

Report On
*Implications of digital business by Banglalink to become a digital
first operator of Bangladesh*

By

Mohammad Aslam Minhaz
19204036

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
January 2023

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:



Mohammad Aslam Minhaz
19204036

Supervisor's Full Name & Signature:

Shihab Kabir Shuvo
Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Shihab Kabir Shuvo
Lecturer,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Implications of digital business by Banglalink to become a digital first operator of Bangladesh”

Dear Sir,

It is my utmost pleasure to display my Internship Report on ‘Implications of digital business by Banglalink to become a digital first operator of Bangladesh’, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant, compact and comprehensive manner as possible. I trust that the report will meet the requirements.

Sincerely yours,



Mohammad Aslam Minhaz
19204036
BRAC Business School
BRAC University
Date: January 20, 2023

Non-Disclosure Agreement

This agreement is established between Banglalink Digital Communications Limited and the undersigned student of BRAC University, Mohammad Aslam Minhaz, to guarantee that he will allow no disclosure of unauthorized confidential information of Banglalink Digital Communications Limited that has been attained during his internship period.



Mohammad Aslam Minhaz

ID: 19204036

BRAC Business School

BRAC University

Acknowledgement

The internship course, BUS400, is provided to students at BRAC Business School as a requirement for their undergraduate degree. I am appreciative that BRAC Business School provided me with the chance to acquire useful knowledge and first-hand practical experience. Through this internship program, I was able to learn more about the telecommunications sector and the crucial functions Banglalink plays within it. Using the internship criteria that my department supplied, I did the best I could to create this report. I also want to express my gratitude to my colleagues, seniors, friends and family members who helped me with my planning by offering advice, support, and details that were very useful and allowed me to successfully finish my report.

It is a matter of gratefulness to all my esteemed educators at BRAC University for inspiring me, teaching me, and caring for me throughout the last four years. I would also like to specially thank two individuals from Banglalink, my line manager, Quazi Sharequz Zaman and mentor, Abrar Ahmed Abir, for giving me the opportunity to be a part of the digital business team of Banglalink and guiding me through the internship journey. Every day I worked there, their excellent leadership abilities and capacity for differentiating between great ideas and good ideas have motivated me to do a better job. Last but not the least, I am extremely grateful to my supervisor, Shihab Kabir Shuvo, for overlooking my entire progress and helping me whenever and wherever required regarding this report.

Executive Summary

Banglalink is one of the leading mobile network operators in Bangladesh, founded in 2005 and currently serving over 65 million customers. The company offers a wide range of services including voice calls, SMS, 2G, 3G, and 4G/LTE internet services, mobile banking, and other value-added services such as music and video streaming. While Banglalink started as an ordinary telecommunications service provider, the company is currently heavily invested in digital services and solutions, providing a diverse range of self-care and online payment options through mobile apps and a comprehensive e-commerce platform. With the consumer demand constantly changing for the last couple of years, the dynamics of the industry has transformed reasonably. Telecommunication companies do not have the scope to conduct business by providing network services only anymore, but rather surpassing the ordinary spectrum, trying to figure out new opportunities for business.

As an intern at Banglalink, I had the opportunity to work with a team of experienced professionals and gain hands-on experience in various aspects of the telecommunications industry. I was given the opportunity to contribute to various projects and initiatives, working closely with my colleagues and supervisors to develop and implement digital marketing campaigns, analyze customer data, and create new digital products and services. My internship focused on the digital services and solutions provided by the company, specifically in the areas of digital marketing and customer engagement. Through my internship, I was able to gain valuable insights into the inner workings of a major telecommunications company and learn about the strategies and technologies used to drive growth into becoming a digital first operator of Bangladesh.

My internship report discusses the implications of digital business and techniques used by Banglalink to transition into a digital first operator of Bangladesh. I have observed a really innovative and comprehensive strategy being used by Banglalink to drive change across the entire organization and to reshape the company's operations in a way that would make them future ready for the upcoming industrial transformation.

Table of Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement	v
Executive Summary	vi
Table of Contents	vii
List of Figures	ix
List of Acronyms	x
Chapter 1: Overview of Internship	1
1.1 Student Information:.....	1
1.2 Internship Information:.....	1
1.2.1 Details	1
1.2.2 Internship Company Supervisor’s Information	1
1.2.3 Job Scope.....	1
1.3 Internship Outcomes:	2
1.3.1 Student’s contribution to the company	2
1.3.2 Benefits to the student	2
1.3.3 Difficulties faced during the internship period.....	3
1.3.4 Recommendations	Error! Bookmark not defined.
Chapter 2: Organization Part	Error! Bookmark not defined.
2.1 Introduction	5
2.2 Overview of the Company.....	5
2.2.1 Industry Background:.....	6
2.2.2 Company Background:.....	7
2.2.3 Banglalink's mission.....	8
2.2.4 Banglalink's vision	8
2.2.5 Banglalink’s goals	9
2.2.6 Banglalink’s core values	9
2.2.7 Products and service offerings	10
2.3 Management Practices.....	11
2.3.1 Leadership style	11
2.3.2 Recruitment and selection	13
2.3.3 Compensation system of Banglalink.....	14
2.3.4 Performance Appraisal System of Banglalink	15
2.4 Marketing Practices	16
2.4.1 Strategies.....	16
2.4.2 Target customers and positioning strategy	16
2.4.3 Advertising and Promotion Strategies.....	17
2.5 Financial Performance.....	18

2.6 Operations Management and Information System Practices	20
2.6.1 The Distribution System of Banglalink	Error! Bookmark not defined.
2.6.2 Information Systems of Banglalink.....	Error! Bookmark not defined.
2.7 Industry and Competitive Analysis	Error! Bookmark not defined.
2.7.1 Industry Analysis.....	Error! Bookmark not defined.
2.7.2 SWOT Analysis of Banglalink.....	26
2.8 Summary	28
2.9 Recommendations	28
Chapter 3: Project Part.....	30
3.1 Introduction	30
3.1.1 Literature Review	31
3.1.2 Objectives.....	Error! Bookmark not defined.
A. Broad Objective.....	31
B. Specific Objectives	Error! Bookmark not defined.
3.1.3 Significance.....	32
3.2 Methodology	32
3.2.1 Primary Sources	32
3.2.2 Secondary Sources	33
3.3 Findings and Analysis	34
3.3.1 Global Telco Industry & Major Changes	34
3.3.2 Transformation Outlook: The Story of Banglalink.....	35
3.3.3 Comparing Banglalink’s Digital Business with its competitors	36
3.3.3.1 OTT (Over-the-too)	37
3.3.3.2 Music.....	39
3.3.3.3 Health	39
3.3.3.4 Education.....	39
3.3.3.5 Gaming.....	40
3.3.3.6 Commerce	40
3.3.3.7 Appstore	40
3.3.4 Global Changes in Telco Business	42
3.3.5 Digital Business Strategy of Banglalink.....	43
3.3.6 The Consumer Psychology: Survey	43
3.3.7 Key Findings	49
3.3.8 The Required Mindset Shift	49
3.4 Summary & Conclusion	50
3.5 Implications.....	51
3.5.1 Digital Business Strategy in alignment with Company Vision	51
3.5.2 Upskilling the Workforce for the Transformation Journey	51
3.5.3 Pull users towards the digital transformation journey.....	51
References:	52
Appendix A.....	53

List of Figures

Figure Sl.	Figure Details	Page No.
Figure 1	Core Values of Banglalink	10
Figure 2	Participative Leadership Process	12
Figure 3	Organogram of Banglalink	13
Figure 4	Target Customers of Banglalink	17
Figure 5	A Digital Promotion of Banglalink	18
Figure 6	Financial Data, Third quarter of 2022	19
Figure 7	Banglalink's Distribution System of Pre-Paid Packages	20
Figure 8	The 'VPeople' platform	21
Figure 9	The 'Oracle' Platform	22
Figure 10	Porter's Five Forces Model	23
Figure 11	Subscriber of different mobile operators	24
Figure 12	Industry comparison analysis	25
Figure 13	SWOT Analysis of Banglalink	26
Figure 14	Some global operators' actions & impacts	34
Figure 15	7 digital verticals of Banglalink	35
Figure 16	Digital Business Verticals comparison	36
Figure 17	OTT Platforms of Banglalink, Robi & Grameenphone	37
Figure 18	Features' comparison between different OTT Platforms	38
Figure 19	BDApps homescreen	41
Figure 20	AppLink homescreen	41
Figure 21	Technology Advancement vs. Value Creation over time	42
Figure 22	The Digital Business Structure in Banglalink	43

List of Acronyms

Acronyms	Full Form
SMS	Short Message Service
2G/3G/4G	2 nd Generation / 3 rd Generation / 4 th Generation
LTE	Long-Term Evaluation
SIM	Subscriber Identity Module
GSM	Global System for Mobile communication
MHz	Megahertz
VAS	Value Added Services
API	Application Programming Interface
GP	Grameenphone
IoT	Internet of Things
KPI	Key Performance Indicator
TV	Television
CSR	Corporate Social Responsibility
FNF	Friends & Family
SME	Small-to-Medium Enterprise
PCO	Public Call Office
HR	Human Resource
TVC	Television Commercial
GSMA	Groupe Special Mobile Association
USP	Unique Selling Proposition
CV	Curriculum vitae
YoY	Year over Year
DTH	Direct To Home
BTS	Base Transceiver Stations
ESS	Enterprise Support System
BMS	Building Management System
ILO	International Labor Organization
UNGC	United Nations Global Compact
OTT	Over The Top
DNA	Deoxyribonucleic Acid
BTRC	Bangladesh Telecommunication Regulatory Commission
EDO	Extended Data Output

CHAPTER I

Overview of Internship

1.1 Student Information:

Name: Mohammad Aslam Minhaz

ID: 19204036

Department: Bachelor of Business Administration (BBA)

Major: Computer Information Technology (CIM)

1.2 Internship Information:

1.2.1 | Details:

Period: September 14, 2022 – December 13, 2022

Company Name: Banglalink Digital Communications Limited

Department: Commercial

Division: Digital Business

Address: Tiger's Den, House 4 SW (H), Bir Uttam Mir Shawkat Sharak, Gushan 1, Dhaka 1212, Bangladesh

1.2.2 | Internship Company Supervisor's Information:

Name: Quazi Sharequz Zaman

Position: Head of AdTech & Applink, Digital Business

1.2.3 | Job Scope:

- Assisting in the creation and management of Applink's digital operations
- Conducting research on industry trends and competitors of AppLink
- Helping to develop and maintain Applink's liaison with student Ambassadors
- Assisting in the analysis of daily data to appoint future opportunities
- Supporting the design and marketing of new digital products and services
- Collaborating with cross-functional teams to achieve the Applink team goals

- Scheduling messages for phone number bases according to the allocated SMS categories
- Visit universities and assist in conducting Applink workshops and seminars

1.3 Internship Outcomes:

1.3.1 | Student's contribution to the company:

- Digital Marketing: Assisted in creating and managing digital marketing campaigns such as SMS scheduling increases brand awareness and drive services sales.
- Market Research: Conducted research on industry trends, consumer behavior, and competitors, that informed my wing to make better strategic decisions and identify new opportunities.
- Digital Presentation Resources: Created presentation slides, banners and text documents as necessary for my line manager and mentor.
- Data Analysis: Assisted in the analysis of daily data, such as customer traffic and subscriptions metrics, to optimize marketing strategies accordingly.
- Teamwork: Collaborated with cross-functional teams, such as marketing, sales, and product development, to implement new ideas for my department to improve overall performance.
- Innovation: Brought fresh ideas and new perspectives to the Applink Campus Leadership program, which were modified from the current program structure.

1.3.2 | Benefits to the student:

- Hands-on Experience: Opportunity to work on real-world scenarios and gain practical experience in the digital business field of Bangladesh.
- Professional Development: Learnt new skills and knowledge in areas such as digital marketing, market research, data analysis and product development.

- **Networking Opportunities:** Had the chance to interact and network with the telecommunication industry professionals of Bangladesh, that are valuable for building connections and finding future job opportunities.
- **Exposure to Industry Trends:** Got the sight of the latest trends, technologies and services being utilized by Banglalink in the digital telecommunications industry to transform into a digital network operator.
- **Company Perspective:** Gained an understanding of how a digital telecommunications company operates, which was beneficial for differentiating between different industries and also develop problem-solving skills.

