

**Internship
Report on
"Exploring Demand Planning Strategies at Bata Shoe
Company Bangladesh Ltd."**



Submitted to

Islamic University of Technology

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

Submitted by

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 the release of my final report to any reader upon request.

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Letter of Transmittal

10th May, 2024

Khadija Khanom

Lecturer

Department of Business and Technology Management

Islamic University of Technology

Subject: Submission of Internship Report.

Dear Madam,

I am honored to present my internship report for your esteemed review, titled "Exploring Demand Planning Strategies at Bata Shoe Company Bangladesh Ltd." This report encapsulates my immersive journey during my internship tenure under your invaluable guidance.

The report meticulously details my daily responsibilities and contributions as an intern within Bata Bangladesh's Demand Planning department. It provides a thorough examination of my role, illuminating the operational intricacies of the team. My enriching three-month experience at Bata Bangladesh was a significant milestone in my professional development.

I extend my sincere gratitude for your mentorship throughout the preparation of this report, which has been an enlightening journey. Should you require any clarifications or insights regarding its contents, I am at your disposal. Your acceptance of this report, along with any constructive feedback or expert input you may offer, would be immensely appreciated. Your guidance holds the potential to further enhance my knowledge and competencies.

Thank you for considering my submission. I eagerly anticipate your feedback and counsel.

Warm Regards,

Sumaiya Nasrin Mahia

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Declaration

I, Sumaiya Nasrin Mahia, a student enrolled in the Business and Technology Management (BTM) program at the Islamic University of Technology, hereby assert that the Internship Report entitled, "Exploring Demand Planning Strategies at Bata Shoe Company Bangladesh Ltd." is an authentic piece of work crafted solely by me, under the supervision of Khadija Khanom, a Lecturer within the Department of Business and Technology Management at the Islamic University of Technology.

I affirm that this report has been created with utmost originality and has not intentionally infringed upon any copyright laws.

Moreover, I attest that this report has not been previously submitted to any other educational institution to fulfill any academic requirement, and it fully adheres to the Islamic University of Technology's policies regarding academic integrity and originality.

Student's Full Name & Signature:

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Acknowledgement

I express my heartfelt gratitude to the Almighty Allah for granting me the opportunity to complete this report within the stipulated timeframe. Internship programs serve as an essential component of the BBA in Technology Management curriculum at the Islamic University of Technology, underscoring the significance of compiling this internship report, which involved collaboration and assistance from numerous individuals.

First and foremost, I extend my sincere appreciation to the BTM Department at the Islamic University of Technology for steering my academic journey towards attaining a BBA in Technology Management. Furthermore, I am thankful to Bata for providing me with the opportunity to intern within their esteemed organization. The steadfast support of the esteemed faculty members of the Business and Technology Management department has been instrumental in shaping my academic endeavors and beyond. My internship experience at Bata has endowed me with invaluable practical insights, for which I am genuinely grateful.

I would like to convey my deep appreciation to Khadija Khanom, a Lecturer in the Department of Business and Technology Management at the Islamic University of Technology, for her invaluable guidance and unwavering support throughout my internship. Serving as a trusted mentor, she consistently offered assistance whenever I sought advice on the report. Without her unwavering support, it would have been arduous for me to compile this report. Her insights and counsel were pivotal in ensuring the report's depth and effectiveness.

I am profoundly thankful to Md Alamin Akand, a distinguished Senior Demand Planner at Bata Bangladesh, who oversees the Demand Planning department, for his continuous guidance and support throughout my internship. His mentorship and guidance significantly contributed to my skill development and the precise execution of assignments.

Lastly, I extend my heartfelt appreciation to my family for their unwavering support, ensuring my well-being throughout this journey. I am also grateful to my team members for their support, valuable suggestions, and encouragement. The inclusive and supportive environment fostered at Bata Bangladesh empowered me to surmount various challenges effectively.

Executive Summary

My internship at Bata Bangladesh provided an immersive experience in the Demand Planning Department, offering valuable insights into the company's operations. Throughout my tenure, I gained a deeper understanding of various aspects of shoe production, demand planning strategies, quality assurance measures, and the utilization of technical skills in data analytics using Excel and Bata BRP software. Despite facing challenges such as transportation difficulties and limited access to confidential information, I was able to contribute meaningfully to the organization.

Through company-level analysis, I identified both efficient and inefficient internal processes, highlighting areas for improvement such as digitalization, advanced software utilization, and training initiatives. Additionally, my assessment of Bata Bangladesh's competitive position emphasized the importance of demand planning excellence, cross-departmental collaboration, and supply chain efficiency in maintaining a competitive edge in the market.

Reflecting on the impact of my internship on a professional level, I recognize the significance of integrating theoretical knowledge gained from university studies with practical experiences in a corporate setting. This internship has equipped me with invaluable skills and insights that will undoubtedly shape my future career trajectory.

In summary, my internship at Bata Bangladesh has been a transformative journey, providing me with hands-on experience, practical skills, and a deeper understanding of corporate operations. I am confident that the knowledge gained and the recommendations proposed will contribute to the company's continued success and growth in the footwear industry.

Bata

This internship report is submitted to the Department of Business and Technology Management (BTM) at the Islamic University of Technology (IUT) for the course BTM 4800.

TABLE OF CONTENTS

- Letter of Transmittal i
- Declaration ii
- Acknowledgement iii
- Executive Summary iv
- 1. Introduction..... 2
 - 1.1 Report Background 2
 - 1.2 Study Origin..... 2
 - 1.3. Specific Goals 3
 - 1.4. Methodology:..... 3
 - 1.5. Scope of the Study: 3
 - 1.6. Limitations: 4
- 2. Company Overview 6
 - 2.1 A Brief History of Bata Shoe Company..... 6
 - 2.2 Bata Today..... 6
 - 2.3 Introduction of Bata Shoe Company (Bangladesh) Ltd. 7
 - 2.4 Corporate Profile 8
 - 2.5 BATA- Vision, Mission and Values..... 9
 - 2.6 Organizational Structure and Leadership Style at Bata Shoe Company Bangladesh Ltd 10
 - 2.7 Corporate Division 12
 - 2.8 Bata Business:..... 13
 - 2.9 Management Practices:..... 15
 - 2.10 Marketing Practices 16
 - 2.11 Financial Performance and Accounting Practices 16
 - 2.12 Accounting Practices 17

2.13 Information System Practices	17
2.14 Operations Management and Supply Chain Management Practices	18
2.15 Capacity of different type of shoe	19
2.16 Sources of Production.....	20
2.17 Product Description of the Company	21
2.18 Major Brands of Bata	23
3. Industry Analysis	26
3.1 Footwear Industry in Bangladesh	26
3.2 Industry Life Cycle Analysis	26
3.3 Key Industry and Growth Trend.....	27
3.4 Market Position and Competitive Landscape	27
3.5. Porter’s Five Forces Model	28
3.6 PESTEL Analysis	30
3.7 SWOT Analysis.....	31
4. Description of Main Duties.....	35
4.1 Internship Information.....	35
4.2 Internship Outcomes.....	40
5. Analysis.....	44
5.1 Company Level Analysis.....	44
5.2 Market Level Analysis.....	46
5.3 Professional Level Analysis:	47
Conclusion and Recommendations.....	50
6.1 Conclusion	50
6.2. Recommendations	50
References:.....	52
Appendices.....	52

TABLE OF FIGURES:

Figure 1 Tomas Bata.....	6
Figure 2 Bata’s World-Wide Operations.....	7
Figure 3 Manufacturing Plants of Bata Bangladesh.....	7
Figure 4 Values of Bata Bangladesh	9
Figure 5 Organizational Structure of Bata Bangladesh	10
Figure 6 Different Types of Retail Stores	13
Figure 7 Distribution Process of Bata Bangladesh.....	18
Figure 8 Industry Life Cycle	27
Figure 9 Market Share of Different Company.....	28
Figure 10 Porter’s Five forces model	28
Figure 11 SWOT Analysis	33
Figure 12 Demand Info of Merchandising Department	37
Figure 13 Feedback from Purchase Department	38
Figure 14 Weekly Planning Paper	38
Figure 15 Dashboard of Inventory Management.....	39
Figure 16 Freezing Meeting Report Summary	40

LIST OF TABLES:

Table 1 Company Details	8
Table 2 Board of Directors	11
Table 3 Top Management.....	11
Table 4 DIP Production Capacity.....	19
Table 5 IMEVA Production Capacity	19
Table 6 PU Pouring Production Capacity.....	20
Table 7 SANDAK Production Capacity.....	20
Table 8 Thongs Strap Production Capacity	20
Table 9 Product Description	21
Table 10 Major Bands	23

CHAPTER: 1

INTRODUCTION

Introduction

Bata is a renowned footwear company with a global presence, originating from Canada and founded by Thomas Bata in 1894 in what is now the Czech Republic. It operates in over 70 countries, with production facilities in 21 countries and a vast network of retail stores worldwide. Headquartered in Lausanne, Switzerland, Bata's market extends across all major continents, offering footwear, clothing, and accessories.

Having initiated its operations in Tongi, Bata faced challenges during wartime but recovered and thrived, becoming the largest retailer and footwear manufacturer in Bangladesh. Despite the emergence of strong competitors, Bata maintains its dominance. Its primary production occurs at the Dhamrai Tannery Effluent Treatment Plant established in 1988, with additional facilities at its Tongi corporate head office.

Bata's extensive retail presence spans the entire country, with 250plus premium outlets directly managed by the company due to their high sales and profitability. Notably, the Bata outlet in Basundhara City Shopping Mall is the country's largest and most successful. Furthermore, Bata operates 13 wholesale depot agents in key cities, catering to local retail demand.

1.1 Report Background

When theoretical knowledge is applied in practical settings, it undergoes refinement, achieving a level of perfection. The integration of knowledge and practice is pivotal in this transformation. Internship programs serve as a bridge between academia and the corporate world, aiming to prepare students for real-world challenges. This report is a requisite for my Bachelor of Business Administration in Technology Management, completed under the guidance of Lecturer Khadija Khanom.

1.2 Study Origin

As part of my BBA in TM internship program, I am obligated to present this report. Having worked in the Supply Chain Management Department of this organization for the past three months, I have utilized the latest knowledge and skills. My role involved gathering and monitoring information across the company's supply chain process and creating demand plan for production. Under the guidance of my supervisor, Md Alamin Akand I compiled this report, benefiting from his assistance throughout the process.

1.3. Specific Goals

- Gain insights into Bata Shoe Company and the footwear sector.
- Understand the current mission, vision, goals, and objectives of Bata Shoe Company.
- Acquire a comprehensive understanding of the supply chain management process at Bata Shoe Company.
- Analyze supply chain practices within the footwear industry in Bangladesh and apply findings to Bata Shoe Company.

1.4. Methodology:

A systematic approach was employed throughout the research process, beginning with data collection and culminating in the presentation of findings. This report is a reflection of my internship experience within the supply chain unit of Bata Shoe Company, spanning a period of three months, during which I conducted descriptive studies and applied practical knowledge.

Primary Sources: Insights were gathered through extensive discussions with representatives from various departments within Bata Shoe Company. Additionally, relevant information was acquired during my day-to-day tasks.

