



## **Internship Report**

**On**

# **Implementation of Campaign Activations in Modern Trade and Business Development Team of British American Tobacco Bangladesh**

**Submitted To**

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## LETTER OF TRANSMITTAL

Date: December 14, 2018

Dr. Suman Paul Chowdhury

Assistant Professor

BRAC Business School

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**Subject: Submission of the Internship Report**

Dear Sir,

It is an immense pleasure for me to be able to present my internship report to you on **“Implementation of Campaign Activations in Modern Trade and Business Development Team of British American Tobacco Bangladesh”**. I have meticulously worked on different projects during my internship tenure with the Trade Marketing team under Xcelerate Internship Program of British American Tobacco Bangladesh from September 18, 2018 to December 17, 2018.

I feel really privileged to be a part of an immensely eminent MNC like British American Tobacco Bangladesh for last three months as I have been able to gather valuable insights about the professional life as well as the corporate world. Throughout my three months stint with British American Tobacco Bangladesh I tried to learn every little aspect of the corporate life and I also tried to deliver from my end. This report has been prepared to fulfill the requirement of my internship program at my assigned organization. This report attempts to describe the observations and learning during the course of my internship with British American Tobacco Bangladesh.

I would like to convey my utmost gratitude and appreciation for your kind cooperation, guidance and supervision in conducting and preparing my internship report. It would be an absolute honor for me if you find this report informative enough to fulfill the requirements. I will be happy to provide further query and clarification if needed.

Sincerely,

Marzia Tanzim

14304157

BRAC University

## LETTER OF ENDORSEMENT

December 14, 2018

### To whom it may concern

The Internship Report titled “**Implementation of Campaign Activations in the Modern Trade and Business Development Department of British American Tobacco Bangladesh**” has been submitted, to BRAC Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration, major in Marketing and Finance from BRAC University on 14<sup>th</sup> December August, 2018 by Marzia Tanzim, ID: 14304157. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestions made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

---

Dr. Suman Paul Chowdhury

Internship Supervisor Faculty

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BRAC Business School

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## ACKNOWLEDGEMENT

First of all, I would like to thank my honorable supervisor **Dr.Suman Paul Chowdhury, Assistant Professor, BRAC University**, for providing me with the opportunity to work on this project, which consisted of the goal of redefining the trade and marketing process of British American Tobacco Bangladesh with campaign activations. Furthermore, my humble appreciation goes out to my supervisor, for his invaluable guidelines, suggestions, and advices whenever needed.

My sincere gratitude goes to **Ishtiaq Bin Masud (Modern Trade Executive), Sohrab Kabir (Modern Trade Officer), Sababa Islam (Channel Development Manager), Shah Md Junayed (Digital Manager)**, and **Rakib Ibnay Hossain (Business Development Executive)** of British American Tobacco Bangladesh, for supporting me in every step, sharing their views, and patiently answering all my queries despite their busy schedule. I would also take this opportunity, to thank all my colleagues in the Brand Team of BAT Bangladesh for their generous assistance for the project roll-out and also helping me to shape up this report.

In addition to that, I thank my family for remaining by me, through every challenge and opportunity; for their constant motivation, has always been a prime driving force in my journey.

I am thankful to various executives of the Marketing function of BATB for their co-operation that helped me learn, grow and accomplish my tasks successfully.

## EXECUTIVE SUMMARY

Tobacco is a highly regulated industry with severe restriction on selling and consumption, let alone brand communication. While that is ethically the right way to go forward, it puts the brand teams of tobacco companies in unimaginably difficult position. Tobacco industry is very competitive with high taxation and low margin. Therefore, having a stronger brand than competitors can create significant competitive advantage. This is why, it is believed that brand positioning through campaigns is a much dire need for tobacco companies than most other industries.

This is ironic, given that, nearly all the avenues of brand communication are already legally prohibited. The very few remaining ones are disputed and will eventually share the same fate. When that happens, tobacco brands will solely depend on retailers on brand communication, and all of it will come down to the point of purchase. Luckily for them, cigarette retailers and consumers are in a much closer relationship compared to other products, due to the consumption nature of the product. This is why retailers on different channels and their influence through campaign activation has paramount effect on brand performance, and this is the most discussed issue in brand teams nationwide.

At the beginning segment of the report, a detailed discussion of company's corporate vision, strategy and objectives are discussed along with the culture that makes it a winning organization. Moving forward, a detail of business model is given to clarify how BATB works and how it is different from other industries. This section is an outcome of my learning as an employee at the first job and reflects my understanding of professional life during my internship tenure.

In the following section, a more focused discussion is given on the marketing functions and procedure of BATB with specific focus on Modern Trade Team, Business Development Team and Sales Automation in Trade Marketing & Distribution– the core areas that I will be working on.

Under the marketing section, current and future role of retailers are discussed. It is evident that, outlets in the modern trade universe are influencing brand availability, visibility and positioning in the markets. These are discussed with reference to real life scenario in the market. Further, different outlets' retailer-based campaigns run by BATB Modern Trade, are discussed in their modalities. This discussion includes efficiency of current programs and future potential upgrades that might occur to these.

Also, my daily activities in British American Tobacco have been put precisely in the report. I have presented a thorough and widespread synopsis of my association with British American Tobacco Bangladesh over the last three months. A few limitations and learnings are mentioned in the last part of the report. From my observation and learning I have also tried to provide a few suggestions which I believe can prove to be useful to British American Tobacco Bangladesh

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## CHAPTER 1: INTRODUCTION

### 1.1 Origin of the Report

The report titled “**Implementation of the Campaign Activation in Modern Trade and Business Development Team of British American Tobacco Bangladesh**.” has been prepared to fulfil the partial requirement of my Internship of BBA Program of BRAC University, supervised by Dr. Suman Paul Chowdhury, Assistant Professor, BRAC University. My attachment for the internship was with the Marketing team of British American Tobacco Bangladesh since September 17, 2018 and I have prepared this report in association with my consigned responsibilities.

This report is the final output of my three months long experience with British American Tobacco Bangladesh as per the requirements set but BRAC University. I worked with the Marketing department of British American Tobacco Bangladesh. In the first one month I worked as a part of the Modern Trade team, I assisted them with day to day activities to get a clear idea about their unique surrogate marketing. For the last two months I worked under my line manager for the “Platinum Launch Campaign”, “Project Skyline 2.0” and “Pack Code Generator Campaign”. My whole report is based my observation, experience and the information provided by my colleagues in British American Tobacco Bangladesh.

### 1.2 Objectives:

Speaking of objectives, the primary objective of making this report is to fulfill the requirement of the Internship Program of BRAC University. But while collecting information for this report I got to know about many different aspects of not only British American Tobacco but also the multinational work environment. Some other important objectives of this preparing this report on British American Tobacco Bangladesh are given below

**Broad objective:** Moreover, the objective of the report is to assess the current role Modern Trade and Business Development Department play through campaign activation and future role that they will play in brand advocacy in tobacco industry of Bangladesh.

**Specific objectives:** The specific objectives include-

1. To present an overview of British American Tobacco Bangladesh
2. To analyze the industry.
3. To analyze the core functions of British American Tobacco
4. To discuss the operations of Modern Trade and Business Development Team
5. To analyze the campaign activation system of British American Tobacco Bangladesh



### 1.3 Scope

Due to the increasing power and influence of multiple anti-tobacco entities from diverse work areas, tobacco companies are increasingly challenged in their scopes of brand building. At the same time, outlets that are accounts, playing the role of retailers in Modern Trade and General Trade outlets– being in constant touch with consumers, especially in the point of purchase, are gaining power in brand choice and image building. This paper discusses how companies are making sure that brand messages are maintained in distribution end.

In addition, it highlights potential areas of influence that the aforementioned retailers are going to play in near future.

### 1.4 Methodology

To prove the different objectives, I will be relying on my primary (interviews) and secondary research.

**Primary Sources:** The primary sources include interviewing individuals knowledgeable on forward Trade Marketing and Distribution team and brand building of tobacco entities. For data collection I mostly emphasized on interviews. I interviewed my line manager Ishtiaq Bin Masud, Modern Trade Executive, who is currently in charge of the projects and campaigns run under Modern Trade, BATB. I also interviewed Sohrab Kabir (Modern Trade Officer), Sababa Islam (Channel Development Manager) and other key members of the Business Development Team and Brand Team.

**Secondary Sources:** The secondary sources include relevant research papers, the official website of the company, annual reports, distribution manual, and modern trade manual and reports that are constructed on different key roles in business of tobacco companies.

### 1.5 Limitations

**Confidentiality:** BATB manufacture and sell a highly controversial product. This is why the internal processes are highly confidential. Without being a part of the organization, it is very difficult to understand how the biggest cigarette manufacturing company operates. This is why I could not mention everything in the report.

**Lacks quantitative valuation of outcome:** Due to the qualitative nature of the research, it lacks quantitative valuation of outcome. Personal limitations on my part include those of time since, I am a full-time jobholder.

**Time Constraints:** Companies like BATB make the best use of their employees. Though I learned a lot but it is undeniable that for the last three months I faced huge workload. Within 1<sup>st</sup> November and December 9<sup>th</sup> I had to go to Chittagong, Sylhet and Rajshahi, every alternate weekdays for market visits, outlet visits and meetings, and supervising campaign activation. It was really difficult to balance the time between completing office work and preparing a comprehend report.

## CHAPTER 2: ORIENTATION TO THE ORGANIZATION

### 2.1 British American Tobacco Bangladesh Company Ltd.

British American Tobacco (BAT) is one of the pioneer cigarette manufacturers in the world. It is a company renowned for its very fine global tobacco and Next Generation Products, with brands sold in over 200 markets. The company was formed at the turn of the 20<sup>th</sup> century with the objective of establishing a worldwide business. Tracing its heritage back to a joint venture formed by the Imperial Tobacco Company of the United Kingdom and The American Tobacco Company of the United States in 1902, today's British American Tobacco Company was born.

Some glorious moments for BAT in the last century: expansion and achievement:

**1902:** The British American Tobacco Company was formed by the joint venture of UK's Imperial Tobacco Company and the American Tobacco Company of the United States.

**1904–1911:** BAT expanded its operations in countries like West Indies, India, Ceylon, Egypt, and many European countries as well.

**1910:** Cigarettes sales went up to more than 10 billion cigarette per year

**1939:** Second World War occurred and it severely interfered with worldwide activities.

**1966:** For the first time in history Company profits exceeded £100 million by the acquisition of cigar manufacturer Henri Wintermans by BAT.

**1994:** BAT enhanced its portfolio by adding the prestigious Lucky Strike and Pall Mall brands to the portfolio.

**1998:** British American Tobacco becomes a completely separately quoted entity on the London Stock Exchange.

**2013:** First E-cigarette Vype launched in UK

**2017:** Reynolds American Inc. was acquired by BAT completely to expand its business. (bat.com, 2018)

Based in London, UK, today BAT is the world's second largest quoted tobacco group by global market share. Employing around 50,000 people worldwide, the company consists of over 300 brands in its portfolio. BAT makes the cigarette chosen by one in eight of the world's one billion adult smokers, and have their portfolio rich in innovative tobacco and nicotine-based products. With their powerful brands, geographic diversity, talented people, and a proven strategy, the company is anchored to continue delivering value for shareholders today.

The British American Tobacco Group is one of the world's leading international manufacturers of cigarettes, marketing its products in almost every country worldwide. It is a clear of competitive and fast-moving business. In 2008, BAT subsidiaries enabled governments worldwide to gather almost £22 billion a year in taxes, including excise duty on products, more than eight times the Group's profit after tax. BAT subsidiary companies produce some 715 billion cigarettes through 49 cigarette factories in 39 countries. Four of these and two separate plants also make cigarillos, roll your own and pipe tobacco. The company also have a factory making smokeless Snus.

Employing over 50,000 people, workforce is strongly diverse and multi-cultural, consisting of a devolved structure, with each local company having wide freedom of action and responsibility for its operations.

BAT is the only international tobacco group with a significant interest in tobacco leaf growing, partnering with over 90,000 contracted tobacco farmers worldwide. BAT companies run leaf programmes providing direct agronomy support to farmers if it is not otherwise available, covering all aspects of crop production and environmental best practice. The Group purchases approximately 440,000 tonnes of leaf every year, about 80 per cent of it by volume coming from farmers and suppliers in emerging economies.

By record, there are an estimated one billion adult smokers around the world, consuming some 5600 billion cigarettes a year. The global tobacco market value is approximately estimated to be around US \$770 billion, of which the global cigarette market is valued at around US \$700 billion. Outside China, the three biggest tobacco manufacturers and the biggest competitors of BAT include – Imperial Brands, Japan Tobacco International, and Philip Morris International. Together with BAT, they account for the vast majority of the total market.

## 2.2 The Vision and Mission of BATB

**Vision:** “Our vision is to be the world's best at satisfying consumer moments in tobacco and beyond” (batbangladesh.com, 2018)

**Vision 2020 of British American Tobacco Bangladesh:** BATB has a vision set for the year 2020. Vision 2020 is “By ensuring best process and by engaging best people we want to be a world class operation and we want to make our revenue twice as big within the year 2020”

BAT's underlying vision is to be the world's best at satisfying consumer moments in tobacco and beyond. By identifying that their customers are their core concern, and by believing that addressing their customers' evolving needs and behaviours is the main driving force behind their success – BAT drives to become the leader of their industry through best satisfying consumer moments.

