



Innovation in Accomplishing a Successful Production Project by Applying Project Management Tools: A Case Study on Gray Advertising Limited.

Md. Zainal Abedin^{*}, Mohammad Naymur Rahman^{**}, Md. Mohiuddin^{***}

^{*}Assistant Professor, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

^{**}Lecturer, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

^{***}Lecturer, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

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ABSTRACT: Advertising is all about the strategies and activities by which companies can promote and market their products and services efficiently. It is a process of creating value, impacts, image, and intangible benefits in the minds of customers and motivates them to buy product and services. An advertising agency is a service based companies (advertising business) which are dedicated to creating, planning, and handling all advertising and promotional activities done by on behalf of clients demand for their earnings (profit). An ad agency is generally independent from the client, it may be an internal department or even an internal agency and provides an outside point of view and handle overall marketing and branding strategies and sales promotions for its clients. Typical ad agency clients include businesses and corporations, not for-profit organizations and private agencies. Agencies may be hired to produce like television commercials, radio commercials, Online Advertising, Out-of-home advertising, Mobile marketing and AR Advertising as part of an advertising campaign. The purpose of the study is to identify and explore the processes of the Client Service Department in an Advertising Agency show how they accomplish a Successful Production Project by formulating it through project management tools. The study investigates, measures, and evaluates the total processes or activities of Gray Advertising Bangladesh limited in accomplishing and delivering successful production project according to the required demand of the clients by applying project management tools and techniques. To do this, emphasize is given on the primary data which were came from the organization observations, discussion with stakeholders and collection of actual working documents. The study is very innovative in nature. As a pioneer of the research area, the future researcher must be benefitted from the research results.

Keyword: Advertising, Promotion, Project, Project Management Tools, Work Breakdown Structure, Project Schedule, SCM.

I. STATEMENT OF THE PROBLEM

This study focus on implementation of standard Project Management tools in accomplishing successful production project on Grey Advertising Bangladesh Limited. The company has many advertising projects, such as “*Bodlejaobodle Dao*” campaign where a TVC was produced which is “*utpakhinoymanushermotobachte chai*” However, we usually do not apply project management tools, since it is wide considered as marketing operational activities.

The study is all about to apply project management tools to get the available advantages and convey the benefits to the organization, so that the organization can achieve excellence in accomplishing and delivering their services to its clients.

II. OBJECTIVES OF THE STUDY

The objective of the study is to investigate, measure, and evaluate the total processes or activities of Gray Advertising Bangladesh limited in accomplishing and delivering successful production project according to the required demand of the clients by applying project management tools and techniques.

1. Identify the projects resources and scope of most importantly finished the project within the time frame, within the budget and within the required quality parameters. It will be found out by applying the project management tools like.

• Project Charter

- Work Breakdown Structure
- Project Scheduling
- Quality Checklist

III. METHODOLOGY OF THE STUDY

1. Research Approach:

- This is a qualitative research
- At first phase an exploratory research has been conducted to understand the nature of problem and its subcomponents.

2. Sources of Data

To meet the research objectives both primary and secondary sources of data have been used. More emphasis is given on primary data to conduct the research program authentically.

a) Primary Source:

- Observing the working process, procedures, and systems.
- Informal interviews with industry experts, stakeholders, and managers of Gray Advertising Bangladesh Limited.
- Observation of clients while taking services.
- Discussion with stakeholders.

b) Secondary Sources:

- Books and articles on project management tools, marketing and promotion.
- Collection of actual working documents of the organization.
- Various websites

Data Analysis Techniques (Analysis Methods):

- Using several templates and framework from project management tools, such as Project Charter, WBS, Project Scheduling, Quality Checklist etc.
- Using of Microsoft Project software for analyzing and presentation.
- Different Graphs, Tables, Charts and others instruments are used to make presentable the research results (Findings).

IV. ORGANIZATION OVERVIEW

Grey Group is a global advertising and marketing agency with headquarters in New York City, and 432 offices in 96 countries, operating in 154 cities— organized into four geographical units: North America; Europe, Middle East & Africa, Asia-Pacific and Latin America. Founded as a one-man, one-room retail shop in New York City’s garment district, Grey Group is now one of the largest global advertising and marketing agency network. GREY Advertising Bangladesh Ltd, the Bangladesh office of Grey Group, is the first and only true global advertising agency in Bangladesh. Being a strict believer in following the global credo of producing “Famously Effective” works, Grey Adverting Bangladesh Ltd has become the most awarded and sought after agency of the country.

