

**Internship Report on
“A Comprehensive Analysis of Learning and Development
Programs at British American Tobacco Bangladesh that foster
innovation and sustainable growth”**

By
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An internship report submitted to the BRAC Business School in partial fulfilment of the
requirement for the degree of Bachelor of Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

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Subject: Internship Report on " A Comprehensive Analysis of Learning and Development Programs at British American Tobacco Bangladesh (BATB) that foster innovation and sustainable growth "

Dear Ma'am,

I am honored to present my internship report, titled " A Comprehensive Analysis of Learning and Development Programs at British American Tobacco Bangladesh (BATB) that Foster Innovation and Sustainable Growth" under your supervision. I have prepared this report as a requirement for the completion of my BBA Program at BRAC University. This internship report describes my experiences, observations, and insights that I have gained during my 5-month tenure as a **Part-Time Xcelerate intern** in the Human Resources Department at British American Tobacco Bangladesh (BATB).

I sincerely hope that this report reflects my dedication and commitment to the responsibilities assigned to me during my internship at BAT Bangladesh. Thank you for your support and guidance.

Sincerely yours,

Ishra Ifrit

Student ID: 21104012

BRAC Business School

BRAC University

Non-Disclosure Agreement

The agreement was made between me, Ishra Ifrit, an undergraduate student of BRAC University and British American Tobacco Bangladesh (BATB) to take part in the Part-Time Xcelerate Internship Program for 5 months which started on July 2, 2024, and ended on November 30, 2023. It was a paid internship opportunity at BDT. 15,000 monthly and utmost integrity was expected from the intern when handling confidential information belonging to BAT Bangladesh that should not be used for individual purposes or disclosed to outside of the company.

Acknowledgement

I want to sincerely thank British American Tobacco Bangladesh (BATB) for giving me the chance to work at their prestigious multinational company. The experience has been invaluable, and I am confident that the skills and knowledge that I acquired while working as a Human Resources Department Xcelerate intern will be very helpful to me in the future.

I am grateful to my internship supervisor, Tazin Khan, a senior lecturer at Brac Business School for guiding me to complete this report. Her friendly guidance and understanding over this period are quite remarkable.

Finally, I want to express my sincere gratitude to my supervisor, Fariha Amber, and my line manager, Syed Mohaimenul Islam Ayon, who has always empowered me to take on every challenge during my internship period. Without their unwavering support and constant guidance, I could not have finished my internship successfully.

Executive Summary

This report offers a concise overview of the knowledge, experiences, and contributions during a five-month tenure as an Xcelerate intern at British American Tobacco Bangladesh (BATB). Throughout the internship, I was engaged in several projects under the Talent Team. However, this report focuses specifically on the Learning and Development (L&D) programs implemented at BATB and their role in fostering employee growth, driving innovation, and ensuring sustainable business development.

The first section introduces key details about my internship, including my background, the accepted offer, and the supervisor who guided my experience. It also provides an outline of my responsibilities and contributions to the Human Resources department and BATB as a whole during my time as an Xcelerate intern.

The second section delves into the background of BATB, highlighting its mission, vision, and renowned brands. This part also explores various functional areas within the organization, including Management, Marketing, Finance, IDT, Legal, CORA, and Operations, alongside a competitive analysis of the company.

The final two sections center on the methodology and Learning and Development initiatives supported during my internship. It includes findings and insights derived from primary data collected during the projects, emphasizing the design, implementation, and outcomes of these programs.

Keywords

1. Learning & Development (L&D)
2. Employee Training
3. Career Progression
4. Industry Mentorship
5. High-Quality Training
6. Innovation & Sustainability
7. Competitive Advantage
8. Multinational Corporation (MNC)
9. Talent Development
10. Professional Growth

List of Figures

Figure 1 Brands offered by BATB (Self-Prepared)	10
Figure 2 Leadership at BATB (Self-Prepared).....	11
Figure 3 SWOT Analysis (Self-Prepared)	17
Figure 4 Porter's Five Forces Model (Self-Prepared)	18
Figure 5 L&D Importance Responses (Self-Prepared)	32
Figure 6 L&D Satisfaction Responses (Self-Prepared)	34
Figure 7 BATB L&D vs Others Responses (Self-Prepared).....	35
Figure 8 L&D Alignment Responses (Self-Prepared)	36
Figure 9 L&D Retention Influence Responses (Self-Prepared)	38
Figure 10 Career Advancement Responses (Self-Prepared)	39
Figure 11 L&D Application Responses (Self-Prepared).....	40
Figure 12 L&D Attraction Responses (Self-Prepared)	41
Figure 13 Standout Aspects (Self-Prepared).....	43
Figure 14 Survey and Interview Questionnaire (Self-Prepared).....	50

List of Tables

Table 1 Interview Data of TnD Programs at BATB (Self-Prepared)	29
Table 2 L&D Importance Responses (Self-Prepared).....	32
Table 3 L&D Satisfaction Responses (Self-Prepared).....	33
Table 4 BATB L&D vs Others Responses (Self-Prepared)	35
Table 5 L&D Alignment Responses (Self-Prepared).....	36
Table 6 L&D Retention Influence Responses (Self-Prepared)	37
Table 7 Career Advancement Responses (Self-Prepared)	39
Table 8 L&D Application Responses (Self-Prepared)	40
Table 9 L&D Attraction Responses (Self-Prepared).....	41
Table 10 Standout Aspects (Self-Prepared)	42

Table of Contents

1. Internship Overview.....	2
1.1 Student Information	2
1.2 Internship Information	2
2. The Organization	9
2.1 Overview of the Organization.....	9
2.2 Mission and Vision of BATB	9
2.3 Products offered by BATB.....	10
2.4 Leadership at BATB.....	11
2.5 Description of different functions in the organization	11
2.6 Industry and Competitive Analysis	16
2.7 SWOT Analysis	16
2.8 Porter's Five Forces Analysis	18
2.9 Recommendations	20
2.10 Summary	20
3. Comprehensive Analysis of Learning and Development Programs at British American Tobacco Bangladesh	22
3.1 Introduction.....	22
3.2 Research Objectives.....	22
3.3 Methodology	23
3.4.1 Interview Data- Year-Long Training Structure in BAT Bangladesh	25
3.4.2 Comparative Analysis and Discussion of Interview	29
3.4.3 Attraction and Retention of Talent of Survey Data.....	32
3.5 Limitations of the Study.....	45
3.6 Recommendations	45
3.7 Conclusion	47

Reference	48
Appendix.....	50

Chapter 1: Internship Overview

1. Internship Overview

1.1 Student Information

I am Ishra Ifrit, an undergraduate student studying in the BBA program at Brac Business School at Brac University. My student ID is 21104012 and I am pursuing a major in Human Resource Management (HRM) and a minor in marketing.

1.2 Internship Information

1.2.1 Period, Company, Department and Address

I got the opportunity to do my internship at British American Tobacco Bangladesh as a part of their flagship internship program- Xcelerate. Tobacco Bangladesh (BATB) is one of the leading multinational companies in Bangladesh and a prominent subsidiary of British American Tobacco (BAT), a globally recognized tobacco company. With over a century of operations in Bangladesh, BATB has been contributing significantly to the country's economy through its commitment to innovation, sustainability, and excellence in delivering top-quality products. The organization revamped its flagship internship program hence my tenure spanned over 5 months from July 2, 2024, to November 30, 2024. I was an intern for the Human Resources (HR) department, specifically in the talent team of BATB, located at Mohakhali New DOHS Road, Dhaka- 1206.

1.2.2 Company Supervisor's Information

During my tenure at BAT, I had the privilege of working under two distinguished leaders. Initially, my supervisor was Syed Mohaimenul Islam Ayon, who at the time was the Area Talent, OE, and Inclusion Manager for BAT APMEA Central. Shortly after I joined, his role transitioned to Corporate HR Business Partner (HRBP), where he was responsible for business partnering across five core functions under the corporate umbrella: Finance, IDT, HR, Legal, and CORA. Following this transition, his previous responsibilities were handed over to Savera Mizan, under whom I also had the opportunity to work. Savera Mizan's primary responsibilities include overseeing talent management with a strong emphasis on key organizational initiatives. These include the quarterly talent reviews and various talent platforms such as the Xcelerate Internship Program, the Xceed Campus Ambassador Program, the Battle of Minds Talent Competition, the Supernova Women STEM Mentorship Program, and the AgriConnect Agri-based Learning Platform—all of which

run throughout the year. She also leads employee welfare and well-being initiatives, organizing events for occasions such as Mother's Day and Women's Day.

Both Syed Mohaimenul Islam Ayon and Savera Mizan are esteemed members of the HR Leadership Team and are deeply involved in driving key HR strategies and organizational decisions at BAT. Working under their guidance provided me with invaluable insights into strategic HR practices and leadership dynamics.

1.2.3 Job Responsibilities

The Xcelerate Internship Program at BAT Bangladesh is designed to provide ambitious and driven individuals with unparalleled corporate exposure, diverse learning opportunities, and a platform to develop their skills for future full-time roles. During my internship, I was entrusted with five key projects, each offering unique learning experiences and responsibilities:

- 1. Logistics and Deployment of Your Voice and PBAT Survey-** This organization-wide initiative aims to measure eNPS and enhance employee welfare and experience. My responsibilities included onboarding an agency to manage the survey logistics for both management and shopfloor levels. I collaborated with internal teams and vendors for survey branding and internal communications, ensuring a 100% completion rate within an 18-day timeline.
- 2. Global Graduate (GG) Program Revamp-** The Global Graduate Program is BAT's Management Trainee initiative. I was responsible for executing revamped activities, including organizing two-day Masterclasses on Finance, Legal, and CORA for the GGs. Additionally, I arranged catch-ups with the Talent Manager and BATB's Managing Director, designed pulse-check questionnaires for GGs in each stint, and automated the survey process to evaluate their cross-functional experiences.
- 3. Learning and Development (L&D) Initiative-** I organized a three-day Product Knowledge Foundation (PKF) Training for a cohort of 30 participants. My role involved coordinating with an agency for event logistics, arranging training materials, creating mementoes for facilitators, and preparing certificates for the trainees.

4. **Social Media Management-** Serving as the social media manager for BAT's Global Careers Page, I developed and published 30 static and video content pieces, generating significant engagement and impressions. This involved content planning, storyboarding, coordinating with the in-house agency for shoots, collaborating with designers on edits, incorporating feedback, and securing approvals from the Legal and CORA teams.
5. **Battle of Minds-** As a core member of the team organizing Bangladesh's largest talent competition, I played a pivotal role in driving registrations, managing pitch submissions, and campus activations and coordinating behind-the-scenes result calibrations. I facilitated a large-scale business competition bootcamp attended by 250 students, led branding efforts for the Semi-Finals and Grand Finale, and managed event logistics. Additionally, I served as the Single Point of Contact (SPOC) for candidate experience and spearheaded both internal and external communications, including social media content for the event.

