

Internship Report

Campus Engagement Sessions: A Tool for Employer Branding in Unilever Bangladesh Limited

Prepared For:

Mr. Mohammad Rezaur Razzak,
Associate Professor
BRAC Business School

Prepared by:

Sindhia Alam Tanni
ID: 10304101
BRAC Business School
BRAC University

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Mohammad Rezaur Razzak,
Associate Professor
BRAC Business School

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to present my internship report entitled **Campus Engagement Sessions: A Tool for Employer Branding in Unilever Bangladesh Limited**

The main purpose of this report is to give an insight of the campus engagement sessions on the basis of firsthand experience, and I hope that this report meets your expected standard. This experience has helped me immensely to develop my skills in Human Resource Management, Employer Branding and familiarize with various aspects of the departments in a multinational company. I am thankful to the institute for giving me this opportunity that only encouraged me further into excelling.

Please accept this report and oblige. I am eager to respond to any questions that you may have concerning this report.

Yours Sincerely,

Sindhia Alam Tanni
ID: 10304101

Acknowledgement

At first I would like to thank Unilever Bangladesh Limited for recruiting me as an intern in the company and BRAC Business School for giving me the opportunity of accomplishing my internship.

I would like to thank my honorable internship supervisor Mohammad Rezaur Razzak, Associate professor, BRAC Business School, for granting me such an opportunity to prepare an Internship Report on Employer Branding through Campus Engagement Session. Throughout the entire duration of my internship, he has provided his generous guidance, inspiration and necessary support during the preparation of this report. Without this timely help & assistance, it would not have been possible to complete this report.

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1 OVERVIEW OF THE ORGANIZATION

1.1 Unilever Global

Unilever is an Anglo-Dutch company, which owns a sizable portion of the world's consumer product brands in food, beverages, cleaning agents and personal care products. Unilever has two parent companies: Unilever NV in Rotterdam, Netherlands, and Unilever PLC in London, United Kingdom. Both Unilever companies have the same directors and effectively operate as a single business. Paul Polman is the Chief Executive Officer and Executive Director to the Boards of Unilever PLC and Unilever NV. The current non-executive Chairman of Unilever N.V. and PLC is Michael Treschow. Unilever's main competitors include Danone, Henkel, Kraft Foods, Nestlé, Pepsico, Procter & Gamble, Reckitt Benckiser, Sara Lee and S.C. Johnson & Son.

1.1.1 History of Unilever

In the 1890s, William Hesketh Lever, founder of Lever Bros, wrote down his ideas for Sunlight Soap— his revolutionary new product that helped popularize cleanliness and hygiene in Victorian England. It was an idea to make cleanliness commonplace; to lessen work for women; to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products. This was long before the phrase 'Corporate Mission' had been invented, but these ideas have stayed at the heart of Unilever's business, even if their language – and the notion of only women doing housework – has become outdated. In a history that now crosses three centuries, Unilever's success has been influenced by the major events of the day – economic boom, depression, world wars, changing consumer lifestyles and advances in technology. And throughout Unilever has created products that help people get more out of life – cutting the time spent on household chores, improving nutrition, enabling people to enjoy food and take care of their homes, their clothes and themselves. Today, Unilever still believes that success means acting with the highest standards of corporate behavior towards employees, consumers and



the societies and world in which we live. Over the years the company has launched or participated in an ever-growing range of initiatives to source sustainable supplies of raw materials, protect environments, support local communities and much more. The following timeline shows how the brand portfolio has evolved. At the beginning of the 21st century Unilever's Path to Growth strategy focused on global high-potential brands and the Vitality mission has taken the company into a new phase of development.

19th century	Although Unilever wasn't formed until 1930, the companies that joined forces to create the business are known today were already well established before the start of the 20th century.
1900s	Unilever's founding companies produced products made of oils and fats, principally Soap and margarine. At the beginning of the 20th century their expansion nearly outstrips the supply of raw materials.
1910s	Tough economic conditions and the First World War make trading difficult for everyone, so many businesses form trade associations to protect their shared interests.
1920s	With businesses expanding fast, companies set up negotiations intending to stop others producing the same types of products. But instead they agree to merge - and so Unilever is created.
1930s	Unilever's first decade is no easy ride: it starts with the Great Depression and ends with the Second World War. But while the business rationalizes operations, it also continues to diversify.
1940s	Unilever's operations around the world begin to fragment, but the business continues to expand further into the foods market and increase investment in research and development.
1950s	Business booms as new technology and the European Economic Community lead to rising standards of living in the West, while new markets open up in emerging economies around the globe.
1960s	As the world economy expands, so does Unilever and it sets about developing new products, entering new markets and running a highly



	ambitious acquisition program.
1970s	Hard economic conditions and high inflation make the 70s a tough time for everyone, but things are particularly difficult in the fast-moving consumer goods (FMCG) sector as the big retailers start to flex their muscles.
1980s	Unilever is now one of the world's biggest companies, but takes the decision to focus its portfolio, and rationalize its businesses to focus on core products and brands.
1990s	The business expands into Central and Eastern Europe and further sharpens its focus on fewer product categories, leading to the sale or withdrawal of two-thirds of its brands.
21 st Century	The decade starts with the launch of Path to Growth, a five-year strategic plan, and in 2004 further sharpens its focus on the needs of 21st century consumers with its Vitality mission. Its goal is simple and ambitious – to double its business while halving its environmental footprint.

1.1.2 Corporate Mission

In the last five years, Unilever has built their business by focusing on their brands, streamlining how they work, and improving their insight into the evolving needs and tastes of consumers. Now they are taking the next step in simplification - by aligning themselves around a clear common mission.

Unilever's mission is to **'add vitality to life'**. The vitality mission will focus the brands on meeting consumer needs arising from the biggest issues around the world today – ageing populations, urbanization, changing diets and lifestyles.

The company sees growing consumer need for:

- U A healthy lifestyle
- U More variety, quality, taste and enjoyment
- U Time, as an increasingly precious commodity



- U Helping people to feel good, look good and get more out of life will enable us to meet these needs and expand our business.

Unilever is in a unique position to understand the interrelationships between nutrition, hygiene and personal care. The company can do this thanks to their strong science capability and locally rooted consumer insight. It is by bringing all this together that they can strive to contribute to quality of life and wellbeing - adding vitality to life. The long-term success of the business is intimately interconnected with the vitality of the environment and the communities in which operations occur. The environment provides the raw materials and the ingredients needed to make the products. Healthy, prosperous communities provide a healthy, growing consumer base.

