

TRAINING AND DEVELOPMENT OF ARLA FOODS BANGLADESH LIMITED

*This report is submitted as a partial fulfillment of the degree of Bachelor of
Business Administration in Human Resource Management*

Submitted to:

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LETTER OF TRANSMITTAL

6th January, 2022

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Subject: Acceptance to submitted report

Dear Sir,

With due respect, I would like to inform you that I have prepared this report that you assigned me and gave me permission to work on ***Training and Development*** of Arla Foods. This report is the most important part of my internship program; I tried my best to make this report helpful and informative by working sensibly.

I am pleased to work on this report. This journey enrich my experience and help me to grow more in future. I would like to mention that all the information was so helpful and that will also help me in future as well. By working on this I get to know how MNC's work on Human Resource Management. I would like to thank you to permit me to work on this report.

Sincerely yours,

Mahin Chowdhury

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BBA Program

ACKNOWLEDGEMENT

At first I might want to begin my affirmation liking the Almighty. I might want to thank the other part for the opposition, which made me work more earnestly. Additionally everybody from my well-wisher who gave me some assistance at whatever point I really wanted assistance while planning report. I have completed my internship program in 3 months by working on HRM department. In this whole journey I have adapted so many HR experiences. As a result of my learning, I made a report on Training and Development of Arla Foods Limited.

I am grateful to my course Instructor ***Professor Dr. Farid A.Sobhani, School of Business and Economics***, for his huge support. I would like to thank him for his immense guidance. My report topic is “*Training & Development at Arla foods Bangladesh limited*” which would not have been in a shape if he didn’t support and guide me.

I need to express profound appreciation to Head of Human Resource and Administration of Arla Foods - Mr. Ali Ahsan Khan, for attracting me into a couple of piece of the HR practices in Arla. What's more, I should be grateful toward Mr. Arif Hossain, who is manager in Talent Acquisition and Administration and Ms. Farhin Rahman, Senior Executive of HR Operation and Administration for the direction and attention they have given to sharpen my capacities. Their huge clues and deceives assist me with setting up this report. Taking everything into account, I really want to show gratitude everyone some part of what made my expedition with ARLA fundamental.

EXECUTIVE SUMMARY

Arla Foods became the world's largest dairy producer after it completes 131st year in 2019 in the industry also has been the top maker of dairy stock in Scandinavia. Arla provide the top quality material to its customer and also it started a tagline "close to nature". The actual owners are from Sweden, Denmark and other European countries with 12,700 and more farmers. Bangladeshi peoples became the loyal customer for latest fifty years to Arla for their product Dano. Continuously 4 years Dano has been awarded the best brand award. Meanwhile Arla has always been in customer's good list for their best quality. Arla has started to make a strong vision of developing a future of dairy "naturally, to convey prosperity and inspiration to the world". The main goal of the company is to extend the business in more countries and create highest demand for their farmer's milk and these can only happen when we can make believe our customers in a natural and reliable way. This also help to create big place in international market. Company is aiming to create a prominent position in dairy industries and enhance their market into the global international market by driving a Good Growth Strategy in 2021.

The actual objective of this report is to give a significance assessment of real instruments and methods of Training and Development of Arla in this new customary situation. How HR is handling the new situation to cope with the FMCG industry. As I have worked as an intern under Human Resource Management; I get to learn and experiences many things which is not related to our bookish knowledge and moreover I learn about the HR strategies and tactics which are necessary to run a business.

The whole report is consist of introduction, objective of the study methodology of the study, training and development steps and recommendations and lastly conclusion.

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CHAPTER 1: INTRODUCTION

In Bangladesh FMCG industry is the most cutthroat industry. Consumer items are the completed things and administrations that conventional individuals devour consistently Private utilization, regularly known as homegrown utilization, alludes to the use of these items and administrations. Short-life items are sold at a lesser expense. Countless FMCGs, like Kohinoor Chemicals, , Square Food and Beverage Akij Food and Beverage, Pran Group and others, have secured themselves in Bangladesh. Furthermore, massive number of FMCGs are setting up these days like Emami, Japan Tobacco International (JTI), GSK, Reckitt Benckiser, Perfetti Van Melle, Sanofi, Mondalez, Beximco and some different drugs and so on yet more to enroll in the rundown.

To struggle in the real life only bookish knowledge won't help anyway so to enrich the knowledge it would be a great opportunity to an experience like this. I have finished my internship program from **Arla Foods Bangladesh Limited** from **Human Resource and Administration** department. I have acquired involve undertaking assigned practical task, project knowledge, directly worked under the supervision of Talent acquisition and employee engagement, HR approaches and measurement and so on. Throughout the three months of internship period, I have polished my collaboration skills, communication skills, time management, team building and stress taking care of abilities skills, individuals oversees abilities etc. which will be an gigantic learning for me to set up my profession in further.

While working in Human Resource and Administration work I have such countless opportunities to work a few task in administration level, learning and development, employee engagement activities, arrange many interviews, training session and also get a chance to work for Arla Annual Recognition 2021. Assuming I clarify in one sentence about my internship opportunity I might want to say that dealing with Arla Foods causes me to feel certain and advance my profession. I could execute my hypothetical information which I learned previously and at the Arla Foods I had cleaned my abilities through reasonable information. It was an extraordinary chance for me to finish my temporary job in such MNC and got to be familiar with their terms, capacity and how the business run in the association.

