



Inspiring Excellence

Internship Report

On

**Implementation of The Distributor Online Onboarding in the Sales  
Operation Department of Robi Axiata Limited**

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**Implementation of The Distributor Online Onboarding in the Sales  
Operation Department of Robi Axiata Limited**

## Letter of Transmittal

04 August, 2018

Mr. Tofazzal Hossain

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Subject: Submission of Internship Report

Dear Sir,

With passage of time, I am Maisha Samiha Khan, a student of BRAC University (ID:14104077) in the edge of graduating with a bachelor degree, have finalized my report as,” Implementation of The Distributor Online Onboarding in the Sales Operation Department of Robi Axiata Limited”. Vividly enough, my work comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance & analytical remarks.

Consequently, I am submitting my report to your well concern. I hope you will find my work well researched and informative towards the company I have worked for. Rather in case of any clarification, I look forward to consult with you and explore new findings.

Sincerely,

Maisha Samiha Khan

ID-14104077

## Letter of Endorsement

The internship Report titled “Implementation of the Integrated Work System in Sales Operation Department of Robi Axiata Limited” has been submitted, to BRAC Business School, for partial fulfillment of the requirements for the degree of Bachelor of Business Administration, major in Marketing and Human Resource Management from BRAC University on 4<sup>th</sup> August, 2018 by Maisha Samiha Khan, ID-14104077. The report has been accepted and may be presented to the Internship Defense Committee for evaluation.

(Any opinions, suggestion made in this report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions).

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Mr. Tofazzal Hossain  
Internship Supervisor Faculty  
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## Acknowledgement

At the very beginning, I would like to express my sincere gratitude to Almighty Allah, who has given me the strength and all those who has helped us all the way through to complete this Internship Report –“Implementation of The Distributor Online Onboarding in the Sales Operation Department of Robi Axiata Limited.”

My special gratitude and thanks goes to respected Faculty **Mr. Tofazzal Hossain**, Lecturer, BRAC Business School, BRAC University, Bangladesh, who co-operated with me all through the times for completing this exclusive report. I have conducted this report through working and analysis on the overall environment grasping on both internal and external prospect of Robi Axiata Limited, for which, I want to convey special thanks to **Mr. Zahir Raihan**, General Manager-Channel Operation and **Mr. Didarul Hassan Siddique**, Vice President- Sales Operations, Robi Axiata Limited. Furthermore, I would like to provide special thanks to my supervisor, **Shiblee Noman**, Manager- Channel Operations for helping me following the guidelines of internship. These aforementioned people gave me their valuable time. I express special honor to them.

I humbly apologize for missing out any name of the contributors for any possible aspect.

## **Executive Summary**

Robi Axiata Limited. Is one of the leading multinational companies not only in Bangladesh but also Asia. Over the past decade Robi has been bringing new an innovative technologies and digital services in Bangladesh.

At the beginning of the report, I have given description about the telecommunication industry of Bangladesh. This part will give readers an idea about the current scenario where Robi and its competitors operate. After that, I have given an overview of the company Robi Axiata Ltd. the current image and prospect of the organization has been given on this part.

In the next part, a description of the topic of the report, distributor online onboarding is given. Here, the project is explained that the reader can understand what is the project, why it is done and what help it will do to the company.

After that, I have described the work I have done there in three months. From the start of the project, I was given a challenge to end the project within my internship period. In this time, I described how I started the project, developed campaign, contacted with regional teams, had regular contacts with distributor, verified the progress and ultimately completed all the steps.

After that, the report talks about the limitations and problems I have seen while working for the company Robi Axiata Limited. for three months. I have given problems and also mentioned the solutions that could help the corporation.

In the end, briefly covered what I have learnt from my experience in Robi for three months and what perspective do I have for the future of the company.

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## **CHAPTER 1**

### **INTRODUCTION**

## **1.1 Telecom Industry in Bangladesh**

Telecommunication industry in Bangladesh is considered to be the most competitive industry of Bangladesh. The industry has reached to almost of its mature stage. And the companies in the field are facing a tough fight while expanding.

It does not mean just dialing and receiving calls but the prospect is much higher now. As per BTRC, Bangladesh has 80.483 Million internet subscribers up to December 2017 (Source: btrc.gov.bd). Comparing with other developing countries the internet penetration rate is quite higher. However, usage of Bangladesh internet is being very much limited to specific areas. One of major reason behind this, lack of investment in digital arena to develop proper digital services. Now comparing the Bangladesh economic status and industry modality, we can assume telecom is the industry which can really take Bangladesh in the proper digital world.

