

Report On

**Customer Segmented Offers of Robi - Drive Day & Its
Impact on Revenue and Cost**

By

Rabeya Yesmin
15204002

An internship report submitted to the Brac Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

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Brac Business School
Brac University
January, 2020

Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Dr. M. Mujibul Haque
Professor and Associate Dean,
Brac Business School
Brac University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Customer Segmented Offers of Robi - Drive Day & Its Impact on Revenue and Cost”

Dear Sir,

It is an immense pleasure for me to complete my internship report on “Customer Segmented Offers of Robi - Drive Day & Its Impact on Revenue and Cost”. I tried my level best to go deep into the matters with as much as information & relevant issues and made full use of my capabilities in making this report meaningful. I also tried to follow the instructions though I believe there may be some mistakes and shortcomings.

I am thankful to you for your valuable advice, direction and great cooperation at each and every time. It would be extremely grateful if you kindly check my report and evaluate my performance on this report. Thank you.

Sincerely yours,

Rabeya Yesmin

15204002

Brac Business School

Brac University

Date: January 08, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Limited and Rabeya Yesmin, the undersigned student of Brac University to undertake the internship project described in this report based on the assurance of avoiding the unapproved disclosure of any confidential data of the organization.

.....

Robi Axiata Limited

Acknowledgement

Firstly, I would like to express my gratitude to Almighty Allah for granting me with continual patience and strength, ability and opportunity to complete this internship report successfully on time. The achievement and result of this report required a great guidance and help from many people. They supported me by providing adequate information regardless of having many responsibilities.

Secondly, I would like to give special thanks to my internship advisor, Dr. M. Mujibul Haque who is a Professor & Associate Dean at BRAC Business School in BRAC University. He helped me every time with valuable suggestions and gave me constant inspiration to prepare this internship report. His instructive advice and guidance have emerged as a stepping stone in making this report fruitful.

Thirdly, my thankfulness goes to Robi Axiata Limited which gave me the chance to work there as an intern. It also gave me the opportunity to learn about how Telecommunication Company in Bangladesh works through their skillful employees. Moreover, there I got to know about the differences and similarities between the theoretical concepts and practical works.

Lastly, I would like to give thanks to my line manager; Mr. Md. Rabiul Miraz Hemel, who is a Manager of Data and Device team at Market Operation Division in Robi Axiata Limited. He helped me to learn how segmented offers are given in micro level and change strategies accordingly. Then my special thanks to Avinash Mathur who is a vice-president of Data and Along with that, I would like to express my gratitude to all the members of the Market Operation Division of Robi Axiata Limited.

Executive Summary

The main objective of this report is to understand the impact of the drive day given by Data and Device team of Market Operation Division of Robi Axiata Limited on the revenue and cost. Being the second leading in the telecom industry of Bangladesh I got great opportunity to have my internship there and got to know their strategies that boosted up their position in the market. This report is going to give the overall idea about different functional division of Robi Axiata Limited. Firstly, in the report I talked about the overview of my internship. Here I give description and assessment of my internship experience and lessons that I learnt. Here I also tried to give recommendations and suggestions based on the problem that I faced while doing my internship. Secondly, in the organization part I gave an overall assessment of Robi Axiata Limited, its functional areas and a brief strategic analysis of the company. Through all this discussion in the second part of my report highlighted the strength and weakness of Robi Axiata Limited and also find out the possible opportunity and threat in the telecom industry of Bangladesh for Robi. Finally, in my project part I talked about my action research on drive day along with the recommendation to make necessary change for the issue. For completing this part I used primary and secondary data. Based on all the data and information I tried to justify my internship report topic with proper logic and by analysis of all factors I came to conclude with related findings and recommendation for that.

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List of Acronyms

ARPU	Average Revenue Per User
TPS	Transactions Per Second
OTF	Over The Fly
DND	Do Not Disturb
ADCS	Advanced Directory Comparison and Synchronization
EL	Easy Load
BAU	Business As Usual
KPI	Key Performance Indicator
ICT	Information and Communication Technologies
MAD	Modern, Agile and Digital
BTRC	Bangladesh Telecommunication Regulatory Commission
VAS	Value Added Service
DSE	Dhaka Stock Exchange

Chapter 1:

Overview of Internship

1.1 Basic Facts:

I am Rabeya Yesmin with ID 15204002 a student of Bachelor of Business and Administration did my internship programme at Robi Axiata Limited. My telephone number is +8801615559449 and my email address is rabeya200196@gmail.com. My internship tenure was from 1st September 2019 to 31st December 2019. The office is named as Robi Corporate Office which is located at 53 Gulshan South Avenue, Gulshan-1, Dhaka-1212, Bangladesh. For any contact one can use Phone: +88 02 9887146-52, or Fax: +88 02 9885463. There is also a well maintained website with an address that is www.robi.com.bd. I did my internship for the project of “Micro Market Model” for a period of 3 months (then it extended for another month) under Data & Device Department of Robi wing. I was assigned to work under Mr. Md. Rabiul Miraz Hemel, Manager of Market Operation Division.

1.2 Internship Objectives

This internship has many objectives. Firstly, students who approach to the internship have acquired business concept and theories from books but never get a chance to apply it directly in real life. This is exactly happened with me too. I got a chance to justify whatever I learnt from books. I also understand how by keeping the basics of business concepts and theories as it is, there need to bring some changes according to the need of the situation. It also gives me the scope to increase my proficiency in business disciplines like marketing and finance. Secondly, the internship also gives the platform to develop the business skills like communication, technology, teamwork, critical thinking. In internship I get a chance to work under some professional role models who take necessary decision regarding the product

which directly impact on the company's revenue. Their way of thinking, ability to come up with solution in crisis moment and ability to handle critical issues that arise during business operations and decision making stage, are some important skills that they possess which I get a chance to see from very closely in my internship period. Thirdly, one of the objectives of the internship is to expand the network of professional relationships and contacts. Finally it also teaches to be more responsible, easily adaptable with work environment and work culture, be more conscious about work ethics and how to maintain professional demeanor with everyone inside the office.

1.3 Job Scope - Job Description

One of the main duties that I have to do regularly is scheduling the communication text to the respective region. There are two types of communications for the regions. One type is the national offer which is not segmented. Other one is drive offer which is segmented one. For scheduling the communications I used two different platform. One is ADCS platform from where I can give text to customers which they will receive that day immediately. Another platform is DND which stands for Do-Not-Disturb. Here I have to set the communication in D-1 day that means one day before the communication will go. There are some gergon which are very much used in communication part like ARPU cut, deno, TPS, base etc. Average Revenue Per User (ARPU) helps to understand which particular base of customers we are going to give out text of a specific product. On the other hand deno means the amount of money that customers need to pay to buy any data product. TPS is important for ADCS platform and it stands for Transaction Per Second which is 300 for the data team under which I did my internship. It means per second there will be 300 delivery of text to 300 customers. In a day we have a total of 5 hours to send the text. So if we do the calculation through ADCS platform, in one hour we can send text to total $300*60*60 = 1,080,000$ customers and in a

day it is $1,080,000 * 5 = 5,400,000$ customers. There are a total of three main divisions in Bangladesh for Robi users. These are CCN (Comilla, Chittagong, Noyakhali), NCCND (Non- Comilla, Chittagong, Noyakhali and Dhaka) and final division is Dhaka. Under these three broad divisions there are total fifteen regions and under these fifteen regions there are several Thanas.

