Internship Report on

"Robi's Digital Solution Analysis and Customer Relationship Management"

Prepared By

Sanjida Binte Reza Chowdhury

Student ID **18104275**

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

August 2022

Declaration:

It is hereby declared that

1. The internship report submitted is my/our own original work while completing my degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Sanjida Binte Reza Chowdhury

Student ID **18104275**

Supervisor's Full Name & Signature:

Ms. Tania Akter

Lecturer, BRAC Business School

BRAC University

Letter of Transmittal

Ms. Tania Akter

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: **Internship Report Submission**

Dear Ma’am,

It gives me great pleasure to present my internship report, which I was assigned at your instruction and is titled "Robi's Digital Solution Analysis and Customer Relationship Management."

I have done my best to complete the report using the knowledge I have acquired while working with Robi Axiata Limited and the suggested recommendations in a substantial, compact, and thorough manner.

I have faith that the report will fulfill expectations.

Sincerely yours,

Sanjida Binte Reza Chowdhury

18104275

BRAC Business School

BRAC University

Date: August, 2022

Non-Disclosure Agreement

This agreement is between me, a student at BRAC University, and Robi Axiata Limited, and it gives me permission to utilize the material for my report, "Robi's Digital Solution Analysis and Customer Relationship Management," which is not published anywhere, in lieu of my report work and presentation.

I incorporated Robi Axiata Limited's fundamental and commercial data in my report, together with the information requested and ordered by my organizational supervisor. After receiving approval from my organizational leadership, I used every piece of material for my report.

The business acknowledges that in order to meet the requirements of the course in which it is enrolled, the applicant must give a thorough presentation on the project, and that this application contains information about the firm to the audience that has not agreed to keep it confidential. Robi Axiata Limited has assisted in protecting sensitive data. This agreement cannot be changed unless both parties sign a written amendment.

Name of Company: Robi Axiata Limited

Supervisor Name: Bedoura Farhana

Signature:

Address:

Name of the Student: Sanjida Binte Reza Chowdhury

Signature:

Address:

Title of Report: **Robi's Digital Solution Analysis and Customer Relationship Management**

Acknowledgment

First and foremost, I would want to express my sincere gratitude to Almighty Allah for giving me the strength and patience to finish my report. I'd like to thank Robi Axiata Limited, my employer, and my on-site manager, Mr. Bedoura Farhana, for letting me work there and for frequently mentoring me throughout the internship to help me develop a career. I was lucky to work in a welcoming workplace with appropriate safety precautions and kind coworkers who also assisted me in developing.

I want to sincerely thank Ms. Tania Akter, who oversaw my internship, for not only her unwavering support and guidance but also for her patience as she helped me complete this report. Ma'am's detailed and understandable ideas and instructions have made it feasible to apply a lot of energy to finish the report on time. Ma'am has been among the best professors at helping me comprehend and learn how to apply different concepts in my major marketing classes. I think it will improve my performance in my career. It gives me an unbelievable sense of relief to be able to complete this report with Ma'am this report marks the end of my Bachelor's Degree and I couldn't be happier with my teacher to help me appropriately mark this end with proper preparation for transition to building a career.

Finally, and most significantly, I want to thank my parents for all of their support throughout my four years of college study. I saw the sacrifices my parents made, particularly during this epidemic, to cover the cost of and supply the resources for my education. They deserve my gratitude every day.

Executive Summary

This report deals with the factors that relate to Robi's digital services and how that has been able to build a strong tie between customers and the organization i.e effective customer relationship management in this competitive telecommunication industry. The report outlines Robi's mission and vision, the management principles it upholds, and the alignment of its board of directors and management committee. The report further discusses the marketing, and accounting practices and finally analyzes the industry competitiveness. Given the numerous competitors in this market, several duties in customer relationship management typically require face-to-face encounters to effectively improve working connections with them and foster loyalty towards the bank. The company where I currently work full-time has taken care to include the necessary tools and resources to keep such a relationship alive both physically and digitally with the same effectiveness as it did before the pandemic. Robi claims that the covid problem has provided us with a chance to discover how much we can digitize our service without compromising client happiness, whether it is provided offline or online. The organization assisted me in realizing the relevance of communication, problem-solving, and task management approaches as well as the value of effective and appropriate software and my curiosity about the future of technology. This report is the 3 monthly long contributions to digital services that I was privileged to be part of.

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Chapter 1
Overview of Internship

1.1 Student Information

The necessary details regarding the individual writing the report will be covered in this part. I wrote the report to fulfill the requirements for my Brac University graduation.

1.1.1 Name & ID

This is **Sanjida Binte Reza Chowdhury**, a student of Brac Business School, Brac University. I started my journey as an undergraduate student in 2018 with the given Student ID **18104275**

1.1.2 Program & Major

My field of study of choice is BBA. I've made the decision to major in marketing in order to finish this program and receive my diploma. I discovered that I preferred taking marketing classes more, so I applied for a job in the telecommunications industry's digital services division and built my report on this major.

1.2 Internship Information

By the time I reached my final semester, it was quite challenging for me to find an internship that can ensure employee safety for Covid in the work environment. I was fortunate enough to be called for my interview and find an opportunity when I joined as an intern in their Digital Service, Brand & Market Communications Department.

1.2.1 Period, Company Name, Department, and Address: I have worked from the start of this year, 26th May 2022 and still continuing to work currently in the telecommunication, Robi Axiata Limited, under their Risk Management Department as an executive. Robi Axiata Limited's head office is located in 53 Gulshan South Avenue, Gulshan 1.

1.2.2 Company Supervisor's Information: My supervisor is Bedoura Farhana, Manager, Marcomm, Digital Service, Brand & Market Communications, Robi Axiata Limited as well as my immediate supervisor.

1.2.3 Job Scope - Job Description/ Duties

I was given several important duties by Robi Axiata Limited, which at first didn't seem like a lot but have progressively increased over time. When I was able to demonstrate a careful and serious approach to working and completing assigned jobs within the allotted time, further important duties were handed to me to handle. The following responsibilities were clearly outlined in my appointment letter:

-

1.3 Internship Outcome

1.3.1 Student's contribution to the company:

These were my contributions to the company as per the tasks I had to undertake. My responsibilities included but were not limited to the following:

-

1.3.2 Benefits to the student:

1.3.3 Challenges & Difficulties

Since I had never worked for a telecommunications business like Robi Axiata Limited before, it took me some time to figure out how to utilize their tools and database since I thought they were difficult at first. I also took a while to accomplish some tasks or got some instructions wrong. Over time, I have gradually acquired and learned new knowledge about the telecoms sector and customer relationship management. I can confidently state that I've accelerated my growth and will do so going forward.

1.3.4 Recommendation

Chapter 2
Organization Part: Overview, Operations, and a Strategic Audit

2.1 Introduction

In this part of the paper, the overall idea of Robi Axiata Limited as an organization, its objectives, and methods of using various tools for different functions will be discussed.

2.1.1 Objectives: The primary purpose of writing this report is to mark the partaken 3 month-long internship program and to complete the BBA program under BRAC Business School. This report sheds light on the takeaways from the job experience I have gained through joining Robi Axiata Limited. how a firm like Robi Axiata Limited was one of the few companies who have adapted and responded to the changes Covid brought in every possible way keeping customer satisfaction as first priority.

- The telecommunication delivers superior service
- Better and faster answering the inquiries
- Delivery the services on time
- Prompt resolution of complaints
- Learn about sales approach for high-quality sales calls and lead generation
- Learn to use and manage the company CRM database tools for assigned customers
- Overall general telecommunication service quality
- Meeting the given KPIs
- Documentation of part taken meetings i.e Meeting minutes

2.1.2 Methodology:

- Collecting and storing data information using CRM tools
- Annual Bank Reports
- Company website
- Internship experience
- Class learning

2.1.3 Limitations

2.2 Overview of the Company

Axiata and Bharti Airtel, two significant partners, currently own Robi Axiata, the second-largest mobile network operator in Bangladesh. Axiata of Malaysia owns a 61.82% majority share in the company, followed by Bharti Airtel of India with a 28.18% holding and investors from the DSE and CSE with the remaining 10%.

As Telekom Malaysia International (Bangladesh) under the brand name "AKTEL," Robi originally started operating in 1997. The corporation underwent a rebranding in 2010 and changed its name to Robi Axiata Limited.

Airtel Bangladesh was incorporated into Robi as a product brand on November 16, 2016, and Robi Axiata Limited now has the license to the Airtel name in Bangladesh only. Having successfully completed the merger process, Robi has emerged as the second largest mobile phone operator in Bangladesh.

2.2.1 Vision

To be a leader as a Telecommunication Service Provider in Bangladesh

2.2.2 Mission

Robi Axiata Limited firmly goes by the mission statement, ***"Robi aims to achieve its vision through being number 'one' not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of our budding nation."***

Core Values

At Robi, they firmly believe that Uncompromising Integrity, Exceptional Performance (UI.EP) is the best way to ensure value generation while putting the customer first.

2.3 Management Practices

2.3.1 Board of Directors

Mr.Thayaparan Sangarapillai, Chairman

Fellow of the Institute of Chartered Accountants in England & Wales Thayaparan Sangarapillai has over 35 years of experience working with clients in a variety of industries to provide audit and business consultancy services. Major publicly traded businesses in the manufacturing, telecommunications, automotive, real estate development, and power industries are among his clientele.

Thaya belongs to both the Malaysian Institute of Accountants and the Malaysian Institute of Certified Public Accountants.

In 1983, he began working at PriceWaterhouse Coopers (PwC) in Kuala Lumpur. Since 1994, he has been a partner in PwC Malaysia's Assurance Services. In 2015, he retired as a senior partner. Thaya received his schooling in accounting in London and earned his chartered accountant designation in 1982.