1.1 BACKGROUND OF THE STUDY

I got opportunity to finish my BBA degree from UIU (United International University) which is a well-known and most recognized private educational institute in Bangladesh. In my BBA life I got so many chance to learn practical things which was necessary for corporate life and which match with the new normal situation. Under four year education, internship is one of the piece to feature the genuine gaining from my BBA life just as my association which I have function as an intern. This internship program assists with chipping away at a few assignment, line up with an establishment separated from study, get ready tasks and handle useful circumstance related on my significant subject. The internship report I made is a mandatory part of my course; which is directed by United International University. I was supervised and monitored by my honorable faculty **Professor Dr. Farid A.Sobhani, School of Business and Economics**, during my internship program. His direction was so advantageous and accommodating to achieve my report on **"Training and Development Management at Arla Foods Bangladesh Limited"**. Whereas finishing and setting up this report I needed to go through a heaps of study papers, diaries, and online papers about FMCG's, there business approaches alongside Human Resource obligations. The subject of my internship report is well coordinate with existing circumstance of association human asset obligations.

1.2 OBJECTIVES

Broad Objective:

The major goal of the paper is to discover Arla's training and development method that how they trained and motivate employees compared to other company and what techniques Human Resource organizations use, compare those tactics to those used by Arla Foods Bangladesh and other human resource departments throughout the world. The main objectives are:

- To know the process of training need assessment at Arla;
- To learn the training development objectives at Arla;
- To acknowledge the training design process at Arla;

- To know the development method of training programs at Arla;
- To learn the implementation of training process at Arla;
- To be aware of the evaluation process at Arla;
- And lastly to suggest necessary feedbacks.

Specific Objectives:

The core objective is to find out the strategies that are used by Arla foods and compare with the other companies as well. What are their ways to get better output from their employees and how they trained them as well as motivate them?

1.3 SCOPE

In Bangladesh Dano creates a place which is headache for their competitors. Arla Foods limited became one of the leading brand among all dairy products. While setting up with this report, I got help from some sources such as website and files of Arla Foods. The main scope of the report is to understand:

- The main issue is to understand HR strategies, functional activities and rules and regulations of a MNC
- Learn from the policy book of Arla which is newly published.
- Discover how Bangladesh Arla collaborate with the global Arla.
- See what are the steps they follow for their training and development process;
- Explore the different training programs and what are the objectives ;
- And lastly Develop LinkedIn learning substance and mysteries lining up with 'LinkedIn Learning.

1.4 METHODOLOGY

I needed to follow two sources of data and information collecting in order to accomplish this project. I needed to think of a large number of records and conduct data research in order to match industry HR. Since the review is subjective rather than quantitative, the information was collect by the informal interview session with supervisor

Primary Data:

- Verbal correspondents with Arla workforces;
- Individual perception during working;
- Gather information from different intelligences, strategy manual;
- Feedback from HR manager in talent acquisition and administration **Arif Hossain**
- By working 3 months as an intern of Human Resource management function.

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Secondary data:

- Website of Arla Foods;
- Inside site of Arla Foods Bangladesh (Success factor, HR Policy, Arla.net, Policy Portal);
- Oversees records of Arla Foods Bangladesh
- Narrative of reports from web and web visit, dairy industry papers;
- Authorized archives as well.

1.5 LIMITATIONS

While setting up the report, I experienced a few impediments. Since Human Resource tasks and obligations are exceptionally private in any firm, I am restricted in my capacity to oversee information.

- In this shutdown period, I got too little time to go to office. For that it became too tough for me to collect right information as I can't meet them personally. And in online training program there is nothing to share.
- Arla gives heaps of information to this report however for some situation they were not let me use in light of the organization strategy. Some private information can't be imparted to others. Arla additionally have another Policy Portal, inward sites like Arla.net, share
- Some points are totally secret to share. That is the reason I was unable to expand those information destinations likewise I had expected to be left well enough alone while utilizing data.
- Face difficulties to examination the information.

CHAPTER 2: CORPORATE PROFILE

2.1 HISTORY & OVERVIEW OF ARLA

Fast Moving Consumer Goods is such type of organizations who sell product in low price comparatively than others in market. Their most of the product is like: foods and beverages, dairy products, toiletries, confectionary fruits and vegetables, dairy products. Among most of the dairy organizations Arla foods is the highest seller and it is also known as Puck International or Arla Foods Amba. This greatest Dairy items producer achieved its excursion of 131 years and cutthroat. In 1880 Arla Foods was established in Denmark and we can say this organization has earned 12 Billion Dollar (Approx.). Currently Arla have access in seven European nations and approximately more than 10,300 farmers are working in Arla's Firm and produce fresh dairy and deliver it to customers. The best quality milk produce by Denmark's and Sweden's farmer in 1880. That opportunity income came from the association goes honestly to the proprietors.

The technique of produce quality foods was made by Arla Foods as they take guarantee of every litter of liquid milk. And in the early period it became so famous in European Countries. As an arranger had adventure Arla underlines on their item and zeroed in on the animal prosperity and disinfection. Arla's head quarter is in Denmark and in Scan Davian it is the only biggest producer. During 2006, Arla faced blockade for the Danish production in Middles east. The main reason behind this blockade was making cartoons of Prophet Hazzrat Muhammad Swt by Denmark's people and that reason muslim customers were boycott Danish products. During that time Middle East was the biggest market place for Arla and after Arla cancel all the deal with Middle East in third February 2006 they face so much loss and cost US\$2 million per day.

Arla Foods was framed and converged between Danish and a Swedish dairy Arla association MD food varieties On 17 April 2000. Arla secure its discussion with customer. Organization started to maintain the business a without a doubt perfect situation. Arla Foods' brands incorporate Arla Cravendal, Lurpak, Anchor, Apetina, Castello, Arla Buko , Arla BabyandMe , Arla Lactofree , Arla Organic, Arla Yoggi, Arla Natura, Arla Skyr, Arla Cheasy, Cochio. In 2018 they made a promise to decrease squander material in their creation by half by 2030. As of now Arla food sources is working in 30 countries. Being one among the main organizations inside the Dairy Sector, 19000 representatives is working with Arla Foods. The family is improving. As of now the association is incorporated more than 12700 growers who are the significant proprietors of the association. (history, n.d.)

