

Internship Report

On

Employer Branding of Robi Axiata Limited

Submitted to:

Mohammad Rezaur Razzak
Associate Professor & Director
Centre for Entrepreneurship Development (CED)
BRAC Business School
BRAC University

Submitted By:

Naimul Hasan Fayem
ID: 10104088
BRAC Business School
BRAC University

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Mohammad Rezaur Razzak
Associate Professor & Director
Centre for Entrepreneurship Development
BRAC Business School
BRAC University

Subject: Submission of Internship report for BBA.

Respected Sir,

It is a great pleasure for me to present the internship report titled “Employer Branding of Robi Axiata Limited”. It was assigned to me as a requirement for the completion of Bachelors of Business Administration Degree.

It was a great experience for me to work in a multi-national company and gain in-depth knowledge on Human Resource Management. Throughout this study I tried to accommodate as much information and relevant issues as possible and tried to follow the instructions you suggested. I tried to make this report informative.

I am grateful to you for your guidance and kind cooperation at every step of my endeavor on this report. I shall remain deeply grateful if you kindly go through my report and evaluate my performance.

Sincerely,

Naimul Hasan Fayem

ID: 10104088

Acknowledgement

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my learning and it is with great pleasure that I express my gratitude to following institutions and individuals.

Firstly I would thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in Business Administration. Every faculty of the BRAC Business School receives my greatest honor because of all their teachings.

I would thank Mohammad Rezaur Razzak, Associate Professor & Director, Centre for Entrepreneurship Development (CED), BRAC Business School, BRAC University for providing me the proper guidance to complete the whole internship report. Even during times when my work seemed difficult to me, I always received proper direction after a meeting with him. My gratitude goes to Robi Axiata Limited for selecting me as intern into their organization which helped me a lot to learn about corporate culture in a highly competitive environment. I would like to thank Ms. Sharmin Sultan, Vice President, Resourcing, HR, at Robi, who was my line manager. I must set aside a vast amount of reverence for my second line manager, Ms. Serene Hasan, Specialist, Resourcing, HR. Both my line managers had been extremely cordial, supportive and optimistic with me and my efforts since the day I joined. Along with that I would also like to show my heartfelt gratitude to all the members of the HR department who have always been very supportive towards me and encouraged me to work creatively.

My heartiest gratitude to Mr. Syed Nur-ur-Rahman, Executive, Payroll, Grameenphone for providing me necessary information for my report about Grameenphone limited. Lastly I would thank Rifat Mohammad Asif, Junior Executive, Environment Health Safety, HR and Administration, Banglalink Digital Communications Limited for helping me with relevant information about Banglalink.

Executive Summary

Robi Axiata Limited is one of the largest telecom companies in Bangladesh and day by day they are doing very good. They brought a huge change after they are rebranded from AKTEL to Robi. Gradually they are improving everything into their organization. They are becoming an employer brand to the others because of their very structured HR and their policies. In my report I tried to describe in depth about Robi Axiata limited and how they are doing employer branding. All the methods they are following is also discussed here. I tried to show the comparison of employer branding within the same industry between Grameenphone, Banglalink and Robi. The SWOT of Robi is described also. Lastly I tried to come up with some own recommendations which I think Robi should follow to take the higher position in terms of employer branding in telecom sector.

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Introduction

Objective of the report:

The objective of the report covers both general and specific objectives. These two types of objectives are discussed below-

General Objective:

To know overall about the company of Robi Axiata Limited and also know each and every parts of the employer branding process of that company.

Specific Objective:

- To focus on major elements of employer branding process.
- To focus on the internal methods of employer branding.
- To focus on the external methods of employer branding.
- To compare the employer branding within the same industry
- SWOT analysis of Robi

Methodology:

For collecting the necessary information for the report, I had to rely on some primary and secondary data collection methods.

Primary data:

The primary information is collected through face to face interview who were involved in such activities, observation and by participation in the employer branding activities and process.

Secondary data:

The secondary information collected from official website of Robi, Grameenphone and Banglalink.

Scope:

The report deals with the Employer Branding process in terms of theoretical point of view and the practical use of it. The study allows learning about the Employer Branding issues, importance and different techniques to make it more efficient. The study will help to learn the practical procedures followed by the leading organizations.

Limitations:

As I did internship under the project of “Internship and resourcing co-ordination”, so most of the time my priority task was Intern management, which is from recruitment of interns, to keeping liaison with them. As a result I had to wait for people to provide me with information which was another challenge because all of the bosses were always so busy that it was tough to collect information from them. Also while collecting information about Grameenphone and Banglalink I faced problem in collecting detailed information as they will not provide me controversial information to outsiders.

Chapter 1

1.1 Company Background:

Robi is the most dynamic and rapidly growing telecommunications operator in Bangladesh. It is a joint venture company between Axiata Group Berhad of Malaysia and NTT DoCoMo Inc. of Japan. It commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited.

The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs.

As a customer-focused information communications company, Robi believes in providing superior service that leads to good business and good development in the society. They believe that quality is continuous and never ending journey. Hence, every step Robi takes is continuously upgraded and expands their network for better and more efficient services to subscribers.

Robi is a truly people-oriented brand in Bangladesh. They stand as the people's champion and are there for the people of Bangladesh, where they want and how they want. With local tradition at its core, Robi marches ahead with innovation and creativity.

As a subsidiary of Axiata Berhad Malaysia , Robi draws on leading edge technology to provide its service in Bangladesh, covering almost 100% of the population, Robi is committed to provide best data and voice quality and will continue to ensure that its customers are able to enjoy the best experience through leading edge technology and innovative products and services.

1.2 Shareholders:

Robi Axiata Limited is a Joint Venture company between Axiata Group Berhad and NTT DOCOMO INC. Where Axiata Group Behad holds 91.59% share and NTT DOCOMO INC. holds 8.41% share.

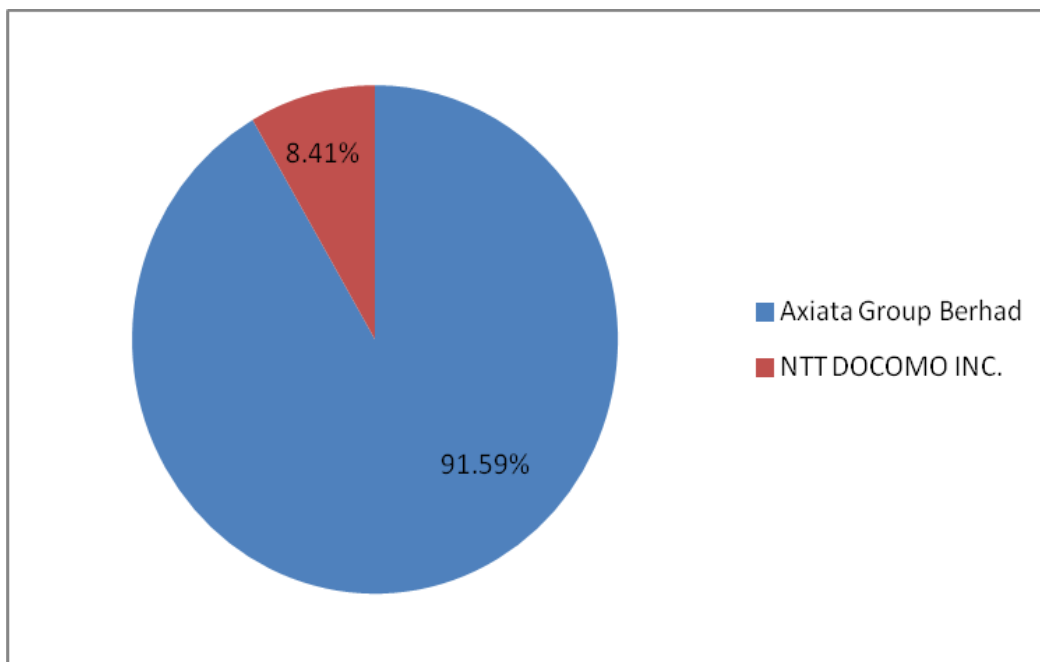


Fig: Shareholders

1.2.1 Axiata Group Berhad:



Axiata is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad, including its subsidiaries and associates, has approximately 120 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia)

