

Report On
Data Driven Decision Making by the use of Digital Management System (RDMS)

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

BRAC Business School
BRAC University
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Declaration

I hereby formally declare that the internship report I/we have submitted is a product of my/our original endeavors while pursuing my/our degree at BRAC University. I/we affirm that this report does not incorporate any material previously published or written by a third party, unless it has been appropriately cited with full and accurate referencing. Furthermore, it is confirmed that the content of this report has not been accepted, nor is it under consideration for any other degree or diploma at any university or other educational institution. Additionally, I/we have duly acknowledged all primary sources of assistance and support that were instrumental in the completion of this report.

Student's Full Name & Signature:

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Letter of Transmittal

12th November, 2023

Afsana Akhtar,

Assistant Professor, BRAC Business School

BRAC University

66 Mohakhali, Dhaka1212

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have completed a report entitled "Data Driven Decision Making by the use of Digital Management System (RDMS)" after completing my internship at Robi Axiata Limited, where I was given the opportunity to work in the Market Operations Department.

I have made every effort to complete the report with the essential data and proposed solution as concisely and comprehensively as feasible within the deadline.

I am confident that the report will meet the criteria, and therefore I pray and hope that you will accept it and comply.

Sincerely,

Shawnila Nawshin Prithbi

ID: 19104045

BRAC Business School

BRAC University

Date: 12th November, 2023

NonDisclosure Agreement

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

Shawnila Nawshin Prithbi

ID: 19104045

Acknowledgement

I would like to express my profound gratitude to Robi Axiata Limited for allowing me to participate in this internship. This experience has significantly contributed to my academic and professional development.

Special gratitude to my onsite supervisor, for his unwavering guidance, invaluable feedback, and constant encouragement throughout the duration of this internship. Not only has his guidance improved my practical abilities, but it has also molded my perspective on Market Operations.

I would like to express my sincere appreciation to Afsana Akhtar, Assistant Professor, BRAC Business School, BRAC University, for providing guidance, supervision, and constructive advice during the report's preparation.

My deepest appreciation goes to my family and friends for their unwavering support, understanding, and forbearance throughout my internship experience. Their unwavering confidence in my abilities has been the impetus behind my efforts.

The internship has been a significant turning point in my career, and the acquired knowledge and experiences will unquestionably impact my future endeavors. Thank you once more to everyone who contributed to this transformative journey.

Executive Summary

This project was aimed at assessing the effects of RDMS on decision-making efficiency, accuracy, collaboration and user satisfaction.

The research established that RDMS has greatly enhanced decision making at the Robi Axiata Limited. The company is interested in teamwork, promptness and accuracy; RDMS's visualization features have been instrumental for bringing data analysis closer to people more quickly. Now decision makers can gather information about all the stores, employees and activation data which help them to make better decisions.

Besides, RDMS has facilitated interdepartmental collaboration and cooperation among different departments and teams through easy dissemination of data and insights in a brief manner. This has enabled a much more simplified decision-making process and enhanced overall productivity.

According to the study, RDMS users are also highly satisfied. They found the interface easy to use, simple and strong visualization capabilities that allow for quick analysis of large datasets. RDMS technical support was perceived to be appropriate and helpful since all issues were addressed on time.

On balance, the adoption of RDMS at Robi Axiata Limited has been very successful in promoting decision-making efficiency and accuracy alongside improving user satisfaction through better collaboration. The research indicates that RDMS is a powerful tool and such organizations as yours can benefit from it to increase their data-driven decision making.

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List of Acronyms

RDMS - Robi Distribution Management System

C2C - Customer to customer

KPI - Key Performance Indicator

EPMO - Enterprise programme management

SCM - Supply Chain Management

DMS- Distribution Management System

CEO - Chief Executive Officer

CTO - Chief Technology Officer

CHRO - Chief Human Resource Officer

CCO - Chief Commercial Officer

CFO - Chief Financial Officer

VP - Vice President

CXO - Chief Experience Officer

Chapter 1: Overview of Internship

1.1 Student Information

Name	Shawnila Nawshin Prithbi
ID	19104045
Program	Bachelors of Business Administration
Major	Marketing

1.2 Internship Information

Duration	3 Months
Company Name	Robi Axiata Limited
Department	Agile Sales Operations and Digital Channel, Market Operations
Address	Robi Corporate Office, 53 Gulshan Ave, Dhaka 1212

1.3 Internship Company Supervisor Information

Name	Mahmud Hasan
Designation	General Manager, Agile Sales Operations and Digital Channel, Market Operations

1.4 Job Scope – Job Description/Duties/Responsibilities

Internship programs are arranged by university authorities for the students in order to get an experience of the real-life working environment supported by the subject knowledge. It is usually completed by the student after completing all the course credits i.e., after the completion of 4th year or 8th semester. I also did the same and I got an opportunity to complete my internship from Robi Axiata Limited. I was working as an intern in the Channel Operations division under the Market Operations department. I have worked there under the guidance of some brilliant and highly experienced employees, and they guided me all through the journey by enriching my knowledge level.

1.4.1 Assigned Branch

For my internship purpose, I was assigned at the head office of Robi Axiata Limited. The head office of Robi Axiata Limited is situated at Nafi Tower, 53, Gulshan South Avenue, Dhaka-1212. It started its journey in the year of 2010. At present around 3000 employees are working in this branch.

1.4.2 Starting & Ending Dates of Internship

I started my internship at Robi Axiata Limited on 17th May, 2023. Since it was a three month program, my internship period ended on 17th August, 2023.

1.4.3 About Market Operations Department

The Market Operations Department at Robi Axiata Limited is in charge of sales and marketing for the company in Bangladesh. They are in charge of coming up with and carrying out marketing and advertising plans that will help the business get more customers and market share. They are also in charge of handling the company's relationships with channel partners. There are several parts to the department. The Channel Operations Division is in charge of the company's channels of marketing and its partnerships with other businesses in the channel. The Sales Division is in charge of direct sales for the company, and the Marketing Division plans and carries out marketing campaigns and other activities to increase sales and brand recognition. All of these are important parts of the Market Operations Department. The Market Operations Department at Robi Axiata Limited works closely with other departments, like the Technology and Operations Departments, to make sure that the company's sales and distribution operations are effective, efficient, and in line with its general business strategies and goals. The department should also think of and offer new products and services, and it should look for ways to help the

Bangladeshi telecoms market grow. The Market Operations Department is a big part of Robi Axiata Limited's business as a whole. The main goals are to make customers happy, boost sales, and give owners a good return on their money.

Channel Operations Division

Channel operations is a division under the market operations department. Its main operation is to manage the company's distribution channels and channel partner relationships. Some of my key responsibilities here include:

- Authentication of Active Retailer Information & Documents.
- Verifying the documentation distributors provided to obtain an Eid SIM credit and locating qualified distributors.
- Using the most recent demarcation, the EasyLoad platform's region mapping and user setup
- Assisting the related brand and product team in reviewing creative artwork samples.
- To replace lost devices, GD replicates authentication.
- Report Generation
- Vendor Administration

1.4.4 Description of my assigned project

Authentication of Active Retailer Information & Documents:

They must upload certain documents, including their NID, trade license, education certificate, NOC, and others, in order to be recognized as an official Robi Axiata Limited retailer. I was in charge of examining and authenticating each retailer's document.

Verifying wholesalers' collected documentation in order to obtain Eid SIM credit and locating qualified distributors:

Distributors must provide signed checks and promissory notes stating the amount of credit they will pay in order to receive sim credit from the company. I generated reports by going over all the paperwork and noting which wholesalers qualified for sim credit.

User configuration and region mapping on the EasyLoad platform based on the most recent demarcation:

Every feature of Robi Axiata Limited operates in clusters. They divided the entire nation into six clusters, each of which contained 24 regions. Every cluster has a different distribution strategy. Recently, additional local and regional enterprises were established. I had to set up the Easyload platform's user settings and geographic mapping in accordance with the most recent democratic reform.

