

Report On

Retaining and Developing Talent: The Role of Training in Upskilling and Reskilling Employees to Enhance Akash Digital TV's Business Performance and Growth.

By

Shuspita Saha

Student ID: 23304215

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

BRAC Business School
BRAC University
October 2025

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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Shuspita Saha

Shuspita Saha

Student ID: 23304215

Supervisor's Full Name & Signature:

Tanzin Khan

Senior Lecturer, Area Director, Human Resource and Strategic Management
BRAC Business School
BRAC University

Letter of Transmittal

Tanzin Khan

Senior Lecturer, Area Director, Human Resource and Strategic Management

BRAC Business School

BRAC University

Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

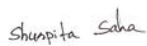
Subject: Submission of internship report on “ Retaining and Developing Talent: The Role of Training in Upskilling and Reskilling Employees to Enhance Akash Digital TV’s Business Performance and Growth.”

Dear Ma’am,

Greetings! It is my great pleasure to submit my internship report titled “Retaining and Developing Talent: The Role of Training in Upskilling and Reskilling Employees to Enhance Akash Digital TV’s Business Performance and Growth”, which I have prepared as a partial fulfillment of my internship under your supervision. I had an internship experience at Akash Digital TV (Beximco Communications Ltd.) where I got to learn how training programs can be used to enhance performance and growth of the company as a whole. This report contains what I have gathered during my internship and what I learned in the process. I have done my best to make the report informative and useful.

I want to express my gratitude to you for all of your help throughout this report. I truly hope that you will overlook my minor errors and find this report to be interesting to read. I value your advice and consideration. I will always be available for more information, explanations, and to respond to any questions about this report. I appreciate your help and advice during the period of internship. I am thankful for your guidance and support.

Yours sincerely,



Shuspita Saha

Student ID: 23304215

Bachelor of Business Administration

BRAC Business School

BRAC University

Non-Disclosure Agreement

This is the contract between Akash Digital TV and a BRAC University student.

The report “Retaining and Developing Talent: The Role of Training in Upskilling and Reskilling Employees to Enhance Akash Digital TV’s Business Performance and Growth” is prepared with academic purposes only. It will not be posted, published, or used elsewhere other than my university project and presentation.

The data utilized in this report is gathered based on the official sources offered by Akash Digital TV and accepted by my supervisor. I will not disclose this information and will only use it in my academic work.

Name of the Company: Akash Digital TV (Beximco Communications Ltd.)

Supervisor Name: Sayeed Nasir

Designation: Executive Vice President & Head of Human Resources

Name of the Student: Shuspita Saha

Address: Kha 224, Bir Uttam Rafiqul Islam Ave, Dhaka 1212

Acknowledgement

First and foremost, I want to thank the Almighty Creator for His delightful favors throughout my report, which enabled me to successfully complete my report.

I also want to thank my parents for their continuous support over the course of my entire lives. Without their invaluable help, it would not have been possible to prepare this report.

I want to thank **Akash Digital TV (Beximco Communications Ltd.)** from the bottom of my heart as they provided me with the opportunity to do my internship in their organization. I would like to express my sincere gratitude to the whole team in terms of their help, advice, and collaboration during the internship. Their help was a big part in my learning and professional skills development.

I would like to express my thanks to my organizational supervisor **Mr. Sayeed Nasir** who guided and encouraged me throughout my internship. I would also like to express my gratitude to my co-supervisors, **Md. Kamrujjaman** and **Mr. Ariful Islam**, who have been kind enough to support me, give me valuable advice, and also assist me whenever I require information or assistance.

I would like to give a special thanks to all my colleagues at Akash Digital TV who were very friendly, helpful and they were always willing to help me in my work. This journey would have been hard to accomplish without their help.

Finally, I would like to sincerely thank **Tanzin Khan**, Senior Lecturer, Area Director, Human Resource and Strategic Management at BRAC Business School, BRAC University, for her valuable support and guidance. Her great ideas, encouragement and support are the things that made me concentrate and finish this report on time.

The experience of this internship has made me more confident about my future career and has provided me with practical knowledge.

Executive Summary

This internship report is entitled **Retaining and Developing Talent: The Role of Training in Upskilling and Reskilling Employees to Enhance Akash Digital TV's Business Performance and Growth**. It is concerned with the role of employee training in business development and performance.

This report will discuss the significance of learning and training as a continuous process that leads to organizational success. The report has three chapters:

The first chapter presents a general picture of my internship, such as information about me, the organization, my roles, and responsibilities that I performed. It also talks about the results of the internship and all the challenges I had.

The second chapter gives a background on Akash Digital TV, its structure, services, and HR practices-particularly those pertaining to training and development.

The third chapter gives the primary analysis of training as an improvement of performance. It involves results, cost-benefit analysis, and industry trends comparison. On the basis of the results, certain recommendations are provided to enhance the training effectiveness.

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Chapter 1

Introduction

1.1 Student Information

Name: Shuspita Saha

Student ID: 23304215

Department: BRAC Business School

Program: Bachelor of Business Administration

1st Major: Human Resource & Management

2nd Major: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department & Address

Period: 15th June - 14th September, 2025

Company Name: Akash Digital TV (Beximco Communications Ltd.)

Department: Human Resources

Address: SAM Tower, Level-10, Plot #4, Road #22, Gulshan-1 , Dhaka

1.2.2 Internship Company Supervisor's Information

Name: Sayeed Nasir

Designation: Executive Vice President & Head of Human Resources

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Interns will be helping the team in day-to-day activities, learn about the business, and get a chance to experience [Marketing/Operations/Content/HR - specify department] in practice. Intern will be contributing to projects and assisting the company in its smooth running.

- Assist team members with daily tasks and ongoing projects.
- Assist in the organization and maintenance of reports, files and documents.
- Participate in team meetings and contribute with ideas.
- Get to know about the operations of the company.
- Communicate effectively with supervisors and colleagues.
- Adhere to the company regulations and perform given duties within the schedule.

1.3 Outcomes of the Internship

1.3.1 Student's Contribution in Akash Digital TV

As an intern at Akash Digital TV (Beximco Communications Ltd.), I was posted in the Human Resources Department, where I had to work on various important aspects. My tasks were the following:

- **Training and Development Support:** I helped in planning and coordinating training of employees. In my work, I was preparing attendance sheets, gathering feedback, arranging training materials, and checking up on departments to make sure who is participating.
- **HR Operations:** I was involved in the day-to-day administration work as a part of the HR functions of maintaining employee files, updating HR records, final settlement documents of old employees, and onboarding documents of new joiners. I also saw the use of HRIS (Human Resource Information Systems) in recordkeeping and internal communication.
- **Employee Engagement Activities:** I also helped in planning and executing employee engagement events like monthly team meetings, birthday parties, etc. These engagements were to enhance employee morale, culture in the workplace, and enhanced communication between teams.
- **Employer Branding:** I was also involved in assisting the HR team to design and post employer branding content on social media for post. I also helped in making up visuals and short write-ups to promote the company as a good place to work.
- **Talent Acquisition:** I assisted with the recruitment process by sorting out the CVs, setting up interviews and liaising with the candidates. I also assisted in the maintenance of candidate records and also helped during the interview sessions by preparing evaluation forms and also setting up the interviews.

These duties provided me with a practical insight into the workings of an HR department within a professional environment and how each of the areas impact the overall satisfaction of employees and the success of the business.

1.3.2 Benefits to the Student

This internship provided me with a great chance to transfer the knowledge acquired in my academic courses to the practice of the HR activities. I was able to get a feel of what goes on in a corporate setting and gained professional skills along with practical knowledge.

Through my experience in various HR functions, I have been able to understand how training facilitates employee growth, how recruitment is done, and how a good work culture can be developed through engagement and branding activities. I also became more confident in terms of working on my own and got a better idea of the career path that I would like to pursue in Human Resources. This internship has taken me quite far in my career development.

1.3.3 Problems Encountered During Internship

My internship in Akash Digital TV was a valuable and enriching experience that enabled me to learn a lot of things about the real-life HR practices and organizational culture. It also provided me with the chance to operate in a professional setting and participate in a number of activities that helped me grow as a person and a professional.

Nevertheless, like in any corporate environment, it had its limitations. Because the HR department handles sensitive and confidential information, particularly in such areas as recruitment, performance evaluation, and strategic planning, as an intern, I could only access basic-level data. Internal decisions and important documents were rightly kept limited. Because of such required confidentiality, there were moments when I was not able to comprehend all the technical terms, background information, or internal procedures. These restrictions also posed a limit to my internship report writing process since I was not able to discuss some of the operations or mention specific internal cases. Nevertheless, the experience was very helpful, and I received a realistic exposure to most of the necessary HR operations in a corporate setting.

1.3.4 Recommendation

The Akash Digital TV internship program was generally well structured and the supervisors were helpful and the working environment was positive. Nevertheless, there are some things that can be done to enhance the experience of the future interns.

