Report On

Movement to digital channel from traditional channel in the telecommunication industry

By

Adiba Fyroz

18304051

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
March 2023

Declaration

It is hereby declared that

1. I wrote the internship report on my own and submitted it when I finished my degree at BRAC University.

2. The report does not include anything that has already been published or written by a third party, unless it is properly cited in the form of complete and correct referencing.

3. Nothing in the report has been approved or submitted for any other degree or diploma at a university or other institution.

4. I have credited my primary sources of assistance.

Student's Full Name & Signature:

Adiba Fyroz

_____

Adiba Fyroz
Student ID: 18304051

Supervisor's Full Name & Signature:

_____

Saif Hossain
Assistant Professor & Director, BRAC Business School
BRAC University

Letter of Transmittal

Saif Hossain

Assistant Professor & Director

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on Movement to digital channel from traditional channel in the telecommunication industry.

Dear Sir,

With all due respect, I am submitting this letter of transmittal along with my internship report on Robi Axiata Ltd.'s movement to digital channel from traditional channel. All of the knowledge I have acquired while working at Robi Axiata Ltd. is contained in this report. My whole report is made up of knowledge I've gained during the past three months.

I think I complied with all the requirements outlined in the BBA Internship Guideline Structure when preparing my report, as well as the directives provided by my organization's superiors. If you would please accept this report, I will be glad. You are welcome to ask me for clarification if you have any further questions regarding this report.

Sincerely yours,

Adiba Fyroz

Student ID: 18304051

BRAC Business School

BRAC University

Date: 4th March, 2023

Non-Disclosure Agreement

This agreement is formed and entered into it by and between Robi Axiata Ltd. And Adiba Fyroz, a student at BRAC University, in order to guarantee that the student won't disclose any private information about the firm without authorization.

Adiba Fyroz

_____

Adiba Fyroz

Student ID: 18304051

BRAC Business School

BRAC University.

Acknowledgement

I would want to express my gratitude to my supervisor, co-supervisor, and the field supervisors at my place of employment. They have given me their unwavering support so that I may appropriately finish this report on the factors affecting the movement to digital channel from traditional channel in telecommunication industry through digital marketing while working one of the biggest MNC in the country. Robi Axiata Ltd. is one of our country's major multinational corporations.

My supervisor and co- supervisor have supported me whenever I have needed support with any questions in order to submit this report accurately. The supervisors at the company were quite helpful and successfully informed me about the importance growth disruption and other necessary factors, which significantly helped me in writing the report. I thus wish to give these individuals my sincere gratitude.

I'd like to start by saying that I'm grateful to the Almighty Allah for the opportunity to do an internship at Robi Axiata Ltd. is one of Bangladesh's top service and customer-focused telecommunications companies. I want show my gratitude towards my parents for their constant support throughout my entire journey.

Following that, over the course of my internship, I had the kindest guidance, collaboration, and supervision from my academic supervisor, Mr. Saif Hossain, Assistant Professor & Director, BRAC Business School, BRAC University, for his unwavering support, advice, and encouragement throughout my academic career. I consider myself fortunate to have had the chance to create my report under his supervision.

Second, I want to thank Mohammad Mamun Murtaza Sheriff (General Manager, Data Services), Rasib Afridi (Manager) They gave their valuable time to be my supervisors, and I am really appreciative of it. Their directions and guidance have made it easier for me to understand consumer market and gather the necessary data that enhances the necessary activities.

Finally, I'd want to thank the other senior staff members, field agents, and distributor officials for assisting me in gathering the data I needed throughout my internship at Robi Axiata Limited. Last but not least, I want to sincerely thank all of my Robi Axiata Ltd. intern colleagues for helping me during this internship period.

Executive Summary

I had the opportunity to work at Robi Axiata Limited as part of a 12-week internship program to complete my Bachelor of Business Administration degree. Working with MyRobi Marketing Operations, has surely opened my eyes to the realities of the business world and what I have learned. Along with my individual views on them, I've provided both quantitative and qualitative learning and experience. I found it to be a fascinating experience to comprehend the principles that underlie actual core marketing operations since I could easily relate the practices to my theoretical knowledge. I have included all the knowledge and observation and also conducted survey to include the opinion of different age groups and incorporate those with the factors.

This study's main objective is to comprehend why customers favor digital options for dealing with Robi recharge and other services. So, in this report, I have included my learnings of how consumers are being interested in using digital media for day to day life. People purchase very frequently and they do not prefer to go for a shop to recharge which is a hassle as we can understand. Also, there are different age groups and all the consumers use very crucial services with their phone that derives them from using traditional channel as digital channel is faster. And lastly, based on the user friendliness and satisfaction level, consumers continue using the same telco service and that is why the company needs to update and upgrade their existing services. Each team of business units in the market operation team must deliver somewhat more than what rivals are offering in addition to the high-quality required services.

Keywords: Marketing Operations, Telecommunication, Communication, Robi, Experience, Easy Plan.

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List of Acronyms

APPD – Average Price Per Data

ARPU – Average Revenue per User

ATL – Above the Line

BTL – Below the Line

BTRC – Bangladesh Telecommunication Regulatory Commission

BTTB – Bangladesh Telegraph and Telephone Board

GB – Gigabyte

MB – Megabyte

Mhz – Megahertz

MO – Marketing Operations

OpEx- Operational Expenditure

RCO– Robi Corporate Office

UAT – User Acceptance Test

VAS– Value added service

Chapter 1: Overview of Internship

1.1. Student Information

This is Adiba Fyroz, ID: 18304051, currently doing my Bachelor of Business Administration from BRAC Business School in BRAC University. I started my undergraduate journey in Summer 2018 with the hope to end my undergrad by this Summer 2023. I will be graduating in 2023 while doing a double major on Marketing & Human Resource Management.

1.2. Internship Information

1.2.1. Period, Company Name, Department/Division, Address

I have been given the opportunity to work as an intern at Robi Axiata Ltd. for three months, beginning on September 1st, 2022 and ending on November 30th, 2022. I worked in the Marketing Operations division, in MyRobi MAU Growth Disruptions department. The Corporate Office of Robi Axiata is located at Nafi Tower, 53, Gulshan South Avenue, Gulshan-1, Dhaka 1212.

1.2.2. Internship Company Supervisor's Information
As a Marketing intern at Robi Axiata Ltd., I worked under the direct supervision of o Mohammad Mamun Murtaza Sheriff, GM, Robi Digital & Partnerships and reported to Rasib Afridi, Manager, Robi Data, Self-Service Channels. In addition, my line manager, my mentor and I work in the growth of data services.

1.2.3. Job Scope
I worked 8 hours a day, Sunday through Thursday, from 10:00 a.m. to 6:00 p.m. at Robi Axiata Ltd. During my first few weeks of the internship, I essentially went through a knowledge transfer session with my line manager and my mentor, during which I completed various courses that taught about the essential steps of creating offers with a decoy product and what things needed to be done before and after the notifications.

Furthermore, I have learned about the essentials of corporate values and other aspects as per my task demand and also worked with different teams to deliver tasks in time.

1.2.4. Daily Responsibilities as an intern

- Preparing paper workers, like Acknowledgement letter, Letter of Joining and many more according to the company policy.

- Maintain the documents and entry of new data packs, app notifications and updated prices.

- Conduct Research regarding the market trends, competitor data pack prices and their marketing campaigns.

- Helping my line manager and other division member, the work assigned to me.

Along with my everyday tasks, I also engage in other activities as assigned by my supervisor, such as participating in product test events and creating various attributes as needed.

1.3. Internship Outcome

1.3.1. Student's Contribution to the Company

Throughout my internship, I was assigned a range of responsibilities to complete, all of which were critical and urgent. I believe that by performing these tasks well, I have improved the efficiency.

1.3.2. Benefit of the student

Being an intern at such a major company as Robi was incredibly beneficial in terms of developing new areas of knowledge and obtaining practical experience.

My professional and academic status have improved, and I've learned how job duties shift within a company, industry, or sector. During my internship with Robi Marketing Operations, I gained knowledge on how to effectively and respectfully interact with a variety of employers on the job. Also, by maintaining a positive mindset throughout my internship, I gained an understanding of professional ethics. I discovered how to fully appreciate the skills and attributes I acquired at work after completing my internship. Through on-the-job observation and an analysis of the office environment and working conditions, I learned the necessary skill sets.

1.3.3. Problems/difficulties faced during the internship period

First of all, there were a lot of difficult-to-understand terms in the area I worked in as well as a lot of tasks involving confidential information. However, as time passes, I am able to adjust to the

conditions and values of the company. On some tasks, I used to get stuck and wait for my supervisors' feedback on that and I needed the permission to work with some information. I had some restrictions on the technological tools I could utilize at work. Since there was restricted access to websites due to security concerns, using a browser to explore several websites was not possible with laptops. Like every other individual, I have also faced the same challenges and overcome it overtime.

