

Robi AXIATA (Bangladesh) Limited

Internship Report

Spring '16



Samsun Nahar
1/1/1900





Internship Report on

Comparative Market analysis Of Robi Axiata Ltd.

Submitted By

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Submitted To

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Letter of transmittal

8th August 2016

Ms. Tanzin Khan

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Subject: Submission of Internship Report

Dear Madam

With great respect, I submit my Internship Report on “Robi Axiata Ltd” by working under the division of Market Operation. I am grateful to submit my internship report as a requirement of completion of the BUS 400 course. This report is the reflection of the experience that I gathered in twelve week by working under the team Voice and Product of market division.

The report is a descriptive study of “Competitive Market Analysis of Robi Axiata Ltd”. This report is basically the study of the different aspects of mobile operator including company overview, my work experience and market analysis of this industry. I try to give my best in this report but there is some limitation due to the matter of confidential. Therefore, I would expect that you will consider my effort and the report will come out as a reflection of my learning outcome.

Sincerely,

Samsun Nahar

ID: 12104186

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BRAC UNIVERSITY

Acknowledgement

Firstly I would like to express my gratitude towards Ms Tanzin Khann for her support and guidance in the journey of completion of this report. I am grateful for the time and advice that she has given me for my report. Her assistance and guidance help me to understand the implementation of my learning which I try to reflect in this report. I would than like to thank my on-site supervisor Mr. Salauddin Ahmed, General Manager of Voice and Product team, for giving me an overall learning environment and the right direction throughout my internship period. I would also want to thank Mr. Mahfoz Jamal, Manager of Voice and Product, for being so humble and co operative and guide me throughout my internship period. I really appreciate the support and co operation of the Voice & Product Team. It was a great pleasure to work with this team. Lastly, I would like to thanks Ms. Rawnak Afroze for giving me the opportunity to do my internship at Robi Axiata Ltd and help us to introduce the overall company policy, rules and regulation.

Executive Summary:

To complete my academic BBA program I needed to complete my three months internship program. AS I have done my internship at “Robi Axiata Ltd.” Under market division so I have prepared this internship report based on “Competitive Market analysis of Robi Axiata Ltd”. In this report I have discussed about my three month work experience and the responsibility, the critical observation and recommendation according to my experience, Market share, revenue, profit comparison, product analysis which is currently available in the market and lastly the survey which represent the consumer perception on different operator over different criteria. While doing the research I have faced some gap of information which I needed to come out to the broader explanation. Most of the analytical information then collected from the primary survey. Based upon the analysis there are some critical issue and recommendation which I have jot down in the recommendation and findings.

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Chapter 1: Introduction

Organization Overview:

Before talking about present scenario of the company let's introduce the parent company from where the journey has been started. Robi Axiata Limited is a joint venture of two leading telecom group of company, Malaysia's Axiata Group Berhad (91.59% share) and Japan's NTT DoCoMo Inc (8.41% share). Axiata Group Behar(Axiata Group) is a leading Asian telecommunications group with its significant operation in Malaysia, Indonesia, India, Myanmar, Sri Lanka, Singapore, Nepal, Pakistan, Bangladesh and Cambodia, has approximately 290 million customers.(Axiata Group)

NTT DOCOMO is the largest mobile communication company in Japan that provides the most innovative, convenient and secures mobile services. The company has 68 million customers in Japan via advance wireless networks, including a nationwide LTE network and the world most progressive LTE-Advanced network(NTT docomo, 2008).

History:

Robi Axiata limited commenced its joint venture operation in Bangladesh in 1997, formally known as Aktel. In the year of 2008 AK Khan and Co. sold its shares to NTT DoCoMo Inc. On March 2010 the companies name rebranded and Robi Axiata Limited has born. In 2013 DoComo decrease its share to 8%. As a result Axiata had its majority share 92%(Corporate Profile). Robi has become one of the most rapidly growing telecommunication operators by providing its service to almost 100% of the population. With a very few time the company has achieve a number of lot of awards and certification such as "Excellence Award for Innovation in HR' (Star News), "ISO 9001:2008 certification", "Frost & Sullivan Asia Pacific ICT Award 2010" for Emerging Market Service Provider of the Year, "TeleLink Telecommunication Award 2007" for its excellence in service, corporate social responsibilities and dealership management etc. in recent time Robi has been awarded one of the most "Socially Devoted Brands" in globally. Robi is being always committed to its customer service so that their customer can enjoy the best experience with best data and voice offer.

Objective of the Company:

“Robi started its commercial operations journey as a GSM cellular phone operator to provide the state-of-the-art and modern telecommunication services to the people of Bangladesh at competitive prices”.

Purpose

“Robi’s main purpose is to empower their customers. Their statement is that, “We are there for you, where you want and in the way you want, in order to help you develop, grow and make the most of your lives through our services.”

They also claim that, “We will keep our promises and deliver. We will innovate, execute fresh ideas and, as a nationwide organization, we will be respectful of our customers and stakeholders.”

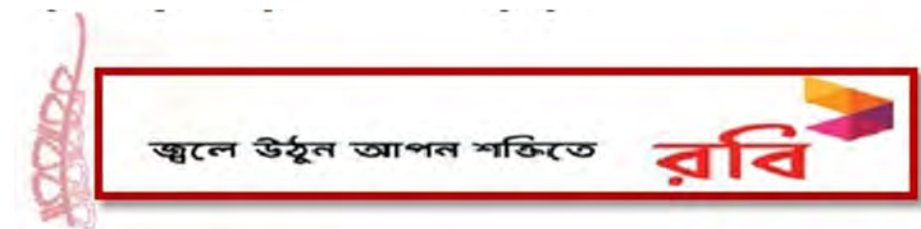
Mission

"Robi aims to achieve its vision through being one not only in terms of market share, but also by being an employer of choice with up to date knowledge and products geared to address the ever changing needs of our budding nation."

Vision:

"To be a leader as a Telecommunication Service provider in Bangladesh."

Logo and Slogan:






Product and Service:

Robi has come up with a wide range of offers of prepaid and postpaid packages so that customer from the entire different segment can choose according to their choice.

Prepaid:

Currently Robi is offering six prepaid plan for different variety of customer. Its prepaid packages are-Unlimited FnF, Nobanno 37, Hoot Hut Chomok 32, Robi Club34, Goti 36 and Shorol 39. The prepaid packages and its focus characteristics are given below:

Packages Name	Focus Customer
Shorol 39 	For those customer who would like to have stable lower call rate and talk mostly in one number which is called the “Priyo” number
Goti 36 	For those customer who would like to have simple flat rate in all time
Robi club 34 	The customer who mostly have Robi number in their phonebook
Unlimited FnF 	For those subscriber who have lots of friend and family number. Call very frequently to those numbers
Nobanno 37 	For those who talk in off peak hour, mostly in the night
Hut Hat chomok 32 	For those who talk equally in on net and off net numbers and need a standards and balance call rate

There is another prepaid special tariff plan which is made for business entrepreneur.

Postpaid:

Robi postpaid packages have two type of different tariff plan- pack 1 & pack 2. Under the postpaid packages there are some bundle and bonus offer that a customer can enjoy.

Internet:

Robi offers 3.5G internet which is the third generation of mobile communication technology. This will give the customer the experience of high speed browsing more than three times faster than 2G. This is the upgrade version of 3G that offers higher mobile Internet speed of up to 21 Mbps. On the hand 3G can only offer up to 384Kbps speed. With the help of 3G device and Robi's 3.5G technology, one can make video call, watch live TV and enjoy the high speed access.

Value Added Service (VAS):

Robi have number of Value added service for their customer. Some of the service is introduce first in Bangladesh such as Phone backup, Call block, Café 8000, Balance Transfer, Robi Radio, Missed call alert, Push mail. The VAS include SMS & massaging, Calling & mobile management, Social & Chat, Music, Finance & Career, Information service, Robi news service, Islamic services, Lifestyle & Education, Loyalty program, Entertainment.

Recently Robi has launched a new App service called Yonder Music. Robi Yonder is basically a music app that can be access only with Robi internet pack where customer can download, play and share million of songs.

Organization Organogram:

Robi Axiata follows a flat hierarchy structure which is well defined in each division. The employees work according to the guideline of the of the top management. The organogram hierarchy is given below:

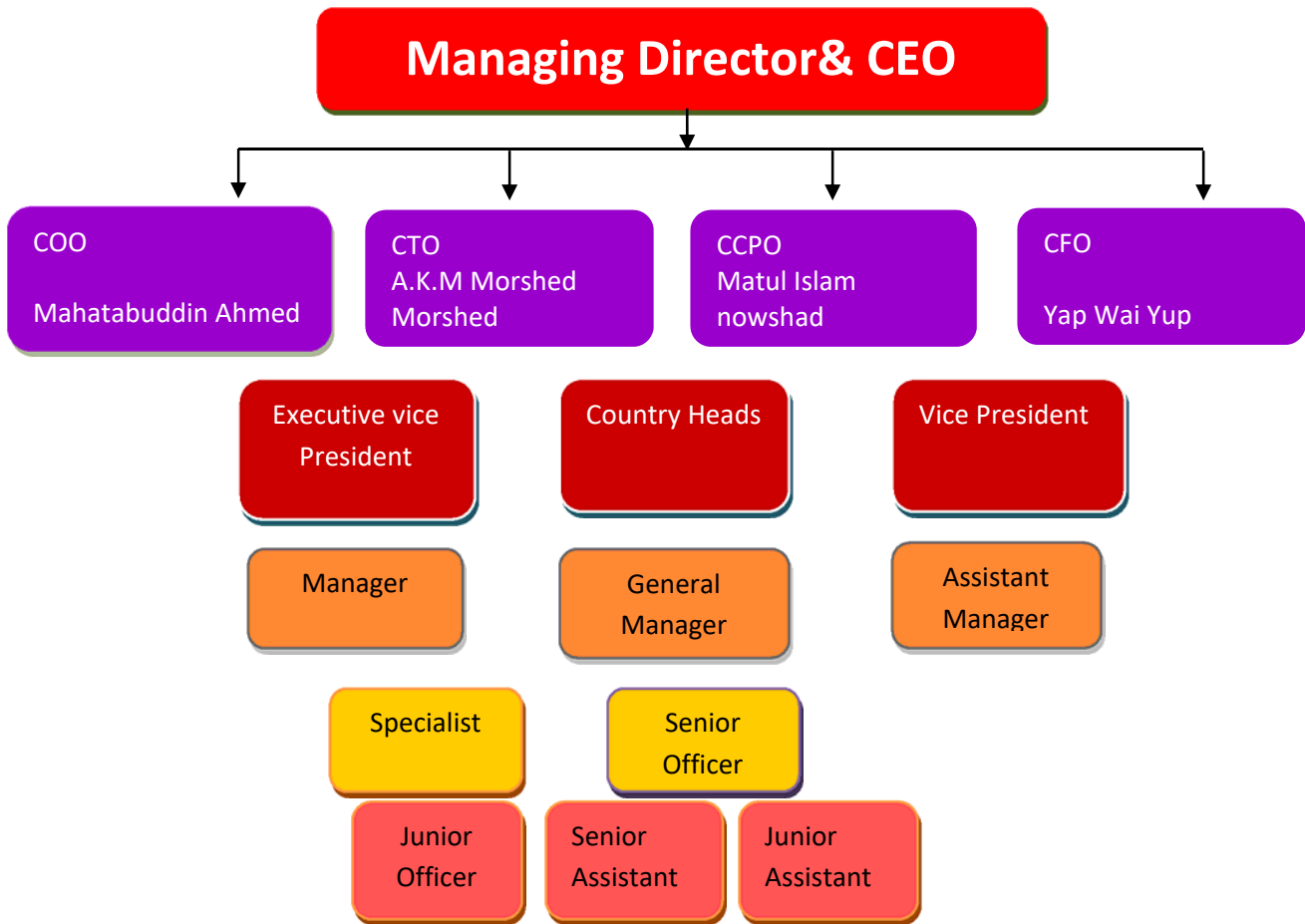


Figure 1: Organizational Organogram of ROBI AXIATA Ltd

Source: Company profile



Chapter 2: Job Experience

Job Description

This report is basically prepared on the basis of the internship experience at Robi Axiata Ltd. I was assigned as an intern in the team Voice and Product which is the sub- department of “Market Operation”. This department and the job help me to learn practical knowledge and skill through observation and experience that I gather from different aspects of my work in the organization.

The department:

The “voice and product” team is the sub- department of Market Operation and is the main focus of internship. Voice and Product team is basically concern with the main product, bundle packages, pricing and promotion of the campaign which is the heart of any telecommunication company because the company mainly stands for the voice call service. So basically out of 6Ps of marketing the team deals with the 3Ps (product, price and promotion) which is the core part of the company. The activity of the department is involved technical, strategic and theoretical action that is done by the employee of the team. The primary objective of the team is to generate revenue through campaign, new innovation and strategy development.

Key Responsibilities:

The Task and responsibility that are handed over me were as follow: There is some routine works that I have done every day basis and there is some non routine work that I have done for in different time basis.

BTL:

To retaining and enhancing the customer service Robi has launched different type’s campaign for different type of customer segment. And to make the target successful the campaign the team needs to ensure that they are communicating with the customer properly. Some of the campaigns are promoted by ATL (above the line) and some are BTL (below the line). And to promote the campaign the team does some One to One or BTL communication channel which is basically sending text (Bulk SMS) to the target customers about the campaign. As most of the texts are target customer basis, so this is quite predictable that the customers may show interest to purchase the offer. This is how they communicate with the customer to promote the campaign. There are some processes to do this work order send. First of all, the entire target customer phone numbers in which the text will be send need to be prepared. Once the list of the target customer base is prepared the base file along with the text and the receiving date of the text is

submitted to the IT team through the help of the communication software called “Motive Dynamic Service Operation”. I have send Bulk SMS around twenty million customer. And the good part is when i used to prepare the report in software it shows progress as the number of customer who purchase or subscribe this offer was increasing.

Customer Survey:

Customer demands and attitude towards the service are always in changing. For every change in consumption pattern whether it's a positive or negative change the result and reason of changes need to be traced. And for that purpose sometime Voice Product and Pricing team do phone call survey. Sometime I need to do telephone call survey to know the reason why the customer are not using the offer package, collect their feedback, perception and rate of their likability about a particular campaign. After done with the survey and data collection the data are presented with the graph and chart in percentage so that it could make a clear understanding about the current scenario.

Industry Offer Analysis:

Telco industry is much more competitive now a days. To cope up with this competitive world company need to keep track what other competitor are doing. For that purpose I need to check different media like newspaper and website to find out what new offer and campaign they are promoting that time record it in the file and share it with all the team. So that they can take record of the data and analysis it with Robi's offer.

Financial data reorganizing in SAP Software:

To measure the effectiveness of every campaign of the team, we need to track the data of every day. For that I have to go through the SAP software where all the data are available such as on that day how many customer subscribe to those bundle or packages, the first time user and the total revenue generate from every single campaign. From this software I have to prepare the report of every bundle and campaign by making average of hits, count and revenue for every month. After making the report I have to summarize the whole report with chart in excel.

Data Recording:

As the team needs to make conceptual and analytical decision so they need to work with the huge number of data. Every day for every new campaign of the company and the industry, i need to track down the data to assist our team to analyze the data. If there is any changes in any packages or campaign then I supposed to record it in excel file. With the time being there was a lot of data that I had to record and present the summary in the power point to the team.

UAT (User Acceptance Test):

Whenever there is a new campaign and business case approved by the management team it and everything is finalized. We need to check the technical issue that the offer or service is working or not according to the instruction. For that I along with my team member whose campaign is going to launch sat in the meeting room with the technical team and vendors. There, we check all the updated campaign by purchasing the offer or service because if there is a single mistake remained then it will create problem by giving a bad the impression in consumer mind. Because Robi believes if we want to achieve the consumer loyalty, we need to achieve the consumer trust. From that UAT meeting they ensure that there is zero percent error in the purchasing process.

Work in different Campaign:

As a fresh graduate this is a very interesting and quite challenging job for me to work directly with new campaign. In my 3 months of journey I had contributed by sharing my ideas for new campaign and also got the chance to present that idea to the team. Also there were other campaigns ideas by my team in which I have prepare the whole process and work line of that campaign. From this I have got the practical knowledge about how the corporate idea should be presented to the management team. To present a new campaign idea I have prepare power point slide presentation for my team where I put the idea, related cost and risk associate with the campaign within the possible solution, the purpose of the campaign and draw the process of how and where it going work in the market. If the campaign is already exist in the market I needed to show the comparison of our own campaign with the existing one.

Critical Observation and Recommendation:

As an intern, I have noticed some critical issue that create obstacle to work in an organized way. First thing I have observed is that the process of any kind of approval is very slow. When I first join at Robi, it takes 2 days to get a laptop for my work. It was not possible to do work without a laptop. And these two days I spend almost 16 hours doing nothing. After getting my laptop still I could not do anything because I need internet access to do my task. The whole week I could not do anything as there was no internet connection. As the process of approving the internet connection is very lengthy and time consuming so no one in my team want to take the initiative. After someday my line manager applied and we need permission from four people. But they didn't approve us for internet access as i was an intern. After the whole week I got connection which was not from the company but from an employee's personal router of my team. This shouldn't be the legal way to do my work.

So according to me the whole process should be redesign. When the intern are assign for the company the HR should do the analysis that which team need online based work and who need internet access. After that they should give the list to the IT department so that when interns join they get internet connection and start learning their work.

Secondly, the laptop I was assigned for also not up to the date. I have to give it to IT department for maintenance three times in this three month. I had to stop my work and setting for 8 hour by doing nothing. For this kind of situation my recommendation would be proper servicing the laptop if it has problem or assign a new one if it is not possible to repair when the new intern join.

Lastly, Many times I have seen that the work order cannot be done because the new software which we use for sending bulk SMS didn't work properly and the server is also become under maintenance most of the time. It would save time of work if they provide properly manage the software.

Apart from all the technical issue I would suggest my team to give proper balance work for everyday. Sometimes I had to face lot of work pressure and sometimes didn't get any work.



Chapter 3: Project Part

Introduction:

Previously the telecommunication was only limited by the voice call and SMS. According to (ANALYSIS, Country overview: Bangladesh, August 2014) the market is still dominated by the Voice service. But now it has changed by lot of different service like internet, international Roaming, VAS (Value Added Service), Special privilege loyalty program, Digital Service and much more. According to (Annual Report of Axiata Group 2015, 2015) the data revenue growth was 78.9% because of the investment of 3G network and up to 2015 Robi generate average revenue. As the percentage of data based revenue was growing Robi's future target is to mobile internet service.

With this expansion of new service the market scenario has changed now and it become very difficult to identify the satisfactory factor of the customer. The demand and trend is changing with the time being and the right product or service is needed to be available to sustain and lead this competitive market. Co ordination of every single factor and strategy is become essential here.

