Report on
"Developing Content Strategy of Airtel across Digital Platforms"

By

Name: Mashrufa Jahan

Student ID: 20104154

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

BRAC Business School

BRAC University

June, 2023

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

_____
Mashrufa Jahan
20104154

Supervisor's Full Name & Signature:

_____
M. Nazmul Islam, PhD,

Assistant Professor,

BRAC Business School

BRAC University

Letter of Transmittal

M. Nazmul Islam, PhD,
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

This is my immense pleasure to give my internship report on "Developing content strategy of Airtel across digital platforms". I put a lot of effort and dedication into preparing this report so that I could organize it effectively and incorporate the proper information. It is an incredible opportunity for me to give my report under your supervision. I am grateful for your guidance and support. I attempted my best to collect all the data and explain my ideas and experiences that I had acquired over the course of three months in order to compile this report.

My goal in writing this report was to make it as meaningful, compact and thorough as possible including all the relevant information and recommendations.

Therefore, I hope that this will meet the standard of your judgment.

Sincerely yours,

_____

Name: Mashrufa Jahan

Student ID: 20104154

BRAC Business School

BRAC University

Date: June 08, 2023

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

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

_____

Name: Mashrfa Jahan

Student ID: 20104154

BRAC Business School

BRAC University

Acknowledgement

I am so grateful that my internship report is completed, by the grace of Almighty Allah. I would like to express my heartfelt gratitude to my line manager Tahasina Rafa, Airtel Brand and Communication, Robi Axiata Ltd., and my reporting manager Sifat Ullah, Specialist, Airtel Brand and Communication, for their constant support and counsel throughout the report's preparation. My deepest gratitude goes to the whole Airtel Brand and Communication team for their cooperation during my internship. My internship path was made simple through this excellent support and guidance. They patiently enlightened me on a variety of new matters that I learned about because of them. Without such assistance, I would not have been capable of completing this internship report.

Then I would like to express my heartfelt gratitude to M. Nazmul Islam, PhD, Assistant Professor of BRAC Business School, BRAC University, for all of his support, guidance, and encouragement throughout my academic journey. It would have been difficult for me to finish my report without his assistance, therefore I consider it a privilege that I was given the opportunity to do so.

Lastly, I'd like to thank my family and friends for their encouragement and support during my internship at Robi Axiata Limited. They stayed by my side regardless of any occurrence and were always kind to me, for which I will be eternally thankful. Without acknowledging them and conveying my appreciation for their unending support would be a sign of dishonesty.

Executive Summary

One of the primary goals of every brand that runs a competitive business is to stay in the spotlight in the thoughts of customers through new operations and acquiring as large a customer base as possible in order to cope with turnover risks. I've incorporated both the subjective and objective insights within the report, alongside with my own observations regarding it. Being able to swiftly relate the experiences to my conceptual understanding made it intriguing for me to comprehend the concepts underlying core branding operations. This research's main purpose is to identify viable strategies that could possibly be implemented and strengthen Airtel's engagement through different digital platforms.

Every group of functional departments in the market operation team must provide considerably beyond what its opponents are offering in addition to providing the superior services. The Airtel Brand business unit opted to take advantage of the chance to create specific marketing strategies based on their previously identified core competency of being the finest network for today's youth. Based on data collected throughout the internship period and comprehensive analysis by experts, this report includes the recommended strategies for accomplishing the study's objective.

Overall, the implementation of suggested strategies will help to achieve the accuracy, and desire reach while also increasing user satisfaction. The study concludes that implementation of the recommended strategies will result in building and enhancing engagement through digital channels.

Table of Contents:

Chapter 1: Overview of Internship

Chapter 2: Organization Part

Chapter 3: Project Part

List of Figures:

List of Acronyms:

DRS: Digital Reputation Score

ATL: Above The Line

TVC: TV Commercials

MCL: Marketing Communications Limited

BTL: Below The Line

OVC: Online Video Commercials

BTRC: Bangladesh Telecommunication Regulatory Committee

Chapter 1: Overview of Internship

1.1 Student Information

Name: Mashrufa Jahan

ID: 20104154

Program: Bachelor of Business Studies, BBA

Major: Human Resource Management

Minor: Finance

1.2 Internship Information

1.2.1 Company details and Period

Company Name: Robi Axiata Limited

Period: 2 nd January to 31 st March

Department: Brand and Market Communication

Division: Market Operation

Address: Corporate Office, 53, Gulshan South Avenue, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information

Name: Tahasina Rafa

Designation: General Manager, Airtel Brand and Communication

1.2.3 Job Description and Responsibilities

I was in charge of boosting Airtel's digital reputation score. Tahasina Rafa, the GM of Airtel Brand and Communication, served as my line manager and regularly evaluated my work. For daily operations, I directly reported to Sifat Ullah a Specialist of Digital Brand Strategy, Airtel Brand and Communication), and he actively reviewed all of my assignments. I interacted with him the most because I was in charge of overseeing the digital scores. Nonetheless, when there was an instant need for tasks to be completed, I tried to assist each of my other teammates. Along with working on project specific works, I also assisted in day to day organizational work. My first task was to thoroughly understand what Airtel does and how they operate and execute the activities. According to my analysis, Airtel has always encouraged youths to thrive both individually and as a collective. Because of this, the company's primary focus was to celebrate life with friends, wherever you are.The brand offers the best value and a robust network, which has made it possible for young people to connect and build the biggest buddy network. So it enables the company to engage the youth in beneficial endeavors. The first task I was assigned is to check the socials of different telcos such as Grameenphone, Banglalink, Robi and Airtel. Then go through the social media of global telecom companies like Yoodo. Besides that, the project based responsibilities were to regularly track the performance of the DRS (Digital Reputation Score), Track the talkwalker to check the updates of the performance. Then actively communicate with the marketing agencies of Airtel. In addition to providing feedback and suggestions on the monthly calendars. Moreover, supervise and track the mental health group named 'Kotha Hobe Bondhu' by Airtel and Sajida Foundation. I had to provide new ideas to increase the engagement of the group so I had to go through different local and foreign mental health groups to get the idea of how to enhance the engagement. Furthermore, I had to analyze, manage and give effective ideas for higher engagement.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

Every intern of Robi Axiata Limited are treated as teammates and have vital roles to play in the success of the organization as a whole. As a Brand and Market Communication intern, I had significant contributions to the organization. My full-time internship required that I interact with my team members often and work to suit their requirements. I was primarily in charge of maintaining the Airtel Buzz's social media platforms. My main duties were generating creative content plans and designs for the upcoming days. Additionally, I regularly conducted extensive research and development because Airtel constantly tries to come up with something new for their valued customers. In addition, I had to communicate almost all the time with the agencies and Sajida Foundation to brief everything regarding the regular posts and upcoming posts. Moreover, I contributed to the culture and structures that Airtel has retained over the years. All of my responsibilities had an impact on the organization, which reflected in the favorable results.

1.3.2 Airtel's Facebook Platform Analysis

In order to keep track of my work during my internship, I kept an excel sheet for each month. I used to track my postings using this form based on Reach and Engagement. From November through January, I kept an entire excel sheet for each post of Airtel Buzz's fb page. This analysis was carried out in order to better understand which posts are performing well and which ones need improvement.

Facebook Engagement: It includes any actions people take on the Facebook page or in response to one of the posts. However, it also applies to saving, watching a video, or clicking on a link. The most common examples include reactions such as including likes, comments, and shares.

Facebook Reach: Here, The total number of people who have viewed any content from the page is known as the reach. This metric is calculated by counting the instances in which any content from or about the Page was accessed by a user's device. Following that, the statistics for organic impressions would be revised to reflect new products and Facebook updates. The social media pages for the Airtel Buzz were given to me with admin privileges. Because of this, I was able to view the precise metrics for engagement and reach. After compiling all the data, such as Likes,

Comments, Shares, Views, engagement, and reach, conduct the percentage analysis for each post. Below is a short overview of how it is carried out:

15th Novemvber 2022	Reactions	%	Comments	%	Shares	Engagement	Reach
	29000	4.66%	3700	0.60%	28	50372	621720

2nd December 2022	Reactions	%	Comments	%	Share	Engagement	Reach
	31000	4.94%	3300	0.53%	25	69061	627515

3rd January 2023	Reactions	%	Comments	%	Shares	Engagement	Reach
	11,000	2.61%	968	0.23%	20	31960	422260

Figure1: Percentage Analysis of Facebook platform

1.3.3 Monthly Calendar Analysis

About 90% of the content we produce is shared on Facebook alone among all social media platforms. As a result, I used to manage and monitor everyone's Facebook activity. Asiatic used to bring me the concepts for the social media postings that would be published from our end for the entire month; these may be on any special occasions posts, humorous videos or photos, quizzes, etc.

Here, I've attached the February 2023 calendar for better understanding.

FEBRUARY 2023

Day	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Date				1	2	3	4
FB							World Ice-cream for breakfast day
IG						Wear Red Day Story - UGC using add yours sticker Post - UGC using Hashtag	
TIKTOK						Wear Red Day - Transition to Red outfit	
Date	5	6	7	8	9	10	11
FB	1. World Nutella Day 2. Birthday : Cristiano Ronaldo 3. Birthday : Neymar	Meme Monday		Valentine's Day Teaser	Valentine's Day teaser	Valentine's Day teaser	Valentine's Day Content promotion
IG	1. Birthday : Cristiano Ronaldo 2. Birthday : Neymar		Valentine's Day Teaser				
TIKTOK							
Date	12	13	14	15	16	17	18
FB		Meme Monday		Singles Awareness Day	BPL finals - where is the cup going?	Random Acts of Kindness Day - Friend's random acts of kindness e.g. feeding street dogs while sitting in tong	
IG			Valentine's Day Content snippet based reel wish to singles	Singles Awareness Day	BPL finals (Story Vote)	Random Acts of Kindness Day (Story post with Emoji slider sticker)	
TIKTOK							
Date	19	20	21	22	23	24	25
FB		Meme Monday	International Mother language day - Wish post	World Thinking day - What friends think about during diferent part of the day campaign content	21 Book Fair based engagement content	What the fun (Reel)	
IG			International Mother language day - Wish post	World Thinking day	21 Book Fair based engagement content (Post + Story with question sticker)	What the fun (Reel + Story)	
TIKTOK						What the fun	
Date	26	27	28				
FB	21 Book Fair based engagement content	Meme Monday	Brain Teaser Tuesday				
IG	21 Book Fair based engagement content (Post + Story with question sticker)						
TIKTOK							

Figure 2 : Monthly Content Calendar

Later on, I had to provide new ideas and suggestions for the content on the calendar.

1.3.4 Foreign Telcos Analysis

I spent the first several days trying to pay close attention to how other worldwide telecom firms were promoting their brands to consumers. After thoroughly analyzing their digital strategy, I noticed certain noteworthy components, which are listed below:

AT&T Inc.

- Poor Internet connectivity
- Customers are dissatisfied
- Poorest reviewed
- Inadequate customer service.

Yodoo

- Promotions of joint ventures with well-known companies (Adidas, Puma, UniQlo), with percentage bonuses for new customers.
- Giveaways on Quizzes and winners announcement
- Posting greetings on significant days

Verizon

- High cost
- Low connectivity of network

Reliance Jio

- OTT subscriptions (Hotstar, Disney) on mobile recharge
- Posts on Special Days
- Health account and Jio health club
- All IPL-related posts and daily match updates

Taiwan Mobile

- In rare instances uses social media
- Value-driven focus
- Lack of emphasis on digital engagement

1.3.5 Talkwalker Analysis

My primary task was to boost Airtel Buzz's DRS, and I always made an effort to stick with it and review it thoroughly. Airtel Buzz uses certain apps to help with better understanding and analysis. I solely observed the Talkwalker platform to get the best results.