Even the digital Services in Bangladesh are highly dependent on Telecom industry. From the GDP perspective the overall Bangladesh IT industry is still in its seed stage. The government IT firms don't have financial strength in order to invest in new digital services. Meanwhile, telecom organizations both have the interest and resource to develop digital services. Most of telecom organizations in Bangladesh are having bond with their mother companies where they already build lots of new digital services. They can replicate those services in Bangladesh depends on the usability. Since telecom is not a cheap industry, the industry has become dependent on Multinational corporations who have been helping in the communication and digital services.

## **1.2 Origin of the Report**

The report is the outcome of my three months long experience with Robi Axiata Limited as an Intern for their Market Operations division. I joined as an intern in the Sales Operation Department under Channel Operation team, where I worked three months on a project that was specifically assigned for me to start and finish. I worked for their project Distributor Online Onboarding, a project which aimed to compile and verify all the necessary information and documentation needed for distributors to work for Robi. The project was supposed to make the verification process for distributors faster and employee work more efficient by making everything available online. These report talks about my perception, and experience working for that project in Robi Axiata Limited.

### **1.3 Objectives of the report**

The primary objective of the report is to fulfill the requirement of the Internship Program course required by BRAC University. But while working on gathering information for the report, I got to know about various aspects of not just Robi Axiata Limited but also Telecommunication Industry as a whole. Some other important objectives of this report on Robi Axiata Limited are given below-

- To present an overview on Robi Axiata Limited
- To analyze the Industry
- To analyze the core functions of Robi Axiata Limited
- To analyze how Sales Operation works at Robi Axiata Limited

### **1.4 Methodology**

#### Primary Data

The Primary data was collected through face to face interview with individuals who were part of the project through direct involvement and manage distributors for Sales Operation.

#### Secondary Data

Secondary data was collected through Robi website and documents that has been handed down to me from Robi.

### **1.5 Limitation while Preparing the Report**

#### Constraints/Challenges and Proposed Course of Action for Improvement

As a multinational Company, Robi is very structured and the company has own ways of dealing with everyday issues. Since they are already well managed, even the challenges that are faced do not become a big deal since they already know how to overcome that. But even then, in my three months as an Undergraduate Intern for Robi Axiata Limited, I have faced some challenges that are well worth mentionable.

#### Constraints Faced While Preparing the Report

- Confidentiality- Robi Axiata Ltd. keeps their information highly confidential as the telecommunication market is very competitive. They keep their Sales and Financial data confident and it is very hard to know about those data without being a part of the organization. Thus it makes the internship report procedure tough as I could not include a lot of information that were otherwise needed.

- Mismatch between Academic Background and Operational Work- I have majored in Marketing but the team and project I was assigned to had more of MIS related work (Management Information System) than Marketing. Therefore, I had to give much effort to be able to understand and complete the work on time.
- Time Constraints- Companies like Robi Axiata like to finish their work fast. Therefore, to finish the project I had to go through a lot of pressure even as an intern, work late hours and schedule even from home. This was a radical change from the undergrad life had been having to a professional life.



## **CHAPTER 2**

### **BACKGROUND OF ROBI AXIATA LIMITED**

## **2.1 Introduction of Robi**

Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, Bharti Airtel, of India and NTT Docomo Inc., of Japan. Axiata holds 68.7% controlling stake in the entity, Bharti holds 25% while the remaining 6.3% is held by NTT Docomo of Japan. It is the second largest mobile phone operator of Bangladesh with approximately 32.2 million active subscribers as of October, 2016. The company provides widest network coverage to 99% of the population with over 13,900 on-air sites of which over 8,000 are 3.5G sites. Robi is the first operator to introduce GPRS and 3.5G services in Bangladesh. The company has introduced many first of its kind digital services in the country and has invested heavily in taking mobile financial services to the underserved communities in the rural and semi-urban areas. Robi, as a socially responsible brand, has taken up a number of flagship Corporate Responsibility initiatives in the areas of ICT-Education, Health and Environment with a view to contribute towards the sustainable development of the company.

## **2.2 Background of Robi**

Robi Axiata Limited (“Robi”) is a subsidiary company of the Asian telecom giant, Axiata Group Berhad, based in Malaysia. Other shareholders in the entity are Bharti Airtel International (Singapore) Pte Ltd and NTT DOCOMO Inc.

Robi is the second largest mobile network operator in Bangladesh with 44.225Mn subscribers as of end of January 2018. The company commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name „Aktel“. In 2010, it was rebranded as „Robi“ and the company changed its name to Robi Axiata Limited. Following the merger with Airtel Bangladesh, the merged company, Robi Axiata Limited (“Robi”) started its commercial operation on November 16, 2016. As of now, this is the biggest ever merger of the country and the first ever merger in the mobile telecom sector of Bangladesh.

Robi was the first operator to introduce GPRS and 3.5G services in the country. Robi is the first company to launch 4G service in all the 64 district headquarters of the country. In fact, this landmark milestone was achieved on the first day of the commercial launch of the service by Robi on 20th February.