Tobacco and beyond – happens to be the second part of their vision, whereby the company recognizes the strength of their traditional tobacco business, and the opportunities that are seen in the Next Generation Products.



Figure 1: BATB's Vision and Strategy Framework

**Mission:** To quote precisely, “Our mission is delivering our commitments to society, while championing informed consumer choice. We need to continue to ensure that our consumers are fully informed about the choices they are making when they purchase our tobacco products. We recognize that we have a responsibility to offer a choice of products across the risk spectrum, but we will also defend their rights to choose and provide them with the products they want. As society changes, and people’s priorities and needs shift, we need to be ready to meet new challenges and take advantage of new opportunities. We are a major international business and with this status come responsibilities, from being open about the risks of our products to supporting rural communities in the developing world “(Annual Report, 2017)

### 2.3 Historical Background of BATB

In 1910 British American Tobacco was established in Calcutta. At that point it had been called Imperial Tobacco Company. In 1926 Imperial Tobacco Company opened a subsidiary at Moulovibazar. Cigarettes were manufactured in Carreras Ltd., Calcutta. Imperial and Carreras incorporate into single entity in 1943. After the partition in 1947, cigarettes were coming freely from Calcutta, but introduction of customs barriers in 1948 between India and Pakistan interrupted the interfered with the smooth stream of cigarettes from Calcutta to East Pakistan. In March 1, 1949, Pakistan Tobacco Company (PTC) came into existence with head office in Karachi; with the assets and liabilities of ITC Limited held in Pakistan. At that time East Pakistan Office was

situated in Alico Building, Motijheel. In order to satisfy the increasing demand, the primary manufacturing plant within the then East Pakistan was established in Chittagong in 1952. From this point, demand for cigarettes for East Pakistan markets were fulfilled from products manufactured in Karachi. PTC founded first cigarette manufacturing plant in 1954. The Dhaka factory of PTC started producing in 1965. After the war amongst India and Pakistan in 1965; the import of tender leaf from India for the production of Bidi was halted. This gave a major lift to cigarette business. It was around then the East Pakistani entrepreneurs set up 16 cigarette factories in this region. Under the Companies Act 1913 Bangladesh Tobacco Company (Pvt.) Limited was formed on 02 February 1972 after independence. In BTC's inception in 1972 British American Tobacco played a major role and since then has been involved in BTC's development every step of the way. BTC changed its name and identity to British American Tobacco (BAT) Bangladesh Company Limited on March 22, 1998. The company changed its identity to establish commitment to the highest international standards. The Government of Bangladesh owns 26.57% through several of its agencies, while 7.52% is owned by other shareholders. (batbangladesh.com, 2018)

## 2.4 Company Strategy

BATB's all business strategies are built upon the strategic focus areas. Strategic focus areas work as the foundation of their business decisions. They continue to concentrate on their activities in all four focus areas and constantly review their ways of working. According to BATB website "Growth requires understanding and delivering enjoyable consumer moments. Resources should be effectively deployed to increase profits and generate funds for better productivity. Winning organizations consists of great people, great teams and a great place to work. Ensuring a sustainable business that meets stakeholders' expectations is another part of our strategic focus." (batbangladesh.com, 2018)

### Guiding Principles of BATB

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

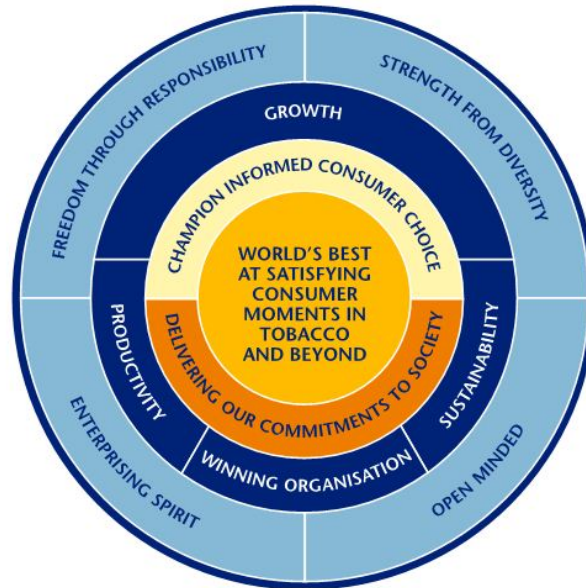


Figure: BAT Vision, Mission, and Company Strategy

## 2.5 Core Business Activities

British American Tobacco Bangladesh mainly manufacture and sell cigarette. From growing raw tobacco leaf to distributing the finished goods to the retailers for the consumption of end users there are some steps. They are given below-

**Raw Tobacco Leaf Growing:** In different farms in Kushtia, Chittagong and Rangpur Registered farmers of BATB cultivate and grow raw tobacco leafs

**Leaf Processing:** In the Green Leaf Threshing (GLT) plant raw tobacco leaf is processed. Stem is separated from leaf here for further use. This processed leaf is delivered to the Manufacturing Plant in Dhaka

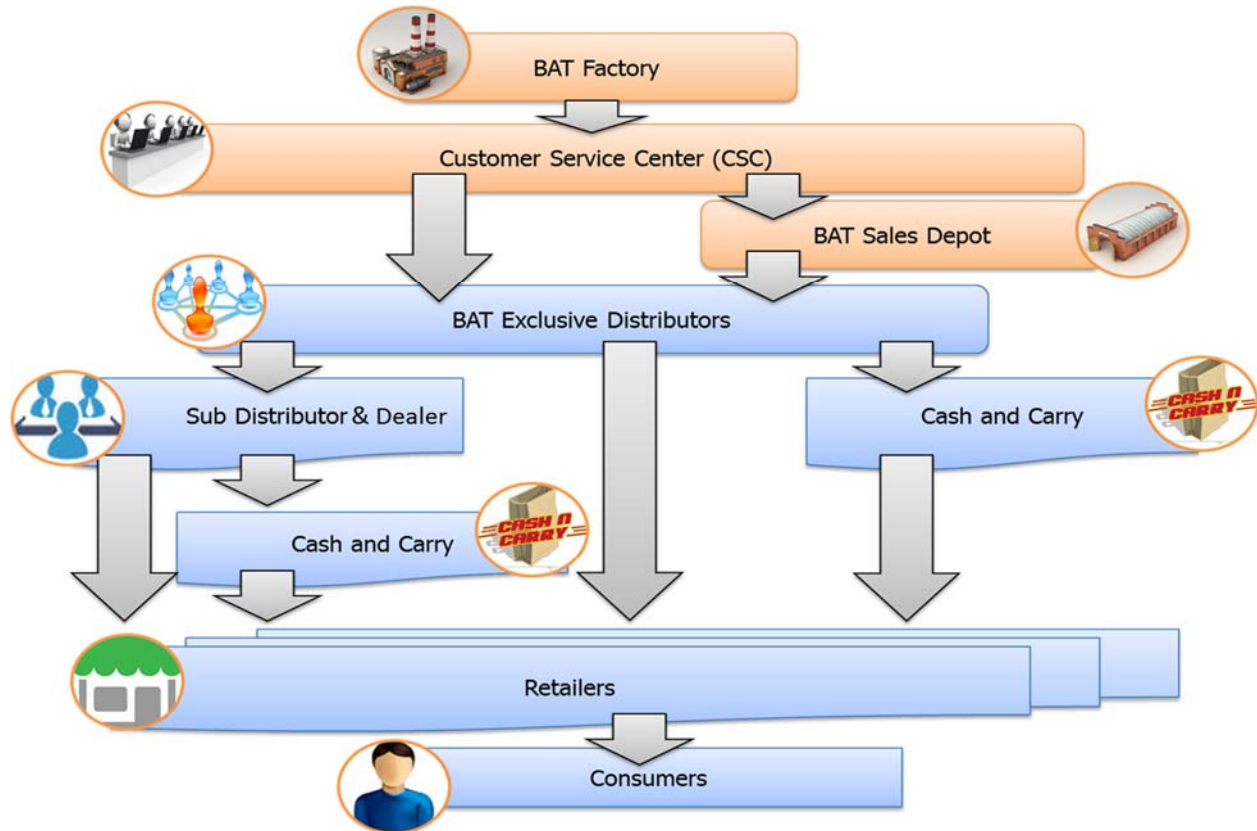
**Cigarette Manufacturing:** Primary Manufacturing department (PMD) receives the processed leafs and cut leaf to produce cut tobacco as the final ready to use tobacco for cigarette. Afterwards the expurgated tobacco is sent to the Secondary manufacturing Department (SMD) where all the packaging materials and other materials of cigarettes are converted into finished ready to use cigarettes.

**Distribution:** Finished package goods are then sent out to different distribution centers across the centers. Trade marketing team of BATB then send the goods to the distributors using the sell

representatives. Distributors then distribute the goods to the retailers to make the goods available for the consumption of the end users.

**Branding:** As any kind of promotional activity for Cigarette is banned by the government so BATB continuously try to innovate and come up with effective below the line marketing ideas to maximize brand awareness and brand visibility.

## 2.6 Physical Infrastructure of the Company



## 2.7 Corporate Social Responsibilities

"Success and responsibility go together" is the philosophy that has driven British American Tobacco Bangladesh over the years. Every member of BATB Believes in this philosophy from day one. In spite of manufacturing and selling a highly debatable product like cigarette BATB is known as one of the most ethical and contributing company to the society. BATB has successfully holds the image of being a socially responsible company over the years with their Corporate Social Responsibilities activities. BATB believe that the success that they have acquired is because of their responsible business operations. They believe that they have a key role to play in contributing



to the economic, social and environmental sustainability of the community. BATB is currently operating three CSR activities in Bangladesh they are Afforestation, Safe Drinking Water and Solar Home Systems. (batbangladesh.com, 2018)

**Afforestation:** This is BATB's flagship CSR program. In 1980 the forest department asked for the support of the private sector and then BATB started this afforestation program. In last 34 years BATB has contributed more than 79.5 million saplings to the country for the cause of afforestation. This is the largest contribution any private company made in the cause of afforestation in the history of Bangladesh. The Project has additionally won global acknowledgment for the organization as of late when BATB was granted Asia Responsible Entrepreneurship Award in 2014 under Green Leadership by Enterprise Asia, a non-governmental organization striving for the pursuit of entrepreneurship development in Asia Region. Not only globally but also nationally BATB has been awarded the national award one five different occasions. BATB is really proud of this initiative and plan on to contributing like this in the future.

**Safe Drinking Water (Probaho):** Safe drinking water is something we take for granted in the cities. But in the rural areas of Bangladesh safe drinking water is a luxury. This has become a huge issue in our country. Millions of people in our country experience the ill effects of water borne diseases due to the lack of safe drinking water. Realizing this problem BATB have come up with a safe drinking water project. As an element of the safe drink initiative, BAT Bangladesh has already put in fifty-three filtration plants to form water free from arsenic and alternative harmful contents in arsenic prone areas within the country. All the 53 plants currently refine 270,000 liters of drinking water, addressing the need of 135,000 individuals every day. With this project BATB has enable them to enjoy safe drinking water and thus gave them a better future.

**Solar home systems: (Bringing ray of hope in rural communities):** Bangladesh is a third world country. Being a third world country, we cannot take electricity for granted. In many corners of Bangladesh electricity has not been reached yet. People of those areas are being unable to enjoy the blessing that is electricity. BATB identified this as a major problem and they have come forward with a great initiative. More than 8000 people of those areas are now getting electricity because of this initiative. This is just the beginning. This initiative will go a long way. BATB plan to make available in every possible corner of this country to help a huge number of people progress.

## 2.8 Functional Areas

BATB is one of the prominent and most efficient operations in Bangladesh. Very few companies in Bangladesh can be compared to BATB in terms of their market share and brand value. To maintain this position all the departments and wings need to be very well synchronized and aligned. BATB has 7 major functional areas. They are:

### 2.8.1 Operations

Operations is one of the most important departments of BATB. BATB manufactures their own products. Operation department consists of two sub wings. They are production and supply chain. BATB produces millions of cigarettes in their factory every single day. Production department consists of three wings. They are Primary Manufacturing Department (PMD), Secondary Manufacturing Department (SMD) and Filter Manufacturing Department (FMD). Another sub wing of Operations is Supply Chain Department. Supply chain ensures the smooth operations of the whole business from the very beginning till end. Ensuring right material at the right time at right quantity is Supply Chain's job. Supply Chain Department also deal with the third-party vendors who deal with BATB in different areas.

### 2.8.2 Finance

Finance is another important department of BATB. Finance department does not work solely rather they work by aligning with other departments to achieve company's vision.

The core activities of this department are given below.

