



Islamic University of Technology
in partial fulfillment of the requirements for the degree of
BBA in Business and Technology Management (BTM)



Internship Report
Unilever Bangladesh Limited
Gulshan, Dhaka, Bangladesh

***Facilitating the talent pipeline - a practical experience from
Unilever Bangladesh Limited.***

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I understand that my final report will become part of the permanent collection of the Islamic University of Technology BBA in Business and Technology Management Program. My signature below authorizes release of my final report to any reader upon request.

Mostofa Rafid Chowdhury

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Letter of Transmittal

15th April, 2022

Naznin Akhter
Assistant Professor
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Board Bazar, Gazipur.

Dear Ma'am,

Thank you for guiding me through this Internship Course. As per your instructions, I have prepared this report on the **“Facilitating the talent pipeline- a practical experience from Unilever Bangladesh Limited”** which happens to align with the primary project that I was entrusted with during my internship tenure at Unilever Bangladesh Limited.

As a ULIP Human Resources (HR) Intern at Unilever, I was responsible for assisting in landing BizMaestros 2021 by strategizing people engagement and digital content while working with the Employer Brand Team as part of the organizing committee. The internship helped me gain a more hands on experience of everything learnt from lectures at Islamic University of Technology (IUT) and helped me get an in-depth knowledge of the FMCG Industry, particularly of that relevant to its robust talent pipeline and how they are creating the leaders of tomorrow. Being able to connect theories learnt in class with real world applications has been very interesting so far and I focused on intricately putting those details in this particular report.

My earnest gratitude to you for your benevolent support at every step during my internship and for understanding the challenges of working under the newly adopted hybrid modality. I believe this report shall be deemed informative and useful, as I try to highlight my learnings and the executions relevant to my internship project.

Sincerely,
Mostofa Rafid Chowdhury
ID: 170061015

2. Acknowledgement

Our skills as human resources professional and managers depend on how we execute the textbook knowledge in real life situations and adopt quickly to changing scenarios. While pursuing the internship, I got to experience the execution of first-hand activations, promotions along with understanding the importance of planning, communication and management.

While doing so, I came across my team and multiple Unilever leaders, who all helped me garner my skillsets and steadily empowered me to more actively contribute to the projects I was assigned with. I'm grateful to my line manager, Sibat Nuhas, Employer Brand and D&I Manager, Lamia Hakim, HR Executive – Employer Brand and Ashraful Shabab, Management Trainee – HR, for their support and empowerment throughout the internship.

A greater regard of gratitude to Mrs. Naznin Akther, Assistant Professor, Department of Business and Technology Management, Islamic University of Technology (IUT), for her benevolent guidance and support when preparing this report and while pursuing the internship.

3. Executive Summary

Equity, diversity and inclusion – these 3 words have become an integral part of everyday business at Unilever. The organization lives and breathes the goal of building an equitable society that is filled with diversity and ensures inclusivity. While becoming a beacon and pioneer of these 3 phenomena, Unilever wants to start by building themselves as an equitable workplace where equity implies treating everyone fairly and providing equal access to opportunities, information, and resources, so that everyone can thrive in truly inclusive societies.

Generally, in the context of Bangladesh talent acquisition strategy for any organization is imbalanced, especially seen in the frontline departments of the FMCG sector. This report summarizes the attempt of Unilever through an employer branding strategy that brings forward inspiring stories of exemplary undergraduate students through facilitating the talent pipeline to encourage more participation of students in leadership roles and thus, creating leaders of the future.

This report provides a detailed analysis on how Unilever relies upon massive number of international and regional channels; digital, physical to ensure maximum engagement and eyeball to our employee value proposition. As part of their latest communication strategy, Unilever Bangladesh Limited leverage their focuses on highlighting 4 key areas as their strengths.

As part of facilitating the talent pipeline for Unilever Bangladesh Limited, my internship project was landing the 12th edition of BizMaestros under the newly adopted hybrid modality. BizMaestros is a key avenue to increase our engagement and increases our attractiveness of our employer brand among the students, differentiate ourselves from our competitors and become Employer of Choice and Dream Employer.

A detailed analysis has been conducted as to how BizMaestros provides an experiential learning experience to the students across campuses of the country and how this flagship program is supporting Unilever on its mission to upskill the youth of this country by 2030.

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Chapter 5: Introduction

5. Introduction

Unilever, being one of the largest fast-moving consumer goods companies in the World, owns around four-hundred brands and operates in over one-ninety countries. The Anglo-Dutch company, which started as merger between Margarine Unie and Lever Brothers in 1930, currently employs over 160,000 employees globally and serves 2.5 billion customers daily, being a global household name. In 2019 only, the company had a global turnover of €52 billion, with 58% of it coming from emerging markets.

Recently, Unilever reported its fruitful procurement of an 81.98% stake in GlaxoSmithKline Bangladesh Ltd from Set first, making it the biggest exchange throughout the entire existence of the capital market in Bangladesh. Through this synergy, Unilever has acquired notable brands for their Health Food and Drinks (HFD) portfolio such as Horlicks, Boost, and Gluco max-D

5.2 Objectives

The main goal of the report is to understand the workplace dynamics and Unilever's talent acquisition strategy in terms of early recruitment and fast-tracked career progression.

5.2.1 Broad Objectives

The broad objective of the report is to, analyze the current scenario in the frontline roles at Unilever Bangladesh Limited and to understand if the Employer branding strategy to facilitate the objective to increase participation in the workforce was successful or not.

5.2.2 Specific Objectives

- Analyzing the history of talent competition scenario in Bangladesh work culture and how Unilever is making the best out of it in the FMCG industry.
- Devising a strategy through Employer branding to facilitate Unilever's attempt to increase participation in the frontline roles.
- Identifying the metrics and KPIs of the implemented strategy and whether it was successful in delivering those.

5.3 Scope

This analysis and report are specifically catered to the business goals of Unilever Bangladesh Limited and their attempts to fulfill D&I objectives. This report also covers Unilever Consumer Care Limited (UCL), a subsidiary of Unilever Bangladesh Limited (UBL), and its employees. This report starts by analyzing the problem in the industry and inside UBL. Next the report shows the employer branding strategy and plan of action of implementing the employer branding strategy as a solution to the problem. Finally, the impact of the action is analyzed.

This report is intended to be useful to business enthusiasts, entrepreneurs, and even business entities, to process and reevaluate their ways of ensuring a balanced representation of both genders in their workplace and how an attempt through the lens of employer branding might be able to help facilitate this process.

5.4 Limitations

Due to company information privacy concerns no other organizations perspective or plans could be evaluated for this report but competition analysis is done. At the same time higher number of participants couldn't be reached out to as they might expect a potential job interview after such calls. Lastly certain figures couldn't be expressed due to company policy.

Chapter 6: Company Overview

6. Company Overview

Unilever is a conglomerate Fast Moving Consumer Goods company which produces consumer goods including food varieties, refreshments, cleaning specialists furthermore close to home consideration items.

Unilever Bangladesh Limited (UBL) is a commonly recognized organization basically for every citizen of the country. With its set of experiences of 70 years internationally, Unilever Bangladesh Limited has overwhelmingly served the Bangladeshi market with mostly Home and Personal Care (HPC) FMCG items for most recent 47 years with restricted presence in the food business with Lipton tea. With predominant brands in Home and Personal Care and developing brands like Lever Ayush, Domex and popular brands like Lifebuoy and Vim, the organization currently needs to check its prospects in the food varieties class which worldwide is the biggest business of Unilever, almost 54% of their total brand portfolio. ¹

The vision of Unilever is to grow their business, whilst decoupling their environmental footprint and increasing their overall positive social impact. They plan to become global leaders in sustainable business and do so through purpose-led and future-fit business models driving excellent results and maximizing wealth of shareholders. Therefore, the company's purpose is to make Sustainable Living Commonplace (Appendix 1).

6.1 Unilever Bangladesh Limited (UBL)

Despite being present in this region, in 1964, Unilever officially started its run as Lever Brothers Pakistan Ltd and inaugurated its factory at Kalurghat, Chattogram. The company later became Lever Brothers Bangladesh Ltd. after independence and changed to Unilever Bangladesh Limited in mid 2000s.