Alongside my core projects, I contributed to several Business-As-Usual (BAU) activities, including supporting recruitment efforts for the CORA department, where I assisted in candidate shortlisting and interview coordination. I also played a key role in onboarding and managing campus ambassadors (Xceeds), ensuring their engagement with BAT's initiatives. Additionally, I helped organize the Men's Day event, reflecting BAT's commitment to fostering inclusion and employee well-being.

1.2.4. Contribution to the organization

Through my varied contributions at BAT, I strengthened the company's dedication to talent management, employee well-being, and brand engagement while also significantly improving the efficacy and efficiency of important HR programs. I strengthened the organization's capacity to obtain practical insights for enhancing employee engagement and well-being by spearheading high-impact initiatives like the PBAT Survey and Your Voice. Through my efforts to redesign the Global Graduate Program, BAT was able to improve the management trainee experience and maintain its position as a premier talent development platform. Additionally, I greatly enhanced BAT's internal communication and external employer branding initiatives by overseeing the Global Careers Page and assisting with flagship events like Battle of Minds. In addition to these initiatives, my participation in Business-As-Usual (BAU) activities, such as recruiting for the

CORA department, managing campus ambassadors, and planning the Men's Day event, showed my adaptability and commitment to delivering outcomes in day-to-day operations.

1.2.5 Benefits I gained from the Internship

The exposure I gained at BAT allowed me to develop a diverse set of skills essential for professional growth:

- **Organization and Project Management:** Working in strategic human resource management (SHRM), and managing multiple responsibilities simultaneously improved my proactiveness, transformational mindset, and capacity to set priorities, adhere to strict deadlines, and complete projects effectively.
- **Networking opportunities and Stakeholder Management:** My ability to establish and preserve professional connections, as well as my interpersonal and negotiating abilities, were enhanced by working with cross-functional teams, external vendors, and senior leaders.
- **Branding and Communication:** Developing and delivering effective internal and external communications sharpened my verbal and written communication abilities as well as my ability to see how to align messages with corporate objectives.
- **Creativity and Problem-Solving:** Developing innovative solutions, whether in everyday operations or event management, improved my capacity for critical thought and environment adaptation.
- **Leadership and Teamwork:** Assuming responsibility for projects and working in groups improved my leadership and teamwork skills, which allowed me to encourage and inspire people to pursue common goals.

1.2.6 Limitations during Internship

During my internship at BAT, I encountered a few challenges that provided valuable learning opportunities. **Time Management** was a key area of growth for me, as the revamped Xcelerate Internship Program was designed as a part-time internship. Balancing its demands alongside three academic courses initially proved challenging. However, with careful planning and prioritization, I successfully managed to meet both academic and professional responsibilities. Additionally, **adapting to the corporate culture** was initially a learning curve for me. As this was my first experience working in a large multinational organization, I found it challenging to navigate the corporate norms, and jargon, and build connections in a new professional environment. With time, however, I embraced the culture, built meaningful relationships, and grew comfortable in the dynamic workplace. These experiences helped me develop resilience, adaptability, and a strong ability to thrive in a professional setting.

1.2.7 Recommendations

Based on my experience as an intern at British American Tobacco Bangladesh, I highly recommend their revamped part time modality as it identifies the top talents very early on and gives them the taste of corporate even during university life. The renewed program of 5 months allows enough time both for the employer and the interns to get to know the workplace and drive impact, as opposed to the 3 months program earlier or in other organizations that feel too short and abrupt. I recommend that future interns leverage this opportunity to take on diverse projects and actively engage with various stakeholders. The Xcelerate Internship Program offers an exceptional platform for learning and professional development, but its success largely depends on an intern's initiative and adaptability. To maximize the benefits of this internship, future participants should proactively seek feedback, refine their time management skills, and embrace the corporate culture with enthusiasm. Additionally, enhancing collaboration with cross-functional teams and staying open to learning beyond assigned tasks can significantly enrich the internship experience.

1.2.8 Conclusion

My experience as an intern at British American Tobacco Bangladesh has been a transformative journey that has equipped me with hands on skills, industry insights and a strong professional

network. The practical experience of planning and executing high impact projects, collaborating with various stakeholders, both internal and external, and being part of strategic HR initiatives has strengthened my capabilities and reinforced my passion for human resource management. Despite initial challenges, my ability to adapt and thrive in a dynamic corporate environment has significantly boosted my confidence and professional growth. As I move forward in my career, I will carry the lessons and experiences gained at BAT, which will undoubtedly shape my future endeavors.

Chapter 2: The Organization

2. The Organization

2.1 Overview of the Organization

British American Tobacco (BAT) began its journey as Imperial Tobacco in 1910. Following the partition of India in 1947, the company was rebranded as Pakistan Tobacco Company, establishing its first factory in East Pakistan (now Bangladesh) in 1949 in Fauzdarhat, Chattogram. A second factory was later established in Mohakhali, Dhaka. After Bangladesh gained independence, the company was renamed Bangladesh Tobacco Company in February 1972. In 1998, the organization aligned its identity with the British American Tobacco group and adopted the name British American Tobacco Bangladesh (BATB) after meeting international standards for revenue, export quality, and operational excellence (Akter, 2018).

In 2023, BAT Bangladesh achieved the status of the lead market in the APMEA Central region. The company employs over 1,000 staff members and engages more than 40,000 individuals, including farmers, distributors, and suppliers, in its operations. BATB currently exports tobacco to countries such as Germany, Poland, Russia, the UK, and New Zealand, with plans to expand its export base into the Asian region. BATB holds the distinction of being the only multinational corporation (MNC) in Bangladesh to receive the prestigious "Top Employer" award for six consecutive years, reflecting its commitment to excellence in employee development and organizational standards (Mahbub, 2017).

2.2 Mission and Vision of BATB

Mission

Stimulating the taste of the new adult generation" is the mission of BATB. BATB is seeking to satisfy the evolving customers by winning their high-growth segments and priority markets with their remarkable brands, innovation and human resources (Akter, 2018).

Vision

BATB envisions building a better tomorrow for consumers, society, employees and shareholders. The core of BATB's vision is bringing sustainability as the center of their actions and initiatives through ESG practices that will further help to build a better Bangladesh (Akter, 2018).

2.3 Products offered by BATB

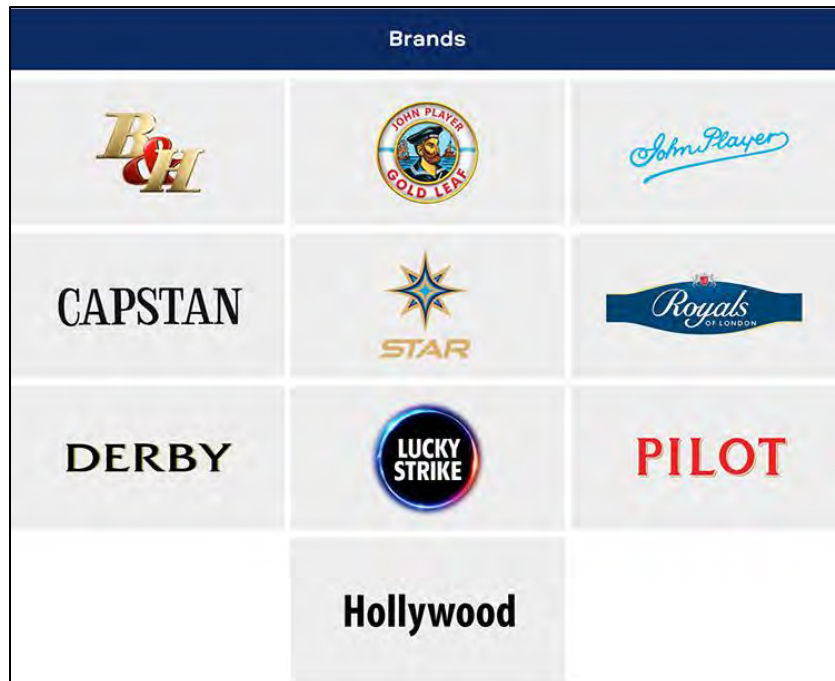


Figure 1 Brands offered by BATB (Self-Prepared)

BAT Bangladesh manufactures and sells a range of established and distinguished global brands, strategically positioned across four market segments: Premium, Aspirational Premium, Value for Money (VFM), and Low.

- **Benson & Hedges (B&H)** has been the leading premium tobacco brand in Bangladesh since its launch in 1997 with the B&H Special Filter. The brand has consistently dominated the premium segment by expanding its portfolio to include a wide range of product offerings (Mahbub, 2017).
- **John Player Gold Leaf** was introduced in 1980 as the first international tobacco brand in Bangladesh. It has maintained its leadership with a strong consumer base. Building on this legacy, the **John Player Series** was launched in 2020, offering two innovative variants: John Player Switch and John Player Special. **Capstan** is another established brand within this segment, valued for its consistent quality (Akter, 2018).
- **Star**, launched in 1964, remains one of the most recognized brands, while its variant **Star Next**, introduced in 2012, has further reinforced its strong performance in the market (Mahbub, 2017).

- **Royals**, introduced in 2019, offers three variants—Royals Gold, Royals NEXT, and Royals LS. Within a year of its launch, Royals became a leading choice, building a reputation as a progressive and value-driven brand (Akter, 2018).
- **Lucky Strike**, a globally iconic brand with a history dating back to 1871, was launched in Bangladesh in 2021. It offers two exciting capsule variants, Supersonic and Cool Crunch, designed to appeal to modern consumers (Mahbub, 2017).
- In the low-price segment, **Derby**, launched in 2013, is the largest brand, offering two variants that emphasize taste differentiation. **Pilot**, introduced in 2009, is known for its authentic smoking experience and rapid growth. **Hollywood**, launched in 2011, complements this segment with its consistent appeal to value-conscious consumers (Akter, 2018).

