



Inspiring Excellence

INTERNSHIP REPORT



## **Managing Channel Partners of Robi Axiata Ltd. In Bangladesh**

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Managing Channel Partners of Robi Axiata Limited in  
Bangladesh

## Letter of Transmittal

5 December 2017

MD Tamzidul Islam

Assistant Professor

BRAC Business School

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Subject: Submission of internship report on Robi Axiata Limited

Dear Sir,

This is to inform you that I, Sayeed Hassan Mahdee, a student of the BRAC Business School of BRAC University, have, under your supervision, completed my three months Internship Program at Robi Axiata Limited. Hence, I am submitting my internship report on Managing Channel Partners of Robi Axiata Ltd. In Bangladesh. It was very interesting for me to be given such an interesting topic to work on. Thank you for guidance and patience.

Yours' sincerely,

Sayeed Hassan Mahdee

ID: 13304138

## ACKNOWLEDGEMENT

As part of my internship for BUS400 from BRAC University I have been assigned this report to reflect my educational knowledge and it is with outstanding satisfaction that I express my gratitude to following institutions and people. Firstly I would like to thank BRAC University and the BRAC Business School for enlightening me over the period of my Bachelors in business management. Every faculty of the BRAC business school receives my finest honor because of all their teachings. I would thank MD Tamzidul Islam sir, associate Professor, BRAC business school, BRAC University, for providing me the right guidance to complete the entire internship report. Even during instances while my work regarded hard to me, I always acquired right path.

My gratitude is going to Robi Axiata Ltd. for providing me the opportunity to work me as an intern into their company, which helped me a lot to find out about corporate lifestyle in a surprisingly competitive environment. I would really like to thank Mr. Shiblee Noman, Managers at Channel and sales Operation at Robi Axiata, who had been my line supervisor. I should set aside a large amount of reverence for my other line manager, Mr. Antu Saha, specialist, Channel Operations. All my line managers had been extremely cordial, supportive and constructive with my efforts and me since the day I joined. Alongside that I would additionally like to express my heartfelt gratitude to all the team members of the Channel Operations, market Operations department who've always been very supportive to me and encouraged me to work creatively. Finally, I would really like to thank Mr. Mohammad Mehedi Hasan, vice president, sales Operations and Mr. Syed Ashraf Uddin Ahmed, general manager, Channel Operations for being great team leaders and for their motivation and guide. They have turn out to be roles models for me.

## EXECUTIVE SUMMARY

The report is the reflection of my learning and observation acquired through my three month long internship program in Robi Axiata Ltd. I was assigned to Channel Operation Department. The department was divided in many sub teams. Each team has a unique task to focus on. My team deals with distributor's profile and their agreement. Every year Robi receives application from all over the country for new distribution ship. It is not an easy task to select the appropriate candidate. Also each distributor has his or her own business area to manage on behalf of Robi. Therefore keeping record of distributors files is crucial important to Robi. In this report I tried to provide the idea how Robi manage their channel partners in Bangladesh. The whole report is divided into three parts. First part is about company overview. Here I talked about Robi Axiata Limited, their history, present situation and upcoming updates etc. Secondly I talked about my job description. Here I described what I have done in Robi, my responsibilities, duties etc. In the third section I talked about my analysis on managing channel partners of the company. Here I tried to find out the reason behind the job I did. Also I conducted a survey with channel partners to find out more about the research. I talked with my supervisors while doing the survey and they have provided enormous support while collecting information. Although completing the whole report was not easy. I had to concentrate on my job and collect information for my report at the same time, which was little bit challenging for me. Also I was not allowed to disclose all the information that I have collected about the company and the process. For example I was not allowed to disclose the name and addresses of the distributors that have surveyed in this report. However, I tried my best to complete the report meaningfully and really hopeful that this will help the organization and assist for further research.

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## **Introduction:**

In this era of technology, connectivity is the prime concentrated sector where innovation and modernization is happening every day. Here telecommunication companies are building the very glory road of connectivity. Mobile phone is now-a-days one of the most important element of our life. We are using internet, calling to friends, colleagues & families, making work schedules, getting latest news, calling taxies, shopping almost everything with our phone. Therefore telecommunication companies are making our life more meaningful. Every day they are trying to make our life easier. Day by day technologies are being updated rapidly. Few years back we were in 2G generation. Now we are using much faster network 3G, and in coming few days we are going to experience even more faster 4G network. The whole communication process is being cheaper, easier and time saving. Now we can make communication with someone in just one click. It's just a matter more few moments or even less than that. Innovation and upgradation of telecommunication technology is creating more opportunity. More people are getting chance to use mobile phone and internet, there are more possibility modernization and creation.

