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Inspiring Excellence

BUS400: Internship

“Exploring capital expenditure planning process & tracking in Robi Axiata Limited”

Submitted to:

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LETTER OF TRANSMITTAL

29th June 2015

Saif Hossain
Senior Lecturer
BRAC Business School

Subject: Submission of internship report on Robi Axiata Limited.

Dear Sir,

It is an immense gratification for me to put forward the report to you, which is a requirement of BBA Program curriculum. I was successful to complete my internship in Robi Axiata Limited's "Integrated Planning Finance" department in spring 2015 semester under the supervision of S. M. Ziyad Ahmed (General Manager-IPF). This report is based on the capital expenditure planning & tracking process in Robi Axiata Limited.

On the process of preparing this report, it helped me to expand my knowledge on how a company executes different aspects of operations. It also helped me to appraise the knowledge which I learned in the class room with its real life implementation and further enforced my confidence that, things I learned will be truly required in realistic existence.

If for any cause, you are unable to figure out anything, please do call me for clarification. I hope you will pardon any of my mistakes, inconveniences or lacking and hope that this report will fulfil your requirements. Thanks a lot for your guidance and kind consideration. I hope my effort in this report will satisfy you.

I would like to take this chance to say thank you for all the support and guidelines that that I got from you, which I also hope getting in the future.

Earnestly Yours,

MD SABIRUL ISLAM RAHI
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ACKNOWLEDGEMENT

The preparation for writing this report was even harder than the writing of this report. Without the valuable contributions and limitless help of several individuals this report would have been impossible. They facilitated me to make this report a reality.

First of all I want to pay my gratitude to almighty Allah for giving me the chance to prepare this report productively. I would also like to express my sincere gratitude and cordial thanks to some specific persons who helped me to make this report.

My Internship Supervisor- Saif Hossain (Senior Lecturer, BRAC Business School) gave me continuous guidance and assistance to prepare the report on Robi Axiata Limited. His opinion, suggestions, instructions, support and appropriate guidelines helped me to stick to right track. I am very thankful to him or else I could not complete the report.

Then I would like to express cordial gratitude to my supervisor of Robi Axiata Limited, S. M. Ziyad Ahmed (General Manager, Integrated Planning Finance). He assisted me to understand the function of the department as well as motivated me with his inspiring personality. He has provided me the information about the organization and telecommunication industry as well.

I am also deeply indebted to Zaved Parvez (Vice President), Istiaque Chowdhury (General Manager), Mahfuzul Huq (Manager), Aporajita Roy (Specialist) & Shafiq Karim (Service Provider) who were the most vital part of Integrated Planning Finance team. They provided me with all kinds of support and coordination regarding my internship and office work. I was given enough space to do my assigned responsibilities in my own way and learn for own self. My appreciation goes to all the employees of Robi Axiata Limited for their active cooperation and willingness to help all the time whenever I needed. I do not think the experience would have been as great as it now without them.

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Executive Summary

Robi Axiata is the second largest mobile phone operator in Bangladesh in terms of revenue and over time it is steadily increasing the number of its subscribers. In order to do so, Robi is consistently increasing investment to get an ideal return from invested capital. In which areas investment should be made requires great carefulness. Based on the analysis Integrated Planning Finance or Oikotan team with the collaboration of Market Operation and Technology team deploy Capital Expenditures (CAPEX) for Robi Axiata Limited. Before the formation of Oikotan, capex distribution process was different from now which can be found in this report briefly. Oikotan is formed as control policy. Under this policy Market Operation or Technology solely cannot make any decision to set up any BTS site or do capital expenditure without the valuation done by IPF or Oikotan team. Valuations include Net Present Value (NPV), Internal Rate of Return (IRR) and qualitative issues (strategic, operational continuity) etc. which was not done earlier by finance team. Therefore, CAPEX deployed in some areas, where no profit being accumulated and the CAPEX was being tied down in loss generating project. My experience of being intern in Oikotan or IPF team enlightened me as how with small units of employee hard tasks can be solved wisely. This has also taught me that a right decision can be really beneficial for a company's survival in the market as a successful brand. After the changes made on capex distribution system everything is tracked properly. From the very beginning of budget requirement generation to business plan or case execution Oikotan plays the most vital role to ensure all the things are going through the right track with efficient tracking.



Chapter: 01

The Organization



1.1 Introduction:

Robi Axiata Limited is one of the leading mobile telecom operators in Bangladesh. It is the second largest mobile phone operator in Bangladesh in terms of revenue as of March 2015. Robi network provides nationwide coverage to nearly 99% of the population with more than 11,200 BTS. Robi Axiata Limited, formerly known as AKTEL, is a joint venture between Axiata Group Berhad of Malaysia (91.59%) and NTT DoCoMo Inc. of Japan (8.41%). With its strong network and seamless connectivity, Robi is empowering more than 26 million people across the country.

1.2 Company's Overview:

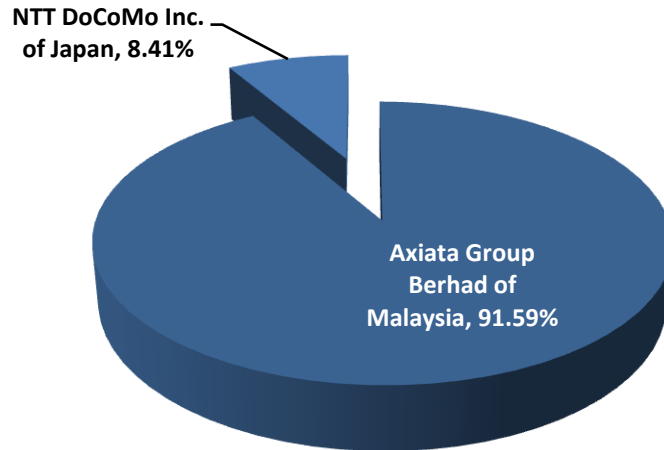
Robi, the most dynamic and rapidly-growing telecommunications operator in Bangladesh, is developing its services to meet increasing customer needs - ranging from voice and high speed Internet services to tailor-made telecommunications solutions. It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name "AKTEL". On 28 March 2010, the service name was rebranded as 'Robi' which means Sun in Bengali.

Robi draws from the international expertise of Axiata and NTT DoCoMo Inc. Services support 2G and 3.5G voice, 3.5G Data/GPRS/EDGE service with high speed internet connectivity. The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Its GSM service is based on a robust network architecture and cutting edge technology. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs.

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. 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. Since its inception in 1996, Axiata Group and its predecessor Telekom Malaysia has invested around BDT 11,000 crore in the form of equity till 2012. Moreover the company has contributed almost BDT 10,000 crore to the Bangladesh Exchequer in the same period.

Shareholdings

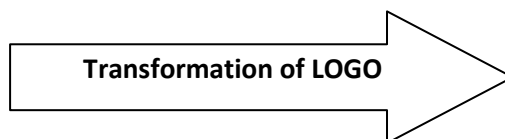
Robi Axiata Limited is a Joint Venture company between Axiata Group Berhad (91.59%) and NTT DOCOMO INC. (8.41%)



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).



