

Report On
Driving engagement and innovation of My Robi

By

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

BRAC Business School
BRAC University
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Declaration

It is proclaimed hereby that

1. This internship report which is prepared and submitted solely by me is my own authentic work for finishing my degree at the BRAC University.
2. The report does not contain any material previously recorded or issued by a third party, except where this is suitably cited through complete and correct referencing.
3. The report does not carry material which has been recognized, or accepted, for any other degree or diploma at any other university or institution.
4. I have approved all main fundamentals of help.

Student's Full Name & Signature:

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18104041

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Ms. Tania Akter
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Letter of Transmittal

Ms. Tania Akter
Senior Lecturer,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship Report Submission on “Robi Axiata Limited”

Dear Madam,

With all due respect, it is my pleasure to inform you that I have completed my report on my internship which an essential part for my degree completion in BRAC university.

I am extremely grateful and honored that I was able to do my internship under your guidance and supervision. In this report you be provided with much detailed information, description and analysis about the work I did as an intern in the Brand and Market communication department of Robi Axiata Limited on the topic “Driving engagement and innovation in My Robi”.

I tried my best to provide all the important data and overview of the company and finally prepared this report for your perusal. I hope that this report will meet your expectation.

Sincerely yours,

Anika Aftarin Chowdhury
18104041
BRAC Business School
BRAC University
Date: December, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Limited and the undersigned student at BRAC Business School, BRAC University.

Anika Aftarin Chowdhury

Acknowledgement

Initially, I would like to thank the Almighty for blessing me with the strength, energy and luck that I needed to successfully complete my internship report. This would not have been possible without the mercy and grace of the Almighty.

I would like to express my gratitude and appreciation to my faculty and supervisor, Ms. Rahma Akter, who is currently the senior lecturer of BRAC Business School of BRAC University. Completion of this report was possible because of her clear suggestions and wonderful guidance.

Then, I would like to give my special thanks to Robi Axiata Limited for giving me the opportunity to work with them as an intern in the Brand and Market Communication department of the Market Operation division. I would also like to thank Shakib Ahmed, who is the general manager of the Brand and Market Communication department and also my line manager for giving me guidance during my three months' internship period. I am sincerely honored and grateful for this opportunity where I was able to learn a lot from the amazing and talented individuals of Robi Axiata Limited.

Executive Summary

Robi is the second largest telecommunication company of our country. Working as an intern at Robi was my very first experience of working in a corporate company. The reflection of my working experience as an intern has been provided in this report.

This report will give an overview of my internship experience that I did at Robi Axiata Limited. Robi hires interns for different departments to give them an idea of the corporate world and also how everything works in a telecommunication environment.

Moreover, the report will also provide insights on Robi Axiata Limited as an organization, its mission & vision, management, marketing and operational practices, financial and accounting performance and so on. As a telecommunication company Robi is doing very well in our country and has a major portion of the market share in the industry.

Furthermore, there will be detailed analysis on “Driving engagement and innovation of My Robi”. My Robi is the mobile application of Robi. Driving innovation and engagement by conducting several campaigns I learned and understood the marketing strategies and how to gain customer attention. In my report, an in depth analysis on these learning are provided.

Keywords: *Telecom, Market operation, brand, innovation, engagement, Robi Axiata Limited, campaign.*

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List of Acronyms

VAS	Value added service
CLM	Customer Lifecycle Management
RAL	Robi Axiata Limited
T&C	Terms and Conditions
RCO	Robi Corporate Office
TELCO	Telecommunication Company
KPI	Key Performance Indicator
CCN	Chattogram, Cumilla, Noakhali
MAU	Monthly Active Users
DAU	Daily Active Users

Chapter 1: Internship Overview

1.1 Student Information

Name: Anika Aftarin Chowdhury

Student ID: 18104041

Program: Bachelor of Business Administration

Major: Marketing

1.2 Internship Information

1.2.1 Information about Internship

Duration: 3 months & 15 days (1st September, 2022 – 15th December, 2022)

Name of the Company: Robi Axiata Limited

Department: Brand & Market Communication, Market Operation

Company Address: Robi Corporate Office, 53 Gulshan Avenue, Dhaka 1212

Company Logo:



1.2.2 Information of the Company Supervisor

Name: Shakib Ahmed

Designation: General Manager, Brand and Market Communication, Robi Axiata Limited

1.2.3 Job Description/ Duties & Responsibilities

As a marketing intern my main duties and responsibilities were assisting the working professional of Brand and Market communication under Market Operation. Being the marketing intern of Robi Axiata Limited, the responsibilities that I had to fulfill are given below-

- Developing, implementing, and executing initiatives and activities for Robi Social Media platforms (Facebook, Instagram, YouTube)
- Continuously monitoring the trends and analyzing the Social Media Page's data
- Supervising multiple external agencies in developing creative layouts, planning media investment and executing data driven and A/B tested driven campaigns
- Working closely with the internal stakeholders to receive content briefs for Digital and ATL campaigns
- Measuring and reporting on the performance of all engagement campaigns and assessing ROI and KPIs
- Coordinating overall branding and marketing activities
- Generating fresh innovative ideas for different portfolio campaigns to increase content engagement and driving business
- Monitoring daily campaign execution of all telecoms in the industry

1.3 Internship Outcomes

1.3.1 Contribution of the student towards the Company

In the past three months of my internship I have done several tasks and completed several activities and gave several services. A brief description of my work and activities done in these three months of internship are given below:

- **Developing, implementing, and executing initiatives and activities for Robi Social Media platforms-** I was assigned in the category team of Brand and Market Communication team as an intern where my usual responsibilities were developing, implementing and executing different marketing activities in social media platforms like Facebook, YouTube and Instagram. Mostly for these platforms the contents that would go were implemented and then approved by this team.
- **Continuously monitoring the trends and analyzing the Social Media Page's data-** Monitoring the data of social media page was also one of my tasks. I had look into the comments on Robi social media page like Facebook that were extracted by AI and given to be in a file to detect favorable and unfavorable ones.
- **Supervising multiple external agencies-** Supervising the agencies was another task I had to do whenever I was assigned assist in running the daily campaigns. I would have to

prepare a brief for the agencies to understand and then the agencies would make the content according to the brief. Then I would have to follow up their works until the execution of the campaign begins.

- **Working closely with the internal stakeholders-** As an intern, I would have to communicate with other teams and other departments and stakeholders to receive the content briefs for campaigns from which another brief had to be made to send the external agencies for creative content.
- **Measuring and reporting on the performance of engagement campaigns-** I also had to measure and report on the performance of the engagement campaigns. To assist the working professionals in assessing the ROI and KPIs I used to make a file with all the information of the campaigns and all the participants information or winners in a contest etc.
- **Coordinating overall branding and marketing activities-** Along with social media campaigns, I was also a part of running other occasional campaigns.
- **Generating fresh innovative ideas for different portfolio campaigns-** I also explored different campaigns and recommend new and fresh innovative campaign ideas to the team.
- **Monitoring daily campaign execution of all telecoms in the industry-** Monitoring the daily campaigns of other telecom companies like Grameenphone and Banglalink an activity done by me. I would check all the contents shared on the social media pages of these telecom companies and find out the similarities and differences of their contents of campaigns with Robi.

1.3.2 Benefits for the Student

The three months of internship at Robi helped me understand how it's like working in a real life corporate culture. Robi is the second largest and one of the leading mobile phone operators in our country. Joining Robi as an intern was a very good decision for me because it will help me curve my career in the best way possible. Before joining Robi, different terms and work procedures of a telecom companies were unknown to me. Working here I got a chance to get a glance of working at a telecommunication company. Being in the Brand and Market Communication department I got to understand different marketing tactics, branding techniques and the communication system.

Working at Robi as an intern, I gathered some significant set of skills which will not only help me build my career but also lead me to the path of becoming a marketing professional. I got the chance to develop my communication skills since I was in Brand and Market Communication team many colleagues working around me. For running campaigns it is required to communicate with different colleagues of different teams and departments. Moreover, I had to make calls to different people of external agencies for getting the contents done which are required for executing campaigns. Besides, I had to work on Microsoft Word, Microsoft PowerPoint and Microsoft Excel where I got to learn about some new functions and understood their uses in deeper level. It also helped me to improve the speed of my typing. Furthermore, I also learned how to operate Microsoft Outlook since I was not familiar with it before working here. Most of the email communications are conducted through Microsoft Outlook. As I was required to complete different tasks in a given time following the work schedule of 8 hours (10 AM to 6:00 PM), that helped me to be more focused with time management and multitasking. Along with all these skills, with the help and guidance of my supervisors and seniors, I got to improve my skills in every other aspect like my interpersonal skill and other soft skills and became more efficient.

1.3.3 Problems/Difficulties/Challenges faced by the student during the internship period

- The initial challenge that I faced was coping with the desktop computer and learning some new keyboard shortcuts which were necessary for regular activities. Also, Outlook was something new for me as I did not use it before. So, I had to learn how to use and its several functions in order to work with it. At first, it felt unfamiliar but with time I got used to it.
- Working in the marketing department of a telecommunication company is different from those of other companies and also very different from the business term. So, it took me some time to grasp different terms and the working process related to Telecommunication Company as these were totally new to me.
- The technological resources that I got to use in work time had certain limitations. Using browser to browse several website was not possible with the laptops as there was limited access in website due to security reasons. So, browsing any information online for research purposes was not possible.
- For running campaigns there were a lot of steps. At first, these had to go through the legal team and then several other supervisors for budget and many other things. The process also required active communication among the ones involved in it. So, it seemed very

lengthy and understanding the entire process was bit more of a challenge for me in the beginning.

- In five working days, one day was home office when employees worked from home and rest of the days was work from office. Working from office was usual but when working from home it took me some time to understand how things work like that and was a bit difficult to catch the online work process which involved several phone calls and online communications.
- Communication with the external agency is an important thing for my team and I also had to make phone calls to the agency people for updates and ask them to give us the contents as early as possible. However, sometimes I was not confident enough in these phone calls for which my supervisors helped me and gave me advices on how I should communicate with them.
- A three months' internship does not give enough time to learn things and understand the work culture. Moreover, my main work objective was to increase engagement and drive innovation for Robi and I felt that this three months' time was very less amount of time for achieving this. However, I did my best to utilize this time accordingly.

1.3.4 Recommendations

Working in the Robi Axiata Limited has been a spectacular experience for me. I feel very privileged to have the opportunity to work in a renowned multinational organization like Robi. Even though everything in Robi and its environment being so worked friendly and comfortable, I still have some recommendations. Firstly, the working culture is very good at Robi but for interns there should be an organized work plan for regular tasks. Secondly, they do treat the interns in a very good manner and are very friendly but the work done by the interns should also be recognized likewise. Furthermore, the resources provided to the interns for working like laptops are a bit slow and not up to date. So, they should be up to date.

