATB have been following this rule to build a good notion in the heads of the consumers.

4.6.5 Law of Category

The law of category suggests that, *a leading brand should promote the category not the brand*. In short, category comes first then the brand names. All the leading brands mostly promote the categories not the brands. In this case, British American Tobacco Bangladesh has four categories: Premium Segment, Aspirational Premium Segment, VFM Segment and Low Segment. To promote these categories they have picked the places where the consumers buy and consume cigarettes. For Premium Segment they are targeting the luxurious hotels or restaurants to display their premium segment brand Benson & Hedges in the reception counters. On the other hand, to reach their low segment category they promote in local tea stalls.



B&H showcase at a reputed restaurant

4.6.6 Law of the Name

This law says that, *in the long run a brand is nothing more than a name*. In order to survive and sustain in the market any brands needs to have a brand name by which it stands out from the competitors.

Hence, a name itself is a brand. When a consumer wants to find his preferred cigarette, he tries to find it by its name. So, the meaning and simplicity of a brand name helps it to establish itself among all other brands available in the market. In this case, brands of British American Tobacco Bangladesh have; for instance Benson & Hedges after since its inception till date it is remembered by the name. Similarly brands like Gold Leaf, Star, and Hollywood are the heavily endorsed names which are easy to remember.

4.6.7 Law of Company

This law suggests that, *brands are brands. Companies are companies. There is a difference*. Therefore, consumers hardly know about the parent company when they purchase any of their brands. As, organizations produces brands and in a B2C market consumers are not exposed to the actual names of the parent company.

In this case, the same rule applies for British American Tobacco Bangladesh and its brands. The regular cigarette consumers hardly know the name of the company of any specific brand they consume. Even British American Tobacco Bangladeshi is working hard to promote their brands within their targeted customer rather than their company name. If we see the following image we could see that B&H logo in the every B&H brand's packaging has been printed in a very large proportion, comparing the British American Tobacco logo. In addition to that, the BAT logo is there at the side of the packaging which can hardly be noticed by the consumers. That tells us that British American Tobacco Bangladesh has efficaciously differentiated their company name and brand names.



4.6.8 Law of Siblings

This law states that, *there is a time and place to launch a second brand*. Therefore, any conglomerate needs to practice the strategy to concentrate on a particular brand for a market till it is ready to cultivate the maximum mindshare of the consumers and launch another brand. The reason behind this fact is the following brand might dilute the power of brand equity that was gained by the preceding brand.

All the brands British American Tobacco Bangladesh have not been launched at a time. The company researched and tried to find out the real want of every brand before launching. The brands they launch specifically target the four different segments. In their Premium segment the first brand they launched was Benson & Hedges in 1997. After 15 years they launched a variety of it which is Benson & Hedges Switch with a new flavor, only because they found out the desire of taste variety among the people who belongs to this segment and the timeline is appropriate for B&H Switch to be launched. On the other hand, for their Medium Segment they had a gap of 26 years to launch Pall Mall in 2006 after launching their first brand John Player Gold Leaf in 1980. Also, in low segment Pilot was launched in 2009 whereas Derby started their operations in 2013. These patterns prove that British American Tobacco Bangladesh has been successfully following the law of sibling to cherish the maximum amount of brand equity.



Derby launching event in 2013

4.6.9 Law of Shape

Logo is the one of the key branding elements that visually attracts the consumers to any brands and logotype is comprised of visual symbol and the distinct brand name. Therefore,

Brand theories practiced by BATB

the law of shape tells us that, *a brand's logotype should be designed to fit the eyes. Both eyes.* According to Al Ries and Laura Ries, any consumer sees everything horizontally and in order to create the utmost impact to create the minds of the consumers, the logotype needs to be designed in a horizontal shape.

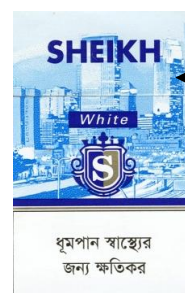
The logo and names on the packaging of the brands of British American Tobacco are horizontally written which helps the consumers to read out easily and fits in the eyes of the consumers. As their targeted consumers belong to every economic and educational background, they try to keep it simple and precise horizontal shape. This strategy has always assisted them positively for the branding scope and helps consumers to identify their desired brand.



