



Internship Report on

## **Digital Transformation: New Era of HR**

### **In Perspective of Bata**

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## **Letter of Transmittal**

April 25, 2017

Mahreen Mamoon

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Subject: Submission of Internship report for the completion of BBA program.

Respected Madam,

It is a great pleasure for me to present the internship report on 'Digital Transformation: New Era of HR; in perspective of Bata'. As my prior assignment for the completion of my Bachelors of Business Administration Degree, I joined as an Intern in the Human Resource Department of Bata Shoe Company Bangladesh Limited on 23rd January 2017.

I am happy to inform you that I have successfully completed my 12 week internship at Bata, under the supervision of Major Md.Tahmidur Rahman (Retd), Senior Manager – HR Sales Department. It was a great experience for me to work in a global company like Bata and gain in depth knowledge on ongoing retail and manufacturing business of footwear industry, more specifically how the administration works in this highly competitive market. Throughout this study I tried to accommodate as much as information & relevant issues as possible and also to follow the instructions you suggested. I tried my best to make this report insightful and informative.

I am extremely grateful to you for your constant guidance and kind cooperation on this report. It would be great if you kindly go through my report and evaluate my performance.

Sincerely,

Zannat Zohora Nabila

ID: 13104247

BRAC Business School

## **Acknowledgement**

At the very beginning I would like to thank Almighty for his tremendous blessings upon me to successfully complete this internship report, with the enthusiasm and strength needed. Also, I am indebted to my parents, friends and well wishers for their prayers, encouragement and blessings.

This acknowledgement is to express my courtesy of all who have kindly provided information and given permission for making this term paper, without whom this report could not be completed. Firstly, I would like to thank BRAC University and BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of BRAC Business School receives my greatest honor because of all their teachings.

I would like to thank Mahreen Mamoon, (Assistant Professor. BRAC Business School, BRAC University) for providing me the proper guidance to complete the whole internship report. My gratitude goes to my supervisor at Bata; Major Md.Tahmidur Rahman (Retd); Senior Manager and Umme Hanna Asst. Manager of HR Sales Department, who have helped me whenever I faced any problem and supported me by providing relevant data and cooperation during my internship period. Along with that I am also thankful to Mr. Subrata Dutta, Head of Human Resources, Syed Zahidul Islam (Asst. General Manager, HR), Md. MamumAlam (Sr. Manager, Training & OD), Tabassum Hasan (Asst. Manager Corporate HR), Abdul Mumeet (Officer, HR Training) Md. Mihadul Islam (Executive, Payroll), Md. Majharul Islam (Executive, HR Welfare), Md. Rakibul Islam (Sr. Officer, Payroll) and all the members of the Human Resource Department who have been very supportive towards me and helped me to work resourcefully.

Finally, I consider myself fortunate to have had the guidance of all the faculties and mentors throughout my 4 year Bachelor of Business Administration program at BRAC University, which helped me to shape my perception and understandings for facing the real world career challenges.

## **Executive Summary**

The main objective behind preparing this report is to critically observe the digitization process and implementation in Human Resource Management and its overall influence on organizational development of Bata Shoe Company Bangladesh. Here, I tried to relate the situations with theory based study as well as focus on the similarities & dissimilarities I found during my internship period. Bata being a global footwear company has already been practicing exemplary HR culture but it is continuously working to improvise and modernize the existing policies and structures. Out of all the footwear company producing and operating in Bangladesh, Bata is currently in the number 1 leading position based on the production capacity, revenue generation, and brand value and employee turnover ratio. During my internship I assisted in different types of HR practices there; for example recruitment and selection process, training and development, performance appraisal. I had the chance to observe how the digital transformation is contributing to redesign all the HR activities thus bringing more efficiency and promptness at work. But there are also some drawbacks for being excessively dependent on technology which I tried to address on this report. Also I found some scope of improvement where Bata can emphasize. Anyone who wishes to gain an insight of how digitization helps to stimulate the HR practices might find this report beneficial.

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# **Part 1: ORGANIZATIONAL OVERVIEW**



## **1.1 Industry Background**

### **Footwear Industry in Bangladesh**

The Footwear Industry in Bangladesh has started since the colonial era, although its modernization took place only in the late 1980s. During the British period, there was no footwear manufacturing firm producing on a mass scale in East Bengal. However, a traditional cottage type footwear industry with limited production facilities existed in a skeleton form in the district towns during that time. Various types of footwear were imported, mainly from Calcutta. After the partition of Bengal in 1947, foot wears were imported from West Pakistan.

When Bata Shoe Company established its manufacturing plant at Tongi in 1962, it was the first manufacturing plant to produce shoes on a large scale in East Pakistan. In 1967, Eastern Progressive Shoe Industries (EPSI) established its production plant. It began exporting footwear to USSR, Czechoslovakia and England. Both Bata and EPSI held major shares in the local footwear market. The footwear industry suffered a major setback during the war of liberation but was rehabilitated after independence. New footwear manufacturing units have recently been established. Among them are Apex Footwear, Excelsior Shoes, and Paragon Leather and Footwear Industries.

Japan and Germany are now the biggest markets for Bangladeshi footwear but US buyers are increasingly showing interest in sourcing from Bangladesh. Bangladesh could have a billion dollar footwear export sector by 2013, claim local shoe manufacturers on the basis of both the current growth in shipments and the increased production capacity in factories under construction. If their assessment is correct, in a three-year period the level of exports can increase five-fold from the \$205 million worth of shoes that were exported in the last fiscal year that ended in June 2010.

### **Multitude of products**

Bangladesh has a host of potential products that can earn substantially large amounts of foreign exchange, if only the necessary patronage from the overseas buyers is given for the sake of expanding the country's export base and thereby reach a sustainable status for the country's export trade.

Recently, a new opportunity has opened up to further diversify the range of Bangladesh's export base by including footwear and other leather goods in the list of exports particularly to the European Union (EU) market.

However, the country has already been exporting finished leather and different kinds of leather products to the overseas markets. These products also enjoyed considerable demand because of their high quality. The main reason for this was the natural advantage of leather that Bangladesh produces. Despite the high quality of local animal hides both in raw and finished form, Bangladesh was still trailing behind Vietnam and China in the export of footwear and other leather products in the European and other markets.

## **Manufacturing Hub**

Bangladesh is set to emerge as the next manufacturing hub for the global footwear industry. The cheap labor is prompting top manufacturers to relocate their factories in the country. The good news is that a number of foreign investors as well as buyers have already shown interest in Bangladesh's leather and footwear sector.

Recently, the president of the Bangladesh Finished Leather, Leather Goods and Footwear Exporters Association (BFLLGFEA) informed all concerned that three large investors in the footwear sector from Taiwan would set up footwear factories in the Dhaka and Chittagong Exporting zones. The buyers from EU, as well as other very highly developed industrial nations like Japan have reportedly been showing importance in Bangladeshi leather products. All these developments look promising for the local footwear industry.

