

Report On
Representing the Global South: The Good Feed and its Lead
Generation Strategies

By

Proma Quadir
20204089

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
September 2024

© 2024. Brac University
All rights reserved.

Declaration

It is hereby declared that

1. The internship report submitted is my 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 have acknowledged all main sources of help.

Student's Full Name & Signature:

Proma Quadir
20204089

Supervisor's Full Name & Signature:

Ahmed Abir Chowdhury
Senior Lecturer, BRAC Business School
Brac University

Letter of Transmittal

Ahmed Abir Chowdhury

Senior Lecturer,

BRAC Business School

Brac University

Kha 224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka-1212

Subject: Submission of internship report.

Dear Sir,

It is with great pleasure that I share a report detailing my internship period and the lead generation strategies of BRAC, specifically its blog site, The Good Feed. The paper was completed with the help of your direction and feedback.

I put forth my best effort to ensure that the report is backed with crucial data and suggested propositions in a remarkably consolidated and exhaustive mode.

I hope the report meets your expectations.

Sincerely yours,

Proma Quadir

20204089

BRAC Business School

Brac University

Date: September 17, 2024

Executive Summary

Founded by Sir Fazle Hasan Abed KCMG on 21 March 1972 in Sullah, Sunamganj, BRAC is one of the world's largest development organisations with a strong global presence. BRAC brings attention to crises or issues it deals with primarily through its blog site The Good Feed, which intends to flip the narrative such that there is no more misrepresentation of the global south and its struggles in fighting poverty, inequality, climate change, and so on. However, unlike BRAC's international prominence, its blog site, The Good Feed, struggles to effectively generate leads good enough to convert anonymous contacts into known ones in its database.

This paper specifically addresses issues such as the manual content distribution process and lead generation strategy. It also highlights how owing to the ways social media is leveraged, it is difficult to effectively communicate their content, which therefore hampers lead generation or creates outreach issues. Moreover, given the fact that Bangladesh will soon be graduating from a least developed country (LDC), there may be adverse effects on the development landscape. As a result, The Good Feed struggles to effectively generate leads, implement their communication strategies and increase awareness of the global south, especially among the youth of the nation.

Keywords: Awareness, global south, lead generation, least developed country (LDC), manual content distribution

Table of Contents

Declaration.....	v
Letter of Transmittal	vi
Executive Summary	vii
Table of Contents	viii
List of Tables	xiii
List of Figures.....	xiv
List of Acronyms	xvii
Chapter 1	1
BRAC's BRIDGE Internship Programme: An Overview	1
1.1 Student Information	2
1.2 Internship Information	2
1.2.1 Employment details	2
1.2.2 Organisational supervisor's information.....	2
1.2.3 Internship scope: Job description and responsibilities.....	3
1.3 Internship Outcomes	13
1.3.1 Student's contribution to the company	13
1.3.2 Benefits to the student.....	15
1.3.3 Challenges faced during the internship period.....	16
1.3.4 Recommendation	18
Chapter 2 Organisational Overview	20

2.1 Introduction.....	21
2.2 Overview of BRAC.....	22
2.2.1 Mission, vision and values	22
2.2.2 Organisational structure	23
2.2.3 Social development	26
2.2.4 Social enterprises	26
2.2.5 Investments	27
2.2.6 University.....	28
2.3 Management Practices	28
2.3.1 Leadership style	28
2.3.2 Human Resource Planning.....	29
2.4 Marketing Practices	31
2.4.1 Communication strategy	31
2.4.2 Targeting and positioning strategy.....	32
2.4.3 Marketing channels	33
2.4.4 BRAC’s competitive practices.....	33
2.4.5 Branding activities	35
2.4.6 Advertising and promotion strategies	37
2.4.6.1 Content generation strategy	37
2.4.6.2 Digital presence	38
2.4.6.3 Digital marketing	41

2.4.6.4 Content optimisation	41
2.4.6.5 Monitoring and analysing performance	43
2.4.7 Critical marketing issues and gaps.....	44
2.5 Financial Performance and Accounting Practices	45
2.5.1 Financial performance	45
2.5.1.1 Ratio analyses	45
2.5.1.2 Horizontal analyses	51
2.5.1.3 Vertical analyses	53
2.5.1.4 Du-Pont analyses	59
2.5.1.5 Value-Based Management (VBM) Analyses.....	62
2.5.2 Accounting practices.....	63
2.5.2.1 The core accounting principles	63
2.5.2.2 Method of accounting	64
2.5.2.3 Accounting cycle	64
2.5.2.4 Depreciation methods	65
2.6 Operations Management and Information System Practices	65
2.6.1 Information systems and data management.....	65
2.6.2 Operational efficiency and process management	65
2.7 Industry and Competitive Analysis.....	66
2.7.1 Porter's Five Forces analysis	66
2.7.2 SWOT analysis	68

2.8 Summary and Conclusions	71
2.9 Implications.....	72
Chapter 3 Research Findings and Analysis.....	73
3.1 Introduction.....	74
3.1.1 Background	74
3.1.2 Research Objectives.....	75
3.1.3 Significance.....	76
3.2 Methodology	76
3.3 Findings and Analysis.....	78
3.3.1 Leveraging social media for greater leads	78
3.3.2 Content distribution and lead generation strategies	80
3.3.3 Bangladesh graduating from an LDC: Mitigating the impact	84
3.4 Summary and Conclusion	85
3.5 Recommendations.....	85
References.....	87
Appendix A.....	93
A1. Interview Recordings	93
A2. Interview Questionnaire.....	93
Appendix B.	94
B1. Survey Findings.....	94
B2. Survey Questionnaire	94

Appendix C.....	100
C1. Images	100
C2. Financial Performance Charts	100

List of Tables

Tables 1 and 2: BRAC's content monitoring strategy	44
Table 3: Horizontal analysis of BRAC's financial performance	52
Table 4: BRAC's SWOT analysis	69

List of Figures

Figure 1: BRIDGE Internship Programme (Source: BRAC, 2024a).....	1
Figure 2: The Good Feed (Source: BRAC, 2017a).....	3
Figure 3: Lnk.Bio of BRAC (Source: BRAC, 2024h).....	4
Figure 4: Statics on the World Economic Forum Annual Meeting 2024 (Source: BRAC, 2024b, c, d)	5
Figure 5: Mock-up design of Lnk.Bio	5
Figure 6: Audience Dashboard (Source: BRAC, 2024g).....	6
Figure 7: Declutter Event.....	6
Figure 8(a, b, c): Bring Your Child to the Workplace	7
Figure 9: Falgun at BRAC	7
Figure 10: Pohela Boishakh at Communications.....	7
Figure 11: BRAC Day	8
Figure 12: One of the original captions written in Bangla (Source: BRAC, 2024f)	9
Figure 13: An example of one of the translations done (Source: BRAC, 2024e)	9
Figure 14: Training session.....	10
Figure 15: Documentary screening event	10
Figure 16(a, b, c): Manikganj field visit	11
Figure 17(a, b, c, d): Climate-resilient floating house in Uttar Khan	12
Figure 18: Creating opportunities for people to realise potential (Source: BRAC, n.d.-i).....	20
Figure 19: Get on the good side (Source: The Good Feed & BRAC, 2009)	20
Figure 20: BRAC’s organogram (Source: BRAC, 2022)	23
Figure 21: BRAC’s organisational structure.....	25
Figure 22: BRAC social enterprises’ inclusive ecosystem (BRAC, n.d.-l)	27
Figure 23: Logotype colours (Source: BRAC, n.d.-i).....	35

Figure 24 (a, b, c, d, e, f): BRAC's social media channels (Source: BRAC, n.d.-a; BRAC, n.d.-b; BRAC, n.d.-c; BRAC, n.d.-d; BRAC, n.d.-e; BRAC, n.d.-f)	40
Figure 25: BRAC's website (Source: BRAC, n.d.-g)	40
Figure 26: Liquidity ratios of BRAC	47
Figure 27: Solvency ratios of BRAC	49
Figure 28: Profitability ratios of BRAC	50
Figure 29: Donor dependency ratios of BRAC.....	51
Figure 30: Horizontal analysis of BRAC.....	52
Figure 31: Vertical analysis of the balance sheet of BRAC	56
Figure 32: Vertical analysis of the income statement of BRAC.....	58
Figure 33: Broken down Du-Pont analysis of BRAC.....	61
Figure 34: Du-Pont analysis of BRAC	61
Figure 35: Return on Capital Employed (ROCE) of BRAC.....	63
Figure 36: The Porter's five forces	66
Figure 37: A2 - Age range of the survey participants.....	77
Figure 38: A1 - Gender of the survey participants	78
Figure 39: A3 - Which of the following social media platforms do you use?	79
Figure 40: B3 - Which of the following social media pages of BRAC do you follow?	79
Figure 41: B4 - How often does BRAC's social media posts come up on your feed?	79
Figure 42: B6 - Which of the following contents to do you prefer to see from BRAC's social media?	80
Figure 43: B7 - Do you like the social media contents of BRAC?.....	81
Figure 44: C1 - Have you heard about The Good Feed before participating in this survey? ..	82
Figure 45: C3 - How often does The Good Feed's articles come up on your search page?	82
Figure 46: C4 - How often do you read The Good Feed's articles?.....	82

Figure 47: C5 - Which of the following contents to do you prefer to see from The Good Feed?	
.....	83
Figure 48: C7 - If The Good Feed had a newsletter, how likely is it that you would subscribe to the mailing list?	84

List of Acronyms

AIHR	Academy to Innovate HR
BBA	Bachelor of Business Administrating
BRAC	Bangladesh Rehabilitation Assistance Committee
BRAC	Bangladesh Rural Advancement Committee
BRAC	Building Resources Across Communities
BSEC	Bangladesh Securities and Exchange Commission
BDT	Bangladeshi Taka
BBS	BRAC Business School
BEP	BRAC Education Programme
BHP	BRAC Health Programme
BYP	BRAC Youth Platform
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CAN	Climate Action Network
CCP	Climate Change Programme
CIM	Computer Information Management
CSR	Corporate Social Responsibility
DRMP	Disaster Risk Management Programme

GJD	Gender Justice and Diversity
HR	Human Resource
HCMP	Humanitarian Crisis Management Programme
IDP	Integrated Development Programme
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
LDC	Least Developed Country
MEAL	Monitoring, Evaluation, Assessment and Learning
MF	Microfinance
MFS	Mobile Financial Services
NGO	Non-Governmental Organisation
ROA	Return on Assets
ROCE	Return on Capital Employed
ROE	Return on Equity
SEO	Search Engine Optimisation
SERP	Search Engine Results Page
SDP	Skills Development Programme
SELP	Social Empowerment and Legal Protection
SIL	Social Innovation Lab

SMM	Social Media Marketing
SOP	Standard Operating Procedures
UPG	Ultra-Poor Graduation
UCEP	Underprivileged Children's Educational Programs
USA	United States of America
UDP	Urban Development Programme
VBM	Value-Based Management
WASH	Water, Sanitation and Hygiene

Chapter 1

BRAC's BRIDGE Internship Programme: An Overview



Figure 1: BRIDGE Internship Programme (Source: BRAC, 2024a)

1.1 Student Information

Name: Proma Quadir

ID: 20204089

Department/Institute: BRAC Business School (BBS)

Program: Bachelor of Business Adminstrating (BBA)

Major: Marketing

Minor: Computer Information Management (CIM)

1.2 Internship Information

1.2.1 Employment details

Organisation Name: BRAC

Department: Communications

Unit: Thought Leadership and Content

Address: BRAC Centre, 75 Mohakhali, Dhaka-1212

Internship Period: January 10, 2024 to July 9, 2024 (6 months)

1.2.2 Organisational supervisor's information

Name: Ayan Soofi

Designation: Senior Manager

1.2.3 Internship scope: Job description and responsibilities

The student joined BRAC's Communications department as an intern in its Thought Leadership and Content unit, which primarily focuses on BRAC's English blog site, The Good Feed.

Instead of assigning duties on the very first week of the student's professional career, her supervisor assigned her a book to read called *Freedom from Want* written by Ian Smillie and *ব্রাক: উন্নয়নের একটি উপাখ্যান* (BRAC: *Unnoyoner Ekti Upakkhan*) by Faruk Chowdhury, Subol Kumar Banik and Shajedur Rahman. She was advised to communicate with her colleagues, get to know them and observe and learn from them, so that adapting to the new environment is easier. Moreover, the supervisor gave his intern an idea of what the next six months of her tenure would be like, what was expected of her and how she could add value. She was given the flexibility and platform to generate ideas, lead projects, and work both individually and in teams, and so on. Every opportunity was given for her to make mistakes and learn from them without any judgements being made.



Figure 2: The Good Feed (Source: BRAC, 2017a)

The following list highlights the various responsibilities and contributions the student or intern made during her internship at BRAC:

i. Project Management

- a. **Trello:** Led the analysis and selection process between Trello and Notion as productivity tools.
- b. **Lnk.Bio project for BRAC's Instagram profile:** Successfully managed the end-to-end procedure of launching a fully operational link-in-bio page using lnk.bio subscription, including mock-up design using Canva, obtaining approval, and finally deployment.

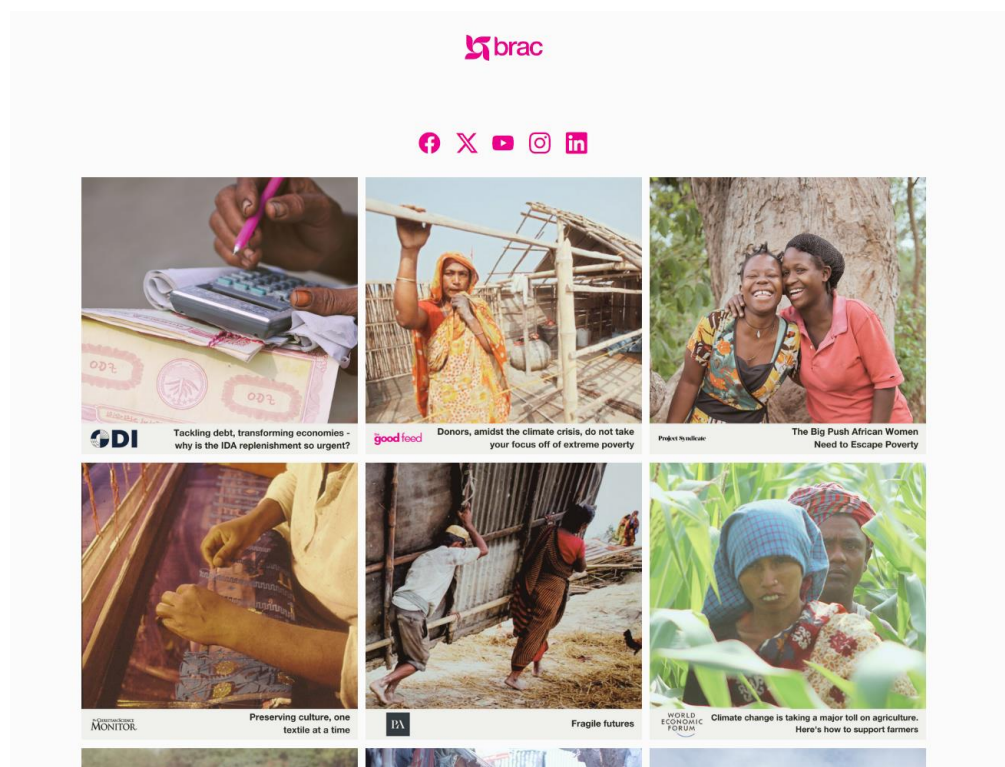


Figure 3: Lnk.Bio of BRAC (Source: BRAC, 2024h)

- c. **Newsletter using Mailchimp:** Curate a mailing list for The Good Feed's newsletter using Google Spreadsheets and Mailchimp where the newsletter was designed and then deployed. Delivered ideas on how to employ lead generation

strategies. Selected a name and designed the logo for the newsletter, as well as drafted a creative brief for the design team to use as a guide.

Took ownership of the lnk.bio and Newsletter projects, addressing all elements from concept to execution under her supervisor's direction, ensuring timely completion and client satisfaction.

ii. Content Creation and Design

a. **Static Design:** Designed engaging statics for social media platforms highlighting BRAC's and Asif Saleh's, Executive Director, presence at the World Economic Forum Annual Meeting 2024.



Figure 4: Statics on the World Economic Forum Annual Meeting 2024 (Source: BRAC, 2024b, c, d)

b. **Mock-up Design:** Constructed visually attractive designs and mock-ups for lnk.bio and the newsletter, including layout, graphics, and content.



Figure 5: Mock-up design of Lnk.Bio

- c. **Mailing List:** Curated mailing lists and ensured the successful deployment of newsletters to subscribers. Although the newsletter has not been published yet, currently, the list consists of over 2,000 contacts as of 05 May 2024.



Audience

BRAC

Your audience has **2,103** contacts. **2,103** of these are subscribers.

Figure 6: Audience Dashboard (Source: BRAC, 2024g)

iii. Event Management and Volunteer Coordination

- a. **Declutter Event:** Volunteered for internal events like the ‘Declutter Event’, helping in collecting and facilitating the sale of items.



Figure 7: Declutter Event

- b. **Bring Your Child to The Workplace:** Contributed to the triumph of the ‘*ব্রাক সেন্টারে স্কুদে বন্ধুরা!*’ (Bring Your Child to The Workplace) event by

supervising the activity rooms and play areas, where children of BRAC's employees engaged in several activities such as colouring, doll-house, swing, etc.



Figure 8(a, b, c): Bring Your Child to the Workplace

- c. **Event Management:** Volunteered for events such as the "Declutter Event" and "Bring Your Child to The Workplace," and actively participated in event setup, coordination, and execution. She has also helped organise and manage events like *Falgun at BRAC (Spring at BRAC)*, *Pohela Boishakh at Communications (Bengali New Year at BRAC)*, and *BRAC Day*, where BRAC celebrates its 52nd birthday on 21 March 2024.



Figure 9: Falgun at BRAC



Figure 10: Pohela Boishakh at Communications



Figure 11: BRAC Day

iv. Meeting Facilitation and Documentation

- a. Pre-meeting briefs:** Drafted pre-meeting briefs, ensuring effective communication and alignment of objectives.
- b. Meeting minutes:** Responsible for drafting comprehensive meeting minutes.

v. Translations:

Translated captions from Bangla to English for social media posts which were to be uploaded on International Women's Day, thereby ensuring inclusivity and broad reach. The translations were to be used for Instagram post captions, while the Bangla text was to be used for Facebook posts.



Figure 12: One of the original captions written in Bangla (Source: BRAC, 2024f)



Figure 13: An example of one of the translations done (Source: BRAC, 2024e)

vi. Training and Development

- a. **Books:** Actively engaged in self-directed learning, including reading books and acquiring knowledge on BRAC, its founder and its history, such as *Freedom from Want* and *BRAC: Unnoyoner Ekti Upakkhan*
- b. **Training Sessions:** Participated in various training sessions, including Onboarding Session, Insight Workshop, Core Competency and its Implications, etc., demonstrating a commitment to personal and professional growth.



Figure 14: Training session

- c. **Documentary Screening:** Was invited for a documentary screening of COP28 at the High Commission of Canada in Bangladesh, Dhaka, which helped expand knowledge on environmental issues and sustainable development. The documentary highlights the resilience of the global south when faced with the adversities of climate change (*Stories of Change, 2023*).

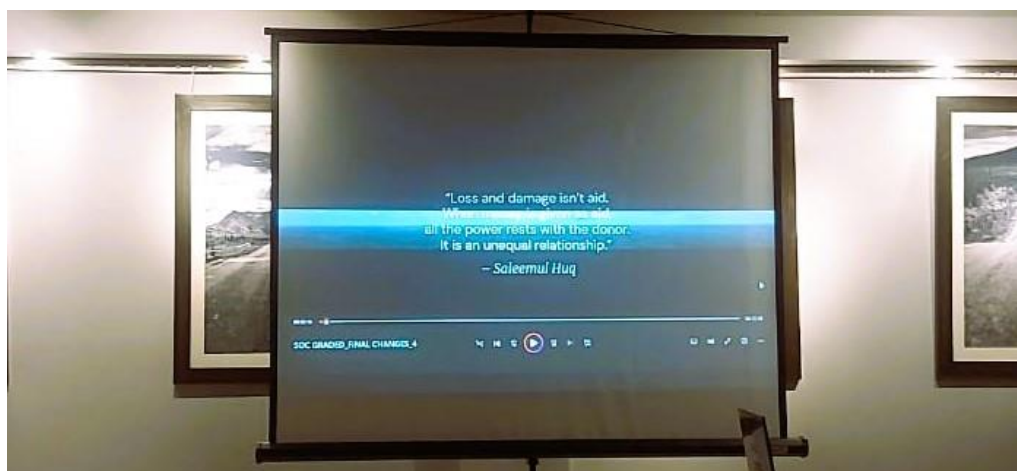


Figure 15: Documentary screening event

- d. **Field Visit:** Went on a field visit to Manikganj gaining insights on how one of BRAC's social enterprises Aarong produces its products while being

environment-friendly at the Ayesha Abed Foundation. Developed knowledge on how the Microfinance programme has helped several remote rural villagers make a living, and how the BRAC Education Programme's one-room schools called BRAC School have been helping young minds shape a bright future ahead.



Figure 16(a, b, c): Manikganj field visit

Also visited a real-scale model of a climate-resilient floating house in Uttar Khan, built to withstand calamities such as nor 'westers, hurricanes, earthquakes and floods. Gained extensive knowledge on how a house can be a shelter from disasters such as these while also allowing families to be self-reliant for needs such as food and clean water, all the while being entirely environment friendly with its use of renewable energy like solar energy, in-house water filtration to transform sewage water into clean, drinking water.



Figure 17(a, b, c, d): Climate-resilient floating house in Uttar Khan

vii. Collaboration

- a. Supervisor Collaboration:** Worked closely with supervisor to seek approval and guidance throughout project execution and effectively communicated project progress, challenges, and achievements to the supervisor.
- b. Team Collaboration:** Collaborated with team members to ensure smooth execution of tasks and projects, supported colleagues in their tasks and volunteered for additional responsibilities when needed.

