

BRAC University



**Internship Report
on
Business Activities
of
Tiger IT Bangladesh Limited**



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of
Tiger IT Bangladesh Limited

Submitted to

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Submitted by

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Letter of transmittal

8th April, 2017

Mr. Mahmudul Haq
Associate Professor
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Subject: Submission of Internship Report

Dear Sir,

I hereby humbly submit the internship report on “Business Activities of Tiger IT Bangladesh Limited” as per your instruction. I expect this report to provide a glimpse of the business activities of Tiger IT Bangladesh Limited, an information technology enterprise, which is so highly revered within its industry in Bangladesh but is virtually unfamiliar to general public. This report is a result of the information I have been able to collect within the limited time. Preparing this report had been a rewarding and enlightening experience for me.

Your acceptance and appreciation of this report will surely inspire me immensely. For any further queries about the report, I will gladly be available to clarify the overall information provided herein.

Yours obediently,

Wahidul Islam Chowdhury
ID # 14164036
Master of Business Administration
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Acknowledgement

I would like to express my sincere gratitude to the Almighty, the most merciful and beneficial for empowering me to prepare the report within the scheduled time.

I would like to express my profound gratitude and wholehearted respect to my advisor Mr. Mahmudul Haq, Associate Professor at BRAC Business School, BRAC University for inspiring guidelines, providing procedures and valuable suggestion and helping me to prepare this report.

I am also indebted to Mr. Adit Amitav Rahman, the vice president of Business Development department of Tiger IT Bangladesh Limited for his sincere co-operation, careful supervision, guideline and motivation for the completion of this report.

Finally, I would like to express my profound gratitude to my family members who have given me the support to pursue the MBA program.

However, the responsibility of errors and omissions (if any) in this report lies in my account.

Executive Summary

Tiger IT Bangladesh Limited is a biometric-based large-scale solution provider of Bangladesh. The company develops software for computerized systems. Headquartered in Dhaka, it excels in researching, developing, and providing biometric-based solutions. It is well-known in the IT (information technology) industry for its Automated Fingerprint Identification Software (AFIS) – a software to capture and match fingerprints. AFIS is recognized by relevant standardization organizations of United States of America. Tiger IT's products and services have been delivered in a number of countries around the world. Its solutions are providing digital identity to many individuals in the countries where they are deployed.

Within just 16 years of its inception, the company has been able to establish itself as a force and power to be reckoned with. Over the years, it has received awards for its innovation.

Tiger IT's management structure is flat, which is typically the case in IT industry. In order to understand its business activities I have focused on the major business activities it performs – operational activities, human resource, and finance. As I had no access to information of its investments, I could not focus on it. I depended largely on exploratory method in my approach because this report is first of its kind and there is very little information on Tiger IT in public.

To understand the company, I have looked at all the products and services of the company and included in this report. To understand the business activities of the company, I have emphasized on activities of human resource department, and accounts and finance department. But I have stressed most on operational activities. To do this I have enumerated the human resources of the company, the ways in which the company get projects, and its noteworthy projects. Lastly, I have discussed my finds, critical observations, and recommendations.

A country is as successful as the sum of the performances of its enterprises. Tiger IT is contributing by creating value and revenue to the economy of Bangladesh. Through its products and solutions it has touched the lives of many citizens at home and abroad in a meaningful way than many of the fellow companies of the country. Through this report I have barely scratched the surface of what it is. But I hope this report with open a window to this company.

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Tiger IT Bangladesh Limited

Introduction

Tiger IT is a software development company that strives to provide high-end biometric-based software solutions to complex and demanding problems for large corporations and government projects. It is a leading software company in Bangladesh. Very few companies in the world have developed a fingerprint extraction and matching software that adhere to renowned standards and is recognized by leading standards institution of United States of America. Tiger IT is one of them. It is also performing active research on face matching and iris matching technologies.

History

Tiger IT officially started as an incorporated enterprise in 2000. Since its birth 16 years ago, the company was successful in proving itself as one of the best software companies of this country, leading in biometric technology. Starting with a small band of dedicated employees, it has now ballooned to over 300 employees. Since its inception Tiger IT kept its focus on biometric research – especially automated fingerprint identification.

Its fingerprint matching and capturing technique did significantly better than all existing standards and is ranked among the top 3 in the test for fingerprint template compatibility test by NIST (National Institute of Standards and Technology). The company has gathered considerable experience providing system development, deployment, integration and consulting services for a number of large-scale projects from both commercial and government organizations related to biometric identity management, database management, MIS (management information system) solutions, and electronic governance in a number of countries like Nepal, India, Bhutan, Tajikistan, Cambodia, Canada, Nigeria, and Bangladesh.

Red Herring Global Awards 2013

Tiger IT won the Red Herring 2013 Top 100 Global award, which is a distinguishing recognition that honors the most innovative high-tech companies and individuals for the year from four corners of the planet (Red Herring, 2017). The award giving ceremony took place at the Red Herring Global forum on 20th of November 2013. The venue was Los Angeles, California. Previous Red Herring winners include global giants like Facebook, Google, Yahoo, Skype, eBay, Salesforce and numerous NASDAQ (National Association of Securities Dealers Automated Quotations System) listed companies. The Red Herring adjudication panel selected the

companies showing the most creative technologies and business models. These companies, comprised of past Red Herring Asia, North America and Europe awards, are scrutinized on a wide range of criteria, including but not confined to, innovation on technology, performance in finances, criterion on growth, execution standards of management, and globalization potential of the strategy and market share improvement (Red Herring, 2017) .

Red Herring Top 100 Asia Awards 2013

The Red Herring award is one of the industry's most respectable and well known rewards, with up to 1,400 candidates from each continent competing every year. The winning company passes through a three stage rigorous selection process to get the recognition. The award is given separately to companies of three continents - Asia, Europe and the Americas. The Red Herring Top 100 Awards highlight the exciting startups of the year and are regarded as among the powerful tools for finding and promoting the most innovative companies throughout the globe (Red Herring, 2017).

Products and services

Tiger IT offers state-of-the-art multimodal biometric identity management software for government organizations, private companies, and national and international organizations among others. As a leading company in AFIS (automated fingerprint identification system) technology, it has developed a full solution for management of identity that creates a new standard for management of personal identities. Focused on scalability and extensibility, it is ideal for applications of national and global proportions that include, among many others:

- Voter Enrolment and National Identity
- Electronic Passport
- Census Registration and Identity
- Machine Readable Passports (MRP)
- Travel Documents
- Employee Registration and Identification
- Immigration Control
- Forensic Evidence that leads to Biometric Identification
- Criminal Investigation
- Maintaining law and order in restricted areas
- Driving License

It also provides e-business and MIS (management information system) solutions and strategic consulting. Tiger IT works closely with its clients to tailor a solution to fulfill their corporate goals and fit their strategic plans as closely as possible.

In addition, they provide highly specialized system integration of third party hardware/software with legacy systems, e.g. identity governance, ESSO (enterprise single sign-on), identity and access management solutions to large organizations, like banks, telecom companies and other MNCs (multi-national corporations).

