banglalink

An Internship Report on the Improvement of Supplier Portal at Banglalink Digital Communications Ltd.

By

Syed Tousif Wahid
18104116

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business and Administration.

BRAC Business School
BRAC University
November 2022

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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.

Student's Full Name & Signature:

_____

Syed Tousif Wahid

Student ID: 18104116

Supervisor's Full Name & Signature:

_____

Ms. Afsana Akhtar

Assistant Professor,

BRAC Business School

BRAC University

Letter of Transmittal

Ms. Afsana Akhtar

Assistant Professor,

BRAC Business School,

BRAC University, 66 Mohakhali, Dhaka-1212

Subject: An Internship Report on the Improvement of Supplier Portal at Banglalink Digital Communications Ltd.

Dear Miss,

It is my great pleasure to submit my internship report on the "Improvement of Supplier Portal at Banglalink Digital Communications Ltd." In the month of May 2022, I was appointed as an intern in Banglalink Digital Communication Ltd. under the Supply Chain and procurement department. Thus, I have decided to do my internship report on this subject.

In order to complete the report in the most significant, compact, and thorough way possible, I have done my best to include the pertinent information and suggested recommendations. Additionally, I have acquired important information while working with Banglalink Digital communications Ltd. for my internship report. In my internship report, I did my best to address every facet of the subject.

I strongly believe that the report will fulfil expectations.

Sincerely yours,

_____

Syed Tousif Wahid

18104116

BRAC Business School, BRAC University

Acknowledgement

I would like to thank my Line Manager at Banglalink, Mr. Nazirul Islam Khan for giving me the chance to peruse my internship and complete my report work at banglalink.

I am grateful to Ms. Tazrin Mozumdar Mou for helping to understand the process of work and the culture of Banglalink. Moreover, I would also like to express my gratitude and heartfelt thanks to the whole Banglalink team for guiding me and showing me the right path whenever I needed assistance during my internship period.

I would also like to wholeheartedly thank my supervisor at BRAC Business School, Ms. Afsana Akhtar, and Assistant Professor for giving me the opportunity to work on this project and for guiding me throughout to complete my internship report.

Chapter 1: Overview of Internship

1.1 Student Information

I am Syed Tousif Wahid from BRAC Business School, BRAC University. My university ID is 18104116 and my g-suite email ID is syed.tousif.wahid@g.bracu.ac.bd. I started my under-graduation in spring 2018 and completed all academic courses of BBA degree by spring 2022. I have done my major in marketing and minor in human resource management. Furthermore, I have completed my internship at Banglalink in order to earn the last four credits of my BBA degree.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

By grace of Almighty, I have got the opportunity of work as an Intern at Banglalink Digital Communications Ltd. I got selected in Banglalink's Advanced Internship Program in the batch of summer 2022. After completing the C-factor round (aptitude test) and interview round, Banglalink selected me for their supply chain department. The internship period was 3-months long from 16th May to 16th August 2022 and my monthly allowance was BDT 6000. My office address was Tiger's Den, House 4 (SWH), Bir Uttam Mir Shawkat Sharak Gulshan 1, Dhaka 1212, Bangladesh.

1.2.2 Internship Company Supervisor's Information: Name and Position

My on-site supervisor/line manager was Mr. Nazirul Islam Khan during the internship period. Mr. Nazir is the Category Manager in the Supply Chain Department under the Finance division. He is responsible to source and procure goods and services for direct category projects through RFI/RFQ/RFT in a competitive environment as per authority matrix. Moreover, he helps achieve savings by efficient negotiation, benchmarking, market analysis and alternate sourcing to secure competitive pricing through efficient strategies & aligning with management. Also, responsible for vendor management, product delivery and follow-up.

1.2.3 Job Scope – Job Description/ Duties/ Responsibilities

At Banglalink, I was working under Mr. Nazir as he was my reporting manager. However, I have also assisted other managers and the supply chain director and provided my support wherever required. My responsibilities were expanded into various functional processes of the supply chain department as per the guidance of my line manager. I have assisted in preparing RFQ Documents (BoQ, Contract Template, Bid Instruction, etc.) and followed-up with Vendors for submission of Proposal through GPS. Analyzed and validated vendor enlistment documentation such as BIN, Trade license. Maintained and updated SCM Project database and vendor pool. Updated 13 Digit BIN numbers of the vendors out of 100 vendors through timely follow-up and communication. Arranged alignment meetings between vendors and all relevant stakeholders for vendor performance discussion where vendors were informed on their performance feedback. Handed over the supplier agreement documents for signing to the vendor, followed-up, received back signed agreement and updated the agreement data-base with necessary information.

1.3 Internship Outcomes:

1.3.1 Students Contribution to the Company

I have participated in a variety of activities and added value to the team in every way possible. I strongly feel, time, dedication and hard work are the most crucial aspects anyone can provide in terms of work process in any company. Supply chain activities are centered on its huge number of vendors. Management of vendors was a big part of my responsibility. Communicating and following-up with vendors regarding contracts, meetings etc., all had to be maintained in order to ensure proper delivery service or products from suppliers end. During negotiation meetings with vendors, I made minutes of meetings (MOM) and tracked discussion points so that necessary actions can be taken in future dealings. Another important aspect of supply chain is contract management on which I had the opportunity to provide the possible support from my end. Moreover, since I was an Intern under the supervision of my line manager, most of the tasks were given from his end. One of my regular jobs used to be downloading and preparing various report from Oracle cloud application, analyzing purchasing orders and invoices, price quotation

comparison of potential vendors using Microsoft excel and preparing Power point slides for tender committee meeting. My supervisor used to review my work before presenting it to the relevant stakeholders so that contribution from my end gets successful. Furthermore, one of the important contribution I had for Banglalink was working for the supplier portal. As I was an Intern in the supply chain department, majority of work or functionally of this particular was with various vendors/suppliers and ensuring a well-developed and efficient supplier portal is extensively vital. Also, since global pandemic, it was necessary to build a top-class supplier portal in order to reduce physical interaction with suppliers as much as possible and make the business dealing more efficient. As a result, during my internship, I had the opportunity to research the existing supplier portal of Banglalink and suggest recommendations and potentials improvement areas to my supervisor.

1.3.2 Benefits to the Student

The three-month long internship has helped me to learn a lot of things and experience the real-life situation of a corporate giant like Banglalink. Every day at Banglalink used to be a day full of fun, excitement and a new learning opportunity. My software skills have improved a lot as working on excel and PowerPoint were part of my daily tasks. One of the key takeaways from Banglalink would be my great experience with outlook usage. Most cooperate use outlook for email communication and working in Banglalink has helped me to know the ins and outs of outlook which will definitely be an important lesson in my career. Furthermore, working in Banglalink has boosted my communication skills as well. I was lucky enough to work in an open-desk office environment, where interacting with other employees was very easy. I was able to break barrier and communicate with different level employees. Not only in-house employees, there were many vendors with whom I used to communicate over phone calls or in-person which helped to meet different types of local people and foreigners as well. Another important takeaway from Banglalink would be Team building. Team work or maintaining coherence with your colleagues is a key factor in order to produce efficient output. I have seen people in my team have differences of opinions but they still had lunch together and respected each other. Therefore, I strongly believe synergizing with the team members would be a crucial aspect in my career wherever I intend to work. Another important learning from my internship period is professionalism. Everyone in the company maintained professionalism on a daily basis as per

company policies and standards. My office timing was from 9 P.M. to 6 P.M. Sometimes I had to work after 6 P.M with my other team members depending on particular work pressure which I have done happily in order to add value to the team. Moreover, I have also learnt professionalism about attire, dining rules at lunch, lift etiquettes etc. Overall, I had a wonderful experience of professionalism at Banglalink which would definitely be beneficial for my career growth.

1.3.3 Problems/Difficulties (faced during the internship period)

After joining Banglalink as an Intern. Initially, work seemed difficult as the telecommunication industry was a new experience for me to start my corporate career. However, as time passed by, my line manager and others from the team assisted me to understand the work process and functionality of the team. As interns we have just entered the corporate life and yet not professional in meeting deadlines like other permanent employees. It was difficult for me to keep up the pace with other team members and align with the competitive work environment. Another difficulty, I faced during my internship was travelling to my office at Gulshan 1 from Dhanmondi. Banglalink only provide transport services to its permanent employees and interns are not given such facilities which is a negative side in my opinion.

1.3.4 Recommendations (to the company on future internships)

I have some recommendations after completing a three-month internship at Banglalink Digital Communications Ltd. I believe that the company and the future interns might both get benefited from my suggestions. Firstly, the company should provide better resources and necessary items to the interns in order to expect more productive work. I was given only a laptop which was not an updated one which created hurdles in my work. Laptops and other gadgets for interns should be updated as such facilities would motivate and encourage the interns to provide better performance for the company. Secondly, the company should provide transport services for the interns as well. Transport facilities will give the interns a sense of security and comfort while working for the company. Thirdly, Banglalink Advanced Internship Program (AIP) should be extended to 4-months and allow the interns to learn more about the telecommunication industry. Also, based on performance they can offer permanent roles to the best interns. Lastly, since the Covid-19 virus is

still a concern in the world, the safety measures should always be maintained and allow a comfortable working environment for future interns.

Chapter 2: Organization Part

2.1 Introduction

BUS400 is a 4-credit course that is compulsory for the students of BRAC Business School to complete at BRAC University in order to achieve the BBA degree. Students are required to work in a company as an intern where they get an opportunity to gain hands-on experience and implement a relation between academic and practical learnings. The report is prepared as a testimony based on my internship period at Banglalink Digital Communication Ltd. as a part of the Advanced Internship Program (AIP) in the supply chain department. In this report, I have highlighted the history, functions and departments of Banglalink Digital Communications Ltd. This particular chapter of the report will give an overall idea about Banglalink and its current standing in the telecommunication industry of Bangladesh.

