Report On

How Operation Management helps Digital marketing process of SEBPO

By

MD. Ruhul Amin
18164018

An internship report submitted to the Graduate School of Management in partial
fulfillment of the requirements for the degree of
MBA

Graduate School of Management
BRAC University
January 2021

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____
MD. Ruhul Amin
18164018

Supervisor's Full Name & Signature:

_____
SM Parvej Islam
Adjunct Lecturer , BBS
BRAC University

Letter of Transmittal

SM Parvej Islam

Adjunct Lecturer,

BBS

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to submit my internship report on "How Operation Management helps Digital marketing process of SEBPO", Corporate Office: 8 Abbas Garden Rd, Mohakhali, Dhaka 1206. Which you have selected me to do as a part of my MBA requirement. I have tried my best to gather all kinds of relevant information, which could give an overall idea on this topic. I have been working with SEBPO last four months and have observed their work. I have provided necessary information to enrich this report. I hope that this report will meet the expected standard.

I have enjoyed preparing the report very much and now I am submitting this internship report for your kind consideration and thanking you for your constant assistance and guidance.

Sincerely yours,

_____

MD. Ruhul Amin

18164018

BRAC Business School

BRAC University

Date: January 04, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between SEBPO and the undersigned student

at BRAC University Student …MD. Ruhul Amin…………………………….

Acknowledgement

First I would like to pay gratitude to almighty Allah by whose grace and blessing I have been able to conduct this Internship Report. Then I would like to thank SM Parvej Islam (Adjunct Lecturer, BBS, BRAC University) who sincerely supervised my work by providing valuable ideas, concepts, guidance and suggestions throughout my internship period.

I would also like to thank SEBPO as well as my colleagues who have made this internship easier for me. Especially thanks to Our Team leader Ahmed Shirajum Munir and all Digital Marketing Department. It was my privilege and I am truly honored working in such a wonderful corporate office with these wonderful colleagues.

Finally I would like to show my gratitude to all the individuals who have helped me to prepare this report by providing data and other ways. As being a human it is natural that few names may not be mentioned forgetfully. In spite of my best efforts if there is any errors fall out, please suggest me to improve myself.

MD. Ruhul Amin
18164018
Graduate School of Management,
BRAC University

Executive Summary

This report has been primed as a requisite of the MBA internship program. This report is based on the "How Operation Management helps Digital marketing process of SEBPO" Corporate Office: 8 Abbas Garden Rd, Mohakhali, and Dhaka 1206 under the supervision of SM Parvej Islam (Adjunct Lecturer, BBS, BRAC University).

In this report I have demonstrated how operation management helps the digital marketing operating process. Popularity of digital marketing is getting higher day by day. So there are many new opportunities which means a lot of workload. Better execution of a plan make this process smooth and faster. Designing the strategy of the organization, setting up the structure of the team and the implementation of that strategy within the organization is mandatory.

Sector of digital marketing is booming and the market become very competitive. Basically this is a global market with no barrier so anyone from anywhere can join the market. As SEBPO working as an outsourcing farm who works for the clients from the other countries mostly USA. This is a continuous process of creating new opportunities, making the strategy for those new opportunities with new constraints and simultaneously need to maintain the existing plan. Deal with the any obstacles managers need to very proactive with the management process. Operation management helps managers to simplify the whole process and leads to the success

Keywords: Digital marketing; operation management.

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Chapter 1: Overview of Internship

1.1 Student Information

Name: MD. Ruhul Amin

ID: 18164018

Program: Graduate School of Management

Major: Operation Management

1.2 Internship Information

1.2.1 Basic Info

Period: October - January

Company Name: **SEBPO** (A sister concern of Abdul Monem Group)

Department: Digital Ad operation

Address: Corporate Office: 8 Abbas Garden Rd, Mohakhali, Dhaka 1206

1.2.2 Internship Company Supervisor's Information

Name: Ahmed Shirajum Munir

Position: Team Leader

1.2.3 Job Scope – Job Description

SEBPO is looking for full-time Traffickers, Digital Ad Operations to join the Ad Ops Team. This role works cross-functionally to ensure campaigns are set up correctly in production systems, delivery objectives are met, and that clients and partners are appropriately billed.

Responsibilities:

- Traffic and QA campaigns/creatives across desktop, mobile, tablet, and video.

- Troubleshoot delivery and creative issues.
- Pull reporting from various third-party platforms to monitor campaign delivery and can account for third party discrepancies.
- Manage workflow and communication with cross-functional partners in Account and Project Management to ensure deadlines are met and the campaign has successful outcomes.

1.3 Internship Outcomes

1.3.1 Student's contribution to the company

During the time of internship period I have worked in the digital ad operation department. I have worked in the digital ad trafficking system for this time period. Also took part in the quality assurance of the trafficking system.

1.3.2 Benefits to the student

Internship is needed to enhance own capacity to excel in starting the career of a fresh graduate. An internship can help a lot in many ways to learn significant things about work life. It is a warm up field for any individual to understand whether she/he is liking the profession or not. Some intern positions are a great hub to do quality networking which may help out later on to get jobs and also in career path. It gives the opportunity to relate the study with the practical experience of job life. This opportunity surely enhance the knowledge and vision of the student.

1.3.3 Problems/Difficulties

Due to Covid-19 pandemic situation the whole internship period I had to work from home. As a result data collection about the working process and communication was not so easy. I was assigned in the team which working shift was overnight. But after all of these difficulties it was possible to complete the report for the help from my colleagues and team leader.

1.3.4 Recommendations

I will highly recommend SEBPO as internship destination if anyone is interested in the digital marketing process. Management is very helpful about the intern and to grow their knowledge about the process. By providing continuous guidance & support they make the internship period enjoyable.

Chapter 2: Organization Part: Overview, Operations and a Strategic Audit

2.1 Introduction

SEBPO launched in 2006 with a simple mission: "Help our clients exceed their own goals by leveraging the best technology talent in the world". With offices in the United States and in Bangladesh, their teams add quantifiable and sustainable value to their clients. It do things differently than other development shops, and that's helped them grow consistently every year.

SEBPO helps their clients improve their business results by managing global teams of talented information technology professionals. It focus on long-term strategic partnerships in key areas, including digital advertising operations, software development, quality assurance, and creative services. SEBPO set themselves apart by extending the reach of their clients' in-house teams, solving the challenges of rapid growth and market disruption.

With locations in the United States and Bangladesh, SEBPO is an equal opportunity affirmative action employer, and a drug-free workplace committed to a diverse workforce.

Vision & Mission of SEBPO

Vision

A vision statement adds the 'why' and 'how' as well. As a company grows, its objectives and goals may change. Therefore, vision statements should be revised as needed to reflect the changing business culture as goals are met. The vision of SEBPO is
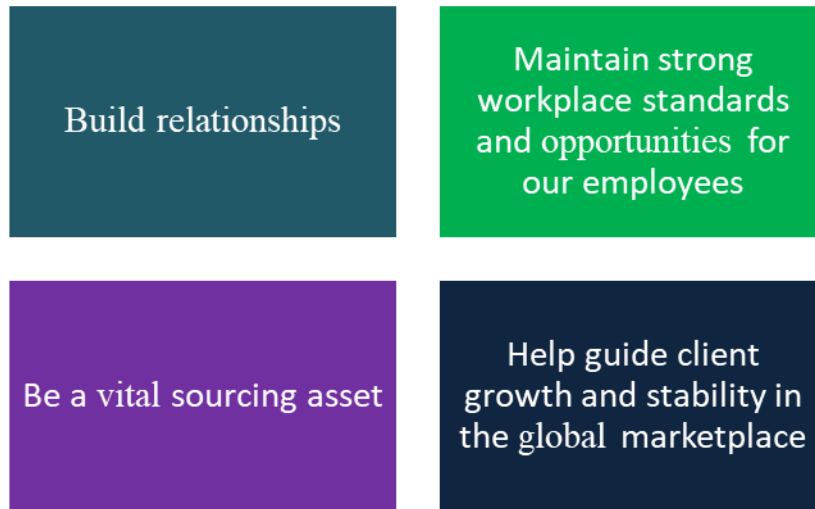
Vision of SEBPO

Mission

The mission statement should guide the actions of an organization, spell out its overall goal, provide a path, and guide decision-making. It provides the framework or context within which the company's strategies are formulated. It is like a goal for what a company wants to do for the world.

SEBPO started their journey with a simple mission: "Help our clients exceed their own goals by leveraging the best technology talent in the world." SEBPO extend the focus on quality to their client relationships, as well. They have even developed a comprehensive methodology to transition the work from client's office to their delivery centers in Bangladesh. We believe that frequent, open, and honest communication is critical to a successful long-lasting strategic partnership. Working together, they can improve their client processes and while maximizing their client access to resources.