- **Host Weekly/Monthly Supervisor Meetings:** Interns were not met formally to their supervisors on a weekly or monthly basis to share their problems they encountered in internship. However, they just met as requirements of work, but these meetings might be useful in the future of interns. Such meetings would enable interns to report on their progress, address any challenges, and receive prompt feedback on the same with the supervisor. This would assist the interns to keep track and enhance their performance during the internship period.
- **Establish Specific Goals and Expectations in the Start:** It would be great to have set goals and expectations outlined at the beginning of the internship. In my opinion, the clear knowledge of what is required of them makes interns easier to organize their work and help their achievements. This would help to make the internship more systematic and objective.
- **Offer an Adequate Orientation:** New interns should be better oriented at the onset of the internship period to make them learn about the company culture, rules, and workflow. I did not learn all these things in a short time, but a proper and long orientation would help future interns to go through the process of adjusting to the work environment.
- **Introducing a Mentorship Program:** My internship did not assign a specific mentor. It would be an excellent concept to have every intern assigned a specific supervisor with whom they could be guided on a one-on-one basis. This would ensure that the interns feel more encouraged and secure when carrying out their duties.
- **Give Continuous Feedback and Review:** Regular feedback during the internship would be more effective instead of evaluating the interns at the end only. This would assist interns in determining their strengths and weaknesses at an early stage and work towards it.
- **Develop an Exit Interview or Feedback Meeting:** I have not had any formal exit interview at the end of my internship and, though, I think it would be highly beneficial both to the company and to the future interns. A feedback or exit interview would enable interns to give their honest views regarding their general experience, supervision, workload, learning opportunities, and the areas they would have preferred to be done differently. These sessions would help Akash Digital TV to get first hand information on

what was good and what was not by the interns themselves. Moreover, exit interviews make the interns feel that they are heard and their views are important. This does not only enhance the image of the company as a learning friendly company, but also helps the interns to keep in touch with the company even after the program is over.

Chapter: 2

Organizational Overview



Figure1: Akash Digital TV Logo

2.1 Introduction

This chapter is aimed at giving a detailed description of a concern of Beximco Communications Ltd, which is Akash Digital TV. This chapter will point out the history of the company, its organizational structure, operations, management approaches, branding, and the overall operations of the company in the digital broadcasting sector. The objective here is to enable the readers to have a clear picture of the way Akash Digital TV works as one of the first direct-to-home (DTH) service providers in Bangladesh. With this analysis, the report aims to demonstrate how the company has been able to contribute to the media and communication sector of the country and still be a competitive force in the market. It outlines the aims, scope, methodology, importance and constraints of the research. The study centered on the role of training (upskilling and reskilling) in Akash Digital TV to help employees develop and retain their jobs and to grow the business in general. The results are founded on primary and secondary data making the analysis balanced and reliable.

2.2 Overview of Akash Digital TV

Akash Digital TV (popularly called Akash DTH) is the first legal Direct-to-Home (DTH) satellite television service in Bangladesh, which was launched by Beximco Communications Ltd, a subsidiary company of the BEXIMCO Group. The service was first launched under the name RealVU in 2016, but rebranded to Akash DTH in 2019 when it was restructured and several changes to strategic partnerships took place. In a relatively short period, Akash Digital TV gained fame due to its high definition channels, easy set up, package flexibility and dependability. The introduction of DTH technology in Bangladesh by Akash transformed the world of television viewing and established a new trend in the entertainment market.

2.2.1 Vision

The vision of the company is “To create a world class digital entertainment ecosystem for a digital Bangladesh”.

2.2.2 Mission

The mission statement of Akash Digital Tv is “TO connect **our viewers** digitally to enrich the TV viewing experience through **high-quality** content, Globally available for any screen, anytime and anywhere.”

2.2.3 Core Values

- Customer Focus
- Ownership
- Trust
- Openness
- Teamwork

Akash Digital TV’s core values focus on delivering exceptional customer service, taking full ownership of responsibilities, building trust through honesty and integrity, promoting openness for continuous improvement, and practicing strong teamwork to achieve common goals.

2.3 Management Practices

This section discusses how Akash Digital TV can manage its people and operations using its leadership style and HR practices. Good management practices make the company work towards its objectives, motivate employees and enhance performance.

Organizational Hierarchy: This organization chart indicates how the company is organized, starting at the top to the entry level. The CEO is the main decision maker of the company. There are three positions at the top, the Chief Financial Officer (CFO), the Executive Vice President (EVP), and the Vice President (VP). The EVP controls the General Manager whose responsibility is to control the company as a whole. Other people who support the General Manager are the Deputy General Manager (DGM) and the Assistant General Manager (AGM). They are followed by various functional-based managerial positions; Senior Manager, Manager, Deputy Manager and Assistant Manager. Lastly, at the entry level, there are Senior, Executive and Junior Executive whose roles involve the actual day-to-day tasks. This structure effectively demonstrates the chain of command in which duties and authority flow down the hierarchy starting with the top leadership and through the junior-level employees.

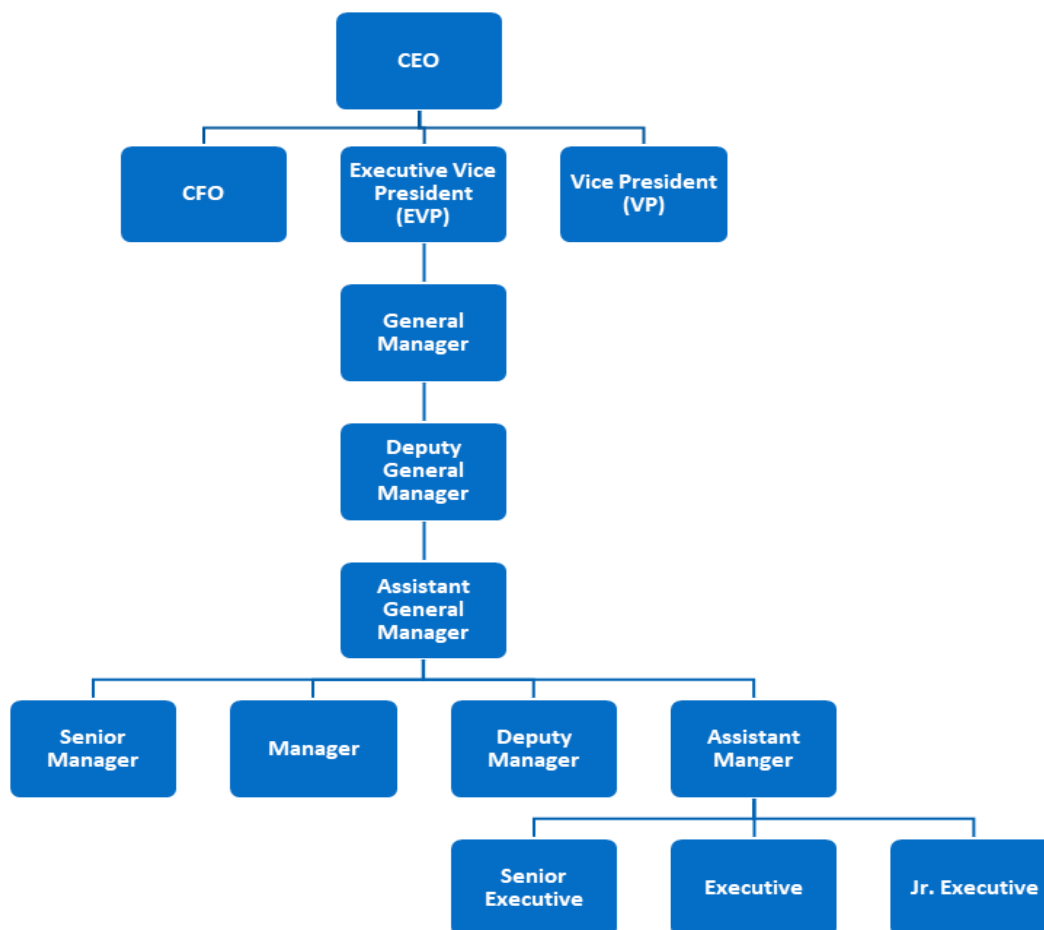


Figure 2: Organogram of Akash Digital TV

Organizational Structure:



Figure 3: Divisions of Akash Digital TV

Divisions at Akash Digital TV

Akash Digital TV has a number of major divisions that collaborate with each other to provide a smooth running of business, strategic expansion, and customer satisfaction.

- **Human Resources (HR) Division:** All the functions of employees including recruitment, onboarding, training, payroll, employee engagement, performance management, and policy implementation are the responsibility of this division. HR is instrumental in the establishment of a good work culture and the adherence to labor laws.
- **Marketing Division:** The marketing team will deal with brand promotion, creation of advertising campaigns, management of digital and offline promotion, market research, and maintaining a steady communication.
- **Technology Division:** The Technology Division will handle and take care of all technical systems, network operations and service quality to facilitate uninterrupted customer experience and broadcasting. This department deals with monitoring of the systems,

troubleshooting, upgrading of the services and adoption of new technologies to enhance performance.

