

Internship Report On  
Procurement & Negotiation Practices in ADA –  
analytics . data . advertising  
(Axiata Digital Bangladesh)

By

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16182005

An internship report submitted to the BRAC Institute of Governance and Development in  
partial fulfillment of the requirements for the degree of Masters in Procurement and  
Supply Management (MPSM)

BRAC Institute of Governance and Development  
BRAC University  
August 2021

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## **Declaration**

It is hereby declared that

1. The internship report is my original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party.
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.

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



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**Meraz Bin Mizan**  
Student ID: 16182005

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

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**Mahreen Mamoon**  
Assistant Professor  
BRAC Business School  
BRAC University

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between ADA – analytics . data. Advertising. and the undersigned student, Meraz Bin Mizan at BRAC University. As I am currently working at the organization, I have the access to the company information that are confidential. I agree that I will keep all the information strictly confidential and will not share with anyone outside of the organization.



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**Meraz Bin Mizan**  
Student ID: 16182005

## Letter of Transmittal

Mahreen Mamoon

Assistant Professor

BRAC Business School, BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Procurement & Negotiation in ADA”

Dear Madam,

I am extremely happy to submit you my internship report titled “Procurement & Negotiation in ADA”. I am currently working at ADA, a digital marketing agency where I work in Digital Planning & Strategy department. For this internship report I have worked with utmost dedication and have tried my level best to meet the needs of the course and follow all the guidelines given by my supervisor to prepare the report. This internship program has been really very helpful for me.

I would be happy if the report that I have created is able to serve its purpose. I would be available to explain any kind of queries related with my work anytime.

Sincerely yours,



---

Meraz Bin Mizan

Student ID: 16182005

BRAC Business School

BRAC University

August, 2021

## **Acknowledgement**

Firstly, I am thankful to almighty Allah who gave me the strength to complete this paper. Then, I would like to pay gratitude and want to give special thanks to respected academic supervisor Mahreen Mamoon for helping me in all ways to complete the Project. I also would like to pay gratitude to my respected workplace supervisor Abu Syeed who guided me time to time. I have learned about ADA's cross departments in detail while writing this report which helped me to know the organization even better. Also, I am grateful to ADA management who gave me an opportunity to be a part of this organization where I learned ins and outs about advertising & communications. Finally, thanking my parents for supporting me throughout my master's program to earn a degree on Procurement & Supply Management.

## **Executive Summary**

In this internship report I have analyzed different approaches being used in ADA for procurement & negotiation. In the first chapter I have written about my internship organization, responsibilities & outcome from this internship. This will give a broad idea about my day-to-day activities at work, my contribution to the organization, outcomes of this internship & how this learning is helping me in my professional life.

In the second chapter I have introduced my organization, its operational wings & services, responsibilities of different teams and how we propose solution to our clients. I have written in detail about my department's responsibilities and team structure. During Covid-19 our team is working from home & tried to give an idea how we manage our daily work using the power of internet.

As I am working in the advertising & communication industry for last 6 years and seen agencies to evolve thus started chapter three with a background. Later, highlighted on the digital marketing industry in Bangladesh & their services. Also, done an industry analysis using Porter's Five Forces to evaluate ADA's standing in terms of opportunity & challenges.

In the fourth chapter I have written in detail about various digital media procurement & negotiation practices that we use in ADA. Starting from receiving a client brief, how we propose the solution using digital media, use of different analytical tools for better decision making, various supporting tools for automation have been discussed. In digital media we mostly rely on automation as a result procurement & negotiation is bit different in this industry. I have also discussed how real time bidding works, fixed buy works and buyers' involvement to reduce the cost.

Lastly after analyzing the practices being used in ADA, I have a few findings & recommendations. One of the major findings was dependability on advertising platforms. These platforms hold much control that client's solution mostly depends on platforms offerings. Anytime a platform may change their policies which affect our business & client's expectation. Due to technical dependability, we sometimes face glitches which also impact media outcome. A solution of this could be exploring new horizon of advertising platforms and entry of new player in the play of Google & Facebook Advertising.

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## List of Acronyms

RTB	Real Time Bidding
CPM	Cost Per Mille
DSP	Demand Side Platform
SSP	Supply Side Platform
PPC	Pay Per Click
SEO	Search Engine Optimization
SEM	Search Engine Marketing
UX	User Experience
CX	Customer Experience

# Chapter 1

## Overview of the Internship

### 1.1 Student Information

I am Meraz Bin Mizan, ID 16182005, a student of BRAC Institute of Governance and Development, BRAC University, under the Masters in Procurement & Supply Management (MPSM) program.

