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Internship Report

Strategic Aspects of the New
Project Development of Summit
Communications Ltd

Submitted to

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LETTER OF TRANSMITTAL

To

Ms. Tania Akter

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Subject: Submission of Internship report on “Strategic aspects of the new project development of Summit Communications Ltd”.

Dear Madam,

This is my great pleasure to submit the Internship report of my three months long Internship program at Summit Communications Ltd. The title of the report is “Strategic Aspects of The New Project Development of Summit Communications Ltd”. This report has been prepared to fulfill the requirement of my internship program at my assigned organization.

I have put my utmost effort to make this report a successful one. It has been a joyful & enlightening experience for me to work in the organization & prepare this report. However, this has been obviously a great source of learning for me to conduct similar types of studies in the future.

I would like to express my sincere gratitude to you for your kind guidance & suggestions in preparing this report. It would be my immense pleasure if you find this report worthwhile & informative to have an apparent perspective on the issue. I shall be happy to provide any further explanation and query regarding this report or any other relevant matters, if required.

Yours Sincerely

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ACKNOWLEDGEMENT

First of all, I would like to thank my Advisor Ms. Tania Akter for her help, effort, suggestions and utter co-operation. Without her utmost co-operation it would have been impossible for me to complete the report in due time. I shall remain ever grateful to her for her extraordinary gesture and pure interest in completing my report.

I am also thankful and acknowledged to my supervisor Md. Majidul Haque, Senior Manager, SCL, without his direct help, suggestion, and assistance it would have proven quite difficult for me to complete this report. I would also like to thank the authority of Summit Communications Ltd. for helping me by giving an opportunity to work with them.

I am also grateful to the other officials & my friends who helped me while preparing the study by giving their suggestions, assistance & supply of information, which were valuable to me. Their helping hand supported me to complete my report successfully. Finally, I want to thank my parents who gave special attention to me from the very beginning and during the preparation of report & the internship program.

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Executive Summary:

In order to complete our Bachelors program at our institution, we are obliged to be affiliated with an organization for the period of Twelve Weeks where we have to incorporate our theoretical learning into a hands-on real time approach so that we can have a more realistic outlook for our future endeavours.

It is with great admiration, that we have been given the chance to complete our apprenticeship at SCL, where we got the chance to learn from the seasoned professionals of their particular fields who were not only efficient at what they do but also were very kind while mentoring us into diversified aspects of professionalism and character building manners and etiquettes.

Under the supervision of MD. Majidul Haque, we have finished the responsibilities that have been assigned to us which has taught us diversified aspects of professional ethics and culture as well as developed us into much more competent workforce.

Chapter 1

Overview of Summit Group

1.1 Background of Summit Group:

In the year 1972, the Summit vision was created with the establishment of a small thermo-plastic moulding compound trading company, Sanguine Traders. The goal was to develop the company into a premier business institution. After three decades, Summit has become well established as a top tier business establishment of Bangladesh with the group consisting of more than 10 companies and employing more than 500 people.

Today Summit Group is recognized as a highly innovative company having a reputation of being the early movers in the markets it operates in. this company is currently known as Summit Industrial & Mercantile Corporation Limited (SIMCL) being a holding company incorporated on 1985. The group operates in markets such as power, shipping, oil, containers etc. It also has investments in other diversified fields such as real estate and banking. The two power producers in the group, Khulna Power Company Limited and Summit Power Limited are two of the largest and most advanced private power producers in the country. Out of the groups diversified concerns, four of its companies, Summit Power, Khulna Power, Ocean Containers and Summit Alliance Port Limited are currently listed in the two stock exchanges of the country and have a combined market capitalization of over taka 101 billion or around US \$ 1.5 billion. The figures of the public limited companies alone make it one of the most valuable companies in the country, leaving aside its other privately held concerns.

Even though Summit is a profit oriented organization it believes in the betterment of society and takes it as an important responsibility to improve the lives of people around us. Keeping this in concern Summit has set up the Siraj-Khaleda Trust which has built a modern 200 bed hospital to provide treatment to the underprivileged people of the society. It also participates in the Prothom-Alo Support Fund to distribute fund for different causes in all parts of the country. The group is also concerned about the environment in its actions and ensures its operations do not degrade the environment and they also subsequently go for tree plantations to replenish the losses to environment for industrialization.

1.2 Other ventures of Summit Group:

- Summit Communications Limited.
- Summit Power Limited.
- Summit Alliance Port Limited.
- Khulna Power Company Limited.
- Summit Shipping Limited.
- Ocean Containers Limited.
- Cosmopolitan Traders (Pvt.) Limited.
- Summit Pipeco Limited.
- United Summit Coastal Oil Limited and many more.

Summit Power Limited:

Summit Power Limited (SPL), sponsored by Summit Group, is the first Bangladeshi Independent Power Producer (IPP) in Bangladesh and until now the only local company in private electricity generation and supply business providing power to national grid. SPL was incorporated in Bangladesh on March 30, 1997 as a Private Limited Company. On June 7, 2004 the Company was converted to Public Limited Company under the Companies Act 1994.

Summit Alliance Port Ltd:

Summit Alliance Port Limited (SAPL) is an off-dock port service provider including ICD (Inland Container Depot) and CFS (Container Freight Station) services. Located just 6.5 kilometres from the Chittagong port, SAPL has a great geographical advantage. The ICD facilities include empty container storage and the CFS services can handle both import and export cargo.

Khulna Power Company Limited:

Khulna Power Company Ltd. (KPCL) has the distinction of being the pioneer IPP in Bangladesh by having two barge-mounted power plants generating 114 MW of electricity. This is a private limited company located in the southern parts of Bangladesh, Khulna. KPCL is a joint venture in collaboration with Summit Industrial & Mercantile Corporation (Pvt.) Limited and United Enterprises.

Summit Shipping Limited:

Summit Shipping Ltd. (SSL) is a concern of the Summit group chiefly for the transportation of liquid oil. These liquid products mainly are the raw materials required for production by different power plants. Summit Shipping Limited is the first ISO 9002 certified shipping company in Bangladesh.

Ocean Containers Ltd:

Ocean Containers Ltd. (OCL) is the largest privately owned off-dock container port in Bangladesh. It's also the frontrunner for Inland Container Depot (ICD) and Container Freight Stations (CFS). The location of the facility is only 6 kilometres away from Chittagong port. Established in 1994, the activities of OCL includes loading and unloading of more than 8,000 containers per month. OCL also provide storage facilities of 5,000 containers each day.

Cosmopolitan Traders (Pvt.) Ltd:

Cosmopolitan Traders (Pvt.) Ltd. is a support entity of the Summit group chiefly involved in trading. This holding company is engaged in port-related businesses. These services and businesses include container depot, liquid storage terminal, gas terminal, shipping among other ventures.

