

Report On
Evolution of Services and Competitive Advantage of Banglalink
Digital Communication Limited

By

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An internship report submitted to the **BRAC Business School (BBS)** in partial fulfillment
of the requirements for the degree of **Bachelor of Business Administration**

BRAC Business School (BBS)
Brac University
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Declaration

It is hereby declared that

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

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Letter of Transmittal

Mr. Saif Hossain
Assistant Professor & Director (BBA Program)
BRAC Business School
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66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to declare that I have completed my internship report on “Digital Transformation and Competitive Advantage of Banglalink Digital Communication Limited” I had been appointed as Territory Officer, B2C Sales and Distribution Department here in Mymensingh under Regional Head, North Cluster. The internship involved in-depth understanding and the application of how trade at Banglalink Digital Communications Limited works.

I have tried my best to complete the report covering all the requirements based on the guidelines of the university. Your instructions as a supervisor helped me to make the report as much comprehensive as possible. However, if you feel the need of answer to any query, further clarification, and additional information, I would be available at all the times. I would like to thank you for your Patience, time, and opportunity to learn through this course.

I sincerely hope that the report would meet your requirements and fulfill the expectations.

Sincerely yours,

Thauhidul Islam Rahi

18304055

BRAC Business School

BRAC University

Date: October 14, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Banglalink Digital Communication Limited and Thauhidul Islam Rahi at BRAC University to prevent the unauthorized disclosure of confidential information.

Acknowledgement

First and foremost, I would like to start by expressing my deepest gratitude to the almighty "Allah" for enabling me to finish the internship report on time. I also feel the great honor and pleasure to express my gratitude to my esteemed professor and internship supervisor, Saif Hossain, whose invaluable help and counsel throughout the process allowed to successfully complete the report. I am also thankful to my parents' unwavering support in helping me finish the degree.

In addition, my earnest gratitude to my line manager Mohammad Belal Uddin, Regional Head, North Cluster. His constant supervision, direction, and assistance in helping me understand and carry out the assignment helped me enormously to my personal development.

Finally, I would like to express my profound gratitude and appreciation to Brac Business School, Brac University, and all of the faculty members' faculty members who have contributed to my undergraduate experience over the last four years. I would uphold and reflect on all the lessons that I have learned in coming days of my life.

Executive Summary

The recent technological transformation has been forcing the telecom industry to make the evolution of their service with supplementary product and services. Hence, Banglalink Digital Communication Limited as well as other major player of the telecommunication industry is adopting this opportunities to increase traditional service offerings with value added services. We have explored how Banglalink has been ensuring their competitive advantage with their value added services and influencing the prospective customers with their strong positioning that would benefit Banglalink in terms of gaining market share.

In order to find out the insights about the evolution of the industry, we have collected available data from secondary sources e.g. Google scholar, newspaper articles, press releases at the official website of the organization. We have also collected and analyzed data through survey e.g. electronic questionnaire for the further investigation about how customers are perceiving those value added services. Finally, we have observed the current trend, how those value added services are giving Banglalink competitive edge, from the electronic questionnaire and secondary sources e.g. Google scholar, newspaper articles, press releases etc.

The key findings of our study are, first of all, the evolution of the services in the telecommunication industry is at very initial stage. However, the operators have huge opportunity to make attractive offerings and gain advantage out of it. Moreover, Banglalink has been doing pretty good to position their value added service, for example Toffee, Daktarbhai, in customers mind and getting very positive response out of it. Hence, this is creating competitive advantage for Banglalink with their strong positioning and continuously offering unique features based on the customers need.

Keywords: Telecom Industry, Evolution, Value-added Service, Transformation, Banglalink

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List of Acronyms

ATL	Above The Line Marketing'
BTL	Below-the-line Marketing'
B2B	Business-to-business
CapEx	Capital expenditures
FMCG	Fast-Moving Consumer Goods
HoD	Head of the Department
MFS	Mobile Financial Services
OpEx	Operating Expenses
POSM	Point-of-Sale Materials
RH	Regional Head
RSO	Retail Sales Officer
TO	Territory Officer
TTL	Through the Line Marketing'
VAS	Value Added Services
WiFi	Wireless Fidelity
YoY	Year-over-year

Glossary

VAS

Value added services are usually known as the services that are not the core products or services of the business like core service offerings of the telecom industry are mobile data, airtime, sms etc.

Chapter 1: About the Internship

Student Information

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Program & Major/Minor	Bachelor of Business Administration, Major in Marketing and Minor in Finance
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Internship Organization Name, Department/Division, Address, Contact Numbers, E-Mail

Internship Organization: Banglalink Digital Communications Limited

Department/Division: B2C Sales & Distribution of Commercial Division

Address: Shikarikanda, Banglalink Regional Office, Mymensingh, Bangladesh.

Contact: Mohammad Belal Uddin (Regional Head, North Cluster), +8801914452244

Email: Mohammad Belal Uddin (Regional Head, North Cluster), buddin@banglalink.net

Internship Organization Supervisor's Name and Position

Supervisor's Name: Mohammad Belal Uddin

Supervisor's Position: Regional Head, North Cluster (Mymensingh Region)

Objectives of Internship

The internship includes,

- Applying the learnings of academics in my day to day activities at Banglalink Digital Communications Ltd.
- Understand the major characteristics of the business and operations of it
- Compare the structure of business from the perspective of learnings of academic courses and understand the similarities, differences and implications of knowledge from academic courses to the real life problem.
- Understand the evolution of telecom industry of Bangladesh and Explore Banglalink's Consumer Perception on their VAS owing to their evolution

Job Scope- Job Description/Duties and Responsibilities

I have been selected as a Territory Officer in Mymensingh Region of North Cluster. I was assigned distribution point in Haluaghat Thana under the Mymensingh region.

My responsibility of that particular point was to make distribution plan and ensure proper execution of it. The responsibility of mine includes,

- Preparing and implementing the distribution plan for territory

- Supervising the day to day operations of the distributors' workforce; Oversee the trade marketing field force and offering the necessary advice
- Evaluating the field force performance and ROI of the distributor for determining the key issues to improve overall performance of distributor
- Monitoring the sales activities of the retail sales representative and the visibility of the point-of-sale materials (POSM)
- Overseeing the profitability of retailer from Banglalink
- Ensuring the awareness about availability of products, services, and business prospects; learning about the market and the operations of rival companies.
- Establish new retailers and ensuring participation to boost new acquisition on underutilized areas (LUS).

Key Takeaways from Observation

Before joining Banglalink as a territory officer, I did not have much knowledge about telecom industry due to the limited available data for public about the industry and operation of each functions, except from the fact that they earn revenue from selling SIM cards and voice-data. However, the perspective completely got changed once I started working here, and I was astounded by the variety of the services this industry offers. I have also observed how B2C distribution and sales works in telecom industry and Banglalink. During the training period at distribution house, I could test myself on a new role where I could show my leadership, presentation and negotiation skills. The opportunity that I received during the training period would help me develop my interpersonal skills beyond the expectation and help me in long run.

To ensure the proper distribution there are few initiatives that needs to be taken are following;

Distribution Plan: One of the key responsibility as a territory manager was to ensure that Retail Sales Officer (RSO) take to distribute the products and services to their assigned route and maintain proper stock. I had the responsibility to assign the route to RSO with proper direction based on the stock data and market feedback.

Start of Service Time: RSO of Haluaghat Distribution point basically start their service at around 09:30 AM. During the time of market visit, one thing is observed in most of the outlets in Haluaghat that retailers have limited capital, stocks that run out fast and they often have to wait for RSOs to deliver the products and services like Scratch Card, Load, and Sim etc. Though RSOs start their market visit at 09:30 AM, most of the retailers in this area opens their shops at the as early as 7:00 AM which meant that in case of Lower Stock Coverage they cannot sell the products and services to the customers during the gap which was from 7:00 AM to 09:30 AM. Also, I try to ensure a high stock coverage is maintained at distribution point in order to start market operation as early as possible.

Communication: Since it is quite challenging to interact with all segments of customers directly, retailers play the key role in providing different communications time to time along with our different trade marketing campaigns.

As we ensure the smooth service related to service of our products and create the high demand, retailers are also keen to deliver our communications of our campaigns to the customers.

Market Visits: Visiting the markets and communicating the retailers are the important part of role of territory officers. Retailers' gets motivated while they get to meet us and try to give their best hospitality. Market visit ensure the communication about them about our different bundle, voice, data packs offers for the customers allow us to reach wider customers. It also helps to know the customer issue and feedback so that we can ensure the uninterrupted service for the customers.