2.1.1 ARLA IN BANGLADESH

As Bangladesh is a populated country, dairy industry is playing a huge role for the all age person and for that this factor this sector has a great demand of milk production. As now-a-days everyone is health conscious, it become easy to make profit with fresh and authentic products. Since Bangladesh is middle income-income country and some of the people can't afford so that Arla came up with numerous ideas to deliver product to every customer.

In Bangladesh, Arla's Product first presented in era of mid-60. Dano was brought in 1962 in Bangladesh. Danish organization taken control the Arla Foods Bangladesh in. From that point forward Arla Foods is getting first rate accomplishment in Bangladesh completely.

MD Foods introduces Dano in 1962 all over the world. MD Foods has an operation in European market as a Danish company. When Bangladesh was in two part some of East Pakistani businessman imported Dano. Basically they operated a wholesale business in Moulovi Bazar. They run their business till 1970 in East Pakistan. This huge association made extremely 1600 prompt and indirect occupation with its movement in Bangladesh. MD Foods arrange a contract office in Bangladesh in 1989. This company basically was screening the market by different exercise like deals advancement, printing and promotion and electronic media. As an elite merchant in Bangladesh Mutual Trading Limited got permission to import Dano from Denmark in 1995.

1995: Arla MD Foods chose to team up together.

1999: Arla and MD Foods declared consolidation plans 2000: On April 2020, Arla Foods Amba was created

2013: Arla Foods limited was entered in Bangladesh and make an endeavor with Mutual Milk items limited.

2016: Dano got the best milk brand award in 2016, 2017, and 2019 continuously. And in this year DDP become successful lead in market with 2.5X volume growth.

Along these lines, they began their statement office to follow present movement of Bangladesh Market, within enduring prompting a letter of credit being permitted from Bangladesh to Denmark. To brace neighborhood nearness in Bangladesh, as a feature of Dano Growth Strategy 2020,



through prolonged the manager control, Arla marked a joint endeavor with Mutual Foods in 2014. Since the 1960s, in Bangladesh Mutual Foods has been packaging the Dano Brand. Arla fuses a 51% contract and gives the bulk things, runs the repackaging producing plant with around 130 envoys, and does the thing promoting; in Bangladesh, Mutual Foods assurance 49%, and operates a framework to spread Arla's dry milk powder things . Arla was compensated in light of the fact that the "Best Employer Brand 2017" inside the country. Also in 1995, common exchanging was given the full master to import energized Dano. They started the assembling office in Bangladesh to fulfill overall rule in 1998, it's underneath Danish organization and, organized globally. Besides, Arla is growing the product offering rapidly to guarantee this of each dairy thing. Mr Peter Hallberg is as of late the overseeing head of Arla Foods Bangladesh Limited and Mr. Azim Uddin Ahmed is that the director of Arla Foods Bangladesh Limited. Additionally, Arla Foods Bangladesh has 115 Traders and more than 70 Sub-Distributors in Bangladesh. Almost 350 Staffs straightforwardly working for the association and there are more than 600 negotiators working for the association. Overall dairy goliath Arla Foods means to also build up its impression in Bangladesh reaching uncovered part of the general population while supporting them with moderate and better sustenance. With the objective, the world's fourth-greatest dairy manufacturer through its picture, Dano, desires to place Taka 9.0 billion inside the coming time in Bangladesh, where there is 51% step by step shortage in the usage of milk was verified by the World Health Organization (WHO). VP and head of geographic area of Southeast Asia Arla Foods Ltd, in September 2018 Mark Boot shared the affiliation's future undertaking plan and prospects of dairy

industry inside the country during a particular get-together with The Financial Express (FE). Managing Director of Arla Bangladesh, Peter Hallberg was in like way present there at the social occasion. Naming Bangladesh a basic business community for the Scandinavian affiliation, he said Arla has been working its business inside this country during the more or less⁵⁷ and fostered an extra standard a choice arrangement interface with a solid social occasion of people. (Hossain, 2018)

2.2 TEND & GROWTH

Arla's business methodology lays on a powerful establishment - our central goal, personality and vision. It fills in as a functional manual for a way how we, as a business, mean to create esteem. For our buyers, for our rancher proprietors, for our customers and for the world. We had like to foster our job as a worldwide food organization that enhances individuals' lives through regular nourishment and capable tasks. To succeed, we will:

- Excel in eight dairy classifications
- Focus on six geological districts
- Win mutually joined together and proficient Arla

They concentrates on six areas within which they trust Arla has the most effective potential to grow a drawn out productive business for rancher proprietors.

Throughout the future Arla has fabricated a solid situation in Northern Europe where they are the favored dairy organization for shoppers, and the Middle East where Arla's brands are among the foremost grounded within the food business. Arla will stick with expanding on these market positions as additionally foster their business in four different areas and China, Nigeria, USA and Russia as our principle center business sectors.

Towards 2020, Arla exact 50% of our development to come back from Europe. Another 50% will come from the areas outside Europe. Over the previous years Arla has filled essentially in Europe with no under six consolidations in Crucial Europe, the United Kingdom and Sweden. They need been adjusting the assorted organizations into one and collecting the cooperative energies that the consolidations made. They would currently take this solidarity to the next level.

