



A Great Blend of Design Excellence and Professionalism

Internship Report

Outsourcing Marketing Strategies of Stencil Bangladesh Limited

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Date of Submission: 9th August, 2015

ACKNOWLEDGEMENT

Initially, I would like to thank my Almighty Allah to be with me and give me the chance to complete my internship successfully with lots of support of all the people I worked with. I am really thankful to all those people who have been with me and helped me throughout the beautiful journey of my internship. My academic supervisor, Mr. Fairuz Chowdhury, has been very supportive till the end of my Internship period, regarding the project work. I am also grateful to Mr. Zaidul Khan, business development director, who is my boss, to allow me to be the part of the Marketing team of Stencil Bangladesh Limited, and Mr. Babbar Karim, the senior marketing manager, under whom I worked and learnt a lot about how the company works and other relevant skills. Finally, I would like thank my colleague, Rashed Manzur, to help me and let me know all the little things that I didn't know about the job.

Letter of Transmittal

3rd August, 2015

Mr. Fairuz Chowdhury

Lecturer

BRAC University

Subject: Application of submission of Internship Report

Dear Mr. Fairuz,

Enclosed is a copy of my Internship report which I have prepared as a requirement of my Bachelor's Degree in Business Administration Program. This report has been prepared based on what I have done and learnt throughout my three months Internship period, and also based on what I have learnt in my four years of academic life in BRAC University. In addition, this report also contains information from other secondary sources such as the official website of Stencil Bangladesh Limited.

This report contains all the detailed analysis I have done on Stencil Bangladesh Limited regarding their business activities throughout Europe and other countries like USA, Australia, etc.

I hope this report will be of great value to you.

Sincerely,

Sadia Rowshan

ID: 10204073

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ABSTRACT

The internship report is based on outsourcing activities and marketing strategies of Stencil Bangladesh Limited. SBL is an outsourcing wing of Asiatic 360, which is the biggest and most reputed media and advertising company in Bangladesh. SBL is located in Banani, Dhaka. Moreover, it contains the overview of the functions and operations of SBL and the tasks that have been performed by me as an intern during this three months period of time.

Through several interview sessions with the Business Development Director, Mr. Zaidul Khan, who is in charge of all the activities and business deals of SBL, I have come to know that there are other employees in Germany who works for SBL and are involved in business deals with the clients in Europe. The employees in Europe also help to collect payment from clients.

The main job of SBL is graphic designing, which includes handmade clipping paths, masks and other photo editing services. There is a studio of 150 plus graphic designers working 24/7, the graphic designers are maximum four to five years experienced who are efficient and effective and are focused on client satisfaction by providing the clients with high end customized services. The studio runs on three shifts, there is morning shift, day shift and night shift. Fifty workers work in each shift, so this is how the company operation goes on 24/7.

Mr. Zaidul Khan and the marketing team, which includes the marketing executives and the senior marketing manager, bring in the clients and takes job from the clients. The job is then passed to the studio; the studio completes the job according to the instructions given by the client. The job is then passed to the marketing team or Mr. Zaidul Khan, who then submits the job to the client. Then the client pays for the job done through “Pay Pal”, as this service is not available in Bangladesh yet, the employees in Germany receives the payment and transfers the amount to HSBC bank account of SBL. That is mostly how the company runs.

Furthermore, there is an accountant who works for only SBL, who makes the invoices and send the invoices to the clients and also does other tasks of an accountant also. But the financial report of SBL is made centrally by the accountants of Asiatic 360.

1.0 Introduction

1.1 Background of the report

This report has been written as a part of the degree requirement for “Bachelor of Business Administration Program” of BRAC University. The three months internship program is part of the university curriculum for the above mentioned degree, which is worth four credits. As I have selected Stencil Bangladesh Limited for doing my internship, thus I have written this report about the business operations of this company. The report includes a detailed summary of all the services provided to the clients as well as an intensive analysis of the marketing strategies followed and implemented by this company.

1.2 Objectives

The objective of this report is to give a detailed insight into the various marketing strategies followed by Stencil Bangladesh Limited to attract the foreign clients, so that they outsource their post production work to this company. In addition, the other objective is to identify and analyze the strengths and weakness of the company and recommend some solutions that SBL can follow to grab the opportunities and face the challenges.

1.3 Significance:

Bangladesh has become an attractive outsourcing destination for foreign companies and also to the photographers, online stores and agencies throughout Europe. Therefore, the decision of where to outsource is extremely important for the clients because there is the issue of secrecy and reliability, and if the outsourcing partner or vendor is not providing better quality images, there is a possibility of the reputation of the clients as the work for their own clients or customers.

The outsourcing cost of countries like China, Philippines is increasing due to rise in the wage rate of the workers, thus Bangladesh is quickly becoming an eye-catching outsourcing destination to the global clients. At present, the foreign clients are increasingly planning to diversify their outsourcing portfolio. Bangladesh is currently well known in the global outsourcing market for its cost effectiveness, assurance, professionalism, and its enthusiasm to move forward and compete with global competitors. According to a newspaper article, EU has already ranked Bangladesh as one of the top 20 outsourcing destinations in the world. Bangladesh is also famous for global IT outsourcing, for example, Gartner, the global research company on IT sector, has recently placed Bangladesh on its list of top 30 destinations for global IT outsourcing for 2010-11.

In addition, Bangladesh has got one of the most attractive population demography in the world - out of the total 160 million populations in Bangladesh, 50% of the population is below 25 years of age. Thus due to the young population of Bangladesh, the outsourcing companies has got sufficient young, motivated and passionate workforce at lower wage rates. For this reason the outsourcing companies of Bangladesh is able to provide their clients high quality services at lower and reasonable price. In addition, Bangladesh has a significant cost advantage, per hour cost for our workforce can be 50% to 60% lower compared to that of Europe and America. Besides the low wage structure of Bangladesh, the cost of infrastructure is also low, which means that the rent of office space in the capital city of Bangladesh is 20% lower than that of Delhi and 40% of Manila.

The telecommunication infrastructure of Bangladesh is supported by extensive fiber optics connectivity across the country. The cost of Internet Bandwidth in Bangladesh is currently the lowest in South Asia, which is almost 50% less than that of India. There is four hours time difference between European countries and Bangladesh, so the geographic location of Bangladesh provides a time zone advantage for European countries, so the works sent to Bangladesh in the afternoon can be completed in time and deliver next day to the client in the European time.

The government of Bangladesh has set a target to achieve Digital Bangladesh by the year 2021, thus the government is providing a lot of incentives like tax exemption, duty cuts, etc. to attract foreign investors to invest more in Bangladesh,

which is providing necessary support for the growth of the IT offshore outsourcing sector of Bangladesh. Therefore, the Bangladeshi government has stated the software and IT sector as a “High Priority” export sector. However, at present the government of Bangladesh is not providing VAT exemption in operating this kind of business, but there is scope in future for the company to apply for tax exemption.

1.4 Scope

The report includes the following:

1. An organizational overview
2. Overview of the job
3. The various marketing strategies pursued by SBL. The various marketing strategies are:
 - a. Individual marketing
 - b. Cost Focus
4. This report will also analyze the performance of the company through the following model:
 - a. Modern Customer-oriented Organization Chart
 - b. One-To-One Marketing
 - c. SWOT Analysis
 - d. Porter’s Generic Strategies
5. The applicable findings, conclusions as well as the possible recommendations that the company should follow to be more efficient and effective.

1.5 Methodology (primary and secondary)

I have collected information from both primary sources and secondary sources. As for primary sources, I have collected data through the interview session with the Business Development Director, and the Senior Marketing Manager. And the secondary sources data was collected from the company website and the service proposal of Stencil Bangladesh Limited that is given to the clients which allows them to get knowledge about the services SBL provide.

1.6 Limitations

As an Intern, I faced a lot of restrictions in my workplace, so I couldn't gather enough information for preparing this report. At the beginning I was not allowed to make any call and directly contact with the clients, later I was allowed to contact with the clients. But as I am an extrovert person I faced a lot of problem in working in the marketing department of Stencil Bangladesh Limited. I was not able to cope up with the situations that different clients are in while I make the calls, so my supervisor restricted me from many any further calls. So I don't have much practical experience of directly contacting with the clients.

