

Augmenting Revenue Generation and Driving Sustainability

Draft

BCCP Transformation Plan 2021 – 2025

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BCCP Transformation Plan 2021

1. Background

Bangladesh Center for Communication Programs (BCCP) emerged in 1996 as the successor to the Bangladesh Country Office of the Johns Hopkins Bloomberg School of Public Health; Center for Communication Programs, JHU.CCP, Baltimore, USA.

Over the years, BCCP has grown gradually evolving through different stages of transition. In its course of forward journey, BCCP developed its Strategic Plans periodically as a guiding document for the organization's key moves.

Major turning points of BCCP:

- | | |
|------|---|
| 1996 | - Initiation with one project with single donor. |
| 2005 | - Initiatives to expand donor base (single to multiple donor base). |
| 2009 | - Transformation Plan to shape BCCP as a truly learning organization and set directions. |
| 2012 | - Consolidating the path of sustainability (own building as resource; establishing/strengthening sister organizations). |
| 2021 | - Transformation plan for augmenting revenue generation and driving sustainability. |

2. BCCP's areas of expertise

Pursuing organization's vision centering strategic communication and focusing on planning and implementing targeted interventions, BCCP has gained expertise in a number of areas.

Recognized both nationally and internationally, these expertise are helping in conceptualizing, developing, implementing, monitoring and evaluating effective communication programs.

BCCP's areas of expertise are:

- Communication research
- Strategy development
- Brand development
- Mass and social media campaigns
- Communication tools and materials development
- Advocacy and Community mobilization
- Entertainment-education
- Knowledge management
- Monitoring and Evaluation
- Capacity strengthening for strategic communication.

3. Rationale for transformation: Why change is needed?

- **To deal with challenges in current context**
 - Adaptation to technological advancement.
 - Staff competency for addressing present need.
 - Development issues changing its focus.
 - Competitiveness VS developing responsive projects (not able to be fully responsive with market demand).
 - Donor fund is shrinking.
 - Bangladesh graduating to developing nation from least developed country.
 - Emerging issues like Covid 19 pandemic.

The current pandemic situation has brought massive shift in the communication arena and in the mode of business that require technological advancement in many operational areas including use of virtual media. New project/business hunting will require organizational transformation to be competitive and responsive towards current needs.

- **Aligning with the priority areas of the BCCP Strategic Plan 2021-2025.**

BCCP Strategic Plan 2021-2025 was developed in the backdrop of BCCP's expansion in diversified sectors, spanning new and a wide range of partners, donors and other stakeholders, ICT-based interventions and integration of young staff.

The priority areas includes:

- Build network and partnerships through process-oriented communication
- Institutionalize Knowledge Management
- Develop professional competencies
- Ensure Sustainability
- Increase BCCP's leadership in Strategic Communication.

4. Existing Resources of BCCP

- Experienced dedicated professionals.
- Supportive Executive Board.
- Own office complex.
- Positioned as a national resource in strategic communication.
- Wide range of stakeholder base.
- Global connectivity/networking as a successor of JHU.CCP.
- Sister Organizations with different SOWs and capacities.



5. Process followed

For developing the Transformation Plan, a set of targeted activities were carried out :

- i. Conducted two rounds of competency/skill-based assessment of BCCP staff to identify availability and requirement of staff competency as per present need.
- ii. Reviewed the proposal submitted vs project turnover to comprehend the competitiveness and linked with areas that need attention for developing winning/responsive proposal. (In recent years BCCP won few short -term projects, but not able to obtain any longer duration project.)
- iii. Considered the focus and requirements of RFPs circulated in the recent past and compared with BCCP's existing proficiency to guide the plan for diversification. The current focus mostly comprised of increased need of research, use of ICT in program implementation, use of social media, marketing of services, and condition of project cost sharing etc.
- iv. Considered the major issues of BCCP'S Coping-up Strategy for setting the priorities.
- v. Assessed the opportunities and strengths of BCCP such as - experience, staff skill, stakeholder base, sister concerns, own building etc. as cornerstone to grow and embrace the changes.