### 1.2 Internship Information

**1.2.1 Name of Organization, Duration, Working Area, Address of Organization:** I am working at ADA—analytics . data . advertising as Manager, Digital Planning & Strategy. ADA is a sister concern of Axiata Group & operating in South Asia's 10 countries. I am working at ADA's Bangladesh office from January 2020. The address of the Dhaka office is Level 3, 53 Nafi Tower, Gulshan 1, Dhaka 1212, Bangladesh. Website: <https://ada-asia.com/>

**1.2.2 Organizational Supervisor Information:** My workplace supervisor is Mr. Abu Syeed, he is the Team Lead of Digital Planning & Strategy Department at ADA Bangladesh office.

#### 1.2.2 Job Scope – Job Description/Responsibilities:

- **Managing Digital Media Planning & Buying:** A regular day at works consists of paying attention to client's business requirements, sharing solution to those problems using digital media platforms. To do that I go through campaign briefs, share media plans by analyzing previous campaign performance if any. After that I supervise my team member to execute the plan accordingly on digital advertising platforms.
- **Ensuring Optimized Media Buying:** After setting up a campaign the most important task is to monitor campaign performance periodically. If not, campaign may under serve or may get rejected for not agreeing advertising policies without being noticed. While monitoring campaign media outcome I & my team, we try to ensure that the return on investment is positive.
- **Supporting Finance & Accounts Team:** Once a campaign is finished & vendors raise invoices, we support Finance & Accounts team with supporting documents

like campaign executional screenshot, report, business cases. Also, we cross check if vendors are billing for the correct media outcome that was committed earlier.

- **Negotiating Rates:** I and my team, we explore different media channels based on platforms uniqueness to meet campaign's objective. To do this we often negotiate rates based on market standard to lock the best deal for client.
- **Tracking Media Spend & Revenue:** Globally we track all markets spending across media platforms to check if booked media spend is less/more than the actual. For service fee-based clients we calculate our revenue based on media spend, and there are clients who are retainer based. For that ADA receive a fixed revenue budget for its provided services.
- **Monitoring Campaign Analytics:** Currently there are many analytics tools available however we mostly use Google Analytics 4 for our campaign's measurement. With the help of GA4 we know from which source most conversions are coming, how they are interacting with our website/app, what are visitors interest. Also, we can check what are the actions they are taking in website/app, drop off points and other important metrics. Most common GA4 metrics are session, users, average session duration, bounce rate, goals.
- **Team Sync:** As a manger one important job responsibility of mine is to train interns, newly joined resources & guiding them time to time. By this I ensure team members growth & their connection with the team. Because a team that looks after one another can deliver works beyond expectation.
- **Auditing Media Platforms & Consistency:** Before launching a campaign, I need to check if website, app, or advertising platforms are ready for campaign flight. By this we confirm tracking tools are in place, website/app is responding perfectly so that consumers can get the required data & we, as an advertiser can track users' data for better marketing optimization.

## 1.2 Internship Outcome

1.2.3 **Student's Contribution to the Company:** During my working timeline below are my contribution.

- Developed automated buying tracker that notifies if actual cost exceeds planned cost in auction buy method.
- Negotiated and locked fixed price of advertising with platforms.
- Using Salesforce automated organizations media revenue & cost.
- Explored different advertising platform to make additional revenue for the company along with agency service fee

1.2.4 **Benefits to the Student:** From my 1.8 years journey in ADA, I have learned below.

- Improved negotiation skill with added benefit
- Good understanding of the digital marketing industry in Bangladesh & around the world
- How consumers think & act on internet that helps companies to make a sell
- Good understanding about digital media planning thoughts, buying method & cost reduction approach
- Gained knowledge on SEO, web site development, content writing, social media marketing & other digital marketing segments
- Learned how to take better decision from different data sets & sources

1.2.5 **Recommendation:**

- ADA is following Axiata's policy in terms of procurement & negotiation in digital marketing. All the work order, sales order, negotiation, deals are paperless which is saving our environment. However, due to organization structure & different level of approval its bit lengthy process to lock a deal after negotiation. It would be better if certain approvals can be automated to fasten the process.
- Advertising platforms hold major controls in digital advertising due to its automated bidding system, campaign approval & algorithm. A process alteration in an advertising platform often affects business outcome & optimization scope. This is recommended to exploring advertising platforms other than big players only.

