

INTERNSHIP REPORT
On
QUBEE Internet Operation in Bangladesh



**Internship Report
On
QUBEE Internet Operation in Bangladesh**



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Date of Submission: August 25, 2014

LETTER OF TRANSMITTAL

August 25, 2014

Md. Abdul Wasi,
Lecturer-II,
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Dear Sir;

This is to inform you that I have completed the internship report titled “QUBEE Internet Operation in Bangladesh”, which has been prepared as a requirement for the completion of the MBA Program of BRAC University.

Qubee (Augere Wireless Broadband Bangladesh Ltd.) is the First WiMAX company of Bangladesh. Augere Holdings and its partners Teleport Bangladesh and Aamra Networks formed the joint venture Augere Wireless Broadband Bangladesh Ltd.

While working on the report, I have tried to follow each and every guideline that you had advised. It has been a very enlightening experience to work in this new venture and I am thoroughly enjoying my internship period at Qubee. The authority of Qubee has also extended their cooperation whenever required.

Sincerely yours

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Acknowledgment

I would first like to thank my faculty advisor, **Md. Abdul Wasi** Lecturer of BBS Dept. BRAC University for guiding me throughout the course of my internship program, and for assigning this topic and guiding me during my internship attachment with Qubee.

This study required voluminous primary information which I could not have collected properly in time without the help of my on site advisor, Mr. Md. Ashik Khan Razeed, Manager- Treasury, Budget & Budgetary Control also deserves my heartfelt thanks for his cooperation in helping me understand, participate, and perhaps preparing my report.

Lastly, I would like to thank my colleagues at Qubee along with my family members. Without their sustained support such an exhaustive study would not have been possible while working full time.

Executive Summary

My internship report is mainly on QUBEE Internet Operation in Bangladesh. The internet is one of the most liberating, exciting features of life in the 21st century. Whatever you're into – music, news, views, video, information, chat and contact, research, for business, pleasure or education – we think you should be able to enjoy uninterrupted access to it, wherever you are, whenever you want. I describe different departments of QUBEE. It has six departments. As my department is finance so they do not share any classified data with anyone. QUBEE is a WIMAX based company. Qubee is the creation of a group of global telecoms professionals who saw that a new technology called WiMAX could really change the internet experience for millions of people worldwide. WiMAX means that you don't need telephone lines or cable to get connected: all you need is to live close enough to a transmitter to receive the internet wirelessly. Currently the company is busy building a network of base stations to offer their brand of internet access right across Bangladesh. Initially QUBEE started in Dhaka, but quickly plan to do the same in cities nationwide.

To build a network like this needs to be done properly. So the company gathered a highly talented team right here in Bangladesh to build a company that's determined to improve the internet experience for millions of people – not just here, but ultimately all over the world. Company has some problems it can be overcome by hard effort. As a multinational company QUBEE is not free from foreign exchange risk. QUBEE is doing well and will soon be available right across Bangladesh; the service is currently available in big cities Dhaka, Chittagong, Sylhet, Comilla, Bogara, Feni, Noakhali, Chandpur, Lxmipur, Joypurhat, Naogaon, Sirajgonj, Pabna and Natore.

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CHAPTER-1

1.1 Introduction of the Report

I am working under the Finance team of QUBEE for past three months. My internship program is an educational requirement of MBA Program under an assigned faculty of BRAC Business School of BRAC University, which is a professional degree. MBA students have to do an internship program as a practical orientation to the workplace where he/she can amalgamate the traditional hypothetical knowledge with practical work experience. I have completed the course work of MBA from BRAC Business School with major in Finance.

1.2 Objective of the Report

- To utilize the experiences gathered during the internship.
- To present the overview of the operation QUBEE in Bangladesh.
- To observe the activities of Sales & Distribution Department of QUBEE.
- To demonstrate different aspects of marketing in the organization.
- To find out the operational function of QUBEE.
- To analyze the customer satisfaction of wimax internet Service by QUBEE.
- To present my observation and suggestions regarding my findings.

1.3 Methodology

The data needed to prepare this report has been collected from both primary and secondary sources.

Primary Data Source: Primary data has been collected through unstructured personal interviews and discussions with officials of Qubee

Secondary Data Source: The secondary data have been collected through QUBEE's official website, Aamra group's official website and others website related to report topic.

1.4 Limitations

While doing the internship program, I faced some obstacles. These are given below:-

- Internship report is one kind of research work. Research work requires enormous time and effort. But the time provide to us is not enough to do the report. Moreover mine was on job training rather than Internship.
- As my working division is Finance Department of QUBEE, it's prohibited to disclose any classified data. This affects the quality of the report.
- Lack of experience of this type project is one of the main constraints of the study

CHAPTER-2

Job Description

2.1 Nature of the job

I am working under the qubee finance team for last three month. During this period I had been assigned as a Officer-Payment Management. To prepare bank reconciliation of all bank accounts, passing entries in accounting software.

2.2 Specific Responsibilities of the Job:

Snap shot of my job responsibilities:

- Bank reconciliation of all bank accounts.
- Reporting of daily bank balance and collection to Manager-Treasury.
- Reconciliation of major vendor`s outstanding and reporting to Manager-treasury
- Vendor`s bill management.
- Voucher preparation and payment.
- Revenue collection of own channel and deposit to Bank.

Qubee assigned me as a Officer-Payment Management. I was not introduced to any kind of training.

Bank reconciliation of all bank accounts: I need to prepare bank reconciliation every month to show the difference between ledger and bank balance. My senior executive gives me the bank statement and other statement to prepare the reconciliation.

Reporting of daily bank balance and collection to Manager-Treasury: After the end of every day I need to enter the ending balance to a excel sheet to calculate the daily collection report to Manager-Treasury. Basically I deduct opening balance from closing balance and add back transferred amount.

Reconciliation of major vendor`s outstanding and reporting to Manager-treasury: I have to calculate major vendor outstanding from our database and reconcile them with our payment ledger.

Vendor`s bill management: Vendor sends their bills to company I received them on behalf of the company and give a received seal and signature to the bill. And send them to the respective department after entry.

