Report On

Key Account Management practices in Robi Axiata Limited

By

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Student ID-17104146

An internship report submitted to the BRAC Business School in partial fulfillment

of the requirements for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

June, 2022

Declaration:

It is hereby declared that -

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

Student's full name and signature

_____

Jarin Tasnim

Student ID: 17104146

Supervisor's full name and signature:

_____

Tania Akter

Lecturer, BBS Department

BRAC University

Letter of transmittal

Tania Akter

Lecturer, BRAC Business School

BRAC University.

66 Mohakhali, Dhaka-1212.

<u>Subject:</u> Submission of Internship report titled "**Key Account Management practices in ROBI Axiata Limited**."

Respected Ma'am,

With great pleasure, I hereby submit to you my internship report entitled- "Key Account Management practices in ROBI Axiata Limited", which has been prepared under your supervision, as a part of the BUS400 course required for the completion of a BBA degree at BRAC Business School.

This internship report explores my learning that I have experienced during my 3 months internship period at Robi Axiata Ltd. While working with them, I have gained better understanding regarding the telecommunication industry, how the corporate sales team deals with high value corporate customers or the key accounts. I have done elaborative research to complete the report with needful details and proposed suggestions in the most concise and meaningful manner as possible.

I sincerely hope that, this report meets your expectations and thereby finds approval for my internship program.

Sincerely yours,

Jarin Tasnim

Student ID: 17104146

BRAC Business School, BRAC University

Date: June 23, 2022

Acknowledgment

To begin with, I would like to express my sincere gratitude towards my institutional supervisor, Ms. Tania Akter, lecturer at BRAC University, for providing me constant guidance and suggestions for completion of a better report. Also, my co-supervisor Dr. Md. Kausar Alam sir has been very responsive and supportive to guide me to prepare a better report. Both of them have been very helpful throughout the whole process and instructed me with their valuable advices via email, text and google meet sessions.

My utmost thankfulness goes to my organizational supervisor and line manager, Nafiz Ahmed Sayed, General Manager of Corporate Sales (Enterprise Business) at ROBI Axiata Ltd. for providing me in-depth knowledge of and supervision about daily activities of the sales team in a telecommunication operator. He has given me opportunity to collaborate with other senior team members. I am deeply indebted to for his immense support and useful guidance on this whole matter. He guided me to prepare an informative report by providing necessary support constantly. I consider myself fortunate to get the opportunity to get insight of corporate job from such optimistic and cooperative line manager. Both my line manager and senior team members had been enormously supportive and cordial to me throughout the time.

To conclude, I am grateful to BRAC Business School for providing such well-structured course, which assisted me to effectively complete this internship report.

Executive Summary

Robi Axiata Limited is one of the largest telecommunication companies of our country. In this report, I have done a thorough analysis regarding how the key account management is practiced in Robi Axiata Ltd. I worked as a corporate sales intern at Enterprise Business division with the extraordinary corporate sales team, where the team members are continuously working for expanding Robi's revenue. My main work was assisting and learning directly from the key account managers of corporate sales about managing sustainable relationship with the key accounts. For a better understanding of sales and marketing work procedure, I pay a visit to corporate workplaces along-with senior team members of corporate sales. This internship opportunity under Enterprise Business of Robi Axiata Ltd. gives an incredible prospect of learning how corporate sales works.

This report is written as a required component of internship course (Bus400) for Spring'22. This report contains brief explanation regarding the job assigned to me during my internship, my findings, my contribution to the company, my interactions and experience with my supervisor and senior co-workers and a hypothetical case about things I'd do in a different manner if I get a chance to do my internship again. For maintaining confidentiality of the company, I have got deficient access of information. With that limited approval of collecting information, I have gathered data as much as is feasible with my work in this company. This report portrays my experiences as well as learnings I have assembled from Robi Axiata Limited throughout my internship.

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Chapter 1

Overview of Internship

1.1: Information of the student

Name	Jarin Tasnim
Student ID	17104146
Program	BBA (Bachelor in Business Administration)
Major/specialization	Major in Marketing; Minor in E-Business

1.2: Internship information

1.2.1: Company information

Period	January 2022- April 2022
Company name	ROBI Axiata Limited
Logo	
Department	Corporate Sales
Address	Robi Corporate Office, 53 Gulshan South Avenue, Gulshan-1, Dhaka-1212, Bangladesh.

1.2.2: Information of the Internship Company's Supervisor

Name	Nafiz Ahmed Sayed
Position	General Manager, Corporate Sales, Enterprise Business
Email	nafiz.sayed@robi.com.bd

1.2.3: Job Responsibilities

I have been appointed as a corporate sales intern in the Enterprise Business division in Robi Axiata Limited. During my internship period, my main task was visiting key contact points of corporate organizations with the sales team for survey and information gathering purpose, and support corporate sales team to prepare target market and activity funnel. I also had to support sales team in strategic project/research related to issues like opportunity mapping, campaign design etc.

I was assigned in a project named "B2B2C (business-to-business-to-consumer)" focusing Corporate Business. My key responsibilities related to this project was to understand and study Corporate Organizations structure and database relevant to mobile connectivity and conduct few pilot initiatives in terms of campaign or activation. Studying all previous activities related to mobile connectivity and the value chain of corporate entities and prepare corporate account wise historical database were my key responsibilities. I was also assigned to study and identify current market share of corporate business.

1.3: Internship outcomes

1.3.1: Student's involvement with the company

Undergraduates enroll into internship period in order to gather insights, experience and skill before entering into the real corporate world. During the three-months period internship, students can learn about the corporate culture and work environment, company's background and work theories, can achieve real marketing world experience and have impact on the performance of the organization. Doing my internship under Robi Axiata Ltd. was an inspiring journey. I got to gather insights regarding telecommunication industry and how their market works, during my internship period. Through my internship tasks, I have assisted following business activities for Robi Axiata Ltd.:

- Market visit with the KAM's to assess consumer's need and demand regarding the service
- Support sales team to prepare target market and activity funnel
- Assisting Key Account Managers to collaborate with key contact points of corporate organizations
- Support sales team in strategic project like opportunity mapping, campaign design etc.
- Learned to convincingly interact with corporate clients to maintain a sustainable relationship
- Prepare corporate account wise historical database
- Identify current market share of corporate business
- Conduct few pilot initiatives of activation

1.3.2: Benefits of the student through internship

The internship program fundamentally accelerates an undergraduate to acquire varieties of skills and knowledges which he/she would not be able to obtain from textbooks or bookish knowledge. Through the internship process, students can attain raw practical knowledge as well as a basic understanding of corporate/business industry and its marketplace. A student accumulates a few benefits; for instance:

- ❖ Internship helps a student to develop professional soft skills like communication, work ethic, time management, teamwork, problem-solving etc.
- ❖ Helps to acquire professional network
- ❖ Can practice commercial and market capabilities throughout the internship period
- ❖ Internship experience benefits a student to gain competitive advantage in the job market and expands their portfolio
- ❖ A strong reference for a graduate can be attained for future career as well as enrollment for further studies overseas and scholarship programs.

1.3.3: Difficulties

Robi Axiata Ltd. offers positive work environment which is employee-centric and gives lots of opportunity to grow. But, due to health security purpose for Covid-19, Robi practiced moderately home office. All interns were suggested to continue their internship program from home, for the time being. But as a sales intern, I was suggested to do a combined internship. So, I continued my internship program by attending office mostly. For this reason, I have faced less difficulties than others.

Interns who were doing home office regularly, may have faced some difficulties in communication. But, as I got the opportunity to proceed my internship from office, I was working directly under supervision of my Line manager on a regular basis. Consequently, whenever I faced any difficulty in understanding anything, I could ask him or other senior team members right away. And all the senior co-workers were extremely supportive and friendly, so I did not face any difficulty in anything. My Line Manager, senior team members and the HR team maintained a regular communication with me and made my work easier for me. My supervisor kept guiding me throughout this 3months long internship program, and ensured I am not facing any sort of difficulties in anything. By evaluating these facts, I can gladly and assuredly state that I have not face any challenge during my internship period at Robi Axiata Limited.

1.3.4: Recommendations for the forthcoming internships

Internship is a phenomenal edification procedure subsequently a student completes all of his courses. It works like a bridge from student life to job life. Internship program is a student's introductory step in the corporate world. In order to get the best out of this opportunity, one must take some necessary steps. Since this is their first experience, many students face struggle in balancing their personal life and job life. Gratefully, I was able to uphold a balance among my professional and personal responsibilities.

Forthcoming interns can develop a diverse set of expertise throughout their internship period, as it is a never-ending learning proceeding where a student may get various experiences every day. In order to gain knowledge and skill, one must

be enthusiastic to learn something new always. Attaining fundamental skills will give the benefit of enabling

new career opportunities as well as boost one's confidence. Generally, most of the top organizations upholds working in regular office hours. As they treat their interns as their employee, interns need to do regular offices based on the working hours. As this is the beginning of their professional experience, one must need to practice punctuality from here.

Chapter 2

Organizational Part

2.1: Introduction

The report's goal is to compile all the analyzed facts in order to attain an understanding of how sales team uses this information to make necessary decision. Furthermore, this study interprets the process of implementation of team decision for achieving the desired upshot. Over and above that, this report highlights my real-life experiences by signifying how I explored and applied diverse knowledges I learned during my undergraduate years. This report puts together my learnings as an intern of Robi Axiata Limited as well as marks the conclusion of my journey in BRAC University.

Limitation

The main limitation I faced in doing my report based on this internship was less access to internal information. Robi Axiata Ltd. is very confidential and sensitive about its information. And most of the information is highly treasured and encrypted. For this, I have faced a bit challenge in collecting information for my report. Another limitation I have faced regarding my internship was time limitation. Since Robi's internship program is designed only for a three months long time period, the time was not sufficient to cover up the entire market selling process. As Robi is a big organization with plenty of product and service offerings, the time limit was too short to get a detailed idea about all services and processes. If I could get time extension, it would have given me opportunity to gather deeper and broader understanding of consumer handling, product selling techniques, marketing research, target market and other related stuffs; which would have made me more effective in my work.

2.2: Company overview

2.2.1: History of the company

Telecommunication industry of Bangladesh is the most rapidly evolving sector and the most significant one as well. It can be said as one of the biggest industries of Bangladesh, where Robi Axiata is termed as the 2nd largest mobile network operator in this country with a subscriber base of close to **54** million, out of which near 23.8 million are 4G subscribers, at the edge of 2021. Robi also claims owning the uppermost proportion of data users (73.7%) of this industry. The company is an auxiliary organization of the Asian telecom giant, Axiata Group Berthed in Malaysia owning 61.82% of the shares. Although, Bharti Airtel of India has authority of

28.18% and general citizens carries the remaining 10% investment, major controlling stake is held by Axiata of Malaysia. Robi is presently retained by two major investors being Axiata and Bharti Airtel. Japan NTT DOCOMO Inc. has exited the Bangladesh telecommunication market and sell of the shares to Bharti Airtel International. The company started off as Telekom Malaysia International under the name 'AKTEL' in 1997. In 2010, the company underwent drastic changes and rebranded itself as Robi Axiata Limited. At present, in excess of 1900 workers are working everywhere throughout the nation employed by them.

