



**Banglalink Digital Communication Ltd.**

*“Start Something New”*

## Internship Report



BRAC University, Dhaka

JUNE 29, 2015

**Process and Project Analysis  
Of  
Program Management Office  
Banglalink Digital Communication Ltd.**

Submitted To,

Fairuz Chowdhury  
Lecturer

BRAC Business School



Submitted By:

Richard Niloy Halder  
ID: 10204026

Date of submission: **29<sup>th</sup> June, 2015**

## DECLARATION

This internship report has been submitted as a partial fulfillment of four years professional BBA degree of BRAC Business School, Mohakhali, Dhaka. This concerned report entitled “**Project and Process Analysis of Program Management Office; Banglalink Digital Communication Ltd.**” . I did my intership at Banglalink Digital Communications Ltd. This paper is supervised by Fairuz Chowdhury, Lecturer and approved by Sadia Kamal, Manager, Program Management

.....  
Richard Niloy Halder

ID -10204026

## **SUPERVISOR'S DECLARATION**

This is to certify that Richard Niloy Halder, ID: 10204026, has prepared this internship report **“Project and Process Analysis of Program Management Office”** under my supervision and guidance. I do hereby approve the style and content of this internship report. This is for the partial fulfillment of four years professional degree of BBA program in BRAC Business School, Mohakhali, Dhaka; which is accepted in form of quality.

.....

Fairuz Chowdhury

Lecturer

BRAC Business School

## LETTER OF TRANSMITTAL

29<sup>th</sup> June, 2015

Supervisor,  
Fairuz Chowdhury  
BRAC Business School  
BRAC University

Subject: **Submission of Internship Report on “Project and Process Analysis of Program Management Office; Banglalink Digital Communication Ltd.”**

Dear Sir,

With due respect, I am submitting my Internship report on the topic titled “Project and Process Analysis of Program Management Office; Banglalink Digital Communication Ltd.” as a partial fulfillment of my BBA Program.

It is my pleasure to inform you that I have been serving as an Intern in Banglalink Digital Communication Ltd. under the Finance Department in Program Management team from January 22, 2014 to April 21, 2014. It was an excellent opportunity for me to complete my internship in Banglalink. I would like to thank you and Sadia Kamal, Manager, Program Management; for giving me the opportunity to work on this assigned topic to enhance my knowledge in the practical field of Program Management. This report explores the project and process activities done by Banglalink PMO and the importance of this activity in the Organization. I hope you will find it worthy.

Therefore, I sincerely hope that you will appreciate my effort.

Sincerely yours,  
Richard Niloy Halder  
ID: 10204026

## **ACKNOWLEDGEMENT**

At first I would like to thank the Almighty God for giving me the strength and determination to make it possible for me to complete my work and perform necessary research for preparing the report within the given time. In this procedure, I would like to mention some people with due respect and honor who assisted me, without any hesitation to complete my internship report within the due time. Therefore I would like to thank them all from the bottom of my hearts.

My heartfelt gratitude goes out to my business faculty and also my internship supervisor Fairuz Chowdhury, who was always ready to guide me and solved all the difficulties that I faced during the accomplishment of the report.

Most importantly, I would also like to thank Sadia Kamal, (Manager, Program Management), my line manager in Banglalink and my colleague who helped me by providing informative instructions. I was closely attached with them during my internship period. Without their help this project would have been difficult to complete.

Lastly, I also thank my family members, relatives, friends and other well wishers for their undeniable support and encouragement throughout the preparation of the report on Banglalink Digital Communication Ltd.

## **EXECUTIVE SUMMERY**

Since Banglalink's launch in February 2005, its impact was felt immediately overnight mobile telephony became an affordable option for customers across a wide range of market segments. Currently, Banglalink is the second largest telecom operator in Bangladesh in terms of market share. This enormous achievement would not have been possible without the satisfaction and retention of the loyal Banglalink subscribers. Highlighting the previous statement, this report solely focuses on the activities of the loyalty and partnership division of Banglalink.

The report begins off by revealing insight into the organization profile including Banglalink's history, their vision, mission and strategy, products and services, activities and performances. It also describes the existing competitors and their competitiveness in response to economic condition. This piece of the report demonstrates the inner ability which is influencing in the execution with respect to fulfilling the clients' wants and needs from the organization. The accompanying section of the report is an appraisal of the exercises of the company's customer retention division. It also describes the activities and the process of the team. Elaborating what I have learned and understood comes the perception and discovering that have been assembled along the three month program. The following fragment discusses the findings and scope of the loyalty and partnership team according to my understanding. It also talks about the processes that are not for the customers' eyes and how the team functions. The report closes with the proposal on how the can enhance their endeavors and proficiency of the Banglalink's Program Management and the conclusion.

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## **1. Introduction:**

### **1.1: Origin Of The Report:**

This report is a requirement of the internship program and therefore it is a must to complete my graduation. My admirable supervisor Mr. Riazul Sir has instructed me in this regard and I have put my best effort to make this report a good one. I have served the Program Management Office (PMO) team of Banglalink Digital Communications Ltd. for three months and I have acquired practical experience on PMO activities of the stated organization. In few words, my basic job responsibility was to assist the PMO team in terms of their desired actions. I have had proper guidance from my supervisor Sadia Kamal who is the Manager of PMO in Banglalink Digital Communications Limited.

### **1.2: Objective of the Study:**

#### **General Objective:**

The key objective of this report is to assess the PMO functions, different aspects of PMO, overall analysis of financial performance of the organization to recommend the changes those can add up to the performance of the organization.

#### **Specific Objective:**

The specific objectives of this study are:

- To know about the organization and its parent in details and the ownership structures.
- To have an overview on the products and services offered by Banglalink Digital Communications Ltd.
- To be identified with the Program management team of Banglalink Digital Communications Ltd.
- To understand and analyze the Program Management process in Banglalink
- To know about the challenges of their process.
- To perform a financial analysis on Banglalink Digital Communications Ltd.

### **1.3: Scope Of The Report:**

The report will provide an idea about Banglalink Digital Communications Ltd., its background and management structure, contract management unit and other things related to the organization. In addition to that this report contains a financial analysis of Banglalink to assess the financial performance of the company.

### **1.4: Methodology:**

To make this report more expressive and presentable, both primary and secondary sources of data were used widely.

- Primary Data: Primary data used in this report is fundamentally collected from the executives and managers of the organization and based on my experience on those units.
- Secondary Data: Secondary data was collected from articles of different journals and newspapers. Moreover, to prepare this report I have gone through different websites and annual reports of Banglalink have been explored in order to get quantitative data.

### **1.5: Limitations:**

Information on the telecom industry is scarce and therefore difficulties have to be dealt with while preparing this report. Moreover, as an intern I did not have access to all the files and folders because of the organization's confidentiality policy and I have very limited scope to reveal financial data in this report. This study has kept limited on analysis. There is no formal test on any hypothesis base as it is a contract management theme. Again time is another constraints of this report.

## **2. Company Profile:**

### **2.1 Organizational Background**

Orascom Telecom Bangladesh Limited is a constrained obligation open organization consolidated in Bangladesh. The organization is putting forth its administrations under the brand names Banglalink and Icon. Its head office is named as "Tigers lair" which is located in House no. 4, SW, BirUttam Mir Shawkat Sharak, Gulshan-1, Dhaka, Bangladesh.

