Report On

“Evaluating the Impact of Asset Management System Adoption on Data Accuracy and Administrative Control at The Daily Star.”

By

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Student ID: 21204067

An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration (BBA)

BRAC Business School
Brac University
April, 2026

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Nujhat Tabassum
Student ID: 21204067

Supervisor's Full Name & Signature:

Ahmed Abir Choudhury
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Ahmed Abir Choudhury
Senior Lecturer,
BRAC Business School
BRAC University
Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report.

Dear Sir,

It is my pleasure to submit the final internship report on "Evaluating the Impact of Asset Management System Adoption on Data Accuracy and Administrative Control at The Daily Star." The report is fully based on my first-hand experience on fixed asset management at The Daily Star and the secondary data gathered from relevant academic sources.

I extend my heartfelt gratitude to you for your constant and consistent guidance throughout the preparation of this report.

I sincerely hope that the report will meet your expectations.

Sincerely yours,

____

Nujhat Tabassum
Student ID: 21204067
BRAC Business School
BRAC University
Date: April 2, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between The Daily Star and the undersigned student at Brac University, Nujhat Tabassum.

The internship report is prepared on the basis of the practical experience gained at The Daily Star. Certain financial numbers, internal reports, and delicate working information have not been fully revealed in order to maintain confidentiality.

This report is also meant only to be evaluated academically and must not be utilized in any external or commercial capacity without the prior consent of The Daily Star.

____

Nujhat Tabassum

Student ID: 21204067

BRAC Business School

BRAC University

Acknowledgement

I would like to first extend my deepest and heartfelt appreciation to my parents, Mrs. Sabina Khatun and Mr. Aftar Uddin Ahmed, for their constant support, guidance and patience throughout my academic journey. I dedicate every success in my undergrad journey and in life, to them.

I would like to thank BRAC Business School and the inspiring faculty members for their constant guidance. I thank my ST Supervisor Dr. Mohammad Enamul Hoque and Mr. Shihab Shuvo for building my confidence when I needed it the most.

I am utterly grateful to my university supervisor Mr. Ahmed Abir Choudhury for his thorough guidelines and instructions in preparing this report. I deeply appreciate the time he invested in me, the feedbacks provided and his effort to help make my report preparation smooth and convenient.

I would like to thank my on-site supervisors, Mr. Niamote Ullah and Mr. Istiak Ahmed for putting so much trust and confidence in me. I am grateful for the support and encouragement they have provided me every day in the office. I also extend my appreciation to other colleagues and fellow interns at The Daily Star for making my time at the office so fun, inspiring and worthwhile.

Executive Summary

This report provides the analysis of the Asset Lifecycle Management (ALM) system within The Daily Star and emphasizes its effect on the data accuracy and the administrative control. As one of the largest media houses in Bangladesh, The Daily Star manages a variety of fixed assets. These assets require efficient management for smooth operation and financial compliance. The paper compares the previous record keeping systems with the modern asset management system and points out the progress made by the organized asset validation and reconciliation procedures. The results show that the ALM system considerably minimized discrepancies in records of assets, enhanced documentation, and enhanced interdepartmental coordination. The system also served a significant purpose in post mob-attack insurance claims since the system facilitated rapid access to correct asset information and retrieval. Altogether, the report shows the role of digital asset management systems in providing efficiency in operations, audit preparedness, freud/theft elimination and financial accountability in large organizations.

Keywords: Fixed Asset Management, Asset Management System, Data Accuracy, Administrative Control, Financial Compliance, Asset Validation.

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List of Acronyms

ALM	Asset Lifecycle Management
ALMS	Asset Lifecycle Management System
ER	Enterprise Resource Planning
IT	Information Technology
HR	Humane Resources
BFRS	Bangladesh Financial Reporting Standards
BAS	Bangladesh Accounting Standards
STP	Segmentation, Targeting and Positioning
SWOT	Strengths, Weaknesses, Opportunities and Threats
CFO	Chief Financial Officer

Chapter 1: Overview of Internship

1.1 Student information

Name: Nujhat Tabassum

ID: 21204067

Program: Bachelor of Business Administration

Majors: Finance & Business Analytics & Information Systems (BAIS)

1.2 Internship Information

1.2.1 Period, Company Name, Department, Address

Period: 6 months

Company Name: The Daily Star

Department: Administration

Address: 64-65, Kazi Nazrul Islam Avenue, Dhaka-1215

1.2.2 On-Site Supervisor's Information

Supervisor Name: Md. Niamote Ullah

Position: Senior Executive, Administration

1.2.3 Job Scope

During my internship at The Daily Star, I worked under the Administration Department and was involved in several operational and administrative functions, where my primary responsibility was fixed asset management.

My major responsibilities during the 6 month internship period were:

1. Fixed Asset Management and System Update

My primary role involved maintaining the organization’s fixed assets, including cameras, lenses, drones, desktops, laptops, workstations, motor vehicles, and so on. The Daily Star uses a software called Asset Lifecycle Management System (ALMS) to upkeep the records of any and every kind of fixed asset. The fixed asset management involved entering new assets in the system, revising older asset status, location, and usage records to maintain proper and centralized records of all organizational assets.

2. Fixed Asset Validation and Reconciliation

A major part of maintaining the ALMs system was validating and reconciling the asset information with records from the Accounts department. I was responsible for the reconciliation of over 10,000 assets to find inconsistencies among the system, documents from accounts, and the purchase vouchers. The main goal of this process was to detect and correct inconsistencies in information and maintain alignment between operational and accounting records.

3. Asset Deployment Coordination

During the purchase and distribution of 46 motorcycles for employees, I had been given the responsibility to assist in agreement preparation, documentation, record keeping and the deployment of 46 motorcycles to the respective users both inside and outside the Dhaka city.

4. Digitalization of Agreements and Administrative Documents

I have been involved in digitizing the records of sponsorship contracts and company agreements that have been compiled over the last twenty years. This project made the documents more accessible, minimized the reliance on physical storage, and enhanced long-term storage of records.

5. Insurance Renewal Support

I helped in the preparation and arrangement of documentation regarding insurance renewals of life insurance, health insurance, motor vehicles, and fixed assets. The task involved creating lists of insurances that require renewals, eliminating the life and health insurances of ex-employees, setting automatic notifications for the next renewal dates, and coordinating with other departments to confirm the information about assets and employees.

6. Support During Post-Mob-Attack Insurance Claim

On 18 December 2025, The Daily Star was vandalized and set on fire by a group of mobs. After the incident, there was significant damage and loss to the fixed assets of the company. After the event, I was actively involved in the preparation of documents for the insurance claim process. The lost and damaged assets included central AC, building infrastructure, windows, doors, interior decorations, monitors, laptops, cameras, and so on. I mainly participated in the preparation of documents that were required by several authorities, including the fire service, insurance surveyors, the DB police, and legal authorities. The documents included lists of damaged assets and their breakdowns floor by floor, purchase vouchers of every damaged asset as evidence, pictures and CCTV footage of the premises before, on and after 18 December, summary sheets containing the date of purchase, vendor information, insured amount and, the purchase amount of all classes of damaged assets.

The process was rigorous and required several revisions. However, it enabled me to hone my skills in different areas such as communication across departments, reporting to top management, attention to detail, and so on. This experience also indicated practical importance of systematic asset management systems for organization's recovery during crisis.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

In my time in the Daily Star, I consider the way I undertook all the duties that were entrusted to me in an organised and timely manner. I helped in verifying the assets, documenting the information and preparing insurance claims, which helped to improve the data organization and effective reporting of work. I played a critical role particularly during the recovery phase of post mob attack where the systematic records were used to carry on with claim insurance. I always made efforts to make sure that my participation in the daily administrative operations assisted my team to meet its targets without any difficulties and complications.

1.3.2 Benefits to the Student

Internship at The Daily Star offered me an opportunity to be exposed to practical administrative processes within a major media house. I have acquired skills on how to handle fixed assets, interdepartmetal coordination, professional documents and communication with outside stakeholders. The work experience in high pressure situations also led to the development of time management skills, accuracy and the ability to professionally communicate with senior management and the external stakeholders. My adaptability and interpersonal skills were also trained through the opportunity to work on tasks performed by numerous departments.

1.3.3 Problems/Difficulties Faced During the Internship

Some of these issues were related to the absence of all historical records of fixed assets and the discrepancies between operational and financial data during the asset validation process. In addition, the necessity to cope with long reports under strict deadlines in the aftermath of the mob attack required flexibility and fast learning.

1.3.4 Recommendations to the Company on Future Internships

The team could contribute to the better organization of the orientation of future interns at The Daily Star and make it more comprehensive. It would make them more aware of the goals and objectives of the activities being undertaken. Regular division of tasks and explanation of the aim of each tasks may lead to more effective performances.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Introduction to Chapter 2

This chapter gives an organizational overview of The Daily Star where my internship was conducted. The Daily Star is one of the largest English language newspaper in Bangladesh and is operating in a competitive media industry that needs strategic management, effective leadership and constant technological development.

This chapter analyses the company from several managerial perspectives, including the style of leadership, human resource planning, marketing tactics, its financial framework, operational structures, and its competitive position in the market. This chapter does not simply describe the organization, but tries to assess how its internal systems and managerial practices help in realizing its strategic objectives.

This analysis provides a background needed to understand the more technical aspects of this report discussed in Chapter 3.

2.1.2 Objectives for Chapter 2

This chapter has the following objectives -

1. Providing a structured organizational overview of The Daily Star.
2. Evaluating the leadership structure and management techniques used by the organization.
3. Reviewing the operational and marketing strategies

4. Analyzing the internal and external conditions of the organization

5. Assessing the company's position in the industry

2.1.3 Scope of the Study

This study analyses the managerial practices and organizational structure at the Daily Star through an operational and administrative point of view. This study mainly relies on my personal observations during the internship period, internal knowledge of procedure, informal interviews with team members and secondary sources such as previous internship reports and publicly available information on the Daily Star.

