

Report On  
Role of corporate communication during times of crisis

By

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

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Brac University  
SPRING 2020

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## **Declaration**

It is hereby declared that

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

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

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

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**Md. Shamim Ahmed**  
Lecture & Assistant Coordinator, Brac Business School  
Brac University

## **Letter of Transmittal**

Md. Shamim Ahmed  
Lecturer & Assistant Coordinator  
Brac Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report

Dear Sir,

This is my pleasure to display my learning and findings from my internship at Bangladesh Youth Leadership Center.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Roshni Shamim  
16104114  
BRAC Business School  
BRAC University  
Date: 28 April, 2020

## **Non-Disclosure Agreement**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Bangladesh Youth Leadership Center and the undersigned student at BRAC University Student .....

## **Acknowledgement**

This internship report is based on ‘The role of corporate communication during times of crisis.’ The report has been compiled from my learnings based on my three month internship at Bangladesh Youth Leadership Center, Bangladesh.

I would like to express my immense gratitude to be bestowed with such a great and wonderful scope to explore my academic approach in observing and researching on business-related issues and matters in relevance to my internship.

I would like to take upon this chance to primarily thank Md. Shamim Ahmed, Lecturer and Assistant Coordinator of Brac Business School, Brac University to have provided me with the scope to work on such an explorative topic derived from my internship, so as to enhance my intellectual knowledge both on scales of academics and practicality.

I would also like to thank my manager under whose team I was interning under, Ms. Upashana Salam. Thank you for providing a thoroughly dynamic environment that helped me in assessing my capabilities as well as in deriving a report that can hold an impact for the future. My team members have also been of great assistance in providing guidance to me throughout my internship period.

I would also like to make it a note to thank all my family members who have supported me in my endeavors throughout this internship and in compiling my internship report. My friends and peers have acted as my critics, aiding me in places where the report has been required to be stronger in its stand.

Finally, I sincerely hope you will enjoy reviewing this report as much as I did in preparing it.

## **Executive Summary**

As a developing economy, the challenges faced by Bangladesh are vast and complex. Our country is threatened by multiple external factors, such as ecological devastation, changes in the climate, unstable political front, economic inequalities, all inevitably leading to youth unemployment.

Bangladesh Youth Leadership Center aims to aid in this damaging outcome, and bring about revolutionary change. By cultivating traits of courage, competence and compassion in the youth, they aim to provide a rising generation of robust leaders.

My primary objective to establish in this report is the importance and significance of corporate communication during crisis management. The world economy is in shambles, and every firm is scrambling to stay afloat during this critical time. During this time, the single most important division to lead company branding is the Marketing and Communication team. This report therefore delves in-depth about how corporate communication is utilized to battle against a global pandemic.

Furthermore, my objectives also include the purpose of this report to fulfill future contingencies by planning ahead. My initiative for this report is to build on a comprehensive outlook on the ways that marketing and communication can effectively connect a company to its consumers, even when the economy is struggling.

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## List of Acronyms

BYLC	Bangladesh Youth Leadership Center
MarCom	Marketing & Communication
BBLT	Building Bridges through Leadership Training
BBLTJ	Building Bridges through Leadership Training-Juniors
APL	Art & Practice of Leadership
COVID-19	Coronavirus disease 2019
LDT	Leadership, Development & Teaching
RME	Research, Monitoring & Evaluation
OPD	Office of Professional Development
IT	Information Technology
CA	Campus Ambassador
SWOT	Strength, Weakness, Opportunities, Threats
MJF	Manusher Jonno Foundation
PR	Press Release
MERS	Middle Eastern Respiratory Syndrome
SARS	Severe Acute Respiratory Syndrome

# **Chapter 1 Overview of Report**

## **1.1 Objective**

The primary objective of this report is to shed light on the role that corporate communication plays for Bangladesh Youth Leadership Center (BYLC). An important distinction however, in assessing the communication modes assessed in this report is that they pertain directly to their importance during times of crisis. In regard to the ongoing global pandemic, COVID-19, this report provides a comprehensive outlook on the means of reaching your target audience when the world is undergoing a changing transformation. I have thus focused on the only plausible mode of corporate communicate here, which is through online based platforms. Lastly, this report helps to construct an analysis of the learnings and experiences linked to communication strategies, and relates theoretical work with practical work as well.

## **1.2 Methodology**

The information in this report has been collected via primary as well as secondary sources.

Primary source:

- i) Observations from work

Secondary source:

- i) Company website
- ii) Company articles
- iii) Company documents

## **1.3 Scope**

Marketing and Communication is the central focus of Bangladesh Youth Leadership Center (BYLC). By segmenting their audience into various streams that adhere to each of their

programs, MarComm incorporates an effective channel of connection with each of the segments. Interestingly, this role is signified much more during times of crisis. At a time when the world is reeling from keeping up with the rising spread of the virus and the subsequent economic damage, the primary importance is directed at effective communication. This report gives an overview on how BYLC has responded to the current crisis situation through appropriate corporate communication conducted via online marketing. As this is the first time that a global pandemic has gripped the whole world into a standstill, this report can be deemed useful for dealing with future crisis aversion, along with having a solid contingency formed beforehand.

## **1.4 Limitations**

I have been fortunate in receiving tremendous support from my colleagues in compiling my report with proper analysis and data. The report serves some limitations however, as the lockdown in Bangladesh became effective from March 26, 2020. Since my report largely delves into the communication strategies during times of crisis, the timeline roughly covers a month since BYLC solely started its concentration on online marketing and communication promotions.

Additionally, as my internship period has been over a three month span only, I have had a limited time frame to assess and evaluate my topic to the extent that I would have originally wanted. I have tried gather and organize all my resources to my maximum capabilities to provide as much depth to this report as possible. Lastly, I have tried to provide data insights to support my report in the capacity of resource accessibility permissible to me as an intern.

## **Chapter 2 Organizational Overview**

### **2.1 Overview of the company:**

Bangladesh Youth Leadership Center (BYLC) was founded by Harvard alum, Ejaj Ahmad, in 2009. His vision was to build a leadership program that could unite youth from diverse background, provide apt tools for them to culvate their leadership skills, and subsequently enable them to take active roles in the community. The first pilot program of BYLC, known as the Building Bridges through Leadership Training (BBLT) program, was conducted with 30

high school and college students from English Medium, Bangla Medium, and Madrasa backgrounds in Chattogram, Bangladesh.

## **2.2 BYLC's Vision**

Source: [www.bylc.org](http://www.bylc.org)

A prosperous, just, and inclusive world driven by courageous, compassionate, and competent leaders.

## **2.3 BYLC's Mission**

Source: [www.bylc.org](http://www.bylc.org)

Our mission is to build connections among youth from diverse backgrounds, equip them with leadership skills, and enable them to have high impact in public, private, and civil sectors.

## **2.4 Significance of BYLC**

While there is an increase in emerging startups by young leaders today in the Bangladeshi economy, there is still a gap in fresh graduates transitioning into authoritarian positions in a company early on. BYLC believes that by fostering a strong ideal of adaptive leadership in today's youth, there can be a positive impact on the economy. It allows a platform for young people to develop leadership skills through effective learning tools. Significantly, BYLC also focuses on bringing together the unity of youth from diverse social-economic and educational backgrounds. By doing so, they develop the capability amongst the youth to embrace diversity and empowerment.

## **2.5 Programs**



## **2.51 Building Bridges through Leadership (BBLT)**

BBLT is BYLC's signature leadership training program. It was the first program that was piloted and today holds hundreds of graduates emerging from the program. It is a 10-week long program, and is mainly designed to serve students currently studying in HSC/ALim/A Levels, as well as first and second year university students. A total of 42 students are enrolled for every batch, where a diverse group of students are selected from a holistic filtering process. BBLT's program curriculum draws directly in many aspects from leadership courses at Harvard University. The module focuses on an experiential learning model, where it provides challenges for students to critically assess and therefore implement actions via leadership roles for societal issues. The program is split in two phases.

In this phase, the students are centered toward taking risks and questioning age old stereotypes in societies through various experiments. In the second phase, students are given a platform where they can transform their leadings into practical action by conducting community service projects in underprivileged communities in our society,

### Key takeaways

BBLT participants are therefore able to acquire certain competencies and skills through the program and carry them forward for the future as emerging leaders. The 3 key takeaways are focused on:

- Expanding leadership capabilities by acute critical thinking, communication skills and problem solving.
- Gaining solid experience in working around teams, managing projects, doing community service and actively taking a role in the community.
- Thriving in a space where the participant engages in strong dialogue with other participants from diverse backgrounds, and inevitably grow their skill of inclusive leadership.

