



*Investment on Sport
Industry by the Telecom
Operators of Bangladesh:
An Overview of Robi
Axiata Limited*



Inspiring Excellence

Internship Report on:

Investment on Sport Industry by the Telecom Operators of Bangladesh: An overview of Robi Axiata Limited

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LETTER OF TRANSMITTAL

3rd September, 2018

Mr. Jubairul Islam Shaown
Lecturer
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Subject: Submission of Internship Report

Dear Sir,

It is a great pleasure for me to present the internship report based on “*Investment on sports of telecom operators: An overview of Robi Axiata Limited*”. This report has been assigned to me as requirement for the completion of Bachelors of Business Administration Degree.

It was a great experience for me to work in a multinational company such as Robi Axiata Limited. I have been appointed for the project of “*AnP Automation Media tool*” for a period of 3 months under the division of Supply Chain & EPMO, under the supervision of Shosama Chowdhury, Specialist, Market Operation Buying and Supply Chain Division.

It has been a great opportunity for me to work in Robi under the division of Supply Chain & EPMO and gain in depth knowledge on Market Operation Buying. Further, the project allows me both academic and practical exposures. Firstly, I have learned about the organizational culture of a prominent telecommunication organization of Bangladesh. Secondly, through this project I got the opportunity to develop a network with the corporate environment.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall be highly obliged if you are kind enough to receive this report and provide your judicious advice on effort.

Sincerely Yours,

Samira Sultan
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BRAC University

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EXECUTIVE SUMMARY

The study is based on the investment on sport industry by the telecom operators of Bangladesh. The report starts with an overview of the Telecom industry of Bangladesh focusing on Robi Axiata Limited (Robi). The next part which is related to my job responsibilities as an intern at Robi. Then, a complete quantitative technique has been applied to conduct this research. This report illustrate the investment on sport industry of the telecom operators of Bangladesh: An overview of Robi Axiata Limited in reference to the media expenditure and gross rating expenses of television media of the mobile operators of Bangladesh for the period of *April 2017 to March 2018*. To analyze investment on sports by the telecom operators of Bangladesh an analysis of media expenditure and market share of the telecom brands has been conducted. The study is based on the variables gross rating points, nominal gross rating points, total spots of the television media, total time, average duration, share of voice, share of expenditure and return on investment. Further, this report also shows the comparison of all categories of spots of television media of the mobile operators and separate portion on sports investment interpreted in total cost, total minutes and total, gross rating points. From the result, it can be stated that Robi Axiata has better performance in sport sector where return on investment (ROI) is 118% which is higher than in all genre media type text. However, all other telecom operators are doing well in this sector as well. The ratio of ROI is quite higher than all category of media text. To further study a long term approach on all media can be done to get more specific result on which sector is beneficial to invest. Lastly, the report also provides recommendation for further betterment of the Telecom industry of Bangladesh focusing on Robi Axiata Limited.

PART 1

AN OVERVIEW OF THE ORGANIZATION

1. Outlook of Telecom Industry in Bangladesh

The liberalization of Bangladesh's telecommunications sector began with small steps in 1989 with the issuance of a license to a private for the provision of *inter alia* cellular mobile services to complete with the previous monopoly provider of telecommunications services the Bangladesh Telegraph and Telephone Board (BTTB). The mobile business in Bangladesh has scaled quickly in the course of most recent decades to wind up the fifth biggest versatile advertise in Asia Pacific, with 85 million unique users in 2017 a portion of the aggregate population. Bangladesh positions among the most densely populated nations on the globe, however its settled line entrance remains the least in South Asia. Around 80% of fixed telephone services are found in Bangladesh's four fundamental urban areas, while 80% of the population lived in provincial towns. In 2017 Bangladesh's administration embraced a venture to expand fiber-optic network. The undertaking named "Establishment of ICT Network to Remote Areas (connected Bangladesh)" is relied upon to profit 25-30% of the population. Bangladesh's mobile market remains generally immature anyway has encountered solid development in the course of the most recent five years. Ease back to direct development is anticipated throughout the following five years to 2022. The market will be compelled from higher development because of exceptionally solid nearby rivalry. At present there are four telecom operation in Bangladesh namely Grameen Phone Limited (GP), Robi Axiata Limited (Robi), Banglalink Digital Communications Limited and Teletalk Bangladesh Limited (Teletalk). According to Bangladesh Telecommunication Regulatory Commission (BTRC) the total number of mobile phone subscribers has reached 150.945 million at the end of June, 2018. The following graph shows the usage in millions of mobile phone subscribers of June 2018:

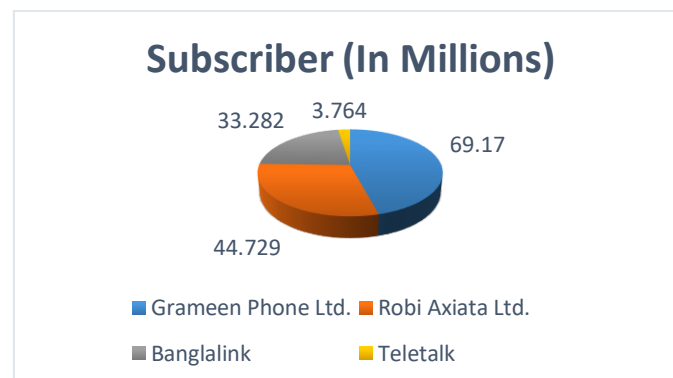


Figure 1: Mobile Phone Subscriber

The incentives both from government and open divisions have developed the telecom segment. It is currently one of the greatest area of Bangladesh. As a populous country its huge market has attracted many foreign investors to invest in this sector.

2. Overview of Robi Axiata Limited (Robi)

Robi Axiata Limited (Robi) is a subsidiary company of the Asian telecom giant, Axiata Group Berhad based in Malaysia. Other shareholders in the entity are Bharti Airtel International (Singapore) Pte Ltd and NTT DOCOMO Inc. At present, Robi is the second largest mobile operator in Bangladesh with 44.729 Mn subscribers as end of June 2018. The company started its operation in 1997 as Telecom Malaysia International (Bangladesh) with brand name “Aktel”. In 2010, it was rebranded as “Robi” and the company changed its name to Robi Axiata Limited. Following the merger with Airtel Bangladesh, the merged organization, Robi Axiata Limited (Robi) began its business task on November 16, 2016. Starting at now, this is the greatest ever merger of the nation and the primary ever merger in the portable telecom segment of Bangladesh. Robi is the first company to launch 4G services in all the 64 district headquarters of the country. In fact, the landmark milestone was achieved on the first day of the commercial launch of the service by Robi on 20th February, 2018. According to an article of telegeography, it was about 35,000 customers of Robi were using the 4G services. The operator had around 1,500 LTE towers across Bangladesh at launch and the number is expected to reach 2,500 by the end of February, 2018. The organization has presented numerous first of its kind computerized benefits in the nation and has put enormously in taking versatile budgetary administrations to the underserved networks in the country and semi-urban zones. The company is supported by a solid corporate governance framework, its employee approach every challenge with “*I can, I will*” attitude and “*uncompromising integrity*” while putting “*customer at the centre*” of all its activity. Robi is the proud sponsor of the Bangladesh National Cricket Team offers to the huge number of cricket insane fans of the nation to touch off their dauntless soul inside to seek after individual and aggregate radiance and greatness. As an aspiring digital company, Robi has established itself as the leader in providing customer centric data and digital services. Robi was the first operator to introduce Facebook’s basic internet platform, free basics in the country. Further, it promotes responsible use of internet among the youth with a corporate responsibility (CR) initiative named “*Internet4U*”. Another, CR initiative which is Robi-10 Minute School, has already become the largest online school of the country. Robi gladly claims to have the widest international roaming service in the market, connecting 385 operators across more than 140 countries. With the innovative Value Added

Services (VAS) Robi has upgraded peoples' life. Other than VAS, Robi offers mobile banking service, ticketing platform, online shopping service, Robi cloud service, digital advertising platform, online recharge service, recharge plus, my Robi, Robi Cash etc. Robi aims to provide best quality service experience in terms of coverage and connectivity to its customers all over Bangladesh. Robi is now working to enable digital life for all for a better future and to remain close to the heart of the customers.

2.1 Mission, Vision & Focus of Robi

The Vision of Axiata is “*Advancing Asia, bringing together people, connectivity and technology*”. As a part of Axiata group Robi also has a mission and vision to fulfil the vision of Axiata Ltd.

Vision

To be next generation digital company by 2020.

Mission

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

Focus

Axiata is concentrating on not simply building up a talent pool for the groups and its backups however, on progression making arrangements for enter positions in the Robi, Robi Leadership program centers around seven territories of initiative abilities key reasoning, business discernment, result introduction, client orientation, people management, coalition building and individual characteristics.

2.2 Principles & Purposes of Robi

According to the official website of (Robi Axiata Limited , 2018) the principle and purposes falls under three aspects. They are:

Uncompromising Integrity

- We will be legally, ethically and morally correct.
- Our conduct will be fair and honest.
- We will listen, seek understanding and encourage open dialogue
- We will be passionate in pursuing our beliefs

- We will treat others with dignity, valuing and benefiting from diversity
- We will be accountable for our actions and behaviors on fellow employees, customers, shareholders and the communities in which we operate.
- We will be courageous in sharing our work and bold learn and improve from our mistakes.
- We will adhere to our Code of Conduct, protect and uphold it.

Customer at the Centre

- We will be customer centric delivering their needs in terms of value, quality and satisfaction.
- Our customers focus will be unrelenting in creating positive experience, at every point of interface, sale and post-sale.
- Simplicity will be the key for the customer to learn about us, buy from us and get support from us whenever, wherever.
- We will strive for continuous innovative solutions in every sphere of our work.
- We will engage with the customers to know their demands and our actions will be designed to serve the customers better than our competitors do.
- We will not be distracted from creating and providing value for our customers.

I Can, I Will

- Ensure our efforts produce desired results.
- Seize opportunities at the right time and execute them on time.
- Go beyond our scope, strive for and achieve excellence.
- Do what it takes to ensure delivery of results not waiting for delegation.
- Go that extra mile, setting ambitious goals to ensure our efforts bring success.
- Have the courage to say and do what it takes in order to ensure success.