<i>Grey Group at a glance</i>	
	
Type	Subsidiary
Industry	Advertising, Marketing
Founded	1917
Headquarters	200 Fifth Avenue, New York, NY, U.S.
Key people	James R. Heekin III, Chairman& CEO
Services	Brand management, Marketing strategy, Creative development, Direct marketing, Public relations, Public affairs, Digital marketing, Production
Revenue	1.307 billion USD (2003)
Number of employees	6,500
Parent	WPP plc
Subsidiaries	Grey, G2, GHG, GCI Group, MediaCom Worldwide, Alliance, G WHIZ, WING, Grey EMEA
Website	www.grey.com

Stakeholders



- All operational and financial decisions are taken by GREY
 - The Chairman, Mr. MonzurElahi, is consulted for major business decisions

Organizational Structure – Major Divisions & Units



Major's Clients of Gray Advertising Limited:



V. Literature Review of the Study:

Part A

Ad Agency

Advertising is all about the strategies and activities by which companies can promote and market their products and services efficiently. It is a process of creating value, impacts, image, and intangible benefits in the minds of customers and motivates them to buy product and services. An advertising agency is a service based companies (advertising business) which are dedicated to creating, planning, and handling all advertising and promotional activities done by on behalf of clients demand for their earnings (profit). An ad agency is generally independent from the client it may be an internal department or even an internal agency and provides an outside point of view and handle overall marketing and branding strategies and sales promotions for its clients. Typical ad agency clients include businesses and corporations, not for-profit organizations and private agencies.

Studies show that successful advertising agencies tend to have a shared sense of purpose with their clients through collaboration. This includes a common set of client objectives where agencies feel a shared sense of ownership of the strategic process. Successful advertisements start with clients building a good relationship with the agencies and work together to figure out what their objectives are. Clients must trust the agencies to do their jobs correctly and accordingly with the resources they have provided.

Important Concepts of Ad Agencies:

Research Agency:

Develop strategic plan by research and make relationship with clients to assist in the development of advertising strategy to meet the organizational goals and objectives. Research agencies want the opportunity to have a greater influence on strategic planning of advertising. They want an equal collaboration between advertising agencies and clients.

Media Agencies:

Media had a way to make things work, media usually uses the tactic of telling the clients what they want to hear just to make a profit, it was solely money driven purpose. The increased in media has undoubtedly allowed such media agencies to influence clients into choosing them over advertising agencies

Creativity:

Agencies believe that there is only one rule for advertising to be effective “it has to be creative”. It is not just the sense of how it is visually presented, filmed, or worded but most agencies should be very innovative in terms of how they plan to pass on the message to consumers. Success comes when agencies are able to be creative enough to break through the targets mind-set and be compelling that it will ignite a brand relationship. Advertising agencies can either play it safe and risk losing the marketing war or can try to constantly come up with fresh ideas.

Advertising effects

People don't buy products, they buy benefits. Mere product benefits can be the same across multiple products, so then how does a consumer chose one product over the other? In a market place increasingly full of parity products, consumers buy into the advertising. The more persuasive and charmingly put forth proposition, generally wins the consumers attention and share of wallet.

Commission Rates for Advertising Agencies

Agencies are fixed at 15% of the total billing. This is the only source of income they earn from media. The 15% must cover costs such as payroll, fixed and variable costs. Agencies are demanding to increase the commission rate but clients are not even willing to give the 15% even though it's the only source of revenue for the Agency. Cross classifying a standard of tasks with a simplified grouping of communication media. We obtain the matrix of services shown in table 1. The columns list function/ disciplines including those traditionally offered by full service agencies (account management, creative development, media planning and buying, production of materials, marketing research, public relations, etc.). The rows recognize highly aggregate forms of communications outreach which can be easily extended to represent a further refined taxonomy of media.

Matrix of Agency Services

Communication Media	Agency Disciplines/Functions						
	Account Management	Creative Development	Media Planning & Buying	Production Of Materials	Marketing Research	Public Relation	Others
Traditional Media							
Print							
Broadcast							

Out Of Home							
New Media							
Digital							
Social							
Mobile							
Others							

Matrix of Agency Services

The customized ensemble of services required to plan, develop and implement an advertising campaign can be represented by the intersections of the relevant rows and columns of the matrix. In principle, each discipline could be supplied by an in-house agency or an external agency. Note that even in the relatively simple case of deciding whether to make or buy each of say, four, services (creative, media, production, and research, for a single medium, say print) there are 2^4 or 16 possible options that might be considered. (Source: Build It, Buy It Or Both? Rethinking the Sourcing of Advertising Services, Alvin J. Silk and Marta M. Stiglin, 2015)

Part B

Project Management

Project management is the discipline of planning, organizing, securing, managing, leading, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations), which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies. Project management is viewed as a number of interlinked processes. It is a series of actions directed towards a particular result. The project management process group includes the following steps –

- Initiating processes
- Planning processes
- Executing processes
- Monitoring and controlling processes.
- Closing processes.