The student has been able to successfully accrue professional experience with the support and mentoring of her supervisor. She went above and beyond to actively seek feedback from supervisors and colleagues, improve her performance and learn new skills, and more often than not took the initiative to volunteer for events and participate in any training sessions held.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

Throughout her tenure, the intern undertook a diverse range of projects and responsibilities, among which her core contributions to the organisation are as follows:

- i. Efficient project management:** Utilised various productivity tools like Google Calendar, Trello and Notion and immaculately maintained a to-do list to help in the efficient management of projects, keeping up with deadlines and events, etc.
- ii. Creative design and branding:** Produced visually appealing designs for lnk.bio graphics, and design ideas for Mailchimp newsletter content format and design and logo creation. From idea generation to execution, the student has assisted in enunciating BRAC's brand image and enhancing its online presence.
- iii. Effective communication and documentation:** Assisted her team by drafting clear and concise emails, pre-meeting briefs and meeting minutes, and gathered feedback from the training sessions conducted by the team. As such, she has facilitated and maintained transparent communication, which has assisted in decision-making procedures.
- iv. Timely assignment or project delivery:** Successfully completed and launched the lnk.bio and Mailchimp newsletter projects, each within three months of its initiation; thereby portraying her ownership and dedication towards her organisation and her adherence to deadlines.

- v. **Innovative thinking and problem-solving:** Developed creative ideas for lead generation strategies from the newsletter for the blog site, and vigorously contributed to brainstorming sessions for improvements or enhancements needed for the projects.
- vi. **Knowledge enhancement through continuous learning and development:** Gained extensive knowledge about BRAC and its origin, founder, operations, key personnel and so on, by reading books as aforementioned. This thereby helped her contribute to her organisation by possessing a better understanding of its mission, vision, values, core competencies and functionalities.
- Furthermore, the intern has proactively participated in multiple training sessions and a documentary screening, all of which portray her commitment to both personal and professional development or growth therefore fostering a culture of learning and knowledge enhancement within the organisation.
- vii. **Event support and community engagement:** Volunteered for events like *Declutter Event*, *Bring Your Child to the Workplace* and *BRAC Day*. These were primarily internal events, which have helped foster a positive work culture and strengthened employee engagement.
- viii. **Environmental awareness and sustainability:** In an effort to play an active role in ensuring sustainability and social responsibility, the intern has constantly engaged in activities reflecting the notion such as attending a documentary screening the resilience of the Bangladeshis on climate change as highlighted in '*Stories of Change*'. She has also visited a real-scale model of a climate-resilient house in Uttar Khan, Dhaka.

1.3.2 Benefits to the student

The BRIDGE internship has allowed the student to explore new skills, enhance current ones, broaden her knowledge and above all has given her a floor to relate her academic knowledge to real life scenarios. Having worked hard on a diverse range of tasks and projects throughout the internship period, the student benefitted in many ways, some of which have been discussed below:

- i. **Hands-on experience:** Gained practical experience in scopes such as project management, design, communication and event coordination and management
- ii. **Skill development and enhancement:** Through tasks such as drafting meeting minutes, graphic designing with Canva, and planning, managing and executing projects, the student was able to enhance her skills further. Also learnt extensively how to operate Mailchimp, Lnk.Bio and Trello. All of these have helped shape her such that she is better at time management and problem-solving, and is more detail-oriented, responsible and creative. Most importantly she has gained expertise on how to thrive under pressures and time crunch.
- iii. **Professional growth:** While being actively involved in projects and actively communicating or interacting with professionals of different departments, programmes and focales, the student has grasped onto workplace culture and dynamics, professional practices and industry standards, thereby helping her ensure professional growth.
- iv. **Expansion of her network:** Besides needing to communicate with people directly associated with her work, the intern has expanded her network of connections by constantly attending training sessions and volunteering for events across the organisation. Expanded professional networks may open doors to potential future opportunities.

- v. **Knowledge enhancement:** Reading about BRAC and its founder, attending documentary screenings and attending both formal and informal training sessions have enriched the student's understanding of the history of the organisation, the creation of each programme, environmental issues, and so on.
- vi. **Exposure to social responsibility:** Having volunteered for events like '*Declutter Event*' and '*Bring Your Child to the Workplace*', she has portrayed her commitment to social responsibility by promoting environmental awareness and corporate social responsibility (CSR).

The student's contribution to her organisation over the months has given her a sense of responsibility and accomplishment in her contribution to larger causes such as climate change and the under-representation of the global south. The internship has turned out to be a well-rounded learning opportunity for her, which has immensely helped enhance and develop practical and soft skills. All of the aforementioned shall therefore be extremely helpful for the future career endeavours of the student.

1.3.3 Challenges faced during the internship period

Regardless of her contributions to the company and how the internship has proven to be advantageous to her, the student had to overcome a few challenges or difficulties over the course, which have been further detailed below:

- i. **Disparities in intern benefits and infrastructure:** Unlike regular employees, interns were not promised equal benefits. They were not provided with bank transfers of their salary nor could they pay for transportation through mobile financial services (MFS). Every paperwork had to be done manually, such that even the attendance had to be recorded in a Microsoft Excel sheet or Google Spreadsheet, unlike how regular employees could simply scan their employee ID cards. In fact,

the interns were not provided with an ID card of their name; basic ID cards for the sole purpose of entrance into the office were provided. Above all, there were no designated cubicles for each intern to sit at.

- ii. **Learning the marketing language and acronyms of the professional:** Had to learn any new terminology or acronym that came her way, such as HMCP, which stands for the Humanitarian Crisis Management Programme of BRAC.
- iii. **Adapting to management practices:** Management practices within the organisation varied from person to person, which is why the student had to maintain professionalism and a positive attitude at all times. She strived to meet expectations and constantly sought clarification, when necessary, such that there were no clashes with the desired goals, objectives and outcomes.
- iv. **Balancing workload and setting priorities:** In the first few weeks, the student often faced a lack of mutual understanding of workload and priorities, but was able to cope with it after effectively communicating her struggles to her supervisor such that she was able to manage time effectively and maintain productivity.
- v. **Tight schedules:** Work seemed overwhelming at times such that she had to prepare over 40 statics or attend three or more meetings in a day. However, with proper communication, she was able to negotiate an extension or a break from her supervisor.
- vi. **Various professional relationships:** Gained insight into how even in a professional setting, different people will have various communication modes they prefer and will have different levels of professionalism, --- no one individual is alike. Hence, she needed to ensure that her communication remained professional such that it reflected the organisation's values and standards.

- vii. Recognising organisational preferred formats:** Acknowledged that even emails of each organisation may have a varying format. For instance, BRAC employees always bold any deadlines, dates or times mentioned in emails.

Overall, the student was able to build resilience and adaptability in the face of the challenges aforementioned, thereby realising that an inseparable part of professional growth is navigating through unfamiliar situations and expectations, such that a positive and productive environment is established.

1.3.4 Recommendation

As per her experience, the student would recommend the following to the organisation such that future disparities and challenges for upcoming interns and internship programmes are diminished:

- i. Provide equal benefits and privileges to interns, including bank transfer or mobile financial services (MFS) for salaries or transportation expenses.
- ii. Digitize paperwork and attendance tracker such that manual task is reduced and efficiency is increased.
- iii. Provide personalised ID cards for verification purposes, ease of access within office premises and simpler attendance tracking.
- iv. Ensure designated workspaces or cubicles for each intern to thereby enhance productivity, ownership and familiarity.
- v. Encourage open communication, feedback and opinion channels such that interns and supervisors can address any concern accordingly.

Implementing the mentioned recommendations will develop a fairer and more efficient experience for the interns, whereby talent development is fostered and the organisation's

reputation is enhanced. These recommendations would ultimately make the interns feel welcomed rather than outcasts.

Chapter 2

Organisational Overview



Figure 18: Creating opportunities for people to realise potential (Source: BRAC, n.d.-i)



Figure 19: Get on the good side (Source: The Good Feed & BRAC, 2009)

2.1 Introduction

Founded by Sir Fazle Hasan Abed KCMG on 21 March 1972 in Sullah, Sunamganj, Bangladesh Rehabilitation Assistance Committee (BRAC), later known as Bangladesh Rural Advancement Committee (BRAC) and then Building Resources Across Communities (BRAC), it is now widely recognised as BRAC (Smillie, 2009). It was initiated with his savings, to later gather funds from external sources, the first of which (£ 189,000) was granted by Oxfam in 1972 (Smillie, 2009). Currently, 52 years after its initiation, BRAC has supported at least 2 in 5 people in Bangladesh, of which more than 50% of them were women and around 5.1% of them had disabilities (BRAC, 2022). They have also provided 2.6 million families with aid, created awareness to help diminish the risks of disasters, and trained and provided financial support to around 230 thousand people living in remote locations of the nation (BRAC, 2022).

With a vision to alleviate exploitation and prejudice, especially against women in rural areas, BRAC, the world's largest international development organisation, ensures integrity, innovation, inclusiveness and effectiveness when dealing with a client base of over a hundred million victims of inequality and poverty (BRAC International, 2021). The organisation predominantly provides services to the marginalised communities of 9 countries in the global south, specifically in Asia and Africa (BRAC, n.d.-h). With the help of their solutions ecosystem, which includes 19 departments, 16 social development programmes, 10 social enterprises, 7 investments and a university, the entity focuses on providing cost-effective solutions through their evidence-based programmes with the help of development partners which include government alliances, strategic partners, donors and research and learning partners (BRAC, 2022).

BRAC brings attention to crises or issues it deals with primarily through its blog site The Good Feed, which intends to flip the narrative such that there is no more misrepresentation of the

global south and its struggles in fighting poverty, inequality, climate change, and so on. However, unlike BRAC's international prominence, its blog site, The Good Feed, struggles to effectively generate leads well enough to convert anonymous contacts into known contacts in its database (Summers, 2016).

2.2 Overview of BRAC

2.2.1 Mission, vision and values

BRAC, the world's biggest family, aims to help provide everyone with the opportunity to realise their potential and to ensure such, they focus on reducing exploitation and discrimination in the world (BRAC, 2017b; BRAC, n.d.-m). The development organisation's focal point is to create opportunities and empower people to become agents of change in their communities (BRAC USA, n.d.). To quote, the vision of BRAC is "A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential," (BRAC, n.d.-m).

As for the mission of BRAC, it focuses primarily on people and communities who are faced with the adversities of poverty, illiteracy, disease and social injustice (BRAC, n.d.-m). By empowering them, the organisation hopes to change the economic and social landscapes such that women and men both can realise their potential (BRAC, n.d.-c). Keeping up with Sir Fazle Hasan Abed's belief, "Small is beautiful, but scale is necessary," BRAC aims to make a positive impact with the aforementioned changes at a great scale (BRAC International, 2021; BRAC, n.d.-m).

Lastly, to ensure the effective accomplishment of the mission and vision, BRAC has four core values they refer to at every stage, --- integrity, innovation, inclusiveness and effectiveness (BRAC, n.d.-m). With the help of integrity, they ensure honesty and transparency in every project or programme of theirs (BRAC International, 2021). To attain great or positive impact

on daily tasks, projects or programmes, BRAC focuses on frugal innovation (BRAC International, 2021). Moreover, BRAC fosters inclusion throughout its operations such that it can assist or reach out to those who need it the most (BRAC International, 2021). However, all of these values would be meaningless if they cannot promise effectiveness. Hence, employees of the organisation are encouraged to strive for effectiveness in order to serve the people or communities struggling with poverty integrity, innovation, inclusiveness and effectiveness better (BRAC International, 2021; BRAC, n.d.-m). To measure such, not only are annual reports produced, but failure reports are also published.

2.2.2 Organisational structure

BRAC's organogram

BRAC maintains the following organogram in its day-to-day operations:

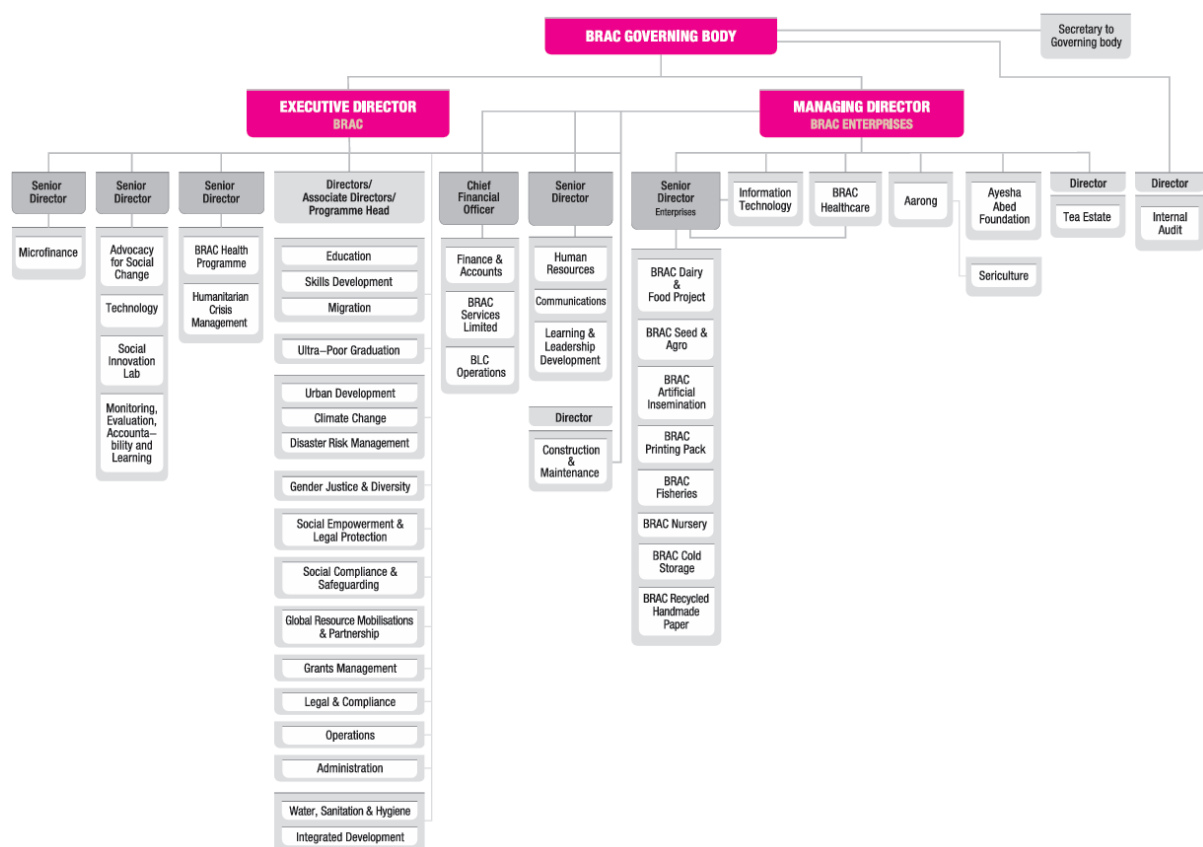


Figure 20: BRAC's organogram (Source: BRAC, 2022)

At current, the organisation's Core Executive Management Committee consists of Asif Saleh, Shameran Abed, Tamara Hasan Abed and Jerome Oberreit, all of whom are Executive Directors of BRAC, BRAC International, BRAC Enterprises and BRAC Global respectively (BRAC, 2022). Following this, the Extended Executive Management Committee has Donella Rapier the President and Chief Executive Officer (CEO) of BRAC USA, Lewis Temple the Chief Executive of BRAC UK, Saif Md Imran Siddique the Director of Finance, BRAC International and Tushar Bhowmik the Chief Financial Officer (CFO) of BRAC (BRAC, 2022).

Additionally, the Senior Management Committee of BRAC Bangladesh is composed of five Senior Directors, namely Arinjoy Dhar (Microfinance), KAM Morshed (Advocacy for Social Change, Partnership Strengthening Unit, Social Innovation Lab, Technology and Monitoring, Evaluation, Accountability and Learning), Dr Md Akramul Islam (Health and Humanitarian Crisis Management), Mohammad Anisur Rahman (Enterprises) and Moutushi Kabir (People, Culture and Communications) (BRAC, 2022). Next, there are the Directors of programmes and departments of the organisation, namely AFM Shahidur Rahman, Ahmed Najmul Hussain, Hossain Ishrath Adib, M Makbul Hossain, Mafruza Khan, Md Liakath Ali, Nanda Dulal Saha FCA, Nobonita Chowdhury, Palash Kanti Das, Safi Rahman Khan, Saieed Bakth Mozumder, Shahriar Hoque, Sheela R Rahman, SK Jenefa K Jabbar, Sonia Wallman and Syed Mazbahul Morshad (BRAC, 2022).

BRAC's General Body consists of 28 individuals, --- Abdul-Muyeed Chowdhury, Asif Saleh, Tamara Hasan Abed, Shabana Azmi, Syed S Kaiser Kabir, Shafiqul Hassan, Irene Zubaida Khan, Sylvia Borren, Dr Debapriya Bhattacharya, Parveen Mahmud, Advocate Syeda Rizwana Hasan, Adeeb H Khan, Dr Muhammad Musa, Faruque Ahmed, Shib Narayan Kairy, Dr Fawzia Nazli Rasheed, Melissa Parke, Victoria Balyejusa Sekitoleko, Marilou Van Golstein Brouwers, Dr Hossain Zillur Rahman, Ameerah Haq, Gregory Chen, Fathima Dada, Simone Sultana, Lord

George Mark Malloch-Brown KCMG, Professor Dr Md Abdus Sattar Mandal, Dr Fahmida Khatun and Tapan Chowdhury (BRAC, 2022). Conversely, there are 9 members in its Governing Body, and they are Dr Hossain Zillur Rahman, Adv. Syeda Rizwana Hasan, Adeeb H. Khan, Quais Shafiq ul Hassan, Melissa Parke, Fathima Dada, Tapan Chowdhury, Dr Fahmida Khatun and Dr M A Sattar Mandal (BRAC, 2022).

BRAC's organisational structure

With over 200,000 employees across the globe, BRAC classifies its employees by referring to the following organisational structure:



Figure 21: BRAC's organisational structure

As can be seen from *Figure 21*, given BRAC's employee scale, its organisational structure is that of a vertical one. Now, a vertical organisational structure often has a more defined, clear and established hierarchy in its management, making communication a slow process (Academy to Innovate HR (AIHR), 2024). Given its defined and strict hierarchy, decisions are more often made by those of the top management (Academy to Innovate HR (AIHR), 2024). Moreover, collaboration in such organisations is rarely observed (Academy to Innovate HR (AIHR), 2024).

However, on the bright side, BRAC's work culture follows a horizontal organisational structure. Despite the defined hierarchy, employees can communicate freely, and messages are received and sent aptly (Academy to Innovate HR (AIHR), 2024). On the other hand, although the final decision is made by the top management, other employees

associated with the project also have the scope to pitch their points of view in and can thereby assist in making the decision-making process better and faster. BRAC and its employees focus on creating a collaborative workplace both within its department or programme and cross-functionally as well. It ensures that its employees are not bound by formal boundaries set by designations.

2.2.3 Social development

The development organisation's social development initiative concentrates on enabling social transformation through its 16 programmes (BRAC, 2022). These programmes' focal points are extreme poverty elimination, expansion of financial choices, humanitarian crisis management, climate change and emergencies, gender equality, universal access to healthcare, pro-poor urban development and lastly investing in the next generation (BRAC, 2022). The programmes are namely Migration, Microfinance (MF), Social Innovation Lab (SIL), BRAC Youth Platform (BYP), Ultra-poor Graduation (UPG), Gender Justice and Diversity (GJD), Water, Sanitation and Hygiene (WASH), Social Empowerment and Legal Protection (SELP), BRAC Health Programme (BHP), Climate Change Programme (CCP), BRAC Education Programme (BEP), Skills Development Programme (SDP), Urban Development Programme (UDP), Integrated Development Programme (IDP), Disaster Risk Management Programme (DRMP), Humanitarian Crisis Management Programme (HCMP) (BRAC, n.d.-k).

2.2.4 Social enterprises

Its social enterprises or ventures are Aarong, BRAC Dairy, BRAC Seed and Agro, BRAC Artificial Insemination, BRAC Nursery, BRAC Sericulture, BRAC Fisheries, BRAC Recycled Handmade Paper, BRAC Cold Storage and BRAC Printing Pack (BRAC, n.d.-l). These enterprises act as inclusive ecosystems for both producers and consumers by enriching them with various skills needed, giving them access to resources required to increase productivity,

ensuring fair prices and preserving and distributing the products by connecting them to the larger market (BRAC, n.d.-l). On top of that, BRAC reinvests any surplus product into development programmes (BRAC, n.d.-l).

Through their social ventures, BRAC aims to create sustainable livelihood and market access by channelling economic growth and social empowerment, specifically of the women of rural areas (BRAC, n.d.-l). BRAC's enterprises help solve social issues or challenges and create an impact such that individuals, farmers, micro or small entrepreneurs and enterprises play active roles like suppliers, producers and consumers (BRAC, n.d.-l). These groups of people are provided with the necessary equipment and resources required, while BRAC creates links across the value chain such that market access or viability is not an issue (BRAC, n.d.-l).

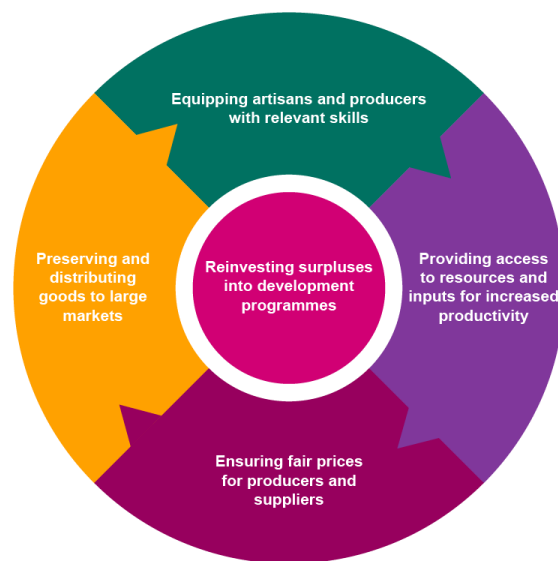


Figure 22: BRAC social enterprises' inclusive ecosystem (BRAC, n.d.-l)

2.2.5 Investments

Besides social development programmes and social enterprises, BRAC has also invested in several companies with the purpose to be socially responsible (BRAC, n.d.-j). These investments were made in promises of assistance to help BRAC empower people and communities struggling with poverty, illiteracy, diseases and social injustice (BRAC, n.d.-j).