Talkwalker: Talkwalker gives businesses the client information they require in order to generate profits.

AS it provides a solid software platform to uncover, interpret, and derive the most useful insights from internal and external data in a world full of discussions, the most successful firms in the world have switched to Talkwalker. The following are a few of Talkwalker's use cases:

Trend Analysis	Obtaining quick access to give insights to discover all major trends of the industry. When a trend is short-lived, know when to avoid it and focus your attention on those that will benefit the company financially over the long term.
Customer Experience	It can understand and respond to customer complaints before they turn into crises by receiving immediate consumer feedback from all over the internet. By maintaining the feedback system open with customers, it can improve the user experience of all departments.
Content marketing	Integrating all the customers data into one platform to better identify trends, client pai points, and marketing objections. This can quickly convert the messaging into highly effective, consumer-relevant content.
Brand Management	It may keep tabs on success online by measuring brand-related conversations and interactions. It can determine exactly how people are interacting with the company and its products in real time by using text, picture, video, and audio analytics.
Campaign Strategy	Monitor the effectiveness of all the paid, earned, owned, and shared media channels to identify the most exciting and appealing content. Uses real-time analytics to duplicate successes and hinder the budget bleeders.

Here is a sample figure of talkwalker analysis:

DIGITAL REPUTATION SCORE

8.4%

12%

79.6%

↙71% ● Neutral
↙91% ● Positive
↙64% ● Negative
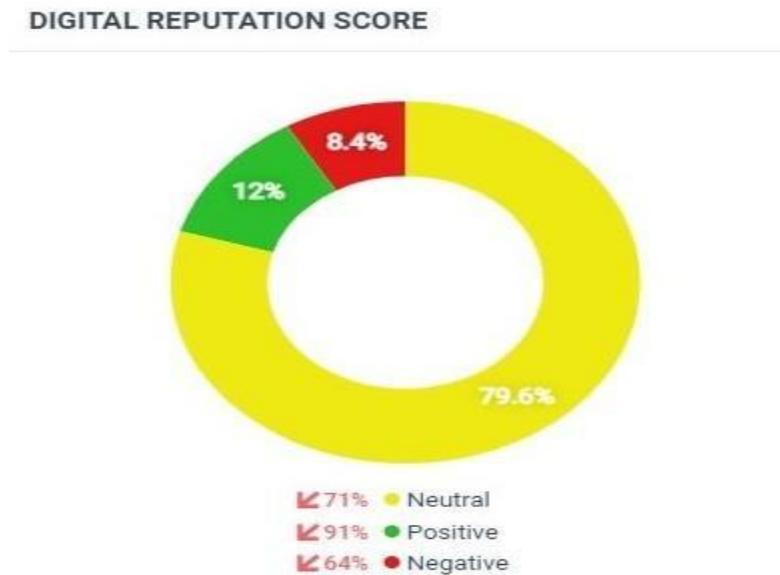
Figure 3 : Digital Reputation Score of Airtel

These neutral, positive and negative reactions are based on a few characteristics.

Since all of our posts are public, we can easily follow certain commenters' attitudes by using a few keywords whenever they leave a remark on one of our pages. For instance, a commenter said they "love using Airtel" and "find their network to be reliable and simple to use." The remarks will now be classified as a positive response, which will contribute to improving DRS.

On the other hand, some people leave comments and inquiries on posts that are labeled as neutral since they are neither good nor negative. So, based on this, we could speculate that they are reacting to this content in a neutral manner. The tool sets certain precise keywords, which are sometimes automatically captured and other times need to change manually.

1.3.6 Kotha Hobe Bondhu Platform Analysis

Kotha Hobe Bondhu is a mental health support group by Airtel and Sajida Foundation. The main motto of this group is to help people who are suffering from mental health issues. There are

groups of people who work as admins or moderators to manage the group. There are certified para-counsellors who provide this counseling service through calls or texts. They provide services 24/7 on a roaster basis. In October 2022, Airtel and Sajida Foundation started their journey.

I was also assigned to increase the engagement of this group. So, I had to go through various mental health groups such as 'Let's Talk Mental Health', 'Healthy Minds', 'Dear Camelia' etc to know what they're doing to maintain their groups effectively.

Here, I've given an example of a new idea we can implement to increase engagement.

Figure 4: Idea to increase engagement of Kotha Hobe Bondhu

And here is the analysis of engagement between different groups,

Group Names	Total Memebers	Weekly average posts	Rate of Members Post	Rate of Moderators Post	Average engagement
KHB	10.8k	3	Low	Low	Low
Let's Talk Mental Wellbeing	5.7k	5	High	Medium	Medium
Dear Camelia	53.4k	15	High	High	High
Healthy Minds	11.3k	12	High	High	High

Kotha Hobe Bondhu | Let's Talk Mental Wellbeing | Dear Camelia | Healthy Minds | **Insights** | ⊕ ⋮ ◀

Figure 5: Comparisons between different groups

Next to develop any further and also increase the engagement of Kotha Hobe Bondhu platform, some suggestions from my perspective are listed below:

● As 'Kotha Hobe Bondhu' is a mental health support group, addressing the importance of mental health and how necessary it is for people to understand the depth of its consequences can be posted from the group to engage people,

● Then adding the positive reviews of the people who took and got help from KHB will motivate other people to also open up their issues.

● Audience plays a vital role to boost the participation. Live sessions or short videos on mental health will help to educate the people regarding this part. And for that, asking the group members by creating polls for what kind of topic and issue of mental health they want to know about can help a lot. Besides the topics we can also ask the preferable time or date for the live sessions to the people.

● Sending awareness text/sms of 1 to 2 lines before any crucial events like Board Examinations and Admission tests can also be beneficial to build engagement. Such as:
i) For any kind of emotional support contact to our Facebook group 'Kotha Hobe Bondhu'

ii) Need help? For 24/7 mental health service click this link below https://www.facebook.com/groups/1790852827945304/

iii) To get any mental health support of experts contact to our Facebook group 'Kotha Hobe Bondhu'

- Adding real life examples/ journey of people having mental health issues and how they are successful to overcome it by taking professional help.

- Ask questions regularly (Clickbait type) so that people can participate and engage themselves

- Providing suggestions in the comment section also will be useful as other people can see that the people who are knocking for help are actually getting the help will motivate others to take help from KHB.

1.4 Benefits to the student

The internship program was designed in a highly structured way to guarantee that the interns participating in the program have an exceptional experience and can get the most out of the opportunity. Working with one of the leading telecommunication companies in the country was an incredible opportunity for me to begin my professional life. The experience of learning at Robi Axiata Limited has been truly enlightening and remarkable. I had the opportunity to learn about the company as a whole and how it operates and its procedures. The work culture and the surroundings facilitates growth and empowerment. This internship not only taught me about the daily duties of an employee working in the BMC department, but also about the different projects and processes that are run throughout the year like their systems, the policies maintained, how different projects run, maintaining the agencies, the innovative plans for future days etc. Thus, this internship benefited me in my personal development as well as facilitating me to initiate my career in Market Operations.

1.5 Problems/ Difficulties faced during the internship

Since this internship was my first experience in the corporate world, I initially found it difficult to adjust to the new way of life and job culture. Although I must admit that I am truly grateful to my line manager, my reporting manager and other teammates for always helping me feel at home and keeping me encouraged to perform at my very best at work. As, I completed my undergrad from BRAC University with a Human Resource major and minor in Finance. However, I was employed by the Airtel Brand Team in the Marketing Operations department of Robi axiata Ltd. So it was quite challenging for me to be a student from a different background and then work in a whole new department. Though the early days were challenging, I eventually understood the concepts and methods of working in MO division. Then as an intern, I didn't have access to much confidential data and information. For these I faced trouble understanding and I believe my learning was to some extent not complete. After that, I believe that three months is an inadequate duration of time required to know and understand everything that needs to be learned during the internship term. In my opinion, the brief period of time I had to track DRS and raise the score was insufficient. Yet I made every effort to utilize the time allotted effectively.

1.6 Recommendations

Robi Axiata Limited is doing great in terms of the internship program that they are operating and I had a wonderful experience. But there is simply too much to learn, and three months is not long enough to do it justice. My suggestion is that the program should incorporate some cross-functional teamwork projects and learning opportunities. This will not only improve interpersonal relationships and openness among individuals, but will also allow interns to learn more about the company. The learning activities will also make it less complicated for the interns to expand their knowledge and improve their internship experiences. Also, I would like to suggest the organization to provide the transport service to the interns as it's a huge hassle to find a transport which will ensure both safety and security. So, if Robi starts providing transportation service to the interns then it will be a big relief for all the interns.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Industry Overview

In terms of unique subscribers, Bangladesh is the 9th largest country in the mobile market industry. It accounts for 51% of the country's population currently. Strong global players like Bharti Airtel, Axiata, Telenor have been continuing to invest in this starry industry as a result. Moreover, the continuous advancement of modern smartphones has further expanded the growth of internet-dependent consumers. The necessity of uninterrupted and high-speed internet services and even the adoption of smart technologies like VoLTE has transformed the telecommunications industry to a new level. The continued integration of these technologies has contributed vastly to increase connectivity and connect our daily activities into the online world, thus broadening the scope of this market beyond data and voice connectivity. (Mike Rogers, 2018)

The core service offerings of the telecommunication industry are still voice call services and mobile data or the internet. Voice call Services dominates the cusp of the revenue in this industry to this date as only one in five users subscribes to mobile internet service. While the number of total unique subscribers in Bangladesh is growing at a CAGR of 3%, the subscribers for mobile internet are growing at an exponential pace, with a current growth rate of 10%. The rising accessibility and availability of low-cost smartphones as well as the growing youth populations are considered to be the major drivers of continued growth. Again, with the rise of internet-dependent services in the fields of e-commerce, agriculture, education, ridesharing, and other on-demand platforms and services are also consistently contributing to the growth of the industry.