1.3.3 | Difficulties faced during the internship period:

- **Technical Challenges:** Had to learn and adapt to new technologies and platforms, that made it challenging and time-consuming.
- **Limited Authority:** As an intern, I did not have the same level of authority as full-time employees, needed to take reviews from my seniors repeatedly and had to complete any tasks assigned within certain constraints.
- **Learning Curve:** I needed to adapt to a new corporate culture, workflows and processes, that took time and was difficult at times to navigate.
- **Limited Mentorship:** I could have limited access to mentorship and guidance as my seniors would stay busy most of the time which made it difficult for me to navigate complex projects or challenges.
- **Limited Access to Resources:** As an intern, I did not have access to all the resources and information needed to complete a task, so I had to spend much more time to extract that information from my seniors.

1.3.4 | Recommendations:

- Create a comprehensive digital roadmap for the internship journey that outlines the company's digital goals, strategies, and tactics. In this way, the interns will feel more inclusive and can adjust with the overall business goals.
- In order to prevent the monotonous aspect, the interns can be involved into different aspects of their respective departments.
- Arrange training program for the interns at least once every week for skills development.
- Collaboration Across Departments: Interns of any departments can be collaborated across different departments, such as marketing, sales, and product development, to ensure that digital initiatives align with overall business goals.

Chapter 2

Organization Part

2.1 Introduction

Founded in 2005, Banglalink is currently the second largest mobile network operator in Bangladesh, with over 65 million subscribers as of 2021. Banglalink offers a wide range of services including voice calls, SMS, 2G, 3G, and 4G/LTE internet services, mobile banking, and other value-added services such as music and video streaming. The company also has a strong focus on digital services, including mobile apps for self-care and online payments, as well as a comprehensive e-commerce platform.

Banglalink is a subsidiary of VEON, a leading global provider of telecommunication services, and is committed to providing high-quality, innovative, and affordable services to its customers. The company also has a strong focus on corporate social responsibility, with initiatives aimed at improving education, healthcare, and disaster relief in Bangladesh.

The company operates on a GSM 900/1800 MHz frequency band and has a nationwide network coverage, with a strong focus on expanding its 3G and 4G/LTE network. Banglalink also has a strong focus on providing affordable services to the masses and has several prepaid and postpaid plans to suit different customer needs.

2.2 Overview of the Company

Banglalink is one of the leading telecommunications companies in Bangladesh, providing a wide range of mobile and digital services to its customers. The company was founded in 2005 and is a subsidiary of VEON Ltd, a global communication services provider. With a strong presence in the Bangladeshi market, Banglalink has over 64 million subscribers and a nationwide network of over 13,000 base stations. The company offers a wide range of services such as voice and data services, mobile banking, international roaming, and various value-added services such as music streaming, mobile games, and video content.

Banglalink is committed to providing affordable and accessible communication services to the people of Bangladesh, particularly in rural areas. The company has been playing a significant role in connecting people and communities, improving access to information and driving economic development in the country. Banglalink also focuses on providing innovative products and services to meet the diverse needs of its customers. The company has a strong distribution network that includes retail outlets, agents, and distributors across the country. With its strong brand and commitment to customer satisfaction, Banglalink has established itself as a leading player in the Bangladeshi telecommunications market.

2.2.1 | Industry Background

Banglalink is a telecommunications company that operates in Bangladesh, and it is one of the leading mobile network operators in the country. The company was founded in 2005 and has grown rapidly since then to become the second largest mobile network operator in Bangladesh, with over 61 million subscribers as of 2021. Banglalink is a subsidiary of the Netherlands-based company VimpelCom, which operates in several other countries worldwide.

The telecommunications industry in Bangladesh is highly competitive with several players operating in the market. Banglalink faces competition from other major players such as Grameenphone, Robi, and Airtel. Despite this competition, the company has managed to maintain its position as one of the leading mobile network operators in the country.

Banglalink offers a wide range of services to its customers, including voice calls, SMS, internet services, and mobile financial services. The company's internet services include 2G, 3G, and 4G data services, which are available to customers at affordable prices. The company also offers mobile financial services such as mobile banking and digital wallets, which have become increasingly popular in the country.

In addition to its services, Banglalink has also focused on expanding its network coverage and improving its network infrastructure to provide better service to its customers. The company has invested heavily in building new mobile towers and upgrading its existing infrastructure to improve network coverage and capacity.

Overall, the telecommunications industry in Bangladesh is a rapidly growing market with a large potential customer base. Banglalink, with its competitive pricing and comprehensive range of services, is well-positioned to continue to grow and expand in the market.

2.2.2 | Company Background

Banglalink was the first mobile phone operator to launch commercial operations in Bangladesh. The company was initially established as a joint venture between Orascom Telecom Holding S.A.E of Egypt and the Government of Bangladesh. In 2010, VimpelCom, one of the world's largest telecommunications companies, acquired a majority stake in Orascom Telecom, and as a result, Banglalink became a subsidiary of VimpelCom.

The company's mission is to provide affordable and accessible telecommunications services to the people of Bangladesh. To achieve this, it has invested heavily in building new mobile towers and upgrading its existing infrastructure to improve network coverage and capacity. Banglalink has also focused on expanding its range of services, including internet services, mobile financial services, and digital content services, to meet the needs of its customers.

Banglalink is committed to corporate social responsibility, and it has implemented various initiatives to support education, health, and livelihoods in the communities it serves. It also has a strong focus on sustainability, including energy efficiency and renewable energy, waste management, and carbon reduction.

Overall, Banglalink is a well-established telecommunications company with a strong presence in Bangladesh. With its competitive pricing, comprehensive range of services, and commitment to corporate social responsibility, it is well-positioned to continue to grow and expand in the market.

2.2.3 | Banglalink's Mission

The mission of Banglalink is to provide affordable and accessible telecommunications services to the people of Bangladesh. The company aims to empower the citizens of Bangladesh with the ability to connect and communicate with each other, enabling them to access information and improve their lives. They strive to make it easy for people to connect with each other, regardless of their location, background or economic status.

In order to achieve its mission, Banglalink has invested heavily in building new mobile towers and upgrading its existing infrastructure to improve network coverage and capacity. The company also focuses on expanding its range of services, including internet services, mobile financial services, and digital content services, to meet the needs of its customers. Banglalink is constantly innovating and developing new products and services to meet the evolving needs of its customers.

In addition to providing high-quality services, Banglalink is committed to corporate social responsibility and sustainable development. The company has implemented various initiatives to support education, health, and livelihoods in the communities it serves. It also has a strong focus on sustainability, including energy efficiency and renewable energy, waste management, and carbon reduction.

Overall, Banglalink's mission is to empower the people of Bangladesh by providing affordable and accessible telecommunications services, fostering innovation and investing in infrastructure and technology to meet the evolving needs of its customers, and making a positive impact on the communities where it operates through corporate social responsibility and sustainable development.

2.2.4 | Banglalink's Vision

The fundamental vision is to recognize that company should become the pioneer of the telecommunications sector of Bangladesh. It serves to make communication accessible to the majority of Bangladeshis in order to better understand people's needs and develop appropriate communication organizations to enhance and simplify people's lives with the help of innovative, client-focused and exceptional service. Banglalink also inspires to become the gateway to newer technology for their client base with the use of digital business and quality service.

2.2.5 | Banglalink's Goals

- Expanding their customer base: This includes increasing the number of subscribers and improving customer retention.
- Increasing revenue: This includes growing revenue from existing services, such as voice and data services, as well as introducing new revenue streams, such as broadband and digital services.
- Improving network coverage and reliability: This includes expanding the reach of their network, increasing the capacity of their network, and improving the quality of service for their customers.
- Introducing new and innovative services: This includes developing and launching new services, such as mobile banking and internet of things (IoT) services, in order to stay competitive in the market.
- Staying competitive in the market: This includes keeping pace with advances in technology, competing on pricing and service offerings, and differentiating themselves from other service providers.
- Supporting social responsibility and sustainability: This includes reducing environmental impact, supporting economic development in the communities they serve, and ensuring compliance with government regulations and industry standards.
- Improving customer service and experience.
- Investing in infrastructures and technologies to provide better and more efficient services to the customers.

2.2.6 | Banglalink's Core Values

Their core values include:

1. Collaborative
2. Innovative

3. Truthful
4. Entrepreneurial
5. Customer Obsessed



Figure 1: Core Values of Banglalink

2.2.7 | Products & Services Offerings

Banglalink, as a mobile network operator, offers a wide range of products and services to its customers. Some of the main products and services offered by Banglalink include:

- **Voice Services:** Banglalink offers voice services, including local and international call services, call forwarding, call waiting, and call conferencing.
- **SMS Services:** Banglalink also offers SMS services, including SMS bundles, SMS packs and SMS roaming services.
- **Data Services:** Banglalink offers data services, including 2G, 3G, and 4G/LTE internet services, with various data plans to suit different customer needs.
- **Digital Services:** Banglalink has a strong focus on digital services, including mobile apps for self-care, such as balance check and recharging, and online payments, as well as a comprehensive e-commerce platform.

- Value-added services: Banglalink also offers a range of value-added services, such as music and video streaming, mobile banking, and other digital services like online shopping and online education.
- Prepaid and Postpaid plans: Banglalink offers both prepaid and postpaid plans to its customers, with different packages and tariff plans to suit different customer needs
- International Roaming: Banglalink also provides international roaming services to its customers, allowing them to use their mobile phone while traveling abroad.
- Corporate Solutions: Banglalink also offers corporate solutions for businesses, including enterprise-level data and voice services, and other digital solutions such as IoT and cloud computing.
- 4G/LTE Network: Banglalink has a nationwide 4G/LTE network, which provide faster internet speeds for its customers.
- CSR Activities: Banglalink is also engaged in various Corporate Social Responsibilities (CSR) activities like education, healthcare, and disaster relief in Bangladesh.

2.3 Management Practices

2.3.1 | Leadership Style

According to the path-goal theory, a leader's duty is to help subordinates realize the task at hand (the goal) and how to carry it out (the path). Additionally, managers need to demonstrate to workers how achieving the goals would benefit both the company and them. On the other hand, managers must choose which approach to use with each employee.

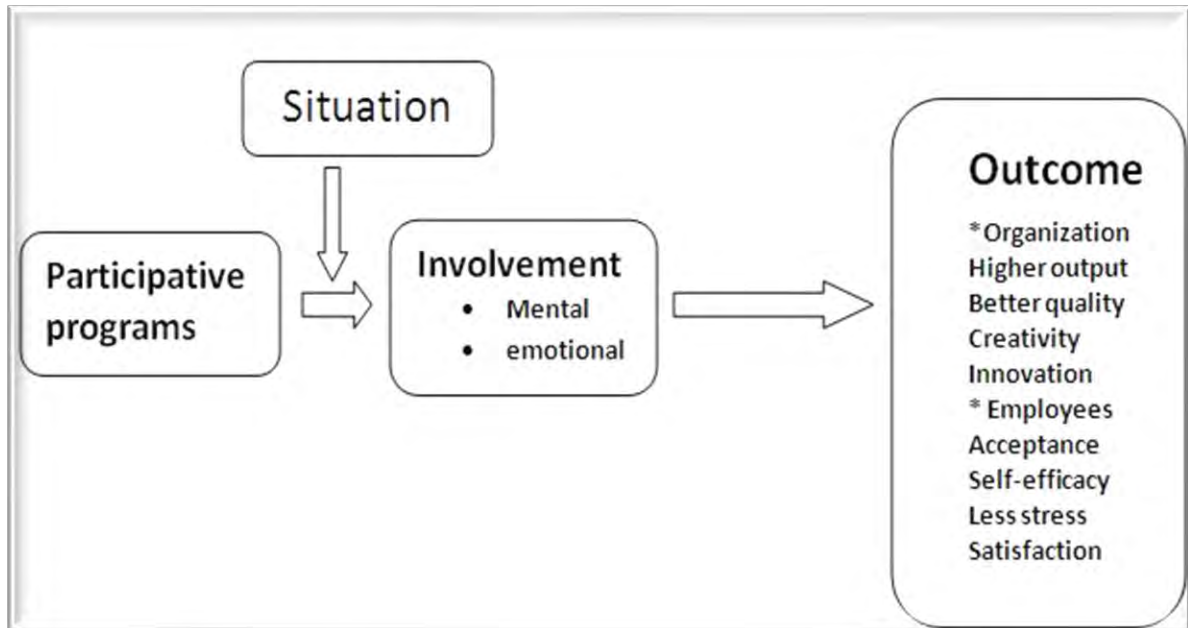


Figure 2: Participative Leadership Process

Participatory leadership is a hallmark of Banglalink. Before reaching a decision, the leader carefully weighs employee suggestions and respects their right to an opinion. There is a friendly work environment. The senior management of this company encourages employee input and listens to concerns. The organization allows employees to make decisions about their own work and gives them an optimal level of job freedom that is consistent with their employment. This leadership approach has been critical to their rapid success in a highly competitive telecom sector in Bangladesh. (Leadership style: A study on Banglalink, 2022)

The participatory process: The simplified version of the participation process is shown in the image. It demonstrates that participatory programs frequently encourage mental and emotional involvement, which has overall beneficial benefits on businesses and employees. Participating employees are usually satisfied with their jobs and their managers, and as a result of their newfound power, their self-efficiency increases.