In addition, I had never used Outlook before, so that was something new. So, in order to use it, I had to learn how to operate it and all of its features. It felt unfamiliar at first, but I eventually grew used to it. Other than these, my internship at Robi Axiata Ltd. was very useful and full of opportunity for learning. I did not face that kind of problem at Robi.

1.3.4. Recommendation to the company on future Internship

In the first place, an internship is a learning period for recent graduates or students preparing for grad school who wished to gain experience in the professional world. In order for the interns to grow professionally in all departments and work in each one, it is necessary to assign work from departments other than the one in in which they are working.

The interns should attend seminars or workshops on various topics, so that they can learn from and hear from Robi's top executives, is another recommendation. Additionally, I wish for leaders and managers to enhance intern-motivating activities in order to maintain competition and motivation. By enhancing their creativity, all-around knowledge, and specialized talent, it might greatly benefit interns.

Chapter 2: Organization Information

2.1. Telecommunication Industries in Bangladesh

The most extensively used and effective method of communication in the world is the cell phone. Almost all social interactions in our nation today involve a wireless device and a SIM card thanks to the advancement of technology. Consequently, a structured growth in the user base is occurring. Low call rates, low phone prices, and fierce competition among flexible businesses are all contributing to the increasing growth of consumers.

The Bangladesh Telegraph and Telephone Board (BTTB), the former monopoly supplier of telecommunications services for the country, was required to enter a market with a private operator in 1989 after being allowed a license to offer, among other things, cellular mobile services, through which Bangladesh launches her telecommunication services. Significant modifications were made to the use of in the late 1990s.

Through various types of research and advancements, it is crucial for organizations to stay abreast of the most recent technological advancements. There are four authorized mobile providers in the Bangladeshi market. Grameenphone, Banglalink, Robi, and Teletalk. According to a report from the Bangladesh Telecommunication Regulatory Commission dated July 2022 (BTRC Mobile Subscribers Statistics, 2022), there are 184.45 million mobile subscribers across the entire population of Bangladesh.

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

Figure 1: Percentage of subscribers of mobile companies
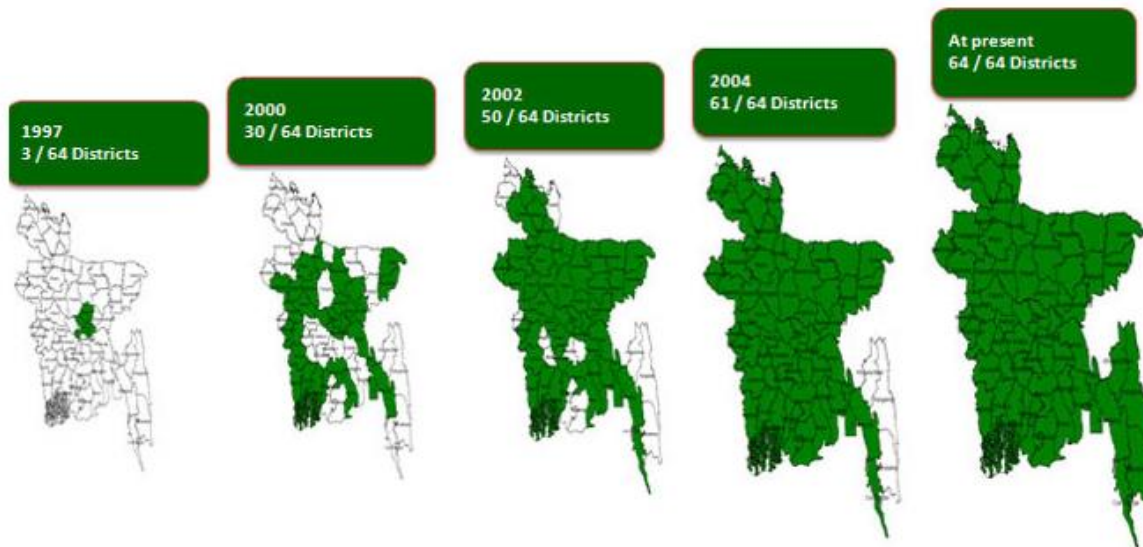
Figure 2: Bangladeshi areas with mobile coverage *(AMTOB - Association of Mobile Telecom Operators of Bangladesh, n.d.)*

In the wake of the merger of Robi Axiata and Airtel Bangladesh, Robi Axiata saw a gain in subscribers, and as of July 2022, the BTRC data base places Banglalink in third place among all operators (BTRC Mobile Subscribers Statistics, 2022). Following the liberation war in 1971, the government established a distinct department of Telegraph and Telephone, which was later changed to a corporate sector in 1976. It was changed to Bangladesh Telephone and Telegraph Board later in 1979 (Alam M., 2021). In 1995, Bangladesh began its Internet journey. Starting in Dhaka, the internet service spread to the other four major cities in the county (Alam M., 2021). The goal of making Bangladesh "Digital Bangladesh" is what motivates the nation to grow technologically.

Figure 3: Percentage of telco market share

With a 46% subscriber rate, it is clear from the above data that Grameenphone has the highest number of subscribers. It is evident that Robi is in second place with 30% of the subscribers. Then there is Banglalink, which is in third place with 21% of subscribers.

2.2.1. Telenor Bangladesh Ltd (Grameenphone)
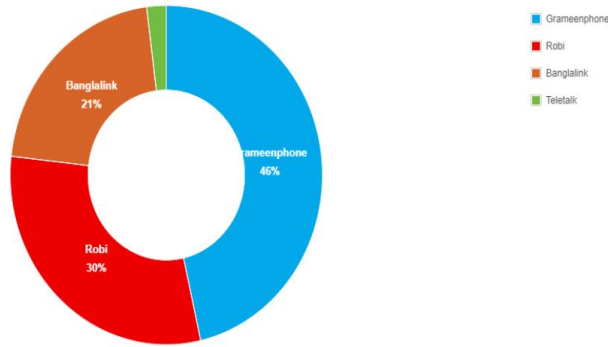
To better serve Bangladesh's rural residents and connect more rural and urban areas to the internet, Grameenphone launched their mission in 1997 (Grameenphone, 2022). With a market share of about 46%, it is Bangladesh's leading telecom operator. With 55.8% of the shares, Telenor Mobile Communications, Grameenphone's parent company, holds the largest stake in the company. Grameen Telecom, with 34.02%, is the foremost shareholder.

2.1.2. Banglalink Digital Communication Ltd

Since 2005, Banglalink has been aiming to reduce the cost of telecommunications for consumers (Banglalink, 2022). Bringing mobile connectivity to a large number of Bangladeshis was their primary objective, which enabled their business succeed. VEON, Banglalink's Dutch parent firm (Wikipedia, 2023), currently owns 51.9% of the company's shares. Amsterdam, the Netherlands, serves as VEON's headquarters. It primarily serves clients in Europe, Asia, and Africa (Wikipedia, 2023). One of the largest telecommunications service providers in the world, it uses a range of conventional and broadband mobile and fixed technologies to deliver voice and data services in nations like Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Tajikistan, Armenia, Georgia, and Kyrgyzstan. It can serve more than 10% of the world's population and has more than 235 million users.

2.1.3. Robi Axiata Ltd.
Robi Axiata Ltd began its operations in 1997 under the name Aktel, but changed its name to Robi after Malaysia's Axiata Group Berhad acquired a controlling interest in the business. Currently, Robi, which regularly competes against GP, is the second-largest telecom in Bangladesh. In the upcoming sections of the report, Robi will be covered in more detail.

2.1.4. Airtel Bangladesh
The Airtel brand began its operations in Bangladesh in 2010 with the same goals as they do now: celebrating life with friends and boosting experiences for the friend circle (Airtel, 2022). Axiata Group and Bharti Enterprise merged in 2016, and even though Bharti Enterprise of India had originally owned the company, this eventually allowed Robi Axiata Limited to own the Airtel name (Airtel, 2022).

2.1.5. Teletalk Limited
State-owned mobile phone provider Teletalk offers 3G, LTE, and GSM services. The company is a public limited company that is owned directly by the Ministry of Posts, Telecom, and Information Technology (Teletalk, n.d.). As Bangladesh's only state-owned telecom provider, the business began operations in December 2004. The business is making every attempt to provide its users services that are accessible and fairly priced in Bangladesh.