According to the latest report of BTRC (Bangladesh Telecommunication Regulatory Commission), the current number of mobile phone subscribers has reached almost 16 Million (as reported in March 2019). (BTRC, 2019)
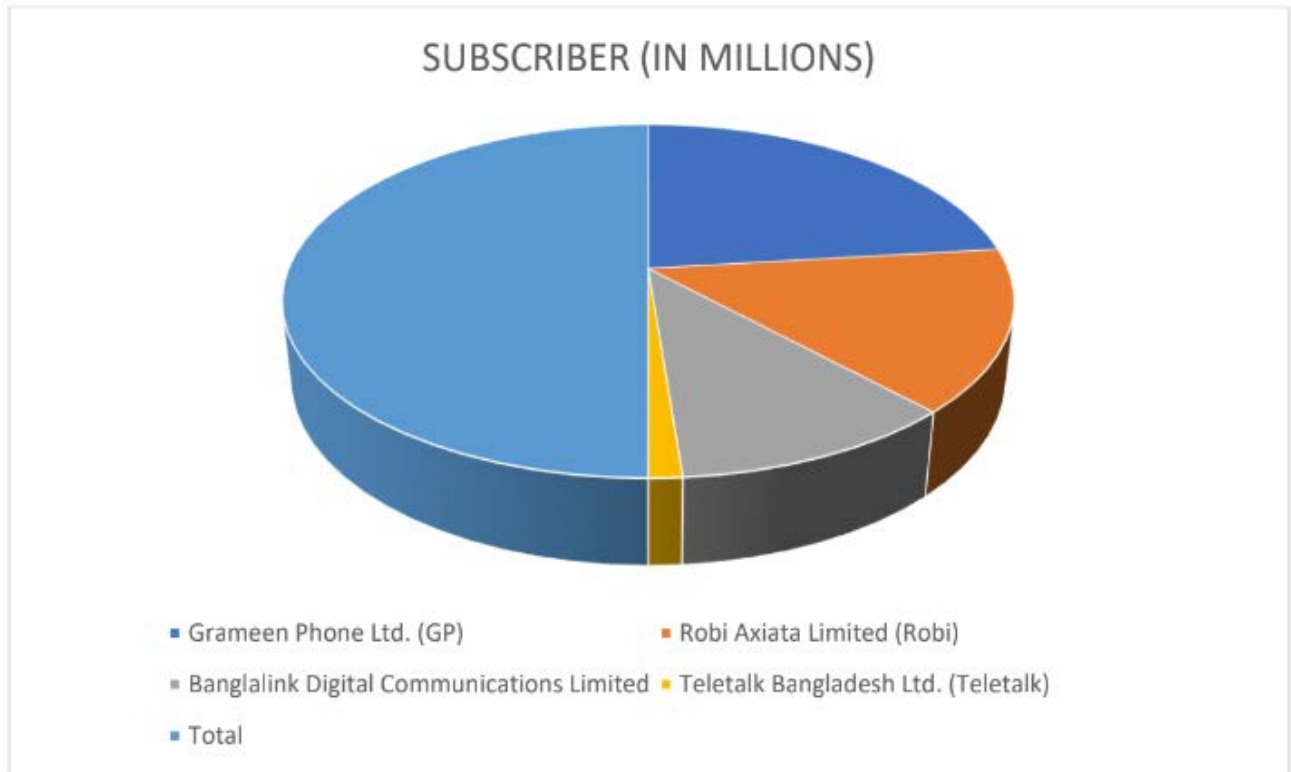
Figure 1 Current Subscriber Base divided by Operators

Figure 6: Current Subscriber Base divided by Operators

2.1.2 Bangladesh's Telecom Operators

The Bangladeshi telecom sector was formally launched in 1989 when Bangladesh Telecom Ltd. received an authorization to run the country's first cell phone. 1997 marked a turning moment for the telecom industry when three operators were granted licenses. Even though Aktel and Sheba telecom also received licenses in that year, Grameenphone, also known as GP, continued to lead the market the following year. Because of the high rivalry in the area, the industry is rapidly growing.

The following operators are described in detail:

2.1.2.1 Grameenphone

Telenor Bangladesh Ltd, popularly known as Grameenphone or gp, began providing services on a private basis on March 26, 1997. 38% of the business was owned by Grameen Telecom, and

62% by Telenor Telecommunication Operator of Norway. This corporation controls over 43% of the market with a volume of over 56.285 million. At the end of 2008, there were roughly 5200BTS. (base tower stations). The tower has a range of 5-7 kilometers. GP puts out a lot of effort to provide consumers with services that are both inexpensive and of the greatest grade. In the country, they have the biggest network. Hawaii and Erickson's technical support for it makes an endeavor to provide service in a timely and satisfactory manner. The total population of GP is approximately 56.285 million. And Its subscriber base exceeds 100 million.

2.1.2.2 Banglalink

Since 1998, the operator, originally known as Sheba Telecom Pvt Ltd, has offered GSM services. Sheba Telecom's whole investment was acquired by Orascom Telecom in 2004, and the company's name was changed to Banglalink. The slogan of this operator is "Making a Difference." indicated that operations had begun in February 2005. They claim to provide excellent customer service, and in 2020, they placed in second with 34.030 million subscribers, or around 21% of Bangladesh's telecoms market, according to their motto. In August 2006, Banglalink became the first provider of BTTB calls. According to a 2013 survey, it has roughly 700 customer service centers and has spent over 6,324 cores BDT. It serves clients who are technically supported by Hawaii and the Nokia-Siemens Network and has tower ranges of 5–9 km, occasionally 13–15 km, and a wide-ranging national network.

2.1.2.3 Robi

The Malaysia-based Axiata Group, a major Asian communication company, owns Robi Axiata Limited (Robi). Bharti Airtel International Pte Ltd is a major shareholder in this entity, which previously shared the partnership with NTT DOCOMO Inc. (Robi, 2019) (TBS Report, 2020). A joint venture was created in 1997 by the Japanese NTT DOCOMO INC and the Malaysian Aktel Axiata Group Berhad. On March 28,2010, the business changed its name from "Robi-submitted," which is Bengali term "sun-submitted," to "Robi-Axiata Limited." Robi will hold the second position in Bangladesh's telecom sector.

2.1.2.4 Airtel

Airtel is a Bangladesh-based telecommunications business. It was operated by Bharti Airtel

Bangladesh until 2016, when its operations were merged under Robi Axiata Ltd. After the merger, Robi Axiata continued to own the product name Airtel Bangladesh. Robi Axiata has been granted the Airtel trademark license in Bangladesh since then.

2.1.2.5 Teletalk

Teletalk is the only operator run by the Government of Bangladesh. It was the first firm in Bangladesh to use a 3G network when it was still a state-owned telecoms company with a GSM foundation. The telecommunications industry competes vigorously on the market. They must therefore provide different services that customers seek if they wish to dominate the market. Despite the government's claims to the contrary, it hasn't led to the desired results. Over 4.757 million users, or about 3% of the market, were subscribers to Teletalk as of June 2020. It ranks sixth in the market. As a result, it has plenty of flexibility to decide on its business plan, and it might even leverage its psychological adaptability of being under government oversight to its advantage.

2.2 Overview of the Company- Robi

2.2.1 Company Background

Robi Axiata Limited is the 2nd largest Telecommunications Operator in Bangladesh with an ever-growing market share. The company has been adapting its positioning as a Digital Operator that is trying to harness the power of modern innovations to uphold its relevance to digital consumers. Robi Axiata Limited began conducting business in Bangladesh in 1997 under the brand Aktel. In 2010, after 13 years of rivalry in the local market, they changed their name to "Robi," which means "sun." As part of the rebranding process, the company adopted the Axiata parent company's logo. Axiata now holds roughly 92% of the company's shares after Docomo, a prominent shareholder for five years, eliminated its stake to 8% in 2013. After completing the largest merger in Bangladesh's telecom industry's history, the company, which was already the market leader, nearly doubled in size.

2.2.2 Mission

"Transform lives by connecting people, business and communities in Bangladesh"

2.2.3 Vision

"To be the top provider of telecommunications services in Bangladesh".

2.2.4 Market Share

Based on subscriber base, Robi holds an 18% market share in Bangladesh's telecom industry and comes in third in terms of consumer volume. However, in terms of revenue, Robi has a significant number of clients, which puts Robi in second place.

2.3 Management practices

2.3.1 Organizational Hierarchy of Robi Axiata Limited

Below is a diagram of Robi Axiata Limited's whole organogram. This organogram was taken from Robi's 2022 annual report.
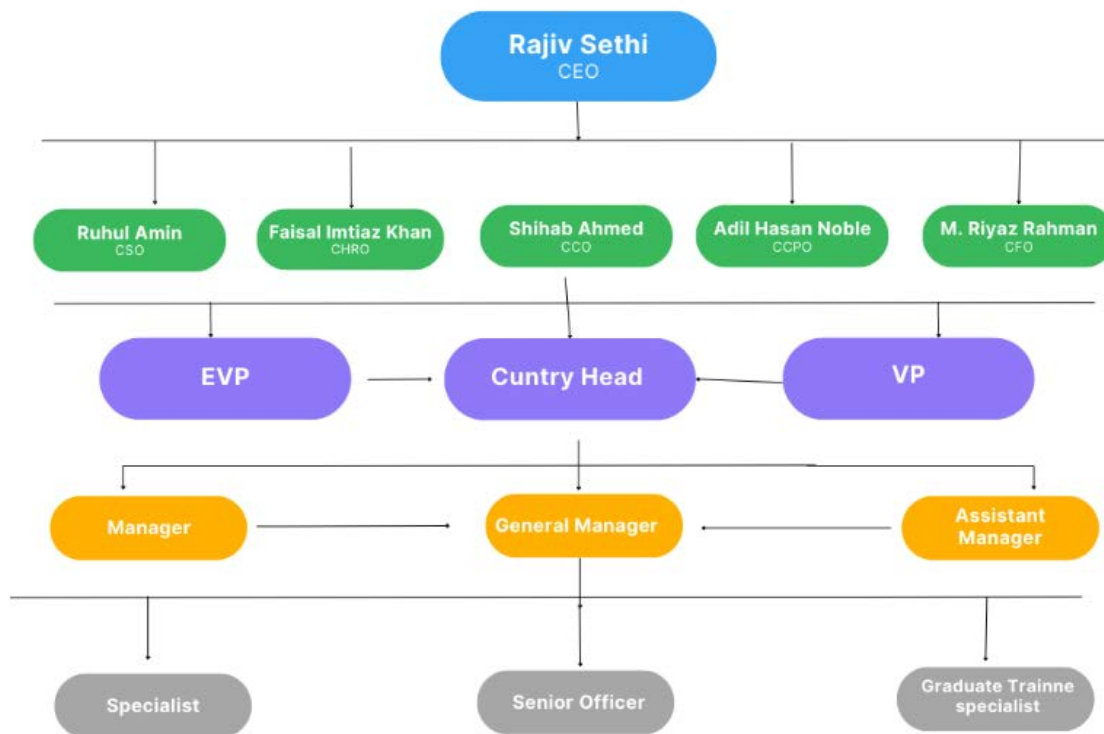
Figure 7 : Organizational Hierarchy of Robi Axiata Ltd.

The Board of Directors, who are in charge of directing the company's strategic course and making sure it is accomplishing its goals and objectives, sits at the top of the organizational

chart. The CEO, who is the most senior executive in the organization, is in charge of carrying out the plan approved by the Board of Directors. The Chief Financial Officer (CFO), Chief Technology Officer (CTO), Chief Human Resources Officer (CHRO), and Chief Commercial Officer (CCO), who head their respective divisions of the company, provide support to the CEO.

Vice Presidents (VPs) and Country Heads, who oversee particular corporate regions or departments, are the executives underneath the top tier. They collaborate closely with the Executive Vice Presidents (EVPs), who are in charge of monitoring the activities of numerous Vice Presidents and Country Heads.

General Managers, Managers, and Specialists who are in charge of the day-to-day operations of the company are found at the level below. In order to achieve goals and maximize business performance, they collaborate closely with their teams.

Overall, this hierarchy demonstrates the significance of having strong leadership and management structures in place to guarantee that the business is successful in attaining its goals and objectives and illustrates the difficulty of managing a large telecommunications company like Robi.

