

REPORT ON

Consumer Behaviour in Digital Age: How Toffee is Reshaping Small Screen Entertainment in Bangladesh

By

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ID: 21104042

An Internship Report Submitted to the BRAC Business School in Partial Fulfilment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School

BRAC University

December 2024

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Declaration

I hereby declare that:

1. It is the original work of mine that I have submitted during my internship at BRAC University.
2. The report will not contain any previously published or written work by another author unless it is from an appropriate citation.
3. The report does not contain material that has been submitted for any other degree or diploma at any university or higher learning institution.
4. All sources of help have been appropriately cited.

Student's Full Name & Signature:

Sonia Akter

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Supervisor's Full Name & Signature:

Ms. Takmilla Tabassum

Lecturer, BRAC Business School

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Letter of Transmittal

Ms. Takmilla Tabassum

Lecturer at BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of my internship report on Consumer Behaviour in Digital Age: How Toffee is Reshaping Small Screen Entertainment in Bangladesh.

Dear Ma'am,

I am glad to forward this report regarding my assigned internship which is a prerequisite part of a Bachelor of Business Administration degree from BRAC Business School, BRAC University.

I used my years of-academic-studies into this report and practical knowledge gained in 3 months of internship. I am thankful to have such an extremely knowledgeable and helpful supervisor, both your support and guide helped me complete the report.

I have done my best to write everything that I believe is necessary and how it could be succinct while covering only the important bits, with a slight urge to follow up if need be. I believe the report will not disappoint. Thank you very much for your time and support.

Sincerely,

Sonia Akter

Sonia Akter

21104042

BRAC Business School

BRAC University

Date: December 2024

Non-disclosure agreement

This agreement is made between Banglalink Digital Communications Ltd. and the designated student Sonia Akter from BRAC University.

Student's Full Name & Signature:

Sonia Akter

Sonia Akter

21104042

Supervisor's Full Name & Signature:

Parvez Mahmud

Senior Device Business Manager

Banglalink Digital Communications Ltd

Acknowledgment

I would like to thank Banglalink Digital Communications Ltd. for allowing me to intern with them. I am also thankful for everyone I worked with at the company who treated me kindly and was patient with me, making my life easier at work. I would like to thank Ms. Takmilla Tabassum and Dr. Nusrat Hafiz for supporting me throughout this internship journey.

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Executive Summary

This internship report is based on my three-month long internship program that I successfully completed. As part of this, I had the opportunity to work with Banglalink Digital Communications Ltd.

During my internship period which is from May 15, 2024 to August 16, 2024, I worked with the Marketing Operations department, and I was under the Device Business team. There I gained practical knowledge about campaigns and promoting. My supervisor helped me throughout the whole journey. He taught me how to execute a successful campaign. I was a part of Banglalink WIFI campaign this year and this has been a great journey.

The report describes my learning and implementation of my learnings from the internship.

Keywords

“Internship”, “Banglalink”, “Toffee”, “Marketing”, “Digital Marketing”, “Consumer Behaviour”, “Brand Perception”, “Service Convenience”, “User Loyalty”, “OTT Competition”

List of Acronyms

OTT	Over-the-Top
VAS	Value-Added Services
Ltd	Limited
BTRC	Bangladesh Telecommunication Regulatory Commission
CRM	Customer Relationship Management
ERP	Enterprise Resource Planning
HOD	Head of Department
UI	User Interface
ICC WC	International Cricket Council World Cup
TVCs	Television Commercials

Chapter 1

Internship Overview

1.1 Student's Information

Name: Sonia Akter

ID: 21104042

Program: BBA

Major: Marketing

Minor: Finance

1.2 Internship - Information:

1.2.1 Internship Details

Period: 3 Months.

Company Name: Banglalink Digital Communications Ltd.

Department: Marketing Operations

Address: House 4, Tiger's Den, SW Bir Uttam Mir Shawkat Sarak, Dhaka 1212

1.2.2 Company Supervisor's Information:

Name: Parvez Mahmud

Position: Senior Manager

1.2.3 Job Scope - Job Description

As a part of the program, I was assigned to be an intern of the Marketing Operations Department at Banglalink, that directly managed all the B2B clients and ad operations of the platform. Here are the responsibilities that I have had to perform in the last 3 months.

Proposal Development:

The business development team of Toffee both received and sent sponsorship proposals regarding shows to be aired on Toffee. We produced proposals in the form of PowerPoint presentations regarding different shows that could be sponsored by potential brands and companies. The proposals required an inclusion of Toffee's introduction, show details and benefits for the sponsor as it would include several promotional placements.

Advertisement Documentation:

A significant revenue model for Toffee is in-app advertisement that allows brands to air different forms of advertisements during the ICC WC T20 2024. As an essential part of ad operations, we were responsible for recording the advertisements of each brand during the live broadcasts and uploading them in the designated server. These records were used to identify execution of ads according to quantity, day, and brands.

Client Servicing:

Since the business development team mainly dealt with B2B clients, they required constant servicing to smoothly complete the sales order. Client servicing included communicating with different brand-based companies and providing them with necessary updates and information regarding their promotional campaign during the ICC WC. A big part of the client population were corporate clients of Banglalink who had bought coupons for streaming ICC WC on Toffee. I was assigned to receive and handle the queries from the corporate representative, in case any coupon had failed.

Report Making:

The most crucial task of the team had been report making for the clients as most of them had purchased multiple combinations of advertisement packages to be executed on Toffee. The documented advertisements were used as evidence, along the desired metrics like impressions, click, number of views etc.