- **Accounts and Finance Division:** Budgeting, financial planning, expense tracking, tax compliance and auditing are done by the finance team. This department makes sure that all financial transactions are being recorded and that the company remains in compliance with accounting standards and regulations.
- **Customer Operations Division:** Customer Operations Division takes care of all activities concerning the customers and provides customer satisfaction.
 - **Customer Lifecycle Management (CLM):** The customer Lifecycle deals with the overall customer experience, such as activation, package modifications, renewals, and disconnections, and provides the customer with a seamless experience.
 - **Installation and Field Service (IFS):** Cares about the customer installations, the on-site service provision, resolving complaints and field operations to ensure quality of service.
 - **Call Center Operations:** Responds to incoming customer calls, complaints, and inquiries, offers fast solutions, and delivers a favorable customer experience.
- **Regulatory & Legal Affair Division:** This division takes care of all legal and regulatory issues of the organization such as contracts, regulatory compliance, intellectual property, dispute resolution and managing legal risks to safeguard the interests of the company.
- **Sales and Distribution Division:** This division also provides proper distribution of products in Bangladesh. It supervises the field sales activities, dealer and retailer relations, sales targets and overall performance to stimulate revenue growth.

2.3.1 Leadership Style

Akash Digital TV is primarily participative and democratic in leadership style. During team meetings, leaders motivate employees to give their ideas and suggestions. This type of leadership is useful in generating ownership and motivation in the employees. Employees will work harder and be committed to the company when they know that their views will be considered. It also promotes innovation, since employees are free to exchange innovative ideas.

In emergency cases, however, when it comes to system failures or disruption of customer services, managers adopt a more directive style (near autocratic) to resolve problems fast and ensure that operations continue. This is a flexible leadership style that maintains a balance between the employee involvement and quick decision making where necessary.

2.3.2 Human Resource Planning

The HR team of Akash Digital TV is strategic in how it manages its workforce to make sure that the right number of individuals with the right skills are on board. The process includes:

- **Predicting Requirements:** HR forecasts which departments that require employees or new skills according to business expansion and technological changes.
- **Planning Training:** HR prepares employees on what lies ahead by planning training and retraining on upskilling and reskilling.
- **Retention Planning:** They create programs (such as recognition programs and career development opportunities) to minimize turnover and retain experienced employees.

2.3.3 Recruitment and Selection Process

The company has a systematic way of recruiting the best talent:

- **Job Posting:** Advertisements are posted on the company website, LinkedIn and job portals.
- **Application Screening:** The HR goes through the applications to shortlist candidates.
- **Interviews & Tests:** Candidates are interviewed (HR + department head) and occasionally skill tests.
- **Selection & Offer:** The best candidates are shortlisted and given good salaries.

In the case of interns, recruitment is typically performed either by internship postings at university's portal, LinkedIn and selection is done by focused group discussion and interviews.

2.3.4 Compensation System

Akash Digital TV has a competitive compensation system. Employees are given a constant monthly pay, performance bonuses and so on. Employees who perform well are rewarded either

by annual increments or promotions. They offer stipends and certificates to their interns and this encourages them to learn and take an active part. This system will make sure that employees are fairly rewarded due to their efforts to boost motivation and turnover. Akash Digital TV provides a competitive remuneration package that is comparable to the broadcast and technology sector in Bangladesh. It is aimed at recruiting and retaining talented individuals and, at the same time, helping them to maintain their overall well-being.

- **The Remuneration Package Consists of:**

- Basic salary depending on the role and duties of the employees.
- Bonuses in form of performance and two festivals.
- Medical, household rent, conveyance allowance and transport allowances to cover the needs of the employees.
- Health and wellness advantages, such as maternity leave, earned leave, festival leave and paid time off as a part of company policy.
- Incentives, mobile bill, canteen bill to give better opportunities.
- Long term financial benefits in the form of health and life insurance.

Such advantages make employees feel appreciated, supported, and encouraged to make a contribution to the success of the company.

2.3.5 Training and Development Programmes

One of the areas of Akash Digital TV is training. Training has been made to employees on Excel, Power BI, communication, mental agility, customer handling and future readiness. Training programs are aimed to assist the employees to work faster, make fewer mistakes, and to remain prepared for changes in the industry. Role-specific training is also provided to interns, including HR interns receiving HR process training and marketing interns receiving information about digital campaigns. These activities enhance confidence in employees, performance and make them feel appreciated, which contributes to retention.

2.3.6 The Performance Appraisal System

The company has a performance appraisal system in which employees are appraised on a regular basis. Managers provide feedback regarding the work quality, teamwork and accomplishments. Increments, promotions and recognition are associated with performance ratings. This encourages the employees to work more and become better. Positive criticism is also promoted to ensure that the employees learn from mistakes and develop their careers.

2.4 Marketing Practices

Akash Digital TV has a marketing unit that is focused on creating its brand, acquiring new clients, and maintaining the current subscribers. This part describes the marketing activities of the company.

- **Product:** Akash Digital TV is the high quality Direct-to-Home (DTH) satellite television service provider in Bangladesh that provides crystal clear picture and sound quality. It offers a broad scope of both local and international channels such as news, entertainment, sports, movies, and children shows. Akash has HD resolution, weather-proofed signals, simple installation, and options of subscription packages, which guarantee uninterrupted viewing experiences to households across the country.
- **Price:** Akash has competitive prices that offer flexible subscription packages to meet various customer demands. The Standard package will cost BDT 400 per month with 130+ channels, the Lite package will cost BDT 300 per month with 75 channels, and the Lite plus package will cost 350 per month with 95 plus channels along with premium HD content. There are also seasonal discounts and bundle offers to attract and retain customers.
- **Place:** The service will be offered throughout the country with the approved dealers, retailers, and stores making it accessible to the customers in both urban and rural locations. The delivery and installation services are done immediately after the purchase.
- **Promotion:** Akash Digital TV adopts a combination approach to promotions in order to cover a large number of people and enhance brand recall. These are through advertisements, a social media campaign, collaboration with influencers, billboards, and attending fairs and events to make customers engaged and promote long-term subscription.



2.4.1 Marketing Strategy

Akash Digital TV is a customer-oriented company in terms of marketing. Their primary objectives include raising awareness on the services of DTH (Direct-to-Home), market share, and offering a high-quality viewing experience. The strategy focuses on: Creating awareness to

customers on the advantages of DTH versus the traditional cable. Marketing improved picture quality, sound quality and a high number of HD channels. Providing packages at the various income levels, rendering it affordable to both the urban and semi-urban families. The approach can make Akash Digital TV a reputable and quality entertainment company in Bangladesh.

2.4.2 Target Customers, Targeting and Positioning Strategy

- **Target Customers:** Whole Bangladesh residents who desire unhindered and transparent television coverage and entertainment from anywhere in the country. Middle, upper-middle and upper classes who can afford to subscribe on a monthly basis. Local cable networks have been replaced by customers who favor legal and high quality entertainment over local cable networks.
- **Targeting:** Akash is segmented in terms of targeting, providing various packages and price points to appeal to various types of customers.
- **Positioning:** Akash offers itself as the first and most trusted DTH service in Bangladesh, and it is based on quality, reliability, and customer service. The message they are putting across emphasizes that they have no signal problems when it is raining, clear HD channels, and a huge content library.

2.4.3 Marketing Channels

Akash employs both the offline and online channels to access customers:

- **Conventional:** TV advertisements, print advertisements, outdoor displays and road shows.
- **Online:** Search advertising, influencer marketing, social media (Facebook, YouTube), and online campaigns.
- **Distribution:** Akash set-top boxes are sold to customers via retail stores, distributors and online stores. This multi-channel strategy enables them to reach out to the clients in urban and rural areas.

2.4.4 Product / New Product Development and Competitive Practices

Akash constantly changes its channel list and packages to remain competitive. They recently launched the Akash Go companion app which enables customers to access TV channels online anywhere and anytime. They check the prices of their competitors and make necessary changes to their packages in order to remain appealing. Online recharging, dedicated HD channels, and customized packages are some of the new features that will retain customers and attract new ones.

2.4.5 Branding Activities

Akash has a good brand image based on: Use of logos, colors, and communication in all communication. Event and TV show sponsorship to raise awareness. Customer contact programs such as holiday offers or free channel offers. This branding will assist them remain in the mind of the customers when they consider superior TV services.

2.4.6 Promotion and Advertising

Akash spends on a combination of advertisement and promotion: HD quality TV commercials. Social media campaigns involving the younger people and educating the customers on features. Marketing Akash Go and its convenience via influencer marketing. Promotional and seasonal deals like free installation or discount to increase subscriptions. Digital marketing is massive, as more customers spend more time on the Internet. Advertisements on social media and on YouTube will generate awareness more quickly and reach a vast audience at a reduced cost.

2.4.7 Critical Marketing Problems and Gaps

Although Akash Digital TV has good marketing practices, the following are the challenges:

- **Price Sensitivity:** The customers make comparisons of Akash to cheaper local cable operators.
- Existence of intense competition in the form of OTT services: Netflix, Bongo, and Chorki are more popular among younger audiences.