2.3.2 Divisions and Departments of Robi Axiata Limited

The departments and divisions of Robi are as follows:

- ❖ Finance Division
- ❖ Commercial Division
- ❖ Information Technology Division
- ❖ Technical Division
- ❖ Human Resources Division
- ❖ Revenue Assurance Department
- ❖ Regulatory Affairs Department
- ❖ Internal Audit Department
- ❖ Corporate Affairs Department
- ❖ Corporate Strategy Department
- ❖ Supply Chain Management Department

- ❖ Credit Control Department
- ❖ Legal & Compliance Department
- ❖ Security & Safety Department

2.3.2.1 Market Operation:

This division is in charge of obtaining the monthly targeted sales orders from senior management. The division's roles include brand and market communication development, sales of corporate and business products, contact center maintenance, and participation in the generating of new product pricing strategies.

2.3.2.2 Finance:

Finance is at the core of any business function because it is in charge of budgeting. The Robi Axiata Limited's finance division is responsible for funding various ideas, corporate collaborations, and innovative product development. Finance is handling financial accounting, salary records for employees, and compliance, among other things. This division's other function is to handle SCM and corporate finance.

2.3.2.3 Human Resource:

HR is the term for the department within an organization that is responsible for hiring new employees, training current employees, paying salaries to employees' accounts, motivating staff, and fostering organizational growth. Maintaining positive relations among all of the employees is another duty that HR handles.

2.3.2.4 Enterprise Program Management:

The CXOs and enterprise program management (EPMO) collaborate actively on the establishment of diverse management initiatives. The EPMO establishes business objectives, goals, and policies for the company and aids in the execution of various campaigns along with the Corporate Strategy section.

2.3.2.5 Corporate Strategy:

The primary responsibilities of the corporate strategy section include developing new business

proposals for Robi and analyzing monthly growth, revenue, and KPIs. Planning for organizational expansion falls within this division's responsibilities.

2.3.2.6 Administration:

The administration division is in charge of overseeing the design of the company's facilities, their safety and maintenance, as well as their overall employee and security staff management. Additionally, administration work includes keeping up backup locations for emergency escape.

2.3.2.7 Technology:

This division works with all of Robi's departments and divisions to provide IT support. The maintenance of regional IT operations, along with setting up BTS, central network monitoring, technological compliance, supporting staff by supplying necessary hardware & software, support contact centers, etc are the key responsibilities of this division. Another vital responsibility of the technology division is managing the Robi website as well as intra-division and departmental websites.

2.3.2.8 Corporate Regulatory Affairs & Legal:

This division is known as CRL, and it is in charge of all CSR activities approval, event management & sponsorship analysis, media relations, government legal difficulties, and so on. The segment is being incorporated by two of the most prominent individuals.

2.4 Marketing Practices

2.4.1 Robi and Airtel's decision to merge

Airtel Bharti, an Indian corporation, was given a 70% interest in the company in exchange for $300 million from Warid Telecom in 2010. Bharti will also make an initial $300 million investment in Warid in return for the creation of new shares in the business. On January 4, 2010, the BTRC approved of the transaction. The company and its board were taken over by Bharti Airtel Limited on December 20, 2010, and the services were relaunched under the name "Airtel." Warid Telecom paid US$85 million in March 2013 to transfer its remaining 30% of the business

to Bharti Airtel Holdings Pte Limited, a Bharti Airtel subsidiary with headquarters in Singapore. For a license to use 5 MHz of 3G spectrum, Airtel Bangladesh paid $1.25 million on September 8, 2013. Robi and Airtel Bangladesh announced plans to merge their respective Bangladeshi operations in January 2016. Nearly 32 million members would be served by the new organization, Robi. Axiata Group was to hold 68.7% of the shares, followed by Bharti Group with 25%, and NTT DoCoMo with the remaining 6.3%.

2.4.2 Dual brand approach

The goal of the merging between Robi and Bharti Airtel was to obtain the greatest market share in Bangladesh in order to remain competitive. But it can be difficult to retain both brands at the same time when they combine into one. However, both brands have wonderfully demonstrated it.
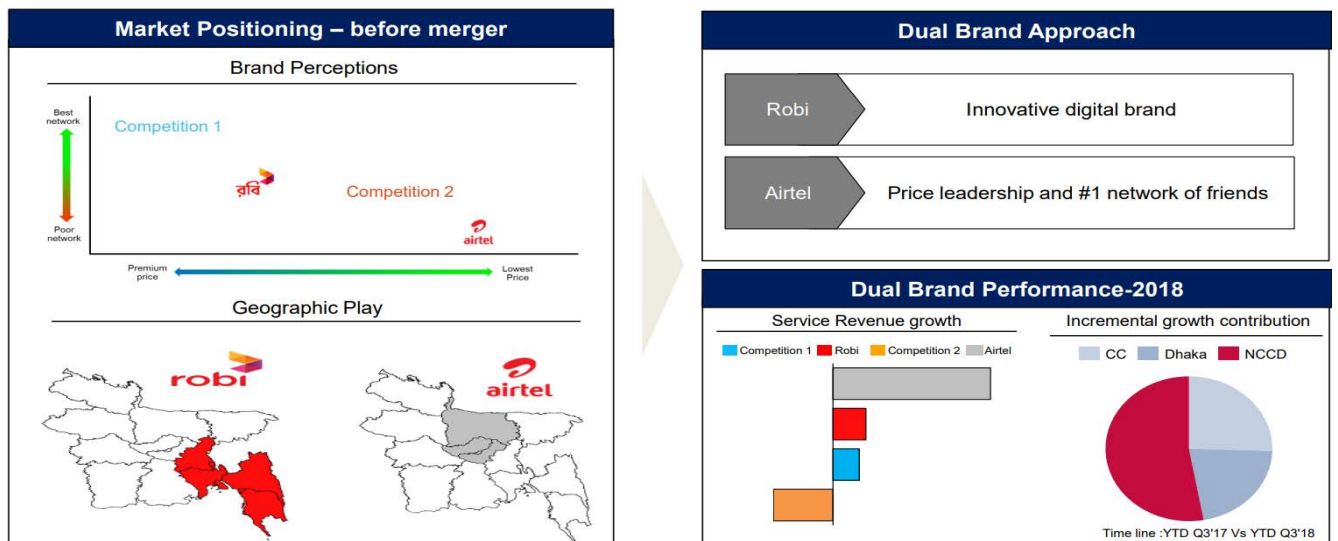
Figure 8: Market positioning perceptions before and after merging

2.5 Operations Management

Axiata Group Berhad of Malaysia controls 61.82% of the publicly traded firm, Robi Axiata Limited, while Bharti Airtel of India holds 28.18% of the stock and the other 10% is owned by the general public. On December 24, 2020, the company listed its largest-ever initial public

offering (IPO) on the country's two stock exchanges, located in Dhaka and Chattogram.
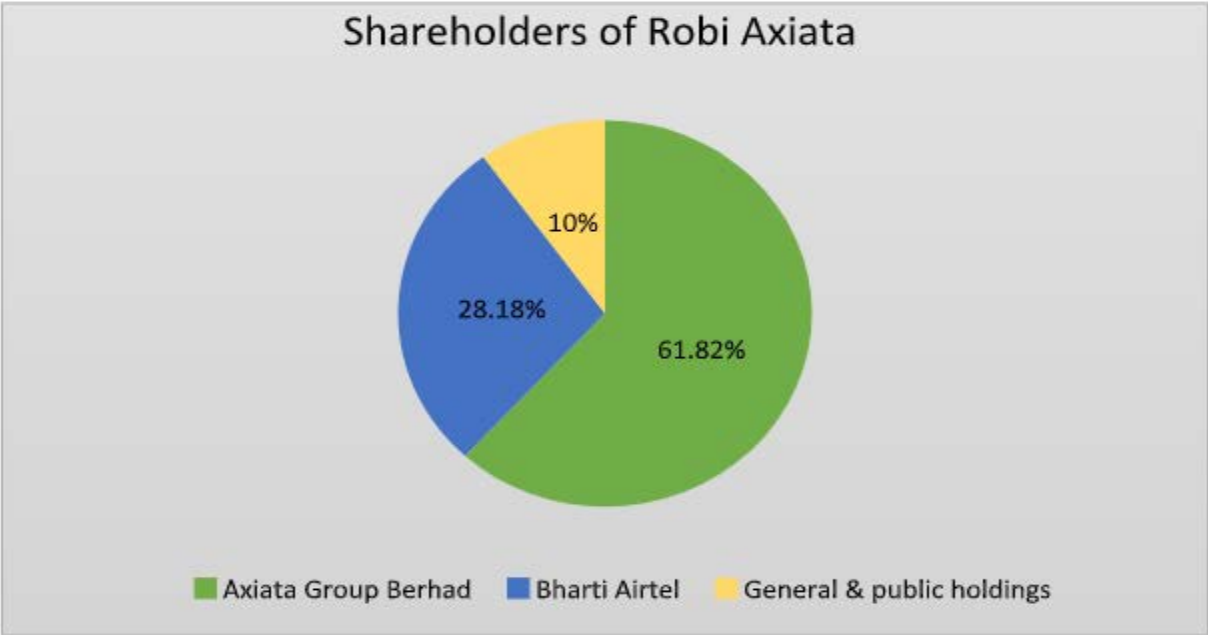
Figure 9: Shareholder percentage of Robi Axiata Ltd.

2.6 Financial Performance

The following ratio analysis was performed using data from the fiscal years 2019–20, 2020–21, and 2021–22 in order to assess the financial performance of Robi Axiata Limited.

Current Ratio			
Fiscal Year	Formula	Calculation	Result
2022-2021	Total Current Assets ÷ Total Current Liabilities	14270357/69498669	0.20
2021-2020		15635500/76302663	0.20
2020-2019		19536739/73800355	0.26
Current ratio is a way to evaluate a company's capacity to pay off its current liabilities with its current assets. In the years 2022, 2021, and 2020, respectively, Robi had TK. 0.26, 0.20, and 0.20 as current assets against TK. 1 in current liabilities. Vendors will check the balance sheet to verify if there are adequate assets to cover liabilities for the business.			

Quick Ratio			
Fiscal Year	Formula	Calculation	Result
2022-2021	(Total Current Assets – Inventories) ÷ Total Current Liabilities	(14270357-503914)/69498669	0.19
2021-2020		(15635500-350814)/76302663	0.20
2020-2019		(19536739-155881)/73800355	0.26
In FY 2020–19, the company had 0.26 taka in cash for every taka in debt. In the fiscal year 2021–20, it fell to 0.20 taka. In FY 2022–21, it fell by slightly further, to 0.19 taka. It may be claimed that throughout the course of three fiscal years, the company had little in the way of			

liquid assets that it might use to, if necessary, pay off any immediate debts. Consequently, this also needs to be addressed.

Earning per Share	
Fiscal Year	EPS (in Taka)
2022-2021	0.35
2021-2020	0.34
2020-2019	0.33

Earnings per share for the company were 0.33 taka in FY 2020–19, 0.34 taka in FY 2021–20, and 0.35 taka in FY 2022–21. Their earnings per share demonstrates a gradual growth. In both FY 2021–20 and FY 2022–20, there was only modest growth. This is advantageous for the business.

Return On Equity			
Fiscal Year	Formula	Calculation	Result
2022-2021	Net Profit after Tax ÷ Shareholders' Equity	1705887/67126541	3%
2021-2020		1658488/66207563	3%
2020-2019		1553315/65956131	2%

A decent 2% return on equity was achieved by the company's shareholders in 2020–19. Utilizing shareholder investments effectively was their target. The equity return rose to 3% in 2021–20. But later, in 2022–2021, it remained the same.