1.2.2 NTT DOCOMO INC:



NTT DOCOMO INC is the world's leading mobile communications company and the largest mobile communications company in Japan. DOCOMO serves over 56 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life.

1.3 Vision, Mission & Theme of Robi:

- **Vision:** “To be the leader of telecommunication service provider in Bangladesh.”
- **Mission:** ROBI aims to achieve its vision through being number „one“ not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of the budding nation.
- **Theme:** ROBI extends its services to its customers and subscribers with the theme of spreading its power to every individual and empowering them with their own strength.

1.4 Principles & Purpose of Robi:

Uncompromising Integrity-

- We will be legally, ethically and morally correct.
- Our conduct will be fair and honest.
- We will listen, seek understanding and encourage open dialogue.
- We will be passionate in pursuing our beliefs
- We will treat others with dignity, valuing and benefiting from diversity.

- We will be accountable for our actions and behaviors on fellow employees, customers, shareholders and the communities in which we operate.
- We will be courageous in sharing our work and bold to learn and improve from our mistakes.
- We will adhere to our Code of Conduct, protect and uphold it.

Customer at the Center-

- We will be customer centric delivering their needs in terms of value, quality and satisfaction.
- Our customer focus will be unrelenting in creating positive experience, at every point of interface, sale and post-sale.
- Simplicity will be the key for the customer to learn about us, buy from us, and get support from us whenever and wherever.
- We will strive for continuous innovative solutions in every sphere of our work.
- We will engagement with the customers to know their demands and design our actions to care for them better than our competitors can.
- We will not be distracted from creating and providing value for our customers.

I Can, I will-

- Ensure our efforts produce desired results.
- Seize opportunities at the right time and execute them on time.
- Go beyond our scope, strive for and achieve excellence.
- Do what it takes to ensure delivery of results not waiting for delegation.
- Go that extra mile, setting ambitious goals to ensure our efforts bring success.

- Have the courage to say and do what it takes in order to ensure success.

1.5 Divisions of Robi:

- There are several divisions in Robi. They are:
- Human Resources Division
- Finance Division
- Technology Division
- Market Operation Division
- Corporate Strategy Division
- Corporate and Regulatory Affairs
- EPMO- Enterprise Project Management Office
- Digital Services
- Internal Audit

1.6 Brand Elements of Robi:

To establish the new brand, Robi is using new and unique brand name along with other brand elements. The elements are:

➤ **Logo:**



➤ **Brand Alpona:**



➤ **Operator Number:**



➤ **Slogan:**



➤ **Axiata Brand:**



Chapter 2

2.1 My job at Robi:

I worked at Robi under a project of “Internship and resourcing co-ordination”. I was involved with recruitment and selection process of interns at Robi. My whole task was done through a process. At first, the business partners provide me the intern requisition paper. Based on the requisition requirement I used to provide CVs to the concerned managers. Among the given CVs some candidates are shortlisted by the line managers. I had to arrange an interview session with the shortlisted candidates and monitor the whole interview session. Also I had to prepare the joining letter for the candidate. After the approval of the joining letter by the Vice president of the resourcing department I had to provide the joining letter to the candidate along with his ID card.

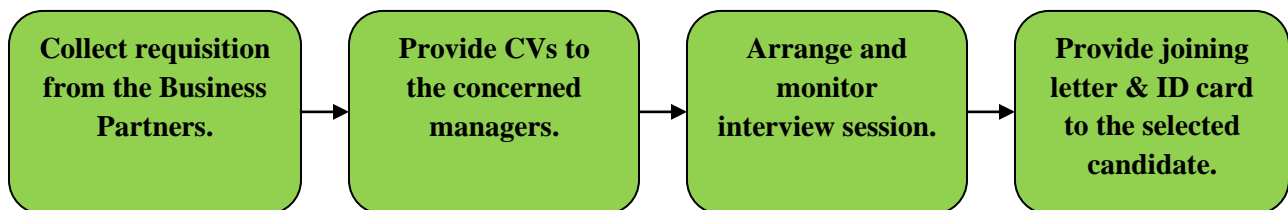


Fig: Job process

The most important task was to input information about the selected candidate into the database to keep record. From that recorded data I had to analyze and provide report to my line manager about how many interns were currently working at Robi. This information was needed to maintain the equality of interns from different institutions. My job was also to prepare the salary sheet of the interns. If any interns needed experiencing letter from Robi they had to submit a report to me. I provide the report to the business partners. After their approval my job was to prepare their experiencing letters and take approval of the Vice president. I used to invigilate written exams for different job post. I had to volunteer different programs and seminars at Robi.

Chapter 3

3.1 Employer Branding:

Employer branding is a great phenomenon in recent corporate world. Employer branding means “sum of a company’s effort to communicate to existing and prospective staff what makes it a desirable place to work.” Talent employees are very beneficial for an organization. For this reason they always try to retain and attract talent employees. In employer branding the recruiter has to turn the company’s culture, work environment and employee experience into a brand. It is a recruiter’s job to make the work place a brand so that employees can meet up their expectation into that organization. This expectation will help to retain the talent employees into the organization.

However, managing an employer brand isn’t just about attracting talent to an organization. It is also about employee retention and engagement. In employer brand management, human resources professionals address what it’s really like to work for the company and seek to improve employee experiences and loyalty. With brand management, it’s not just about reaching out to new talent through recruiting efforts with employer branding, but engaging the current employees to reduce turnover.

3.2 Importance of Employer Branding:

Nowadays employer branding has become an important factor for an organization. Firstly, employer branding is a reputation and big image for an organization. It is an intangible asset for the company. It adds value to employer’s job offer to the internal and external clients and candidates. As it is a process of attracting and retaining employees, so having a great employer branding will help the organization to hold the talent and effective employees. A brand defines the external perceptions of an employer's ability to create a desirable workplace. These perceptions can be those of current employees, potential employees, clients, customers, and anyone somehow associated with the employer. The employer brand is all about the employer-employee relationship. Naturally, businesses wish to channel the most resources to those segments driving the most profit. Once a business understands what these employees want from

their employer, it can better understand which benefits packages and employee incentives will help retain current employees and attract potential employees best suited for each segment. It helps to understand why talented people would want to join and stay with the organization.