Nasir Uddin Ahmed, Independent Director

Nasir Uddin Ahmed is a Chartered Accountant with more than 35 years of experience. He provided services to numerous sectors, including top FMCG, textile, chemical, and cigarette corporations. Corporate Governance, Financial Reporting, Statutory Audit, and Forensic Audit are among his specialties. In 1987, he began working for Bangladesh Chemical Industries Corporation. Later, in 1988, he began working at British American Tobacco, where he remained for more than nine years. After then, for 13 years up until 2010, Nasir worked as the company secretary and finance director for Coats Bangladesh Ltd. He has been employed as the Deputy Managing Partner of MABS & J Partners, Chartered Accountants, since 2011. Nasir was the Dhaka Stock Exchange Ltd.'s Director (2009-10). In 2009, he served on the Securities Exchange Commission's Consultative Committee. He served as the director of both the Bangladesh Institute of Capital Market and Bangladesh Telecommunication Co. Ltd. (BTCL) in the same year. He served as a nonpartisan director for Bangladesh Submarine Cable Co. He currently serves as a board member of the policy advocacy organization Institute of Informatics and Developments (IID) as an Independent Director of Shahjalal Islami Bank Ltd. Nasir earned a first-class undergraduate accounting degree from the University of Dhaka and a master's degree in the same field. Nasir is a Chartered Accountant from both the Institute of England and Wales and Bangladesh (ICAB) (ICAEW).

Dr. M Sadiqul Islam, Independent Director

Dr. M Sadiqul Islam is a renowned professor and well-regarded expert. He is a Fellow Member (FCMA) of The Institute of Cost and Management Accountants of Bangladesh and a Qualified Cost and Management Accountant. He has spent 35 years working as an academician at the University of Dhaka.In 1983, Dr. Sadiqul earned his master's degree in finance from the University of Dhaka. In 1991, he continued his education by pursuing an MBA at the University of Saskatchewan in Canada. Athens University of Economics and Business in Greece awarded him a PhD in Finance in 2000. For his academic excellence, he has also won worldwide accolades. In 1989, he was awarded the renowned Commonwealth Scholarship to study for an MBA in Canada. He later earned a grant from the Greek government in 1996 to pursue a PhD.

Dr. Sadiqul has participated in a number of committees and associations. Among the notable ones is serving as an Independent Director for United Airways Bangladesh Limited and Walton Hitech Industries Limited.

Dr. Shridhir Sariputta Hansa Wijayasuriya, Director

In January 2020, Dr. Hans Wijayasuriya was named the Axiata Group's CEO of the Telecommunications Business and Group Executive Vice President. In this capacity, he is in charge of all six Telecommunications Operating Companies in the ASEAN and South Asian markets served by Axiata.

He held the position of Corporate EVP and Regional CEO for South Asia till 2016. He became a member of Dialog's founding management team in 1994, and in 1997, he was named CEO, a position he held until the end of 2016. In addition, Dr. Hans served as the founding CEO of Axiata Digital Services from 2012 until 2014.

Vivek Sood, Director

On May 3, 2017, Vivek, 53, was appointed to the Board. Axiata Group Berhad's group chief financial officer is Vivek. He most recently served as Telenor Group Inc.'s Executive Vice President and Group Chief Marketing Officer. Prior to this, he served as the COO and CFO of Tata AIA Life Insurance, the CEO of Grameenphone (Bangladesh), and Telenor India's CFO before becoming the company's CEO.

In addition, Vivek serves on the Nomination and Remuneration Committee and Audit Committee of the Company's Board of Directors.

Randeep Singh Sekhon, Director

On October 21, 2019, Randeep Singh Sekhon was appointed to the board of Robi Axiata Limited. He is presently acting as Airtel India and South Asia's Chief Technology Officer. The corporation, which has its headquarters in New Delhi, India, is one of the top three mobile service providers globally in terms of customer numbers. The company provides national and international long-distance services to carriers as well as 2G, 3G, and 4G wireless services, mobile commerce, fixed line services, high speed home internet, DTH, and enterprise services in India.

Kamal Dua, Director

With effect from October 20, 2021, Kamal Dua was appointed to the Robi Board of Directors as the representative of Bharti International (Singapore) Pvt. Ltd. Kamal is a member of the Robi Board Risk and Compliance Committee as well as the Board Audit Committee.

Kamal works for Bharti Airtel Limited as the financial controller. He holds a degree in commerce from Delhi University (1999), a certification as a management accountant (2001), and an executive MBA (IIM Calcutta, 2009) in addition to 20 years of experience in the telecom and FMCG industries.

Mohammed Shahedul Alam, Company Secretary and Chief Corporate and Regulatory Officer

In June 2019, Mohammed Shahedul Alam was appointed chief corporate and regulatory officer of Robi. He also acts as the company secretary for Robi. With 20 years of significant expertise in corporate, regulatory, legal, compliance, media, and communications functions, Shahed joined Robi in July 2010. Shahed began working with Robi in July 2010 as the Head of Legal. In 2013, he was elevated to Executive Vice President, Legal and Regulatory Affairs. Shahed took on additional duties as the Company's Ethics Officer, a position he held until 2015. Shahed was instrumental in Robi's transition. Shahed spent more than eight years practicing law in the UK before joining Robi. Shahed formerly worked for a UK-based media outlet.

MANAGEMENT COUNCIL of Robi Axiata Limited

M. Riyaaz Rasheed, Acting CEO and Chief Financial Officer

Riyaaz Rasheed is a Fellow Member of the Institute of Chartered Management Accounts of Sri Lanka and the Chartered Institute of Management Accountants of the United Kingdom (FCMA UK, GCMA) (FCMA SL). He has a Bachelor of Science from the Open University of Sri Lanka and an MBA from the Postgraduate Institute of Management at the University of Sri Jayewardenepura in Sri Lanka.

In a career spanning more than 28 years, Riyaaz has worked for subsidiaries of global companies such CK Hutchison Group, Emirates Telecommunication Group Company, and Millicom International Cellular SA of Luxemburg (Millicom) for 25 of those years (Hutchison).

Shihab Ahmad, Chief Commercial Officer

Beginning in January 2020, Shihab Ahmad assumed the position of Chief Commercial Officer. Prior to this, in August 2017, he was chosen to serve as Robi's Chief Digital Services Officer. In November 2016, he joined Robi as "Project Director - Integration." In terms of corporate strategy, marketing, sales, and customer service, as well as in technology, digital services, and mobile financial services, he has more than 19 years of expertise.

Shihab was Banglalink Digital Communications Limited's Chief Strategy Officer before he joined Robi. He also spent some time working for the same company as its chief commercial officer. Shihab earned his undergraduate degree from Bangladesh University of Engineering and Technology (BUET) and went on to Lahore University of Management Sciences (LUMS) in Pakistan for his MBA.

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**Md. Adil Hossain Noble, Chief Enterprise Business Officer**

Md. Adil Hossain Noble was appointed as the Chief Enterprise Business Officer in June, 2019. He joined Robi in October, 2014, as Executive Vice President, Enterprise Business. Adil has over two decades of rich professional experience encompassing sales and marketing, B2B business, business development and operations and key account management. Prior to joining Robi he worked with Airtel Bangladesh and Coats Bangladesh Limited.

Perihane Elhamy Ahmed Metaweh, Chief Technology Officer

In November 2020, Perihane Elhamy Ahmed Metaweh joined Robi as the company's Chief Technology Officer (CTO). Perihane has more than 20 years of in-depth, international experience in the telecoms industry. In North Africa and the APAC area, she has held the position of Chief Technology and Information Officer for significant telecommunications providers and suppliers. Her time with Banglalink VEON Group as Chief Technology and Information Officer from 2013 to 2016 was one of her key contributions to Bangladesh's telecoms sector. She has also held the positions of Chief Technology and Information Officer at Nokia Networks, Huawei, Leo VEON Group, and Etisalat Sri Lanka.

2.3.3 Office Environment

The office holds the atmosphere of an actively engaged, energetic, and friendly working space with formal attire as the dress-up code. Employers encourage heavily to share thoughts and ideas on the meeting focus, even the bad ones. A common saying at Robi Axiata Limited is “no idea is ever a bad one”.

2.3.4 Corporate telecommunication

Dhaka Bank is aware that each Corporate Customer has different needs, and that the success of their business depends on providing a tailored solution.

Our Corporate telecommunication services revolve around delivering a customized solution. By merging trade, treasury, investment, and transactional telecommunication activities into one package, Dhaka Bank provides a full range of customized advising, financing, and operational services to its corporate customer groups. Our Corporate telecommunication Managers will provide you with the best solution, whether it be for a Project Loan, Term Loan, Import or Export Deal, Working Capital Need, or Forward Cover for a Foreign Currency Transaction. Our Corporate telecommunication Specialists provide clients with exceptional abilities, in-depth knowledge of market trends, quick approvals, and processing that fully satisfies clients' needs - all while providing a delightful experience. In the ups and downs of business, we are devoted to assisting our clients in realizing their goals and pursuing their objectives. Large Corporate Houses, Financial Institutions, and Micro-Credit Organizations can all find the financial products and services they require through Robi Corporate telecommunication.

We provide a variety of products, from short-term loans for ongoing business operations to long-term loans for company growth. We strive to comprehend each person's unique needs before creating personalized, organized solutions for their business.

2.4 Marketing Practices

STRATEGY

The marketing practices of the firm are somewhat similar to its vision. But it is quite easy to get lost in the ocean of countless other telecommunications marketing themselves virtually for which Robi Axiata Limited strategized workable approaches on certain platforms both online and offline.