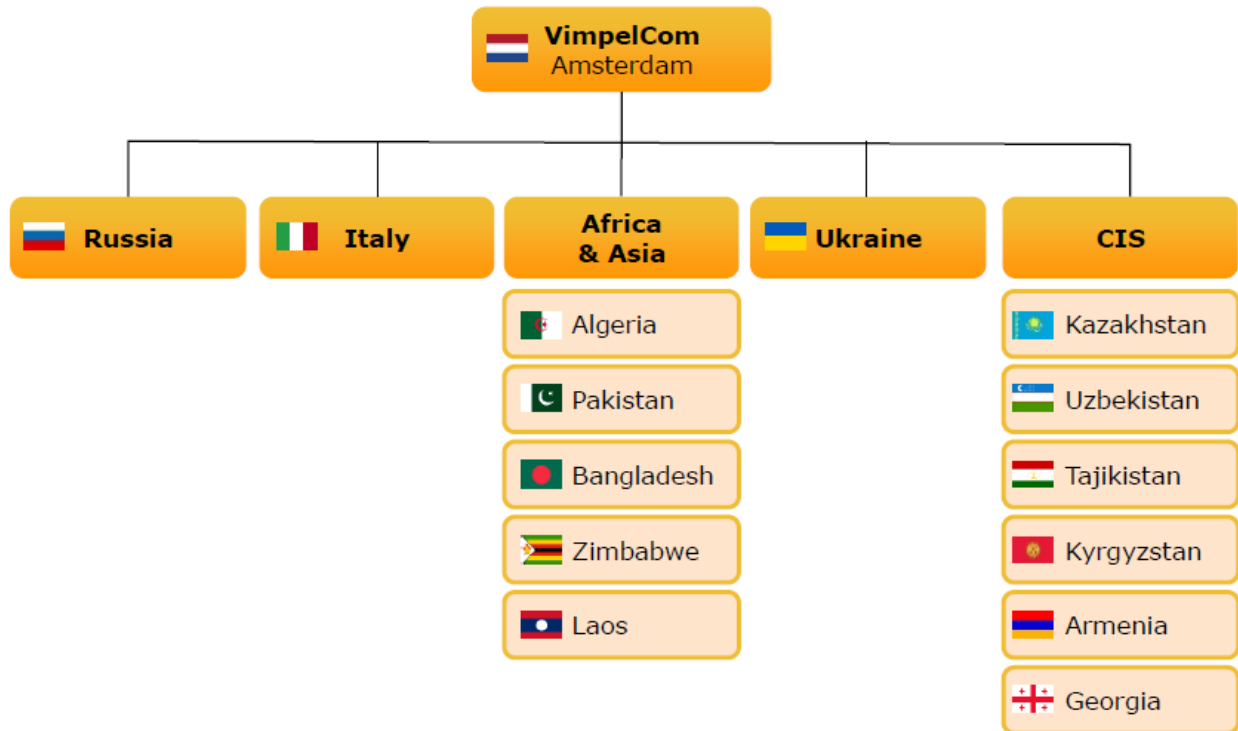
Sheba Telecom (PVT Ltd) at long last was conceded permit in 1989 to work in the rustic territories of 199 upazilas. Later it acquired GSM permit in 1996 to broaden its business to cell portable, radio phone administrations. It propelled operation in the last quarter of 1997 as a Bangladesh-Malaysia joint wander. In July, 2004, it was accounted for that Egypt based Orascom Telecom is situated to buy the Malaysian stakes in Sheba Telecom through a quiet arrangement, as Sheba had neglected to tap the business possibilities in Bangladesh predominantly because of an unending fight between its Malaysian and Bangladeshi accomplices. In September 2004, Orascom Telecom Holdings acquired 100% of the shares of Sheba Telecom (Pvt.) Limited (-Sheba). It was gained for us\$60 million. Sheba had a base of 59,000 clients, of whom 49,000 were customary when it was sold. A short time later it was re-marked and propelled its administrations under the —Banglalink mark on February 10, 2005. In March, 2008, Sheba Telecom (Pvt.) Limited transformed its name as Orascom Telecom Bangladesh Limited, matching its parent organization name.

This positive change that is effectively credited to Banglalink, has turned into the corporate situating of Banglalink and is interpreted in their trademark "Begin Something New". Banglalink accomplished 1 million endorsers by December 2005 and 3 million supporters in October 2006. In less than two years which is by December 2007, Banglalink overwhelmed Robi (Aktel) to turn into the second biggest administrator in Bangladesh with more than 7.1 million clients. Banglalink presently has 25.49 million endorsers as of June 2012.

**2.2 Founders of the Company:**

Orascom Telecom Bangladesh Limited is 99.99% possessed by Orascom Telecom Ventures Ltd. of Malta, which is a completely claimed auxiliary of Orascom Telecom Holding S.a.e. After a business blend that occurred in April 2011, in the middle of 2011, Vimpelcom and Wind Telecom S.P.A, Vimpelcom Ltd. Possesses 51.7% shares of Orascom Telecom Holding.

Orascom Telecom is one of the main worldwide information transfers organization working GSM arranges in high development showcases in the Middle East, Africa and Asia, having an aggregate populace under permit of pretty nearly 415 million with a normal versatile telephony infiltration of more or less 48% as of December 31, 2011. Orascom Telecom arrived at in excess of 78 million supporters by December 2011.



## **2.3 Mission, Vision, and Corporate Value of the Company:**

### **Vision**

To comprehend individuals' necessities best and create proper correspondence administrations to enhance individuals' lives and simplify it.

### **Mission**

- Segmented approach in terms of products and services.
- Delivering predominant benefits in every period of the client's experience (before, during and after deals).
- Creating optimum shareholder value.

### **Center values**

All workers of Banglalink exhibit the accompanying values in regular exercises to guarantee starting Something New in all aspects of our operations:

Direct: We say what we do and we do what we say

Solid: A guarantee made is a guarantee kept

Inventive: Whatever we do will be valuable and useable

## **2.4 Organization Structure:**

Taking a gander at the organogram of Banglalink shareholders are staying in the highest point of the level took after by Board of Directors (BOD) and Managing Director & Chief Executive Officer (ZiadShatara). Both BOD and CEO is been checked by Audit Committee. The prompt subordinates are

Chief Executive Officer	Ziad Shatara
Chief Financial Officer	Ahmad Y. Haleem
Chief Technical Officer	Perihane Elhamy
Chief Commercial Officer	Shihab Ahmad
Human Resources & Administration Senior Director	Monzula Morshed
Legal Affairs Director	Jahrat Adib Chowdhury
Government Relations & Regulatory Affairs Senior Director	Taimur Rahman
Company Secretary & Local Compliance Officer	M Nurul Alam

### VALUES:

- Straight Forward: We say what we do and we do what we say.
- Reliable: A promise made, is a promise kept.
- Innovative: No gimmicks; useful and usable.
- Passionate: We are passionate to provide the best product and best service.