## Chapter 2

### Overview of the Organization, Operations and Strategic Audit

#### 2.1 Introduction

ADA is a leading data & AI company that specializes in digital marketing, eCommerce, content, data, business intelligence & marketing technology. ADA's aim is to deliver quality marketing solution to its client where data & analytics is the backbone behind every decision.

#### **Mission:**

- ADA's mission is to create and deliver compelling and persuasive campaigns that deliver disproportionate business outcomes.

#### **Vision:**

- ADA is an integrated digital marketing business with a vision to deliver the future of marketing by combining the best of data science, technology, creative and content.

#### **Values of ADA**

- **Act Now:** We strive for client and their business; we focus on every little detail in real time to get the job done in an efficient manner.
- **Shape Industries:** Digital marketing industry is versatile; at ADA we talk ideas and implement them to stay ahead of time.
- **Disrupt the Status Quo:** At ADA we go extra miles for solutions to problems, we accept challenge with an open mind.
- **Win Win:** We believe by delivering beyond expected jobs we are setting the bar way high & winning along with our clients.
- **Driven by Data:** We are obsessed with data, and data is our fuel. Data gives us better visibility & edge while taking a decision.
- **Stay Humble:** At ADA, we treat each other with respect & dignity. We recognize good effort and celebrate success.

## 2.2 Overview of ADA

ADA is the largest Data & AI company that has active operation in 10 countries across Asia. ADA was established in 2018, headquartered in Malaysia & a concern of Axiata Group. Digital marketers, data scientist, ecommerce specialist, content makers are at the heart of this company. ADA provides data backed marketing solution for its client in different verticals.

Our purchase decision on internet depends on web/app's user interface, user experience, how fast this site is loading, if it's easy to find out the information. ADA recently embarked eCommerce to help shape the industry by providing required website, app solutions along with the digital marketing automation.

We have XACT, our own Data Management Platform (DMP) that has 375MN unique device ID and can target potential users based on their demography, behavior & interest. From this data businesses can extract actionable insights and reach out to user base with offerings more precisely. ADA's focus is to execute data centric digital campaigns that is solving client's problem by marketing funnels, growth hacking & optimization.



Figure 1: ADA Brand Identity

### 2.3 Management of ADA

ADA's leadership is segmented into Country Leadership, Practice Leadership, Enablement Leadership & Executive Leadership. Srinivas Gattamneni is our Chief Executive Officer; Anurag Gupta is the Chief Operating Officer & Fariq Cader is holding the position of Chief Financial Officer.

Bangladesh markets operation is being led by Ashraful Haque, he is the country lead and under his leadership ADA is growing exponentially in Bangladesh.

All the other markets are being led by country leads and country heads report to CEO. Under country directors' radar there are team leaders who are managing different department & business wings.

### 2.4 ADA's Active Markets

ADA has operation in 10 Asian markets as pointed below.



Figure 2: ADA's Active Markets



## 2.5 Overview of ADA Bangladesh

ADA in Bangladesh is operative from 2018 and we are the leading digital marketing service provider in this industry. Currently we are a 90 people team in Bangladesh, and we share diverse culture. We have experience to work in Telecom, FMCG, Mobile Financial Services, E-Commerce, Travel, Education, Electronics & many more. Few of our respected clients are Robi, Airtel, Walton, Ncell, Nagad, Ifad, Butterfly Group. We specialize in creative & brand strategy, digital media planning & buying, marketing technology, data intelligence, acquisition projects.