Secondary Sources: In addition to primary data, a plethora of information was sourced from the internet and Bata Shoe Company's official website.

1.5 Scope of the Study:

Many companies recognize the significance of effective supply chain management in driving profitability and market share growth. Some have managed to optimize manufacturing costs, yet challenges persist within supply chain management. Organizations are compelled to explore their entire supply chain to unearth new avenues for cost reduction. This research, inspired by the works of Chandra and Kumar (2000) and Hoover et al. (2001), delves into the broader landscape of supply chain management, encompassing topics such as Bata Shoe Company Bangladesh Ltd's competitive positioning in SCM advancement.

1.6 Limitations:

- Primary data collection poses inherent challenges, particularly in ensuring its authenticity.
- Managers may be reluctant to divulge sensitive company information to interns, especially within the sensitive domain of the Sourcing department.
- Obtaining a complete and accurate understanding of the supply chain management process is arduous within the limited timeframe available.

CHAPTER: 2 COMPANY OVERVIEW

Company Overview

2.1 A Brief History of Bata Shoe Company



FIGURE 1 TOMAS BATA

In 1894, Tomas Bata, a well-known entrepreneur, along with his siblings Anna and Antonin Bata, founded the Bata Shoe Company in Zlin, Czechoslovakia, now known as the Czech Republic. With a family history in shoemaking spanning eight generations, the company has been a dominant force in the footwear industry since its inception. Bata Shoe Company boasts a global reach, with operations including research and development centers, shoe factories, tanneries, engineering facilities, and quality control laboratories. Its extensive network comprises thousands of depots, dealers, 5,300 retail outlets, and 10,000 franchises, solidifying its position as a leader in the global footwear market. Employing over 32,000 people, the company produces and distributes over 150 million pairs of shoes annually from forty production facilities across 21 countries, with retail outlets in over 70 countries.

2.2 Bata Today

Today, the company's main offices are situated in Switzerland, overseeing operations spanning five major geographic regions: Africa, Europe, Asia-Pacific, Latin America, and North America. Bata's global presence is structured into five distinct business divisions. Bata International serves customers in Asia, the Pacific, and Africa through its vast network of 3,000 stores and numerous dealers, with operations managed from Singapore. Bata Europe, headquartered in Paris, operates 500 stores and utilizes a state-of-the-art innovation center near Venice, along with 30 factories, to offer stylish footwear.

In Latin America, Bata Latin America, with its headquarters in Mexico City, leads in footwear retailing and children's branded footwear. On the other hand, Bata Canada, located in Toronto, operates 250 stores and is a prominent fashion hub for young urban consumers, hosting Athletes World and Nike Shops. As the largest global footwear manufacturer and marketer, Bata Shoe

Organization (B.S.O.) possesses an extensive infrastructure of factories, tanneries, and research centers.



FIGURE 2 BATA’S WORLD-WIDE OPERATIONS

2.3 Introduction of Bata Shoe Company (Bangladesh) Ltd.

Since its establishment in 1962, Bata Shoe Organization has become a prominent figure in Bangladesh's footwear industry. As an affiliate of the globally renowned Bata Shoe Company, it maintains a significant presence in the country. The organization operates two manufacturing plants, located in Dhamrai and Tongi, with a daily production capacity of 110,000 pairs of shoes each. Additionally, its advanced tannery processes five million square feet of leather annually, supported by a modern effluent treatment facility to ensure environmental sustainability.



FIGURE 3 MANUFACTURING PLANTS OF BATA BANGLADESH

Bata Bangladesh offers diverse collections for men, women, and children, featuring designs from various renowned designers. The brand portfolio includes Bata Comfit, Marie Claire, Hush Puppies, Scholl, Nike, Bubblegummers, Sandak, Weinbrenner, and B'first, catering to different consumer segments. Innovative concepts like Bata City Stores and retail segmentation enhance customer satisfaction and shopping experiences.

With 261 strategically located retail outlets nationwide, complemented by a vast depot and dealer network, Bata Bangladesh effectively promotes its brand. The organization's Corporate Social Responsibility Program supports various initiatives, including national sports sponsorships,

scholarship programs, and charitable contributions, demonstrating its commitment to social responsibility. Through collaborations with charitable organizations and initiatives like the Rural Sales Program, Bata empowers rural women to become entrepreneurs.

With approximately 1,500 dedicated employees, Bata Bangladesh continues to enhance its organizational performance by introducing new designs across various categories. Upholding its commitment to customer satisfaction and employee dedication, Bata Bangladesh remains a leading player in the country's footwear industry.

2.4 Corporate Profile

Company Logo



Company Details:

<i>Name of the company:</i>	<i>Bata Shoe Company (Bangladesh) Ltd.</i>
<i>Year of Establishment:</i>	<i>1962</i>
<i>Status of the Company:</i>	<i>Private Limited Company</i>
<i>Corporate Head Quarters:</i>	<i>Tongi, Gazipur - 1710, Bangladesh</i>
<i>Telephone:</i>	<i>+88 02 9810501-5</i>
<i>Fax:</i>	<i>+88 02 9816782,</i>
<i>No of Employees</i>	<i>1,061</i>
<i>E-mail:</i>	<u>bd.customercare@bata.com</u>

Website:

<http://www.batabd.com>

Customer care hotline:

09666200300

2.5 BATA- Vision, Mission and Values

Vision:

“To make great shoes accessible to everyone.”

Mission:

- “To help people look and feel good.”
- “To be the customer's destination of choice”.
- “To attract and retain the best people”.
- “To remain the most respected Footwear Company.”

Values:



FIGURE 4 VALUES OF BATA BANGLADESH

Our products must enhance the appearance and well-being of our consumers. We establish enduring customer relationships by providing a customized purchasing experience, thereby becoming our customers' preferred option.

2.6 Organizational Structure and Leadership Style at Bata Shoe Company Bangladesh Ltd

Bata's organizational structure is designed to efficiently manage its global operations:

- Board of Directors: Provides oversight, sets major policies, and ensures corporate governance.
- CEO: Leads the company, implements strategic initiatives, and represents Bata in the industry.
- Executive Management Team: Guides and coordinates key functional areas such as finance, operations, marketing, and human resources.
- Regional Management: Tailors strategies and operations to specific geographical regions, ensuring local market relevance and responsiveness.
- Functional Departments: Support the company's operations through specialized functions such as product development, manufacturing, distribution, and retail management.
- Retail Stores: Serve as the face of Bata, interacting directly with customers and driving sales while maintaining brand standards.
- Manufacturing Facilities: Produce high-quality footwear and accessories efficiently, adhering to Bata's standards for craftsmanship and innovation.



FIGURE 5 ORGANIZATIONAL STUCTURE OF BATA BANGLASH

Board of Directors:

<i>Name</i>	<i>Designation</i>
<i>Mr. Rajeev Gopalakrishnan</i>	<i>Chairman</i>
<i>Mr. Debabrata Mukherjee</i>	<i>Managing Director and Vice Chairman</i>
<i>Mr. Shaibal Sinha</i>	<i>Director</i>
<i>Mr. K. M. Rezaul Hasanat</i>	<i>Independent Director</i>
<i>Ms. Rupali H. Chowdhury</i>	<i>Independent Director</i>

Top Management:

<i>Name</i>	<i>Designation</i>
<i>Mr. Debabrata Mukherjee</i>	<i>Managing Director and Vice Chairman</i>
<i>Mr. Elias Ahmed</i>	<i>Finance Director</i>
<i>Mr. Malik Mehedi Kabir</i>	<i>Director Human Resources</i>
<i>Mr. Nabeeul Islam Khan</i>	<i>Supply Chain Director</i>
<i>Mr. Deepak Kumar Sachdeva</i>	<i>Chief Merchandising Manager</i>
<i>Mr. Riajur Reza Muhammad Faisal</i>	<i>Company Secretary and Controlling-Finance</i>
<i>Mr. Mizanur Rahman</i>	<i>Chief Collection Manager</i>
<i>Mr. Razib Jahan Ferdous</i>	<i>General Manager & Head of Digital Business</i>
<i>Ms. Nusrat Hasan</i>	<i>Marketing Manager</i>

Mr. Rubayat Sadik

Head of Internal Audit

Mr. Joyonta Saha

Head of Non-Retail Sales Department

2.7 Corporate Division

Bata's organizational division encompasses various key departments:

1. **Retail:** Manages the company's retail outlets, ensuring excellent customer service and brand representation.
2. **Merchandising:** Handles the selection, pricing, and promotion of products to maximize sales and profitability.
3. **E-Commerce:** Oversees online sales channels, including website management, digital marketing, and customer support.
4. **Finance and Accounts:** Responsible for financial management, budgeting, accounting, and financial reporting to support strategic decision-making.
5. **Wholesale:** Manages relationships with wholesale partners and distribution channels to expand the brand's reach and sales.
6. **Supply Chain:** Coordinates the procurement, production, and distribution of goods to ensure timely delivery and efficient inventory management.
7. **Product Development:** Leads the design and development of new footwear and accessories, incorporating market trends and customer feedback.
8. **Management Information System:** Implements and maintains technology systems to support business operations, data analysis, and decision-making processes.
9. **Legal:** Provides legal counsel and ensures compliance with laws and regulations in all aspects of the business.
10. **Marketing:** Develops marketing strategies and campaigns to build brand awareness, drive sales, and engage customers across various channels.
11. **Human Resources:** Manages recruitment, training, performance evaluation, and employee relations to support organizational development and employee satisfaction.
12. **Real Estate:** Handles property acquisition, leasing, and management for retail outlets, offices, and distribution centers to support the company's infrastructure needs.

2.8 Bata Business:

The Bata Shoe Company is deeply involved in the shoe industry. From the factory floor to the sales floor of stores, Bata serves customers all around the globe.

Manufacturing:

Tomas Bata's pioneering business strategy involved modernizing the shoemaking process through industrialization, leading Bata Shoe Company to become a prominent global footwear manufacturer and marketer. Bata's innovative approaches in shoe production, such as advancements in the Direct Vulcanization process (DVP), utilization of Polyvinyl Chloride (PVC), and the introduction of athletic and slush-molded footwear, have established it as a unique and distinguished footwear brand. Bata Shoe Company (Bangladesh) Limited operates in two countries, with leather goods manufactured at the Dhamrai Plant and rubber products produced at the Tongi Plant.

Retailing:

Presently, Bata Shoe Company (Bangladesh) Limited operates an extensive network of over 250 retail outlets throughout Bangladesh, making it the only footwear manufacturer in the country with such widespread store coverage. Bata has strategically expanded its retail footprint by meticulously understanding its customers' preferences and tastes, a feat unmatched by other shoe producers.



FIGURE 6 DIFFERENT TYPE OF RETAIL STORE

Each store is meticulously designed with distinct characteristics, typically falling into three primary categories: clearance outlets, family stores, and city stores.