Being one of the top FMCG Companies in the country, Unilever operates over 28 of its brands under three major categories – (i) Beauty and Personal Care, (ii) Home Care, and (iii) Food and Refreshments.

¹ "At a glance". Unilever. Archived from the original on 18 December 2021. Retrieved 15 February 2022.

Within these Strategic Business Units, there are further categories classified in accordance to their usability, under which operates the brands. (Appendix 2).

As for the organizational structure, UBL has multiple teams including Communications, Customer Development, Data and Analytics, Finance, Human Resources, Information Technology, Production, Research and Development, Supply Chain, Legal, etc. Individuals from these teams are formed into separate teams to ensure proper functioning of the business, with multiple project-based teams running at the same time.

Employees therefore are more empowered and can utilize their skillsets, while also cross learning from each other, when working in cross functional teams. While hierarchy still persists with different work levels assigned, this again is made into smaller, dynamic teams relevant to the function.

The employees strictly abide by the Code of Business Principles and Code Policies to ensure they work by their values of integrity, respect, responsibility and pioneering to be future-fit and purpose-led. (Unilever, 2019)

6.2 Products and Services

The organization works across three divisions: Beauty and Personal Care (BPC), Foods & Refreshment (F&R) and Home Care. BPC is Unilever's biggest division that incorporates five worldwide brands with turnover of €3 billion or above. F&R comprises of five worldwide brands with turnover of €2 billion or above. Home Care is home to two worldwide brands with turnover of €6 billion or above. Unilever consists of 28 Sustainable Living Brands.

Unilever is spending more resources in driving innovations, such as digital media and modern trades and at the same time, they are focusing on lowering down expenditure on manufacturing and advertising spend.² As an organization, Unilever is speeding up the process of reception of a new model of advertising-based on brands with purpose, creating incredible products, conveyed by means of digital channels through utilizing advanced information and surveys. Unilever is building purpose-led and future-fit portfolios to convey long haul development and sustainability.

³The organization is expanding its advanced abilities across its business to increment productivity

² "Our Brands". upfield.com. Documented from the first on 30 August 2018. Recovered 28 August 2018

³ "Reasonable Living Plan". Unilever. 2014. Chronicled from the first on 31 December 2014. Recovered 1 January 2015.

and hold onto development openings. It is also reinforcing its core brands and organizations expanding its core functional benefits, manufacturing better items with superior value propositions. (Unilever, 2015)

6.3 Category and Brands of Unilever Bangladesh Limited

Beauty and Personal Care	Skin Care	Pond's
		Glow & Lovely
		Vaseline
	Skin Cleansing	Lux
		Lifebuoy
	Oral Care	Pepsodent
		Closeup
	Hair Care	Sunsilk
		TRESemme
		Clear
		Clinic Plus
	Master Brands	Dove
Lever Ayush		
Home Care	Fabric Solutions	Rin
		Surf Excel
		Wheel
		Comfort
	Home and Hygiene	Vim
		Domex
	Life Essentials	Unilever PureIt
Food and Refreshment	Food and Refreshment	Knorr
		Lipton
		Brooke Bond Taaza
		Brooke Bond Red Label

Table 1: Category and Brands of Unilever Bangladesh Limited

Chapter 7: Industry and Company Analysis

7.1 Company Analysis

Following through the purpose it has been seen that, in 2018, brands that took action for people and the planet grew 69% faster than the rest of Unilever's business. Unilever is now determined that every brand will be a brand with a purpose in the future. BPC is Unilever's largest division, encompassing 5 global brands with annual revenues of €3 billion or more. F&R is made up of 5 global brands with a combined annual revenue of €2 billion or more. Home Care is home to 2 global brands with annual revenues of €6 billion or more. Unilever is investing more resources in driving innovation, such as digital media and modern trades, while also is focusing on reducing manufacturing and advertising costs. Unilever, as an organization, is facilitating the acceptance of a new model of advertising based on brands with purpose, creating incredible products, and communicating them through digital channels by utilizing advanced data and surveys. Unilever is building purpose-led and future-fit portfolios to convey long haul development and sustainability. The organization is expanding its advanced abilities across its business to increment productivity and hold onto development openings. It is also reinforcing its core brands and organizations expanding its core functional benefits, manufacturing better items with superior value propositions.⁴

Currently UBL is targeting the following financial performance in the upcoming financial years,

a) Perform

- a. Reigniting the core of core brands comprising of 51% of the business
- b. Seeding the future growth by developing the outer core brands comprising of 20% of the business
- c. To ensure fuel for future growth saving a certain percentage from Turnover

b) Transform

- a. Investing in sustainable plastic and waste management
- b. Reinventing Unilever Bangladesh through a rise in Turnover over a certain amount

⁴ About Unilever". Archived from the original on 29 February 2020. Retrieved 9 November 2016.

7.2 SWOT Analysis

7.2.1 Strength

Unilever is an organization with strong brand presence among consumers and it has made a strong foothold spanning over 200 countries all around the world. When it comes to quality, Unilever is a renowned brand among customers. As a company, it has established a progressive image which they are constantly ornamenting by bringing innovation and newer product ideas. They have seriously revamped their brand strategy as per SDG by working with UNDP.⁵ Due to its flexibility in terms of setting prices of their products and robust distribution policy, Unilever has attained a strong competitive advantage over its competitors. Financially speaking, the company has been performing really well for years and has ample amount of cash reserve to carry on their business sustainably. (Jones, Unilever—A Case Study, 10 February 2020)

Unilever brings global ideas in local arenas which results in winning consumer's heart because local consumers get to enjoy a global brand with a few tweaks of local culture.

7.2.2 Weakness

Unilever has been facing a strong push back from multiple global FMCG companies as well as a few local market leaders. The main reason behind this is that their products are easily substituted, due to low shifting price and high consumer buying power, especially in regions like Africa and Asia where a considerable number of rural consumers are absorbing Unilever products on a daily basis.

7.2.3. Opportunity

Due to the advancement of global media, customers are now looking forward to adapt a western lifestyle, something that Unilever could leverage due to its mass appeal among the consumers from a certain socio-economic demography. By targeting these consumers, Unilever changed the dynamics and controlled the pulse and buying mechanism of consumers by upgrading people's appetite and desire for daily consumer goods. Apart from that, by tapping into the newly affluent consumers of Asia, Unilever leveraged its opportunity to serve a huge market with billions of people.

⁵ "Unification of Unilever's Corporate Structure - Court Approval" (PDF). Unilever. Documented (PDF) from the first on 14 December 2020. Recovered 29 November 2020.

At the same time, because of the rising trend of health consciousness, Unilever took the opportunity to develop this market and bring innovative new products to their portfolio. (Jones, *Renewing Unilever: Transformation and Tradition*, 2005)

7.2.4. Threat

For the past few years, there's a growing trend of finding value for money products. Nowadays people spend a lot less and desire better output of their expenditure. Being a FMCG company, this growing trend has severely taken a toll at Unilever's yearly revenue, by directly impacting the sales numbers while increasing advertising costs exponentially.