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 Product/service offerings:

With the most affordable benefits and associated values, now Robi offers the best mobile phone experience in Bangladesh with superior network. Products offered by Robi includes-

1. Prepaid
2. Postpaid

There is no. of packages for both prepaid and postpaid connection of Robi. Each package is different from one another & serves customers to fulfill their demand. Unique specialty of each package grabs the attention of the customer. Here are the names of prepaid packages:



Package Benefits includes-

- ✓ Highest 7 FnF numbers Facility
- ✓ Priyo number Facility (Super FnF)
- ✓ Cluster of packages to fulfill your desired benefits
- ✓ Simple package change facility through USSD codes
- ✓ Range of special Bundle and Combo offers to fulfill your Voice and VAS desire
- ✓ Full BTCL connectivity with FREE BTCL incoming
- ✓ Extended and simplified recharge validity for ease and freedom
- ✓ Nationwide EasyLoad facility
- ✓ Nationwide high speed internet connectivity

- All available Value Added Services (e.g. SMS, MMS, internet, GoonGoon, ringtone, wallpaper, games, animation downloads)

There are only 2 (two) ***postpaid packages*** offered by Robi: Package 1 & Package 2

International roaming: International roaming is also offered by Robi. Among 100 countries Robi is providing roaming facility. So, if subscriber is going abroad, Robi is there with affordable roaming facility.

Robi ধন্যবাদ: One of Robi's key values is "Customer Centricity" and continuous strive is to provide customers with the best possible services. Robi ধন্যবাদ program is the newest endeavor to delight customers and offer them something more. While others are focusing on high spending long term customers, Robi believes that each and every customer deserves to get something. Keeping that philosophy in mind, customers are being treated with gifts.

Business Solutions: Robi Corporate is founded on a robust network employing cutting-edge technology providing the ultimate solutions in terms of voice clarity; a continuously expanding nationwide network coverage; abundant international roaming global partners; popular value added services (VAS); quality easy-access corporate customer care; competitive and tailored tariff plans and specific billing. The Corporate Strong-arm of Robi is committed to keeping you ahead of the rest with personalized assistance round the clock.

Special Benefits of Robi Corporate

- The wide range of Corporate Packages to fulfill your needs
- Zero security deposit with NO monthly line rent.
- Convenient bill payment options.
- Robi Corporate Insurance Policy.
- Cutting edge value added services like EDGE, HSDPA, Personal Assistant, Corporate Messaging Platform with short code, Data and Fax call services, Call Center Solution, Fixed rate group talk plan, Customized SMS based solution.
- Dedicated Corporate Customer Care

Internet & VAS (Value added services): The main business of telecom industry is from 3G internet now. To facilitate this service Robi has variety of data plan with 3.5G connectivity. Regularly they are upgrading their technology to serve with better support and speed. High speed internet connectivity is the reason behind rapid growing of smart phone and 3G users.

Value added services of Robi include- SMS & Messaging, Goon Goon (Welcome tune), Circle (Social Network), Balance Transfer, BIMA Life Insurance, Robi WiFi, Robi TV etc.

There is also huge no. of advanced services dedicated by Robi- Toma Taxi Service, Balance Recharge through ATM Cards, HungryNaki.com, Robi Blood Line, Call Block, Phone Backup, Locator, Missed Call Alert, e-traffic, Train Tracker, News, Financial services etc.

1.4 Organogram:

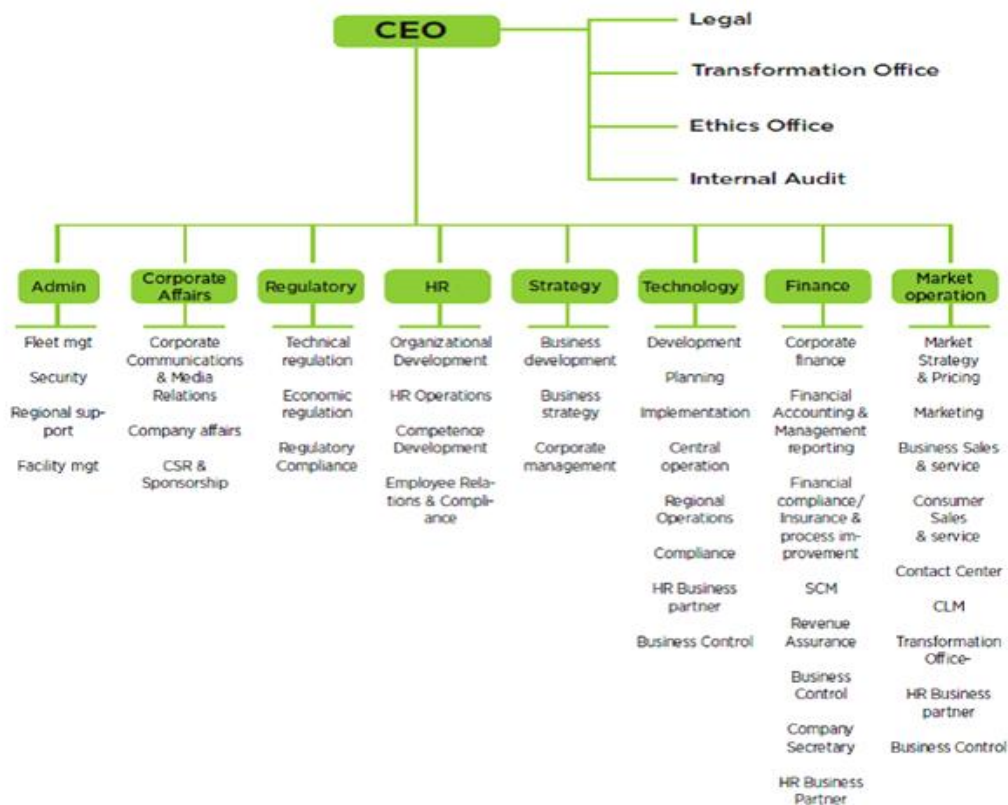


Figure: Whole Organization Organogram

Each of the divisions in Robi contains several departments according to the divisional & organizational need. Each and every division of Robi is headed by CXOs & department by either an Vice President or Executive Vice President. An EVP may hold responsibilities of more than one department in some cases. General Managers play the role of coordination between employees and departmental heads. Specific tasks, plans, programs or analysis are to be done by Managers. Specialists & Service provider performs verity of tasks given by managers or general managers.

Finance: Finance division is the heart of any business as it is responsible for budgeting. Robi Axiata Limited’s finance division is accountable for financing of different proposals, business partnering as well as new product development. Finance division insures financial accounting, maintaining compliances etc. Corporate finance and supply chain management is another vital part of this division.

Market Operation: Assuring monthly targeted sales set by top management is the responsibility of Market operation division. The division works to build up brand name, make effective market communication, sales of corporate & business products maintaining customer center etc. This division participates in making pricing strategy for new products.

Human Resources (People & Corporate): Robi is one of the top telecom operators in Bangladesh with over 2000 employees. People & Corporate or Human resource division mainly work for the recruitment of new people, providing training for existing employees, distribute salary to employees account, motivation creation among employees, organizational development and maintaining good relations among all the employees as well.

Corporate Strategy: This division is responsible for the planning of organizational growth. Main responsibilities of this division includes managing business strategy, new business development, business planning (BP) for projects, performance management, risk management, quality management etc. The division is divided into two departments.

They are:

1. Corporate Management & Strategy Planning (CMSP) &
2. New Business Development.

Corporate Regulatory Affairs & Legal: This division is also known as CRL. It look after approval of all the CSR activities, analysis of making sponsorship or event management, maintaining relations with media, managing legal issues with govt. & so on.

Administration: Administration division is there to control the business facility design, management of overall employee, security staffs & personnel for safety & maintenance issue. In addition, maintaining alternative ways for emergency reason is also a part of administrative job.