With a broader goal to self-sustain, the development organisation has invested in and founded organisations like BRAC Bank, Delta BRAC Housing (DBH) Finance Corporation Limited, BRACNet, Guardian Life Insurance, IPDC Finance Limited, BRAC IT Services and BRAC Tea Estates (BRAC, n.d.-j).

2.2.6 University

BRAC established its university, Brac University in 2001 in Dhaka, Bangladesh. Its holistic and liberal arts approach to higher education has helped it ensure the accomplishment of its mission, which stands to foster knowledge enhancement, uphold values and promote sustainable development (Brac University, n.d.-d). With Tamara Hasan Abed as its current Chairperson and Professor Syed Mahfuzul Aziz as Pro Vice-Chancellor and Acting Vice-Chancellor, the university moved to its new and permanent campus in Pragati Sarani, Merul Badda, Dhaka on December 2023 (Brac University, n.d.-b; Brac University, n.d.-c; Brac University, n.d.-e).

The university has affiliations with globally renowned academic and research institutions (Brac University, n.d.-a). For example, BRAC Business School is affiliated with the Asian Institute of Management in Manila, the Asian Institute of Technology in Bangkok, the Bloomsburg University of Pennsylvania, USA and the University of South Australia (Brac University, n.d.-a).

2.3 Management Practices

2.3.1 Leadership style

Contrary to being a huge development organisation with 16 social development programmes, 10 social enterprises, 7 investments and a university, BRAC and its employees foster the democratic leadership style to help achieve its goals and objectives.

From the top management such as the executive directors to the managers, officers, frontline staff and interns, each member's (associated with the specific project) inputs are taken into consideration to help debate the best option, which ultimately helps come to a decision (Miranda, 2023). The line managers involve their subordinates' and other stakeholders' insights before making the final decision (Miranda, 2023). Moreover, the supervisors even designate the responsibility of decision-making for some instances to their subordinates entirely, which helps cultivate diversity and innovation (Miranda, 2023). It further helps inspire, empower, encourage and enforce accountability amongst the employees (IMD, 2024).

However, the democratic leadership style may at times turn out to be time-consuming with the back-and-forth of inputs thereby delaying the decision-making process (Miranda, 2023). Given its slow nature, the core element of the project may be lost in the debate as well (Miranda, 2023). To battle these issues, BRAC's employees often use a visibility board to outline their project goals so that the essence of it is not lost in the process.

2.3.2 Human Resource Planning

BRAC's human resources planning process can be divided into steps such as hiring needs assessment, drafting the job description, candidate search, candidate evaluation, recruit onboarding, training and development, compensation and performance appraisal processes (Jobsoid Inc, 2023).

Before hiring a candidate and hiring needs assessment is done to identify any vacancy and the need for personnel to fill any position. This is usually done by each programme or department who send a requisition stating for which position they need new employees and how many they require. The concern also identifies and states any requirements it has such as a Master's or Bachelors' degree, specific years of experience in the field, educational focus and so on. They also send in a job description or what the employee would be expected to do once hired.

The human resource (HR) department then finalises the job description and advertises it in career portals like BDjobs.com, LinkedIn and BRAC's career portal. The job post is active for around 10 to 12 days, after which applications are no longer accepted. The HR department may also search its CV bank if they deem any candidate previously interviewed as fit for the position or they opt for headhunting even. The internal employees of BRAC can directly apply by email, while external candidates will have to apply through job posts.

Once the HR department shortlists the CVs, they are sent to the programme's specific hiring manager, who will be the supervisor of the employee being hired. The programme hiring manager then further shortlists the CVs to end up with around 5 candidates. These candidates are then called for an interview and selected. Each new recruit goes through a formal or informal onboarding session. For example, management trainees and BRIDGE interns go through a rigorous onboarding session which may be a day-long event.

Once onboarded, the employee may be provided with various training and development sessions depending on whether it is required. Usually, a programme organises training sessions for its employees, but more often than not, BRAC emphasises practical learning. To ensure its employees are gaining practical expertise, they are sent to events or launches outside office premises, most often outside Dhaka, once every year. This may happen more than once a year, but at least once a year each employee gets to experience BRAC's training method based on practical experience.

As for performance appraisal, BRAC has a Performance Appraisal Unit in its HR department which conducts a survey every year to identify who needs an appraisal and how much. On the other hand, in cases of compensation, BRAC's compensation and salary scheme are intertwined in a 50:50 ratio. That is 50% will be the basic salary, let's assume 25,000 BDT, and 50% will be incentives or benefits like medical allowance, home allowance, transportation

cost and insurance, that is, 25,000 BDT. In total, the monthly compensation and basic salary add up to a total salary of 50,000 BDT. This compensation and salary scheme or pay range is adjusted and developed in accordance with the grade of the employees, which ranges up to 13 at BRAC.

2.4 Marketing Practices

2.4.1 Communication strategy

BRAC primarily uses various social media platforms like Facebook, Twitter or X, YouTube, Instagram and LinkedIn to communicate or market their services, issues of the global south, insights gathered from the field and so on. It also has a website and a blog site, The Good Feed, which helps promote more about the organisation and persisting issues of the global south respectively.

Being a global organisation offering its services to people and communities faced with the adversities of poverty, illiteracy, diseases and social injustice, its services are promoted through various other channels (BRAC, n.d.-m). These channels are media or news channels like The Daily Star and Prothom Alo, partnerships and affiliations with BRAC USA and BRAC UK (BRAC, 2022). BRAC's development partners include government alliances like The Prime Minister's Office, Ministry of Social Welfare, NGO Affairs Bureau, etc., and strategic partners like Australian Aid and the Canadian Government (BRAC, 2022).

Most Bangladeshis know about BRAC through word-of-mouth marketing and referrals from parents, grandparents, friends, families, relatives and so on. This stands as a testament to its decade-long reputation and portrays the trust the people of the nation have in them.

2.4.2 Targeting and positioning strategy

BRAC's target audience primarily consists of two groups. Its services or programmes are catered to the marginalised, untapped communities struggling with the adversities of poverty, illiteracy, diseases, social injustices and climate change, specifically women, children, youth, the disabled and the pro or ultra-poor. On the contrary, its website, blog site and social media content cater to international and national development practitioners, between 18 and 35 years of age, who have the scope to create an impact. The impact they create can be generated through financial support, research, or simply starting a project of their own.

With its wide range of social development programmes, social enterprises, investments and its university, for each the positioning may slightly differ. Overall, however, the organisation and its programmes follow a unique value proposition strategy and strategic positioning to help create a strong image, which helps differentiate it from other development organisations.

Being the pioneer when it comes to addressing social issues such as poverty, illiteracy, social injustice and diseases, the organisation not only empowers untapped communities, they also focus on ensuring inclusivity, innovation, integrity, scalability, sustainability and effectiveness. These help find the bridge between BRAC's services, the services of other like organisations and customers' needs. The organisation's innovativeness, adaptation and scalability approaches are cost-effective which further makes its positioning a strategic one.

BRAC's unique value proposition differentiates itself further by being self-reliant through collaboration among its social development programmes, social enterprises, investments and university. Unlike traditional non-governmental organisations (NGOs), BRAC generates revenue from its social developments, primarily Microfinance (MF) and social enterprises like Aarong. This further strengthens and highlights its commitment to self-sustainability and financial independence. Moreover, the wide range of services enforces trust and concrete

knowledge of the locality, which helps establish its partnerships and affiliations and connect to beneficiaries.

2.4.3 Marketing channels

The marketing channels utilised by BRAC consist of social media, print media, emails, websites, billboards, public relations and blogs. For social media, BRAC promotes using Facebook, Twitter or X, Instagram, YouTube and LinkedIn. The organisation shares its content over print media like newspapers (online and offline), press releases, reports and publications, and emails and newsletters. It also uses its website to promote its press releases, reports publications, blogs and op-eds.

In an effort to maintain its public relations and uphold its corporate social responsibility, BRAC also sponsors and organises public events and campaigns like the Hope Festival Concert in 2022, and rigorously keeps educating its client base to keep them updated with any new services. Moreover, to effectively reach out to rural habitats, it uses radio broadcasts and billboards to promote its services and also relies on door-to-door promotion done by field staff. It also promotes through television channels to better reach its rural client base.

Thereby, to ensure efficient and effective reach, BRAC puts into work its promotional content through multi-faceted channels, which help in raising awareness and generating leads.

2.4.4 BRAC's competitive practices

BRAC does not believe in the need to compete against other organisations. Its purpose is to drive or invest in frugal innovation that can be scaled to effectiveness and efficiency. Its research and development strategy are such that its employees visit and talk with the local community first. They learn from them regarding what they need and what they think is the solution to it, after which experiments are run and then finally a solution is given based on frugality and innovation. The experiments help to find the innovation which is most suitable

for communities and which can be easily scaled. This is something that is not practised by other organisations and hence separates BRAC from them. This practice sets it apart and gives it a competitive edge.

BRAC's philosophy is such that if it is effective, then anyone can scale it. Hence, once the innovations have tested positive in cases of effectiveness, it is launched on a full scale. BRAC then releases the details of it for the government and other development to implement as well, if willing. BRAC has never asked for due credit or acknowledgement for them, instead, it seeks for the betterment of the underprivileged, no matter who is providing it to them.

On the other hand, another contributing factor to BRAC's competitive edge would be its social enterprises and social investments. A sum of the profit which is generated from its social enterprises is re-invested into the organisation, while the organisation's social investments help it in many of its programs through sponsorships, partnerships or alliances. This has, in turn, created a sustainable ecosystem for the organisation to thrive in, such that, when the country graduates from being a least developed country (LDC) to a developing country or emerging economy, it can sustain itself unlike other development organisations. This is because, if the country is no longer labelled as an LDC, the funding and donor landscape will change drastically for funds and/or donations will not be as available as before from international donors or agencies. This will have a great effect on development organisations that rely on them heavily. In this case, BRAC will have the upper hand for it has previously created the social ecosystem consisting of social enterprises and investments. Hence, if it requires any donations or partnerships, the NGO can rely on its investments like BRAC Bank, Guardian Life Insurance, etc., while the social enterprises keep contributing a portion of its profits to the organisation.

2.4.5 Branding activities

BRAC's branding strategies or activities consist of a few guidelines which are maintained throughout its contents. These have been listed below with further details:

1. **The tone of voice:** BRAC uses a single tone of voice so that consistency and clarity are maintained. Rather than being bold, the organisation tends to be humble, optimistic, solution-oriented oriented and respectful. It also avoids using jargon which might be difficult for some to understand. With its 'second story' strategy, BRAC highlights new angles to a story thereby giving it depth, nuance and accuracy. The tone of any of BRAC's content should be positive as well.
2. **The identity elements:** As for BRAC's symbol or logo, it has specific exclusion zones, recommended sizes, colours and placements which it requires all of its content to follow. For example, BRAC's logo can be of any of the following types:



Figure 23: Logotype colours (Source: BRAC, n.d.-i)

3. **Co-branding:** When co-branding with a partner or donor, BRAC requires them to follow a specific guideline in terms of using its logo. For example, when it's an initiative of BRAC or BRAC is the primary brand, its logo should be the first one, and if it's one where BRAC is the secondary partner, then its logo should come second and so on.
4. **Layout:** BRAC's content layout is made such that there is enough void or white space. This allows the content to be visually appealing and easy to comprehend by the viewer.
5. **Photography style:** The organisation relies on its internal gallery rather than external sources. Hence, it has detailed photography guidelines encompassing various concepts, framing techniques, cropping methods, perspectives, emotions, and portrait styles. Its guideline further encompasses the format of the image and a few editing techniques.
6. **Film style:** Similar to its photography style guideline, BRAC also has a film style, where it informs its employees that the purpose of the film must be evident throughout the video. It also explains how the stories should be told and how the narrative can be set. The guideline also has a few videography fundamentals that the employees are required to follow throughout the content such as resolution, colour, frame rate, sound and so on. According to BRAC, "The characters of the films should be considered as contributors rather than subjects - the filmmaker is helping them tell their stories, not the other way around," (BRAC, n.d.-i).
7. **Writing style:** Lastly, BRAC has a writing style guideline which puts out the basic layout that helps its written content align with the tone of the organisation. Rather than having BRAC as their saviour, the stories should portray the people as their heroes (BRAC, n.d.-i). A few of the specifications the stories or written content of BRAC needs to adhere to are as follows:
 - a. Use 'people', participants' or 'clients' instead of 'beneficiaries' (BRAC, n.d.-i).

- b. Use inclusive language like ‘lower-income countries’ instead of ‘third world countries’ (BRAC, n.d.-i).
- c. Use ‘survivor’ instead of ‘victim’ (BRAC, n.d.-i).
- d. Use gender-neutral language like ‘human-made’, ‘chairperson’, ‘police officer’, ‘workforce’ instead of ‘man-made’, ‘chairman’, ‘policeman’ and ‘manpower’ (BRAC, n.d.-i).
- e. Introduce the person first, then share their story (BRAC, n.d.-i).

2.4.6 Advertising and promotion strategies

2.4.6.1 Content generation strategy

BRAC utilises a range of advertising and promotion strategies to raise awareness, engage stakeholders and mobilise support for its programmes, initiatives or any disasters its working closely with. The organisation leverages the power of storytelling and visual imagery to generate greater user engagement and encourage or create awareness among national and global development practitioners and personnel working closely with climate change. This format of storytelling humanises the work and makes it relatable, engaging and emotional. Most of the narratives come from the field which helps build and maintain a community and amplifies BRAC’s message.

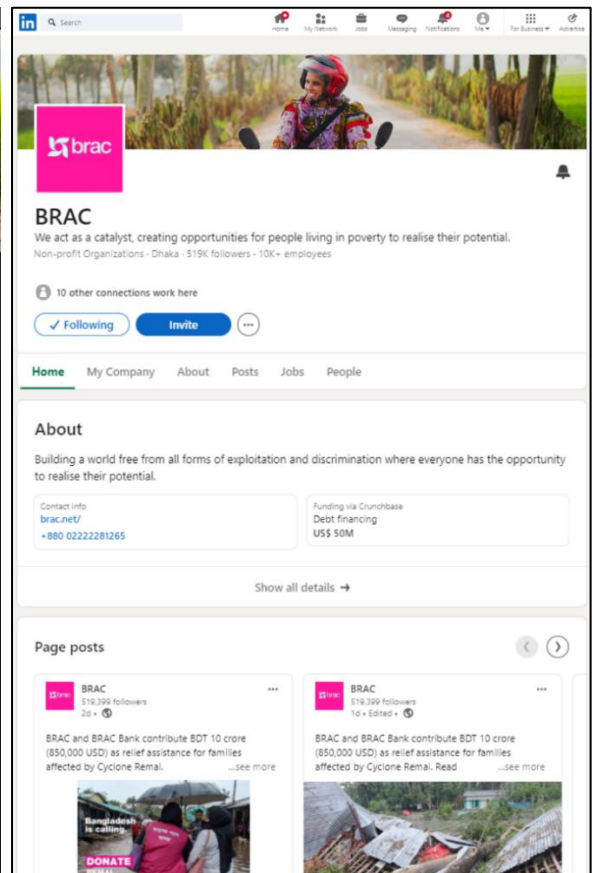
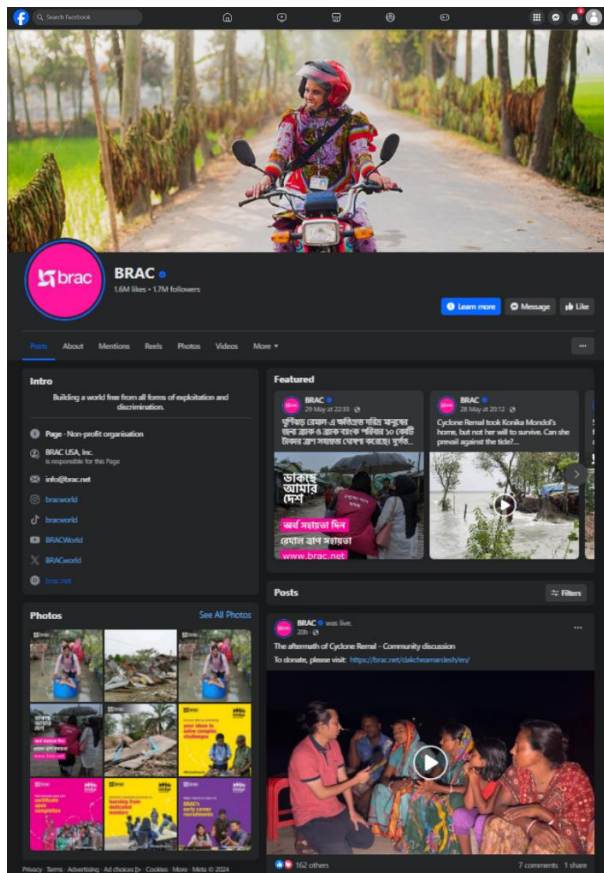
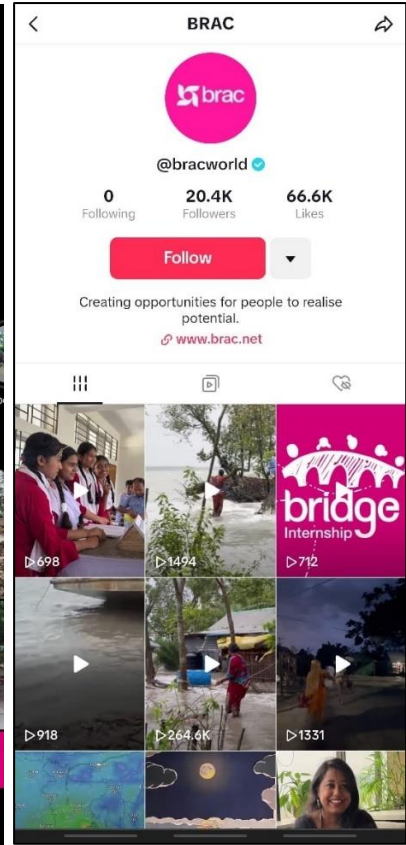
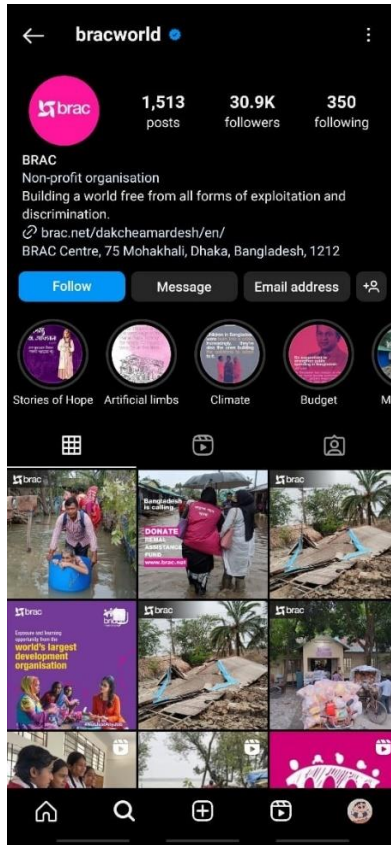
These storytelling narratives reach people across the globe. Most of the blogs, articles, posts, videos, etc., are either investigative or a thought piece. Content comes from departments and programmes all across BRAC. If needed more in-depth information for the specific content, the team producing it may even need to go for a field visit to the locality they are narrating about. Some of the content may come from leaders such as Asif Saleh, Executive Director of BRAC, himself.

However, before publicising the content, each of the pieces go through scrutiny, even content pieces of the executive director. The copy or text, image, video, logo position are all carefully inspected. It is also made sure that the content abides by BRAC's guidelines and maintains its tone. Here, BRAC's tone refers to how the narrative of the story should be as if the people are their own heroes, rather than portraying BRAC as their saviour (BRAC, n.d.-i).

Each of the stories in all of BRAC's content are unique. They are collected from the field and then narrated in the BRAC tone. Most organisations do not do the hard work of visiting the community, collecting stories from them and then delivering it such that the people are their own heroes. The authenticity of the stories makes it different from the fictional or morphed stories of other organisations.

2.4.6.2 Digital presence

Given the world is active on social media, traditional media barely creates enough impact. Hence BRAC maintains active social media profiles, such that each platform is used strategically to connect to specific customer, client or audience segments. Social media here acts as a multichannel for the organisation. The organisation currently uses six platforms, namely Facebook, Twitter or X, YouTube, Instagram, LinkedIn and TikTok. Content for each of these channels are tailored for its audiences. For example, entertaining posts are made on TikTok, informative posts on Facebook and Instagram, company update, employee branding and job openings on LinkedIn, and so on (*Figure 24*). It also has a website and a blogsite (*Figure 25*), The Good Feed (*Figure 2*).