- **City Store:**City Stores, primarily located in urban centers, cater to both high-profile clientele and regular customers, offering the latest footwear alongside non-footwear accessories like belts, handbags, and shoe care products. Notably, the largest city store in Bangladesh is situated in Bata City.
- **Family Store:**Bata Family stores target the general populace, offering a diverse range of footwear and accessories suitable for individuals across various income brackets. Interestingly, certain products available at City Stores may not be stocked in Family Stores due to differences in target market preferences and income demographics.
- **Clearance Store:**Clearance outlets play multiple roles within Bata's retail strategy. Despite stringent quality control measures, some shoes may have minor defects, leading them to be allocated to clearance locations where they are sold at substantial discounts. Additionally, footwear and accessories remaining in the warehouse for over 12 months are redirected to clearance outlets for discounted sale. These outlets also serve a vital role in providing affordable footwear options for consumers with limited financial resources, fostering a mutually beneficial relationship between Bata and its customers.

Wholesaling:

Bata Shoe Organization holds a distinctive position in the wholesale market, offering high-quality products at competitive prices while adhering to ISO standards, leveraging economies of scale. Renowned shoe brands often delegate production contracts to Bata Shoe Organization facilities, drawn by their strong reputation for quality and commitment to consumers.

Bata Shoe Company (Bangladesh) Limited manages thirteen depots across Bangladesh, with six located in the West Zone and seven in the East Zone. In the East Zone, depots are found in Ishwardi, Dhaka 1, Dhaka 2, Rajshahi, Bogra, and Dinajpur, while the West Zone encompasses Chittagong, Sylhet, Comilla, Khulna, Barisal, and Faridpur.

Wholesale operations are overseen by dealers, including Registered Wholesale Dealers (RWD) and participants in the Dealer Support Program (DSP). DSP dealers typically distribute Bata shoes and accessories in regions without physical Bata outlets, often in rural areas.

Product Development and Business Units:

Bata distinguishes itself from conventional footwear producers by providing fashionable yet budget-friendly footwear lines. Product development hubs located in Canada and Italy play pivotal roles in crafting items that reflect the company's fundamental brand essence, emphasizing designs that appeal to the intended audience while considering their financial constraints and way of life. Rigorous quality control procedures are enforced throughout the manufacturing process. Presently, the Bata Shoe Organization operates across five business segments: North America, Asia Pacific, Latin America, Africa, and Europe.

E-Commerce:

Bata Bangladesh began its transition into an Omni-channel brand by teaming up with Daraz.com for product distribution. Following this, it introduced its own online platform, batabd.com, on February 26, 2016. Alongside its proprietary website, Bata partners with e-commerce platforms such as Bagdoom, Kiksha.com, Ajkerdeal, and Daraz.com, with the goal of solidifying its position as an Omni-channel brand, offering consumers multiple avenues for shopping.

Franchise:

Bata's Exclusive Retail Dealership (ERD) franchise model is managed by a department head who reports directly to the retail manager. This department is composed of two district managers, an intern, and two merchandisers. District managers are tasked with both nurturing existing franchise partnerships and seeking out new opportunities, while the intern aids in overseeing and bolstering franchise operations. Franchise agreements are extended to individuals seeking collaboration with Bata, granting them independence in store management, sales team remuneration, and product sourcing, albeit with slight operational distinctions from company-operated outlets.

2.9 Management Practices:

Bata Shoe Company Bangladesh Ltd. adheres to a global leadership structure to ensure the effective operation of its business activities. The company's practices and policies are tailored to enhance productivity, efficiency, and profitability while upholding ethical and sustainable business practices. Stricter regulations govern talent acquisition and the appointment of top management, in alignment with Bata Shoe Organization standards. The top management team, consisting of the Managing Director, Finance Director, department heads, and general managers, is democratically elected, fostering a culture of inclusivity and participation within the workplace.

The Human Resource Department oversees various aspects of personnel management, including recruitment, administration, payroll, performance management, organizational growth, and employee motivation. Bata Shoe Company Bangladesh utilizes its own HRMS software to streamline processes related to hiring, administration, performance tracking, payroll management, and data analytics.

Recruitment procedures at Bata Shoe Company Bangladesh involve advertising job openings through print media and online job portals. Applications are carefully screened, and interviews are conducted by board members and senior management. While permanent staff recruitment is handled by the Corporate HR department, sales staff and contractual employees are recruited through specialized recruiting agencies.

Department managers are responsible for evaluating the performance of their subordinates through performance appraisals. Performance data is then submitted to HR and reviewed by top management. Appraisal reviews are conducted annually for all employees, ensuring transparency and accountability in the performance evaluation process.

2.10 Marketing Practices

A) Marketing Strategy

Bata Bangladesh employs the "Marketing mix" concept, comprising the four fundamental components known as the 4 Ps: product, price, place, and promotion. These elements form the foundation of the company's marketing strategy, tailored to enhance sales and brand visibility.

- **Product:** Bata Bangladesh manufactures a diverse range of shoes and footwear accessories catering to different lifestyle groups. The marketing department focuses on attracting new and targeted market segments through relevant promotional campaigns.
- **Price:** The Company adopts a value-based pricing strategy, ensuring customers perceive the quality and value of Bata products. Pricing varies based on demographic characteristics and location, with products priced competitively across different price ranges.
- **Placement:** With over 260 retail stores across 63 cities in Bangladesh, Bata strategically positions its stores to reach diverse market segments and lifestyles. The distribution process involves a network of depots and dealers to streamline operations and ensure efficient product delivery.

B) Target Customers, Targeting, and Positioning Strategy

- **Product:** Bata offers a wide range of footwear options for men, women, and children, including sandals, sneakers, and shoes. The product line includes both locally manufactured and imported footwear, with an emphasis on quality and variety.
- **Price:** Bata's pricing strategy reflects the quality and value of its products, with prices ranging from below TK. 1000 to above TK. 5000. The pricing structure caters to different income segments and demographic preferences.
- **Placement:** Bata's retail stores are strategically located across Bangladesh, catering to various market segments and lifestyles. City stores target high-profile customers, offering unique collections, while family stores focus on mass consumers with a wide range of affordable footwear options.
- **Promotion:** While Bata's retail presence serves as a promotional tool, the company also engages in selective marketing campaigns. These include TV commercials, social media promotions, fashion exhibitions, and loyalty programs such as the BATA club, aimed at rewarding loyal customers and enhancing brand engagement.

2.11 Financial Performance and Accounting Practices

- Bata Bangladesh's financial performance is driven by several factors. Firstly, the company excels in revenue generation through its wide range of footwear, accessories, and related

products sold across its extensive retail network and distribution channels. This diversity in product offerings, coupled with the strength of the Bata brand, ensures a steady stream of revenue.

- Additionally, Bata Bangladesh emphasizes cost management to optimize profitability. By implementing efficient procurement practices, streamlining operations, and carefully managing expenses, the company effectively controls costs across all aspects of its business.
- Investment in technology is another cornerstone of Bata Bangladesh's financial strategy. By adopting modern accounting software and systems, the company ensures accurate financial reporting and analysis, facilitating informed decision-making and strategic planning.
- Furthermore, Bata Bangladesh strategically expands its market presence through initiatives such as opening new retail outlets and exploring opportunities in emerging markets. This proactive approach to market expansion contributes to continued revenue growth and market share expansion.
- In terms of financial reporting and compliance, Bata Bangladesh adheres to stringent standards and regulatory requirements. The company maintains transparency in its financial reporting practices, providing stakeholders with accurate and timely financial information.
- Moreover, Bata Bangladesh implements robust risk management practices to mitigate financial risks and uncertainties. By monitoring market trends, assessing credit risks, and implementing appropriate hedging strategies, the company safeguards against adverse financial impacts, ensuring sustained growth and profitability in the competitive footwear industry.

2.12 Accounting Practices

Bata Shoe Company follows International Accounting Standards (IASs) and International Financial Reporting Standards (IFRS) for financial accounts preparation.

All publicly traded firms in Bangladesh adhere to IFRS principles, adopted by the Institute of Chartered Accountants of Bangladesh (ICAB) since January 2018.

Property, plant, and equipment, except for land, are depreciated over their projected useful life on a straight-line basis.

2.13 Information System Practices

The company's information systems are overseen by the Management Information Systems (MIS) department, addressing technological challenges company-wide. MIS gathers customer data and market trends, collaborating with top management for data-driven decision-making. Bata outlets nationwide utilize POS software for sales and inventory management.

Bata employs its enterprise resource planner, BRP, to gather, manage, and store data. This system serves various purposes, including operations management, scheduling, quality management, and resource allocation.

2.14 Operations Management and Supply Chain Management Practices

Bata Shoe Company Bangladesh Ltd. implements various operational management strategies to streamline its manufacturing and distribution processes. The company's vertically integrated supply chain spans from raw material procurement to delivering finished products to customers.

At their Tongi and Dhamrai plants, raw materials are received from suppliers, and final products are stored at the central warehouse (CDC) post-production. Subsequently, products are distributed to wholesalers, retailers, and agencies across Bangladesh, with a portion allocated to 13 depots nationwide. Online orders are fulfilled from the nearest Bata outlet.

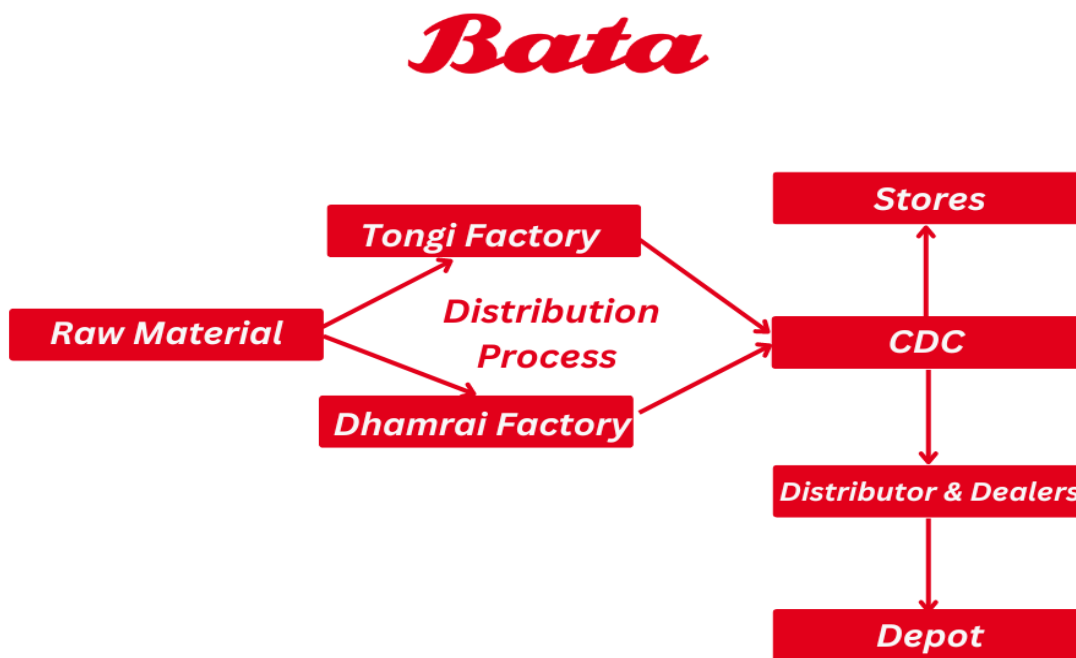


FIGURE 7 DISTRIBUTION PROCESS OF BATA BANGLADESH

2.15 Capacity of different type of shoe

DIP Production Capacity:

<i>Parameter</i>	<i>Capacity</i>
Station	12
Mold	24
Pairs/Round	6 pairs
Rounds/Hour	13
Pairs/Hour	78 pairs
Shift Duration	8 hours
Production per Shift	600 pairs
Machines	5
Weekly Production	54,000 pairs

IMEVA Production Capacity:

<i>Parameter</i>	<i>Capacity</i>
Station	6
Pairs/Station	4 pairs
Pairs/Hour	72 pairs
Shift/Day	3
Production per Shift	576 pairs

PU Pouring Production Capacity:

<i>Parameter</i>	<i>Capacity</i>
Machines	2
Stations per Machine	24
Capacity per Shift per Machine	62.5 pairs
Production per Shift per Machine	1500 pairs
Weekly Production	11,250 pairs

SANDAK Production Capacity:

<i>Parameter</i>	<i>Capacity</i>
Machines	6
Mold	8 pairs
Capacity per Shift per Machine	600 pairs

Thongs Strap Production Capacity:

<i>Strap Type</i>	<i>Weekly Production</i>	<i>Machines</i>
Mono Color	30,000 pairs	1
Bi Color	40,000 pairs	8

2.16 Sources of Production


Bata Bangladesh utilizes four primary sources for its production:







1. **Own Factories:** Bata operates two factories, one in Tongi and the other in Dhamrai. The Tongi factory specializes in rubber and related production, while the Dhamrai factory focuses on manufacturing leather products. These two factories produce approximately 92% of all Bata products.
2. **Satellite Production:** Bata has established satellite production facilities exclusively for its products. These facilities, set up by Bata Bangladesh, contribute around 4% of the total production.
3. **Outsourcing:** As supporting industries expand around Bata Bangladesh, the company engages in outsourcing with small shoe industries, mainly in the Dhaka region. Bata ensures quality and specifications, with outsourcing accounting for approximately 4% of its business.
4. **Import:** Despite high import duties, Bata imports a small portion of shoes to keep up with market trends, amounting to around 1% of its annual production. The import duty for complete shoes in Bangladesh is notably high, at 101%.

2.17 Product Description of the Company

Bata offers a wide range of footwear and accessories made from various materials including rubber, canvas, leather, and plastic. Their product lines cater to the diverse needs of men, women, and children, with a collection of over a thousand unique shoe designs that appeal to all market segments. While men's footwear contributes to the majority of sales, accounting for over 60%, both women's and children's ranges make up around 20% each. In addition to footwear, Bata also manufactures and distributes athletic apparel, undergarments, and accessories such as shoe polish, stockings, bags, and belts. Throughout its more than a century-long history, Bata has consistently upheld its legacy of producing fashionable, comfortable, and high-quality footwear







Product Description:




<i>Category</i>	<i>Description</i>	<i>Picture</i>
Backpack	Bata manufactures the Power and North Star backpacks. They ensure that design and quality are maintained for the consumer.	

<p>Ladies Bag</p>	<p>Bata manufactures exquisite and high-quality handbags for women. Ladies' handbag brands include Hush Puppies, Bata Red Label, and Marie Claire.</p>	
<p>Wallet</p>	<p>Bata serves boys with fashionable and on-trend wallets.</p>	
<p>Gents Belt</p>	<p>Bata offers gent's belts. Belts made of genuine leather are supplied. They supply Bata and North Star harnesses.</p>	
<p>Shiner</p>	<p>There is shoe shiner available at Bata. Their sheen is both chocolate and black in hue.</p>	
<p>Socks</p>	<p>Bata manufactures its own line of hosiery. Socks for men, women, and children are available.</p>	
<p>Shoes</p>	<p>Bata manufactures and sells kinds of shoe based on variety type of consumer's preference.</p>	

2.18 Major Brands of Bata

Major Bands:

<i>Brand</i>	<i>Description</i>	<i>Picture</i>
<i>Bata Comfit</i>	Bata Comfit prioritizes unparalleled comfort by incorporating anatomical designs, luxurious uppers, and advanced cushioning technologies into its footwear, merging comfort with modern style.	
<i>Bubblegummers</i>	Bubblegummers offers vibrant and stylish shoes for energetic kids, constantly improving its product range to cater to growing feet with fun and fashionable designs.	
<i>Weinbrenner</i>	Weinbrenner, a pioneer in outdoor footwear, crafts durable shoes suitable for various terrains, ensuring resilience for outdoor adventures and urban exploration.	
<i>Power</i>	Power delivers contemporary and enduring athletic footwear worldwide, engineered with durability, comfort, and style in mind, making it ideal for athletes and sports enthusiasts.	
<i>Marie-Claire</i>	Bata's Marie-Claire collection provides over a hundred unique designs tailored for professional women seeking trendy and durable work shoes at reasonable prices.	
<i>Hush Puppies</i>	Bata distributes Hush Puppies in Bangladesh, targeting affluent individuals with this international brand known for its quality and style.	

<i>Nike</i>	Bata holds a license to distribute Nike products in Bangladesh, appealing to the younger demographic as a fashionable brand despite its athletic roots, primarily targeting higher income levels.	
<i>North Star</i>	North Star focuses on creating innovative footwear for young consumers, capturing attention with imaginative designs and high-quality products, positioning itself as a strong competitor.	
<i>Naturalizer</i>	Naturalizer footwear combines style and comfort with meticulous craftsmanship and modern femininity, utilizing luxurious materials and unique accents for each pair.	
<i>Sandak</i>	Sandak, a Bata product, offers affordable plastic footwear suitable for individuals across all demographics and seasons, engineered for durability and heavy usage.	
<i>Bata Industrials</i>	Bata Industrials specializes in safety footwear, providing protection with features like TPU toe covers, shock-absorbing systems, anti-slip soles, and cool comfort linings for all-day wearability.	

CHAPTER: 3 INDUSTRY ANALYSIS

Industry Analysis

3.1 Footwear Industry in Bangladesh

The footwear industry in Bangladesh has undergone significant evolution, rooted in its historical development dating back to the colonial era. However, it was not until the late 1980s that the industry experienced a notable modernization phase, marking a transformative shift in its trajectory. Prior to this period, large-scale footwear manufacturing was relatively limited in East Bengal, with the presence of rudimentary cottage industries catering to local demand. The importation of various types of footwear was predominantly facilitated through Calcutta, while West Pakistan emerged as a supplier post the partition of Bengal in 1947. The establishment of Bata Shoe Company's manufacturing facility in Tongi in 1962 was a watershed moment, as it heralded the inauguration of the first large-scale shoe manufacturing facility in East Pakistan, setting the stage for subsequent industrial advancements in the sector.

3.2 Industry Life Cycle Analysis

The footwear industry in Bangladesh is currently experiencing a phase of growth, indicative of a burgeoning market with promising opportunities. This growth phase is underscored by several key characteristics that collectively define the industry's trajectory. Firstly, there is a noticeable surge in consumer engagement within the footwear market, signifying a growing demand for footwear products among the populace. This increased consumer participation is fueled by various factors such as rising disposable incomes, changing lifestyle trends, and a greater emphasis on fashion and personal style.

Additionally, the industry is witnessing price reductions attributed to the accumulated experience and economies of scale gained over time. As manufacturers and retailers become more proficient in their operations and expand their production capacities, they can achieve cost efficiencies, leading to lower prices for consumers. This price reduction further stimulates demand and enhances accessibility to footwear products across different market segments.

Moreover, the expansion of distribution channels is a notable feature of the industry's growth phase. With advancements in technology and infrastructure, footwear manufacturers and retailers are able to reach a wider audience through various channels such as brick-and-mortar stores, e-commerce platforms, and multi-brand outlets. This increased accessibility and availability of footwear products contribute to the industry's expansion and market penetration.

However, alongside these growth indicators, heightened competition is also evident within the footwear industry. As the market expands and attracts more players, competition intensifies,

prompting companies to innovate, differentiate their offerings, and enhance their market positioning to gain a competitive edge. Overall, the footwear industry in Bangladesh is currently navigating a phase of growth marked by increased consumer demand, price reductions, expanded distribution channels, and intensified competition, all of which collectively shape its dynamic and evolving landscape.

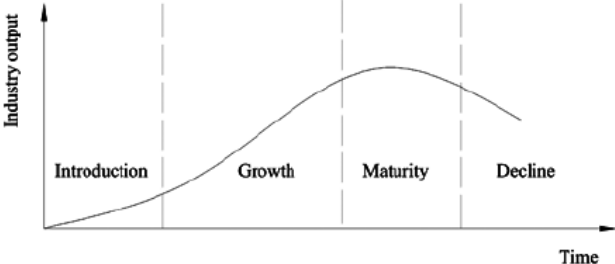


FIGURE 8 INDUSTRY LIFE CYCLE

3.3 Key Industry and Growth Trend

An observable trend within the footwear industry in Bangladesh is the growing prominence of e-commerce platforms as distribution channels for footwear products. The convenience, accessibility, and wide product range offered by online shopping have contributed to its increasing popularity among consumers in Bangladesh, with a growing number of individuals opting for this convenient method of purchasing footwear.

Furthermore, the retail footwear market in Bangladesh is witnessing rapid expansion, with significant potential for future growth. The rising middle class, along with evolving design preferences influenced by global fashion trends, is driving the demand for stylish and comfortable footwear across the country. Given the competitive landscape and the presence of numerous players, industry stakeholders are expected to intensify their efforts in innovation, market expansion, and product diversification to capture market share and meet the evolving needs of consumers effectively.

3.4 Market Position and Competitive Landscape

In the dynamic landscape of the Bangladeshi footwear industry, Bata Bangladesh stands as a formidable leader, commanding a notable market share of approximately 9-10% of the total volume and an impressive 60% share in the organized segment. Renowned for its diverse range of high-quality footwear and accessories, Bata Bangladesh has entrenched itself as a dominant force,

particularly excelling in segments like canvas and leather shoes where it maintains a stronghold, capturing around 70% and 60% of the respective markets. However, the industry is marked by intense competition, with formidable contenders such as Apex, Loto, Cresce Liberty, Reebok, Nike, Pagasus, Jennys, Independent High, and Independent Medium actively vying for market share across various segments, each employing distinct strategies ranging from cost leadership to product differentiation.

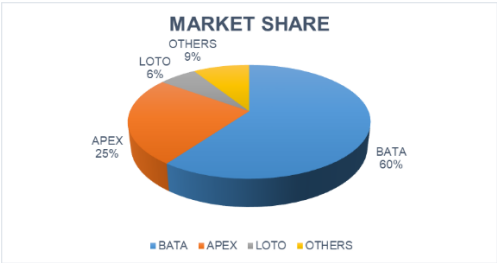


FIGURE 9 MARKET SHARE OF DIFFERENT COMPANY

Despite the fierce competition, Bata Bangladesh's strategic initiatives, including retail channel optimization, manufacturing restructuring, and targeted market positioning, have enabled the company to maintain its competitive edge. While competitors like Apex, Liberty, and Independent Medium focus on cost leadership to cater to diverse consumer preferences, others such as Reebok, Nike, Pagasus, and Independent High carve out niche positions by targeting premium segments and specialized markets. Through a blend of innovative product offerings, strategic market penetration, and a relentless focus on customer satisfaction, Bata Bangladesh continues to assert its dominance in the Bangladeshi footwear industry, solidifying its position as a market leader amidst a dynamic and competitive landscape.

