

Internship Report on
The Role of Internal Communication in Fostering Employee Engagement: A
Case of Banglalink Digital Communications Ltd.

By

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An internship report submitted to the BRAC Business School in partial fulfillment
of the requirements for the degree of Bachelor of Business Administration

BRAC Business School

BRAC University

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Declaration

It is hereby declared that:

- The internship report entitled, The Role of Internal Communication in Fostering Employee Engagement: A Case of Banglalink Digital Communications Ltd. is my original piece of work, which I have prepared in part fulfilment of requirements of the degree at BRAC University.
- No part of the report has been published or written by a third party before or otherwise, unless due acknowledgment and full referencing has been given.
- The report has not been used, in part or in whole, to seek the award of any other degree, diploma or qualification in any university or academic institution.
- The Primary and all secondary sources of information, help and advice have been acknowledged and attributed in this report.

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Letter of Transmittal

Zaheed Husein Mohammad Al-Din

Senior Lecturer

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Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Subject: Submission of Internship Report on “The Role of Internal Communication in Fostering Employee Engagement: A Case of Banglalink Digital Communications Ltd.”

Dear Sir,

With all due respect, I would like to present my internship report of the title- “The Role of Internal Communication in Fostering Employee Engagement: A Case of Banglalink Digital Communications Ltd.” as a mandatory requirement towards the completion of my Bachelor degree at BRAC University.

The report is anchored on my internship experience at Banglalink Digital Communications Ltd. where I worked on internal communications and employee engagement initiatives. The experience increased my knowledge on the role of communication in HR to reinforce engagement and organizational culture. I have compiled this report to demonstrate my academic study and hands-on experience.

I'm optimistic that the report will fulfill your expectations.

Yours sincerely,

Shafin S Khan

21204098

BRAC Business School

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Non-Disclosure Agreement

Banglalink Digital Communications Ltd. and the student at BRAC University who signed this agreement are responsible for keeping the company's private data safe and preventing it from being shared.



Shafin S Khan

ID: 21204098



Abdur Rafeu Yead

Culture, Engagement & Internal Communications Specialist

Human Resources

Banglalink Digital Communications Ltd.

Acknowledgement

All praise and dominion belong to The Almighty. I am devotedly grateful for receiving the chance to complete my internship successfully. To everyone who has helped me along the way and made this report possible, I wholeheartedly appreciate your support.

Above all, I would like to express my gratitude to my academic supervisor Zaheed Husein Mohammad Al-Din, Senior Lecturer at BRAC Business School (BBS) along with my co-supervisor, Dr. Syed Ali Fazal, Associate Professor at BRAC Business School (BBS), for their important advice, counsel, and assistance in writing this report.

I would also like to thank Abdur Rafeu Yead (Culture, Engagement & Internal Communications Specialist and On-site Supervisor, Banglalink Digital Communications Ltd.) with all my heart as he was always there to give me the necessary support, guidance and practical ideas throughout my internship. His experience and collaboration as a professional contributed significantly to the quality of my research and helped me learn much.

I thank MD Mahbubul Islam, Head of Employee Relations, Engagement & Internal Communications for sharing insightful knowledge. I also thank MD. Ishfaque Rahman, Talent Acquisition Senior Specialist, Human Resources for guiding and inspiring me.

This report might be limited in some way, but I have tried all I can to get it presented in the right way, in a comprehensive manner and relevant to the issue. I am optimistic that it will be an effective resource to those who want to know how HR and internal communication collaborate to enhance employee engagement and organizational culture in Banglalink.

Executive Summary

The internship report provides a deep understanding of internal communication practices at Banglalink Digital Communications Ltd. The study helped evaluate the effectiveness of internal communication practices that influence employee engagement inside Banglalink. As part of an internship in the internal communications teams the research combines primary and secondary data collected from insights from the people at HR and Admin department.

The findings indicate that internal communication has a significant impact on employee engagement which is influenced by transparent communication, ease of access to information and sequence with organizational values. The most preferred ways of communication were found to be short videos, content of visual interest and digital offerings like Banglalink On-The-Go and Viva Engage. Although employees have strongly stated internal communication reflects Banglalink's cultural values, many have raised the need for feedback and creating space for cross-collaboration.

The study reveals that, despite the perceived sufficiency of information by employees, engagement activities vary between departments, and this can be attributed to the workload limitation, as well as unequal communication distribution. The reinforcement of two-way communication tracks, removal of the complexity of channel navigation, and adoption of more accommodative campaign design specifics all contribute to a further increase in engagement.

Finally, the report recommends improvement of the feedback process, the introduction of more interactive online communication platforms, more collaborative engagement programs and message personalization. All these improvements will enable the human resources department of Banglalink to improve employee engagement and build a more participatory organizational culture and strengthen its position as a modern, digitally centered business.

Keywords

Employee Engagement, Internal Communication, Workplace Culture, Internal Communication Strategy, Telecommunications, Employee Insights, Employer Branding

List of Acronyms

CSR: Corporate Social Responsibility

HR: Human Resources

IC: Internal Communication

IS: Information System

IoT: Internet of Things

L&D: Learning and Development

OTT: Over-The-Top (digital streaming service)

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Chapter:1 Overview of Internship

1.1 Information of Student

Name	Shafin S Khan
ID	21204098
Program	Bachelor of Business Administration (BBA)
Major	Human Resource Management & Marketing

1.2 Internship Information

1.2.1 Company Name, Department/Division, Address

Company Name	Banglalink Digital Communications Ltd.
Duration	3 months (17 August - 17 November)
Department	Human Resources
Address	Tiger's Den, House 4 (SWH), Bir Uttam Mir Shawkat Sharak, Gulshan 1, Dhaka 1212, Bangladesh

1.2.2 Internship Company Supervisor's Information

Name	Abdur Rafeu Yead
Designation	Culture, Engagement & Internal Communications Specialist

1.2.3 Job Scope - Responsibilities

I was placed in the Internal communication team under HR and Admin Function. The team works on building up organizational culture for employees at all. My responsibilities included -

- **Communication Content Development** - Created internal communication materials such as posters, infographics and short videos to assist in employee engagement and information sharing
- **Cross-functional Collaboration** - Collaborated with Talent Acquisition team to coordinate interviews and Customer service team to solve DNCRP cases and help documenting.
- **Employee Engagement Support** - Coordinated and attended employee engagement programs such as CEO town hall to ensure maximum participation.

1.3 Internship Outcomes

1.3.1 My Contribution to the Company

As a Digitalyst Intern in the HR and Admin Function at Banglalink Digital Communications Ltd.

I made various contributions particularly through internal communications and employee engagement initiatives. The core focus of my work was to craft and develop communication materials that aligned organizational change and engagement actions. These contents were significant in enhancing better clarity of message and reinforcing the scope of communication throughout the company.

Among my contributions was the support of the internal communication processes of **Top Employer Certification of Banglalink** where I assisted in designing recognition materials that showed this organizational success. I have also introduced a content series that incorporates **functional top performers**, which were used to congratulate employee accomplishments and endorse an appreciation and motivation culture.

I was also on the core team at the **Banglalink Innovation Challenge 2025**, where I provided creative solutions, design suggestions, and communication concepts to aid the creation of the campaign. In addition to these projects, I also helped in the **recording and creation of video content** for the next Digitalyst Internship cohort, and assisted in the creation of materials that represented the program and gave it more visibility.

By making these contributions, I tried to assist HR in enhancing its activity towards employee involvement, organizational culture reinforcement, and effective internal communication.

1.3.2 Benefits to the Internship Program

This internship has been very helpful in making me grasp the role of HR and Internal communications in a large corporate setup. The practical skills in communication design, teamwork, and project coordination were developed through practical participation in the process of content creation, campaign support, and employee engagement. Collaboration with various departments has also helped me to gain more knowledge of the organizational processes and to better collaborate in a professional environment. The experience in general boosted my confidence, workplace communication skills and offered me a great experience that will aid my future career in HR and corporate communication.

1.3.3 Problems/difficulties (faced during the internship period)

One of the initial issues I had to deal with during my internship at Banglalink was adapting to the materials and formats the company utilizes in internal communication. Because I had no experience with these tools and styles, I had to take some time to orient myself on the standards and match my work with them. I also needed to adjust to the rapid workflow where tasks and priorities usually varied very fast. There was a lot of time management and learning that was

needed to handle a variety of tasks like content creation, campaign support, and event organization. Sometimes, it was difficult to coordinate with various teams with dissimilar expectations, which also contributed to the enhancement of my communication and collaboration skills. All in all, these challenges made me develop, become more flexible, and work more assuredly.

1.3.4 Recommendations

i) Clearer Orientation on Communication Standards

Providing orientation sessions or guideline documents on the types of internal communication that Banglalink uses, templates, and design standards would allow the interns to adapt faster and create content that fits the style of communication of the company.

ii) More Opportunities for Cross-Functional Exposure

Engaging interns with other related department such as Talent Acquisition/Employer Branding can give them a more holistic view of how different facets of HR practice are implemented into fostering engagement and communication

iii) Provide Better Technical Resources

It would be beneficial if interns are given proper technical resources such as well-maintained laptops and access to different applications. This would increase efficiency in deliverables and give exposure to learning opportunities

Chapter 2: Banglalink Digital Communication Ltd.