SEBPO can help your company perform better, even in today's disruptive environment, thanks to these core principles:

| Your company deserves strategic partnerships instead of "outsourcing." | Your company will benefit from our performance-driven culture. |
| Better process results in consistent performance. | Better people deliver better service, producing better results! |

Mission of SEBPO

2.2 Overview of the Company

Founded in 2006, SEBPO is based in New Jersey with delivery centers in Bangladesh and El Salvador. SEBPO has a simple mission: to help the clients exceed their own goals by leveraging the best technology talent in the world. In Bangladesh SEBPO operated in two offices –

1. Corporate Office 1: 8 Abbas Garden Rd, Mohakhali, Dhaka 1206.
2. Branch Office: Monem Business District,111 Bir Uttam CR Dutta Rd, Dhaka 1205.

ASM Mohiuddin Monem serves as Chairman of SEBPO. A citizen of Bangladesh, he understands the country's culture and how to motivate and inspire our employees. Mr. Monem single-handedly piloted the rapid growth of the Coca-Cola business in Bangladesh. Under his leadership, Igloo became the unparalleled leader in food industry and built one of Asia's largest sugar refineries. He is currently overseeing the construction of Monem Towers, a 700,000 square feet triple tower, which will be the country's largest commercial building and the headquarters for SEBPO.

Mr. Monem is also Director of Operations at Abdul Monem Ltd., one of the largest companies in Bangladesh, and Director and Vice Chairman of two leading insurance companies. He has a B.S. degree in Industrial Engineering and a M.S. degree in Engineering Management, graduating cum laude, from Northeastern University in Boston, MA.

Matthew Kochan is the Chief Executive Officer (CEO) of SEBPO. He understands your business needs and he knows how to use technology and global resources to help your business get ahead in the new millennium.

Mr. Kochan is recognized as an IT services visionary. He is a pioneer in developing break-through service methodologies, such as customer response centers, predictive service tools, and utilizing the Internet for both service delivery and selling services. Prior to joining SEBPO, Mr. Kochan served as the COO for Stream, one of the largest global IT outsourcing companies with 32 call centers and over 20,000 agents. In addition, he was Senior Vice President of Global Services for both Nortel Networks and McAfee, and Vice President of Customer Service at both Compaq and Digital Equipment. He has also worked for General Electric and GTE Laboratories. Mr. Kochan has B.S. degree in Electrical Engineering from Illinois Institute of Technology and an M.S. degree in Management from Florida Institute of Technology.

SEBPO is a customer-driven company dedicated to meeting each client's needs and continually searching for career-minded professionals seeking challenging and rewarding career opportunities in a fast-paced environment. It is not the typical outsourcing company focused only on the short term. They value long-term business relationships. With experience in a variety of industries including advertising, technology, publishing, and finance. SEBPO prides itself on being able to adapt to the needs of their clients.

SEBPO believes proactive communication and responsive action is critical for their clients. They assign a U.S. based client manager as a single point of contact to make it easier for client to keep in contact. Their employees follow documented procedures and a disciplined review process to hit strong quality assurance goals. Focused on continuous improvement through measured results, SEBPO deliver significant efficiency gains with high accuracy and reduced costs.

SEBPO, a leading provider of global technology talent, has been named for the third consecutive year to the "The Global Outsourcing 100 " the annual listing of the world's best outsourcing service providers, compiled by the International Association of Outsourcing Professionals. Judging is based on a rigorous scoring methodology that includes an independent review by an independent panel of IAOP customer members with extensive experience in selection of outsourcing service providers and advisors for their organizations.

FORTUNE Magazine

"The GO100 is the definitive guide to help companies research and compare service providers with whom they are considering relationships. Buyers understand there are hundreds of qualified service providers and advisors out there, but what they really need to understand now is what makes each one exceptional," said IAOP CEO,

Debi Hamill. "The Global Outsourcing 100 and World's Best Advisors lists have done just that. We're proud to recognize SEBPO for being among the highest rated companies in customer references." The 2016 lists, showcasing the best companies in each of the five judging categories, premiere in a special advertising section of the 2nd Quarter 2016 FORTUNE 500 issue of FORTUNE magazine.

SEBPO also wins the National Export Trophy. It win silver in 2011-2012 and gold 2011-2012. Currently it is providing business solutions to more than 30 global clients. It has offices in Bangladesh and the USA. Its future plan is to open more offices in Bangladesh and internationally to attract more global firms. It also expects new work contracts and plans to employ more and more IT talents from Bangladesh.

SEBPO is a leading global outsourcing partner to many of the world's largest advertising, media and technology companies. The company specializes in ad operations, creative services, quality assurance and data solutions. SEBPO has been consistently recognized as one of the "**5000 Fastest Growing Private Companies in America**" by Inc. since 2014, and as a Top Global Outsourcing Company (GO100) by the International Association of Outsourcing Professionals (IAOP) since 2013.

Currently SEBPO operating with around 1000 employees and offers industry expertise and process governance so organizations can scale, innovate and control costs.

Ad Operation	Creating Services
SEBPO	
Quality Assurance	Data Solutions
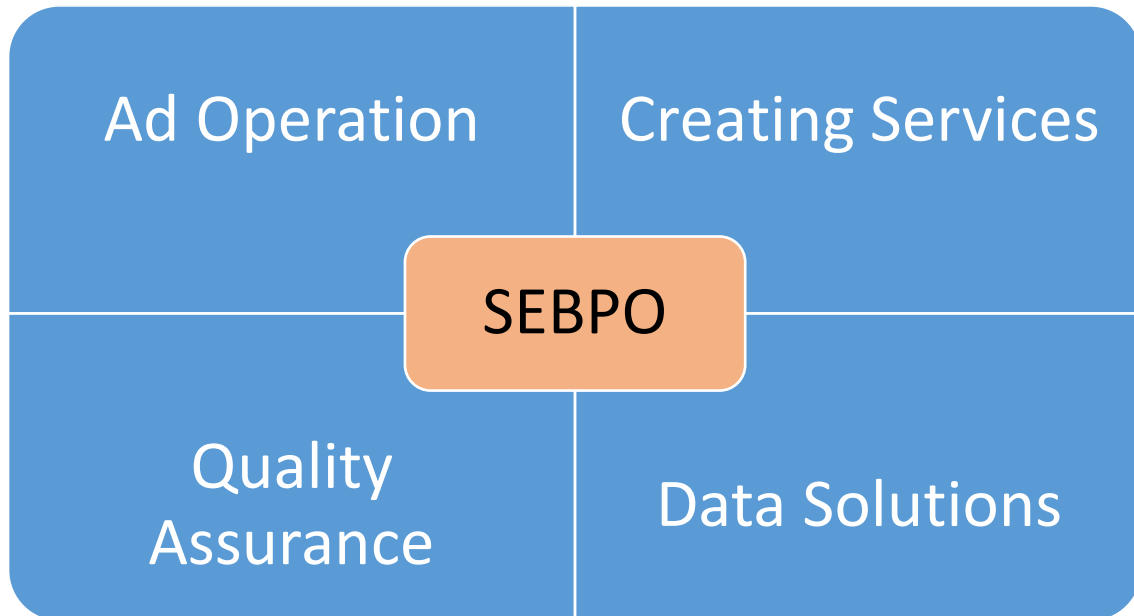
2.2.1 Ad Operation

SEBPO is the "secret sauce" behind the success of many agencies, publishers, ad techs and brands. It work alongside the internal team to do the detail-oriented, time consuming ad operations tasks, so that they can focus on client-facing projects. This leads to faster turnaround, cost savings and more productive and fulfilled teams. SEBPO teams are fluent in over 100 ad operations platforms. Depending on the platform they divided into different teams and most of them are named as platform name.

