

INTERNSHIP REPORT

EMPLOYER BRANDING: A case study on ROBI AXIATA Ltd.

Submitted to:

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Dated: 24th May 2012.

LETTER OF TRANSMITTAL

Dated: 24th May 2012.

Mr. Md. Tanvi Newaz

Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship report for BBA

Dear Sir,

As part of BUS400: Internship and under your prudent supervision, I had been assigned the responsibility of carrying out an internship report on the topic “Employer Branding: A case study on ROBI AXIATA Ltd.” as part of my internship at ROBI AXIATA Ltd. for the Human Resources Division shedding light on the Employer Branding practices of the company.

As per the limitations of resources in terms of accessibility and confidentiality of documentations and my abilities I have attempted to provide information relevant to the required fields, hoping that you would excuse any minor errors which may have occurred whilst accumulating and interpreting my findings.

I trust that you will accept this effort with this report coming out as the outcome of my learning and thereby assess my progress during the course of my Bachelors in Business Administration degree.

Sincerely,

Mahir Tazwar Mahmud

08104133

ACKNOWLEDGEMENT

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my learning and it is with great pleasure that I express my gratitude to following institutions and individuals. First and foremost I thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest accolade because of all their teachings which generated an interest in me to excel.

My gratitude goes to ROBI AXIATA Ltd – for selecting me as intern out of a highly competitive environment – consequently allowing me to learn from one of the leading Telecomm Company in Bangladesh and from managers who are undoubtedly experts in their fields. The learning has been paramount and immensely enlightening.

At ROBI AXIATA Ltd I had the opportunity to learn from Ms. Sharmin Sultan, GM, Head of Resourcing, HR, at ROBI, who was my line manager. I must set aside a vast amount of reverence for my second line manager, Mr. Md. Rubait Tauhid Siddique, Business Partner for Marketing under the Human Resource Department of ROBI, who, after my previous line manager Ms. Sharmin left for Kuala Lumpur, became the acting GM and the head of resourcing. Both my line managers had been extremely cordial, supportive and optimistic with me and my efforts since the day I joined. Along with that I would also like to show my heartfelt gratitude to all the members of the HR department who have always been very supportive towards me and encouraged me to work creatively.

Last but not the least I must reserve my heartfelt gratitude for Mr. Md. Tanvi Newaz, Lecturer, BRAC Business School and my Internship Supervisor on behalf of BRAC University. His optimism and faith in me and my abilities gave me massive confidence in myself and my work. Even during times when my work seemed difficult to me, I always received proper direction after a meeting with him. My internship report itself has been analyzed and dissected meticulously under his supervision and I believe the success of this report is largely due to his contributions in identifying and enriching Employer Branding!

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Executive Summary

As part of my academic requirement and completion of my BBA program, I needed to complete a three month period of Internship program. I chose to do my Internship at ROBI AXIATA Ltd.

At ROBI I was assigned to a project named “Employer Branding”. It was a new concept for me and I took the opportunity to learn about as much as possible while I was working on the project.

However, due to lack of intern support at the HR Operations department of HR division at ROBI (where I was assigned) I had very less opportunity to work on my main project and rather, was engaged mostly in other HR operation activities like Recruitment and Selection, training support etc. Even then, I did have the opportunity of working on one of ROBI’s Employer Branding activities at Perdana College Dhaka. Apart from that I decided to learn about the Employer Branding outside of practical work and this I did by interviewing employees working on this project, mostly informal interviews face-to-face and over the phone. I also did a lot of learning over the internet so this report contains a lot of definitions and justifications with reference to several websites.

This report fairly describes the Company I did my project in, which is, ROBI, and gives an idea of its products/services, culture, beliefs, CSR activities etc. The report then goes on to explain what Employer Branding is, in a elaborate manner. However knowing about the two, separately is no good in an Internship report so, the report also gives a clear idea, based on my findings, how ROBI carries out Employer Branding and what are the activities that are taken in order to make the Employer Branding Successful.

As it is an Internship report of my Internship program at ROBI, the last chapter of the report describes my role during my internship period as well as my responsibility carried out specifically on the Employer Branding project. The whole purpose of Employer Branding is to become a Branded Employer that the employees and potential employees think as the “Employer of Choice”. Based on the findings I have also included a few recommendations that this report holds at the end. Although, it is difficult to come to a conclusion without a proper research or survey, I based my conclusion partially on what I thought from my findings as well as what my interview respondents have shared.

Chapter 1

Introduction to the Report

1.1 Purpose of the Report

This is an Internship report. Bachelor of Business Administration (BBA) program of BRAC Business School requires a three months attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the faculty advisor. I took the opportunity to do my internship in an international telecom company what is one of the leading telecom service provider in Bangladesh, “Robi Axiata Ltd”.

Under the proper guidance of onsite supervisor Ms SharminSultan and then Mr Md. Rubait Tauhid Siddique , I have conducted my study on “The Employer Branding” process in ROBI. My faculty supervisor Mr. Md Tanvi Newaz, Lecturer of BRAC University, also approved the topic and authorized me to prepare this report as part of the fulfillment of internship requirement and gave me proper guidance and assistance over time.

1.2 Background of the Report

Since the brand change from AKTEL to ROBI, the company went through a lot of changes. Most of these changes were to improve the negative brand image and perception that the people had about the company. Apart from marketing its product/service, ROBI required to market itself as a BRAND EMPLOYER. Hence, the program, EMPLOYER BRANDING came into effect and is still being continued at full pace.

I joined ROBI AXIATA Ltd on February 2012 as an Intern in the HR division and was assigned the project of Employer Branding. I had the chance of looking at the employer branding activities first hand and understand the methods ROBI uses to brand themselves as a preferable employer amongst many others in the market. Although I was suggested to carry out a survey and based on that a research on how ROBI is a branded employer. However, due to lack of time and proper cooperation from the employees in the department as well as outside of it, I could not carry my report out as a research on the Employer Brand. Therefore I decided to go for a case study on the whole Employer Branding of ROBI and learn about the methods and activities that is carried out and have reported about it in the following chapters.

1.3 Objectives of the Study

1.3.1 Broad Objective:

To know overall about the company of Robi Axiata Ltd. and also know each and every parts of the Employer Branding process of that company.

1.3.2 Specific Objectives:

1. To focus on major elements of Employer Branding process.
2. To focus on the Internal Methods of Employer Branding.
3. To focus on the External Methods of Employer Branding.

1.4 Methodology

Source of Information:

1. Primary: The primary information is collected through face to face interview, over the phone interview, observation, and by participation in the Employer Branding activities and process.

2. Secondary: The secondary information collected from website, office magazine, Journals, books and some other relevant sources.

Both primary and secondary data sources were used to generate this report. Primary data sources are informal discussion with employees who were directly involved in such activities and observation while working in different desks. The secondary data sources are different published reports, manuals, price updates and different publications of “Robi”.

From the initiation of the report I had very little chance to sit and talk to my immediate supervisor and discuss about the process. I learned to observe the surroundings and understand who else to talk to regarding the matter. I slowly searched for options and found out the alternate materials that could provide me with information, such as the portals, websites special edition magazines online or journals. Then I was instructed by my supervisor to talk to Mr. Nobiul who usually engages in Employer branding activities and deals with such matters. As I used to have a huge work load from 9am o almost 7pm at night I did not get much time from the correspondent. However, from time to time I used to have informal discussions during lunch breaks and learn about the branding activities. At last, a week before leaving ROBI, I had a over-the-phone interview with Mr. Nobiul where I learnt about the details of employer branding at ROBI.

I have had a practical experience of Employer Branding activity when I was assigned only one program at Perdana College which I mentioned about in the later chapters.

1.5 Scope of the research

The report deals with the Employer Branding process in terms of theoretical point of view and the practical use. The study allows learning about the Employer Branding issues, importance, modern techniques and models used to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations. Moreover the study will help to differentiate between the practice and the theories that direct to realize how the organization can improve their Employer Branding process.

1.6 Limitations

In making this report there were a lot of limitations. The prime limitation was the availability of information. Although my project was “Employer Branding”, however, I was assigned to project work only once. Most of the time my priority task was Intern management, which is from recruitment of interns, to keeping liaison with them. So my first hand experience of being engaged fully in branding activity was not much. As a result I had to wait for people to provide me with information which was another challenge because all of the bosses were always so busy that it was tough to collect information from them. Moreover, Employer Branding is a topic that we, the students of BRAC university were not so familiar with, so it was not easy for me understand what it was unless I went through a thorough research study on the topic. Even

then there was time constraint as my office timings were 9 am to 9 pm almost all the time. So giving full concentration on report making was tough. In addition, I accepted a job offer from BATB effective immediately from 1st may whereas my internship period was till the 12th. So getting in to a full time job took away the scope of working on information after the internship completion.

Chapter 2

Overview of ROBI

2.1 Background of the Company

The history of telecommunications in business is one of the great stories of technological progress ever accomplished. It is now possible for an average person to communicate right away with another person in any part of the world. Telecommunications play an increasingly important role in the world economy and the worldwide telecommunication industry's revenue was estimated to be \$3.85 trillion in 2008. The service revenue of the global telecommunications industry was estimated to be \$1.7 trillion in 2008, and is expected to touch \$2.7 trillion by 2013.

Mobile phone has become an indispensable part of people's everyday-life. The telecom-revolution and its relentless evolution together have made it possible in developing countries like Bangladesh. Very much like the nature of the technology, the telecom industry in our country is also changing very rapidly. This is now at its saturation and thus, the subscriber base is increasing at a decreasing rate.