In Bangladesh telecommunication sectors are growing rapidly. The number of mobile phone user is increasing every day. There are four operators currently operating in the market; Grameenphone, Robi, Banglalink and Teletalk. Grameenphone is oldest player in the market. Robi started their operation in the market from 1997 as Aktel. The market is very competitive and companies are trying hard to up hold the number of subscribers.

## **Objective:**

- To provide detailed information about managing channel partners of Robi Axiata in Bangladesh.
- To provide information how distributor's profile is maintained in Robi.
- To provide information what kind of relevant is required in order to get Robi distributorship.
- To provide analysis distributors agreement.



**Methodology:**

**Research type:** Qualitative.

**Data Source:** Primary & Secondary

**Population:** 328 distributors

**Sample:** 5

**Sample Selection process:** Nonrandom – Convenience sampling

**Questioner:** 4

**Question type:** Open ended

**Data Collection instrument:** laptop, Pen & Paper.

The research is based on both primary and secondary data. The type of this research is qualitative research because here the objective of this study is to find out reason and procedures of managing channel partners of Robi. The data was collected through prior study from internet, survey on distributors, observation and interview. The secondary data was collected from internet and archive of Robi. Data collection instrument was laptop, paper and pen. For the survey, population size was 328 and it was the distributors list. Sample selection process was nonrandom selection process and I followed convenience sampling. Sample size was 5 and they were asked 4 open ended questions.

## Organizational Overview:

Robi Axiata Ltd. is a joint venture between Malaysian Company Axiata group, Indian company Bharti Airtel, and from Japan NTT Docomo Inc. Axiata holds 68.7% controlling stake within the element, Bharti holds 25% even as the remaining 6.3% is held by NTT Docomo of Japan. It is the second largest mobile phone administrator of Bangladesh with roughly 41.211 million active subscribers as of September, 2017. The company provides widest network coverage to 99% of the population with 13,900 on-air locales of which greater than 8,000 are 3.5G locations. Robi is the primary administrator to give GPRS and 3.5G administrations in Bangladesh. Additionally the company has the widest worldwide Roaming coverage in Bangladesh connecting numerous operators throughout more than 145 countries. The company has supplied numerous first of its type automated benefits within the country and has placed vigorously in taking versatile monetary administrations to the underserved businesses in the provincial and semi-urban regions. Robi, as a socially reliable brand, has taken up various leaders company obligation activities within the levels of ICT-schooling, health and environment so as to make contributions towards the affordable advancement of the nation.

In 1997 the organization started its operation in Bangladesh as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. But in 2010 the organization changed its name and rebranded to 'Robi'. Now the organization is known as Robi Axiata Limited.

Robi is the proud sponsor of the Bangladesh National Cricket team. They are providing enormous support to the team as Bangladesh is cricket crazy country with lots of supporter who always roar for their team to win and Robi not only provides the financial support but also provide digital assistance to the team. Robi believes that their slogan also encourages the team to “Ignite the power within”.



In the evolving digital landscape of the country, Robi has set up itself as the pioneer in giving client driven information and digital services. As a feature of the organization's commitment regarding fabricate digital bridges, Robi has presented Facebook's essential web stage Free Basics in the nation. Moreover, it promotes responsible use of



internet among the youth with a Corporate Responsibility initiative named “Internet4U”.The organization's prominent music application Robi-Yonder contains the biggest gathering of nearby and worldwide music. With the investment of the main specialists, the advanced music stage is now viewed as the center of melodic inventiveness in the nation.



Robi, as a socially responsible brand, has taken up various lead Corporate Responsibility activities in the zones of ICT-Education, Health and Environment with a view to contribute towards the practical improvement of the nation. The organization has expanded help towards the nation's biggest advanced instruction stage, 10 Minute School. More than 179,000 understudies have officially subscribed to the advanced school while 55,000 understudies from everywhere throughout the nation are presently dynamic individuals from the live class aggregate that is communicated utilizing Facebook live feature.



