Report On

Pricing Strategy of Telecommunication Industry

In Bangladesh

By

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16104015

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

December 2019

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing 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 which 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:

Warda Asif Mahmud
Student ID: 16104015

Supervisor's Full Name & Signature:

Sharmin Shabnam Rahman
Assistant Professor,
BRAC Business School
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Letter of Transmittal

Sharmin Shabnam Rahman

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Report on Internship in Robi Axiata Ltd.

Dear Madam,

It gives me immense pleasure to submit my internship report based on Robi Axiata Ltd. for the completion of the BBA course offered by BRAC University.

Apart from the academic knowledge I have acquired from gathering this report, I have also gotten the opportunity to learn about the corporate culture of Robi Axiata Ltd. Throughout my internship, I got an insight into how the Finance Division, which is a core component of Robi Axiata Limited, works to ensure financial stability through the operation of various departments within. I believe that the experience I have acquired from this internship will be an invaluable asset in my life and will be a stepping stone in my career.

Despite various shortcomings, I have been devoted to find out the core information from different aspects. I hope you will appreciate my effort and find the report up to your expectation. On an ending note, I am extremely grateful to you for your constant guidance and support regarding the completion

Sincerely,

____

Warda Asif Mahmud

Student ID16104015

BRAC Business School

BRAC University

Date: December 17th, 2019

Non-Disclosure Agreement

This agreement is made and entered into by and between Robi Axiata Ltd and Warda Asif Mahmud at BRAC University …………………………………….

Acknowledgement

The internship opportunity I had with Robi Axiata Ltd. has been a great learning experience along with a professional development platform for me. I consider myself lucky to have been provided with the opportunity to be component of this. I am also grateful for having a chance to work in such a dynamic department such as Business Partnering under Strategic Finance with some wonderful individuals.

With the former in mind, I would also like to extend my gratitude and sincerest thanks to Mr. Salauddin Ahmed, General Manager, MO- BP, Strategic Finance division, who took out time to guide and help me whenever needed despite his extremely busy schedule. I would also like to thank the other members of the team who coherently helped me, assigned me duties, enabled me to hone my skills and facilitated a team player environment.

I would like to convey my deepest gratitude to Ms. Sharmin Shabnam Rahman, Assistant Professor of BRAC Business School, for taking part in the helpful decision-making process and providing the needed advice and guidance for this study and my practical understanding.

And finally, I consider myself extremely fortunate to have had the guidance of all the faculties and mentors throughout my 4-year Bachelor of Business Administration program at Brac University, which has shaped my perspective and insights for facing the real-world career challenges, besides helping me prepare a fruitful report.

Executive Summary

The telecom industry in Bangladesh has been performing outstandingly well making it the fifth largest in Asia Pacific. In this dynamic environment, the second largest telecom company currently is Robi Axiata Ltd. The company has been performing outstandingly well in comparison to some of its competitors. However, it still has its fair share of obstacles and hardships when it comes to pricing their products due to various external and internal factors. One of the major responsibilities of the strategic finance team was to determine the pricing strategy and also monitor the trends in APPD and APPM due to any challenges faced by the company.

In this paper, the factors contributing to pricing strategies and some challenges faced by them have been highlighted and discussed. The main aim of this paper was to highlight the pricing strategy as well as show how these implementations have resulted in the overall revenue trends for the companies owned by Robi Axiata Ltd.

List of Acronyms

APPD = Average Price Per Data

APPM = Average Price Per Minute

CAMEL= Categorized Applications for Mobile Enhanced Logic;

GSM= Global System for Mobile Communication;

GPRS= General Packet Radio Service;

EDGE= Enhanced Data for GSM Evolution;

CAPEX = Capital Expenditure;

CPT = Cross-functional Procurement Team;

eSLT = Extended Senior Leadership Team;

IRR = Internal Rate of Return;

LOA = Limits of Authority;

MC = Management Committee;

MOB = Market Operations Buying;

NPV = Net Present Value;

OpCom = Operating Committee;

OPEX = Operating Expenditure;

PEC = Procurement Evaluation Committee;

P&L = Profit & Loss;

PSE = Procurement Steering Committee;

PO = Purchase Order;

PR = Purchase Requisition;

RFI = Request for Information;

RFQ = Request for Quotation;

SCM = Supply Chain Management;

SLT = Senior Leadership Team;

SOR = Schedule of Rate;

SRM = Supplier Relationship Management

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Chapter 1: Introduction

1.1 Objective of the report

The primary objective of this report is to have the basic understanding of how the Finance Division of a Telecom company works. Alongside, I also tried get an in-depth insight into the pricing strategy and comparison of rates between Robi and its competitors. Additionally, this report helps to provide an analysis of the works, learnings and experiences regarding pricing strategy as well as relates theoretical work with practical work.

1.2 Methodology

All the information in this report has been collected via primary and secondary research.

1.3 Primary sources:

- Interviews and face to face conversations regarding relevant information
- Observations at work

1.4 Secondary sources:

- Company websites
- Company documents
- Company articles

1.5 Scope

Pricing Strategy is an integral part of Strategic Finance & Business Partnering Division since it helps determine control over various other aspects and departments of the Strategic Finance Division; all the works are interlinked. This report gives an overview of how the pricing strategy affects other departments to come with new campaigns and helps build a general insight on how the Strategic Finance Division of a telecom company works. Therefore, this report is useful to provide knowledge and learnings on the financial operations of Robi Axiata Limited.

1.6 Limitations

I have received adequate co-operation from my Line Manager and Supervisor of Robi Axiata Limited. The nature of the job did not permit me to access company files that were crucial. Also, the duration of my internship was 3 months only which is not enough to prepare an in-depth analysis of the topic discussed. Hence, I have limited my report to only basic information collected from the websites and based on the interviews conducted at the workplace.

Chapter 2: Company Overview

2.1 The Company and its Shareholdings - Robi Axiata Limited

Robi is one of the most dynamic and fastest-growing telecommunication operators in Bangladesh, holding 21.6% of market share, which is constantly developing its services to meet increasing and diverse customer needs - ranging from voice and high-speed Internet services to custom-made telecommunications solutions. It is in fact, the second largest mobile operator in Bangladesh. It began operation in 1997 as Telekom Malaysia International (Bangladesh), targeting to reach majority of the population with the brand name Aktel. In 2010 the company was rebranded to Robi meaning sun in Bengali. The company then changed its name to Robi Axiata Limited after its acquisition by the parent company Axiata Group.

Figure 1: Rebranding of Aktel to Robi in March, 2010

Robi obtains its operational support from the international expertise of Axiata and NTT DoCoMo Inc. Services support 2G and 3.5G voice, CAMEL Phase II & III and 4.5G Data/GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a strong network architecture and cutting-edge technology. The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 207 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs, IOT and Robi Digital Universe.

Since its inception in 1996 till 2012, Axiata Group and its predecessor Telekom Malaysia has invested around BDT 11,000 crore as equity. In addition to that, the company has also invested around BDT 10,000 crore in the Bangladesh Exchequer in the same time frame. The company has always ensured quality service through providing the best data and voice quality to its customers.

Alongside these they also try to provide innovative offers both in terms of voice and data packs. Eventually in January 2016 news was released about Robi merging with Airtel Bangladesh starting from the very first quarter of the year. Finally, the companies merged in November 2016 and started their journey as one entity.

2.2 The Three Principles and Purpose of Robi Axiata Limited

The company believed and executed its functions with the following principles at heart;

2.2.1 Uncompromising Integrity

Robi intends to legally, ethically and morally perform its actions correctly while ensuring fairness and honesty. The company puts emphasis on the needs of their stakeholders and not only that but also communicates with them effectively to improve and adhere to their needs. In addition to that they also take responsibility for their actions and when needed hold themselves accountable for anything done wrong . And lastly, it intends to adhere to its Code of Conduct along with protecting and upholding them.

2.2.2 Customer at the Center

Robi is very customer centric from its core. Besides prioritizing its customers at the top, they have also tried and ensured great service in terms of both quality and price. The company tries to deliver a good pre-and post-sale experience to its customers. It further intends to provide innovative solutions without getting distracted, in every aspect of its work whilst striving to be better than competitors in achieving the goals.

2.2.3 I Can, I Will

In its last guiding principle and purpose, Robi emphasizes on putting relentless effort towards producing the desired outcome by seizing and executing opportunities at the right time. It intends to surpass its scope to strive for and achieve excellence by ensuring doing what it takes to deliver desired results without waiting for delegation. Lastly, it wants to walk the extra miles to ensure success of its desired goals, to make them fully attainable.

2.3 The Company's Key Achievements

Robi Axiata Limited has been awarded as the 5th Best Employer of the Year At the 22nd World HRD Congress, 2014.

Robi achieved another landmark in its journey from fineness to prominence when it received the award for the 5th Best Employer of the Year at the 22nd World HRD Congress, 2014. Alongside these awards, it also achieved awards in the categories of "Talent Management", "Best HR strategy in line with Business", and "Global HR Strategy".