Assisting the related brand and product team in reviewing innovative artwork samples:

Robi introduced scratch cards, MB cards, and quick load cards, and the designs, costs, and promotions of these cards often vary. I used to converse with the seller and take samples of the artwork. The product team and brand team would then need to provide their permission. I had to return to the vendor for the printing procedure as soon as it received approval.

Vendor Management

My duties for this work are to produce the SIM card, SIM kit, and recharge card by sending them to vendors after receiving permission from the product and brand team for the finished product. At Robi, the term "vendor management" refers to the practice of managing ties with outside vendors who supply the company with goods and services.

The following are the primary duties of Robi's vendor management:

- Finding and assessing vendors is the responsibility of the vendor management team for locating possible suppliers who can deliver products and services that satisfy the demands of the organization. They assess the performance of the vendors, evaluating elements including delivery, price, and quality.
- Contract negotiations: After a vendor is chosen, the vendor management team negotiates with the supplier to make sure the terms and circumstances are beneficial to all parties. This involves negotiating prices, delivery dates, and other terms and criteria for quality.
- Maintaining communication with vendors: The vendor management team is in charge of keeping constant communication with suppliers and confirming that they are meeting their contractual responsibilities and resolving any problems that may occur. The vendor

management team keeps an eye on how well the vendors do their jobs to make sure they're giving companies the goods and services they need. There is also tracking information, like arrival times, which makes sure that customers are happy. Identifying and controlling risk is the responsibility of the vendor management team: Reducing the risks involved with engaging with outside providers. This comprises evaluating the viability of vendors, keeping an eye on legal compliance, and creating backup plans in case a vendor is disrupted.

Report Generation:

I was required to update the RSP_AM file and upload it to Robi's Sales. Server Force Automation. Its primary goal is to produce reports on sales at the national level. Regarding several metrics, such as sales, C2C, C2S, etc., on the Force Automation server every day. Additionally, if there are any changes or assignments made, update the file. I also needed to deliver the Month-on-Month data input and the Regional Sales files, KPI for each month to enter data into, I had to get it from RDMS and Ebis. Data collection and analysis are steps in the process of creating month-over-month data. Over a certain time frame, usually once a month. This procedure entails gathering information on a range of corporate activities and processes, including, among others, sales, marketing, finance, production, and customer service. The data gathered is then examined and contrasted with the information from the prior month to find trends, patterns and performance modifications. The measurement of sales performance in various locations based on indicators KPIs or preset metrics. KPIs are crucial metrics for corporate success. know how they are doing and whether they are achieving their objectives. Selling KPIs can comprise figures for income, sales expansion, clientele growth, and client among other things, retention and profitability. I was also in charge of creating the annual PMS KPI file. PMS KPI is short for. Key performance indicators for the performance management system. An Experiment Organizations utilize management systems as a way to gauge and assess staff performance, pinpoint advantages and disadvantages, and boost total output. PMS, KPIs are metrics that are used to gauge how effective a performance management system.

Digital Distributor onboarding

My obligations when onboarding a digital distributor include:

- Evaluating and vetting potential digital distributors who are in charge of examining applications, performing background checks, and evaluating a possible digital distributor's appropriateness.
- Creating onboarding procedures: The Officer is accountable for putting in place procedures for onboarding new digital distributors, such as programs for education and orientation sessions.
- Managing connections with online vendors: The Officer is accountable for keeping in touch with digital distributors, offering assistance, and fixing problems as they come up.
- Assessing performance: The Officer is in charge of assessing the monitoring the efficiency of digital distributors, sales data, and other parameters, and locating areas that want improvement.
- Providing assistance and instruction: The Officer is accountable for continuing support and instruction to digital distributors to make sure they can successfully promote and sell goods or services.
- Keeping records current: The Officer is in charge of keeping precise all digital distributors' records, including contracts, sales information, and other data that is pertinent.

1.5 Internship Outcomes

Benefits to the student

The internship program exposed me to various functions of the Market Operations department that actually takes place in the corporate world for which, I got to learn about so many new things such as:

- Time Management: In the last 3 months, I was overloaded with tasks given to me by my supervisor and other mentors for which it was really hard for me to finish all the 4 tasks within due time. That way, I learnt to prioritize the tasks and was able to finish them in order within the due time.
- Communication Skills: Being an ambivert, I used to shy away from talking to people. However, the responsibilities I had required me to communicate with candidates, executives, managers, and directors. As an intern, I had to attend meetings where I had to

speak with a lot of people to provide them with necessary information regarding the vacant posts. This way, I was able to improve my communication skill to a great extent.

- **Network Building:** Since I was responsible for various tasks of the management level employees which helped me to get acquainted with many professionals and make some valuable connections and networks that might benefit me in the future.
- **Improved Confidence:** I had little to no knowledge when I started this internship but the program helped me to identify my strengths and weaknesses and also exposed me to real life cases. At the end of my internship program, I have gained enough confidence to apply for a new job.

Chapter 2: Organization Overview

2.1 Overview of the Company

Robi Axiata Limited is a top telecom company in Bangladesh, providing various mobile communication services to over 50 million subscribers. It's a joint venture between Axiata Group Berhad and NTT DOCOMO. Since its merger in 2010, Robi Axiata Limited has become the leading player in Bangladesh's telecom industry. They offer talk calls, text messages, internet access, and digital services. With more than 10,000 base stations and 28,000 km of fiber optic wire, it's one of the largest networks in Bangladesh. They're also committed to digital inclusion and social responsibility, helping underserved areas access technology and information. Robi Axiata Limited has won awards for its customer-centric approach and innovative projects. They process a massive amount of data daily and use tools like RDMS to make data-driven decisions. The study will shed light on how RDMS impacts their decision-making process.

2.1.1 History of the Company

Robi Axiata Limited began as a joint venture between Telekom Malaysia and AK Khan and Company. It was initially called Telekom Malaysia International Bangladesh Limited and started operating in Bangladesh in 1997 under the brand name 'AKTEL'. In 2007, AK Khan and Company sold its 30% stake to Japan's NTT Docomo for US\$350 million.

On 28 March 2010, 'AKTEL' was rebranded as 'Robi' which means "sun" in Bengali. It also took the logo of parent company Axiata Group which itself also went through a major rebranding in 2009. In 2013, after five years of presence, Docomo reduced its ownership to 8% for Axiata to take 92%.

On 28 January 2016, it was announced that Robi Axiata and Airtel Bangladesh will merge in Q1 2016. The combined entity will be called Robi, to serve about 40 million subscribers combined by both networks. Axiata Group will own 68.3% share, while Bharti Group will own 25%, and NTT Docomo held 6.31% shares. Finally, Robi and Airtel were merged on 16 November 2016 and Robi set sail as the merged company. Later on, in 2020, after a decade with Robi, NTT Docomo decided to leave Bangladesh by selling its remaining stake in Robi Axiata Limited to Bharti International.

In August 2021, CEO Mahtab Uddin Ahmed stepped down as Robi CEO. Company CFO M Riyaz Rasheed stepped in as acting CEO in addition to his current duties.

Mobile network operator Robi Axiata Limited has appointed Rajeev Sethi as the company's chief executive officer from October, 2022. He will be replacing M Riyaz Rasheed, who has been serving as Robi's acting chief executive officer since August 2021.