2.3 Shareholders & Revenue

According to (Robi Axiata Limited , 2018) Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, Bharti Airtel of India and NTT Docomo Inc. of Japan. Axiata holds 68.7% controlling stake in the entity, Bharti holds 25% while the remaining 6.3% is held by NTT Docomo of Japan. However, excellent merger synergies led to Robi achieving better than expected results for the fiscal year 2017. A record of revenue and EBITDA growth of 11.3% and 126.4% respectively for the year of 2017. Fiscal year 2017 data revenue grew by 89.1%

accounting for 19.6% of total revenue of total revenue versus 13.4% of total revenue in the fiscal year 2017. The following chart shows the ownership of the share:

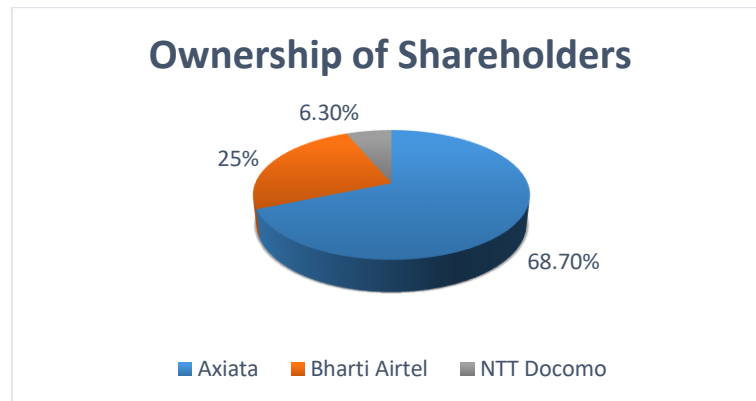


Figure 2: Percentage of Ownership

2.4 Products & Services

Robi Axiata limited provides mobile telecommunication services in Bangladesh. It offers prepaid, postpaid, international roaming, business solutions, video calls and Internet, Wi-Fi support and value address services. The company further provides RobiCash App, a mobile payment service app that enables users to pay utility bills, make Easyload purchases and acquire train tickets from their device and offers support services. Robi's prepaid services includes nationwide Easyload facility and high speed internet connectivity all available as value added services. Such as: SMS, MMS, ringtone, call block service, package offer, bundle offer, wallpaper download etc. Customers can recharge their Robi prepaid by using scratch card and Easyload facilities. Robi also offers postpaid services along with various packages. Robi Push Mail is secure reliable email service. From this service customer can work from any place and pay their bill through E-Bill, Web-Bill, SMS, USSD and Customer Care Center. Robi's Value added services includes:

- Music: Robi Ringtone, radio, Song, GoonGoon etc
- Entertainment: Kids Zone, Jokes alert, Cricket World
- Internet & Data Service: Bundle offer, Browsing pack, 4.5 G packages, Talk time offers
- Messaging: SMS, Voice SMS, International SMS
- Information Service: BD news 24 Alert, Breaking News alert, Stock information, Emergency helpline, HaatBazar
- Mobile Assistant: Call Block, Missed Call Alert, Phone Backup
- Education & Career: Job portal
- Lifestyle: Bazar, Discount offers

- Finance: Stock information, Bill Payment
- Balance Transfer & Request
- Call Management: FnF, Conferencing, call waiting, divert, holding, forward
- Facebook & Job Alert

2.5 Robi’s Investing Innovating for the long Term

Robi invested a total of USD 1,050 million between 2012 and 2016. The total investment of USD 254 million in 2016 was marginally lower than the year 2015 (Figure 3). Robi aims to continue investing in the country to further improve service offerings and to ensure greater inclusivity among underserved community segments.

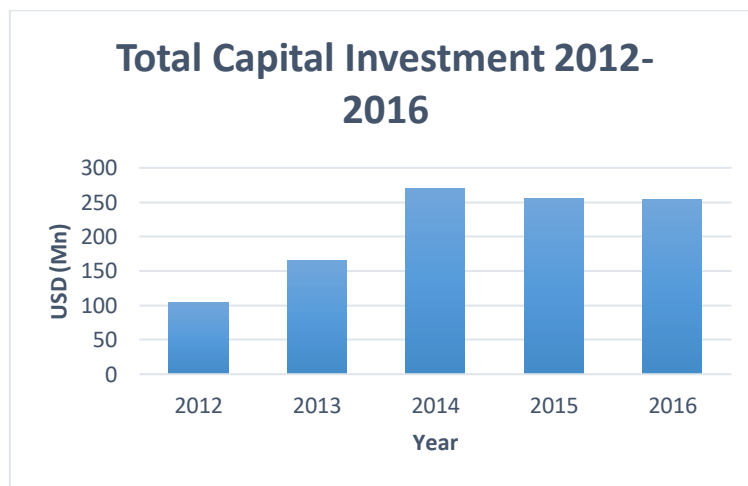


Figure 3: Total Capital Investment

2.6 Other Initiatives of Robi

Robi Axiata Limited organized an art competition for children of its Dhaka based employees on June, 2012. The event was organized in observance of the world Environment Day 2012. The theme of the contest was “Rong Tulite Amar Prithibi”. This year 2018 on the month of June Robi launched My Robi Sports application where the updates of the FIFA World Cup 2018. They also undertook some TVC based on the FIFA World Cup 2018. Further, they also took initiative of the production of Brazil, Argentina and Germany jersey. It was a gift procurement based on SIM purchase of BDT 499. In the holy month of Ramadan Robi launched country’s first Islamic mobile package named “Noor”. This application allows users to get opportunity to avail various Islamic content and services at a discounted rate. Through this application Robi decided to deposit the revenue in a shariah compliant bank to avoid application of interest. Moreover, Robi will donate 1% of the revenue generated from the new “Noor” subscribers at the end of the first six months of the campaign on humanitarian causes.

2.7 Robi's Network Development

Robi's Network development activities are implemented by edotco Bangladesh Co. Limited – a subsidiary of the edotco group – an integrated telecommunications infrastructure services company providing end to end solutions in the tower services sector including co-locations, built to suit, energy transmission and operations and maintenance (O&M). Currently, Robi has 12,850 on air sites, 7,700 3.5G sites and which 65% of total sites are in rural areas. Robi also prioritize on responsibilities towards the environment while identifying and selecting network sites and deploying BTSs. Robi leverages on the international expertise of Axiata , Airtel and NTT Docomo for its voice and data services, ensuring the best quality network and high speed connectivity at all times while complying with applicable laws and regulations for network development and deployment.

2.8 Organization Structure of Robi

The organization top position is designated to Chief Executive as the Managing Director is given with all sort of responsibilities of business direction of the organization and leading dynamically towards the attainment of its purpose and principles. Robi is currently operating with following Divisions and Departments having its establishment in different location of Dhaka, Chittagong and other regions of Bangladesh. The following diagram shows the structure of the designated division of Robi:-

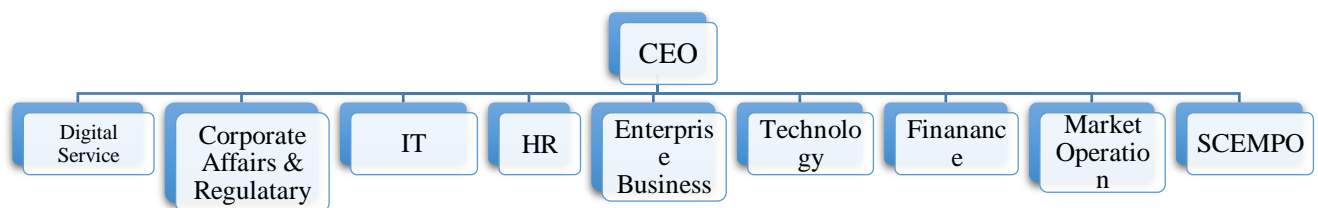


Figure 4: Organization Structure of Robi

2.9 Enterprise Risk Management Governance

Robi's risk management provides solutions to the company's risk management system and transfer planning, helps to sustain the business operations and meet the expectation of customers, shareholders, employees and the society. With systematic risk management procedures, along with constant monitoring that surpasses the company's level of tolerance that they are able to effectively identify, evaluate, resolve, report and monitor significant risks that pose threats to the company in contributing to sustainable business practices. The following diagram shows the diversification of the company's level of risk:-

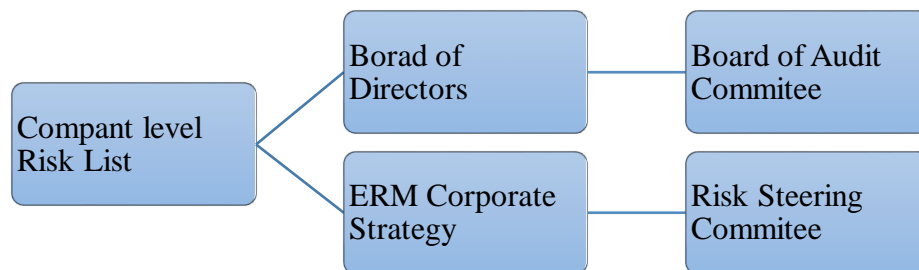


Figure 5: Organogram of Company's Risk

Following Division falls under risk steering committee and Board of Audit Committee. They are:

- Chief Executive Officer
- Chief Technology Officer
- Chief Corporate and People Officer
- Chief Commercial Officer
- Head of Internal Audit

Divisional Risk Coordinators Departments are:

- Technology
- Market Operations
- Finance
- People & Corporate
- Digital Services
- Corporate Strategy
- Edotco (a subsidiary of Robi Axiata Limited)

PART 2
JOB RESPONSIBILITIES

It was a great opportunity for me to work in Robi under division of Supply Chain & EPMO for a period of three months. Previously it was under the finance department. However, it is now separate department with a nine members called Market Operation Buying under Supply Chain & EPMO division. The structure of finance division has been given below:

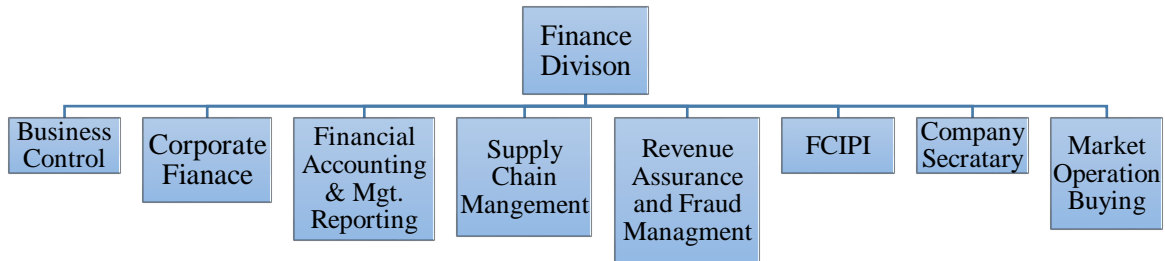


Figure 6: Structure of Finance Division

3. Market Operation Buying (MO Buying) Department

The market operation buying (MO Buying) department was established in the year of 2012. Earlier it was under the division of Finance, later it was separated and named as MO Buying Department which is now under the division of Supply Chain and Enterprise Project Management Office. This department is mainly deals with the media operation of the Bangladeshi market. The media operation again divided into two units one is ATL and the other one is BTL. These two units undergo the commercial procurement. The procurement process of SCM and MO Buying is quite similar. ATL stands for Above the Line and BTL stands for Below the Line. This two units perform procurement for different purpose. ATL mainly perform the procurement of TVC, Newspaper, advertisement, events, sponsorship, campaign and out of home activities which includes billboard, pole signage and site branding. While BTL performs procurement for SIM card, scratch card, T shirt, diaries and other print activities. The MO Buying department is one of the smallest departments comprising of 9 members in the team. The structure of MO Buying team (Figure: 7) is given below:-

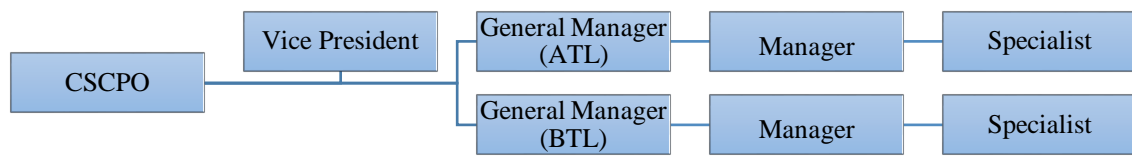


Figure 7: Organogram of MO Buying Division

My journey as an intern in MO Buying division at Robi Axiata Limited started on 16th of April, 2018 for a period of three months. I was appointed for the project of ‘AnP Automation Media tool’. The job nature was full time which was eight and half hours for five days a week. The job also provide a certain amount of remuneration. Apart from that, the working hours was enough flexible. By punching the “S Card” inters had to enter into the office in between 8 am to 10 am and it was similar for the employee too. Further, Robi has an excellent job environment and it is an open desk work condition. Therefore, one has to sit and work in a team of 5 to 10 members of the allocated division. The friendly work condition and invisible hierarchy of Robi motivated me a lot to work independently.

3.1 Job Responsibilities

3.1.1 Media Bill Reconciliation

As I was appointed for the project of “AnP Automation Media tool” so my core responsibility was to reconcile the media bill of Robi Axiata Limited. My job was to reconcile the bill of TV media, Radio and Press. It was initially difficult for me to understand. Therefore, I took help from my supervisor and she has given brief all the process of the media tool. It was then understandable for me and to work with little error. As the reconciliation process has to be done manually so it was plenty difficult and time consuming. Once the spot data has given and updated one cannot change it without the help of monitoring agency. Robi has a monitoring agency named Ryans who monitor and send all the spots from different media in a excel worksheet. On the other hand, Robi has another agency Maxux who send the bills of different media. Therefore, when the two sheets of data is given then I had to check, match and make reconciliation to prepare the bill.

3.1.2 Vendor Creation

As it is already mentioned that the MO Buying team deals with procurement process of Robi Axiata Limited. Therefore, they need to deal with vendor. If they work with a new vendor they have to create vendor list first. To create the vendor it is important to provide necessary information of the vendor in a excel worksheet. Once it is done then it is need to create the vendor with a specific ID. The main documents that is needed to create the vendors are company name, company address, TIN number, company bank account & address, contact person details.

3.1.3 Request for Approval

As this department deals with the procurement process so there is approval needed for an assignment. For example, sometimes deals are too expensive, such as TVC or short advertisement. For that procurement to be released approval is needed. For that approval some steps must be followed. Such as the information must be given regarding the procurement, some financial calculations are required which are mostly done by the excel formula and a short description must be given of every product. After all this done it send a mail as request for approval. There is a sequence for this approval. If person B delay for the approval then it will not transfer to person C. Therefore, person C will not be allowed to release the approval. Above all, time management is a crucial factor in this case.

3.1.4 Internal Analysis

Sometime I need to do some internal analysis and research of MO buying department for reporting purpose. Such as I need to collect some data from the Havas Media Agency of Robi for the internal analysis.

3.1.5 Others

Some are works are used to be done instantly. Such as, I need do phone calls to the clients of Robi who were associate in tender project of Robi Axiata Limited where they have to place a tender for the project. For a conformation I had to call them and follow up the information to my seniors. Further, I had to revise the agreements papers and allocate the signatures of CFO, CEO and Vice President. Above all, I used to take part in group discussion and interactive session with my fellow mates and seniors to raise my communication skill and knowledge that would help me in the corporate world further.

PART 3

ANALYSIS OF THE PROJECT

4. Generalities of the Study

4.1 Introduction of the Study

The sport industry today is a wide reaching business that spans the field play from the food to event that stands at the stadium, to media rights and sponsorships. Sports has become now an emerging sector to invest. This complex business environment features numerous participants such as clubs, league, federation and athletes to sport agencies, sponsors and broadcasters. The global sport industry is growing faster than overall GDP in which the long term goal prospects remains strong. A recent study shows that sport can and does, make a profound and positive impact on individuals, communities and wider society. According to (Au, 2017) sport industry is the second fastest growing sector for brands. He further added that China, Latin America, Central & Eastern Europe are the supreme market to invest in the sport sector. According to (Martschenko, 2016) Asia is the next prominent market to invest in sport sector and will be continuing to grow at a respectable double digit pace. The author further added that Chinese government is willing to invest in home grown sport industry and facilitates the performance of national teams. Moreover, sport has become a large part of the education platform in China so the sector is yet to flourish. A study shows that sport industry has been witnessed an intensive growth in the last decade. According to the note of KPMG the entire global sport market including infrastructure, events, training and sport goods has been estimated to the worth between \$600 to \$700 billion year and its growth outpaces the GDP growth of most countries. However, the global sporting goods market valued at roughly \$318 billion by the NPD group in 2014. It has been also experienced annual sale which increased of roughly 4.3% between 2005 and 2014. According to Macquaire Research the rate was 1.5 times greater than the broader consumer sector. And this was on course continue to grow by up 5.6% until 2020. Even in the branding sector sport industry has a spontaneous growth. The Best Global Brands 2017 report shows that brand values has grown up by over 10% compared to previous year. In the North America sports market, it is predicted that media rights and sponsorship fees will experience the sharpest increase in revenue generation by 2020. A graph has given below (Figure: 8) to see the growth of North America sports market by segment:-

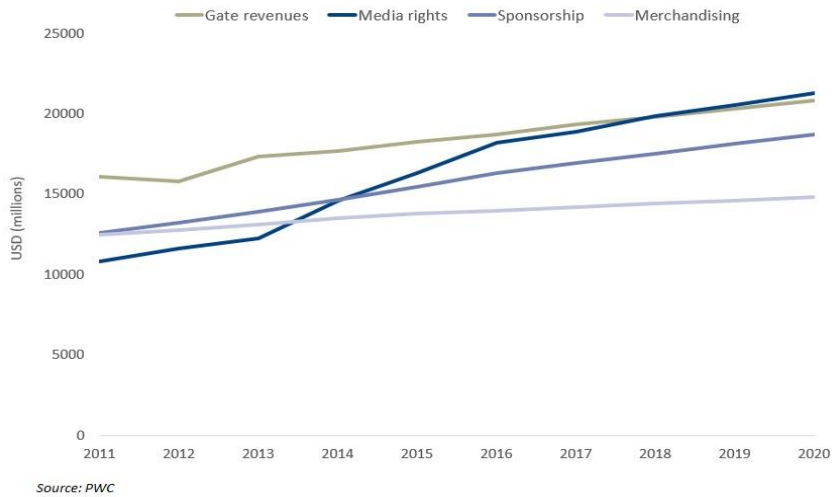


Figure 8: Growth of North American Sports market by segment

The sport market is mainly dominated by brands. Notwithstanding, the sports market is one of the toughest sectors for new brands to break into. When it comes to brand association, the sporting world is dominated by apparel and footwear companies. According to a report of best global brands 2017, the athletic footwear market alone will be worth \$84 billion by 2018. Recently, there are only five predominantly sports related brands that feature in Brand Finance’s 500 most valuable brands of 2017 (excluding sports brands that principally focus on another industry, such as Sky and Red Bull) three of which are apparel brands. A graph has given below (Figure: 9) to show the top five sports dedicated brands by brand value- 2012 to 2017:-