2.1 Introduction

Banglalink Digital Communications Ltd. is a telecommunications firm based in Bangladesh, which is the third largest company offering a broad spectrum of services such as mobile voice, data, internet and digital solutions. Banglalink is a subsidiary of the international telecom operator VEON that was founded in 2005 and has since become an influential participant in the digital communications market of the country. The company has a major mission of uniting people by providing high quality low-cost services and at the same time, help in digital empowerment of Bangladesh. It has extended its network coverage to a considerable level, thus providing effective and consistent 4G services all over the country.

With over 37 million subscribers, Banglalink has established a perception of being a client-oriented company that offers a range of tailor-made solutions to address the requirements of individual consumers and corporate clients. The innovation orientation is also evident in how the firm has maintained a financial investment in the development of technology and infrastructures over the years, enabling it to be in a good position to expect the dynamics of the emerging industry environment and meet the increasingly evolving needs of its users. The product portfolio of Banglalink has been expanded with digital services and also a series of internet packages that are designed to enhance the digital experience of its customers.

In addition to its business activities, Banglalink shows its concern with sustainability and corporate social responsibility. Banglalink tries to reduce its ecological footprint and is actively engaged in the community by providing educational, health, and digital literacy services. Located in Dhaka, Banglalink focuses more on developing a diverse productive human capital, hence promoting a

moral and inclusive working environment. Under the guidance of the strategic vision, which is focused on being the leading digital transformation agent, the Banglalink continues to contribute significantly to the growth of the telecommunications industry in Bangladesh.

2.2 Overview of the Company

2.2.1 Vision

Starting from, the vision of Banglalink is to be the most respected and reliable in the sphere of digital communications in Bangladesh, thus, empowering people by providing them with the innovative and easily accessible technological solutions. The organization strives to bridge the digital divide through the provision of reliable and affordable communication services to every part of the country. Banglalink presents a vision of a Bangladesh where all Bangladeshi citizens will be connected, empowered and able to engage in the digital economy through embracing emergent technologies and encouraging a digital transformation. This is a long-term plan aimed at improving the welfare of human beings, creating value to the clients, and working towards the general growth of the digital environment in Bangladesh.

2.2.2 Mission

The mission of Banglalink is to **provide its customers with superior customer experiences by offering innovative mobile and digital services that can transform the lives of its customers.**

The company strives to make digital communication and services affordable, reachable, and convenient to everyone. Banglalink is striving to provide reliable connectivity and at the same time promote development in the digital economy through a long-term investment in the network infrastructure and technology. As the strong, sustainable, and socially responsible company,

Banglalink strives to promote the social and economic growth of the Bangladesh state, thus enabling individuals and enterprises to thrive in the digital world.

2.2.3 Core Values

Core Values are an integral part of a company's culture and identity. Banglalink Digital Communications Ltd. is committed to maintaining five core values that command its company practices. These values are: **Collaboration** where Banglalink brings employees together, **Customer obsession** where customers are at the heart of everything, **Entrepreneurial** where employees take ownership of their work, **Innovative** where constant innovation is always on the hunt, and **Truthful** where honesty and transparency are demonstrated. These values are deeply rooted in the company culture.

2.2.4 Departments at Banglalink

Banglalink Digital Communications Ltd. is based on the well-crafted organizational architecture that is constituted of three main functional pillars lensed with Technical, Commercial, and Enablers. All of these functions play a specific role towards supporting the overall operations of the company and driving its digital vision.



Figure 1: Functional Structure of Banglalink Digital Communications Limited (2025)

i) Technology

The Technology division at Banglalink oversees the development, upkeep, and improvement of digital and network infrastructure including software systems, hardware components, network quality, and 4G coverage throughout the country. The main units, Network Operations, Information Technology and Quality Assurance ensure stable service provision, constant innovation, and technical perfection, thus driving onwards with digital growth of the organization.

ii) Commercial

The Commercial function manages all customer facing and revenue generating operations such as marketing, sales, customer experience and digital product development. This department has the role of designing commercial strategies, brand communication, customer acquisition and retention and creation of digital platforms such as MyBL, Toffee and Ryze. It aims at driving business performance and increasing customer satisfaction.

iii) Enablers

The functions of the Enablers are more of a base to the Commercial and Technology functions and its subordinate internal departments such as Human Resources, Finance, Legal and Administration. These departments make smooth operations of the organization and allow other functions to achieve their goals. To conclude, the organizational structure at Banglalink Digital Communications Limited indicates an effective and innovative style of management of business, administrative, commercial, and technological requirements of the company.

2.2.5 Organizational Hierarchy

Banglalink Digital Communications Limited's organizational hierarchy serves a functional purpose which is focused on a centralized leadership style. The hierarchy is structured with definitive roles, job functions, chain of command and decision-making capabilities.

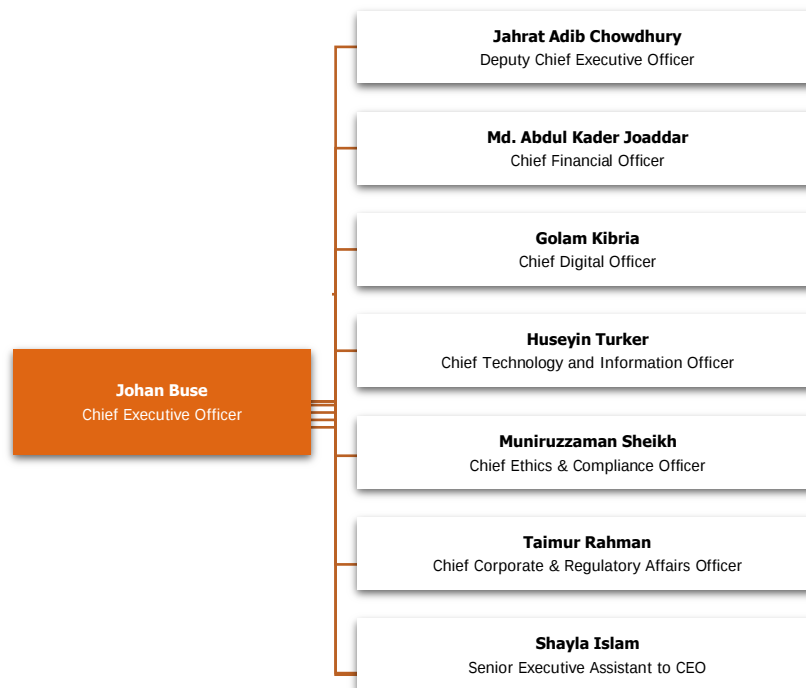


Figure 2: Organizational Hierarchy of Banglalink Digital Communications Limited

2.2.6 Banglalink Digital Communication Ltd. Services

Category	Service
Mobile Network	Prepaid, Postpaid and Corporate Plans
Data and Internet Packs	4G Data Packs, Social Packs, Combo Packs
Enterprise and Corporate Solutions	Cloud Communication, IoT, Bulk Sms
Value-Added Services	Emergency Balance, Balance Transfer, Callertunes, SMS Bundles
Roaming Services	International Roaming Packs, Voice & Data Roaming, Travel Bundle Packs
Financial Services	Online Payments, Mobile Recharge, Digital Wallet Integration
Digital Services	Toffee, MyBL Super App, Ryze
Customer Support Platform	MyBL App Support, Helpline 121

Table 1: Banglalink Services

2.2.7 Competitors of Banglalink

Telecommunications in Bangladesh is a highly competitive industry with rapidly changing dynamics, with a variety of players vying on the market, customer base and adoption of digital services. Banglalink is a company that acts in a market with a few major, established telecommunication service providers that offer mobile services, data services, digital solutions, and customer experience solutions. The major competitors are Grameenphone, Robi Axiata Limited, and Teletalk Bangladesh Ltd., which compete with each other related to network coverage, pricing policies, digital innovations, customer service and brand presence.

Grameenphone

The first-ranked mobile telecommunications operator in Bangladesh and the main rival of Banglalink is Grameenphone. Being a part of the Telenor Group, Grameenphone has a vast national network, a strong brand image, and a large number of subscribers. The advanced coverage of 4G, stable network operation, and the level of trust that the company developed in decades among its customers prove the competitiveness of the company. The GP strategic plan aims at reliability, accessibility and creation of a robust digital ecosystem, MyGP and the OTT platform Bioscope+. Banglalink, in its turn, pursues differentiation by adopting innovation and digital services; GP, in its turn, does not lose its dominance due to its size and the quality of its network; it also enjoys a strong corporate presence.



Robi Axiata Limited

Robi is a competitive company operating in the telecommunications industry, and its operations include a comprehensive range of voice, data, digital, and services. The organization is the result of the strategic merging of Robi and Airtel, thus making it one of the leading industry players with a comprehensive distribution network and a strong focus on maximizing user experience. Robi

caters to young, tech-driven consumers under a largely online approach, competitive broadband products and service and a wide range of 4.5G coverage network. The company spends significant resources on branding and customer engagement projects, which makes it a progressive value-driven operator. Its aggressive pricing strategies coupled with a strong urban presence put significant pressure of competition on Banglalink.



Teletalk

Teletalk is a government owned mobile company that is a relatively small, but still significant player in well-defined niche markets. It stands out with government-supported services, thus providing specific services, including subsidized student SIM plans, special offers to the employees of the larger public sector and active participation in the national digital transformation programs. Even though the 4G coverage of Teletalk is growing, the operator does not compete directly with the larger operators in scale and network coverage. However, it is able to maintain a loyal customer base due to its unique positioning and its association with the government. In the case of Banglalink, Teletalk presents a threat of rivalry in particular demographic groups and low-price markets.