2.2 Company Overview

Banglalink Digital Communication is the 3rd largest mobile network company in the telecommunication industry of Bangladesh which is owned by a multinational giant called VEON Ltd. located at Amsterdam, Netherlands. Back in 2005, Banglalink started its journey as a telecom company in Bangladesh. Within a short span of time and end of 2005, Banglalink was able to make a promising mark in the industry and left behind then Aktel (Robi) with more than 7.1 million subscribers which made Banglalink the second largest telecom company at that point in time. But the second largest position of Banglalink lasted until the merger of Robi-Airtel happened and Robi Axiata gained more market share hence overtaking Banglalink by huge number of subscribers. As of now, Banglalink has 37.41 million subscribers from 180.78 million total subscribers in the market. (Association of Mobile Telecom Operators of Bangladesh, 2022). Banglalink initially had a slogan "Making a difference" with which it started it journey as Telecom Company. The

company current slogan is "Start something new" to promote the vision of being the fastest 4G provider of the industry. Based on the existing slogan, Banglalink aims to provide creative and unique products for the customers. Banglalink focuses to provide best experience in terms of digital services and build a digital infrastructure in order to meet the customer expectations. Banglalink is always finding way to introduce affordable services to all the customer groups in all possible way. Banglalink gives high importance to 'customer experience' and for that reason, digital delivery of services is one of the factors that Banglalink is always trying its best to develop. The digitization is helping customers to interact, communicate and use our services in a better way. Apart from digitization, the traditional way of business is still maintained well by the company. The success and growth of banglalink was centered on a simple idea which was to bring mobile phone to the masses/common people. The company was quite successful to implement their strategy and make it a reality. A mobile phone was no longer a luxury rather it became a necessity of everyone. Banglalink's affordable services and various offers helped to gain a huge customer base amongst common people. As time passed by, Banglalink targeted various customer segments, met customer demands, improved network quality, built a large-scale distribution network through the country, provided customer care, introduced digitization in services and as a result Banglalink as a brand made a place in customers' heart and still continuing to be a telecom brand of trust and satisfaction for the people in Bangladesh.

Company Name	Banglalink Digital Communications Ltd.
Founded in	February, 2005
Industry	Telecommunications
Parent Company	Veon Ltd.

Headquarters	Tigers' Den, House# SW(H)04, Bir Uttam Mir Shawkat Sharak, Gulshan-1, Dhaka, Bangladesh
CEO	Erik Aas
Subscribers	33.69 Million
Website	https://www.banglalink.net/en

2.2.1 History

In September 2004, Orasom Telecom Holdings bought share of Sheba Telecom (pvt.) Ltd. for USD 60 million. Later on 10th February 2005, the company's name was changed to "Banglalink" in order to re-brand and re-launch the company offerings newly. The parent company's name was again changed to "Banglalink Digital Communication Ltd" in July 2013. Telecom Ventures Ltd., a subsidiary of Global Telecom Holding owns Banglalink Digital Communications Ltd. Moreover, an Amstardam based global connectivity Provider Company called VEON Ltd. owns 51.9% share of Global Telecom Holding. Banglalink Digital Communications Ltd. emerged from being a local telecom service provider company to a subsidiary company of global telecom giant VEON Ltd.

2.3 Management Practices

2.3.1 Leadership

Banglalink follows a organizational hierarchy in order to maintain a well-structured flow of work process. Starting with shareholders and Borad of Directors at top-most positions, Eris Aas, the CEO and Managing director holds the next top position. And under the supervision of CEO, there are many heads of the departments. Cem Velipasaoglu as the CFO, Upanga Dutta as CCO, Huseyin Turker, the CTO, Jahrat Adib Chowdhury the CLO (Chief Legal Officer), Taimur Rahman as CCRAO (Chief Corporate & Regulatory Affiars Officer), Monzula Morshed, the CHR and Administration Officer (Chief HR & Administration Officer), and Muniruzzaman Shiekh as CECO.
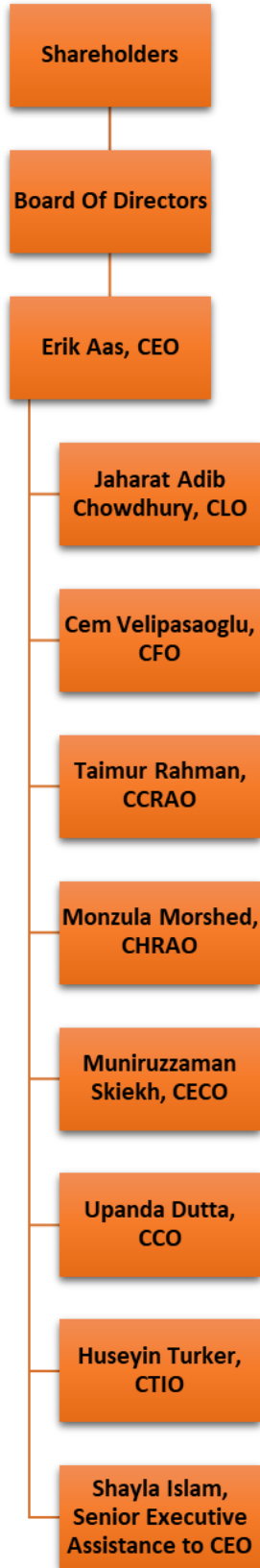
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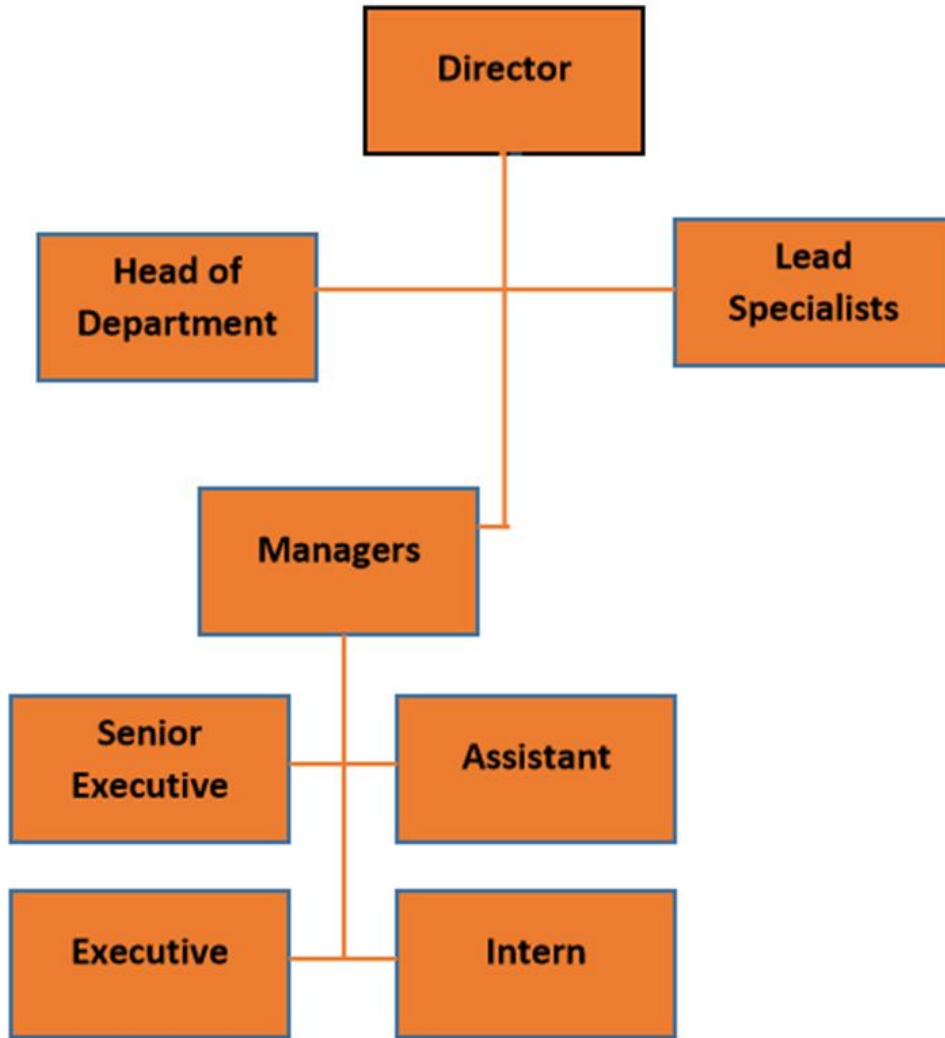
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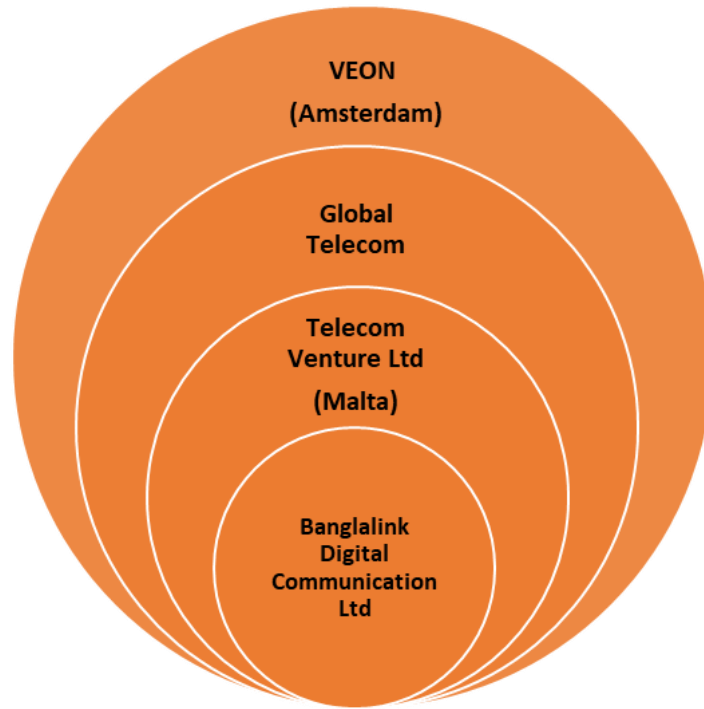
Banglalink's Ownership Structure

2.3.2 Training and Development

Training and development is one of the most important aspects for the employees in order to add more skills and improvements in their working process. Banglalink has a in-house training facility called "Banglalink University" which is under the Human Resource Department. The training and development is handled by the Talent Management team under Human Resource Department. A yearly schedule is prepared by the Talent Management team in order to train the employees. For the training schedule preparation, a Training Need Analysis is conducted at the start of the year in order to identify the type of training for particular employees. The trainings are attended by employees who are in need of specific skill set for their development. The talent management team determine the requirement of specific kind of training for employees and filling the learning gaps in order to help the employees add value to the Banglalink in a more efficient manner.