Arla will reinforce their worldwide class and brand assembling, their advancement across borders and their business greatness. Arla's showcasing will prove to be more worldwide, acting on the spend viability, and that they will drive more extreme advancement across their six districts. Their whole inventory network will going to be considerably more adept as they will found one European milk pool to ensure a more all-encompassing utilization of our milk across the Arla bunch. In general, Arla have set another yearning cost improvement focus of EUR 400 million to be reached before the finish of 2019. (2015)

2.3 HR OPERATIONS

HR tasks manages an appropriate rules and regulation and pack of exercises which addressed the business reason and settle the misconception among representatives and their commitment inside the working environment. Given HR arrangements will assist with keeping away from unavoidable circumstance. The critical beneficial thing about human asset approaches are correspondence between individuals in association, assists with keeping up the matter through passes on rules which need to be kept, set up reasonable and equivalent treatment, assist the executives with taking better choice, building straightforward culture and hazard decrease, forestall misconception inside the association. A composition of HR strategy is must for an enterprise to deal with the business in smooth manner. The vast majority of FMCG industry keep their given guidelines for representative prosperity, pay, pay scale, acknowledgment, organization, leave strategy, protection, benefits and so forth

There are there approaches that Arla Foods follow:

- Equivalent Employment Opening policies
- Classified employees
- Paydays, working days, and advance payments
- Overtime payment method
- Lunchtime and break time
- Holiday rules
- Vacation
- Private leave and sick leave
- Enhancement of performance

- Transfer procedure. (Human Resource, n.d.)

2.4 ARLA PRODUCT & SERVICE

An essential for an effective organization is that the capacity to fascinate the right ability. Indeed, even as we in Arla brand our items to the shoppers, we likewise need to mark our organization as a proficient manager to the ability we require. When enlisted, our representatives need to help them in accepting our way of life. This can be called Employer Branding.

Dano Full Cream Milk Powder: This powder gives your family the fundamental nourishment and food they need with Dano full cream milk powder since 1960's. This is regularly the preeminent sold and supported result of the association. Arla considers this to be their mom item however they additionally focus on the product besides. This profoundly well-known fuses a comparative organization of cow's milk-not to recollect the rich flavor. It will be set up in both ordinary and moment structures. FCMP is also plentiful in nutrient A (fat-dissolvable nutrient) and d3 which incorporate a significant degree of Calcium which is needed for development, improvement, and support of human bone and teeth.

Dano Daily Pushti (DDP): DDP can be a nutritious drink for every family with a reasonable price. It is made of rich-quality milk. It includes Protein, Calcium, and crucial nutrients, and minerals which are significant for family health. It's more sensible for tea, espresso and milk-based food thing. One glass of nourishment cost 10 Taka.

Dano Captain: In Bangladesh this is frequently the new expansion to Arla food sources. A chocolate milk powder exceptionally ready for developing kids. These are the first of its sort in Arla history. It's a blend of milk, chocolate and sugar which is helpful and tastier for children. This contains lots of protein.

Dano MOM: Dano mother for young women who are getting ready to be a mother, who is expecting and who is adds to breastfeed a youngster. It is a type of milk supplement that assuming an expecting woman gobbles up two glasses/1 gram consistently, 5% of iron and calceiform and follicle also 100% of Vitamin D are expended step by step. The item ought to be done inside 20 days right after opening the tin.

Brands	SKU Name	MRP / SKU
Dano	Dano Power - 2.5 Kg	1,600.00
	Dano Power - 1.5 Kg	950.00
	Dano Power - 1 Kg	650.00
	Dano Power 1 Kg Pillow Pack	630.00
	Dano Power - 500 Gm	320.00
	Dano Power Classic - 400 Gm	275.00
	Dano Power - 400 Gm	275.00
	Dano Power - 200 Gm	140.00
	Dano Power - 100 Gm	70.00
	Dano Power - 20 Gm	15.00
ST. Cream	170gm St. Cream	95.00
Daily Pushti	Dano Daily Pushti - 2 Kg	800.00
	Dano Daily Pushti - 1 Kg	410.00
	Dano Daily Pushti - 550 Gm	240.00
	Dano Daily Pushti - 500 Gm	220.00
	Dano Daily Pushti - 325 Gm	160.00
	Dano Daily Pushti - 200 Gm Pouch	100.00
	Dano Daily Pushti - 100 Gm	50.00
	Dano Daily Pushti - 50 Gm	30.00
	Dano Daily Pushti - 20 Gm V	10.00
	Dano Daily Pushti - 8 Gm	5.00
Dano Captain	Dano Captain Choco 500 Gm	250.00
	DANO Captain Choco 150gm	75.00
	DANO Captain Choco 30gm	15.00

	DANO Captain Choco 12gm	8.00
	Dano Captain Choco 500 Gm FS	223.20
Choice	Dano Slim 350 Gm	295.00
	Dano Mom 360 Gm	450.00
Deelac	Deelac 1 BIB - 180 Gm	220.00
	Deelac 1- 400 Gms	530.00
	Deelac 2- 400 Gms	530.00
UHT	Full Cream UHT Milk 3.5%	198.00
	Low-Fat UHT Milk 1.5%	198.00
	Skimmed UHT Milk 0.3%	198.00
	Lactofree UHT Milk 3.5%	248.00
	Organic UHT Milk 3.5%	248.00

Dilac 1, Dilac 2: if, despite everything that a youngster didn't get chest milk, Deilak will demonstrate the right food of the kid so it can get out suitably. It contains PREBIOTIC, which isn't open in other child condition inside the market. . For adolescents under 1/2year - Dilac 1, from six months to two-year-olds - Dilac 2. It grows the measure of PROBIOTIC inside the body, which helps redesign the body's immunity. Dilla has 5 kinds of supplements and 5 kinds of minerals It is the head sensible of the situations open watching out. Delac comes directly from Denmark.

Dano Fit: Dano Fit contains only 0% fat with a greater amount of Calcium, Vitamin D and Vitamin A. It also build immunity system, maintain your body and keep your body fit. Customers make an active commitment while drinking Dano Fit.

Dano Sterilized Cream: This cream is ready from core new milk and herbal oil and freshly imported by Denmark. Notwithstanding the office creation of the company, Arla likewise trades cream which names Dano disinfected cream. It's a day by day item with rich character. This cream can be utilized to make pastries, for example, faluda, korma and cakes too and also use as a topping of any curry and dessert; a wide range of desserts that Bangladeshis love an incredible arrangement.