Now Robi is introducing latest technology USIM (4G enabled) for its customer. With the new 4G enabled technology the company will provide better services to their user with faster internet and connectivity.

Recently Robi announced a partnership with iflix, the world’s leading entertainment service for emerging markets. Subscribers can now experience unlimited access to iflix’s massive library of hundreds of first-run exclusive entertainment programs, award-winning television series, blockbuster films, famous local and international contents, and much more, Robi and Airtel users will get one-month free trial via iflix’s website, [www.iflix.com](http://www.iflix.com), while the subscribe. Also iflix apps are available for Android and Apple users.



## **Company Profile:**

**Name of the Company:** Robi axiata Limited.

**Shareholders:** Axiata Group Berhad 68.7%, Bharti Airtel of India 25% and NTT Docomo of Japan 6.3%

**Bangladesh Head Office:** Robi Corporate Centre, 53 Gulshan South, Avenue, Gulshan-1, Dhaka-1212; Bangladesh.

**Year of establishment:** 1997

**Industry:** Telecommunication

**Technology Deployed:** EDGE, GSM, GPRS, HSPA, 4G LTE

**Position in the Industry:** 2nd in terms of subscription 41.211 million subscriber (September 2017)

**Network Coverage:** 99% of the population

**Geographical network:** All over the Bangladesh

**Major Competitors:** Grameenphone, Banglalink,

**Market Share:** 29.2% (August, 2017)

**Voice Revenue:** 36.5%

**Data Revenue:** 106.9%

**Slogan:** Jole Uthun Apon Shoktite (Ignite the power within)

**Corporate Website:** <http://www.Robi.com.bd>



## **Principles:**

### **Uncompromising Integrity**

The first and most important principle Robi follows is that they want their all operation to be as legally, ethically and morally correct. They want that their conduct will be fair and honest. They want to listen and seek understanding also encourages open discussion. Robi wants their employee to be passionate in pursuing what they beliefs. Always they want to treat others with dignity, valuing and benefiting from diversity. They say that they are accountable for their actions and behaviors on fellow employees, customers, shareholders and the communities in which they operate. Robi encourages being courageous in sharing their work and bold to learning and always tending to improve from mistakes.

### **Customer at the Centre**

Robi wants to be customers centric delivering their needs in terms of value, quality and satisfaction. They want to be customer focused which will be unrelenting in creating positive experience, at every point of interface, sale and post-sale. They prefer simplicity so that customer can learn better about Robi and provide support. They strive for continuous innovative solutions in every sphere of their work. They want to engage with customers to know their demands and take actions to serve them better than their competitors do. They do not want any distractions from creating and providing values to their customers.

## **Purposes:**

The first purpose is to ensure their efforts to produce desired results. They try to seize opportunities at the right time and execute them on time. They want to go beyond with scope, strive for and achieve excellence. They want to do what it takes to ensure delivery of results not waiting for delegation. They want to go that extra mile, setting ambitious goals to ensure their efforts in order to bring success. Robi aims to have the courage to say and do what it takes in order to ensure success always.

## **Mission:**

Robi wants to achieve the number one position in telecommunication sector in the country. Their mission not only remains in the number one position in the market but also they want to achieve



highest amount of market share, network coverage and customers satisfaction. Also they want to achieve highest amount of employee satisfaction. Robi aims to be the most digitally advanced company in Bangladesh.

**Focus:**

They are focusing on building talents to push forward their winning strategy among competitors. Their unique leadership programs are helping them to do so. They focus on seven areas on leadership skills-

- Strategic thinking
- Business acumen
- Result orientation
- Customer orientation
- People management
- Coalition building and
- Personal attributes.

**Vision:**

The vision is to meet the customer demand at any cost. They always monitor customer demands and trend and act accordingly. It also helps them to build technological advancement and keep them self updated with latest technology and innovations.