However, I must mention that I am very lucky to work with such wonderful people during this 3 months period. My supervisor was always there to help me from the start till the end, all he wanted for me is to learn and excel. In the beginning, he used to give me limited work, he gave me time to understand the services they provide to the clients and he made me learn all the service details of the company.

Then as the time passed, gradually he started giving me more work, but he never delegated the total responsibility to me as I was an intern here. So I would say that the only limitation for me the limited time period of three months, if there was more time to this internship period I would have learned a lot more work there.

Furthermore, another limitation that I faced in writing this report was that I had to take most of the company and service details from the website of Stencil Bangladesh Limited, so probably I couldn't make much changes there as this was all about graphic designing.

2.0 Organization

2.1 Introduction

Stencil Bangladesh Limited is a post production outsourcing company, which is a member of Asiatic 3Sixty, the largest marketing and communication group of companies in Bangladesh, the local affiliate of WPP companies, JWT and GroupM. Stencil Bangladesh Limited is a Member of Bangladesh German Chamber of Commerce and Industries. This company provides image editing services, anything from simple clipping to high-end retouching to Fashion Icons, Brands, E-commerce retailers, Photography studios and agencies and also freelance photographers. Stencil Bangladesh Limited has the capacity of doing 5000 plus clipping work done every day. Therefore, this company can handle huge volume of work every day and can cope up with almost any deadline of the clients. Stencil Bangladesh Limited always tries to not only satisfy its clients but also they delight its clients, because the actual performance of their services always exceeds the expected performance. That's why their clients never switch image retouching vendor, because this company is focused on making long term relationship with the clients. This company employs the best tools and has excellent command over Photoshop in this line, so they are aggressively moving to become number one in Southeast Asia.

2.2 History

Aly Zaker is the Chairman, Sara Zaker is the Managing Director, and Tahsin Saeed is the Executive Director of Stencil Bangladesh Limited and these highly reputed people are the founder of this company. Moreover, Zaidul Khan is the Business development director of this company, who makes almost all the major business decisions. Tahsin Saeed mostly gives the approval for the decision taken by Zaidul Khan, and honorable Aly Zaker and Sara Zaker are the members of Board of Directors who sometimes makes the investment for this company.

Stencil Bangladesh Limited was formed in 2012 with only Mr. Taseen Saeed, and then in 2013 he started recruiting employees. So the company started running in

2013 with 9 graphic designers only, and till November there was no work for these graphic designers. In December 2013, Mr. Zaidul Khan joined and started restructuring the company; he employed a marketing manager and started bringing in work from the clients. During the period of restructuring, the website of Stencil Bangladesh Limited was developed. This is how the company started in the beginning.

2.3 Service Offerings

The service offerings provided by Stencil Bangladesh Limited are under the following categories:

1. Clipping Path:

Stencil Bangladesh Limited provides high quality clipping path services at a very competitive price and at a faster turnaround time. SBL has the capacity of providing 5000 plus clipping path services per day. The graphic designers of SBL are minimum five to four years experienced in this area, and they are highly qualified, who uses specialized clipping path illustrator and in-design software's to create varied tasks with pinpoint accuracy. The image below is an example of the work of SBL, the before and after image is shown to provide a clear understanding how the image looked before and after the clipping path is done.



The price varies for clipping path services varies from €0.18 to €5.50 depending on the complexity of images, i.e. basic, medium, complex, super complex.

2. Multiple Clipping Path:

Stencil Bangladesh Limited is very good at providing the clients with top quality Multiple Clipping Path services to its clients. Multi path is a very time consuming job, thus the clients can save their valuable time by outsourcing their back office work to us and focusing on their core activities. In this way they can save a lot on their post-production work and thus can lower their production costs and make higher profits. The before after image given below is an example of how an image look before and after Multiple Clipping Path is done.

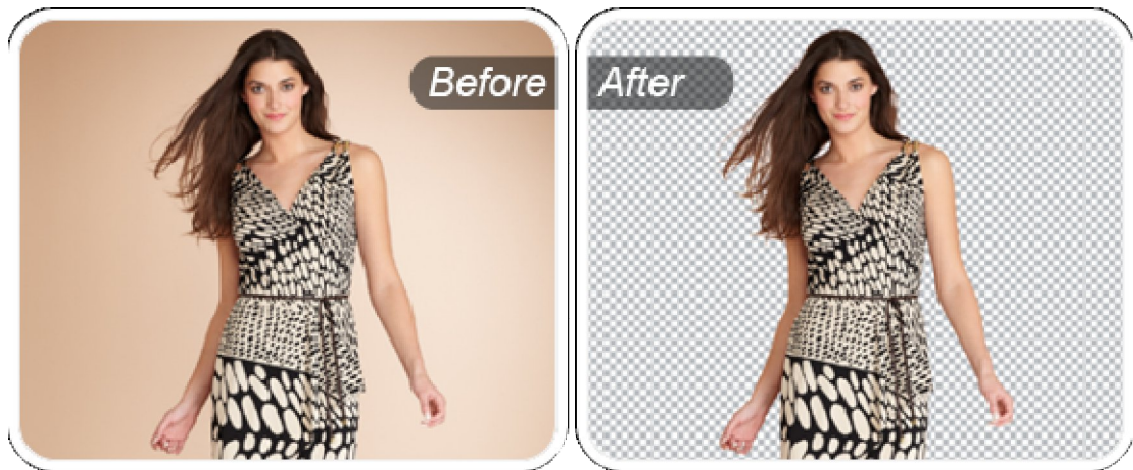


Multiple Clipping Path service prices varies depending on the quantity of images a client gives us, if the clients gives us bulk images to retouch the price per image goes down. The price varies from €1.45 to €5.50 depending on the complexity of images, i.e. basic, medium, complex, super complex.

3. Image Masking :

In today's world of globalization the market is extremely competitive, thus the graphic designers have to push the boundaries of reality and must try constantly to improve and innovate and come up with new unique ideas. The

work of image masking to today's digital graphics world is becoming more and more vivid and realistic, that's why now a day's image masking has become a very popular image editing tool. Some example of the work of Stencil Bangladesh Limited is shown below.



Stencil Bangladesh Limited uses Photoshop Image Masking with Clipping Path technique to knockout the background of a complex image to be placed for advertisement display in e-commerce website or photo manipulation. Photoshop Image Masking is also used for creating product catalogs. In addition, it is useful when clipping path alone is not applicable on hair, fur, semi-transparent or translucent images like glasses, feathers, smoke, flames, highlights, lighting, chiffon and muslin, etc.

Price per image for image masking varies from €1.45 to €5.25, and the price varies depending on the complexity of the images. Complexity varies from Basic to super complex, basic image cost €1.45 and price increases as work given by the clients are more complex. However, SBL is always thriving to provide its clients with better deal, thus as the number of work given by the client increases thus cost per image decreases. Image masking can be of two types:

a. Layer Mask / Hair Masking :

In digital design masking has become a common practice, where the graphic designer use a black and white or mostly grayscale image mask. As it is shown below the background of the image is changed to make the image look more vivid and lively. Price per image for layer masking varies from €1.25 to €5.00, and the price varies depending on the complexity of the images. An example of the work of SBL of layer masking is shown below.



Stencil Bangladesh Limited has very good understanding with its clients and has the ability to understand specific client's requirements. This company offers a high tech image masking service that applies the full functional smooth perfection graphics design techniques for isolating the background from different kinds of images. The images are retouched according to the client's specification, where the clients send the images with instruction about what need to be done with the images.

b. Channel Mask / Alpha Mask:

Channel masking is probably the most time consuming work that requires a lot of manual labor, but Stencil Bangladesh Limited has mastered this work. The production head and the team leaders are very skilled in their work and the make sure their subordinates working under them works even better than them. Though the work of channel masking is quite

similar to layer mask and hair masking, but still it is more complicated work than that. That is why the price per image charged for channel masking is more than that of layer masking. Thus price per image for image masking varies from €1.45 to €5.25, and the price varies depending on the complexity of the images. This company assures its clients with top quality channel masking service and quick delivery time at competitive prices. A client can always get a better deal when they give the company more work. . An example of the work of SBL of channel masking is shown below.