Name of Shareholders	% Share
Axiata Group Berthed	61.82 %
Bharti Airtel India	28.18%
General public	10%

Table: Percentage Share Allocation among the Different Shareholders (after the exit of Japan NTT DOCOMO Inc.).

Source: Robi Website

The Journey to go Public:

Speculations on Robi going public has been up for discussion for many years. The news gained more attention when IDLC Investments was appointed as issue manager earlier this year. According to the parent company about 10% of the shares with a valuation of around 52.38 crore will be sold off out at a face value of BDT 10

per share with no premium. A major portion will be offered to public retail and institutional investors in Bangladesh (Islam, the Daily Star,2020).

Figure: Approximate Share Division in case of IPO

Source: The Daily Star

13.61 Cr

38.78 Cr

■ Public Retails & Institutional Investors ▢ Employees & Management
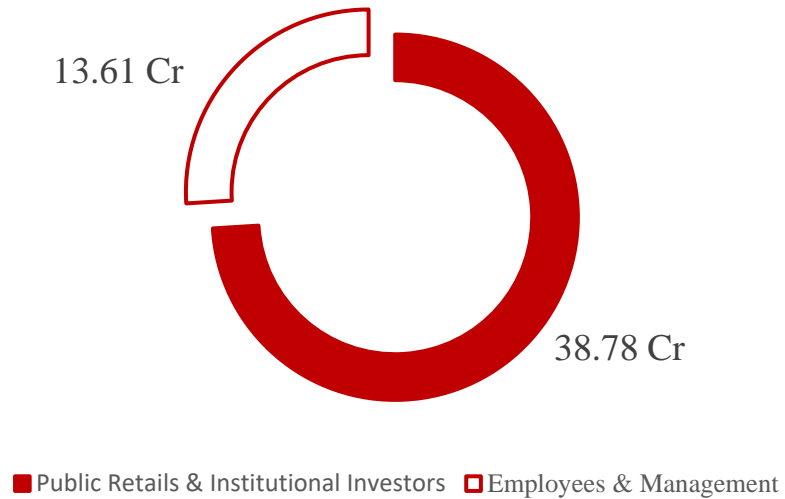
Proposed Conditions to IPO	
Condition 1	To draw down corporate tax by 10 %, currently the corporate tax percentage is 45 %
Condition 2	To withdraw the 2 percent minimum income tax on overall revenue

Table: Proposed Conditions to IPO.   Source: The Daily Star

The Robi-Airtel Merger:

One of the most commendable milestones for Robi has to be the 2016 merger with Airtel Bangladesh, the biggest and the first ever merger in the mobile telecom sector

of Bangladesh. The dual brand strategy was quite the gamble. In order to successfully implement the merger, the management of both the companies underwent drastic changes. The top management had done thorough research, speaking to people from around the world to understand how the dual brand strategy would be implemented.

Milestones for Robi Axiata Limited:

- The first to introduce 3.5 G and GPRS services across Bangladesh
- The first to introduce 4.5G with approximately 7400 sites which covers almost all the sub-districts across Bangladesh
- The widest international roaming coverage with 398 operators across 182 countries & 4G foot-print in 29 countries with 40 operators
- The first operator to trial run 5G and Voice over LTE successfully
- The largest online school, Robi 10 Minute School
- Set up internet corners in 7 divisional public libraries and set up safe drinking water facilities in 10 major railway stations
- Partnered with Access to Information (a2i) to set up contact center 333 to avail government services

The Digital Transformation:

The entire telecommunication is undergoing a digital transformation. Revenue streams from voice, SMS and data are limited and the price war within telecoms is not something that be won without incurring loss. In the light of this digital transformation, Robi launched its first E-commerce platform, Robi Shop for digital

gadgets and services which include devices as well as digital advertising solutions through AdReach. Moreover, Robi has also introduced its range of IoT solutions which cater to vehicle safety and security, smart home solutions, childcare solutions and asset tracking solutions. Robi has always upheld the Bangladeshi culture and heritage and building the largest human flag is a gesture which proves just that. With the merger and the digital mindset, Robi is self-reliant that they will be capable of delivering on the promise of empowering digital life for a finer future.

Core Value:

"At Robi, we work with a firm commitment of **Uncompromising Integrity** and **Exceptional Performance** (UI-EP) to ensure creation of value, putting the **Customer at the Center**."

Source: Robi Website

Managerial structure:

M. Riyaaz Rasheed, Robi Axiata's Chief Financial Officer (CFO), is currently serving as the acting CEO with immediate effect. Under him, 6 corporate level officers are belonging to 6 different departments. The following diagram shows the top management of Robi:

M. Riyaaz Rasheed (Chief Financial Officer & current CEO)

- Md.Adil Hossain(Chief Enterprise Business Officer)
- Ruhul Amin (Chief Strategy Officer)
- Mohammed Shahedul Alam (Chief Regulatory and Corporate Officer)
- Md. Faisal Imtiaz Khan (Chief Human Resources Officer)
- Dr. Asif Naimur Rashid (Chief Information Officer)
- Shihab Ahmad (Chief Commercial Officer)
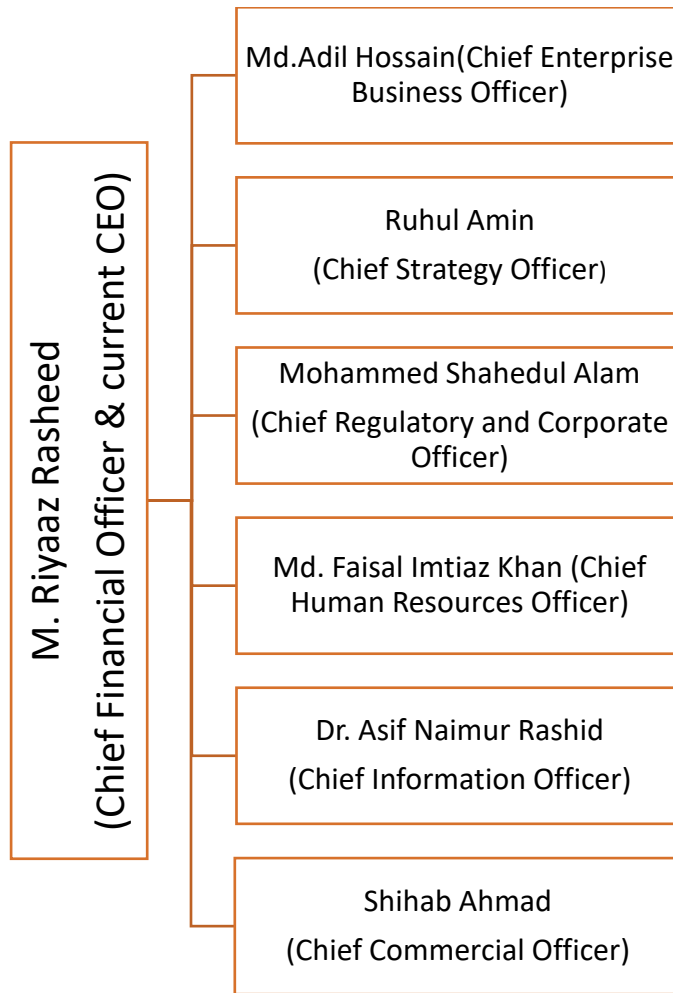
Source: Robi Website

Generally, the Chief Executive Officer (CEO) takes the administrative decision altogether. With the exception of that, Divisional officer is empowered to make Corporate and Regulation decisions.

Enterprise Business:

Enterprise Business is divided into 3 different segments- Corporate, SME and Government & Strategic Business to accommodate to the different business

requirements. In comparison to our competitor brand Grameenphone, we are lagging behind because they have the first mover's advantage. Robi being the challenger brand, has to face many adversities due to the different policies.

Although Enterprise Business generates around 360 million monthly, Government & Strategic Business earns a revenue of roughly 10 million. Corporate and SME business make up the larger portion of the revenue. Enterprise Business expanded its operations as an extension of its own from the year 2018. Government & Strategic Business team was also deployed in the year 2018. Of the total revenue generated by the entire business, Enterprise Business has a contribution of 5%.

EB Revenue Composition

2.78%

34.02%

Corporate

Robi Revenue Composition

5%

95%

Regular Business Revenue

Enterprise Business Revenue
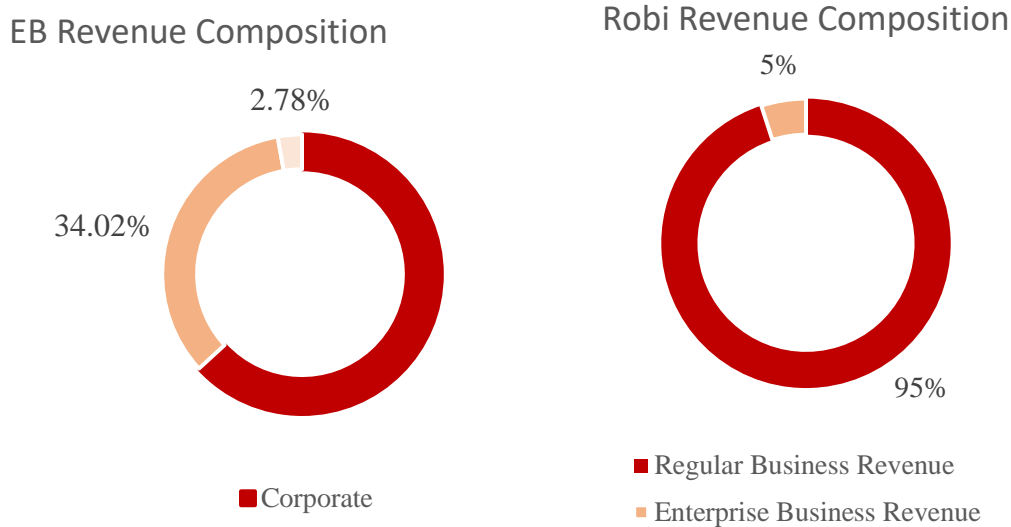
Figure 1: Revenue Composition within Enterprise Business

Figure 2: Robi Revenue Composition in terms of Enterprise Business

Source: Data for this figure has been collected from Robi office seniors

Vision 2022 Enterprise Business:

Conducting a revenue trend analysis using the data from the former five years helps understand the growth of the division and the department in itself. While the govt. & strategic business had been deployed in the 2 years back, the growth rate can be accounted for, to state a revenue goal with executable action plan to achieve it.