Net Profit Margin

Fiscal Year	Formula	Calculation	Result
2022-2021	Net Profit after Tax ÷ Revenue	1827199/85859740	2.13%
2021-2020		1803352/81424640	2.21%
2020-2019		1553315/75642696	2.05%

In the fiscal year 2020–19, the company's net profit margin was 2.05%. The profit margin then increased significantly in the following year, 2021-20, before declining once more in 2022-2021.

Total Asset Turnover			
Fiscal Year	Formula	Calculation	Result
2022-2021	Sales ÷ Total Assets	85859740/197274601	0.44
2021-2020		81424640/207594366	0.39
2020-2019		75642696/199464858	0.38

During the fiscal year 2020–19, the company's total asset turnover ratio was 0.38. However, it later increased to 0.39 in FY 2021-20. It went up even further in FY 2022–2021 to 0.44. For every taka worth of assets, the company can generate 0.44 taka. The slow growth indicates that they are progressing and that they have altered their original buying and sales strategy.

Equity Multiplier			
Fiscal Year	Formula	Calculation	Result
2022-2021	Total Assets ÷ Shareholders' Equity	197274601/67126541	2.94
2021-2020		207594366/66207563	3.14
2020-2019		199464858//65956131	3.02

In fiscal year 2020–19, the company's equity multiplier was 3.02. Then, in the next fiscal year 2021–20, it increased to 3.14. However, it fell to 2.94 in the fiscal year 2022–21. In the beginning, debt accounted for almost half of their capital. The following fiscal year saw an increase in their dependence. But in FY 2022–2021, it slightly fell off. It indicates that they are using debt less frequently, which is appealing to investors.

2.7 SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
1. Strong recruitment process 2. Solid financial foundation 3. 4.5G network service 4. Robust management team 5. Distinct benefits	1. Poor network connection 2. Less facilities for interns 3. Slow career progress	1. Vast customer base 2. Learning scope	1. Strong competitiveness among rivals 2. Regulatory issues

Figure 10: SWOT Analysis

Strengths: 1. Strong recruitment process: Before hiring a candidate for any position, Robi

uses a rigorous hiring procedure. They use several techniques for recruiting. A written exam, a case study discussion, a panel interview, and a demonstrating session are all required. In situations where there is a large pool of candidates, they occasionally conduct repeated interviews. HR chooses the greatest individuals with the aid of these diverse recruitment tools.

2. Solid financial foundation: With a solid financial foundation, Robi can easily compete with

other telecom providers in Bangladesh, build out an area of strength for its own, and expand profits.

3. 4.5G Network service: Robi is the pioneering company to offer 4.5G network service throughout the country.

4. Robust management team: The human resources department at Robi is quite resilient. HR is divided into many divisions. Personnel that work in human resources are experts in their own profession. They run the organization wonderfully. They offer suitable guidelines for managing the organization's human resources. Through a variety of methods, they encourage workers to put on a lot of energy. As a consequence employee dedication and loyalty to the company increases.

5. Distinct benefits: Robi offers tempting advantages and facilities to its employees. As a result, individuals who are currently employed with Robi do not intend to leave.

Weaknesses:

1. Poor network connection: Despite Robi's vast market coverage, many in rural Bangladesh are having network issues. Customers are experiencing call drops, a slow internet connection, call disturbances, etc. Robi is therefore having trouble offering enough services.

2. Less facilities for interns: Interns are regarded as temporary employees in Robi. Although they are enduring the entire corporate culture, they are only receiving an insignificant wage and no facilities. I personally encountered the issue while working there. Grameenphone, on the other hand, provides the interns with transportation and meals as a courtesy rather than paying them. Also, the interns receive compensation and food from Banglalink. Because of this, students choose Grameenphone and Banglalink rather than Robi for their internships.

3. Slow career progress: Employees at Robi progress in their careers at a slow pace. During my internship, one employee stated that he had been working in that entry-level role for the past four years. The reason for this is that an Executive Vice President is well compensated. That position

will not be vacant until he or she is unable to obtain one. As a consequence, there is no opening at the top. Because of this, professional progression is quite sluggish. This is the reason why employees sometimes quit the company.

Opportunities:

1. Vast customer base: Robi gains a large number of consumers as an outcome of its merger with Airtel, allowing it to compete easily with Grameenphone and Banglalink. Given that Robi is currently making profits so they can easily grow their business.

2. Learning scope: Robi has the potential to develop new strategies for providing learning opportunities for the employees because their HR department is very powerful within the company. Its purpose is to encourage them to compete.

Threats:

1. Strong competitiveness among rivals: The primary threat to Robi is its competitors. Since any telecom company in Bangladesh can easily harm another telecom company's business by stealing market share, the telecom industry in Bangladesh is always undergoing intense competition. In addition, higher call rate means that customers are more likely to transfer providers, which might potentially hamper the business.

2. Regulatory issues: Another big threat for any company is the sudden changes in the regulatory issues. So, it will be a huge hassle for companies to face any regulatory problems. When Robi merged with Airtel at that time they had to face serious issues regarding this. Any company can shut down because of having regulatory issues.

Summary of SWOT Analysis: SWOT analysis plays a vital role for the growth of an organization. This analysis helps to get the best results by identifying the positive and negative sides of the organization from different perspectives and how the strengths and opportunities will help to get over the weak parts and overcome the threats. Here, Robi Axiata Limited can use

their strengths to get a hold on their weaknesses such as Robi provides 4.5G network service and their management is very efficient so these two strong benefits can be used for the betterment of their network service. Then the strong competitiveness amongst rivals can be controlled if they effectively use their huge customer base and keep them by providing better services than others. As Robi has a sound financial position in the industry so this can be advantageous for providing better facilities to the interns. After that, utilizing the distinct benefits and opportunity of learning new things can be favorable to increase the career progress of Robi. Moreover, the threat of regularity issues may be compounded when the robust management team will look after every detail and keep the system updated as per the instructions of the authority.

2.8 Industry and Competitive Analysis

Since Airtel operates in the telecommunication industry, it has competitors in Bangladesh like Grameenphone, Banglalink, Robi, Teletalk. The Porter's five forces model shown below represents industry and competitive analysis of Airtel in detail:

Figure 11: Porter's five forces model

2.8.1 Threat of new entrants

The number of barriers to entry for new market entrants determines how potential competitors may affect industry dynamics. Brand loyalty is one of the components of entry barriers. The loyalty of their customers that they have acquired over the course of their years of existence represents a very difficult-to-obtain advantage for the big brands in the business. It is much easier for them to develop a new product or service because compared to others, they have significantly better chances of surviving and being accepted. As a result, brand loyalty poses a serious threat to new competitors. Since there is fierce competition among mobile companies in Bangladesh and extensive capital and resources available to them, they can easily create an entry barrier for those looking to enter the telecommunications industry. Furthermore, the BTRC puts some restrictions on entering the telecom industry, making it difficult to obtain a license. Thus, there is comparatively low risk of new competitors entering the telecom sector.

2.8.2 Threat of Substitutes

Previously, wireless and landline telephones served as alternatives for telecom companies. However, over the past 15 years, these devices have become outdated, which has improved telecom companies' competitive position. As wifi or other services are not strong enough to take the position of the telecommunication service because most of the people are dependent on these telecommunication service providers Moreover, there are still fewer substitutes to take the place of mobile company operators.

2.8.3 Bargaining power of Buyers

The services offered by telecommunications companies are largely equivalent, though every company puts its own unique twist on value-added services. Due to the nature of the services and the profitable, identical offers made by competitors in the market, buyers have less negotiating power. As there are very few mobile telecom providers in Bangladesh so whenever a person finds a mobile operator that offers better service at a lower cost, they can easily switch. As a result, the bargaining power of buyers is very low.

2.8.4 Bargaining power of Suppliers

Suppliers to the telecom industry, such as those who provide cables for transmission or manufacture sim cards, have little leverage in negotiations. Since there aren't many telecom providers, their side of the balance has been significantly distorted in the current situation. As there are only a few mobile operators, there aren't many suppliers in the telecom industry. Due to the limited number of rivals in Bangladesh's telecom industry, the supplier has low leverage in negotiations.

2.8.5 Competitive Rivalry

The telecom industry in Bangladesh is more or less dominated by a small number of large companies. Because of the frequency of new product releases, price-conscious consumers may easily and quickly change their purchases. Since businesses must invest huge sums of money to enter the market and because of a strong commitment amongst the organization's stakeholders, the industry's barriers to exit are quite substantial. By offering superior services at a competitive cost, every mobile operator aims to grow their market share and revenue. So, the competition among rivals is very high.

2.9 Summary and Conclusion

Due to the insignificant number of companies in Bangladesh, the telecom sector is very aggressive. Though, each player has a unique set of abilities and ways to counteract their opponents' moves. Robi has come a long way since it first began as Aktel. Low-cost data, voice, and combo offers are Robi's primary expertise, and by advantage of the transitional rule of features, Airtel is also able to offer these types of services. It is very acceptable for the emerging telecom brand to pursue a niche market segment because it already has one of the most significant advantages incorporated into its fundamental strategy. It could be damaging to concentrate only on a small area without taking the big picture into account.And the company's ongoing existence can be questioned considering the fierce competition in the industry.

Chapter 3: Project Part

3.1 Introduction

The topic I have chosen for my internship report is "Developing content strategy of Airtel across different digital platforms." Internship programs provide recent graduates and undergraduate students in their last semesters with the opportunity to learn, network, refine skills, and gain a short real-life working experience where they may use their educational knowledge and relate to them physically in the real world. They can enter the job market and obtain a permanent position quicker because they already have work experience.

I was accountable for both organizational tasks and my project-specific responsibilities while working as an intern for Airtel Brand and Communication. As a member of the younger generation, I share their perspectives, and I was particularly assigned to contribute some new ideas and concepts that would improve the Airtel Buzz's digital reputation score and increase the engagement of the mental health group named 'Kotha Hobe Bondhu" by Airtel and Sajida Foundation. I put a lot of emphasis on Airtel Buzz's digital platforms from the very beginning and tried to remain up to date. The new concept generation, closely monitoring and catering the strategies, as well as presenting them in front of my reporting manager and line manager also meeting with agencies, resulting in an increase in the engagement and in overall DRS. Over time, these strategies assisted in putting the ideas into action.

Four authorized mobile service providers—Grameenphone, Robi, Banglalink, and state-owned Teletalk—serve the Bangladeshi market. Robi, which recently merged with Airtel, is one of them. Even though they do not currently, the BTRC has been investigating whether virtual network operators (MVNOs) could be able to operate in Bangladesh. The merger of Robi (Axiata) and Airtel (Bharti Airtel) in 2016 resulted in the first significant regional development of the mobile market in Bangladesh, with the former company rising to become the second-largest provider by connections. In terms of market share of all connections at the end of 2017, Grameenphone was in first place with 46%, followed by Robi (28%), Banglalink (23%), and Teletalk (3%). After the BTRC revoked the operating license of the CDMA-based company Citycell in the fourth quarter of 2016, the company was practically shut down.

Finally, I was able to distinguish between the conceptual and practical understanding of the topics I have been studying academically. The entire internship experience allowed me to gain a thorough understanding of corporate life and put all of my academic knowledge into practice.

This report is built on numerous assessments gathered from various sources and combined using various methods. The purpose of this paper is to show what changes the telecom industry may do, how those changes will impact their whole business strategy, and how those changes can eventually result in higher engagement.