Technology: IT solution for all the divisions & departments of Robi is provided by Technology. Major tasks of this division is to maintain regional IT operation along with establishment of BTS, technology compliance, central network monitoring, providing essential hardware & software support to employees, customer centres etc. Controlling intra-division & intra-organization communication is also an important task of this division.

Internal Audit: Internal audit division of Robi is accountable to ensure worth of operations, verifying or investigating fraudulent activities, financial reports reliability finding, safe guarding of assets in accordance with laws & regulations.

Enterprise Program Management: EPMO or Enterprise program management works closely with the CXOs for the development of different management programs. Corporate Strategy division and EPMO together define business goals, objectives and policies for business.

Ethics office deals with complaints and infrastructure division deals with the establishments of Robi and their maintenance.

1.5 Finance Division –

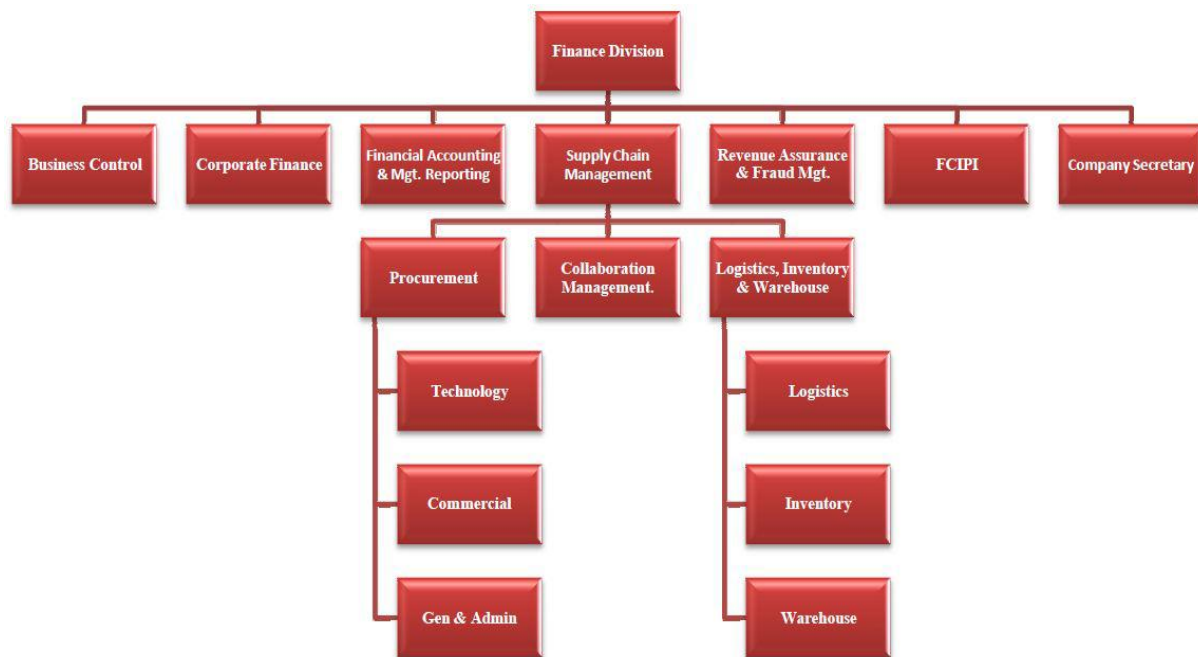


Figure: Finance Division Organogram

Finance Division:

It requires enough time to go through all the parts of finance division deeply which is not possible in this short period of time. I got the opportunity to work under one of the most important wings of finance division which was called Integrated Planning Finance (Oikotan/IPF). Finance division consists of the following-

Supply Chain Management

To keep accuracy of product, contract, pricing and invoicing information SCM or Supply Chain Management works closely with suppliers and customers. As a result improve operations and reduce costs. Communicates about the objectives and needs to managers & key personnel in procurement, logistics & distribution; to reduce costs and achieve utmost efficiency negotiate contracts with parties; generate exact routing information to ensure delivery time; precisely calculate total supply chain costs of proposed new projects etc.

Financial Accounting Management and Reporting

Financial management and accounting support services of Robi are given by this division. This consists of assistance with account structure, fund control, cost center, general ledger, variance analysis, transfer and correction, cost allocation, interagency transaction, regulatory and supervision of financial reports as well as accounts etc.

Revenue Assurance

Revenue Assurance division looks after on a series of activities that are useful to make sure that the business process, the organizational formation, controls and the information system related to revenue cycle (pricing, billing, consumption and collections) works together efficiently and effectively to protect revenues and maximize the margin.

Financial Compliance, Insurance and Process Management

Financial Compliance, Insurance and Process Management support in the supervision of all aspect including: inherent risk assessment, conflict of interest, developing and implementing testing programs to evaluate the satisfactoriness of Robi policies and procedures, performing compliance testing and assisting with the development of compliance training programs etc.

Integrated Planning

Integrated planning division is liable to ensure that appropriate planning systems and processes are in a good harmony. It involves integration of all resourcing, scheduling, contracting, technical logistical support, manpower, adherence to rules & regulation, risk assessment etc. To uphold company's policies and procedures develop and maintain all departments and projects financial information through the collaboration with each other. It also oversees operation of the company's Project Management Office. This include assistance or training for project managers and making sure information about staff links to the company's ERP system etc.

Media Buying

Media buying department facilitate and execute Robi Media Buying operations and media related outdoor/ event activities in order to help establish and maintain an effective media buying process for Robi. They are responsible for monitoring media budget allocation & identification of budget variance, bridge with business partnering for all related operations; assist in negotiation with different media partners (Electronic, Press and Web) in order to generate savings; coordinate in negotiating fee/commission structure for all creative and media agencies and liaise with relevant departments /stakeholders to review agreement with creative and media agencies; supervise execution of all media and media related outdoor procurement activities etc.

Corporate Finance

The key works of corporate finance division are as follows:

- I. Financial planning, management and control with the purpose of ensuring effective and efficient financial management of the Company.
- II. Through efficient policy and financial strategy ensure smooth taxation management.
- III. Build up affiliation with various regulatory and financial institutions to facilitate necessary accomplishments.
- IV. To facilitate the revenue growths ensure revenue recognitions and payment settlement timely.
- V. Make sure effective import process that enables the company execution of expansion program timely.
- VI. Make confirm that the vendor payment is done effectively and efficiently.
- VII. Generate required return from business plan or projects, exchange rate fixing, wacc calculation etc.

Finance CFO

Corporate Finance	Import and Loan Management
	Treasury Management
	Tax & VAT Compliance
	Inter Operator Settlement
Financial Accounting and Management Reporting	Accounts Receivable
	Accounts Payable
	Reporting
	Fixed Assets
Financial Compliance, Insurance and Process Improvement	Process Improvement & Projects
	Fin. Compliance and Internal Controls
	Financial Risk Management & Insurance
Supply Chain Management	SCM Strategy & Analysis
	Procurement
	Warehouse Inventory & Logistics
Revenue Assurance and Fraud Management	Revenue Assurance
	Fraude Management
Integrated Planning(Oikotan)	Technology Interface
	Market Operation Interface
Business Partnering	Sales & Distribution
	Technology - Capex and Others
	Business Analysis
	Credit Management
Media Buying	Media Buying

1.6 Vision & Mission:

GREEN TECHNOLOGY
GOVERNANCE
OFFICE



Green Vision:

Dialing for sustainable future

Green Mission:

Committed to environmentally sustainable business practices through responsible use of resources.