5- Year Growth Analysis of Enterprise Business
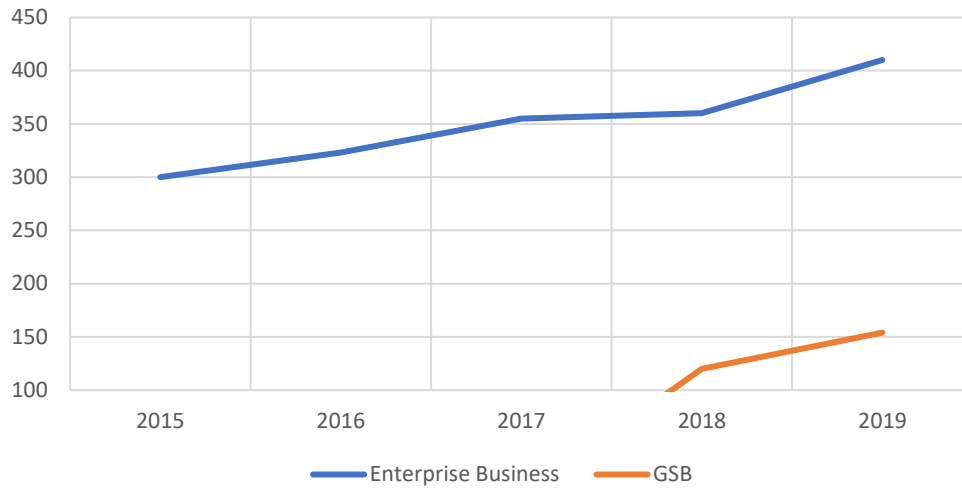
The goal assigned by the Group EB Representative is to increase the contribution of EB in the overall revenue by 15%, accounting for 20% of the revenue.

Years	2014	2015	2016	2017	2018	2019
Revenue	285	300	323	355	360	410
Base	---	285	300	323	355	360
Growth		5.26%	7.67%	9.91%	1.41%	13.89%
Avg. Growth	7.63%					

Table: Enterprise Business Revenue Growth of 2014-2019.

Source: Data for this graph has been gathered from Robi office seniors

Managerial ideologies:

Be spry:

❖ Search for trends to spot opportunities and solutions

Encourage to originate:

❖ Emphasis on understanding customer's problems and unearth their desires and transform to ensure customer satisfaction

Collaborate to deliver:

❖ Establish faith and transparency around communication

❖ Nurture assortment and insertion

Do digital:

❖ Pursue employee concepts to progress entrepreneurial outlook

❖ Demand steady quality and take economic risk to stimulate modernization

❖ Pick up from failures and identify learnings for forthcoming achievement

2.3: Management practices

Robi upholds a firm hierarchical structure in order to ensure top quality management process and sustain the company's function in a well-organized way. Some very experienced and pioneering group of people have worked resolutely to make this process smooth.
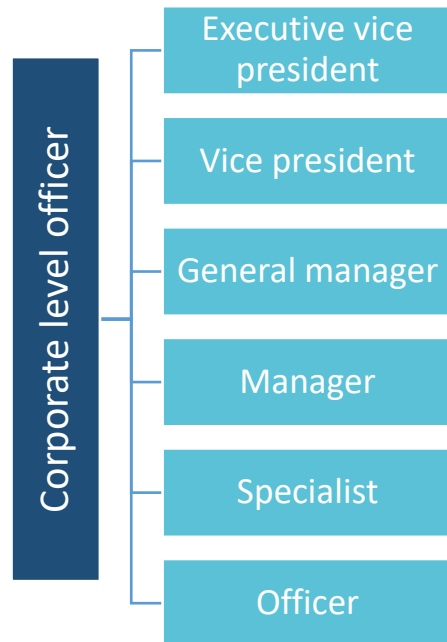
Hierarchy and chain of command:

The supervision power-structure of Robi Axiata limited is an elevated hierarchical. The authority is charged by the Managing Director and chief executive officer. M. Riyaaz Rasheed, Robi's Chief Financial Officer (CFO), is currently serving as the acting CEO of Robi. Under the CEO and Chief operating Officer (COO), Chief Technological Officer (CTO), Chief Corporate and People Officer (CCPO). Under every corporate level officer there are numerous departments and each department lead by an Executive vice President and Vice Presidents. Executive Vice president reports straight-up to the corporate level officer. Under them there are quite a few teams which is led by line manager and general manager who reports directly to the VP or EVP. And under the teams there are working specialist and officer. Furthermore, General Manager (GM) and Manger are allied with mid-level supervision. Additionally, Specialists and Officers supervises the low-level operations. Besides, interns are included in this progression as well by positioned in the bottom of the order of this hierarchy.

Organization's leadership style:

For executing valid operating procedures and decision-making process, an appropriate administrative structure will assist the company to achieve its goals. Democratic or participative administrative supervision refers, having a strong chain of command nonetheless embracing feedbacks from workers of all levels. Robi

preserves this sort of leadership style, where work atmosphere inspires group supervisory and alliance. Supervisors naturally have uncluttered and operative interaction with their employees. Company leader envoys responsibilities and take central verdicts, nonetheless they converge concepts and response from all staffs before doing so. Democratic managing can help a company occupied with skilled, capable and creative workforces. They prosper under an encouraging employer who enquires for employee's response and permits them to contribute in managerial procedures. The supervisor's task is to regulate the way to make the maximum usage of coworker's individual fortes and philosophies. This leadership style assistances a company to reach its goals and objectives in numerous ways. Through this style, employees feel involved in decision making process, which makes them feel more valued by their employer. This sense of importance upsurges job satisfaction and leads to higher productivity of the employee. This open discussion process encourages inventiveness and endorses multiple solution, which makes company's existing services enhanced.

Human resource arrangement procedure of the organization:

Recruitment and assortment process:

Generally, employment and assortment process in any company is done by the HR division. This process begins with manpower requisition and concludes by employing the new joiners. Recruitment process is not only mechanism for fulfilling vacancies, rather this is the procedure of employing the deserving and appropriate individual in the position. The recruitment process in Robi Axiata Ltd. goes by like this:

- Assembling suitable and better resumes from sources, those are:

<u>External recruitment:</u>

Enlisting through online has always been Robi Axiata's preference. Candidates can drop their resumes in www.prothom-alojobs.com , www.bdjobs.com or Robi Axiata's website for applying directly. Robi Axiata participates in career carnivals and utilizes Word of Mouth to fascinate capable entrants. Infrequently Robi takes assistance from employment agencies, which narrowly deliver resumes of capable contenders.

<u>Internal employment:</u>

Robi Axiata generally does not go along with any inner employment procedure. They be certain of giving equivalent chance for everyone. Nevertheless, Robi notifies their staffs about any available position through e-mail. Yet concerned personnel needs to endure each and every stage which are pursued in exterior staffing method.

- Audit the applications and short list apt entrants
- Organize a written assessment (which is compulsory for every nominated applicant)
- Arrange verbal interviews afterwards-

  1. Preliminary interview (With respective immediate manager, cross functional area's associate and HR)

  2. Final interview (Led by next level managers along with the department head)

- Final selection
- Ensure medical test
- Appointment letter

The compensation system:

Compensation is what an employee receives in exchange for his/her physical and intellectual contribution to the Company. It not only represents salary; an extensive range of reimbursements and facilities are also offered as a part of the total compensation package. Robi Axiata Ltd. desires to pay competitive wages to fascinate, retain and motivate competent and skilled workforces at all levels of the Company. As per compensation system, Robi Axiata Ltd. offers transportation, meal allowance, leave fair assistance, child education allowance, holiday allowance, festive bonus, employee phone, international roaming facility, gratuity, overtime, group life insurance, medical insurance etc. facilities to its employees.

The training and development initiatives: To find out employee's weaknesses and in which sector the development training is needed, Robi organizes a need analysis in the first place. Formerly they train about methods and guideline of the work. In the implementation step, group wise work training is provided to the employees.

Performance appraisal system: In Robi Axiata Ltd, first 6 months are accumulated as trial phase. Within this time, performance assessment is organized twice –

- ✓ Mid evaluation
- ✓ Concluding evaluation

Mid evaluation takes place after 3 months and concluding evaluation occurs 6 months later when the employee gets a confirmation letter. After receiving the approval letter, an employee enables the assistances as follows:

1. Children Schooling
2. Handset
3. Hospitalization
4. Furnishing Alliance
5. Transport Car Allowance (Only for GM and above positions)

6. Gratuity
7. Provident Fund
8. Wedding Loan

2.4: Marketing practices

Marketing strategy:

Axiata Bangladesh constantly desires to reach the anticipated sales expansion as well as customer base. They wish to inspire the prevailing clients to practice Robi's services to a greater extent. To articulate gratefulness for their loyal consumers and strengthening the affiliation with them, Robi launched a prodigious campaign "THE GOLDEN CALL" – a first of its kind in the country in gratifying their devoted clients, which was one of their fruitful inventiveness for securing potential clients.

Robi has a deviated existing marketing stratagem. To reach the anticipated market share and the target segment, they use various type of marketing strategy.

Market Scope Scheme: Robi Axiata Ltd. is serving at diverse sector of the market deprived of converging on a specific one, which gave them a prospect to enlarge their market exposure. For executing this multi-market approach, Robi is fixated to exceedingly contented sectors. Retailing different goods and services in the opposed sectors does their implementation.

Market Geographic Tactic: To reach out to a broad-spectrum and covering the entire BD market, Robi upholding a nationwide marketing-strategy from its early stages. Progressively by setting up the network, currently they are successfully covering nearly 60 districts of Bangladesh.

Market Obligation Approach: Robi Axiata upholds a durable market obligation approach. Robi financed in the market profoundly, as Telecom Malaysia & AK Khan group works as its mainstay. For functioning in a market flawlessly by comprehending economies of scale in propaganda, delivery and so forth, the compact assurance method gives the company a chance. Obstruction from opponents like Grameenphone, Banglalink for the placement in the market is operated by Robi by hostilely giving counter attack with dissimilar forms of product, price, promotion and supply strategies. Particularly, Robi upholds a high stake in the market, which leads them to do all they can to preserve this market-position.

Product Positioning & Target Market: A significant primary initiative in B2B marketing is the growth of the placement declaration. It is basically an announcement about 'what you execute and how you accomplish it inversely and more improved and competently than your opponents'. In the first instance, Robi Axiata's aim was to reach the preeminent position, nevertheless auxiliary telecom operators are aiming to the grass-roots-level and consequently growing their customer base as well. Robi also aims to be the front-runner with decent excellence and formulating goods for the middle and lower-middle income consumers group. The execution of the product approaches involves collaborating among diverse divisions: marketing, research and development, finance and the corporate staff. This extended combination formulates the product strategies tough to progress and execute.

Product Placement Tactic: Positioning refers to make the suitable market placement of a brand which will help it to obtain a promising response related to

opposing goods. Robi's solitary brand placement grants them reimbursements to execute a govern position in the fundamental sector. Following this policy allows them to have resilience to fascinate clients in supplementary parts separately from its principal parts.

Marketing channel (For Product and Services): Corporate clients are fixated on generating investor worth for their own selves, the cost-efficient or revenue-generating profits of goods and assistance are significant to aspect during product growth and advertising cycles. Although some administrations have each of two 'business to business' & 'business to consumer' segments; nonetheless, this is quite usual for a company to specify in 'business to business' sales and services. B2B's characteristics is measured by the absolute-majority of goods and facilities retailed. To acquire the acceptance of business-to-business sales & services, one key purpose was precipitous volume. Conversely these dealings include the sale of products or facilities to a secluded customer or to a government agency. This precisely claims, companies can make purchase products from each other, where the receiver operating in the act of a vendor.