Though the first telecom company in Bangladesh, Citycell, was introduced in the early 90s, the device did not become so pervasive until 1997, the year when the largest telecom of the country, GrameenPhone(GP) hit the market with its GSM technology. Since then the industry grew at such an incredible rate in just a decade that anyone could hardly imagine. Now, there are a number of players battling so hard for their respective market share and the consumers as well as the economy are benefitted tremendously from this fierce competition. The mobile phone operators serving the Bangladeshi population include:

- Banglalink (Orascom Telecom Holding S.A.E)
- GrameenPhone (Telenor & Grameen Telecom Corporation)

- ROBI (Axiata Group Berhad & NTT DoCoMo INC)
- Citycell (Singtel, Pacific Group and Far East Telecom)
- Airtel (Bharti Airtel & Warid Telecom International)
- Teletalk (BTCL)

2.2 Literature review of ROBI

In order to get on with the rhythm of the modern world, infra-structural development of the telecommunication sector should get the priority. As a consequence, ROBI Axiata Ltd one of the pioneers not only in the telecommunications private sector of Bangladesh, but also a dynamic and leading countrywide GSM communication solution provider. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. With a mission to meet the communication needs of the people of Bangladesh, ROBI Axiata Ltd. formerly known as Telekom Malaysia International (Bangladesh), commenced its operation in 1997 under the brand name of Aktel. Later, on 28th March, 2010 the company started its new journey under the new brand name “ROBI”.

By serving the urban dwellers and rural people simultaneously, ROBI is going to fulfill the country’s vision to make communication a basic necessity and with the reach at all levels of the society. Sharing ROBI’s experience and expertise with the people of Bangladesh will not only assist in the development of the telecom infrastructure in the country but most importantly the people will remain connected and closer with each other.

ROBI is truly a people-oriented brand of Bangladesh. ROBI believes to be ahead with innovation and creativity. The company is providing the telecommunication services to support national telecommunication policy for a higher rate of telecommunications ratio and coverage in Bangladesh. ROBI is committed to provide warm, friendly approachable service to its valued customers as well as mass society. ROBI services its subscribers with the philosophy of the excellence with the limited interconnection.

To ensure leading-edge technology, ROBI has the international expertise of Axiata and NTT DOCOMO INC that support 2G voice, CAMEL phase 2 and GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting-edge technology such as Intelligence Network (IN), which provides peace of mind solutions in terms of voice clarity, extensive nationwide network coverage and multiple global partners for international roaming (IR). It has the widest International Roaming coverage in Bangladesh connecting 553 operators across 207 countries. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

As a customer-focused information communications company, ROBI believes in providing superior service that leads to good business and good development in the society. ROBI believes that quality is continuous and never-ending journey. Hence, every step ROBI takes is continuously upgraded and expands their network for better and more efficient services to subscribers.

2.3 Market share of ROBI

ROBI has got 18% market share in the telecommunication industry of Bangladesh considering the subscriber base and is in the third position based on the number of customers. But when revenue is concerned, ROBI has a huge number of valuable customers who are keeping ROBI at second position.

2.4 Shareholding structure of ROBI

ROBI Axiata Limited is a joint venture company between Axiata Group Berhad (70%) and NTT DOCOMO INC. (30%)

Shareholders	Percentage
Axiata Group Berhad	70%
NTT DOCOMO INC.	30%

Table: Shareholding Percentage

Axiata Group Berhad

Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian group holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).

NTT DOCOMO INC

NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life. With cutting edge technology and innovative services, DOCOMO is fast becoming a preferred lifestyle choice, continuously expanding its role in its users' lives, growing globally throughout Asia, Europe and North America. NTT DOCOMO INC is listed on the Tokyo (9437), London (NDCM) and New York (DCM) stock exchanges.

2.5 Objectives of ROBI

“Jole Uthun Aapon Shokti te” or *Empowering You* is the basic objective of ROBI. ROBI is there for people where they want and the way they want in order to developing themselves, utilizing their potentials and empowering own selves. This objective is followed by the principles of this organization.

No matter what they do in order to realize their purpose, ROBI employees hold themselves accountable to the following overarching guiding principles for their organization.

These principles are:

- **Emotional:** Passionate, Creative, Respectful and Open
- **Passionate:** “We are Passionate-it’s in all of us. Whether visible or hidden within for whatever reason. Everything we do is about doing the best we can. We are there for each other and we endeavor to help in every way we can.”



- **Creative:** “Everything we do we should do in a creative innovative manner. We bring energy to our work. Our communications demonstrates our creative flair. We provide creative and imaginative and services to our customers.”
- **Respectful:** “We are truly respectful to each other, our subordinates, peers, partners and customers. We treat everyone equally and we allow people to express their thoughts opinions in a respectful manner.”
- **Open:** “We have no hidden agendas. We share information freely. We can only be open with our customers, partners, and stakeholders if we are open with ourselves- regardless of hierarchy.”
- **Functional:** Simple, Ethical, Transparent and Ownership
 - **Simple:** “Everything we do and say should be simple and easy to understand. In terms of communications we make sure the massaging is in plain, simple language. Our plains are simple and uncomplicated.”
 - **Ethical:** “We are moral, upright, honest, righteous, virtuous, honorable, keeping our promises in all we say and do. We clearly align to our internal and organizational code of ethics and code of honor. We will oppose all forms of corruptions.”

- **Transparent:** “A few key words and phrases sums this up: Honesty, openness, frankness, no lies, no deceit, no games, easily understood. We are transparent with our customers, with each other, with our subordinate and peers.”
- **Ownership:** “Whilst working individually or correctively, we clearly demonstrate individual and collective ownership. Making mistakes is clearly part of daily business as it is part of daily life- as long as we own up to this clear, no culture of fear.”



2.6 Vision, Mission & Theme of ROBI

Vision

“To be the leader of telecommunication service provider in Bangladesh.”

Mission

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

Theme

ROBI extends its services to its customers and subscribers with the theme of spreading its power to every individual and empowering them with their own strength.



Figure: Theme of ROBI

2.7 Brand Elements of ROBI

To establish the new brand, ROBI is using new and unique brand name along with other brand elements. These elements are:

Logo:



Brand Alpona:



Operator number:



Axiata brand



Slogan:

আপনার শক্তি আপনার সাথে
জ্বলে উঠুন আপন শক্তিতে

Figure: Brand elements of ROBI Axiata ltd.

2.8 Product Portfolio of ROBI

Product line of ROBI

 **Prepaid**

 **Postpaid**

 **ROBI Corporate**


 **International Roaming**

Prepaid

ROBI Prepaid has everything to offer; a single package that delivers simplicity and flexibility at the same time. ROBI Prepaid is continuously adding new features and plans to provide absolute freedom to the customers. The prepaid connections are-

 Shorol 21


 Muhurto

 Nobanno

 Goti

 ROBI Club

 ROBI Prothom

 Shasroyee

Postpaid

There are two basic postpaid connections provided by ROBI. These offers are-

 Professional package 1

 Professional package 2

Corporate

ROBI Corporate is founded on a robust network employing cutting-edge technology providing the ultimate solutions in terms of voice clarity; a continuously expanding nationwide network coverage; abundant international roaming global partners; popular value added services (VAS); quality easy-access corporate customer care; competitive and tailored tariff plans and specific billing.

2.8.1 Special benefits of ROBI Corporate:

- The wide range of Corporate Packages to fulfill your needs
- Zero security deposit with NO monthly line rent
- Convenient bill payment options
- ROBI Corporate Insurance Policy

- Cutting edge value added services like GPRS, EDGE, Personal Assistant, Corporate Messaging Platform with short code, Data and Fax call services, Call Center Solution, Fixed rate group talk plan, Customized SMS based solution

2.8.2 Friends and Family (FnF)

Customer may select five numbers of any operators as his/ her Friends and Family (FnF) and enjoy a significant reduction in tariff.

2.8.3 Customized Credit Facility

Every single ROBI Corporate 'Family members' may set their individual credit limits and alter it as per their requirement.

2.8.4 Itemized Bill

Call details including information such as date, time, duration and charge of any voice calls made can be provided.

2.8.5 Dedicated Corporate Customer Care

Corporate Customer Care has dedicated three helpline numbers specifically equipped to serve the corporate family members and they are available. This is an 'industry-first'. They can be reached at 01819210952-4 or email: corporate.help@ROBI.com.bd or fax: (+8802) 8832502.

Roaming

ROBI International Roaming Services allow ROBI subscribers to make and receive calls while traveling to other countries; provided that ROBI has to have roaming agreements with the respective operators in foreign countries.