Project includes several knowledge areas which are equally important to meet the project objectives. They are as follows –

- ❖ Core knowledge areas –
 - Project scope management
 - Project time management
 - Project cost management
 - Project quality management
- ❖ Facilitating knowledge areas –
 - Project human resource management
 - Project communications management
 - Project risk management
 - Project procurement management
- ❖ Integrating knowledge area –
 - Project integration management

Managing a Project

Project management is the application of knowledge, skills, tools and techniques to project activities to meet the project requirements. It is a formal or informal and aids a project manager in effectively guiding a project to completion. Project management is accomplished through the application integration of the project management processes of initiating, planning, executing, monitoring & controlling and closing.

It includes the following issues –

- Identifying the project requirements.
- Establishing clear and achievable objectives
- Adapting the specifications, plans and approach to the different concern and expectation of the various stakeholders.

- Balancing the competing demands for targeting quality with respect to the triple constraints: scope, cost and time.

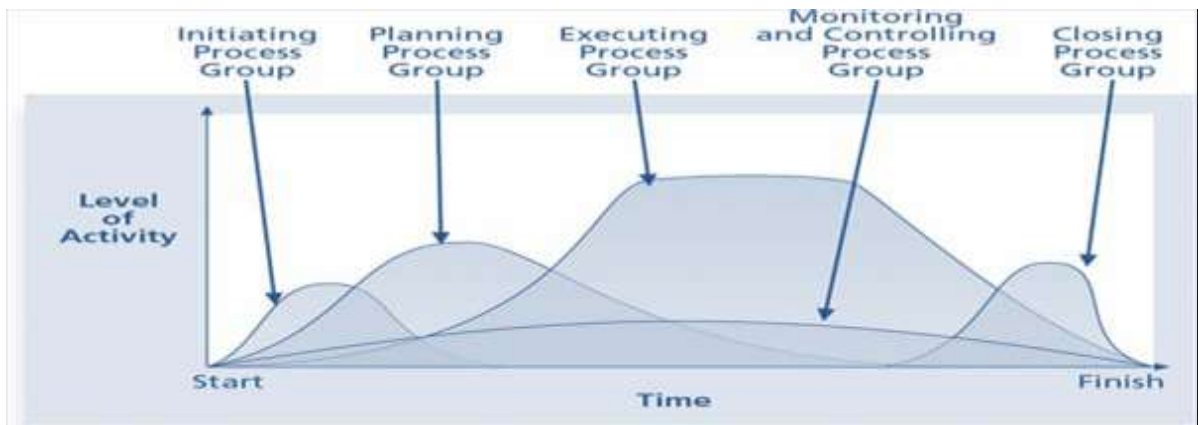
Project managers have to deal with “Triple Constraint”. They are – project scope, time and cost in managing competing project requirements. Project quality is affected by these three factors. High quality products deliver the required product, service or result within scope, on time and within budget. These factors are correlated in such a manner that any change in one will affect the others. Therefore, managers have to deal with uncertainty to reduce the impact on the project objectives.

Project Management Process Groups

A process is a series of actions directed toward a particular result. Project management is viewed as a number of interlinked processes. The processes are presented as discrete elements with well-defined interfaces. The process groups and their constituents guide to apply appropriate project management knowledge and skills during the project. In addition, the application of the project management processes to a project is iterative and many processes are repeated and revised during the project. The project manager and the project team are responsible for determining the processes to achieve the objectives.

Project management process groups comprises of the following processes –

- **Initiating processes** - Defines and authorizes the project or a project phase.
- **Planning processes**- Defines and refines objectives, and plans the course of actions required to attain the objectives and scope the project was taken to address.
- **Executing processes**- Integrates people and other resources to carry out the project management plan for the project
- **Monitoring and controlling processes**- Regularly measures and monitors progress to identify variances from the project management plan so that corrective action can be taken when necessary to meet project objectives.
- **Closing processes**- Formalizes acceptance of the product, service or result and brings the project or a project phase to an orderly end.



Level of Activity and Overlap of Process Groups over Time.

Project Integration Management

The project integration management knowledge area includes the processes and activities required to identify, define, combine, unify and coordinate the various processes and project management activities within the project management process groups. In the project management context, integration includes characteristics of unification, consolidation, articulation and integrative actions that are crucial to project completion and satisfying stakeholder expectations. Integration is primarily concerned with effectively integrating the processes among the project management process groups that are required to accomplish project objectives within organization’s defined procedures.