### STRATEGIES:

Banglalink follows the following strategies:

- Functional Level Strategy: Banglalink focuses on efficiency, quality, innovation, and customer responsiveness.
- Business Level Strategy: Banglalink applies both the cost leadership and differentiation strategies as their business level strategies.

## **2.5 The Company's Major Functions and Products:**

### **PREPAID PACKAGES:**

Banglalink primarily recommends two prepaid plans; Deshand Bangalink play. Adding some changes with BanglalinkDesh they offer their other prepaid packages like Deshhello, Desh7FNF, Desh 10 FNF and others.

- Banglalink launched Desh on September14, 2006. Desh is one of the cheapest prepaid plans in the country by tariff. It gives you 10 paisa per 10 second to all BanglalinkFNF numbers, all day long.
- Banglalink play provides 16 FNF at any number and at the best rate is 4.17 paisa per 10 sec. Besides for special FNF 29 paisa per SMS and 100 SMS only at 99 paisa per day can get on BanglalinkPlay.

### **POSTPAID PACKAGES:**

Banglalink post-paid packages are mostly customer centric and it provides customer the best value for money. Currently there are two postpaid plans from Banglalink. These are:

#### **Banglalink Inspire:**

It brings special new features for post-paid subscribers with extremely low call rates, along with the lots of FNF numbers and many other services and facilities. No deposit is required for auto-bill pay subscribers. Every new connection has 300 SMS per month (to any operator), 500 MMS per month, 100 MB internet pack per month, Amar tune subscription and news service subscription free for the first 3 months. In Banglalink Inspire, 42 paisa per minute call rate for two supplementary numbers.

#### **BanglalinkSME:**

Banglalink SME package offers attractive tariffs and a complete package customized to suit the needs of small and medium enterprises. Banglalink SME package offers flexibility to choose

from two packages Banglalink SME- postpaid and Banglalink SME call & control. It offers 1 second pulse to Banglalink numbers and 10% bonus on incoming calls from other operators.

### BANGLALINK 3G:

Banglalink 3G provides customers to surf the internet with fastest internet speed even on the move with the superior HSPA+ connection. Banglalink 3G brings the experience of using mobile broadband on 3G mobile phone/device. Banglalink 3G people are enjoying superior video streaming, download experiences, enhanced video calling, high-speed data transmission and accessing innovative 3G services on the mobile phones. In 2014, Bangladesh Telecommunication Regulatory Commission declared that Banglalink's third-generation data service fastest in the country. Besides providing the fastest 3G internet, Banglalink is only the second telecom operators in Bangladesh to cover 64 district headquarters.

### SERVICE OFFERED:

To introducing state-of-the-art communication solutions for its customers Banglalink has always been the market leader. They are continuously adding up to the range of their Value Added Services, all for customer convenience.

The Value Added Services (VAS) Section will disseminate the consumer with the new services that can now benefit from, which will give them all the freedom they need, making mobile communications more exciting, convenient and enjoyable. Since its beginning, Banglalink has always endeavored to offer its customers with innovative products and services on a regular basis. Banglalink offers the following Value Added Services that designed to meet customer's needs: GolpoChoraGan, Friend Finder, Amar Tune, Azan Alert, Namaz Alert, Stock Information, BanglalinkJigyasha, Quran, Messenger, Call Block, Internet, Voice Adda, Missed call Alert, Song Dedication, Call Me Back, SMS (Text, Quotes, Jokes), SMS email, SMS Adda, SMS Facebook, Daily Facebook, Instant Recharge, Money Transfer from Abroad.



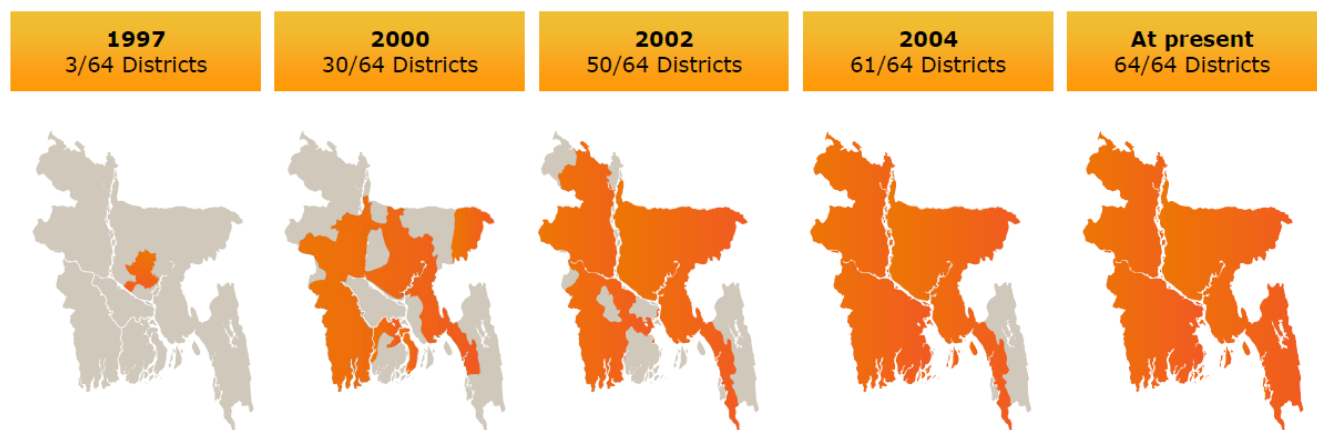
***Quality of Service:***

Customer Care

Banglalink Customer Care is turned out to be a key quality to the organization with an enthusiasm to give quality administration under the topic of —kothaDilam. Condition of the workmanship Banglalink Call Center coddling in excess of 23.75 million clients equipped for replying in excess of 68 thousand calls with different questions consistently. With strict administration quality checking, Banglalink Call Center figured out how to keep up around 91% administration quality and an ideal administration level. Additionally, a mechanized —e-voucher IVR framework for the retailers helps serve essential inquiries quicker and in this manner decreased such calls arriving at operators’ level.

Network Strength:

Through persistent efforts, Banglalink has kept on developing its GSM system, which is without further ado a standout amongst the most extensive networks in Bangladesh, arriving at reaching approximately 97% of the aggregate population and more or less 79.60% of the topographical region as of December 2011. With more than 7,000 BTS, Banglalink has been giving scope and administrations in each of the 64 areas of Bangladesh. In 2012, around 1,000 BTS destinations were on air, out of which around half are for new scope and rest are densification locales.