Following an in-depth analytical and interactive consultation process, a 3-member Committee developed this plan with inputs and guidance from the Director & CEO and other concerned staff members, through following steps:

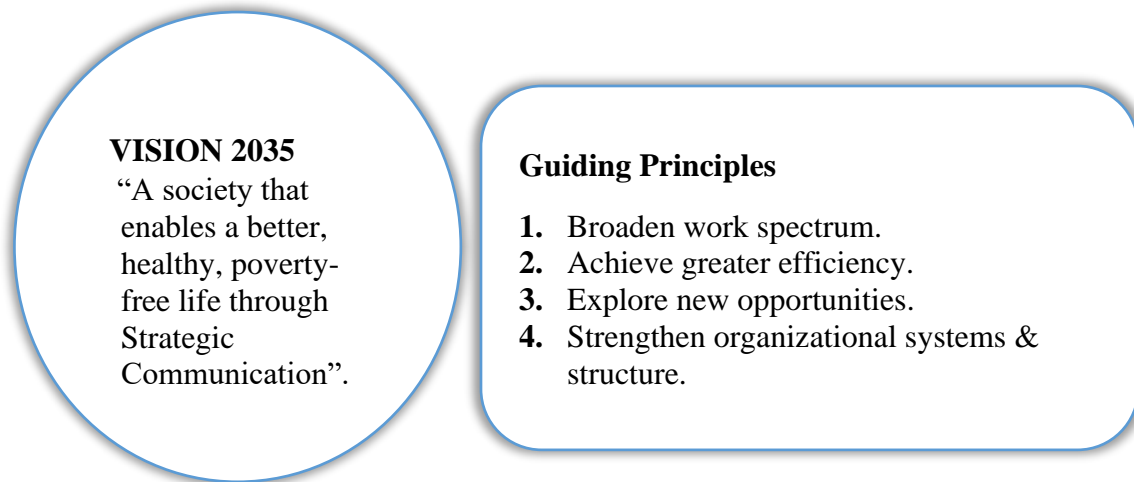
- Raised and discussed the issue in the Executive Board.
- Shared the outline in a staff meeting.
- Discussed the draft content in the Personnel Committee.

- Shared the draft plan in a Consultative Meeting with selected senior officials and received feedback and revised accordingly.
- Finalized the Transformation Plan to share with the Executive Board for review and approval.

Once approved by the Board, the Plan will be in effect from July 01, 2021 which will be shared with all the staff for their information and readiness to act accordingly.

6. Plan for TRANSFORMATION

BCCP consolidates the plan for bringing change within organization with all-out attempts to address the CHALLENGES in the current context keeping consistency with vision of BCCP’s strategic plan 2021-2025.



6.1 Key areas for adaptation of changes:

Operational Structure	}	• Change in operational structure to maximize the competency.
Business Procurement	}	• Change in modality of business procurement to deal with competitiveness.
Staff Positioning	}	• Skill/competency-based dynamic staff as per project need /requirement.
Augmenting Revenue Earning	}	• Fully operationalize the sister concerns/organizations to have multi-dimensional focus for financial viability.

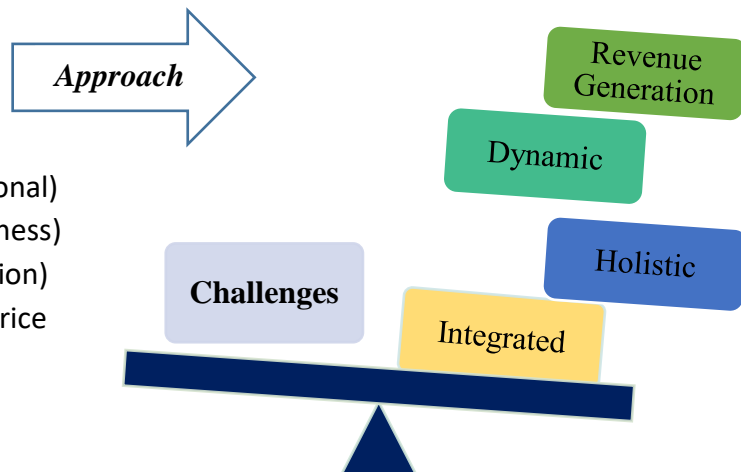
6.2 Opportunities for adaptation of changes:

Transformation Plan is providing directions to make decisions on appropriate move and allocate resources for pursuing the change. While developing the course of action, BCCP considered the future opportunities as well as the risks and uncertainties associated with various options for change.