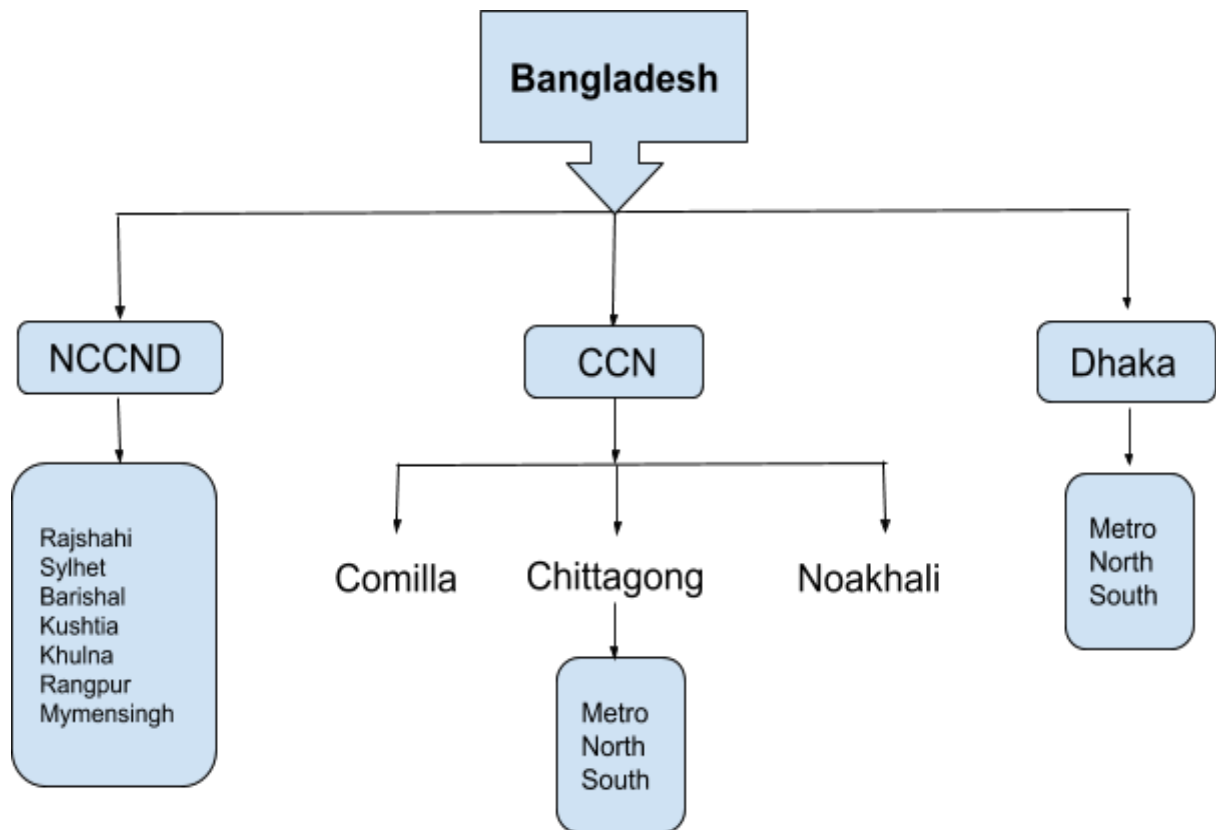


Figure 1: Robi network around Bangladesh

Apart from the ADCS platform I also send text from DND where there is no issue related to a particular slot in a day like ADCS. other than customer I also do communication with retailers and DSR about their OTF/Commision for particular data product.

I also did text configuration and for that I need a proper data module. A data module must need to have three parts. These are data offer, validity and deno. For example, if a text is like this “ঘ্যাচাং স্টোরে ১০৮ টাকা রিচার্জে ৬জিবি, মেয়াদ ৭ দিন” then here 108 taka is deno, 6GB is data offer and 7 days is the validity. While configuring any text I must keep all three parts in the text form and that also within 70 characters. To broadcast text in ADCS platform a text within 70 characters is a must otherwise the whole text won't be received by customers. The text which is not possible to arranged within 70 characters are broadcasted through DND platform because there I can use text of 120 characters.

While doing the communication part I also did some data analysis on the drive day performance. I usually compare the drive day hit that means how many people purchased that data pack on the drive day along with the BAU hit which is the average of the last seven days without drive days. From there I get the incremental both in amount and percentage. Apart from that I also made the trend line of any particular data offer by using their pack name. It gave an overall idea about the performance of any data pack over a fixed period of time.

I also need to download and circulate the daily revenue report of several pack bundle, drive day performance report and the record of text that was given in a day to all members of my team via email. Side by side I helped to do the first draft of several projects in excel and word file on which my seniors do the required edits accordingly.

1.4 Contribution to The company

Robi Axiata is a revenue driven company and data team under market operations department believe that with proper, effective and regular communication towards customers, retailers are directly going to impact positively on revenue. So that communication part is closely done and monitored by me and I also see the impact on the revenue while doing the data analysis. For example, in a drive day from several regions in total almost 1 million revenue

incremental came in one single day. That was only one part of the revenue increments as there were several other options through which revenue increments came.

Apart from this, configuring the correct text for different new offers on time slightly helped to lessen the pressure on the team. Along this the circulation of several reports and extracting customer base from particular link, region wise arranging them also helped to do work faster for the team mates that I had. So all the little support that I tried to give to all my respective seniors there; it helped them to do the data analysis that they needed to launch any campaign or to do business case that needed to configure new data product in micro level side by side for national one.

1.5 Benefit to The Individual

As a fresher I got an exposure of such multinational company which gave me an overall brief idea about corporate life in telecom industry. It polished the skills that I have already and also helped me to identify in what sort of skills I need to upgrade in order to sustain in the competition. I got to know that adapting with changes is very much important if I want to grow and develop myself. This is one of the significant traits that one needs to possess in order to learn new things in life.

It also enlightened me the ways to do analysis of any topic and find out the desired result from that analysis. It helped me to make a topic narrower from broadview and also learnt how strategies are changing when we think about more segmented issues that comes from a broadview issue. I also learnt to think for the long term and it also possible that one decision regarding the business may not seen fruitful for short term but it can be more effective in the long run so keeping calmness during the transition period is necessary for an individual.

1.6 Career Interest

While doing my internship in Robi Axiata I had a chance to know the telecom industry of Bangladesh and also got an idea about its future growth from the experienced people who worked over there. As a career in the telecom industry in Bangladesh is a good choice as the development is quicker compared with other sectors. Dedication and thirst to learn new things will help to climb the ladder of success in a quicker pace. Therefore I have interest to pursue this industry as my career at the beginning and I may continue to work in the industry in several roles for two to three years at maximum. This is because by doing internship at Robi Axiata I realized that the Telecom industry is shrinking day by day and in the next five to seven years the growth in this sector will be suspended. So targeting career interest in telecom industry in Bangladesh for short term is the best option.

1.7 Problem and Difficulties

Work as an intern under Data & Device team of Market Operations at Robi Axiata I faced one problem that is intern laptop don't have internet access to any other site rather than Robi. Another problem I faced there that is transport facility. Many medium to large companies provide transport facility to the interns but Robi Axiata does not have such policy for interns. Being a reputed multinational company they should at least provide minimum transport facility to the interns just like the other companies do now a days in Bangladesh.

1.8 Recommendation and Suggestions

Robi Axiata should increase the incentives for the interns like transport facility to make internship more appealing to the fresh and talented mind. Another suggestion I want to give is that if possible make an arrangement for interns to work with different teams in the internship period. In my internship period I saw that the work of different teams of market operations are different. So if the circulation is possible during internship period then it will be good for interns as they will get to know more deeply about the working procedure of the respective department.

Lastly, I want to suggest if the respective department can make a one week arrangement of working together of the new intern along with the previous intern exactly in the switching period. It will help both the interns and the respective team. To monitor a new intern for every time is a hassle and time consuming time. If the new intern can join when the previous intern is still working there then new intern can learn from the senior intern and the transition won't hamper the other team member of the department. It will save their time. Side by side the senior intern will act as a mentor for the new intern and will be able to apply all the learning that he or she gathers in internship period.

Chapter 2:

Organization Part

2.1 Introduction

In the introduction of this organization part I will cover the objective, methodology, scope limitation along with the significance of this part.

- **Objective:** Through the organization part of Robi Axiata Limited one can get an overall assessment of the organization. One also know about the company's different functional areas with their way of doing work. In the end by reading this part it will be clear about the strategic analysis of Robi Axiata.
- **Methodology:** Through the whole process of getting desired information about Robi Axiata sometimes I need to rely on the secondary data whereas sometimes I get the primary data through interviews of my manager and other teammates. My whole research is a mixture of qualitative and quantitative research. Here I also tried to understand their management system and tried to evaluate their performance based on the secondary data of last three years. I also tried to analyse their several wings like management, marketing, finance and accounting, operations Management and information System Issues.
- **Scope:** Whoever will read this will get an idea of Robi Axiata Limited and its working procedure in Bangladesh. It also gives a brief idea about the position and contribution of Robi Axiata Limited in Telecom Industry. By knowing about the different departmental functions of Robi Axiata Limited will also give an overall idea about how other company of Bangladesh Telecom Industry can be work as all those functions are more or less same for companies under telecom industry.