HR professionals from 100 countries globally comprise of The World HRD Congress. The Award is one of the most coveted HRD Congress events and wished for by companies around the world, according to the World HRD Congress Advisory Council.

Furthermore, from the time of its transformation in 2010, Robi kept excelling, achieving an average of 20% revenue growth. It regained its No. 2 position in terms of revenue and was identified as one of the top three employers of choice in the country. It was also awarded the Emerging Market Service Provider of the Year Award at the 10th Frost & Sullivan Asia Pacific ICT Awards. In 2012, Robi crossed the breakthrough of 2 crore (20 million) subscriber base besides reassessing and being rewarded with ISO 9001:2008 certifications.

Robi's current aim is to take the excellence it has achieved towards enormity, by excelling in its company performance and industry parameters.

2.4 Organizational Hierarchy of Robi Axiata Ltd.

Managing Director and CEO
Mahtab Uddin Ahmed

Chief Financial Officer
Roni Tohme

Chief of Corporate Strategy
Ruhul Amin

Chief of HR,
Human Resources
MD. Faisal Imtiaz Khan

Chief of HR,
Human Resources
MD. Faisal Imtiaz Khan

Chief of IT
Asif Naimur Rashid

Chief Supply Chain &
Program Officer
AKM Morshed

Chief of Enterprise
Business
MD. Adil Hossain

Chief Digital Services
Officer
Shihab Ahmed

Chief of Regulatory Officer
MD. ShahedulAlam

Chief Commercial Officer
Pradeep Shrivastava

Chief Technology Officer
Medhat Al-Husseiny

Executive Vice President

Cluster Heads

Vice Presidents

General Manager

Manager

Graduate Trainee

Specialist

Figure 2: Organogram of Robi Axiata Ltd.

The latest organogram as of July 2019, above portrays the hierarchy of Robi Axiata Limited. Each division is assigned under individual CXOs who in turn report to the Chief Executive Officer (CEO)/Managing Director. Under the various divisions, there are several departments which are headed by Cluster Heads, Vice Presidents (VPs), Executive Vice Presidents (EVPs); the EVPs are sometimes in charge of more than one division. Managers, General Managers (GMs) act as connection between the VPs, employees and sometimes interns. Managers are directly assigned several tasks by the General Managers. Specialists and Graduate Trainees hold the entry level position and work with their respective individual Managers and General Managers.

A list of the different divisions is provided below:

1. Market Operation/Corporate Strategy Division
2. Finance Division
3. Technology Division
4. People and Corporate
5. Enterprise Program Management Office
6. Digital Services
7. Internal Audit Division

2.4.1 Market Operation/Corporate Strategy Division

The main purpose of the Market Operation Division is to strategize, plan and start strategic execution, manage enterprise performance, create new business opportunities for Robi Axiata Limited. The working areas of Market Operation include Divisional Performance Management, Enterprise Risk Management, Quality Management Systems. One of the important aspects of this division is that it involves analyzing strategies of the competitors and improving Robi Axiata Limited's business executions and strategies. Some more important tasks of the division includes developing brand and market communication, giving importance to new ways of connecting to customers, studying the financial performances of market key drivers, etc.

2.4.2 Finance Division

Finance division of Robi Axiata Limited is responsible for funding into various proposals, business partnering, new product development, financial accounting, preparation of salary sheets for employees, maintaining compliances and so on. The main departments of the finance division comprise of the following: Corporate Finance, Financial Accounting and Management Reporting, Financial Compliance & Insurance Process Improvement, Supply Chain Management, Integrated Planning, Business Partnering, Media Buying. Various sub-departments exist under these departments. I have been assigned in the Business Partnering (MO-BP) department under the Strategic Finance Division.

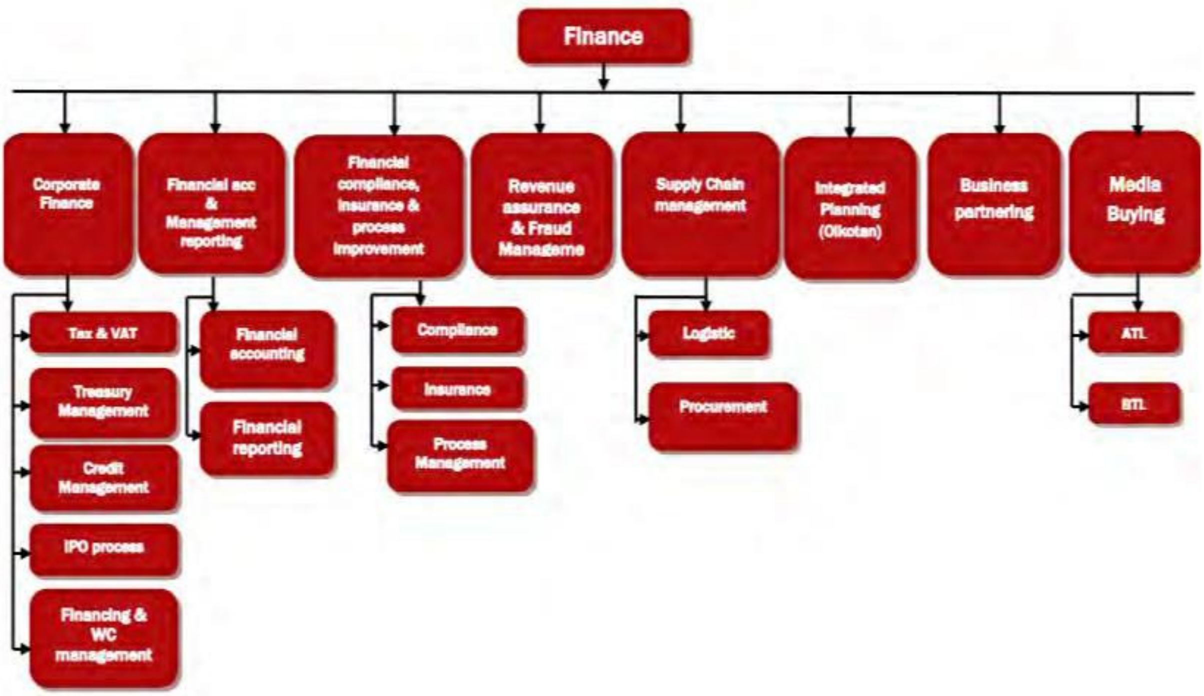

Figure 3: Organogram of the Finance Division of Robi Axiata Limited

(Image Source: Google)

2.4.3 Technology Division:

This department is in charge of providing IT support to all the divisions and departments of Robi Axiata Limited. This department is also responsible for BTS support, technology compliance, central network monitoring, support contact center, etc.

2.4.4 People and Corporate:

People and Corporate is the Human Resource department of Robi Axiata Limited, which comprises of nine departments within. Similar to the other departments, it is headed by an Executive Vice President, Vice President followed by general managers, managers, specialists and interns. The main aim of this department is to ensure efficient use of the company’s human assets. The tasks of this department include conducting training sessions, day long sessions on issues such as ethics and morals, presentation skills, hiring, preparing a fair and structured compensation and benefit strategy, preparing increment documents, promoting fair and healthy corporate culture, managing interpersonal relationships with other divisions.

2.4.5 Enterprise Program Management Office:

Enterprise Program Management Office (EPMO) is designated with the responsibility of working closely with the CXOs to design various management programs. It sets business objectives, business policies and works with the markets operations team to establish methods for initiating new projects.

2.4.6 Digital Services:

this department is currently providing these crucial services of Robi that include: Sports, Gaming, Music, Utility & Lifestyle, Video on Demand, Health, Self Service, Innovative services and entertainment.

Figure 4: Robi Digital Services

The image above has been collected from Robi’s website. Customers can visit the website and click on their required service to obtain them online. For example the Noor app helps with services relating to Islam.

2.4.7 Internal Audit Division:

This department is in charge of ensuring the accuracy of the financial reports. They also investigate unethical and fraudulent behavior or malpractices, ensures safety of company assets and aligns them with the legal compliances.