7.3 Competitive Landscape



Based on net sales, Unilever has been recognized as fourth largest FMCG companies worldwide in 2020 with gross sales of 60.6 billion USD. The other three companies ahead of Unilever are – PepsiCo, Nestle and Procter and Gamble. As a company that fights effectively in the global market, Unilever strategize their prioritization of competitors as per the bargaining power of consumers in the FMCG industry.⁶

⁶ Disruptive Survival in production: [https://www.unilever.com/news/news search/2020/nine-ways-we-are-production Unilever-a-more-orientation adjusted business](https://www.unilever.com/news/news%20search/2020/nine-ways-we-are-production%20Unilever-a-more-orientation%20adjusted%20business)

7.4. Industry Analysis - FMCG

7.4.1 Industry Growth and Market Size

Fast Moving Consumer Goods industry is one of the fastest growing sections of the market. It is a very competitive industry since FMCG manufacturers are always looking forward to find new avenues of bringing innovation and new products for the consumers. The number of inhabitants in Bangladesh was 164.67 million toward the finish of 2017. (Guardian, 2019) This enormous number of populaces of the nation makes the FMCGs business exceptionally imminent. With the impressive development of GDP, the private utilization development has likewise expanded over the years. In FY 2016-17, GDP Growth rate was 7.28% contrasted with 7.11% in FY 2015-16 while Private utilization development in FY 2016-17 was 10.3% thought about to 9.1% in FY 2015-16. (Unilever, 2015)

7.4.2 Yearly growth trend of the industry

In 2010, utilization consumption was 96% of normal month to month family pay (public) where it was 83% in 2005. Utilization consumption was 93% of normal month to month family pay (Urban) in 2011 contrasted with 79% in 2005 and 74% in 2000. From this pattern, it can be seen that the utilization consumption as percentage of complete pay has expanded essentially over the periods both in metropolitan and rural areas.⁷

7.4.3 Maturity of FMCG Industry in Bangladesh

Due to the recent immersion into the Asian market, the stakes are really high for Unilever at this point to hold the throne in the FMCG industry, which can be considered as a seriously emerging threat from a rising youth demography and Unilever must act on it as soon as possible.

Considering FMCG innovation, Bangladesh is one of the most adaptive, fast, and bold markets in the world. This fast and rapid expansion was possible due to several indigenous and exogenous factors. Rapid Urbanization, Industrial Growth, and Government's focus on infrastructure development and health, hygiene, and empowerment-related societal development played important role in the FMCG industry growth. While the government intervention somewhat created an industry launchpad- the operators worked with Distribution Network, Product

⁷ "1920 - 1929: Unilever is formed". Unilever global company website. Archived from the original on 25 July 2015.

Innovation, Brand Development, and Behavioral Change to fuel and expand the industry to over USD 4 Billion turnover per year.

Personal Product inception in Bangladesh is a classic example of how FMCG innovations transform society and upgrade the quality of life while making a strong business case. To make a strong business case, one needs the consumer base to grow. In the previous decades, three-quarters of the population lived in rural areas, a market largely untapped by any company. For the rural population, or the urban low-income segment, the concept of personal products was not something they could fathom at that time, nor it was within their purchasing power.⁸ The demand had to be created by intervention, and that's where FMCG companies decided to be innovative. Unilever made a small pack size to ensure affordability and trial for shampoos with BDT 1 sachet and the industry was changed, forever. The sachet revolution was so huge that in a few years, we had to build one of the largest personal product factories in South Asia, and introduce new categories like Skin Cleaning, Oral Care and Home Care. Unilever's business success was due to trusting the consumers along with the economic and social transformation, and the fast and adaptive nature of the market.

There are more examples of small products contributing and facilitating progress. Products like Cerelac helped mothers to fill a nutritional vacuum for mothers at an affordable price, products like Spice, Potato Chips, Mango Fruit Drink helped introduce contract farming and empowered millions of farmers and growers.

With all the economic and social progress of the country- RMG Export, Increased Women Economic Participation, GNI Index Improvement- FMCG sector grew and provided lifestyle up-gradation, mostly to the bottom or later the middle-graduating segment of our people- with home care, personal care, skincare, nutrition, and convenience products. The FMCG brands truly changed the mindset of our people. Today, looking good, feeling good, and getting more out of life is considered essential in our country and the FMCG companies are to be credited for this.

7.4.4 External Economic Factors and their Effect on the Industry

The business of Fast-Moving Consumer Goods (FMCG) is about high volume and frequent, rapid consumption. The most important aspect of the FMCG industry is that you need to be able to

⁸ "Coronavirus: Unilever offers over €100m". New Straits Times. 27 March 2020. Documented from the first on 9 August 2020. Recovered 2 April 2020.

anticipate and correctly predict the pulse of the market in real-time and beyond that. It is important to achieve economies of scale in this business and a large consumer base is probably something all FMCG companies dream of. This can be further strengthened by the fact that all big companies are now focusing heavily on large base markets like China and India. With a consumer base of over 160 million people with increasing purchasing power, 10% + CAGR since the 2010s, a Growing Middle and Affluent Class (MAC) Population, and an already established market of USD 4 Billion turnover per year, Bangladesh has all the potentials and indications to becoming the next global FMCG growth hub.

It is an ordinary understanding that the FMCG landscape of a country would reflect the economic and social change pattern. However, this growth of the Bangladesh FMCG industry, where Unilever is alone operating with 28 Brands is a story of resilience, innovation, and passion- even in cases more remarkable compared to the economic growth. Even in 2000, our per capita income was USD 415, one-sixth of our current per capita income of USD 2554. Back then, only two percent of people in our country used toothpaste, and this was probably nothing compared to the challenges of the 1980s and 1970s. (Jones, Unilever—A Case Study, 10 February 2020)

In FMCG business, Purchasing Power Parity (PPP), Quality of Lifestyle, Household Penetration, and Distribution Coverage are key market parameters. If we compare our 1970s numbers today, it will show that how far the mass people of the country, with resilience and passion, built and transformed the economy from a position where we had to stop production due to low foreign currency reserves to a launchpad to become Global Top 30 Economy by 2030. This too, happened with large scale logistical, societal, lifestyle, and behavioral transformation of the people of the country facilitated and contributed by the FMCG companies. FMCG Industry played a leading role not only in shaping consumer lifestyle through quality, affordable, easy-to-use products but also through continuous investment throughout the value chain. FMCG Industry played a key role in the developing industrial capacity of the nation, reducing import; creating supporting backward linkage industry; creating and supporting millions of employments in the process.

7.4.5 Seasonality of FMCG Industry

As the FMCG industry deals with the day-to-day consumption of mass people, any social and behavioral change require direct and indirect contribution from the FMCG companies.

Back in the 1980s, one of the priority agendas for the Government was to fight Diarrhea and other water-borne diseases, which was the leading cause of death in children under 5 years of age. It was important to aware people regarding health and hygiene and make hygiene products like soap available and affordable for all. Being a legacy health soap, Lifebuoy was a front runner in contributing to this cause and complimenting the Government's Hand Washing Awareness Initiatives. Unilever Bangladesh continuously invested (and still investing) in promoting hygienic behavior, the importance of handwashing, and the proper technique of hand washing reaching millions in the process and supported the Government to achieve the MDG target.

There are many more examples of FMCG companies supporting the Government to reach development objectives- the fight against Goitre through Iodine enriched salt and nationwide Dental Hygiene awareness at schools using Dentibus.

However, the most important social change facilitated by FMCG companies was probably Women Economic Participation. Throughout the 1990s and 2000s, the country witnessed a massive surge in women's economic participation, especially due to the RMG boom. As more and more women were coming out of the home, we needed to support them with products creating convenience for them. Unilever supported them with Quick Washing Solutions like Detergent, homecare products like Vim, Harpic, and cooking solutions like instant noodles, packaged spice- making their lives easier, smarter, and better.

Not only the FMCG companies have made social changes through product – but also have made significant changes in the lives of the value chain partners- the distributors, wholesalers, retailers; even the rural hawkers who used to make door to door product sales. Today, over 20,000 people are working in the outer core alone. Most of the modern manufacturing and supply chain techniques, including Good Manufacturing Practices, were introduced in Bangladesh by FMCG Companies. FMCG Companies are the early adaptors of the Sustainable Value Creation Process and Circular Economy process introduction. (Hensmans & Johnson, 2019)

Unilever Bangladesh remain committed to the war on plastics, and by 2022 they will revive their work on developing capability for transitioning 80% of our packaging portfolio to recyclable structure and crafting a sustainable business model to collect plastics in Bangladesh.