Cultural Strategy

Management Strategy:

- Cultivate a congenial working environment.

2.4.1 Press Release

SOCIAL MEDIA

Robi Axiata Limited believes in investing in social media marketing and has a prominent and active social media presence in all major social media platforms like Facebook with more than 619,000 followers. It is very much involved with its communities through Facebook groups, events and live sessions. Robi Axiata Limited is not on all social media channels and focuses only on a few of them given the nature of telecommunication.

Diagram: Robi Axiata Limited Facebook page

2.4.2 Email marketing and SMS marketing

Robi Axiata Limited engages with existing and potential customers through personalized emails and SMS, especially during service promotions and holidays.

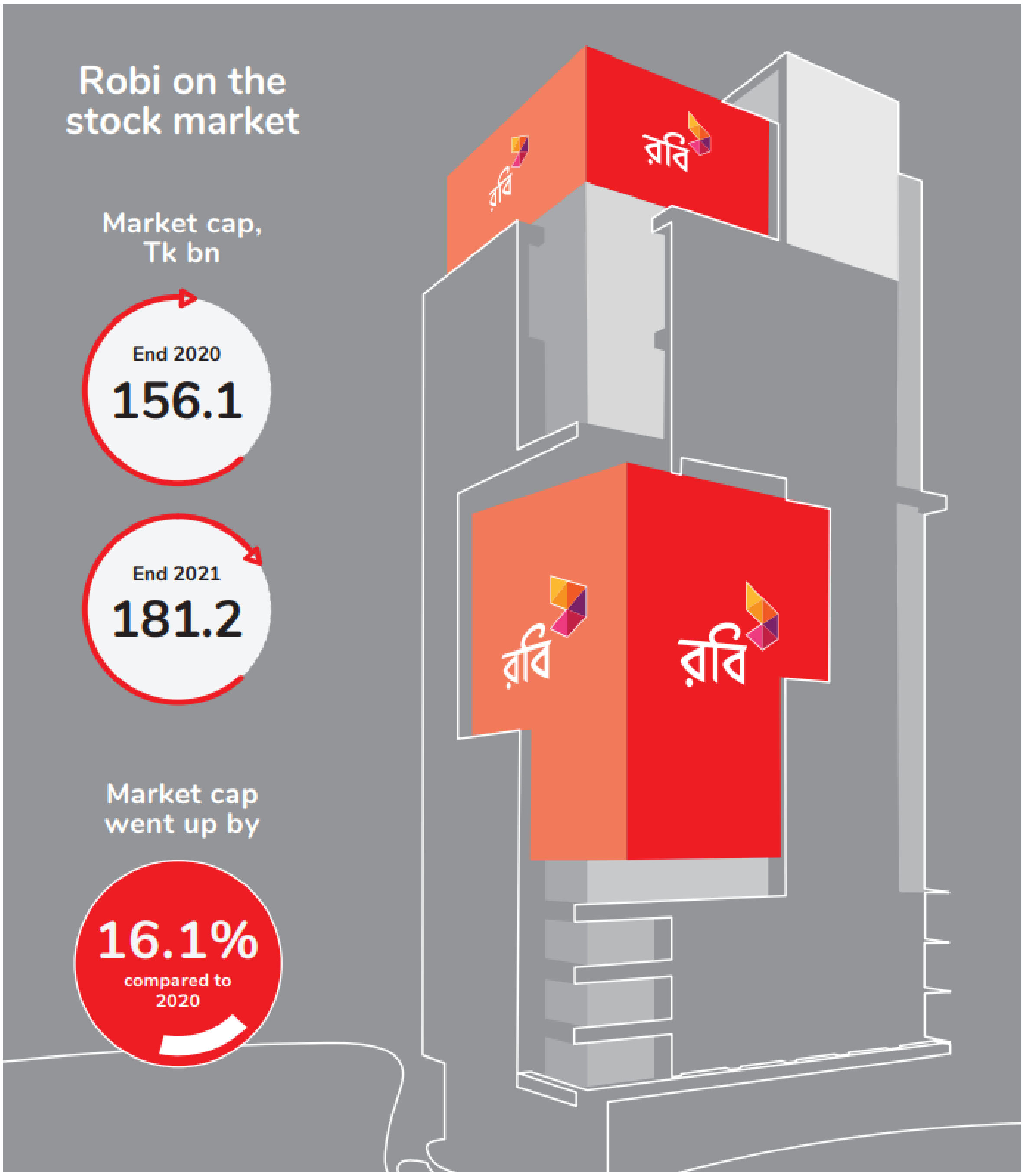
2.4.3 Daily Business News Articles:

The company sticks to making online news columns to keep all its stakeholders updated with recent events. The following are news articles that

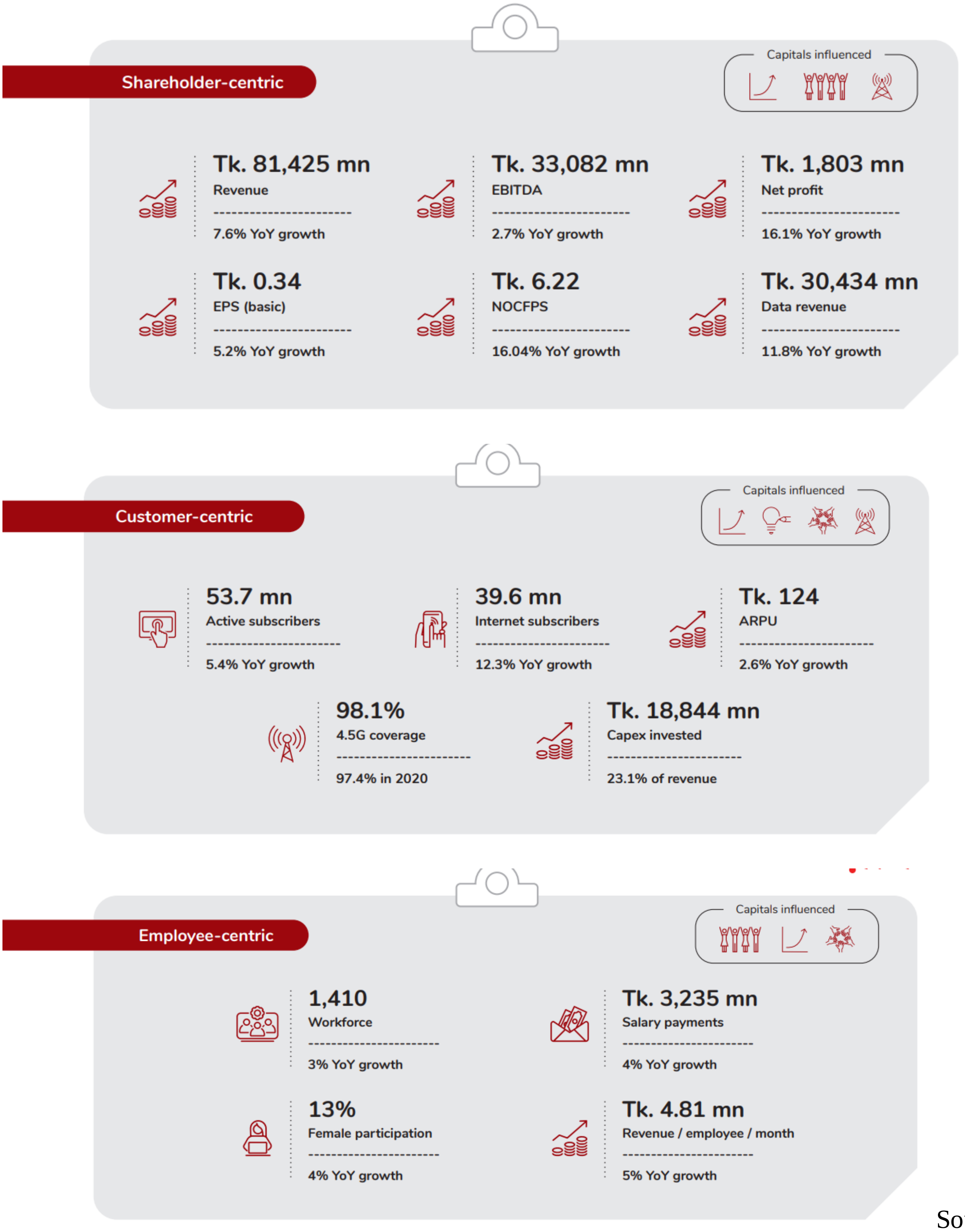
Diagram: Corporate News 1

Diagram: Corporate News 2

2.5 Financial Performances and Accounting Practices



Source: Robi Report



Source: Robi Report

Society-centric

Capitals influenced

Tk. 45,749 mn
Contribution to public purse
8.0% YoY growth

56.2%
Revenue given as tax
0.2 percentage point YoY growth

ESG-related

Capitals influenced

246 kW
Renewable energy produced

Tk. 17 mn
CSR contribution

15 mn
Students benefitted from Robi-10 MS

Tk. 27 mn
Employee training spend

Tk. 27,424 mn
Procurement spend

100%
Non-Executive Directors on the Board

Particulars	2021	2020
Revenue (BDT mn)	81,425	75,643
Operating profit (BDT mn)	9,255	10,526
Operating profit margin (%)	11.37%	13.92%
Profit after tax (BDT mn)	1,803	1,553
Total assets (BDT mn)	207,594	199,465
Debt-equity ratio (times)	0.87	0.89
Return on equity (%)	2.73%	2.47%
NAV per share (BDT)	12.64	13.90

Robi's 2021 financial performance, in which the Company reported strong growth across most of its major financial measures, is a testament to our ability to deliver against the odds. With a significant 2.8 mn subscriber addition, 5.4% more than net accretion in 2020, we were able to maintain our position as the best performing company in the country's telecoms industry. This was made possible by our operational discipline and strategic market acceleration.