Benefits to the Intern

During tenure at Banglalink as territory officer, I had the opportunity to learn a lot about the real world of business and sharpen my skills. The learnings cover effective and efficient management, distribution, and operational activities.

- I got to learn how to manage a group 18 people while maintaining proper chain of command and driving towards the organizational goal.
- I got to improve my “people management” skill that allowed me to become effective communicator.
- I have enhanced my attention to details as sales in telecom industry require a lot of small issues that changes the bigger picture.
- Negotiation skill has also got improved due to the requirement of continuous negotiation with organizational stakeholders.
- I got to discover my stress management and multitasking ability during the working at the sales of Banglalink.

Finding Career Interest

During my tenure at Banglalink Digital Communications Limited, the learning experience has inspired me to have great interest in sales and distribution function of telecom industry that requires the implication of Marketing and finance in order for keeping track of the regular activities. As a Marketing and finance graduate, I find it interesting to deal with numbers that Banglalink requires me to meet the target while maintaining standard performance of each

segments and management of distribution house along with field force to keep them driven towards organizational goal.

Hence, I am delighted to be here at Banglalink Digital Communications Limited and contribute to the growth of the organization and telecom industry in long run. Nonetheless, I also keep myself ready for challenging roles like Brands Management in FMCG/TELECOM/MFS too if any lucrative opportunity turn up. As of now, I have full focused on my responsibility at Banglalink Digital Communications Limited as it constantly push my boundaries with new challenges and provide me opportunity to learn and grow.

Problems and Difficulties Faced During the Internship Period

I was assigned as a Territory officer to a district outside of Dhaka, in Mymensingh. I do not have any connections, family, or acquaintances in nearby areas. Moreover, I never had to visit this District before or nearby areas. It was quite difficult for me to spend the entire time there without my family. When I began my search for a home to live by myself in an unfamiliar and unchartered location, I was mentally prepared for the rigorous journey.

Initial days were full of loneliness for me as I did not know anyone to talk except over the phone call. However, I was fortunate enough to have a wonderful team that ensured my convenience and responded to all my inquiries. They played a very important role in my journey and helped me adapt to a new environment.

As a territory officer, one of the most crucial tasks was negotiation with my distributor to take different measures and initiatives as I described in my previous section. This contains risk for his business since he has his investment to the business. One of my major role was to convince him for the investment utilizing my communication, negotiation and reasoning skills. In terms challenge in work, I had the responsibility to keep track of everything of pretty big team and huge pool of resources. Most importantly, all the employees of my team are barely educated

which takes extra effort to explain information to them and help them comprehend the factors that were taken into account while making a given decision. Finally, I had to go through an enormous pressure everyday as Banglalink believes in driving for the result. Therefore, my sincere responsibility was to ensure the extraction of maximum number while meeting my targets by leading the team accordingly.

Having all the barriers throughout the journey, I am proud to be able to tackle and overcome all of them with resilience and adaptability.

Recommendations and Suggestions

Banglalink Digital Communications Ltd is fastest mobile network provider in Bangladesh having a dynamic workforce and processes to ensure turnaround of business at quickest and most effective way. However, many of the employees of Banglalink Digital Communications Ltd face struggle early days of their career in order to cope with the fast pace work environment while adapting to different culture specifically while working in remote areas.

Additionally, Banglalink Digital Communications Ltd is making the employees quite efficient. This creates an influence on someone new coming in to have the similar mindset from the very beginning. Although, they are taking different initiatives to make the work environment more employee friendly and considerate to help the employees, there are still lots of areas for the improvements that can make things easier for the employees, thus, resulting in more productivity.

Chapter 2: Organization Part

Overview of the Company

Banglalink Digital Communications Limited, wholly owned company of Telecom Ventures Ltd, is fully owned subsidiary of Global Telecom Holding. VEON owns the 51.9% share of this organization following the business blend with Wind Telecom S.p.A. in April 2011 (Banglalink, 2022). VEON is a NASDAQ and Euronext Amsterdam-listed connectivity provider around the world with the goal to pioneer the personal internet revolution for its 235 million+ existing subscribers and a large number of newcomers in the years to ahead. It serves customers in 13 markets, including those in Russia, Italy, Algeria, Pakistan, Uzbekistan, Kazakhstan, Ukraine, Bangladesh, Kyrgyzstan, Tajikistan, Armenia, Georgia, and Laos (VEON, 2022). VEON utilizes the brands "Beeline," "Kyivstar," "WIND," "Jazz," "Banglalink," and "Djezzy." (VEON, 2022).

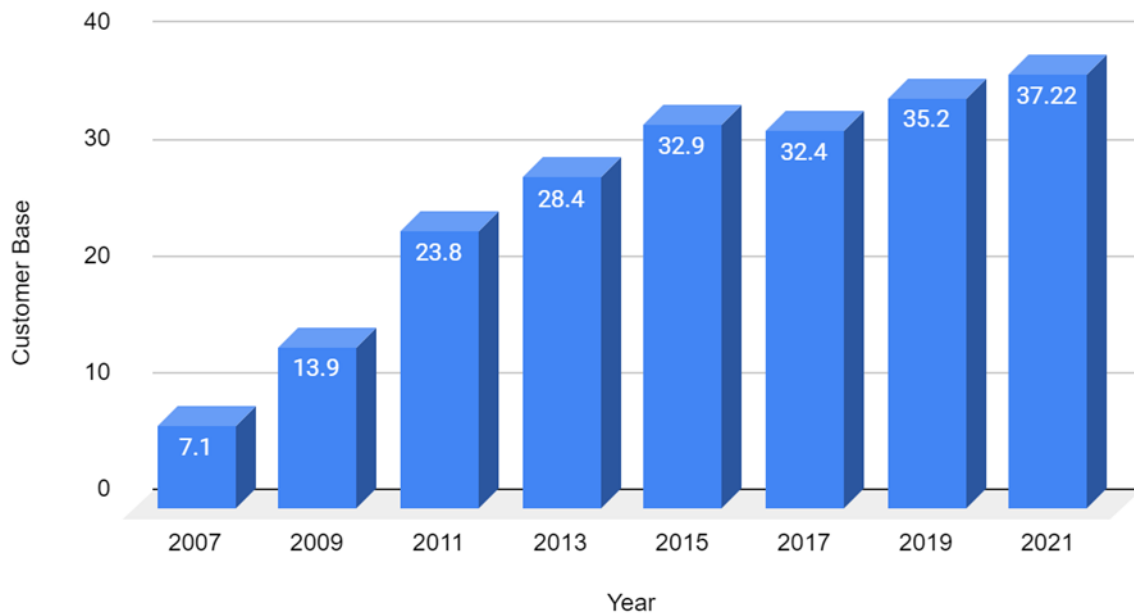
2005	Launched and achieved the milestone of 1 million customers
2007	Banglalink became the second largest cellular service provider in
2008	Achieved the milestone of 10 million customer
2012	Exceeded the customer base of 25
2013	Launch of 3G network service for the
2014	All 64 districts under 3G network Coverage and achieved the millstone of 30
2015	Exceeded the Customer base of 32
2018	Launched 4G network service
2020	Banglalink awarded as the fastest mobile network in the country by
2022	Banglalink has achieved the double-digit growth and first operator to launch next generation 4G with ZTE

Figure 1 History of Banglalink

Source: BTRC. (2022), TBS. (2022), Banglalink. (2022)

Banglalink Digital Communications Ltd, third largest mobile service provider in Bangladesh, having approximately 38.48 million subscribers and about 21% of the total market share (BTRC, 2022). Since the inception, Banglalink has been disrupting the market with innovative approach to serve the customer while achieving different landmarks in its way to become fastest mobile network for the fifth consecutive time in Bangladesh by Ookla® Speedtest Award™.

Banglalink's Customer Base (In Million)



Source: Bangladesh Telecommunication Regulatory Commission (BTRC, 2022)

Figure 2 Banglalink's Subscribers Evolution

Introduction

Banglalink Digital started its telecommunication business in February 2005 with the mission to cater the need of communication “Bringing mobile telephony to the masses” as base of their strategy (Banglalink, 2022). Though Banglalink’s journey as a telecom operator is near to three decade, the original infrastructure of it laid way long before that. It started its journey as Sheba Telecom (Pvt.) Limited and was licensed in 1989 as a mobile operator to operate in rural areas of Bangladesh. Afterward, the business was transformed through securing GSM license in 1996 with the plan of launching to cellular mobile, radio telephone services. During the last quarter of 1997, Bangladeshi Integrated Services Ltd. & Malaysian Techno Resources Industries started their operations as a joint venture under the name of “SHEBA” (Lima, R. (2022).