2.5. Financial Performance and Accounting Practices

2.5.1 Financial Performance

The financial information of Akash Digital TV is not made public since the company is a private limited company. With the trends in the industry in the Bangladesh entertainment sector, however, the pay-TV and streaming market has experienced consistent growth as a result of the growth in internet usage and the demand of on-demand content. The industry has experienced an increase in revenue of approximately 8-12 percent annually by other similar companies in the industry due to the growth of subscribers, digital packages and advertising revenue. Similar to other key industry participants, Akash Digital TV must have witnessed an increase in subscriber base and Average Revenue Per User (ARPU) due to the launch of premium packages, bundling and regional content. Nevertheless, the company has financial problems that it is still struggling with despite this growth. The high operation costs of satellite broadcasting, signal infrastructure and customer support teams are a major problem. Also, the threat of free and low-cost streaming services (such as YouTube, Bongo, Chorki, and Netflix) puts pressure on pricing policies and restricts Akash to raise subscription prices. Customer retention is another issue, as it is expensive to acquire new customers but it is also difficult to maintain customers who are already engaged in using high-end services because they are often switching to lower-cost alternatives. The advertising revenue, which is an essential source of income in the entertainment industry, is also uneven because of the seasonal changes and the increasing competition among digital platforms to spend on advertisements. These reasons indicate clearly that, although Akash Digital TV is potentially enjoying the overall growth in the industry, it is experiencing thin margins and constant financial strain on how to reconcile competitive prices with high operational costs.

2.5.2 Accounting Practices

Despite the fact that the particular financial records remain confidential, Akash Digital TV is subject to the general accounting principles as demanded by the private limited companies in Bangladesh. This encompasses keeping accounts on an accrual basis, As other media and entertainment companies, Akash Digital TV ensures that it operates within the local jurisdictions and makes the requisite disclosures to the relevant authorities. One of the issues that the firm faces is that the entertainment and subscription business is difficult to account for. Financial tracking and forecasting can be complicated by managing subscription-based revenues (where customers make payments in advance or monthly), advertising revenues and revenue-sharing arrangements with content providers. Moreover, the fact that the process is resource-intensive is due to the necessity to regularly refresh the asset depreciation schedules of broadcasting equipment, set-top boxes, and IT infrastructure. The other weakness is the transparency of the data as financial data is not publicly available, external parties, like partners, advertisers, or

investors, can be less informed about the financial stability of the company, which can impact long-term strategic partnerships.

2.6 Information System Practices and Operations Management

Akash Digital TV is a company that depends a lot on Information Systems (IS) to provide a seamless operation and improved customer experience. Customer Relationship Management (CRM) systems help the company to monitor subscriber data, address customer complaints, and track the quality of their service. Billing processes, tracking of active users and the production of operational reports are undertaken using database management systems and billing software. Nevertheless, it has a number of challenges. First, there is the CRM and database systems which need to be upgraded continuously to accommodate the increasing number of subscribers. Due to the increasing demands of customers to get faster service and better personalized support, delays in software updates can sometimes result in a slow response time or technical issues when it comes to billing and service activation. Akash Digital TV, in operations management, is concerned with routine signal checking, preventive maintenance as well as fast response to technical problems in order to maintain continuous service. The content updates and field services (installation and repairs) are also scheduled and handled by the company. Nevertheless, workforce allocation and logistical coordination have limitations, particularly in remote locations where technicians can take a longer time to arrive at customers leading to service delays. Customer churn is another issue. Quite a number of customers transition to streaming services to get cheaper and more flexible entertainment. This requires constant innovation of operations and customer service to maintain subscribers. Also, although frequent customer feedback is obtained, it is not always possible to take immediate action on it because of the bureaucracy of decision-making or financial limitations.

2.7 Industry and Competitive Analysis (Porter's Five Forces)

1. Threat of New Entrants

The threat of new entrants in Bangladesh digital TV and entertainment industry is moderate. Despite technological infrastructure and licensing as barriers, new entrants are still possible through streaming platforms, IPTV (Internet Protocol Television) services or mobile-based content delivery. However, Akash Digital TV has the advantage of brand recognition, customer loyalty, and extensive distribution network, which cannot be easily replaced by a new player to gain a large market share.

2. Bargaining Power of Buyers

The customers play a very strong role in this market since they can easily change their service providers in case they are not satisfied with the pricing, flexibility of the package, or even the quality of the services offered. As OTTs such as Netflix, Bongo, Chorki, and local operators have become quite popular, users now have numerous options. In order to retain customers, Akash Digital TV should concentrate on providing competitive prices, a variety of channel packages and excellent customer service.

3. Supplier Power

Channel partners, content creators, and technology providers are suppliers with a significant degree of bargaining power. As Akash Digital TV relies on licensed channels, international networks, and satellite technology, suppliers have the ability to affect cost structures. Akash needs to be able to negotiate long-term contracts and have strong relationships with suppliers to mitigate risks and remain profitable.

4. Threat of Substitutes

Substitutes are a threat. Other options include YouTube, OTT (Netflix, Hoichoi, Bongo), Cable distributors and mobile internet-based entertainment which are getting more popular among younger audiences. Such replacements tend to be cheaper, more adaptable, and on-demand, a threat to traditional digital television services. Akash Digital TV must incorporate digital functionalities and offer value-added services that could supplement the entertainment requirements of the customer to stay competitive.

5. Rivalry among Existing Competitors

The pay-TV and entertainment business is highly competitive. Akash Digital TV competes directly with local cable operators, DTH services and indirectly with OTT platforms. Rivalry lures customers with cheap prices, package deals, and original content. To remain competitive, Akash Digital TV is concentrating on the reliability of its services, its extensive coverage of both urban and rural markets, and its ongoing enhancement of customer service and user experience.

2.7.1 SWOT Analysis of Akash Digital TV

The first DTH service in Bangladesh is Akash Digital TV and this service gives it a good name in the market. It provides good quality channels and is backed by BSB Cable Industries Ltd. which makes it stable. It also has certain issues such as being more expensive than cable TV. The opportunities to expand are numerous, including the increase in the number of people shifting to digital television, developing a mobile application, and collaborating with local content creators. Nonetheless, Akash is threatened by cheaper cable operators, streaming applications such as Netflix and Bongo, piracy, rapid changes in technology, and economic or government problems.

1. Strengths

- **Strong Brand Recognition:** Akash Digital TV is a reputed satellite TV service in Bangladesh. New customers can be attracted with the help of this brand value. Also, it is the first DTH service that focuses only on customer satisfaction.
- **Wide Coverage and Availability across the Nation:** Akash Digital TV offers services of satellite TV in the entire country, including the rural regions where internet streaming might not be effective. This extensive coverage assists Akash to reach more people and maintain its customers who are not able to completely depend on internet based entertainment. Also it provides crystal clear entertainment to its customers.
- **Reliable Customer Service:** To provide fast response to problems, Akash Digital TV has installed teams to help with installation, call center, and field service. Satisfied customers remain with the company, and less customer churn (loss of subscribers).
- **Flexible Pricing and Package of Premiums:** Akash Digital TV has various packages on sports, movies and kids and this makes it appealing to various kinds of viewers. With different packages, Akash Digital TV is able to cater to different customer segments and generate more revenue per user.

2. Weaknesses

- **Little emphasis on Digital Transformation:** Although Akash Digital TV has introduced Akash Go (streaming), it continues to depend largely on traditional satellite TV which makes it less attractive to younger, more tech-savvy customers. Akash needs to invest more in the digital streaming and mobile applications or it will lose its younger market to online platforms such as Bongo or Chorki.
- **More Expensive:** The packages that Akash Digital TV offers are not always cheaper than local cable providers or free online services, which is why it is not affordable to all customers. When the prices are high, it can result in customer churn, particularly in price sensitive markets.
- **Relying on Outside Content Providers:** Akash Digital TV uses third-party sources to get the majority of its content and does not have many original or exclusive programs. Akash Digital TV might not be able to compete effectively in the competitive entertainment market without a unique content.
- **Remote Area Technical Issues:** Sometimes, bad weather and technical problems interfere with the satellite signals causing customers to complain. Also its service has dependency on internet and weather. Customer satisfaction may be impacted negatively by service disruptions and the reputation of the company may be damaged.

3. Opportunities

- **Increasing use of Internet and Smartphones:** As the number of people using the internet and smartphones increases, Akash Digital TV can increase its streaming service (Akash Go) to access new customers. Akash Digital TV can generate revenue and compete with international and local OTT (over-the-top) platforms in case it invests in digital platforms.
- **Local and Regional Content:** The Bangladeshi audience is more and more attracted to programs and films in their own language and culture. Akash Digital TV can have more loyal viewers by collaborating with local producers or producing original content.
- **Expansion of Advertising Space:** With the number of subscribers increasing, Akash Digital TV will be able to generate more revenue through advertisement on its sites. The high-quality advertising campaign may promote higher profits without the need to increase subscription costs.
- **Collaborating with Renowned Platforms:** Akash can collaborate with telecom service providers or mobile payment services to get subscriptions renewed easily and promotional packages. These alliances will broaden Akash and will offer customers more convenient payment options.