TigerAFIS®

TigerAFIS is a software application that can capture and match fingerprints. AFIS stands for Automated Fingerprint Identification System. Fingerprint matching and capturing technology of Tiger IT was ranked as best in the Minutiae Interoperability Exchange (MINEX) test of NIST (National Institute of Standards & Technology) (Bangladesh Association of Software & Information Services, 2017).

The TigerAFIS has proven its reliability and performance in several projects and installations. They include the ongoing 'High Security Driving License Project' of the Bangladesh Road and Transport Authority (BRTA), 'Bangladesh Voter Registration System (BVRS)' for Bangladesh Election Commission (BEC), 'Integration of Biometric Features into the Existing Immigration System' for the Department of Immigration of the Royal Government of Bhutan, and the 'Criminal Identification and Verification System (CIVS)' for Dhaka Metropolitan Police (Tiger IT Bangladesh Limited, 2017).

TigerID Enroll

TigerID Enroll is a comprehensive enrollment software which is based on a service oriented architecture, which uses XML technology to perform enrollment and storage capability from varied geographical areas. This software may be installed on desktop computers and also handheld devices for enrolment in different geographical locations.

TigerID Enroll can capture personal data as alphanumeric text keyed-in from paper forms, pre-registered over the Internet or automatically scanned from existing identity documents using OCR (optical character recognition) / MRZ (Machine Readable Zone), ISO (International Standards Organization) and ICAO (International Civil Aviation Organization) compliant digital biometric data capture including fingerprints (using the FBI-certified single finger device, dual finger device or four finger device), face/photo (medium and high resolution camera support), dual iris and signature.

TigerID Enroll has been used to enroll more than 200 million identities from various vendors worldwide (Tiger IT Bangladesh Limited, 2017).

TIdMC

Tiger IT Identity Management and Credentialing Solution, known as TIdMC, is a modular end-to-end Identity Management and Credentialing solution, which delivers a collection of software modules. These modules can be very easily modified to suit the needs of the clients.

TIdMC is created using Service Oriented Architecture (SOA) in mind. It is independent from platforms and programming languages. As a result, its functional building blocks use web services to communicate each other, which is vital for implementation of SOA. (Tiger IT Bangladesh Limited, 2017).

E-Business and Web Solutions

Tiger IT technical team has long and illustrious experience and cutting-edge software development skills with a large variety of applications. Tiger IT has demonstrated experience in developing online commercial transaction solutions, online community systems and content delivery services. It has delivered superior service to clients like Unilever, IBM World Trade Corporation, Maersk, Homeview and other multinationals. Standard and custom web/browser based clients and application modules are regularly developed for different projects Tiger IT works on. Web based solutions are being provided to implement decentralized examination management in Tajikistan and the eligible voter enlisting system in Nepal. Web solutions were also developed for Machine Readable Passport solution for Nepal and Family ID solution in Canada. Tiger IT's resource base includes sufficient number of skilled professionals, proficient in web development technologies such as PHP (PHP: Hypertext Preprocessor), HTML (Hypertext Markup Language), JavaScript, Ruby etc.

Strategic Consulting

Information Technology is undoubtedly vital for a business to prosper and control its business activities. While Tiger IT's clients often approach them with a basic understanding of their technical necessities, not knowing how their existing IT strategy fits with their long-term objectives. Tiger IT provide strategic consultation to their clients to align their IT solutions with their strategies of business so that they may achieve outstanding performance in their organizational management and business activities.

By bringing together business and management consulting, systems integration and application development, Tiger IT provide a full life-cycle approach to IT development through tailored solutions. This approach helps their client in meaningful ways. Their consultants bring

technical expertise into each project. They gained this experience through years of experience in the IT industry.

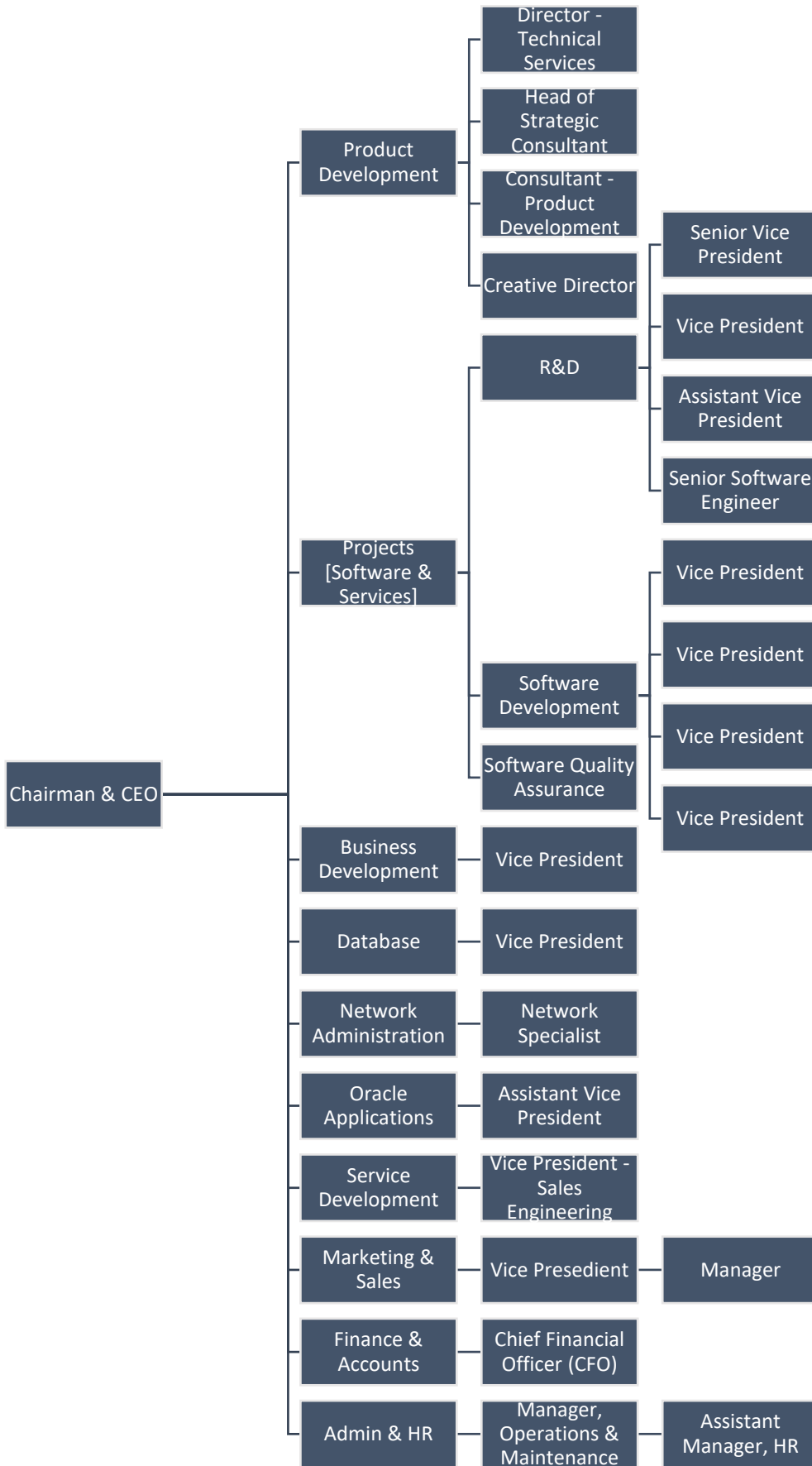
Departments of Tiger IT

The departments of Tiger IT Bangladesh Limited are given the table below:

Sl.	Departments	Functions
1	Product Development	Helps in creating new products or ideas to suit the needs of the customer base.
2	Projects (Software and Services)	Performs development and customization of existing products are also done by this department for clients.
3	Business Development	Discovers new opportunities, partnerships, and markets for the organization.
4	Database	Supports and maintains databases of various ongoing projects.
5	Network Administration	Supports and monitors the networked systems of ongoing projects from its network operations center (NOC).
6	Oracle Applications	Provides support for the software for Oracle database server.
7	Service Development	Provides services like hardware and software installation and upgrade at clients' premises.
8	Marketing and Sales	Finds innovative ways to promote the products of the company to the potential clients.
9	Finance and Accounts	Performs financial projections, fund allocation, book keeping, cash management, invoicing clients etc.
10	Admin and Human Resource	Admin provides support to all the departments so that they perform at their maximum. Human resource department takes care of hiring, record-keeping, training, firing, compliance to labor laws, compensation etc.

Management Structure of Tiger IT

The management structure of Tiger IT is given below:



Vision for the future

With a bold vision – digital identities for everyone – Tiger IT marches on into the future. The implication of the vision is that when people need access to their PCs and networks, share information securely and transact, they do so without barriers and with confidence (Tiger IT Bangladesh Limited, 2017). Research and development of technologies used to identify every person through biometric means will remain a ceaseless effort for Tiger IT.

Job Role

Job Description

As a business development executive of Tiger IT Bangladesh Limited, my official job description is as follows:

- Comprehend client requirements, and work with programmers to design and propose solutions that are optimal and are oriented towards improvement of process, savings of cost, high level of security, and global competency for clients.
- Planning, development, and managing tasks with regards to proposal development, expression of interest and pre-qualification, submission for specific bids, pre-bid documents, and technical compliance.
- Working hand-in-hand with the individuals responsible for Sales, Marketing, Project Management, Accounts, and Product Development, from internal, other divisions, and outside stakeholders that are related to projects for which the solutions are being proposed.
- Through collaboration with these various groups, ensure cost effective in-house and third-party solution selection, proposal preparation and technical support, in alignment to customers' requirements.
- Participate from time-to-time and as appropriate for the purpose of improving Tiger IT's bid processes, cost control, and effectiveness.
- Presenting products and solutions to potential clients.
- Preparation of marketing materials and participating in trade shows to highlight company's products, services and successes.
- Develop, coordinate, and support multiple business development deals, handle close deadlines on multiple projects.
- Oversee preparation of technical documentation, and process planning for business proposals.

Specific tasks performed

Tiger IT implements biometric-based large-scale solutions in various projects around the world; m for private and public entities. In order to get those projects, a lot of time the company has to submit bids through highly competitive public tender processes with other qualified bidders. Bidding process entails submission of a wide range of documents that prove the worthiness of a company to pursue a project. Compiling bid submission documents within extremely tight deadlines requires coordinated teamwork. One of my major tasks, within the team, involve compilation of such documents.

My other major tasks include working with product development and marketing teams to help analyze customer requirements. On August of 2015, I took a one-week business trip to Tajikistan as a company representative. In addition, I also help create product manuals, presentation preparations, doing research to find relevant data for project proposals among others.

Different aspects of job performance

Being a medium-sized IT company and having a flat management structure, Tiger IT's work environment is largely informal. As a result, most discussions are performed through face-to-face meetings. This gets tasks done very fast without having to go through lengthy formalities. Although formal email communication is also used. It is quite easy to approach mid-level managers without any appointment. Decision-making process is swift. That said, there are some personal frictions. But such uncomfortable aspects are barely noticeable.

Tiger IT's work culture puts a lot of emphasis on high-performance and assumption of full responsibility by the person assigned with a task. So, working beyond official working hours is quite frequent.

On the Job Learning

Having worked in Tiger IT for more than 1 year and 10 months I have had the opportunity to immerse myself in a conducive work environment of an IT company. Prior to Tiger IT I worked in another IT company which had a totally different work environment – tall and rigid management structure and formal work environment. Most of the work hours were wasted in formalities than in getting actual work done. In contrast, at Tiger IT, the focus of all activities are more directed towards getting work done. This is apparent from the ratio of staff members in different departments. Over 60% of the staff members are programmers. The company has a very small HR department with only one assistant manager. But it has an Accounts and Finance Department comprised of 11 employees. As a result, business activities

are performed with minimum number of employees and efficiently. Tiger IT's activities are clearly meant to be optimized for profit maximization.

The Report

Summary

This is the main part of this report. Here, I have provided objectives of this report, methodology I have followed to bring it to fruition, limitations, and, finally, I have elaborated the business activities of Tiger IT. To understand the business activities of Tiger IT, I have focused on its human resource department, its finance department, its human resources, its activities to get projects, its successful projects, and one of its ongoing projects. I have also performed a SWOT (strengths, weaknesses, opportunities, and threats) of the company. I have discussed my findings, recommendations, and conclusions to complete this report.

Description of the report

When I started my Master of Business Administration (MBA) program in January of 2014, I was employed in another software company. I decided to study MBA to understand the business aspect of a software company better so that I could perform my tasks properly as a business analyst. Having exposed to the courses I have taken as a part of MBA program, I believe I have learned a great deal about business.

Although my choice of majoring in finance does not fully coincide with industry of my profession, in my current employment in Tiger IT Bangladesh Limited as a business development executive, the lessons learned from MBA program remains relevant as an overarching framework. As a result, as per the suggestions of my supervisor, Mr. Mahmudul Haq, I shall highlight the business activities of Tiger IT. I believe that it is a worthwhile task because there is very little up-to-date information about the business activities of this company is available in public. This report will by no means give a complete picture of all the business activities of company but it will open a narrow window to it.

Objective of the report

The object of this report is to highlight the business activities of Tiger IT Bangladesh Limited. To this end, we will take a look at the human resource department, accounts and finance department, human resources of Tiger IT, tendering process it participates in, activities following successful bidding, a collection of impressive projects the company has and still is undertaking. These projects have and are still touching the lives of millions of citizens both in home and abroad. The key objectives of the report are as follows:

- 1) Get acquainted with human resources department and accounts and finance department

- 2) Get acquainted with the resources of Tiger IT
- 3) Understanding tendering process the company participates in order to get projects
- 4) Get an idea of what the company does after a successful bid
- 5) Knowing the various significant projects undertaken by the company
- 6) Understand the values that this company creates for its clients

Methodology

Preparing a report requires a proper methodology. As there is no evidence of any study performed on the business activities of Tiger IT, I had to depend mostly on exploratory methodology to fulfil my objective. My focus was to gain insights and familiarity of the business activities. So, I had to depend on my personal experience of working in the company, various official documentations, and observations to gather enough information to complete this report. To gather relevant information, in an effort to give a complete view of the organization and its activities, I had to depend on various websites.