The TNA process at banglalink

The TNA helps the talent management team to create a roadmap of various training for the employees. Based on the requirement of specific skills and leaning gaps, the trainings are provided to the employees. TNA is initially conducted by the line managers of the employees. The line manager interact with the employees through informal interviews to discuss the specific requirement of training which improve the performance and skill level. The employees can give their preference for training, however, line manager can also make some training mandatory for the employees. The training type will also vary depending on the designation of the employees. For example, training for the managers could be of one kind whereas the less experienced employees might get another kind of training. This is done so that the employees receive the training they need the most in that particular point in time. Also, some common training are given to all the employees irrespective of designation or position in the company. After the gaps or lacking of performance level is identified, the roadmap for training is designed. Firstly, the materials needed for the training are arranged, then duration of the training, then the location of the training, then the trainer is selected and lastly the technique of the training is determined which can make the training process more efficient and effective for the employees.

2.3.3 Types of Training at banglalink

Trainings are of various kinds. Selecting the proper training method is very crucial in order to create suitable training experience for the employees. The right kind of training method ensures that the trainer and the trainees are well aligned with the objectives of the training and reach the goal conveniently. Out of cognitive and behavioral training method, Banglalink uses the cognitive one. Theoretical knowledge and learnings are given to the trainees through cognitive training method. It helps the employees to improve their performance gaps in lot of areas such as writing, communication, computer skills or other topics as per the requirement. Employees come across various loopholes or difficulties during their course of work and therefore, cognitive training would provide them in-depth information and insight to do better in their job. Through cognitive training method, not only theoretical learning but also trainees go through practical

learning experience that help them to understand various types of critical situation that may arise during the work process and how to overcome them convincingly. Below are some cognitive methods that are conducted by Banglalink for their employees' growth and development.

Discussion Training: Based on the particular training topic, the trainees and the trainer interact in order to gain knowledge and insights. The face to face discussion helps trainee to ask the trainer questions and have a more interaction session.

Demonstration training: By showing visual slides, videos, photos etc., trainees are provided with information in order to learn and gain knowledge.

Computer or ICT training: Computer based work is very common thing in today's digital era. Whenever, a new software or computer program is launched at banglalink, employees are given proper training so that they face no hassle to operate such computer based work.

Lecture Training: The conventional method of proving training through lectures are used in many cases were topic of the training is not much complicated and information can be provided through verbal lectures by trainer.

Behavioral training: It is another important aspect of cognitive training that services practical knowledge. This type of training gives employees situation based ideas and how to deal with critical circumstances in work life. Banglalink emphasis on this type of behavioral training so that employees build more abilities and qualities for them. Some of the common behavioral training implemented by banglalink are Role playing and game sessions.

Train the Trainer: Banglalink's Train the Trainer program is an inspiration concept which stimulates the in-house employees/facillators's growth and development and creates a culture of constant self-improvement.

2.4 Marketing Practices

2.4.1 Target Market

In order to reach the customers with the products or services, same approach might not work for all. Customers are many type with various expectations and perceptions. Targeting the marketing is very important in order create an impact in people's mind so that the right kind of communication can be done to market the products to the customers or consumers. However, in terms of telecom service, the concept is little different. For Banglalink, anybody who is in need of a mobile network fall under the target market, irrespective, of gender, race, ethnicity, location etc. However, the need of mobile network is same for different segment but the products offerings from Banglalink have to designed in a way that fulfill the expectations of customers in a convincing manner.

2.4.2 Banglalink's Promotional Tools

Promotional tool can be of many types. At Banglalink, different kinds of promotional activities are carried out which are mentioned below:

- Personal Selling
- Sponsorship
- Advertisement
- Direct marketing
- Digital marketing
- Public relations
- Corporate social responsibilities

Personal Selling: Physical involvement boost sales in lot of ways. Through personal selling, customers can be provided with more insights of the products offerings, arrange discounts, gifts

and other incentives which can attract more potential customers for Banglalink. In many busy areas of the city, you would often find booths where a sales person from Banglalink selling sim cards is an example of personal selling.

Sponsorship: It is one of the most effective ways to get exposure to potential customers. By sponsoring any sort of event or an idea, a company basically invest money and in return the company gain recognition and public awareness. Banglalnk is the one of the largest telecom company in Bangladesh, however, such a well-established brand is also to sponsor event to stay ahead of the competitors and a create a buzz in the market.

Figure: Dhaka Rock Fest 2.0, sponsored by Banglalink

Advertisement: The publishment of advertisements at Bangalink are many types which are newspaper ads, billboard ads, television ads etc. In Bangladesh, there are frequent newspaper readers for which various promotional ads are published on top newspapers of the country in order to attract the customer's attention. Next, the billboard advertisements are one of the most less expensive and efficient way medium to grab the attention of the customers. Banglalink always tries to set billboards and banners in the hectic areas of the city so that the promotional activities can be most highlighted. Also, the television ads are one of the entertaining took to promote Banglalink as a brand. Banglalink has successfully created advertisements and songs which became very popular amongst the Banglalink users.

Figure: Popular advertisements on television featuring popular celebrities

Direct Marketing: This type of marketing help Banglalink to reach to its targeted consumers group directly without using any third party. Direct marketing is implemented through monobrand operation in different places of the city where customers are can direct get the products from Banglalink. Also, the customer care services is another type of direct marketing as the communication are occurring directly with the customers.

Digital Marketing: In today's time, the most effective tool to reach to the targeted customers is through digital marketing. Banglalink has been active in terms of digital marketing and the use of digital platforms like Facebook, Instagram, YouTube are quite extensive in order to promote various product offerings. Banglalink is just not a telecom company anymore, rather it has become digitally advanced brand to offer more digital products. Banglalink's website, My BL app, and other digital products like toffee, Daktarbhai, Banglafix etc. have become popular digital products offered by Banglalink. Moreover, on Banglalink's informative website and through My BL apps, users are able to access vast amount of information and experience the new offerings such as call rate offers, internet offers, entertainments etc.

Public Relations: It helps a company to uphold reputation and maintain consistent brand awareness in the market. Through public relation activities the products, services of Banglalink are promoted and hence leading to more sales. For PR activities, Banglalink often call for meetings with wholesalers, retailers and other business partners in order to have a open discussion about various business related matter. This type of meetings helps to maintain strong

business relationships and build better communication network which can add value to the company's success factors in the long run.

Corporate Responsibility: Banglalink has become a telecom giant over the years in terms of network and other digital services. As we all know, with great power comes great responsibility. Banglalink fulfill the duties of corporate social activities to serve the nation and contribute to the socio-economic development. Banglalink has initiated several projects which have helped the society and environment in many possible ways. Few renowned CSR activities of Banglalink are: Arrangement of special facilities for pilgrim at Hajj camp, Iftar and food distribution during Ramadan, donation of winter clothes at orphanage, blood collection campaigns, computer lab or ict facilities for deprived kids, sea beach cleaning camp at Cox's Bazar. Recently, in the month June 2021, Sylhet and Sunamjonj region was heavily affected by deadly flood. In the flood areas, Banglalink provided free talk-time and date for better communication. Also, relief goods were distributed by Banglalink for the flood affected people in the Sylhet division.

Figure: CSR Activities by Banglalink in Sylhet region.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

The financial control and treasury department hold the responsibility to handle the financial related issues. As per the company rules and regulations, the financial control team manages all

the business transactions and monetary matter. The financial reports are prepared for various stakeholders who are involved with the company. The disbursement, cash collection and use of other resources are all need to be managed in efficient manner so that generation of cash flow can be done at maximum level. The financial related matter such as company bills, expenditures, financial statements are tracked and updated on timely basis in order to keep maintain the industry standards. From Profit margins to loss, from revenue generations to financial changes, everything can be recorder in the financial report which helps investors to understand the financial performance of the company. In the second quarter of 2022, Banglalink gained a double digit revenue growth which is 11% (The Daily Star, 2022)

BDT million	2Q22	2Q21	YoY	1H22	1H21	YoY
Total revenue	**13,154**	**11,843**	**11.1%**	**25,573**	**23,283**	**9.8%**
EBITDA	**4,933**	**4,774**	**3.3%**	**9,682**	**9,472**	**2.2%**
EBITDA margin	37.5%	40.3%	(2.8p.p.)	37.9%	40.7%	(2.8p.p.)
Capex	5,043	1,319	282.2%	9,081	3,551	155.7%
Capex intensity	26.0%	20.0%	6.0p.p.			
Mobile						
Total revenue	13,154	11,843	11.1%	25,573	23,283	9.8%
Service revenue	12,923	11,620	11.2%	25,108	22,838	9.9%
Data revenue	4,141	3,379	22.5%	7,793	6,371	22.3%
Customers (mln)	36.3	34.4	5.6%			
Data customers (mln)	22.5	21.2	6.1%			
4G Smartphone users (mln)	14.2	10.9	30.6%			
4G users (mln)	13.5	9.9	36.3%			
ARPU (BDT)	119	113	5.6%			
MOU (min)	216	220	(1.9%)			
Data usage (GB/user)	4.6	3.5	30.4%			
4G coverage	77.4%	68.1%	9.3p.p.			

Table 1: Q2 2022 financial performance results

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BDT million	1Q22	1Q21	YoY
Total revenue	**12,420**	**11,440**	**8.6%**
EBITDA	**4,749**	**4,698**	**1.1%**
EBITDA margin	38.2%	41.1%	(2.8p.p.)
Capex	4,039	2,231	81.0%
Capex intensity	19.1%	20.3%	(1.2p.p.)
Mobile			
Total revenue	12,420	11,440	8.6%
Service revenue	12,186	11,218	8.6%
Data revenue	3,652	2,992	22.1%
Customers (mln)	35.9	34.3	4.8%
Data customers (mln)	22.0	20.6	7.0%
4G Smartphone users (mln)	13.9	10.0	39.7%
4G users (mln)	12.5	9.0	39.7%
ARPU (BDT)	114	111	3.3%
MOU (min)	213	223	(4.2%)
Data usage (GB/user)	4.3	2.7	56.3%
4G coverage	72.3%	67.3%	5.0p.p.