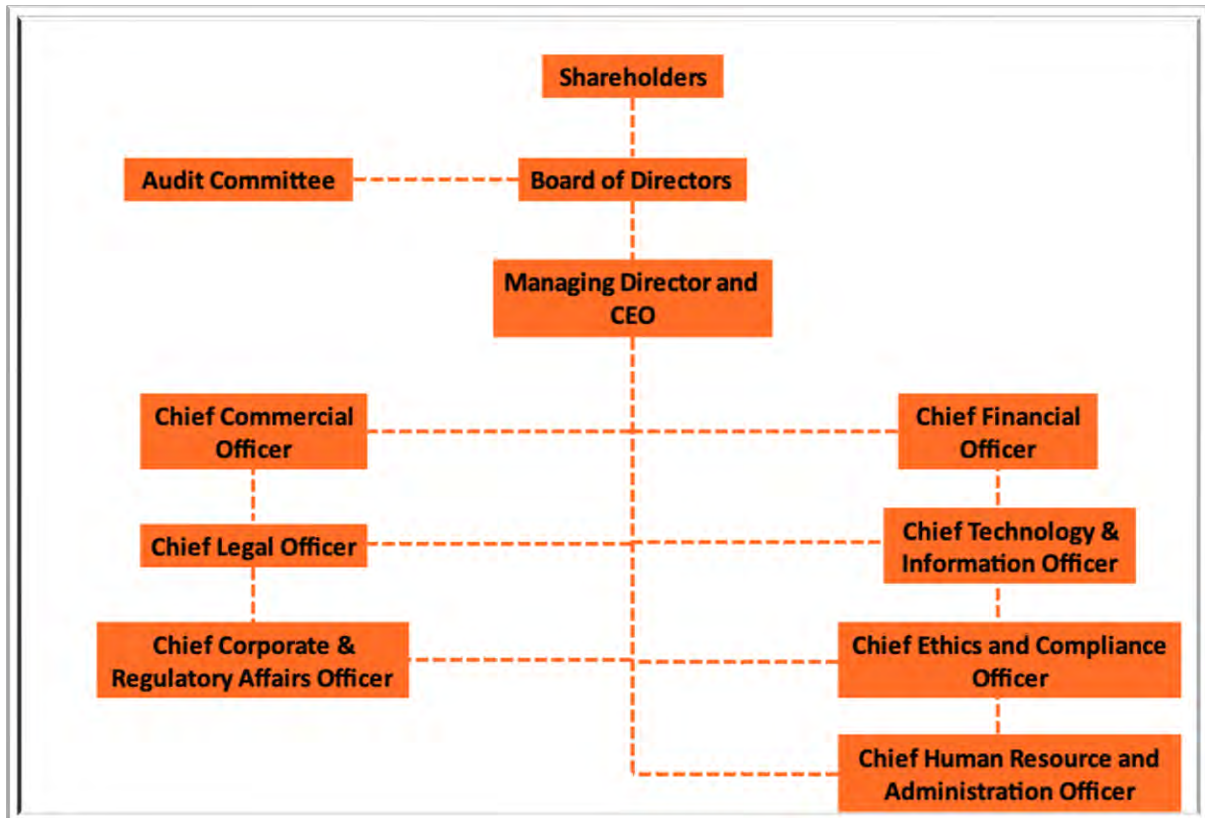


Figure 3: Organogram of Banglalink

2.3.2 | Recruitment and Selection

Banglalink has two hiring processes available. One is labeled "Push" and the other "Pull." The push process includes finding applicants for current or upcoming open opportunities at the company. The pull procedure, on the other hand, comprises reaching out to a number of seasoned executives and making them generous offers to hire them for higher management positions within the company. A deliberate push recruitment approach is in place at Banglalink. A Management Trainee post is available at Banglalink, and applications are

accepted once a year. Additionally, information is sent to the department whenever a company department determines that more employees are needed. The talent acquisition team from the HR department then knocks on the sources' doors. Banglalink promotes independent work rotation among its employees. The HR department initially extends an invitation to internal candidates to apply when a position becomes open. The eligible are determined after the interested go through a selection process. External applicants are brought in to fill positions if existing employees are unable or unwilling to fill them. In order to provide advertisements for open positions, Banglalink has agreements with numerous job-search engines, including bdjobs24.com, prothom-alojobs.com, and others. On their main website, they also have a "Career in Banglalink" option.

Additionally, they publish job openings to a Facebook page named Banglalink Career. Their job application process does not utilize the standard CV submission and application methods. To gather applications and find the best eligible candidates, they use advanced techniques. Candidates must visit the job section of the Banglalink website and submit an online application. The candidates then play the C-factor game to gauge their qualities after obtaining the CVs. Depending on the employment profile, those who are chosen for the following round then take written exams or participate in focus groups. They must go through one or two interviews in the following phase to be hired by this telecom behemoth. As the agreement is being finalized, the customary medical and physical test and background check will begin. The two types of employment that Banglalink often offers are contract and permanent. They also have outsourcing employees working in their offices. (Ahmed, 2020)

2.3.3 | Compensation System of Banglalink

Traditionally, Banglalink has used a direct and indirect compensation system that is run by a Rewards team under the Human Resources Department. Its purpose is to draw in, hold on to, inspire, and engage employees.

There are fixed and variable pay systems in direct compensation. While variable compensation includes sales incentives and performance bonuses based on everyone's success, fixed pay comprises a monthly wage. Few performance-based KPIs exist that support employees in achieving their targeted objectives and aid the Rewards team in evaluating employees. Employees in broad fields have access to performance reviews, pay parity, and bonuses that are competitive with the market. Every year, in order to ensure that their pay

scale is adequate for the employees, the Rewards team recruited vendors to conduct a thorough wage assessment or survey in comparable businesses.

The pay scale is also influenced by governmental statistics, laws, and economic inflation. Banglalink always makes sure that its compensation policy complies with all applicable laws and regulations. They move forward with their proposed pay system once the compliance team gives it the all-clear.

Benefits are another sort of remuneration, or indirect compensation. It generally includes healthcare, life, and disability, paid and unpaid time-off, perks and bonus, savings and retirement plans, etc. (Zohra, An assessment of compensation management practices in a service organization in Banglalink Digital Communications Ltd).

2.3.4 Performance Appraisal System of Banglalink

An employee's chances of progression are significantly impacted by the grade they receive in their performance review. The "Performance Review" form, commonly referred to as a "Adjective Checklist," is used by Banglalink. Each person who is in charge of a certain number of employees receives a Performance Review form. It is expected of supervisors to evaluate their subordinates. They are specifically instructed to evaluate the employee's "job performance," not the person in question personally. The supervisor completes the form during the review and makes any remarks he may have on the form as well. After completing all of these, he assigns ratings.

In case he changes his mind about the person being evaluated, he consults the subordinate whose performance was being evaluated as well as the supervisor and explains the circumstance. Then he adds his own remarks. When the Departmental Head is satisfied that everything is in order, he forwards the form and issues the final acknowledgment. As a result, all finished forms are collected and sent to the Banglalink corporate office, where they are processed and arranged. High management then reviews the paperwork. They evaluate the grades awarded. They can then make judgements about the employee's abilities and work output. A matrix is created by combining the employee's present position and pay, as well as his grades and recommendations. Using this matrix, the employee's increment is determined.

2.4 Marketing Practices:

2.4.1 | Strategies

The marketing objective of Banglalink is to provide customers with a service or an experience that focuses on providing an unmatched cellular service across the nation. By offering its customers high-quality service, the business has recently set its sights on the telecom sector in Bangladesh. Both of the aforementioned objectives can only be met by achieving the greatest number of service users inside the country, as well as a widely dispersed network that must serve every area of Bangladesh. (Kasi, 2012)

Market penetration is done based on a specific market segment's age, gender, and sex. For instance, youth-specific short message service bundles, free minutes for the rest of the population, and post-paid services tailored specifically for business workers. The corporation has a separate section for market development strategies where they build various tactics in accordance with shifting trends and escalating competition. The corporation focuses on promoting the cellular era throughout Asia and expanding its vast network of services to nations with developing economies in order to diversify its product offerings. The organization uses appropriate statistical analysis with new and current statistical techniques.

2.4.2 | Target Customers & Positioning Strategy

The main focus of Banglalink's marketing strategy was to cater to certain customer groups with thoughtfully designed goods and services that met their needs. The "Banglalink desh" prepaid brand from Banglalink is recognized as the best in the nation, offering value-added features, creative pricing, and a strong brand identity. The 2.9 million prepaid customers are supplemented by other prepaid services such as Banglalink play, Banglalink desh, Banglalink desh welcome package, Banglalink desh ek rate, Banglalink desh ek rate darun, Banglalink desh 7 FNF, Banglalink desh 10 FNF, 1 second pulse, and long call advantage. The business segment, particularly the growing SME sector in which Banglalink has been a pioneer, is catered to by "Banglalink business," "Banglalink SME," and "Banglalink PCO."

Age Range	Income Range
22-30	BDT 4,500-10,000
30-35	BDT 10,000-25,000
35 & above	BDT 25,000 & above

Figure 4: Target Customers of Banglalink

If we examine the segments from a geographical perspective, we discover that it began operating from Dhaka, the capital of Bangladesh. After that, it steadily expanded its coverage area to include all 61 districts of the nation, including Chittagong, Sylhet, and Khulna. Despite covering the majority of the territory, Banglalink still neglected three other areas. There are government restrictions for the network coverage of those hill traces areas. (Shuvo, 2015)

2.4.3 | Advertisement & Promotional Strategies

Banglalink primarily promotes their products through advertising. They primarily use non-personal forms of advertising communication, like:

1. Print media (Newspaper, Magazine, etc.)
2. Radio and television (TV Media, FM radios)
3. Online and social media
4. Show Media (Sign Board, Bill Board)

Some of their advertising techniques include brand promotion, sales promotion, goodwill building, network extension notices, inform value-added service, and others. Additionally, they use personal or direct marketing just for their business clientele, which enables them to get deals at other stores and outlets. Banglalink may offer greetings on the occasion of numerous religious and cultural holidays via leaflets, festoons, banners, and other means as part of their public relations efforts with their current and potential customers.



Figure 5: A Digital Promotion of Banglalink

In terms of the caliber of its advertising, Banglalink also became well-known, establishing extraordinarily high standards for its rivals and others. The country's leading newspapers, including Prothom Alo and New Age, named Din Bodol's corporate TV commercial, which was focused on the idea of making a difference in people's lives, the best TVC of the year. Since it was nominated among four other foreign television advertising for the GSMA Award 2007's best TV advertisement of the year, this television commercial has served as a source of pride for Bangladesh. As the Oscar of the mobile industry, the GSMA Award is highly recognized.

2.5 Financial Performance

Due to strong data sales and ongoing investments in 4G, Banglalink reported a considerable increase in quarterly revenue. The third-largest network provider in Bangladesh reported Tk 1,242 crore in revenue for the first quarter (January through March), up from Tk 1,144 crore during the same period in 2021.

With data use up 56.3% year over year and mobile data income up 22.1%, there was still a strong demand for mobile data services in the third quarter. According to VEON's earnings report, fourth-generation (4G) data users climbed by 39.7% between January and March, bringing the percentage of Banglalink's 38.09 million total customers who use 4G to 34.9%.