2.4 Leadership at BATB

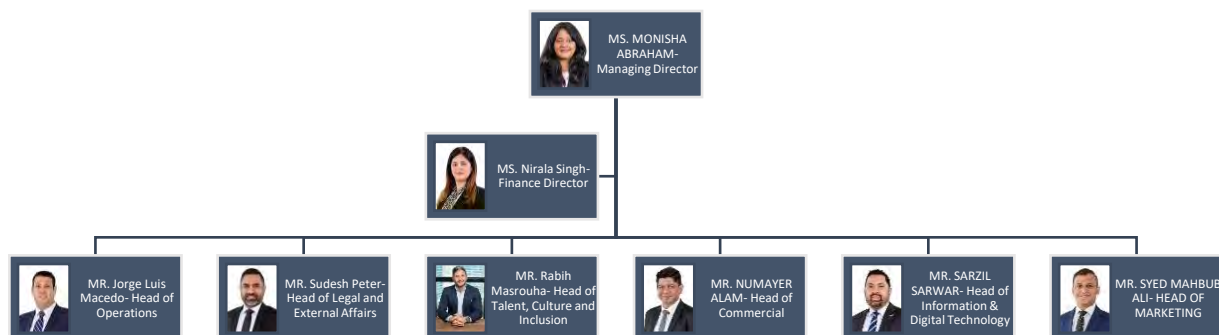


Figure 2 Leadership at BATB (Self-Prepared)

2.5 Description of different functions in the organization

BATB became a public limited company, governed by FLT (Functional Leadership Team) and the Board of Directors. This Committee includes all the heads of the functional Departments, each with different responsibilities. The different structural departments are as follows:

1. Marketing & Commercial
2. Operations

3. Finance
4. Human Resources
5. Information & Digital Technology (IDT)
6. Legal
7. Corporate & Regulatory Affairs (CORA)

2.5.1 Marketing & Commercial

Marketing is one of the largest and most integral functions at BAT Bangladesh (BATB), reflecting the critical importance of creating and sustaining brand value. For any organization, a brand is its identity, and this holds particularly true for BATB, where marketing strategies for a sensitive product like tobacco require careful consideration of numerous factors. BATB's marketing activities strictly adhere to International Marketing Standards and comply with all government regulations. The company's approach focuses on meeting the needs of adult consumers by offering high-quality products without promoting an increase in the number of smokers or engaging with underage individuals. BATB is committed to maintaining and enhancing product value and quality for its consumers while delivering long-term value to its shareholders—a philosophy encapsulated in its "win-win-win" strategy (Mahbub, 2017).

Marketing at BATB operates through two key divisions: Commercial (Trade Marketing & Distribution) and Brand Marketing.

- **Commercial (Trade Marketing & Distribution):** This division is responsible for the trade and distribution of BATB's products. Core activities include business development, marketing planning, B2B commerce (B2BC), and route-to-market (RTM) projects, all aimed at ensuring effective product availability and visibility in the market (Mahmood, 2016).
- **Brand Marketing:** The Brand Marketing division focuses on understanding and satisfying consumer needs by building compelling brand portfolios and implementing innovative marketing strategies. Comprehensive market research is conducted to gather critical insights, which are used to refine and enhance brand marketing elements under the

guidance of Brand Managers and Brand Executives, who oversee the development and positioning of individual brands (Mahmood, 2016).

2.5.2 Operations

The Operations function at BAT Bangladesh (BATB) manages the end-to-end supply chain, encompassing everything from tobacco cultivation to delivering finished products to customers. It involves the movement and storage of raw materials, work-in-process inventory, and finished goods, ensuring seamless coordination from the source to the end user. Key activities within the supply chain include product and quality management, supply network operations, transportation, warehousing, inventory control, procurement, sourcing, logistics, and Environment, Health, and Safety (EHS) compliance (Mahbub, 2017).

Key Segments of Operations:

1. **Leaf Growing-** BATB collaborates with approximately 35,000 registered farmers across eight locations in Kushtia, Rangpur, and Chattogram to grow over 80 million kilograms of tobacco annually. Leaf growing follows a structured calendar and routine, with efforts to preserve soil fertility by alternating tobacco cultivation with other crops like rice (Mahmood, 2016).
2. **Green Leaf Threshing Plant (GLTP)-** Located in Kushtia, this plant processes green tobacco leaves, preparing them for further stages of production. The processed leaves are then distributed to various locations and departments for additional refinement (Mahmood, 2016).
3. **Primary Manufacturing Department (PMD)-** The PMD handles the initial stages of cigarette production by processing raw materials, including both locally grown and imported tobacco. Using advanced machinery, the tobacco is conditioned, cut, blended, and classified into different grades and blends under controlled temperature and moisture. This stage includes critical steps like conditioning, cutting, cooling, and blending (Mahmood, 2016).
4. **Filter Manufacturing Department (FMD)-** This department produces filters tailored to the specifications of BATB's various brands. These filters are subsequently supplied to the Secondary Manufacturing Department for final assembly (Mahbub, 2017).

5. **Secondary Manufacturing Department (SMD)-** In the SMD, processed tobacco from the PMD is stored in the Cut Tobacco Store (CTS) before being transported for cigarette production. The blended tobacco is wrapped, and the finished cigarettes are manufactured using state-of-the-art machinery (Mahbub, 2017).
6. **Shipping-** The SMD includes a storage facility with a capacity to hold approximately 250–260 million cigarettes. Finished goods are dispatched via trucks to different territories across the country. A third-party contractor manages the distribution process, ensuring daily deliveries using software-aided transportation models and precise stock allocation. Each truck carries over 2 million cigarettes per trip, accompanied by VAT documentation to ensure regulatory compliance (Mahmood, 2016).
7. **Leaf Operations-** The Leaf Department is a core function at BAT Bangladesh, overseeing all aspects of tobacco production. Its responsibilities include ensuring the quality of tobacco used in cigarette manufacturing, facilitating communication and support for farmers, and managing the procurement and application of necessary resources such as pesticides to produce top-quality tobacco. The department also ensures sustainable farming practices, such as rotational farming with rice and tobacco, to maintain soil fertility. Additionally, it handles the processing, marketing, packaging, storage, and shipment of the harvested tobacco, ensuring seamless integration into the production pipeline (Mahbub, 2017).

2.5.3 Finance

The Finance Department at BAT Bangladesh plays a vital and challenging role within the organization, uniquely aligning its operations with other departments to ensure cohesive and strategic decision-making. Its core responsibilities include setting financial objectives and devising strategies to achieve them, optimizing resource utilization to its fullest potential, and preparing budgets that aid in accurate shareholder forecasting. Additionally, the department fosters strong relationships with current and potential investors and oversees auditing processes to maintain transparency and compliance (Mahbub, 2017).

2.5.4 Human Resources

The Human Resource (HR) Department is a critical function at BAT Bangladesh, and as an intern in this department, I gained a comprehensive understanding of its operations. HR is divided into several subfunctions, each playing a pivotal role in the organization's success. The **Recruitment Team**, comprising highly trained and licensed professionals, manages the hiring process. The recruitment process at BATB is notably unique compared to many multinationals, involving multiple screening stages that assess candidates' leadership capabilities. Successful candidates then participate in a final interview conducted by the head of the respective function they are being considered for. The **Talent Team** organizes various training programs and activities aimed at managing performance, career growth, and employee relations. Meanwhile, the **Compensation and Benefits Team** ensures the timely disbursement of salaries, bonuses, and rewards every month. The **Industrial Relations (IR) Team** focuses on fostering strong employee relations across both management and shopfloor levels, ensuring employee well-being. Additionally, HR includes **Business Partnering**, providing tailored support to each department, aligning HR strategies with organizational goals, and enhancing overall effectiveness (Mahmood, 2016).

2.5.4 Information & Digital Technology (IDT)

IDT is focused on delivering end-to-end solutions that create value, leverage technology, and streamline processes across the organization. By accelerating the journey in automation, data, and innovation, IDT empowers teams with data-driven insights and advanced platforms, enabling them to make informed decisions and drive business success. With a commitment to delivering digital solutions on a scale, IDT is at the forefront of transforming BATB into a more agile, efficient, and technology-driven company.

2.5.5 Legal

The Legal function ensures the company's operations adhere to legal and regulatory requirements. This function is responsible for managing legal risks, providing expert counsel on corporate governance, and overseeing compliance with local and international regulations. By safeguarding the company's interests and ensuring adherence to legal standards, it facilitates effective communication with stakeholders (Mahmood, 2016).

2.5.6 Corporate and Regulatory Affairs (CORA)

CORA strategically navigates regulatory landscapes to position the company for maximum benefit by implementing policies that align with business goals while engaging with different stakeholders. This function provides fiscal guidance, mitigates illicit for the greater business, and manages both internal and external communications throughout the organization. Additionally, CORA is a pioneer in sustainability initiatives, ensuring all practices meet regulatory standards and aims, contributing towards the commitment to building A Better Tomorrow (Mahmood, 2016).

2.6 Industry and Competitive Analysis

Tobacco is one of the most profitable industries in Bangladesh due to the huge size of its consumer market. Bangladesh is positioned as the eleventh largest tobacco market in the world as in the year 2022, Bangladesh produced about 92.3 thousand tons of unmanufactured tobacco, which accounts for approximately 1.6% of the global production of 5.8 million tons (Global Action to End Smoking, 2024). The tobacco industry in Bangladesh is among the most heavily regulated and taxed sectors in the country. This has led to a significant rise in the illicit cigarette market, which accounts for a large portion of consumption. The government enforces stringent rules and regulations impacting taxation, marketing, distribution, and promotion. Public media promotion of tobacco products, such as cigarettes, is strictly prohibited, and packaging is required to display graphic health warnings. Despite these considerable challenges, the tobacco market continues to grow substantially. In this context, an industry and competitive analysis of BAT Bangladesh is presented to evaluate its position in the Bangladeshi market (Mahmood, 2016).

2.7 SWOT Analysis

Strengths

- BAT Bangladesh is a dominant player in the tobacco industry, holding a significant share of the market (Mahmood, 2016).
- BAT Bangladesh has a strong portfolio of popular cigarette brands across different price segments such as B&H, Pilot, and Derby which gives them a diverse and loyal consumer base (Mahbub, 2017).
- BAT Bangladesh has an extensive manufacturing and supply chain system that gives it a competitive advantage (Mahmood, 2016).

- The organization also has an experienced team of diverse employees and Leadership Team members who blend their expertise with their knowledge of market dynamics to ensure profitability (Mahbub, 2017).

Weaknesses

- Operating in the tobacco industry inherently carries reputational challenges and public health concerns (Mahbub, 2017).
- BATB cannot promote itself directly in public media due to restrictions (Mahbub, 2017).
- Compared to global counterparts, BATB faces a slower adoption of Reduced-Risk Products (RRPs) like e-cigarettes or heated tobacco products (Mahmood, 2016).
- BAT is heavily dependent on tobacco products which gives them limited scope of diversification outside the tobacco industry, making the company vulnerable to shifting consumer preferences and regulatory pressures (Mahbub, 2017).



Figure 3 SWOT Analysis (Self-Prepared)

Opportunities

- There is a growing market for smokeless alternatives e-cigarettes, and nicotine pouches in Bangladesh to attain a greater number of customers (Mahbub, 2017).
- The rise in purchasing power and migration rate from Biri to cigarettes creates sustainable growth opportunities (Mahbub, 2017).

- Opportunity to use improved technology such as digital platforms and data analytics for better customer engagement and operational efficiencies with time (Global Action to End Smoking, 2024).

Threats

- Better pricing from competitors raises the risk in the volume of purchases as low-segment products are price-sensitive (Mahbub, 2017).
- Strict rules and new government policies on the sales and promotion of tobacco products might affect the operations and profitability of BAT Bangladesh (Global Action to End Smoking, 2024).
- An increase in awareness regarding the health risks of smoking might lead to a decrease in tobacco consumption (Mahbub, 2017).
- A shift to alternative products like e-cigarettes, gums, and patches can be a threat to traditional offerings by BAT Bangladesh (Global Action to End Smoking, 2024).
- Economic downturns or inflation in Bangladesh might impact consumer purchasing power (Global Action to End Smoking, 2024).