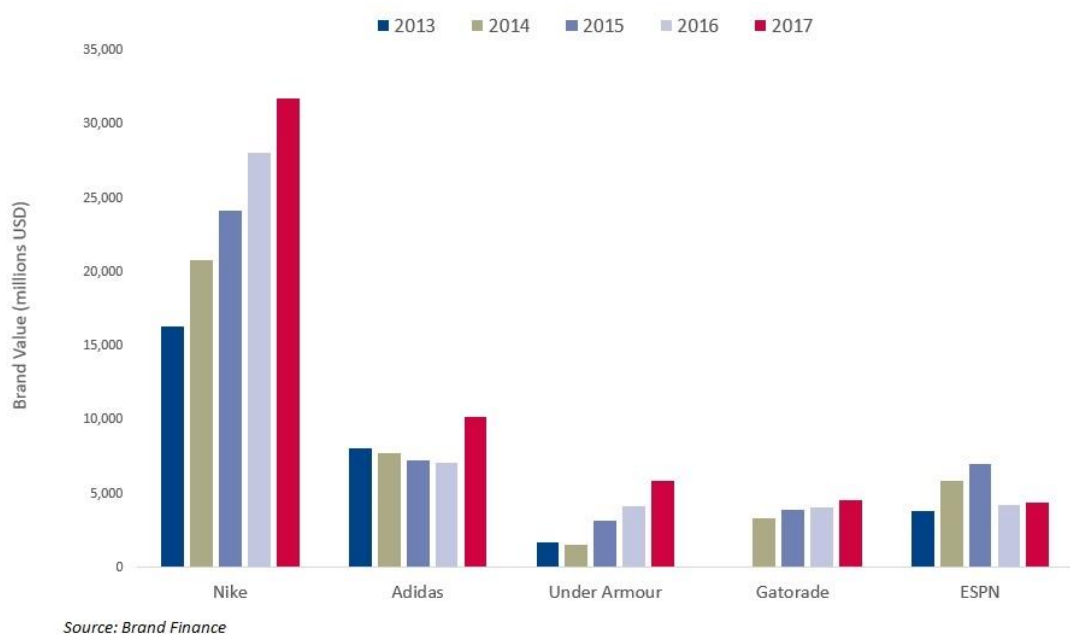


Figure 9: Top 5 dedicated brands by brand value 2012-2017

Among the five brands Nike and Adidas control majority of the market share. However, Armour has demonstrated impressive growth. Adidas may have faced challenges in recent years due to Nike’s dominance and Under Armour’s rapid expansion. However, Adidas has managed to cope with situation in 2016 and had a turnaround which made them fastest growing sportswear brand in 2016. The dominance of Nike and Adidas also has extended to US litigation. These brands has become linked with celebrities and technology. Such as, in this year 2018, Adidas and Nike sponsor for FIFA World Cup Jerseys. Leonel Messi, Cristiano Ronaldo, Jr. Neyman some renowned players had been played some TVC as a brand ambassador of these brands. Currently, an India Cricket Player and former captain of Indian National Cricket Team, M.S. Dhoni has been signed as brand ambassador of start sports channel. A chart (figure: 10) has been given below of global sports market total revenue from 2005 to 2017:-



Figure 10: Trend of Global Sports Market Revenue (2005-2017)

However, according to (The Statistics Portal , 2018) from the international perspective, the Latin American Countries are the largest in in sports investment in 2015. A graph (figure: 11) has been given below following the information:-

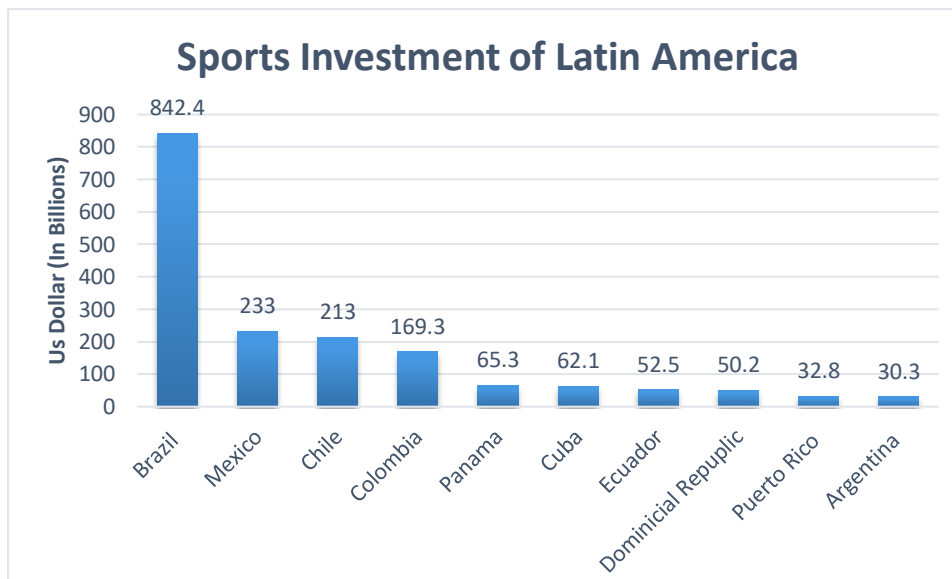


Figure 11: Sport Investment in 2015 of Latin America

However, if we see the investment of India in sport sector it is quite notable. In 2016, sport sponsorship industry in India grew at 19.33%. Different from any other country, cricket is the most popular sport in India. However, India’s sport investment has moved beyond the game of cricket. The Indian government has turned its attention in developing the sport sector as strategy to create jobs, generate revenue, attract investment into the country and to nurture talents. According to (Singh, 2018) for 2018-2020 the federal government set aside a US\$262 million (Rs. 1756 crore) budget for its “Khelo India” (Play India) program. If we come to the telecom operators of India such as Vodafone, Bharti Airtel Ltd, Reliance Jio their investment is huge in brand sponsorship. This year 2018, Jio had been associated with Indian Premier League (IPL) to drive its brand value. According to (Jha, 2017), Jio’s annual investment in brand sponsorship Rs. 250 to Rs. 300 crore. The author added that ‘Jio’ spent far higher Rs. 60 to 70 crore in sports than other telecom industry in India. As developing nation, Bangladesh has reached a certain economical condition. At present, in Bangladesh, sport is the most sellable product. ICC Champions trophy 2017, FIFA Confederation Cup 2017, Australia Tour of Bangladesh, BPL 2017 are among the most trending topics in 2017. Sport industry of Bangladesh heavily depends on Cricket because of its huge popularity. Apart from cricket and football other sports includes hockey, kabaddi, chess, handball, basket ball, table tennis, shooting, golf etc. The ICC World Cup 2011 was organized by Asian countries and Bangladesh was one of the co host countries. According to a report of (<https://bdnews24.com/cricket>, 2009), Govt. of Bangladesh had invested over BDT 1.5 Billion ahead of cricket world cup. Now, the telecom industries of Bangladesh also investing in sport industry mainly in cricket. In 2015,

Robi Axiata limited was the title sponsor of Bangladesh under 19 team and Bangladesh A team for two years. Previously it was SAHARA Martribhumi and sponsor amount was US \$9.4 million which was higher than Robi and Grameen Phone. However, (<https://bdnews24.com/cricket>, 2017) Robi retained the sponsorship of Bangladesh national cricket team for two more years. The base price was double this time compared to previous amount which was BDT 600 million. Now the question of investment on sports of telecom operators of Bangladesh focusing on Robi Axiata Limited has become a significant of approach of this report. This research is mainly based quantitative information on the media expenditure such as gross rating points (GRP), share of voice, share of expenditure and return on investment of the television spots of the telecom brands of Bangladesh. Further, this report also shows the comparison of all categories of spots of the mobile operators and separate portion on sports investment interpreted in total cost, total minutes and total, gross rating points. As this report is based on quantitative approach and the data has been conducted by the Robi's monitoring agency so there is a possibility that the calculation might differ with other the telecom operators of Bangladesh. Therefore, the report shows a quantitative analysis and a comparison of media expenditure of telecom brands of Bangladesh which includes all categories of spots specially on sports and mainly focusing on Robi Axiata Limited to obtain an overall scenario of the second largest telecom market of Bangladesh.

4.2 Research Objective

To analyze investment on sports of telecom operators of Bangladesh an analysis of media expenditure and market share of the telecom brands has been conducted. The analysis is based on gross rating points, nominal gross rating points, total spots of the television media, total time, average duration, share of voice, share of expenditure and return on investment has been conducted through calculation by using formulas.

4.3 Scope of Research

The study is based on completely quantitative research focusing on “investment on sport industry” by the telecom brands of Bangladesh based on the variables gross rating points, nominal gross rating points, total spots of the television media, total time, average duration, share of voice, share of expenditure and return on investment. Since, this report is a purely quantitative research therefore interpretation of the data has been provided through graphical representation, charts and diagrams. Through this report a relationship can be shown between media expenditure and market share of the telecom operators of Bangladesh. Even also investment and return percentage has been provided of the sport sector of the mobile operators

of Bangladesh. The data has been conducted by ‘Havas Media’ a monitoring agency of Robi Axiata Limited.

4.4 Limitation of the Research

The study is completely based on some calculations by using formulas which might vary telecom to telecom. Such as gross rating points, share of voice, share of expenditure and nominal gross rating points formulas might vary slightly compared to the other telecom operators. Further some of the data has been conducted hypothetically to get an overview of the research. Moreover, to conduct this analysis only raw data of Television has been collected. So the result might be varied if Radio and Press data has been included to conduct the report. Therefore, actual information may possibly vary to come into a conclusion regarding the investment on sport of telecom operators of Bangladesh.

4.5 Significance of the Study

The results and findings will be great benefit for the management, authorities and future researchers. At first, the operator Robi can have an overview of their investment on sports and all categories spots compared to other telecom operators. Secondly, the authorities can interpret the results and set a benchmark as the financial performance of the company. Finally, the study can be further based on the other brands which are investing in sport industry of Bangladesh. Thus it will provide some directions to future researcher and will also be recommended as a source of secondary information for them.

5. Purpose of the Project

As the report illustrate the investment on sport industry of the telecom operators of Bangladesh in connection with the media expenditure and gross rating expenses of mobile operators for the period of *April 2017 to March 2018*. This report has fulfilled general and a specific objective. They are as follow:

General Objective: The internship report is prepared to fulfill the Bachelor of Business Administration (B.B.A) degree requirement under the department of BRAC Business School, BRAC University.