Summit Pipeco Ltd:

Summit Pipeco Ltd. (SPL) has been established to complement the already existing services that Summit offers for the energy sector. This venture helps to get the most out of the new opportunities emerging in the ever changing energy sector.

United Summit Coastal Oil Ltd:

United Summit Coastal Oil Ltd. (USCOL) is an oil management company set up to complement the activities of some other ventures of the group. It's the first private organization of its kind in Bangladesh. This is established by Summit in collaboration with the United Group.

Chapter 2

Summit Communications Ltd

2.1 Background:

Summit Communication Limited (SCL) is one of the two authorized Nationwide Telecommunication Transmission Network (NTTN) operators in Bangladesh. SCL is a subsidiary of Summit Group, one of the leading and high net-worth industrial conglomerates of the country. SCL was set up to ensure diversification in the group and to take position into the telecommunication sector and strengthen the country's telecommunication infrastructure. This initiative is also in line with Govt.'s initiative of „Digital Bangladesh“ and to lay foundation for this goal.

The organization started its journey on 22nd December 2009 after being granted a license from Bangladesh Telecommunication Regulatory Commission (BTRC) to operate Nationwide Telecommunication Transmission Network (NTTN) services. This license will help SCL to concentrate on its mission of strengthening the country's telecommunication backbone by upgrading and expanding the current fibre-optic network in Bangladesh. It authorizes SCL to develop, build, own, operate, maintain and provide fibre-optic based NTTN services to Access Network Service (ANS), Licensed Telecommunication Operators and other authorized users.

2.1.1 Vision:

To connect every household in Bangladesh with world-class multi-media services with the objective to help develop a Digital Bangladesh.

2.1.2 Mission:

- To implement and operate fibre optic network for the whole country.
- To serve the industry with durable, reliable and affordable network solution in the long run.
- To innovate and implement modern up to date transmission technology which will serve current demand of the market.
- To explore and work toward future potentiality of different telecommunication services.

2.2 Organization Structure:

Summit Communications Limited, being one of the sister concerns of Summit Industrial & Mercantile Corporation (Pvt.) Limited has set the Management in line with the required expertise & Technical knowhow and relevant supportive divisions. The Board of Directors of SCL shall look after the strategic issues whereas the competent personnel employed by the company will implement its plan and supervise the plan. Here is the proposed organogram of the Company:

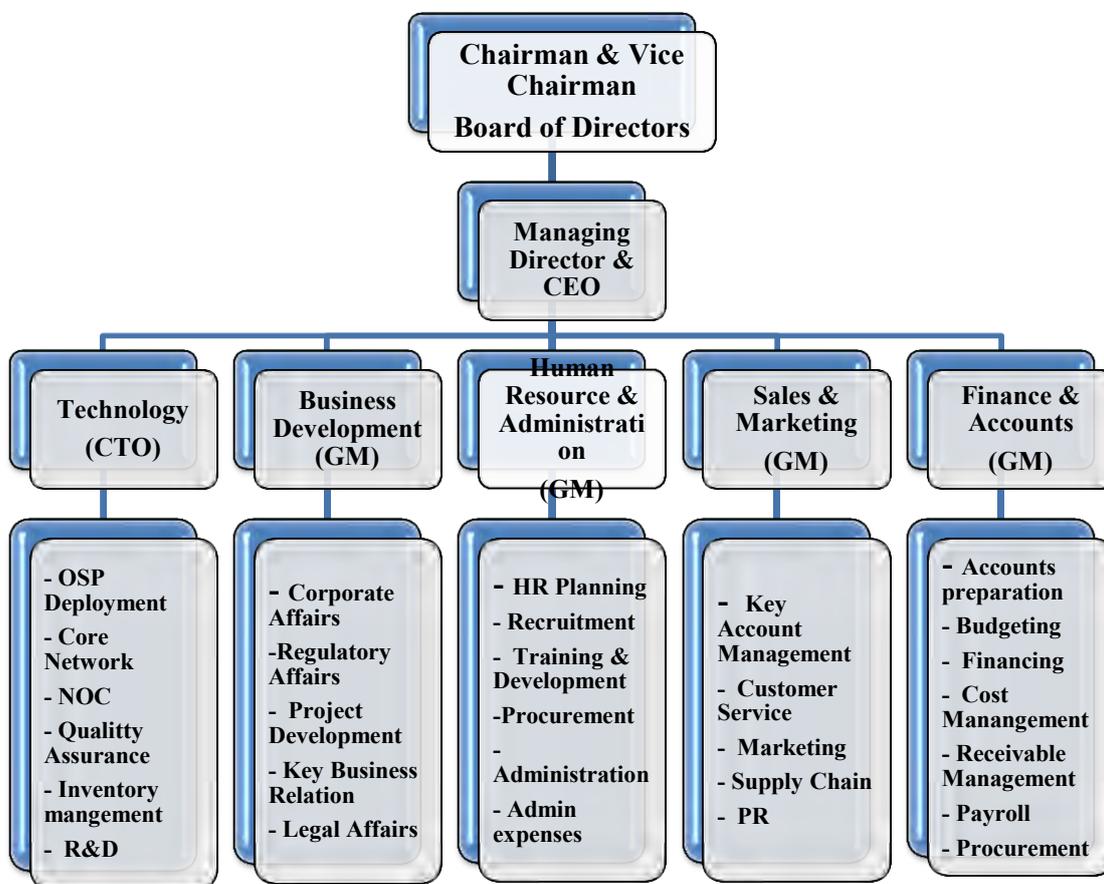


Figure 1: Organogram of Entire Summit Communications Limited

2.3 Project Profile of Summit Communication Limited:

BTRC had issued licenses to private sector for building, operating and maintaining nationwide optical fibre network all over the country known as Nationwide Telecommunication Transmission Network (NTTN). Summit Communications Limited has

been awarded as second licensee to implement countrywide optical fibre network on 9th December 2009. The first license was awarded to a company named Fiber@Home Limited on 2008 and they are already in operation having some decent presence of Optical Fibber Network nationwide.

Nationwide Telecommunication Transmission Network:

Resulting from tremendous growth in Telecommunication sector, there is a need of concrete stable and unified optical fibre network in metro cities as well as long haul for network connectivity or transmission purpose. All the telecom companies including Mobile Operators, PSTN and Internet Service Providers have established their network for their network connectivity. Each of them except the mobile operators have made of their network using overhead cables instead of underground network which are hazardous in nature and have low economic life. As a result, the growth in telecommunications demands during recent decade in Bangladesh, much attention has been given to transmission solutions both for active and passive network. A well planned optical transmission network can effectively carry and transmit voice, data and video services to the end customers. Therefore using NTTN operator in the country can strengthen its network transmission, provide cheaper but durable network, reduce wastage of resources and overall can implement a network build up for connecting all kind of operators under common backbone to ease networking facility to every entity without much disruption.