2.8 Porter's Five Forces Analysis

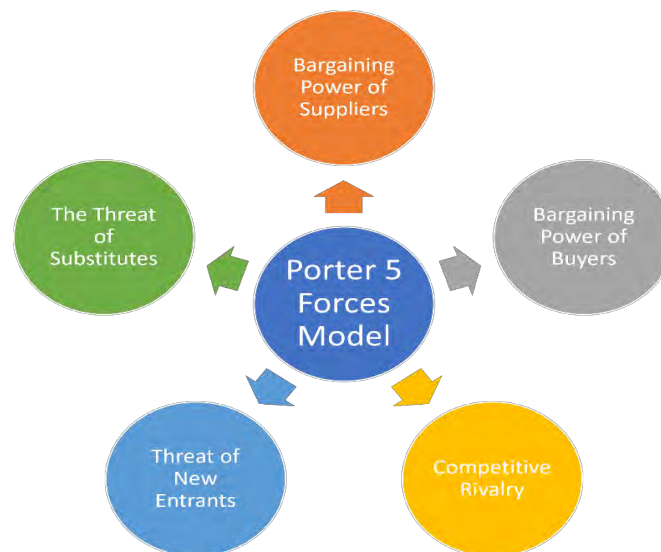


Figure 4 Porter's Five Forces Model (Self-Prepared)

Threat of New Entrants

The threat of new entrants is moderate to low as the tobacco industry requires setting up large-scale operations and distribution systems which demands high capital investment. Additionally, regulatory barriers such as strict government policies, licensing, high taxation and various regulatory barriers discourage new entrants. As BAT Bangladesh already has established brands over the years, customer loyalty lies with them which creates entry barriers for competitors. However, a rise in illicit trade can act as indirect competition (Mahbub, 2017).

Competitive Rivalry

Competitive rivalry is moderate to high as although BAT Bangladesh is the market leader, competitive pricing in mid and low-price segments by competitors faces intense competition. Although BAT Bangladesh has a strong brand portfolio, competitors are constantly trying to create similar brands to capture market share (Global Action to End Smoking, 2024).

Threats of Substitute

The threat of substitutes is moderate to high as well and demands for products like nicotine gum, patches, vapes etc. are increasing rapidly as people are becoming more health conscious. A growing trend in awareness of health risks associated with smoking is driving people's preference for alternative products or quitting altogether. Furthermore, as traditional alternatives like Biri and betel leaves are easily available in rural areas, this may pose a moderate threat as well (Global Action to End Smoking, 2024).

Bargaining Power of Suppliers

The bargaining power of suppliers is moderate to low as BAT Bangladesh has multiple suppliers for raw materials such as tobacco leaves, which depend dependency on any one source. As raw materials for tobacco production are generally undifferentiated, it reduces supplier leverage and BAT's involvement in empowering sustainable tobacco farming and close relationships with farmers further minimizes the bargaining power of suppliers. However, the government is providing incentives like small loans to convince tobacco farmers to cultivate crops and foods instead, hence bargaining power may increase in future if the number of suppliers decreases (Akter, 2018).

Bargaining Power of Buyers

The bargaining power of buyers is moderate to low. BAT Bangladesh is dominating the market with the majority of shares hence due to high brand loyalty for premium segment products, the bargaining power of buyers is low. However, for lower price segments, switching to competing brands is relatively easier and retailers and distributors purchasing in bulk have negotiation power hence bargaining power is moderate (Akter, 2018).

2.9 Recommendations

From the above analysis of the industry, BATB should work closely with government regulators and law enforcement agencies to combat illicit trade through stronger policies and supply chain monitoring, as the rise in illicit cigarette trade poses a significant threat to BATB's market share and revenue. Given the increasing restrictions on tobacco sales and advertising by the current interim government, BATB should continuously refine its regulatory compliance strategies. This could include proactive lobbying efforts, corporate social responsibility (CSR) initiatives, and partnerships with stakeholders to navigate policy changes effectively. Moreover, with potential government incentives for farmers to move away from tobacco cultivation, BATB should focus on strengthening supplier relationships and promoting sustainable tobacco farming to ensure a stable raw material supply in the long run.

2.10 Summary

To summarize, the discussion of this chapter clarifies the continued success of BAT Bangladesh over the past 115 years. Their commitment to identifying market opportunities and trends has equipped them with the purpose of honing the top talents in every department, strictly abiding by corporate regulations and governance all while ensuring sustainable practices. However, as the consumption of cigarettes is a declining trend globally and with the increase in Value Added Tax (VAT) on cigarettes, BAT Bangladesh is also tapping into the distribution of a few FMCG items utilizing their robust distribution networks. However, the growing shift of consumer preference towards health-conscious alternatives creates a market gap for smokeless or less harmful products which BAT as a group is working on New Category Products but not prevalent in Bangladesh.

Chapter 3:

Comprehensive Analysis of Learning and Development Programs at British American Tobacco Bangladesh

3. Comprehensive Analysis of Learning and Development Programs at British American Tobacco Bangladesh

3.1 Introduction

In an increasingly competitive business landscape, organizations must prioritize strategies that not only drive performance but also attract and retain top talent. For multinational corporations (MNCs) operating in dynamic markets like Bangladesh, creating a robust learning and development (L&D) framework has emerged as a key differentiator. British American Tobacco Bangladesh (BATB), as a leading MNC, recognizes that its ability to maintain its competitive edge depends on fostering a skilled and innovative workforce capable of navigating industry challenges and capitalizing on emerging trends (Akter, 2018).

3.2 Research Objectives

Research Question and Objective 1

Question- How do the L&D programs at BATB differ from those provided by local FMCG companies and other multinational corporations (MNCs) operating in Bangladesh?

Q1.1 How do BATB's L&D programs ensure leadership development within employees?

Q1.2 How do BATB's L&D programs provide required functional trainings?

Q1.3 How does BATB ensure employee engagement throughout their L&D programs?

Objective- To examine how the learning and development initiatives of British American Tobacco Bangladesh (BATB) are differentiated from those offered by other local companies and multinational corporations (MNCs) operating in Bangladesh.

Research Question and Objective 2

Question- How do the training and development programs at BATB influence the attraction and retention of top talent in Bangladesh?

Q2. 1 How do BATB's training and development programs enhance employee engagement and job satisfaction?

Q2. 2 What role does BATB's training investment play in attracting top talent in Bangladesh's competitive job market?

Q2. 3 How does BATB's development strategy impact employee retention and long-term career growth?

Objective- To investigate how these training programs contribute to attracting and retaining top talent within the country.

Research Question and Objective 3

Question- What unique elements of BATB's learning and development initiatives contribute to its competitive advantage and position as a leading MNC in Bangladesh?

Q3. 1 What key features of BATB's learning and development programs differentiate it from competitors in Bangladesh?

Q3. 2 How do BATB's training initiatives enhance employee skills and overall organizational performance?

Q3.3 In what ways do BATB's learning and development strategies strengthen its market position as a leading MNC in Bangladesh?

Objective- To analyze the unique aspects of BATB's learning and development initiatives that provide a competitive advantage by fostering a comprehensive understanding of industry dynamics and emerging trends, thereby solidifying BATB's position as a leading MNC in Bangladesh.

3.3 Methodology

This study adopts a mixed-method approach, combining both quantitative and qualitative research techniques. The integration of these approaches guarantees a thorough comprehension of the learning and development (L&D) programs of British American Tobacco Bangladesh (BATB) and their function in attracting and retaining talent. While primary research will concentrate on getting first-hand information from employees and HR professionals, secondary research will compare BATB's L&D programs with those of other multinational companies (MNCs) and local businesses. This methodology facilitates a comprehensive examination of the strategic execution and employee attitudes toward these endeavors.

Sample

The study will target two key groups: HR professionals involved in designing and implementing L&D programs and employees, who are the target audience of these initiatives. The HR personnel will provide expert insights into the strategic objectives and execution of the training programs, while employees will offer feedback on their effectiveness and impact on career development. This dual perspective ensures a well-rounded evaluation of BATB's L&D efforts.

Sample Size

A total of **50 employees** across various departments within BATB will be surveyed to assess their experiences and perceptions of the company's training and development programs. Additionally, semi-structured interviews will be conducted with HR professionals directly responsible for talent development and retention strategies. The chosen sample size provides a balance between breadth and depth, allowing for meaningful statistical analysis while capturing qualitative insights.

Sampling Technique

A **purposive sampling** technique will be utilized to select HR professionals, ensuring that only those who have relevant expertise and knowledge in L&D are included in the study. For employee surveys, a **stratified random sampling** method will be used to ensure representation across different departments and job levels. This combination of sampling techniques enhances the reliability and validity of the findings by capturing diverse perspectives within BATB.

Types of Data Collected

Both primary and secondary data will be collected for this research. Primary data will consist of qualitative insights from semi-structured interviews and quantitative responses from employee surveys. Secondary data will be gathered from published reports, articles, company documents, and online sources to provide contextual information and comparisons with industry standards. The combination of these data types enables a thorough analysis of BATB's L&D practices.

Data Collection Method

Primary data will be collected through semi-structured interviews with HR professionals and structured survey questionnaires distributed to employees. The interviews will be conducted in person or via virtual meetings, depending on availability, and will explore strategic aspects of L&D

programs. The surveys will include both closed-ended and Likert-scale questions to quantify employee perceptions of training effectiveness. This dual data collection method ensures a blend of detailed insights and measurable outcomes.

Data Analysis

The qualitative data from interviews will be analyzed using thematic analysis, identifying recurring patterns and themes related to L&D strategies and their impact on employee retention. The survey responses will be analyzed using descriptive statistics to assess trends, frequencies, and correlations between training participation and job satisfaction. This mixed-method analytical approach provides both depth and statistical validation, ensuring a comprehensive evaluation of BATB's competitive advantage in L&D.

3.4.1 Interview Data- Year-Long Training Structure in BAT Bangladesh

To gain a comprehensive understanding of the year-long training structure, its target audience, and the specifics of each training, I interviewed Tasneem Noor Maisha, who serves as an Operations Skill Sourcing Officer. With 14 months of experience in the organization, she also plays a pivotal role in leading Learning and Development initiatives.