Team Structure

Each team work on their assigned platform and associated team members trained on that specific platform not all the platform. Each team of these team have similar type of structure. Team members communicate with their client for their work update and any kind work related problems.
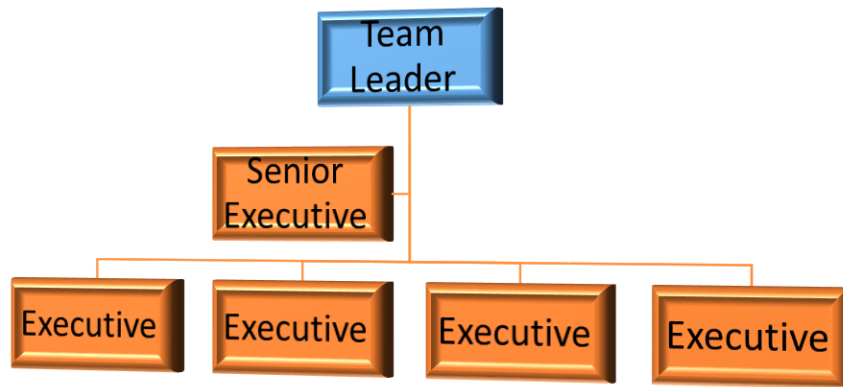
Fig 4: Team Structure

Depending on the team size and requirements team structure sometimes changes in some segments. Most of the team have some basic task but in different platforms.
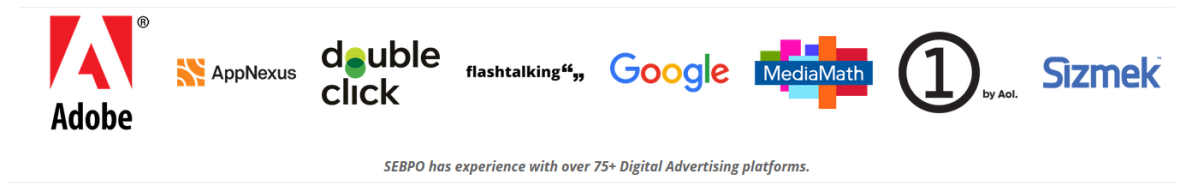
Fig 5: Different platform

Some of the core Ad operations services include:

- Ad trafficking
- Ad validation and quality assurance
- Billing
- Campaign management
- Creative swaps
- Data analytics
- Implementation of targeting
- Media planning
- Midnight launch and sponsorship checks
- Pacing and optimization
- Reporting

- Screenshots
- Other ad ops tasks and business processes as required

SEBPO's unwavering dedication to our clients resulted in the following 2019 accuracy and achievement percentages:

Ad Operations Accuracy Percentage – 99.89%
Ad Operations SLA Achievement Percentage – 99.78%

2.2.2 Creating Services

SEBPO offer a complete suite of creative services including:

- Creative development
- Creative quality assurance
- Custom, standard and native ad design
- Implementation of creative-level targeting
- Landing page design and development
- Modifications of assets
- Resizing and relabeling
- Static, rich media and DCO builds
- Website development

SEBPO's unwavering dedication to the clients resulted in the following 2019 accuracy and achievement percentages:

SLA Creative Services Accuracy Percentage – 99.88%
Creative Services SLA Achievement Percentage – 99.95%

2.2.3 Quality Assurance

Detailed Quality Assurance requires significant time and attention. And while quality control is vital to the successful execution of key business processes, it also absorbs valuable time that could otherwise be spent on revenue-generating core competencies.

A SEBPO Quality Assurance Team offers a complete solution to manage QA tasks such as:

- Automation
- Billing and invoice reconciliation
- Call quality
- Error checking
- Information integrity
- Software development QA
- Test case creation
- Validations for ads
- Website testing
- And other Quality Assurance, testing tasks and business processes as required.

SEBPO Quality Assurance Teams free up resources so that organizations can spend their time most productively. In addition to our suite of services, SEBPO can design custom solutions for nearly any Quality Assurance need.

2.2.4 Data Solutions

SEBPO knows how critical it is for customer to rely on accurate data when it comes to business transactions.

SEBPO helps clients minimize the risks associated with a wide range of business transactions in various industries. Our highly skilled and deeply experienced teams quickly and accurately aggregate and analyze data ensuring alignment with your clients' specific requirements.

Our efficient process and managed governance enable experts to rapidly become a seamless extension of existing teams. SEBPO provides onshore or nearshore oversight to ensure reliability, responsiveness, communication, and performance.

Some of our core data solutions services include:

- Capturing risk relevant data
- Comprehensive summaries

- Data aggregation
- Data Analysis
- Data quality assurance
- Enhanced due diligence
- Platform migrations
- Specialized reporting
- Other data and analytics tasks as required

A partnership with SEBPO brings businesses confidence with a consistent team of outsourced experts committed to your business goals. We focus on the operational execution for your time-consuming task work so you can work even more strategically and directly with your customers.

2.3 Management Practices

When it's about outsourcing ad operations or creative tasks, excellent process governance is needed to complete the process. Planning, systems, communication and proper management is necessary to do it "right" and that is the key ingredient to success. SEBPO believe that process governance provides the robust foundation necessary for sustainable partnerships that optimize accuracy, achieve business goals, and minimize team attrition along the way. All the clients and their platform are based on the United States market. Their marketing area and target areas are in the United States. Total operation process of SEBPO is divided by two parts.

- Onshore Part (USA)
- Offshore part (Bangladesh)

2.3.1 Onshore Part (USA)

Onshore team is mainly responsible for finding the new opportunities. They find the opportunities for new projects and teams. They communicate with the existing clients and maintain the business communication with them. Before starting any project onshore team set a meeting with the clients and got to know about their requirements. After that they set a meeting with the offshore team and discuss the plans & the requirements from the client end. Here both onshore & offshore team are sharing their thoughts and ideas with each other. There are few more steps to reach the final decision about the possible project, whether it is feasible

or not. How would be the training procedure and is there available resource for that training as well as the project.

SEBPO emphasizes on the importance of process governance because it is truly a part of the company DNA. Very early in the discovery process, SEBPO's onshore operations team is consulted to help layout the foundation for a successful partnership. This allows to meet their needs and tailor a partnership with expectations that are both aspirational and achievable.

2.3.2 Offshore Part (Bangladesh)

Offshore team is responsible for the deliver the project to the client and maintain the continuous process.

Offshore process includes:

Implementation Planning
SEBPO creates a custom implementation plan according to the client's needs. Like earlier in this report talked about the team structure. SEBPO designed a team structure so that it can deliver the service in most efficient way. Distributing the workload in between the team and follow the structure is the key of plan implementation.

Detailed Documentation
With the time relationship progresses and changes occur, SEBPO do record all activities to keep staff up to date and documents current.

Repeatable Training Process
SEBPO is experienced with many ad operations and creative production platforms. Each platform updates themselves very often. So SEBPO arrange necessary training season for the respective team and it's a continuous process. Sometime training arranged by in house trainer and sometime from the client end. Actually that depend on the platform type and the client requirements.

Governance Calls
A scheduled governance call takes place each week to review tasks, discuss hot topics, and more. This happens in every week for every team, in this call Clients, Onshore team &

Offshore share their opinion about the last week update of task. If any problem arises or any issue arise being solved in this governance call.

Business Review

SEBPO provide business reviews that document KPI's, analyze strengths and areas for improvement, and plan for what's ahead.

Management Structure of Ad Operation:

Operation Manager

Program manager

Assistant Program manager

Team Lead

Senior Executive

Executive

SEBPO's commitment to process governance provides the foundation necessary for the clients to quickly adapt to those challenges, preparing teams to help them tackle the most challenging requests. SEBPO make that commitment to do the little things exceptionally well because **your success is our success.**

2.4 Marketing Practices

SEBPO is basically focused on the USA based clients. Onshore team is mainly responsible for finding the new opportunities. They find the opportunities for new projects and teams. They communicate with the existing clients and maintain the business communication with them. Before starting any project onshore team set a meeting with the clients and got to know about their requirements. After that they set a meeting with the offshore team and discuss the plans & the requirements from the client end. Here both onshore & offshore team are sharing their thoughts and ideas with each other. There are few more steps to reach the final decision about the possible project, whether it is feasible or not. How would be the training procedure and is there available resource for that training as well as the project.

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2.5 Financial Performance

The company's outstanding performance did not go unnoticed: It has been adjudicated as one of the Top 100 Global Outsourcing Service Providers in the world by the International Association of Outsourcing Professionals (IAOP) in 2014. IAOP, the global standard-setting organization and advocate for the outsourcing profession, also ranked SEBPO as the 12th best outsourcing company in the Rising Star category.

These rankings are based on applications received and evaluated by an independent judging panel organized by the IAOP, which has more than 120,000 members and affiliates worldwide. SEBPO is the first Bangladeshi company listed among TOP 100 BPO (Business Process Outsourcing) companies.

Global market of BPO and IT Services stood at $952 billion in 2013, of which $304 billion was BPO based, according to HFS Research, an American consultancy firm.

Bangladesh will be able to earn at least $15 billion if it can grab only 5 percent of the global outsourcing market.

2.6 Operations Management and Information System Practices

2.6.1 Operation Management

Operation of SEBPO Offshore Part (Bangladesh) is mainly focused on delivering the service efficiently. Currently SEBPO is working with the 75+ platforms and managing all these platforms required an effective operational process. So far they have managed the process excellently. SEBPO split the whole process according to the requirement of the team.