- **Limitation:** During my analysis part there are some limitation while collecting data because of internal security and confidentiality of the company. To sustain in the market and bit the competition most of the time company prefers to keep data and other information related to analysis as confidential. So to do my whole research on Robi Axiata I faced the problem of lacking information especially on strategic analysis.
- **Significance:** Significance of my work is that through this I can identify the strengths and weaknesses of Robi Axiata. I can contribute to the company by giving suggestions about changes which they can bring by implementing their opportunities and minimize their threats. Apart from all these the strategic analysis that I did here will help the company to develop its internal and external environment and helps to take necessary important strategic decisions.

2.2 Overview of The Company

The second largest mobile network operator in Bangladesh; Robi Axiata Limited, DBA Robi (Bengali: রবি) is a joint venture between Axiata Group Berhad of Malaysia, Bharti Airtel Limited 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.

Robi first commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'AKTEL'. In 2010 the company was re-branded to 'Robi' and the company changed its name to Robi Axiata Limited. As of November 2016 operated as the merged company, Robi Axiata uses two brands 'Robi' and 'Airtel' for its mobile services. 'Airtel' is an independent product brand of Robi Axiata. Robi Axiata has spectrum on GSM 900, 1800 and 2100 MHz bands.

The headquarter is located in Ghulshan 1 at Dhaka. The key person of the company is Mahtab Uddin Ahmed (MD & CEO). Product that Robi Axiata offers are mobile telephony, EDGE, GSM, GPRS, UMTS, HSDPA, HSUPA, HSPA, HSPA+, FDD-LTE, LTE-A. The company is serving the whole Bangladesh through fifteen major regions with the help of amazing leaders and worthy employees.

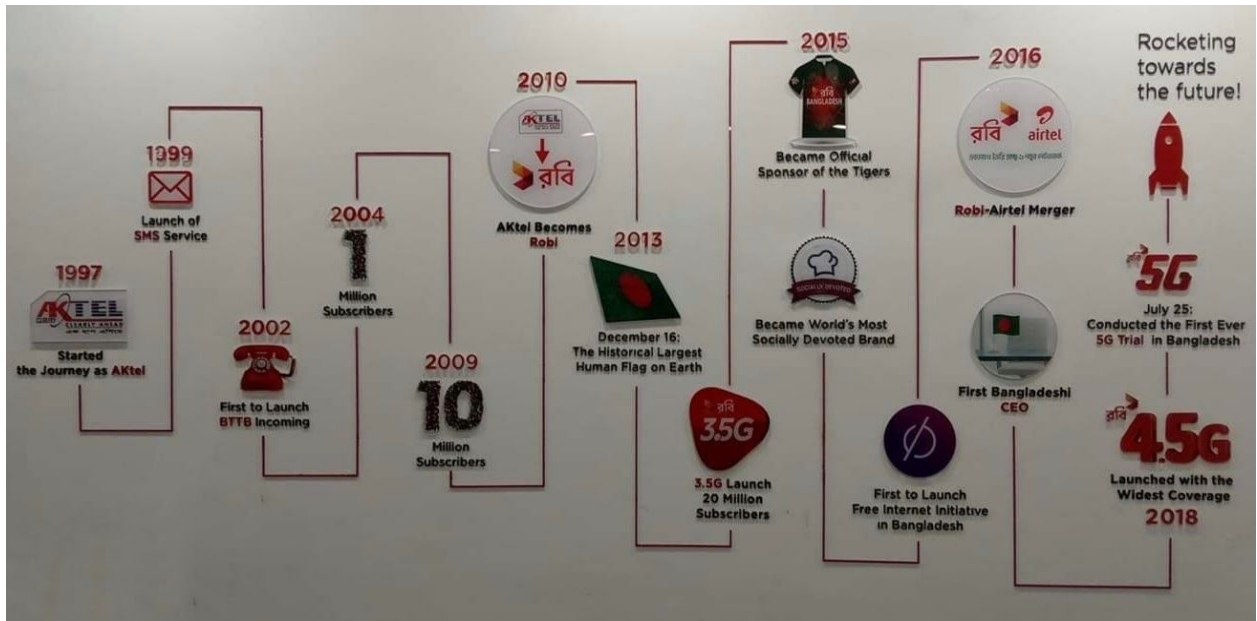


Figure 2: Journey of Robi Axiata Limited in Bangladesh

2.3 Management Issues

In this sector first comes the organogram of the company. It is mainly an organizational chart that is a diagram which shows how an organization is structured, and how the positions in the organization are related to each other. Organograms are generally used to show the chain of command within an organization.

- **Organogram:** In Robi Axiata Limited, almost all the divisions follow a common hierarchy and chain of command. First at the top level comes CEO-chief executive officer whom is Mahtab Uddin Ahmed with primary responsibilities that include making major corporate decisions, managing the overall operations and resources of a company, acting as the main point of communication between the board of directors (the board) and corporate operations and being the public face of Robi Axiata. Under him works divisional (finance, supply chain, digital service, technology and commercial division) head whom are CXO's who provide their leadership and assistance to their team members. After them comes Executive Vice President (EVP) and Vice President (VP) with broad-based responsibilities, often being in charge of several functional areas. Then, General Manager (GM) and Manager come who fall under mid-level management. Finally, in the last there are Specialist, Officer and Assistant Officer. Their hierarchical positions, management levels and chain of command is as follows



Figure 3: Organogram of Robi Axiata Limited

- **HR Policies:** In case of HR policies are very strict and very detailed about issues that raise in daily basis. They are very much concern about the work environment and also about the hiring policies. In order to get the worthy employees hiring policies is divided into several parts and each part is tougher than the previous one. Usually through the rigorous process a candidates need to go to be a Robi employee. HR also maintained a strict policy regarding the starting time and if any employee late then he or she will be notified via email just to ensure that everyone is punctual and sincere about time management. HR also implied importance to maintain dress code and zero tolerance about any kind of harassment. In every floor from time to time they visit so

that they can get to know about any problems before anyone else and tried to solve it to ensure a healthy work environment.

- **Promotions and other Incentives:** In the company promotion happened by keeping some factors in mind. Firstly, the key performance indicator or KPI of any employee is one thing that matters. In every year KPI is done on every employee and consistency on this will give more chances to get promotion. Other thing is the amount of time the employee spends in Robi, how experienced he or she now is also important in regarding of getting promotion. There is also have a chance to win star performance of the quarter and if anyone do well in KPI evaluation he or she will get a good amount of incentives at a time.
- **Training and Development sector:** Training and development is also taken into account by the company to ensure that more capable and efficient people build up to run the company. There are several sessions in short periods and even a long period of time for training and development process. One of popular event is build up graduate trainee. Freshly graduated can apply for this and through a long rigorous recruitment process Robi Axiata Limited picked graduate trainee. Then for two years they constantly work with the respected team, participate in the strategy making session with CXO's where they have a chance to share their new ideas and participate in making future strategy. Graduate trainees directly work with CXO's and it gives them an opportunity to develop their skills and company trained up the future leader who is going to take the next lead. There are some other training programs like Inductory Training Session held to improve company organization's structure and also go through company profiling.

- **Corporate Governance:** The board ensures there is effective, transparent and regular communication with its stakeholders. There is continuous communication between the company and stakeholders to facilitate mutual understanding of each other's objectives and expectations. Stakeholders are able to make informed decisions with respect to the business of the company, its policies on governance, the environment and social responsibility.

2.4 Marketing Issues

In the marketing issues for any company one needs to consider whether it follows 4p's only or more than 4p's. Another important issue that needs to be considered is whether company is doing any corporate social responsibility or not. Lastly, how is the public relations that created by the company which is another important part of marketing issues.

- **More than 4P's:** As a multinational company Robi Axiata follows more than just 4p's in marketing mix.