4.6.10 Law of Color

One of the major ways to reach to the heads of the consumers is through color. Therefore, the law of color suggests that, *a brand should use a color that is the opposite of its major competitor.* Minds behind the brand development always give emphasize on distinct color after designing all the brand elements. The main idea is to be distinct from the color that the competitor has.

British American Tobacco Bangladesh is very choosy about their brand colors. Each of the brand segments has different strategy to design the color of the brands. In this specific case, they focus on the segments rather than the brands.



Like, in their premium segment they have Benson & Hedges and its package color is golden. Certainly golden color signifies royalty, passion and wisdom which visibly attract the elite class. Moreover, Law of color demands, a brand should use a color that is completely opposite or different from its major competitors. To ensure the difference, major competitor of Premium segment of BATB is Marlboro of Phillips Morris International. This brand has the color-White all over their packaging, which has no similarity with the color of B&H. This is why it helps the consumers to distinguish between brands from White (Marlboro) to Gold (B&H).

4.6.11 Law of Borders

The law of borders illustrates that, *there are no barriers to global branding. A brand should know no borders.* According to the Law of Border, Global brands know no bounds. No matter what brand they are offering they should be consistent in every country. That implies companies need to have constant focus to build a brand in the national boundary. After gradual stages with highly equipped strategies it can reach to the global stage. Being a leading global company British American Tobacco Bangladesh has always maintained a high standard to operate cross borders, for instance, names that the bands hold have common meaning in every language such as- Hollywood, Star, Benson & Hedges, Gold Leaf and Pall Mall. However, they also modify their size and packaging for different countries without compromising their basic designs. For example, the cigarette size of Benson Hedges sold in Bangladesh is bigger than the one sold in India. Though, they are consistent in their taste and quality across the countries in India they came up with different strategy to meet the consumer demand without compromising the branding they do globally.

5 Recommendation

In the last hundred years British American Tobacco Bangladesh has successfully creating marks in the cigarette industry and setting new standard for the competitors to follow. Having the risk spectrum and imposed law on advertising, this company has always found it difficult to uphold the brand value to their consumers. However, no organization is flawless in terms of internal and external operations and British American Tobacco Bangladesh is also not the exception. Therefore, during my internship period at British American Tobacco Bangladesh and research on this report there are some observations and recommendations that might add value and efficiency to the operations.

Department segregation

During the recruitment for the internship program, the human resource department assigns the interns into different departments after the final interview. Then the interns work under that particular department for the next three months. This distribution has been made in random order in different departments and sub-departments. For that people who have majors in different field have to work in entirely different place. This happens because of having limited spots in the departments (i.e. marketing, finance, human resource etc.) and taking a big bunch of interns in every cycle. Though the actual motive behind this segregation is to habituate the interns to work under every tough situation, sometimes the interns finds no relation with their academic learning to their work during the internship tenure. However, my observation is, British American Tobacco Bangladesh might increase the spots of the interns in every department or provides opportunity to the interns to choose their respective departments. This might increase the productivity and help to learn and relate with the academic knowledge to the actual world.

Duration and Rotation

Another observation is the tenure of this internship is for three months. However, it gets difficult for any new-bee to get accustomed with and learn the workflow within these three months being at the big conglomerates like British American Tobacco who has several departments and sub-departments. Therefore, the authority might stretch the tenure of interns to teach them vigorously about the workflow. Prominent departments like marketing or finance which has some wings inside the department and for the intern it is essential to learn the process and the workflow by rotation. So, there might be some options for the interns to

work in rotation inside the department to have a good look at the process how the department adds value to the success of the company. This is only possible if the authority expand the tenure to five or six month and arranges rotation program inside the departments for the interns.

Performance evaluation

As British American Tobacco Bangladesh recruit a good number of interns, they assign different people to the different wings. Because of that, maximum two or three interns can work under a same department. From my point of view, because of not having interns' evaluation and performance tracking, sometimes interns lose motivation to learn and work. If there is any sort of performance evaluation among the departments the interns might get incentives and inspiration to work hard.