2.5 Activities of The Strategic Finance Division:

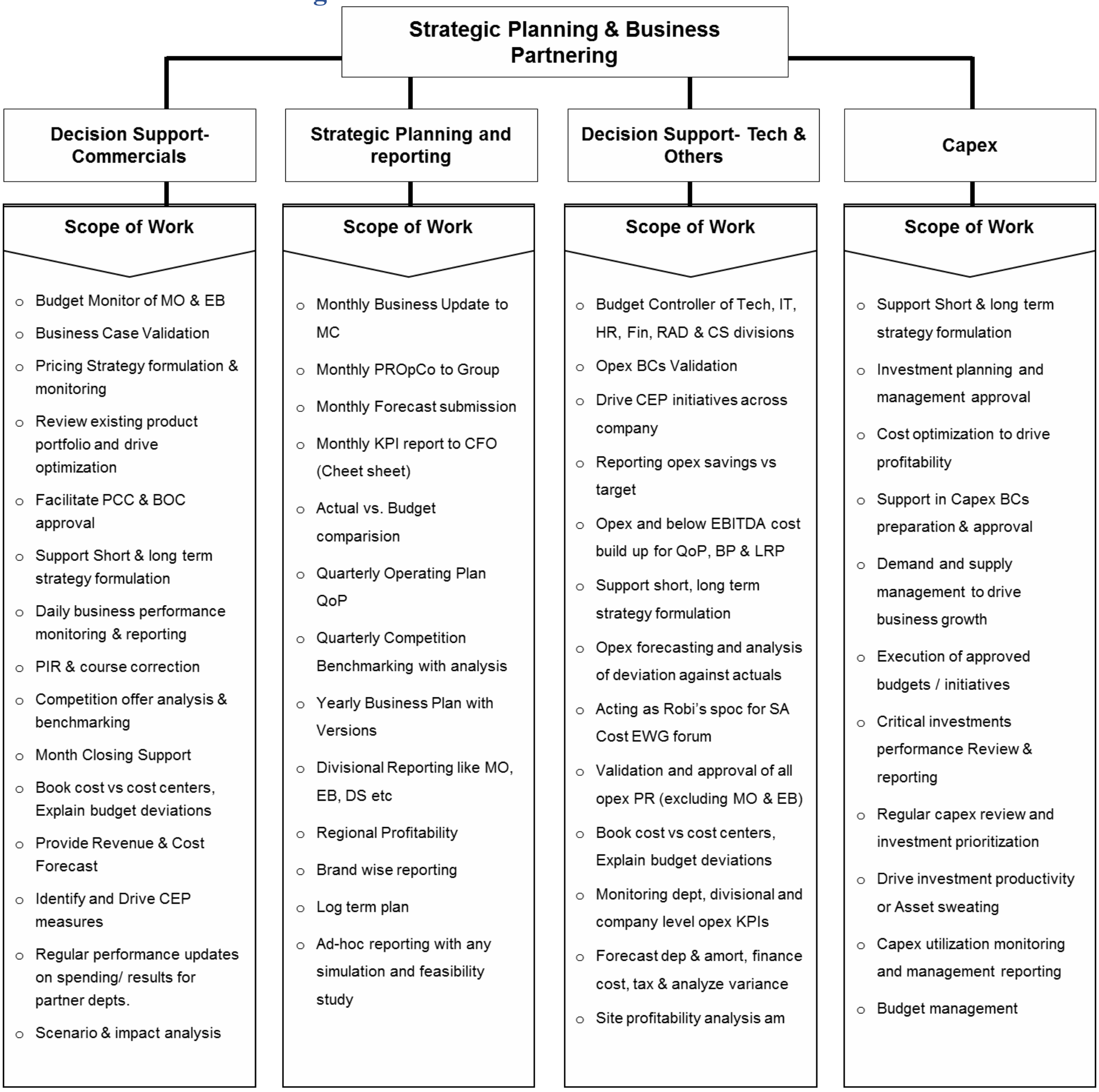

Figure 5: Activities of the Strategic Finance Department

2.5.1 Detailed Work List: Decision Support - Commercials

Detailed Activity List:

1. Act as the budget monitor of MO & EB
2. Validation of Business cases
3. Input for Business planning (QoP& BP)
4. BP upload in SAP
5. Monitor achievement against BCs
6. Support users to develop new ideas to improve the product effectiveness
7. Regular monitoring of MO costs (SAC, RDC, A&P, CEX) to ensure consistency with BP/QoP
8. Month, Quarter and Yearly closing support by ensure timely provisioning
9. Book costs Vs respective cost centers
10. Explain probable budget deviations
11. PR, PO, GR approval in SAP (check DMS number against BC, activity wise budget)
12. Facilitate audit (both internal & external)
13. Align Robi offers with management expectation
14. Analytics on financial issues and performances
15. Identify and drive potential cost efficiency initiatives
16. Predictive analysis to uncover hidden value addition or growth opportunity
17. Regular performance update of activities/spending or results for partner departments
18. Involve in short and long-term strategy formulation, impact analysis, scenario and what-if analytics
19. Competitive research and benchmark against Telco
20. Alarm management and respective users on performance deviation vs BP/QoP
21. Acts as a liaison between the various business units of the company, technology teams or units of the support company
22. Acts as a liaison between the various business units of the company, technology teams or units and the support team
23. Analyze product profitability and prioritize product timeline

24. Measuring impact of product revision
25. Performance tracking by marketing channel, customer segment, supply type, geography and other dimensions
26. Process review and upgradation by identifying improvement areas and guiding process team
27. Identify cash leaking areas and relevant stockholders to stop such
28. Uncover performance/cost enhancement opportunities and take initiative to capitalize on those

2.5.2 Detailed Work List: Strategic Planning & Reporting:

Detailed Activity List:

1. Ensure on time and accurate Financial reporting with proper business reasoning and explanation to management and guide accordingly. Deliver monthly/weekly financial report with defined business parameters as per management direction.
2. Prepare quarterly operating plan and create awareness on financial performance and its related challenges.
3. Once a year, conduct and take full ownership to deliver Annual Operating Plan/Budget and time to time measure achievement against target.
4. Ensure all divisional financial planning are accommodated into quarterly or yearly plan. Also, moderate and coordinate with divisional representatives while ensuring smoother completion on planning process for the company.
5. Develop effective partnership with all divisions to ensure financial performance are accurately reflected of the concern stakeholders.
6. Ensure accurate and timely group reporting on financial performance and addresses all group related queries. Adopt best practices within OpCos and create opportunities for process improvement within relevant Job scope.
7. Guide management on competitive performance and generate comparative performance report with mobile operators.
8. Perform Ad-Hoc analytical reports and build on simulation as per management direction to portray financial position of the company in any given period oftime.
9. Maintain Proper books and modules to generate financial statement on monthly basis and create reconciliation report when required.

2.5.3 Detailed Work List: Decision Support – Tech & Others

Detailed Activity List:

1. Act as budget controller of technology, IT, HR, Finance, Regulatory, Digital Service, SCM and company strategy divisions
2. Support in preparation and validation of Business Cases for concerned divisions and monitor achievement against BCs
3. Ensure all above division's financial planning and annual business plan, of the concerned divisions in line with company strategy
4. Reporting opex savings as per Axiata definition for all the dept., divisions and company level against target. Acting as single point of contact for Robi's cost excellence program
5. Forecast below EBITDA cost (Finance cost, Depreciation & amortization, Tax etc.) for developing monthly forecast, quarterly operating plan and annual business plan and analyzing variance against actual cost
6. Involve in short and long-term strategy formulation, impact analysis, scenario and what-if analytics for all opex areas of the relevant divisions
7. Forecast vs actual variance analysis and monthly reporting to the concerned divisions
8. Coordinating cost EWG forum from Robi side. Monthly reporting to Axiata Group on Robi's performance on key cost drivers and cost excellence achievements
9. Develop effective partnership with all divisions to ensure CEP (cost excellence program) achievement. Identify and drive potential cost efficiency initiatives
10. Site level network cost analysis and identify areas of opex efficiency Site profitability analysis, cash burn analysis and help to formulate strategy for site profitability analysis
11. First level approval of all opex PR raised by all divisions (excluding MO, EB & DS)
12. Perform Ad-hoc analytical reports and build on simulation as per Management direction to portray Financial position of the company in any given period oftime
13. Support management decision making through effective analysis on different projects and cost structure.

2.5.4 Detailed Work List: Decision Support – IPF

Detailed Activity List:

1. Investment strategy and Capex planning of BP & LRP
2. Half-yearly/quarterly/yearly capex planning aligning with market drivers and business continuity
3. Group approval on capex and quarterly/half-yearly BC
4. Project-wise BC approval of regular business as per LOA
5. Drive vendor discussion and strategic procurement discussion along with SCM to achieve best cost structure
6. Project execution from PR/PO issuance to rollout completion
7. Investment prioritization following business demand
8. Regular budget distribution and material release
9. Capitalization follow-up and MoM management reporting
10. Regular inventory checking to ensure maximum utilization
11. Yearly capitalization closing and Robi/group reporting
12. Market forecast and demand management through MoM Marketing & Technology alignment
13. Challenge technical solution and validate ordering BoQ
14. Ensure E2E network readiness to deliver agreed QoS
15. New site deployment using site selection matrix
16. Drive automation to simplify business decision
17. Performance review of executed Capex initiatives and management reporting with specific improvement plan
18. Regular monitoring and reporting on site profitability
19. Share & feed PIR learnings to ensure right investment
20. Management specific needs

2.5.5 Detailed work list as an Intern

1. Check the news for the company (Robi and Airtel) and its competitors that have been launched or published in the past seven days early in the morning and in the evening.
2. If any news was published that was deemed important enough to be shared with the team then summarize and email the gist to the MO-BP email thread along with attaching the link as the source of the news.
3. The offers for both voice and data had to be checked every single day and matched with the dashboard (figure 6,7,8 and 9) from the website of each company (Robi, Airtel, Grameenphone, Banglalink and skitto). If any change in price or offer was found, then a comparison table and brief presentation on the competitor's offers and pricings had to be notified to the entire team via the MO-BP thread.
4. Once the rPulse (daily information containing the APPD, APPM, revenues) generated by the EBI team, the daily business update dashboard (figure 12 and 13) had to be updated manually and then sent to my supervisor for him to check and update information from a file that only employees had access to.
5. After the daily business update dashboard was updated, the trend analysis was done and important trends were highlighted and a brief presentation prepared and emailed to the MO-BP thread along with CFO in the loop.
6. The weekly and monthly trends for APPD and APPM had to be prepared through graphical presentation and sometimes if needed, daily trends had to be graphed as well. This was crucial for taking/making changes to pricing for voice and data.
7. The trend file had to emailed to the CFO upon instruction of the line manager.
8. I was also involved in the preparation of the monthly financial report where the team's achievements and contributions to the company were listed. This was prepared through conducting interviews with individual members of the team.
9. I also prepared a monthly 'Thana Model Report' which included the revenue trend (data and voice), APPM and APPD, Utilization and Usage trends for both companies (Robi and Airtel) for all the 15 regions that the company served in.