Robi as the proud sponsor of the Bangladesh National Cricket team appeals to the millions of cricket crazy fans of the country to ignite their indomitable spirit within to pursue individual and collective glory and excellence. This strong brand message has made Robi synonymous with the passion of the aspirational people and the company humbly honors this popular notion with quality mobile telecommunication services for empowering the people.

## 2.3 Shareholders

Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, Bharti Airtel, of India and NTT Docomo Inc., of Japan. Axiata holds 68.7% controlling stake in the entity, Bharti holds 25% while the remaining 6.3% is held by NTT Docomo of Japan.

Axiata Group Berhad:



Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).

Airtel:



Bharti Airtel Limited is a leading global telecommunications company with operations in 20 countries across Asia and Africa. Headquartered in New Delhi, India, the company ranks amongst the top 4 mobile service providers globally in terms of subscribers. In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G wireless services and mobile commerce. Bharti Airtel had over 307 million customers across its operations at the end of November 2014.

NTT DOCOMO INC.



NTT DOCOMO, INC. is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life.

## **2.4 Vision for the future**

Robi Axiata's main vision is "To Be A Leader In The Telecommunication Sector In Bangladesh". Robi aims to become the market leader not just in terms of market share but also on being the number one choice of employment for potential candidates across the country. They strive every day to become number one and have a special place in the lives of their customers. Robi has been working and investing at their most capability to reach the goal they vision for every day.

## 2.5 Corporate Social Responsibility

Guided by our strong corporate governance practices, we go beyond short-term profits, to enrich people's lives by enabling them to ignite their power within. Corporate Responsibility in this regard works as the strategic tool for the company to facilitate sustainable development of the community we operate in, which in turn helps in the creation of the platform for sustainable business environment.

### Gori Nijer Bhubishhot



Gori Nijer bhobisshhot is a flagship CSR Activity by Robi. Partnered with UNCEP Bangladesh, this program aims to provide technical training to 500 boys and girls in Chittagong for FREE. It covers Mobile Phone Servicing & Sewing machine operation for RMG.

### Internet4U



Robi launched a program Internet4U to teach young generation how to use internet for welfare and what good things can be done through internet. It also teaches college and university students the safe use of internet.

### 10 Minute School



Technological innovations, digital inclusion, and affordable internet connectivity are continuously reinventing the way we learn. As a responsible telecom operator keen to promote ICT-based education as a tool for human development, Robi has joined hand with 10 Minute School – the first-ever online platform in the country to offer comprehensive solution for “free” in terms of:

- Admission guidance and model test for all leading public and private universities in Bangladesh
- Online courses, tutorials and quizzes on all subjects of the national curriculum for JSC, SSC and HSC students
- Contents related to aptitude courses such as SAT, IELTS, GRE, GMAT etc.

### **Water for Life**



Robi provides 5,000 liters of free drinking water per hour to more than 30,000 passengers and visitors through water treatment plants set-up in Dhaka (Kamlapur & Airport Railway Station), Chittagong, Khulna, Sylhet, Rajshahi, Mymensingh & Mohanganj railway stations, in partnership with Bangladesh Railway and Water Aid.

### **Robir Alo**

Robi is providing access-to-electricity to more than 4,000 people in the off-grid areas of Kurigram and Naikhonchhari, through solar home systems installed across 950 households.

This has significantly reduced dependency on kerosene lamps after dark, thus lessening Green House Gas emission, while allowing the residents to use mobile handsets – thus greatly enhancing the quality of their lifestyle.

## **2.6 Robi products & Offers**

### **Packages**

Prepaid:

- We Are Tigers
- Nur
- Mega FnF
- Hoot Hut Chomok 34
- Robi Club 32
- Goti 36
- Nobanno 37
- Shorol 39

Postpaid:

- Robi Postpaid Pack-1
- Robi Postpaid Pack-2
- Robi ACE

### **Value Added Services**

- My Sports
- Splash
- Nur App
- IFLIX

## **2.7 Divisions of Robi Axiata**

The divisions inside Robi are-

- Market Operations
- Finance Division

- Supply Chain Management Division
- Human Resources Division
- IT division
- Enterprise Business Division
- Corporate Strategy Division
- Corporate and Regulatory Division
- EPMO- Enterprise Project Management Office
- Digital Services
- Internal Audit
- Airtel Business Unit

## 2.8 Organogram



## 2.9 SWOT Analysis



### Strength

#### Strong brand image

Because of a multinational company, the company has a positive image among customers. Customers have a belief they will not be cheated on by the company since MNCs maintain a better clarity for products and services. This image and also the fact that Multinational Companies are desired to work for by employees because of better environment and pay, Robi Axiata Ltd. gets highly compassionate employees to work for them.