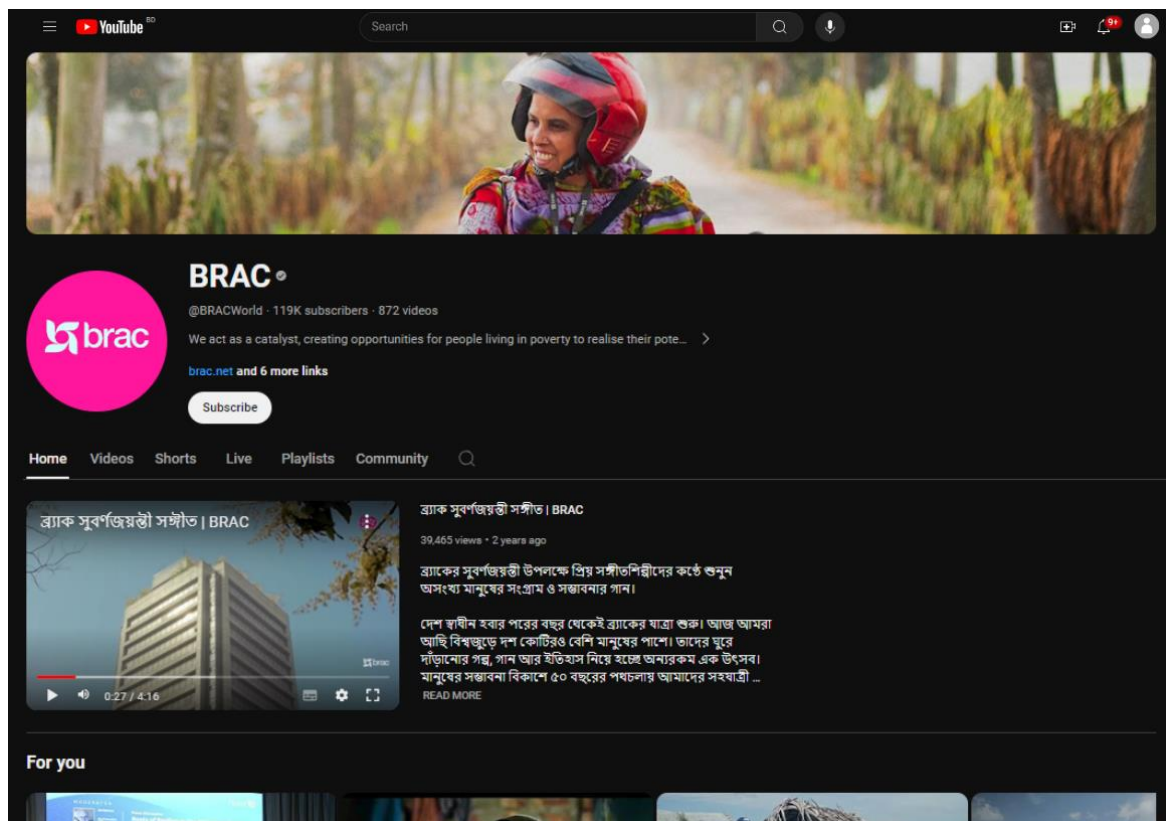


Figure 24 (a, b, c, d, e, f): BRAC's social media channels (Source: BRAC, n.d.-a; BRAC, n.d.-b; BRAC, n.d.-c; BRAC, n.d.-d; BRAC, n.d.-e; BRAC, n.d.-f)

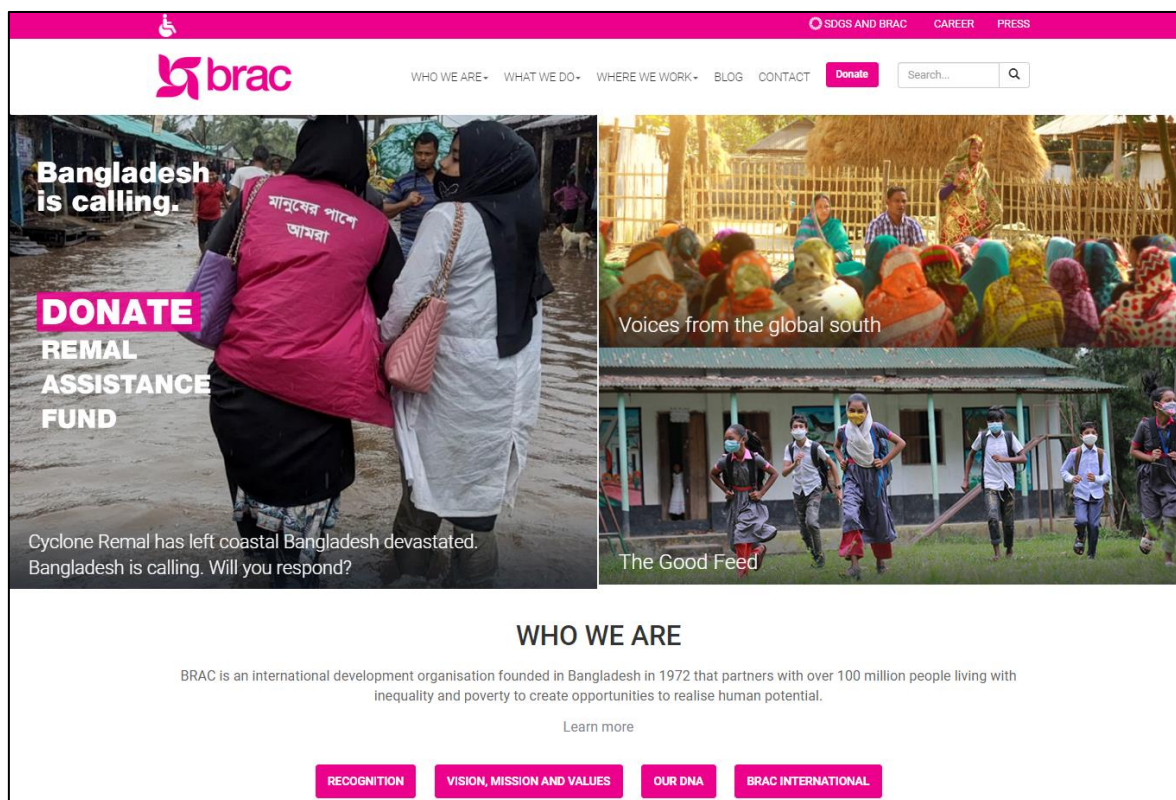


Figure 25: BRAC's website (Source: BRAC, n.d.-g)

Furthermore, to raise enough awareness or to evoke activists and policymakers, BRAC utilises targeted campaigns by using hashtags unique to each post. This helps increase visibility, participation and awareness. For example, for its flagship internship programme, BRIDGE, it uses the hashtag ‘#NotJustAnyJob’. One of the posts of the Facebook post of the internship used the hashtag and reached audiences in Liberia, a country around 11 thousand kilometres away too, such that one person asked in the comments whether he too could apply to the internship programme (BRIDGE Internship Programme, 2024; DistanceFromTo, n.d.).

2.4.6.3 Digital marketing

All of the content of BRAC are advertised through digital marketing strategies such as search engine optimisation (SEO) and social media marketing (SMM). For example, articles of The Good Feed use SEO. The articles are on a trending or interesting topic and has an entertainment value, the titles consist of keywords and the banner pictures are relevant. It then uses SMM when promoting the blog over various social media platforms. It is ensured that the keywords are used in the captions to increase outreach of the posts. Moreover, boosting is done by keeping the filters on Facebook, for instance, short. However, if the content is not filtered at all, it will be sent everywhere and to everyone, which will therefore make comprehending the impact difficult. A few phrases or words that direct audience to the website and blogsite include ‘brac’, ‘bangladesh’, ‘brac news’, ‘brac microfinance’, ‘brac driving school’, ‘career brac’, ‘ayesha abed foundation’, ‘brac nursery’ and ‘brac loan’. Of BRAC’s total audience reached, 86% of them are from Bangladesh, 6% from the United States of America (USA), 4% from India, 3% from China and 2% from Japan.

2.4.6.4 Content optimisation

All of BRAC’s content go through a few specific SEO strategies, which have been detailed below:

1. **Understanding the audience:** The target audience is researched upon to better understand their interest, issues they are emotionally vulnerable about and their language.
2. **Research keywords:** Utilise keyword research tools such as Google Keyword, Planner, SEMrush, etc., to curate a list of keywords relevant to the content. These keywords should be of a high search volume and relatively low competition.
3. **Long-tail keywords:** Incorporate long-tail keywords. Although they have lower search volume, the conversion rates are high. This can therefore help the organisation target niche audiences and thereby rank higher in search results.
4. **Analyse competitors:** Analyse keywords used by competitors to identify word or phrases driving the most traffic and consider incorporating similar keywords into the content.
5. **Content optimisation:** Once relevant keywords are identified, using SEO practices, they need to be strategically included into the content. In cases of a blog or article, the keywords need to be placed in the title, headings, meta descriptions, URL and the copy or text body. However, throughout the process, keyword stuffing should be avoided as it can negatively impact the readability and SEO results.
6. **Monitor and adapt:** Each content needs continuous monitoring of its performance in the search engine results pages (SERPs), so that the keywords are able to drive traffic. If the keywords are unable to drive enough traffic, the content strategy is then adapted or adjusted accordingly. This can be done using Google Analytics and Google Search Console.

Besides optimising for SEO, a blog or article on The Good Feed further improves its blog traffic by creating quality content, promoting on social media, improving website loading time, mobile optimisation, hyperlinking, guest blogging and engaging with the audience or readers.

2.4.6.5 Monitoring and analysing performance

BRAC uses various analytics tools to monitor its performances. The metrics used to help monitor it are usually engagement rates, reach, conversions for its social media, and reading time of the audience and hits or clicks for its blog sites. The organisation monitors both short-term and long-term indicators of its impact. For example, short-term evaluation would be the number of tickets sold to an event of theirs, while long-term would be for how long people are talking about the event on various platforms. Other short-term evaluation metrics would be the number of likes, comments, shares and so on. However, to better understand the long-term effectiveness of the posts or blogs, their impacts need to be monitored over a few years. No matter what the parameters are, they are set before deploying the post, blog, event, etc.

When it comes to The Good Feed, BRAC's blogsite, the success of a blog is not measured only by the number of clicks and duration (average read time). The Good Feed's primary target audience is a stakeholder in the development field, someone who can create an impact like a development practitioner, policymaker or government official. When one of these stakeholders either share the blog piece or cite it elsewhere, the specific blog is then considered to be an effective one.

These metrics are segregated in two ways, — geography (country and region) and demography (gender and age). The specific metrics used to measure the effectiveness are different for each channel and content type. These have been further detailed in the table below:

Channel	Metrics
Social media	Reach and engagement
Blog	Clicks and duration
Website	Clicks and duration
Newsletter	Opens and clicks

Content Type	Metrics
Static	Reach and clicks
Article	Clicks
Videos	Views and duration

Channel	Metrics
SMS	Distribution
Kiosk	Impression
Workplace	Reach and engagement

Table 1 and 2: BRAC's content monitoring strategy

2.4.7 Critical marketing issues and gaps

Like any organisation, small or big, BRAC too has a few marketing issues and gaps which require immediate attention. For example, the organisation is often faced with issues of misinformation and scam calls going around in the name of BRAC to other people. The scammers call people randomly with a job offer at BRAC. To confirm the job, the person would need to pay a specific amount to them. At times, during festivals like Eid, these scammers misinform the receiver about money rewards or gifts of around one or two thousand BDT. These sometimes happen at such large scale, that people end up believing that BRAC itself is scamming them rather than someone else. Tackling this then becomes a challenge for the organisation for the calls often happen in closed communities and don't get the attention needed unless it occurs at mass. Hence, the organisation at first analyses the volume of these scam calls and then releases a press release. If the volume is too high, both press releases and social media posts are made to increase awareness of the issue.

Another persisting issue would be the lack of automation. The blogs of The Good Feed are distributed manually to various groups of people. It is a very hands-on process such that the blogs are sent to specific development networks. These networks may be formal or informal networks. For instance, the Climate Action Network (CAN) and WASH Network are formal development networks, while the Climate Communicators' Forum of Bangladesh network is basically a Facebook group and a WhatsApp group chat. Although these networks or groups

are highly targeted and efficient, it is difficult to get enough leads or measure the impact of the content.

On the other hand, one of the most crucial gaps in the organisation is the unavailability of a proper attribution model to monitor the performance of its blogsite, The Good Feed. Having an appropriate attribution model as reference will help measure the impact and outcomes of the marketing efforts. This will further assist in better resource allocation. As for the gaps in the market, Bangladeshis have a low digital literacy rate. The assisted digital literacy rate stands at 23% and the complete digital literacy rate is around 6% (Saifuddin, 2023). The people of the country lack proper digital education and accessibility, which therefore hinders the effectiveness of social media campaigns. This is not a market gap faced by BRAC only, but it is one affecting most, if not all, organisations operating in the country.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial performance

To determine the organisation's financial performance over the past three years (2020 to 2022), various ratio analyses, horizontal and vertical analyses, Du-Pont analysis and value-based management (VBM) analyses have been conducted in this chapter.

2.5.1.1 Ratio analyses

1. Liquidity ratios

Liquidity ratios are financial metrics used to decipher whether an organisation has the ability to pay off current debts or not. Three liquidity ratios have been calculated below to understand BRAC's financial performance.

$$\text{Current ratio} = \frac{\text{current assets}}{\text{current liabilities}}$$

$$\text{Quick ratio} = \frac{\text{current assets} - \text{inventories}}{\text{current liabilities}}$$

$$\text{Cash ratio} = \frac{\text{cash} + \text{cash equivalents}}{\text{current assets}}$$

For the year 2020,

$$\begin{aligned} \text{Current assets} &= 31723785710 + 12042695631 + 6254983552 + 2821240342 + 286777136804 \\ &\quad + 64433780 \\ &= 339684275819 \end{aligned}$$

$$\begin{aligned} \text{Current liabilities} &= 18460033518 + 31262811054 + 48211122990 + 128895985387 + \\ &\quad 2931581039 + 5551898106 \\ &= 235313432094 \end{aligned}$$

$$\text{Cash and cash equivalents} = 31723785710$$

$$\text{Current ratio} = 339684275819 \div 235313432094 = 1.4435$$

$$\text{Quick ratio} = (339684275819 - 6254983552) \div 235313432094 = 1.4170$$

$$\text{Cash ratio} = 31723785710 \div 339684275819 = 0.0934$$

For the year 2021,

$$\text{Current ratio} = 344459472178 \div 159850685551 = 2.1549$$

$$\text{Quick ratio} = (344459472178 - 7068823893) \div 159850685551 = 2.1107$$

$$\text{Cash ratio} = 17359428467 \div 344459472178 = 0.0504$$

For the year 2022,

Current ratio = $382009000000 \div 165052000000 = 2.3145$

Quick ratio = $(382009000000 - 6746000000) \div 16052000000 = 2.2736$

Cash ratio = $6406000000 \div 382009000000 = 0.0168$

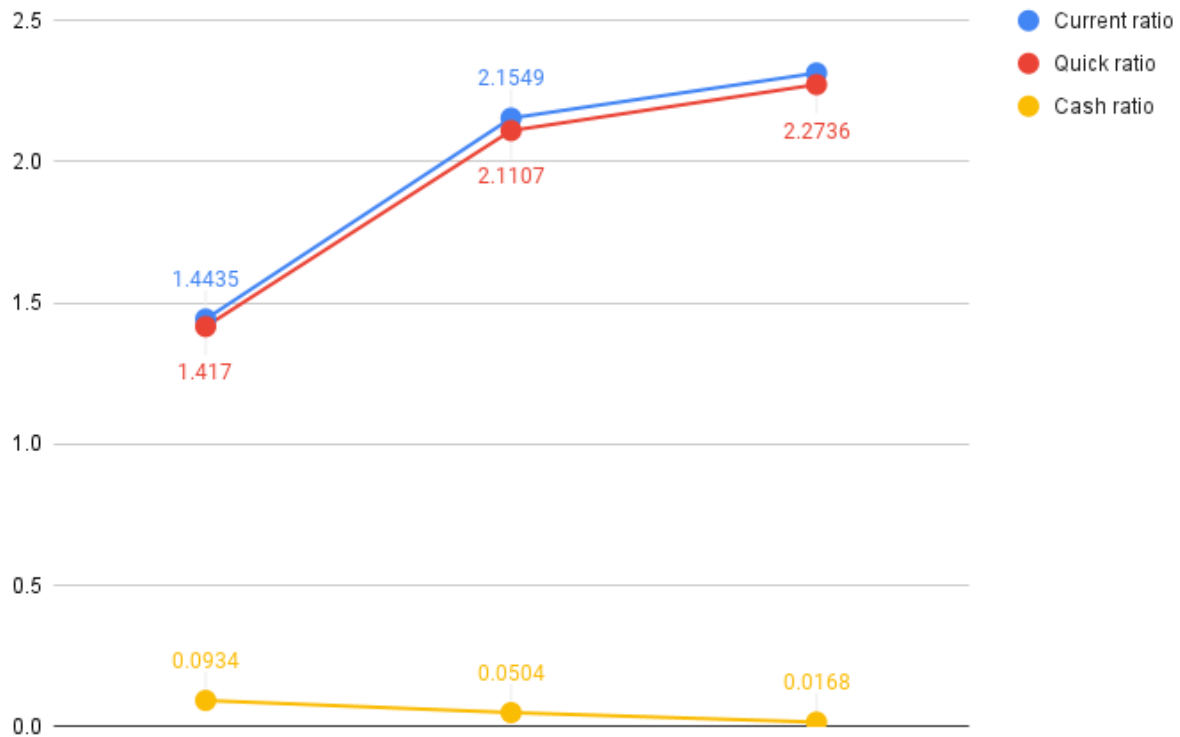


Figure 26: Liquidity ratios of BRAC

The organisation's current ratio has increased gradually indicating that its ability to pay up short-term liabilities with short-term assets has been improving. The organisation is therefore able to meet its short-term obligations. Similarly, the steady increase in quick ratio shows how BRAC has the ability to meet these short-term obligations without relying on inventory. This thereby depicts the organisation's strong liquidity. However, the decreasing cash ratio portrays how BRAC does not have sufficient cash and cash equivalents to pay its short-term liabilities. This money may have been used elsewhere.

2. Solvency ratios

Solvency ratios are financial metrics used to decipher whether an organisation has the ability to pay off long-term debts or not. Two solvency ratios have been calculated below to understand BRAC's financial performance.

$$\text{Debt ratio} = \frac{\text{total liabilities}}{\text{total assets}}$$

$$\text{Debt to equity ratio} = \frac{\text{total liabilities}}{\text{capital fund}}, \text{ here capital fund is shareholder's equity.}$$

For the year 2020,

$$\text{Debt ratio} = 253870923438 \div 394603561498 = 0.6434$$

$$\text{Debt to equity ratio} = 253870923438 \div 138999696026 = 1.8264$$

For the year 2021,

$$\text{Debt ratio} = 246698841956 \div 400159857373 = 0.6165$$

$$\text{Debt to equity ratio} = 246698841956 \div 153461015417 = 1.6076$$

For the year 2022,

$$\text{Debt ratio} = 270150000000 \div 438127000000 = 0.6166$$

$$\text{Debt to equity ratio} = 270150000000 \div 167977000000 = 1.6083$$

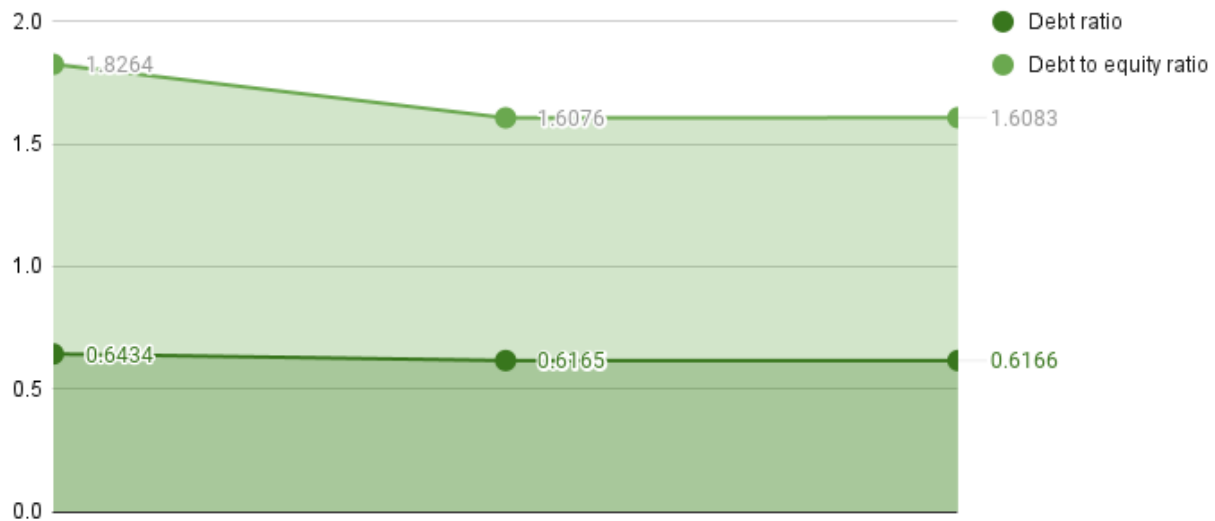


Figure 27: Solvency ratios of BRAC

While the debt ratio has remained stagnant more or less, the debt-to-equity ratio has slightly decreased. Here, the debt ratio portrays that most of the organisation's assets are financed by capital fund. However, the decrease indicates the dwindling reliance of the organisation on capital fund to acquire assets, and stands as testament to the organisation's low financial risk. Similarly, the debt ratios show that around 60% of the assets are funded by liabilities or debts.

3. Profitability ratios

Profitability ratios are financial metrics used to decipher whether an organisation has the ability to generate enough income against its capital fund or assets. Two profitability ratios have been calculated below to understand BRAC's financial performance.

Return on assets (ROA) = $\frac{\text{net surplus}}{\text{total assets}} \times 100$, here net surplus is net income.

Return on equity (ROE) = $\frac{\text{net surplus}}{\text{capital fund}} \times 100$, here capital fund is shareholder's equity.