4. Threats

- **Rivalry of OTT services:** The online streaming services such as Netflix, Bongo and Chorki are rapidly expanding and provide on-demand entertainment at affordable rates. Akash Digital TV might lose market share to these platforms in case it fails to innovate as quickly as possible.
- **Piracy and free Internet content:** A lot of viewers resort to pirated sites or free materials on social media which decreases their necessity to pay legal services. This curtails the development of paid television subscriptions and lowers the revenue potential of Akash Digital TV.
- **Rising Operational Costs:** Satellite maintenance, content licensing and customer service costs are on the rise. The increased costs can cause Akash to increase the prices resulting in it being less competitive.
- **Changes in technology and regulations:** Akash operations can be influenced by new technologies or changes in broadcasting regulations or it might demand further investments. The business needs to keep abreast and change fast lest it is left behind.

2.8 Summary and Conclusions

Akash Digital TV and Akash Go have made a strong presence in the entertainment industry of Bangladesh by providing high-quality DTH services and an on-the-go streaming platform. The company has innovation, customer focus, and good technical infrastructure in order to remain competitive. Its strategies include continuous service upgrades, flexible packages and integration of digital solutions. Akash Go extends its reach by providing its customers with entertainment anywhere, leading to customer loyalty. Overall, Akash has a growing number of subscribers and is well-placed to compete in a rapidly evolving digital market.

2.9 Recommendations/Implications

- **Strengthen content for Akash Go:** Akash Digital TV may enhance local and Original Content of Akash Go. Akash Go needs to invest further in the production and acquisition of local Bangladeshi content including TV shows, web series, local movies and sports content. It must also cooperate with the well-known local producers and filming companies to produce exclusive content that can be viewed only in Akash Go. The customers are becoming more interested in viewing content in their native language and culture. Localized and original content is already winning audiences to competitors such as Bongo and Chorki. Akash Go will lose its uniqueness in the form of shows and exclusives, which will make the site less attractive than other streaming sites. More local and original content will distinguish Akash Go among the international OTT players such as Netflix or YouTube. It will assist in growing subscriptions and customer retention since individuals will retain the service to view their local favorite programs. It also opens up advertising opportunities, increase revenue, through original content.
- **Enhance Customer Response and Customer Service:** Akash Digital TV may work on quicker complaint resolution by enhancing efficiency of call center services, field services and technician response time. They may also implement proactive customer service, whereby customers are contacted before they experience problems (e.g. reminders to renew payment, signals or service hiccups). One of the reasons customers change providers is bad or slow customer service. Preemptive and more rapid response fosters trust and enhances customer satisfaction that will mitigate subscriber churn. The customer experience will also be enhanced by faster reaction and proactive communication, which will help minimize frustration. Customers who are happy will not easily move to their competitors, which will enable Akash to retain a steady number of subscribers. When the service experience is positive, more people will be attracted through word-of-mouth promotion, which will cost the organization less to promote.

- **Provide Low-priced and Adaptable Subscription Plans:** Akash Digital TV ought to offer lower and more accommodating packages to the rural and student customers. This may be daily or weekly packages, smaller bundles on certain channels (such as sports or kids content) or even discounts on loyal customers. The existing packages are costly to many rural households and young users. By providing smaller and cheaper plans, Akash will be able to access a wider market that is unable to invest in long-term or premium plans. The flexible pricing will lure new customers in the rural areas and in the low-end market segments. More subscribers, even at a reduced price will contribute to the growth of volume revenue. The affordable plans will minimize the churn since the customers will be able to downgrade rather than cancel the services altogether.
- **Invest in Data Analytics to Individualize Services:** Akash Go needs to invest in sophisticated data analytics to learn customer viewing behavior, including what shows are popular in which areas and among which age groups. This information may be applied to give individualized advice to viewers and enhance marketing campaigns. Customization will help the user feel special and will retain him or her longer. This is a strategy that is used by platforms such as Netflix to boost watch time and customer satisfaction. Individualized suggestions will ensure that viewers are kept entertained and they are not likely to move to other platforms. The insights provided by data will assist Akash to invest in the correct types of content that people desire to watch, and this will save the company on unnecessary expenditures. This strategy has the potential of enhancing more successful advertising campaigns, which will enhance returns on marketing investments.
- **Increase Signal Quality and Coverage in Remote Areas:** Akash Digital TV may modernize its satellite and service infrastructure and provide a better signal quality and expanded coverage, particularly in remote locations and underserved regions. Akash Digital TV has a national coverage, but even now, a big number of rural clients continue to experience disruption of the signal during adverse weather conditions or do not even know about the service. Akash can be made the preferred choice in those areas by improving infrastructure and reliability. The quality of the signal will be enhanced, which will decrease the number of complaints and enhance the reputation of the brand. The increase in coverage will assist in winning new clients in regions where cable TV or streaming is not available. The availability of reliable services in rural areas will result in the brand loyalty of new customers in the long term.
- **Improve Marketing and Awareness Campaigns:** Akash Digital TV needs to conduct vigorous marketing campaigns to emphasize its distinctive attributes, including premium channels, customer service, local content on Akash Go, and lower packages to various segments. This may involve social media advertising, influencer collaboration and

targeted advertisements in urban and rural regions. Numerous potential customers, particularly in the rural areas, are not aware of the new features of Akash Digital TV and the Akash Go platform. The company will easily be phased out by its competitors who market hard without a good marketing strategy. The heightened awareness will result in an increase in subscription. The emphasis on peculiarities will reinforce the brand image and competitive advantage of Akash Digital TV. The Bangladeshi audience will be more attracted to marketing campaigns that target local content and low prices.

Chapter 3

Project Part

3.1 Introduction

This chapter introduces the primary study of the report. It discusses the role of training, upskilling and reskilling, in assisting Akash Digital TV in retaining and developing its workforce, and the impact of the learning processes on the performance and growth of the company. The chapter describes the background of the study, the main problem, objectives of the study, why the study is important and what the study will be about.

3.1.1. Background and Problem Statement

3.1.1.1 Background

Akash Digital TV has implemented a number of employee training programs, including Strengthening Mental Agility, Winning Customers, Data Literacy and Excel, Power BI, Future Readiness and Communication. The company also does role-specific training of various departments and training interns. The purpose of these programs is to enhance the skills, confidence, and the capacity of the employees to work with new tools and technologies. Akash Digital TV is also considering additional training on AI prompting to address the future workplace requirements. Studies indicate that training and development enhance job satisfaction and performance of employees (**“Employee Training and Development Enhancing Employee Performance – a Study,” 2023**). Upskilling (enhancing the skills of current jobs) and reskilling (acquiring new skills to take new jobs) can enable employees to perform their existing jobs more effectively and prepare them to handle new tasks and technologies (**Hasan et al., 2024**). A positive correlation between training and organizational performance is found by many academic studies and industry reports, whereby trained employees are more productive, less prone to errors and lead to enhanced customer service. This justifies the emphasis of Akash Digital TV on the practical courses, including Excel, Power BI, and communication training. Retention is also strongly related to training. Employees are more apt to remain in an organization that invests in their learning and career growth. Employee loyalty and engagement increases when employees perceive clear learning paths and that the employer encourages growth (**“Impact of Training on Employee Retention,” 2013**). In the case of Akash Digital TV, it implies that further investment in training would help decrease turnover, save on the cost of hiring and retain essential skills within the company, which is significant when the entertainment market is competitive. The world and local workplace are rapidly evolving due to digital technologies and AI. AI skills,

engineering, and digital literacy are in demand in most job positions (Staff, 2025). AI prompting training staff to write good prompts and learn how to use generative AI safely is becoming a common practice in large companies that aim to increase productivity and automate monotonous tasks, but retain human supervision and creativity. In the case of Akash Digital TV, the idea of AI prompting training is a timely step: it will allow employees to automate repetitive processes, accelerate the decision-making process, and devote more time to more valuable activities. Nevertheless, companies should train in a responsible manner, such as data privacy and ethical use of AI. Lastly, the Bangladesh pay-TV and entertainment sector is on the rise due to the increased use of the internet and the need to consume digital content. With the expansion of services such as Akash Go (streaming + DTH), the company has opportunities and challenges: on the one hand, it should maintain the quality of services at the same level, and on the other hand, develop digital capabilities and local content to compete with OTT platforms. A combination of technical skills, customer handling, data literacy and AI preparedness will allow Akash Digital TV to translate learning into quicker reporting, improved customer service, reduced churn, and improved business outcomes.