The scope of the report includes-

1. Ownership and Governance Structure
2. Management Practices and human resources processes
3. Branding and promotional strategies
4. Financial performance and accounting practices
5. Information systems for data collection and sharing
6. Industry competitiveness

2.1.4 Methodology of Chapter 2

The chapter has been prepared using both primary and secondary sources of data. The data gathered has been validated with careful consideration for relevance and reliability.

Primary Data Sources

The primary data has been collected through direct observation, informal and semi-structured interviews throughout my internship tenure. As part of informal discussions, the employees representing the Administration, Accounts and Finance, Human Resource, Business Development, Digital Opertions, and Circulation departments were targeted.

The interviews followed a thematic approach with queries focusing on -

1. Organizational reporting and structure
2. Decision making process and leadership style
3. Recruitment and selection processes
4. Performance appraisal and training practice
5. Information system application
6. The problems experienced in respective departments.

All these discussions were not conducted in a formal survey format, but rather semi structured discussions whose objectives were to learn the day-to-day operational realities of the organization. In order to be precise, some of the operational description especially the ones concerning asset management and administrative practices were cross-verified with the Deputy Manager of Administration and the appropriate responsible authorities before final documentation.

Secondary Data Sources

The secondary sources of information include-

1. The Daily Star’s official website
2. Annual audit reports from 2023-2025
3. Policy documents of the organization

4. News and reports on industry conditions and media houses
5. Academic reports on leadership, marketing, and operations management frameworks from Google Scholar.

Data Validation and Reliability

To maintain reliability-

1. The information collected during the interview was contrasted with real day-to-day activity.
2. The insights observed were validated by senior employees in the department.
3. Based on existing academic frameworks, theoretical explanations were suggested.
4. The methodology assisted in making sure that the chapter has a balance of practical exposure and theoretical knowledge without being factually wrong.

2.1.5 Significance of the Study

The chapter is significant because it gives the organizational background according to which the whole internship report is built. It is important to comprehend how the organization is organized and managed before considering the financial performances, industry position as well as strategic implications.

This chapter offers the required contextual background on which subsequent analyses can be understood through the examination of management practices at The Daily Star, the information infrastructure of the organization, as well as the operations systems. The financial performance, the marketing performance and the operational efficiency cannot be assessed in a meaningful manner without prior examination of the internal systems and administration processes.

Besides, this chapter links the practical exposure gained during my internship to relevant theories of management. It bridges the gap between theory on leadership, operations management, and competitive analysis and the reality of organization behavior. Therefore, it creates a structural and analytical base to the rest of the report.

2.1.6 Limitations of the Study

Although the efforts have been taken to maintain the analytical depth, there exist certain limitations-

1. Any financial statements were not supposed to be disclosed.
2. Vital operational information could not be released.
3. The research is based on mostly qualitative observations.
4. The comparison of industries is performed with the help of data that is publicly available.

These shortcomings do not diminish the general analytical usefulness of the chapter but show where additional studies might add to the results.

2.2 Overview of the Company

2.2.1 Overview of The Daily Star

The Daily Star was established in 1991 and its goal was to provide independent journalism and accountable reporting in Bangladesh. The organization has since become one of the leading English language daily newspapers and its primary readers are the urban, educated, and policy-oriented readers. It has built a good reputation of analytical reporting, investigative journalism, and editorial credibility over the decades.

The organization is under the umbrella of Mediaworld Limited and has a well structured corporate structure and editorial freedom. The newspaper started out as a printed media, although with time it has diversified its business to include social media participation, multimedia content and news media in digital media. The specified development can be viewed as an indicator of the sensitivity of the organization to the dynamics of the reader behavior and technological revolution within the international media industry.

The Daily Star has managed to become one of the most recognized media houses in English language in Bangladesh with regular branding and editorial control.

2.2.2 Ownership and Governance Structure

Figure 1: Organogram of The Daily Star

Mediaworld Limited governs Daily Star and it provides the organization and financial facilities on which it is run. The corporate governance structure is top-down with top management and the Board of Directors having strategic control over the firm.

The top management transfers the power to the departmental heads at the operational level who at their turn manage the day-to-day operations within the department. This form of government offers transparency and freedom of operation.

This structure shows a balance between centralized strategic control and decentralized operational management. Hence the organization can be efficient when responding to editorial as well as administrative demands.

2.2.3 Mission, Vision and Core Values

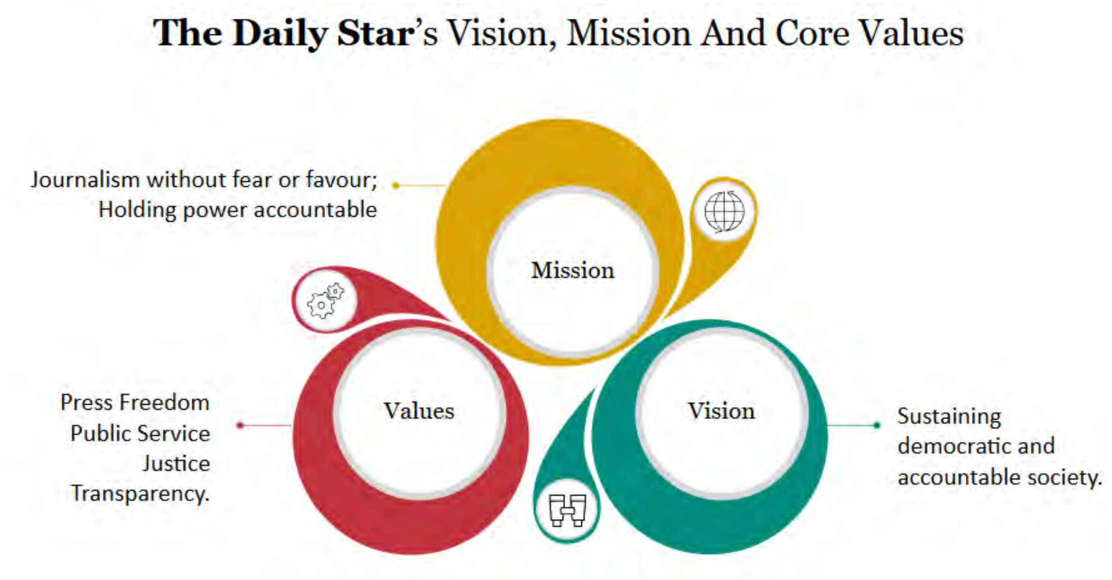


Figure 2: Mission, Vision and Core Values of The Daily Star

Vision

The Daily Star's long-term vision is focused on maintaining a democratic, educated and a responsible society through independent journalism. The organization has established itself as a reputable and accountable English-language daily that serves national and international readership since its inception in 1991 in the midst of the democratic transition in Bangladesh.

The vision of The Daily Star works as an aspiration to be a reliable multi-platform media organization that facilitates informed discussions among people as it adjusts to technological and industry changes.

Mission

The Daily Star's mission outlines the need to empower the public with knowledge on democracy and to make power accountable through journalism without fear or favour. The mission is not limited to the basic news coverage but rather extends to investigative journalism, in-depth analysis, multimedia and public-interest reporting.

According to the mission of the Daily Star, the main motive of the organization is not just commercial sustainability but also public service and institutional responsibility.

Core Values

Daily Star's core values include -

- Freedom of expression and press freedom
- Objectivity and factual accuracy
- Public service
- Justice, equality, and rule of law
- Promotion of national interest
- Accountability to public

These values form the ethical foundation of the competitive position of the organization. There are intangible strategic assets of the media industry, which are credibility and trust. Thus these core values help increase brand equity and market differentiation over the long term.

2.2.4 Major Business Activities

The Daily Star adheres to a hybrid and diversified media business strategy. Its operations can be

divided into two massive groups that comprise core media operations and strategic commercial.

Core Media Operations

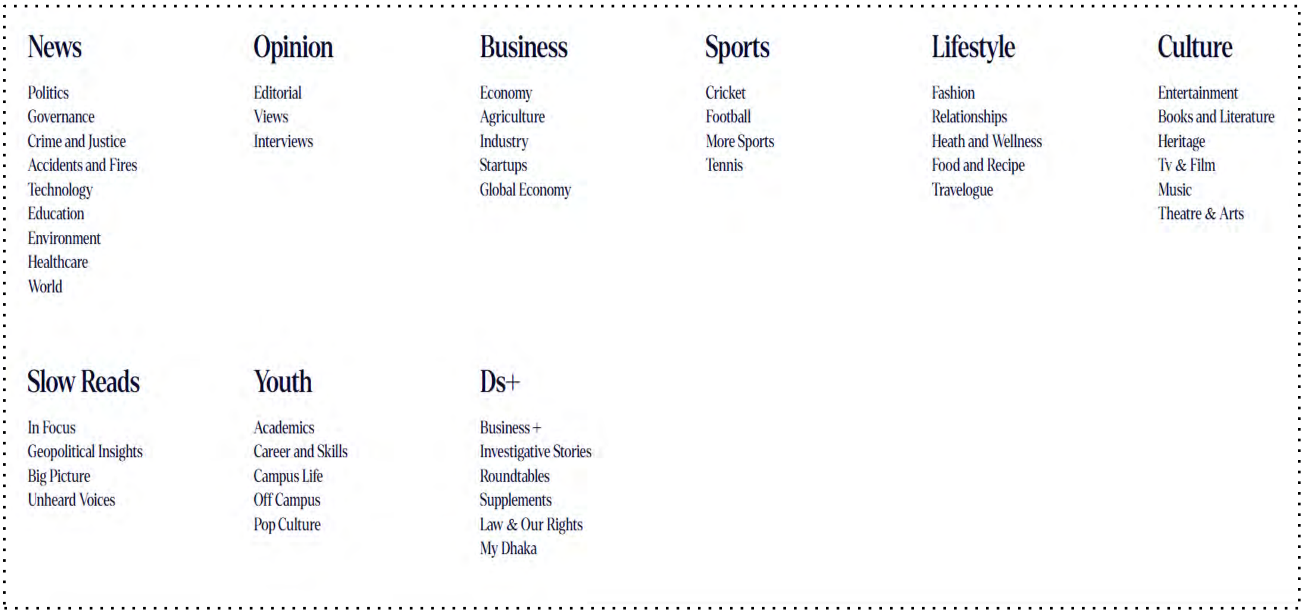
The primary activities include:

1. Print newspaper publication
2. Digital news portal operations
3. Multimedia content development

These are the basic value creating functions of the organization and help generation of content and audience engagement.