The NTTN License:

The license has been awarded to Summit Communications Limited on 9th December 2010 which is valid for 15 years in duration, subject to renew every year.

1	License Acquisition Fee	BDT 30,000,000
2	Annual License Fee	BDT 2,500,000
3	License Tenure	15 years
4	Gross Revenue Sharing	0% in 1st year, 1% for 2nd year, 2%for 4th & 5th year and 3% on ward
5	Performance Bank Guarantee	BDT 100,000,000

Figure 2: NTTN License

License Premises & Obligation:

The NTTN license has been issued with the view of facilitating total network solution for all telecommunications operators. Following are the objective as well as key features of NTTN operation according to the license issued:

The operator shall develop, build, operate and maintain its NTTN system all over the country.

The operator is authorized to Lease out/ rent out its NTTN resources to the ANS and other licensed telecommunications operators for a specified lease term within NTTN license duration

The operators are permitted to use cable, optical fibre and other wire based technologies to provide NTTN service.

The operator has to option to develop, build, operate and maintain last mile network up to the end users. But no NTTN operator is permitted to provide services directly to the end users. ANS and licensed Telecommunication operators can use the NTTN resources to provide telecommunication services directly to the end users.

The operator shall have to develop NTTN network minimum up to Upazilla headquarters throughout the country and will have to meet rollout obligation stated in the license.

The operator will have to file for Initial Public Offering (IPO) within 5 (five) years of the issuance of license. The operator is not allowed to transfer any share before issuance of IPO and without prior permission from BTRC.

2.4 SCL's Product & Services:

The main service of Summit Communications Limited is to facilitate network transmission service. As per license obligation, SCL will build up, operate and maintain an optical fibre cable network and lease out to ANS operators, ISPs, other licensed telecom operators and cable TV operators. SCL will be building backbone network both in metro cities & in long haul and can provide network service through 1) Dark Fibber Leasing, 2) Bandwidth Leasing. Another service the company offers is BTS and Hub site connectivity.

Dark Fiber Leasing:

The term dark fibre was originally used when referring to the potential network capacity of telecommunication infrastructure, but now also refers to the increasingly common practice of leasing fibre optic cables from a network service provider. Dark fibre networks may be point-to-point, point-to-multipoint, or use self-healing ring or mesh topologies. While dark fibre leasing, SCL offers operators to lease cores/ pair (i.e. 01 pair = 02 core) from SCL's network for a definite distance and the operator will pay based on per Km per core basis for dark fibre dark leasing. Additionally the company can build up additional spurs according to the request of operators. The operators can sublease bandwidth to the end customers using their own active device or terminal equipment. Potential customers for dark fibre leasing are ISPs, Mobile operators, PSTN operators, Wimax operators and Cable TV operators. Currently all operators is providing end customer's solution by providing dark fibres to each customers. As a result, there is a discreet need of more dark fibres among all operators for providing backbone and end to end transmission solution which can be mitigated through NTTN operators. SCL will provide minimum 100 Km dark fibers for next 3 years to these operators for facilitating their backbone solution and these dark fibers will be provided exclusively for their backbone solution and will restrict them to sublease these fibers to other operators.

Bandwidth Leasing:

Another alternative way to provide transmission service to operators is to leasing bandwidth. Bandwidth can be generated using active device or terminal equipment and the company will allocate bandwidth to the operators based on SDH (for voice) or FE-GE Ethernet technology (for data) since some of the operators especially some ISPs prefer leasing bandwidth. This service is attractive for local small ISPs who cannot afford leasing 100 Km of Dark fiber and have small requirement of Bandwidth in certain areas in their market. Some other services also can be offered using this technology at the later stage of company's project.

BTS and Hub site Connectivity:

Mobile operators and Wimax operators use BTS towers to facilitate their wireless network. End users get this operator's service without any wire, using these BTS towers. However BTS towers of these operator's gets connected with their Hub sites (often refers to MSC and BSC or aggregation point) using fixed optical fiber. Also most of the BTS-BSC connectivity has been established based on Ethernet which is costly and lacks durability. Big mobile operators already had established their underground backbone to support their hub sites; however most of these networks do not cover up to the BTS connectivity. Moreover some operators lease out other operators built backbone in exchange of monthly lease rental which provides temporary solution for their network connectivity. Also sometimes these operators require tailor made network to connect their last mile connectivity up to their BTS tower, that only NTTN operators can provide. Moreover emergence of 3G technology will increase bandwidth need in a great extent and those 3G supported BTS towers will have to be connected from the aggregation points/ Hub sites with optical fiber to carry more bandwidth.

2.5 Benefits to the Industry:

Summit Communications Limited will lease out Backbone network transmission facility, Bandwidth to existing and potential service providers i.e. ISPs, Cable TV Operators and ANS Operators. The company will be holding the ownership of the transmission equipment including optical fiber, ODF, joint closure, terminal equipment etc. and the company will be responsible of overall operation & maintenance respective backbone. As a result, whenever any new operator includes in the industry, they will not need to spend time or money to establish their network and thus their Capital expenditure and Operating cost-both will be reduced.

Also since SCL is building Optical Fiber Cable network underground, hazardous overhead cable will be extinct and durability & reliability of their network will be magnified greatly. Wastage of cable and telecommunication equipment will be reduced and by sharing them each operator will not have to import extra cable and thus it will save national resources. Also company's idea of common network backbone for all operators will make network establishment will be easier and much more organized for total telecommunication industry.

Building up Optical Fiber Network is one of the key elements of building “Digital Bangladesh”. Digitalization of government agencies, automation among different ministry as well as remote offices, countrywide CCTV deployment, traffic control system, citizen centralized database system, online utility bill collection etc. can be possible by using this infrastructure. More over all public & private school, college and universities can be connected and all the hospitals can be connected through this network and this will be helpful to deploy E-medicine or E-learning etc. This means, overall productivity and efficiency can be accelerated by using infrastructure that will be made by Summit Communications Limited.