As a student of finance major who is working in an IT company, my choice of topic was quite limited. My supervisor, Mr. Mahmudul Haq, helped to choose one that is most relevant. This report combines data from both primary and secondary source – but chiefly from primary source. The source of data are as follows:

- 1) Tiger IT's corporate profile
- 2) Tiger IT's official website
- 3) Tiger IT's product whitepapers
- 4) Personal observations
- 5) Conversations and interviews with officials
- 6) Newspapers
- 7) Other web resources

Limitations

My goal was to be as comprehensive, objective, and accurate as possible for the preparation of this report. But due to reasons mentioned below I was not fully able to achieve the aforementioned goals:

- 1) Some information was not shareable due to confidentiality. For example, I was barred from discussing anything about ongoing research and development.
- 2) Due to short internship duration, it was not possible to collect insightful information beyond written documents I was allowed to use as source documents.
- 3) Although willing, the project managers/director were preoccupied with their busy schedules. Hence, they were not able to provide me with more detailed information.

Business Activities of Tiger IT Bangladesh Limited

Business activities of a company includes its operating activities, investments, and finances. In this chapter I have tried to give a view of operating and finances activities with all the information that I could gather within given time and opportunity.

Tiger IT Bangladesh Limited excels in developing large-scale biometric-based software solutions. These solutions are meant for large corporations and government projects. This is so because research and development and subsequent project-wise customization requires employment of highly-skilled professionals – which is an expensive process. In addition, after a project has been awarded, the clients require Tiger IT to take a lot of responsibilities to run the project throughout its duration which include –

- Project management
- Project operations
- Maintenance services
- On-site support
- Technical support
- Third-party vendor support
- Management intervention

I have mentioned the products developed by Tiger IT in ‘Products and Services’ chapter. These products eventually end up in various projects the company embarks on. But, getting any large-scale projects, especially government projects, require any company to go through a rigorous tendering process. Tiger IT is no exception.

To get an overall idea about the business activities of the company, I shall focus on these aspects in the subsequent sections –

- Looking at the activities of human resource department
- Looking at the activities of finance and accounts department
- Highlighting the human resources of the company and types of software tools they use to develop the products
- Discussing the various tendering processes
- Itemizing the activities following a successful bid
- Enumerating a few of the important projects Tiger IT has successfully completed over the years
- Providing a more detailed description of an ongoing project
- Lastly, discussing my findings, critical observations, and recommendations

Human Resource Department

At the moment, Tiger IT has a rather small human resource (HR) department for its 300+ employees. The department is run by only one person – an assistant manager. This might me

due to the fact that the company slowly grew to its current size only in past few years; that is, the company did not experience an overnight spike in the rise of employee number. Also, employee turnover rate pretty small owing to satisfactory salary, friendly work environment, and the good reputation of the company within the industry. Employee policies treacle down from the top management of the company. Most of the recruitment process e.g. interviews, shortlisting, selection etc. are handled by department with vacancy. This is due to the fact that the company is comprised mostly (60%) of programmers. Screening them requires direct involvement of the department in question. In any case, to a large degree, this reduces workload on the solitary assistant manager.

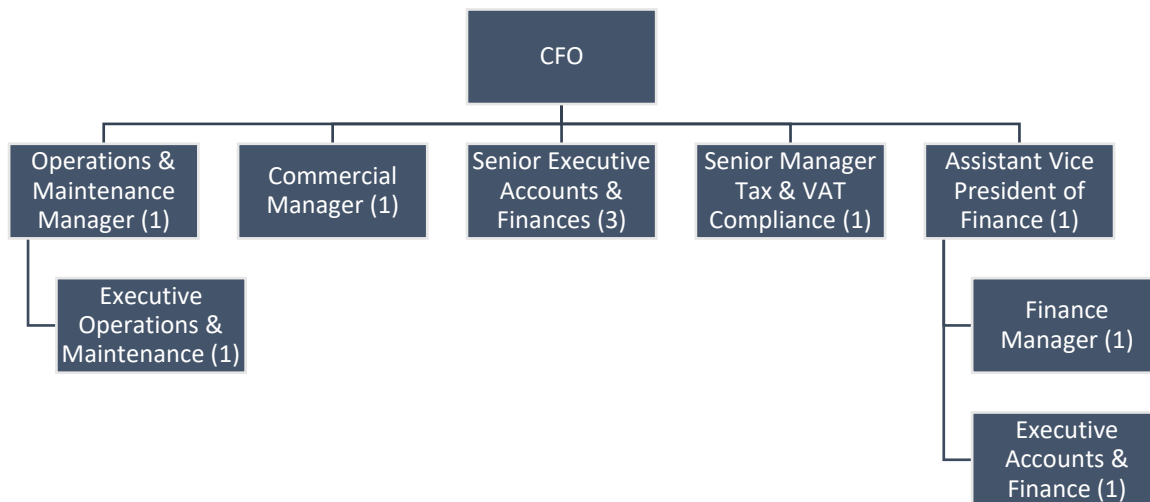
In any case, the functions performed by the HR department are as follows:

- 1) **Compliance to labor law** = any company needs to conform to labor law of the country. Conformance to law makes sure that employees are treated fairly and equally. Maintenance of a safe and pleasant work environment stems from this.
- 2) **Recruitment** = getting right employee for the right task is a challenging task. Recruitment process makes sure that the job applicants meet the minimum requirements for the vacant position. It also takes the applicant through a series of tests and interviews before selection. HR department makes necessary arrangements to guide the application throughout the process.
- 3) **Hiring** = selected applicant is hired through formal paperwork – appointment letter. The new employee is also required to sign confidentiality documents. HR manager helps the new employee to open a salary account, get an identity card, and performs biometric enrolment in order to be able to go through access control locks. Orientations are handled by different departments in accordance with their prevailing work culture.
- 4) **Training** = in order to stay ahead of the curve, a company needs to make sure that its employees are well trained with up-to-date technological, interpersonal, managerial, and leadership skills. HR department arranges and coordinates such trainings when necessary.
- 5) **Separation / Firing** = employee separation is not a normal sight in Tiger IT; firing is all but non-existent. Employee separation due to job-switching is quite rare. Most employees who leave the company do so in order to pursue higher education abroad or to migrate abroad. Nevertheless, it happens. Official notice period is one month. As a result, the HR department is not overloaded with work.
- 6) **Compensation** = Tiger IT's staff compensation follows the traits of any good IT companies of Bangladesh. Employees are paid respectable salaries. Food, transportation, and health insurance are provided by the company.

As the company is growing larger, so should the HR department. This is because the company will become more structured and formal, which will require more officers to support and maintain.

Finance and Accounts Department

Headed by company CFO (in Tiger IT finance and accounts department are treated as one department) the department has a total of 11 employees, including the CFO (chief financial officer). Following diagram shows the structure of the department:



In a flat-structured company like Tiger IT, the roles and responsibilities often overlap. This is apparent in the above hierarchical diagram. Case in point, we find that Operations & Maintenance Manager reports to CFO. Given the current size of the company this structure serves it well. In order to understand the function of this department I enumerate tasks it performs in the list below:

- Performs allocation of financial resources and keeping track of expenditures such as salary, payables, loans, operational expenses etc.
- Manages revenues earned from various projects it performs.
- Keeps track of company's assets.
- Performs book keeping as per accounting standards of Bangladesh.
- Prepares reports, e.g. balance sheet, statement of income, statement of cash flow, and audit reports, for appropriate internal and external stakeholders.
- Performs internet auditing.
- Assists when external auditing firms perform auditing.
- Check if company is in compliance with the tax and value added tax (VAT) laws of the country. This is strictly monitored because, if the company falters then it might render unfit to bid for local and international tenders.

