

Report On:

**“MARKETING CAMPAIGN ACTIVITIES OF THE TELECOMMUNICATION
COMPANIES IN BANGLADESH: A COMPARATIVE ANALYSIS”**

by

Kashfia Kabir

ID: 19104017

Session: Summer 2023

BUS400: Internship Program

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

© 2023. BRAC University

All rights reserved.

Student's Declaration

It is hereby declared by me, **Kashfia Kabir**, a student of BRAC Business School, BRAC University (BUS400: Internship Program), that

- a) This report was prepared by me as my original work. I've analyzed the primary and secondary data (used in this report) to make some recommendations. These data were collected mainly from my 40 selective respondents (primary data) and various journals, textbooks, articles, and websites (secondary data) using proper referencing.
- b) While collecting primary data from the 40 respondents, I did not try to manipulate or control the responses to manipulate the overall outcome of the report in my favor.
- c) This internship report, and its chapters (3 in number) were not published and submitted anywhere before. This original work of mine is solely intended to be submitted at BRAC Business School, BRAC University, Dhaka, Bangladesh as a prerequisite for completing my 4 years BBA Program.

Student's Signature and Full Name:

Kashfia Kabir
ID: 19104017

Supervisor's Signature and Full Name:

Ahmed Abir Choudhury
Senior Lecturer
BRAC Business School
BRAC University
Dhaka, Bangladesh

Letter of Transmittal

Dated: 17-09-2024

Ahmed Abir Choudhury

Senior Lecturer

BRAC Business School

BRAC University

Dhaka, Bangladesh

Subject: **Submission of Internship Report**

Dear Sir

I want to draw your kind attention to the above-captioned subject.

In this regard, I'd like to express here that, under the general guidelines of the university, the faculty, and your direct supervision, I've completed writing this internship report on the topic named **"Marketing Campaign Activities of the Telecommunication Companies in Bangladesh: A Comparative Analysis"**. This report is divided into 3 main chapters 1) Overview of Internship, 2) Organization Part, and 3) Project Part.

During my 3 months internship at Banglalink, I learned and experienced some practical aspects of the telecommunications industry in Bangladesh. I worked under the "Voice Team" at Banglalink. While being an internee, my main duties at Banglalink were to send bulk promotional messages (SMS) to the customers regarding Banglalink's voice packs, internet, and bundle offers. I was also entitled to make data entry, data analysis, portfolio management, and reporting of the usage of Banglalink users' data, voice, and internet packs and bundles.

I've prepared this report with my utmost sincerity and effort. Hence, I pray and hope you'd be kind enough to accept my Internship Report and oblige me.

With thanks and regards

Kashfia Kabir

ID: 19104017

Summer 2023, BUS400: Internship Program

BRAC Business School

BRAC University

Dhaka, Bangladesh

Acknowledgment

Firstly, I'd like to express my gratitude to the Almighty for blessing me with knowledge, wisdom, and guidance to lead a decent life.

Secondly, during my 3 months internship at Banglalink Digital Communications Ltd., I gained much knowledge and practical experience working under the Voice Team at Banglalink. In this regard, I'd like to express my heartfelt thanks to my internship supervisor Mr. Tareq Aziz Ahmed Chowdhury, CVM Senior Manager, Marketing at Banglalink for his guidance, supervision, and cooperation that ultimately helped me figure out the necessary guidelines and data required for the preparation of this internship report. A few other Banglalink officials from departments such as Commercial, Commercial Transformation and B2B Marketing, Market and Marketing Operations, along with my fellow internees and respondents, have all helped me by providing me with their invaluable time and assistance in the completion of this report. I'm thankful to all of them.

Lastly, I'd like to thank my faculty and BUS400 Internship supervisor, Mr. Ahmed Abir Choudhury, Senior Lecturer, BRAC Business School, BRAC University, Dhaka, Bangladesh for guiding me with his esteemed knowledge and supervision in completing and submitting my internship report.

Executive Summary:

This Internship Report on the topic “Marketing Campaign Activities of the Telecommunication Companies in Bangladesh: A Comparative Analysis” has 3 chapters.

I have mainly constructed the 1st chapter (Overview of Internship) by sharing my internship learnings, contributions, problems, and recommendations to other internees for future reference. In the 2nd chapter (Organization Part), I’ve picturized an overall description of Banglalink in light of points such as its management and marketing practices, financial/accounting performances and practices, operations management and information systems, summary, and recommendations to some identified problems. In the last chapter (Project part), I’ve made some comparison-based findings and recommendations from the 4 main mobile operators' marketing campaigns in Bangladesh based on the data from my 2 sets of semi-structured questionnaires and my research questions/objectives.

I strongly believe that the analysis, recommendations, and findings of this report have highlighted and indicated some crucial aspects of the telecommunications industry in Bangladesh for further reference.

List of Abbreviations used in this Report:

4G = 4th Generation Wireless

4.5G = 4.5th Generation Wireless

5G = 5th Generation Wireless

ADMS = Automatic Device Management Systems

App = Application

ARPU = Average Revenue Per User

BBA = Bachelor of Business Administration

BBS = Bangladesh Bureau of Statistics

BDT = Bangladeshi Taka

BL = Banglalink

BTRC = Bangladesh Telecommunication Regulatory Commission

BTTB = Bangladesh Telegraph and Telephone Board

CAC = Customer Acquisition Cost

CAGR = Compound Annual Growth Rate

CAPEX = Capital Expenditure or Capital Expense

CRC = Customer Retention Cost

CSR = Corporate Social Responsibility

CV = Curriculum Vitae

CVM = Customer Value Management

DSS = Decision Support Systems

EBITDA = Earnings Before Interest, Taxes, Depreciation, and Amortization

EIS = Executive Information Systems

ERP = Enterprise Resource Planning

FGD = Focused Group Discussions

GAAP = Generally Accepted Accounting Principles

GB = Giga Byte

GDP = Gross Domestic Product

GP = Grameenphone

HRM = Human Resource Management

IMC = Integrated Marketing Communication

IQ = Intelligence Quotient

IS = Information Systems

ISO = International Organization for Standardization

IT = Information Technology

JIT = Just In Time

MS = Micro-Soft

MySQL = My Structured Query Language

NBR = National Board of Revenue

OTT = Over The Top

PKR = Pakistani Rupee

RDBMS = Relational Data Base Management System

SAP = Systems, Applications, and Products

SEO = Search Engine Optimization

SFA = Sales Force Automation

SIM = Subscriber Identity Module

SME = Small and Medium Enterprises

SMS = Short Message Service

SWOT = Strengths, Weaknesses, Opportunities, and Threats

TDS = Tax Deducted at Source

TOAD = Tool for Oracle Application Developers

TPS = Transaction Processing Systems

UCEP = Underprivileged Children's Educational Program

UGC = User Generated Content

USD = United States Dollar

USP = Unique Selling Proposition

Table of Contents

	Particulars	Page Numbers
	Student's Declaration	i
	Letter of Transmittal	ii
	Acknowledgment	iii
	Executive Summary	iv
	List of Abbreviations used in this Report	v-vi
	Overview of Internship	1-03
Chapter 1	1.1: Student Information	01
	1.2: Internship Information	01
	1.3: Internship Outcome	02
	Organization Part	04-32
Chapter 2	2.1: Introduction	04
	2.2: Overview of the Company	06
	2.3: Banglalink's Management Practices	07
	2.4: Marketing Practices of Banglalink	15
	2.5: Financial Performance and Accounting Practices	19
	2.6: Operations Management and Information Systems Practices	26
	2.7: Industry and Competitive Analysis	28
	2.8: Summary and Conclusions	30
	2.9: Recommendations/Implications	31
	Project Part	33-58
Chapter 3	3.1: Introduction	33
	3.2: Methodology	40
	3.3: Findings and Analysis	43
	3.4: Summary and Conclusions	53
	3.5: Recommendations: Corporate & Users Perspectives	57
	References	59-64
	Appendices	65-70

List of Tables

Serial Numbers	Name of the Tables	Page Numbers
1	Table 1: Mobile Phone Subscribers in Bangladesh-August, 2023 (source: BTRC)	04
2	Table 2: VEON Ltd. Integrated Annual Report-2022, Pages: 48-49	07
3	Table 3: CAPEX of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022	21
4	Table 4: ARPU of Banglalink from 2018-2022, source: BTRC Portal, VEON Ltd. Annual Reports, Xinhuanet, and news.cn	21
5	Table 5: Quick Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022	22
6	Table 6: Debt-to-Equity Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022	23
7	Table 7: Debt-to-Total Assets Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022	23
8	Table 8: Bangladeshi Mobile Operators Performance Summary in 2022	37
9	Table 9: Bangladeshi Mobile Operators Marketing Campaign Comparison	54

List of Figures

Serial Numbers	Name of the Figures	Page Numbers
1	Figure 1: Mobile Operators Market Share % in Bangladesh upto August 2023	04
2	Figure 2: Revenue of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022	20
3	Figure 3: EBITDA of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022	20
4	Figure 4: EBITDA Margin % of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022	20
5	Figure 5: SWOT Analysis of Banglalink Digital Communications Ltd.	30
6	Figure 6: Mobile Operators Marketing Campaign: Impact on Customer Acquisition and Retention	44
7	Figure 7: Mobile Operators Marketing Campaign: Impact of Tailor-Made and Individualized Offers	45
8	Figure 8: Banglalink's most notable Marketing Campaign Activities	46
9	Figure 9: Mobile Operators Marketing Campaigns: Purpose	46
10	Figure 10: Mobile Operators Marketing Campaigns: Sustainability Issues	47
11	Figure 11: Mobile Operators Marketing Campaigns: Compliance Issues	47
12	Figure 12: Mobile Operator's Marketing Campaigns: IMC Channels	48
13	Figure 13: Mobile Operator's Individualized Campaign Offers: Impact	49
14	Figure 14: Mobile Operator's Sustainability Issues	51
15	Figure 15: Mobile Operator's Compliance Issues	51
16	Figure 16: Mobile Operator's Marketing Campaigns: IMC Channels	52
17	Figure 17: Mobile Operator's Marketing Campaigns: Unique Aspects	53

Chapter 1: Overview of Internship

1.1: Student Information:

Name of the Student: Kashfia Kabir

ID: 19104017

Major: Marketing

Program: BUS400

Session: Summer 2023

1.2: Internship Information:

1.2.1:

Period	Company Name	Department/Division	Address
3 months	Banglalink Digital Communications Ltd	The Voice Team	Banglalink Center, Plot 4 (Swh), 1212 Bir Uttam Mir Shawkat Sarak, Dhaka

1.2.2: Internship Company Supervisor's Information:

Supervisor's Name: Tareq Aziz Ahmed Chowdhury

Position: CVM Senior Manager, Marketing

1.2.3: Job Scope:

Job Description: My main duties and responsibilities at Banglalink Digital Communications Ltd., as an internee were as follows:

- Division:** As an internee, I worked under The Voice Team at Banglalink Digital Communications Ltd.
- Main Assignment:** As an internee at Banglalink, I was mainly assigned to send bulk SMS to the vast target customer segments of Banglalink regarding promotional voice packs, internet, and bundle offers as per my Voice Team's direction and supervision.
- Data Entry:** I was entitled to make data entry of the users' data bundles, internet and voice call usage in MS Excel.
- Data Analysis:** Under the guidance of my Voice Team and the Supervisor, I used to conduct Time-Series data analysis of the trends of the users with a view to comparing the performance of Banglalink with that of rivals.
- Portfolio Management:** I used to make record keeping, filing, and primary data collection of the users trend of daily, weekly, and monthly data bundles, internet, and

voice call usage in MS Excel. I was also entitled to the tasks of portfolio management and comparative analysis of the usage of the various voice, internet, and data bundles of Banglalink and its rivals.

- f) **Reporting:** I used to prepare daily, weekly, and monthly basis reporting of Banglalink's campaign performance and product portfolios regarding data bundles, internet, and voice call usage of the users using MS Excel.

1.3: Internship Outcome:

1.3.1 : Student's Contribution to the Company:

I have worked for 3 months in Banglalink Digital Communications Ltd. as an internee. During this period of 3 months, I have worked under the Voice Team of Banglalink Digital Communications Ltd. Alongside my main duty of sending bulk SMS, my filing, record keeping, data analysis, portfolio management, and reporting practice regarding the usage of the customers of Banglalink, I have made a notable contribution towards Banglalink in promoting and advertising the right offers of voice, internet, and data bundles/packs for the right customers in the right time.

1.3.2 : Benefits to the Student:

During my 3 months internship tenure at the Banglalink, I benefited myself in the following ways:

- a) Internship is the last prerequisite for successfully completing a 4 year BBA Program. This internship at Banglalink has helped me achieve this last prerequisite in fulfilling my 4 years BBA Program.
- b) I have developed my practical skills mainly in data entry, documentation, filing, record keeping, data analysis, and reporting using mainly the MS Office while working as an internee.
- c) While working at Banglalink, I've started to explore my domain of knowledge towards knowing the digital communications industry of Bangladesh.
- d) Moreover, while working at the Banglalink, I've developed growing some practical knowledge to get acquainted with the norms and etiquette of surviving in corporate culture.
- e) Lastly, Banglalink has helped me weigh my resume for my future growth in the pursuit of attaining a sustainable and respectable career.

1.3.3 : Problems/Difficulties Faced during the Internship Period:

Despite the above-mentioned benefits, I've faced the following problems as an internee at Banglalink:

- a) This internship period at Banglalink has seemed very little for me to adopt deep and sound technical knowledge regarding the digital telecommunications industry.
- b) I was only assigned under the Voice team and not entitled to work under any other/major operational departments at Banglalink.
- c) Lastly, my limited and repetitive internship tasks, lack of training, etc. have always put me under the pressure of not fulfilling my job responsibilities efficiently in order to get a full-time job in the near future.

1.3.4 : Recommendations to the Company on Future Internships:

My recommendations to Banglalink on future internships can be pointed out below:

- a) An internee should be given more time to get acquainted with all or major operational departments of any company.
- b) An internee has to be given a scope to work not only under a team's guidance but as a solo worker. An internee has to be given grounds to express his/her achievements and contributions directly to the customers of the company.
- c) Moreover, an internee should get proper training in areas such as technical skill development, industry trend analysis, software management, digital and social media marketing, SEO analysis to reap a good and effective result for both the internee and the company.

Chapter 2: Organization Part

2.1 : Introduction:

2.1.1 : Bangladesh's Telecommunications Industry:

Pacific Bangladesh Telecom Ltd.'s Citycell was the first mobile operator in Bangladesh. Under the permission of BTTB (Bangladesh Telegraph and Telephone Board), Citycell got its telecommunication license in 1989. Present-day BTRC (Bangladesh Telecommunication Regulatory Commission) started its operation in Bangladesh in the name of BTTB in 1979. In 2001 the Telecommunications Act was enacted in order to establish BTRC, the present-day governing authority of mobile operators in Bangladesh. 1 year later on 31st January 2002, BTRC was formed. BTRC has its laws, policies, and guidelines for the mobile operators and their users. The present-day mobile subscribers and the operators' market share percentages are as follows:

Mobile Operators	Subscribers: in million	Ranking
Grameenphone Ltd.	82.14	1st
Robi Axiata Ltd. ¹	57.33	2nd
Banglalink Digital Communications Ltd.	42.72	3rd
Teletalk Bangladesh Ltd.	6.45	4th
The total number of mobile subscribers is 188.64 million		

Table 1: Mobile Phone Subscribers in Bangladesh-August, 2023 (source: BTRC)

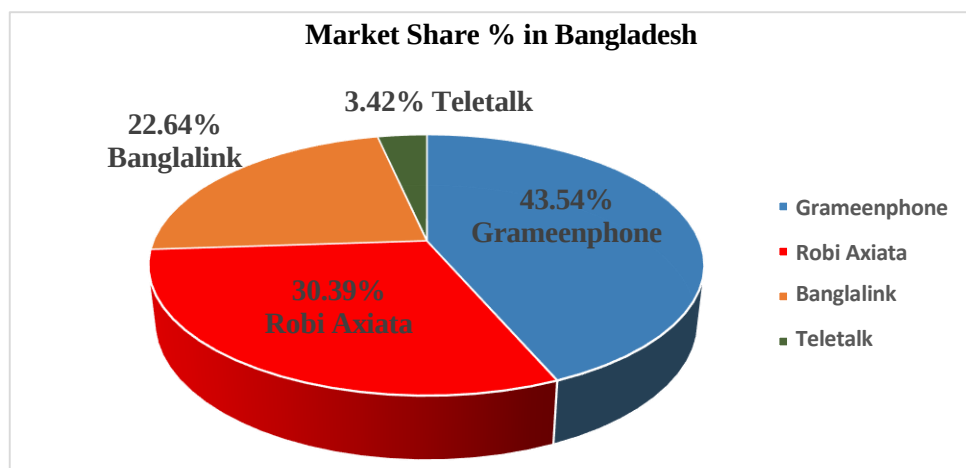


Figure 1: Mobile Operators Market Share % in Bangladesh upto August 2023

¹ Airtel Bangladesh was merged with Robi Axiata Ltd. in 2016

2.1.2 : History and Background of Banglalink Digital Communications Ltd.:

Banglalink Digital Communications Ltd., with headquarters in Gulshan-1, Dhaka, Bangladesh is the 3rd largest mobile network operator in Bangladesh with 42.72 million subscribers countrywide. With present-day core values such as customer orientation, simplicity, innovation, digitalization, partnership, collaboration, and integrity in business, Banglalink got its telecommunication license to operate in rural Bangladesh under the name of Sheba Telecom (Pvt.) Ltd. in the year 1989. After being purchased by Orascom Telecom (based in Cairo, Egypt) in July 2004, Sheba Telecom (Pvt.) Ltd. formed Banglalink. Present-day Banglalink, with a mission of: “Bringing Mobile Telephony to the Masses”, was formed in February 2005 in the name of Banglalink. On July 2013, Banglalink changed its name to Banglalink Digital Communications Ltd.

2.1.3 : Products/Services of Banglalink Digital Communications Ltd.:

Banglalink Digital Communications Ltd. delivers and offers a numerous number of products/services through its various marketing campaigns, online stores, sales centers, and service points countrywide in order to serve the needs of the users and the organization. The notable products and services of Banglalink Digital Communications Ltd. are the fastest 4G mobile network; 4G SIM; “MyBL” Super App; “TOFFEE” App-country’s 1st user-generated content-UGC platform); “Corporate Plans”; “Enterprise Solutions”; “Orange Club”; international roaming service, personalized Voice Plans, Data Packs, Bundles, and Offers for all.

2.1.4 : Other Notable Aspects of Banglalink:

- **Mission:** Bringing Mobile Telephony to the Masses.
- **Vision:** To bring the digital world to the customer by digitalizing a true digital Bangladesh.
- **Core Values:** Customer obsession, entrepreneurialism, innovation, collaboration, and truthfulness.
- **Core Focus:** Customer Experience.
- **Employees:** 1,216 as on 31st December 2022.
- **4 Service Categories:** a) Value added, SMS and call completion services; b) International roaming services; c) Wireless internet access; and d) Mobile bundles.

- **Major Certification:** ISO 27001:2013 for Information Security Management Systems by Bureau Veritas; Fastest 4G Mobile Network Provider for 2020-2021-2022 by Ookla.
- **Labs:** Banglalink labs to invent, incubate, and initiate business ideas.

2.2: Overview of the Company:

2.2.1 : Banglalink’s Parent Company:

Banglalink Digital Communications Ltd. is a fully owned company of Telecom Ventures Ltd. and a 100% owned subsidiary of Global Telecom Holding. Global Telecom Holding (formerly known as Orascom Telecom) is a holding company based in Amsterdam, Netherlands, with headquarters in Cairo, Egypt. A Dutch multinational telecommunication service and technology company named VEON Ltd. owns 51.90% shares of Global Telecom Holding. VEON Ltd. extends its telecommunication and technology services in 13 countries namely Algeria, Armenia, Bangladesh, Georgia, Italy, Kazakhstan, Kyrgyzstan, Laos, Pakistan, Russia, Tajikistan, Ukraine, and Uzbekistan under the brands “Beeline”, “Kyivstar”, “WIND”, “Jazz”, “Banglalink”, and “Djezzy” (source: Banglalink website).

2.2.2 : Banglalink’s Business Performance:

With 188.64 million mobile phone subscribers in Bangladesh (source: BTRC-2023) and 66.94 million internet users covering 38.90% of the population of Bangladesh (source: Data Reportal and World Bank), Banglalink Digital Communications Ltd. holds its position with strong and innovative business and marketing strategies. Since its official launch in 2005, Banglalink Digital Communications Ltd. has been providing the vast and ever-changing Bangladeshi market of the telecommunication industry with numerous services, products, infrastructural, and engineering solutions.