2.3 Management Practices

Banglalink's management practices are aligned with its parent company VEON. It is based on digital innovation, customer priority and efficiency in operations which makes it stand out as a leading digital and telecom services provider in Bangladesh. Moreover, it focuses on promoting moral leadership, encouraging strong teamwork philosophy and constantly investing in employee development. The amalgamation of global and local practices is helping Banglalink shape the day-to-day operations.

2.3.1 Leadership Style

At Banglalink, leaders focus on empowering people and working together. They encourage open conversations, teamwork across different departments, and keep things transparent. Even interns are included when it comes to sharing ideas, planning campaigns, or reviewing projects. This hands-on, participative culture breaks down rigid, top-down hierarchies. People feel responsible together, and that energy sparks real innovation.

Leaders provide explicit expectations and allow the teams freedom to be creative in problem solving. The paradigm is efficient in a rapidly changing digital environment where flexibility, fast decision-making, and creativity cannot exist separately. In turn, the management style adopted by

Banglalink is one that generates accountability, inspiration, and flexibility throughout the organization.

2.3.2 Human Resource Planning

Banglalink has developed a strategic human resource planning process that unites the talent needs with the corporate goals, digital expansion programs and internal capacity building programs. The Human Resources works hand in hand with the departmental heads, in order to determine workforce requirements based on the arising digital projects, network expansion projects and future structural changes in the organization. The focus of workforce planning is on the recruitment of digitally competent staff, retention of high-performing staff, and strengthening internal capacity by training and reskilling programs.

2.3.3 Recruitment and Selection Process

Banglalink embraces technology-based recruitment processes to promote efficiency, fairness and alignment with business requirements. The company has been using Oracle Cloud to post jobs, manage applications, screen candidates, and schedule interviews, thus simplifying workflow and improving the experience of applicants. Vacancies are posted on LinkedIn, BDJobs, the VEON Careers Portal and on the channels of Banglalink. The process of selection includes the screening of CV, role-specific tests, and multiple interview sessions focusing on technical skills, behavioral traits, and cultural fit. Banglalink also practices the hiring of the fresh graduates via the university career fairs, Management Trainee Program Known as the Strategic Assistant Program (SAP) and internship program like the Digitalyst Program. This recruitment plan helps in acquiring talent that cannot be afforded to be lost in bringing the company on board a digital transformation.

2.3.4 Compensation System

Banglalink aims to provide a competitively designed remuneration package. The package includes a base salary, incentives based on performance, full health insurance and retirement benefits such as a provident fund and gratuity. Other perks include festival bonuses, mobile allowances, paid leaves, wellness and employee recognition awards. These are provisions that increase employee satisfaction and add to a high-performance culture.

2.3.5 Training and Development Initiatives

Banglalink emphasizes the value of lifelong learning and development of skills through organized training programs, functional workshops, learning in work environment, and interdepartmental exposure. Employees receive an opportunity to use international services, including Udemy and LinkedIn Learning, which allows enhancing digital skills and leadership abilities as well as role-specific skills at self-selected rates. The interns learn through guidance, mentorship, and involvement in real projects and thus develop both technical and soft skills. This two-sided view of learning corresponds to the ongoing requirement of the high-skilled and digitalized workforce that would be needed to facilitate the digitalization process of the enterprise.

2.3.6 Performance Appraisal System

Banglalink has a well-organized performance appraisal system, which is based on the key performance indicators that have been pre-determined. Managers also evaluate the performance of employees on an annual basis with quarterly check-ins and constant feedback provisions. This structure will help in identifying employees who have excelled, and they will hence be recognized and given a chance to develop their careers in line with corporate goals. The whole process pushes for accountability, openness, motivation, and steady progress.

2.4 Marketing Practices of Banglalink Digital Communications Ltd.

Banglalink's marketing strategy showcases its customer-oriented approach that focuses on digital innovation, service excellence and widespread connectivity. Its marketing efforts are mapped out in a way that reinforces the brand's nationwide presence, enhance customer experience which support its long-term vision of digitization in the future. Hence, Banglalink's marketing team constantly ensures strong brand awareness and conveys tailored communication that meets the needs of diverse consumer base hoping to drive digital adoption.

2.4.1 Marketing Strategy

The digital-first, customer-centric marketing approach that Banglalink employs focuses on the idea of accessibility, affordability, and the unbroken link between a digital lifestyle. It concentrates on its 4G fastest network, value-based packages and future digital services like MyBL, Toffee, Banglalink Vibe and its E-Shop.

Key elements of its strategy include:

- Increasing digital penetration by use of app-based service and entertainment
- Segmenting based on network performance, having a proven fastest 4G network in Bangladesh by Ookla.
- Creating a young, active, and technologically advanced brand image by doing lifestyle campaigns, collaborating with influencers, and being active on social media.
- Highlighting customer convenience in self-care applications, app recharge, SIM upgrade, and bonus opportunities under the "Orange Club.

This digital-first strategy helps Banglalink to readily adjust to the evolving needs of the consumers to guarantee that it remains relevant in the competitive telecommunication industry.

2.4.2 Target Customers, Targeting and Positioning Strategy

Banglalink serves a wide range of customers in Bangladesh, such as:

- Young people and students seeking cheap data packages and entertainment services.
- Business users and professionals that require stable connection and roaming.
- Families in the city and semi-city using voice and data bundling packages.
- Online first customers that are avid consumers of OTT services, applications, and e-commerce services.

Banglalink positioning is based on differentiated targeting strategy where prepaid, postpaid, roaming, digital entertainment, and loyalty segments are offered through customized packages.

- The fastest 4G internet
- Digital lifestyle empowerment.
- A young, dynamic and vigorous brand image.

Banglalink, supporting its image of being a modern, innovative, and customer-oriented telecom company regularly boosts its image through its campaigns.

2.4.3 Marketing Channels

Banglalink uses a multi-channel marketing approach that is both digital and traditional:

- **Digital Channels:** Social media, YouTube, MyBL app, Toffee, influencer marketing, SMS push notifications, and digital advertising networks.
- **Traditional Channels:** TV commercials, radio, outdoor billboards, point-of-sale materials (POSM), in retail outlets, and on-ground activations.
- **Retail & Distribution:** Franchise stores, service centers, and partner stores.

- **E-Commerce Channels:** SIM upgrades, changing number, digital packs and device bundles are offered at SIM upgrades at Banglalink E-Shop.

This is an integrated multichannel strategy that makes Banglalink accessible and visible to the consumers in the country.

2.4.4 Product Development and Competitive Practices

The product development strategy of Banglalink is focused on meeting the changing needs of the customers, new trends of data usage and competition with the leading players in the market such as Grameenphone and Robi. Such macro trends are as follows:

- Cheap internet packages and package deals tailored to suit different end-user profiles
- Personalized roaming packages, which serve local and foreign travelers.
- Digital material and learning services e.g. Toffee and Ryze, which can offer entertainment and educational materials including resources to improve a skill.
- Enhanced self-service features that were incorporated in the MyBL application, which allows managing accounts, and buying data packs and user support.

Banglalink constantly checks the prices, quality of offers, and new tendencies of products offered by the competitors to enhance its products. Digital innovativeness and user-friendly platforms help the firm to maintain its competitive advantage in the telecommunications industry.

2.4.5 Branding Activities

Branding strategies of Banglalink are based on its core identity, which is referred to as Orange Spirit and summarizes the following attributes; energetic dynamism, positive outlook, youthful vigor and dedication to digital innovation. The organization executes a wide range of branding

activities to increase its visibility in the market and to justify its digital-first orientation. Primary branding programs involve:

- Digital advertisements with high visibility are implemented in social media and online platforms.
- Thematic campaigns are held nationwide, in connection with major festivals and national events.
- Community involvement and communication of CSR focus on the contributions of Banglalink to society.
- It also has a coherent brand identity through its signature orange color, its visual modernity, and its large fonts.

These strategies enable Banglalink to position itself as a dynamic, innovative and customer centric digital telecom brand.

2.4.6 Advertising and Promotional Strategies

Banglalink's advertising and promotional strategies incorporate both Above-The-Line (ATL), Below-The-Line (BTL). It also uses on ground activations to directly engage with customers that enhances brand awareness. Back in the days TV commercials were mostly used as the top media platform, however today the company heavily uses social media to exploit storytelling reels, short-form video media and targeted campaigns. Additionally, the company utilizes app based promotional strategy such as push-notifications to circulate special offers and luxuries managed by the Orange Club. It also strengthens its connection with the customers with special advertisements during festivals and key celebrations such as Pohela Baisakh, Eid, Victory Day. Besides, the digital entertainment at Banglalink is promoted by Toffee, esports tournaments and

entertaining video content. All these efforts have the effect of driving up the number of subscribers, increasing customer engagement, and consolidating the brand loyalty.

2.4.7 Critical Marketing Issues and Gaps

Banglalink, despite having a well-developed marketing system, faces a sequence of challenges in the highly competitive telecommunications environment, such as stiff competition with Grameenphone and Robi, which both have strong market presence as well as a high level of price elasticity among the customers. In addition to that the rural areas have limited network access leading to deprived of app-based promotions and prompt shift in consumption trend requires continuous innovation. Retaining customers possess a challenge as attractive offers lure them away. Hence, Banglalink's customer-centric strategy is helping them maintain a strong presence in a vigorous market by focusing on digital innovation, competitive pricing.