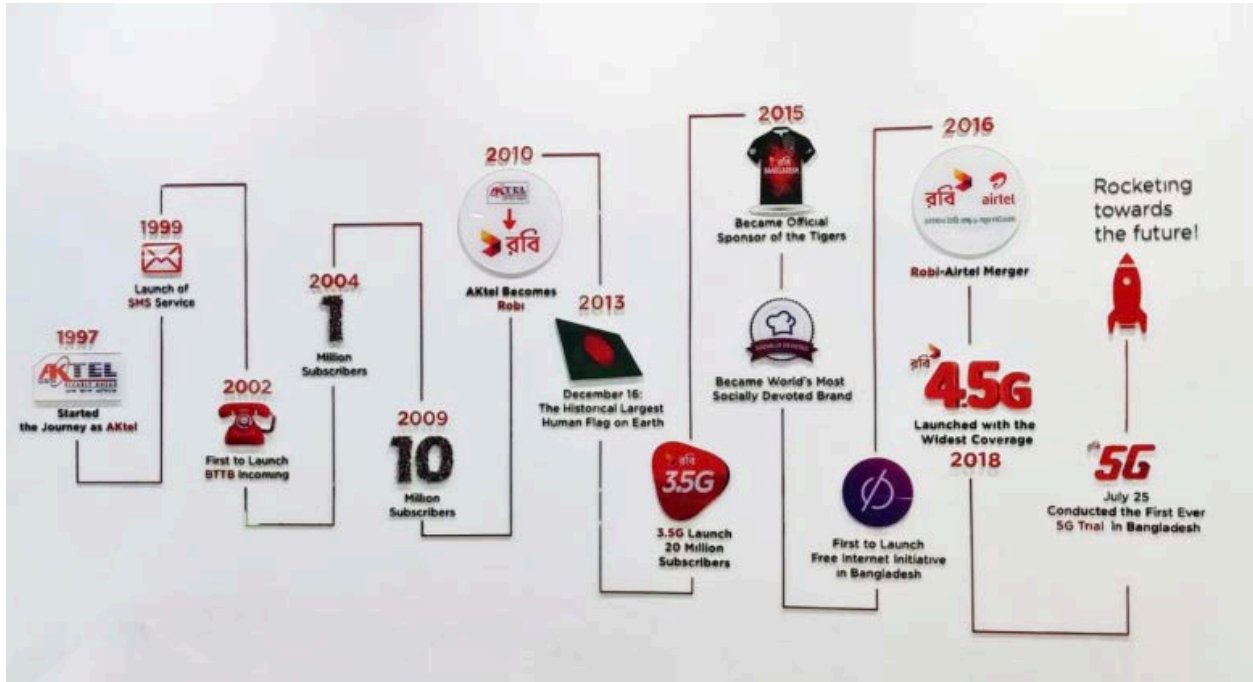


Figure 1: History Timeline of Robi Axiata Limited

2.1.2 Vision

Preferred digital lifestyle partner in Bangladesh.

2.1.3 Mission

Transform lives by connecting people, businesses, and communities in Bangladesh.

2.2 Management Practices

2.2.1 Organizational Hierarchy of Robi Axiata Limited

The detailed organogram of Robi Axiata Limited is shown below. This organogram was collected from Robi’s annual report of 2022.



Figure 2: Hierarchy Of Robi Axiata Limited

There is a hierarchy, and the Board of Directors is at the top. They are in charge of the company's strategic direction and making sure it meets its goals and targets. The CEO, or Chief Executive Officer, is the top executive in the company and is in charge of carrying out the plan set by the Board of Directors. The Chief Commercial Officer (CCO), Chief Human Resources Officer (CHRO), Chief Technology Officer (CTO), and Chief Financial Officer (CFO) all work with the CEO and are in charge of different parts of the business. Vice Presidents (VPs) and Country Heads work below the top executives and are in charge of certain areas or tasks within the company. They work closely with the Executive Vice Presidents (EVPs), who are in charge of managing the work of many Vice Presidents and Country Heads. General Managers, Managers, and Specialists are the next level down and are in charge of running the business during the day. They work closely with their teams to make sure goals are met and the business is running at its best. Overall, this system shows how hard it is to run a big telecom company like Robi. It also shows how important it is to have strong leadership and management in place to make sure the company meets its goals.

2.2.2 Divisions and Departments of Robi Axiata Limited

Robi has following divisions and departments:

- 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

- MD's/CEO's Office

Market Operation

Market operation division is responsible for acquiring monthly targeted sales given by top management. The division works to develop brand & market communication, sales of corporate & business products, maintenance of contact centers as well as participate in building up pricing strategy of new products.

Finance

Finance is the heart of any business function because they are responsible for budgeting. Finance division of Robi Axiata Limited is accountable for financing into different proposals, business partnering, as well as new product development. Finance controls financial accounting, creating salary sheets for employees, maintaining compliances & so on. SCM & corporate finance is another task of this division.

Corporate Strategy

Main task of the corporate strategy division is to analyze monthly growth, revenue, KPIs as well as develop new business proposals for Robi. The division is 18 responsible to plan for organizational growth.

Corporate Regulatory Affairs & Legal

This division is known as CRL which is in charge of all the CSR activities approval, analysis of event management & sponsorship, maintaining relations with media, handling legal issues by govt. & so on. Two of the most renowned faces are incorporating the division.

Human Resources

Human resource or HR mainly works for recruiting new employees, providing training for existing employees; circulate salary to employees account, employee motivation, as well as organizational development. HR also takes the responsibility of maintaining good relations among all the employees.

Technology

It is the division which provides IT support to all the divisions & departments of Robi. Main tasks of this division are maintenance of regional IT operations along with establishing BTS, central network monitoring, technology compliance, supporting employees by providing necessary hardware & software, support contact centre etc. Controlling Robi websites as well as intra-division & departmental websites is also an important task of technology.

Administration

Administration division works to control the business facility layout, safety & maintenance, controlling overall employee management, security staff & personnel management etc. Besides, maintaining alternative sites for emergency evacuation is also a part of administrative jobs.

Enterprise Program Management

Enterprise program management (EPMO) works closely with the CXOs in developing or participating in different management programs. Along with the Corporate Strategy division, EPMO defines business objectives, goals, policies for business & contribute for dissimilar projects to take place.

2.3 Finance Performance and Accounting Practices

2.3.1 Finance 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

Table 1: Current Ratio

The current ratio serves as a measure to assess a company's ability to settle its short term obligations using its immediate assets. For Robi, in the consecutive years 2020, 2021, and 2022, the current assets stood at TK. 0.20, TK. 0.20, and TK. 0.26 against a TK. 1 in short term liabilities. Suppliers often scrutinize the financial statements to ensure the company has sufficient assets to meet its financial commitments.

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

Table 2: Quick Ratio

During the financial year 2019-2020, the firm had 0.26 taka in liquid assets for every taka of liability. This ratio decreased to 0.20 taka in 2020-2021 and dipped a bit more to 0.19 taka in 2021-2022. This indicates that over these three financial periods, the company's available cash to settle immediate obligations was limited. This situation warrants attention.

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

Table 3: Earnings Per Share

In the financial year 2019-2020, the company reported earnings per share of 0.33 taka, which increased to 0.34 taka in 2020-2021 and further to 0.35 taka in 2021-2022. This shows a consistent upward trend in their earnings per share. The growth, although slight in 2020-2021 and 2021-2022, is beneficial for the company.

Return On Ratio			
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%

Table 4: Return On Equity

In 2019-2020, the company managed to secure a respectable 2% return on equity for its shareholders, highlighting their objective of efficiently using shareholder funds. This return increased to 3% in 2020-2021 and then stabilized at that rate in 2021-2022.

Net Profit Margin			
Fiscal Year	Formula	Calculation	Result
2022-2021	Net Profit after Tax ÷ Revenue	1827199/85859740	2.13%
2021-2020		1803352/81424640	2.31%
2020-2019		1553315/75642696	2.05%

Table 5: Net Profit Margin

During the financial year 2019-2020, the firm recorded a net profit margin of 2.05%. This margin experienced a notable rise in 2020-2021 but saw a downturn in 2021-2022.

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

Table 6: Total Asset Turnover

In the financial year 2019-2020, the firm reported a total asset turnover ratio of 0.38. This figure saw a slight rise to 0.39 in 2020-2021 and further climbed to 0.44 in 2021-2022. This means for each taka of assets, the business can produce 0.44 taka. The gradual increase suggests the company's evolution and potential adjustments to their purchasing and sales approach.