SL	Name of the Program	Description	Development Focus
1	MAP 1 (Marketing Acceleration Program)	The training takes participants through the entire seed-to-smoke journey. From on-the-job manufacturing attachment to PMD & SMD operations overview, participants go through robust training on how the entire business works.	Functional
2	Leading Frontlines	Leadership capability training for Operations management	Leadership
3	Uplift	Functional Onboarding Program for Operations	Functional
4	Technical Trainings	Technology or technical capability-based modular training for all available technologies	Functional

5	Loss Linked Training	Focused training against identified skill gaps and losses	Functional
6	IWS Train the Trainers session	Focused classroom training for management of operation on the top loss process knowledge to roll down that knowledge	Functional
7	School of Skill Matrix	Focused classroom training for shop floor on the process knowledge of IWS	Functional
8	AspireX	A comprehensive two-part training aimed at upskilling leadership capabilities of Operations & Leaf Line Managers and Deputies in terms of coaching techniques, feedback mechanisms, cultural grooming, functional/HR interventions onboarding etc.	Leadership
9	Responsible Decision Making	This training is designed for our leadership team members - to stimulate a cultural mind shift towards sustainable and responsible decisions when it comes to controls and compliance.	Leadership
10	Project Management	Designed to help senior BAT managers learn project management skills through project case studies and hands-on exercises.	Leadership
11	Communication Secrets	Designed to improve overall communication skills of junior-level BAT managers	Leadership
12	Business Presentation Masterclass	This training is aimed at helping senior-level BAT managers improve their strategic thinking & communication skills for preparing proposals/pitches delivered in writing or verbally.	Leadership
13	Women in Leadership	This program fosters a leadership journey defined by authenticity, collaboration, and personal fulfilment. Participants are equipped with strategies to maximize their leadership potential and develop a strong personal brand that resonates within their professional environment. Emphasizing the importance of enhancing	Leadership

		team impact and cultivating robust international networks, the program encourages courageous leadership while fostering inclusive environments where all individuals can thrive.	
14	License to Hire (Local)	This training covers the end-to-end process of recruitment assessment and aims to teach all the necessary skills required to gain the license to hire a candidate.	Other
15	Product Knowledge Foundation	This training is carried out by our product team for people from other functions to give them an overview of all of our products.	Other
16	Added Shareholder Value	For cross-functional managers in BAT to improve their business acumen and financial understanding	Other
17	Leading Teams	This program is designed to develop core leadership skills for mid-level managers to help them manage and lead teams toward high performance. Focused on leadership development, the training equips participants with the ability to engage and align people around a shared purpose, foster open debate within teams, and create an environment that nurtures high performance. Leaders will also learn to better understand themselves and their teams. Key modules include Developing a High-Performing Team, Coaching & Empowering, Creative Problem Solving, Influencing Outcomes & Resolving Conflict, Promoting an Inclusive Culture, Leading through Change, and Performance Conversations. By the end of the program, participants will be prepared to lead teams more effectively and drive sustained success.	Leadership

18	Leading Through People	This program is designed to develop senior leaders with inclusive, collaborative, and strategic leadership skills. The focus is on fostering a growth mindset and encouraging curiosity within teams while creating an inclusive leadership culture. Participants will learn to adopt a flexible and impactful leadership style that drives success. Key modules include Leadership Mindset, Self, Difference & Inclusion, Situational Self-Awareness, and Strategic & T-shaped leadership, equipping senior leaders to navigate complex challenges, lead with empathy, and inspire high-performing, diverse teams.	Leadership
19	Grad Academy	This program is designed to prepare GGS who have passed their up-or-outs and completed nine months at BAT for graduation and their first management role. Focused on developing fundamental leadership capabilities, the program equips participants with the tools to expand their commercial acumen, grow their network with other GGs and members of the Management Board, and further develop their leadership skills. Additionally, participants gain a deeper understanding of BAT's culture, positioning them for success as future leaders within the organization.	Leadership
20	Leading Self	This program is designed to develop core leadership skills for early management levels. The training focuses on equipping emerging leaders with the tools to lead and anticipate change, effectively manage ambiguity, and influence across the organization. Participants explore key topics such as creating an inclusive culture, building career networks, creative problem solving, influencing outcomes and resolving conflict, feedback conversations, and thriving through change, all aimed at fostering	Leadership

		confidence and strategic thinking in dynamic environments.	
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Table 1 Interview Data of HR Programs at BATB (Self-Prepared)

3.4.2 Comparative Analysis and Discussion of Interview

RQ1- Comparison of BATB, ACI and JTI

Training and Development Programs of BATB

According to the interview data, British American Tobacco Bangladesh (BATB) provides comprehensive training and development activity to ensure that the human resources in the organization possess the requisite knowledge and leadership qualities to manage the firm in the volatile business environment. These kinds of programs operate at all sorts of leadership development and organizational functions to make sure that employees are constantly advancing in their positions. Some of BATB's training includes Leading Self which targets early managers to develop leadership skills like problem-solving, feedback, and change management. Leading Teams is targeted at mid-ten managers aspiring to learn the strategies of developing high-performance, engaging teams. The Leading Through People program focuses on the strategic and self-leadership approaches for senior leaders, management of situations, and diversity. Furthermore, the Grad Academy of the company supports newly graduated GGs in the formation of leadership positions and improves their understanding of the culture of BAT. BATB's training also consists of other programs such as Women in Leadership, which deals with authentic leadership, and the License to Hire, which offers recruitment training. Training is provided to achieve functional capabilities including Product Knowledge Foundation, Business Presentation Masterclass, and Project Management aimed at improving strategic and vocational competencies. Moreover, the AspireX program works toward leadership competencies for operations managers, and technical/operational training, such as the IWS Train the Trainers Session and MAP 1, foster role-related proficiency (Mahmood, 2016).

Training and Development Programs of ACI Foods Ltd (Local FMCG)

ACI Foods Ltd., a leading local FMCG company, gives due importance to its human capital development and this factor has emerged as really important for the development and to enhance

business prospects. The training offered at ACI is both generic and vocational to ensure that the employee has the necessary skills to provide to the organization. SCM leadership development consists of several programs implemented in ACI including the Leadership Development Program (LDP) aimed at the improvement of leadership skills, communications, decision-making, and strategic thinking of managers who were promoted through the company's talent pool (Tabassum, 2018). The program is delivered by a series of modules that encompass such issues as financial planning, human resource management, and teamwork. ACI also invests in Functional Skills Training for its employees to gain more specialized knowledge in their areas of responsibility including supply chain management, sales, and marketing (Anower, 2017). This helps to make sure that each of the departments in the company gets the right employees who have adequate experience and knowledge about the functional process in the company thus facilitating good decision-making (Tabassum, 2018). Further, ACI concentrates on Sales Training under the banner of its Sales Excellence Program to enhance the efficiency of the sales force through other aspects including professional bargaining skills, customer care issues, and product knowledge. The company also conducts the Graduate Trainee Program where fresh graduates work under a training schedule that exposes them to various activities of the company to ensure that they gain an adequate understanding of the firm's operation as ACI (Anower, 2017).

Training and Development Programs of Japan Tobacco International (JTI)

The multinational company Japan Tobacco International provides one of the most detailed training and development programs that aims to foster the leadership and functional competency of its workforce. The training strategy of JTI was introduced to respond to the necessities of the national and international economy and assist its employees to be ready to face any situation in the tobacco industry (Iwashita, 2022). Currently, one of JTI's important programs is the JTI Leadership Program which combines both academic coursework and practical experience to prepare the company's staff for leadership positions of the future. This program centers on leadership and strategic management, global integration, and creating new ideas to leverage organizational performance through the motivation of subordinates. Moreover, JTI's Graduate Program allows recent graduate employees to gain further comprehensive roles and functions knowledge when engaging in practical rotation in certain functions within the company as well as, the more beneficial essential skill which is required for other leadership positions in the future (Cotran et

al., 2005). JTI also attaches importance to the Functional Training system; programs like Project Management, Marketing Excellence, Supply Chain Optimization, etc., are oriented to build technical competencies among the employees for better performance in their fields. Another area of training maintained by the company is Compliance and Regulatory Training, which plays an important role in the tobacco market all over the world as well as in the company's understanding of global laws and corporate governance among its employees (Iwashita, 2022).

Comparative Analysis and Concluding Decision

Some of the differences and similarities, that arise when comparing BATB's, ACI Foods Ltd., and JTI's training and development programs, clearly demonstrate how each organization meets individual employee learning needs as per its strategic direction and industry requirements. The initiatives that **BATB** has are specifically targeted at leadership development with various programs designed for different management tiers. It identifies, prioritizes, and safeguards the business organization's strategic interests, people management, leadership, change, and thinking that will enable it to adapt to external and emerging internal dynamics. Leading Self (a blended learning course), Leading Teams (for high-potential employees), and Leading Through People are designed to build leadership skills across the company while pushing inclusion forward through initiatives such as Women in Leadership. BATB also has several functional training programs ranging from developing technical and operational expertise. On the other hand, **ACI Foods Ltd.** has a relatively more functionally oriented training strategy in their human resource development regime. ACI's strategic priority is to develop cross-specialism competencies that would entail creating a solid understanding among workers about the running of the firm in varied fields such as sales, marketing, and supply chain. Talent management is seen as important and there appear to be significant gaps in the capabilities of the ACI workforce, but the emphasis of training has been predominantly on functional and sales performance. The Sales Excellence Program and the Graduate Trainee Program seen in ACI are a couple of ways the company aims and directs its focused training at operational areas with comprehensible and work description type of training needed. As a global company established in many countries, **JTI** tries to develop its leaders who understand the global context, which is reflected in their JTI Leadership Program and Graduate Program which require the participants to gain a broad picture of the company. These areas are strategic for JTI as it operates internationally and faces many compliance issues (Reed, 2022).

Concluding Decision: BATB stands out in its strong leadership development and inclusivity-driven approach, making it a top choice for those looking for comprehensive leadership training in a global context.

3.4.3 Attraction and Retention of Talent of Survey Data

RQ2- Attraction and Retention of Talent

Q1- How important was the availability of learning and development opportunities in your decision to join BATB?

		L&D Importance			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Very important	29	58.0	58.0	58.0
	Somewhat important	18	36.0	36.0	94.0
	Not Very Important	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

Table 2 L&D Importance Responses (Self-Prepared)

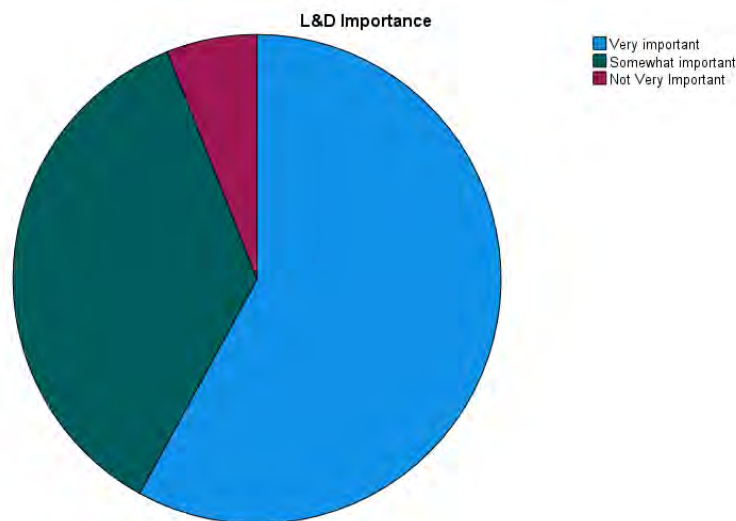


Figure 5 L&D Importance Responses (Self-Prepared)

Analysis: The survey data shows that 58% of the respondents who participated in the survey held that the availability of learning and development opportunities to them was very important to the decision to join BATB. This underlines a high demand for career progression among the

employees. Further, 36% opined that these opportunities are somewhat important, which means that although not very vital for all the employees, L&D plays a fairly important role in the organization. Thus, 94% of the respondents stated that the availability of L&D was very and fairly important in their decision-making process, while only 6% of the respondents responded that it was not very important in their decision-making process. This result further signifies that when it comes to talent acquisition, learning opportunities remain the key area of interest for BATB, especially for talents who consider training and development as important values (Darling-Hammond et al., 2019).