3.3 Benefits of Employer Branding:

In the corporate world there is always war for the talents. Big organizations always want the talent employees to work into their organization. For which they attract employees in different ways to join and retain into their organizations.

Employer Branding can bring many benefits to the organization. Firstly, it helps to understand what actually employee wants into an organization. What are the things they look for into an organization which creates a proper work place for them. Employer Branding helps to find out what employees are looking for into the employer. It helps to understand how the organization performs on the most important factors for the target market. Employer Branding also helps to gain knowledge on what the employees think about the organization and the others in the competition. If this interest in employer is well understood, it gets comparatively easier for an organization to target the talents and retain them.

Chapter 4

4.1 Employer Branding at Robi:

In present Robi holds a strong Employer Brand to the corporate world. When the company was re-branded to Robi from AKTEL, they need to create an image about their company to attract the talent employees toward their organization. Moreover there was an existing gap between the management and the employees. For several barriers and hierarchy employees never got the opportunity to communicate and spread message to the top management. As top management were basically foreigners. So they realized it needed to be change. They formed a new management team where majority was from the home country. Robi introduced “Employer Branding” as a strategy in order to do it. As discussed earlier in the report, Employer branding is an effective strategy to attract and retain talented potential employees. People used to think that there was a lot of politics into the organization and those who are involved with that, its easier for them to retain into the organization. On the other hand they can go reach to the upper level post easily. Robi required breaking such thoughts from the people’s minds. It was time to initiate a transfer of culture, principles and beliefs. Hence a new Culture, a new set of principles and new organizational belief was introduced in Robi.

The HR division carries out all the employer branding activities at Robi. It is the concern of HR division. Till now they are perfectly and smoothly doing the employer branding. For which Robi human resource system is one of the best system in Bangladesh. They follow the system from Axiata strategy. Human Resources (HR) is a Critical Enable for Axiata Bangladesh Ltd (ROBI) in the pursuit of its strategic goals. HR is a key to ensuring:

- **An Organization**, that provides a competitive advantage by being simple, aligned and efficient.
- **A Culture** centered on the employee and characterized by diversity, generosity and an international mindset.
- **Leaders**, who have a passion for business, excel at empowering people and never compromise on Robi’s ethical standards.

- **People** who perform at the peak of their ability because they feel a sense of mission accomplishment and growth.

4.2 Employment opportunities and facilities at Robi:

Employees are the biggest asset to Robi. To attract and retain the asset they provide greater opportunities, facilities and challenges to their employees. As Robi is a performance driven company. The top level believes that the organization will reach to their ultimate goal by the best performance of the employees.

Robi cares about their people and their development. Robi offers a market competitive reward package that is designed to make an employee feel as an important part of the team and directly involved in the company's success. Their asset is their diverse workforce which is making a mark in the industry to create a unique workplace.

Performance Management System (PMS) help the employee make the most of their working life at Robi. The process supports the employees in identifying and delivering against challenging goals that impact the organization. It helps the employees to plan how they will develop skills and leadership behavior for their current position and for the years ahead. The company's diversified workforce is the main asset of their organization. Robi believes diversity is one of the key factors for success in any organization and hence, they focus in this area cautiously.

4.3 Attracting talented employees:

Robi always engage their employees and inspire them to achieve excellence. To them talented employees is the biggest asset for the organization. Talented employees bring the success for their organization. Moreover, where Robi is standing today is just because of the hard work and full dedication of their employees.

Robi define talented employees, those who are capable to achieve the goal or target or the person who has the capacity for achievement and success. It is someone who, even in the critical situation and nerve-racking condition, does not stand back from their responsibilities and perform equally well. Robi believes that a talented person is performance driven as well as customer oriented.

Robi developed a set of core competencies to attract the talented employees, which included leadership, change orientation, customer orientation, ownership, team player and honesty and believed that their workforce should possess dimension.

These core competencies were a great way of attracting talented employees. As anyone with talent would want to be a part of an organization who believes in such principles. Robi now requires these core competencies in the market. Then they thought to establish their brand guided by these core competencies. This was Robi's first step towards employer branding. They started communicating the brand at a massive level so as to reach the greater level of potential employees. While recruiting, Robi made sure that there was an employer-employee match, meaning that the employees share the same view as did Robi.

4.4 Robi's employer branding program includes:

Robi's employer branding program includes many activities. They hosts and sponsors job fairs in different universities and other institutions. From those job fairs they select a number of potential and talented employees for their organization. As part of employer branding Robi have established agreements with different universities. These agreements are for on campus recruitment and internship programs. They also provide sponsorship to universities and other such educational institutions for different purposes, mainly those related to education. As part of the employer branding, Robi had introduced a scholarship program named "Robi Scholarship Program". Under this program, the merited students would enjoy a scholarship at Multimedia University in Malaysia for a 3 year period and also get the opportunity to join ROBI after their successful graduation. The most recent addition to employer branding is the Young Talent Program (YTP) Robi Experimental Program. It is huge platform for many talented students as they will be given the opportunity to be trained by Axiata Ltd to become a successful corporate person.

4.5 Methods of employer branding at Robi:

Robi has two types of methods of employer branding. They are referred as:

- Internal method of employer branding
- External method of employer method

For both these methods today Robi is a successful employer brand. Both the methods are important to attract the current talent employees and the new talented candidates toward the organization.

4.6 Internal method of employer branding:

The internal method of employer branding is basically the benefit that the company is providing to its employees. This is a method to attract and retain the talent employees in Robi. The HR division monitors this policy. It is their main responsibility to ensure that employees are well motivated toward their job and will retain into the organization. The internal methods of employer branding is to attract the potential talented employees of Robi. However, according to HR these internal methods will also help to attract the outside candidates as these methods will be shared by the ones inside the organization. The current employees will talk about the benefits that they receive from the company and also about the great working conditions and corporate environment in the company.

According to the HR division policy, the activities are as follows:

4.6.1 Working Hours & Holiday

Sunday to Thursday	8:00am-11:00am (Log in time to office)
Working hours in total	8:30 Hours
Lunch Hour	1:00pm-3:00pm
Friday and Saturday	Weekly Holiday

** Only customer Care (Call Centre) serves round the clock

** Customer Care (Front desk) works from 8.00 am to 8.00 pm

4.6.2 Leave:

The permanent employees are permitted to the following leaves:

SL. No	Management	Annual Leave & Medical Leave is same for all Bands
1.	A (CXOs)	Annual Leave 26 Days Medical Leave 14 Days
2.	B (EVPs)	Annual Leave 26 Days Medical Leave 14 Days
3.	C (Vice President)	Annual Leave 26 Days Medical Leave 14 Days
4.	D (General Manager)	Annual Leave 26 Days Medical Leave 14 Days
5.	E (Manager)	Annual Leave 26 Days Medical Leave 14 Days
6.	F (Specialist)	Annual Leave 26 Days Medical Leave 14 Days
7.	G (Officer)	Annual Leave 26 Days Medical Leave 14 Days

50% of the entitlement of the annual leave can be accumulated or carried forward to the next service year and rest will be lapse if not availed.