3.5. Porter’s Five Forces Model

Michael A. Porter introduced a framework for industry analysis, centered on five structural characteristics determining competitive intensity and sector profitability. A thorough examination of the footwear sector is provided herein, utilizing Porter's Five Forces Model.



FIGURE 10 PORTER'S FIVE FORCES MODEL

Threat of New Entrants:

Bangladesh's retail footwear market is expanding rapidly, attracting new competitors. However, significant entry barriers persist. New entrants must establish a strong brand, robust distribution network, and reliable suppliers, alongside substantial investments in factory setup and ongoing operational costs to compete with established players. With over 60 years of industry experience, Bata has cultivated a loyal customer base and a widespread distribution network comprising 237 retail outlets nationwide. The formidable market presence and expansive distribution network of Bata pose challenges for potential new rivals.

Bargaining Power of Suppliers:

Bata Shoe Company Bangladesh procures raw materials like leather and rubber from both local and international suppliers. While the market boasts numerous suppliers, their bargaining power is somewhat limited. However, suppliers may leverage their position to negotiate higher prices or better payment terms, potentially impacting Bata's profitability. Maintaining strong supplier relationships and diversifying sourcing options can mitigate this risk.

Bargaining Power of Buyers:

Customers wield significant bargaining power in Bangladesh's retail footwear market, with ample alternatives available from various manufacturers. To retain its customer base, Bata must prioritize product quality and competitive pricing. Developing products that meet consumer demands and offer unique value propositions will differentiate Bata from its competitors.

Threat of Substitute:

The availability of substitute footwear products poses a substantial threat to Bata. Consumers can choose from a range of alternatives, including locally made sandals and slippers, often at lower prices. Additionally, counterfeit products pose a challenge to Bata's market dominance. To address this, Bata should focus on producing original, high-quality items with distinctive value propositions.

Rivalry among Competitors:

Intense competition characterizes Bangladesh's retail footwear sector, with both local and international players vying for market share. Competitors such as Apex, Leatherex, and Adidas present formidable challenges to Bata. Given the industry's fragmentation, factors such as product quality, design, pricing, and distribution significantly influence competition levels. Bata must stay abreast of industry trends, enhance its distribution channels, and adopt competitive pricing strategies to maintain its market position. Moreover, increased investment in marketing and advertising is crucial to building brand loyalty and recognition among consumers.

3.6 PESTEL Analysis

- **Political and legal factors:** Political turmoil in Bangladesh, including hartals and strikes, poses a significant obstacle to the efficient operation of businesses. Nevertheless, Bata Bangladesh manages to derive some favorable consequences from political factors. Being complete taxpayers of the Bangladesh government, they have an obligation to persuade the legislators of the nation's need for foreign direct investment (FDI). Consequently, Bata Bangladesh may also benefit from political considerations.
- **Economic factors:** The expansion of the shoe industry in Bangladesh is closely intertwined with several economic factors. One such factor is the increasing per capita income, which indicates a growing purchasing power among consumers. This rise in income levels, coupled with the expanding urban population, contributes to the burgeoning demand for footwear products. However, the industry's growth trajectory is also influenced by external factors, such as the fluctuating value of currencies, which impacts the cost of procuring basic materials from foreign sources. These economic dynamics play a significant role in shaping the landscape of the shoe industry in Bangladesh, highlighting the complex interplay between market demand, income levels, and external economic conditions.
- **Social and cultural factors:** As disposable income rises, an increasing number of individuals are becoming fashion and quality-conscious. This is influencing a shift in people's lifestyles. As people become more mobile, they are becoming increasingly aware of the Bata products available elsewhere. Therefore, Bata Bangladesh must update their store design and aesthetic to reflect contemporary fashion. Social and cultural indicators serve as favorable indicators regarding the company's future prospects.
- **Technological factors:** As a result of significant advancements in information technology systems, the "Internet" has emerged as a novel medium through which to engage with consumers. Bata Bangladesh, recognizing the opportunity and necessity, has already constructed a cutting-edge facility in Dhamrai. Every single leather product manufactured in Bangladesh is produced in that country. They implement innovative technological advancements while the MIS department oversees their entire operation. The wholesale depot's point-of-sale (POS) system is an additional positive step towards effective technology utilization for modern business survival and competition.
- **Environmental Factors:** While the provided information does not explicitly address environmental factors, it's important to consider the potential impact of Bata Bangladesh's operations on the environment. Manufacturing processes, particularly in the footwear industry, can generate various environmental challenges such as waste generation, energy consumption, and pollution. As Bata Bangladesh continues to expand its operations and

production facilities, it should prioritize implementing environmentally sustainable practices. This may include initiatives to reduce carbon emissions, minimize waste through recycling and responsible disposal, and invest in eco-friendly materials and manufacturing technologies. Additionally, adherence to environmental regulations and standards set by governmental and international bodies will be essential to mitigate any adverse effects on the environment and ensure long-term sustainability of the business.

3.7 SWOT Analysis

Strengths:

- **High-quality products:** Bata is known for producing durable and reliable footwear, which contributes to its positive reputation.
- **Strong brand image:** Over the years, Bata has built a solid brand image associated with trust and reliability, which attracts customers.
- **Extensive product lines:** Bata offers a wide variety of footwear for different age groups, occasions, and preferences, catering to a diverse customer base.
- **Robust distribution network:** Bata has an efficient distribution system in place, ensuring its products reach customers in various locations effectively.
- **Wide range of associated brands:** Bata owns or partners with several brands, allowing it to offer a diverse portfolio of footwear options to customers.
- **Skilled management team:** The company is led by a competent management team with experience in the footwear industry, guiding its strategic decisions.
- **Modern manufacturing facilities:** Bata's manufacturing facilities are equipped with advanced technology, enabling efficient production processes and maintaining product quality.
- **Potential target market:** Bata has identified potential market segments where it can expand its customer base and increase sales.
- **Loyal customer base:** Bata has a dedicated customer following who trust and regularly purchase its products, contributing to consistent revenue.

Weaknesses:

- **High prices:** Bata's products may be priced higher compared to some competitors, potentially limiting its market share.
- **Emphasis on quality over design:** While quality is important, Bata may overlook the importance of trendy designs that appeal to fashion-conscious consumers.

- **Limited promotional activities:** Insufficient marketing efforts may result in lower brand visibility and reduced sales compared to competitors.
- **Insufficient efforts to attract new customers:** Bata may not have implemented effective strategies to attract new customers, relying primarily on existing customer loyalty.
- **High cost structure:** Factors such as high import duties, administrative costs, and tax barriers contribute to Bata's overall high cost of operations.
- **High import duties:** Import duties imposed by governments can increase Bata's production costs and affect its competitiveness in certain markets.
- **Elevated administrative costs:** Administrative expenses, including overhead costs, can strain the company's financial resources.
- **VAT and tax barriers:** Tax regulations and barriers in certain regions may affect Bata's profitability and expansion efforts.

Opportunities:

- **Diversification of product offerings:** Bata can expand its product range to cater to emerging consumer preferences and market segments.
- **Enhanced customer service:** Improving customer service can help Bata build stronger relationships with customers and increase brand loyalty.
- **Expansion of export markets:** Bata can explore new international markets to increase sales and reduce dependence on domestic markets.
- **Focus on both product quality and design:** Balancing quality with appealing designs can attract a wider range of customers with varying preferences.
- **Utilization of a strong retail store network:** Bata can leverage its extensive retail presence to increase brand visibility and sales.
- **Improvement of retail outlets' cleanliness:** Clean and well-maintained retail outlets can enhance the overall shopping experience for customers.
- **Training of sales staff:** Providing training to sales staff can improve product knowledge and customer interactions, leading to increased sales.

Threats:

- **Intense competition in the retail footwear industry:** Competitors offering similar products at competitive prices pose a threat to Bata's market share and profitability.
- **Vulnerability to disruptions in the global supply chain:** Any disruptions, such as pandemics or trade conflicts, can impact Bata's production and distribution processes, affecting its business operations.
- **Impact of changes in raw material prices on profitability:** Fluctuations in the prices of raw materials can affect Bata's production costs and profit margins.

- **Difficulty in staying relevant to evolving consumer tastes and fashion trends:** Failure to adapt to changing consumer preferences and fashion trends can result in declining sales and loss of market share.