Banglalink Digital Communications Ltd. has won Ookla’s Fastest 4G Mobile Network Provider award for the last 3 consecutive years (years 2020-2021-2022) in Bangladesh. With numerous services and apps, Banglalink Digital Communications Ltd. has established a remarkable mark in the telecommunications industry of Bangladesh. In light of its digital services, ethics, morality, effective workforce, and dedicated customer orientation, Banglalink Digital Communications Ltd. has achieved the following notable country performances in its year-on-year (YoY) operating years from 2021 to 2022:

Serial No.	Name of the Performances	Achievement-2021	Achievement-2022	Growth %
1	Revenue	47.90 billion BDT	53.70 billion BDT	12.11%
2	4G Subscribers	12 million	16.10 million	34.17%
3	Active Users	6.30 million	21.20 million	236.51%
4	Infrastructure Development	10,000 4G Sites	14,000 4G Sites	40.00%

Table 2 Source: VEON Ltd. Integrated Annual Report-2022, Pages: 48-49

2.3: Banglalink's Management Practices:

An efficient management team in collaboration with an effective leadership style soothes the organizational decision-making process and also, mitigates conflicts between departments, and the management (Mihalache et al., 2014). With a view to serving the customers and the economy, Banglalink has the following top management level:

- Chief Executive Officer (CEO): Erik Aas
- Chief Commercial Officer (CCO): Upanga Dutta
- Chief Financial Officer (CFO): Cem Velipasaoglu
- Chief Legal Officer: Jahrat Adib Chowdhury
- Chief Technology and Information Officer: Huseyin Turker
- Chief Corporate and Regulatory Affairs Officer: Taimur Rahman
- Chief Ethics and Compliance Officer: Muniruzzaman Sheikh
- Chief Human Resource and Administration Officer: Monzula Morshed

2.3.1 : Common Leadership Theories:

The most common leadership styles or theories are discussed below:

- a) **Great Man Theory:** Leaders such as heroes, poets, philosophers, and prophets are born with certain inherent leadership qualities (Maloş, 2012), and they (the leaders) are not made.
- b) **Trait Theory:** This theory suggests that leaders should possess appealing physical and psychological traits such as height, looks, and attitudes so that his/her followers are influenced and motivated by their direction and leadership (Novikova, 2013).
- c) **Contingency Theory:** This theory suggests that leadership shall practice demonstrating practical and adaptive solutions to problems (Tarter & Hoy, 1998).

- d) **Participative Theory:** Participative or democratic leadership theory suggests that subordinates, and employees, along with the leader make a collaborative impact and assist in the decision-making of an organization (Anit, 2006).
- e) **Autocratic Leadership Theory:** Autocratic theory, the exact opposite of the participative or democratic theory, suggests that self-uncertainty and ignorance among subordinates are developed because the leaders solely take major decisions ignoring his/her followers and subordinates (Rast III et al., 2013) of an organization.

2.3.2 : Banglalink's Leadership Style:

Banglalink follows a mixed leadership style of a Contingency Theory and Participative/Democratic Theory for the following reasons:

Contingency Theory: Reasons

- **Practical Understanding:** Banglalink practices contingency theory because it is known for understanding the context of the requirements of its target market. Hence, Banglalink develops individualized data and voice call packs (social packs, daily offers, weekly offers, monthly offers, etc.) for its different customers as per their varying needs, wants, and demands.
- **Adaptability:** By adapting to the changes and practical demands of the users, Banglalink, through practicing Contingency Theory, urges its concerned stakeholders to get themselves adapted to changing situations. For example, worldwide 4G cellular service was started in 2009. Banglalink, to satisfy the 4G needs of its users and potential customers, started 4G operations in Bangladesh way back in 2018.

Participative/Democratic Theory: Reasons

- **Strong Employee Engagement:** Through a participative or democratic leadership style, Banglalink engages its employees (from all of its departments) in finalizing any product or service. For example: before designing any individualized data and voice call packs, Banglalink conducts market surveys (through the Marketing Department) regarding the marketability of these individualized services. After the survey, Banglalink uses a feasibility test (through the Accounts Department) to ensure the cost-benefit effect of the proposed data and voice packs. Lastly, Banglalink, with the final permission from its Regulatory Affairs Department,

commercializes its service in collaboration with its Information Technology and Marketing Department.

- **Improved Creativity and Job Satisfaction:** Banglalink gives full authority to its marketing department to make creative advertisements, storylines, taglines, advertising messages, etc. for launching any new service thus improving creativity and job satisfaction.

2.3.3 : Banglalink's HRM Planning Process: HRM Policies and Practices

Banglalink is one of the top 5 employers in Bangladesh (source: Nielsen Business School Campus Survey, October 2022). In this regard, the most notable HRM policies and practices of Banglalink are pointed out below:

- a) **The HR Department:** The HR department seeks people to join Banglalink because Banglalink promises to ensure a cross-cultural collaboration, an inclusive and diverse culture, and a continuous learning environment for the new and existing employees at Banglalink.
- b) **Talent Acquisition and Development Team:** This team of Banglalink, on behalf of the HR Department, analyzes the demand and supply of the required workforce, publishes job advertisements, collects and screens CVs, recruits and selects the eligible workforce, and conducts training for skill development of the newly recruited workforce at Banglalink.
- c) **Other HR Teams:** Other HR teams of Banglalink are HR Shared Service Team (for maintaining employee records and payroll), the Rewards Team (for maintaining employees' appraisal), and Employee Relations Team (for building and maintaining employee good work relations).
- d) **Equal Employment Opportunity:** At Banglalink, the workforce is selected based on their merits and qualities, not on the basis of their color, race, quotas, and gender.
- e) **Working Hours:** The general working hours for the regular employees (except for call center employees and engineers) of Banglalink are 9 hours a day (from 9:00 AM to 6.00 PM) for a 5-day week from Sunday to Thursday.
- f) **Other HR Policies:** Other HR policies of Banglalink are observation of Banglalink Safety and Wellness Week; observation of Ethics and Compliance Week; 21 days' annual leave, 10 days mandatory leave, sick leave, and 6 months maternity leave; babysitting facilities for mothers; managing the employee database system, managing employee records, managing employee problems/issues; and more.

2.3.4: Banglalink's HRM Planning Process: Recruitment and Selection

The HR department's Talent Acquisition and Development Team completes the following steps with a view to recruiting and selecting any new employee(s) for Banglalink:

The Recruitment Process:

- a) **Job Requisition:** The concerned department(s) of Banglalink notifies the HR department about possible job vacancies. Then the HR department notifies the Talent Acquisition and Development Team about the number of vacancies. Afterward, the Recruitment Division under the Talent Acquisition and Development Team looks forward to the next step of recruiting new employees.
- b) **Feasibility Analysis:** In this step, the Recruitment Division with the help of HR, the Talent Acquisition and Development Team, and the Accounts department conducts feasibility tests regarding the number of vacancies needed, the budget allocated against these vacancies, job descriptions, and the actual need for these vacancies.
- c) **Recruitment Source Finding:** After the successful conduct of the Feasibility Analysis, the concerned team looks for the source of recruitment as internal or external, or both. If the recruitment is to be done internally (for inter-divisional and promotional recruitment), Banglalink e-mails or calls their existing employees directly. On the other hand, if recruitment is to be conducted from an outside source, Banglalink publishes recruitment advertisements on its website, and social medias (LinkedIn, and Facebook).
- d) **CV Collection:** In this step, the recruitment division collects CVs/resumes from the applicants.
- e) **CV Screening:** In this final step of the recruitment process, the recruitment team, by following the authenticity principle, local, international, and Banglalink's job requirements and employee recruitment guidelines, shortlists the CVs/resumes received earlier. Afterward, the recruitment team sends these short-listed CVs/resumes to the HR Department of Banglalink for the final selection.

The Selection Process:

- a) **IQ Tests:** In this 1st step of new employee selection, the HR Department of Banglalink conducts an IQ test (projective analysis, mathematical and logical reasoning, focus group interviews, case study analysis, free handwriting, etc.) for the short-listed candidates.
- b) **Functional Tests:** This step is for the employees who passed their IQ tests. These functional tests are conducted by the concerned departments in which the new

employees will work when they get selected. These tests are conducted for the concerned department's specific requirements as literacy in MS Office, literacy in any specific programming language, literacy in PowerBI, literacy in trend analysis, literacy in network/hardware/software engineering, etc.

- c) **Final Interviews:** In this step, the candidates who passed the first 2 steps, will sit for the 2 final interviews. The 1st interview is chaired and headed by the concerned departmental manager. After an applicant is selected in the 1st interview, he/she is called on any later date to sit at the HR of Banglalink for the final interview. The final interview is conducted by the head of HR at the headquarters of Banglalink.
- d) **Job Offering:** After these 3 steps of the selection process, only the meritorious, deserving, and eligible candidates are sent offer letters to their mailing addresses

2.3.5: Banglalink's Compensation System, Training and Development Initiatives, and Performance Appraisal System:

Banglalink's Compensation Systems:

Banglalink's permanent employees are entitled to Fixed and Basic Salaries. On the other hand, the contractual employees are entitled to the Variable Salary Systems of Banglalink. The compensation systems of Banglalink are described below:

- a) **Fixed Salary:** After the probation period, employees get permanent employment offer at Banglalink, provided the performance and record of these newly recruited employees meet the employment and HR-prescribed criteria of Banglalink.
- b) **Basic Salary:** It is the portion of fixed salary that is paid to an employee and this basic salary is subject to some additions and deductions of the following items according to the practiced salary structure of Banglalink:

Additions to Basic Salary:

- **House Rent Allowances:** Permanent employees of Banglalink are entitled to a certain amount with their monthly salary as their house rent allowance.
- **Transportation Allowance:** This fixed monthly allowance is for the permanent employees of Banglalink to meet their transportation expenses related to work and office.
- **Medical Allowance:** The medical allowance is both fixed and variable at Banglalink. Every permanent employee at Banglalink gets a certain fixed amount as his/her medical allowance per month for covering any medical expenses.

Moreover, the variable portion of the medical allowance (for maternity issues, road, and motorbike accidents) varies from case to case and situation to situation.

- **Leave Fare Assistance:** This variable allowance is payable only once a year for every permanent employee who takes leave from office (applicable for annual mandatory leave of 10 days) for his/her annual vacations or work leaves in or outside Bangladesh.
- **Bonus:** Permanent employees of Banglalink are entitled to at least 2 festival bonuses (Eid-ul-Fitr and Eid-ul-Adha) equivalent to their full basic salary amount. Moreover, depending on the occasion and approval of the management and HR of Banglalink, permanent employees often get other festival bonuses such as the Pahela Boishakh bonus, Durga Pooja bonus, profit sharing bonus, best employee bonus, etc. as a certain percentage of their gross salary amount.
- **Car Allowance:** Executive-level employees of Banglalink get fixed monthly basis car allowances for the maintenance of their own transportation systems.
- **Other Allowances:** Every employee of Banglalink gets a certain amount (tk2,000 to tk10,000) per month as his/her mobile bills. Moreover, employees get some lump sum allowance amount as entertainment allowances, meal subsidies, T&D (Traveling and Dearness) allowances, etc. as per their regular or routine or certain activities at Banglalink.

Subtractions from Basic Salary:

- **Income Tax:** As per the National Board of Revenue Bangladesh's (NBR Bangladesh) Finance Act, 2023, from 1st July 2023, income tax is to be deducted from the monthly "Net" salaries of the employees of Bangladesh as TDS with a minimum TDS of tk5,000 (BDT five thousand) a year. This income tax varies among rates of 5% to 25% depending on the salaries and designations of the employees at Banglalink.
- **Employees' Contribution to Provident Fund:** Permanent employees at Banglalink contribute a certain percentage (generally 5% to 15% at Banglalink) of their basic salaries to the employees' provident fund.
- **Insurance Premium:** Any permanent employee must contribute a certain amount against the basic salary for his/her life insurance premium policies as per the employment and HR policies of Banglalink.

- c) **Variable Salary:** Banglalink practices the following variable salary structure for its selected employees
- Call center employees get a monthly fixed salary plus a salary based on their working hours.
 - Employees who work overtime (usually call center employees, contractual employees, and engineers) get overtime remuneration according to their service term agreements.

Banglalink's Training and Development Initiatives:

Like most other similar institutions, Banglalink follows 2 types of training and development initiatives for its employees:

- 1) **On-the-Job Training (OJT):** Major OJT training and development initiatives conducted by Banglalink for its employees are briefly pointed out below:
 - a) **Orientation Training:** In the orientation program, the newly selected employees are welcomed to Banglalink and are introduced to the practical work environment at Banglalink.
 - b) **Job Rotations:** In Banglalink, an employee, during the first 2 years of his/her working experience at Banglalink gets different job desks, departments, and job duties and responsibilities as per his/her designation.
 - c) **Coaching:** At Banglalink, the perfect work-level hierarchy always exists where the sub-ordinates are always coached and monitored by the team leader or supervisor regarding any work-related issues.
- 2) **Off-the-Job Training:** The following training and development initiatives of Banglalink are conducted outside of the employees' practical and current working environment:
 - a) **Workshops, conferences, and Seminars:** Banglalink frequently arranges workshops, conferences, and seminars for the development and training purposes of its existing employees.
 - b) **Online Training:** Banglalink, in each week of its business operations, arranges online meetings and training activities for its employees through its respective departmental collaboration.
 - c) **Vestibule Training:** Banglalink arranges vestibule training mainly for its engineers regarding the practical and simulated concepts of operations and technical issues.

- d) **Other Training:** Banglalink frequently arranges focused group discussions (FGD), case study analysis, role-playing training, etc. for the development of the skills, abilities, and knowledge of its employees.

Banglalink's Performance Appraisal System:

Banglalink uses the following methods to appraise its employees' performances:

- a) **Self-Review Method:** Under this method, employees at Banglalink are asked to rate themselves on a scale of 1 to 10 on the basis of some key attributes such as timeliness, honesty, communication skills, innovativeness, etc.
- b) **Rating Scales:** This appraisal system is conducted by the peers and departmental supervisors of the employees. This 5-point rating scale has 10 job-related performance criteria for each employee such as timeliness, honesty, communication skills, etc. Peers and the departmental supervisor of an employee are required to rate their colleague for the mentioned 10 performance criterion from the 5 points evaluative numerical scales such as Excellent-5 points, Very Good-4 points, Good-3 points, Fair-2 points, and Average-1 points.
- c) **The Forced Distribution Method:** Although this method creates positive appraisals for the employees falling in the right side positive-criteria of 20% and 10%, it creates dissatisfaction for the employees who fall in the left side negative-criteria of 10% and 20%.
- d) **Management by Objectives Method (MBO): the KPI:** This MBO method is a central HR management software that records employees' performances such as daily attendance, daily job completion, leave availed during a period, target achieved in a period, employees' contribution to the organization, employees' education, experience, and training received, etc. This centralized KPI software of the MBO method combines the 3 above-mentioned method results from a) Self-Review Method, b) Rating Scales, and c) The Forced Distribution Method and sums up and weighs up the results to ultimately appraise its employees' monthly, quarterly, and annual performance against some selective benchmarks. In this regard, commonly used benchmarks in Banglalink are as follows
 - Expected vs Actual ARPU (Average Revenue Per User) of Banglalink in each month and quarter.
 - Expected vs Actual CAC (Customer Acquisition Cost) of Banglalink in each month and quarter.

- Expected vs Actual CRC (Customer Retention Cost) of Banglalink in each month and quarter.
- Expected vs Actual Revenue of Banglalink in each month and quarter.
- Expected vs Actual Market Share of Banglalink in each month and quarter.

2.4: Marketing Practices of Banglalink:

2.4.1 : Marketing Strategy of Banglalink:

Marketing strategy is a set of marketing logic and tools by using which marketers attempt to achieve their marketing objectives and goals (Kotler and Armstrong, 2008). The marketing strategies of Banglalink are discussed below:

- a) **Defining the Target Market:** The target market of Banglalink is vast. Banglalink has targeted to digitalize each and every person in Bangladesh in order to digitalize the whole country.
- b) **Market Segmentation:** After defining the target market, Banglalink has created a number of market segments for marketing its products and services. Some of the market segments of Banglalink are as
 - **All in One:** Banglalink has its all-in-one MyBL super app for people who love self-services in a fast and easy way available.
 - **Corporate Segment:** Banglalink has corporate plans and postpaid SIMs to plan, set, and satisfy the credit limit for the business persons' data and voice packs with features like SFA (Sales Force Automation), secured connectivity for the business, and m-Connex, to connect the entire organization with a single Banglalink number.
 - **SME Segment:** Banglalink has Competitive SME (Small and Medium Enterprises) flexible packages and postpaid SIMs for people who want to grow their businesses.
 - **International Roaming Segment:** Banglalink provides international roaming offers for people who love to roam around the world.
 - **Individualized Segment:** Banglalink provides voice, internet and data pack/bundle offers for all starting from tk3 with numerous options such as mini pack offers, regular pack offers, large pack offers, extra-large pack offers, and more.

- **Entertainment Segment:** Banglalink has its own TOFFEE app for people who love digital entertainment on the go.
 - **Loyalty Segment:** Banglalink's Orange Club offers its loyal customers with bundle offers and discounts on selected fashion houses, hotels, and restaurants countrywide.
- c) **Targeting Segments:** At this point, Banglalink has decided to serve the above-mentioned market segments through its services and differentiated market positioning strategies discussed below.
- d) **Differentiation and Positioning Strategies:** Banglalink has created a differentiated and well-positioned marketing image in the minds of its market segments in the following ways:

Differentiation Strategies:

- **MyBL App:** Through the MyBL super app, Banglalink provides its market with all sorts of instant services such as data pack and voice pack offers, unlimited music, free games, e-shopping, health advice, self-learning, and more.
- **Individualized Offers:** Banglalink offers its customers all types of data, voice, and internet bundle packs categorized by money, time, and size of the packs.
- **TOFFEE App:** The TOFFEE app of Banglalink is the 1st user-generated content (UGC) platform in Bangladesh.
- **Health Hub:** The Health Hub service of Banglalink is the country's 1st ever digital health aggregator platform for providing its customers with a one-stop healthcare solution through the MyBL app.
- **Network Service:** Banglalink provides the fastest 4G SIM service in Bangladesh.

Positioning Strategies:

- **Affordable Services:** Banglalink has positioned itself in the market through a number of individualized and affordable offers for all.
- **Innovativeness:** Banglalink has its own innovative lab where it seeks and receives innovative business ideas from business persons, students, employees, and creative initiators to encourage new startups and entrepreneurship.
- **Vast Market Segmentation:** Banglalink targets almost all types of possible market segments in order to establish a differentiated positioning image in the telecommunications industry in Bangladesh.

- **CSR Activities:** CSR activities of Banglalink such as partnering with UCEP, aiding disaster strike people, the “Womentor” program, etc. have played a pivotal role in the minds of the people in Bangladesh in recognizing the name of Banglalink.

e) Marketing Mix Elements of Banglalink: the 4Ps

1). Products/Services:

- **Wide Range of Prepaid and Postpaid Offers:** Banglalink knows its customers and hence, it has numerous individualized and tailored offers for its different customer base. For each and every prepaid/postpaid user of internet packs, Banglalink has customizable mini pack offers, regular pack offers, large pack offers, extra-large pack offers, family offers, social and TOFFEE packs, etc.
- **Other Notable Offers of Banglalink:**
 - ✓ Banglalink users can transfer their balance to their dearest ones without any charge.
 - ✓ Banglalink has various call rate packages ranging from the lowest 69 paisa per minute to the highest tk1.56 per minute packages.
 - ✓ Banglalink has offers on re-opened SIM such as 100 mins for 30 days @tk66, 200 mins+10 GB for 30 days @tk198, and more.
 - ✓ Banglalink provides new SIM offers such as 40 min+27 GB for 7 days @tk48, 89 paisa/minute +370 mins for 30 days @tk224, etc.

2). Price: The price ranges of Banglalink 4G SIM and its major services are pointed out below:

- The price for a new Banglalink 4G sim is tk150 from any Banglalink center. Other than any Banglalink center, a new customer has to pay tk250 for a new Banglalink 4G SIM.
- The minimum and maximum price for any call rate is tk69 paisa per minute to tk1.56 per minute.
- The minimum and maximum price for any data pack is tk9 and tk699 respectively.
- The minimum and maximum price for any bundle pack is tk3 and tk898 respectively.

3). Place: Banglalink usually sells its SIM from its website, Banglalink center, and other authorized dealers located at various malls, retail stores, and shops. On the other hand, users of Banglalink can avail of offers on voice calls and data bundles directly from their BL app installed on their smartphones or from the Banglalink website.

4). Promotion: Banglalink mostly uses social media (mainly Facebook and YouTube), TV, dailies, and magazines to advertise its promotional and campaign activities regarding the products and services.