Chapter 2: The Organization

2.1 Introduction

The telecommunications industry in Bangladesh is always evolving with new ideas and innovations every day. Competition among the telecommunication companies with innovation and infrastructure is also intensifying day by day. Although there are few options, companies in the industry are doing their best to provide customers with satisfactory deals and services in order to gain more market share. The competition is great. It is very important that businesses stay up-to-date with the latest technology and innovation through various research and improvements. The Bangladesh market has four licensed mobile operators. Grameenphone, Robi (merged with Airtel), Banglalink, and state-owned Teletalk. BTRC has been investigating whether a Virtual Network Operator (MVNO) could operate in Bangladesh, but is currently not. Bangladesh's mobile market saw the first major consolidation in the country with the merger of Robi (Axiata) and Airtel (Bharti Airtel) in 2016, making the latter company his second largest operator by number of connections.

Robi Axiata Limited is the second largest mobile network operator in Bangladesh with the name 'ROBI'. Robi is a subsidiary of the Malaysia-based Axiata Group, Berhad. As of January 2018, Robi serves approximately 44.225 million subscribers nationwide. Robi became the second largest telecom operator after its merger with Airtel Bangladesh and started commercial operations in November 2016. This is the largest merger in Bangladesh's telecom sector. Robi as a sector of digital services has made a huge difference by bringing mobile financial services to rural and semi-urban areas. Robi also sponsors the country's glorious Bangladesh Cricket Team. This helped market the company itself in the minds of millions of people. Robi, a digital marketing company of the future, created its platform by creating cellular applications designed to assist users in their daily activities. Thinking for future generations Robi also sponsored The 10 Minute School which is a great initiative by Ayman Sadiq and Robi is proud to be their sponsor.

2.1.1 Industry overview

The mobile communication industry has a very fierce competition. As a result, to meet the consumer demand and serve the competition; the companies are always trying to be more innovative and provide better quality service than each other. There are mass consumers when it

comes to telecommunications, and international investors and companies are most likely attracted to invest or merge with the local companies which also helps to increase the GDP of Bangladesh.

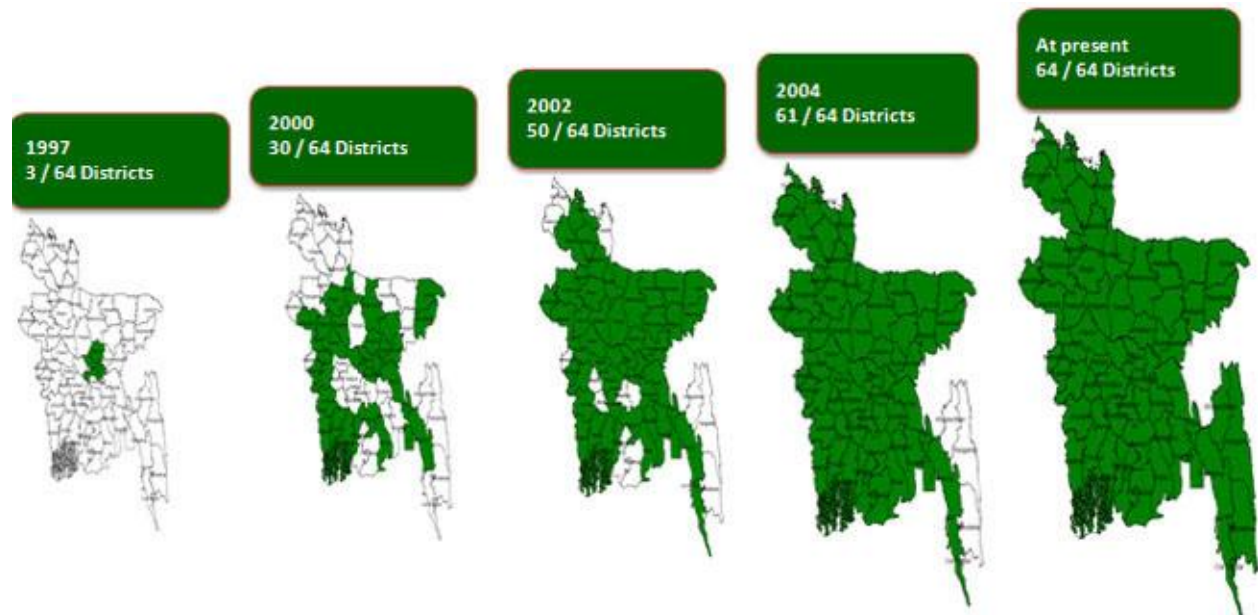


Figure 1 Network coverage in Bangladesh

Source: [AMTOB - Association of Mobile Telecom Operators of Bangladesh](#)

After the liberation war in 1971, the government created a separate department of Telegraph and Telephone which in 1976 was transformed to a corporate sector. Later in 1979, it was converted to Bangladesh Telephone and Telegraph Board (Alam, 2021). Internet journey in Bangladesh started in the year 1995. The internet service starting from Dhaka went to other four important cities in the country (Alam, 2021). The vision of this country as 'Digital Bangladesh' is what is driving the country towards more technological advancement.

OPERATOR	Subscribers (IN MILLIONS)
Grameenphone Ltd. (GP)	81.41
Robi Axiata Limited (Robi)	54.28
Banglalink Digital Communications Ltd	39.23
Teletalk Bangladesh Ltd. (Teletalk)	6.75
Total	181.67

Figure 2 Percentage of subscribers of mobile companies

Source: [AMTOB - Association of Mobile Telecom Operators of Bangladesh](#)

Statistics in Pie Chart

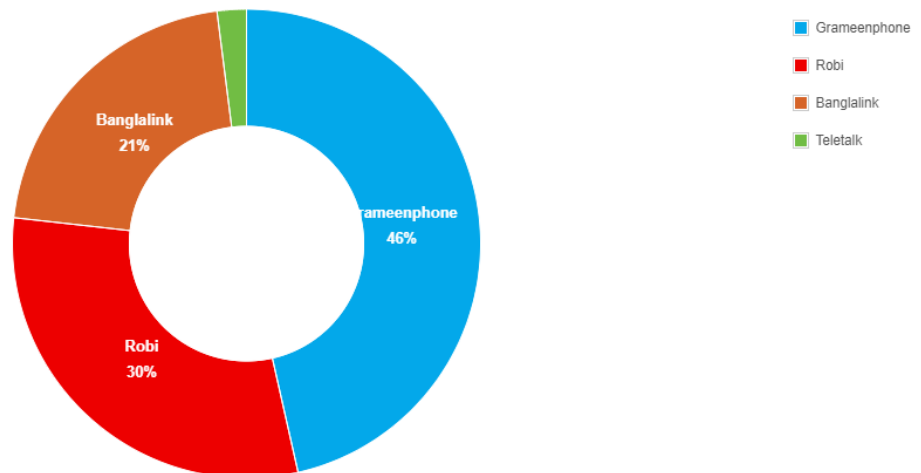


Figure 3 Pie chart of subscriber's percentage of mobile companies

Source: [AMTOB - Association of Mobile Telecom Operators of Bangladesh](#)

From the above figures it can be seen and understood that Grameenphone has the maximum number of subscribers with a 46% of them. At the second place it can be seen that Robi is there with a 30% subscribers. Then, there is Banglalink which has 21% subscribers leaving it in the 3rd place.

Telenor Bangladesh Ltd (Grameenphone)

Grameenphone started their journey in 1997 to serve the rural people of Bangladesh and increase network connection between rural and urban areas (Grameenphone, 2022). It is the leading telecom operator in Bangladesh, holding around 46% of the market share. Telenor Mobile Communications their parent company are the largest shareholder of Grameenphone with 55.8% of the share; the second shareholder is the Grameen Telecom with 34.02% share.

Banglalink Digital Communication Ltd

Banglalink started their journey in 2005 to make telecommunication affordable and less expensive to the consumers (Banglalink, 2022). Their primary mission, who brought success to their company, was to bring mobile communication to many people in Bangladesh. Currently, 51.9% of Banglalink shares are owned by VEON their parent company from Netherlands.

Robi Axiata Ltd.

Robi Axiata Ltd started their journey in 1997 as Aktel; however, after Axiata Group Berhad of Malaysia took over a lead on the company, they changed their name to Robi. Currently, Robi is the second largest telecom in Bangladesh, competing with GP head-to-head daily. We will know more about Robi in the later parts of the report.

Airtel Bangladesh

Airtel brand started their journey in Bangladesh in 2010 with the same purpose as today: celebrating life with friends and enhancing experiences for the friend circle (Airtel Buzz, n.d.). Even though Bharti Enterprise of India originally owned the company, Axiata Group and Bharti Enterprise merged in 2016, which eventually allowed Robi Axiata Limited to own the Airtel brand (Airtel Buzz, n.d.).

Teletalk Limited

Teletalk is a state-owned mobile phone operator with 3G, LTE, and GSM services. The company is owned 100% by Ministry of Posts, Telecommunication and Information Technology and is a public limited company (Teletalk, n.d.). The company started its journey in December 2004 as the only state-owned telecommunication company in Bangladesh. The company is trying its best to provide services all around Bangladesh to its citizens by being available and affordable.

2.2 Company overview

Robi Axiata Limited started journey in Bangladesh in 1997 with the name Aktel (Company Profile, 2022). After successfully serving the Bangladesh market for 13 years, the company changed its name in 2007 and was renamed to "Robi". The name was changed due to the acquisition of their parent company Axiata group. Axiata group is a Malaysian digital service provider operating in 12 countries around the globe. Robi is the second largest telecom in Bangladesh and has 54.5 million subscribers. There are two significant shareholders of Robi Axiata Limited, and they are Axiata Group of Berhad Malaysia (61.82%) and Bharti Airtel of India (28.18%) (Company Profile, 2022). The rest of the 10% is owned by the general public. Robi, in 2010 changed their name from Aktel to Robi, which translates to the sun in English with a tagline saying "Jole uthun apon shoktite" meaning "Ignite your power within". The tagline means the brand brings out people's potential. However, the tagline was over-promising; as a result, in 2019, the brand decided to change its tagline to 'A new experience in Life' (Robi Adopts a New, 2019). The new tagline gives the brand a new modern look, showing a digital brand with more innovation and technology. In November 2022, the brand launched its 25-year service in Bangladesh, stating, "At 25, we are ready with new ideas." This means the brand is strong-minded and ready for an innovative future (at 25, we are ready, 2022). The brand mainly focuses on its network and claims to be the best internet provider in the country with its 4.5G network. Robi Axiata Limited is the only telecom company in Bangladesh to manage two leading brands: Robi and Airtel. The biggest-ever merger in Bangladesh occurred when Robi Merged with Airtel in 2016. After the merger, the company became the second-largest telecom operator in Bangladesh. Before the merger, NTT Docomo had an 8.41% share, however, after the merger, their share became 6.3%, and Bharti Airtel received 25% (Roy, 2016). Robi is the first company to provide 4.5 networks all over Bangladesh and go for a 5G trial run and launched Voice over LTE technology (Company Profile, 2022).

