

Internship Report



School of Business & Economics
United International University
BBA Program

Internship Report

The Overview of management practice in KITC and team coordination of Client team, Vendor Management, Operations and alternative approach to betterment.

Submitted To

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Subject: Submission of Internship Report on “The Overview of management practice in KITC and team coordination of Client team, Vendor Management, Operations and alternative approach to betterment”.

Dear Sir,

As per the requirements of submitting the internship report for completion of the BBA program, I would like to present my report titled **“The Overview of management practice in KITC and team coordination of Client team, Vendor Management, Operations and alternative approach to betterment.”** I have done my internship program in Kazi IT Center LTD, starting May 02, 2019. The main purpose of the report is to examine how the teams and departments are functioning at Kazi IT Center and to identify rooms of improvement and provide recommendations.

I hope that this report will meet your expectations. For any query regarding this report, please feel free to contact me over the phone or through email.

Sincerely,

.....
Ishtiaque Ahmed

ID: 111-152-068

Major in Finance

United International University

Acknowledgement

I would like to thank Mosabbir Uddin Ahmad for providing me the guidance and supervision that was crucial in writing this report. Without his direction I would not be able to complete this report.

I would also like to thank Mr. Abdullah Masum, Vice President of Kazi IT Center Ltd, and Mr. Adeeb, Head of HR Department at Kazi IT Center Ltd, Mr. Arif Mahmud, Sr. Manager KITC for their invaluable time.

TABLE OF CONTENTS

CHAPTER 1	8
1.0 INTRODUCTION	8
1.1 ORIGIN OF THE REPORT.....	8
1.2 BACKGROUND OF THE REPORT.....	8
1.3 OBJECTIVE OF THE STUDY.....	9
1.4 SCOPE OF THE STUDY.....	9
1.5 METHODOLOGY	10
1.6 LIMITATIONS OF THE STUDY	12
CHAPTER 2	12
2.0 COMPANY OVERVIEW.....	12
2.1 THE ORGANIZATION	12
2.2 VISION.....	13
2.3 MISSION.....	13
2.4 CORE VALUES	13
CHAPTER 3	14
3.0 OPERATIONAL ACTIVITY.....	14
CHAPTER 4	18
4.1 Structural overview of KITC	18
4.2 Responsibilities of Each Departments:	19
CHAPTER 5	31
5.0 PROBLEMS IN CURRENT MANAGEMENT:.....	31
CHAPTER 6	32
6.0 INTERNAL PROBLEMS IN CURRENT MANAGEMENT:.....	32
CHAPTER 7	33
7.0 RECOMMENDATIONS	33
CHAPTER 8	35
8.0 CONCLUTIONS:	35
CHAPTER 9	36
9.0 BIBLIOGRAPHY:	36

EXECUTIVE SUMMARY

Kazi IT Center (KITC) Ltd. is an American based multinational company. It is basically a North American owned and operates its Headquarters 60 miles outside of Los Angeles, California. The company's target to make the life's of its customer easier through the help of the technology. Their services of the company have helped business owners and other companies complete a wide variety of work like e-commerce, auditing, reporting, and surveillance, administrative tasks.

In Bangladesh, Kazi It started their business in 2009 as a call center service. But now they shifted their business from the call center service to other segment of business. Now they are fully operated as a "Property Preservation" company. In 2008 after the world recession, people in USA didn't survive and most of the property became vacant. These vacant properties are owned/foreclosed by the Banks and those properties are in very bad condition which needed to maintain and preserved. The purpose of the preservation is to maintain the local ordinance of HOA and also make ready the properties to sale. These activities are mostly known as Property Preservation.

Basically in 2003, KITC came off his call center business and enter the property preservation segment. They started their business to real estate sector. KITC works as offshore service provider at the beginning for property preservation firms in USA, it's finally decided to starts as a new firm. Afterwards on 2015, they started their own property preservation company named Virtuworx. It started operating from Bangladesh representing five fully acquired company in USA who already doing business in this country.

Since the business was growing and shifting its model, KITC also launched new departments, teams to escalate its daily activities. New teams and departments has different activities and also distinctive from old one that's why older one was not fulfilling the expected results.

To improvise and keep pace in work KITC organized two different focus group discussions and 12 different and distinctive in depth interviews. By doing such, some major issues has been addressed and started to evaluate those. Few of problems are identified for which the company was struggling. Such as KPI (Key performance indicator), discrepancies related to work pressure, improper job design, missing evaluation process method, absences of research and development, HR and absence of proper training module.

Such evaluation helped KITC to improve and identified the issues as well as recommendations were provided for improvement. On the basis of the research, KITC prepared KPI, R&D, HR, new job model and distribution, team coordination module. By this time they also keep track of their business and introduced proved business model and design at the organization.

1.0 INTRODUCTION

1.1 ORIGIN OF THE REPORT

The title of the report is **“The Overview of management practice in KITC and team coordination of Client team, Vendor Management, Operations and alternative approach to betterment.”** As a requirement for the internship under the BBA program of United International University (UIU), the report is prepared. The report is based on the ITES firm named Kazi IT Centre Ltd. (KITC). The report has been prepared under the supervision of Mosabbir Uddin Ahmed, Assistant professor of United International University (UIU) and it is submitted on October 19, 2019.

1.2 BACKGROUND OF THE REPORT

There are numerous changes that has been brought by the modern technology in human lives. It enlarging the power and capably also the efficiency. KITC was formed on this opportunity.

In Bangladesh, Kazi It started their business in 2009 as a call center service. But now they shifted their business from the call center service to other segment of business. Now they are fully operated as a “Property Preservation” company. In 2008 after the world recession, people in USA didn’t survive and most of the property became vacant. These vacant properties are owned/foreclosed by the Banks and those properties are in very bad condition which needed to maintain and preserved. The purpose of the preservation is to maintain the local ordinance of HOA and also make ready the properties to sale. These activities are mostly known as Property Preservation.

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Since the business was growing and shifting its model, KITC also launched new departments, teams to escalate its daily activities. New teams and departments has different activities and also distinctive from old one that's why older one was not fulfilling the expected results.

1.3 OBJECTIVE OF THE STUDY

1.3.1 BROAD OBJECTIVES

The broad perspective of this study is to assess the current operational process in KITC and provide recommendations that can be used as a strategic guide map to improve the efficiency level and operations in business development department.

1.3.2 SPECIFIC OBJECTIVES

1. Figure out the current working process and in client team, vendor management and operations.
2. Map out the evaluation system in different teams.
3. Issues in daily activities in operations and different teams.
4. Recommendation of KPI and operations in business development department.

1.4 SCOPE OF THE STUDY

This report is based on the different challenges and issues in daily activities in business. I have working as Analyst, Business Development in KITC from February 15, 2019. I have been recruited from Career Boot camp program held in United International University in December 10, 2018. I have been go through the all the process of requirement as Multinational Company go through. I already have been working in this company for around 7 months and I worked in

different teams. I have been working in operations in Business Development around 5 months and now I am working as a client team coordinator in one of the client company owned by KITC named Six stars field services. The report is based on the experience that I gain from all of my job duration in KITC.

