

A Report on  
“The Effectiveness of integrating Ed-venture Learning Platform into the Operations Department  
of British American Tobacco Bangladesh (BATB)”

By

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

BRAC Business School

BRAC University

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## **Declaration**

It is hereby declared that

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

**Student's Full Name & Signature:**

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**Supervisor's Full Name & Signature:**

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Ahmed Abir Choudhury  
Senior Lecturer, Brac Business School  
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## Letter of Transmittal

Ahmed Abir Choudhury

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**Subject:** Internship Report on "The effectiveness of integrating Learning Platform "Ed-venture" into the Operations Department of British American Tobacco Bangladesh (BATB)"

Dear Sir,

I, Tamanna Ahmed (ID-20104155), is honored to present my internship report, titled "The effectiveness of integrating Learning Platform "Ed-venture" into the Operations Department of British American Tobacco Bangladesh (BATB)" under your supervision. I have prepared this report as a requirement for the completion of my BBA Program at Brac University. This internship report details my experiences, observations, and insights that I have gained during my 3-months tenure as an Xcelerate intern for Operations at British American Tobacco Bangladesh (BATB).

I sincerely hope that this report reflects my dedication and commitment to the responsibilities assigned to me during my internship at BAT Bangladesh.

Thank you for your support and guidance.

Sincerely yours,

Tamanna Ahmed

20104155

BRAC Business School

BRAC University

Date: February 9, 2024

## **Non-Disclosure Agreement**

The agreement was made between me, Tamanna Ahmed, an undergraduate student of Brac University and British American Tobacco Bangladesh (BATB) to sign up for the Xcelerate Internship Program for 3 months. It was a paid internship opportunity of BDT. 10,000 which started from Oct 1, 2023 and ended on Dec 31, 2023. Utmost integrity was expected from the intern when handling confidential information belonging to BAT Bangladesh that should not be used for individual purpose or disclosed to outside of the company.

## **Acknowledgement**

I would like to express my earnest gratitude to British American Tobacco Bangladesh (BATB) for providing me with the opportunity to work at their esteemed multinational company. The experience has been invaluable, and I am confident that the skills and knowledge I gained while working as a Xcelerate intern for Operations will contribute significantly to my future endeavors.

I am thankful to my internship supervisor Mr. Ahmed Abir Choudhury, Senior Lecturer of Brac Business School for assisting me to write this report. His cordial understanding and supervision during this time is truly admirable.

Lastly, I would like to thank Tasneem Noor, Marketing Skills & Sourcing Officer of BAT Bangladesh for considering me worthy of being a Xcelerate intern. My special gratitude to my supervisor Md Ashfaq Uddin, IWS Manager and my line manager Nazifa Nower, Training Officer at Savar Factory of British American Tobacco Bangladesh. Without their constant guidance and support the successful completion of my internship would not have been possible.

## **Executive Summary**

The report is the brief representation of my knowledge, experience and performance as an Xcelerate intern during the 3-months internship tenure at British American Tobacco Bangladesh (BATB). This report particularly highlights the effectiveness of the implementation of Ed-venture learning platform at the Operations Department of BAT Bangladesh.

The first part of the report provides the crucial information related to myself, the internship offer I availed and the company supervisor I have worked under. There is also a brief discussion of my job roles and contribution to the Operations department and BAT Bangladesh as an Xcelerate intern.

The Second part features the background of British American Tobacco Bangladesh (BATB) including company mission and vision and its established brands. Management, Marketing and Financial, Accounting and Operations practices along with competitive analysis have been discussed here in this portion as well.

Finally, the last part of the report focuses on the project "Ed-venture" I have worked on. I have discussed the findings and analysis from the primary data I have collected while working on the project during my internship.

## **Keywords:**

Learning platform, Knowledge and skill development, Technological adaptation, Perceived ease to use, Perceived Usefulness, Operational efficiency, Employee productivity

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## List of Acronyms

BATB British American Tobacco Bangladesh

OEC Operations Excellence Centre

IWS Integrated Work Systems

ESG Environmental, Social and Governance

AM Autonomous Maintenance

EO Employee Ownership

B2BC Business To Business To Consumer

RTM Route To Market

GLT Green Leaf & Threshing

COGS Cost of Goods Sold

## **Chapter 1**

### **Overview of Internship**

#### **1.1 Student Information:**

I am Tamanna Ahmed, an undergraduate student studying under the BBA program of Brac Business School at Brac University. My student ID is 20104155. I attempted my major in Marketing and minor in Human Resource Management (HRM).

#### **1.2 Internship Information:**

##### **1.2.1 Period, Company, Department and Address:**

I secured my position as a Xcelerate Intern for Operations at British American Tobacco Bangladesh (BATB) which is one of the biggest multinational companies that earned its recognition through its global presence and consistent delivery of top-quality products. My internship at BAT Bangladesh spans three months from October 1, 2023 to December 31, 2023. I was appointed as an intern for the Operations department, specifically the Operations Excellence Centre (OEC) of BATB, situated at New DOHS Road, Mohakhali, Dhaka-1206.

##### **1.2.2 Company Supervisor's Information:**

Md Ashfaq Uddin who serves as the IWS Manager of Savar Factory at British American Tobacco Bangladesh (BATB) was my supervisor throughout the internship tenure. His primary focus is to evaluate, monitor and enhance the Integrated Work System (IWS) in the Operations department of BAT Bangladesh. He possesses strong methodological and technical expertise in order to implement the IWS Pillars for the continuous improvement of the Operations department of BAT Bangladesh. He is one of the pioneers in creating and integrating the IWS Guidebook for the Operations employees of British American Tobacco Bangladesh (BATB) in order to achieve the Phase 2 Accreditation. Furthermore, he played a crucial role behind the development of "Ed-venture", a one stop learning platform dedicated to the Operations employees of BATB ensuring their personal and organizational growth.

### **1.2.3 Job Scope**

Xcelerate Internship Program is tailored for ambitious and impassioned individuals by BAT Bangladesh to provide them with exceptional corporate exposure to and engage them in diverse learning experiences and give them a platform to refine their capacity for ongoing adaptability and dexterity.

I have been assigned as a Xcelerate intern by British American Tobacco Bangladesh (BATB) for Operations – Operations Excellence Centre (OEC) department of Dhaka Factory. Even though I was accountable for specific responsibilities at OEC, my learning and experience was not restricted to that since I got the chance to involve myself in different departments attempting multiple different tasks.

- Understanding the different functions of Operations department through hand to hand experience in Dhaka Factory for BATB
- Assisting Operations Excellence Center (OEC) in day to day activities
- Participating in developing the learning platform "Ed-venture" for the Operations department of BATB
- Developing promotional strategies for Ed-venture app

- Analyzing IWS and its pillars through communicating with the respectively owners using EO perspective
- Assisting the department in building IWS Guidebook for the employees of BATB to pass IWS Phase 2 Accreditation
- Analyzing the training data of the Operations employees

### **1.3 Internship Outcomes:**

#### **1.3.1 My Contribution to the Company:**

Throughout my internship in the Operations Excellence Centre (OEC) at BAT Bangladesh, I made consequential contributions for the benefit of the department and the company as a whole. I assisted OEC to fulfill one of the major KPIs of BAT Bangladesh which is to track if the employees are trained properly and make the employees who took part in the training provide post participation feedback. Thus, I did a comparative analysis between the number of employees who are the actual participants of training and who have attended the post participation feedback from January 23 - December 23 which help my department to find out the gap and try to understand the reasons behind the lack of participation among the employees of each department. For the IWS Phase 2 accreditation, out of the 10 pillars of IWS, BAT Bangladesh is especially working on one specific pillar- Autonomous Maintenance (AM). Through communicating with the owners of the pillar AM and analyzing with EO perspective, I along with the help of associates narrowed down to necessary topics that needed to be focused in IWS Phase 2 and build the IWS Phase 2 Guidebook in order to lead the Operations employees of BATB. Most importantly, I got the opportunity to assist in the development of "Ed-venture" which is a one stop learning platform for the Operations employees of BAT Bangladesh through uploading contents, courses, and quizzes in the platform. I also created promotional videos and strategies (e.g, Ed-venture scavenger, Quiz Olympiad) for the launching of the Ed-venture which were showcased to promote the learning app across the Operations Department of BAT Bangladesh. Overall, my objectives as a Xcelerate

intern for Operations accomplished through assisting OEC department and BAT Bangladesh in achieving their goals.

### **1.3.2 Benefits I gained**

Working as a Xcelerate intern for Operations at BAT Bangladesh was a journey of extensive learning, experience and growth. Here are some potential benefits I have achieved while working as an intern for British American Tobacco Bangladesh:

**Industry Exposure:** My internship at BATB allowed me to acquire valuable insights into the tobacco industry of Bangladesh and better understand Operations, the most prominent department of the market leader of this sector. I believe this knowledge and experience will be useful to me in pursuing my career in this industry.

**Skill Enhancement:** Throughout the internship, my technical skills have been sharpened since I got the scope of working with Advanced Excel, Powerpoint, Canva, Web & App development. My project management and communication skills have also improved significantly while performing my role as an intern. Moreover, BAT Bangladesh has arranged multiple sessions on such skills for the sake of the career development of the interns.