KEY CUSTOMER-CENTRIC DATA

In 2021, Robi's subscriber base experienced a rapid 5.4% YoY increase, which allowed the company to reach a remarkable 29.7% customer market share.

The average revenue per user (ARPU) for Robi was BDT 124, up 2.6% from the prior year. AMPU1 (avg. minutes per user) was 168 minutes in 2021, an increase of 0.2% from the previous year. Despite the growing desire to stay connected, the relatively moderate AMPU growth might be linked to customers' preference for data and speedier OTT uptake.

Cost and Margin Review

Operating profit decreased to BDT 9.3 billion in 2021 (from BDT 10.5 billion in 2020), mostly as a result of higher network operations and maintenance costs associated with increased site roll-out, increased demand for data traffic, and additional fees associated with active network maintenance. Due to added amortization for the spectrum purchased or renewed with a shorter licensing duration, depreciation and amortization also went up. In 2021, the operating profit margin was 11.4% compared to 13.9% in 2020.

Profitability

Robi's net profit margin in 2021 was 2.2%, and its profit after taxes was BDT 1.80 billion (2020: BDT 1.55 bn). The reduction in tax expenses by BDT 0.80 billion as a result of one-time tax gains helped to enhance profit growth. A laser-like concentration on our system of advantages allowed the company to record a BDT 0.25 billion increase in net profit for the year. However, an excessively high tax structure still restrains the expansion of profitability. Profitability is further hindered by spectrum renewal at a greater cost and new spectrum acquisition.

Granular Revenue Performance

Voice revenue increased by 7.8% in 2021, contributing to Robi's total revenue of BDT 81.4 billion, which was supported by increased usage and subscriber growth. However, with BDT 30.4 bn in data revenue recorded in 2021, the move from voice to data continued apace. In comparison to 2020, data revenue accounted for 41.1% of mobile revenue.

The change is further demonstrated by the usage/sub growth of 41.1%, which increased to 4,062 MB/month in 2021 from 2,878 MB/month in 2020. Growing reliance on data for entertainment, education, learning, and business advancement objectives is clearly reflected in the growth of data volumes.In keeping with its promise to offer better data coverage and cutting-edge customer services, Robi was able to boost its active internet subscriber base by a key 12.3%, ending 2021 with 39.6 million members. This expanding data user base is more evidence of Robi consumers' faith in the company to constantly live up to their high expectations despite the intensified market competition.

Balance Sheet metrics analysis

Specifically due to the addition of new leases of BTS sites, new spectrum, and incorporation of telecom equipment in line with additional site roll-out to provide our customers with superior data experiences, Robi's total asset base increased to BDT 207.6 billion in 2021 (from BDT 199.5 billion in 2020). Due to the inclusion of deferred tax assets brought on by the reevaluation of the tax provisions from earlier periods, our assets increased even more. The Company's cash position was greater as of December 31, 2020, mostly as a result of the issue of new shares through an initial public offering and a drawing of an IFC loan, which was somewhat offset by a fall in cash balance.

Due to the inclusion of current year profit and dividend declaration, the Company's total equity grew to BDT 66.2 billion (from BDT 65.9 billion in 2020). Additionally, overall liability increased throughout the year, mostly as a result of an expansion in lease obligations brought on by the roll-out of additional sites designed to give our customers better data experiences. Additionally, the amount still owed to BTRC for the acquisition of new spectrum in April 2021 also added to the rise in overall liabilities.

Capex and network upgradation:

Robi invested BDT 18.8 bn2 in capital expenditures in 2021 (compared to BDT 21.0 bn in 2020), for a total 23.4% capex-to-sales ratio. Users' behavior has drastically changed in the post-pandemic period.

age of rapid adoption of the digital culture, where daily tasks necessitate deep

throughout the board, data network capabilities was increased and indoor coverage with better quality.

superior 4G network in terms of service quality and coverage. Robi received 7.6 MHz of spectrum in the 1800 and 2100 band as a result of winning the spectrum auction held on March 9, 2021. In order to improve end-user data experiences, Robi activated the highest spectrum bandwidth in 4G with the newly allocated spectrum. As a result, it has provided comparatively better quality coverage than the market leader in 77% thanas, which make up the lowest administrative geography of Bangladesh.

In order to expand 4G coverage to rural and hinterland areas, the company additionally launched 1,600 new 4G sites in 2021. This brought the total number of 4G sites to 14,810 in 2021, bringing the population coverage of 4G to 98.1% (up from 97.4% in 2020). In order to improve capacity and indoor data quality in urban metropolitan areas, Robi additionally deployed the recently acquired 5 MHz 2100 band across 4,856 sites and the 2.6 MHz 1800 band over 6,120 sites. With 15,014 network stations spread out over the nation, Robi presently offers telecom services to 99.6% of Bangladesh's population.

2.5.1 Comparative analysis of key financial performance, financial position and cash flow

	2021	2020	2019	2018	2017	2016
Financial performance (In BDT'000)						
Revenue	81,424,640	75,642,696	74,811,748	67,982,295	68,255,508	51,131,424
Profit from operations	9,254,664	10,526,024	8,542,332	(616,061)	(2,816,206)	(8,555,358)
Profit before tax	4,962,113	5,508,605	3,789,007	2,679,662	(2,571,696)	(9,432,666)
Net profit after tax	1,803,352	1,553,314	169,089	2,147,341	(104,584)	(6,931,073)
Financial position (In BDT'000)						
Paid up capital	52,379,329	52,379,329	47,141,400	47,141,400	47,141,400	47,141,400
Share holders equity	66,207,563	65,956,131	59,588,895	60,591,633	58,670,822	58,677,206
Total assets	207,594,366	199,464,858	171,968,640	144,614,084	142,101,150	133,422,193
Total liabilities	141,386,803	133,508,727	112,379,745	84,022,451	83,430,328	74,744,988
Current assets	15,635,500	19,536,739	15,629,944	12,436,746	15,226,299	13,164,191
Current liabilities	76,302,663	73,800,355	69,972,952	68,326,279	71,590,493	57,796,848
Non current assets	191,958,866	179,928,119	156,338,696	132,177,338	126,874,851	120,258,002
Non current liabilities	65,084,140	59,708,372	42,406,793	15,696,172	11,839,835	16,948,140
Cash flow (In BDT'000)						
Net cash generated from operating activities	32,560,580	25,458,453	28,760,432	22,079,100	14,235,902	12,332,338
Net cash used in investing activities	(23,807,362)	(21,030,763)	(13,334,308)	(17,205,807)	(11,951,232)	(18,860,885)
Net cash used in financing activities	(13,304,515)	525,163	(13,553,335)	(3,605,043)	(4,573,610)	8,705,723
Financial ratios						
Current Asset to Current Liability	0.20	0.26	0.22	0.18	0.21	0.23
Debt to Equity	0.87	0.89	0.91	0.50	0.51	0.56
Operating Profit Margin	11.37%	13.92%	11.42%	-0.91%	-4.13%	-16.73%
Net Profit Margin	2.21%	2.05%	0.23%	3.16%	-0.15%	-13.56%
Return on Equity	2.73%	2.47%	0.28%	3.60%	-0.18%	-13.10%
Return on Total Assets	0.89%	0.84%	0.11%	1.50%	-0.08%	-5.91%
Ordinary shares information						
Ordinary Shares outstanding (In thousand)	5,237,933	4,714,140	4,714,140	4,714,140	4,714,140	4,714,140
Face Value per share	10	10	10	10	10	10
NAV per Share (in BDT)	12.64	13.90	12.64	12.85	12.45	15.93
Net Operating Cash Flow per Share (in BDT)	6.22	5.36	6.10	4.68	3.02	3.35
Earnings Per Share (in BDT)	0.34	0.33	0.04	0.46	(0.02)	(1.88)

Source: Robi Report

2.6 Operations Management and Information System Practices

2.6. Product and Service

Robi Digital Universe

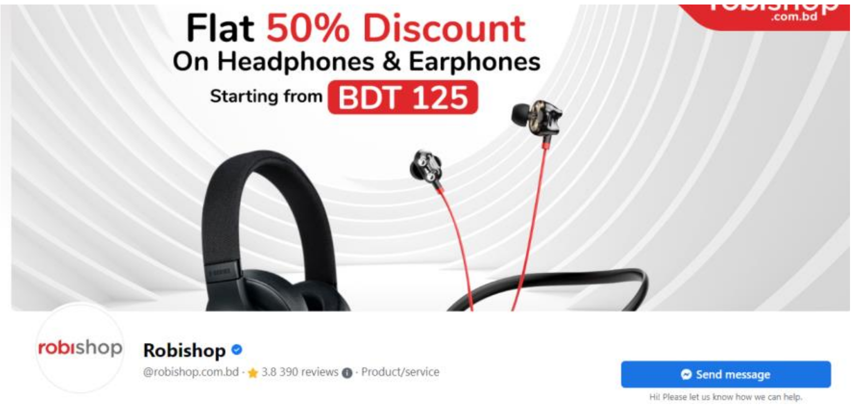
Robi aims to make its customers' life simpler and easier with its digital services. The digital products are as follows:

RobiShop

robishop

Digital Product I look after	No. of active users in 28 days
ROBI SHOP	334,356 users

You can find and experience the best of every product and special offers from a wide range of categories, including electronics to household appliances, latest phones, computers, laptops, accessories, and much more, at an online store from one of the leading telecom operators in the nation, Robi Axiata Limited, a proud member of eCAB (eCommerce Association of Bangladesh).