4. Drop Shadow :

Stencil Bangladesh Limited uses this technique to provide a graphic effect that creates the illusion of a light source for the part of images, the client requires, giving the image a natural look and making the picture vivid. Here manipulation and quality of images can be improved through intersection of shadows on images. An example of the work of SBL of drop shadow is shown below.



Price per image for image masking varies from €1.10 to €3.65 depending on the complexity of the images. It creates illusion of a light source shining on an object from above, thus a shadow appears to be shed behind the object. Mostly the clients prefer white background, because it gives the image a professional look. Moreover, putting a gray or black area below and offset from the object will give the image a very inventive appearance. SBL can apply clipping paths to the images will maintain original shadows while the background is removed. Furthermore, they can create new drop shadow which will look totally natural and can develop images where the original lighting conditions were not optimal. In addition, artificially generated drop shadows can be generated to balance the photo's framework.

5. Natural Shadow / Shadow Making:

To create the natural shadow of an image the graphic designers of SBL would remove the original background of the image and put the image in a white background and then form a shadow that will give the image a natural look. In this way the beautification of an image is enhanced, which gives the image a floating dimensional illusion, thus it seems that the image has got natural shadow.



Price per image for shadow making varies from €1.45 to €4.00 depending on the complexity of the images. Natural shadow is a very service for product photography, still life photography, magazine advertisement, product catalog, etc. Thus clients in abroad can get this time consuming tasks done in third world countries like India, Bangladesh, Philippines, etc. at a very low cost. An example of the work of SBL of channel masking is shown below.

6. Reflection Shadow / Mirror Effect :

Reflection shadow produce the same thing created on an original mirror or glass that gives the image an attractive look and make the image look glossy, which attract people's attention. Due to a reflection shadow or mirror effect an illusion is created that the product featured in the image is not simply an intangible picture, but has a depth and solidity which comes from its relationship to another surface. The skilled graphic designers of Stencil Bangladesh Limited have expertise in these areas and are able to provide the clients with the best quality images and exactly the way they want. An example of the work of SBL of mirror effect is shown below.



Price per image for image masking varies from €1.50 to €3.25 depending on the complexity of the images. Sometimes the most perfectly staged images might not be suitable when the context in which they are used changes and excessive reflection can make an image look poor and flashy. The graphics designers of SBL use only the best hand selected Photoshop retouching tools to create a finished product.

7. Color Correction :

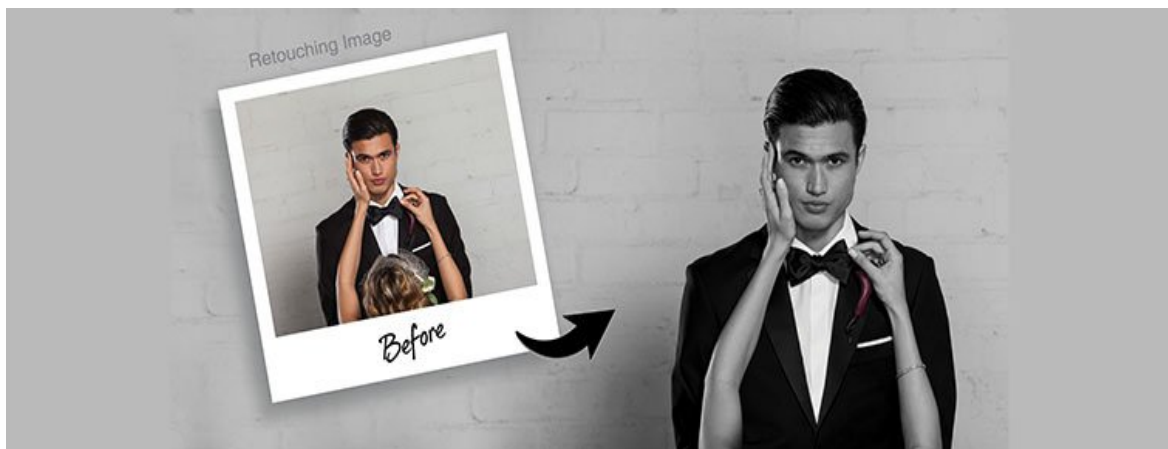
Probably color correction sounds easy, but it is one of the greatest challenges in professional photography. Stencil Bangladesh Limited is always ready to take up these challenges and is skilled at accomplishing their task successfully. Color correction means that there is something incorrect about the color in the image. Mostly color correction involves removing color casts from neutral white highlights or fixing the color balance in skin tones. Thus the image looks more real and totally natural. An example of the work of SBL of color correction is shown below.



Price per image for color correction varies from €1.65 to €4.00 depending on the complexity of the images. If the level of complexity is basic then price per image would be €1.65, when the level of complexity increases price per image charged also increases, and the super complex images for color correction is charged €4.00 per image. However, the more images a client gives us to work with, the better deal they will get from SBL.

8. Retouching Image :

Stencil Bangladesh Limited provide specialized digital photo retouching services by removing cracks, correct missing spots, contrasting, removing stains and scratches. This company has specialized graphic designers for repairing images from old photos along with correcting water damaged, torn and faded photos. An example of the work of SBL of image retouching is shown below.



In addition, SBL also restore image background, correcting brightness, digitally recovering damaged photos and dust spotting. Furthermore, SBL also provides creative art, converting raw images and more wide range of image processing services. Image retouching also includes beauty retouch, an example beauty retouch of SBL is shown below.



Beauty retouch removes any spots on the skin and clears the skin, which makes the skin glow and look fresh. Price per image for retouching image varies from €1.30 to €5.50 depending on the complexity of the images.

9. **Image Manipulation :**

Image manipulation is the technique to edit an image in order to create illusion in images. Photo manipulation can be done through analog and digital method. This manipulation helps to improve the quality of a simple photo to an extra ordinary photo. It can be used to create promotional shots for businesses. It can be used to remove the bad composing elements, add more things in it, and also add color to black and white image. In this way the whole composition of an image can be changed. An example of the work of SBL of Image manipulation is shown below.



Price per image for image manipulation varies from €1.10 to €5.50 depending on the complexity of the images. Image manipulation is widely used in product photography, fashion houses, online stores, etc. for their advertisement or photography work. The work of image manipulation requires a high level of creativity and experience in order to understand exactly what an image requires and what the client wants. Therefore, the graphic designers strive hard to communicate with the clients and understand their wants and demands. The marketing team and the production of SBL has these capabilities, that is why they can not only satisfy but also delight the clients with better quality images and at the best deal.

10. Neck Joint :

Mostly the neck joint services on images are done for the garments items. Stencil Bangladesh Limited has a separate department of highly skilled specialized neck joint graphic designers who edit the best quality images with perfection. This company is famous for neck joining works at the lowest rate, for this reason most of our clients wants to stay with us for this business for a long period of time. An example of the work of SBL of neck joint is shown below.