Basic structure of a team in SEBPO.
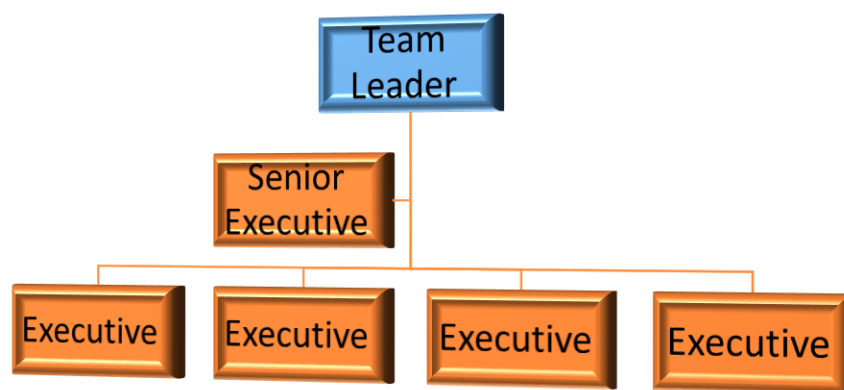
Team Structure

In Digital marketing most basic thing is ad trafficking. In different platform it works differently. But for all of the platform the goal is simple to design the marketing plan effectively. Here is the most common structure set up by SEBPO to publish a digital marketing plan.
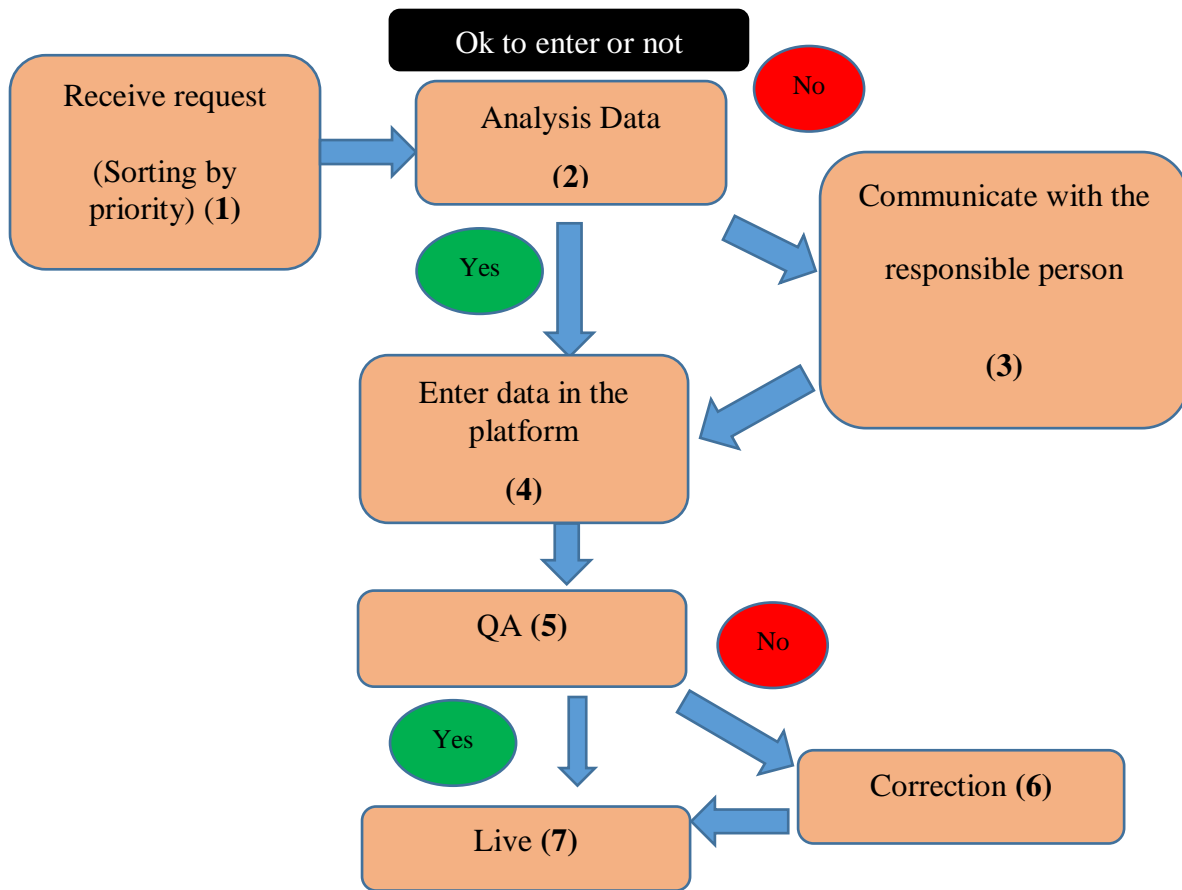
Digital marketing Plan

Here

Step 1

User (SEBPO) receives request from the platform and in some cases client directly sent the request.

Step 2

User analysis the data, whether it is okay or not. If the data is okay to use then the user move to the Step 4 otherwise the user need to follow the Step 3.

Step 3

Communicate with the client or other responsible person to justify the data received.

Step 4

Enter data in the platform with the required parameters

Step 5

Another User (SEBPO) cross check the entered the data in the platform. Validate the data if any correction required go to the Step 6 if not then to the Step 7.

Step 6

Made the correction of the entered data and go to the Step 7.

Step 7

Set the campaign live which means now the digital marketing plan is running successfully.

With all of these steps a successful digital campaign or marketing plan launched.

In a digital marketing plan its very common thing to receive request to change the campaign set up like sometimes they want to change their target area, provide new creative to replace the previous one, changing the keywords and many more. There are lot more parameters in a digital marketing plan which can be changed in anytime. After receiving any changing request again the cycle (Digital Marketing Plan) applied. In between all these process team members are always remain connected with the clients over any preferable medium.

After setting live a digital marketing plan, still there are lot more steps can be included depending on the clients need and platform requirements. Reporting is most important among those steps. This report shows the client a clear view how the marketing plan performed.

Depending on the work volume in some team's structure can be modified. Like a small group of people just work on the reporting part. They are responsible for all the reporting task for that respective team. A simple structure may describe the process pretty clearly.
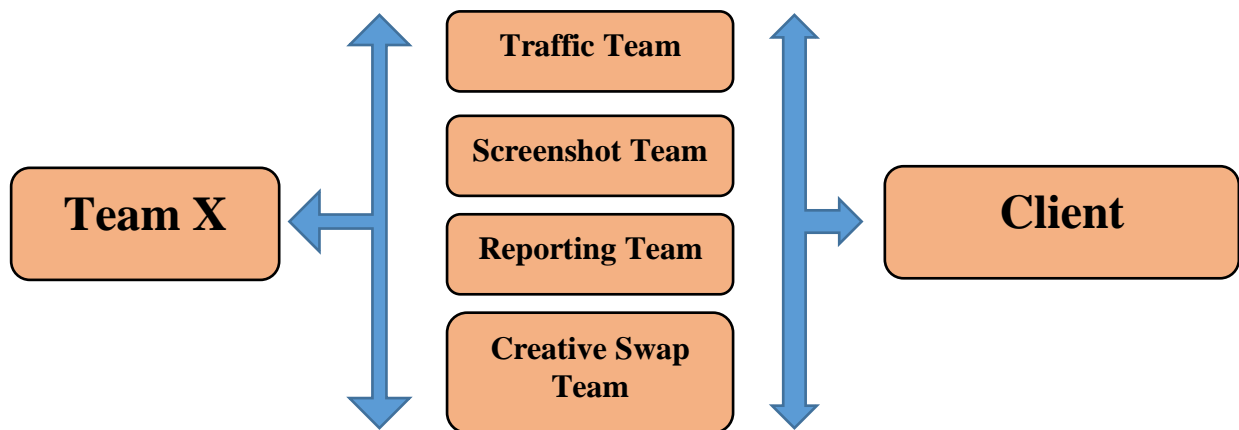
This concept of spitting the team into small parts help the team to speed up the work process and maintain the accuracy. This discussion will give a clear view about the team's structure and their working cycle to deliver the service to the clients.

Recently SEBPO started a big project which includes of 112 Members and that project is active for 24/7 for all 365 days. I am dragging that project concept in my report because it seems very dynamic project with lots of variation. That team designed like the following structure-
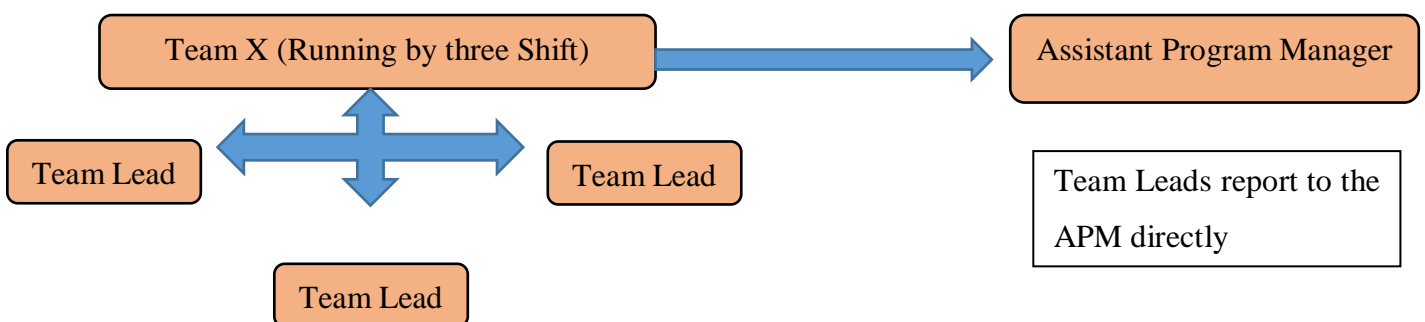
Under the team leads there are 10 senior executive. In Each shift there is a shift in charge among the senior executives who is responsible for maintaining the workflow process and others who are available on that shift help to sort out the work type and distributing to the small segment team. This responsibility is always rotating among the senior executive.