1.3 Internship Outcomes**1.3.1 Contribution of the Student**

On 15th May 2024 I joined Banglalink Digital Communications Ltd as an intern in their Device Business- Marketing Operations Function. This department controls the streaming, ad operations and product issues of Toffee. My responsibilities included taking minute minutes, preparing presentations, developing lists of potential clients for campaigns, collecting bills, recording executed advertisements etc.

1.3.2 Student benefits

The working experience at Toffee gave a wide exposure to multiple benefits for my career journey, that included:

Practical experience:

This internship gave me practical knowledge on how a company operated its digital marketing and used different marketing theories. The close-up observation of ad-operations and participation helped me know the practical implications of communication and strategic planning.

Skill development:

In addition to practical experience, this internship offered practical skill development because my responsibilities pushed me to learn the use of excel, word, google workplaces and several other tools that were involved in the operations.

Networking:

Internships are one of the best ways to build a professional network. This network acts as a personal asset that we use to extract knowledge, advice and even opportunities. The seniors I have met during my period acted as wonderful mentors and I have been able to create a good relationship with them.

Personal growth:

Internships can also be a growing experience for students as well while they are pushed with challenges that arise when stepping outside their comfort zone, taking on larger roles and responsibilities, and learning from mistakes.

1.3.3 Problems/Difficulties

One of the main difficulties faced during the internship at Banglalink was that I had not been given any preference for the department I wanted to join. Even though I was involved in marketing, I would have liked to be involved in branding or product management according to my personal skills and aspirations. This could have motivated me to perform better and create more impact as there were some issues in advertising operations that were too technical for me to comprehend.

Another difficulty to be mentioned would be the lack of structure in the tasks for interns. As an intern, my responsibilities were not very specific and had no time schedule. This issue had interfered with my expectations and created a gap in identifying my lessons learned.

1.3.4 Recommendations

1. Banglalink should discuss with the supervisors and plan a schedule of tasks and responsibilities for the interns. Otherwise, the tasks often overlap with each other and managing deadlines becomes tough. This would also give the interns a proper overview of what they can expect to learn during their experience.

2. Banglalink should arrange occasional training sessions for soft and hard skills that are needed in the assigned operations. Introduction to new tools and software would additionally provide a great amount of knowledge to the student as most of us never got to use these tools as a student.

Chapter 2

The Organization

2.1 Introduction

Banglalink, a leading telecommunications provider in Bangladesh, offers an extensive and diverse array of services that cater to a wide range of consumer needs. This comprehensive service portfolio includes voice and data plans, SMS services, bundled offers and various value-added services (VAS). The organization prides itself on its robust network infrastructure, which ensures reliable connectivity in both urban and rural areas, thereby effectively meeting the communication demands of millions of individuals across the nation.

In a strategic initiative that underscores its adaptability, Banglalink introduced Toffee in 2018. This innovative digital content platform provides an extensive variety of entertainment options, including films, television shows, web series and educational content. The launch of Toffee highlights Banglalink's commitment to keeping pace with evolving consumer preferences and underscores its determination to expand its product offerings in response to the rapidly increasing demand for digital media consumption. This forward-thinking approach positions Banglalink as a key player in the digital landscape, aiming to enrich the lives of its users.

Beyond the realm of telecommunications services, Banglalink is dedicated to enhancing customer experiences and fostering deeper connections with its audience. The organization invests significant resources in understanding consumer needs and preferences, enabling it to deliver solutions that resonate with its clientele. By leveraging state-of-the-art technology and maintaining a relentless focus on customer satisfaction, Banglalink has solidified its position as a leading telecommunications provider in Bangladesh.

2.2 Company overview

Founded in 2005, Banglalink has emerged as a prominent telecommunications service provider in Bangladesh, currently holding the distinction of being the third-largest mobile operator in the country. As a subsidiary of VEON Ltd., Banglalink has successfully established itself as a

market leader, offering a broad spectrum of services tailored to meet the diverse needs of its customers.

According to the most recent subscriber statistics released by the Bangladesh Telecommunication Regulatory Commission (BTRC), Banglalink's total subscriber count reached an impressive 44.4 million by March 2024. This significant milestone reflects the company's ability to capture a substantial share of the market. The digital entertainment sector in Bangladesh is experiencing remarkable growth, and Banglalink's indigenous over-the-top (OTT) platform, Toffee, is leading this transformative wave. The Toffee service has since become immensely popular and is used by 70% of the total monthly active users, who belong to other operator networks in Bangladesh, after its commercial launch in May 2019. This remarkable achievement positions Toffee as the premier digital entertainment platform in the country, showcasing Banglalink's innovative spirit and commitment to customer satisfaction.

2.2.1 Mission:

The network would be accessible to the common people of Bangladesh very easily. Its mission is to meet its members' basic communication needs at much lower cost than they are currently paying. Encouraging coercive communication that promotes not only the life-immersing quality of an individual but also its power to bond and express. The objectives are implemented with the help of its employees, who are steered by their core values so they can thrive in a competitive market landscape. Its current focus is on among the following important goals:

Leadership Guarantee: The focus is to ensure the leadership through highest customer satisfaction, quality and profitability in Bangladeshi mobile market.

Better Customer Experience: The company is steadfast in providing an improved suite of benefits across the customer journey, right from initial engagement to post-purchase help.

Development of Shareholder Value: Banglalink is unboundedly focused on generating value for shareholders, making sure the expected growth translates into profits and dividends.

2.2.2 Vision:

The broad vision of Banglalink is to be a pioneer in the telecom sector. It is also committed to creating an innovative, customer-centric and dependable workforce. Remaining ahead of the curve, Banglalink continues to explore newer avenues for its users in this rapidly digitizing day and age.