1.5 METHODOLOGY

The report is based on the primary and secondary sources. Most of the information gathered by my experience which was working practically in this company. To complete the report I also put my knowledge and overall journey in this organization.

1.5.1 DATA COLLECTION

PRIMARY SOURCE OF DATA

Management personnel and employees of different teams were the primary source of the information of this report. Face to face, one to one interviews helps to create the report. Information was collected from HR, two different shifts managers, team leads, and client team coordinators. I have taken help from my reporting Sr. Manager Arik Watson, Manager Scott Williams, and Asst. Manager Leon Mahmud. Also taken help from the Team leads and Vendor managers. Some of the information collected from the Accounting team and Audit team.

SECONDARY SOURCE OF DATA

- ✓ Website of KITC
- ✓ Related publications and articles from internet.
- ✓ Audit and accounting report.
- ✓ Daily Database of KITC.

1.5.2 SAMPLE SIZE

There are 3 branches of KITC. Among them the corporate office is situated in Nikunja-2 Dhaka. Other two branches are situated in Dhanmondi, Dhaka and Rajshahi. In every branches there are two shift. One shift works in Night and another one in Day to maintain the time frame with USA. In the night shift there are 65 employees and 29 employees in day shift are currently working in Dhanmondi Branch. Also around 124 employees are working in Nikunja corporate office in both shift. Rather than around 40 employees are working in day shift only in Rajshahi since there are only one shift in this branch.

Also KITC operate from USA offices and around 165 people are working there. Most of them are in top management and Vendor managers who are working in USA. I have taken a sample of 24 people of operations, client team and vendor managers and also top management representing both shifts in Dhanmondi.

1.5.3 INTERVIEW AND FGD

Direct approach to research was adopted to make the report. All of them were aware about the reason and purpose of this report. Unstructured in depth interview were taken with few employees from operations, client communication team and vendor management team, two managers from KITC. One FGD (Focus Group Discussion) was arranged from day and night shift operations.

1.6 LIMITATIONS OF THE STUDY

KITC is an ITES (IT enabled Services) company. All of the clients and field contractor are basically from USA. The way of communication is based on through e-mail and phone call. So, sometimes it may not possible to gather all the information from the crew and clients. Rather than company used to change the activities and job responsibilities frequently. That's the hard part for me to keep an eye on all the activities going through the different teams and or a particular department since there are sudden shift among the workers to other departments.

2.0 COMPANY OVERVIEW

2.1 THE ORGANIZATION

Kazi IT Center Ltd is a North American owned and operated company with its headquartering 60 miles outside of Los Angeles, California. Its motto is to make the lives of its customers simpler through the use of modern technology.

KITC has fabulous growth which started from a call center but after 2014 it converted to a outsourcing firm. KITC now working with directly the national client, American banks also the vendors in USA.

2.2 VISION

“KITC wishes to be the largest Outsourcing Company in the Bangladesh Information Technology industry by providing outstanding service to the International clients.”

2.3 MISSION

“Our Mission is to make Bangladesh IT industry a better place to build career at. Be with the best and get the most out of the largest industry of 21st Century.”

2.4 CORE VALUES

KITC believes in following 5 core values –

- Wow everybody by Outstanding Service
- Embrace new and Thrive for Change
- Pursue Evolution and Learning
- Build a Progressive Team and Family Spirit
- Construct Open and Candid Interactions with Communication

3.0 OPERATIONAL ACTIVITY

As KITC started the business as a call center, but now the main business is only property preservation. In 2008, USA faces great recession and after that most of the property become vacant. Basically most of the property are owned by Banks and they need to preserve those properties since most of them are in very bad condition. Also in USA there are many law enforcement agencies like Local police dept., House owners association, HUD and many more. That's why Banks need to maintain those properties. This maintaining work cannot be done by the banks since there are lot more properties. So the hire another parties called National Client such as named MCS, MSI, M&M, Servicelink (Assetshield), Sand castle, Brookstone. These national client hires different companies like KITC. KITC owned several preservation companies. They receive work order from the national clients and perform the maintain work and submit those to NC (National Client). NC submit those work orders to the Banks. After getting QC done Banks pays the NC as well as NC pays our companies. By this KITC earns its revenue by owning different companies.

KITC has three different departments for the preservation besides the HR, Accounting and Audit. They are:

- Client Team
- Vendor Management
- Operations (Processing)

CLIENT TEAM: KITC owned 13 different companies who plays as a single preservation company. Every company has a name and team. Client team headed by a Team lead and for supporting team members are as client team coordinator. I was lucky that currently I am working in a client team named Six star field services as a client team coordinator. Client team basically maintain the communication to National client and asked more work orders from them. After getting those orders client team send those to the vendor management team to check if they have any contractor (Filed Crew) to cover those area. USA is a big country and has many states. SO before accepting any work orders from NC, client team check those things. After getting confirmation from the VM team, they receive the order and import the order in PPW (Property Preservation Wizard) an own made portal to communicate with field crew and receive update of the work. In mean time client team need to maintain communication with NC, and need to give update of the work. If any issue arises, client team contact with the NC and fixed those.

VENDOR MANAGEMENT: Vendor management commonly known as VM are the media to contract with the field contractor/crew who work for us. In VM team there are more than 20 managers who mostly called Territory manager (TO). Different states are allocated to the TO and they look after those region. After importing work order in PPW, the VM assign those work orders to their contractor/field crew. They maintain communication with them, as well as keep track of the update of those work orders. If any work are not performed well, then they need to follow up the contractor to make up. VM team plays a crucial part in this property preservation business. They need to maintain a good relation with the crew and also recruit new crew. Also they train those new contractor so that they get proper knowledge about the preservation. If any escalated issues arises, operations and client team approach to VM and VM helps them regarding each wor orders. They have special Eyebeam software which are used to talk to the crew. Only VM can talk to the field rep and if any special issue arise client team can call them through the VM.

OPERATIONS (PROCESSING): Operations department is very crucial part of these business. The main purpose of this department is to process all the completed work orders and submit them in web based management system of the client. Field crew performed the work of property preservation in USA and the operations work in Bangladesh. To evaluate the work of the crew we have only way is photo analysis. Contractor performed several preservation work in the property and they send still photos of those works. The member of this departments are called processor. They receive the photos in web based portal (PPW), and they analyze those photos with work order instructions and standard. If all works are done perfectly then they process all the information and submit the information along with the photos to client portal. Basically processor analyze the quality of work of the field crew as well as present the work in a constructive way to client.

I started my job in KITC as a junior business analyst in operations department. After working few months I promoted as Analyst. Last month I got a chance to work in client team as a client team coordinator. After working 7 months in this industry, I can figure out the whole operation of KITC. This business can be operate from Bangladesh and can earn revenue in foreign currency, most importantly in USD with a minimum tax.

Currently KITC has 8 companies who are basically client team operating from Bangladesh.