And here is the structure how the team works –
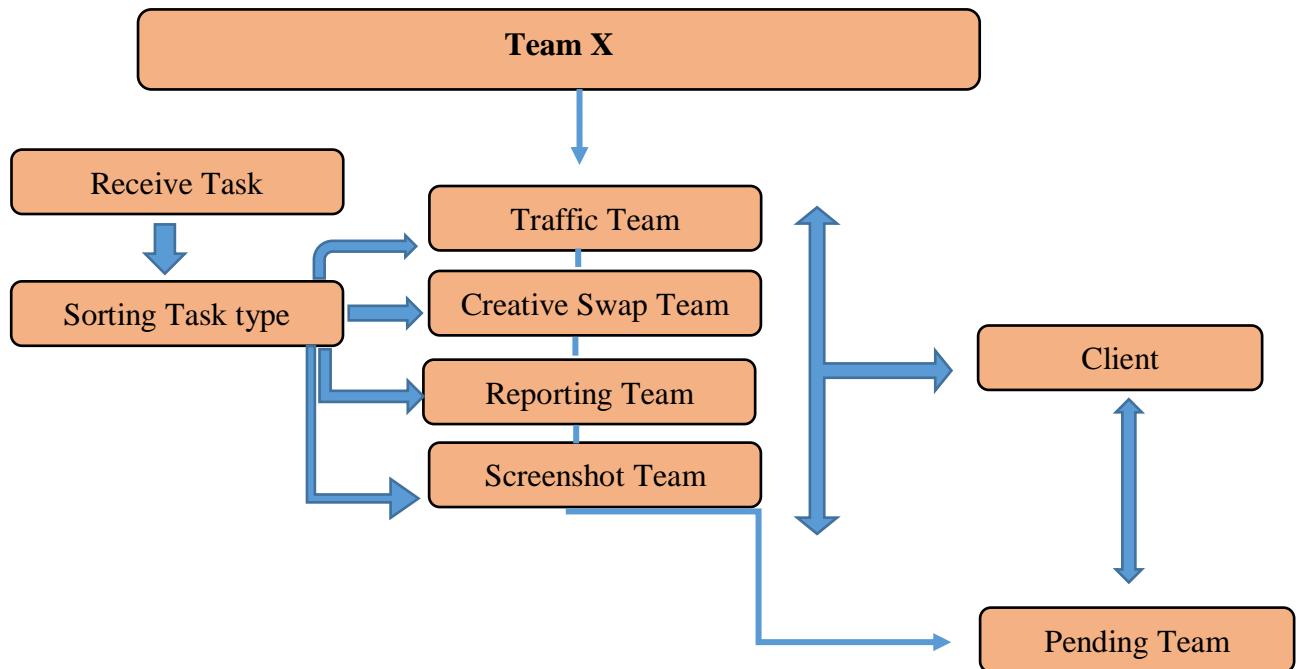
After receiving the task list shift in charge with the help of other senior executive sort out the task type and each small segment of the team grab their type of work.

After that each team perform that work and later on QA team sent it to the client. Traffic team who are mainly set up the campaign on the platform and after the QA process QA person set it live. For Traffic and Creative swap team their task delivery is to set live the campaign. Each small segment have their own QA system except the reporting team. As report generally pulled from the platform itself and the team is doing really good without the QA process in this part. Screenshot team sends their files to client via mail or other preferable medium.

After setting live if any parameter changed in the campaign then it goes to the pending status. Here is the time to play for the pending team, they continuously check the pending list and after checking set it live again.

Process may change slightly by platform to platform but this structure is almost basic to any platform SEBPO working.

2.6.2 Information System Support Team

As SEBPO is an outsourcing firm in digital marketing sector it is required to have a logistic support team for any kind of system failure. In the world of digital marketing there are lots of risk associated with the work. Any kind of virus, malware attack, hacking can interrupt the system and it can cause a huge loss to the organization and it also about the reputation of the organization.

SEBPO has an excellent information system support team which is active for 24 hours. They have introduced a system for giving the service to all the teams simultaneously. If any of the employee faces any kind of issue with his/her workplace whatever it is for hardware or software IT team is always there. Just need to fill up the form by IT department which includes the Desk ID and the possible problem type. Also anyone can just call the team over phone.

Key responsibilities and functions of IT Operations management -

1. Network Infrastructure

- All networking functions related to Internal and external communications.
- Management of internal telephone system.
- Providing remote access for authorized users to the organization network.
- Telecommunication management, internal & external, for the organization
- Port management in order to facilitate the access to outside servers.
- Resolving any issues and monitoring related to network resources.

2. Server and Device management

- Management of the server.
- Storage and network management.
- File server and email setup and authorization.
- Management of the organization approved devices like laptop, desktop and mobile computing devices.

3. Operations related to Computer & Helpdesk

- Data Center & facility management.
- Help desk management.
- Provisioning of users.
- Providing inputs for configuration audits.
- Backup management
- High availability of IT services & Disaster recovery management and maintain the IT infrastructure library for the organization.

Besides these they arrange different training period for the employees on the security system and on the safety concern about any unwanted situation.

2.7 Industry and Competitive Analysis

2.7.1 Industry

Digital marketing agencies provide a broader set of services, such as strategic planning, campaign management, e-mail creatives, on-site web experience, A/B testing, analysis of results and optimization recommendations across all channels such as mobile, social media and websites. They may provide some proprietary technology of their own, but most rely on automation providers that have in-depth expertise in that specific area.

The global digital marketing spend is valued at $290–310 billion in 2019 and future estimates looks much stronger, due to continual attraction on digital channels. It is forecasted to grow at a CAGR (Compound Annual Growth Rate) of 12.8 percent to reach around $330–340 billion in 2020. Online video and mobile advertising spend has fueled the overall digital marketing spend in North America and Western Europe. The mobile ad spend contributes to approximately 39-42 percent of the digital spend in Western European markets, such as the UK, Germany, and Spain and is expected to reach 55-60 percent by 2019. Users in the European market consider mobile in-app display to be intrusive and due to this spend for mobile in-app display is expected to decrease in the region as it will be considered harmful to the brand value.

The outsourcing industry, including significant sectors like digital marketing, remains to be relevant in 2020 and will continue to be consistent in the coming years. This is even made more evident in the worldwide slowdown brought about by quarantine measures adopted to curve the threat of the COVID-19 pandemic. In these scenarios, the outsourcing industry remains to be resilient with their continued operations amidst these setbacks while implementing alternative measures and work environments to adjust to the current situation while continuously delivering valuable services. With more effective technological advances and increased efficacy in handling strategic outsourced processes, now is the time to put digital marketing outsourcing your top business priority in 2020 and beyond.

Digital marketing has proven to be a useful tool that many enterprises have harnessed to strengthen their branding and market reach. Enterprises that are planning on implementing productive and successful digital marketing outsourcing initiatives should first consider the following factors and pre-requisites before embarking on their outsourced digital marketing project.

2.7.2 Competitive Analysis

As SEBPO still not involved in the local market of Bangladesh but there are few more digital marketing agencies in Bangladesh who are working for the clients for different platforms. Beside the Bangladeshi agencies there many agencies from India, Vietnam and Philippines who are in the same race with the SEBPO. Their bidding range, working style and sector is very much identical. To compare with those I have got this findings –

Strengths	Weakness
• Brand value & recognition from both clients and different organization. • Sufficient workforce • Effective operation management • Always prioritize the clients • Experienced with a lots of platforms • Work diversity	• Salary range • Communication skill in case of language. • More focus on digital marketing sector & less involvement on technical sectors.

SWOT Analysis of SEBPO

There is undoubtedly an information overflow around Digital Advertising and Management that are related services. I thought it's a good idea to group and present this information through a SWOT Analysis so that it would make more sense to the reader. As everyone would expect, strengths are much more than the weaknesses.

Strengths:

- Has a strong brand name already.
- Experienced team members.
- Got a positive reputation.
- Sufficient manpower.
- Active 24/7 for 365 days service.

Weaknesses:

- Overall Bandwidth support in Bangladesh not adequate all for the BPO companies.
- Communication skill in case of language proficiency.
- Govt. has no clear initiative to expand this sector.

Opportunities:

- Service Engine can become a dominant in digital service management.
- Opportunities in local market.
- It may become the dominant way for businesses to communicate with their customers.