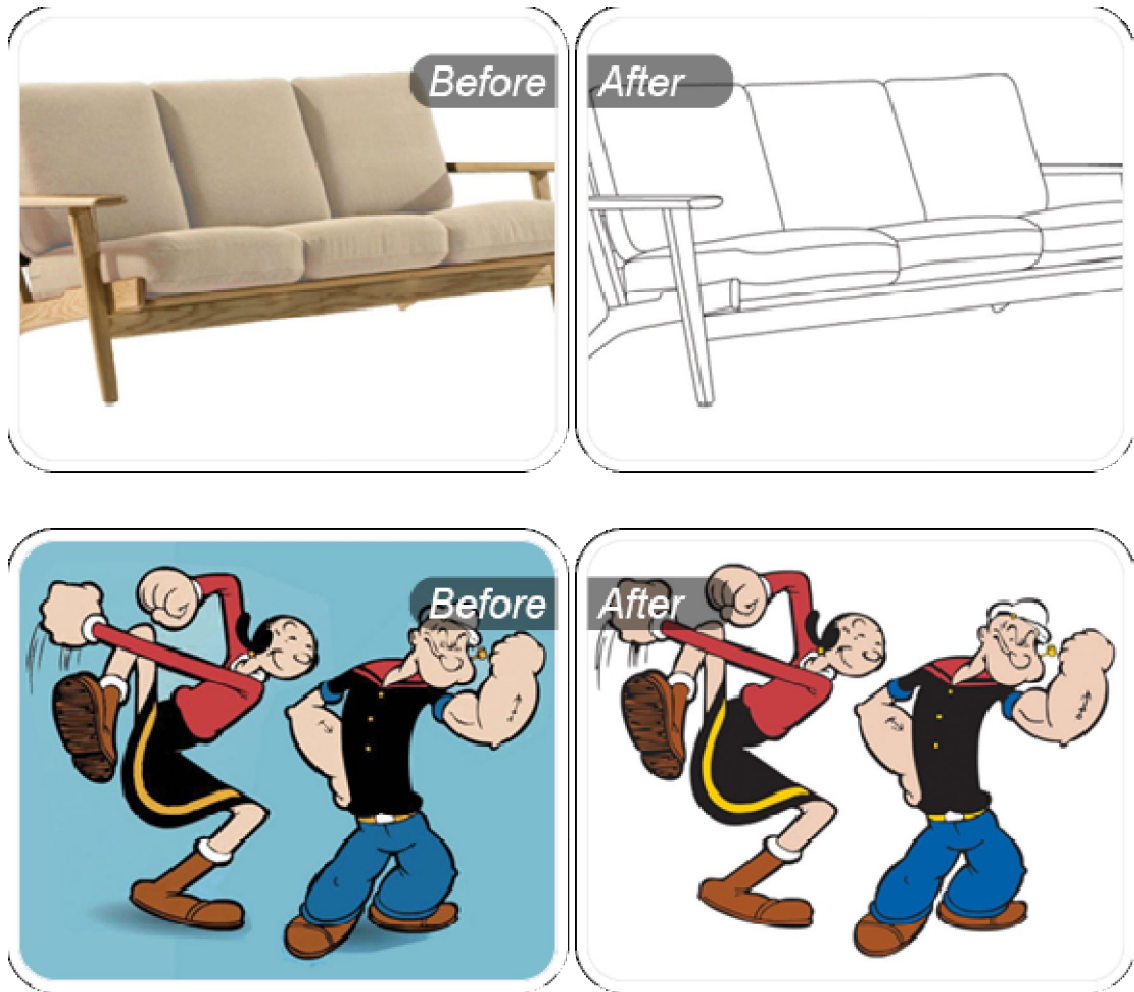


The work of neck joint is required mainly in the picture of a shirt, at first the shirt is taken from the front while it is hanging and then again when it is inside out. Neck joint is done to get a more accurate view of the shirt as a whole. Price per image for neck joint varies from €1.10 to €4.35 depending on the complexity of the images. Mostly a neck joint includes works of path, selection and then it is all a matter of the final perfecting touches. A path of the front view of the clothing is first made with a pen tool, then the neck portion of the turned out part of the clothing is taken out by path and selection, then it is placed in the part of the clothing where it should be. The cut out piece is then warped and transformed to the right size to give the look of the whole thing to make the image look perfect, which includes applying required shadows.

11. Vector :

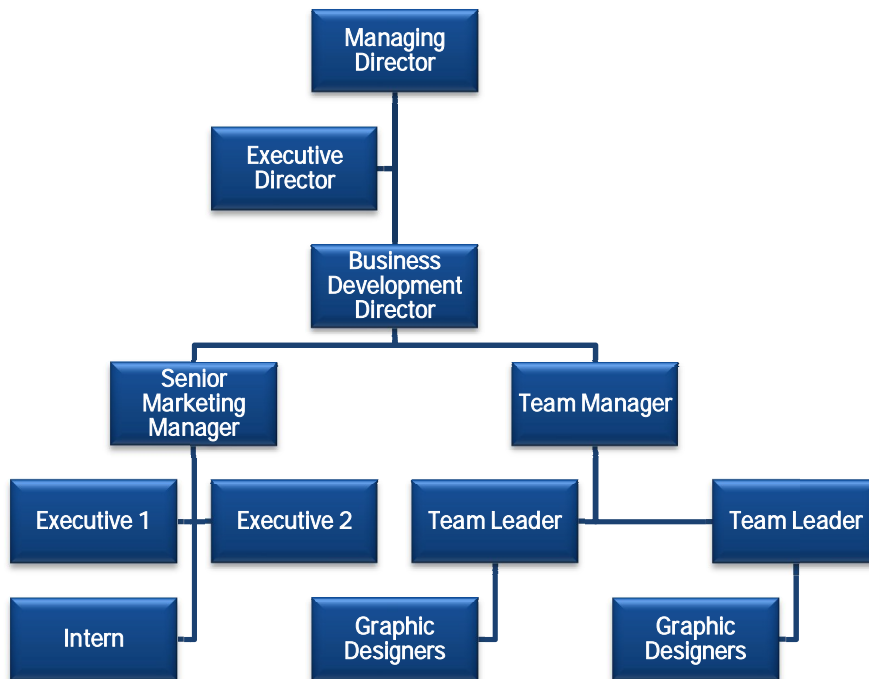
Raster to Vector (R2V) conversion is crucial for animation and 3D CAD designs, for this reason Stencil Bangladesh Limited has a dedicated team for this kind of work. The graphic designers of this company are skilled at what they do and they can convert any Logo, Artwork, Illustration, Signs, Maps, Badges, Photographs, Race cars, Cartoons, etc. to hand drawn vector photo. Vector images can be organized in any context and at whatever size, which saves a picture as a series of pixels, and vector files store information as a series of instructions. For this reason vector based images are mathematical and are not stored as a picture, and they can be easily reproduced at any size.

Furthermore, vector files are smaller in size, so they can be used on website, template, etc. Two examples of the work of SBL of (R2V) conversion are shown below.



Price per image for (R2V) conversion varies from €1.80 to €5.80 depending on the complexity of the images. The graphic designers of SBL redraw raster jpg/bmp blurred photo to vector format, thus no automated software is used to create the vector.

2.4 Operational Network or Hierarchy



The Managing Director of Stencil Bangladesh Limited is honorable Mrs. Sara Zaker, and the Executive Director Mr. Taseen Saeed. The Business Development Director is Mr. Zaidul Khan, and the Senior Marketing Manager is Mr. Babbar Karim, who is my supervisor. The decision making process in this company does not flows from top to bottom. The Business Development Director always makes all the major decisions and asks the Executive Director for approval. As soon as he gets the approval from the Executive Director, he can start doing what he decided. For example, Mr. Zaidul Khan decides that he needs 20 personal computers for additional 20 graphic designers, because he wants to expand the office space, so he gets the approval from Mr. Taseen Saeed and can give order to buy 20 personal computers. As honorable Mrs. Sara Zaker is the member of Board of directors, so she mostly makes the investment for the most major activities, for example, visiting Germany and Switzerland for directly contacting with the clients. The Business Development Director makes decision for the Marketing department and the Production Department, so everyone in the marketing and production department follows the order of Mr. Zaidul Khan.

2.5 Vision and Mission Statement

Vision:

The vision of Stencil Bangladesh Limited is to eliminate the position of graphic designer of its clients, who check the quality of the work outsourced. So that the client don't need to keep a graphic designer to check the quality of the jobs done by Stencil Bangladesh Limited. If clients outsource their work to us, they must not need to worry about the quality or any mistakes. Thus they can save costs by eliminating that position of graphic designer who checks work quality. The client must have faith on our work and always be delighted with the work quality of this company.