The name of the companies are:

- ❖ Initial secure field services.
- ❖ Six stars filed services.
- ❖ Roy's management.
- ❖ Azteq Preservation Company.

- ❖ South East field services.
- ❖ Happy Home
- ❖ Hureal preservation.
- ❖ Sebrings Preservation Company.

KITC works for different clients in USA. Some of them are MCS, Service Link, M&M, Sand Castle, NFN, AFAS, IMS, MSI, Carrington, Safeguard etc.

Business structure of this property preservation is like:

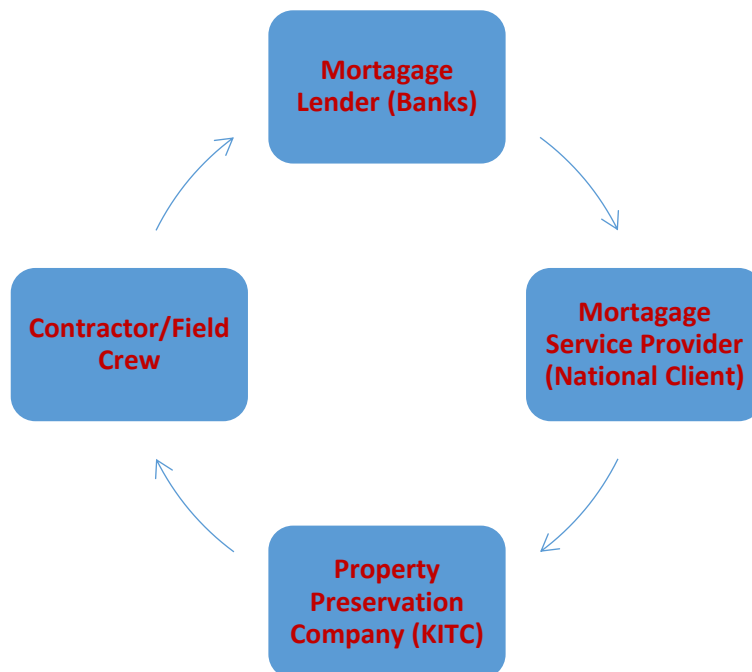


Figure: Business structure of property preservation industry

4.0 ANALYSIS

4.1 Structural overview of KITC

The total operation of KITC based on five departments and teams who are directly connected to the operations.

The following departments are:

- ✚ Importing Team
- ✚ Client Team
- ✚ Vendor Management Team
- ✚ Operations Department (Business Development)
- ✚ Accounting Team

Each and every departments are inter related and depended on each other.

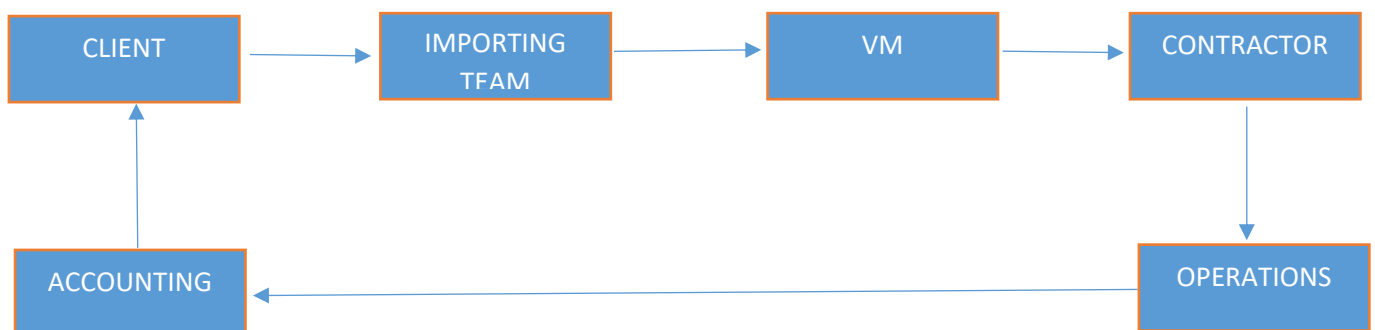


FIG: Business Operations in KITC

4.2 Responsibilities of Each Departments:

4.2.1 Importing:

The business begins at importing departments. Operations team formed with some experienced group. They have a whole knowledge about the business. Most of them are ex-workers of operations team. The team headed by a line manager/team lead.

Work Responsibility:

Whenever National client gets a work order approval from banks or mortgage companies they create a work order for the property preservation company. National client send frequent e-mail to different vendors for the work. If any company like KITC accept the work order within the price and conditions they assign those work orders to that company. KITC also accepts such orders from NC and from that importing team import work order instructions to PPW (A web based portal of KITC).

The screenshot shows a web application interface for adding a new work order. The top navigation bar includes links for 'New Work Order', 'View Work Order', 'Reports', 'Search', 'Forms & Docs', and 'Admin'. The user is logged in as 'Neil 1426'. The main heading is 'Add a New Work Order'. The form is divided into several sections: 'WO Number' (text input), 'Client Info' (Company, Name, Phone, Email), 'Customer Info' (Customer Number, Work Type, Address, City, Zip, Contractor, Rush, Lot Size, Mortgage, Background Checkin Provider), 'Category' (dropdown), 'Loan Number/Type' (text input), 'State' (dropdown), 'Assigned Admin' (dropdown), 'BATF (bid after the fact)' (checkbox), 'Lock Code', 'Key Code', 'Lock Location', 'Gate Code', 'Start Date', 'Client Due Date', 'Received Date', 'Due Date', 'Recurring' (checkbox), and 'Comments' (text area). At the bottom, there are 'Save', 'Save & Create New', and 'Cancel' buttons.

Without the import team others cannot access in this section of PPW. Then the work order not assigned to any field contractor. They remain in “Unassigned” status. Importing team also provide additional client information in this PPW for further escalations.