## **2.52 Building Bridges through Leadership-Juniors**

BBLTJ is BYLC's leadership program designed to serve junior students. It is a month-long program, and is mainly designed to serve secondary school students currently studying in grades 6 to 10. BYLC keeps its target segment centered on students aged between 12 and 16, and therefore have a curriculum designed accordingly to best train young minds as leaders of the future. The younger audience is taught the values of leadership, community service, teamwork and finally, active citizenship.

### Key Takeaways

BBLTJ participants are therefore able to acquire certain competencies and skills through the program and carry them forward for the future as emerging leaders. The 3 key takeaways are focused on:

- Applying leadership techniques for solving problems in the community
- Developing the deliverance of a powerful speech to make a perfect pitch to your audience
- Incorporating team-building skills with ease and preparing aptly for a professional environment in the future.

## **2.53 Art and Practice of Leadership**

The Art and Practice of Leadership is a more recently introduced project of BYLC. It is a 3-day workshop designed for third or fourth year university students, and first or second year full-time master's students, from any accredited university in Bangladesh. This workshop aims to teach learning about leadership, communication and career development from a professional aspect. The initiative has been conceptualized at Harvard University, and builds on a stimulating journey for participants to maximise their full potential as professional individuals. The workshop goes beyond accentuating on the expected skills in a professional environment, and also targets the individual's personal development to lead and inspire those around them.

### Key Takeaways

From APL, the curriculum aims to provide some essential learnings that the participants can carry forward in their respective fields:

- Techniques to provide innovative answers via experimentation, observation and self-assessment

- Principles of persuasion to work around various stakeholders
- The key learnings of public speaking
- Team dynamics to help foster a sense of collectivism in the individual
- Networking techniques to build on lasting connections

### **2.54 Youth Leadership Boot camp**

The Youth Leadership Boot camp (YLB) is a residential workshop designed for undergraduate students. It is conducted over a 4-day span and delivers a strong sense of transformative thinking in the participants, as well as an innovative outlook. From a holistic selection process, 100 students are invited to take part in this workshop. The USP of this boot camp is that participants not only cultivate on their tangible skills, but also acquire profound insights into the working space via exposure visits.

### **2.55 Youth Leadership Summit**

BYLC encourages dynamic ways and solutions that can provide ample opportunities for the youth in the professional field. The Youth Leadership Summit is an example of this vision, which is designed to address the challenges faced by youth leaders today. It is a 3 day summit, where a distinguished group of young delegates from around the world are invited along with experts, innovators, and community leaders to work together on collective networking and exploration. It holds a blend of panels as well as plenaries, discussing issues on entrepreneurship, global citizenship, gender and leadership, politics and innovation. There are also team activities conducted to allow delegates to develop a deeper understanding of apt, inclusive and significant leadership. The summit is designed for individuals studying in college, university as well as for young professionals.

### **2.56 Virtual Summit**

Being a leadership center, BYLC's main goal is to provide learnings of personal development to as many individuals as possible. As the world transgressed to an online spectrum, BYLC

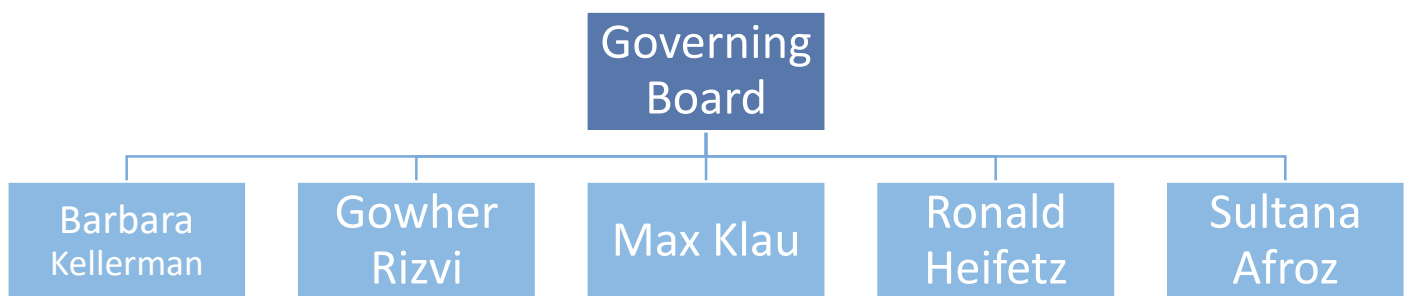
began looking into the next best alternatives that could provide leadership lessons to the students even while at home. Thus, the South Asia Youth Resilience Summit was initiated. In a three-day span, the summit was held entirely online, with zoom conferences linked to Facebook Live. The summit was free of charge for participants, and hosted a robust lineup of speakers from all over the world, including professors and chairmen from distinguished universities and firms. All departments respectively contributed to making the summit a success, and attempted to tackle most obstacles before they could take form. In a matter of a week, the summit idea was initiated, confirmed, with speakers invited and emails sent out, and a webpage built to highlight all important information regarding it. Statistical data of the summit from a corporate communication outlook has been broken down more intensively in Chapter 3.

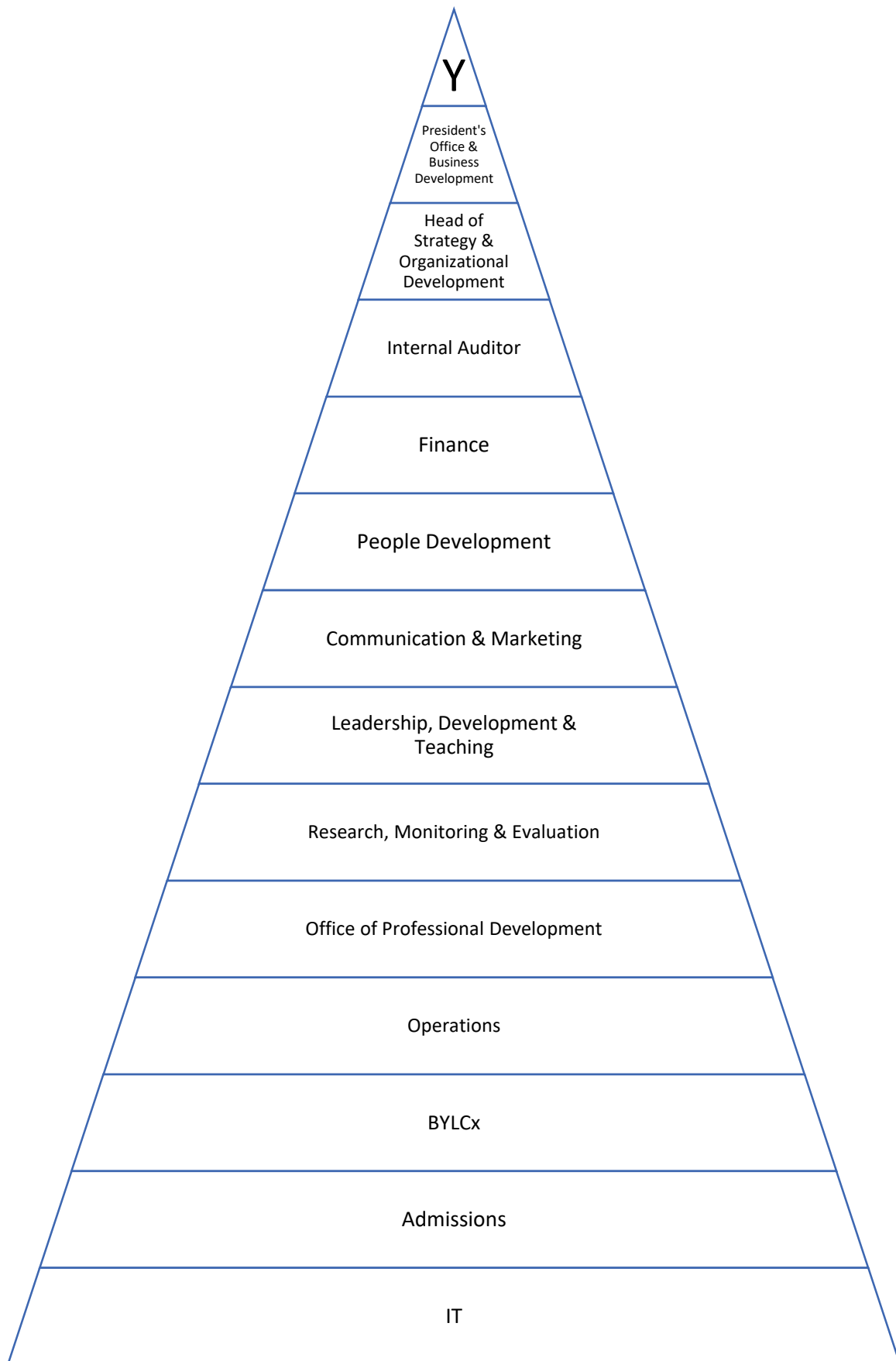
### **2.57 BYLCx**

BYLCx was launched more recently, in 2017. It is essentially an online learning academy of BYLC that promotes online courses to help young people become equipped with leadership, professional development, and significantly, with 21st century skills so to enable them in having an impactful role in the economy. The academy current offers 10 courses online for interested individuals.