➤ **Accident Leave:**

Employees can take accident leave if they get injured while on duty. They can take leave with full pay for the period required for full recovery and become fit to join duties.

➤ **Quarantine Leave:**

If any employee is attacked with infectious disease he might take Quarantine leave of absence from duty necessitated by orders not to attend office. Such disease can be for example- Chickenpox, eye diseases & Hepatitis etc. Such leave can be granted by the authority up to maximum 14 working days. In this case the employee has to submit a medical certificate from a registered medical practitioner.

➤ **Maternity Leave:**

A female employee who has been employed for a period of not less than 6 months during the 9 months immediately preceding her confinement shall be granted 6 consecutive months maternity leave on full pay.

➤ **Paternity Leave:**

A Male employee can take paternity leave for two times during his tenure. For male employees a paternity leave is entitled for 3 working days.

➤ **Compassionate Leave:**

Employees are entitled for 3 working days compassionate leave in case of death of their parents, spouse and children to cope up with the shock.

➤ **Compensatory day-off:**

If an employee works on any weekly holiday or government holiday he or she will be given a substitute day off which should be taken within one month of that date or will be forfeited. Employees may take day off leave instead of any weekly or government holiday if he works on that day for at least eight hours in one day.

4.6.3 ID card and Business card:

ID card and business card is important for ensuring the security and proper identity of an employee. When an employee joins in Robi, Human Resources division would issue ID card & business card for the employee. Only non-executives are not entitled to get business card.

4.6.4 Mobile Handset and Connection:

According to the Robi company rules & policy, employees will get a mobile handset with Robi connection. Also employees will be given to monthly upper limit according to grade or position rank. Employees are eligible for one handset for a period of 2 years. In case of lost, technical default or other reasons the company will not replace or provide new handset to the employees. Employee will own the handset at the end of the two years rather than returning it to the store.

4.6.5 Salary & Benefits:

The monthly salary of employees are transferred to their individual salary account within 25th of each month with other allowances less deductions such as income tax, contributory provident fund etc. Each employee will receive a monthly pay statement detailing gross pay & deduction.

➤ Salary Review:

Salary is reviewed periodically with consistency with the living standard and competitive salary package offered by other multinational organization.

4.6.6 Allowances:

Allowances are paid to the employees of Robi with monthly take-home salary- namely house rent, medical, conveyance & utility.

➤ Festival Bonus:

Robi usually provides three bonuses in a year to the employees on occasion of main festivals of our country- Eid, Christmas and Puja. The amount of bonus that is paid to the employees is normally two times to basic salary.

➤ **Group Life Insurance Policy:**

Rubi management has approved a group life insurance policy under which death, permanent partial disability & permanent total disability shall cover. The insured amount for life is 36 times of the gross salary.

➤ **Hospitalization Fund Policy:**

All employees are entitled for this benefit. All permanent employees, probationers, contractual employees & their families are provided this benefit. Employee can claim for two hospitalization cost per year. Employee should take approval from head of human resources in advance in writing of any pre-planned hospitalization. In case of any emergencies, employee or any of his dependants should inform HR immediately. Employee will pay the bills copies and money receipts to Rubi for settlement of the hospitalization expenses.

➤ **Children Education Allowance:**

Employees are entitled for children education allowance up to maximum 2 children. Allowance is payable with the monthly salary as per the employee job grade.

➤ **Transport & Traveling allowance:**

Employees approved to use vehicle in performing the duty, shall be reimbursed transport expenses:

Description of vehicle	Allowances
Motorcar	Taka 8 Per Kilometer
Motorcycle	Taka 4 Per Kilometer
Parking fees or Toll fees	Shall be reimbursed

Also depending on the position or rank of the employees they are given car reimbursement every month. The amount varies upon different position or rank of the employees.

➤ **Accommodation Allowance (Overseas):**

Sometimes employees go abroad for official purposes. They stay there in hotels or rest houses. In that case the company pays the accommodation cost of the employees. The accommodation cost also depends on the employee's position or rank into the organization.

➤ **Other Variable Bonus:**

Robi also offers other variable bonuses to its employees. They are given performance bonus which is related with their individual performance. If they perform well this bonus is given to them as a reward. Also they are given company performance bonus. It's a special bonus for the company's success.

4.6.7 Performance Appraisal:

The productivity and the quality are the main concern of any employee's performance in Robi. Employees are assigned with their individual job to achieve the organizational goal. A periodic appraisal is conducted with the view to monitoring the employee performances. It is mainly done in the month of December. It helps to find out the training need and developments of each employee. Also it helps to identify the good performer. They are rewarded for their greater contribution to Robi.

4.6.8 Promotion:

Promotion is an important factor for employer branding. It is also one kind of reward. Employees prefer to work on that organization where they see a fast promotional growth into the career. A systematic promotion policy is followed in terms of promoting the deserving employees in line with the succession plan. Promotion is given when there is vacancy in the higher position. Giving a promotion to an employee means hand over a big responsibility. So that employee should have the skills and capability to perform those duties. In Robi, employees are given promotion based on both the vacancies in the upper level and individual's performance.

4.6.9 Organizational Development:

Robi always try to develop their employee's skills and productivity so that they can contribute their best. As I mentioned that Robi thinks that, their employees are the foundation of their business so they always try to increase the employee's employability. When they recruit their employees they are usually match the employee's ability with the job description with the intention that they can do their work properly. They always preferred permanent employees because they can train them by their needs. If employees are needs training then they are generally arranged in house training sessions. Sometimes if the employees are required such trainings which are not possible in our country, then they are also arranged some training programs outside of the country. Usually trainees are sent to Sweden, Egypt, France, Malaysia, Indonesia and India for various training programs. Annual training calendar is drawn up consisting with the training need assessment of all members of the organization.

4.6.10 Reward & Recognition:

There is reward and recognition policy in Robi for the employees. The best employees of the year and division are rewarded for their. They are rewarded for their greater performance and support to the organization. It's a big motivation for the employees to work harder. As people work for reward and recognition. However the reward is tangible or intangible. If an employee is rewarded or being recognized for his or her greater performance and contribution toward the company, they feel it's a great achievement for them. For these reason Robi introduced reward and recognition policy for its employees.

4.6.11 Safety & Security:

Robi ensures the most safety and security of its employees into the workplace. All Robi offices contain fire extinguishers and first aid box. Also there are enough security guards for the security of the office. The whole office is surrounded by CCTV camera.

4.6.12 Best Practices:

In Robi best practices are seen to perform by human resource division. These best practices helps to bring positive attitudes and behavior toward the organization, lower level of absenteeism, reduce employee turnover rate, higher level of productivity, quality and turnover rate. The best practices that are followed by Robi are:

I. Employment Security:

This organization significantly emphasizes on employments security as they believe that the longer an employee sustains in an organization, the more he is dedicated towards his work and so the organization receives greater individual performance and organization success. Most importantly the employee becomes committed toward the organization. Employment security is a very important factor for an employee. It also helps Robi to reduce the turnover rate.