3.1.1.2 Problem Statement

Despite the diverse training programs adopted by Akash Digital TV, the question remains whether these programs have any concrete results in terms of employee skill development, motivation and work performance. In other situations, there may be uneven distribution of existing knowledge and technical skills among employees and consequently training may not produce homogenous outcomes among teams. Moreover, the high rate of doing business usually leaves employees with little time to participate in sessions or learn new skills, and, as a result, minimizes the effect of learning. Attendance or quality of participation may also be reduced due to scheduling conflicts between the work requirements and the training sessions. There is also the issue of whether the training programs have a long term effect on employee retention. Although studies have typically indicated that career growth opportunities help retain employees, Akash Digital TV continues to encounter industry-related issues including intense competition of skilled talent, reduced career development opportunities in some positions, and competition by competing entertainment platforms. Employees may still find a way out of such training unless they see a tangible benefit or a career ladder in such training. Lastly, the evidence of the direct contribution of these training efforts to the business performance and growth metrics of Akash Digital TV, including the number of subscribers, customer satisfaction, and business efficiency, is limited. The discrepancy between the training investment of the company and the quantifiable business results points to the necessity of researching the efficacy of the program of upskilling and reskilling of the Akash Digital TV company. The primary research question that this study will explore is as follows: How effective are Akash Digital TV training programs in upskilling

and reskilling workers, and how do the training programs influence employees retention and business performance and growth of the company?

3.1.2 Objective(s)

The specific objectives of the study are as follows:

- To know how training, upskilling, and reskilling are applied at Akash Digital TV.
- To determine the impacts of such training on employee performance and confidence.
- To determine whether training can retain employees (decreasing turnover).
- To bridge the gap between training results and business performance (quality, speed, customer satisfaction, sales).

3.1.3 Significance

The study is significant due to a variety of reasons: It provides clear feedback on the effectiveness of the training and how the training can be enhanced to serve the purpose of the business of Akash Digital TV. This report indicates the impact of training on skills, confidence, and career opportunities. It demonstrates what type of learning employees appreciate the most. How it actually benefits employees and employers in the long term. It is also beneficial to the HR department because the results will be useful in developing individuals and practical training programs, enhancing follow-up practice, and strategizing assessment techniques.

3.1.4 Scope of the Study

This research is dedicated to the training practices of Akash Digital TV and their impacts on the employees and business performance. The research mainly focuses on full time employees who work in various departments like Customer Operations, Technology, Human Resources, Legal, Technology and Marketing. Although the company also trains interns to enable them to be ready to occupy a position in future, the central analysis of the report focuses on the experiences and performance of the permanent employees, as these are the primary workforce that contributes to the business performance. The report will discuss some of the forms of training that Akash Digital TV has undertaken over the past years. They are programs to enhance mental agility, customer handling, communication skills, data literacy, Excel, Power BI, and future readiness, as well as the intentions of the company to implement AI, which will trigger the need to undergo training to suit the future workplace. These training programs are also indicative of Akash Digital TV being committed to upskilling and reskilling its workforce to remain competitive in

the fast-evolving digital entertainment sector. The study uses both primary and secondary data to give an in-depth insight into the training practices. The primary data were gathered in the form of in-depth interviews with the employees working in various departments to understand their first-hand experience, difficulties, and how the training affected their skills and performance and observation. The secondary data, including training records of the company, internal documents, research paper, articles and industry reports. Report completed within 3 months but the training activities that had been conducted in the past 12 months were examined. This time was selected so that the study captures the latest training activities and the immediate impacts of the training activities on the employees and the business operations. In general, the scope of the study is narrowed down appropriately to the workforce of Akash Digital TV and their recent training initiatives and the immediate effects on the development of employees and the business. This emphasis enables one to have a clear and detailed analysis of how the investments made by Akash Digital TV in training are reflected in the actual organizational results.

3.2 Literature Review

Training refers to educating employees on what they know and how to do the job they are doing. It may be technical (the use of tools or software) or soft (communication, teamwork) (Ecdl, 2022). Upskilling refers to the process of equipping employees with better skills in their present jobs (Gillis, 2024). Reskilling refers to the process of imparting new skills to employees in a manner that enables them to either transfer to another position or to adjust to the changes in the organization (Coursera, 2024). Studies indicate that training, upskilling, and reskilling are some of the components of employee development and business prosperity. Effective training programs enable the employees to work better, minimize errors and gain confidence. Upskilling empowers the workforce to be more productive, and prepared to perform more sophisticated tasks, whereas reskilling enables employees to adopt new roles in case of a change in technology or market demands. Research also indicates that firms that invest in such programs have better employee satisfaction and reduced turnover which saves them on recruitment expenses (“Employee Turnover: Causes, Importance and Retention Strategies,” 2021). Upskilling and reskilling have become a necessity rather than an option in industries that are technologically changing, like the media, entertainment, and telecommunications. According to research by the World Economic Forum (2020), more than half of the global workforce is expected to require major reskilling or upskilling in the next five years, as the world moves towards the adoption of artificial intelligence, automation, and data-driven processes at a remarkably fast rate. Advanced data literacy and digital analytics training, which are part of upskilling efforts, can help employees perform more complicated tasks and facilitate innovation in service delivery. Reskilling, in its turn, assists employees to reassign to completely different jobs as the current

positions are being eliminated either through automation or new market requirements. It is especially applicable to such companies as Akash Digital TV, which is situated in a highly dynamic digital entertainment market in which technologies and customer demands shift quickly. Employee engagement and retention have close relationships with opportunities to engage in continuous learning and growth (**“Employee Engagement and Retention: Analyzing the Role of Leadership Styles and Organizational Culture,” 2024**). In the case of Akash Digital TV where customer operations and technical services involve skilled and flexible teams, such results imply that long-term investment in training may have a direct impact on turnover reduction, increase in morale, and better equipment of employees to respond to evolving market needs. Skills and knowledge of employees are assets that affect productivity and performance of a company directly. By investing in the workforce by organizing training, a company is essentially developing the human capital, which is converted into improved service quality and innovation (**The Impact of Knowledge Assets in Motivating Employees and Its Role in Business Performance, 2022**). Equally, the Four-Level Training Evaluation Model (1996) by Kirkpatrick also emphasizes that training effectiveness must be evaluated in four dimensions, namely: reaction (employee feelings about training), learning (what they learned), behavior (how they use it) and results (what it has done to the organization). Continuous professional development can boost productivity by up to 20 per cent in service-based sectors (**D&Apos;Angelo, 2025**). South Asia has been experiencing high levels of competition and a fast rate of technological change in the digital entertainment and telecom industries (**Technological Competitiveness of Telecommunication Industry in India Glimpse of Reality, Opportunities and Challenges, 2009**). Increase in customer satisfaction and reduced churn rates following the implementation of targeted customer service and technical support training. In the case of Bangladesh, where the digital economy is still developing, such evidence in the world implies that companies such as Akash Digital TV should focus on upskilling and reskilling to remain competitive among local and international companies entering the market.

3.3 Methodology

The research method used in this study was qualitative since the researcher aimed to get a feel of the experiences, opinions, and feelings of employees regarding training.

- **Research Type:** It is a qualitative study, descriptive and exploratory, with the emphasis on the way training can assist employees develop and remain in Akash Digital TV.
- **Primary Data:**
 1. **Interviews:** 20 employees of various departments were interviewed. These interviews were used to record their perceptions towards training, how useful it is

and how it influences their motivation and desire to remain in the company. Though there are many employees, I could only access 20 employees as I had limitations as I am an intern. Many employees were unwilling to give interviews with me. However, the respondents were in a wide range of positions in different departments like Customer Service, Marketing, Sales, Technical Operations, and Human Resources. This heterogeneity would help to bring a wider view of how training practices affected the employees in different functional areas. The sample population was also restricted deliberately to permanent employees and not the interns. This was done since full-time employees are more permanent and more exposed to the training programs of the company than part-time employees and are therefore more appropriate in evaluating the long-term effects of training on motivation, performance and retention. Although interns are also trained, they spend less time in the organization, which makes them less suitable to assess the overall impact of these programs on the performance of the company. The interviews were used to ask employees about their views on the training practices of the company, the relevance of the sessions attended and the impact of the training programs on their motivation and desire to stay with Akash Digital TV. These interviews gave qualitative data on the correlation between training and employee engagement.

2. **Conversation with Supervisors:** Besides interviewing the employees, the departmental supervisors, that is, the team leaders and line managers in the organization were also interviewed as part of the same data collection process. Their contribution played a crucial role in determining the purpose of the training programs, the degree of involvement of employees and the degree to which the training programs meet departmental and organizational objectives. These discussions with supervisors have been categorized as interviews in order to avoid recurrence.
 3. **Observation:** First-hand observation of the chosen training sessions was used to gain an idea about the interaction of the employees with the programs.
- **Secondary Data:**
 1. Internal documents like training schedules, participation lists were checked but I could not attach it with this report because the company just allowed me to see it for once but did not allow me to take photos or access it, as I am an intern.
 2. Employee training and retention articles, research papers, and reports in the industry were also reviewed.

3.4 Findings and Analysis

3.4.1 Empathy Mapping (Employee Perspective)

Empathy mapping assists in getting to know what the employees experience, need, and expect in terms of training, upskilling, and reskilling. In the case of Akash Digital TV, this plays a critical role in building talent, enhancing retention and in the long run business growth.