As Climate Action and SDG is important for all, as marketers of mass products, FMCG industry has a huge role to play. As organizations, FMCG companies are not only focusing on making the production process sustainable but also is working with a multi-stage strategy from product design innovation to use fewer resources (e.g., cleaning products requiring less water) to responsible consumption behavior (re-fill packs). In Bangladesh, companies are partnering with organizations, including the government, to make sustainable investments in WASH, Nutrition, Empowerment, and Climate Action Initiatives. (Jones, *Renewing Unilever: Transformation and Tradition*, 2005)

7.4.6 Competitive Environment and Changes in the Competitive Environment

As the key to success in the FMCG industry is to anticipate the change of consumer mindset even before consumers feel it- the task is getting more and more difficult every day as the changes now is rapid and diverse.

The challenges of the industry today are far more complex and multidimensional. It can be sensed that the future will be very different from what it is today. From the asset-heavy, end-to-end control of the flow of goods- easier awareness and access will likely morph into a completely different play with the ecosystem, platform and data let knowledge economy. Unilever is planning to move the business from a linear value chain to a dynamic connected ecosystem of Consumer, Customer, and Operations with Data, Tech, and Analytics at the center.

Today FMCG Companies deliver this through a lot of intermediaries and the future will entail transformation by disintermediation and removing any friction in the value chain.

The future platforms will need to be ably supported by some distinct ecosystem that creates value for the business- Content ecosystem, Innovation ecosystem, Communication & Customer Ecosystem, and Operations ecosystem.

The competitive edge will only come when one can harness the data as that will reveal the real stories of small data behind the big data.

Data will empower and enable marketers to customize in a big way and see how they can serve many more bespoke cohorts over mass segments. The way companies communicate will also change and rather than having ‘cultural stories’ they will be having a lot more micro-moments and will need to celebrate those moments more.

7.4.7 Technological Factors - The next billion

As research suggests, FMCG products have reached over 95% of Bangladeshi Households, and many believe that the growth of the FMCG Sector will become more difficult in the coming days. However, the actual situation is vastly different. Compared to our regional counterpart(s), we are still miles behind in Per Capita Consumption of FMCG products. With similar income level countries (Indonesia, 4 times; the Philippines, 10 times), the consumption is still lower, indicating a huge growth potential. Many of the value-added categories, like Food and Refreshment, are in the introductory stage. The value addition scope is enormous as we are seeing more and more people coming out to the middle-income class. Along with Unilever, many organizations are planning capacity expansion considering the Mega Projects like Padma Bridge in mind as there are still considerable geographical pockets with less FMCG distribution exposure.

7.4.8 Regulatory, Political, and Legal concerns

There are significant improvement and reform areas to look at providing FMCG differential rate, largely because the sector is designed to improve lifestyle. In many cases, duties for raw materials are equivalent to finished goods and, in some cases, many of the categories are seen as luxury with added supplementary duty. None of these yield positive results and only lead to the burden being transferred to consumers and holding back consumption.

Significant improvement areas are also in the legal structure. Brands are at the heart of FMCG. Brands are built over a long period of investment and are a sacred asset. Unfortunately, it is often seen Rampant Plagiarism of the Brand IDs and Bangladesh needs to have a strong trademark implementation to protect these valuable assets. The same goes for IPR as significant investment goes into R&D and process design for the FMCG industry. Reputed FMCG companies have brought a significant amount of FDI into this country, and they keep reinvesting to develop the capacity. However, compliance issues such as paying tax and excise duties, maintaining standards, doing the right claims - the industry does not have a level playing field. The low-quality alternatives are not only harming the companies with lost revenue but also are posing threat to consumer health and depriving the government of proper revenue. It is necessary to ensure government support to help formulate a proactive industry watchdog that will monitor and implement strong measures.

In the era of digital transformation, the industry is ready for bringing disruption through digital transformation. The industry is ready for a complete rewiring and take the advantage of digital. We need to have the right policy- like the personal data protection act and other relevant regulations to facilitate this growth.

Consumer needs are diverse and constantly evolving, and it means that FMCG marketers need to be in constant connection with consumer and design mixes that are attuned to the needs. Current regulatory frameworks around pack and product are more on compliance and adherence which, while is important, could be more liberating should we be more dynamic in resetting and adjusting looking at global trends and nuances. Keeping a wide pack and product standard only can help our consumers to get a world-class product as and when needed.

Finally, like any other sector, reducing our environmental footprint is critical for us to win in the longer term. Using renewable energy, reducing water consumption, creating a waste-free world are critical for having a net positive carbon emission. It is not easy, but it is not impossible. The companies need to do it for the future generation. The industry regulation should facilitate sustainable initiatives like Green Investment- either through Law and Monitoring or encouraging green investment through Tax Benefit⁹.

FMCG Companies contribute a significant portion of the Government's revenue through Direct and Indirect Taxes. Unilever alone has contributed USD 1.8 Billion in the forms of Taxes and Dividends to the Government in the last 7 years, so the combined industry contribution to the national economy is significant. More sector focus and policy support from the government will accelerate the growth of the FMCG sector, increasing revenue and economic contribution.

7.5 Understanding Employer Branding

Employer Brand represents the industry's perception and talent scenario of an organization as an employer, as well as, describes the values and culture that underpins the responsibilities of an employee in return to their talent and expertise that they are bringing to the eco-system.

Simply put, Employer Branding works around the how one comprehends organizations as an employer. One can drive robust employer branding strategy by focusing on the organization's

⁹ Unilever cuts down water usage". The Daily Star. 8 October 2015. Archived from the original on 26 January 2016. Retrieved 11 January 2016.

unique traits that differentiates itself from the existing industry leaders, the kind of competitive advantage one can attain by joining the organization and establishing it as a place of immense learning opportunities. (Hensmans & Johnson, 2019)

One of the key factors behind crafting employer brand strategy is to understand the aspirations of the current job seekers and what value proposition is an organization establishing to align those aspirations with the talent demography.¹⁰

7.5.1 Employer Branding: The framework

As per Universum's latest model of demonstrating the key processes behind driving employer branding strategies, the following framework can be presented:

Market Research:

To get a clear picture of how the organization can position itself in the industry as a hub of talent acquisition, it is fundamental to conduct both primary and secondary surveys. The research has to be driven to find out the following factors:

- Organization's perception among the aspiring job seekers
- Organization's positioning in terms of the key competitors
- Constantly updating the research methodologies as per the needs of the market

Employer Value Proposition (EVP)

Employer Value Proposition represents everything an organization stand for as an employer. It's the commitment that focuses on the overarching benefits and compensation rewarded by the employer in return to the experience and expertise an employee brings to the organization. Employer Brand is scaffolded around EVP and it helps the organization to differentiate itself among a number of competitions in the industry, thus positioning it as a dream organization to work for.

EVP and Employer Brand

Employee Value Proposition is an intrinsic factor while Employer Brand focuses on putting out that essence to the aspirants. Employer Brand can be comprehended as the identity of

¹⁰ "Unification of Unilever's Corporate Structure – Court Approval" (PDF). Unilever. Archived (PDF) from the original on 14 December 2020. Retrieved 29 November 2020.

an organization as an employer. It basically stands for everything someone can think of while asked how does it feel to be working for that particular organization.

On the contrary, EVP or Employee Value Proposition is the tool that drives the internal employees and expresses the rewards, facilities and everything an employee gets in return to his/her service to the organization. Hence, Employee Value Proposition is often deemed as the “Why” and Employer Brand is the “What” or “How” of the company. (Hensmans & Johnson, 2019)

Different factors behind having a robust Employee Value Proposition are:

Employee Value Proposition comprises of certain traits and factors that determine the process of how an employee and aspiring candidates perceive his/her company in terms of employability. As per Gartner’s latest research, it proposed a few elements behind driving a robust Employee Value Proposition. They are -

Benefits

Benefits mean providing ample amount of monetary satisfaction to an employee as well as provisional rewards such as extra-bonus, compensation etc. in return to their services to the organization.

Flexibility

In terms of benefits, employees would look for flexibility. Nowadays employees are always looking for the flexibility in working from anywhere, through any tools and they rank it very highly when it comes to choosing the right employer.

Job Security

Job Security means stable career, fast-tracked career opportunities as well as a strong learning culture in which employees can receive necessary trainings and induction. Mentorship and Peer-to-peer initiatives are a great way to drive this sort of learning culture in the organization and thus, ensuring a secured career in the industry.