Discussion: The role that L&D programs play in the recruitment process is gradually assuming high value as the competition for talent increases. It is found that the followers expecting career advancement would prefer engaging with organizations having systematically and efficiently designed L&D processes (Darling-Hammond et al., 2019). That is, for BATB, framing and selling L&D programs as a competitive advantage could be rather effective in attracting people who consider development and growth important. The action also has the potential of reassuring potential employees of the company's willingness to develop them, as well as improving staff retention levels. For BATB to sustain such attractiveness, these opportunities must always be market-sensitive and responsive to the employees (Reed, 2022).

Q2- How satisfied are you with the learning and development programs offered at BATB?

L&D Satisfaction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	14	28.0	28.0	28.0
	Satisfied	15	30.0	30.0	58.0
	Neutral	17	34.0	34.0	92.0
	Dissatisfied	3	6.0	6.0	98.0
	Very dissatisfied	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 3 L&D Satisfaction Responses (Self-Prepared)

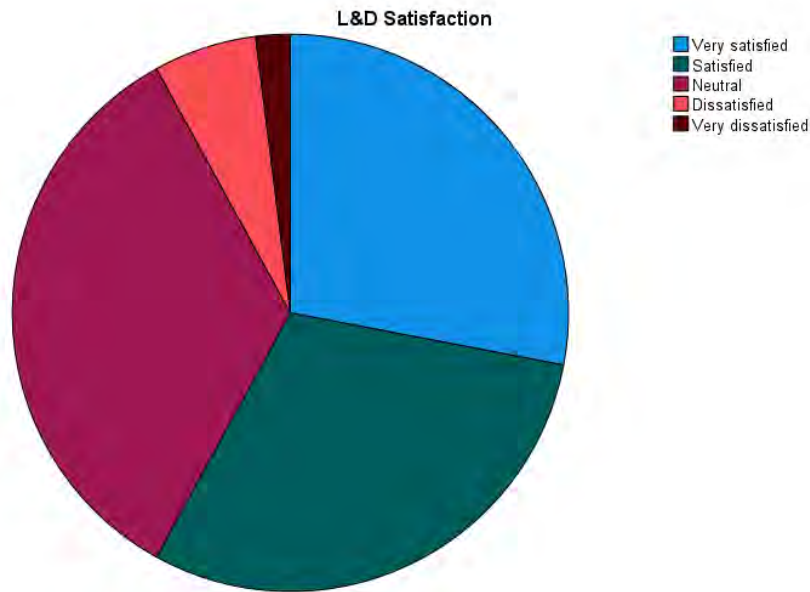


Figure 6 L&D Satisfaction Responses (Self-Prepared)

Analysis: The results reveal that 28% of the participants reported a very high satisfaction level regarding the learning and development programs while 30% reported a moderate level of satisfaction. This means that a good proportion of employees have a positive attitude towards the L&D programs. However, 34% stated to be neutral, which suggests a potential disconnect or lack of deep engagement with the available L&D initiatives. The remaining 8% were dissatisfied, with 2% very dissatisfied. This means while there is satisfaction among most personnel in terms of the L&D options available; a group is still indifferent or unsatisfied, implying further room for growth (Reed, 2022).

Discussion: To attract and maintain talent, it is proven to be important to have satisfied personnel in terms of L&D programs. Even though, based on the consensus, BATB seems to have cultivated a fairly favorable perception overall regarding its L&D programs, the scores suggest that the above represents only a partial fulfilment of a mixed basket of employee needs. BATB must justify reviewing and possibly revising these L&D strategies for the programs to remain fresh, progressive, and responsive to broad company and employees' career objectives. The results suggest specifying development plans and providing frequent feedback as practices that may lead to increased satisfaction levels (Darling-Hammond et al., 2019; Reed, 2022).

Q3- Do you believe BATB's learning and development initiatives are better than those offered by other companies you have worked for?

BATB L&D vs Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	14	28.0	28.0	28.0
	Agree	14	28.0	28.0	56.0
	Neutral	18	36.0	36.0	92.0
	Disagree	2	4.0	4.0	96.0
	Strongly disagree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 4 BATB L&D vs Others Responses (Self-Prepared)

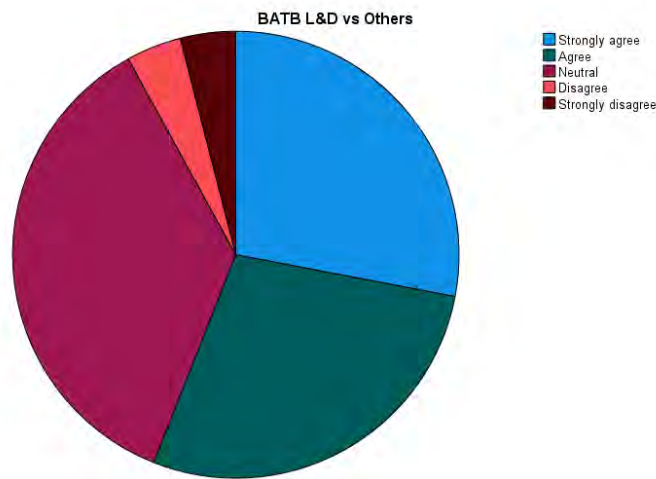


Figure 7 BATB L&D vs Others Responses (Self-Prepared)

Analysis: The responses have been split with 28% strongly agreeing and another 28% agreeing to the statement that BATB's L&D programs are more effective than other organizations they have worked with. However, 36% of the respondents were neutral, raising concerns that they did not have adequate reference points to make a comparative evaluation of L&D programs within other organizations. A rather small number, 8%, either disagreed or strongly disagreed, meaning not all BATB programs are viewed as superior by the employees (Snowden et al., 2018).

Discussion: The belief that the programs implemented in its L&D are better than those of previous employers is positive but not at a high level. This suggestion points to the understanding that even though the L&D programs implemented in BATB are appropriate and attractive, the programs may not be among the best possible options. In addition, it may consider widening the gaps more by providing exclusive or innovative L&D experiences that cannot be accessed in other

organizations (Hafsteinsdóttir et al., 2017). They can include courses to do with innovation, leadership, and mentorship that might attract the right talent within the organization. Benchmarking BATB's L&D offerings to leading competitors in the industry will assist in maintaining the status of the latter firm as one of the best places to work at a time when firms are struggling to attract and retain the right talents (Snowden et al., 2018).

Q4- How well do the L&D programs at BATB align with your personal and professional development goals?

		L&D Alignment			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Completely aligned	15	30.0	30.0	30.0
	Mostly aligned	13	26.0	26.0	56.0
	Somewhat aligned	17	34.0	34.0	90.0
	Not very aligned	3	6.0	6.0	96.0
	Not aligned at all	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 5 L&D Alignment Responses (Self-Prepared)

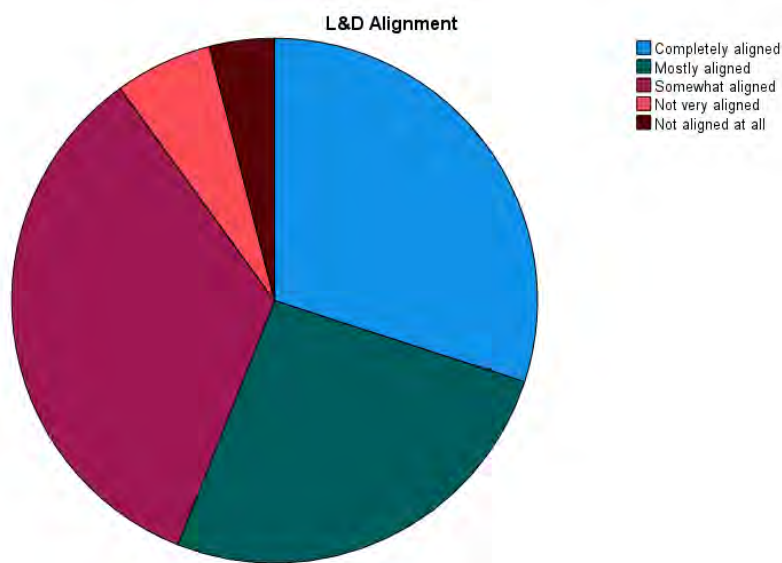


Figure 8 L&D Alignment Responses (Self-Prepared)

Analysis: The results showed that the L&D programs at BATB aligned the response group's personal and professional development as follows- 30% completely agreed, and 26% partially

agreed. However, a significant 34% said that it was somewhat aligned meaning that there is some appreciation of the alignment between the employees' development needs and the provided L&D programs. 6% said the programs were not very aligned while 4% said that they were not aligned at all, meaning that for a few employees the provided programs may not be fulfilling (Rowe et al., 2023).

Discussion: Employees have to find purpose in what they are doing, and it has to be tied down to their individual and career objectives to have them engaged and satisfied with any L&D programs introduced by organizations (Rowe et al., 2023). This means that though the majority of the employees identified a certain level of organizational allegiance, the fact that a large number of respondents selected somewhat aligned and not aligned indicates areas of concern. It may be important for BATB to provide the alignment of a more tailored identity and make certain that the L&D programs are flexible concerning career goals. This research suggests that more frequent dyadic and training-focused employee and manager development conversations may enhance the fit and improve satisfaction and turnover (Ruge & McCormack, 2017).

Q5- To what extent do you agree that BATB's learning and development programs have influenced your decision to stay with the company?