The services provided by ROBI to its International customers through 600 operators and more than 200 countries are-

- Use of the existing ROBI number for roaming in all partner networks abroad
- Global network coverage with over 573 operators and 207 countries
- Spanning over six continents
- No additional monthly charge for availing the service
- Sending and receiving SMS to and from ROBI
- Internet access and web surfing through GPRS Roaming Services
- Itemized bill without additional charge
- International roaming tariff information through SMS

2.9 Services of ROBI

2.9.1 Value added services:

- Music – ROBI GoonGoon, radio, Song Dedication, Listen & dance
- Entertainment – WAP , MMS, Voice portal, Kid zone, Cricket world
- Downloads – Ringtones, Animations, Wallpaper, Games
- Internet & data service – Browsing pack, Internet pack, Modem
- Messaging – SMS, MMS, Voice SMS, SMS Dedication, International SMS, Greetings
- Community & Chat – Voice chat, SMS Chat
- Information service – Breaking news alert, Instant news, Stock information, Directory, Aroti portal, Ibadat portal, Emergency helpline, Haat- bazar
- Mobile assistance – Call block, Missed Call alert, Phone backup
- Education & Career – BBC Janala, Job portal
- Lifestyle – Bazar, Directory, Women Zone
- Finance – Stock information, M Pay, Bill Payment
- Balance transfer & Request
- Call management – FnF , Conferencing, call waiting, divert, holding, forward
- Facebook
- Job alert

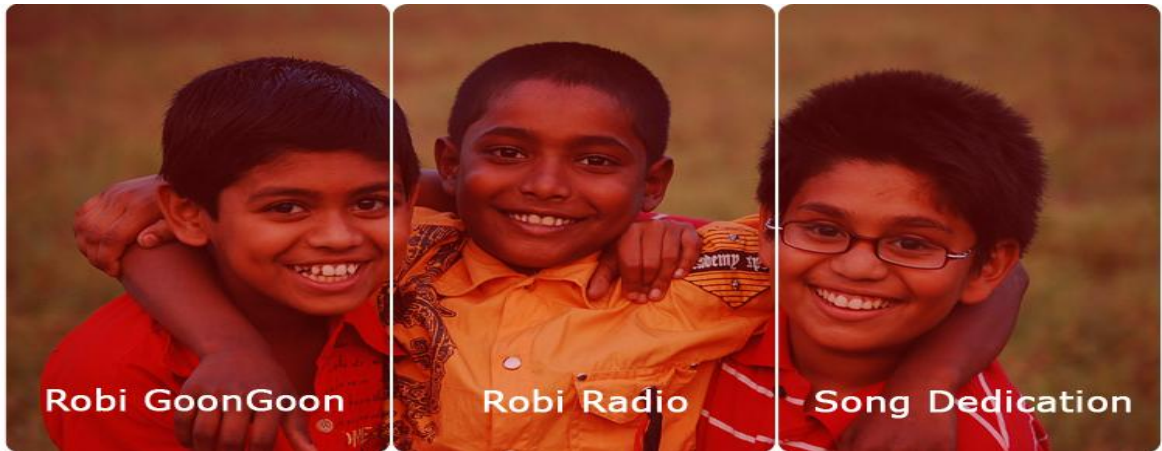


Figure: Value added Services of ROBI

2.9.2 CSR Activities and Campaigns of ROBI

- **English in Schools:**

ROBI Axiata Limited and the Daily Star jointly launched the “English in schools” program to facilitate the teaching and learning of English language in secondary level schools in the country. The program titled ‘Shafollo Ashbei’ is being coordinated by the ministry of education. The three-year long program covers about 7 lakh students in 1000 schools in 64 districts across the country. This initiative is designed to engage students, teachers and community for learning English language. There will be movie based competition, vocabulary tests, situation based quizzes in the fair. It is the biggest CSR program of ROBI.



Figure: English Learning Program for Students launched by ROBI and Daily Star

(Dhaka, 3 October 2011)

- **Treatment of Clubfoot children:**

The disability known as ‘Club foot’ is a birth abnormality. There are many children whose feet are in opposite way or their ankle is rotated internally. Every year in Bangladesh an estimated 5000 children are born with a clubfoot deformity. Most of them do not receive any treatment required for this deformation at all. ROBI Axiata Limited arranged a 2-day long pleasure tour for the clubfoot children after their successful treatment. Many children are now free from this deformity. ROBI wants their parents to take the initiative to bring their child for clubfoot treatment.



Figure: ROBI supports clubfoot children (Dhaka, 24 November 2011)

- **Providing solar electricity at remote areas :**

ROBI Axiata Limited under its Corporate Social Responsibility (CSR) program has been supplying solar-electricity to the 150 families of Kaluar Char village of Rajarhat upazila of Kurigram district at free of cost. At present, more than 1000 people are getting the electricity via this 1.75 kilowatt project named ‘ROBIr Alo’.



Figure: ROBI-r Alo enlightens thousands of villagers in kaular char, Kurigram (February 3, 2012)

- **Safe drinking water plant :**

ROBI Axiata Limited has set up a safe drinking water plant titled “Nirapod Pani, Sustho Jibon” for railway passengers at the Kamalapur railway station. This CSR initiative is being implemented in collaboration with Bangladesh Railway. Water Aid Bangladesh is providing technical support in the Project. About 34 trains run through this station which carries more than 24 thousands passengers every day. The water tank with the capacity of 5000 liter will supply 4000 liter safe drinking water per hour to meet thirst of more than 24 thousands passengers at the station.



Figure: Safe drinking water for railway passengers at the Kamalapur railway station set up by ROBI (Dhaka, 26 October 2011)

- **Campaign to stimulate social bonding :**

Great things happen when people come together, and ROBI believes and salutes this power of communities, where individuals drive growth and development. To commemorate the social bonding and the sense-of-belongingness of common Bangladeshis, ROBI has brought a slew of innovative product and services for the people who want to share their joy of togetherness and also pay tribute to the community that they belong to.

The ‘Ebar Hobei’ campaign presents ROBI as a digital platform for building communities, where millions can seamlessly interact and form groups. Through the use of cutting edge technology, ROBI is launching this campaign to inspire the people of Bangladesh to see beyond the traditional use of mobile technology and how it can help unleash the power within individuals to

bring about a change. ROBI users will be able to support any initiative within their own locality, which can be diverse or unique in nature.



Figure: ROBI launches a new campaign to stimulate social bonding (Dhaka, 24 January 2012)

- **E-traffic services to DMP:**

ROBI Axiata Limited signed an agreement with Dhaka Metropolitan Police (DMP) as an exclusive network operator for their e-traffic project, aimed at providing mobile phone service as a tool for traffic management.

Under this agreement ROBI will provide mobile related services to Dhaka Metropolitan Police to automate their internal value chain and offer different value chain services. This will eventually help DMP to improve traffic infrastructure and ensure efficient use of resources to regulate traffic of Dhaka city and enhance DMP's accessibility to the general people of the city and the country as a whole.

The mass people will now get the opportunity to get up-to-date information of the vehicles, reduce harassment while buying the vehicle & check the proof of ownership, reduce illegal sale of vehicles, reduce vehicle theft, ask for Police assistance as and when required and get convenience through e-payment system and mobile banking.

2.10 Divisions of ROBI



Administration Division



Corporate Strategy Division



CRL Division



**Enterprise Program
Management Office**



**Ethics Office/ Industry
Relations**



Finance Division



Human Resources Division



Internal Audit Division



Market Operations Division



MD's Office



Technology Division

2.11 The Management Team of ROBI



Michael Kuehner
Managing Director /
CEO



Mahtabuddin Ahmed
Chief Financial Officer
Finance



Matiul Islam Nowshad
Chief Human
Resources Officer,
Human Resources



A.K.M Morshed
Chief Technical Officer
Technology



Pradeep Shiravastava
Chief Marketing
Officer
Market Operation



Yoshishige Hasegawa
Chief Strategy Officer
Corporate Strategy



Mahmudur Rahman
Executive Vice
President, CRL



Nishat Hossain
Executive Vice President, EPMO



Asif Rahman
Executive Vice
President, Planning,
Technology



Ishtiaq Ahmed
Executive Vice President, Consumer
Sales & Service, Market Operation



Md. Zabid Ahsan
Executive Vice
President, Brand &
Market
Communication,
Market Operation



Ruhul Amin
Executive Vice President, Business
Partnering, Finance



Zafrul Hassan
Executive Vice
President, Business
Control, Finance



Ahammad Jubaer Ali
Executive Vice President, Business
Strategy, Corporate Strategy



Shafik Azlee Mashar
Vice President, Internal
Audit



Abdullah Al Mamun
Vice President, Administration



Md. Mizanul Ghani Milon
Executive Vice
President, Central
Operations,
Technology



Niloy Rahman
Vice President, Development,
Technology



Dewan Nazmul Hasan
Vice President,
Corporate Finance,
Finance



Aloisus Mohan Ramaiah
Vice President, Regulatory Affairs,
CRL



F.M. Fazle Karim
Vice President,
Revenue Assurance &
Fraud Management,
Finance



Sadat Adnan Ahmad
Vice President, Product & Service,
Market Operation



Muhammed Shahedul Alam
Vice President, Legal
& Compliance, CRL



Promod Ranjan Karmaker
Vice President, Customer Experience,
Market Operation



Md. Rezaul Karim
Vice President,
Compliance,
Technology



Humayun Kabir
Vice President, Company Affairs,
CRL



Mohiuddin Babar
Vice President, CSR &
Sponsorship, CRL



Barna Ahmad
Vice President, Customer Lifecycle
Management, Market Operation



Quazi Sarjil Ibne Sarwar
Vice President, EPMO



S.M. Farhad Mahbub
Vice President, HR operations,
Human Resources



Rizwan Hamid Quraishi
Vice President,
Organizational
Development, Human
Resources



Katsuhiko Iida
Vice President, Financial Accounting
& Management Reporting, Finance



Sarker Sohel Ahmed
Vice President,
Implementation,
Technology



Nazir Ahmed
Vice President, Sales & Services
Emerging Market, Market Operation



Md. Anisur Rahman
Vice President,
Regional Operations,
Technology



Danesh Bansal
Vice President, EPMO



Md. Saiful Alam
Vice President, Supply
Chain Management,
Finance



Ahmed Armaan Siddiqui
Vice President, New Business &
Infrastructure Sharing, Corporate
Strategy



Md. Tauhidul Alam
Vice President,
Competence
Development, Human
Resources



Md. Faizur Rashid
Consultant, Market Operation



Ajoy Das
Vice President,
Financial Compliance,
Insurance & Process
Improvement, Finance



Md. Faisal Imtiaz Khan
Vice President, Employee Relations
& Compliance, Human Resources



M. A. H. Ruhel Abedin
Vice President, Brand
& Market
Communication,
Market Operation



Jarhad Tamim
General Manager, Internal Audit



Akter Emam Khan
General Manager, Fleet
Management,
Administration



Mohammed Atikuzzaman
General Manager, Internal Audit



**Mohammad Shakawat Hossain
Bhuyan**
General Manager,
Internal Audit



Muhammad Taha Alomgir
General Manager, Facility & Estate
Management, Administration