- Organization is currently having a number of experienced, skilled and efficient staff who need to be supported with new hires having potentials to respond to the current program need.
- Expansion of business in other areas through BCCP sister concerns and commercial initiatives can plough back resources to BCCP.
- Embracing change will bring organizational efficiency and smartness to respond to the situational change.
- Drives indicated in the Transformation Plan will bring further business opportunities for the organization and its development.

6.3 Approach:

- Integrated (structure)
- Holistic (program design)
- Rev Generation (multi-dimensional)
- Dynamic (operational effectiveness)
- Innovative (bright idea application)
- High quality with appropriate price
- Think “Out of the Box”.



7. Phases of Transformation Plan implementation:

Phase 1- Embracing Change (July, 2021 – March, 2022)

Immediate move to embrace the change, demonstrate all-rounder efficiency, re-alignment, and reform.

Phase 2- Augmenting Revenue Generation (April, 2022 – September 2023)

Focus on social marketing; have full functioning revenue generating wings, increase/expand stakeholder base, augmenting revenue.

Phase 3- Driving Sustainability (October 2023 – June, 2025)

Sustain through revenue generation; focus to establish an Institution.

8. Key Moves for TRANSFORMATION

There will be five (5) major wings

1.	Social business development wing: Responsible for Program Operation and Capacity Building ; will have the following sections-
	i. Project implementation section: Comprised of a team of skilled, experienced, all-rounder dynamic staff and project-based contractual staff. This section encompasses area/expertise-wise program implementation team: <ul style="list-style-type: none">▪ <i>Campaign and Marketing</i>▪ <i>Message and Material Development</i>▪ <i>Community Mobilization</i>▪ <i>Advocacy</i>▪ <i>Knowledge Management and Networking</i> Action point: <ul style="list-style-type: none">- Reorganize appropriate sized program team by having productive staff.- Blending of young, smart, energetic group with experienced, robust and pragmatic mentors.- Uphold coaching and learning style by the Team Lead to maximize team member's potentials for timely and quality output.- Hire/recruit project-based staff (If project work deferred for long time, then cease work/withdraw the staff till the activity resumes; and re-assign as appropriate).- Create an expert pool (hire on contractual basis) with arrangement of remuneration by deliverables /tasks.- Deliver result on time with quality at an appropriate price.- Reinforce strong interrelation, be visible.
	ii. ICT section: A section with expertise to leverage the benefit of technological advancement for program implementation, promotion, marketing, and knowledge management. The team will also crosscut with project implementation activities. Action points: <ul style="list-style-type: none">- Reform of ICT team with expert of different capacity (networking, web management, software development, server management etc.) to deal with the need of advanced technology and innovation.- Engage the team for online promotion/marketing, efficient use of social media, and digital resource development on SBCC (partnering with individual/firm) as per program/organization need.
	iii. Research section: A core team of researchers with different expertise (qualitative, quantitative, market research and evaluation) and a pool of experienced researchers for need-based hiring. Also, will crosscut with project implementation activities.