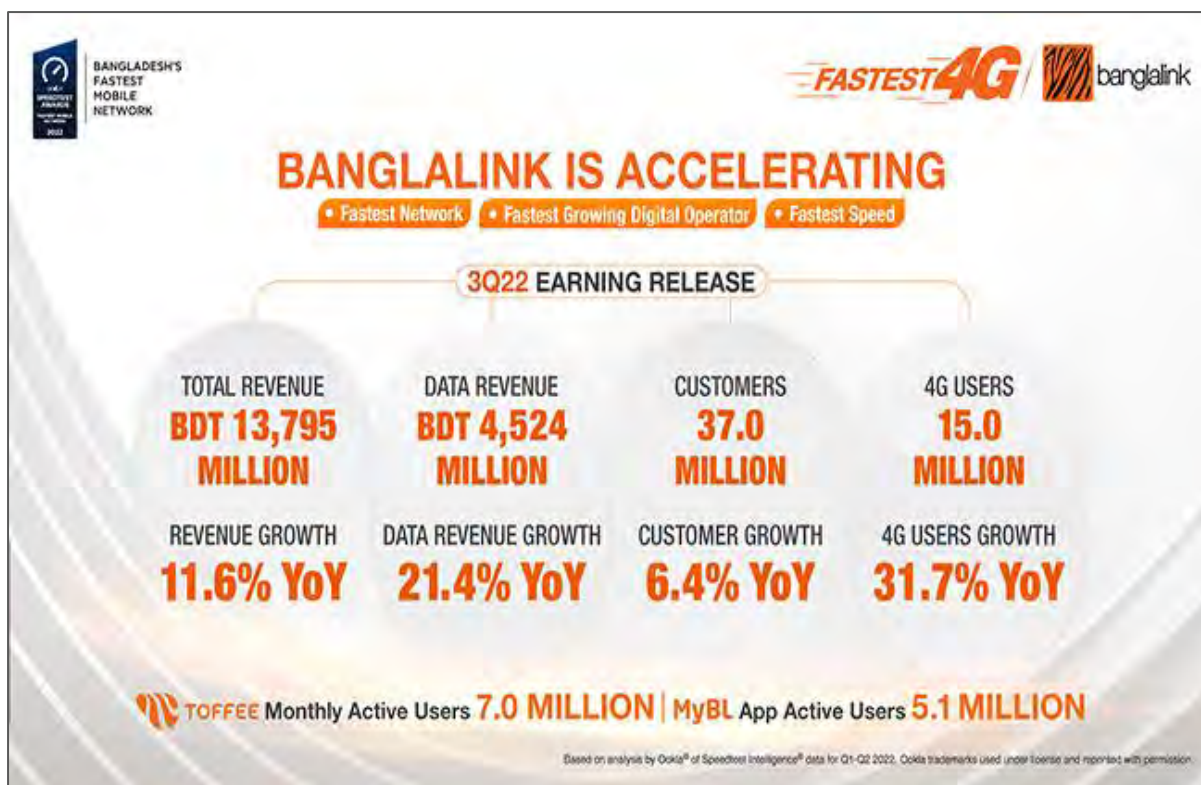


Figure 6: Financial Data, Third quarter of 2022

According to Banglalink's parent company VEON's most recent quarterly reports, the company expanded by double digits in Q2 2022. The total revenue for Banglalink at this time was BDT 13,154 million, up 11.1% from the second quarter of 2021. The achievement was made possible by a rise in data revenue of 22.5% YoY (Year on Year) and an increase in the number of 4G users of 36.3% YoY. Its data usage climbed this quarter by 30.4% year over year.

In order to provide the fastest internet in the nation, Banglalink has been engaged in a statewide 4G expansion drive. Its 4G sites increased by 35.1% year over year to 12,700 in Q2 2022. The digital entertainment platform for Banglalink, Toffee, kept solidifying its position. Its user base increased by 36.8% YoY to 6.8 million monthly users. The average daily active user count on the platform also increased significantly. It increased by 98.4% YoY and hit 2.9 million throughout this time. (Banglalink, 2022)

Today, VEON, the parent company of Banglalink, disclosed the company's most recent quarterly results. Its sales increased by 11.6% year over year to Tk13,795 million in third quarter of 2022, maintaining the double-digit growth trend from the previous quarter. The company's consistent success was aided by a 21.4% YoY growth in data income and a 6.4% YoY increase in subscriber base. (The News Times, 2022)

With the help of Banglalink's recent 4G expansion efforts, the company's fastest network and top-notch digital services are now accessible everywhere. In the preceding 10 months, more than 3400 new Banglalink Base Transceiver Stations (BTS) were built. With 15 million users, its 4G subscriber base has increased by 31.7% annually.

2.6 Operations Management and Information System Practices

2.6.1 | The Distribution System of Banglalink

Banglalink doesn't offer its customers direct sales of its packages. Instead, it keeps the customer's indirect distribution channel open. It names dealers for the purchase. The packages are delivered to the customers through the dealers. They can deliver the package to customers. However, post-paid packages cannot be purchased at Banglalink Points or Customer Care Centers. Straight from Banglalink's corporate office, the Sales Officers receive the SIM cards for postpaid packages, who are then given to the final customers. (Fahad, 2014) The Sales Unit is in charge of the Pre-Paid SIM for Banglalink. The Marketing Department includes the Sales Unit. Through its Sales and Care Centers and Retail Outlets, the Sales Unit distributes pre-paid SIM cards all across the nation.

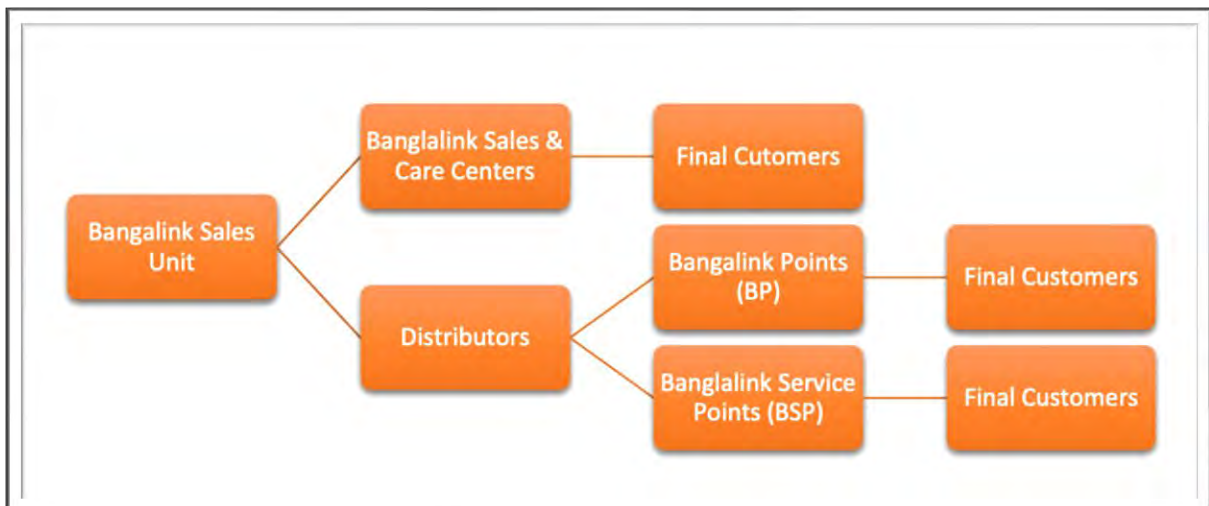


Figure 7: Banglalink's Distribution System of Pre-Paid Packages

2.6.2 | Information Systems of Banglalink

There are presently three different types of information system platforms available to employees: Oracle, VPeople, VLounge, VFleet, and ESS (Enterprise Support System). When employees need to communicate internally, Microsoft Teams and Office Outlook are also used. For carrying out activities, there is another BMS (Building Management System). ILO and UNGC (United Nations Global Compact) have certified Banglalink's operational management procedures. The code of conduct established by Banglalink's parent business, VEON, is likewise carefully observed. Obeying government rules is also a necessity for Banglalink when it comes to service rules of Human Resource Management. (Banglalink, 2022)

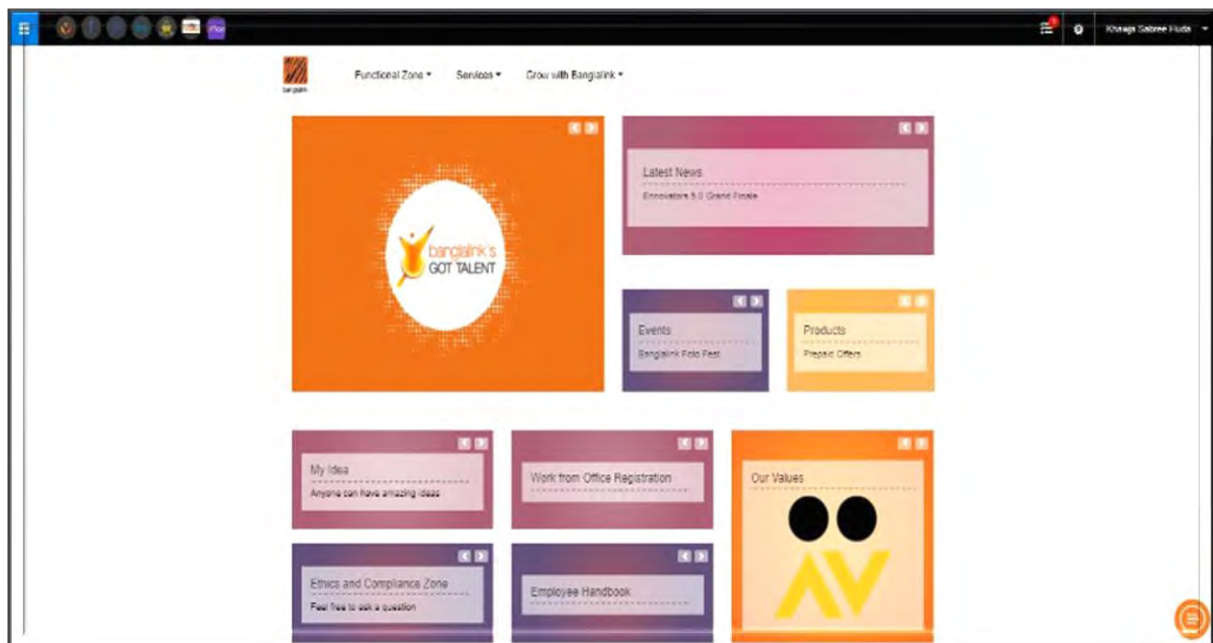


Figure 8: The 'VPeople' platform



Figure 9: The 'Oracle' Platform

2.7 Industry and Competitive Analysis:

2.7.1 | Industry Analysis

We can use Porter's 5 forces model as it helps to identify an industry's strengths and weaknesses by identifying and analyzing the five competitive factors that shape every sector.



Figure 10: Porter's Five Forces Model

- 1) **Threat of New Entrants:** Banglalink is already a strong competitor with high levels of customer loyalty, thus the threat posed by new competitors is small. Robi and Grameenphone are the followers. As a result, it will take some time for any new telecommunications provider to pose a challenge to Banglalink.

- 2) **Threat of Substitutes:** Without a sim card or connectivity, no one can use a mobile phone. Landlines and walkie-talkies are both options for communication. However, problems still exist because Walkie-Talkies can only be used within a particular range and landlines are not portable. The needs of the customers cannot be satisfied by these products. As a result, communicating without a mobile phone and sim card is challenging. Banglalink faces less opposition from substitute products as a result.
- 3) **Bargaining Power of Suppliers:** A single supplier has substantial influence if their impact is large enough to alter a company's earnings and volume. Banglalink has very little negotiation power with its suppliers. because there are a lot of suppliers ready to take advantage of a great opportunity to engage with significant businesses like Banglalink.
- 4) **Bargaining Power of Buyers:** Customers have the opportunity to change their network provider as they have other well-known providers such as Grameenphone, Robi and Airtel. If consumers discover that their competition has greater value-added services or better network coverage, they will transfer companies or reduce their usage rate. As a result, this industry has buyers with a lot of bargaining power.
- 5) **Rivalry among competitors:** Existing rivals are fiercely competitive. The primary competitors are Robi and Grameenphone. Although Grameenphone and Robi are currently maintaining the enviable position of market leader, Banglalink is ranked higher than Teletalk. Grameenphone now controls a substantial percentage of the Bangladeshi cellular industry, making Banglalink a potential rival. (Fahad, 2014).