2.2 Company overview
In 1997, Robi Axiata Limited was launched in Bangladesh under the name Aktel (Robi Axiata Ltd., 2022). The company is being successfully serving the Bangladesh market for 13 years and changed its name to "Robi" in 2007. After the acquisition of their parent company Axiata group, the name was changed. Axiata Group is a Malaysian company that provides digital services in 12 different countries. Over 54.5 million subscribers, Robi is Bangladesh's second-largest telecom operator. Axiata Group that is in Malaysia (61.82%) and Bharti Airtel which is operating in India (28.18%) are the company's two largest owners (Robi Axiata Ltd., 2022). The general public owns the remaining 10% of the company. From then in 2010, Robi changed their name from Aktel to Robi. 'Robi' is a Bangla word which in English means "the sun". Their tagline is "Jole uthun apon shoktite," (Robi Axiata Ltd., 2022) which means to "Ignite your power within" which was very popular among the generation. The brand's tagline implies that it maximizes users' potential. The tagline was very optimistic, thus the company decided to modify it in 2019 to a new one which is

now "A new experience in Life" (Robi , 2019). The company officially began its 25-year service in Bangladesh in November 2022 to be ready with new ideas. This displays the brand's commitment and preparedness for the future of invention. With a 4.5G network, the company primarily emphasizes its network and positions itself as the finest internet service provider in the nation. The only telecom provider in Bangladesh that manages both Robi and Airtel is Robi Axiata Limited. When Robi and Airtel merged in 2016, it was the largest merger to ever take place in Bangladesh. The company stablished themselves to the position of second-largest telecom operator in Bangladesh as a result of the merger. NTT Docomo held an 8.41% share prior to the merger, however the percentage decreased to 6.3 following the merger, while Bharti Airtel received 25 percent (Roy, 2016). The first provider to offer 4.5 networks across Bangladesh, trial 5G, and introduce Voice over LTE is Robi (Robi Axiata Ltd., 2022).

2.2.1 Dual Brand Strategy

In order to remain competitive and capture the highest market share in Bangladesh, Robi and Bharti Airtel came together. However, it is difficult to keep both brands at the same time when they merge as one. Furthermore, the brand has elegantly approached it among consumers.
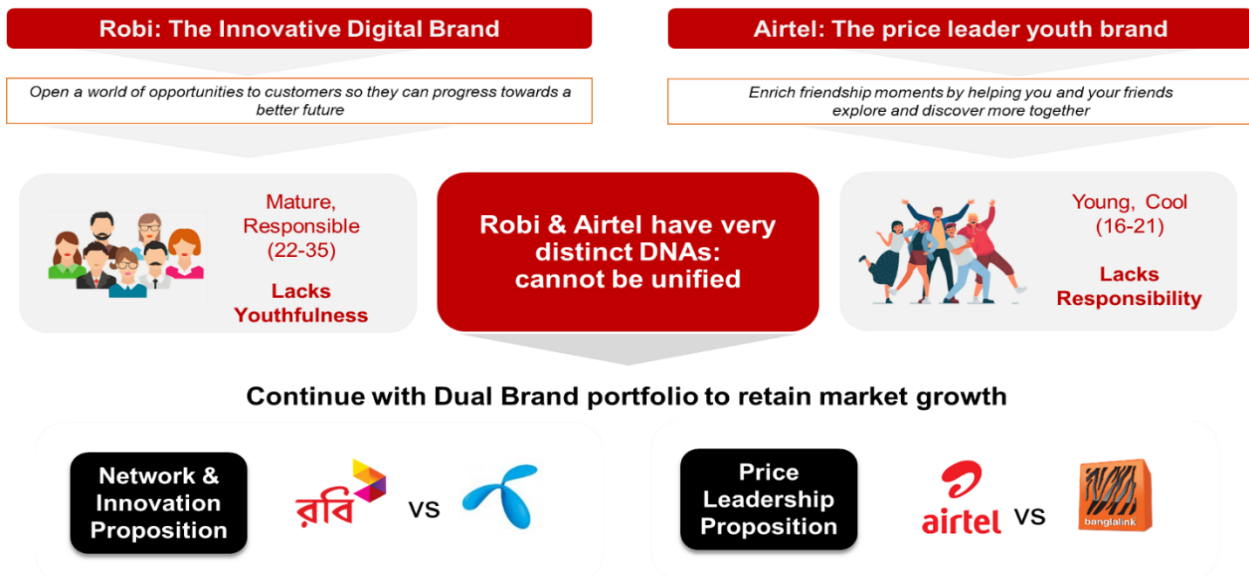

Figure 4: Dual Brand Strategy: Robi Axiata & Airtel Bangladesh

2.3. Mission, Vision, Objectives and Slogan

2.3.1 Mission of Robi

"To ensure value generation and consumer focus, Robi operates with an unwavering commitment to outstanding performance and steadfast integrity." (Robi Axiata Ltd., 2022)

2.3.2 Vision of Robi

"In order to realize its vision, Robi wants to be the employer of choice with the most up-to-date knowledge and goods to fulfill the dynamic, ever-changing requirements of a developing economy. This aim is in addition towards becoming number one in market share." (Robi Axiata Ltd., 2022)

2.3.3. Slogan of Robi

"**A new experience in Life.**" (Robi Axiata Ltd., 2022)

2.4 Company Structure

Robi Axiata Limited has a very effective organizational structure that makes daily operations feasible. Each employee has distinct and clear responsibilities, and they are all accountable to the line managers who supervise their own operations. I have included the Robi procedure here to make it easier for you to understand how the organization operates.
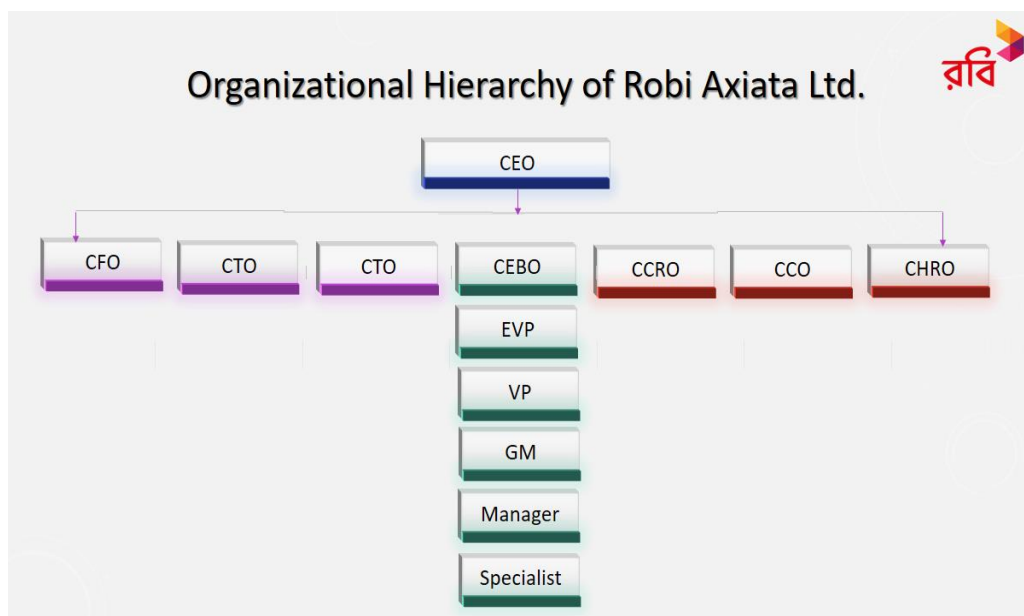

Figure 5: Organizational hierarchy of Robi Axiata Ltd.

In the company headquarter of Robi, democracy is more prominent in terms of leadership. Everyone here has the opportunity to participate in the effective discussion with their supervisors, share their thoughts, and make decisions, even though the employees are required to report their work progress to the general manager or the Vice President. Seniors strongly encourage and respect this participation of the creative and skilled employees.

The CEO is in the top position in the organization hierarchy of Robi, which is displayed in the above figure, and employees start their employment with the company as specialists.

2.4.1. Corporate Division of Robi

Robi Axiata Limited is a dynamic company that operates round-the-clock, each day of the week.

Each team, consisting of 19 levels, is responsible for more than just accomplishing its KPIs; at its

core, Robi promotes proactive behavior among all employees.

Figure 6: Divisions of Robi Axiata Ltd.

All individual teams from both brands automatically participate in the quarterly Robi championship tournament, where the winner team is awarded the trophy. Additionally, there are quarterly rewards for the best performers on each team and within each division, which not only motivates staff but also upholds the culture of actively seeking bigger achievement.