- Implements most updated accounting system available in the market.
- Supply chain management for various projects is also the task of this department. A commercial manager makes sure that supplies for various projects are procured and shipped to right destinations. He also performs task like opening letter of credit (LC) for importing goods and services from abroad.
- Tiger IT provides free lunch and transportation to its employees to its employees. An operations and maintenance manager and his executive is in charge of these tasks. Any maintenance and repair works required within the company premises or in projects are performed under their supervision.

Resources for the Development of Large-scale Biometric-based Software Solutions

Tiger IT currently has over 300 employees working at different capacities in its many projects. Of their 300 employees more than 60% are programmers, 20% are non-technical or administrative staff and 20% staff is working for their own projects as Data Entry Operators and Managers.

Tiger IT employees have technical skills and demonstrated experience with the following:

- Visual FoxPro , Oracle, PostgreSQL, Access, Informix, Sybase, MySQL, Microsoft SQL
- Microsoft .NET Framework, Visual Basic, C++, Java, Java Servlets
- HTML, XML/XSL, ASP, JSP, JavaScript, Perl/CGI, PHP
- Web Sphere, Web Logics
- Developer 2000
- Real Media, Windows Media
- Windows NT, Windows 2000, Unix, Linux

The following tables show the number of programmers/engineers that Tiger IT have specialized with knowledge in different cutting-edge technical areas. The tables also demonstrate the skill level of those programmers in Advanced, Intermediate and Satisfactory levels.

Knowledge (May Overlap)	Area	Skill Level			No. of Programmers
		Advanced	Intermediate	Satisfactory	
Operating Systems					
GNU/Linux		60	7	3	70
Windows 95/98/NT		70	0	0	70
Windows 2000/XP		70	0	0	70
Sun Solaris		15	5	2	22
Others					
RPC		10	5	7	22
SOAP		10	10	10	30
AJAX		60	10	0	70
CSS		60	10	0	70
Smarty		8	5	7	20
Joomla		20	10	10	40

Web Server					
Microsoft IIS Web Server		60	10	0	70
Apache Web Server		60	7	3	70

Programming Languages					
C/C++		55	10	5	70
Visual C++,		11	5	2	18
Java,		50	10	10	70
Perl,		20	10	2	32
VB .NET,		15	12	8	35
ASP .NET,		15	12	8	35
WML		15	10	8	33
PHP		60	8	2	70
HTML		65	5	0	70
JSP		8	5	3	16
ASP		55	10	5	70
JavaScript		60	10	0	70
UML		60	10	0	70
XML		60	10	0	70
Database Skills					
Oracle		55	10	5	70
MS SQL server		55	8	7	70
PostgreSQL		5	5	30	40
MySQL		55	12	3	70
MS Access		55	5	0	60

Tender Process

Tiger IT participates in tendering process to win a project by making an offer, bid or proposal, or expressing interest in response to an invitation or request for tender. Tendering can take place in one of the following ways:

1) Open Tender

Enterprises, non-government organizations (NGOs), governments find vendors/suppliers for high-value projects using open tender method. Theoretically, it is the fairest way to select a vendor/supplier. In order to invite bidders, tenderer publishes advertisements in reputed newspapers of the country and in websites. This type of tender is open to anyone who fulfil minimum qualification stated by the tenderer. Bidders are required to submit the documents requested by tenderer to prove their worthiness. Contract is usually awarded to most competent lowest bidder.

2) Select Tender

Sometimes tenderer wants to invite a select group of vendors for a number of reasons. So, they invite a number of vendors directly.

3) Multi-stage Tender

An attractive tender might end up inviting a lot of bidders. To control overwhelm and to ensure fairness, tendering process takes place in multiple stages. In each stage, unworthy bidders are disqualified. Eventually, most competent bidder comes up as the winner of the contract.

4) Invited Tender

In case of emergency or a low value purchase, tenderer may directly invite suppliers/vendors to complete the task. This type of tendering sometimes applies to situations where special expertise is required. In any case, it is not open to all.

(Tender Process, 2017)

In the previous section we have looked at different types of tenders. Tenderers invite potential suppliers/vendors in a number of ways. They may issue tender in one of the following ways:

- 1) Expressions of interest (EOI)** - EOI is basically a smaller version of full-blown tendering. Bidders are required to prove their worth by submitting various documents. Tenderers prepare a shortlist of competent respondents. These respondents are then invited to submit actual tender with detailed proposals.
- 2) Request for information (RFI)** - there are times when initially the tenderer might not have enough information to create requirements during planning stage of the project. So, it asks relevant vendors/suppliers to supply information. Tenderer then creates requirement for the tender from those information.
- 3) Request for proposal (RFP)** - sometimes informed tenderer with well-defined requirements wants to invite vendors/suppliers to submit creative solution for the project. This implies that the tenderer does not have the solution. So, it seeks external help.
- 4) Request for quotation (RFQ)** - when tenderer has clear understanding of specific goods or services then it invites vendors/suppliers to submit quotations.
- 5) Request for tender (RFT)** - Tenderer publishes an RFT document for high value projects. Usually, respondents are required to purchase RFT document. RFT is advertised in local newspapers to ensure maximum exposure to potential vendors/suppliers.

(Tender Process, 2017)

Documents of Tendering Process

Tender requests are invitations to bidders to submit a proposal that is competitive to secure a contract for the provision of their products or services. The submitted bid documents vary from project to project. Following is a list of common documents that bidders usually need to submit:

- **Bid Submission Documents**

- Tender Forms
 - Tender Submission Letter
 - Authorization of Signatory
 - Tenderer Information Sheet
 - Price Schedule for Goods
 - Price Schedule for Related Services
 - Specifications Submission and Compliance Sheet
 - Manufacturer's Authorization Letter
 - Bank Guarantee for Tender Security
 - Tender Document Purchase Voucher

- **Bidder's Qualification Documents**

- Certificate of Incorporation
- Trade License
- Value Added Tax (VAT) Registration
- Income Tax Certificate
- Taxpayer's Identification Number (TIN) Certificate
- Solvency Certificate
- Certifications
- Audit Reports
- Bank Statement
- Proof of Experience
- Company Corporate Profile

- **Technical Proposal**

- Technical Proposal, related drawings
- Compliance to Schedule of Requirements
- Curriculum Vitae

(IMED, Ministry of Planning, Government of the People's Republic of Bangladesh, 2017)

After Successful Tender Outcome

Winning a contract is a great reward to Tiger IT for all the hard work, time and resources that have gone into developing a competitive tender response. At this stage the company has only

begun officially. It is in the interest of the company to understand all the details and deliverables of the project.

As a first step, Tiger IT meets the purchaser as soon as possible. The two parties discuss and agree upon how best to implement the project. It is in this meeting the parties. Clearly define role of everyone involved with the project emerge. They also clarify the milestones of the project. Tiger IT uses this opportunity to get feedback from the tenderer on what metrics it did well to have won the contract (Queensland Government, 2017).