1. Setting up financial targets and objectives and delivering against them.
2. Planning, forecasting and budgeting properly to ensure the optimal use of the resources which helps the organization to grow and give the organization a competitive advantage over the competitors
3. Preparing annual report to give a better understanding of the current market scenario
4. Audit and business risk management
5. Working as a business partner to other core functions

### 2.8.3 Leaf

This is a very unique and effective wing of BATB. Raw tobacco leaf is the main raw material of the cigarettes. More than 80% of leafs are their own cultivation. In Kushtia leafs are cultivated. In Kushtia BATB has Green Leaf and Threshing (GLT) pant. In that plant cultivated raw leafs are processed to turn that tobacco leaf into a suitable form for cigarette production. Processed tobacco is then delivered to Dhaka manufacturing plant. So, the Leaf department is responsible for cultivating, processing, controlling leaf quality, packaging and delivering to the manufacturing plant. This wing plays a very vital role as they need to make sure the continuous supply of the raw materials to the manufacturing plant. Taste and quality of the finished goods are also very much dependent on the quality of the produced leafs.



Figure 2: Functional Department at BATB

#### 2.8.4 Human Resources

Human Resources is one of the most important support functions in BATB. They play a very vital role in company's success. They are responsible for retaining, attracting, recruiting, training and managing the employees. BATB is renowned for hiring the best talents in the market. They recruit each and every individual through a very rigorous and fair assessment process. They make sure equal opportunity for everyone. This is how they recruit the best talents in each department. With their excellent salary, benefits and profit-sharing package they retain their employees. BATB is renowned for creating talents. They do not believe in head hunting. They believe in creating own talents. Most of the people in top management are in BATB from the beginning of their career. Current Managing Director, Head of Marketing, Head of HR, Head of Strategic Planning of British American Tobacco Bangladesh all started their career as a Territory Officer in British American Tobacco. The HR team also believes in continuous improvement. That is why on a regular basis effective training and mentoring sessions are arranged in British American Tobacco Bangladesh.

#### 2.8.5 Legal and External Affairs (LEX)

BATB has one of the most renowned and strongest legal teams in the country. As BATB manufactures and produce a highly controversial product like cigarette their legal team needs to be very careful and detail oriented. They make sure that every single aspects of their operation is aligned with state's laws and regulations. Every single law are taken very seriously. Whenever

BATB face and legal trouble their legal team takes care of it. They also manage the external affairs of the organization. This department was previously known as Corporate and Regulatory Office (CORA).

### 2.8.6 Business Development

This department help BATB to move forward. Business Development department is continuously working to find out new opportunities and scopes of expanding their business in Bangladesh. Partnering with different entities and product development, market development etc. are the responsibilities of the Business Development Department

### 2.8.7 Information Technology

With the emergence of super information highway and the ever evolving technological environment, a competitive advantage is created for business. British American Tobacco Bangladesh, have a robust Information Technology team which provides critically important support service to all the other departments.

### 2.8.8 Marketing Department

Marketing is one of the most crucial core functions of BATB. The marketing department has two main wings:

- Brand Marketing
- Trade Marketing and Distribution

While the Brand Marketing wing focuses upon the branding aspects of a product, the Trade Marketing & Distribution (TM&D) Wing focuses upon the trade and distribution aspect. These two wings are joined by the Trade Development Team (TDT).

Cigarette is a very controversial product. It is legally prohibited to publicly conduct any promotional activity of BATB and its products. This is why it is very challenging. Yet the marketing team of BATB has been able to capture a huge market share with their brilliant below the line marketing activities. Marketing department of BATB has two different functions. One is Trade Marketing and other one is Brand Marketing. BATB has one of the best trade marketing teams in the country. With their very strong distribution network and trade marketing activities they ensure the availability and visibility of their products in the market. The brand marketing team come up with unique below the line marketing campaigns and activities to attract new consumers

#### **Structure of TM&D Department**

The TM&D Structure is as follows

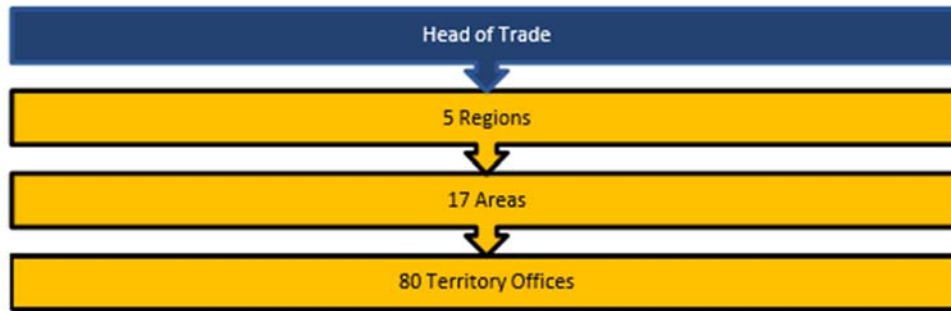


Figure 3: TM&D Resources in BATB

The five regions are Dhaka, Chittagong, Khulna, Sylhet and Bogra. Among them, Sylhet, Dhaka and now Bogra are considered to be Green markets, where BATB presence is strong. Khulna was until recently considered to be a Red market due to the strong presence of Dhaka Tobacco Industries of Akij Group, which is based in Khulna. However, the market scenario is changing and Khulna has delivered phenomenal growth to change the game.

Chittagong is a through and through Red market, though it is the second largest cigarette industry in terms of volume. There is an extremely strong presence of Abul Khair Tobacco, which is a local company and with just one Low Segment brand – Marise – is the absolute market leader.

### 2.8.9 BATB's Response to Promotional Constraints

In response to all these constraints, BATB has developed a new communication strategy in Bangladesh. BATB has become the pioneer of BTL communication of Bangladesh by communicating directly with the consumers and retailers and also by different trade promotion activities.

The objective of the consumers' engagement activity is to engage consumers through BRs to provide information to the respondents and to create awareness and positive word of mouth in the mind of the consumer. Sometimes repeated contact has been made to guide the consumer to become loyal. Consumer engagements are not successful every time. A success contact can happen only when a consumer thinks himself benefited from the contact. One of the core tasks of BRs is swapping among the contacted consumers. Swapping refers to entertaining consumers with a free cigarette. This is the beginning of the process. From research it has been found that only a few consumers try another brand after this. In order to create positive word of mouth, BRs try to provide some leaflets, non-branded gifts or invitation of any event to the consumer related to the particular brand. This gifts and equivalence have different weight to different consumers. Consumer engagement through Brand Representatives is a very expensive way of consumer communication though it is very effective one.

‘Trade Loyalty Partner’ is a unique program that ensures product push from a very important retailer, enhances positive word of mouth and also aware the consumers. Retailers’ suggestion can create a positive feeling of the brand to the consumers. Retailers try to convey the positive brand messages to the consumers. The success of retailer advocacy program depends mainly on the right outlet selection and consumer frequency to those outlets. The selection of TLP outlet is the discretion of respective territory officer.

### 2.8.10 Major segments of the market

In Bangladesh, the cigarette market is currently divided into four major segments.

These segments are referred inside BATB as:

- Premium
- Aspiration Premium
- VFM
- Low

### 2.9 Brands of BAT

BAT has hundreds of brands around the world but in Bangladesh they manufacture and sell few brands. British American Tobacco Bangladesh does not encourage anyone to smoke rather they fulfill the demand of those adults who chose to smoke. British American Tobacco Bangladesh manufactures and markets high quality and well established international and local cigarette brands. Main attraction is to focus on flavors and packaging. In Bangladesh, British American Tobacco Bangladesh is the market leader in tobacco sector. All of their brands are positioned in four segments in the Bangladesh cigarette market. They are premium segment, aspirational premium segment, value for money (VFM) segment and low segment. They have almost 48% market share. Current brands in Bangladeshi market are Benson & Hedges, John Player Gold Leaf, Pall Mall, Capstan, Star, Pilot, Hollywood and Derby. A brief overview of brands is given in the below:

#### **Benson & Hedges**

It was launched in 1997. Since its introduction in the Bangladeshi market Benson & Hedges has dominated the Premium segment and set the standards in a very competitive market. And in 2012, the house of Benson

& Hedges introduced a new and unique variant - Benson & Hedges Switch. With BAT’s innovative product development idea Benson & Hedges Switch became the first ever capsule cigarette to be launched in



Bangladesh. At that time, it was really hyped up and highly demanding product. Still it has held a great place in consumer's choice. Currently Benson & Hedges has three different variations, they are Benson & Hedges Full Flavor. More widely known as Benson & Hedges Red, Benson & Hedges Blue Gold (widely known as Benson & Hedges Light) and last but not the least, there is Benson & Hedges Switch.



### John Player Gold Leaf, Pall Mall and Capstan

John Player Gold Leaf, Pall Mall and Capstan are positioned in the Aspirational Premium segment. John Player Gold Leaf was launched in 1980. Since then it is one of the most popular and most sold tobacco products in Bangladesh. There is no viable completion for John Player Gold Leaf in the aspirational premium segment in

Bangladesh. Capstan is not that popular or much consumed in Bangladesh. This is why its production is very rare. Pall Mall was the Group's first Global Drive Brand to be launched in Bangladesh in 2006. Pall Mall is another successful brand in this segment.

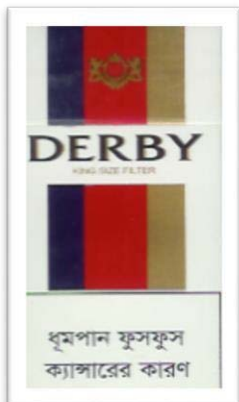
### Star and Star Next

Star and Star Next are positioned in the value for Money segment. Star was launched in 1964 and Star Next was launched in 2012. Star Next is one of the highest growing brands in Bangladesh. In this VFM segment this brand does not have any real competition. Star is one of the most consumed brands in Bangladesh thus it is also one of the highest produced brands too.



### Pilot, Hollywood and Derby

In the low segment, we have three brands and they are – Derby, Pilot & Hollywood. Derby was launched in 2013 and is the biggest brand among the three. Through two variants it is offering taste differentiation to the consumers. Pilot is renowned for true and authentic smoke. It was launched in 2009. Currently it is the fastest growing brand in the industry. The third brand is Hollywood which was





launched in 2011. In this segment in spite of facing some real competition all three brands are thriving and doing really good business.

**Pilot:** In October 2009, British American Tobacco Bangladesh introduced another brand named Pilot in the Low segment. This brand replaced the other LS brand Viceroy which failed to create enough competitive advantage over the existing brands of other major players. Successful introduction and implementation of the superior brand building activities through various cycles made Pilot a popular VLS Brand.

**Derby:** The newest brand in BATBs portfolio, Derby was launched with the intention of capturing the massive volume contributory Low segment and complete the uptrading model from the ground up. It has since lived up to its billing and enjoys particularly good performances in Sylhet, Rajshahi and Khulna region. Currently, the brand has two distinct varieties: Derby Regular/FF & Derby Style.





## CHAPTER 3: RETAILERS IN TOBACCO BUSINESS

### 3.1 Type of Retailers in BATB's Business

For running business in a totally dark market BATB needs to keep in good touch with the retailers. All the retail outlets have been divided into three categories by the company, and these are:

- Convenience
- Grocery
- HoReCa.

#### 1. Convenience

All retailers wherever shoppers typically go no buying intention fall under this class. The consumers like to buy product on impulse from this sort of outlets. These outlets generally maintain a limited product range and do not offer flexibility in prices.

2. **Grocery** These are the retail outlets where shoppers visit on an everyday basis with a buying intention. They often build an inventory of things before they're going to visit these forms of retailers. These retailers usually supply selection in terms of product variation and elasticity in costs.

Table 1: Volume class of retailers in BATB

Class	Stick/Day	Sticks/Year
1	54,795 +	20,000,000
2	27,397 – 54,794	10,000,000 – 19,999,000
3	13,699 – 27,396	5,000,000- 9,999,000
4	5,479 – 13,698	2,000,000- 4,999,000
5	2,740 – 5,478	1,000,000- 1,999,000
6	1,370 – 2,739	500,000- 999,000
7	548 – 1,369	200,000- 499,000
8	274 – 547	100,000- 199,000
9	Less than 274	Less than 100,000

3. **HoReCa:** As the name suggests, hotels, restaurants, and cafes are the type of shops that are considered in this category. The prime characteristic of a HoReCa is that the shops must have a seating arrangement. It is assumed that consumers visit those shops with the intention to

spend some time. These outlets range from small roadside cafes with seating arrangements to luxurious restaurants of fast food outlets. Retail Outlet Classification in Terms of Volume: BAT also classifies all the outlets in terms of the average daily sales volume.

## CHAPTER 4: OVERVIEW OF BUSINESS DEVELOPMENT TEAM

### 4.1 Introduction to Business Development Team (Marketing)

In the entire marketing team, there are three main functions: Brand Team who make, create and maintain, SP&I (Strategical Planning & Insights) team deals with research, ATM&D (Activation, Trade Marketing & Distribution) team who does all the campaign deployment, all the customer management the system related management. Business development is the central hub of the ATM&D department. Brand team gives instruction regarding execution and plans, BD teams executes. For example: cigarette design, market plan, touch point design, where to be launched etc. are overseen by Brand Team. When the plan is fixed it is forwarded to the BD Team. Instructions are sent from BD team to Regional Teams and they follow the instructions and they place it in those outlets.