Voucher preparation and payment: After department verification I need to make payment voucher needs to deduct the VAT and TAX from the invoice amount.

Revenue collection of own channel and deposit to Bank: Revenue collected by our sales team. Sometimes they send me cash amount sometimes they send me check I need to collect the money and deposit the money to our Bank Account.

2.3 Different Aspect of the Job Performance:

As QUBEE is a growing company, so it still consider this stage as R&D. The company is still learning and trying to cop in the market. The company initially evaluates the performance on the basis of the Reporting supervisor. Also in the workplace, how the employees are get along with each other is being observed. The KPI (Key Performance Indicator) of finance is yet to be Determined.

2.4 Critical observations:

As I have no training of the job I do mistake which is not good for my job reputation. While receiving bills I don't know which bill is urgent and which is not, sometimes I keep the bills for some times and receive harsh word from my seniors because I do not send it to the respective department on time. As I am new in the company so still not familiar with all it is a problem for me while I send the bill to the respective department. Bank reconciliation is a lengthy process but I am given a time limit to finish so it is a great challenge for me. As I am new everyone try to appear before me as a senior. While preparing daily collection report I need to know the daily transfer amount from my senior but sometimes miss communication happen and I do a mistake the whole report went wrong. It is a challenge for me. As I am inexperience so still I am in learning process. So almost everything is a challenge for me.

CHAPTER-3

3.1 Introduction of the Organization

Augere was established in September 2007 by an experienced team of global telecoms executives with the vision of delivering 'broadband for all'. It is committed to achieving this through the delivery of fast, reliable broadband internet services in emerging markets using Wimax technology. Augere has an established leadership team in place with over 150 years' experience in the telecommunications industry. The Company successfully raised \$125m in a first round of investment from France Telecom, New Silk Route and Vedanta. The acquisition of spectrum and licenses is well underway. Augere currently has access to spectrum in Pakistan, Bangladesh and Uganda. Licenses are also being actively pursued in countries across Africa, South and South East Asia. Augere's first commercial network launched in Pakistan in July 2009 and was closely followed by the Bangladesh network in October 2009 under the brand name QUBEE. Qubee is a new and exciting company from Augere providing fast and reliable broadband internet services to residential and business customers across Bangladesh. QUBEE believes that everyone should be able to enjoy trouble-free access to the internet and the world of opportunities that it brings. The company's aim is to make a magical internet experience available to everyone, everyday, without exception. It is a public limited company by shares registered on July 2008 and incorporated in Bangladesh obtaining license from the Bangladesh Telecommunication Regulatory Commission. It is one of the leading internet service providers in Bangladesh from Auger. It is a multinational company with global experience and offering trouble free access to internet. By operating 3.5 years it is continuously trying to hear from their customers and to add value as their customer expectation. QUBEE is using WIMAX technology which is a latest 4G wireless solution. First pre pay internet in Bangladesh was introduced by QUBEE. There are More than 150000 QUBEE users' consumers over 20% of total bandwidth in Bangladesh. It is also the first brand in Bangladesh to have more than 100000 Facebook fans and growing. The company gathered a highly talented team in Bangladesh to build a company that is determined to improve the internet experience for millions of people-not just in Bangladesh, but ultimately all over the world. Qubee is the creation of a group of global telecoms professionals who saw that a new technology called WiMAX could really change the internet experience for millions of people worldwide. WiMAX means that you don't need telephone lines or cable to get connected: all you need is to live close enough to a transmitter to receive the internet wirelessly. Currently the company is busy building a network of base stations to offer their brand of internet access right across Bangladesh. Initially QUBEE is starting in Dhaka, but quickly plan to do the same in cities nationwide. To build a network like this needs to be done properly. So the company gathered a highly talented team right here in Bangladesh to build a company that's determined to improve the internet experience for millions of people not just here, but ultimately all over the world.

3.2 Mission of QUBEE: We are just not making the internet work, we are making it beautifully. And now it can be yours to enjoy.

3.3 Vision of QUBEE: The internet is one of the most liberating, exciting features of life in the 21st century. Whatever you are into-music, news, views, video, information, chat, contact, research, for business, pleasure or education-we think you should be able to enjoy uninterrupted access to it, wherever are, whenever you want.

3.4 Core benefits & features of QUBEE:

- QUBEE is the real wireless broadband internet from Augere, an MNC incorporated in Netherlands.
- QUBEE is the name of a commitment for high speed and uninterrupted internet experience for users in Bangladesh.
- QUBEE provides its service through WIMAX technology.
- It must be Magical: It's not about magic, it's about being magical. It's about us bringing delightful touches to the customer experience.
- It must Work: It's not about troubling people with complicated solutions. It's about our hard work making it reliable and accessible for people.

3.5 Basic Proposition:

- QUBEE offers fixed WIMAX service for Home & Business (SME) use. And the product is differentiated by Speed (256 Kbps, 512 Kbps, 1 Mbps, 2 Mbps etc).
- It has Fixed monthly Billing for sky Packages (256 and 512 packages)
- User name & password stored in Modem and connection are "Always On".
- Any PC connected to devise will be on Internet without extra Authentication.
- Users can share the bandwidth among multiple PCs using a Router or LAN. By providing installation Engineer your router/Switch LAN cable.

3.6 QUBEE's Value:

- **Customer Focus:** It believes that customers are at the centre of everything they do.
- **Integrity:** They only do things that they would be proud to tell their friends and families about.
- **Resilience:** They continuously strive for improvement regardless of the obstacles in their way.
- **Passion:** They work from the heart and show it.
- **Delivery:** They deliver what they commit to with customers and colleagues.