Arla have aggregated their attributes under the umbrella of "Make the future – Grow with Arla" to show how intently this is frequently attached to their vision of making the since quite a while ago run of dairy and to Good Growth. This is regularly parted into four columns, each addressing significant characteristics characterizing why Arla is an incredible organization with a decent culture extending to extraordinary employment opportunities with an incredible reason. (Chowdhury, 2019)



2.5 MISSION, VISSION & STRATEGIES

Mission: Arla's principle objective is to really take a look at the best worth, organization and an impetus for their growers' milk while making open doorways for their new expansion - As an obliging affiliation affirmed by milk manufacturers, Arla's undertaking is to ensure that they will make however much inspiration as could rationally be predictable from the milk makers' milk and likewise accomplish a Competitive milk cost for the two proprietors and different providers. For the owners, it is colossal that they are certain that their milk could be sold today, yet likewise from there on. Without a secured future perspective, they had not can make up their own uncommon homes.

Vision: The vision is air the most noteworthy of wholly the dairy associations inside the planet by creation great regard and practical market power to store up the first dumbfounding available milk cost. The objective is to intensify the worth which can get into Proprietor's hand. For fulfilling the tar-get, they made plans to shape the added regard and display the proactive market authority. The vision is to,

Become the preeminent alluring and comfortable dairy organization for both the proprietors and in this way the dearest customers.

Strategies:

- Guaranteeing top nature of the items
- Headway and Restoration
- Extraordinary Connection with Customers and Farm Owners
- Investigation, Survey and Analysis
- Item accessibility
- Solid associations with shoppers.

(ASSIGNMENT POINT, n.d.)

2.6 SWOT ANALYSIS OF ARLA

Strengths: All in all of the most relations in its industry, Arla has different features that assistance it with prospering inside the business place. These features not simply help it with getting the part of the business in current business areas yet also help in penetrating new business areas.

Strong suppliers – It's a strong sordid of trustworthy contractor of rough substantial subsequently allowing the association to beat any store network bottlenecks.

Glorious Presentation in New Markets – Arla has created mastery at arriving new business sectors and making accomplishment of them. The extension has assisted the association with building new income stream and differentiate the financial cycle hazard within the occupational sectors it works in.

Great profits on Capital Expenditure – Arla is somewhat fruitful at execution of recent undertakings and created great profits from capital use by building new income streams.

Solid vendor local area – It's constructed a principles among commercial and sellers where the vendors advance organization's items as additionally put resources into preparing the outreach group to divulge heart's content to the customers how they can separate the foremost extreme returns out of the things. Profoundly effective at attend Market techniques for its items.

Computerization of exercises passed consistency of valuable to Arla items and has allowed the organization to extend and downsize addicted to the interest conditions on the lookout.

Profoundly talented industry pool through fruitful preparing and learning programs. Arla is putting colossal assets in preparing and upgrading of its representatives bringing a few working class that may not just profoundly talented yet additionally persuaded to accomplish more.

Productive history of incorporating free companies through consolidations and securing. It's effectively incorporated number of innovation organizations within the beyond number of years to disembarass its activities and to assemble a dependable store network.

Weakness: Deficiency are the areas where Arla can create. Strategy is connected to choosing and deficiency are the locales where an affiliation can moreover create using SWOT assessment and develop its ideal position and key arranging.

Financial organizing isn't done clearly and adequately. The existing asset range and liquid asset extents propose that the association can use the money more capably than what's doing at this point.

Not for the most part brilliant at thing request deciding inciting higher speed of bungled chances diverge from its opponents. One in all inspiration driving why the time stock is high differentiation with its opponents is that Arla isn't by and large great at demand measuring during this way wrap up keeping higher standard both in-house and in channel.

Need more prominent interest in new advancements. Given the size of expansion and different geographies the connotation is covetous to wander into, Arla needs to put more cash in development to incorporate the cycles regardless that how you concentrate on it. Right now the interest in developments isn't at standard with the apparition of the association.

There are openings inside the thing range retailed by the association. This shortfall of choice can give one more competitor a footing watching out.

The association has not having the decision to contract with the hardships present by the new contenders inside the part and has lost little slice of the pie inside the forte arrangements.

Opportunities: Recent prevailing fashions inside the purchaser direct can open up new commercial center for the Arla. It permits an uncommon chance to the relationship to build new revenue sources and venture into new thing classes also.

New natural procedures – The new possibilities will make a level milestone for all of the players in the business. It address an off the charts open entryway for Arla to drive home its advantage in new advancement and gain piece of the in general the business in the thing class too.

The new development offers a casual to Arla to practice isolated assessing strategy inside the new market. It will engage the firm to keep awake with its trustworthy customers with mind blowing help and snare new customers through other worth arranged ideas.

The market development will aggravate debilitating of competitor's benefit and engage Arla to make its power stand out from various competitors.

New customers from online channel – Over the quantity of years the association has placed colossal measure of cash into the web stage. This theory has opened new arrangements channel for Arla. Inside the accompanying not a couple of years the association can utilize this chance by realizing its customer better and serving their necessities using enormous data assessment.

Threats: Obligation laws in other countries are remarkable and Arla likely could be announced to numerous danger claims given change in plans in those commercial areas.

Growing example toward nonpartisanship inside the American economy can incite practically identical reaction from other government consequently disapprovingly influencing the overall arrangements.

Remarkable challenge – Steady efficiency has been extended the volume of companies inside the business generally cutting-edge two years which has descended on benefit additionally on by and large arrangements.

Rising rough material can address a threat to the Arla benefit.

No conventional load of creative things –In a long time the association has cultivated various things yet those are often reaction to the improvement by several players. Besides the supply of new things isn't typical thusly provoking high and low swings in the advertising projection all through time period.