Product development and competitive practices:

New product expansion process: Product growth section is in authority for emerging innovative goods and facilities. Product growth section is thoroughly associated to the marketing analyzing section. Simultaneously these two sections bring forward innovative service ideas and plannings. Product growth section is accountable as well to keep track of the essential services (Pre-Paid and Post-Paid). Product growth section has a head reporting to the AGM, similarly as other sections.

1. Concept originating: Through this procedure, the team look for innovative product or service concepts by networking with several groups and from using inventiveness producing methods. Concepts for innovative goods can arise from clients, opponents, worker, channel members and upper management who are occupied with Robi Axiata family.

2.Concept broadcast: Inventive advanced merchandise concepts and plannings needs to be noted down and swotted every week by a projecting committee. Formerly, ROBI assembles the projected concepts is research.

3. Hypothesis evolution and appraise: For emerging a new product, concept test and development stage is necessary. A concept is a potential invention the company might propose to the market later on. A product hypothesis may convert into various ideas such as: who are the target customers and who will be primarily benefitted by purchasing the product or service that ROBI is developing. Hypothesis assessing contains offering the product hypothesis figurative or materially to suitable aimed customers and receiving their response.

Branding, advertising and promotion strategy:

'Brand and A&P' represents Branding and Advertising & Promotion. Robi's approaches are encircled about advertisements, sales promotions and special offers. This sector pacts with the entire brand management and advertisement of Robi and balances the outdoor media through billboards, road-overhead etc. & indoor media through print & electronic. As Robi does not maintain an in-house agency, this sector handles collaboration with the promotional agencies. Each & every unit has a unit-head who is accountable for broadcasting information to the AGM of Marketing.

Promotional approaches are related with the forecasting, execution and in charge of convincing interaction with the customer. Robi Axiata in advertising exposure prefers the promotional mix strategy. It fundamentally encloses subsequent components:

1. Marketing mix factor
2. Product factor
3. Market factor
4. Customer factor
5. Budget factor
6. Ecological factor

Robi Axiata follows this approach for merging sufficiently all categories of promotion to balance each other for a composed promotional stance. As an important aspect, for promoting their products and services, Robi simultaneously practices PUSH & PULL Strategy. Robi upholds their in-house promotional campaign division. Nevertheless, their additional giant ad plans are outsourced to ad-firms as well. To promote their product and services in the market Robi practices these mediums:

- Social media and digital marketing
- TV commercials
- Brochures with all essential information
- Press ads
- Billboards
- Newspaper & magazines

Marketing mix:

Product:

➢ Unremitting upgrading of the quality

➢ Relocating of goods and services to diverse potential consumers

➢ Continuously trademarking Robi with entire packages with a GSM service

Price:

➢ Required changes in tariff plan and T&C

➢ Infiltration pricing in the face of opposition

➢ Skimming strategy conceivable

Place:

➢ Build goods and provision distribution structure operative

➢ Broader delivery system to make service more reachable

Promotion:

➢ Social media and digital marketing

➢ TV commercials

➢ Brochures with all essential information

➢ Press ads

➢ Billboards

➢ Newspaper & magazines

2.5: Financial performance and accounting practices:

Annual Income Statement (2017-2021) of Robi Axiata Ltd.

ITEM	2017	2018	2019	2020	2021
Sales/Revenue Sales/Revenue	68.26B	67.98B	74.81B	75.64B	81.42B

ITEM	2017	2018	2019	2020	2021
Sales Growth	-	-0.40%	10.05%	1.11%	7.64%
Cost of Goods Sold (COGS) incl. D&A	52.83B	48.31B	47.44B	47.92B	54.61B
COGS Growth	-	-8.55%	-1.81%	1.01%	13.96%
COGS excluding D&A	52.83B	31.08B	27.3B	26.35B	30.65B
Depreciation & Amortization Expense	-	17.23B	20.14B	21.57B	23.95B
Depreciation	-	12B	15.38B	17.17B	17.87B
Amortization of Intangibles	-	5.23B	4.76B	4.4B	6.08B
Gross Income	15.43B	19.67B	27.37B	27.73B	26.82B
Gross Income Growth	-	27.52%	39.16%	1.29%	-3.27%
Gross Profit Margin	-	-	-	-	32.94%
SG&A Expense	14.58B	19.54B	17.93B	17.1B	17.92B
SGA Growth	-	33.97%	-8.25%	-4.61%	4.82%
Research & Development	-	-	-	-	-
Other SG&A	14.58B	19.54B	17.93B	17.1B	17.92B
Other Operating Expense	-	54.9M	249.59M	-	-
Unusual Expense	-	-	-	(71.44M)	(31.57M)
EBIT after Unusual Expense	-	-	-	10.7B	8.93B
Non-Operating Income/Expense	(2.39B)	5.29B	(385.68M)	(376.75M)	(2.16M)
Non-Operating Interest Income	-	103.28M	82.38M	69.88M	93.09M
Equity in Affiliates (Pretax)	-	-	-	-	-
Interest Expense	1.33B	3.04B	5.11B	4.88B	4.06B
Interest Expense Growth	-	129.43%	67.83%	-4.40%	-16.92%
Gross Interest Expense	1.33B	3.04B	5.11B	4.88B	4.06B
Interest Capitalized	-	-	-	-	-

ITEM	2017	2018	2019	2020	2021
Pretax Income	(2.88B)	2.43B	3.79B	5.51B	4.96B
Pretax Income Growth	-	184.60%	55.63%	45.38%	-9.92%
Pretax Margin	-	-	-	-	6.09%
Income Tax	(2.47B)	532.32M	3.62B	3.96B	3.16B
Income Tax - Current Domestic	566.77M	1.19B	2.92B	1.7B	5.24B
Income Tax - Current Foreign	-	-	-	-	-
Income Tax - Deferred Domestic	(3.03B)	(658.08M)	703.71M	2.25B	(2.08B)
Income Tax - Deferred Foreign	-	-	-	-	-
Income Tax Credits	-	-	-	-	-
Equity in Affiliates	306.09M	245.02M	-	-	-
Other After-Tax Income (Expense)	-	-	-	-	-
Consolidated Net Income	(104.58M)	2.15B	169.09M	1.55B	1.8B
Minority Interest Expense	-	-	-	-	-
Net Income	(104.58M)	2.15B	169.09M	1.55B	1.8B
Net Income Growth	-	-2,153.22%	-92.13%	818.64%	16.10%
Net Margin Growth	-	-	-	-	2.21%
Extraordinaries & Discontinued Operations	-	-	-	-	-
Extra Items & Gain/Loss Sale of Assets	-	-	-	-	-
Cumulative Effect - Accounting Chg	-	-	-	-	-
Discontinued Operations	-	-	-	-	-
Net Income After Extraordinaries	(104.58M)	2.15B	169.09M	1.55B	1.8B
Preferred Dividends	-	-	-	-	-
Net Income Available to Common	(104.58M)	2.15B	169.09M	1.55B	1.8B
EPS (Basic)	(0.02)	0.41	0.03	0.33	0.34

ITEM	2017	2018	2019	2020	2021
EPS (Basic) Growth EPS (Basic) Growth		-2,150.00%	-92.12%	913.31%	5.19%
Basic Shares Outstanding Basic Shares Outstanding	5.24B	5.24B	5.24B	4.75B	5.24B
EPS (Diluted) EPS (Diluted)	(0.02)	0.41	0.03	0.33	0.34
EPS (Diluted) Growth EPS (Diluted) Growth		-2,150.00%	-92.12%	913.31%	5.19%
Diluted Shares Outstanding Diluted Shares Outstanding	5.24B	5.24B	5.24B	4.75B	5.24B
EBITDA EBITDA	-	17.31B	29.34B	32.2B	32.85B
EBITDA Growth EBITDA Growth	-	-	69.46%	9.73%	2.03%
EBITDA Margin EBITDA Margin	-	-	-	-	40.34%

Source: https://www.marketwatch.com/investing/stock/robi/financials?countrycode=bd

Inopportunely, due to confidentiality concern additional required particulars regarding accounting practice and financial performance of the company could not be collected, thus the further required explanations were not expounded in this part.

2.6: Operation management and information system practices

Robi Axiata Limited shares all its updated information and data in their website regularly. Through which, their stakeholders and clients can gather necessary information about the company. Information system department works constantly to keep track of necessary dataset in excel sheets, which helps the operation management team to take their decision.

2.7: Industry and competitiveness analysis

Porter's Five Forces Model:

For surviving and growing in an industry, endure in competition and segregate a company needs to recognize the dynamic forces of the industry opposition amongst companies. Mr. Michael Porter has established a framework recognized as 5 forces model, which emphases on following 5 forces that figure opposition within an industry.

✚ **Threat of new entrants:**

Those companies who are presently not opposing in the business nonetheless got the competence to do so if they indicate, are the potential competitors.

Brand Devotion: Big firms are fond of having a brand devotion in the market over its massive consumer base, consumer retaining percentage, status, high

merchandise value and after sales service. Large well-known companies (Grameenphone & Banglalink) existing currently in mobile telecommunication segment who got brand devoted clients and enjoys a competitive spot in the market. Consequently, any sort of product or service solutions they come up in the future they can effortlessly carry off market share. This makes it tough for new entrants to compete with these well-known brands for attaining market share.

Economies of Scale:

In telecommunication industry, the companies get 2% – 5% deductions from card production companies for the reason of wholesale acquisition, advantages grown by spreading fixed production cost over huge number of conversions and cost savings connected with distributing marketing or advertising expenditure over a huge output.

Customer Substituting Costs: Converting charges rises when it charges a client time, energy and currency to move from goods proposed by recognized companies to goods presented by new entrants. As a consequence of forceful opposition in the market, the converting charge is very low at this time. Thus, there is a tendency of clients using numerous company facility all at once.

✚ Customer negotiating authority:

An industry's consumers are separate clients who utilize goods, as end users and retailers are who purchase it for retailing to clients. The clients and the traders are the core purchasers in the mobile industry.

Supplier control over negotiating:

It denotes to the capability of providers to increase input prices, threat to stop retailing goods and interruption in distributing goods. The providers are the mobile SIM card suppliers, who does not have that much of negotiating authority with the company.

Threat of alternatives:

Alternatives are products and services from different companies that can please comparable client requirements. Now-a-days there is no major threat or alternative for mobile telecommunication sector, as whole industry is vastly using wireless mobile phones, instead of land phones.

Internal competition:

Opposition denotes to the competitive conflict amongst companies of an industry to increase market share from each other by means of product strategy, higher product offering, price, promotional expenditure, after sales service and sustenance.