Project Integration Management Processes Includes –

- Developing the project charter that formally authorizes a project or a project phase.
- Developing the preliminary project scope statement that provides a high-level scope narrative.
- Documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans into a project management plan.
- Executing the work defined in project management plan to achieve project objective.

- Monitoring and controlling the processes used to initiate, plan, execute and close a project according to the project management plan.
- Reviewing all change requests, approving changes and controlling changes to the deliverables and organizational process assets.
- Finalizing all activities across all of the project management process groups to formally close the project or a project phase.

Project Scope Management

Project scope management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project scope management is primarily concerned with defining and controlling what is and is not included in the project.

Scope management processes include –

- Creating a project scope management plan that documents how the project scope will be defined, verified, and controlled, and how the work breakdown structure (WBS) will be created and defined.
- Developing a detailed project scope statement as the basis for future project decisions.
- Subdividing the major project deliverables and project work into smaller, more manageable components.
- Formalizing acceptance of the completed project deliverables
- Controlling changes to the project scope

Project Time Management

Project time management includes the processes required to achieve timely completion of the project. On some projects, especially projects of smaller scope, activity sequencing, activity resource estimating, activity duration estimating, and schedule development are so tightly linked that they are viewed as a single process that can be performed by a person over a relatively short period of time.

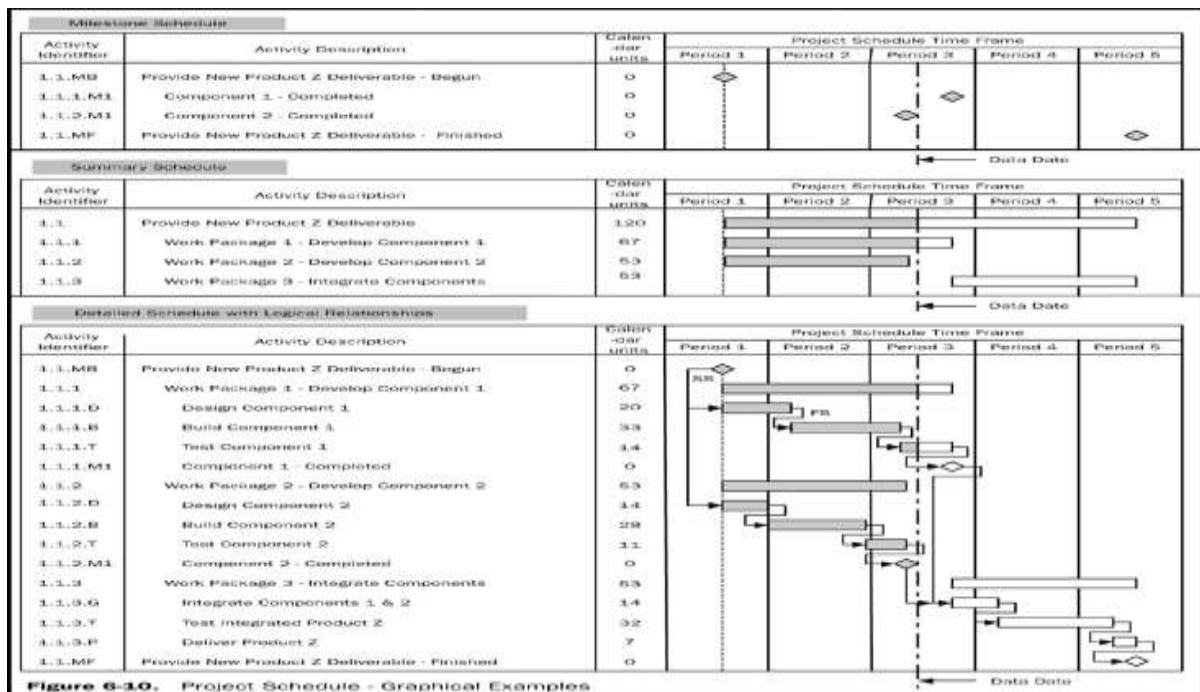


Figure 6-10. Project Schedule - Graphical Examples

The project time management processes include-

- Identifying the specific schedule activities that need to be performed to produce the various project deliverables.
- Identifying and documenting dependencies among schedule activities. There are four types of dependencies. They are as follows –
- Finish to Start (FS).
- Start to Start (SS).
- Finish to Finish (FF).
- Start to Finish (SF).
- Estimating the type and quantities of resources required to perform each schedule activity.

- Estimating the number of work periods that will be needed to complete individual schedule activities.
- Analyzing activity sequences, durations, resource requirements, and schedule constraints to create the project schedule.
- Controlling changes to the project schedule.

Project Cost Management

Project cost management includes the processes involved in planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget.