2.5 Financial Performance Analysis for Banglalink

2.5.1 Liquidity & Solvency

- **Cash and Cash Equivalents:** Banglalink's parent company VEON cash and cash equivalents reflected a 5% increase amounted to USD 1.75 Billion in the Q1 of 2025 compared to Q4 of 2024. This marks a solid liquidity position that will keep supporting its operational and financial needs.
- **Net Debt:** Net debt slightly lowered to USD 2.905 Billion in Q1 of 2025 which was USD 2.934 Billion in Q4 2024. This decrease implies the existence of a balanced capital structure, but the net debt to-EBITDA ratio still stands at 1.67x, which still represents an essential indicator when it comes to the leverage surveillance.

- **Gearing (Net Debt/Equity):** Gearing ratio is also at manageable levels with net debt, without leases, being USD 1.810 Billion; however, it is important to monitor the situation continuously, since reduction of debt is considered a strategic priority.

2.5.2 Efficiency & Leverage

- **Revenue Growth:**

VEON reported USD 1,026 M Revenue in the first quarter of 2025, up 8.9% YoY.

However, Banglalink saw a decline in revenue with 12.4% YoY as a result of macro challenges. Despite the above issues, the direct digital revenue grew by 50.2 percent every year, by the growth of platforms like Toffee and Ryze.

- **Capex:**

The capital expenditure has decreased year on year by 47.5% to USD 816million which is equivalent to the intensity of 6.0% capex to revenue. This contraction means a more reserved investment approach, with more emphasis placed on digital growth against the background of existing economic uncertainty.

Year	Annual Revenue
2022	53,742 (BDT MN)
2023	61,490 (BDT MN)
2024	59,780 (BDT MN)

Table 2: Yearly Revenue (FY 2022-2024)

2.5.3 Profitability & DuPont Analysis

- **Net Profit:**

The Net Profit saw a 50.9% YoY increase resulting in USD 118 Million in Q1 of 2025.

Despite the challenges in the telecommunications industry this growth indicates improved profitability.

- **EBITDA:**

EBITDA growth was 13.7 per cent year on year, and reached USD 439.00 million, with the EBITDA margin increasing to 37.9 per cent, compared to 36.8 per cent in the first quarter of 2024. Increased profitability could largely be explained by the increases in digital revenue.

- **Direct Digital Revenue:**

Direct digital revenue grew by 224.5 percent year on year which is a sign of the successful shift to digital services by Banglalink as evidenced by its products including Toffee and Ryze.

2.5.4 Free Cash Flow & Capital Investment

- **Free Cash Flow:**

The cash flow and equity free cash flow saw a decline of 16 percent per year, which dropped to USD 86 million. The noticed contraction may be explained by high operational and banking service-related expenditures; nevertheless, the number is positive.

- **Capex:**

Capex saw a 47.5% YoY down and amounted to USD 816 Million for Q1 2025. This reflects a calculative investment approach in an uncertain economic environment.

2.5.5 Accounting Practises at Banglalink

Core Accounting Principles & Basis of Preparation

Banglalink follows International Financial Reporting Standards that ensures its financial reporting is in accordance with global standards. In terms of accounting the company follows accrual-based accounting regardless of when cash transactions occur. It helps in recognizing revenues earned and expenses incurred. Financial statements are typically prepared using the historical cost convention, with certain exceptions where certain classes of assets, including financial instruments, inventories and defined benefit obligations are recorded using fair or net realizable value.

Accounting Cycle & Reporting Consistency

Banglalink's accounts & finance department manages its entire accounting cycle thus allowing them to record transactions and crafting financial statements and reports for stakeholders. The company maintains transparency during changes such as scope changes, acquisitions, disposals.

Depreciation & Asset Valuation Methods

At Banglalink, property, plant, and equipment are amortized over their useful life, in line with the current accounting standards. Land does not undergo the process of depreciation. This

methodology makes sure that the valuation of tangible assets is properly reflected on the financial statements of the organization over successive periods of reporting.

Accounting Disclosures & Transparency

Banglalink provides comprehensive disclosures relating to key principles of accounting, such as recognition of revenues, goodwill value, and segment performance. The corporation also expresses clearly any contingency, tax standings and any material ruling that may affect the financial results. Its financial transparency is highly credible because the underlying assumptions and audit responses have been lucidly displayed.

Internal Controls & Audit Integrity

Banglalink has elaborate internal control measures in place to ensure that it complies with financial governance standards and ethical practices. Regular external audits are also done to maintain the integrity and transparency of the financial disclosures, whereby, both domestic and international auditing standards are adhered to. The company also has a sound system of governance which is meant to reduce risks and also bring its financial processes to the current standards of best practices.

2.6 Operations Management and Information System Practices

Banglalink Digital Communications Ltd. incorporates advanced operational structures with modern information systems and thus, it can support the smooth service delivery, improve decision-making, and the process of communication is smooth throughout the organization. As a digital telecommunication provider, Banglalink uses data-driven operational frameworks,

automation, and cloud-computing as means to simplify operations, support employees, and enhance the customer experience.

2.6.1 Information System for Data Collection, Storage and Processing

Banglalink has a comprehensive range of information systems that it uses to gather, store and manipulate large volumes of customer and operational data. The organization collects data on a diverse array of digital systems, such as Customer Relationship Management (CRM) systems that document customer inquiries, service requests, complaints, and subscription activities, Network Monitoring Systems that document network performance metrics, signal strength and web disruptions, HRIS systems, and digital platforms, such as MyBL, Toffee, and Ryze, which capture information about user activity and preference. Data storage at Banglalink is handled by secure and central databases and cloud-based infrastructure, thus, providing effective data organization, consistent backup, strong disaster-recovery and compliance with accepted security standards; access to it is limited to authorized workers only. These datasets are used by the organization in analytical tools to Business intelligence (BI) systems and derive actionable insights relating to customer behavior, network planning, revenue forecasting and service improvement. These insights at the same time make it easier to communicate internally and realize the option of collaboration between departments.

2.6.2 Information Sharing with Stakeholders and Clients

Banglalink ensures openness and communication with stakeholders by enhancing the power of communication via information-sharing practices. On the inside, the real-time management dashboards provide the leadership with the necessary information related to the health of the network, customer satisfaction, and financial results. Employees stay updated through emails,

Yammer, and weekly newsletters. Externally, clients access real-time account information, service offers, and personalized recommendations via the MyBL app and website, while self-service kiosks and chatbots offer automated customer support. For internal operations, Banglalink uses Oracle Cloud for HR and payroll management, and tools like Microsoft Office Suite, SharePoint, and Teams to streamline reporting, collaboration, and communication across teams.

2.6.3 Database and Office Management System

Banglalink also enhances efficiency in its internal operations by implementing various systems to maintain its efficiency. Oracle Cloud Solutions manage the human resource operations, such as payroll, recruitment, employee performance management. Microsoft Office Suite (Excel, Word, PowerPoint and Outlook) is one of the key tools of reporting, presentation and communication. SharePoint and Teams also allow file sharing, collaborative efforts, virtual meetings, and organization of cross-functional endeavors. These tools provide the flow of work and contribute to the productivity of the work in the team, which contributes to the smooth work of a company on a daily basis and the effective administration of its activities.

2.6.4 Operations and Quality Management Practises

Banglalink is resource-efficient and ensures a high level of quality of the services through the systematical operations. Quality management will involve the regular performance monitoring of the network, gathering customer feedback through the Net Promoter Score (NPS), and periodic audits. Automated maintenance scheduling systems, digital task management systems, and manpower allocation with the help of Human Resources Information System (HRIS) data are the tools that make it possible to optimize the scheduling and resource allocation. The standardized Standard Operating Procedures (SOPs) on customer service and network maintenance, predictive

analytical methods of demand forecast, and promotion of cross-functional coordination among Technology, Commercial, and Human Resources departments support operations management.

2.7 Industry and Competitive Analysis

2.7.1 Porter Five Forces Analysis of Banglalink Digital Communications Ltd.

i) Threat of New Entrants - Moderate to High

First of all, the threat of new entry in the Telecommunication sector is moderate to high as it requires extensive investment and regulatory barriers make it difficult to scale. These barriers to entry are added by the expense of setting up mobile network infrastructure and the necessary licenses. However, these obstacles can be alleviated in the future by liberalizing the telecommunications sector. Although smaller mobile virtual network operators may emerge; competing with a well-established player like Banglalink remains a significant threat.

ii) Bargaining power of Suppliers - Moderate

Secondly, Banglalink has a moderate supplier bargaining power since network equipment suppliers and tower providers have some level of control especially in a concentrated market. But Banglalink has a relatively slight advantage due to their widespread scalability which gives them the leverage to negotiate in favorable terms. Moreover, the regulators exercise significant control over pricing, compliance and allocation of the spectrum and as such, it influences the supplier dynamics in the firm to a great extent.

iii) Bargaining power of Buyers - High

Thirdly, buyers bargaining power in the telco industry is high with the presence of established players such as Grameenphone and Robi. The price sensitivity, especially in relation to data plans is high and customers are demanding more value thus putting pressure on the operators to lower their profit margins to remain competitive.

iv) Threat of Substitutes - High

Fourthly, the threat of substitutes for Banglalink is high, as OTT services like WhatsApp, Skype, and Facebook reduce the demand for traditional voice and SMS services. Additionally, fixed broadband, fiber, and 5G offer consumers reliable, high-speed internet alternatives. Moreover, digital services such as fintech and content platforms are increasingly substituting traditional mobile telecom revenues.

v) Rivalry among competitors - Very High

Finally, the competition in the current telecommunications industry is high with only a few players making up the dominant market; that is, Grameenphone, Robi, and Banglalink who are involved in intense competition based on price and service differentiation. Low growth rate of the market intensifies the competition of the market share resulting in the constant price wars and consistent stress on the profit margins creating an atmosphere of increased competitiveness.