In 2004, Telecom Ventures Ltd. (previously known as Orascom Telecom Ltd.), a fully possessed venture by Global Telecom Holding S.A.E, acquired the full stake of Sheba Telecom

Ltd. They rebranded “SHEBA” changing the brand name to Banglalink and launched their services on February 10, 2005 (Lima, R. (2022)).

Banglalink Digital Communications Limited disrupted the telecommunication market with mission make the service affordable for wide range of customers while changing the telecom service status from a luxury product to a necessity. The initial slogan of Banglalink was “Making Difference” reflected on the marketing communications e.g. the first cellular service provider to allowed by BTTB to make incoming call free for both postpaid and prepaid packages. Following the restructuring of parent company, however, Banglalink had to change its name to Banglalink Digital Communications Limited with new Slogan “Notun Kichu Koro” translation of this in English was “Start Something New” (Lima, R. (2022)).

Banglalink has its different functional departments to look after the different segments of businesses. To operate in the mass markets, it has it sales and distribution while corporate sales department is looking after the special needs of corporates team under the commercial division.

Vision of VEON (Parent Company of Banglalink)

“Our vision is to empower customers’ ambitions through technology, acting as a digital concierge to guide their choices and connect them with resources that match their needs” (VEON, 2022).

Core Objective of Banglalink

“Empowering customers by providing them with accessible and affordable communications to start their digital journey” (VEON, 2022).

Brand Slogan of Banglalink

“Start Something New” (VEON, 2022).

Core Values of Banglalink



Figure 3 Core Values

Source: Banglalink (2022)

Collaborative: Being the team player with the customer centered passion and value the time of everyone is the utmost priority. The ownership of the task with cohesive approach to provide the best possible solution is the key.

Truthful: Honesty, Openness, Integrity and respect towards all the responsibilities are the core of value that one required to demonstrate. One is expected to uphold the highest level of ethics, setting clear expectation and ensuring the communication of transparent feedback.

Customer-Obsessed: The passion for the customer and reflecting on the insights of the best interest of customers. Making difficult decisions while ensuring the utmost priority towards the customers interest.

Entrepreneurial: The ownership mindset, demonstration of passion and responsible towards the business as it is own business. Agility, Dynamic, Intuitive, and leading by the example are the core skills to uphold.

Innovative: Continuous efforts towards finding the idea of next disruptive digital solution and passion for creating digital product and service into the market to cater the customer needs while creating the own path.

Organization and Management Team Structure

Banglalink Digital Communications Limited, being one of the largest telecommunication company, maintains very high standard in terms of organizational structure and management. They ensure the best practice in the system of divisions of departments by decentralizing the role and responsibility with proper chain of command to ensure the close monitoring of all the functions. Commercial department, for instance, has several divisions that look after functions like Digital Services, Sales and Distribution, Brand and Communication, and Customer experience etc. HR and Admin department oversee the talent management, Service delivery, Culture, properties and infrastructure, Facilities and services, Security, technology etc. IT department take care of the computing and cloud service, platform service, database management and so on. The finance department look after the procurement, treasury, financial planning and analysis, and financial control functions. The supply chain department make sure that demand are properly reviewed, supplied based on demand of product and service while maintaining proper stock in warehouse are ensured in most effective and efficient way along

with the transactions. Department of legal affairs look after the overall internal and external legal affairs and audits of the organization. Finally, Corporate and regulatory affairs oversee the marketing offers and are responsible for maintaining good relations with government and relevant stakeholders.

Although they have several sub-divisions with decentralized structure, all the functions report to the central management team that is shown below:

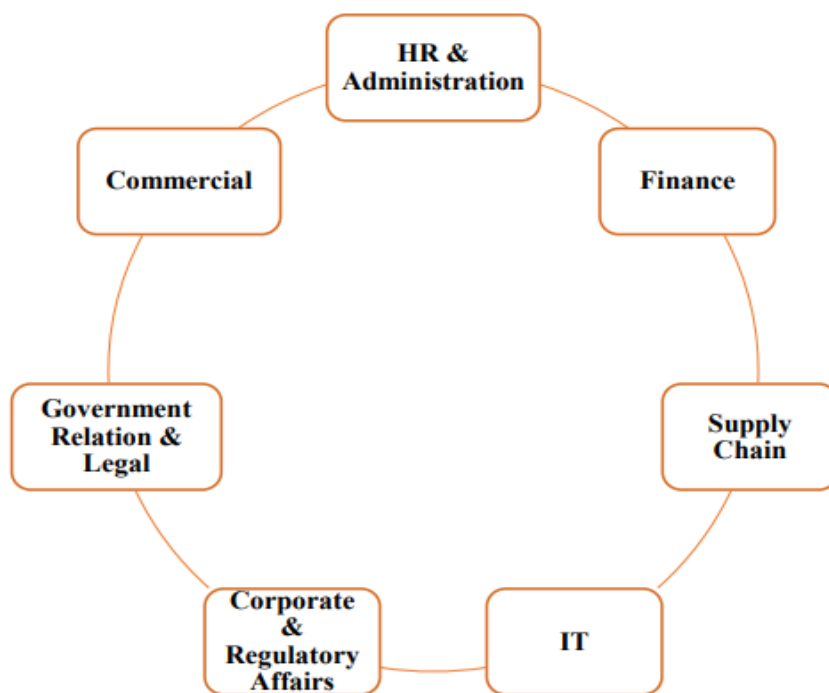


Figure 4 Structure of Organization

Banglalink Digital Communications Limited also promote flat organizational structure to ensure the smooth communication and team work having highly decentralized team. The management team believes that easy and quick access to the CXO's for the employees would help the company execute their shared vision with an effective communication culture. The cooperation of the management team, supporting the open access culture, motivates the

employees to work on achieving the vision of the organization. As of 2022, Eric Aas is playing the role of the chief executive officer of Banglalink followed by the rest of the CXO's, Directors and HOD's.

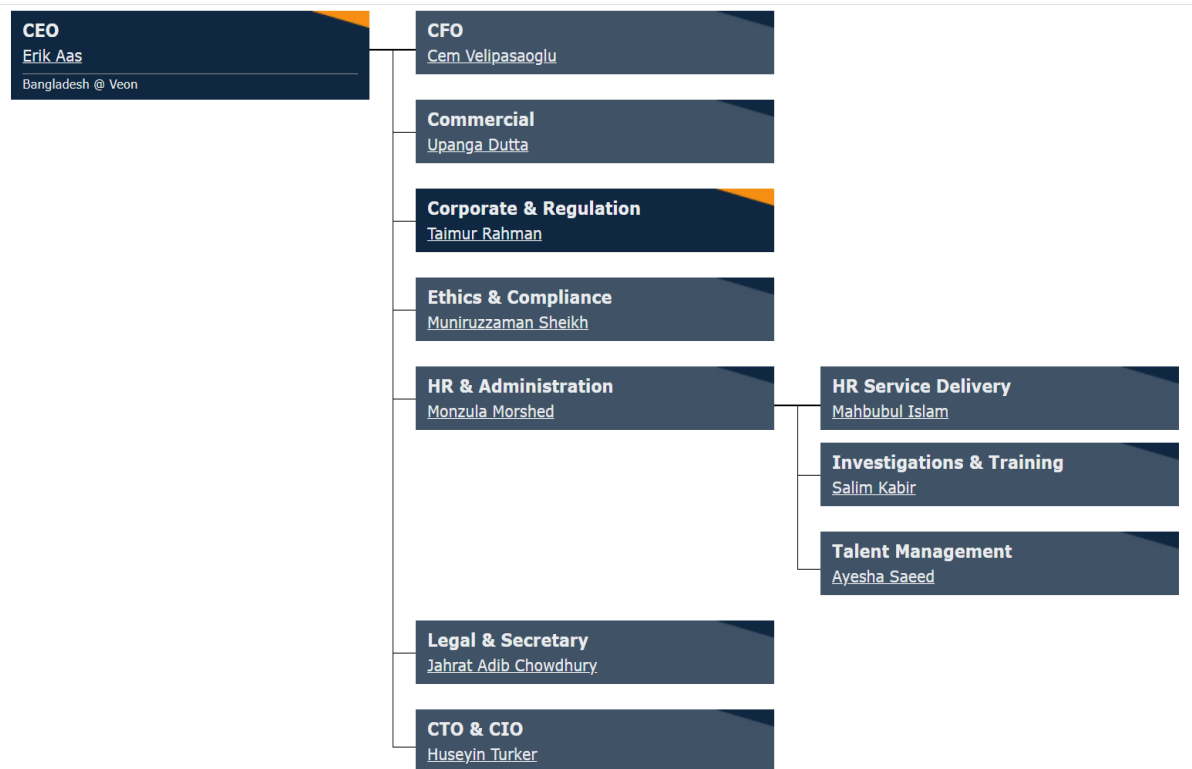


Figure 5 Management Team of Banglalink Digital Communication Limited.