SWOT analysis:

SWOT Analysis of Robi Axiata Limited:

STRENGHS	WEAKNESSES:
- Solid investment base - Qualified supervision team - Expanded funding sources - Outstanding market stake - Commercial shareholding structure - Differentiated business exposure - Loyal customer base - Market research unit - Effective human resources - Strong dealer network - Quality of customer care system	- Inferior coverage than the leading telecom service provider - Substantial decline in Asset Quality having adequate provisions - Deteriorating economic performance - MIS requires further expansion - Single unit Financial Organization - High turnover in top and mid-tier management
OPPORTUNITIES	

	THREATS
• SME funding • Fund raising through new financial products • Capital market operation • Business expansion opportunities • Choice of product modification • Main competitor has a congested network because of its unplanned customer growth • Product with very long life-cycle	• Growth to lease financing • Commercial Banks Portfolio • Cumulative local and foreign cost of fund • Insufficient input for effective budgeting and strategic business design • Non-cooperative telecommunication • Competitors are bigger threat

2.8: Summary and conclusion

As, one of the top telecommunication companies of Bangladesh, Robi Axiata Limited ensures quality enhancement during all product and service providing process. In order to keep up with the competition in the corporate sector, Robi Axiata Limited needs to maintain a constant focus on performance quality and pricing of the service they provide. Robi Axiata Ltd. is applying and escalating its strategy impeccably. Using product and service expansion and appropriate marketing appliances, they attain a strategic approach, fundamentally assisting them in meet up their business objectives. Furthermore, their constant refurbishment is pushing them to be the front-runner of the industry, causing in revenue and a larger customer base for their brands. They achieve an influence through combining research and development and effective promotional tools, eventually assisting

customers in meeting their business and community goals as well. Their ongoing reconstruction pushes company to be the market leader, resulting in more profits and a larger audience for the products. Robi Axiata Ltd. is constantly growing, despite its threats and weaknesses. We expect and have confidence in Robi Axiata will maintain its position as one of Bangladesh's top telecommunication companies by continue to grow year after year.

2.9: Recommendation and implication

- Partnership & Alliance of the diverse Stakeholders
- Initiating new project and modify existing projects
- Increasing the couple of proposals aimed at solving problems
- Coming up with new marketing strategies
- Operating R&D to be a first mover
- Increasing the number of ways to sell product and services.

Chapter 3

Project part

Key Account Management practices in Robi Axiata Limited

3.1: Introduction

Telecommunication and information technology industry has shown immense growth in the last two decades. With the vision 'Digital Bangladesh' the initiative to push digital inclusion was the right step taken by the government. Robi Axiata Ltd. is the second largest mobile network operator of Bangladesh. Robi has maintained its position in the top even though this telecommunication industry is one of the most speedily developing industry. The telecommunication market in Bangladesh is saturated. By the year 2016, the market had changed drastically. The telecommunication industry experienced the largest and the first ever merge between Robi & Airtel Bangladesh, but what surprised most of the experts was their initiative to run a dual brand strategy. With this fruitful merger, Robi had massive changes in their strategies. This huge customer base of Robi is successfully handled by their employees with a very systemic work structure. They divided their diverse sectors of services through numerous departments, which makes them deal with customer services more effectively. As Robi is a massive company who works in broader perspective, Robi works in both of B2B and B2C. They also maintain an extraordinary corporate sales team, who continuously working for expanding the revenue and handles key accounts or corporate accounts. Key Account Management is an organized procedure and firm-wide business inventiveness to manage key interactions and sustainable associations with critical accounts, intended to secure joint progress by co-creating values in client's business instead of mere retailing programs.

3.1.1: Literature review/Background

Prevailing consumers sometimes demand corporate mergers to get special value-adding activities from their preferred providers, such as joint product development, financing services, or consulting services (Cardozo, Shipp, and Roering 1992). Many buying organizations have centralized their procurement and expect a similarly coordinated selling approach from their suppliers. These demands from important accounts raise an organizational strategy problem for many suppliers. Many companies are establishing specialized key account managers and are forming customer teams that are composed of people from sales, marketing, finance, logistics, quality and other functional groups (Millman 1996; Wotruba and Castleberry 1993). KAM is a management concept, including both organizational and selling strategies, to achieve long-lasting customer relationships. McDonald et al. (1997, p. 737) define KAM as "An approach adopted by selling companies aimed at building a portfolio of loyal key accounts by offering them, on a continuing basis, a product/service package tailored to their individual needs." Key accounts, or major accounts, have been defined in terms of their strategic importance (Diller, 1992). According to McDonald et al. (1997, p. 737), "Key accounts are customers in a business-to-business market identified by selling companies as of strategic importance". Key account manager is the person in the selling company who represents "the selling company's capabilities to the buying company, the buying company's needs to the selling company, and bring the two together" (McDonald et al. 1996, p. 58). KAM is typically associated with the business-to-business context, and most of the KAM deals with industrial relationships and services (Stevenson and Page, 1979; Pardo et al., 1995). Nevertheless, also includes business-to-business relationships. Key Account Management is a well-established marketing management concept, which is currently described in relationship marketing literature; is an important approach to creating value, by implementing specific

processes targeting most important customers. Key Account Management has hardly been recognized by most companies (Sengupta et al., 1997), as for the companies without Key Account Management the ordinary marketing and sales organization seems to be sufficient for serving their most important customers like key accounts. Jackson (1985) pointed out that this form of relationship marketing must result in efficiency or even in effectiveness losses. The ordinary marketing and sales are often not capable of realizing potential synergies, lower transaction costs as well as value-adding product – service offerings, which a formalized Key Account Management approach towards the 'hidden key account' may achieve. If a customer is thus really key, the customers need to be served differently than ordinary customers, which also implies organizational consequences, such as the implementation of Key Account Management.

3.1.2: Objective

As one of the leading telecommunication operators in Bangladesh, Robi Axiata Ltd. have diversified their market in different service and grips their clients in a very systematic way. To deal with the high value corporate customers or the key accounts, Robi Axiata Ltd. maintains a key account management team who continuously keeps working to identify new issues the customer faces and immediately works on it.

Broad Objective: To get in depth insight of how key account management works in telecommunication sector of Bangladesh.

Specific Objectives:

- o To find out core job responsibilities of a key account manager
- o To get idea about the operational plan
- o To find out how Robi outflanks its competitors

3.2: Methodology

To have a thoughtful understanding from this report and to carry out the research,

data sources need to be gathered, sorted, analyzed and evaluated. In order to perform a competitive analysis, each academic is required to follow a certain design model. Three types of research methodologies are: exploratory research, causal research and analytical research. Analytical analysis is a method of research that necessitates the use of reasoning ability as well as the assessment of essential information and statistics. Here, I have picked analytical research for my report. To have detailed and analytical information about the telco sector, analytical research which is a qualitative method, would be the appropriate one in my perception. After evaluating the findings, I will have more clear perspective about key account management. Subsequently analyzing the telco sector, explaining the whole finding in a qualitative way will help me to get a precise understanding about the topic.

Sources of Data:

Primary and secondary data sources are essentials to complete the research that have been identified. Primary data is used for fulfilling the requirements, and this research also comprises interviewing authorities and personnel as needed. For preparing an informative report, secondary data is needed as well. Thus, the data for this study was compiled using both primary and secondary sources.

Primary sources of data:

- Major components are attained by conversing face to face with Robi Axiata Ltd 's officials of Corporate Sales

- Hands-on experience in variety of functions
- Interacting with clients

Secondary sources of data:

- Official website of Robi Axiata
- 'Newsletter' of Robi-publication for customer
- Internal publications for Robi employees
- Corporate proposals
- Articles, previous reports and online journals from authentic sources have been cited throughout the paper for reference in order to enhance the understanding

3.3: Findings and analysis

Critical analysis of Key Account Management:

Key Account Management is a systematic process and firm-wide business initiative to manage key interactions and sustainable relationships with critical accounts, aimed to secure mutual growth by co-creating values in client's business instead of mere selling programs.

Vision: To achieve the "Trusted Advisor Positioning" in client's perception instead of being considered as "Commodity vendor".

Mission: To develop an emotional bond with customers through a "wider and deeper chain of effectively managed relationships" and "the total value delivery" that transcends products & pricing and increases the account's emotional costs of switching.

Strategy: To strengthen customer's business by helping them improving their competitive performance, reducing costs, gaining access to efficient technology and ensuring continuity of service.

Key Account Manager (KAM)'s core responsibilities in Robi Axiata Ltd.:

➢ Evaluate the business market and formulate effective planning (Territory plan, Activity Grid Plan, Account Planning) to serve target market through quality sales visits, customer targeting, product positioning and effective follow up

➢ Ensuring revenue growth through retention, quality acquisition and MNP activities of business customers

➢ Evaluate competitive scenario within the business market and implement Zonal Action plans in counteracting competitions

➢ In order to escalate and facilitate expanded usage of mobile phone subscriptions and value-added features within the respective organizations, KAMs work thoroughly with Business Customers within the business market

➢ Accomplish Annual Business Targets for the respective portfolio in terms of Quality Business Solution Sales, Mobile device sales and by increasing revenue (voice, data, VAS) generating subscriber base

➢ Synchronize and align with other concerned investors within the company for ensuring smooth and competent after sales service delivery for the Business Customers

➢ Assuring resourceful and effective implementation of various interactive events and activities with the Chief customers in the Business Market from time to time

➢ Uphold a decent portfolio health by monitoring the collection from the respective accounts.

Key Account Business Model

| Input/Pre requisite | Process/Activities/ Involvement | Output | Impact |

KEY ACCOUNT PLANNING

Organizational Alignment

Operational plan

Relationship

After Sales service & complaint Mgt.

Outflank Competition

Deliver regular products and services

Need assessment

Develop Product and services

Present and convince the value propositions

Implement solutions

Overcome final objections

Performance measurement

Internal (ROBI)

K A M

R O B I

External: Customer

Retention

Expansion

Higher customer satisfaction & loyalty

Increased revenue/ market share

Contribution to digital Bangladesh concept

Source: Information for this figure has been collected from official seniors.

While dealing with a corporate account, firstly Robi assesses the needs of product and services of that company. After assessing their needs, KAM develops services according to the need of that particular corporate organization and presents the service idea to the higher management and to the client. And try to convince the value propositions. After measuring the objections and giving proper solution to those issues, KAM proposes that service to that corporate account. This process

helps a key account manager to gain higher customer satisfaction and loyalty. Which leads to increased revenue and market share.

Organizational Alignment

SCOPE OF ALIGNMENT	
Management	• Key Account Management concept to be communicated to all ROBI units along with their specific role for KAM. • Mirror relationship and executive sponsorship • Support strategic alliance and Account wise investment plan • Performance based reward system for the cross functional teams • Set long term target (yearly) instead of short term (monthly) in terms of Enabling and target KPI
Cross functional units	• Internal service level agreement • Establish Single Point of Contact (SPC): ROBI=>KAM=> Key Accounts • Support cross functional teams and ensure accountability of department members
Voice and I & BB Team	• Industry specific analysis (FGD, Research) • Breakthrough industry transforming innovation • Flexible and key account specific solutions
ROBI IT	• Industry specific solution roadmap • Develop end to end sales process between two companies along with reward mechanism
Development Initiative	• Voice of customer • Key account satisfaction index • CRM program specifically designed for Key Accounts

Cross Functional Teams for Organizational Alignment:

Source: Information of this figure is collected from discussion with officials

Key account managers constantly try to stay in touch with the corporate accounts they are dealing, to stay updated about their customer's concerns. If the clint is facing any issue and complains to the KAM about it, after assessing client's complaints regarding the service or product and to provide required solution, KAM's sometimes innovates new product or service or solution particularly for that key account.