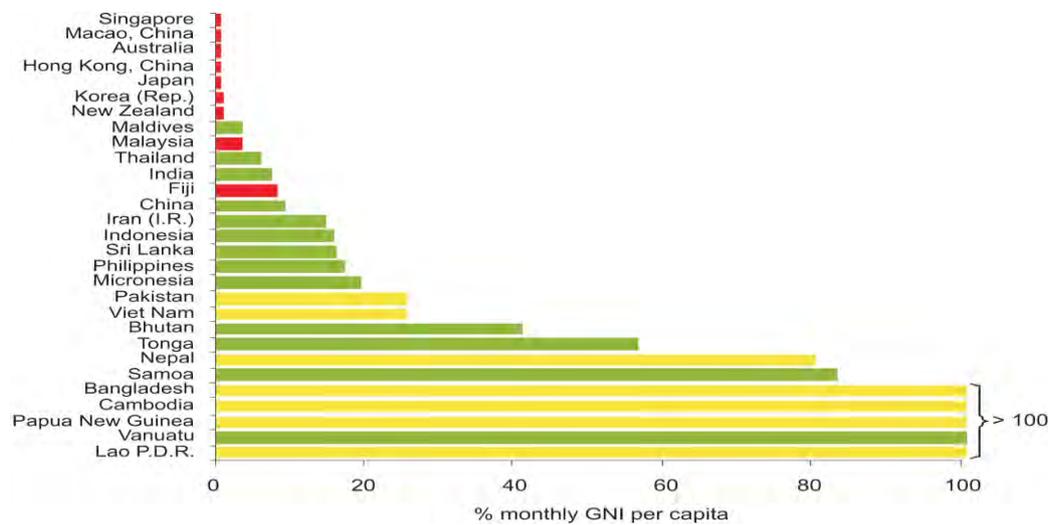


Figure 3: Fixed broadband prices as a percentage of monthly GNI per capita

Above graph showing cost of bandwidth internet service more than 100% cost compared with monthly GNI per capita which leads Bangladesh even lower position than Nepal. Cost incur for utilization of internet show that Singapore, china, Australia Hong Kong, Japan, south Korea, New Zealand stands at less than 1% while in Bangladesh an individual has to pay more than monthly GNI per month (137.7%) for internet use while countries of SAARC such as, Nepal, Bhutan, Sri Lanka, Pakistan, India, Maldives pay much low for internet. High network and overhead cost of ISPs has lead higher price to GNI per month ratio that can be much reduced through establishment of NTFN network lowering ACPU (Average Cost per

User) according to Summit Communication’s tariff plan for the ISP companies and thus industry can offer lower cost internet service to the end users.

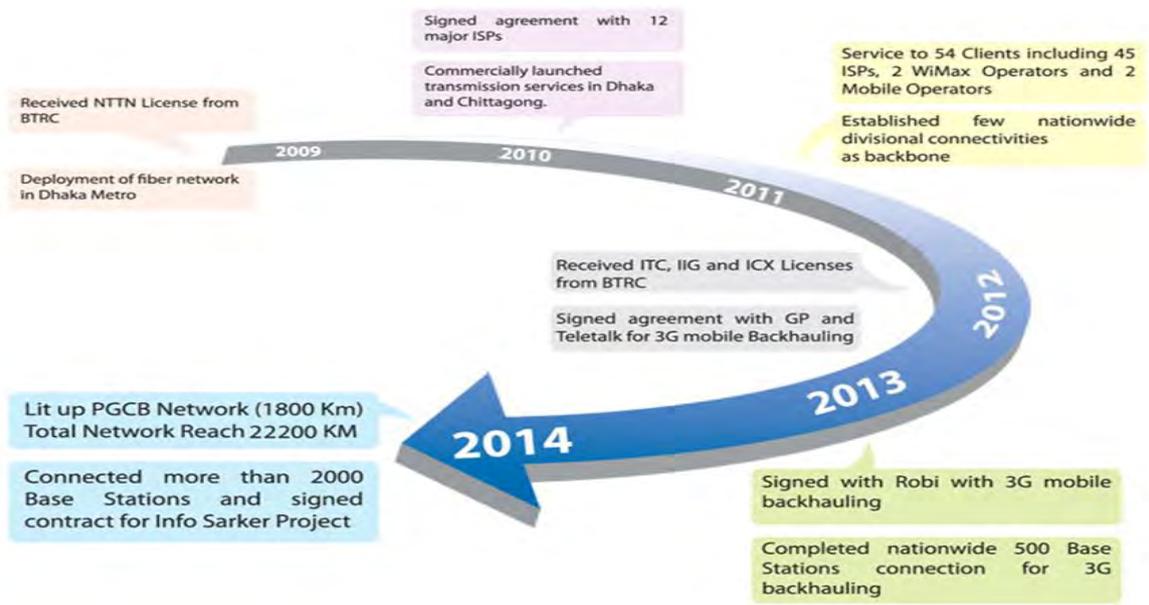


Figure 4: SCL Milestones

Chapter 3

Job Description

3.1 Nature of the job

Here, the entire paper is the summary of the projects that has been incorporated towards us during my Three months apprenticeship period at Summit Communications Ltd. I worked under the New Project Development and Strategic Marketing division under Marketing and Sales department. My incorporated activities mostly included on understanding the current market scenario, develop strategies for the service, assist in preparation of different strategic business plans, formulate and cultivate innovative ideas in the brand campaign and conducting research works on diversified business aspects. Also I had to work with different people from different divisions at the same time on several projects.

3.2 Assigned responsibilities

- Conducting research on Mobile Financing System.
- Prepare analysis and reports on strategic aspects of MFS.
- Development of IMC strategies for MFS.
- Develop a 360 Branding campaign for MFS.
- Collect and analyse data for New Project Development survey.
- Prepare and cross check documents.
- Prepare analysis on NPCI.
- Assisting in development of a Unified Payment Interface.
- Development of several payment interface system related project.

3.3 Findings:

1. Our access to information was always available.
2. The working atmosphere was professional and competitive.
3. Colleagues were very much enthusiastic.
4. Field surveys were way too challenging to cover up in day

3.4 Recommendation:

- Proper time frame needs to be given while finishing a research work.
- While doing field surveys proper resources and time should be given.
- Work division should be well determined.

Chapter 4

MFS Interoperability

4.1 INTRODUCTION:

Bangladesh is the land of enormous opportunities. There have been many mile-stones accomplished over the past few years in many segments which were really tough for us to achieve. However, with massive effort and hard work, we have been able to reach at a point where we could be really taking pride on. Despite much advancement, we have been yet to explore some of the most significantly beneficial areas of our economy. A substantial amount of the population is hitherto being included in the financial structure. There are certain challenges in order to accomplish that, however the most efficient procedure to involve them under financial insertion is Mobile Financial Service.

It is the way to reuse the unused property especially of our underprivileged segment by storing, maintaining, recycling their money in a proper way. For this purpose, DBBL launched MFS service officially in 2010 for the first time in Bangladesh. Afterwards in 2011, bKash and DBBL commercially started its operation. Over time, many other service providers launched their services in market, but among them most popular service provider is bKash till now.

Now, SCL which is the leading infrastructure support provider having nationwide NTTN and Gateway licenses through optical fiber network, planning to be a medium of mobile banking service with more attractive features and more advanced applications, which will also clear the existing model's weaknesses too and will make peoples life more easier.

4.2 MISSION:

To ensure a safe, accessible, modified mobile banking service, targeted especially the poor segments and for all in the country.