Figure 3: The Daily Star E-Paper Portal

Other revenue generating core and supplementary publications of The Daily Star include the following-



Revenue-Generating Activities

Revenue is generated through:

1. Print and digital advertisement
2. Business agreements and corporate sponsorship
3. Different corporate events held at the Daily Star halls

The Daily Star like all media houses, depends on advertising as its primary source of revenue.

Strategic Brand Extensions and Event Platforms

The Daily Star has one of the most important business model features which is the portfolio of award programs and big events, including

1. O & A Level Awards

2. Bangladesh Business Awards
3. Sustainability Excellence Awards
4. ICT Awards
5. Unsung Women Nation Builders Awards
6. OTT and Digital Content Awards

Strategically, such initiatives have numerous objectives such as, brand reinforcement, corporate relationships development, sponsorship revenue generation and community interaction. These programs signify the business diversification that is not limited to the traditional publishing and enhance stakeholder networks.

2.3 Management Practices

2.3.1 Leadership Style and Organizational Effectiveness

TThe Daily Star is decentralized yet systematic, with both democratic and participative leadership style in the formal hierarchy context. Senior management defines the strategic direction; but day by day, nearly all the operational authority resides with the departmental leads. This means that departments like IT, Finance and Administration and Editorial could make independent decisions regarding day-to-day operations concerns. But all financial commitments, policy changes and strategic decisions require approval from top management. In this manner, accountability is not traded off against operational flexibility.

Basically, this style of leadership is both formal corporate governance and participative leadership at once. While the overarching strategic goals are still top-down aligned, departmental management is encouraged to participate in making decisions particularly on operational matters. There are several ways in which this leadership structure can make an organization more effective:

- It boosts responsiveness in a fast media environment
- It fosters departmental responsibility
- It removes the working bottlenecks created by over centralization of power
- It strengthens internal control through specified reporting structures

This model of leadership proved particularly effective after The Daily Star was vandalized and set ablaze on 18th December, 2025. Where disruption to core operating circumstances occurred, leadership coordination across departments helped ensure the continuity of essential operations. While the contribution of departmental teams was effective, senior management also gave clear directives. It showed the power of decentralized, planned system with coordination and liberation.

2.3.2 Human Resource Planning Process

Human resource planning of the Daily Star is focusen on matching organisational objective with human ability. The media industry has constrained creative and administrative talents, which makes HR role critical in maintaining institutional efficiency.

Recruitment and Selection

The Daily Star follows workforce planning method which is structured, but need based. All vacant positions are normally decided based on man power evaluations at a department level, replacement needs or expansion plans (especially in digital and business development departments).

The following stages are usually involved in the recruitment process:

- **Manpower Requisition and Approval:** Departmental heads hand over the staffing requests to the HR according to the workload analysis and budget availability

- **Candidate Sourcing:** vacancies are advertised on online job portals, internal referrals, professional networks, and at times careers at university campuses

- **Screening and Shortlisting:** Preliminary screening of the CVs done by the HR to determine qualification, relevant experience or role fit

- ➢ **Evaluation and Interview:** Editorial: Writing tests, content evaluation or subject based discussions may be needed in Editorial positions, whereas technical interview and knowledge of the system are important in administrative, IT and finance jobs

- ➢ **Final Evaluation and Approval -** The heads of departments carry out the evaluation of the candidates with the help of the HR to make sure that they are not only technically competent (technical evaluation) but also culturally orienting (cultural alignment).

- ➢ **Offer and Onboarding-** Successful candidates are sent official appointment letters and then oriented to the organizational systems and policies.

Daily Starfollows a merit-based selection practice that drives professionalism, accountability and sustainability of the workforce.

2.3.3 Compensation and Benefits Structure

The Daily Star has a market competitive compensation structure in the context of Bangladehs's media industry. The system is composed of the fixed salary plus any benefits, whether they be statutory or non-statutory.

The key components of the payment structure include:

- ❖ Basic Salary
- ❖ House Rent Allowance
- ❖ Medical Allowance
- ❖ Festival Bonuses
- ❖ Provident Fund

- Miscellaneous role based allowances

Payments depend on the nature of complexity in different roles, experience level and industry standards. While media organizations typically operate on budgets constrained by the state of the industry and volatility in advertising, having some structured system for compensation is critical. Especially for retaining employees, improving workflows between internal expectations and quality assurances, morale of employees as well as financial stability within budgets. Formal HR governance is evident from the Daily Star's structured salary system compared to the informal pay arrangements at smaller media houses.

2.3.4 Training and Development Initiatives

The Daily Star training is adaptive and formal in nature, given the change with digital transition and system integrations,

Training programs involve:

1. Newsroom and editorial workshop
2. Developments of technical system (e.g., the use of asset management system, HR software orientation).
3. Training on digital platform and content management
4. Training by experienced editors and managers

Since the company is bound to continuously adapt to technological changes, massive digitalization of operations and constant changes in online journalism, it has become crucial for all employees and the top management to put strategic emphasis on training and skill development.

In relation to human capital, training helps in operational efficiency, content quality improvement, system adoption and technological transition, and reduction of risk in workflow error.Though the training structure is not always a strict corporate training cycle, it is sensitive to the needs of the organization.

2.3.5 Performance Appraisal System

The performance appraisal system in any organization must be effective, allowing employees opportunities to gain a range of skills and experience. The performance appraisal at The Daily STar is done typically on an annual basis and under the supervision of department heads with HR overseeing the whole process.

Under this approach, the following are common criteria of evaluation:

- ➢ Task performance and meeting deadlines
- ➢ Teamwork and professional behavior
- ➢ Editotial, reporting or operational quality
- ➢ Commitment to tasks and goals
- ➢ Adaptability and proactiveness

Supervisors are key to the evaluation of performance, especially in jobs where the qualitative aspects of performance (e.g., editorial standards, coordination efficiency) are critical.

The supervisor has an instrumental role in assessing performance especially in jobs where qualitative aspects of performance are contingent on editorial decisions. The appraisal system also includes its importance in upholding accountability, promotion and increments, via feedback, improvement and alignment of individual & organizational goals. While not a particularly bureaucratic system, it does have an organized administrative control typical of medium to large businesses.

2.4 Marketing Practices

2.4.1 Overall Marketing Strategy

The marketing strategy of The Daily Star is based on three fundamental pillars which are editorial integrity, brand credibility and the expansion of digital reach. Daily Star does compete based on price as it is a media company acting in competitive and fast changing industry where actual competition is based on differentiation rather than price.

This is in line with the theory of Porters Generic Strategy of Differentiation. The company markets itself as a credible and reliable English-language daily that serves informed readers as well as analytical reporting

Table 1: Porter's Generic Strategy Application

Generic Strategy	Application at The Daily Star	Strategic Outcome
Cost Leadership	Not applicable (not price-focused)	Avoids price competition
Differentiation	Credibility, editorial depth, brand reputation	Strong brand equity
Focus Strategy	Targets English-speaking professional segment	Clear market identity

2.4.2 Segmentation, Targeting and Positioning (STP Model)

The STP(Segmentation, Targeting and Positioning) framework is a logical way to analyze the market targeting strategy of The Daily Star.

Table 2: STP Framework Analysis

Stage	Practice at The Daily Star	Strategic Significance
Segmentation	Urban educated population, professionals, students, diaspora	Identifies high-value readership
Targeting	Students, English-speaking, policy-aware audience	Focused market approach
Positioning	Credible and independent newspaper	Reinforces premium identity

2.4.3 Marketing Channels

The Daily Star uses a holistic, multi-channel distribution model that integrates digitally driven content streams and traditional print circulation. These channels are not independent entities either, they are part of a massive network of channels whose goal is maximum audience engagement and ad revenue.

Digital channels are even more crucial in their audience acquisition and monetization strategies. Even as print remains important in corporate offices, institutional subscribers and long term readers. Mainly social media interaction, mobile responsiveness, and web traffic is used to establish domestic and international growth.

Figure 4: : The Daily Star's Marketing Channels

The print is the oldest channel in Daily Star's marketing channel structure which immediately follows up with e-paper. Website is the main information source and social media acts as a major medium of audience engagement and traffic generating. In the current market, audience engagement directly affects the value of its advertising. The shift of media houses towards online channel also reflects the change in consumer behaviour, reduction in confidence with news media and the need for real-time news update. Even once prestigious media houses such as The Daily Star now need to compete by masterfully growing their marketing Channels.

2.4.4 Product and Service Portfolio

The Daily Star sustains a diverse component of products and services to minimize dependency on a single source of income. That diversification adds to financial stability in an industry where digital ads are shifting and world print revenues are falling.