Threats:

- Acquisition by a bigger player.
- Any global crisis.
- Open market.
- Any disruption in internet facilities.

2.8 Summary and Conclusions

In Bangladesh, SEBPO now has become one of the largest and fastest growing outsourcing company. With the proactive operation system and smart structure of the organization helps them to hold the position.

In recent event of Covid-19 pandemic situation which has shaken the world economy very badly. In this pandemic situation people are more dependable on the online shopping for their daily needs. So demand of digital marketing has increased. For the last one year **SEBPO** letting their employees to perform their office work from home. As a result of their excellent management system with the dedication of the employees **SEBPO** is performing really great.

According to Gartner (A worldwide digital service management measuring system survey company) found that Bangladesh now become the most probable market for worldwide digital campaign operation in the field. In spite of having all sorts of problems and shortages, authority should take proper initiative to overcome all sorts of problems.

Though, still we are not exceeding our local target based on our population but in future SEBPO should reach that target with all of his effort.

2.9 Recommendations

Every year millions of people come to join Digital Marketing Management base business. With the current economic situation peoples are more depending on the online based shops. So the number of digital marketing agency is increasing significantly all over the world. To cope up with the market situation always need to be prepared for any situation.

Here are some recommendation from my report -

1. All employees should be concentrated to serve for the company properly during campaign operation so that company will not face any unnecessary compensation. In digital marketing misplace of a single digit can occur a huge loss to the company.

2. During policy making company should consider the executive levels those who are running ongoing projects or campaign. Then, policy will be appropriate and suitable to serve for the clients.

3. An online business is an intellectual business. So, project manager should consider executives as the potential advertiser. If any constructive advice or recommendation comes from them, should evaluate that precisely by the project manager. As a result, any unexpected conflict will not apparent instead of suitable working condition.

4. Offshore team might try to find new opportunities in Bangladesh as market is growing here rapidly.

5. English is now become most inevitable part for not only foreign communication but source of preparing all service components. But our indigenous people are facing this problem due to have lack of proper qualified language training center in Bangladesh. Management can organize some training on communication skill.

Chapter 3: Project Part: How Operation Management helps Digital marketing process of SEBPO

3.1 Operation Management

Operations management is the administration of business practices to make the most elevated level of productivity conceivable inside an organization. It is concerned with changing over materials and labor into merchandise and administrations as proficiently as conceivable to maximize the benefit of an organization. Operations management groups endeavor to balance costs with income to realize the most elevated net operating profit possible.

Operations management includes utilizing assets from staff, materials, gear, and innovation. Operations managers secure, create and provide products to clients based on client needs and the capacities of the company. Operations management handles various strategic issues, including determining the size of manufacturing plants and project management methods and implementing the structure of information technology networks. Other operational issues include the management of inventory levels, including work-in-process levels and raw materials acquisition, quality control, materials handling, and maintenance policies.

3.1.1 Objective of the study

The major objectives of this study are -

- To understand the concept of digital marketing
- To examine the characteristics of a successful digital marketing campaign
- To analyze the role of Operation Management on digital marketing process of SEBPO.

Primary Objective

The prime objective of this affiliation report is to state working experience in the activity and practice of Digital marketing Department- of SEBPO. This report is initiated as partial requirement of my Masters of Business Administration (MBA)

Specific Objectives:

- To analyze the role of Operation Management on digital marketing industry
- To examine the characteristics of a successful digital marketing campaign
- To understand the concept of digital marketing
- To describe the Service strategies practices followed in SEBPO
- To have a clear understanding about how the various departments are serving their clients, doing the various jobs for them and delivering customer satisfaction with the guidance of operation management
- To find out the correlation of customer relationship and customer satisfaction

3.2 Literature Review

3.2.1 Operation Management in service industry

In businesses that produce services, the need for operations management may seem less obvious, since they don't produce tangible goods. Operations management is all about transformation, though taking inputs and transforming them into outputs and it involves things like suppliers, supply chains, and logistics. All of these things are present in service industries. For example in the IT industry companies who are based on the digital marketing sector they doesn't manufacture products but producing services to its vendor.

Though the primary function of both manufacturers and service providers is to satisfy customer needs, there are several important differences between the two types of operations. Let's focus on three of them:

- **Intangibility:** Producers create substantial products things that can be touched or taken care of, such as automobiles and machines. Service companies give intangible items, such as keeping money, amusement or instruction.
- **Customization**: Manufactured products are generally standardized; one twelve-ounce bottle of Pepsi is the same as any other twelve-ounce bottle of Pepsi. Services, by differentiate, are frequently customized to fulfill the particular needs of a client.
- **Customer Contact**: In manufacturing industry there is no direct contact between the person assembling cars and the person who bought the car. But in service industry there is a very frequent contact with the customer. In fact, their satisfaction with your

product would be determined in part by the service that you provided. Unlike manufactured goods, many services are bought and consumed at the same time.

3.2.2 Operation Management in digital marketing process of SEBPO

Nowadays the concept of digital marketing is become very popular around the world. As a result the market is growing very fast and also expanding towards different aspects. The targeting of digital marketing is very precise and can able to target the customer more effectively. That is the main reason of success of the digital marketing industry.

In Bangladesh there is a good number of outsourcing farm who work in the digital marketing sector as a third party for other companies from different countries. Progress of these agencies is very remarkable. SEBPO is one of the biggest name in the outsourcing sector of Bangladesh. In the recent times Digital marketing (ADOPS) is the most successful department of SEBPO. They are doing very well with delivering their task with better accuracy. Starting with 2 platforms now SEBPO work for more than 75 platforms with their digital marketing department.

As market is growing so fast now SEBPO need to maintain the balance of the workload and delivering the service. In this industry delivering the service on time is very much appreciated and actually it's the main requirement of the agreement. So to maintain all of these process they need a better management system throughout the structure. In this scenario implementation of operation management can reduce some blockings and also can help to provide the service in time for the different clients from different countries. Better execution of Operation Management helped SEBPO to maintain the balance of the workload and delivering the service to their respective platform.

Operations Planning

When SEBPO started expanding their operations & businesses in the digital marketing sector they have taken some constructive decision with their planning. As the number of clients and platforms increases without any operation planning it wouldn't be possible to serve all the clients and platform simultaneously.

They have divided their planning in different segments.

What services should they offer?

In the sector of Digital Marketing there are different types of requirements from the client side depending on the platform. As the number of platform or clients rises so the number of work types. Some of very common type of works are –

- Set up the marketing plan or campaign in the platform which called trafficking.
- Analysis the performance of the marketing plan which called reporting.
- Documentation or proof of the marketing plan which called Screenshot of the campaign.
- Just changing the creative of the campaign in the running marketing plan which called Creative Swap.

Depending on the client requirements any team have to do all those work and sometimes partially. So before the final agreement it is very necessary to ensure that what service they will deliver.

SEBPO is very much careful about the agreement to make it precise and a true guideline for the organization. . In case of digital marketing every campaign have different timeframe which need to be delivered within that timeframe otherwise any kind of delay will lead the client to revenue loss. So SEBPO makes the agreement based on the capacity of the organization and also the expertise level of the available employee. In Digital Marketing sector it is most important to pay attention on accuracy rather than the quantity of service provided. SEBPO always focused on providing quality service in this sector.

How will they provide these services?

In most cases different client have different platforms for their own. But sometimes they do share others platform like many clients prefer **DFP** by **Google.**

Given below are some of the example of different platforms.

DFP by Google	
Sizmek	
NBCU	
Bloomberg	
Simplify	

So before starting work on any platform SEBPO arrange a good number of meetings with the possible team members. These meetings help them to take necessary steps for a successful take off. They arrange sufficient number of training season for the team members both from client sides and SEBPO in house trainers. SEBPO ensure that before starting a team based on a platform every team member have sufficient knowledge on their respective platform.

Location and facilities look like?

SEBPO choose Dhaka as their location because of availability of all kind of necessary facilities. Recently many of the clients do visit the SEBPO office and having friendly discussion with the respective team. So selecting Dhaka as the location is very effective.

Inside SEBPO office they designed the structure in a way that any team can be allocated in one single room with the all necessary facilities. This idea helped any team to do better teamwork for their platform. In each floor there are multiple conference room so that in any unusual situation team can discussed within the team members. These rooms belongs to all the team in that floor and with an online booking system.

In each floor there is an IT team which is standby for 24 hours for any kind of technical problem faced by the team. SEBPO also arranged various kind of recreation facilities to boost up the employees energy.

How will they forecast demand for their services?