L&D Retention Influence					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	16	32.0	32.0	32.0
	Agree	14	28.0	28.0	60.0
	Neutral	15	30.0	30.0	90.0
	Disagree	3	6.0	6.0	96.0
	Strongly Disagree	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 6 L&D Retention Influence Responses (Self-Prepared)

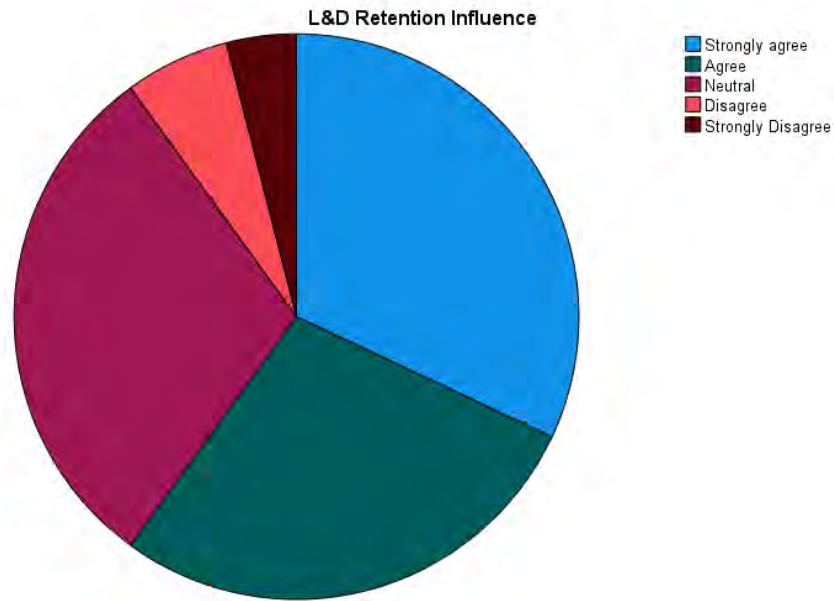


Figure 9 L&D Retention Influence Responses (Self-Prepared)

Analysis: A total of 32% of respondents strongly agreed that because of L&D programs they wanted to remain with BATB and 28% agreed. This means that a large number of the employees surveyed consider the L&D programs to be instrumental in retaining them in their jobs. However, 30% were neutral and this means that though L&L might have contributed as far as influence is concerned, it perhaps was not the determining factor in other cases. However, only 10% disagreed with the statement, meaning that the majority of the employees acknowledged the importance of L&D as a reason for continued employment with BATB (Bell et al., 2017).

Discussion: L&D initiatives are a critical factor in employee retention. It is also seen that the L&D programs offered at BATB for employees seem to be successful in the way they help to retain the talents of a greater number of workers acknowledging the fact that the L&D programs have some influence on their decision to continue at the company (Darling-Hammond et al., 2019). This helps mitigate staff turnover and cultivate a loyal staff base. To build even more on the L&D for retention, there is the suggestion that BATB should add value to such programs by aligning them with specific career progression paths. Thus, by explaining how L&D results in real career promotions and development, BATB will be able to retain its best employees and sustain overall employee satisfaction (Bell et al., 2017).

Q6- Do you feel that BATB provides sufficient opportunities for career advancement through its L&D initiatives?

		Career Advancement			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Yes, definitely	17	34.0	34.0	34.0
	Somewhat	13	26.0	26.0	60.0
	Neutral	14	28.0	28.0	88.0
	Not Really	4	8.0	8.0	96.0
	No, not at all	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 7 Career Advancement Responses (Self-Prepared)

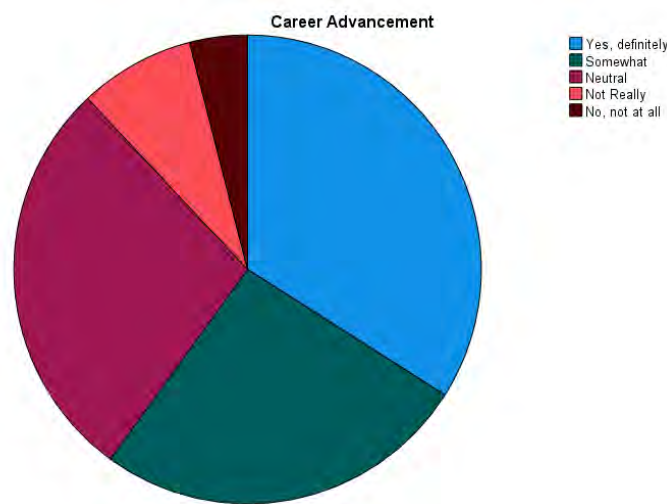


Figure 10 Career Advancement Responses (Self-Prepared)

Analysis: The responses prove that 34% of the overall respondents and 26% of the overall respondents believed that Employment advancement through the labelled L&D is definitely and somewhat possible in BATB. But 28% percent were neutral, which means that at least they do not seem to exclude some opportunities. Only a third, 12% of our respondents claimed there were not enough opportunities while 4% claimed there were no opportunities for career development at all (Darling-Hammond et al., 2019).

Discussion: The perception of career advancement opportunities through L&D initiatives is crucial for employee motivation and retention. It will be also useful to align the L&D programs with visible and feasible career advancement arrangements for employees viewed their development activities as the key to achieving long-term goals. Such transparency can help boost

involvement, and make people remain with the organization since they stand to gain professional and personal development within BATB (Reed, 2022).

Q7- How often do you apply the knowledge and skills gained from L&D programs in your daily work?

		L&D Application			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	16	32.0	32.0	32.0
	Frequently	14	28.0	28.0	60.0
	Occasionally	15	30.0	30.0	90.0
	Rarely	3	6.0	6.0	96.0
	Never	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

Table 8 L&D Application Responses (Self-Prepared)

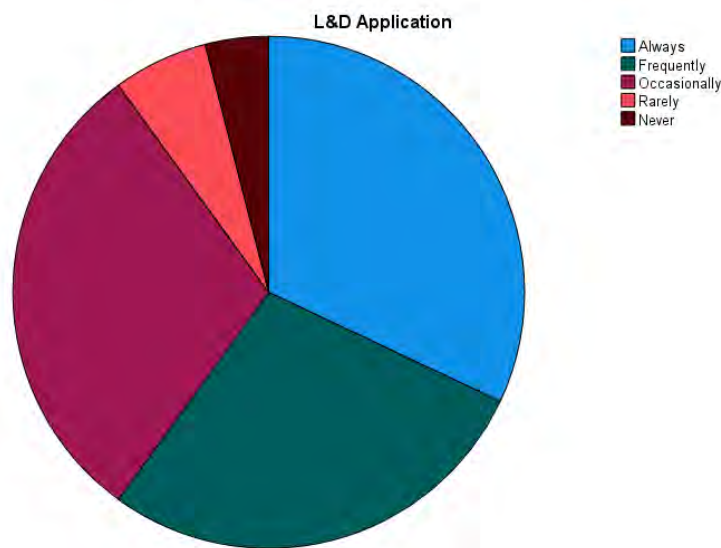


Figure 11 L&D Application Responses (Self-Prepared)

Analysis: The findings indicate that 32% of the respondents always use the knowledge and skills acquired from the L&D programs, and 28% always frequently. This confirms that a significant number of the workforce can apply what they learn from the L&D programs in their work. Furthermore, 30% use the skills occasionally, which may mean that the programs are helpful, albeit not always necessary in the practical environment. Only 10% of them reported that they use the

knowledge rarely or never, and this may be a result of the training content not being relevant to their current job positions (Tahir et al., 2014).

Discussion: The utilization of skills and knowledge that has been acquired from L&D programs shows that the program is relevant and effective. BATB should sustain the approach and design of its training programs to make sure that they reflect real-life situations. Specifically, L&D has to tie activities to daily work in a way to supports the notion of the programs' importance, as well as to improve other aspects of job performance. In the case of the training content being well designed, and relevant to the functioning of the employees, retention is likely to increase and employees will be satisfied with their development (Tahir et al., 2014).

Q8- How would you rate BATB's L&D programs as a factor in attracting top talent compared to other companies?

L&D Attraction					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	17	34.0	34.0	34.0
	Good	13	26.0	26.0	60.0
	Average	16	32.0	32.0	92.0
	Poor	3	6.0	6.0	98.0
	Very poor	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Table 9 L&D Attraction Responses (Self-Prepared)

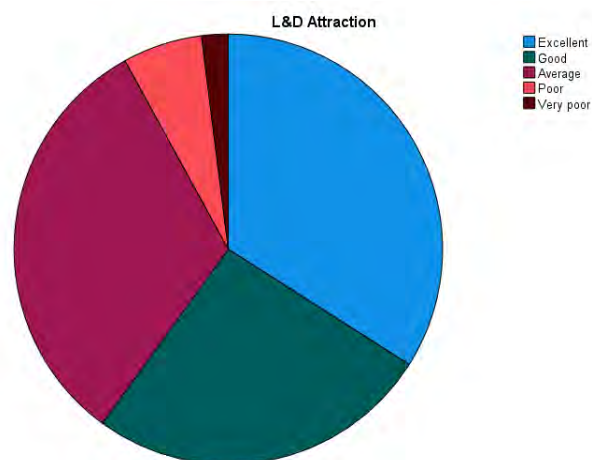


Figure 12 L&D Attraction Responses (Self-Prepared)

Analysis: The responses show that about 34% of the respondents assessed the BATB's L&D programs as excellent while 26% as good. Both these ratings depict a favorable impression regarding BATB's L& D initiatives. However, 32% regarded the programs as average meaning that even though these programs are well regarded, there is room for improvement of the existing programs. Nonetheless, only 8% considered them as poor or very poor, which suggests dissatisfaction, although is a small percentage (Hafsteinsdóttir et al., 2017).

Discussion: L&D programs play a crucial role in attracting top talent, as they signify a company's commitment to employee growth. As stated earlier, many consider BATB's programs to be relatively robust. But, there is room for the company to carve out an even more specific niche by providing even more creative, unique, complex, or otherwise rich L&D opportunities. To increase employee attraction, BATB can enhance programs that provide discernable organizational value such as leadership programs, cross-training across departments, and those skills that can readily be applied in the sector. Promoting these programs and presenting real-life successful career stories based on the link with L&D programs can attract even higher personnel quality (Hafsteinsdóttir et al., 2017).

Based on the findings, BATB's training and development programs have a significant positive influence on both the attraction and retention of top talent in Bangladesh.

RQ3- Unique Elements of BATB's L&D

Q9- In your opinion, what aspects of BATB's L&D programs make it stand out as an employer of choice?