**Long term Vision:**

Robi always believes that subscribers are their most vital and valuable asset. Therefore they have strong Customer Service Centers to provide best services to their subscribers. Help line service works for 24/7 to assist their customers. Few years back Robi upgraded their system to a new switch with higher capacities in order to accommodating more customer base and also to let them use all the basic supplementary services under GSM technology smoothly. Robi Axiata Limited expertise and experience are acknowledged throughout the telecommunication industry. Demand is growing all the time, not simply for the services it already provides, but for greater and more diversified services and even higher quality performance. Its pace is fast, rewards are



high and work is of constant challenge. They introduced the both-way national roaming all through their network coverage. The Prepaid services with enhanced features have been commercially commenced successfully and now they are taking some projects to accumulate more advanced technological features in their network. In terms of Network Quality, the company will ensure not only the equipment are of world class standard but more importantly its size or capacity is catered to the right dimensioning of customer base, in order motto face the problems of drop calls or congestion. All these are done through proper planning, control and schedule maintenance program. They maintain the benchmark for providing the quality services. They monitor these through generating regular reports and on site survey. If there are any weak signals or a call drops, the skilled engineers are providing services round the clock to resolve the problem instantly. This is the most important key resource factor in Robi Axiata Limited. Robi has efficient human resource. Moreover, its decisions are based on facts from market research and coverage survey. Moreover, the above objectives can only be achieved through the right people. Robi has put its keen eyes in developing its employees through proper training, as they believe that the most important asset for Robi Axiata Limited. So they are ensuring quality services by quality people. Robi has the plan to give opportunity to every household in using cellular service in the country at the competitive price providing unparalleled quality service and customer care.

### **Product and Services:**

Robi offers an array of different packages. In addition to offering the fundamental pre-paid and post-paid mobile services, it offers a wide range of value- added products and services such as, SMS, GPRS, EDGE, International Roaming SMS banking, Caller Ring Back Tone, MMS, Voice Greetings, Call Blocking and Bengali SMS. Robi has got the widest International Roaming coverage among all the operators in Bangladesh.

### **Prepaid and Postpaid:**

- **Prepaid:**

Robi Prepaid is the most popular service they offer; this single package is filled with simplicity and flexibility. Robi Prepaid is endlessly adding up new features and plans to provide absolute



freedom to the clients. They have the single prepaid package with the best rates in the market. Moreover, there are different tariff plans in one package to meet different types of needs of customers. There are instant, easy & multiple migration facility from one tariff plan to another. Subscribers can have five Friends & Family number to any operator mobile with one Robi partner facility there is fallback connectivity with FREE BTCL incoming. There is extended and simplified refill validity for ease and freedom. Moreover, there is nationwide Easy Load facility and high-speed internet connectivity all available Value Added Services (e.g. SMS, MMS, Goon Goon, ringtone, wallpaper, games, and animation download) are available in the service. Customers can recharge their Robi Prepaid by using scratch cards and Easy Load facilities.

- **Postpaid:**

Post-paid service is also popular; along with the various packages. They have Push Mail service which is a secure, reliable email solution at affordable price. Now, customers can engage in work from anywhere. Customers can know their bill information through Web Bill, E-Bill, SMS, USSD and Customer Care Center; Customers can pay their bills by following:

- Scratch Card Auto Debit Easy load Bank
- Customer Care Center

**Value Added Services:**

- Music – Yonder Music, ROBI Goon Goon
- Entertainment – Cricket world, iflix, MMS, Voice portal, Kid zone
- Downloads – Apps, Ringtones, Animations, Wallpaper, Games
- Internet & data service – Browsing pack, Internet pack, Modem, 3G internet
- Messaging – SMS, MMS, Voice SMS, SMS Dedication, International SMS, Greetings
- Community & Chat – Voice chat, SMS Chat
- Information service – Breaking news alert, Instant news, Stock information, Directory,
- Aroti portal, Ibadat portal, Emergency helpline, Haat- bazar
- Mobile assistance – Call block, Missed Call alert, Phone backup
- Education & Career – BBC Janala, Job portal
- Lifestyle – Bazar, Directory, Women Zone





- Finance – Stock information, M Pay, Bill Payment
- Balance transfer & Request
- Call management – FnF , Conferencing, call waiting, divert, holding, forward
- Facebook
- Job alert

### **Corporate Services:**

- 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 GPRS, EDGE, 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
- Friends and Family (FnF)
- Customer may select five numbers of any operators as his/ her Friends and Family (FnF) and enjoy a significant reduction in tariff.
- Customized Credit Facility:
- Every single ROBI Corporate 'Family members' may set their individual credit limits and alter it as per their requirement.