2.2.1 Mission of Robi

Robi operates with an unwavering commitment to outstanding performance and uncompromising integrity to ensure value creation and customer focus.

2.2.2 Vision of Robi

Robi aims to achieve the vision not only by being number one in market share, but by being the employer of choice with the latest knowledge and products to meet the ever-growing, dynamic needs of a fast-growing country.

2.2.3 Brand and Market Communication Team of Robi

The team that I was assigned to work with during my internship was Brand and Market Communication team where the General Manager was Shakib Ahmed who was also my Line Manager. I mainly worked in the brand category communication team. The team mainly looked after product category, maintained external agency communication and so on.

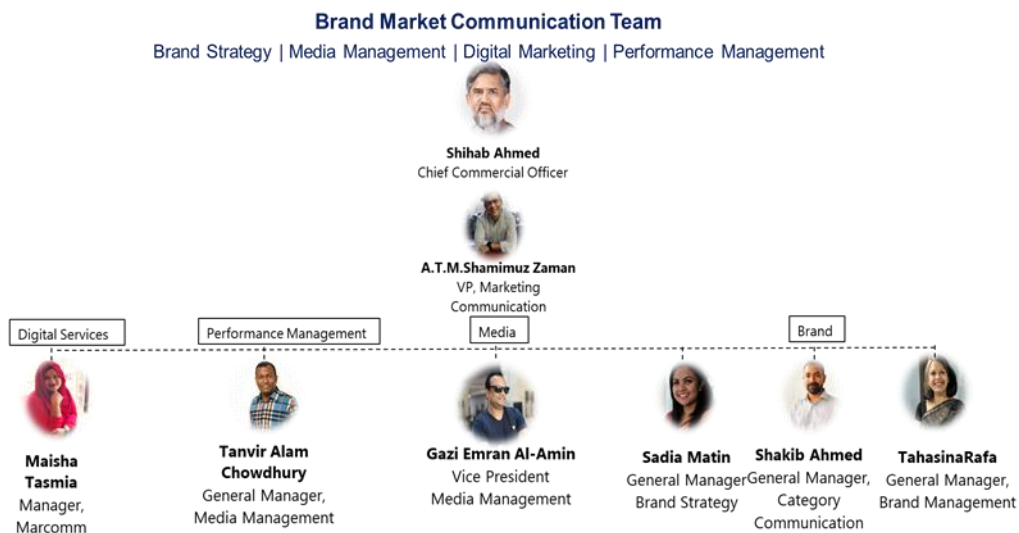


Figure 4 Brand & Market Communication Team

Source: [About Robi](#)

The figure above shows the current employees of the Brand and Market Communication team of the Market Operation division.

2.3 Management Practices

Robi has a very organized management style in the office. The management practices of Robi are discussed here step by step.

2.3.1 Leadership Style

The leadership style in Robi Corporate Office is more like democratic style. Though the employees have to report the general manager or the Vice President about their work progress,

everyone here can participate in the open interaction with their supervisors, express their opinions and decisions. This participation of the creative and talented workforces is highly encouraged and appreciated by the seniors. This leadership style has proven to be very useful in achieving the goals and objectives of the company in many different ways. Because of this kind of leadership systems employees get more motivated and more valued as it makes them feel being a part of the decision making process.

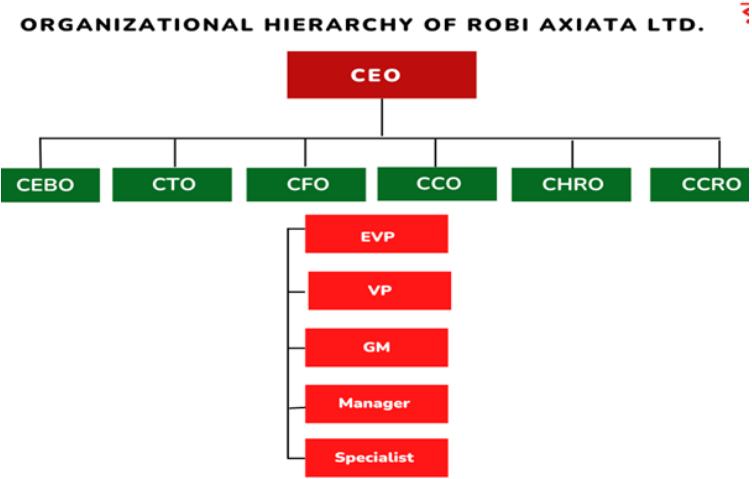


Figure 5 Organogram

Source: [Robi Axiata Limited Company Profile](#)

The figure above is showing the organizational hierarchical structure of Robi where it can be seen that the CEO is the top most position and the starting position of employees in the company is as specialist.

2.3.2 Recruitment and Selection Process

The recruitment process in Robi is generally handled by its Human Resource department and they are in charge of candidate screening and then hiring the correct people for the correct positions. The process basically begins when any division in Robi requires an employee for a certain position or when there is a vacancy. They hire people for any category of divisions like Market Operation, Human Resources, Finance, Corporate Strategy, Technology, Enterprise Business, Corporate & Regulatory Affairs, Information Technologies and Internal Audit. These divisions may also have sub divisions which again may be divided in several teams. Whenever there is a requirement of someone, the HR arranges everything by making the job description and letting out the job circular. The job vacancy is also posted in the website called Robi Career.

Then the HR after screening out the candidates selects the best fit ones for the interview and sets everything up. The candidates have to undergo two or three interviews. Initially, one with the HR, then one with the team General Manager and other with the team Vice President. The after the final selection decisions are made the HR informs the selected candidate. Afterwards, other procedures like medical test and on boarding processes are also handles by the HR.

2.3.3 Compensation System

Each month, a monthly pay transfer is made to the employee's individual salary account, along with various benefits less deductions for things like contributory provident fund contributions and income tax. Every employee receives a full gross pay and deductions summary every month. The monthly take-home pay includes allowances such as rent, transportation for medical care, and utilities. Robi typically gives out two bonuses annually, one for Eid and one for a festival bonus around Christmas. Typically, the sum is equivalent to the base wage.

2.3.4 Training & Development Process

New hires are required to undergo an orientation session after joining. With the help of this program, new employees can learn the fundamentals about their employer, the company's policies and procedures, and its goods and services. This new employee socialization program is run by the HR Division. The management of Robi Axiata Limited places a great deal of focus on the development of its human resources by devoting significant funds for yearly training programs (both local and overseas training). Every year, a training schedule is created, including an evaluation of everyone in the organization's training needs. Robi's own facilitators can also be hired for in-house training sessions. For various training programs, trainees are typically sent to Malaysia, Sweden, Egypt, Indonesia, France and India.

2.3.5 Performance Appraisal System

Each employee has a personal objective that must be met in order for the organization to reach its overall aim. Each employee undergoes a periodic review, usually in the month of December, to track their progress and determine whether they still need any training. Accordingly, excellent workers receive rewards for their contributions to the company. Additionally, Robi provides its employees with variable bonuses such as performance bonuses (connected to individual performance) and corporate performance bonuses (special bonuses for the success or performance of the firm).

2.4 Marketing Practices

The marketing practices of Robi are very clear along with the Robi brand itself. Robi has a big marketing department called Market Operation which handles the marketing decision, strategies and all the marketing activities.

2.4.1 Marketing Strategy

Robi Axiata has a number of marketing team under the Market Operation division. When it comes to marketing strategy Robi is very competitive and goes for a nationwide marketing strategy to reach the customers all over the country. Moreover, Robi aspires to not just reaching the customers but also reaching the expected sales expansion. For promotional activities Robi follows promotional mix strategy which includes public relations, TV commercial, sales promotion etc. The marketing research team also plays a vital role in the marketing strategy decision.

Market segmentation

The market segmentation that Robi has as customers is usually determined through demographic segmentation. They mainly go for customers who are adult and middle aged people. Moreover, geographically they also have some segmented customer base as well, like in some specific areas of the country they have more customers, especially in Chittagong.

Marketing mix

Product:

In determining the new product like offers or value added service researches are done to understand the customer needs, their issues, the occasion and many more things. Different teams are always working to upgrade the quality of different products for both prepaid and postpaid SIMs.

Price:

For pricing Robi does consider different type of evaluations and sets up prices accordingly. They usually follow the skimming strategy for pricing. Robi also makes necessary changes in tariff plan and follows the terms and conditions. (T&C)

Place:

For reaching more customers Robi is always working for a broader delivery system to make service more reachable to customers.

Promotion:

Robi does different sets of promotional activities to attract customers like advertising, public relation, sales promotion etc. Robi focuses on TV commercial, press advertisements, newspapers ads and billboards and also gives a lot of emphasis on social media promotion and digital marketing.

2.4.2 Target market & Positioning Strategy

The goal of Robi Axiata was to take the top spot in the industry, but other telecom companies are going for the bottom of the pyramid and thus expanding and strengthening their user base as well. Robi aspires to lead the pack by producing good products with respectable excellence for the middle-class and lower-middle-class consumer segments. They mainly target the mature audience in most of the cases. In order to implement different product methods, many divisions have to work together. This complex mixture creates the product plans that are sometimes challenging to advance and carry out. Positioning is the process of giving a brand the best possible market positioning so that it can compete well with rival products. Robi has an influential placement in the market and the consumer minds as a strong brand. They receive reimbursements to carry out an important position in the basic sector.

2.4.3 Branding strategy

Robi follows a dual brand strategy. The goal of the merger between Robi and Bharti Airtel was to obtain the greatest market share in Bangladesh in order to remain competitive. However, it can be difficult to retain both brands at the same time when they combine into one. However, the brand has elegantly demonstrated it.



Figure 6 Airtel-Robi Dual brand strategy

Source: [Airtel Vip sim sale | ClickBD](#)

Robi has a much differentiated marketing strategy. In order to reach the expected target segment and market share, they use different kinds of marketing strategies.