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

Table 7: Equity Multiplier

In the financial year 2019-2020, the firm's equity multiplier stood at 3.02. It rose to 3.14 in 2020-2021 but then declined to 2.94 in 2021-2022. Initially, nearly half of their funding came from debt. There was a surge in this reliance the subsequent year, but a slight decrease was observed in 2021-2022. This suggests a reduced dependency on debt, which can be attractive to potential investors.

2.3.2 Accounting Practices

Robi Axiata Limited's accounts department documents its daily financial activities. The staff adheres to relevant standards in crafting the financial reports. Every transaction is meticulously logged into the ledger by the team, a trial balance is then drawn up, adjustments are made at regular intervals, and ultimately, they produce the balance sheet and the yearly report.

2.4 Industry and Competitive Analysis

2.4.1 SWOT Analysis

Strengths:

1. Efficiency: Robi's Distribution Management System enhances efficiency by streamlining distribution processes, reducing manual errors, and optimizing resource allocation.
2. Real-time Tracking: RDMD provides real-time tracking and monitoring of distribution. That is why it allows better control and decision-making.

3. 3. Data Analytics: RDMS also offers strong data analytic capabilities and it helps the company to gain valuable insights into distribution trends and it also gives a direction towards consumer behavior.
4. 4. Integration: It helps to integrate with other systems. For example, inventory management and sales which is really helpful to maintain a smooth information flow. It also reduces duplication of efforts.

Weaknesses:

1. Initial Costs: Initiating and running a proper Distribution Management System requires timely software development, hardware which can be expensive. Employees also need to receive proper training on how to use and utilize it which also increases the training cost. Security expenses are also added to protect the data.
2. Resistance to Change: People like to stay in their comfort zone and sometimes do not appreciate change. Employees may also resist adapting to a new system, leading to decline of productivity at the initial stage which also can lead to demotivation.
3. Technical malfunction: There can be some technical glitches and sometimes it takes longer to integrate data which can affect operations.
4. Security Concerns: Ensuring maximum security is crucial here because all the information is gathered here. Without proper protection, data can be leaked.

Opportunities:

1. Market Expansion: Distribution management systems can be helpful for market expansion because all the data is collected in one place and employees can use it to make decisions easily.
2. Customer Satisfaction: This makes the distribution process a lot faster which leads to higher customer satisfaction. It also can increase brand loyalty and market share.
3. New Technologies: Integration of new software and technologies like AI can enhance the power of it.
4. Customization: RDMs can be customized keeping in mind the demand and market competition.

Threats:

1. Competition: Other companies can also adapt this system which can create more competition.

2. Cyber-security: There is a risk of leaking data which can ruin the company's reputation.
3. Regulatory Change: Changes in government policies can hamper the flow of this system.

2.4.2 PESTEL analysis

1. Political:

- Regulations provided by the government on telecommunications industries and distribution play an important role in terms of distribution management system.
- Political stability is crucial for a healthy business operation and instability can cause harm maintaining this system.

2. Economic:

- Customers spending on telecom industries depends on the economic growth and stability of that country.
- The cost of importing equipment and technology depends on the exchange rates.
- Profitability and pricing can vary and it depends on the taxation policies and inflation rate.

3. Socio-cultural:

- As young stars are the main target audience of a telecom industry, demographic trends can play a role here.
- Cultural norms and consumer preferences regarding technology adaptation and communication methods are great influences.

4. Technological:

- The availability of infrastructures such as high-speed internet, mobile networks etc can impact the distribution system.
- Rapid advancements in technology can affect the distribution of telecom services.
- Privacy concerns and Cyber security threats.

5. Environmental:

- Environmental regulations on electronic waste disposal.
- Energy consumption of telecom equipment.
- Sustainability initiatives like use of green energy and reduction of carbon footprint in distribution operations.

6. Legal:

- Compliance laws and regulations regarding telecommunications.
- Legal frameworks on distribution agreements, Contractual obligations etc.
- Intellectual property rights and patents.

Chapter 3: Project Part

3.1 Introduction

In the fast-paced 21st century world, data-driven decision making is gradually becoming more and more critical especially in the business environment. Using digital management systems, such as the Robi Digital Management System, has emerged as a necessary and powerful tool to organizations, enabling them to utilize their data for informed decision-making.

3.1.1 Background of the Study

Organizations are increasingly leaning on data for decision making to keep up with today's data-driven environment. Data is used to gain insights and guide decision-making in data-driven information that can help organizations make decisions.

However, given the volume of information that organizations have available, but data can be difficult to analyze and make sense of its task. The data visualization and business intelligence tool RDMS can help in this situation, a sophisticated tool that enables businesses to view and analyze data in real-time.

Consequently, it is simpler to spot trends and patterns and get business insights as time passes operations. Its user-friendly design enables users to develop interactive without the requirement for technical knowledge in data analysis, dashboards and reports.

Leading Bangladeshi telecoms provider Robi Axiata Limited has received the promise of a digital management system as a tool to improve organization-wide data-driven decision making. In order to support decision-making, Robi Axiata Limited adopted RDMS creating procedures and enhancing operational efficiency. But the results of this implementation on cooperation, speed, and accuracy of decision-making, as well as user satisfaction, though, was not evident. This study intends to evaluate how the Digital Management System affects Robi Axiata Limited's data-driven decision making. The study will look into the advantages, difficulties, and effects of employing for decision-making and assess how satisfied users are with a digital management system's usability, visualization abilities, and technical assistance. By doing this, the study will further knowledge of how DMS can improve data-driven decision making in

businesses and offer guidance on how it might be successfully implemented in organizations that are comparable to those in question.

3.1.2 Rationale of the study

In order to address the growing significance of data in today's business landscape, the study "Data-driven decision making through the use of digital management systems at Robi" was carried out. Data has become a vital resource for companies looking to learn new things and make better decisions in recent years. Acknowledging this, businesses are using data analysis—a process known as "data-driven decision making"—to inform their choices. Leading Bangladeshi telecom provider Robi Axiata Limited has adopted a digital management system to efficiently handle their enormous amounts of data as it realized the benefits of making decisions based on facts. The purpose of this study is to assess its effects on data-driven decision making at Robi, by analyzing the personal perspectives and experiences of individuals who have used RDMS at their jobs. This research is substantial as it highlights the system's effectiveness as a data visualization tool and how this affects decision making for Robi. The results of this research will assist Robi and other companies interested in incorporating data-driven decision making with the aid of RDMS for their everyday businesses. Additionally, it will contribute to the amount of knowledge about using data visualization tools and basing decisions on informative data.

3.1.3 Literature Review

Over the recent years, organizations have noted a growing emphasis on using data to make informed decisions. Due to their easy-to-use interfaces and strong capacities, digital management systems have become a preferred solution for the majority of companies. Based on the analysis, Robi Axiata Limited was able to realize merger success through different factors. They created a collaborative environment, adopted a customer-centric strategy and reinforced their strengths and skills. The same writers in the analysis put strong leadership and good communication skills at managing difficult deals as very important factors. Encompassing, this case study offers useful wisdoms concerning the merits and perils of managing mergers and acquisitions in telecom industry. It points out how strong organizational strategies and leadership play a part in the success of such endeavors. This report is beneficial for policymakers, professionals and academics interested in merger management and the telecom industry.

In the current rapidly-changing business environment, using data to inform decision making is becoming even more critical. Companies understand the importance of digital management systems such as Robi Digital Management System RDMS to manage data efficiently.

This Robi Digital Management System allows businesses to collect, process and join data from different sources which pertains with Chen et al. (2012) in saying that information needs to be joined together for prudent decision making. The RDMS also has several advantages, such as the availability of real-time data access and display. Nonetheless, it's crucial to address the challenges associated with privacy and data protection as underlined by Smith et al. (2018).

It is also helpful to study case studies of successful implementations of the Robi Digital Management System. For instance, a business case study details how the system improved their supply chain functions.

As the future unfolds, improvements in artificial intelligence and machine learning will likely lead to advancements in data driven decision making systems such as Robi Digital Management System. 2020, indicates that AI-driven predictive analytics and insights shall be vital to future performance.