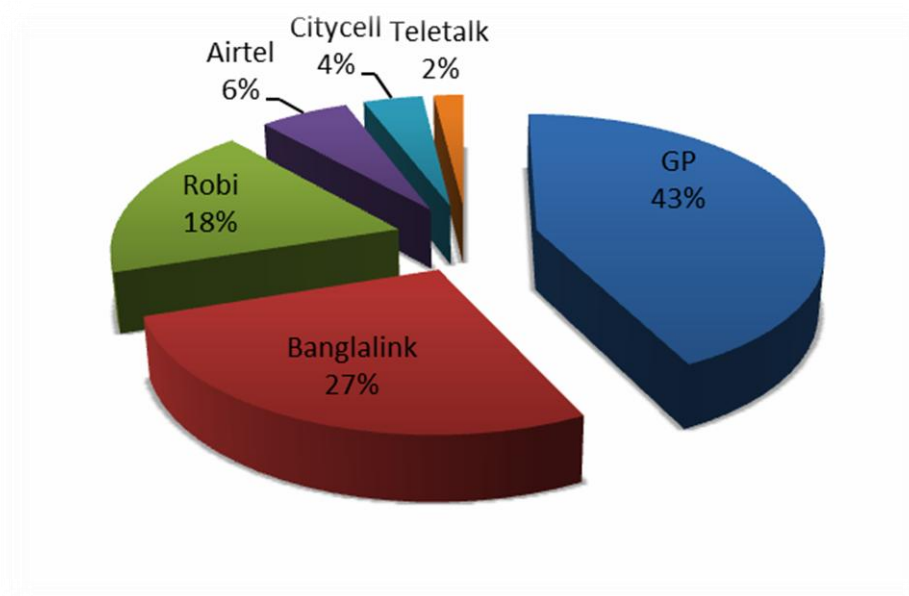
### ***Corporate Social Responsibilities***

Banglalink has constantly strives to have any kind of effect by expanding the welfare of the nation through socially capable exercises. In accordance with this, Banglalink has taken various after activities round the year

- Cox’s Bazaar Sea Beach Cleaning Project and International Coastal Cleanup Day
- Donating Blankets at Orphanages
- Special arrangements for Hajj Pilgrims at the Hajj Camp
- Water & Date Distribution and Iftar at Orphanages during Ramadan
- ICT Support for Students: Computer Lab Set Up

### ***Market Position and Customer Base:***

Banglalink, formerly known as Sheba Telecom, owned by Orascom Telecom Bangladesh Ltd, remained in the second position with 3 million (Latest figure) customers.



## 2.6 Company Performance & Financial Highlights:

<u>Financial Indicator</u>	<u>Current Period</u>	<u>Prior Period</u>
Working Capital	(41,165,258,000)	<b>(29,494,632,000)</b>
<b>Working Capital=Current Assets - Current Liabilities</b>		
Explanation: This is the capital that finances continuing operations of the company. It is normally used to manufacture, sell, and receive payment for products and services. Working Capital shows the available liquidity resources after current obligations are met.		
<b>Operating Cash Flow</b>	3.2999	<b>2.7971</b>
<b>Operating Cash Flow Margin=EBITDA/Sales</b>		
Explanation: This percentage indicates how much cash flow a company realizes from each dollar of sales.		
<b>Return on Equity(ROE)</b>	1.0549	<b>0.4721</b>
<b>Return on Equity(ROE)=Net Profit before Taxes/Total Equity</b>		
Explanation: This measure shows how much profit is being returned on the shareholders' equity.		
<b>Labor Cost Ratio</b>	0.0433	<b>0.0437</b>
<b>Labor Cost Ratio=Salary Expense/Sales</b>		
Explanation: This measure shows what percentage of sales dollars are being spent on employees.		
<b>Fixed Asset Turnover</b>	424.397	<b>462.182</b>
<b>Fixed Asset Turnover = Sales/Fixed Assets</b>		
Explanation: This asset management ratio shows the multiple of annualized sales that each dollar of fixed assets is producing. This indicator measures how well fixed assets are "throwing off" sales and is very important to businesses that require significant investments in such asset.		

<b>Debt-to-EquityRatio</b>	7.062	<b>2.992</b>
<b>Debt-to-Equity Ratio=Total Liabilities/TotalEquity</b>		
Explanation: The Balance Sheet leverage ratio indicates the composition of a company's total capitalization. The total capitalization indicates the balance between money or assets owed versus the money or assets owned.		
<b>CashFlowLeverage</b>	6.694	<b>6.338</b>
<b>CashFlowLeverage=TotalLiabilities/EBITDA</b>		
Explanation: This ratio measures a company's ability to repay debt obligations from operating cash flow (EBITDA).		
<b>Return on Assets</b>	.13085	<b>.11825</b>
<b>Return on Assets=Net Profit before Taxes/Total Assets</b>		
Explanation: This calculation measures the company's ability to use its assets to create profits. Basically, ROA indicates how many cents of profit each dollar of asset is producing per year.		
<b>Asset Composition</b>	.06568	<b>.08528</b>
<b>Asset Composition=Current Assets/Total Assets</b>		
Explanation: This ratio measures the proportion of current assets to total assets. An over ratio would indicate that a company has significant investments in long-term assets and less flexibility in meeting short-term obligations.		
<b>Return on Labor</b>	0.76%	<b>0.64%</b>
<b>Return on Labor=Net Profit before Taxes/Salary Expense</b>		
Explanation: This indicator represents the percentage of profit generated from each dollar invested in Employee compensation.		

**Last five year's position Banglalink (amount in millions)**

	2014	2013	2012	2011	2010
Operating revenue	1700	1650	1600	1500	1100
Service revenue	1700	1600	1620	1600	1500
other revenue (penalty calculationis included)	3	1	0.5	0	0
Total revenue	3403	3251	3220.5	3100	2600
Expenses	2200	2100	2000	1900	1800
gross profit	1203	1151	1220.5	1200	800
Admin expenses	1820	1800.5	1900	1900	1750
EBIT	-617	-649.5	-679.5	-700	-950
interest and tax	260	260	260	250	230
Earning/ loss after tax and interest	-877	-910	-940	-950	-1180
Project under construction	319	319	350	300	240.4
Intangible asset	20	20.3	20.3	30.3	30.3
Other current asset	690	680.2	689	690.3	690.1
Current asset	100	80.5	70.7	60.4	60.2
total asset	6429	6400	6330	6281	6121
Liabilities					
current liabilities*	339	350	379.5	411	391
other non-current liabilities	257	280	280	300	340
Intercompany payable	100	120	130	100	110
Long term loan	1910	1880	1880	1900	1970
Total liabilities	2606	2630	2669.5	2711	2811
Paid up capital	2700	2700	2700	2590	2590
Share money deposit	2000	1980	1900	1930	1900
Retain earning loss	-877	-910	-940	-950	-1180

Banglalink GSM Ltd. published income results for the final quarter and full year finished December 31, 2013 and working results for the final quarter finished December 31, 2013. For the quarter, the organization reported incomes of \$138,101,000 against \$128,278,000 a year prior. Incomes developed by 13% year-on-year in nearby money terms, determined by a larger amount of VAS and information selection, and focused on start-up and reactivation advancements. EBITDA was \$51,543,000 against \$24,670,000 a year prior. Capex was

\$41,962,000 against \$69,326,000 a year back. EBITDA in final quarter of 2012 multiplied year on year in nearby coin terms because of investment funds on business open coming about because of lower horrible augmentations. EBITDA in final quarter of 2012 was antagonistically influenced by the forceful obtaining technique that took after the diminishment in SIM charge in June 2012, which prompted a change in SIM charge appropriation allotment. For the year, the organization reported incomes of \$554,301,000 against \$511,291,000 a year prior. EBITDA was

\$192,120,000 against \$168,630,000 a year prior. Capex was \$125,161,000 against \$160,746,000 a year prior. For the quarter, the organization reported that the aggregate endorsers of arrived at more than 25,882,698 against 23,753,552 a year back. In the accompanying table a percentage of the key monetary data has been given.