Operational Plan

- Projected Revenue Growth:

  Key Account Management will deliver visionary growth instead of the current incremental growth of only 19%. Expected Growth: Year 1 – 60%.

- Daily Scoring System:

  20 types of tasks of Key Account Manager have been identified by the working team. Daily score ranges from 20 to 8. Hence daily target is 14 points for each KAM/day. Monitoring will be done by the unit heads on weekly basis. System incorporation is required for daily scoring system.

- Reward Model:

  Visionary growth is linked with Performance based reward system. Hence, separate reward system will be introduced for Key Account Management Organization.

- Knowledge Management:

  3 basic area have been identified for training and development of KAM organization; Key Account Management itself, Value Chain Analysis, Industry specialization. Training and Development will be carried over through a plan calendar by the P&D team.

- Activity Grid:

  To execute the Key Account Management Model, this has to be aided with a planned activity grid. High level working team will finalize the activity grid and then execution will be done accordingly. All KAM needs to be aligned with this activity grid to make the organization successful.

Key Account Plan:

Key Account Plan is the comprehensive plan to be prepared by the Key Account Manager, which will guide every activity targeted to a particular account. This plan will focus on Key Account Profile, Current portfolio, Power map exercise, Key contact profile, Relationship development, Business objectives, competition, activity grid, monthly visit and a review time.

Elements of Key Account Management:
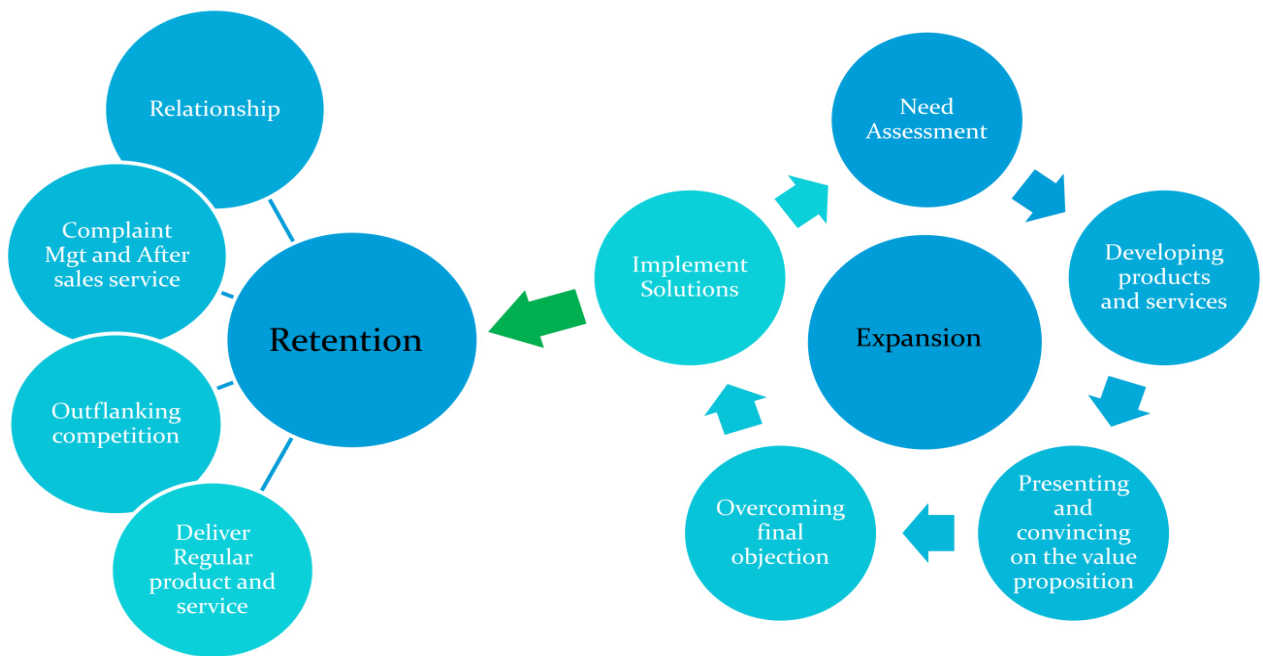
Source: This figure is made based on information collected from officials

Retention: *Relationship Matrix*

	External (Customer)	Internal(within ROBI)
Key Account Manager	Manage multiple contacts at customer end	Manage internal stakeholders within ROBI
Organization	**Mirror relationship**	Align the internal stakeholders of Key Account Managent

Relationship Matrix
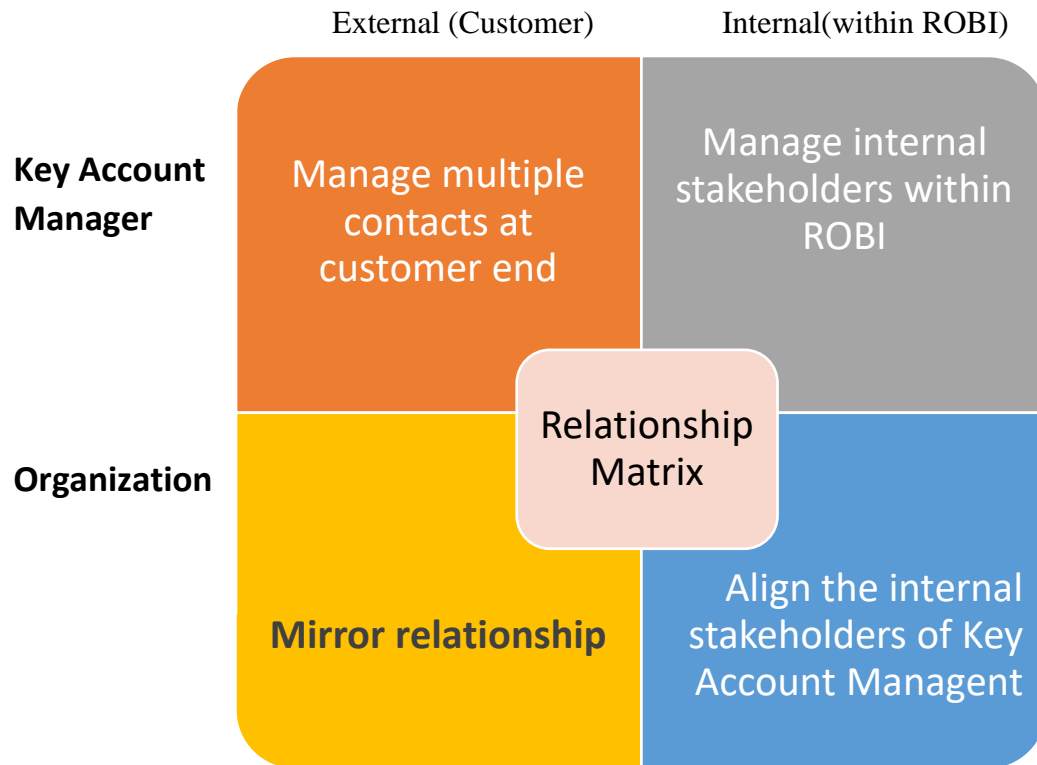
Source: Information of this figure is collected from discussion with officials

Seven Dimensions of Relationship:

Formal Structure

Importance of Individual

Current RelationshipStatus

Involvement

Decision role

Politics

Relationship Network
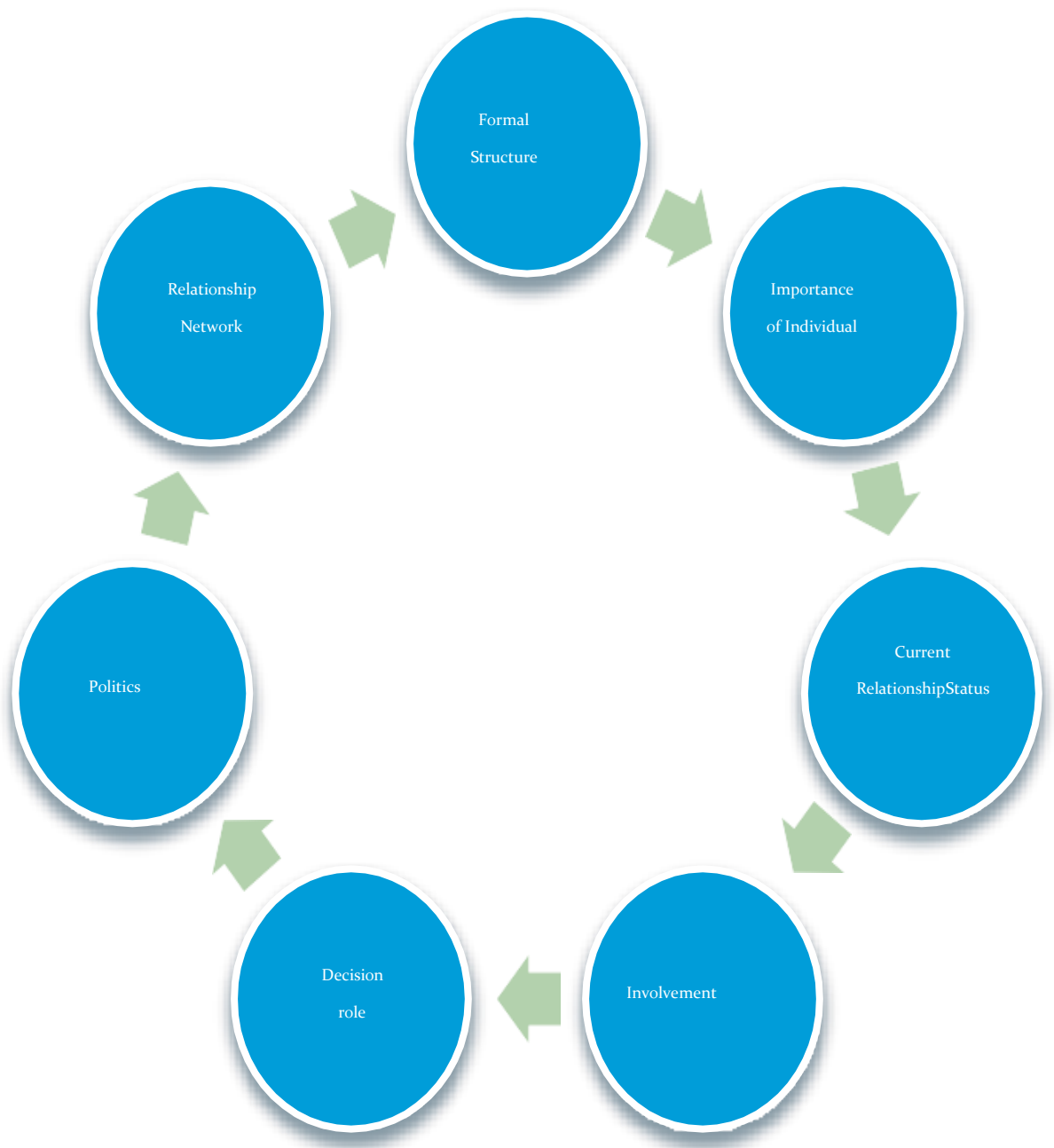
Formal Structure	Importance	Current Relationship Status	Involvement
•Legitimate position in the Organization	•0 – None •1 – Slight •2 – Significant •3 – Reasonable •4 – High •5 - Crucial	•0 – None •1 – Poor •2 – Significant •3 – Reasonable •4 – Good •5 - Excellent	•KCP (Key Contact Person) •KDM (Key decision maker) •Influencer •Sponsor •Anti-sponsor