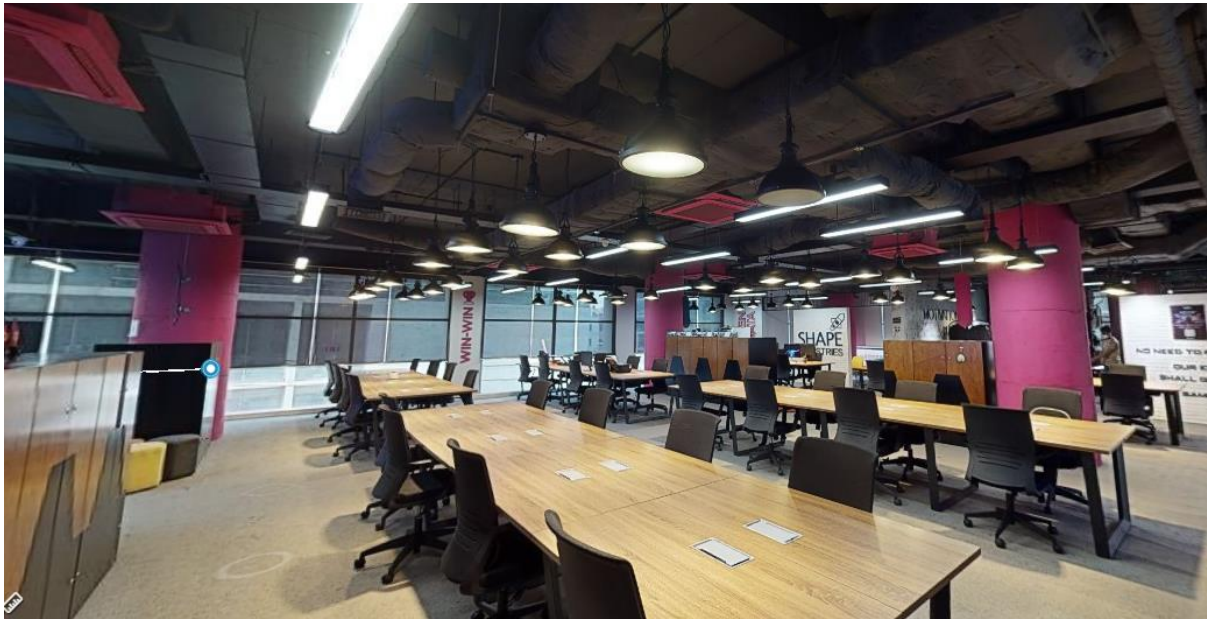


Figure 3: Workstation of ADA Bangladesh

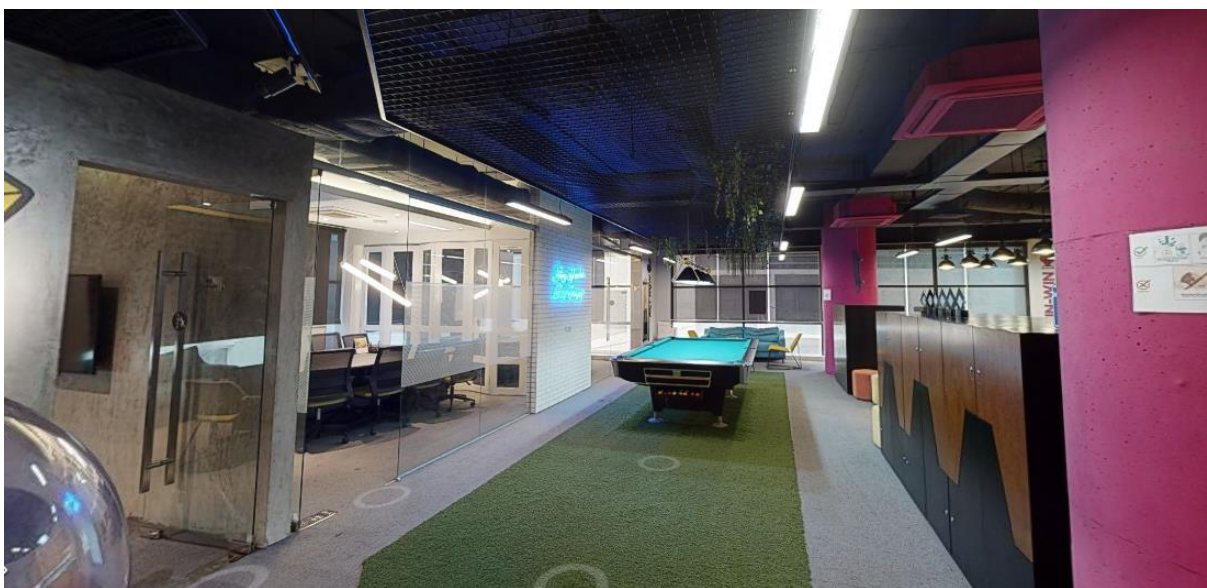


Figure 4: Play & Relax Zone of ADA Bangladesh

## 2.6 ADA Bangladesh Organogram

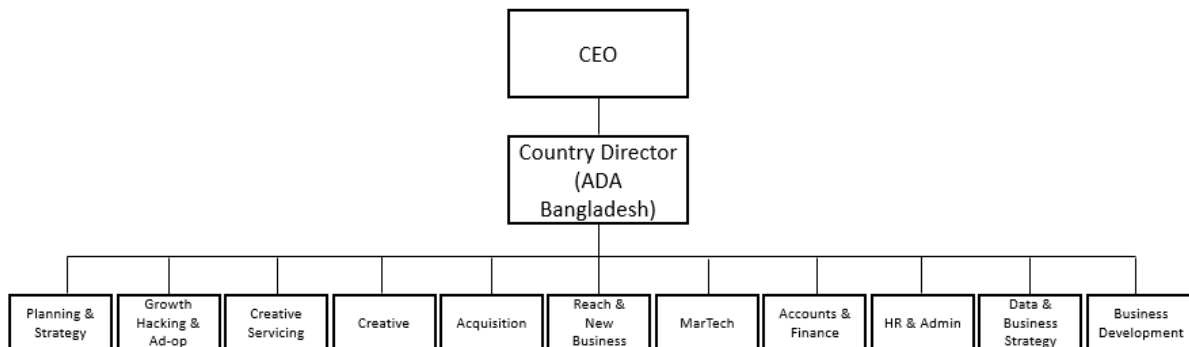


Figure 5: ADA Bangladesh Organogram

## 2.7 Solutions

- **Marketing Technology:** MarTech is a newly formed service of ADA where our focus is to enable clients with tools from where they can extract data that gives insights on digital media industry, also enhances marketing efforts. We provide social listening, cohort, creative optimization, messaging, and various other tools.
- **eCommerce:** Under this service we offer end to end eCommerce solution for prospective clients that truly gives solution to upper to lower funnel. This team works on eCommerce sites UX, UI, funnel, content, data & optimization to bring out best possible result out of marketing budget.
- **Digital Marketing Services:** This is our cash cow where we are farming existing client's business needs starting from creative to media buying. We harness audience behavior, analytics, client & consumers pain points to a meaningful solution.
- **Data & Business Insights:** Data is our core strength, utilizing our DMP we visualize & shape insights for client's sustainable business growth.

## 2.8 Department of ADA Bangladesh

- **Accounts & Finance:** Like every other organization Accounts & Finance supports us with financial, billing & audit.
- **Acquisition:** It's a new business model where we commit unit sales for a commission cut. Sales are closed & tracked in digital media utilizing digital media platforms.
- **Business Development:** This team hunts new business for ADA, understand client's business challenges and pitches solutions that ADA has to offer.

- **Content & Creative:** In this department we design communication materials with the support of Copywriter, Visualizer, Creative Directors & Art Director.
- **Creative Client Servicing:** They are the bridge in between client & agency while developing communication materials.
- **Data Intelligence & Business Strategy:** This departments strength is into data, data visualization & business strategy. They extract data from our DMP, or other sources to provide actionable insights.