Work Place

Work Place stands for so much more than the idea of a typical location of the office. Employees are always look for an accessible workplace where their voices are being heard,

can receive ample feedbacks based upon their work progress, positive working environment, work-life balance etc.

Admiration

Admiration means the essence of mutual respect, understanding and collaborative spirit in the team where an employee is working. It has to be instilled in the company culture and its values and only then, one can facilitate the availability of this factor in every level of the organization.

Communication strategy

Communication strategy is the guideline following which one can meet certain objectives of sharing necessary updates and information to attract in a concise, toned and cohesive manner. The overall communication strategy usually solely relies on the survey results and a well-tuned EVP. Based on the EVP, the organizations usually focus on bringing in attractive factors and developing a brand guideline for their communications. Picking the right promotional channels is one of the priorities in this case.¹¹

Execution

This includes deploying all the factors from the framework and keeping a strong feedback loop to ensure that the organization has a real-time understanding of how the talent market is responding to it. Precise monitoring will help the organization to set realistic targets and work towards it sustainably.

7.5.2 Unilever Bangladesh's Employee Value Proposition:

Unilever's Value proposition is that they grow for Unilever and Unilever leaders go on to be leaders elsewhere in the world.

Hence, the approach is to deliver a credible and aspirational image to the potential talents, to

#JoinTheLeagueofFutureLeaders

They rely on massive number of international and regional channels; digital, physical to ensure maximum engagement and eyeball to our employee value proposition. As part of their latest

¹¹ "Global Business Index". Archived from the original on 10 July 2011. Retrieved 25 September 2008.

communication strategy, Unilever Bangladesh Limited focuses on highlighting **4 key areas** as their strengths:

Leadership- Unilever Bangladesh builds leaders and it is a place where leadership is practiced across all roles from Day 1.

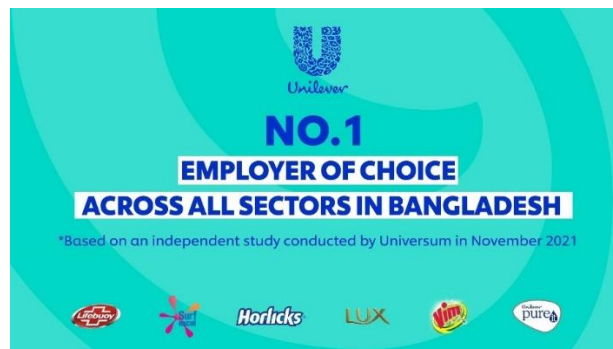
Innovation and Technological Prowess- Unilever beyond the traditional FMCG perception students have about it. There is digitization and automation across all pillars.

Career Path- Unilever provides exposure to various roles and functions over short period of time.

Global Exposure- Unilever is a truly global company and works closely with global teams and various employees get sent to international stints.

“No. 1 Employer of Choice” for the 10th time in a row

Unilever Bangladesh Limited has been at the forefront in the “Employer of Choice” category for the last 10 years. This year, the organization became the top “Employer of Choice” across all categories in the industry segment and for the last 10 years, Unilever Bangladesh has been the No. 1 organization for the Employer of Choice across the FMCG category. This is a marvelous feat for the purpose-led organization which promises to create a more sustainable world with their beloved brands for the long run. Based on the independent study by the global research organization “Universum”, Unilever Bangladesh Limited won in this category in November of 2021.¹²



¹² Unilever – Most attractive employer of the year - rankings.universumglobal.com/en/worlds-most-attractive-employer-unilever

With a view of providing the best of opportunities for students, the organization always tries to bring some innovation in the processes to ensure that students have a holistic experience throughout. This year, almost 20,000 students were engaged during various learning sessions and connects in the virtual modality by the organization. No other organization in the country has had such a robust “Employer Brand” regime for such a long time and to provide the students with more ways to become relevant in the current workforce dynamic, the organization will keep creating innovative opportunities for them to get as close to the real business before entering the corporate world. (Unilever, 2015, p. 364)

7.5.3 Unilever Bangladesh Limited: Leading the front in talent development

Unilever Bangladesh Limited has always been dedicated to the holistic development of the youth. BizMaestros is our flagship competition that attracts talents by providing them “The Thrill of Real Business”. However, we have a plethora of other options to provide the youth with real working experience that can help the nation build a strong and skilled workforce.¹³

Unilever Bangladesh Limited’s “BizLearners” program can help the youth to gain relevant experience across real-time projects while working with senior managers across Unilever. Unilever Bangladesh Limited’s ULIP (Unilever Leadership Internship Programme) internship provides the students with a hands-on experience in handling a part of the business under the guidance of a leader, to foster their leadership traits and skills. And Unilever Bangladesh Limited’s Management Trainee program - UFLP (Unilever Future Leaders Programme) is one of the best in the country and always attracts the best talents in the market. This 15-month fast-tracked program develops the talents across various agendas and allows them to gain a fast-tracked career in the corporate world

Unilever Bangladesh Limited’s Employer Brand team is dedicated towards building avenues to help the youth gain a taste of the corporate world and also gain the required skills to develop themselves in a proper manner. Their mission to equip 1 million youth with proper skills by 2030 will ensure that our nation has a strong and skilled workforce going forward.

¹³ Unilever wins World HRD Congress award - dhakamirror.com/business/unilever-wins-world-hrd-congress-award/

7.5.4 Notable Employee programs of Unilever Bangladesh Limited

Unilever takes pride in being a purpose-driven Organization. Unilever want to become a sustainable business and a force for good by providing value to all stakeholders – socially, environmentally and economically.

With the aim to enable Unilever’s purpose-driven employees to live their purpose beyond their jobs, Unilever started their Employee Volunteering Program with Lifebuoy Friendship Hospital (LFH) in 2020 with 3 batches and further amplified the program with the launch of ‘Proyash’ in 2021. 4 batches of Proyash Volunteering have already been completed with one of our partner organizations Ujjwala.

However, due to the Pandemic and restrictions of physical gatherings, they had to look for online volunteering opportunities, which were limited.

With COVID spread under control, they came back with newer opportunities where employees can choose to support diverse causes and organizations. Unilever is now partnering with four more organizations – Niketan, LFH, Eco-Social Development Organization (ESDO) and Garbageman. All employees can utilize up to 5 working days by choosing any of these 4 partners for volunteering activities.

7.6 Securing the next generation of top talent: How Unilever Facilitates the talent pipeline

7.6.1 Empowering our future leaders

The UFLP is a critical element in the talent strategy to ensure Unilever’s future talent pipeline. Unilever believes in the concept of growing within the company.

Unilever believes it’s the ideal formula and one that they have spent time perfecting. It’s all about enabling and nurturing the most talented new recruits with a wealth of hands-on experience that empowers them to make a real difference.

Each Unilever Future Leader completes a structured development roadmap consisting of international rotations/exposure, coaching, mentoring, business and professional training to support them to learn and develop into the best they can be. It develops managers with a depth of

functional expertise and skills. The program is supported by Unilever's senior leaders from the outset.

The recruitment process ensures that they attract and secure the best of the best. They do this right from the very first touch point with the company as digital plays a central role in our recruitment process for the Unilever Future Leaders Programme.

The best talents who come out on top at the end of the rigorous selection process hit the ground running on a fast track to leadership.

7.6.2 Making a difference in the world

At Unilever, the future leaders are given a platform to help shape the future of some of the world's most loved brands. Most importantly of all, however, through these brands they are given the opportunity to have a positive impact on the world.

They are attracted to Unilever for a range of different reasons but our Unilever Sustainable Living Plan is often what sets us apart and what continues to attract the growing number of millennials who want to work for Unilever. It's a powerful USP that can be fully leveraged in a company that embraces enablers like agile working (working from anywhere) and digital to give millennials the flexibility they also desire.¹⁴

7.6.3 Talent Acquisition Strategy

Unilever is the place where the top talents can bring their purpose to life through the work that they do.

Access to a global business

Exposure related to working in multi-national teams for different global projects that are being conducted either virtually or through international placements.