	<p>Action points:</p> <ul style="list-style-type: none"> - Expand the research team with combination of young and experienced professionals. - Form a formal pool of senior researchers. - Attend/conduct more research focused projects. <p>iv. Capacity Building section: A section with capacity of delivering different forms of (distance-based training, customize training, issue-based training etc.) capacity building projects that crosscut with project implementation activities.</p> <p>Action points:</p> <ul style="list-style-type: none"> - Bring diversity and innovation in capacity building program design. - Use of technology for capacity building activities. - Offer training programs based on current demand. - Form a trainer’s pool with experts from different disciplines (gender, climate change, environment, justice, women empowerment, mental health, WASH etc).
2.	<p>Business proposal development and procurement wing Responsible for development of business proposal and marketing to procure business; will have following sections -</p>
	<p>i. Business development section: bringing dynamism to cope with current needs.</p> <p>Action points:</p> <ul style="list-style-type: none"> - Expand the team to intensify the business procurement efforts. - Harmonize and adjust the team structure. - Maximize efforts to make the proposal competitive with competitive budget. - Select projects carefully (balanced focus with emphasis on short-term projects). - Partnership for long-term projects, both as prime as well as sub (explore the opportunities). - Create a CV bank (right person/expert/subject specialist). - Look for partnership with relevant organizations for potential areas like climate change, emerging diseases, good governance etc. - Address diversification, focus on marketing of development issues. <p>ii. Marketing and public relation section: Increase marketing efforts and stakeholder base.</p> <p>Action points:</p> <ul style="list-style-type: none"> - Extensively promote/market BCCP’s expertise with relevant stakeholders and potential partners - Networking with the universities –organize webinar and short courses on Strategic Communication. - Networking with social wing of commercial sectors like media (TV and FM radio channels), advertising agencies, business enterprise, banks, pharmaceutical companies etc.

	- Identify sources and avail CSR fund.
3.	Revenue generation wing: Responsible for augmenting revenue generation
	<p>Bring all the sister concerns under one umbrella/leadership: Rejuvenate all the existing sister concerns to make them into profit-earning enterprises which will be self-sustained to bear all its staff salary and operational expenses and will also contribute resources for the mother organization, BCCP, as well.</p> <p>Action points:</p> <ul style="list-style-type: none"> - Revitalize existing sister concerns: <ul style="list-style-type: none"> ▪ Utsho: Consumer product selling (ecommerce; promote online marketing), mobile banking services etc. ▪ BTRF: online catering, procure online and onsite training courses, procure out-sourced services including report generation, translation service, trainer service supplies etc. ▪ ICL: Graphic design work, print and video material production, video-audio editing services, supply logistic, event management, word processing work etc. ▪ Swapnochaya: Building construction consultancy, building design service, real estate services etc. - Each of the sister concerns to move into a profit earning enterprise. - They will be self-sustained to bear all its staff salaries and operational costs. - They will contribute resources for the mother organization, BCCP, as well.
	<p>Other commercial enterprises that this wing would consider could include</p> <ol style="list-style-type: none"> a) Coaching center b) eCommerce business c) Renting of office spaces d) Consumer product wholesale e) Procure out-sourced services for consumer product online service delivery. <p>Action points:</p> <ul style="list-style-type: none"> - Select appropriate persons to dedicatedly work on these opportunities. - Recruit staff as and when appropriate. - These enterprises have to be self-sustained to bear all its staff salaries and operational costs. - Most importantly, they will contribute resources for the mother organization, BCCP, as well.
4.	Corporate wing: Responsible for providing policy implementation, administrative and financial support in time and in the most cost-efficient manner. Will work in close collaboration with the