To achieve the customer loyalty any company need to meet their satisfaction which eventually help to built the trust. The loyal customer stays longer to the company because they trust that company. Over the year we have seen that Robi Axiata Ltd have achieve their existing customer trust but within the changing time and demand their current scenario is the major concern of this report. The merger of Airtel and Robi will surely increase the market share but there are some critical issue that should keep in the eyes.

There are some aspects that are being analysis to find out the outcome and the possible solution for that. However several questions are being asked to find out the perception and reason behind the current situation.

Origin of the Report:

The report is basically preparing for the bachelor of business administration (BBA) program of BRAC University which is based on the experienced of a twelve weeks work with an organization. This report is assign by the supervisor of that organization and supported by the university advisor. I am grateful for the fact that I have got the opportunity to accomplished my internship under a multinational telecom company

Here, I have done a competitive market analysis of Robi Axiata Ltd which is not possible without the support of my on site supervisor Mr. Salauddin Ahmed and my faculty supervisor Ms. Tanzin Khan, Lecturer of BRAC Business School.

Objective:

Primery objective:

- To get a basic understanding of the mobile operator market of banglaedesh and the Robi Axiata Ltd's current position and possibilities in the industry

Secondary objective:

- To understand the influencing factor and the effectiveness of the company on the basis of implement those factor
- To know the scope where the company can improve
- To know which area the company is effective and measure the overall performance of the company
- Analyze the future trend by measuring the current perception of the consumer

Limitation:

- Some of the information is based on 2015 as this is the middle of 2016 and the annual report is not published yet.
- Necessary information are not provided by the employee of the organization
- There are more than 16 million people in our country but for this project only 90 people are taken for the sample size. The result might have some error
- Unavailability of some critical data of analysis
- Because of the confidential factor the organization did not permit to include some of the information
- Some of the data are given with percentage which they didn't give exact amount. so the hiding tendency are clearly noticeable

Methodology:

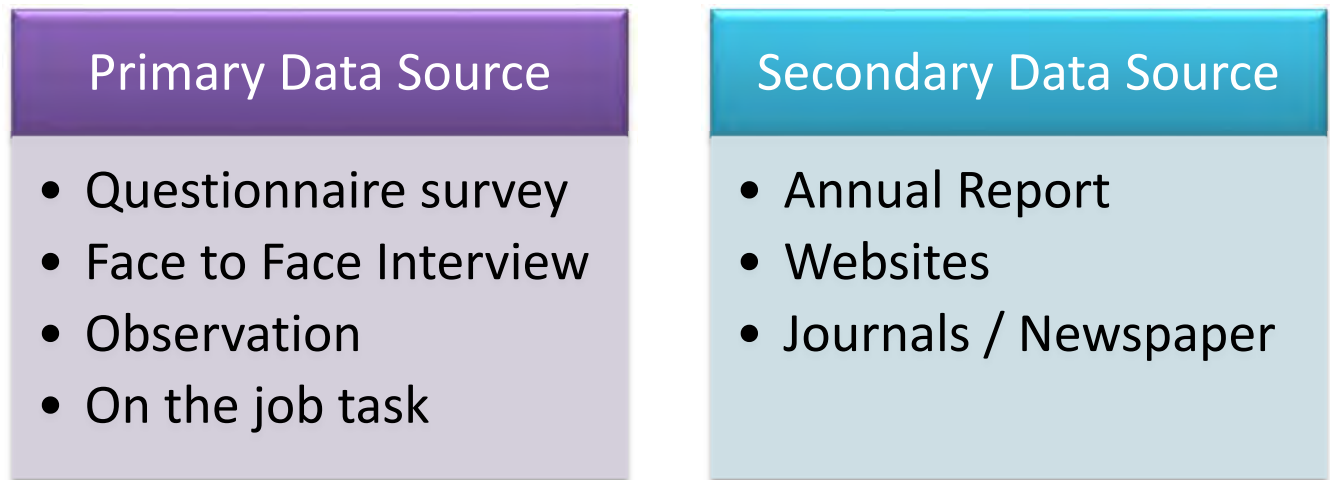


Figure 2: Source of Data

Primary data Collection:

For collecting the primary data I have conducted an online survey among 90 respondents with 19 different questions. Interview is taken to the employee of Robi Axiata Ltd which helps to go to the depth of the research and come up with the recommendation for the obtained data.

Secondary Data collection:

Some of the required information such as market share, revenue, profit, and subscription rate analysis is taken from the annual reports of the operators and BTRC. This information is analysis by using MS Excel and interprets by chart and graph for presenting the summary of the data analysis. On the other hand, some of the journals and online newspaper and website help to make the report to informative. The product analysis part is being done through the help of the official website of the different companies.



“Competitive Market Analysis of Robi Axiata Ltd.”

Revenue, profit & subscription analysis:

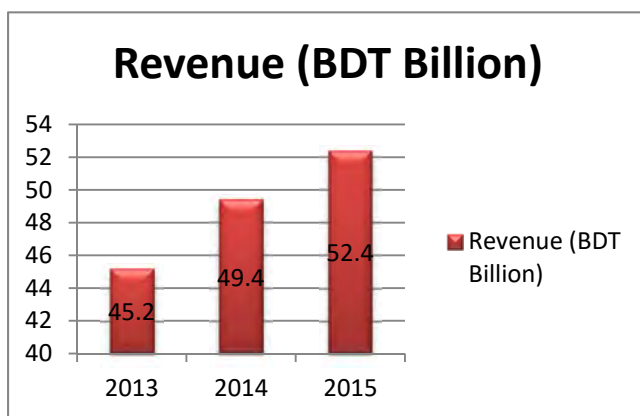


Figure 3: Revenue Growth of Robi

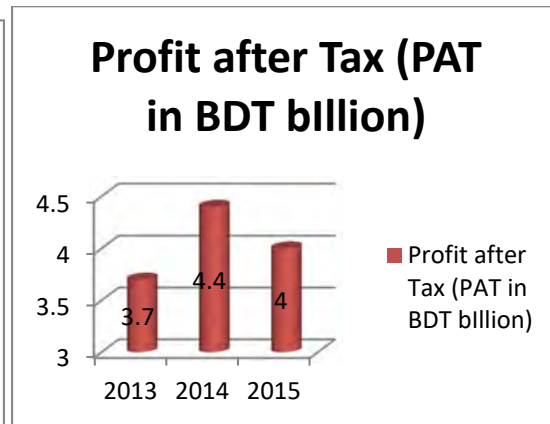


Figure 4: Profit Analysis of Robi

Source: Annual report of Axiata 2015

According to the Annual report of Axiata Ltd 2015, Robi has recorded strong business performance because of its innovative product offering and powerful data network. From 2013 to 2014 the revenue growth was 4.2 billion. In the year of 2015 it increases by 3 billion. Though the increase rate is less but the company makes good number of revenue. And the profit after tax also increase in 2013 to 2014 by 0.7 billion. But in 2015 it decrease by 0.4 Billion. This is because of higher depreciation in investment in 2G/3.5G network expansion and extreme price competition. The total investment of Robi Axiata in 2015 was 32.383 billion.

In the year of 2014 the subscription rate was 25.3 million. Over the year of 2015 Robi has achieved highest number of customer around 28.3 million which is decreasing now as we can see in the chart by 0.858 million (BTRC, Mobile phone subscriber June, 2016). This is alarming news for the company when they have two competitors with higher number of subscribers than them.

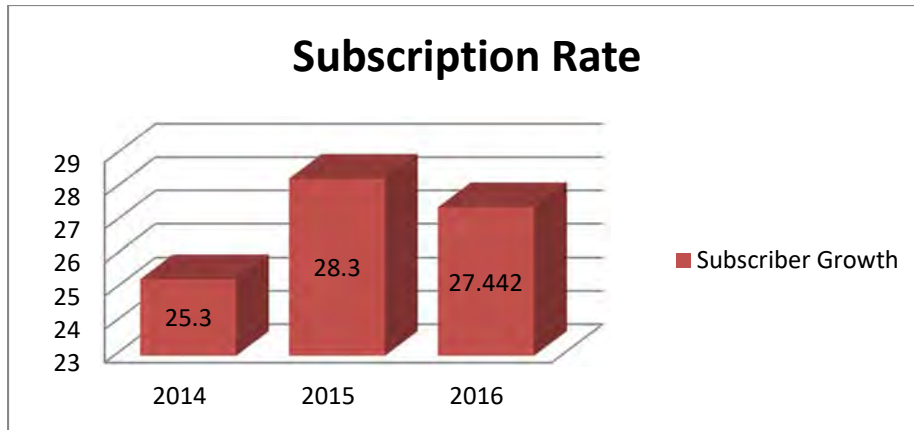


Figure 5: Subscription Rate of Robi

Source: Annual report Of Axiata 2015 & BTRC website

Grameen Phone:

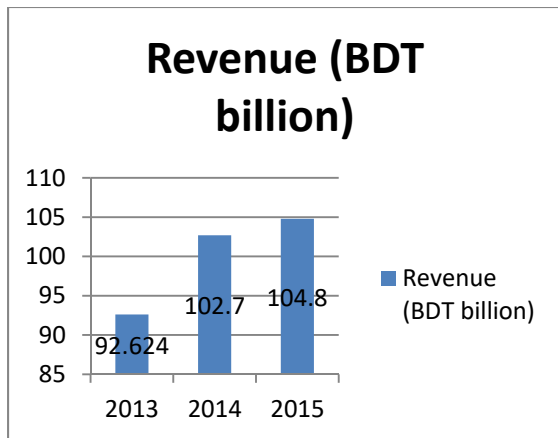


Figure 6: Revenue Growth of GP

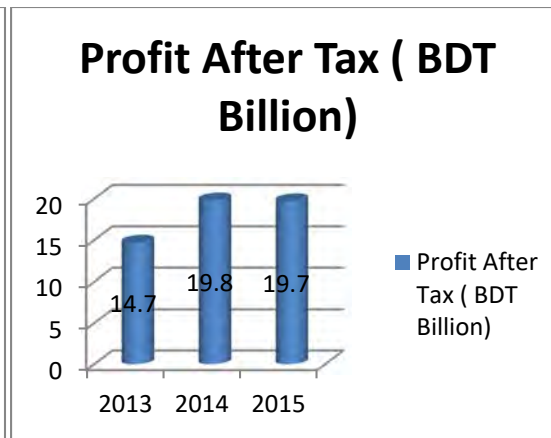


Figure 7: Profit analysis of GP

Source: Annual Report of GP 2015

In the year 2013 the revenue of Grameen Phone was 92.624 billion which is higher than any operator in Bangladesh. In between 2013 to 2014 the company has achieved the highest revenue growth around 10.076 billion. In 2015 it also increased by 2.1 billion and reached at the number of 104.8 billion. The profit after tax is 14.7 billion in 2013 and it increase by 5.1 billion in 2014. The percentage of profit generation is decrease in 2015 by only 0.1 billion but still in a good position than other telecom companies. . Over the year the revenue growth and profit is increase

by good number which means that Grameen phone maintain good balance in the profit and revenue.

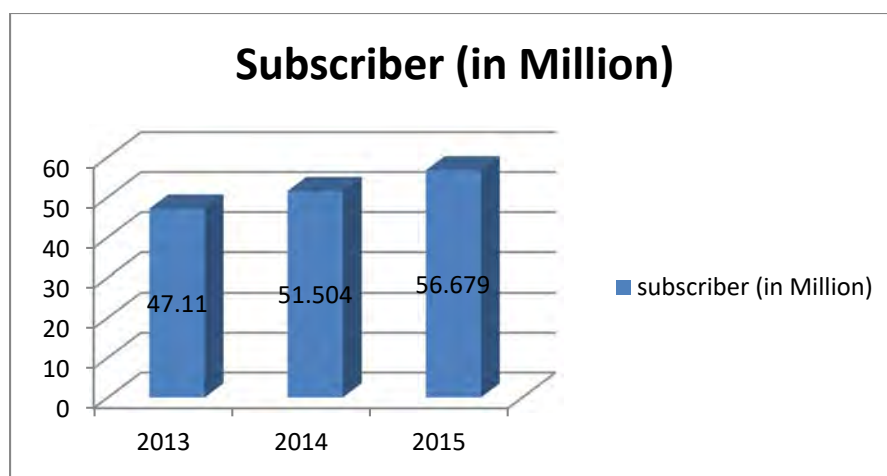


Figure 8: Subscription Rate of GP

Source: GP Annual Report 2015

The number of subscriber of Grameen phone is higher than any other operator of Bangladesh. This is one of the reason that makes the company market leader. In 2013 they have got 47.13 million subscribers which are increasing by number over the year. In 2014 it increases by 4.394 million and from 2014 to 2015 in increase by 5.1 million. The number of subscription rate is quite stable now around 56.909 billion.

Banglalink:

Banglalink have ups and down in their revenue over these three year. Till now they have achieve highest revenue around 45.36 billion in the year 2012. But in 2013 the revenue dropped by 39.354 billion which they recover within next year with the increase of 4.296 billion. this also have an impact on profit earning but the subscription rate increase over the year and this company is now giving strong competition to other leading companies.

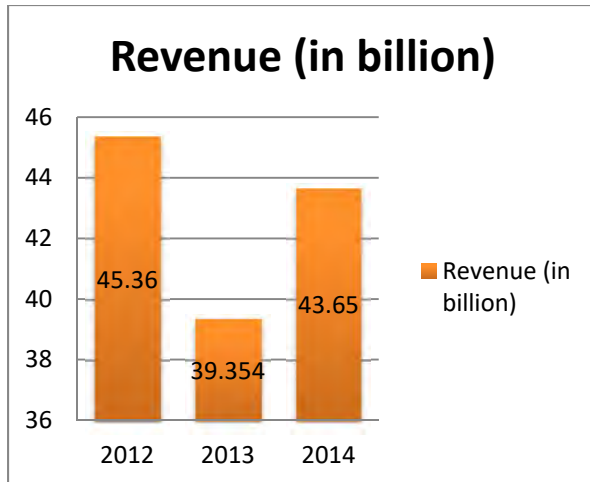


Figure 9: Revenue Growth of BL

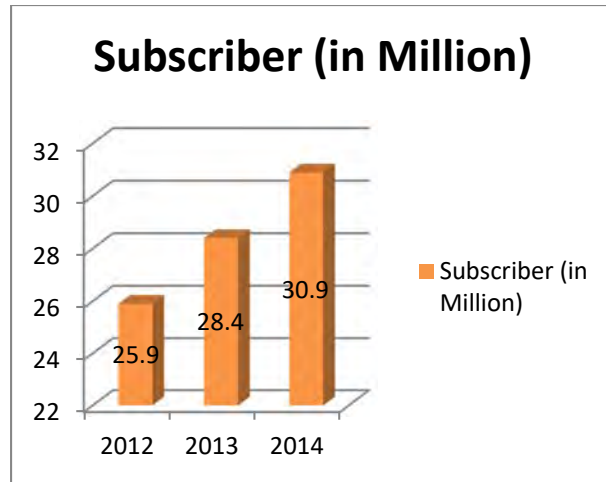


Figure 10: Subscription Rate of BL

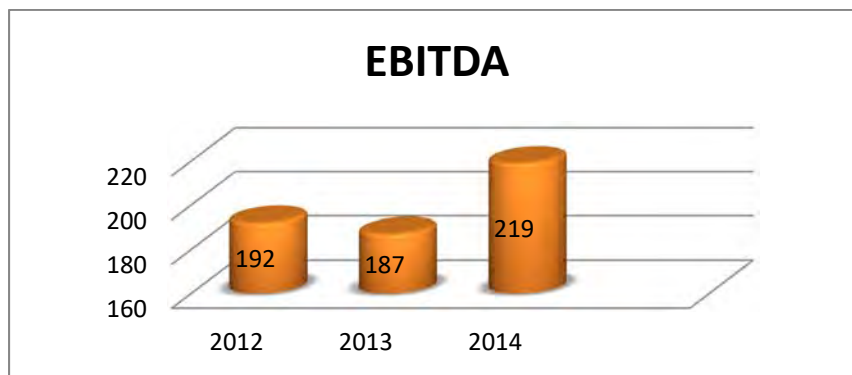


Figure 11: EBITDA rate of BL

Source: BL Annual Report 2014

Though the revenue dropped in 2013 but the company achieved good number of subscriber in that year. From 2012 to 2013 the subscription rate increase by 2.5 Million and the rate continue to increase by the same rate 2.5 million in 2014. According to recent data of BTRC, now the subscription number of Banglalink is 31.941 million. They are pretty much successful in attaining new customer. Though the revenue is less and subscription is more than Robi so it can be assume than the number of customer that they are gaining is basically because lot of customer use secondary connection. Though Banglalink never published their profit after tax but they have their earnings before interest tax and depreciation from which we can have an idea that 2013 is not a good financial year for them. Along with the revenue their earning also decreased. But in 2014 their earning is greater than 2012.

Number of Subscriber Analysis:

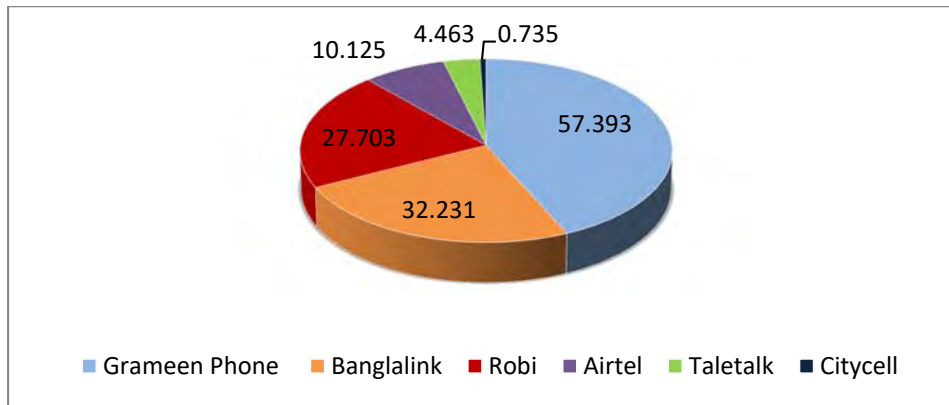


Figure 12: Mobile Phone Operator Subscribers in Bangladesh June, 2016

Source: BTRC Website

The figure is showing that right now GP is the market leader of Bangladesh telecommunication industry by holding 57.393 million customers where Banglalink is in the 2nd position by holding 32.231 million customers and giving heavy competition to Robi which have 27.703 now. But the scenario will change in few months as Airtel will be merged with Robi. We can see that Airtel have less yet good number of subscriber in the market around 10.125 million. So after the merging of two companies we can assume that they are going to have 37-38 million subscribers which will be greater than Banglalink. However, we have other companies like Teletalk and Citycell surviving in the market with very low amount of subscription rate which is 4.463 and 0.735 million. According to the (The Daily Star, 2016), “by august 16 this company will shut down as the company has dues over 477 crore and the subscriber have to switch to other mobile operator in the mean time”. In that case Robi has a chance to acquire some the customer from them. However it is totally unpredictable that those customers will shift to Robi. In that case acquisition offer which is basically new connection offer for attracting the customer to subscribing the operator, should be given major the priority.