2.4.2. The nine key divisions of Robi Axiata Limited

Based on the requirements and organizational structure, each of Robi Axiata Limited's nine core divisions has a number of departments. The business is supervised by a chief executive officer. Each division is led by a VP and an EVP who is in charge of different departments. Each unit is run by a CXO. Company's management between staff members and department heads is the prime objective of general managers. Certain duties, such as plans, programs, analyses, or assignments, are given to managers to make better communication and execution. Entry-level jobs such as officers and specialists carry out a range of duties that are assigned by general managers or their direct supervisors. Here you'll find a summary of each division.

- **Information & technology**

This division provides IT support to all of Robi's divisions as this runs a telco business. The key responsibilities of this division include setting up and managing business stations, maintaining regional IT activities, focusing on organization checks, assisting staff by offering tools and software they need, concentrating on support contact, and so forth. Taking care of the Robi website in addition to departmental and inter-site websites is a significant technological task.

- **Enterprise Business**

Enterprise business is used to facilitate transactions between corporate businesses. They are responsible of closing negotiations and presenting the digital products, services, and offerings of Robi Axiata Limited to other enterprises.

- **Enterprise project management**

In the development of various management projects, the CXOs and enterprise program management (EPMO) work directly. In collaboration with the Corporate Strategy division, the EPMO sets business objectives, goals, and policies for the organization and encourages the execution of various initiatives.

- **Human resource management**

HR's primary areas of focus are recruiting new employees, training existing employees, motivating staff and regulating shift changes in the hierarchical structure. HR is also in charge of preserving good working relationships among all employees.

- **Finance**

Finance is responsible for handling monetary operations, producing employee compensation statements, upholding compliance, and other related tasks. Financial management & financial reporting, commercial banking, supply chain management, insurance & process, financial compliance, revenue assurance and fraud management, media planning and buying are some of the divisions that make up the finance division.

- **Internal audit**

The internal audit division of Robi aims to verify the viability of operations, the accuracy of financial reporting, the identification and investigation of fraud, and the protection of assets in accordance with legal requirements and industry standards.

- **Marketing operations**

Receiving monthly designated deals from top management is the responsibility of this division. The division works to advance brand and market communication, the acquisition of corporate and commercial goods, the protection of direct focus, and involvement in the creation of new product assessment processes.

- **Administration**

This division works on controlling the way the office set up, employee support and communication with the board of employees is run. Also, choosing leaders is an important task for development.

- **Corporate strategy**

The primary responsibility of this division is to generate unique strategic partnerships for Robi while also analyzing monthly revenue, growth and KPIs. The division is cautious to predict the growth of structures.

2.5. Management Practices

2.5.1. Recruitment and Selection Process

In Robi, the Human Resource department is frequently in charge of managing the hiring process. They are liable for conducting candidate screening and then selecting the most suitable candidates for open positions. Basically, the procedure starts when any Robi division needs a worker for a

certain position or when a vacancy occurs. They recruit applicants for positions in all types of divisions, including Market Operations, Human Resources, Finance, Corporate Strategy, Enterprise Business, Information Technologies, Administration, Enterprise project and Internal Audit. Additionally, these divisions may have subdivisions, which themselves may be divided into multiple teams.

The HR department sets up everything by creating the job description and circulating the job circular whenever someone is needed. The job opening is also advertised on the Robi Career website. After selecting the candidates, HR chooses the best candidates for the interview and organizes everything. Two to three interviews must be performed with the candidates. Initial meetings were held with the HR, General Manager, and Vice President of the team, respectively. The chosen candidate is informed by HR after the final selection decisions have been made. The HR department also oversees subsequent processes including medical testing and onboarding.

2.5.2. Compensation System

An employee's individual salary account receives a monthly pay transfer that includes a variety of benefits. Every month, each employee receives a complete overview of their gross salary and deductions. Rent, transportation for medical treatment, and utilities are all included in the monthly take-home salary. Every year, Robi distributes two yearly bonuses: one for Eid and another for a celebration bonus around Christmas. The amount is typically equal to the base salary.

2.5.3. Performance Appraisal System

For the organization to accomplish its overall goal, each individual has a personal goal that they must achieve. Every employee has a periodic evaluation, typically in December, to track their development and assess whether they still require any training. As a result, outstanding employees are compensated for their contributions to the business. Additionally, Robi offers variable compensation to its employees, such as performance bonuses which are mainly from individual performance of employees and corporate performance bonuses that comes from the performance of the firm.

2.5.4. Training & Development Process

The organization develops a training schedule each year after assessing the training requirements of every employee. For in-house training sessions, Robi's own facilitators can be engaged. Trainees are generally dispatched to Malaysia, Sweden, Egypt, Indonesia, France, and India for various

training programs. This program enables new hires to gain a basic understanding of employer, the company's policies and procedures, and its product services. The HR Division is in charge of this new employee socializing program.

2.6. Marketing Practices

Six divisions make up the marketing division: A&P and Brand, Item Development, Global Roaming, Corporate Sales, Direct Sales, and Vendor Management. Public relations and advertising are represented as A&P and Brand. This division is in charge of the organization's board, overall brand, and advancement projects. This issue covers media that is distributed both indoors (print and electronic) and outdoors. The Development of Items unit is in charge of creating new products and services, much as an organization's R&D division. There are intimate ties between this division and the advertising research center. ISD, international SMS, and other services fall under the purview of the global or international roaming (IR) area. The main goal of this division is to engage in negotiations with unidentified telecom companies in order to gain control over them and thereby broaden global inclusion. The job of controlling the sale of goods and services to diverse organizations falls under the purview of the corporate sales division. The unit decides to reach agreements with a number of businesses to become Robi's corporate clients and only handle corporate sales. Through customer service centers, direct sales is in charge of selling goods and services to the general public.

2.6.1. Marketing Strategy

Numerous marketing teams are part of the Market Operation division at Robi Axiata. Robi is very competitive when it comes to marketing strategy and chooses a national marketing approach to reach clients across the nation. Additionally, Robi hopes to not only attract consumers but also achieve the anticipated growth in sales. Robi uses a promotional mix strategy, which comprises public relations, TV advertising, sales promotion, etc., for promotional activities.

Market segmentation

Usually, demographic segmentation is used to determine the market segmentation that Robi's clients fall into. They primarily serve adult and middle-aged clientele. Also, they have a geographically divided consumer base, they call it cluster based. Some regions of the nation having a higher concentration of customers than others, particularly Chittagong and the hilly regions.

Marketing mix
Product:

Research is carried out to understand the demands of the consumer, their problems, the occasion, and many other aspects while coming up with new products like offers or value-added services. Teams from various organizations are constantly trying to improve the caliber of various goods for both prepaid and postpaid SIMs.

Price:

When setting prices, Robi considers different types of evaluations. Typically, they stick to the skimming pricing technique. In accordance with the conditions and circumstances, Robi also modifies the tariff plan as appropriate.

Place:

For attracting more consumers Robi is always pursuing a wider distribution system to increase client accessibility to service.

Promotion:

Robi engages in a variety of marketing campaigns. Television, radio, newspapers, magazines, and other media are all used in promotional campaigns. In order to expand their audience, Robi has also placed boards in prime locations to draw attention to them and sell their products and services.

2.6.2. Target market & Positioning Strategy

Positioning is the process of giving a brand the greatest possible market positioning so that it can successfully compete with other items. Although Robi Axiata aimed to dominate the market, other telecom firms are aiming for the bottom of the pyramid in order to grow and reinforce their customer bases. Robi wants to be the industry leader by creating acceptable, high-quality goods for middle-class and lower-middle-class consumers. In the majority of situations, they primarily target the mature audience. Many divisions must cooperate in order to implement various product techniques. The product plans, which can be difficult to advance and follow through at times, are created by this complicated blend.

2.6.3. Advertising and promotional strategies of Robi

Robi's marketing strategy focuses on advertising, promotions, and exclusive offers.   The advertising strategy concentrates on planning, carrying out, and taking responsibility for compelling consumer experiences. In their advertising, Robi Axiata prefers promotion mix techniques. This strategy is utilized to bring all ad categories together and ensure that they are well-balanced for a composed ad posture. Robi utilizes the PUSH & PULL method as another

crucial component in marketing goods and services. Robi only uses the internal department for marketing initiatives. Additionally, huge advertising campaigns are outsourced out to advertising companies.

2.7. Financial analysis from year (2017-2021)

A company's capital, resources, income, and other factors are reflected in its financial and accounting performance. The liquidity, profitability, and efficiency of Robi Axiata Limited are evaluated using the financial statement and balance sheet of Robi over the timeline of last five years (2017–2021).