The Export Processing Zones at present have 18 shoe and leather goods factories but there are at least seven large factories under construction, mostly owned by big manufacturers in the shoe world. The factories under construction include Korean company Young one's footwear complex which is said to be the largest in Asia. The company started construction of its mega shoe complex in Chittagong six months back. The first part of the complex will go into production by the middle of next year, and the company's executives said they would be able to manufacture about 30 million pairs of shoes by 2013.

In addition, Taiwanese shoe manufacturer Pau Chen, which employs about 4,00,000 workers in its factories in China and 50,000 in Vietnam, is also building a large manufacturing facility in Chittagong. Australian manufacturer Bonbon Shoe, a supplier to Hugo Boss, and Xen Chen and Genford of Taiwan., are also building footwear factories in Bangladesh.

## **Growth rate**

The local footwear industry is experiencing an annual growth rate of 21 percent, according to a spokesman from another apex organization, Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh (LGFMEAB). However, to continue the trend, the present level of growth has not only to be attained; it also has to be taken to a still higher level, if Bangladesh is to match the success of its immediate competitor, Vietnam.

According to a newly released statistics from the Export Promotion Bureau of Bangladesh, footwear exports from the country grew from US\$61 million in the period of July-November 2007 to \$85 million in the same period of 2008, recording a growth of 39 percent. In the first four months of the 2010 fiscal year there has been \$98 million worth of exports, a 65 per cent increase from the same period last year. Taking this rate of growth into account, shoe industry executives estimate that the current fiscal year's footwear export is likely to cross \$300 million. Though in the next two years the existing factories are likely to export more shoes, it is the new capacity that will come on stream from early 2011 that is expected to cause the huge spurt in growth. Growth in exports is due to the low production cost in

Bangladesh compared to its neighboring countries: China, India and Vietnam, who also have a very well entrenched leather and footwear export industry. Orders which earlier used to be given to China or India are now being handed out to footwear manufacturers in Bangladesh because they are able to produce low-priced but quality shoes, which have now found its way in to key markets in EU and Japan.

This growth in footwear exports has come as a blessing in disguise at a time when leather exports have fallen by a massive 18 percent in the period under review. Experts attribute the growth in footwear exports, thanks to machineries imported from Italy that is trusted for its quality output. In recessionary trends, high-priced products tend to register a negative growth, as consumers tend to shy away from them in preference for value for money items. In this scenario, it is a golden opportunity for the leather and footwear sector to increase its global market share.

### **World Footwear Market**

Global demand for footwear is forecast to reach 16.3 billion pairs in 2016. The market has been expanding strongly as average annual growth was nearly 13% between 2005 and 2011. However, the market expansion is expected to slow to 10% in the coming years. Currently, the industry is dominated by textile footwear which covers nearly 50% of the demand while leather footwear has 34%, plastic and rubber footwear 2% and other footwear 13% share of the market.

The local footwear industry is experiencing an annual growth rate of 26 percent, according to a spokesman from another apex organization, Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh (LGFMEAB). However, to continue the trend, the present level of growth has not only to be attained; it also has to be taken to a still higher level, if Bangladesh is to match the success of its immediate competitor, Vietnam.

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## 1.2 Overview of Bata Shoe Company

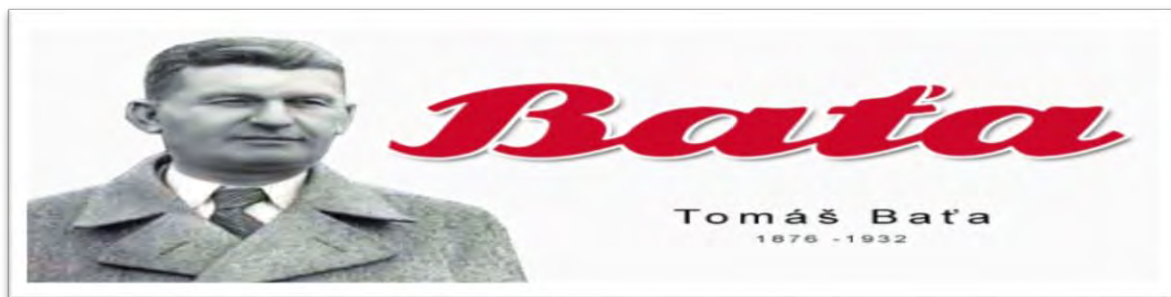


Figure 1 Founder of Bata-Thomas G. Bata

### The Bata Heritage

“Our success is built on our legacy of values and beliefs” -Thomas G. Bata,

(Chairman and Grandson of Founder)

Bata’s legacy of success started in Czechoslovakia, beside a small riverside town of Zlin, in the year 1894. Bata siblings officially established the T. & A. Bata Shoe Company investing on the small inheritance gathered from their mother. Founder Tomas Bata was a visionary dedicated to serving the needs of the people. In 1904, Bata introduced mechanization and mass production to shoemaking and created the “Batovka” – a working class shoe remarkable in its simplicity and style, yet lightweight and affordable. The Bata name quickly became synonymous with quality and value, and in just over two decades Bata was selling 2 million pairs of shoes a year, and exports skyrocketed.

Even at the time of world war and the Great Depression, Bata continued to prosper. In 1931 it began to build factories, and entire towns, outside of Czechoslovakia. Soon after that Bata was recognized as an international brand known for its unmatched selection of styles. Bata started operating in over three dozen countries by the end of the 1930s.

On the beginning of 20th century Bata’s international reach started to progress. When Communist governments nationalized all Bata companies in Eastern Europe, Bata persevered by rebuilding itself from the remaining entities located outside Eastern Europe.

Further expanding the company’s international umbrella, Thomas J. Bata, the founder’s son, moved from Czechoslovakia to Canada with over 100 families and established the Bata Shoe Company of

Canada. Families around the globe relied on Bata to supply them with sensibly priced shoes that met their needs and exceeded their wishes. By mid-century, Bata's superior product earned the trust and confidence of millions and Bata was positioned as the world's leading footwear exporter.

As the 20th century came to a close, Bata had been building relationships with generations of families for over 100 years. Thomas G. Bata, the founder's grandson, remained committed to that tradition in the emerging global marketplace. In a bold move, he replaced large, centralized factories with regional production facilities guided by four "meaningful business units" (MBUs), each having the flexibility and independence to produce footwear that responds to the unique needs of its region. As a result, Bata is honored to be a local company in every country it serves. It is with pride that the Bata Company of today maintains close to 5,000 international retail locations and services over one million customers per day. From its simple start over 118 years ago, Bata has grown into a trusted global company that offers fashionable and affordable footwear to every member of the family.

Bata Shoe Company is the market leader in the footwear industry since its operation in Bangladesh. The name Bata achieved such a position in the customers' mind that whenever they heard the name of Bata, a footwear with high quality comes into their mind. Bata has been serving its customers with wide assortments of products for about five decades and doing it successfully.

## **Bata Business**

Bata Shoe Organization companies are involved in every facet of the business of shoes and accessories. Bata operations includes :

### **Retailing**

Bata Shoe Organization companies have built successful retail store concepts to satisfy changing consumer tastes and needs. Each store features merchandise targeted to different lifestyles and people. The merchandise ranges from footwear to clothing and goods complementing shoe offerings. Sensitivity to and satisfaction of customer wants and needs has allowed the Bata Shoe Organization (BSO) to become a world leader in footwear.