**Networking Opportunities:** While functioning as an intern, I got the scope to connect with professionals within a renowned multinational company like BAT Bangladesh which expanded my professional network for potential future collaborations or opportunities.

**Professional Development:** BAT Bangladesh allowed me to gain hands-on experience in a corporate environment. During the internship tenure, I contributed to real-world projects, gaining practical experience and insights into project management which enhanced my professional skills and competencies.



**Personal Growth:** While handling major projects and working under huge pressure in an organization like BAT Bangladesh, my personal attributes such as multitasking, time management, teamwork, and problem-solving skills have improved immensely that will surely be useful in my own career path.

In a nutshell, my journey as a Xcelerate Intern at BAT Bangladesh was quite fruitful providing me with a number of benefits that will be helpful for me as I continue to drive my career.

### **1.3.3 Difficult Faced During Internship**

My internship at the Operations department of British American Tobacco Bangladesh (BATB) was indeed a challenging experience. Here are some difficulties I faced while working as a Xcelerate intern at BATB:

#### **Incompatibility between Major and Functional Department:**

I am a business graduate with specialization in Marketing. It was challenging for me to work under Operations Excellence Centre since working under such a department requires a greater understanding of the technological, mechanical and technical aspects of the Operations department which are more applicable for the students with Engineering background. Thus, I had to go the extra mile to get familiar with the terminologies for better performance.

**Adaptation to the Corporate Culture:** Being a Xcelerate intern is my first time working for a huge multinational company like British American Tobacco Bangladesh (BATB). As a result, adjusting to the corporate environment and understanding the company's culture and norms might have been challenging initially.

**Management of Time and Workload:** Juggling between my internship responsibilities, academic activities and personal commitments while meeting strict deadlines at BAT Bangladesh were stressful at times. Moreover, balancing the workload and managing multiple assigned tasks or projects simultaneously have been quite challenging. In short, my internship at BAT Bangladesh came with difficulties. However, those challenges turned into greater scope for me to learn how to face and overcome such unfavorable situations in the professional setting.

#### **1.3.4 Recommendations to the company for future internships**

Here are few further recommendations that can make the internship experience even more successful-

**Clear expectations:** It would be helpful if BAT Bangladesh could clearly communicate in depth internship objectives, roles, and responsibilities based on the specific department to interns to ensure they understand what is expected of them during their tenure.

**Relevant Projects:** BAT Bangladesh assigns their interns in different departments allowing them to step out of their comfort zone. However, I think it is also crucial to assign the interns to relevant tasks that align with their academic background, skills, competencies and interests, allowing them to make noteworthy contributions.

**Check-ins cycle:** BAT Bangladesh conducts mid cycle evaluation of the internship program. However, I believe it would be beneficial for the interns if they would conduct regular check-ins every week or at least twice a month with interns to assess their progress, address any difficulties or concerns they may have, and provide adequate support to ensure a healthy internship experience.

Overall, British American Tobacco Bangladesh (BATB) has done an praiseworthy job in designing their Xcelerate internship program. I believe incorporating these points will elevate their internship opportunity to a greater extent.

## **Chapter 2**

### **Organization Part**

#### **2.1 Introduction**

British American Tobacco Bangladesh (BATB) is a distinguished multinational company that has been conducting its operations in this country since 1972. In the chapter, I will be enlightening about the company where I conducted my internship. I have been appointed by British American Tobacco Bangladesh (BATB) as Xcelerate Intern for Operations for Operations Department. I will be providing insights on the overview of BAT Bangladesh and its management, marketing, financial, accounting, operations, information system practices along with the competitive analysis of the tobacco industry along with recommendations.

#### **2.2 Overview of the Company**

##### **2.2.1 History of British American Tobacco Bangladesh**

1910: British American Tobacco started their journey as Imperial Tobacco. Initially, it established its first sales depot in Dhaka at Armanitola.

1947: Following the partition of India in 1947, Imperial Tobacco got its new identity as the Pakistan Tobacco Company.

1949: The first factory in Bangladesh, then East Pakistan, was established in Fauzdarhat, Chattogram. Mohakhali DOHS, the second factory of the Pakistan Tobacco Company was erected in Mohakhali, Dhaka.

1972: Post Bangladesh's independence, the company rebranded as Bangladesh Tobacco Company Limited.

1977: Bangladesh Tobacco Company was enrolled in Dhaka Stock Exchange (DSE).

1996: Bangladesh Tobacco Company was listed on the Chittagong Stock Exchange.

1998: The company revamped its identity as a part of the BAT group and adopted the name British American Tobacco Bangladesh (BAT Bangladesh).

2003: BAT Bangladesh established their new corporate office in Mohakhali DOHS.

2010: The company celebrated their 100 years of legacy.

2020: BAT Bangladesh rebranded into a revolved identity.

2020: BAT Bangladesh achieved IWS Phase 1 accreditation

2021: BAT Bangladesh established its new factory in Savar.

2023: BAT Bangladesh became the lead market of APMEA Central.

2023: BAT Bangladesh achieved IWS Phase 2 accreditation.

### **2.2.2 Mission and Vision of BATB**

#### **Mission:**

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

#### **Vision:**

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

### 2.2.3 Organizational Structure of BATB

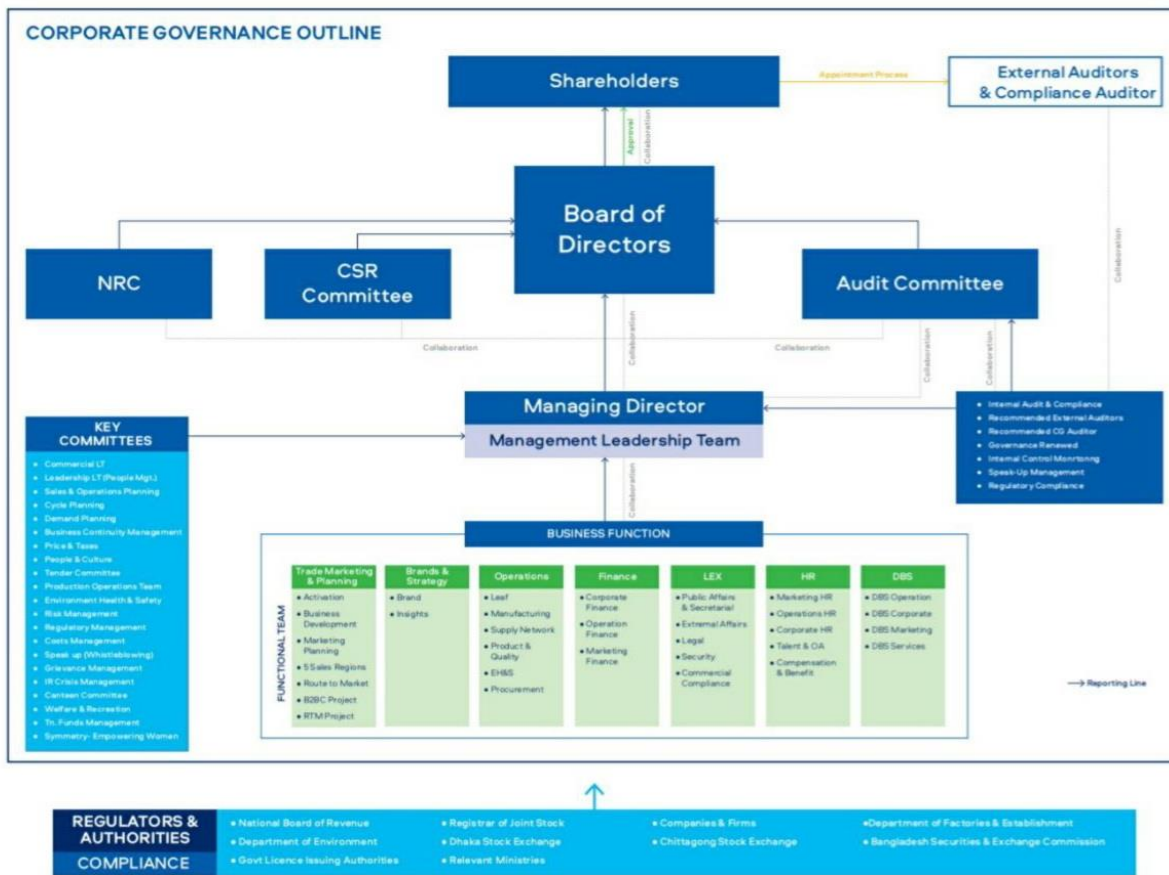


Figure 1: Organizational Structure of BATB

### 2.2.4 Brands Offered by BATB

BAT Bangladesh manufactures and sells a number of established and distinguished global brands in Bangladesh positioning in four segments - Premium, High, Medium and Low.



Figure 2: Brands offered by BATB

### Benson & Hedges:

Since its initial release in 1997 with the B&H Special Filter, Benson & Hedges has maintained its position as the top premium tobacco brand in the country. It has consistently dominated the premium tobacco market and expanded its brand portfolio by introducing a diverse range of

products. In an effort to lead the premium segment through innovation, Benson & Hedges introduced the groundbreaking B&H Switch, the first capsule offer in the market, in 2012. Additionally, in 2018, they introduced the first tube filter offer in the premium segment of the Bangladesh tobacco market with B&H Platinum.