Specific Objective: The specific objectives are given below:-

- To provide an overview of Robi Axiata Limited

- To estimate the growth of media expenditure and market share of the telecom industry for the period of April 2017 to March 2018
- Analysis the investment on sport and a relationship between media expenditure of the telecom operators of Bangladesh
- To figure out the impact of investment on sport of telecom operators through a year basis analysis
- To identify the strategies and policies for investing in media for telecom operators

6. Literature Review

There are some significant analysis regarding the investment on sport industry of the world and a developing country like Bangladesh. Some authors believes that sport sector has emerged a new way of investment. According to (Levermore, 2008) among all the alternatives to drive improvement forward one them is sport. The author also added that one purpose behind the heightening of games part being developed in the most recent decade is the expanded number of performing artists especially companies who have enthusiasm of the advancement procedure. Again he stated that sport has been credited with being an exceptionally helpful vehicle for uniting divergent and restricting gatherings being developed arrangement making. Another author (Majumdar, 2012) has divided the sport industry of India into two distinct part one is individual brands and the other one marketable prospects. The author further stated that new age business people working in the advancement of mobile operators thinking of intriguing plans to extend the sport business market of India. According to a report (Economic Development, 2017) a significant proportion of the 39 billion pound is contributed by sport to the UK's gross domestic product (GDP) which came from grassroots sport. According to another report (How Do I Demonstrate the Benefits of Sport to Health Improvement , 2017) who participates in sports related activities are reported by good health which is 14.1% than non-participants. According to (Girard and Harald, 2007) the telecommunication service is growing very rapidly, with average annual growth rates of 10% during the last five years in Europe. He also added that in 1995 the telecommunication market of Europe amounted to ECU 143 billion of which ECU 17 billion (12% of total) came from mobile sector. Again the author studied that in the year between 1989 and 1995 the number of telecommunication subscribers increased at a compound annual growth rate of 42% which mean is that there were already more than 19 million mobile subscriber in the EU by the end of 1995. According to (Herve

Collignon, Nicolas Sultan, Clement Santander, 2011) the global sport industry in today's world worth between Euro 350 billion and Euro 450 billion according to a study of sports, teams, leagues and federations by A.T Kearney. He further added that the worldwide sports event market defined as all ticketing, media and marketing revenues for major sports was worth euro 45 billion (\$64 billion) in 2009. Again the author stated that in Europe alone, football is the most popular game and with a business of \$22 billion. The media and other industry such as telecom, channels, social media etc. are playing huge role in growth of their business through investment in sport, and sport related events added by the author. The again added that the increased number of new stadium around the globe, the growing size of television contracts and continued demand of sport advertising portends an industry to grow even as the globe economy climbs out of recession. (Hui Shung Chang and Henry W. Kinnucan , 1992) Statistical analysis suggested that the level of dollar value outlays for television advertising and the associated estimated GRPs are positively related. Another author (Smith, 2016) said regarding a media variable which is share of voice (SOV) this determines how big the share of advertising compared to other competitors. The author added that the original formula of share of voice is advertising of particular brand divided by total market advertising. Furthermore, (White, John Deegan Jr. and Kenneth J., 1976) said that to determine mass media budget allocation two things are required, one is the type of mass media to employ in the campaign and the other one is the amount of the budget to allocate to each media that has been selected.

7. Research Methodology

Since the objective of this research is ‘investment on sport industry of Bangladesh’ by the telecom operators therefore a complete quantitative technique has been applied to conduct this study. As we know that quantitative approach is related to data interpretation and calculations.

7.1 Methods of Research Used

The research is descriptive in nature. I have collected data from both primary and secondary sources. To provide the overview the investment in sport sector of the telecom industry of Bangladesh I needed the GRP (Gross Rating Points) and Cost expenses details of the industry. As primary source this raw data has been collected through “Havas Media” and “Ryans” a monitoring agency of Robi Axiata Limited. The secondary source has been used company’s annual report, company’s website, newspaper, online portals etc.

8. Project Analysis

8.1 Different Media Tools

Media is a very broad version. There are mainly two categories of mass media in Bangladesh. One is electronic media and the other one is print media. TV and Radio goes under electronic media and newspaper goes into print media. There are countless number of media vehicles. For this report the major media that has been used is Television.

8.2 Media Planning Dictionary & Terminology

In this report, different media terminology has been used to analyze the study. To get an overview of the media terminology and how they have used is given below:-

Average Rating: Average viewing figure for a commercial, program, TV channel or campaign.

Gross Reach: The sum of all ratings/contacts an advertising message is received during a determination period. The term is only used by print media. However, on television called GRP.

 Gross Range = Net Operating range* OTS

Frequency: The average number of times a unique user saw an ad over a given time period.

Reach: It is the number of people in the Media Market that will likely be exposed to one advertisement.

$$\text{Reach} = (\text{Population} * \text{Rating}) / 100$$

GRP (Gross Rating Points): It is gross reach in percentage (%). Sum of all ratings for a series of commercials. 1 GRP= 1% of the potential universe that has been exposed to the advertising. The same as the gross reach.

$$\text{GRPs} = \text{Reach} * \text{Average Frequency}$$

Audience Definition: A separation of the group of people is intended to reach with the advertising.

Share of Voice (SOV): It is the share of categories of total ad investment. A high SOV means that you are seen and heard much in relation to your competitors, a low SOV is just the opposite which mean your competitor are more visible than you.

TRP: Target rating points is a TV expression and based on how much even the commercials shown in the box.

Return on Investment: Generally this is calculated by multiplying share of expenditure by share of share of voice then dividing by 100 as a benchmark number.

$$\text{ROI} = \text{SOV} * \text{SOE} / 100$$

8.3 Depiction of All Genre Media Expenditure of Telecom Operators

In this part, an analysis of all genre media expenditure of Telecom operators of Bangladesh has been conducted. This shows the expenditure of all categories of media text type such as comedy, sports, horror, drama, music etc. mainly of the television media. An analysis based on the total spots has given below of all the telecom brands of Bangladesh for the period of April 2017 to March 2018:-

Brands	Total Spots	Total Minutes	Total Cost (Approx.)	Total GRP	Avg. Duration (SEC)
Airtel	80,117	26,481	131,423,011	6,244	20
Banglalink	205,139	98,763	411,732,640	14,763	29
Grameen Phone	315,787	123,424	460,278,111	17,522	23
Robi	152,406	59,907	232,790,485	9,492	24
Teletalk	2,132	1,430	11,923,657	130	40
Grand Total	755,581	310,005	1,248,147,905	48,151	25

A data of Normalize GRP, Share of Expenditure (SOE), Share of Voice (SOV) and Return on Investment on all genre of Television media of all telecom operators for the period of April 2017 to March 2018 is given below:-

Brands	NGRP	SOE	SOV	ROI
Airtel	12,383	10.5%	10.4%	99
Banglalink	42,646	33.0%	36.0%	109
Grameen Phone	41,089	36.9%	34.7%	94
Robi	22,388	18.7%	18.9%	101
Teletalk	522	1.0%	0.4%	46
Grand Total	118,535	100.0%	100.0%	100

8.3.1 Total Minutes Invested in Television of Telecom Operators of Bangladesh:

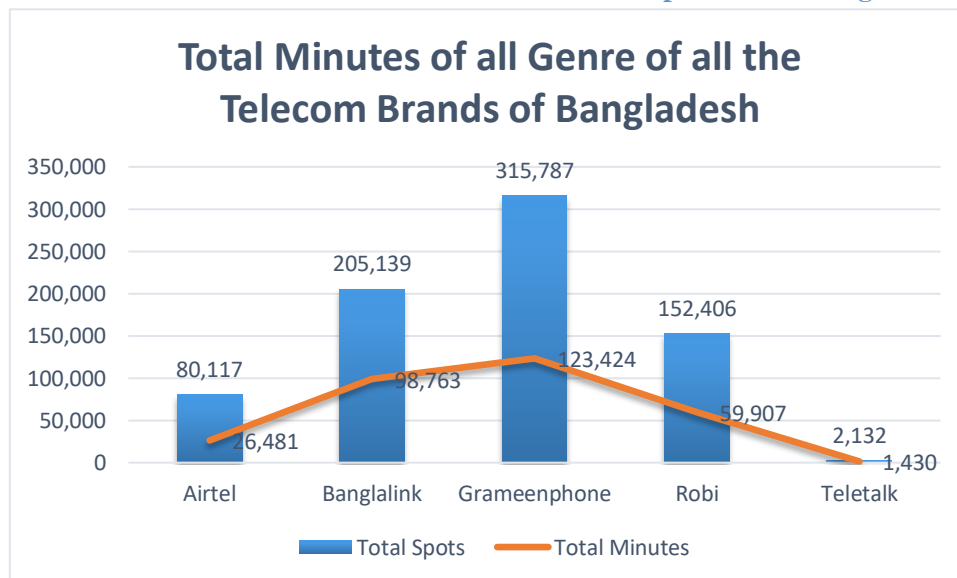


Figure 12: Total Minutes Invested by Telecom Brands in Television of all genre

Findings & Analysis

The above graph (Figure: 12) shows to total minutes invested in television by the telecom operators of Bangladesh from April 2017 to March 2018. The time defines the total spots of each telecom operators has been run on television media on that amount which has been defined in minutes. In this case, Grameen Phone Ltd. is in the top position among all the mobile operators and in context of spots of all genre and total minutes run in Television 123,424 minutes. And Teletalk is in the low position among all the operators in case of spots and the time run in Television media.

8.3.2 Total Investment in Television Media of Telecom Operators of Bangladesh

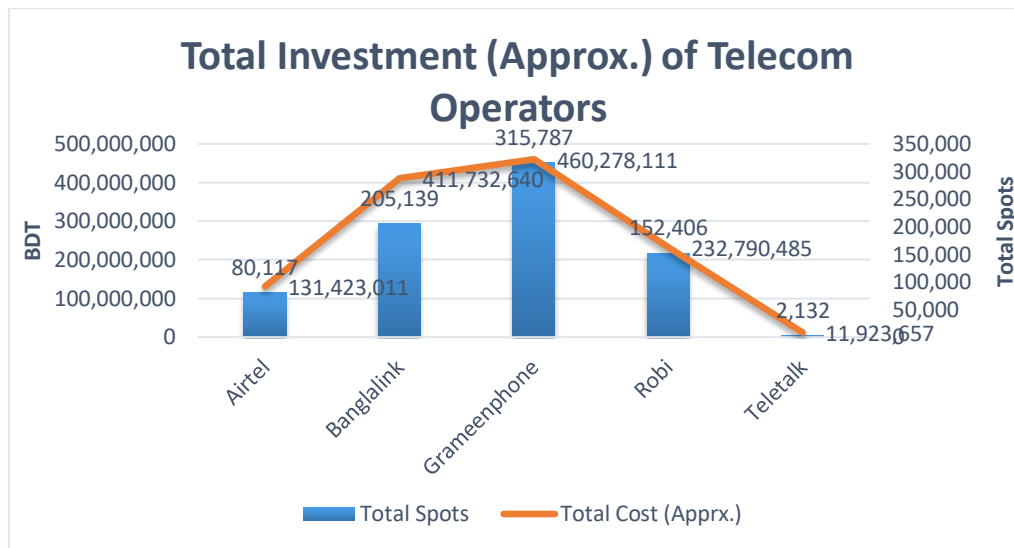


Figure 13: Investment in Television of Telecom Brands

Findings & Analysis

The above graph (Figure: 13) shows that Grameen Phone Limited is in the highest place in reference of investment of all media type text in Television based on the period of April 2017 to March 2018. Robi Axiata holds the third place compared to other mobile operators. The total approximate amount invested by Robi BDT 232,790,485.