### **Manufacturing**

Tomas Bata's revolutionary business concept was to industrialize the shoemaking process of that day. That type of thinking has been the driving force behind the Bata Shoe Organization success. The Bata Shoe Organization has been an innovator in the manufacturing of shoes over the years. Bata personnel have made important advances in DVP (Direct Vulcanization Process), PVC, athletic footwear production and slush-molded footwear production.

### **Wholesaling**

The Bata Shoe Organization [BSO] enjoys a unique position in the wholesale marketplace. Global economies of scale enable BSO plants to offer quality products at local prices, with many are operating

at ISO standards. Bata Shoe Organization production facilities are world renowned for their commitment to quality and customers, and have attracted production contracts from many international footwear brands.

### **Worldwide Coverage of Bata**

Bata is operating business in five business units such as Europe, Asia Pacific, Latin America, North America, and Africa. Bata announces its worldwide presence through these five business units.



**Figure 2 Worldwide coverage of Bata**

### **Brands & Product Development**

Throughout the world, the Bata brand distinguishes well-made and well-priced footwear. Many core articles for Bata branded collections are designed in product development centers in Italy, the Far East and Canada. Designers and merchandisers in Bata Shoe Organization companies broaden the collections by developing complementary styles to reflect tastes, budgets and climates within their own market. Strict quality controls govern the selection of materials and all production stages.

#### **1.3 Bata Shoe Company (Bangladesh) Ltd.**

Bata Shoe Organization started its operation in Bangladesh in 1962. The company was incorporated in 1972. The company is affiliated to the Bata Shoe Company, the largest footwear manufacturing and marketing organization.

According to Bata Bangladesh website (2015) it is mentioned that currently, Bata Bangladesh operates 2 manufacturing plants at Tongi and Dhamrai, have production capacity of around 110000 pairs of

shoes daily. It has a modern tannery with the latest technological facilities to process 5 million square feet of leather yearly. The Tannery is equipped with a high-tech effluent treatment plant ensuring a pollution free environment for both workers and the environment. Bangladesh's regional headquarter is located in Singapore.

Bata is playing a pivotal role in developing the leather industry of the country. Bata has a firm commitment to eco-friendly business and a state of the art Effluent Treatment Plant (ETP) has been set up to provide a pollution free environment for both workers and the locality.

Fashion would never be complete without a well designed pair of shoes. This marketing insight has prompted Bata to introduce a number of designers' collections for men, women and children. Internationally renowned brands such as Bata Comfit, Insolia, Neutralizer, Marie Claire, Hush Puppies, Scholl, Nike, Bubblegummers, Sandak, Weinbrenner and B'first are a few names that testify to the momentous change towards branded shoe marketing in Bangladesh. Specialized shoe categories such as athletic shoes have been targeted through development of the Power brand. Uncompromising quality with striking designs have put Bata shoes in a key position to appeal to different segments of consumers.

Another major change in the Bata business policy is the segmentation of retail outlets according to profiles of different market segments and the introduction of novel concepts such as Bata City Stores. These selective outlets, in conjunction with other types of outlets such as Bata Bazar and Bata Family Stores, are adding a new level of consumer satisfaction. The City Stores incorporate spacious floor space allowing a comfortable shopping experience, modern interior decor enriched with novel shelving systems, fittings, fixtures and lighting that can be found in the large retail shops in the Far East and Europe. Bata has a network of 242 retail outlets located strategically in different parts of the country. These retail outlets are an integral part of our brand marketing. This extensive retail network is supplemented by an equally extensive network of depots and dealers. Bata has 13 Wholesale depots covering Bangladesh. Under these depots 390 RWD (Registered Wholesale Dealers) and 553 DSP (Dealer Support Program) stores are operating. Bata Bangladesh has already developed its vision up to 2013 showing significant business growth as well as increased market share.

One of the critical areas associated with external shareholders and the community at large is the Corporate Social Responsibility Program of the company. From supporting nationwide sports sponsorships and disabled persons to addressing environmental concerns, scholarship programs, charity contributions etc Bata has always supported individuals and communities in need. Partnerships with other voluntary and charitable organizations are another prominent feature of Bata's corporate social responsibility. Bata, in partnership with CARE, extends assistance to over two thousand rural women in order to become independent entrepreneurs in the Rajshahi, Comilla and Chittagong division selling shoes from door to door under its Rural Sales Programme.

Since its inception, Bata Shoe Company (Bangladesh) Ltd. has strived towards one goal customer satisfaction. With the vision of building a worldwide family of satisfied customers and dedicated



workers the legacy of Tomas Bata continues strong and unabated to this day the tradition is safe. Bata Bangladesh has about 1500 regular and efficient employees and workers, who are highly committed to uplift the company's performance with high productivity and sales through maintaining the quality. In recent times Bata Bangladesh has launched more than 180 new designs for different brands in their men, women, children and infant categories. Eventually they have received excellent responses from their various target groups on the new designs. (Bata Shoe Company Bangladesh Ltd., 2015)

### **Customer service**

**Personalized service:** Qualified and enthusiastic sales associates are engaged who take customers' satisfaction to heart. In many countries customer service goes beyond the stores with home deliveries, orders made possible via catalogues, the web or even call centers.

**Guaranteed customer satisfaction:** In any Bata store in the world they repair, exchange or refund any products with defects. They also exchange or refund on unworn merchandise if one changes one's mind. Proof of purchase is required for refunds.

**Bata Gift Vouchers:** Bata Gift Vouchers are like cash coupons that can be used by customers to make purchases of Bata products from selected Bata shoe stores. Gift vouchers are available in three denominations — Tk. 500, Tk. 1,000 and Tk. 2,000.

**Predicted Price:** In ICC T20 world 2016, Bata give wonderful chance for get 10% discount and 500, 200 Tk Discount Vouchers. If you predict on the day matches scoured, you can win this price.

**Customer service center.** Bata Shoe Company (Bangladesh) Ltd has a customer service centre and the contact address is: Phone: +8802 9800501-5 Ext: 209

### **Mission & Vision**

Bata Shoe Company has been successfully running for years with a mission and vision at the heart of all its operations

#### ***Mission***

“Introduction of a strong shoe line targeted to various market segments to maintain leadership through increased market share.”

#### ***Vision***

“To provide good quality shoes at an affordable price by keeping in mind the comfort that needs to be there and providing new designs with it.”





Figure 3 : Factories of Bata

## 1.4 Management of Bata Shoe Company (Bangladesh) Ltd.

Table 1 Top Management of Bata Shoe Company (Bangladesh) Ltd.