Bringing out the leader in you

Unilever believes in making things possible and pushing the barriers through positive energy, ingenuity and collaboration.

¹⁴ "Governance of Unilever - 1 January 2012" (PDF). Unilever. Documented from the first (PDF) on 30 October 2012. Recovered 9 April 2012.

Be good, Do good

Jumping into the world of curiosity with the mind for business and the heart for people.

7.6.4 How Unilever empowers top talents

Learning and Development

Unilever supports everything that enables one to grow in their role and beyond – from hands-on experience to mentoring and training programs.


Progressive Policies

Unilever has pioneering policies like flexible working, career break, educational assistance, work-from-home and interchangeable holidays.

Employee wellbeing

Unilever ensures that its employees can work to the best of their abilities and help the business to thrive.¹⁵

7.6.5 Unilever program for students

Program name	Target group	Functionality and Benefit
Biz Learner	Students from any year, university who have business or engineering background	Project basis work. Students work as paid interns in different roles. The onboarding happens when more hands are needed for specific project. The program can help the youth to gain relevant experience across real-time projects while working with senior managers across Unilever.
 SPARKS	Targeted towards university students in their 2 nd or 3 rd year from any background or university	SPARKS is a campus ambassador program that provides the students an opportunity to represent UBL in their universities and vice versa. Essentially the ambassadors create a link of communication between UBL and their universities. This way the students get exposure of work and UBL gains important actionable insights.

¹⁵ Top of the line Workplaces: Best in the Private Sector - Indeed Blog". For sure Blog, 22 October 2018. Filed from the first on 27 September 2020. Recovered 25 October 2018.



 <p>Unilever Leadership Internship Programme (ULIP)</p>	<p>Targeted towards 3rd to 4th year university students from business or engineering backgrounds</p>	<p>The program tenure is 3 months, ULIP internship provides the students with a hands-on experience in handling a part of the business under the guidance of a leader, to foster their leadership traits and skills.</p>
 <p>Unilever Future Leaders Programme (UFLP)</p>	<p>Targeted towards fresh graduates who have completed their bachelors from any relevant field</p>	<p>UFLP (Unilever Future Leaders Programme) is one of the best in the country and always attracts the best talents in the market. This 15-month fast-tracked program develops the talents across various agendas and allows them to gain a fast-tracked career in the corporate world</p>

Table 2: Youth involvement and placement programs of Unilever Bangladesh Limited

Chapter 8: Description of Main Duties

8. Internship Project: Landing 1st ever Hybrid BizMaestros 2021, Unilever's flagship business competition



Premise

BizMaestros is the flagship business competition of Unilever Bangladesh Limited. It was conceptualized back in 2010 and have been taking place for the last 11 years with an aim to facilitate the process of introducing university students with ‘Thrill of Real Business.’ Known for its ingenuity and talent acquisition metrics, it is the most loved and impactful business competitions in the scene where candidates have to participate in several exciting as well as rigorous rounds of pressure tests to achieve the glory. A theme is usually selected every year based upon the current context and real business challenges. All the case studies of each round are always instilled with modalities and context that are futuristic, works with real business challenges that the organization is facing.

Apart from the first round, the other rounds used to be held, and teams assessed, through presentations done at different venues physically. But due to the pandemic, it was held virtually last year and this year we are planning to go hybrid. Unilever focused on having a one- stop virtual solution/platform encompassing application, submission, information hub and query management and will have the gala at a physical venue with limited number of guests, ensuring all the safety & security protocols are followed.

BizMaestros is a key avenue to increase Unilever’s engagement and increases our attractiveness of our employer brand among the students, differentiate ourselves from our competitors and become Employer of Choice and Dream Employer.

History of BizMaestros

In 2010, BizMaestros kicked off as a daylong business case competition to bring the best ideas from students as well as their fresh perspectives to aid the business from the point of view of a consumer. Unilever Bangladesh Ltd. as an organization is driven by consumer insights and always keeps the perspective of the consumers at heart. This competition was modeled in that same value system and the central idea was to provide students with “The Thrill of Real Business”. For the following decade, the competition was brought out with various themes to always keep the students engaged in unique ways. The themes of this competition are always attuned to relevant constructs of the contemporary times. This is done to ensure that students not only experience the thrill of real business but also come up with their strategies from a relevant angle.

Over the years, brilliant ideas from the students have come across. Some of these ideas have even been implemented in the actual business. That’s why integral this competition is with the scaffold of Unilever Bangladesh Ltd.

The Champions get to represent Bangladesh in the global stage of Unilever’s Future Leaders League (UFL) where they will meet champion teams from all Unilever counterparts across the world and will fight for the global championship in London. The talents from Bangladesh have even won that. That is why, even on a global scale, this competition and the people participating in it are tremendously valued for their insights and caliber.¹⁶

8.1 Impacts

- Polished business, strategic, analytical and leadership skills making them ready for the workforce.
- Representing Unilever Bangladesh in the global platform of Future Leader’s League (UFL).
- Fast-tracked to Management Trainee program and prioritized for other fresh recruitments.

¹⁶ BizMaestros: Not an ordinary business competition: dhakatribune.com/business/2021/11/09/bizmaestros-not-an-ordinary-business-competition

- Internship opportunity with Unilever Bangladesh Limited.

8.2 Target Audience

- Final year students at university from any discipline from across the country in 3 member teams.
- Go-getters with passion for high performance and resilience to work under high pressure.

8.3 Overall Modality of BizMaestros 2021

Round 1: Registration & Case Submission:

This will be an online video submission and assessment round and will simultaneously work as the registration round for BizMaestros. The participants (team of 3) will submit their solutions within the deadline provided in a 5 min video format.

Round 2: Semi Finals:

Immediately after result announcement, the 30 teams would get their case for the 2nd round, followed by a virtual briefing session as well as mentoring session with a Unilever subject matter expert for clarification. Round 2 will be a live presentation assessment round, with the participants submitting their solutions within the deadline provided, and presenting it to Unilever assessors virtually, on Microsoft Teams/Zoom or an equivalent platform accessible through the website.

Round 3: Grand Finale:

With the 6 qualifying finalists, the Gala will take place at a physical venue with restricted number of people. The teams will have to submit their solutions within the given deadline and only present it on the evening of Grand Finale at the venue. Prior to the final presentations, there will be ice breaking session & educational/ mentoring engagements for the participants virtually. On the day of the final presentations, before result announcement, there will be virtual entertainment for the participants, judges and invitees of the finale and will be broadcasted live on Facebook.

8.4 Theme

Our theme this time is attuned to the post-pandemic world and the process of business in the consumer goods industry around this construct. By competing in BizMaestros, students can access a plethora of learning materials to strengthen their business acumen, strategize about actionable

solutions with Unilever managers acting as their mentors and gain the opportunity to represent Bangladesh in FLL (Future Leaders' League) – the global case-cracking competition of Unilever that takes place in London, United Kingdom.

8.5 Mission and Vision

BizMaestros has a mission of equipping the youth with relevant skills to become the leaders of the future. In alignment with the goal to ensure 1 million Youth are equipped with necessary skillset within 2030, BizMaestros is Unilever's central agenda to spearhead this objective.

For the last 11 years, BizMaestros has been that one competition that students look forward to for getting in touch with actual leaders of the industry and this is a massive learning opportunity for them. Providing them with real-life business challenges and supporting them with the right materials and mentors is a holistic approach that this competition takes towards their strategic development and leaders of the future.

8.7 Specific angles that the competition covers

8.7.1 Agents of Youth Development and building Leaders from Youth

BizMaestros is one of the most fundamental business competitions across the country that prides itself for being the agents of developing the youth. Our competition is built around providing a lens of the real business while ensuring proper guidance and relevant mentorship thus preparing them for the job market/ corporate world. Across the various rounds, actual data and insights from the business are cascaded to the talents who are participating to help them grow exponentially in the right way. Anyone coming out of this competition becomes capable to deal with real business issues and individuals who participated in this competition are all now in leadership positions in Unilever and other great organizations.

Not just for the Unilever pipeline, this competition develops the youth of the country to be better leaders for the future.