Investment Analysis:

Year	Operator	Investment (billion)
2014-2015	Robi	18.25638
2014-2015	GP	18.814336
2014-2015	Banglalink	13.84777

Figure 12: Investment of telecom Operators

Source: Daily Star

Now we know that which company has which position in terms of revenue and subscription rate but there are other factors that can measure the effectiveness of the company's operations. According to the Annual Report of BTRC 2015, the Robi and Grameen Phone invest 18.25638 and 18.25638 billion which was quite equal but the revenue, profit and the subscription rate of Grameen phone is higher than Robi over the year and it is expected to be higher in upcoming years. In terms of effectiveness Banglalink is doing well as it invested less than other operator around 13.84777 billion and still getting more subscribers but less revenue than Robi. Though they have achieve less revenue but in the long run they may achieve more, as they have got more subscriber. To sustain in the competitive market Robi need cost effective strategy that can help them to compete Banglalink as they are holding strong number of customer. When investing in different project in it important to measure the effectiveness of the outcome. However the market share will be increase anyway as the merger will happen very soon. No matter the rate is increase or decrease the effective investment should always be given the priority.

Product Comparison:

Product Comparison based on call rate:

Flat Rate product		Robi	GP	BL	
		Goti 36	Nishchinto	Desh 1 rate	Desh 1 rate Darun
Voice Call rate	On net	20 P/10 S	20 P/10 S	20.83 P/10 S	18.67 P/10 S
	Off net				
SFNF					5 P/10 S (12am-4pm) 10 P/10 S (4pm-12am)
SMS	On net	50 P/SMS	50 P/SMS	50 P/SMS	50 P/SMS
	Off net				

Figure 14: Flat Rate Product Comparison

Source: Official Website of Each Operator

Flat rate product is basically the package that is specially create for those customer who prefer a stable flat call rate rather than number of FnF or want to avoid time band wise low call rate. This type of product is perfect for the people who talk in same or different operator and doesn't like any kind of hassle of time band or Fnf. This is the simple plan that every customer will get same call rate Robi to Robi number as well as Robi to other operator. So based on this product category there are other packages are being offered by the competitor. Grameen phone offers "Nishchinto" package which has the same call rate like Robi (20 paisa per 10 second). On the other hand banglalink desh are giving two types of package "Desh 1 rate" and "Desh 1 rate darun" under the same category one is a bit higher and another one is lower than the market price. Desh 1 rate darun come up with the low call rate and also one super FnF.

Product Comparison based on On Net:

On net focus Product			Robi	GP	BL
			Robi Club 34	Djuice	Desh Hello
Voice	On net	Off Peak	10 P/ 10 S (12am-5pm)	27.5 P/10S	22 P/10S
		Peak	23 P/ 10 S (5pm-12am)		
	Off net	Off Peak	23 P/ 10 S	27.5 P/10S	11.33 P/10S
		Peak			
FnF Community	Call	24H		11.5 P/10S	5 P/10S
	SMS			11 P/10S	
Other feature				Community= 10 FnF	One FnF, 5Tk/MMS

Figure 15: On Net focus Product Comparison

Source: Official Website of Each Operator

On net call means the call between the same service operators. On net focus product is basically made for the customer who have lots of same service operator number in their phonebook. So they make phone calls for the same operator they are using. For that reason this kind of product is called on net focus product. As we can see in the chart that Robi is offering Robi club 34 for this kind of product category. But the rate is not same all the time. There is time band for on net calls. But they are providing cheap call rate on the on-net calls during the hour where the rate call frequency is lower than other time. On the other hand Grameen Phone and Banglalink are following different strategy for the on net focus customer. They are giving community an FnF facility which is basically the FnF between the same operating service numbers and also they are proving lower call rate in those FnF numbers than Robi. Grameen Phone is providing 10 community numbers. As Banglalink is providing lowest rate than all other operator so they are giving only one community numbers. Different operator is giving different offers but the main focus is the on-net user.

Product Comparison based on FnF Product Offers:

FnF product offer		Robi		GP		BL	
		Unlimited FnF	Shorol	Bondhu	Smile	BL Play	Desh 10 FnF
No of FnF		80 at most	0	17	3	18	9
No of Super FnF		80 at most	1	1		1	1
FnF Call rate	On net	1p/1sec (Peak) 0.5p/1sec (Off Peak)	NA	11.5P/ 10 S	11.5 P/10 S	0.8 P/1S (12AM-4PM) 1.1 p/ 1S (4PM-12AM)	0.7 P/1S (12AM-4PM) 1p/ 1S (4PM-12AM)
	Off net	1p/1sec				11 P/10 S	11 P/10S (12AM-4PM) 15p/ 10S (4PM-12AM)
Super FnF Call rate	On net		5.5 P / 10 S	5.5 P/ 10 S		0.5 P/ S	6 P/10 S (12AM-4PM)
	Off net						7 P /10 S (4PM-12AM)
Voice Call rate	On net	2.2p/1sec	27.5 p/10S	27.5 P/10 S	28 P / 10 S	16.67 P/10 S(12AM-4PM) 25.83 P/ 10 S (4PM-12AM)	27 p/ 10S
	Off net		27.5 p/10S				28.67 p/ 10S

Figure 16: FnF Focus Product Comparison

Source: Official website of each Operator

FnF product is those packages that made for the customers who have lots of friend and talk frequently to those numbers. The basic feature of this kind of products is number of FnF and the rate for the FnF. Among all three competitors Robi is giving maximum number of FnF in Unlimited FnF pack with low call rate which is 0.5 paisa in the off peak and 1 paisa per second on peak hour. But according to the interview of the employee Shorol is the most popular pack among all the other packages. It has 1 FnF and flat call rate 27.5 paisa per second. Among all three competitive package shorol, bondhu and banglalink play, banglalink play is giving more number of FnF and low call rate 0.5 paisa per second. Grameen phone and Robi is giving same call rate but GP is providing extra FnF facilities in this package.

Time Band Focus product:

Time focus			Robi	Banglalink
			Nobanno	Desh
Voice	on net	Non FnF	5 P/ 10 S (10pm-8am)	26 P/10S (10pm-8am)
			18 P/ 10 S (8am-10pm)	26 P/10S (8am-10pm)
	FnF			10 P/10S (10pm-8am) 11 P/10S (8am-10pm)
	off net	Non FnF	18P/ 10 S	29 P/S
FnF			17 P/S	

Figure 17: Time Band Focus Product Comparison

Source: Official Website of Each Operator

Time band offers are those packages in which call rate are being set on the basis of time slot. This package is made to encourage the customer on off peak hour which means when people usually talk less. As we can see in the chart Robi and Banglalink is giving this kind of offer but Grameen phone currently do not have this kind of offers as they are focus on simple plan call rate. In the Nobanno pack, Robi has lowest call rate where banglalink is charging higher than other operator by giving FnF facilities. Then again Banglalink FnF has higher call rate than Robi's actual call rate. So basically these are the differences between these two products which fall under time band category

Survey:

Age Group of Mobile User:

In my survey I took 90 responds which means my sample size is 90. And I differentiate the sample size in five age groups.

1. Group 1: 18-22 years
2. Group 2: 22-26 years
3. Group 3: 26-30 years
4. Group 4: 30-35 years
5. Group 5: above 35 years

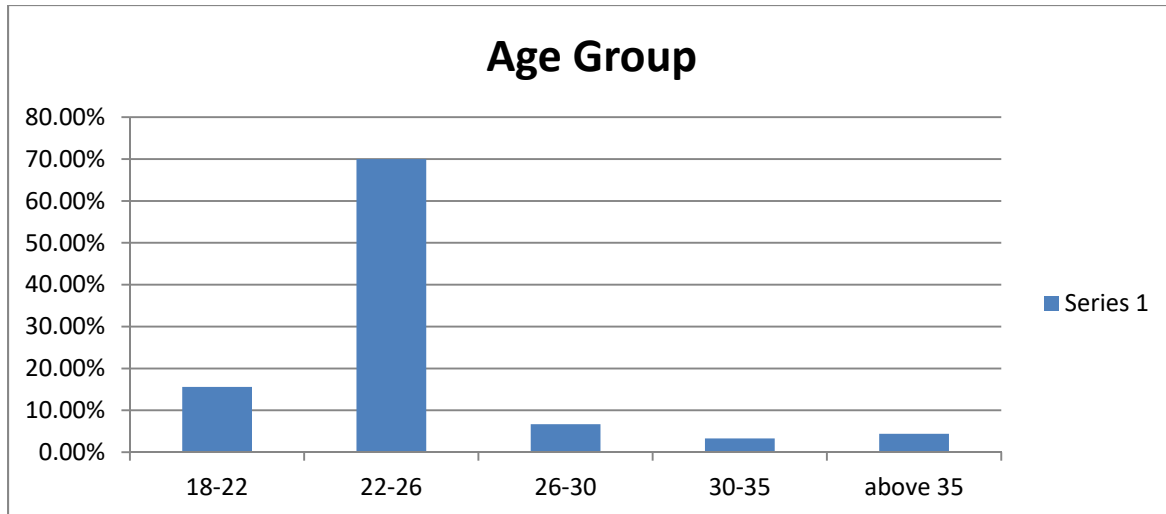


Figure 18: Age Group of Respondents

Source: Survey

According to the survey 90 responds, only 3 persons are showing that their age limit are in between 30 to 35 and 4 person are above 35 group which means most of the subscribers are aged from 18 to 30. So it can be said that most of the subscriber of telecom companies are in group 1 to group 3. Telecom companies need to focus on age group 2 in terms of different promotional campaign as they are huge in number