Name	Designation
ChitpanKanhasiri	Managing Director
Kee Lee Sing	Retail Manager
Muhammad SohelAslam	Finance Director
Omar Faisal Chowdhury	General Manager Non Retail Sales
Subrata Dutta	Head of Human Resource
Carlos Arturo Zuluaga Sanchez	Product Development Manager

## 1.5 Organgram of Bata Shoe Company (Bangladesh) Ltd.

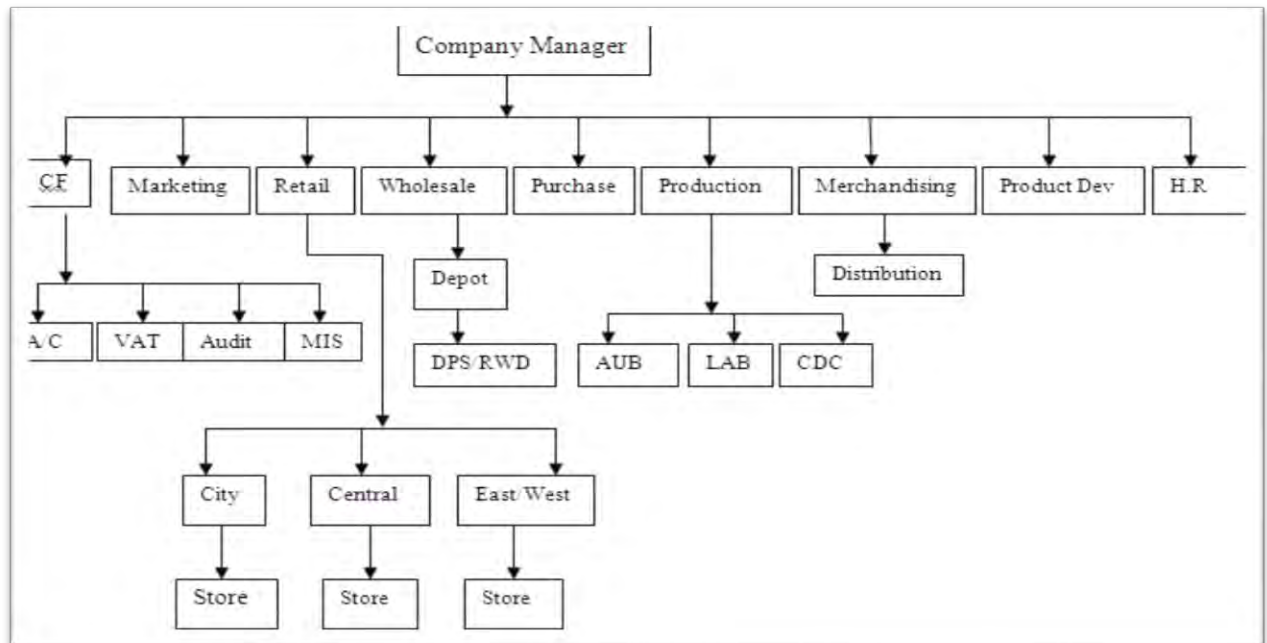


Figure 4 Organogram of Bata Shoe Company

### Bata Business Types

Bata business policy is the segmentation of retail outlets according to profiles of different market segments and the introduction of novel concepts. Bata retail store are categorized into four types:

#### City Stores

Bata city stores offer the urban customers a wide variety of current fashion footwear and accessories. There are 25 city stores in Bangladesh, 16 in Dhaka Metropolitan area, others in Chittagong, Sylhet, and in Mymensingh metropolitan area. These stores are established in prime locations, and provide a high level of customer service, exclusive shoe lines with complementary accessories and contemporary shopping environments are to discerning shoppers.

#### Family Stores

Bata Shoe Company is undoubtedly the world's leading family footwear chain. The company offers a wide assortment of everyday's fashion footwear. The products are primarily of the brand Bata. Nevertheless very carefully selected articles from both local and international brands are also marketed by the company. There are 60 family stores till date that has been successfully operated all over the Bangladesh.

### ***Bata Bazar***

Bata Bazar is the largest display of Bata's products among all others store concepts. It provides the customers with broadest range of products and accessories possible. This concept was introduced in 2003. They are ideally located in power centers commercial parks and outlet centers with easy parking facilities. Currently there are 73 Bata Bazars being operated.

### ***Clearance Outlets***

There are 3 Clearance outlets of Bata Shoe Company where discounted shoes are sold.

## **1.5 SWOT Analysis of Bata Shoe Company (Bangladesh) Ltd.**

<p style="text-align: center;"><b>Strengths</b></p> <p>High quality products</p> <p>Strong brand image</p> <p>Extensive product lines</p> <p>Strong and mass distribution network</p> <p>Wide range of associated bands</p> <p>Skilled management team</p> <p>Modern manufacturing facilities</p> <p>Potential target market</p> <p>Loyal customers</p>	<p style="text-align: center;"><b>Weaknesses</b></p> <p>High Price of licensed brands</p> <p>Lack of promotional activities</p> <p>Less effort to attract new customers</p> <p>High cost structure</p> <p>High import duties</p> <p>High administrative cost</p> <p>VAT &amp; tax barrier</p>
<p style="text-align: center;"><b>Opportunities</b></p> <p>Wide assortment of products offered</p> <p>Online Selling Service</p> <p>Rise in export</p> <p>Introducing international designs to local market</p> <p>Modernizing stores</p> <p>International training for Management and Sales person</p>	<p style="text-align: center;"><b>Threats</b></p> <p>Raising local brands like Apex, Bay Emporium</p> <p>Counterfeiting of Bata Shoes in uncontrolled locations</p> <p>Consumer perception regarding over price</p> <p>High price due to high production cost</p> <p>Disruption of consistent supply</p> <p>New generation switching to trendier brands</p>

## 1.6 Current Marketing Mix

### Product

Bata offers a number of product lines to the prospective consumers in the existing market, Bata has a truly international team whose diversity of ideas to develop new style foot wear, shocks, sneakers, etc. Bata has introduced huge product line of men footwear- shoes, sandal, sneakers, shocks, women footwear, kid's footwear and many other types of footwear line the company is operating in the market. About half line of product the company imports and sells under the franchising. Bata also sell ten international brands footwear at their retail shop.

### Bata Brands

Bata has been delivering hand-crafted quality footwear over 100 years to maintain and build on heritage of creating high quality, comfortable and stylish shoes Bata stores carry following shoe brands:



Figure 5 Bata Brands

### Price

Bata use Price-Quality Leadership approach. They set the price based on value. In some country they target high quality niche and in some country price sensitive segment. Everywhere they set the price based on value they delivered. Bata follows geocentric pricing techniques. According to the demographic features the local pricing for Bata shoes for men, women and children is given bellow:

Best Price Range (TK)	BATA
Men's	990-2490
Women's	390-990
School	490-1990
Children	390-1890
Sport	1290-5990

### **Placement (Location)**

Bata has a network of 242 retail outlets located strategically in different parts of the country. This extensive retail network is also supplemented by an equally extensive network of depots and dealers. The retail outlets are segmented according to the profile of customer and different market segments.

The physical distribution starts when the raw materials send to the factory and the manufacturing process starts there in Tongi and Dhamrai factory. From there the end products send to the CDC (Central Distribution Center) in Tongi factory. After receiving the end products then and there the packaging has been done and according to the requirement of different stores, Agencies, dealers and wholesalers the goods has been transferred directly to the distributors through company owned vehicle. There is separate process for own agencies and stores against the wholesalers and dealers. The goods for agencies and stores gone straight to the store headquarter and goods for others gone to the 13 depots around the country from where they collect the goods. In retail, BB operates through a chain of exclusive own and franchise stores. BB's stores are located in prime locations countrywide. 70% of Bata's sales are from its own retail outlets. Besides there is a network of about 500 exclusive wholesalers who service about 300 retail stores all over the country. Bata has showrooms, wholesale depots and distribution centers across the country.