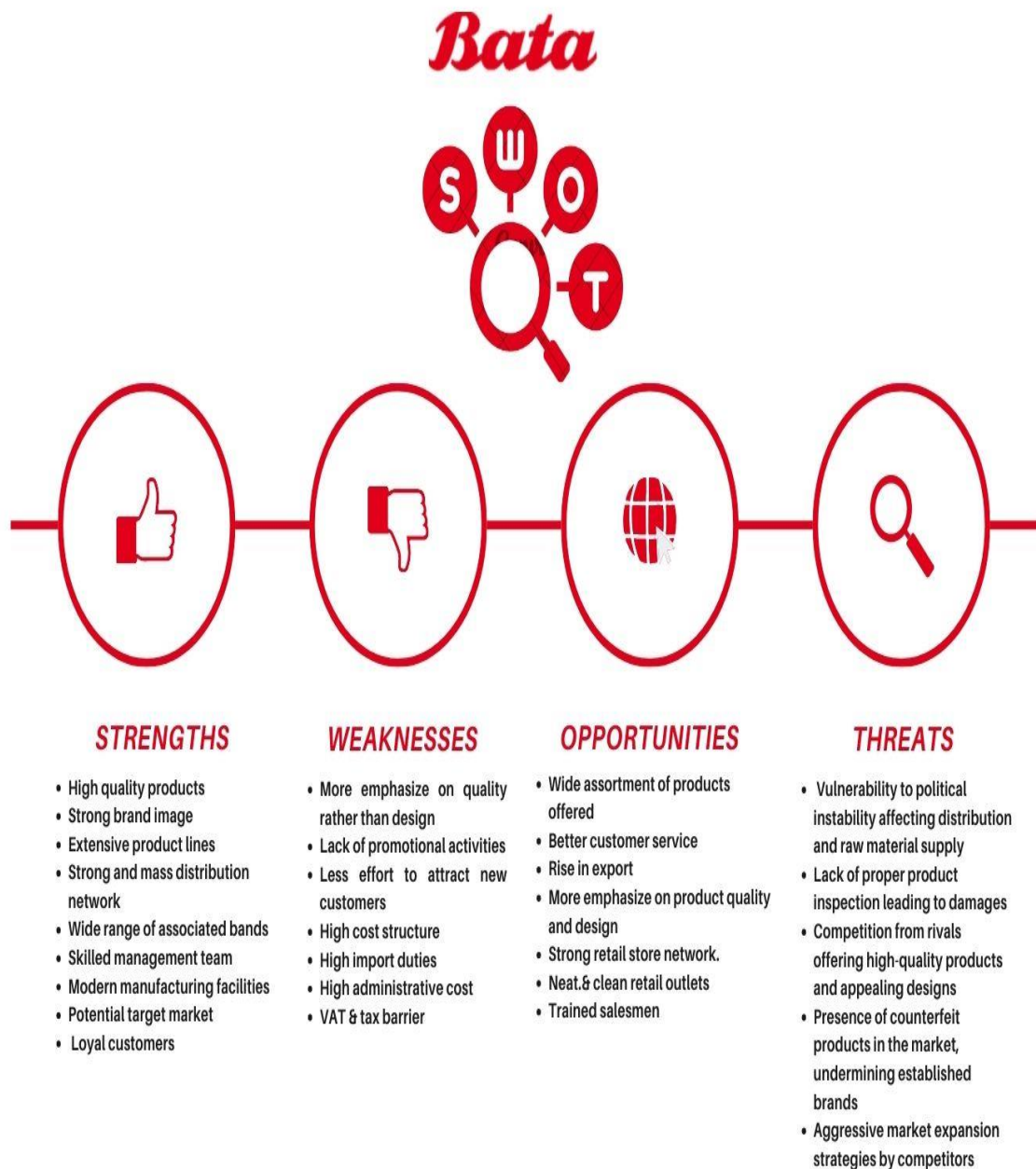


FIGURE 11 SWOT ANALYSIS

CHAPTER: 4 DESCRIPTION OF MAIN DUTIES

Description of Main Duties

4.1 Internship Information

This chapter delves into pertinent details regarding my internship experience at Bata Shoe Company Bangladesh Limited. Within it, I aim to emphasize the timeframe, company specifics, and departmental insights, engagements with company personnel, as well as my roles and responsibilities during the internship.

Period, Company, Department, and Address:

My internship at Bata Shoe Company Bangladesh Ltd. proved to be an enriching experience. Bata Bangladesh is a leading footwear company known for its quality and affordability. It's a trusted brand offering a wide range of shoes for all age groups. With a strong presence nationwide, Bata has shaped Bangladesh's footwear industry and remains dedicated to providing stylish and comfortable options for its customers.

Here are the details regarding the duration and working circumstances of my internship:

- **Internship Period:** The internship lasted from 10th January, 2024 to 9th April, 2024, spanning a duration of approximately three months.
- **Department & Position:** I served as an intern in the demand planning department under the Supply Chain Management (SCM) division. This position involved tasks related to forecasting and planning product demand.
- **Working Days:** The standard working days were from Sunday to Thursday, with Friday and Saturday designated as weekends.
- **Working Hours:** The regular working hours were from 8:30am to 5:30pm. However, during the month of Ramadan, the working hours were adjusted to 8am to 4pm to accommodate fasting schedules.
- **Location:** The internship took place at Bata's facility located in Tongi, Gazipur, Dhaka, Bangladesh.

Interaction with Company Employees:

Communication and collaboration with colleagues play a crucial role in my internship experience. Specifically, I elaborate on the methods of communication, how often interactions occur, and the rapport established with employees at Bata Bangladesh.

- ✓ My internship was under the supervision of Md. Al-Amin Akand, Senior Manager-Demand planning, at Bata Bangladesh. His role is focused on driving factory planning in partnership with the merchandising team, generating forecasts aligned with revenue goals, publishing

weekly plans for summer, IMEVA, closed, and sports shoes, analyzing and resolving PO issues, collaborating with material supply for on-time deliveries, monitoring KPIs, and providing analytics for production tracking.

- ✓ However, I was mainly supervised by Ms. Umme Habiba Prapti, Executive-Demand Planning, at Bata Bangladesh. Her role is to publish weekly plans for PU, Sandak, DIP, Thongs by collecting demand information from the merchandising team as well as negotiating with the production, purchase, ABU, and warehouse team for any kind of production issues to maintain efficient production and on-time product delivery.
- ✓ My main interaction was with two supervisors, but I also communicated regularly with other departments.
- ✓ I liaised with the merchandising department members to obtain demand information regarding IMEVA.
- ✓ From the Purchase department team, I acquired material availability information.
- ✓ In the production department, I addressed pending production and mold issues.
- ✓ I collected material receivable information from ABU.
- ✓ Negotiated cancellation papers and rescheduling with the warehouse team.
- ✓ Obtained cost card issues from the costing department.
- ✓ Gathered information about new articles from the PD department.
- ✓ As a demand planner, I collaborated across departments to meet demand targets and resolve production issues efficiently.
- ✓ Additionally, I engaged with production line in charges to gain insight into the manufacturing processes of various types of shoes.

- ✓ Our primary mode of communication was physical interaction. While Bata utilized Microsoft Outlook for formal business discussions, unfortunately interns were not granted access. Hence, I relied on WhatsApp for communication purposes.

Job roles and assigned tasks:

I've been selected as an intern in the demand planning Department of Bata Shoe Company Bangladesh Limited. During my three-month tenure, I've been assigned particular tasks and duties. However, my learning experience extended beyond these responsibilities. I gained insights of different work activities of SCM within my domain and also learned about many things related to footwear industry and shoe manufacturing process practically. In the following part, describing my duties during my internship period:

- 1. Information of New Articles:** Bata consistently endeavors to launch new articles daily to meet customer expectations. Therefore, the Product Development (PD) team devotes their full effort to developing new products. In this context, my responsibility was to gather information about these new articles. This information was crucial for demand planners to prepare pilot planning papers effectively.
- 2. Preparation of weekly production planning paper:** Upon joining Bata, my supervisor instructed me in the procedure for creating demand plans for various shoe types. Subsequently, I was tasked with developing planning documents for all projects under the IMEVA shoe type, focusing on weeks 5 to 15. Explanning planning process below.
 - ✓ Before drafting these documents, I collaborated with the merchandising team to collect demand data.

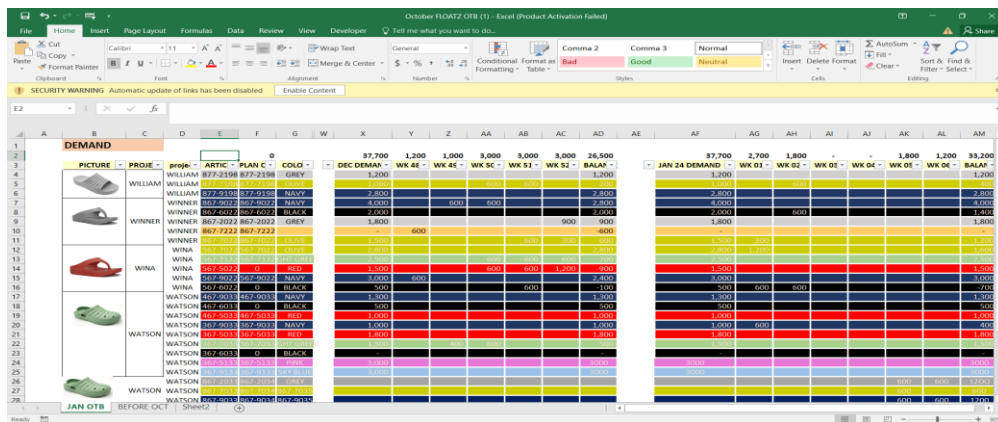


FIGURE 12 DEMAND INFO FROM MERCHANDISING DEPARTMENT

- ✓ Additionally, I gathered information about the selected articles from the Purchase, Production, Costing, and other relevant departments regarding material and production issues

Art	Project	Channel	Source	Remarks	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	Remarks
21	389-3000	HOOHE	Retail	Tongi	-	-	-	197	-	-	172	-	131	-	110	17	-	-	-	-	-	Material not possible
21	389-3000	HOOHE	Retail	Tongi	-	-	-	275	-	-	83	-	-	-	-	-	-	-	-	-	-	600
21	389-3003	NORMA	Retail	Tongi	-	140	-	165	-	70	-	24	-	149	-	32	-	-	-	-	-	600
20	389-3073	LITTLE	Retail	Tongi	-	-	53	273	274	-	-	-	-	-	-	-	-	-	-	-	-	600
20	389-3073	LITTLE	Retail	Tongi	-	-	59	115	226	-	-	-	-	-	-	-	-	-	-	-	-	600
31	451-4380	LEGG DIP	Retail	Tongi	NEW	-	-	100	-	100	-	200	-	200	-	100	200	-	-	-	-	New article, need to take pilot
31	451-4280	LEGG DIP	Retail	Tongi	NEW	-	-	200	-	200	-	200	-	200	-	200	200	-	-	-	-	New article, need to take pilot
30	451-1180	LEGG DIP	Retail	Tongi	NEW	-	-	200	-	200	-	400	-	400	-	200	400	-	-	-	-	New article, need to take pilot
04	389-3045	NAGAL	Retail	Tongi	NEW	50	-	391	400	200	-	700	-	700	-	100	100	-	-	-	-	1800
04	389-3048	NAGAL	Retail	Tongi	NEW	50	-	293	313	-	533	-	340	-	138	-	-	-	-	-	-	3000
04	389-3050	VALERIO	Retail	Tongi	NEW	400	-	400	600	500	-	400	-	400	-	400	400	-	-	-	-	2400
04	389-3039	VALERIO	Retail	Tongi	NEW	800	-	800	1,200	1,200	-	800	-	800	-	800	800	-	-	-	-	4800
13	389-3034	SCOTT	Retail	Tongi	NEW	-	200	200	300	500	-	200	-	200	-	200	200	-	-	-	-	New article, need to take pilot
13	389-3075	NANCY	Retail	Tongi	NEW	-	-	200	200	600	-	675	-	675	-	675	675	-	-	-	-	Over than Projection Qty
13	389-3075	NANCY	Retail	Tongi	NEW	-	-	200	200	300	-	300	-	300	-	300	300	-	-	-	-	2400
13	389-3075	NANCY	Retail	Tongi	NEW	-	-	178	103	103	-	624	-	295	-	-	-	-	-	-	-	1200
13	389-3024	STRETCHY SOFT	Retail	Tongi	NEW	-	-	212	306	306	-	905	-	567	-	-	-	-	-	-	-	1800
13	389-3024	STRETCHY SOFT	Retail	Tongi	NEW	-	-	100	100	300	-	762	-	676	-	-	-	-	-	-	-	1800
13	389-3028	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	400	-	200	-	-	-	-	-	-	-	NEED MATERIAL SUPPORT FROM PURCHASE
13	389-3027	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	1200 FOR PO PACKAGE, LAB TEST AND FT TEST
13	389-3012	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	NEED MATERIAL SUPPORT FROM PURCHASE
13	389-3013	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	1200 FOR PO PACKAGE, LAB TEST AND FT TEST
13	389-3029	SCOTT	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	Cost Card not Done
13	389-3029	SCOTT	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	Cost Card not Done
13	389-3029	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	NEED MATERIAL SUPPORT FROM PURCHASE
13	389-3029	NANCY	Retail	Tongi	NEW	200	-	400	400	400	-	200	-	200	-	-	-	-	-	-	-	FOR PO PACKAGE, LAB TEST AND FT TEST

FIGURE 13 FEEDBACK FROM PURCHASE DEPARTMENT

- ✓ Through negotiations with all departments and getting feedback, I prepared weekly demand planning papers and skipped the articles which have issues based on the remarks.