- **Digital Planning & Strategy:** Planning & Strategy team receives digital media brief from client, shares media plan, manages accounts & supports overall digital media business.
- **Growth Hacking & Ad-op:** This team is accountable for setting up campaigns on digital media platforms, monitoring & optimization.
- **HR & Admin:** Starting from recruitment to onboarding, disbursement of salary and other benefits, maintaining office culture is the core job responsibility of HR & Admin department.
- **Marketing Technology:** This team enables client with required business tools that is a must for efficient marketing.
- **Reach & New Business:** Providing bulk SMS service, outbound-inbound call, media buying on OTT platforms, exploring new business horizon is where this team specializes in.

### **2.8.1 Responsibility & Accountability of Planning & Strategy Department**

At ADA Digital Planning & Strategy department receives client brief, plan accordingly to troubleshoot the problem of client, execute campaigns on digital media platform, ensures media outcomes & clients business success. This department plans best suited media platforms based on client's business objective, negotiates with external parties, manages total campaign ROI & budgeting.

This department also works with other internal departments time to time to evaluate company revenue target, client retention rate, acquiring new client by pitching, onboarding the client and being the bridge in between client & agency. Our team consists of 8 team members. Mr. Abu Syeed is department lead & under him two managers are looking after different accounts. During this Covid-19 pandemic we are working from home. We start our workdays with a regroup meeting at 10AM to discuss & prioritize daily tasks.

## Chapter 3

### Industry & Competitive Analysis

#### 3.1 Background

In just 20 years we have seen an enormous shift in media consumption. Reading newspaper, watching television, listening to radio was considered as mainstream ATL media. Beside that billboard was attracting peoples eyeball along with flyer, catalog that falls under BTL activities. The internet was invented in 1983, and we have seen an immense shift since then. Every smartphone, television, tab now supports internet, any website can be accessible.