10. Apart from all these tasks, I was also assigned the activity of scheduling team meetings with members of other teams, organizing activities to enhance team bonding and idea sharing.
11. Since the team was heavily involved in funding business cases and approving budgets for the different teams that came to the finance team with their business cases; I assisted one of my supervisors in reviewing the business case story and cross checking the financials attached to the case if the business was feasible to launch or was overshooting the target.
12. For smooth completion of the aforementioned tasks, I was also assigned the duty of collecting data for the different teams through meetings and then conveying it to my respective team members for their tasks and report preparations.
13. Apart from tasks assigned by my immediate line manager and team; I also assisted the Airtel VAS team in arranging and conducting one their gaming events called Axiata Game Hero.
14. After finishing my internship tenure of 12 weeks with my designated team (Strategic Finance and Business Partnering), I was assigned a special HR project named Poject Hunt for two more weeks. This basically consisted of creating database for the company’s HR team for one of their upcoming recruitments.

Chapter 3: Pricing Strategy of Telecom Industry in Bangladesh

3.1 Definition of Pricing Strategy:

Pricing strategy refers to methods companies use to price their products or services. Almost all the companies use a particular pricing strategy depending on their type of product or service. There are a variety of pricing strategies for companies to choose from such as penetration pricing, price skimming, discount pricing, product life cycle pricing and even competitive pricing.

This section of the report describes the pricing strategy of telecommunication industry of Bangladesh. The telecom companies that are currently operating in Bangladesh are:

1. Robi Axiata Limited
2. Grameenphone
3. Banglalink
4. Airtel Bangladesh
5. Teletalk and
6. Skitto (Parent Company: Grameenphone)

In this report, I have not mentioned Teletalk as a part of my research because it is a government owned company and information about it is scarce. Also, Robi Axiata Ltd. did not consider Teletalk as one of its competitors in terms of price due to the fact that Teletalk's rates are subsidized for it being a government owned company.

Telecom industry of Bangladesh:

This industry has contributed 6.2% or around $13 billion worth of economic value to the GDP of Bangladesh in the year 2015. This amount not only includes the direct economic impact of mobile operators but also the broader ecosystem as well as the indirect impact that has been experienced in terms of increase in productivity because of the use of mobile technologies. This industry has not only contributed to the economic development of the country but it has also created a mark in the Asia Pacific region by becoming the fifth largest mobile market in that region and the ninth largest in the world. More importantly it has helped in creating employment as well as funding of public sector activity.

To bring this industry to the position it currently holds, a lot of factors come into play. One of them being the revenue and earnings generated from this sector. This comprises of the accumulated figures from the different players of the industry. The pathway to this starts at the prices these companies charge for their products and services which depends on the pricing strategy they use. With the country's recent drive of creating a Digital Bangladesh, the usage of mobile phones has increased by quite an amount. However, despite all these achievements, almost half of the population is yet to be familiarised with the usage of mobile phones and the telecommunication network. This creates an opportunity for the telecom industries to grow further.

3.2 Factors Determining Pricing Strategy:

In the upcoming section, the main reasons behind pricing strategy of telecom industry are going to be highlighted. Though it is quite difficult to learn about the vast business of telco sector in only a short period of internship but still some major factors are disclosed after working for 14- weeks. The few prominent reasons that have been found out behind setting prices of telecom companies include:

- **Increase in validity of offers:** with BTRC recently barring any packages with a validity of less than 7 days, it has made it difficult for companies. This might result in losing some economical consumers who prefer buying voice or data bundles for short time periods. For customers like these, they often have to introduce low priced weekly packages so that they do not lose economical customers. This might also affect their revenue growth to an extent.
- **Comparative pricing policy:** it has been seen that competitors have tried to set similar prices to each other's if not exactly same. A company like Robi is more of a price taker than a maker and it is often seen that they compare their offers with that of their competitors' and try to set a provide a similar bundle if not higher benefits at the same deno. Changes in price of the competitor's product is a very important factor for determining their price.
- **Google Analytics (using filters to find out competitors offers):** knowledge is power. Thus, when the data generated by google analytics is taken into consideration, a lot information is automatically found out. It shows data traffic, consumer action, etc. so for

example if a certain offer has a lot of traffic but action taken to purchase is by only a few it might suggest that people are interested in that offer but the price is not suitable for them.

- **Anomaly system (offers that do not match with companies pricing condition):** with the help of anomaly system they can easily find out outliers from their usual offers. By doing that they can then figure out the cause for different metrics such as churn rate, cost per click (in terms of offers posted on websites), revenue per click, etc.
- **Demand of consumers-** Following the basic law of market forces, demand of a particular offer/bundle greatly affects the price that the company would set for it.
- **Demand for Promo deals and promo offers (followed mostly by Skitto):** mostly followed by skitto, they give out offers at very cheap rates and for big bundles. The target market for skitto's products are usually students and people on a budget. This is why they give out promo deals and offers which is usually difficult for other companies to match regularly.
- **Lowering the price than competitors (competitive pricing):** Similar to comparative pricing, sometimes companies try to implement competitive pricing and intentionally give out deals at a price lower than that of their competitor's in order to increase their customer base.
- **Discharge consumers from APPM cost in case of Voice product offers:** since most companies are trying to increase their horizon for the data packages, they try to release their consumers of the minute charges in bundle offers. This can be seen in the form of a high number of free minutes in bundle offers.
- **Include Vat, SD and tax on product's (voice and data) pricing:** almost like cost plus pricing, these factors add to the cost of the product (data and voice). As a result, the price charged is also affected.
- **Fall of APPD leads the companies to increase prices:** when the APPD falls, the companies automatically start taking steps to increase it because it immediately affects the company's revenue. Also, in recent times, since there is a government regulation placed on call rate hike, they automatically lean towards data to maximize revenue and thus APPD changes affect the pricing strategy as well.

These above-mentioned factors are only some of the many that are followed mostly by telecom companies. There are other reasons behind pricing but limitation of time and confidentiality of information hinders in gathering more knowledge on pricing strategy

3.3 Trend in Pricing Strategy:

The focus of this report is to find out the gist of pricing strategy for telco sector. The recent trend that is mainly going on to set the price in telecom industry is as followed:

GP price >= Robi price >= Banglalink price >= Airtel price >= Skitto price

After much analysis on the limited information I had access to, the trend that has come to light is thus.

GP dominates the oligopolistic market and they are usually the price makers. With nearly half of the market share, GP sets their price and Robi being the second largest in the industry tries to keep their pricing lower or on par with that of GP's. Next to this, Banglalink considers Robi as their competitor and hence they try to charge lower or equal to Robi's price. Similarly, Airtel treis to charge lower or equal to Banglalink. Skitto mostly provides promo deals and offers so their overall charge is much lower than that of the rest.

3.3.1 Breakdown of Pricing Strategy of Telecommunication Companies

After close observation and working for Robi Axiata, it has been found that telecom companies mainly follow competitive pricing strategy in most of the cases. Telecom companies earn maximum profit from these different sectors by following this pricing strategy. These are:

- Data Products
- Voice Products
- Value Added Services (VAS)
- Digital Services etc.

The major portion of profit of Robi, GP, Airtel, Banglalink and Skitto comes from data and voice products. Data and voice offers include bundle offers as well. Example has been provided below to make pricing concept understandable.

3.4 Competitive Data Offer

Robi	GP	Airtel	Banglalink
800MB_49tk for 7D APPD: 5.26	85MB_38tk for 7D APPD: 38.37	500MB_49tk for 7D APPD: 8.41	500MB_49tk for 7D APPD: 8.41

From this chart, it is seen that Robi is providing 800MB at 49 tk with 7 days validity to its customers. Whereas, Airtel and Banglalink are offering 500MB at 49 tk with 7 days validity. GP is not providing any such offers in this deno (price). From this example, it can be said that at 49 tk deno - Robi, Banglalink and Airtel are offering competitive data offers to their customers. APPD changes as the deno changes.