2.4.2: Other Marketing Practices/Strategies of Banglalink:

- a) **Brand Recognition:** Since its official inception in February 2005, Banglalink has been recognized as one of the finest, fastest, and most seamless mobile network service providers in Bangladesh.
- b) **Customer Engagement:** The call center and live chat services of Banglalink remain open 24/7 for delivering its users a hassle-free usage of call and mobile data services. Moreover, any user of Banglalink can avail the required services physically at any Banglalink point from 10 AM to 7 PM, 7 days a week.
- c) **Marketing Campaigns:** Banglalink has always been recognized for its marketing campaign activities countrywide with notable campaigns as:
 - “Join Banglalink Network and Experience Fastest 4G”.
 - “Join our Community” through MyBL Super App to “Make your Digital Life Complete”.
 - “TOFFEE App” to “Enjoy the Digital Entertainment.”
 - “Corporate Plans” for the “Growth and Digitalization of your Business with Banglalink.”
 - “Enterprise Solutions” in order to “Fast Forward your Business with Banglalink”.
 - Bundle pack for free Hoichoi and i-Screen subscription.
 - Personalized Voice Plans, Data Packs, Bundles, and Offers for all.
- d) **Celebrity Endorsements:** Banglalink has been using (or has used) the following celebrities in promoting their services and offers to their target and potential markets:
 - Mehazabien Chowdhury in YouTube’s advertisement on “Banglalink FASTEST 4G te Thakun Shobcheye Aegiye” and “Banglalink FASTEST 4G te Thaki Aegiye Shobshomoy, Shobkhane”
 - Mehazabien Chowdhury and Siam Ahmed in YouTube’s advertisement on “Beshi Beshi Dorkar”.
 - Sabila Noor in YouTube’s Banglalink ad on celebrating the occasion of “Country’s fastest 4G mobile network for 3 years in a row”.

- Shakib Khan and Nusrat Faria in YouTube's advertisement on "Banglalink Beshi Beshi, Everybody Khushi, Khushi"
- e) **CSR Activities:** Banglalink maintains some corporate social responsibilities (CSR) for the welfare of the economy and the country such as
- Providing aid and connectivity to needy people at the time of natural disasters.
 - Partnering with the Underprivileged Children Education Program (UCEP) Bangladesh to assist in the development of underprivileged children's education.
 - Initiating the "Womentor" Program for tech-savvy women's aid and assistance.
 - Partnering with "Kormo Jobs" -a job finding app, to assist job seekers.

2.5: Financial Performance and Accounting Practices:

2.5.1 : Financial Performance:

At this point of my report, I am analyzing and describing 7 key financial aspects and indicators of Banglalink Digital Communications Ltd. and VEON Ltd. as a) Revenue, b) Profitability Margin-EBITDA Margin, c) CAPEX, d) ARPU, e) Quick Ratio, f) Debt-to-Equity Ratio, and g) Debt-to-Total Assets Ratio. It can be added here that it was not possible for me to analyze other key indicators of the financial performance of Banglalink, separately due to the following reasons:

- Only the Revenue/Operating Revenue of the Consolidated Operating Income Statement of VEON Ltd. shows segmented and country-wise contributions.
- No separate breakdowns for country-wise performance in the Consolidated Balance Sheet of VEON Ltd. is existent. As a result of this, Quick/Acid Test Ratio, Debt-to-Equity Ratio, and Debt-to-Total Assets Ratio for VEON Ltd. were calculated and analyzed, instead of Banglalink.
- Due to foreign exchange rates volatility (USD appreciation against BDT depreciation), I used currencies such as "BDT" in analyzing the Revenue and Profitability Margin-EBITDA Margin, and "USD" in analyzing and calculating the Fixed Asset Turnover Ratio and ARPU of Banglalink.

a) Revenue: The total income received by Banglalink, within the border of Bangladesh, mainly from sources such as service income, subscription fees, calls, SMS and internet charges, and advertising income for the last 5 years from 2018-2022, with a trend line is depicted below:

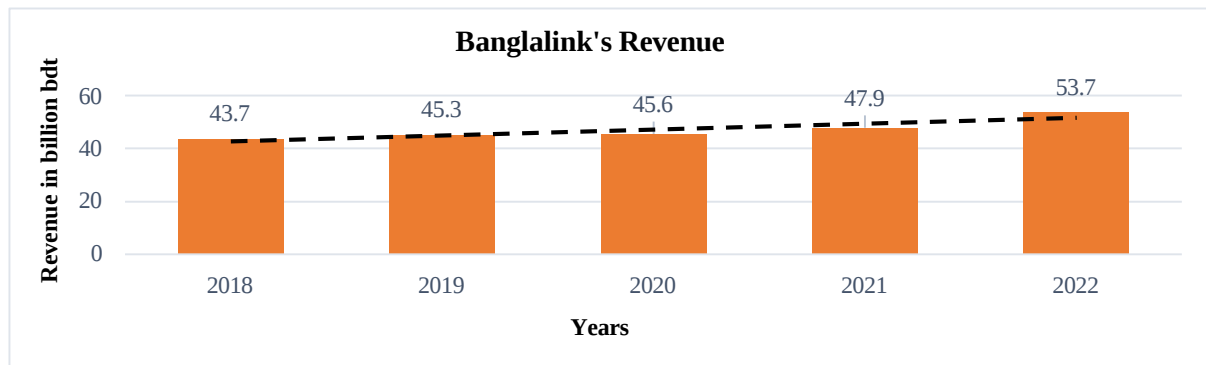


Figure 2: Revenue of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022

Revenue Analysis: From the above revenue chart of Banglalink, it is seen that, from the years 2018 to 2022, its revenue is an increasing rate. This increase was mainly caused by the individualized data offers of Banglalink that ultimately increased the number of 4G users. In these 5 years, Banglalink earned its highest revenue of BDT53.70 billion with the highest growth rate of 12.11% (this growth rate is calculated Year-on-Year from 2021 to 2022) in the year 2022.

b) Profitability Margin-EBITDA Margin: Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) analysis of Banglalink for the past 5 years from 2018-2022, with a trend line is depicted below:

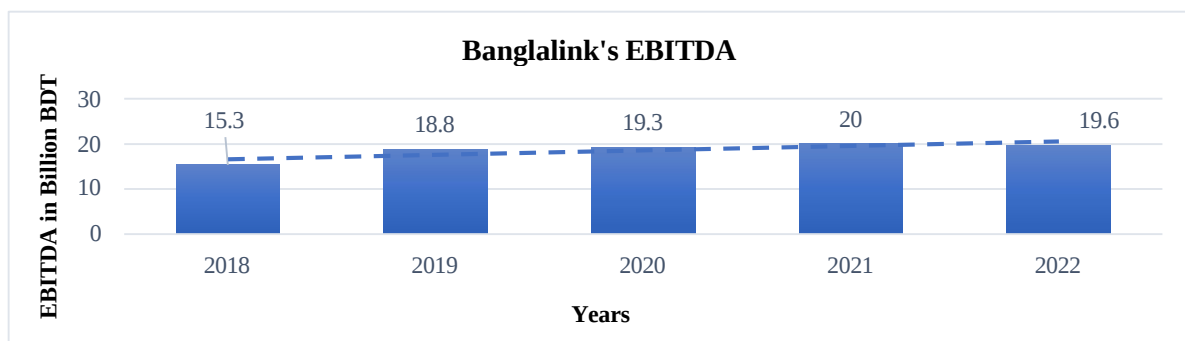


Figure 3: EBITDA of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022

EBITDA Margin: The above-depicted EBITDA reveals the operating performance of Banglalink from the years 2018-2022 before deducting interest, taxes, depreciation, and amortization. The EBITDA Margin of Banglalink is calculated below:

$$\text{EBITDA Margin Formula} = (\text{EBITDA} / \text{Revenue}) * 100$$

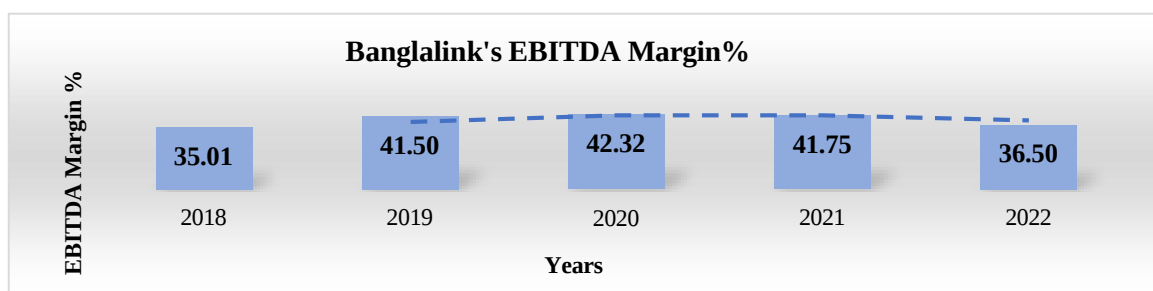


Figure 4: EBITDA Margin % of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022

EBITDA Analysis: From Figures 3 and 4 of EBITDA and EBITDA Margin %, it is seen that the operating performance (EBITDA) of Banglalink has increased for 4 years from 2018-2021 and falls in the year 2022. On the other hand, the EBITDA Margin % reveals that Banglalink's operating performance ratios were constantly growing for 3 years from 2018 to 2020. From 2021 to 2022, these margins of operating performance declined due to a decline in the operating revenue and a rise in operating expenses of Banglalink.

c) Fixed Asset Turnover Ratio/CAPEX: The CAPEX (Capital Expenditure) or Fixed Asset Turnover Ratio of Banglalink is calculated as below:

$$\text{Fixed Asset Turnover Ratio Formula} = \text{Revenue} / \text{Fixed Assets}$$

Year	Revenue- in million USD	Fixed Assets- in million USD	Turnover Ratio
2018	521	93	5.60
2019	537	82	6.55
2020	537	126	4.26
2021	564	89	6.34
2022	576	199	2.89

Table 3: CAPEX of Banglalink from 2018-2022, source: VEON Ltd. Annual reports 2020 & 2022

Fixed Asset Ratio Analysis: Fixed Asset Turnover Ratio (**higher is better**) indicates how much revenue a company earns for every dollar invested in fixed assets. From Table 3, it can be seen that, in 2019, Banglalink invested 1 USD on its fixed assets to earn its highest revenue of USD6.55 in the last 5 years. On the other hand, due to big expenditures incurred on acquiring fixed assets, in the year 2022, Banglalink's Fixed Asset Turnover Ratio decreased to revenue of USD2.89 for 1 USD invested in fixed assets.

d) ARPU (Average Revenue Per User): The ARPU of Banglalink for the last 5 years is depicted and analyzed below:

$$\text{ARPU Formula} = \text{Total Revenue} / \text{Total Users}$$

Year	Revenue- in million USD	Total Users- in million	ARPU- in USD	ARPU Growth Rate %
2018	521	33.52	15.54	N/A
2019	537	35.24	15.24	-1.93%
2020	537	35.27	15.23	-0.07%
2021	564	37.22	15.15	-0.53%
2022	576	39.81	14.47	-4.49%

Table 4: ARPU of Banglalink from 2018-2022, source: BTRC Portal, VEON Ltd. Annual Reports, Xinhuanet, and news.cn

ARPU Analysis: From this above-depicted table, we can see that, Banglalink earned USD15.54 as the highest average revenue per user in the year 2018. Since then, the ARPU (**higher is better**) of Banglalink has continuously declined up to the year 2022. Moreover, from 2018-2022, the ARPU growth rate percentages of Banglalink also showed negative figures. The decline of the last 5 years' ARPUs and negative figures of ARPU growth rate percentages of Banglalink can be associated with the fact that Banglalink's total users increased at a rate higher than the increase in revenue in million USD.

e) Quick Ratio: The Quick Ratio of VEON Ltd. for the last 4 years is depicted and analyzed below:

Quick Ratio Formula= Quick Assets/Current Liabilities

Year	Current Assets- million USD	Inventory- million USD	Prepaid Expenses- million USD	Quick Assets ² - million USD	Current Liabilities- million USD	Quick Ratio
2019	2,499	169	156	2,174	5,768	0.38
2020	2,850	111	134	2,605	4,410	0.59
2021	3,553	111	126	3,316	4,383	0.76
2022	3,981	18	105	3,858	4,645	0.83

Table 5: Quick Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022

Quick Ratio Analysis: Quick Ratio (**higher is better**) indicates how efficiently a company covers its short term obligations by quick assets. From this above-depicted table, we can see that, VEON Ltd.'s quick ratio is an increasing rate from 2018-2022, which shows a positive sign for VEON Ltd. while paying off its short-term obligations by its quick assets. In 2022, VEON Ltd. had the highest 0.83 USD worth quick assets for covering its 1 USD worth current liabilities.

f) Debt-to-Equity Ratio: The Debt-to-Equity Ratio of VEON Ltd. for the last 4 years is depicted and analyzed in the next page:

² Quick Assets= Current Assets- Inventory- Prepaid Expenses

Debt-to-Equity Ratio Formula= Total Liabilities/Shareholders Equity

Year	Total Liabilities³- million USD	Shareholders Equity- million USD	Debt-to-Equity Ratio
2019	13,839	2,220	6.23
2020	13,538	1,013	13.36
2021	14,416	1,505	9.58
2022	14,316	767	18.66

Table 6: Debt-to-Equity Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022

Debt-to-Equity Ratio Analysis: Debt-to-Equity Ratio (**lower is better**) indicates how heavily/lightly a company is dependent on its financing from external debt compared to its owners equity. From this above-depicted table, we can see that, VEON Ltd.'s debt-to-equity ratio is very high. In the year 2022, VEON Ltd. had 1 USD worth shareholders equity against its external debt worth USD18.66, which is very high indicating high dependency on external debt to finance its operations and growth.

g) Debt-to-Total Assets Ratio: The Debt-to-Total Assets Ratio of VEON Ltd. for the last 4 years is as:

Debt-to-Total Assets Ratio Formula= Total Liabilities/Total Assets

Year	Total Liabilities⁴- million USD	Total Assets- million USD	Debt-to-Total Assets Ratio
2019	13,839	16,059	0.86
2020	13,538	14,551	0.93
2021	14,416	15,921	0.91
2022	14,316	15,083	0.95

Table 7: Debt-to-Total Assets Ratio of VEON Ltd. from 2019-2022, source: VEON Ltd. Annual Reports 2020 & 2022

Debt-to-Total Assets Ratio Analysis: Debt-to-Total Assets Ratio (**lower is better**) indicates how heavily/lightly a company's assets are financed by its external debts. From this above-depicted table, we can see that, VEON Ltd.'s debt-to-total assets ratio is very high. In the year 2022, VEON Ltd. had 1 USD worth total assets against its external debt worth USD0.95, which is very high indicating very high dependency on external debt to finance its assets.

³ Total Liabilities mean external liabilities, which don't include Shareholders Equity

⁴ Total Liabilities mean external liabilities, which don't include Shareholders Equity

2.5.2 : Accounting Practices:

2.5.3 : Core Accounting Principles:

Accounting principles are the general guidelines and frameworks for recording, summarizing, reporting, and disclosing transactions of an entity or business organization's financial position for a certain period of time (Weygandt et al., 2010). There are 4 major accounting principles that any business organization shall follow (Kieso et al., 2009):

- a) **Historical Cost Principle:** This principle implies that assets and liabilities shall be recorded on the financial statement at their initial acquisition cost.
- b) **Revenue Recognition Principle:** Under this principle, revenue shall be recorded/recognized in the financial statements when any revenue is earned and realizable.
- c) **Matching Principle:** As per this principle, expenses will be recorded/recognized in the financial statements only when these expenses will contribute to revenue generation.
- d) **Full Disclosure Principle:** According to this principle, an organization shall provide all types of reliable, clear, and understandable information and explanations in the financial statements and footnotes so that the users of it can easily understand the financial performance of the said organization.

2.5.4 : VEON Ltd.'s Core Accounting Principles:

The following core accounting principles of VEON Ltd. are discussed below (source: VEON Ltd. Integrated Annual Report-2022):

- a) **No Conform to Historical Cost Principle:** VEON Ltd. records its fixed and intangible assets in the financial statements at a net cost after deducting accumulated depreciation and impairment losses from the acquisition cost or book value of these assets. Hence, VEON Ltd. doesn't follow the Historical Cost Principle of accounting while recording the assets.
- b) **Conform to Revenue Recognition Principle:** VEON Ltd. records its 3 types of revenues only when services against these revenues are rendered to the customers, not only when these revenues are associated with the transfer of instant cash money. Hence, for recording revenues, VEON Ltd. follows the Revenue Recognition Principle.
- c) **Conform to Matching Principle:** VEON Ltd. records its 11 types of costs/expenses in the Consolidated Income Statement by following the Matching Principle because these

costs and expenses are recorded when they are incurred, not only when these costs are associated with the transfer of instant cash money.

- d) **Conform to Full Disclosure Principle:** By analyzing the Annual Report-2022 of VEON Ltd. and its financial statements, it is obvious that VEON Ltd. has fully complied with the Full Disclosure Principle while recording, summarizing, reporting, and disclosing its financial information to its stakeholders.

2.5.5 : Other Accounting Aspects of VEON Ltd.:

Accounting assumptions (4 in total) and other aspects of VEON Ltd.'s accounting practices are briefly discussed below:

- a) **Economic Entity Assumption:** VEON Ltd has kept its business separate from its owners and equity holders. Hence, VEON Ltd. prepares a Consolidated Statement of Changes in Equity.
- b) **Going Concern Assumption:** VEON Ltd. was founded in 2009 and to date, is performing on an assumption that, it will continue its business for the long run.
- c) **Monetary Unit Assumption:** Under this assumption, VEON Ltd. reports its consolidated statements in the common USD currency. On the other hand, in its segmented reporting, VEON Ltd. uses local currencies such as Bangladeshi Taka-BDT, Pakistani Rupee-PKR, etc.
- d) **Periodicity Assumption:** It is the time frame of assumption within which an organization's financial positions are prepared and presented publicly. VEON Ltd.'s accounting year starts on 1st January of a year and ends 12 months later on 31st December of that year.
- e) **Other Aspects: Depreciation Method:** VEON Ltd. uses a straight-line method for evenly depreciating their tangible assets over their following estimated life values.
- f) **Accounting Cycle:** Generally, there are 8 sequential and revolving steps of any accounting cycle: Identification and Analysis of monetary transactions; Recording these monetary transactions in the Journal; Post these journal entries to the Ledger account; Preparation of a Trial Balance; Posting of Adjusting entries; Preparation of Adjusted Trial Balance; Preparation of Financial statements; and Preparation of Closing and Reversing Entries. Just like other modern-day organizations, only the Consolidated Income Statement, Consolidated Statement of Financial Position, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flows, and Accompanying Footnotes of VEON Ltd. can be sought from the Annual Reports.

VEON Ltd. obviously follows the other accounting cycle steps, but it maintains and keeps these pre-steps of preparing a financial statement at their in-house software inventory (SAP-ERP) and database management systems for its internal accounting purposes.

2.6: Operations Management and Information Systems Practices of Banglalink:

From the 3 basic and major functions of any business organization such as finance, operations, and marketing, operations management is the systematic process that manages the planning, designing, and controlling the process of creation of the final goods and services (Stevenson, 2019). On the other hand, information systems, or IS, distinguished from raw data (Ulrich, 2001) are a set of components (or processes) consisting of hardware, software, data, people, and network that collect, store, interpret, and disseminate data as information to the appropriate users of it.

2.6.1 : Operations Management Process of Banglalink:

Description of Banglalink's Operations Management Process:

These 3 steps of the operations management of Banglalink are described below:

- 1) **Inputs:** The inputs of Banglalink's operations management consist of its physical operational locations; human resource management, intellectual properties as-patent, trademark, brand value, symbol, creative team, engineers, etc.; huge capital investment on the telecommunication industry; and strong information systems. These 4 elements of the 1st step of an operational management system are effectively and efficiently used by Banglalink to process and transfer their ideas into a final product or service.
- 2) **Transformation or Conversion Process:** This value-adding step helps Banglalink in transforming and converting its ideas into the final product or service.
- 3) **Outputs:** After a successful performance of the 2nd step (transformation/conversion process), Banglalink commercializes its final product or service to its target market.

Control: All of these 3 steps are controlled and constrained by Banglalink's key constraints such as time constraints, budget constraints, cultural obligations, target market's needs-wants-demands, safety and quality control measures, security controls, regulatory and compliance issues of BTRC, etc.

2.6.2 : Operations Management Practices of Banglalink:

- **Hardware, Software, and Network Management:** Banglalink maintains its network in order to deliver a seamless service of voice calls and mobile data. And, to ensure

these most essential services, Banglalink maintains its hardware and software centers to prevent any fatal error, malfunction, or breach of security issues by following proper monitoring, user training, and guidelines compliance.

- **Supply Chain Management:** Banglalink has its direct suppliers/vendors based in the Netherlands (VEON Ltd.), USA (Teradata), and Germany (SAP ERP) for its major network, hardware, and software-related equipment and technical services. Moreover, to distribute its service and products (voice plans, internet packs, bundles, 4G service, 4G SIM, etc.) to the target market, Banglalink mostly uses distribution channels such as social and mass media marketing, retail stores, and Banglalink centers, points, etc.
- **Customer Service:** Banglalink has numerous Banglalink points (more than 500 service points countrywide) and service centers countrywide.
- **Compliance Issues:** In Bangladesh, Banglalink is guided, supervised, and obeyed by the general laws and regulations of BTRC.
- **Other Practices:** Other operational management practices of Banglalink are budgeting, IT infrastructure development, JIT (Just in Time) inventory management system, environment sustainability issues, maintaining human and intellectual resources, benchmarking, etc.