For the year 2020,

$$\text{ROA} = (6192878685 \div 394603561498) \times 100 = 1.569\%$$

$$\text{ROE} = (6192878685 \div 138999696026) \times 100 = 4.455\%$$

For the year 2021,

$$\text{ROA} = (13575053595 \div 400159857373) \times 100 = 3.392\%$$

$$\text{ROE} = (13575053595 \div 153461015417) \times 100 = 8.846\%$$

For the year 2022,

$$\text{ROA} = (12169000000 \div 438127000000) \times 100 = 2.778\%$$

$$\text{ROE} = (12169000000 \div 167977000000) \times 100 = 7.244\%$$

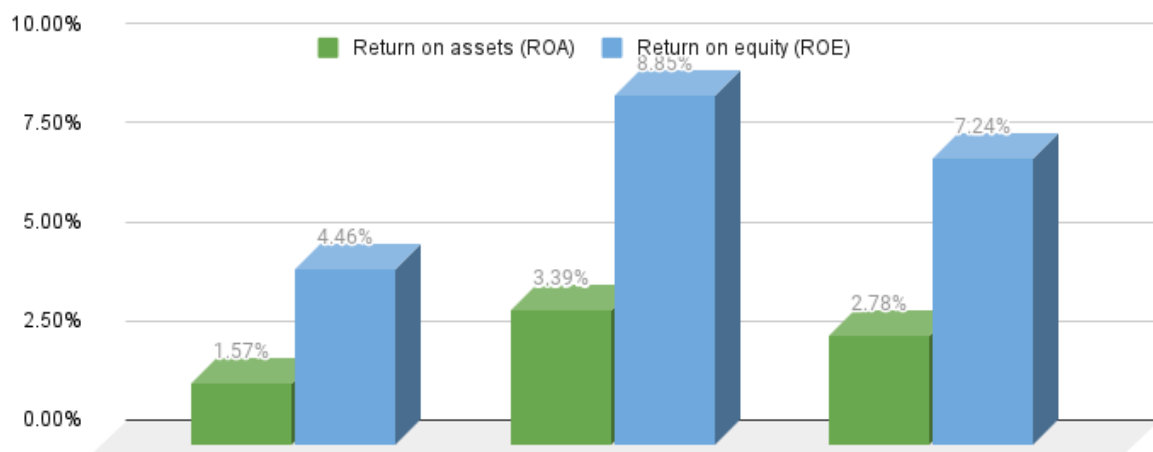


Figure 28: Profitability ratios of BRAC

The organisation's ROA depicts the net surplus or oncome over each unit of asset. This value had increased in 2021 only to fall in 2022. The lower values of ROA portray how the organisation utilises assets efficiently and effectively. On the other hand, the high ROE depicts the profitability of the organisation against capital fund. However, the fall of ROE in 2022 signifies how the organisation is not able to effectively generate greater net surplus.

4. Donor dependency ratio

Donor dependency ratios are financial metrics used to decipher how much an organisation depends on donors' contributions. This ratio has been calculated below to understand BRAC's financial performance.

$$\text{Donor dependency ratio} = \frac{\text{donor grants}}{\text{total income}} \times 100$$

For the year 2020,

$$\text{Donor dependency ratio} = (14583363308 \div 87984063435) \times 100 = 16.575\%$$

For the year 2021,

$$\text{Donor dependency ratio} = (14491503774 \div 102233868391) \times 100 = 14.175\%$$

For the year 2022,

$$\text{Donor dependency ratio} = (10991000000 \div 105173000000) \times 100 = 10.450\%$$

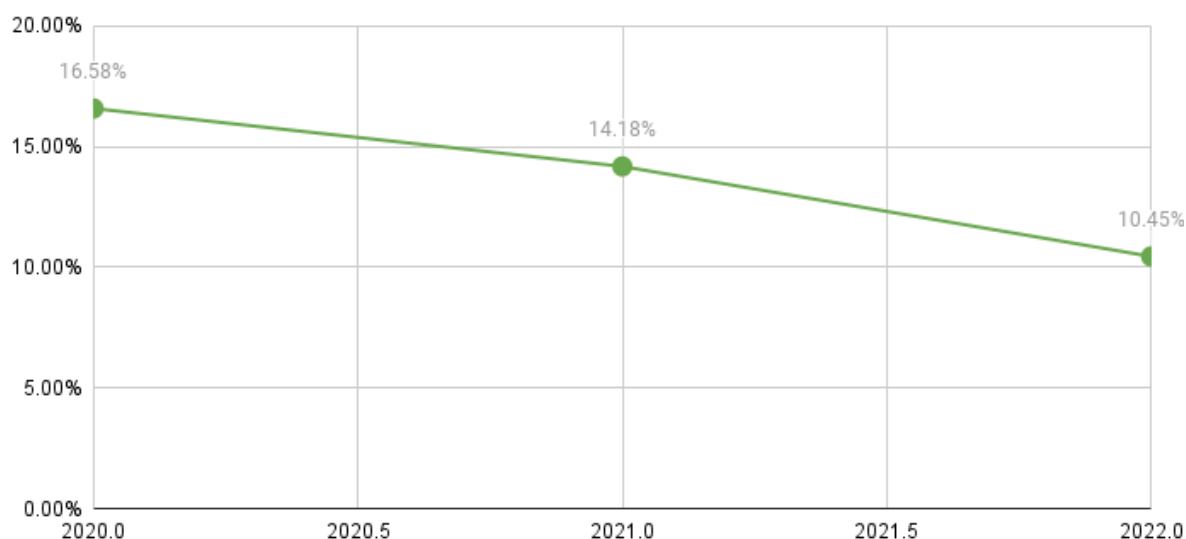


Figure 29: Donor dependency ratios of BRAC

The donor dependency ratios show that a significant portion of their total income is generated from donor grants. However, the ratio has been decreasing. This depicts the shift in financial dependence landscape of the organisation, and how they do not need to depend on donor fundings as much anymore.

2.5.1.2 Horizontal analyses

To conduct the growth analyses the following general formula has been used:

$$\text{Growth analysis} = \frac{\text{current period value}}{\text{previous period value}} \times 100$$

Category	Year	Current period value (BDT)	Previous period value (BDT)	Growth
Net surplus (income) growth analysis	2020	6192878685	17354872444	35.684%
	2021	13575053595	6192878685	219.204%
	2022	12169000000	13575053595	89.642%
Total income growth analysis	2020	87984063435	89853613043	97.919%
	2021	102233868391	87984063435	116.196%
	2022	105173000000	102233868391	102.875%
Total liabilities growth analysis	2020	253870923438	207766991465	122.190%
	2021	246698841956	253870923438	97.175%
	2022	270150000000	246698841956	109.506%
Capital fund growth analysis	2020	138999696026	no available data	N/A
	2021	153461015417	138999696026	110.404%
	2022	167977000000	153461015417	109.459%

Table 3: Horizontal analysis of BRAC's financial performance

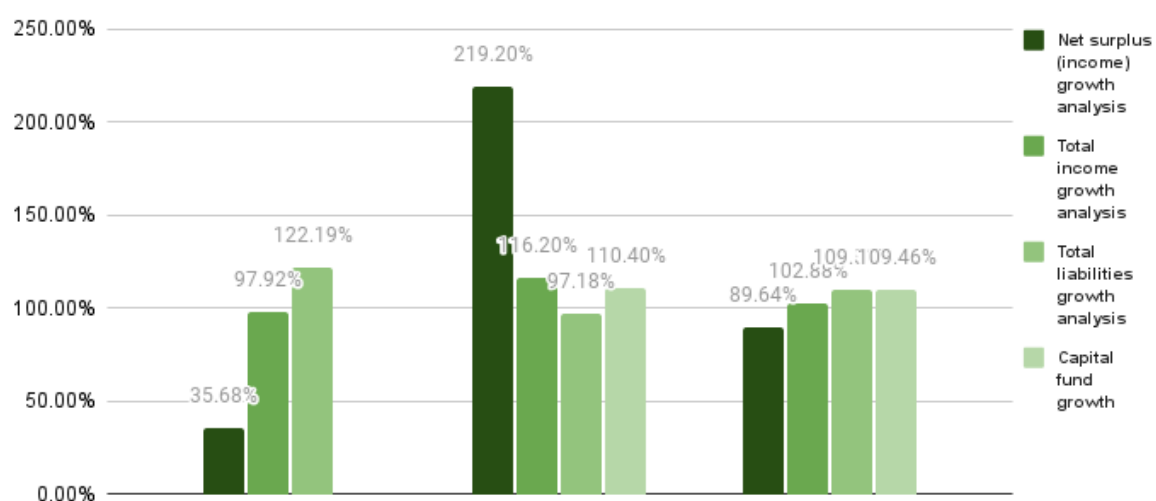


Figure 30: Horizontal analysis of BRAC

Although BRAC's net surplus or income has grown in 2021 and later had a significant fall, to yet another big percentage. This shows that, despite the drop in income, the organisation has a huge growth in it. Similarly, the total income of the organisation has seen a robust growth from 97.92% in 2020 to 102.88% in 2022. Total liabilities have however fallen once and then risen again. This depicts good debt management in 2021 and renewed borrowing in 2022. On the other hand, the fall in capital growth shows the diminishing reliance of BRAC on donor funds.

2.5.1.3 Vertical analyses

Several vertical analyses can be conducted of an organisation. Only a few of BRAC's vertical analyses have been shown below. These analyses are based on the balance sheet or 'Statement of Financial Position', and the income statement or the 'Statement of Comprehensive Income and Expenditure'.

1. Non-current assets

$$\text{Non – current assets vertical analysis} = \frac{\text{total non-current assets}}{\text{total assets}} \times 100$$

For the year 2020,

$$\text{Non-current assets vertical analysis} = \{(867600000 + 33805655505 + 20092511943 + 153518231) \div 394603561498\} \times 100 = 13.918\%$$

For the year 2021,

$$\text{Non-current assets vertical analysis} = (55700385195 \div 400159857373) \times 100 = 13.920\%$$

For the year 2022,

$$\text{Non-current assets vertical analysis} = (56118000000 \div 438127000000) \times 100 = 12.809\%$$

2. Current assets

$$\text{Current assets vertical analysis} = \frac{\text{total current assets}}{\text{total assets}} \times 100$$

For the year 2020,

$$\text{Current assets vertical analysis} = \{(31723785710 + 12042695631 + 6254983552 + 2821240342 + 286777136804 + 64433780) \div 394603561498\} \times 100 = 86.082\%$$

For the year 2021,

$$\text{Current assets vertical analysis} = (344459472178 \div 400159857373) \times 100 = 86.081\%$$

For the year 2022,

$$\text{Current assets vertical analysis} = (382009000000 \div 438127000000) \times 100 = 87.191\%$$

3. Non-current liabilities

$$\text{Non – current liabilities vertical analysis} = \frac{\text{total non-current liabilities}}{\text{total liabilities}} \times 100$$

For the year 2020,

$$\text{Non-current liabilities vertical analysis} = \{(48211122990 + 128895985387 + 1348868871 + 17208622473) \div 253870923438\} \times 100 = 77.073\%$$

For the year 2021,

$$\text{Non-current liabilities vertical analysis} = (86848156405 \div 246698841956) \times 100 = 35.204\%$$

For the year 2022,

$$\text{Non-current liabilities vertical analysis} = (105098000000 \div 270150000000) \times 100 = 38.904\%$$

4. Current liabilities

$$\text{Current liabilities vertical analysis} = \frac{\text{total current liabilities}}{\text{total liabilities}} \times 100$$

For the year 2020,

Non-current liabilities vertical analysis = $\{(18460033518 + 31262811054 + 2931581039 + 5551898106) \div 253870923438\} \times 100 = 22.928\%$

For the year 2021,

Non-current liabilities vertical analysis = $(159850685551 \div 246698841956) \times 100 = 64.796\%$

For the year 2022,

Non-current liabilities vertical analysis = $(165052000000 \div 270150000000) \times 100 = 61.096\%$

5. Capital fund

Capital fund vertical analysis = $\frac{\text{total capital fund}}{\text{total capital fund and liabilities}} \times 100$

For the year 2020,

Capital fund vertical analysis = $(140732638060 \div 394603561498) \times 100 = 35.664\%$

Here, the capital fund is represented as net assets in the annual report.

For the year 2021,

Capital fund vertical analysis = $(153461015417 \div 400159857373) \times 100 = 38.350\%$

For the year 2022,

Capital fund vertical analysis = $(167977000000 \div 438127000000) \times 100 = 38.340\%$

6. Liabilities

Liabilities vertical analysis = $\frac{\text{total liabilities}}{\text{total capital fund and liabilities}} \times 100$

For the year 2020,

Liabilities vertical analysis = $(253870923438 \div 394603561498) \times 100 = 64.336\%$

Here, the capital fund is represented as net assets in the annual report.

For the year 2021,

Liabilities vertical analysis = $(246698841956 \div 400159857373) \times 100 = 61.650\%$

For the year 2022,

Liabilities vertical analysis = $(270150000000 \div 438127000000) \times 100 = 61.660\%$

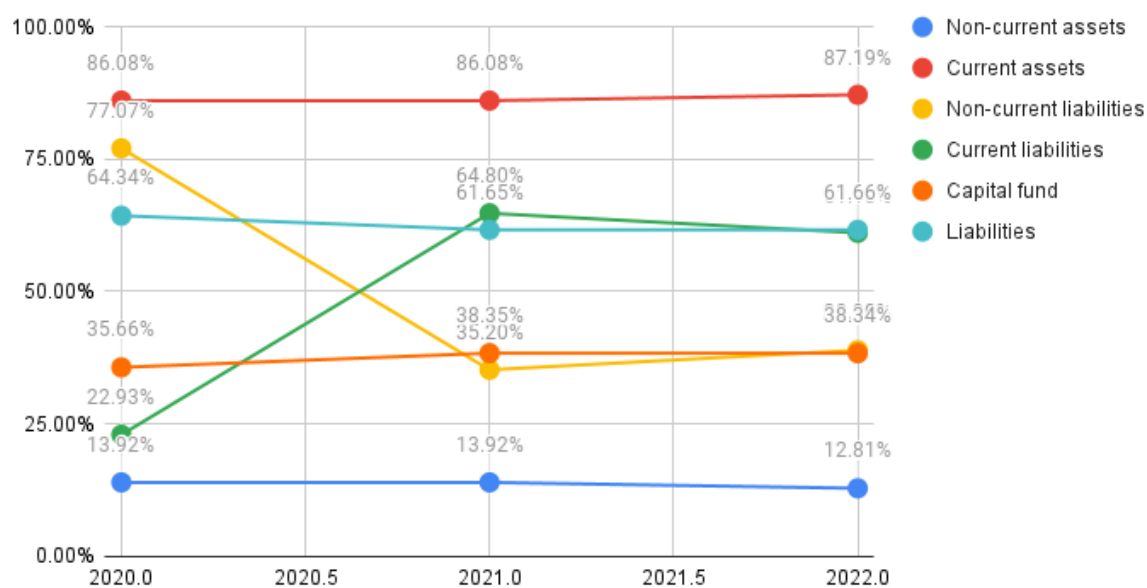


Figure 31: Vertical analysis of the balance sheet of BRAC

From the graph and calculations, it can be seen how the vertical analysis of non-current assets has slightly decreased, while current assets have slight increased. This indicated reduction in long-term investments relative to total assets and the dependence on short-term assets. On the other hand, there is a sharp fall and increase of non-current liabilities and current liabilities respectively. This depicts that long-term debts will be paid off and short-term debts will be taken on further. The total liabilities having decreased showing BRAC's improved solvency. Lastly, there has been an increase in capital fund depicting the organisation's heavy reliance on donor funds.

7. Donor grants

Donor grants vertical analysis = $\frac{\text{total donor grants}}{\text{total income}} \times 100$, here revenue is total income.

For the year 2020,

Donor grants vertical analysis = $(57019782 \div 73051109900) \times 100 = 0.078\%$

For the year 2021,

Donor grants vertical analysis = $(14491503774 \div 102233868391) \times 100 = 14.175\%$

For the year 2022,

Donor grants vertical analysis = $(10991000000 \div 105173000000) \times 100 = 10.450\%$

8. Microfinance programme

a. *Microfinance programme vertical analysis* =

$\frac{\text{total income of microfinance programme}}{\text{total income}} \times 100$, here revenue is total income.

For the year 2020,

Microfinance programme vertical analysis = $(57651316797 \div 73051109900) \times 100 = 78.919\%$

For the year 2021,

Microfinance programme vertical analysis = $(67679519581 \div 102233868391) \times 100 = 66.201\%$

For the year 2022,

Microfinance programme vertical analysis = $(69498000000 \div 105173000000) \times 100 = 66.080\%$

b. Microfinance programme vertical analysis =

$$\frac{\text{total income of microfinance programme}}{\text{total expense}} \times 100, \text{ here revenue is total income.}$$

For the year 2020,

$$\text{Microfinance programme vertical analysis} = (51016336051 \div 63907457398) \times 100 = 79.829\%$$

For the year 2021,

$$\text{Microfinance programme vertical analysis} = (54794547966 \div 86807662768) \times 100 = 63.122\%$$

For the year 2022,

$$\text{Microfinance programme vertical analysis} = (57619000000 \div 90424000000) \times 100 = 63.721\%$$

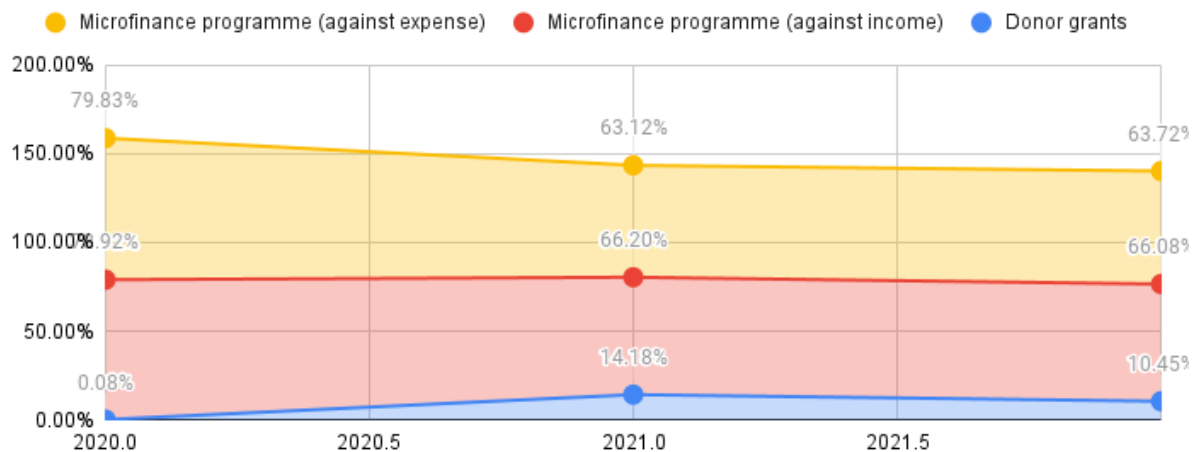


Figure 32: Vertical analysis of the income statement of BRAC

From the graph and calculations, it can be seen how the vertical analysis of the microfinance programme against both expense and income has slightly decreased, while donor grants had significant increase to fall again. This indicates how over the years, donor grants have grown but reliance on them has been fluctuating. As for the Microfinance programme, although

expense has fallen, a large portion of the organisation's income is generated from this programme.

2.5.1.4 Du-Pont analyses

Du-Pont analysis is a financial metric used to breakdown the various drivers of return on equity (ROE) to thereby decipher the strengths and weaknesses of an organisation (Hargrave, 2024). The analysis has been conducted to understand the strengths and weaknesses of BRAC's fundamental performance (Hargrave, 2024).

1. Net surplus margin

Here, the net income is represented as net surplus.

$$\text{Net surplus margin} = \frac{\text{net surplus}}{\text{total income}}$$

For the year 2020,

$$\text{Net surplus margin} = 6192878685 \div 73051109900 = 0.085$$

For the year 2021,

$$\text{Net surplus margin} = 13575053595 \div 102233868391 = 0.133$$

For the year 2022,

$$\text{Net surplus margin} = 12169000000 \div 105173000000 = 0.116$$

2. Asset turnover

Here, the revenue is represented as total income.

$$\text{Asset turnover} = \frac{\text{total income}}{\text{total assets}}$$

For the year 2020,

$$\text{Asset turnover} = 73051109900 \div 394603561498 = 0.185$$

For the year 2021,

$$\text{Asset turnover} = 102233868391 \div 400159857373 = 0.255$$

For the year 2022,

$$\text{Asset turnover} = 105173000000 \div 438127000000 = 0.240$$

3. Financial leverage

Here, the shareholders' equity is represented as capital fund.

$$\text{Financial leverage} = \frac{\text{total assets}}{\text{capital fund}}$$

For the year 2020,

$$\text{Financial leverage} = (394603561498 \div 140732638060) = 2.804$$

Here, capital fund is represented as net assets in the annual report.