8.3.3 Share of Expenditure in Television of the Mobile Operators of Bangladesh

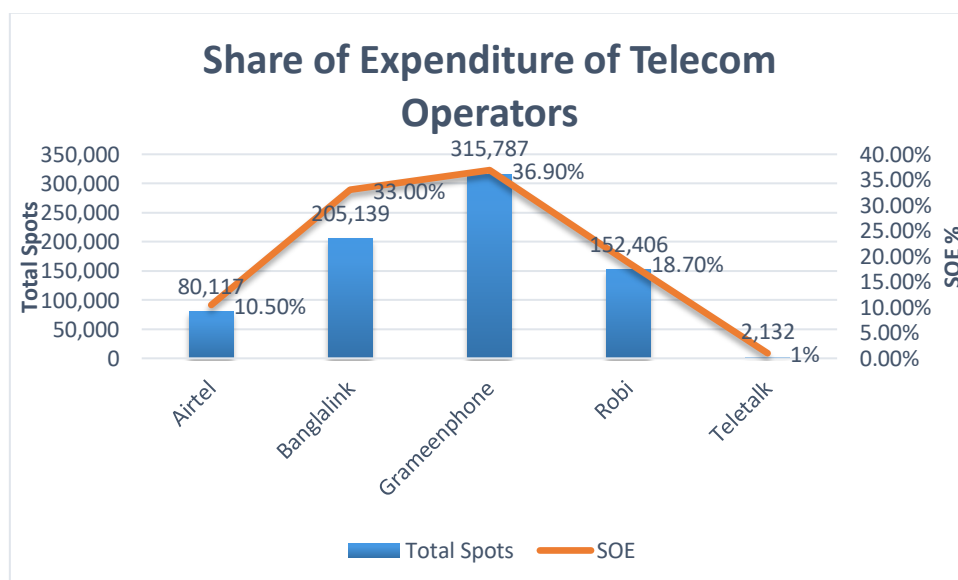


Figure 14: Share of Expenditure

Findings & Analysis

The above brands spend in value as percentage of the total advertising expenditure of all the category. If we see the above graph (figure: 14) according April 2017 to March 2018 data Grameen Phone Ltd. is in the top position in terms of share of expenditure. Grameen Phone has dominated the television 36.90% of the total advertising expenditure of all category. On the other hand the graph also shows that Banglalink and Robi has competed each other for the year 2017 to 2018. However, Teletalk share of expenditure is quite low in terms of other telecom operators in the market.

8.3.4 Normalize Gross Rating Points of the Telecom Operators

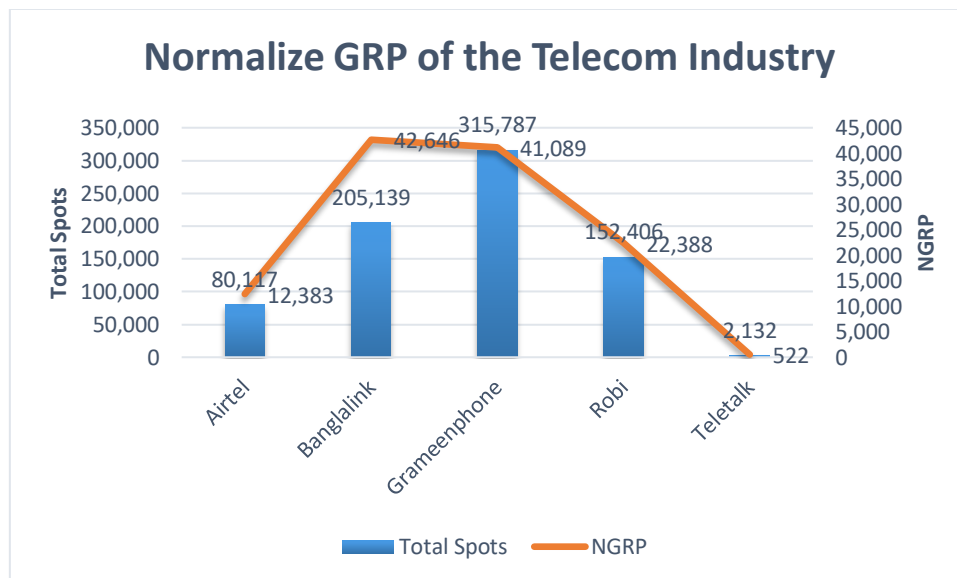


Figure 15: Total Normalize GRP

Findings & Analysis

A normalize gross rating points is calculated by Total GRP multiplied by average duration of the commercial and then divided by 10 as a normalize duration for all the mobile operators. To compare and get an overview of a measurement of media weight achieved by a schedule over a given time period this NGRP has been conducted of the Telecom operators. In this case (Figure: 15) shows that Banglalink is in the lead position compare to other mobile operators. This has been because Banglalink invested in those programs and channels where they can reach people in widely basis. Further, people must get reach of Banglalink through these programs. Therefore, Banglalink secured a top position in the case of NGRP according to the

data of April 2017 to March 2018. However, Grameen Phone Ltd. is near around Banglalink and Robi is in the third place in the case of NGRP according to data of 2017 to 2018.

8.3.5 Share of Voice of the Telecom Operators of Bangladesh

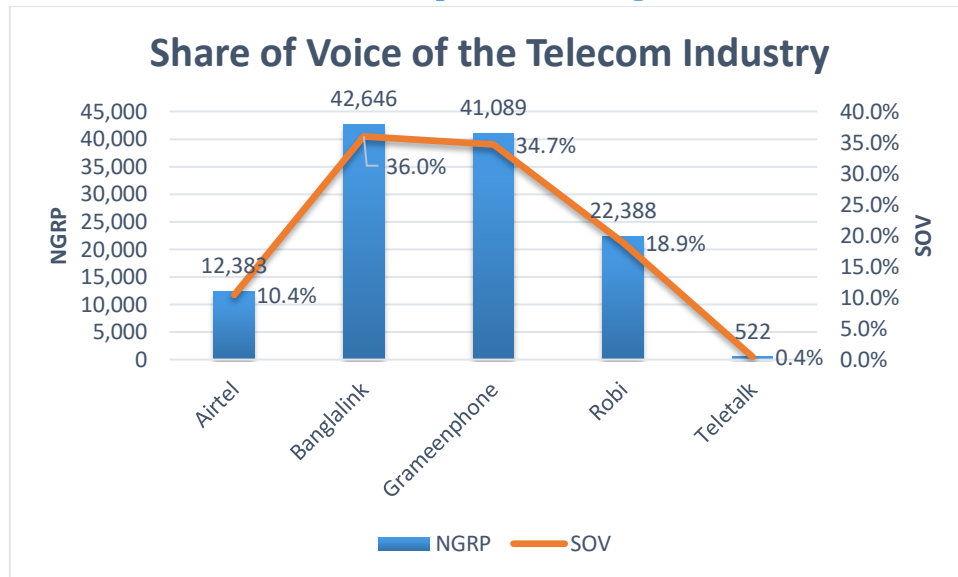


Figure 16: Share of Expenditure

Findings & Analysis

The above graph (figure: 16) illustrate the percentage of total advertising in amount or media weight in a product category for the telecom operators of Bangladesh. If we see the graph it shows that Banglalink has invested around 36% percent in all genre of the Television media. Since, the amount of the normalize GRP is higher that all the telecom operators of Bangladesh therefore SOV is also high compared to other operators. However, Grameen Phone is the stays in nearest position in this case. As Banglalink invested more in television according to the data of April 2017 to March 2018 therefore they able to reach most of the people of country in reference to the normalize GRP. In this case, Robi Axiata Limited holds the third place in the investment of all genre of the Television Media.

8.3.6 Return on Investment of the Telecom Operators of Bangladesh

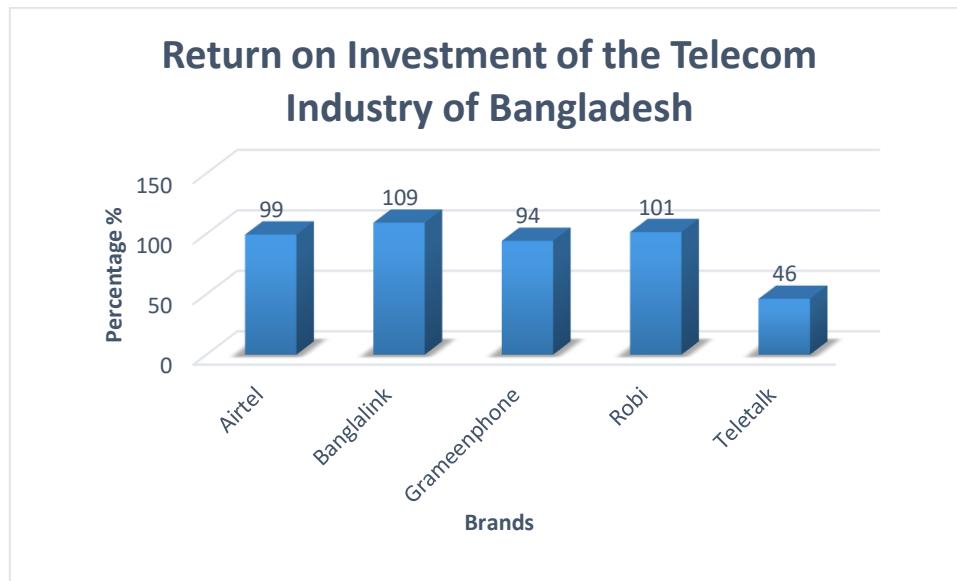


Figure 17: Return on Investment

Findings & Analysis

The above chart (Figure: 17) shows the Return on Investment (ROI) of all genre in television media of the telecom brands of Bangladesh for the period of April 2017 to March 2018. ROI has been calculated by the multiplication SOE and SOV and then divided by 100. It is divided by 100 because to represent benchmark of the company. If ROI is greater than 100 then the company is performing well enough and if it is less than 100 then company performance is not up to the mark though the company is earning profit and the return is positive. In this case Banglalink is in the top position. However, Robi and Grameen Phone is in the second and third place respectively according to the given data.