1.1.3 Corporate Purpose and Principle

Unilever's corporate purpose states that to succeed requires "the highest standards of corporate behavior towards everyone we work with, the communities we touch, and the environment on which we have an impact."

U Always working with integrity

Conducting our operations with integrity and with respect for the many people, organizations and environments our business touches has always been at the heart of our corporate responsibility.

U Positive impact

We aim to make a positive impact in many ways: through our brands, our commercial operations and relationships, through voluntary contributions, and through the various other ways in which we engage with society.

U Continuous commitment

We're also committed to continuously improving the way we manage our environmental impacts and are working towards our longer-term goal of developing a sustainable business.



Setting out our aspirations

Our corporate purpose sets out our aspirations in running our business. It's underpinned by our code of business Principles which describes the operational standards that everyone at Unilever follows, wherever they are in the world. The code also supports our approach to governance and corporate responsibility.

Working with others

We want to work with suppliers who have values similar to ours and work to the same standards as we do.

1.1.4 Vision of Unilever

The purpose of Unilever is to make sustainable living commonplace. They work to create a better future every day, with brands and services that help people feel good, look good, and get more out of life. In 2009, Unilever launched The Compass – strategy for sustainable growth. It sets out their clear and compelling vision to double the size of the business, while reducing environmental footprint and increasing positive social impact and gives life to their determination to build a sustainable business for the long term.



2 UNILEVER BANGLADESH LIMITED

The **Unilever Bangladesh** is consumer goods company, engaged in the manufacture and distribution of home care products, personal care products, and foods. It is a Joint Venture of the Government of Bangladesh and Unilever. Unilever holds 60.75 per cent and Government of Bangladesh holds 39.25 of the share. Products of Unilever Bangladesh are present in 98% of Bangladeshi household.

2.1.1 History of UBL

Unilever Bangladesh is a company that has its own history intrinsically built with the development of our nation and our culture. It has been part of the Bangladeshi household since the 19th century with the same intention of bringing cleanliness and convenience to households as we do today. Back then Sunlight soap was marketed through Lever Brothers India limited throughout the undivided India. Later on, Lever Brothers Pakistan limited started its operation in Bangladesh on a larger scale. In 1964, the soap manufacturing facility was setup in Kalurghat, Chittagong.

1964-1972: Productions started off with Sunlight soap and Lifebuoy soap. After the war of independence in 1971, Bangladesh became an independent country. At this time, Lever Brothers Bangladesh Ltd. was constituted with Unilever owning 60.75% shares and the Government of Bangladesh owning the remaining 39.25% shares.

1972-1980: Post liberation period evidenced accelerated growth for the company. Demand started rising and the company continued its mission to meet consumer needs by producing quality soaps, introducing Lux - the beauty soap and Wheel. Launched in 1972 Wheel entered the merchandised laundry category, traditionally dominated by cottage soaps. It appealed to the consumers with unique care benefits for hand and fabric, a generic weakness in cottage soaps. It gradually became the secret ally of Bangladeshi women by extending the caring hand to ease her daily laundry chores.



1998-2004: These are the golden years in the history of Unilever Bangladesh as the company turned around from severe losses due to competitive backlash - to a company with 6 years of consecutive growth. Around the end of November 2001, the new personal products factory “Sankalp” in Kalurghat started production which helped meet the market needs from a shift on Unilever’s dependence on soaps to diverse personal grooming categories. This is also the era when Unilever Bangladesh introduced many exciting new products such as Pond’s face wash to end soap related facial skin woes or Lipton double chamber tea bags for more zest in our tea cups and the markets responded enthusiastically. In 2001, Unilever brought about a new excitement in the kitchen care sector with the introduction of Vim bar, the dish cleaning soap – a concept of convenience and common household habits combined together. In 2002 Rexona deodorant entered the market building in awareness about body odor problems and creating a new personal grooming habit in the country. The company’s soap formulations changed radically during this time to bring in world class standards without any price rises. Lifebuoy, the health brand has moved from just the hard-working men’s soap to reminding one, of the bond of love that binds a family in a healthy circle, free of germs and sickness. Unilever Bangladesh had a journey towards adding new momentum to its trade marketing and today Unilever products are available in 90% of the households in Bangladesh. In a company-wide move to come out from behind the great brands and be known as Unilever worldwide, Lever Brothers Bangladesh limited officially changed its name to Unilever Bangladesh in December 2004.

2.1.2 Organizational Structure of UBL

The present Chairman & Managing Director (MD) of UBL is Mr. Kamran Bakr. There are six Management Committee members in charge of the five departments. The hierarchy is shown below:





Figure: Organizational structure of Unilever Bangladesh Limited

2.1.3 Functional Overview of Unilever Bangladesh Limited

2.1.3.1 Customer Development Department:

Managing customers i.e. retailers, wholesalers, and distributors, is becoming critical day by day. With the evolution of modern trade and aggressive local and international competition, role of Customer Management has also been gradually shifting from traditional “Sales: to “Trade Marketing”. Category managers are responsible for the overall sales and profitability of a product category.

2.1.3.2 Customer Marketing Director:

Customer marketing is all about developing and implementing fully integrated brand/category solutions and activities. By understanding what consumers want, they are able to stimulate demand in retail outlets through everything from shelf layouts to promotional strategies to price positions.



2.1.3.3 Brands Building and Development Department

Previously, the Brands Team was expanded to Brands Building and Development. Currently, it has been merged for a better integrated approach. Marketing at Unilever Bangladesh offers many opportunities:

-  To engage closely with consumers understanding their preferences and needs.
-  To operate at a global, regional and local level across a broad range of products.
-  To experience world-class professional development and acquire leading edge skills.
-  To lead assignments that builds business and brand equity.

Here Unilever translates the global visions of a brand (includes brand communications, innovation and renovation) into a local market context, plan practical activity and make sure those plans are executed flawlessly, adding value to the brand and Unilever's overall business.