Decision Role	Internal Politics	Internal Relationship Network
•User •Economic buyer •Technical Experts	•Top Gun •Rising Star •Fallen Star •Fox •Foot Soldier	•Strong •Weak •No Relation •Antagonistic

7 Dimension; Formal Structure, Importance & Relationship Status, Involvement, Decision role Internal Politics, Relationship network

Retention Model
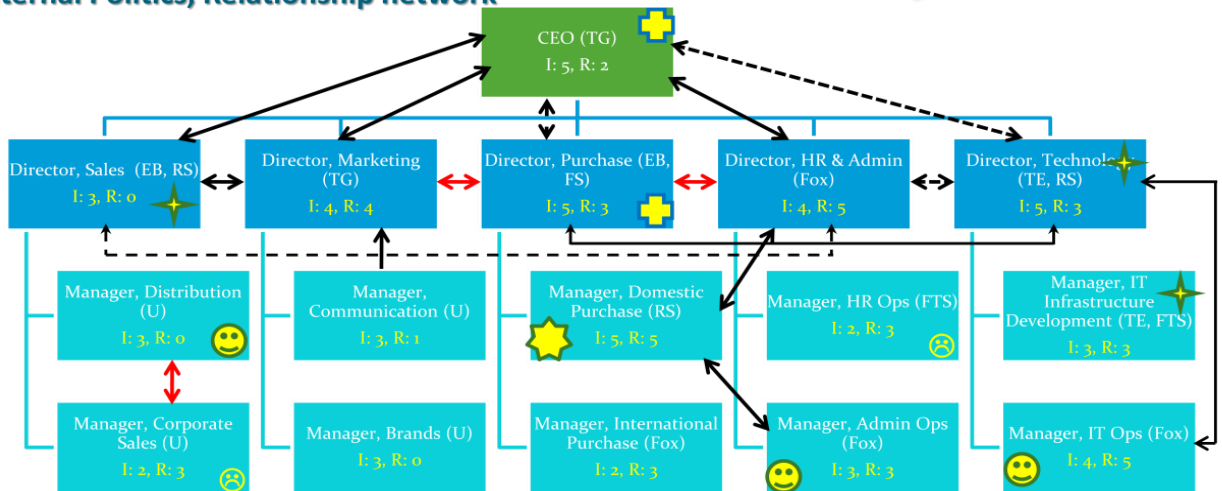
Legend: ⊕ KDM, ★ KCP, ✦ Influencer, ☺ Sponsor, ☹ Anti-Sponsor
User (U), Economic buyer (EB), Technical Experts (TE),
Top Gun (TG), Rising Star (RS), Fallen Star (FS), Fox (Fox), Foot Soldier (FTS)
Strong ↔ , Weak ◂--▸ , Antagonistic ↔

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7 Dimension: Key Contacts Matrix

Retention Model
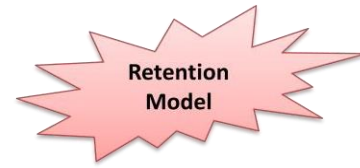
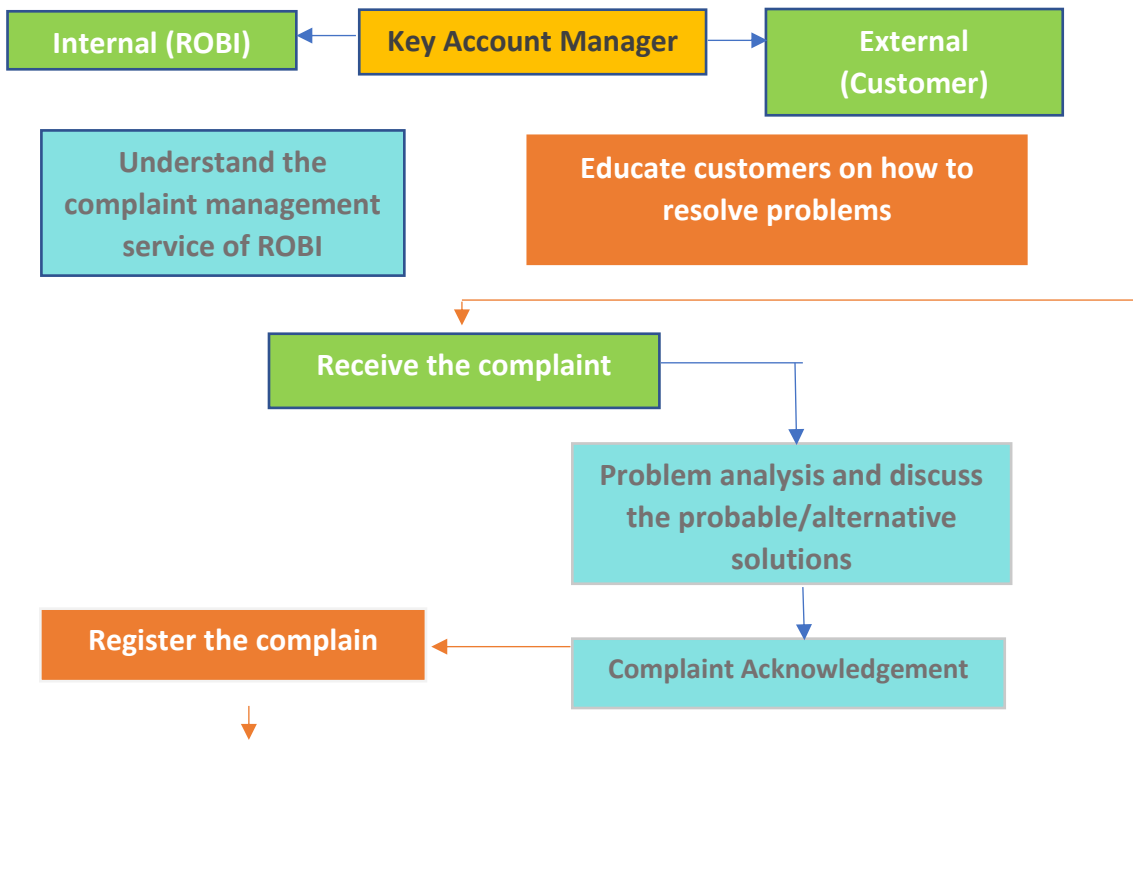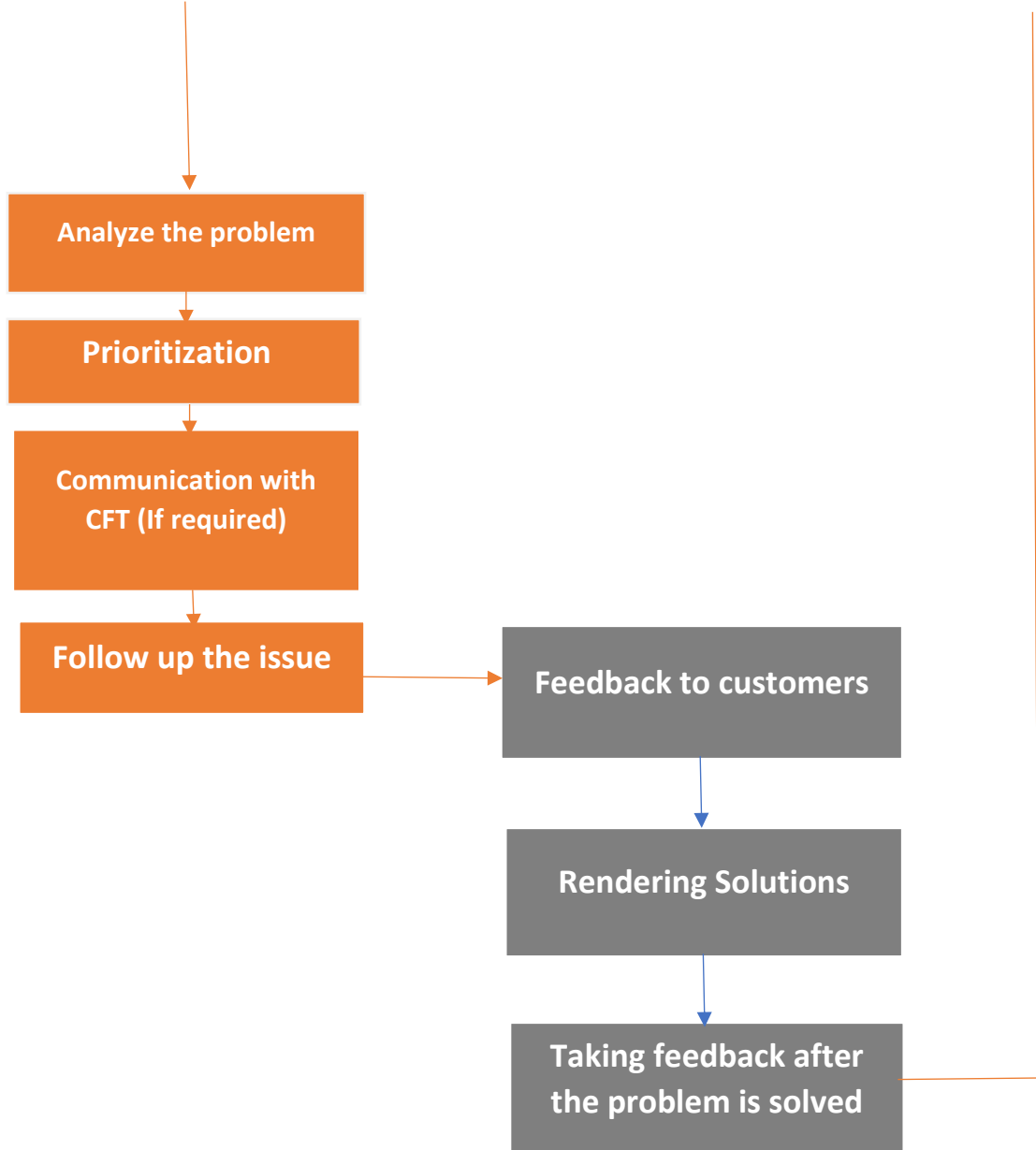| Key Contacts	Involvement	Decision Role	Internal Politics	Importance	Current Relationship Status	Relationship Network		
						Strong	Weak	Antagonistic
CEO	KDM		TG	5	2	Dir, Sales Dir, Mkt	Dir Tec	
Director, Sales	Influencer	EB	RS	3	0	CEO, Dir,Mkt	Dir, HR	
Director, Mkt			TG	4	4	Dir, Sales CEO		Dir Purchase
Director, Purchase	KDM	EB	FS	5	3	Director Tec	CEO	Dir. Mkt Dir HR
Director, HR & Admin			Fox	4	5	CEO, Mgr DP	Dir Tec, Dir Sales	Dir. Purchase
Director, Technology	Influencer	TE	RS	5	3	Dir Purchase Mgr IT Ops	CEO, Dir. HR	
Mgr Domestic Purchase	KCP		RS	5	5	Dir HR Mgr Admin		
Mgr It Ops	Sponsor		Fox	4	5	Director Tec		