Source Robi website

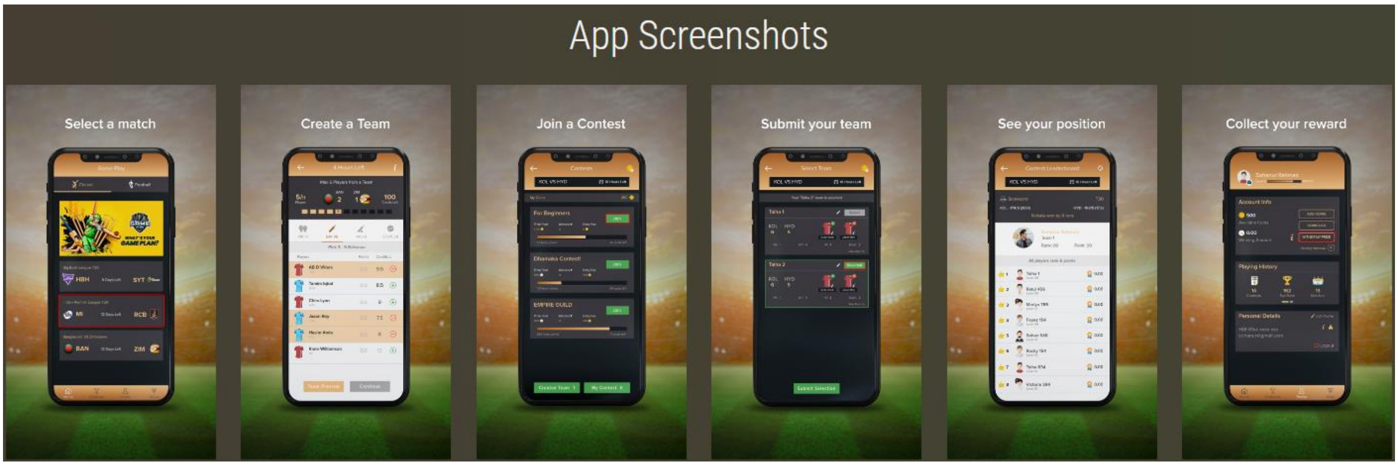
You may find and take advantage of the best of every product and special offers from a variety of categories that includes smartphones, computer, laptop, kitchen electronic appliances, home appliances, sim, smartwatch, e-learning with attractive deals and discounts by visiting the online store of one of the top telecom operators in the nation, Robi Axiata Limited.

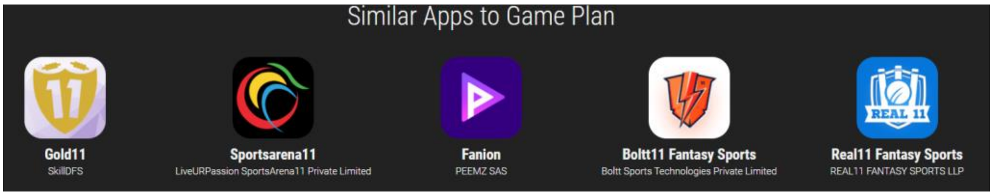
Game Plan

Digital Product I look after	**No. of active users in 28 days**
GAME PLAN	10,500 users

Game Plan is a platform for fantasy gaming where you can set up your own cricket and football teams.

On the fantasy gaming site Game Plan, you may build your own football and cricket fantasy teams. It's an online game where you may assemble a fictitious team of actual athletes from actual competitions or matches and score points based on how well those athletes perform. On the fantasy gaming site Game Plan, you may build your own football and cricket fantasy teams. It's an online game where you may assemble a fictitious team of actual athletes from actual competitions or matches and score points based on how well those athletes perform. The user who earns the most points across all of their competing contests takes the top spot on the leaderboard. Both free and paid contests are available on Game Plan.





BDtickets.com

Digital Product I look after	No. of active users in 28 days
BDTICKETS	103,000 users

Bdtickets.com is a high-end online ticketing platform that enables you to buy tickets for numerous bus services, launch services, movies, and events nationwide. Customers can purchase tickets from bdtickets.com at any time, from any location, just by using their smartphone. Your payment will be transferred safely over a very secure payment method, so you can relax. Tickets can be purchased by customers via the mobile app and website. Depending on your decision, you'll be presented with the list of available tickets. After that, you can use the gateway to continue with the payment. You may purchase tickets from anywhere with only a few clicks! As soon as the purchase is approved, an SMS is delivered to the user. This SMS provides the reference number along with other ticket-related information.

75,000+
TICKETS AVAILABLE PER DAY

1,00,000+
HAPPY CUSTOMERS

60+
DISTRICT COVERED

Covering all attractive offers and maximum bus operators and routes, launch ships and local airlines, Bdtickets cover all commutes across the country.

AVAILABLE BUS OPERATORS

Ahad Enterprise	AK Travels	Aqib Enterprise	Bablu Enterprise
Bipul Enterprise	Chapai Travels	Desh Travels	Dhaka Express
Dolphin	Econo Service	Falguni Modhumoti Paribahan	Falguni Paribahan
Grameen Travels	Green Bangla	Green Saintmartin Express	Green Xpress
Hanif Enterprise	Heritage Travels LTD	Jamuna Line	Jamuna Travels
Jeddah Express	K Line	Kingfisher Travels	Mintu Enterprise
Nabila Express	National Travels	NewHimachal Travels	Palki Express
President Travels	Relax king service	Relax Transport	Road Master
S.Alam Service	Saintmartin Heritage Travels	Saintmartin Kings Travels	Saintmartin Paribahan
Saintmartin Travels	Sakalsandhya Enterprise	Sakura Paribahan	Sarker Travels
Senjuti Travels	Seven Star Paribahan	Shadhin Travels	Shanti Paribahan
Shyamoli N.R Travels	SI Enterprise	Silk Line	SI Travels
Super Sony	Tisha Platinum	TR Travels Classic	Welcome Express

POPULAR BUS ROUTES

DHAKA-COX'S BAZAR	DHAKA-KHAGRACHARI	DHAKA-BANDARBAN	DHAKA-TEKNAF
DHAKA-RANGAMATI	DHAKA-CHAPAINAWABGANJ	DHAKA-RAJSHAHI	DHAKA-RANGPUR
DHAKA-BARISAL	DHAKA-BARGUNA	DHAKA-KUAKATA	DHAKA-SATKHIRA
DHAKA-KHULNA	DHAKA-PATUAKHALI	DHAKA-THAKURGAON	DHAKA-CHITTAGONG
DHAKA-SHYAMNAGAR	DHAKA-KANSAT	DHAKA-KAPTAI	DHAKA-BENAPOLE
CHAPAINAWABGANJ-DHAKA	DHAKA-PATHORGHATA	DHAKA-KOLKATA	DHAKA-PANCHAGARH
DHAKA-VANDARIA	DHAKA-KHEPUPARA	DHAKA-PAIKGASA	DHAKA-BURIMARI

They display attractive discounts and offers with relevant visuals targeting different target groups including women, families, youth,etc

Celebrate Women's Day with 8% Discount!

💥Flat Discount Offer! Buy any ticket & use code: BDWOMEN to get 8% Discount up to 80 TK off. (Max 2 tickets/ customer)❗

Learn more

DigiCure

Tagline: Your digital solution for medical health services!

Digital Product I look after	No. of active users in 28 days
DIGICURE	650 users

DigiCure

Robi and ZS Solutions Ltd. have jointly developed DigiCure, a digital solution for diabetes-specific medical services. DigiCure was developed specifically to improve the lives of diabetic people and to normalize their way of life. DigiCure is made up of special components that are intended to guarantee the total care of people with Type 1 or Type 2 diabetes. This is the only app on the market that offers real-time patient monitoring, simulating the work of a caregiver who is available around the clock. The DigiCure app allows you to access a wide range of medical services.

The DigiCure app has the following advantages for you:

- 24/7 Live blood pressure and blood sugar monitoring
- Doctor video call in real time
- Live Doctor Consultation Bluetooth-enabled medical equipment (Blood Glucose Meter, Blood Pressure Monitor)
- scheduling doctor's appointments
- E-prescription Medicine Diagnostic Test Sample Collection from Home Reminder Information of Specialized Doctor Information on Nutrition, Exercise, and Health
- Managing and supplying helpful information

Information on the services rendered:

1. **Video Consultation**

Through the DigiCure app, you can receive video consultations from general practitioners and diabetes specialists.

2. **Home Diagnostic Tests**

A medical examination can be performed there. Following analysis, the test sample will be collected by DigiCure and sent to the app.

3. **Live Chat Assistance**

From 9 am to 5 pm, the chat assistance will be available (Saturday to Friday). You can talk to a doctor about their health.

4. **E-prescription**

You'll find your prescription in the dashboard after seeing a doctor.

5. **Everyday Monitoring**

The DigiCure app offers video consultations with general practitioners and diabetic specialists.

6. **Medicine Reminders**

You will receive reminders to frequently enter their health information into the app.

7. **Covid Support**

This function will be divided into Pre-Covid and Post-Covid sections. You will be directed by Pre-Covid to undergo the test and receive care from a specific doctor. The latter, on the other hand, will take care of the consequences. The patient will be able to receive a Covid-19 test service at home if they sign up.

8. **Discounts**

Depending on the subscription bundle you choose, discounts are possible on doctor consultations and test orders at DigiCure.

9. **GLU-ADF-B27 meters**

With just a small volume of blood, the (Blood Glucose Meter) delivers accurate plasma-calibrated findings based on electrochemical sensing technology. Additionally, it collaborated with DigiCure to display immediate measurement data.

10 ARM BPM) ADF-B180 (Blood Pressure Monitor)

The app will record and retain information regarding blood pressure (systolic and diastolic), pulse date, and precise time. Health reports can be prepared in under a minute and sent to the doctor right away.