#### High investment capability

Due to the merger of Airtel & Robi, the investment capability of the company charged up to a very appreciable amount. Thus taking new projects and investing in operations and marketing became easier to handle.

#### Diversified employees

Diversified bringing innovative ideas every day. Robi does not make any discrimination while appointing new employees. The employment is as diverse as different religious beliefs, age, experiences even culture as they appoint people from Bangladesh, Malaysia, India, Japan & Korea.

#### Structured organizational goals and hierarchy

Robi, as a Malaysian Culture company has a very structured organization. Everyone is appointed for a specific task, projects and the company has a very clear vision of how to reach them.

## **Weakness**

### **Tendency of not finishing projects**

a weakness that I have noticed in the organization Robi Axiata Ltd. is that employees tend to not finish projects that they have taken. Most times projects are never finished 100% within time or never finished at all. This is a dissatisfaction that higher authority faces and they are always struggling hard to how to move forward from this issue and complete every project successfully.

### **Promotions do not reach out to customers'**

calling it a weakness of their marketing team shall be more appropriate but a lot of really good promotions made do not reach customers. They do not get to know about different packages, offers and overall branding of the company just because it does not reach customers. At times the medias they use to promote or the amount of coverage is simply not good enough to catch the eyes of customers.

### **Unsatisfactory relation with the Government**

Robi Axiata Ltd. does not exactly maintain a very good liaison with the government. A lot of their activities get in the way of trouble and they do not get the support of government because of the unsatisfactory relationship they maintain with the government.

## **Opportunity**

### **Become the number one brand**

As a merger of two companies and having the second largest share in the market, Robi has a great opportunity of leaving Grameenphone behind and becoming the no.1 brand in telecommunication in both market share and employees' choice.

### **Make the business operation easier through better relation with the government**

If Robi can make the liaison better, there is a chance of more support and help from the government that will make their operating in Bangladesh easier.

## **Threat**

### **Crucial competition between the rival companies**

Banglalink and Grameenphone is giving head to head competition to Robi thus it is a threat to the company from rivals to take them out of business.



## **CHAPTER 3**

### **DISTRIBUTOR ONLINE ONBOARDING IN SALES OPERATION**

### **3.1 Distributor Online Onboarding**

Distributor Online Onboarding was a project that was taken by the Channel Operation team in the Sales Operation department. Channel Operation team works as the connection between distributors, retailers and Regional Teams to cooperate and rectify the work of sales. This team not only keeps count of the sales everyday but also keeps track of what products and at what amount it needed by distribution houses to satisfy customer needs every day. Products like- SIM, POS, Easy load, Internet fall under this category. Previously, selecting potential distributors and issuing and continuing agreement process used to happen all manually. Meaning that distributors had to send hard copy of the mandatory documents to Head Office of Robi Axiata Ltd. from where Channel Operation team would select distributors. But through this project, Distributors, existing and new submitted all their documents online on the Robi portal from which the documents were checked for validity and correction and report back to distributors. Making the whole process Online. This project was launched in 13 April, 2018.

### **3.2 Necessity of the project Distributor Online Onboarding**

Robi Axiata Ltd. is a fast growing telecommunication company with a digital image in mind that makes everyone expect them to be advanced and efficient in every process. Since they are a multinational company with a hope to grow by each day, their work needs to be more efficient and less time consuming. But, previously, the process of distributor onboarding and extending agreements used to be time consuming since it was manually done with physical documents all along. But making documents available online, this process will become faster and more orderly. Distributor online onboarding is supposed to make the lives of employees easier and work of the channel operation team swift.

### **3.3 Employees involved in Distributor Online Onboarding**

Distributor online Onboarding is a project of Channel Operation team under Sales Operation department. This team is responsible for the whole channel system of Robi Axiata Ltd. primarily, Channel Operation team has 13 employees and this project is supposed to be helpful for each one of them. But four employees were responsible for the project. Sales Operation-

Vice President- Didarul Hassan Siddique ([didarul.hassan@robi.com.bd](mailto:didarul.hassan@robi.com.bd))

General Manager-Zahir Raihan ([zahir.raihan@robi.com.bd](mailto:zahir.raihan@robi.com.bd))

Manager- Shiblee Noman ([shiblee.noman@robi.com.bd](mailto:shiblee.noman@robi.com.bd))

&Specialist- Antu Saha ([antu.saha@robi.com.bd](mailto:antu.saha@robi.com.bd))

### **3.4 Documents needed for Distributor Online Application**

Distributor Online Onboarding Application was divided in two parts, 1) Existing Distributors

2) New Distributors

#### **Existing Distributor Application**

Existing distributors were those who were already under a working agreement with Robi Axiata Ltd. these people in business were responsible for distributor Robi's products in retail stores and pop-up shops. The agreement is made for 365 days and renewed every year if both parties agree to do so. The documents they need while submitting application are-