Key Initiatives-

- Green BTS
- Efficient fleet management
- Reducing electricity wastage
- Less paper consumption
- Virtualization
- Unified communication
- Infrastructure sharing

Principles & Purpose of Robi Axiata Limited

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 Centre

- 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, 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.



Chapter: 02

Job Details



2.1 Description of the Job:

I was provided with the opportunity of gaining a wealth of experience in Robi Axiata Limited. The territory I entered was completely new to me. As my goal was to do the works assigned to me with diligence and with punctuality I was little a bit nervous. It was not possible for me to learn the entire mechanism of the finance division but was a privilege for me to work under IPF/ Oikotan team, which plays an integral role in Finance. The department is supervised by Mr. Zaved Parvez (Vice President of Robi Axiata Limited).

My target was to do the work error free what I was given, sincerely and timely so that later I can be recalled for my performance. It was my short period of time in Robi but I am happy as some good relations I could build successfully with some of my colleagues from various departments through my work and behavior. Towards the end of my internship period besides giving me the chance to associate theoretical learning with practical training, I was being assisted to grow more as a person as well as an employee by Robi Axiata Limited. I believe those in future will absolutely going to enhance my learning.

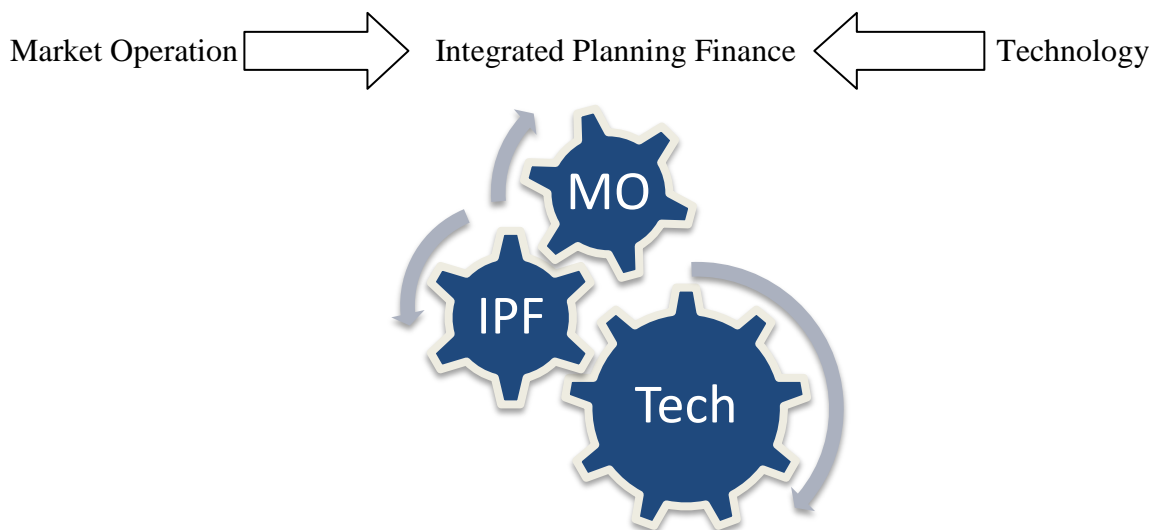
This team I was assigned is involved in CAPEX distribution and investment decision making which is the vital part for the company. There I got the opportunity to interact with Zaved Parvez (VP), S. M. Ziyad Ahmed (GM), Istiaque Chowdhury (GM), Mahfuzul Huq (Manager), Aporajita Roy Chowdhury (Specialist) & Shafiq Karim (Service Provider). I was given the chance to be a part of their activities includes business cases to analyze and evaluate, calculate the NPV and IRR of each project and prioritize them based on their values. I did the evaluation of areas or regions which had the most potential to generate revenue from BTS implementation. The work they assigned me was very helpful as it helped me develop my skills in Microsoft Excel. With the help of my supervisor I have fairly improved my skills.

The function of integrated planning is quite interesting. This is because this unit is not very common in other industries. However, for a company that is very dependent on technology, this unit is a must. For a telecom operator, it is a must to be on the forefront of technology. Always modernize equipments for better service. This is further evidenced by noticing that the Technology division consists of more than half of the total workforce of Robi.

As mentioned above the function of this unit derives from the heavy dependence on technology. The language of the technology division can be very different from the language of the marketing division. For example, for the marketing division, usage of telecom services is measured in terms of revenue and minutes. On the other hand, usage is measured in

“Erlang” by the technology division. “Erlang” is a unit of telecommunication traffic measurement. However, these two divisions must work cohesively for the success of the company. Hence the need of Integrated Planning arises.

Integrated planning receives the forecasts by the market operation division, analyzes it and then forwards it to the technology division to take steps in building the BTSs (Base Transceiver Stations). These are the primary tasks of Integrated Planning. The department also monitors the consistency of the forecasts by the market operation division. It also reviews and approves proposed sites for new BTSs by analyzing whether the returns from these BTSs will allow the capital expenditure. Other tasks include quarterly milestone analysis and analysis of site wise revenue.



2.2 Responsibilities of the Job:

The responsibilities that were assigned to me during the internship period includes:

- Conducting data analysis of Integrated Planning Finance (Oikotan).
- Site wise profitability report generation.
- Purchase requisition & purchase order track.
- Finding out the difference between demand forecasts of a particular month and actual usage in the regional areas for that month.
- Customers complain analysis based on BTS implementation.
- Analyzing site wise revenue and finding out the performance of the sites based on its category.

- Lease line bandwidth utilization analysis.
- Analyzing the data usage in regional areas and screening the new sites proposed by technology.
- Business plan status tracking.
- Analyzing data usage based on different vendors of networking equipment and finding out about their performance.
- Participating meetings and noting down the outcomes of these meeting and things that needs to be done.
- Budget distribution through SAP operation.
- Analyzing daily statistics reports by different vendors of networking equipment and finding out the daily peak usages of each region.
- Revenue target achievement of modernized sites analysis.
- Down time analysis of leased line.
- Categorizing the site wise usages provided by marketing and technical divisions into three different parts, namely “Accelerate”, “Consolidate” and “Grow”.
- Finding out actual vs planned network sites (On Air) rollout of different projects.
- Revenue comparison analysis of all the regions (15) of Robi.

2.3 Different aspects of job performance:

The experience which I have never obtained before in my life came through my journey in Robi Axiata Limited. It was completely different experience. Because of the friendly behavior of my supervisor it was not difficult for me to match with a totally different environment from the beginning. Gradually I observe situations and get to relate with it. Dealing with the situations which may not be favorable always, how to do own task, how to behave properly in their company, utilization of time, how to respect other task and so on I came to know from my journey in Robi. I went through a scheduled routine of my daily task in the three months. Though it was monotonous sometimes but yet I did not quit and survived successfully. By this time I was keeping my patience on and was getting prepared to be mentally strong and cope up with daily tasks. In free time it was easy for me to hang around with my intern friends but when it was to go to the seniors for any issue it was difficult to take their time as they have huge challenges to meet that I learnt to manage also. Everyone out of there was very friendly and overwhelming. To be a part of them in a friendly manner with respecting their space was my biggest challenge.

Being able to work for one of the largest telecom operator of the country is always attractive. However, that was only beginning of the whole story. The working environment of Robi is one of the best not only in the telecom industry but all over Bangladesh. One of the many reasons for that claim is the 'Open Office Concept'. Robi is one of the two companies in Bangladesh that practices this concept in Bangladesh, the other being Grameenphone. The open office concept requires no cubicles for employees. In other words, everyone can move around and communicate with others freely. One of the advantages of this concept is that even an entry level employee can communicate with the CEO at any time reducing the communication gap. Another advantage is that as there are no cubicles, junior employees can watch their seniors working in front of them which increase the pace of the learning process. It helps them to improve and achieve job skills from the successful people in the organization. It also fosters teamwork. Even the working hour is very flexible; employees can enter the office any time provided that they work for at least 8:30 hours every day.