	above three wings and provide need-based support to all the teams getting overall guidance from the management. This wing will have two sections:
	<p>i. Administrative and human resource section: will be responsible for</p> <ul style="list-style-type: none"> - Corporate, administrative and staff planning issues of the organization. - Compliance of regulatory authorities and other legal issues - Supportive environment provision to the staff as per policy - Appropriate supply source identification and vendor management. - Human resource management. - Building, logistics and vehicle management. - Plan and execute appropriate program support. <p>Action points:</p> <ul style="list-style-type: none"> - Make provision for maximum level of efforts as practicable for the team members. - Interaction with program teams. - Play active role for cost minimization, efficient use of equipment and facilities. - Extend vendor base for purchase of services/products with appropriate cost. - Prepare staff inventory of regular and temporary staff pool.
	<p>Finance and Accounts section: will be responsible for smooth planning, execution, projection and measures related to all financial matters.</p> <p>Action points:</p> <ul style="list-style-type: none"> - Strengthen team harmony to maximize efforts and efficiencies. - Make periodic financial projection to lessen organizational burden. - Pipeline analysis to guide the program team about project expenses. - Undertake cost analysis and develop competitive and realistic budget. - Provide guidance for cost minimization. - Monitor the financial compliance issues meticulously. - All the team members will come up with clear understanding on budgeting and financial reporting format of different donor. - More interaction with program and business development teams. - Plan and execute full program support.
5.	<p>Organization management wing: Office of Director and Chief Executive Officer of the Organization. This wing will be supported by the Personnel Committee, senior most staff group and other technical groups as appropriate.</p>
	Policy formulation and overall management of the organization, strategic direction to different wings and policy guidance. Liaison with national and international stakeholders and coordinate with the Executive Board of BCCP.

9. Road map/Action for implementation

BCCP needs immediate BIG PUSH to FIT in changed situation.

The actions are planned considering the current capability of the organization and the reality that one single approach/style will not fit for all; hence the adjustments will not be universal. Efficient cost management is one of the key focuses for existence/endurance.

I. Re-structure

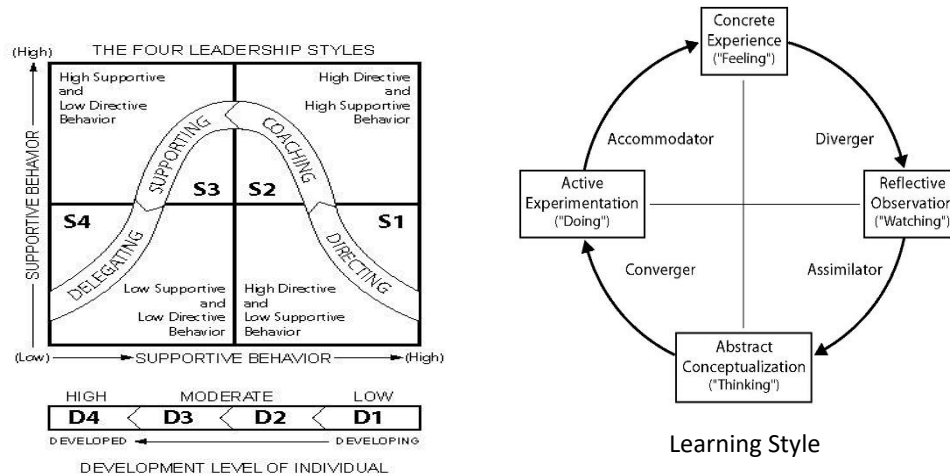
1. Organize all the departments under 5 wings as mentioned above from July, 21.
2. These wings will be managed by three senior management professionals as follows:
 - i) Social business development wing, and business proposal development & procurement wing (managed by head of program)
 - ii) Revenue Generation wing (managed by head of development and innovation)
 - iii) Corporate wing (managed by head of corporate).

The Director and CEO will provide the overall strategic direction.

3. Standardize and bring harmony within teams to create thrust and adjust with current demand with cost-effectiveness and efficiency.
4. Each individual and wing will earn salary through executing project /business, cost-effective planning, appropriate cost management and efficient utilization of resources.

II. Staff positioning

1. **Staff re-alignment:** Organize the staff under 4 broad categories - i) core ii) regular iii) contractual, and iv) temporary ; the arrangement will be guided by staff time allocation in the projects. Retain minimum number of overhead staff and appoint the staff mostly under projects.
2. **New hire:** Go for new recruits as appropriate to meet current demand and bring innovation as per present-day need.
 - Recruit subject expert on ICT to match with the technological advancement, bring innovation and to promote knowledge management.
 - Expand the research team based on need (also form a pool of researchers).
 - Engage marketing expert to respond to competitive business proposals.
3. **Keep appropriate size:** Transfer from conventional to all-rounder/multi-talented productive team. The staff retention will significantly depend on these qualities. Inspire the staff to deal with the challenges.
4. **Establish expert pool:** Collect CV and have formal arrangement to create pool of experts of different disciplines for short-term consultancy.
5. **Maximize potentials:** Uphold coaching and learning style by the Team Leads. Transfer tacit knowledge and experiential learning, supported with high relationship.