Forecasting is very much challenging for service industry and it's more difficult for the digital marketing sectors specially those work for the different clients from different countries of world. In Digital Marketing sector to deliver the service perfectly it's very important to forecast the workload and the market demand. As SEBPO worked for the clients from USA so during the time of any holiday in USA a tons of request for marketing plan came from the client side. And SEBPO is always scheduled their efforts to maintain the workload. One of the best example is the recent pandemic situation which changed the concept of marketing. During this period many sectors face financial crisis and due to that reason in the beginning of the pandemic situation number of request for marketing plan decreases significantly. But SEBPO read the situation very wisely and they didn't reduce the number of employee. In this time period they engage those employees in training season for different types of platforms. SEBPO knows that experience is most important thing in this sector and due to their wise decision later on they have got the positive result. Now the number of request increased and the graph is still going upward.

3.2.3 Quality management in SEBPO

Quality Management

To compete today, companies must deliver quality services that satisfy client's needs. This is the objective of quality management. Total quality management (TQM) or quality assurance, includes all the steps that SEBPO takes to ensure that its services are of sufficiently high quality to meet their client's needs. SEBPO adheres to TQM principles by focusing on three tasks:

- Customer satisfaction
- Employee involvement
- Continuous improvement

Let's take a closer look at these three principles.

Customer Satisfaction

SEBPO is committed to TQM understanding that the purpose of their business is to generate a profit by satisfying their client's needs. They encourage client's to tell them how to make the right services, that work the right way.

Armed with this knowledge, they take steps to make sure that providing quality is a factor in every facet of their operations from design to service planning and control, to sales and service. To get feedback on how well they're doing, SEBPO routinely use surveys and other methods to monitor client's satisfaction. By tracking the results of feedback over time, they can see where they need to improve.

Employee Involvement

In the sector of Digital marketing generally employees more specifically Executives are the most involved in the process. SEBPO frequently arrange quality circles, to identify quality, efficiency and other work-related problems to propose solutions and to work with management in implementing their recommendations.

Continuous Improvement

Most of clients update their platform with time and its type of situation demand. The platform itself believe in Continuous Improvement so as a back office supportive SEBPO also need to participate with that. SEBPO update their work design, delivery of services as the platform does. Improvements are always be made to increase efficiency, reduce costs, and improve customer service and satisfaction. Everyone in the organization is constantly on the lookout for ways to do things better.

SEBPO also involved their employees in the continuous improvement process. They determine the Key performance indicator (KPI) for each employee in different parameters within each three months. So each employee can able to know about their progress and field of improvement.

With the help of all these steps it is much easier for SEBPO to maintain their 75+ platforms and more than 1000 employees. Operation management helps SEBPO to make their organizational structure more flawless and effective to deliver the service accurately.

3.3 Methodology

This report is the reflection of the dissertation about Digital ad operation service Management of SEBPO Ltd.

Currently, Internet marketing system is the fast growing sector in the world. But in Bangladesh, we have moved to the sector slowly. But SEBPO Ltd. has started their operation on digital marketing and advertising services first time in Bangladesh. As this is part of my dissertation, so I tried to collected data and information from profession experiences and different training materials collectively.

The primary sources are given bellow:

- Communicate directly with Training Manager.
- Converse with all levels of employee of Service Engine Ltd.
- Consulting with supervisor.
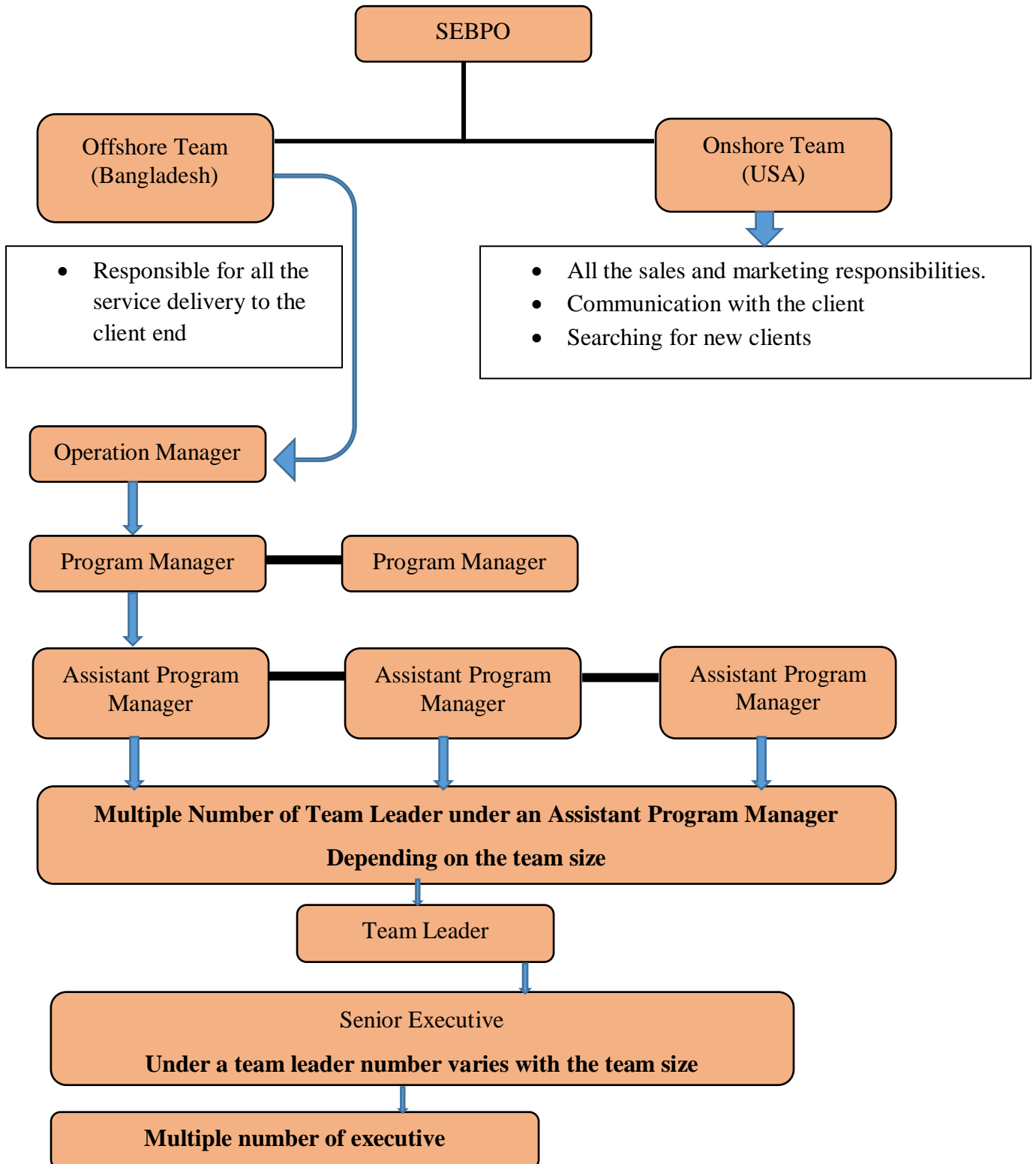- Practical working experience at different projects.

- Deeply monitoring different levels managerial process.

Secondary sources of information are given bellow:

- Different sort of training materials and video tutorials.
- Collected advertising information from client's website.
- Process the data.
- Prepare the final study report.

3.4 Findings and Analysis

SEBPO is one the biggest outsourcing farm in Bangladesh with more than 1000 employees. They designed the operation system of their structure quiet perfectly.

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                          ┌──────────────┐
                          │    SEBPO     │
                          └──────────────┘
        ┌──────────────────────┴──────────────────────┐
┌───────────────────┐                          ┌───────────────────┐
│  Offshore Team    │                          │   Onshore Team    │
│  (Bangladesh)     │                          │     (USA)         │
└───────────────────┘                          └───────────────────┘
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- Responsible for all the service delivery to the client end

- All the sales and marketing responsibilities.
- Communication with the client
- Searching for new clients

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┌──────────────────┐
│ Operation Manager│
└──────────────────┘

┌──────────────────┐      ┌──────────────────┐
│ Program Manager  │──────│ Program Manager  │
└──────────────────┘      └──────────────────┘

┌──────────────┐    ┌──────────────┐    ┌──────────────┐
│ Assistant    │────│ Assistant    │────│ Assistant    │
│ Program      │    │ Program      │    │ Program      │
│ Manager      │    │ Manager      │    │ Manager      │
└──────────────┘    └──────────────┘    └──────────────┘
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Multiple Number of Team Leader under an Assistant Program Manager

Depending on the team size

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┌──────────────┐
│ Team Leader  │
└──────────────┘
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Senior Executive

Under a team leader number varies with the team size

Multiple number of executive

From my internship period while working with digital marketing team with various project I have found some points can improved about the operation process of SEBPO. These are –