Mission:

The mission of Stencil Bangladesh Limited is the combination of Ownership, Relationship and Innovation. These three are explained below-

- **Ownership:** “I am my problem, and also my solution”, it means when you treat something as your own, you always give it that extra care and attention. Therefore, Stencil Bangladesh Limited always treat it clients as part of their own, and makes sure that all of their clients receive same level of dedication.
- **Relationship:** “Relationship is our key to make magic”, it means that this company always gives all its effort to strengthen their relation with their clients. This strong bond that we share with our clients motivates this company to do better every day.
- **Innovation:** “Doing things differently takes us closer to perfection”, thinking out of the box is not rocket science, it is just what we do to add value in our everyday life.

3.0 Job

3.1 Description of the job

The Internship at Stencil Bangladesh Limited is for 3 months period of time. During this whole time I was the only one intern in this marketing department. As an intern I had access to almost everything, e-mail account, directly contacting with the clients, FTP server, Dropbox account, etc. At the beginning of my internship I was trained how to do research and collect the relevant information of the clients. Then I was allowed to make calls to the photographers, small time business, just to learn how to talk with the clients, what information we need to get from them, and what information we need to give them. Later I was given variety of tasks like keeping records of the jobs coming in from each client in the work chart, and maintain the report spreadsheet of my supervisor.

3.2 Specific Responsibilities of the job

I have worked for three months in the Marketing Department of Stencil Bangladesh Limited, an outsourcing wing of Asiatic 3 Sixty. Here I have performed the following tasks:

1. **Research:**

Collecting information of the clients like finding out the name of the company that are involved in photography business and requires image editing post production work. Mostly, all the clients all over Europe have their in-house graphic designers, or they get their image editing post production work done by studios located in Europe. Then I had to find out the person in charge of production of image editing work, the contact number of the company, e-mail address, website link, etc.

2. Contacting with the clients:

I was also allowed to call the clients over Skype in their company contact number. I had to get in touch with the specific responsible person and introduce myself and my company to that person. then I had to get some relevant information from him like how he currently handle his post production work. After that I would tell him our service details and offer him the benefits he is going to get if he works with us and outsource their work to us.

3. Work Chart preparation:

I was given the responsibility of preparing the work chart for the jobs that comes in everyday. I had to keep the records and be responsible for any mistakes. I used to make some mistakes, and when the total jobs of the month of June didn't match with the record of my boss, I had to go through all the hard copies and e-mails and cross check with these to find out my mistakes. Then I had to correct those mistakes and report to my boss about the mistakes I have made. The work chart included the information like date, job name and the number of images.

4. Report Preparation:

I also had to assist my supervisor with his report preparation. My supervisor used to keep records of all the jobs in a report that includes date, folder name of the job, and number of images of the clients. In this report all the clients name and the records of all the jobs done for these clients are kept. So I used to update this report after I finished updating my work chart. So there was less possibility of making mistakes, but still sometime I used to forget to enter one or two data. But as I was an intern, my supervisor sometimes used to keep an eye on the report.

5. Purchase Order:

Finally I was given the task of preparing the purchase order for all the clients. We use purchase order to confirm that the client has accepted to purchase our services at a specific price. So this was like a contract that the client has an agreement with our company. This purchase order was sent to the client through the mail and the client was asked to sign the purchase order. The clients used to sign the purchase order and send it back to us through mail. The purchase order includes all the details of the client like name of the company, address, telephone number, etc. and there was a P/O number for each purchase order. It also includes serial number, the nature of work done by us like background removal, and price per image.

3.3 Different aspects of Job Performance

Lessons Learnt

I have learnt a lot of things during this 3 months period of time and I am relay grateful to my supervisor and my boss to teach me all these important things. These are as follows:

1. My boss always taught me how to do everything in a perfect way.
2. My supervisor taught how to talk to the clients, how to handle rejections when the client is not interested in our company offer.
3. My supervisor taught me how to mix with the unknown people and talk to them, as I had to go to the studio and talk to the graphic designers.
4. My supervisor also taught me how to talk loudly and confidently to the clients, though as I was an introvert it was a difficult task for him.

Limitations at work

There is a lot of work that they could not get it done by me so that had to give these tasks to someone else. Therefore, I was unable to learn these tasks. The tasks are mentioned as follows:

1. As I was an introvert, so I was unable to talk to the clients in all kinds of situations. So I was facing problems in persuading the clients to try our service out.
2. As I was an intern, they could not entrust me with directly making business deal with the clients, so I could not get much time to learn how to persuade the clients for accepting our business proposal.
3. The time limitation of three months period was too less for me to learn all these tasks that I failed to learn.

3.4 Critical observation and recommendation

Observations:

1. The graphic designers in the studio of Stencil Bangladesh Limited are weak in English language, so they sometimes face problem in understanding the client's instruction. So we the marketing team makes them understand what the client exactly wants.
2. Number of employees is low compared to the work load and all the employees are not equally qualified.
3. The client wants 100% error free work done on images, but sometimes the graphic designers of our studio makes silly mistakes, so we always tell the clients to consider at least 10% errors in total number of images, because 10% work can include human errors. For example, if a client gives work of 1000 images per day, so the client should consider the

mistakes of 10 images at least and inform us right away about the mistakes and we will make the corrections immediately.

4. The Quality Control (QC) department of Stencil Bangladesh Limited is sometimes becoming too lazy to check all the images of a client. For example, if a client has 1000 images, the QC will probably will check 90 images and find it correct and consider the rest 10 images a correct too.
5. An intern in this company is not treated as an employee, so they don't entrust an intern with more responsibilities.

Recommendations:

1. The graphic designers should be trained at least per month about how to understand what the client's wants exactly.
2. Stencil Bangladesh Limited should also train the employees about how to work more efficiently and effectively.
3. The studio of Stencil Bangladesh Limited requires more qualified graphic designers if they want to compete fiercely with other nations that are way ahead and well known for outsourcing destinations, for example, India, Philippines, etc.
4. The Business Development Director should take necessary action to make the QC department more active, otherwise the possibility of losing clients would increase.
5. An intern should be treated equally as an employee and train them enough, so that they can be entrusted with more responsibility.

4.0 Methodology

4.1 Data collection Method

This report is based on both primary and secondary sources of information. The data collection method used for collecting primary data was mainly interviews and discussion with my boss and my supervisor. Moreover, I have learnt about the graphic designers working in our studio by talking with them and observing their work. Mostly I talked with the team manager about the work of the clients, but sometimes I went to the studio and talked with the graphic designers and asked them to make me understand what they are working on. I have interviewed the business development director, my boss, who has the view of a bird's eye about the whole company to get more accurate information from him. The interview questions have been attached in the appendix. I have collected the secondary sources of data mostly from the English and German website of Stencil Bangladesh Limited, and from the service catalog of the company.

4.2 Sampling Unit

Here, in my research, the unit of analysis is individual employees, as I interviewed my boss individually and discussed with my supervisor individually. In addition, I interacted with the graphic designers individually.

4.3 Sample Size

I collected the majority of the information from Mr. Zaidul Khan, who is the business development director. He has been in this post from the end of the year 2013. He is a German resident, and he is an expert and knows well how to run this business efficiently and effectively. The second person I collected information from is the Senior Marketing Manager, who is my supervisor. The capacity of our studio is 19 seats, in total 21 graphic designers can work in each shift. Currently, this company has two shifts, i.e. day and morning shift.

4.4 Sampling Technique

The sampling technique was convenience, as all the employees I have interviewed and talked with works in the same floor, which can be called under one roof. Furthermore, Mr. Zaidul Khan is the major decision making person, so he know all about this company very well.

5.0 Analysis and Findings

5.1 SWOT Analysis



The strengths of Stencil Bangladesh Limited are mentioned below:

- 1. Skilled and dedicated workforce:** the employees in the production and marketing department of this company are very skilled and hardworking.
- 2. Facilities for the employees:** the employees get facilities from the company like three times food is absolutely free, the company bears these costs. There is tea and snacks break. So employees feel more motivated to work hard because they don't have to worry about the food while they are working.
- 3. Friendly environment:** the working environment is so friendly that the employees almost feel that this workplace is a second home for them. All the employees are like friends, as they are so much connected to each other.
- 4. Flat organizational structure:** the organizational structure of this company is flat, so there is no communication gap between employees. As an intern, I used to report to the business development director. I was also told by him to ask any relevant question that I want to know. The marketing executives can also directly communicate with him.