For the year 2021,

$$\text{Financial leverage} = (400159857373 \div 153461015417) = 2.608$$

For the year 2022,

$$\text{Financial leverage} = (438127000000 \div 167977000000) = 2.608$$

4. Du-Pont analysis

$$\text{Du – Pont analysis or ROE} = \text{net profit margin} \times \text{asset turnover} \times \text{financial leverage}$$

For the year 2020,

$$\text{Du-Pont analysis} = 0.085 \times 0.185 \times 2.804 = 0.04400 \text{ or } 4.40\%$$

For the year 2021,

Du-Pont analysis = $0.133 \times 0.255 \times 2.608 = 0.08846$ or 8.85%

For the year 2022,

Du-Pont analysis = $0.116 \times 0.240 \times 2.608 = 0.07244$ or 7.24%

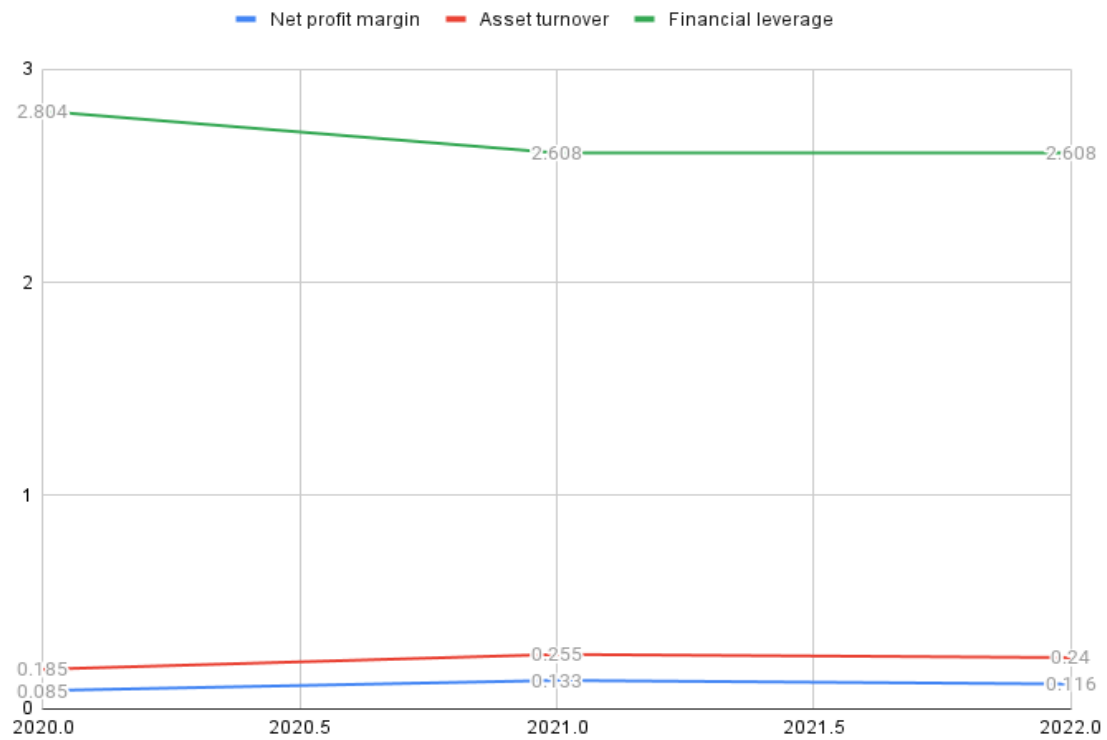


Figure 33: Broken down Du-Pont analysis of BRAC

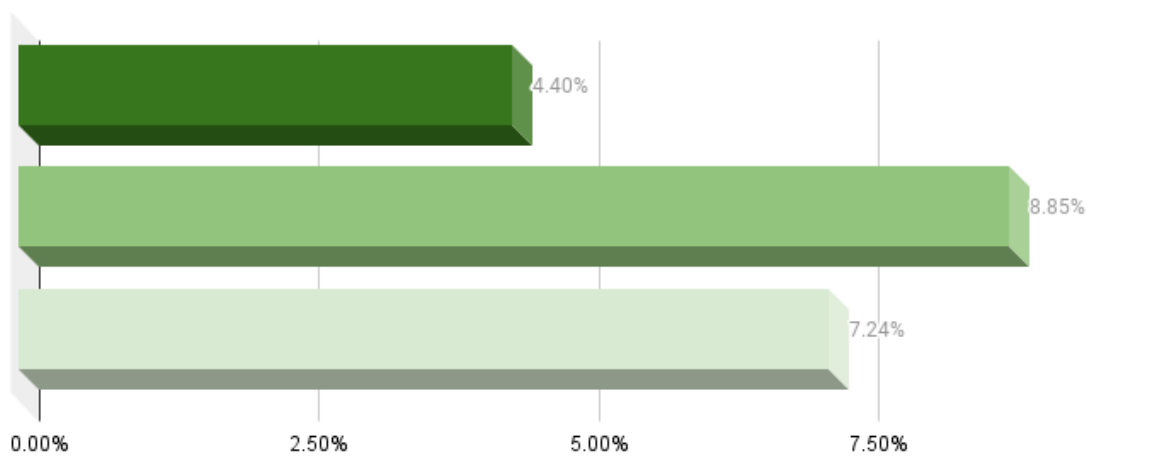


Figure 34: Du-Pont analysis of BRAC

With net profit margin falling in 2021 and becoming stagnant, and asset turnover and financial leverage increasing before falling again in 2022, the return on equity (ROE) has also significantly increased in 2021 to dwindle the following year. This depicts that the organisation had remarkable ROE in 2021 owing to its profitability, efficiency in asset management and stable financial leverage.

2.5.1.5 Value-Based Management (VBM) Analyses

Several value-based management (VBM) analyses can be conducted of an organisation. Only one of it has been shown below:

Return on capital employed (ROCE) analysis

Unlike return on assets (ROA) or return on equity (ROE), ROCE takes in both debt and equity into consideration when assessing the profitability and performance of the organisation (Hayes, 2024).

$$ROCE = \frac{\text{surplus of income over expenditure before tax}}{\text{total assets} - \text{current liabilities}} \times 100$$

Here, surplus of income over expenditure before tax stands for earnings before interest and tax.

For the year 2020,

$$ROCE = [7184030713 \div \{394603561498 - (18460033518 + 31262811054 + 2931581039 + 5551898106)\}] \times 100 = 2.136\%$$

For the year 2021,

$$ROCE = \{15426205623 \div (400159857373 - 159850685551)\} \times 100 = 6.419\%$$

For the year 2022,

$$ROCE = \{14749000000 \div (438127000000 - 165052000000)\} \times 100 = 5.401\%$$

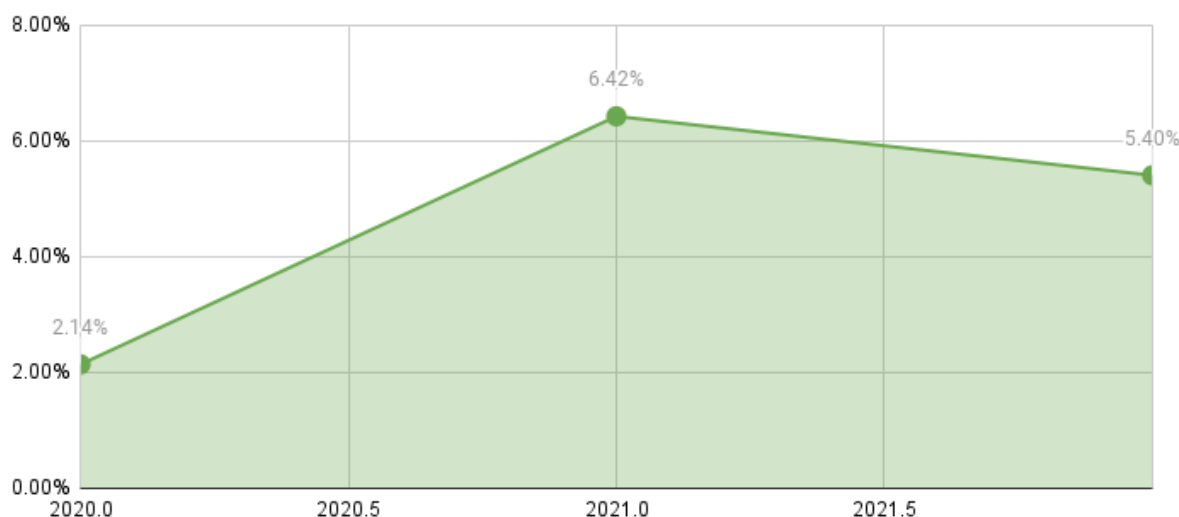


Figure 35: Return on Capital Employed (ROCE) of BRAC

BRAC's ROCE had significant rise in 2021 to slightly fall in 2022. This shows that the organisation's profitability and performance was excellent in 2021, but did not perform as well in the following year. Overall, this portrays how well BRAC have used its capital over the years, and how owing to lower debt or liabilities, it has not been able to be as efficient.

2.5.2 Accounting practices

2.5.2.1 The core accounting principles

BRAC currently has 19 departments and 16 development programmes. Annual reports are made collectively consisting information of both the departments and programmes. These reports clearly depict how BRAC abides by the core accounting principles such as the revenue recognition principle, matching principle, full disclosure principle and so on. The development organisation also abides by the principles and standard requirements of the Bangladesh Securities and Exchange Commission (BSEC), the International Accounting Standards (IAS) and the International Financial Reporting Standards (IFRS). Its accounting practices are also aligned with the Companies Act 1994. Therefore, BRAC maintains operations and financial disclosures in a transparent and consistent manner.

2.5.2.2 Method of accounting

There are two methods of accounting — cash basis and accrual basis. These can be identified by monitoring how the organisation recognises its revenues, expenses and whether it follows the International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS).

From BRAC's annual reports, it can be clearly be seen that BRAC recognises its revenue when it is earned rather than simply whenever cash is received. The organisation also records its expenses when they are incurred regardless of whether it has been paid or is still payable. Furthermore, the reports explicitly mentions that the financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS). Both IFRS and IAS require using the accrual basis of accounting. Hence, it can be concluded that BRAC follows the accrual basis of accounting instead of the cash basis.

2.5.2.3 Accounting cycle

An accounting cycle consists of eight steps, namely identifying and recording transactions, recording the transaction in a journal, posting it to the general ledger, creating the unadjusted trial balance, preparing worksheet, adjusting journal entries, preparing the financial statements and closing the books (Tarver, 2024).

BRAC maintains a rigorous process for financial reporting and budgeting, and records its transactions systematically. Given the organisation has an internal audit function, it records these transactions in a journal in accordance to their compliance measures. The organisation then posts the entries to the general ledger. On the other hand, although not explicitly mentioned, BRAC likely creates an unadjusted trial balance and uses worksheets to check the data for any errors. Following this, it is assumed that BRAC adjusts the journal entries as

necessary. The organisation then prepares the financial statements and conducts audits, closing the books at the end of every fiscal year. Thereby, BRAC follows all the steps of the accounting cycle to maintain accurate financial records.

2.5.2.4 Depreciation methods

Of the four depreciation methods such as straight-line depreciation, declining balance depreciation, sum-of-the-years' digits depreciation and units of production depreciation, BRAC mentions following the straight-line depreciation method to determine or approximate the remaining useful lives for each asset (The Investopedia Team, 2023; BRAC, 2022).

2.6 Operations Management and Information System Practices

2.6.1 Information systems and data management

BRAC uses a robust information system to collect, store and process data, therefore ensuring efficient communication with stakeholders and clients. Field staff, for example, use mobile or tablet applications to gather data and store it in a cloud-based system in real-time. The curated data is then passed along advanced analytics and data processing tools to generate insights useful to monitor and make informed decisions. The information may often be shared via reports, press releases, social media platforms, and so on. The organisation's information systems and data management system are designed such that it is able to share real-time data or updates with stakeholders and clients, thereby enhancing engagement further.

2.6.2 Operational efficiency and process management

The development organisation leverages database management software to enhance its operational efficiency and process management. Quality management practices are rigorous and involves various steps such as monitoring, evaluation, assessment, and learning (MEAL). These steps ensure high-quality outcomes. Project management software like Trello help the

organisation efficiently allocate resources. Furthermore, standard operating procedures (SOPs) are often used to optimise processes, reduce time required to execute the project and improves project delivery such that the project or operation is effective, efficient and successful.

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces analysis

There are five components to Porter's five forces. This analysis will aid in comprehending the competitive forces of the industry BRAC is functioning in, the development or non-governmental (NGO) or non-profit industry. The five forces have been depicted in *Figure 26*, where unlike the traditional component, '*threat of substitute products*', '*threat of substitute services*' has been used given the nature of BRAC's offerings.

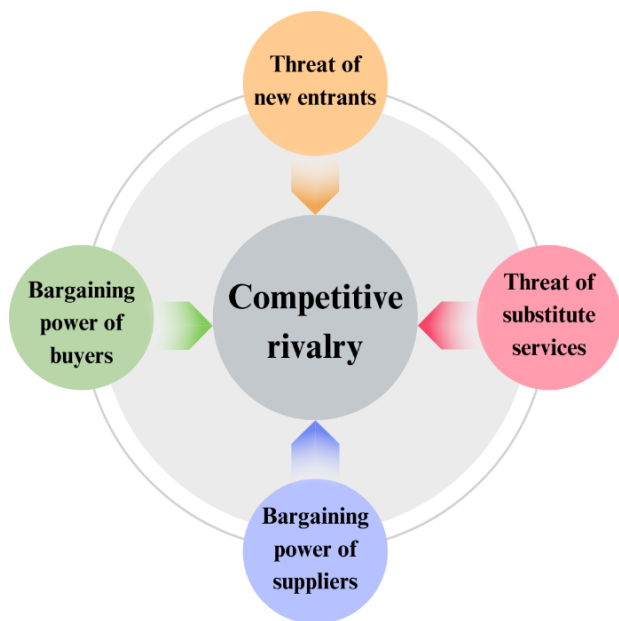


Figure 36: The Porter's five forces

Threat of new entrants — Low

The threat of new organisations entering into the development or NGO industry is low owing to the established credibility and trust of the existing organisations. These organisations have an extensive network and resource, a strong brand reputation, intricate infrastructure and an experience surpassing decades, — all of which will be relatively difficult for a new entrant to tackle.

Threat of substitute services — Moderate

BRAC maintains a comprehensive approach. Moreover, its scale of operations is unmatched. The organisation provides a unique value proposition which is quite difficult to substitute. However, there are numerous NGOs and non-profit organisations working on poverty alleviation, empowerment, livelihood enhancement and so on, as well. Hence, although most opt for BRAC, there is still a moderate persistent threat of clients availing services of other organisations such as Underprivileged Children's Educational Programs (UCEP) Bangladesh, Friendship, etc.

Bargaining power of suppliers — Low

Suppliers, in case of BRAC, refers to people or organisations funding various programmes or projects undertaken by BRAC. Hence, suppliers here refer to various donors, both national and international, governments and partners. It also includes the social enterprises and investments, who donate a percentage of their revenue to the development organisation. While the donors, partners and governments have the upper-hand and can influence BRAC's programmes and priorities, and may even pull out; BRAC can rely on its social ecosystem. It can rely on this ecosystem to fund its programmes, thereby mitigating the risk of deficiency. Moreover, BRAC sources its materials from a diverse range of suppliers. The availability of multiple suppliers diminishes the bargaining power of single suppliers.

Bargaining power of buyers — Moderate to high

Buyers in case of BRAC can be both the beneficiaries or clients, and the donors and partners. When it comes to beneficiaries, they have limited alternatives. Therefore, BRACs services becomes essential to them. However, donor and partners have the greater bargaining power given how they can have a significant influence on the organisation. Their funding is crucial for the organisation's operations. A donor's priorities and conditions can heavily influence BRAC's strategic decisions, programme directions and practices. It is therefore important for BRAC to maintain alignment with its donors, partners and the government.

Competitive rivalry — Moderate

The presence of numerous local and international organisations, small or big, in the development industry, makes this industry highly competitive. The donor funding is limited, gaining public support, trust and faith is difficult, and producing an impact at scale is challenging. However, given its scale, reputation and diverse range of programmes and projects, BRAC is able to maintain a strong position despite the exhaustive rivalry. Nonetheless, although the organisation has had success in most of its projects, it still needs to ensure continuous innovation throughout its operations in order to maintain its competitive edge.

2.7.2 SWOT analysis

The SWOT analysis compiles the strengths, weaknesses, opportunities and threats to help in the decision-making process. Strengths of an organisation can be further classified into common strengths, imitable strengths and distinctive strengths, where the distinctive strengths highlight the organisation's competitive advantage.

The SWOT analysis of BRAC is as follows:

Strengths • Extensive reach and scale • Strong brand reputation • Global recognition • Diverse programmes • Innovative approaches • Effective use of social media • Comprehensive campaigns and metrics • Stakeholder engagement • Holistic approach • Insights and human stories collected from the field • Scalability and adaptability • Community-driven development • Expertise in representing the global south	Weaknesses • Manual process • Lack of proper attribution models • Heavy reliance on donor funding • Operational complexity given the huge number of programmes
Opportunities • Digital transformation through automation • Expansion into new markets	Threats • Spread of misinformation and scams • Political and economic instability • Increasing competition for donor funds

Table 4: BRAC's SWOT analysis

Strengths

The common, imitable and distinctive strengths of BRAC are as follows:

- 1. Common strengths:** Like every other big NGOs, BRACs common strengths include its extensive reach and network not only in Bangladesh but all across the world, its strong brand reputation and global recognition, and its diverse range of programmes like Microfinance, Ultra-poor Graduation (UPG), etc.
- 2. Imitable strengths:** BRAC's innovative approach, effective use of social media, comprehensive campaigns and metrics and stakeholder engagements are some of its imitable strengths. That is, they may not be present in other organisations but are some aspects that can be imitated or taken up by them as well.
- 3. Distinctive strengths:** On the other hand, however, BRAC's holistic approach whereby it integrates different programmes into working on its mission and vision, and its proven ability to successfully scale programmes and projects across different countries, and adapt to the local communities are some of its distinctive strengths. Furthermore, BRAC's operations are deeply-rooted at the local community level. The organisation fosters local ownership through its locally-led solutions and community-driven developments. It also curates authentic human narratives or stories collected from the field which give it an edge. Lastly, its expertise with the global south is unparalleled to any other.

Weaknesses

As does every organisation, BRAC too has a few weaknesses, such as the manual process of tracking the impact of its blogs, and the lack of proper attribution models to refer to. The organisation also relies on donor funding heavily for its programmes. Moreover, given the huge number of programmes it has, the process of collecting data from a different programme often becomes complex and lengthy.

Opportunities

BRAC can automate the tracking process of the leads and impact of its blog by leveraging digital tools to thereby improve efficiency and increase reach. It can also expand into new markets such as Nepal, Sri Lanka, and so on.

Threats

The frequent misinformation and scam incidents may pose as a huge threat to its credibility if not immediately mitigated. Given the nature of the country's political and economic instability, BRAC may face disruptions in proper execution of its programmes. Additionally, it is predicted that Bangladesh will graduate from being one of the least developed countries (LDCs) on 24 November 2026 (Rahman, 2023). Then, getting donor funds will become extremely challenging and competitive.

Competitive advantage

Any organisations competitive advantages lie in its distinctive strengths. For BRAC, its distinctive or distinguishing strengths are its holistic approach, the insights and human stories collected from the field or ground, its scalable and adaptable nature, its community-driven developments and its expertise in representing the global south. These elements help address immediate needs and foster long-term, sustainable developments, which gives BRAC its competitive edge and sets it apart.

2.8 Summary and Conclusions

Founded by Sir Fazle Hasan Abed KCMG on 21 March 1972 in Sullah, Sunamganj, BRAC works on helping people and communities who are faced with the adversities of poverty, illiteracy, disease and social injustice (BRAC, n.d.-m). Contrary to being a huge development organisation with 16 social development programmes, 10 social enterprises, 7 investments

and a university, BRAC and its employees foster the democratic leadership style to help achieve its goals and objectives. Throughout the various channels it uses to communicate and connect, it maintains the BRAC tone, whereby the people are represented as their own heroes rather than BRAC as their saviour. The organisation produces holistic solutions to various socio-economic issues by emphasizing on locally-led innovation, effectiveness, integrity and inclusiveness throughout its programmes and operations. Hence, BRAC's strategic integration of diverse programmes and partnerships, therefore help it address intricate socioeconomic challenges effectively, thereby making it a leading organisation in the development industry.

2.9 Implications

This chapter acts as the foundation for understanding the context within which BRAC operates, and highlights key points that may have significant implication for the organisation's future. These have been detailed further below:

1. The lack of a robust attribution model makes interpretation of the effectiveness of each blog or article biased.
2. Most of the process of content distribution and getting leads is manual and often lengthy as well. This is not only time-consuming, but inefficient too. Furthermore, being a manual process, the blogs might not reach the scale it could have had it been automated.
3. Given Bangladesh is soon to graduate from being an LDC, BRAC should focus on building strong relationships and gaining the trust and support of local development practitioners.

Chapter 3

Research Findings and Analysis

3.1 Introduction

Founded by Sir Fazle Hasan Abed KCMG on 21 March 1972 in Sullah, Sunamganj, Bangladesh Rehabilitation Assistance Committee (BRAC), later known as Bangladesh Rural Advancement Committee (BRAC) and then Building Resources Across Communities (BRAC), it is now widely recognised as BRAC (Smillie, 2009). It was initiated with his savings, to later gather funds from external sources, the first of which (£ 189,000) was granted by Oxfam in 1972 (Smillie, 2009). Currently, 52 years after its initiation, with a vision to alleviate exploitation and prejudice, BRAC ensures integrity, innovativeness, inclusiveness and effectiveness when dealing with a client-base of over a hundred million victims of inequality and poverty (BRAC, n.d.-m). BRAC brings attention to crises or issues primarily through its blogsite The Good Feed, which intends to flip the narrative such that there is no more misrepresentation of the global south and its struggles in fighting poverty, inequality, climate change, and so on. However, unlike BRAC's international prominence, its blog site, The Good Feed, struggles to effectively generate leads good enough to convert anonymous contacts into known contacts in its database (Summers, 2016).

3.1.1 Background

The Good Feed is a pivotal platform through which vital information and insights related to development, climate and social issues of the global south is disseminated. As a key initiative under BRAC, The Good Feed leverages digital media to reach a broad audience, both locally and globally, consisting of development practitioners, climate activists, policymakers and governments. The Good Feed focuses on the quality of the insights being put out, such that they always meet a certain threshold. The story quality of the blogs of The Good Feed are unparallel to those anywhere in South Asia., and are quite difficult to match. One of the ways it achieves such quality is by putting the reader in the participants shoes, whereby the participant is the person whose story is being shared. For example, to someone in USA,

buying a boat is part of a hobby and it is a lifestyle, whereas buying a boat for a fisherman in Mongla, Bagerhat, Bangladesh, it is a mean of earning a living. To the fisherman, buying a boat or not decides whether he will go hungry that night or not. The Good Feed thereby aims to give the privileged a perspective of the underprivileged and create awareness of the issues of the global south.

This research aims to delve into persisting issues or problems faced by BRAC, especially its blogsite, The Good Feed, in effectively creating awareness about the global south. Subsequently, this chapter outlines several lead generation strategies designed to further enhance the blogsite's reach and engagement. The chapter delves into strategic enhancements that The Good Feed can implement to thereby improve its outreach, engagement, and overall impact by identifying critical areas of focus that need to be worked on in order to align the organisation's goal of fostering informed and engaged communities, both globally and locally.

3.1.2 Research Objectives

Broad objective

To analyse the persisting issues faced by The Good Feed, BRAC's blogsite, in effectively creating awareness about the global south by identifying the challenges in lead generation and engagement, particularly among local development enthusiasts and practitioners.

Specific objectives

1. To analyse how social media can be leveraged to generate greater leads for The Good Feed's blogs.
2. To examine the specific issues faced by The Good Feed in its current content distribution and lead generation strategies.

3. To assess how Bangladesh graduating from being an LDC will impact The Good Feed, and how the impact can be mitigated.

3.1.3 Significance

The significance of the report is evident in how it addresses the current content distribution process and lead generation strategies of The Good Feed to comprehend the underlying issues before recommending changes to its strategies. The paper provides a comprehensive look into the both the current and upcoming issues, and gives valuable insights into the strategies that can help The Good Feed have a greater reach and thereby, generate more leads and engagement.