2.1.3.4 Supply Chain Department

The Supply Chain Director (SCD) heads Supply Chain Department. From sourcing raw materials to delivering the end product, Unilever's supply chain is at the heart of getting brands to customers. Its remit is shared amongst four divisions:

-  Planning
-  Procuring
-  Manufacturing
-  Distribution and Logistics

2.1.3.5 Finance and IT Department

The Finance and IT departments are jointly headed by one Director. The operating structure is divided into three work streams.



Finance Business Partners embed best practice and enhance decision support skills.

Accounting and Information applies information management processes to create value for the business.

Expertise Services work across everything from insurance and risk, to investor relations and pensions.

2.1.3.6 Human Resources Department

HR supports and develops Unilever's most important asset – people – by enabling them to deliver outstanding business performance. The environment is about empowering people, both to contribute to business objectives and to achieve their own personal and career goals. In HR of Unilever, you're not just a part of the Unilever culture – you help create it.

HR's job is to make sure there are highly-skilled, exceptional people in all areas of the organization. Within that, there are numerous possibilities split into three broad areas.

HR Business Partners identify the needs of the business in order to develop, manage and implement appropriate strategies in a certain function. They ensure that the right structure, culture, people and capabilities are in place to foster positive working relationships.

HR Expertise Teams work on policies, processes, systems and tools that allow each business area to attract, select and develop talented individuals. They also provide a connection with world-class external experts and keep us up-to-date with industry best practice.

HR Services deliver and continuously improve services such as payroll, recruitment, pensions and benefits. They also track, monitor and aggressively manage service performance to ensure that it's delivered to the required quality and at the optimum cost.



2.1.4 SWOT analysis of Unilever Bangladesh Limited



Figure: SWOT Analysis of Unilever Bangladesh Limited

2.1.5 Product Categories and Brands of UBL

Unilever Bangladesh Ltd. currently has 19 brands in Bangladeshi market which fall under 10 distinct categories. Category wise list is as below:

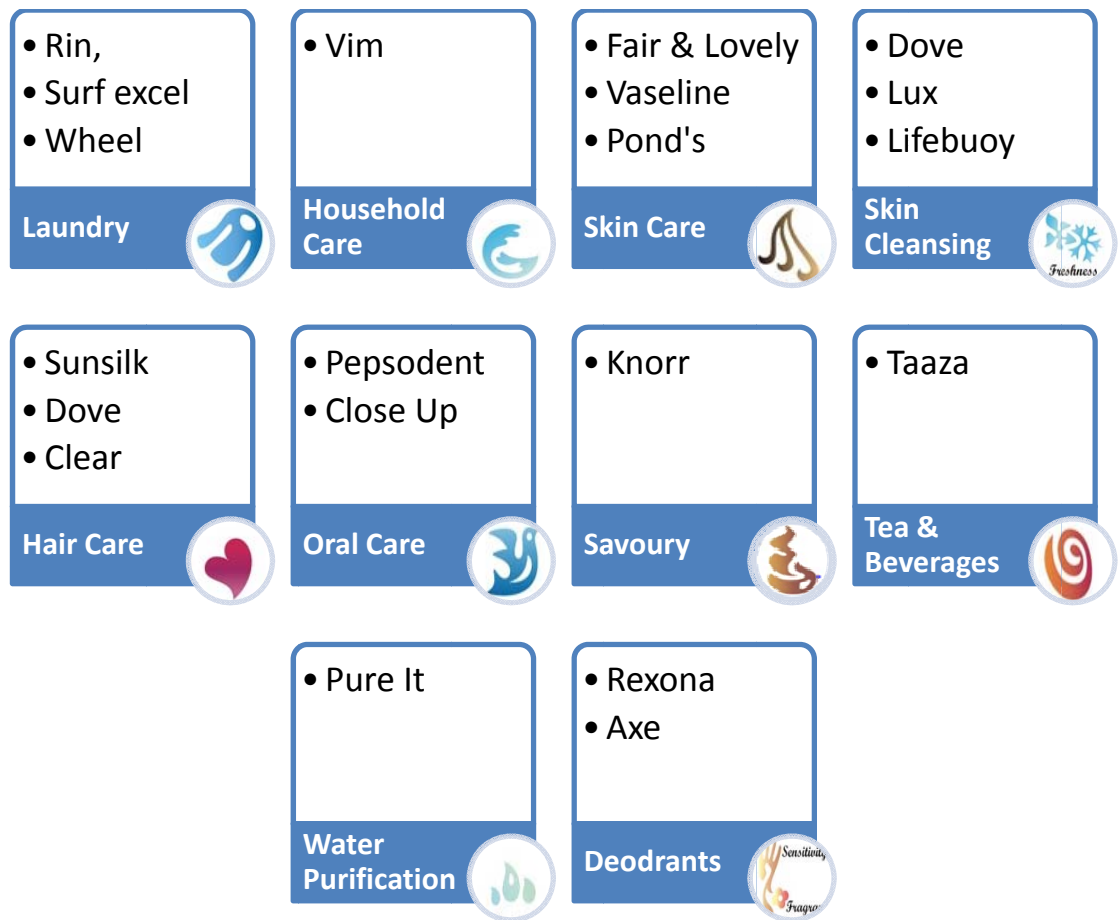


Figure: Category wise UBL Brands in Bangladesh



2.1.6 Corporate Social Responsibility of UBL

Unilever believes in ambitious growth of the business while fostering a sustainable environment. UBL believes the two must be related and hence sustainability is placed at the heart of everything they do. Their philosophy of ‘Doing Well by Doing Good’ is captured in the Unilever Sustainable Living Plan (USLP).

In an uncertain and volatile world, UBL cannot achieve their vision to double their size without also reducing environmental footprint and increasing positive social impact. Launched in 2010, the Unilever Sustainable Living Plan is their blueprint for sustainable growth.

The Plan is helping to drive profitable growth for our brands, save costs and fuel innovation.

The Plan sets out three big goals:



Underpinning these goals are nine commitments supported by targets spanning our social, environmental and economic performance.

There are a number of projects other than Sustainable Living Plan that are being operated by UBL at the moment. Some of the initiatives under USLP in Bangladesh are:

- U Lifebuoy Lifesaver Program** – a Lifebuoy initiative to reduce child mortality through hand washing with soap.
- U Oral Health & Hygiene Awareness Program** – led by Pepsodent, this school-based activation program aims to reach 7 million people with its dental checkups and oral hygiene awareness.