The project cost management processes include –

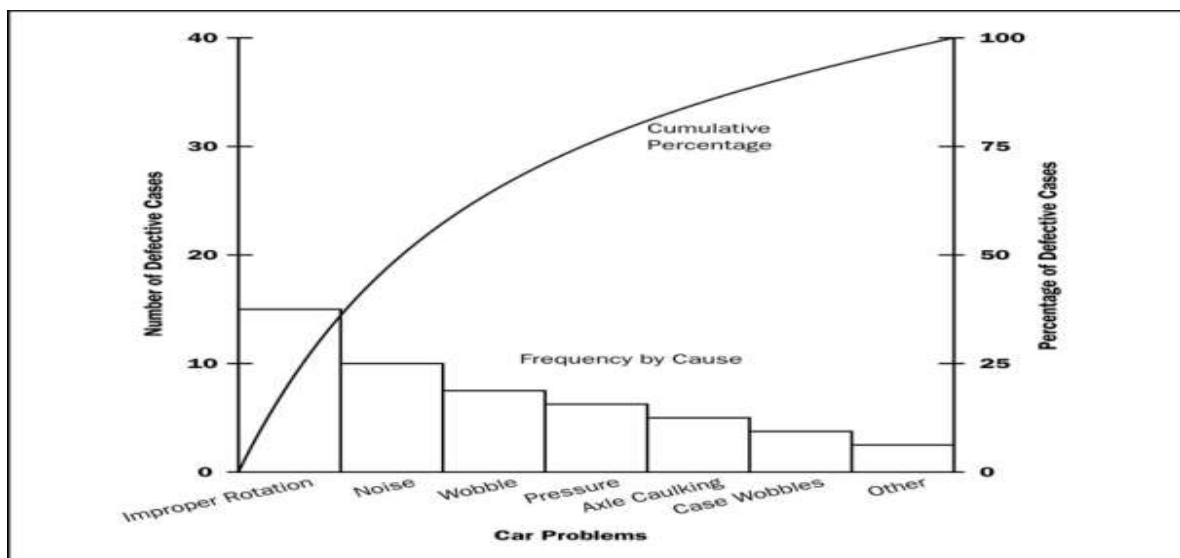
- Developing an approximation of the costs of the resources needed to complete project activities.
- Aggregating the estimated costs of individual activities or work packages to establish a cost baseline.
- Influencing the factors that create cost variances and controlling changes to the project budget.

Project Quality Management

Project quality management includes the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken. It implements the quality management system through policy and procedures, with continuous process improvement activities conducted throughout, as appropriate.

The project quality management processes include –

- Identifying the quality standards that are relevant to the project and determining the process to satisfy them.
- Applying the planned, systematic quality activities to ensure that the project employs all processes needed to meet requirements.
- Monitoring specific project results to determine whether they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.



Pareto Diagram (Quality Management) Sample

Project Human Resource Management

Project human resource management includes the processes that organize and manage the project team. The project team is comprised of the people who have assigned roles and responsibilities for completing the project. The type and number of project team members can often change as the project progresses.

Project human resource management processes include –

- Identifying and documenting project roles, responsibilities, and reporting relationships, as well as creating the staffing management plan.
- Obtaining the human resources needed to complete the project.
- Improving the competencies and interaction of team members to enhance project performance.
- Tracking team member performance, providing feedback, resolving issues, and coordinating changes to enhance project performance.

Project Communications Management

Project Communications Management includes the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. Progress report, tabular performance report, issue log etc. are popular formats used by the project management for communication purpose.

Project communications management processes include –

- Determining the information and communications needs of the project stakeholders.
- Making needed information available to project stakeholders in a timely manner.
- Collecting and distributing performance information, including status reporting, progress measurement, and forecasting.
- Managing communications to satisfy the requirements of, and resolve issues with, project stakeholders.

Project Risk Management

Project Risk Management includes the processes concerned with conducting risk management planning, identification, analysis, responses, and monitoring and control on a project. The objectives of Project Risk Management are to increase the probability and impact of positive events and decrease the probability and impact of events adverse to project objectives.

Project Risk Management processes include –

- Deciding the way to approach, plan, and execute the risk management activities for a project.
- Determining the risks might affect the project and documenting their characteristics.
- Prioritizing risks for subsequent further analysis or action by assessing and combining their probability of occurrence and impact.
- Numerically analyzing the effect on overall project objectives of identified risks.
- Developing options and actions to enhance opportunities and to reduce threats to project objectives.
- Tracking identified risks, monitoring residual risks, identifying new risks, executing risk response plans, and evaluating their effectiveness throughout the project life cycle.

Project Procurement Management

Project procurement management includes the processes to purchase or acquire the products, services, or results needed from outside the project team to perform the work. It also includes the contract management and change control processes required to administer contracts or purchase orders issued by authorized project team members.