2.2.3 Values:

At Banglalink, several strong core values constantly inspire them to serve their customers better; they act as a customer obsessed organization because if they don't take care of the customer, some other company will. They live these values on paper and every day. Continuing its digital drive and dedication to customer satisfaction, Banglalink is on the quest of making the digital world a reality for each customer, thereby participating in the building of a truly Digital Bangladesh.

With a shift in its operations from being a mobile operator to a technology company, Banglalink now prioritizes customer experience. The digitalization has now ensured that how customers interact. Both internal and external should be the new way they do business. The breadth and speed of this digital transformation also allows Banglalink to offer its services through state-of-the-art digital channels, which meet the changing preferences of its customer base.

2.3 Management practices:

2.3.1 Leadership Style:

Over the years Banglalink has solidified its position in Bangladesh's telecom market through growth and great success. In fact, it was quite the opposite, and the company hit over 257% growth in qualified deliveries in its first year of existence. This fast rise can be attributed to a mix of innovative products supported by a superior network quality and customer engagement strategies. Still, the company tying themselves to government agencies has brought its own set of operational challenges that need to be addressed.

Banglalink works under a participative-based leadership which allows for both increased employee participation and a decentralized decision-making process. Developing a behavior like this creates teamwork and support within the company rather than the employees having to ask for permission for every important, or not so easy, decision that affects their function. That leadership style has helped Banglalink to move fast in very tough market conditions.

Banglalink leadership encourages and values employee participation and contribution, which increases job satisfaction and makes employees feel empowered. This will improve not just the morale but also increase innovation by making employees contribute their ideas and suggestions. Although the company has been successful in its pursuits, some of these activities have been constrained by its linkages with governments.

In conclusion, higher degrees of training need to be delivered by Banglalink to enhance the productivity and the employee satisfaction. Moreover, obtaining input and recommendations from employees can help to develop a culture of ownership and involvement in the staff. Self-managing teams, especially in technical departments, will continue to evolve and make employees and operations even more efficient. With implementation of the projects, Banglalink will not only continue its growth trajectory but also enhance overall operational efficiency & efficacy making itself ready for even more success over time as the telecommunications environment changes.

2.3.2 Human resource planning process:

Human resource planning is one of the four major components of the HRM strategic framework in Banglalink which means that it assures that the organization has the right people at the right place at the right time. It is a process based on the step-by-step measures to associate the company strategy and overall organizational effectiveness as well as individual employee satisfaction. Banglalink has trained and groomed its employees in an efficient manner to ensure that they are motivated enough to become key contributors towards the organization's growth in the competitive monopoly of telecommunication.

Recruitment process: Banglalink new employee selection is started by requiring a written request from the department of a company asking that it be hired to create new employees. The Human Resources (HR) department examines the budgetary provisions and also acquires a comprehensive understanding of special necessities and expectations for the post. This is an important step so that we can align the requirements of the department with the financial capacity of the company.

After approval of the requisition, they prepare a full recruitment plan. It gives the details of time and how it is scheduled during the recruitment process. The points of work are advertised through various channels, internal job boards and external sources to attract candidates with diverse backgrounds. The team at recruitment utilizes an intelligence-driven, multiple-stage CV screening process to obtain and verify that only the best candidates progress to the next steps.

They will take IQ tests and skill-based functional testing designed to analyse if the candidate fulfils all the skills and competencies that concern this specific job. Candidates that pass those usually give interviews next. These interviews are several parties inclusive from line manager, HR to the Unit head and sometimes HOD. So, this interview in pairs helps ensure that you have a well-rounded view of the candidate from different perspectives.

After clearing the interview, candidates are provided a verbal offer. The selected candidate (who is now the final candidate), if cleared by all these steps, then accepts an official appointment letter and officially joins the company. The structured recruitment model that goes in parallel with Banglalink's vision of recruiting new talents not only ensures a faster turn-around time for selecting the person, but also helps infuse Banglalink culture with the values to make sure the right people are selected to achieve organization vision.

Pay structure: Banglalink uses Oracle as HRIS (Human Resource Information System) which is a single point of access for a variety of tasks including pay. This high-tech system also allows several of your basic functions which include a management of leaves, processing of payments, submitting reimbursements and a list goes on for the employee services. Using Oracle, calculations of eligible leave allowances, type of leaves taken by an employee and total duration with the company are automated for an error-free & streamline process. Data transmitted through the Oracle system to the finance department facilitates payroll, in turn

improving financial operations and transparency. Transparency and accountability are cultural beliefs put to fore because employees get the opportunity to access their information through this system, like leave balances, payment details etc.

HR Training and Development: Banglalink utilizes the Oracle system for HR training & development to make sure it provides every resource available needed by any employee for his personal and professional development. It refers to various online learning platforms, such as Coursera and LinkedIn Learning, asking the employees to interact with these resources each week or month. It is such a proactive approach to employee development that grows the learning culture at Banglalink. Managers can track the activities and progress of training for the employees in real-time due to a very effective tracking system. In turn records at the Oracle end are updated by the system reporting course completion stats and training hours, giving both employees, and the customers in management up to date skill development information.

Gift Giving Ceremony by Banglalink At The End Of The Training Program: To acknowledge and appreciate the learners who are actively participating in the training program, Banglalink offers a gift giving ceremony. Bearing witness to the dedication of those employees that invest in their self-improvement, these Institutions provide a wonderful opportunity for team members to share the feeling of being loved and motivated as part of an enthusiastic group. The company conducts several training programs, some of them are voluntary while others are required in the areas essential for the performance of business. As an illustration, as the use of Power BI has been on the rise in several industries, Banglalink organized several mandatory training sessions to train their employees on this.

