

Report On
Customer Satisfaction in the Digital Agencies of Bangladesh

By

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17104025

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

Brac Business School
Brac University
September, 2021

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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 have acknowledged all main sources of help.

Student's Full Name & Signature:



Mominul Islam Bhuiyan
17104025

Supervisor's Full Name & Signature:

Mr. Ahmed Abir Choudhury
Lecturer, Brac Business School
Brac University

Letter of Transmittal

Mr. Ahmed Abir Choudhury
Lecturer,
Brac Business School
Brac University
66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission

Dear Sir

I, Mominul Islam Bhuiyan, would like to inform you that I want to submit my internship report on 'Customer Satisfaction in the Digital Agencies of Bangladesh'. With great pleasure I am able to say that I have completed my internship in a digital marketing agency named Spade Digital. I have worked very closely with every member of the team especially the Operations Manager and CEO. In this report, I reviewed and provided input on the industry's and company's working methods when it comes to attaining utmost customer satisfaction.

I'd want to convey my sincere gratitude and appreciation to everyone who assisted me in completing and submitting this report.

Best regards,



Mominul Islam Bhuiyan

17104025

Brac Business School

Brac University

Date: October 2nd, 2021

Acknowledgement

This report would not have been possible if the individuals who have assisted me over the last three months had not guided me in the way they have. To begin with, I would like to thank my internship supervisor, Mr. Ahmed Abir Choudhury, Lecturer, Brac Business School, for not only guiding me throughout the internship period but also due to the vast amount of knowledge I had the privilege of gaining from him over the various courses he had instructed me in. It was a true honor to be able to do my internship under such a charismatic person, and I would like to thank him for assisting me throughout the difficulties of my internship.

Furthermore, I would like to thank my organizational supervisor, Mr. Mohammad Newaz Osman, Operations Manager of Spade Digital, for giving me the opportunity to work as his intern. I will forever be grateful for all the endless opportunities and motivation that had been provided by him and will always strive to achieve the expectations that he has on me.

Moreover, I would also like to thank the CEO of Spade Digital, Mr. Mojammal Haque Sihab who has been a huge support for me in building my career in Spade Digital. Not only has he taught me how to grow but also gave me a lot more chances to explore myself than I had expected.

Finally, I'd want to thank and appreciate all of the other people I didn't include here for their help in completing this report on time.

Executive Summary

In this report, I described my experience as an intern at Spade Digital as well as the impact I made while there. Apart from learning about the day-to-day operations of a digital firm and how it achieves customer satisfaction, this three-month experience also allowed me to grow professionally and, most importantly, put the ideas we've acquired over the last four years into reality.

In addition, I have included a concise description of Spade Digital and also provided a clear picture of Spade Digital's policies for customer satisfaction in contrast to Bangladesh's digital sector, and how it may be improved easier and better.

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Chapter 1: Overview of Internship

1.1 Student Information:

Name: Mominul Islam Bhuiyan

ID: 17104025

Program: Bachelor of Business Administration

Major: Accounting

1.2 Internship Information:

1.2.1 Contract Information:

Period: 1st June, 2021 – 31st August, 2021

Company Name: Spade Digital

Department/Division: Client Service

Address: House #24, Bashundhara Main Road, Block A, Bashundhara R/A, Dhaka,
Bangladesh

1.2.2 Internship Company Supervisor's Information

Name: Mohammad Newaz Osman

Position: Operations Manager

1.2.3 Job Description

I was responsible for making sure that all the needs of the brands that had been given to me were properly taken care of and that I ensure a smooth and stable workflow between the brands and Spade Digital team. For every brand there was a promise to provide a certain number of static or motion contents, marketing campaign plans and ensuring that the people who reached out to the brands had been properly catered and I had to ensure all that.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company

During my internship tenure at Spade, I had to confirm that for all my brands we had planned out marketing activities that would perfectly suit the theme of the brand. For instance, I had to manage an overseas brand which was based in USA and they were a supermarket company. I had to make sure for every occasion such as Eid, Puja that had taken place that the right products were marketed to the digital audiences of the brands. Moreover, for some of the restaurant brands that I was looking over, I had to ensure that we went for a very engaging influencer marketing and brought in very trending influencers to ensure the correct number of promotions for the brands.