5. **Customized services:** Stencil Bangladesh Limited provides its clients customized services, as the graphic designers edit the images according to the instruction of each client. So different clients have different requirement for their jobs, and the service we provide to each client differ based on their requirements.
6. **Provide high quality service:** the graphic designers of this company are skilled at their work of image editing. We provide our clients with high end retouching services. This company does everything from simple clipping to high end retouching.
7. **Faster turnaround time:** as we have got here 19 graphic designers working in each shift, so obviously we can do the work lot faster. For example, if a client has two graphic designers working for him, that can edit 10 images in one hour. We can get it done in half an hour by using 4 graphic designers do that work.
8. **Competitive prices:** this company charge competitive price to its clients, compared to other retouching vendors in other countries like India, Vietnam, etc. Moreover, we chare our clients per image wise and not per hour basis. So a client can save a lot here if they work with us.

The weaknesses of Stencil Bangladesh Limited are mentioned below:

1. **Limited workforce:** 31 employees in two shifts is too less, if this company wants to increase number of employees, therefore the organization can take more work from its clients and can get more work done by those workers. In this way the company can grow and prosper in future. So as the company is now operating at two shifts. This workforce is limited according to the current workload, so now this has almost become a weakness for the company.
2. **Need to increase office space:** currently the office space this company has have the capacity of holding 19 graphic designers, 1 team leader and 1

production manager in each shift. In addition, Mr. Zaidul Khan already have a plan of renting new office space in the year 2016, which will have the capacity of holding 100+ graphic designers. But currently the limited office space has also become a disadvantage as the company is unable to take more graphic designers for the additional workload.

3. **Size of the company:** when number of workforce and office space will increase, size of the company will also increase. However, currently it has become a weakness for the company as they are unable to do so, which hinders the company's growth.
4. **Need to introduce night shift:** at present the company is operating in only two shift, morning and day shift, so there is no night shift now. Thus this has become a major disadvantage for the company because they are unable to provide support and services to the clients 24/7. However, Mr. Zaidul Khan has plans to open a night shift, where another 21 graphic designers will be working.

The opportunities of Stencil Bangladesh Limited are mentioned below:

1. **Video editing:** In 2016, Mr. Zaidul Khan has plans for starting to provide video editing services. Video editing is the process of manipulating and rearranging different video shots to create a new work. Video editing is also a part of post production work, therefore as Stencil Bangladesh Limited provides the post production services to its clients so this company has great opportunity in this sector also.
2. **Animation:** In 2016, Mr. Zaidul Khan has also planned to do the post production work of animation. To create an animation post production work is also required, where the images will be provided by the clients, and the graphic designers will do clipping path on those images, and edit the pieces of animation together using video editing software. During final edit background removal, sound effects, color correction can also be done on the animation, if the client wants.

3. **3D design:** Mr. Zaidul Khan is also planning to train the existing graphic designers to make them as skilled as 3D graphic designers. He also has plans to hire qualified 3D graphic designers to provide the clients with best quality output. The graphic designers will prepare storyboards based on the requirements of the clients, once the concepts are approved, designers will create the final products using computers and specialized software.
4. **Training school:** Mr. Zaidul Khan wants to open a graphic design training school in near future, where the designers will be trained and then those graphic designers will work for the company after the training is completed. The company will enter into a legal agreement that the trained graphic designers have to work for the company for a specific period of time like two years.

The threats/challenges of Stencil Bangladesh Limited are mentioned below:

1. **Competitive threats:** due to globalization, today's world has become a single marketplace. That is why the foreign companies outsource their backend work to third world countries to minimize their cost of production and increase profits. Massive competition exists in this graphic design industry, both nationally and internationally, which is a major threat for this company. As the switching costs of the clients are too low, a client can easily switch its retouching vendor to get the best deal and best quality output. However, Mr. Zaidul Khan is always ready to except the challenges and overcome the threats.
2. **Number of employees:** Increase the number of employees is also a challenge for the company as it will increase the operating cost of the company as well as the total expenses. Mr. Zaidul Khan is well aware of these challenges the company has to face in near future, so he is also well prepared for this. He is constantly increasing the number of clients and is well prepared to bear the workload.
3. **Skilled employees:** the company, currently, has lack of qualified employees, which has become a major threat for the company right now. As Bangladesh

is a third world country, so graphic designers are available at low wage rate, but their English communication skills are low, so they are facing problems to understand the client's instructions.

4. **Training:** the company has to train the graphic designers once a week, so that they understand what the client actually wants and do the work accurately. So this is also a challenge for the company, as this training time kills too much time and is time consuming.

5.2 Modern Customer-oriented Organization Chart

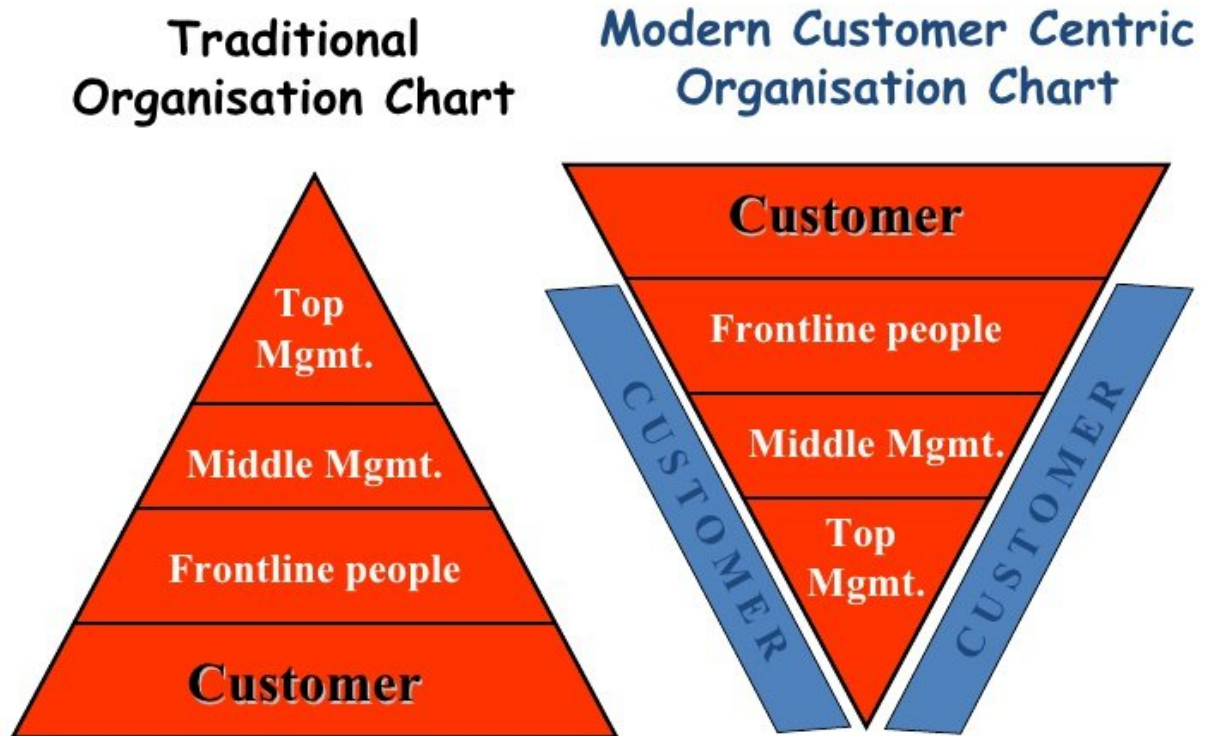


Fig: 1

Fig: 2

Figure 1 shows Traditional Organizational Chart, and Figure 2 shows Modern Customer Oriented Chart. Stencil Bangladesh Limited completely follows the

modern customer oriented chart, where customers are given top level of priority, and then the Frontline people are given priority because they are the ones who directly communicate with the clients. Then the role of middle management and top management comes. The whole process followed by Stencil Bangladesh Limited is described below:

1. **Customers/Clients:** Stencil Bangladesh Limited always focuses on the wants and demand of its clients. The client wants best quality at lower price, thus we try our best to provide the client with what they want. The post production work of this company regarding image editing is completely dependent of the client's instruction. The clients send us the images to work on with instructions, so the graphic designers have to work on the images exactly according to the client's specification.
2. **Frontline people:** in this company the marketing executives and the senior marketing manager are the frontline people who directly communicate with the clients and bring in the jobs. So these employees play vital roles in running the organization, thus they get second level priority from the organization after the clients. Moreover, the graphic designers can also be taken as front line people as they are indirectly in contact with the clients, understanding the client's instruction and doing their jobs.
3. **Middle Management:** The Business Development Director, Mr. Zaidul Khan, is in the middle management of the organization. Though he is the main decision maker, but still he gives more priority to the frontline people and after them he gets the priority. He makes sure that marketing executives and graphic designers are trained up well to bring in the clients, and ensures that all the employees and graphic designers are working efficiently and effectively.
4. **Top management:** the founders of the company – Aly Zaker, Sara Zaker, and Mr. Taseen Saeed- are on the top management of the company, where Mr. Taseen Saeed only plays an active role in decision making. Mr. Zaidul Khan makes all the decisions, and consults with him before taking any major

step and gets his approval. For this reason the top management of the company gets the last priority and is at the bottom of the organizational pyramid.

5.3 One-To-One Marketing

Stencil Bangladesh Limited follows one to one marketing strategy to build long term relationships with the clients, they remember the customer's choice and preferences and build unique marketing plan for each one of them. They remember details about each client's preferences and use that knowledge to provide better service. This company provides one-to-one marketing service to its clients in the following ways:

1. **Identify your prospects and customers:**

Initially we identify which group is our potential clients like photographers, agencies, online stores, etc. Then we mine the information of those clients and prepare a rich customer database, which is derived from all the channels available online, e.g. directory, golden pages, etc.

2. **Differentiate customers in terms of their need and their value to my company:**

Mostly we spend more time and give more effort to our most valuable clients like Mango, Brantano, etc. the oldest and loyal clients of Stencil Bangladesh Limited are Damion Lloyd Photography and Proactive Media. We have separate graphic designers for doing their work, because they give us regular work in bulk quantity. Our graphic designers understand their needs and preferences better, so they are most comfortable in working with us.

3. **Interact with individual customers to improve the knowledge about their individual needs and to build stronger relationships:**

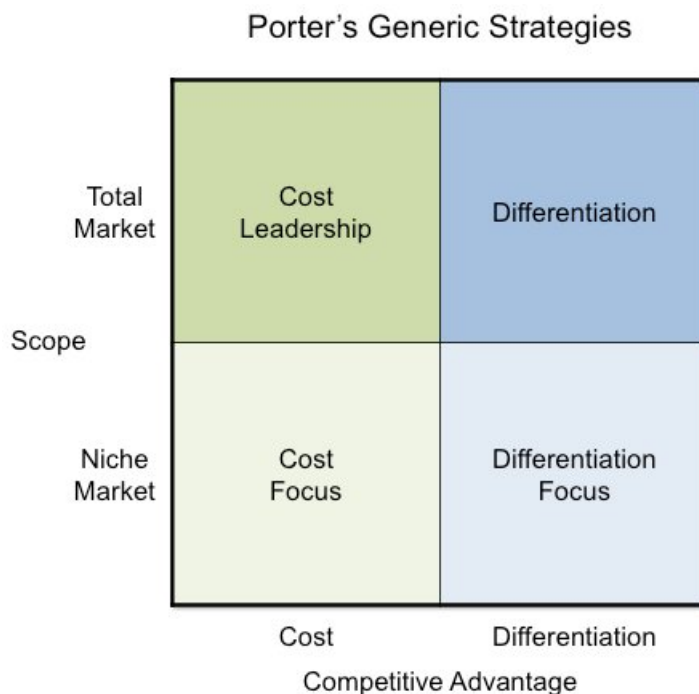
We provide our each client with customized services; the graphic designers do their work according to the client's instructions. Therefore, to understand

individual client's needs the marketing team needs to constantly interact with the clients, thus we have better understanding of the client's preferences. In this way we provide customized services to the clients and build long term relationships with them.

4. Customize products, services and messages to each customer:

Stencil Bangladesh Limited have two websites, one is in English language, which is an international language, so that all the clients both in US and Europe can understand, and another is in German language, which is specially made for our massive clients in Germany. Moreover, Mr. Zaidul Khan is a German resident, so he is proficient in both speaking and writing in German language. So we are more than just concerned about facilitating customer-company interaction.

5.4 Porter's Generic Strategies



According to Michael Porter there are three strategies for achieving a competitive advantage over the rivals. The three strategies are: Cost

Leadership, Differentiation, and Focus. Michael Porter then again divided Focus Strategy into 2 ways- Cost focus and Differentiation focus.

Stencil Bangladesh Limited can be said to be following Cost Focus strategy, because this company charge its clients competitive prices compared to its national and international competitors. So the lower-cost strategy is a competitive advantage of this company. Furthermore, this company also focuses on specific buyer group like Photographers, Online Stores and Agencies, and specific geographic market like Europe and USA. The lower cost position gives this company a defense against the global competitors, and as competition in this industry is massive so lower costs allows this company to earn a satisfactory profit at all times. As the wage rates of the workforce of Bangladesh is lower compared to India, China, etc., so Bangladesh is now becoming an attractive outsourcing destination for the clients in Europe and US.

Although Stencil Bangladesh Limited is a cost leader, who charge lower prices compared to its rivals, this company cannot be said to be following Cost leadership strategy because this company is not yet focusing at the broad mass market related to graphic design.

This company is also not following the differentiation strategy, because the service this company is providing to its clients like clipping path, beauty retouch, image masking, etc. are also provided by all other graphic design companies located nationally and internationally. The clients in Europe mostly have their own in-house graphic designers, whom they trust and always work with, thus they hesitate to outsource their work, because they fear the work quality might decrease and their clients might switch to other firm.

The companies that use differentiation focus strategy, aims at keeping low production cost and also try to provide the target market segment with differentiated goods and services. Thus it can be said that although Stencil Bangladesh Limited is focusing on keeping low average cost of production, but still this company is providing its clients with homogeneous services.

Finally, it can be said that the low cost strategy is competitive advantage for Stencil Bangladesh Limited, so it should pursue this strategy to gain advantage over its competitors.

6.0 Conclusion

From my personal point of view, I think that the benefits of outsourcing outweigh the cost of outsourcing. Offshore outsourcing adds value to the business and also improves business performance. If the photographers throughout the world outsource their image editing post production work to countries like India, Bangladesh, Philippines, China, etc., they can benefit from lower production cost thus can increase their profits. The photographers can focus on their core activities, that is, Photo shoot and taking pictures, and they can get their back office work done by offshore image editing post production vendors. Thus the photographers can extend their business by increasing their photo shoots and they can also deliver the work fast to their clients. Therefore, it is a win-win situation for everyone. The benefits of outsourcing to companies like Stencil Bangladesh Limited for the photographers worldwide are:

- I. **Cost effective:** the developed countries outsource their back office work to third world countries, because of qualified workforce, low wage rate and high quality services. Offshore outsourcing helps companies and also photographers to lower their cost of production and increase their profits. The workforce of third world countries is efficient as well as productive.
- II. **Human Resources:** The workforces of Bangladesh working in these companies are qualified, fluent in English, and productive. As the wage rate is low in Bangladesh, thus the companies like Stencil Bangladesh Limited can offer its services to the clients at competitive prices, the only objective is to grab the market share and be more competitive in the global market.
- III. **Government Policies:** the government of Bangladesh is taking every step necessary to attract foreign investment. As IT is regarded as one of the five priority industries in Bangladesh, thus the government is helping the sector to grow faster to meet the government's objectives to make Bangladesh totally digital by the year 2021. Thus the government is providing tax incentives and duty cuts to the priority industries to grow faster and achieve economies of scale.