3.7 Product/service offerings:

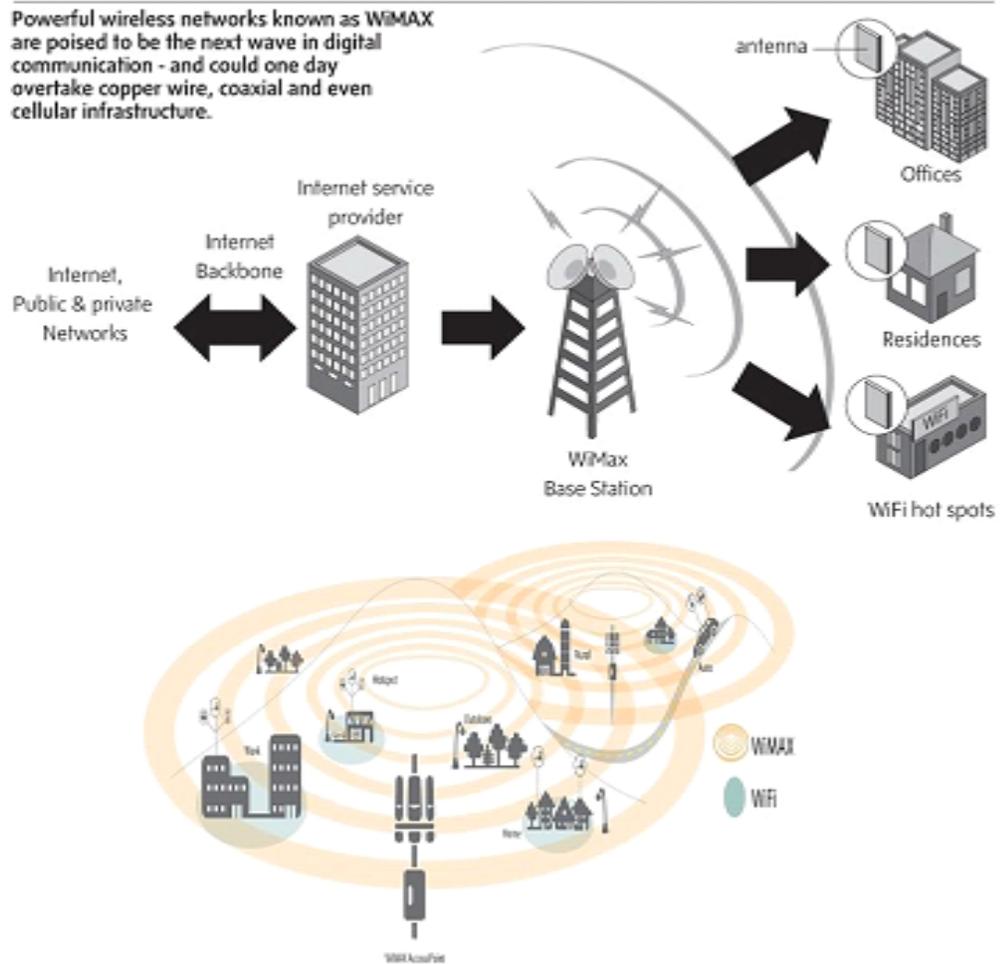
- Qubee offer Fixed WiMAX service for Home & Business (SME) use.
- Qubee product is differentiated by Speed (256 Kbps, 512 Kbps, 1 Mbps, 2 Mbps etc.)
- Fixed Monthly Billing for Sky Packages (256 and 512 packages)
- User Name & Password stored in Modem and connection "Always On".
- Any PC Connected to devise will be on Internet without extra Authentication.
- You can share the bandwidth among multiple PCs using a Router or LAN. Just provide our

In this part of my report, I want to share some basic functions of WiMAX, which might help one to understand how its work



WiMAX: How it works

Powerful wireless networks known as WiMAX are poised to be the next wave in digital communication - and could one day overtake copper wire, coaxial and even cellular infrastructure.



3.8 Organizational structure



Ownership structure of AWBBL (QUBEE)



3.9 Vision for the Future

The internet has become an essential part of everyday life in the developed world. However, the 'World Wide Web' is a misleading term. The internet has only a fledgling presence in developing nations. Internet usage, as a percentage of the population in countries such as Morocco, Russia, India, Indonesia, Pakistan and Nigeria ranges between 4 to 24%, well below the levels of developed countries. From a social perspective, there is an intrinsic link between education and the web. The benefits of investing in digital connectivity and promoting access in schools and universities are clear.

QUBEE will deliver access that is based on three fundamental tenets

Broadband that is:

- Available: A broadband network which is available wherever the customer is
- Affordable: Access that is broadly in line with a consumer's \$10 per month and a business' \$20 per month average budget
- Accessible: Customers can access top-up facilities within a convenient distance of the places where they live and work