1.3.2 Benefits to the Student

These three months have taught me a lot and let me see things in a new light. I had the opportunity to see and understand how a digital firm operates on a daily basis. I gained a thorough understanding of all of an agency's departments, as well as their duties and procedures. Above all, it aided me in honing my communication skills and maintaining a professional demeanor. Moreover, I felt that I had the privilege of not only working on my

professional skills within Spade Digital team but also alongside various professionals belonging to the brands that were handed to me.

1.3.3 Problems/Difficulties

The one issue I had throughout my internship was that, because we were in the midst of a pandemic and, more significantly, a general lockdown began in the initial parts of my internship time, I did not have the opportunity to form strong bonds with the entire team as much as I would have liked. I got the opportunity to work with all departments from the office but because of the circumstances I had to work from home for the most of my internship.

1.3.4 Recommendations

Overall, I thoroughly feel this has been a great learning phase for me and I got to develop myself massively but there were some things that would be better if changed. To start off, during the initial training phases I felt that I've been taught how to do my job with them keeping in mind that the job was too easy. It is understandable that they had ease in the tasks due to them finding convenience due to the long time they've been there. However, for someone like me who is new, I feel that maybe I could have used a bit more assistance and direction to have a better head start.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Objective

The purpose of this study is to examine Spade Digital's customer satisfaction as well as the tactics they employ to achieve customer satisfaction. This study focuses on the overall business policies while dealing with customers and how the firm's activities are carried out to guarantee optimum customer satisfaction. Furthermore, it identifies specific issues that the company has while engaging with consumers and offers possible solutions. As a result, the report's main goal is to find answers to the following questions.

- i) What are the major problems leading to customer dissatisfaction?
- ii) What are other agencies doing to address these issues?
- iii) How might appropriate and planned customer service department operations help the company achieve greater results?

2.1.2 Methodology

Throughout this report's study technique, qualitative data gathered from various interview sessions, literature studies, and firsthand findings whilst serving at Spade Digital was used. Marketing grads, researchers, and academics who wish to learn more about Bangladesh's digital agency industry, particularly their work and client retention, may find the study useful.

2.1.3 Limitation

While collecting this organization analysis, I discovered various constraints that have hampered my research. The time restriction is one of them. The four-month internship is insufficient to grasp the entire scope of the business and how it operates. Furthermore, because of the nature of the firm and how reliant it is on strict security, most of the data I needed was classified, which hampered my study.

2.1.4 Significance

This study depicts the present and precise state of the customer satisfaction policies of agencies in Bangladesh towards customer service, with a focus on Spade Digital, one of the most successful digital agencies. I did my best to combine both my school and internship experiences, and anyone interested in learning more about Spade Digital's work and customer satisfaction would find it useful.

2.2 Overview of the Company

2.2.1 History and Services



Figure 1: Logo of Spade Digital

Spade Digital was formed in 2015 with the goal of meeting the demands of Bangladesh's burgeoning digital ecosystem. Spade Digital is a digital platform-focused creative firm that provides services such as social media management, content creation, branding, media buying, and online promotions. Spade Digital has been collaborating with some of Bangladesh's biggest corporations over the past seven years, including BIC Bangladesh, Ahmed Amin Group, Aamra Group, and others. Spade's major point of differentiation from other firms is that they develop one-of-a-kind marketing campaigns by incorporating Bangladeshi culture and traditional values.