	Status	WO #	Date Due	Date Received	Client	Customer	Loan #	Address	City	State	Zip	Contractor	Admin	Work Type	Photos
☐	UNASSIGNED	M13127595	08-02-19	07-31-19	231	543	*****2017	521 LEITH AVE	WAUKEGAN	IL	60085			Bid Approval	0
☐	UNASSIGNED	M13204760-3P	09-07-19	09-03-19	231	643	*****0345	421 FERNBANK DR	CORNELIA	GA	30531			Bid Approval	0
☐	UNASSIGNED	24396224	09-09-19	09-06-19	676	RRR - REO	*****0751	6960 FM 937	THORNTON	TX	76687			Initial Grass Cut	0
☐	UNASSIGNED	24398521	09-10-19	09-04-19	466	PHH Mortgage - FHA - Post Sale	****2081	405 Elmira St	Troy	PA	16947			Misc Work Type	0
☐	UNASSIGNED	24164049	09-10-19	09-05-19	466	Mr. Cooper - FHA Post-Sale	****0655	233 GILLIGAN STREET	WILKES BARRE	PA	18702			Bid Approval	0
☐	UNASSIGNED	4035848	09-10-19	09-03-19	4614	CLK		25560 Highway 561	Enfield	NC	27823			Bid Approval	0
☐	UNASSIGNED	M13213410-S	09-12-19	09-10-19	231	543	*****1523	36 NORTH SPRING STREET	EVERETT	PA	15537			STORAGE REMOVAL WORK	0
☐	UNASSIGNED	M13215735	09-13-19	08-10-19	231	528	****3006	219 N 4TH ST	TOWANDA	PA	18848			Bid Approval	0
☐	UNASSIGNED	2611631	09-13-19	09-11-19	373	335BA CALIBER HOME LOANS		50882 ELM ST	GRAND JUNCTION	MI	49056			Bid Approval	0
☐	UNASSIGNED	2608999	09-13-19	09-10-19	373	335FF CALIBER HOME LOANS		50882 ELM ST	GRAND JUNCTION	MI	49056			Winterization	0
☐	UNASSIGNED	4041401	09-13-19	09-11-19	4614	CLK		210 N HAUGHTON STREET	WILLIAMSTON	NC	27892			Bid Approval	0
☐	UNASSIGNED	M13217834	09-14-19	09-05-19	231	543	*****2358	4061 CENTERVILLE ROAD	ROCKFORD	IL	61102			Bid Approval	0
☐	UNASSIGNED	8142333	09-14-19	09-12-19	235	MTB1	*****7523	2301 NC 109 N	WADESBORO	NC	28170			Bid Approval	0
☐	UNASSIGNED	1060576794	09-14-19	09-12-19	192	251	*****9018	2440 Villa Ave	Indianapolis	IN	46203			Grass Recut	0
☐	UNASSIGNED	4041090	09-15-19	09-11-19	4614	CLK		10495 Us Highway 431	Lafayette	AL	36862			Bid Approval	0
☐	UNASSIGNED	2614288	09-15-19	09-12-19	463	442BA BAYVIEW LOAN SERVICING		502W CHURCH ST	CORRY	PA	16407			Bid Approval	0
☐	UNASSIGNED	M13217685	09-15-19	09-05-19	231	618	*****0334	806W BRIDGE ST	WETUMPKA	AL	36092			Bid Approval	0
☐	UNASSIGNED	2614848	09-16-19	09-13-19	373	442BR BAYVIEW LOAN SERVICING		25320 STATE RD 70 E	MIYAKKA CITY	FL	34251			Corrective Action	0
☐	UNASSIGNED	2615052	09-16-19	09-13-19	283	483 BAYVIEW LOAN SERVICING		178 HOMESTEAD PL	HOPEWELL	NJ	08302			Bid Approval	0
☐	UNASSIGNED	2615004	09-16-19	09-14-19	283	335BA CALIBER HOME LOANS		95 JEROME AVE	SOUTH BOUND BRO	NJ	08880			Bid Approval	0
☐	UNASSIGNED	2098763-1	09-16-19	09-13-19	6719		2018.0506	2172 Jewell Ridge Rd.	Richlands	VA	24641			Securing	0
☐	UNASSIGNED	1060584693	09-16-19	09-13-19	462	455	*****1015	8224 Greenlawn St	Detroit	MI	48204			Bid Approval	0
☐	UNASSIGNED	M13218595	09-16-19	09-13-19	231	681	*****5858	205 HOCKING AVE	LOGAN	OH	43138			Bid Approval	0

Here the importing team finished their work. For further assistance they help operations, and client team and vendor management if any issue arises regarding work order importing.

Escalations and Evaluation:

A very small team works in importing division so that need to evaluate their work and finding for any escalation. A senior manager basically leading the team. They faces many issues regarding their work. The main problem is uncertainty of work order flows. Sometimes there are very few work orders and sometimes there are huge load of work orders. Since the team is associated by very few members it become difficult to handle the situation.

Another issue arises when client give us any work order with very low price or bid cut price. Basically when client give us any new work order they send us the pricing also. Here importing team match those price with the contractor pricing since we need to make profit after paying

the rep. Client very few often cut the price and importing team need to collaborate the pricing with contractor so that we do not make any losses. SO they also need to edit the work order instructions and price for contractor manually. It's a hard part for the importing team.

Neil 1426 LOGOUT

[New Work Order](#) [View Work Order](#) [Reports](#) [Search](#) [Forms & Docs](#) [Admin](#) [?](#)

[Property Info](#) [General Info](#) [Job Notes \(4/2\)](#) [PCR Form](#) [Bid / Completion Info](#) [Damages / Violations](#) [Photos / Documents \(85/8\)](#) [Invoice](#)

[QC Tools](#) [Print](#) [Map](#) [Edit](#) [Duplicate](#) [Delete](#)

Closed WO#: 1060583945 Address: 4174 Pinewood Cir Little River, SC Client: 372 Due: 09-14-2019 Complete: 09-14-2019

Work Order Info

WO #	1060583945	PPW #	460659
Work Type	Bid Approval	Loan Info	#####9347 Uninsured
Is Inspection?	No	Mortgage	KENNETH, MEREDITH
Address	4174 Pinewood Cir Little River, SC 29566	Customer	455
Client Company	372	Assigned Admin	
Contractor	Krall, Nicole (ABC# NY139051032)	BATF	No
Rush	No	Lot Size	22215.06
Background Checkin Provider	ServiceLink	Lock Code	0
Broker Info		Key Code	A-389
Received Date	September 11, 2019	Start Date	
Due Date	September 14, 2019	Client Due Date	September 14, 2019
Complete Date	September 14, 2019 Saved by Oscar 1477 on September 14, 2019 12:28 PM	Cancel Date	
Missing Info	No (Past Missing Data) Hello Nicole.		

☒ Ready for Office

09-14-2019 8:09 AM by Nicole Krall

Estimated Complete Date

☒ Category

Office Locked ☐

Freeze Property ☐

Mobile Check In

Date	User	ID
Sep 13, 19 7:11 AM	N. Krall	NY139051032

Check In Sync

Client	Date	Sent	Status
ServiceLink	Sep 13, 19 7:55 AM	Sent	
ServiceLink	Sep 13, 19 7:55 AM	Sent	
Aspen Grove	Sep 13, 19 7:55 AM	Sent	Successful

Access History

[New Work Order](#) [View Work Order](#) [Reports](#) [Search](#) [Forms & Docs](#) [Admin](#) [?](#)

[Property Info](#) [General Info](#) [Job Notes \(4/2\)](#) [PCR Form](#) [Bid / Completion Info](#) [Damages / Violations](#) [Photos / Documents \(85/8\)](#) [Invoice](#)

[QC Tools](#) [Print](#) [Map](#) [Edit](#) [Duplicate](#) [Delete](#)

Closed WO#: 1060583945 Address: 4174 Pinewood Cir Little River, SC Client: 372 Due: 09-14-2019 Complete: 09-14-2019

If you do not have cell or data service at site, take a screenshot of your phone showing there is no service and upload with photos.