In addition, some departments like the Technical Team must attend weekly training sessions and seminars. This is because they are built with a goal in mind and often have some sort of rewards system to motivate participation. By providing all these different forms of training, the workforce is being developed to have the skills they need in a fast-moving industry.

Performance appraisal: Banglalink follows an elaborate yearly review method to determine the performance of its employees and contribution to the organization. The review is purposely structured to offer feedback and constructive criticism while acknowledging successes, as well as emphasizing areas of growth. After the year-end appraisals, it has a rotation policy wherein employees can move in and out of various roles and functions within the company. This

rotation not only allows employees to use their expertise in different environments, but also provides an important career and job value.

Banglalink uses an appraisal method that is mainly anchored to performance-based- outcomes and contributions to the organization. Banglalink aligns individual performance with organizational goals. Hence staff are kept motivated in high performing cultures that propel the business forward

2.4 Marketing Practices:

Over the years, Banglalink has formed a strong brand identity in the market by reaching out to every segment of the population with its revolutionary marketing and communication strategy. The focus of the company has been on fast connectivity, delivering most advanced products as well as ensuring a strong digital presence and consumer engagement in a highly competitive environment.

Marketing Strategy: Banglalink's marketing strategy is mainly based on providing the fastest 4G network service in all over Bangladesh and which increases the user experience value. On top of improving connectivity Banglalink is focused on bringing new devices and offers tailored towards its customers' ever-changing needs. The business understands the importance of creating an online image, using social media for promotional purposes and staying up to date in the digital age.

It comes as no surprise that consumer behaviour has begun shifting significantly to increased digital engagement, adding more pressure on companies such as Banglalink to change up their marketing strategies (Smith, 2020). This ensures that by choosing digital marketing, Banglalink is not only able to reach a broader audience but also engage its customers better with rich and interactive content.

Targeting and Positioning: Banglalink uses a wide targeting strategy which targets different kinds of customers in Bangladesh from youth or young adults to middle-aged families, including technology-friendly people. The company has aggressively priced services designed

to appeal to price-sensitive consumers, and these are positioned as excellent value-priced offerings.

With the vision to enable Bangladeshi consumers to enjoy all the benefits of a digital lifestyle, Banglalink intends to drive its strategy by positioning itself as a budget-friendly and innovative telecom service provider. Its devotion to affordability makes it adaptable to every client and suitable for all telecommunication needs, which is why so many prefer this brand over others. This positioning is in line with customer trends showing a desire for budget to mid-range telecom services with good quality.

Marketing Channels: Banglalink utilizes a multi-channel approach to service delivery, encompassing direct, indirect, digital, and partnership channels:

Direct channels: This includes retail shops, exclusive customer service centres, specialized salespeople that analyse subscribers' needs and propose their tailored-made solutions.

Indirect channels: The company has a vast network of distributors and retailers and offers services online.

Digital channels: Banglalink interacts with the audience on numerous social media. Subscribers can easily use the services on the go through their applications called Toffee and My BL. The company continuously refines the application to optimize clients' experience and provide the clients with an opportunity for a one-stop solution.

Partnership channels: Banglalink has concluded dozens of partnerships with brands, content providers, and financial institutions to make the subscription of the services more appealing and attractive.

Competitive strategies: To stay competitive in the dynamic telecom industry Banglalink uses a whole set of strategies aimed at delivering the best value for money on the market. The company is focused on delivering the most attractive voice and internet bundles on the market for their price-sensitive clients. Banglalink claims to be the fastest mobile internet in Bangladesh. This claim can be sustained by the results of Ookla's latest Speed test Report for

Q3-Q4 2023. Banglalink has won the speed score of 32.65 Mbps to be the fastest telecom in the country for the eighth time in a row.

Product development: Concerning product development, Banglalink demonstrates agility, meeting technological advancements and changes in consumers' demands. A vivid example is the release of the FWA router with TP-Link in 2024. The product allows customers not only to enjoy high-speed internet but also get access to numerous OTT platform contents. Thus, the product development activity illustrates the company's goal of a better user experience with the help of integrative digital solutions.

Branding activities: Banglalink has created strong branding, entailing the claim to be the fastest 4G network in the region. The focus on speedy access is apparent in any marketing activity of the company. Each advertising campaign is initiated with the "FASTEST 4G" tagline, and the company's logo invariably contains a sign "Fastest 4G," whether it is viewed offline or online. Such branding activity provides more effective promotion since every customer associates the product with specific qualities. Additionally, brand loyalty is an important issue in the telecommunications business since there are many offerings between which customers can choose. Thus, by employing branding activities, the company makes its market position stronger and maintains a stable and loyal customer base.

Advertising and promotion activities: Advertising activities implied by Banglalink presuppose the employment of a mixture of both traditional and digital promotional tools. The latest advertising implies a mix of TVCs, digital ads and interactive social media promotion. A good example is an advertisement campaign "Boishakhe Banglami", presupposing the seasonal connection with the yearly celebrated Pohela Boishakh. Special bundle offerings in terms of data and voice services are presented, making the festival not only an opportunity to celebrate cultural values but also to save money on using communication services.

The advertising campaign included innovative advertising solutions such as a memorable song "Hok Ullash Hok Banglami," which was supposed to appeal to the younger generation of consumers. Also, one of the largest Alpana festivals in the world, "Alpanay Boishakh 1431", on the first day of the Bengali New Year 1423, was organized by Banglalink in collaboration with Asiatic Experiential Marketing Ltd. and Berger Paints Bangladesh Ltd.