2.7.2 SWOT Analysis of Banglalink Digital Communications Ltd.

<u>Strengths</u> - Loyal Customer Base and Strong Digital Ecosystem Banglalink has 37 Million+ users and exclusive OTT streaming rights for Toffee that provide a firm foundation for customer engagement and loyalty. - Constant Network Expansion and Performance Banglalink has consistently displayed a strong 4G network with 97% coverage. It has won multiple awards for speed strengthening its competitive advantage. - Innovation in Digital Service Banglalink's MyBL supper app and Ryze app has proven to be unique innovation that has resulted in a 23% increase in 4G user base and put itself as a strong digital service provider.	<u>Weakness</u> - Unstable Rural Network Connectivity Banglalink faces challenges in maintaining consistent rural network coverage thus limiting its reach. - Customer Dissatisfaction due to frequent package changes Regular packaging changes seems to hurt Banglalink as customer gets confused leading to increase in churn rate and reduction in brand loyalty - High Tax burden on Telecommunication Sector A tax of over 60% on services is a systematic degradation of profit margins that limits the ability of Banglalink to make further investments in infrastructure and innovation.
<u>Opportunities</u> - Launch 5G and Spectrum Upgradation Banglalink can grab the opportunity to roll out 5G to strengthen low-latency services allowing them to meet the growing demand for high-speed connectivity. - Expansion into Fintech Category Through a new digital banking license, Banglalink can repeat the success of VEON in Pakistan, thus gaining access to new sources of revenue in the fintech and mobile financial services market. - Rural Market Penetration and IoT Growth The high rate of smartphone growth and the rise in the number of IoT gadgets is a strategic opportunity that can enable Banglalink to expand its business presence in the rural areas to develop a long-lasting customer portfolio.	<u>Threats</u> - Intense Pressure from Competitors The dominance of Grameenphone in the marketplace combined with the aggressive pricing policy of Robi places significant pressure on the profitability and growth of the subscriber base of Banglalink especially in terms of the loss of the average revenue per user. - Rise of OTT platforms and Emerging Substitutes Starlink and over-the-top (OTT) services represent a risk to the traditional mobile services offered by Banglalink because they threaten to cut its voice and SMS-based revenues. - Uncertain Economic and Political Situation Inflationary pressures and political instability in 2025 are expected to slow down the rate of subscribers and discourage investments, limiting the growth opportunities and market potential of Banglalink.

Table 3: SWOT Analysis

2.7.3 Competitive Advantage of Banglalink

Common Strengths

These strengths are shared by all companies in Telecommunications industry and are not exclusive for Banglalink:

- Banglalink has nationwide 4G network coverage that covers both rural and urban areas
- Range of connectivity services such as voice, data, enterprise solutions, and digital platforms
- The company has a strong distribution and retail network which has made it even more accessible in purchasing SIM, recharge services and customer support.

Imitable Strengths

These strengths can be copied by competitors:

- Online content services like Toffee, which promote user interaction but can provide the development of similar services by other companies.
- The combination of advanced analytics and customer insights makes it possible to personalize the services and run targeted campaigns. Despite the value this practice holds, it has not been isolated to Banglalink as the industry has been adopting similar approaches.

Distinctive Strengths

These strengths are unique to Banglalink and can give them long-term competitive advantages:

- The identity of the digital transformation in Banglalink is the Orange Spirit, which places the brand in the telecommunications industry as an energetic and youth-focused brand centering on the concept of innovation.
- The digital ecosystem has experienced tremendous growth, especially with the MyBL super app and `Ryze which has established Banglalink as an important player in the digital lifestyle and creator economy frontiers.
- Incorporation with the international digital strategy of VEON helps organizations to access international expertise, advanced technology, and cross-market digital innovation that becomes hard to replicate by competitors.

2.8 Summary and Conclusions

Banglalink is one of the leading telecommunications and digital services providers backed by VEON, a US-based Nasdaq listed public company. The company's focal point on transforming Bangladesh digitally by providing nationwide 4G coverage and catering to the needs of youth with “Orange Spirit” enables the company to stay competitive in a dynamic market. The structural nature of the practices at Banglalink, the effective internal communication systems, and the conscious emphasis on innovation all contribute to the effective working processes and the creation of strong employee alignment.

In terms of Financial, Banglalink has shown stability and constant performance at the group level. Despite the high taxes and pressure from competitors, Banglalink continues to expand its network and introduce innovative digital platforms to make marks in the telecommunications industry. The level of operational efficiency of the organization is also strengthened by the implementation of advanced information systems, such as Oracle Cloud, CRM applications, and MyBL applications

that allow streamlining of data management processes and improving decision-making capabilities.

To sum up, Banglalink has shown strong advancement to build a stronger and broader digital ecosystem. With the continued concentration on digital innovation, customer-oriented approaches, and rural market penetration, the company stands at a good position to achieve sustainable growth in the dynamic telecommunications environment in Bangladesh.

2.9 Recommendations

Enhancing Rural Network Reach and Digital Inclusion:

Banglalink needs to work on strengthening its rural network expansion given the growing demand for quality and reliable connectivity across Bangladesh. This will help provide a consistent coverage in areas that are not so easily accessible but also help capture a new segment of users. Most importantly low-cost data packs that are affordable and targeted at different regions will help in supporting initiatives of digital transformation.

Stabilizing Product and Package Communication:

Constantly changing data packs has created confusion among customers. Banglalink would benefit through the simplification of its pricing system and the improvement of consistency in the provision of telecommunications services through all digital and retail platforms. Informing the content flowing out through MyBL, SMS alerts, and forming alliances with retail partners would enhance the transparency, curb consumer dissatisfaction, and the credibility of the brand.

Accelerating Digital Ecosystem Growth:

Banglalink has a significant potential of becoming a major digital lifestyle service provider in the light of the success of Toffee, MyBL, and Ryze. As youths demand more localized content, introducing in-app services and incorporating fintech features can escalate engagement with users. Finally, Banglalink can also position itself as a key enabler of AI with RYZE in the growing digital economy

Chapter 03: The Role of Internal Communication in Fostering Employee Engagement: A Case of Banglalink Digital Communications Ltd.

3.1 Introduction

One of the emerging aspects of Bangladesh's competitive telecommunication sector is employee engagement; which drives performance, innovation and retention (Hossen,2024). According to Islam (2024), with rapid technological change employee engagement is vital to get the best out of the young, tech-savvy workforce for long-term success. However, the levels of employee engagement remain on a medium scale, which can be explained by a combination of issues including a lack of internal dialogue, a lack of appreciation, excessive workload, and the lack of professional growth opportunities; these problems are more acute in the context of the digital service provision industry. Therefore, Banglalink has taken certain initiatives such as participatory leadership, highlighting functional top performers and the “Game Changer” recognition program to enhance teamwork and motivation.

According to (Men et al., 2023) Employee Engagement is progressing as companies are firm about digital transformation, hybrid work models and employee feedback. Some of the key drivers include open and honest communication, access to leadership, employee recognition programs and career advancement opportunities. One of the significant trends includes the incorporation of the digital tools like human resources information systems (HRIS) so that personalized feedback can be facilitated, along with the use of the virtual town halls, which can facilitate a more direct and more effective communication between the employees and the management. Such transitions also help in increasing engagement levels because of the creation of a more responsive and adaptable working environment.

The main purpose of this chapter is to highlight the evolving trend of internal communication and its practices which are solely driven by HR and its impact on employees performance, behavior, job satisfaction. To reach this goal, a survey of twenty employees, who work in different departments and have different levels and ranks (starting with entry-level officers to mid-level managers) was taken up as primary data. The questionnaire was used to obtain information about the use of communication channels, the major motivation to be involved, and possible sources of motivation and trust.

The study will look at first the frequency and types of internal communication platforms used inside Banglalink to pinpoint the efficacious and emerging digital trends. It then goes on to explore the aspect behind engagement drivers that will help align HR practices for improvement and retention. Based on the empirical evidence, the study presents certain human-resources propositions which would strengthen the internal communication framework of Banglalink, increase the loyalty of employees and maintain its position as a leading employer in the telecommunications sector in Bangladesh.

3.1.1 Background and Problem Statement

The telecommunications industry in Bangladesh has seen fast growth largely due to intense digitalization (Mordor Intelligence, 2025). Following this, Banglalink Digital Communications Ltd. has strengthened its market position by integrating innovative HR practices through internal communication tools such as infographics and short video contents, town halls, appreciation programs and V-People. All are aimed at reinforcing employee motivation and collaboration.

In the contemporary world the demands of the employees are changing at a very high pace. Transparency, mutual communication, inclusiveness, and timeliness are becoming more important

than traditional hierarchical modalities to contemporary workforces (Men & Bowen, 2017; Staffbase, 2025). Although HR particularly the internal communication team is actively putting in efforts; challenges like information overload, busy schedules limit engagement.

The main issue is the communication practices implemented have been thoroughly measured to reflect the impact on employee engagement, sense of belonging in a dynamic work environment. A significant share of workers continues to report feelings of disconnection with leadership and organizational goals, which in turn translates into rather small engagement rates and possible employee turnover (Vercic & Men, 2023).

The current study aims to fill the gap that exists as it is systematically done to investigate the use of internal communication by the Human Resources unit at Banglalink to ensure the establishment of engagement amongst the employees. It also determines the salient deficiencies concerning reach and consistency and offers tangible, all-inclusive suggestions on how it can be improved. The findings will help HR take corrective action to increase employee engagement and boost motivation and market Banglalink as one of the top employers in Bangladesh.