By evaluating the effectiveness of existing strategies and identifying areas of improvements, this study aims to enhance The Good Feed's impact on its target audience, specifically development enthusiasts and practitioners in Bangladesh. The findings and recommendations in the following sub-chapters are crucial for BRAC and its blogsite, have the potential to both improve The Good Feed's performance and will also help BRAC foster an informed community about the global south. By addressing persisting issues faced by The Good Feed and suggesting actionable recommendations, this research aims to support BRAC in making informed decisions in its strategic plans of lead generation for The Good Feed.

3.2 Methodology

The study predominantly consists of primary data such as observational data, archival data, and secondary data collected from books and previous case studies, research and reports written by scholars. Through qualitative research, an in-depth insight into The Good Feed's lead generation and outreach strategies have been monitored. On the other hand, the data collection process includes observing the blogsite and conducting semi-structured interviews to highlight performance issues, engagement and promotional strategies and gain insider

perspectives. Before the interviews, the interviewees' consent has been taken and confidentiality and anonymity have been maintained throughout the paper.

Moreover, cross analysis has been conducted such that insights can be gained from observations made on the blog site and interviews conducted. This will therefore help determine key patterns or themes related to the representation of the global south, lead generation strategies and promotional approaches. To ensure that the data collected is valid, reliable and credible, cross-observation has been made among the data collected from the analysis of the interviews and blog site observations. However, owing to limitations, the interviews conducted may have a significantly low sample size of 5, which might be subject to issues concerning generalisability and subjectivity.

On the other hand, the survey conducted consists of a fairly large sample size of 117. The survey was created using Google Forms, and circulated among university students and recent graduates, such that 88.8% of the participants belonged to the age group of 18 to 25 years old, and 11.2% belonged to the age group of 26 to 35 years old (*Figure 27*). Around 60.3% of the participants were female and 35.3% were male (*Figure 28*).

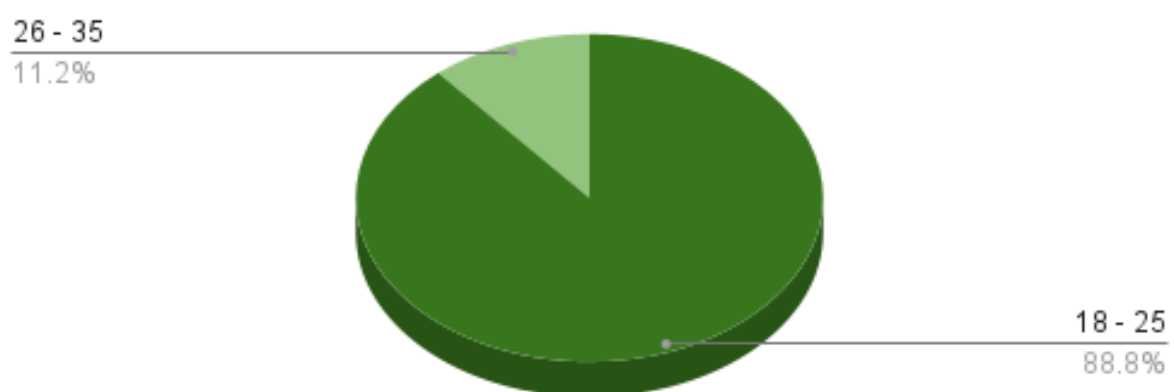


Figure 37: A2 - Age range of the survey participants

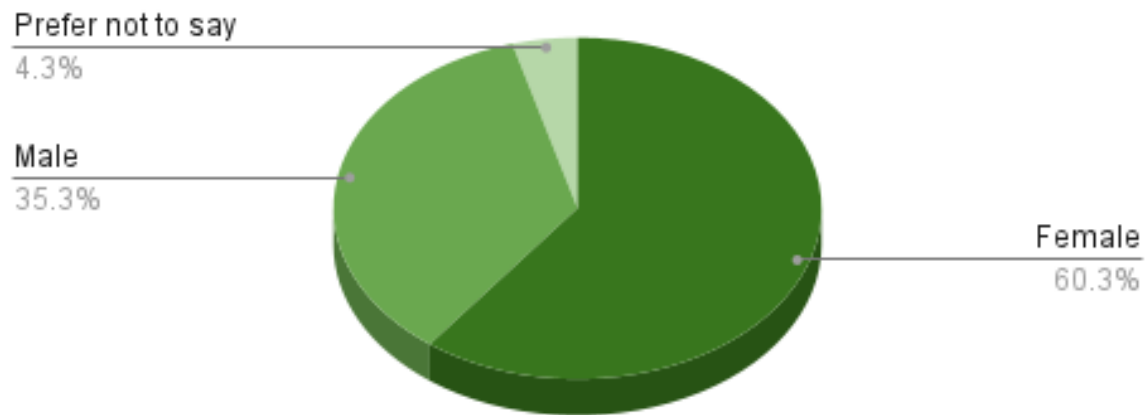


Figure 38: A1 - Gender of the survey participants

3.3 Findings and Analysis

3.3.1 Leveraging social media for greater leads

Although fewer people use Twitter or X and TikTok, a greater percentage uses social media platforms like Facebook, Instagram, YouTube and LinkedIn. BRAC has active pages on all these platforms (*Figure 29*). However, while 92.3% of them follow BRAC’s Facebook page, only 38.5% follows its LinkedIn page, 29.9% follows the Instagram profile and only 15.4% follows the YouTube channel (*Figure 30*). In fact, when asked how often BRAC’s social media posts come up on their feeds, 18.10% answered ‘not at all’, 30.17% answered ‘rarely’ and 27.59% answered ‘sometimes’. Meaning that, BRAC’s social media content reaches only 30.17% of them (*Figure 31*). This is contrary to how, despite having accounts on Facebook only 33% are active while more of the younger population is active on YouTube (93%) and Instagram (59%) (Chaddock, 2024).

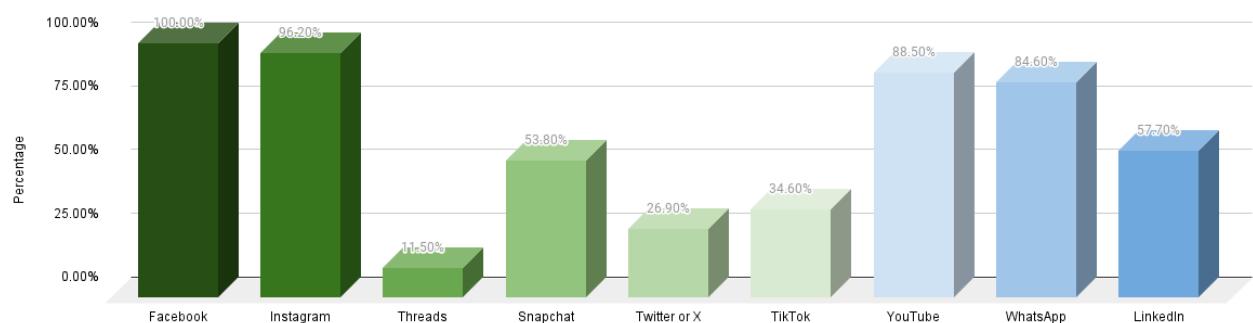


Figure 39: A3 - Which of the following social media platforms do you use?

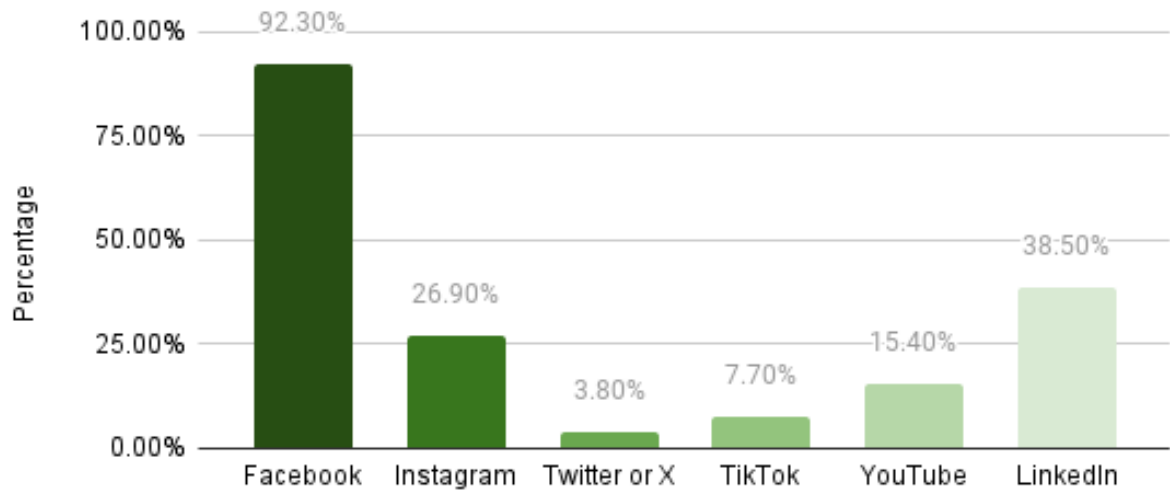


Figure 40: B3 - Which of the following social media pages of BRAC do you follow?

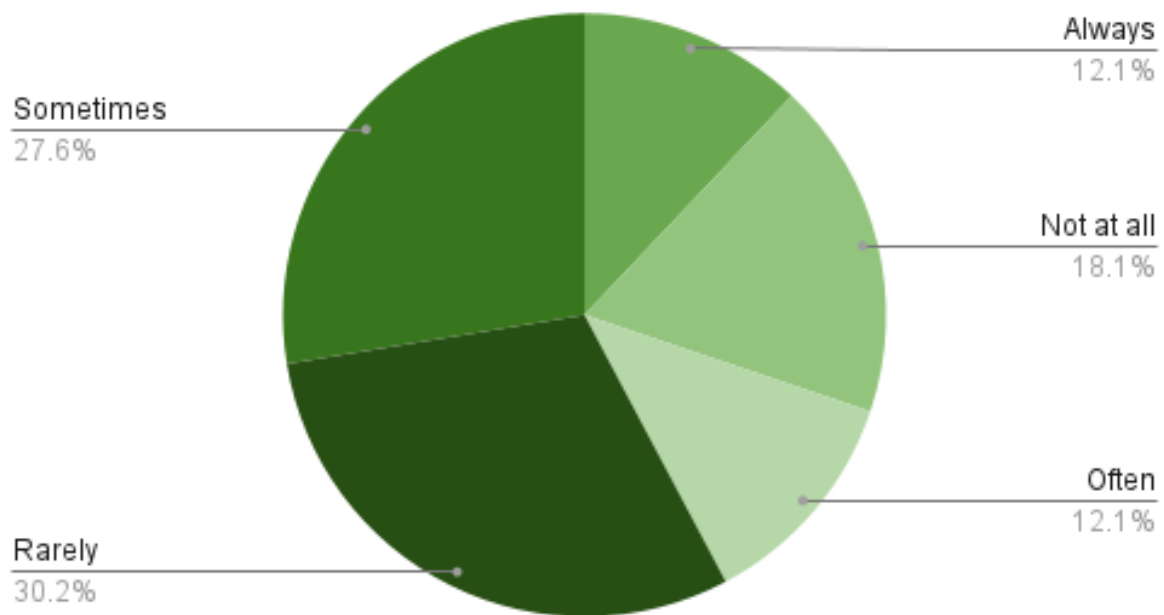


Figure 41: B4 - How often does BRAC's social media posts come up on your feed?

Given the target audience of BRAC's social media is people of the age range of 18 to 35 years old, they are missing out on attracting a huge pool of the audience base in its own country. This therefore impacts the amount of leads The Good Feed can generate into their blogsite from the social media platforms. As of 2023, the average attention span of a human has been recorded to be 45 seconds (Albrighton, 2023). The easiest and most effective way

to attract them within those 45 seconds is by visual imagery such as social media posts and reels. Of these, the engagement rate for reels (1.48%) is greater than that of posts (0.69%) (Udescu, 2024). This can also be seen in BRAC's Instagram page where most reels have over a thousand views, especially those with human stories.

One of the distinctive strengths and competitive edges of BRAC is the way it narrates its stories and how each story is based on real people. Moreover, when participants of the survey were asked which type of content they preferred, around 80.8% of them answered that they would like to see human stories (Figure 32). Upon observation of BRAC's social media pages, the reels with real characters have greater outreach than those with actors, animations, or simple statics. Therefore, it can be concluded that, in order to generate greater leads for The Good Feed's blogs from social media, more emphasis needs to be given to the content type, narration and graphics.



Figure 42: B6 - Which of the following contents do you prefer to see from BRAC's social media?

3.3.2 Content distribution and lead generation strategies

The organisation itself is huge, and its connections are extensive. The manual content distribution of The Good Feed's articles not only is time-consuming, but it also reduces efficiency in reaching it to the right audience. When asked if they like the content of BRAC's social media, 36.21% of the survey participants answered yes (Figure 33). However, when

the same group of people were asked if they had heard about The Good Feed before, if its social media content shows up on their feed and how often they read articles of The Good Feed, the answers were disappointing. 57.76% never heard about The Good Feed before participating in the survey, social media posts of The Good Feed never show up on half of their feeds and rarely shows up on 23.28% of their feeds, and 45.69% of them have never read any of The Good Feed's articles (Figure 34, 35 and 36).

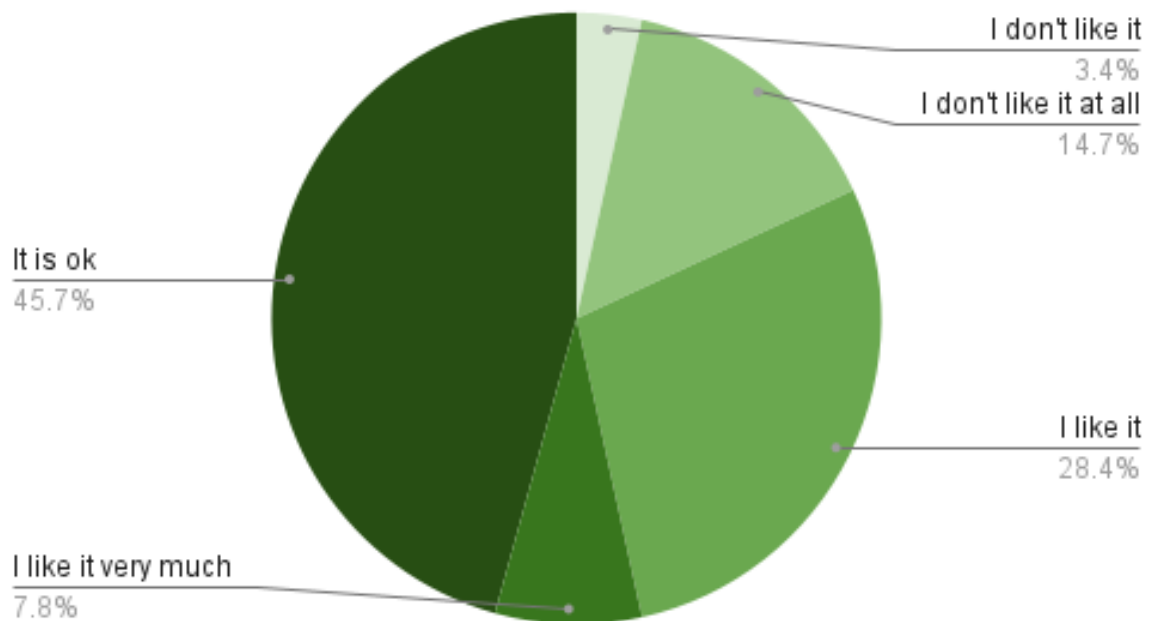


Figure 43: B7 - Do you like the social media contents of BRAC?

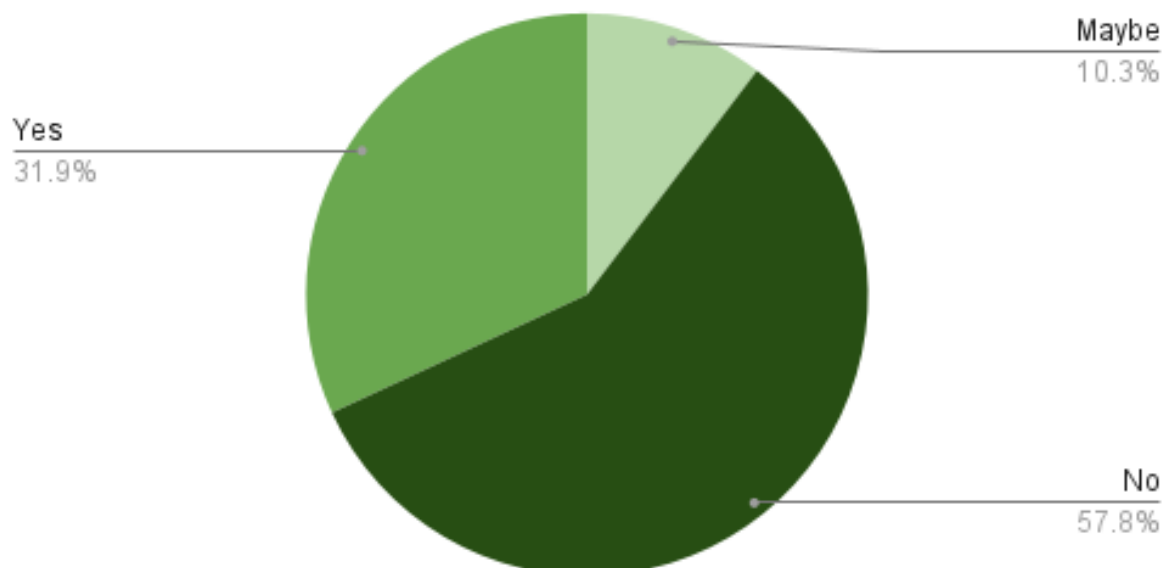


Figure 44: C1 - Have you heard about The Good Feed before participating in this survey?

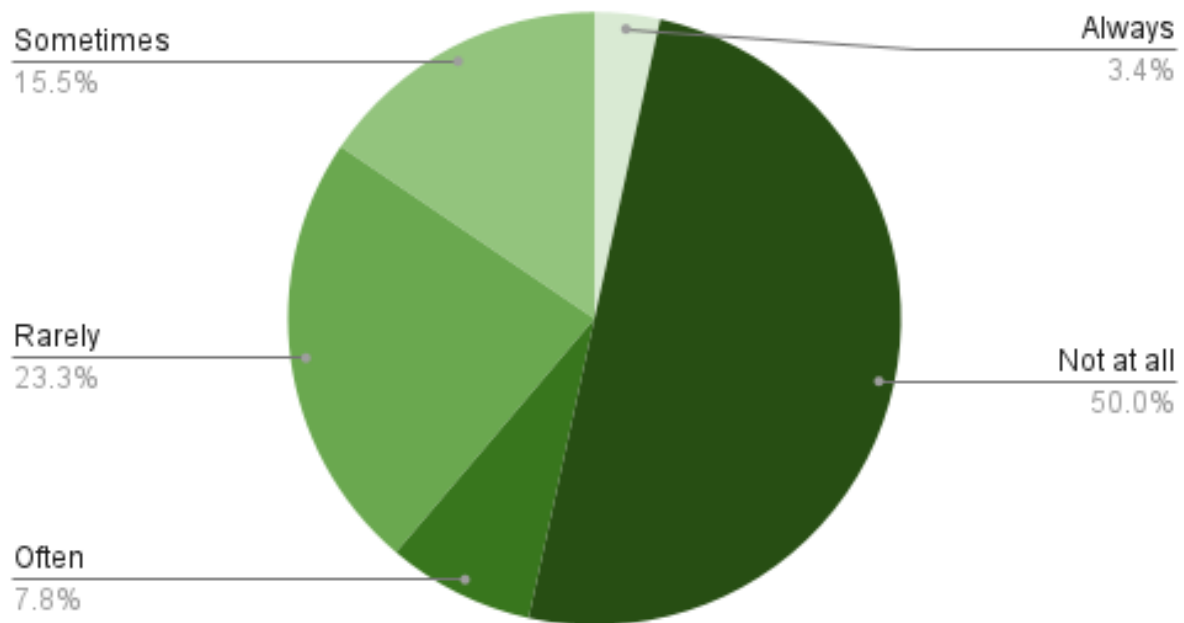


Figure 45: C3 - How often does The Good Feed's articles come up on your search page?

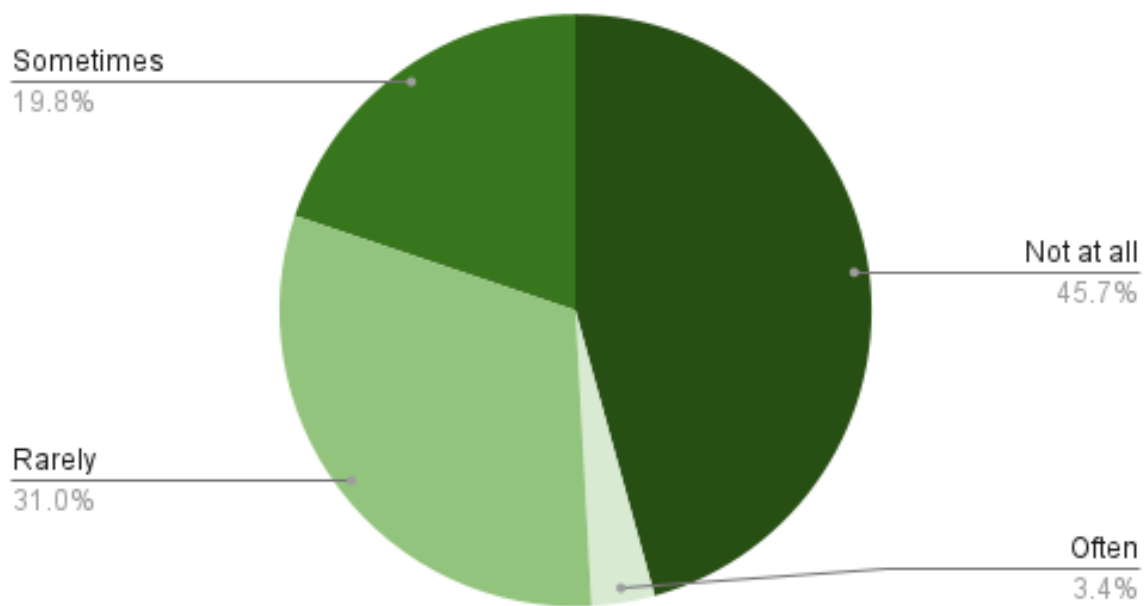


Figure 46: C4 - How often do you read The Good Feed's articles?