## **2.6 Management**

*Figure 2: BYLC Governing Board*





*Figure 3: BYLC Organizational Hierarchy*

## **2.61 Management Practices**

At BYLC, each department incorporates the contribution of every single team member. Therefore, starting from the manager of the team to the intern, every individual's input is held in equal regard, and promoted collectively. The management practice in BYLC is aligned with the principles of collectivism, where teamwork is promoted and rewarded upon fruitful results. Inter department coordination is also highly encouraged, and the overall environment is combined with professionalism and friendliness, therefore providing a comfortable setting for the respective employee to thrive in.

At BYLC, a highly prioritized matter is their zero tolerance policy on any kind of sexual harassment. Workshops are held in the regard regularly, and respect is urged to every single staff member in the company. BYLC has zero tolerance for any kind of misconduct or mistreatment happening in the company, and the person at hand may be liable for employee termination upon further investigation into any alleged matter.

## **2.62 Admissions**

For every program of BYLC, there is a screened process through which applicants are vetted. To apply for any particular program, the applicant has to fill out a form and submit it online. After a holistic filtering process, the person is selected for the next round of vetting, which is usually the interview round. The planning, executing, implementing and monitoring of all applications based work is handled by the admissions team.

## **2.63 Operations**

Operations department handle all program and event planning logistics. BYLC conducts programs throughout the year, which means extensive planning goes behind executing each of these programs. Operations team thus handles each program with separate resources to make the final outcome a success. The operations team also handle coordination with different donors, as the program funding for targeting appropriate segment has to be allocated according to each program's financial means.

## **2.64 Leadership, Development, Teaching**

The department of leadership, development and teaching is responsible for planning the curriculum of all respective programs of BYLC. For BBLT and BBLTJ programs, LDT directly oversees the curriculum content that is taught in the program courses. Additionally, workshops and other academic events are collaborated with LDT to build a comprehensive coursework that can enhance the student's learning. Due to the pandemic, all of LDT's work has also become virtual, where online live classes are conducted for BBLT and BBLTJ students, along with interactive sessions conducted on Facebook live.

## **2.65 Research, Monitoring & Evaluation**

The department of Research, Monitoring & Evaluation (RME) is BYLC's primary department of research and development. Additionally, it also monitors internal and external progress for the company with its various stakeholders. BYLC aspires to achieve excellence across programs, communications and branding. RME plays a critical role here in conducting apt research in all key areas, to therefore assess and evaluate the progress updates.

## **2.66 Office of Professional Development**

Office of professional development provides professional development training and placement services to BYLC program graduates. Often times, there is a viable disconnect from potential employees finding the right opportunities at firms that acquire specialized talent. OPD aims to bridge this gap by preparing graduates to be ready to enter the professional world with a specialized and unique skills set. By investing proactively in their development, the primary vision involves the empowerment of all BYLC graduates in their career ahead. OPD has also signed multiple Memorandum of Understandings (MoU) with firms to build a compact network web of placement opportunities for BYLC graduates.

## **2.67 IT**

The IT department works as the technical support and backbone of the company. Starting from monitoring the server, keeping all employee communication uniform, to working and upgrading the company website, IT handles all aspects of any technical work. Their role has been significant in the recent days since lockdown began, as BYLC prepared its digital response to COVID-19 to go live on their website. The virtual summit that was held mid April



also required extensive work from the IT team, as quick execution had to be done to get the summit webpage up and running.

## 2.7 Marketing and Communications

The MarComm department is responsible for key sections of communications and marketing.

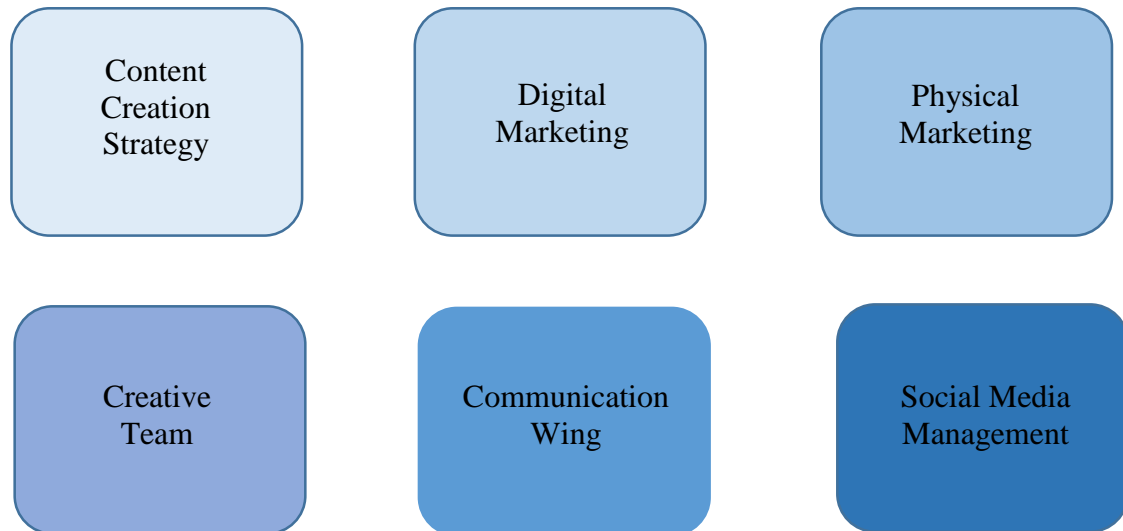


Figure 4: Divisions under Marketing & Communications

### Content Creation Strategy

- Follow up with Finance on pending procurement
- Prepare budget for teachers training and parents meet
- MJF tracker update
- Create separate communication schedules for different departments
- Coordinate with and supervise team on their tasks
- Utilize Trello
- Strategize for 'Independence Day' post
- Coordinate with team for BYLC youth hotline on COVID-19
- Ensure task completion by team as planned
- Coordinate with team to schedule COVID-19 posts
- Edit post publication for BBLT
- BBLT strategy

Figure 5: MarComm task list 1

## Physical Marketing

- Working on graduate featuring
- Creating content of positivity and productivity
- Share of important contents with current and former CAs
- Brainstorming to create content for SSC, HSC students
- Coordinate to prepare Institution wise graduate list
- Developing content on good habits (during coronavirus)
- Brainstorm on Leadership in the time of Corona
- Prepared FAQ for hotline calls
- Coordinate COVID-9 awareness
- Ambassador engagement
- Post on BGN Facebook page (How are you practicing leadership in the times of Corona?)
- Work on COVID-19 Bangla content
- Brainstorming meeting with marketing team regarding COVID-19 marketing posts
- Email alumni

*Figure 6: MarComm task list 2*

## Creative Team

- COVID-19 post design
- Creating post for "Leadership in times of crisis"
- Creating video with LDT team
- Work on creatives plan for next startup talks session
- Content creation on COVID-19
- Brainstorming meeting with marketing team regarding COVID-19 marketing posts
- Planning strategy and coordination for office branding

*Figure 7: MarComm task list 3*

## Digital marketing

- Place ADs of posts for Covid awareness, BYLCx, and Ventures' Startup talks
- Coordinate with BYLCx for today's social media posts
- Followup with FutureStartup for the content to be published
- Followup with NotionHive for project's progress
- Update BYLC Information Database
- Helping in procurement
- Compile and provide leads details with Marketing team for BBLT 27
- Optimise ADs of BYLCx for course enrollments
- Share social distancing FB post
- Coordinate with BYLCx on their social media strategy and posts
- Coordinating Bangla content for Covid19 awareness
- Compile and provide leads details with Marketing team for BBLT 27
- Mail graduates awareness message from mail chimp

*Figure 8: MarComm task list 4*

## Social Media Management

Social media messages + comments coverage  
Maintain social media schedule  
Coordinate with BYLCx on their social media posts and strategy  
Strategize and brainstorm ideas on BYLC's social media response to COVID19  
Coordinate social media post for covid19-centric post

*Figure 9: MarComm task list 5*

## Communication wing

- Planning strategy and coordination for office branding
- Research for response to COVID-19
- Brainstorming meeting with marketing team regarding COVID-19 marketing posts
- Content creation on COVID-19
- Article write-up for press release
- Social media captions
- Draw up schedule for blog campaign and coordination
- Working on Blogs
- Follow up with creative team on feature cover for blog
- Collaboration meeting with PRAAVA
- Internal team coordination

*Figure 10: MarComm task list 6*

## Chapter 3 Industry and Competitor Analysis

Industry and Competitive Analysis: Bangladesh Youth Leadership Center is an institute that provides leadership training to the youth of Bangladesh. They have been in operation since 2008 and are home to hundreds of graduates from their programs. As BYLC is a rising force in the leadership education industry in Bangladesh, the report has also covered a breakdown analysis on their impact. The report has covered 2 key industry and competitive analysis measures to provide a comprehensive picture of BYLC's role in the economy.