Thus, cultural advertising is one of the priority areas of Banglalink and the awareness of the company's potential consumers in this regard is growing.

Critical marketing issues and gaps: Despite the successful advertising campaigns and branding, Banglalink has such a significant disadvantage which is the high price. Due to the availability on the market of many companies providing similar services, the company loses its audience in favour of cheaper counterparts. The lack of proper funding for services provided may also negatively affect the company's standing among its customers. Developing advertising with the production of music and songwriting is a great way to attract an audience and pay special attention to the product. However, such a strategy of promoting a product is not enough to become a leader in the market of mobile operators. To move forward and differentiate the product in a tough competitor market, the company needs to provide value and plenty of advantages over other mobile operators. This can be done by means of market research, so the company can learn about its consumers' priorities and budget-concerning issues. To keep up with industry trends, Banglalink needs to actively use customer feedback.

2.5 Financial Performance:

Banglalink Digital Communications Limited operates as a private entity, which restricts public access to its financial data and statements. This limitation necessitates reliance on secondary sources and industry reports for a comprehensive financial performance analysis.

Robust Revenue Growth: Banglalink has delivered strong financial results over the last years, with an annual revenue growth of 12.1% YoY in 2022 (VEON's Annual Report).

User Base Expansion: The company has significantly increased its Monthly Active Users for data services, achieving 16.1 million users in 2022, a substantial rise from 6.3 million in 2021. This surge reflects Banglalink's effective customer engagement strategies and commitment to enhancing user experience.

Continued Revenue Increase: In 2023, Banglalink's revenue reached Tk 61.5 billion (approximately USD 730 million), representing a 14.4% year-on-year increase. This consistent

revenue growth underscores the company's ability to meet the rising demand for mobile and digital services in Bangladesh.

Market Positioning and Competitiveness: The robust financial performance and expanding market share highlight Banglalink's strong position within the telecom industry. The company's strategic focus on enhancing network coverage and developing digital services equips it to effectively navigate the competitive landscape of Bangladesh's telecommunications sector.

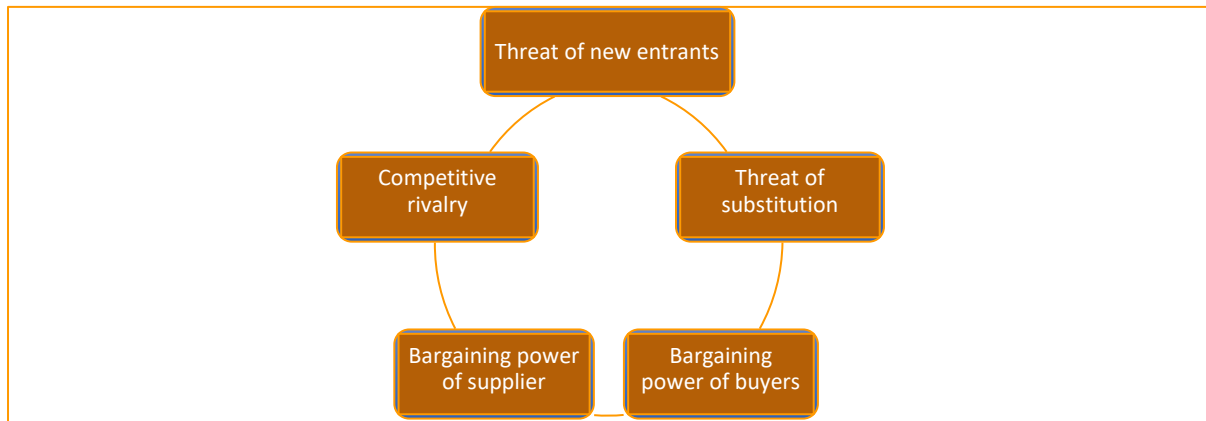
Future Growth Potential: With a commitment to innovation and responsiveness to consumer needs, Banglalink is strategically positioned for future growth. The company's proactive approach to market changes and emphasis on expanding its service offerings will enable it to capitalize on emerging opportunities in the evolving telecom market.

2.6 Management Information Systems and Operations

Banglalink is one of the leading telecommunications companies in Bangladesh. They have effectively upgraded their service and operations to enhance the service delivery. They are employing a wide range of information system practices to fasten business processes. For this they have implemented ERP software and CRM systems. ERP is important for managing finances, network operations and customer service. This enhances efficiency, decreases redundancy and improves productivity. It's best for managing resources better and operating seamlessly. On the other hand, CRM is important for building good relationships with the organization and its people. This allows the employees to communicate effectively. This not only improves the employees' relationship with the company but also increases customer satisfaction, engagement and loyalty. One of the recent CRM activities would be taking initiative to help the people who suffered in the flood this year.

2.7 Industry - Competitive Analysis

2.7.1 Porter's Five Forces analysis



Threat of New Entrants: The telecommunications industry here in Bangladesh is competitive, with leading players like Grameenphone and Robi alongside Banglalink. These 3 telecommunication companies are here in the market for a very long time and making profit. The threat of new entrants is moderate here due to high barriers to entry as that requires significant capital, regulatory policies and the demand for large scale infrastructure and distribution networks.

Bargaining Power of Suppliers: Telecom equipment market is quite competitive that includes multiple global and local suppliers. Banglalink experiences a moderate bargaining power of suppliers.

Bargaining Power of Buyers: The bargaining power of buyers in the telecommunications industry is moderate.

Threat of Substitutes: The threat of substitutes in the telecommunications industry is low.