Table 3: Product and Revenue Diversification Framework

Product / Service	Primary Revenue Source	Strategic Role in Portfolio
Print Newspaper	Subscription & Print Ads	Stable legacy revenue base
Online News Portal	Digital Advertising	Expands global reach & scalability
Sponsored Content	Corporate Partnerships	Revenue diversification
Special Supplements	Thematic Advertising	Niche audience engagement
Digital Initiatives & Events	Partnerships & Brand Sponsorship	Long-term growth potential

The portfolio represents a hybrid business model:

- ❖ Print News and E-Paper are the core products.
- ❖ Sponsored content and advertising acts as revenue enhancers
- ❖ Digital initiatives and corporate events can be considered as strategic growth areas

2.4.5 Branding and Promotional Strategy

The Daily Star mostly depends on credibility and reliability. Unlike FMCG companies, whose market share increases with the effectiveness of persuasive advertisement appeals, media branding is based on credibility and editorial accuracy as well as a regular and direct interaction with public. It is not so much about the aggressive promotion and more about visibility through

Key Promotional Mechanisms

- Social media amplification
- Strategic corporate partnerships
- Brand extensions through awards programs and other events
- Social media engagement.

2.4.6 Critical Marketing Issues and Gaps

Even though Daily Star benefist from some strategic advantages, it is operating in a structurally challenged media industry. The challenges that the company faces from the industry are:

1. Reduction in the global print media revenues
2. Intense competition among online news source
3. Algorithms limiting social media visibility
4. Attention spans of audiences are fragmented
5. Ambiguity in digital monetization

These aspects lead to dependence on algorithms of the platform to reach audiences and generate unreliable income. However, the differentiation strategy employed by the company, such as hybrid distribution, diversified revenue streams, and credibility provide certain resilience.

Table 4: Industry Pressure vs Strategic Response

Industry Pressure	Strategic Response
Print Revenue Decline	Hybrid Model Adoption
Digital Competition	Brand Differentiation
Platform Dependency	Multi-Channel Presence
Revenue Volatility	Portfolio Diversification

2.5 Financial Performance and Accounting Practices

In this section, a descriptive outlook of the financial position of The Daily Star is provided. It should be noted that the Daily Star is a privately owned company and does not publish its financial statements or any other financial data. The 2023, 2024 and 2025 audited reports are analyzed using a percentage-based interpretation and structural assessment as opposed to complete disclosure.

2.5.1 Revenue and Expense Structure

The financial performance of The Daily Star can be understood by first determining its significant sources of revenue and costs. Since it is a media company, it heavily relies on advertising, circulation, and other related services as its primary source of revenue.

Revenue Sources

According to the audited financial statements, the revenue is generated mainly through:

- Advertising revenue
- Circulation (newspaper sales)
- Events and corporate engagements
- DS Books and other supplements published by the company

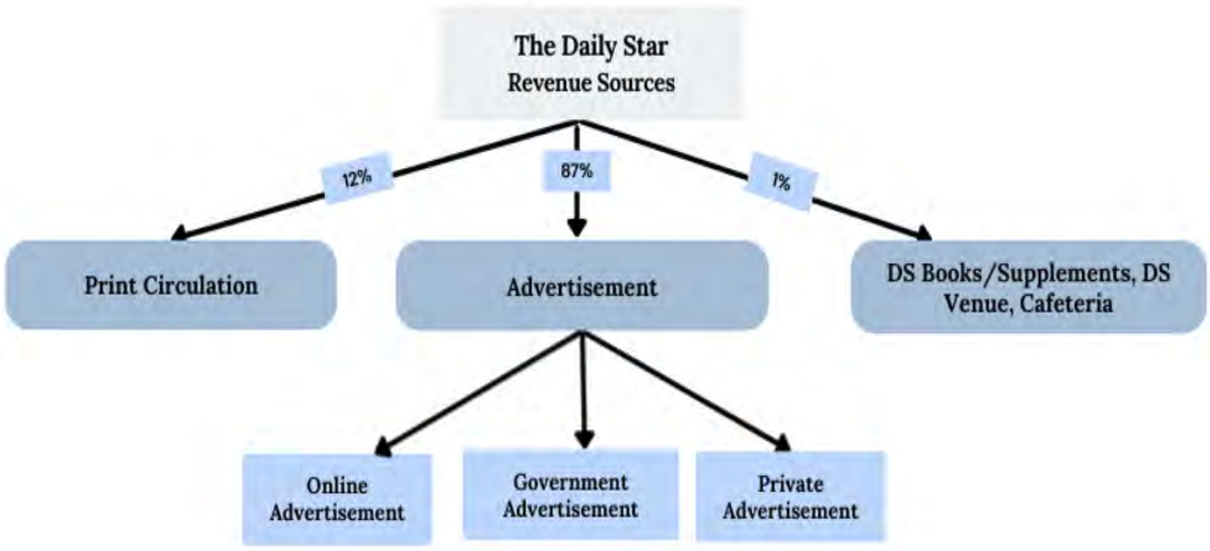


Figure 5: Revenue Sources of The Daily Star

Advertising is the most prominent source of income and it provides over 80% of total revenue. The second largest portion is circulation and a relatively smaller portion is the events and other services.

In 2023, the total revenue was about 10 percent higher than in the past year, which means that the advertisement engagement was strong along with a stable readership base. In 2024, the revenue suffered pressure owing to industry and economic difficulties. Still, in 2025, the company showed moderate recovery, as the revenue grew slightly in comparison to 2024.

This trend shows that despite the fact that the company is in a competitive and financial sensitive industry the company has been able to retain structural stability in revenues and moderate recovery.

Expense Structure

The cost structure of The Daily Star indicates the intensity of operations in a newspaper and media organization. Some of the major expenses are the printing costs, building maintenance costs, wage and salaries, import costs, depreciation, and taxation.

- The cost of revenue in 2023 was much higher than in 2022. Selling and administrative costs increased as well. Consequently, the revenue grew but the profit margins reduced
- In 2023 and 2024, the expense growth exceeded profit growth especially because of higher production costs and increased financial expenses
- In 2024, the company remained under pressure financially, with operating expenses and tax provisions playing a critical role
- Expense growth was more regulated by 2025, and this significantly minimized the overall loss and enhanced financial stability

This trend indicates that profitability issues faced by The Daily Star were more cost-based rather than revenue-based.

2.5.2 Profit Movement and Financial Stability

The profitability level of 2023-2025 of the company is characterized by the operational pressure and subsequent stabilization.

In 2023, the increase in revenue was accompanied by a negative operating profit because of increased costs. When taking into account the costs of finance and tax, the net profit after tax was minimal.

Profitability in 2024 also worsened because of the ongoing pressure on expenses and external economic factors. Nevertheless in 2025, the net loss decreased significantly to what it was in 2024.

The decrease in the loss in the year 2025 shows

- ➢ Improved cost control
- ➢ Improved efficiency in operations.
- ➢ Less dependence on short term borrowing.
- ➢ More secure financial management.

The increased profitability in 2025 implies financial stabilization as opposed to aggressive growth.

2.5.3 Liquidity and Financial Position Overview

According to the balance sheet of audited reports, we can observe:

- The total assets were always more than total liabilities with positive shareholders equity.
- The equity did not change over the three years.
- There were also short-term borrowing but they were controlled and minimized by 2025.
- In 2023, cash flow of operations was negative, which means that the venture experienced operational pressure in that year. Nonetheless, investing and financing operations aided in controlling the liquidity needs.

Short-term loan exposure is also lower in 2025 than in 2024, which reflects better debt management. In general, no signs of insolvency can be seen. Rather, the company seems to be sailing industry problems without structural financial imbalance.

2.5.4 Accounting Practices

Basis of Accounting

The company adheres to the accrual basis of accounting, in which revenue and expenses are recorded at the time of earning or incurring rather than when cash has been received or paid. This is seen in the realization of receivables, payables, accrued expenses, depreciation and tax provisions in the financial statements.

Accounting Standards and Principles

Financial statements prepared by the auditors are in line with:

- **Bangladesh Financial Reporting Standards (BFRS)**
- **Bangladesh Accounting Standards (BAS)**

These standards are globally recognized accounting frameworks tailored to Bangladesh.

The financial reporting adheres to major accounting principles, which include:

- ➢ Accrual Principle : The transactions are recognized at the time they take place
- ➢ Matching Principle: Expenses are identified at the same period as the associated revenue.
- ➢ Going Concern Assumption: Statements are prepared on the assumption that the company will be in operation
- ➢ Consistency Principle : The accounting policies are consistent over years.
- ➢ Prudence (Conservatism): The liabilities and provisions, such as tax expenses, are recognised accordingly.

The independent external auditors certify the financial statements as they meet regulatory and professional requirements.

Accounting Cycle

According to the layout of audited reports, the company adheres to a system of accounting cycle. This includes:

- ➢ Recording transactions via supporting documentation
- ➢ Posting entries to ledgers
- ➢ Trial balance preparation.
- ➢ Year-End Adjustments of depreciation, amortization, tax provisions, and accruals.

- ➢ Financial statements preparation.
- ➢ External audit verification

The fact that there are the depreciation charges, deferral tax adjustment, provisions, and the notes to the accounts confirm that appropriate adjustment procedures are undertaken prior to finalizing the statements.

Depreciation and Asset Treatment

Property and plant and equipments are recorded at cost and reported at carrying value after depreciation. The depreciation is incurred systematically over a period of time in a single year which implies steady depreciation process.

Amortization of intangible assets is done within their useful life since appropriate expenses are recognized over time.

Taxation and Provisions

The company recognizes both:

- Current tax expense
- Deferred tax expense

This shows appropriate use of timing difference adjustments and conformity to accounting standards of tax.

Expense Structure

The cost structure of The Daily Star indicates the intensity of operations in a newspaper and media organization. Some of the major expenses are the printing costs, building maintenance costs, wage and salaries, import costs, depreciation, and taxation.