### 3.1 SWOT Analysis



*Figure 11: SWOT analysis for BYLC*

#### **Strengths**

- First mover advantage
- Curriculum developed at Harvard
- Strong graduate network
- Constant innovation with new programs to serve the market

#### **Weaknesses**

- General drive for leadership qualities is still slow in the economy
- Outreach still not at optimum position
- More courses are free online in the time of the pandemic

#### **Opportunities**

- Capability of making the whole program virtual
- Utilize the current lockout situation to teach individuals about leadership when it is needed the most
- Go international through virtual program teaching

#### **Threats**

- The unpredictability of the pandemic
- Heavy competition for online courses
- Other institutes like 10 minute school also have a good market share

### 3.2 PORTER's Five Forces

- i) Threat of new entrants - **Low**. During this pandemic, it is next to impossible for new firms to enter the market. Most existing companies are currently struggling to stay afloat in the economy. For a new firm to enter, the barriers have been set high due to the natural condition gripping the global economy. Therefore for BYLC, threat from new entrants remains low at this time.
- ii) Threat of new substitute- **Low**. The lockdown conducted in most countries worldwide have really minimized all possible methods for education save for online based classes. At this time, firms are making the best use of online tools solely as any other form of service or product substitution at this time is simply not feasible. As BYLC is already taking all its programs to a virtual platform while also offering online courses, it is unlikely for their customer segment to switch to any other plausible alternative at this moment.
- iii) Bargaining power of suppliers- **Low**. Currently, the power of suppliers is on the lower side of the spectrum, as competition is intense and their target segment have more power on deciding which brand they want to go with. The best bet that BYLC can have now is to provide an optimal experience for users learning from their online academy, BYLCx, to build on their branding and customer loyalty retention in the long term.
- iv) Beginning power of buyer- **High**. Most of the world is currently sitting at home, skimming through options of things to do daily. As the choices available right now are almost endless in variation, the consumers have high bargaining power since they can readily switch to other competitors or substitutes with more attractive incentives.
- v) Industry rivalry - **High**. For BYLC, there is some intense competition from other academic institutes in the industry. For example, organizations like the 10 minute school are also pushing all their resources into a transformative virtual reality, and raking in peaked interest by individuals. To face the high competition by other leading firms in the industry, BYLC will have to stay ahead of the game and constantly bring innovation into their existing online courses as well as the upcoming online programs.

### **3.3 Courage, Compassion. Competence**

BYLC follows 3 key values in all aspects; courage, compassion and competence. In a span of 11 years, BYLC has launched 2 signature programs, 3 workshops, a graduates-based division, the youth summit, the youth boot camp and an online learning academy. Their latest project, BYLC Ventures, is an initiative to generate startups in the economy and thereby contribute to the country's overall pool of rising leaders.

By ensuring excellence in everything they do, BYLC has been able to spread its reach far and wide nationally. As the world moves on now toward a shift to online platforms, BYLC is now aiming to enter the market early on by making their programs international, therefore making international applicants eligible to apply. So far, BYLC has had a strong acceleration in boosting their programs through marketing means.

## **Chapter 4 Internship Overview**

### **4.1 Student information**

Student Name: Roshni Shamim

Student ID: 16104114

Program: Bachelor in Business Administration (BBA), Minor in English

Major: Computer Information Management (CIM)

### **4.2 Internship period**

Internship period: January 26, 2020 - April 26, 2020, 3 months

Company: Bangladesh Youth Leadership Center (BYLC)

Department: Marketing & Communication

Supervisor: Upashana Salam, Manager, Marketing & Communication

Address: Medona Tower, Mohakhali

## 4.4 Job Description

At Bangladesh Youth Leadership Center (BYLC), the departments of Marketing and Communication work as a blended division, mainly recognized as the MarComm Team in short. As an intern for the MarComm team, I was responsible for assistance in promoting BYLC programs to interested customer segments through online and offline activities. I was primarily responsible for working with the team in designing and promoting effective campaigns in various educational institutions and building robust relationships with relevant stakeholders of the company.

## 4.5 Job Duties/ Responsibilities

My duties as a MarComm intern encompassed multiple sectors. As a department that integrates materials for marketing and communication simultaneously, my responsibilities included implementation from both aspects in a defined and effective manner.

My job duties mainly encircled around:

- Manage social media pages and handle queries

BYLC's social media presence is spread out over a multitude of different pages and platforms that serve different programs and departments. Working in social media management involved coordination, content creation and major area of concentration on utilizing digital marketing.

- Assisting in communication materials

As an intern for MarComm, my primary work revolved around making appropriate, efficient and effective communication materials for the company. The modes of corporate communication go beyond internal coordination, and thereby also touch upon external stakeholder communications.

- Design creation

Under the Marketing and Communication team, a sub division exists as well. This segment is known as the Creative team, and consists of 3 graphic designers. The creative team handles all graphic and content designing for MarComm, inclusive of social media presence, physical



marketing promotion materials, event-based goodies, and internal communication materials. As an intern, I was given the opportunity to hone my beginners skills on design creation. For graphic designing on social media posts, I primarily used the online tool, Canva, for making interactive and relevant posts to promote BYLC's branding.

- Content development

A substantial amount of time in MarComm is dedicated to developing apt and concise communication between the different channels. As the MarComm Team holds different target audiences ranging from upper management committee to the online audience, communication is treated with sensitivity to ensure the team delivers precisely what their target audience is looking for.

- Blog management

In my achievements as an intern, blog management has been a high milestone for me. I have led the blog site for BYLC in the last three months and have been successful in re-launching it after a wide gap since 2018. This has involved extensive coordination with the MarComm team, as well as often designing the content for the blogs myself. In a span of three months, I have been successful in reviving the blog site through my unwavering and resilient efforts.

- Inter-department and intra-department coordination

For most communication conducted in BYLC, majority of the materials require involvement of members from other departments as well as upper management. I have therefore worked closely with my peers in establishing a friendly channel of communication between departments to ensure quick response time and feedback on any upcoming material.

## **4.6 Internship Outcomes:**

In a span of three months, my job duties were concentrated in allocation to the sections outlined above. By dividing the segments, I was able to track my targets as well as my progress, in the impact that my work was having on each sector. I have therefore broken down my task response by each sector.

<b>Social Media Management</b>
All inquiries are met on a daily basis and no complaints about delayed/no response
Created 60 post captions
Updating social media schedule posts
Worked collaboratively with MarComm team to handle all social media platforms (Instagram, Facebook, Instagram) to engage users through creative content
Replying to social media messages

*Table 1: Internship task list for social media*

<b>Assistance in communication materials</b>
Text creation for two newsletters
Text creation for COVID-19 web page
Transcribed summit session
Assisted higher management for Q&A response in Summit
Created schedule for website blogs
2 articles for BYLC PR
Taking minutes for all Communications meetings
Research and text creation for teacher's training

*Table 2: Internship task list for communication materials*

<b>Design Creation</b>
Women's day special bingo feature
3 feature images for blogs
Designed carousel post for OPD
4 carousel posts for social media, incl. one generating 15k+ post reactions

*Table 3: Internship task list for design creation*

<b>Content development</b>
8 posts for social media
Projected goals (visualization of data)
Assisted in theme creation for communication materials of International Women's Day
Strategized blog content
Social media content creation for BYLC and BYLCx
Assisted in art direction for promotion materials for teams, and target audience
Copywriting for online and offline marketing materials

*Table 4: Internship task list for content development*

<b>Blog Management</b>
Took lead in relaunching BYLC Blog (renamed as BYLC Stories)
6 blogs published
Designed 3 feature images, 1 carousel post
Coordinated with external and internal team members for blog posts
Curated blog posts and schedule for posting on social media

*Table 5: Internship task list on blog management*

<b>Inter-department and intra-department coordination</b>
Coordinated with external departments for blog management
Coordinated with internal team for social media scheduling
Coordinated with external stakeholders for office project(s)
Coordinated with BYLC teams on content creation for social media pages (BYLC, BYLCx, OPD)
Organized separate schedules, sheets, planning process for MarComm team
Maintained meeting minutes for easy and effective follow-up of project management

Create and maintain written communicate to ensure quick update to relevant teams

Coordinated with Marketing team for follow up and analysis with progress of campus ambassadors

Table 6: Internship task list for coordination

#### 4.7 Benefits from the internship

- Excellence in everything we do
- Empathy
- Continuous Development
- Integrity
- Respect for others
- Practice adaptive leadership



At Bangladesh Youth Leadership Center (BYLC), the company prioritizes on six key values which are held in high regard and importance. Every single staff member of the company is evaluated in their progress by observation of these six values in them, and whether or not there has been a notable increase in the employee's value set after joining BYLC.