Finally, businesses can make a lot of progress by using the Robi Digital Management System to make decisions based on data. But in today's data-driven world, it's important to deal with problems and keep up with new tools if you want to stay competitive.

3.1.4 Problem Statement

The following can be used to frame the issue statement for "data-driven decision making by the use of digital management system at Robi like all other telecom companies, Robi Axiata Limited produces a considerable volume of data every day.

To gain insights and influence company decisions, this data isn't used enough. Traditional data analysis and reporting techniques are labor-intensive, manual, and not accurate.

Consequently, a powerful data analytics tool is required to examine and to make data-driven judgments, visualize the data. To solve the aforementioned issue, Robi Axiata Limited implemented a digital management system. However, a digital management system's efficiency in assisting the effectiveness of data-driven decision-making has not been thoroughly assessed. Consequently, the goal of this study is to determine how effective it is at facilitating data-determine any difficulties experienced by Robi Axiata Limited's decision-making process use the tool with the staff.

3.1.5 Purpose

- Analyze how RDMS has affected the organization's ability to make decisions quickly, accurately, and collaboratively.
- Determine the advantages and difficulties of RDMS decision-making use.
- Analyze how satisfied RDMS users are with the software's usability, visualization tools, and technical assistance.

3.1.6 Objective(s)

- To determine the current degree of RDMS usage among Robi personnel across various divisions.
- To evaluate its advantages for Robi's data-driven decision-making.
- To determine the difficulties staff members have using RDMS for data analysis and decision-making.
- To evaluate how RDMS has affected Robi's decision-making process in terms of efficiency and effectiveness.
- To investigate the elements that affect the utilization of RDMS for Robi's data analysis and decision-making.
- To make suggestions on how to make better use of RDMS and encourage data-driven decision-making.

3.1.7 Research Gap

- There isn't enough study on how well Robi Axiata Limited employees are taught to use RDMS and other data analysis tools, or on how this training affects their ability to make decisions based on data.
- Not much study has been done on how well Robi Axiata Limited integrates data analysis and decision making into its organizational culture and processes, or on what could be done to make integration better.

There isn't enough study on how Robi Axiata Limited's different departments use tools for data analysis and making decisions, or on how departments could work together and learn from each other in this area.

3.1.8 Data Sources

The information is gathered from a variety of primary and secondary sources.

3.1.8.1 Primary Source

The responses to the online survey questionnaire are one of the main sources of data. This was given out to a certain demographic, and informal interviews were performed with RDMS users and staff members.

3.1.8.2 Secondary Source

These statistics are gathered from many online articles, news sources, academic papers, and websites.

3.1.9 Data Collection Method

Using a mixed-methods research methodology, the study's goals will be attained. Integrating techniques for gathering and analyzing data from both quantitative and qualitative sources. The subsequent techniques for gathering data will be used:

Survey form:

RDMS users will receive a survey form at Robi Axiata Limited will compile numerical information on the advantages, difficulties, and effects of making decisions with RDMS. The questionnaire will be created to gather information on Its usability, visualization powers, technical assistance, influence on decision-making, and general user pleasure are only a few of its many features. The survey will be be carried out online to guarantee effective and prompt data collection.

Interviews in-depth:

Selected t sample of users will be the subject of in-depth interviews of RDMS to gather qualitative information regarding their usage of it. The interviews was created to examine consumers' perceptions of the advantages, difficulties, and both the effects of utilizing it for decision-making and their general pleasure with RDMS.. The interviews took place in-person or depending on the participants' preferences and availability.

Analysis of Documents:

Reports, memos, and presentations that are pertinent were examined to learn more about the setup and usage of DMS at Robi Axiata. Limited. This helps aid in contextualizing the acquired quantitative and qualitative data through both in-depth interviews and the survey questions.

3.1.10 Scope of The Study

The main goal of this project is to use DMS to help Robi Axiata Limited, a well-known telecom company in Bangladesh, make choices based on data. The study looks at how it affects the speed, accuracy, and teamwork of decision-making, as well as the pros and cons of using it for business decisions. The study also looks at how satisfied DMS users are with how easy it is to use, how nice it looks, and how much professional help they get.

Staff and users of DMS at Robi Axiata Limited are the only people in the study from the many areas that use this to make decisions. The research did not include non-users among the staff members or outside parties. The investigation was also restricted to a certain historical period,

and the results might not be generalizable to other industries or organizations. To accomplish its goals, the study employ a mixed-methods research design that combines quantitative and qualitative data gathering and analysis techniques. In-depth interviews, survey questionnaires, and document analysis were used to gather the data, which was then examined using the proper statistical and qualitative analytic methods. The study's conclusions shed light on how DMS affects data-driven decision-making at Robi Axiata Limited and advance the role's comprehension improvements made by DMS to data-driven decision making within companies. The research results may also shed light on how RDMS might be used successfully in comparable organizations.

3.2 Methodology

Often, a research endeavor starts with the creation of an issue, the gathering of pertinent literature, population definition, plan formulation, and other relevant steps amount of analysis and the selection of recommendations based on the findings. Here, a descriptive and interpretive technique is applied along with both qualitative and quantitative data.

3.2.1 Sample Size

Sampling size is the number of participants drawn from the sampling frame in the process of gathering data. The size of the sample may change depending on the research project. The following are some considerations that should be made when choosing a Sample size (Brown, 2006). By boosting the sample size, the sampling error can be kept to a minimum. For survey-based investigations, a larger sample size is required than for experimental studies. In the event that a survey is mailed, the responders ought to be thanked. Issue accessibility two of the most crucial elements to take into account when choosing a sample are cost and size. I used a sample size for this paper, which was 30 participants and the survey was sent to them via emails.

3.2.2 Sampling Technique

The procedures used to choose samples from the population are known as sampling techniques. A cross-sectional technique would be used to gather community opinions. Along with that, this the demographic parameters are the only factors used in research. A "Simple Random Sampling" is used as an example to show the research work. The simplest type of sampling is simple

random sampling. A typical sampling technique utilized in quantitative social science research and in broad research in science. Probability sampling includes simple random sampling. Wherein the researcher chooses a portion of volunteers at random from a population. The fundamental advantage of a simple random sample is that every person in the population has an equal chance of equally likely to be picked for the study. This ensures that the sample will be accurate. The sample chosen is objectively chosen and that it is representative of the population way. The statistical conclusions drawn from the sample analysis will therefore be legitimate. To conduct the research for this article, we used the Simple random SRS sampling. I chose the respondents randomly within Robi and who uses or is familiar with the RDMS.

3.2.3 Research Methodology

To evaluate and communicate the findings, I can employ qualitative techniques. Interviews produce data via questionnaires, as well as other primary and secondary sources. This is a good way to get recent data. On the other hand, numerical data is collected using quantitative approaches. It's a systematic process for compiling data based on prior data. Quantitative information is frequently seen in surveys and annual reports. This method could enable you to save money while getting precise results such as money and time. For my research, I needed to gather both primary and secondary data. I used a combination of qualitative and quantitative research techniques to best use the responses to questionnaires.

Quantitative Research

The quantitative information gathered from the survey was analyzed using an inferential statistical method.

Qualitative Research

The numerous graphs and pie charts are interpreted to perform the qualitative analysis produced via the survey's online questionnaire. According to related ideas, survey questions were produced. The questionnaire consists of 10 questions. Silverman (1996) asserted closed-ended inquiries are ones in which respondents are presented with a menu of choices and asked them to choose the option that most accurately reflects their views.

3.2.4 Data Analysis

I've performed one kind of analysis on the survey results that I've collected in this part. Through Microsoft Excel and using detailed language, the online survey's questionnaire will be qualitatively examined

QUALITATIVE ANALYSIS OF ONLINE SURVEY QUESTIONNAIRES

Based on related beliefs, survey questions were created. The survey includes questions. Closed-ended inquiries are available for respondents. They were given a list of options and asked to select the one that best reflected their opinions.