		Standout Aspects			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High-quality training content	15	30.0	30.0	30.0
	Access to industry experts and mentors	9	18.0	18.0	48.0
	Focus on career progression	15	30.0	30.0	78.0
	Emphasis on innovation and sustainability	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

Table 10 Standout Aspects (Self-Prepared)

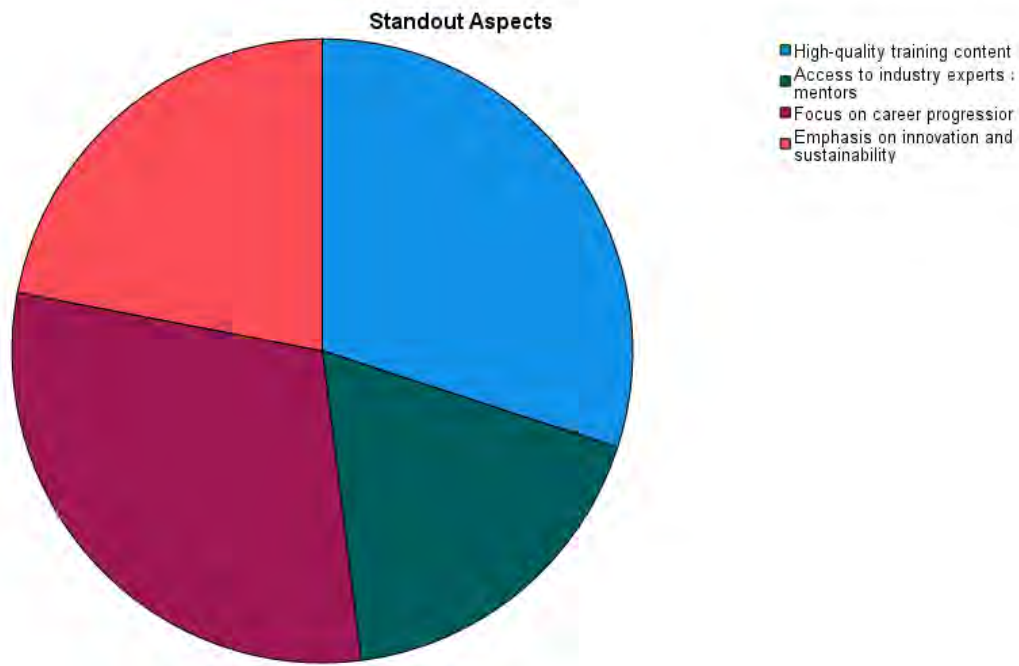


Figure 13 Standout Aspects (Self-Prepared)

Analysis- According to the frequency table, the two most crucial aspects of BATB’s learning and development (L&D) programs as seen by the employees include high-quality training content and career development both of which were responded to by 30% of the employees. This means that employees express the perceived training and development courses of the content and delivery and importance to career advancement. Both of these aspects are crucial for any multinational firm that wants to attract good human resources in a highly competitive global market like Bangladesh (Aburumman et al., 2019). Getting in touch with professionals in the respective field and having access to these professionals was considered a unique advantage by 18% of the participants. This implies that it is important for employees at BATB to learn directly from other professionals because it enhances their knowledge and at the same time shields them from vices in the field (Bell et al., 2017). In particular, the professional and personal development that can be provided by a mentor is rather crucial for establishing long-term mass employment relationships and developing commitment to the organization. Expression of creating innovations and sustainable L&D, where 22% of the participants pointed out the importance of such, demonstrates the progressive strategy of BATB. This emphasis indicates that BATB desires its employees to be not only competent in the current job designing but also equipped with the appropriate mindset and know-how to design for the future unknown as the world increasingly becomes a global village (Tahir et al., 2014).

Discussion

The data includes the special areas of BATB's L&D initiatives to generate a competitive advantage for BATB as the best MNC in Bangladesh. The high-quality training content and the designated career path aspects are especially suitable because they provide the primary framework for candidates' and employees' training and subsequent career progression within the company (Dhar, 2014). Due to the high value attached to the training material by the employees, it asserts that BATB has time and concern for its employees and tries to equip them to face present and future organizational issues. Further, the career progression focus relates to BATB's strategy of training and building a self-developing workforce is appealing to several individuals who are interested in climbing the ladder of their own company (Cotran et al., 2005). The industry access and the mentoring also provide a competitive advantage to BATB's L&D programs. This creates an environment for training and passing on knowledge, which can play a big role in the employees' acculturation footprint. It helps the employees to learn about the industry better, develop their problem-solving skills, and also obtain input from experienced staff. However, to a certain extent, the issue of excessive centralization of knowledge remains, which, although vital in the context of fields that require constant regulation adjustments, such as the tobacco industry, depends on the efforts of a single mentor (Bell et al., 2017). Moreover, this emphasis would put more emphasis on innovation and sustainability to make BATB a strategic and important position MNC contender. As the global trend for business organizations to consider environmental and social issues is gradually emerging, embracing top priority areas prepares BATB in line with future international portfolios and readies its employees for the probable stakes held by the value-chain criterion BATB's learning and development (L&D) program strengthens BATB and transforms the organization into a fantastic MNC of Bangladesh through the following factors (Darling-Hammond et al., 2019).

BATB's learning and development (L&D) programs contribute significantly to its competitive advantage and position as a leading multinational corporation (MNC) because of the training material quality and employee career development.

3.5 Limitations of the Study

Several constraints limit the evaluation of BATB's Learning and Development (L&D) programs despite providing useful insights about what makes the company successful.

1. The research depends on employee **self-reported information** because this type of data often creates biases. The participants tend to express positively about Bat BATB's L&D programs because of their desire to impress others or past professional connections rather than delivering unbiased feedback. These inaccurate findings mostly source from limitations in grasping the complete spectrum of program problems and obstacles.
2. The investigation covers only **Bangladesh's geographical space** while examining BATB which operates as a tobacco industry multinational corporation. The research conclusions lack ability to transfer across different industries and countries outside Bangladesh and BATB. The study does not examine specific industry or geographic influences which could modify L&D approaches since it concentrates on Bangladeshi industries with data from BATB.
3. The study design fails to measure the **extended effects that BATB's Learning and Development** initiatives create on employee performance or organizational results or employee retention durations. The research examines employee views about these programs at a particular moment rather than assessing their long-term effects on organizational approach and worker performance development.
4. The research study fails to consider **external elements** such as economical factors and governmental standards and worldwide market patterns which could affect BATB's L&D program success. Additional research should focus on developing complete knowledge about L&D practices as current boundaries exist.

3.6 Recommendations

Based on the findings from the responses and feedback, the following SMART recommendations can enhance BATB's learning and development (L&D) initiatives, aligning them with the company's strategic goals and the needs of employees:

1. **Implement a Digital Marketing Training Program for Employees:** BATB needs to implement its digital marketing training program for mid-level marketing staff during Q4 2025. This initiative aims to upskill 80% of participants in areas such as social media, SEO, and

content marketing. The evaluation of success will occur through established Key Performance Indicators which include better campaign results and increased digital marketing competency among employees during practical applications (Ruge & McCormack, 2017).

2. **Establish a Structured Mentorship Program to Support Career Growth:** Establish a structured coaching system in which employees are assigned informal tutors from the organizational hierarchy for career support and advancement, it is already on for management trainees of Global Graduates but this program should be open for all employees. This mentorship program should be rolled out within the next 6 months, with 30% of senior leaders engaged as mentors by the end of Year 1. Employees can benefit from more targeted one-on-one tutoring about which important skills they need to fine-tune, as well as general advancement scenarios and overall contentment at work. Respondents also highlighted a desire to get more individual coaching regarding their career advancement. There is no doubt that people mentors create a learning organization as well as nurture leadership development that always improves the staff turnover rate. With the help of this program, one should expect tangible changes in employee attitudes and career advancement opportunities within a year (Bell et al., 2017).
3. **Expand Cross-Functional Training:** Creation and enforcement of policies that would enable staff to be trained in different fields of the organization, through job circuit training and Job Fairs. The goal is to have at least 20% of the workforce participate in job shadowing by the end of Year 1. It lets the employees acquire a wider perspective of the firm, enhances employees' ability to solve problems, and enhances the integration of various departments. This time around, salary employees have shown concern about being exposed to another part of the business. By improved cross-training at BATB, the organization can create a multifaceted workforce to address issues with different solution approaches. This will also assist in retaining key talent by offering many development options (Reed, 2022).
4. **Invest in Digital Learning Tools and External Certification Opportunities:** Investment in an online learning portal for scholars to complete a range of courses, and webinars, and obtain certifications. Ensure at least 40% of employees are enrolled in external certification programs by the end of the year. Knowledge management is another benefit of digital learning tools, believed to allow for access anytime and self-paced continued education and understanding of current trends and changes in the work industry. External certifications are recognized and

prove that BATB is serious about its employees' training. E-establishing access to other learning tools as well as certification will enhance the skills of the employees hence placing BATB in a better position in the market. The certification will not only enhance the qualification of the employees but also ensure that talented employees are attracted to the company since they will be impressed by the fact that their careers will be enhanced (Rowe et al., 2023).

3.7 Conclusion

The study demonstrates that Learning and Development (L&D) programs serve as essential components which enable British American Tobacco Bangladesh (BATB) to attract and maintain talented employees. The L&D programs at British American Tobacco Bangladesh drive performance excellence in market competition through employee contentment and superior talent acquisition which translates into market leadership. Most employees appreciate the current L&D initiatives but the programs should focus on better engaging workers while connecting to their individual professional growth objectives. BATB can build its reputation as top employer through enhanced personalized L&D programs which are better visible to employees. The organizational success will benefit from implementing recommended solutions of digital marketing training alongside expanded mentorship programs and investments into digital learning platforms which will enhance employee development while boosting retention rates. The study provides important findings about how L&D strategies aid organizations in retaining employees and achieving professional growth.

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Appendix

Section	Question	Response Options
Demographics	1. What is your current role at BATB?	☐ Entry-level ☐ Mid-level management ☐ Senior management ☐ Other (please specify)
	2. How long have you been working at BATB?	☐ Less than 1 year ☐ 1–3 years ☐ 4–7 years ☐ More than 7 years
	3. What is your primary area of work?	☐ Marketing ☐ Operations ☐ Sales ☐ Research & Development ☐ Human Resources ☐ Other (please specify)
Perception of Learning & Development (L&D) Programs	4. How important was the availability of L&D opportunities in your decision to join BATB?	☐ Very important ☐ Somewhat important ☐ Neutral ☐ Not very important ☐ Not important at all
	5. How satisfied are you with the L&D programs at BATB?	☐ Very satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied ☐ Very dissatisfied
	6. Do you believe BATB's L&D initiatives are better than those of your previous employers?	☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
	7. How well do the L&D programs align with your personal and professional goals?	☐ Completely aligned ☐ Mostly aligned ☐ Somewhat aligned ☐ Not very aligned ☐ Not aligned at all
Impact of L&D on Retention	8. To what extent do you agree that BATB's L&D programs have influenced your decision to stay?	☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
	9. Do you feel that BATB provides sufficient career advancement opportunities through L&D?	☐ Yes, definitely ☐ Somewhat ☐ Neutral ☐ Not really ☐ No, not at all
	10. How often do you apply L&D knowledge in your daily work?	☐ Always ☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never
Attracting Talent	11. How would you rate BATB's L&D programs as a factor in attracting top talent?	☐ Excellent ☐ Good ☐ Average ☐ Poor ☐ Very poor
	12. What aspects of BATB's L&D programs make it stand out as an employer of choice?	☐ High-quality training content ☐ Access to industry experts and mentors ☐ Focus on career progression ☐ Emphasis on innovation and sustainability ☐ Other (please specify)
Suggestions & Open-Ended Questions	13. What improvements would you like to see in BATB's L&D programs?	Open-ended
	14. How can BATB further leverage L&D to retain and attract top talent?	Open-ended
	15. Any additional feedback about BATB's L&D initiatives?	Open-ended

Figure 14 Survey and Interview Questionnaire (Self-Prepared)