### 4.2 Responsibilities of Business Development Team

System end needs to include the new variant B&H Platinum, enlisting it in PRISM (Sales Automation Software). When it is launched in Modern Trade, the scope is defined by BD Team, launching and placing responsibility belongs to Modern Trade Team. Touch point production, distribution and execution is also BD team's job. Digital manager is also involved in this process whenever a digital wing is added to the activation. Partner Platform, offerings and deployments are done by BD team. Whatever happens in the market, wherever customers get cigarettes - is because of the central trade team works closely with BD team. However, when there's no campaign launches involved or no instructions from brand team is given, BD team ups their scale by marking new territories, by finding new channels to sale, channels to build imagery in unexplored places, rural parts of the country, coming up with new offers to maintain the customers, making sure the touch points are executed properly. These guidelines are constant improvements that goes within the BD team apart from campaigns, if there is no campaign going on for the time being. These improvements are constant activities for brand team as well. Business Development team is mainly customer centric but also to some extent consumer centric too.

## CHAPTER 5: OVERVIEW OF MODERN TRADE TEAM

### 5.1 Introduction to Modern Trade Team

As the name suggests, trade is the part where they sell the products to the customers, and modern trade is more contemporary, upcoming, emerging. For the entire industry they mainly deal with the organized groceries, key accounts, supermarkets, hypermarkets. Placing FMCG in this place which are different from general trade or the regular shops seen in the streets, is very different. They have to deal with shopper's psychology, managing educated customers, cracking deals with the customers so that the products get best visibility, the impulse purchase behavior is also activated with the careful and creative placing of the products. Hence, modern trade is dealt differently from general trade, because it requires some acquired knowledge, on the job learning, general observation, some basic research and studies to ensure that it is an effective activation in this channel

### 5.2 Importance of this wing

This channel is very important for sales because currently a lot of people have started going to these places like supermarkets, organized groceries to do their grocery shopping. In contrast to general trade, the customer has to go and ask for the product, in modern trade the team, with their creativity has to make sure that you attract the buyers to pick your product particularly, manipulating the impulse purchase intent.

The BAT Modern Trade Team is not only concerned about the organized groceries, supermarkets but also trying to expand their operations different HoReCas (Hotels, Restaurants, Cafes). So, the two different legs this team manages, are the Organized Groceries and HoReCas. Also, there's another channel developing, called the alternative channels. These alternate channels are basically different new channels that are emerging as new opportunities. The tobacco industry is much regulated in terms of open advertisements unlike other FMCG products. BAT cannot go for overt advertising, put up their logos or names or anything related to the products. Since it very important for them to communicate with the buyers. Selling the product without uttering a word, they have to attract consumer. Also, one of the major problems in the context of Bangladesh, tobacco or smoking is still considered to be a very big taboo. The first task is to intercept the consumers in the point of consumption whereas other FMCG companies do it in the point of sales. So, modern trade team generates ideas to reach the consumers in the selected point of consumptions, while they're consuming cigarettes. Their job is to capitalize on the moments when the consumers are smoking which is called the consumer moments. The modern trade team does multiple things to delight those moments for the consumers. In organized groceries, people can only buy products but they cannot consume it in those places. So, modern trade team wanted to make use of the channels where people smoke, like – hotels, restaurants, cafes, bars, pubs and places as such.

### 5.3 Types of Outlets

#### Trade Cluster and Trade Planning Group

BATB's current method of classifying outlets is mainly through trade clusters and trade planning groups under individual clusters.

The trade universe has been categorised into three clusters according to their characteristics and consumer types. Each cluster contains specific trade planning groups of varying importance. The following outlines the details of individual clusters along with their corresponding planning groups.



i) Pay & Go:

Refers to outlet category where consumers do not devote much of their time (2 minutes or less); consumer reach, however, is very high in these outlets. Below are some examples of Pay &Go outlets.

*Street Kiosks:* Refers to cigarette selling street cabins, where the highest number of consumers frequent. This group plays a key role in pushing brands to consumers and is most important to generate mass awareness and conduct trials.

*Semi- Structured Outlets:* Another high consumer frequented group, where tobacco is one of the prime category products. Retailers play a key role in pushing brands here.

*Structured Outlets:* Refers to general trade where tobacco is not the key category. It is still important, however, for generating awareness.

## ii) Shop & Browse

This cluster is mostly frequented by premium consumers. It is important for driving the image and trial of premium brands.

*Key Accounts:* Mostly refers to premium grocery shops with multiple chain stores. These outlets are extremely important for driving brand image.

*Organized Grocery:* Refers to premium organised groceries frequented by premium consumers and important for driving the image of premium brands.

*Cash& Carry:* Cash & Carry refers to high volume contributory outlets that play an important role in making our brands available beyond the DSS. These outlets also fulfill the gap filling role within the DSS. Out of Cash & carry (C&C), a selective & supportive group of important C&Cs called 'discounted C&C (DCC)' receives BATB-determined 'C&C margin' from distributor for predominantly contributing in term of topping up of BATB brands.

## iii) Entertainment:

Entertainment refers to outlets where consumers gather for spending time and usually purchase products for immediate consumption. This cluster is mainly the hangout place for ASU30 consumers and an important venue for 1-2-1 consumer engagement to drive conversion and loyalty.

*Mass HoReCa:* This TPG is an important hangout place for ASU30 consumers. The time spent by consumers in this venue is the highest amongst all TPGs. It is a critical venue for consumer interaction to take place and drive loyalty. Tobacco is one of the prime products of these outlets.

*Popular HoReCa:* Refers to HoReCas where tobacco is a supporting product (e.g. restaurants which serve rice). Opportunities for consumer communication are low in these outlets.

Premium HoReCa: These are premium hangout venues offering differentiated amenities to the consumers. This TPG is very important for driving image and consumer engagement activities to premium consumers.

Considering market dynamics and scope of premium consumer engagement, BATB Modern Trade exclusively operates in following outlet types

**Key Accounts**



**Organized Grocery**



**Premium HoReCa**





## 5.4 Responsibilities of Modern Trade

Modern Trade comprises of three sets of outlets as mentioned in the previous chapter. It is a platform via which we solely enhance the brand imagery of B&H to the top most elites and influencers of the society. Modern Trade follows the pattern of the in-thing lifestyle and tries to cater those sets of consumers' minds in the way they want to be feel appreciated. Modern Trade is on a constant mission to drive the ultimate image of B&H for the most influential crowd from the society.

Modern Trade outlets attract high premium consumer traffic and is ideal for driving brand image of our premium brands.

Modern Trade comprises of two channels i.e. Shop & Browse and Entertainment. The latter channel consists of Hotels, Restaurants and Cafes (HoReCa), Bars, Clubs etc. and the former channel consists of supermarkets & organized groceries. These platforms are frequented by the most premium consumers of the town.

**Entertainment:** This channel is frequented by top tier premium consumers, elites, influencers, trend setters of the society. We choose the outlets which has smoking facility in it. Fine dining, lounges, clubs, hotels, cafés are all part of it. These outlets are strong platform to generate hype and awareness. 1-2-1 consumer engagement activities are possible in this channel.

**Shop & Browse:** Key accounts and Organized Groceries fall under this set. This channel promises volume, convenience, quality, authenticity and image.

Modern Trade creates an exceptional experience for Premium Consumers via

- Driving image through clutter breaking execution. E.g. Merchandizing units such as, Counter-tops, Pack Highlighters, Back of Bars, Table Tops, Shelf in Shelf, Gondola, Smoking Zone Identifier, table and standing ash-trays, Specialized tobacco menu etc.
- Brand communication through 1-2-1 in different modern trade outlets.

Since the objective is to drive premium image of B&H through benchmark consumer engagement and benchmark execution, hence, we always ensure category exclusivity, product availability, price compliance and subtly non-branded marketing of B&H via these premium outlets.

For Entertainment channel, outlets are selected on the basis of few selected criteria especially on the basis of the Merchandizing scope, consumer traffic, geographical location, cuisines, cost/bill, event Scope & smoking Zone facility, Entertainment Channel is selected.

For Shop & Browse channel, outlets are selected on the basis of consumer profile, geographical location, merchandising scope, floor size, number of isles, number of cash counters, average basket value etc.



## 5.5 Merchandising Guideline

### 1) Counter Top



- Must be placed **on the counter** of the outlet
- Preferably **near the cash counter** so whoever makes the payment gets a clear and close visibility
- If placed on **smoking zone** then it must be placed on a stand.
- It should not be placed on any tilted angle.
- The “&”symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be **illuminated** at all times.

- The focus of the light must be on the logo of **B&H** and **never on the GHW**

## 2) Counter Top with Stand



- Must always be placed on a stand.
- It should not be placed on any tilted angle.
- The “&” symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be illuminated at all times.
- The focus of the light must be on the logo of B&H and never on the GHW

## 3) Platinum Pack Highlighter

- Can be placed both on the counter and the stand
- It should not be placed on any tilted angle.
- The “&” symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be illuminated at all times.

- The focus of the light must be on the logo of B&H and never on the GHW



#### 4) Pack Highlighter



- Must be always placed in a **smoking zone**
- **Should not be placed in an open smoking zone which is likely to be exposed to sunlight and rain**
- It should not be placed on any tilted angle.
- The “&”symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be **illuminated** at all times.
- The focus of the light must be on the logo of **B&H** and **never on the GHW**

### 5) Back of Bar



- Must be placed in **eye level**
- Must be always **wall mounted** on a **smoking zone**
- It should not be placed on any tilted angle.

- The “&” symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be **illuminated** at all times.
- The focus of the light must be on the logo of **B&H** and **never on the GHW**
- Should not be placed on an open smoking zone which is likely to be exposed to sunlight and rain

## 6) Shelf in Shelf



- Must be placed in eye level
- It should not be placed on any tilted angle.
- The “&” symbol must be clearly visible and perpendicularly facing the person looking at it
- The light must be illuminated at all times.
- The focus of the light must be on the logo of B&H and never on the GHW
- Must be placed between the shelves of men’s item (cologne, deodorant, aftershave etc), coffee beans, tea leaves etc
- It should never be placed near any under 18 product such as baby food, diaper.
- Should not be placed near any toxic items such as mosquito/insect repellents

## 7) Table Top unit



- Must always be placed on top of tables of a smoking zone.

### 8) Impulse Counter



- Must always be placed on Grocery outlets
- It must always be hung from the ceiling
- Must be placed near/on top of/behind the counter of the outlet

- Preferably near the cash counter so whoever makes the payment gets a clear and close visibility
- It should not be placed on any tilted angle.
- Stock must always be present (variant wise) inside the unit



## CHAPTER 6: ACTIVITIES UNDERTAKEN DURING MY TENURE

### 6.1 Internship Program Timeline

I joined British American Tobacco Bangladesh as an Intern on 17<sup>th</sup> of September through BATB's flagship internship program, more widely known as the Xcelerate Internship Program. I joined in the Marketing department under Modern Trade intern. My three months in BATB can be divided into three phases based on the activities undertaken by me.



### 6.2 Specific Responsibilities as an Intern

After joining BATB at first, I had to get a clear idea about the Modern Trade and Business Development Department of BATB. From the very first day, I was given assignment-based task to get on hand experience about the process. As a part of the ice-breaking session, I was introduced to everyone in the team by my Line Manager. I sat with them individually to know about their roles and responsibilities to get a holistic view of the whole department and its functions. I had individual briefing sessions with the management team members. They gave me an overview of the work process of not only the Modern Trade Department but also the whole Route to Market process. Then my first task was to go through the Distribution Manual. It gave me a clear idea about the specific functions of the General Trade as a whole.

After having a clear idea about the work process of the whole department, my line manager Mr. Ishtiaq Bin Masud briefed me an overview of the regular activities and upcoming campaigns to be activated and how those are planned to be implemented. After having an idea about the tasks and



the big idea, I started assisting them in the day to day activities and planning the execution of the campaigns. My activities as a member of Modern Trade and Business Development team are as follows.

### 6.3 B&H Platinum Launch Background:

Platinum is the fourth variant of B&H which is comparatively lighter than rest of the variants. However, this does not mean it is less harmful for the health. B&H Platinum is the first cigarette manufactured in Bangladesh that contains the lowest amount of tar in it, which stands for 6 mg per stick. There are other cigarettes in Bangladesh with lower amount of tar, like – Dunhill, but those are imported, not made in Bangladesh. Since the latest demand in the market for lighter cigarettes emerged, it was an opportunity for B&H to capitalize on that. Upon digging deeper to find out the source of the demand, I found that it is because people have a perception that low tar cigarettes are less harmful for the health. After thorough consumer research conducted by the Brand Team, B&H decided to launch Platinum.