The Good Feed's content design is such that it narrates real-life stories or human stories backed by data or insights collected from the ground. These stories are collected from the global south, mostly from Bangladesh. This aligns with the content preference of the youth of the country

(participants of the survey), such that 69.2% of them prefer human stories and insights or information (*Figure 37*). Given that their content and the target audience's preferences match, it is reasonable for BRAC and The Good Feed to consider better content distribution strategies and have an automated lead generation strategy.

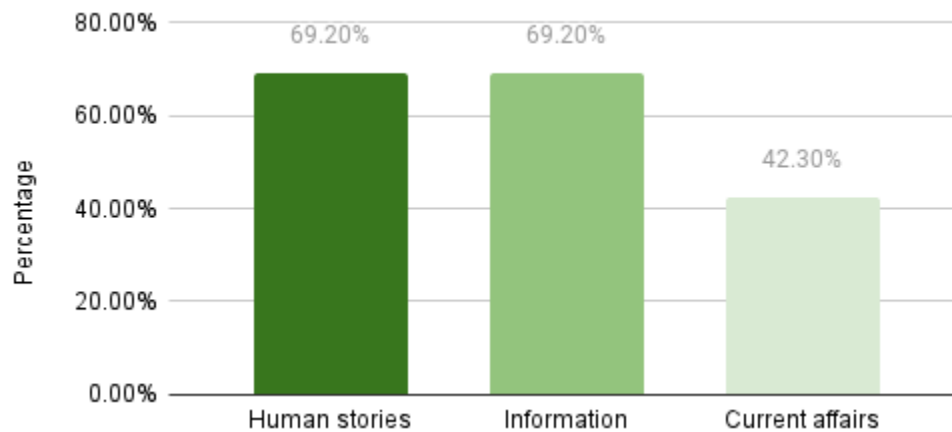


Figure 47: C5 - Which of the following contents do you prefer to see from The Good Feed?

A newsletter, for example, is useful to share new blogs or articles. This is not only an automated process, it also consumes less time, and can generate leads into The Good Feed. Moreover, regardless of 57.76% of them never having heard of The Good Feed, around 64.66% of them would like to subscribe to The Good Feed's mailing list (*Figure 38*). Besides having a newsletter subscription, The Good Feed can also implement a magazine subscription plan which can be either or both in print media and digital media, similar to that of The Economist, Time and the Harvard Business Review. The Good Feed can get the printed version of the magazines out by partnering with BRAC Printing Pack. This will not only reduce costs, but will also be more credible and efficient for the organisation.

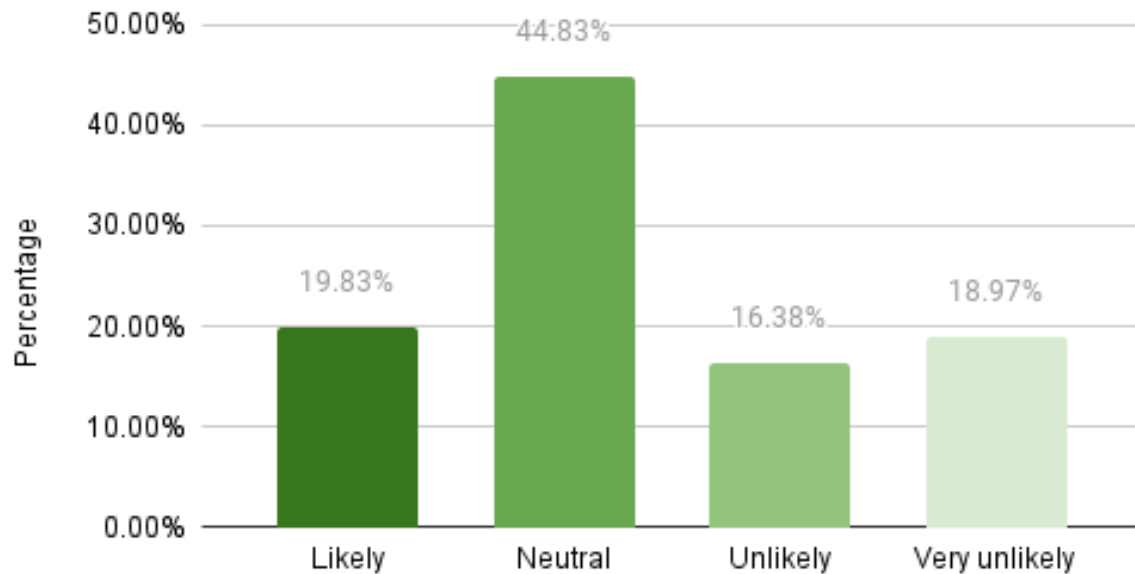


Figure 48: C7 - If The Good Feed had a newsletter, how likely is it that you would subscribe to the mailing list?

3.3.3 Bangladesh graduating from an LDC: Mitigating the impact

It is predicted that Bangladesh will graduate from being one of the least developed countries (LDCs) on 24 November 2026 (Rahman, 2023). This graduation will have significant impact on the funding landscape of the NGO sector, such that the official development assistance (ODA) will decrease subsequently and getting funds for climate change or other issues will become more difficult (Bhattacharya, 2021). Besides funding, some international development practitioners, policymakers and governments may step back from helping create positive impact in the global south.

In light of such unpredictability, BRAC and The Good Feed should assess how to mitigate the adverse impacts of Bangladesh graduating from an LDC. In order to do so, the organisation can partner with local development practitioners and enthusiasts to get enough funding, create awareness, and have a positive impact on the global south. Partnerships can be fostered with local influencers who actively voice issues of the global south, climate change, development issues, and so on. Since there are not enough of such influencers or social advocates, BRAC could raise awareness and influence or encourage the younger

generation to be advocates of persisting issues. This will not only create a channel of activists, but in the long run, it will also foster an equal and just nation. To create such an impact, BRAC and The Good Feed can organise local events and seminars. These events and seminars can be carried out by the organisation itself or by partnering with local universities or colleges. This will help engage the youth and raise awareness about the organisation and its blogsite further. The Good Feed can also have side panels consisting interactive contents such as polls or quizzes. Lastly, it can further cater its content more to the locals by uploading the same blog in both English and Bengali.

3.4 Summary and Conclusion

This research identifies the underlying issues faced by BRAC's blogsite, The Good Feed, in effectively generating leads and creating awareness about the global south. The organisation's social media reach is low among the target audience, and content distribution process is manual and lengthy. Moreover, there is a lack of awareness about its blogsite, despite its content being aligned with the target audience's preference for human stories backed by insights. Moreover, the fact that Bangladesh will be graduating from being an LDC in around two years might adversely impact the organisation and its blogsite particularly as fund sourcing becomes challenging. The paper therefore, conducts primary, secondary, qualitative and quantitative research to identify and analyse the current situation, and then suggest solutions that might help decision makers make informed decisions. The Good Feed can use this study to significantly improve its reach and impact by implementing slight strategic changes.

3.5 Recommendations

By analysing the survey findings, interviews, and the observational, archival and secondary data, the research highlights a few recommendations that may help The Good Feed generate

greater leads and mitigate the adverse effects of persisting issues. These recommendations have been outlined below:

1. Effectively leverage social media platforms like YouTube, Facebook and Instagram with engaging content such as reels with human stories to generate greater leads.
2. Automate the content distribution and lead generation process by introducing newsletter subscriptions, e-magazines and print magazines.
3. Mitigate the upcoming impacts of Bangladesh graduating from an LDC by creating awareness and fostering relations with local development practitioners and social activists or influencer, specifically the youth.

References

- [1] Academy to Innovate HR (AIHR). (2024, April 21). *What is horizontal organizational structure?* AIHR. <https://www.aihr.com/hr-glossary/horizontal-organizational-structure/#:~:text=Horizontal%20structures%20have%20fewer%20management,across%20various%20functions%20and%20departments>
- [2] Albrighton, C. (2023, June 30). Social media and the effect on our attention span. *Medium*. <https://medium.com/@ccalbr/social-media-and-the-effect-on-our-attention-span-6e25713eb5a3>
- [3] Bhattacharya, D. (2021, March 12). *Bangladesh qualifies for LDC graduation: What next?* The Financial Express. <https://thefinancialexpress.com.bd/views/views/bangladesh-qualifies-for-ldc-graduation-what-next-1615473209>
- [4] BRAC. (n.d.-a). *BRAC*. Facebook. <https://web.facebook.com/BRACWorld/>
- [5] BRAC. (n.d.-b). *BRAC*. X (Formerly Twitter). <https://x.com/bracworld>
- [6] BRAC. (n.d.-c). *BRAC*. YouTube. <https://www.youtube.com/bracworld>
- [7] BRAC. (n.d.-d). *BRAC*. Instagram. <https://www.instagram.com/bracworld/>
- [8] BRAC. (n.d.-e). *BRAC*. LinkedIn. <https://www.linkedin.com/company/brac/>
- [9] BRAC. (n.d.-f). *BRAC*. TikTok. <https://www.tiktok.com/@bracworld>
- [10] BRAC. (n.d.-g). *BRAC: Creating opportunities for people to realise potential*. <https://www.brac.net/>
- [11] BRAC. (n.d.-h). *BRAC: Where we work*. <https://www.brac.net/where-we-work>

- [12] BRAC. (n.d.-i). *Brand tools*. <https://brac.net/net/brandhub/brand-tools/>
- [13] BRAC. (n.d.-j). *Investments*. <https://www.brac.net/investment>
- [14] BRAC. (n.d.-k). *Social development*. <https://www.brac.net/what-we-do>
- [15] BRAC. (n.d.-l). *Social enterprises*. <https://www.brac.net/enterprises>
- [16] BRAC. (n.d.-m). *Vision, mission and values*. <https://www.brac.net/vision-mission-values>
- [17] BRAC. (2017a). *The Good Feed - Get on the good side - BRAC Blog*. The Good Feed. <https://blog.brac.net/>
- [18] BRAC. (2017b). *Skills Training for Advancing Resources (STAR)*. In BRAC. <https://www.brac.net/program/wp-content/uploads/2017/11/STAR-2017.pdf>
- [19] BRAC. (2022). *BRAC Annual Report 2022* [Dataset]. <https://www.brac.net/downloads/ar2022/BRAC.pdf?v2>
- [20] BRAC. (2024a, January 15). *Log in or sign up to view*. Facebook. https://www.facebook.com/story.php?story_fbid=765363938967318&id=100064811557731&mibextid=qi2Omg&rdid=K6zr5fsr4nZo6GBE
- [21] BRAC. (2024b, January 17). *Instagram*. Instagram. <https://www.instagram.com/p/C2NKSt4i9fl/>
- [22] BRAC. (2024c, January 17). *Instagram*. Instagram. <https://www.instagram.com/p/C2MshaOBcP3/>
- [23] BRAC. (2024d, January 18). *BRAC World*. Instagram. <https://www.instagram.com/p/C2PF4tOP9uh/>

- [24] BRAC. (2024e, March 10). *Instagram*. Instagram. <https://www.instagram.com/p/C4U5pBkO29j/>
- [25] BRAC. (2024f, March 10). International Women's Day. Facebook. <https://www.facebook.com/BRACWorld/posts/pfbid0J3BBGBkpcypJ28aC9qpU9c8iWttw72BH5ZB1w1epU93FneZnPr4demvbN5ktNNhzl>
- [26] BRAC. (2024g, April 28). *Audience Dashboard*. Mailchimp.
- [27] BRAC. (2024h, April 28). *BRAC World*. Inkbio. <https://lnk.bio/bracworld>
- [28] BRAC International. (2021). Tribute to Sir Fazle Hasan Abed, our dear Abed Bhai. In *BRAC International*. <https://bracinternational.org/wp-content/uploads/2021/12/1-Remembering-Abed-Bhai20DEC2021.pdf>
- [29] BRAC University. (n.d.-a). *Affiliations*. <https://www.bracu.ac.bd/about/affiliations>
- [30] BRAC University. (n.d.-b). *Board of Trustees*. <https://www.bracu.ac.bd/about/leadership-and-management/board-trustees>
- [31] BRAC University. (n.d.-c). *BRAC University new campus*. <https://www.bracu.ac.bd/about/brac-university-new-campus>
- [32] BRAC University. (n.d.-d). *Mission*. <https://www.bracu.ac.bd/about#mission>
- [33] BRAC University. (n.d.-e). *Professor Syed Mahfuzul Aziz, PhD*. <https://www.bracu.ac.bd/about/people/professor-syed-mahfuzul-aziz-phd>
- [34] BRAC USA. (n.d.). *What is BRAC? Learn more about our work*. <https://bracusa.org/about/>
- [35] *BRIDGE Internship Programme*. (2024, May 29). Facebook. <https://www.facebook.com/BRACWorld/posts/pfbid02bYPTzcUav7ffp6MgywgFa6>

[3d4kuukMvu5VibrfDponTN5qX66bBPbCQwUsJf495dl?rdid=QokKrUWN22kKM9Fi](https://www.sentiment.io/how-many-teens-use-social-media/)

- [36] Chaddock, L. (2024, January 29). *What percentage of teens use social media?* Sentiment Digital Customer Service Platform. <https://www.sentiment.io/how-many-teens-use-social-media/>
- [37] DistanceFromTo. (n.d.). *Distance from Bangladesh to Liberia.* <https://www.distancefromto.net/distance-from-bangladesh-to-liberia>
- [38] Hargrave, M. (2024, February 25). *DuPont analysis: The DuPont formula plus how to calculate and use it.* Investopedia. <https://www.investopedia.com/terms/d/dupontanalysis.asp>
- [39] Hayes, A. (2024, January 27). *Return on Capital Employed (ROCE): Ratio, interpretation, and example.* Investopedia. <https://www.investopedia.com/terms/r/roce.asp>
- [40] IMD. (2024, February). *The 6 most common leadership styles & how to find yours.* IMD. <https://www.imd.org/reflections/leadership-styles/>
- [41] Jobsoid Inc. (2023, January 6). *Recruitment Process.* Jobsoid. <https://www.jobsoid.com/recruitment-process/>
- [42] Miranda, D. (2023, April 27). *10 Management styles of Effective Leaders.* *Forbes Advisor.* <https://www.forbes.com/advisor/business/management-styles/>
- [43] Rahman, M. (2023, February 11). *Lessons for Bangladesh as a graduating LDC.* *The Daily Star.* <https://www.thedailystar.net/supplements/32nd-anniversary/towards-smart-bangladesh/news/lessons-bangladesh-graduating-ldc-3243446>

- [44] Saifuddin, A. (2023, October 17). Bangladesh's echo: Leading the global voice technology revolution. *The Daily Star*. <https://www.thedailystar.net/tech-startup/news/bangladeshs-echo-leading-the-global-voice-technology-revolution-3445761>
- [45] Smillie, I. (2009). *Freedom from want: The remarkable success story of BRAC, the global grassroots organization that's winning the fight against poverty* (Bangladesh Edition 2009). The University Press Limited.
- [46] *Stories of change*. (2023, December). Stories of Change. <https://storiesofchange.co/>
- [47] Summers, B. [Instapage]. (2016, June 21). *What is lead generation?* [Video]. YouTube. <https://www.youtube.com/watch?v=A3vbwOx9pUY>
- [48] Tarver, E. (2024, May 23). *The 8 important steps in the accounting cycle*. Investopedia. <https://www.investopedia.com/ask/answers/050815/what-are-most-important-steps-accounting-cycle.asp#:~:text=The%20eight%20steps%20of%20the,statements%2C%20and%20closing%20the%20books.>
- [49] The Good Feed & BRAC. (2009). *The Good Feed - Get on the good side*. The Good Feed. <https://blog.brac.net/>
- [50] The Investopedia Team. (2023, June 11). *What are the different ways to calculate depreciation?* Investopedia. <https://www.investopedia.com/ask/answers/021815/what-are-different-ways-calculate-depreciation.asp>

- [51] Udescu, A. (2024, May 22). *Instagram benchmarks 2024: Latest insights on content performance and metrics*. Socialinsider. <https://www.socialinsider.io/blog/instagram-benchmarks/>

Appendix A.

A1. Interview Recordings

The interview recordings can be found [here](#).

A2. Interview Questionnaire

A. For the *Human Resource Management* department:

1. What is the human resource planning process of BRAC? What is its recruitment and selection process?
2. What is the compensation system followed by BRAC?
3. What training and development initiatives are taken by the organisation?
4. What is the organisation's performance appraisal system?

B. For the *Digital Media* unit:

1. Who is the target audience of BRAC's social media? Why is social media the best for this group of audience?
2. What are the strengths and weaknesses of using social media? What are the challenges?
3. What are the areas of improvement you hope to see in the case of social media?
4. What metrics are used to evaluate the effectiveness of the posts shared across various social media channels?
5. How is BRAC's social media content different from that of others?

C. For the *Thought Leadership and Content* unit:

1. Who is the target audience of The Good Feed?
2. Does The Good Feed cater contents as per development practitioners only?

3. What is the key lead generation or content strategy used to increase engagement?
4. How is the success or effectiveness of a blog piece measured? What is the threshold?
5. What is the strategy used to increase engagement?
6. Is the strategy of any blog different from the other?
7. What are the current lead generation strategies being undertaken?
8. What are the plans of automating the lead generation process?
9. Do the readers, development practitioners or policy makers partner with BRAC or do they separately work on the issues raised in the blogs or articles?
10. How is cultural difference mitigated in the blogs?
11. Which is more effective in reaching out to the target audience, — social media or The Good Feed?
12. Most of the content of The Good Feed is catered to development practitioners primarily. Are there any plans of catering them to the youth of Bangladesh as well?

Appendix B.

B1. Survey Findings

The survey findings and dashboard can be found [here](#).

B2. Survey Questionnaire

The survey questionnaire has been designed into three parts, — demographic details of the participants, BRAC's social media and BRAC's blogsite, The Good Feed.

Part A: Demography

1. What is your gender?
 - a. Female (1)
 - b. Male (2)
 - c. Prefer not to say (3)
2. What age group do you belong to?
 - a. Under 18 (1)
 - b. 18 – 25 (2)
 - c. 26 – 35 (3)
 - d. 36 – 45 (4)
 - e. 46 -55 (5)
 - f. Above 55 (6)
3. Which of the following social media platforms do you use?
 - a. Facebook
 - b. Instagram
 - c. Threads
 - d. Snapchat
 - e. Twitter or X
 - f. TikTok
 - g. YouTube
 - h. WhatsApp
 - i. LinkedIn
4. How often do you use social media?
 - a. Not at all (1)
 - b. Rarely (2)
 - c. Sometimes (3)

- d. Often (4)
- e. Always (5)

Part B: BRAC's social media

1. Have you heard of BRAC before participating in this survey?
 - a. Yes (1)
 - b. No (2)
 - c. Maybe (3)
2. Where have you heard about BRAC from?
 - a. Newspaper
 - b. Radio
 - c. Television
 - d. Social media
 - e. Word-of-mouth
3. Which of the following social media platforms of BRAC do you follow:
 - a. Facebook
 - b. Instagram
 - c. Twitter or X
 - d. TikTok
 - e. YouTube
 - f. LinkedIn
4. How often does BRAC's social media posts come up on your feed?
 - a. Not at all (1)
 - b. Rarely (2)
 - c. Sometimes (3)
 - d. Often (4)

- e. Always (5)
5. How often do you engage with BRAC's social media posts?
- a. Not at all (1)
 - b. Rarely (2)
 - c. Sometimes (3)
 - d. Often (4)
 - e. Always (5)
6. Which of the following contents do you prefer?
- a. Human stories
 - b. Information
 - c. Current affairs
7. Do you like the social media contents of BRAC?
- a. I don't like it at all.
 - b. I don't like it.
 - c. It is ok.
 - d. I like it.
 - e. I like it very much.
8. Other than human stories, informative content and current affairs, what else would you like to see on BRAC's social media pages?
9. Do you have any suggestions for BRAC's social media pages?

Part C: BRAC's blogsite, The Good Feed

1. Have you heard about The Good Feed before participating in this survey?
- a. Yes (1)
 - b. No (2)
 - c. Maybe (3)

2. Where did you first learn about The Good Feed?
 - a. BRAC's website
 - b. BRAC's Instagram
 - c. BRAC's Facebook
 - d. BRAC's Twitter
 - e. N/A
3. How often does The Good Feed's articles or blogs come up on your search page?
 - a. Not at all (1)
 - b. Rarely (2)
 - c. Sometimes (3)
 - d. Often (4)
 - e. Always (5)
4. How often do you read articles or blogs on The Good Feed?
 - a. Not at all (1)
 - b. Rarely (2)
 - c. Sometimes (3)
 - d. Often (4)
 - e. Always (5)
5. Which of the following contents would you prefer to see in the articles or blogs of The Good Feed?
 - a. Human stories
 - b. Information
 - c. Current affairs
 - d. Others:
6. How satisfied are you about The Good Feed's?

- a. content or articles or blogs
 - b. the interface
 - c. volume of articles
 - d. ease of navigation
 - e. website design
 - f. the search functionality
 - g. loading time
 - h. overall experience
 - Highly dissatisfied (1)
 - Dissatisfied (2)
 - Neutral (3)
 - Satisfied (4)
 - Highly satisfied (5)
7. If The Good Feed had a newsletter, how likely is it that you would subscribe to its mailing list?
- a. Very unlikely (1)
 - b. Unlikely (2)
 - c. Neutral (3)
 - d. Likely (4))
 - e. Very likely (5)
8. If The Good Feed stats subscriptions to a newsletter, what would you expect? You may share any suggestions or ideas you have?
9. How likely are you to:
- a. recommend The Good Feed to others?

b. recommend others to subscribe to the mailing list of The Good Feed's newsletter?

- Very unlikely (1)
- Unlikely (2)
- Neutral (3)
- Likely (4))
- Very likely (5)

10. Do you have any suggestions for BRAC's blogsite, The Good Feed?

Appendix C.

C1. Images

All the images used in the figures can be found [here](#).

C2. Financial Performance Charts

The charts of the financial performance analyses and dashboard can be found [here](#).