### **Promotion:**

Bata has put less effort in promoting their products. They think the 242 retail outlet throughout the country helps Bata to do integral brand marketing. Other than that they are the official clothing sponsor of Bangladesh Cricket team. However Bangladesh, Bata has done many promotional activities on:

- TVC
- Electronic & Print Media.
- Fashion show and several contest
- Social Media like Instagram, Facebook , Twitter etc
- Web based E-flyer, E-mail

- Banners, Show cards, X- banners

### 1.7 Bata Bangladesh at a glance:



**Part 2: HUMAN RESOURCE  
PRACTICES BATA BANGLADESH**

## **2.1 Functions of Human Resource Department of Bata Shoe Co. (BD) Ltd.**

The Human Resource Department in Bata Shoe Co. Bangladesh deals with issues related to people such as hiring, training, promotion, performance, management, compensation, organization development, safety, benefits, employee motivation, communication, administration and industrial relations.

To perform the above mentioned activities in a sound way the department is divided into few wings. Under the supervision of head of Human Resource those wings are working. Each wing is headed by a specific manager such as-

A brief description of each department manager is as follows-

### **Organizational Development:**

Recruitment & Selection

Training & Development

Orientation/ induction

Job analysis/ Job description

Probation assessment & Performance appraisal

Employee relations activities

### **HR Service:**

Assist Head of HR for job evaluation, career planning and assessment

Ensure proper use of pool transport as well as company vehicle

HR budget monitoring and comply expenses

Update organization chart and code of ethics

Update personal files of management staff in software

General administration and logistic support.

### **Payroll:**

Factory, Management and Sales payroll

Fund Management (Gratuity, P.F., WFP)

Maintenance and update of payroll software

Payroll data verification

Prepare yearly payroll plan and budget for remuneration



**Industrial Relations:**

Harmonize day to day industrial relation in the factory

**Grievance Handling :**

Implementation of compliance issues

Control leave of the factory employees

Factory disciplinary matter

Ensure medical facilities & treatments

Dealing with welfare activities

Public relation, protocol & logistic support in all overseas travelling

Bata children's program

**Sales HR :**

Recruitment of sales personnel

Training of sales personnel

Performance management of sales personnel

HR Services to sales personnel

Sales Industrial relation

**Factory HR:**

Overall administration of Dhamrai factory

Employee health and safety training

Industrial relation of Dhamrai factory

Disciplinary procedure

Compensation

**Security Issues:**

Ensure security, safety and environmental issues of factory premises

Ensure employment health and safety

Compound maintenance and house keeping

Protect all company asset at Tongi factory and all kinds of burglary and sabotage

Maintain late attendance register

Maintain liaison with law enforcing agencies & contractual security of company for placing of proper and efficient security personnel as and where required

Plan, maintain and supervise all fire prevention and fire fighting operations and carry out fire drill

Prepare contingency plan of action for vulnerable areas of the factory

Conduct fire training and evaluation drill

Visitor control and CCTV operations

## **2.2 Role and Functions of Human Resources in Bata:**

The Human Resources Department shares with all the company's management employees the key responsibilities to obtain, develop, utilize, evaluate, maintain and retain the number and type of employees to provide an appropriate workforce for our companies. This workforce will allow each company to implement its overall goals and business strategy.

### ***2.2.1 Human Resources Mission:***

Our mission is to be a strategic business partner taking leadership role in developing policies, procedures, and programs which support the mission of the Company and the implementation of the Company's strategic plan

Recruit, train, retain and reward employees who possess the qualities necessary to achieve departmental objectives and in turn Company's business targets

Committed to create an atmosphere which promotes values, advancement of learning, diversity, cost effectiveness, and responsiveness to change

Ensure that we have motivated, competent and performance oriented employees with team spirit at all levels within the company

Develop effective interdepartmental communication with all management staff

Ensure that right people are placed at right jobs

Career development program for fast trackers to cope with future challenges

### ***2.2.2 Human Resources Vision:***

Will contribute to the success of the Company by attracting, developing, and retaining a diverse, well qualified and professional workforce

To assist departments in developing and maintaining a high quality workforce through quality training and continuous appraisal

To ensure consistent application of human resource policies, including recruitment, selection, promotions, training, discipline, employee benefits, workforce reductions, classification, and compensation

To ensure fair and equitable job and promotional opportunities and services for both current employees and individuals seeking employment with the Company

To ensure harmonious and congenial industrial relations in the company

Recognizes that having a safe and healthy work force is beneficial to both the employees and their families as well as to the company

Uphold corporate image through effective public relations by regular presence in the media and other public forums

Establish effective communication between workforce and management

Continue welfare and motivational activities in the Company

Finally, interact effectively and responsibly with the society for greater interest of the socio-economic development

### **2.3 HR Strategies:**

- Development of annual training plan
- Continuous evaluation to review effectiveness of training
- Complete review of organizational structure in line with business plan
- Downsize industrial workers through outsourcing
- Streamline the HR policy issues
- Introduce new HRM system link up with payroll management for better control & efficient management of employee records
- Inter-department communication to be more strengthened through collective effort
- Further strengthen employee recognition programs like Employee of the Month, different contest in sales and production to improve the productivity
- Conformation to local environment, health and safety guidelines
- To maintain harmonious employee and labor relations
- Motivate employees by improving welfare activities in all aspects
- To maintain good relation and rapport with labor department, employers' federation, department of passport & immigration and other Government entities

### **2.4 Industrial Relation:**

Industrial relation is a very crucial and important to smooth run the factory good industrial relation is very necessary. Bata Bangladesh maintains good relation with Union, local union leader, government labor officials. LTA signed through collective bargaining negotiation between union and management for next three years.

Games & Sports: The Company encourages all employees to take part in sports like football, volleyball & other domestic games throughout the year.

Annual Picnic arranges for all the employees in a year with full pomp & joy.

### **2.5 Employee Relation:**

Employee relations one of the challenges function for HR department, because employee relation is to create a productive and satisfying work atmosphere. Some of the Bata employee relation activities are discuss in below:

SBU (Small Business Unit) initiative program it is a team building and future planning program, the program organized by Human Resources Department.

Long service award: After having been in continuous employment of 25 years, an employee is entitled to long service award as per company's policy.

Achievement award: Achievement awards are also given on the basis of performance of the employees of different departments.

### **2.6 Environment, Safety and Fire Prevention:**

**Environment** The Company gives special effort to create sound environment in 2 factories through continuous tree plantation program. The exquisite landscape of both the factories identifies Bata Bangladesh as an ideal manufacturing company.

**Safety:** The Company is concerned about safety and welfare of employees and recognizes that having a safe, healthy work force is beneficial to both the employees and their families as well as to the company. To fulfill this requirement the Company is continuing with smooth and effective Health and safety programme according to the Bangladesh Labor Act -2006 through its environment health and safety committee. Bata Bangladesh has a central environment, health & safety committee to initiate and ensure the implementation of government and BSO policy regarding environment, health and safety.