4.3 VISION:

Achieve basic financial inclusion for everyone.

4.4 Growth of MFS in Bangladesh:

The MFS industry attracted 25.25 million subscribers with a transaction of USD 1.35 billion through mobile network using 5,40,984 independent agents within last four years. Daily transactions stand at around USD 42 million.

Year	Number of MFS account(millions)	Total transaction(USD in millions)	Number of Agents
2011	0.44	26.67	9,093
2012	2	256.7	59,559
2013	13	847.2	82,000
2014	25.25	1345.6	5,40,984

Figure 5: Mobile Financial Services Growth Statistics, Source: Bangladesh Bank

4.5 Challenges:

Over-the-counter transactions (OTC): OTC refers to sending money using two agents’ personal MFS accounts, where the sender and the receiver are both unknown to the bank. It seems risky and illegal by the Central Bank. Some agents allow registration of fake accounts without ensuring information to increase their business. It should be more modified and secured.

Corruption by SIM replacement: Some people are hacking money from agent and customer accounts by SIM replacement by availing PIN and other information of MFS accounts. Using the collected information, a replacement SIM is acquired from the respective mobile network operator to transfer the money to a false KYC account from an agent point.

Security issues: Criminals can register on MFSs using unregistered mobile numbers and fake national IDs and can use those accounts to demand ransom via these networks. Every day

different cases are filed in the police station. Multiple incidents with bKash sales representatives have also been recorded.

4.6 OBJECTIVE:

The main purpose of UPI is to facilitate the next generation by building a structure by increasing smartphone usage, increasing penetration of mobile data, Bangla language interfaces etc.

4.7 KEY ASPECTS:

- Payment through mobile app, web etc. rather than cash.
- Payment can be both sender and receiver oriented in a safe, secure and convenient environment.
- A design with much adoption of smartphones.
- There will be required customers mobile number, permanent address for the service.
- It ensures Banks and other players to innovate and offer a superior customer experience to make electronic payment system secure and reliable.
- It will support the growth of E-commerce.

4.8 KEY CHARACTERISTICS:

- Scalable – Innovation in the newer form of Identity, Authentication and Banking
- Designed as per current trends – Usage of smart phone
- Authorization on App – Full authorization of users even in the Merchant payment
- Real time – Real time experience for users for interactive transactions through Banks
- Secure – Traceable through the entire transaction chain

4.9 MFS Interoperability:

Interoperability can mean different things. At the most basic level, and for the purpose of this study, interoperability is defined as “the possibility to transfer money between customer accounts at different mobile money schemes and between accounts at mobile money schemes and accounts at banks”. Interoperability should not be confused with interconnection, which is the ability to technically connect with another network. Interoperability is considered important because of its potential effects on consumers, businesses and the economy. In mature markets and where scale has been achieved, interoperability can help businesses to manage costs, increase efficiencies through shared infrastructure and to increase transaction volumes. Customers benefit from network effects and ideally from reduced transaction costs. Governments believe that interoperability can help advance financial inclusion due to reduced transaction costs and can also lower the cost of printing and managing cash.

However, interoperability is not without risks as it creates complexities at the technical, commercial and operational levels that need to be managed jointly by the participants. This is managed by ensuring that all participants adhere to the same standards to maintain the integrity of the system. Also, if imposed prematurely – in the early stages of business development or channel expansion - interoperability can dampen investment. It is more suitable for a market that has already reached scale.