Another example can be:

Robi	GP	Airtel	Banglalink
10GB_199tk for 7D APPD: 1.67	10GB_198tk for 7D APPD: 1.66	—	10GB_199tk for 7D APPD: 1.67

Robi is providing 10GB at 199 tk with 7 days validity. In comparison with this, GP and Banglalink are providing same data offers with same days validity like Robi at 198 tk and 199 tk deno. Airtel has no such offers. Also, to be noted that APPD changes with the change in deno.

So, from above discussion it can be said that telecom companies price their data products in such a way which shows that competitors come with the similar offers at similar if not same deno.

Skitto comes with different promo deals which act as the biggest weapon which may make competitors fall at risk. (Source: Skitto website)

3.4.1 Chart of Comparative Data Product Offers

Robi				GP				AT			
Den	Offer	Valid	Of	Den	Offer	Validi	Of	Den	Offer	Valid	Of
9	75 MB (50 MB+25 MB	3	10.30								
10	100 MB (60 MB	3	8.58								
19	200 MB (100 MB + 100MB	3	8.15								
27	500 MB	3	4.64	33	350 MB	3	8.09	29	500 MB	3	4.98
								38	1.5 GB	3	2.12
48	1.5 GB	3	2.68					44	2 GB	3	1.84
54	2 GB	3	2.26	54	2 GB	3	2.26	54	3 GB	3	1.51
58	700 MB, 25 Min & 25 SMS	7	5.08								
49	800 MB (600 MB	7	5.26	38	85 MB	7	38.37	49	500 MB	7	8.41
49	800 MB (600 MB	7	5.26								
								59	2 GB	5	2.47
				89	1 GB	7	7.46	89	1.5 GB	7	4.97
98	1 GB, 50 Minutes	7	4.85					98	1.5GB +50	7	4.01
101	1.1 GB for 7	7	7.70								
108	4 GB (3GB + 1GB	7	2.26	108	3 GB	7	3.02	104	3 GB	7	2.91
129	4.5 GB	7	2.40					129	5 GB	7	2.16
148	6 GB	7	2.07	148	6 GB	7	2.07	159	5 GB	10	2.67
199	10 GB	7	1.67	198	10 GB	7	1.66	179	7 GB	10	2.14
18	350 MB Facebook	28	4.41	19	FB 340	28	4.80				
20	350 MB IMO Pack	28	4.90					33	PUBG	30	2.77
49	1GB	30	4.11								
53	1GB IMO Pack	28	4.44	58	115 MB	30	43.29				
128	1 GB for 28 Days	28	10.73					119	1 GB	30	9.98
149	1 GB + 75 Mins + 30	28	12.49	149	555 MB	28	23.04	148	1 GB+100	30	8.01
209	1.5 GB	30	11.68	189	1 GB	30	15.84	209	2 GB	30	8.76
239	2 GB for 28 Days	28	10.02	239	1.5 GB	30	13.36	229	2 GB	30	9.60
251	2 GB (1.5+0.5 4G), 150 Min	28	10.52	289	3 GB	30	8.08	298	3 GB	30	8.33
316	4 GB (3.5GB Any+ 512MB	28	6.62					329	400 MB	30	70.60
399	7GB (5GB+2GB 4G)	28	4.78	399	5 GB	30	6.69	398	5 GB	30	6.67
501	10 GB (7GB + 3GB	28	4.20					498	7 GB	30	5.96
599	5 GB, 500 Minutes	30	5.41								
649	15 GB	28	3.63	649	15 GB	30	3.63	649	15 GB	30	3.63
911	20 GB	30	3.82								
999	30 GB	30	2.79	998	30 GB	30	2.79	998	30 GB	30	4.18

Figure 6: Chart for Comparative Data Offers

BL				Skitto			
Deno	Offer	Validity	Offer APPD	Deno	Offer	Validity	Offer APPD
13	75MB	4	14.88				
36	1GB	4	3.02	44	3GB (Promo)	3	1.23
49	2GB	4	2.05				
49	500MB	7	8.41				
				55	275MB	7	17.17
76	1GB	7	6.37	75	1.2GB	7	5.24
89	5GB(2+34G)	5	1.49	89	1.5GB	7	4.97
99	3GB	7	2.77	98	3GB (promo)	30	2.74
108	5GB	7	1.81	104	3GB	7	2.91
129	6GB	7	1.80				
199	10GB	7	1.67				
119	1GB	30	9.98				
				150	1.2GB	30	10.48
209	2GB	30	8.76				
249	3GB	30	6.96	249	2.2GB	30	9.49
399	5GB	30	6.69				
499	7GB	30	5.98	498	7GB	30	5.96

Figure 7: Chart for Comparative Data Offers

3.5 Competitive Voice offers:

Competitive voice products can be explained in a way that companies in telecom industries (Robi, GP, Banglalink, Airtel and Skitto) comes up with more lucrative voice product offers to face and beat their competitors. It can only be possible if one company such as Robi provides more minutes to customers than Banglalink in same or less deno. The same rule goes for other telecom operators as well.

One example of competitive pricing can be such as:

Robi	GP	Airtel	Banglalink
170min_99tk for 7D APPM: 51.65	170min_99tk for 7D APPM: 51.65	160min+400MB_93tk for 7D APPM: 51.55	165min_97tk for 15D APPM: 52.14

From this chart, it is known that Robi and GP are offering almost the same voice products at the same deno with same days validity. Banglalink is also providing almost the same product at same deno but with higher validity. Among them Airtel is offering more lucrative product because it has added 400 MB which may be more attractive to consumers. APPM changes as the deno changes.

Another example can be:

Robi	GP	Airtel	Banglalink
335min_194 for 30D APPM: 51.36	340min_199tk for 30D APPM: 51.91	340min_197tk for 30D APPM: 51.39	340min_197tk for 30D APPM: 51.39

Here, Robi and other operators are offering almost the same voice products at same deno with same validity. Here, APPM changes as the deno changes. This voice product matches competitive pricing policy.

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3.5.1 Chart of Comparative Voice Offers

Robi								GP					
Deno	Min	Offer	Validity	MB	SMS	Offer APPM (Data, sms free)	Offer APPM (Considering Data, sms price)	Deno	Min	Offer	Validity	Offer APPM (Data, sms free)	Offer APPM (Considering Data, sms price)
								6	10	10 min	0.25	53.22	53.22
								14	23	23 min	0.67	53.99	53.99
								24	40	40 min	1	53.22	53.22
43	70	70 Minutes	4			54.48	54.48	44	70	70 min	4	55.75	55.75
53	80	80 Minutes for Postpaid	7			58.76	58.76	53	85	85 Min & 50 SMS	7	55.30	48.24
58	25	700 MB, 25 Min & 25 SMS (Post+ Pre)	7	700	25	205.76	92.96						
59	95	95 Minutes	7			55.08	55.08						
61	95	95 Minutes for Postpaid	10			56.95	56.95						
64	105	105 Minutes	7			54.06	54.06	78	125	125 Minutes	7	55.34	55.34
99	170	170 Minutes	7			51.65	51.65	99	160	160 min	7	54.88	54.88
118	205	205 Minutes	10			51.05	51.05	117	200	200 min (recharge)	10	51.88	51.88
183	285	285 min	30			56.95	56.95						
194	335	335 Minutes	30			51.36	51.36						
								199	330	330 mint	30	53.48	53.48
218	360	360 Minutes	30			53.71	53.71						
								233	400	400 min	15	51.66	51.66
244	380	380 Minutes	30			56.95	56.95						
251	150	2 GB (1.5+0.5 4G), 150 Min & 150 SMS (Pre+ post)	28	2048	150	148.41	87.26						
278	475	475 Minutes + 1 GB	30	1024		51.91	44.15	288	500	500 Min	30	51.09	51.09
507	600	8 GB+600 min+100 sms	30	8192	100	74.94	23.79					S	
574	1000	1000 Minutes & 1 GB	30	1024		50.91	47.22						
599	500	5 GB, 500 Min & 100 SMS (Pre+ Post)	30	5120	100	106.25	66.99						
1017	1200	16 GB+1200 min+100 sms	30	16384	100	75.17	25.01						
1910	2400	48 GB+2400 min+100 sms	30	49152	100	70.58	-3.64						