Occupation:

Gender:

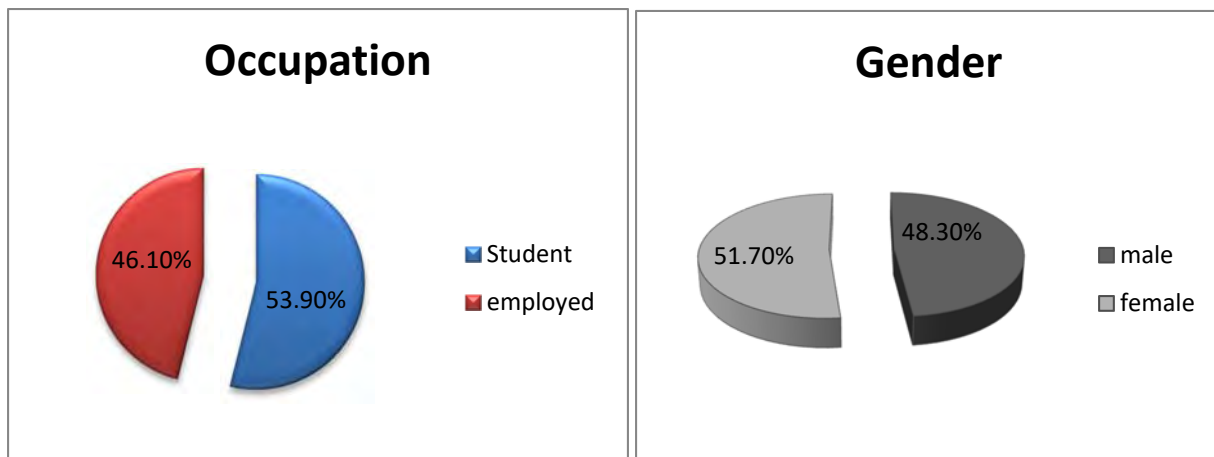


Figure 19: Occupation of Respondents

Figure 20: Gender of Respondents

Source: Survey

The survey is basically done by two type of population category in term of occupation. Here 53.90% is student and rest of the population is employed. In term of gender most of the respondents (51.70%) are female and the rest 48.30% are from male.

Factor that influence in choosing operator:

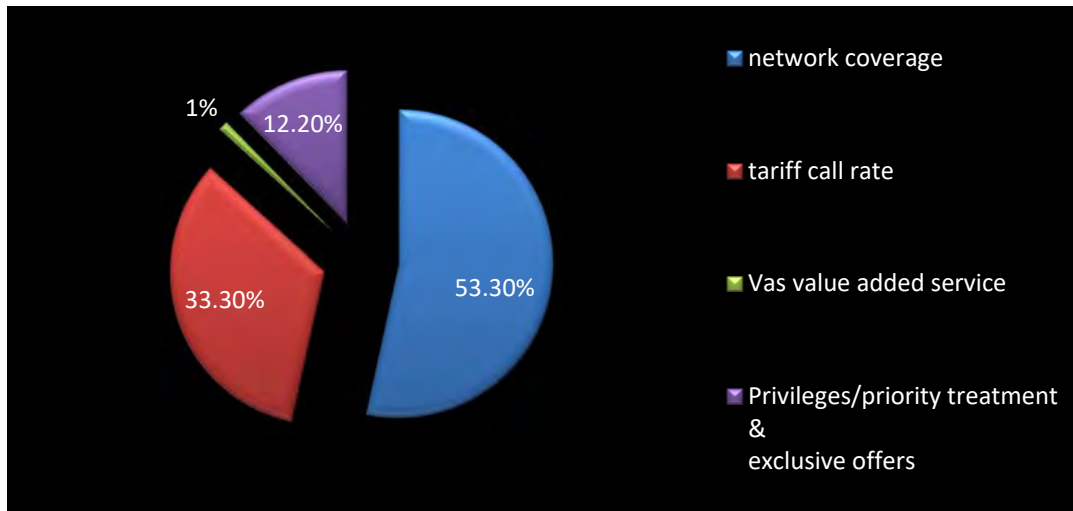


Figure 21: Influencing Factor

Source: Survey

According to the survey the most important factor of choosing mobile phone operator is the network coverage because 53.30% respondents choose this option over other options. Grameen phone has strong network coverage which gives them the maximum number of subscriber as I have mentioned it previously. But currently Robi and Banglalink are also try their best to cover the whole area with strong network. And second is the tariff call rate which is supported by 33.30% respondent which means to sustain in the competitive market telecom companies need to focus more on that. After that 12.20% respondent hits privileges/priority treatment & exclusive offers which they prefer for choosing an operator. Almost every company offers exclusive or different offers for their customer but only GP, Robi and Banglalink has Privileges and priority treatment program for their customer. Robi has lots of MOU with different brand and companies which gives special discount to the customers who is under dhonnobad program of Robi. Lastly

the Value added service got less importance as only one subscriber show interest in VAS. Though VAS generates less revenue but it is also an important sector for revenue. Occasionally VAS contributes to generate good number of revenue for example Ramadan and result publishing of H.S.C and S.S.C.

Overall from this question I can says that Robi is in the right track. Their call rate is low and offers privilege and exclusive offers with good network service.

Effectiveness of Different Communicational channel:

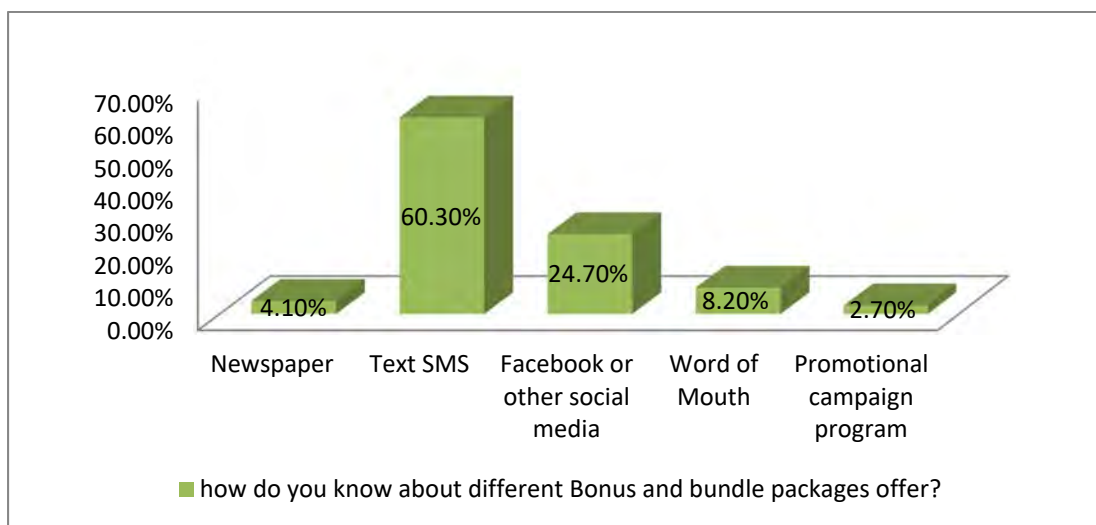


Figure 22: Effectiveness of different Communicational channel

Source: Survey

Among 90 respondents, only 4.10% responds claim that came to know about different bonus and bundle packages through newspaper. Most of them get to know through text SMS as this option get maximum number from the responds around 60.30%. Facebook and other online social media get 24.7% response which means this is also another effective media that help to create awareness among the customer. Word of mouth also get more attention as it holds 8.20% in the survey which means people pay attention to what others are using or saying about a offer. Promotional campaign in different media get less attention around 2.70% may be because of the huge number of advertisement which customer try to skip most of the time.

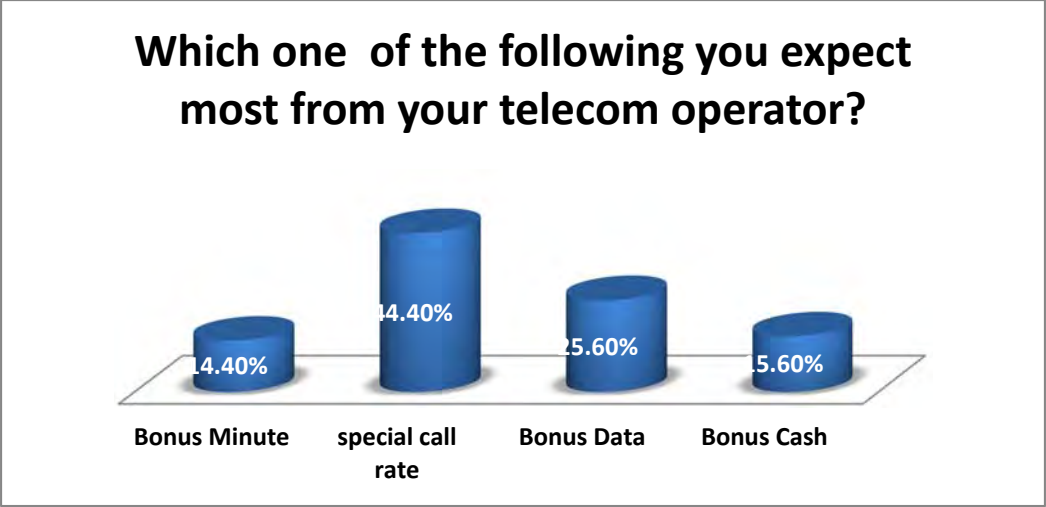


Figure 23: Expected Bonus Offer

Source: Survey

According to the survey result special call rate is the most accepted bonus offer for the customer as it gets highest number of hits 44.40%. Second is the bonus data which is supported by 25.60% respondents. The world has become more internet oriented now a day. Now people start talking more on internet this is the prediction of the telecom industry that the data service will be increase over the year. The voice and data revenue would be similar some days. So getting 25.60% as a second highest number of hits is not unexpected. This shows that the survey is quite relevant to the prediction. After that I got bonus cash back 15.60% and bonus minute 14.40%. The difference is very low only 1.2% between them. So from this result we can say that company should promote rate cutter and bonus data offer more as they got highest popularity recently.