2.4.4 Advertising and promotional strategies of Robi

The marketing approach of Robi revolves around advertising, promotions and special offers. Robi communicates and takes services from marketing agencies. However, they do not have in-house agency. The advertising approach is concerned with anticipating, executing and accountability for compelling customer interactions. Robi Axiata prefers promotion mix strategies in their advertising presence. They take this approach to bring all ad categories together well enough to balance each other for a composed ad stance. As an important aspect of promoting products and services, Robi also follows PUSH & PULL strategy. Robi sticks to the in-house department for advertising campaigns. The additional gigantic advertising plans are also outsourced to advertising companies.

2.5 Financial and accounting performance from year (2017-2021)

Financial and accounting performance indicates the state of a company in terms of capital, resources, income etc. Taking the financial statement and balance sheet of Robi of past five years (2017-2021) from internet the liquidity, profitability and efficiency of Robi Axiata Limited is assessed.

2.5.1 Liquidity and solvency ratio of Robi

Liquidity ratio indicates the capacity of any organization to pay off its debts and liabilities. The higher the liquidity ratio the more capable the company is in terms of paying off its debts.

Current ratio

Here current ratio is calculated to find out the liquidity of Robi. This ratio indicates the ability of any company to pay off its short term liabilities. Current ratio is calculated by dividing the current asset along with the current liabilities.

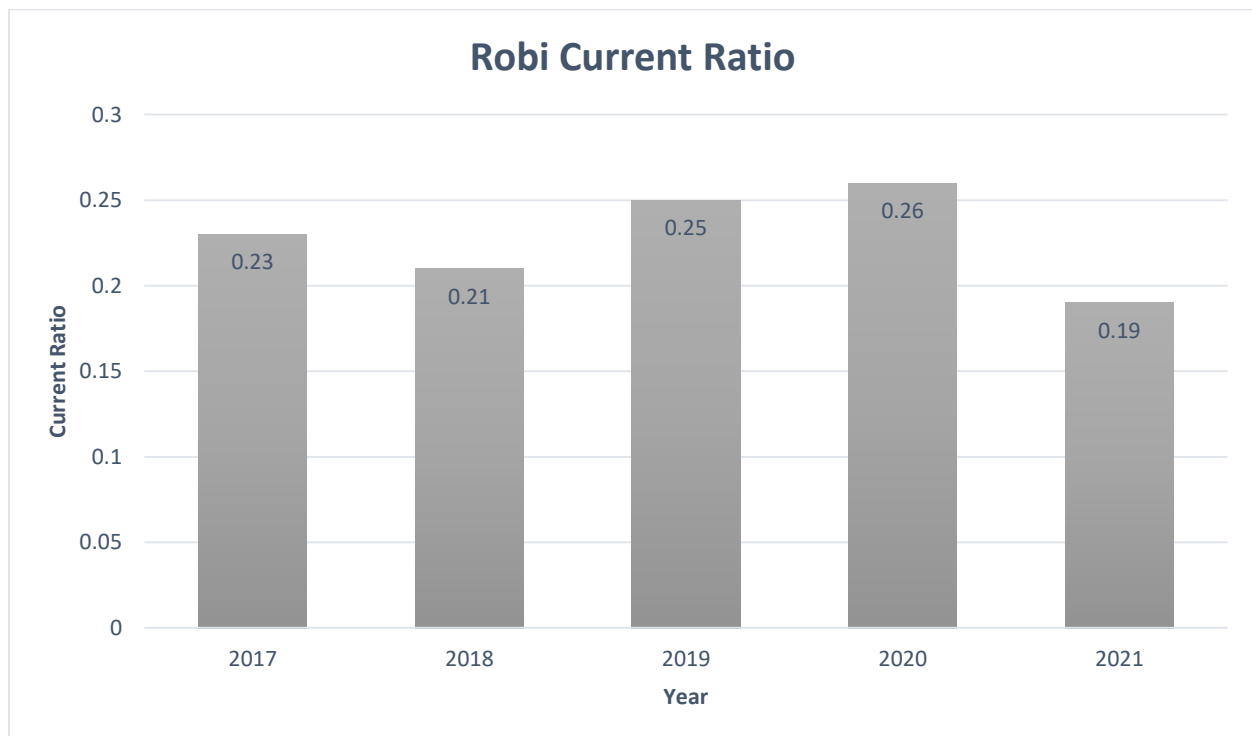


Figure 7 Current ratio

2.5.2 Profitability ratio of Robi

Profitability ratio helps to find out the financial performance of an organization after the accounting period ends. This ratio indicates the ability of a company to gain profits by conducting several organizational operations. Stakeholders measure this ratio to determine the profitability of doing a business with a company.

Profit margin:

In order to find out the profitability ratio, profit margin is calculated here. The profit margin is calculated by dividing net income with net sales.

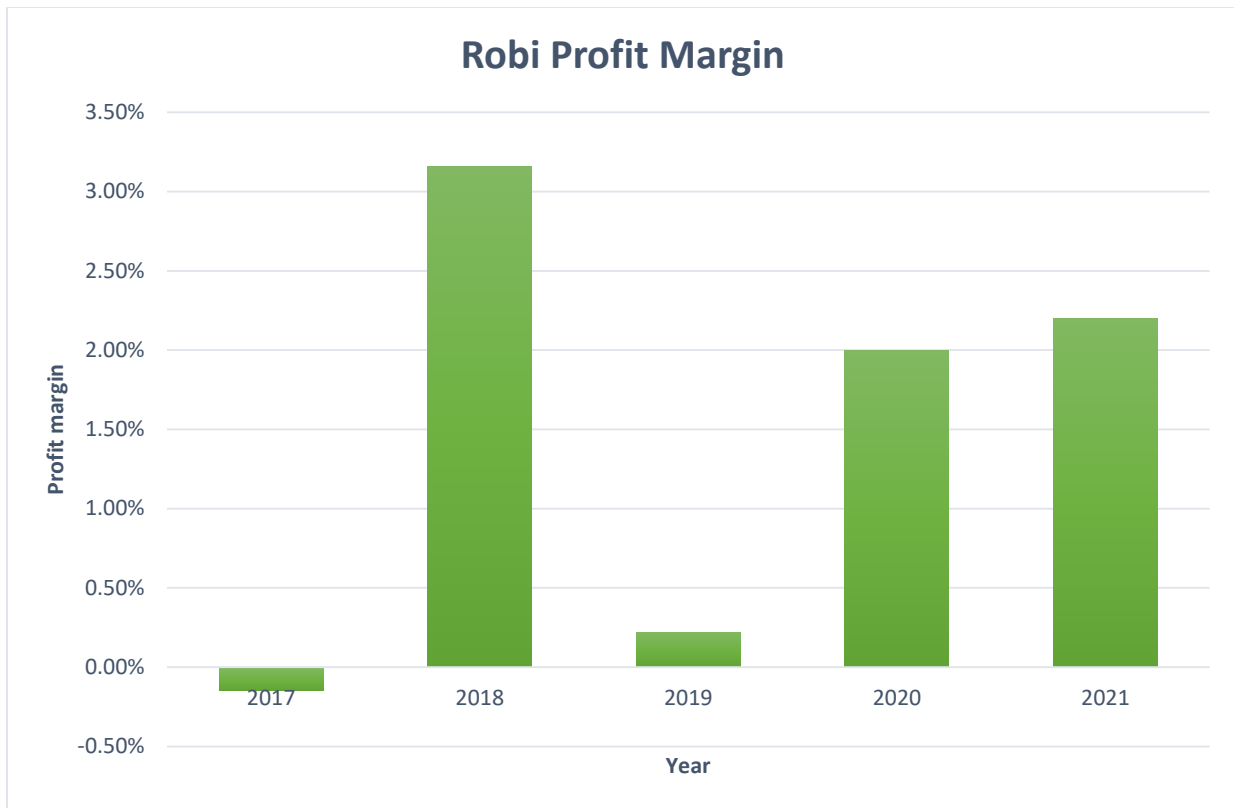


Figure 8 profit margin

2.5.3 Efficiency ratio of Robi

Efficiency ratio

The efficiency ratio measures the capability of a company to utilize its assets to earn income. It also determines how good the company is in terms of employing the resources and maintaining the operation. Utilizing the assets and liabilities if any company is getting more sales then it is considered as efficient by the financial analysts.

Asset turnover ratio:

For determining the efficiency ratio, asset turnover ratio of Robi is calculated here. The asset turnover ratio is calculated by dividing the net sales along with the net average assets.

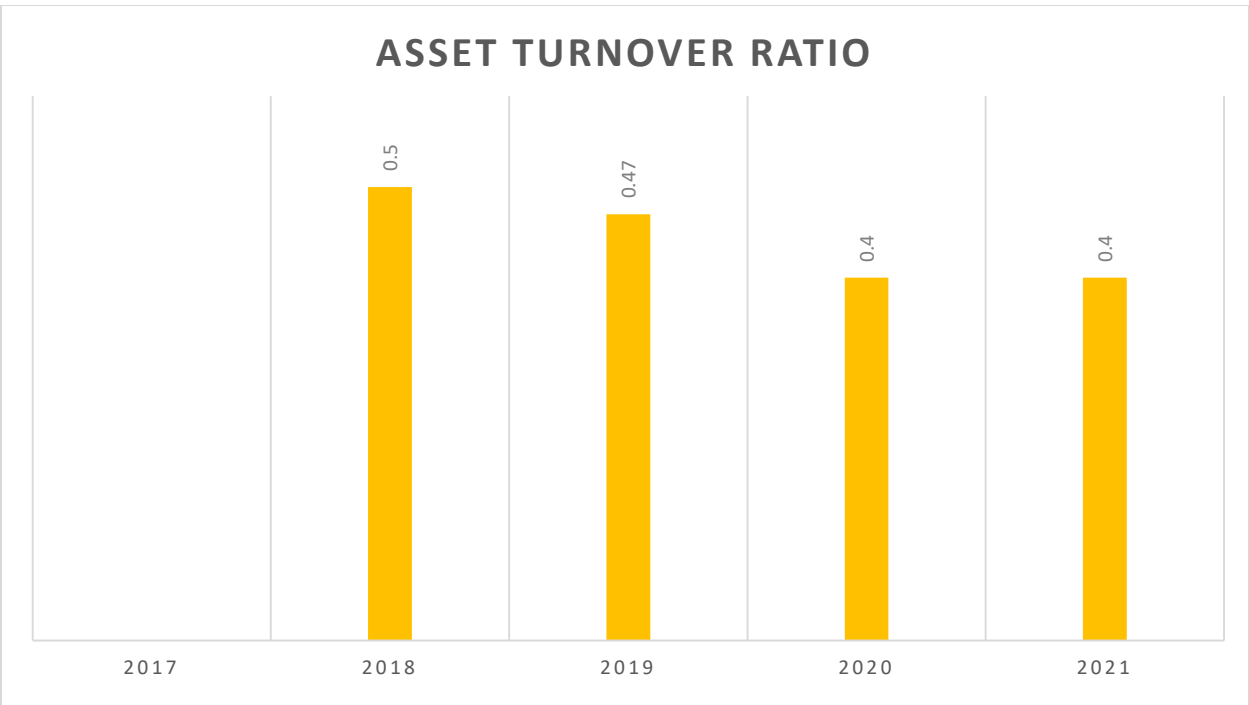


Figure 9 Asset turnover ratio

Some of the accounting and financial information are missing in the public record and due to confidential concerns those required data collection was not possible. As a result, in depth analysis was not possible for this part.