Again, every time a new product in the tobacco industry is to be launched, any sort of overt marketing is completely prohibited. But it still needs to be ensured that there is 70% awareness and 70% trial-based general recommended new brand. This a global principle called 70-70 principle which means 70% awareness and 70% trial. When they launch a new brand, they have to ensure that 70% of the entire smoking population knows about it. There is extra emphasis on the word “Targeted” over here. For example: in a hypothetical scenario, where 100 people smoke, only 20 of them smoke B&H. The 70% of those 20 people, which is around 14 people, should be aware that Platinum is in the market. Also, 70% should also be able to try them to reach the 70% trial quota, which is the bare minimum. The Brand Team had also taken references from previous brand launches. After Bangladesh became strictly regulated about tobacco, every brand that were launched did not sustain for long. So, they had to have their own practices of coming up with a detailed plan regarding how to launch the brand, where do they want to place the product, how do they want to position it in the consumer mind. Push the brand to the retailers and consumers through selective outlets.

Previously, before the launch of the brand, the consumers generally used to have no idea about it, the first time they got to know about the brand was when retailers pushed it to them. This is an old practice they used to follow but it did not quite work out for the last few times. So this time around they decided to come up with a new approach which challenged all these norms.

#### 6.3.1 Phases of the Launch

**Phase 1 – Pre-seeding:** The Modern Trade Team pre-launched the cigarettes in very few outlets, they made their a few people from their target market to try Platinum in various official and unofficial set-ups like – concerts, networking events, parties and private events. When they tried the cigarettes and they saw that it was served to them not through direct pushing but as a novelty, they liked it and it gave them a sense of belongingness in the premium segment since it was not available in random small “tong” in the streets or anywhere else for that matter. This is how they

positioned the brand as a premium one in the mind of the consumers. For this purpose, the Modern Trade Team also had some Presiders who talked about the brand and spread the word of mouth.

### **Phase 2 – Differentiate:**

In case of cigarettes, there is not much scope of tangible differentiation. So, ‘the approach to differentiate was more intangible in nature. They decided to come out of the trademark colors of B&H color of Black and Golden and molded it completely in a packaging of Silver color to keep it in sync with the name “Platinum”. They also changed all the tangible and intangible communication materials. For example: previously they were very bold and loud about the promotion but this time the team decided to keep it smooth and subtle because premium brands do not shout out loud. Also, aligned with the intangible communication, they also went for tangible ones through the flow filter which is basically a filter with a hollow. It leaves a tingling sensation on tongue when the consumer is smoking which is a novelty they added in the product feature. And another feature they added was that the taste was much lighter and it emits the lowest amount of nicotine. All these features of the brand if combined, obviously reflects an international quality brand from the house of B&H. It is only targeted towards a very niche group who would like this lighter variant because not everybody likes the lightest of cigarettes while paying the same price. This ultra-premium group also wants to differentiate themselves from those who smoking B&H. Since government has restrictions about the pricing policy of cigarettes, they couldn’t raise the price. They positioned the brand as a variant which is exclusive in terms of quality and most importantly availability. They’re not making it available everywhere, it has been launched only in around 3,000 stores all over Bangladesh and out of which 270 modern trade outlets are involved. Because of already being recognized for having higher quality, it will be the most sought after brand. Thus, it will help the brand differentiate itself from others.

**Phase 3 – Launch Activation:** On September 23<sup>rd</sup>, B&H Platinum was launched in 268 outlets of modern trade. It was launched before the national launch in the general trades. There were quite a few activities that were undertaken to execute the campaign. With this launch, on the first day, we had to place it in these 268 outlets. So, we took 3 days to ensure 100% placement in all the modern trade outlets.

As an intern, I had to send Trade Letters to all the owners of the restaurants about the launch of the brand. Also, a request was made to include it in their Point of Sales software. We had to deliver Platinum at Meena Bazar and all other groceries way before 23<sup>rd</sup> September which was 20<sup>th</sup> or 19<sup>th</sup> of September because they had to take photos of the product and then put it up in their website and also integrating them in their POS system is time-consuming. It takes 3 days to reach every outlet from the Distribution Points so we had to make sure that stocks are delivered before disbursement. And the effort was well-appreciated because after so many years a brand like this was launched and distribution was handled absolutely perfectly.

The IMS team had a big role to play in it since they made sure that all the sales and distribution happened in picture perfect way. All the CMRs were trained, they were on-boarded about the features of the product. IMS also helped us to build a good relationship with the distributors, owners, restaurant staffs and made them aware of the products and serve it to their customers.

We had to engage with the café much prior to the launch and convinced them to add or change a page in their menu containing B&H's variants in order to make sure that Platinum has been added. In order to do that, we provided a menu support and paid them to re-print the menu. In addition to that, for the first time BAT gave press support to a few of the restaurants. Some restaurants are pretty small and they don't have the biggest press on their hand or maybe they do not have contacts to big presses. So, we made a single point of contact in a selected press and also took all the orders from those particular restaurants and printed it out for them. This was a great novelty for them because otherwise they had to go through all the designing, printing process and quality ensuring process.

We had to place table talkers in the tables. These table talkers were manufactured and supplied by Cosmic Art and designed by Tubaishi, the owner of OneTad. We have distributed 1332 table Talkers all around Bangladesh, in modern trade only. These are merchandising units kept on the table that says "B&H Platinum" on one side and on the other side it has the tobacco menu with the pricing on it.

Thirdly, we changed the display units we had in the outlets and the units were supplied by Retail Scape who designed and produced the units and although there was a glitch in the delivery timeline but it was managed pretty well through our intervention as a team. Now it is successfully placed around 60 modern trade outlets for Platinum Standards.

### 6.3.2 Consumer Engagement Activity:

Unlike other industries, tobacco industry cannot opt for one-to-many communication. It means one communication media, communicating with many people at the same time. For example: TVC, Billboards and other ATL campaigns are there to serve one-to-many communication purposes. However, because of certain restrictions, tobacco industries need to go for one-to-one communication; which means someone can personally talk to a person and aware and educate the person about the product. To serve this purpose, we hired 15 Brand Amplifiers who were female students studying in different renowned universities, like – NSU, BRAC University, IUB, AIUB etc. They were assigned in different HoReCas according to their competencies. They were very highly paid (35,000 BDT/month) and the tenure was for a month, only on the weekends from 7-10 pm; when the targeted consumers' footfall would be highest. These BAs talked to the consumers, collected their information on a permission slip and tried to aware them about Platinum. The BAs were very highly trained, scrutinized and selected very carefully to ensure that they can disseminate the message with proper English pronunciation and that their profile matches to B&H's to keep the brand image intact. The consumers they planned to approach needed an incentive to invest 5/10 minutes of time for letting the BAs talk to them. The incentive was given in the form of a PTR (Purchase through Retailer) box which was exclusively designed and offered to the consumers. Only the box itself cost about 4,000 BDT and with that there were two packs of B&H Platinum along with an originally designed Zippo lighter which costs another 3,000 BDT altogether. And this PTR box could be availed by BDT 500 only because of this special launch offer. The offer was introduced to make sure that the customers are hyped up about the product and they can spread positive word of mouth among their peers. This is how one by one we

approached our target consumers to communicate the message. Also, there were many outlets where we did not change the display units but we had to change the planogram; which is the duration of the cigarette packs inside the display units.

We planned two other events as a part of the launch. One of them was called AMP which was basically designed for the youngsters who are students mostly. And the other one was “Dine” which was for the elite influencers of the society. The events had Platinum theme all over in terms of decoration and ambiance, renowned foreign chef, EDM music played by famous foreign DJs. So, we basically educated the consumers first and then we went to the retails. In this case no one had to push the retail, rather the demand that we created through the vibe made them pull our product. After 3 weeks, it was launched in the general trades. This entire process with huge amount of tasks was done through six sigma quality of co-ordination.

**Setting Recruitment Standards for Brand Amplifiers:** Also, I was told to set the recruitment criteria for the BAs. So, for that first of all I had to decide on what sort of profile do I want. To keep it aligned with the premium image of the brand I decided to pick them from well-renowned private universities. Good proficiency in spoken English with a clear and strong accent was the first criterion to be selected. Obviously, they had to have good people skills because to do the job they had to be able to engage with strangers spontaneously. And finally, after a thorough screening and assessment procedure, along with the IMS team, out of 38 candidates I selected 15 Brand Amplifiers in total.

**Preparing script for the brand Amplifiers:** I had to make sure the briefings were done correctly with IMS and IMSL for preparing the BAs. In addition to that, I had to prepare their script which they had to follow while approaching a target customer. The script was checked and approved by the Legal and External Department and suggested corrections were made by me.

**Selecting Venue for the training session:** Upon given the task to select a venue for training and grooming the Brand Amplifiers, I went to a few outlets in Gulshan and Banani and finally selected Pier 138 East as the venue. I talked to the key contact person and fixed a particular date and time. In addition to that, I made sure the arrangement of food and seating were done properly.

**Conducting training sessions for the BAs:** As a part of my responsibility, I was sent to conduct the training and briefing session for the Brand Amplifiers. There, I explained their job responsibilities, how to approach and talk to the target group and instructed them regarding following the script and made them aware about the significance of keeping each and every word just as same as the script.

**Prepare the supply and deployment schedule:** As per the instructions of my line manager, I prepared a supply and deployment schedule for the merchandising units needed for the launch of Platinum. I had to specify the time and date of delivery, had to come up with an exact number of units of merchandising units and put the details of the Key Contact Person for follow-up purposes.

**Coordinating all the activities of the agencies:** One of my main responsibilities was to supervise the activities of the agencies. I had to make sure that Retail Scape and Cosmic art produced the specified number of units within time. Also, to proceed with the procedure, I was told to raise the

Purchase Order (PO). Before the launch, for the first one week, my job was to call them daily and push them regarding completing their assigned tasks within the deadline. In addition to that, for supplying and deploying them on time, I had to contact the KCPs of IMS and IMSL who are Chiste Mahmud and Navid Kabir respectively.

**Quality Checking:** To check quality, I had to visit the main office of IMSL and IMS where all the units were supplied by Cosmic Art and Retail Scape. I checked for whether or not there was any unit containing any scratch or any other faults. There were about 3 table talkers and 15 PTR boxes with errors and I immediately contacted Rezwana from Retail Scape and Wahid from Cosmic Art; to take back the faulty units and replace them with new ones within 48 hours. I had to ensure the job was done within time without any delay.

**Ensuring that Platinum reaches to the target consumers through fast word of mouth:** This was a task instructed to perform more on a personal level. Since, a lot of my friends and peers smoke and they fit into the category of the defined target market, I had to spread the word of mouth regarding Platinum to my friends.

**Overseeing the disbursement of gifts among the restaurant staff:** IMS produced belts and wallets as per my suggestion, on behalf of the Modern Trade team. I had to check the quality and oversee the packaging and distribution of the gifts among the restaurant staff.

**Keeping meeting minutes:** I was present in all the important meetings regarding campaign launch and I kept the meeting minutes, where I had to note down the responsibilities of all the people involved in the process and submitted it to my line manager. Later on, I had to manage everything according to the meeting minutes.

## 6.4 Project Skyline 2.0

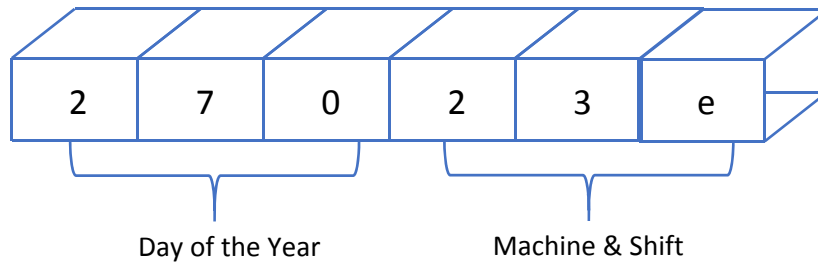
Project Skyline 2.0 was designed to reach the potential outlets outside Dhaka and Chittagong, mostly luxury hotels and resorts based. Since they already have a developed plan for the HoReCas and they have captured enough outlets in that particular field, the modern trade team decided to expand their operations and capitalize their opportunity in new channels.

### 6.4.1 My Responsibilities

And I was assigned to lay a base of the project through conducting a general research and finding out the popular resorts in the specified regions. A few of such examples would be: Dusai (Sylhet), Ratnodweep Resort (Rajshahi), Momo Inn (Bogra), Kuakata Grand Hotel & Sea Resorts (Barisal) etc. I had to specify the regions, districts, full address, and contact details with phone number and email addresses to send proposal to the respective KCPs. Most importantly, I had to talk to different people in the BD team and find out the contact information of the Territory Officers managing the regions and contact them to find out the corresponding distribution houses so that we can plan on an efficient distribution route for each region. I also had to find out the General Trade Route Numbers in those specific regions to see if the numbers of routes and sections are enough to serve the purpose or not.