Figure 8: Chart for Comparative Voice Offers

Airtel								BL					
Deno	Min	Offer	Validity	MB	SMS	Offer APPM (Data, sms free)	Offer APPM (Considering Data, sms price)	Deno	Min	Offer	Validity	Offer APPM (Data, sms free)	Offer APPM (Considering Data, sms price)
9	15	15 min + 16 sms (sc card)	1		16.00	53.22	40.42						
10.96	19	19 min + 19 sms	1		19.00	51.16	39.16						
14	24	24 min	0.67			51.74	51.74	14	24	24 min	2	51.74	51.74
14	24	24 min + 25 sms (recharge)	2		25.00	51.74	39.24						
18	30	30 min	1			53.22	53.22						
21	28	28 min + 100 MB	3	100		66.52	53.66						
23	38	38 min	2			53.68	53.68						
28	46	46 min	3			53.99	53.99	24	40	40 min + 25 MB	3	53.22	50.97
32	50	50 min + 50 sms + 250 MB	3	250	50.00	56.76	26.76						
34	30	500MB+30min+30sms	3	500	30.00	100.52	28.52						
46	77	77 min	7			52.98	52.98	47	80	80 mint	7	52.11	52.11
53	92	92 min	7			51.09	51.09						
74	125	125 min	7			52.51	52.51						
93	160	160 min + 400 mb	7	400		51.55	42.55						
98	50	1.5 GB+50 min+ 50 sms	7	1536	50	173.84	51.24	97	165	165 min	15	52.14	52.14
115	200	200 min	10			51.00	51.00						
118	205	205 min	10			51.05	51.05						
149	250	250 min + 250 sms + 1 GB	30	1024	250.00	52.86	26.11	137	235	235 min	30	51.71	51.71
179	240	240 min + 1 GB + 0.5 GB	30	1536		66.15	43.11						
193	335	335 min + 200 sms	30		200.00	51.10	43.93						
								197	340	340 min	30	51.39	51.39
228	395	395 min + 800 sms + 500 MB	30	500	800.00	51.19	22.33						
278	480	480 min + 1 GB	30	1024		51.37	43.69						
299	400	400 min + 2 GB + 1 GB 4G	30	3072		66.30	38.65	297	515	515 min	30	51.15	51.15
349	605	605 min + 500 sms + 1 GB	30	1024	500.00	51.16	35.15						
378	655	2 GB + 655 min	30	2048		51.18	39.93						
499	680	680 min + 3 GB +2 Gb 4G	30	5120		65.08	37.98						
499	865	3 GB + 865 min	45	3072		51.16	38.38						
574	1000	1000 min + 800 sms + 2 GB	30	2048	800.00	50.91	33.94						
777	1000	1000 min + 5GB + 3GB 4G	30	8192		68.91	39.42						
999	1200	1200 min + 8 GB + 2 GB	30	10240		73.84	43.12						
1499	2000	2000 min + 10GB + 4 GB 4G	30	14336		66.47	40.67						

Figure 9: Chart for Comparative Voice Offers

3.6 Major Findings and Analysis

The telecom industry in Bangladesh has advanced rapidly over past 10 years having a total of 157 million active subscription and more than 85 million unique subscribers. However, around half of the entire population is yet to be a part of this telecommunication industry.

- **Biometric registration:** The growth of new consumers in the past few years has not been much but rather a steady number. This has been mainly due to certain important factors.

Competitors are struggling to acquire new customers as the biometric SIM registration has been done mandatory. Due to this rule, the growth has been slowed down quite a bit as a lot of people are reluctant to register through this process and often times the procedure also scares off a lot of people especially those who are customers from the less educated and aware tier of clients. This affects the total churn and that in turn affects the overall revenue.

- **Recommendation:** to avoid such loss of RGB, they can set up campaigns where area wise vendors can be assigned to set up biometric registration camps with portable devices instead of having the facility only at select branches. Moreover, to encourage winbacks, they can provide offers that are more popularly known as 'bondho sim chalu offer' which in essence is providing an offer for activating an old unused sim.

- **Multi-sim subscription market:** this growing market is a multi sim market with an increasing trend for subscribers. With the new drive of digitalizing Bangladesh, the use of mobile phones is increasing more than ever. As a result, by properly communicating the deals and offers the telecoms can enter the untapped area of increased growth.
- **Recommendation:** Since the rural areas of Bangladesh are yet to be fully digitalized, they can target specific packages for specific groups of people and even enagage in government projects to support the political cause of 'Digital Bangladesh'. That way they can unsure larger contracts.

- **MNP users:** mobile number portability has allowed customers to change their networks easily. This has enabled people to shift to different operators easily and also made people tend toward shifting if they were not satisfied with their current service providers. This has increased the risk of customer loss as well.
- **Recommendation:** monitor the competitors closely and try to prevent existing clients to shift to another operator easily. This is also where pricing strategy comes into play because keeping certain aspects in mind the company can set the prices which will attract new clients to MNP and shift to their network at the same time be great for existing clients.

- **Robi is dominating the 4G market:** Robi is currently dominating with the 4G network in terms coverage and network. However, even then the numbers are not satisfactory for the company overall as only a select few prefer using 4G. this is because 4G tends to use up data faster and not all devices support a 4G connection. As a result, despite Robi being an amazing 4G network provider it has not been a mass product yet.
- **Recommendation:** Incentivise the purchase of 4G data such as provide bundle offers if package of 4G data is purchased instead of 3G or 2G.

- **Area wise pricing:** different packages are designed for different regions. For example, the package deals that are made for Chittagong are not going to be available in Dhaka. A rather geographical segmentation is sometimes done to meet the targets. For example, sometimes the target is such that the company wants to increase the APPD in Chittagong and hence they will provide specific offers to incentivise people in that region to purchase the deals. However, sometimes it is seen that despite such offers and attempts, the KPI cannot be met. The clear understanding of this was retrieved through the thana model which for company privacy policy cannot be included in the report.
- **Recommendation:** the offers and packages need to be communicated to the target audience properly. More interactive campaigns can be designed and marketed in order to make people aware of the deals that are available for them.

- **Robi Cash:** the company has a wallet app but it is not as popular as the other dominating wallet apps like bKash, Nogod, Rocket. Although the app is widely used by the employees, it is not the case with the general people. On the other hand, the mobile recharge facility is widely used in the bKash app through which even Robi and Airtel numbers can be recharged. However, in doing so the company has to pay a certain commission to bKash which is also a cost when considered under the pricing strategy.
- **Recommendation:** they can try to make their own wallet app more popular and instead of partnering only with other mobile wallet apps they can promote the recharge facility through their own app. By doing this, they will not only save on the extra commission paid but also increase usage of their own app and offer better deals to attract more customers.

3.7 Challenges faced:

Since the prime aim of this report is to highlight the pricing strategy, one of the major factors that might change or hinder the entire process is the challenges the company is facing. In the recent past, there have been multiple regulatory developments for the industry as a whole the wrath of which has to be faced by all the companies in the industry.

-**BTRC has barred mobile packages with less than 7 days of validity**: this regulation has particularly taken a hit at the APPD and APPM of the company because the shorter the time period of the package the higher are the chances for the company to increase APPM and APPD.

-**government ban on call rate hikes**: the highcourt has banned the hike in call rates and also mentioned that customers will not be charged if there is a call drop. This is also an unfavourable situation for the company because even if the call is dropped midway, the call connected previously but yet they cannot be charged for it.

-**Rigid regulatory environment and heavy taxation**: this industry is highly taxable and highly taxable. These hinder the launch of new campaigns or even offers and as well as affects the company's overall growth. This in turn increase the cost of the product.

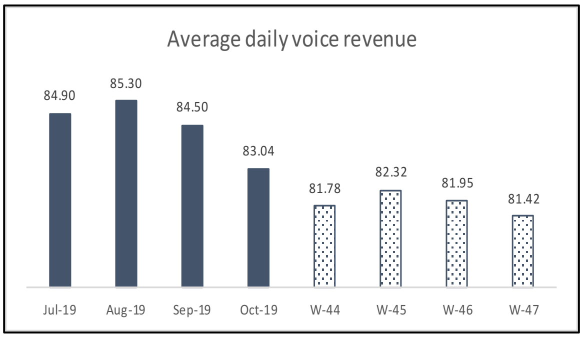
-**Socio economic factors influence the pricing at times too**: government has set up a ceiling and floor price for the voice products. This might affect different companies differently depending on which level the company is currently functioning.

Chapter 4: Recent Trend Analysis

In this section things that are going to be highlighted are recent trend analysis of Robi and Airtel. The report is all about pricing strategy therefore the trend analysis of mobile revenue, data revenue and voice revenue are crucial. As companies earn profit mainly from these three sectors so these are the sections that are going to be highlighted here. However, since these are highly confidential information so there is a lack of information about other operators on these issues.

4.1 Mobile Revenue Trend of Robi and Airtel:

The graphs shown below indicate the monthly Mobile Revenue Trend of Robi and Airtel.