2.12 Achievements of ROBI

2011 and 2010:

- ROBI Axiata Limited, the leading mobile phone operator of the nation, has received “Star News HR EXCELLENCE AWARDS FOR INNOVATION IN HR”
- Leading mobile phone service provider ROBI has been re-assessed and rewarded with ISO 9001:2008 certification. ROBI received this internationally renowned Management Standard after complying with all requirements
- ROBI has been conferred the prestigious Frost & Sullivan Asia Pacific ICT Award 2010 for "Emerging Market Service Provider of the Year"

Past Achievements:

- Awarded the prestigious fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009
- Crossing 10 million subscribers mark in 2009
- Ranked within top 6 global comparable telecoms in A.T. Kearney benchmarking exercise in 2009
- Bangladesh Mobile Phone Businessmen Association (BMBA) Award 2008-2009 as the best service provider in Bangladesh

- The Weekly Financial Mirror –Samsung Mobile & ROBINTEX Business Award 2008-2009 as the best telecommunication company.
- “TeleLink Telecommunication Award 2007” for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of WORLD Telecommunication Day 2007
- Arthakantha Business Award Given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector
- Financial Mirror Businessmen Award Given by the national weekly tabloid business magazine
- Deshbandhu C. R. Das Gold Medal For contribution to telecom sector in Bangladesh
- Beatification Award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister’s Office on 13th SAARC Summit
- Standard Chartered - Financial Express Corporate Social Responsibility (CSR) Awards 2006 for contribution in education, primary health, poverty alleviation and ecological impact
- Financial Mirror & ROBINTEX Business award 2006 for its excellence in service, corporate social responsibilities activities throughout Bangladesh

Chapter 3

Employer Branding

3.1 EMPLOYER BRANDING

Companies always try to attract and retain talents and sometimes companies have to come up with arrangements beyond the usual financial and non-financial. Employer Branding is one such phenomenon in the recent Corporate arsenal. The employer brand is the series of messages and images that the company puts out to the employment market to communicate the culture and value – from the employees’ point of view – in working for the company. Good employer branding leads to partially qualified recruitment candidates and enhances the probability of a good match between the applicant’s expectation of the job and what it actually delivers. Poor employment branding can result in a mismatch between what the applicant expects in the job and what the cold hard reality turned out to be.

Accurate employer branding becomes an issue in a tight talent market where prospective employees are aware of the range of options open to them.

Recruiting and marketing have a lot in common because recruiters have to market an employer’s positions to applicants and sell an employer to candidates. Before Understanding what Employer Branding is, let’s understand what Brand is. A brand is a sign, design, name or combination of those things that identifies the services or goods of a particular company and differentiates them from other companies. In employer branding, a recruiter has to turn the company’s corporate culture, work environment and employee experiences into a brand. An employer brand is the image of the company as a work place that meets the needs of their employees, and it’s the recruiter’s job to make the company look like a great place to work. Brand marketing is a well-established marketing practice that has brought results for many different companies. Brand marketing is all about getting potential customers to see the company as the solution to their

needs or the source for the products that they need. Employer marketing is the same sort of activity; recruiters must position their client as the employer who will meet candidates' needs and help them further their career. Candidates need to become excited about working for a company, and, just like customer loyalty, this excitement will turn into employee loyalty and retention. However, managing an employer brand isn't just about attracting talent to an organization, but also about employee retention and engagement. In employer brand management, human resources professionals address what it's really like to work for the company and seek to improve employee experiences and loyalty. With brand management, it's not just about reaching out to new talent through recruiting efforts with employer branding, but engaging the current employees to reduce turnover.

3.2 Importance of Employer Branding

An employer brand is the image and reputation of a company specifically as an employer. Having a high employer brand adds value to an employer's job offers and services to external candidates and clients. As such, the process of branding is largely concerned with establishing methods for attracting and retaining those same candidates and clients in order to augment a brand. These methods are then used to define how an employer goes about offering employment. A brand defines the external perceptions of an employer's ability to create a desirable workplace. These perceptions can be those of current employees, potential employees, clients, customers, and anyone somehow associated with the employer. The scope of a brand embodies every facet of the experience of employees and management practices; not simply an artificially constructed image. The employer brand is all about the employer-employee relationship. Naturally, businesses wish to channel the most resources to those segments driving the most profit. Once a business understands what these employees want from their employer, it can better understand which benefits packages and employee incentives will help retain current employees and attract potential employees best suited for each segment.

Employer brand is the image of the organization as an employer and place to work as perceived internally and externally. Your Employer Value Proposition (EVP) communicates that image to the target audiences and reinforces why talented people would want to join and stay with the organization. Employee Value Proposition (EVP) is the balance of the rewards and benefits that are received by employees in return for their performance at the workplace.

3.3 Benefits of EMPLOYER BRANDING

Despite the uncertain economy the war for talent continues to intensify. Thus the need to attract and retain top performers remains key to business success. By distinguishing oneself from the competition, by promoting strengths and confirming values ensures that a company stays ahead of the pack and becomes an employer of choice during both recession and boom times.

Employer Branding can bring several benefits for a Company or organization. Employer Branding can help understand what employees are looking for in an employer. If this interest in employer is well understood, it gets comparatively easier for an organization to target the talents and retain them. Employer Branding also helps to gain knowledge on what the employees think about the organization and the others in the competition. It helps to understand how the organization performs on the most important factors for the target market. But most importantly it helps to understand what changes are needed in the overall EVP in order to be accepted by the different types of employees there are in the organization.

Chapter 4

Employer Branding At ROBI

4.1 The Introduction of Employer Branding at ROBI

When the company turned from AKTEL to ROBI, the company required to Re-Brand. In other words, the company needed to present an Image about themselves to the people that would accept. Before, people used to think the company was only for a certain group of people and not for the general mass. AKTEL was considered a product or service for the affluent as they mainly catered the people of Chittagong and Dhaka. ROBI required setting an Image that conveyed a message that all the people of Bangladesh felt attached to. ROBI decided to Re-Brand into a brand with a “BANGLA” taste, a BANGLA Culture.

Along with this Re-Branding of the product as a whole, ROBI found the need to attract and then retain talented resources. ROBI introduced “Employer Branding” as a strategy in order to do it. As discussed earlier in the report, Employer branding is an effective strategy to attract and retain talented potential employees. There was a thought amongst people that there was a lot of politics in the organization and that one would require having a recommendation from any current employee of the organization in order to get hired. ROBI required breaking such thoughts from the people’s minds. Moreover, there was an existing gap between the management and the employees and due to several barriers and hierarchy employees never got a chance to convey their message to the top. The top management was basically foreigners. ROBI realized that this needed to be changed and then a management was formed that consisted of a mixture where majority was from the home country. It was time to initiate a transfer of culture, principles and beliefs. Hence a new Culture, a new set of principles and new organizational belief was introduced in ROBI.

4.2 EMPLOYER BRANDING & Human Resource Division of ROBI

The Employer Branding Program of ROBI is a concern of the HR division of ROBI. The HR carries out the activities mostly and at times in collaboration with the Marketing and Branding departments as well. So for Employer Branding, HR division is very important.

ROBI Human Resource system is one of the best systems in Bangladesh. The strategy of Human Resource Division is followed from AXIATA strategy. Vision crystallizes employee focus as the cornerstone of everything ROBI does; to help their customers get the full benefit of communication services in their daily lives. It describes their ambition for future, sets a common direction across the group, and shall inspire all employees to imagine how they can contribute. Their values describe what behaviors are necessary to realize that vision.

Human Resources (HR) is a Critical Enable for Axiata Bangladesh Ltd (ROBI) in the pursuit of its strategic goals. HR is a key to ensuring

An Organization, that provides a competitive advantage by being simple, aligned and efficient.

A Culture centered on the employee and characterized by diversity, generosity and an international mindset.

Leaders, who have a passion for business, excel at empowering people and never compromise on ROBI's ethical standards.

People who perform at the peak of their ability because they feel a sense of mission accomplishment and growth.

4.3 CULTURE, BELIEF and new set of PRINCIPLES

“Jole Uthun Aapon Shokti te” is what they first introduced as the objective of ROBI that means empowering you. And this objective was set a belief for all employees of ROBI followed by a set of guiding principles. These guiding principles include Passionate, Creative, Respectful, Open, Simple, Ethical, Transparent and Ownership. This set of principles then help to build a culture that reflects each one of the principles. ROBI believes and practices Simple work-plan that is easy understandable for everyone. They believe Ethical and Transparent behavior with openness to every point of view that comes. Encouraging Creativity, ROBI is Respectful towards all its Employees and stakeholders. ROBI also believes in being Passionate towards their work, services, and towards each other as well. The objectives and the guiding principles have been discussed already in the earlier chapter.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

শ্রদ্ধাশীল
আমরা পরস্পরকে সমাজের প্রতি সদস্যকে
প্রতিশ্রুতি।

Guiding Principles
that pave the way for us

RESPECTFUL
We treat everyone equally and we
allow people to express their
thoughts and opinions.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

অদম্য
আমরা অসম অসম দিয়ে অসম অসমকে
বিশ্ববিত্তি।

Guiding Principles
that pave the way for us

PASSIONATE
We go the extra mile to do the best
we can.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

সৃজনশীল
আমরা প্রতিটি দিনে প্রতিটি মুহুর্তে
নতুন।

Guiding Principles
that pave the way for us

CREATIVE
We apply out-of-the-box thinking
and challenge traditional concepts.
We are open to new ideas.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

উন্মুক্ত
আমরা বিশ্ব জামানত ও স্বাধীন
স্বাধীন।

Guiding Principles
that pave the way for us

OPEN
We share information freely. We
communicate directly across
hierarchy.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

স্বচ্ছ
আমরা অসম অসম দিয়ে অসম অসমকে
বিশ্ববিত্তি।

Guiding Principles
that pave the way for us

TRANSPARENT
A few key words and phrases with
this up honesty, openness, frankness,
no lies, no deceit, no games.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

নির্ভরশীল
আমরা অসম অসম দিয়ে অসম অসমকে
বিশ্ববিত্তি।

Guiding Principles
that pave the way for us

ETHICAL
We have four main, upright, honest,
trustworthy, virtuous, honorable,
following our principles in all we do
and we do this every day in our
internal and organizational Code of
Ethics and Code of Honor.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

সহজ
আমরা অসম অসম দিয়ে অসম অসমকে
বিশ্ববিত্তি।

Guiding Principles
that pave the way for us

SIMPLE
Everything we do and say should be
simple and easy to understand.