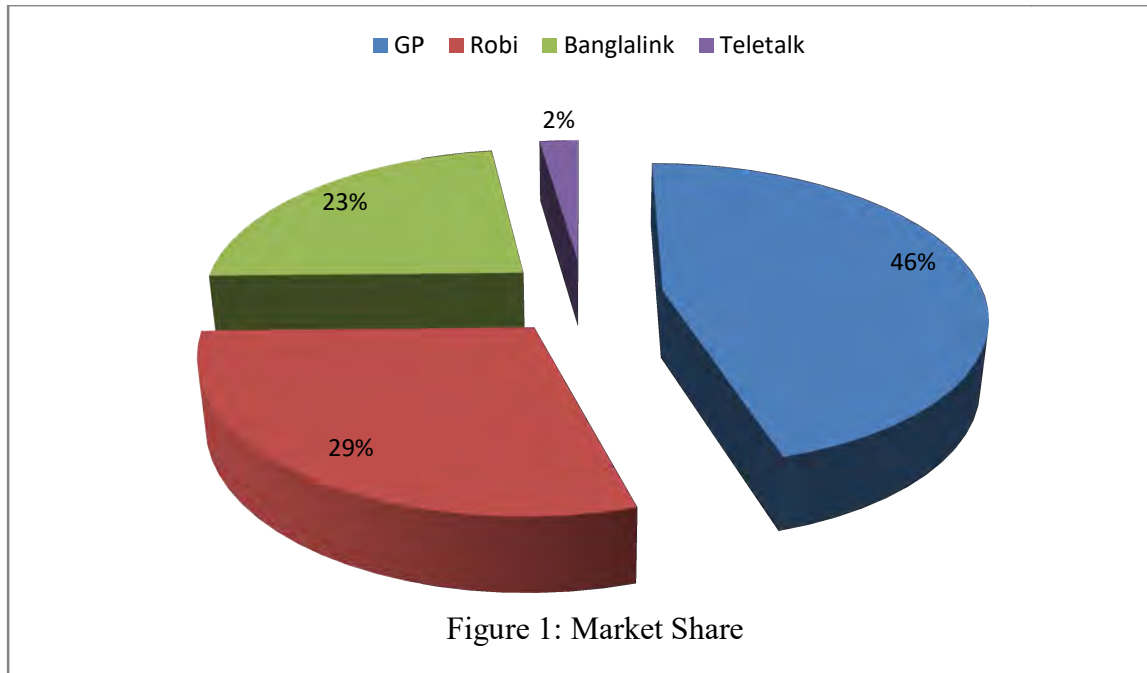
### **Itemized Bill:**

Itemized bill includes call details including information such as date, time, duration and charge of any voice calls made etc. Also it includes Internet bill and SMS bill.

### **Dedicated Corporate Customer Care:**

Robi has a dedicated customer care service for their corporate customers. They can be reached at 01819210952-4 or email: [corporate.help@ROBI.com.bd](mailto:corporate.help@ROBI.com.bd) or fax: (+88028832502)

## Market Share:



According to BTRC Grameenphone still the biggest share holder in the market with 46% market share. Robi is in 2<sup>nd</sup> position with 29% share. Back in 2015 Grameenphone had 43% market share now in 2017 it grows only 3% where Robi grows with 6%. On that case Robi is gaining market share faster than Grameenphone.

## Key Success Factor

Company's key success factors are their means to do well in the competitive market. This includes three elements, which are product attributes, competencies, and market achievements with the greatest result on future competitive succession the market.

- **Technology Related KSFs:**

In terms of technological related innovation Robi placed in the top of the line. They are the 1st Bangle SMS Service Provider in the market. Recently Robi introduced 4G enabled USIM for their customers. Robi trackers one of the popular tech support in the market.



- **Distribution Related KSFs**

Robi has a strong network with their dealers, retailers, e.g. Robi Customer Care Centers, Robi Touch Points etc.

- **Infrastructure and Network Related KSFs**

They have strong infrastructure inside and out. They have build wide network coverage in 61 permitted districts of Bangladesh.