2.6.3 : Information Systems Practices of Banglalink:

Banglalink uses the following types of information systems and database office management (DBMS) systems software for collecting, storing, analyzing, processing, and reporting data for the use of the stakeholders:

- a) **Transaction Processing Systems (TPS):** Banglalink uses a relational database management system (RDBMS), called Oracle Database for recording and processing of its daily transactions. To make interlink with its Oracle RDBMS, Banglalink uses the TOAD (Tool for Oracle Application Developers) Oracle software. Banglalink uses TOAD Oracle Software for everyday analysis and processing of data. To store the voluminous data of Banglalink in the Oracle RDBMS, Banglalink uses a USA-developed software named Teradata. Teradata provides Banglalink with secured cloud-based and advanced analytic facilities for storing and processing their huge volume of everyday data.
- b) **Enterprise Resource Planning (ERP) Systems:** Banglalink uses SAP (Systems, Applications, and Products), a Germany-based software for its combined ERP solutions

(accounting, finance, human and inventory resource management, supply chain management) and for maintaining customer relations.

- c) **Decision Support Systems (DSS):** Banglalink uses Rstudio for statistical analysis of the records of Banglalink in order to make everyday business decisions promptly and efficiently.
- d) **Executive Information Systems (EIS):** Banglalink mainly uses Microsoft PowerBI to present, analyze, and visualize the required reports and information to the top-level management.
- e) **Other IS Practices:** Other information system practices of Banglalink are as
 - **Programming Language:** MySQL (My Structured Query Language) is mainly used for writing, storing, updating, and analyzing the transactions of Banglalink into the core RDBMS.
 - **Device Management:** ADMS (Automatic Device Management Systems) software is used by Banglalink to automatically maintain, monitor, update, error detect, and categorize physical devices used in Banglalink's physical locations.
 - **Campaign Management:** A centralized campaign management system is installed at the headquarters of Banglalink to systematically operate, record, and monitor the daily campaign activities of Banglalink.

2.7: Industry and Competitive Analysis:

The industry is a sector of an economy that generates earnings for its concerned people and the economy by producing, manufacturing, marketing, and providing physical goods and services (Carter, 1977) to its target market. On the other hand, competitive or competitor analysis is the strategic process of analyzing the feasibility, strengths, and weaknesses of the rivals of any organization in the same industry (Sarvary & Parker, 1997) in order to serve the market better than the rivals. In this regard, an American Academic named Michael E. Porter in his 1979 book "Competitive Strategy", developed a "5 Forces Model". The 5 Forces Model developed by Michael E. Porter helps analyze an industry's competitive structure (whether the industry is attractive or unattractive to enter into) and the profitability earning scope of any competing firm. The 5 Forces Model argues that industry profitability is the function of not only the quality of the products and services but the attractiveness and competitiveness of the industry structure.

2.7.1 : Porter's 5 Forces Model:

Michael E. Porter's 5 Forces Model for Banglalink Digital Communications Ltd., in light of the Bangladeshi telecommunications industry, are described below:

- 1) **Threat of Substitutes:** An industry is attractive and profitable when the threat of substitutes (or alternative products/services) is low. In the Bangladeshi telecommunications industry, the threat of substitutes for Banglalink is very "High" since all three other mobile operators (Grameenphone, Robi Axiata, and Teletalk) offer very similar products and services with very few differentiating factors and low brand switching costs.
- 2) **Threat of New Entrants:** If the entry barrier is low, newcomers can easily enter and disrupt the market and the industry, provided there are advantages like limited governmental regulations, unique selling proposition, huge capital investment capacity, easy access to product distribution channels, etc. In this regard, the threat of new entrants is very "Low" with very "High" entry barriers and "High" industry attractiveness and profitability scope for Banglalink.
- 3) **Rivalry among Existing Firms:** Since all 4 mobile operators in Bangladesh provide their customers with very similar services, Banglalink faces stiff and very "High" rivalry from its rivals namely Grameenphone, Robi Axiata, and Teletalk which ultimately results in "Low" industry attractiveness and "Low" profitability scope.
- 4) **Bargaining Power of Suppliers:** VEON Ltd., the Dutch-based parent company of Banglalink, provides the majority of the technical and engineering supports to Banglalink. As a result of the limited and scarce resources of an alternate parent/holding company, Banglalink might face "High" risks from its supplier with "Low" industry attractiveness and "Low" profitability scope if VEON Ltd. raises its technical and engineering fees price and limits the supply.
- 5) **Bargaining Power of Buyers:** Since the users of Banglalink are not concentrated or largely grouped and use the mostly standardized cellular voice and internet packs in Bangladesh, Banglalink faces very "High" industry attractiveness with "High" chances of profitability with "Low" bargaining powers of the buyers.

2.7.2 : SWOT Analysis:

SWOT Analysis is a strategic planning and decision-making tool that enables any company to analyze and measure its internal Strengths, Weaknesses, and external environment's

Opportunities, and Threats in order to explore its competitive position in the industry and the market as well (Apriyanto et al., 2021). In light of the telecommunications industry of Bangladesh, the SWOT of Banglalink Digital Communications Ltd. are depicted below:

SWOT Analysis: Banglalink			
Internal Factors (Attributes of Banglalink)	Strengths ● Strong Brand Recognition ● Fastest 4G network ● Large capital investments ● Easy access to distribution channels ● Creative marketing campaigns ● Innovative products/services ● Wide network coverage	Weaknesses ● Poor network coverage in hilly and some rural areas ● Excess of individualized offers ● Rise in engineering and infrastructural costs	
	Opportunities ● Low bargaining power of the buyers ● High industry growth rates ● 5G adoption	Threats ● High bargaining power of the supplier ● Stiff competition from rivals ● Easy availability of substitute products/services ● Low brand switching costs ● Data privacy concerns	

Figure 5: SWOT Analysis of Banglalink Digital Communications Ltd.

2.8: Summary and Conclusions

Present-day Banglalink, the 3rd largest mobile operator in Bangladesh, with its vision to digitalize Bangladesh, has been serving its market with numerous services. With an adaptation of contingency and democratic theory of leadership style, Banglalink has more than 1,216 dedicated and motivated employees with a view to uplifting the mobile usage experience of the customers.

Customers are the core focus of Banglalink. To serve the vast and well-segmented customer base, Banglalink has a well-trained and equipped workforce. Along with environment-friendly HR policies and transparent selection and recruitment practices, Banglalink ensures decent and lucrative compensation and performance appraisal systems to motivate its employees. Moreover, for the development of skills and work-life-related performance of the employees,

Banglalink arranges various time-to-time off-the-job and on-the-job theoretical and practical training for its employees.

With strongly defined and segmented target market and 4Ps of the marketing mix elements, Banglalink tries to uniquely position its differentiation strategies through the MyBL super app, numerous tailor-made offers, TOFFEE app-the 1st user-generated content (UGC) platform in Bangladesh, health club app-the 1st ever digital health aggregator platform in Bangladesh, and CSR activities in the target and potential market. Banglalink, along with these marketing practices and strategies, has created a well-recognizable brand image in the telecommunication industry with customer engagement and interactions, marketing campaigns, and celebrity endorsements.

Although the EBITDA margin and ARPU of Banglalink declined in the years 2021 and 2022, Banglalink witnessed a constant rise in its revenue for the past 5 years. Along with the practiced core accounting principles by VEON Ltd. (the parent company of Banglalink), Banglalink efficiently utilizes its land, labor, capital, and information systems to create and add value to its final products and services. This value addition and creation process is supported and backed up by the well-equipped hardware, software, infrastructural engineering, ERP, and other information systems employed at Banglalink.

Banglalink, as a renowned mobile operator in Bangladesh has been operating in this telecommunication industry where there are advantages as low threats of new entrants, and low threats of the buyers bargaining power and disadvantages as high threats of substitute products/services, high threats of rivalry, high threats of the suppliers bargaining power. Banglalink has its core concentration on fighting against these threats with its strengths and opportunities in order to overcome its weaknesses.

2.9: Recommendations/Implications

By analyzing Chapter 2, I've come out with the following recommendations to the organizations named Banglalink Digital Communications Ltd. and VEON Ltd. against some relatable problems:

- a) Banglalink can make more customer engagements and interactions by forming consumer forums countrywide with a view to receiving more regular basis feedback and building a stronger customer-business relationship.
- b) Banglalink needs to invest more in the infrastructural and network coverage services in the hilly and some rural areas, and also in major urban areas to reduce network outages and congestions.

- c) Banglalink shall minimize the number of tailor-made and individualized offers to some levels that will make the users not confused with the overloaded information and offers available to them.
- d) Among the 4 mobile operators in Bangladesh, only Banglalink doesn't maintain a separate Consolidated Income Statement, Consolidated Statement of Financial Position, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flows, and Accompanying Footnotes.
- e) The accounting equation ($\text{Assets} = \text{Liabilities} + \text{Owner's Equity}$) separately for Banglalink can't be calculated and found from the statements of the financial position of VEON Ltd. So, it is highly recommended to Banglalink to maintain and prepare separate Consolidated Income Statement, Consolidated Statement of Financial Position, Consolidated Statement of Changes in Equity, Consolidated Statement of Cash Flows, and Accompanying Footnotes.

Chapter 3: Project Part

3.1: Introduction:

The name of the topic of my internship report is “**Marketing Campaign Activities of the Telecommunication Companies in Bangladesh: A Comparative Analysis**”.

This chapter on the Project Part and the following parts of this report is about findings, analyzing, and comparing the marketing campaign activities of the 4 main mobile operators in Bangladesh namely Grameenphone, Robi Axiata, Banglalink Digital Communications Ltd., and Teletalk.

Grameenphone, Robi Axiata, and Banglalink Digital Communications Ltd. are privately owned organizations, whereas, Teletalk is the only government-owned mobile operator in Bangladesh. It can be added here that, all of these mobile operators in Bangladesh are obeyed and guided by the rules and regulations laid by BTRC-the regulating authority of the telecommunications sector in Bangladesh.

Through marketing campaign activities, an organization can measure the effects of their promotional campaign activities on new customer acquisition and retention of existing customers for the betterment of the economy and the organization itself. Implementation, measurement, and evaluation of marketing campaign activities not only help retain and acquire customers, but help in raising brand awareness, brand identity and equity, customer engagement, revenue, and profit for the concerned organization (Friedrich et al., 2009), and help uniquely outplay the rivals in the same industry (Vlachos & Vrechopoulos, 2007).

Scholars such as Huang, (2011); Scharl et al., (2005); and a few argued that telecommunication companies' marketing campaigns play a significant role in adding value to the target market in the most direct and powerful way possible. In Bangladesh, all of the 4 above-mentioned mobile operators provide almost the same categories of products and services with very few differentiating aspects in their promotional marketing campaign activities and messages. Moreover, in light of the telecommunications industry in Bangladesh, high threats of available substitute products and services, high threats of rivalry with a low scope of industry attractiveness, profitability margin, and low brand switching costs, it is thus significant to make a comparative analysis on the marketing campaign activities of the telecommunication companies of Bangladesh in order to find some unique value-adding aspects both for the market and the organization themselves (Łukowski, 2017).

Lastly, based on my findings and analysis of this report, I have made some recommendations to Banglalink and the telecommunications industry of Bangladesh in light of some valuable

insights on the marketing campaign aspects, customer engagement, and perceptions regarding the brand and marketing campaign activities.

3.1.1: Literature Review:

Marketing and its Campaign Activities:

Marketing is a set of activities and actions that shall uniquely deliver and satisfy the target market's needs and wants in order to serve 3-fold requirements or goals such as obtaining the target market's long-term satisfaction, the society's sustainability aspects, and the organization's goals and objectives of earning profit and revenue (Kotler and Armstrong, 2008). The modern-day marketing definition has changed in comparison to this traditional definition of marketing. In addition to the traditional marketing just defined, modern-day marketing adds some dimensions to its traditional definition such as satisfying the above-mentioned 3-fold requirements with the latest, adaptive, and innovative technologies and marketing ideas to tell the marketers' stories to the target market by using some integrated marketing communication (IMC) tools such as advertising, direct and e-mail marketing, sales promotion, public relations, personal selling, etc. The term integrated marketing communication is a process used to strategically plan, measure, execute, and select the best marketing communication channel(s) and marketing stories to satisfy the target market's requirements with a view to building a strong customer and stakeholder base and relationships (Belch and Belch, 2017). To plan for choosing the appropriate delivery channel for the desired integrated marketing communication programs, marketing campaign activities must be planned, drafted, analyzed, and finalized first. Hence, marketing campaigns can be defined as a set of strategic and promotional movements of an organization that wants to launch a new product/service, sell its current product/service, promote the current product/service, and/or promote the brand to the new and existing markets in order to achieve specific marketing goals and objectives (Gabrielsson et al., 2008).

Importance of Marketing Campaign Activities:

If we analyze the definitions of traditional marketing, modern marketing, IMC, and the marketing campaign activities mentioned above, we can observe the following aspects of marketing campaign activities as

- Traditional marketing has its objective of satisfying the needs and wants of the target market, the society, and the organization itself.

- Modern-day marketing not only satisfies the needs and wants of the target market, society, and the organization, but ensures the proper utilization of marketers' innovative and adaptive technologies, ideas, and IMC tools for achieving the marketing goals.
- IMC is concerned with choosing the best channel(s) for delivering the marketing promotional activities, stories, and messages to the target market for the sake of the stakeholders' satisfaction and their relationships with the organization.
- Lastly, it can be said that marketing-related promotional and campaign activities are some prerequisites for choosing the perfect IMC. And, IMC is a prerequisite for modern-day marketing. Hence, marketing campaign activities are a must type of prerequisite condition for selecting the appropriate IMC channel(s) and the marketing practices with a view to satisfying the 3-fold requirements of the new and existing customer, the society, and the organization itself.

Furthermore, both traditional and modern-day marketing are concerned with satisfying these 3-fold and varying requirements. Firstly, the new and existing customers (also known as the target market) want quality products and services at the best and an affordable price. Secondly, society desires a sustainable and green environment that fosters the growth of its economy. Lastly, the concerned organization tries to earn good revenue and profit, and brand value by serving both the target market and society. In order to serve the requirements of the target market, the society, and the organization, these 3 parties' goals and objectives may collide with those of each other. In this regard, marketing campaign activities help to mitigate these possible collisions by targeting the right target market for reshaping or manipulating their purchase behavior (Reutterer et al., 2006) with a view to establishing a positive brand image, brand recognition, and brand equity (Nobar et al., 2020) for the concerned organization and brand. These efforts of the marketing campaign activities are geared towards developing a positive perception about the concerned organization and brand, thus aligning and collaborating the collective objectives of the target market, society, and the organization.

Telecommunication Companies and Marketing Campaign Activities:

Telecommunication companies, here mobile operators, are businesses that provide long-distance and wireless communication services (Elsafy & Elzeftawy, 2021) such as cellular services, voice pack, internet, bundle pack, roaming services, etc. to the target market and the industry with a view to fulfilling the 3-fold requirements of the market, the economy, and the organization. Telecommunication companies, with modern-day innovative and digital tools, use marketing campaigns to promote or sell their products, services, and brand to the market.

Real-life mobile marketing campaigns along with a planned IMC help bring success to the desired marketing plan of an organization provided the campaign plans are strong and consistent enough with the requirements of the market, the society, and the organization. Effective and efficient marketing campaigns are evaluated against some criteria such as the objective of these campaigns, the target market of these campaigns, budgets, IMC media(s) to be used in these campaigns, messages of these campaigns, and the ultimate outcome of these campaigns (Leppäniemi & Karjaluoto, 2008).

Modern-day marketing campaign activities challenge traditional marketing campaigns and help customers differentiate and compare various innovative and individualized offers provided by alternate organizations available to the customers. Although there are similar marketing strategies available for the marketers and the market, the marketing campaign activities introduce the mobile operators' market with their possible unique positioning strategies, unique selling propositions, and recognizable brand image to the target and the potential market (Bakke, 1996).

Telecommunication companies' marketing campaigns, with effective and efficient IMC media, help their target and potential market in building their perceptions and responses towards that particular offer, product/service, solution services, and brand, because through marketing campaigns, marketers communicate with their target market (Yücel, 2007). Moreover, marketers can retain their existing customers and also acquire new customers through marketing campaign activities (Ruuska, 2005).

Marketing campaigns build strong and long-term relationships between the marketers and the stakeholders that ultimately boost sales, generate leads, and earn profits for telecommunication marketers (Haig, 2002). Marketing campaigns that serve the target markets and the business also help the economy with GDP growth rates, employment opportunities, IT, and infrastructural developments of that country (Ketter, 2018).

Telecommunication Companies Aspects and Prospects in Bangladesh

According to the Bangladesh Bureau of Statistics (BBS) 2021-2022 data, the Information and Communication sector of Bangladesh made a 1.08% sectoral contribution to the BDT39.72 million GDP of Bangladesh. Some of the key aspects of these 4 mobile operators in Bangladesh are summarized below in Table 8:

Mobile					
Operators Ranking	Key Performances for the year 2022				
	Employees ⁵	4G Sites	Customers In million	Revenue billion BDT	EBITDA billion BDT
1)Grameenphone	1,987	19,601	81.45	150.40	91.50
2)Robi Axiata	1,441	15,650	56.35	85.86	38.54
3)Banglalink	1,216	14,000	41.81	53.70	19.60
4)Teletalk	195	Data not found	6.49	4.99	3.29
Total=	4,839	49,251	186.10	294.95	152.93

Table 8: Bangladeshi Mobile Operators Performance Summary in 2022

Citycell, founded in 1989, was the 1st mobile operator in Bangladesh. From 1993 to 2016, Citycell conducted its operations in Bangladesh. Presently, the 4 telecommunication companies of Bangladesh namely Grameenphone, Robi Axiata, Banglalink Digital Communications Ltd., and Teletalk have contributed to the 1.08% sectoral GDP achievement in Bangladesh in the financial year 2021-2022. These 4 mobile operators are consistently serving the bio-metric verified 188.64 million mobile subscribers (upto August 2023) in Bangladesh with numerous services such as individualized voice, data, and bundle packs; 4G SIMs; call centers; service points; international roaming services; online streaming services; apps; and more.

According to BTRC, the Association of Mobile Telecom Operators of Bangladesh, and Wikipedia, in 1997, only 3 districts out of the 64 districts in Bangladesh were under mobile phone network coverage. In 2002, 50 districts and in 2004, 61 districts came into the coverage of mobile phone network. Nowadays, all 64 districts are under the coverage of wireless services countrywide. Presently there are 188.64 million bio-metric mobile subscribers in Bangladesh with 119.79 million mobile internet users and this number is increasing day by day.

According to Mordor Intelligence, an India-based market research consultation firm, the current market size for the year 2023, of the Bangladeshi telecom market is worth USD5.03 billion with an estimated market size of USD14.78 billion by the year 2028 for a steady CAGR (Compound Annual Growth Rate) of 24.08%. Also, according to a finding from the GSMA report, the smartphone usage rate in Bangladesh will increase from 47% in 2021 to 63% in

⁵ The number of employees of these 4 companies doesn't include contractual and call center employees

2025. The Government of the People's Republic of Bangladesh and its concerned population, in light of the "Vision 2041", are playing a pivotal role in the development of the digital platform in Bangladesh, for all.

Telecommunication Companies Marketing Campaign Activities in Bangladesh:

Telecommunication companies are all about delivering seamless services for the betterment of the target market, society, and also the respective organizations. Marketing campaign activities of Bangladeshi mobile operators play a role in delivering the expected services to the target market directly. Authors such as Hasan et al., (2019); Akther et al., (2016); Al Jamil et al., (2015); Chowdhury et al., (2006); and a few others have argued that the prevailing Bangladeshi mobile operators' marketing campaign activities play an impactful role in building a positive customer loyalty, attitude, and perception towards achieving the ultimate goal of the marketing campaigns-the ultimate sale and promotion of the product, service, and the brand. They also argued that Bangladeshi telecommunication companies, along with these campaign activities help this developing economy's GDP growth rates, employment generation, raising awareness, and infrastructural development.

Marketing campaigns such as Time is now with Grameenphone 4G, widest coverage with Robi's 4.5G, Join Banglalink Network and Experience Fastest 4G, Teletalk's Thank You Bangladesh, and more are some notable marketing campaigns amongst quite a few others that made a mark in the telecommunications sector in Bangladesh. Effective and efficient marketing campaigns not only acquire and retain customers but help in the development and recognition of the brand as well as foster sales. Moreover, through marketing campaign activities such as Grameenphone's award-winning ad campaigns for "Independence Day" and "Online Etiquette" in the year 2020; "A Father's Tale", Robi's digital ad campaign on Facebook and YouTube to celebrate its 4.5G network by portraying a lifetime moment between a father and a daughter; Banglalink's 2023's recent YouTube ad starring Dayal Chandra, on raising awareness among youths of rural areas regarding the use of technology and innovation, and the "Digital Literacy Campaign: Internet 101", partnering with Facebook in 2020; Teletalk's international mother day language TV commercial in 2017; and more created much awareness to the users of these mobile operators services in the respective fields.