- VAT
- Trade License
- TIN
- Photo
- NID
- Lease Agreement
- Bank Guarantee
- Bank Solvency Statement
- Organizational Business Profile
- Educational Certificate
- Police Verification

#### **New Distributors**

New distributors are potential applicants who have a chance of becoming a distributor for Robi. Robi Axiata wants to expand its business to new locations and to go through this they are creating a new pool of potential distributors. These distributors will be in use per require and Robi will keep a list of them for future reference. New distributors were encouraged to apply through online too and the documents they needed were-

- VAT

- NID
- TIN
- Educational Certificate
- Trade License

### 3.5 Distributor Online Onboarding Process

the process of onboarding is not a very simple one and does require a few minutes since there are a few steps that need to be done.

#### Step 1

The first step requires going to Robi Axiata Website and find out the link that is given for the application process. The link is given on the bottom of the page with other tab links. The website link is <https://www.robi.com.bd/> and in the bottom ‘**Distributor Online Application**’ option is available.



#### Step 2

After clicking a step to register your account arrives from where basic information, email and password and then a MSISN ID arrives which works as a PIN. This PIN will be sent to the phone of the distributor which when entered will create an account for the distributor.

Please register your account first	Login
Distributor Type: <input type="text" value="--- Please Select ---"/>	Email: <input type="text"/>
First name: <input type="text"/>	Password: <input type="text"/>
Second name: <input type="text"/>	
Email: <input type="text"/>	<input type="text" value="Submit"/> <a href="#">Forgot your password?</a>
Mobile Number: (88) <input type="text"/>	
Password: <input type="text"/>	
Confirm password: <input type="text"/>	
<input type="button" value="Submissions"/>	

### Step 3

After login, the distributor can fill out necessary sections about personal information. Then they can upload all the documents step by step. Distributor can either upload all documents at the same time or take time and upload a few at a time, logout and then come back and upload and complete the application.

### 3.6 Employee View on the project & Evolution

Distributor online onboarding is a project that falls under the Channel Operation team. The team has been looking forward for this project for months. Since Channel Operation team deals with distributors and partners in core, it was their duty to make the systems, process better. This project is supposed to evolve the way company operates. Robi has an urge to become the most efficient company in Bangladesh, and this project is a step for the path.

The project General Manager of this project Mr. Zahir Raihan stated “to improve the overall efficiency of the Sales team, we need to make our process of working better. And this project helps on that.” Project manager of Distributor Online Onboarding Mr. Shiblee Noman believes, “Distributor Online Onboarding project will make our (employee) lives easier and selecting and working with partners swifter than it was previously.”

Sales Operation Vice President, Mr. Didarul Hassan Siddique believes that for a company to reach its goals, every step has to be taken with measures. He says „We cannot make the company number one just by saying so. Improving our functions step by step is the way we need to make our way to the possibilities on becoming the best, if you (myself) can make this project successful then I will know that my department is more efficient and the challenge I have given you is completed.”

Distribution Development Team General Manager, Mr. Rajeev Hasan says “the department have been feeling the need for this project for a while. The positive effects of this project will be visible to everyone along the department. Since we all have to work with partners more or less.”

I feel privileged to work for a project that is valuable to so many people.



## CHAPTER 4

# ACTIVITIES UNDERTAKEN

## 4.1 Internship Program Timeline

I joined Robi Axiata Limited as an intern in 16<sup>th</sup> of April, 2018 through „Robi Undergraduate Internship Program“. I joined in Sales Operation department that falls under Market Operations division as a Channel Operation Intern.



## 4.2 Specific Responsibilities as an Intern

As a channel operation intern, I had a few specific tasks to be done for 3 months. They had the whole internship period planned for me about what tasks I am about to do. These included Attending Channel Operation meetings, the project of Distributor Online Onboarding, Agreement Paper Update, Campaign Designs, Testing Feasibility of different campaigns, Modifying Channel User, giving my Voice Over for two National Commercial of Robi and some other minor tasks. Every task was challenging and needed to be done carefully. Robi manages their interns like employees thus the responsibility of intern increases by time. These tasks were given to me not just by my supervisor Mr. Shiblee Noman but also by the team General Manager Mr. Zahir Raihan. With every task they also gave me clear guidelines on how to do them and assisted in the process.

### Update Distributor Agreement Paper

Every year Robi Axiata Limited renews agreement with its distributors. The agreement papers are a way of sealing a deal with them and keeping them as a part of their business. Updating these documents on a regular basis was one of the tasks I was assigned to do. Which included checking the documents both pairs if everything was fine and had needed signatures, then sending them to Chief Executive officer Mr. Mahtabuddin Ahmed if available, otherwise sending the agreement papers to Mr. Pradeep Shrivastava to sign those papers. And then one pair of the papers were sent to distributors all over Bangladesh and the other pair was numerically ordered and then kept in MO Locker.