- **Marketing Related KSFs**

In the market, Robi has better product quality and broad product line. For example; prepaid, postpaid, mobile-to-mobile, International roaming. Faster Customer Service e.g. 24 hours helps line, customer service centers, and many more.

- **Financial KSFs**

The company is also in strong position in terms of financial aspect. They have strong balance sheet and ready to invest in infrastructure and network. Also low cost provider and able to cut price and match with competitors.

## **Value Chain**

The company consists of the value chain of its own, as well as the value chains of its retailers and its distributions channel allies occupied in delivering its products or services to the end-users. The competition in the market in order to grabbing the end user is well managed and maintained by the people who are involved doing the job properly and line managers are also very much aware of maintaining the value chain of the organization in every step they take. They had to maintain -

- Vendor Related Value Chains
- Vendors of SIM Cards
- Scratch Cards and Network Providers

## Organization Structure of Robi:

The organization is headed by its Chief Executive designated as the Managing Director entrusted with overall responsibilities of business direction of the organization and leading dynamically towards the attainment of its purpose and principles. In attaining the purpose and principles, the Chief Financial Officer, General Managers & department Heads assists the MD. Robi has established a strong and formidable sales channel, which consists of direct dealers and its own sales force.

## Divisions & Departments of Robi Axiata Limited:

Robi is operating in Dhaka, Chittagong and other regions of Bangladesh and Departments having its establishment as they are following organizational hierarchy as given below-

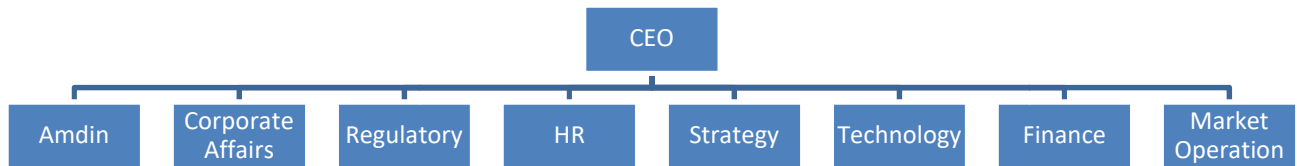


Figure 2: Divisions & Departments



## **Designation - Intern at Channel Operations (Market Operations)**

I was assigned as an intern in the Channel Operations department, which is a part of the market operations division. This department is in charge of managing the distribution and retail distribution of all of Robi Axiata's products, both tangible and intangible. This department deals with the distribution HUBs and retailers all over Bangladesh, ensuring that customers have access to all of Robi Axiata's products. In essence the Channel Operations department is the backbone of the entire organization. This is because if this operation is not carried out smoothly, customers would not be able to receive the company's products, and in turn the company would not earn any revenue.

### **Specific responsibility**

My responsibility was to maintain distributor's files. Every year Robi receives applications for distributorship from all over the districts. Not all of them get the distributorship. Robi carefully assesses and selects the qualified distributors and signs agreements with them. There are 11 regions and 328 distributors. After being selected they have submitted their required files to Robi. My responsibility was to maintain their profile accurately and keep digital existence in Robi archive. Also every distributor had to sign a 33 page long agreement with Robi. These agreements were prepared by Robi and sent to the selected distributors to sign them properly and send them back to Robi. My responsibility was receiving those agreement files, checking them and sending them to management for final approval. All of my responsibilities are given below-

- Distributor Documents Archiving and Digitalization
- Maintaining profiles
- Keep record in Excel sheet
- Checking agreements and papers
- Inform to my supervisor if anything missing
- Send files for management approval
- Others:
  - Work with Biometric Devices
  - Providing support to LG Butterfly retail shops on Robi Easyload Campaign
  - Termination of Robi Retailers Easyload Sim

### Distributors of Robi Axiata Limited:

There are 328 distributors of Robi Axiata Limited in Bangladesh, 195 from Robi and 133 from Aitel.

Regions	Robi	Airtel
1. Barisal	12	9
2. Chittagong		
a. Metro	10	5
b. North	13	9
c. South	20	6
3. Comilla	17	9
4. Dhaka		
a. Metro	8	11
b. North	13	10
c. South	15	8
5. Khulna	10	8
6. Kushtia	11	8
7. Mymensingh	13	9
8. Noakhali	18	12
9. Rajshahi	13	11
10. Rangpur	11	11
11. Sylhet	11	7
<b>Total</b>	<b>195</b>	<b>133</b>

Figure 3: Distributor's list

Distributors are given for a limited territory where they supply Robi products to the retailers. Also they take promotional activities to increase sales. Distributors are given targets for each month and they need to achieve the goal in order to maintain their level and good profit margin.