2.6 Operation management and Information System Practices:

The information system practices of Robi are much secured and the Information Technology team of Robi ensures that very well. For collecting, storing and processing data Microsoft office applications are usually adopted. Most of the official communications are done through Microsoft Outlook.

2.6.1 Maintaining the Information System

In order to maintain the feasibility and effectiveness of different plans data management is a very important matter to consider. The clear and authentic information are well managed and Robi maintains this very strictly. No other external party can access those data.

2.6.2 Maintaining resources

Robi maintains internal resources very well. Different technological items like scanning machine, printing machines etc. are checked in regular intervals and are very well maintained.

The laptop that are given to employees for work purpose are handled by the employees themselves and they are responsible for keeping those safely.

2.7 Industry & Competitive Analysis

2.7.1 Porter's Five Forces Analysis for Robi

Threat of new entries

The impact of potential competitors on industry dynamics is found out by the level of barriers to entry for new entrants. In the case of telecommunication business in Bangladesh, the following factors are barriers to entry:"

- **Economies of Scale:** Due to the spread of fixed costs through mass production of SIM cards and mass production of services, incumbent industrial companies have a significant advantage in seizing new competitors. Even marketing costs are spread over time and pay off considerably, which is difficult for newcomers to the space.
- **Advantage of Cost:** The amount of fee that is posed in each SIM corresponds to the retail price of each SIM card, the company does not profit from the purchase of this SIM. Rather, a lot of money is spent to serve new customers at a lower cost, which is proving to be very cumbersome for new entrants to the market.
- **Brand Loyalty:** There is one advantage that is very elusive for the big brands in the industry. User loyalty earned over years of operation. It is much easier to introduce new products and services because they are much more likely to survive and be accepted than others. So, this poses a threat.

Bargaining power of Buyers

For value added services different telecommunication companies have differentiated offers. For this reason, the bargaining power of the buyers is more since they have more options.

Bargaining power of Suppliers

In our country there are not many telecommunication service providers. Among the existing telecommunication companies, the suppliers who are the SIM card producers hold a bargaining grip as there are not many options for them.

Threat of Substitute Products

A decade or two earlier the main substitutes for SIM cards were Land-phones and wired phones. But now those are not even substitute anymore because now people only consider using wireless cellphones or smartphones mostly which enables the SIM card companies to gain the competitive edge. Till now any other substitute of SIM cards or network service providers has not been invented yet.

Rivalry among existing competitors

The telecom industry of our country is somewhat concentrated with a very few rivals. With every new items being released the rivals usually make quick changes and adjusts those to come up with better new products or offers. There is a strict barrier of entry in the industry as it requires a large amount of investment in this field and also require strict commitment with the shareholders.

2.7.2 SWOT Analysis

Table 1 SWOT analysis

<p>Strength</p> <ul style="list-style-type: none"> • Second most prominent in the market and has a good reputation • Robi has a big base of loyal customers • Robi has a strong base for investment • Dual brand strategy with Airtel • An efficient Human resource department • Strong network in different places • CCN areas 	<p>Weakness</p> <ul style="list-style-type: none"> • Lower coverage than the competitor • Poor economic performance • Higher employee turnover in short period • Deteriorating quality of assets
<p>Opportunities</p> <ul style="list-style-type: none"> • Robi has a lot of opportunities of expanding the business further • A lot of option in case of modification of products • Leading competitor facing issues after 	<p>Threat</p> <ul style="list-style-type: none"> • Existence of a strong competitor like Grameenphone • Banglalink's price competitiveness • Portfolio of the commercial banks • Lack of sufficient input in case of

<p>Padma bridge opening</p> <ul style="list-style-type: none"> • Robi has a good amount of funding for small and medium sized enterprises • NCCN area 	<p>designing business strategy</p>
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2.8 Summary & Conclusion

Robi Axiata Limited solely thinks about the customers, their expectation and what makes them happy. With this in mind it gets easier to come up with campaigns and programs for innovation and engagement. Many of their teams are working for different innovative ideas and many teams are working for different customer engagement ideas. Robi has an outstanding management practice, efficient operational system and very useful marketing practices in the organization that is making them work so greatly. Since, Robi is the second largest organization, at this point it can be said that they are indeed at their maturity stage and need to work on a lot of different news services and quality improvement. Moreover, merging of Airtel and Robi and working with a dual brand strategy has so far been a good decision for both of them and they are working very well together and very harmoniously to ensure the best quality of network and give the customers the best experience through their services.

2.9 Recommendation for Robi

Even though as an organization Robi performs different practices very well, I still have some recommendations for it. Firstly, I think that maintaining a suitable and organized framework for their communication network system could assist the business in endorsing good connectivity for a particular communication system. This will enhance the company's internal and external communication networks, enhancing overall productivity. Again, the organization needs more staff to accommodate employees' flexible work schedules. Because then the employees will be able to carry out their jobs better and will be more motivated if manpower is increased. They will also be able to maintain a good balance between their personal and professional lives. In addition, implementing training programs that are scheduled based on individual, functional, and corporate demands inside the organization will be highly beneficial for the staff in order to advance three crucial areas which are knowledge, skills, and attitude. Moreover, some other recommendation could be like- there should be partnership and alliance of the wider-angle of

diverse shareholders, increasing the couple of proposals aimed at solving problems, it is also important to come up with new and fresh marketing strategies and lastly coming up with new ways to sell services and products.

Chapter 3: The Project Part

“Driving Innovation and Engagement for My Robi”

3.1 Introduction

According to Statista (2021), among the 7.9 billion of population in the world, around 6.4 billion of the people are smart phone users which accounts to an 80% of the total population. And not only are that, the number of smart phone users expected to increase vigorously with time. This technological advancement has resulted in an increased surge in the mobile phone applications usage which furthermore influenced the consumer behavior and decisions of business strategies. Now, having said that, it can be understood how important the use of mobile applications is becoming in the recent era of technology for running business of any type.

Mobile phone applications also affect the brand attitudes which are why marketers these days are always striving to determine factors to drive engagement of customers in mobile phone apps. (Dovaliene, et al. 2016)

My Robi app is the mobile phone application of the second largest mobile phone operator of Bangladesh. With the app customers can get their mobiles SIM related services, can take care of their prepaid account or postpaid account and also find solutions to their mobile operator related issues. So, the brand attitude also depends on the functionality and features of the app itself. For the betterment experience of the customers in the app, constant innovation is needed to be driven. Moreover, to keep the customers engaged in the app several campaigns are also being run. This connects the mobile phone app with the social media pages of Robi as several campaigns of the app are promoted in the social media pages of Robi for customer awareness and reach.

In my internship period, I had the scope to work with the specialists and manager of the brand team in running the campaigns for driving the engagement and innovation of My Robi app. I also

got the opportunity to assist my supervisor in making several communications with external agencies and other teams for execution of the campaigns. I was amazed to see how professionally they handle the long process of designing, conducting and executing campaigns of a telecommunication company. Therefore, I will be explaining the driving of engagement and innovation of My Robi through different campaigns in which I assisted, observed and worked on.

3.1.1 Literature review

The mobile app development is something that needs to be dealt with uncertainty and a lack of acceptance, which in particular makes it difficult to succeed in the mobile app market. (Hosbond, Nielsen & Aaen, 2017) But this issue can be dealt with innovation and development. In the recent era, apps can provide users with value, such as amusement, enjoyment, and even customer satisfaction, in addition to functional value, increasing brand exposure and brand image. So, businesses are always creating new apps and improving the app interfaces with new features to meet consumer needs while also enhancing their own branding and exposure. (Hur, Lee & Choo, 2017) This can help many organizations to create better consumer experiences by driving innovation.

Moreover, the term user app engagement refers to a number of measures that quantify and describe the degree of user involvement with an app. (Taşyürek, 2022) While engagement behavior encompasses continuous valuable social interactions including knowledge contribution, positive word of mouth, collaboration with other users, and customer co-creation, continuation behavior often just addresses an individual's product consumption activities. Therefore, in order to build and maintain a dynamic online community, forge strong client relationships, and forge a sustainable long-term competitive edge, it is crucial for businesses to encourage users' engagement behavior rather than simply focusing on users' continued usage. (Fang, Zhao, Wen & Wang, 2017)

Finding ways to attract and hold customers' attention on mobile devices is one of the biggest challenges businesses have confront in the mobile driven environment. (Zhao & Balague, 2015). Furthermore, the dearth of easily accessible measures that correspond to engagement with a mobile game and the novelty of the engagement-based business models now common in the app industry are the main causes of the paucity of studies on mobile app engagement in terms of continued usage. (Rutz, Aravindakshan & Rubel, 2019) Undoubtedly, one of the main reasons why users stop using mobile apps after only a few days is because of the terrible designs and

poor features of the user interface. (Singh, 2022) A way for providing better user experience in mobile app is adding on innovating app features. Driving innovation not only helps to get customer attention but also helps to retain customers. And, a good strategy for customer engagement in app is coming up with engaging new products according to their preference after understanding the customer preferences. App engagement indicates the overall business health of your app. If you have an engaged audience, you also have a strong community of customers you can trade with. (Instabug, 2022) Customer engagement increases the scope for making transaction and getting revenue which can keep the business going.

3.1.2 Objective of Report

Broad objective

The broad objective of this report is to find out how the innovation and engagement is driven in My Robi app of Robi.

Specific objectives

In order to attain the broad objective, several specific objectives need to be attained first.

1. Effectively conducting the campaign promotion in social media pages of Robi for getting reach and awareness of My Robi campaigns.
2. Proper execution of the campaign in My Robi app and observing the customer engagement on app campaign.
3. Measuring KPI to understand the effectiveness through the reach and customer engagement.