আমাদের কাজের মূল্যবিত্তি
কি প্রাণ দিয়ে আমাদের সমাজের পথ

স্বত্বাধীন
আমরা প্রতিটি দিনে প্রতিটি মুহুর্তে
নতুন।

Guiding Principles
that pave the way for us

OWNERSHIP
We clearly demonstrate individual
and collective ownership. Making
mistakes is a part of daily life - as long as
we learn-up to it early.

4.4 Employment opportunities and facilities of ROBI

ROBI views its people as the prime capital of the company. The company represents a world of opportunities, challenge and fulfillment. This is a performance driven organization, which believes that performance comes from belongingness and ownership and they always reward the performance in all aspect. Functional skills development focuses on developing and sharpening the technical skills of their people that they may be best-in-class in their areas of expertise – technology, marketing, sales, finance, customer analytics, strategy, human resource, internal audit, regularity and legal.

ROBI cares about their people and their development. Here they will find opportunities for continued education and training. The organization is also working on the process and strategies to empower their people through leadership program. ROBI is committed to help the people learn, develop and enhance their functional skills, leadership capabilities and personal effectiveness. Their leadership development focuses developing leaders who think before they act and act according to the values that the organization embraces. Along with that, they run Group Accelerated Development Program and Opco (operating country) Development Program. They carefully design their training development activities keeping in mind the industry's best practices. They also offer international career for the employees through open resourcing policy among the other operating countries of Axiata Ltd.

ROBI offers a market competitive reward package that is designed to make an employee feel as an integral part of the team and directly involved in the company's success. Their asset is their diverse workforce which is making a mark in the industry to create a unique workplace.

Performance Management System (PMS) help the employee make the most of their working life at ROBI. The process supports the employees in identifying and delivering against challenging goals that impact the organization. Its helps the employees to plan how they will develop skills and leadership behavior for their current position and for the years ahead. The company's diversified workforce is the main asset of their organization. ROBI believes diversity is one of the key factors for success in any organization and hence, they focus in this area cautiously.

4.5 Attracting talented employees

It is HR's vision to handhold the company, adding value in each step taken towards making ROBI Axiata Ltd. the Employer of choice. ROBI engages their employees and inspire them to achieve excellence.

After the reformation, ROBI needed to grow. Like any other resources that were required at that moment and for this growth to be achieved, ROBI required the human resource. It required talented people in the team in order to achieve the mission it currently had at that moment but as we understand, it was not just a temporary requirement.

What is talent? Or how does ROBI define talent? Talent in definition means a special natural ability or aptitude; it is the capacity for achievement or success. ROBI agrees to the definition. For ROBI, talented personnel are someone who is capable of achieving target. It is someone who, even in the toughest of situation and stressful condition, does not stand back from his/her responsibilities and perform equally well. ROBI believes that a talented person is performance driven as well as customer oriented. ROBI developed a set of core competencies which included

leadership, change orientation, customer orientation, ownership, team player, pro-activeness and honesty and believed that their workforce should possess dimension.

This view was a good one as anyone with talent would want to be a part of an organization who believes in such principles. But believing or setting such principles was not enough! ROBI now requires communicating this view with the talent in the market. ROBI then thought to establish their brand guided by these core principles and this was ROBI's first step towards employer branding.

Exposure was what ROBI needed next and hence, they started communicating the brand at a massive level so as to reach the greater level of potential employees. While recruiting, ROBI made sure that there was an employer-employee match, meaning that the employees share the same view as did ROBI.

4.6 What ROBI's Employer Branding Program Consists Of

The employer branding of ROBI contains many activities and events that it required to carry out in order to reach to the potential employee. ROBI hosts and sponsors job fairs in different universities and other such institutions from where potential employees can be selected. As part of employer branding ROBI have established agreements with different universities such as campus recruitment and internship programs. ROBI also provides sponsorship to universities and other such educational institutions for different purposes, mainly those related to education. As part of the employer branding, ROBI had introduced a scholarship program named "ROBI Scholarship Program". Under this program, the merited students would enjoy a scholarship at

Multimedia University in Malaysia for a 3 year period and also get the opportunity to join ROBI after their successful graduation.

The most recent addition to employer branding is the young talent program **ROBI Experimental Program**. It is a huge platform for many talented students as they will be given the opportunity to be trained by Axiata Ltd to become a successful corporate material. This topic is discussed elaborately in the following topic.

4.7 The methods of employer branding at ROBI

As part of ROBI's employer branding, ROBI carries out both external and internal activities. These two types of activities is what I would like to refer to as

- i. Internal method of employer branding
- ii. External method of employer branding

According to ROBI it is a combination of the two methods that makes ROBI a successful employer brand.

4.7.1 Internal method of employer branding

The internal method of employer branding at ROBI is basically the benefit, both monetary and non-monetary, that the company provides its employees. This is a motivation as well as a method to retain the talents in ROBI.

This is basically the policy of HR division of ROBI because it is the human resource department's core responsibility to ensure that the employees are motivated and that the talent is retained.

According to the HR division policy, the activities are as follows:

Working Hours & Holiday

Sunday to Thursday: 9.00 a.m. – 5.45 p.m.

Lunch Hour: 1.00 p.m. – 1.45 p.m.

Friday & Saturday: Weekly Holiday

** Only customer Care (Call Centre) serves round the clock

** Customer Care (Front desk) works from 8.00 am to 8.00 pm

Punctuality

Employees are required to arrive at work before 9.00 a.m. and to disregard this will be treated as late and will be recorded in the attendance register accordingly. Similarly leaving the working place without authorized permission before 5.45 p.m. will be treated as indiscipline.

Leave

Each permanent employee is entitled to the following leaves:

Annual Leave

Management	Annual Leave Entitlement
General Manager	25 Working Days
DGM & AGM	22 Working Days
Senior Manager	20 Working Days
Manager	18 Working Days
Asst. Manager	16 Working Days
Executive	14 Working Days
Non Executive	14 Working Days

50% of the entitlement of the annual leave can be accumulated or carried forward to the next service year and rest will be lapse if not availed.

Medical Leave: Employee medical leave entitlement is 14 days for all level of executives. Employee must have to produce medical certificate for medical leave. There is no provision of accumulation of medical leave.

Quarantine Leave: Quarantine leave is leave of absence from duty necessitated by orders not to attend office in consequence of the presence of infectious diseases (e.g. Chickenpox, eye diseases & Hepatitis) in the person, family or household of an employee. Such leave can be granted by the authority up to maximum 15 working days. However, the employee concerned has to submit a medical certificate from a registered medical practitioner.

Accident Leave: Employees who get injured by an accident occurred while on duty will be allowed accident leave with full pay for the period required for full recovery and become fit to join duties if the accident causes partial or full disablement and the joining to duties is uncertain.

Maternity Leave: A female employee who has been employed for a period of not less than 90 days during the 9 months immediately preceding her confinement shall be granted 90 consecutive days maternity leave on full pay.

Paternity Leave: Male employees are entitled for 3 working days paternity leave. One employee can avail paternity leave up to two times during his tenure.

Compassionate Leave: Employees are entitled for 3 working days compassionate leave in case of death of their parents, spouse and children to cope up with the shock.

Hajj Leave: Only permanent employees (service length minimum 2 years) can take Hajj leave of 20 consecutive days (including holidays) for Holy Hajj with prior approval of the management.

Leave without pay: The company may grant an employee, at its discretion, no pay leave on important personal ground upon approval of the divisional head, provided that the employee has exhausted his/her annual leave. Functional heads will approve such leave depending on the circumstances.

Compensatory day-off: An employee when required to work on any weekly holiday or government holiday shall be given a substitute day off which should be taken within one month of that date or will be forfeited. Employees may take day off leave instead of any weekly or government holiday if he works on that day for at least eight hours (in one day).

Encashment of Annual Leave

If any employee's leave application is rejected for two times in a year, he will be eligible for applying for the leave encashment up to a maximum of 10 days. The encashment will be based only on basic salary.

Mobile Handset and Connection

Mobile handset with connection shall be given to employees according to the company rules & policy and employees will be entitled to monthly ceiling according to grade. Employees are eligible for one handset for a period of 2 years. Company will not replace or issue new handset/accessories in case of lost, technical default or other reasons. Employee will own the handset at the end of the two years rather than returning it to the store.

ID Card & Business Card

After joining, Human Resources division would issue ID card & business card to each employee for ensuring security and proper identity. Only non-executives are not entitled to get business card.

Salary & Benefits

Monthly salary will be transferred to employee's individual salary account on the 25th of each month with other allowances less deductions such as income tax, contributory provident fund etc. Each employee will receive a monthly pay statement detailing gross pay & deduction.