II. Selective Hiring:

In terms of selective hiring, Robi is very strict. They use effective selection tools that can help to choose the right employee for the post. As they want to recruit the best employees into their organization. Most importantly, selective hiring gives the talent candidates to show their skills and knowledge. It creates a competitive environment for them. In terms of giving promotion to their internal employees they are also very strict. So that eligible candidates can be selected.

III. Extensive Training:

As I have mentioned earlier that Robi provides training to its employees for their development. They have very high allocation of Budget for Training program which is certainly decided by the HR department.

IV. Employee participation and involvement:

Robi has always valued its employees' participation in decision making and strategy implementation as they believe that any strategy taken by the top management affects the employees first. For this reason they arrange meeting with their team and share their views and

thoughts. This helps them to come up with new ideas and how they are going to implement those.

V. Team Work:

The most important thing is team work nowadays in corporate world. Robi follows this best practice into their organization. Every employee is involved with a team. They work with their team to achieve their goals. As Robi thinks if they will work in a team they can take critical decisions easily and can come up with the solutions easily.

VI. High Compensation contingent:

I have already mentioned that employees are given reward for their best performance and contribution toward the organization.

VII. Reduction of Status Differences:

The most noticeable part in any department of Robi is how they reduce the differences between the different levels of jobs. There is a very friendly environment between the employees. There are no status differences seen into Robi. In our country women are mostly neglected in different job sectors. In Robi there are many women who are working in higher level. They are treated equal as a man.

4.7 External Method of Employer Branding:

Robi always give opportunities to the young talents to join into their organization. The freshly graduated students and the ones who will be graduating shortly are mainly targeted. To attract those young fresh talents Robi follow and maintain some external methods. These external methods are mainly to promote the Robi's employer brand in front of them. Though as I have mentioned earlier that, internal method will also help to attract them as they will know about Robi from the person who is working at Robi. It is HR's vision to handhold the company adding value in each step taken towards making Robi Axiata Limited the Employer of Choice.

4.7.1 Agreement with universities:

Robi has established agreements with different universities. Robi has such agreement with BRAC University, American International University-Bangladesh, Independent University of Bangladesh and North South University etc.

This agreement includes on campus recruitment and internship program at Robi. Most of the universities have placement offices or career counseling office. Through the placement offices they collect CVs of the candidates. From the shortlisted candidates they call them for different assessment process. They also collect CVs for the candidates who will be doing internship. Sometimes they go to the campus for interview session. They directly recruit interns from the interview session.

4.7.2 Job fair:

Robi participate in many job fairs. Job fairs are mostly carried out by universities both private and public. They invite Robi to join in the job fair. These are mainly initiatives to bring organizations and students in contact with each other. Mainly it helps the student to know about the organization. It's one kind of employer branding of Robi. On the other hand it helps Robi to find the potential candidates. As in the job fair Robi collect CVs of the students.

Robi also organized job fairs by themselves where they were the only organization. They also organized interactive sessions so that the students could come to learn about Robi. In those sessions top level employees of Robi share their work experiences and opportunities at Robi with the student. It motivates them to join in Robi. It makes them feel to work in such an environment which Robi is providing.

Recently Robi participated in a job fair organized by bdjobs.com in different university campus. The fair took place in East West University, Military Institute of Science and Technology, Jahangirnagar University. From those campuses they have collected a lot of CVs. Robi's this kind of approach proved that they also provide an open opportunity to the fresh graduates. They also participated in a fair organized by BUET students. They have collected a huge number of CVs. They have collected almost 120 CVs from there. This number mainly proves that young talents are very much interested to work in Robi.

4.7.3 Sponsorship of events at universities:

Nowadays, universities organize many talent programs such as business case competition, debate, quiz competition, engineering competitions etc. Robi sponsors such programs. They sponsor not only to do their branding but also to communicate with the talent. Also Robi believes that to be part of these kinds of events are to give the young talents the scope to show what they have into them. From this type of events the talents can come up in front of big organization. Most importantly this is a big platform for the young talents to show their skills and knowledge. Robi's this kind of sponsorship motivates the young talents to participate in such events.

4.7.4 Social Media:

Robi Axiata Limited has their official pages in Facebook, Twitter and LinkedIn. In these pages they are promoting job vacancies for different post and departments. People can apply for those vacant positions and can also send their CVs through these websites. This is a very easiest way to do branding and to offer the vacant positions. Also candidates can easily know about the offers of Robi. They can also apply within a short time. This is also an external method of Employer branding of Robi Axiata Limited.

All these methods mentioned above are the internal & external methods of employer branding at Robi. Robi mostly uses to market the brand not only as a product or service but as an organization as a whole that can be preferred as the employer of choice.

4.8 My experience of Employer Branding at Robi:

I joined ROBI as an intern in January 2014. However, in my three months of internship period I have had the chance of experiencing and sharing responsibility of such events. It was a whole day fair at East West University campus organized by bdjobs.com. In that fair we offered three vacancies for the fresh graduates and who will be graduating on summer 2014. Students submitted their CVs for their preferred positions. We almost collected 650 CVs from East West University. There were many other big and renowned companies like GP IT, Airtel, Citycell, Link 3, bdjobs.com, Coca Cola, SGS group, CEAT Tyre, Concord group etc. Among all these companies Robi collected the highest number of CVs. It proves that students are more likely to

work with Robi and interested to join here. I had the opportunity to participate in a job fair at the Military Institute of Science and Technology campus.

I also had the opportunity to participate in a fair organized by Bangladesh University of Engineering and Technology. As I have mentioned before we collected nearly 120 CVs from the EEE department students.

Not only this as I have mentioned that they have an agreement with different universities. So once I had an opportunity to go to Independent University of Bangladesh to talk with the head of its placement office about the quality of CVs that we are getting from them. Not only this but also to collect some good CVs from them. So it was a great experience for me of employer branding at Robi.

Chapter 5

5.1 Mobile companies of Bangladesh:

Telecom industry in Bangladesh is a very potential sector. The telecommunication sector is rapidly emerging in our country. There are six telecom companies in our country. They are:

i. Grameenphone



ii. Banglalink



iii. Robi Axiata Ltd.



iv. Airtel



v. **Citycell**



vi. **Teletalk**



Many foreign investors are interested to do business in telecom sector in Bangladesh. This country has a huge potential in WiMax and submarine cable which is recent technology in this country. Many foreign telecom operators are coming to Bangladesh to explore the potentiality of the technology. For example Bangladeshi company Warid rebranded to Airtel. Airtel is running their business in Bangladesh also as they feel this country a profitable market them.

So to hold the position of this industry into the market many talents are entering into the job. Also the telecom companies are bringing changes into their work culture. Nowadays young talents are very much interested to work at telecom companies as they have created their workplace an employer brand. Like Robi, they are providing various facilities to their employees. They are offering them many facilities to retain their employees into their organization.

In terms of employer brand all the companies are not equal. Different companies are providing various facilities to their employees. In my report I discussed about the both internal and external method of employer branding of Grameenphone and Banglalink to make a clear comparison with Robi Axiata Ltd.

5.2 Grameenphone:

Grameenphone is the largest mobile phone operator in Bangladesh with more than 46.04 million subscribers (as of September 2013). Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to “Rural phone”. They started their operations on March 26, 1997, the Independence Day of Bangladesh. Since its inception Grameenphone has built the largest cellular network in the country with over 8500 base stations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone network. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameenphone (34.2%), a non-profit organization of Bangladesh. The other 10% shares belong to general retail and institutional investors.