Project Procurement Management also includes administering any contract issued by an outside organization (the buyer) that is acquiring the project from the performing organization (the seller) and administering contractual obligations placed on the project team by the contract. Project procurement management processes include –

- Determining the way to purchase or acquire, and determining when and how to perform the purchase activities
- Identifying the potential sellers and documenting product, service and result requirements.

VI. ANALYSIS AND INTERPRETATION OF THE DATA

1.1 Project Charter

PROJECT CHARTER	
1. General Information	
Date:	January 1, 2016
Project Title:	TVC Production (Little Frutika)
Project Sponsor:	Akij Food & Beverage Ltd (AFBL)
Start / Finish Date:	2 January 2016 to May 2, 2016
Budget Allocation:	BDT 68,07,913

2. Stakeholders			
	SL	Designation	Name
Project Manager:		Account Executive	Md.Shafaat Ali Choyon (GREY)
Business Leader:		Account Director	Syed Mohammad Tariq (GREY)
Technical Leader:		Managing Director Director	GousulAlamShaon (GREY) AshfaqBipul (Half Stop Down)
Key Team Member:		Trainee	Towhidahaqyume (GREY)
Key Team Member:		Director	Ashfaqbipul (Half Stop Down)
Key Team Member:		Head Of Brand	Shafiqul Islam Tusher (AFBL)

3. Project / Service Description

2. Stakeholders			
	SL	Designation	Name
* Project Objectives / Business Justification			
<p>This Project will manage a production of a Television Commercial (TVC) for the part of a 360 degree communication campaign. And this campaign Includes .TVC, RDC (Radio commercial), Press Insertion, Point of sales material (POSM), Outdoor Overhead, Below the line (Activation).</p> <p>This will work as Branding tool for the Product Frutika 125ml pack (Mango Juice SKU) Expected outcome is that this will popularize the product and boost up the sales volume .</p>			
* Project Deliverables			
<p>Concept building TVC story development Approval from the client Production house selection Budget section on the basis of production criteria (Camera Mode :35mm/Digital , Director of photography home/Abroad , Director remuneration , Artist remuneration , Shooting days, location , Production unit cost , Post production abroad/Home . Profit Production house/Agency) Pre-production Meeting Advance payment Shooting Post work 1st submission Feedback 2nd submission Post Rework Final submission Download and delivery Bill closing Vendor payment cleared (project closed)</p>			
* Project Exclusion (Will Not be Include)			
Project wont include the airing of the TVC on the channels			
* Project Milestones			
<p>Inception : 2nd January 2016 Concept development : 3rd January 15th January 2016 Story development : 15th January to 25th January 2016 Approval and production house selection : 25th January to 31st January 2016 Pre-Production meeting : 5th February 2016 Shoot date : 8th and 9th February 2016 Post production : 15th February to 1st March 2016 Submission and edit : 2nd March to April 30th 2016 Delivery : May 2nd 2016</p>			
* Project Approaches			
<p>As a work partner interms of brand development for AFBL , at first we receive a client brief which consists the clients wants and needs which briefs the objective of the campagin .when we received this breif via mail , we had an internal meeting woth creative departmant where the brief is going to be explained clearly to them on behalf of client from client service end who is responsible for the brand.</p> <p>Then creative sets a deadline for developing the concept and story development Then Client is going to be shared the developed TVC story through a presentation Upon approval the production house will be selected keeping on mind about the Budget and quality Then a PPM will be done before shoot where each and every thing will be discussed with the client where the model projection of the story , possble story outcome, post production country , DOP selection, Product shot and CG development issue more over the do's and dont's are cleared in the meeting. Shoot will be conducted on supervision of GREY then the postroduction work is done and shared with the client. Upon getting approval the TVC is downloaded and delivered to the client.</p>			

* Assumption & Constraints
Upon agreement TVC has to be delivered with in the 90 days from the date of advance received. Weather could be a problem as one of the shoot was outdoor shoot. Shoot date cancellation will occur massive damage as the location rent is paid in advance atleast 50 % , wether the shoot cancels or not the DOP charge has to be paid for the day. Props rent are fully paid in advance, camera rent has to be paid wether the shoot is executed or not atleast.
* Project Success Criteria
TVC has to be delivered on the manner the client requires.If theTVC boosts the Brand image and sales volume.