Competitive Rivalry: The competitiveness in the Bangladesh telecom industry is aggressive. As in the top and most common three telecoms, Banglalink comes 3rd, it's hard to continuously work to make new customers while keeping the loyal customer's needs in mind.

2.7.2 SWOT Analysis

Strengths:

- Brand equity within Bangladesh.
- Speedy coverage and infrastructure.
- Diverse range of telecom services from mobile to internet and data services.
- Adequate customer service and support systems.
- Strong financial support and investment capability.

Weaknesses:

- High operational cost as the maintenance of the network or its extension is a very costly affair.
- Dependence on regulatory compliance and government policies.
- The vulnerability of the networks causing disturbance in their services.
- Increasing service costs which is not good for customers who are price sensitive.

Opportunities:

- Platforms for expansion in emerging economies with a high demand in their telecom industry.
- New technologies such as 5G and IoT adoption to expand the offering of services.
- Growing demand for digital and data services.
- Partnerships with technology companies for unique innovative solutions.

Threats:

- The rapid change in technology demands substantial recurring investment.
- Intense competition from established and new players in the telecom sector.
- Changes in regulations and compliance challenges.
- Economic fluctuation affecting consumer spending on telecom services.

2.8 Summary and Conclusions

Banglalink has attained strategic usage of high-level information systems such as ERP and CRM, hence creating huge efficiencies in operations and customer satisfaction. This is the ability of the company to integrate such systems, showing how committed it is in leveraging technology for better service delivery and management of its business.

The competitive landscape of the Bangladesh Telecom industry also represents a mix of challenges and opportunities. High customer expectations and intense rivalry will further continue to test Banglalink on innovations and adaptability. Strong market presence, superior

network infrastructure and good financial capabilities place the company in a better position to face industry challenges and emerge strong to capitalize on available opportunities.

In brief, it was the management practice that demonstrated Banglalink's success, along with strategic investment in technology and customer service. This focused attention to these areas and continuous improvement in operations will ensure the continuity of growth and market position of Banglalink amidst evolving industry dynamics.

2.9 Recommendations

Accordingly, the ensuing recommendations may be offered to Banglalink where it can better prepare itself in competing in the future.

International Presence: Banglalink should seek opportunities either for entry into new markets or for expansion of existing international operations with a view to reducing dependency on the domestic market and diversification of revenue streams.

Improve Customer Experience: They should avail data analytics to arrive at better insights into customer choices and preferences. In recent days they have raised their prices and customers found it very over costly which is not good for having loyal trusted customers. They should put in place personalized marketing strategies and loyalty programs that will help strengthen customers' relationships.

Strengthen Partnerships and Alliances: They can create strategic partnerships with technology providers and digital service companies for offering innovative solutions and stay updated with industry trends.

Chapter 3

3.1 Introduction

OTT sector has grown dramatically in Bangladesh over the past years due to spread and availability of smartphones and internet connection. During this period, new entrants like Toffee are becoming the core influencers in changing the dynamics of consumer interactions with small screen content. The need for easy access to content platforms continues to grow, and Toffee considers different target audiences by presenting the features like Live TV, On-demand programs, and other content.

Unlike the traditional spread of media, Bangladesh is experiencing a transition towards the concept of media flowing among the developing economies. Such changes have been spurred by what include availability and affordability of smart devices, availability of internet services and increased demography of persons more inclined towards online content. Among the digital streaming platforms Banglalink Toffee has set its horizon aiming to be the first mover that tries to bring the kind of entertainment that users might need without the limitation of geographic location. But the constantly changing consumers' behaviours and growing competition in the field of the streaming services, make it difficult to consolidate consumers' stickiness and develop a powerful brand image.

To this end, this study aims at identifying the behaviour of consumers and their interaction with Toffee and how it shapes the small-screen entertainment in Bangladesh. Using ad trust, and platform convenience and performance as the antecedents, the study investigates their influence on behavioural intentions including consumer loyalty, purchasing intentions, and word of mouth. The research results should be informative for refining Toffee's platform and increasing user engagement and satisfaction while also helping the company defend itself from the ever-growing competition in the digital entertainment space.

3.1.1 Literature Review

Having been a digital entertainment platform, Toffee has also achieved significant successes in response to users having problems with their accessibility, platform performance and advertisement. This literature review is based on three hypotheses concerning Toffee to measure its impact on consumer behaviour and brand perception while assessing its strategies.

From Kotler and Armstrong (2017), trust in the ad is a critical determinant towards consumer purchase intentions. When the advertising media is informative and trusted by audiences, there is increased recognition and positive purchase behaviour. In the same respect, Mackenzie and Lutz (1989) observed that when consumer's trust advertising they are likely to develop a favourable brand attitude. However, people's trust in advertisements has an inverse relationship with advertisements' ability to change people's buying decision.

Concern has been made on service convenience since it contributes significantly to the issue of customer loyalty according to Berry et al (2002). The consumers also realized that services that are easy to use are more important than the ones that can solve problems ranging from simple to complex. Grewal et al. (2003) also pointed out that perceived convenience when accessing a service to increase user satisfaction as well as their loyalty. On the other hand, if convenience is not sufficient, users will be dissatisfied, even brand loyalty may decrease.

The results largely depend on the platform and its performance, with the deterioration of which negative results may be achieved. Performance, as highlighted by Zeithaml et al. (1996), was cited to be a reason why dissatisfied users would post negative words concerning an electronic product. Anderson (1998) supported this through a study that revealed how service failure indeed leads to social tuning of negative feedback.