### **John Player, Gold Leaf, and Capstan:**

All of these three brands are categorized in the Aspirational Premium market segment. Established in 1980 as Bangladesh's inaugural international tobacco brand, John Player Gold Leaf has maintained unrivaled dominance in this category. In 2020, inspired by the legacy of John Player, the innovator behind Gold Leaf cigarettes, John Player Series was launched, featuring two forward-looking options: John Player Switch and John Player Special.

### **Lucky Strike and Star:**

Lucky Strike stands as a prominent global brand within BAT, tracing its origins back to 1871 amidst the California gold rush. It has remained intertwined with significant historical and cultural moments, symbolizing passion for adults across more than 80 nations, including Germany, Indonesia, Spain, Japan, and Argentina. Introduced to Bangladesh in 2021, Lucky Strike now offers two unique variations.

On the other hand, Star, which was launched in 1964 has been ruling the VFM segment for its booming performance.

### **Royals:**

Royals made its debut in July 2019, featuring three variations: Royals Gold, Royals NEXT, and Royals LS. It has earned a reputation as an innovative and cost-effective brand among consumers. Within just one year of its introduction, it has emerged as the top contender in its market segment.

### **DERBY, PILOT, HOLLYWOOD & FLAG:**



Derby started its journey in 2013. Currently, it dominates the low-segment market with its two distinctive variants, providing consumers with differentiated taste experiences. Pilot and Hollywood, launched in 2009 and 2011 respectively, target specific markets with their genuine and authentic smoke offerings. Flag, unveiled in 2022 in chosen regions, addresses consumer demands for an affordable, full-flavored product.

### **2.2.5 Corporate Social Responsibility (CSR) and Environmental Sustainability:**

BAT Bangladesh actively contributes to the socio-economic development of Bangladesh through various community development initiatives, focusing on education, healthcare, and livelihood enhancement. The company supports smallholder farmers, empowers women, and promotes youth entrepreneurship, creating shared value for local communities.

BATB implemented project Probaho in 2009 with the goal to ensure safe drinking water for the wellbeing of underprivileged people. BATB has established 111 filtration plants around Bangladesh serving 565,000 litres of drinking water to 2,73,000+ people everyday.

Deepto is a renewable energy project by BATB for the sustainable development of the country. Deepto enabled free of cost electricity to impoverished people in 25 hill tracts villages of Bangladesh through Solar panel system. Another crucial initiative of BAT Bangladesh is Bonayan that have been changing the landscape since 1980. It is the largest afforestation project by a private company with the assistance of government organizations. Through Bonayan, over 115 Million saplings being distributed across 18 districts helping over 30,000 people.

Moreover, BATB is committed to minimizing its environmental footprint, energy consumption, greenhouse gas emissions, and waste generation across its operations. BAT Bangladesh promotes sustainable farming practices, biodiversity conservation, and water stewardship in collaboration with its supply chain partners. In 2022, the company recycled 99% of their waste (11,884 tons) and reduced water consumption by 45,000 m<sup>3</sup> which is a remarkable achievement.

## 2.3 Management Practices

### 2.3.1 Leadership Approach

#### Leadership at BATB

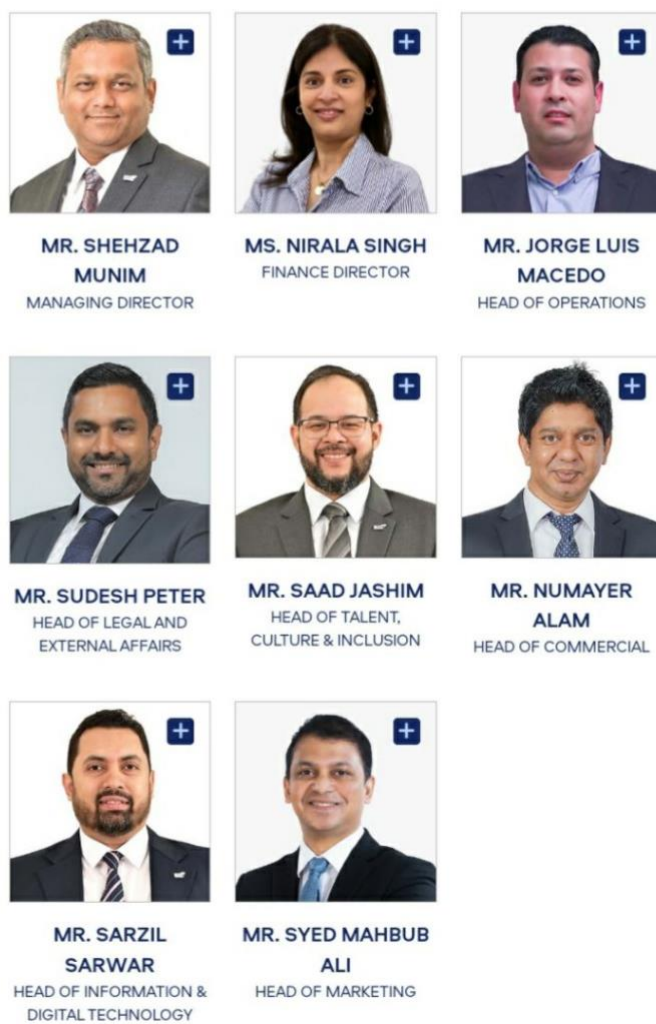


Figure 3: Leadership at BAT Bangladesh

The leadership strategies used by BATB are strategic, visionary, innovative and adaptive. They follow a participatory style of leadership since it is well communicated and collaborated in every level of the organization. The leadership team of BAT Bangladesh is led by the Managing Director. The team works behind the implementation of their decision on the Company supervision and strategy execution. The leaders ensure their corporate plans and decisions are aligned with all the functional departments of BATB. The board of leaders at BATB takes part in functions such as formulating strategy, managing executives, decision making, compliance, connecting with the stakeholders, making policies and managing risks. BATB spends a hefty amount of time and effort in building leaders who not only keep a remarkable contribution in the corporate world of the country but thrive in other parts of the world. The effective leadership of BAT Bangladesh reflects good governance, inclusivity and sustainability.

### **2.3.2 Human Resource Planning Process**

#### **Talent Management:**

BAT Bangladesh considers their employees as their strongest resource. Thus, the company thrives in acquiring talented employees and training them to become the leaders of the business in the upcoming generation. Talent Management of BAT Bangladesh includes talent acquisition, onboarding & engagement, workforce planning & development, performance management and succession planning. BAT Bangladesh is one of the most renowned employers in the country. At present, more than 1600 employees are working under BAT Bangladesh. In 2021, BAT Bangladesh recruited 156 employees among which 11 experts were hired in the managerial level. The company gives importance to diversity and inclusion while hunting their talent. At present, 42% of their recruits including 22% of the leadership team are females. BAT Bangladesh highly encourages young talented minds. Thus, they came up with initiatives such as, Xceed Campus Ambassador Program, Xcelerate Internship Program, Be The Change Fellowship, Supernova (mentorship program to groom young females studying science and technology). BAT Bangladesh also arranges their flagship business competition "Battle of Minds" which has become a vital platform to hunt, nurture and flourish the high potential university students.

**Training and Development:**

Employees at BAT Bangladesh acquire knowledge or skills through the 70:20:10 model which implies that the employees will gain 70% of learning from on-the-job experience at BATB, 20% and 10% of the learnings from peer interactions and formal training respectively. Functional, technical, leadership, practical training are provided to the employees for the development of skills and capabilities. According to the BAT Bangladesh Annual Report 2021, 272 hours of managerial training and 4,15,846 of shopfloor training were provided to the employees at BATB by the experts in 2021. BATB has organized development programs such as Ignite Ops, Component Level Training, Apprentice Academy etc. to convey business and operational learnings to the employees.

**Compensation and Benefits:**

BAT Bangladesh is renowned for their remuneration packages. Competitive compensation is provided to the employees based on their skills, competencies, qualifications and performances. There are a number of benefit policies followed by BATB such as maternity, medical and education assistance policies to ensure adequate benefits to their employees.

**Recognition and Rewards:**

BAT Bangladesh always recognizes and provides rewards to the employees who put special efforts and contribution to achieve the goals of their department and BATB. Such hard-working employees are provided with monetary and non-monetary rewards and incentives aligning with their performance.

**Employee Well-being:**

BATB gives high importance to the wellbeing of the employees in order to achieve a productive and positive workplace. The company arranges multiple events such as BAT Family Day, Annual Picnic, Kid Carnival, Changemakers sports league to uplift the employees. Additionally, they arrange seminars and sessions for the employees on mental and physical health awareness.

## 2.4 Marketing Practices

### 2.4.1 Marketing Strategies

Marketing tactics for a sensitive product like tobacco require a lot of aspects to be taken under consideration. BATB's marketing activities strictest follow International Marketing Standards and government rules and regulations. BATB,'s five major principles of marketing is being responsible, accurate, transparent, legally compliant and only targeted at adults. Their strategy is to satisfy the adult customers through offering high quality products without encouraging the increase in the number of smokers or engaging with the underage. The target of BATB is maintaining and continuously adding more value and quality for the customers and consumers and delivering long term value to shareholders, which they call a "win-win-win" strategy.