BID Writing Bonus	1	5.00	5.00	\$5.00 BID Writing Bonus if complete set of bids supported by clear photos are submitted with proper location, dimension, sources, materials, details etc.		
Bid Debris Removal - Exterior Debris	3	25.00	75.00	Rake & remove 3 cyds of scattered leaves and misc in the yard.		
Bid Debris Removal - Hazards	2	25.00	50.00	Remove 2 cyds of rotten and perishable items from the kitchen and dining consisting of rotten food items, food cans, packaged food etc from the property.		
Additional Instructions	1	0.00	0.00	IF UNABLE TO COMPLETE ANY REQUESTED ITEMS WITHIN THE STANDARD SUPPLIER RATE, PROVIDE CONDITION FOR EACH ITEM THAT NEEDS TO BE COMPLETED. .FOLLOW LOCAL CODE/ASSOCIATION AND SUBMIT COPIES OF LOCAL CODE IF APPLICABLE. .REFER TO CONTRACTOR MANUAL FOR DETAILED INSTRUCTIONS ON HOW TO PERFORM WORK AT THE PROPERTY AND HOW TO PROVIDE CONDITIONS. .OK TO COMPLETE WORK IF PROPERTY IS FOR SALE. CONTACT REALTOR AND ADVISE PROPERTY WILL BE SECURED. Emergent Issue: COMPLETE ANY OF THE FOLLOWING WITHIN INVESTOR GUIDELINES AND STANDARD RATE OR BID AFTER THE FACT UP TO :.REPAIR/PATCH ACTIVE ROOF LEAK. IF UNABLE TO REPAIR/PATCH FOR TARP ACTIVE ROOF LEAK FOR NON-FLAT ROOFS, ONLY OVER DAMAGED SECTIONS..TARRING/SEALING ACTIVE ROOF LEAK FOR FLAT ROOFS AND NON-FLAT ROOFS AROUND THE CHIMNEY AND VENTS.IF PROPERTY IS FLOODED, PUMP BASEMENT.REPAIR OR REPLACE SUMP PUMP.REGLAZE UNSECURE OPENINGS. IF UNABLE TO REGLAZE BOARD ANY UNSECURED OPENINGS AND PROVIDE A CONDITION TO REGLAZE. IF IN A HIGH VANDAL AREA, PROVIDE A CONDITION TO CLEARBOARD AS WELL AS REGLAZE. .RESECURE UNSECURE DOORS.		

130.00

Add Work Item

4.2.2 Vendor Management:

After importing work order in PPW (Property Preservation Wizard) the main work start for the vendor manager. They basically handle the communication between the KITC and contractor. Here VM starts their work.

Work Responsibility:

Imported work order remain in “Unassigned” status. That time no contractor was assigned for that imported work order. The Vendor manager has specific region coverage. They has specific states in USA, and also registered contractor for that states. They communicate with those contractor with a specific software named “EyeBim” and assigned them that work orders. This is called assigning work orders to specific contractor.

Initial Secure Field Services Directory

Vendor Management Team				
Zone	Function	Name	Extension	Email
	General / Escalations	Fred Williams	702	fred@initialsecure.com
				jobs@initialsecure.com
	General / Escalations	Scott Wilson	112	scott.wilson@initialsecure.com
Region 1	PA	Evan Nabil	172	evan.nabil@initialsecure.com
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The vendor manager are called Regional Vendor Manager (RVM). Their most priority is to assign the work order to appropriate contractor who knows the work and can complete within due date. That's why they also recruit new contractor to their own regions and expand their area of coverage. They also need to follow up ongoing work orders also. They need to explain the work to contractor and call them through the eyebeam software. If any issues arises for particular work order and need any clarification from the rep then RVM call them and get possible clarifications for operations and client team.

Escalations and Evaluation:

In VM team right now 17 people are working in Bangladesh and 6 in USA. Also few are working as Vendor Support team. Basically new recruit under the vendor management are working as vendor support. They are learning through the working in the team. KITC working at 34 states in USA. These states are divided in different region and VM are associated with these regions. The vendor management team is known as Initial secure field services to contractor. But National Clients known KITC as different clients.

When I joined in KITC in February 15, 2019 RVM are evaluated by their number of call logs and duration of calls to the contractor. But now management changes the evaluation system. Now RVM are evaluated by the late percentage of work orders and how many work orders are completed within the due date. Also from this month they need to QC the bids of the

contractor. If the provided bids of the contractor are enough to evaluate property damages then RVM also get some bonus from the bid approval.

Different issues created in the VM department. Most of our field contractors are independent and they are not bound to take any work order from us. Toughest job for the vendor managers is to assign work orders to them. Also most of the contractor are not well educated and few of them are drug addicted. So it always difficult for the VM to compete all work orders by them. Another issue is VM communicate with the rep by phone and most of the VM has not much knowledge about property structure and preservation knowledge since they never work in operations department. For this reason most of the time it become difficult for them to make understand the work order instructions. So they had some hard time in work.

Rest of that they need to make huge numbers of calls to contractor. Some time in a work shift a VM attempt 5-6 hours call to the rep. So it become harder to them to concentrate and face huge pressure.

4.2.3 Client Team:

The main purpose of this department or team to communicate with the Client. Client frequently contact with us by e-mail and Skype phone call. They need to give the client proper information regarding specific work orders and very timely.

Work Responsibility:

Our client always wants to update about work orders since they also need to update the Banks or Mortgage companies. Client gives us a work order with a specific time which is called client due date. We need to complete the work order at any cost within this due date. Otherwise they can cancel the work order and reassign it to another preservation company. If any escalated issue arises for the respective work order then client team communicate with clients and asked some extensions. For any late work orders client charge us late fines as well as in some issues they charge back us for whole work to be complete at our own cost. This is a huge loss for KITC. Also as mentioned before, client team also asked work orders from client to increase work order volume through e-mail or Skype calls.

Escalations and Evaluation:

Since we operate our business from Bangladesh, there is a time gap between Bangladesh and USA. Client office time started from 9 am EST. At that time in Bangladesh it is 7 pm. So all client team shift started from 6 pm to 3 pm in BDT. Client team work only at night shift. Every client team has a team of 3 members lead by one team lead. In the basis of the volume of work orders, team can be extended or reduced. Team members divided different work among them.