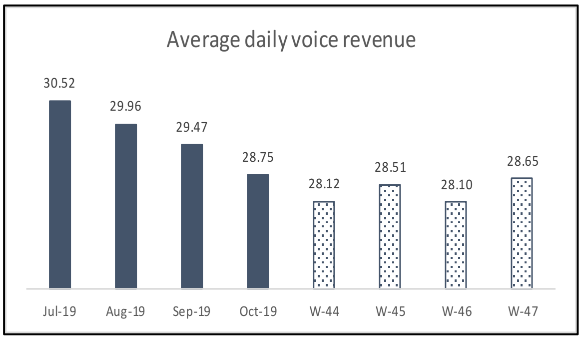


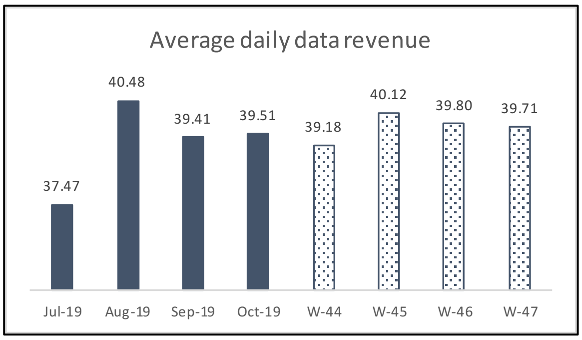
Figure 10: Robi and Airtel Average Monthly Voice Revenue Respectively

Robi average daily mobile revenue graphs show that the average Voice revenue of Robi decreases from BDT 84.5 million to BDT 83.04 million from Sep'19 to Oct'19.

Airtel average daily mobile revenue graphs show that the average voice revenue of Airtel decreases from BDT 29.47 million to BDT 28.75 million from Sep'19 to Oct'19. However, Airtel's latest weekly data shows that its revenue is increasing from BDT 28.10 million to BDT 28.65 million in the last week of November. These things happen because Airtel is coming up with more attractive offers than Robi in competition.

4.2 Data Revenue Trend of Robi and Airtel:

The below shown graphs show the monthly Data Revenue Trend of Robi and Airtel.



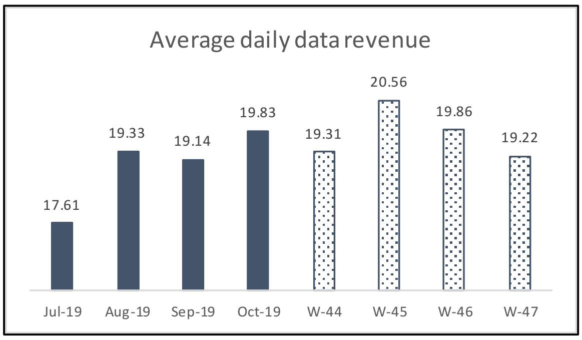


Figure 11: Robi and Airtel Average Monthly Data Revenue Respectively

Robi average daily data revenue graphs show that the average data revenue of Robi increases from BDT 39.41 million to BDT 39.51 million from Sep'19 to Oct'19.

Airtel average daily data revenue graphs show that the average data revenue of Airtel increases from BDT 19.14 million to BDT 19.83 million from Sep'19 to Oct'19.

4.3 Daily Business Update

Here, the daily business update of Robi and Airtel has been presented. It is made basically to learn about the monthly, weekly and daily trend of different financial issues. It will give clearer idea about the pricing and revenues.

4.3.1 Robi Business Update

Description			Monthly Update										
Robi (Daily Average)			Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
3	Mobile Revenue	Mn BDT	131.6	136.6	137.3	137.6	133.0	139.6	134.6	139.4	137.5	136.4	135.8
8	Voice Revenue	Mn BDT	83.9	87.5	88.0	87.5	83.7	87.0	84.9	85.3	84.5	83.0	81.6
13	Data Revenue	Mn BDT	35.1	36.0	36.8	37.4	36.6	39.5	37.5	40.5	39.4	39.5	39.7
18	VAS Revenue	Mn BDT	12.5	13.1	12.5	12.7	12.7	13.1	12.2	13.6	13.5	13.9	14.4
5	ARPU	BDT	161.9	165.3	165.0	165.4	160.6	168.3	161.8	167.8		161.8	160.5
9	APPM	BDT	63.1	62.5	61.7	61.1	61.6	62.8	64.1	64.5	64.2	63.4	62.7
14	APPD	paisa	3.67	3.60	3.52	3.53	3.33	3.35	3.32	3.30	3.21	3.03	3.01
4	Daily RGB	Mn no.	12.9	13.0	13.0	12.9	12.5	12.8	12.3	12.5	12.4	12.4	12.4
16	Daily Data RGB	Mn no.	1.95	2.01	2.07	2.04	2.03	2.13	2.10	2.16	2.23	2.24	2.21
19	Total Gross Activation	K	24.0	22.3	24.1	23.6	24.0	27.4	21.6	22.8	29.7	24.7	34.5
20	Total Gross churn	K	2,731.9	2,626.8	2,583.8	2,693.8	2,756.5	2,740.1	2,767.6	2,859.5	2,809.3	2,988.5	3,025.1
46	Winback	K	50.5	50.4	47.6	44.6	43.9	45.2	47.8	53.3	53.3	51.1	48.8
21	**Net churn**	**K**	684	487	496	700	793	670	665	658	514	728	772

Description			Last 4 weeks Update				Last 7 days						
Robi (Daily Average)			W-44	W-45	W-46	W-47	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov	25-Nov
							Tue	Wed	Thu	Fri	Sat	Sun	Mon
3	Mobile Revenue	Mn BDT	135.1	136.8	136.3	135.6	139.6	134.8	139.2	130.9	127.8	133.5	131.3
8	Voice Revenue	Mn BDT	81.8	82.3	82.0	81.4	85.2	81.2	82.0	76.3	77.6	79.3	79.4
13	Data Revenue	Mn BDT	39.2	40.1	39.8	39.7	39.6	39.1	42.6	40.8	36.3	40.2	38.0
18	VAS Revenue	Mn BDT	14.1	14.4	14.6	14.4	14.7	14.5	14.6	13.8	13.9	14.0	14.0
5	ARPU	BDT	160.1	162.2	161.3	159.8	164.5	158.8	164.1	154.2	150.6	157.2	154.6
9	APPM	BDT	63.1	63.3	62.9	62.3	62.4	62.1	62.8	61.5	62.6	62.2	62.2
14	APPD	paisa	2.99	3.11	2.98	3.00	3.03	3.26	3.13	2.98	2.66	2.97	2.86
4	Daily RGB	Mn no.	12.4	12.4	12.4	12.3	12.5	12.2	12.4	12.2	12.2	12.3	12.3
16	Daily Data RGB	Mn no.	2.23	2.28	2.19	2.15	2.2	2.1	2.2	2.2	2.1	2.1	2.1
19	Total Gross Activation	K	26.6	33.2	38.5	37.6	64.4	33.8	29.5	26.7	34.9	30.9	35.1
20	Total Gross churn	K	3,003.0	3,029.2	3,031.7	3,019.4	3,017.7	3,018.9	3,018.5	3,016.5	3,018.1	3,020.9	3,015.5
46	Winback	K	53.0	50.0	49.2	48.0	51.7	49.6	49.4	47.6	48.4	46.0	45.6
21	**Net churn**	**K**	737	764	774	777	759.5	774.7	784.1	790.4	804.7	819.5	825.4

Figure 12: Daily Business Update for Robi

** the red marks indicate decreasing trends

** the green marks indicate increasing trends

4.3.2 Airtel Business Update

Description			Monthly Update										
AT (Daily Average)			Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19
25	Mobile Revenue	Mn BDT	46.5	48.4	50.4	50.8	50.0	52.5	52.7	54.4	54.0	54.0	53.7
30	Voice Revenue	Mn BDT	28.3	29.2	30.8	30.7	29.4	29.9	30.5	30.0	29.5	28.7	28.4
35	Data Revenue	Mn BDT	13.3	13.9	14.8	15.1	15.5	17.7	17.6	19.3	19.1	19.8	19.8
40	VAS Revenue	Mn BDT	4.9	5.3	4.8	5.0	5.1	4.9	4.6	5.1	5.4	5.5	5.5
27	ARPU	BDT	143.4	141.6	152.1	151.2	148.9	155.6	156.7	163.2		159.6	160.3
31	APPM	BDT	53.8	52.6	54.4	52.8	53.0	52.2	53.1	55.0	53.7	52.5	52.4
36	APPD	paisa	2.69	2.60	2.53	2.50	2.39	2.29	2.39	2.44	2.33	2.29	2.22
26	Daily RGB	Mn no.	5.0	5.2	5.1	5.1	4.9	5.0	4.9	4.9	4.9	4.9	4.8
38	Daily Data RGB	Mn no.	0.72	0.87	0.77	0.79	0.80	0.86	0.88	0.91	0.92	0.93	0.92
41	Total Gross Activation	K	15.6	15.0	16.0	15.0	14.7	13.5	6.9	8.9	13.9	7.4	10.9
42	Total Gross churn	K	1,363.0	1,346.7	1,302.9	1,298.1	1,356.1	1,355.9	1,354.4	1,343.7	1,308.2	1,383.7	1,394.0
47	Winback K	K	30.3	29.0	29.0	29.7	26.9	30.5	29.1	31.7	30.6	30.1	28.7
21	**Net churn**	**K**	684	487	496	700	793	670	665	658	514	728	772