- The cost of revenue in 2023 was much higher than in 2022. Selling and administrative costs increased as well. Consequently, the revenue grew but the profit margins reduced
- In 2023 and 2024, the expense growth exceeded profit growth especially because of higher production costs and increased financial expenses
- In 2024, the company remained under pressure financially, with operating expenses and tax provisions playing a critical role
- Expense growth was more regulated by 2025, and this significantly minimized the overall loss and enhanced financial stability

This trend indicates that profitability issues faced by The Daily Star were more cost-based rather than revenue-based.

2.6 Operations Management and Information System Practices

2.6.1 Use of Information Systems for Data Collection and Processing

At The Daily Star, information systems are essential to gathering, storing, processing, and communicating organizational data. To guarantee organized record-keeping and operational transparency, the business uses digital systems tailored to each department.

Data concerning fixed assets is kept in the Administration department's ALMS (Asset Lifecycle Management System). Digital documents of asset acquisition, assignment, depreciation, and maintenance are kept up to date by this system. Ensuring accountability and traceability of physical assets is the main purpose of ALMS.

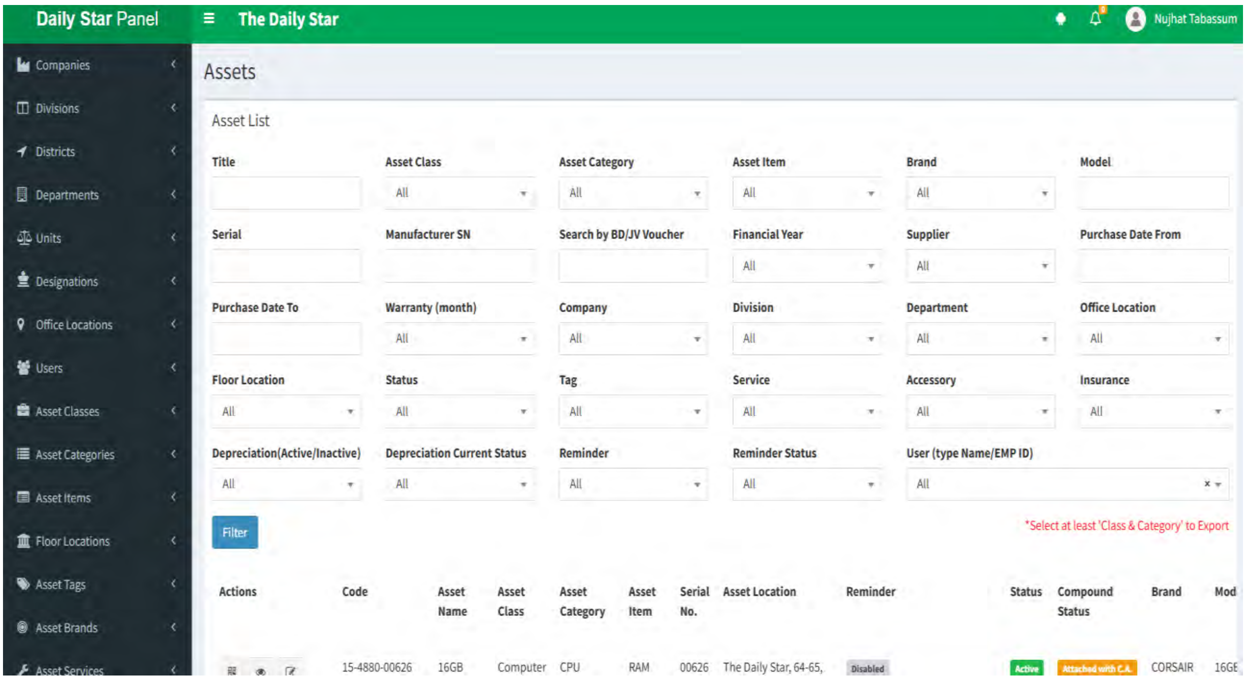


Figure 6: Asset Lifecycle Management Software

Employee records, attendance information, leave information, and personnel documentation are all stored in People Desk, a database-driven HR management tool used by the human resources department. This system decreases manual data handling and increases administrative efficiency.

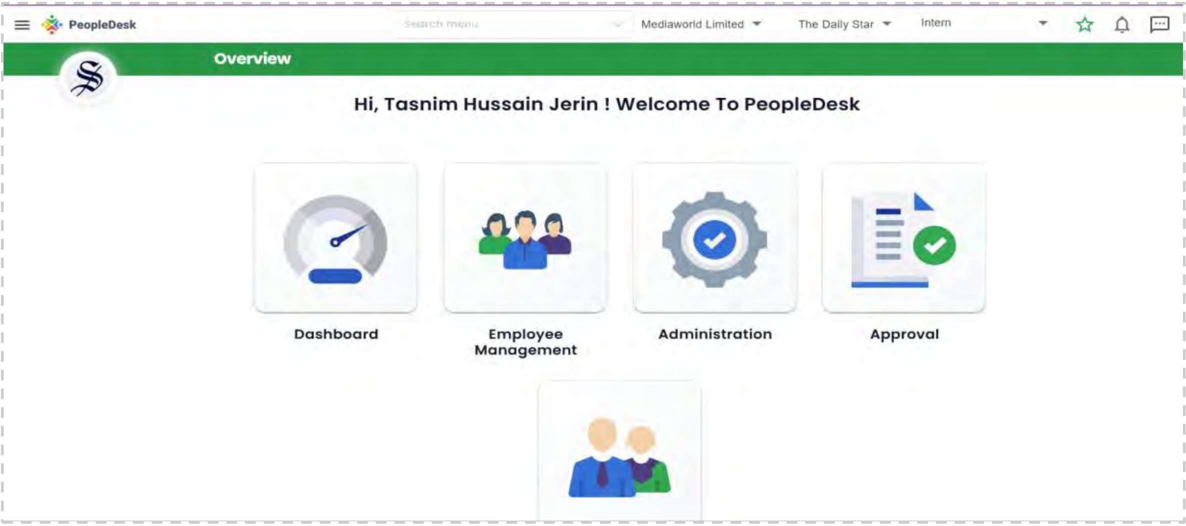


Figure 7: HR Management Tool – PeopleDesk

The Finance & Accounts departments uses a financial management tool called SatCom. It helps keep track of transactions, handle accounts payable and receivable, and produces financial reports. SatCom facilitates compliance and organized financial documentation.

Figure 8: Accounting Software - SatCom

Table 5: Information Systems and Their Data Functions

System	Type of Data Collected	Processing Purpose	Reporting Output
ALMS	Fixed asset records	Asset tracking & depreciation	Asset reports
People Desk	Employee records	HR monitoring	Attendance & HR reports
SatCom	Financial transactions	Accounting & reconciliation	Financial statements

2.6.2 Database Structure and ERP Development

All organizational data of The Daily Star is currently kept in distinct departmental databases. Even though functional specialization is made achievable by this, however if consolidated reporting is required, cross-departmental coordination might prove important.

An Enterprise Resource Planning (ERP) system is now being developed to enhance integration. The following are the goals of ERP implementation:

- Centralize data storage
- Make cross-functional data sharing possible.
- Eliminate duplicate records
- Boost the accuracy of real-time reporting

The integration of ERP will allow the management of fixed assets, financial data, human resources data on one platform. It is believed that this will improve managerial decision making and internal control.

2.6.3 Information Sharing with Stakeholders

Information systems facilitate internal and external communication. At the internal level, financial reports, HR summaries, and asset documentation are distributed among the relevant managerial staff to undertake decisions. Operational data, externally, assists in financial documents, coordination of vendors and compliance reporting. Even though core systems are internally oriented, they indirectly facilitate stakeholder communication by providing well organized availability of data.

The transition to ERP is believed to make data more accessible and transparent to meet the needs of senior management and strategic planning.

2.6.4 Quality Management and Operational Control

Quality management in business operation at The Daily Star is facilitated by system verification, supervisory inspection and structured documentation. Operationally, mechanisms of quality control involve -

- Asset record verification
- Financial reconciliation
- Validation of HR data
- Structured editorial approval

2.7 Industry and Competitive Analysis

The Daily Star is involved in the media and newspaper sector in Bangladesh that has experienced structural change with digital transformation, changes in advertisement, and consumer behaviour. Porters Five Forces model and the SWOT analysis are implemented to assess the competitive position of the organisation.

2.7.1 Porter's Five Forces Analysis

Porters Five Forces model is utilized in the evaluation of the level of competition and the structural appeal of the industry.

Table 6: Five Forces Analytical Summary

Force	Intensity	Analysis
Threat of New Entrants	Moderate	Entry into print media requires significant capital, brand credibility, and regulatory approval. However, digital platforms reduce entry barriers.
Bargaining Power of Suppliers	Moderate	Newsprint suppliers, printing equipment providers, and technology vendors have some influence, especially due to import dependency.
Bargaining Power of Buyers	High	Advertisers and readers have multiple alternatives including digital media, social platforms, and competing newspapers.
Threat of Substitutes	Very High	Online news portals, social media platforms, and television news channels act as strong substitutes.
Industry Rivalry	High	Several national newspapers compete for readership, advertising revenue, and digital engagement.

Interpretation

According to the analysis, the newspaper industry is structurally challenging. Competitive rivalry and substitutes are the most powerful pressures. The growth of digital media has made the process of gaining audience attention and advertising revenue much more challenging.

Nevertheless, brand recognition and institutional standing offer competitive stability to the dominant newspapers including The Daily Star.

2.7.2 SWOT Analysis

The SWOT analysis is carried out in order to identify the strengths and weaknesses within a company as well as the opportunities and threats that are present outside the company.