- U **Lifebuoy Friendship Hospital** - launched in March 2002 in association with the humanitarian organization "Friendship", the hospital is situated on a boat with a dedicated medical team and reaches out to people who do not have access to proper medical facilities.
- U **PureIt** - launched in 2010, PureIt is a water purifier which aims to provide safe drinking water to 2.5 million people by 2015.
- U **Pollydut** - through this project unemployed youth in villages have been incorporated into UBL's distribution network to provide them with a sustainable livelihood.
- U **Aparajita** - in association with JITA Bangladesh, UBL has created a sustainable business opportunity for rural women in the form of Aparajita. Aparajitas are recruited to sell UBL and other company products, door-to-door. Over 7000 Aparajitas earn their living by selling UBL products.
- U **Project Laser Beam (PLB)** – PLB, a multi-million dollar, multi-stakeholder project between Unilever Foundation and WFP, was conducted in Shatkhira, Bangladesh from 2010 to 2014. The project worked across four pillars – Nutrition, Water, Health and Hygiene, and Livelihood, to develop a holistic model to eradicate malnutrition.
- U **Tackling Malnutrition** – 2 projects with Save the Children addressing child malnutrition have programs running in 4 divisions of the country. These projects are aimed at aiding the Government improve their malnutrition treatment infrastructure and provide direct interventions for effected individuals in terms of nutrition education and livelihood.

2.1.7 Unilever Symbols and Icons

The icons that come together to shape the Unilever logo, each signify something about Unilever and UBL's business. The meanings are:





3 EMPLOYER BRANDING

Branding is not just for favorite household products anymore. In fact, branding is not just for brands anymore period. All good companies know they should be aware of their brand identity and what it says about the company at large. On an individual level, with the increasing importance of internet and social media, everyday workers are also becoming savvier about their personal brand.

A good employer brand strategy is like a good product brand strategy. It focuses on, among other things, potential profitability, reference groups, “product” features, and word-of-mouth. Recent research has found that only about 51 percent of companies have a working employer brand strategy in place. A further 24 percent are working towards a plan and 19 percent are revising theirs. That means that it’s certainly not the time to wonder if making an employer brand strategy is useful. Competitors are likely devising and implementing a branding plan that will help them scoop up all the top talent.

3.1 Understanding Employer Branding

Employer brand is an organization’s reputation as an employer. The term was first used in the early 1990s, and has since become widely adopted by the global management community. Minchington (2005) defines employer brand as “the image of your organization as a ‘great place to work’”. The process of employer branding is concerned with talent attraction, engagement and retention strategies deployed to enhance a company’s employer brand. While the term “employer brand” denotes what people currently associate with an organization, employer branding has been defined as the *sum of a company’s efforts to communicate to existing and prospective staff what makes it a desirable place to work*, and the active management of “a company’s image as seen through the eyes of its associates and potential hires”.

In short, employer branding is the process of promoting a company, or an organization, as the employer of choice to a desired target group, one which a company needs and wants to recruit and retain. The process facilitates the company’s ability in attracting, recruiting and



retaining ideal employees – referred to as Top Talent in recruitment – and helps secure the achievement of the company's business plan.

In today's highly competitive job market, employer branding is a crucial tool for attracting and retaining the right kind of talent. It helps you recruit highly-skilled and promising new employees and it enhances their loyalty by increasing their identification with the company. It also raises an organization's visibility in the job market and makes it stand out from the competition.

3.2 Importance of Employer Branding in today's world

According to Universum, the top Employer Branding Company, there are several reasons why employer branding should be a vital management tool for every organization and company today. For instance:

- U Shortage of skilled labor:** The competition for skilled workers has or will continue to increase day by day. Adding to this trend, there is also a clear shift in students' preferences moving from technical degrees to non-technical degrees. Companies or organizations that are perceived to be attractive employers will have an easier time to recruit top talent.
- U More with less:** a mantra coined during the economic downturn, there is high pressure to cut costs and increase productivity, which has made the need to get the right people in the right jobs even more crucial. Employer branding results in more successful recruitment and retention of top talent. Moreover, by properly communicating the reality of the work environment, companies are more likely to attract talent that fits their organizational culture, thus increasing the number of people with the right skills in the correct positions.
- U Growth & profitability:** hiring and retaining top performers is essential for growth and to maintain a competitive edge. Employees who have the right skills, experience and knowledge, in relation to the critical areas of a business to drive growth, are strategically important. In addition, as developed economies move more towards the tertiary/service sectors, people become the primary asset. Employer branding increases the overall profit margin for a company.



- U Popularity:** research on the talent market reveals that top graduates and professionals want to work for companies with great reputations; they often turn to family members, friends or colleagues for advice and approval when making a decision about which employers to consider. Moreover, the consumer/corporate/employer brands are intertwined: If a company is viewed as being an unpopular employer, it will consequently affect everything else and cause disequilibrium in the corporate ecosystem.
- U Strength:** being an attractive employer provides a company or organization more bargaining power, as employees will want to work for them more than anyone else, even those that have rare or most in demand skills—irrespective of salary levels. An attractive employer can create for employees an illusion that their choices are limited outside of the organization, constantly maintaining an image of being the most desirable employer, giving the right reasons or incentives for their top performers to stay.

3.3 Employee Branding: Five Steps Model

Universum has created an employer branding model that identifies key processes that will work for any organization or company. The five step process:

- U Research:** to understand where an employer is positioned in the employment market and to determine the appropriate action plan is fundamental. The four important factors, both internally and externally, are:
 - Know how the target group perceives the employer
 - Learn what the target group wants and needs from the employer
 - Discover where the employer is positioned in relation to its competition
 - Ensure that the research is updated regularly
- U Employer Value Proposition (EVP):** the company or organization needs a unique employer offer. The EVP gives current and future employees a reason to work for an employer and reflects the company's competitive advantage. Employers that manage their EVP effectively benefit from an increase in their talent pool and employee



engagement, as well as a potential decrease in salary costs. Typically, less attractive employers need to pay a wage premium to get top talent whereas attractive employers do not. By analyzing the factors influencing the employer brand, and by defining a strong and true EVP, the employer will be able to deliver sound and consistent communications during the communication phase and develop an attractive, as well as unique, employer brand.