## 6.5 Pack Code Generator Campaign

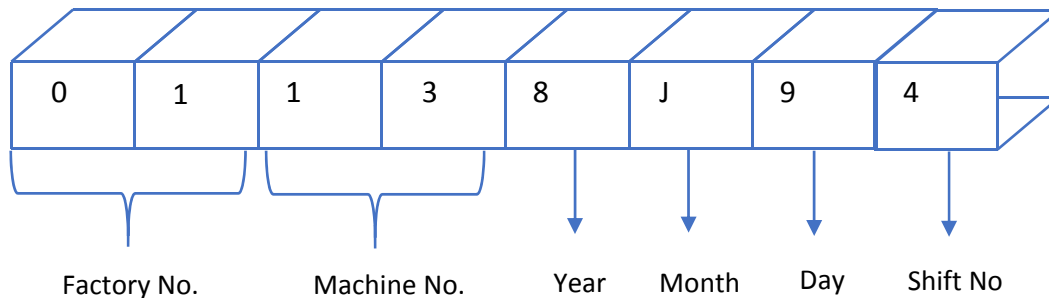
To track probable faulty products in the market (if any) due to manufacturing faults, each packet of BATB brands contain a pack code beneath the pack. Currently the pack code is a 6-digit code which works as follows –



Deciphering the 6-digit code –

- First Three Digit identifies the day of the year
- Last three digit identifies the shift & machine number
  - White: 10 + Module Number
  - Green: 30 + Module Number
  - Blue: 50 + Module Number
  - Yellow: 70 + Module Number

As BAT is an MNC, as per the global consolidation strategy, BAT is going for a similar approach in major standards and activities across all the operating companies. Keeping in mind the highest number of factory (in cases of multiple factories in one OPCO), machines, shifts, a new 8-digit code has been introduced which is as followed –



### **Deciphering the 8-digit code –**

- First Two Digit identifies the factory number
- Second two digit identifies the machine number
- 5<sup>th</sup> Digit Identifies last digit of the manufacturing year
- 6<sup>th</sup> Digit identifies the manufacturing month
- 7<sup>th</sup> digit refers to 3-day period within a month
- 8<sup>th</sup> digit refers to shift number within the 3-day period

#### **6.5.1 My responsibilities in the Communication campaign**

I worked with Shah Md Junayed, Digital Manager, as his apprentice in the ‘Pack Code awareness campaign’.

The touch point collaterals for this campaign were wobblers, user manual and stand banners. My responsibility was to help the Digital Manager design the website and app along with campaign collaterals. My job was to coordinate with the agencies APSIS (website and app) and NVISIO (creative agency) and get the tasks delivered on time, in full. I worked for 3 weeks in this campaign and successfully managed project completion in due time.

#### **6.6 Daily activities**

**Outlet Visits:** At least once a week, I had to go to outlet visits to check if everything is being managed properly or not. Whether the merchandising units are being maintained properly or not and if more outer packs need to be supplied. Supervising if the waiters and the BAs are performing their jobs correctly.

**Observing Negotiations:** Whenever a new opportunity arrives, my line managers conducted meetings with the KCPs and had negotiations regarding acquiring the accounts, payments and timeline. My learning from this observation was how to effectively navigate a difficult situation and come to a mutual conclusion if it suited both of the parties’ demands.

**Finding out potential outlets to be acquired:** Finding out new outlets that can be a potential modern trade account was also a main part of my daily responsibilities. I had to assess the profile of the restaurants, check whether they suit the brand image of B&H, probable consumer footfall etc. In order to do that I had to run a background check regarding the profile of the restaurant

owners, the ambiance of the restaurant itself, the pricing of the menu, the location of the restaurants – which worked as deciding factors for selecting outlets as probable modern trade accounts.



## CHAPTER 7: SALES AUTOMATION CAMPAIGN ROLL-OUT IN BATB

### 7.1 Background of Sales Automation Roll-out in BATB

Nationally more than 4900 SRs are deployed in the market by the distributors, to ensure availability of BATB's brands in every corner of the nation. SRs are equipped with paper memo books and make sales calls approximately in 70-75 outlets per day. SRs then give manual input in SRDSS. The summary of that data is then compiled in DIS+ or in other excel based formats to extract S&D information like STT, strike rate & BCP. In this process, nationally more than 1.5 million unique sales data are processed by the SRs and subsequently manual input given by the computer operators every day. This data is again utilized as output for generating important reports like the 3<sup>rd</sup> party resources salary, OCA calculation & also in sales management of important channels like Partner & EC&C.

Slightest error in handling this huge number of data can produce a series of inaccurate information & can lead to waste of company investments. Moreover, in the post TCAA scenario when market is getting darker, outlet level information is becoming more and more crucial for better management of brand/ trade cycles.

In that regard, platform named PRISM was developed to manage, monitor, and process secondary sales. PRISM – the platform has two parts:

- The software (back end).
- Automated sales capturing (front end).

### 7.2 Suggested proposition

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Roll out of sales automation through customized & convenient application using android device and blue tooth mini portable printer for every individual SR in launch scope.

**Solution:**

- Samsung J1 Ace android smart phone & Cashino PTP – II thermal portable Bluetooth mini printer (Supplied by Samsung – FDL).
- PRISM android-based smartphone application (developed by APSIS).



PRISM Devices

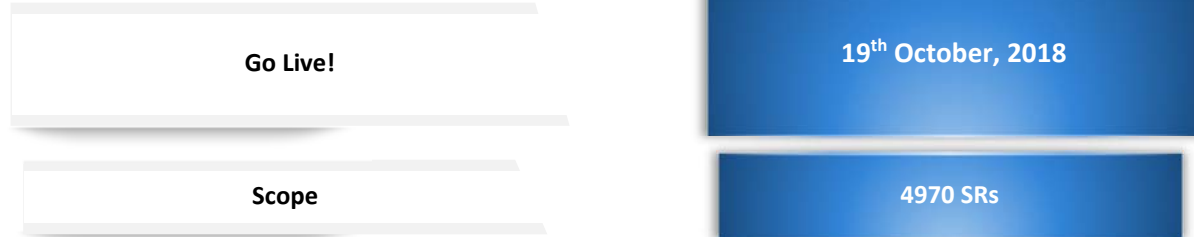


PRISM App outlook

### 7.3 Launch Scope and Timeline

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#### Scope: Nationally all regions



### 7.4 Launch Objective

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Successfully establishing “PRISM – sales automation” in regions within Sales force by ensuring:

- Readiness for relevant FF and regional team to use and utilize the system.
- Necessary training and system related support by the assigned vendor.
- Motivated effort from the relevant FF to embrace and embed the change.

### 7.5 Campaign KPI:

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**1<sup>st</sup> Level KPI:** 100% scope SRs are proactively using the system & adapting with the change.

**2<sup>nd</sup> Level KPI:** 95% data accuracy within 1 month of launch.

**3<sup>rd</sup> Level KPI:** Deliver product, communication materials & app on time and in full within allocated budget.

## 7.6 Method of crafting out the roll-out plan:

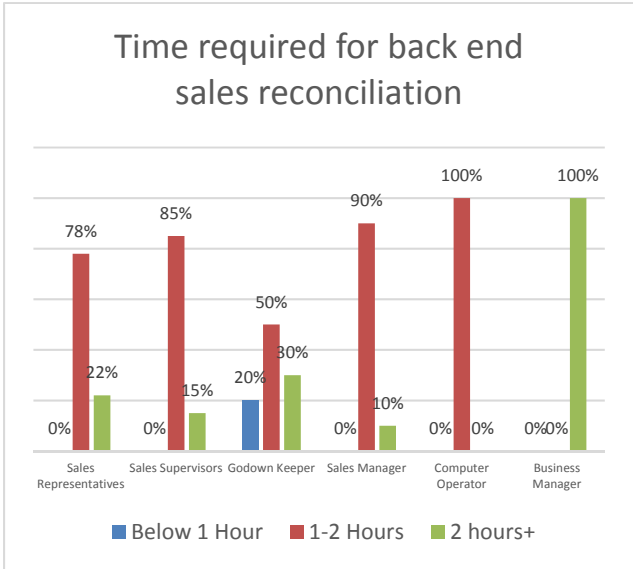
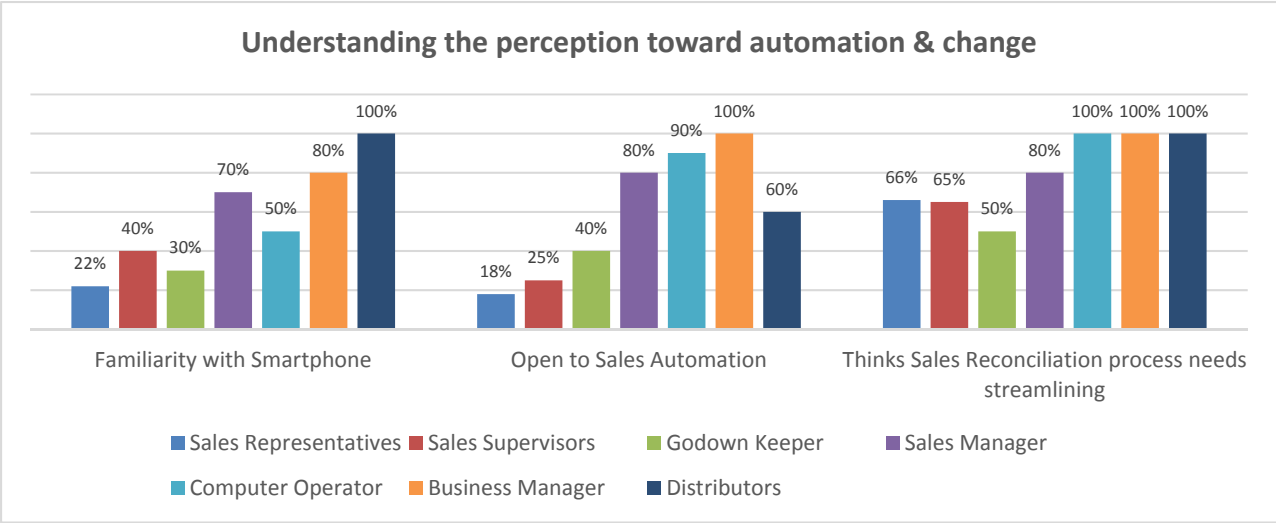
To roll out the sales automation system across sales/trade marketing team of BATB, it was critical to understand the probable bottlenecks so that once launched minimum business disruption takes place. To identify the probable bottlenecks, a survey and multiple depths interviews were carried out across different layers of sales team.

A convenient sampling method was used where representation of different layers of FF were ensured in following manner:

Sample split among workgroups							
Survey	Sales Representatives	Sales Supervisors	Sales Manager	Computer Operator	Godown Keeper	Business Manager	Distributors
	50	20	10	10	10	5	5

Sample split among workgroups							
Depth Interviews	Sales Representatives	Sales Supervisors	Sales Manager	Computer Operator	Godown Keeper	Business Manager	Distributors
	10	5	3	3	3	1	1

In the survey, we wanted to identify the familiarity of smartphone among different layers of sales team. We also wanted to understand the degree of resistance to change, their educational level and their thoughts on overall sales reconciliation process. Moreover, to understand the reasons behind change resistance and overall perception of sales automation we also conducted depth interviews. Based on the understanding of these survey & findings from DIs robust rollout plan was crafted out. The following are the survey outcome:



From depth-interview following points were identified from different workgroups:

Workgroups	Positives	Concerns
Sales Representatives	<ul style="list-style-type: none"> <li>Sales automation requires streamlining.</li> <li>Removal of manual calculation will help to reduce workload.</li> </ul>	<ul style="list-style-type: none"> <li>Habituation with manual memo</li> <li>Not habituated with smartphones</li> <li>Initial inertia of making too many mistakes</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce chance of cash collection &amp; stock distribution.</li> <li>• Fear of losing jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Fear of losing the device due to non-habitation</li> <li>• Uneasiness of get tracked regarding movement</li> <li>• Resistance from retailers.</li> </ul>
<b>Sales Supervisor</b>	<ul style="list-style-type: none"> <li>• Automation would reduce workload specially the backend reconciliation.</li> <li>• Will significantly help in tracking team member's performance.</li> <li>• Data management will be easier.</li> <li>• Tracking of promotion and other trade offers will be easier.</li> </ul>	<ul style="list-style-type: none"> <li>• Not sure whether SRs would be able to carry out orders in devices.</li> <li>• In case of network failure or no electricity how usual operation would run.</li> <li>• Resistance from retailers.</li> </ul>
<b>Go-down Keeper</b>	<ul style="list-style-type: none"> <li>• Stock allocation in the morning and day end reconciliation would become easy &amp; simple.</li> </ul>	<ul style="list-style-type: none"> <li>• Habituation with manual reconciliation process.</li> <li>• Non-familiarity with smartphone devices.</li> </ul>
<b>Sales Manager</b>	<ul style="list-style-type: none"> <li>• Automation would reduce workload of his team members.</li> <li>• Performance tracking of business and individual SRs would be simpler.</li> <li>• Reduce chance of malpractice.</li> <li>• Efficient and effective data management.</li> </ul>	<ul style="list-style-type: none"> <li>• Security of devices both in-house and in the market.</li> <li>• Resistance of change management from SRs &amp; SSs.</li> <li>• Resistance from retailers.</li> </ul>
<b>Business Manager</b>	<ul style="list-style-type: none"> <li>• Workload reduction.</li> <li>• FF would be able to spend more meaningful time in the market.</li> <li>• Performance tracking will be easy.</li> <li>• Malpractice will reduce.</li> <li>• Billing process will also become easier.</li> </ul>	<ul style="list-style-type: none"> <li>• Security of the devices.</li> <li>• In case of network failure or no-electricity running the operation would be difficult.</li> <li>• Resistance from FF members.</li> </ul>

	<ul style="list-style-type: none"> <li>• Cash &amp; stock reconciliation would take less time</li> </ul>	
<b>Distributors</b>	<ul style="list-style-type: none"> <li>• Malpractice will decrease.</li> <li>• Lower chance of error when the process settles down</li> </ul>	<ul style="list-style-type: none"> <li>• Significant initial investment.</li> <li>• Fear of increased overhead &amp; maintenance.</li> </ul>

In summary, depth interviews revealed that other than SRs & Godown keepers other workgroups are more or less open to sales automation. The major concerns of the SRs and Godown Keepers are due to non-familiarity of smartphone and habituation of the existing manual practice. However, most of workgroups feel the necessity of reducing workloads by cutting down the backend sales reconciliation work. Moreover, if automation helps to reduce the workload, the SRs & Go-down keepers are willing to try the change. The FF members also highlighted that retailers also may be resistant to change as they are also habituated with manual memo process. Sales Manager & Business Manager are mostly concern regarding adaptation of the sales automation and how the FF members are going to take the change. They are also concerned on security of the device & network or electricity failures. The distributors are open to the idea of sales automation but they are mainly concerned with huge initial investment & higher overhead costs.