The initial objective will help to get more customer attention towards the app. Second objective will help to implement the campaigns and understand the execution for engagement and innovation. The third objective will help to measure the expected target to reach and engage with the number of customers actually reached or engaged to understand the feasibility of the campaigns in driving innovation and engagement.

3.1.3 Significance

By conducting this study, it can be understood and an overview can be given on how innovation and engagement is driven in My Robi. Driving innovation and engagement in app is very important as more customer reach and engagement means more scope of earning. As a brand,

driving app engagement and innovation is as equally important as setting up brand and marketing strategies since the app also determines the brand attitude. This may also help the organization attract more customers. Moreover, the better the customer experience in the app, the more they engage in the app and the more they will have to tendency to be loyal users of the app. Thus it can lead to more opportunities to get more revenue generation via app.

3.2 Methodology

In order to have a complete and informative report it is required to gather data sources for analysis and evaluation. For completing the objectives of this study and preparation of a meaningful report a number of steps were taken which leads to the desired outcome of the study. For achieving the objectives of this report the information were collected some sources which can be categorized as primary sources and secondary sources.

As primary sources Personal observation, face to face conversation and interviews with the brand team specialists, regular desk activities, some online tasks are the primary source for gathering information for report. Then, official website of Robi, different articles on Robi, internal documents of Robi, different online data are the secondary source for gathering detailed information for the report. For the objectives of the report the research conducted were mainly qualitative and descriptive.

3.3 Findings and analysis

The findings and analysis for all three of the objectives are discussed below:

3.3.1 Campaign promotion in Robi social media page

For campaigns to get enough reach and awareness, their contents are given in the Robi social media pages for reaching customers and creating customer awareness. As the customer awareness increases so does increase the customer engagement.

Bisshocup er Buddhibaz:

Bisshocup er Buddhibaz is basically a quiz contest that was run during the T-20 World cup 2022. In five different days of the match of Bangladesh five quizzes were given each day. And the dynamic content of those quizzes along with the question and options were posted in Robi social media page as well for reaching more customers and raising awareness. The questions that were posted in Robi Facebook page as a dynamic content are provided below:

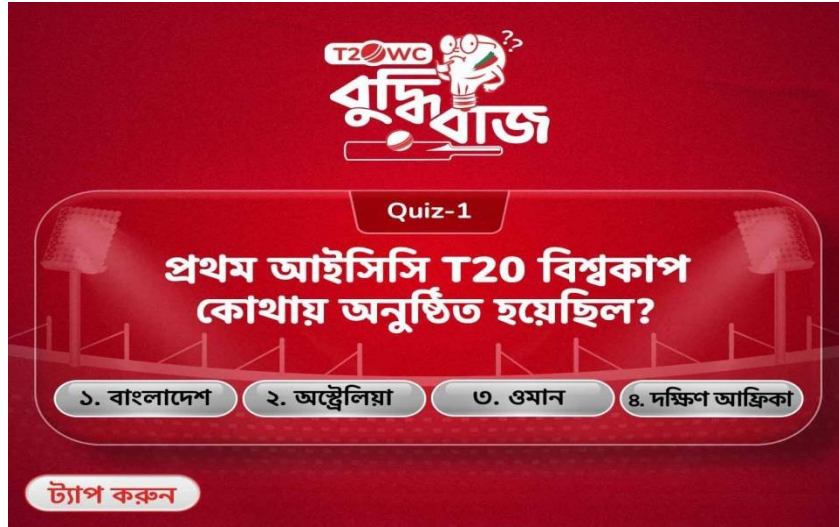


Figure 10 Quiz 1 question

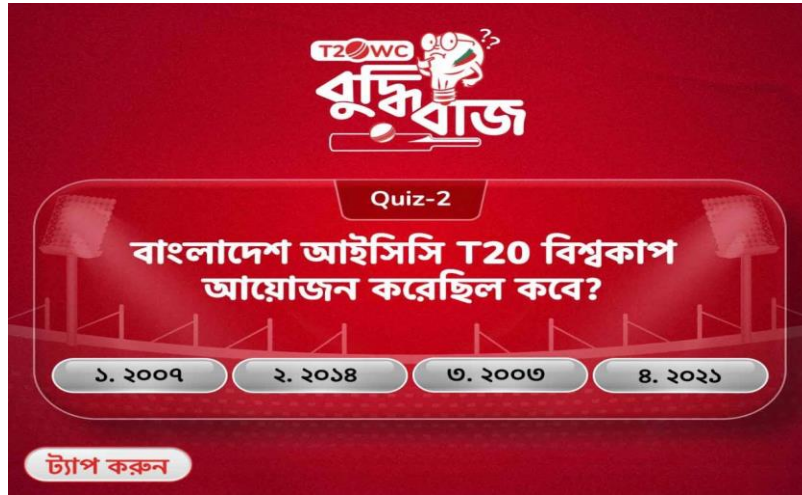


Figure 11 Quiz 2 Question

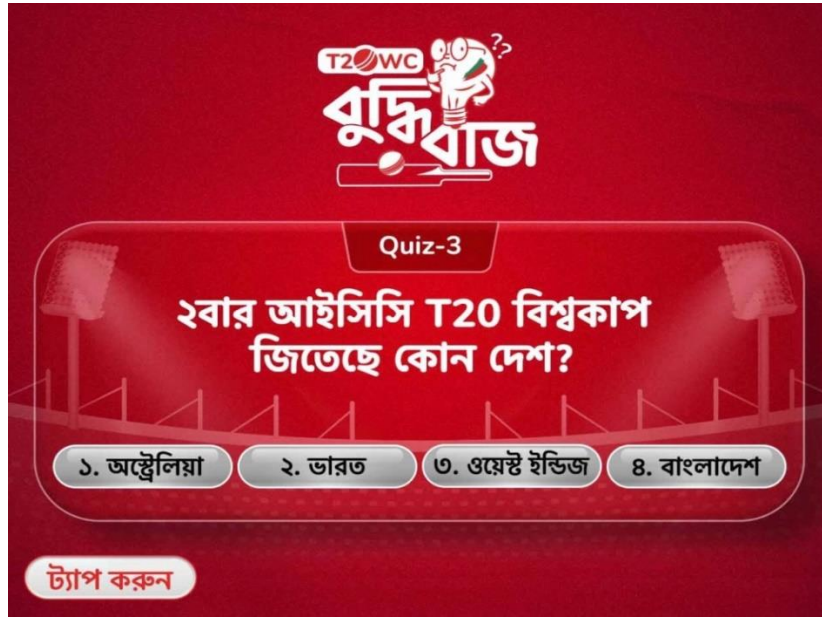


Figure 12 Quiz 3 question



Figure 13 Quiz 4 question

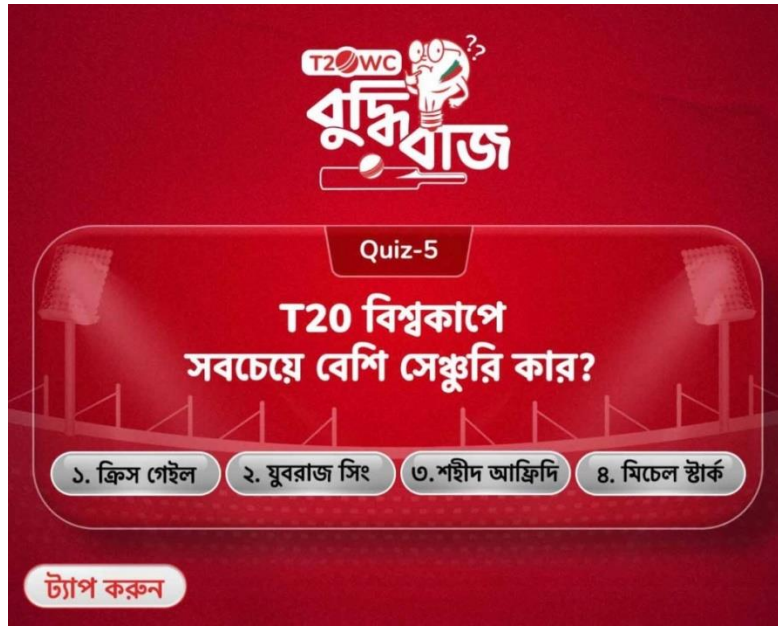


Figure 14 Quiz 5 Questions

Source: [Robi | Facebook](#)

Shadhin music:

Shadhin music is incorporated in My Robi as a value added service (VAS). This is promoted by targeting the music affinity. This campaign basically was run in the Robi page. After getting the content of the campaigns from the agency, it was posted in the social media to increase awareness and reach customers.

Cinematic:

Cinematic is also incorporated in My Robi as a value added service. This is promoted by targeting the movie and entertainment lovers. The campaign was mainly run in social media page. The content of this campaign too was posted in the social media to increase the awareness and reach more customers.

From these campaigns on the social media page it is found out that,

- For these campaigns, while preparing the campaigns briefs it is very important to come up with a clear and good message that will be communicated to the customers. Also the content needs to be very good as well so that it can grab the attention of the customers.
- According to different campaigns and their types it is important to match the relevant message by finding out the right communication words and strategies. The strategy and

the communication technique in Buddhibaz, Shadhin and Cinematic campaigns are used stir the craze for cricket world cups, music and entertainment respectively for the customers of our country.

Thus, it satisfies the first objective which is - effectively conducting the campaign promotion in social media page of Robi.

3.3.2 Campaign execution in My Robi

For a proper execution of campaign wants and demands are very important and initial necessity. From this marketers gain insights of the customer expectation and come up with effective campaign ideas. Buddhibaz, Shadhin & Cinematic are the campaigns that are designed for the customers as there is a craze for cricket, music & entertainment in this country.