- U Communication strategy:** the development of a communication strategy is always based on research findings and a well-defined EVP. The EVP is a useful tool used by HR, Marketing or Communications to be able to emphasize the most attractive factors and be consistent in the employer communications. Once an employer knows who they want to talk to and what to communicate, the employer then has to choose the most efficient and effective channels for reaching them. Choosing the right channels and understanding how best to target various groups is also based on research.
- U Communication Solutions:** the aim at this step is to express the employer value proposition (EVP) by using the right words and images, so it becomes consistent with the corporate identity and branding efforts. The communication material should have the same look and feel irrespective of communication channel. Since organizations use many different channels, it is vital that the target groups recognize the organization and relate to the employer offer, no matter if they are being reached via the corporate website, reading an advertisement in the newspaper or taking part in an event. Employers should strive to develop consistency throughout their communication material.
- U Action:** implementing all the steps and monitoring closely what works and needs to be adjusted along the way is the final stage. It is of great importance at this point that the organization sets targets on what they want to achieve with the planned activities in a clear and measurable way.

Employer branding in a nutshell is match-making, creating the perfect relationship between the employer and the employee. Employers should research their environment to know how their target group perceives them, understand what they want and need from them and understand their market position. They will need to develop or update their EVP to be consistent in their communications and help people in the organization be the brand. They



will need to communicate or implement tactics to build or reinforce the desired employer image. Finally, an evaluation of all activities will need to be made to ensure that they are on track. Securing a talent pipeline and ensuring that companies have the right people on board is probably the most important task of any employer.

4 EMPLOYER BRANDING IN UBL

In many respects, UBL thinks of Unilever Bangladesh as a community, rather than an organization. The community is shaped and led by its people, who operate creatively within a framework of shared values and business goals. Because people are fundamental to the way UBL does business, they're at the centre of everything it does. Their professional fulfillments, their work/life balances, their ability to contribute equally as part of a diverse workforce... these are all issues to which UBL gives priority. In order to fit in the correct mindsets in the organization, UBL has a very strong Human Resource pillar which focuses on pooling talents through different tools. They believe in engaging with talents through different activities in order to find the right recruits for the organization.

Unilever Bangladesh limited, through-out the year, continues to reach out to different educational institutions to interact with students. They keep on adding to the list of institutions, as well as modifying the ways to reach the students with a long-term impact in their memories and minds. Unilever Bangladesh has been successfully engaging in different campus engagement sessions for years in order to improve the learning opportunities of the students. According to the campus research on different employer brands amongst the students done by AC Nielson firm, Unilever Bangladesh has ranked as the number one employer of the year 2013. UBL believes to improve the scope of learning the real life implementation of theories for students in order to ensure better future leaders. They believe if they are capable to do so, their employer branding will automatically be on top. The ranking always plays a secondary role in their objectives. Their first, and foremost goal is to ensure better leaders for future.



4.1.1 Campus Engagement of UBL' 2014: An important tool for EB

In 2014, UBL have been leading with five different types of campus engagement sessions in order to brand Unilever Bangladesh as one of the top employers in the country. They are:

- U BizLearners Program:** BizLearners is a program in which senior managers of Unilever Bangladesh Limited visits an educational institution and takes a session on topics that can be helpful for the final year business students. It was first introduced in 2014 by UBL. The Tagline for the event is “Learn from the Experts”. It is basically a guest lecture session focused on expertise building on a specific function. The target group of audience was the 4th year students from Marketing, HR, Supply Chain and Finance departments.
- U BizLeaders Program:** BizLeaders is also a new initiative taken by UBL to engage and motivate students of the final years. With the tagline “Learn to Lead”, BizLeaders was a motivational and inspirational event for final year students. In this event, the students had the rare opportunity to learn the success stories of one of our leaders from themselves. One of the directors of UBL visited one or more of the key campuses in Dhaka and shared their experiences with the final year students. It was followed by an extensive question and answer session with the students which made the event even more interactive.
- U Unilever Leadership Internship Program:** Every year Unilever Bangladesh provides few talented students from key campuses of Bangladesh with Internship opportunity ahead of all other organizations. This opportunity is provided once a year. Usually during May-June every year, UBL selects interns for the upcoming September- May session at once. Getting an internship opportunity with a company like Unilever is very lucrative and students wait for this time of the year.
- U Unilever BizMaestros:** Unilever BizMaestros is a business competition for final year undergraduate students. This competition offers a platform for the students where they can engage in real life business challenges. For the several years, this competition was solely based on businesses cases addressing different Unilever brands. The modality of the competition was basically the traditional case presentation through power point slides. But nevertheless it gave participants the



opportunity to show their creativity through some manner. From 2013 Unilever Bangladesh has taken the competition to the next level and they are bringing something new every year. The competition is not limited to business cases only; rather it gave students an exciting experience of the business world. New and challenging tasks are incorporated which enabled the students to understand the challenges of real business and at the same time come up with innovative ideas.

- U Unilever Future Leaders Program:** UFLP is the Management Trainee recruitment program for Unilever. The Unilever Future Leaders Program is about developing tomorrow's leaders, today, and that too in a fast pace. It's designed to grow an individual into leader through hands-on learning alongside world-class experts. Graduates are to be hired into a function and get the opportunity to develop leadership skills by working on live projects while being into a job rotation which offers them all the experience they need to become ready for their first managerial role.

5 INTERNSHIP PROJECT: CAMPUS ENGAGEMENT PROGRAMS

During the period of May'2014 to August'2014, three types of events were arranged to penetrate the campuses. In most the cases, BizLeaders or BizLearners was tagged along with the internship recruitment program. There were two exceptions: One Bizlearners session on HR in North South University and One BizLeaders session in Dhaka University- IBA by Brand Building Director of UBL.

5.1 Behind the Scene: Preparations

The basic steps of preparation for all the campus sessions were similar in process. Although its not a step by step process and mostly the steps are done simultaneously, it can be identified as below:

5.1.1 Step-01: The Timeline Determination

At first, the Leadership Development, along with the HRD, decided the probable timeline of the event, by which they can start and finish the different campus visits and the stages of events (if applicable). For BizLeaders, BizLearners and ULIP 2014, the timeline, after proper



scrutiny, was decided as June 2014. In this one month, the UBL team decided to visit 8 campuses, and finish their yearly intern recruitment process at the same time. During the planning of the timeline, the month of Holy Ramadan played a tricky role as it was holiday season for some key campuses at the time. In addition, the month was very close to midterm examinations for campuses, which also posed a critical complexity in the timeline assessment.