Operators	Number of subscriber (In Million)
Banglalink	38.37
Grameenphone	84.80
Robi Axiata	54.53
TeleTalk	6.75
Total	184.45

Figure 11: Subscriber of different mobile operators

Industry Analysis - At a glance	
Forces	Position
Threat of potential entry	Very low
Threat of substitute products	low
Bargaining power of the suppliers	Very low
Bargaining power of the buyers	high
Rivalry among the competitors	Very High

Figure 12: Industry comparison analysis

2.7.2 | SWOT Analysis of Banglalink

Banglalink has unique skills that allow it to quickly grow its market share and draw customers. Additionally, it contains a number of defects that seriously impair its performance. When compared to other telecom companies, Banglalink is still not in a good place. It does, however, offer a range of choices. They will be Bangladesh's top telecom company if they take advantage of these opportunities. Future operations of Banglalink could potentially face some difficulties. Banglalink must use diplomacy to defeat the threats as a result.

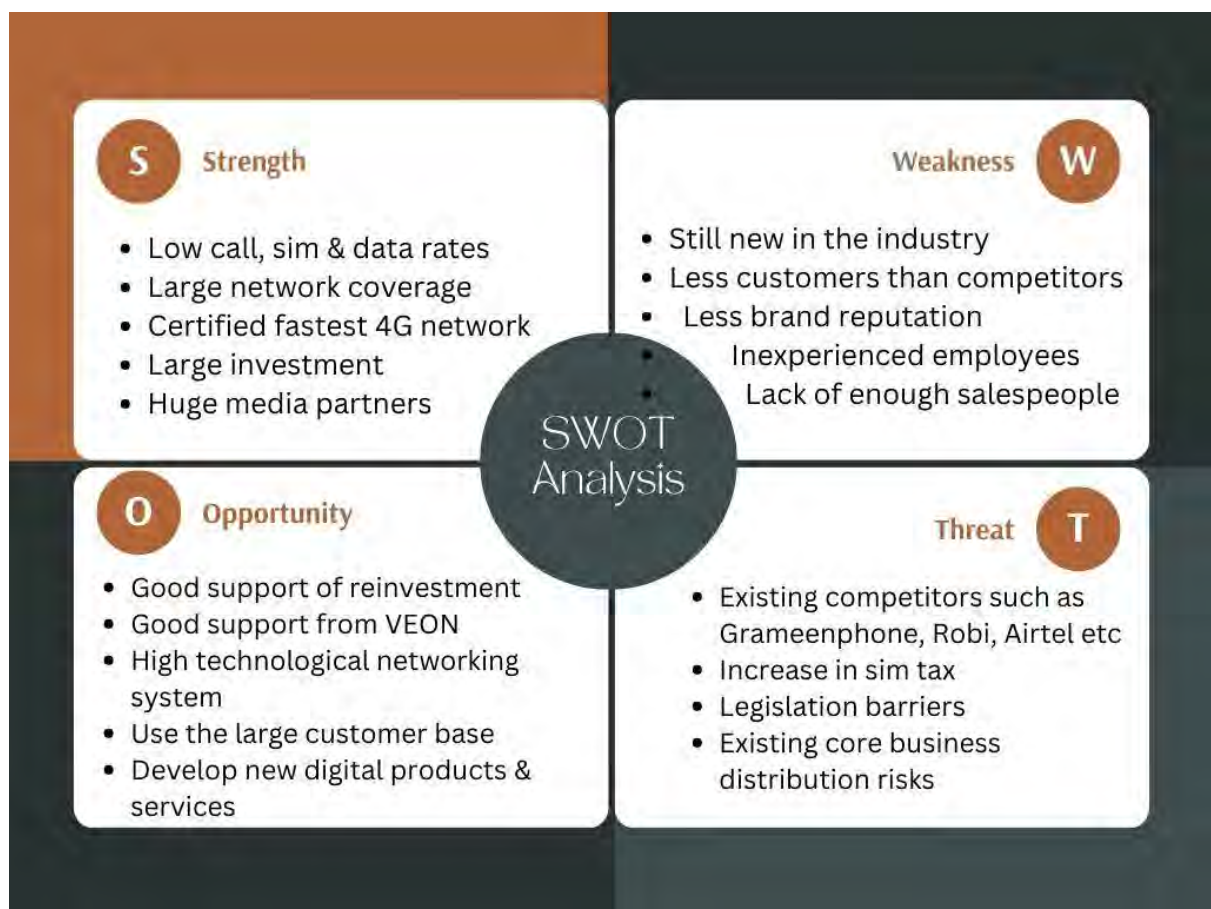


Figure 13: SWOT Analysis of Banglalink

- **Strengths:** In comparison to other telecom providers, Banglalink now offers lower call, sim, and internet rates. It manages a wider range of network coverage, including outlying and rural locations. It is the Bangladeshi network provider that has won speed-test awards four times. Banglalink has begun to invest in additional services like Toffee, which was the only mobile platform offering free screening during the FIFA World Cup 2022 and saw tremendous popularity. Banglalink often publishes PRs on a variety of media channels in order to keep the public informed about the company's accomplishments.
- **Weaknesses:** Comparing Banglalink to telecom powerhouse Grameenphone (GP), the company is still relatively new to the market. Even yet, it has less SIM users than its typical competing companies, GP and Robi. Recently, Banglalink received criticism from its former brand ambassador for utilizing his photographs to promote advertisements without authorization. The telecoms brand's reputation was damaged by that. Banglalink lags behind in providing staff with adequate training to improve customer service. Services for customer care are not always adequately stocked to assist consumers who are in need.
- **Opportunities:** By making a sizeable number of reinvestments in the sector to better serve their clients, Banglalink can get back on track. Banglalink's parent company, VEON, is a large, international business with access to a lot of capital and exposure that they may use to grow. For a smoother experience for both customers and employees, Banglalink can level up to more sophisticated technologies in the technological department. With the subscriber base they currently have, they may develop devoted, lifelong consumers from them. The corporation may be able to recover its position in the market by creating new products and services that are current with the timeline. Effective supplier negotiations may increase their profit margins.

- **Threats:** GP, Robi, Teletalk, and other formidable competitors remain in the market for Banglalink. They must therefore maintain consistency in their performance. The sim tax recently increased may have a negative impact on telecom profitability. Numerous legislative developments affecting the telecom sector may make it more difficult for businesses to conduct their activities. Given how quickly the world's climate is changing and how much business practices should change along with it, there is a good likelihood that environmental factors will favor bigger competitors. In addition to this, the telecom industry always faces some distribution risks related to its main business.

2.8 Summary and Conclusions

After reading the complete report, it is clear that Banglalink has made significant progress over the short period they have operated as a telecom company. Only because of their working environment and their motivation to meet the company's goals was it practical. Additionally, their outstanding marketing strategy and increased understanding of the business environment helped them draw new clients. Banglalink's tele sales division also makes a big contribution to the success of the business by working hard to get in touch with customers directly and offer better services through direct sales, which has led to a considerable growth in sales.

2.9 Recommendations:

- They should concentrate on postpaid sim cards that can be sent to customers' homes, but given that many prepaid consumers are young and loyal to the brand, they should also set up a method for some of their prepaid sim cards to be delivered to customers' houses.
- In a few crucial areas, they need to strengthen their network.
- They mostly use TV as a means for advertising, but they also employ billboards and other types of media because that is a well-liked form of advertising.
- They should give their loyal customers more amenities
- It is necessary to increase their network capacity.

- For corporate clients, they ought to develop innovative, price-competitive packages.
- They want to monitor existing clients and offer superior service
- Even if job security is good, more permanent employees should be hired rather than contract workers, and employees should have greater room in the workplace.

Chapter III

Project Part

Title:

Implications of digital business by Banglalink to become a digital first operator of Bangladesh

3.1 Introduction

The number of mobile services available in Bangladesh saw a significant change in the late 1990s, and the number of services currently in use has increased dramatically in recent years. One of the key ways that individuals are able to spread information over the globe despite the failure of information infrastructure is through communication. For the general public, this greatly simplifies and improves communication networks. In the past, information was not clearly communicated, and the journey was complex.

Moving forward to present times, cell phone usage is extremely common in Bangladesh despite being a third-world nation. As a result, the telecommunications industry is one of the more established ones in our nation. Banglalink Digital Communication Limited is the third-largest mobile operator among the several telecom companies and since its establishment, Banglalink has offered a wide range of services to its clients and successfully managed its business operations. This report presents how the current telecommunications industry is changing slowly to focus more on digital products and services and the steps taken by Banglalink in order to become a key player of that transformation in Bangladesh.

3.1.1 | Literature Review

The secret to telecommunication companies' survival and future development is their ability to capture revenue outside of the core connectivity function. Few but increasing numbers of performers in the international market have proven they have what it takes to be successful in this field. Knowing the appropriate business paradigm and learning the appropriate strategy should aid other participants in experiencing success.

For network providers, becoming a customer-first organization is essential given how mobile technology and technology in general have altered customer expectations and behavior. The first step in their digitization path may be to embrace OTT services to engage with customers. OTT is not just the place to start, but also a crucial change that telcos must make to meet customers' on-demand demands. Additionally, these channels' low costs and high levels of familiarity allow businesses to fail quickly, fail cheaply, and learn swiftly.

To construct a new, value-creating position for themselves in a post-COVID-19 scenario, operators first developed a thorough vision of the reinvented telecommunication industry. In order to reverse engineer their vision by taking three to four bold acts that profoundly altered the organization's DNA, leaders then adopted a future-back strategy. The simultaneous implementation of these strategically planned activities shifts performance, created new service models based on new capabilities and success criteria, and foster growth in addition to cost and capital efficiencies. This frequently calls for the leadership to adopt a fresh viewpoint that may be more focused on "today forward".

3.1.2 | Objectives

The objective of the report is separated in 2 parts:

A. Broad Objective

This report's primary objective is to provide a comprehensive understanding of Banglalink's transformation into a digital-first operator and the essential strategies that are being implemented to support this change.

B. Specific Objective

- To comprehend the process of digital transformation as it has been implemented by the world's largest telecommunication companies.
- To comprehend Banglalink's comprehensive digital transformation strategy and how it will be put into practice.
- To assess the strengths and weaknesses of Banglalink's Digital Business Verticals in comparison to those of its rivals.
- To examine Banglalink's digital business portfolio and how each portfolio product is being developed to support the business transformation path.
- Understand the consumer psychology behind the transformation.

3.1.3 | Significance

This report includes some important case studies of how several top international telecommunications giants began their transformation journeys. Additionally, it clarifies the purpose of the organization and the specifics of Banglalink's digital transformation journey. As a digital business intern at Banglalink, I was able to comprehend how the company is developing in relation to larger-scale global changes. To create this report, some of the organization's top leaders as well as experts from other industries were consulted. Anyone wishing to understand how network provider firms are transforming in response to the tide of global changes and how this transformation journey takes place brick by brick should use this research as a guide.

3.2 Methodology

Both primary and secondary sources were used to acquire information and data for this report. However, the majority of the information was gathered from primary sources.

3.2.1 Primary Sources

Below sources are used to gather primary data:

- Participant Observation: The content of the report was influenced by my firsthand professional experience working in the digital business segment.
- Interview senior coworkers: Working-level conversations with the managers of each vertical also aided in understanding the details and added to the report's substance.
- Personal observation and desk work: These two methods contributed to the report's preparation by giving us insights.
- Survey: A questionnaire was answered by 51 respondents upon which an analysis has been summarized.

3.2.2 Secondary Sources

Secondary data is gathered from the sources listed below:

- The organization's official websites: Banglalink's parent company VEON, and Banglalink itself.
- Verified Social Media Pages & Groups: Information has also come from Banglalink's verified social media pages and groups.
- The websites and social media pages of other telco operators, content has also been gathered from these sources.
- Regulatory Website: The BTRC website was very helpful in gathering data at the industry level.
- Journals, publications, and research papers: These sources all contributed to the data collection process.