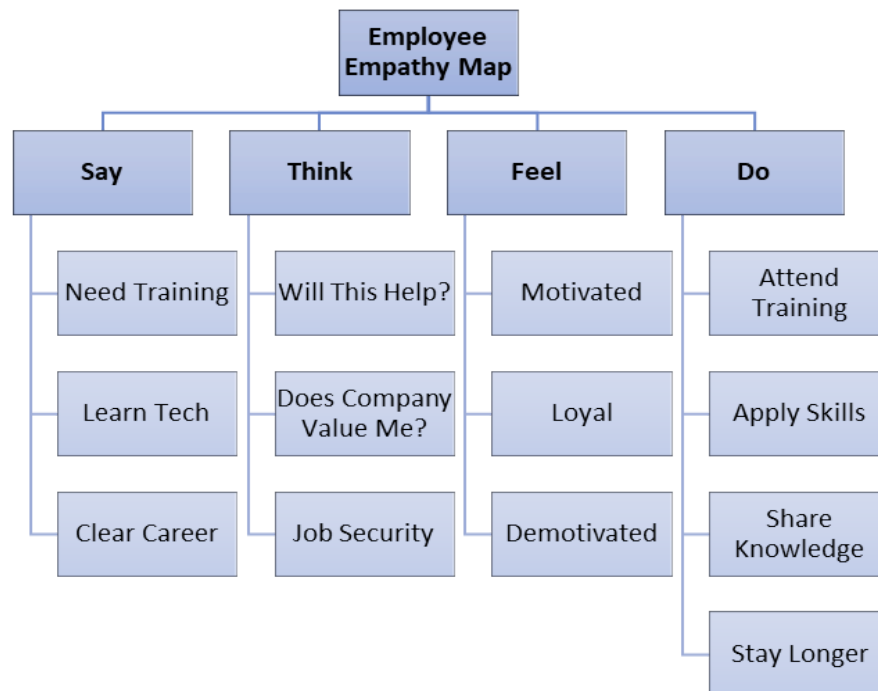


Figure 5: Employees Empathy Map of Akash Digital TV

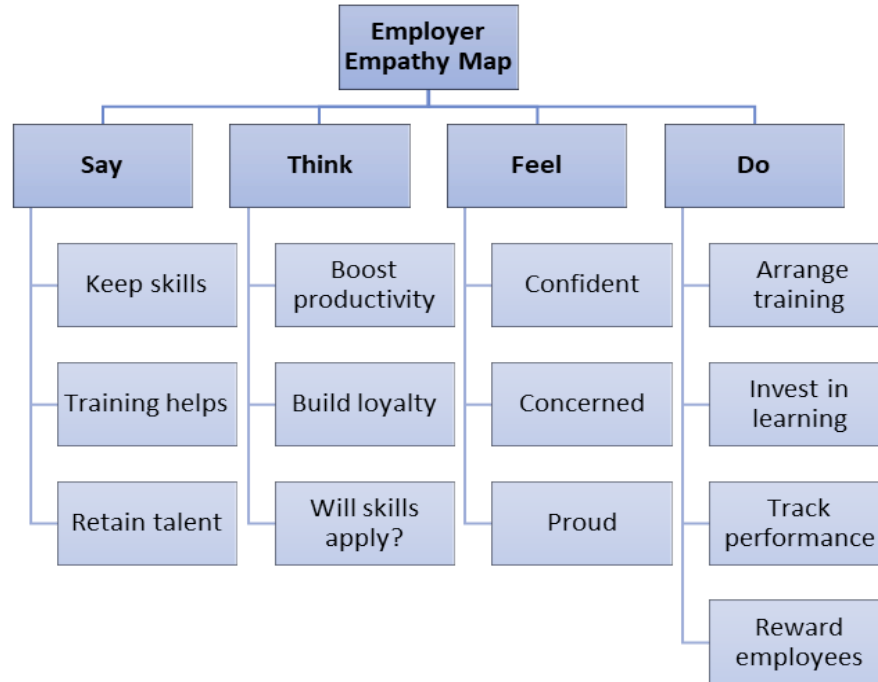


Figure 6: Employer Empathy Map of Akash Digital TV

Employee View & Employer View:

Dimension	Employee Perspective	Employer Perspective
Say	• We need regular training to stay updated. • We want clear career development plans and fair chances to learn new technologies.	• We must keep employees updated with new skills. • Training improves performance and reduces errors. • Retaining talent is cheaper than hiring new people.
Think	• Will this training actually help me grow in my career?	• Upskilling will increase productivity and innovation.

	Does the company really value my development and job security?	- Training strengthens loyalty and reduces turnover. - Will employees apply what they learn effectively?
Feel	- Motivated and confident when training matches their needs. - Loyal when they see the company investing in their growth. - Neglected or demotivated if training is missing or irrelevant.	- Happy when employees show improved results. - Concerned about training costs and time. - Proud when employees grow and stay with the company.
Do	- Join training sessions, apply new skills, and share knowledge with colleagues. - Stay longer with the company if they feel supported.	- Arrange training and workshops. - Invest in learning and technology. - Track performance and retention. - Reward employees who apply new skills.

3.4.2 Training Programs Offered

- Strengthening Mental Agility:** This training aims at enhancing the skills of employees to think fast, solve problems, and adjust to unforeseen challenges. The modern world of media and technology is rapidly changing, and employees are regularly subjected to stressful circumstances such as technical problems, customer complaints, or unexpected alterations in work procedures. In this training, they are taught to stay calm in times of pressure, analyze situations rationally, and make intelligent decisions without wasting time. It also enhances resilience, i.e. employees are more flexible and ready to change. Consequently, they will be able to multitask, adapt to new work techniques, and help to facilitate smoother collaboration. In general, enhancing mental agility will enable

employees to be more competent and prepared to tackle both routine and future uncertainties.

- **Winning Customers:** This training was structured in a way that enhanced sales skills, interactions with customers and service quality. This was aimed at making the customers feel satisfied and appreciated. The employees became more professional in dealing with customers, developed better relationships and helped to increase customer loyalty and decrease customer loss after the training.
- **Data Literacy/Excel Training:** This training was organised by the company to ensure that employees feel more confident about using data to make decisions and enhance their proficiency in Excel to support their day-to-day operations. The outcome was that workers were faster and more precise in their data processing, fewer mistakes were made, and the Excel tools were used efficiently to save time and improve productivity.
- **Power BI:** This training was implemented to educate employees on how to analyze, visualize and report data in ways that matter. The idea was to enhance information-based decision making throughout the company. Consequently, employees would be able to develop transparent dashboards and reports, which would allow managers to monitor performance more efficiently and make timely decisions.
- **Future Readiness:** Akash provided such training so that employees could be ready to face the changes that were to take place in the media and technology sector and also to equip them with the right attitude to accept innovation. The outcome was that employees were more willing to embrace change, quickly adapted to new tools and had a positive attitude towards digital transformation.
- **Communication Training:** This training was done to enhance the communication skills of the employees such as writing emails, teamwork, presenting meetings, and so on. Its motive was to decrease misunderstandings and enhance productivity. Consequently, the employees became more communicative, cooperative with others, and they expressed their ideas in a more competent manner.
- **AI Prompting Training:** Akash Digital TV will implement AI Prompting Training as a component of the future learning and development programs of Akash Digital TV employees. This training will be aimed at assisting employees in learning how to use artificial intelligence tools, write more effective prompts, and use AI in their everyday work. This training will center on efficiency enhancement in data analysis, content development, reporting and problem-solving areas. Employees can save time on repetitive tasks and create innovative solutions, make more informed decisions by learning how to use AI tools.

3.4.2.1 Intern Training in Akash Digital TV

Akash Digital TV did not only confine its learning opportunities to permanent employees but also offered organized training to its interns. The company felt that by investing in interns, it was not only training them to perform their designated tasks, but also creating a talent pipeline in the organization. The primary trainings that were given to interns were:

- **Communication Training:** Interns were trained on professional communication, such as how to write emails, how to present ideas, and how to work with teams. This was to enable them to speak out and feel confident in a business setting. Consequently, the interns could exchange ideas, be active in meetings and observe professional standards of communication.
- **Excel Training:** Akash organized training on Excel for the interns to enhance their technical expertise in dealing with data, formatting and simple analysis. This was done to make sure that they were able to carry out their daily duties efficiently and accurately. In this training, the interns were quicker in report preparation, data sheets, and assisting their departments with well-organized information.
- **Department-Specific Training:** Besides the general skills, interns were also trained according to their departments. For example: HR Interns were trained on HR practices including hiring, employee engagement processes and HR documentation. Marketing Interns were taught how to conduct market research, create content, and how to engage customers. Digital Solutions and Engineering Interns were trained on digital tools, analytics, technical problem solving, system maintenance and project support. These department-specific trainings were aimed at ensuring that the interns were in a position to perform practical work within their respective departments. Consequently, the interns not only maintained the existing projects more efficiently, but also received practical experience that prepared them to pursue career opportunities in the future.