Source: Org Chart Banglalink. (2022)

Marketing Practices

Marketing department of Banglalink Digital Communication Limited plays a very important role in communicating its messages related to products and services to the stakeholders to achieve the mission and vision of the company. They help the company to attract customer to

buy the product to generate revenue. In doing so, they always ensures that the key features of the product and services are communicated through BTL, ATL, B2B, Digital Marketing, Digital Services, and High Value Segment marketing campaigns with the goal of interacting with the company's existing and potential customers. For example, Banglalink offers exciting gifts, special offers, and exclusive discounts to the in collaboration with its partner brands to increase the loyalty among High Value Customer Segment towards the services of Banglalink. In ATL activities of Banglalink includes promotion in Billboard, Newspaper, TVC, Sponsorship of Events and so on. They also do different BTL activities that includes social media marketing, Telemarketing, Tradeshow, Search Engine marketing and so on.

Financial Performance and Accounting Practices

Financial ratio helps to evaluate the overall performance of the organization. It reflect the financial wellbeing of the company. We can understand the effectiveness and efficiency of the company's operational and liquidity state is through calculating the profitability, liquidity, and other ratio.

Banglalink Digital Communications Limited, not being a listed company, all the financial data is not available for the public access. Hence, with the limited access to financial data of Banglalink, few of the available number from the secondary source is shared below.

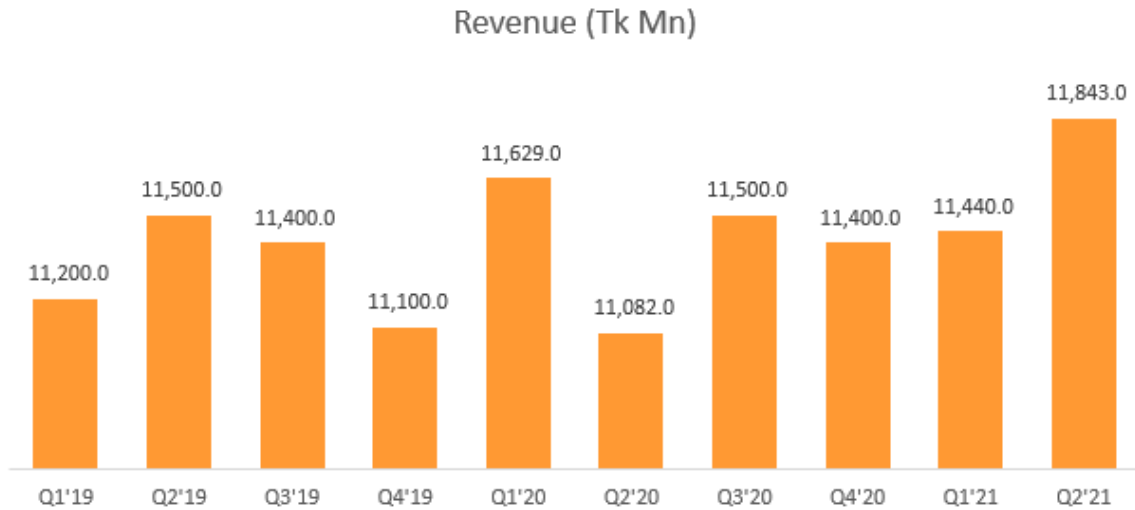


Figure 6 Banglalink's Quarterly Revenue Growth

Source: Markedium. (2021).

In this figure, we can clearly see that the revenue of the organization has increased by Tk 761.0 Million. Having the strict countrywide lockdown due to Covid-19 in quarter 2, Banglalink achieved decent growth through engagement of customers in its strong digital channels. Also, Banglalink had the revenue growth of 6.9 Year-over-Year (YoY) which is a significant achievement. Most importantly, the revenue growth of Banglalink digital communications limited is driven by the data revenue (15% YoY) and service revenue (7% YoY) respectively and that happens due to focus on 4G network expansion and encouraging customers to avail the digital facilities of Banglalink Digital Communication Limited.

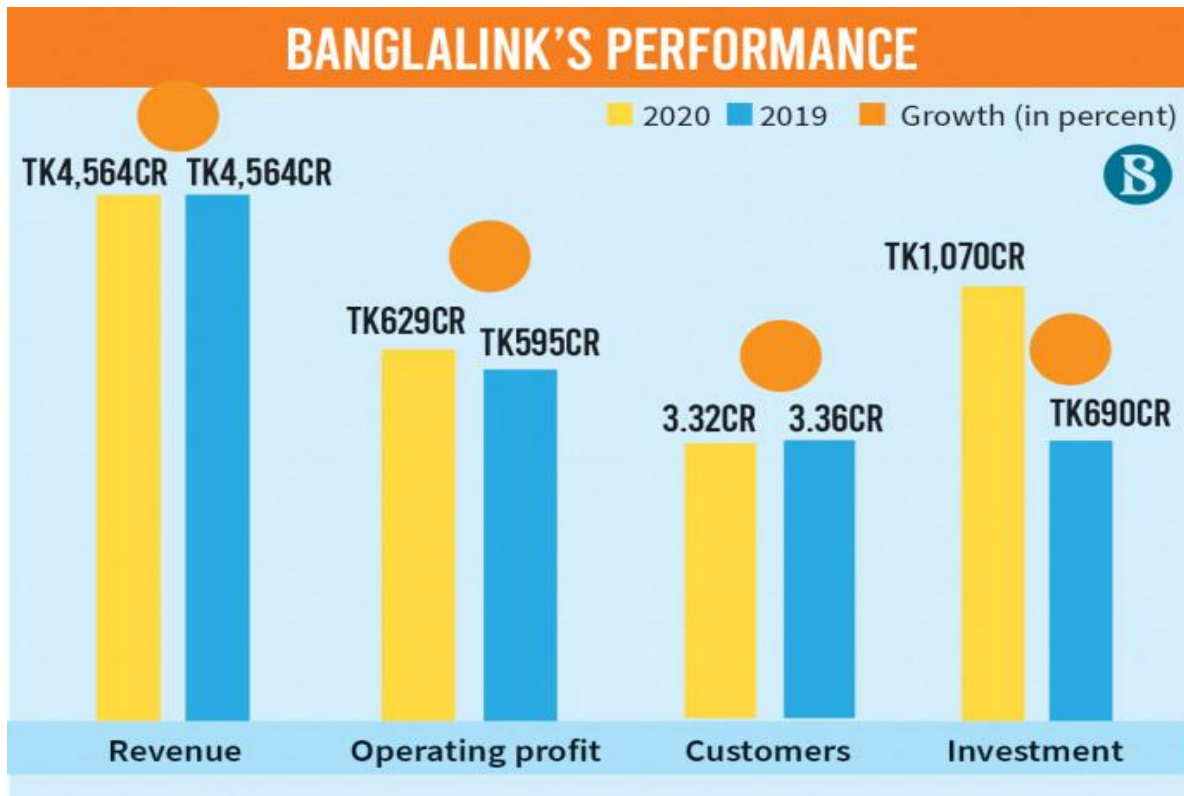


Figure 7 Overall Performance of Banglalink

Source: The Business Standard (2021)

Banglalink Digital Communication Limited attained the operating profit growth of 5.71% in 2020 compared to the performance of previous year (The Business Standard, 2021). Amid the strict lockdown Covid19, Banglalink did maintain the revenue similar previous year. This is a milestone of resilience for the Banglalink as the largest operator of the country Grameenphone had to witness fall of 2.84% in revenue and 5% fall in operating profit during that time.