- **Product:** Firstly about the product (services) it has several data packages (prepaid and postpaid). Among them some prominent internet offers are Freedom pack for both prepaid and postpaid, mega internet package for monthly, handset combo offer, IMO pack. There are some voice offers also like rate cutter offers, best offer within your budget, postpaid best rate offers. In case of device offers it has Xiaomi device offers, Huawei device offers, Oppo device offers and many more. There are other offers like Jhotpot Emergency balance, silent sim offers, Dhonnobaad tourism offers, game hero contest, Axiata Game Hero etc.

Apart from all these pack offers there are Robi digital Universe with categories like sports, gaming, music, utility and lifestyle, video on demand,

health, self service, innovative service and entertainment. There are some prominent digital services among all categories. These are Robi My Plan, Noor (Largest Islamic service in Bangladesh), Splash (streaming platform for music), My Sports (watching live games), Maya Apa etc. Robi Axiata Limited is providing internet services up to 4.5G and also has many Value Added Service (VAS).

❑ **Promotion:** Secondly, it does promotion in several media. Robi Axiata Limited has a well maintained website which company update regularly. The website address is <https://www.robi.com.bd/en> One can contact them and get updates through other media like Facebook, LinkedIn, Twitter and Youtube channel.

We see different leaflets and posters on billboards; we also see print media along with the use of television commercials for their promotions. Apart from that we also see some youtube videos that promotes Robi product and services to the customers.

❑ **Price:** Thirdly, about the price Robi Axiata always take a close inspection of competitive pricing strategy and fixed the price accordingly. They tried to have an upper hand over competitors about pricing strategy.

❑ **Place:** Fourthly, about the places they are concerned about their retailer's shop areas to provide the simplest way to get proper information about the right product for the customers. All their regional offices, corporate office and customer care centers are placed in rightful areas to make the operations easier to run.

Even in the Corporate office there is a Robi shop. It contains several products with a discount price. People who works in Robi Axiata limited acquire extra benefits while purchasing from Robi shop.

Customer base are also seen in different regions and in total there fifteen regions where we see the customer base. Among these places Chittagong, Comilla and Noyakhali has the most strong customer base for Robi Axiata Limited.

- ❑ **People:** Fifthly, Robi Axiata concern about another p's of marketing mix that is people. It takes care of the employees, having a well structured management, customer service and maintained a groomed organizational culture.
- ❑ **Physical evidence:** Lastly, about physical evidence there is concern about well structured infrastructure throughout Bangladesh so that they can operate in the market smoothly.



Figure 4: Marketing mix that Robi Axiata Limited follows.

- **Corporate Social Responsibility:** It is necessary for any company because during doing business company have some responsibility towards society that is society's right. In line with its business philosophy 'Empowering People', Robi Axiata Limited dedicate its commitment towards society and aspires to be a robust agent of modification within the communities within which it operates. To counterpoint people's lives, Robi Axiata Limited also focuses on Education, ICT, Health, setting and Culture & Heritage with numerous forms of programmes across the country.

To empower the underprivileged girls of the society, Robi Axiata Limited has initiated numerous styles of long run comes. Among these initiatives, we've got been conducting line programs to boost women's skills and encourage home based mostly businesses. Considering the importance of 'Healthy girls for healthy nation', Axiata (Bangladesh) restricted has stood beside the underprivileged girls of the society through providing monthly free health service 'Shustho Nari, Shustho Paribar' (Healthy girl, Healthy Family) for underprivileged girls across the country.
- **Public Relations:** It is also adequately handled by Robi Axiata Limited to create and maintain a positive brand image and a strong relationship with the target audience. They make proper use of different media, do different monthly campaign to ensure that customers know all the changes about the brand and clarify all sorts of confusion that create bad buzz in the market.

2.5 Finance & Accounting Issues

As a part of Axiata group; Robi Axiata Limited does not have separate annual report like other telecom company. Annual report of whole Axiata group has a small portion which is for Robi Axiata Limited. There are only few information in the quarterly annual reports that are

not detailed and not even break down properly. Based on the information found there only few financial analysis can be done. The information has been collected from the last three consecutive years 2016, 2017 and 2018. In case of having 4 quarters the average of quarters will give an idea of the respective values in a year. The ratios that can be done by the collected information along with their interpretation and graphs are given below-

Ration	2016	2017	2018
EBITDA Margin	27.78%	19%	24.38%
Operating profit margin	-6.25%	-4.18%	-0.90%
Net profit margin	-6.50%	-4.25%	2.90%
Debt to Equity	0.42	0.47	0.57
Debt to EBITDA	1.575	2.35	2.25

Table 1: A table with some ratios of last three years

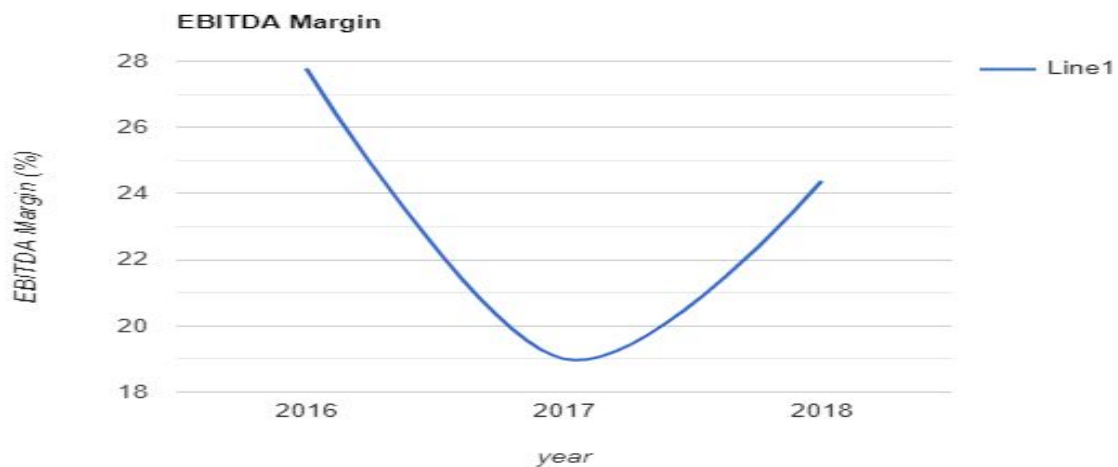


Figure 5: EBITDA Margin (%)

In 2018 , every 100 BDT sales generated 24.38 BDT of EBITDA. EBITDA margin is fluctuating over the last three years.



Figure 6: Operating Profit Margin (%)

In 2018 , every 100 BDT sales did not generate any operating profit margin. This state is consistency in the last three years, though the situation is better in 2018 compared to the previous years. The company must take necessary steps for cost minimization in production to gain positive operating profit margin.

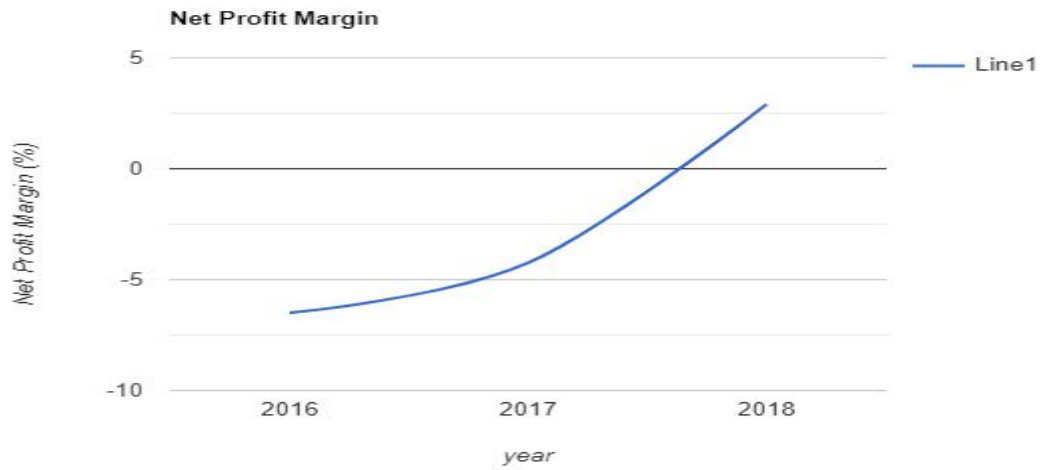


Figure 7: Net Profit Margin (%)

In 2018 , every 100 BDT sales generate 2.9 BDT net profit margin. This state is better than the previous years. As the condition of operating profit margin is getting better by each passing year and it also started to show impact on net profit margin.