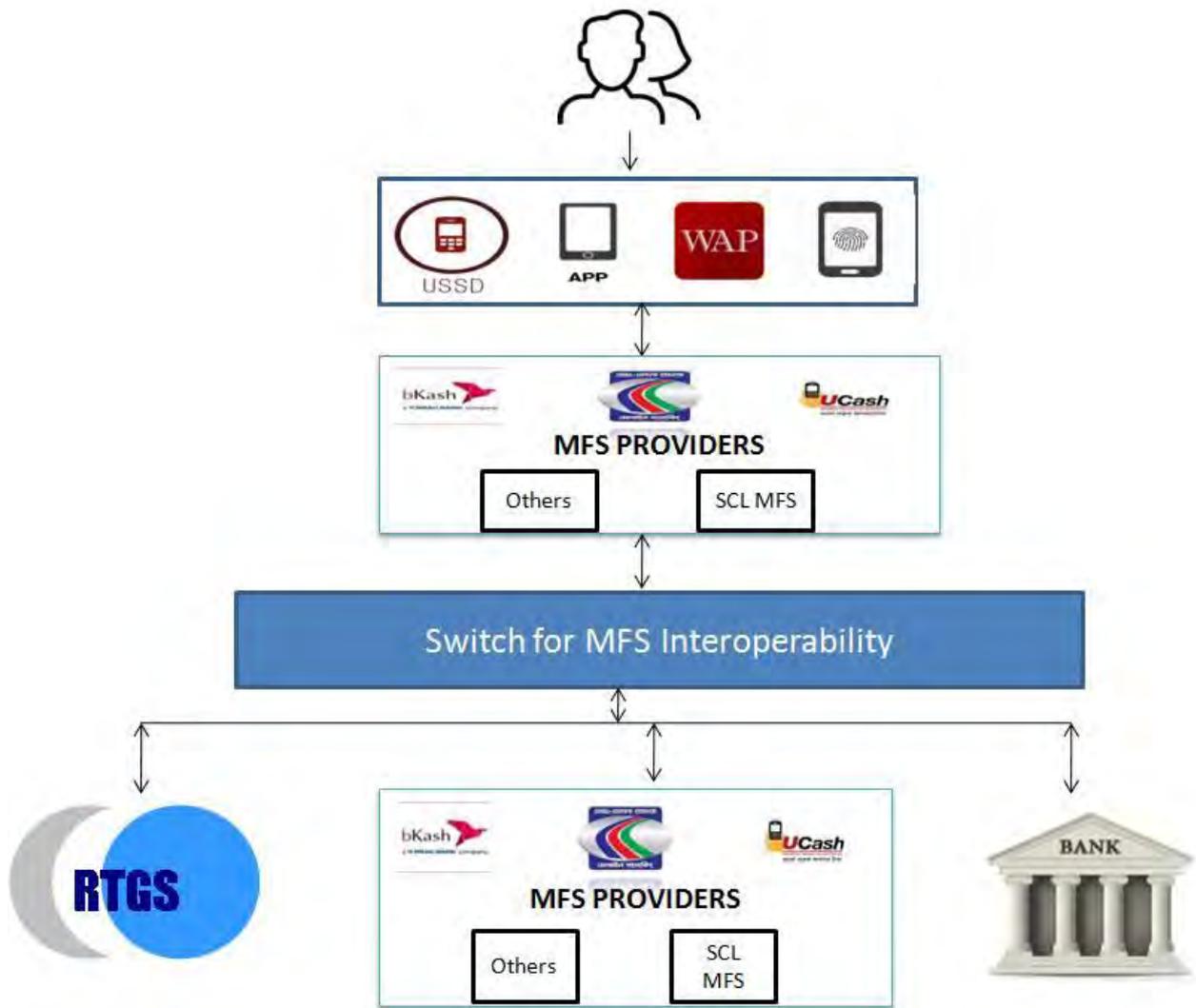


Figure 6: MFS Interoperability Switch Process Flow

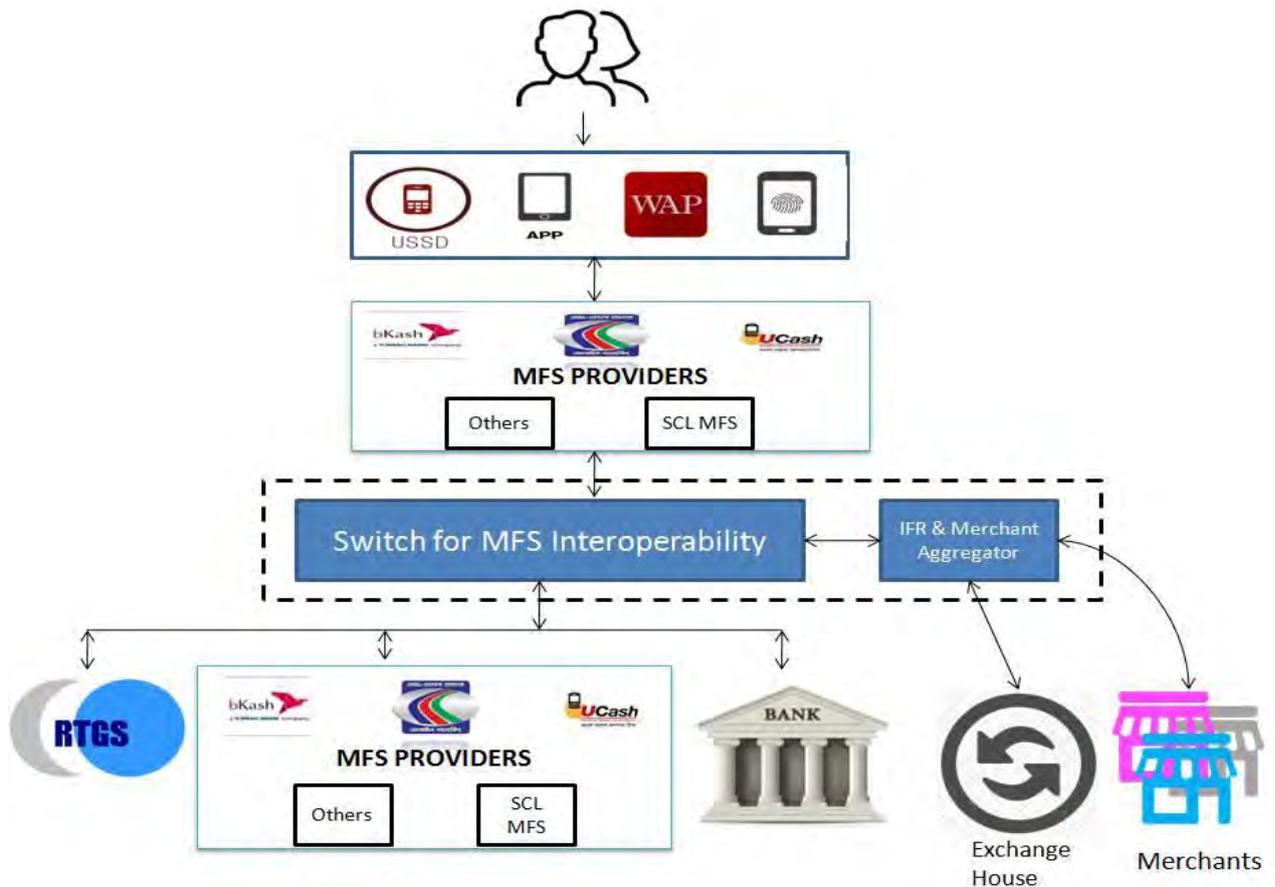


Figure 7: Extended MFS Interoperability Switch Process Flow

4.10 Benefits of MFS Interoperability:

✓ Benefits at Merchant End

- ❖ Lesser hassle through single payment interface – Merchants always deal with different types and level of customers. Having a unified payment interface will ease the life of the merchants as all the customers will be paying through the same access channels.
- ❖ Facilitation of payments from all MFS customers – SCL payment interface will facilitate the merchants to receive payments from all customers using different mobile financial service.

- ❖ Better convenience for customers – SCL payment interface will create convenience for the customers thus leading customers to the merchant availing the interface.
- ❖ Increased volume of sales – Higher the customer reach for a merchant, higher the amount of sales for that merchant.

✓ **Benefits at Agents End**

- ❖ Increased transactions - Agents will be able to transact virtual money from all the MFS providers using this interface without being the agent of all the MFS providers. This will increase the number of transactions for an agent.
- ❖ Profitability increment in MFS distribution chain – The increment in transactions will increase the profitability in the distribution channel and agents will be benefited being in the channel.
- ❖ Higher annual turnover and no. of customers – Higher transaction eventually increase the turnover and also the number of customer per agent.
- ❖ Better opportunity of growth – As the agents will have more profit and more customers, they will have the opportunity to look further ahead with the increasing capital and grow their business in new directions, developing their social and economic conditions.

✓ **Benefits of SCL**

- ❖ Increased brand image – Creating a unified payment interface means creating a platform where all the other brands will be under the same area resulting into increasing the brand image of SCL.
- ❖ First mover's advantage – First mover's advantage is a term that is applied in any business and SCL payment interface is no different. This interface will be the first of its kind in the country and it is definitely going to have the advantage of gaining the market shares and acquisitions than others.
- ❖ Significant added advantage for other ventures – As SCL payment interface is going to collaborate the MFS providers under one umbrella, it will pave the way

for SCL to look in to other new ventures and also gain added advantage due to the increased branding of the company.

- ❖ Increasing profitability – New business, increased brand image and opportunity of new ventures will gradually increase the profitability of SCL.

✓ **Benefits at Customer’s End:**

- ❖ Low Cost Service: The customers nowadays have to run to agent points to agent points to cash in or cash out of their preferred mobile financial service, which is very costly indeed because of the time being wasted and also the transportation cost incurred. The introduction of MFS interoperability would make sure that all the unnecessary cost is minimized.
- ❖ Basic Financial Services for All: The customers can send money, cash in, cash out and have all other financial services from one MFS to with all other MFSs.
- ❖ More Convenient: The above points would automatically make life more convenient for the customers as they can have all financial services with one interoperable interface.
- ❖ Socio Economic Development: The introduction of interoperability would enhance people’s participation in the economy to a huge extent. This would facilitate everyone from all corners of the country which would eventually socio-economic development.
- ❖ Exploring the Opportunities: The socio economic development has a logical sequence of flourishing new possibilities in the market. The introductions of new things give the customers new ways of doing things in an easier and more beneficial way.