Table 7: SWOT Matrix

Strengths	Weaknesses
Strong brand credibility	High dependency on advertising revenue
Established market presence	Limited integration of information systems
Loyal readership base	Operational cost pressures (print production)
Experienced editorial team	Exposure to external disruptions

Opportunities	Threats
Expansion of digital platforms	Rapid digital substitution
Growth in online advertising	Industry-wide revenue competition
ERP-driven operational efficiency	Political and regulatory pressures
Data-driven marketing strategies	Rising production costs

Strengths

1. Credible brand: The organization has established long term trust and recognition in the media industry and this helps to boost the reader loyalty and advertiser confidence.

2. Market presence: Years of operation and an established presence in the English-language newspaper segment mean that the company enjoys a stable competitive stance in the market

3. Loyal readership base: A stable readership base ensures a steady circulation revenue and enhances brand sustainability

4. Professional editorial team: The quality of content is promoted, professional standards are upheld and the reputation of the organization is supported by the skilled editorial team.

Weaknesses

1. Strong reliance on advertising income: The company heavily relies on advertising as a major part of its total income and is therefore susceptible to changes in advertising expenses and the market environment

2. Weak integration of information systems: In spite of the current operational advancement, partial system integration can lower efficiency in operational processes and impede real time coordination of data across departments

3. Operational pressures: The high cost of paper, printing, and distribution has a significant impact on profitability, particularly when the cost of materials goes up

4. Vulnerability to external disruption: As experienced past events and economic turbulence, operations continuity may be impacted by external risks that managers cannot control

Opportunities

1. Digital platform expansion: More attention to online platforms will enable the organization to expand its revenue streams and target larger audiences

2. Expansion of online advertising: The transition to online marketing provides an opportunity to grow digital advertising and targeted advertising campaign

3. ERP integrated Operation Efficiency: The implementation of ERP systems in full can enhance coordination, decrease redundancy and real-time decision-making

4.Data-driven marketing solutions: The use of reader information and analytics can enhance audience targeting, subscription plans, and advertising performance

Threats

1. Quick digital replacement: The trend towards increased use of digital news consumption could cause a decline in print readership in the long run

2. Revenue competition across the industry: The high competition among media houses in terms of advertising and readership restricts the pricing power and profit margins

3. Political and regulatory forces: Media companies are in regulatory environments that can influence the operation flexibility and editorial autonomy

4. Increasing cost of production: Increasing costs of paper, fuel and distribution services can directly impact cost and profitability

2.7.4 Competitive Position Assessment

Daily star operates in a highly competitive and digitally disruptive industry. Its credibility as an institution, along with its core readerships, creates a sustainable market position in the industry despite all the external pressure placed on it. The trend toward integrating of ERP and digital growth portrays that organization is trying to adapt to industrial changes.

Overall, the media industry is aggressive, and most of the factors like threat of substitution are very high and yet The Daily Star has an edge with a more sustainable competitive advantage.

Chapter 3: Project Part

3.1 Introduction to Chapter 3

In this chapter, an overview has been provided on the project conducted during the Internship tenure at The Daily Star which is on Adoption and Practical Implementation of Asset Lifecycle Management (ALM) system. This chapter examined transition from manual asset tracking to a formal digital system and discussed how this was able to improve the data accuracy, reconciliation and administrative control. The discussion combines literature understanding with practical experience in administration, and it also includes observations from the post-incident recovery phase, in which well-organized documentations of assets helped in insurance claims and facilitated recovery regarding operational continuity.

3.1.1 Background and Problem Statement

Effective fixed asset management is crucial for operational accuracy, accountability, and administrative transparency in large organizations. As a renowned English-language newspaper of Bangladesh, the Daily Star owns and maintains several fixed assets ranging from cameras, studio instrumentations, animations machines to all other assets required for office operations including vehicles.

Previously physical registers and a basic excels was used to maintain records of assets. This approach worked well for the early stage of the Daily Star until it grew to larger operations and assets which became increasingly difficult to manage. The regular and standard way of tracking user assignment, location, valuation, depreciation, and insurance details was not properly done for the older assets

To solve this problem, a structured fixed asset management software was developed, which is called the Asset Lifecycle Management System.

The system was created to centralise asset data, to automate depreciation, enhance tracking and administrative reporting. The transfer of historical asset data to a structured digital platform, however, necessitated a very high level of validation and reconciliation in order to be reliable.

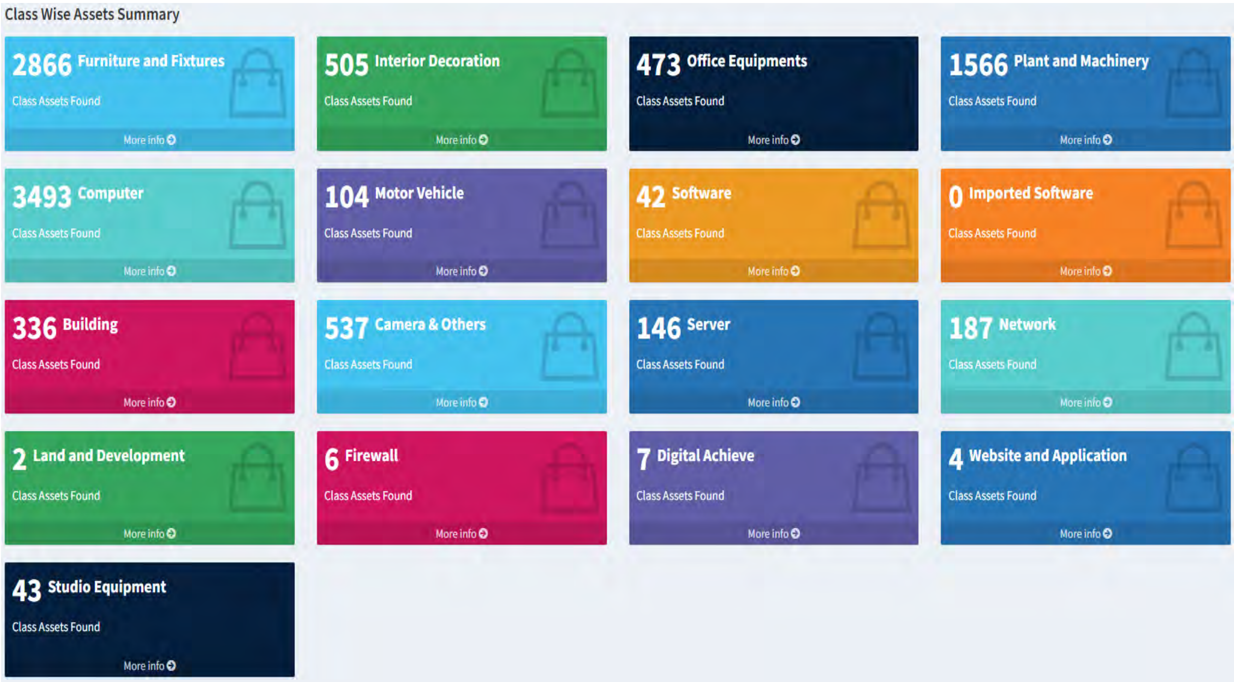


Table 8: Dashboard of the Asset Lifecycle Management Software

The significance of proper and updated asset records was further demonstrated by an unexpected incident at the head office of the organization in December 2025, when a mob attacked the office premises,which led to destruction and loss of a number of fixed assets. The insurance claim procedure that followed demonstrated the practicality of having full asset records, in terms of valuation, insurance coverage and component wise documentation.

The project aims at assessing the role the introduction of the ALM system plays in enhancing the accuracy of the data and operational control at The Daily Star through the validation and reconciliation of an estimated 10,000 assets documented between 2009 and 2025.

3.1.2 Objectives

The purposes of the project are to:

1. Review asset management before the implementation of the ALM system at The Daily Star
2. Evaluate the enhancing of data accuracy of asset information, user assignment, valuation, depreciation and insurance records on the ALM system.
3. Discuss why asset validation and reconciliation is important in enhancing administrative control and reporting on a departmental basis
4. Determine typical data inconsistencies that take place in the process of validating assets that were recorded between 2009 and 2025
5. Make specific suggestions on how to improve asset management practices going forward and to support system integration programs in the future such as ERP implementation

3.1.3 Significance of the Study

This study is useful in a practical sense and academic perspective since it shows us how organized asset management systems come useful in a large media organization. From an organizational point of view, the study highlights that proper and centralized records on assets aid towards seamless administrative processes. With proper validation and reconciliation of assets, depreciation calculations can be reliable, insurance documentation can get improved, and audit preparation will become easier. The study also helps to understand how an Asset Lifecycle Management (ALM) system facilitates a communication between Administration, Accounts, IT and HR departments owing to centralized and uniform asset information available.

The study's relevance was further compounded by recent operational disruptions, in which updated asset valuation and insurance records were critical to administrative decision-making. The experiences further highlights the contribution of asset management systems not only to normal administrative control but also to the resilience of organisation when it faces unexpected events.

From an academic perspective, the research bridges theoretical topics of Information Systems, Operations Management and Business Analytics with practical applications in administration. It offers a real-life understanding of the role of digital systems in enhancing data accuracy, accountability, and internal control that makes it a valuable tool to students and practitioners in need of administrative and system-based processes enhancement.

In general, the research helps to learn how the digital asset management systems can be used to improve the efficiency of operations, reliability of data, and effectiveness of administration in large organizations.

3.1.4 Scope of the Study

This research project will be restricted to the fixed asset management practice in The Daily Star and specifically to the application of the Asset Lifecycle Management (ALM) system.