The environment at Robi Axiata Limited is very professional. Everyone is hardworking and diligent. However, with time, I have developed a cordial rapport with my supervisors so the environment seemed more relaxed. Moreover, everyone seemed polite and respectful and willing to help if I faced any problem.

2.4 Critical observations and recommendations:

This is really hard to recommend something for such an organization like Robi but I have got something to recommend. Robi might have smoother operation and execution if it could lend an ear to these recommendation. However, critical observations and recommendations are stated below:

- There are huge amount of work to do by a small team consisting of 5-6 member. It becomes challenging for the team when deadline knock at the door or when totally a new project all on a sudden is authorized to someone. Robi can engage more personnel in order to make department more efficient.
- Robi first launched 3.5G simultaneously in Dhaka and Chittagong after 3G auction but marketing and technical department was not that much success full to response immediately after the inauguration. The most vibrant competitor GP took the advantage and started operation with inauguration. Thus it got more response than Robi. Robi failed to take the first mover advantage here just because there was no smooth cooperation with marketing and technical department. As a result the deployment of network got late.

Corporate Affairs is biased about taking the first mover advantage but it does not analyze whether other departments are ready to support them.

- Challenge of extra or suddenly assigned work with short deadline give employees little scope to work with perfection. That's why sometimes loopholes remain in that work although the motive was to do the work perfectly.
- IPF can take more consideration in qualitative decision-making to ensure proper investment.
- To get clear understanding regarding SAP (ERP software) Robi can give more training to those people who are not feeling comfortable or facing difficulties to work with software efficiently.
- Robi should focus in the competitive market where Robi's position is not that much strong. They also need to emphasize more on their advertising so that it can attract people and make the network strong where it is needed.
- Robi can offer more entry level positions into the organization for job vacancies so that fresh graduates get opportunities to work with Robi.
- Call drop problem needs to be dealt with more efficiency so that it can protect revenue coming from voice calls.



Chapter: 03

Project Details



Summary

This report describes Robi Axiata Limited's capital expenditure planning process, execution & tracking of it. BTS investment decision which is a capital expenditure is a major decision for any telecom industry. This decision need to be made more wisely with proper analysis. A long process involves in this decision making. Because of any emergency need predetermined budget sometimes required to change though yearly budget is prepared in advance for investment. New investment occurs mainly for two reasons- to improve present network quality or to increase the coverage area. Whatever the reason is the investment decision cannot be approved without a proper investigation, survey and analysis. Market Operation, Finance and Technology work hard to come up with the ultimate decision. After the formation of Oikotan team more emphasis is given to the financial analysis part which was missing earlier. As a result some decisions were made to deploy capex which returned to Robi as a loss project later though it was seemed as a profitable project. For better efficiency Oikotan do the planning of budget requirement, distribution, business plan execution etc. Because of the tracking done by Oikotan time to time how much budget is approved for a business case, how much of the amount is utilized, remaining amount is clearly visible now. Before the business case approval prioritization is done by Oikotan through valuation analysis which includes NPV, IRR and qualitative issues (strategic, operational continuity) etc. This valuation ranks business cases according to the return on investment of Robi and based on that result priority is given for quick execution. The importance of this team can be realized from the description given above. The growth of a company depends on the return generated from the investment and in Robi Oikotan plays this role successfully.

3.1 Description of the project:

Primary Objective:

Exploring Robi Axiata Limited's capital expenditure planning process & tracking through SAP operation.

Secondary Objective:

- To get an idea about capital expenditure structure of Robi Axiata Limited.
- To know how to prioritize budget requirement, approval and allocation.
- To know the effectiveness of budget distribution policy.
- To know how to track capital expenditure through SAP (ERP Software) operation.
- To identify the factors affecting business plan execution.
- To know about the lease line process for settlement of projects/sites.
- To know how capital/ operating expenditure affect revenue and profitability of the company.
- To relate the theoretical learning with the real life situation (Business plan execution).

Methodology:

- Practical observation from revenue analysis, business plan execution and status tracking.
- Study of capital expenditure process of Robi Axiata Limited.
- Most of the data were collected through formal interview of the company Officials includes –
 - I. Whole process of generating budget requirement, prioritization & allocation from S. M. Ziyad Ahmed (General Manager, Integrated planning finance).
 - II. Lease line process and business plan execution from Mahfuzul Huq (Manager, Integrated planning finance).
 - III. Purchase requisition and Purchase order tracking through SAP operation from Aporajita Roy Chowdhury (Specialist, Integrated planning finance).
 - IV. Budget distribution process from Shafiq Karim (Service provider, Integrated planning finance).
 - V. Projected sites status & site wise profitability from Ishtiaque Uddin Chowdhury (General Manager, Integrated planning finance).

Limitations:

- I. If more persons were involved with this project I would have more knowledge on this.
- II. Interview of other parties who are indirectly related to this project could give me review on IPF team about their workings (Positive & Negative insights).
- III. If the project was totally completed during my internship period the whole picture would be visible to me clearly.
- IV. Because of the confidentiality reason I'm incapacitated to share some information.

3.2 Investment in BTS:

Base Transceiver Station which is also called BTS is the main part of any telecommunication infrastructure. The improved and better quality of network service is ensured by the increasing number of BTS in the surrounding areas. So, the investment decision in BTS gets the highest priority in the case of expanding decision made by the company. The number of customers and revenue pattern of any telecom company will vary depending on investment decisions. Robi Axiata Limited also makes this decision in such way that can make sure its growth in terms of revenue pattern an number of customer as well.

Major parts of a BTS site are:

BTS- Cannot be shared with other operators

Tower, Shelter, Battery, Generator, Rectifier etc. - Can be shared with others if needed.

In every year budget for the BTS investment in the upcoming year is fixed. In the upcoming year the budget amount will be more than the previous year if Robi wants to extend the network more aggressively or else it will keep on an average almost similar amount for the BTS investment.

Two major reasons behind BTS investment are:

- I. increase the new area of network coverage
- II. increase the capacity of network coverage

Increased demand for the development of network coverage is generally recognized by the Market Operation (MO) Division. They find out weak network coverage from their surveys reflecting customer satisfaction, complains from regional offices and customers etc. MO division concerns the technical department about the increasing number of complains if it is beyond then certain limit and then asks to take required steps. Technical department itself identifies the demand for improving the capacity of the current network coverage. The planning department of technical division goes for an analysis after the demand for new BTS is generated and makes a proposal to the Finance transformation Office (FTO) for the approval of the project or BTS considering the cost and revenue from that site.