## **Distributor's Profile:**

Distributors are required to submit 23 files to Robi. Some files are required to be submitted when individuals are applying for distributorship and rest of the files are submitted after the distributor being officially selected for an area. The files are-

1. Application of Distributorship
2. Business Profile
3. Trade license
4. National ID
5. TIN Certificate
6. VAT Service Code
7. Educational Certificate
8. Bank Solvency Certificate
9. Lease Agreement of Distributor's house or Rent money receipt or Copy of Utility bill (Gas/Electricity)
10. Colored Photograph (2 Copies)
11. Police Clearance
12. Interview assessment sheet
13. Return on investment form
14. Distributor's summery form
15. Partner selection form
16. Candidate profile
17. Distributors ID
18. Bank guarantee
19. Dealership agreement receiving copy
20. Distributorship agreement receiving copy
21. Hand over take over note
22. Product requisition form
23. Bank account number declaration form

Applicants are required to submit 1 to 11 number files on the time they are applying for distributorship of Robi. After that when they get finally selected for the distributorship they requierd to submit the files from 12 to 23.

## **Distributor's Agreement:**

When a distributor is selected, he/she gets a 33 page long agreement to read and sign. It is important that distributor must read the full paper and understands the terms and conditions. Therefore it is advised to read every single page of the agreement carefully and sign in every page so that authority can understand that the distributor have knowledge about each pages. The

whole agreement is signed by 4 individuals from 2 parties, Robi and distributor's. CEO and VP sign on behalf of Robi and from distributor's side proprietor and regional officer sign. There are 8 sections in the agreement and the time period is 1 year and could be auto renewal up to 3 years. The sections are-

- Section 1: Definition & Interpretation
- Section 2: Territory
- Section 3: Product & Services
- Section 4: Terms & Conditions for Biometrics Devices
- Section 5: Terms & Conditions for M-Money
- Section 6: Terms & Conditions for Hardwires
- Section 7: Agreement details
- Section 8: Code of Business Conduct

### **Key Performance Indicator:**

There are four levels to indicate partner's performance and determine the level of commission. The levels are selected on basis of target achievement.

Level 2	Below 80% achievement of business target	75% Commission for M-Money products & services
Level 3	80% - 85% achievement of business target	80% Commission for M-Money products & services
Level 4	86% - 94% achievement of business target	90% Commission for M-Money products & services
Level 5	95% - 100% achievement of business target	100% Commission for M-Money products & services





## **Managing Channel Partners**

Business in a dynamic environment is getting more complex day by day. In telecommunication business, it is even more important to manage different strategic and critical operational challenges. In managing today's telecommunication business, therefore, it is important to invest necessary effort and resources in identifying potential suitable distributor and developing & maintaining relationships with them, who will individually and collectively meet the needs of the business considering different strategic and key organizational factors.

### **Purpose**

The objective of this guideline is to provide strategic direction with respect to the management of distributor, relationship with distributor and associated risk management to ensure that the channel partner's activities are conducted in an ethical and effective manner complying with regulatory requirements and applicable policies, procedures of Robi Axiata Limited (Robi).

### **Survey on distributors:**

I asked them do they feel the necessity of Distributors agreement with Robi?, Most of them said yes they need this because it make sure that distributors get every facility that they deserve on time. Also it clears up the responsibility and accountability of both parties.

Secondly, I asked them how the whole process goes and how long it takes to complete the whole agreement signing process. The whole agreement signing process starts up after selecting the appropriate candidate from the region by a selection process conducted by Robi. After that distributor needed to submit their all relevant documents along with the bank grantee, therefore Robi print the agreement and send them to distributors to sign it up. They sign it and send it back, after that Robi checks the agreements again they provide the relevant signs and one copy send back to the distributor and another one they keep in their distributor profile. The whole process takes around 4 to 6 months.