3.1.2 : Research Objectives and Questions:

Broad Objective:

To make a comparative analysis of the marketing campaign activities of the 4 telecommunication companies in Bangladesh.

Specific Objectives:

- 1) To measure the impact of various personalized and tailor-made promotional offers on new customer acquisition and existing customer retention.
- 2) To identify the key aspects of impactful marketing campaigns on the age demographics of the target market.
- 3) To identify the key sustainability and compliance issues of these marketing campaigns.
- 4) To identify the most used IMC channel(s) for conveying these marketing campaign activities to the target market.
- 5) To measure the unique selling proposition(s) (USP) delivered to the target market through these marketing campaigns.

Main Research Question:

How do the marketing campaign activities of the 4 telecommunication companies in Bangladesh differ from each other?

Specific Research Questions:

- 1) How can personalized and tailor-made promotional offers impact new customer acquisition and existing customer retention?
- 2) Which important aspects of these marketing campaigns make an impact on the target market falling between the 2 age categories of 18-30 years and above 30 years?
- 3) What are the key sustainability and compliance issues of these marketing campaigns?
- 4) Which is the most used IMC channel(s) for conveying these marketing campaign activities to the target market?
- 5) What unique selling proposition(s) (USP) are delivered to the target market through these marketing campaigns?

3.1.3 : Research Significance:

Research Gap:

Authors such as Akther et al., (2016); Huq et al., (2015); Hossan et al., (2015), and a few others made scholarly contributions in analyzing and comparing the marketing campaigns of mobile operators in Bangladesh. All of them mainly analyzed the impact and role of the marketing campaign activities on the target market's behavior and preferences. Along with measuring the impact and role of the marketing campaign activities, it is also important to measure the unique selling propositions of an organization's marketing campaign activities in order to achieve the goals of the particular campaign. But, issues such as the impact of personalized and tailor-made promotional campaign offers on customer acquisition and retention; sustainability and compliance aspects for both the customer and the mobile operators; the most influential marketing campaign activity on age demographics; most used IMC channel in delivering these campaigns to the target market; etc. were left by most of the authors to be further explored and discussed.

Research Significance: The Problem Statement

Through this report, I'd like to add some dimensions to these above-mentioned research gaps by making a comparative analysis of the Bangladeshi telecommunication companies' marketing campaign activities in light of my findings and analysis on subjects such as the role of personalized offers on customer acquisition and retention; sustainability and compliance aspects of these campaigns; effects of these campaigns on the target markets age demographics, and the brand; most important aspect of the marketing campaign; most used IMC channel; the unique selling propositions (USP) of the mobile operators marketing campaign activities in Bangladesh.

3.2: Methodology:

3.2.1 : Research Design

On the basis of my developed survey questionnaire, my research paper is a descriptive one in order to describe and document the existing phenomenon, characteristics, impacting factors, and behaviors of the selected samples (Atmowardoyo, 2018) for the research topic. My research design, on the basis of the data collection method is both quantitative and qualitative in nature. My research questions are analyzed and interpreted in numerical terms to justify my quantitative approach to this report (Brown, 2015). I've also used a qualitative approach for understanding, interpreting, and analyzing the interviewees' underlying behaviors, actions, and

social participation toward a given topic (Chesebro & Borisoff, 2007). Lastly, on the basis of time horizon, my research is categorized as a cross-sectional research. I've chosen the cross-sectional research design because it ensures flexibility, saves time, and covers a wide variety of phenomena of human behaviors and actions against the conducted research for a single point of time (Connelly, 2016).

3.2.2: Sampling Design

The sampling design of my report has the following aspects:

- a) **Questionnaire:** For this report, I've developed 2 sets of semi-structured questionnaires (a mixture of some closed and open-ended questions): one for the officials'/supervisor level people at Banglalink (for the corporate perspectives regarding my research topic), and the other one for my other selective respondents (for the users' perspectives regarding my research topic). I have used these 2 semi-structured questionnaires for a subjective, in-depth, and qualitative assessment of the findings (Al Balushi, 2016) from my report from 2 perspectives: corporate and users.
- b) **Sample Size:** The size of my selected sample was 40 elements. These 40 elements consisted of 5 officials/supervisors at Banglalink. The other 35 elements were the users of the 4 mobile operators of Bangladesh.
- c) **Sampling Frame:** My sampling frames were Banglalink headquarters (for the 5 participants) and my relatives and friends (for the 35 participants).
- d) **Sampling Technique:** I've chosen non-probability sampling technique for this survey since I wanted a subjective, in-depth, and qualitative analysis of the findings of my report by not using any probability/random sampling technique (Acharya, 2013).
- e) **Sampling Methods:** Under non-probability sampling, I've mainly used 2 methods: convenience and judgmental sampling. I've chosen convenience sampling for reasons such as easy accessibility to the participants, limited time allotted for the survey, and cost-effectiveness aspect of the survey (Etikan et al., 2016). After setting my target population for the survey using the convenience sampling method, I selected my final 40 elements using the judgmental sampling method. Though I had access to various departments at Banglalink and my relatives and friends, I carefully selected my final 40 participants (from the age of 18 to 30 and more than 30 years) based on their knowledge and ability (Taherdoost, 2016) to cooperate me with a view to completing my survey successfully.

3.2.3 : Sources of Data

My data for the survey questionnaire were primary in nature. Other secondary data, numerical and non-numerical in nature, have been collected mainly from various scholarly articles, journals, websites, and books.

3.2.4 : Data Collection

I sent the respective questionnaires using my e-mail and a link to my Google Drive Questionnaire to the respective respondents in order to complete the survey and submit their responses back at my end. The respective respondents, after completing the survey, submitted their responses back at my end through their respective e-mails.

3.2.5 : Research Limitations

This methodology part, findings and analysis of this chapter have the following limitations:

- a) I've selected 40 participants to complete my survey. The findings, based on these 40 participants' opinions couldn't be completely generalized against the entire population of the telecommunication industry in Bangladesh.
- b) In spite of my careful construction of 2 semi-structured questionnaires with all possible options to record the responses, the responses of the participants might be biased by their unintentional attempts, rapid answers, and/or social desirability biases.
- c) Answering all questions in my semi-structured questionnaires would take a considerable amount of time. Hence, some participants hesitated to complete the entire interview.
- d) Moreover, I have chosen a cross-sectional design for this research. Marketing campaigns, their messages, ideas, innovations, and regulatory requirements evolve over time. Hence, my findings from the report will not provide longitudinal analysis-based findings.

3.2.6 : Ethical Considerations

For developing the findings and analysis part of this report, based mainly on my 2 sets of survey questionnaires, I've ensured the following ethical considerations:

- a) I selected my participants after I have taken their good consent.
- b) The primary data collected from the participants were solely based on their own perceptions and opinions. In this regard, I did not manipulate (or tried to manipulate) the findings based on the participants' own opinions and responses.

- c) The secondary data used in this report are true and accurate as per my data collection source and knowledge.
- d) No sensitive information about the participants was analyzed and published in my report.

3.3: Findings and Analysis:

3.3.1: Findings and Analysis of Telecommunication Companies' Marketing Campaigns:

The findings and analysis of the key aspects and points of Bangladeshi telecommunication companies' marketing campaigns are highlighted here from 2 perspectives a) Corporate Perspectives, and b) User's Perspectives:

a). Corporate Perspectives:

During my internship tenure at Banglalink, I collected data from 5 Banglalink officials/supervisors for drawing my findings regarding my internship topic and also with a view to justifying my research question(s) and objective(s).

Analysis: On the basis of:

- a) Question numbers 3, 4, 5, 6, 7 and
- b) My 1st research objective: To measure the impact of various personalized and tailor-made promotional offers on new customer acquisition and existing customer retention.

Question: The 3rd question was: Which of these campaigns are mostly used for new customer acquisition?

Response: Some of my respondents answered more than one option. All of the respondents (100%) answered that the fastest 4G network campaign of Banglalink is mainly used for new customer acquisition (source: Appendices).

Question: The 4th question was: Which of these campaigns are mostly used for existing customer retention?

Response: For the 4th question, most of the respondents (80%) answered that, personalized voice plans, data packs, bundles, and offers for all are mainly used by Banglalink to retain the existing customers (source: Appendices).

Question: The 5th question was: Which of these campaigns are mostly used both for customer acquisition and existing customer retention?

Response: For the 5th question, all (100%) of my Banglalink respondents opined that, personalized voice plans, data packs, bundles, and offers for all are mostly used by Banglalink for both customer acquisition and existing customer retention (source: Appendices).

Question: The 6th question was: What is the best way for mobile operators to acquire new customers and retain the existing ones?

Response: My Banglalink respondents (100%) opined that, marketing campaigns regarding individualized offers are mainly used by Bangladeshi mobile operators for both new customer acquisition and existing customer retention (source: Appendices).

Question: The 7th question was: What is the impact of tailor-made and individualized offers of mobile operators?

Response: Tailor-made and individualized offers are mostly used for acquiring new customers (80%), retaining existing customers (60%), and for improving brand image, customer awareness, and counter challenges faced by rivals (60% each) (source: Appendices).

Analysis Results: This analysis, furthermore, can be used to justify my 1st research objective:

- a) Banglalink's fastest 4G mobile network campaign acquires the most number of new customers.
- b) On the other hand, personalized and tailor-made promotional offers (80%) are mostly used by Banglalink to retain its existing customers.
- c) In August 2023, the total number of mobile subscribers in Bangladesh was 188.64 million in comparison to that of July 2023's 187.48 million (source: BTRC website). So, the one-month increased mobile subscribers of 1.16 million, in general, can be associated with other factors, mostly the individualized and tailor-made promotional offers (100%) used in Bangladesh to both acquire new customers and retain the existing ones. Whereas, business/enterprise solutions and app marketing campaigns make very little (0%) impact on acquiring and retaining customers.

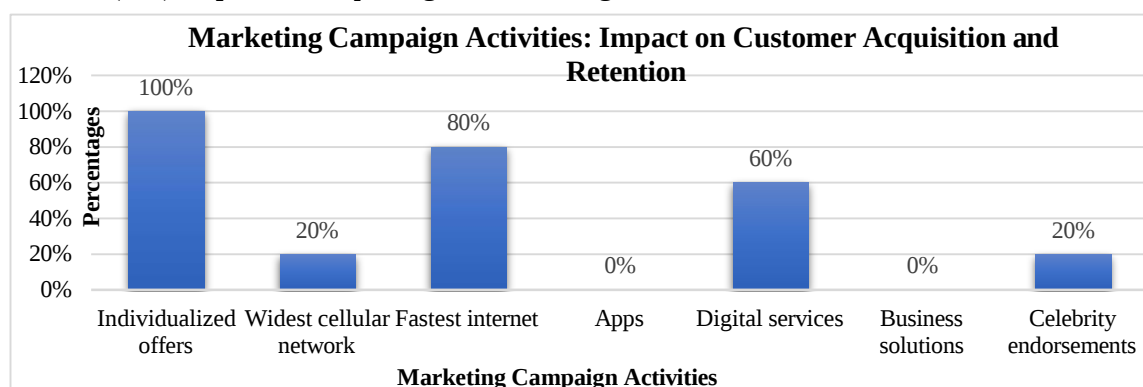


Figure 6: Mobile Operators Marketing Campaigns: Impact on Customer Acquisition and Retention

- d) Tailor-made and individualized offers of mobile operators make impacts of customer acquisition and retention as opined by 80% and 60% of respondents, respectively. Other impacts of tailor-made and individualized campaign offers are as:



Figure 7: Mobile Operators Marketing Campaign: Impact of Tailor-Made and Individualized Offers

Analysis: On the basis of:

- Question numbers 1, 2, 11 and
- My 2nd research objective: To identify the key aspects of the impactful marketing campaigns on the age demographics of the target market.

Question: The 1st question was: Who is mostly influenced by Banglalink's marketing campaigns?

Response: 60% of my respondents at Banglalink answered that, both the people of the 2 age groups of 18 to 30 and more than 30 years are influenced by Banglalink's marketing campaigns.

Question: The 2nd question was: What is the most notable marketing campaign activity of Banglalink?

Response: 60% of my respondents answered that, Banglalink being marketed as the fastest 4G mobile network, is the most notable marketing campaign activity of Banglalink. Other notable marketing campaign activities of Banglalink are as:

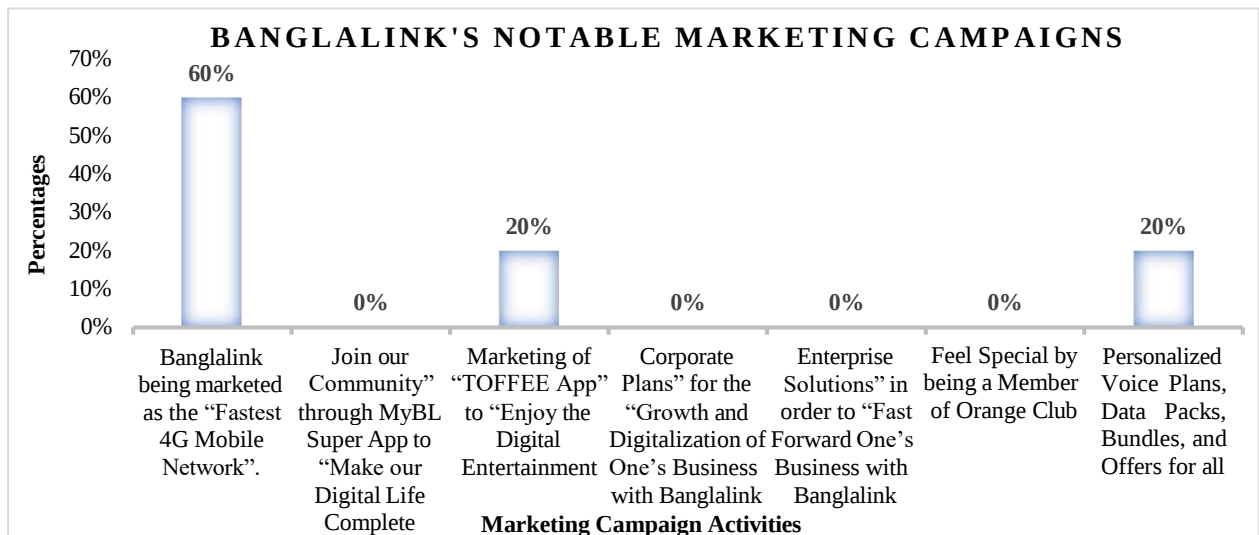


Figure 8: Banglalink's most notable Marketing Campaign Activities

Question: The 11th question was: Why do mobile operators use marketing campaigns frequently?

Response: Some of my respondents answered more than one options. Most of them (80%) answered that, mobile operators frequently use marketing campaigns to improve their brand image. Their responses are depicted below:

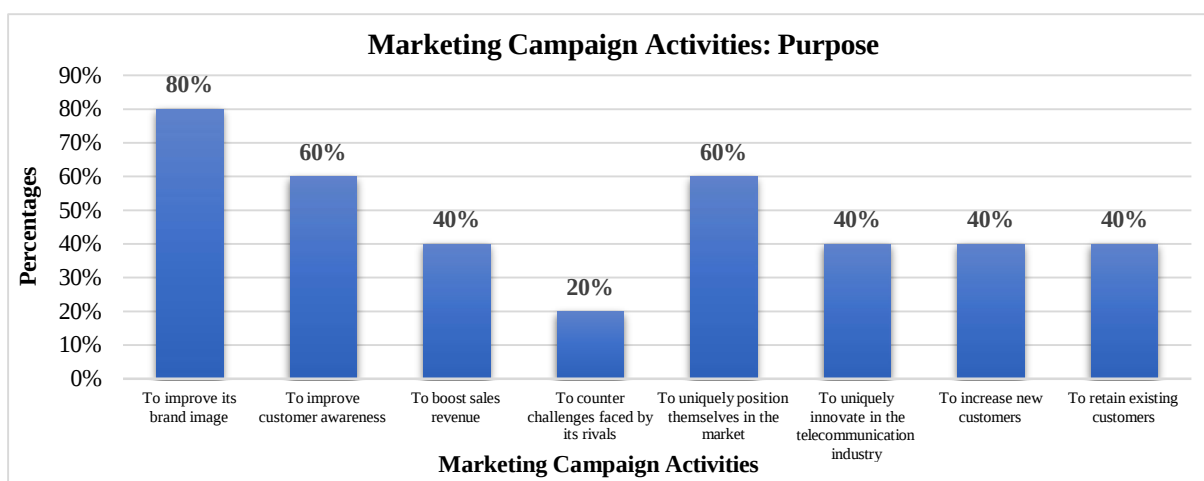


Figure 9: Mobile Operators Marketing Campaigns: Purpose

Analysis: On the basis of:

- Question numbers 8, 9, and
- My 3rd research objective: To identify the key sustainability and compliance issues of these marketing campaigns.

Questions: The 8th question was: Which sustainability issues are important for any mobile operator's marketing campaigns?

The 9th question was: Which compliance issues are crucial for any mobile operator's marketing campaigns?

Response: For these 2 questions, my respondents answered more than one option.

Analysis Results: This analysis, furthermore, can be used to justify my 3rd research objective:

- a) For the 8th question, 80% of the respondents said that, customer engagement is the most important sustainability issue of the marketing campaigns.
- b) For the 9th question, 100% of the respondents opined that, regulatory requirements and data privacy are 2 key compliance issues for their marketing campaigns.
- c) Key Sustainability and compliance issues are depicted below:

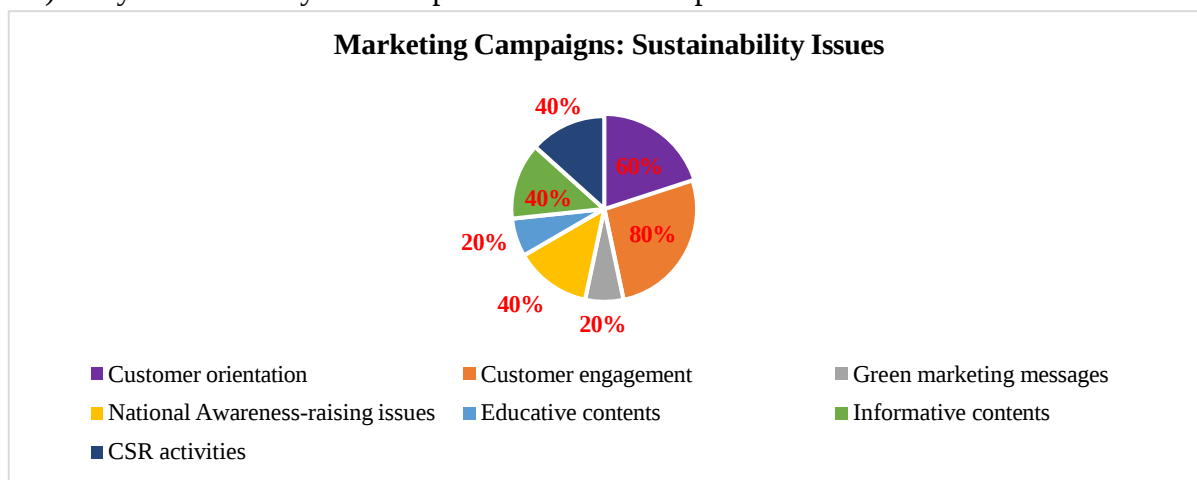


Figure 10: Mobile Operators Marketing Campaigns: Sustainability Issues

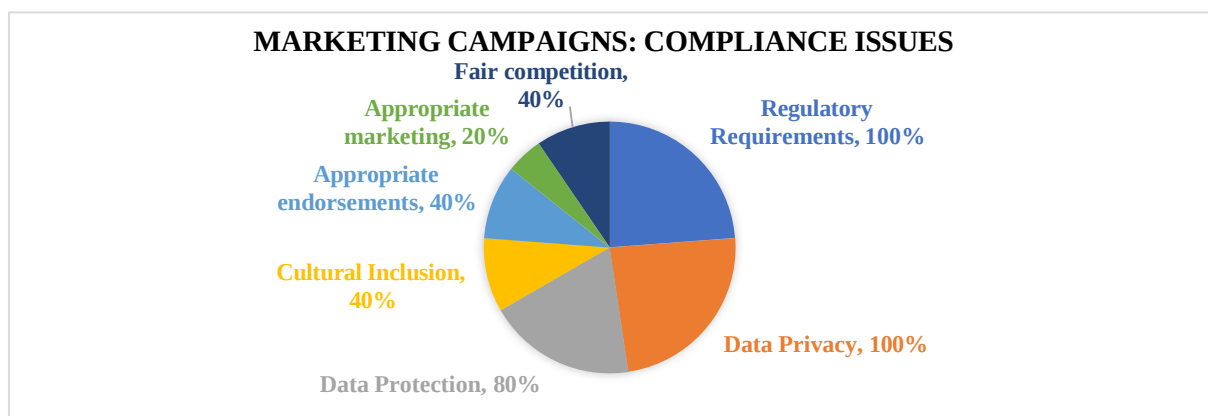


Figure 11: Mobile Operators Marketing Campaigns: Compliance Issues

Analysis: On the basis of:

- a) Question numbers 10, and
- b) My 4th research objective: To identify the most used IMC channel(s) for conveying these marketing campaign activities to the target market.