Factors that influence investment decision are:

Proposed area for BTS investment may have vast number of people and also may seem worthwhile for future profit generating from that area. If there are large numbers of potential customers who are out of network in the proposed BTS location, then the investment decision should be made. Age group of the customers is also a significant factor. Another major criterion for evaluation for investment of new BTS is Per capita income of the people. The

proposed area for BTS may have great number of target customers but the problem arises when it is found that, they are not capable to spend a portion of their income for mobile usage. This is where the investment decision will be a loss project. If there are large number of schools, colleges, universities, offices, shopping malls, mosques etc. then the place will need a strong network. As the number of users is huge, the investment decision should be made. It can accelerate the number of new users if satisfactory network and services are provided in that region. If the situation is not like this then alternate decision can be taken for a small number of users. If there are few number of competitors in that proposed area then to grab the potential market considering the other factors investment decision should be taken. Providing better service and network is the effective way to grab the competitor's customers as well as market share. If the competition is high there then this investment decision can be taken. Before making any investment decision problems should be identified and according to the problems steps should be taken. Verifying existing network quality is another important factor to determine whether increase of the current BTS capacity is needed or not. After considering the above stated criteria, analysis of all the direct, indirect cost, revenue, tax etc. related to the project are gone through to find out the Net Present Value and Internal Rate of Return. This valuation gives idea of profitability of the project. The projects are approved only when results are satisfactory and further process is done. Otherwise the project is terminated and asked to take alternate decision there except BTS investment. It does mean nothing to engage such a big amount in a project if the project ultimately fails to generate profit, which is the prior requirement of investment.

Alternatives of BTS investment

When the investment decision for new BTS does not seem profitable but still development of network condition required there to overcome the threat of losing customers' alternate decisions can be made –

IBS: IBS means Inside Building Solution. It is also known as micro BTS. Investment in IBS can be an alternate solution at fewer amounts. IBS has the power to increase the network capacity. If we compare the power is lower than a BTS but higher than a Repeater. This solution can expand the network capacity at Indoor and in some cases at outdoor also.

Repeater: Repeater is the alternate choice of investing in BTS. The capability of a repeater to extend the network is lower than BTS and IBS. At indoor it only can make sure the strong

network support. The capacity of repeater is limited to a floor of a building sometimes. Only the network problems inside a building can be solved by this. It grabs the signal from the nearby BTS and passes it to the other BTS where network condition is weak.

Site sharing: Site sharing can be the choice when it is not possible to set up a whole BTS site for the improvement of network. To install a BTS an operator can take the rent of other operator's BTS site. Where network is weak and whole site investment is not profitable there site sharing can be solution to solve the problem at lower investment. Leased line can be taken for this purpose.

3.3 Distribution of CAPEX:

Capital Expenditure which is also called CAPEX are expenditures that are build to create future benefit for the company. Capital expenditure is made when a business spends money to buy fixed assets including equipment or to add value to a fixed asset with a useful life. Mostly it is spent on buying/ importing of equipment, physical goods, high-powered electrical towers that can bring future return for a company.

According to S. M. Ziyad Ahmed (General Manager, IPF) Robi Axiata Limited locks down the CAPEX needed for the next year on each year. Budgetary data is collected from all departments regarding various projects, investments and business cases. The Integrated Planning department is responsible for the CAPEX distribution. Along with the budgetary requests this team also receives a large number of business proposals from various departments and external bodies. These business proposals/ cases may be on installing a new BTS tower in a rural area or buying laptops for official use. Integrated Planning team is now considering on company's 3G rollout plan because of market demand.

The decision to distribute CAPEX was before made by the Market Operations and Technology Department. It is very essential for a company to make sure that, the capital is distributed to business cases where there is potential return. Earlier market operations department was involved in collecting information regarding the market demand of the particular area then the radio and network planning department of the technology division conducted their own methods of calculation on it. After identifying areas where there is necessity for BTS implementation or maintenance of the capital equipment they would send these requests for approval directly to the SCM board & SCM transfer those budgetary

demands to Integrated Planning team. The Integrated Planning team would then deploy the necessary CAPEX to those areas.

Throughout the whole decision-making, there is no consideration of the Profitability of the ventures and whether there would be any probable returns from the approved business cases. Finance division also had no LOA (Limit of Authority) to approve or reject business cases. They were approved by the technology division with final approval of SCM or BOD. There were no financial calculations made such as the NPV/ Payback period/ IRR valuation. Later it was seen that most of the CAPEX deployed was involved in areas where there was no return or profit. Unnecessary BTS implementation in different areas created huge expense and maintenance costs that had to be minimized.

Current CAPEX Optimization system by (Oikotan):

Experience from previous system of CAPEX distribution led the Integrated Planning team to change the whole pattern of decision-making and data analyzing. Oikotan/ IPF is a new system of capital distribution that was introduced to promote more involvement in decision-making processes and fill up the loop holes. In Oikotan CAPEX distribution consists of three teams: Marketing team, Finance team and Technology team.

These teams coordinate with each other and with other departments to bring in data that would help in generating more return for the company. The investment prospects considered such as 3G rollout plan and implementation of new BTS in areas to build more capacity of existing BTS. Functions of the three teams are described below:

1) Market Operations team collects data for the Integrated Planning team. This is a collection of data from the field level operations of Robi Axiata Limited. The data collected is through extensive market research and analysis. Data is also collected from customer feedback including corporate clients. All the data collected are analyzed for future data forecast. Market Operations team then conducts a demand forecast based on this data. The demand forecast is created to identify which areas of Robi Axiata have profit potential. So, the information gathered from Market Operations is passed through the Oikotan verification and a series of tests is conducted by which the less profitable plans are identified.

2) In Oikotan the data need to pass a series of filtering processes. First comes calculating the breakeven point of these business cases. This is the most primary essential level of filtering conducted by Oikotan. Along with the demand forecast, market operations team also sends a revenue forecast of the areas. It identifies the amount of revenue that would be generated

from these areas if network capacity was increased or modernized. BEP is then compared to the standard BEP created by Robi Axiata. Cases which seems less profitable are kept for further evaluation (qualitative) to make sure whether these have potential to become an emerging market for Robi or are capable of growing in the future and earning revenue.

3) Once the BEP of the investment prospects are calculated and the most potential of the cases are identified from the rest, to make sure that the market potential of these areas is not over-valued, the surrounding areas and districts are also taken into consideration. It is assumed that the benefit of increasing network in one area will also affect its neighboring areas. That's why the revenue pattern, demand, minutes per unit of call and network coverage of the neighboring areas are taken into consideration and used as parameters. This is to make sure that the demand and revenue forecast was not over-valued.

4) The cases are then compared to standard parameters of Robi Axiata Limited to verify the level of network capacity needed in each area. The parameters divide the areas into different stages of development. By comparing the areas with the parameters and highlighting the level of BTS availability and network coverage, these stages highlight areas where there is need for network connectivity, where the growth prospect for Robi is high and where markets are saturated and where markets are still untapped. In this way, the areas where there is scope for return are segmented and categorized and sent to the Finance and Technology section for further evaluation on their part. The finance team investigates how the information gathered by the marketing team can be financed properly and whether it is feasible to distribute CAPEX in the forecasted areas.

Under the previous system of CAPEX distribution, the finance division was rarely involved in decision-making. The data received from Market Operations was not properly verified and Technology division solely decided on the CAPEX distribution. As a result, the ventures were done without verification of the market information and a large amount of capital investment was tied down. Oikotan is an effort to monitor and control the CAPEX.

3.4 Strategic Importance:

The Finance section of Oikotan follows a more process-oriented approach for CAPEX distribution-

1) The finance team evaluates the business cases and divides them into two parts-The Immediate Budget and the Non-Immediate Budget. In the immediate budget, the cases which are thought to provide immediate benefit and return are placed here. These are cases regarding strategically important prospects such as where the area has prospect for growth and there is scope to increase network capacity.

2) Once the costs and added benefits of these cases are conducted, the finance team focuses on the valuation of these cases. They calculate which business case would give the most return once CAPEX is deployed. This is done through a series of different valuation methods. The primary method used is the payback period. In the payback period, the finance team calculates the period of time needed for the return on an investment to pay back the original amount of invested capital.