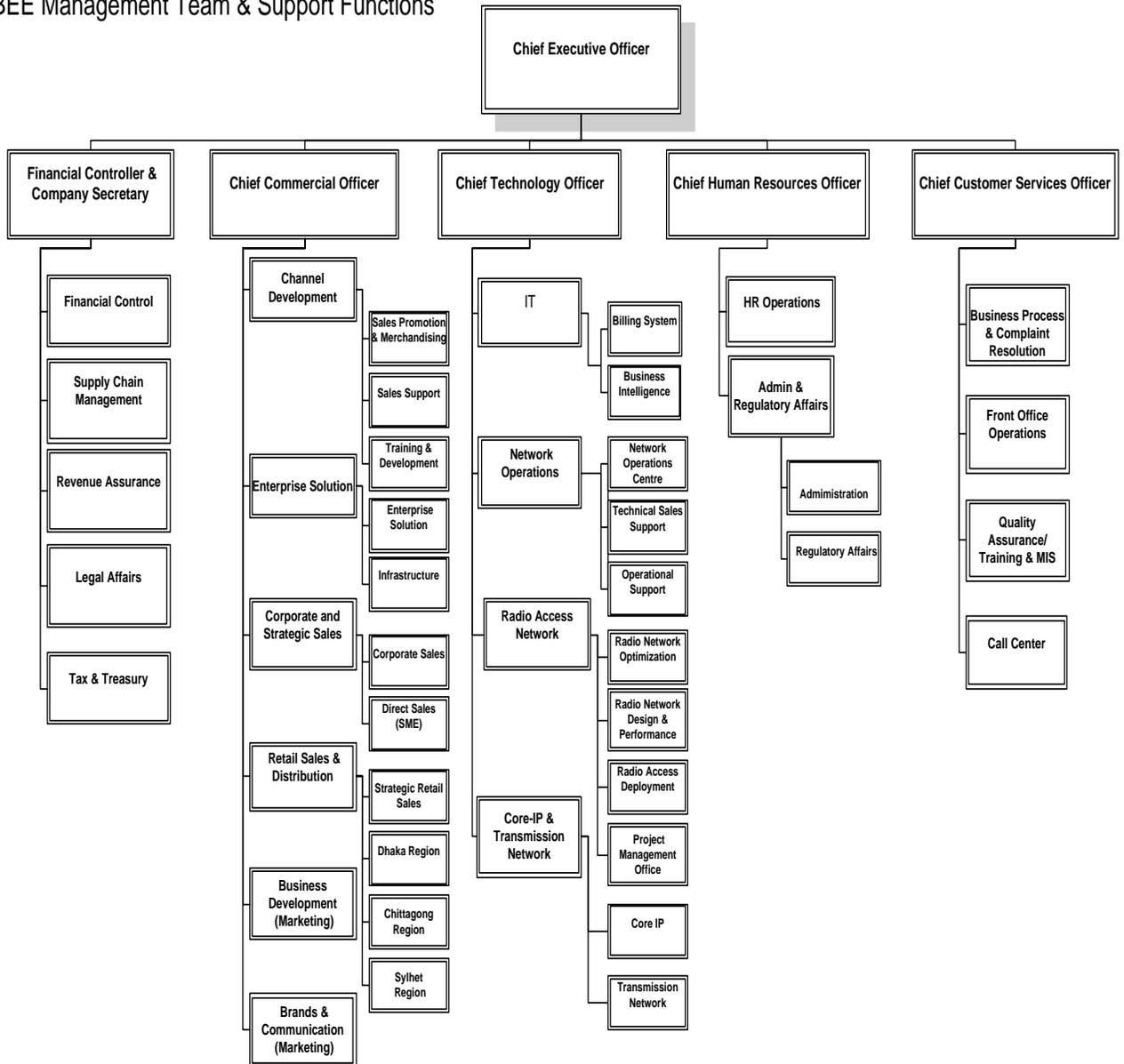
3.10 Company Organogram

QUBEE believes that delivering the above is achievable by developing strong local partnerships and building local companies with empowered local management.

QUBEE is a company which is about to achieve high growth and still recruiting high caliber candidates. Currently it has 200 permanent

and 42 contractual employees. Contractual employee’s contracts are renewed in every six months.

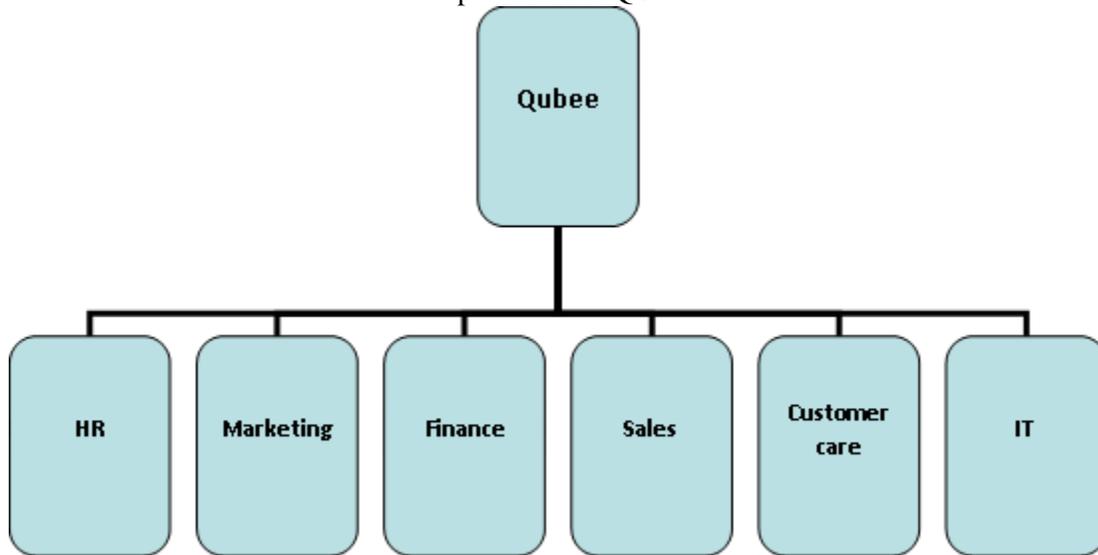
QUBEE Management Team & Support Functions



QUBEE Management Team & Support Functions

CHAPTER-4

Departments of QUBEE



4.1 HR Practice

Administration and Human Resource: As the name implies, this department has three major divisions. The Administration division is responsible for Contract, Legal and Protocol & Government affairs. The Human Resource department is responsible for procuring future employees according. This department is also responsible for maintaining the database of all employees, leaves, attendance, health care and related fields of employees.

Administration and Human Resource

Although Qubee is a new company with a small group of employees but they are keen to The Purchase & General Maintenances is responsible for Purchase & Support and Estate & Properties, Maintenance & general security. manage their employees through HR practice. Qubee has the 4 layer distribution of employees. Currently they have 200 enthusiastic employees to operate their company. The head of the company is CEO and under him they have functional managers who are senior managers, managers, assistant managers. Respectively senior executive's and executive's works under the functional managers. Though these 4 layer human resource distributions Qubee create synergy between their employees and make their collective effort much more effective. For recruitment employees Qubee is using ENROUTE recruitment agency and other some recruitment agencies to get efficient employees.

4.2 Marketing

Qubee marketing team is working nicely. Marketing department has three sub departments. These are:

1. Product Development
2. Branding
3. CSR/PR

Product Development:

This department is responsible for find out the innovative features that can attract the existing and potential customers. Product development is one of the key departments in the company. While developing new packages and tariff plans this department has to keep in mind the profit and cost issue. Under all these constraints the department has been producing exciting and new features which ultimately attract customers .Product team always tries to come up with different types of products by considering peoples need and wants. Product teams introduce Gigaset, Dongle, for the customers. Gigaset has the power to capture the frequency more compare to Dongle. So Qubee provide Gigaset where frequency is bit poor and Dongle for people who want mobility. Product team design their product according to the customer wants.