III. Business Procurement

1. **Increase number of competitive proposal** submission with cost-effective budget.
2. Diversification of social development issues will be critically important to consider!! Maximize efforts to think for **diversification/new focused** areas with proper partnership.
3. Extensive virtual/online promotion of BCCP's areas of expertise and liaison/search for out-source services.
4. Organize seminar and webinar in partnership with the universities and media by using existing network.
5. Networking with social wing of commercial sectors.
6. Explore the possibilities of developing partnership with big corporate houses to tap Corporate Social Responsibility (CSR) fund.

IV. Revenue generation

1. Bring all the sister concerns under one umbrella; steer sister concerns' business earning with new business initiatives and avail opportunities.
2. Activate revenue generation with income earning activities with immediate action with different commercial business initiatives including eCommerce business.
3. Respond to small business opportunities like event management, report generation, event moderations, training session facilitation.

10. Milestone of achievements in different phases

Phases	Milestone achievements
Phase 1: Embracing Change (July, 2021 – Mar, 2022)	<ul style="list-style-type: none"> • Staff costs are borne from project earnings, to the maximum. • Staff are categorized by performance and proficiency. • Number of award-winning proposals increased. • e-commerce business commenced.

	<ul style="list-style-type: none"> • Partnership with universities and media in place. • Sister concerns are managing own cost without subsidy. • Guideline for cost -efficiency being followed.
Phase 2: Augmenting Revenue Generation <i>(April, 2022 – Sept,2023)</i>	<ul style="list-style-type: none"> • Diversification in project procurement being practiced. • Business procurement jointly through partnership being practiced. • Yearly financial projection with clear direction in place. • e-commerce business bearing organization management cost. • Sister concerns are financially viable. • Sister concerns are ploughing back resource to the mother organization.
Phase 3: Driving Sustainability <i>(Oct 2023 – June, 2025)</i>	<ul style="list-style-type: none"> • Adequate revenue to run the organization being consistently generated through the applied measures • Functional partnership with academic institutes in place. • Construction of commercial complex at Uttara initiated. • Have seed money to start the proposed Institute.

11. Monitoring and Evaluation

Monitoring of the Transformation Plan implementation

To achieve the milestones BCCP will -

- Monitor the action plan developed for transformation in response to the critical issues.
- Periodic follow up to review the progress of achieving the outcomes (what actions are taken or what changes occur/take place).
- Assessment after 3 months and 6 months and adjust accordingly.
- Introduce Reward – Punishment!
- Revise the Plan as necessary with appropriate action.

12. Evaluation of achievements

BCCP’s plan for evaluation of transformation:

- Conduct a mid-term internal evaluation in December, 2022 to review the status of achievements against indicators.
- Conduct a final evaluation by an external evaluator in June, 2025 to review the results achieved following transformation.

13. To implement the Changes

For the desired changes to take place, BCCP staff have to practice required actions :

- Re-build a culture of trust.
- Seek and deliver honest feedback.
- Practice empathy.
- Foster open communication.
- Be purpose-driven.

14. Key Take

This transformation will lead to some most important results for sustainability by inflicting a set of positive behavior among staff as a routine practice :

- Think differently, bring business, and generate revenue.
- Excel potential, deliver results on time with high quality.
- Contribute individually and collectively to earn salary.
- Standardize for harmony, re-build TRUST.
- Change mindset to overcome challenges and succeed.
- Demonstrate RESULT!

OPPORTUNITY

Colleagues who participate in TRANSFORMATION PLAN OPPORTUNITY 2021 learn more about the value of collaboration, maximization of available resources, embracing different aspects of change, augmenting revenue generation and building a true sense of belongings or ownership of BCCP.

Learn from past, Live on present, Plan for future.