All of these advantages are available in the DigiCure app for a very reasonable price and are split into two categories: subscription-based services and on-demand services. You can pick one of the following subscription plans to use the subscription-based services.

Sl No	Subscription Pack Name	Charges	Validity in days
1	Daily Subscription	BDT 3 +(VAT, SC & SD)	1 day
2	Weekly Subscription	BDT 20 +(VAT, SC & SD)	7 days
3	Monthly Subscription	BDT 70 +(VAT, SC & SD)	30 days

Robi Alpha

Tagline: "Robi Alpha App to make your life simpler and easier!"

Introducing the Robi Alpha App, which will simplify and make your life easier. It's now simpler and more lucrative than ever to recharge your own and other people's mobile balances. Within a minute, create a Robi Alpha user account directly from the app, fund it with money, and start using! With intriguing packs, offers, promotions, and a ton of other surprises, Robi Alpha informs you about the additional earning possibilities.

My Drive

Robi introduces My Drive, your very own private cloud storage solution, bursting into the worldwide cloud revolution.

You can now securely save and organize all of your papers, phone logs, SMS, music, photos, videos, and other media on a single platform. Even you can connect to and sync your social network accounts' photographs and documents.

Install the app from the Play Store or App Store, then sign up with your phone number to start enjoying the benefits of cloud storage. You may get the app by clicking the link below:
Play Store: https://play.google.com/store/apps/details?id=bd.com.robi.mydrive

App Store: https://apps.apple.com/us/app/my-drive-bd/id1557899389

Pack Name	My Drive Storage	Tariff (excluding VAT+SD+SC)	Validity
My Drive 10GB	10 GB	50	30 Days (Auto-renewable)
My Drive 20GB	20 GB	56	30 Days (Auto-renewable)

You can also purchase data pack from My Drive app and enjoy free 20GB/50GB/100GB My Drive storage.

LifePlus

Life Plus offers a comprehensive approach to health and wellness. Our goal is to grow into the biggest online wellness marketplace, serving the general public by connecting the ecosystem of health, nutrition, and exercise with those who need it the most. Life Plus services include video and chat consultations with doctors, nutritionists, and gym trainers, training materials, personalized diet charts, scheduled walks, and fitness-related competitions where customers can win prizes. Consumers will have access to a platform through LifePlus Walk & Win where they may participate and walk for prizes. A program called Walk & Win encourages people to adopt a healthy lifestyle and offers them the chance to win modest to substantial prizes for reaching walking milestones and step targets.

Robi Heath Plus Service

For Robi consumers, Health Plus is a 360-degree healthcare solution offered under the Robi brand. For its users, this service mostly comprises mobile insurance. Additionally, it has an App that is accessible through the Playstore. There are many advantages to utilizing this app. This service is also accessible by WAP, IVR, and SMS.

Benefits of the app

1. Consultations with specialists through live video call

2. Consultations with expert doctors through live audio call

3. A film with medical advice on various illnesses (Categorized wise video)

4. SMS-based daily health advice

5. Making doctor's appointments

6. Blood Bank details

7. Email facilities to educate affected and non-affected areas of the DGHS and its severity, as well as a dengue awareness film and a map of dengue-affected and -unaffected areas.

8. Reminder about Medicine

9. Cashback offers from health insurance providers for inpatient and outpatient hospital perks (Including Dengue affected)

10. COVID-19 one-time cashback offer (If tested positive)

11. Features of a healthy life (BMI calculator, Diet Plan, Reminder)

12. Coverage for accidental and life insurance

13. Data on a doctor with specialized training

14. Proximate Hospital

15. Nearest Drugstore

16. Blog on Health & Nutrition-related information

17. Calculation of Health & Fitness

18. Medical education that works will increase your knowledge of medicine

HelloStory

Now, we may phone each other and tell our friends and family about our daily lives. The Robi user may now watch the video narrative they share with a single individual or a certain group of people when their phone is ringing thanks to the revolutionary upgrade called Hello Story from Robi Axiata Ltd. Through this invention, new businesses, amusing occasions, etc. can be shared & promoted.

Plano App

Powerful parental control software called Plano can help you regulate your children's smart devices and safeguard their vision. It regulates and filters apps and content, keeps track of screen time, and detects additional short-sightedness risk factors. The Singapore National Eye Center and the Singapore Eye Research Institute (SERI) provide funding for Plano (SNEC).

My Sports App

My Sports is a sports service accessible by SMS, WAP, IVR, and APP. This service is available through any channel, and there will be one point of payment. You can use the service via SMS, WAP, IVR, and applications after subscribing (Android, iOS). No additional fees will apply to any material.

Goli Cricket

Player against Player (PvP) multiplayer games in Goli Cricket enable you design and personalize your very own goli/alley cricketer to compete against live opponents in real time! You can choose to play against random opponents or with your Facebook pals. Play on beautiful 3D stages and characters at well-known sites in Bangladesh. You should be cautious of onlookers, animals such as dogs, chickens, and elephants because you are playing on the streets. Breaking building or CNG glass occasionally earns you runs.

Modes of Game:In Goli Cricket, there are 3 types of gaming mode exists.

PVP (Player vs player)

Quick Play

Tournament

Features of the Game:

Real time PVP

Tournament across the country

Stickers send during match

Invite with facebook friends

Customize and build your unique character

Real life local maps, initially we are covering 8 districts total 10 locations

Bangla commentary

Chat system

Subscription Process:

You need to subscribe Goli Cricket daily plan (auto renew).

You can play this game through APP.

You need Robi mobile data for subscription and can play through Wi-Fi after subscription.

Daily Subscription Charge: BDT 2.44/day (with Taxes).

Splash

offers users unrestricted streaming access to millions of music and is a full-featured audio and video streaming service. With Splash, you get access to the most music in Bangla, wherever you are and whenever you want. You'll always find something fresh to learn about on Splash as the song collection expands. Therefore, the primary goal of providing this service is to encourage users to download the Splash app and utilize the audio and video streaming features. Additionally, a WAP version of this service is available to users. The user must first subscribe in order to use this service.

Service Offer: Through a streaming service, Splash customers will have access to a limitless amount of music and video. There are four subscription options available for this service, as follows:

Trial Plan: Each Splash user is entitled to a 30-day free trial period, but only one user may take advantage of this offer in their lifetime. He/she must confirm any plan, such as a daily, weekly, or monthly plan, in order to receive this trail plan. The customer is activated to the trial plan for 30 days after selecting one of the three subscription options. Users can enjoy their customized plan after the 30-day free trial period.

Daily Play: For a daily subscription fee of BDT 2.67 (Including 15% VAT + 15% SC + 1% SD), users of the daily plan can access an infinite amount of music and video.

Weekly Plan: For a weekly subscription fee of BDT 13.33 (including 15% VAT + 15% SC + 1% SD), weekly plan customers can access a limitless amount of music and video.

Monthly Plan: For a monthly subscription fee of BDT 39.98 (including 15% VAT + 15% SC + 1% SD), users of the monthly plan can access an unlimited amount of music and video.

Music Karaoke

The perfect platform for all music enthusiasts is music karaoke. It is a cutting-edge and amusing service that provides budding singers with an excellent platform, allowing them to record their own songs or albums—with or without original music—and show the world how talented they are.

Robi karaoke App:

Features:

- Online Streaming App for android users.
- Karaoke singing
- Live scoring
- Display Lyrics
- Set Ringtone

App Categories:

- All Songs: This category is commonplace for all the songs available in application.
- Latest Songs: It will be the collection of Latest Bangle songs (-1 tracks).
- Evergreen Songs: All available Bangla Evergreen songs will be the part of this category.

Shadhin music app

Users of Shadin Music have unrestricted access to millions of songs and a complete suite of audio and video streaming services. Shadhin Music offers the broadest selection of Bangla songs on your phone or computer, wherever you are. The song library keeps expanding over time. On Shadhin Music, there is always something fresh to explore. Therefore, the primary goal of providing this service is to encourage users to download Shadhin Music, the most popular Bangla music app, and utilize the audio and video streaming features.

Features Include:

Users can find various Bangla songs according to their musical preferences, including Pop, Rock, Folk, Contemporary, New Releases, various local playlists, the album of the week, and many more. The user can listen to a variety of premium podcasts, including those from Bhoot.com, Patalpur, BPBC, and many others. This platform supports desktop, mobile browsers, Android, and OS apps. The music can be shared on social media.

Noor App

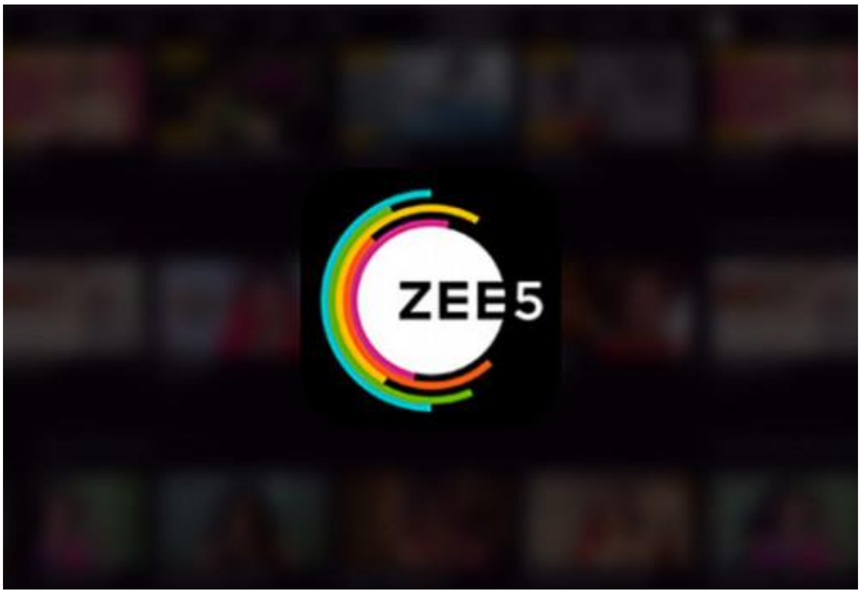
The Noor app has been created just for Robi users so that you can use it whenever you like throughout the year. In addition, users can view the Holy Quran, compass, and the location of the closest mosque even without a subscription. You can follow the Islamic way of life with the help of this software.