Table 2: Q1 2022 financial performance results

BDT million	4Q21	4Q20	YoY	2021	2020	YoY
Total revenue	**12,298**	**11,360**	**8.3%**	**47,941**	**45,601**	**5.1%**
EBITDA	**5,246**	**4,650**	**12.8%**	**19,966**	**19,315**	**3.4%**
EBITDA margin	42.7%	40.9%	1.7p.p.	41.6%	42.4%	(0.7p.p.)
Capex	2,968	4,124	(28.0%)	7,524	10,686	(29.6%)
Capex intensity	15.7%	23.4%	(7.7p.p.)			
Mobile						
Total revenue	12,298	11,360	8.3%	47,941	45,601	5.1%
Service revenue	12,074	11,135	8.4%	47,050	44,726	5.2%
Data revenue	3,549	2,867	23.8%	13,647	11,286	20.9%
Customers (mln)	35.1	33.2	5.6%			
Data customers (mln)	22.1	19.9	10.8%			
4G Smartphone users (mln)	13.0	9.0	44.8%			
4G users (mln)	12.0	8.0	50.6%			
ARPU (BDT)	115	112	2.5%			
MOU (min)	219	224	(2.3%)			
Data usage (GB/user)	4.1	2.4	71.5%			
4G coverage	69.1%	59.9%	9.2p.p.			

Table 3: Q1 2022 financial performance results

BDT million	3Q21	3Q20	YoY	9M21	9M20	YoY
Total revenue	12,361	11,531	7.2%	35,643	34,241	4.1%
EBITDA	5,248	5,067	3.6%	14,720	14,665	0.4%
EBITDA margin	42.5%	43.9%	(1.5pp)	41.3%	42.8%	(1.5pp)
Operational Capex	1,006	1,561	(35.6%)	4,557	6,562	(30.6%)
Capex intensity	18.5%	18.3%	0.2pp			
Mobile						
Total revenue	12,361	11,531	7.2%	35,643	34,241	4.1%
Service revenue	12,139	11,315	7.3%	34,976	33,591	4.1%
Data revenue	3,727	2,824	32.0%	10,098	8,419	20.0%
Customers (mln)	34.8	32.8	6.0%			
Data customers (mln)	22.2	20.5	8.7%			
4G Smartphone users (mln)	12.3	8.1	51.7%			
4G users (mln)	11.4	7.0	61.4%			
ARPU (BDT)	117	116	0.7%			
MOU (min)	221	231	(4.3%)			
Data usage (GB/user)	4.1	2.3	78.4%			
4G coverage	68.8%	53.3%	15.5pp			

Table 4: Q3 2021 financial performance results

BDT million	2Q21	2Q20	YoY	1H21	1H20	YoY
Total Revenue	11,843	11,082	6.9%	23,283	22,711	2.5%
EBITDA	4,774	4,592	4.0%	9,472	9,598	(1.3%)
EBITDA margin	40.3%	41.4%	(1.1pp)	40.7%	42.3%	(1.6pp)
Operational Capex	1,319	1,302	1.3%	3,551	5,001	(29.0%)
Capex intensity	20.0%	19.5%	0.5pp			
Mobile						
Total revenue	11,843	11,082	6.9%	23,283	22,711	2.5%
Service revenue	11,620	10,862	7.0%	22,838	22,275	2.5%
Data revenue	3,379	2,937	15.1%	6,371	5,594	13.9%
Customers (mln)	34.4	32.1	7.0%			
Data customers (mln)	21.2	19.5	8.9%			
4G Smartphone users (mln)	10.9	7.2	50.6%			
4G users (mln)	9.9	5.9	68.1%			
ARPU (BDT)	113	110	2.4%			
MOU (min)	220	212	4.0%			
Data usage (GB/user)	3.5	2.4	43.7%			
4G coverage	68.1%	52.4%	15.7pp			

Table 5: Q2 2021 financial performance results

BDT million	1Q21	1Q20	YoY
Total Revenue	11,440	11,629	(1.6%)
Total Revenue B2B	890	955	(6.8%)
Total Revenue B2C	10,540	10,659	(1.1%)
EBITDA	4,698	5,006	(6.2%)
EBITDA margin	41.1%	43.0%	(2.0p.p.)
Operational Capex	2,231	3,699	(39.7%)
Operational Capex intensity	20.3%	20.3%	(0.0p.p.)
Mobile			
Total revenue	11,440	11,629	(1.6%)
Service revenue	11,218	11,413	(1.7%)
Data revenue	2,992	2,658	12.6%
Customers (mln)	34.3	33.6	2.0%
Data customers (mln)	20.6	19.6	5.2%
4G Smartphone users (mln)	10.0	7.0	43.3%
4G users (mln)	9.0	5.4	67.2%
ARPU (BDT)	111	113	(2.0%)
MOU (min)	223	228	(2.5%)
Data usage (GB/user)	2.8	1.9	44.9%
4G coverage	67.3%	51.7%	15.6p.p.

Table 6: Q2 2021 financial performance results

BDT billion	4Q20	4Q19	YoY	2020	2019	YoY
Total revenue	11.4	11.1	2.4%	45.6	45.3	0.7%
Mobile service revenue	11.1	10.9	2.3%	44.7	44.3	0.9%
of which mobile data	2.9	2.3	22.1%	11.3	9.2	22.8%
EBITDA	4.6	4.5	4.0%	19.3	18.8	2.9%
EBITDA margin	40.9%	40.3%	0.6p.p.	42.4%	41.4%	0.9p.p.
Operational Capex	4.1	1.7	138.8%	10.7	6.9	54.4%
Capex intensity	23.4%	15.3%	0.1p.p.	23.4%	15.3%	0.1p.p.
Mobile						
Customers (mln)	33.2	33.6	(1.3%)			
- of which mobile data customers (mln)	19.9	18.9	5.7%			
ARPU (BDT)	112	109	3.5%			
MOU (min)	224	226	(0.9%)			
Data usage (GB/user)	2.4	1.6	55.3%			

Table 7: Q4 2020 financial performance results

BDT billion	3Q20	3Q19	YoY	9M20	9M19	YoY
Total revenue	11.5	11.4	0.8%	34.2	34.2	0.2%
Mobile service revenue	11.3	11.2	0.9%	33.6	33.4	0.4%
of which mobile data	2.8	2.3	20.2%	8.4	6.8	23.0%
EBITDA	5.1	4.7	8.4%	14.7	14.3	2.6%
EBITDA margin	43.9%	40.9%	3.1p.p.	42.8%	41.8%	1.0p.p.
Capex excl. licenses	2.0	2.3	(11.4%)	7.9	5.4	46.0%
Capex intensity	23.4%	13.5%	9.9p.p.	23.4%	13.5%	9.9p.p.
Mobile						
Customers (mln)	32.8	33.1	(0.8%)			
- of which mobile data customers (mln)	20.5	19.0	7.9%			
ARPU (BDT)	116	113	2.7%			
MOU (min)	231	232	(0.4%)			
Data usage (MB/user)	2,326	1,523	52.7%			

Table 8: Q3 2020 financial performance results

BDT billion	2Q20	2Q19	YoY	1H20	1H19	YoY
Total revenue	11.1	11.5	(3.9%)	22.7	22.7	(0.2%)
Mobile service revenue	10.9	11.3	(3.7%)	22.3	22.2	0.2%
of which mobile data	2.9	2.3	30.3%	5.6	4.5	24.4%
EBITDA	4.6	4.6	(0.1%)	9.6	9.6	(0.2%)
EBITDA margin	41.4%	39.8%	1.6p.p.	42.3%	42.3%	-
Capex excl. licenses	1.9	1.8	3.3%	5.9	3.2	87.2%
LTM capex excl. licenses/revenue	24.0%	10.3%	13.7p.p.	24.0%	10.3%	13.7p.p.
Mobile						
Customers (mln)	32.1	32.9	(2.5%)			
- of which mobile data customers (mln)	21.8	21.1	3.3%			
ARPU (BDT)	110	114	(3.3%)			
MOU (min)	212	236	(10.1%)			
Data usage (MB/user)	2,240	1,250	79.2%			