## **2.7 Industry Analysis:**

### *Barriers for New Entrants:*

Higher hindrance infers lower rivalry, again lower boundaries for new contestants suggests higher rivalry on the business. In Bangladesh entrance boundaries are high. Because of tenets and regulation there are just six organizations can work business in Bangladesh. This additionally reflects the high exchanging expense for the business operations. Additionally, the high exchanging expense and government regulation on High permit charge has made the business considerably harder for a participant's right to gain entrance.

### *Bargaining Power of the Suppliers:*

To secure telecom particular gears, like cutting edge broadband exchanging supplies, fiber-optic links, mobile handsets, billing software and the likes, the each organization needs to rely on upon the suppliers. Huawei, the Chinese telecom gear producer is one of the major suppliers of telecom supplies in Bangladesh. Vimpelcom (also known as 'BeeLine') - started from Russia gives voice and data services through a range of wireless, fixed, and broadband technologies to Djuice (a Vital Specialty Unit (SBU) of Grameenphone) and Banglalink in Bangladesh. Grameenphone takes Sun oriented Force Help from Summit Tele Power Ltd. from India.

These assets guarantee bounteous supply backing to the nation's telecom industry. This is the reason; the dealing force of suppliers in the business is low because of more noteworthy option supply sources.

### *Bargaining Power of the Buyers:*

Around 40% of the population exists under poverty line that is more averse to buy mobile phones. In whatever is left of 60% of the population who has the capacity to buy a mobile phone, has one or various phones. Around 46% of the aggregate population has cell phones and the

greater parts of the subscribers are within the 60% portion that lives over the poverty line. The business is very nearly at the crest as far as client era. Holding client is the key test of the business which is the reason dealing force of the client in this industry is high. Besides, clients are less intrigued to have new contact numbers, and more importantly low pricing on call rate are establishing stronger position for buyers in the industry.

*Threat of Alternative Product/Service:*

The organizations like -Bangladesh Telecommunications Company Ltd, People's Telecommunication & Information Services, Rangs Telecom Limited, Jubok Phone, Bijoy Phone Onetel Communications, National Telecom, Westec, Dhaka Telephone Company Limited, Sheba Phone, S.A. Telecom Systems Limited and so forth are giving Public Switched Telephone Network or PSTN administration to the clients. This PSTN administration could be an alternative option for communication. Still there is need of alternate product because of technological insufficient advancement. So the risk of interchange item or administration is not that much.

*Competition among Existing Competitors:*

The six operators - Grameenphone, Banglalink, Robi, Airtel, Citycell&Teletalk are presently running the business. Grameenphone claims the most noteworthy piece of the pie, remaining in a beneficial position than others. Each one organization is attempting to gain market share by low call rate, unrivaled network coverage & better Value Added Services. The opposition has driven the business' average revenue per share to a low stamp. For this reason, telecom organizations are incurring losses. The primary motive of this value rivalry is to switch clients from the contenders. Considering the intensity of the competition- the rivalry among existing contender is high. The later piece of the study gives a definite view on the aggressive environment of the nation's telecom industry.



## **2.8 Industry Analysis:**

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The organizations like -Bangladesh Telecommunications Company Ltd, People's Telecommunication & Information Services, Rangs Telecom Limited, Jubok Phone, Bijoy Phone Onetel Communications, National Telecom, Westec, Dhaka Telephone Company Limited, Sheba Phone, S.A. Telecom Systems Limited and so forth are giving Public Switched Telephone Network or PSTN administration to the clients. This PSTN administration could be an alternative option for communication. Still there is need of alternate product because of technological insufficient advancement. So the risk of interchange item or administration is not that much.

*Competition among Existing Competitors:*

The six operators - Grameenphone, Banglalink, Robi, Airtel, Citycell&Teletalk are presently running the business. Grameenphone claims the most noteworthy piece of the pie, remaining in a beneficial position than others. Each one organization is attempting to gain market share by low call rate, unrivaled network coverage & better Value Added Services. The opposition has driven the business' average revenue per share to a low stamp. For this reason, telecom organizations are incurring losses. The primary motive of this value rivalry is to switch clients from the contenders. Considering the intensity of the competition- the rivalry among existing contender is high. The later piece of the study gives a definite view on the aggressive environment of the nation's telecom industry.

## **2.9 SWOT Analysis:**

Banglalink has some inside quality and shortcoming alongside external opportunity and treats. These things have been depicted underneath.

<b>Banglalink</b>	
<p><b>Strengths</b></p> <ol style="list-style-type: none"> <li>1. HighMarketGrowth&amp;SecondHighestSubscriberBase</li> <li>2. GreaterPublicAttention</li> <li>3. Agro-InformationBasedService-KrishiBazar</li> <li>4. MobileRemittance</li> </ol>	<p><b>Weaknesses</b></p> <ol style="list-style-type: none"> <li>1. WeakFinancialPosition</li> <li>2. WeakNetworkCoverage</li> <li>3. IncurringLoss</li> <li>4. Customers'LackofInteresttoSwitch</li> </ol>
<p><b>Opportunities</b></p> <ol style="list-style-type: none"> <li>1. AlternativeSourceofCapitalRaising</li> <li>2. M-Banking</li> <li>3. NewTechnology</li> <li>4. InfrastructureSharing</li> </ol>	<p><b>Threats</b></p> <ol style="list-style-type: none"> <li>1. PriceWar</li> <li>2. Competitors</li> <li>3. Regulations</li> <li>4. UnfavorableBusinessEnvironment</li> </ol>

### **Strength Analysis:**

• *High Market Growth & Second Highest Subscriber Base:*

From the rise (in 2005) of Banglalink, the organization figured out how to keep up forceful development in the business by being one of the quickest developing versatile operators. The organization figured out how to achieve one million subscribers inside the initial 9 months of operation. Once more, Banglalink attained ten million subscribers stamp in just 3.5 years. The organization created a 14 million client's base in under seven years (2005-2011). This fast development of the organization is acting as a corporate goodwill for the organization.

- *Greater Public Attention:*

The organization's popular services like - Krishibazar (farming data based administration), Mobile Remittance Service, the limited time activities like - Cox's Bazar Sea Beach Cleaning Project, JagoronerGaan, New7wonders, ModhuMela, BoshontoUthshab and beautiful & engaging TV ads dealt with an enormous client consideration for Banglalink which can be a solid potential for the organization if the organization guarantees prevalent administration.

- *Agro-Information Based Service - Krishi Bazar:*

Bangladesh is an agro-based economy. Banglalink's recently developed idea Krishi Bazar is getting consideration in the horticulture market. (Akhter, 2011) More than 45% of the nation's work power is from agribusiness. Administration like – Krishi Bazar can be a gigantic potential for creating and promoting another business section for the organization.