3.1.1 Background

The network infrastructure in Bangladesh experienced a significant transformation due to the telecommunications sector, which is major in terms of value and impact. Modern telecommunications firms routinely offer customers-satisfying services and promotions in order to survive in the market. As a result, customers can choose from a wide range of operators depending on the numerous features they want or need an operator to supply. The key to long-term success is constant research and improvement because there is extensive competition in this industry. However, in order to maintain confidentiality and avoid drawing the attention of competitors, there are very few publicly accessible research papers available.

Strategy can be outlined as a company's positioning to acquire competitive advantage in the market. The fundamental objective of a strategy is to ensure organizational performance by carrying out the right actions at the right times and to establish the ideal fit with the surroundings.

I was accountable for both scheduling duties and my project-specific responsibilities throughout my time as an intern for Airtel Brand and Communication. I was specifically assigned to add some ideas and concepts that would help to increase the engagement of Airtel. The implementation of these ideas led to an increase in the DRS as a whole.

Therefore, this project is based on multiple analyses gathered from various sources and combined through different methodologies. The purpose of this research is to outline the changes that the telecom industry might initiate, how these modifications will impact their entire strategy, and how those changes will eventually result in greater engagement.

3.1.2 Objectives

One of the major purposes of this report is to boost the engagement by advancing the content strategy of Airtel across digital platforms. Another objective is to go through the existing strategy approaches for the betterment of the engagement. Along with that observing the local telco companies for understanding the industry and identifying the scope of improvements.

3.1.3 Significance of the study

The report is being done with the purpose of developing the strategies of the contents. The purpose is also to identify the existing approaches and find shortcomings by comparing it with the competitors and provide recommendations. This is why the report holds great importance.

3.2 Methodology

For my report, I used both the qualitative and quantitative data.

3.2.1 Primary Data Collections

The key data for this report is being obtained through the discussion of in-depth focus groups with Robi interns. Since youth make up a large portion of Airtel, it was crucial to find out their opinions regarding the company's digital content. So that provided me with numerous insights.

3.2.2 Secondary Data Collections

Sources of secondary data:

- Robis Annual report
- Robi's Website
- Published online article
- Airtel official Website

I gathered secondary data by witnessing the daily interactions and conversations of my teammates and colleagues. Additionally, because I was totally dependent on digital platforms, I had access to a lot of statistics, figures, percentages, and other data. The charts I utilized to create this report were taken directly from this main source. In addition, I asked for assistance from my

colleagues for the report they had written for Airtel over the years. Considering those reports It made it easier for me to comprehend our positions over the years. Regular tasks and briefings from my line manager, supervisor, and Airtel Brand team members helped me immensely in gathering some crucial data for my report. The primary competitors of the telecom industry's websites provided the majority of the secondary data for this study. The remaining material came from press reports and freely available online information sources.

3.3 Overview of Airtel

3.3.1 About Airtel

The story of Airtel began with a simple concept. What do we cherish most in life? The answer is also pretty easy. It's a friendship! As a result, Airtel, the number one friend network, launched its business in 2010 with the same guiding principle of enjoying life to the fullest while spending time with friends, both online and off. Airtel has always been there to encourage the youth of Bangladesh to grow as individuals and flourish as a group by exposing them to important activities, progressive ideas, and a colorful horizon of pleasure. The youth have been able to connect, creating the largest network of friends because of robust networks and affordable offerings.

Airtel is a global brand of Bharti Enterprises of India, which is the world's third largest mobile phone operator by user base. However, Axiata Group of Malaysia and Bharti Enterprise of India had already decided to combine their distinct businesses in Bangladesh on January 28, 2016. As a result of the merger, Robi started doing business on November 16, 2016. Robi was given permission to use the Airtel brand in Bangladesh for users who have 016 number series following the merger of Robi and Airtel.

With over 13.4 million active subscribers as of August 2018, it is the biggest number- 1 friends network in Bangladesh. 90% of the population is covered by the company's 4G network, which has a widest reach and covers more than 500 thana.

Airtel has always placed a strong emphasis on empowering young people and allowing them to express their opinions. Thus, Airtel gives an open invitation to everyone to join the largest social network.

3.3.2 Brand and Market Communication Structure of Airtel

The Airtel brand and market communication team is robust and the most active one among all other departments. There are a total of 6 members in the BMC team who are handling the branding part of Airtel. The responsibilities are divided among the number of people on board.

The General Manager is the team's leader who manages every aspect of the department. She reports directly to the EVP and is responsible for overseeing the work of each of the teammates. The GM is also accountable for keeping track of the KPIs of the individuals on the Airtel Brand team. Then the respective managers are in charge of the Campaign branding and Digital branding elements. Besides that there are three specialists who are in charge of different areas including BTL, event and campaign implementation, campaign planning and so forth.
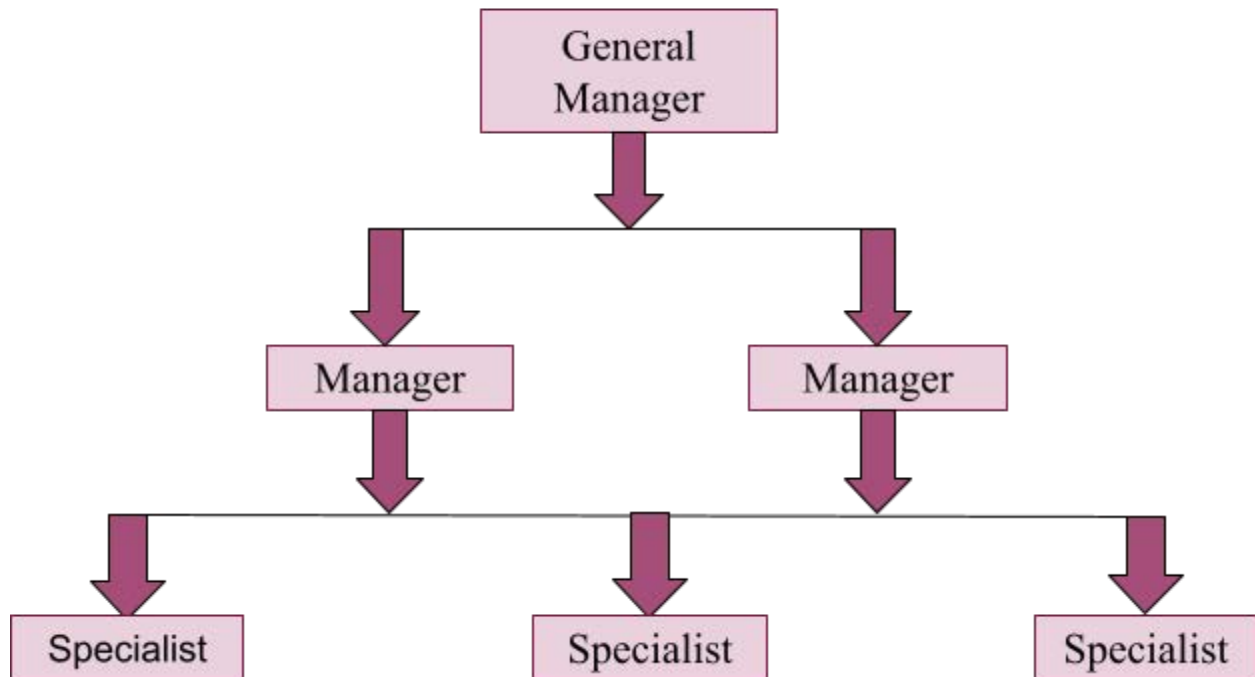

Figure 12: Organogram of Airtel Brand and Market Communication Team

3.4 Findings and Analysis

The most important part of the internship report is the project section. I successfully finished the project portion in accordance with the conditions and standards for the BBA internship report for my field of study. I have put a lot of effort into this project because my main objective is to raise Airtel's engagement regarding contents in different digital platforms like the official page of Airtel Buzz then Another Airtel's platform 'Kotha Hobe Bondhu', a mental health group. As an intern of the Airtel brand and communication team, I've done some broad research and analysis that is also connected to my responsibilities in the company in general to complete my report.

3.4.1 Analysis on Digital Visibility of Local Telcos

The purpose of this was to comprehend how they convey and represent their brand. The following table contains some observations:

Name	Nature of content	Significant Content	Comprehensive approach
Airtel	1.Quizzes 2. Brain teasers 3. Memes 4. Challenge related posts	Participation posts on different challenges	Increasing audience engagement with basic questions based on memes or trending topics.
Grameenphone	1.Awareness posts 2.New offers and services 3. Updates regarding various informations	Service and offer based posts	Frequent TVC and social awareness posts
Banglalink	1.Offer posts 2.TVCs 3.Influencer based posts	TVCs	Posts related to new offers

After carefully going through the sites of the competitors, I was able to comprehend exactly how each and every telecom brand approached its business. Every telecom in Bangladesh used a different strategy to communicate their brand image.

Detailed analysis on the proposed brands and market communication:

Airtel

➢ **<u>Nature of content</u>**

The marketing team of Airtel has done a remarkable job in ways which let this specific company to stick out. Their target audience being the younger generation of the 21st Century allows them to stand out by being data focused. This means that the company always tries to provide their customers with the lowest data rates possible and they are trying to reach their clients by incorporating various forms of interactive tasks within their campaign. Some examples may include, fun quizzes about important information regarding the country's rich history, random brain teasers to quickly grab an individual's attention for a few minutes or even showing off their sense of humor by correlating some of their new promotions within upcoming memes.

➢ **Significant Content**

Next comes the matter of effectiveness regarding content reach and responses. For this, Airtel's brand team went through with the above mentioned tasks and not to anyone's surprise but the posts which required a direct interaction or the posts where the consumer would feel the tension of a new challenge got more reactions or constructive feedback. Another main reason for this to happen is that all the young bloods out there like to be challenged. They like to test their analytical and problem solving skills.

➢ **Comprehensive Approach**

As discussed above, Airtel prioritizes their customer bases which mostly consist of youngsters. Thus, they are trying to up their user count by frequently engaging via trending memes or even topics which are controversial but in a good way. This is one of the reasons for them to successfully attract the upcoming users. They try to communicate with their target base with a

language that they would understand very well.

Grameenphone

➢ **Nature of content**

Grameenphone, being one of the oldest and most successful companies in the business, tries to maintain that reputation among its target audience. Their customer base mainly circles around the upper middle to working class people. Hence, they try to grab the attention of possible customers and also entertain the existing user base by publishing updates regarding important information. Now, that can both be either domestic or international affairs. Next comes the greedy package deals where they try and make sure that their users are getting the best deals with a competitive price. To top it all off, Grameenphone is also known for their detail oriented awareness posts.

➢ **Significant Content**

Coming up is the issue of efficacy in terms of content reach and reaction. Now the target audience or the target market is set for working class people. They usually do not have the luxury of sitting around and scrolling through their feed to look at recent day memes or worry about historical events. Life at that age is pretty fast and all they look for are ways to save up. Hence, the Grameenphone team comes up with impressive offers and attractive deals which are constantly dragging in new users on a daily basis.

➢ **Comprehensive Approach**

It is very normal to assume that the blue or white collar workers do not focus on social media as much when compared to the younger people of this century. Thus to overcome this problem, the branding team of Grameenphone started to focus more on broadcasting TV commercials in more frequent intervals. This mode of approach was better suited in overcoming the obstacles due to the generation gap. The costs of these packages however are not below the market average but competitive at best. Another issue that they face is that being one of the oldest companies of this market, their cell towers are not updated or up to date as much when compared to their competitors. Thus the drop in network is creating an issue for which they are losing customers in

more sub-urban parts of the country.