IV. Communication: Due to the reliable satellite and submarine communication links, Bangladesh has excellent band connectivity with the rest of the world. Thus the foreign clients engaged in offshore outsourcing can be connected to their vendors 24/7 without any connection difficulty.

Although the benefits of offshore outsourcing outweigh the drawbacks in most cases, but still outsourcing can be an extremely complex and difficult undertaking. The foreign photographers have their in-house graphic designers, who charge high prices like €20 to edit per image (depending on image complexity). Thus these photographers spend too much on their in-house graphic designers, where as companies like Stencil Bangladesh Limited charge €1 to €2 for per image (depending on image complexity). Therefore, outsourcing image editing post production work is cost effective and also time saving. In addition, outsourcing of image processing work allows photographers to get rid of the headache of back office work. Thus the photographers can view this as investment in photography business, but the photographers must choose the right people based on their skill and pay them accordingly. However, all of a photographer's work shouldn't be outsourced, he have a lot of choices here, he can outsource a portion of his work and do the rest using in-house graphic designer, or he can diversify his outsourcing portfolio by working with different retouching vendor in different countries. Some of the photographers works are creative which can be a difficult task to outsource by giving instructions, in this case what the client of Stencil Bangladesh Limited does is that they does image recording and send it to us and we do his work according to those specifications, or he shares his computer screen with us using "team viewer", and show our team manager how the work is done.

7.0 Recommendation

Business Development Director, Mr. Zaidul Khan, of Stencil Bangladesh Limited has great plan for the immediate future about expansion of the company. In 2016, the total number of graphic designers employed by this company is expected to be around one hundred, which will also increase the overall expenses of the company. Thus more marketing executives and managers will be hired to expand the marketing team and increase the number of employees of the marketing department, these marketing executives will have the target of bring in 2000 images per month and the marketing manager will have the target of bringing in 4000 images per month. If the marketing department is successful, the overall company will be benefited and the company will grow and flourish at a faster pace.

To achieve the forecasted plans, I would advocate that the company should hire skilled and qualified graphic designer and give them more training, so that no one needs to guide them as currently the team leaders does. The graphic designers should be motivated to work hard and focus on work, by increasing their pay or buy announcing rewards for to the best performing employee of the month. Moreover, the rewards should be given monthly not yearly, which will help the employees to stay focused on work and their achievements.

In addition, the graphic designers working in the quality control department should be more effective, so that this company can eliminate or reduce the possibility of 10% human errors to achieve the vision of this company. All employees should work hard to achieve goals and objectives of this company

8.0 Appendix

8.1 Interview Question & Answers

1. When and how did Stencil Bangladesh Limited start?

Stencil Bangladesh Limited was formed in 2012 by Mr. Taseen Saeed, founder of the company. During the year 2013, the HR department of Asiatic Events started recruiting the graphic designers. Thus they hired nine graphic designers. At that time, the company had no clients, the graphic designers used to come to the office and train themselves up. In this way almost the whole year of 2013 passed however during the month of December Mr. Zaidul Khan was recruited as the Business Development Director. After joining he restructured the whole company, he hired website developer and developed the English and German website of this company. Another employee was hired in 2014 for doing the marketing of this company and to bring in the clients, then Mr. Zaidul Khan and that employee started to bring in the clients. So that is how work started coming in and the graphic designers started working.

2. What are the opportunities of SBL?

According to Mr. Zaidul Khan, the whole world is the market for this company, so our clients are all over the world and there is no end for this business. So everyday new opportunities opens up for this company, however for the immediate future the most important opportunities are 3D design and animation. From 2016, this company will start proving the services of 3D design and animation to its clients. So more new clients will be adding up to this company and there is immense opportunity of growth for this company.

3. How do you plan to achieve the opportunities of SBL?

Mr. Zaidul Khan have great plan for the future of this company. From the year 2016 he plans to open up a graphic design training school, where the graphic designers will be taught how to work perfectly according to the instructions of

the clients. Thus these skilled graphic designers will be employed in this company, where they have to sign a contract that they have to work for this company for at least two years.

4. What are threats/ challenges of SBL?

The competitors in the national and international market are the major threats for this company, because the switching costs of the clients are low. Moreover, Bangladesh is not very famous by its name for graphic design outsourcing work; mostly Bangladesh is popular for outsourcing Garments items. So the new clients mostly hesitate to start working with us by switching their retouching vendors. Examples of the national rival companies located in Bangladesh are Tech Cloud Limited, Graphics Bangladesh, Clipping Path Bangladesh Limited, Color experts, etc.

5. Do you want to avoid the threats or accept these as challenges?

Mr. Zaidul Khan says that he don't consider the rival firms as threats, because he thinks that these are challenges for him that's he want win over. He wants all the clients of those national and international competitors to switch to this company, because this company can provide better quality work at very competitive prices.

6. What are weaknesses of SBL?

The graphic designers of this company are still lacking in English communication skills, thus they face problems in understanding the instructions of the clients. Thus they sometimes makes mistakes in their work, and the people who work in the quality control department is not as effective as they should be, they sometimes don't check the quality of each images because of the increasing workload.

7. How do you think you can overcome these weaknesses of SBL?

To overcome the weakness mentioned above, Mr. Zaidul Khan planned to start a graphic design training school, when the graphic designers will be trained to become skilled at working as per the instructions of the clients. In addition, to overcome the English communication skills the company will be hiring English medium background students, whose Basic English communication skill is better.

8. What is the Mission and Vision of the company?

As the mission and vision was not mentioned in the website of Stencil Bangladesh Limited, so I asked Mr. Zaidul Khan about this. According to him, ownership, relationship and innovation are the mission of this company. And the vision of this company is to eliminate the work quality control people from the company of the clients, who re-check the quality of the images that have been outsourced.

9. Do you think the political situation or economic downturn is a threat for our company?

Stencil Bangladesh Limited faces no problem due to the political instability conditions of Bangladesh, because our clients are in abroad. So until the clients have a problem in their own country or in the operation of their business, we face no other problem.

10. How do you collect the payments when the clients pay through PayPal?

The clients can make payments using PayPal if they want; in that case we suggest them to use the Friends and Family option to waive the transfer fee. Mr. Zaidul Khan has a friend living in Germany, who collects the payment through PayPal and transfers the amount of money to the HSBC bank account of Stencil Bangladesh Limited. In this way the payment of the clients are received.

11. Do you think this company needs more direct face to face conversation with the clients?

According to the Senior Marketing Manager, Mr. Babbar Karim, this company needs more people located in abroad, who will at least work part time for this company to directly contact with clients to give the clients more confidence about this company and to build long-term relationship with them.

12. What kind of government regulation does SBL face? Do these regulations limit the performance of SBL anyhow?

The only government regulation this company faces is while collecting the payment. Bangladesh Bank has strict regulations about the money that is remitted to Bangladesh. So this company has to go through complex procedure to collect the money that has been remitted from abroad.

13. Does this company get any support from the government?

This company does not get any government support at present. But new government regulations will be passed soon, where this kind of company will be able to apply for tax exemption.

14. Tell me something about your oldest clients. How long have you been in business with them?

The oldest clients of this company are Damion Lloyd and Proactive Media, these two clients have been very loyal clients since 2014. They still provide this company with regular work at bulk quantity.

15. Where do you see this company five years from now?

As Mr. Zaidul Khan is the major decision making person of this company, so in five years he wants this company to have 300+ skilled graphic designers, who would be providing services of Video Editing, 3D design and Animation. This company will also move to a new area with a totally new office with all the equipments and resources required to provide these high end services.

16. Tell me something about the decision making process of this company.

The most important decisions of Stencil Bangladesh Limited are made by Mr. Zaidul Khan, business development director, however he sometimes consult his decisions Mr. Taseen Saeed, the founder of this company. Mr. Taseen Saeed also signs papers sometimes just to give approval of the major undertakings.

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