3.4.1 Frequent Errors

In Digital marketing slight mistake can make damage to the marketing plan which will cost revenue loss to the respective clients. In these type of scenario company needs to pay compensation to the client. To reduce these type errors SEBPO might update the operational design. Most common type of error is wrong budget allocation and date range which cause the most revenue loss to the company. From my understanding this updated design can be like this
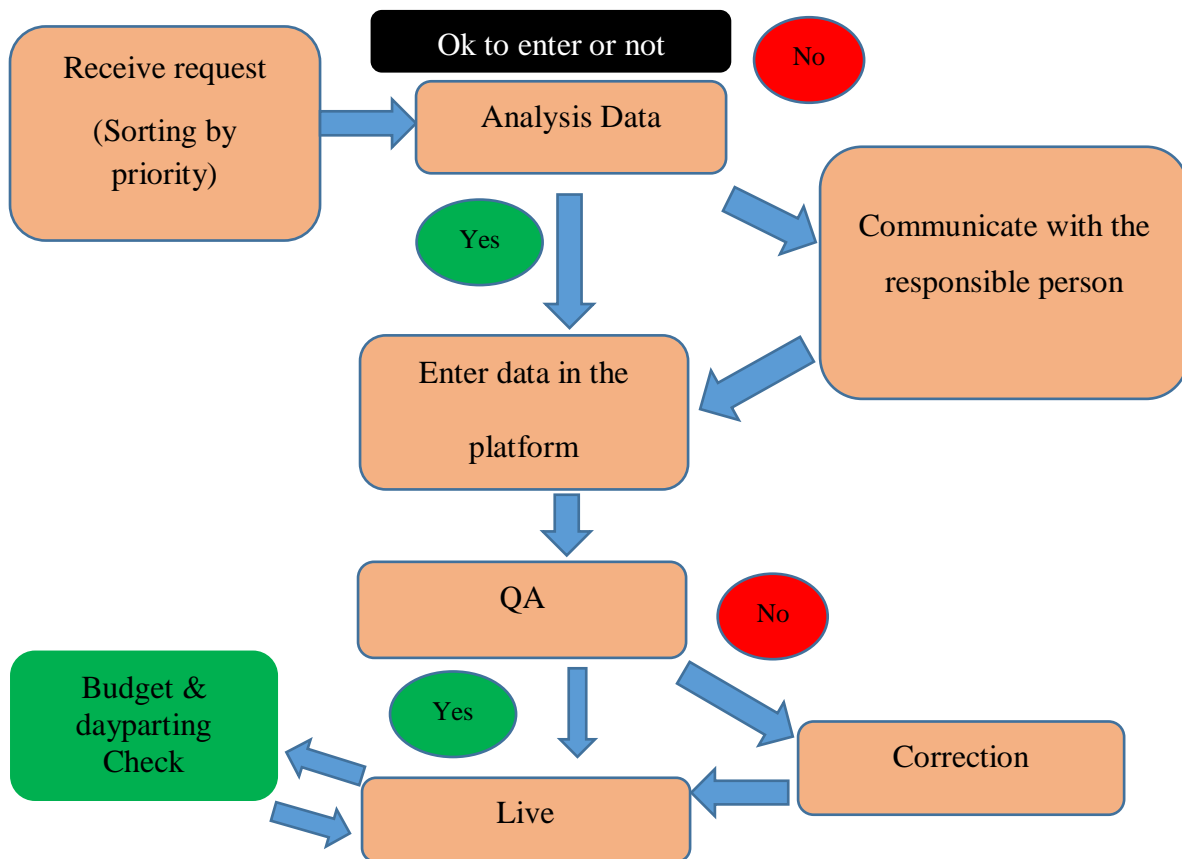

Here after going live a campaign can be cross-checked by an internally assigned team. So that the number of errors may be reduced.

3.4.2 Repeated Work

In the process of digital ad operation of SEBPO, team members assign to do the same task over and over which creates monotony with the team members. In the training period a team member is trained in all segments that present in that team structure. So sometimes they can switch their work inside the team and this will also give them the opportunity to execute the training lessons.

It can be implemented in the period when there will be less work load in the platform. Like after any holiday in USA the workload in digital marketing getting lower so SEBPO might take that chance to implement the idea.
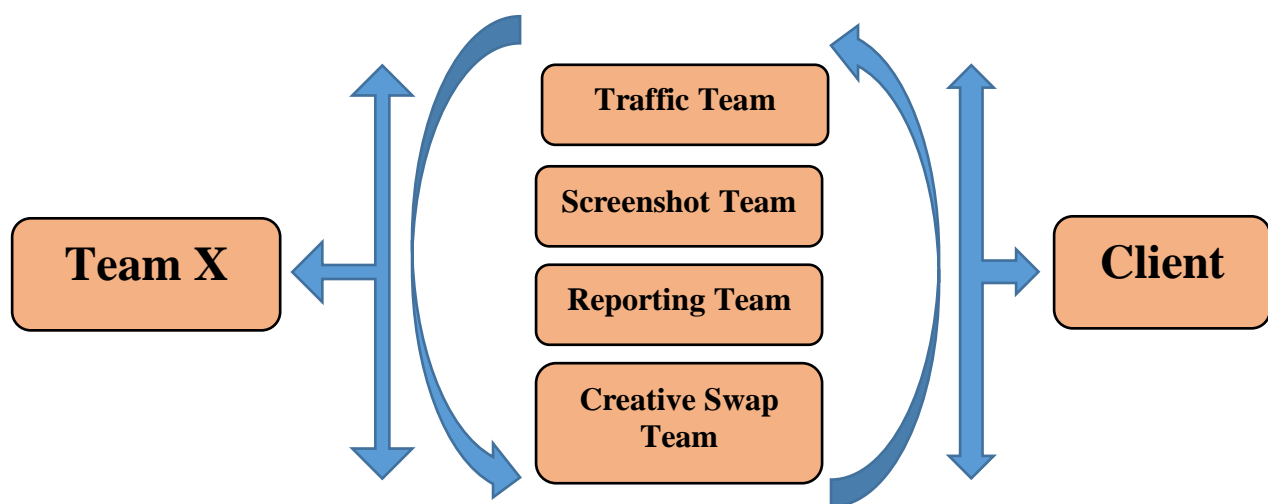
Switching in between the sub-team within a team can be good idea. Its type of changing the job responsibility. For example someone was responsible for the reporting task now he/she will work on the Creative Swap task.

3.4.3 Defend the employees

Sometimes the reasons of error are for the wrong direction from the client side but still they want to put that liability on the team members. SEBPO management should be careful about this scenario and defend its employees. This step will boost up the team confidence and attitude towards work. A constructive discussion can reduce many unwanted situation between the SEBPO & the clients.

3.4.4 Client Communication

In many situation lack of language proficiency in English is the main reason for some errors. So to avoid these issues SEBPO may organize some communication training for the employees depending on the requirements from respective team.

Limitations of the study:

As a reason for the global crisis of Covid-19 pandemic situation I need to complete my office duty from home. SEBPO performing their home office for the last 1 year so data collection and the communication wasn't that easier.

Company Top officials did not allow showing all training materials of the digital marketing techniques graph and charts.

Time limitation: There are more than thousands of training materials in SEBPO store center and hosting server. In the mean, from October to January all executives are busy to provide digital services to clients as Christmas day is now near at hand. All clients of America now throng to the internet for buying different services for greetings of their beloved person. Therefore, this is quite difficult to provide all sorts of data for preparing full information based dissertation in the meantime.

Limitation of data: All executives are not allowed to know about Top official communication systems with the clients.

Confidential materials not supplied: Analytical and Article base study report cannot supply with full ideas and formula for achieving practical knowledge about digital marketing Management.

3.5 Summary and Conclusions

In SEBPO there are more than 1000 employees who are working in different platforms for 24/7 hours in 365 days of a year. In this report I have tried to show –

- How SEBPO maintain more than 75 teams or platforms simultaneously
- How they organized their teams to deliver the service for their respective platform.
- How they designed their working process.
- How they ensure the delivery in time.

Successful implementation of an operation management activity is the main reason behind their smooth operation for a long period of time. Their proper management system and structure attracts the clients to make a business relation and extend it to the further. Digital marketing is one of most competitive sector undoubtedly. So to stand strong in this sector SEBPO and its management always need to be proactive. Coping with the continuous change in business pattern and digital marketing platform need to update themselves continually. It's a never ending process. Every new situation creates new opportunity whatever it's a disaster or blessing. So always need to search for opportunities and sometime to create. That is key of the digital marketing system in this digital era.

3.6 Recommendations

From my report I have the following recommendation for SEBPO which may help them to improve in their operation-

- Adding an internal QA team besides the regular QA team. Main purpose of the internal QA team will be checking the budget and the duration of the marketing plan to avoid any kind of revenue loss to the client.
- Working on a platform with almost similar parameters for a long time can make an employee bored so sometimes some switch in responsibilities in between the teams may help them.
- While clients visit the SEBPO office a season between clients and the executives can be arranged.
- SEBPO Offshore (Bangladesh) team only look after the service delivery to the clients. But the local market of digital marketing is booming so they may introduce a marketing team to join in the race of the local Digital market.

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