Bisshocup er Buddhibaz:

As this was basically a quiz contest designed for the My Robi app, so for this campaign it was required to have a project brief which had the information of the campaign, the target, and objective and so on. The approval of the legal team is also needed here. Next, the questions were selected. Then the microsite needed to be designed and developed. Afterwards, the questions were posted timely in the My Robi app for customers to see, participate and engage in the quiz. This way it was driving the customer engagement in My Robi app. The pages of microsite that was prepared for this campaign are provided below:

Microsite Pages



Figure 15: Microsite page 1 & 2

Microsite Pages

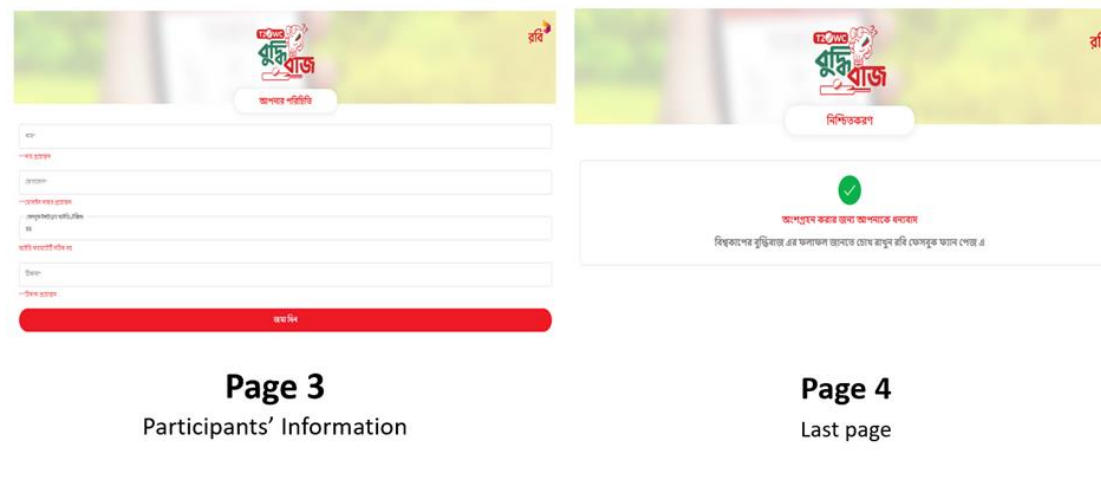


Figure 16: Microsite page 3 & 4

Source: [My Robi App | Your One Stop Solution in a Single App](#)

Shadhin music:

For Shadhin music, I assisted my supervisor in making the brief which had description of the campaign and information needed to create the content by the agencies. Moreover, the target

audience and the main objective of the campaign were also there. Then, with the legal team's approval for the campaign, the communication with different teams and external agencies were maintained till the creation of the content of the campaign. This was an installation campaign and was mainly executed in social media page with links of Shadhin music app. However, customers can also find the Shadhin music button in the My Robi app which leads to Shadhin music app when tapped and also where customers can subscribe with Robi balance. This practice is for driving innovation of My Robi app.

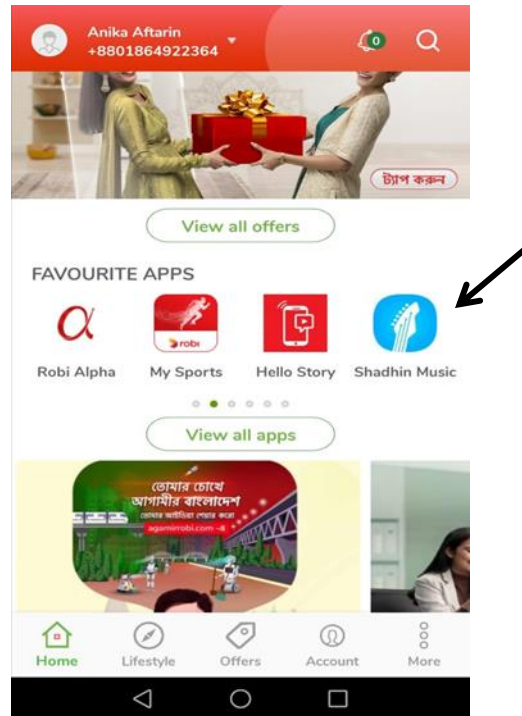


Figure 17: Shadhin music in My Robi app

Source: [My Robi App | Your One Stop Solution in a Single App](#)

Cinematic:

Cinematic is a streaming app which is added in My Robi app as value added service which customers can subscribe to with the help of Robi balance. From the writing the brief to getting the legal teams approval and maintaining communication till the execution of the campaign, I assisted my supervisor for this campaign as well. This was too an installation campaign and was posted in Facebook page of Robi. However, it's also there in My Robi app as well and so helping to drive the innovation for My Robi app as well.

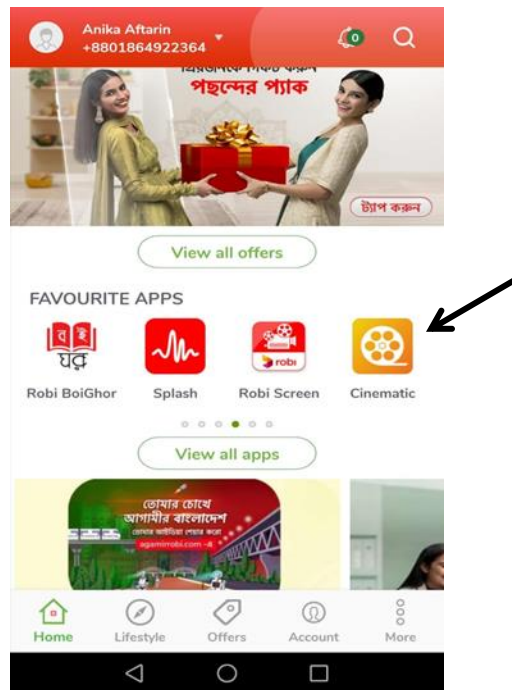


Figure 18: Cinematic in My Robi app

Source: [My Robi App | Your One Stop Solution in a Single App](#)

From the execution of the campaigns in My Robi app, it is found out that,

- For getting the work done perfectly and in time it is also required to keep communicating constantly with the external agencies and asking them to change and come up with better content that is relevant to the campaign and will be clear to the audience
- While running the campaigns and preparing the campaign messages it is also very important to keep the terms and conditions (T&C) in mind and follow them in order get the approval from the legal team

This again satisfies the 2nd objective which is – proper execution of the campaigns in My Robi app.

3.3.3 Understanding reach and engagement with KPI

Good content and message and clear communication usually increases engagement and reach both. To find out the outcome of driving innovation and engagement and also the MAU and DAU of My Robi app, the KPI was measured.

Bisshocup er Buddhibaz:

Bisshocup er Buddhibaz campaign was designed with a target of 10,000 customer engagement through quiz participation.

The actual number of customers who participated in the quizzes was 10,736 participants. So it can be said that the actual number of participation exceeded the expectation and so it ensures that the campaign was successful in driving the customer engagement in My Robi. Moreover, the top three participants of each one of these five quizzes was announced as winners and was also given prizes. So, there was in total 15 participants who got prizes. Because only keeping the customers engaged is not enough for customer retention. Rewarding is the key for customer retention through engagement. The winners' announcement posts that were posted on Facebook for this campaign are provided below:



Figure 19: Post 1 & 2



Figure 20: Post 3 & 4



Figure 21: Post 5

Source: [Robi | Facebook](#)

Shadhin music:

The KPI of this campaign is basically the Facebook reach. Initially the expected reach of the campaign was 0.5 million to 1 million. Post the campaign the reach achieved were appropriately 1.4 million which indicates that the campaign was indeed a success.

Cinematic:

For cinematic the KPI is also determined with the Facebook reach. The initial expected reach of the campaign was 0.5 million to 1 million. Post the campaign the reach achieved were the campaigns successful reached appropriately 1.35 million people.

By measuring the KPI for the respective campaigns, it is found out that,

- For driving both innovation and engagement, properly running campaigns are seen to be very effective.
- The target is usually met when the contents are good, well researched and communication are effectively carried out.

This again satisfies the 3rd objective which is – measuring KPI to understand the effectiveness and success of the campaigns.

Additional work done:

- VR master blaster: VR master blaster is an activation campaign for which a VR cricket game was set up in the walk in centers of Robi where customers can have an experience of VR gaming. The work I did during this campaign is monitoring the campaign, sorting details, finding winner and sorting gift details etc. This kind of campaign not only increases the interaction of the customers with the brand but also encourages the young people to be more involved with the brand.
- Moreover, monitoring the social media pages of different telecommunication companies to keep track of the post frequency and analyzing them was another task that I did.
- I also did monthly retagging of comments on social media posts for measuring the digital reputation score of Robi.

3.4 Summary & Conclusion

Robi plays a significant role in Bangladesh's highly competitive telecom sector. One of the top international organizations, it has served the market for 25 years and has advanced significantly from its beginnings as Aktel. My experience as an intern was exciting and essential to my development as a person. Now that I have learnt how to properly balance things as a member of the brand team, I won't be caught off guard by work pressure. The knowledge I gained during the previous four months has aided in my career and personal growth. If I had to do the internship over, I would be more outgoing and passionate and would hesitate less to speak with others. The

internship has given me both technical and qualitative skills that will help me pursue a career in marketing. Robi has given me more self-assurance and inspired me to put in more effort to get better results. Being a part of various campaigns as a marketing enthusiast broadened my experiences and provided me with useful information for my future course.

3.5 Recommendation

As the telecommunications sector is the one with the fastest-paced employment, product teams frequently announce new products and request immediate marketing campaigns. It is very much important to write a brief before commencing a campaign and send it to a creative and media firm. It is also important to issue a work order after receiving the creative and media strategy, which takes at least a day or two to process. Sometimes because of some issues the campaign launch date may be postponed due to all of these processes, and the product manager does not want to compromise the deadline. Therefore, the brand team eventually faces difficulties in carrying out the execution and struggles to coordinate all of these factors. My recommendation in these circumstances is that if the product manager gives a small briefing on the campaign while the employees are developing and configuring the products, at the very least they can start writing the brief and also start planning the communication a few days earlier, which can help them to save time and also meet the campaign launch timeline. For the purpose of creating an appropriate advertising brief, budget, setting the time period, and allocating the work among the employees, various teams from the Market Operation Division and external agencies must be done accordingly. They can save more time and energy this way when creating a campaign, preserving the campaign reports for marketing students, who will work in the marketing department of Robi and keeping those for future promotional research. This can be very helpful for those students belonging to final year for understanding the procedure of executing campaigns and also they will be able to know how to evaluate this campaign in right way.