Bureaucratic procedure

Being one of the biggest companies in Bangladesh, British American Tobacco Bangladesh has a several departments. Also, this company has to report to the regional and global headquarters as well. Therefore, this company has bureaucratic procedures to avail any of their decisions. Sometimes, it hinders the natural tempo of the work and drops in productivity. Jobs or action that can be resolved within the department or within the regional company, sometimes it gets to reach to the global counterpart for the approval. Though it is in their policy to work, but these sorts of bureaucracy affects the key performance indicator (KPI) of the company. Therefore, my observation is the company might introduce a policy where the regional wings or the responsible personnel from different are empowered to give approval to the decision, if it goes wrong there is always the audit committee to measure the compliance of the company.

Recruitment and leadership program

British American Tobacco Bangladesh has vigorous recruitment process for any permanent position of the company. However, they arrange leadership and recruitment engagement programs for the fresh graduate in some particular institutions of Bangladesh. However, the authority might arrange these sorts of events in prominent institutions in Bangladesh to attract true potential rather being biased towards some institutions. As British American Tobacco

Bangladesh believes in diversity and true leadership, they can invite or arrange special events for the fresh graduates so that they can get a chance to prove the potential.

Employee retention

There is also one area that can be taken into consideration by the authority which is, in the entry level position British American Tobacco Bangladesh recruits the gems of this country for each and every position. However, after a certain period of time they resign and leave the company for good. In every recruitment procedure the company invests a good amount of budget. If an entry level employee leaves after a month or less than a year, it can certainly hamper the tempo of the company. Because of this reason British American Tobacco Bangladesh might come up with some incentives or greater motivational aspects by which this fresh employee retains. A well made plan needs to be drawn and executed so that this employee stays in the company for a longer period of time. Though the entry level employee gets handsome amount of remuneration compared to other existing companies, they have the tendency to switch for other position in the industry. Therefore, a well-made long term plan can address this issue.

Social Welfare

As we all know British American Tobacco has been serving in cigarette industry which has a high risk spectrum. Still today in Bangladesh it is considered as a prohibited consumption. Though the government of Bangladesh has not imposed ban on this sector, however the company needs to pay a healthy amount of tax to the government. After all these, the cigarette production has been covered with some of the social welfare initiatives by British American Tobacco Bangladesh. But the company might take more initiatives to cover all the risk that the tobacco leaf is creating. The company might introduce some cancer hospitals in some of the parts of Bangladesh. This might be considered as a good initiative to the society. This organization has CSR initiatives by providing safe drinking water with the program named: Probaho, supply electricity to the rural area with the program named Deepto, promoting sustainable agricultural practices for the farmers, afforestation to protect the forests of Bangladesh- these initiatives increased the brand value of the company however, they can introduce some more social welfare program to show the concern to the society.

Less harmful product

One of the biggest drawbacks of any tobacco producing company is the product itself. Generally the company always evolves in risk externally. The government and health organizations tend to put pressure on the production. However, British American Tobacco Bangladesh might introduce some new cigarettes which will cause less or no harm for the health. As this company has been operated globally, it might encourage and provide platform to the scientists to come up with new inventions. A big chunk of budget can be given for this project to come up with entirely new product that will be environment friendly and less harmful for the health.

Having a well trained team British American Tobacco Bangladesh can reach to any goal that they aspire to. However, if they take the above observations into consideration, the efficiency of the company will increase and it will certainly ensure the sustainability.

6 Conclusion

British American Tobacco Bangladesh has been outperforming in the cigarette industry for many years in Bangladesh. The report proves that strong and delicate branding strategies and practices have made the brands of this company successful. With the help of unconventional branding the business operations of British American Tobacco Bangladesh have been expanding vigorously. Also, their skilled personnel are ensuring the brands to have a big space occupied among the minds of the consumers. With the recent success of winning the Golden leaf award, British American Tobacco is coming up with new technologies and strategies to grow even larger. This organization has been successful to contribute to the society with their CSR activities at the rural stage which has also played a key role behind the success. Now, the branding perspective and implementation of British American Tobacco has been considered as the standard in this industry for the other players to follow. Lastly, it can be said that, with such global presence and strong existence at the cigarette industry British American Tobacco will continue to expand its horizon through branding and impart good will to the society.

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