Marketing activities at BAT Bangladesh are undertaken under the Trade Marketing & Distribution and Brand Marketing divisions.

**Trade Marketing:** This division focuses on trade and distribution of the products of BATB. Marketing activities such as, Business development, Marketing planning, B2BC and RTM projects are overseen by Trade Marketing.

**Brand Marketing:** Brand Marketing division is in charge of satisfying the needs of consumers through creating attractive brand portfolios and innovative marketing strategies. Market research is conducted to collect essential data to develop the brand marketing elements under the direction of Brand Managers and Brand Executives in charge of the particular brands.

**Market Penetration:** Through this strategy, BATB penetrated the market by increasing the sales of the currently existing products such as, Star, John Player, Capstan in the existing market.

**Market Development:** BAT Bangladesh has found a new profitable market for their existing product Benson & Hedges. Thus, this brand is going for market development.

**Product Development:** BAT Bangladesh also developed multiple products to offer to their existing market in Bangladesh. Pilot is an example of such a product developed by BATB.

## 2.4.2 Segmentation, Targeting and Positioning

### Segmentation:

BATB has four segmentations for their market in Bangladesh- Premium, High, Medium and Low.

Segment	Brands	Competitors
Premium	Benson & Hedges	Marlboro
High	John Player, Gold Leaf, Capstan	Castle
Medium	Lucky Strike, Star	Navy
Low	Derby, Pilot, Hollywood, Flag	Sheikh

Table 1: Market Segmentation of BATB

### Targeting:

The main target of BAT Bangladesh for their tobacco products is the adult smokers who regularly consume cigarettes or any other tobacco products. Additionally, BATB targets consumers in the premium segment who are willing to pay a higher price for premium quality tobacco products. This segment comprises consumers with higher disposable incomes and a preference for premium brands such as Benson & Hedges.

### Positioning:

The positioning strategy of BATB focuses on highlighting key attributes and benefits that differentiate its brands from competitors and resonate with the target audience. The distribution channel of BAT Bangladesh is decided based on their sales forecast, and demographic and geographical factors. Low tier brands, Derby, Pilot, Hollywood are positioned for the consumer with lower income in rural areas. On the hand, Benson & Hedges and Gold Lead are majorly positioned for the urban and more economically solvent consumers.

Through effective segmentation, targeting, and positioning, BATB aims to meet the diverse needs of consumers while maximizing its market share and profitability in Bangladesh's tobacco industry.

### **2.4.3 Marketing Channels**

The products of BAT Bangladesh are being sold through multiple channels such as, convenience, grocery, hotel or restaurant. Many consumers impulse buy cigarettes while they visit the shops with no intention of buying cigarettes whatsoever. Grocery includes the channel outlet such as, tong, grocery or super shops where the customers visit on a regular basis with the intention of buying the products of BATB. Such a channel provides value to BATB and their customers through providing a wider range of products. BATB's products are also available in different hotels or restaurants. These are the channel outlets where customers enjoy the products while spending time there. Thus, these channels provide value to BAT Bangladesh as well.

### **2.4.4 5Ps of Marketing Mix**

5Ps or the key elements that work as the framework of the marketing strategies of BAT Bangladesh are Product, Price, Place, People and Promotion.

#### **Product:**

BATB produces a variety of high quality cigarettes tailored to different consumer preferences. The brands that BATB offers currently are B & H, John Player, Gold Leaf, Capstan, Star,

Royals, Derby, Pilot and Hollywood. These cigarette brands vary in terms of flavor, experience, packaging, and price point to appeal to diverse consumer segments. In addition to cigarettes, BATB also offers smokeless tobacco products such as snus, chewing tobacco, and snuff. These products provide alternative forms of tobacco consumption for consumers who prefer smokeless options.

**Price:**

From January 23 to September 23, BAT Bangladesh alone sold cigarettes of Tk. 29,350 crores. The prices of the tobacco products are impacted by government regulation and taxes. At present, a pack of 20 premium cigarette sticks such as Benson & Hedges costs Tk. 210. On the other hand, in the medium and high segment, 10 sticks of cigarettes cost Tk. 67 and Tk. 113 respectively.

**Packaging:**

The packaging of the cigarettes offered by BATB might vary from brand to brand. In general, the cigarette packaging contains blank, ribbon, inner frame, banderole, shell, slide, foil paper, tax stamp and overwrap. A significant portion of the cigarette package has healthy warning graphics which is mandatory to be included.

**Place:**

BATB has a strong distribution network across the whole country. The products of BATB are widely available from urban to rural areas in convenience stores, retail outlets, online platforms.

**Promotion:**

Promotional activities of BAT Bangladesh are limited since they do not have the permission to promote and advertise their tobacco products in public media such as, broadcast or print media, sponsoring etc. Thus, personal sellers play a vital role promoting the brands to the customers using communication tools like leaflets. All digital and social media based content generation and brand promotion are also done following International Marketing Principles. BAT Bangladesh positively promotes themselves through their global career social media page and conducting talent hunt competition like Battle of Minds.



### 2.4.5 Marketing Issues

As mentioned earlier that tobacco is a sensitive and controversial product. Thus, designing marketing activities of BAT Bangladesh can be difficult considering the high number of government restrictions and ethical consideration to follow. Most importantly, BAT Bangladesh cannot openly conduct promotional activities for their products which is a hindrance to any business. On the other hand, the tobacco market is saturated but the exploring new opportunities get limited due the constraints.

## 2.5 Financial Performance and Accounting Practices at BATB

### 2.5.1 Financial Performance

<b>Liquidity Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Current Asset	28226049	33735532	44091288
Current Liabilities	17014375	24189169	32776301
<b>Current Ratio</b>	1.66	1.39	1.35

Current Asset - Inventory - Prepaid Expense	8003680	6014524	4175897
Current Liabilities	17014375	24189169	32776301
Quick Ratio	0.47	0.24	0.12

Table 2: Liquidity Ratios

The current ratio of BATB in year 2019, 2020 and 2021 is above 1 which means the liquidity of the company is satisfactory in case of managing current assets and liabilities. On the other hand, the quick ratio for the same years is below 1 which means the company was doing poor regarding quick assets and current liabilities.

<b>Efficiency Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Net Credit Sales	56821330	60290627	74827561
Avg. Accounts Receivable	3392021	1375678	1455179
Accounts Receivable Turnover	17 times	44 times	52 times
COGS	29972780	30792689	34770586
Average Inventory	17983543	20159282	29102890
Inventory Turnover	1.67	1.53	1.19

Table 3: Efficiency Ratios

The Accounts receivable turnover has increased significantly over three years as shown in the table. This means BATB is efficient considering the net credit sales and net accounts receivables. The Inventory turnover for 2019, 2020 and 2021 is above 1 which means the company is not doing well in terms of COGS and inventory average.

<b>Profit Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Net Income	9264601	10806260	14941059
Net Sales	56821330	60290627	74827561
Profit Margin	16.30%	17.92%	19.97%

Table 4: Profitability Ratio

As it is shown in the table, the profit margin of BATB has improved significantly and steadily in the three given years. Thus, the profitability of the company is in a good position considering its net income and net sales.

<b>Leverage Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Total Liabilities	23636782	30747550	40765106

Total Assets	59430237	64747265	77555880
Debt to Asset Ratio	0.4	0.47	0.53

Table 5: Leverage Ratio

The debt to asset ratio of BAT Bangladesh has increased from 0.4 to 0.53 over the years which implies the leverage or solvency is fine considering BATB's assets and liabilities.

<b>Market Value Analysis of BAT Bangladesh</b>			
	2019	2020	2021
Market price per Share	519	519	519
Earning per Share	51.37	60.48	27.72
Price Earnings Ratio	10.1	8.58	18.71

Table 6: Market Value Ratio

Price Earnings Ratio tells the investors about the worth of the business organization. From the P/E Ratio of BATB from these past three years, it is visible that even though the ratio dropped in 2020, it eventually increased which is a positive sign.

Overall, it is evident from the financial analysis that British American Tobacco Bangladesh (BATB) is in a good shape financially and their growth is increasing over time.

### **2.5.2 Accounting Practices**

BATB strictly follows IFRS policy while taking financial decision or preparing statements. The organization uses accrual basis of accounting to derive the interest and income. Furthermore,

BATB maintains an effective and efficient cash flow management system by following direct method from Securities and Exchange Rules of 2020. The depreciation of plant, property and equipment is calculated using straight line depreciation method. The depreciation of any asset will be counted the month before disposing. Lands or assets under construction are not considered for depreciation.

BAT Bangladesh exemplifies transparency by furnishing detailed disclosures in its financial statements and annual reports. These disclosures encompass notes to financial statements, segment analyses, related party transactions, and significant accounting policies, enriching transparency and accountability. BATB made sure to implement a proper system to internally control and maintain all of their accounting data or records.

BAT Bangladesh underscores its dedication to robust accounting practices through steadfast adherence to core principles, the adoption of accrual basis accounting, rigorous accounting cycle adherence, consistent depreciation methodologies, and comprehensive accounting disclosures. Such steadfastness in financial reporting elevates transparency and engenders trust among stakeholders, bolstering BATB's stature as a reputable industry participant.