3.3 Findings and Analysis

3.3.1 Interpretation of the Respondents' Response

This questionnaire is given to the employees of Robi Axiata Ltd and Reddot (Subsidiary of Robi) who use the Robi distribution management system. I was able to collect 30 responses.

What is the size of your organization?
30 responses

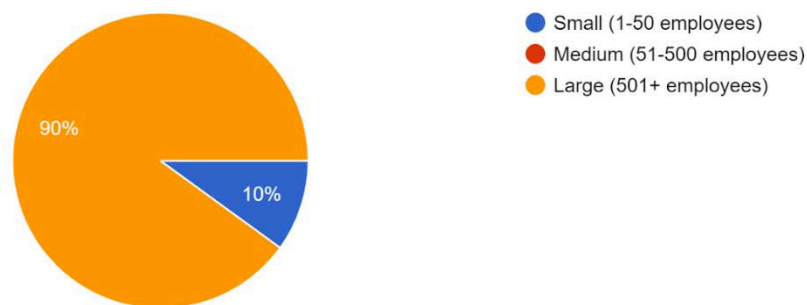


Figure 3: Size of the Organization

The question asked in the survey was “What is the size of your organization”. Majority of the population, which is 90%, thinks it is a large company whereas only 10% thinks it’s a small organization. None of them thinks it’s a medium organization.

Please select your role within the organization
30 responses

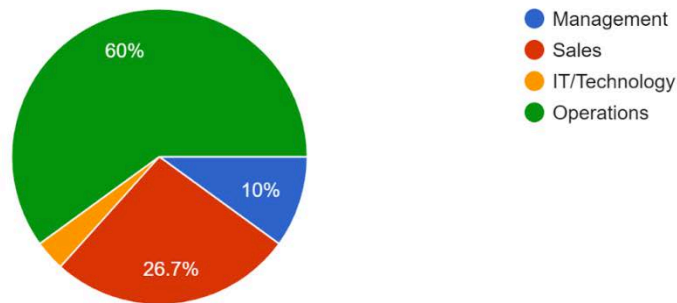


Figure 4: Role Within the Organization

The question asked in the survey was “What is your role within the organization?” Most of the people are in the operations which is 60%. The second most important role is Management which consists of 26.7% of the sample population. About 10% and 3.3% people are in Sales and IT respectively.

How long have you been using the Robi Distribution Management System?
30 responses

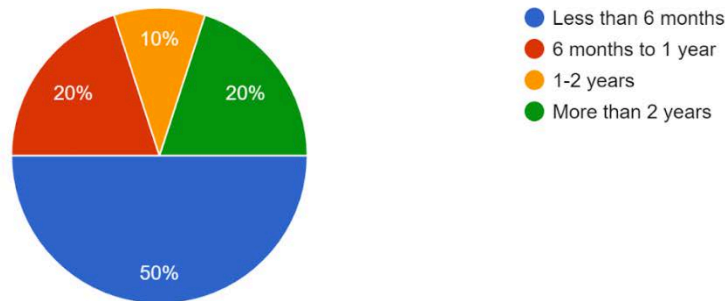


Figure 5: How long have you been using the Robi Distribution Management System?

The question in the survey was “How long have you been using the Robi Distribution Management System?” Half of the population that means 50% uses the system for less than 6 months. This indicates that a significant portion of the respondents are relatively new users of this system, having used their services for less than six months. 20% of the people have been using this system for ranging 6 months to one year and again more than 2 years. Only 10% of the

respondents used it for 1 to 2 years meaning that a minority of the sample population used this system within this period.

How frequently do you use data-driven insights to make decisions within your organization?
30 responses

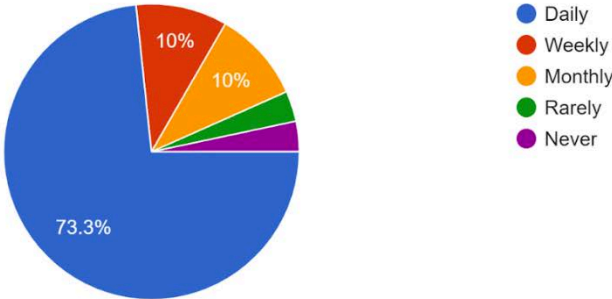


Figure 6: How frequent do you use data driven insights to make decisions within your organization"?

The question was asked "how frequent do you use data driven insights to make decisions within your organization"?

The majority of the organization's respondents use data-driven insights daily about 73.3 %, highlighting a strong emphasis on data-driven decision-making. A smaller portion which is 10% uses data on a weekly or monthly basis, and a minority which is the remaining 6.7 % rarely or never utilizes data-driven insights for their decisions. This indicates varying levels of reliance on data within the organization, with a predominant daily usage.

Do you employ an RDMS to support data-driven decision-making?

30 responses

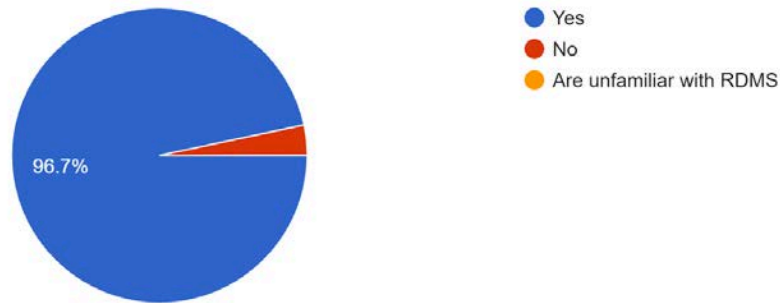


Figure 7: Do you employ RDMS to support data driven decision making?

The question was "Do you employ RDMS to support data driven decision making?"

Among the 30 respondents, more than 96% of people agreed that they employ RDMS to support data driven decision making and of the rest of them only 3.3% employees do not use it for their decision making process.

What types of decisions do you typically make using the Robi Distribution Management System?

(Check all that apply)

30 responses

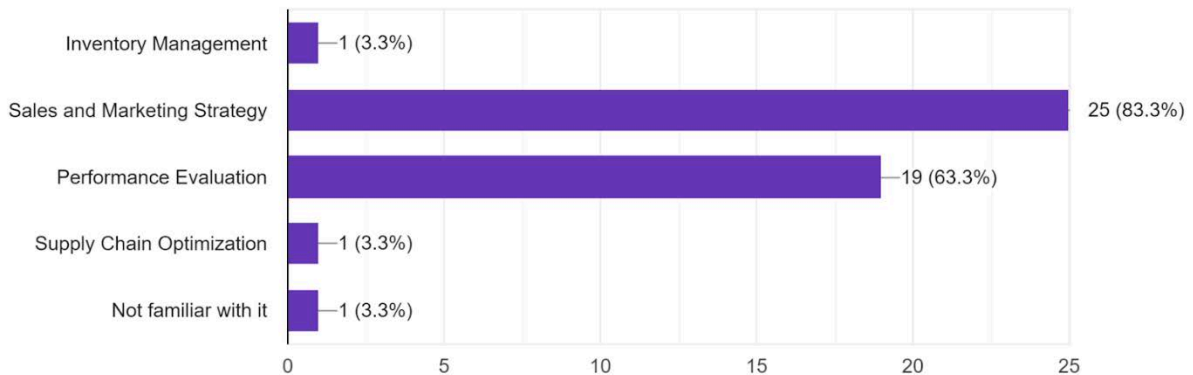


Figure 8: What type of decisions do you typically make using the Robi Distribution Management System?

The question was "what type of decisions do you typically make using the Robi Distribution Management System?"

Here, According to the study results, 83.3% of respondents indicated that they used the Robi Distribution Management System to make decisions about their sales and marketing strategies. In addition, 63% of respondents said they used the system to gauge employee performance. Only 1% of respondents each indicated that the system was used for supply chain optimization and inventory management decisions, therefore it indicates that utilization in these areas is relatively sparse. These findings demonstrate the system's critical influence on the formulation of sales and marketing strategies while also raising the possibility of further application in inventory control and supply chain management.