Implementation of Contract

Implementation of contract usually happens in two phases:

- **Migration** – shifting from an old contract to the new contract. Sometimes suppliers change due to migration.
- **Mobilization** – this means that the project can officially start. This is the moment from which the contract is officially enforced.

The implementation of contract involves below-mentioned activities:

Auditing Devices and Premises of Purchaser

When Tiger IT inherits an existing project from another vendor/supplier it performs a thorough audit of the existing hardware left behind by the previous vendor/supplier. This happens before official commencement of the project. This is done to understand the condition of the hardware and to estimate the cost of repair if any of them are damaged. Contracted is signed after this auditing (Queensland Government, 2017).

Key Performance Index

Any project requires a way to measure the performance of the supplier/vendor. Standard way to do so is to formulate a key performance index (KPI). It defines the ways to measure mostly intangible aspects of the project e.g. quality of service. Both parties decide the KPI and write them down in the contract (Queensland Government, 2017).

Finalizing the contract

The final contract is signed after several meeting between the parties. The contract should ideally include the conclusions of the meetings. The company makes sure the any understanding between the parties are added to the contract before it is signed. If anything is left out from the written contract at this stage, it is almost impossible to do anything about it at later stage (Queensland Government, 2017).

Project management

Careful project management is vital for a successful project. A well-handled project means that there are fewer misunderstandings between the parties. As a proper project has a clearly define start data and end date, it is vital for the project manager to make sure that deliverable are delivered on time (Queensland Government, 2017).

Important points for Delivery as per Requirements

Working for government projects is not much different from dealing with private businesses. The important points for delivery as per purchaser's requirements are:

- All the requirements and milestones are met precisely.
- Getting feedback from purchaser from time to time to make sure that they are satisfied with the way the project is progressing.
- Quickly resolving the issues when purchaser raise them.
- Making sure the accounts department prepare and submit invoices at set milestones.

(Queensland Government, 2017)

[Project Highlights](#)

This section highlights some the significant projects that Tiger IT has been awarded by various purchasers.

- 1) Bangladesh - Comprehensive Maintenance of National MRP & MRV System Data Center, Disaster Recovery Center, Regional Passport Offices and Foreign Missions**



Purchaser: Department of Immigration & Passports, Government of the People's Republic of Bangladesh

Department of Immigration & Passports, Government of the People's Republic of Bangladesh is responsible for issuance of Bangladesh passport. It is also responsible for visa issuance. At the moment, all Bangladesh passports are machine readable and are of international standards. This means that, at various ports of entry, the passport data can be read using special scanner. This makes the immigration process at ports of entry faster. The MRP is compliant to the International Civil Aviation Organization (ICAO). By implementing MRP, Department of Immigration & Passports has brought out passports to digital age (Department of Immigration and Passports, 2017).

Country: Bangladesh

Key features of the project:

- On-site, online and off-site comprehensive maintenance of MRP & MRV system Data Center, Disaster Recovery Center, Regional Passport Offices and Foreign Mission sites
- Diagnosis, repair, reconfiguration and replacement of faulty equipment such as servers, data storage equipment, tape backup, network devices, desktops, laptops, printers and other PC accessories.

2) Nepal - Machine Readable Passport



Purchaser: Ministry of Foreign Affairs

Ministry of Foreign Affairs of Nepal has a wide range of tasks to perform. It manages all embassies and consulates around the world. That means all the passports issued to Nepalese nationals abroad and all the visas issued to the foreigners are done by the ministry. As Nepal

is a country that is more than eager to attract tourists from around the world, the ministry is tasked with the promotion of the country to the world audience. When the foreign citizens and diplomats come to Nepal the ministry takes care of hospitality and protocols. As diplomats are entitled to immunity, the ministry avail them such privileges if required. It formulates, implements, tracks, and appraises the foreign policy formulated by the government. Lastly, it facilitates the relationships of Nepalese government with SAARC (South Asian Association of Regional Cooperation), UN (United Nations), and other international and regional organization.

(Ministry of Foreign Affairs - Nepal, 2017)

Country: Nepal

Key features of the project:

Tiger IT worked in collaboration with another company in this project (Machine Readable Passport) for Nepali government. Tiger IT provided the software solution for capturing data from paper-based application form and input them into the system with ICR (ink character recognition). Tiger IT provided a solution capable of printing issuing 4000 passports per day.

The MRP printing center has a number of transaction points. These are as follows:

- ICR form receiving point
- Stations for ICR form-scanning
- Dual data entry/edit stations
- Stations for foreign missions
- Stations for verification of data
- Stations for personalization
- Stations for quality assurance
- Point for MRP handover

The ICR forms are collected in a batch and scanned using the document scanners. During the scan the software separates the text, signature and photo, maintaining good resolution of the photograph and the signature so that they can be used for printing the MRP. The data entry station operators can use scanned image for other purposes as well.

3) Single Sign-On (ESSO) Implementation



Purchaser: ACLEDA Bank

Beginning as a micro credit provider, ACLEDA Bank of the Kingdom of Cambodia is a major commercial bank. It is based in Phnom Penh. Its 258 branches are in all the provinces in the country. It also does business in Laos and Myanmar, with 41 and 6 offices, respectively. It is the largest commercial bank in Cambodia considering the total assets of \$3885 million and number of clients (1.7 million depositors) (Wikipedia, 2017).

Country: Cambodia

Key features of the project:

Tiger IT implemented Oracle Enterprise Single Sign-On (ESSO) System. The project gives the client organization following benefits:

- It offers users a unified sign-on and authentication across all their enterprise's digital resources, including desktops, client-server, custom, and mainframe applications that are host-based
- It eliminates the necessity for separate usernames and passwords
- It provides a framework that is centralized for security and enforcement of compliance
- It helps with the enforcement of strong password and policies for authentication
- It uses any Active Directory, LDAP directory, or any SQL database server as its profile of user and repository of credentials
- Decreases risk and costs
- It allows business organizations to provide secure, fast access to applications for employees and partners
- It removes the overhead and limitations of traditional desktop client deployment
- It smoothly integrates with Oracle Identity Management for enforcement of common security policy and reporting of compliance across applications

(Oracle, 2017)

4) Supply, Installation and Commissioning of Oracle Exadata System



Purchaser: Islami Bank Bangladesh Limited

Islami Bank Bangladesh Limited (IBBL) introduced Shariah-compliant banking in Bangladesh. Most of its shares, 63.09%, owned by foreign shareholders and rest are owned by locals. As of December 2015, the bank boasted 307 local branches, 3 offshore banking units, and 497 ATM across the country. It also had 13,229 staff members (Islami Bank Bangladesh Limited, 2017).

Country: Bangladesh

Key features of the project:

Tiger IT provided Oracle Exadata system to IBBL. The Oracle Exadata Database Machine is a packaged system that combines hardware and software developed for running Oracle Database. Exadata allows easy scalability by allowing multiple additions in the future. It has a number of racks where new servers can be added easily. Exadata servers use Intel Xeon processors or SPARC processor and runs on Linux operating system.