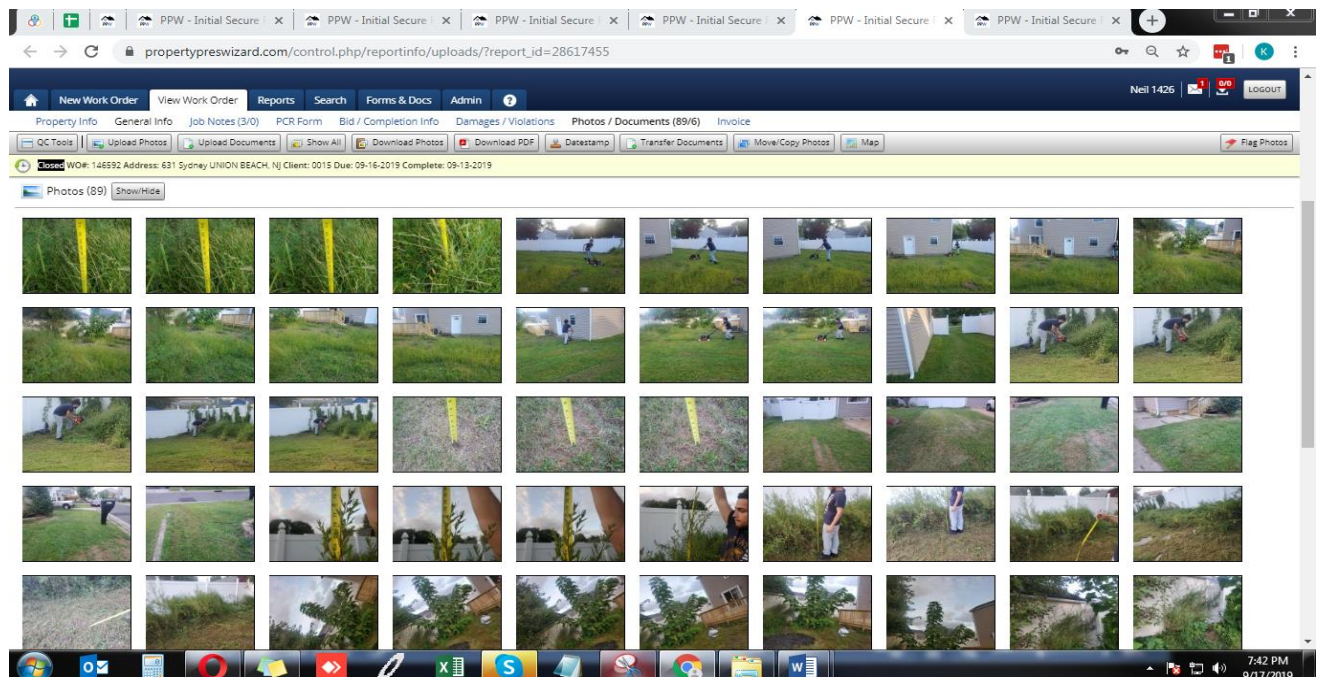
There are no specific evaluation system for client teams. But only thing they need to show is the number of work orders they can bring from the clients and quarterly profit generated by them. Client team continuously report the CEO of the company. If any escalated issue arises then CEO or Chairmen take steps since it's a client issue.

4.2.4 Operations Department:

People who are working in operations are known as Processor since they process work orders and submit it in client web portal. Work orders are distributed in an allocation sheet google drive. Work orders distributed by names of the processors by team leads. Work are allocated in the basis of experience among the junior analyst, analyst, and senior analyst.

26

From this allocation sheet processor copy the work order number and search the work order in PPW wizard. Open the work order and download all the photos provided by the vendors/contractors. Processors analyse those photos with work order instructions and verify if contractor performed the work or not. By analysing the photos processors can easily determine if contractor performed his work well or not. If contractor completed all the work then processor make the work order presentable, and submit in client site/portals.



PPW WIZARD PHOTOS

At the time of submission of work order in client site processor need to provide full property condition report where all damages of the property are included. Mentioning the damages processors need to submit estimates to cure those damages to client so that client can bring approval for those work from Banks/Loan companies. Estimates are generally called Bids which is one kind of proposal of work that can be performed by us. By addressing these damages in the property client wants to keep the property more valuable. When processors face any issues regarding the work order or if they think that contractor didn't performed the work as instructed they need to send follow up to contractor. So they reach to vendor manager or client teams. Processor put a note in PPW section for the client team or RVM to take care the issues. By putting the job note in PPW everyone associated with this work order get notified by e-mail.

Work Responsibility:

Currently more than 200 processors work in operations department. In Dhanmondi night shift 43 processors are work in operations. They report to their Manager and asst. manager. Also respective team lead allocate works to them. Right now KITC has 5-7 clients. Among them MCS, Assetshield Field service are big clients. Most of the processors knows how to process work orders for different clients. Those processors have more knowledge they get more difficult and high value work orders. In the basis of knowledge, work orders are allocated to the processors.

Escalations and Evaluation:

Employees in operations are evaluated on the basis of Key performance Indicator (KPI). KPI has been set up as the working time of the employee on the basis of their joining in KITC. Also day to day operations performance are evaluated in point systems. Every work order has point value as per work order value. High value work order has higher point and maintenance work order has other points, also general maintenance work order has low points. Also points can be higher on the basis of bids number and bids value of particular work order. Processors who are working more than 2 years have to be complete at least 12 points every day. Minimum points is 6 those who completed at least 3 months.

Urgent Update:																			
No. Processor	Submitted	Submitted & Follow Up	Saved & Follow Up	Full Saved	Total Assigned Orders														
27	68	5	0	1	194														
In Process	10	July 2019			Total Submitted	90													
W/O	Type/It	NC	Client Due Date	Updater	Order status	TO's Name	Good Quality of Photos	Good Quality of Reporting (PCR, Bids)	WO Level	Points	Average	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
24401279	Grass Recut	6706	09-26-19	Aston	Gr./Sn. Submitted	Mark	No	N/A	1	0.4	Carlos	9.2	9.2	0					
1060588745	Bid Approval	3702	09-28-19	Aston	Submitted	Markus	Yes	N/A	1	1.1	Denver	11.3	10.5	0.8					
2618547	Is Cut with Interior Inspect	3703	10-03-19	Aston	Issue/TETP				2	0	Edwin	#REF!	#REF!	0					
179524-1	Bid Request	15	09-21-19	August	Re-Processed	Matthew	Yes	Yes	3	0.2	Gregory	2.9	2.9	0					
179524	Bid Request	15	09-21-19	August	Submitted	Matthew	No	No	3	1.65	Harlan	4.9	4.1	0.8					
1060586286	Initial Secure	3702	09-21-19	August	Submitted	Markus	No	No	3	2.05	Hayden	6.3	5.9	0.4					
179729	Bid Request	15	09-22-19	August	Issue/TETP				3	0	Javier	5.1	5.1	0					
50620224	Move-In Inspection	17	09-23-19	August	Submitted	Ricardo	Yes	Yes	2	1.3	Joe	4.4	4.2	0.2					
M13152823	Eviction	4501	09-23-19	August	Submitted	Ricardo	Yes	Yes	2	1.5	Juan	3.4	2.6	0.8					
2614667	Is Cut with Interior Inspect	5503	09-20-19	Benjamin	Submitted				2	1.35	Justin	9.8	9.4	0.4					
2616159	Bid Approval	5503	09-22-19	Benjamin	Client Team Category				1	0.2	Kurt	7.8	7.8	0					
2613360	Bid Approval	5503	09-23-19	Benjamin	Follow Up				1	0.2	Michael	10.4	10.0	0.4					
2617615	Bid Approval	5503	09-24-19	Benjamin					1	0	Milton	3.8	3.4	0.4					
2618956	Bid Approval	3703	09-28-19	Benjamin					1	0	Morris	2.3	2.3	0					
2618470	Is Cut with Interior Inspect	5503	10-03-19	Benjamin	Submitted				2	0	Neil	7.1	6.7	0.4					
2564394	Is Cut with Interior Inspect	7304	09-22-19	Carlos	Submitted				2	1.3	Nell	8.3	8.3	0					
2617444	Misc Work Type	5503	09-24-19	Carlos	Follow Up				2	0.2	Oscar	2.0	1.6	0.4					
190567811-TOA	Debris Removal	6716	09-24-19	Carlos	Issue/TETP				1	0	Patrick	11.3	10.9	0.4					
24410021	Securing	6706	09-25-19	Carlos	Submitted				2	2.2	Rio	2.2	2.2	0					
24398061-B	Bid Request	6706	09-26-19	Carlos	Submitted				3	2.4	Roman	4.5	3.7	0.8					
19046125-TO	Debris Removal	6716	09-26-19	Carlos	Issue/TETP				1	0	Thomas	6.3	5.9	0.4					
19046125-TO	Debris Removal	6716	09-26-19	Carlos	Submitted				1	0	Thomas	6.3	5.9	0.4					