2.2.2 Mission of Spade Digital

Spade Digital's mission is as follows:

“Delivering innovative results with a combination of creative ideas and enhancing human value”

2.3 Management Practices

In Spade Digital the leadership style is very democratic where there is great room for discussion when it comes to taking decisions. The atmosphere at Spade Digital is very pleasant and cooperative. Its solid management techniques are one of the main reasons behind this. They operate on an equal opportunity basis, making no distinctions based on race or gender. It features a bottom-up teamwork structure in which anybody in any position may come up with an idea and proudly submit it to the top management, which the top management enthusiastically supports. Their outstanding management techniques are shown in their high retention rate, high employee satisfaction rate, and enhanced profitability.

2.4 Marketing Practices

2.4.1 Customer Segmentation and Targeting

Spade Digital is a creative digital agency that solely works with B2B customers. Only local and multinational companies having a stranglehold on restaurants are approached and dealt with. They do not discriminate their clients based on demographic, psychographic, or behavioral groupings because they are a B2B service firm; instead, they give services to any corporation wanting to become digital.

2.4.2 Marketing and Promotional Tools

Spade Digital often promotes itself through digital media and on-field events. They have engaged in several on-campus recruitment activities and have sponsored numerous events as a means of promoting themselves during the last five years. This has enabled them to gain a stronghold among the youth and persuade them to join Spade in the future. Their major advertising technique, on the other hand, has been strong client word of mouth, which has helped them get new clients and establish themselves as a flourishing creative digital business.

2.5 Financial Performance

Because Spade Digital was a sole proprietorship for the first four years, they were not obsessive about keeping their financial data discreet. For the next four years, I was denied access to the majority of their financial data. They expanded their firm last year and received a significant additional investment. Since then, they've become a private limited company, and I've had access to some, but not all, of their financial records.

Spade Digital had a total sale of about BDT 50 lakhs in the previous financial year, with a net profit margin of around 18 percent. They are already well over their initial breakeven goal, according to their head of accounting. They have redesigned their financial instruments following last year's investment and expect to receive a full return on the new investment by 2022.

2.6 Operations Management

Spade Digital's day-to-day activities are managed by its main five departments. Each unit collaborates with the others to keep the organization running efficiently, and each department has its own set of responsibilities. Spade Digital's organizational chart is as follows:

2.6.1 Organogram

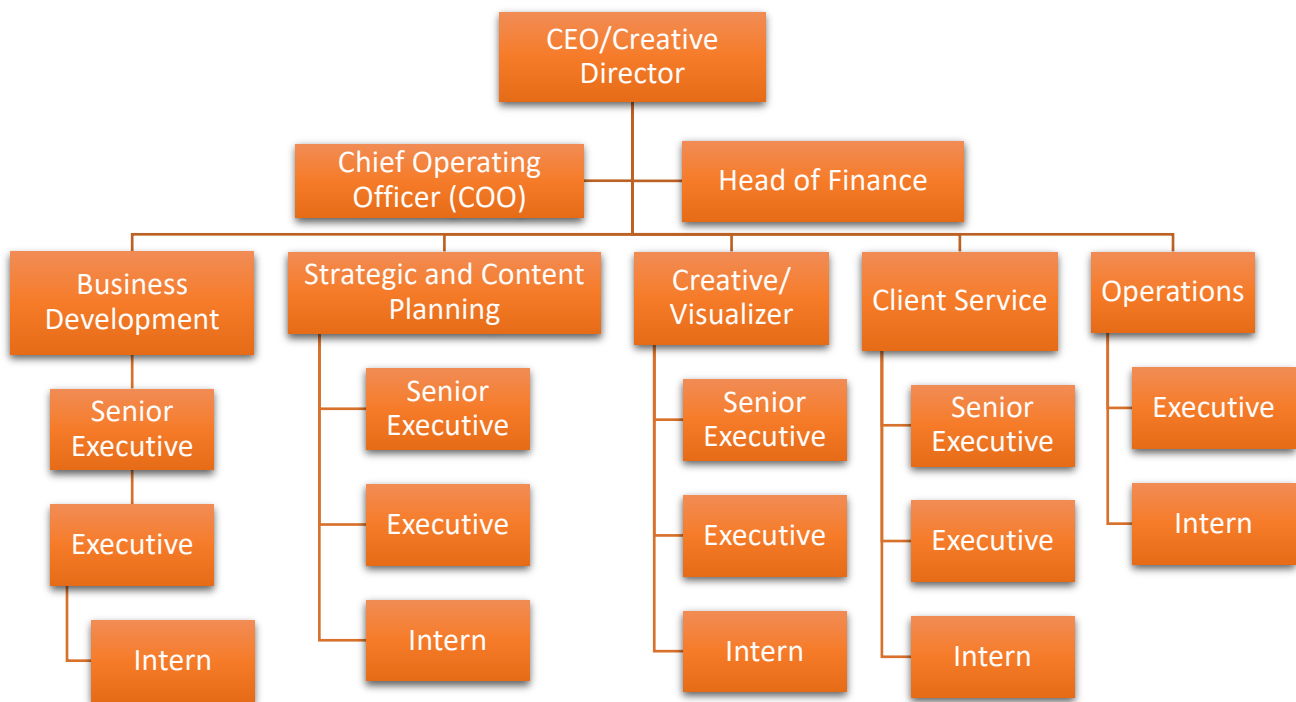


Figure 2. Organogram

2.6.2 Responsibilities of Departments

Business Development:

They are in charge of identifying prospective business prospects, recruiting new clients, and offering and selling additional services to existing clients. Another key function of this department is to ensure strong relationship with clients so that they may spread the word and recommend additional clients. This is one of the most essential departments because it is in charge of the company's growth.

Strategic and Content Planning:

This group serves as the brains of the organization. They are in charge of creating campaigns and bringing up with fresh and unique concepts that are consistent with the client's corporate image and the campaign's goal, ensuring that the client receives the most exposure possible.

Every representative of this team must be extremely knowledgeable about the clients' products or services, as well as the targeted consumer and their behavioral patterns.

Creative/ Visualizer:

This is the organization's most inventive and innovative section, as the name implies. They are in charge of developing and designing visual material for clients in accordance with the strategy and content planning department's objectives. They create static and dynamic content in accordance with the client's needs while staying true to the brand's identity and requirements. They generally deal with any type of digital design, and their main goal is to turn the planning department's ideas into a visually appealing digital form.

Client Service:

This section serves as a link between the company and its customers. They are in charge of all contact with the customer's team and the company, as well as ensuring the greatest level of client satisfaction. Another essential duty of this department is to manage the customers' social media and digital accounts, ensuring that material is supplied and inquiries are correctly answered.

Operations

Spade Digital's operations section serves as both an HR and an operations team. This department is in charge of ensuring that the organization's complete operations are working smoothly. They are in charge of all departments and seek to improve the company's workflow. The personnel of this department operate under the close supervision of the CEO and COO since they manage with highly important and sensitive data.

Finance

The financial department of Spade Digital is not run by a separate team; rather, it is run by the Head of Finance, who works directly under and responds to the CEO.

2.7 Competitive Analysis

As a creative digital agency operating for over 5 years, Spade Digital does have some quite a lot of competitive advantages over their competitors. The further details are discussed below:

2.7.1 SWOT Analysis

Strength	Weakness
<p>Spade Digital's fundamental strength is their youthful and enthusiastic staff, despite the fact that they have been in business for almost 5 years. Due to the fact that this is still a developing sector in Bangladesh, having a young staff is usually advantageous. Furthermore, they have a strong track record of customer service and a large number of devoted customers; as a result, name recognition about them is quite positive.</p>	<p>They do not have adequate digital infrastructure to sustain their development because they are a small agency in comparison to their rivals. Furthermore, they lack a sufficient number of skilled employees in some departments, forcing them to fall behind their rivals.</p>
Opportunities	Threat
<p>Spade Digital stands a good chance of prospering in the digital business, which is developing at a rapid pace. Furthermore, most companies have migrated online during the current pandemic, which has been a pivotal moment for Spade, since most businesses are searching for this type of service. Similarly, emerging advertising techniques and social media trends appear to be highly promising for Spade's future.</p>	<p>They are now experiencing an issue with staff and client sustainability. Because of the rising number of alternatives, both employees and customers are more likely to transfer jobs, putting them at a deficit. Spade Digital furthermore has a severe disadvantage due to a lack of government backing for the industry's optimization.</p>