In a nutshell, Tiger IT provided following:

- Oracle Exadata System consisting of two Exadata Half Racks and Exadata 1/8 Rack
- Oracle Sun Software
- System installation, integration and support services

5) Identity, Governance & Access Management System



Purchaser: Banglalink

Banglalink is the third-largest mobile telecommunications operator of Bangladesh. It is owned by Telecom Ventures Limited of Malta. Today, the company has over 32.61 million subscribers, giving it 24.81% of the market share. It is also the first mobile

telecommunications operator that eliminated charges for incoming calls from landlines. Banglalink differentiates itself by providing innovative offerings like awarding free airtime for dropped calls (Wikipedia, 2017).

Country: Bangladesh

Key features of the project:

- Deployment and system integration of Oracle Identity Management (IdM) Suite

6) ROBI-DB Consolidation, Oracle Database & Oracle security



Purchaser: Robi (An Axiata Telecom Company)

Following the merger with Airtel, Robi Axiata Limited became the second largest mobile telecommunications operator in the country. Unlike Banglalink, it is a joint venture among, NTT DoCoMo of Japan, Bharti Airtel Limited or India, and Axiata Group of Malaysia. Their respective shares are 6.3%, 25%, and 68.7%. Robi was formerly known as AKtel (Wikipedia, 2017).

Country: Bangladesh

Key features of the project:

- Delivery, deployment and implementation of Exadata Database Server

7) Enterprise Wide Data Warehouse



Purchaser: Grameenphone Limited (Telenor Bangladesh)

Grameenphone Limited, the first company to introduce GSM mobile technology in Bangladesh, is the largest mobile telecommunication operator in the country in terms of number of subscribers. It boasts more than 54.5 million subscribers which gives it 46.3% of the market share. Like Robi, it is a joint venture among Grameen Telecom Corporation of Bangladesh, Telenor of Norway, and public. The respective share holdings are 34.2%, 55.8%, and 10%. Grameenphone's network covers 99% of the country (Wikipedia, 2017).

Country: Bangladesh

Key features of the project:

The Data Warehouse implementation for Grameenphone was focused on ten (10) subject areas and the building of critical KPIs and analytics associated with them. Tiger IT worked in collaboration with Oracle for this project. The key areas that were implemented in several phases are as below:

- Installation & Set-Up of EXADATA
- Installation & setup of Backup & recovery solution
- Application Design
- Overall Solution Design
- Testing Plans / Strategy
- Installation & Set-Up of OCDM components
- Requirements analysis
- Requirements sign-off
- Data Loading design
- Design sign-off
- ETL & Reports Development
- Provide Test data
- Load Test data

8) Voters Registration System for Bangladesh Election Commission



Purchaser: Election Commission of Bangladesh

The Election Commission of Bangladesh is an independent constitutional organization that holds local government and parliamentary elections. If need arise, it can also hold referendums. Voter registration and arranging free and fair elections are the constitutionally

assigned tasks of the organization. It also registers political parties (Election Commission Bangladesh, 2017).

Country: Bangladesh

Key Features of the Project:

The Voters Register System consists of a Data Center, a Disaster Recovery System and over 600 locations throughout Bangladesh. The system has all the infrastructure, hardware, middleware, application software, interfaces and services to implement a complete solution. The Voters Register will store 100 million voters with their bio data, photo, 4 fingerprints and signature. Election commission desired an integrated online system connecting all decentralized locations to the central server. The election commission wanted to acquire hardware and solution that is fully compliant with the principles of SOA (service oriented architecture).

The scope of work includes the following:

- Software called Central Voters Register
- Disaster Recovery System
- License for Voter Register Client Software
- RDBMS - Relational Database Management System
- License for Identity Station Software
- Management Information Software
- Voters List Generator Software
- Database Servers for Data Center and Disaster Recovery System
- Storage of data for Data Center and Disaster Recovery System
- Printers to Print Voters Lists
- Management Information Stations
- Administration Stations
- Enroll Station Peripherals
- Peripherals for Identification Station
- All central staff training
- Voter Register System installation, commissioning and operation of the including all necessary works for infrastructural set up (electrical, civil etc. works/services)
- Interfaces of various Web Service
- Provision of one-year onsite maintenance
- Installation, operation, commissioning and maintenance of the software for five years
- Deployment of Data Center and over 600 remote locations
- Disaster Recovery System with advanced options for Oracle RDMBS
- All hardware, middleware, application software, infrastructure, interfaces and services
- 100 million voters' data

Supply of Personalized Dual Interface Polycarbonate Motor Driving License

Purchaser: Bangladesh Road Transport Authority (BRTA)

BRTA is a regulatory organization. It performs vehicle registration and issues driving licenses to vehicle owners. It has circle offices in 62 circle offices throughout the country. BRTA takes driving proficiency tests before driving license issuance. It performs fitness tests of vehicles before registration/re-registration of vehicles. Current BRTA has digitalized vehicle registration and driving licenses (Anon., 2017).

Country: Bangladesh

About the Project

Tiger IT Bangladesh Limited delivered a solution for the production of dual interface driving license cards. This solution records driver's photograph, biometric information, signature and other details and stores them in a highly secure smart card. The data on the dual interface card can be read by inserting it in a special reader and, alternatively, by wireless technology. As a result, the information printed on the card and stored inside an encrypted chip can be verified and updated by BRTA officials. The company is now supplying polycarbonate cards with security features that reduces the likelihood of counterfeiting. The project started on June 2016 and is to continue for next 5 years (PR Newswire, 2016).

The key deliverables of this project includes –

Online Learner's Application System

Online Learner's Application System is a web-based application. Using this system, the applicants who want to obtain a learners' license that will enable them to legally drive training vehicles and sit for proficiency exams (theory, oral, and field test) at BRTA. The system will eliminate the need to submit application in person to BRTA offices. Only time the applicant will need to go to BRTA office is for collection of the learners' license. Also the applicants have the convenience of submitting the application any time – day or night. This system will virtually eliminate the data entry time of the BRTA officials because most the data entry will have been done by the applicants during online application.

Online License Application System

Having passed the driving proficiency exams (theory, oral, and field test), a person becomes eligible to apply for a driver license. Like in Online Learner's Application System, this system will allow an applicant to apply for the license online. The only two times the applicant will have to go to BRTA premises will be during biometric enrolment and for collection of the driver license. Online License Application System will reduce the data entry time of the applicants and the BRTA officials because it will be capable extracting relevant information of the applicant from Online Learner's Application System.

SMS Service

SMS service system provided by Tiger IT will provide push-pull notification service to the applicants. The applicants of learner or driver license will be able to query about the status of their application by simply sending SMS messages to BRTA in prescribed format. The SMS service system will reply instantaneously. Also, the SMS services will be used by BRTA to notify applicants of the collection date of learner/driver license.

Production of personalized licenses and Quality Control

Blank plastic dual-interface smartcards arrive in production center in boxes as well and are submitted to inventory management software. The cards are personalized (printed) using a special technology which makes the printed characters difficult to erase due to wear and tear through day to day handling. Printed cards are tested for quality. Ones that fail are destroyed and reprinted. The cards that pass quality control are the ones that become driver license cards.

Dual-interface smartcards are made of durable composite plastic. The contact chip holds encrypted registration data in embedded memory. Data can be read using a special reader. Various security features on both sides of the card make them difficult to counterfeit. Also, the card can be read wirelessly using special readers.