4. Sign-off			
	Name	Signature	Date(dd-mon-yy)
Project Sponsor:			
Project Manager			

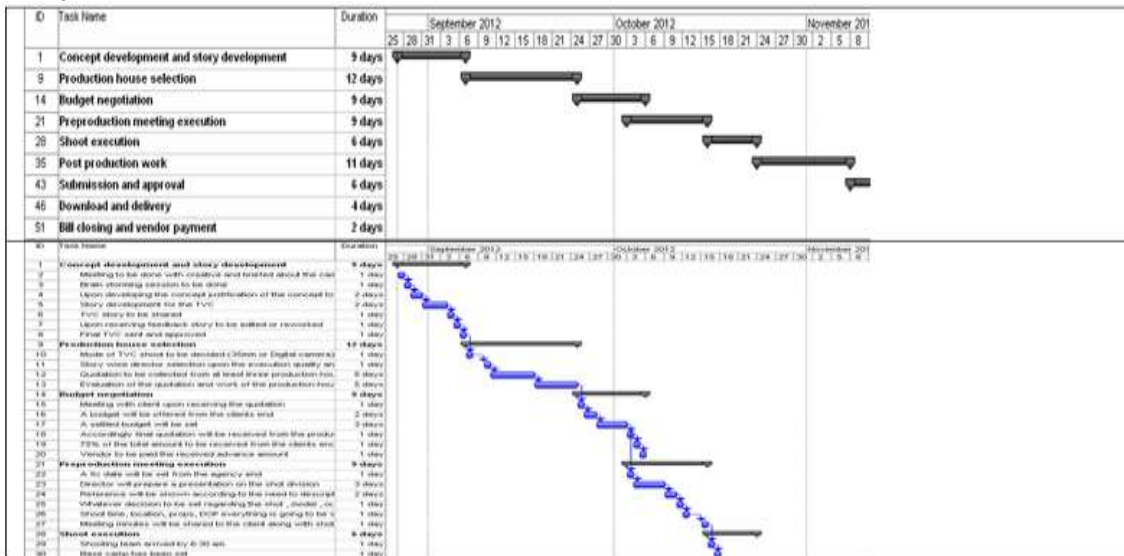
5. Comments <i>(Handwritten or typed comments from above stakeholders, if applicable)</i>

1.2 Work Breakdown Structure

PROJECT WORK BREAKDOWN STRUCTURE			
1. General Information			
Date:	January 1, 2016		
Project Title:	TVC Production (Little Frutika)		
Project Sponsor:	Akij Food & Beverage Ltd (AFBL)		
Start / Finish Date:	2 January 2016 to May 2, 2016		
Budget Allocation:	BDT 68,07,913		
2. Project Deliverable:			
S/L	Deliverable Name		
1.0	Concept development and story development		
2.0	Production house selection		
3.0	Budget negotiation		
4.0	Preproduction meeting execution		
5.0	Shoot execution		
6.0	Post production work		
7.0	Submission and approval		
8.0	Download and delivery		
9.0	Bill closing and vendor payment		
3. Work Breakdown Structure			
Deliverable Name	1.0	Concept development and story development	
S/L	WBS Element Name		
	1.1	Meeting to be done with creative and briefed about the campaign objective	
	1.2	Brain storming session to be done	
	1.3	Upon developing the concept justification of the concept to be prepared	
	1.4	Story development for the TVC	
	1.5	TVC story to be shared	
	1.6	Upon receiving feedback story to be edited or reworked	
	1.7	Final TVC sent and approved	
Deliverable Name	2.0	Production house selection	
S/L	WBS Element Name		
	2.1	Mode of TVC shoot to be decided (35mm or Digital camera)	
	2.2	Story wise director selection upon the execution quality and criteria	
	2.3	Quotation to be collected from at least three production house	
	2.4	Evaluation of the quotation and work of the production house	
Deliverable Name	3.0	Budget negotiation	
S/L	WBS Element Name		
	3.1	Meeting with client upon receiving the quotation	
	3.2	A budget will be offered from the clients end	
	3.3	A settled budget will be set	
	3.4	Accordingly final quotation will be received from the production house	
	3.5	75% of the total amount to be received from the clients end	
	3.6	Vendor to be paid the received advance amount	