Industry and Competitive Analysis:

SWOC takes account of Strength, Weakness, Opportunity and Challenges of a Company. This is a tool that companies use to assess the internal and external factor impacting the business to formulate would help the company to formulate compatible strategies and decisions in order to

achieve the goal and objectives. SWOC analysis of Banglalink Digital Communications Limited is as follows:

Strengths:

- Fastest Mobile Network
- Strong Digital Infrastructure
- Low Call Rate
- Aggressive Marketing

Weakness:

- High Market Share Gap with Market Leader GP
- Struggle to gain market share at dominated market of GP and Robi

Opportunity:

- Large amount of Investment
- Next generation 4G networks
- Dynamic Workforce
- Unique and Creative Digital Products & Services
- Expanding Network Coverage to New Territories

Challenges:

- Strong Competition
- High Tax on Products and Services
- High Regulatory Control
- Global Economic Crisis and Inflation

Porter's Five Forces Analysis:

Porter's Five Forces measures the competitive scenario and attractiveness of particular industry. Such tool is used by the companies to assess if the situation of the industry in particular market is attractive enough to operate and based on that they formulate the future strategies that is compatible for the business and market scenario. The Porter's Five Forces Analysis of Banglalink Digital Communications Limited are as follows:

Power of Buyers: (4/5)

- There are 4 operators in Bangladesh to choose where buyers can switch the option by changing the service providing operator
- The call rates of all the operators are competitive except GP that charges a little higher
- The advantage of buyers to use one or multiple operators at the same time personal use.

Power of Suppliers (3/5)

- Bargaining power of suppliers in telecom industry shifts based on the strategic significance of suppliers and brand value.
- In telecom sector, Ericsson, Nokia, Siemens, Huawei, AT& T are the strong suppliers who possess strong power of bargaining. They have all the major player like Grameenphone, Banglalink, Robi, Teletalk & BTRC, hence, the domination to the market is also high.
- Recently, Huawei also had an agreement with government for the 5G Network service

Threat of Substitute: (4.5/5)

- Bangladesh is widely covered by Wireless Fidelity (WiFi) network connection which had the customers avail substitute of mobile data
- The digital services like WhatsApp, Messenger, imo, Viber, telegram has created strong substitute of the services

Threat of new Entrants (0.5/5):

- The existing 4 mobile operators of Bangladesh telecom industry has created a strong positions for themselves with much advanced technology that created a huge barriers for the new entrants.
- Bangladesh Telecommunication Regulatory Commission (BTRC) has also imposed high tax and tariff on the services of telecom services that also discourage the new entrants.

Competitive Rivalry (4/5):

- The major 4 operators of the industry have strong competitions among themselves to attract new customer to gain market share and to retain the existing customers with innovative campaigns and offerings.
- The market leaders of the industry get the competitive advantage due to its strong positioning in wider customer base.

Summary and Conclusions

To sum up, we can confidently say that Banglalink Digital Communications Limited is a dynamic organization with a very promising future. The company is evolving itself to stay relevant while being the customer obsessed to meet their need to fulfill its vision and goals.

The company has a very accessible culture at the workplace with dynamic workforce that has the potential to turnaround the scenario of the organization and industry. Considering the transformation and the overall consistent performance in recent times overcoming all the barriers, the company has huge to potential to extract huge volume and conquer remarkable position in the coming days.

The overall market concentration for Banglalink Digital communications limited is 64% which indicates that the competition within this industry is intensively competitive and the company need dynamic strategies to gain the market share and sustain in this ever evolving industry.

CHAPTER 03: Project Part

Origin of the Report

The idea of the report came up from the evolution that has been taking place in telecom industry. It is very much obvious that all the industries have to adapt with the changing need and upgrade themselves to the next level. The recent changes that are happening along with the technological advancement also indicates the requirement of transformation in telecom industry as well. The fourth industrial revolution also changing the people used to behave, consequently, the customers are also slowly decreasing their reliance on the mobile data, minutes, and sms services of telecom industry. Huge penetration of internet and smartphone has changes the demand of customers as they are now spending more time on Gaming, Facebook, WhatsApp, Instagram, Snapchat, Telegram, Reddit, Twitter etc. As the customer are shifting their behavior, telecommunication industry is also adopting the changing needs and major player of the industry have to bring digital solutions to the customers. Hence, the industry is evolving and focusing on becoming digital than ever while introducing their value added services that are playing vital role in meeting the changing need of customers. This also helping business to expand business in new areas.

Objective of the report:

The main objectives of the report are-

- Analysis of the Evolution of Services in Bangladesh's Telecommunications Industry
- Explore Banglalink's Consumer Perception on their Value Added Services Owing to their evolution
- Prospect of Banglalink to increase the Market Share Due to the Evolution of Services

- These are the core objectives based on which this chapter of the report has been organized to determine the desired outcomes and results.

Literature Review:

The 4th industrial revolution has been making a lot of transformation across the industries and people are more connected than ever before. Likewise, telecom industry is also evolving its business as they are at the forefront of this era by providing accessibility, cheap connectivity for the masses. With impact of the development of new technologies, such as 5G and fiber optics, the \$18 billion dollar valued global telecommunications market was expected to grow by at a CAGR of 6.1% for the next decade started from 2017, according to LightCastle Partners (2019). The two key services of the telecom industry voice call and mobile internet service. Previously, one in five people had the mobile internet service which has been drastically changing due to the availability of low cost mobile phone, growing youth population along with the development of internet dependent service such as e-commerce, online education, ridesharing, internet banking and so on. Consequently, the growth of internet subscribers are over three times faster than the growth of unique subscribers, (LightCastle Partners, 2019).

Currently, the average revenue per user of Bangladesh telecom industry is one of the lowest (\$2.90) compared to the Asia Pacific and Global Average (\$10.4 and \$14.60), GSMA Intelligence. (2019). In order to drive up the revenue companies are now focusing on the opportunity to develop digital platforms like Fun & Entertainment, gaming, social media, Health & Education and so on. This will increase the internet revenue for the companies and industry as such services will keep customers constantly engaged with the internet. Few of the operators have digital service based business in the platform such as Grameenphone's Bioscope and Banglalink's Toffee and Game On which may also extended to the e-commerce sites in the

future. mAgri bases services are also introduced by the major mobile operators of Bangladesh where Banglalink used to provide information related to farming of vegetable and fruit, poultry, livestock and fisheries connecting with expert through dialing 7676 since 2009. Grameenphone and Robi also introduced such services named “Krishi Sheba” and “Krishibarta”.

Value added services has been increasing tremendously all around the world, especially, in the telecommunication and networking industry. Since the value added services are mostly based on the smartphones and internet, it could bring a huge revenue stream for those who would choose to introduce such services in their platform. Predicted value of the value added services were around USD 68 billion in 2017 and expected to grow as high as USD 220 billion within 2023 that is more than three times higher growth prospect within only the period of 5 years, Ken Research. (2019).

Scope and Limitation of the Study:

The report is to get the clear perspective about the evolution of the telecommunication industry, exploring the customer perspective on the value added service of Banglalink owing to evolution and impact of it on the market share. Due to limited access to the information, access to data, and initial stage of the evolution of industry, the study is more focused on the prospect of the company and industry. One of the major limitation of the study is that Banglalink, being the non-listed company, had very limited data and information available for the public. Although the study is focused on the Banglalink, the study emphasize on the qualitative gathered from the firsthand experience, industry report, newspaper articles, and press releases. Moreover, there were very limited data on the secondary sources as well which made the process even difficult to rely on the secondary data. This internship report is based on the knowledge I have

gained working on the particular function and learning during the training period. Also, it is important to conduct further research in order to get the accurate overview on the organization and industry. This report is prepared within a very limited amount of time and is required more investment of time to get the proper report on this particular topic.

Methodology

Methods of Research Used:

The research type that have utilized in this study is a mixed method research that includes both qualitative and quantitative research while descriptive in nature based on the data and information received from both secondary sources e.g. Google scholar, newspaper articles, press releases at the official website of the organization as well as collected data from survey through electronic questionnaires.

For the first objective, the data of telecom companies along with the strong insights from the experts of telecom industry is available in e.g. Google scholar, newspaper articles, press releases at the official website of the organization would help to get the clear insight about the transformation that organizations are adopting to meet the changing needs of the customers and adapting to the constantly changing environment of industry.