## **2.6 Operations Management and Information System Practices**

### **2.6.1 Operations**

I was assigned as an intern in Operations, the core function of British American Tobacco Bangladesh (BATB). From collecting the raw materials such as, tobacco leaves to converting it to the final product that is, a box of cigarettes; the whole procedure is maintained under the Operations department of BAT Bangladesh. The department has multiple units functioning together such as, Leaf, Manufacturing, Supply Network, Product & Quality, Environment Health & Safety and Procurement to keep the business running.

Leaf is a crucial division of Operations of BATB. 80% of tobacco leaves, the main raw materials of BATB's production are cultivated by BATB themselves in Kushtia. Thus, leaf wing works for growing, processing and delivering good quality tobacco leaves in manufacturing plant for Dhaka factory.

Manufacturing units of BATB function in three major units: PMD, SMD, FMD. Primary Manufacturing Unit (PMD) conditions the tobacco leaves by cutting them into smaller pieces, mixing them with other components depending on the blends and keeping the leaves under appropriate moisture and temperature. Then, the processed tobacco is sent to Secondary Manufacturing Unit to make into cigarettes. Maker part of the machine at SMD makes the cigarette sticks then Packer packs the cigarettes into final cigarette boxes. Filter is one of the major components of cigarette which is manufactured in Filter Manufacturing Department (FED).

Quality Assurance Department (QAD) continuously working in order to ensure the high quality of production. On the contrary, Procurement department exercises the purchasing regulations for materials related to the production and maintains the connection with the stakeholders- internal and external.

As an intern, I worked under Operations Excellence Center (OEC) department. As per the name suggests, OEC works for ensuring the operational excellence in all the departments of Operations at BATB. They arrange and provide training to the operation employees. The employees of OEC play a crucial role in ensuring the implementation of IWS in all the sections of Operations. OEC also developed e-learning platform "Ed-venture" for the Operations employees which is the major project I have worked on as an Xcelerate intern.

IWS: Integrated Work Systems is an approach practiced by the Operations department of BATB in order to achieve high business outcome through 100% EO and zero-loss sustainability. The 10 pillars of IWS are incorporated and adopted by the employees with the goal of achieving operations efficiency and excellency. In December 2023, British American Tobacco Bangladesh (BATB) has passed IWS Phase 2 Accreditation which is a remarkable achievement of the Operations department of BATB.

### **2.6.2 Information System**

BATB maintains high confidentiality of their information. The information system of BATB is highly dependent on technology. The system consists of both hardware and software data. Every

employee has their own devices provided by BAT such as, PC or laptop where they store their relevant data they are working on. Every function such as, finance, sales and marketing, HR, production and inventory management of BATB, a vast multinational company has huge amount of crucial and confidentially information required to be stored. Thus, BATB has a standalized and reliable information system for internal and external stakeholders. Additionally, several software such as, EPR, CRM or PowerBi are used by the employees to manage or analyze business related data. The employees of BATB do require proficiency in utilizing such information technology to store or analyze data and using them in enhancing operational efficiency. IT and Digital Business Solution (DBS) departments are always working for the stability and improvement of the information system of BAT Bangladesh.

## **2.7 Industry and Competitive Analysis**

Tobacco is a profitable industry in Bangladesh due to the huge size of its consumer market. At present, Bangladesh is standing as the eighth largest tobacco market in the world. It is one of the most controlled and taxed industries of the country. Thus, the illicit market of cigarettes overtakes the majority of the consumption. The Government has imposed strict rules and regulations for the tobacco industry impacting the tax and marketing, distribution and promotion. Tobacco products such as cigarettes can not be promoted in public media and the packaging must have graphic health warnings. In spite of facing high constraints, the tobacco market is thriving massively with time.

### **2.7.1 Porter's Five Forces Analysis**

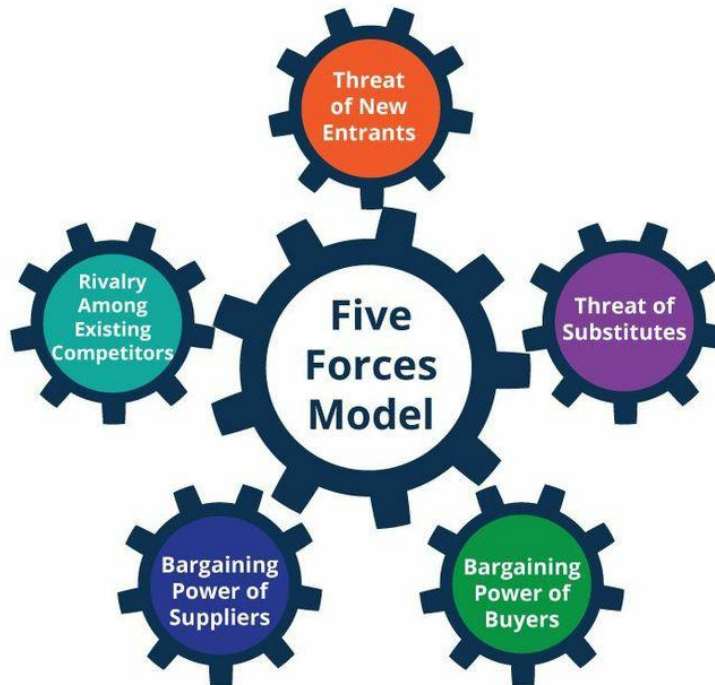


Figure 4: Porter's Five Forces Analysis

#### **Threat of New Entrants:**

At present, Tobacco is one of the most attractive and rapidly emerging industries of Bangladesh as the consumers are strongly driven towards smoking (tradingeconomis.com,2020). Thus, global tobacco market leaders like Philip Morris might take the decision to enter this attractive market in Bangladesh. The cost of raw materials is also low here due to cheap tobacco cultivation. However, there are strict regulations and taxes on tobacco products decided by the Government, which serve as barriers to entry. Thus, the threat of new entrants is high for BAT Bangladesh.

#### **Threat to Substitutes:**

The threat of substitutes is low in the tobacco industry of Bangladesh. Although some alternative products like e-cigarettes, vaping devices have been launched, traditional cigarettes and bidi still



dominate the market. However, the increasing health awareness might lead to a gradual shift towards non tobacco substitutes.

**Bargaining Power of buyer:**

BAT Bangladesh is conquering the market with 66.6% market share. Thus, due to limited options and strong brand loyalty, the buyers have low bargaining power of buyer.

**Bargaining Power of supplier:**

Tobacco farmers are the key suppliers of tobacco companies like BAT Bangladesh. The company has established a strong connection with the local farmers. However, the Government is convincing tobacco farmers to involve more into cultivation of crops and foods (Express, 2021) through easy loans and incentives. So, the bargaining power of suppliers is moderate.

**Competitive Rivalry:** The number of competitors is low in Bangladesh. Moreover, product quality, height of the operations and brand awareness of BAT Bangladesh is a lot stronger than its competitors. Thus, the competitive rivalry is low.

So, we can conclude from Porter's five forces analysis that the tobacco industry of Bangladesh is attractive for BATB.

## 2.7.2 SWOT Analysis

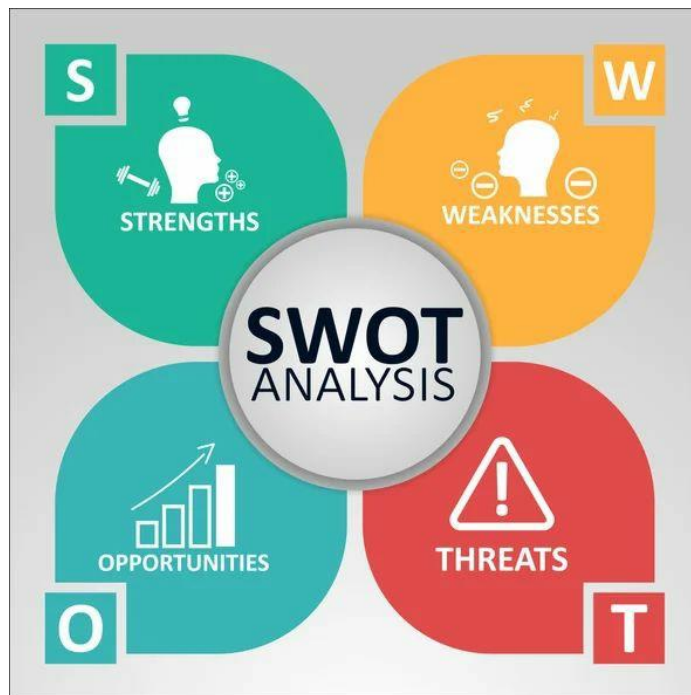


Figure 5: SWOT Analysis

### Strengths:

- BAT Bangladesh has a strong portfolio of popular cigarette brands such as, B&H, Pilot with a loyal consumer base that give them competitive advantage.
- BATB has an extensive distribution system that helps in reaching out to huge and diverse customers across the country.
- BAT Bangladesh has a very strong financial and market position for being a pioneering multinational company.
- BATB has an excellent team of experienced and knowledgeable employees in every level and department of the company who are well aware of the dynamics of the tobacco industry.