Figure 12: BYLC's six values

- i) Excellence in everything we do: In comparison to the other five values, BYLC strongly emphasizes on this particular value. To ensure a thorough consistency in the quality of work done by BYLC staff, the company tracks each employee's work by assessing how flawlessly it has been done. This has been a personal benefit for me, as it constantly pushed me to work toward my goals with consistency and hard work.
- ii) Integrity: For any kind of communication we do online, we are automatically held liable for it. We therefore have to always ensure that anything we are uploading online is credible and verified. By always doing multiple checks on all communication modes, both online and offline, I have built a stronger sense of integrity in being a professional employee.
- iii) Empathy: BYLC is a company that comprises of 50+ employees. It is thus essential to have an approach with everyone that emits professional behavior with just the right blend of friendliness and compassion. The diversity of team members in MarComm aided me greatly to delve in-depth on implementing values of empathetic behavior with everyone on the team
- iv) Respect for others: While this I believe is a value upheld in most organizations, BYLC goes a step further in personalizing it as its own corporate value. I have been able to learn the importance of giving respect to everyone in the company, as well as receiving it.
- v) Continuous Development: In MarComm, there is no room for error. What is encouraged instead is progressive growth. I can confidently claim that in the 3 month period of my internship, I have been able to acquire new skills, as well as cultivate my current skills set. By working in a diverse range of projects, I have transitioned from an entry level intern to a much more hands-on-deck, involved member of the team.
- vi) Practice adaptive leadership: In light of BYLC essentially being a leadership center, one of the company's core values involve the practice of being an adaptive leader in your team, company and community. Under the supervision of my manager, I have been able to thrive in an environment where I could utilize multiple opportunities to take charge and lead the project. In particular, the section of blog management was entirely under my lead, and it

helped in growing my professional confidence along with teaching me the basics of effective management in a team.

#### **4.8: Difficulties faced during internship:**

While the internship overall has been a thoroughly comprehensive learning process, there were a few difficulties I faced, and which I had to work around for optimal efficiency in my work.

- i) Time management: In a team whose primary purpose is communicating information exactly when required, it was initially a somewhat overwhelming experience for me. As an intern, I was able to observe from an external lens the kind of pressure waves that the MarComm Team has to go through during crunch time. However, with the help of the team and its flexibility to deadlines, I was soon able to work around my time management and detect and thereby separate regular work load from an oncoming one with intense pressure.
- ii) Digital marketing: An extremely important aspect of the MarComm Team is utilizing their digital marketing tools to maximum capacity. As my experiences have mostly been on the communications side, I initially spent the first few weeks really understanding and thus implementing digital marketing tools in ways that would provide primary reach for BYLC's branding.

#### **4.9 Recommendations**

I personally believe that an internship is more about an individual's learning curve than delivering professionally advanced work. Since the intern is just starting out in his/her career, it is an ample opportunity to make the most out of it. My internship has been greatly befitting for me in all aspects, and I have been fortunate to work with a team that has provided guidance to me in every step of the way. However, as I step of the threshold of being an intern and enter a full-time job, I would recommend some useful tips for prospective students looking for future internships:

- 1) Skills: Aside from what we learn academically, student life is an excellent time to learn new skills on the side. This scale can and possibly should include any and everything that the individual feels passionate about; If a science student likes to practice fiction writing in his/her free time, then they should keep cultivating on that skill simultaneously too.

## **Chapter 5 The significance of communication**

### **5.1 Understanding communication**

Today, the idea of communication is spread diversely across the organizations, enterprises, economies and countries that make use of it. While a basic google definition on 'communication' will tell us that it is simply an exchange of information through different streams, communication is far more profound today in its significance. John Baldoni writes in a Harvard Business Review article, that communication is what holds the organization together. Essentially, this definition rings true and adds more depth than the basic textbook one. To elaborate on the idea a little further, every aspect, whether it be social, political, economic, professional or even personal, requires some form of communication to take place. Through effective communication, correct information and ideas are exchanged between two entities, leading to a whole new blended outlook collectively.

Significantly, a key example of communication's role can be assessed by linking it to the digital era we live in today. Everything is electronic, from our impersonal communication, shopping to controlling appliances electronically around the house-all of it has a steady passing of information back and forth via communication. Similarly, in times of any crisis, it is communication that takes center stage in comparison to all the other fields. In regard to the ongoing global pandemic, we have witnessed how far the importance of communication goes, as every single entity, organization and country is focused on building apt and effective communication to their target audience. This may be written, verbal, tangible or digital, but the idea remains the same. Without communication it is hard to picture a world that can run as efficiently as it is right now.

## **5.2 Corporate communication**

If we break down the block of communication into smaller, more segregated blocks, we can assess the importance of communication as a key working measure for companies. The form of exchanging information in a professional and formal tone is usually connected to a company's form of language for their stakeholders. This style of information exchange is known globally as corporate communication. A set of activities that involve managing and orchestrating internal and external information within a company is generally best defined as being corporate communications.

To limit corporate communications on the basis of exchanging internal and external information becomes too simple in definition. There are various components that fall under corporate communications and are handled extensively by the communications team.

Corporate branding

Corporate reputation

Public relations

Organizational identity

Crisis communication

The most optimal way for a company to make use of effective and timely communication tools is by keeping up constantly with the internet era. A more elaborate outlook on the role of the internet in defining communications is outlined in the this section.

## **5.3 Types of communication:**

Essentially, two types of basic communication forms exist in a company; internal communications and external communications. Between the two, most of the information exchange can be easily labeled and classified, if we have sufficient data on who the communication material is designed for, what is our target of message, etc.



In terms of internal communication, it refers to all communication done for internal staff. This can mean inter-department coordination, intra-team brainstorming, and managing all internal exchange of information being conducted in the work place.

External communication refers to all modes of communication done with external stakeholders of the company. This includes suppliers, customers, the press, and all relevant entities that directly hold any kind of impact with the company.

### BYLC's communicative approach

As BYLC is a leadership institute serving a social need in the community, it is largely funded by donors such as Manusher Jonno Foundation (MJF), UK Aid and a few other distinctive donors which are internationally recognized. For BYLC's route of communication processes, the target can be broken down into three main categories:

Internal Communication

External Communication

Marketing Communication

Most of the MarComm team's work revolves around these 3 categories. To give a simple background of each section:

### **5.31 Internal communication:**

As most corporate work shifted to becoming work-from-home after the lockdown began, BYLC targeted quick and efficient ways that it could make this transition smoother for its employees. 3 main tools that have been incorporated for communication are:

**Trello**

**Slack**

**Excel**

Trello is a task based tool that helps each department track exactly how much work each employee is finishing in a day. The main overseeing is done by the manager of each team, who takes daily updates from all team members and maintains the trill task list accordingly. Any pending work that has not had any progress can therefore be easily tracked down and looked into further evaluation into the matter.

Slack is another efficient platform for an easy exchange of communication taking place between teams. A major area for miscommunication can rise from having too many different channels to communicate with different teams; sooner or later, some form of miscommunication leading to a potentially grave error can take place. Slack removes this worrying obstacle by creating inter-linked channels between teams, so to allow a smooth exchange of messages and queries being taken care off easily.

### **5.32 External Communication**

As aforementioned in this report, donors play a significant role for BYLC's growth here. The more they provide for program funding, the more accessibility BYLC can attain in reaching its target goals for the programs. In a year, BYLC conducts various programs for junior students, college students and higher level professionals. Additionally, it also organizes impactful events that can benefit the youth. All the work that is put behind these programs annually, is then documented and demonstrated with the help of the communication team. This documentation is vital for the company, as it is then transformed into communicative data, to be sent out to BYLC's partners, donors, and board members. This is often best portrayed in the form of the newsletter, which is planned, created, conceptualized and executed with the full dedication of the MarComm team. This newsletter serves as a window of compact information on everything and anything in relevance of what the donors or other stakeholders would particularly like to know.

### **5.33 Marketing & Communications:**

The reason why the department is identified as Marketing and Communication primarily, despite involving other types of communications too, is because the biggest concentration of communication comes from this section. For most programs, marketing promotions are

significant in reaching target numbers and program goals. Thus, strong communication materials to complement the marketing promotions is the ideal combination to reach our desired target, along with establishing our brand in the market. The MarComm Team more or less covers entire promotional branding for all of BYLC's programs

Recently in light of the crisis, BYLC delivered an urgent and efficient response to COVID19, conducted entirely by the MarComm Team on the communications side. Furthermore, BYLC also organized a summit which was conducted completely on a virtual platform. To ensure registrations, live views and strong marketing, MarComm Team led the project, with other departments assisting in ways that they could

#### **5.4 Marcomm's influence over company branding**

Arguably, the answer of what division directly controls the brand positioning of a company will differ from manager to manager in firms. During my 3-month internship, my evaluation was able to form a conclusion that pointed toward MarComm holding the highest influence over company branding.