Thirdly, I asked distributors about their feeling on relevant document submission. Distributors are required to submit 23 relevant documents to maintain their profile in Robi. Most important required submitting around 24 relevant documents to maintain their profile in Robi. documents are NID copy, Trade license, TIN certificate, Educational certificate, Colored photo etc.



painstaking task for them because collecting all those documents are not easy and takes It's a very feel that it's necessary to provide those documents to prove that they are clear on every time. But they side to run the business with Robi.

Lastly, I asked to them to provide any suggestions and recommendation that they want to provide to Robi. Distributors said that they want the agreement process simpler, agreement could be shorter and in Bangla some preferred. Providing all the relevant documents are another hard task for them, it would be better if they could provide fewer documents to Robi.

## **Findings:**

After conducting the survey it is clear that the both parties are in the same page, they both feel the necessity of maintaining distributors profile and agreement all signed up. Channel partners want to be clear in terms of their business history and legitimacy with Robi so that they get the chance conduct business with each other. On the other hand Robi wants to keep documents of their channel partners so that they have a clear idea on whom are they dealing with. If any of the party comes to an unexpected situation where legal action is necessary, then documents and agreements plays a great roll keep both parties rights. However I like to describe the finding in two segments; Organizational Findings and Findings from Distributors survey.

- **Findings from survey:**

Distributors are highly enthused in terms of sharing their files with the company. But some may feel different as a company is having all of their business and educational history. They said the process is very lengthy, takes time to collect all those required files. Also some feel shy to share their past records as they do not have very presentable track records. Language is big issue for some distributors as English is not a common language for our country.

- **Organizational Findings:**

Robi wants to collect as much documents as possible from their distributors. They want have clear knowledge about each distributor, their past history along with latest updated papers. Robi do not to conduct business with any fraud person. They collect documents in order to take any legal action smoothly if needed. Distributors are having classified information from Robi, therefore the company want to trust someone who is really worthy to sharing those information.



## **Recommendations:**

However, from the above discussion of maintaining channel partner's process of Robi; I came up with some recommendations which may help the company to enhance productivity and minimize the error.

**Printing:** The distributor's agreements are not printed accurately. The papers need to be printed with someone who has expertise in printing legal papers.

**Organized Archive:** The archive shelves where they are putting files of all distributors are not very organized. The shelves are spread all over the floor, therefore to find a specific distributor's file is very painstaking and time consuming. Robi needs to arrange a bigger archive shelf or room to store all those important files.

**Keeping track:** There are many missing files in many profiles, after finding errors Robi contact with the distributors and tell them to send the missing files, but after that Robi do not follow-up or keep track of that demand. Therefore the file kept missing for a long time.

**Clear brief of expected files:** Distributors are not clearly advised about their required documents; therefore they do not submit files as per requirement. I believe the need clear advise from authority.

**Verification:** There are many fraud files submitted in distributors profile. Robi do not verify those files properly. Most of the time they take interns to do the job and they have no idea how to identify a fake certificate, therefore it is vital to assign someone expert and verify the files properly.

**Discrimination:** Robi is also maintaining the files of Airtel. But they do not treat Airtel with as much as importantly as Robi. Files from Airtel distributors are being maintained poorly. I believe they should be treated as importantly as Robi.

**Language Problem:** There are many distributors who do not have a very clear knowledge in English. Therefore they are not clear about the terms and conditions that are given in agreement. If it were in Bangla then they could have clear idea about the terms and act accordingly.

## **Conclusion:**

Above all it's been a wonderful journey with Robi. The company is not perfect but it is one of the best from its kind. It is not an easy job to keep record of all distributors from all over the country. But they always try to do the best and manage their channel partners very well. It can be said that distributors are providing fuels to run the company. They are given targets to fill up and they are very much dedicated on their job to achieve that target. Robi also provides all necessary supports to their distributors as because they are bringing money to the company. However there are always rooms to improve from both of side. As long as the relationship is crisp and good with both parties, improvement will not be a hard thing to do. The channel partners list is getting bigger and bigger every year. I hope Robi will maintain good relationship and fulfill responsibility with their channel partners all the time as they are doing now.

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## **Appendix:**

Survey Questionnaire:

Do you (distributor) feel the necessity of Distributors agreement with Robi?

How long does it take to complete the whole agreement signing process?

What do you feel about the relevant document submission?

Do you have any suggestions to Robi about maintaining distributor's profile?