Question: The 10th question was: Which media is mostly used to convey mobile operator's marketing campaigns to the target market?

Response: For the question, each of my respondents answered only one option each.

Analysis Results: This analysis, furthermore, can be used to justify my 4th research objective:

- a) 60% of the respondents said that, YouTube and Facebook are the most important IMC channels for conveying the marketing campaign messages to the target market.
- b) The remaining 40% of the respondents opined that, electronic media-TV and radio are the 2nd most used IMC medias to convey the marketing campaign messages to the target market.

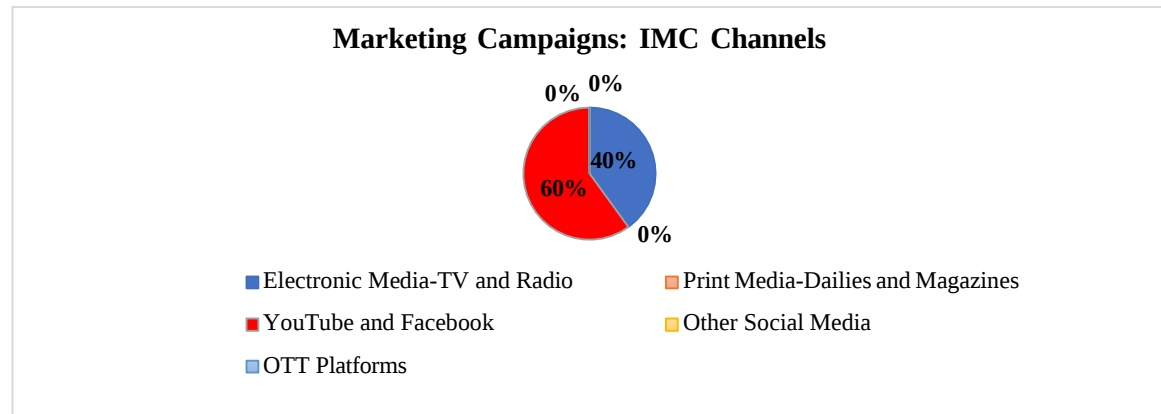


Figure 12: Mobile Operator's Marketing Campaigns: IMC Channels

b). User's Perspectives:

During my internship tenure at Banglalink, I collected data from 35 users of 4 main mobile operators for drawing my findings regarding my internship topic and also with a view to justifying my research question(s) and objective(s).

Analysis: On the basis of:

- a) Question numbers 14, 17, 20, and
- b) My 1st research objective: To measure the impact of various personalized and tailor-made promotional offers on new customer acquisition and existing customer retention.

Question: The 14th question was: What is the best way for mobile operators to acquire new customers and retain the existing ones?

Question: The 17th question was: What type of marketing campaigns do you like the most?

Question: The 20th question was: What is the impact of the individualized offers of the mobile operators of Bangladesh?

Analysis Results: This analysis, furthermore, can be used to justify my 1st research objective:

- a) For question 14, most of the respondents (77.10%) believed that individualized offers help mobile operators acquire new customers and retain the existing ones.

- b) For question 17, most of the respondents (29.40%), among various marketing campaigns, liked individualized offers the most.
- c) For question 20, most of my respondents (82.40% and 55.90% respectively) believe that, individualized offers help acquire new customers and retain existing ones.
- d) So, it can be said that, along with other factors, individualized offers mostly impact customer acquisition and retention.

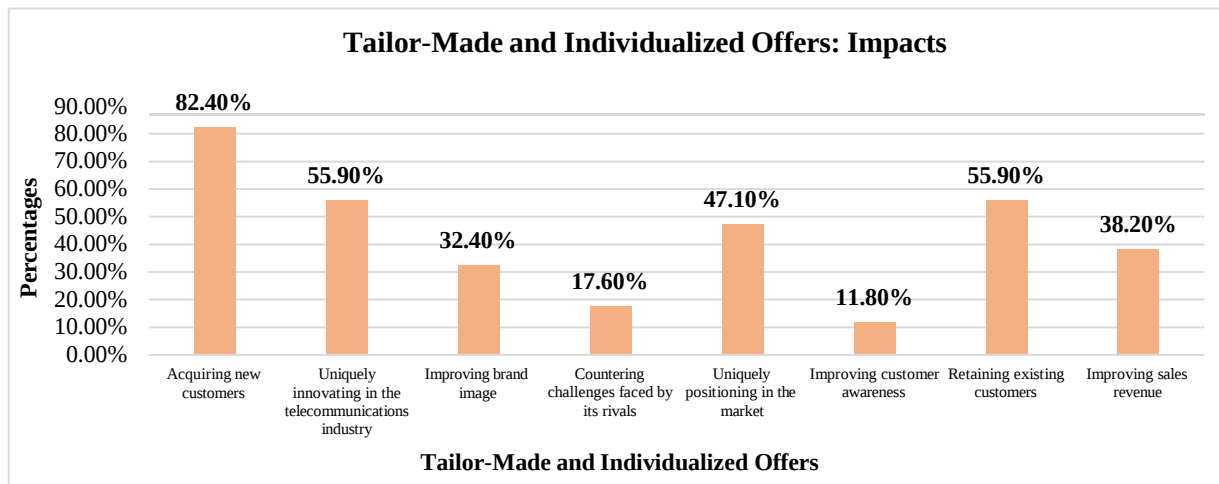


Figure 13: Mobile Operator's Individualized Campaign Offers: Impact

Analysis: On the basis of:

- a) Question numbers 6-12, 17, 21, and
- b) My 2nd research objective: To identify the key aspects of the impactful marketing campaigns on the age demographics of the target market.

Question: The 6th question was: Have you ever heard about any marketing campaign of your mobile operator?

Response: In this survey of 35 people's data, 54.30% people were more than 30 years and the remaining 45.70% were between the age of 18-30 years. Among the both grouped respondents, 77.10% said that, they have heard of any sort of marketing campaign of his/her mobile operators (source: Appendices).

Questions/Statements 7-12: Question numbering 7-12 was some statements regarding the impact of marketing campaigns on these 2 age demographics.

Responses: The responses of my 35 respondents for the questions/statements numbered 7-12 are as follows:

- a) "Marketing campaigns are effective in promoting a product/service": 62.90% of respondents strongly agreed (source: Appendices).

- b) “Marketing campaigns are effective in promoting a brand”: 51.40% of respondents strongly agreed (source: Appendices).
- c) “Marketing campaigns create brand loyalty”: 42.90% (mostly) respondents agreed (source: Appendices).
- d) “Marketing campaigns are same for all mobile operators”: 25.70% respondents strongly agreed, agreed, and also disagreed (source: Appendices).
- e) “Marketing campaigns vary from mobile operator to mobile operator and campaign to campaign”: 54.30% respondents agreed (source: Appendices).
- f) “Marketing campaigns make a unique impact in the market”: 51.40% respondents agreed (source: Appendices).

Question: The 17th question was: What type of marketing campaigns do you like the most?

Response: Most of the respondents (29.40%) responded in favor of individualized offers and 23.50% responded in favor of national awareness-raising campaigns (source: Appendices).

Question: The 21st question was: Did any marketing campaign influence your perception of the brand?

Response: 55.90% of my responded that, marketing campaigns changed their perceptions of the brand.

Analysis Results: This analysis, furthermore, can be used to justify my 2nd research objective:

- a) For question 6, most of the respondents (77.10%) have heard of any sort of marketing campaign of his/her mobile operators.
- b) From question/statement numbers 7-12, most of the respondents either strongly agreed or agreed on the effectiveness of marketing campaigns in promoting a product/service, a brand, and brand loyalty. On the other hand, some respondents had mixed opinions regarding the uniqueness of these campaigns.
- c) For question 17, a maximum of 29.40% and 23.50% respondents gave their opinions in favor of campaigns regarding individualized offers and national awareness-raising issues as their most liked ones.
- d) For question 21, we saw that any sort of marketing campaign changed at least 55.90% of respondents' perception towards the brand.
- e) So, it can be said that marketing campaigns have a definite impact on our selected age demographics.

Analysis: On the basis of:

- a) Question numbers 15, 16, and
- b) My 3rd research objective: To identify the key sustainability and compliance issues of these marketing campaigns.

Question:

The 15th question was: For you, which of the following sustainability issues is important in any marketing campaign?

The 16th question was: For you, which of the following compliance issues is crucial in any marketing campaign?

Response: For these 2 questions, my respondents answered more than one option.

Analysis Results: This analysis, furthermore, can be used to justify my 3rd research objective:

- a) For the 15th question, 60% of the respondents said that, national awareness-raising issues and customer engagement are the most important sustainability issues of the marketing campaigns.
- b) For the 16th question, 68.60% of the respondents opined that, data privacy is the key compliance issues for mobile operators marketing campaigns.
- c) The sustainability and compliance issues, opinions of the general users of my survey, are depicted below:

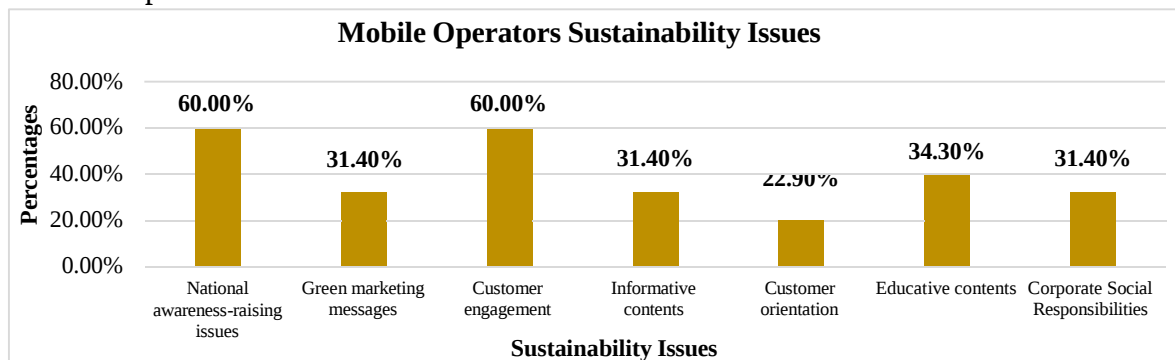


Figure 14: Mobile Operator's Sustainability Issues

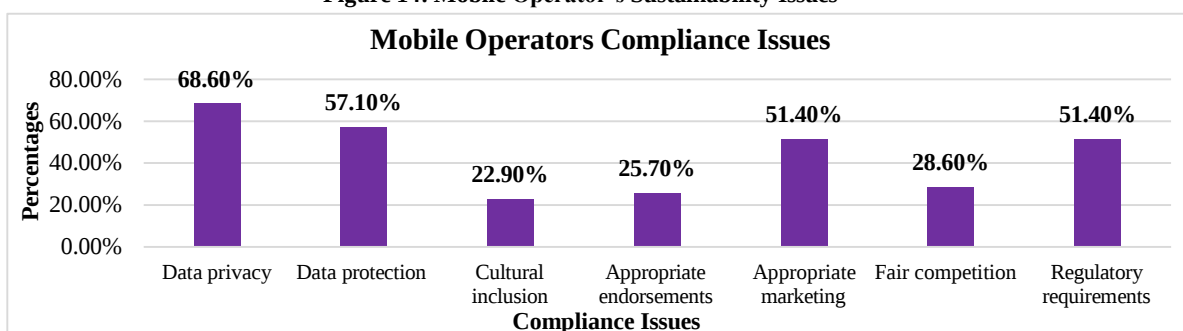


Figure 15: Mobile Operator's Compliance Issues

Analysis: On the basis of:

- a) Question number 13, and
- b) My 4th research objective: To identify the most used IMC channel(s) for conveying these marketing campaign activities to the target market.

Question: The 13th question was: Which channel shall mostly be used for delivering the mobile operator's marketing campaigns to you?

Response: For the question, each of my respondent answered only one option each.

Analysis Results: This analysis, furthermore, can be used to justify my 4th research objective:

- a) 65.70% of the respondents said that, YouTube and Facebook are the most important IMC channels for conveying the marketing campaign messages to the target market.
- b) Another 25.70% of the respondents went for TV as the medium for portraying marketing campaigns.
- c) Their responses are depicted below:

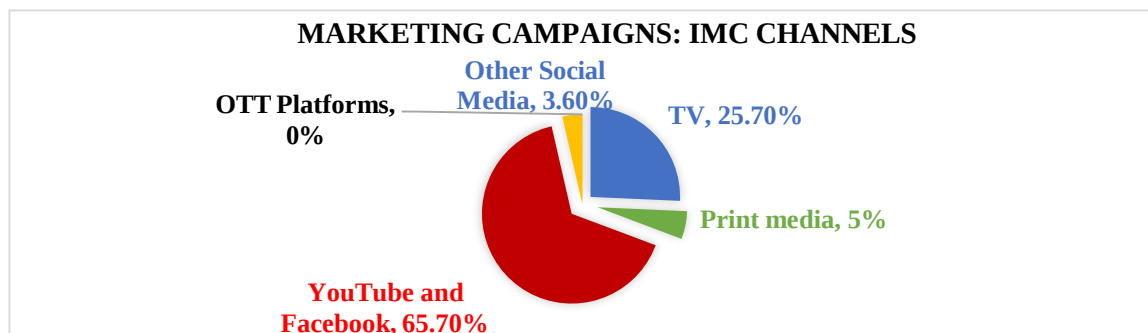


Figure 16: Mobile Operator's Marketing Campaigns: IMC Channels

Analysis: On the basis of:

- a) Question numbers 11, 12, 19, and
- b) My 5th research objective: To measure the unique selling proposition(s) (USP) delivered to the target market through these marketing campaigns.

Questions:

The 11th question/statement was: Marketing campaigns vary from mobile operator to mobile operator and campaign to campaign.

The 12th question/statement was: Marketing campaigns make a unique impact in the market.

The 19th question was: Please select some of the type or types of marketing campaigns that make a unique impact on the market.

Response: For these 2 questions, the following responses were collected:

Analysis Results: This analysis, furthermore, can be used to justify my 5th research objective:

- a) Although 25.70% of the respondents strongly agreed that, marketing campaigns are the same for all mobile operators (source: Appendices), for question number 11, 54.30% of the respondents also agreed that, yes, marketing campaigns vary from operator to operator and campaign to campaign (source: Appendices).
- b) For question number 12, 51.40% of the respondents agreed that, yes, marketing campaigns do make a unique impact in the market (source: Appendices).
- c) For question number 19, most of the respondents (58.80% and 50%) opined that, individualized offers and widest network-related marketing campaigns make a unique impact on the market.
- d) The unique aspects of mobile operators marketing campaigns are depicted below:

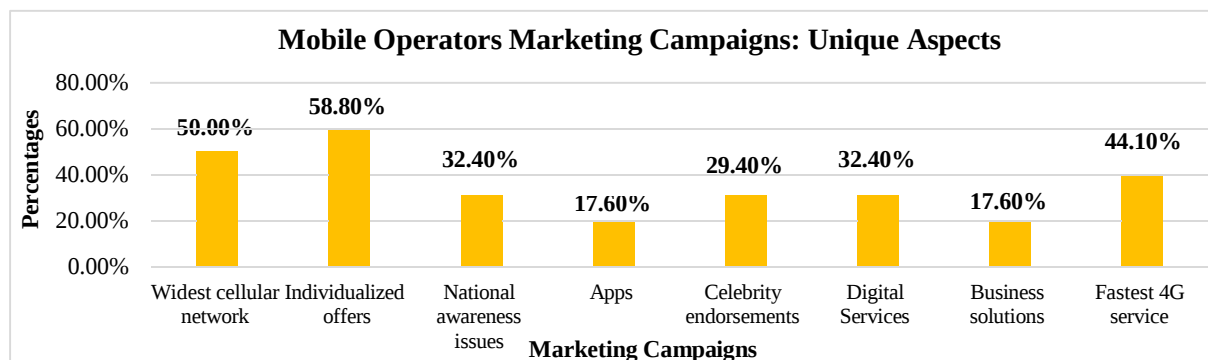


Figure 17: Mobile Operator's Marketing Campaigns: Unique Aspects

3.4: Summary and Conclusions of Corporate and Users Perspectives: Findings and Analysis

At this point, the summarized picture of the marketing campaigns of 4 mobile operators and my collected data-based findings and analysis are drawn in 3 parts: a) 4 mobile operators marketing campaigns: comparison, b) synopsis of the findings and analysis: Corporate and Users Perspectives and c) Conclusions

a) 4 Mobile Operators Marketing Campaigns: Comparison

Particulars	Grameenphone	Robi	Banglalink	Teletalk
Apps name	MyGP	My Robi	MyBL	My Teletalk
Notable Digital Services	a) Bioscope b) Business Solutions c) Vehicle-Tracker Systems d) Cloud Storage	a) Digi Cure b) BD-Ticket-Apps c) Business Solutions d) Cloud Storage e) Sales-Force Automation-SFA Service	a) TOFFEE b) Business Solutions c) Sales-Force Automation-SFA Service	a) Utility-Bill payment Service b) Public Result Service

		f)Enterprise Resource Locator g)ERP Solution Service h)Hospital Management Service		
Uniqueness	Countrywide widest cellular network	Most number of digital services	TOFFEE-1st user generated content (UGC) platform in BD	Only governmental mobile operator in BD
Notable Marketing Campaigns	a)Join the 4G Revolution Today b)Unlock the world of Entertainment through Bioscope c)The world is integraing, let's get Connected	a)Parbae Tumio with 4.5G Supernet b)Robi Digital Universe c)Feel special with Robi Elite d)Robi to Business: Partners in Business Transformation e)Ideas for Goodness	a)Join BL Network and Experience fastest 4G b)TOFFEE to enjoy Digital Entertainment c)We fast forward your Business	Thank you Bangladesh

Table 9: Bangladeshi Mobile Operators Marketing Campaign Comparison

b) Synopsis of the Findings and Analysis: Corporate and Users Perspectives:

Research Objective 1: To measure the impact of various personalized and tailor-made promotional offers on new customer acquisition and existing customer retention.

1. **Corporate Perspectives:** 100% of the Banglalink officials opined that Banglalink mostly uses campaigns related to individualized offers for customer acquisition and retention (source: Appendices). Moreover, 80% and 60% of respondents opined that tailor-made and individualized offers-related campaigns help in acquiring new customers and retaining existing customers (source: Appendices).
2. **Users Perspectives:** 82.40% and 55.90% of respondents opined that individualized offers help acquire new customers and retain existing ones (source: Appendices).
3. **Result:** Corporate and Usres Perspectives are almost similar in this regard.

Research Objective 2: To identify the key aspects of the impactful marketing campaigns on the age demographics of the target market.

1. **Corporate Perspectives:** 60% of the respondents answered that, for the age demographics of 18-30 and more than 30 years, Banglalink's campaign of the fastest 4G network is the most impactful campaign (source: Appendices).

2. **Users Perspectives:** Most of the respondents of my 2 selected age demographics strongly agreed that marketing campaigns promote a product/service (62.90%) and a brand (51.40%) (source: Appendices). Moreover, 42.90% of my respondents agreed that marketing campaigns create brand loyalty (source: Appendices). 29.40% of them also opined that they mostly like campaigns related to individualized offers (source: Appendices) and any sort(s) of marketing campaign(s) changed the perception of 55.90% of respondents (source: Appendices).
3. **Result:** So, the key impacts of marketing campaigns on age demographics (for both perspectives) are the fastest service enjoyment, promotion of brand/product/service, creating brand loyalty, change of perceptions etc.

Research Objective 3: To identify the key sustainability and compliance issues of these marketing campaigns.

1. **Corporate Perspectives:** 80% of the respondents said that, customer engagement is the most important sustainability issue of the marketing campaigns. Moreover, 100% of the respondents believed that, regulatory requirements and data privacy are 2 key compliance issues for mobile operators marketing campaigns (source: Appendices).
2. **Users Perspectives:** 60% of my general respondents said that national awareness-raising issues and customer engagement are the most important sustainability issues of the marketing campaigns (source: Appendices). Moreover, 68.60% of my general respondents opined that data privacy is the key compliance issue for mobile operators' marketing campaigns (source: Appendices).
3. **Result:** There are some differences between the 2 perspectives as
 - **Corporate Perspectives: Sustainability Issues (most to least important):** Customer engagement (80%), customer orientation (60%), national awareness-raising issues (40%), etc.
 - **Users Perspectives: Sustainability Issues (most to least important):** National awareness-raising issues and customer engagement (60% each), educative contents (34.30%), etc.
 - **Corporate Perspectives: Compliance Issues (most to least important):** Regulatory requirements and data privacy (100% each), data protection (80%), etc.