Branding:

The brand department of the company deals with image of the brand to the customers. It basically helps the brand to portray its intentioned image to the potential target group. This department along with the Marketing Communication department deals with the promotional activities. As Qubee is very new organization and WiMax is a very new concept that's why Qubee have to give too much effort and promotional activities to let the people know about their product and services. Branding is another sub-department of marketing. Branding team is trying to promote their qubee product. They have organized different events to promote their product. At first they do a campaign in different universities, which worked a lot. At present they are not branding their product extensively but they have a plan for extensive branding. Qubee is now giving advertises to different renowned news papers in Bangladesh and they are also giving advertisement to the different website to promote their product. They also giving advertisement in the Radio like Radio Amar, Radio Foorti etc.

CSR/PR:

Qubee has another sub department called CSR/PR department. Though they are not doing so many CSR activities but they are planning to engage in CSR activities. Qubee does different sorts of public relation activities to promote their product in the market which involves different University campus campaign. They are offering campus package especially for the students and they are arranging different campus campaign to sell their product. They are also arranging different concerts to grab the attention of the customers

4.3 Sales and Distribution

Qubee sales and distribution team has five sub departments. These are:

1. Direct Sales
2. Corporate Sales
3. Tele Sales
4. Distributor
5. Retail Shop

Direct sales team handles the home users and SME. They try to make the product available to the corporate and single or home users. In Dhaka city there is more than 50,000 SME. So Qubee targeted those SME and the direct sales team works with those organizations.

Corporate Sales team works with the corporate clients. Some renowned companies are our corporate clients. They are:

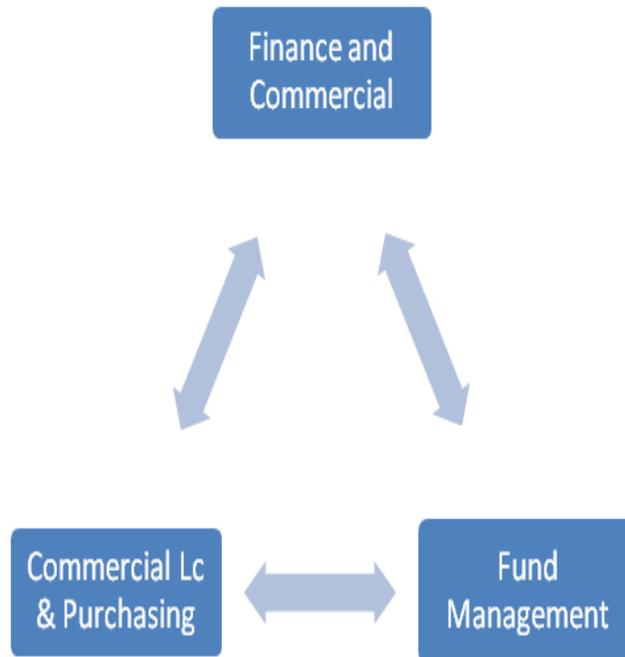
1. American Embassy
2. Standard Chartered Bank
3. BRAC Bank.
4. City Bank
5. World Bank and so on.

There is a separate office for the manager of corporate sales who is also responsible for corporate customer relations. Corporate customers are given high priority in terms of sales and also in terms of after sales service. Of course this is due to the high usage and need for good long term goodwill with such corporate clients. This department however deals mainly with sales to corporate customers and maintenance of relations with both current clients as well as scouting out potential new corporate clients, whereas the after sales service and other issues are dealt with by the customer services operations section of the company. Distributor makes sure that qubee product is available in the market. They get commission on modem and bandwidth price. Tele sales team sale qubee connection by making call to the potential customers. They have some customer group from the business corporate world. For selling to those people they adopt telemarketing approach Qubee is distributing their product through their own outlet and third party. They have their own outlet in Gulshan 2 at Casablanka Store and they are using Transcom as third party to distribute their product. They have also given exclusive right to some computer accessories selling company which are located in IDB to distribute their product. They are also selling their product through telesales in some special cases. Qubee have build experience booth in different places to give the practical experience to their subscribers and they have highly focused on that

experience booth to promote their product. It is now possible to try out the real internet experience from Qubee at your favorite coffee shop or shopping mall.

4.4 Finance and Commercial:

This department is divided into two divisions, a) LC preparation and Purchase, and b) Fund Management. Here LC is opened for purchasing of modems and equipment, and all the funds collected are used and controlled for the maximum benefit of the company. This department is also responsible for the budgeting which takes place once a year for the next three years.



4.5 Customer Service Operation, Billing and IT:

This department deals with customer after the sale occurs. Main activities of this department includes maintaining data base of the customers, preparing, distributing, and collecting the bills, activating new connections, deactivating connections, helpline service, interchanging of the WiMAX modems, collecting the faulty and repairable modems, returning repaired modems, changing modems and so on. This department is divided into three divisions.

4.6 Distribution & Coverage Initial Focus:

Qubee just started their operation from October 09. They are new in this emerging industry. So initially they are not going to give equal focus to every aspect of the business. For their business Qubee initially want to give focus to two most important activities. One is “expansion of coverage” and other one is to improve their “own process of service”.

Expansion of the coverage

Wimax is a network based internet solution to everyone. For that they need to expand their coverage all over the Bangladesh to provide their service to targeted customer. Initially they are expanding their coverage in the capital Dhaka. Already Seventy five percent of the Dhaka city is under their network coverage. They are aiming to cover 6 divisional cities within one year. And want to serve the whole Bangladesh with their network coverage within three years. They are aggressively expanding their network coverage. For that they are sharing and hiring other telecommunications network infrastructures along with their own infrastructures to expand rapid network coverage. Now on they have hired Banglalink, Grameen phone and City cell’s network to expand their network.