With the wideness of internet & smartphone accessibility we have seen a new segment of marketing, which is online marketing/digital marketing. Since people are not watching tv, not listening to radio but using Facebook, YouTube, reading news on internet, staying online hour after hour. As prospective users are available & can be reach on internet, we are seeing a rise of digital media advertising agencies around the world, and in Bangladesh.

Data cost has reduced, people are consuming more internet bandwidth than before. Streaming platforms like YouTube, Netflix, Toffee are replacing television watch time. The advertising industry is also evaluating in Bangladesh. The traditional advertising agency who was focusing on TV, Radio, Press only is now also focusing in digital.

Due to Covid-19 internet consumption has event increased, people are staying in home and surfing on internet. They are spending time on Facebook, YouTube, TikTok and this is the sweet point that advertiser & platforms are taking. E-commerce & F-commerce has seen a boom in sales & growth. To channelize this continues growth companies often come to specialized advertising agencies.

#### 3.2 Digital Marketing Industry in Bangladesh

In Dhaka there are 200+ digital media agency running their operation, most of them are startup and only a few are offering cutting edge solution. Few of the top digital marketing agencies are ADA, Grey, Adcomm, Magnito Digital, Asiatic Digital, We are X, Analyzen, Webable, Pink Creative, Melonades, Starcom, Mindshare, Bitopi.

Below is the list of services that are offered by most digital marketing agencies.

- Content Development
- Digital Media Planning & Buying

- SEO
- Web/App Development
- UI & UX design
- Social Media Campaign Management
- eCommerce Management & Analytical Tool

Porter's Five Forces framework has been selected to discuss about competitive analysis of digital marketing advertising industry in Bangladesh.

### **3.3 Porter's Five Forces Analysis**

#### **Competitive Rivalry: High**

In Bangladesh digital marketing advertising industry is overwhelmed with players. More than 200+ agencies are operative in Dhaka & many freelancers are also working in this industry. They are offering services in a competitive price, but quality of service is being compromised. As the standard of platforms are same across agencies, human resources are making the differences here. Agencies are doing good if they train human resources well with best advertising lesson & practices.

#### **Supplier Power: Medium**

Digital marketing buying works in a different approach in terms of platforms. There is auction buy platforms and fixed buy. Costing for auction buy platforms depends on number of advertisers, if number of advertisers are low then ADA will buy inventory in a less cost. But, if number of advertisers is high the advertising cost will go high. However, fixed rate platforms are where we have negotiation power. In that case supplier may increase the cost depending on their product quality. However only a few publishers are holding this power who are maintaining quality traffic & content.

#### **Buyer Power: Medium**

Basically, buyer is the clients here. As ADA's business is marketing services & clients working with us on Agency Service Fee (ASF) or Retainer model. Most clients work with us in retainer model where we dedicate a required team to support client's business. In that case client signs a deal with us for 1-2 or more years to avail the service. However, clients who are in ASF model has more buying power than retainer. These clients may stop taking the service anytime. But this power can be at agency end of ADA provides better service than its competitors and marks a benchmark in the industry.

**Threat of Substitution: Medium**

There are many substitute agencies available in the industry, a client has freedom to choose based on the requirements. But large-scale clients whose budget is higher are the one who contribute to the market for nearly 80%. Handling this clients media buying is often challenging for startup or small agencies. In this case ADA has capability to support larger than larger clients on billing and budgeting. Also, advertising giant Facebook & Google offers services to large agencies only. Here, threat of substitution is medium in ADA's case.

**Threat of New Entry: Medium**

Anytime any new player may come into the play, certainly there is no bar. However, most agencies stop their operation after 2/3 years after facing billing, payment related issues. Only the structured one with monetary power is surviving in this industry as clients clears bills in between 90 days of invoice submitting. However, advertising platforms like Facebook & Google require payment within 30 days of invoice submission.

## Chapter 4

### Procurement & Negotiation Approaches in ADA

Procurement & negotiation in digital marketing industry works in a different approach than other industries. There is no dedicated procurement or commercial department here in ADA as mostly we buy inventory on digital assets which are intangible. ADA's 2 different department works internally for digital media procurement & negotiation. These are Digital Planning & Strategy and Growth Hacking/Ad-operation.

#### 4.1 Planning & Strategy

This department is the ADA's face to client, they receive and understand the brief at first. After receiving the brief this team selects media platforms to meet campaign outcome that client is looking for. Then they make a forecast of media outcome based on costing & budget. Media planners need to understand target audience, their buying behavior, competition before locking any plan.