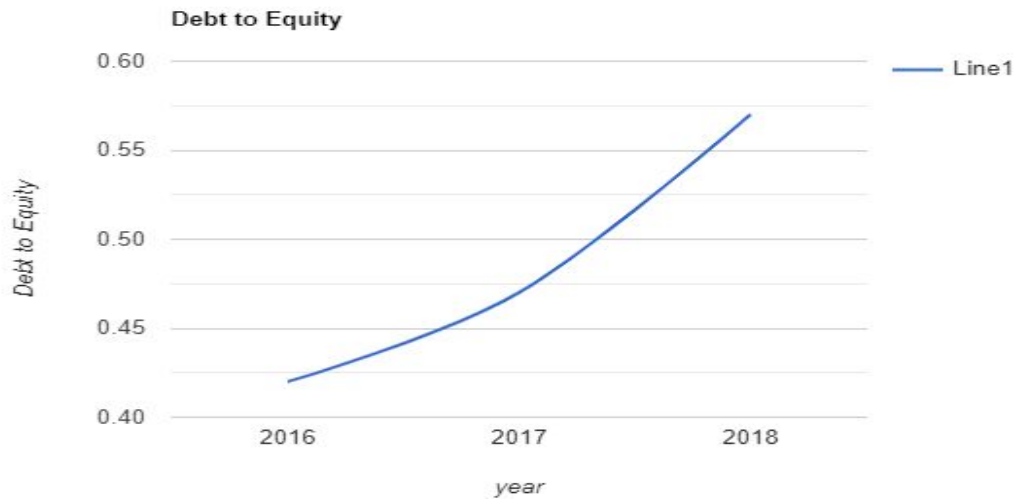


Figure 8: Debt to Equity

In three consecutive years we see the debt to equity ratio is nearly or less than 0.5. It means most of the company's assets are financed through equity. It is suggested that for sustainability in business one should make proper balance in debt and equity part. Robi Axiata should take more loans to finance its assets to make the balance.

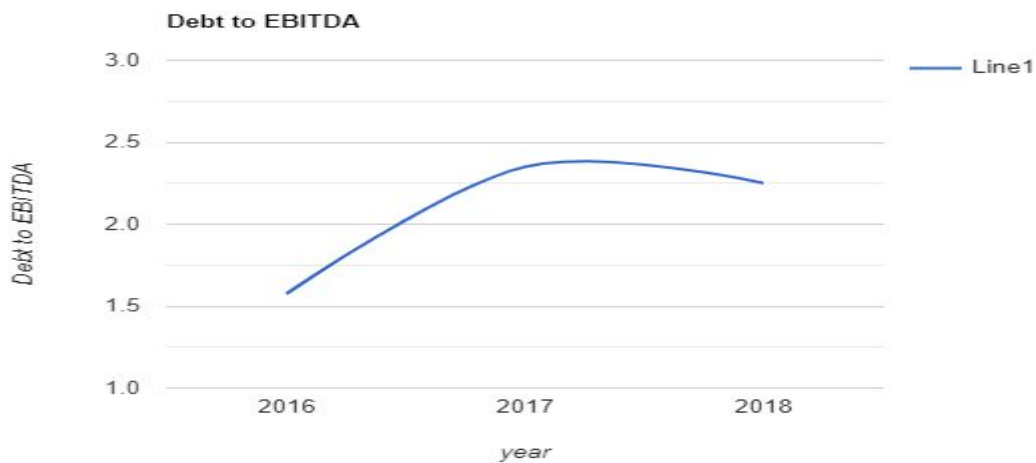


Figure 9: Debt to EBITDA

Debt to EBITDA was dropped in 2018 compared with 2017. To ensure the stability of business earning company should have high debt to EBITDA ratio whereas Robi Axiata had medium range debt to EBITDA ratio. For future stability it needs to be increased immediately.

In overall, it is seen that all the ratio are dropped or in low in 2016. The reason is that 2016 was the year when Robi-Airtel merger happened. It was mainly a transition year so the company struggle a little bit because of that. After 2016, in the next two years that is 2017 and 2018 the ratio result reflected that there is an improvement. It's because after merger Robi Axiata Limited became the second largest company in the telecom industry of Bangladesh and it gave an advantage for growth.

- **Risk and Return Implications:** the solvency for the Robi Axiata Limited is pretty good as it is seen from the debt to equity ratio. As it is observed in the last three years this ratio is around 0.5 which means mainly company financed by equity and there is a scope of taking loan further if needed because it has the ability to take loan for necessary.

Net profit margin is increasing gradually in the last three years because operating profit margin is also getting better day by day. Although the necessary ratio for interpreting risk and return implication for Robi Axiata Limited is not possible to gather because their annual report is not that much detailed. But by the analysis of the above ratio one can say that if the operating profit margin can be increased more in the upcoming year than the return will be more in the upcoming fiscal year and risk will also be minimized.

- **Audit Committee:** There is an effective and independent Audit Committee. The board is able to objectively review the Audit Committee's findings and recommendations. The company's financial statement is a reliable source of information. Internal Audit Division ensures the accuracy of operations and reliability of financial reporting, investigates unethical and fraudulent practices, safeguards assets in accordance with the legal compliances.

2.6 Operations Management and Information System Issues

Operations Management is mainly falls under all divisions. There are several divisions that Robi Axiata Limited has. These are technology, IT, finance and SCM, HR, market operations, enterprise business, digital service and regulatory divisions. To ensure a smooth and effective process in all those divisions is one of the important tasks that operations management mainly does.

Management also helps to arranging M.A.D hour, different game show and competition with attractive gifts so that it attracts and retain employees. In M.A.D hour new guiding principles, digital learning tools and a revamped performance management system were introduced in align with the M.A.D. organisation culture which diversify the workforce, with multiple opportunities to advance their career. Well the M.A.D stands for Modern, Agile and Digital and the main motto is building a modern, agile and digital Asian talent factory.

In case of Information System issues there are concerns related to cyber security to prevent cyber attack, platform planning, developing strong network in both intranet and internet site, develop firewall and build up different softwares alongside ensuring effective applications of those.

2.7 Industry and Competitive Analysis

Industry and competitive analysis is very important for any company. The basic can start with SWOT analysis. SWOT analysis is done as part of the overall corporate planning process in which financial and operational goals are set for the upcoming year and strategies are created to accomplish these goals. Doing a SWOT analysis of Robi Axiata Limited will help the company to find ways of using resources efficiently, improving business operations, discovering new opportunities, dealing with risk and so on.

- **Strength:** it has a strong brand image in the telecom industry. People recognise the name even by seeing its logo. In case of succeeding in launching new product in the market brand image has great influence. Retailer also play an important role in case of earning revenue and as Robi Axiata has good relation with retailer that's also one of its strengths. Robi also has different product even in micro level. Some product with same deno varies region to region according to the need of customer base. Maintaining such variety is also count as strength of Robi Axiata Limited.

- **Weakness:** there are some places where the network quality is not as standard as it should be comparing with other competitors like GP and Banglalink. It is one of their weaknesses. It is also seen that Robi Axiata Limited could not able to earn profit from operations and it is not good for such a big company as it indicates company can not control their expenses properly. The customer care center is also not that much effective as we see customer satisfaction is average as compared to GP.
- **Opportunities:** as there are more region where it can established its network so there is a good scope of product diversification. Furthermore the users of using 4G is increasing day by day and it's also a good opportunity for Robi. in the market first mover always has an advantage then competitors. Robi is the first successful merged company in the telecom industry. If they can continue the journey of this joint venture smoothly in future then its market share will increase and there will be a chance to get the lead position in the market.
- **Threats:** strong competitors like GP is a threat to Robi because their customer loyalty towards GP as brand is very popular in the market. As a multinational company Robi faced several government restrictions and also had pressure from BTRC. switching cost for customer is low and also there are several substitutes in the market so it is also a threat for Robi.