Dept	240	PRODUCTION PLANNING										2 WK AHEAD OF PRODUCTION					PRODUCTION FREEZE (2 week ahead of production)					
ARTICLE NUMBER	PAIRS	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
867-6022	600 R	100	200	200	100	-	-	-	-	-	600	600 A	600 A	300 A	600 A	-	-	-	-	-	-	-
867-7022	600 R	100	200	200	100	-	-	-	-	-	600	600 A	600 A	300 A	600 A	-	-	-	-	-	-	-
867-2022	300 R	100	200	200	100	-	-	-	-	-	300	300 A	300 A	150 A	300 A	-	-	-	-	-	-	-
867-6022	600 R	100	200	200	100	-	-	-	-	-	600	600 A	600 A	300 A	600 A	-	-	-	-	-	-	-
Total	2,100										2,100	600	600	300	600	0	0					

FIGURE 14 WEEKLY PLANNING PAPER

- ✓ This structured approach ensured that demand planning was comprehensive and aligned with production capabilities, facilitating efficient operations within the organization.

- ✓ Like IMEVA, I also learned about the approach used to prepare demand planning for other types of shoes and assisted my supervisor in preparing the planning papers. Sometimes, I was also assigned to prepare planning papers for other shoe type when there was too much workload for my supervisor.

- 3. Preparation of mold assortment:** While preparing the production planning paper, it's essential to consider both mold size and quantity to ensure efficient production. However, due to the disorganized nature of the mold assortment documents, I was tasked with organizing the mold assortment for PU, DIP, Sandak, IMEVA, and Thongs. This organization aimed to provide a structured arrangement that would facilitate demand planners in preparing their plans effectively.
- 4. Assigned to prepare Dashboard of Inventory Management:** Based on the inventory management data, I was assigned to prepare a dashboard.

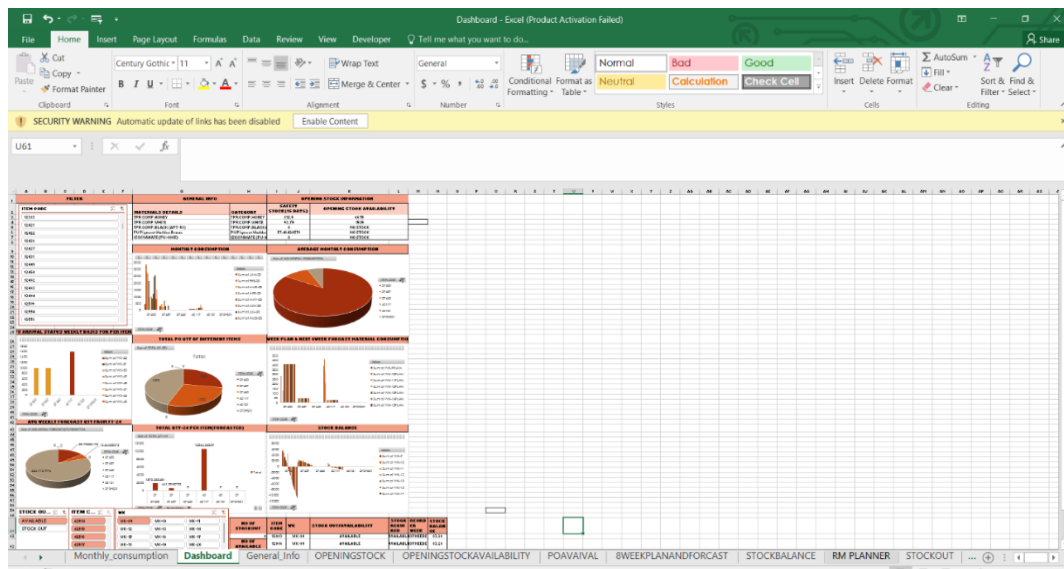


FIGURE 15 DASHBOARD OF INVENTORY MANAGEMENT

- 5. Preparation of rescheduling and cancellation paper:** I was assigned to prepare rescheduling and cancellation paper due to PO cancellation and supplier issues.
- 6. Signature collection in demand planning paper:** In demand planning papers at Bata, there is a protocol for manually collecting signatures from various departments after the preparation of demand planning. These signatures serve as a record for auditing purposes in the future. As part of my responsibilities, I was tasked with collecting these signatures on a daily basis.

- 7. **Freezing Meeting Report:** Prepared freezing meeting reports several times, which are used in the weekly meetings with the entire SCM team before finalizing the plan.

P LINE WISE PLAN-PROD-STOCK 2024 (1-10 WK)					P LINE WISE PLAN-PROD-STOCK 2024 (10 WK)				
Dept Name	Plan Qty	Prod Qty	Due	Stock	Dept Name	Plan Qty	Prod Qty	Due	Stock
Sandak	191,720	184812	4,908	36,984	Sandak	26,400	22,841	3,559	36,984
DIP-CHENFANG	226,840	209097	20,643	49,210	DIP-CHENFANG	10,350	7,141	3,209	49,210
Thong	1,056,000	1056207	39,883	26,110	Thong	237,050	212,518	24,532	26,110
PU	456,556	400099	56,457	46,108	PU	45,860	32,325	13,535	46,108
IMEVA	15,700	15100	600	7,018	IMEVA	2,100	1,500	600	7,018
Closed Shoe	121,217	108250	12,967	81,040	Closed Shoe	6,420	2,524	3,896	81,040
Summer	533,763	486327	97,214	87,951	Summer	52,236	32,088	22,248	87,951
Sports	122,385	116585	5,810	2,965	Sports	12,265	12,265	-	7,665
Grand Total	3,363,779	3,123,277	240,502	342,386	Grand Total	395,681	324,102	71,579	342,386

FIGURE 16 FREZZING MEETING REPORT SUMMARY

Tools used during internship

In my role, a significant portion of my tasks were executed using Microsoft Excel. I extensively utilized various features such as Pivot tables, Pivot charts, slicers, conditional formatting, VLOOKUP, timelines, graphs, and charts to create dashboards, reports, and planning papers. Additionally, I employed Microsoft Word to store essential information. Furthermore, I utilized BRP software, which is Bata's proprietary ERP system, to collect and manage data effectively.

4.2 Internship Outcomes

This section highlights the internship results achieved at Bata Shoe Company Bangladesh Limited. It delves into my contributions to the company, the valuable lessons gained, and the obstacles faced throughout the experience.

My Contribution to the Company:

During my internship at Bata Shoe Company's Demand Planning Department, my primary responsibility was to facilitate the flow of information between the merchandising department and other departments within the Supply Chain Management (SCM) team. Initially, I collected demand information from the merchandising department and gathered feedback from various departments including Product Development (PD), Purchase, ABU, and Production regarding the articles selected by the merchandising team. Using this feedback, I prepared production planning papers.

The accuracy and effectiveness of my work were critical for the company's weekly production of shoes and timely delivery of products. Any mistakes on my part could lead to the production team manufacturing incorrect sizes, quantities, or types of shoes, resulting in additional production costs and delays in product delivery. Therefore, my role played a vital part in ensuring smooth production operations and meeting customer demands efficiently.

What experiences I have gained:

- During my internship at Bata Bangladesh, I gained crucial experiences essential for my future corporate endeavors.
- To contribute effectively to the Demand Planning Department, understanding the production process of various shoe types was imperative. I visited multiple production plants, acquiring knowledge about shoe engineering and detailed insights into PU, DIP, Thongs, IMEVA, and Sandak production.
- Proximity to Bata's corporate office and manufacturing site allowed daily visits, providing continuous industry insights. I also gained understanding of Bata's sewing line and quality assurance processes, enhancing my grasp of production efficiency and quality control.
- Technical skills were paramount; I utilized Excel and Bata BRP software to prepare demand planning papers, reports, and dashboards, which improved my data analytics proficiency.
- My supervisor provided valuable lessons on negotiation and problem-solving, crucial for navigating SCM challenges.
- I received comprehensive training on creating production planning papers, involving tasks like mold assortment, aligning forecasted demand, and optimizing article mergers for efficient production. This increased my analytical abilities and effective problem-solving skills.
- Beyond technical and professional growth, the internship provided profound personal development, exposing me to corporate culture, lifestyle, and handling corporate challenges. It marked a significant milestone in my journey from corporate novice to gaining invaluable multinational corporation experience.

Difficulties Faced During Internship:

During my internship, I encountered several challenges related to the new environment and the nature of the work. These difficulties included:

- **Transportation:** The lack of transportation facilities provided by Bata posed a significant challenge. I had to commute from New Eskaton Road to Tongi via the metro rail and change buses multiple times, which was quite difficult and time-consuming.
- **Laptop Access:** Initially, I was not provided with a laptop by Bata Shoe Company. This hindered my ability to work efficiently. While later instructed to use my own laptop, as previous interns had been given old laptops that frequently malfunctioned, causing disruption to work.
- **Male-Centric Environment:** The office environment predominantly consisted of male colleagues, with only two females in the SCM department. Adjusting to this male-centric environment posed initial difficulties for me.
- **Confidential Information:** As Bata Shoe Company Bangladesh Ltd. is a private corporation, much of the information was confidential and not shared with interns. Consequently, I faced limitations in accessing comprehensive information for my internship report and had to work with limited data.
- **Personal ID card:** Bata did not provide personal ID cards to interns for the duration of the internship. Consequently, I had to sign in at the main gate every day for entry, which was a daily inconvenience.

CHAPTER: 5 ANALYSIS

Analysis

5.1 Company Level Analysis

During my internship at Bata Bangladesh, I had the opportunity to observe and participate in various internal processes within the Demand Planning department. This experience enabled me to identify both effective and ineffective procedures implemented by the company.

Efficient Process:

Here are some exceptionally efficient internal processes I witnessed during my internship:

1. **Advanced Planning for Different Shoe Types:** Bata Shoe Company, being a leading footwear company in Bangladesh, implements efficient supply chain management practices. One notable process observed during my internship was the strategic planning approach for different types of shoes. Planning papers are prepared based on the type of shoe production, with different lead times depending on the shoe category. For instance, planning for Sandak, IMEVA, Thongs, and Sports shoes is done two weeks in advance, while planning for PU, DIP, Summer, and Closed shoes is done eight weeks ahead. This strategic planning ensures timely material sourcing and minimizes production delays or issues.
2. **Freezing Meetings for Production Progress Evaluation:** Prior to production, a freezing meeting is conducted two weeks in advance, involving various departments to assess progress and address any potential issues. This proactive approach allows the team to mitigate risks and adapt production plans accordingly. For instance, in one instance, production was affected due to a supplier delay, leading to a decision to adjust production schedules to maintain efficiency.
3. **Flexible Shift Management to Meet Demand:** Bata adopts a flexible approach to shift management to meet fluctuating demand. In cases of high demand, the company implements a three-shift system, offering additional work hours to employees. However, under normal circumstances, a two-shift system is employed, optimizing workforce utilization and minimizing costs.
4. **Article Merge Production for Cost Efficiency:** Recently, Bata introduced article merge production as a cost-saving measure. This involves merging the production of two articles if necessary, based on analytical assessments considering factors such as formulation, color, and size compatibility. This approach streamlines production processes and reduces operational costs.
5. **Integration of Wholesale and Retail Channel Production:** Another recent initiative involves integrating production between wholesale and retail channels to enhance production

efficiency. This integration optimizes resource utilization and ensures alignment with market demands.