For the second objective, the consumer perspective changes over the time as the approach of business changes to meet the consumer need and adapt to the changing environment. The customers, users of Banglalink's services, will be the participants for the study that would help to get some understanding about the scenario from an overall consumer perspective.

For the final objective, Electronic questionnaires would help to understand the impact on the preference and loyalty of customers towards Banglalink due to the evolution of services and secondary sources e.g. Google scholar, newspaper articles, press releases at the official website of the organization would help to get the expert insights about the prospects of Banglalink based on the historical trend.

Respondents and Procedure of Sampling:

To facilitate the study, data and insights of 80 people collected for this research. Since the participants were college/university students and working class people who use the value added service of Banglalink Digital Communication Limited from both rural and urban areas, it was a bit challenging to collect further unbiased data within limited time. Also, the response were collected very carefully through asking structured electronic questionnaire one to one as well as circulating through social media.

Additionally, the data is collected from both the urban area e.g. Dhaka and rural areas e.g. Haluaghat, Mymensingh of Bangladesh in order to ensure the diversity of demographics. Also, we also tried to ensure the gender, age and ethnicity diversity in order to avoid biasness as much as possible.

Data Collection Procedure:

The selection of the representatives is random from particular group of population e.g one group of population is college/university students and working class people from urban area e.g. Dhaka and another group of population is college/university students and working class people from rural areas e.g. Haluaghat, Mymensingh of Bangladesh. However, we have designed electronic questionnaire in a way that the customers of the value added service can

proceed to answer the further questions or else directed submit answering “No” if they are not the customer.

Also, we have followed the stratified random sampling technique where we have divided the population into college/university students and working class people from rural areas and urban areas. Hence, we collected equal number of data from each sample while selecting the candidate randomly from each of the population. Here, each of the participant of particular population belong to one stratum and they are also mutually exclusive. Finally, we have presented representative sample of entire population into one for the analysis.

For the research project, we have followed, survey questionnaire, a systematic approach to gather data and information from the target population. The design of electronic questionnaire in google form was also based on that compile all the standard survey fields—such as text, multiple-choice questions, dropdowns, descriptive short answer in order to serve the need of all the data collections.

Findings and Analysis

The purpose of the study is to investigate the competitive advantage that Banglalink get over its competitors owing to the evolution of the services. In the literature review, the transformation that are taking place in the industry has shown from the secondary source where it is clear that major player of the telecom industry is evolving their products and services and focusing on the digital service based products. Also, we have seen how digital services increasing the consumption of data specifically based on the digital services of Banglalink. The insights from the customers helped to get some interesting findings relevant to this study.

Bangladesh's Telecommunication Industry:

In the telecommunication industry of Bangladesh, all the major player have been evolving their business and bringing digital app based services to create additional source of revenue for the company. Grameenphone has brought GPAY that allows customers pay all the utility bills like Electricity, Gas, Water, Internet (broadband), cable TV, etc. Also, they can do the buy airtime, Voice/ Data pack as well as train ticket. They also have their entertainment platform Bioscope that offers drama, movies, music, sports, and popular live TV channels. Moreover, they launched GP music for the Bangla and English to attract the song lovers.

Robi, being the second largest player, has also introduces several digital service based platform like Robi TV Plus which allows their customer to watch movies, telefilm, TV show episodes and exclusive contents. My Sports for the sports lovers which is a subscription based Android, iOS platform where customers can watch live matches and highlights. In addition to that, Robi Ajob Bishwa is another Subscription based platform for their subscribers to educate them about the history.

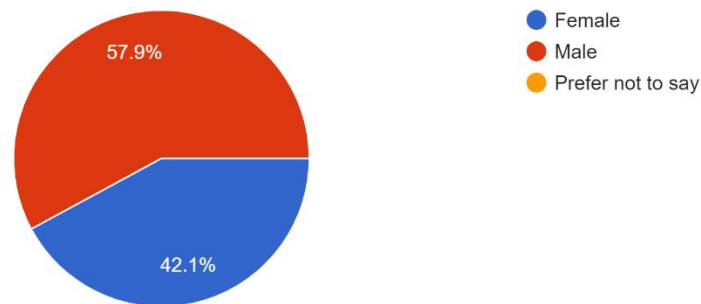
Finally Banglalink also has many digital services based platform in different segments e.g. Banglalink Boi Ghor, Banglalink Vibe, Toffee, Banglafx, Cinematic are the fun and entertainment based services of Banglalink. Moreover, they also have “Game On” for the live cricket and football match streaming. They also have their Health & Education based platforms like Daktarbhai, DocTime, and TutorsInc etc.

Form the abovementioned points, it is clear that major player of the telecom industry are not just relying on the mobile data, minutes, and sms services rather bringing something that aligns with their vision and create sustainable growth of the organization.

To get better idea about how their behavior and perception is towards the value added services owing to evolution from the customers of Banglalink digital communications limited,

What is your gender?

38 responses

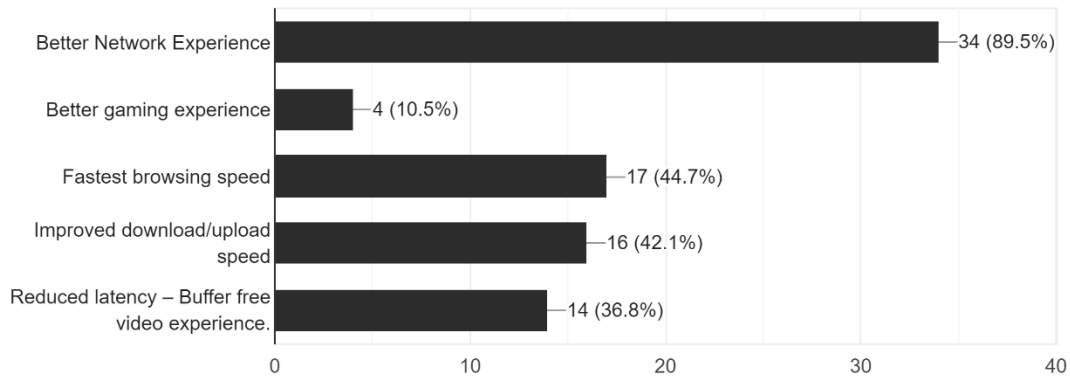


The survey for the study was conducted among almost the same ration of male and female where the percentage of male population was 57% and female population was 42.1%. This ratio allowed my study to make unbiased towards the gender and get a bigger picture.

The next part of the questionnaire was to get overview of the customers' perception, consumption pattern, and their opinion /recommendations. This would help to get the overview of why Banglalink is preferable brand to them and how Banglalink is reflecting on the expectation of customers.

What specific needs does Banglalink's Services meet for you?

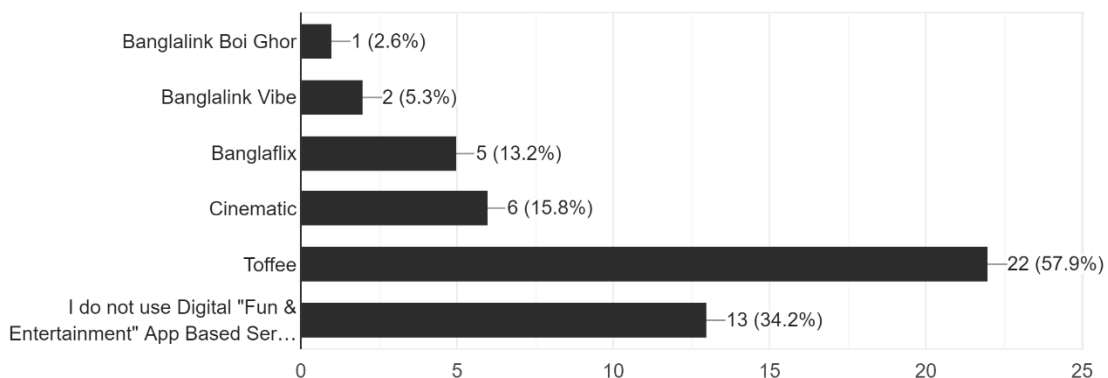
38 responses



In this above diagram, we can see that high portion of the customers are using Banglalink due to its better network experience, followed by Fastest browsing speed, improved download/upload speed, reduced latency – buffer free video experience gaming experience. Better network experience is one of the key feature for any mobile network that can allow customers spend more time on the digital services.

What is/are the Digital "Fun & Entertainment" App Based Services of Banglalink you use?