### Weaknesses:

- Dealing with Tobacco, which is a sensitive product, can be troublesome in many aspects.
- BATB can not promote their products in public media due to restrictions

- The company depends heavily on tobacco products and has little scope of diversification.

**Opportunities:**

- Tobacco market is very strong and emerging in Bangladesh which is a golden opportunity for BATB.
- There is a growing market for healthier alternatives of tobacco products which can be explored by BAT Bangladesh to attain a greater number of customers.
- Migration rate is sustainable in the tobacco industry. With the rising purchasing power, the chance of migrating from Bidi to Cigarette is high.

**Threats:**

- Strict rules and regulations implemented by the Government on the sales and promotion of tobacco products might affect the operations and profitability of BATB.
- Rise of awareness about the health risks of smoking might lead to decrease in tobacco consumption.
- Increasing competition from substitute products or alternatives, such as e-cigarettes might be a threat to traditional cigarettes offered by BATB.

**2.8 Conclusions**

In a nutshell, the discussion of this chapter made the reasons behind the 111 years success of British American Tobacco Bangladesh (BATB) evident. Every functional departments of the company can be considered the strong teams in the corporate world due to the high potential employees and the visionary and leadership toward them. BATB emphasizes on encouraging

talented minds, recruiting them, providing them growth opportunities and ensuring their recognition and well-being. BAT Bangladesh gives the top most priority to their corporate governance and sustainability agenda. Since tobacco is a sensitive market, the organization always abide by the Government imposed regulations and follow strict and responsible marketing principles which is praiseworthy. In spite of facing restrictions of marketing and promotional activities, BAT Bangladesh has collected a huge number of loyal customers through building high quality brands.

## **2.9 Recommendations**

The number of health-conscious people who do not support smoking is increasing day by day. At the same time, people are also searching for less harmful tobacco products or substitutes. Thus, BAT Bangladesh can also diversify into non-tobacco products or substitutes to match the changing customer taste and preferences.

Since, BATB cannot promote openly, they can attend for positive promotions in the digital or social media. They can highlight the sustainability and CSR activities and the programs arranged for the well-being of the employees to create a positive impression in public.

## **Chapter 3**

### **Project Part**

#### **3.1 Introduction**

The rapid advancement of technology has convinced the organizations to incorporate innovative methods to enhance their operational efficiency. The chapter aims to look into the impact of incorporating a learning platform "Ed-venture" into the Operations sector of British American Tobacco Bangladesh (BATB) to improve overall performance and employee skill development.

##### **3.1.1 Literature Review:**

At present age, visionary organizations are always looking for innovative ways to improve their operational efficiency. Human resource is the most crucial part that keeps the Operations of a business running. Thus, companies are always trying to train their employees to elevate them for improved productivity. Incorporating an e-learning platform for knowledge and skill development of the employees can be an excellent idea that could give the company a competitive advantage. Thus, the literature review explores the effectiveness of integrating e-learning platform into a company with the goal of higher productivity.

The key to achieve success for industries is their operational excellence and efficiency. Huang and Sarigöllü (2012) stated that the capacity of a company effectively managing their expenses and coming up with goods or services catering the customer needs efficiently imply the operational efficiency of that company. Thus, in order to flourish and acquire long term profitability, an organization must consider achieving operational efficiency as their top prioritized winning strategy.

Unleashing the utmost potential and attainment of new skills require adequate learning and training materials. So, a learning platform can come in handy for providing assistance to the employees seeking knowledge. As claimed by Chen and Huang (2018), incorporating knowledge or skill learning platforms into operations function will assist the employees or staffs in picking new skills or knowledge due to easy access to training resources. As a result, the overall productivity of employees, eventually the operational efficiency will improve in the organization.

For the successful implementation of innovative and digital solution such as, learning platform, it is crucial to understand its adaptability and effectiveness to the company. Davis (1989) claimed, the usage of a technology is impacted by its perceived usefulness and perceived ease of use. This implies that the perception of employees of the Ed-venture platform's usefulness and its ease of use will reflect its effectiveness in the Operations department of British American Tobacco Bangladesh (BATB). Likewise, Zhang et al. (2019) explored the effectiveness of implementing learning platforms in specifically manufacturing companies and came to a conclusion that such platform leads to developing knowledge and skills, reducing mistakes and improving productivity and operational efficiency.

Therefore, from inspecting the existing framework and studies, it can be concluded that integration of learning platform such as Ed-venture in the Operations department of a giant multinational company like BAT Bangladesh is a wise and fruitful strategy since the learning app might play a vital role enhancing operational efficiency through knowledge and skill development. However, the success integration needs to consider its perception among the employees. Considering the potential of the subject, hopefully the future studies will look deeper into the benefits and challenges and strategies behind successful integration of learning app in Operations sector.

### **3.1.2 Objective**

The purpose of the report is to connect the learning I acquired from Brac University with the hand-to-hand experience I gained from the corporate world of British American Tobacco Bangladesh (BATB) during my 3-months internship. While working for the Operations department of BATB, I got the opportunity to acquire extensive knowledge about how the Operations of such pioneering multinational company function and how they develop learning platform catering the requirements of their Operations employees.

The broad objective of this report is to explore the effectiveness of integrating Learning Platform "Ed-venture" into the Operations Department of British American Tobacco Bangladesh (BATB).

The specific objectives of this report are-

- To review the e-learning platform "Ed-venture" used by the Operations Department of BATB
- To evaluate the effectiveness of the Ed-venture learning platform on the knowledge, skills and productivity of Operations employees
- To analyze the opportunities & challenges of "Ed-venture" Learning App at BATB

### **3.1.3 Significance**

This report has provided insights into the implementation of innovative and digital solution such as Ed-venture learning app in the Operations of British American Tobacco Bangladesh (BATB). Furthermore, the effectiveness of the learning platform for the purpose of training and skill development of the employees' has been discussed here as well. Thus, the analysis of the report can be a vital guideline to the other organizations that are planning to implement a learning platform as well to develop the skillsets and productivity of the employees and further enhance their operational efficiency.

### 3.2 Methodology

This report is made using the Qualitative Research method based on the project "Ed-venture" I have worked on while attending the Xcelerate Internship Program at BAT Bangladesh.

Primary: The primary data I have collected is based on the information I have gained while working on the project "Ed-venture", observation, survey and interview of the personnel who are developing and using the Learning App "Ed-venture" of British American Tobacco Bangladesh (BATB).

Secondary: For collecting secondary insights, I have gone through the search engines, Ed-venture learning platform, websites, and annual reports of British American Tobacco Bangladesh (BATB).

### 3.3 Findings and Analysis:

#### Ed-venture Learning Platform:

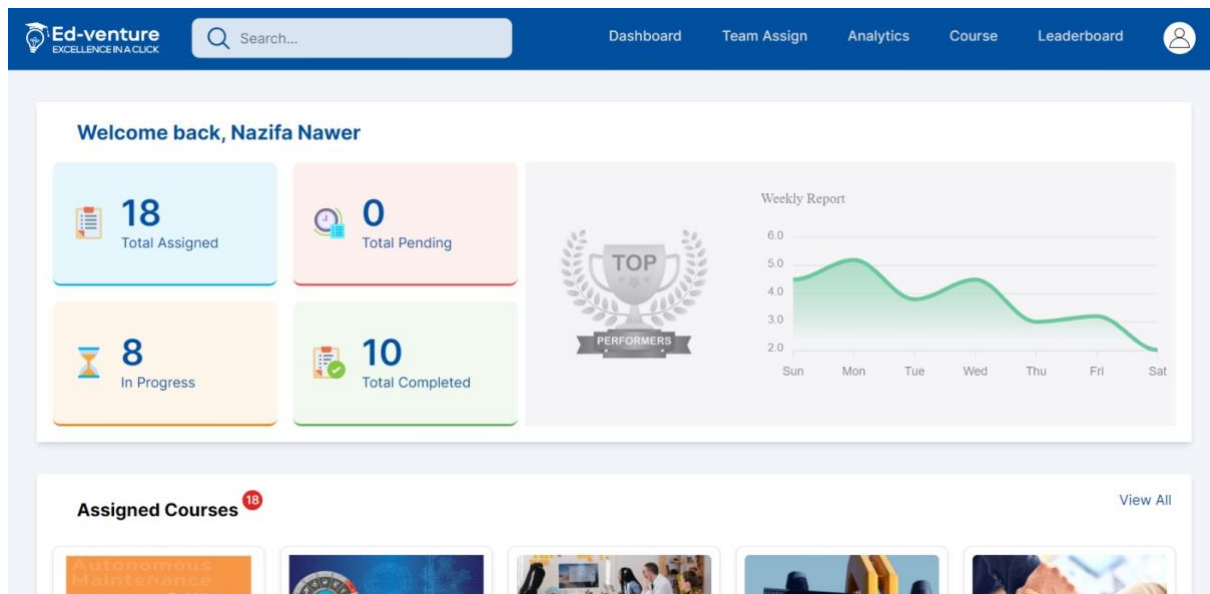




Figure 6: Ed-venture Learning App

British American Tobacco Bangladesh (BATB) believes in the continuous development of their employees. One of the major KPIs of the organization is to ensure adequate training of its employees. The traditional learning and training method might not be sufficient at present times. Thus, the learning app "Ed-venture" has been integrated to fulfill the evolving knowledge and skill requirements of the Operations employees of BATB.