### **Modifying Channel User**

Channels are important to the operations of Robi Axiata. Often channels that are used gets changed. These might happen even in 2-3 months for retails stores. Thus, for more than 2000 retail stores where Robi products are sold, this becomes a huge work to update channel on Robi internal Portal. I was assigned to update the channel route for Robi internal Portal. Which was enlightening because I learnt how the distribution media works from producer to customer.

### **Testing Feasibility of Different Projects**

As an intern, I was the youngest member in team and therefore my team believed I had new ideas and perceptions to how things work. Therefore, in different span of the internship period I was several times asked to give my views after analyzing a project about what I understood and what changes could have been made. My team also asked me to recommend over what are the pros and cons of different projects. This actually helped me a lot in corporate world learning and gave me a clear vision on telecommunication industry. One with mentionable was the „Retail Outlet Classification“ project. This project aimed to classify EL, SIM and Data for retail outlet quality in term of share and location and a few other points. This classification was done to maintain performance based partnership model, optimize trade competition and campaigns efficiency, achieve distribution excellence. Possible methods Retail classification where, 1. Performance based- range of sales volume, participation rate, continuity. 2. Participation of SKU and weightage based- EL, SC, DATA, SIM, Device, IOT device etc. 3. Performance of SKUs and relationship profile based- participation in new business opportunity, advocacy ration, support in popularizing non-popular SKU/ new product, support for merchandising installation. 4. Performance of SKU, Location and Opportunity to leverage its business profile based- classified competition.

### **Voice-Over for National Commercials**

in my short time in Robi, I have had the opportunity to be a part of different projects and campaigns. One of the good experiences were being the part of a national commercial. I was a voice over for a national commercial of the project Digiguru, and also a part of the MySports app campaign. In both of these I had to give my voice on the commercials which shall be used for the promotion.

## **4.3 Assigned project work for Distributor Online Onboarding**

For the project Distributor online onboarding, in a small period of three months, all new and existing distributors had to upload the necessary documents, us from the head-office (RCO)

had to check if each and every documents were correct or not also rectify and let those know who needed to change their documents and finally make sure that almost all distributors uploaded their application. It was also necessary to make a potential distributor pool. In the beginning I have had the opportunity to develop a circular for the national newspaper and website to post.

#### **4.4 Robi Axiata Limited Distributor Online Circular'2018**

Robi Axiata Limited is looking for potential business partners for distributor. If you think you have capabilities to be a business partner for Robi Axiata Limited; then here is your chance. Robi Axiata is opening online applications for the candidates to apply. With relevant experience and know-how, you can become a distributor for Robi Axiata Limited.

Apply with correct information in our portal and we will contact you when a necessity occurs for a distributor. If interested, then see the details below-

##### **Personal Requirements-**

- Have sound know knowledge over the business
- Financially stable to support the business
- Positive to any situations
- Hard-working and trustworthy
- Knows the importance of time maintenance
- Knowledge about retail sim card and sales
- Existing capability to serve pointed area

So, if you think you have the potential to be a partner of Robi, please visit this link: <https://www.robi.com.bd/distributor-registration>

Robi Axiata Limited reserves all the rights to deal and preserve the information shared in this portal in accordance with Robi's Policy.

#### **4.5 RACE TO DIGITALIZATION Campaign**

Race to digitalization campaign was designed by myself through the guidelines of my team. This campaign was launched for the Regional Team to speed up our process of online application. I had designed the whole campaign effectively with costs and it was a successful campaign that helped the whole project very well.

##### **Campaign Background**

A campaign named distributor „Race to Digitalization“ needs to launch to popularize and accelerate the process of online archiving our existing distributors“ documents within specific time on our newly developed platform and also create a pool of potential distributor and speed up the process of new distributor onboarding.

##### **Campaign for Existing Distributors**

Campaign Timeline: 1<sup>st</sup> June to 30<sup>th</sup> June,2018

Details:

- It is a competition between regional teams of 5 clusters
- Regional team need to complete 100% application of their current distributors as fast as they can within time
- Champion and Runner-up regional teams shall be awarded with some incentives.
- Every distributor will get a „SMARTNER Certificate“ and a souvenir who completed within campaign period.

### **Campaign for Creating Distributor New Pool**

Campaign Timeline 1<sup>st</sup> June to 30<sup>th</sup> June,2018

Details:

- Competition between Regional Teams (DSM/SM/TM)
- Regional Team need to promote the option to potential distributors to apply for distribution-ship through the online option.
- Top 20 DSM/SM/TM shall be selected for reward
- Gifts and certificate will be provided to winners.