FIGURE: Point Table In Allocation Sheet

Bid approval amount has been tracked in every bid approval work order and processor also get certain amount of sales bonus on the basis of approval amount. Base on the national client's percentage of sales bonus has been fixed. KPI also fixed on the basis of these bid approval bonus. On the basis of the job life every processor must hit his/her bid approval bonus.

Processors are the ending of this business process. At last processors submit the work orders to client site. Most of the time contractor could not perform the work as per instructions. Processors need to verify all those and need to contact respective vendor's managers to solve all those issues. In spite of that on submitted work order has been sent back to us for this uncompleted work. Client send us rejection on that particular work for not completing the work as per instructions. Those rejected work are called RTV (Returned to Vendor). Processors also need to solve this RTV. Sometimes RTV solution make escalation on the work order. Few of cases, client ask some clarification also. Processors need to go through the previous processed work order again to solve the rejection and provide justification to clients.

Re-Submitted Others Denials													
	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Total Client's Issue	18	Total Client Request	50	Total Contractor's Issue	14		Total Analyst's Issue	1			Total Valid RTV	50
2	W/O	Type	Contractor	NC	State	Client Due Date	Original Analyst	Checked/Fixed By	RTV Details from Client	Why RTV ?	Justification	On What RTV ?	Valid Denial
60	2618053	Bid Approval	Mercado, Jesus	3703	FL	RTV	Milton	Milton	were the shrubs backed up	Client's Issue	Leak among 20 LF was to	Photo-Completion/Invo	No
61	190797384-TO	Debris removal	67	6716	WA	RTV	Milton	Milton	It appears that there is still	Contractor's Issue	w up given on conjuncti	Photo-Completion/Invo	Yes
62	1060585908	Bid Approval	Cessna, Cindy	3702	OH	RTV	Mila	Milton	act scope of work is required	Analyst's Issue	3 the tree trimming bid un	Bid line item	Yes
63	1080584034	Securing	Krall, Nicole	3702	SC	RTV	Milton	Milton	No RTV found	No RTV	No RTV found	No RTV	No RTV
64	2613509	Misc Work Type	55	553	AL	RTV	Rudolf	Morris	need a close up photo of the r	Client Request	In Follow Up	Photo-Completion/Invo	Yes
65	2612755	Bid Approval	55	553	NC	RTV	Sergio	Morris	ardless of any decision, you a	Client Request	Dash 1 is in Field	Photo-Completion/Invo	Yes
66	2606558	Cut with Interior Inspe	55	553	FL	RTV	Suzan	Morris	se call Carlos Tamayo 786 871	Client Request	Dash 1 is in Field	Photo-Completion/Invo	Yes
67	2610165	Bid Request	55	553	IL	RTV	Suzan	Morris	how it will be repaired. Please	Client Request	h the comment section. Photo	Completion/Invo	Yes
68	1060577465	Bid Approval	Wheatley, Jamie	3702	IL	RTV	Neal	Neal	ill clippings present in most of	Contractor's Issue	remove clippings after photo	Completion/Invo	Yes
69	1060584105	Bid Approval	Cooper, Marvin	3702	IL	RTV	NEAL	Neal	VM WORKING				
70	1060578723	Grass Recut	Lockhart, Aileen	3702	SC	RTV	Lucent	Neal	ditional photos to justify tree trim	Client Request	All supporting photos a	Photo-Completion/Invo	Yes
71	24999928	Winterization	67	6708	NY	RTV	Neal	Neal	-1 in field				
72	1060583843	Grass Recut	Gillen, Barbara	3702	SC	RTV	Gordon	Neal	IN PROCESS				
73	2612905	Bid Request	Hinkle, Mark	3703	IL	RTV	Neil	Neil	g a bid to remove moldy dryall.	Client Request	re damages and roof leak	Bid line item	No
74	190815673-SEC	Securing	67	6716	GA	RTV	Neil	Neil	sted to be secured. Can you ad	Client's Issue	Clarification provided	Photo-Completion/Invo	No
75	2615243	Initial Secure	55	553	SC	RTV	Neil	Neil	s now. I need more information	Contractor's Issue	-1 in field	Photo-Completion/Invo	Yes
76	2604139	Cut with Interior Inspe	Linley, Rhett	3703	SC	RTV	Marshall	Neil					
77	2606252	Cut with Interior Inspe	55	553	NC	RTV	Oscar	Oscar	The photos provided do not	Client's Issue	Waiting for Conjunction wo	Bid Price	No
78	1060589091	Securing	Fuller, Charlie	3702	SC	RTV	Megan	Oscar	ook if you have additional phot	Client's Issue	yes 3 pad lock have been	Photo-Completion/Invo	No
79	2598046	Bid Approval	55	553	FL	RTV	Alvin	Patrick					
80	2610178	Bid Request	55	553	NI	RTV	Bryan	Patrick	ided are clearly supported (use	Client Request	n the follow-up order of	Photo-Completion/Invo	Yes
81	2608999	Winterization	55	553	MI	RTV	Riana	Patrick	inal? I see damage but not eno	Client Request	to the basement. Property	Photo-Completion/Invo	Yes
82	2605543	Misc Work Type	Shaw, Ron	3703	FL	RTV	Patrick	Patrick					
83	1060586395	Securing	Moneymaker, Tiffany	3702	VA	RTV	Maria	Roman	The WO is in follow up		The WO is in follow up		
84	1060584750	Securing	Ballmann, James	3702	NC	RTV	Roman	Roman	lease provide separate bids for		Can not remove or bid the		No
85	2615619	Cut with Interior Inspe	55	553	SC	RTV	Roman	Roman	Trim shrubs with exact linear fe	Client Request	use. Trim at least 24 ino	Bid Price	No
									minima bids needed for loc. Ph	Client Request	WFC with 2612526	Bid line item	No

FIGURE: RTV SHEET

Processors in day shift has less idea about the business and clients since in day time no client team and vendor managers are available. It has a huge effect on day shift operations.