5.1.2 Step- 02: Contacting the Authority of the campuses

After deciding the probable timeline, it is time to let the authority know about the description of the event, with the value addition for the students. Career service offices, or department heads are the key contact person for the campuses. However, as UBL has long relation with the campus authorities, it never becomes a trouble to convince the authority regarding holding any event inside their campus. To approach the campus authority, the team starts through verbal and then written formal communication, with the probable date and time mentioned in the letter. The university authority is the final decision maker in deciding the time, date, and venue for the event in their premises. The final confirmation should be in a formal letter from the campus authority end, which can be changed with mutual consent from both the parties.

5.1.3 Step- 03: Attracting the Crowd

An event is successful only when the program venue is full to the brim with the target audience. It is the duty of the UBL team to attract the target audience. UBL mostly arranged the programs for the final year students. There are different types of promotions that are done by UBL in campuses as per required and as required for effective communication:

- Social Media is now-a-days the most effective way of attracting the students in any event. Unilever Bangladesh has an official Facebook page “Unilever Careers” and they are very active through this page. Every event and updates are posted in this page in advance. With the help of campus contacts, UBL manages to spread the news of the events to their particular audience as well.
- Posters are also effective for a lot of campuses. Mostly the time, date, venue, and the description of the guest speaker was used in the posters.



- There are some campuses, like East West University, and Independent University, where the best way of communication Wall banners and those were deployed in the respective campuses.
- In NSU and BRAC University, central places in the campus were brought under communication by deploying Cut-outs and Stand Alones.
- Where target audience are less scattered and small in number, like KU and JU, communications were done with the help of class representatives, faculties and Facebook events.

Before any type of communication inside premises of a university, formal permission was taken from the authority in written to avoid complexities. The promotional materials were designed by Ogilvy and Mather and were made and deployed with the help of Procharona, the event partner.

5.1.4 Confirmation of the Guest Speakers

As the events of 2014 by UBL were designed as seminars, guest speakers played a vital role. The leaders and senior managers have busy schedules, so it was made sure that the date to the leaders were properly communicated and appointment was perfectly made in order to avoid any unwanted last minute changes in guest speakers.

5.1.5 Laying out the Blueprint for ULIP

First the modality for Unilever Leadership Internship Program 2014 was finalized. Unilever is known for its creative and unique ways of tests which changed every year. This year was no difference. This year, the Leadership Development Manager wanted to focus on the upcoming UFLP test for the betterment of the students. To give them an essence of that test, it was decided to take the internship test likewise.

Previously the test took one day in the campus, where an in-tray exercise would be taken, followed by an interview with the LDM and Recruitment Manager of UBL. This year, the modality was completely reorganized. This year, the test had 3 stages. First, the students had to register by answering two questions: “Your Biggest Achievement so far in life” and “Your



Extra Curricular Activities”. On the basis of the answers of the questions, the first screening was done who later sat for the written test.

The written test consisted of 20 MCQs comprising Logical Analysis, Numerical Analysis and English proficiency questions. The top 6 to 12 scorers from each university campuses were later called for the final round in the Corporate Office of Unilever Bangladesh Ltd. for a Group Discussion Round with 6 members in each group. All the rounds were carried out amongst the same university students, not as inter-university competition. After GD before three HR Managers in UBL, 2 to 6 interns from each university were selected as interns for 2014-2015 session.

This was the general blueprint for the ULIP except for KU. As it was not possible for the students there to visit CO of UBL for GD, they had to face a phone interview with the LDM instead of the GD.

5.1.6 The Campus Event Day: Step-by-Step Breakdown

After the dates were confirmed, and the guest speakers were finalized, it was time to design the entire event. To avoid chaos in the venue and to ensure smooth and flawless operation, every detail were predetermined. A representative from the campus authority would start the program and introduce the guest speaker. The speaker then conducted the lecture session, followed by the Q&A session from the students. Then the LDM would take a brief session on the opportunities and in UBL and their HR practices. She also answered queries from students. Later, the list of the screened students was announced who would sit for the written test on the very day. Refreshments were also arranged to wash away the tiredness of the long session.

5.1.7 The Final Test

The final test for the potential interns was the GD. A case on Pond’s Age Miracle was given to the students and they were asked to play the role of three marketers, a dermatologist, a feminist, and a beautician. The GDs were very effective in finding out the logical minds with convincing skills, negotiation skills and public speaking capabilities. Later, the groups were lucky to receive different tips and tricks of nailing a GD in their future job-hunting phases



from the HR experts of UBL. The selected candidates were later called to confirm their selection, and were invited to a rare opportunity of being welcomed in UBL family by the Chairman and MD, Mr. Kamran Bakr, himself.

5.1.8 The Grand Finale

The final day was in August 02, 2014, when finally selected interns were invited in UBL head office. They were all formally dressed, all ready to meet the Chairman and MD of UBL. They were first briefed by the LDM regarding the safety rules. Then the Chairman took over the session. The interns introduced themselves and the MD took a great interactive session. He gave wonderful advices and finished the ceremony by handing over the welcome gift and internship confirmation letter to the selected interns. The day and Unilever Leadership Internship Program 2014 came to an end after a nice tour of the Corporate Head Office of Unilever Bangladesh Ltd.

5.2 Highlights of the Campus Engagements

The schedule of the one month long campus sessions were fixed as below:

<i>Name of University</i>	<i>Events</i>	<i>Date</i>	<i>Speaker</i>
Dhaka University (IBA)	BizLeaders	02- Jun, 2014	Tanvira Chowdhury, HR Business Partner
North South University	BizLearners	04-Jun, 2014	Zaved Akhtar, <i>Brand Building Director</i>
Khulna University	ULIP	16-Jun, 2014	Surajit Saha, Alumni of KU and Present Territory Manager of UBL
East West University	BizLeaders & ULIP	16-Jun, 2014	Mononita Syed-Haq, <i>HR Director</i>
IUB	BizLeaders & ULIP	19-Jun, 2014	Lee Taylor, <i>Finance Director</i>
NSU	BizLeaders & ULIP	23-Jun, 2014	K.S.M Minhaj, <i>Currently CD Director</i>
BRAC University	BizLeaders & ULIP	25-Jun, 2014	Mononita Syed-Haq, <i>HR Director</i>
JU	BizLearners & ULIP	26-Jun, 2014	A.K.M. Zahir Uddin Ahsan, <i>RSM</i>
Dhaka University (FBS)	BizLeaders & ULIP	2-Jul, 2014	Mohsin Ahmed, <i>The then CD Director</i>



5.2.1 BizLeaders in IBA-DU

BizLeaders program was arranged in 6 campuses in Dhaka. Amongst those, one (DU-IBA) was arranged individually and rests were tagged with another campus recruitment program called “Unilever Leadership Internship Program 2014”.