8.4 Depiction of Sport Industry Media Expenditure of Telecom Operator

In this part, an analysis of only sport industry media expenditure of the Telecom operators of Bangladesh has been conducted. This shows the expenditure of only sport media text type of the television media. An analysis based on the total spots focusing on sport industry has given below of all the telecom brands of Bangladesh for the period of April 2017 to March 2018:-

Brands	Total Spots	Total Minutes	Total Cost (Approx.)	Total GRP	Avg. Duration (SEC)
Airtel	2,812	646	45,322,929	2,311	14
Banglalink	6,855	2,720	185,876,569	4,507	24
Grameen Phone	7,284	2,702	208,691,288	5,380	22
Robi	4,663	1,304	70,830,383	3,057	17
Teletalk	39	30	251,867	2	46
Grand Total	21,653	7,402	510,973,037	15,257	21

Also the data of Normalize GRP, Share of Expenditure (SOE), Share of Voice (SOV) and Return on Investment on only sport industry investment in Television media of all telecom operators for the period of April 2017 to March 2018 is given below:-

Brands	NGRP	SOE	SOV	ROI
Airtel	3,187	8.9%	10.2%	115
Banglalink	10,731	36.4%	34.3%	94
Grameen Phone	11,974	40.8%	38.3%	94
Robi	5,131	13.9%	16.4%	118
Teletalk	9	0.0%	0.0%	57
Grand Total	31,295	100.0%	100.0%	100

8.4.1 Time invested in sport industry in Television by the Telecom Operators

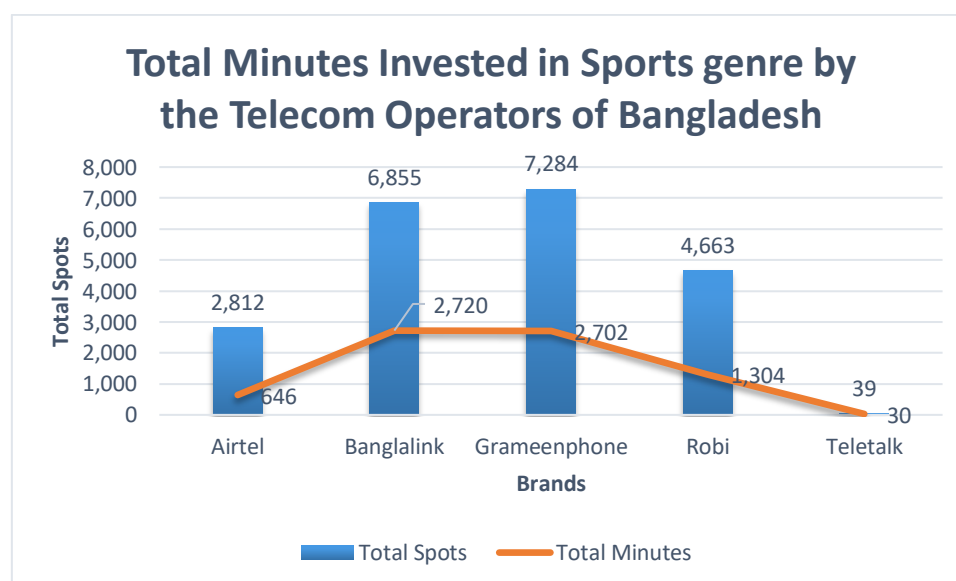


Figure 18: Time invested in Sports by the Telecom Operators

Findings & Analysis

The above graph (Figure: 18) shows the total minutes invested in television by the telecom operators of Bangladesh from April 2017 to March 2018. The time defines the total spots of each telecom operators have been run on television media on that amount which has been defined in minutes. In this case, Banglalink Digital is in the top position among all the mobile operators and in context of time focusing only on sports genre in Television media. Total minutes run in Television 2720 minutes on the basis of the given data. In reference to the total spots Grameen Phone is in top among all the mobile operators. However, Banglalink managed to run the sports genre in the highest amount of time because average duration was higher than Grameen Phone which was 24 seconds according the given data. Therefore, Banglalink managed to run the sport genre in the Television media at a high time of amount. Robi Axiata Ltd. is in third place while Airtel and Teletalk comparatively low in this case.

8.4.2 Total Investment in Sports genre of Television media by The Telecom Operators of Bangladesh

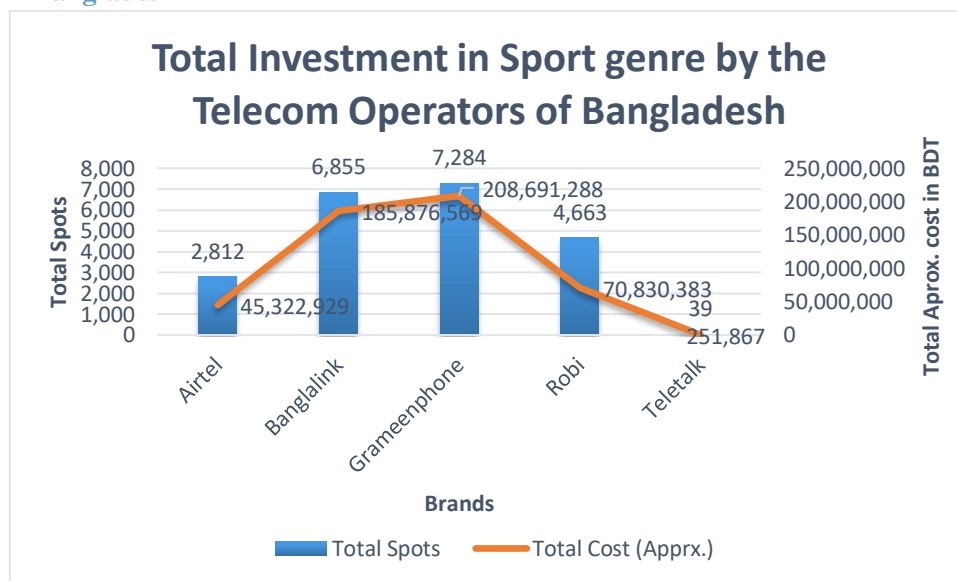


Figure 19: Investment in Sport Genre by the Telecom Operators

Findings & Analysis

The above graph (Figure: 19) shows that Grameen Phone Limited is in the highest place in reference of investment of sport genre in Television media based on the period of April 2017 to March 2018. Robi Axiata holds the third place compared to other mobile operators. The total approximate amount invested by Robi BDT 70,830,383 based on the given data.

8.4.3 Share of Expenditure in Sport genre of Television media by the Telecom operators

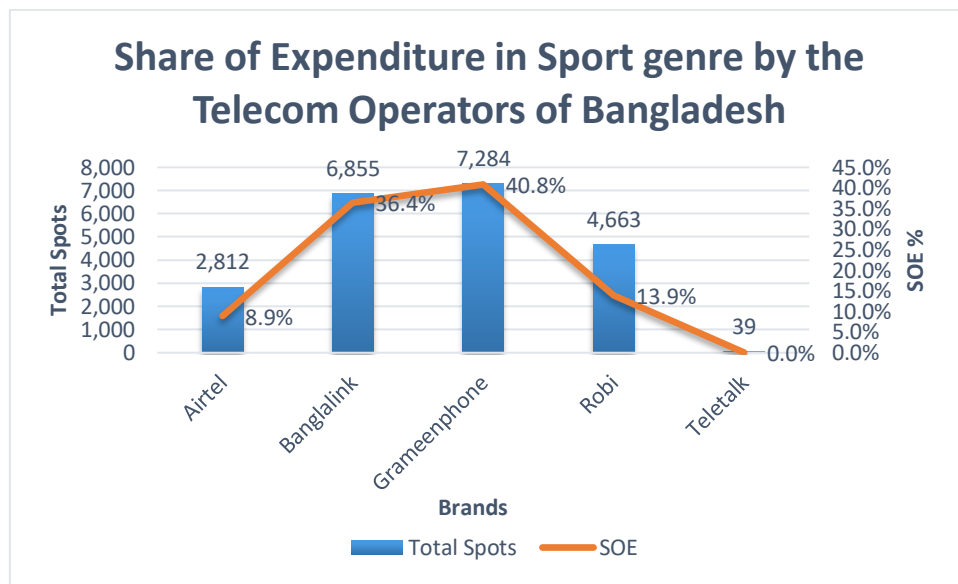


Figure 20: Share of Expenditure

Findings & Analysis

The above brands spend in value as percentage of the total advertising expenditure only in sport genre. If we see the above graph (figure: 20) according April 2017 to March 2018 data Grameen Phone Ltd. is in the top position in terms of share of expenditure. Grameen Phone has dominated the television media by 40.8% of the total advertising expenditure in all type of sport category. On the other hand, the graph also shows that Banglalink secured second position in this case according to the given data of the year April 2017 to March 2018. Robi Axiata Limited and Airtel is in third and fourth place respectively. However, share of expenditure in sport category Teletalk position is quite low in terms of other telecom operators in the market.

8.4.4 Normalize Gross Rating Points in Sport of Television media by the Mobile operators of Bangladesh

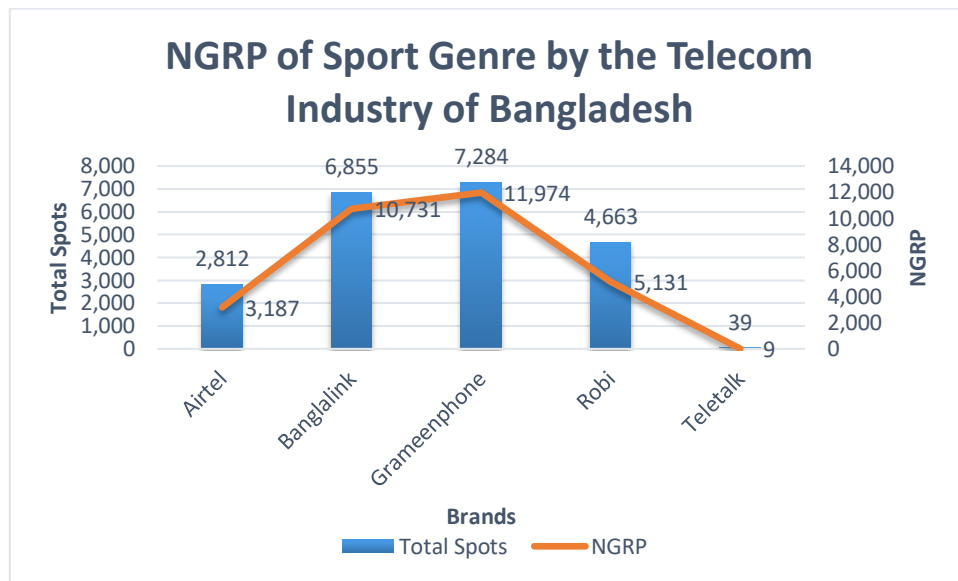


Figure 20: Normalize GRP of Sport Genre

Findings & Analysis

A normalize gross rating points is calculated by Total GRP multiplied by average duration of the commercial and then divided by 10 as a normalize duration for all the mobile operators. To compare and get an overview of a measurement of media weight achieved by a schedule over a given time period therefore this NGRP has been conducted of the Telecom operators. In this case (Figure: 20) shows that Grameen Phone Ltd. is in the lead position in all type of sport genre compare to other mobile operators. This has been because Grameen Phone Ltd. invested in those programs and channels where they can reach people in widely basis. Further, people must get reach of Grameen Phone through these programs. Therefore, Grameen Phone secured a top position in the case of NGRP according to the given data of April 2017 to March 2018. However, Banglalink is near around of Grameen Phone and Robi is in the third place in the case of NGRP only on sport genre according to the data of April 2017 to March 2018.