3.1.2 Objectives of the Research

Broad Objective

This study will explore how internal communication practices as led by the HR have contributed to improving employee engagement in Banglalink Digital Communications Ltd. and will come up with specific recommendations to improve engagement measures.

Specific Objectives

- To examine the internal communication channels to identify the most effective and preferred channels
- To find out the key drivers of employee engagement such as transparency, appreciation programs
- To evaluate the effectiveness of communication methods such as infographics, posters and short-form videos in reducing lack of communication between employees and organization culture
- To measure employees feedback in response HR led employee engagement initiatives
- To provide actionable recommendations that will help improve internal communication to drive employee engagement across the entire organization

3.1.3 Significance of the Study

The following study offers constructive acumen into the role of HR led internal communications and its impact on employees inside Banglalink. The adoption of this framework will allow the human resources division and internal communications division to develop more helpful, inclusive, and effective engagement strategies. Revealing the gaps in message dissemination, message content efficacy, and cultural congruence systematically, the study aims at adding value to employee motivation, a sense of belonging, and retention, and at the same time reducing problems, including communication fatigue. Eventually, the findings and insights will guide Banglalink in strengthening their internal communications and position itself as a top employer in a competitive telecom sector.

3.1.4 Scope of the Study

The paper discusses internal communication practices that are encouraged by the HR and their effects on employee engagement in Banglalink Digital Communications Ltd. The paper highlights such basic communication tools as V-People, infographics, videos, posters, town halls, newsletters, and recognition events comparing their effectiveness in promoting cultural alignment and motivation. Twenty employees, representing different departments, were interviewed using surveys, informal interviews, and observations as a primary source of data, with the assistance of secondary sources. The study undertaken on Banglalink, though, does show that there exist wider trends that are common in the telecommunications industry in Bangladesh. The paper lacks proper analysis and instead seeks to give workable human-resource suggestions to enhance employee engagement strategies.

3.2 Literature Review

Bangladesh's telecommunication sector has seen remarkable growth largely driven by digitalization, access to affordable data and the entry of a young, dynamic workforce (Mordor Intelligence, 2025). In this rapidly changing landscape companies are recognizing the importance of employee engagement and its role in boosting productivity, fostering innovation and retaining talents (Kahn, 1990). As a response to these needs, Banglalink Digital Communications Ltd. has invested widely in HR-based internal communication solutions, which include V-People, informational graphics coupled with brief audiovisual content, town-hall meetings, periodical newsletters, employee recognition programs, etc. to make sure that employees are always well informed, motivated and integrated.

Research has shown that constructive internal communication is the most important factor of employee engagement. According to Men and Bowen (2017) employees value transparent, two-way communication which gives them information and emotional connection with the organization. Likewise, a Staffbase Employee Communication Impact Study conducted in 2025 found that about two-thirds of disengaged workers place the blame of their lack of motivation and high turnover intentions on poor internal communication (Staffbase, 2025).

In the context of emerging markets, Vercic and Men (2023) document that satisfaction with communication practices has a direct impact on increased employee engagement and commitment to organization, and it is particularly strong when it comes to knowledge workers within high-velocity industries like telecommunications. However, studies in Bangladesh reveal that certain factors such as information overload, unresponsive communication possess a barrier to sustained engagement. Uddin (2016) expounds that employee motivation, influence in decision-making, and work commitment are the key factors that can be used to identify improved engagement in the telecommunications industry of the country, but vague role definitions are an insurmountable obstacle. Moreover, Caldwell and Gulbrandsen (2019) highlight the importance of the flexibility and a bi-directional communication structure to enhance superior-subordinate relationships and satisfaction levels with telecommunications human-resources practices.

Altogether, the literature suggests that the engagement of employees in the telecommunications industry in Bangladesh depends on the clarity of leadership communication systems, informativeness, and inclusion of every employee in content, and the use of a system of regular two-way feedback. To maintain its competitive edge as an employee, Banglalink needs to constantly review and optimize the effectiveness, reliability and breadth of its internal

communications practices. The goal of this approach must be to not only deliver routine messages but also to build true relationships and create long-term workforce loyalty.

3.3 Research Methodology

Primary Data:

The main source of information for this report was acquired through a structured survey of 20 employees from various departments such as Marketing Operations, Technology, Finance, HR & Administration and Customer Service. The participants, who included both entry-level officers and middle-level managers, provided a wide range of opinions related to internal communication practices and their effect on employee engagement. Furthermore, insights from three employees of internal communication helped assess current communication strategies and found room for improvement.

Secondary Data:

Secondary data was accumulated to confirm the primary findings. Data was sourced from academic journals, publicly available company reports and industry reports. These sources helped complement the primary findings and gave valuable insights into both global and local practices allowing an in-depth analysis of telecommunications industry and craft recommendations

Gathering Qualitative and Quantitative Data:

i) Sampling Strategy

The sampling method was used to randomly select 20 employees from different departments at Banglalink. The process allowed them to cater to a broad range of employees from a perspective on internal communication effectiveness. The inputs were limited to head office employees.

ii) Surveys and Questionnaires

A questionnaire with structured questions (including Likert-scale and multiple-choice items) was designed to measure how often employees used different communication channels (e.g., V-People, newsletters, town halls), how effective employees perceived creative content (e.g., infographics, videos, and posters), the degree of two-way communication, the feeling of belonging among employees, and the overall engagement. Questions were closed to get insights from employees on challenges related to communication inside Banglalink.

iii) Expert Interviews

I conducted an informal interview with Abdur Rafeu Yead who is currently working as Internal Communications Specialist at Banglalink Digital Communications Ltd. in the HR and Admin division. He has worked in the team over a period of three years and has gained extensive knowledge of internal communication practices and strategic instruments. His works were invaluable in explaining the complexities of campaign planning, content strategy, and barriers related to consistency and inclusiveness of the message. Overall, the interview gave lots of insights which made it possible to evaluate the findings of the research.

3.4 Findings and Discussion

The study evaluates how the internal communication procedures at Banglalink impact employee engagement, with particular focus paid to the evaluation of such aspects as communicative efficacy, clarity, accessibility, and general satisfaction. The findings reveal that employees value transparent communication, timely updates etc. that helps them form a sense of belonging with the organization. Although most of the respondents admire the company's communication culture, some expressed room for improvement. This information will help HR on improving employee engagement by further elevating the communication channels that will pave the way for more interaction with employees.

3.4.1 Analyzing Internal Communication Usage and Employee Engagement Patterns

Method of Data Collection

A structured questionnaire was given to the employees of Banglalink in various functional sectors so as to obtain comprehensive data about their communication preferences, their perceptions about the effectiveness of the current communication channels and their engagement overall. The target was to evaluate the impact of internal communication on employees inside Banglalink

Data Justification

The primary data offers real time insights into the impact of internal communication systems inside Banglalink. The study identifies the most interesting communication formats, measures how often employees communicate using different communication platforms, and identifies the factors that either enable or prevent engagement. The derived insights are critical to formulate more accurate, contextually specific and effective internal communication strategies by human resource practitioners to improve on employee satisfaction and strengthen organizational commitment.

Which Internal Communication Channels do you find most engaging?

20 responses

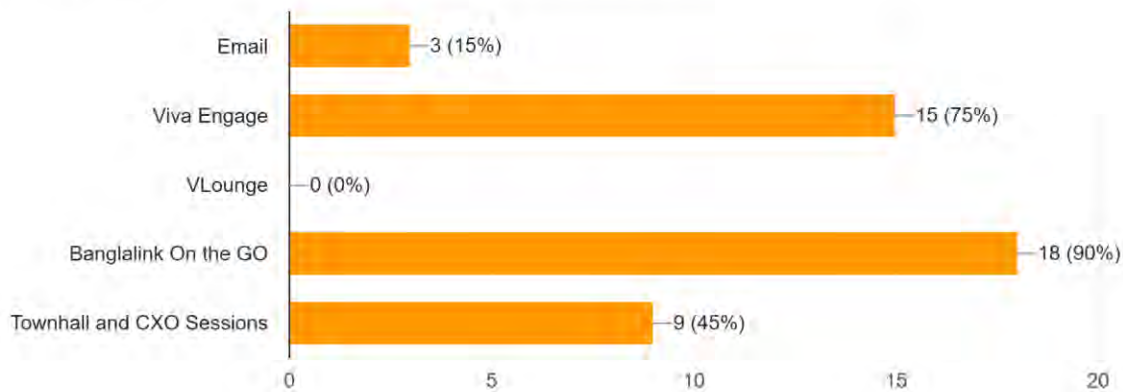


Figure 3: Engagement of Internal Communication Channels

The survey results show employees in Banglalink find **“Banglalink On the GO”** most engaging with **“90%”** among all the communication channels. Next is **“Viva Engage”** with **“75%”** making it the second most engaging channel. Surprisingly, Email has a low engagement rate with only **“15%”** feeling engaged. Townhall and CXO Sessions have a moderate level of engagement, measured at **“45%”** which might require a further appeal or better organization. However, **VLounge** demonstrates no activity, which signals the necessity of significant restructuring or reevaluation of its functions in the company.