2.7.1. Liquidity Analysis
Current Ratio:

Here, the current ratio is determined to determine Robi's liquidity. This ratio shows a company's ability to pay its current liabilities. The current asset and current liabilities are divided to create the current ratio.
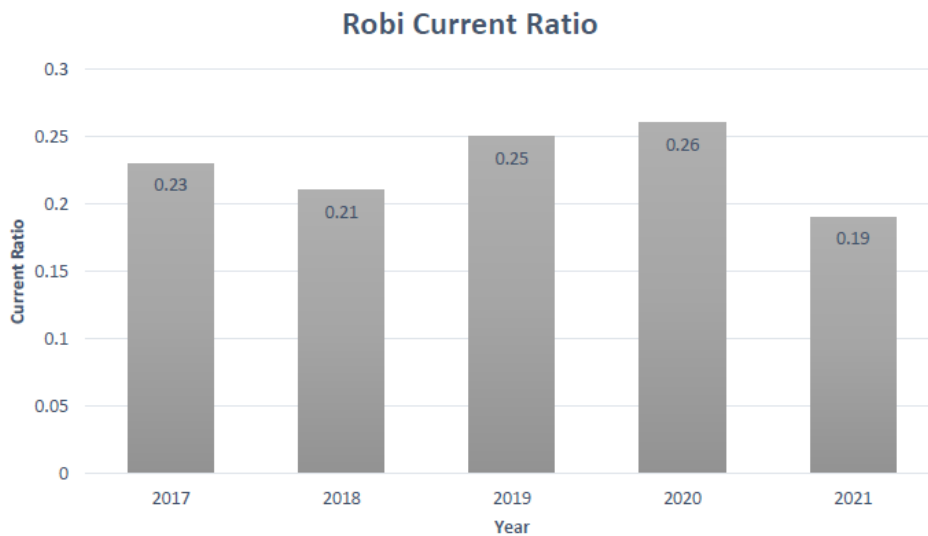

Figure 7: Current Ratio

2.7.2. Profitability ratio of Robi
Profit margin:

After the accounting period has ended, a profitability ratio can be used to determine how well a company is doing financially. This ratio demonstrates the company's capacity to generate revenue. Profit margin is calculated here just to determine the profitability ratio. Net income and net sales are divided to determine the profit margin.
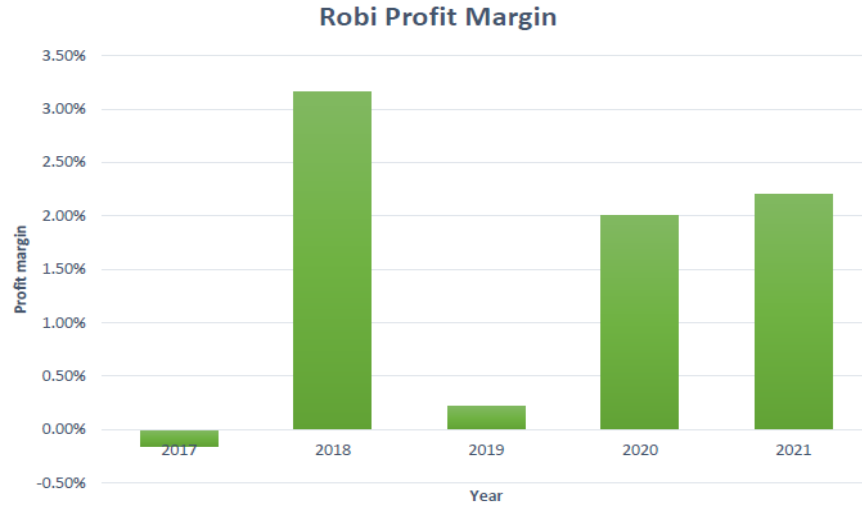
Figure 8: Profit Margin

2.7.3. Efficiency ratio of Robi
Efficiency ratio and asset turnover ratio:

The efficiency ratio measures how effectively a business can use its resources to generate revenue. Here, the asset turnover ratio of Robi is determined in order to get the efficiency ratio. The asset turnover ratio is calculated by dividing the net sales along with the net average assets.
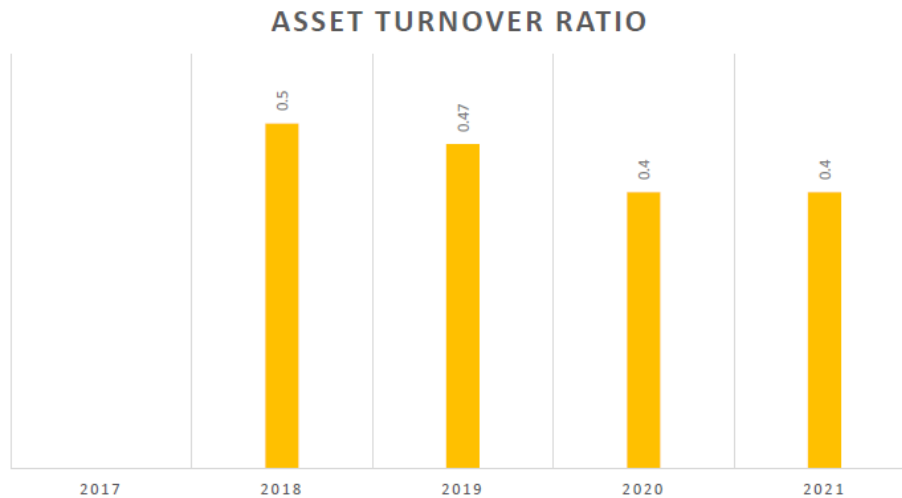

Figure 9: Asset turnover ratio

2.8. Industry & Competitive Analysis
2.8.1. Porter's Five Forces Analysis

➢ **Threat of New Entrants:**

Existing industry enterprises have a considerable advantage in stifling new competition due to the mass production of SIM cards and the distribution of fixed costs over a mass production volume of services. Also, losing benefits that come with being a devoted customer of any telecom company (such as being a star subscriber of Grameenphone) is expensive, and replacing SIM cards after many years of use can be a hassle. So, brand loyalty is a serious threat to new competitors in the market as GP and BL has entered the market way before Robi.

➢ **Threat of substitute products:**

Land-phones and wired phones were the main SIM card substitutes a decade or two earlier. But, those are no longer even considered alternatives because most consumers now only consider utilizing wireless cellphones or smartphones, giving SIM card businesses a competitive advantage. There hasn't yet been developed a SIM card or network service provider alternative. Also, one data pack can be of different price range depending on operator. Let us assume, there is a data pack of 3days 50 mb at TK. 9 in MyRobi App. But in GP you will not find any data pack under TK. 35. If GP or any other operator brings data pack at Robi's range, then that particular product will be considered as a substitute product.

➢ **Bargaining power of buyers:**

Different telecommunications operators have differentiated offers for value-added services. Because they have more options, consumers also have more bargaining power.

➢ **Bargaining power of suppliers:**

There are not many telecommunications service providers in our country. The suppliers who make SIM cards for the existing telecommunications companies have the advantage in negotiations as they have few alternatives.

> **Rivalry among existing competitors:**

In Bangladesh, there are four main mobile service providers. By lowering call prices, improving network coverage, and offering better value-added services, each company aims to increase its market share. Due to competition, the industry's average revenue per share has decreased. Since it is the market leader, Grameenphone has an advantage over its competitors. The competition among current rivals is intense.

2.8.2. SWOT Analysis

Strengths	Weaknesses
- With a great reputation it is providing prominent network in the market. - Robi has repeat and constant consumers. - CCN areas. - Dual brand strategy with Airtel. - Consistent network in different places. - Widest Roaming Services.	- Lower area coverage than the competing brands such as GP, Teletalk. - High turnover of employees over a short period of time. - Deteriorating quality of assets.
Opportunities	**Threats**
- Option for modification of products. - Grasp the market after the inauguration of Padma Bridge. - Attract younger generation more. - Funding for enterprises. - NCCN areas.	- Better network capacity and coverage, such as GP. - Competing price, such as Banglalink. - Switching tendency of consumers. - Better and easier user experience in apps.

Table 1: SWOT Analysis of Robi Axiata ltd.

2.9. Summary of the Organization

Being that Robi is currently the second largest organization, it can be claimed that the company has reached its maturity phase and needs to work on a variety of new services and quality improvement. Additionally, merging Airtel and Robi and implementing a dual brand strategy has been a wise move for both companies, and they are actively working very smoothly. According to the analysis, Robi has a significant company potential in the market with a fair quantity of profit for its shareholders. Making campaigns and programs for innovation and engagement becomes simpler with this in mind. Their teams are working on numerous new projects, as well as numerous client engagement projects.

Chapter 3:

Movement to digital channel from traditional channel in the telecommunication industry.