Allowances: Allowances are paid with monthly take-home salary; namely house rent, medical, conveyance & utility.

Festival Bonus: ROBI usually awards two bonuses in a year on occasion of Eid/Christmas as festival bonus. The amount of bonus is normally equal to basic salary.

Other Variable Bonus: ROBI is offering other variable bonuses like performance bonus (related with individual performance) and company performance bonus (special bonus for the company's success) to the employees.

Soft Furnishing Allowance: This allowance is paid as a part of house maintenance of the staffs. Only Executive and above (permanent) are entitled for such allowance. This allowance shall be paid on yearly basis at the end of the year (with December pay).

Job Level	Yearly Allowance (Tk)
Top Management	20,000
Senior Management (DGM & AGM)	15,000
Manager	8,000
Asst. Manager	6,000
Executive	4,000

Overtime Allowance

Only Executives (Grade 17, 18, 19, 20, 21 & 22) and non-Executives (Grade 1, 2, 3, 4) are eligible for overtime. Maximum ceiling for overtime is 48 hours in a month (except Grade- 1 & 2).

Shift Duty Allowance

Job Level	Allowance Per Month (Tk)	Remarks
Asst. Manager	1,600	Only those who are entitled to shifting duty are eligible for the allowance
Executive	1,400	
Non-Executive (3 & 4)	800	
Non-Executive (1 & 2)	500	

Holiday Allowance

Job Level	3-5 hrs	> 5 hrs
Manager & Senior Manager	Tk300 per day	Tk500 per day

Salary Review: Salary is reviewed periodically with consistency with the living standard and competitive salary package offered by other multinational organization.

Provident Fund and Gratuity: The contribution in provident fund is 10% of basic salary from both sides. Employee will be eligible for company contribution after 5 years of the membership of the fund. Employee will also be entitled to a gratuity payment.

Group Life Insurance Policy: ROBI management has approved a group life insurance policy under which, death, permanent partial disability & permanent total disability shall cover. The insured amount for life is 36 times of the gross salary.

Child Birth Benefit: All regular employees are entitled for child birth allowance as per stated below:

Manager and above (Both employee and spouse): Tk. 15,000 per delivery

Assistant Manager and below (Both employee & spouse): Tk. 10,000 per delivery

Incumbent (regular employee) shall submit birth certificate from appropriate authority and Claim form.

Miscarriage Allowance: Female employees are entitled to get an allowance in case of any miscarriage happens to them.

Incumbent (regular employee) shall submit application to Head of HR and medical certificate from attending Physician of attending clinic/hospital.

Hospitalization Fund Policy: All employees are entitled for the benefit (all permanent employees, probationers, contractual employees & their families including non-Executives) as per the level of emplacement/ grade. (Family means spouse and children up to 25 years old)

Mode of Benefits:

- Employee can claim for two hospitalization cost per year
- Employee should take prior approval from head of human resources in advance in writing of any pre-planned hospitalization. In case of any emergencies, employee or any of his dependants should inform HR immediately
- Employee will pay the bills of hospitalization of his/her own and submit the bill copies and money receipts to ROBI for reimbursement of the hospitalization expenses
- In case of any overseas treatment, reimbursement shall be up to respective employee's entitlement

Hospitalization expenses to be covered:

- Consultation fees while admitted
- Investigation expenses (i.e. ECG, X-Ray, MRI, CT Scan etc.) while admitted

- Artificial limbs, eyes, casts, braces and crutches
- Post hospitalization physiotherapy up to two sessions
- Rental or wheel chair or hospital bed, if advised by physician
- Ambulance services to and from hospital
- Treatment by radiotherapy or chemotherapy
- Preadmission testing
- Two follow up visits after discharge from hospital

Expenses not covered

- Any hospitalization caused from maternity ground or cause of miscarriage
- Any procedure, which is experimental or not generally accepted by the medical profession i.e. acupuncture
- Any illness or injury sustained as a result of doing any unlawful act
- Any illness or injury sustained as a result of misconduct, involvement in felony or other criminal acts
- Any pre-hospitalization expenses
- Any congenital infirmity

- Mental, emotional or psychiatric disorders, alcoholism or any other narcotic addiction
- Any cosmetic or plastic or plastic treatment/surgery unless required as reconstructive surgery as a consequence of injury due to accidents or burns
- Rest, convalescence or rejuvenation cures, thermal baths or confinement of the purpose of slimming or beautification
- Treatment for family planning purpose including termination of pregnancy, dilatation & curettage or sterility
- Illegal abortion, entopic pregnancy, fetal death or any complication and / or sequel there from
- Illness causing from attempting suicide
- Health check-ups, radiotherapy, chemotherapy, any form of investigation / treatment when not incidental or necessary to the treatment of the injury / illness which caused hospitalization
- AIDS and HIV related diseases
- Airfare for in case of any overseas treatment

Claims Submission Procedure for Reimbursement

- All claims must be submitted to divisional head within 15 days after being released from hospital

- ### Supporting papers necessary for submitting Hospitalization bill

- Subsistence Allowance/ Meal Allowance (Local)**

If the work requires 24 hours or more inclusive of travel time:

Designation	Rate (BDT)
Top management	1500
Senior management (AGM, DGM)	1200

Management (Manager)	1000
Assistant Manager	800
Executive	700
Non-executive (3 &4)	400
Non-executive (1 &2)	300

If the work requires 8 hours or more but less than 24 hours inclusive of travel time:

Designation	Rate (BDT)
Top management	800
Senior management (AGM, DGM)	700
Management (Manager)	600
Assistant Manager	500
Executive	400
Non-executive (3 &4)	250

Accommodation Allowance

An employee who is required to travel out station on company business beyond a radius of 33 km. From his office (within Bangladesh) and requires a stay of 24 hours or more shall be entitled for following claims:

- a) Hotel rental
- b) Rental without receipts

Designation	Hotel Rental With Receipts	Lodging
		Local
Top Management	Actual cost single deluxe	BDT 2000
Sr. Management (DGM & AGM)	Actual cost single room with maximum amount of BDT 3,000	BDT 1500
Manager	Actual cost single room with maximum amount of BDT 2,500	BDT 1200
Asst. Manager	Actual cost single room with maximum amount of BDT	BDT 900

	1,800	
Executive	Actual cost single room with maximum amount of BDT 1,400	BDT 700
Non-Executive (3 & 4)	Actual cost single room with maximum amount of BDT 600	BDT 300
Non-Executive (1 & 2)	Actual cost single room with maximum amount of BDT 400	BDT 200

Daily Allowance for Overseas Travel

Designation	Asia & rest of the world	Europe/America/Japan/Hong Kong
	Meal allowance	Meal allowance
Top Management	USD 100	USD 150
Sr. Management (DGM & AGM)	USD85	USD 120
Manager	USD 70	USD 100

Asst. Manager	USD 50	USD70
Executive	USD 50	USD 70

* For all overseas travels, exchange fluctuation loss up to 3% will be considered.

An employee traveling outside Bangladesh, on company business shall be reimbursed on production of receipts for the airport charges, tax and transportation expenses. The mode of transport using hired vehicle must first be approved by the Managing Director. The airfare for such business trip/courses shall be as follows:

Designation	Asia & rest of the world	Europe/America/Japan/Hong Kong
	Air Fare	Air Fare
Top Management	Business	Business
Sr. Management (DGM & AGM)	Economy	Economy
Manager	Economy	Economy

Asst. Manager	Economy	Economy
Executive	Economy	Economy

Accommodation Allowance (Overseas)

An employee traveling outside Bangladesh, on company business shall be paid accommodation allowance as per stated below:

Designation	Asia & rest of the world	Europe/America/Japan/Hong Kong
	Without receipt	Without receipt
Top Management	USD 75	USD 100
Sr. Management (DGM & AGM)	USD 60	USD 85
Manager	USD 45	USD 65
Asst. Manager	USD 35	USD 60
Executive	USD 35	USD 60
Non-Executive	-	At the discretion of MD

Hotel Rental with Receipt:

Actual cost for single deluxe (Top Management)

Actual cost for single room (Executive to Sr. Management)

Transfer Reimbursement

The company shall pay a transfer allowance of TK. 15,000 for a married employee (Executive & above) and Tk. 9,000/for a single employee, for the inconvenience caused by such transfer from one station to other. Transfer allowance for non-executive is Tk- 9,000 (married) & Tk-6000 (single) respectively traveling allowances, meal allowances and accommodation allowances shall be paid according to company rules.

Transport & Traveling allowance

Employees authorized to use his/her vehicle in performing the duty, shall be reimbursed transport expenses:

Description of Vehicle	Allowance
Motorcar	Tk.8 / Km

Motorcycle	Tk-4 /Km
Parking fees and toll charges	Shall be reimbursed upon

Wedding Loan

Interest free wedding loan for the confirmed permanent employee. Loan amount is 3 times Gross salary (maximum amount of Tk. 100,000)

Meal Allowance

All confirmed regular employees are entitled for a monthly meal allowance as per their job grade which is payable with their salary.

Children Education Allowance

All regular employees are entitled for children education allowance up to maximum 2 children (age should be within 25 years). Allowance is payable with the monthly salary as per the employee job grade.

Gratuity: All confirmed regular employees are entitled for gratuity as per stated below:

Years of Service	Allowance
After 5 years	1 last drawn basis for each completed year
After 8years	1.5 last drawn basis for each completed year
After 10 years	2 last drawn basis for each completed year

Long Service Award: For all confirmed regular employees the reward will be with the form of gold medal worth different values relating with time frame:

Years of Service	Reward
After 5 years	2 vhorl Gold
After next every 5 years	3 vhorl Gold

Leave Fare Assistance: All regular employees are entitled for leave fare assistance on monthly basis as per their job grade which is payable with their salary.