- **Users Perspectives: Compliance Issues (most to least important):** Data privacy (68.60%), data protection (57.10%), appropriate marketing (51.40%), etc.

Research Objective 4: To identify the most used IMC channel(s) for conveying these marketing campaign activities to the target market.

1. **Corporate Perspectives:** 60% of the respondents believed that YouTube and Facebook are the most important IMC channels for conveying marketing campaign messages to the target market. Moreover, the other 40% of the respondents opined that TV and radio are the 2nd most important IMC channels (source: Appendices).
2. **Users Perspectives:** 65.70% of my general respondents went for YouTube and Facebook and 25.70% of the respondents went for TV as the medium for portraying marketing campaigns (source: Appendices).
3. **Result:** Corporate and Users Perspectives are almost similar in this regard.

Research Objective 5: To measure the unique selling proposition(s) (USP) delivered to the target market through these marketing campaigns.

1. **Corporate Perspectives:** Grameenphone's uniqueness is in its widest cellular network, Robi's uniqueness lies in its large segments of digital services, Banglalink's unique aspect in its marketing campaign is the TOFFEE app, and Teletalk's unique proposition is that it is the only governmental mobile operator in Bangladesh (source: Table 9).
2. **Users Perspectives:** Most of my respondents (58.80% and 50%) opined that individualized offers and widest network-related marketing campaigns make a unique impact on the market. Other unique aspects of any marketing campaign are the fastest 4G service (44.10%), national awareness issues and digital services (32.40%), celebrity endorsements (29.40%), apps and business solutions (17.60% each) (source: Appendices).
3. **Result:** There are some differences in the 2 perspectives like most of the mobile operators are uniquely known for their digital services and apps, whereas, from the users' perspectives, it is evident that, individualized offers-related marketing campaigns make a difference among mobile operators.

c) **Conclusions:**

Throughout this 3rd chapter, we've come to know (from both corporate and users perspectives) the impact of mobile operators ad campaigns such as tailor-made offers on customer acquisition and retention, their impacts on 2 age demographics, key sustainability

and compliance issues of these campaigns, most used IMC channels for conveying the key messages related to these campaigns, and some unique aspects of these ad campaigns. In the Bangladeshi telecommunications industry of strong rivalry and high growth opportunities, the 4 main mobile operators shall play a more pivotal role with a view to catering the vast market stretched from the urban to the rural areas of Bangladesh.

3.5: Recommendations: Corporate and Users Perspectives

From question no 12 of the corporate questionnaire (What difficulties are faced by mobile operators while conveying their marketing campaigns to the target market?), I found that, most of (100%) my respondents opined about budget constraints/limitations in this regard. Other problems found by me through this survey are measuring campaign effectiveness (60%), lack of differentiating factors from the rivals; media and channel selection issues; and information overload (20% each) (source: Appendices). To overcome the major problems found, I've constructed this section of **Recommendations: Corporate and Users Perspectives**.

Corporate Perspectives:

From my survey of 5 Banglalink officials/supervisors (question numbers 13 and 14 regarding the key messages and recommendations), I've come out with the following recommendations for the mobile operators:

- a) The key messages of a campaign shall deliver the most important value-adding aspect of the campaign to the desired target market.
- b) The campaign shall deliver unique, innovative, and clear product/service-related messages/contents to the mass market or the niche market.
- c) Proper channel selection with proper information is to be delivered to the desired target market.

Users Perspectives:

From my survey of 35 users and question number 22, I found that most of the respondents' perceptions and choice of mobile operators were changed due to reasons such as faster mobile network, faster internet service, motivating and awareness-raising ad campaigns, low call rates, individualized offers, unique and differentiating messages/products/services of mobile operators, etc. In light of these findings, this section is divided into 2 parts:

- a) **Recommendations for Banglalink:** I've constructed this part by analyzing mainly question no 22 of the internship/general questionnaire (How did the marketing

campaign change your perception of the brand) and the recommendations section of Part B of my respective internship/general questionnaire: For Banglalink Users: Recommendations for the betterment of the users and the operators.

- b) **Recommendations for Others:** I've constructed this part mainly in light of question no 22 of the internship/general questionnaire (How did the marketing campaign change your perception of the brand) and Part B of my respective internship/general questionnaire: For Grameenphone, Robi, and Teletalk Users: Recommendations for the betterment of the users and the operators.

a). Recommendations for Banglalink: for the Betterment of the Users and Operstors

- Banglalink shall invset more money in rural, congested, and hilly areas in order to improve their network and internet service.
- Banglalink shall lower their call, internet, and bundle pack rates.
- Banglalink shall focus on engaging customers through forming customer forums countrywide.
- Banglalink shall improve their 24/7 customer support service with more prompt service.

b). Recommendations for Other Operators: for the Betterment of the Users and Operators

- Mobile operators shall lower their call, internet, and bundle pack rates to a limit.
- Countrywide customer forums/online customer communities shall be developed in order to solve mobile operators' and users' problems/issues regarding support costs, technical issues, mobile operators' product/service comparisons, resource sharing issues, instant solutions, product launch, etc. Moreover, customer forums shall have representatives from both the users and operators.
- More concerns and investments are to be ensured for the betterment of the network, cellular, and infrastructural development of the mobile operators.
- Mobile operators shall minimize the vast individualized offers to some extent so that the users of it are not in a dilemma of what to select and what to discard.
- Moreover, the ad campaigns shall contain concise yet more unique, awareness-raising, and informative messages in order to save time, resources, and money for both the users and operators with a view to winning the ultimate race.

References:

References List 1: Author/Authors

- 1) Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it. *Indian Journal of Medical Specialties*, 4(2), 330-333.
- 2) Akther, R., Alam, M. A., & Roy, D. (2016). Consumers' expectation and perception toward mobile telecommunication usage in Bangladesh. *Asian Business Review*, 6(1), 57-64.
- 3) Al Balushi, K. (2016). The use of online semi-structured interviews in interpretive research. *International Journal of Science and Research (IJSR)*, 57(4), 2319-7064.
- 4) Al Jamil, A., Sunny, S. H., & Hasan, R. (2015). Factors Influencing the Behavior of the Mobile Phone Users to Switch their Mobile Telecommunication Operators in Bangladesh. *International Journal of Trade & Commerce-IIARTC*, 4(1), 15-26.
- 5) Anit, S. (2006). The Effects of Leadership Style and Team Process on Performance and Innovation in Functionally Heterogeneous Teams. *Journal of Management*, 32(1). 132–157. <https://doi.org/10.1177/0149206305277799>
- 6) Apriyanto, M., Marlina, B. F. S., Rifa, A., & Riono, Y. (2021). A SWOT analysis to improve the marketing of young coconut chips. *Annals of the Romanian Society for Cell Biology*, 13232-13240.
- 7) Atmowardoyo, H. (2018). Research methods in TEFL studies: Descriptive research, case study, error analysis, and R & D. *Journal of Language Teaching and Research*, 9(1), 197-204. <http://dx.doi.org/10.17507/jltr.0901.01>
- 8) Bakke, J. W. (1996). Competition in mobile telephony. *Teletronikk*, 92, 83-90.
- 9) Brown, J. D. (2015). Characteristics of sound quantitative research. *Shiken Journal*, 19(2), 24-28.
- 10) Carter, W. K. (1977). *AN ALTERNATIVE TO CONVENTIONAL INDUSTRY DEFINITIONS IN MODELING EARNINGS GENERATION PROCESSES*. Oklahoma State University.
- 11) Chesebro, J. W., & Borisoff, D. J. (2007). What makes qualitative research qualitative?. *Qualitative research reports in communication*, 8(1), 3-14. <https://doi.org/10.1080/17459430701617846>
- 12) Chowdhury, H. K., Parvin, N., Weitenberner, C., & Becker, M. (2006). Consumer attitude toward mobile advertising in an emerging market: An empirical study. *International journal of mobile marketing*, 1(2).

- 13) Connelly, L. M. (2016). Cross-sectional survey research. *Medsurg nursing*, 25(5), 369.
- 14) Elsafty, A., & Elzeftawy, A. (2021). The new era of digital transformation and Covid-19 effect on the employment in mobile operators in Egypt. *Business and Management Studies*, 7(1), 1-21.
- 15) Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics*, 5(1), 1-4. **doi: 10.11648/j.ajtas.20160501.11**
- 16) Friedrich, R., Gröne, F., Hölbling, K., & Peterson, M. (2009). The march of mobile marketing: New chances for consumer companies, new opportunities for mobile operators. *Journal of advertising research*, 49(1), 54-61. **doi: 10.2501/S0021849909090096**
- 17) Gabrielsson, P., Gabrielsson, M., & Gabrielsson, H. (2008). International advertising campaigns in fast-moving consumer goods companies originating from a SMOPEC country. *International Business Review*, 17(6), 714-728. **<https://doi.org/10.1016/j.ibusrev.2008.09.008>**
- 18) Haig, M. (2002). *Mobile marketing: The message revolution*. Kogan Page Publishers.
- 19) Hasan, M. R., Haq, M. R., & Rahman, M. Z. (2019). Impact of social network on purchase decision: a study on teenagers of Bangladesh. *Journal of Business and Retail Management Research*, 14(1).
- 20) Hossan, F., Akter, M., & Ferdous, L. (2015). MOBILE ADVERTISING IN THE FORM OF SMS–STATUS AND POTENTIALS IN BANGLADESH.
- 21) Huang, R. Y. (2011). VALUE, INTEREST AND POWER: A THREE DIMENSIONAL MODEL FOR MOBILE MARKETING STAKEHOLDER ANALYSIS. *International Journal of Mobile Marketing*, 6(1).
- 22) Huq, S. M., Alam, S. S., Nekmahmud, M., Aktar, M. S., & Alam, S. S. (2015). Customer's attitude towards mobile advertising in Bangladesh. *International Journal of Business and Economics Research*, 4(6), 281-292. **doi: 10.11648/j.ijber.20150406.13**
- 23) Ketter, E. (2018). It's all about you: destination marketing campaigns in the experience economy era. *Tourism Review*, 73(3), 331-343.
- 24) Leppäniemi, M., & Karjaluo, H. (2008). Mobile marketing: From marketing strategy to mobile marketing campaign implementation. *International Journal of Mobile Marketing*, 3(1).
- 25) Łukowski, W. (2017). The role of knowledge management in mobile marketing. *Marketing Instytucji Naukowych i Badawczych*, (3 (25), 135-155.

- 26) Maloş, R. (2012). THE MOST IMPORTANT LEADERSHIP THEORIES. *Annals of Eftimie Murgu University Resita, Fascicle II, Economic Studies*.
- 27) Mihalache, O. R., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2014). Top management team shared leadership and organizational ambidexterity: A moderated mediation framework. *Strategic Entrepreneurship Journal*, 8(2), 128-148.
<https://doi.org/10.1002/sej.1168>
- 28) Nobar, H. B. K., Kalejahi, H. K., & Rostamzadeh, R. (2020). Impact of social media marketing activities on brand equity and brand commitment in the leather industry. *International Journal of Business Excellence*, 20(2), 191-204.
<https://doi.org/10.1504/IJBEX.2020.105346>
- 29) Novikova, I. (2013). Trait, trait theory. *The encyclopedia of cross-cultural psychology*, 3, 1293-1295.
- 30) Rast III, D. E., Hogg, M. A., & Giessner, S. R. (2013). Self-uncertainty and support for autocratic leadership. *Self and Identity*, 12(6), 635-649.
<https://doi.org/10.1080/15298868.2012.718864>
- 31) Reutterer, T., Mild, A., Natter, M., & Taudes, A. (2006). A dynamic segmentation approach for targeting and customizing direct marketing campaigns. *Journal of interactive Marketing*, 20(3-4), 43-57. **<https://doi.org/10.1002/dir.20066>**
- 32) Ruuska, H. (2005). The operational environments of the Finnish and Swiss mobile operators.
- 33) Sarvary, M., & Parker, P. M. (1997). Marketing information: A competitive analysis. *Marketing science*, 16(1), 24-38. **<https://doi.org/10.1287/mksc.16.1.24>**
- 34) Scharl, A., Dickinger, A., & Murphy, J. (2005). Diffusion and success factors of mobile marketing. *Electronic commerce research and applications*, 4(2), 159-173.
<https://doi.org/10.1016/j.elerap.2004.10.006>
- 35) Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *How to choose a sampling technique for research (April 10, 2016)*. **<http://dx.doi.org/10.2139/ssrn.3205035>**
- 36) Tarter, C. J., & Hoy, W. K. (1998). Toward a contingency theory of decision making. *Journal of educational administration*, 36(3), 212-228.
<https://doi.org/10.1108/09578239810214687>
- 37) Ulrich, W. (2001). A philosophical staircase for information systems definition, design and development. *Journal of Information Technology Theory and Application (JITTA)*, 3(3), 9.

- 38) Vlachos, P., & Vrechopoulos, A. (2007). Mobile Marketing–Achieving Competitive Advantage through Wireless Technology. *Journal of Services Marketing*, 21(7), 539-541. <https://doi.org/10.1108/08876040710824906>
- 39) Yücel, Y. (2007). An evaluation of consumer intention to participate in mobile advertising and an empirical study conducted in İstanbul.

References List 2: Books

- 40) Belch, G. E., & Belch, M. A. (2017). *Advertising and Promotion: An Integrated Marketing Communication Perspective* (11th ed., pp. 10-11). McGraw Hill Education.
- 41) Kieso, D. E., Weygandt, J. J., & Warfield, T. D. (2009). *Intermediate accounting* (11th ed., pp. 38-42). John Wiley & Sons.
- 42) Kotler, P., & Armstrong, G. (2008). *Principles of Marketing* (12th ed., pp. 10-11, 47-51). Pearson Prentice-Hall.
- 43) Stevenson, W. J. (2019). *Operations Management* (13th ed., pp. 4). Mc Graw Hill Education.
- 44) Weygandt, J. J., Kimmel, P. D., Kieso, D., & Elias, R. Z. (2010). Accounting principles. *Issues in Accounting Education*, 25(1), 179-180.

References List 3: Electronic Sources

- 45) (n.d.). বাংলাদেশ পরিসংখ্যান ব্যুরো-গণপ্রজাতন্ত্রী বাংলাদেশ সরকার.
http://bbs.portal.gov.bd/sites/default/files/files/bbs.portal.gov.bd/page/057b0f3b_a9e8_4fde_b3a6_6daec3853586/2023-02-09-04-30-cf85a501b83a0f5f32bcec85f1f5534f.pdf
- 46) বাংলাদেশ টেলিযোগাযোগ নিয়ন্ত্রণ কমিশন. বাংলাদেশ টেলিযোগাযোগ নিয়ন্ত্রণ কমিশন-গণপ্রজাতন্ত্রী বাংলাদেশ সরকার. (n.d.).
<http://www.btrc.gov.bd/site/page/347df7fe-409f-451e-a415-65b109a207f5/->
- 47) Bangladeshi internet users hit about 100 million in 2019 - Xinhua | English.news.cn. (n.d.). 新华网_让新闻离你更近.
http://www.news.cn/english/asiapacific/2020-01/29/c_138741546.htm
- 48) Bangladesh's mobile operators add nearly 12 mln new users in 2018 – Xinhua English.news.cn. (n.d.). 新华网_让新闻离你更近
http://www.xinhuanet.com/english/2019-01/31/c_137789794.htm

- 49) Bangladesh mobile users exceed 170 mln in 2020 - Xinhua | English.news.cn. (n.d.). 新华网_让新闻离你更近.
http://www.xinhuanet.com/english/2021-01/20/c_139683507.htm
- 50) Banglalink digital communications Ltd. (n.d.). <https://banglalink.net/en>
- 51) বাংলাদেশ টেলিযোগাযোগ নিয়ন্ত্রণ কমিশন. (n.d.). বাংলাদেশ টেলিযোগাযোগ নিয়ন্ত্রণ কমিশন-গণপ্রজাতন্ত্রী বাংলাদেশ সরকার.
<https://btrc.portal.gov.bd/site/page/0ae188ae-146e-465c-8ed8-d76b7947b5dd>
- 52) (n.d.). বাংলাদেশ টেলিযোগাযোগ নিয়ন্ত্রণ কমিশন-গণপ্রজাতন্ত্রী বাংলাদেশ সরকার.
https://btrc.portal.gov.bd/sites/default/files/files/btrc.portal.gov.bd/page/1c1ea1c0_f8ef_4cdf_9005_d8a34b9ca554/2022-02-27-09-12-171d7d6774312e0a261469f91b3cca90.pdf
- 53) (n.d.). Grameen Phone Annual Report.
https://cdn01.grameenphone.com/sites/default/files/investor_relations/annual_report/Annual%20Report%202022.pdf
- 54) World Bank open data. (n.d.). World Bank Open Data.
<https://data.worldbank.org/indicator/IT.NET.USER.ZS?locations=BD>
- 55) Digital 2023: Bangladesh — DataReportal – Global digital insights. (2023, February 13). DataReportal – Global Digital Insights.
<https://datareportal.com/reports/digital-2023-bangladesh>
- 56) Banglalink. (2023, October 20). Wikipedia, the free encyclopedia. Retrieved October 22, 2023, from <https://en.wikipedia.org/wiki/Banglalink>
- 57) Citycell. (2023, September 22). Wikipedia, the free encyclopedia. Retrieved October 22, 2023, from <https://en.wikipedia.org/wiki/Citycell>
- 58) Telecommunications in Bangladesh. (2023, September 2). Wikipedia, the free encyclopedia. Retrieved October 22, 2023, from https://en.wikipedia.org/wiki/Telecommunications_in_Bangladesh
- 59) (n.d.). National Board of Revenue (NBR), Bangladesh.
https://nbr.gov.bd/uploads/acts/finance_act-23.pdf
- 60) (n.d.). Robi Annual Report.

[https://webapi.robi.com.bd/uploads/files/shares/Robi-Annual-Report-2022-\(L\).pdf](https://webapi.robi.com.bd/uploads/files/shares/Robi-Annual-Report-2022-(L).pdf)

61) Amtob. (n.d.). AMTOB - Association of Mobile Telecom Operators of Bangladesh.

<https://www.amtob.org.bd/home/industrystatics#:~:text=The%20total%20number%20of%20Mobile,the%20end%20of%20May%2C%202023.>

62) Mordor Intelligence. (n.d.).

[https://www.mordorintelligence.com/industry-reports/bangladesh-telecom-market#:~:text=Bangladesh%20Telecom%20Market%20Analysis,period%20\(2023%2D2028\).](https://www.mordorintelligence.com/industry-reports/bangladesh-telecom-market#:~:text=Bangladesh%20Telecom%20Market%20Analysis,period%20(2023%2D2028).)

63) (n.d.). Annual report. Teletalk Bangladesh Ltd.

<https://www.teletalk.com.bd/en/activity/annual-report>

64) (n.d.). VEON Annual Report 2021.

https://www.veon.com/fileadmin/user_upload/investors/reports/2021/veon_2020-integrated_annual-report.pdf

65) (n.d.). VEON Annual Report 2022.

<https://www.veon.com/investors/annualreport2022/pdf/bangladesh.pdf>

66) (n.d.). VEON Annual Report 2022 Full.

<https://www.veon.com/investors/annualreport2022/pdf/full-iar.pdf>

67) <https://www.youtube.com/@banglalinkdigital>

Appendices:

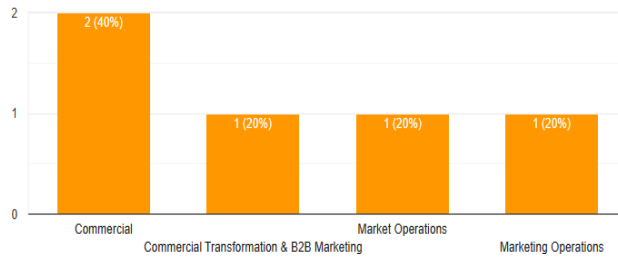
2 sets of Questionnaires and Google Form Responses:

1) Corporate Questionnaire: Google Form Response Images

Division

5 responses

[Copy](#)



Designation

5 responses

CVM Senior Manager
Digital Services Manager
Research Senior Executive
CVM Manager
CVM Senior Executive

Contact Number

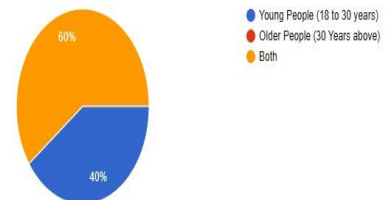
5 responses

01962424458
01711084964
01962401416
01962424745
01962424952

Who is mostly influenced by Banglalink's marketing campaigns?

5 responses

[Copy](#)



What is the most notable marketing campaign activity of Banglalink?