**Fire Prevention & Fire Fighting:** The Company has a strong fire-fighting team comprises an employee who is trained and can take any preventive measures during fire and to protect the life and property of the Company. Evacuation drills are also held time-to-time to create awareness among the employees.

### **2.7 Factory and Office Administration**

**Office Hours:**

Management: 7:30 am to 5:00 pm from Sunday to Thursday.

Operators: They are working total 45 hours per week in 5 days in general shift.

Shift Operators. They are working 48 hours per week in 3 shifts: 45 hours normal working hours and 3 hours for weekly common overtime for shift duty workers.

(1) A Shift. 6 am to 2 pm.

(2) B Shift 2 pm to 10 pm.

(3) C Shift. 10 pm to 6 am.

**Record Keeping – Attendance:** The operators are required to punch their cards at the main gate to avoid discrepancies in attendance & number of hours worked through proximity system.

**Employee Information:** Bata Bangladesh maintain HRMS (Human Resources Management System) software, from joining to company leaving of an employee total information are keeping in this system,

**Identity card:** Every employee is provided with an Identity card and the employee is personally responsible for its safe keeping. The card must be surrendered by the employee at the time of leaving the employment or at any time on being called upon to do that. Loss of the card must be reported to the Human Resources department at once and a new card will be issued on payment of the actual cost.

**Personal Record File:** The Company maintains personal record file for every employee where all the information relating to the employment of the individual employees is kept till his retirement or termination from the employment.

**Service Agreement:** All the management employee shall signed an agreement with the company containing the term and condition of the employment.

**Code of ethics:** The employee shall sign the Code of Ethics of the Company containing the conditions of employment forming a part of the Service Agreement.

**Promotion:** Promotion from one grade to another is entirely at the discretion of the Company and will depend on vacancies in the establishment and the employee's merit, qualifications and efficiency. If a permanent employee is promoted to a new post, he may, at any time, during the probationary period, be reverted to his old permanent post.

**Overtime:** No overtime will be considered for the management staff but for overstaying and holiday duty it will be provided entertainment from the canteen. Furthermore for such type of overstay or holiday the employees will be given actual conveyance allowance with alternative leave under the banner of leave in lieu.

**Transfer:** The Company can transfer an employee from one department to another department or from one factory to another factory for better administration or for business requirement its sole discretion.

**Leave of absence:** The employee will be eligible to the leave facilities according to the Rules of the Company in force from time to time. Leave policy of Bata Shoe Co. (Bangladesh) Ltd is as:

Leave	Management Staff	Factory Staff
Casual Leave ( C/L)	7 Days	10 Days

Sick Leave (S/L)	14 Days	14 Days
Privilege Leave	7 Days	Not Applicable

**Others Leave:** Maternity Leave 16 weeks for women.

**Grievance procedure:** Any employee who has a grievance in respect of any matter connected with this employment, shall following the existing grievance procedure policy.

**Employee communication:** Communication is maintained between the employee and the company through – Interflow meeting, E-mail, Newsletter, Notice board, in –house Magazine, telephone and director conversation.

**Dismissal from service:** An employee may be dismissed from the service if he is convicted for an offence or be dismissed if he found guilty of misconduct under the agreement signed with the company.

**Termination of employment by the company:** An employee may be terminated from service without assigning any reason by giving 30 days prior notice or pay in lieu of such notice.

**Termination of employment by the employee:** A permanent employee may terminate his employment by giving one-month prior notice or surrender one-month salary in lieu of such notice.

**Notice Board & Periodical in-house Magazine:** Notice boards are placed in 2 factories to keep updated information about the Company. It also arranges to publish “Bata Footprint” on various activities & news of the Company.

## **2.8 Welfare Activity**

**Medical facilities:** - All the employees are provided with free medical facilities including hospitalization in a prescribed hospital. The company also appointed medical officers in 2 factories. The medical facilities also cover the wife or husband of the employee including minor children below 18 years under the company’s medical policy. Bata organized health awareness programmer for better health and living of employees.

**Canteen:** 2 (two) canteens run in two factories in different timetable as per shift. Meals & drinks are sold at discounted rate. The canteen environment is open.

**Child Education Allowance:** Encourage to education of employees’ children, Bata giving Child education allowance to the employees.

**Scholarship Scheme:** Every year Bata Bangladesh giving Scholarship to the five scholar children of employees, scholarship fixed up on basis of merit list of S. S. C. exam.

**Group term insurance:** All the employees are insured under group insurance scheme.

Accident: The Company will meet the cost of medical treatment necessitated by the accidents, provided they occur in the course of the employee's active service and in the actual courses of carrying out his duties with the company, and are not the result due to intentional self injury.

Apron: The Company provides free uniform for the employees who are working in production.

Entertainment: Employment is provided with two cups of tea per full working day at the company's cost by providing canteen coupon.

Leave fare assistance: All permanent employees will be paid leave fare assistance with the salary according to company's policy.

Transport: The entire employee will be entitled company's transport facilities according to the Company's transport policy.

## **2.9 Community Support and Social Activity:**

To position themselves as a responsible corporate citizen, Bata Bangladesh is always helping to serve the public at large throughout the country and their efforts are well appreciated by the people of Bangladesh. In line with the BSO's philosophy, wherever Bata Bangladesh conducts business they aim to serve the people of those communities as much as possible.

***Bata Children's Program*** : Bata runs a number of programs that support our philosophy, culture and values. Each sets out to achieve specific goals for our communities, our employees and our customers. The Bata Children's Program is its own way of bringing the children of a community together and through this, making them stronger and even more beneficial to those help.

***Bata and Care***: Bata and Care are working together to help increase the income generating capacity of rural women's as well as to create new job opportunities, through the sale of Bata products offering door to door service in the rural areas of the Country. In 2014, thanks to the successful results of the first year partnership, Bata and Care decided to expand the program from the existing 1000 to 5,000 women initially which will be further expanded in future. Bata and Care are working together to help increase the income generating capacity of rural women's as well as to create new job opportunities, through the sale of Bata products offering door to door service in the rural areas of the Country.

**Part 3: DIGITAL TRANSFORMATION of  
HUMAN RESOURCES PRACTICES at  
BATA**



## **3.1 Background of the Report**

### **Objective and Scope**

Today, almost every company is undergoing a digital transformation. HR leaders are trying to create a social, mobile and consumer-style experience for employees. Cloud and mobile computing, artificial intelligence, and increasing automation have created the potential to transform nearly every aspect of a business. A survey of CEOs conducted by Fortune asked whether they thought their company was a “technology company” and 67% of CEOs said yes.

Forward looking HR leaders, are transforming HR to deliver an employee experience that is human centered, uses the latest digital technologies, and is personalized, compelling, and memorable.

Now, as we enter 2017, the next journey for HR leaders will be to apply a consumer and a digital lens to the HR function creating an employee experience that mirrors their best customer experience.