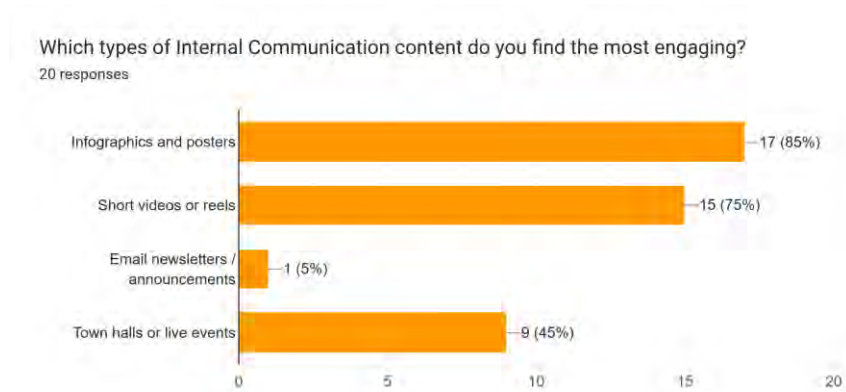


Figure 4: Preferred Mode of Communication Content

This comes as a no surprise that **infographics and posters** have the greatest number of engagements with “**85%**” respondents preferring them. The second most preferred short videos or reels stands at “**75%**” feeling engaged. Town halls and live events have a medium level of engagement which is measured at “**45%**” and email newsletters and announcements are characterized by low engagement with only “**5%**” of the respondents noting perceived effectiveness. This means that the strategic placement of resources (as appealing visuals and dynamic video items) should be prioritized, and the email and live events should be procedurally adjusted to increase the overall engagement.

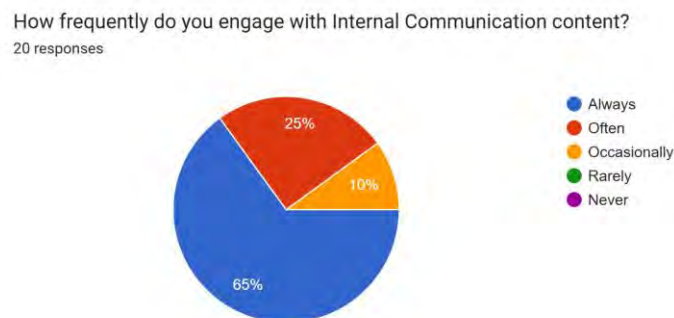


Figure 5: Frequency of Engagement with communication content

Again, the survey results show that the majority of the respondents “65%” always engage with contents displayed internally. Although “25%” of the employees do so regularly and “10%” do so irregularly. There is a small group of people “10%” of which is involved occasionally or not all. This implies that most employees are regularly consuming internal communications and have minimal employees consuming less frequently.

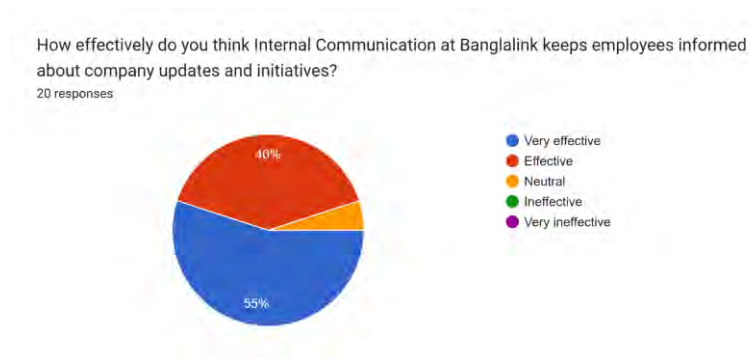


Figure 6: Effectiveness of Internal Communication

The following survey result shows that “55%” of employees find internal communication **very effectively** keeping employees informed while “40%” find it effective. However, only “5%” reported **neutral** suggesting that most of the employees are informed and there needs to be improvement from the internal communication team.

How well do you think Banglalink's Internal Communication reflects its organizational culture and core values such as collaboration, innovation, and truthfulness?
20 responses

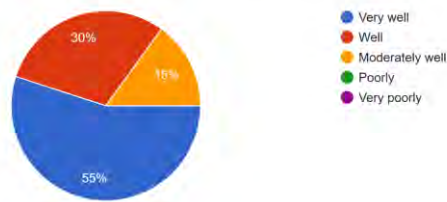


Figure 7: Reflection of communication in relation to organizational culture

According to the survey results, “55%” of the surveyed individuals believe that the internal communication at Banglalink strongly reflects the organizational culture and core values of the company, and 30 percent consider it as being adequate. The smallest group “15%” considers the reflection to be moderate, and no respondents thought that it was poor or very poor. This means that most of the employees feel that the internal communication is in tandem with the main values of the organisations though there is room to improve it.

Do you think Banglalink's Internal Communication channels are easy to access and navigate?
20 responses

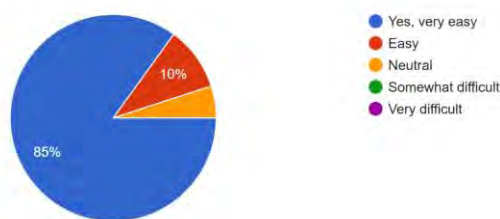


Figure 8: Ease of Access and Navigation of Internal Communication Channels

In terms of channel accessibility “85%” of the respondents find Banglalink’s internal communication channels very easy to access, though “10%” say easy and almost no one finds it difficult. The information shows that the communication mediums are mostly user friendly, and most employees can access them.

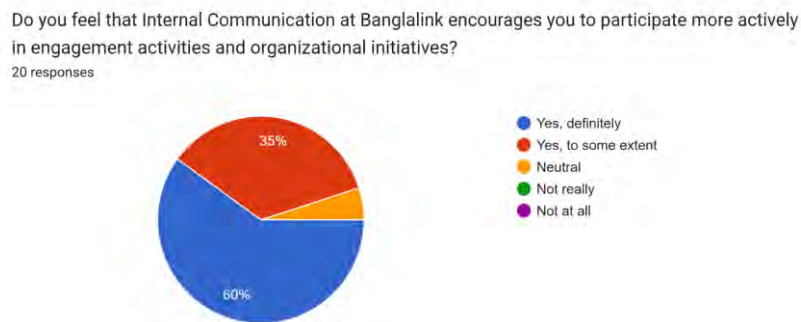


Figure 9: Internal communication encouragement towards employee engagement

The survey shows that “60%” of the surveyed believe that internal communication at Banglalink has substantially contributed to their active engagement in engagement activities and organizational initiatives but “35%” consider its impact on them as moderate. While only 5% feel neutral indicating that internal communication does **encourage** participation. This proves that internal communication has a strong influence on pushing employees to participate in engagement activities.

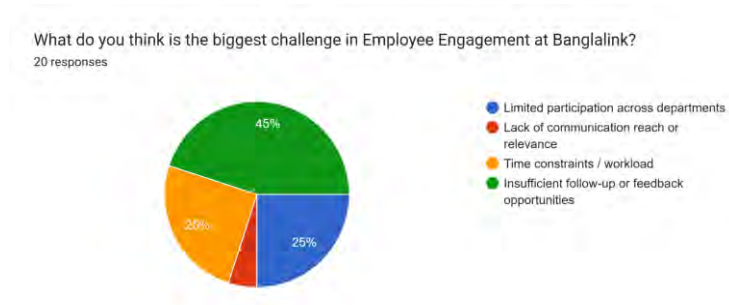


Figure 10: Challenges with regards to employee engagement

The survey shows that, based on the responses of “**45 %**” of employees, the biggest barrier to engagement of employees in Banglalink is limited interdepartmental engagement. Another “**25%**” cited a shortage of the reach or relevance of communication as a major problem, but another “**25%**” cited the problem as time constraints or workload. This finding stipulates to improve cross-departmental communication and proper workload management could help improve employee engagement.

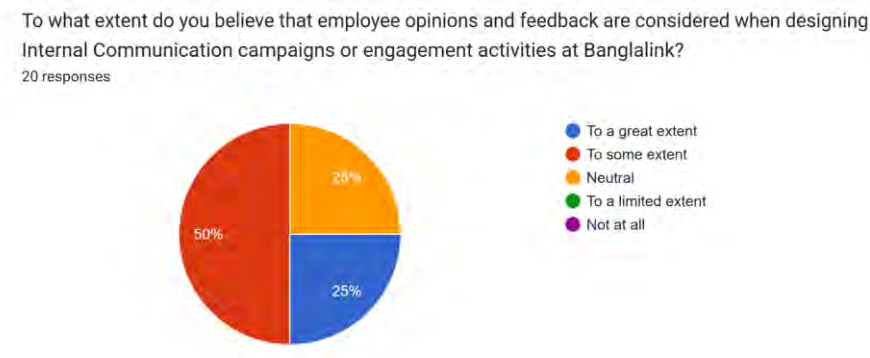


Figure 11: Internal Communication Employee feedback level

Almost half of the respondents “**50%**” responded that employee feedback and opinions are taken into consideration **to a great extent** when designing communication contents inside Banglalink.

“25%” consider to some extent and the rest “25%” feel **neutral** showing they have no opinion on that. So, there is a scope for improvement to design the content better.