Grameenphone also offers its employees different benefits. They also try to hold the talent employees into their organization. The internal and external methods of Grameenphone are described briefly.

5.3 Grameenphone’s internal methods of employer branding:

Grameenphone is the in the top position among all the telecom companies in Bangladesh in terms of revenue. They are also providing their employees different facilities to retain them into the organization. The internal methods of employer branding of Grameenphone is described below:

5.3.1 Working hours and holiday structure:

Sunday to Thursday	8:00am-5:00pm
Working hours in total	9 Hours
National Holiday	If any
Friday and Saturday	Weekly Holiday

5.3.2 Employees leave policy:

All employees can take total 25 days leave yearly. If anyone does not take all 25 day leave, those will be carried forward to the next year. Leave notification to the supervisor in yearly internal calendar will be there for prior notification to the supervisor.

5.3.3 ID card and Business card:

Employee ID card and business card of an employee is issued by the Human Resource Department of Grameenphone.

5.3.4 Mobile handset and connection facilities:

Employees of different rank are given mobile handset and connection from Grameenphone. The balance limit is BDT 1000-5000.

5.3.5 Salary and benefits:

The Basic salary of the employees differs from Band A to Band G based on performance and previous experiences. Also employees are given various benefits. They are:

➤ **Pick and drop service:**

Employees are given pick and drop service in Grameenphone. They have their own transportation for different route. Employees of different area get the facilities of the pick and

drop service. Interns who also work at Grameenphone get this benefit. Especially it is very good for the female employees.

➤ **Transport for official and personal use:**

Grameenphone provides transport to its employees for official and personal use. In that case the employee has to inform the authority about it.

➤ **Motorbike for territory officer:**

The employees those who are working outside Dhaka and in rural places as a territory office, they are given motorbike for their official and personal use. Their fuel cost is also given by the company.

➤ **Laptop:**

In modern times desktop and laptop is a very important thing for work. Nowadays laptop is mostly used in workplace. In Grameenphone employees are given laptop for their work. They are also given internet modem for their personal use. If they go outside the office they will need internet connection. That's why they are given modem. Laptop can be claimed personal if he or she uses it for more than 4 years.

5.3.6 Allowances:

In Grameenphone employees are given various allowances. They are described below:

➤ **Vehicle allowances:**

Those who are working in top level positions they get vehicle maintenance expenses per month. This expense includes the driver salary, fuel cost and car maintenance cost. The amount varies for different positions. Top level employees are given money from Grameenphone to buy car for their personal use also and company will pay all the cost.

➤ **Transport allowances:**

If any employee goes outside of the city or country for official purposes, he or she is given the transport allowance for the travel cost.

➤ **Children education:**

Grameenphone provides children education allowances to its employees. For each child the allocated amount is 3000 TK.

➤ **Festival bonus:**

In Grameenphone employees are given mainly 2 basic festival bonuses in a year. They are given in Eid-ul-Fitr and Eid-ul-Adha.

➤ **Medical allowances:**

In Grameenphone employees are given medical allowances. The amount of allowance varies in different level of employees. The minimum amount for medical allowance is 2000 TK.

5.3.7 Reward & Recognition:

Employees are given yearly and quarterly performance bonus as a reward. The yearly increment is based on supervisor's evaluation of performances. Their recognition program is based on four values. They are- Be respectful, Be inspiring, Make it easy and Keep promises. Award are given to the employees along with Arong Gift Voucher (BDT tk 25000/- Tk)

5.3.8 Safety & Security:

Grameenphone's office has a very high and strict security system to prevent any kind of occurrences. They whole office is covered with CCTV camera 24/7. In any critical situation they can see the video footage which has been covered by the CCTV camera. Also there are security guards for the safety of the workplace. There is fire distinguisher equipment into the office.

5.3.9 Best Practices:

Grameenphone follows all the best practices. According to them it helps to create a strong employer brand. The best practices that are followed by Grameenphone is described below:

➤ **Employment security:**

They ensure their employees the employment security. Moreover a good performer into an organization will not only get the employment security but also a respected position into the organization.

➤ **Selective hiring:**

Grameenphone selects their each employee very strictly. Their main focus while recruiting an employee is to select the best one for their organization who will be a competitor for others.

➤ **Extensive training:**

They provide their employees training to make them competitive to others. They provide the both in house and out house training to their employees. They bring consultant or trainer from outside the country.

➤ **Team work:**

In Grameenphone employees work in a team. They think it helps to share the ideas and thought of individuals with others. Also it grows ones mentality to involve him and participate into the team.

➤ **High compensation contingent:**

Employees with the best performance are always rewarded into Grameenphone. It works as a motivation for the employees.

➤ **Reduction of status differences:**

In Grameenphone many female employees are working in top positions. There are also many employees from other countries. They always maintain a good and friendly relationship with others.

5.4 Grameenphone's external methods of employer branding:

Grameenphone doesn't have agreement with different universities for on campus recruitment or internship program. They participate in different job fair program. From there they collect CVs of the candidates who are interested to work into the company. They have participated in job fair at North South University (NSU), Institute of Business Administration, Dhaka University (IBA), Bangladesh University of Engineering and Technology (BUET) and BDjobs fair 2014. Grameenphone sponsors talent programs like IBA corporate week 2013.

5.5 Banglalink:

Banglalink Digital Communications Limited is the second largest cellular service provider in Bangladesh after Grameenphone. At first in Bangladesh the operation started was as "Seba" but in the year 2005, February ultimately the name was changed to Banglalink Telecom Limited. As of June 2013, Banglalink has a subscriber base of 27 million with 25.7% market share. Banglalink Digital Communications limited is fully owned by telecom ventures ltd. (previously Orascom Telecom ventures limited) of malta, which is a fully owned subsidiary of Global Telecom holding s.a.e. (formerly known as Orascom Telecom holding s.a.e.). Following business combination in April 2011 between Vimpelcom ltd and Wind Telecom s.p.a. Vimpelcom owns 51.92% shares of global telecom holding s.a.e.

Banglalink's success was based on a simple mission "Bringing mobile telephony to the masses" which was the foundation of its strategy. It has changed the mobile phone status from luxury to a necessity. They spread mobile to the general people of Bangladesh. The mobile phone has become the symbol for positive change in Bangladesh. The brand slogan of "start something new" is in essence derived from Banglalink's promise of empowering people with affordable communication solutions. The company believes that, it is through such new initiatives that positive change will occur for the overall betterment of the nation. This positive change that is quite correctly attributed to Banglalink, has become the corporate positioning of Banglalink and is translated in their slogan "Making a Difference" or "Din Bodol"- "making a difference" not only in the telecom industry, but also through its products and services, to the lives of its

customers. This corporate stance of “making a difference” has been reflected in everything Banglalink does.

Unlike other telecom companies Banglalink also tries to hold their talents into the organization. They also provide them various facilities to retain them. Here I tried to describe internal and external method of employer branding of Banglalink.