Brand Preference in Terms of Network coverage:

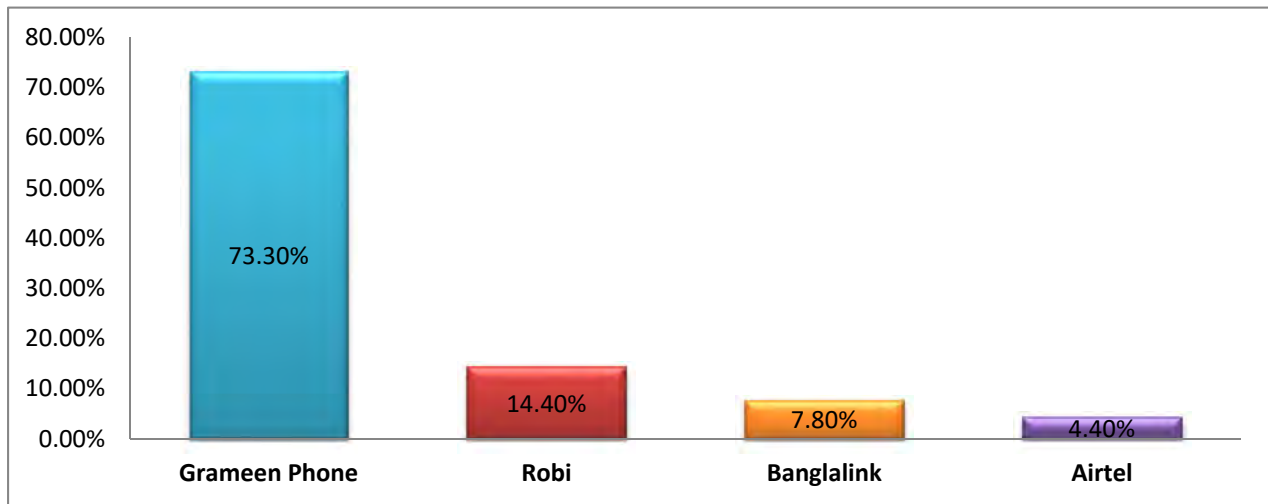


Figure 24: Brand preference in Terms of Network

Source: Survey

As mentioned before, Grameen Phone has a strong network because they were one of the first to enter this industry, so they gained the advantage of the strongest network. For customers who prefer network coverage, Grameen Phone is the most acceptable option. Robi is far behind in this area compared to Grameen Phone. However, in recent days, other companies have been continuously trying to improve their network and investing in 3G/3.5G networks, aiming to raise consumer awareness of their network coverage. According to the Annual Report of Axiata Group (2015, 2015), to minimize the call drop rate, Robi has invested in technology and network. It has been published in (VimpelCom_Bangladesh Visit December 2, 2014, 2014) that in this year, 9000 nationwide towers were built to make their network stronger than previous. But according to consumer perception, the results are: Robi at 14.40%, Banglalink at 7.8%, and Airtel at the lowest 4.40% as they do not have that much network coverage outside Dhaka.

Brand Preference In terms of Call Rate:

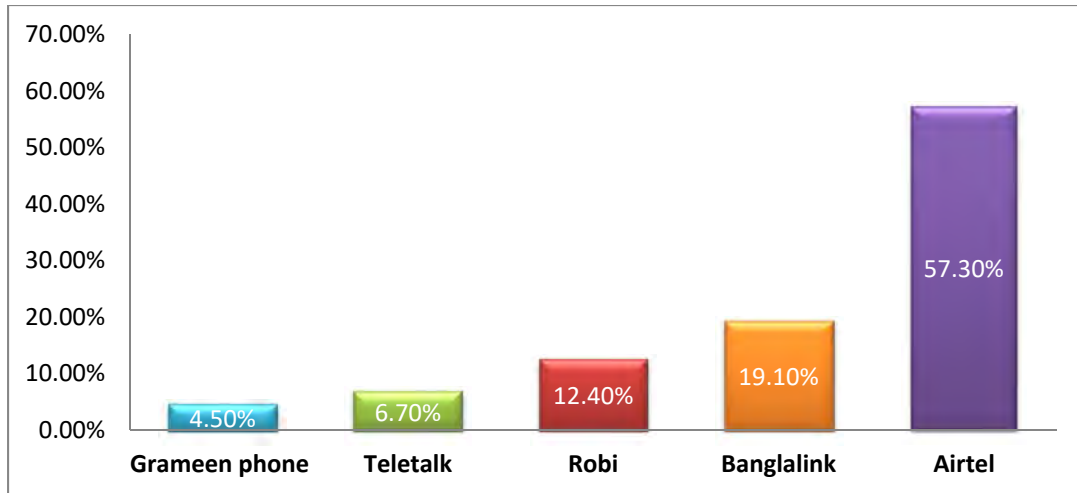


Figure 25: Brand Preference in Terms of Call rate

Source: Survey

Though Grameen Phone got highest number of support in terms of network coverage but in terms of call rate they got the lowest support only 4.50%. However, Airtel got highest number of support which is 57.30% which means Airtel is communicating effectively with the consumer that they are providing the low call rate among the entire operators. Banglalink holds the second effective call rate operator in consumer mind. On the other hand, Robi Axiata got the third preference with the percentage of 12.40%. Though they are charging low call rate but they have fallen behind to create the awareness of low call rate. As Airtel and Robi will merge very soon so Robi may have the advantage of this to set the awareness of effective low call rate. Teletalk and Grameen phone got lowest hit but still consumer thinks Teletalk charged less call rate than Grameen phone. As GP is the market leader for their strong network, so here I think other operator have much scope to do well and acquire new customer.

Brand Preference in Terms of Bonus and Bundle Packages:

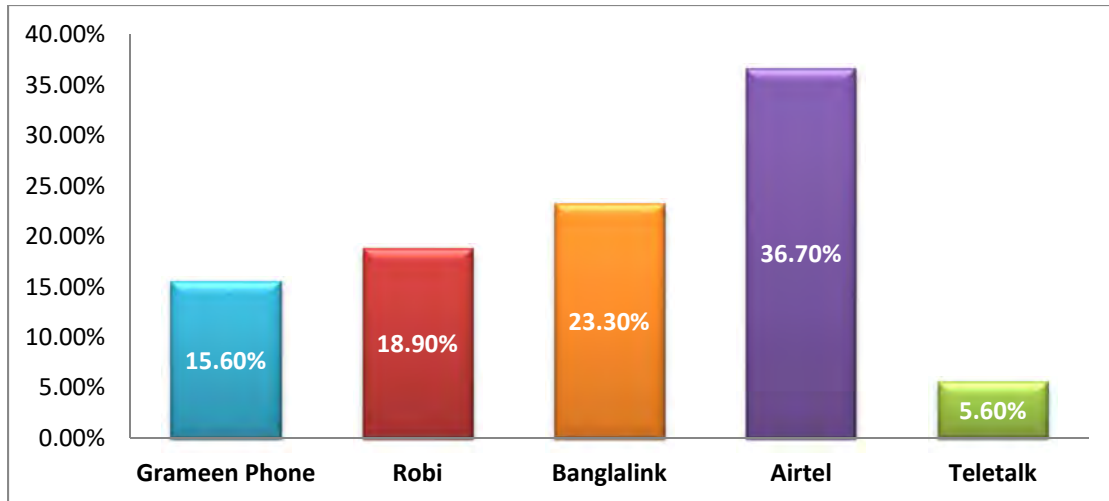


Figure 26: Brand Preference in terms of Bonus & Bundle Packages

Source: Survey

Finally, in the preference of Bonus and Bundle packages Airtel is standing at the top with 36.70% where Robi is at the third position with 18.90% of support. As this packages is one of the reason for choosing brand so I would suggest that Robi should focus on their current bonus and bundle packages and promotional offers and reshape in a way so that it can reach the consumer mind effectively. In between Airtel and Robi, Banglalink hold the second position which means they are quite in a right path. As GP offers less number of promotional bonus and bundle offer they hold the fourth position with less number of hit than Robi 15.60%. Lastly Teletalk got the lowest point among all the operators. As GP has strong network it's quite difficult to reach in that position and Robi has less opportunity there. However they can emphasis in this area to create top of the mind awareness like Banglalink and Airtel.