Improve own process of service

Another important activity, in where Qubee is giving ample of focus is how they can improve their own process of service. They are still very new in the market. So they are still organizing their own processes. But they are trying hard to improve their own internal process to giving service to their customers. Own process of service is the process where they can utilize all their resources in a smoothen way which will enhance their capability to serve their customer. Like if they can improve their network, coverage, service, marketing, trouble shooting, speed, product etc. In a continuous manner then they will able to serve their customer more efficiently.

4.7 Core competencies

Internet service is all about how speed you can provide to your customers. Capability to provide high speedy wireless internet to customers is the main core competency of Qubee. Superior 24/7 customer service and greater network coverage are playing a vital role as their core competencies.

Qubee have divided the regions they operate in into four polygons,

- Polygon1-Gulshan, Banani, Baridhara, Bashundhara
- Polygon 2- Uttara
- Polygon 3- Mirpur
- Polygon 4- Dhanmondi
- Polygon 5- Motijheel

4.8 Pricing Strategy

Price is the only revenue generating element of the marketing mix. So for any organization determine the price of the product plays a major role of success. As WiMax is totally a new concept in Bangladesh both Qubee and Bangla Lion should determine the price of their product very sensitively. As Qubee first introduce wimax in Bangladesh they took the first mover advantage. They followed the price skimming strategy to enter into the market. The practice of ‘price skimming’ involves charging a relatively high price for a short time where a new, innovative, or much-improved product is launched onto a market. The objective behind choosing skimming strategy is to “skim” off customers who are willing to pay more to have the product sooner. On the other hand when a new company comes to a new market they have to bear a large amount of pioneering cost. That is why in this situation they always try to charge high price for their product. Also when they are determining the price for their product they bound to follow the rules of price ceiling that is set by the BTRC.

4.9 Sales Strategy of QUBEE

QUBEE has exceptional expertise in the design, roll-out and delivery of telecoms networks in emerging markets. QUBEE’s strategy is to identify emerging market opportunities. QUBEE’s selection criteria is based around sound business planning principles which identify markets based on a number of key success defining factors such as population (and urban density), literacy levels and GDP.

Availability and access to spectrum: Each country has a unique process for the allocation and pricing of its spectrum. QUBEE has a robust methodology for assessing the ultimate value of the spectrum.

Ability to rapidly ‘operational’ in country: Technology roll-out and integration, coupled with intensive training on the ground allows QUBEE to quickly bring its services to market.

Deliver affordable and reliable broadband: Use economies of scale and superior technology to achieve a customer proposition of affordable and reliable broadband.

International scalability: On-going pursuit of opportunities for geographical expansion. Carry out spectrum acquisition and network rollout in several territories.

4.10 Pricing:

Bangladesh revenue board of telecommunication has set up a price ceiling for

WiMAX service providers, so Qubee has to set the price within that price range.

Different pricing strategies followed by Qubee are

- **Value Based pricing:** Qubee is following value based pricing. They consider the purchasing power of their customers while deciding the price range. However they evaluate the speed and maximum access which can be provided by them within that range and fix the price for every segment.
- **Product line pricing:** Product line pricing is different price for different range, or different service offered, their connections are shared connection, different package like sky and campus

have different price, as sky has no access limitation so it's a bit higher in price, and for campus speed and access limitation has cap on it so the price varies.

- Currently for promotion and popularity they are offering free installation for every connection they provide.

4.11 Some other Departments of qubee

Marketing Communications

The chief responsibility of this department is logically, promotion and communication of new products and product ideas to customers both directly through selection of advertising media, then dissemination of information by means of advertisements; and indirectly through dealers by providing them with promotional material. This department is also responsible for public relations which do not include corporate relations. This is handled, as we have seen, by other departments. The responsibility of this department is immensely important especially in the introduction stage of a package for customers. They also provide help for other departments such as the front office and services marketing in order to promote QUBEE packages to both current and new customers. This helps very much in handling cases of dissatisfied customers and also in case of adjusting customers with old packages who have to be convinced to upgrade their packages to the new ones on offer. The company sub-contracts its promotional materials production to local companies. A regular number of events are held to integrate promotional activities with public relation exercises to enhance the image of QUBEE and better promote the packages on offer.

Activation

This is a unique department with a very specific job description. This is to educate the new customers with the WiMAX technology through various Experience booths throughout the Dhaka city. This whole dept. is being run by a third party, Asiatic Sales Team. The manager of Activation control and assign the sales persons of Activation team and promote the product and sell at the same time.

FUT

This particular department looks after the Free Trial Users who got the connectivity as a complementary gift from the QUBEE. This department also arrange drive test on various locations and provide 1 months free connections if necessary. The overall structure of the sales & marketing department and its sections of QUBEE have both advantages and disadvantages in terms of organizational structural and respective functionality. Most importantly, QUBEE is a new company and it has a long way to go. So, over the time, we can expect QUBEE to flourish itself in the ISP arena.

Employee Motivation: To motivate the employee of Qubee they use some motivational factors. These are:

Recognition

Rewards

Retention

As the employee gets the above motivations from the organization so employees always try to put hundred efforts to their job. This increases the productivity of the organization.

4.12 SWOT Analysis:

STRENGTHS

- **Innovative Culture:** As innovative culture helps QUBEE to produce unique products and services that meet their customer needs. Its culture is really innovative we use “BHAIA” and “APU” instead of “SIR” and “MADAM” to our superiors which help us to be more attentive in our work.
- **Technology:** Superior technology allows QUBEE to better meet the needs of their customers in ways that competitors cost imitate.
- **Brand name:** A strong brand name is a major strength of QUBEE. That gives QUBEE the authority to change higher prices for their products because customers place additional value in the brand.

WEAKNESSES

- **High Staff Turnover:** High staff turnover can hurt QUBEE’s ability to compete because replacing valuable staff is expensive. A company cannot fill the vacant place of a experience employee with a inexperience employee.
- **Work Inefficiencies:** An inefficient working environment means that QUBEE’s goods and services are not being utilized properly. There are some departments in qubee which don’t have any training facility so there must be work inefficiencies.
- **High debt burden:** A high debt burden increases the risk that QUBEE goes bankrupt if they make poor business decision. Increasing risks can increase QUBEE’s debt interest payment.
- **Lack of scale:** A lack of scale means QUBEE’s cost per unit of output is very high. Increasing volume while maintain quality would help reduce those costs.