5.6 Banglalink’s internal methods of employer branding:

Banglalink provide different facilities to its internal employees and talents to hold them into the organization. The internal methods are described below:

5.6.1 Working hours and holiday structure:

In Banglalink the employees working time limit is 9 hours each day. Because of work pressure sometimes they need to work 10 to 12 hours a day.

5.6.2 Employee’s leave policy:

The employee’s of Banglalink can take 40 days leave per year. There are attractive benefit packages while leaving. There are also attractive terminal benefits for regular, resigned and terminated employees.

5.6.3 ID card and Business card:

ID card and business card of an employee is given by the Human Resource department within 3 days of joining disregard of probation. They do not delay in providing because to ensure the security of the organization.

5.6.4 Mobile Handset and Connection facilities:

In Banglalink employees are given mobile handset and connection for their personal and official use. The balance limit is 5000 tk per month for the mobile bill. On the other hand calling in any Banglalink to Banglalink number is free. Married employees are provided Spouse sim with special call rate.

5.6.5 Salary & Benefits:

In Banglalink employees have stable salary. Their salary differs into different positions. Great deal of financial benefits for the employees who spend more time at the organization. Maximum 4 bonuses per year [including 2 eids]

5.6.6 Allowances:

In Banglalink employees are given various kinds of allowances. They are named below:

- Childbirth allowances
- Death-to-parent allowances
- Birthday allowances
- Marriage allowances
- Travel allowances
- Overtime facilities

5.6.7 Reward & Recognition:

In Banglalink talent employees are always rewarded. They are always appreciated and motivated for better performance in future. For this reason Banglalink organizes “Yearly best employee awards and certification program” for the employees.

5.6.8 Safety and Security:

Banglalink ensures the safety and security of their employees into the workplace. A dedicated unit of security guards is assigned for the security of the office to prevent any kind of occurrences. Also in each floor there is fire extinguisher and security alarm. There is also fire exit path into the office. The whole office is also covered with cameras in different points.

5.6.9 Best practices:

Banglalink, the 2nd largest brand in the Telecom industry of Bangladesh after Grameenphone, has been successfully running its operation since its creation not only because of their innovative business strategies also for the dedicated and creative employees working in this organization for

long. However, some major HR practices have always moved the dedication level of employees up, some of which are supported by the seven best practices of J.Peffer.

➤ **Employment security:**

This organization significantly emphasizes on employments security as they believe that the longer an employee sustains in an organization, the more he is dedicated towards his work and so the organization receives greater individual performance and organization success. The downsizing rate at any department is not more than 2% in a period of time. However, they also shared that an employee stays in their organization 3-4years at minimum whereas there are some people who sustained more than 15 years working in this single organization. Moreover, they also claim that once an employee leave the organization willingly, he cherishes to come back as he never finds such comfort and ease of working in any other organization, especially in the telecom sector.

➤ **Selective hiring:**

In terms of selective hiring, Banglalink is very strict. Suppose if 15 people applied for a post, they will take 2 of them and thus will appoint employees who meet up the requirements provided in the job description. They always engage experienced people to recruit employees and use effective selection tools that can help to choose the right employee for the post. There will be further discussion regarding this in the later part of the report.

➤ **Employee participation and involvement:**

Banglalink always try to involve their employees in strategy and decision making. They are always motivated to participate in work. It helps its employees to share their thoughts with others.

➤ **Team work:**

This best practice is also followed by Banglalink. They shared an example which says that if there are 120 employees in a particular department, there will be at least 12 groups in that particular team. This indicates how they value for Team based Working.

➤ **High compensation contingent:**

Banglalink hardly follow high compensation contingent as they pay lower than the competitors to some extents.

➤ **Reduction of status differences:**

Banglalink arranges tours, movie shows, and cultural shows for the employees of all levels. This helps them to bring all employees within a single line. Lastly, they encourage casual clothes for the employees at any time, especially on Thursday. This makes the employees feel at home and the reduced differences among different levels of employee.

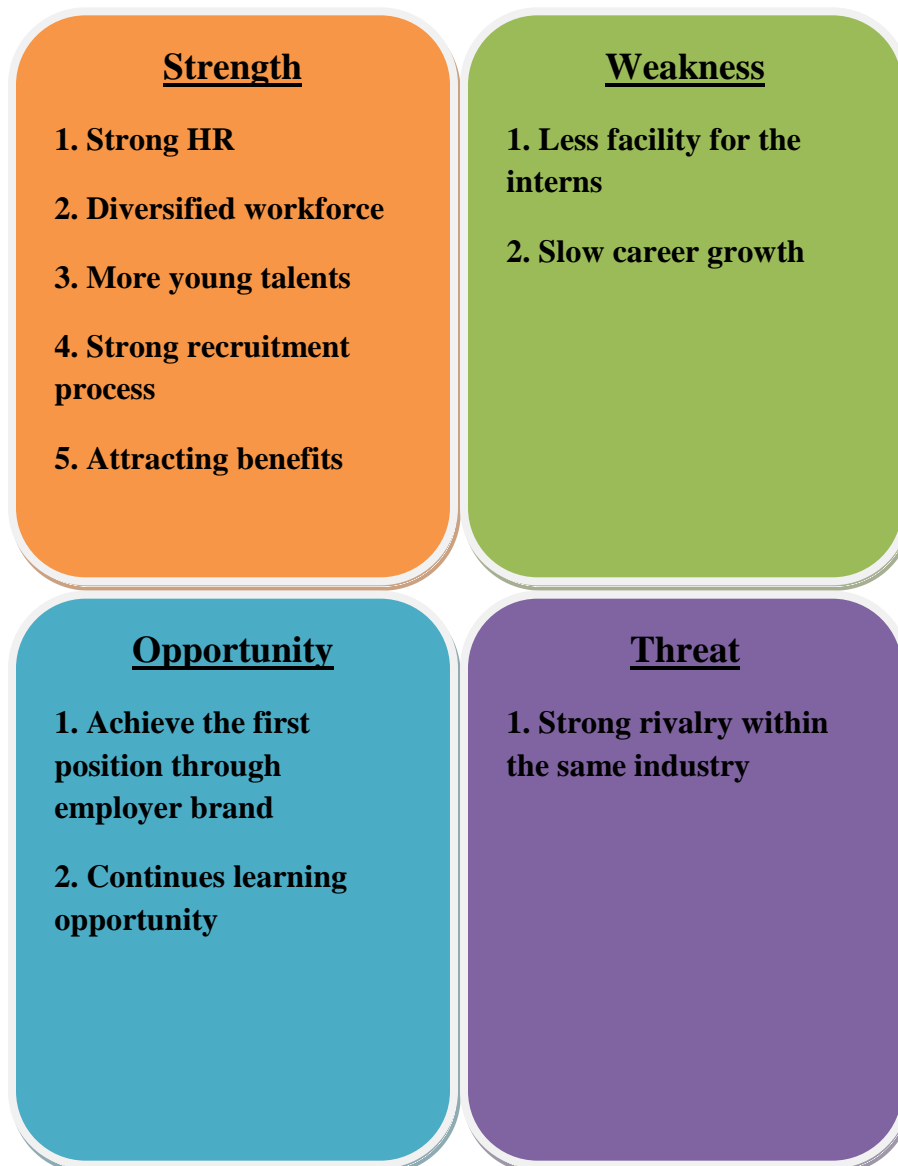
5.7 Banglalink's external methods for employer branding:

Banglalink has no agreement regard internship program or on campus recruitment with any universities. For internship program candidates can apply through online, can submit their cv into their office. Sometimes they advertise through social media sites like facebook. For the last 8 months they have no participation into any job fair. There is no further plan to participate. Banglalink sponsors many big events or programs rather than sponsoring events at universities.