Banglalink

➢ **Nature of content**

Banglalink is another market giant and has been dominating this industry for quite some time now. They try to maintain their reputation in their own unique way and always try to take the competition head on. They try to offer the cheapest rate in the ongoing market targeting all sorts of people. They achieve this by using the penetration strategy to set the rates while competing with other market dominators. Thus, their customer base being one of the largest, they frequently come up with ideas to launch new offers through commercials or by promoting new deals using influencers around the country.

➢ **Significant content**

Banglalink's target market is vast and thus they need to reach them through various distinguishable ways. Unlike Airtel and Grameenphone, Banglalink mostly uses upcoming digital content creators or entertainers to carry out their commercials and posts for their social media pages. This way they can attract customers and even reach out to the rural parts of the country. The reason for this is that, people tend to focus more on the broadcasted commercials if they see a giant like Banglalink working alongside the familiar faces of an individual's respective area.

➢ **Comprehensive Approach**

Banglalink focuses on customer satisfaction and allows their target audience to enjoy the lowest call rates across the country. That is something which can be very risky in maintaining a steady profit margin while competing nationally. Thus, they need a constant flow of new users on a monthly basis. Reaching that many people is indeed difficult but the company is successfully doing that by filling up social media with new offers and what not. This, however, is in addition to the frequent TVC's done by popular influencers. The one thing they need to further work on is that their cell coverage is poor when inside residential buildings. But, the satisfaction that their users feel throughout the day when outside makes up for that slight inconvenience.

3.4.2 Findings from Analysis

From my observations of the detailed analysis on the proposed brands and market communication, I was able to gather up some of my findings:

- As was already said, Airtel gives priority to its gen-Z and millennials dominated consumer base. More comments or helpful criticism was left on uploads that demanded direct contact or let readers feel the pressure of an intellectual challenge. The fact that all young bloods out there enjoy a challenge is another major factor in why this is happening. They enjoy putting their analytic and problem-solving abilities to the test. They are therefore attempting to increase the number of their users by often engaging via popular memes or even content that is contentious in a positive sense. This is one of the factors that help them successfully lure new consumers. They make an effort to speak in a language that their target audience will easily grasp and enjoy.

- The working class is Grameenphone's audience of choice. Typically, they do not have the luxury of chilling out and scrolling through their feed to check out the latest memes. As a result, the Grameenphone team regularly creates eye-catching offers and tempting packages that draw in new subscribers. The branding team at Grameenphone began putting more of an emphasis on airing TV ads more often. This strategy worked better in removing barriers caused by the generational divide. These packages' prices, however, are not below the average for the market, but rather are at most competitive. Another problem to address is that, being one of the market's older providers, they don't have as many updated or modern cell towers as their rivals do. As a result of the network decline, they are experiencing a problem where they are losing consumers in increasingly sub-urban areas of the nation.

- Because Banglalink's target market is so large, they must reach them in a variety of distinctive ways. For their ads and updates on their social media accounts, Banglalink primarily employs rising digital content producers or entertainers. By doing so, companies may draw clients and even reach out to the nation's remote areas. The nation's lowest call rates are made available to Banglalink's target market. It is challenging to reach so many individuals, but the business is succeeding by flooding social media with fresh deals and other content apart from the frequent commercials.

3.5 Summary and Conclusions

Bangladesh's telecom sector is very competitive because there aren't many rivals. Robi, which started out as Aktel, has come a long way since then while braving all of the upheavals in the fiercely competitive telecom sector. According to the transitive rule of characteristics, Robi and Airtel both specialize in low-cost data, voice, and combo packages. Younger generations clearly favor reasonable rates due to their lack of resources and growing want to be connected 24/7, according to data gathered from direct interviews. Since the burgeoning telecom brand already has one of the most important benefits built into its core strategy, pursuing a niche market sector is entirely fair. The things I've gained through the internship program have proven to be quite valuable, and I'm confident that they'll help me as I advance in my profession. During my internship, I got the opportunity to work with the very motivated and supportive Product & Pricing department as a member of the Airtel Brand team. My professional and interpersonal development have been greatly impacted by the knowledge I've acquired during the last three months. I picked up a lot of qualitative skills and new technical ones that will help me in my work. Since I've improved my quantitative and qualitative abilities on a personal and professional level, I feel much more confident.

3.6 Recommendations:

I would like to provide the following suggestions that could aid in overcoming certain shortcomings based on my observations of the thorough research of the proposed brands and market communication:

- Companies may interact with and attract young people through campus activation. Businesses have a rare chance to influence their target market while simultaneously gathering analytical information on their purchasing habits. Airtel has been conducting it there additionally. It is conducted at schools and universities all around the country. It performs significantly better, in my opinion, and is a highly original and distinctive strategy for any Brand. The activations are quite fascinating, and I believe Airtel should resume campus activations.

- Because the main objective is to create a presence in the target audience's minds, adhering to guerilla marketing strategies may be beneficial. The telecom brand will remain current in the thoughts of potential customers with the aid of this nontraditional marketing tactic

- Numerous customers are leaving Airtel, and they are doing so steadily. The main reason for this is inadequate network coverage. In the country's sub-urban areas, calls and even data connections might be interrupted. In order to correct this, the corporation might decide to construct more and more cell towers. They may start by conducting a survey to determine the regions with the greatest concentration of their users and the kind of interruptions they face on a day to day basis.

- Given that the majority of Airtel's customers are in their early twenties, I believe that in addition to uploading digital content, airing innovative TV commercials about the deals more frequently can be a good thing. At the end of the day, all they need to do is communicate their new offerings to the outside world, so they may make it exciting by inviting individuals from the entertainment business, such as well-known artists.

- The ideas put forth for my project were supported by data gathered from a small number of comprehensive interviews and focus group meetings. Undoubtedly, thorough research involving a big number of people may and should help to ease this entire work.

- Obtaining authorization from superiors and the legal team in some way slows down the process of completing everything on schedule. Airtel needs to actively consider ways to speed up the procedure so that updates can be made on schedule.

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
Appendix: A

ACNABIN
Chartered Accountants

Robi Axiata Limited
Consolidated Statement of Financial Position
As at 31 December 2022

In BDT'000

	Note	Consolidated		Company	
		31 December 2022	31 December 2021	31 December 2022	31 December 2021
Assets					
Property, plant and equipment (PPE), net	5	108,852,659	109,450,354	108,193,300	109,102,652
Intangible assets, net	6	36,076,067	42,948,690	36,076,067	42,948,690
Right-of-use asset (ROU), net	7	31,444,653	32,197,773	31,408,560	32,183,971
Deferred tax assets	8	3,211,038	3,942,222	3,198,043	3,940,594
Other non-current asset	9	3,419,827	3,419,827	3,419,827	3,419,827
Investment in subsidiary		-	-	300,000	100,000
Non-current assets		183,004,244	191,958,866	182,595,797	191,695,734
Inventories	10	503,914	350,814	491,153	337,486
Accounts and other receivables, net	11	7,383,411	8,146,611	7,543,842	8,152,813
Advances, deposits and prepayments	12	2,255,168	1,849,736	2,765,148	2,096,873
Employee benefits	19	191,006	-	201,660	690
Short term investments - FDRs	13	373,452	369,848	373,452	369,848
Cash and cash equivalents	14	3,563,406	4,918,491	3,321,966	4,758,723
Current assets		14,270,357	15,635,500	14,697,221	15,716,433
Total assets		197,274,601	207,594,366	197,293,018	207,412,167
Equity					
Share capital	15	52,379,329	52,379,329	52,379,329	52,379,329
Other reserves	16	6,662,397	6,662,397	6,662,397	6,662,397
Retained earnings		8,084,815	7,165,837	7,842,285	7,045,931
Total equity		67,126,541	66,207,563	66,884,011	66,087,657
Liabilities					
Interest bearing term loans	17	10,085,541	8,079,635	10,085,541	8,079,635
Asset retirement obligation	18	479,416	557,833	479,416	557,833
Employee benefits	19	-	20,155	-	-
Lease obligation	20	36,968,382	37,273,308	36,943,449	37,260,984
Other non-current liability	21	4,148,011	4,717,328	4,148,011	4,717,328
Accounts payable - non current	22	8,968,041	14,435,881	8,968,041	14,435,881
Non-current liabilities		60,649,391	65,084,140	60,624,458	65,051,661
Accounts payable and others	23	49,749,896	54,670,164	50,059,351	54,645,461
Current tax liabilities	24	9,558,625	9,342,585	9,547,371	9,338,494
Lease obligation	20	2,852,904	2,480,806	2,840,583	2,479,786
Interest bearing term loans	17	3,568,645	1,702,242	3,568,645	1,702,242
Short term loan	25	3,738,585	8,094,752	3,738,585	8,094,752
Unclaimed dividend	26	30,014	12,114	30,014	12,114
Current liabilities		69,498,669	76,302,663	69,784,549	76,272,849
Total liabilities		130,148,060	141,386,803	130,409,007	141,324,510
Total equity and liabilities		197,274,601	207,594,366	197,293,018	207,412,167
Net asset value (NAV) per share (In BDT)	38	12.82	12.64	12.77	12.62

The annexed notes 1 to 50 form an integral part of these consolidated financial statements.

Dr. Shridhir Sariputta Hansa Wijayasuriya
Director

Vivek Bood
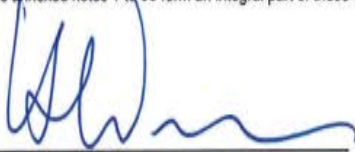Director

Rajeev Sethi
Chief Executive Officer

M. Riyaaz Rasheed
Chief Financial Officer

Mohammed Shahedul Alam
Company Secretary

Robi Axiata Limited
Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the year ended 31 December 2022

In BDT'000

	Note	Consolidated 2022	Consolidated 2021	Company 2022	Company 2021
Revenue	27	85,859,740	81,424,640	85,777,739	81,314,970
Cost of revenue	28	(53,623,042)	(53,991,099)	(53,599,214)	(53,953,335)
Administrative expenses	29	(3,332,784)	(3,453,140)	(3,157,448)	(3,292,022)
Selling and distribution expenses	30	(12,862,911)	(12,389,783)	(12,857,376)	(12,391,914)
Operating expenses	31	(2,528,521)	(2,335,954)	(2,888,597)	(2,672,913)
Profit from operations		13,512,482	9,254,664	13,275,104	9,004,786
Net finance expense	32	(5,857,490)	(4,017,381)	(5,852,907)	(4,014,859)
Foreign exchange loss		(2,976,716)	(224,878)	(2,975,519)	(224,873)
Non-operating income	33	185,380	203,042	276,816	279,463
Net profit before WPPF		4,863,656	5,215,447	4,723,494	5,044,517
Expense related to WPPF and welfare fund		(235,941)	(253,334)	(224,928)	(240,222)
Profit before tax		4,627,715	4,962,113	4,498,566	4,804,295
Income tax expense	34	(2,800,516)	(3,158,761)	(2,792,679)	(3,145,807)
Net profit for the period		1,827,199	1,803,352	1,705,887	1,658,488
Other comprehensive income/ (expense)					
Actuarial gain from defined benefit plan		232,930	33,300	230,090	38,500
Related taxes		(93,564)	(13,840)	(92,036)	(15,400)
Other comprehensive income, net of tax	35	139,366	19,460	138,054	23,100
Total comprehensive income		1,966,565	1,822,812	1,843,941	1,681,588
Earnings per share (In BDT)	36	0.35	0.34	0.33	0.32

The annexed notes 1 to 50 form an integral part of these consolidated financial statements.