Description			Last 4 weeks Update				Last 7 days						
AT (Daily Average)			W-44	W-45	W-46	W-47	19-Nov	20-Nov	21-Nov	22-Nov	23-Nov	24-Nov	25-Nov
							Tue	Wed	Thu	Fri	Sat	Sun	Mon
25	Mobile Revenue	Mn BDT	52.8	54.6	53.5	53.4	54.9	54.1	54.1	50.3	51.4	52.0	53.9
30	Voice Revenue	Mn BDT	28.1	28.5	28.1	28.7	30.2	29.2	28.9	26.2	27.4	27.8	30.1
35	Data Revenue	Mn BDT	19.3	20.6	19.9	19.2	19.2	19.5	19.7	18.9	18.7	18.8	18.5
40	VAS Revenue	Mn BDT	5.4	5.5	5.5	5.5	5.6	5.5	5.6	5.2	5.3	5.4	5.4
27	ARPU	BDT	157.0	163.0	159.8	159.3	163.9	161.4	161.3	150.0	153.3	155.1	160.6
31	APPM	BDT	51.5	52.4	52.5	52.3	52.1	53.1	52.2	51.4	52.3	51.6	55.7
36	APPD	paisa	2.23	2.32	2.20	2.18	2.19	2.41	2.18	2.08	2.06	2.11	2.10
26	Daily RGB	Mn no.	4.8	4.8	4.8	4.8	4.8	4.7	4.8	4.7	4.7	4.7	4.7
38	Daily Data RGB	Mn no.	0.92	0.95	0.91	0.88	0.9	0.9	0.9	0.8	0.9	0.9	0.9
41	Total Gross Activation	K	8.3	9.4	10.6	13.3	14.1	18.0	11.4	10.9	13.5	13.0	12.8
42	Total Gross churn	K	1,395.3	1,410.0	1,402.9	1,376.5	1,378.8	1,377.1	1,373.0	1,368.9	1,367.2	1,364.7	1,362.8
47	Winback K	K	29.1	28.7	29.9	27.8	28.3	27.1	28.0	26.6	27.0	27.1	29.0
21	**Net churn**	**K**	737	764	774	777	759.5	774.7	784.1	790.4	804.7	819.5	825.4

Figure 13: Daily Business Update for Airtel

** the red marks indicate decreasing trends

** the green marks indicate increasing trends

The daily business update is a report which is sent to the entire MO-BP team and the CFO every day. This report highlights the trends in Revenues, APPD-APPM, RGB and winbacks. The main aim of this report was to be able to take better and apt decisions for the finance budget allocations for the various campaigns that the different teams want to launch to increase their users. Since one of the main tasks of the BP team was to accept/decline business cases that asked for funding for campaigns and projects, it was very important for them to monitor how the campaigns actually affected the company's revenues and other financials in order to be able to take better decisions. This too, helped in determining the prices because based on these figures, graphs for APPD and APPM were drawn and if the trends were decreasing, the team would try and device ways to increase the APPD and APPM which in essence meant increasing data price and minutes price.

Chapter 5: Observations and Learning (as an Intern)

5.1 Challenges usually faced

Internships are the first work experience after completing academics. Hence, it comes with a few challenges for the interns to adjust with over time. It is also a little hard to take in since it is a new environment and we, interns, are not familiar with work-life issues. A few challenges I faced were as such:

- **Dissimilarity in theoretical lessons and practical work-** A fresher usually starts his internship with the aim of learning and relating his past 4 years of undergrad learnings with the actual work life practices. Often, due to time period and nature of the job, companies are allowed to assign confidential and high-end jobs to interns. As a result, simple tasks do not usually test the intern's capabilities and theoretical knowledge.
- **Issues with time management-** since this was my first job kind of experience, time management was an issue that I had to cope up with. There were times that required me to stay back at office till late hours sometimes because of unplanned meetings some times because of deadlines that had to be met on a short notice. Although the working and learning experience was amazing, this was one difficulty that affected time off my report writing.
- **Inadequate incentive for interns-** unlike permanent job positions, internship opportunities are more widely available in the overly saturated job market. As a result, different companies compete to provide better internship packages. Thus, it has been seen that some interns find better opportunities while they are already enrolled in the internship program. When these interns leave for a better alternative with a better internship package by another company, the team usually suffers. Also, some companies retain employees after the internship program. Unfortunately, Robi does not follow that as well their internship package is poorly designed in terms of monetary incentive.

5.2 Learning opportunities

- **Personal development**- This is the first time I had the experience of working in a corporate environment and it has helped me figure out prospects about myself where I have improved and where I require further improvement. Such an experience was direly needed by me before starting my career as a full-time employee in the corporate sector and I am grateful to Robi Axiata Limited for providing me the opportunity to discover my strengths and weaknesses further. Valuable feedback from supervisors, team members and other colleagues helped me identify my areas of development that gave me a unique learning opportunity which will be helpful for my future career.

- **Motivating work environment**- During my internship period, work environment is one of the best things I have had at Robi Axiata Limited, both in terms of physical space and bonding among the employees. The environment was very friendly, the floorplan was very nicely designed free from hierarchy. This meant, we shared the same work space as the EVP or VP of the team and communication was much easier because of that. This not only boosted confidence but also helped to get constructive criticism and feedbacks for the work done and encouragement too.

- **Good networking and gaining confidence**- Interpersonal relations and communications among the employees have helped to boost my morale. The bonding among the people I worked with, both personally and professionally helped me build an ideal view, keeping aside the negative remarks we usually get to hear that in workplaces people are mostly competitive and they only seek personal gains. The colleagues I got to know and mingle with all belonged to diverse teams and each one of them had something or other to teach me which I hold as a priceless experience. Also, internships allow individuals to test specific techniques that they had previously learned and this allows to gain confidence because of the practical application of the learning experience.

Chapter 6: Recommendations

Robi Axiata Ltd. being the second largest telco in the Bangladesh is also known for always evolving with time to better themselves. This practice also reflected in their approach towards interns and the way they value their suggestions. All the interns were interviewed before they finished their tenure and a major part of the interview comprised of them asking us about our experience and feedback. Apart from that, I was lucky enough to be in direct contact with our CFO, Roni Tohme, who was equally generous with me and time to time asked me for suggestions and ideas on how to make work better for the team and how I felt about certain practices and if I would like to suggest any changes.

Although the company is a great place to have one's internship at, there is always room for a little improvement. Some changes I would like to suggest are as follows:

6.1 Higher incentives for interns

The internship package in comparison to other telecos lacked incentives. The company could look into increasing their pay a bit when it comes to interns because other contemporary firms are not only paying more but offering other benefits such as travel allowances or free lunches. John Stacey Adam's Equity Theory (1963) suggests that an individual feel satisfied and motivated if he/she feels that the rewards received are fair compared to what others receive in similar positions either inside or outside the company.

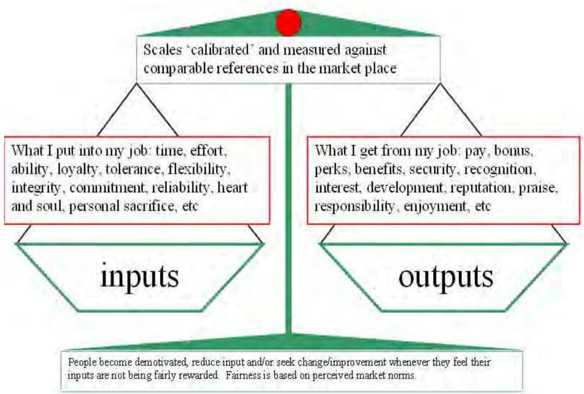


Figure 14: Adam's Equity Theory Diagram-job motivation

6.2 Better Digitalization:

Some strenuous and time-consuming work can be shortened and completed requiring a very short time if they are digitalized. Sometimes important paper work requiring signatures and approval are incomplete and require a lot of running here and there to obtain completion. This process not only takes up valuable time but also creates room for mistakes. If the process could be digitalized and a platform developed where these could be done through digital methods, efficiency could be improved and errors minimized.

Chapter 7: Conclusion

Robi Axiata Limited continues to remain one of the leading telecom companies in Bangladesh, continuously providing innovative products and services to its customers, winning millions of hearts across the country. Robi’s USP has been promoting the local culture and empowering the youth of the country. This has created a positive image for the company over the years. The extremely talented team of employees work tirelessly to make such achievements possible for the company which reflects in the awards that the company has received in the past years including:- The Fifth Best Employer of the Year Award in the World HRD Congress, 2014,

The Finance division is also a key contributor to the company’s success. The division plays a pivotal role because eventually at the end of the day most successes are measured in terms of financial ratios and these figures reflect the company’s success or downfalls. The financial compliance of Robi thus plays a significant role to exert control on Robi's financial dealings. The finance division not only makes important pricing decisions but also monitor whether or not different ventures and campaigns that the other teams want to launch are going to be sustainable or not.

In conclusion, the company not only strives for continuous improvement but also brings innovations in its offerings. Their hard work reflects the customer satisfaction that they have achieved over the years. And as they say- with great power comes great responsibilities; Robi is doing just right by this by constantly improving and innovating better ways of taking care of the needs of their stakeholders and potential customers.

Chapter 8: Reference

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