✓ **Benefits at Mobile Financial Service (MFS) Providers End**

- ❖ Interoperable Platform: MFS providers will have the ability to do business with each other using this interface and expand their reach of business.

- ❖ **Increasing Customer Outreach:** A customer of bKash is technically now a customer of all other MFS providers too, as he would be doing transactions with them.
 - ❖ **Service Extension:** Then MFS providers are now limited to providing a few services but the interoperable interface would allow to include a lot more financial services in their bag, which would eventually make them grow bigger and bigger.
 - ❖ **Higher Profit Generation:** The no. of transactions of all MFS"s would increase significantly with the customer base and this would in turn increase the profitability of the organization.
 - ❖ **Shared Facilities:** The interoperable interface would allow all MFS providers to share ideas and do better altogether for a greater purpose.
- ✓ **Regulatory Body (Bangladesh Bank) Benefits:**
- ❖ The central bank of Bangladesh can make sure that people from all over the country and all communities have access to financial services, which can be made possible in the most convenient manner through the Interoperable interface.
 - ❖ The cash inflow in the economy will significantly increase as a significant unbanked population of the economy will now have banking facilities.
 - ❖ The socio economic development would happen under the surveillance of the highest financial regulatory body. This would mean that Bangladesh Bank would be playing an important role not only in economic development but also in the social development of the economy.
 - ❖ The process of forming a cashless economy through digitization is going to minimize hassles and many other problems for the regulatory board. This is going to increase revenue and also power of the regulatory board on the economy.
 - ❖ The ultimate goal of inclusion of whole community in the digitalized financial world would be made possible only through the interoperability interface.

4.11 USAGE SCENARIO

This part provides a set of scenarios of usage of this unified payment interface. The purpose of the scenarios is to illustrate real life use cases and all possible usages. It is expected that a whole ecosystem would be created through this interface.

✓ **Customer Wallet to Wallet Interoperability**

- ❖ Send Money from one MFS to another MFS. Example- A customer of MFS A wallet can send money to a customer of MFS B wallet.

This is the simplest yet the most vital role of interoperability. A friend in need with some money using MFS A cannot receive money from a friend using MFS B and vice versa. Here comes our role of making the transaction possible through our SCL Payment Interface; the request of sending money would be transmitted through us.

✓ **Agent Wallet and Customer Wallet Interoperability**

- ❖ Cash In and Cash Out from one MFS to another MFS. Example- An agent of MFS A can cash in into a MFS B wallet and a MFS B wallets customer can cash out from a MFS A agent point.

It has been seen in many cases that customers keep running from one agent point to another agent point for cash in or cash out. The cause of this scenario takes place because either MFS agents are not of same MFS provider for the customers' preference. Rafi uses MFS A but wants to cash out from MFS B is not going to take place; similarly an agent of MFS A cannot cash in any MFS B wallet. Therefore it is essential for all MFS providers to get connected with SCL payment interface which would facilitate all.

✓ **Customer and Merchant Interoperability (Summit's role: Merchant Aggregator)**

- ❖ Collect money for merchants through the aggregated service access channels. Example- A customer using MFS A can purchase from any merchant using MFS B.

This interoperability is going to facilitate the customers and the merchants and customers both. Sarah goes to a wet market for groceries but all sellers are using MFS A whereas she herself is a user of MFS B. But these transactions of merchants and customers from different MFSs can be made possible through the use of SCL Payment Interface.

4.12 Aggregating Service Access Channel:

- ❖ USSD
- ❖ Applications
- ❖ WAP
- ❖ NFC

Here, the purpose is to facilitate a service access channel which will enhance the customer's access to the interoperable complimentary services that the SCL Payment Interface provides. The customers will be provided with the above mentioned platforms from which they will have to direct access to these services.

4.13 Complimentary Service Offering Interoperability:

- ❖ Collect Fund- Collection of money on a post date. Example- A person with a MFS A wallet can send a request for money from MFS B wallet to his friend, which he needs on a post date.

Two friends Rafi and Rahat go out for movies and Rafi pays for the tickets. They agree to split the bill in half. Rafi wants to collect half of the bill from Rahat and uses his android mobile phone to do so and requests Rahat to pay in a week's time.

The steps below show the simplified process:

1. Rafi uses his phone/smart phone being subscribed with MFS A and he sends a request to Rahat.
2. Rahat is subscribed with MFS B, here lies the problem; transactions don't take place between MFSs.

3. This is where we play our vital role of being the route of interoperable transactions.
4. The request is then transferred to MFS B and Rahat receives a request for confirmation of the payment.
5. If Rahat authorizes the request then on the particular date of payment requested Rahat's account would be debited and Rafi's account would be credited.

❖ **Scheduled Payment-** A simultaneous process of completing due payments for various services. Example: An insurance premium payment for any customer using MFS A to an Insurance provider using MFS B.

Recommendations:

- **Allow industry to define the rules.**

Interoperable business and technical standards, as well as commercial terms should be allowed to evolve naturally in a mature, competitive market where both providers and consumers can derive additional value. As each market is different, interoperability should be resolved by the local industry participants who will ultimately profit and bear the weight of their decisions. Over the long term, one may find that many of the domestic solutions are very similar in nature and international interoperability could become a practical reality, particularly as operators tend to cover multiple markets.

- **Success requires an industry champion.**

Bkash's vision and persistence helped drive the overall agenda and ensured focus on the end objectives. An active and influential industry voice offsets possible claims that the agenda was not in the interests of industry, and compelled competitors to at least monitor and engage in discussion.

- **Identify an independent facilitator and/or neutral broker.**

Ideally, this role should be undertaken by a party that has expertise in the given area but that has no commercial, political or regulatory interests in the process. Also, the independent expertise provided helped on issues (related to interoperability) needing resolution by providing practical advice based on best practice or on other industries' or countries' experiences.

- **Ensure everyone is speaking the same language.**

In most cases, MFS interoperability discussions will involve actors who operate in similar environments, use similar words, but have different meanings and approaches. Making sure from the outset that everyone is using the same terminology and understands the models and motivations of others in the ecosystem will mitigate conflict and delays.

- **Have a plan.**

Interoperability will vary from market to market but the elements that need to be resolved, such as who gets to participate or how disputes will be handled remain largely the same. Starting with a clear outline of the issues to address and mapping an implementation plan to

tackle these issues, will maintain the focus and overview needed to achieve the levels of detail necessary in an interparty payments agreement.