Dr. Shridhir Sariputta Hansa Wijayasuriya	Vivek Sood	Rajeev Sethi
Director	Director	Chief Executive Officer

M. Riyaaz Rasheed	Mohammed Shahedul Alam
Chief Financial Officer	Company Secretary

Hoda Vasi
Chowdhury & Co

Robi Axiata Limited
Consolidated Statement of Financial Position
As at 31 December 2021

In BDT'000

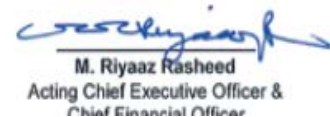|	Note	Consolidated		Company	
		31 December 2021	31 December 2020	31 December 2021	31 December 2020
Assets					
Property, plant and equipment (PPE), net	5	109,450,354	107,044,991	109,102,652	107,080,083
Intangible assets, net	6	42,948,690	39,841,489	42,948,690	39,841,489
Right-of-use asset (ROU), net	7	32,197,773	27,855,249	32,183,971	27,843,419
Deferred tax assets	8	3,942,222	1,052,277	3,940,594	1,052,228
Other non-current assets	9	3,419,827	4,134,113	3,419,827	4,134,113
Investment in subsidiary		-	-	100,000	1,000
Non-current assets		191,958,866	179,928,119	191,695,734	179,952,332
Inventories	10	350,814	155,881	337,486	148,860
Accounts and other receivables, net	11	8,146,611	7,365,644	8,152,813	7,350,269
Advances, deposits and prepayments	12	1,849,736	2,182,327	2,096,873	2,166,453
Employee benefits	19	-	-	690	-
Short term investments - FDRs	13	369,848	363,008	369,848	363,008
Cash and cash equivalents	14	4,918,491	9,469,879	4,758,723	9,454,616
Current assets		15,635,500	19,536,739	15,716,433	19,483,206
Total assets		207,594,366	199,464,858	207,412,167	199,435,538
Equity					
Share capital	15	52,379,329	52,379,329	52,379,329	52,379,329
Other reserves	16	6,662,397	6,662,397	6,662,397	6,662,397
Retained earnings		7,165,837	6,914,405	7,045,931	6,935,723
Total equity		66,207,563	65,956,131	66,087,657	65,977,449
Liabilities					
Interest bearing term loans	17	8,079,635	10,353,244	8,079,635	10,353,244
Asset retirement obligation	18	557,833	405,099	557,833	405,099
Employee benefits	19	20,155	361,702	-	360,550
Lease obligation	20	37,273,308	32,497,180	37,260,984	32,485,403
Other non-current liability	21	4,717,328	3,891,548	4,717,328	3,891,548
Accounts payable - non current	22	14,435,881	12,199,599	14,435,881	12,199,599
Non-current liabilities		65,084,140	59,708,372	65,051,661	59,695,443
Accounts payable and others	23	54,670,164	52,288,694	54,645,461	52,318,061
Current tax liabilities	24	9,342,585	5,608,233	9,338,494	5,610,251
Lease obligation	20	2,480,806	1,919,578	2,479,786	1,919,373
Interest bearing term loans	17	1,702,242	2,439,961	1,702,242	2,439,961
Short term loan	25	8,094,752	11,543,889	8,094,752	11,475,000
Unclaimed dividend	26	12,114	-	12,114	-
Current liabilities		76,302,663	73,800,355	76,272,849	73,762,646
Total liabilities		141,386,803	133,508,727	141,324,510	133,458,089
Total equity and liabilities		207,594,366	199,464,858	207,412,167	199,435,538
Net asset value (NAV) per share (In BDT)	38	12.64	13.90	12.62	13.90

The annexed notes 1 to 50 form an integral part of these financial statements.

Dr. Shridhir Sariputta Hansa Wijayasuriya
Director

Vivek Sood
Director

M. Riyaaz Rasheed
Acting Chief Executive Officer &
Chief Financial Officer

Robi Axiata Limited
Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the year ended 31 December 2021

In BDT'000

	Note	Consolidated		Company	
		2021	2020	2021	2020
Revenue	27	81,424,640	75,642,696	81,314,970	75,622,970
Cost of revenue	28	(53,988,125)	(47,358,401)	(53,930,530)	(47,342,578)
Administrative expenses	29	(3,453,140)	(3,398,000)	(3,292,022)	(3,385,854)
Selling and distribution expenses	30	(12,402,409)	(11,456,885)	(12,404,539)	(11,440,543)
Operating expenses	31	(2,326,303)	(2,903,385)	(2,683,093)	(2,921,832)
Profit from operations		9,254,664	10,526,025	9,004,786	10,532,163
Net finance expense	32	(4,017,381)	(4,888,850)	(4,014,859)	(4,886,740)
Foreign exchange (loss)/ gain		(224,878)	1,677	(224,873)	1,677
Non-operating income	33	203,042	146,088	279,463	155,910
Net profit before WPPF		5,215,447	5,784,940	5,044,517	5,803,010
Expense related to WPPF and welfare fund		(253,334)	(276,334)	(240,222)	(276,334)
Profit before tax		4,962,113	5,508,606	4,804,295	5,526,676
Income tax expense	34	(3,158,761)	(3,955,291)	(3,145,807)	(3,952,043)
Net profit for the period		1,803,352	1,553,315	1,658,488	1,574,633
Other comprehensive income/ (loss)					
Actuarial gain/(loss) from defined benefit plan	35	33,300	(726,600)	38,500	(726,600)
Related taxes		(13,840)	302,592	(15,400)	302,592
Other comprehensive income/ (loss), net of tax		19,460	(424,008)	23,100	(424,008)
Total comprehensive income/ (loss)		1,822,812	1,129,307	1,681,588	1,150,625
Earnings per share (In BDT)	36	0.34	0.33	0.32	0.33

The annexed notes 1 to 50 form an integral part of these financial statements.

Dr. Shridhir Sariputta Hansa Wijayasuriya
Director

Vivek Sood
Director

M. Riyaaz Rasheed
Acting Chief Executive Officer &
Chief Financial Officer

Mohammad Anowar Hossain
Head of Financial Accounting

Mohammed Shahedul Alam
Company Secretary

Robi Axiata Limited
Consolidated Statement of Financial Position
As at 31 December 2020

In BDT'000

	Note	Consolidated 31 December 2020	Company 31 December 2020	Company 31 December 2019
Assets				
Property, plant and equipment (PPE), net	5	107,044,991	107,080,083	100,540,016
Intangible assets, net	6	39,841,489	39,841,489	23,862,427
Right-of-use asset (ROU), net	7	27,855,249	27,843,419	26,913,067
Deferred tax assets	8	1,052,277	1,052,228	3,031,595
Other non-current asset	9	4,134,113	4,134,113	1,991,591
Investment in subsidiary		-	1,000	-
Non-current assets		**179,928,119**	**179,952,332**	**156,338,696**
Inventories	10	155,881	148,860	244,409
Accounts and other receivables, net	11	7,365,644	7,350,269	7,932,397
Advances, deposits and prepayments	12	2,182,327	2,166,453	2,582,532
Short term investments - FDRs	13	363,008	363,008	353,580
Cash and cash equivalents	14	9,469,879	9,454,616	4,517,026
Current assets		**19,536,739**	**19,483,206**	**15,629,944**
Total assets		**199,464,858**	**199,435,538**	**171,968,640**
Equity				
Share capital	15	52,379,329	52,379,329	47,141,400
Other reserves	16	6,662,397	6,662,397	6,662,397
Retained earnings		6,914,405	6,935,723	5,785,098
Total equity		**65,956,131**	**65,977,449**	**59,588,895**
Liabilities				
Interest bearing term loans	17	10,353,244	10,353,244	7,226,995
Asset retirement obligation	18	405,099	405,099	374,326
Employee benefits	19	361,702	360,550	363,370
Lease obligation	20	32,497,180	32,485,403	30,744,041
Other non-current liability	21	3,891,548	3,891,548	3,698,061
Accounts payable - non current	22	12,199,599	12,199,599	-
Non-current liabilities		**59,708,372**	**59,695,443**	**42,406,793**
Accounts payable and others	23	52,117,136	52,146,503	46,731,140
Current tax liabilities	24	5,608,233	5,610,251	5,914,240
Lease obligation	20	1,919,578	1,919,373	1,766,583
Interest bearing term loans	17	2,439,961	2,439,961	6,837,130
Short term loan	25	11,543,889	11,475,000	7,363,078
Deposit against employee share purchase plan (ESPP)	26	65,274	65,274	1,360,781
IPO refund warrant liability	27	106,284	106,284	-
Current liabilities		**73,800,355**	**73,762,646**	**69,972,952**
Total liabilities		**133,508,727**	**133,458,089**	**112,379,745**
Total equity and liabilities		**199,464,858**	**199,435,538**	**171,968,640**
Net asset value (NAV) per share (In BDT)	39	**13.90**	**13.90**	**12.64**

The annexed notes 1 to 51 form an integral part of these financial statements.

Managing Director

Director

Chief Financial Officer

Company Secretary
As per our report of same date

Dhaka, 15 February 2021
DVC: 2103180469AS800856

A F Nesaruddin, FCA
Senior Partner, Enrolment # 469
Hoda Vasi Chowdhury & Co Chartered Accountants

Robi Axiata Limited

Consolidated Statement of Profit or Loss and Other Comprehensive Income
For the year ended 31 December 2020

In BDT'000

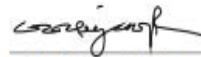|	Note	Consolidated 2020	Company 2020	Company 2019
Revenue	28	75,642,696	75,622,970	74,811,748
Cost of revenue	29	(47,358,401)	(47,342,578)	(47,121,650)
Administrative expenses	30	(3,398,000)	(3,385,854)	(4,568,552)
Selling and distribution expenses	31	(11,456,885)	(11,440,543)	(10,700,576)
Operating expenses	32	(2,903,385)	(2,921,832)	(3,878,638)
Profit from operations		10,526,025	10,532,163	8,542,332
Net finance expense	33	(4,888,850)	(4,886,740)	(5,054,825)
Foreign exchange gain/(loss)		1,677	1,677	(167,058)
Non-operating income	34	146,088	155,910	658,008
Net profit before WPPF		5,784,940	5,803,010	3,978,457
Expense related to WPPF and welfare fund		(276,334)	(276,334)	(189,450)
Profit before tax		5,508,606	5,526,676	3,789,007
Income tax expense	35	(3,955,291)	(3,952,043)	(3,619,918)
Net profit for the period		1,553,315	1,574,633	169,089
Other comprehensive income/ (expense)				
Actuarial gain/(loss) from defined benefit plan	36	(726,600)	(726,600)	194,900
Related taxes		302,592	302,592	(107,604)
Total comprehensive income/ (expense)		1,129,307	1,150,625	256,385
Earnings per share (In BDT)	37	0.33	0.33	0.04

The annexed notes 1 to 51 form an integral part of these financial statements.

Managing Director

Director

Chief Financial Officer

Company Secretary

As per our report of same date

Dhaka, 15 February 2021

DVC: 2103180469AS800856

A F Nesaruddin, FCA

Senior Partner

Enrolment # 469