Deliverable Name	4.0	Pre production meeting execution
S/L	WBS Element Name	
4.1	A fix date will be set from the agency end	
4.2	Director will prepare a presentation on the shot division	
4.3	Reference will be shown according to the need to description	
4.4	Whatever decision to be set regarding the shot , model , outlook will be set on the meeting	
4.5	Shoot time, location, props, DOP everything is going to be shared to the client, according to the input decision will be finalized.	
4.6	Meeting minutes will be shared to the client along with shot division and final script	
Deliverable Name	5.0	Shoot execution
S/L	WBS Element Name	
5.1	Shooting team arrived by 6:30 am	
5.2	Base camp has been set	
5.3	Relevant set for the shot will be prepared	
5.4	After the breakfast in presence of agency personnel shooting will be started	
5.5	Shooting will be done according to the shot division shared on the ppm	
5.6	Director will ensure every possible angle shot has been acquired	
Deliverable Name	6.0	Post production work
S/L	WBS Element Name	
6.1	As post production work was done in Mumbai, visa processing to be done and transportation ticket to be purchased.	
6.2	Accommodation and food is going to be managed	
6.3	Panel in Mumbai schedule to be taken for the edit and color correction, music, CG development was done.	
6.4	Edit shared through mail at Bangladesh and approval taken or feedback provided and re edit shared and approval provided from the agency end.	
6.5	Final TVC shared with the brand team of akij and CEO.	
6.6	Minor feedback received as during the post work Brand head was with director.	
6.7	According to feedback TVC edited and shared	
Deliverable Name	7.0	Submission and approval
S/L	WBS Element Name	
7.1	After the final edit and sharing the TVC client provided the approval through mail	
7.2	Client provided his requirement of the download.	
Deliverable Name	8.0	Download ,delivery
S/L	WBS Element Name	
8.1	For downloading panel has to be booked	
8.2	Cut Versions are shared along with final sound and VO edit	
8.3	Downloaded in to 17 mini DV for private channels and 1 Beta cassette for BTM.	
8.4	2 Mini DV, 1 beta cassette, mixed unmixed sound has been provided to GREY as agency copy.	
8.5		
Deliverable Name	9.0	Bill closing and vendor payment
S/L	WBS Element Name	
9.1	Final bill has been processed for rest of the 25 % , upon receiving the money from client ,production house is paid	
9.2	Upon Completing the payment to the necessary vendor's project is closed.	

1.3 Project Schedule



1.4 Quality Checklist

1. Quality Checklist							
Purpose:							
<i>Place your cursor in the appropriate boxes and type an X. Expectation = the extent to which this factor meets stakeholder expectation of your project deliverables</i>							
SL	Quality Checklist Item	Checked	Meets Expectation				
			Low			High	
			1	2	3	4	5
1	Production house	[x]				x	
2	Director	[x]					x
3	Director of photo Graphy (DOP)	[x]				x	
4	Camera (35MM)	[x]			x		
5	Camera Unit	[x]					x
6	Production Unit	[x]				x	
7	Sufficient budget for execution	[x]			x		
8	Post production (Mumbai)	[x]				x	
9	Music	[x]					x
10	CG	[x]					x
2. Quality Checklist Agreement / Signature							
<i>I have reviewed the information contained in this Quality Checklist and agree:</i>							
ID	Name	Signature	Date				
	Director	-sd-					
	Manager	-sd-					

VII. FINDINGS AND IMPLEMENTATION OF THE STUDY

The study has utilized the project management tools and techniques for this particular project and it definitely provide:

- It will help to gain more specific and concrete guideline to check the accuracy level of the works done on accomplishing a production project within the budget, within the right quality, within the right time and according to the required demands of the clients.
- It will also help to increase depth knowledge on how to undertake a long-term comprehensive planning for media production of any ad agency.
- It will help to enlighten interpersonal skill in terms of Agency-Client relationship in a more effective and productive manner among ad agency and clients.
- It will also help in realizing the importance of being Pro-active in real time work
- Most importantly, it has helped and shaped the knowledge of viewing the whole framework of such type of a project in a nutshell which has actually sharpened knowledge in the same regard.

VIII. RECOMMENDATIONS AND CONCLUSION

Recommendations

After modeling and analyzing all relevant data and experience gained through this project, the following suggestions mightbe considered:

- As a leading agency, GREY should have a complete production unit of its own
- GREY should expand their communication and network with the production house even at other countries.
- Employee training facility or interactive learning session on production process and the like should be more enhanced
- Internal coordination and understanding with clients and production houses should be more specific and enhanced for better psychological synchronization.

IX. CONCLUSION

Innovation in Accomplishing a Successful Production Project by Applying Project Management Tools is a new concept. In this study a model has been developed by using SCM concepts and project management tools to Accomplishing a Successful Production Project. Advertising is the most dynamic and colorful window of marketing which is being improvised and modernize according to recent trend, and required demand of clients. The study or the model would be new innovative idea on which a client service department of an advertising agency can accomplish final production within the defined budget, within the right time and with the right quality. The study or the model would be very significant and beneficial of every advertising agency in home and abroad as well as it would help future researcher as the basement of further research. Working and studying on this project in GREY have helped in realizing the fact that advertising is a highly diversified arena

and for better sustaining in this field one must be proactive, diplomatic, well-organized and conscious about proper utilization of time for obtaining better output and quality control along with high accuracy level and one being in client service department in advertising agencies, needs to have eagle eyes to ensure zero room for mistakes.

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