38 responses

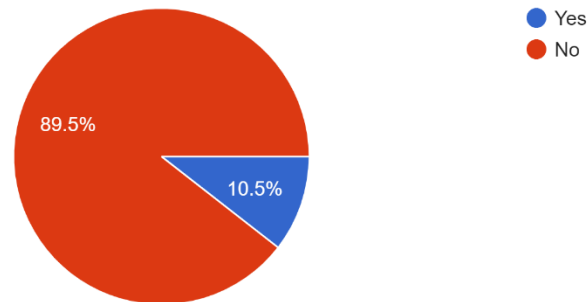


According this sample, toffee is one of the most used fun and entertainment based app of Banglalink Digital Communication limited. As the largest entertainment based app of

Bangladesh, toffee can play very important role in serving customer need and creating a new source of revenue for them.

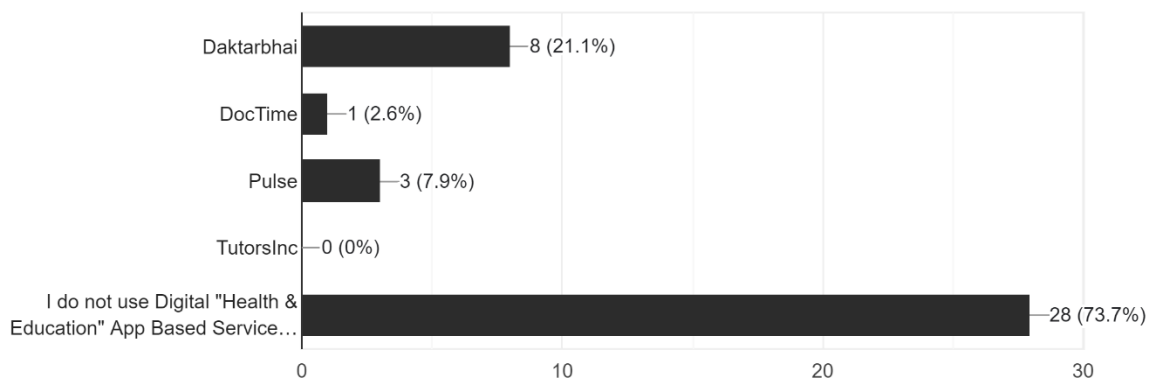
Do you use Sports & Gaming Service "Game On" of Banglalink?

38 responses



What is/are the Digital "Health & Education" App Based Services of Banglalink you use?

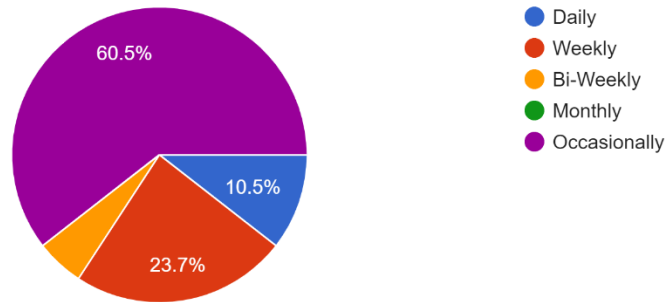
38 responses



As per the diagram of the sample data, sports & gaming, and health & education based platforms has long way to go as they are at the very initial stage and mass audience has not yet started using such services yet. However, platforms like Doktorbhai has adequate reach (21%) to the customers followed by Pulse (7.9%), DocTime (2.6%). The sport and gaming platform "Game On" is also known service to 10.5% of the customers.

How often do you use Digital App Based Services of Banglalink?

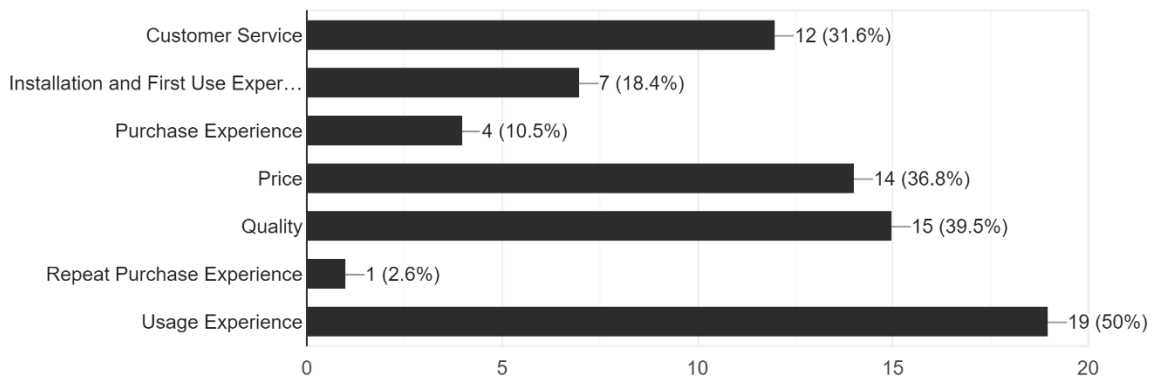
38 responses



The above data shows that, majority of the audience are occasional users though the digital services has reached to quite large number of audiences. Hence, it is important to focus on the conversion of the occasional user to loyal daily users.

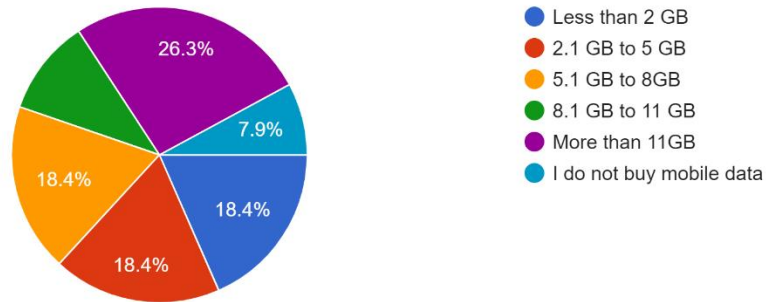
What aspect of the Banglalink's Digital App Based Services were you most satisfied by?

38 responses



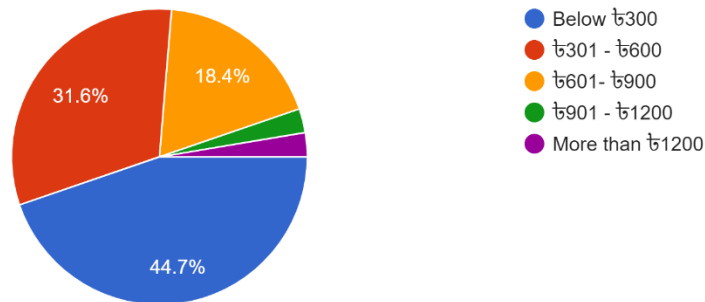
How much mobile data do you need to buy for your Phone/Tab/iPad for every month?

38 responses



How much do you spend on buying Banglalink's data packs & subscription every month?

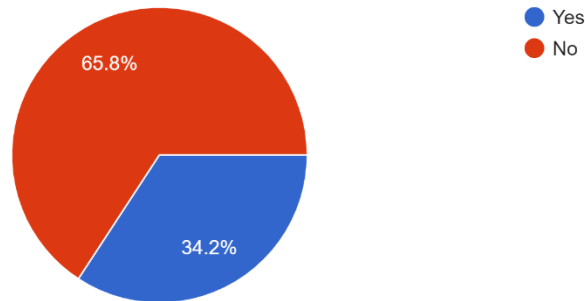
38 responses



In the above two charts, we can notice that even though customers are quite satisfied with the usage experience, quality of service, customer experience, the ratio of heavy user is quite low. Hence, there is a scope for the development retain the customers in the digital platforms to convert them into heavy users.

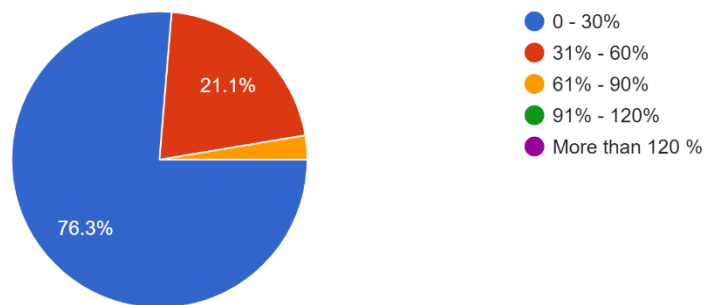
Did your mobile data buying increased due to Digital App Based Services of Banglalink? (If yes, answer the next question)

38 responses



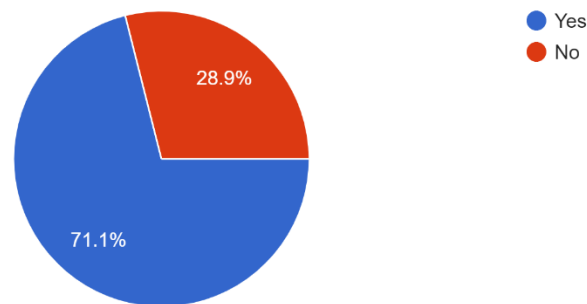
How much has your rate of mobile data buying increased due to Digital App Based Services of Banglalink?