- *Mobile Remittance:*

Banglalink without precedent for Bangladesh (and in South-Asia) propelled Mobile Remittance Service as a team with Dhaka Bank Limited and Eastern Bank Limited. There are around 3.5 million transient laborers who make a yearly commitment of around BDT 700 billion to the national economy. This administration will permit the rustic populace to gather with their relatives' settlements through a helpful way. This quality to join with the country individuals and the outside vagrant specialists can go about as a tremendous extension for the organization to produce

### Weakness Analysis:

- *Weak Financial Structure:*

All the speculation exercises for the organization is financed just by Banglalink's guardian auxiliary Vimplecom. This convey's higher capital hazard on Vimplecom yet come about slower development potential for Banglalink. Other real telecom organizations like - Airtel (BhartiAirtel-Warid joint wander), Robi (Axiata-Docomo joint wander), Grameenphone (Telenor-Grameen Telecom joint wander) have stronger subsidizing sources which places Banglalink in relatively weaker position in the business.

- *Weaker Network Coverage:*

The organization at present has system scope of around 90% of the nation. The organization is neglecting to guarantee development in scope in contrast with the development of organization's client number. As an aftereffect of this occasionally clients are having baffling knowledge for not having system in their crises and this is harming the organization's notoriety of value administration supplier.

- *Incurring Loss:*

Despite the fact that the organization's EBITDA is having a tremendous augmentation from BDT 0.27 billion (year 2008) to BDT 7.32 billion (year 2009). The organization is failing to win benefit. In year 2009, the organization acquired a loss of BDT 3.07 billion which is such a baffling reality for such a guaranteeing organization. The fundamental reasons working behind the constant misfortunes are - nonstop speculation on organization's assets and low Average Revenue every User of the business.

- *Customer's Lack of Interest to Switch:*

Since clients have a tendency to keep up a unique contact number, they are less concerned about brand exchanging. Since Grameenphone has the biggest client base, it is a test for Banglalink administration to switch a Grameenphone client towards Banglalink services.

**Opportunity Analysis:**

- *Alternative Source of Capital Rising:*

The organization has the chance of outside financing from different sources. The organization's administration is looking for merger or securing open door from the business. Besides, the organization wants to raise capital through issuing Initial Public Offering (IPO). Banglalink obliges substantial capital backing so as to get by in the business and the outside store can assume an instrumental part in extra gathering pledges.

- *M-Banking:*

Banglalink made a concurrence with Dutch Bangla Bank Limited to create a Mobile Banking Platform that will make a helpful & secure channel for exchange. According to the understanding, chose Banglalink appropriation outlets will be utilized as Dutch Bangia Bank's money focuses. Banglalink's M-Banking stage can prompt give versatile based monetary administrations at more noteworthy scale which permits making fresher product offerings with new clients for the organization.

- *New Technology:*

Banglalink has effectively presented 3g web modem capacities in the business. The current web access from Banglalink is yet to be encouraging. Quicker & reliable web execution can bring an entire new client base for any organization. Banglalink being the second biggest of the telecom area can abuse this opportunity and effortlessly use it for exchanging clients from the organization's rivals.

- *Infrastructure Sharing:*

Since Banglalink does not have the greatest system scope the organization can look for practical system base imparting. Actually Banglalink figured out how to gain enthusiasm of Grameenphone to impart base for both organization. Both organization collaborated and consented to a framework imparting Arrangement. As a consequence of this understanding, Banglalink is having the system scope from Grameenphone again and Grameenphone is having the right to gain entrance to Banglalink's progressed innovative assets.

- *Appealing Niche - Reaching the Unmet Needs with Wider Network Coverage:*

The current system scope for Banglalink is 90% of the nation where Grameenphone has around 98% of the nation's system scope. This infers that, there is 8% of the aggregate system where Banglalink could impart clients to Grameenphone and 2% of the aggregate nation's unmet need which Banglalink could investigate and create new income sources.

### **Threat Analysis:**

- *Price War:*

All the six organizations are contending to get the business sector through low pricing. As an aftereffect of this, Average Revenue every User is frequently diminishing and coming about as a loss. In recent years just Grameenphone figured out how to gain benefit where other companies had to incur loss. Grameenphone has the strongest piece of the overall industry in the nation which is permitting the organization to create income from its greater client base of the business. Be that as it may Banglalink does not have as much enormous client base contender Grameenphone does. Under these circumstances, 'value war' is by all accounts the greatest risk for Banglalink that can harm the fate of the organization.

- *Competitor:*

Banglalink has a few immediate contenders like - Grameenphone, Robi, Citycell, Airtel, and Teletalk (BTCL) and aberrant contenders like - Public Switched Telephone Network (PSTN), other web access suppliers (Banglalion, Wimax). All these contenders are concocting different methods to have comparative target clients with Banglalink and reason lower benefit for the organization.

- *Regulations:*

The regulative blemishes are influencing the development capability of the telecom business which is similarly confronted by all the six administrators of the nation.

- *Unfavorable Business Environment:*

Issues like - power lack and vitality deficiencies, value treks, high swelling and characteristic disasters are the major unfavorable fixings of the business environment of Bangladesh which are having an effect on the telecom business alongside other industries.

## **2.10 Criticisms and penalty:**

In October, 2007, BTRC fined Banglalink Tk. 1.25 billion for its contribution in illicit VoIP or call termination business. Then the BTRC chairman real general (retd.) Manzurul Alam affirmed Banglalink's inclusion in the unlawful exchange. Banglalink, in any case, in an announcement said the organization has consented to set aside a few minutes settled installment of Tk. 1.25 billion to the administration as remuneration for its misfortune in incomes.



### **3. PMO:**

A PMO is the backbone of a successful project management approach at an organization. It is a function that provides decision support information, although it doesn't make any decisions itself. A PMO underpins the project delivery mechanisms by ensuring that all business change in an organization is managed in a controlled way.

#### **3.1 PMO Responsibilities and Tasks**

- Assist and advise leaders, managers, and teams to the best use of project management disciplines and approaches within a fast-paced, high tech environment
- Act as a reference point for PMO queries and information and an advocate for best practices in project management
- Maintain processes to ensure project management documentation, reports and plans are relevant, accurate and complete
- Track and report on project portfolio performance, providing a real-time, comprehensive, and prioritized view of all projects
- Provide assistance to maintain and update the project management framework and disciplines necessary to support a PMO
- Develop positive relationships with managers and staff to enable the PMO to provide support including facilitation, tracking and reporting on projects, and training
- Assist in managing enterprise level resource allocation, including adjustments based on emerging business or technical opportunities and challenges
- Assist with establishing PMO stakeholder management plan and implementation of the communication framework
- Share lessons learned and best practices across programs, building relationships with stakeholders and brokering relationships at all levels

- Understand the deliverables of internal and external PMO customers and contribute to success through cooperative and collegial processes
- Develop and maintain a basic understanding of customer policies and procedures as relevant to processes



### **3.2 PMO in Banglalink:**

The main function of PMO are to create and maintain standards and methods and support the management operations with the development of processes and projects, necessary follow up, facilitation, contribution with recommendations and deliver the required outputs in line with the Organizational goals.

### **3.3 Objective of PMO:**

The main objective of PMO is to develop or design a process or project to effectively and efficiently deliver the stakeholder requirement within acceptable time, cost, quality and risk parameters.