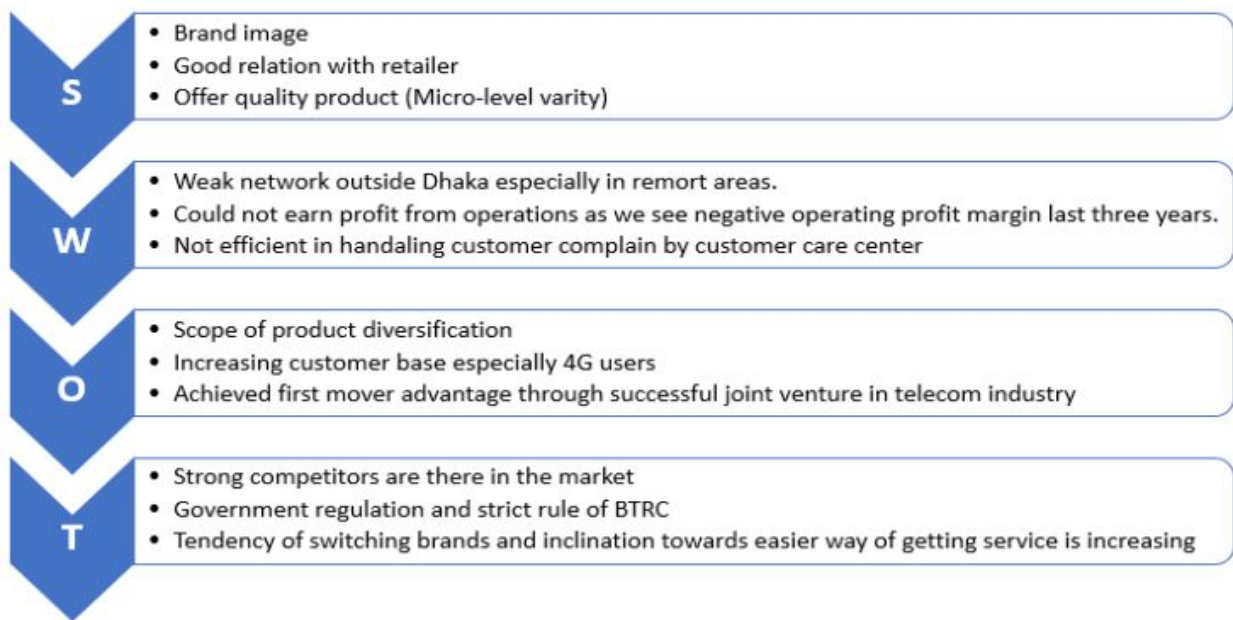


Figure 10: SWOT analysis of Robi Axiata Limited

● **Competitive Dynamics comparison with its strong competitor Grameenphone:**

In case of comparing with Robi Axiata Limited biggest competitor and rival that is Grameenphone many differences are seen. Grameenphone also has the brand image which is very strong in telecom market and even has the biggest market share than the Robi Axiata Limited. Though by the course of time Robi Axiata Limited started to capture the market than before but still Grameenphone is still on the lead.

About the weakness Grameenphone all offers are a bit more pricey still in comparing to Robi Axiata. So in case of the price bundle it is weakness of Grameenphone which can act as an opportunity of Robi.

In case of opportunity Grameenphone's tenure in Bangladesh is longer than Robi and so has a broad customer base. Even the heart of Bangladesh is Dhaka which is dominated by Grameenphone. Since the establishment of Robi Axiata Limited in

Bangladesh, it wanted to capture more of the Dhaka market and still that journey continues. The upperhand of Grameenphone on the area where Robi Axiata still lag behind by acquiring 99% of the whole Bangladesh is off course Grameenphone's opportunity.

Robi is having network upto 4.5G which is not taken by Grameenphone yet. If this 4.5G journey became successful than it will be a disadvantage for GP in this telecom industry. So for GP this step of Robi is a threat that they need to consider. On the other hand the trade of GP in DSE is a threat towards the Robi as the listed company in our country is always get extra privilege and considered to be trusted and prestigious one if they can rank at the top of the respective industry share.

- **Porter's Five Forces:** Market dynamics, defined as the factors which affect the supply and demand of products in a market, are as important to economics as they are to practical business application. Mainly these are mostly developed in Porter's five forces of competition.



Figure 11: Porter's five forces of competition on Robi Axiata Limited

- **Bargaining power of buyers:** It is high because there are so many varieties of products of other under a single mother product. Buyers can reject one and easily accept other if he or she is not happy with combination of product price and benefits that it gives.
- **Bargaining of the suppliers:** It is medium here.
- **Threat of substitute:** Threat of substitute is medium as there are some services like b-kash which is providing the same kinds of services. As time will pass this threat will increase.

- **Threat of new entrance:** It is low because the telecom industry is already shrinking so new company won't enter the market because of high competition among the brands that already exist now.
- **Rivalry among the competitors:** It is high because the growth of telecom industry looks promising by seeing the past record and as people are getting digitized innovation in telecom industry is a must if any brand one to sustain in the market. To do that keep a close eye on competitors movement is very important and for this high rivalry is very common phenomenon here

2.8 Summary and Conclusion

Robi Axiata Limited progress a lot after the merger of Robi and Airtel in 2016. It helped Robi Axiata Limited to grow more in the market. By seeing SWOT analysis and Porter's five forces of competition of Robi one can state that the position of the company is satisfying. Different divisions has a strong grip on their respective field and all are very agile just like their motto. On the contrary to the strength of divisions there are also weaknesses and it is normal to have as it is a big company. Main thing is that how the company manage its weaknesses and turned them into strength to beat the competition.

Customers of twenty first century are attracted towards innovations and always want something which is easy to use both in product and services. So innovation and introduce handy services are necessary ways for Robi Axiata Limited. Another way to grow in the shrinking market is come up with some sort of service or product which will create new needs in the market; a need about which potential customers are still unaware.

2.9 Recommendations

First thing that needs to be taken care of is that Robi Axiata Limited need to cut of the production expenses. About the ensuring of better liquidity of the company it can be publicly listed in future. It will help to gather capital in a shorter period of time and market share value will also be a good indicator that reflects the position of the company. Finding new investor will also be easy for company. All this possible if it will be publicly listed company and that will be possible if it will fulfill all the criteria that needed to be publicly listed one. It is a news that in future it will achieve this and it is hoped that it will happen soon because the biggest rival GP already have quite a reputation as a publicly listed company in Bangladesh.

Another recommendation for Robi is that it should improve the quality of network in remote areas and target more region where still it didn't start its journey. Side by side having a close monitoring to the customer care center is necessary to increase the brand loyalty of customers. Having satisfied customers is the basic need to achieve brand loyal customer and how customer care handle a suffered, confuse customer is one important task on this regard.

Chapter 3:

Project Part

3.1 Introduction:

This part will cover the background of the project along with the objective and significance of this issue. The project part and the analysis that I am writing here is related with my majors and also falls under my internship work that I did in Robi Axiata Limited.

- **Background:** There are total 15 regions where Robi has customer base. All these regions are broadly classified into three parts. At first the company find out one offer which will work as national offer that means applicable for all regions. After that based on the demand and customer behaviour of a particular region that national offer started to vary. To provide different data offer in different deno (money that customer spend for buying any offer) is one important work that data team do in market operations department. Offers that are given to the customers of Comilla, Chittagong and Noyakhali are usually considered to be the national offers because Robi has the strongest customer base in those regions and they lead the market share of telecom industry. Robi Axiata Limited is a revenue driven company so whatever offer module are created, all has targeted to increase the revenue and meet the target revenue given by the top level management. Robi gives special offers for a particular region in a specific period which main target is earning more revenue. All those offers are customer segmented offers. When those offers are acted on the respective region for a particular time then those days are called Drive Day. Which day and on which deno the drive will run is being decided by the region itself and they committed to strike a particular hits for the day. If the committed target is attainable based on the region's

market characteristics then the drive has been approved by the data team and do necessary campaign for that. The offers that has been selected for the drive day are those that fall under EL (easy load). Usually the retailer and DSR are aware of this drive day offer and for them there is extra commision whenever they do easy load through G-Store. In drive day total OTF comes through two ways. So in drive day total OTF looks like this - Total OTF on drive day = (Regular EL commision + Extra Commision from G-store). Usually on regular offer of EL there is regular commision but on drive day if customer recharge from the G-Store only then customer get special offer and retailer get extra commission. It encourages retailers to sell those special offer more to customers so that they can get extra commission. It surely impact the revenue of the company but side by side to run a drive day more commision need to be given for every single recharge of the customer. It was seen from the past record that in everyday except any government holiday there were two or more regions which run the drive on single or more deno. It increased the cost which creates a problem to continue other regular offers that also run side by side.