What specific justification do you have for using RDMS?
30 responses

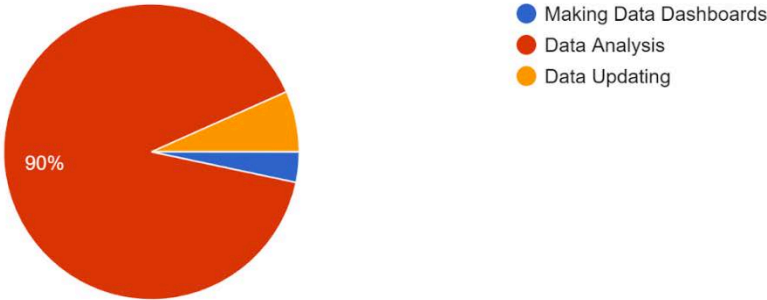


Figure 9: What specific justification do you have for using RDMS?

The question was "What specific justification do you have for using RDMS?"

According to the survey findings, 90% of participants use RDMS for data analysis, 6.7% for data updating, and 3.3% for creating data dashboards. This shows that the main use of RDMS is for data analysis.

Which feature or function do you find the most challenging to use?

30 responses

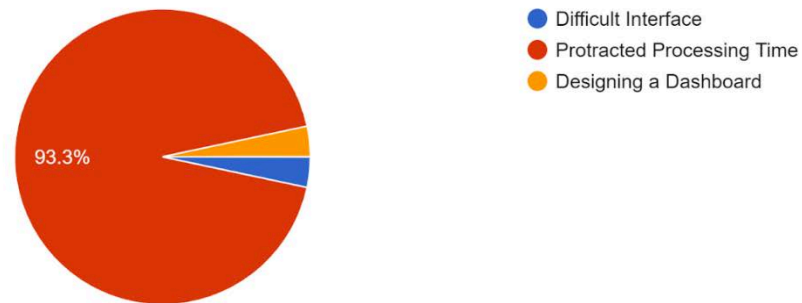


Figure 10: Which feature or function do you find the most challenging to use?

The question was "Which feature or function do you find the most challenging to use?"

According to the survey results, the majority of participants, 93.3%, felt that the feature or function prolonged processing time was its most difficult component. This shows that a noticeable size of customers were annoyed by laborious or sluggish processes. The interface, on the other hand, was only highlighted by a very tiny percentage of respondents (3.35%), suggesting that the system's architecture and design were less problematic. Similarly, 3.35% of respondents said that developing a dashboard was difficult, suggesting that this issue may not be as common among consumers. This information emphasizes how urgently processing speed must be addressed and improved in order to increase the satisfaction of the employees.

On a scale of 1 to 5, how effective has the Robi Distribution Management System been in supporting data-driven decision making? (1 = Not Effective, 5 = Very Effective)

30 responses

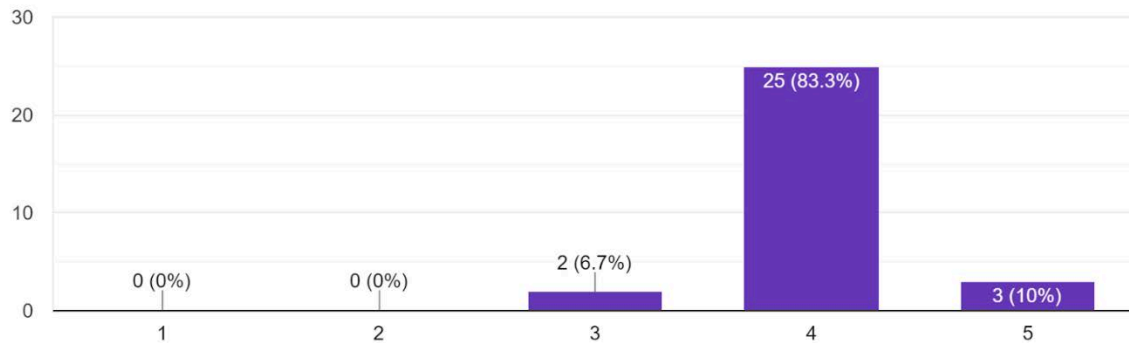


Figure 11: On a scale of 1 to 5, how effective has the Robi Distribution Management System been in supporting data driven decision making?

The question was "On a scale of 1 to 5, how effective has the Robi Distribution Management System been in supporting data driven decision making? "

According to the results, 83.3% of respondents believe the Robi Distribution Management System supports data-driven decision-making effectively, which is consistent with the findings. In addition, 10% of those polled said it was "very effective." 6.7% of respondents, a relatively small percentage, indicated indifference regarding its effectiveness, suggesting that there may be opportunity for improvement or additional investigation. The approach appears to have a favorable overall influence on decision-making, and a sizeable portion of participants rate it as highly effective.

How satisfied are you with the data collection process within the Robi Distribution Management System?

30 responses

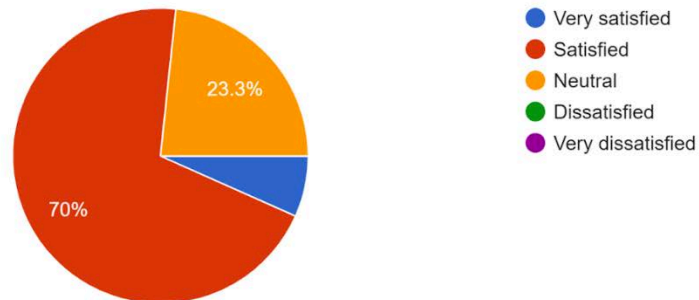


Figure 12: How satisfied are you with the data collection process within the Robi distribution management system?

The question was "How satisfied are you with the data collection process within the Robi distribution management system?"

According to the poll, the majority of respondents expressed varied levels of satisfaction with the Robi distribution management system's data collection procedure. 70% of the respondents said they were pleased with the procedure. 6.7% of respondents, a smaller but still significant number, said they were extremely satisfied. However, a sizable 23.3% of respondents remained neutral, suggesting that they had no strong feelings about the way the data was gathered. These results show that the system is generally well-liked, but there is still room for development to address the issues of those who are neutral or less pleased.

How would you rate the system's performance and reliability in providing real-time data?

30 responses

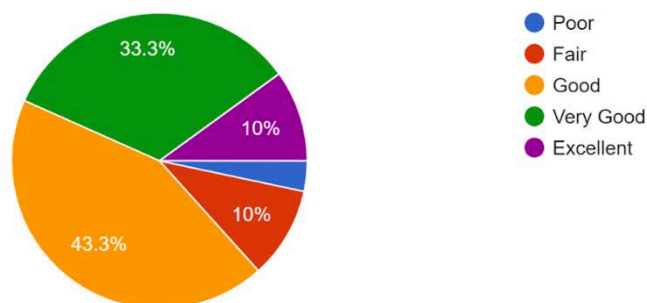


Figure 13: How would you rate the System's performance and reliability in providing real time data?

The question was "How would you rate the System's performance and reliability in providing real time data"

According to the survey responses, it is clear that a sizable percentage of users are happy with the system's efficiency and dependability in delivering real-time data. More specifically, 33.3% of respondents gave it a "very good" rating, while 33.3% gave it a "good" rating. It received a notable 10% of users rating it as "excellent." 10% of users gave it a "fair" rating, while 3.4% gave it a "poor" rating, indicating that a minority of users had reservations. The majority of respondents seem to be happy with the system's real-time data performance overall, and a sizable percentage of them gave it a positive rating.

What difficulties does using RDMS present?