The study covers:

1. The fixed assets that are recorded between 2009 and 2025, which comprise about 10,000 items
2. Asset validation and reconciliation process carried out throughout the internship tenure
3. Validation of the asset data, such as user assignment, location, valuation, depreciation, and insurance
4. Comparison of the improvements in accuracy of data, efficiency of reporting and control of the administration after the development of the ALM system

This chapter does not cover the financial performance analysis, system development processes, and cost-benefit analysis of the implementation of ALMS. Also, the implementation and functions of the ERP system is not discussed in detail, since the platform is only at the first stage of development. The discussion is mainly centered on the administrative asset management practices and their effect on the accuracy and control of data.

3.2 Literature Review

Proper fixed asset management is essential in achieving efficiency in operations, financial precision, and administrative accountibility in contemporary organizations. Many companies have over time outgrown past manual spreadsheets or paper-based tracking systems towards structured digital Asset Management Systems (AMS) due to the perceived constraints of conventional solutions and the opportunities presented by automation.

Furthermore, relying on manual asset management practices such as physical registers or rudimentary spreadsheets creates discrepancies, gaps in information and difficulties in reconciliation (Rahman and Zaman, 2021). As organizations grow, and begin to have numerous assets, it gets trickier to track every single asset. As per research, inaccurate records or improperly finished record could lead to wrong valuation, missing equipment and time wastage during auditing (Khan and Ahmed, 2020). Such problems are not incompatible with challenges encountered historically at The Daily Star, especially concerning certain older assets from before a period of more than a decade. Rather, the digital asset management systems improve both information accuracy and operational transparency and accountability of the users. According to Smith (2019), automated systems provide structured data input, centralization of data in one location, real time updates thus providing no scope for human error and redundancy. Also, AMS systems are generally equipped with barcode tagging,systems features such as: user assignment and depreciation schedule, reporting automation that enhance systems capabilities that help in administrative control and audit preparedness (Brown and Peterson, 2018).

The literatures also discuss the connection between data accuracy and administrative decision-making. The quality of data helps in better planning, timely reporting, and more resourceful allocation (Laudon and Laudon, 2020). Incomplete and inconsistent data makes budgeting, insurance renewal, replacement of assets, and compliance reporting problematic. A good asset management system thus does not only add to accuracy, but also to general governance and performance.

Information systems further help in improving the internal control and the performance of the organization. Digital systems also help institutions remain accountable through standardizing documentation, reducing manual work, and providing traceability for documents (O'Brien and Marakas, 2018). These improvements are especially useful in institutions where assets are heterogeneous, such as media companies, where equipment, computers, car and office devices administered simultaneously.

In conclusion, the literature available verifies that a transition from manual record-keeping to a formalized Asset Lifecycle Management system could represent a significant improvement in the trustworthiness of information, reduction of discrepancies and improved administrative control.

3.3 Methodology

This research study employs an mixed-method research design that incorporates both qualitative and quantitative knowledge to describe the effect of Asset Lifecycle Management (ALM) system on data accuracy and administrative control at The Daily Star. The methodology is designed to balance the need for a realistic representation of administrative processes without sacrificing the academic rigour required when undertaking an internship based project.

3.3.1 Research Design

The study adheres to a descriptive and analytical research design. The descriptive component assists in recording the current asset management practice prior to and after implementing the Asset Lifecycle Management System, and the analytical component analyzes the benefits of the system in enhancing the accuracy of the data, control and administrative efficiency.

The research design is suitable for the study since the research is concerned with how well a system works within an actual organizational context instead of testing a theoretical model.

3.3.2 Data Sources

a. Primary data sources include:

1. Validation and reconciliation of approximately 10,000 fixed assets that are registered between 2009 and 2025
2. Semi-structured interviews with the members of the Administration and Accounts teams to learn:

    - ➢ the historical record-keeping process of assets

- ➢ problems with manual systems
- ➢ motives to switch to the ALM system
- ➢ the importance of the correct asset data in the administrative control, reporting, and insurance decisions

3. Personal observation of the use of ALM systems, assigning assets, and documentation processes

The interviews conducted were informal but with some pre-established themes concerning data accuracy, control, efficiency, and system usability.

b. Secondary Data

Secondary data sources include:

1. Data obtained on the Asset Lifecycle Management (ALM) system
2. Excel sheets and physical asset registers prior to ALM system
3. Internal administrative left reports on purchase, transfer and depreciation of assets and insurance.
4. Academic and other relevant articles from Google Scholar on asset management, information systems, operations efficiency and so on.

3.3.3 Data Collection Procedure

Data were collected in the following stages:

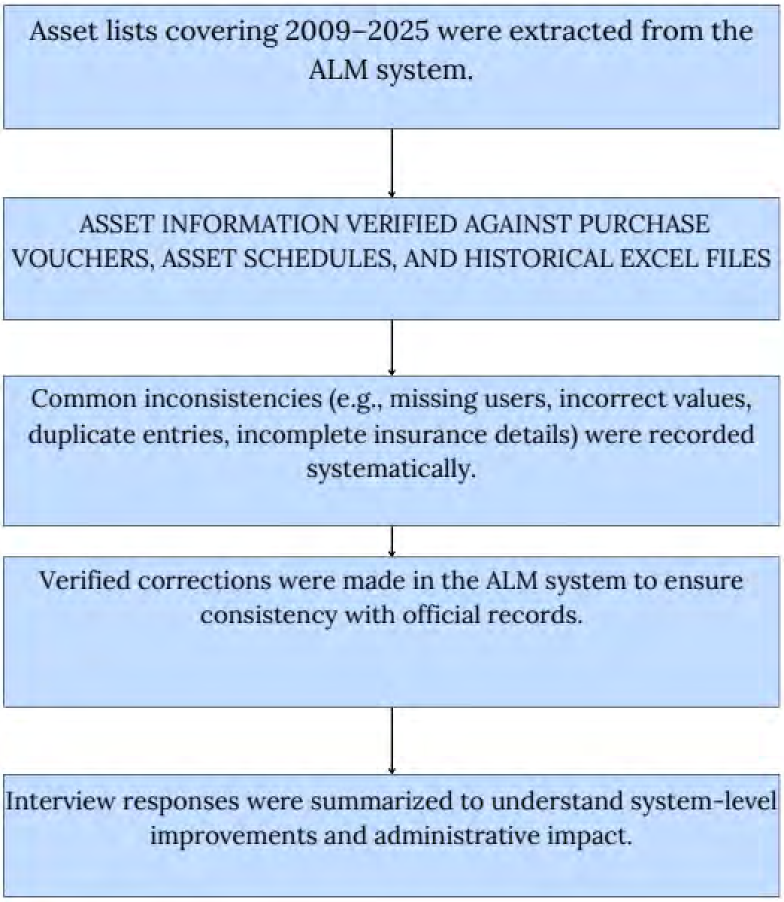


Figure 9: Flow Chart of the Data Collection Procedure

3.3.4 Data Analysis Techniques

Analysis was performed based on a combination of qualitative and basic quantitative methods, including:

1. **Comparative analysis:**Comparison of asset data quality and administrative processes prior to adoption of ALM and after adoption

2. **Thematic analysis**: Interpretation of interview answers to establish the repetitive patterns in the themes of control, accuracy, decision-making, and usability of the system.

3. **Validation Results**: The fixed asset validation reports were analyzed to determine the improvements on the reporting accuracy and administrative efficiency

3.3.5 Limitations of the Methodology

Although the research has been designed with careful considerations, the study has a number of limitations:

1. Not all of the older assets were fully historically documented
2. Not all assets could be physically verified because of time limitations and access
3. The number of employees working with the ALM system was very small
4. There is no sophisticated statistical test or financial impact analysis in the study.

Nevertheless, these constraints have no considerable impact on the validity of the results, because the research is based on practical administrative enhancement, but not on statistical generalization.

3.4 Findings and Analysis

The implementation of the Asset Lifecycle Management (ALM) system is indeed a big step towards the ongoing modernization of administrative tasks at The Daily Star. The system improved the recording, accessing and maintenance of the information on assets which resulted in greater transparency and efficiency in administrative workflow. The organization is currently developing an Enterprise Resource Planing (ERP) System which also indicates a long-term plan to integrate the asset management with HR, financing and procurement services.

3.4.1 Overview of Earlier Records

Previous asset records before the implementation of ALM system were recorded in physical files and Excel sheets. While these methods made it easy to meet tracking requirements, they were not particularly easy to manage given the growing number of assets and increasing departmental use. Old records were often lacking information or traceability. These kinds of problems are not uncommon for large organizations. However, they can create bigger challenges for the organizations if not addressed carefully and immediately. For example, losing track of assets cam lead to financial losses, proper information of asset data can create problems during insurance claims and so on. However, the leap towards digital systems is a sign of the pro-activity of The Daily Star in response to these operational realities.

During the asset validation process, I came across several issues regarding older assets. Missing vouchers, proper user or location information, expired insurances were just some of them. These issues not only hindered proper asset validation, but also revealed the importance of financial accountability.

Table 9: Asset Validation Report from 2011

Asset Class	Supplier	Amount (Tk.)	Issues	Purchase Date
Computer	Global Brand Pvt. Ltd.	437,830	Invoice Missing	2-Feb-2011
	Computer Village (Chittagong office)	91,300	Invoice Missing	3-Feb-2011
	Master Computer	96,950	Invoice Missing	7-Mar-2011
	Executive Machines Ltd.	95,000	Invoice Missing	15-Mar-2011
	Aritra Computer	86,000	Invoice Missing	19-Mar-2011
	Executive Technologies Ltd.	75,000	Invoice Missing	5-Apr-2011
Plant & Machine	Transcom Electronics (Chittagong Office AC)	120,000	Invoice Missing	29-Nov-11
Office Equipments	J.A.N Associates (BD-587)	65,500	Invoice Missing	12-Dec-11
Interior Decoration	New addition(Otobi & Others)	747,657	Need Guideline	2011

The above table shows the lack of ownership evidence and documentation found from some of the asset classes from 2011 only. These mismatches needed extensive investigation which costed the administrative personnels significant time and effort. Moreover, the missing ownership and financial documentation hindered proper financial reporting, accountability and decision making.