4.2.5 Accounting Team:

Accounting team in KITC does not involved in company day to day accounting. This team only take care of the filed contractor payment disbursement. They QC each and every work order invoice before clear the payment of the contractor. KITC pay the contractors on weekly basis. After completing a work order and submitting it in client site, client QC the work order and closed it after it. If no denial remain by client then contractors are paid.

Accounting team disburse this payment. KITC pay the contractor before getting paid by client. So accounting team need to verify if contractor payment is justified or not. Client also adjust invoice for us. So it is hard to identify if client will pay us in full. In those cases, accounting held the payment of contractors until we confirm that client full payment.

Escalations and Evaluation:

In few cases, clients adjusted the invoice of work order after QC the work order. Accounting team's responsibility is to adjust the invoice of contractors invoice also. Most of the time contractors dispute the invoice adjustment and denied to work further. In some cases they threat to sue the company. This escalation issue need to be solved by the team.

Also this accounting team consists of only seven members. It became difficult for this small team to QC each and every work order and invoice. Since it is a very crucial work and related to money they need to be so much accurate with efficiency. Here the team faces challenges.

Sometimes field contractor needs to contact the accounting team directly related to payment issue which cannot be solved by e-mail. But this team works in day shift and this shift mismatching create so many confusions and escalations between the accounting team and contractors as well as client team/vendors managers.

There are no SOP sited for the accounting team but they can get some bonus after challenging any invoice error occurred by processors. They send invoice error e-mail to respective processor keeping managers in loop. Since KITC work on the basis of the USA time so accounting team need to clear all the payment within Monday to Wednesday in every week.

5.0 Problems in Current Management:

- The most important issue that KITC facing is lack of manpower. Since it is a BPO industry and ITES company, most of the fresh graduates are not aware about this industry in Bangladesh. It's not so much popular sector currently. So always lacking of manpower issue arises and faced by KITC.
- In Bangladesh still now night shift job is odd job for the people. Also we are not used to this type of job. So many of the employees join this company but after few days they resign from this job. That's why KITC faces most employee turnover at this time.
- KITC approve only one day (Sunday) leave in a week. There no public holidays in KITC. It create a heavy pressure to the current employees. Also all employees do not get any holidays in Eid. It create a bad impression to the employees. That's why always employee's dissatisfaction exist in this company.
- English is the only language we use in KITC to contact with our client as well as contractors. KITC operated a business from Bangladesh but main business in USA. Most of the times employees with good English are main requirement for KITC. Here most of the job seekers are not qualifying.

6.0 Internal Problems in Current Management:

- ✚ The current management set up the operations of property preservation from last 1 years. There are always changes in the functions without any further study. It makes employee unhappy and dissatisfied. Frequent changes in functions hampers the smooth operations also.
- ✚ More than 34 states are covered by KITC in USA. It has largest coverage to USA in preservation business. It create a chaos to the operations since other companies has lower coverage and better service. In this way client also satisfied by their service. Whereas KITC serves a larger area and cannot provide such service compare to its competitors.
- ✚ Another internal issue arises when current top management take decisions without concerning the line managers/branch managers. That's why most of the decisions back fires and does not valid for long times. It hampers the full operations of KITC.
- ✚ There are many departments in KITC. Most of the departments does not carry any exact evaluation systems as well as frequent changes in evaluation system make difficult for the company.
- ✚ There are no research and development department in KITC right now. Without proper research and QC no companies can come over any difficulties. So it also an escalation for KITC.
- ✚ After joining in KITC every employee get an on job training. After that they are assigned to a particular trainer. There are no frequent training sessions and it hampered the training and knowledge of the new employee. They need to learn from their experience. It creates lots of mistakes.
- ✚ Salary revision and increment policy has not specified. It decided by the top management which create job dissatisfaction in the organization.
- ✚ Most of the managers has no power to take decisions. They need to depend on the top management. Since the top management takes all the decisions which may not work.

7.0 RECOMMENDATIONS

7.1.1 Importing Team

- ❖ Night shift employees can assist the importing team especially from operations since they have much knowledge about pricing and business. A set employees can be trained up from the night shift to assist the team.
- ❖ There must be a systematic evaluation systems for the team which can make better performance.

7.1.2 Vendor Management Team

- ❖ A proper allocation of region for a specific time period can make a good relation between the managers and contractors. Most of the time frequent changes happen to the region allocation of the managers which make a hampers for them.
- ❖ A proper budget can be allocated to give incentives to vendors for the managers. It can make the contractor happier and lots of work can be completed by them.
- ❖ Work allocation throughout the team need a proper research. Without research it will not work well.

7.1.3 Client Team

- ❖ Client team's most important task is to update the client for work order. Any update for the work order can be get by contractors and client team no access to communicate the field rep. They need to go through the vendor's managers and it hampers the time. Client team have to be access to communicate to particular vendors for any update.
- ❖ Most of the time client team has lack of man power. Base on the work orders more members can be allocated to the team.

- ❖ Job responsibility can be separated and operations can be helping hand for the team when necessary.

7.1.4 Operations Department:

- ❖ Operations from day shift has not much knowledge about total operations of the company. A roasting shift can be arranged for the day shift which can make overall operations smoother.
- ❖ Communication training can be arranged to train up the operations.
- ❖ More training can be arranged for specific client. New client work orders processing is more problematic for the operations. So every week new training can be arranged.

7.1.5 Accounting Team:

- ❖ As importing team a night shift accounting team can be formed so that we can get better update in night sift operations. Client team and vendor management team also presents in night shift so it will make a good negotiation between these teams.

OVERALL RECOMMENDATIONS:

- A separate QC team need to be formed to QC the operations. It can help to find out overall common mistakes and take necessary steps to overcome those lacking.
- A proper evaluation team/department can be formed to evaluate all the departments and employees based on their work performances.
- A research and development department can be formed for better performance of the company.
- Decision making should be on the basis of the research. Need to communicate with the managers and employees for better decisions.

8.0 CONCLUTIONS:

KITC will be celebrate its 10th year anniversary in November this year. It passed a great time in last few years. Though the property preservation industry in Bangladesh is totally new and KITC successfully carry forward its business. Since there are many escalations KITC faces in every time and if they can solve them it can grow faster. Also as per research, in coming years world can face a great recessions, which means more people will face the loan defaulting crisis and more properties will be added to this industry. Also KITC now owns a National client name APPEX Property Preservation. It can be a golden future for this company.

Bangladesh now growing faster and IT sector get more incentives from Government. It is the best time for the company to expand their business and make more impact in the IT industry in this country.

The company never dreamed to be a millionaire company at first stage of the business. But now they grown up and dream to be a billionaire company in next few years. If Kazi IT Centre Ltd. Can make some changes based on their research and implement it, then it will be one of the largest company in the Bangladesh.

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