3.3 Findings & Analysis

3.3.1 | Global Telco Industry & Major Changes

Leading telcos started their digital transformation journey 8 to 10 years ago. The wave took some time to arrive in this part of South Asia. However, due to the rapid advancement of technology, telecom enterprises frequently find new horizons opening up. Let's examine a few instances of how top multinational telecoms began their transformation journeys and the effects they had on the business:

Company	Action	Impact
AT & T	AI and Machine Learning Model Implementation in Operational Process	Improved customer service Improved service operation Improved complain handling
Vodafone	Call center transformation with it Chatbot TOBi	70% reduction in cost per chat
Deutsche Telekom	Chatbot, Tinka implementation for Customer Service	80% queries are processed and reduced the load of employees

Figure 14: Some global operators' actions & impacts

Since each telecom holds a significant amount of customer data, it has emerged as a key asset for the telco to capitalize on that data base and scale up customer experience customization based on data analytics. As a result, telecoms are able to modify the macroeconomics of the entire industry and find new sources of growth. Additionally, the Gen Z client group has had a significant impact on pressuring organizations to adopt new strategies. Because they have demands that are substantially different from those of millennials and baby boomers. They desire more individualized service, which must mostly take place online. This customer base is increasingly technologically adept and enjoys spending time and interacting online. As a result, all points of contact with customers have rotated 180 degrees. The company culture also changes as a result of these technological advancements. Actually, these adjustments necessitate cultural innovation. Leading telco provider AT&T has a distinct initiative named "Emerging Devices Organization (EDO)" that seeks to identify and develop new business models as soon as possible. Due to the benefits of this method in the digital economy and ecosystem, it has adopted the "Fail Fast, Fail Cheap" ethos.

3.3.2 | Transformation Outlook: The Story of Banglalink

Banglalink is aware of how the current shift in consumer preferences is already affecting the telecommunication industry. The consumer demand has changed from only selling minutes and internet bundles. As customers use more and more smartphones and as more users who are digital native join the market, more value-added digital services have been added to the menu. As a result, there is now virtually any room for the business to continue only on the sale of speak time and internet packs. There is far greater demand coming from the digital natives.

As a result, Banglalink launched its flagship MyBL App after identifying the requirement that plans to expand our entire digital business around this mobile application. Toffee, music, health, education, gaming, commerce, and Appstore are some of the services available through the MyBL app. If each area is considered separately, these are some of the emerging businesses with huge potential for employment given our goal of being a middle-income nation by 2041. Banglalink has a mission that is in line with the country's vision as a whole.

Banglalink is now active across seven digital verticals as follows:

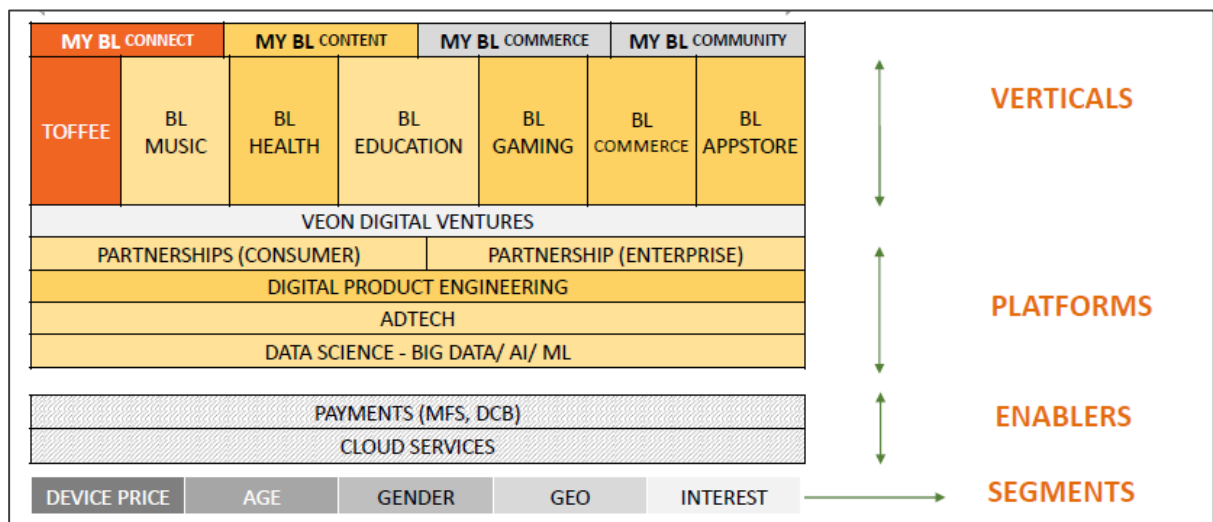


Figure 15: 7 digital verticals of Banglalink

Their goal is very similar to that of the other top businesses in the nation. However, Banglalink stands out because it adopts a holistic strategy to unify all digital verticals under one roof and then tie everything together with Bangladesh's long-term economic ambition.

3.3.3 | Comparing Banglalink’s Digital Business with its Competitor

Here is a direct comparison with other 2 telecommunication giants of the country, Robi and Grameenphone. Comparison is across the 7 verticals where Banglalink has footprints in all the verticals. Robi also has services in every vertical except education. Interestingly, the leading operator, Grameenphone has services only in 2 segments: OTT & Commerce.

Verticals	Banglalink	Robi	Grameenphone
OTT	Toffee	Binge	Bioscope
Music	Banglalink Vibe	Shadhin Music App Splash Robi Karaoke	GP Music (wind up)
Health	HealthHub	DigiCure Robi Health Life Plus	Tonic (wind up)
Education	At exploration stage	None	None
Gaming	At exploration stage	Goli Cricket	None
Commerce	At exploration stage	Robi website for selling devices (Mobile + IoT) [Robi Shop] BD Tickets for selling transport tickets	GP website for selling devices (Mobile + IoT)
Appstore	AppLink	BDApps	None

Figure 16: Digital Business Verticals comparison

In order to determine which operator's service dominates the vertical, let's compare all the categories:

3.3.3.1 - OTT (Over-the-top)

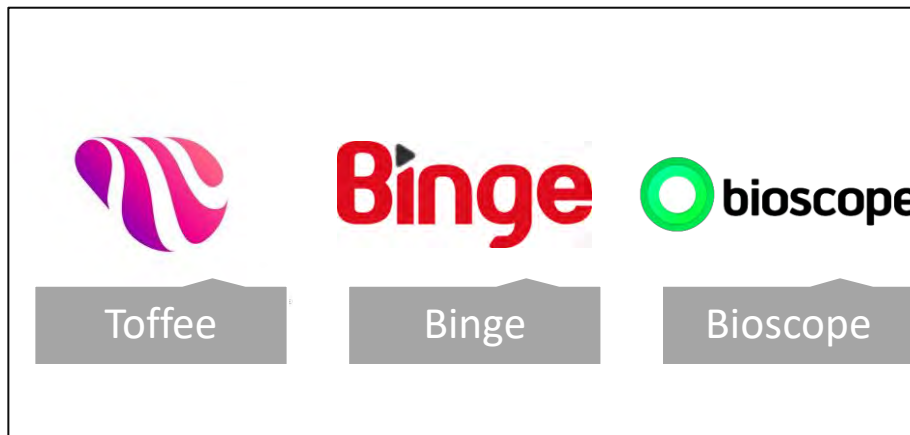


Figure 17: OTT Platforms of Banglalink, Robi & Grameenphone

OTT platforms are growing rapidly all over the world. The future of long-form media content is here (Movies, TV series). Telcos in Bangladesh took the initiative to start the OTT journey. More significantly, Bioscope is the first OTT among telco operators to go live. And it is the best player out of the three. Later, Binge had lunch, and Toffee from Banglalink is the newest participant.

Although there are some aspects that are identical across all platforms, each platform also has some distinctive features and a particular area where the platforms are attempting to differentiate themselves.

Features	Toffee (Banglalink)	Binge (Robi)	Bioscope (GP)
TV Channels	✓	✓	✓
Platform Exclusive Drama, Movies Music Video Streaming	✓	✓	✓
Content Creator Segment	✓	✗	✗
Monetization	✓	✗	✗
App Based	✓	✓	✓
Web Based	✗	✓	✓
Require Hardware Device	✗	✓	✗

Figure 18: Features' comparison between different OTT Platforms

Customers can view movies, platform-exclusive dramas and movies, as well as live TV channels, on the pure play OTT platform Bioscope.

The same qualities are included in Binge as well, except Binge is divided into two portions. It comes with a gadget that functions as a DTH (direct to home) service in one area and serves as an OTT platform in another. Without a dish network connection, a user can connect a Binge Device and view TV channels directly.

On the other hand, Toffee functions as an OTT platform. However, it has set itself apart by adding an area for user-generated material, where content creators may post their work, make it solely available to Toffee users, and even monetize it.

3.3.3.2 - Music

With their offering GP music, GP got off to a fast start in the music industry. However, it didn't work out that well and eventually ended. Robi, on the other hand, has three options. Each has a distinctive USP (unique selling proposition). Local and foreign music streaming is available through the Shadhin Music & Splash app. In addition, Robi provides "Robi Karaoke," a platform for creating musical content, so that music lovers can showcase their skills while utilizing the product's advantages.

The "Banglalink Vibe" music streaming service is offered by Banglalink. Users can stream free radio in addition to music.

3.3.3.3 - Health

GP formerly offered a service in their digital health business category named "Tonic." But eventually, it came to an end. Robi offers a variety of services, including Lifeplus, Robi Health, and Digicure.

Diabetes patients with Type 1 and Type 2 are specifically catered to by Digicure. There are features like real-time blood pressure and glucose monitoring, live medical consultations, live doctor chat, scheduling doctor appointments, and medication reminders, among others.

The only people who can use Robi Health are Robi/Airtel subscribers. Subscribers may profit from this in terms of insurance.

A health and wellness solution is Lifeplus. It provides video chat consultation with a doctor, nutritionist, or gym trainer as well as access to fitness materials, custom diet plans, and fitness-related tasks. Users who complete the challenges can get rewards.

There are presently 3 apps services available on the Health Hub from Banglalink platform: Daktarbai, DocTime, and Pulse Healthcare Service.

3.3.3.4 - Education

Surprisingly, none of the operators have anything operational in the education sector. Banglalink intends to operate in the educational field, though, in order to provide customers with services that are worthwhile.

3.3.3.5 - Gaming

"Goli Cricket" is a game that Robi has created specifically for its user base. Additionally, they have teamed up with VAS (value added service) providers to offer gaming services to users. There is no trace of Grameenphone in this area. Here, Banglalink has begun to expand its presence. Additionally, VAS gaming services with partnerships are offered to the user base, including Robi.

3.3.3.6 - Commerce

When it comes to the commerce vertical, GP is well ahead. Through their websites, GP has been selling mobile devices, IoT gadgets, and electrical accessories. And the customer base has received it favorably.

Initiated by Robi, this commerce section. In contrast to Grameenphone, it features a completely different website. Like GP, Robi sells electronic accessories and mobile devices via the site. Although Banglalink has no presence in this market, there are intentions to investigate it.

3.3.3.7 - Appstore

Particularly in the context of Bangladesh, the telcos' use of Appstore is creative. Local programmers from all across the nation can create mobile applications for the telco client base using the telco APIs (Application Programming Interfaces), publish them in the Appstore, and make money off of the apps.

By creating the BDApps platform in 2015, Robi was the one who initially launched this project. The platform now has more than 30,000 developers working on it across the nation. These developers include both graduates and college students. Many people who were struggling financially were able to establish themselves as a result. Without a doubt, this has been a fantastic platform for Bangladeshi young to make money, escape unemployment, and inspire entrepreneurs all throughout the nation.

Following in Robi's footsteps, Banglalink launched its app store, AppLink, in April of this year with the goal of empowering more young in the nation, providing them with prospects for employment, and utilizing the telecom customer base.

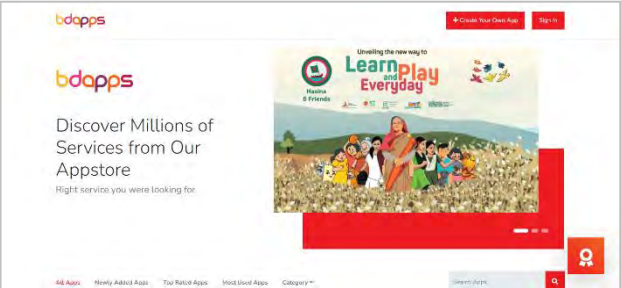


Figure 19: BDApps homescreen

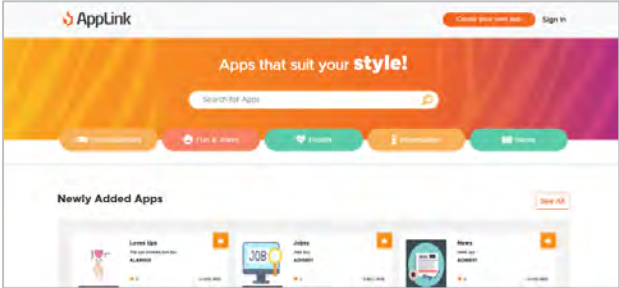


Figure 20: AppLink homescreen

The basis for each of Banglalink's business verticals are laid out in layers. These layers of artificial intelligence and data science are where the business insights and strategies for the digital verticals will be derived.