Prime objectives of ROBI

One of the prime objectives of ROBI is to develop its individual employee's career.

Career Development: Through appraising their performances & providing with knowledge & skills through proper training and development programs.

Induction: After joining, new employee is subject to attend an induction program. This program provides new employee with basic background information about employer, information about company rules and practices, organization's products and services. This new employee socialization program shall be conducted by HR division.

Performance Appraisal: To achieve the overall organization goal, each employee is assigned with his individual goals. A periodic (usually in the month of December) appraisal is conducted with the view to monitoring the employee performances and to find out the training need and developments of each employee. Good performers are awarded accordingly for their contribution to ROBI.

Organizational Development: ROBI management gives immense emphasis on developing its human resources by allocating huge money with yearly training programs (both local and overseas training). Annual training calendar is drawn up consisting with the training need assessment of all members of the organization. In-house training is also arranged with ROBI's own facilitators. Usually trainees are sent to Sweden, Egypt, France, Malaysia, Indonesia and India for various training programs.

Promotion: A systematic promotion policy is followed in terms of promoting the deserving employees in line with the succession plan. Promotion is given to an employee when there is vacancy in the higher position and the employee has the required skills and experience to undertake the job. Up gradation is also awarded on the basis of performances and capability of the individuals.

Motivation

As motivation is a prime factor to job satisfaction, Robi management is willing to take initiative by offering following schemes:

Performance Bonus: Performance bonus may be given to the good performers with accordance with the company rules and management discretion as recognition of one's performance throughout the year.

Reward & Recognition: Reward & Recognition policy is introduced to award the outstanding performers of ROBI for best employee of the year, best employee of the division, outstanding performers, best team performers & best support staff.

Safety & Security: For confronting contingency or any possible accident in the workplace, all ROBI offices contains fire extinguishers and first aid box and ROBI is in the brink of establishing a comprehensive safety and security policy for safeguard of our lives and properties as well.

Discipline

ROBI follows systematic methods (show cause, personal hearing, suspension, enquiry, and punishment) while taking disciplinary action against any accused employee as per law of the land. The following acts shall be treated as misconduct for which management may decide to take disciplinary action against any employee:

- a. Willful insubordination or disobedience, whether alone or in combination with others, to any lawful or reasonable order of a superior/colleagues
- b. Habitual absenteeism (unauthorized absent or desertion of duties)
- c. Habitual late attendance
- d. Habitual negligence or neglect of work
- e. Theft, fraud or dishonesty in connection with the organizations business or property
- f. Behavior causing severe damage to customer relations

- g. Habitual breach of any law or rule or regulation applicable to the organization
- h. Resorting to illegal strike or 'go slow' or inciting others to resort to illegal strike or 'go slow'
- i. Falsifying, tampering with, damaging or causing loss of official records
- j. Possession or use of drugs, alcohol or illegal substances and drunkenness or gambling while on duty
- k. Use of bad language
- l. Riotous or disorderly behavior in the office premises or any act subversive of discipline

Punishments

The measurement of punishment should be proportionate to the severity of the offence committed. The punishments could be as follows:

- (a) Written Warning
- (b) Suspension without pay for a period not exceeding 7 working days
- (c) Defer increment for a period not exceeding 2 years
- (d) Degradation to any lower grade
- (e) Dismiss the employee without notice and
- (f) Termination

Impose any other lesser punishment other than (a) to (e)

Right of Appeal:

An employee on whom any form of punishment is imposed as provided in the article above shall have right of appeal to the chief executive officer of the company within 14 days from the date of notification of punishment served on him.

Retrenchment

An employee whose service is terminated on ground of redundancy shall be entitled to

(a) one month salary for each completed years of service

(b) Payment of outstanding annual leave day

The principle of “Last in First Out” shall be followed. In the event of vacancy arising within 12 months of the retrenchment, the company shall give preference to applications from ex-employees declared redundant previously.

Medically Boarding Out

When an employee is incapable either physically or mentally to undergo his job, management may discharge him/her from service upon recommendation of the government medical board.

Retirement

	Optional Retirement	Compulsory Retirement
Male	50 years	58 years
Female	45 years	58 years

Note: All types of benefits are changeable according to management decision.

4.7.1.1 Explanation of the HR policy as a means of Employer Branding

The explanation or justification about the HR policy that I have mentioned below is what I have been informed by Mr. Nobiu, Employer Branding, HR division of ROBI.

According to HR division of ROBI, the HR policy, the compensation packages that are provided by ROBI are competitive in the job market. The company believes that the salary and other financial benefits that are provided are lucrative enough to attract potential talented employees. The company emphasizes on assuring the basic needs of an employee through their compensation packages. The other benefits such as travelling expenses, retirement facilities even the career pathway provides a platform that talented individuals would like to take and develop themselves in such an organization. The Hr policy also helps not only to attract but also to retain the talents that have been acquired already by the company.

The internal methods of employer branding helps to attract potential talented employees for ROBI. However, these methods or these motivational factors are conveyed to the outside talents by the ones inside. The current employees talk about the benefits that they receive from the company and also about the great working conditions and corporate environment in the company and about the company to their friends and families. In other words, these internal methods are conveyed to the potential employees through positive word of mouth. However, this may not be enough to reach the amount of audience that ROBI wants to employ as new talents in the organization. For this reason, ROBI also carries out some external methods of employer branding.

4.7.2 External methods of employer branding

ROBI targets talents to be employed at all levels of their management. But the most of the concentration is usually given for young talents, i.e. the freshly graduated students and the ones who will be graduating shortly. It is HR's vision to handhold the company adding value in each step taken towards making Robi Axiata Limited the Employer of Choice. Robi engages their employees and inspire them to achieve excellence.

They provide Exposure to Their Employees

Robi Axiata Limited recognizes the necessity to engage with the educational institutions of the country, as they want to be the "Employer of Choice". They aim to ally themselves with the best private and public universities of the country. Sponsoring career fairs and counseling sessions with graduating students they impart a flavor of the corporate world and provide the employees

with an exposure to best practices. This helps them in procuring the top students by inviting them to their internship program.



They Enhance Their Employees

Robi's policy is to hire the best talents in the job market and groom them to perform even better. The organization robust Performance Management System aids in identifying their talent, assessing their employees' skill set and providing development initiatives in form of training and job rotation. Employees are evaluated which uphold their transparency.

The Performance Management System helps identify areas of improvement for each employee. Their Competence Development Unit does a training need analysis, coming up with a calendar of training sessions that focus on the areas identified for improvement. Thus, they equip their employees with the required skills to achieve and enhance in their career.

They recognize the passion to perform in their employees. The group to be groomed into future leaders nurtures the top performers of the company. The Group Accelerated Development Program serve as a breeding ground for future leaders, giving their managers international exposure and propping them for global challenges where the employees would be given opportunities to serve an Operating Company within the Robi. Moreover, the company also arranges for job rotations and assigns employees to projects so as to create breath to their careers as well. Such initiatives inspire employees to be creative and take ownership of responsibilities.

They Empower Their Employees

At Robi, they empower to share their voice. Their introduction to CXO chat and blog sites provides the platform for employees to be heard. Moreover, their Employee Satisfaction index survey gauges the opinion in areas, which concern working environment and cultural issues. They respect the opinion of their employees and strive to accommodate their views so as to ensure a conducive work environment that thrives with passion and facilitates performance. Moreover, they are particularly attentive to equipment requirements. Their employees are provided with necessary computers, phones and Internet connection so that the employees are connected to the world for professional needs and personal ease.

They Enrich Their Employees

At Robi Axiata Limited, they aim to enrich the lives of their employees with targeted benefit packages that take off the burden of personal obligations. The benefits are designed in a manner to exemplify their concern for their employees' well being not only in terms of life, but also in terms of living standard. Child support, determined hospitalization costs, transportation are few examples of benefits they provide.

They Ensure Their Employees

Maintaining the highest ethical standards and integrity in their operations is a crucial factor at Robi. Therefore, the company has introduced their Guiding Principles that is they expect their employees to embed in his or her mind and upholds in one's responsibility. Their code of Ethics

safeguards their ethical standards by clearly defining their way of working. With such systems in place they ensure that they do business with a conscience and safeguard their employees from exploitation. It should be noted that all their employees are obliged to sign a Letter of Understanding (LOU) after reading the Code of Ethics. They expect their employees to exemplify the guiding principles in their work and regulate their actions by the stipulations in Code of Conduct.

The above mentioned messages are conveyed to the potential employees through several ways like fairs sponsorships etc. They are discussed further in this chapter.

Job fair

Job fairs are often carried out by universities both private and public. These are usually university initiatives to bring organizations and students in contact with each other so that the organization may find a potential employee and on the other hand, the students can choose preferable brand as his/her employer.

ROBI has organized such job fairs where ROBI was the only organization and they organized interactive sessions so that the students could come to learn about ROBI through the interactive sessions with the management. The job fairs that were organized by the universities, ROBI took part in them too as one of the participating organizations of the fair. In most cases ROBI has sponsored such job fairs which were organized by the universities. Job fairs are a great medium for ROBI to brand themselves as employers to the talents in the job market. ROBI was the sponsor for the First JOB FAIR organized in BRAC University in 2011.

Agreement with universities

ROBI has established agreements with various universities since the initiation of the brand ROBI. This agreement is usually of two types. The first type is the campus recruitment. ROBI, through the placement offices of the universities or any other method recruits talents from the campus. The students of the universities that they have agreement with get preference than the others. The second type of agreement is the internship agreement with the universities. Through the agreement ROBI provides internship opportunities with ROBI's internship program for the students of universities they have agreement with.