3) The finance team conducts the NPV method of valuation over a period of ten years. This is a more accurate measure of efficiency than the payback period as the time value of money is also included. The business cases with high levels of NPV are given more preference and are immediately carried out for approval. Some decisions are qualitative and conducted with a managerial decision. These are business cases which may not provide any immediate, monetary expansion but have potential to provide non-monetary or intangible benefits.

4) Finally, the IRR method is used to further gauge the internal rate of return on a project. The internal rate of return (IRR) is used by the Finance team to measure the rate of profitability of the investment. The business cases where the IRR is higher than the cost of capital or equal to it are immediately carried out, given more priority than lower ones.

5) Once the projects that are projected with the highest rate of return, NPV and IRR, the finance team focuses on cases where the NPV was lower than expected. Cases with low NPVs are not immediately rejected as they are checked to evaluate whether there is scope for further growth. They might provide future value in the long-run.

6) Once the business cases that require immediate budgeting are distributed and carried out, the finance team then diverts its attention to the non-immediate budget. They may not provide any return in the short run but these business cases may have a deep value which is realizable in the future or long run of the business. While conducting analysis for the non-immediate budget and secondary items, often the finance team encounters the same budget

requirement from different departments. In that case, extensive budget summaries are conducted and a critical cross evaluation is conducted where a series of questions and negotiations are done regarding how much both the departments really need and a list of all their costs and expenses. Finally, reached to solution where both parties agree to a negotiated amount. All this has to be done before the Integrated Planning team sends a request for CAPEX which is sent to the CEO in the beginning of every year. The Technology team of Oikotan is involved in analyzing the requirements needed to improve the mobile network capacity of Robi Axiata in different areas of the country. This is done by validating and verifying the data sent from the Marketing and Finance team. The Technology team then coordinates with the Radio Networking Department of the Technology division to collect and analyze the various projects they have outlined for the year. For the data received from the Marketing and Finance team, the technology team gathers information regarding the cost of the capital equipment of the projects approved. This includes the cost of maintenance and the technical feasibility of the projects. This information is passed back to the finance team for further approval of the costs. Once approved, it is sent to the Radio and Networking Department to seek their approval. Oikotan then prioritizes the various business cases

After verifying whether the BTS are RTT (Rooftop Tower), RTP (Rooftop Pole), GFT (Greenfield Tower) or IBS (In-Build System), the technology team makes a list of all the expenses incurred. This includes the cost of electricity, the cost of maintenance of BTS and generator, cost of rent and, if the BTS site is shared with other telecommunication networks, then the cost of leasing. The technology team then passes the collected and evaluated data to the finance team for prioritization. The Finance team prioritizes the business cases received from the technology team by calculating their NPV and IRR as mentioned above. The projects that create the highest NPV and IRR are given top priority and the information is passed back to the technology team. Then Integrated Planning team sends a request for approval to the SCM board. The SCM board has the power to make the final decision for approval.

Oikotan is an essential and strategically important tool for Robi. While the old system was still implemented, the company was investing in projects which did not bring any return. These projects were thought to be profitable initially, but due to lack of information from the key departments, the true state of these projects has been found to be over-valued. Thus, there was no return gained from these project and most of the capital was tied down when they could have been invested somewhere more lucrative. This process allows Robi to invest in

more profitable business projects. One of the main benefits attained from Oikotan is that this system is not solely dependent on market operations for information regarding customers and area subscribers. With this new system of distribution, it allows more informed decision-making and ideas about the market and the technology available to Robi. It can also help the company understand which aspects of the market are growing and make qualitative decisions. Using this, Robi can invest in sound projects that would benefit the company by increasing its company revenue and growth through an increased return on capital investments. Robi's open working policy creates a fluid channel of communication between all the departments and territories of Robi. Moreover, it allows all departments to share their ideas and discuss their projects so that the Integrated Planning department can come to a more informed decision regarding where best to deploy capital. Oikotan helps to maintain organizational agility and strengthen divisional collaborations.

Benefits Achieved by Oikotan-

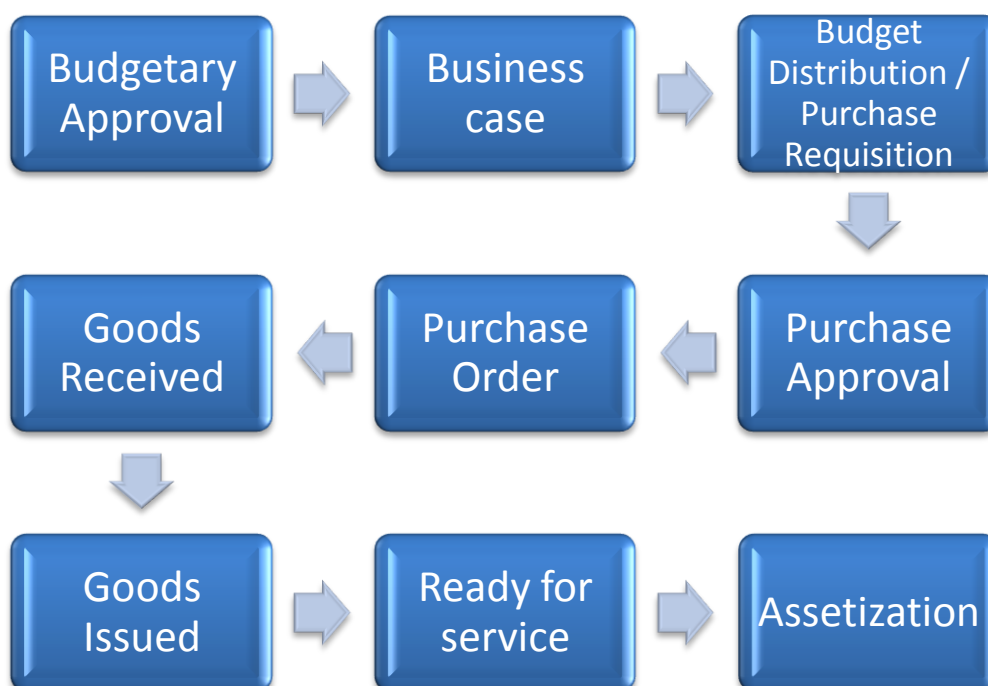
- Investment is aligned with customer requirement and business strategy.
- Improves growth prospect of the company.
- Improved quality in investments and technology.
- Organization is agile and divisional collaborations are improved.
- Process Oriented Approach.

Robi Axiata Limited typically prefers OPEX to CAPEX. Rather than buying equipments or any assets, the company prefers to lease it from a vendor for few years. Buying of equipment is a capital expense. Deduction of expenses reduces income tax which is levied on net income. Privilege lays here. Time value of money is another advantage. On the other hand, operating expenses are tax deductible, which is not possible in capital expenditure and capital expenditure also needs huge amount of money at a time. This is why Robi prefers to lease rather than purchase.

From a financial analysis perspective, a business should at least maintain its historical level of capital expenditures. Otherwise, it will be suspected that management is not adequately reinvesting in the organization, which will eventually lead to a decline in the business.