### **3.4 Importance of PMO:**

Every department revolves around a particular device and conforms to certain guideline to perform their respective work and activities. But these activities and workflow need to be recorded and scripted to acquaint other personnel with all the departments' tasks. Moreover there should be a standard modality to be pursued by the respective personnel. And to ascertain the guidelines, strengthen the specification of the activities performed; PMO describe the steps of the tasks of the organization in the form of documentation. Thus while any confusion arises regarding any particular process, respective personnel can glance over the process published in the PMO Link and get clarified.

### **3.5 Process preparation steps:**

- Process request receive procedure: Every department has different objectives and tasks to fulfill which requires a customized workflow. When a department or unit identifies a requirement for a process for a particular task; they communicate with PMO and share the scope of the process along with the core stakeholders. Once the scope is approved and finalized, PMO starts developing the process with all the stakeholders.
- Stakeholder identification: Different process requires different stakeholders from different departments. For a particular task, the departments who are related with that task, sends a POC (person/point of contact) who attends all the meetings and represents his departments and guides how his department or unit will help or act according to the related process. At the very beginning, PMO asks for POCs from all the necessary departments for a process who supports through the entire process development.
- Process Meeting: Meeting is a very important part of developing a process. Here, POCs from different departments sit together to develop the process and assign the tasks for each unit and describes how do they do the tasks. The initial meeting is all about a brief understanding of the process from the process owner who describes and elaborates the necessary of the task and the workflow. Later, several meetings are conducted for detail understanding and clarification of the process and finding the bottlenecks and resolving them. For a successful process, several meetings are called with the stakeholders; and one to one meetings are also conducted for personal understanding. All these meetings are arranged by PMO process owner, and under his observation the whole process is completed.

- Initial draft preparation: After several meetings, a draft structure is made with inputs and responsibilities from all the units. Banglalink PMO has a particular format for documenting all the process.

#### 1. Cover:

The cover page of every process has a particular format. It consists of the name of the process, the owning department and unit of the project, issuing and next revision date, version number and the name of the PMO representative who prepared the whole process.

#### 2. Purpose:

This part briefly describes the sole objective for the existence of this process.

#### 3. Scope:

This part elaborates how this process fulfills the objectives of this process and serves better efficiency and advantages for the whole activity.

#### 4. Definition and Abbreviation

Some particular company abbreviations are generally used to minimize the length of the sentence, which might not be familiar to other departments. That's why all the abbreviations are elaborated at the very beginning of the process so that the reader wouldn't face any trouble understanding them.

#### 5. Process Flow/Steps:

This is the main part of the process where all the steps are described elaborately that how an activity will be done accordingly. The process flow is also incorporated with the responsible departments and a particular timeline for every step.

## 6. Process Swimlane:

Swimlane is similar to flow chart, however it is done in Microsoft Visio application which sums up the whole process in a figurative presentation which is easier to understand at a glance.

## 7. RACI Matrix:

RACI stands for - Responsible/Accountable/Consulted/Informed

**Responsible:** People who are expected to act actively participate in the activity and contribute to the best of their abilities.

**Accountable:** The person who is ultimately responsible for the results

**Consulted:** People who must be consulted for some other reason before a final decision is made

**Informed:** People who are affected by the activity/decision and therefore need to be kept informed but do not participate in the effort

## 8. Approval and Distribution:

After preparing the final process, the hard copy of the document is circulated to all the stakeholders and POCs, once all the corrections are applied, the POCs and department heads approve the process by signing on the document.

## 9. References:

References for further review with other processes are linked here for future needs.

- Meeting and Modification: Once the draft is emailed to all the stakeholders, different modifications and inputs come up from the stakeholders for fine tuning the process. Meetings are also called for notifying the other stakeholders regarding the modification.
- Final Process for Approval: After the modification part, once all the stakeholders agree to the final process, it goes for final printing and approval from all the stakeholders. Then the approved hard copy is scanned and the soft copy is archived to the database for easy access for any necessity.

### **3.6 My activity throughout Internship:**

Throughout my internship program I was assigned for several different tasks by the PMO core team members regarding different processes and projects.

#	Process/Project Name	Task Given By	Activity
1	<b>Balance movement validation</b>	Asst. Manager	Preparing Swimlane
2	<b>Finance Document Archiving</b>	Asst. Manager	Preparing Scope Document incorporating with all the stakeholders inputs, Preparing Project ROADMAP, Attending meetings with vendors and stakeholders, Keeping meeting minutes
3	<b>i top up and M commerce balance issuance</b>	Jr. Executive	Updating process to current PMO Process format
4	<b>Detection and Analysis of high mobile usage</b>	Jr. Executive	Updating Swimlane
5	<b>SIM, SC AIRTIME RETAILING PROCESS</b>	Jr. Executive	Updating process to current PMO Process format
6	<b>Detection and Analysis of high mobile usage</b>	Jr. Executive	Preparing Swimlane
7	<b>PMO Process Database</b>	Associated Manager	Preparing an internal Database to keep track of all the processes by PMO
8	<b>Outsource Rental process</b>	Associated Manager	Simplifying according to discussion and preparing swimlanes

9	<b>MFS Query Handling Resolution</b>	Associated Manager	Combining all the MFS process in one
10	<b>Online Approval Management System</b>	Associated Manager	Preparing user email list according to department
11	<b>Incident management</b>	Associated Manager	Preparing Swimlane
12	<b>Operational Revenue Assurance Measurements</b>	Asst. Manager	Updating presentation to new format with logo and template
13	<b>Rating Assurance Visio &amp; Control Coverage Model</b>	Asst. Manager	Preparing Swimlane
14	<b>Procurement Process</b>	Asst. Manager	Modify process
15	<b>Cash Disbursement and Maintenance in Customer Care Centers</b>	Asst. Manager	Preparing Swimlane
16	<b>Rating Billing Assurance</b>	Asst. Manager	Modifying swimlane
17	<b>Service Description of Contract Management Automation</b>	Manager	Incorporating the inputs from Legal and Contract Management and prepare a DRAFT of Service Description for this automation
18	<b>PR user, approval hierarchy of 5 units</b>	Manager	Incorporating all the inputs from five units in one excel file
19	<b>Finance Automation tracker</b>	Manager	Preparing Powerpoint slide for presentation
20	<b>P2P Project_April 09, 2015</b>	Manager	Updating Powerpoint slide
21	<b>Asset Tracker</b>	Manager	Preparing Requirement Document
22	<b>Asset Tracker Software</b>	Manager	Preparing Scope Document incorporating with all the stakeholders inputs,
23	<b>Material Return Form</b>	Asst. Manager	Preparing form for material return
24	<b>Product service and promotion development</b>	Asst. Manager	Incorporating the modifications from stakeholders
25	<b>Airtime &amp; connection credit lifting</b>	Jr. Executive	Updating process to current PMO Process format
26	<b>Dial Reuse</b>	Asst. Manager	Preparing Swimlane and RACI Matrix
27	<b>Management of POSM Materials</b>	Asst. Manager	Updating process to current PMO Process format
28	<b>SME Package Sales &amp; Activation Process</b>	Jr. Executive	Updating process to current PMO Process format
29	<b>Self-Regulatory Admin Bar SIM Reconnection &amp; Refund</b>	Jr. Executive	Updating process to current PMO Process format
30	<b>SME Call and Control\Postpaid Sales &amp;Activation_Duplicating Dials</b>	Jr. Executive	Updating process to current PMO Process format