- **Objectives:**

Broad Objective: The main objective of this paper is to identify the impact of drive day both on revenue and cost. This paper will focus that through EL (Easy Load) products how much revenue can be increased on drive day and to run the drive day how much cost company need to bear.

Specific Objectives:

- ❑ Figuring out the incremental percentage that came in the drive day by comparing the percentage of BAU (Business As Usual) hits with drive day hits.

- ❑ Figuring out the increased percentage of commission that is given to the retailers by comparing the percentage of drive day OTF with percentage of regular OTF that given on deno.
- ❑ Recommending the alternative (gamification model) of drive day to minimize the cost that incur because of drive day.
- **Significance:** The main purpose of this report is to identify the impact of the drive day both on the revenue and cost of Robi Axiata Limited. For any company it is important to increase revenue but it's also important to have cost minimization. The drive day is surely fulfilling the revenue increase part but it also increased the cost of the company. The solution could be an alternative to drive day that fulfil the cost minimization and increase of revenue. Gamification can be an alternative of drive day. For the retailer it will be like a game. There will be different slab for any particular deno. By reaching that slab only then retailer get the commision. The floor of the slab will be higher than the average daily hit for a deno that a retailer gives in any particular region. The slab will increase according to the region's market size and competition of Robi. It will minimize the cost because here retailer will not get extra commissions for every single EL recharge but they will start to get extra commision only when they will cross the respective slab. If on a day they can not meet or cross the slab then retailer will not get any extra commission. In this way cost will be minimized, side by side retailer still get motivated to recharge more EL.

3.2 Methodology:

This is an active research because here I will try to find out the impact of drive day on revenue and cost of the company and how much it increased the cost of the company. For the solution of the cost I will also recommend an alternative of the drive day. For this report I need to use both qualitative and quantitative methods . All the information will be a mixture of primary and secondary data. I will get my qualitative and secondary data (all drive deno with the regular and drive OTF) from the master data file that is maintained by data team of Robi Axiata Limited. It is freely circulated among the regions and also send necessary communications to notify offers and OTF. So I can take the data directly from there without having any confidentiality issues. I will get my quantitative and primary data by doing necessary calculations by taking the figure from the Daily Dashboard Report of EL. For the calculation part I take the data of whole September month which will include the daily total hits of regions in both regular and drive day. The BAU hits will be the average of the last seven days without drive day and by using the BAU hit and drive day hit we can get the percentage of hits that increased because of drive day. I can get the report from Robi portal. Here due to confidentiality issues I can not put the exact number of hits but from those exact number I can get percentages by using necessary formulas and from that percentage I can show how much impact it has on the revenue of the company. I can plot the percentages in the graph formats for simplicity of understanding. In the case of the commission we can calculate the percentage of deno that we give to the retailer as commission on both regular day and drive day. By comparing those two percentage we can get a view of the increased cost that Robi Axiata Limited incur because of drive day. For the solution part for the drive day cost I will build up a gamification model based on my quantitative data.

3.3 Analysis and Findings:

- **Deno and OTF offers:** First of all, let's see the deno with their OTF offers that is given on a regular day and on drive day. There are total eight denos on which the drive day occur. A chart is being given below which will illustrate the regular OTF and drive day OTF for respective deno.

Deno	Regular OTF	Extra G-store OTF	Total OTF on Drive Day
101	4	11	15
129	5	5	10
148	8	12	20
251	7	28	35
316	30	20	50
349	25	25	50
399	40	30	70
999	60	140	200

Table 2: Drive day denos with OTF details

- **Drive day Incremental percentage along with OTF given to retailers:**

The drive day of the whole November of 2019 is taking as a reference for the analysis. More or less the drive is the same in other months. There are total 18 drive days in November. For the analysis part of the incremental percentage we need the drive hits and BAU hits. The incremental percentage can be found out by using the formula given below-

$$\text{Incremental percentage} = \frac{\text{Drive hits}}{\text{BAU hits} - 1}$$

For example the first drive in Sylhet for 251 deno was given an incremental percentage of 51% which comes from $\frac{1646}{1090-1}$ where drive day hits of 1st November is 1,646 and BAU hits was 1,090. Because of the confidentiality issue I can not put the drive hits and BAU hits here but I can use the incremental percentage directly which need to calculate by using the above formula for the analysis part.

In case of cost part of the drive day it is the OTF that given to the retailers. From the first chart of the analysis part we have the OTF details for each deno. Here in the first drive of 1st November 2019 for Sylhet the cost is BDT 57,610. I find it out by using below formula-

$$Total\ OTF = Drive\ hits * Total\ drive\ OTF$$

So the cost for 251 drive of Sylhet is (1646 * 35 = 57610) In this way I find out the rest of the drive day cost and total calculation is shown in a chart below-

No	Date	Region	Deno	Inc % comparing Drive hits and BAU hits	Availing Customer	Cost (OTF given to retailer) BDT	Availing Retailer
1	1st Nov	Sylhet	251	51%	1,646	57,610	450
		Sylhet	349	27%	1,119	55,950	336
		Chittagong Metro	399	686%	456	3,192	88
2	2nd Nov	Chittagong					
		Metro	399	491%	343	24,010	96
3	6th Nov	Mymensingh	251	186%	1,515	53,025	958
		Mymensingh	349	60%	615	30,750	85
		Chittagong South	399	1031%	690	48,300	90
		Dhaka North	349	116%	1,112	55,600	587
4	7th Nov	Rangpur	349	169%	637	31,850	207
		Rajshahi	251	18%	226	7,912	102

		Rajshahi	349	94%	727	36,350	365
		Kustia	349	134%	1,685	84,250	799
		Khulna	349	110%	1,115	55,750	954
		Barishal	349	36%	991	49,550	452
5	9th Nov	Noyakhali	316	85%	1,548	77,400	569
		Noyakhali	399	317%	600	42,000	305
		Dhaka South	251	154%	1,486	52,010	952
		Dhaka Metro	349	68%	443	22,150	208
6	10th Nov	Noyakhali	316	70%	1,424	71,200	599
		Noyakhali	399	295%	569	39,830	320
		Dhaka South	251	98%	1,156	40,460	854
		Chittagong Metro	399	762%	448	31,360	105
7	13th Nov	Mymensingh	251	251%	1,842	64,470	658
		Mymensingh	349	119%	785	39,250	547
		Chittagong South	999	21600%	868	173,600	540
8	14th Nov	Comilla	399	1090%	750	52,500	630
		Rajshahi	251	30%	249	8,715	52
		Rajshahi	349	55%	518	25,900	189
		Rangpur	251	111%	177	6,195	98
		Khulna	101	13%	1,214	18,210	498
9	15th Nov	Comilla	399	141%	838	58,660	450
		Sylhet	251	124%	2,478	86,730	1,001
		Sylhet	349	24%	1,178	58,900	985
10	16th Nov	Chittagong Metro	999	16525%	665	133,000	451
		17th Nov	Noyakhali	999	17260%	868	173,600
12	20th Nov	Mymensingh	101	6%	1,245	18,675	874
		Mymensingh	251	243%	500	59,990	265
		Mymensingh	349	103%	379	38,450	123
		Chittagong South	399	1831%	947	66,220	485