3.5 Tracking:

In SAP which is used by Robi as an enterprise resource planning software there are record every of every budget issued and distributed against business cases. According to Aporajita Roy Chowdhury (Specialist, IPF) & Shafiq Karim (Service provider, IPF) each cases is recorded under an identification number. Under this number there are serials of numbers showing the purpose with budget allocated and distributed amount of that business case. In every business case there is a WBS number (Work breakdown structure) & in WBS no. there are several work orders which is generated at different time for that business case. For example, when a business case or project consists of 3G rollout plan, modernization of sites, laptop purchasing etc. at different time no. of work orders are issued for battery, generator, space, transmission equipment, air condition and many others as these things are needed to be import from outside of the country. When the user of any business case asks for budget of specific amount with WBS no. it is easily tracked through SAP as if there is approval for the budget, how much consumed, remaining amount, additional budget requirement approval from concerned authorities etc. When they are tracking this number they are getting day wise budget distributed amount and from this information they can compare it with their projection that how much budget is distributed from the projected amount. It also reflects the execution of business case.



According to Mahfuzul Huq (Manager, IPF) there are major issues to look carefully when analyzing a business case. Most of the user when come with business case or proposal they cannot figure out the outcome for Robi from that case in numbers which is necessary quantitative analysis. Other than quality issue every business case is supposed to show an end figure of NPV, PBP, IRR etc. on which decisions are made. Finding out those numbers from users is a critical part as there are huge numbers of business cases to analyze. This part becomes more critical when a business case comes for immediate execution. Support or approval for that business case from respective authorities takes time as it goes through a chain of action. It is also difficult to sanction budget for that case. Business case approval comes from:

- I. BoD (Board of Directors)
- II. ExCOM (Executive Committee)
- III. OpCOM (Operating Committee)
- IV. MC (Management Committee)
- V. CFO (Chief Financial Officer)
- VI. CEO (Chief Executive Officer)

Executions of business cases affect revenue and profitability of the company said by Ishtiaque Uddin Chowdhury (General Manager, IPF). Business case may be on 3G networks build up. So, the quicker execution is done the revenue as the same. To build up own network site it requires about 2-3 months including importing of the equipments. It means Robi will start to generate money from that network site after 3 months. On the other hand it can be done through leased line. There are several vendors like Bangla phone limited (BPL), Fibre at home limited (FBL), Summit Communications Limited (SCL) who provide leased line for bandwidth allocation. Using the leased line or shared sites (using other operators site) the network of Robi at tat place can be build up within 1-2 weeks. So, here the revenue from that site start to generate within a very limited amount of time. But the difference is, here operating expenditure is done other than capital expenditure. Rent for the space or leased line is required to pay in each month. Here also comes the calculation or valuation. If the decision is to use shared sites then finding out which operator has tower at that location and charge lower rent for sharing is a vital part. Moreover, If the decision is to use leased line again which leased line provider can provide required bandwidth with lower rent is needed to find out. Here the uncertainty is if the providers don't want to renew the agreement or charge higher rent at renewal this can hamper the profitability of Robi.

3.6 Lease line process:

Generally lease line capacity is decided during Business Planning (BP). Purchase requisition is raised after finalization of actual measurement depends upon availability, incremental rate & duration etc. upon agreed by lessor or 3rd party service provider. User raises requirements of lease line capacity as per business need/ demand. Integrated planning finance (IPF) team evaluates the requirements in regard to strategies as well as operational needs and agrees on it. If business case is required according to limits of authority (LOA), user department facilitates partner department to prepare structured business case providing necessary information. IPF team will provide necessary support to BP team regarding pricing information of links. Concerned person of business partner prepare the business case in alignment with complete representation of the requirements. Upon preparation of business case, concerned user follows up with necessary procedure to get approval of business case as per LOA. Once the business case gets approved concerned user raises and releases the PR as per LOA and accordingly notifies IPF. After confirming the requirement and receiving released PR, IPF team checks whether there is any Frame contract (FC) exist or not. If not then issues PO with the help of procurement under the agreement of FC. If further negotiation is required IPF team starts with negotiation plan to bring necessary changes in the contract. If no FC exists, then follow competitive bidding process as per procurement process to select vendor/ lessors. Concerned IPF member compiles and prepares a comparative report based on the technical, commercial offers, physical survey and legal verification. Report is presented to MPT (Head of IPF, Head of transmission planning and representative from SCM) and direction for evaluation is taken from Procurement evaluation committee (PEC). IPF team arranges negotiation with the potential lessors/ service provider. Outcomes of the meeting are documented in the form of Meeting minutes, signed off by the attendees or distributed through e-mail. IPF will finalize the comparative report based on the negotiation. MPT recommends to PEC to award lease lines to selected vendor(s) as per business case after evaluation. If the negotiated rent of capacity exceeds the approved budget, user takes necessary actions to take management approval for additional budget in coordination with relevant business partner through revision/ modification of business case. User prepares procurement approval and obtains approval as per LOA. SCM issues PO with the help of user and IPF team. Then user checks the readiness of lease line and after confirmation lease starts. Necessary payment is made as per invoice and payment process.

3.7 Recommendations on observation:

Robi Axiata Limited is trying to be more efficient by learning from experiences, create brand image and improving its CAPEX distribution process to make better investment decisions. In this short period of my internship, though it is not possible to diagnose the effect and system of Oikotan completely but I made few recommendations that I would suggest are:

- i) When a user comes with business plan the main thing focused by Oikotan in the analysis part is the quantitative figures which are only the measure of efficiency. So emphasizes on qualitative issue like strategic planning; operational continuity can be given to ensure investment is aligned with Robi's vision, mission and goal.
- ii) If the location selected for the BTS site is faced with serious problem while taking permission to take the lease (Govt. land) drop the plan for investing in that area doing nothing. Use of IBS or Repeater there may solve the network problem to some extent.
- iii) Robi can give more emphasis on own fiber line or microwave transmission while rolling out a new site rather than depending on leased line. This is because sometimes vendors face with legal issue or line remains down for significant times which are major cause of losing actual as well as potential customers.
- iv) SAP (ERP) software used by Robi is not updated from time to time because of the extra cost pressure. But up gradation of SAP can make the work easier and clearly visible. Proper training of employees on SAP is also essential to be considered. Robi can engage more employees in small teams to accelerate the efficiency level.

Conclusion:

To wrap up it can be said that, Robi Axiata Limited is working hard to grab the Bangladeshi mobile market successfully and by this time they have gained second position in terms of revenue as well. Before taking the investment decision for roll out plan Robi is following a sound and in depth investigation. Team coordination in Robi is clearly visible which helps to come out with better and profitable outcomes. Moreover, Robi Axiata Limited has every potential for a bright future and Oikotan will help to reduce loss potentials for Robi and increase its number of subscribers. Axiata is climbing to the top position not for that the world can see it, but to serve the world with pride.

Abbreviations:

IPF : Integrated Planning Finance

VP : Vice President

EVP : Executive vice president

GM : General Manager

KPI : Key Performance Indicator

CMSP : Corporate management & Strategic Planning

BTS : Base Transceiver Station

VAS : Value Added Service

GPRS : General Pocket Radio Service

EDGE : Enhanced Data rates for Global Evolution

BTRC : Bangladesh Telecommunication Regulatory Commission

CXO : Chief Executive Officers

SCM : Supply Chain Management

QMS : Quality Management System

CRL : Corporate, Regulatory Affairs & Legal

MOU : Memorandum of Understanding

HR : Human Resources

P&C : People & Corporate

IT : Information Technology

EPMO : Enterprise Program Management Office

BP : Business Plan

MPT : Multi Partnering Team

OTC : One Time Cost

MRC : Monthly Rental Cost

RMSC : Risk Management Strategy & Control

OPEX : Operational Expenditure

CAPEX : Capital Expenditure

SAP : System Analysis and Program Development

ERP : Enterprise Resource Planning

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