### **Distributor Onboarding Through Online Platform**

<b>Bring Easy and SMART Solutions for Existing and Potential Distributors</b>	<b>Bring Easy and SMART Solutions for Robi Sales Team</b>
<ul style="list-style-type: none"><li>✚ User Friendly; both English/ Bangla option- Web portal has English or Bangla both language option, interested party can select and operate by using any language.</li><li>✚ Online Application for Partners- Online web portal for interested parties to apply for being a channel partner</li><li>✚ Save Profile- Potential candidate can save their profile and apply during announcement vacancy</li><li>✚ Save Time- Interested parties can save their time by registering their profile online.</li></ul>	<ul style="list-style-type: none"><li>✚ Candidate Pool-A ready pool of channel partners to be in place.</li><li>✚ Smart Database- Any time just a single click we extract potential parties &amp; existing distributor database</li><li>✚ Search Candidate- Advanced candidate search allowing candidate search by preferred filtering criteria</li><li>✚ Save Time-This will save time for all concern person of Robi</li></ul>

## **4.6 Result of the Project Undertaken**

Since every project needs a result, ending evaluation of what had been done, it was my duty to check every document input done by the distributors. The inspection took me more than 15

working days and I finally could finalize onto a result. Distributors and Regional teams cooperated very well and most of the clusters and regions had finished uploading distributor information to the portal.

However, since a campaign was running, it was our duty to select who have done it successfully 100% and out of 18 Regions, 8 Regions had done it 100% completion and the rest were close. For the new distributors campaign, one cluster out of five had done distributor appointing it through the portal highest by the time I was done with internship. The whole project had a completion of 89% in my hand which was very appreciable.

## **CHAPTER 5**

### **LIMITATIONS AND RECOMMENDATIONS**

## 5.1 Identified Challenges in Robi Axiata Limited

### Turnover



Robi Axiata Limited as an MNC has a very positive image in the employment force. They pay lucrative salaries and give extra benefits to employees. But, since the telecommunication industry is so competitive, employees stay under a lot of pressure to increase the sales and revenue. Resulting, many employees simply are not able to take the pressure and leave the company at unexpected times. This creates a huge cost and liability for the company, as hiring new employee and training them incurs a huge cost. Even when one employee leaves at a salary, replacing employee might not agree to the same terms and wage, resulting in a salary increase in most cases.

### **Increase in Debts from 4G license Acquiring**

Even before Robi Axiata could overcome the spending on purchasing 3G license, the company had to purchase 4G license from Bangladesh Government. It was done for 2 reasons, first to attract new and old subscribers to the brand and two, to keep up with the

competition with Telenor. Since, Grameenphone has a better growth as a company, they tend to offer new technologies faster than other rivals, and to keep up with the race, Robi Axiata makes big purchases like these to stay in the game. As a result, the company had a shock in their finances and may have been facing difficulties in their financial operations.

### **Communication Gap between Airtel and Robi Business Unit**

The merger of Robi and Airtel is rather a new one. Before 2016, these two companies had absolutely different entities and ownership. Since the company became one, there had been a lot of merging between works and departments. But the employees who work outside Dhaka work for both the brands together. For that reason, there is a communication gap and a confusion happening inside the company as a whole. Employees face unwanted situations a lot of times in the confusion of it is their job or not. Since every other operational department works as one except Market operations, this is the division that gets most confusing and hampers work at times.

### **Insufficient Promotions from Branding Team**

Branding the company well is always a key to attract and retain customers. For that, a heavy amount of money and thoughts are needed to be invested in the marketing and promotions. The employees responsible have to realize if the promotions are actually reaching customers or not. In Robi, a lot of promotions and TVCs I have noticed that have been made, never really reach customers well. Robi branding team are often incapable of choosing the most accurate media for target market and rather invest on lesser effective medias of communications.

## **5.2 Recommendations for Robi Axiata Limited**

### **Recruiting More Young Talent on Branding Team**

For branding to be effective and customer oriented, it is very important to have new and creative ideas be used on the process. And for fresh ideas and new perspective, they need to employ more youth because youth are the source of these. People who have been working in Robi has actually been working for years and they may have joined young but they cannot exactly be called for new ideas. Robi needs to pace up and now employ creative minds to reach excellent branding and win with rivals.

### **Maintaining Office Hour**

In Robi Axiata Limited, usually employees get paid enough and receive great benefits. But however, employees have to work 8 hours and 30 minutes every day from 10 am to 6.30 pm. but in my internship period of three months, employees have to work late hours overtime every day. They work over time as late as 3-4 hours on a regular basis. Even though Robi Axiata Limited pays overtime to employees, still working late everyday makes a dissatisfaction in employees and they feel stressed at times. As a MNC with such potential, Robi should maintain working hours to increase employee satisfaction well above average.