3.1. Introduction

Around 6.4 billion of the 7.9 billion people on the planet use smartphones, which is 80% of the world's population. Also, it is estimated that throughout time, there will be a sharp rise in the number of people using smartphones. The use of mobile phone applications has expanded dramatically as a result of this technical innovation, which has also had an impact on consumer behavior and business strategy decisions (Alam, M., 2021). Because mobile phone applications have an impact on brand sentiments as well, marketers nowadays are constantly looking for strategies to increase customer engagement with mobile phone apps (Dovaliene, et al. 2016).

The second-largest mobile phone operator in Bangladesh has a smartphone app called MyRobi. Customers can access mobile SIM-related services, manage their prepaid or postpaid accounts, and find solutions to problems relating to their mobile operator through the use of the app. Therefore, the functionality and features of the app itself have an impact on the brand image as well. Constant innovation must be promoted for the benefit of the customers using the app. Moreover, a number of advertisements are also being performed to keep the users interested in the app. As several of the app's campaigns are advertised on Robi's social media pages to increase customer awareness and reach, this connects the mobile app with those platforms. Such as, there is a group in Facebook named **MyRobi App User Community.** There are lots of questions, queries and confusions are posted for clarification and MyRobi team tries to solve it as fast as possible and work on the issue. There is another Facebook group called MNP users where new offers and facilities are posted.

In my internship period, I had scope to work with the manager and general manager, of the product and pricing team. In the very first day after I joined, I was assigned to find the decoy products from MyRobi app. In marketing, decoy effect refers to a situation where a consumer make decision between two options in the presence of a third option based on some fixed criteria. We will discuss

about this in later parts. Also, recently there are some user-friendly features in MyRobi App, all the data and voice packs are now accessible by duration. In this era, coping up with the consumer demand is crucial and that is why app engagement is also necessary. With the help of application, consumers and have great view of products (data, voice, bundle packs) and can also cater through EasyPlan option. Also, there are SMS and app notification in a day that are send in different times. In app, there are also segmented offers for individual users.

3.1.1. Literature review

Businesses constantly develop new apps and add new features to the app interfaces to fulfill consumer demand while also promoting their own branding and exposure (Hur, 2017). This will give organizations a boost to engage more with consumers in a sense that consumers will be more eager to use their app. In the present society, apps can deliver users value in addition to their functional worth, such as entertainment, enjoyment, and even client satisfaction.

App engagement refers to a number of measures that are taken to attract and hold onto the consumers. While engagement behavior involves a range of ongoing, beneficial social interactions, such as knowledge sharing, good word of mouth, user cooperation, and customer co-creation, continuation behavior frequently only concerns a person's product consumption behaviors (Fang, 2017). Therefore, it is crucial for companies to encourage users' engagement behavior rather than just focusing on users' continuing usage in order to create and maintain a dynamic online community, create solid client relationships, and establish a long-term strategic advantage. To increase app engagement, there needs to be a good strategy that also boosts the business. The level of app engagement reflects the app's overall business success. If your audience is interested in what you have to say, you will also have a strong group of people with whom you may do business. One of the main issues organizations face in the mobile-driven market is figuring out how to attract and keep customers' attention on mobile device (Zhao, 2015).

Innovating app features is one way to enhance user experience in telco apps. Promoting innovation not only attracts customers, but also keeps them coming back. Additionally, developing interesting new items in accordance with consumer preferences after learning about their preferences is a solid approach to increasing user engagement in an app (Singh, 2022).

3.1.2. Objective of Report
Broad objective

Factors affecting the movement to digital channel from traditional channel in the telecommunication industry.

Specific objectives

- ➢ To find the key factors that are moving customers from traditional to digital channels.
- ➢ To analyze the impact of the factors on consumers.
- ➢ To analyze the customer significance and lifecycle of shifting from traditional channel.

The initial objective help to understand the currents demands for which the consumers are more driven to digital platforms. Because this has impacts on consumer mind and their purchase decision and finally if they want to switch or continue the service.

3.1.3. Significance

By conducting a study, it will be possible to understand and provide an overview of how innovation and engagement are encouraged in MyRobi. Driving innovation and engagement in an app is crucial since increased consumer reach and engagement increase greater profits. As a part of telco industry, promoting app innovation and engagement is just as crucial as developing marketing strategy because the app also shapes the brand's mindset. Additionally, this might support the business in attracting in additional consumers. Moreover, customers are more likely to engage with an app and stick with it over time if it provides a positive user experience. As a result, there may be greater chances for app revenue generating.

3.2. Methodology

In order to complete this report, I have collected information from various resources. A number of processes were followed in order to complete the goals of this study and create a useful report, leading to the desired study outcome. For achieving the objectives of this report, the information was collected from some sources which can be categorized as primary sources and secondary sources.

As primary source, I have included what I have observed and learned through my internship period from my supervisors and employees. Also, the tasks that I was assigned with, those were helpful for me to understand the industry and growth. With these, the official website of Robi, related articles, Facebook page and groups are also the source. Here,

- For the first objective that is to find the key factors that are moving customers from traditional to digital channels, I have conducted an online survey and focused on the frequency of their purchase and from which medium they get to know about new offers.
- For the second objective that is to analyze the impact of the factors on consumers I have emphasized more on consumers age range and in which process they recharge and also on the option gaining points.
- And for the third objective that is to analyze the customer significance and lifecycle of shifting from traditional channel I have focused more on their satisfaction level through online survey.

This survey is conducted among people from different age and region to demonstrate the current scenario to support the objectives and how people are shifting to digital platforms.

3.3 Findings and analysis

We will see some findings and analyze them based on our three specific objectives. The activities that will be shown below are campaigns in social media pages, groups for engaging more with customers, being consistent in getting back customers through giving notification via app and new functional facilities. The findings are some factors that are eventually impacting the consumer mind and helping them to shift from traditional channels. Let us discuss the campaigns and see how these are working as an influence below-

3.3.1 Campaign in Robi social media page

The contents of campaigns are posted on the Robi social media pages in order to reach customers and increase customer awareness. Customer involvement rises in step with rising customer awareness. Such as, you can see cyclone awareness post below.

Figure 10: Facebook Post

Also, we can see that in special occasion they come with engaging ideas. So that consumers will go to check details in the app.

Figure 11: Quiz of World Cup

3.3.2. Social media groups for engagement regarding new offers and comparison

In these social media groups, there are also criticism of various pricing and they do compare between prices.
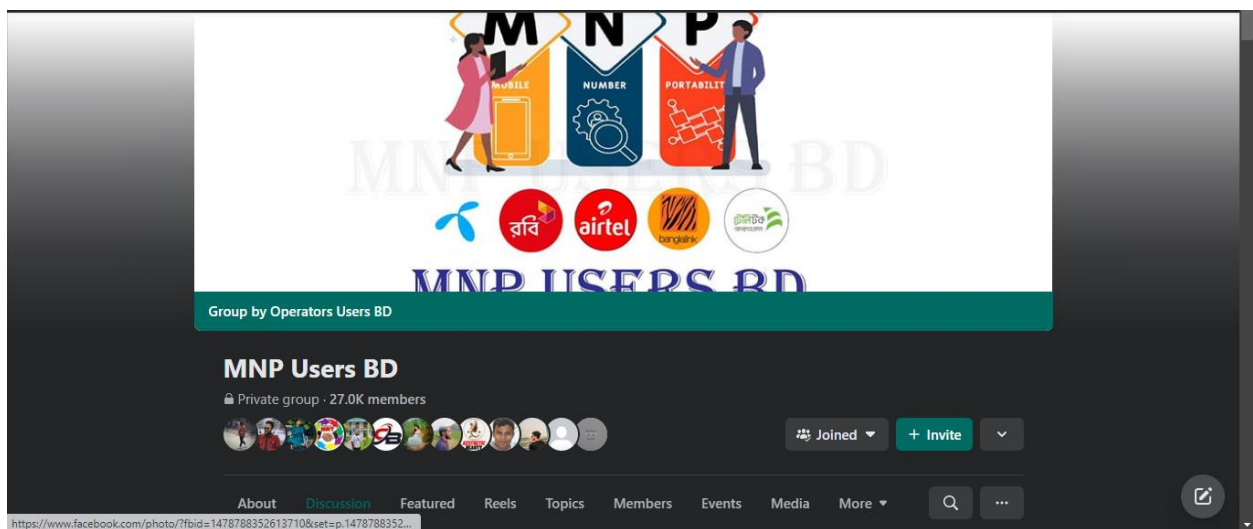
Figure 12: Social Media Group

Figure 13: Social Media Group, MNP

3.3.3. Strategy to get back customer in every hour

The below excel sheet is a part of my internship work. This has to be updates on a daily basis. There were WhatsApp group to communicate with the IT department who handles the SMS, notification part. These were the data of on which day, which data or voice or bundle pack is supposed to be notified to the consumers.