5 responses

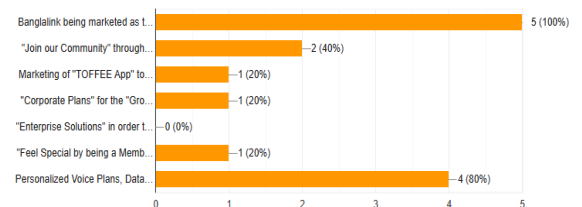
[Copy](#)



Which of these campaigns are mostly used for new customer acquisition? (More than one option can be selected)

5 responses

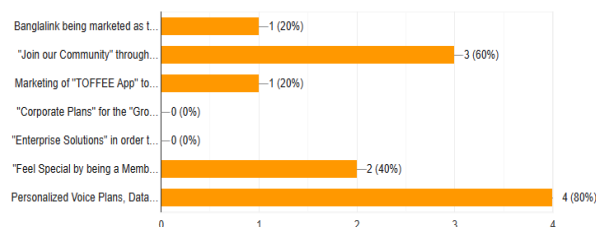
[Copy](#)



Which of these campaigns are mostly used for existing customer retention? (More than one option can be selected)

5 responses

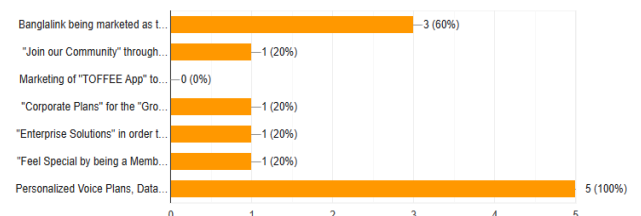
[Copy](#)



Which of these campaigns are mostly used both for new customer acquisition and existing customer retention? (More than one option can be selected)

5 responses

[Copy](#)

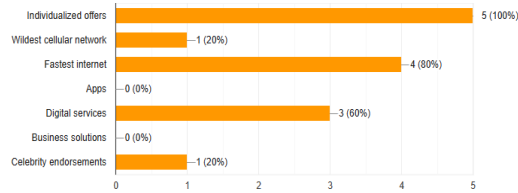


Bangladeshi Telecommunication Sector's Advertising Campaign

What is the best way for mobile operators to acquire new customers and retain the existing ones? (More than one option can be selected)

[Copy](#)

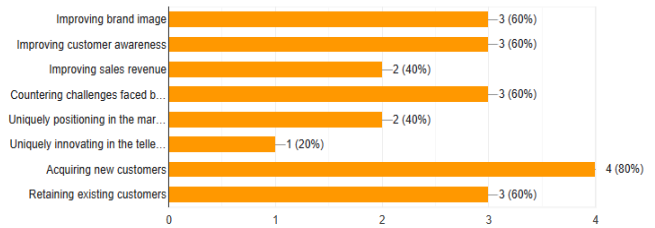
5 responses



What is the impact of tailor-made and individualized offers of mobile operators? (More than one option can be selected)

[Copy](#)

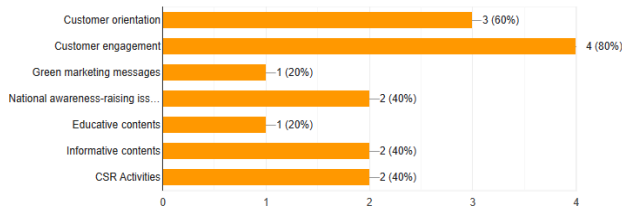
5 responses



Which sustainability issues are important for any mobile operator's marketing campaigns? (More than one option can be selected)

[Copy](#)

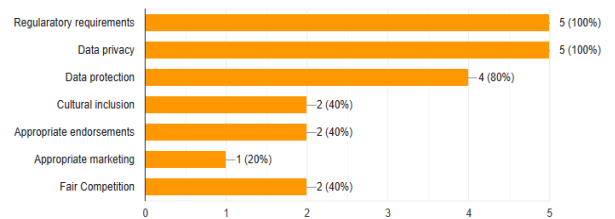
5 responses



Which compliance issues are crucial for any mobile operator's marketing campaigns? (More than one option can be selected)

[Copy](#)

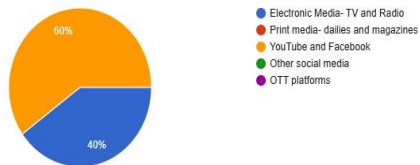
5 responses



Which media is mostly used to convey mobile operators' marketing campaigns to the target market?

[Copy](#)

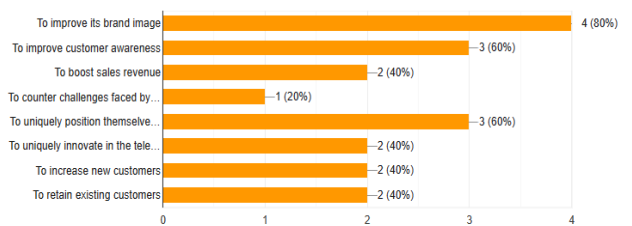
5 responses



Why do mobile operators use marketing campaigns frequently? (More than one option can be selected)

[Copy](#)

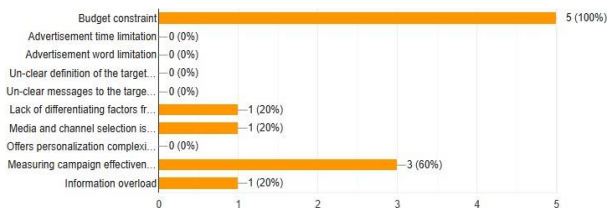
5 responses



Which difficulties are faced by mobile operators while conveying their marketing campaigns to the target market? (More than one option can be selected)

[Copy](#)

5 responses



What shall be the key message(s) of any marketing campaign target market?

5 responses

Key message is the pillar of brand's marketing. Should serve a concise summary of the most important value of the brand provides to its customers
Reach, Awareness, CTR , and final traffic
n/a
Clear product proposition for mass segment
Same proposition for all campaigns

Can you give any recommendations for the improvement of the marketing campaigns of this industry?

5 responses

Campaign messages should be clear and concise, ideally just in one sentence.

Should do more campaign cohorts wise

more content-oriented

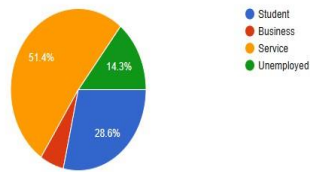
Availability of information across all media with relevancy

Need to be different, innovative and caters customer's need

2) Internship/General Questionnaire: Google Form Response Images

Occupation Status

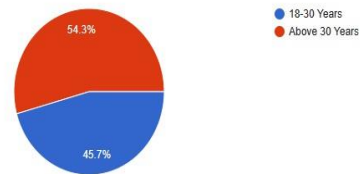
35 responses



Copy

Age

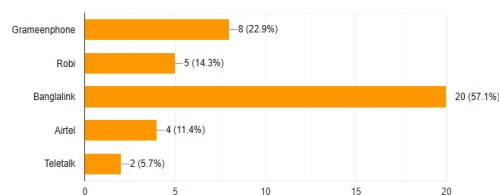
35 responses



Copy

1. Presently, which SIM operator are you using for yourself? (More than 1 option can be selected)

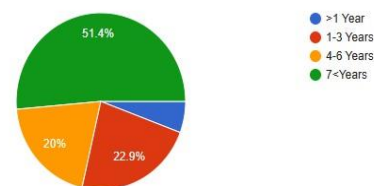
35 responses



Copy

2. For how long have you been using the same mobile operator(s)?

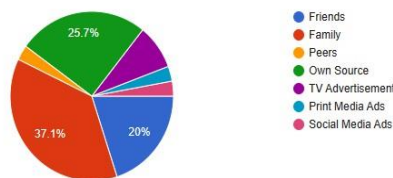
35 responses



Copy

3. From which source you first come to know about your current mobile operator?

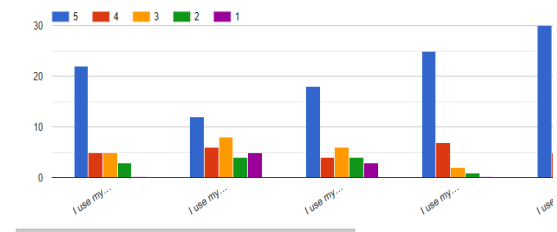
35 responses



Copy

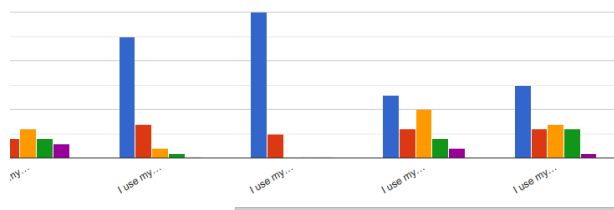
4. Rate all of your mobile phone usage on scale of 1 to 5. Allot 5 points for the most usage category, 1 for the least usage category and so on.

Copy



4. Rate all of your mobile phone usage on scale of 1 to 5. Allot 5 points for the most usage category, 1 for the least usage category and so on.

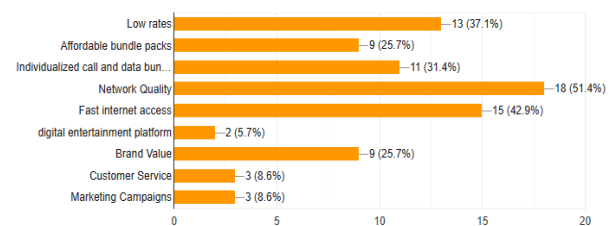
Copy



5. Which is the most motivating thing about your mobile operator for you? (More than 1 option can be selected)

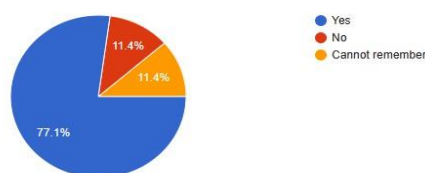
Copy

35 responses



6. Have you ever heard about any marketing campaign of your mobile operator?

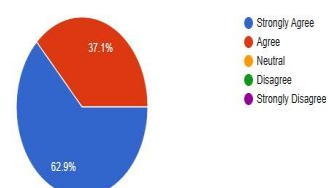
35 responses



Copy

7. "Marketing campaigns are effective in promoting a product or service".

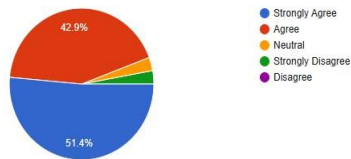
35 responses



Copy

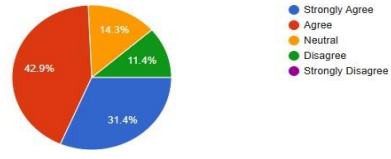
8. "Marketing campaigns are effective in promoting a brand".
35 responses

[Copy](#)



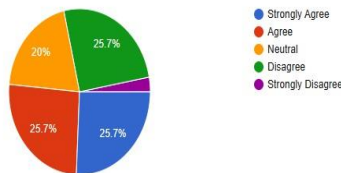
9. "Marketing campaigns create brand loyalty".
35 responses

[Copy](#)



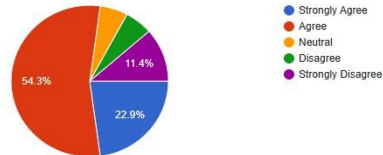
10. "Marketing campaigns are the same for all mobile operators".
35 responses

[Copy](#)



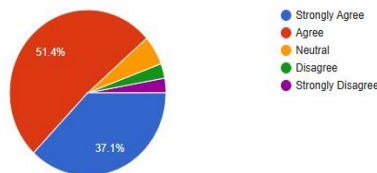
11. "Marketing campaigns vary from mobile operator to mobile operator and campaign to campaign".
35 responses

[Copy](#)



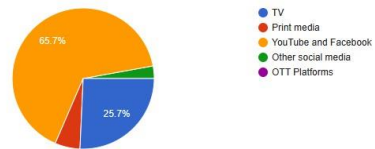
12. "Marketing campaigns make a unique impact in the market".
35 responses

[Copy](#)



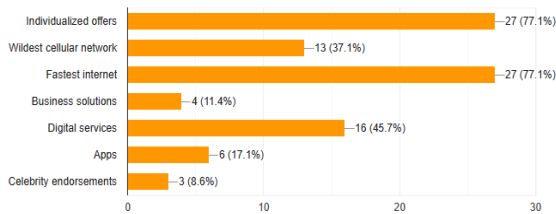
13. Which channel shall mostly be used for delivering the mobile operator's marketing campaigns to you?
35 responses

[Copy](#)



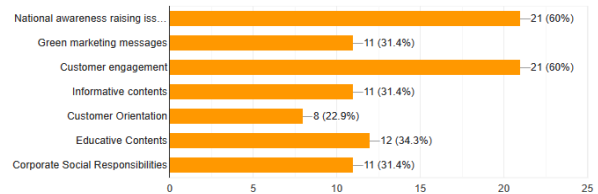
14. What is the best way for mobile operators to acquire new customers and retain the existing ones? (More than one option can be selected)
35 responses

[Copy](#)



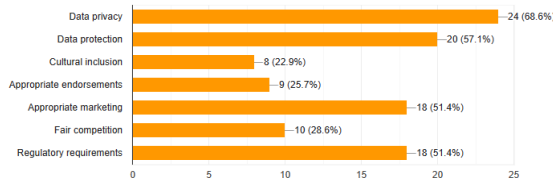
15. For you, which of the following sustainability issues is important in any marketing campaign? (More than 1 option can be selected)
35 responses

[Copy](#)



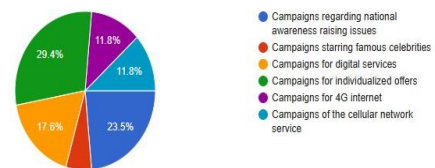
16. For you, which of the following compliance issues is crucial in any marketing campaign? (More than 1 option can be selected)
35 responses

[Copy](#)



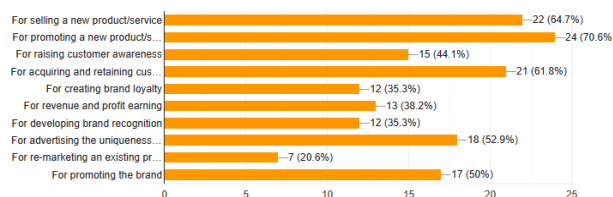
17. What type of marketing campaigns do you like the most?
34 responses

[Copy](#)



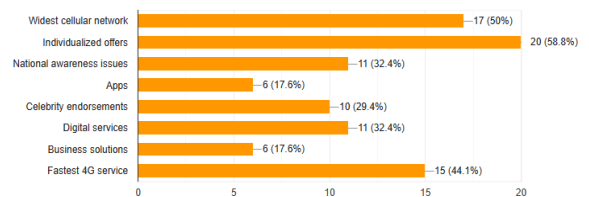
18. Marketing campaigns are mainly used for which of the following purposes? (More than 1 option can be selected)
34 responses

[Copy](#)



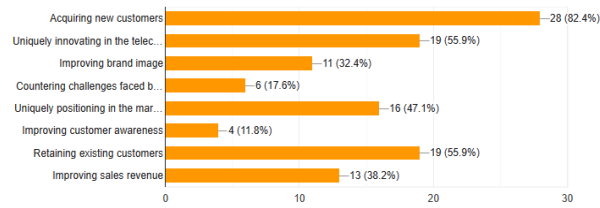
19. Please select some of the type or types of marketing campaigns that make a unique impact on the market. (More than 1 option can be selected)
34 responses

[Copy](#)



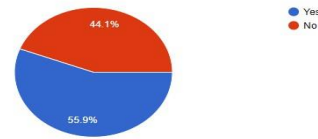
20. What is the impact of the individualized offers of the mobile operators of Bangladesh? (More than 1 option can be selected)

34 responses



21. Did any marketing campaign influence your perception of the brand?

34 responses



22. If your answer to the previous question was a Yes, could you please tell us how the marketing campaign changed your perception of the brand?

34 responses

My answer was no

BLs fastest 4G campaign made me use their SIM

GPs widest network coverage campaign was inspiring to me

about fastest 4G network of Banglalink

At first, I had a GP SIM. I converted myself using the current BL SIM because they use their 4G campaigns and low call rates efficiently in the market.

GPs Join the 4G revolution today changed my perception from using Robi to using current GP SIM

Robi's add regarding their campaign of Individualized offers made me using their SIM till date.

Once I used robu SIM. But, due to various promotional and tailor made offers, I use, currently Airtel sim

Various tailor made offers made me divert from gp to robu

22. If your answer to the previous question was a Yes, could you please tell us how the marketing campaign changed your perception of the brand?

34 responses

N/A

NA

No

Before coming to BL, I used to have a GP SIM. But, the campaign ad of BL regarding their fastest 4G network and celebrity endorsements changed my perception towards using my present BL SIM.

Previous answer is no

-

N/a

Referring to the example of how GP changed their prime TG from adults, business owners, corporates to the youth through Djice campaign.

22. If your answer to the previous question was a Yes, could you please tell us how the marketing campaign changed your perception of the brand?

34 responses

I think proper campaigning helps to earn trust from its customer as an example bKash does a good marketing.

They show the bestest way to make our life more easy and that actually changed my perception of the brand

Trough marketing capaign it can introduces itself to people with something new quality different from others similar products.

Swapno jabe bari amar-Grameenphone

It made me believe that they are actually raising awareness regarding national issues

When you say positive points with a statistics and proof

I never remember any advertisement

answer for previous question was no.

22. If your answer to the previous question was a Yes, could you please tell us how the marketing campaign changed your perception of the brand?

34 responses

brand

Trough marketing capaign it can introduces itself to people with something new quality different from others similar products.

Swapno jabe bari amar-Grameenphone

It made me believe that they are actually raising awareness regarding national issues

When you say positive points with a statistics and proof

I never remember any advertisement

answer for previous question was no.

By giving us more facilities and smooth network

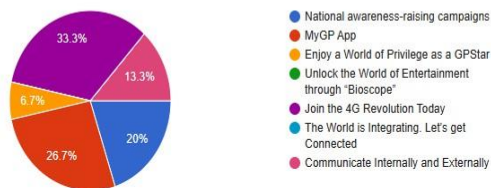
We get a full vision about all the products of the brand

PART B

For Grameenphone users

Which marketing campaign attracts you the most?

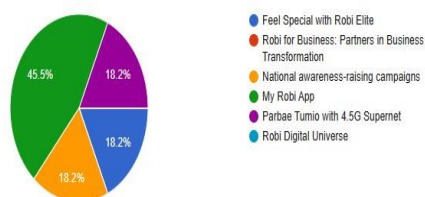
15 responses



For Robi users

Which marketing campaign attracts you the most?

11 responses



Would you mind suggesting any recommendations for your mobile operator's marketing campaigns for the betterment of you and the operator?

9 responses

N/A

N/a

GP needs to work hard on lowering call rates thus improving customer satisfaction

GP shall make more investments and improvements on lowering call rates and data rates

GP shall lower their call rates

Network system should be strong.

Flat and minimum Call rate

No

Would you mind suggesting any recommendations for your mobile operator's marketing campaigns for the betterment of you and the operator?

6 responses

N/a

N/A

Robi shall make more customer engagements in their campaigns

Robi shall invest more on improving customer engagements and network improvements

Airtel, now known as robu shall make more investment and concern in customer forums and engagements

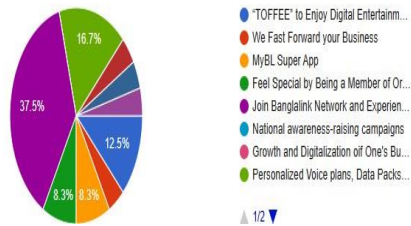
Robi shall improve customer engagement through forming customer forums county wide

For Banglalink users

Which marketing campaign attracts you the most?

24 responses

Copy



Would you mind suggesting any recommendations for your mobile operator's marketing campaigns for the betterment of you and the operator?

12 responses

- N/A
- They shall invest more in the development of their network in rural, congested, and hilly areas
- Na
- BL need to invest more in network development.
- Banglalink shall lower call rates and data bundle rates. Moreover, they shall minimize the individualized offers to some extent so that users do not get confused and overwhelmed.
- Banglalink shall concentrate more on engaging us on their campaigns
- BL shall make moves on creating faster 24/7 customer care support, at least online
- Increase network bandwidth
- Make more special bundles for using it more and more

Would you mind suggesting any recommendations for your mobile operator's marketing campaigns for the betterment of you and the operator?

12 responses

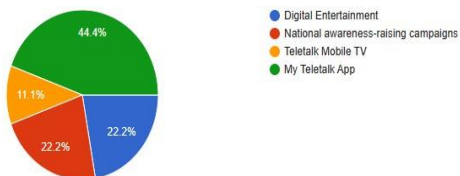
- Na
- BL need to invest more in network development.
- Banglalink shall lower call rates and data bundle rates. Moreover, they shall minimize the individualized offers to some extent so that users do not get confused and overwhelmed.
- Banglalink shall concentrate more on engaging us on their campaigns
- BL shall make moves on creating faster 24/7 customer care support, at least online
- Increase network bandwidth
- Make more special bundles for using it more and more
- Include more personalized packs
- Improve your customer service

For Teletalk users

Which marketing campaign attracts you the most?

9 responses

Copy



Would you mind suggesting any recommendations for your mobile operator's marketing campaigns for the betterment of you and the operator?

3 responses

- N/A
- Better network