Table 9: Q2 2020 financial performance results

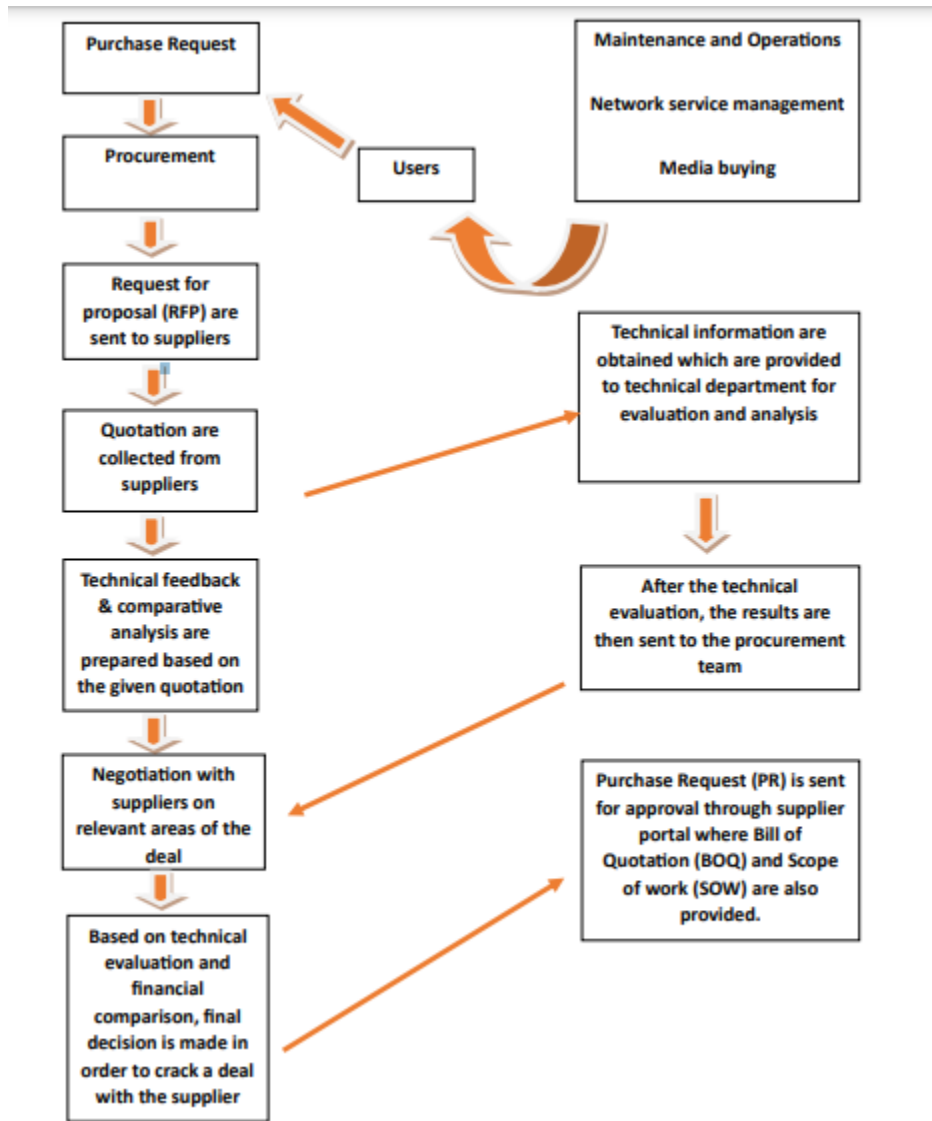| BDT billion	1Q20	1Q19	YoY
Total revenue	11.6	11.2	3.7%
Mobile service revenue	11.4	11.0	4.2%
of which mobile data	2.7	2.2	18.5%
EBITDA	5.0	5.0	(0.3%)
EBITDA margin	43.0%	44.8%	(1.7p.p.)
Capex excl. licenses	4.0	1.3	201.3%
LTM capex excl. licenses/revenue	23.6%	10.2%	13.4p.p.
Mobile			
Customers (mln)	33.6	33.0	1.9%
- of which mobile data customers (mln)	21.9	20.4	7.8%
ARPU (BDT)	113	112	1.2%
MOU (min)	228	232	(1.4%)
Data usage (MB/user)	1,713	1,200	42.8%

Table 10: Q1 2020 financial performance results

2.5.2 Accounting Practices

The finance department at Banglalink maintain the track of transaction and monetary affairs. The records and documentation of financial matter are prepared by the finance team and the results are sent to VEON, Amsterdam. The financial performance presented in this report are published in the VEON's website where there is proper documentation and record of revenue growth, balance sheets. Banglalink maintains the proper accounting and financial rules and regulations to track such financial records. The international accounting standards (IAS) are followed to arrange the financial standings, profit and loss statements and overall income records. Moreover, the preparation of financial statements and publishment of financial matter are executed based on International Financial Reporting Standards (IFRS).

2.6 Operations Management and Information System Practices

In the below diagram, the operation management of Banglalink is presented. Banglalink's supply chain looks after the operations of sourcing goods and services.

```
┌─────────────────────┐                    ┌──────────────────────────┐
│   Purchase Request  │                    │ Maintenance and Operations│
└─────────────────────┘                    │                          │
          │                                │ Network service management│
          ▼                   ┌─────────┐  │                          │
┌─────────────────────┐       │  Users  │  │      Media buying        │
│    Procurement      │       └─────────┘  └──────────────────────────┘
└─────────────────────┘
          │
          ▼
┌─────────────────────┐
│   Request for       │                    ┌──────────────────────────┐
│   proposal (RFP) are │                   │  Technical information are│
│   sent to suppliers  │                   │  obtained which are provided│
└─────────────────────┘                    │  to technical department for│
          │                                │  evaluation and analysis │
          ▼                                └──────────────────────────┘
┌─────────────────────┐                                │
│   Quotation are     │────────────────────┐           ▼
│   collected from    │                    ┌──────────────────────────┐
│   suppliers         │                    │    After the technical   │
└─────────────────────┘                    │  evaluation, the results are│
          │                                │  then sent to the procurement│
          ▼                                │          team            │
┌─────────────────────┐                    └──────────────────────────┘
│  Technical feedback │
│  & comparative      │
│  analysis are       │
│  prepared based on  │
│  the given quotation│
└─────────────────────┘
          │                                ┌──────────────────────────┐
          ▼                                │ Purchase Request (PR) is sent│
┌─────────────────────┐                    │ for approval through supplier│
│  Negotiation with   │                    │      portal where Bill of │
│  suppliers on       │                    │  Quotation (BOQ) and Scope│
│  relevant areas of the│                  │   of work (SOW) are also │
│  deal               │                    │         provided.        │
└─────────────────────┘                    └──────────────────────────┘
          │
          ▼
┌─────────────────────┐
│  Based on technical │
│  evaluation and     │
│  financial          │
│  comparison, final  │
│  decision is made in │
│  order to crack a deal│
│  with the supplier  │
└─────────────────────┘
```

The process flows through the suppliers' portal which is a software taken from oracle system. Oracle is a basically used to manage database for running a particular business. Oracle system helps tracking suppliers' records, invoices, inventory, order flow and other relevant data. The database has confidential and very important company information, and therefore only the employees who have the right authority can access such data on the oracle system.

Banglalink has a Human resource information system (HRIS). It used to manage various human resource activities such leave application, attendance, overtime, performance record, patrol, data entry etc. The HRIS is maintained by a software called "V People" at Banglalink.

2.7 Industry and Competitive Analysis

2.7.1 Industry Competitiveness

The objective of banglalink is to offer best affordable price of cellular service for everyone in order to make the mobile phone usage more convenient. Affordability has made the cellular phone more like a necessity than luxury for everyone. Banglalink tries to offer cheapest price with best possible service of mobile network. Banglalink has able to capture 21% of the market share in the telecommunication industry because of its innovative and effective approach in terms of its digital services. Banglalink Digital Communications Ltd. holds the 3rd position in the telecommunication industry of Bangladesh as per the data of 3rd quarter of 2022. Till 2016, Banglalink was firmly holding the second position, right after Grameenphone. But the merger of Robi-Airtel had pushed Banglalink at the back-foot as Robi gained more market share in no time. The big-shot of the industry, Grameenphone's market share boomed rapidly to 46.39% by the end of October 2016 whereas Robi's market share decreased from 29.74% to 29.52% compared to the data of June 2020. As far as Banglalink's market share is concerned from June 2020 to October 2021, the market shared has decreased from 21.35% to 20.5%. The chart below represents the market share of telecom operators in Bangladesh as per the data of June 2022.
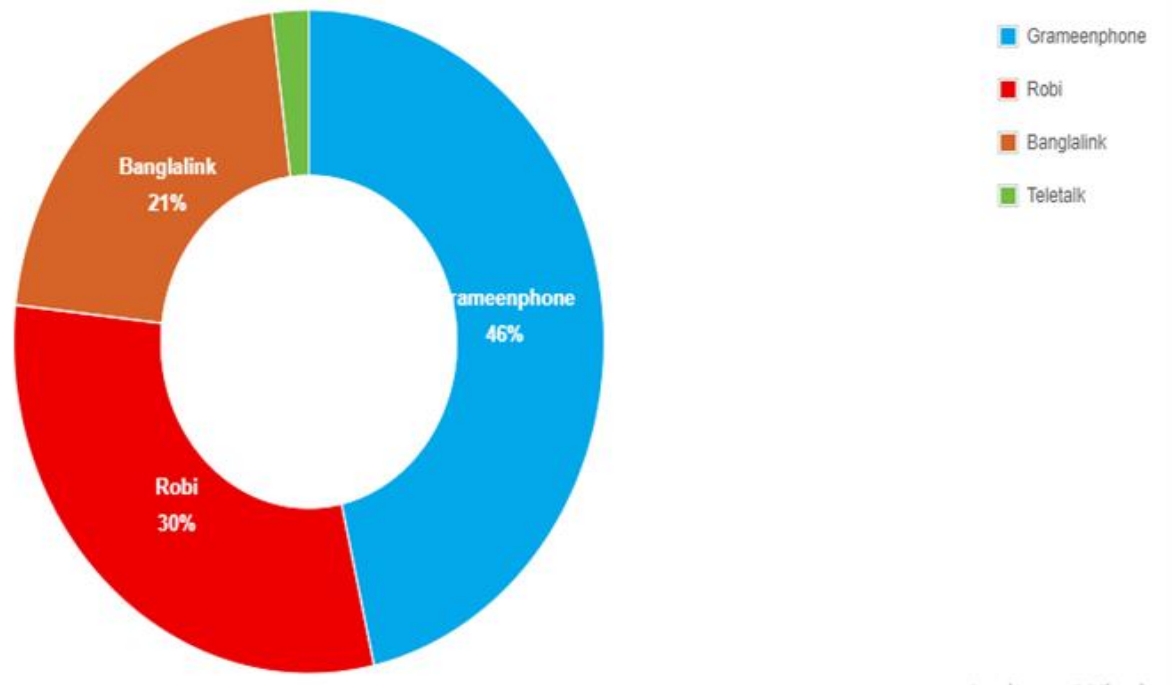
Source: Bangladesh Telecommunication Regulatory Commission (June 2022)

2.7.2 SWOT Analysis

SWOT analysis gives an idea of the market positioning of the company with further elaboration on opportunities and threats. Swot analysis helps the company to understand the market extensively in order to make the future planning and roadmap. It clearly provides the company regarding the product growth or position in the market and also take better business decision than the competitors. The four aspects of SWOT analysis are discussed below.