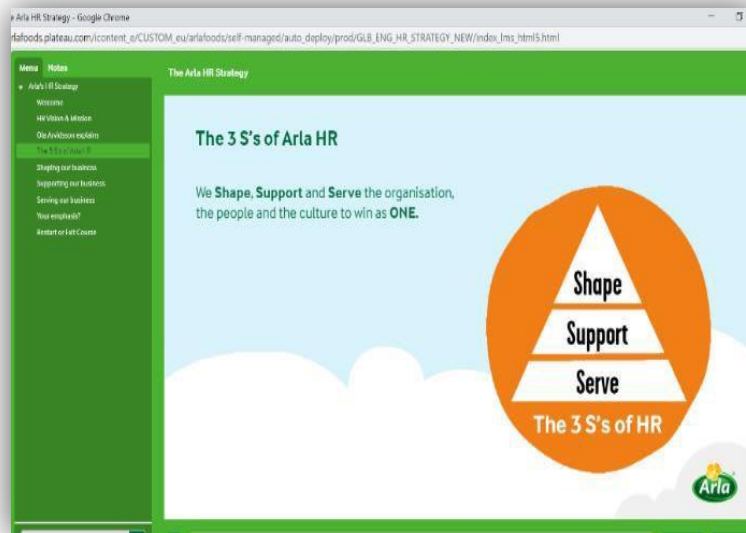
Lack of talented work pool in specific overall market tends to a threat to reliable development of benefits for Arla in such business areas.

Pantomime of the phony and terrible quality thing is also a threat to Arla's thing especially inside the creating industry areas and low compensation markets.

Since the connotation is working in other countries it's presented to cash changes especially given the illogical world of politics in number of business areas across the globe.

2.7 HR DEPARTMENT

HR might be a component of a partnership that screen individuals issues related with association to maintain a fair business both field and office like HR strategy, record keeping compensation



and benefits, employing and signing employees, performance management, maintain corporate culture employees administration and organization law and regulations. Inside the previous situation, individuals considered that HR job was fixed with "Recruit and Fire" however those customary idea and conviction were no more. Today HR capacities aren't just chargeable for enrolling and onboarding fresh recruits yet in addition spreading in liabilities towards making positive culture and inclining society inside the working environment. Human Resource work is that the core of an enterprise, the more proficiently one deal with the specialist, culture the more association will spread positive verbal exchange to outside individuals. Arla Foods follows 'The Three S's while running the world-wide business:

Shape, Support & Serve. (Arla SWOT Matrics, 2019)

CHAPTER 3: TRAINING AND DEVELOPMENT

Training and Development could be a subsystem of an enterprise which underscore on the advancement of the presentation of individuals and gatherings. Preparing is a scholastic cycle which includes the honing of abilities, ideas, changing of demeanor and acquiring information to help the exhibition to the staff. Great and productive preparing of workers helps in their abilities and information improvement, which in the end assists an association with upgrading. Preparing is tied in with knowing where the laborer is inside the present and inevitably where will you reach alongside your capacities. By means of getting ready, people can learn new information, new strategy and fortify their present data and capacities. For this present there's a much improvement and incorporates the practicality at work. The reasoning behind giving the planning is to make a control that continues to go past the tip period of the genuine arrangement and delegate gets revived with the new wonder. Planning will be introduced as mastery improvement for people and social occasions.

Getting ready may be a lot of activities however improvement is that the best consequence of these activities. Planning implies a deliberate course of offering a chance to be told KSA, for current or future positions while progression suggests the arrangement of KSAs. Both cutoff and capacity may be extended through planning. It helps with downsizing work hour wastage and resource use limit is more basic to contemplate.

Arla attracts and hold the head talented people by placing assets into getting ready and progression modified to their necessities and developing their characteristics. Through their method for managing drive development, the bosses find how to convince associates to perform at their best. At Arla they regard both significant authority and extensive data and capacity. It acknowledges calling ways should be versatile and adaptable to satisfy the more lengthy out term needs of our business and moreover the characteristics and desires of our laborers. All things considered, calling improvement is connected to building experience and capacity and isn't portrayed solely by headway and movement. (wikipedia, n.d.)

3.1 TRAINING AND DEVELOPMENT IN ARLA

Preparing and advancement has been viewed as one in all the effectives instruments utilized for improving HR of an organization. Arla Foods Ltd accepts that a worker will turn out to be more effective and useful subsequent to getting preparing that forms the extension between the

predetermined and anticipated abilities of the staff. Keeping this conviction firm, Training and advancement is done widely in Arla on all degree of occupations and it's likewise called as Learning and Development (LND). This LND might be a piece of HR arranging of Arla and This outcomes into expanded execution, abilities, proficiency and usefulness of the staff that ultimately results into representative and hierarchical development.

At the point when a worker begins his/her excursion at Arla, association gives work related preparing to guarantee ideal execution of the obligations he/she are kept up with, all together that the fresher can take an interest inside the development more to the association. Arla Foods intends to confirm that the gathering consistently contains a labor force which qualified and appropriately prepared workers available to its and that certified representatives are constantly distinguished to possibly substitute others on all levels of the corporate. Hence, preparing has importance for all pieces of Arla Foods. The association has chosen to adjust its contribution of inward instructional classes to match its worldwide index of abilities and skills. The instructional classes are classified under the ensuing headings:

- General abilities
- Individual abilities
- Practical abilities

Any manager is accountable for consistently surveying his/her workers, mostly to recall of their abilities, and halfway to guarantee that these match Arla Foods' index of abilities and skills. (Training and upskilling initiative, 2016)

3.1.1 TRAINING NEED ASSESSMENT AT ARLA

At whatever point there's absence of worker abilities in association, they organize instructional meeting through in-house and outside trainings. Likewise assuming a company dispatch a fresh out of the plastic new item they have their representative to know and embrace the new item and expansion in-line productivity that is the reason Arla expands so much money on their staffs they consider it as an investment. Arla Foods always try to find out the need of employees training like what are their lacking and how can they overcome this etc.