The formula behind this equation is simple. It is a fact that the department of marketing is responsible for constructing the message-any message- that a company wants to deliver. This message is usually for external stakeholders, primarily the company's consumers, but often times, it is also for internal stakeholders. Therefore, the clear segmentation is where communication plays a role. While marketing outlines the whole plan with a breakdown of all target goals, communication transforms that plan into the actual layout implementation. When we assess the impact of office branding, social campaigning, program marketing, etc, they all unanimously are built from the MarComm division. Along the same lines, MarComm plays a vital role in representing the company during the difficult times. This may include community backlash, investor issues or any natural disaster or calamity taking place. During this time of COVID19, MarComm has to be on the front line consistently to boost BYLC's image in being a proactive enterprise that is focused and dedicated on bolstering the community's growth again.

## **5.5 Marcomm's influence over communicative materials in crisis management**

As COVID19 eventually hit Bangladesh, and businesses started moving to work-from-home models, majority of firms initially struggled in reaching a point of adjusting their entire staff scale on a new working model, along with connecting their company to the consumers during this critical time. For BYLC, the challenges were the same as every other company in the industry.

Therefore, to ensure strong brand connectivity with its audience, the MarComm Team strategized an entire campaign on handling COVID19 impact through a virtual server. This meant scaling of all promotional materials to shift entirely to the digital platform. All resources that are usually allocated for a substantial portion of physical marketing were now directed in utilization for digital marketing.

For communicative materials, MarComm involved all possible resources to be dedicated in easing adjustment on the global pandemic era. Digital marketing plans were strategized more significantly in regard to being relevant with the current crisis situation, as well as the curriculum of the programs and courses that are being offered online to students. Therefore from social media management, content marketing, curriculum strategy and covid19 response, all communicative material have gone through the MarComm team. This builds a strong argument in favor of the significance that corporate communication has not just for the standard company profiling rubric, but even more so during times of crisis.

## **Chapter 6 Utilization of corporate communication during crisis management**

### **6.1 Significance of effective corporate communication**

Since December 2019, the world has not been the same. What began as an outbreak in Wuhan, China, soon gripped the entire world into a standstill. The coronavirus disease, known as COVID-19 is defined by the World Health Organization as an infectious disease which can cause respiratory health illnesses in humans or animals. COVID-19 has been declared a pandemic, which means it is a global disease universal affecting most countries on earth. While there have been other diseases in the past, such as MERS or SARS, none have been as damaging as COVID-19. Overnight, cities have gone into lockdown, faced thousands of deaths in a day and an insurmountable down surge in their economies. Despite firms all over the world taking the initiative to find a vaccine, the world is still suffering and reeling from the unanimous setback. There are discussions on whether this disease will even end by this year, or extend itself till the next year. Amidst all the confusion, one expectation is certain: life will no longer be the same again. Already, a new digital lifestyle is emerging. Work is based from home, meetings are conducted only on virtual conference calls, birthdays are being celebrated through online video calls, and businesses are trying their best to convert all operations entirely into an online based product/service provider. This transition has not been an easy one for many companies. Every day, news indicate a new number of firms that been forced to shut down due to not being able to keep up with the pandemic impact and becoming bankrupt in the process.

An important reason for the loss of businesses is because of insufficient planning; it is not that it is the companies that are at fault; nobody could have believed this reality even back in December 2019. Naturally, there was no contingency prepared to this extent, of fighting a prolonged, global pandemic for months at end.

The significance of this report thus, lies in precisely the need for contingency planning for the future. While the world has been hit hard this time, it is important, now more than ever, to begin research and evaluation on ways that any company may be able to fight back harder against any potential pandemics occurring in the future.

By drawing from my findings and observation as an intern on BYLC's stand against COVID-19, I aim to provide a comprehensive report that sheds insights on ways that communication can be honed as an ultimate tool to retain brand positioning during crisis management

## **6.2 Methodology**

### **Primary -**

Findings from digital marketing data analysis on BYLC's Facebook page.

### **Secondary**

BYLC's website

BYLC's accessible resources for research

Online papers on communication's scope

## **6.3 BYLC's communication route on COVID-19**

BYLC has now shifted its marketing focus entirely on the digital platform. By making the best use of their social media platforms, BYLC is aiming to provide factual and credible information to their online audience on COVID-19. Credibility is vital at this moment, as there is a huge influx of misinformation being passed around. Thus, BYLC has aimed their communication strategies in response to COVID19 to being clear, crisp, and coherent. There have been 3 primary ways in which BYLC has responded to the global pandemic impact:

- Digital marketing for spreading awareness on COVID-19
- COVID-19 webpage
- South Asia Youth Resilience Summit 2020

## 6.4 Digital marketing for spreading awareness on COVID-19

The first step for effective response by BYLC was through social media communication. BYLC is active on multiple social platforms such as Facebook, Twitter, LinkedIn and Instagram. As the actual dangers of COVID-19 were still in initial awareness stage in Bangladesh, BYLC undertook the task of communicating factual COVID-19 information from their end. This subject was and has been tackled from various angles. Some are static posts, which are defined as single image posts that provide depth and visuals together. Another kind is known as a carousel post, which is a collection of 4-5 photos and/or videos circulating around one common theme. As the COVID-19 posts are targeted for the general mass of people, MarComm ensures a flow of posts going in both English and Bengali to ensure maximum outreach. A breakdown of how these engagements have done for a few selected posts on COVID-19 are illustrated below for better understanding.

The data derivation of these BYLC Facebook posts indicate how high the reach has been in getting the post boosted, what kind of content has been more popular amongst the online crowd, and what kind of approach the MarComm needs to move forward with for their promotional strategy.