- **Don't expect to accomplish all at once.**

Industry participants will all be at different stages of readiness for interoperability. Focusing first on the ground rules affords all an opportunity to contribute to the vision, leaving the timing of adoption to each participant's discretion. Start with achievable areas of common ground and prepare to compromise. History shows that interoperability in other sectors, such as in the cards industry, was not resolved overnight. Progress will be iterative as participants will be learning what works best for them along the way, as they make operational and system adjustments to manage risks. A clear process and a common vision at the start can establish a path to follow in achieving a more ambitious goal in the long run.

Chapter 5

Idea Pitching for the Brand Campaign and Survey

Below described are the brief impressions of the projects that we have undertaken so far during these three months.

Survey for Triple Play:

In our second project, our task was to collect first hand data for Triple Play services. We had to go directly to the selected area for sampling and collect the required information. Here, we tried our level best to provide with a first hand, authentic and honest information.

Sample overview:

*	No. of samples taken per zone = 4 blocks
*	Error percentage = [(number of buildings gathered at the field-number of buildings in the map) / number of buildings in the map]*100
*	Avg floor = (total numbers of floors in the block / total number of buildings)
*	Avg Units: (Total number of units in the block / total number of buildings)
*	Avg Corporates : (total number of corporates/ Total number of buildings in the zone)

A glance at the database:

total number of buildings from the map:	20
total numbers collected on the field:	13
total floors:	51
total number of units:	83
Total number of corporate:	4
	-
*Independent House:	
*on an avg. 2 floors)	
** under construction	1
*** independent houses are counted as single unit	
* corporate houses are counted as single unit per holding	

total number of buildings from the map:	15
total numbers collected on the field:	9
total floors:	47
total number of units:	68
Total number of corporate:	7
*Independent House:	
*on an avg. 2 floors)	
** under construction	1
*** independent houses are counted as single unit	
* corporate houses are counted as single unit per holding	

Error %	Floor	no. of	Corporat
-33.3333	4.152174	6	0.347826

total calculation:	
Total Number of floors:	191
Total number of units:	276
total number of corporates	16
Total number on the map	69
total number collected	46

Figure 8: From the draft presentation

For certain reasons, the names of the area are withdrawn.

This information helped directly for future planning purpose as well as it also helped to authenticate the projected score sheet from the organization.

Idea Pitching For the 360 Brand Campaign:

In this project, we proposed to shape an Integrated Marketing Communication campaign for MFS.

While we were at it, after 14 days of research upshot from the cookbook of Lenovo: The Doers Campaign, to the brand cookbook of 3M, and many diversified approaches from all around the world, we came up with an idea to structure a 360 Brand Campaign for SCL MFS.

Here, our main focus was to shape this service as well as the brand as a Power Brand. We visualized the organization to be the Next generation Powerhouse of our country; we had the courage to imagine SCL as the next NIKE or may be the next APPLE of our Country.



Figure 9: reference from the presentation.

At this point, we have designed the entire process and divided that up into several steps. Primarily, we have worked on building 2 stages of the campaign.

We developed several taglines for the service which are described below:

Stage 1:

Our main focus while developing the message was to create a mass statement with a segmented approach.

In the first stage, the main focus was to build brand awareness by following certain ATL and BTL activities. The key points focused here are,

- Create awareness.
- Generate brand value.
- Struggle and survive.

- Exploit customer pain points.



Figure 10: ATL reference

We also took inspiration for conducting several innovative customer engagement campaigns for educating the customers like innovative games, interactive processes and key point exploitation procedures.

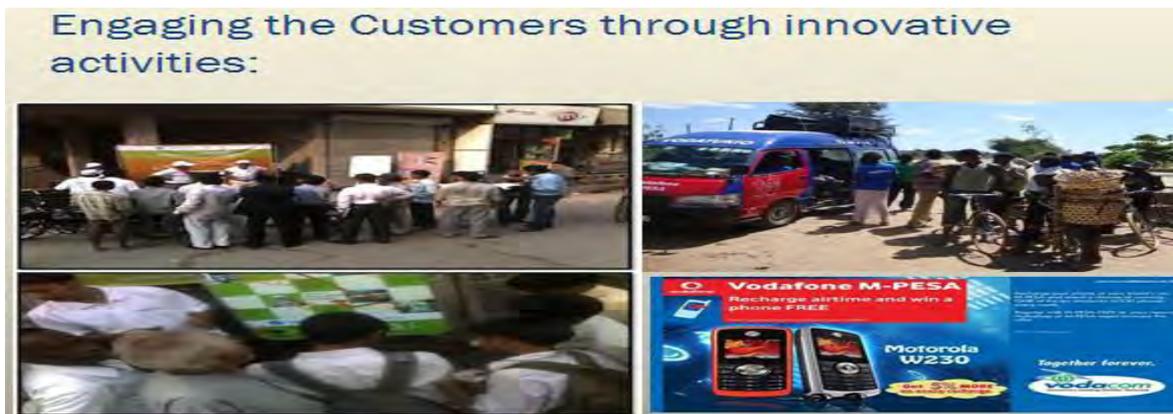


Figure 11: Customer engagement games.

Stage 2

The main focus here was interest development of the customers. Key initiatives which could have been undertaken here could be:

- Initiate Summit Wallet
- Solution to the Pain Points
- Simplifying process to consumers
- Segmentation
- Thorough Communication

Chapter 6

Conclusion and Learning

6.1 Contribution towards the Company:

From our end, we tried to contribute towards the organization in the following ways:

1. Increase Brand image of the company.
2. Low cost workforce with a significant output.
3. Innovative ideas and out-of-the box thinking.
4. Significantly shared workload.
5. Honest first-hand information from the field work.
6. A helping hand for the employees when needed.
7. Never back down mentality which ended up productive several times.

6.2: Learning from the last three months

During my internship at Summit Communications Ltd., I learned how companies determine what product or service to sell and how to respond to the demands of competitors. More importantly, I had the opportunity to work with seasoned professionals who taught me how to easily grasp complex concepts and at certain times, how to roll with the punches in order to achieve various objectives.

I have also acquainted myself with a wide range of skills that allow me to blend with the group or team's culture and to continuously strive to reach common goals amidst failures and setbacks. My active involvement in many academic and extracurricular activities has done so well in developing my communication and leadership skills, which are vital in finding success in the corporate world.

The best learning from my experience from the last three months is that I have learnt to take responsibilities and be accountable. This journey has taught me that there are only few challenges in the world which we actually cannot overcome. Despite the fact that I am a Marketing major working on a financial service in an IT company, I understood the fact that

we can achieve excellence only when we learn to challenge our last limit and take another step.

It has been an honour to be a part of this family, to work with such inspiring personalities and learn from them. The knowledge that I have gathered from this journey, will always direct me towards excellence hopefully in the near future.

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