Figure 14: Daily USSD Pack, App

3.3.4. More functionality

This was another idea to generate more consumers on app, to do that a widget idea for app was in the process of developing. Even in the updated app, there are some new additions to increase functionality.
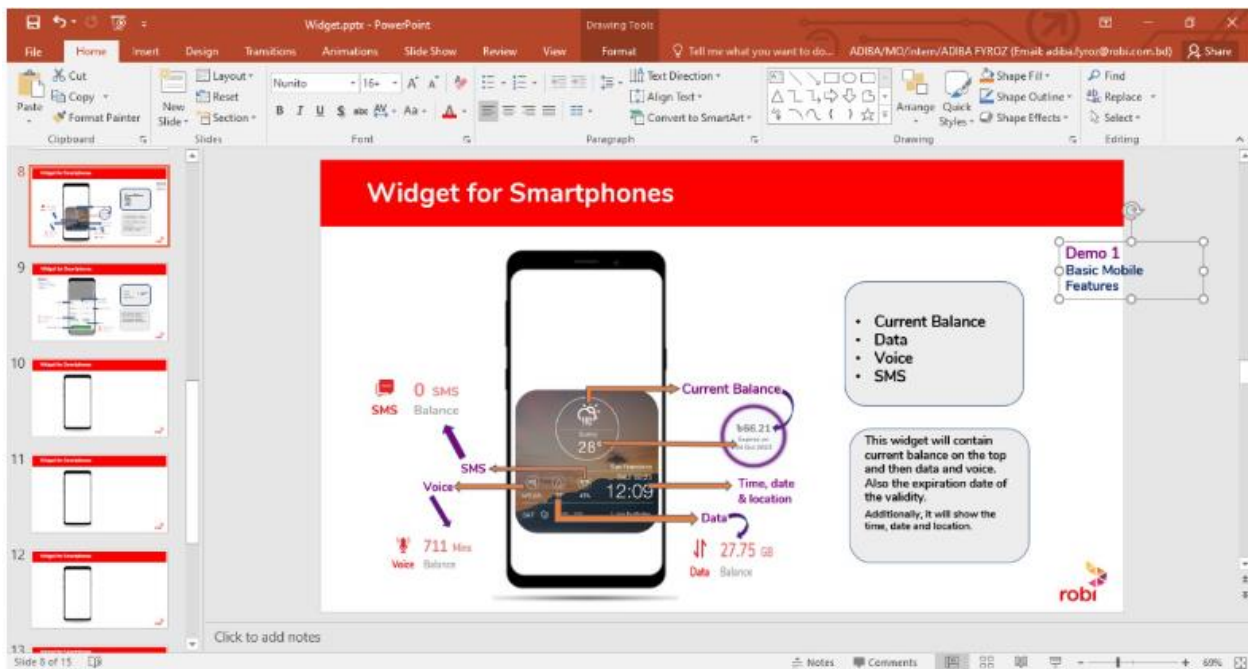

Figure 15: Widget Idea

3.3.5. Survey outcomes

Here we will go based on our specific objectives and relate with our survey outcomes.

3.3.5.1. Specific objective 1: To find the key factors that are moving customers from traditional to digital channels.

First of all, let us understand the factors that are responsible for shifting customers from traditional to digital channel. Campaigns in social media pages which we have discussed in 3.3.1 and 3.3.2 plays a role here. As more and more population are now using social media, telco like Robi tries to engage more so that they can bring attention and grab customer focus more on them.

Which one you purchase frequently?
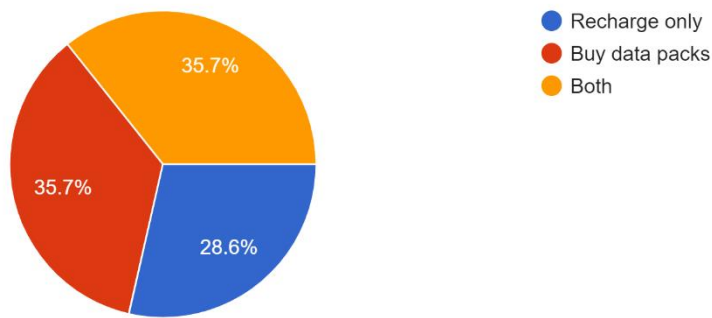70 responses

Figure 16: Pie Chart Frequency of Purchasing

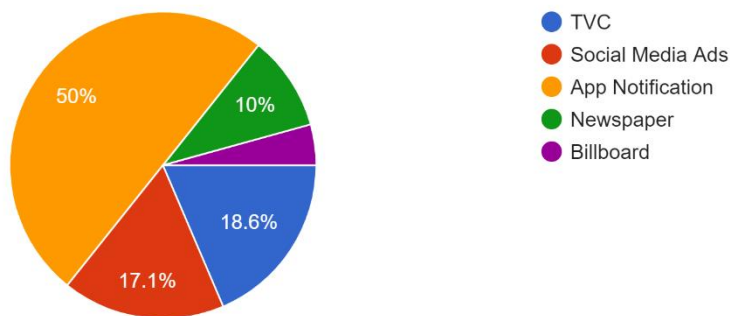**From where do you know about the new offers?**
70 responses

Figure 17: Pie Chart of new offers

As you can see, people recharge very frequently and also, they use specific app of that particular sim company. So, it is easier for them to purchase packs and voice by tapping on the screen as they get frequent notifications in different hours from the app. As you can see from the above, 50% of consumers have found out about new offers from app notifications.

3.3.5.2. Specific objective 2: To analyze the impact of the factors on consumers.

Secondly, we have to understand how it has impacted the consumers. Let us see from the survey, I have conducted from different age groups. Through we have to consider that maximum number of users are millennials and gen Z.

In the bar chart below, we can see that less that 32 percent of respondents has given their opinion in using traditional channel. This may seem
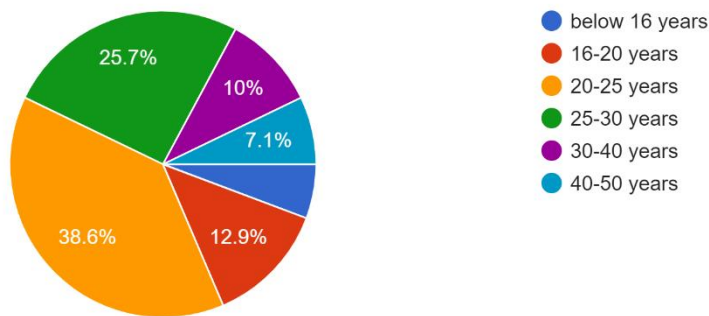
Please indicate your age range
70 responses

Figure 18: Pie Chart of Age groups

Which process is more convenient?
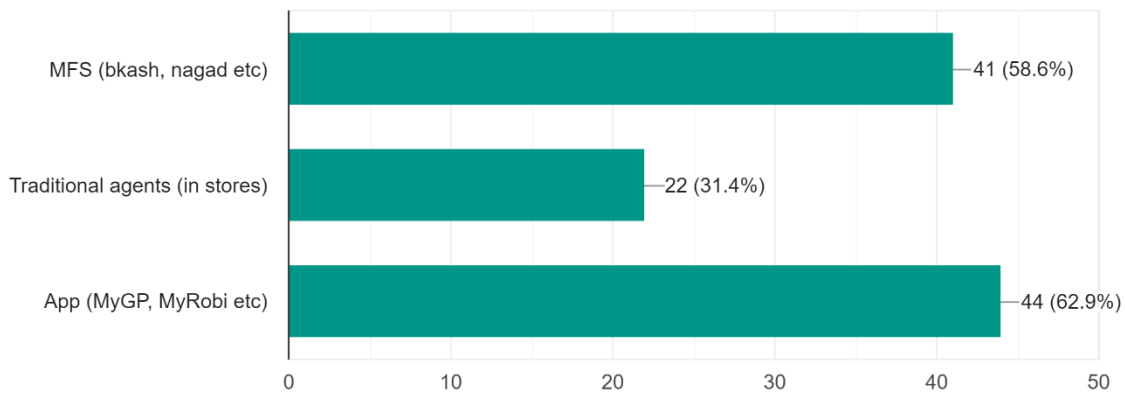70 responses

Figure 19: Bar Chart of Convenience

Also, consumers get points by using the services and for that they earn points that can be used to avail discounts. Strategy to get back customers (3.3.3) can have a huge impact as the app gives you notification and you as a customer tap onto it. Thus, the app gets more screen time and offers you customized packs based on your usage.