My Robi App

Source: Robi App

The one-stop shop for all of your servicing requirements is the My Robi App. With interesting new features, it is regularly revitalized. To ensure that our customers can accomplish more with the app in the shortest amount of time, we take care to update and optimize it. With some incredible offerings, the app will also meet your wants for a digital lifestyle. We want to give our customers the greatest experience possible, therefore you can use the app in either Bengali or English depending on your preference.

Zee5



More than 1 lakh hours of content are available on the video streaming service ZEE5 in a variety of content categories, including Live TV (Zee Bangla + Other Channels), TV Shows, Movies, and Originals.

Tariff

Subscription Pack	Price in BDT
ZEE5 Weekly Pack	10 TK (+ VAT + SD + SC)
ZEE5 Monthly pack	45 TK (+ VAT + SD + SC)

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis of Robi Axiata Limited:

I examined their officers in-depth in order to do a SWOT analysis in order to evaluate the performance of Robi's services. We identify some significant strengths, weaknesses, threats, and opportunities with reference to the many issues such as - Service level, organizational identity, operational efficiency, and technology, employee productivity, among many other problems.

Strengths

- strong commercial identity
- clear operating processes, a clear schedule
- strong employee ties and a sense of belonging
- effective performance
- a young, energised workforce, and empowered employees.

Weaknesses

- Weak network in remote area
- Unable to cover all areas across Bangladesh

Opportunities

- Continuous increase of the mobile phone user rates
- Increasing the income of population through various digital solutions and operations

Threats

- Restrictions of Governement interventions and regulations
- Strong competitors
- Switching behavior of customers

Robi Axiata Limited, like all other organizations, needs a strategic planning method to survive in the competitive Telecommunication industry. The atmosphere at work was upbeat and encouraging, and employees were highly encouraged to do better work. SWOT analysis is important in formulating corporate strategy. Using SWOT analysis, we can determine the firm's scenario. Here, I've made an effort to identify Robis strengths, weaknesses, opportunities, and threats.

2.7.2 Porter's Five Forces of Robi Axiata Limited

Porter's Five Forces is one of the most comprehensive methods for examining any industry and comprehending what influences profitability and competition. Customers of businesses like Robi Axiata Limited are both B2B and B2C, and both individuals and businesses can meet their demands. Since many jobless people are now seeking much security by operating their own solitary business through various social media platforms, there are an increasing number of new enterprises in the midst of the epidemic. As a result, there are more service consumers in Bangladesh than there are telecommunications. Both individual consumers and businesses now have more customers because to digital transformation and enhanced technologies.

Due to the service-based nature of telecommunications like Robi Axiata Limited, suppliers have varying degrees of bargaining power. Currently, the telecommunication sector has a sizable number of suppliers. Given the large number of telecommunications currently in existence, the threat of new entrants is significant. However, as they will be up against stiff competition from established firms, new entrants must forge strong customer relationships, have enough finance, and utilize highly available technologically advanced tools. There are, of course, alternatives that customers can use without paying the costs associated with switching. Customers have the freedom to switch to other financial services if they don't like the one they are using, and available alternatives are likely to be less expensive than their current provider. There are numerous such rivals in the telecommunication sector and costs are not high. The exit barriers are low and the industry is growing rapidly due to fast-evolving technology and need for financial assistance.There are many similar competitors in the telecommunication sector and costs are not high. The exit barriers are low and the industry is growing rapidly due to fast-evolving technology and need for financial assistance.

Diagram: Porter's Five Forces of Robi Axiata Limited

2.8 Summary and Conclusions

In conclusion, Robi Axiata Limited has high competition, there is high bargaining power of buyers, low threats of new entrants, low bargaining power of suppliers and high threat of substitutes.

2.9 Recommendations

The company could strengthen its availability of service and communicate more through effective marketing communications to better anticipate the fast-evolving customer behavior of the telecommunication secto

Chapter-3

Project Part: "Robi's Digital Solution Analysis and Customer Relationship Management"

3.1 Introduction The purpose of this chapter is to provide a detailed review of the chosen topic matter which is Robi's Digital Solution Analysis and Customer Relationship Management.This section discusses the elements that pertain to Robi's digital services and how those have been able to create a solid bond between clients and the business, or effective CRM, in this cutthroat sector of the telecom industry. The report covers Robi's goals and values, the rules of management the company follows, and how its board of directors and management committee work together. The paper goes on to detail accounting and marketing procedures before concluding with an analysis of industry competition. Given the wide range of rivals in this market, many customer relationship management tasks often demand for in-person interactions in order to strengthen working relationships with customers and encourage loyalty to the bank.

3.1.1 Literature Review

Good clients are an asset that, when properly managed and catered to, will generate a sizable lifetime income stream for the business, according to Kotler (Kotler, Marketing Management, 11th Edition). When a person compares the apparent performance or outcome of a product with their expectations, they may feel satisfied or disappointed (Kotler & Keller, 2009, p. 789). According to Bitner and Zeithaml (2003), customer satisfaction refers to how well a product or service meets the wants and expectations of the consumer.

Customer satisfaction, as described by Schiffman & Karun (2004), is the individual's assessment of how well the goods or services performed in comparison to his or her expectations (Schiffman & Karun 2004, p. 14). Customer satisfaction is a theoretical notion that takes into account things like the caliber of the goods or services provided to clients, the ambiance of the location where the goods or services are purchased or acquired, and the monetary worth of the goods or services.

Customer satisfaction is a crucial problem since it gives marketers and business owners insight into how to run and enhance their operations in order to generate more revenue. Customers are more likely to return for more service or product purchases if they are pleased with the product or service. Human experience is centered on customer satisfaction, which represents our attraction to a company's business practices.

A company's ability to retain and reward customers grows if there is high customer satisfaction. The success of any firm is largely dependent on customer happiness. It immediately affects both the earnings and customer fidelity to the business. Businesses that don't succeed in attracting customers and raising customer satisfaction will never be successful in the market.

Customers' demands and the things they need most must be catered to in order to satisfy them, as happy customers are the foundation of any successful business. Customers are given the utmost significance and attention by ROBI, a telecommunications service provider, and for them, client happiness serves as both a marketing objective and a marketing technique.

There are many fresh offers accessible for clients in today's telecom business and market, making it difficult to keep them satisfied. Because other businesses are making alluring offers, it is more difficult to compete in this circumstance. Additionally, people are more aware of price and service quality, and they demand the greatest service. Customers have raised their expectations, and they constantly seek out the greatest offers and bargains made by different businesses. They consistently change to the top service providers. Since this is the case, ROBI places a high value on client happiness and loyalty. These are the explanations behind ROBI's constant efforts to offer the greatest network, internet, and customer service in order to satisfy and retain consumers, who are the foundation of their success.

3.1.2 Objectives

The core objective of this chapter is to understand the relevance of work life balance in the telecommunication sector. Given that employee productiveness is crucial to Dhaka Bank’s goals, the work approach and conduction details have been explained here focusing on work life balance. The following are the objectives

- **OBJECTIVE 1:** To comprehend the effectiveness of work-life balance among employees and how it affects employees' lives for the better
- **OBJECTIVE 2:** To establish how employee performance and work-life balance are related.
- **OBJECTIVE 3:** To evaluate how well employees grasp the concept of work-life balance and how to manage it in balance
- **OBJECTIVE 4:** To understand how employees in Robi are maintaining performance as well as work life balance

3.2 Methodology

In preparing this report, I used both primary and secondary research as my source of data. The primary data are the questionnaire with answers in the form Likert Scale that was set to give the measurement of the services, the information from Robi Axiata Limited Annual Report 2020 and on the job experience in which I had employees interactions at office. Secondary data was collected from research papers and journals, news articles.

3.3 Findings and Analysis

There are in general, five service quality dimensions that Robi emphasizes in maintaining the standard which is:

a) RELIABILITY: Ability to perform the promised service dependably and accurately. Reliability is accomplished when Robi commits to giving a certain service, they have to fulfill the commitment. If customers have a problem, the firm has to show a sincere interest in it. The firm should give information to the clients about their service in advance.

b) RESPONSIVENESS: Willingness to help customers and provide prompt service. Responsiveness is achieved through employees of the firm giving service quickly. Employees of firm should take the client's problems seriously. Employees of firm should take immediate steps to solve the client's problems to show quality responsiveness.

c) ASSURANCE: Knowledge and courtesy of employees and their ability to convey trust and confidence. Robi employees must have to understand the needs of clients. The employees should have enough knowledge to answer questions. Customers should feel safe while doing transactions with Robi. As a result, assurance is achieved.

d) EMPATHY: Caring, individualized attention the firm provides its customers. Employees of banks should always be polite when giving service to clients. Employees of Robi should welcome clients with smiling faces. This is how empathy is maintained.

e) TANGIBILITY: Appearance of physical facilities, equipment, personnel, and communication materials. Robi's service area has to be neat and clean. The bank should use modern technology for customer service. The firm's internal environment has to be appealing. Employees must always keep themselves smart in the workplace. Material related to the firm's service should be visibly attractive.