Ed-venture is a one-stop e-learning app for the Operations department of British American Tobacco Bangladesh (BATB) developed with the assistance of Operations Excellence Centre (OEC). The first learning app BATB came up with as the in-house solution was "Learning Point". Learning Point had several contents being uploaded with a hefty number of users. However, Learning Point had many drawbacks which arose the necessity of coming up with a better solution for the employees. Thus, the idea of Ed-venture e-learning platform was coined as more scalable and sustainable solution for the equipment owners and management of Operations. Prior to Ed-venture, the platform was only available in the learning zones of BAT Bangladesh which restricted the scope of its usage by the employees.

Unlike the previous app, Ed-venture can be accessed through the user's own devices such as, phone, tablet or laptops anywhere at any time. This platform has a wide range of contents provided in videos, slides and pdf format. There are also assigned quizzes with every course and content for the utmost learning impact. Certificates are provided to the employees upon the completion of the courses. Additionally, Ed-venture also has "Top Performers" board that recognizes the employees who completed the highest number of courses or achieved highest marks in the quizzes. The contents or training materials are created by the experts, equipment owners and managers to enlighten the employees about IWS and its pillars, different technical elements, essential knowledge related to different functions of Operations such as, PMD, SMD, QAD, EH&S. Now, the Operations employees are one click away from acquiring the knowledge and skills they seek for anywhere at any time.

To launch the Ed-venture learning platform and make huge awareness among the Operational employees of BATB, promotional strategies were developed. Ed-venture Scavenger and Quiz Olympiad are such intriguing campaigns that I came up with. I also developed teaser and trailer video for the Ed-venture platform which were used as communication tools regarding the platform through the Operations team of BATB.

### **Effectiveness of Ed-venture in Operations department of BATB:**

For the fruitful implementation of an innovative and technological solution like the Ed-venture e-learning platform in the organization, it is crucial to understand the Operations employees' perceptions of the usefulness and ease of use of Ed-venture.

According to Nazifa Nawar, Training Officer working under OEC and one of the pioneers behind the development of Ed-venture Learning app, the learning and training material were not accessible to everyone through one single platform, the materials were scattered. Ed-venture became a one-point solution for the employees that is accessible. Thus, whenever the employees face any issue in the workplace and they are required to know how to mitigate the issue, they can easily click into the Ed-venture app, go through the materials to know the necessary steps that need to be taken. Therefore, the chances of errors decrease, the swift decision making and problem-solving leads to greater employee productivity and operational efficiency.

To further understand the effectiveness of integrating the Ed-venture learning platform into the Operations, I conducted a survey on 30 Operational employees at Dhaka Factory of BATB who are the users of Ed-venture currently.

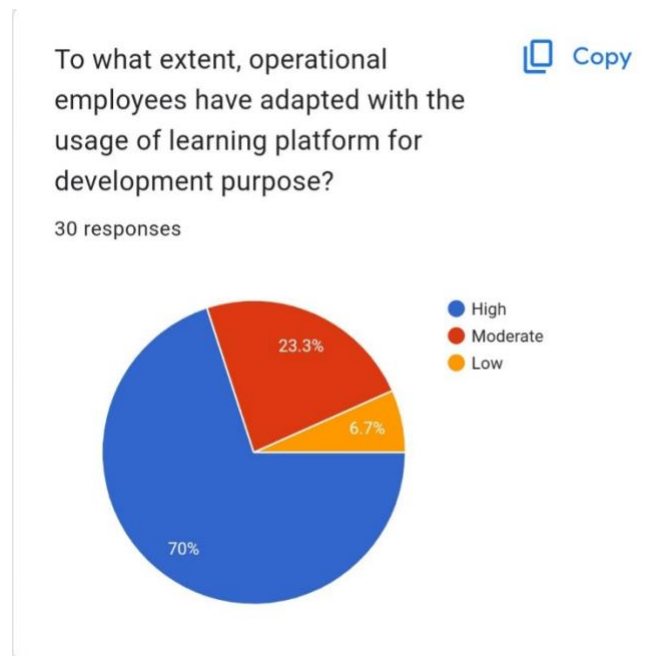


Figure 7: Survey Question 1

Among the 30 employees from the Operations department, 70% users highly and 23.3% users moderately believe that operational employees of BAT Bangladesh have adapted with the usage of the learning platform for their development.

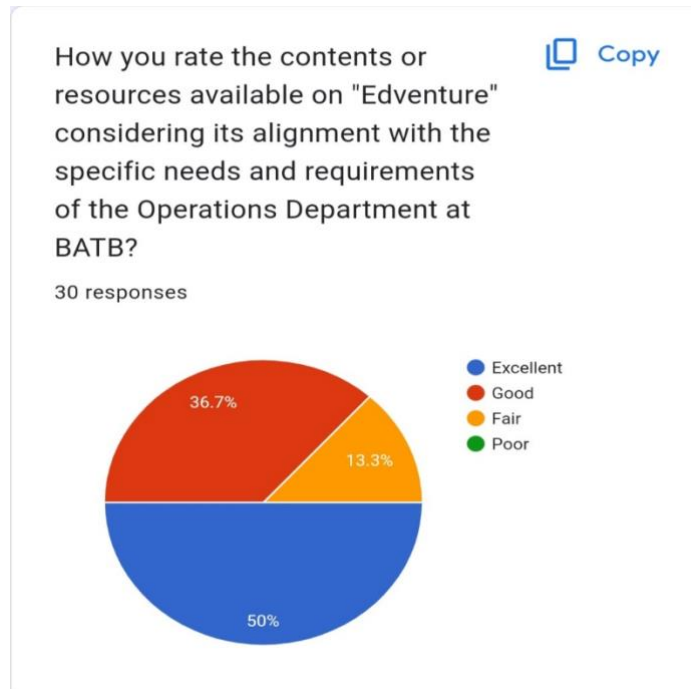


Figure 8: Survey Question 2

50% of the 30 Ed-venture users think the contents or resources available on "Ed-venture" app is excellent considering its alignment with the specific needs and requirements of the Operations Department at BATB. 36.7% and 13.3% surveyed users consider the contents good and fair.



Figure 8: Survey Question 3

86.7% of the 30 Ed-venture users believe that the Learning platform is highly easy to accessible and 10% users think the ease of accessibility is moderate.

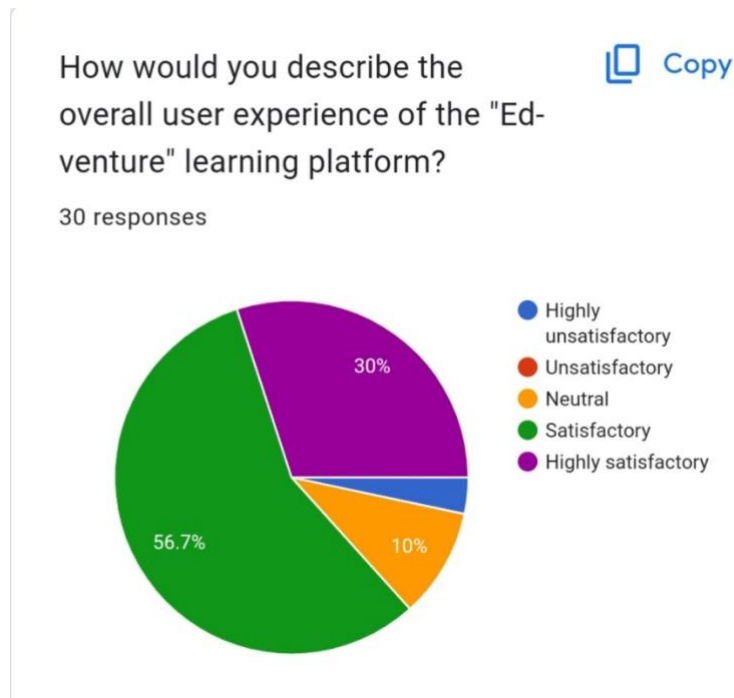


Figure 9: Survey Question 4

Among the 30 surveyed Ed-venture users, 56.7% employees find the overall experience of using Ed-venture satisfactory and 30% users think its highly satisfactory.

In the survey, I asked the 30 users about the benefits that the employees of the Operations department have achieved through using Ed-venture. 96.7% survey participants believe that knowledge and skills of employees have improved. Over 70% of the 30 employees think that Ed-venture increased the employee productivity and enhanced their operational efficiency at BATB.

Some of the surveyed employees also believe the Ed-venture learning app makes learning easier, reduces errors in Operational activities and increases their job satisfaction.

Among those 30 survey participants, 93.3% would recommend the use of learning platform such as, Ed-venture in the Operations department.