The session in IBA- DU was conducted by Zaved Akhtar, Brand Building Director of Unilever Bangladesh Ltd. It was a 1.5 hours long session with the final year students of the institution. With the help of the Career Department in IBA, the session was organized. Final year students were invited by the help of their class representative, through Facebook communication and by deploying two Stand Alones in their campus premise. It created a lot of hype amongst the students of IBA.

On the day of the program, Mr. Zaved Akhtar focused on his life journey. He described how he raised in his career, the obstacles he faced and how he pulled himself together during the hindrances. He made the session more interesting by using videos, and movie related quotes. The session was followed by a long Q&A session with the attendees.



Snapshots of BizLeaders Session in Dhaka University (IBA)



5.2.2 BizLearners: NSU

In North South University, Tanvira Chowdhury, HR Business Partner and HR expert of UBL, took an interactive session on HR on November 02, 2014. The students were divided into 7 groups and each group was given with the task related to HR management in starting a new restaurant. Planning the workforce, job descriptions, job requirements, succession planning, retention, rewards and benefits planning etc., all these aspects were included into the tasks of different groups. Then the students were asked to present their ideas via a group representative. During the presentation, the speaker kept on adding to what else could be focused on in that particular aspect and related it with the scenario of UBL. Below are some snapshots of the event:



Snapshots of NSU BizLearners Session on June 02, 2014



5.2.3 Unilever Leadership Internship Program: Khulna University

Distance is a crucial factor while arranging events outside of Dhaka. As the schedule, due to upcoming Ramadan, were very tight, it was not possible for the LDM to take a session there personally due to time constraints. The Regional Sales Manager of Khulna city and Territory manager in Khulna (alumni of Khulna University) visited the campus on November 16, 2014 in order to conduct the written test. They informally interacted with the students as well regarding their queries related to UBL.

5.2.4 BizLeaders and ULIP: East West University

The session East West University was conducted by Mononita Syed- Haq, Human Resource Director of Unilever Bangladesh Ltd. With the help of the Career Counseling Center in EWU, the session was organized. Final year students were invited by the help of their CCC, through Facebook communication and by deploying two wall banners in the center location of the campus premise. The opportunity to meet one of the most successful women leaders in Bangladesh created a lot of enthusiasm and the venue was full to its highest capacity by the audience.

Likewise Mr. Zaved, Mononita Syed- Haq also focused on her career journey. She made the session more interesting by using videos and lots of questions and answers for students. The motivational and inspirational session was followed by a long Q&A session with the attendees. Some moments from the event are as below:





BizLeaders Session in East West University

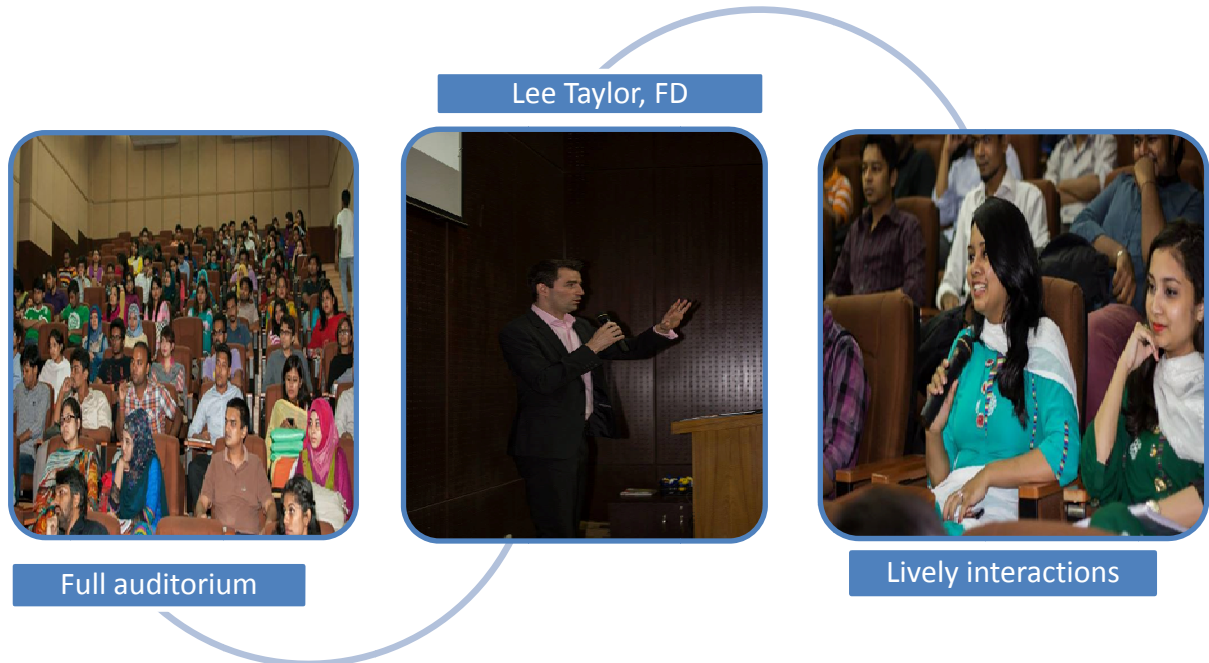
5.2.5 BizLeaders and ULIP: Independent University Bangladesh

Independent University Bangladesh was not included in the internship recruitment session before. So the opportunity itself was highly acclaimed by the students in the campus. IUB started coming into lime-light by their excellent reputation and improved rankings amongst private universities. They also performed brilliantly in BizMaestros 2013, which attracted UBL towards their students. The gratitude was showed by the Head of Business Department, who was present throughout the session.