Percentage of Preferable Brand for Switching the Existing:

Among 90 responds, 50 respond state that they might switch their mobile operator. And the percentage of preferable brand is given below:

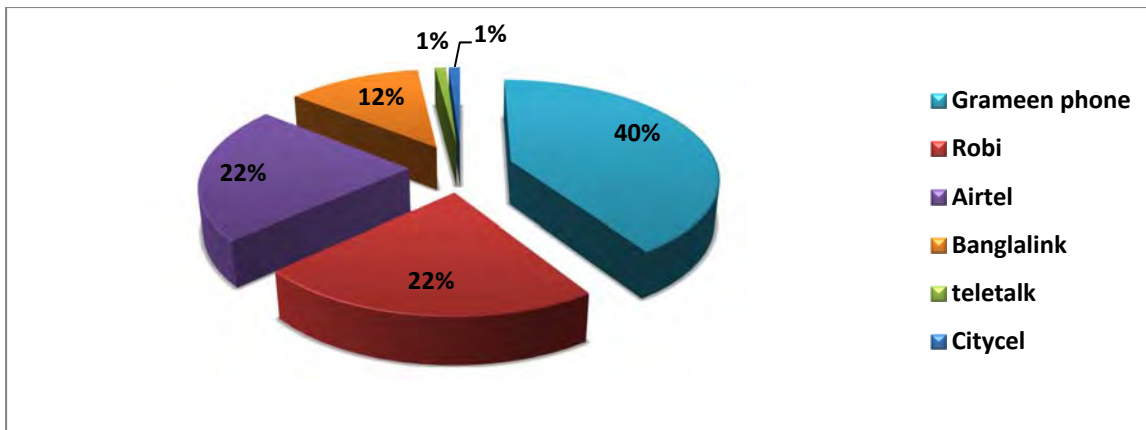


Figure 27: Preferable Brand for Switching the Existing

Source: Survey

Now a day's consumer are more focus on better network, low call rate, better bonus and bundle facilities. So to get all of those there is always a probability to switch their mobile operator service. Consumption pattern is always changing according to the situation. For example, now the government SD charge is 5% instead of 3% (BTRC). The call rate is increase for that reason and now the certain number of consumer will look for the lowest call rate. So according to my research most of the consumer who are interested in switching are prefer Grameen phone as their secondary choice (40%). The respondents who prefer Grameen phone over other operator are basically state that they want a better network coverage operator. On the other hand Robi and Airtel got equal number of preference because of low call rate, promotional offers and special privilege facilities. Banglalink is in the third position as Robi and Airtel got the equal preference. And lastly Teletalk and Citycel got the least priority which means they are not in the consumer mind while switching a operator brand.

Findings:

According to the analysis, Right now the major concern for Robi axiata is to retain their customer and reduce the churn rate. Though their revenue is quite relevant according to the subscription rate but it cannot help them to win in the long run if the customer switches Robi. Mobile market is quite changing as we can see in the market analysis part. However the company needs to focus on some of the area which we can see in the survey part where they fail to create awareness among the customer.

We can see in the product comparison part that Robi is charging lower than other operator but still they failed to create that perception in the consumer mind. On the other hand Airtel and Banglalink are doing this very efficiently.

Robi has several bonus and bundle offers but still consumer perception is Airtel and Banglalink has most attractive bonus offer. This might be because they don't change the offer frequently and people have clear idea about that offers.

In the survey Robi and Banglalink got same importance from the consumer when it was the matter of switching their current operator to others which means there acquisition offers are quite good and they have the opportunity.

For better network all the operator companies are investing now but somehow Robi could not make it clear to their customer or change their perception. However the advantage is taken by Banglalink.

Recommendation:

Over the period on my completion of internship, I have noticed some issues and fact that I would like to recommend for the company which I think company should take into their consideration. I think it can help the organization to hold a strong position in the consumer mind and ensure a better place for work.

- Robi should do a proper research on their new campaign that whether it will be success on long run or not. And only then they should promote the campaign because frequently changes in campaign create confusion in the consumer mind
- For the research they should carry out different survey on different age group so that they can have a better idea about the changing demand and perception of the market for that time being
- The work procedure of making any campaign should be quicker and less hassle free. It takes a lot of time to take the approval and launch the campaign. If the campaign are not launch in the proper time then other competitor get the advantage of that.
- The company holds its most of the customer in Chittagong, Comilla and Dhaka. But there are other districts which they have very less number of customer. There should be a proper balance in the area. Otherwise it would be difficult to sustain as other competitor like Banglalink and GP are giving strong competition and pressure in the market.
- As network coverage is one of the major concerns of consumer preference, so Robi need to give more focus on network coverage in other rural part of the country.
- Most of their promotional advertise are focused on same consumer group. Hence they should give same priority to other as well.
- There should be a proper balance of work volume. As I notice that when a employee left the job rather than hiring a new employee the whole work responsibility are given to the other team member which create more pressure on them and hamper their own work.
- To gain the customer satisfaction they are giving lots of privilege offers and promotion which they communicate through phone calls or Bulk SMS. But they should keep in mind that everything excessive can create bad impression. For one single offer they call a customer three times which surely make them annoyed
- As the bio metric re-registration has done by most of the customer, so they have the customer data available now. If not then they should design a system in a way that gives

them a clear details documentary about the subscriber which helps them to organized special offer in the special date of that customer to enhance them. Because frequently phone calls to that customer and asking same question may irritate them. Moreover not every customer pick up the calls and it would be difficult to reached at that customer

- They should communicate the message of their campaign clearly. I have done a small phone survey on their 1000 Mega Bonus campaign where I have found that most of the customer who has subscribed for the offer is not aware of the whole procedure. They just subscribed by seeing the tag line 1000 mega bonus. However the detail information and procedure of that campaign was quite complex. The message and the procedure of using this types of offer should be simple and clear
- Most importantly they should take special consideration on their network and technical area. During the time of last day of bio metric re registration lot of customer had to register twice because of the failure of network and IT.
- As those customers were dissatisfying about the service of Robi, I did not see any kind of recovery offer for them. Though Robi have the culture to give offer to some of the dissatisfying customer for recovery but that time I did not see any kind of recovery offers for them.
- As they are getting churn rate now a days, they should give special consideration on retaining the customer.

Conclusion:

In the competitive market Robi Axiata Ltd position is second in terms of revenue generation and third in terms of market share. But the scenario is expected to be changed when the merger will



happen. The project analysis represents the current scenario of the company in the market with its future scope and opportunities. Certain factor like strong customer relationship, service efficiency, giving importance to customer expectation, relationship between customer expectation and service elements, expansion of service

line, testing and measuring future expectation need to be applied effectively and efficiently to create superior value among the consumer. For Building the customer relationship effectively the all four goal of relationship building (acquiring, satisfying, retaining, enhancing) should be given the equal priority. The promotional campaign and message should be taken concern as the same way. I believe by emphasizing the factor that discussed in the report can make Robi a very unique and customer focused Brand.

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Appendix:

1. Name
2. Gender

- a) Male
 - b) Female
3. Age
- a) 18-22
 - b) 22-26
 - c) 26-30
 - d) 30-35
 - e) Above 35
4. Are you employed?
- a) Yes
 - b) No
5. Which mobile operator are you availing?
- a) GrameenPhone
 - b) Robi
 - c) Banglalink
 - d) Airtel
 - e) Teletalk
 - f) Citycell
6. Estimate Usage per month: BDT
- a) 100-500
 - b) 500-1000
 - c) 100-1500
 - d) 1500-2000
 - e) 2000-2500
 - f) 2500-3500
 - g) Above 3500
7. Are you aware of different Bundle and Bonus campaign program of different telecom companies for its customer?
- a) Yes
 - b) No

8. If yes, then how?
 - a) Newspaper
 - b) Text SMS
 - c) Facebook or other Social Media
 - d) Word of mouth
 - e) Promotional campaign program
9. What are the most important aspects that drive you to use this particular telecom service?
 - a) Network Coverage
 - b) Tariff Call Rate
 - c) VAS (Value Added Service)
 - d) Privilege/Priority Treatment & exclusive offers (Personalize customer care, discounts and restaurants and shops, invitation to events)
10. As a subscriber which one of the following you expect most from your telecom operator?
 - a) Bonus minute
 - b) Special Call rate
 - c) Bonus Data
 - d) Bonus Cash
11. Influence of the Different bonus and special offers will make me stay longer with telecom operator-
 - a) Strongly Agree
 - b) Agree
 - c) Disagree
 - d) Strongly Disagree
12. Current Offer sent through SMS (bonus minute, SMS, Data, special tariff etc) encourage you to repeat purchase?
 - a) Strongly Agree
 - b) Agree
 - c) Disagree
 - d) Strongly Disagree
13. Special Reward bonus offer can make me emotionally attached with the brand?
 - a) Strongly agree

- b) Agree
- c) Disagree
- d) Strongly Disagree

14. In case of network coverage which telecom operator will you prefer?

- a) Grameen Phone
- b) Robi
- c) Banglalink
- d) Airtel
- e) Teletalk
- f) Citycell

15. In terms of call rate which operator will you prefer?

- a) Grameen Phone
- b) Robi
- c) Banglalink
- d) Airtel
- e) Teletalk
- f) Citycel

16. In terms of promotional bonus and bundle packages which mobile operator will you prefer?

- a) Grameen phone
- b) Robi
- c) Banglalink
- d) Airtel
- e) Teletalk
- f) Citycell

17. Do you want to switch your mobile operator?

- a) Yes
- b) No

18. If yes then which operator?

- a) Grameen Phone
- b) Robi

c) Banglalink

d) Airtel

e) Teletalk

f) Citycell

19. What aspects drive you to switch to this operator?