3.1.2 OBJECTIVES OF TRAINING PROGRAM AT ARLA

Training objective had been characterized during this stage and recognizing preparing objective is that the most imperative part of organizing a preparation. Observing target and ability need gives the program way which preparing to deliver for advancement and produce achievement. Two assortments of genuine set in Arla; and line directors set their sub-ordinates objective. These are Developmental Objective and Functional Objective. Arla Food contribute on worker preparing and improvement, as in case HR experts need training about management skill that they provide and so HR and Administrative Professionals, Effective Employee Counseling and Grievance Handling Mechanism and CHRA Program, HR Audit grade. Trainings they provide are from high profile institution and their name are given below:

- Institute of Professional Development (IPDP).
- BD Jobs Training
- LCBS Dhaka
- Don Sumdany
- DCCI Business Institution (DBI)
- Bangladesh Foreign Trade Institute (BFTI)
- Omnisource bangladesh

3.1.3 DESIGNING PROCESS OF TRAINING PROGRAM AT ARLA

In the wake of observing the center target of training of the specialists, association should have a guide or plan their arrangements before act quickly. A decent arrangement incorporates learning and creating strategies further as informative substance stream. Arla Foods preparing configuration is detailed upheld Marketing, Supply Chain, B2B, Human Resource capacities at whatever point it's required. According to the Coronavirus circumstance they presently generally do inward instructive upheld matter stage is set whether it'll be a disconnected or internet preparing program. Different things likewise should be thought of:

- They note down the prerequisites of representatives and prepare a content around the objective;
- Training principle should be different for internal employees

- Representatives are shipped off preparing focus like IPDP, LCBS, DCCI, BFTI, BD Jobs Training and so on;
- Interactive Q and A sessions should be set up;
- Preparing portions should keep into compelling and short;
- Whole day session would be figured;
- Guarantee compelling association between portions.

3.1.4 TRAINING DEVELOPMENT PROCESS AT ARLA

Subsequent to setting up the arranging association should foster instructive program inside or remotely via mentors. Additionally preparing materials like instructional booklets, practice notes, get ready criticism substantial for educator, prerequisite Power point presentation and other necessary materials for meetings need to make for laborers. Most altogether workers should know the exact time and date of preparing.

Basically when Arla need any training they mainly go for outer preparing organization to mentor their abilities, the foundation foster that meeting, plan materials for representative and gives criticism.

3.1.5 IMPLEMENTATION PROCESS OF TRAINING PROGRAM AT ARLA

Nowadays most of the training are in online and held for 2 days in Microsoft teams. But some training which is internal may held in offline. As earlier we mentioned that after covid every things depends on matters and major decisions are taken by higher authority so training will be given in some ways.

Internal Training Program: Arla Foods coordinates in house preparing program where both inward and out of doors coach lead preparing programs for individual offices. Interior preparing program is extremely useful for the representatives for the development of the association during this framework they will get prepared in their own work space. HR Department puts together basically two sorts of inner preparing; for,

1. Own department
2. Other departments

- Mentoring: This sort of casual preparing given by felt workers to less experienced representatives frequently happen in an agreeable climate like settle in Arla. Coaching each other is inside the way of life in Arla that ultimately guarantees in-house preparing of the staff easily.
- Train the Trainers: The imaginative idea of giving interior preparing to the potential coaches is trailed by Arla Foods. This sort of preparing to the coaches is designated by both interior people and outside people. It makes the conveying of instructing by the mentors precisely and makes new coaches with minimal expense.
- Hands on Training: On-the-work preparing here and there called direct guidance which is one in every one of the most punctual assortments of preparing and it additionally called as observational learning .It is a coordinated preparing situated at the work site. During this preparation somebody who knows the method for doing an errand tells one more the best way to perform it up close and personal.
- Off the Job Training: This instructional meeting isn't led in the working environment. It is developed in an exceptionally discrete climate. During this preparation all the significance is given on learning. Since there's bunches of tension at work. Hands on preparing strategies have their own constraints, thus concerning own the general advancement of worker's off-the-work preparing might be granted. The techniques for instructing which are taken on for the occasion of improvement for workers eliminated from the area of the undertaking are canceled the-work strategies.

The following are some of the off-the-job techniques:

Case Study Method: Usually case study manages any problem stood up to by a business which may be addressed by a representative. The student is allowed an opportunity to examine the case and are accessible with all potential arrangements. This strategy can upgrade scientific and critical thinking about a worker.

Role Play: During this case additionally a problem event is mimicked entreating that the specialist accept the job of a chose individual inside the event. The member speak with different members expecting various jobs and exercises. The whole play are recorded and learner gets an opportunity to check out their own exhibition and can discover their defects.

Lectures: This can be an appropriate method when the amounts of students are exceptionally colossal. Talks are consistently lavishly strong in explaining the thoughts and principles undeniably, and very close association is remarkably much possible.

Simulation: On this method a whimsical situation is made and understudies are drawn nearer to circle back to that. For example expecting the occupation of a displaying chief handling the publicizing issues or making a replacement system, etc

Vestibule preparing: All sorts of advancement related are vestibule. It might be both inventive and usable. Arla uses a huge load of machines for its assembling plant things so for the present circumstance mechanical capacity accepts a crucial part for the improvement of the association. It will similarly help with diminishing cost.

Formal Training

Formal Training is otherwise called organized preparing. Formal preparing mentions to a kind of learning program where the objectives and goals are characterized by the preparation division, educational planner, or potentially teacher. Arla Foods Limited coordinates distinctive kind of formal preparing to foster the representative's hierarchical expertise.