3.3.4 | Global Changes in Telco Business

The telecom industry is dynamic. The updates were limited to hardware-specific for a very long time. But in recent years, the issue has boiled down to the economic model itself. It is because consumers have drastically changed their behavior. Thanks to the quickly evolving technology in mobile phones, it has caused a profound change in customer behavior.

It won't be enough for telco enterprises to sell network service to be future-proof. It needs to be adjusted to meet consumer wants and demands. Customers' behavior are changing as a result of the potent instrument of cellphones as more and more people become tech savvy. And as mobile technology develops, this habit will continue to change. As a result, there will always be a high need for digital services that satisfy customers.

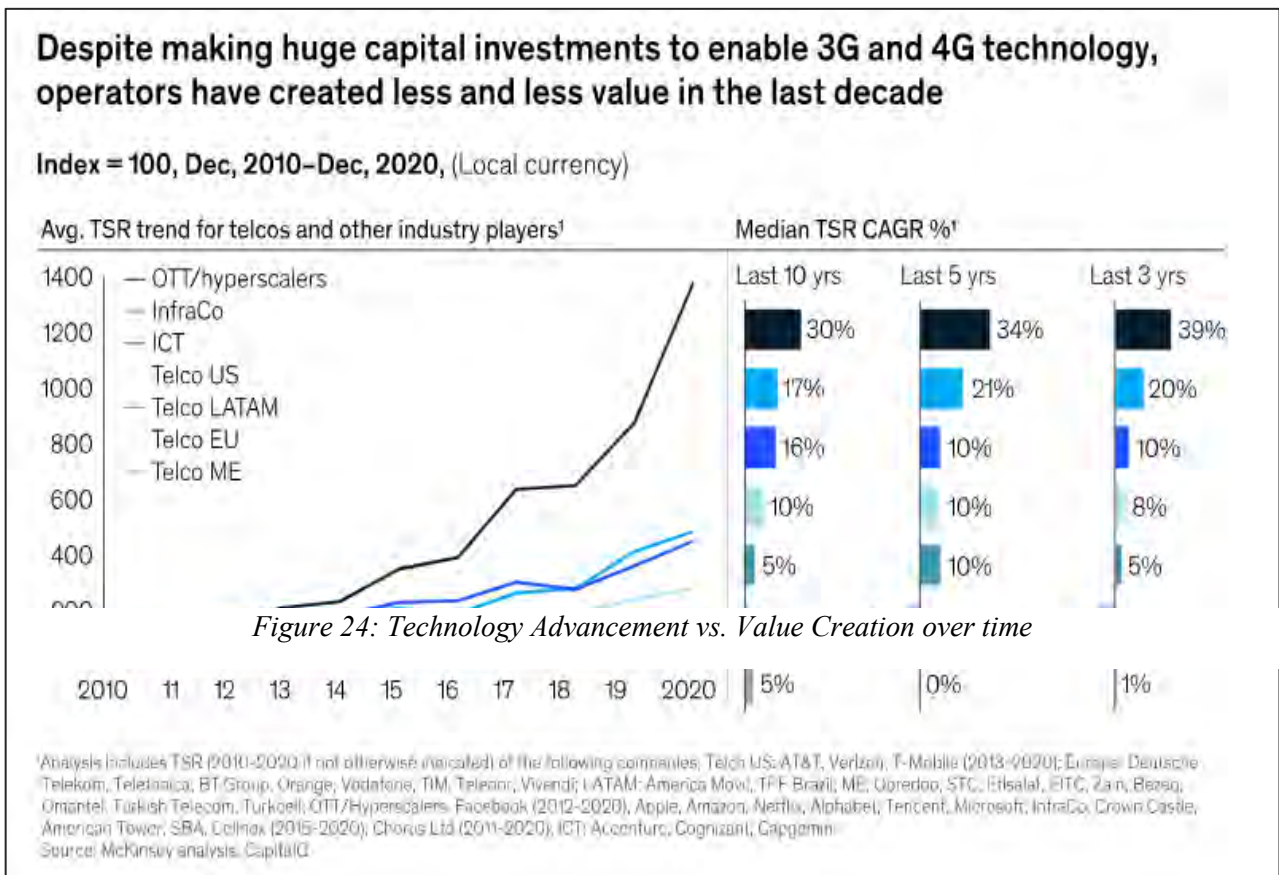


Figure 21: Global Technology Advancement vs. Value Creation over time

3.3.5 | Digital Business Strategy of Banglalink

The way that the digital transformation agenda has been established, compliments Banglalink's core business rather effectively. And precisely because of this, the strategy appears more concise when compared to the corporate vision.

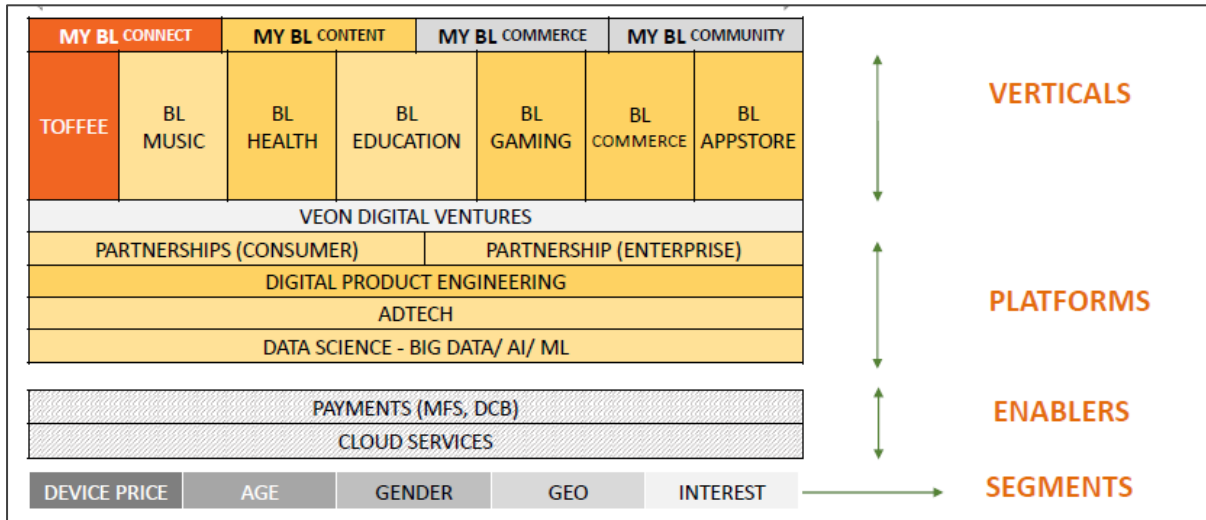


Figure 22: The Digital Business Structure in Banglalink

Banglalink's digital verticals have a significant indirect impact on the company's primary telecom operation, which is selling data and providing connectivity. The production of content for each digital service will increase, and this will lead to an increase in online revenue. Therefore, Banglalink's strategic change is on the proper road to advance the company's operations and make them future-proof.

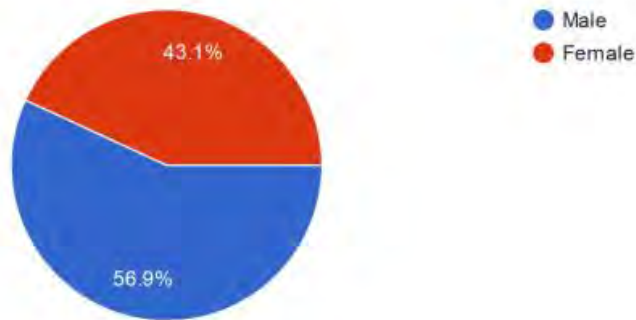
3.3.6 | The Consumer Psychology

For the transformation to be successful, not only is it important to come up with digital products, but also to understand what the customers want and how they might interact with the digital products. As Banglalink aims to digitize its services, it must understand how customers interact with digital platforms and how their behavior is influenced by psychological factors. Therefore, Banglalink must design its digital services with customer psychology in mind. This means making sure that its digital platforms are user-friendly, transparent, and provide clear value to customers. By considering customer psychology, Banglalink can not only enhance customer satisfaction and loyalty but also increase adoption

rates and accelerate its digital transformation. Below we can find the results of a survey that was conducted of 51 responses to understand the user psychology in terms of usability and viability of traditional V.A.S versus the digital V.A.S of Banglalink.

1. Specify your gender

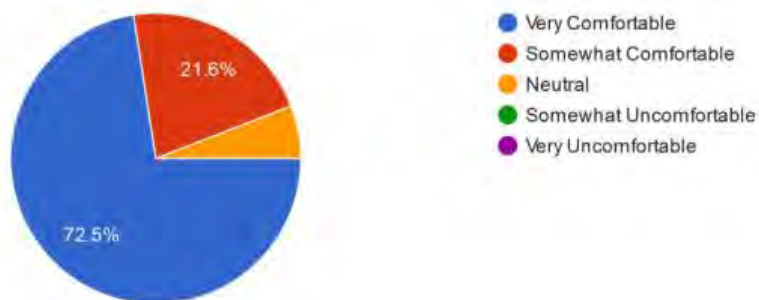
51 responses



As shown on the figure above, the male participants amount to 58.9% and the female participants amount to 43.1%. As the survey was conducted on a similar percentile of the two genders, it allows the survey to provide a proper overall view without any gender bias.

2. How comfortable are you with using the internet?

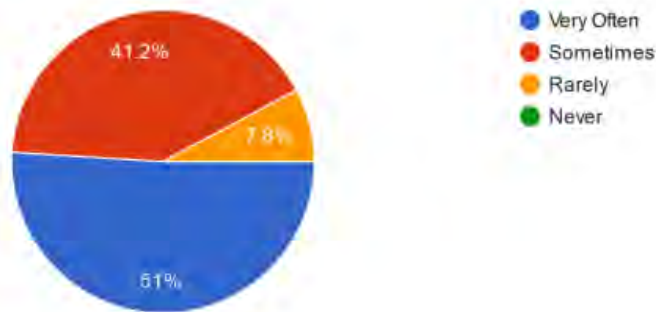
51 responses



This question gives us an understanding of how comfortable the participants are with the usage of internet which provides us the brief overview regarding if this demography would be suitable to make transformation towards digital services or not.

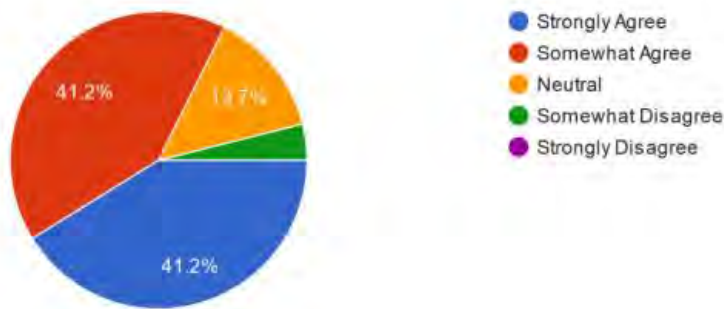
3. How often do you buy mobile data on your phone?

51 responses



4. Mobile data is still expensive in Bangladesh - do you agree or disagree with this statement?

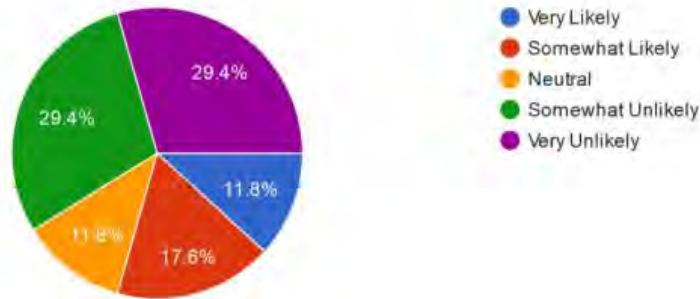
51 responses



As most of the participants are comfortable with using the internet and purchase mobile data quite frequently, it can be said that they will be the early adopters to try out new digital services by Banglalink. Unfortunately, the maximum demography believes that mobile data is expensive to purchase, which makes it necessary to understand if they will be willing to adopt to digital services and platforms or not that require heavier internet usage.