OPPORTUNITIES

- **New Products &Service:** New products and services help QUBEE to better meet their customers need. These services can expand QUBEE’s business and diversify their customer base.
- **Emerging Markets:** Emerging markets are fast growing regions of the world that enable entrepreneurs to do business in new markets.
- **Innovation:** Greater innovation can help QUBEE to produce unique products services that meet customers’ needs.
- **Online Market:** The online market offer s QUBEE the ability to greater expand their business. QUBEE can enter to a much wider audience for relatively little expense.
- **New Technology:** New technology helps QUBEE to better meet their customers’ needs with new and improved products and services. Technology also builds competitive barriers against rivals.
- **Loosening Regulations:** Loosening regulations allow QUBEE to perform in a way that most advantage for them and their customer.

THREATS

- Bad economy: A bad economy can hurt QUBEE's business by decreasing the no of potential customers.
- International Competition(QUBEE): International competition are numerous and different to combat because they have competitive advantage that give them an advantage over QUBEE.
- Intense competition; Intense competition can lower QUBEE's profits because competitors can entice customers away with superior products. At present Banglalion is QUBEE's biggest competitor.
- Mature market: Mature markets are competitive. In order for QUBEE to grow in a mature market it has increase market share which is difficult and expensive.
- Change in taste: Consumers can change their taste very quickly. QUBEE depends on knowing which goods and prices consumer wants.
- Government regulations: Changes to government rules and regulations can negatively affect QUBEE.
- Volatile revenue: Volatile revenue makes planning difficult, which could delay key investments in QUBEE's business.

4.13 Receivable and Payable Challenges

Accounts payable (AP) and accounts receivable (AR) both deal with business credit. The difference is that AP deals with the businesses that a company owes, while AR is about the businesses or individuals that owe a company.

Maintaining AP is about managing bills that a company has to pay. These include product purchases, services or supplies used in the business, payroll and taxes and other items such as utility, internet, insurance or repair bills.

Handling AR, on the other hand, is about managing and collecting the money owed to business from their customers. This can prove to be a more difficult process, particularly when dealing with collecting overdue accounts.

To effectively manage our AP, our company considers the following;

- Keep our unpaid bills separate and prioritize them according to date and value.
- Use direct-debit or auto-charge services for recurring payments.
- Maintain consistency by making payments on the same date.
- Keep a record of all payments and file paid bills promptly to avoid paying twice.

To maintain our AR effectively, our company considers the following factors when setting up our AR process:

- Properly maintaining customer details and credit information.
- Appropriate credit terms and billing cycle.
- Providing small discounts to encourage early payment.
- Developing and maintaining age receivable schedules,
- Regularly review age receivables and monthly customer statements.

- Implement policies to ensure timely and efficient collection of outstanding accounts, such as making follow up phone calls or setting reminders.

Qubee has both accounts receivable and payable both create some challenges. According to our trail balance our accounts receivable for July was 778,578,027. But in June it was 763,059,663.

But on the other hand Accounts payable was TK 1,081,969,095 on July but on June it was Tk 285,280,002 on June. It is shown from the data that accounts payable have increased in July than June. It means qubee has a liquidity problem. There are some challenges of accounts receivable and payable those are discussed below.

Accounts receivable challenges

- Payments received from vendors in multiple formats they needs to be entered, reconciled to invoices and checked for errors.
- Re-keying of remittance data.
- Cash flow management is difficult with reports at various times from various systems.
- Receiving separate (or no) remittance data with the payment requires re-association efforts.

Accounts payable challenges

- Late payments can result in fees and interest penalties - and lost invoice discounts - which directly impact an organization's bottom line.
- Our staff only processes the easy items first? Keying from paper? Little or no control of errors?
- Opportunities for mismanagement or theft of funds by your employees or through fraudulent transactions
- Strained supplier relationships: late payments mean phone calls from suppliers that can drain an A/P staffs' time.

So from the above discussion it is seen that qubee has severe Accounts receivable and accounts payable challenges they are trying to solve these problems.

4.14 Customer attraction:

Qubee is now doing a lot to attract customer to their end. They are following some critical steps to attract their potential customer. The steps are discussed below

Customer calling: Our customer center agents frequently call our potential customer about what they want, how is our service going on, they also call to the existing customer about our new product.

Repairing damage product: To the executive customer qubee sends repair man who repairs the damage product. In some cases qubee sends engineer to the customer house so that they can solve the problem.

24 hours customer center: Qubee has a 24 hours customer care center who are always ready to receive customer complain.

Gift prize: For customer attraction qubee has launched a online gaming where the gift was a Plzma tv and the game can be played only by the qubee customer. And there is a fixed timing of playing the game.

Combined bill pay through Banglalink: Now banglalink subscribers can pay their internet bill of all qubee zones, both in dhaka and chittagong, directly from their mobile phone. non-banglalink subscribers and non-mobile users can also pay their qubee bill from “**mobile cash point**” marked outlets. ussd technology is used for this service which is more cost and time efficient and highly secured. side by side customers can also pay bill just by typing a simple sms. banglalink will be collecting bills from qubee dhaka and chittagong areas. around 5000 mobile cash points are spread all over dhaka to the designated qubee areas and there are 2000 mobile cash points for chittagong. this number will be gradually increased with time. To know the nearest “mobile cash point” for billpay Baglalink customer can call Banglalink helpline at 1200 (banglalink number) or 01911304120 (from any operator number)

So from the above discussion it is seen that qubee is doing quite a lot activities for customer attraction. Online advertisement newspaper advertisement is also going on. And every month there is a new offer launched and to inform it to customer qubee call to the customers. Recently qubee offered a huge amount of discount to the corporate customer. The customer who has already switched off their qubee connection qubee offers them a huge amount of internet package to come back and inform them it over phone. If any customer refuse to come back to qubee customer call center agent are bound to know the reason why they are refusing qubee`s offer.