### **3.7 Major Projects**

Throughout my internship period, I have been working closely with PMO team and involved closely with some big projects. One of the projects was Finance Transformation, which had many subsidiary projects. Some of them which I was involved were:

- Online Approval Automation
- Document Archiving Automation
- Contract Management Automation
- Asset Tracking Software

#### **3.7.1 Online Approval**

Every corporate house has different documentation and official papers for approval, most of the business institutions still practice desk to desk approval method which is highly time consuming. Under the Finance Transformation project of Banglalink, Online Approval is a major step forward for digitalization. This proposal was initially raised by PMO for all sorts of document approval among the departments of Banglalink. One of the major parts of creating a process by PMO is to approve the final process by all the stakeholders. Different processes have different POCs and the number of POCs can vary according to the involvement of different departments. It has been observed that manual desk to desk approval takes a huge amount of time which results late publishing of a process or any document. This is a major bottleneck for PMO and for other departments as well. PMO took the initiative for transforming this manual approval trend into digital automation.

## **Advantages of Online Approval:**

### **Avoiding Mistakes**

Junior level employees will only have so much training. Giving them blanket access to every single file in the system could lead to disaster. They may inadvertently move or modify something and not even be aware of it.

Hours, days or even months later, a file is suddenly missing or has incorrect information. Everyone starts pointing fingers, but the employee who caused the issue may not reasonably be held liable. Their supervisor must take the blame and several people can end up being reprimanded or even fired.

With a document approval system in place, employees will only have access to files relating directly to their work. There is much less of a chance of people clicking around and suddenly being out of their depth. This way, a new hire or someone without extensive training can be prevented from fiddling around with something that they do not understand or have no business viewing.

### **Protecting Information**

Many files contain sensitive data. This data could belong to clients, fellow employees or important company information. Either way, improper viewing of privileged information can cause a significant amount of damage.

For example, social security numbers could be used for identity theft. Accounts information could be accessed and modified to allow unscrupulous people to commit fraud. Even someone without malicious intent could inadvertently cause an information leak.

Medical offices must be particularly careful about this problem. HIPAA considers any unnecessary accessing or sharing of a patient's private information to be a violation of the law.

Ultimately, you can keep the information you need on lockdown and have a system for proving due diligence in the event of any breaches.

## **Transparency**

Document approval systems track any access dates, times and users. Should any sort of investigation be necessary – be it legal, inter-company or just a routine auditing – any relevant file access can be revealed.

The type of system can also track changes made to a document and maintains previous file versions. All of these factors make correcting problems and identifying culprits as easy as possible.

## **Organization**

An underlying benefit of document control system is that it can streamline workflow. Users will only be able to see or access the files that are relevant to their daily job. Screen clutter is cut down significantly, and users are less likely to become confused by an overload of information.

Access can also be controlled by a set amount of parameters, such as making a certain file or folder available for a set duration. Employees can handle a work load and then have it out of their way once they begin their next task.

## **Privilege and Oversight**

Senior members of your organization are more likely to require access to a larger pool of files than their subordinates. It allows your company to set a tiered system of access to prevent lower-level employees from seeing what other departments are up to.

With this system in place, people are encouraged to pay attention to their own realm of responsibility. Higher-level supervisors can be permitted to monitor the entirety of their employees that they are in charge of. They can also be kept in the loop regarding important changes and developments in other areas of the company.

A clear designation of authority is the result. Employees know who their supervisors and superiors are, and also who they are directly responsible for when considering their duties.

## **Collaboration**

Document approval systems also facilitate instant sharing between individuals, teams or departments. Once a document or set of documents has been granted permission for access, these people can now collaborate with each other to get the project completed on time and under budget.

In many other systems, sharing files can be complex. You may have to register someone in a different department into another system in order for them to have access to the same work their teammate will be seeing. This eliminates that extra work.

## **Automation**

All documents in these systems are automatically archived following the completion of a task. Furthermore, a set of documents that requires periodic review will automatically notify any relevant employees that it is now available.

### **3.7.2 Document Archiving Automation:**

Document Archiving scope deals with scanning, indexing, import electronic files from email or any other source/system and folders into a central location and distribute important documents in a standardized format. This process is also a part of “Going Paperless Project”

Also, the physical document(s) to be archived by the solution provider in a convenient method with the option of searching and tracking of the hard copies.

The core business objective of document scanning and archiving the soft copy into a central depository and reduce the usage and maintenance of the hard copy which can be accessed through the database by the users of the documents as and when required along with the visibility of the hardcopy location.

The main purpose of implementing Document Archiving is:

- Minimizing the time of retrieving any information regarding the documents through the system
- Having backup of the hardcopy in image or pdf format
- Keep track of the location of the hardcopy for further use
- Easy access for all the users in real-time and minimizing the overall time constrain.
- Ensure less usage of papers and storage

#### **4. Findings and Recommendations:**

To conclude, I would like to reinforce the fact that “Establishing a PMO is not a simple solution to a complex problem”. Having a PMO does not, by itself, increase project success. It’s what the PMO does that makes the difference; and that should depend on how successful you already are in delivering projects and programmes, what problems you expect the PMO to address and the aspects of portfolio, programme and project management you want to improve.

Being clear about the business objectives for implementing a PMO or developing its role is essential if it is to deliver significant improvements in project performance and justify the cost. Which and how many of the four objectives we described at the start are relevant will depend on the business problems the PMO is intended to overcome. Once the problems are clear and agreed, the type and range of services required to address them can be defined. This will determine the type of PMO that is needed. Only then can the type of skill and expertise needed by the PMO staff be identified, roles defined and activities to deploy, manage and develop people to deliver the PMO services undertaken. Working in the PMO should be an opportunity for both individuals to develop their skills and knowledge and for the organisation to increase its project and programme management capabilities.

What then becomes critical is that project and programme managers and senior management make efficient and effective use of the services and capabilities of the PMO. And finally it is important to define the metrics by which the performance of the PMO will be assessed and evaluated, both directly (the effectiveness of its services) and indirectly (the improvements it enables in project, programme and portfolio decision making and outcomes).

But that is not the end of the story. Research shows that few PMOs are stable: as issues evolve, business circumstances change and the PMO achieves some or all of its objectives, its purpose and role need to be reappraised and its services and resources adapted to remain effective or developed to meet new challenges that emerge.

## **5. Conclusion:**

The primary goal of a PMO is to achieve benefits from standardizing and following project management policies, processes and methods. Over time, a PMO generally becomes the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects within the organization. A PMO may also get involved in project-related tasks and follow up on project activities through completion. The office may report on project activities, problems and requirements to executive management as a strategic tool in keeping implementers and decision makers moving toward consistent, business- or mission-focused goals and objectives. And I believe that PMO unit of Banglalink Digital Communications has so far done an amazing job. I am glad to had the opportunity of doing my internship at PMO unit and I wish the team thanks and all the very best in future.

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