The guest speaker in IUB was the Finance Director of UBL, Lee Taylor. Mr. Taylor, unlike other leaders, focused mainly on showing the students how every work is important and none are sub-standard. He, in his life time, had done his part of different jobs with due passion. He showed by sharing his career path, how even smallest works played a vital role in his successful career. It was a learning, motivational, real-life story for all the present students. The Q&A session was also very interesting as it not only covered queries from the presentation of Lee Taylor, but also focused on critical questions on financial aspects of the MNCs and the world. The students, through their questions, made sure to learn how to relate



certain theories with the real life applications. The Head of Business School, IUB, later gifted a token of respect to Mr. Lee Taylor.



BizLeaders in Independent University Bangladesh

5.2.6 BizLeaders and ULIP: North South University

Another memorable event where the guest speaker had a different life story to share was the NSU session. A brilliant student of Dhaka University, K. S. M. Minhaj, not only had a brilliant career path, but also lot of challenges to face. A survivor of cancer, Mr. Minhaj never stopped growing in his career and is now one of the best marketing minds of the country. The never-stopping story of Mr. Minhaj was inspirational not only for the students, but also for the faculties and campus high- authorities present there. Overcoming all the weakness with mental strength is possible- Mr. Minhaj's life story is a proof of this statement.





BizLeaders in North South University

5.2.7 BizLeaders and ULIP: BRAC University

Event management does not always go as per plan, and BRAC University session was an example of that. Due to some business urgency, the date, time and venue of the events were changed two days before the preplanned date. So, the entire planning, including the promotional materials, event pages in Facebook were changed after a new date and time confirmation from both ends.

The session in BRAC University was also conducted by Mononita Syed- Haq, Human Resource Director of Unilever Bangladesh Ltd. Ms. Mononita shared the same presentation with the students of BRAC as she did with EWU. Final year students were invited by the help of their Career Service Office, through Facebook communication and by deploying stand alones, cut-outs in different locations of the campus premises. Likewise Mr. Zaved, Mononita Syed- Haq also focused on her career journey. She made the session more interesting by using videos and lots of questions and answers for students. The motivational and inspirational session was followed by a long Q&A session with the attendees.



5.2.8 BizLearners and ULIP: Jahangirnagar University-IBA

The second BizLearners session was in JU for IBA final year students and was tagged with their internship recruitment program for 2014. A.K.M. Zahir Uddin Ahsan, the then Regional Sales Manager of Dhaka in UBL, took the session. He focused on the sales aspect of UBL. He described how the Go-To-Market team works in UBL to create a strong positioning of a brand in the market. Starting from the importance of sales team to the hot spots in a particular shop, all were discussed from the perspective of UBL's business modality. This was also an interactive session with students answering the guest speakers, interactive question and answer session and role playing activities. Some moments are pictured below:



BizLearners Session at Jahangirnagar University

After the interesting session, LDM gave some insights on the recruitment opportunities in UBL. After that the qualified candidates sat for the written test for ULIP.



5.2.9 BizLeaders and ULIP: Dhaka University

The final campus event was held in Dhaka University (Faculty of Business Studies) on June 02, 2014. It was one of the liveliest sessions in the whole program tenure. Mohsin Ahmed, *The then CD Director (who later resigned from the company)* took the session. It was also a long session full of laughter of the attendees and witty statements from the director himself. Mr. Mohsin, previously an employee in British American Tobacco, experimented with careers more than any of the other directors of the company. From government sector to private sectors he took the chance to find out his passion. The interesting presentation of his career switches ended with a funny video and his advices to choose passion as a career, not the other way around. The Q&A session was also one of the longest ones. Due to time constraints, he could not answer all the questions on the spot, however was very interested to listen to all. In the end, he also motivated the female students to enter the sales and marketing department and reduce the gender imbalance that at present exists.



BizLeaders session in Dhaka University

5.3 Assessing EB of UBL on the basis of 5 steps model



Previously in the report, the five steps model of successful employee branding was mentioned. Here is an assessment of UBL on the five steps:



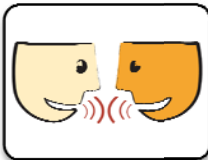
Research

- In a favorable position
- Every year AC Nielson helps with the research of finding out the position in students' mind
- Currently, does not have any research option to find out what target students want from campus engagement sessions



EVP

- EVP is "You'll become part of a leading-edge company, where you'll work with outstanding brands and outstanding people to drive sustainable business growth."
- Delivers the message in every campus interactions.



Communication Strategy

- Well-placed as UBL is well connected with the campuses.
- Still, pre-visits to campuses in order to evaluate if the strategy will work



Communication Solutions

- Works with world- renowned "Ogilvy & Mather" to prepare the communications
- Very careful in selecting the words and phrases to deliver the message
- Does not have any specific tagline related to EVP in any communications



Actions

- All the steps are carefully thought out from before
- Closely monitors all the steps in order to avoid unwanted circumstances
- Over all, actions are well measured, re evaluated, and modified with time and requirements.

6 THE FINAL WORDS

Employer branding is more than a buzz word, it is an important topic for companies. New employee recruitment and existing employee loyalty have increasingly become key business goals due to the current lack of qualified staff and demographic changes. The top talents are picky today. They can choose from many job opportunities, and they know it. They can apply for any job they choose. The employer branding should navigate all top talents to organization's career pages. However, it is not that simple. The employer branding can become a true hydra if the branding strategy had not been defined properly and is kept as small as possible. The recruitment strategy should be always in the center. It has to define the way the organization communicates with external and internal target groups. As the top employer in Bangladesh, Unilever has always been ahead in their games. People are considered as their greatest asset. So they believe they have the responsibility to build a better learning arena for the students. Unilever Bangladesh is the top employer brand in 2013 however they need to work comparatively less to retain the position. The leadership development team believes that campus and student engagement is the strongest tool in retaining the position in the competition of the employers. If they are providing students with the opportunity to develop their skills, knowledge and inspiration, UBL believes the company appeal to students will increase by default. If further research could be done on the impact of campus engagement sessions on the perception of the students, Unilever Bangladesh can grab more lucrative place in the mind and heart of the talented graduates by engaging in more educative events. So far, they are at the forefront from their fellow competitor organizations and they need to continue to find innovative ways to leap further to the lead.



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