Table 1: SWOT Analysis

2.7.2 Porter's 5 Force Model

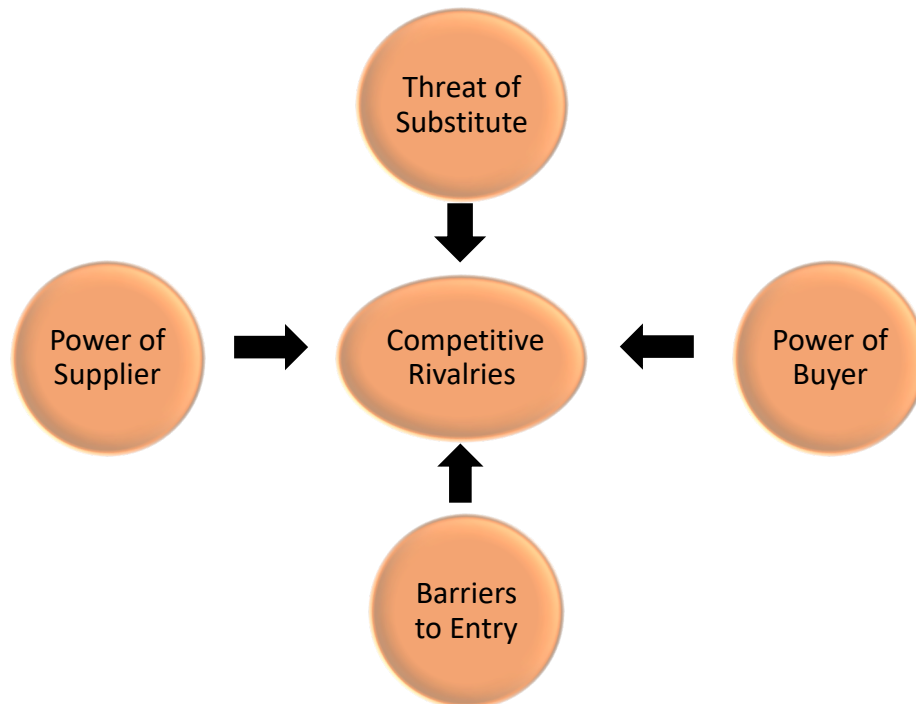


Figure 3: Porter's Five Forces Model

Barriers to Entry (Low): The barriers to entry into this sector are exceptionally low because it is a service-oriented company with a great potential and a minimal initial investment.

Supplier Power (High): Because there are just a few platforms to utilize for social media marketing, such as Facebook, Google, YouTube, Instagram, and others, suppliers have a high amount of power in this sector.

Buyer Power (Moderate): Clients who have and demand large quantities of work and are engaged with certain agencies do not have much negotiation power; those who are not are free to do so.

Threat of Substitute (High): With an increasing number of freelancers and most large firms moving in-house to handle their digital marketing, the fear of substitution is quite real.

Competitive Rivalry (High): Due to the large number of alternatives accessible, competition among rivals is fierce.

2.8 Summary and Conclusion

Spade Digital has grown from its humble beginnings to become one of Dhaka's most successful digital agencies. Spade Digital has a lot of promise in an industry that is expanding on a daily basis with the addition of innovative concepts, techniques, and technical developments. To keep ahead of their competition, businesses must engage further in research and development and adopt greater aggressive decisions in order to ascend to the pinnacle.

The analysis made both in terms of the Spade Digital itself and the industry as a whole has certainly been an eye-opening experience for me thankfully for this internship. I had the privilege of not only working with inspirational characters within Spade Digital but also some others within this industry and I am very grateful for this opportunity.