### **Placing Sufficient time for Projects**

In more occasions than one, we see MNCs do use fast forwarding method to daily work and projects. However, if the company can regularly not maintain deadlines for projects that means it has a deeper issue. Either employees are not willing to finish or, the planning was not enough. In my opinion, second one was more likely than first. Project planning needs to be done more carefully and employees need to analyze well about the time needed for projects. That way, failure rate for any work/projects will be next to zero and employees will have to work under less pressure. In a way it will increase employee performance and make work accurate rate high.

### **Invest More on Promotional Activities**

Telecom industries around the world have reached a growth stage in the business. In this stage, they do have immense competition with each other. The situation of Telecom Industry in Bangladesh is no different. Telenor or otherwise called Grameenphone launched in Bangladesh a decade before Robi had come. They have the strongest position and are in really good terms with the government. To beat GP in the market, a company has to do a lot more than just trying to sale products and services. Robi Axiata Limited needs to put a lot more effort in their marketing team and invest a lot in the Integrated Marketing to reach mass market customers.

### **Better Relation with Government**

In every business around the globe, having a good relationship with the local government is a must if the company wants to explore and operate business without problems. Bangladesh is no different. To operate a business well in Bangladesh, it is mandatory to have a good relationship with Bangladesh Government. Robi Axiata needs to realize this fact and try and improve their relationship with Government for a better business environment.

## CHAPTER 6

### LEARNING & CONCLUSION

#### 6.1 Learning from the Internship Experience

##### Experiencing Multinational Organization's Work Environment

In the three months long stay with Robi Axiata Ltd. I had the opportunity to experience the work environment of a Multinational Corporation. I had a view of how employees behave in



the organization. It also gave me opportunity to learn how to behave in an office environment. the office culture became clear to me after this experience.

##### Understanding The Telecom Industry

Telecom industry has a very complex operating system of its own. They do not work like FMCG or any other markets and have a culture of their own. Now I have more in depth knowledge about telecom industry and I now understand how not every process is done by the company on its own. A lot of its mega responsibilities, Cell Phone Network Towers are outsourced to Huawei. In similar ways Products distributors are given to different privately owned distributors. This information was new to me and I learnt those from the internship. This taught me how even technological companies do not produce or operate every function on their own. They too tend to rely on other businesses for their important products and

services. This gave me vast experience about the telecom and business industry as a whole from inside.

### **Learning to Excel Under Pressure**

Working for a MNC is not easy as works move fast in the organization. And Robi Axiata Ltd. is a huge company, they have loads of work that are done every day. On that position, everyone has to work under pressure always. Even as an intern, I had to work like an employee and had to function under a lot of pressure. This taught me how to work under pressure and still get the job done to perfection.

### **Adapting the Etiquettes**

Multinational Corporation culture is way different than what we expect or usually see in an office environment. here, people have a different way of dressing, speaking and addressing to issues. In my three months as an intern, I was exposed to the core corporate culture of multinational environment. I learnt how to be punctual, how to speak in a corporate, how to dress appropriate and try to live by a routine. These are examples of various thing I have learnt from Robi Axiata Limited.

## **6.2 Conclusion**

Robi Axiata Limited is one of the biggest companies of Bangladesh. They have the operation was over Bangladesh. Working for them was an absolute delight for me. I used to think how telecom companies work other than just placing tower all over the city, now I have a clear inside vision of telecom companies, specifically Robi works to serve network coverage and cellphone internet to its customers. They are the first one to reach the milestone of 1 Million 4G subscribers among all operators. So, I like to believe that they are on the right track. With Airtel having a 37% growth rate, if Robi Axiata keeps up the good work, they can surely be no.1 in Bangladesh. But Robi does not confine themselves in just the country. Their mother company Axiata wants to excel the company in a way that they become the no.1 in Asia. Apparently, this can only be done if all their operating country stations work their best and reach a position where they can be called the best. Robi has been working on this future vision and their operations, suppliers, outsourced functions are doing well too. They do have some issues and challenges they need to overcome. But with the right guideline and leadership, the company really has a bright future. Even as an intern, I was placed under a

challenge and I made sure to complete that challenge well. It was a win-win for both parties as my department had a project finished at hand and I had a learning opportunity under pressure which I was able to complete and learn. Robi Axiata thinks about its employees. Employees are given opportunities to learn and improve always. If the company can fix the problems and challenges they have and work on them, it will be very soon that they become the highest ranking telecom company in Bangladesh.

## References

1. <https://www.robi.com.bd/>
2. <https://www.robi.com.bd/distributor-registration>
3. <http://axiata.com/investor-relations/2013/ar/operating-companies/robi>