In Toffee as a digital entertainment platform, factors such as advertising/brand trust and Service convenience have a complex relationship with platform performance and final Brand Perception. Although convenience and trust in ads can lead to more positive consequences, the remaining and performance issue can lead to negative consequences and create a feeling of alienation from the brand. Consequently, this investigation aims at evaluating these dimensions to determine the effect of Toffee on consumer buying behaviour of chocolates and the opportunities for strategic enhancement.

3.1.2 Research Objectives

Broad Objective

The general research question that guides this study is- how is Toffee influencing consumer behaviour in the digital age focusing on the small screen entertainment in Bangladesh? The

research is intended to reveal the ways to improve the user engagement and performance of the app.

Specific Objectives

- The objective is to assess to what extent do consumers trust Toffee's advertisements and what effect does this have on their purchase intentions.
- To evaluate the affordability of applying Toffee and its effectiveness in promoting the loyalty of the users.
- This paper aims at establishing the relationship between platform performance problems and the propensity of users to spread negative word-of-mouth.

3.1.3 Significance

Therefore, the aim of this study is to evaluate how Toffee's marketing through the online world can influence the brand image and customer behaviour of the digital entertainment sector in Bangladesh. The results will assist Toffee in defining what aspects of the marketing strategy works and what does not, so the platform could provide a matching performance and product for customers' wants. Through user trust level, convenience and platform performance, Toffee has an opportunity to increase customers' satisfaction, loyalty, and word of mouth. This research will also help to understand the position of competition in the Bangladeshi OTT sector, which will help Toffee to maintain proper competitive advantages to achieve sustainable growth in the sector.

3.2 Methodology

Research Design:

In the present study, the research design proposed is qualitative in its execution. The purpose is to verify the impact of Toffee's ads on the influence of the platform and service convenience on users' loyalty and negative word of mouth. By doing so it will be established if there exists correlation between users' perception of Toffee's digital services and the corresponding behaviours.

Sampling:

The sample will be Toffee active users. Thus, the sampling method will be thematic analysis. Here, the sample size is determined as we will be interviewing active toffee users. As we have chosen university students and employees from Banglalink for data, they are selected participants.

Participants:

The target population for the study will be 15-20 participants since purposive sampling will be used to recruit the sample subjects.

Data Collection:

Data will be collected through semi structured interviews; this style and format is fluid and tactfully probes into the participant's experience. The interviews will be scheduled through online means like Zoom or Google Meet, where possible; the interviews are estimated to take about 30-60 minutes on average. They also have an advantage of structured interactions based on interview questions that will be posed to the participants, and which will help the researcher derive interview responses from the participants' viewpoint. The interviews will be voice recorded, and the recordings will be transcribed in preparation of the analysis.

Data Analysis:

The interviews content will be analyzed using a thematic analysis to determine recurring constructs over the participants' discursive maps. Since the study incorporates qualitative data, participant quotes will be borrowed to support various assertions as a way of availing an original sample. This approach ensures that there is a better understanding of the consumers' behaviors and experience with the Toffee platform.

Study Limitations:

However, due to the relatively small size of the sample, the chosen specific and elaborate interview mode is expected to produce rich data concerning participants' experiences. The results will thus provide significant insights regarding the exploration of the Toffee platform to the concern of user behavior into the future.

3.3 Findings and Analysis

Age and Participant Demographics:

When interviewing the participants, they were asked about their age and how their age determines their use of the Toffee platform. Of course, there were significant differences by age, but almost everyone offered more focused insights regarding how the stage of their life affects the entertaining options. For instance, the younger users – those from the age range of 18-24 mentioned that they almost always use Toffee because it offered them content and resources easily in breaks or when on the move. Some of the older participants, however, pointed out that they would like the more conventional forms of entertainment but then admitted that the Toffee is convenient.

Experience with Toffee's Content Accessibility:

During the online interview, participants were asked how easily they were able to locate and consume Toffee content. Some people praised platform availability and variety of material but some of them reported its drawbacks. In the same vein, one participant said, "Most of the time, I easily get what I want, but the suggestions may not be relevant to what I am likely to use." Same to this, others believe that the appropriate recommendation algorithms should be introduced to better meet user's preference. Some participants still reported several instances when they could not access content due to geographical restrictions or unstable internet connection.

Interface Usability:

Part of the case was to make the participants explain what they felt about Toffee's interface. All the participants noted that the interface of the tool is mostly intuitive for use by most users, but some precariously pointed out that they encountered some difficulty in using some of the navigational features of the tool. We have one comment from a user, "The layout is good, the problem is that I often get lost and do not know where to go". It could be clearer." One respondent said, "It's not too shabby, but there should be better ways of doing better." At other times she said, "Sometimes I feel like I don't know where anything is, or I might need a map to find everything." These observations indicate that although the interface indeed mediates the content and allows moving from one part to another, further advancement can be made with regards to the usability of the navigation.

Buffering and Streaming Performance:

As for matters related to buffering issues, several participants mentioned such aspects as video loading and interruptions. In the same episode, one participant recalls saying, "I have used the video a couple of times and sometimes the video will just freeze, and I need to wait for a while before it continues playing." Another said, "I don't find much buffering, but if it happens, it is irritating, it spoils the show." Some participants are not using buffering; however, most of them admitted that this is a problem for users with poor network connection. Some of the users also said that they had cases where breaks occurred during streams, and it would be great if Toffee provided varying streaming resolution depending on the connection speed of the user.