Figure 13: Analytics on BYLC Carousel post

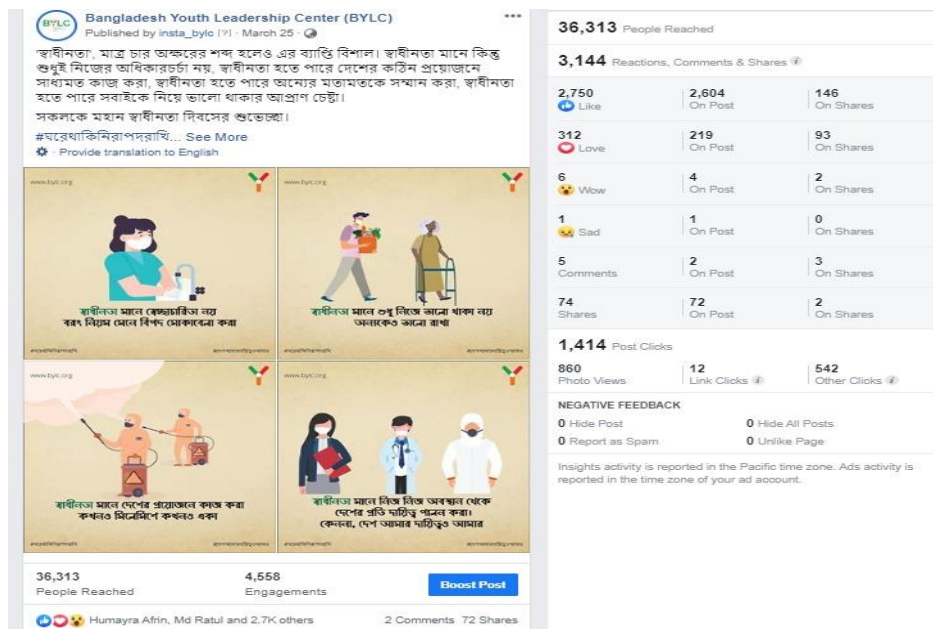


Figure 14: Analytics on BYLC Carousel post 2

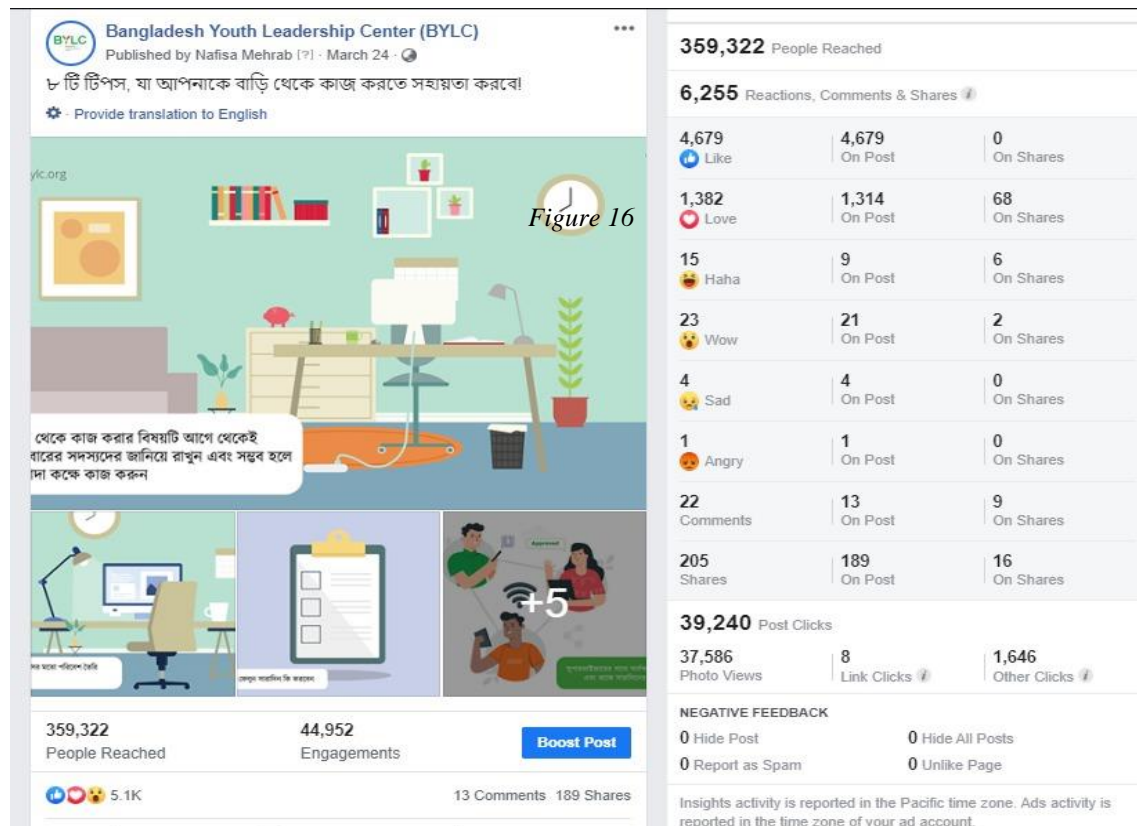
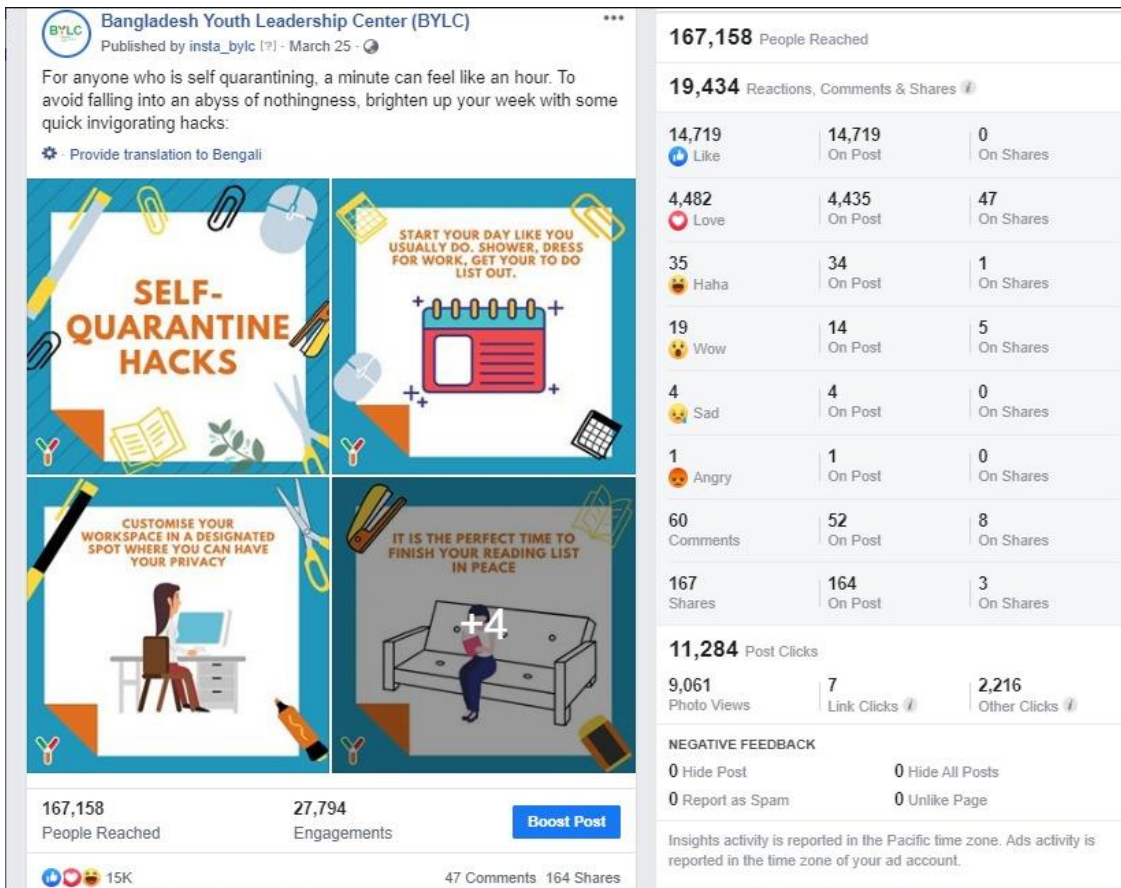


Figure 15: Analytics on BYLC Carousel post 3



## 6.5 COVID-19 webpage

To make our communication stronger beyond simply the social media audience, the MarComm Team then developed the planning implementing for building a webpage dedicated to COVID-19 response by BYLC. After a rigorous week of building all communication materials, MarComm structured the outline of a webpage that would have a strong response in regard to the pandemic, provide reliable resources for donation as well as information awareness, and finally, to instill strong brand positioning in the market. Attached is a snapshot of the BYLC COVID-19 webpage.

After going live from April 11, this is the data collected so far on visitor sites until now. The figures below indicate site traffic since launching period, as well as sources of visitors on the webpage.