Once they are done with the behavioral factor they need to negotiate with the different advertising platforms. These buying methods are primarily in two segments.

- **Real Time Bidding (RTB):** Real Time Bidding also addressed as auction buy is a completely automated buying approach. Advertising platforms like, Facebook, Instagram, Google, LinkedIn etc. are using this method of buying. Here advertisers bid on an inventory to win the placement and showcase their service on internet. The more advertisers are bidding the more expensive it will be to procure an advertising spot on internet and vice versa. As it's completely an automated process ADA must depend on advertising platforms regarding costing. Certainly, there is no negotiation scope in this method as the market fixes the cost.
- **Fixed Buy:** In this buying method ADA has full control regarding media outcome & costing. If a campaign requires to be on platforms where fixed buy is only option, then ADA locks the best rate after negotiation. For example, Prothom Alo is a platform that works on fixed buy modality, and it fixes its cost on its own.

## 4.2 Advertising Operation

After all the forecast and negotiation Ad Operation team executes media plan to meet outcome that was committed in agreed cost & budget. This team continuously monitors campaign performance, media metrics, costing & advertising best practices. Few process that Ad Operation team follows are below.

- **Strategizing:** Once plan is locked media buyers mix and match strategies to execute the plan. Replicating plan into the media platforms, maintaining optimum frequency, confirming required ad assets & tracking tools are basic that this team starts with.
- **Identifying the Best Media Channels:** At this stage media buyers reach out to different media outlets, receives rates & platforms USP along with commercial scope. They share a basic idea of the campaign with channels & what will be media outcome.
- **Negotiating, Buying & Optimizing:** The important part of this team is to negotiate a products price as per market standard, securing the deal with the platforms, sharing creative assets, and buying the inventory. Their responsibility also includes monitoring if ad is being served maintaining brand guideline and getting proper visibility.

## 4.3 Tools Used to Track Media Buy

In ADA we use Salesforce and entry every single transaction that is being happened in advertising platforms. We are using API which is connected to advertising platforms and this API tracks spending & revenue in real time. Salesforce notifies us if any overspending is happening than actual budget allocation so that we can take the correct measure immediately.

## 4.4 Usage of Analytical Tools

Before making and procurement decision we always investigate the data & analytics from different sources. This helps us to take the better call on platform optimization & platform selection. From Google Analytics once can easily track website & apps performance and which platforms are making the best impact. The platform that bringing better result in an optimized way ideally should be the platform of choice. Other than Google Analytics there are few analytical tools which even provide advanced figures to take better decision, e.g., Tableau.



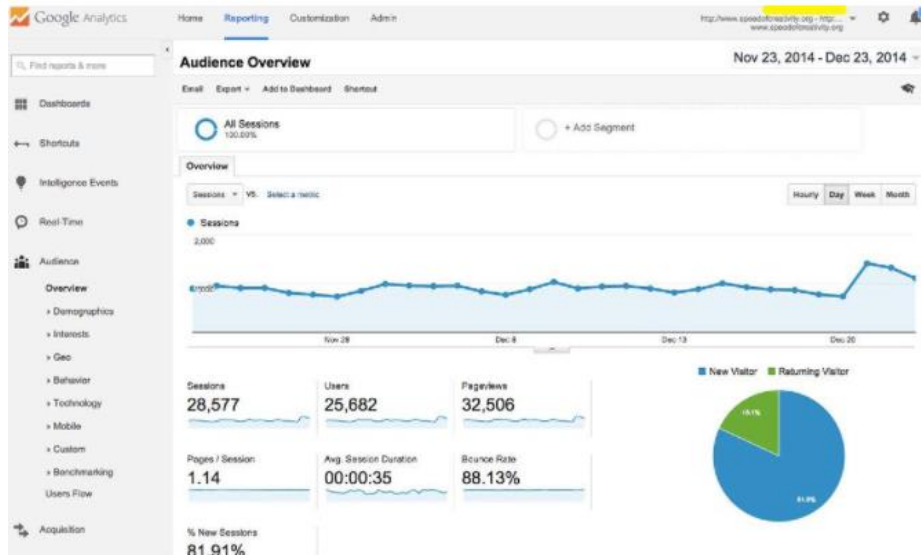


Figure 6: Google Analytics

#### 4.5 Paperless Agreement & Negotiation

ADA is a completely eco friendly business organization that uses DocuSign for approval from different levels when we are procuring any service from external parties. We need to mention source, buying type and revenue scopes here.