Strength	Opportunities
Banglalink's strengths lies in its competitive advantages compared to its competitors which helped the company to gain more market share and become top brands of the country • Fastest 4G Network as per Ookla® Speed test™ • Improved ecosystem of mobile network services • Innovation, uniqueness and trendy idea to make a mark in the market • Cheaper and reasonable call rate, mobile data etc. • Network coverage nationwide • Having good relationship with partners • Great and friendly working culture with various benefits and facilities to the employees.	Bangladesh has a lot of opportunities in the market in order to be more successful and best telecommunication company in the country • Managing more investments • Far advanced and strong network in every corner of the country • Getting more support From VEON in every possible way. • Improved Human resource • More new, innovative offers and deals for the customers • Better deals for the suppliers • Introducing more advanced features in the My BL App.
Weakness	Threats
The competition of Telecommunication industry is quite neck-to-neck as there are only few telecom companies available in Bangladesh. There are some factors for which Banglalink is lacking behind in many aspect as a telecom company. The weakness are as follows: • Weak network in many rural areas of the country.	BRTC has set some rules and standards for telecommunication companies which Banglalink need to be very aware about in order to execute their business offerings. The threats to Banglalink are listed below: • Competitors in the market

• My BL App is still under-development and not used my all BL users. • Advancement in the customer care department • Downsizing of employees • Existence manual work process in lot of sector	• New innovation and products by other operators • Tower sharing with other telecom companies • Government rules and regulations • VAT/TAX, legal issues • 5G launched by other telecom company • Strong human resources moving to competitors

2.7.3 Porter's Five Forces

The porter's five forces basically determines the industry's strong and weak factors through assessing the five competitive forces applicable to the company. The Porter's five forces are discussed below in the context of Banglalink.

Threat of New Entrants: It is not easy for a new telecom company to enter the market and gain customers. The telecom industry is saturated and already dominated by few companies. Banglalink holds strong position in the market and has a huge customer group. Even if a new company makes an entry to the market, it cannot easily take away the customer loyalty of Banglalink and therefore the threat of new entrant is low for Banglalink in the current scenario of telecom industry.

Threat of Substitute Products: We live in era of mobile phone and internal. Life is not possible without mobile network for communication. The substitute of SIM cards or mobile phone were landline or walky-talky. But we left that generation. Landline or walky-talky does not serve the purpose of effective and faster communication hence users of such communications medium

decreased to very low numbers. SIM cards are not replaceable and will remain a efficient communication medium for people for a very long time in the future. Therefore threat of substitute products is low for Banglalink.

Bargaining Power of Suppliers: Suppliers can put a huge pressure on the business of the company. A company is dependent on its suppliers in order to run the business efficiently and produce products and services on timely manner. A supplier can hold great power if the supplies can impact the business extensively. In the case of Banglalink, the bargaining power of supplier is low because there are huge number of suppliers in the market who are competing to work with Banglalink. The suppliers are on boarded by Banglalink based on factors that benefit Banglalink in every possible way.

Bargaining Power of Buyers: Customers are the most important and valuable part for any kind of business. Customer's role and responses would determine the company's growth in many ways and therefore customers can has substantial power. As far as Banglalink is concerned, the bargaining power of buyer is high as current customers have the option of switching to other telecom operators. Customers would stay loyal to Banglalink, if the services and offers seems beneficial to them. However, if other companies can provide better services in terms of mobile network, innovate offers, cheaper call rate etc., customers might easily switch to other brand or lessen the use of Banglalink network. Thus, the power of buyer is high in the case of Banglalink as Telecom Company.

Competitive Rivalry: Bangladesh telecom industry consists of only few companies which are Grameenphone, Robi-Airtel, Banglalink and Teletalk. Grameenphone is the top-player in the industry with the large portion of market share in terms of subscribers and network coverage. Banglalink's immediate competition is with Robi as they are the second position holder in the telecom industry. The merger of Rob-Airtel has pushed Banglalink to the 3rd position. Because there are few companies in the industry, the competition is quite fierce and neck to neck in order to gain more subscribers and market share. Therefore, the competitive rivalry is quite high for Banglalink in order to survive in the fast-paced telecommunication industry of Bangladesh.

2.8 Conclusion and Recommendation

The first time experience is always seems to be exciting and unique. Similarly, my first exposure to corporate world was a wonderful experience at Banglalink Digital Communication Ltd. From the very beginning to the end, the whole journey has been a learning process with ups and downs. I was fortune enough to be a part of a multinational company like Banglalink and work as an intern for three-long months. Banglalink is known for its great working culture and friendliness amongst colleagues which puts Banglalink in the top 5 list of employer's choice company in Bangladesh.

Banglalink is the 3rd largest telecom operator in Bangladesh and one of the most profitable multinational corporations. It has made its promising mark through efficient network coverage, internet connectivity and a wide range of digital products for its users. Moreover, Banglalink has secured to be the fastest mobile network in Bangladesh for three consecutive years from 2020 to 2022 which is indeed a big achievement in the competitive telecommunication industry of Bangladesh.

The swot analysis has identified few areas of opportunities, threat and weaknesses where Banglalink can work on and improve such potential developing areas as a company. The other telecom companies like Grameenphone and Robi are ahead of Banglalink in terms of market share, subscribers etc. Banglalink should find strategies to reduce their threats and weaknesses and find ways to turn opportunities into realties to become the best and leading telecommunication brand in Bangladesh.

Chapter 3: Project Part

3.1 Introduction

3.1.1 Literature Review

Supply chain management or procurement is one of the most important departments that integrates with other departments for smooth operation of business. A company is constantly in need of many kinds of supplies in order to reach its goals and objectives to provide products or services. Companies are well aware of the fact that, to gain competitive advantage in any market or industry, the process of the procurement has to be strong enough to make a significant impact. (Lu, W., Liu, A. M., Rowlinson, S., & Poon, S. W., 2013). A giant telecommunication company like Banglalink is constantly buying technical and non-technical equipment for business purposes and therefore the importance of a finest supplier portal is very crucial for the procurement team.

Based on the current scenario at Banglalink, many loopholes in the procurement process of Banglalink have been identified which have negatively impacted the company in many ways. One of the common problems of the procurement process is manual approval in many phases where automation in the portal is missing. In this way the process of buying gets delayed and employees face hard times. The other loopholes include technical issues in the supplier portal, lack of understanding from supplier's end, improper planning of requirements from the user team, delay in the process of agreement signing as it has to be done physically, shortage of staff in the procurement team etc. (Zaman, 2017).

Banglalink has automated the supplier portal in many phases but yet there are potential improvement areas which would enhance efficiency of the procurement process. In the time of pandemic or lockdowns, the contactless process of procurement was practiced in order to maintain the buyer-supplier relation. The procurement is dependent on an impactful and efficient supplier portal so that a strong and effective buyer-supplier relationship helps the business to become successful, particularly in terms of sourcing. (Ståhlström, M.,2021) The supplier portal

of Banglalink still require more contactless functionality of procurement as the Covid situation is unpredictable as it may occur again and therefore physical interaction should be minimized by automating and standardizing the supplier portal further by providing safety to the employees and allowing the suppliers to have better business partnership experience with Banglalink.

3.1.2 Objectives

Broad Objective:

Improvement in the supplier portal of Banglalink Digital Communications Ltd.

Research Questions:

1. What are the factors that are important for the supplier portal in terms of other companies?
2. What factors are important to make a top-graded supplier portal?
3. How can Banglalink make changes in the supplier portal in order to provide a better experience for the suppliers?

3.1.3 Significance

The report will help Banglalink the procurement team address the loopholes or potential improvement areas in the supplier portal. The supplier portal of other big companies will be analyzed and studied in order to understand how the supplier portal is creating a positive impact in the procurement process. There are many vital factors present in order to maintain an effective supplier portal which could be implemented in the Banglalink's procurement process to maintain the efficient supplier relationship. The automation has made life easy in every aspect of business and there is no difference in terms of procurement functions as well. The report will thoroughly discuss and identify the various aspects of the supplier portal that can add value to the stakeholders present at Banglalink.

3.2 Methodology

The methodology used for this research are direct observation of the day to day work process of the procurement team, online/physical interview with supplier portal users at other companies, face-to-face in-depth interviews with employees who are the main users of supplier portal at Banglalink and also survey on suppliers' perception to find potential improvement areas of the portal. Moreover, the nature of such interviews were semi-structured and the report have qualitative and quantitative data in order to determine the findings and suggest recommendations to the Banglalink.

3.3 Findings and Analysis

3.3.1 Analysis of factors that other companies had while developing their supplier portal

In order to find improvement areas of Banglalink's supplier portal, it is important to analyze the similar portal so that better understanding can be obtained. This part will show the important factors that come across different companies. The information of such companies are obtained through interviewing the company employees and also from other valid sources.

1. *Transparency:* Portals ensure that the information and data shared between both business parties are transparent and hence everyone is aligned with updates. The buyer and the supplier both know that the business operation will occur in a portal where there is opportunity for confusion or illegal activity. Using a portal, everything is documented and presented with proofs and evidences. Thus, tracking of activity allows the parties involved to have a transparent and compliant business dealings.

2. *Enlistment of new supplier:* The portal allows verification of legal document in the time of onboarding new suppliers. Manual verification of such documents by printing out hardcopies takes extra time. However, with the help of advanced portals, supplier can

upload the documents and the buyers can also check them without any hassle. Company like BAT gives special important to safety and security reasons as far as documents are concerned as they want to make sure partnership with the legal entities in order to source supplies.

3. *Information of suppliers under single platform:* Supplier are submit a lot of documents, papers such as Trade license, e-TIN, BIN, Quotation, Bill etc. These type of documents are delicate and are important. Therefore, portal is secured place keep such documents and also accessible for the stakeholders. The buyers' manager huge numbers suppliers and therefore, having a single platform for information processing is quite efficient and useful. Foopanda mentioned that they require real time data always as employees are in need of information from vendors/restaurants. They want every small details listed in a way that the employees and vendors have smoother experience to operate the portal.