2.9 Recommendation

Spade Digital has to emphasize further on the vulnerabilities listed on the SWOT analysis in order to develop and become one of the top digital agencies in the country, since this is currently one of their key worries. They should also bear in mind that in order to push their company to new heights, they will want more experienced personnel in the future. They should also begin to expand their reach into fresh and developing territories, such as Chittagong, where they may be able to gain more visibility, given the lack of digital agencies in such areas.

Chapter 3: Customer Satisfaction in the Digital Agencies of Bangladesh

3.1 Introduction

3.1.1 Background

With the growing importance of having a digital presence, most businesses are aiming to migrate to the digital platform in order to maintain a strong connection with their target audiences. Although developing a digital representation has become essential, most businesses are unable to build and manage these platforms, which is where a digital marketing firm comes in. Despite the fact that these organizations serve as a third-party agency for businesses, they handle a great number of confidential data and information, hence this is where the maintenance of the customer satisfaction becomes integral because you are not only responsible for maintaining the well-being of the brand just as a paid third-party agency but also a firm trusted with very confidential information that would enhance the aid towards delivering the services promised to the clients in the most appropriate manner.

3.1.2 Objective

The report's main goal is to find answers to the following questions:

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3.3 Findings and Analysis

3.3.1 What is customer satisfaction for digital agencies and why is it necessary?

When it comes to achieving customer satisfaction in digital agencies, it is absolutely vital to understand what industry the client is belonging to at first. In terms of promoting a brand in the digital arena it is never the same for every industry. Then comes understanding the brand's business objective and once these are analyzed only then can we provide marketing campaigns, query management team and also catering for any sort of assistance or communication that the brand may seek. Only by providing the above required needs of the clients should there be potential for great customer satisfaction and without it the digital marketing firms would not be able to sustain due to lack of customer retention.

3.3.2 Findings

Throughout my internship at Spade Digital, I encountered several issues with customer service and subsequently learned that this is typical industry practice. Here are a few things I discovered that I feel are dragging them backwards or causing inefficiency:

- Unfortunately, even after achieving all the requirements sometimes the clients are still unsatisfied but for reasons such as lack of sales that are not entirely under the direct control of firms like Spade Digital. Sometimes the restaurants are not achieving the revenues that they would prefer to gain due to factors such as poor customer service from their end or lack of product or service quality. However, the agencies should still do their best to achieve sales in any possible ways such as media buying or appropriate marketing campaigns.
- Since its start, time management has been a major challenge in the digital sector, and it is frequently seen that projects are not finished on time. I feel that the major cause of this problem is a lack of good time management within organizations. Because it is a creative profession, it is common to see departments not working in the same way as any other conventional company, and it is also common to see people not meeting work KPIs due to creative blockages, causing projects to be prolonged.
- Lastly, another problem that agencies like Spade Digital which are just 7 years old face are that other agencies which have been in the industry for far longer period like last 20 or even more have access to greater financial resources that allow them to cater clients' needs in much more versatility and depth and this creates a bigger competition for firms like Spade Digital.

3.4 Summary and Conclusion

However, the significance of a proper customer satisfaction policy has been as of late tended to by the digital agencies of Bangladesh, there is a great deal of extent of progress that should be possible in this area. It is a turf with a ton of regions still immaculate and can make wonders and have a ton of effect whenever tended to appropriately. This will assist the digital agencies with working in a smoother way and will assist them with expanding their productivity by a more noteworthy degree.

3.5 Recommendation

In order to execute the best methods of accomplishing consumer satisfaction, organizations ought to return to the essentials and attempt to adhere to a uniform and all the more theoretically demonstrated techniques. For the major concern the organizations should opt to always be one step ahead of the basic desires of the customers and make sure that more input is being put into the R&D of marketing techniques that should provide guaranteed digital success for brands.

In other words, activities such as enhanced media buying should be focused on more to ensure that the clients are achieving the desired number of sales or at least led to their potential customers so that the maximum customer service can be attained and increase the rate of client retention.

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