<u>Complaint management:</u>

Internal (ROBI)	←	Key Account Manager	→	External (Customer)

Understand the complaint management service of ROBI

Educate customers on how to resolve problems

Receive the complaint

Problem analysis and discuss the probable/alternative solutions

Register the complain

Complaint Acknowledgement

```
┌─────────────────────────┐
│   Analyze the problem   │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│     Prioritization      │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐
│  Communication with     │
│  CFT (If required)      │
└─────────────────────────┘
            │
            ▼
┌─────────────────────────┐        ┌─────────────────────────┐
│  Follow up the issue    │───────▶│  Feedback to customers  │
└─────────────────────────┘        └─────────────────────────┘
                                              │
                                              ▼
                                   ┌─────────────────────────┐
                                   │   Rendering Solutions   │
                                   └─────────────────────────┘
                                              │
                                              ▼
                                   ┌─────────────────────────┐
                                   │  Taking feedback after  │
                                   │  the problem is solved   │
                                   └─────────────────────────┘
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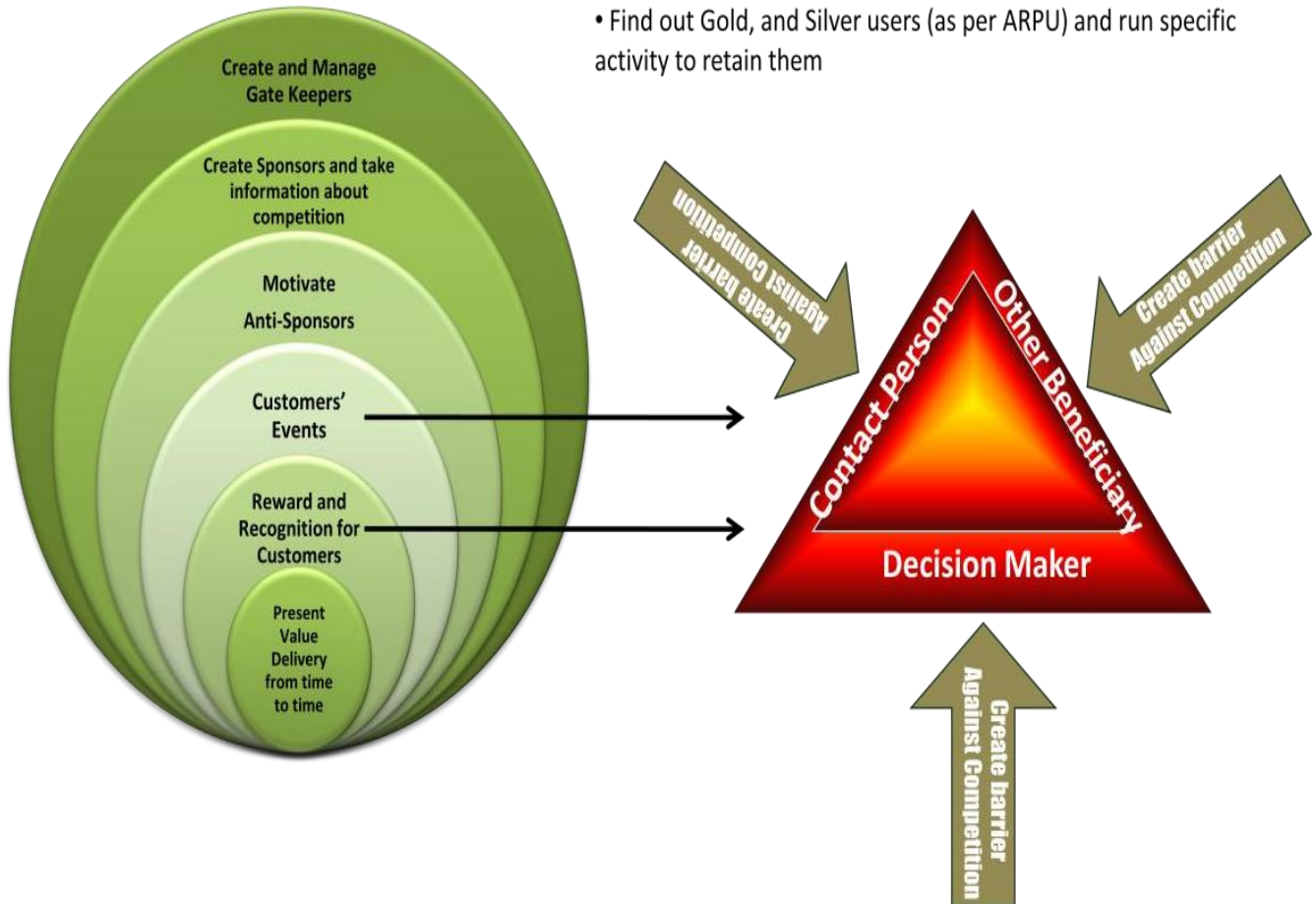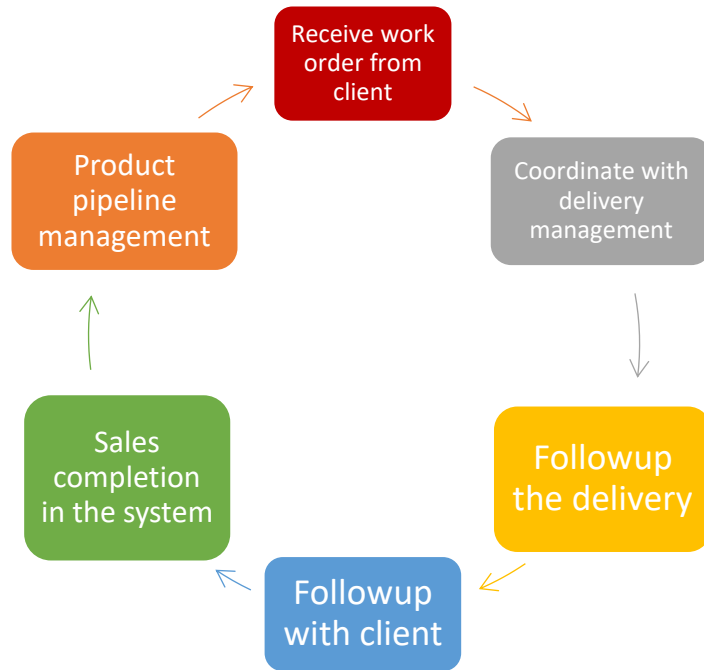
Outflanking competition

- Different activity for KCP, KDM and Users to manage customer life cycle
- Find out Gold, and Silver users (as per ARPU) and run specific activity to retain them

Source: Previous figures has been made based on information or understanding gathered from the discussion with office seniors

Deliver regular product and service

Expansion:

Elements	Internal	External
Need Assessment	1. Sharing customer need with internal stakeholders 2. Industry specific market analysis using market intelligence 3. Know the competitors activity against customer need	1. Understand customer value chain 2. Find out areas in value chain where ROBI can contribute 3. Confirming the needs with clients
Developing Products & services	1. Understand industry trend 2. Idea generating contest 3. Understanding clients value chain 4. Competitors product and service 5. Involve and lead CFT 6. Follow up and UAT	1. Finalize the requirement (RFP) 2. Involve customer representative in the development 3. Aware the client about development 4. UAT/ demo the draft product 5. Establish VOC system (after usage experience) 6. Idea generation contest from customers

Presenting and convincing the value propositions	1. Acquire product knowledge 2. Understand value propositions 3. Comparative analysis 4. Strengthen presentation skills 5. Develop convincing materials for sales pitch 6. Value calculation	1. Propose value proposition according clients need 2. Taking feedback from clients 3. Provide real life experience 4. Negotiation 5. Confirming the solutions
Overcoming final objections	1. Breakdown the objection into simper form 2. Through analysis of the feasibility of the solution 3. Coordination with the internal stakeholders 4. Fine tuning at solution development to overcome the objection	1. Listen to the objection carefully 2. Effective negotiation 3. ROI of customers 4. Reassure the benefit of the customers 5. Mention reference/live demo propose alternate solutions 6. Provide solution against the objections
Implement solutions	1. Planning 2. Coordination with the development team 3. Review the work process 4. Overcome the limitation in implementation	1. Knowing customer environment 2. Identifying limitations 3. Implement the solutions 4. Capture the after-usage experience 5. Constant follow-up and measure the satisfaction

Source: These figures are prepared from the understanding or information collected from the discussion with office seniors

3.4: Summary and conclusion

Robi Axiata Limited endures to remain one of the leading telecommunication companies in Bangladesh, endlessly providing inventive products and services to its clients, captivating millions of hearts across the country. The proclivity of Robi to empower young people and promote the culture of Bangladesh at all stages, differentiates Bangladesh from its competitors and bids advanced services with continuous upgrading that provides its mass users with a unique point of sale. Through their confidence and the admiration and integrity of the company, employees who make such successes probable work to their fullest. The 'Fifth Best Employer of the Year Award' in the World HRD Congress, 2014, is evidence to the perseverance Robi employees have been displaying to contribute to the uprise of Robi Axiata Limited. To enlighten this concept further, the Enterprise Business department of Robi Axiata Limited plays a fundamental role for Robi's accomplishment. Every employee of EB is very progressive and pioneering with their work which makes it possible for Robi to produce a better revenue than yesterday. Fortunately, I have the chance to work with this department and make my skills refined by learning directly from the EB associates. Subsequently effective completion of my Internship at Robi, I have cultured the basic etiquettes of corporate world and observed people enough to implement them in future. The Enterprise Business department made me realize that how diversified the area Sales & marketing can be. I have undeniably grown some understanding to work in this field further.

3.5: Recommendation

 • Upholding an appropriate and structured framework of their communication network system, may help the company to indorse good connectivity for a given communication. This will improve the network between the inside and outside of the company, letting it to operate more efficiently.

• To meet employees flexible work hours, more manpower is required in the company. If manpower is enlarged, employees will be better able to accomplish their responsibilities and will be more motivated. They would be able to generate a decent balance within their professional as well as personal life.

• To progress three important areas: knowledge, skills, and attitude; creating training programs which will be scheduled based on individual, functional, and corporate needs within the business, will be very helpful for the employees.

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