4. *Efficient Operations:* The manual administrative paper work delays the whole procurement process and negatively impacts in a lot of ways. The portal improves the procurement operation by automating the many aspects. It allows both buyers and suppliers to save time and add value to the business in other possible ways. Nestle stated that the portal boosts the efficiency of the procurement process as portal decreases the error possibility and more refined work can be obtained. Portal allows e-auction, bidding which are faster process as physical interaction with suppliers happen to be extra hassle for the stakeholders involved.

5. *Automated payment processing:* The suppliers get motivated and satisfied to work when the process of payment is smoother. They are willing to to meet demand of the situation and provide materials on time. However, from company's end they should always make sure that the payment is on time too. Portals are great platform to submit invoices and track the payment processing. Nestle mentioned that are fully dependent on portals to communicate with their vendors for payment tracking matter. Both parties can save time and effort to get updated about such payment issues whereas physical interaction could be time consuming process.

6. *Strong supplier-buyer relationship:* Suppliers are one of the most essential aspect in any kind of business. In order to generate revenues and achieve more success factors, collaboration with suppliers should be well maintained so that it positively impacts the business. To build a strong supplier-buyer relationships, companies like BAT, Unilever, Nestles arranges training on supplier portal so that suppliers face less difficulties and the procurement process gets more efficient.

3.3.2 Analyzing the best features of supplier portal of different companies.

The below table lists the important features and function that various companies have in their supplier portal and how such features are adding value to their business operation and relationship with their suppliers. To do understand the functions of supplier portal, few renowned companies are selected which are Nestle, Unilever, BAT and foodpanda.

1. *E-invoicing:* It is important to have automation in the buying process in order to build a smoother operations. E-invoicing is a system that can be vital part in the supplier portal through which supplier can send their invoices online instead of email or hard copy. The portal can help the buyer to check the invoice with the purchase order (PO) and Goods Received Note (GRN) so that verification can be done. Based on correct information, the automation of the portal will allow the payment process to take place. Moreover, the supplier can also get an update on their payment process through the portal by applying the PO number which saves time, money, extra efforts of both parties involved. It also minimizes the physical interaction and makes the buying process more efficient.

2. *Communication with vendors:* Communication is a key factor in order to maintain efficient business relationship between buyers and suppliers. The supplier portal can be used to have a successful communication for many business reasons involved. Based on various quotation from suppliers, company can choose the best fit supplier and provide

them the purchase order (PO) and in-return the supplier can accept the offer. All these can be done through the supplier portal. According the foodpanda employee, the company is constantly in touch with vendors/restaurants as a order are placed by customers in every second which are notified to the vendors through a portal.

3. *Vendor Categorization:* A company can have many type of suppliers depending on the need of the materials. On the portal, vendors can be categorized based on their supplies or products or services so that it become easier for the buyer to keep track of the activities as far as sourcing is concerned. As per the interview with different company employees, it's very effective to have vendor categorized in the portal so that registration of suppliers can be done under the right category and confusion can be avoided for the user team as well. Portal helps to track the product category and keeps the stakeholders updated on important factors such as stock, quality.

4. *E-tendering:* As per the interviews, e-tending is one of the effective tool on portals to connect with the suppliers. Companies can send out their Request for Quotation (RFQ) and then the potential suppliers would bid their price through e-tendering by ensuring standard procedure and compliance in the portal system. E-tendering is a transparent process, as all the suppliers taken part in and hence, there is no confusion in terms of winning or losing the bid.

5. *Business terms and conditions:* Portals are a great platform for the suppliers as they can know about the terms and conditions in order to maintain the compliance properly. The portal can make suppliers aware of the code of conduct and hence transparency of the business relationship is enhanced. The supplier can also get update on any changes in the purchase condition from company's end through the portal.

6. *Secured Business Dealing:* Portal helps to secure information and data of both parties involved. As per the interview with BAT employee, BAT gives special importance to secure the company data and make sure no data are leaked to outside party. Companies supplier portal are made in way that they have strong security system so that hacking do

not take place easily. Supplier portals make business activities efficient and therefore, securing the confidential information is thoroughly vital.

7. *Online Registration of Suppliers*: For new potential suppliers, registration process can be completed on the portal in order to onboard them. The potential suppliers submit various documents (BIN, e-TIN, Trade License) on the portal as per the requirements of the company. The eligibility is checked on the portal in order to qualify as a supplier for the company. Based on company's terms and conditions, the provided documents are verified and then registration and qualification is finalized.

8. *Addressing supplier complains/issues:* In order to maintain good business relationship with the suppliers, it very crucial to create an effective platform where supplier can put forward their views and solutions can be provided from buyer's end. Addressing the supplier problem through the portal is an important factor because it creates a positive impact in supplier's mind and also they will feel valued.

9. *Supplier Performance indicator:* The portal is also used to rate the vendor based on key performance indicator (KPI). It important to keep a track on the supplier's performance level on every aspects so that they can be notified about their loophole and improvements can be expected in future dealings.

3.3.3 Analyzing the factors that can add more value to the supplier portal of the Banglalink.

In this part, the supply chain team at Banglalink was interviewed to share their views on the supplier portal and what factors can actually improve the portal even more. The procurement team at Banglalink is one of the most crucial teams as they communicate with the suppliers most the time and the same team carries out the procurement functions using the supplier portal. The supply chain team's input in terms of development of the portal is very vital in this case.

1. ***Efficiency in Purchase Request Processing:*** In the current scenario at Banglalink, purchases request (PR) are raised by the user department if there is requirement for any kind of supply/items. In this case, restocking of items takes time as the process is manual and there is a matter of approval from various internal departments. This particular process can be automated in the portal so that the items can be tracked and if there is a need of restocking, an automated purchase request can be made. The user departments and procurement team's work can get notified about the replenishment through the portal and hence the purchase request process can get more efficient.

2. ***Document verification:*** Suppliers submit various documents in the current portal which are varied manually by the category manager at procurement team which is time consuming in many aspects. This particular process of documents verification can be automated in the portal in order to make the process more efficient and faster. Thus it can add more value to the work process and suppliers can get quicker response, if there is any document which needs to be provided again in the portal.

3. ***Good Received Note (GRN) Efficiency:*** The Banglalink's warehouse management team of the supply chain department manually issue the Goods Receipt Note which is basically a two-way document for both parties involved. The receiver can check the goods received from the supplier based on the GRN document. Every supply of goods has particular GRN number in order to track the items as per the order. Currently, automation in terms of GRN number issue is missing and as a result, the whole process gets delayed for the sourced items to reach the end users in the company. Thus, automation should be introduced for GRN issue so that the process can be made efficient.

4. ***Efficiency in Accounts Payable***: The verification of GRN against invoice are done by the finance team which is a manual process in the portal. In this case, automation can also be used in the portal which can make the transaction and procurement process smoother and even more efficient.

5. ***Vendor Performance Communication:*** As per current procurement process at Banglalink, the communication with the vendors are done over email or phone regarding the order issues after the delivery. The vendor performance communication are done on the basis of ERP (Enterprise Resource Planning) where the vendor are tracked. On rare occasion, wrong evaluation might have been posted on ERP hence leading to an invalid communication with the vendor over email or phone. Therefore, this manual communication to convey the performance evaluation of the vendor can create problematic situation for the vendors. To avoid such issue, the existing portal can be improved by introducing SRM (Supplier Relationship Management) through performance level of vendors can be tracked, evaluated and communicated on timely basis. Thus eliminating any kind errors which might happen during manual communications at times.

6. ***Awarding of contract:*** Contracts are confidential and important documents through which suppliers are on boarded. The purchase order (PO) is sent to the suppliers over email through Global Procurement System (GPS). In most cases, such email may not get transferred due to network error, lost in the spam box, invalid email address or receiver end might face any other issues. In order to eradicate such issues with contract or purchase orders, portal can be of great use for communication. Portal will be a more standardized approach as it can accessed by both suppliers and the procurement team. Any kind of contract collection, signing notice can be notified through portal and also the progress of the contract management can be tracked. Thus, the delay of work will be eliminated and the procurement process will be faster and lot more efficient.

7. ***Handover of contract:*** The contracts are handed over to the suppliers through hard copies. The procurements team gets the contract from the legal team and then asks the suppliers over email or phone call to collect the contract for signing. The process takes a lot of time in order to complete the signing from both parties. Eventually, it also delays the order processing and supply of items/services to the end users. The portal can play an important role in order to deal with such contract related process. Instead of hard copies of contract, soft copies can be uploaded on the portal where digital signature can be used.

The automation in terms of contract processing via portal would lessen the physical involvement and hence would make the signing process more efficient.

3.3.4 Suppliers' perception regarding the improvement of Supplier Portal of Banglalink

A survey was conducted on suppliers' perception regarding the improvement of Supplier Portal of Banglalink. During my internship period, I got the opportunity various suppliers and was able to meet them as well at Banglalink's headquarter for several business dealings or meetings. During this time, I conducted the online survey in order to understand their viewpoints and perception about the supplier portal of Banglalink.

For how long you are working as a supplier for Banglalink?
25 responses
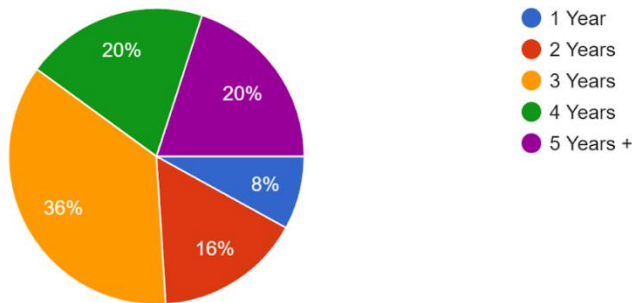
The survey was conducted among various types of suppliers of Banglalink. The suppliers are categorized into three types which direct, indirect and media. This particular question gives us an idea that for how long a particular supplier has worked with Banglalink so that they can put forward their view based on past experience regarding the portal. As we can see that 36% of the suppliers are working with Banglalink for 3 years. 20% of them are working for 4 years and another 20% are working for more than 5 years with Banglalink. Also, 16% of them are working for 2 years and lastly, 8% of them working with Banglalink for 1 year.