BUSINESS CASE APPROVAL / EXPENSE PRE-APPROVAL			
Business case approval for more than RM2mil / USD500k will require approval from ADA Board of Directors via ADS CEO & CFO, should be processed through Directors' Circular Resolution (DCR).			
			Date
Project Title			
<b>A. Project Overview</b>			
Requester Name		Designation	
ADA Entity		Target Market	
Business		Department	FA - Finance & Accounting
Type of Expense	Cost of Sales (COS)	<i>*For COS, SO# &amp; Business Model are mandatory</i>	
SO Number(s)		Business Model	
Currency		Total Estimated Project Value	
Project Timeline		Vendor(s) involved	<input type="checkbox"/> Existing <input type="checkbox"/> New
Project Description (Background and Objectives)			
<b>B. JUSTIFICATION</b>			
Financial Drivers			

Figure 7: Business Case for DocuSign

## Chapter 5

### Case Study: How ADA Does Media Buy for its Clients

*“X is a new client of ADA where their requirement is to create awareness of newly launched hand sanitizer brand “Stay Safe”. Their target market is SEC A & B. ADA is required to share a media plan & commercial with the client to solve the challenge. Their budget is BDT 500,000”*

After receiving the task ADA teams up to analyze the brief & tries to crack the solution. The media buying & negotiation process is below.

- ADA finds out the audience & who will be buying these products
- We select best media channels to reach maximum potential audience base, e.g., Facebook, YouTube, Prothom Alo, Bangla Tribune, Daily Star.
- Critically analyzing if such product is allowed to advertise on selected platform, e.g., Facebook & Google does not allow media buying of Covid-19 related products & goes against their advertising policy.
- Alternatively, we have planned to media buy on Prothom Alo, Bangla Tribune, Daily Star
- At this stage media planning team reach out to above platforms regarding inventory costing.
- Platforms shares a costing which ADA’s finance team validate based on their analytics. Prothom Alo, Bangla Tribune, Daily Star proposed a rate respectively CPM 80 TK, 50 TK, 120 TK. We investigate their daily website session number, daily app users, average visit duration, monthly active users who they provide from their end. From ADA we also investigate this number using our own analytics tool.
- ADA then negotiates the rate based on their quality of audience, reach number, capacity to meet the campaign outcome. ADA then proposed Prothom Alo, Bangla Tribune, Daily Star a rate respectively CPM 65 TK, 35 TK, 100 TK.
- We then choose the best platform, e.g., Prothom Alo based on their rate, reach, quality of content & audience so that campaign may create required awareness.

- At this stage we need to create a Business Case and that needs to be approved by Country Director, and if requires CFO/CEO.
- Prothom Alo will now commit impression number for BDT 500,000 and execute the campaign as per agreed placement & inventory.
- This is a “Direct Buying” model.

## **Chapter 6**

### **Findings, Recommendation and Conclusion**

#### **6.1 Findings**

There are few problems existing in current procurement & negotiation process which is hampering ADA's process.

- In RTB method advertisers don't hold the power to control advertising cost. In that case following different optimization techniques & content strategy may help to procure in a lower cost.
- ADA sometimes face problem due to single sourcing as a result we face problem when a platform takes some decision. For example, recently Facebook has discontinued their Analytics tool. Now ADA needs to depend on some other analytics tool which are not fulfilling the objective completely.
- Fixed Buying method sometimes holds the control in negotiation.
- No unified tracking metrics are available as different platform measure performance in different levels.
- Lack of visibility over platform inventory & performance may hamper any time due to platform glitches.

#### **6.2 Recommendations**

- Multiple sourcing and exploring different digital media platforms.
- Automating procurement approval as we need to bounce back from different levels which hampers in campaign launching.
- Other than Facebook & Google's data there is lacking in data sources. ADA can capitalize this problem as an opportunity utilizing its DMP.
- Following platform suggested best practices & following brand guideline.
- As a digital first company ADA is depending on automation & analytics. However digital procurement & negotiation sometimes depend on creative assets also as these platforms are selecting placement based on website experience, creative quality & bidding.

### **6.3 Conclusion**

Digital marketing & ecosystem is continuously evolving, this industry is continuously coming up with different solution & platforms. Improvement is a continues work where ADA has few scopes to work in. The procurement process we follow is mostly automated, however we can take control of it by negotiation & added benefits. This will allow our clients to have better services & ADA as an organization will make revenue by retaining the clientele base.

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