Batch Manifestation

Batch manifestation is an official printed report of all the driver license cards printed in a given batch. After each batch of production, Tiger IT prints and hands over batch manifestation book to BRTA officials.

Card Packaging System

Printed driver license cards have to be delivered to right destinations throughout the country for accurate and efficient delivery to the card owners. Tiger IT's card packaging system helps staff in the card production center to box the cards according to destination of the cards. With the help of a handheld barcode reader, the staff members read the barcode of the card. The Card Packaging System can relate the barcode of the card to its destination. The system helps the staff member to load the cards to appropriate boxes.

Shipment of Driver Licenses to BRTA

Tiger IT ships the boxed driver license cards to BRTA.

Data Migration

Tiger IT will perform migration of learner's license data from an older system. This is a complex process and requires great care. Any mistakes can have ramifications later. Tiger IT entrusts some of its most experienced database experts in this type of task.

Operations

Tiger IT has taken the responsibility of staffing the driving license card production. Moreover, the enrolment operators for driver license application process are partly staffed by Tiger IT employees.

Support and Maintenance

Time to time software and hardware of the project break down. Tiger IT is to provide support and maintenance services for this project. Tiger IT has the capability to remotely monitor client's servers from its network operations center (NOC). NOC runs 24/7 and is ready to take calls from client time – day or night. In case of hardware maintenance, Tiger IT is to ensure repairs / replacements covered by warranties from device vendors.

Hardware Components

Tiger IT supplied card printing equipment for this project from a vendor. Additionally, Tiger IT will provide servers and other network equipment for the online application systems.

Five Years Warranty and Support of Supplied Equipment

It is typical of government projects to ask suppliers for extended warranties of the supplied devices. This is project is no exception. As a result, Tiger IT has arranged five years warranty from the device vendors and taken the responsibility to all kinds of support services with regards to the supplied devices.

Training of 104 BRTA personnel

Tiger IT has provided training to 104 BRTA personnel on biometric enrolment.

Findings

Due to income from above-mentioned projects Tiger IT is a successful company. I can confidently deduce that the company is financially sound due its business activities. Its core business activities – development, marketing, and selling its software and services – are paying off in a meaningful way. Due to its ongoing recruitment is evident that the company is about to get even bigger.

Tiger IT focuses its resources where its core activities are. Human resource distribution in various activities certainly indicates that. When the company will get bigger its current culture and ways of performing business activities might not serve it well. Firstly, the activities of its human resource (HR) department will have to be more structured and methodical. Employee compensation policy needs to be more generous – inclusion of provident fund and gratuity will be rewarding to long-term employees. Secondly, the company needs to diversity beyond biometrics. Biometrics is a highly-competitive field. Without diversification, the company might find it difficult to remain profitable in the future as more companies start offering similar technologies more competitively. Lastly, it is highly focused on income from large corporations and government projects. Losing one or more of them will make the company vulnerable. The company could develop mass market consumer software. That way, its source of income will be diversified.

Critical Observations

With my limited knowledge and work experience in the industry I have struggled to find major flaws in Tiger IT. Nevertheless, this does not mean that it is not open to any kind of criticism. Even a highly successful company like Microsoft has its drawbacks. With that thought in mind, I have critically looked at a number of factors to get a balance view of the company. To this end, I have performed SWOT analysis of the company.

SWOT Analysis of Tiger IT

In this section, I articulate my findings in the form of SWOT (strengths, weaknesses, opportunities, and threats) analysis.

Tiger IT's Strength

Strengths of an organization brings it success in the short and long run. Here are the strengths of Tiger IT:

- It has a considerable experience in software & IT business
- Dedicated & Competent workforce
- Dedicated R&D team
- Low staff turnover rate
- Focus on continuous improvement
- Proactive planning
- Well-versed in latest information technology
- Infra-structure & office environment

Tiger IT's Weakness

Weaknesses of an organization reduces its chance of survival and or curbs profitability. Here are the weaknesses of Tiger IT:

- Tiger IT is at the verge of becoming a large company, which means that its management structure will get taller. The informal work environment that served it so well so far might change causing the company to be a victim of its own success.
- Although Tiger IT offers free transportation, food, and medical insurance to its employees, it does not offer benefits such as provident fund, gratuity, performance bonuses etc.
- The company does not have a fully integrated enterprise resource planning system yet. But it is in the process of implementing one.
- It has no product for consumer market. It is dependent on income from large corporations or government projects. Losing a few high value clients will leave it vulnerable.
- Absence of a diverse board of directors.

Tiger IT's Opportunity

Opportunity of an organizational are those areas in the surrounding environment that, once exploited, may yield superior performance. Here are the opportunities of Tiger IT:

- There are other domains the IT industry that are still budding. There are markets where there more opportunities. If it can identify and capture a significant market portion in the national & international market in other areas, it will be able to improve its profitability.
- The company is highly respected in the IT industry within Bangladesh.
- Bangladesh government gives information technology sector a high priority.

Tiger IT's Threats

Threats of an organization escalates the hardships of an organization performing at a higher level. Here are the threats to Tiger IT:

- Because of globalization, competent competitors are increasing rapidly worldwide.
- Constant emergence of technologies means that the company needs to train existing employees to remain competitive.

Recommendations

No commercially run enterprise is an island. It is affected by both internal and external forces. Tiger IT's top management has realized this over the year. Even though it started with fingerprint capturing and matching technology, it has since then diversified into other areas of biometrics and has already started marketing the new products. But given the increased competition within the IT industry in Bangladesh and globalization Tiger IT is vulnerable from within and without. Against this backdrop, given my observations, I enumerate a few recommendations herein below that, I believe, will help the company remain survivable in the years to come:

- 1) Have a diverse board of directors. At the moment, it is not so. It is a privately owned enterprise. But this kind of ownership is vulnerable. If owners die or become incapacitated the company might go fail due to lack of strategic direction. This can be mitigated by taking the company public. This way the ownership of the company will become diverse and a more diverse board members will be incorporated in the company. This will be conducive to long-term survival of the company.
- 2) The company is now mostly focused in the field of biometrics. This domain is becoming very saturated. Already larger and well-funded companies around the world are in the business. It is a highly competitive market. So, Tiger IT should diversify into other areas of information technology. The company could also invest in other industries diversify its income.
- 3) The company is solely focused on software at the moment. Given the recent maker movement around the world and democratization of manufacturing, it could diversity into hardware business easily, at least in theory.
- 4) The company uses a minimal enterprise resource planning (ERP) software. But any growing company seriously needs to consider an ERP that records, keeps track of, and supports its activities. It should have an ERP with human resource, accounts, and project management modules.
- 5) Tiger IT should have a more generous compensation policy for its employees. Currently, compensation policy is good but there is a lot of room for improvement. For example, the company could introduce gratuity and provident fund. It could also introduce advisory service to help employees invest their income.

Conclusion

A company is like a living organism. It has aspirations, struggles, and its fair share of ups and downs. So does Tiger IT. In past 16 years, it has done a number of high-profile projects to establish itself as a successful company. Its human resources, great products, high work ethics, management structure, enthusiasm, and technological prowess has made this possible.

Its successful business activities have made it profitable. Other companies could certainly learn from Tiger IT's experience.

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