38 responses

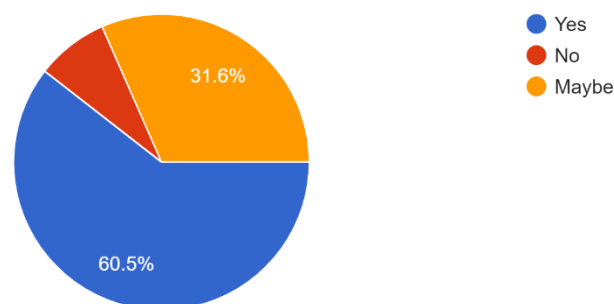


From this above mentioned chart we can anticipate the reason behind low ratio of heavy users. Only 34.2% of the customer's data usage increased due to the impact of digital app based services of Banglalink, however, the increment of the usage is not that significant as we can see that the rate of data usage increment of below 30% is 76.3 percent followed by 31% 60% increment for the 21.1% of customers. Hence, there is an area for the operators to ensure the smooth experience and conversion to the moderate and heavy data using customers.

Are you satisfied with the product pricing of Banglalink's data packs & subscription every month?
38 responses



Would you recommend Banglalink's Digital App Based Services to a friend, family member, or colleague?
38 responses



Here, in the two charts we can see that majority of the customers, specifically the light data pack users are satisfied with the data packs and subscription price and would like to recommend their family and friends. However, many of the customers share the expectation about the duration of the data packs to be increased, more network coverage in few areas, more features to the digital app based services and more attractive packages.

Prospect of Banglalink:

From the analysis of data and information's, it is expected that the evolution of the service that Banglalink has brought into their platform has already started creating differences. Most

importantly, their most popular fun and entertainment platform Toffee, the country's biggest fun and entertainment based platform, is also quite popular among the collected sample which would give the operator momentum to focus and build the digital products and features. Also, Toffee has acquired the right for livestreaming the matches of FIFA world cup that will allow the football fans of Bangladesh to watch all the matches live from Toffee website and app. Such features of value added services of Banglalink would allow to reach the mass audience while capturing their attention and gaining strong brand positioning for their uninterrupted services with unique features.

The services like Doktorbhai to serve the customers need for high quality, convenient, and affordable healthcare service also getting good traction and attracting the customers. Such services making the life of people smooth and easygoing as people are getting so many features at one place, for instance, health tips, reminder to take medicine on time, record of all the personal health checkups, and health insurance. Such services are not just solving the problem related to health but also meeting the changing lifestyle of next generations.

Finally, the "AppLink" one of the latest addition to Banglalink is another addition to their evolution of services that is a marketplace for the developers to avail different services and can earn revenue from their platform of different categories where can also easily avail those service through using airtime balance of their balance.

Such services are not just giving competitive advantage over the competitors and evolving the business Banglalink but also ensuring sustainable growth and source of revenue for the company. Hence, there is a good prospect for Banglalink to increase their market share through their evolution of services with digital footprint within the industry.

Recommendation and Conclusion:

Recommendation:

Though it is clearly established evolution of the services of Banglalink ad bringing the digital service based platform to serve the customer need is giving extra edge to the market, there are also some recommendation that are based on this study. First of all, all the projection that are visible from the available data might not last longer if the continuous transformation and values are added to the service. As we have observed in the study that customers are expecting more youth centric features. As all the major player of the telecom industry are shifting their focus to digitalization and evolving their services. Hence, it is also necessary to maintain the higher standard value of the services to the customers in order to ensure the widespread use of the products. Also, the industry also need to put significant effort to better serve the customers need and bring new innovations.

Conclusion:

It has become quite obvious that evolution and transformation is key requirement for the telecommunication industry and so all the major player has been trying to bring the evolution in their services. We have observed in our study that the evolution of the services in the telecommunication industry is yet at the initial stage. All the operators have a good opportunity to utilize it with attractive offerings and solving the problem with innovative solution and get the first moving advantage to grab the market share. Banglalink has been doing quite well and getting the competitive advantage while gaining the market share on the way to become market leader in particular segment like fun and entertainment based platform. In addition to that, we have noticed in my finding of this report that there has been a huge change in terms of behavior and perception of the customers as Banglalink has been offering different value added services

for the customers. A good number of customers are now using the digital platform for their fun & entertainment, and other task which is impacting the data revenue of the Banglalink positively as well as creating additional revenue opportunity from the those services. Finally, we noticed in the collected insights from survey that such platforms are creating demand for additional features which indicates the opportunity of such services for the Banglalink to focus on them for long run.

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Appendix

Survey

1. Are you a customer of Banglalink's services? *

Choose "Yes" if you utilize any of the following services; otherwise, choose "No."

1) Mobile Data, 2) Banglalink Boi Ghor, 3) Banglalink Vibe, 4) Banglaflix, 5) Cinematic, 6) Toffee, 7) Doktorbhai, 8) DocTime, 9) Pulse, 10) TutorsInc, 11) Game On etc.

Yes

No

Next Clear form

Never submit passwords through Google Forms.

Consumer Insights Survey on Banglalink

2. What is your gender? *

Female

Male

Prefer not to say

Other: _____

3. When did you start using Banglalink's Services? *

Choose ▼

Back

Next

Clear form

Consumer Perception on their VAS Owing to their Evolution

4. What specific needs does Banglalink's Services meet for you? *

- Better Network Experience
- Better gaming experience
- Fastest browsing speed
- Improved download/upload speed
- Reduced latency – Buffer free video experience.

5. What is/are the Digital "Fun & Entertainment" App Based Services of Banglalink * you use?

Select Digital Service Of Banglalink that you use

- Banglalink Boi Ghor
- Banglalink Vibe
- Banglafilix
- Cinematic
- Toffee
- I do not use Digital "Fun & Entertainment" App Based Services of Banglalink

6. Do you use Sports & Gaming Service "Game On" of Banglalink? *

Yes

No

7. What is/are the Digital "Health & Education" App Based Services of Banglalink *
you use?

Select Digital Service Providing Apps Of Banglalink that you use

Doktorbhai

DocTime

Pulse

TutorsInc

I do not use Digital "Health & Education" App Based Services of Banglalink

Back

Next

Clear form

Consumer Perception on their VAS Owing to their Evolution

8. How often do you use Digital App Based Services of Banglalink? *

- Daily
- Weekly
- Bi-Weekly
- Monthly
- Occasionally

9. What aspect of the Banglalink's Digital App Based Services were you most satisfied by? *

- Customer Service
- Installation and First Use Experience
- Purchase Experience
- Price
- Quality
- Repeat Purchase Experience
- Usage Experience

10. How much mobile data do you need to buy for your Phone/Tab/iPad for every month? *

- Less than 2 GB
- 2.1 GB to 5 GB
- 5.1 GB to 8GB
- 8.1 GB to 11 GB
- More than 11GB
- I do not buy mobile data

11. How much do you spend on buying Banglalink's data packs & subscription every month? *

- Below ₳300
- ₳301 - ₳600
- ₳601- ₳900
- ₳901 - ₳1200
- More than ₳1200

12. Did your mobile data buying increased due to Digital App Based Services of Banglalink? (If yes, answer the next question) *

Yes

No

13. How much has your rate of mobile data buying increased due to Digital App Based Services of Banglalink? *

0 - 30%

31% - 60%

61% - 90%

91% - 120%

More than 120 %

14. Are you satisfied with the product pricing of Banglalink's data packs & subscription every month? *

Yes

No

15. If no, could you please describe your expectation? *

(for e.g do you expect Banglalink to provide free of subscription charge/ less charges/increase the charges/No change)

Your answer

16. Would you recommend Banglalink's Digital App Based Services to a friend, family member, or colleague? *

Yes

No

Maybe

Back

Submit

Clear form