4.15 Foreign exchange risk

Foreign exchange risk (also known as FX risk, exchange rate risk or currency risk) is a financial risk that exists when a financial transaction is denominated in a currency other than that of the base currency of the company. Foreign exchange risk also exists when the foreign subsidiary of a firm maintains financial statements in a currency other than the reporting currency of the consolidated entity. The risk is that there may be an adverse movement in the exchange rate of the denomination currency in relation to the base currency before the date when the transaction is completed. Investors and businesses exporting or importing goods and services or making foreign investments have an exchange rate risk which can have severe financial consequences; but steps can be taken to manage (i.e., reduce) the risk.

Qubee is a multinational corporation so it has to face foreign exchange risk. In a lecture from our CEO we came to know that last year our company cost almost 1 million dollar more for currency appreciation. On the other hand our company needs to open LC sometimes so there is a foreign exchange risk. Every year we have to pay a annual membership fee to a Australian company APNEIC which we have to pay in Australian dollar. We paid less last less but this year we have to pay a little more because of currency depreciation. Like this every month qubee has to send a fixed amount of dollar to the home country which also faces foreign exchange risk. According to our CEO`s lecture of Ramadan our sales collection of July reduced because of currency appreciation.

CHAPTER-5

5.1 Findings

- QUBEE is trying to grab the ISP market of Bangladesh in both home user end and corporate clients.
- QUBEE's main competitors are Telecom operators, existing ISP companies and local providers. QUBEE's competitive advantage is having the wireless broadband technology or WiMAX.
- The competitive advantage for QUBEE is having Aamra Networks as their local partner (shareholder). Aamra Networks is the leading Corporate ISP in Bangladesh and they have a very good reputation in this sector.
- To cope up with this changing business environment in Bangladesh, the government decided to allow private entrepreneurs to act as ISPs using VSATs (Very Small Aperture Terminal) in 1996. In 1999, there were about 22,000 account holders with 10 ISPs (8 in Dhaka and 2 in Chittagong) and the total number of users ranges around 100,000, while in 2000, there are about 100 ISPs providing Internet services to more than 250,000 Internet home users.
- More than 100000 people used Internet from cyber café. The growing demand of the society and the congenial global atmosphere towards Internet has pressurized the entrepreneurs to re-think their policies and strategies to accommodate the newly emerged rapidly enlarging target group.
- The optical fiber has already introduced in Bangladesh which makes our communication faster and cheaper. This will also change the business environment. WiMAX is also introduced in Bangladesh. QUBEE and Banglalion have got the license and QUBEE has started their operation already.
- QUBEE's motto is to provide access to internet for everyone. From middle to upper class people are fond of leading a modern life because it makes the life faster, speedy, complicated and efficient. We can hope, through WiMAX, Bangladesh can achieve sustainable growth in the near future.

5.2 Recommendations

After going through the above project work over QUBEE we found, QUBEE is trying to grab all the opportunities to be successful in Bangladesh Broadband Market. But considering Bangladeshi consumers, we would like to draw their attention over some of the following facts:

- Brand name should be easy to understand and communicate. But QUBEE is a Latin American word which means Head, works without wire. It's really appropriate for Broadband service. But for Bangladeshi consumers may not accept it properly. We have several examples in telecommunication industry that became successful by adoption local names (Like: Orascom as Banglalink, Telenor as Grameenphone) and some companies failed (Like: WARID with ZEM and ZAHY packages) to continue business for their foreign name.
- QUBEE could offer more product packages with variable features to compete the other broadband companies. Like: Banglalion has more product variation than QUBEE. More product variation helps a company to be unique. Even it creates threats to competitors if they try to challenge the company. Even Banglalion has more product variation than QUBEE has. So, they should offer more product packages with variable features.
- QUBEE should come up with TV advertisement as early as possible because as they are launching new product in present market so their prime function to create consumers. Here Television media has no alternatives. They may provide expert opinion (IT engineer) or celebrity's opinion through their advertisement. And of course they need to highlight the various uses and benefits of using wireless broadband services.
- QUBEE should highlight about country of origin (they bought modem from GERMANY) while promoting product, because Bangladeshi consumers has strong faith over foreign product. It will help QUBEE to have a lime light over their product price and quality as well.
- QUBEE should consider pricing of their product. Bangladesh has price sensitive market. At present consequence, it has seen QUBEE has high price. If QUBEE wants to continue with this price they should focus over their quality service and promote their product on this basic.
- QUBEE should offer some discount for existing users to create brand loyalty. Like: discount over uses.
- QUBEE should concern more about their competitors. I agree at present they might not have any rival, but Bangladesh broadband market is not so large so they should be more innovate about their product and aware about their competitors (Banglalion and BRAC Net).
- QUBEE should more concentrate on CSR activities. At present they are not doing CSR activities. To build up their brand loyalty and customers they should come up with some CSR activities.

5.3 Conclusion

QUBEE is a new and exciting company in Bangladesh. Internet and telecommunication technologies are one of the great innovations in 21st century. This innovation has a big role in the changing mode of business environment and advertisement technology. Aamra networks are the local partner of QUBEE in Bangladesh. QUBEE, the foreign partner of Aamra networks who brought WiMAX for the first time in Bangladesh. I am learning a lot about QUBEE and its other department. In this report, I tried to describe the operation and function of QUBEE's different sales channel. They have plans to roll out as much network coverage as possible across Bangladesh to capture the growing market by offering quality customer care and reliable services. Qubee will soon be available right across Bangladesh; the service is currently available in big cities Dhaka, Chittagong, Sylhet, Comilla, Bogara, Feni, Noakhali, Chandpur, Lxmipur, Joypurhat, Naogaon, Sirajgonj, Pabna and Natore. QUBEE believes that everyone should be able to enjoy trouble-free access to the internet and the world of opportunities that it brings. The company's aim is to make a magical internet experience available to everyone, every day, without exception. So the company gathered a highly talented team right here in Bangladesh to build a company that's determined to improve the internet experience for millions of people – not just here, but ultimately all over the world.

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