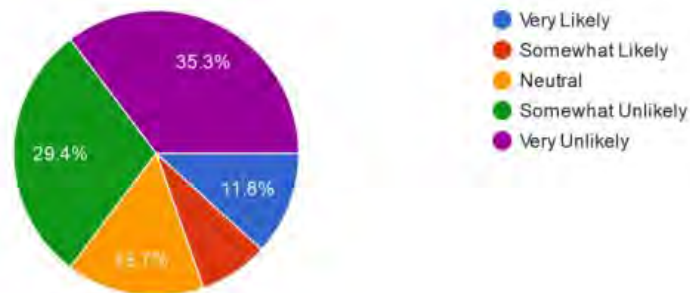
5. How likely are you to subscribe to a daily needed service (Example: Sports/ News/Music) that charges from your phone balance daily?

51 responses



6. How likely are you to subscribe to a service by which you can listen to unlimited songs (by dialing a USSD number) for a charge of 2.55 Tk. per day?

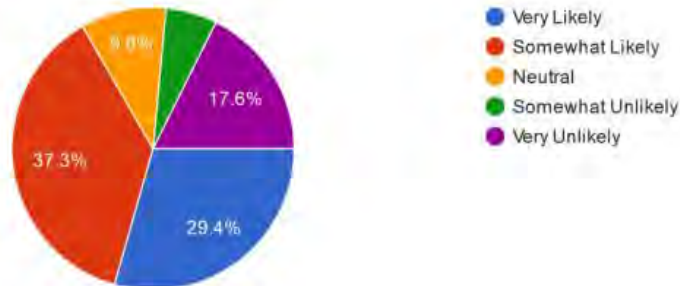
51 responses



From the above charts, it can be seen that majority of the users are not interested in the use of traditional value-added services. This might be due to multiple reasons such as the users do not find the traditional value-added services that appealing, less options to choose from, time-consuming and less comfortable experience overall.

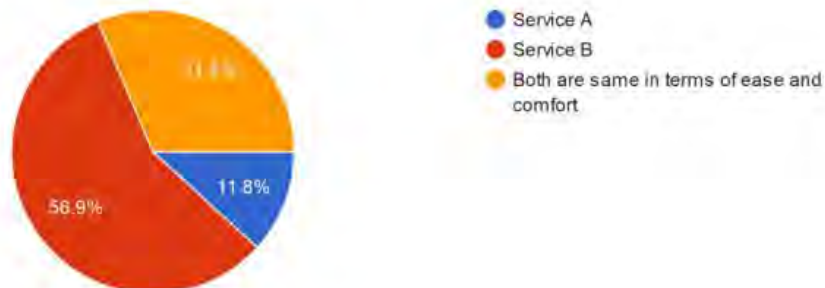
7. How likely are you to subscribe to a service by which you can listen to unlimited songs on Banglalink's free music app that offers other features too for a charge of 2.55 Tk. per day?

51 responses



8. 'Service A' can be subscribed and confirmed through SMS or dialling USSD number; 'Service B' can be subscribed and confirmed through Banglalink's app. Which one would you prefer in terms of ease and comfort?

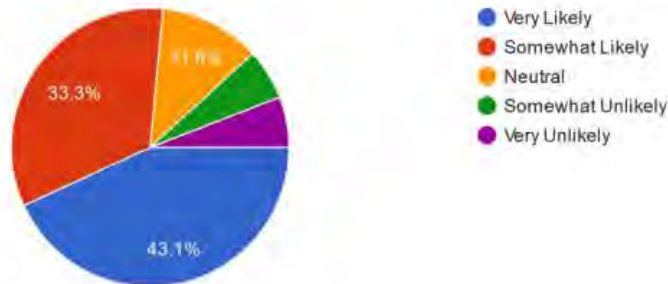
51 responses



From the above two charts, it can be deduced that users will be more willing to purchase products that are delivered to them through digital channels. With the comparison of these two charts with the previous two charts, it can be seen that users prefer digital V.A.S over traditional V.A.S by a significant margin. For using similar services, users are keen to use internet and the app as they prefer online subscription-based services.

9. How likely are you to use Banglalink's app if it offers streaming services such as Netflix or Spotify and the subscription fee is charged from the account balance?

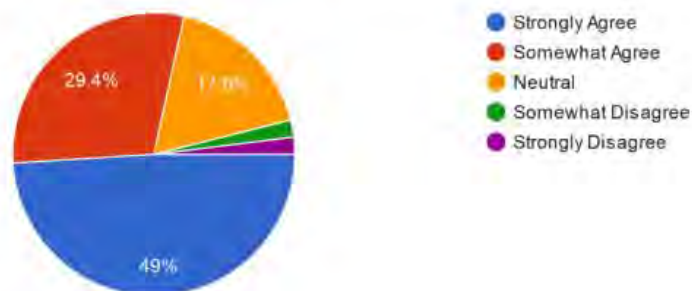
51 responses



The chart shows that if Banglalink can partner with big service providers as mentioned above, almost 75% will be using the service, as the subscription process becomes much easier. This shows that users are interested to purchase digital V.A.S if they meet their needs.

10. Internet packs should be made more affordable which can increase the use of digital Value Added Services, resulting in more subscriptions for Banglalink's digital services - do you agree or disagree with this statement?

51 responses



Lastly, more than 75% of the participants agree that if Banglalink makes their internet packs more affordable, it will not only increase their personal use of digital V.A.S but it will also increase subscriptions for Banglalink's overall digital services. In turn, Banglalink will have more users for their digital services and also sell more volumes of internet to their user base.

3.3.7 | Key Findings

The above analysis can be summarized into the following key points:

1. Even though traditional V.A.S currently generates a good portion of revenues, this is anticipated to change in the near future, leading to increasing revenue from digital V.A.S.
2. Banglalink should adopt digital technologies since they will expand its horizons in terms of cloud computing and platforms like OTT and OTP.
3. People are progressively becoming more comfortable using the internet and digital services, therefore the situation will drastically change in the near future. The user base is anticipated to adapt to Digital V.A.S very quickly, due to increased smartphone use and user base education.
4. Both traditional and digital VAS are now used by subscribers as the former slowly gives way to the latter. However, because the transition is going so smoothly, more and more individuals are unconsciously gravitating toward the digital value-added services that are becoming a part of their daily life.

3.3.8 | The Required Mindset Shift

Telecommunication companies should be open to experimenting with new business models and industry sectors. Additionally, it must move quickly. The fast-paced consumer culture of today is very much at odds with how traditionally bureaucratic the telco industry is. Nevertheless, Banglalink benefits from it. It is less bureaucratic and hierarchical because it is a part of a European mother company, which creates the foundation for the organization to become a digital first corporation. This cultural adaptation is very important in order to accommodate the technological shift.

3.4 Summary & Conclusion

Telecommunication companies must be more flexible to provide new customer groups with the best experiences as they enter the market. International organizations have shown us examples of how they transitioned from providing purely human customer support to a hybrid strategy that balances automation and human intervention. This change is a result of the Gen Z clients, and as this customer base gradually expands, it is necessary to adopt similar techniques.

Being a local telecom provider, Banglalink is aware of the market's pulse and its direction of movement. Therefore, a brand-new strategy has been adopted, or, to put it another way, a comprehensive strategy has been adopted to remodel and restructure the digital business. Leading providers have been doing this for a time, including GP and Robi. Banglalink, however, has been surprisingly quick to react to that and catch up with the competition. The outcome is seen in several of the verticals where Banglalink maintains a dominant position despite joining relatively late. This is made feasible by less bureaucratic and hierarchical organizational structure and patronizing the growth minded culture.

The approaching mass transformation and all the work done to make it successful will be meaningless if Banglalink cannot guarantee the widespread availability of these services along with internet. Therefore, it is advised that the company carry out in-depth market research, pay attention to regions where people are still unaware of digitalization, and simultaneously endeavor to promote smartphone and internet usage. They must ensure advances in this area as well because digital V.A.S is meaningless without internet and smartphones, for which they can cooperate with smartphone manufacturers.

Till today, Banglalink has been quite successful at keeping most of the points necessary at check and as a result, the foundation has so far been laid strategically. In the environment of such fast-paced competition both nationally and globally, the organization should be superior to the competition in terms of speed, cost, and execution of the strategy. In the end, that will help Banglalink stand apart from the competition.

3.5 Implications

3.5.1 | Digital business strategy in alignment with company vision

Digital Business is the spearhead for the organization-wide digital transformation at Banglalink. However, it has frequently been seen in Bangladesh's telco sector that initiatives are started but never pursued or veer off course from the primary objectives or corporate goals.

Banglalink must make sure that its organization is following its plan. The plan appears to be enhancing the overall corporate objective thus far. However, the digital world is constantly changing and evolving. The company must therefore ensure that it is adhering to the plan while also adapting to changes in the digital world and the telco industry more broadly.

3.5.2 | Upskilling the workforce for the transformation journey

Due to their ongoing need to change, digital businesses require flexible employees that can learn, unlearn, and relearn new skills. Because of this, the worker must constantly pick up new skills. This wasn't considered to be a need in conventional telco methods. Upskilling is, nonetheless, a necessity in the present era. The HR department has a significant responsibility to foster and support such an atmosphere for learning, not simply for the employees. On it, Banglalink has already begun to work. Banglalink has "Banglalink University," where internal experts and external experts can go for training, for both new and veteran personnel.

Additionally, acquiring the appropriate personnel from outside the sector is a necessary and critical step because these digital verticals are their own distinct enterprises.

3.5.3 | Pull users towards the digital transformation journey

In order to make the transformation successful, Banglalink should take continuous steps that ensure the new comers to their digital services. Actions such as providing internet at a more affordable range compared to the competitors and incentives to use their digital services will definitely impact their transformation journey. Not only will it pull more users towards their services, but the sheer volume will enable better profits and build a solid user foundation.

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APPENDIX A

Consumer psychology regarding traditional value-added services and digital value-added services of Banglalink

Assalamu-Walaikum, I am Mohammad Aslam Minhaz, an intern of the Commercial department of Banglalink and a graduating student of BRAC University. I am pursuing my internship under my supervisor, Shihab Kabir Shuvo, Lecturer of BRAC Business School. For my internship report, I need data to support my analysis with the following questions. Hence, I request you to assist me by filling up this short survey.

All the information will be dealt with privacy and will be used for research purposes only.

Thank you!

Email*

1. Specify your gender*

- Male
- Female

2. How comfortable are you with using the internet?*

- Very Comfortable
- Somewhat Comfortable
- Neutral
- Somewhat Uncomfortable
- Very Uncomfortable

3. How often do you buy mobile data on your phone?*

- Very Often
- Sometimes
- Rarely
- Never

4. Mobile data is still expensive in Bangladesh – do you agree or disagree with this statement?*
- Strongly Agree
 - Somewhat Agree
 - Neutral
 - Somewhat Disagree
 - Strongly Disagree
5. How likely are you to subscribe to a daily needed service (Example: Sports/News/Music) that charges from your phone balance daily?*
- Very Likely
 - Somewhat Likely
 - Neutral
 - Somewhat Unlikely
 - Very Unlikely
6. How like are you to subscribe to a service by which you can listen to unlimited songs (by dialing a USSD number) for a charge of 2.55 Tk. per day?*
- Very Likely
 - Somewhat Likely
 - Neutral
 - Somewhat Unlikely
 - Very Unlikely

7. How like are you to subscribe to a service by which you can listen to unlimited songs on Banglalink's free music app that offers other features too for a charge of 2.55 Tk. per day?*
- Very Likely
 - Somewhat Likely
 - Neutral
 - Somewhat Unlikely
 - Very Unlikely
8. 'Service A' can be subscribed and confirmed through SMS or dialing USSD number; 'Service B' can be subscribed and confirmed through Banglalink's app. Which one would you prefer in terms of ease and comfort?*
- Service A
 - Service B
 - Both are same in terms of ease and comfort
9. How likely are you to use Banglalink's app if it offers streaming services such as Netflix or Spotify and the subscription fee is charged from the account balance?*
- Very Likely
 - Somewhat Likely
 - Neutral
 - Somewhat Unlikely
 - Very Unlikely

10. Internet packs should be made more affordable which can increase the use of digital Value-Added Services, resulting in more subscriptions for Banglalink's digital services – do you agree or disagree with this statement?*

- Strongly Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Strongly Disagree