Do you gain points by using app?
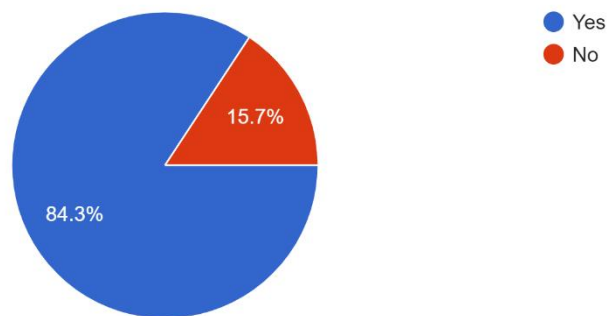70 responses

Figure 20: Pie chart of point gainers

Do you use the points to avail offers?
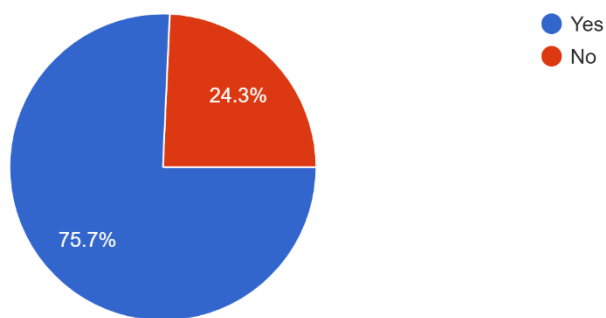
70 responses

Figure 21: Pie chart of point users

As you can see, 75.7% of consumers are using points to avail discounts, there are GP star, Robi elite customers who can avail very big discounts in restaurants and big brands.

3.3.5.3. Specific objective 3: To analyze the customer significance and lifecycle of shifting from traditional channel.

Thirdly, after all this, customers tend to switch from their current services.
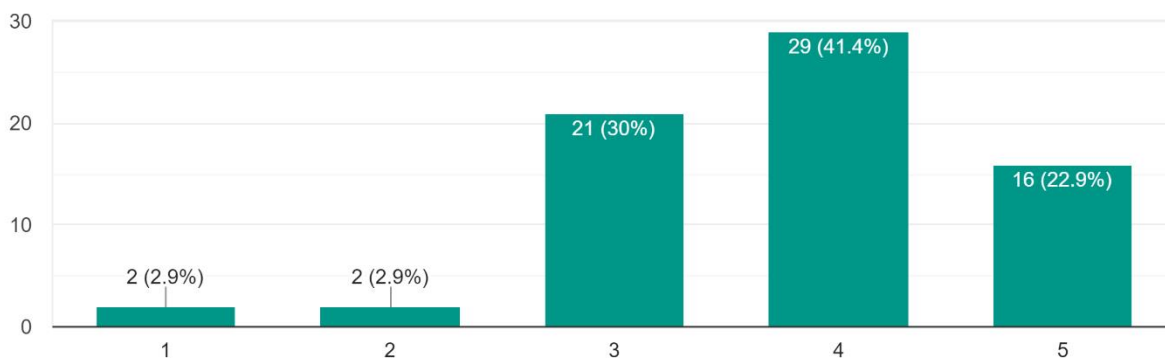
Satisfaction level of the service

70 responses

Figure 22: Bar chart of satisfied customers

Here we can see that 41.4% of consumers are Satisfied with their service, 30% has a very neutral opinion and 22.9% are highly satisfied.

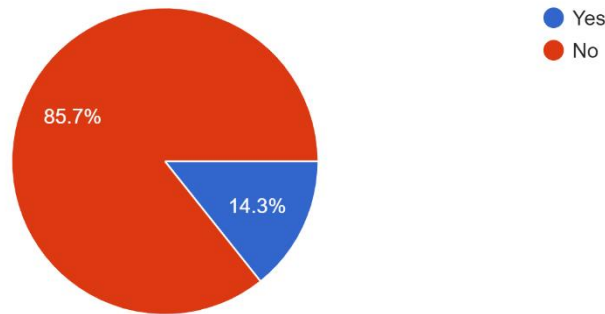Do you want to switch from current service?
70 responses

Figure 23:Loyal customers

Also, only 14.3% of consumers has expressed their opinion on switching from their current services. Previously discussed functionality (3.3.4) can be incorporated with this objective as more easier user experience will give more visibility to the service and consumers will continue in the same service.

3.4. Summary & Conclusion

In Bangladesh's very competitive telecom industry, Robi is significant. It has been one of the top multinational companies for 25 years and has come a long way from its humble origins as Aktel. The internship I had was, thrilling and crucial to my personal growth. As I have worked on the shift of consumers, it was based on three specific objectives. As discussed before, I've looked into the current trend that is every consumer is connected at least through the Facebook page of their preferred Telco. This is why I've done the survey to support and understand what is that factors that are triggering consumer to go for digital channels. You can see in figure 16 and 17 that consumers purchase data, voice and both very frequently and that is why the percentages are close to each other. Also, they became aware of newer offers mainly from app notifications so I've clearly understood that app has a major role. Secondly, as I've seen most of my survey respondents are of Gen Z, this age group is more flexible on using specific Telco applications to

recharge. They need faster and convenient solution. Also, based on usage they get points and can use that on availing discounts and offers which influence them on using more. Thirdly, we have always seen that people have at least to sim cards. I have always wonder why people switch or do they really switch. As I have conducted the survey myself, now I understand that very few people are highly satisfied with the service they are currently using. Whether it is any top-ranking telecommunication service or a very poor one. But mostly people are satisfied. Only some consumers had expressed their opinion on shifting to a different service.

3.5. Recommendation

Because the telecoms industry employs people at the fastest rate, product teams routinely introduce new products and ask for swift marketing campaigns. Writing a brief and sending it to a creative and media business before starting a campaign is crucial. It is also crucial to execute a work order after receiving the strategy, which takes mostly two business days to process. My suggestion is that if the manager gives a brief beforehand to the team on the campaign while the team is creating and configuring the products, they can save time by doing it staying on the track from the very beginning.

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Appendix

Survey of using digital channel

Hello everyone, here are some questions for the purpose of completing my internship report, I'd be very thankful if you fill it up with your opinion.
MyRobi MAU GROWTH DISRUPTION

* Required

1. Please indicate your age range *

   Mark only one oval.

   - below 16 years
   - 16-20 years
   - 20-25 years
   - 25-30 years
   - 30-40 years
   - 40-50 years

2. Living area *

   Mark only one oval.

   - Dhaka
   - Chattogram
   - Rajshahi
   - Rangpur
   - Khulna
   - Barishal
   - Sylhet
   - Mymensingh

3. Which mobile operating service do you use? *

Check all that apply.

☐ Grameenphone
☐ Banglalink
☐ Robi
☐ Airtel
☐ Teletalk

4. Which one do you use frequently? *

Mark only one oval.

◯ Grameenphone

◯ Banglalink

◯ Robi

◯ Airtel

◯ Teletalk

5. Reason of using that service? *

Mark only one oval.

◯ Data speed

◯ Cheaper call rate

◯ Uninterrupted network

6. While travelling, which service gives you a fair network quality? *

Mark only one oval.

- ( ) Grameenphone
- ( ) Banglalink
- ( ) Robi
- ( ) Airtel
- ( ) Teletalk

7. Which one you purchase frequently? *

Mark only one oval.

- ( ) Recharge only
- ( ) Buy data packs
- ( ) Both

8. How often do you recharge? *

Mark only one oval.

- ( ) Daily
- ( ) Weekly
- ( ) Monthly

9. Which process is more convenient? *

Check all that apply.

- [ ] MFS (bkash, nagad etc)
- [ ] Traditional agents (in stores)
- [ ] App (MyGP, MyRobi etc)

10. From where do you know about the new offers? *

    Mark only one oval.

    ◯ TVC

    ◯ Social Media Ads

    ◯ App Notification

    ◯ Newspaper

    ◯ Billboard

11. Is it easier to use app? *

    Mark only one oval.

    ◯ Yes

    ◯ No

12. Do you gain points by using app? *

    Mark only one oval.

    ◯ Yes

    ◯ No

13. Do you use the points to avail offers? *

    Mark only one oval.

    ◯ Yes

    ◯ No

14. Satisfaction level of the service *

Mark only one oval.

Very poor

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Highly satisfied

15. SIM replacement service through app? *

Mark only one oval.

Very poor

1 ◯

2 ◯

3 ◯

4 ◯

5 ◯

Highly satisfied

16. Do you want to switch from current service? *

Mark only one oval.

◯ Yes

◯ No