Does supplier portal helps to build a better supplier-buyer relationship for business purposes?
25 responses
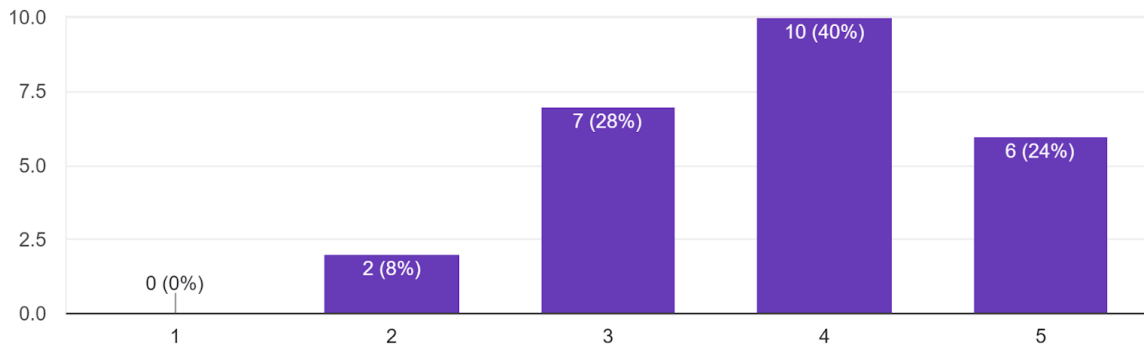
In this question, the importance of supplier-buyer relationship has been determined. A supplier portal helps to maintain an efficient business dealing between two parties and therefore, it is very crucial to eradicate the loopholes of supplier portal so that a better supplier-buyer relationship can be built, As per the survey, we can that 40% has agreed that a supplier portal and its efficiency can positively impact the supplier-buyer relationship.

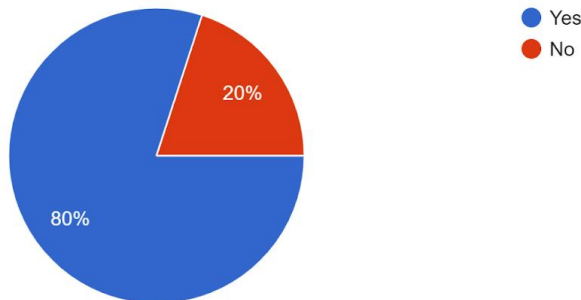Are you satisfied with the supplier portal of Banglalink?
25 responses
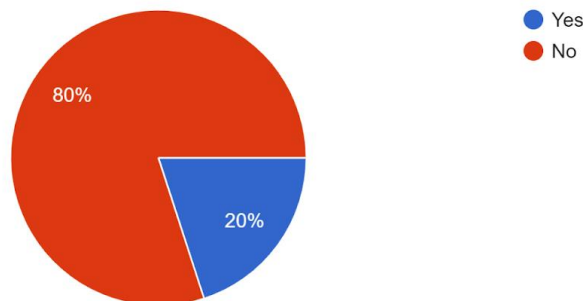
According to the survey, 80% of the suppliers are not satisfied with the current portal of Banglalink. It clearly identifies that there are loopholes faced by the suppliers and the dissatisfaction level can hamper the business for Banglalink as well. On the other hand, there are also few suppliers who are satisfied with the portal even though the percentage is only 20% which is very low compared to the 80% dissatisfied suppliers.

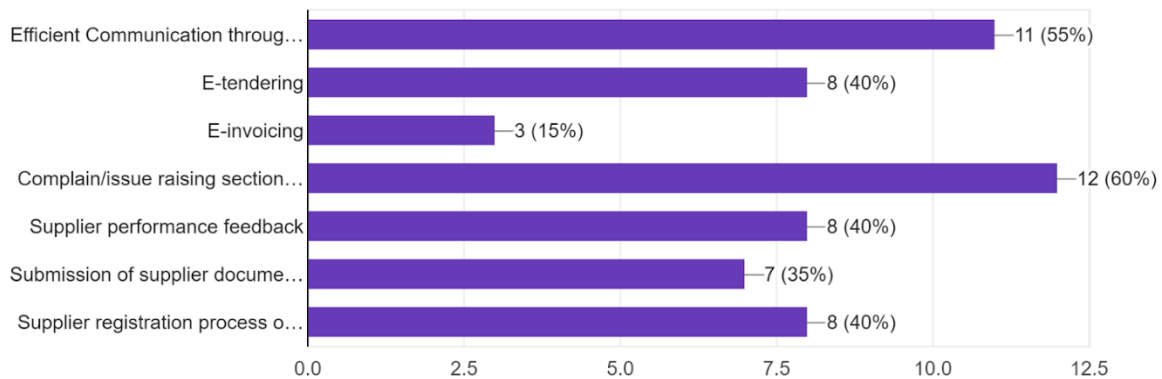Do you think the supplier portal of Banglalink needs improvement?
25 responses

- Yes
- No

20%

80%

As per the survey, 80% of the suppliers think that the current supplier portal of Banglalink require improvement. The responses are very similar to the previous question as the dissatisfied suppliers are demanding the improvements so that their problems can be addressed and changes can be made in order to make the business dealing more efficient and beneficial for the parties involved.

Which specific sector of portal needs improvement?
20 responses

Efficient Communication throug…	11 (55%)
E-tendering	8 (40%)
E-invoicing	3 (15%)
Complain/issue raising section…	12 (60%)
Supplier performance feedback	8 (40%)
Submission of supplier docume…	7 (35%)
Supplier registration process o…	8 (40%)

The last part of the survey helps us to understand the specific areas in which there is need for improvement as far as the supplier's perception is concerned. Respondents were asked to select the options which are the potential areas of development. The respondents have selected multiple options based on their experiences and issues with the portal. As per the survey we can see

50

that maximum number of suppliers are facing problem with complain/issuing rising section in the portal. Then comes the efficient communication through the portal which can be improved. After that, e-tendering, supplier performance feedback and supplier registration process in the portal are the areas of concern for the supplier. Another group of suppliers also think that the submission of various documents in the portal should be more efficient and user-friendly. Lastly, a small percentage also think that the e-invoicing system should be improved in the portal for better business processing.

3.4 Findings

Based on the viewpoints of Banglalink's supply chain team, interview with various experts and the survey on the suppliers, different development and improvement areas of Banglalink's supplier portal have been identified. The existing portal needs more change and developments in terms of features and a better user experience. The findings of such developments are listed down below:

- Handling of complaints through the portal
- Efficient e-tendering process
- E-invoicing process on the portal
- Registration of new suppliers on the portal
- Communication through the portal with the suppliers
- Contract signing process through the portal
- Sending Purchase orders (PO) and updating order status on the portal

3.5 Conclusion

As per the survey and interview with the stakeholders, we can say that the need of efficient portal is very important in order to build a better procurement process. The portal has made life easy for the suppliers and also for the buyers as the manual or physical tasks have been reduced and more

effective work process has been adapted. The portal has created opportunities for the suppliers to communicate efficiently with the buyer, have a transparent dealing process in terms of payment, documents and other relevant areas. Suppliers rely upon the portal in order to have smoother business operation with Banglalink. There are many features, terms and conditions of the portal based on which suppliers are maintaining business dealings with Banglalink, however, there are areas which needs improvement as suggested by the users of the portal.

3.6 Recommendation

Banglalink's supplier portal is helping the suppliers to do the business dealings in an advanced manner, however, based on the interview with stakeholders and survey on suppliers' perceptions, there are potential improvement and developments areas of the portal. In this report, the recommendations are suggested based on the user's experience and how the portal can be made more efficient to enhance the business dealings for both suppliers and buyers. The interview with company employees and survey on the suppliers, few common ground or developments areas are found for the current supplier portal. Even though, many factors have been discussed which can add value to the procurement process but there are few highlighted points which require developments as far supplier portal is concerned. E-tendering should be added to the portal instead of conducting such tender physically or through a zoom call. The portal can have an in-built tendering process for the suppliers. Moreover, e-invoicing should improve by making a system where invoices can be posted on the portal instead of sending it through email. For a convenient communication through portal, complaint handling are features that should be added to the supplier portal of Banglalink to make the procurement system more efficient and user-friendly. In the post covid time, companies have adapted more online tools and cut down the physical interactions as much as possible. The use of supplier portal are very important in procurement process where most of the business dealings can be performed. The procurement activities like supplier registrations, contract handling, sending POs etc. can be made online using the portal so that a faster and reliable business dealing process can be adapted. Therefore, as per the suggestion and perceptions of the stakeholders involved with supplier portal,

Banglalink can take initiatives to improve and develop the key areas recommended so that it can positive impact the supplier-buyer relation and build a top-graded procurement process.

3.7 Limitations

During preparation of this report, I have encountered a number of limitations and hurdles. The report is based on Banglalink's supplier portal's improvement and development and therefore, the collections of information and right viewpoints from stakeholders were important in order to prepare the recommendations. As an intern, I did not have direct access to confidential data, therefore at times collection information were difficult. Moreover, the suppliers were prime focus in order to make this report and therefore, obtaining information from outside parties was also a big challenge for me.

3.8 References

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3.9 Appendix

Questionnaire for the other companies

1. What factors are important in order to develop a supplier portal?

2. What are the features that makes a supplier portal more efficient?

3. How the onboarding of suppliers are done?

4. How do you handle suppliers' complaints?

5. How the supplier-buyer relationship is maintained?

Questionnaire for the other companies

1. What factors can add more value to the supplier portal of Banglalink.

2. How do you communicate with the suppliers regarding the business dealings?

3. What features can make the current portal more efficient or user-friendly?

4. What changes should be made in the procurement process in terms of the portal.

5. How the supplier-buyer relationship is maintained

Questionnaire for the supplier

1. For how long you are working as a supplier for Banglalink?

2. Does supplier portal helps to build a better supplier-buyer relationship for business purposes?

3. Are you satisfied with the supplier portal of Banglalink?

4. Do you think the supplier portal of Banglalink needs improvement?

5. Which specific sector of portal needs improvement?

Google form link: https://docs.google.com/forms/d/1lqPTHv744JChR-tW1GJI3Xptaj2B62gqt5M7KdtPKHs/edit