Figure 18: COVID-19 webpage snapshot

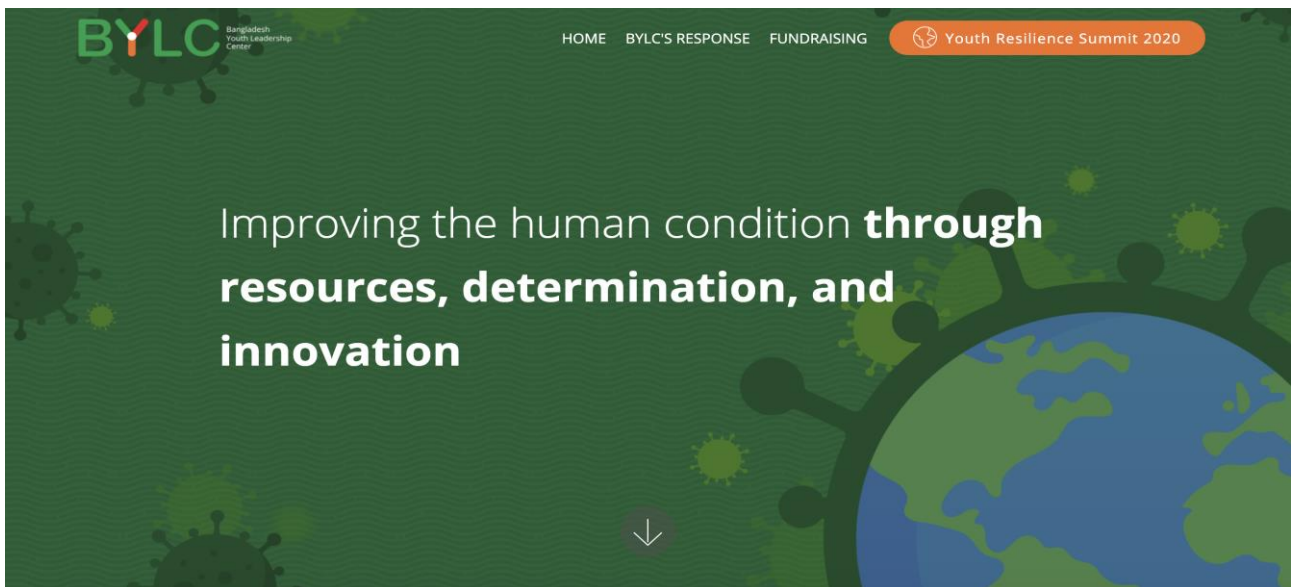


Figure 17: Visitor stats on COVID-19 webpage

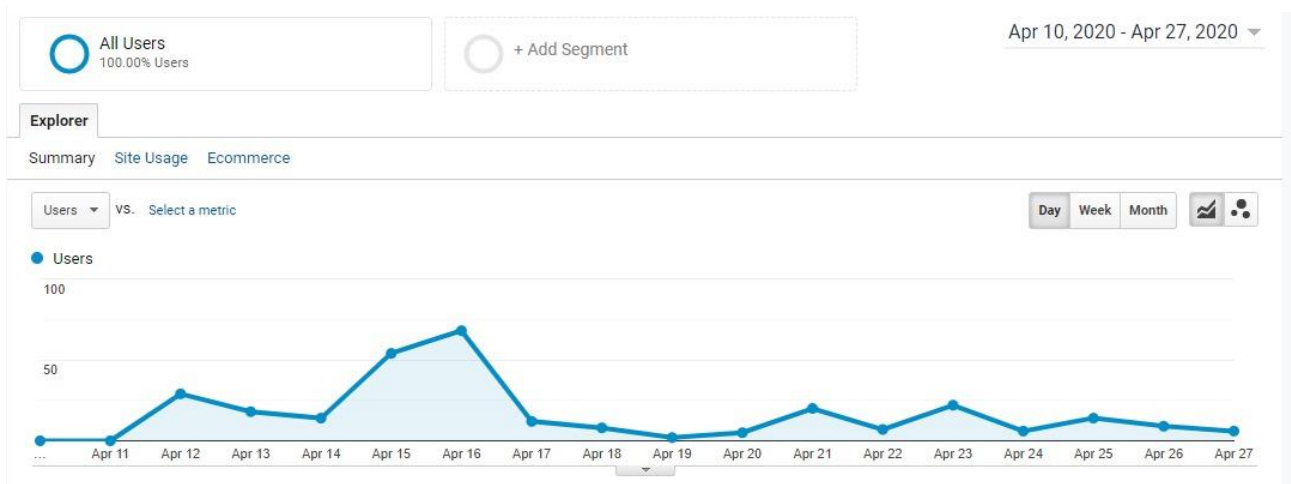


Figure 19: Analytics on site visitor sources

Primary Dimension: Source / Medium Source Medium Keyword Other ▾							
Plot Rows		Secondary dimension ▾		Sort Type: Default ▾		[Search Box]	
Source / Medium ?	Acquisition			Behavior			
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?	
	249 % of Total: 100.00% (249)	249 % of Total: 100.00% (249)	338 % of Total: 100.00% (338)	86.98% Avg for View: 86.98% (0.00%)	1.17 Avg for View: 1.17 (0.00%)	00:01:12 Avg for View: 00:01:12 (0.00%)	
1. (direct) / (none)	176 (68.22%)	176 (70.68%)	233 (68.93%)	85.84%	1.18	00:01:26	
2. m.facebook.com / referral	29 (11.24%)	29 (11.65%)	29 (8.58%)	96.55%	1.03	00:00:02	
3. facebook.com / referral	23 (8.91%)	22 (8.84%)	23 (6.80%)	100.00%	1.00	00:00:00	
4. Unknown List / email	11 (4.26%)	8 (3.21%)	19 (5.62%)	84.21%	1.26	00:02:20	
5. l.facebook.com / referral	9 (3.49%)	9 (3.61%)	9 (2.66%)	88.89%	1.22	00:00:41	
6. google / organic	4 (1.55%)	1 (0.40%)	10 (2.96%)	80.00%	1.20	<00:00:01	
7. us18.campaign-archive.com / referral	2 (0.78%)	1 (0.40%)	5 (1.48%)	60.00%	1.40	00:02:19	
8. l.instagram.com / referral	1 (0.39%)	1 (0.40%)	1 (0.30%)	0.00%	2.00	00:00:17	
9. l.messenger.com / referral	1 (0.39%)	1 (0.40%)	6 (1.78%)	100.00%	1.00	00:00:00	
10. us20.campaign-archive.com / referral	1 (0.39%)	0 (0.00%)	2 (0.59%)	50.00%	1.50	00:03:03	

## 6.6 South Asia Youth Resilience Summit 2020:

To connect the youth with unfound answers in relevance to the instability that the pandemic has brought, BYLC organized a South Asia Youth Resilience Summit on a virtual platform. The event was hosted live through panel sessions and single speaker sessions, which comprised of renowned leaders and CEOs from all over the world. To get the project off the ground, MarComm had to break down the task force into the promotional activity that was required in bringing in the numbers online.

The virtual campaign involved:

Promotional posts on social media

Mail chimp

An accessible registration form

A webpage for the event

Live panel sessions

For each activity, communications team was heavily involved, starting from caption and content creation on social media, form creation to textual content for webpage and event page. To make all communication materials in optimal level for interesting potential participants, marketing brought the analysis, designing and tools behind it. For the segments involved, the breakdowns outlined below give a clearer picture of the total reach that BYLC was able to bring in under a week of the summit campaign.

## **Mail reports**

### Mail sent for promotional purposes -

- Database: Graduate database (v34), CA List (2020), Volunteer List (2020), Career Fairs List (2020)
- Successful mail deliveries: 5272 (95.5%)
- Traffic to application form from the mails: 355 (26.5%)

### **Online promotion timeline: April 11, 2020 - April 18, 2020**

#### **Social Media ADs -**

- Total reach: 1,166,847

- Total traffic to application: 17,168

Total registrants for the Youth Resilience Summit 2020 program: 5,319

Total Number of countries we outreached to: 61

## **Summit leads:**

Day 1 ~

Session -

Reach: 71.5k, Total views: 23.7k, Engagement: 3.1k

Panel – Putting youth in charge

Reach: 49.3k, Total views: 21.1k, Engagement: 2.9k

Day 2 ~

Session:

Reach: 47.1k, Total views: 18.8k, Engagement: 4.3k

Panel: Entrepreneurial ecosystem in South Asia in a post-pandemic world

Reach: 33.6k, Total views: 14.9k, Engagement: 2.8k

Day 3 ~

Panel:

Reach: 21.4k, Total views: 10.1k, Engagement: 2.6k

Session: Responding to a crisis: The then and the now

Reach: 59.1k, Total views: 19.5k, Engagement: 5.8k

## **Chapter 7 Conclusion**

### **7.1 Summary**

Bangladesh Youth Leadership Center has always strived successfully in representing itself as a leadership institute that provides support beyond the classroom. By incorporating the academic curriculum that hails from Harvard University, it aims to apply the same techniques to the youth of Bangladesh and therefore grow a new generation of rising leaders. The pandemic that has affected the global economy will leave its impact beyond the days of the presiding virus. To face the challenges of a possible recession in the future, the youth will need

to be aptly prepared through resilience and perseverance. By continuing leadership education online, BYLC envisions a hopeful professional life for the emerging leaders of today.

In conclusion, BYLC's approach to its digital marketing is helping to provide effective communication in regard to COVID-19. By being quick in their response and thus conducting a massive level virtual summit for the first time with international experts, renowned speakers and an open audience, BYLC has tapped onto its brand positioning with the kind of courage that pays off well in the long run. To give a more structured view, I have also included the insights from the live panel sessions of the virtual summit as an example to indicate the impact that the MarComm Team was able to create in a span of just over a week.

**Live sessions' insights**

Average total reach: 47k

Average total views: 18k (38.3% of total reach)

Average > 1min views (highest organic metric from FB): 2.32k (12.9% of total views)

Average peak live viewers: 546 (3% of total views)

Average time till which peak viewers kept rising and then started falling: 18.1 minutes

Average total engagement on live sessions: 3.6k

Thus while all departments play an important role in a company, it can be assessed that the backbone for delivering the right messages, both internally and externally, is comprised by the communications team.

## **7.2 Recommendations**

During my internship period, I have been given great opportunities by BYLC and the MarComm Team to experiment with my capabilities as an intern. By working on various aspects both for marketing and communications related projects, I have been able to attain a more enriched outlook on working in a professional aspect. Although BYLC has been a great stepping stone for me personally to begin my career from, there are a few suggestions I would

like to recommend overall. As a graduating intern, I hope these suggestions can be well utilized for the next batch of intern recruits in the company.

#### Time Management:

At BYLC, time management can sometimes become an issue. All staff are very dedicated to working hard and finishing their work on time. However, often times this hard work spills over to become weekend work; I don't personally see this as an incompetency in BYLC employees. Rather, the time taken by higher management to release their decisions take a longer time than the time frame given for response, which thus inevitably becomes a spillage on the weekends. I believe BYLC can overall work better in this regard and hence, make the work flow a little smoother from management to employees.

#### Employee enhancement:

BYLC strongly encourages all employees to learn more skills, better their existing ones and always try out new things. I would like to add to this by suggesting that BYLC can offer more in-house courses or even allocate a budget for employees to enroll into external courses. This can fulfill two areas: i) employees can enhance their professional capabilities on a wider scale and ii) BYLC can receive stronger employee loyalty by investing in the employees themselves.

### 7.3 References

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