1. Contributors to Business Innovation

Across the various rounds of the business, two of the key factors are feasibility and creativity. The competition challenges the talents to provide feasible and unique solutions that are scalable. Such solutions aren't just great ideas from the student, these provide real prospects to help develop the

business at the end of the day. Many of the talents participating in BizMaestros have been onboarded in the organization and they have implemented their own ideas to ensure that the business achieves sustainable growth.

This competition is a harbinger of business innovation, and it achieves that through the unique lens of the youth. (Hensmans & Johnson, 2019)

2. Grooming for the Future

BizMaestros is not just an avenue for students to compete in. As an organization, Unilever truly believes in dynamic development. Hence, we are one of the best learning organizations in the entire world. That idea also flows through this competition. Apart from asking for great ideas from students, we also provide them with the right tools to groom them.

Unilever Bangladesh arranged guidance sessions for them to get a grasp of the cases, case cracking sessions to harness proper structure, assigned mentors to help ensure proper feasibility of the solution and access to a Resource Hub across the website to gain knowledge from a plethora of relevant sources. These are just some of the key factors that help groom the youth to become the leaders of the future. And the cherry on top is the entire experience of being in such a challenging environment, which ultimately leads to holistic growth for the long run. (Jones, *Renewing Unilever: Transformation and Tradition*, 2005)

3. Career Opportunities from BizMaestros

This competition is the gateway for students to enter Unilever Bangladesh Limited. From providing the opportunity to join as interns under Unilever Leadership Internship Program (The Flagship Internship Program) to getting fast-tracked to the Discovery Center of Unilever Future Leaders League (Our Management Trainee Programme) recruitment, this competition opens up the avenue for students to get access to the world of Unilever.

Apart from the flagship recruitment opportunities, through this competition, a lot of students also get the chance to be affiliated across various other roles in the organization. And these talents grow dynamically in the talent pipeline to become the best in the business within a very short period.¹⁷

¹⁷ Top of the line Workplaces: Best in the Private Sector - Indeed Blog". Recovered 25 October 2018.

Chapter 9: Analysis of internship duties

9.1 Strategic Highlights of BizMaestros 2021

9.1.1 Plethora of learning sessions

Each round had a unique theme and a plethora of learning sessions, mentor connects and learning materials to equip each participant with the proper skills to present their innovative solutions. In each round, teams had to go through mentorship and learning connects with seasoned industry experts to provide them necessary understanding regarding the ask of the cases and help them build their solution around the necessary pillars of the organization. The top teams went through rigorous training and mentorship by the experts of the industry who guided them to bring perfection to the solutions.

9.1.2 Adoption of hybrid modality

This edition of BizMaestros focused on providing a physical final round for ensuring the feel of a hybrid working modality through the competition while being broadcasted to the greater audience.

Round 1 – Video Submission

For the first round, the theme was to "Forecast the Path Ahead". As the consumers are settling down in this new normal, the trends saw a huge change across the entire country. Based on these insights, Unilever provided students with relevant activations that were done by Unilever brands to provide a purposeful impact to the lives of people whilst ensuring growth for the business.

Round 2 – Online Presentation

This time, Unilever wanted to engage the students in a proper manner with a real problem that the consumer goods industry is facing. As consumer traits are changing, their proclivity towards buying premium products is receding. And that is where the highest growth comes for Unilever Bangladesh's Skin Care Category. Hence, they saw a major dip in sales for the entire category during the pandemic.

The ask from the students was to craft a premiumization plan for a brand of the Skin Care Category to ensure better growth for the premium portfolio as a whole.

Round 3 – Physical Presentation

Following all the COVID-19 guidelines and health safety protocols, the grand finale was arranged on 30th November at Radisson Blu Dhaka Water Garden in the capital, where the 6 finalist teams were evaluated by a panel of renowned business leaders & esteemed industry experts.

9.2 Timeline

The competition this year will be divided into **three rounds** and held within the timeline of **October 17th to November 30th**.

Rounds	Go Live	Submission Deadline	Prep Time	Presentation Date	Result Announcement	No. of teams forwarded	Briefing for Next Round
Round 1 (+Reg)	17 Oct	29 Oct	12 days	Video Submission	2 Nov	Top 30	4 Nov
Round 2	4 Nov	12 Nov	8 Days	14 Nov	14 Nov	Top 6	16 Nov
Round 3	16 Nov	28 Nov	8 Days	30 Nov	30 Nov	Winner	NA

9.3 Learning Heist

Unilever prides itself as a “learning organization”. In order to equip students with the right skills and knowledge to take their solutions to the next level, a “Resource Hub” segment was curated containing a plethora of relevant articles, documents and videos. The participants could go through them and gain valuable insights to set themselves apart from everyone else.

By participating in the weekly Learning Heist quizzes, students could take their overall business acumen as a team to the next level. A Leaderboard was there as well to showcase where the team stands against others in the competition. The top 3 teams of the leaderboard will receive a valuable internship opportunity at Unilever Bangladesh Limited.

9.4 Company level Analysis

Unilever harnessed the power of social media with a well-strategized communications plan to increase their brand awareness and establish BizMaestros as a recognized leader in the competition space.

They realized that streaming Facebook Live content has exploded in popularity and hence, they leveraged the rising audience interest in video events that are highly interactive and less filtered than standard pre-produced content.

9.4.1 Custom Filter for BizMaestros 2021

Being aware of the popularity of Instagram Stories, I involved AR filters to let us better engage with our followers and participants during BizMaestros 2021. I launched an Instagram filter - BizWarrior with the purpose of turning our participants into our brand promoters. To cultivate the wow factor, I took the opportunity to create real brand impact by anchoring our objectives, finding out who are our audiences, setting the right tone and deploying call-to-actions in all the available promotional channels. As of now, the filter garnered 1.3K Impressions and around 900 Captures in our social media handles.

9.4.2 Launching a participant generated campaign:

I was responsible behind launching a new campaign, “Maestros If They Were Brands” to amplify the digital communication strategy during BizMaestros 2021. The purpose of the campaign was to provide students a glimpse of how we powered our brands to drive positive changes. The campaign featured few factors such as –

- A participant’s personal purpose.
- Highlighting the personal purpose and its alignment with one of our purposeful brands.
- How the participants plan on tackling issues with the help of any of our purposeful brands.

9.4.3 BizFluencers

BizFluencers are our voice to the youth. The activities pertaining to the competition, the social media handles they must check to get the latest updates and the content that will keep them hooked throughout the competition – all BizFluencers will be the mavens of these information.

BizFluencers have also created content and shared in their own social media space and raise awareness about the different aspects of the competition across the youth of Bangladesh.

9.5 Professional Analysis

9.5.1 Launching the campaign #MaestrosIfTheyWereBrands

With the intention of providing participants a glimpse of how Unilever powers its brands to drive positive changes prior to their Round 2 activation of BizMaestros 2021, I spearheaded the campaign #MaestrosIfTheyWereBrands. This helped us to harness the power of social media with a well-strategized participant generated content plan to increase our brand awareness in the

business competition arena. This campaign garnered around 92K reach on social media while catering to our purposeful brands and the competition itself simultaneously.

9.5.2 BizWarrior AR Filter

Being aware of the popularity of Instagram Stories, I involved AR filters to let us better engage with our followers and participants during BizMaestros 2021. I launched an Instagram filter - BizWarrior with the purpose of turning our participants into our brand promoters. To cultivate the wow factor, I took the opportunity to create real brand impact by anchoring our objectives, finding out who are our audiences, setting the right tone and deploying call-to-actions in all the available promotional channels. As of now, the filter garnered 13000 Impressions and around 900 Captures in our social media handles.

9.5.3 Rolling out live virtual sessions

We realized that streaming Facebook Live content has exploded in popularity and hence, we leveraged the rising audience interest in video events that are highly interactive and less filtered than standard pre-produced content. I took the initiative to conduct the live sessions with a newly adopted digital tool, StreamYard which helped us to align the sessions with our brand identity. From writing scripts to strategizing the overall flow of the speakers, I played a major role in landing the virtual sessions during BizMaestros 2021.