ROBI has such an agreement with BRAC University as well. ROBI has appropriate liaison with the career service office (CSO) and from time to time CSO provides the CVs of the talents in the university to ROBI as the organization provides then with jobs or internship opportunity as is appropriate.

Sponsorship of events at universities

Universities from time to time organize many talent programs such as quiz competition, debate competition, business competition, engineering competitions, etc. Such programs are useful mediums to judge talents. ROBI sponsors such events so that they can communicate the brand as a preferable employer for the talent.

ROBI Experimental Program: (Young Talent Program) Talent acquisition and becoming preferred employer of choice

Axiata's vision is to be a leading regional mobile champion by 2015 through innovative technology, affordable connectivity and acquiring world class talents. In order to be the regional recognized "Talent Factory", Axiata Limited follows the cradle-to-grave approach to help develop the Axiata scholars into their future CEOs. Under this approach there are two programs: Ax Factor Program- which deals with young talents at the undergraduate level and Accelerated Development Program, which develops the employees during their ROBI career.

ROBI starts with the pilot phase, targeting the students of the top universities of Bangladesh who will be graduating in Summer '12. The students will have the opportunity to work in the most dynamic and vibrant industry as well as get international exposure. ROBI invests sufficient resource to develop functional and leadership competences and so the students have options for functional diversification. It also provides them leadership opportunities and accelerated career to receive a competitive pay.

The second phase is the campus activation where ROBI will be visiting selective technical and business universities, both public and private, from June 2012 and their CXOs will talk about the brand being in campus.

The third phase is the selection process. It starts with the online application and online short listing. The short listed candidates are assessed through case studies and online GIA test. After they face the competency based interview, the final call for selection is taken by the Talent Council. After getting the fresh recruits onboard, the leadership competencies of these high

potential talents pool is developed to middle and first line managers under the RADP program. Later, these talents are further developed to Top Management (CXOs) under the GADP program.

All these methods mentioned above are external methods of employer branding. These are the methods ROBI often uses to market the brand not only as a product or service but as an organization as a whole that can be preferred as the employer of choice.

Chapter 5

My Experience of Employer Branding Activity at ROBI

5.1 My Job at ROBI AXIATA Ltd

My job at ROBI was described by my on-site supervisor as “Head of Interns”. Although my project was Employer Branding, my regular work as an intern at ROBI was much different from being related to the project. My usual work was that of Recruitment & Selection. As my daily work it was usually assisting the business partners of HR Operations department to choose and select Cvs for internships at different departments. After the selection phase came the recruitment and then the deployment of the Intern in the specific department. I was also responsible for anything concerning internship at ROBI.

Apart from the recruitment and selection, I also contributed to training sessions by coordinating the sessions. For the Employer Branding project, I usually assisted in coordinating the events, maintaining the documents and follow ups of the events taking place. Over all, in the 3 months Internship program, I had the opportunity of working only in one of the Employer Branding event, which was an external method of Employer Branding.

5.2 My experience of employer branding at ROBI Axiata Limited

I joined ROBI as an intern in February 2012 and I was assigned a project “Employer Branding”. My responsibility as an intern for employer branding was to support any employer branding activity at the moment. This would mean that from the very beginning of an employer branding activity I would have to be engaged and follow through the whole process. However, in my three months of internship period I have had the chance of experiencing and sharing responsibility of only one such event.

It was a whole day fair at Perdana College campus in Gulshan. This fair consisted of series of quizzes, competitions, and also a cultural event. This was not a very big event for ROBI but was the only one that I was completely worked in.

Process of sponsorship for the event

At the very beginning of the process is the proposal. An offer to sponsor the event is given to the HR of ROBI because it is a university; the offer is looked into by the HR division and not the marketing division. HR has to then evaluate whether sponsoring this program would mean an effective employer branding. HR has to understand whether there are potential candidates for employment to whom they are going to brand. After receiving Perdana’s proposal, the personnel in charge of public relations in the HR division had to go through a series of discussions with the head of resourcing, the head of organizational development (OD) and the head of HR operations. The main objective of the discussion was to understand the return on investment (ROI), but not

in terms of monetary value but on terms of potential human resource. The head then found the proposal considerable enough and I was assigned to go ahead and discuss the matter of sponsorship with the institution's representative. I arranged for a meeting and we then discussed about the benefits that they would provide us from the sponsorship. We were offered golden sponsor for the event with the facility of carrying out our own activity if we wanted like stalls. Our brand logo and name would be associated with the event name and will be printed with any printed material such as posters, backdrop, festoons and also be associated with the event name in the printed media as well as television and radio. There was a negotiation regarding the sizes of banners which they had agreed to in the end. I presented the report to the in-charge in the HR department after the meeting. The report was then sent to the supply chain management (SCM). It is the SCM who decides on providing the funding of an event. The offer is also shared with the marketing department as well whose concern is to ensure that marketing of the company's products as well as the brand as a whole is also carried out. The marketing department agreed to provide stalls and relevant festoons in the stalls of the then going campaign "Ebar Hobey" and "Shorol Ekush". These two campaigns were also being used at that time for "ROBI Brandwidth Competiton" at IBA and also competition program in BUET. In between all these, I had to maintain an internal communication and a follow-up of this offer between the HR and the other concerned departments. It was then finally decided within five days that we would go for the sponsorship. The program took place on 31st March, Saturday. I went to visit the program at around noon and collected the CVs from the CV drop box and return them to the in-charge of HR department of ROBI. These CVs were a part of calculating ROI of this event for HR.

Although my work was not much for this event, I enjoyed what I did and I wish there were a few more employer branding events that I could work for my project in. As there was an immediate need of a few more interns in the department but was not currently available, I had to be engaged in recruitment and selection work most of the time.

Chapter 6

Recommendation

&

Conclusion

6.1 Recommendations

From what I have learnt from the overall internship program in ROBI is that the company is very eager to expand, grow and excel in the market it operates in. However, its main concern so far is the acquisition of talented workforce and they are doing rigorous recruitment to manage this. In order to make sure that those already on-board and those ROBI wish to acquire, it engages in many activities in order to gain maximum exposure. However, I would like to add some recommendations for the company that I feel, it should take into consideration. They are as follows:

- ROBI should organize whole day get-together weekend programs and share company's progress. In this way how the employees are contributing to the company can be conveyed.
- ROBI should concentrate more on succession planning.
- ROBI should give more scopes for fresh graduates for entry level jobs.
- ROBI could carry out surveys from time to time in Universities in order to understand where they stand as an Employer Brand and also to understand what the potential employees want from them.
- ROBI should maintain a steady flow of sponsoring events at popular and well-known institutions.

- ROBI should organize such programs where they can involve their current workforce from department apart from HR and marketing only.

6.2 Conclusion

Employer Branding is a broad term and includes many strategies and policies altogether. It does not concentrate on any particular strategy or theme. Any company going for a Employer Branding, can very successfully establish themselves as the employer of choice, if proper steps are taken with appropriate exposure and maintaining what they represent about themselves.

Like many other organizations, ROBI too needs to know if their Employer Branding is paying back according to their investment in it or not. For this purpose, agents like Bdjobs.com, prothom-aloJobs.com, carry out surveys from time to time. In these surveys general people are surveyed on various topics and based on the response the agents produce a survey result where they Rank the organizations. These rankings are based on many characteristics, like work environment, reputation, compensation package, safety & security, career pathway etc. Even though these are meters that can measure the success of ROBI's Employer Branding efforts, these reports can also be misleading as scenario differs amongst industries such as FMCG or Telecomm.

ROBI is positive that slowly and gradually the Employer Branding methods are going to make them the no.1 Employer of choice. ROBI plans not only to acquire and use talent, but develop them as well, not only on a local basis but at a global level.

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Report Supplements

CEO's Message – Welcome Message

A career at ROBI offers an opportunity to touch a life. If you want to be part of a company whose actions reflect their ethics, whose people live their guiding principles, consider a career at ROBI.

We understand that people are the center of our success. Our employees balance quality-telecom service with some of the most progressive technology available today to fulfill our mission for over a decade. Our highly-skilled and trained employees go out of their way to provide the best services to customers.

Looking ahead ROBI is positioned for long-term growth with a multi-dimensional strategy that focuses on optimizing partner relationships, aggressively exercising our intellectual property, and leading the industry as a market driven company.



Working at ROBI can offer you the opportunity of an exciting international career. As an ROBI employee you will be privileged to work as part of a global team with good working conditions and the opportunity for continuous development and training. We constantly strive to identify and define the intangible characteristics that contribute to our unique culture and aim to reinforce them in everyday life. We want our employees to have a clear vision for the business and to foster enthusiasm to drive superior performance. As a Group, Axiata is a unique organization, combining the local expertise of national operating companies with the strong support of a regional corporation. As an emerging leader, Axiata Group is committed to bring first-class resources through its exclusive talent management program.

Axiata is focusing on not just developing a talent pool for the group and its subsidiaries – but on succession planning for key positions in the company. Axiata Leadership program focuses on seven areas of leadership skills- strategic thinking, business acumen, result orientation, customer orientation, people management, coalition building and personal attributes. We invite you to take the chance to push your own boundaries and grow both on a personal and professional level with Robi Axiata Limited.

Message from Chief Human Resources Officer



Human Resources division has the responsibility of energizing, developing, retaining and attracting truly talented people all around the globe. It's our job to ensure that people have the opportunity to release their energies in a constructive and focused way.

At ROBI we create opportunities for individuals to shine, empower people to do better than their best. We invite you to an environment where you will always feel appreciated for the difference you bring. In return, you are expected to work according to the company's longstanding corporate business principles of Passion, Creativity, Respect, Openness, Simplicity, Ethics, Transparency and Ownership. So, if you are seeking a challenging, yet fulfilling career, we are here to make your dream come true.