13	21st Nov	Rajshahi	251	65%	307	10,745	145
		Rajshahi	349	142%	874	43,700	355
		Barishal	349	55%	1,085	54,250	852
		Khulna	349	265%	1,832	91,600	951
		Kustia	349	159%	1,700	85,000	753
		Rangpur	349	207%	669	33,450	312
		Chittagong North	999	30625%	1,229	245,800	654
		Chittagong Metro	399	815%	485	33,950	211
14	22nd Nov	Noyakhali	316	107%	1,865	93,250	875
		Noyakhali	399	400%	745	52,150	345
		Sylhet	251	180%	2,877	100,695	999
		Sylhet	349	31%	1,207	60,350	598
15	23rd Nov	Comilla	399	307%	350	24,500	54
		Dhaka Metro	251	80%	299	10,465	98
		Dhaka Metro	349	95%	474	23,700	102
		Dhaka South	349	59%	1,665	83,250	874
16	25th Nov	Comilla	399	188%	248	17,360	111
17	26th Nov	Comilla	399	248%	299	20,930	90
18	30th Nov	Comilla	129	159%	384	3,840	178
		Comilla	399	214%	270	18,900	98
		Dhaka Metro	101	31%	1,443	21,645	574
				Average of Drive day	3,131	176,839	1,495

Table 3: Drive day Incremental Percentage and OTF cost of November 2019

- **Findings:** From above analysis there are some points that I gathered below-
 - ❑ From the above chart we see among all the drive day on average 3,131 customers are availing the special offers and on average 1,495 retailers do recharge of the respective deno to customers and get the extra OTF from G-store. On the drive day on average BDT 176,839 spend as OTF to the retailers.
 - ❑ From the we also see that drive day always give the increment in the revenue part. If the percentages are being observed some drive gave amazing result and it mostly seen Chittagong, Noyakhali and Comilla. The reason behind this is that these three areas has the most strong base for Robi. the biggest deno of the drive list like 316, 399 and 999 did the best in those areas.
 - ❑ In whole Bangladesh the “Metro” areas like Dhaka Metro, Chittagong Metro don’t perform up to the standard of other areas like Dhaka North and South or like Chittagong North and South. The reason behind this is the use of broad-band and Modem for internet use in Metro areas. Because of these alternative the customer base of Metro areas don’t have that much need of EL recharge compared to other areas.
 - ❑ To run the drive day Robi Axiata Limited need to give more OTF to retailers so that they influence the customers to take those drive deno whenever they come to retailer for recharge. It is also observed that for bigger deno OTF is also high because usually on regular day the customer of bigger deno like 316, 399, 999 etc. are less in number. Very concentrated customer preferred high deno on regular day. If one compares the regular OTF to the Drive day OTF all the drive deno give 4 to 5 times more OTF on drive day.

❑ The data team has several other products like data loan, IMO pack, USSD pack etc. All those products also need funds to run on regular basis. Being a part of this huge variety product line drive day packs consume heavy amount of fund through giving OTF to retailers. At the end of months sometimes it creates problem as short of necessary funds in hand and create pressure to arrange new funds to continue all product line. So the cost to run the drive day is one important issue for the data team of Robi Axiata Limited.

3.4 Summary and Conclusions:

The concept of the drive day comes to earn more revenue for the company. Throughout the whole bangladesh in 15 regions these drive day occurs. In a week four to five days the drive day occurs and one region cannot give more than four drives in a week. Drive day has positive impact on revenue but it also increases the cost of the company. There are some regions which do better on a particular deno compared to other regions. The deno which is bigger usually give more revenue but also cost more because for big deno company give more OTF to retailers.

The impact of the drive day is visible, if the funding side of the drive day handled properly or re schedule the OTF module then it's impact will affect the company in the long run.

3.5 Recommendations:

The impact of drive day on revenue is positive but it cost the company more compared to other product line. The OTF module of the drive day is the reason for that. If the module of the retailers OTF can be re schedule then the cost can be minimized. The reschedule of OTF can be named as “Gamification”. Just like any game when by crossing a specific hurdle one get reward that kind of things will happen here too. Usually on the drive day from the very first recharge from G-store retailer started to get the OTF that is 4 or 5 times higher than regular OTF. in gamification such things won’t happen. In gamification on drive day a single retailer won’t get the drive OTF until he recharge the same deno 2 times. That means if there are a drive of 101 then for first 2 recharge retailer only get the regular OTF that is BDT 4.00 for each. Whenever he will do the 101 recharge for third time then he will get drive day OTF BDT 15.00. From now on he will receive the drive OTF. If one retailer can not recharge any drive deno for third time then he never get the drive OTF for that day. It also creates some challenges towards the retailer and it will also motivate and excite them for going aggressive promotion of drive deno to customers. To understand the impact of gamification method I can take a small calculation here. For the simplification of the calculation, I take an example of a retailer who recharge a particular deno 5 times in a drive day. I calculate for both situations with gamification and without gamification of the drive day. By comparing two situations it will be clear about the impact of gamification on the drive day cost. The chart with two situations are given below-

On Drive Day if single retailer recharge 5 times		In gamification if single retailer recharge 5 times		Reduction in OTF (%)
Deno	OTF (For 5times)	Deno	OTF (For 5times)	
101	75	101	53	-29.33%
129	50	129	40	-20.00%
148	100	148	76	-24.00%
251	175	251	119	-32.00%
316	250	316	210	-16.00%
349	250	349	200	-20.00%
399	350	399	290	-17.14%
999	1000	999	720	-28.00%
			Average reduction	-23.31%

Table 4: Impact of Gamification Model on drive day OTF (cost).

If I see the above chart it is cleared that the gamification can reduce upto 23.31% on an average for a single retailer who will recharge a single deno five times in a drive day. If I explain the calculation for a single deno it will be more clear. If I take the first deno 101 then for drive day without gamification a retailer will get $(5*15) = \text{BDT } 75.00$. On the other hand if gamification will run on the drive day then single retailer who recharge 101 5 times will get $\{(2*4)+(3*15)\} = \text{BDT } 53.00$. Here the reduction of OTF for 101 deno is 29.33%. In this way I did calculation of all drive deno and take the average of all percentage as reduction that I can expect can happen in overall. So I can say if the gamification can be applied in November then the monthly cost for the OTF can be reduced upto 23%. It can be varied because the way to find out the reduction percentage is highly hypothetical. In a drive day retailers number of recharge of a single deno will play a vital role to find out the gamification effect.

- **Possible effect and risk of gamification with solutions:** when a new thing established in the beginning it will affect the system and it is natural. Same goes with the gamification model.
 - ❑ Firstly, if the gamification model is being introduced it will surely reduce the OTF cost but it may also hamper the company and retailer relationship. Robi Axiata Limited has a good relationship with its retailers. This new plan for OTF module may not taken in a good way by retailers. They may think they are not getting the same facility and they can also lose focus. The solution can be have a brief one to one discussion with the DSR while doing market visit to make them understand the need of this gamification. Keep them updated before the change so the DSR can communicate with retailers about this and the adverse effect become less. They should understand that if the cost of drive day is not able to minimize then company has to stop giving drive days for regions and it will be even worse for the retailers.
 - ❑ Lastly, because of the change the drive day hits can be fall which means the number of customers availing the deno can fall. The reason behind this is that because of the gamification there will be some retailers who will lose motivation and won't be that much interested than before. This effect may continue up to certain months but with proper communication with the retailers the situations can be restored.

- **Forecasting:** Though during any kind of changes regarding data pack Robi Axiata Limited make sure to communicate all changes to all affected stakeholders and customers. But still it is possible that the gamification may reduce the number of availing customers. If the gamification occurred on November than around 8% of the availing customer may fall. That means we can say on daily average number of availing customer may fall from 3,131 to 2,881. When the availing customers fall the revenue must fall accordingly.

	Number of Month	Availing Customer Number
Assume that at least 2% will increase in each month	Month 1	2,938
	Month 2	2,997
	Month 3	3,057
	Month 4	3,118
	Month 5	3,180

Table 5: Tentative forecasting in recovering availing customer number that fall.

If proper communications can be handled then this fall can be recovered within the next five months and on the fifth month it will give more than 3,131 availing customers that means it will cross the threshold on the fifth month. For the restoring of the falling number of availing customer I assume that it will grow at least 2% each month but it can accelerate more. This is the least based on the relationship among the company and retailers and also based on the understanding of the data team with the regional officers. The above chart shows how the fall on revenue can be restored by five months. It is very much tentative and the restoration can be accelerated and done before 5 months.

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