Based on this concern, a robust plan combining rigorous training, simulation & trial period, adequate steps for security were planned for the implementation phase. The concerns of distributors regarding initial investment was addressed with company giving higher winfall gain to distributors compensating the investment amount for procurement of devices and computers. Moreover, the process was maneuvered in a way so that the overhead remains stable by incorporating thermal printers with higher durability. Moreover, to ensure full buy-in of the retailers a robust awareness generating campaign was planned during the rollout.

### 7.7 Implementation plan:

Smooth roll out requires activities for Pre – launch, launch and post launch:

<b>i) Pre – Launch</b>	<b>ii) Launch</b>	<b>iii) Post – Launch</b>
a. System Setup pre-requisites b. Change communications c. Back End Training d. FF Briefing e. FF Front End/PDA training sessions f. Familiarization session/ FF Promotion (Week 1) g. PO raise	a. Launch Communications b. Launch & Support activation c. Field Force promotion (W2 & W3) d. Regional Coordination	a. Promotion evaluation b. Reward disbursement c. Bill settlement d. Launch evaluation & learning sharing

## 7.8 Pre – Launch:

### a) System set up pre - requisites:

**Customer list:** All the relevant distribution house PRISM accounts and its information will be incorporated in the system by APSIS (the software vendor). Furthermore, respective customer list will also be uploaded in the system for each individual distribution house by Apsis.

On top of the customer list, some necessary requirements are recommended for full functionality of PRISM:

- All the SRs need to be equipped with the sales capturing device (an android cell phone) & a portable thermal mini Bluetooth printer.
- The distribution houses need to procure required printing paper roll & need to ensure the required amount of on hand stock on regular basis. SM/any other individual need to be assigned to monitor the status and need to order the paper roll accordingly in consultation with the house management.
- Distribution houses need to arrange required electronic ports for charging the devices on daily basis. Following are few guidelines to install charging docks for PDAs and printers:
  - Each route needs to have a dedicated shelf for its devices (PDA and printer).
  - A separate plug - in point must be present at each shelf.
  - Total number of shelves should be equal to the 'number of routes + 10%' of the distribution point (approximately).
  - A safe circuit board (dedicated to the docks) and a fire extinguisher need to be installed close to the station to ensure EHS compliance.
  - Ideally, the charging station should be as close to the computer operator as possible.

### Charging station outlook:



Charging Docket



Plug – in point



Circuit Board



Safety measure

- **All the distribution points under the sales automation must have a computer with the minimum hardware requirement: Pentium dual core processor with 2 GB RAM.**

- **Internet connection:** High speed internet connection with a bandwidth of minimum 1 Mbps. To ensure data sync from multiple points, internet connection will be required in all distribution points.

**b) Change communications:**

There will be 4 wall hanging roman banners for each distribution points that will be used to communicate the change in the way of life to create awareness, generate interest & communicate the benefits to the FF.

**Banner – 1:** Need to be executed in the SR room prior to the Territory Officers briefing.



**Communication theme:** Technology made our life easy in course of time. Distribution house management is suggested to explain the theme of the communications to the FF.

**Banner – 2 to 4:** Need to be executed in the SR room once the Territory Officer completes his briefing.

**Timeline:**



- **From the completion of TOs briefing till end of November'18.**

**Communication theme:** PRISM logo with devices (banner – 2), The upcoming change is easy to use (banner – 3), & the benefits of the upcoming change (banner – 4).



Distribution house management is suggested to explain the themes of these communications to the FF in the following days of TOs briefing.

**Location:** All distribution points under launch scope.

**c) Back end training:** Back end training has already been conducted by APSIS to facilitate the computer operators/assigned personnel previously out of PRISM training scope, on how to run the system & extract required reports.

**d) FF Briefing:**

FF (BM, SM, SS, CO, SR & Extra SR) of the entire distribution house will gather in a single venue and will attend the FF briefing session.



**Responsibility:** Territory Officer (in presence of AM & VBP wherever possible).

**Briefing Content:** Territory officer will share the overall plan of the campaign with the FF.

**Objective:** To get the conviction of the FF about the change in way of life.

**Aiding Materials:** Backdrop, FF Briefing Deck, Change AV, Tutorial AV.

**Budget:** BDT 350/FF.

**Arrangements required:** Briefing Venue, Laptop, Projection, Sound system.

**e) FF Training sessions:**

FF will be provided with hands - on training on the know - how about the PRISM devices & the PRISM app in a pre - scheduled day. The training sessions will consist of 2 phases in each training day:

Phases	Participants	Facilitator	Suggested Time	Duration
Train the Change leaders	BM, SM, SS, Computer Operator	Hardware & Software Vendors	11 AM - 4 PM	4/5 hours

Break >>				
Hands on Training	SR, Extra SR, Godown Keeper	Hardware & Software Vendors	After sales closing	3 hrs

**Content:**

- **Train the Change leaders:** A team of hardware & software trainers will train the change leaders (house management) on the entire process of sales automation starting from device usages till the sales closing & uploading. The change leaders will lead the SRs in embracing the change & will work as the first level solution provider in the daily use.
- **Hands on Training:** The team of hardware & software trainers will facilitate the session. One Hardware trainer (provided by Samsung – FDL) & one/two software trainer (provided by APSIS) will explain the entire process to the FF with live demonstrations.

After the live demonstration, the trainers will help each of the SRs to practice the entire process with the devices (already will be available at house end).

**Location:** All distribution points (one day each) under launch scope.

**Set – up requirements for training:** Distribution points need to arrange the required floor space, required electrical ports, PRISM devices & sound system (speaker) for the training. Required laptop & Projectors will be provided by the trainers.

\*It is requested that the distribution houses provide support for the necessary requirements for the sessions. It is suggested that the TOs attend the training sessions wherever possible.

**f) Post training familiarization session (FF Promotion-Week 1):**

The change leaders (distribution house management) will help the SRs to practice the entire process every day after the sales closing, starting from post training day till go live day. In this process, every SR needs to run the complete memo generation process *after coming back to house* using PRISM handheld device.

Computer Operator will upload the files in the PRISM through PDA entry & generate SRDSS and DSRRS. TOs need to strictly monitor the familiarization sessions to take place in every point (wherever possible).

**g) PO Raise items:**

RAO need to complete uploading the relevant POs in the system for each distribution house for the campaign roll out as per the following details:

**PRISM Briefing & PRISM FF promotion Budget:** PO need to be raised against each individual house according to the allocated budget (*as per the attachment*).

**Budget management:** Regional Administrative Officer needs to manage the budget accordingly. All the POs should be raised before activity triggering.

## 7.9 Launch

### a) Launch communications:

There will be 2 wall hanging Roman banners for each distribution points that will be used to communicate the steps involved to use the automated sales capturing process.

**Banner – 5 - 6:** Needs to be executed in the SR room after the hands on training sessions.



**Communication theme:** Steps to follow to use the automated sales capturing (banner – 5) & things to remember (banner – 6).

Distribution house management is suggested to explain the themes of these communications to the FF in the following days of the trainings.

**Location:** All distribution points under launch scope.

### b) i. Launch steps:

The objective of the launch is to complete the full circle of automated sales capturing to data synchronizing in the system. SRs should also carry the manual memo book for temporary period (SRs need to carry paper memo for contingency, till the regional team feels that the SRs have adapted to the new system with 100% accuracy).

Following are the activities of the launch day:

**Step 1:** Computer operator needs to ensure 2 things:

- Sync the day's section data file (json file) in the assigned SR's android device at the start of the day.
- All the devices are fully charged.

**Step 2:** SR needs to ensure 2 things:

- Before leaving the distribution house premise, SR need to load the by brand stock in the PRISM app of the device matching with the DSRRS & the physical stock he is receiving from the go - down keeper.
- Paper roll need to be installed properly in the printer. Need to take one additional paper roll along in the market.

**Step 3:** Sales Supervisor's Responsibility:

- SS need to check the devices if those are fully charged for each individual SR in his team.
- Check if stock numbers are properly loaded in the device matching with DSRRS.
- 

**Step 4:** SRs hit the market with both the devices and the paper memo book.

**Step 5:** SR will greet & will inform the retailer about the new way of providing sales service. SR will give the retailer the following communication:

**Trade communication:** "BATB is introducing the automated sales process to provide the retailer with faster & accurate service. Please match the amount mentioned in the automated memo with the actual amount & preserve the automated memo for at least one month. Stay with us so that we can provide you with better service in future."

- SR should then call the outlets using the devices.

**Step 6:** Day end (Upon the SRs returning from the market):

- SR needs to hand over the devices to the computer operator.
- Computer operators need to sync the android device in the system & upload the data file in PRISM.
- The computer operator needs to generate by section DSRRS from the PRISM & SMs/SSs should check the system generated reports.

**Hands on guide for the SRs in the market:** All the SRs will be provided with cue cards that will contain the instructions on app usage as a guide to recall/remind the steps while making outlet calls.



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### **b) ii. Support Activation:**

**Dedicated Trainers presence in the distribution house:** Each distribution house will receive 1 or 2 trainers 15 days prior & 15 day's post launch as support. The trainer base location has been decided as per the regional team's discretion. They can be moved from market to market within house demarcation as per the requirements during the working days.

House Managers are advised to assist the trainers in locating the SRs in the market in case of any issue. In case of any issue with the devices, SRs should consult his sales supervisor, and continue calling outlets using manual memo book until the trainer arrives.

**Trainers' deliverables:** By house dedicated trainers can be utilized to ensure few things:

- Help the computer Operator to generate the PRISM generated report & accompany the house management to check reporting accuracy after each day's service.
- Provide first hand solution to issues during daily use (issue with system at house end and/or issue in the market).
- After two weeks of report generation & trouble shooting, trainers need to ensure that the system is fully functional, up & running and the transition has been rolled out smoothly. They need to provide print out of accurate reports to the Territory Officer signed by them and by house management after the end of their support timeline.

**Complaint Log:** House management is advised to maintain an issue/complaint log on a daily basis in case of any observation/issue faced on regard of system use, report generation, or trainer's performance so that the regional team can contact the central team based on that to mitigate the issues.

**Activation of call center:** On top of the trainer support, call center will also be activated by APSIS to address any issues regarding data sync in the system. The call center will be activated from

**08:00 AM – 10:00 PM** for any technical support through remote assistance from the launch day for the next two weeks of launch.

**Dedicated APSIS Call center contact number will be provided for clarification and coordination**

**Device Repair in case of any issue:** In case of any device related issue (repair & maintenance), house management need to contact the device vendor directly as per the policy & contact detail that has been mentioned in the service agreement.