3.4.2 Improvements Through the ALM System

In the process of validating and reconciling of assets, it was found that there were major discrepancies between physical assets and earlier asset schedules. The amount of unmatched or missing assets was much more prevalent in the pre ALMS period. These errors also had a significant financial value. On the other hand, the records in more recent years indicated much fewer discrepancies following the introduction of the ALM system.

Table 10: Overview of Asset Reconciliation Discrepancies Before and After ALM System Implementation

Asset Category	Period	Total Assets Checked	Missing / Unmatched	Estimated Value of Discrepancies (BDT)
IT Equipment	Pre-ALM (2005–2019)	2500	64	2,830,006
IT Equipment	Post-ALM (2020–2025)	993	2	174,300
Office Equipment	Pre-ALM	300	11	15,183,423
Office Equipment	Post-ALM	173	0	0
Camera & Others	Pre-ALM	455	73	14,994,207
Camera & Others	Post-ALM	118	0	0

Note: The above table is extracted from reports made during the asset reconciliation project undertaken during internship.

From the above table we can see that the difference between discrepancies in asset information before and after the implementation of ALM system is quite large. The discrepancies of asset values of only 3 categories of assets amounts up to BDT 33 million, which also sheds light on the impact of proper fixed asset maintenance on the financial wellbeing of a company. The discrepancies mainly resulted from -

- misplaced assets
- Frequent movements of assets from one user to another
- lack of regular asset validation

- Miscategorisation of assets over the years and so on.

The asset management practices were drastically improved due to the centralization and regularization of documentation as facilitated by the ALM system. The asset validation process was faster and more reliable because all relevant information such as the assignment of users, valuation and depreciation, location along with insurane information were stored in one system.

Through automation, depreciation had reduced manual effort and uniformity across the departments in valuation. Reporting was much better, allowing the different departments to quickly derive accurate summaries for use during audits and insurance renewals as well internal planning. Clear user assignment enabled cross-department coordination which improved accountability. The system also allows inserting asset data into existing systems seamlessly through future integration with the ERP.

3.4.3 Role of Asset Validation and Reconciliation

Regular asset validation and reconciliation help in maintaining data accuracy across departments. Through reconciliation, companies crosscheck asset records with actual items and related documents to maintain a reliable and updated database. At The Daily Star, the act of doing so had resulted in both standardized records across over a decade and also reinforced documentation practices. With accurate asset data, audits can proceed more smoothly; insurance managementats can be enhanced, and administration will get better insights for decision-making. The value of defined asset management especially stood after the organization’s offices were vandalized and burned on 18 December 2025. Preparing an insurance claim required a lot of information about damaged assets such as the purchase date, value of the asset, depreciation, quantity and voucher. Since the ALM system consolidated this data, the Administration and Accounts teams could retrieve and verify information more quickly than would have been feasible in manual systems. But this experience showed that proper asset documentation is not only an administrative requirement, it’s a key risk management tool.

3.4.4 Observed Patterns

From this analysis, we can see that the asset records of: more recent dates were already in a good shape which shows better digital practice of documentation This was especially advantageuous with system-based tracking in departments where focus asset mobility had, such as Photography and IT. Overall, the administrative employees were able to adapt to the ALM system successfully which indicates that the company is quite ready for a fully integrated ERP.

3.4.5 Summary of Findings

Overall, the findings reveal that the ALM system significantly improved data accuracy and enabled better administrative control and operational efficiency. The system also provides a strong foundation to integrate other major ERP systems in the future where they could contribute towards The Daily Star's longer term digitalization goals.

3.5 Summary and Conclusions

The project analyzed the impact of implementation of an Asset Lifecycle Management system on asset data accuracy and administrative control at the Daily Star. The results show that mature digital systems are extremely effective in enhancing the record quality, reporting efficiency and response coordination between departments.

The ALM system not only improved the tracking process of the assets but also got the asset database ready for further integration into ERP systems. Overall, the research supports that the validation of assets and digital, real-time documentation is paramount to accurate, accountable, and efficient operations across large organizations.

3.6 Recommendations and Implications

Recommendations based on operational observation, financial trends, and post-incident experience include -

1. Asset validation should be done regularly, for example, on quarterly basis to keep the system up-to-date. A fixed asset schedule should be maintained by Administration and Accounts to make sure that discrepancies are found out early and records are kept updated.
2. The ALM database structure must also be standardized and integrated with finance and procurement systems as the organization plans for full ERP integration.
3. There must one centralized digital repository of the important supporting documents including purchase vouchers, insurance policies, structural documents, and asset summaries, which should be updated from time to time. The post incident recovery revealed the importance of such documentation in ensuring continuity of operations,

regulatory compliance, and insurance claim. It would then greatly accelerate response time in the event of an emergency by ensuring that such records are proactively organized.

4. Items that move frequently from user to user especially in IT and Photography departments, need to be tracked with stricter user assignment policies. This would further improve accountability and decrease the location based discrepancy.
5. More structured orientations for new employees and interns in light of documenting the assets would assist in ensuring that there is accuracy in the system in the long run. Clarity of asset assigning and reporting duties leads to better administrative control directly.

Table 11: Recommendations Impacts

Recommendation	**Operational Impact**	**Financial Impact**	**Risk Impact**
ERP Integration	Faster data flow	Cost reduction	Improved control
Crisis Framework	Faster recovery	Lower claim delays	Risk preparedness
Digital Expansion	Revenue growth	Diversification	Lower volatility

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Appendix A.

Table 1: Asset Tagging Report

Asset	Total	Verified	Tagged/User Assigned	Not Verified
Television	25	23	23	2
Printer	33	24	24	9
Chair	1227	887	887	340
Cabinet & Bookself	129	125	125	4
Table	545	511	511	34
Trolly Drawer	358	356	348	2
PC Stand	349	349	282	0
Camera Body	67	36	36	31
Lens	99	66	66	33
CCTV Camera	62	44	44	18
Drone	2	2	2	0
Chiller	2	2	2	0
Chilled water Pump	3	3	3	0
Generator	2	2	2	0
Deep Tubewell	1	1	1	0
ATS System	1	1	1	0
AC	23	20	20	3
Online UPS	6	6	6	0
UPS Battery	100	100	100	0
Laptop	184	161	161	23
Desktop	410	278	278	132
Monitor	399	325	325	74
Server	21	21	21	0
Motherboard	408	282	282	125
Processor	477	307	307	169
Ram	576	373	373	202
SSD	211	202	202	8
Hard Drive	213	81	81	131
Graphics Card	52	39	39	12
Casing	237	207	207	30
CPU Cooler	4	4	4	0
DVD Writter	61	50	50	11
Power Supply	83	76	76	7
Rasberry Pi 4 Computer	5	5	5	0
Computer Accessories	110	110	110	0
Headphone	8	8	8	0
Keyboard	94	78	18	16
Phone	2	0	0	2
Amplifier	3	3	3	0
Delegate Unit (Microphone)	24	24	24	0
Fiscal Electronic Cash Register	1	0	0	1
Gym Equipment	13	13	13	0
Type writer	1	0	0	1
Water Purification Machine	6	6	6	0
Photocopier	4	2	2	2
Overall Studio equipment	27	27	27	0

Table 2: Asset Validation Report (Partial)

SL No.	Asset Name	Value as per Satcom & Fixed Asset Schedule	Value as per Asset Management System	Difference	Reconciliation	Depreciation	Working Day Needed	Deadline	Remarks
1	Building at cost	338,196,153	2,644,655	338,196,153	Decision Needed				
2	Camera and Others	12,109,163	29,077,820	-16,968,657	In Progress	Waiting	10		
3	Computer	45,880,124	47,764,886	-1,884,762	In Progress	Waiting	15		
4	Furniture and fixtures	25,656,593	21,651,262	4,005,331	Decision Needed				
5	Interior Decoration	16,533,832	0	16,533,832	Decision Needed				
6	Land and development	107,251,620	107,251,620	0	Done				
7	MOTOR VEHICLE	47,373,501	47,373,501	0	Purchase Value Matched	Calculation Started		Completed	
8	Office equipment	26,402,031	9,399,547	17,002,484					
9	Plant and Machineries	92,993,094	126,290,229	-33,297,135	Few Works Remaining	Waiting for A/C Clearance	3		
10	Studio Equipment	2,329,639	2,329,641	-2	Purchase Value Matched	Waiting for A/C Clearance	5	Completed	
11	Software-Local	5,361,290	5,361,290	0	Purchase Value Matched	Waiting for A/C Clearance	10	Completed	
12	Software-Imported	5,877,040	5,877,040	0	Purchase Value Matched	Waiting for A/C Clearance	10	Completed	
13	Server	15,621,953	15,621,953	0	Purchase Value Matched	Waiting for A/C Clearance	10	Completed	
14	Network	4,443,467	4,443,467	0	Purchase Value Matched	Waiting for A/C Clearance	7	Completed	
15	Network -Firewall	1,497,675	1,497,675	0	Purchase Value Matched	Waiting for A/C Clearance	3	Completed	
16	Digital Archieve-Local	744,203	744,203	0	Purchase Value Matched	Waiting for A/C Clearance	3	Completed	
17	Digital Archieve-Imported	1,058,848	1,058,848	0	Purchase Value Matched	Waiting for A/C Clearance	3	Completed	
18	Website and Application-Loacal	1,465,000	1,465,000	0	Purchase Value Matched	Waiting for A/C Clearance	3	Completed	
19	Website and Application-Imported	0	0	0	Purchase Value Matched	Waiting for A/C Clearance	0	Completed	