Chapter 6

6.1 SWOT Analysis:

In comparison with the top two telecom companies in Bangladesh I tried to come up with a SWOT analysis of Robi Axiata Ltd. The SWOT Analysis is described below:-



6.1.1 Strength:

The strength of Robi is described below:

➤ **Strong HR:**

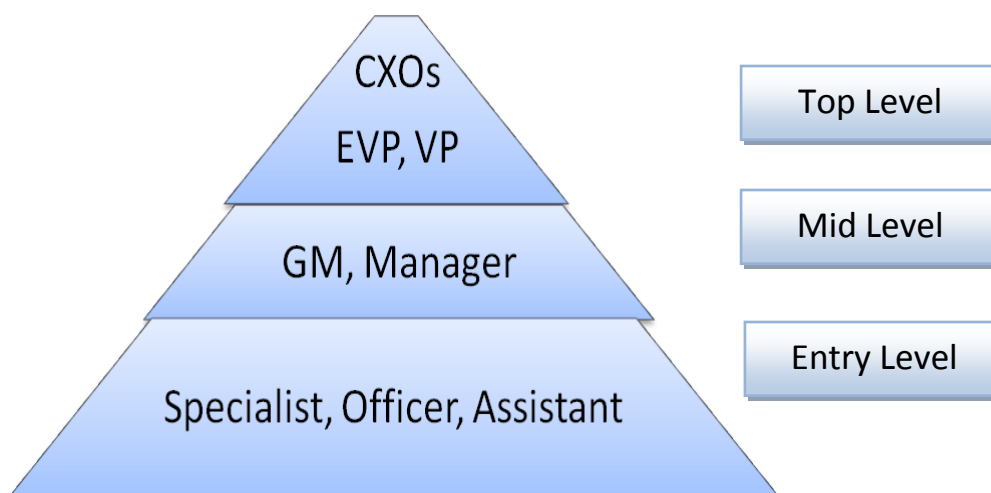
Robi has a very strong Human Resource division. There are various departments in HR. Employees those who are working in HR are expert into their specific field. They are perfectly running the organization. They provide appropriate guideline to manage the human resources of the organization. They motivate employees to exert high energy levels through different ways. They raise employee's commitment and loyalty to the organization.

➤ **Diversified workforce:**

I have already mentioned all the divisions in my report. Under these divisions there are many departments. It created an expand workforce at Robi. Many talents are working under those departments into various projects.

➤ **More young talents:**

There is more entry level and mid level positions at Robi. The position diagram of Robi is given below:



In entry and mid level positions most of the employees are fresher or young. They also prefer young talents more on those positions. According to them they are enthusiastic, potential and their interest to learn grow the mentality to work hard.

➤ **Strong recruitment process:**

Robi follows a very strong recruitment process before recruiting an employee for any position. They follow different recruitment tools. They take written test, case study discussion, panel interview, presentation session. Sometimes they take multiple interviews when there is a long candidate pool. These various recruitment tools help them to select the best employees.

➤ **Attractive benefits:**

Robi provides its employees attractive benefits and facilities. For this reason those who are currently working into the organization they don't think of leaving Robi.

6.1.2 Weakness:

The weaknesses of Robi are described below:

➤ **Less facility for the interns:**

In Robi interns are treated as a permanent employee. They are tough the whole corporate culture but they are not given any facilities rather than a small amount of salary. While working at I personally faced the problem. On the other hand Grameenphone is not paying the interns but they are giving them transportation and food as a facility. Banglalink is giving salary and food to the interns. That why students prefer Grameenphone and Banglalink for internship Than Robi.

➤ **Slow career growth:**

In Robi the career growth of employees are very slow. During my internship period one employee said that he is working in that entry level position for last 4 years. The reason is, the person who is working in top level as an Executive Vice President he or she is highly paid. Unless he or she is not going to get a get that position won't be vacant. So there is no vacancy in

the top level. That's why the career growth is very slow. Sometimes employees leave the organization for this reason.

6.1.3 Opportunity:

The opportunities of Robi are described below:

➤ **Achieve the first position through employer brand:**

In telecom sector Robi currently holds the third position. After the rebrand of Robi from AKTEL they have developed a lot. They are positive that slowly and gradually the employer Branding methods are going to make them the number one Employer of choice. Robi should not plan only to acquire and use talent, but to develop them as well, not only on a local basis but at a global level.

➤ **Continues learning opportunity:**

As Robi has a very strong HR into their organization, so they have the opportunity to set new strategies about creating learning opportunities for the employees. It is to make them competent in front of the competitors.

6.1.4 Threats:

The threat of Robi is described below:

➤ **Strong rivalry among the same industry:**

Grameenphone and Banglalink are the strong competitors for Robi in terms of revenue and employer brand. Also many talents are working on those organizations. For those today these two companies are in top positions. It will be a tough job to compete them. To face these two strong competitors Robi should always make alternative plan so that they can easily face them.

Chapter 7

7.1 Recommendation:

I tried to come up with my own recommendations which I think Robi should follow to make their organization to make the best employer brand. They are:

- Robi should offer more entry level positions into the organization for job vacancies so that fresh graduates get opportunities to work with Robi.
- They should provide interns more facilities besides salary, like- transportation, food.
- They should offer interns for a permanent job from internship based on their performance.
- They should try to bring a change into the organizational hierarchy so that more entry level positions are created. As there are multiple EVPs, VPs, GMs and Managers in every division.
- Robi should do agreements with other small private universities as there are also talents studying on those institutions. If Robi Shows a little interest on them they will be encouraged to join in Robi.
- Robi should organize whole day get-together weekend programs and share company's progress. In this way how the employees are contributing to the company can be conveyed.
- They could carry out surveys from time to time in Universities in order to understand where they stand as an Employer Brand and also to understand what the potential employees want from them.

Chapter 8

8.1 Conclusion:

Employer branding includes many strategies and policies. Every company wants themselves as an employer brand in the job market. So they need to follow all the strategies and policies to make themselves an employer brand. However unlike other big organizations Robi is also trying to make their organization an employer brand. Obviously it is not an easy task to hold a top position into the market as a top employer brand but if they want they can. I have also shown the current internal and external methods of employer branding of Robi. Also I tried to come up with few own recommendations. I feel if they think about these suggestions and try to execute it than Robi will help them to develop themselves a one step ahead.

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Executive, Payroll
Grameenphone Ltd.
Cell: +8801711082011
E-mail: syed.rahman@grameenphone.com
2. Rifat Muhammad Asif
Environment Health Safety (EHS)
Junior Executive, HR & Administration
Banglalink Digital Communications Limited
Cell: +8801962401584
E-mail: rasif@banglalinkgsm.com
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