9.6 Findings:

Unilever Bangladesh is progressively transforming into an inclusive workplace where authenticity is celebrated and respected and where every voice matters. At Unilever Bangladesh, they undertook a multitude of systemic measures to build their female leadership pipeline across levels and take the Diversity & Inclusion (D&I) agenda forward. While the journey started more than 10 years ago, the agenda was accelerated through big steps starting from 2016. Starting with a detailed talent landscape and market mapping of female talents for focused recruitment to create a sustainable pipeline, to creating and grooming visible role models in strategic roles across functions such as Regional Manager (CD), Factory Commercial Manager (FN) etc.

The current challenge of Employer branding and D&I agenda that coincide are and these 2 teams have been closely working on are solving the low participation of women in frontline roles at Unilever in 2 departments Supply chain and Sales.

The sales force is the frontline operators of UBL and create a bridge between UBL and the retailers and distributors. Through this Sales force, we drive everyday sales, help the retailers understand what are the functional benefits of our products and push our products in the market. But in Bangladesh Sales and sales officer role are conceived to be male dominated and we hardly see women in Sales roles across Bangladesh. Due to lack of sanitation facilities, security concerns and perception of male dominance the participation of women is less. Again, in the Supply chain field where our brands get life, the participation of female engineers or SC functionality holders are less and that of male are more. This number is rising every day and this International Women's Day 2022, Kalurghat Factory at Chittagong celebrated the "Power of 100" or the presence of 100 women in the workforce.



Figure 1: "Power of 100" celebrated on IWD 2022 at KGF, Chittagong

These promotions help encourage women to apply to such positions outside Dhaka as usually they might think men dominate in factory like settings.

Hence the challenge for Employer branding stands at the following,

9.6.1 Employer branding communications to be designed in such a manner that attracts female participation in Frontline roles

In this area there are a few frontline roles that are conceived as roles for men by the industry in general. Like in simpler terms we all believe the position of a Factory machine handler, field sales officer, factory shift officer, Distribution field force etc. are roles we will see men. We are surprised

if we find a woman doing these roles. Hence through employer branding it was important for Unilever to showcase a few things,

- Unilever is an organization that enables women in frontline roles by giving them a platform and opportunity to prove themselves
- Unilever wants to become an equal employment opportunity providing organization in the industry
- Unilever currently has many women who are already working in frontline roles and we want to increase this number as we believe diversity ensures a future fit tomorrow

9.6.2 Through employer branding they also wanted to attract Tier 2 university participation

Through research and identifying pattern of intake and talent Unilever has found that most of the Tier 2 organization – mostly universities outside Bangladesh were unable to win in the talent race of most MNCs in Bangladesh and hence a huge potential got underappreciated in our country. But the talents in these Tier – 2 universities were of such immense potential and brought in qualities like hard work, appreciation for opportunity, humble attitude, willingness to learn and much more. Hence Unilever wanted to attract these talents especially the women in these Tier – 2 universities to participate in their vacancy spots. But a number of problems were seen during this time,

The women in Tier – 2 universities lacked the grooming necessary to enter structured MNCs head quartered in Dhaka city as they only receive formal education. They miss out on learning MS Office operation, presentation skills, office etiquettes and interview skills

These women often have a misconception that as they are from Tier – 2 level they won't even get a chance to be eligible for such vacancies hence they don't even apply most of the times to these positions. It was being difficult to convince them even through the SPARKS campus ambassadors of Unilever Bangladesh Limited.

For the above 2 challenges mentioned UBL's employer branding team wanted to craft a solution in such a manner that would not only showcase the environment women employees are offered inside Unilever that has previously enables and will ensure future enabling of women but also would attract women from Tier 2 and 3 level universities not just that of Tier 1. Hence as part of my internship project I got the opportunity to craft this very solution on behalf of UBL's employer branding team.

Chapter 10: Conclusion and Recommendation

10. Conclusion

The talent scenario is always in transition. Candidate profile isn't constant, nor is their life style, choices, preferred mode of employment or loyalty. No matter how large an organization is, it needs to adopt to changes in participant's wants and needs to grow and sustain its position in the market as an employer. The report shows the portrayal of a successful talent acquisition engagement along with the details that go on behind it.

Equity, diversity and inclusion – these 3 words have become an integral part of everyday business at Unilever. The organization lives and breathes the goal of building an equitable society that is filled with diversity and ensures inclusivity. While becoming a beacon and pioneer of these 3 phenomena, Unilever wants to start by building themselves as an equitable workplace where equity implies treating everyone fairly and providing equal access to opportunities, information, and resources, so that everyone can thrive in truly inclusive societies.

Recommendations

From the above discussion and analysis, the following recommendations can be suggested for Unilever Bangladesh Limited's Employer branding team:

- **Launching a STEM intensive program for female students:** A female student engagement program in collaboration with university clubs and faculties to attract female candidates in the STEM fields and develop relevant skills in them to work for an MNC from the early stages
- **Engage students with the organization from an earlier stage:** From primary research, it is evident that students are keener to new opportunities and are risk takers as they haven't started out their careers yet. Again, Unilever Bangladesh Limited as an organization believes in talent building. So, it would be a good initiative to start connecting with students from engineering or science backgrounds from now onwards so that UBL can invest in building their skills and can create a pool of female candidates to later appoint in the frontline roles in the STEM and Sales fields

- **Highlight R&D initiatives to attract candidates:** As seen from the form, participants are interested in the R&D of UBL. Hence it would be a great angle for Employer branding to showcase more R&D related revolutions and transformations that are happening at Unilever Bangladesh Limited to attract more talent.
- **Faculty affiliations to reach students better:** Students really consider the advice of their faculties with respect and treat them as golden. This is especially more applicable for university students outside Dhaka who don't have a good source of proper career guidance or advice. They rely heavily on the advice of their faculties. Hence it is important for Unilever Bangladesh Limited to have faculty collaborations and academic programs that can help Unilever reach out to these students through their academic faculties and advisors.

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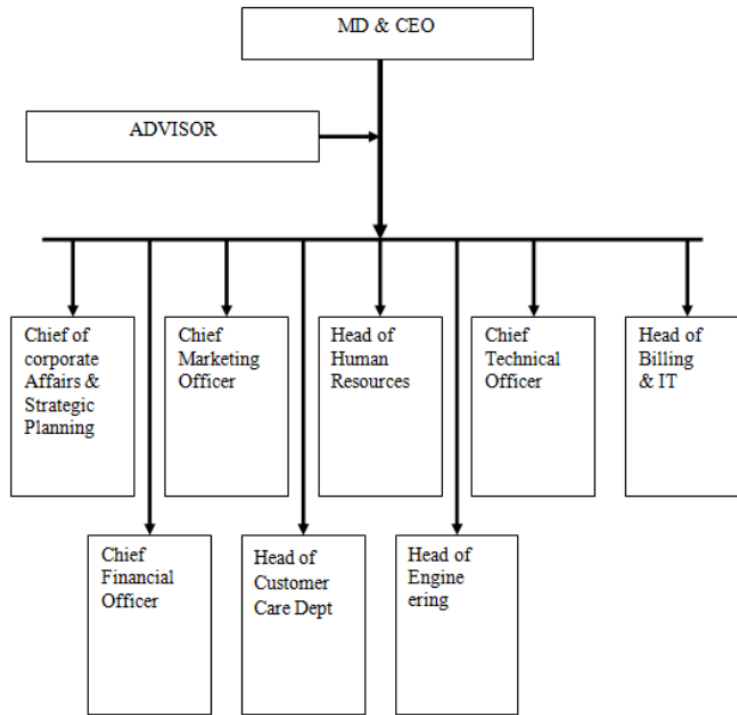
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Appendix 1: Corporate Vision and Purpose of Unilever



Source: CEO Briefing at UBL Learn to Lead Session, (May, 2020)

Appendix 2: General Corporate Organogram (Applicable to UBL)



Appendix 3: Received HR Director's Award in Q4 2021 for my contribution in landing BizMaestros 2021