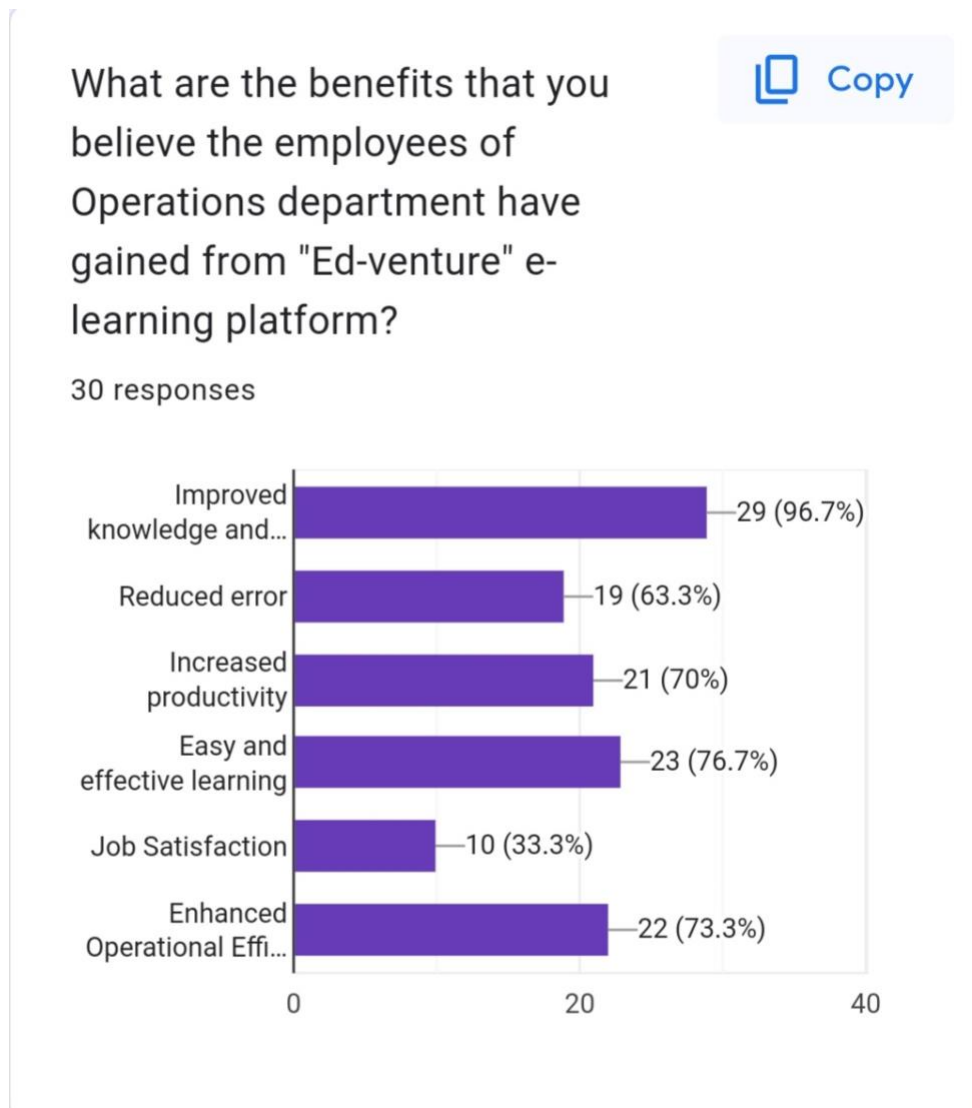


Figure 10: Survey Question 5

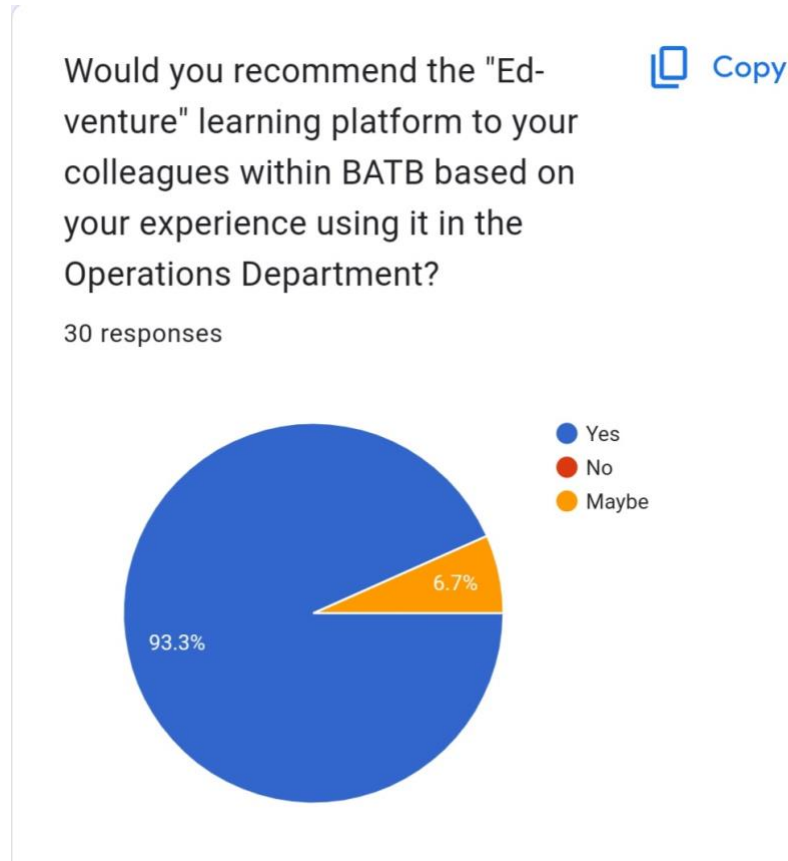


Figure 11: Survey Questions 6

From the findings and analysis shown in this part, it is evident that the learners that is, Operations employees of British American Tobacco Bangladesh (BATB) perceive the learning platform “Ed-venture” as useful and easily accessible. The employees are gaining their required knowledge and skills easily and efficiently for their personal and professional development and getting benefitted by Ed-venture in several aspects. Thus, Ed-venture is assisting in increased employee productivity and job satisfaction which eventually leads to achieving better efficiency and excellency of the Operations department of BAT Bangladesh.

### **3.4 Challenges and Opportunities of Ed-venture Learning Platform:**

#### **Challenges:**

Training Officer of BATB, Ms. Nazifa Nower states that there were a number of challenges while developing and implementing "Ed-venture" learning platform into the Operations department of BAT Bangladesh. Collecting adequate information from every functional wing of Operations and creating huge number of learning materials catering the knowledge needs of the employees was itself a big challenge. Ms. Nazifa Nower thinks that the biggest challenge of operating "Ed-venture" is ensuring the user's satisfaction. It is crucial to ensure smooth user experience so that the users can swiftly access the contents in one click without spending unnecessary buffer time. Operations is a huge functional department, so creating enough awareness about the platform and convincing them to utilize it can be a challenge. Moreover, some employees might be resistant to technological adaptation. Since the employees at BAT Bangladesh spends a hectic schedule, managing extra time for learning purpose might be a hindrance.

#### **Opportunities:**

An innovative and effective solution such as Ed-venture learning platform has countless possibilities. As mentioned earlier, one of the major goals of BAT Bangladesh is training employees and assuring learning development. Therefore, Ed-venture app can play a crucial role in achieving that KPI of BATB. Ms. Nazifa Nower stated that they are planning to expand Ed-venture even more in terms of contents and accessibility. Learning platform like Ed-venture can also be used to track the performance of the employees and identify their strength and areas for improvement. Although the Ed-venture app is only now targeted toward the all the functions of Operations department, the development team plans to include all the key departments such as HR, Marketing, Finance etc.



### **3.5 Recommendations**

Here are some recommendations I have regarding the implementation of Ed-venture learning platform at BATB:

Since Ed-venture is still going through development stage, it would great if the user expectations and feedbacks are constantly collected and incorporated in the platform. In order to achieve the full utilization of the platform, the employees should be provided the proper navigation on how to assess the app properly.

In order to reach a greater number of employees, making them aware and convince them to use Ed-venture learning platform for their knowledge and skill development, they should come up with attractive and engaging promotional campaigns to run throughout the BATB compound.

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## Appendix A.

Are you familiar with the "Ed-venture" learning platform?

- Yes  
 No

Have you participated in any training or learning activities using the "Ed-venture" platform within the Operations Department?

- Yes  
 No

To what extent, operational employees have adapted with the usage of learning platform for development purpose?

- High  
 Moderate  
 Low

How would you describe the overall user experience of the "Ed-venture" learning platform?

- Highly unsatisfactory  
 Unsatisfactory  
 Neutral  
 Satisfactory  
 Highly satisfactory

What are the benefits that you believe the employees of Operations department have gained from "Ed-venture" e-learning platform?

- Improved knowledge and skill  
 Reduced error  
 Increased productivity  
 Easy and effective learning  
 Job Satisfaction  
 Enhance

 সম্পাদনা অ্যাক্সেস অনুরোধ করুন

What are the benefits that you believe the employees of Operations department have gained from "Ed-venture" e-learning platform?

- Improved knowledge and skill
- Reduced error
- Increased productivity
- Easy and effective learning
- Job Satisfaction
- Enhanced Operational Efficiency

Would you recommend the "Ed-venture" learning platform to your colleagues within BATB based on your experience using it in the Operations Department?

- Yes
- No
- Maybe

How you rate the contents or resources available on "Edventure" considering its alignment with the specific needs and requirements of the Operations Department at BATB?

- Excellent
- Good
- Fair
- Poor

To what extent, you believe that Ed-venture learning app is easy to access?

- High
- Low
- Moderate