Loyalty and User Satisfaction:

Participants were asked whether they are loyal to Toffee, and if they have concerns or positive regard toward the platform. Some noted that at least the availability of a large variety of content made them stick to the platform more since all was available at the palm of their hands. Some of the participants said for instance, "I continue with Toffee because it is convenient to find at any time". It's just so convenient." However some respondents were indifferent with arguments, some said though convenience is a key factor that would want them to continue using the site, it is useless for them to do so from the comfort of their homes. "I often create automations with Toffee, but I don't have any particular affinity." There are so many ways that another platform could be better, if it had better content or better features, then I would instantly switch. In other words, the current study's findings indicate that available options, content

diversification, and specific characteristics of the site's platform contribute to long-term loyalty as well.

Performance and Switching Behavior:

When discussing different aspects of performance and the effect that they have on switching intentions, several participants stated that at times they experience technical problems with Toffee but that does not always prompt the user to stop using the platform. A few complaints were made by some of the users; however, the user himself said, "I have had some problems, but that does not restrict me from using it." It is only equivalent to the extent of a small disadvantage." Some of them agreed with the statement saying that they used other applications while performances were loading or when there was nothing they wanted to watch. A participant opined, "Whenever the platform is slow, I simply switch to Netflix or YouTube because they do not have such a problem."

Suggestions for Improvement:

In response to questions regarding possible improvements to the current platform employability skills of candidates, the majority offered several ways in which their experience could be improved. Some of the key points highlighted by the participants relate to the desire for better ways to search for content. Some complained that it is frequently vague and not to their liking. A participant said, "I would like the platform to know what I like more and suggest more similar content." Some participants also mentioned the changes to the user interface: one of them said, "The interface could be more intuitive, there should be fewer links to get to the content I am interested in." Also, some users seemed to be dissatisfied with the given possibility to define their viewing preferences and wanted to see some improvements, such as the ability to create one's own playlist or better selection of programs.

3.4 Summary and Conclusion:

Several participants interviewed attested that Toffee is a platform that generally meets the expectations of online content consumers, and they find it easy to access content they need. However, problems of the stream stability (including the buffer), and interface friendliness, which can be thought of as the interface attractiveness, were the topics that appeared in participants' conversations most often. Nonetheless, these matters were not critical to establishing a satisfactory relationship for most of the users, and thus they were potential areas to be enhanced. The users also expressed their opinion that better content targeting, less clutter and improved usability and speed would make them happier and more loyal.

Summing up, it can be stated that Toffee has a stable customer audience, and its growth will only depend on the desire to develop the service under consideration and improve its usability, content, and stability, as well as technical parameters. Information collected through such interviews reveals the platform's areas of possible focus in its new development towards meeting the user's needs and the market's continually changing dynamics.

3.5 Recommendations

The interviews conducted in this research have been efficacious in revealing information about how the users interact with the Toffee application as well as their interactions with it. Based on these insights, several recommendations can be made to improve user satisfaction, increase loyalty, and address recurring issues:

Promoting Content Customization

The need for increasing individualization was one of the standards identified as important by respondents in the interviews. A lot of participants mentioned that while there is an availability of a great amount of content, most of it is quite mainstream and does not cater for their specific interests. Some proposed that to improve the channel's relevance, there was a need to find a way to offer more content suited for each customer. One of them put it in the following way: "Sometimes I have this perception that the platform does not fully capture my passions."

Recommendation: Toffee can consider upgrading recommendation system based on individual users' watch history, rating them and preferences they possess. A system which would show the content in a more personalized manner might be more satisfactory and attract more attention from the readers.

Strategies to Improve User Experience & Interface

Regarding participants' reaction to the user interface, they respondents agreed that while the platform is workable, it is likely to benefit from refinement to improve usability. For instance, one of the users who posted some suggestions and complaints said, "The interface is relatively good, but the problem is that sometimes I can't quickly locate what I need."

Recommendation: The need analysis may reveal toffee could improve upon the layout of its platform since the interface should be easy to understand by the end users. More options that are in the drop-down menu should be more easily accessible; a search bar should be implemented; and the layout itself could be better designed or larger for users to find contents they want much quicker.

Customer Support and Complaints

Some of the participants also commented that when the issues occurred (like buffering, contents accessibility, or navigation difficulties) sometimes they got annoyed with lack of help or slow reply from the customer service team. One user said: "I don't always get the help I need for an issue as fast as I could."

Recommendation: Toffee should set up mechanisms that offer customers real-time assistance or access to information on how the service works, or solutions to common problems. By solving such concerns more promptly and with early interaction with the users who encountered difficulties, Toffee would minimize dissatisfaction and enhance user satisfaction.

Flexibility and Access Continues Gaining More Ground

Users also complained that they received in cattle food content in those specific areas or domain. Some said there were some specific shows or films which they could not access in their region, due to which they were frustrated. To this, one participant said, "I just got annoyed when the show I wish to watch isn't available in my geographical area."

Recommendation: It also means Toffee could add more Programs to their platform that are from different regions than just India. Further it is equally important to incorporate flexible subscription model to allow users to create a customized list of content packages according to programs of interest and regions of availability to increase the reach of the platform.

New Entries on a Daily/Weekly/Monthly Basis Based on User Feedback

Most participants also gave positive remarks about the platform's general convenience, though some pointed to the need to listen to the user. Some of them presented their desire to make Toffee more conformable to the suggestions from users with an emphasis on the content and the interface. Told that one user said, "I wish Toffee cared about what we are saying as customers and make changes accordingly,"

Recommendation: Toffee could involve its users in regular feedback so that the application continuously and effectively asked for user input through questionnaires, discussion groups or feedback forms. A continuous presence online also ensured that Toffee could constantly receive user feedback and make changes as often as needed to reflect the user's needs.

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