30 responses

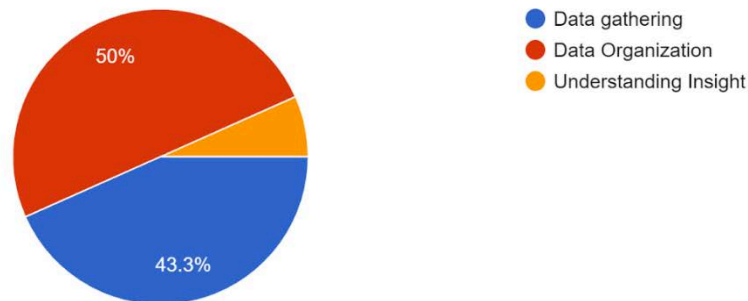


Figure 14: What difficulties does Robi distribution management system present?

The question was "What difficulties does Robi distribution management system present? "

In this case, data organization was cited by 50% of respondents as a major challenge. This suggests that a lot of people or groups struggle with effectively structuring and managing data inside the system. 43.3% of respondents cited data collection as a significant challenge. This shows that a good number of users or employees have trouble getting information and entering it into the distribution management system. 6.7% of those who answered said that it was hard to understand ideas. Based on this smaller percentage, it looks like some users are having trouble getting useful information or insights from the system's data. These results give us a lot of useful information about the problems Robi distribution management system users have. The most common problems stated were having trouble organizing and collecting data. Taking care of these issues could make the system work better and be easier to use.

After that, the question was, "Have you run into any problems while using this system to collect or analyze data?" If so, please explain"

The following is an overview of the issues that were discovered during the data collection and analysis process utilizing this method:

When working with data for analysis, several users mentioned that time was one of the main issues they ran across. This leads me to believe that the system's capacity to handle and process massive amounts of data may be limited. One problem that some customers brought up was the

length of time it takes for data to be created in the system. This implies that the process of creating data may take a long time, making it less useful for gathering data in real time. Additionally, users noted that the system was slow, leading them to surmise that it might not be as quick for tasks involving data analysis. Users were commenting on how quickly data was being gathered. That could suggest that there was no system in place to gather data fast, which could affect projects that were intended to be finished swiftly.

Finishing up, some users stated that they didn't encounter any significant problems while the rest of them did state issues about processing time at times and data generation time too as well speed therefore this system would possibly now not proceed to evaluate details in a quick or simply right potential.

People who were inquired about whether system outages or other technical issues impacted how they made decisions provided varying responses.

A huge percent of those who responded that their ability to make choices was never hampered by technical problems or system outages. It could mean that many people's jobs were not really hampered by technological issues.

Some of those who responded stated that technical issues or system failures contributed to the difficulty in decision-making. This implies that certain users could have been interrupted, which may have slowed them down or complicated their decision-making processes. A significant concern for those having problems was the time taken to create data. These people or groups may not have come up with decisions easily because they had to wait for the important information. These answers indicate that another factor influencing the decision-making process was speed. There's even a possibility that system speed problems slowed down the process of decision-making.

The results show that many of the people who answered did not report any major system outages or technical problems that affected their ability to make decisions quickly. However, some did report disruptions, mostly related to the time it took to generate data and the speed of the system, which did affect their ability to make decisions quickly.

Lastly, the query was "what additional features or improvements you would like to see in Robi Distribution Management System to enhance data driven decision making?"

The question about what improvements and extra features people would like to see added to the Robi distribution management system to help people make better decisions based on data led to the following answers:

Respondents made it clear that the system needs real-time data. There should be the most up-to-date information on stock, sales, and other important factors. Real-time data can help people make choices faster and with more knowledge by giving them accurate and up-to-date information.

Another common reaction was the need for better infrastructure. This means that users may be having trouble with the system's speed, ability to grow, or dependability. The system's infrastructure might need to be improved so that it works better and can handle data more quickly.

Respondents also stressed how important it was for systems to work together better. This means that you want it to work well with other platforms and tools, like data tools, CRM programs, or ERP programs. Integration that works better can make data move better and allow for more in-depth data analysis.

In the end, the results show that Robi distribution management system users want to support the data-driven decisions they make with better system infrastructure, real-time data access, and better interface options. If these problems are fixed, the distribution control system might work better and be more flexible.

3.4 Limitations

It is important to be aware of the study's limits, even though they give useful information about how to use the Robi Distribution Management System to make decisions based on data.

1. **Sample Size and Representativity:** It's possible that the 30 respondents—all employees of Reddot and Robi Axiata Ltd.—do not accurately reflect the overall population. This implies that the outcomes are not transferable to other businesses or industries.
2. **Response Bias:** The information gleaned from surveys and talks might be skewed by respondents' responses. Individuals may provide responses that are deemed acceptable by the organization or that fall within its acceptable range. This might affect how accurate the findings are.
3. **Limited scope:** The study examined the Robi Distribution Management System from the perspective of a single company's employees. The perspectives of other stakeholders, like suppliers, consumers, or upper management, regarding the system's impacts are not considered. Their perspectives could provide a fuller picture.
4. **Cross-Sectional Design:** The study's cross-sectional design gathered information from a single location at a single time. We would have a greater understanding of the system's effectiveness and shortcomings if studies examined how things changed over time.
5. **Subjective Measures:** A large number of survey questions invited respondents to provide their personal opinions on topics such as their satisfaction with the poll's results and its perceived usefulness. The application of subjective measures might be influenced by feelings and preferences.
6. **Limited Context:** The study only briefly discussed the many context elements that could have an impact on the Robi Distribution Management System's performance. You may be able to obtain more complex perspectives if you are aware of the organizational context.

7. Self-Reported Data: We gathered a lot of data from the respondents themselves. Recall bias is a possibility because people might not accurately recall or report their events and conduct.

8. Lack of Comparative Group: The study lacks a comparison group or alternative systems to examine the shortcomings and effectiveness of the Robi Distribution Management System. Contextualizing the results could be improved by conducting a similar analysis.

What about modifications or enhancements that might have been made to the Robi Distribution Management System following the collection of data? Those are not examined in this study. These modifications could make the device easier to use or harder to operate.

These issues must be identified in order to improve the accuracy with which the study's findings are interpreted. Additionally, by addressing these issues in subsequent research, we may improve our understanding of how to use the Robi Distribution Management System to make data-driven decisions.

3.5 Conclusions

Based on the results, it can be said that Robi has undergone significant transformations in the management of its operations since adopting RDMS as a tool for evidence-based decision making. RDMS has facilitated faster and more effective data processing, thus allowing better-quality decisions to be made. Though it takes half of the time to make a decision, quality has improved. By looking into their data, Robi has now managed to understand his customers better and what they need. This has enabled them to develop more focused marketing strategies which have resulted in better profits and increased customer's satisfaction. Additionally, the use of RDMS has simplified it for Robi to track sales KPIs allowing them monitor their progress toward set goals. Nonetheless, there are still some issues to be resolved. For RDMS to be fully efficient, proper training of employees is necessary. Furthermore, the price of installing a RDMS can be problematic for small firms. Summing it all up, RDMS has numerous advantages but there are also certain matters that need to be addressed. It is important to ensure that employees are adequately trained in using the software and also finding ways by which RDMS can be made accessible for small business entities.

3.6 Recommendations

Based on our analysis and findings, I have a few recommendations for Robi Axiata Limited's use of RDMS for data-driven decision-making:

1. RDMS training and support to employees could be beneficial for a company to resolve any problems they may have with the tool and improve their skills.
2. The company must also make sure that RDMS is regularly updated and all employees have access to the latest versions. This will help ensure that the program is running smoothly and all its features can be used.
3. The company should investigate the suitability of RDMS with other data analysis tools. This will make the data analysis methods and decision-making processes more effective.
4. People should be encouraged to embrace these approaches. It will enhance decision quality and the overall performance of a company.
5. We need to establish a learning and improvement culture. This will be highly beneficial to promoting the willingness of staff in sharing their RDMS expertise.
6. It is all about mapping out one's steps. Once we set goals and metrics, everyone knows how their work helps this bigger picture.
7. Access to RDMS should not be limited only for a few individuals.
8. Quality data is key. We must spend on reliable data sources so that our analyses are accurate and we make better decisions.
9. Let's define rules and recommendations on how to work with data in a responsible way. Data protection, privacy preservation and the right ownership are also important.

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