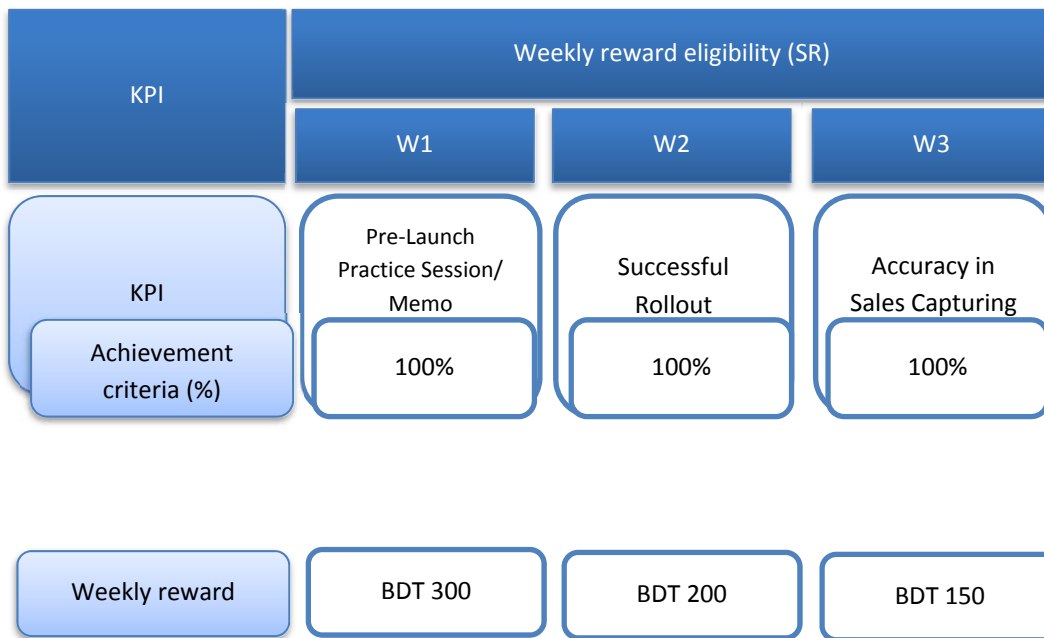
**Contact details of device vendor:** Contact person will be assigned from FDL (Fair Distribution Limited), the national distributor of Samsung. They will provide support regarding the devices.

**c) Field Force Promotion**

**Light speed:**

To ensure the faster adaptability and habituation on automation; “Light speed”, a hit or miss weekly promotion for SRs, SS & CO across all distribution houses under the launch scope will be triggered.

Modality of the promotion is as follows (SR):



**Participants:** The FF promotion will apply for Sales Representative, Sales Supervisor & Computer Operator

## 7.10 Post - launch

### **a) Promotion evaluation:**

Performance evaluation tracker will enable to see SR, SS & CO wise performance for each week, and status after 3 weeks.

### **b) Reward disbursement:**

Reward eligibility will be tracked on a weekly basis. Upon consultation & validation by TO, distribution house will announce the winners of each week. However, it is suggested that the reward to be disbursed to the performers at the end of the promotion period after successful achievement of KPIs.

RRO need to send the weekly update of previous week in the provided format (Regional Tracker) on every Sunday to TOO keeping TOM into Cc.

### **c) Bill settlement:**

Bills of distribution houses are requested to settle against their PO within 7 days of the completion of the activity with necessary support documents.

### **d) Launch evaluation & learning sharing:**

Region will share the evaluation of the campaign & will share the learning. Central team will share the launch evaluation & learning sharing template.

## 7.11 Mitigation measures during different scenarios

Based on the observations in the initial launch markets, following are few notes that may come into use during launch & in daily use:

**Customer list:** The House management needs to check & confirm if the customer list is updated and is visible in the system. The house management needs to contact Apsis help line for any issue regarding the customer list.

**Rules of engagement with the SR during the transition:** The learning from PRISM front end markets reflect that being a big change initiative, it is expected that SRs will make errors in the first week. So it is strongly advised to motivate SRs rather than to press for accuracy from the 1<sup>st</sup> day. The house & BATB management need to ensure personal touch & motivation along with the presence of other supports to ensure the successful transition.

**Unavailability of internet connection:** In case of unavailability of internet connection in exceptional situation, the sales data for that day can be saved in a coded file (json file) which can be transferred to a nearest point through pen drive to upload in the system. However, this should not be the usual practice and can be done during exceptional/contingency situation.

**Proper installation of paper roll:** It is important to install the paper roll in the proper formation for a successful print out. SRs should carefully observe how to install the paper. An additional roll is important to carry for them so that they can install if the printer goes out of paper.

**Additional memo book:** SRs need to carry a manual paper memo book with them along with the devices even after they successfully adapted to the new system. In case of any malfunction/issue while using the PRISM devices, SRs will need to continue the sales call using the manual memo going forward.

**Sales to an outlet from a different section:** If any outlet from a different section wants to purchase stock from the SR while calling in a particular section, SR needs to use manual memo (if at all). SR will communicate that retailer about the new system and will reinforce the retailer to take proper amount of stock from the next day so that the retailer does not have sudden requirement for product.

**Memo correction:** If the memo that has already been done through the device needs to be changed (**any change required in quantity**), SR can make new memo for that outlet through the device following the same process. The last input will be retained in the system as the original information. He needs to rip off the canceled memo generated by the printer & need to provide the latest one to the retailer.

**Performance dip during initial days of roll out:** There is a chance of decline in the daily successful call (strike rate %) after implementing the new system. One reason can be that the SRs' habituation to make false memo using manual paper memo may reduce while using the new system till they get habituated with the new way. However, after the transition to the new system, SRs may start doing false memo using the new system as well. To monitor the situation, a SR outlet call time tracking has been incorporated in the PRISM generated SRDSS where the management can see the specific time when the SR has done the memo in the outlet.

**Providing memo to retail:** SR need to ensure that the PRISM generated memo is reflecting the right amount in terms of product quantity and value before handing it over to the retailer. He needs to follow up with the retailer to make sure that the right information has been captured in the memo.

### **My Responsibilities:**

I had to go to distribution houses with the territory officers and talk to sales representatives, sales supervisors, business managers, go-down keepers and make them understand the whole process. Hence, I had to go out of Dhaka. I went to three regions: Sylhet, Chittagong, Rajshahi. Also, I had to coordinate with the agencies to deliver the banners and had to ensure there were enough paper rolls for demonstration. In addition to that I had to make sure trainers were present in their designated houses on assigned time.



## CHAPTER 8: IDENTIFIED CHALLENGES IN BATB

### **Turnover**

British American Tobacco Bangladesh is one of the most cherished work places for most of the people. This is one of the top choices among the MNCs to work for. Considering the work environment, salary and other benefits jobs in BATB are really lucrative. But there is another side of the coin. BATB is a FMCG company. Their product is very high demanding. To cope up with the demand all the employees especially in Trade Marketing and Manufacturing work really hard and face great deal of pressure. Failing to cope up with the pressure many people quit their jobs. This is a common scenario in BATB. Turnover is adding unexpected expense to companies' overall expense. Moreover, recruiting and training new employees is also time consuming. This big challenge faced by BATB.

### **Increase in Tax Imposed by the Government**

As this is a harmful and addictive product every year during the budget period government impose new tax on BATB products. In 2017 BATB paid 17 thousand crore BDT as Tax money. Whenever tax is increased price of product also increases. Now a days for a stick of premium cigarette consumers have to pay 12 BDT. If this scenario does not change cigarette consumption will drastically decrease in near future.

### **Ban on Promotion**

Promoting cigarette is strictly prohibited by law in Bangladesh. This is why BATB can promote their products like other products of any other company. If they could promote their product, they could definitely attract more consumers undoubtedly. Ban on promotion is a big challenge.

### **Shortage of Engineers in the Manufacturing Department**

Team leaders and shift leaders work in shift and other employees work in common shift. Though usually shift is 8 hours but because of intense work pressure most of the employees in have to stay for 10 to 12 hours daily. Moreover, management members do not get overtime payment. This is a big challenge. If there were enough manpower in operations, employees would not have to stay late for work pressure.

### **Inefficient and Aged Workforce**

Operators in BATB enjoy life time job. This is an unwritten rule. Factory workers do not get fired. Still a very noticeable number of factory workers are really aged. Some of them are serving BATB

for more than 30 years. They are inefficient and they do not understand the technologies like the young workers. Because of the unionized workforce without any proper cause it is impossible to fire them. Those inefficient and aged workforces are decreasing the overall efficiency of the organization.

### **Limited Career Growth and Opportunities for Operators**

Career growth is one of the biggest incentives one can have in his career. For the operators of the machine it is same. But from my observation it was clear that career growth and opportunities are very limited for the operators. In their 30-35 years career they can have 3-4 level up promotions highest. From operator they can become senior technician. But they cannot go for the management roles. This fact makes the operators demotivated. This is a challenge BATB needs to address.

## CHAPTER 9: RECOMMENDATIONS FOR BATB

### **Recruiting More Employees in SMD and Trade Marketing**

In the identified challenged part, it has been mentioned that SMD needs more engineers so that employees can enjoy a better work life balance which is a common problem in BATB. So, under each cells BATB should recruit more team leaders so that work load can be distributed well. Trade marketing team also needs more manpower. More entry level professionals are needed in trade marketing and sales.

### **Recruiting Young Operators**

Young people understand technology better than aged people. This is a fact. Moreover, young people are more enthusiastic and they can learn fast. So young operators are more efficient and they can deliver better outcome than the aged people. BATB needs to be strict with the retirement age. Retirement age limit should be less than what it is now so that new people can replace the aged workers more frequently.

### **More Defined Career path for the Operators**

There should be no limit. If anyone is capable, he or she should rise as much as he or she can. There should be a more defined career path for the operators. There should be opportunities for the operators to take management roles. If the career path is more defined and there is a benchmark or standard then their performances can be evaluated against that standard so that they get opportunities based on their performances.

### **Placing the Interns in Relevant Fields**

British American Tobacco Bangladesh interns do not get to choose the department they want to work in. They can prefer departments but at the end of the day BATB place interns based on their necessity. By placing interns according their relevant field BATB can get better outcome and enthusiasm from the interns.

### **Implementing More CSR Activities**

BATB already has many effective and important CSR activities. They are working hard to contribute in the improvement of the society and environment. But considering the health risk of consuming their products BATB can come up with more CSR activities. They can contribute in the medical sector. They can contribute in education sector as well. Considering the size of the organization in terms on revenue investing in more CSR activities should not be a problem for them.

### **Maintaining Office Hour**

From my three months long experience in BATB I got to talk with people from various department. No one has any complain regarding salary or benefits package. No one has any complain regarding the environment either. But all of them expressed a common cause of dissatisfaction. And that is lack of work life balance. Though the official working hour is 9 to 5 but it is no actually applied in the office. Most of the employees work really late regularly. They work more than one or two hours every day more than their actual working hour. A leading MNC like BATB should maintain their working hours.

## CHAPTER 10: LEARNINGS FROM THE INTERNSHIP EXPERIENCE

### **Experiencing Multinational Organization's Work Environment**

From my three months long stint with BATB I got to experience the work environment of a MNC. I got to experience how the employees behave in the organization. How formal or casual the interactions are among the employees. I also learned to behave professionally in the office premise. I also got an idea about the office culture of the particular organization.

### **Understanding of the Industry**

Before joining BATB I only read about the FMCG industry as well as the tobacco industry. I did not have any practical knowledge. But during my internship period with BATB gained practical knowledge about the FMCG industry. Now I have a more in-depth knowledge about the work process of a multinational FMCG company like BATB. I also learned many things about the tobacco industry. I have a clear understanding about the distribution of the end goods to consumers using different channels and how tobacco companies conduct surrogate marketing successfully, while complying with government restrictions resiliently. Moreover, I gained hand on experience on the campaign activation and marketing operations in modern trade and business development department.

### **Adapting the Etiquettes**

MNC work environment demands certain etiquettes and qualities. I learned to be punctual in last three months. At first it was difficult for me to wake up early in the morning for office. But soon I made it my habit. I learned to be punctual. I learned to live by a set routine. Moreover, wearing appropriate cloths is also important. I always tried to be in my best look. I always wore appropriate cloths. These are just few examples. By working with BATB I also learned many other office etiquettes which are very important.

### **Learning to Excel under Pressure**

In a highly efficient organization like BATB pressure always expected. All the employees are always under continuous pressure. After joining BATB definition of pressure changed for me. At first, I thought that pressure was too much for me. But gradually I started to cope up with the pressure. By the end of my internship with BATB I learned to how to manage time for different works and multitask under pressure.

## CONCLUSION

With an increasing pressure against tobacco consumption and selling worldwide, tobacco brands will be increasingly attacked to limit their scope of brand touchpoints that can potentially influence consumers. This is only a matter of time. And all the executives I discussed this from the industry agrees on that. This will be an interesting change to observe – whether companies can find better ways to sustainably educate consumers about brands of their own, before further embargos are imposed on the industry. But it is sure that – the company who will successfully achieve that over competitors will enjoy significant competitive advantage. British American Tobacco Bangladesh is one of the biggest companies in Bangladesh. Working with them was an absolute privilege for me. I learned very important aspects of business from BATB. As a matter of fact, I couldn't help but wonder that despite having to deal with innumerable government restrictions, exactly how they successfully create a brand image, communicate their brand message and earn brand loyalty from their consumers. Working with the Business Development and Modern Trade team of BATB gave me the chance to witness the whole process of nurturing a brand from pre-launch phase and building acceptance, awareness and loyalty to the brand through effective surrogate marketing which itself is a brilliant concept to be acquainted with. What I observed that BATB's distribution is already very efficient. Probably it is one of the most efficient operations in our country. But BATB does not want to confine their capability and efficiency within the country. They aspire to be the best in the world. By making the employees and workers High Performing Individuals, the whole organization will become a High Performing Organization. Though BATB has its fair share of challenges but eliminating those challenges will not be difficult if BATB can identify the root causes and work to fix them. What can be said with confidence is that BATB think about their employees. They constantly try to find out the improvement areas and they are always investing in the improvement of the employees. This constant improvement efforts makes BATB different from other organizations.

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