8.4.5 Share of Voice in Sport genre of Television Media by the Mobile operators of Bangladesh

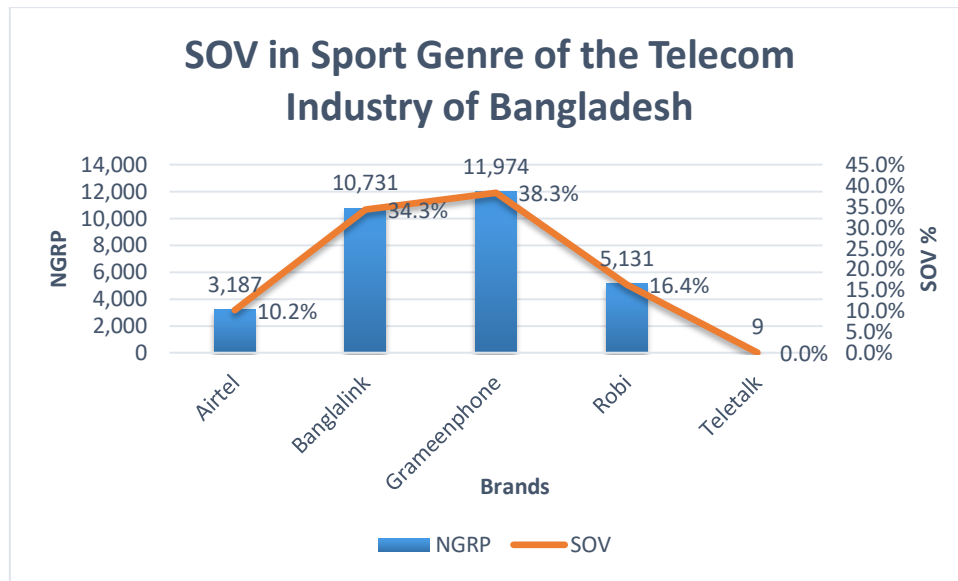


Figure 22: Share of Voice (SOV) in Sport Genre

Findings & Analysis

The above graph (figure: 22) illustrates the percentage of total advertising in amount or media weight in a product category for the telecom operators of Bangladesh. If we see the graph it shows that Grameen Phone Ltd. (GP) has invested around 38.3% percent in all type of sport genre in Television media. Since, the amount of the normalize GRP is higher than all the telecom operators of Bangladesh therefore SOV is also high compared to other operators. However, Banglalink holds around a nearest position in this case. As, GP has invested more in sport genre in the television media according to the data of April 2017 to March 2018 therefore they are able to reach most of the people of country in reference to the normalize GRP. In this case, Robi Axiata Limited holds the third place in the investment of all type of sport genre of the Television Media.

8.4.6 Return on Investment in Sport Genre of the Telecom Industry of Bangladesh

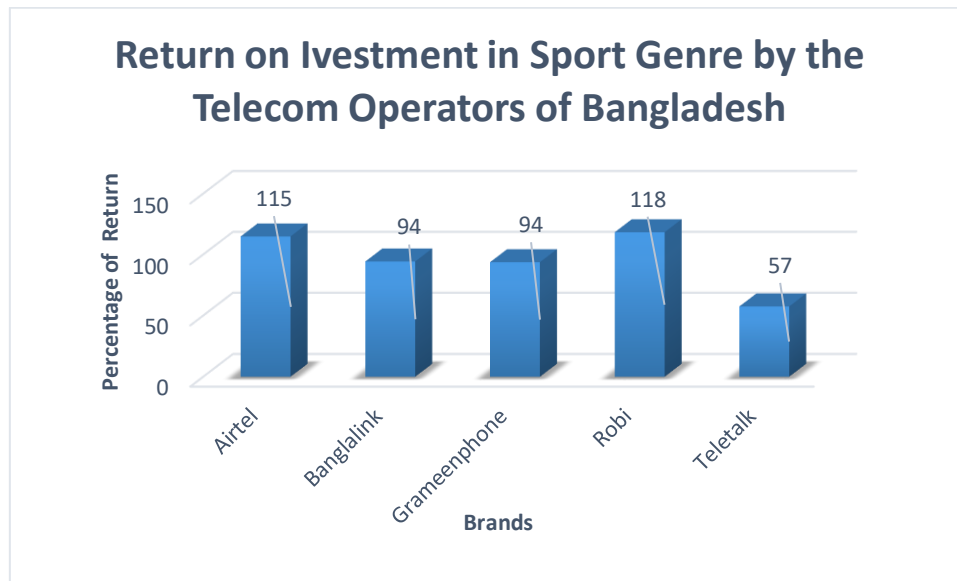


Figure 23: Return on Investment in Sport Genre by the Telecom Operators

Findings & Analysis

The above chart (Figure: 23) shows the Return on Investment (ROI) in sport category in the television media of the telecom brands of Bangladesh for the period of April, 2017 to March, 2018. ROI has been calculated by the multiplication SOE and SOV and then divided by 100. It is divided by 100 because to represent benchmark of the company. If ROI is greater than 100 then the company is performing well enough and if it is less than 100 then company performance is not up to the mark though the company is earning profit and the return is positive. In this case, Robi Axiata Ltd. is in the top position even though investment in this sector was low compared to GP and Banglalink. ROI of Robi is high in sport genre because their average duration was 17 seconds of all the sport genre. Compared to GP and Banglalink the ratio of average duration of Robi was near around. Further, Normalized GRP was 5,131 which means that they are able to reach 5,131 times all age groups of people of Bangladesh. Therefore, by a very low investment around 16.4% they are able to make a Return of 118%. As this has crossed 100, a benchmark point, so they are able to make a large amount of profit as well as return on investment. However, Grameen Phone and Banglalink are in the same position and Airtel acquires a second position in this case according to the given data. Teletalk plays the lowest position in the sport genre sector of the country.

9. Summary, Conclusion & Recommendation

9.1 Summary of the Findings

Based on the overall research it has been found that in all genre media text Banglalink Digital is doing well enough than other telecom operators of Bangladesh. Banglalink has 109% ROI in all genre media type text. Robi claims second position with Return of 101% in all genre according to the given data. However, if data is focused only in sport genre then the ROI of Robi is 118% which is higher than all the mobile operators of Bangladesh. Further, Robi has crossed the benchmark by investing very little amount in this sector. It has possible because they able to reach all age of people of Bangladesh in shorter time and invested in those program or commercial where people view them on a regular basis. Such as, Robi invested in Cricket T20, FIFA 2018, talk show related to sport program and many more where they can get maximum amount of viewers. However, Grameen Phone Ltd. (GP) has a complete dominance in the telecom market of Bangladesh. In case of share of expenditure GP is in the highest position as their total approximate investment is higher than its competitors. In both case such as in all genre and only sport genre GP dominate the market by holding a leading position in SOE and Total Investment. Above all, Grameen Phone, Robi and Banglalink mainly dominates the telecom market of Bangladesh.

9.2 Conclusion

Sport now has become an emerging sector of Bangladesh. Many investors are looking forward to invest in this industry especially in Cricket. As cricket is the most attractive sector to invest as a national game of the country. Five years back the sport industry was not likeable sector for the investors to invest. However, this industry has huge progressive and will also add in the GDP of the country. The Telecom Industry of the country especially investing in this industry. Robi is now tile sponsor of Bangladesh National Cricket Team. According to the given data, Grameen Phone invest most in this sport sector which is approximately around BDT 208,691,288 yearly. Banglalink and Robi holds second and third position respectively in term of investment in sport sector. Above all, there are many opportunities for this sport industry to grow and to complete in the present market of Bangladesh.

9.3 Recommendation

After analyzing the whole expenditure of all genre and separately in sport genre In Television media of the telecom industry of Bangladesh for the period of April 2017 to March 2018 and making a comparison with Robi Axiata Limited there are some suggestion which might help the company for the growth of the business and improve the performance of the organization. First of all, Robi investment Television media compare to other media. However, Robi's investment in all genre is relatively high compared to sport according to the given data. According to the given data Robi has an around 118% return on investment in sport genre which is quite high compared to the investment in all genre media category. Therefore, Robi should invest in sport genre sector which would flourish the sport industry Bangladesh. As Robi has higher return in this sector. In order to, do better performance in all genre media category in the television media and to increase growth in the market Robi should invest in popular channels. At the same time the company should decrease the investment in less popular one. Further, Robi should research the seasonality of a program as well as study on the audience preference. It will give an idea in which season what type of program attract the audience. On this Robi and other telecom operators should increase or decrease the investment in in all genre media type text in specific channel. Further, making a long term agreement with channel in all genre media text Robi should go for short term or seasonal agreement in case of investing in all category media type text. Since, the ROI in sport genre media type is better that all category media type text of the all telecom operators of Bangladesh therefore, this sector is more promising for them to invest and generate more revenue. Finally, sport sector is yet to flourish that is why telecom operators and other investors should come forward to invest in this sector for the development of the sport industry of Bangladesh.

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