- **Mentoring** -Arla accepts that a decent tutor can make great worker by giving his important direction. A mentor provides guidance to a less-experienced specialist, the mentee. Consequently GlaxoSmithKline stringently follows whether every one of the guides are tackling their responsibilities appropriately or not. An aide may be one more laborer of the association or she may be a specialist from outside the association. Hands on Training and Mentoring are considered as less formal. In the event of formal preparing, there are four kinds of preparing. These are –

- **Technical Training** – Arla accepts that for any representatives specialized preparing is an unquestionable requirement for him to think about the work. Specialized Training shows the skills

expected to outline, create, carry out, keep up with, sustain or work a specific advance or related application, item or management.

- **Behavioral Training** – Behavioral preparing is vital for the workers in light of the fact that in this cutting edge corporate world great correspondence is especially required. That is Arla trains their workers regarding this matter to support up their correspondence ability with others.

- **Compliance Training** – Arla trains their representatives on morals and consistence so they can have the option to think about the aftereffect of exploitative exercises. There is no resistance of pay off and exploitative issues. They have separate code of behaviors of Anti-Bribery and Corruption which each worker should need to follow.

- **Leadership** - Leadership preparing is especially significant for any association to make great pioneers. It is the way to a cheerful workplace , to engage representatives to have a more noteworthy say in their day by day work, give freedoms to preparing, and energize initiative and this is the thing that Arla needs in their association. Arla considers administration preparing as a powerful strategy for showing current pioneers the abilities they need to lead their groups through change and to progress.

Internal Training and Development:

The following description is about Arla's internal factors which is used to make policy for employees. It might be useful for the employees as well:

➤ **Success Factors**

This is an internal site for only Arla;s employees who have global id. Here employees can take global training as well, as there are so many options for various training program and it could free or payment basis, depend on the topic

➤ **Learning Library**

This is kind of e-library where employees can give them self-service. Here employees can get a number on various subject which is similar to all workers in business. This is develop for

employees so that they can learn in their own time in a convenient way.

➤ **IT Academy**

Here we can learn software base works and in the very first of working day employees get 1 hour of IT induction class that is basic IT rules and what benefits we can get through authorized software. Academy are accessible to see by everybody inside Arla, by the connection of VPN.

External Training Program Training and development:

This preparation of representatives is one of the extraordinary necessities of Arla Foods which can deliver the absolute most elevated profits as far as usefulness, benefit and more prominent consumer loyalty. Outer specialists and expert mentors who have more grounded abilities in instructing and preparing than the administration and chiefs inside the association, most extreme time they are recruited by the association to prepare the workers of the organization. Preparing is their forte, and an external mentor ought to be up to speed on all of the most up to date methods and the utilization of innovation in preparing and thus Arla sometimes favor outside preparing programs for the representatives of their association. Representatives are prepared by outer Training Institutes like; BDjobs, Prothom alo occupations, Grow n Excel and so on representatives are sent towards to the few preparing establishment for a while for having the preparation to foster their expertise, information and capacity and to build the efficiency of the association.

3.1.6 EVALUATION OF TRAINING PROGRAM AT ARLA

Right after completing an amazing getting ready and making program, follow-up should be put something aside for thoughtful the practicality of specialist planning. It is vital to follow a delegate as after a short time as complete the planning and making program, this after helps with comprehension getting ready goal and execute on regular timetable of work in affiliation.

Training and development can increase confidence, efficient work, motivation, production and also may reduce the turnover of the employees and workers. Arla Foods always take feedback from employees who just got the training and keep record of the performance of before and after the training. Was the session informative and helpful? These type of feedbacks help to make the training program better in future days.



CHAPTER 4: SUMMARY & CONCLUSION

4.1 MAJOR FINDINGS OF THE STUDY

HR Function is one of the crucial part of an industry. In Arla Food this function is run by the experts so that their rules and regulation, office culture are highly maintained. They mostly concern with the behaviors of employees and unacceptable behavior is highly discouraged. Training is the best way to foster worker's expertise with the goal that representatives feel certain and can be proficient on their work. Subsequent to examining association Training and Development part, I have recognized a few discoveries,

- Employee should be more attentive to their training program because for their work pressure they can't get proper time.
- Arla Foods is flexible organization and all the employee get chance to take training even with Heads which is hard to find other organizations.
- Workers are pleased by training system as it is way flexible for them.
- Department to department as well factory employees also get the training.
- HR department plays a vital role on Training and Development.
- Sometimes employees get global training as well.
- Some of undesirable facts I have seen that they don't follow 360 degree evaluation which is a main part of these program.

4.2 RECOMMENDATIONS

Being an Intern for last 3monthsI have had the option to get numerous bits of knowledge from the association and learned numerous significant things. However 90 days are an exceptionally brief period to get intricate details of an association. Tragically I face closure during my entry level position period so I was unable to get to dive deeper into current realities. And all the preparation was hung on the web. So in light of that circumstance I might want to suggest something:

To be more intense and significant preparing projects should direct to expand execution of the representatives. In extremely ideal level distinctive at work and off the work instructional classes could be given on the grounds that these some kind of learning society required for some worker. Association should zero in on preparing about new thing to some matured representative and they ought to have modern with regards to the new innovations. And most importantly employee should

be evaluated more accurately. Reutilized and modern training should also be included in HR policy of Arla

4.3 CONCLUSION

Training is expected to handle the flimsy parts. Some of the representative have inadequacy in work environment abilities. The Training program empowers every representative to upgrade the abilities that should be improved. The upgrading program brings all representatives to a more significant level with the goal that they all have comparable abilities and information and they can cooperate to accomplish the authoritative objective. Arla Foods is organizing preparing program for its representatives.

Some place they have ignored preparing needs and some current preparing makes them need. So the specialists recommended some new techniques for further developing them Arla can follow them to work on their worker and can make another above and beyond to accomplish its objective by fulfilling its likely client.

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