According to Forrester, 47% percent of executives surveyed believe that by 2020, digital will have an impact on more than half their sales. Digital has already transformed media, retail, transportation and education. Digital and consumer marketing are permeating new ways of recruiting, working, learning, and engaging employees. Being employee-centered and digital is about having a new mindset, plus a set of consumer-focused and technological skills to creating new HR solutions. Above all, it requires a belief in the power of leveraging the latest consumer technologies inside HR.

This report aims to project the impact of automation in HR practices in perspective of the Bata Shoe company. Anyone interested to get a detailed picture of the HR practices in country’s top most company from retail industry and the effect of digitization process in organization will find this report helpful.

### **3.2 Methodology of the Study:**

This is a qualitative report containing qualitative data regarding the Digital HR Practices of Bata Shoe Company Ltd. All the information collected are features and descriptive grounded hence the outcome is descriptive as well. For preparing this report I used primary & secondary both data collected from different sources.

#### ***Primary Data:***

I have collected the primary data from different department of Bata Shoe Company (BD) Ltd. information revealed from the discussion with managers, executives and staff.

#### ***Secondary Data:***

For the secondary sources I have collected all these secondary data mostly from— Company’s official records and printed materials, Internet, Website of other Bata Shoe Organization.

All the above stated sources have been used to equipped different part of the report. Merging all the comprehensive report has been established. References are given at the end of the report.

### ***Collection & Interpretations of data***

Primary data have been collected with face to face discussions with the employees of people & corporate division. I gathered secondary data from company website and text books. Company history of the services they delivered, other company associated information are collected from their website. Yet again, some articles facilitated me to learn about their history and their engrossment in other sectors. Finally, text books abetted me to relate numerous HR topics with my job responsibilities. All the data sources have been presented in the reference part of the report.

All the expected data has been presented in descriptive manner. Certain tables and diagrams have been inserted in order to present and interpret them. In addition, the appendix part displays the supporting data that comforts to interpret the included data.

## **3.2 Significance of Digitization in HR Activities**

### **3.2.1 Recruitment and Selection:**

Recruitment is the job of finding and attracting capable applicants. Selection is the next step. Bata Bangladesh maintains a policy for employee recruitment. Bata Shoe Company (Bangladesh) Ltd. is an equal opportunity employer. The company's Human Resources policy is ensure that our employee is the highest caliber who can ensure our bright future. To recruit real genius to face the future challenges for the belligerent growth of the organization. The recruitment process of Bata Bangladesh, job opening through print media Daily news paper or job website, application call and received, application screening, call first interview, board interview, final interview with Managing Director and final selection, Appointment letter issue, joining letter received, induction & orientation and confirmation after successful completion of probation period. Bata Bangladesh has recruited lot of young talented in management level in view to build up the future leader and face the future challenges.

While the permanent employees are recruited through the Corporate HR department, Bata recruits its sales staffs through ARMAC SERVICES LTD (Afer Resource Management and Consultancy Services) a recruiting agency specialized for outsourcing all types of skilled, semi skilled and unskilled manpower.

Previously Bata used to recruit the sales people on its own but as the company is expanding its business and the demand for strengthening sales force is getting bigger day by day, it had to outsource this task to become more efficient. The Sales HR Team in collaboration with ARMAC holds recruiting session for sales staffs as frequent as once in a week to meet the vacancy demand.

Bata HR has re-designed its whole recruitment process in such a digital and automated way so that this practice gets more resourceful and fair. Online recruiting has become one of the primary methods employed by HR departments to garner potential candidates for available positions within an organization. Talent management systems typically encompass:

- Analyzing personnel usage within an organization;
- Identifying potential applicants;
- Recruiting through company-facing listings;
- Recruiting through online recruiting sites or publications that market to both recruiters and applicants.

For publishing the vacancy circulars instead of publishing them on newspaper Bata uses digital platforms like BDjobs.com and other job websites. Also to reach out to greater talent pool it also takes the help of social media platform by posting the circular in Facebook. In this way Bata ensures that opportunities are distributed equally among all eligible candidates.

As soon as an employee is selected all necessary information and documents get uploaded in the Bata HRMIS website. A profile is created for each employee where data related to that employee gets stored. Every employee gets a unique control id which later helps HR team to filter out any type of required data regarding him or her.

### **3.2.2 Training and Development:**

When a new employee is hired or a present employee is reassigned, the next step is the orientation, training and development. Bata thinks training helps employees do their present jobs. Firstly identify who needs training and development. Bata Bangladesh organized lot of training in the different level. Bata Bangladesh maintains a yearly schedule for training and development.

The training module provides a system to administer and track employee training and development efforts. The system is called a "learning management system" (LMS) if a standalone product, allows HR to track education, qualifications and skills of the employees, as well as outlining what training courses, books, CDs, web-based learning or materials are available to develop which skills. Courses are offered in date specific sessions, with delegates and training resources being mapped and managed within the same system. This system allows managers to approve training, budgets and calendars alongside performance management and appraisal metrics

Bata international Management development training is a system institutionalized into the company's cultural fabric where different courses/ programs are targeted to different management levels, address different competencies for different management levels, linked together based on a continuum of competency development.

Now this whole training program and its modules are designed in a digital way. For example the trainers develop training modules with the help of audio-visual presentations so that the trainees get interested and motivated to learn. Evaluation test is conducted before and after the training so that the trainers understand the impact of learning. This test score are also recorded in the Bata server so that later trainers can measure the effectiveness.

### **3.2.3 Performance Appraisal:**

Performance management is the process by which our organization evaluates job performance to evaluate the results achieved in line with pre-agreed upon goals and objectives.

Bata Bangladesh employee performance evaluate through IPR (Individual Progress Review). All the department manager asses and rating their individual departmental employees and then submit to the Human Resources Department, Head of HR review all the IPR thoroughly and summaries the rating of IPR department wise. Finally the IPR submit to the Managing director to give his comments and rating.

The IPR form contained employees personal data, education, BSO courses, Non BSO courses, position, review performance of last year, overall performance (marking : unsatisfactory, Satisfactory, good, very good, outstanding), assessment of competency (using some critical evaluate the employee by entering a numeric rating, such as Business sense, communication, result oriented, assertiveness, creativity and innovation, initiatives, self confidence, resourcefulness, customer service oriented, team work, people management, analytical thinking, leadership, conceptual thinking, impact & influence, relationship building)

Performance appraisal is conducted once a year for both the management employee and sales persons. For sales person the evaluation is based on the KRA score which shows the contrast between estimated and achieved target.

Previously all these performance evaluation forms were stored manually, so it was not easy to do the comparison. But now Bata uses its own database to store all these evaluation test score so that is can use the performance appraisal as the basis of tracking employees career growth

### **3.2.4 Succession Planning:**

HRD (Human Resources Department) identify the company employees individual career goals (what they want to do next) and determine the paths to those goals (what development and exposure they will need to get there). The HR department and all Head of department make the ICP (individual career planning).

Human Resources Department systematically forecast the organization's future demand for and supply of employees. By estimating the number of employees that will be needed, the HR department and all manager make better plan people's recruitment, selection, training, career planning and other activities in connection with SPC(succession planning chart).