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Appendix

Income statement of Robi for year 2017-2021

ITEM	2017	2018	2019	2020	2021	5-YEAR TREND
Sales/Revenue	68.26B	67.98B	74.81B	75.64B	81.42B	
Sales Growth	-	-0.40%	10.05%	1.11%	7.64%	
Cost of Goods Sold (COGS) incl. D&A	52.83B	48.31B	47.44B	47.92B	54.61B	
COGS Growth	-	-8.55%	-1.81%	1.01%	13.96%	
COGS excluding D&A	52.83B	31.08B	27.3B	26.35B	30.65B	
Depreciation & Amortization Expense	-	17.23B	20.14B	21.57B	23.95B	
Depreciation	-	12B	15.38B	17.17B	17.87B	
Amortization of Intangibles	-	5.23B	4.76B	4.4B	6.08B	
Gross Income	15.43B	19.67B	27.37B	27.73B	26.82B	
Gross Income Growth	-	27.52%	39.16%	1.29%	-3.27%	
Gross Profit Margin	-	-	-	-	32.94%	
SG&A Expense	14.58B	19.54B	17.93B	17.1B	17.92B	
SGA Growth	-	33.97%	-8.25%	-4.61%	4.82%	
Research & Development	-	-	-	-	-	
Other SG&A	14.58B	19.54B	17.93B	17.1B	17.92B	
Other Operating Expense	-	54.9M	249.59M	-	-	
Unusual Expense	-	-	-	(71.44M)	(31.57M)	
EBIT after Unusual Expense	-	-	-	10.7B	8.93B	
Non Operating Income/Expense	(2.39B)	5.29B	(385.68M)	(376.75M)	(2.16M)	
Non-Operating Interest Income	-	103.28M	82.38M	69.88M	93.09M	
Equity in Affiliates (Pretax)	-	-	-	-	-	
Interest Expense	1.33B	3.04B	5.11B	4.88B	4.06B	
Interest Expense Growth	-	129.43%	67.83%	-4.40%	-16.92%	

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

Gross Interest Expense	1.33B	3.04B	5.11B	4.88B	4.06B	
Interest Capitalized	-	-	-	-	-	
Pretax Income	(2.88B)	2.43B	3.79B	5.51B	4.96B	
Pretax Income Growth	-	184.60%	55.63%	45.38%	-9.92%	
Pretax Margin	-	-	-	-	6.09%	
Income Tax	(2.47B)	532.32M	3.62B	3.96B	3.16B	
Income Tax - Current Domestic	566.77M	1.19B	2.92B	1.7B	5.24B	
Income Tax - Current Foreign	-	-	-	-	-	
Income Tax - Deferred Domestic	(3.03B)	(658.08M)	703.71M	2.25B	(2.08B)	
Income Tax - Deferred Foreign	-	-	-	-	-	
Income Tax Credits	-	-	-	-	-	
Equity in Affiliates	306.09M	245.02M	-	-	-	
Other After Tax Income (Expense)	-	-	-	-	-	
Consolidated Net Income	(104.58M)	2.15B	169.09M	1.55B	1.8B	
Minority Interest Expense	-	-	-	-	-	
Net Income	(104.58M)	2.15B	169.09M	1.55B	1.8B	
Net Income Growth	-	2,153.22%	-92.13%	818.64%	16.10%	
Net Margin Growth	-	-	-	-	2.21%	
Extraordinaries & Discontinued Operations	-	-	-	-	-	
Extra Items & Gain/Loss Sale Of Assets	-	-	-	-	-	
Cumulative Effect - Accounting Chg	-	-	-	-	-	
Discontinued Operations	-	-	-	-	-	
Net Income After Extraordinaries	(104.58M)	2.15B	169.09M	1.55B	1.8B	
Preferred Dividends	-	-	-	-	-	
Net Income Available to Common	(104.58M)	2.15B	169.09M	1.55B	1.8B	
EPS (Basic)	(0.02)	0.41	0.03	0.33	0.34	
EPS (Basic) Growth	-	2,150.00%	-92.12%	913.31%	5.19%	
Basic Shares Outstanding	5.24B	5.24B	5.24B	4.75B	5.24B	
EPS (Diluted)	(0.02)	0.41	0.03	0.33	0.34	
EPS (Diluted) Growth	-	2,150.00%	-92.12%	913.31%	5.19%	
Diluted Shares Outstanding	5.24B	5.24B	5.24B	4.75B	5.24B	
EBITDA	-	17.31B	29.34B	32.2B	32.85B	
EBITDA Growth	-	-	69.46%	9.73%	2.03%	
EBITDA Margin	-	-	-	-	40.34%	

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

Balance sheet of Robi for year 2017-2021

Assets

Fiscal year is January-December. All values BDT.

ITEM	2017	2018	2019	2020	2021	5-YEAR TREND
Cash & Short Term Investments	1.73B	3B	4.87B	9.83B	5.29B	
Cash & Short Term Investments Growth	-	73.71%	62.50%	101.88%	-46.22%	
Cash Only	1.73B	2.64B	4.52B	9.47B	4.92B	
Short-Term Investments	-	-	-	-	-	
Cash & ST Investments / Total Assets	1.21%	2.07%	2.83%	4.93%	2.55%	
Total Accounts Receivable	9.74B	7.12B	7.93B	7.37B	8.15B	
Total Accounts Receivable Growth	-	-26.92%	11.39%	-7.14%	10.60%	
Accounts Receivables, Net	9.74B	4.16B	4.97B	4.39B	5.16B	
Accounts Receivables, Gross	9.74B	4.16B	4.97B	6.27B	6.46B	
Bad Debt/Doubtful Accounts	-	-	-	(1.88B)	(1.3B)	
Other Receivable	-	2.96B	2.96B	2.97B	2.98B	
Accounts Receivable Turnover	7.01	9.55	9.43	10.27	9.99	
Inventories	210.83M	282.68M	244.41M	155.88M	350.81M	
Finished Goods	-	78.46M	34.92M	46.97M	129.9M	
Work in Progress	-	-	-	-	-	
Raw Materials	-	-	-	-	-	
Progress Payments & Other	210.83M	204.22M	209.49M	108.92M	220.91M	
Other Current Assets	5.12B	3.99B	4.57B	2.18B	1.85B	
Miscellaneous Current Assets	5.12B	2.91B	2.99B	572.17M	1.85B	
Total Current Assets	16.8B	14.39B	17.62B	19.54B	15.64B	
Net Property, Plant & Equipment	91.13B	99.18B	127.45B	134.9B	141.65B	
Property, Plant & Equipment - Gross	-	154.76B	194.28B	213.14B	230.54B	
Buildings	-	-	-	-	-	

Land & Improvements	-	293.89M	293.89M	293.89M	293.89M	
Computer Software and Equipment	-	368.93M	414.83M	455.27M	470.81M	
Other Property, Plant & Equipment	-	144.13B	162.93B	174.96B	184.05B	
Accumulated Depreciation	-	55.58B	66.83B	78.24B	88.89B	
Total Investments and Advances	3.51B	-	-	-	-	
Other Long-Term Investments	-	-	-	-	-	
Long-Term Note Receivables	-	-	-	-	-	
Intangible Assets	30.2B	29.45B	23.86B	39.84B	42.95B	
Net Goodwill	-	402M	402M	402M	402M	
Net Other Intangibles	30.2B	29.05B	23.46B	39.44B	42.55B	
Other Assets	-	-	-	4.13B	3.42B	
Total Assets	142.1B	144.61B	171.97B	199.46B	207.59B	
Total Assets Growth	-	1.77%	18.92%	15.99%	4.08%	

Liabilities & Shareholders' Equity

All values BDT.

ITEM	2017	2018	2019	2020	2021	5-YEAR TREND
ST Debt & Current Portion LT Debt	21.84B	18.43B	15.95B	15.9B	12.27B	
Short Term Debt	21.84B	18.37B	14.18B	13.98B	8.08B	
Current Portion of Long Term Debt	-	57.7M	1.77B	1.92B	4.18B	
Accounts Payable	40.94B	6.94B	7.01B	17.94B	17.01B	
Accounts Payable Growth	-	-83.05%	0.98%	156.08%	-5.20%	
Income Tax Payable	3.75B	4.04B	5.91B	5.61B	9.34B	
Other Current Liabilities	5.06B	38.92B	41.1B	34.35B	37.68B	
Dividends Payable	-	-	-	-	1.21B	
Accrued Payroll	-	-	-	-	-	

Miscellaneous Current Liabilities	5.06B	38.92B	41.1B	34.35B	36.47B	
Total Current Liabilities	71.59B	68.33B	69.97B	73.8B	76.3B	
Long-Term Debt	8.09B	11.61B	37.97B	42.85B	45.35B	
Long-Term Debt excl. Capitalized Leases	8.09B	11.15B	7.23B	10.35B	8.08B	
Non-Convertible Debt	8.09B	11.15B	7.23B	10.35B	8.08B	
Convertible Debt	-	-	-	-	-	
Capitalized Lease Obligations	-	-	-	-	-	
Provision for Risks & Charges	571.94M	592.15M	737.7M	766.8M	577.99M	
Deferred Taxes	(463.74M)	(1.59B)	(3.03B)	(1.05B)	(3.94B)	
Deferred Taxes - Credits	-	-	-	-	-	
Deferred Taxes - Debit	463.74M	1.59B	3.03B	1.05B	3.94B	
Other Liabilities	3.17B	3.5B	3.7B	16.09B	19.15B	
Other Liabilities (excl. Deferred Income)	3.17B	3.5B	3.7B	16.09B	19.15B	
Deferred Income	-	-	-	-	-	
Total Liabilities	83.43B	84.02B	112.38B	133.51B	141.39B	
Non-Equity Reserves	-	-	-	-	-	
Total Liabilities / Total Assets	58.71%	58.10%	65.35%	66.93%	68.11%	
Preferred Stock (Carrying Value)	-	-	-	-	-	
Redeemable Preferred Stock	-	-	-	-	-	
Non-Redeemable Preferred Stock	-	-	-	-	-	
Common Equity (Total)	58.67B	60.59B	59.59B	65.96B	66.21B	
Common Equity / Total Assets	41.29%	41.90%	34.65%	33.07%	31.89%	
Common Stock Par/Carry Value	47.14B	47.14B	47.14B	52.38B	52.38B	
Retained Earnings	11.53B	13.45B	12.45B	13.58B	13.83B	
ESOP Debt Guarantee	-	-	-	-	-	
Cumulative Translation Adjustment/Unrealized For. Exch. Gain	-	-	-	-	-	
Unrealized Gain/Loss Marketable Securities	-	-	-	-	-	
Revaluation Reserves	-	-	-	-	-	
Treasury Stock	-	-	-	-	-	
Total Shareholders' Equity	58.67B	60.59B	59.59B	65.96B	66.21B	
Total Shareholders' Equity / Total Assets	41.29%	41.90%	34.65%	33.07%	31.89%	
Accumulated Minority Interest	-	-	-	-	-	
Total Equity	58.67B	60.59B	59.59B	65.96B	66.21B	
Liabilities & Shareholders' Equity	142.1B	144.61B	171.97B	199.46B	207.59B	

Source: <https://www.marketwatch.com/investing/stock/robi/financials/balance-sheet?countrycode=bd>