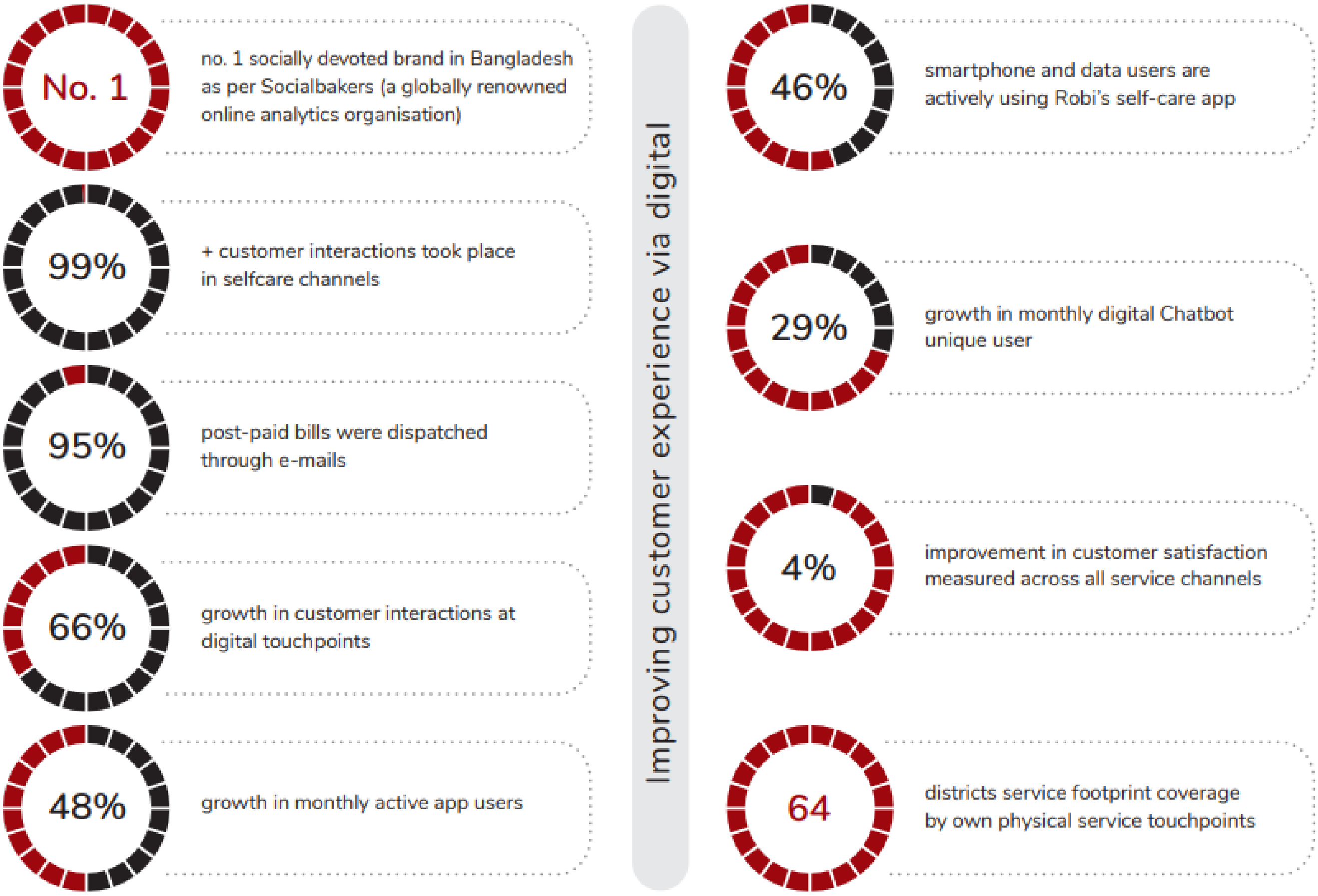
The following is the questionnaire to measure the Service Quality based on the standard dimension:

<u>Questionnaire (total=16)</u>

1) When Robi commit to giving certain digital service, they do so
2) When you have a problem, Robi show a sincere interest in it
3) Robi give information to the clients about their digital service in advance
4) Employee of Robi gives you digital service quickly
5) Employees of Robi take client's problems seriously
6) Employees of Robi take immediate steps to solve your problems
7) Robi employees understand needs of clients
8) Robi employees have enough knowledge to answer your question
9) You feel safe while doing transactions with Robi
10) Employees of Robi are always polite when giving service to clients
11) Employees of Robi Welcome clients with a smiling face
12) Robi-service area is neat and clean
13) Robi uses modern technology for customer service
14) Robi's internal environment is appealing
15) Robi's employees always keep smart in the workplace
16) Materials related to Robi's service are visibly attractive

The following are customers' answers to the questionnaire in likert scale

Sample Size: 50
Number of questions: 16



Source: Annual Report Robi

Findings:

On the front of customer digitization and automation processes, significant progress was made over the year. This demonstrates our commitment to developing digitization and earning our clients' trust across their digital journeys.

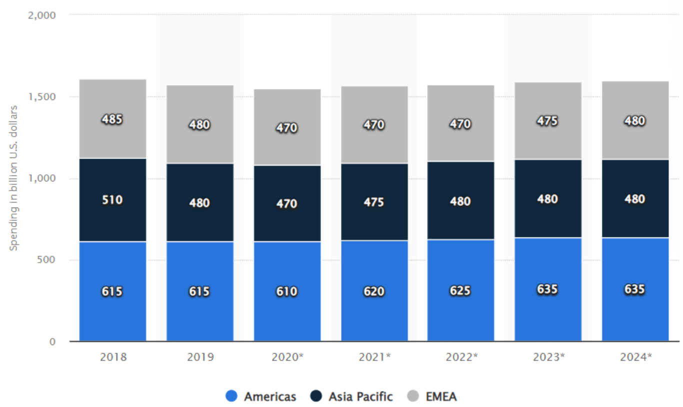
By providing personalized omnichannel experiences, which are driven by the rising digitalization of customer engagement channels across all our markets, we improved customer experience and service quality. Based on the various needs of our consumer categories, we created tailored product and service offers to set ourselves apart.

- **Findings of OBJECTIVE 1:** To analyze the strategies, they apply in the digital solutions of Robi in Bangladesh.
    - What Robi brings in digital solution
    - How Robi has evolved in the digital solution over time
- **Findings of OBJECTIVE 2:** To determine the objectives of the Digital Services.
    - What are the services falling under digital
    - How it contributes to Robi's revenue
    - How do consumer navigates the digital platforms
- **Findings of OBJECTIVE 3:** To understand the consumer behavior
    - What consumer expects from a telecommunication firm like Robi
    - The services that matter the most to consumers to the services that has minimal effects on consumers
- **Findings of OBJECTIVE 4:** To have an overview of the IMC strategy

3.3.1 Situation of the telecommunication Sector in the Global Market

It is impossible to overestimate the contribution of the telecommunications sector to world development, prosperity, and innovation. This is especially true now that the coronavirus (COVID-19) epidemic has started. Telecommunications systems have taken over to replace crucial face-to-face interactions as a result of travel limits, work from home (WFH) arrangements, and gathering restrictions. The telecoms industry is adapting to the quick change in work arrangements, assisting businesses in continuing operations and preserving community connections under unusual circumstances.

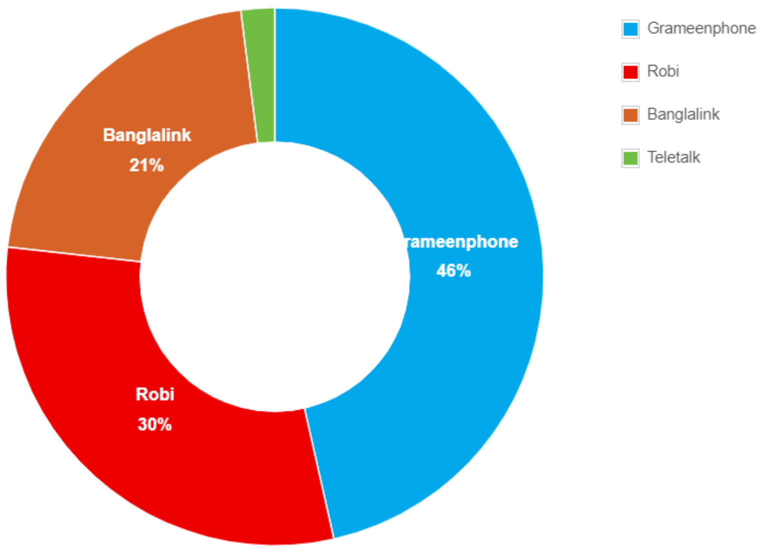
Forecast of worldwide telecom services spending from 2018 to 2024, by region



Source: Statista

3.3.2 Situation of the telecommunication Sector in the Local Market:

OPERATOR	Subscribers (IN MILLIONS)
Grameenphone Ltd. (GP)	84.80
Robi Axiata Limited (Robi)	54.53
Banglalink Digital Communications Ltd	38.37
Teletalk Bangladesh Ltd. (Teletalk)	6.75
Total	**184.45**



Source: Statista

3.4 Summary and Conclusion

The first wave of the genuinely mobile generation, which is centered around mobile phones, short messaging service (SMS), and portable electronic assistants, has emerged over the past ten years. One of the ICT sector's and the economy's overall most thriving industries has been the mobile communications sector.

3.5 Recommendations

With roughly five crore active subscribers, the second-largest mobile provider promises to decrease call dropouts and call establishing times, enhance internet speed, lengthen smartphone battery life, and lessen network load.

Call quality would be much better because there would be three times as much data flow as there is over 3G and six times as much as there is over 2G, making it much simpler to distinguish the voice and tone.

References

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Report

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