### **3.2.5 Compensation and Benefit:**

Bata Bangladesh believes employees must be compensated for their efforts. Compensation is beyond just wages and salaries. It may include incentives (Financial & Non-Financial). Bata provided competitive compensation & benefit. The existing compensation & benefit are showing in the following chart.

**3.3 Bata HRMIS:** The function of human resources (HR) departments is administrative is almost similar to all organizations. Bata formalized selection, evaluation, and payroll processes. Management of "human capital" progressed to an imperative process. The HR function consists of tracking existing employee data which traditionally includes personal histories, skills, capabilities, accomplishments and salary. To reduce the manual workload of these administrative activities, Bata began to electronically automate many of these processes by introducing specialized human resource management systems. Bata is using a dedicated HRMS from the year 2012 to store the records of management and sales persons. This HRMS helps in below mentioned process:

- Hiring
- Administration
- Managing
- HR planning
- Recruiting/Learning management
- Performance record
- Employee self-service
- Scheduling
- Absence management
- Analytics
- Employee Reassign module
- Grievance handling by following precedents

The modules used in the HRMS are mentioned below:

**Payroll Module** automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay cheques and employee tax reports. Data is generally fed from the human resources and time keeping modules to calculate automatic deposit and manual cheque writing capabilities. This module can encompass all employee-related transactions as well as integrate with existing financial management systems.

**Time and Attendance module** gathers standardized time and work related efforts. This module keeps records the time of entrance, absent days of employee and sales representatives.

**Benefits Administration Module** provides a system to administer and track employee participation in benefits programs. This encompasses insurance, compensation, profit sharing and retirement.

**HR Management Module** is a component covering many other HR aspects from application to retirement. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities. Human resource management function involves the recruitment, placement, evaluation,

compensation and development of the employees of an organization. Initially, businesses used computer-based information systems to:

- Produce pay checks and payroll reports
- Maintain personnel records
- Pursue talent management

**Employee Self-service Module** allows employees to query HR related data and perform some HR transactions over the system. Employees may query their attendance record from the system without asking the information from HR personnel. The module also lets supervisors approve O.T. requests from their subordinates through the system without overloading the task on HR department.

Bata has gone beyond the traditional functions and developed human resource management information systems, which support recruitment, selection, hiring, job placement, performance appraisals, employee benefit analysis, health, safety and security.

**Analytics Module** enables organizations to extend the value of an HRMS implementation by extracting HR related data for use with other business intelligence platforms. For example, organizations combine HR metrics with other business data to identify trends and anomalies in headcount in order to better predict the impact of employee turnover on future output.

**3.4 Bata IT:** Bata IT is the internal server used by the employee to keep records of total sales operation and track the salesman performance on daily basis. From this website the Sales HR team can check the reports of daily attendance, number of sold items, comparison between estimated and achieved target sale, UPT(unit Per Transaction), etc. This server also shows the reports of overall store performance and contribution to turnover which helps the management identify the most profitable stores and also take necessary steps to boost up the sales of underperforming stores.

## **Part 4: Findings of the Study**

## **4.1 Observations and Recommendations:**

While going digital is bringing numerous benefits to HR People and speed at work it also comes with some disadvantages as well. Some of the drawbacks that I noticed while working at Bata HR are given below-

### **User Error**

Inherent in the use of HR management systems is the means for inaccuracy. Because computers and their associated programs are only as effective as their human users, data entry errors can and do occur. In Bata HR management systems, such errors take place too. At best, minimal errors, such as a few misspelled employees' names, may occur. At worst, errors in data entry could disrupt the workflow of the entire HR functions. If, for example, if HR management system displays a number of incorrect dates designating when to carry out significant employee performance reviews with ensuing promotions, the adverse results may include a contagious drop in employee morale, which could affect levels of productivity.

### **Employee Assessment**

HR management systems can be effective in selecting employees for certain positions or for advancement, based on performance scores and other information. However, the human factor is removed from these types of tasks by the system. For example, when analyzing employee talent, your system may reveal high scores in sales, new accounts or marketing efforts, but may not be capable of uncovering an employee's habit of treating customers in disparaging ways. To realize the total evaluation of a staff member, Bata HR management system should have some way to prompt human input.

### **Down Time**

Integrated with all computers and software are the inevitable issues that cause technical difficulties. Bata HR management systems often face this down time. The problem includes bringing a critical business activity to a halt if employee data is not accessible. Concerns such as this can be minimized by policies calling for ongoing focused technical system maintenance.

There are now many types of Human Resources Management System (HRMS) or Human Resources Information System (HRIS) some of which are typically local-machine-based software packages; the other main type is an online cloud-based system which can be accessed via a web browser. Bata can consider using Cloud based HRMS to avoid such drawbacks since they are more efficient, secure and error free.



## 4.2 Limitation:

This internship program itself was quite exciting to complete in these three months. Likewise, collecting proper information for this report purpose was another big challenge. As a whole the limitations of this report can be detailed as follows:

- Confidentiality of most of the information was a big limitation of this report. As HR compacts with so much personal data, records and information about each and every employee regardless of their position, usually they are unapproachable for an intern.
- Time constraint was a limitation too. A longer period could have facilitated me to gain information from various recruitments. Overpowering all these challenges and at the end making this report was a new learning experience for me. The report may comprise some unintentional mistakes however I tried my best to put the best consequence in it.

## Conclusion

*"Almost all quality improvement comes via simplification of design, manufacturing, layout, processes, and procedures."* - Tom Peters

In this era of 'Go digital' organizations are adapting automation to simplify their works and bring promptness in their workplace. Digital is fundamentally changing the way businesses and governments operate—from how they interact with customers, citizens and suppliers, to how they manage their employees. New digital technologies enable not only greater integration and flexibility than ever before, but also the ability for employees to have a greater share of voice and ability to participate in defining and even creating their own work experiences HR departments that ignore this transformation could face obsolescence.

Bata holds a vision to invest resources in innovative comfort technology, remaining on the cutting edge of style, and ensuring quality and affordability. Bata believes success is a result of commitment to customer and to fulfill that commitment it is necessary that this age old organization keeps up with modern technology not only in terms of manufacturing but also in its overall management and operational activities. Bata HR department is setting an excellent example of introducing and implementing the digitized change to make the organizational operations smoother and swifter.

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## **List of Abbreviation**

<b>Abbreviation</b>	<b>Meaning</b>
HRM	Human Resource Management
ABU	Associate Business Unit
BFLLGFEA	Bangladesh Finished Leather, Leather Goods and Footwear Exporters Association
BSO	Bata Shoe Organization
CDC	Central Distribution Center
CFO	Chief Financial Officer
DSP	Dealer Support Program
DVP	Direct Vulcanization Process
EPSI	Eastern Progressive Shoe Industries
ETP	Effluent Treatment Plant
EU	European Union
ISO	International Standardized Organization
LGFMEAB	Leather Goods and Footwear Manufacturers and Exporters Association of Bangladesh
MIS	Management Information System
PD	Product Development
PU	Poly Urethane
PVC	Poly Vinyl Chloride
RWD	Registered Wholesale Dealers
TOMA	Top of Mind Awareness
USSR	Union of Soviet Socialist Republics
VAT	Value Added Tax