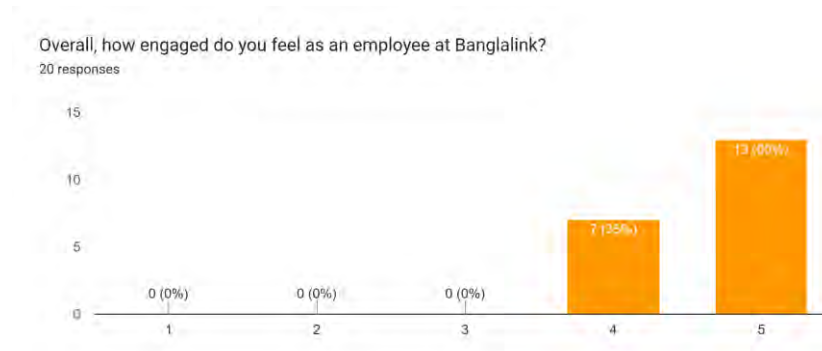


Figure 12: Employees engagement level through Internal Communication

The results of the survey indicate that the engagement level among the employees is high at Banglalink as the mean score is **4.65** on a five-point Likert scale. About “**65%**” of the respondents gave the rating of five stars; “**35%**” gave the rating of four stars. None of the respondents gave a rating lower than four stars, thus, showing that, overall, employees have a significantly positive perception of their engagement in the organization.

3.4.2 Employee Engagement Initiatives Inside Banglalink

Throughout my tenure I worked on various employee engagement initiatives inside Banglalink. Some of them are:

i) Tree Plantation Initiative

Banglalink had partnered up with Prokriti O Jibon Foundation (POJF) as part of its tree plantation campaign 2025. It brought employees from different departments together who took

part in planting trees at Uttara, Dhaka. The initiative was taken to contribute to planting over 72000 trees across the country.



Figure 13: Banglalink Tree Plantation Snippets (September,2025)

ii) Pink October Health Awareness Session

To address and raise awareness for “Breast Cancer” Banglalink organized a session during October. The speaker “Dr. Sifat Tanjila” specialized in Breast and Cancer Surgery conducted the session. Her insights helped employees learn about breast cancer prevention, early detection and health practices.



Figure 14: Banglalink Pink October Session (October ,2025)

iii) Fire Safety Awareness Campaign

With the rising fire incident across the country; Banglalink started a campaign to educate employees the importance of fire safety within and outside Banglalink. The video had a thorough guideline on how to react during such an event, how to use fire safety tools and so on. The campaign focused on creating a safe and sound workplace for employees across all levels.



Figure 15: Banglalink Fire Safety Awareness (October ,2025)

iv) Voice of the Tiger

Voice of the Tiger content series recognizes functional top performers from different departments. Throughout this the top performers are asked about Banglalink's work culture that motivates them to perform their best. The motto is to encourage others to give their best from the top performer's testimonial.

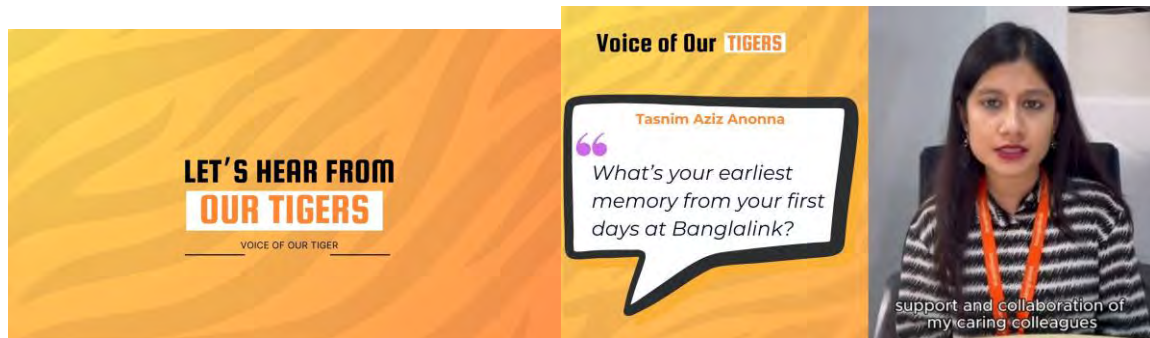


Figure 16: Voice of Tiger (Ft. Tasnim Anonna - Brands and Communications)

3.4.3 Internal Communication Strategies of Banglalink

Based on the survey results and analyzing them here the strategies that will help the internal communication team in increasing employee engagement inside the organization:

i) Creating High Engagement Content Format

Employees have demonstrated the acceptance of posters/short videos content format. So the communication team should shed light on creating visually engaging formats rather than text-based emails. Emails can be used to convey important messages. Using simplified visual aids, animated videos, and short video clips to spread policy change announcements, event announcements, and success stories is expected to have a positive effect on overall engagement and message retention.

ii) Reinforce Core Communication Channels

As it turns out “Banglalink On the Go” and “Viva Engage” are the most accessible channels, the Internal Communication team should use it more to communicate. Unpopular channels such as VLounge need to be redesigned to make it visually appealing to employees. Narrowing

communication activities to a few high impacting platforms will ensure consistency in visibility and reach.

iii) Culture Building and Cross-departmental interaction

Internal Communication needs to address the issue of lack of cross departmental communication. The team can do this through collaborative campaigns, spotlight features with various departments and interactive sessions during Town Halls. The promotion of the visibility of employee successes and reinforcement of Orange Spirit values will contribute to the creation of a more interactively united organizational culture.

iv) Incorporate two-way communication and feedback

Survey shows that feedback is the top most issue in communication. To improve this, the team may also use short surveys, feedback systems and monthly lists of the staff views. Further messages like action recognition, with the statement, "Based on your feedback, we have made the following action", which will help build trust and will serve to demonstrate responsiveness, thus, eventually empowering employee participation.

3.4.4 Overall Impact on Employee Engagement

The overall findings show internal communication practises has positively affected on HR outcomes such as employee satisfaction, retention and organizational commitment. Majority employees have expressed internal communication reflects Banglalink's workplace culture and make them feel engaged; which has led to strong attachment with Banglalink. Though a small portion has suggested improvement in certain areas which the internal communication can work on to enhance employee engagement and employee retention.

3.5 Summary and Conclusions

This chapter focused on examining the internal communication practices inside Banglalink Digital Communications Ltd. The research used responses collected using structured surveys where employees in different functional areas were surveyed and secondary data was collected based on the human resource strategies, internal-employee communication systems, and employee engagement systems of Banglalink. As a result, the findings show employees preferred mode of communication, platforms usage patterns and the key issues regarding engagement.

Survey results indicate that employees generally favor visual communication content such as short videos, posters/infographics instead of lengthy text-based emails. Among the internal platforms “Banglalink On The Go” and “Viva Engage” proved to be the most influencing channels that keep employees engaged and up to date on the company. Although the workers agreed that there is clarity, accessibility, and timeliness of the internal communication, it is notable that a significant percentage of employees was neutral about the feedback systems, meaning that two-way communication remains a chance to enhance the practices.

A major challenge identified was limited cross-departmental interaction, which affects collaboration and connection between teams. Additionally, employees felt that communication could be more streamlined by minimizing underutilized channels and focusing on the most effective platforms. Despite these areas for improvement, overall employee awareness of HR updates, organizational values, and engagement activities remained positive.

One of the red flags identified was lack of cross departmental interaction of employees. The employees felt that communication can be streamlined by avoiding use of channels that are not used, and also focusing on those platforms that are effective. Despite these aspects of

improvement, the general level of employee awareness in terms of HR updates, organizational values, and employee involvement was positive.

To conclude, the study shows the importance of internal communication in building a strong workplace culture which shapes employee engagement. The aforementioned suggestions will help the internal communication to further strengthen their communication efforts. Integrating communication strategies with the preferences of employees will ensure that Banglalink creates a more connected, engaged, and motivated workforce, which will reflect its Orange Spirit.

3.6 Implications

The results of this work have an important implication to the ways the Banglalink can enhance employee engagement by improving the practice of internal communication. The findings reveal the employees to be attracted to the short, visual content, i.e. short videos and infographics, hence the need to have the human resources focus on more straightforward and visual forms of communication. The widespread usage of digital platforms, including Banglalink On-The-Go and Viva Engage, highlights the significance of convenient platforms for connecting with the employees of all departments within the organization. The perception of neutrality towards the feedback and opportunity to participate implies that more organized, two-way communication methods, including regular surveys, interactive town-hall meetings, and open forums allowing the voice of employees to be heard, should be implemented. Additionally, the identified limitation of cross-functional involvement is a timely prospect of creating more cooperative marketing campaigns and more effective knowledge-sharing programs. Finally, the alignment of communication strategies with these insights should help the HR to improve the level of transparency, strengthen the bond between the employees and the central values of the

organization, as well as, produce the more engaged, motivated, and cohesive workforce at Banglalink.

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Appendix

Here is the link of the Google Form

<https://docs.google.com/forms/d/e/1FAIpQLSflx-oR3fMRtCXYW71NDkWe8JPoDhNkLBBK4RDxL622OyTv-O/viewform?usp=dialog>

Questions List –

1. Which Internal Communication Channels do you find most engaging?
2. Which types of Internal Communication content do you find the most engaging?
3. How frequently do you engage with Internal Communication content?
4. How effectively do you think Internal Communication at Banglalink keeps employees informed about company updates and initiatives?
5. How well do you think Banglalink's Internal Communication reflects its organizational culture and core values such as collaboration, innovation, and truthfulness?
6. Do you think Banglalink's Internal Communication channels are easy to access and navigate?
7. Do you feel that Internal Communication at Banglalink encourages you to participate more actively in engagement activities and organizational initiatives?
8. What do you think is the biggest challenge in Employee Engagement at Banglalink?
9. To what extent do you believe that employee opinions and feedback are considered when designing Internal Communication campaigns or engagement activities at Banglalink?
10. Overall, how engaged do you feel as an employee at Banglalink?