6. **Dynamic Rescheduling to Fulfill Additional Demand:** Rescheduling is occasionally employed to meet sudden increases in demand or material issues. This agile approach enables Bata to adapt quickly to market dynamics and fulfill customer orders efficiently.
7. **International SCM Collaboration for Cost Optimization:** As a multinational corporation, Bata maintains regular communication with SCM counterparts in other countries. This collaboration facilitates the sharing of issues and opportunities, enabling the company to import or export shoes from countries where production costs are lower.
8. **Continuous Product Development and Market Analysis:** The Product Development (PD) department continuously upgrades existing articles and collaborates with the collection team to develop new products. Planning is done six to twelve months in advance based on thorough market trend analysis, ensuring alignment with consumer preferences.
9. **Stringent Quality Control Measures:** Bata prioritizes quality assurance throughout the production process. Materials undergo rigorous testing before production, and only approved materials are used. If any quality issues arise during production, the affected products are rejected, underscoring Bata's commitment to maintaining high-quality standards.

Inefficient Process:

During my observation at Bata, I identified several inefficient processes within the organization:

- **Manual Policy Implementation:** Bata relies heavily on manual policies, leading to inefficient processes. One such example is the manual collection of signatures on planning papers, which is time-consuming and prone to delays. This process could benefit from digitalization to streamline workflow and reduce administrative burden. Waiting periods of 2-3 days to collect signatures from busy managers can disrupt operational efficiency.
- **Limited Advancement in Database Software:** Despite having a centralized database software called BRP, akin to an ERP system, it lacks advanced features and requires upgrading to meet contemporary technological standards. The current software's simplicity contrasts starkly with the advanced technology available today. Furthermore, the software occasionally encounters disruptions, hindering smooth operations.
- **Insufficient Analytical Tools for Inventory Planning:** Bata could benefit from leveraging more analytical tools for inventory planning, as observed during dashboard creation. Enhancing reporting processes with more efficient data analysis methods would enable better decision-making and optimization of inventory management strategies.

5.2 Market Level Analysis

As an intern in the demand planning department at Bata Bangladesh Limited, my insights into the company's operations provide a nuanced understanding of its competitive position within the footwear market. Leveraging this firsthand experience, I offer a tailored assessment of Bata's competitive stance, focusing on key factors relevant to demand planning and supply chain management:

- **Demand Planning Excellence:** Bata Bangladesh exhibits a commendable competitive advantage in demand planning, facilitated by sophisticated forecasting techniques, cross-functional collaboration, and data-driven decision-making. Through my involvement in the demand planning process, I witnessed the meticulous analysis of historical sales data, market trends, and customer insights to generate accurate demand forecasts. This proactive approach enables Bata to optimize production schedules, minimize inventory costs, and meet customer demand effectively, positioning the company ahead of competitors such as Apex Footwear Limited, Bay Footwear, Fortune Shoes, and Lotto Shoes, who may rely on conventional forecasting methods.
- **Cross-Departmental Collaboration:** One of Bata's strengths lies in its seamless collaboration across departments, including merchandising, production, procurement, and logistics. During my internship, I actively participated in cross-functional meetings and engagements, witnessing firsthand the exchange of insights and inputs critical for demand forecasting. This collaborative culture fosters a holistic understanding of market dynamics, enhances the accuracy of demand forecasts, and enables agile decision-making, thereby strengthening Bata's competitive position relative to competitors with less integrated approaches.
- **Market Segmentation and Customer Insights:** Bata demonstrates a strategic focus on market segmentation and customer insights to tailor its demand planning strategies effectively. By analyzing customer preferences, purchasing behavior, and demographic trends, Bata identifies distinct market segments and customizes its product offerings accordingly. My involvement in demand planning activities revealed the meticulous attention given to segment-specific demand patterns, enabling Bata to anticipate consumer needs accurately and gain a competitive edge over competitors such as Apex Footwear Limited, Bay Footwear, Fortune Shoes, and Lotto Shoes, who may adopt less targeted approaches.
- **Agility and Adaptability:** Bata Bangladesh exhibits a remarkable degree of agility and adaptability in responding to evolving market dynamics and customer preferences. Through my internship, I observed how Bata swiftly adjusted production plans and inventory levels in response to changing demand patterns, seasonal variations, and promotional events. This

nimble approach enables Bata to capitalize on emerging opportunities, mitigate risks, and maintain a competitive edge in a rapidly evolving footwear market characterized by shifting consumer trends and competitive pressures.

- **Supply Chain Efficiency:** Bata's competitive position is further bolstered by its supply chain efficiency, underpinned by optimized inventory management, streamlined production processes, and robust logistics operations. My involvement in demand planning activities provided insights into how Bata synchronizes production schedules with demand forecasts, minimizes lead times, and maximizes resource utilization throughout the supply chain. This operational excellence enhances Bata's ability to meet customer expectations for timely product delivery, thereby enhancing its competitiveness relative to industry peers such as Apex Footwear Limited, Bay Footwear, Fortune Shoes, and Lotto Shoes.

Through my internship experience, I gained firsthand insights into these strategic pillars, reaffirming Bata's leadership in the industry and its ability to navigate competitive challenges while delivering superior value to customers.

5.3 Professional Level Analysis:

My internship experience at Bata Bangladesh Limited has significantly influenced my professional growth and future career aspirations. Through this internship, I've gained valuable insights and skills that have shaped my career objectives and personal development.

Influencing Future Career Paths:

The internship at Bata Bangladesh has equipped me with invaluable information and skills essential for my career advancement. Through hands-on experience, I have enhanced my technical proficiency, particularly in demand planning and supply chain management. My involvement in demand planning tasks at Bata has further solidified my understanding of business operations and honed my people management skills. This practical exposure has not only refined my professional ambitions but has also broadened my perspective on the intricacies of the footwear industry, guiding my future career trajectory.

Correlation with University Knowledge:

Throughout my internship at Bata Bangladesh, I found numerous opportunities to apply the theoretical knowledge acquired during my university studies.

- Courses such as Management Information Systems, Computer Science and Technology, Project Management, Strategic Operations Management, and Operations Research equipped me with fundamental technical and analytical skills. These courses enabled me to effectively

utilize tools like MS Excel, Pivot Tables, and Dashboards in real-world situations, thereby enhancing my problem-solving, critical thinking, and decision-making capabilities.

- Moreover, courses in Supply Chain Management, Operations Management, and Quality Management provided me with insights into the overall processes within Bata's supply chain. Witnessing the practical implementation of lean systems and inventory management concepts at Bata enriched my understanding and facilitated the development of inventory planning dashboards.
- Additionally, knowledge gained from textile courses enhanced my comprehension of the shoe production manufacturing process.

The seamless integration of academic theories with practical tasks during my internship underscored the relevance and applicability of my university education in a professional setting. This integration further empowered me to effectively tackle complex challenges and contribute meaningfully to organizational objectives

Main Challenges:

Despite the enriching experience, I encountered several challenges during my internship tenure. Multi-tasking posed an initial hurdle, requiring me to adapt quickly to the demands of the role within the first few weeks. Balancing academic commitments with internship responsibilities also proved to be challenging at times, particularly during peak workload periods. Additionally, limited opportunities for hands-on involvement in the initial months presented a steep learning curve, necessitating perseverance and proactive engagement to maximize learning and contribute effectively to the organization's objectives.

CHAPTER: 6 CONCLUSION AND RECOMMENDATIONS

Conclusion and Recommendations

6.1 Conclusion

Throughout its long-standing presence in the footwear industry, Bata Bangladesh has emerged as a formidable player, contributing significantly to the economic growth of our nation. The company's steadfast commitment to diversity, collaboration with governmental bodies, and a dedicated team of professionals have been instrumental in its sustained success. Witnessing firsthand how Bata Bangladesh has solidified its position within the industry and in the collective consciousness of our society has been truly remarkable.

During my internship, I had the privilege of experiencing the inner workings of a large-scale corporation, gaining invaluable insights into budget management for international procurement and optimizing the export delivery process. These experiences have not only enriched my understanding of corporate operations but have also equipped me with practical skills that will be instrumental in my future endeavors.

As I reflect on my time at Bata Bangladesh, I am filled with gratitude for the opportunity to learn and grow in such a dynamic environment. The lessons learned and the relationships formed during my internship will undoubtedly shape my career trajectory positively. I am confident that the knowledge and experiences gained will serve as a solid foundation for achieving success in my professional journey.

6.2. Recommendations

- **Enhanced Data Analytics Tools:** Bata Bangladesh should invest in advanced data analytics tools to improve demand forecasting accuracy. Implementing predictive analytics models based on historical sales data, market trends, and customer insights can enhance forecasting precision and enable proactive decision-making.
- **Digital Transformation:** Accelerate digital transformation efforts by digitizing manual processes and embracing automation wherever possible. Transition from paper-based documentation to digital records, implement supply chain management software for better inventory visibility, and integrate IT systems for seamless data flow across departments.
- **Continuous Training and Development:** Prioritize ongoing training and development programs for employees, focusing on advanced software utilization and data analytics skills. Equip the workforce with the latest tools and knowledge to leverage advanced software effectively for demand planning, supply chain management, and decision support.

- **Local Sourcing Strategy:** Explore opportunities for increasing local sourcing of raw materials and components. Develop partnerships with local suppliers and provide support for capacity building and quality improvement initiatives. Reduce dependence on imports, mitigate supply chain risks, and contribute to the growth of the domestic economy.
- **Continuous Improvement Culture:** Foster a culture of continuous improvement within the organization by encouraging employees to actively identify and implement process enhancements. Establish cross-functional teams dedicated to problem-solving and innovation. Focus on utilizing advanced software solutions to optimize processes and drive operational excellence.
- **Supplier Collaboration and Risk Management:** Strengthen collaboration with key suppliers and implement robust risk management strategies to mitigate supply chain disruptions. Conduct regular supplier assessments, diversify supplier networks, and establish contingency plans. Utilize advanced software for supply chain visibility and risk assessment.
- **Customer-Centric Approach:** Adopt a more customer-centric approach to demand planning and inventory management. Monitor customer preferences, feedback, and buying patterns closely. Tailor product offerings and inventory levels to better meet consumer demand, enhancing customer satisfaction and loyalty. Utilize advanced software for customer analytics and demand forecasting.

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Appendices

This section incorporates Turnitin-generated comparative analyses for the internship report titled "Exploring Demand Planning Strategies at Bata Shoe Company Bangladesh Ltd." Additionally, it encompasses weekly progress reports detailing the advancements made throughout the internship period at Bata Shoe Company Bangladesh Ltd. These weekly summaries bear the endorsements of both company supervisors and my academic supervisor, underscoring compliance with guidelines and a rigorous commitment to precision.