3.4.3 Impact of Training on Retention, Upskilling, and Reskilling

Akash Digital TV is a business where training is essential in retaining and developing talents. Employees will be motivated, competent and focused on business objectives because the company will offer them a chance to acquire new skills and enhance their existing ones.

- **Retention:** As I noticed and interviewed a number of employees at Akash Digital TV, it was evident that training programs in the company are significant in enhancing employee satisfaction and retention. Most of the employees said that when the company organizes training like Strengthening Mental Agility, Winning Customers, and Communication Skills, they feel that they are important and are being supported. Such efforts help them

feel that Akash Digital TV is concerned about their career development. Employees said that since they have attended such programs, they have become more confident to deal with tasks and they are also more motivated to work with the organization. They also added that the conducive environment that has been brought about by the continuous learning process has made them gain a sense of belonging and loyalty. Consequently, the employees would find it harder to quit the organization and thus Akash Digital TV has a pool of qualified and experienced employees. This will save turnover costs and enhance performance of the company in the long run as the employees who are loyal and trained can ensure consistency in service delivery and innovation.

- **Upskilling:** In the interviews, I discovered that Akash Digital TV offers upskilling opportunities frequently to ensure that the employees can work better in their present positions. Some of the programs mentioned by the participants such as Excel and Data Literacy and Power BI Training were found to be very helpful in enhancing their technical and analytical skills. The workers in the technical and customer service departments indicated that these training sessions were useful in enabling them to process data more effectively and make better decisions in the course of their day-to-day jobs. Indicatively, one of the respondents in the Technology Division indicated that they could make reports quicker and visualize trends that enabled managers to make improved business decisions after the Power BI training. This demonstrates that, besides enhancing personal performance, upskilling also increases organizational performance. Furthermore, the workers said that this kind of learning experience makes them feel more competent and encouraged, which enhances their interest in the organization.
- **Reskilling:** Another significant area that I noted in Akash Digital TV was reskilling. As the digital and broadcasting sector is changing at a very fast pace, Akash Digital TV is launching new technologies and platforms like Akash Go. To cope with these changes, employees must acquire new tools, software, and methods of interacting with customers. As I have discussed with supervisors, the company is currently considering introducing AI Prompting Training to equip the staff with future technological changes. Such reskilling programs are necessary in assisting employees to change into new positions when it is necessary. An example is that a customer operations staff member may be trained to work with data or handle digital content and this enables greater flexibility in departments. This will make sure that in case of the departure of one employee or the introduction of a new process, the company will not be shaken. Employees also cited that such training makes them have confidence in their career security as they are acquiring skills that will make them remain relevant in the industry. In general, with proper reskilling, Akash Digital TV will be able to retain a dynamic and flexible workforce that will guarantee long-term stability and expansion as well as keep employees motivated and prepared to work in the future.

To sum up, investing in training, upskilling, and reskilling can assist Akash Digital TV to create a skilled, motivated, and flexible workforce. This has a positive influence on the performance of the business, contributes to its development, and reinforces the competitive stance of the business in the market.

3.4.4 Impact of Training on the Retention of Employees

This segment describes the ways in which the training programs at Akash Digital TV assisted in retaining the employees in the company (retention) and assisted in developing the employees in skills and roles (development). Training was not simply a learning process, it was one of the major sources of creating loyalty, enhancing daily work, and training staff to work in the job they would have in future. It is based on my interviews and observations that I was able to understand that training is a major factor in retaining employees as well as enhancing their sense of belonging to the organization at Akash Digital TV. A considerable number of the employees reported that they felt better and appreciated after attending various training programs. Such programs as Strengthening Mental Agility, Winning Customers, Communication Skills, Data Literacy and Excel, Power BI, and Future Readiness assisted employees in enhancing their skills and realizing that the company is investing in their personal and professional development. Some of the employees answered that the management of Akash not only trains them in the present positions but also equips them with future challenges in the broadcasting and digital industry. As an example, Customer Operations division employees said that the Winning Customers and Communication training sessions enabled them to better handle subscribers, effectively handle complaints and better handle stressful situations. Due to these changes, the employees felt more competent in their work and closer to the company objectives. The employees in the Technology Division also reported that the technical training programs, including Power BI and Data literacy, assisted them in becoming more efficient and capable of solving their technical tasks. They were proud of the fact that the company was providing them with a chance to acquire modern tools that could reinforce their careers. This feeling of professional development created emotional involvement in the company and minimized the urge to change employment. The other important lesson that I learnt was that training programs fostered mutual trust between the management and the staff. Workers felt that when an organization invests in employee learning, it is considering their long term success and not short term outcomes. This sense of inclusion and appreciation enhanced self-motivation and allegiance. Supervisors also stated that trained employees are more likely to exhibit discipline, ownership and commitment in the work and this directly leads to retention. Training sessions were also a kind of team building. The interaction between the employees of various departments, sharing ideas, and developing relationships occurred. This cordial environment enabled them to feel in a single large team, which made them less isolated and they were willing to remain in the company.

To sum up, employee retention is strongly affected positively by the training programs at Akash Digital TV. Akash can make sure that the employees are always motivated, loyal, and willing to help the company achieve its long-term success by assisting employees in acquiring new skills, gaining confidence, and demonstrating that the company cares about their personal development.

3.4.4.1 How training Increased Employee Retention

- **Employees Felt Valued:** In my observation, Akash Digital TV had a number of professional development programs, including Excel and Power BI training, soft skill training, and product knowledge training. Workers told them that when the company invested efforts and finances to train them, they felt that their personal development was important to the company. A marketing department worker said that the management at Akash had always encouraged them to attend training sessions even in times when they had a tight project schedule and this made her feel valued. This sense of appreciation led to a high level of emotional attachment to the company and reduced their desire to seek out other employment opportunities.
- **Stronger Job Satisfaction:** Training enabled the employees to know how to carry out their work more effectively and with confidence. As an illustration, I observed that following the Excel and Power BI training, employees were able to process customer data more quickly and make reports without having to be supervised all the time. This facilitated their work making it less stressful. During a casual interview, one of the operations officers confessed that previously, the process of data reporting seemed to be a weight, but now, he felt prepared and interested after the training. This increase in the working experience resulted in a higher job satisfaction and satisfied employees had better chances of remaining in the organization.
- **Clearer Career Paths:** Akash Digital TV designed its training in progressive manner, which enabled employees to view their career development clearly. As an example, a large portion of employees began with the Excel tool and then progressed to Power BI and finally became the owner of the dashboard handling. According to the interviews with HR, employees liked the fact that the training was related directly to their promotional opportunities. People were encouraged to remain with Akash longer instead of going outside in search of opportunities when they realized that they could acquire new skills that would enable them to get higher positions or additional roles.
- **Greater Confidence and Security:** The technological changes are very common at Akash Digital TV because it is involved in digital entertainment and communication business. Training programs helped the employees feel more confident and prepared to deal with such changes. One of the staff members of the IT team said that he used to feel nervous about new software updates before training, but now he is ready to live in the

future. This feeling of job security and flexibility assisted in lowering turnover since the employees were no longer intimidated by being ousted by new technology or new hires.

- **More Morale and Bonding within a Team:** I also noted that training was done in groups where the employees of various departments were put together to complete small tasks or practice projects. This interaction enabled them to bond outside their normal work teams. Most employees claimed that these group training sessions have made them more at ease when working and communicating with others. It also enhanced the morale of the work place since the sessions were usually in a friendly and supportive atmosphere. The training programs were characterized as refreshing breaks by employees that enhanced relationships and created trust among the colleagues.

3.4.4.2 How Training Facilitated the Development of Employees

- **Faster Skill Improvement:** Akash Digital TV placed more emphasis on practical and hands-on learning. The employees involved in the Excel and Power BI training said that the training was very helpful in their day to day reporting and data analysis work. I noticed that the employees were able to finish such tasks as creating monthly performance dashboards or processing data regarding customer behavior much more quickly after the training. One of the employees said that in the past, it took several hours to check data, but having learned to use Power BI, it is now possible to do it in a fraction of the time. This did not only improve individual performance, but it also boosted the productivity of the department. The short-term skill development made the employees do work more valuable and efficiently, and it was beneficial to both the staff and the organization.
- **Expansion of Role and New Responsibility:** Through the interviews with HR and team supervisors, I got to learn that employees who underwent advanced training programs were usually assigned new roles or responsibilities. Indicatively, after being trained on the use of Power BI, some employees in the operations department were tasked with the responsibility of creating dashboards that would visually present customer data to the management. Some were chosen to mentor the new recruits or help in the internal workshops. In my observation, I found that the trained employees were usually more assertive in owning the new projects or problem-solving skills. This demonstrates that training helped them directly to increase their professional range and equip them to lead in future.
- **Increased Problem Solving and Flexibility:** The Akash Digital TV also organized shows on Mental Agility and Future Readiness that were centered on developing the adaptability and critical thinking of employees. During my stay, I noticed that employees who had been through such sessions approached unexpected challenges with a lot of composure. As an illustration, when a technical problem affected the reporting of

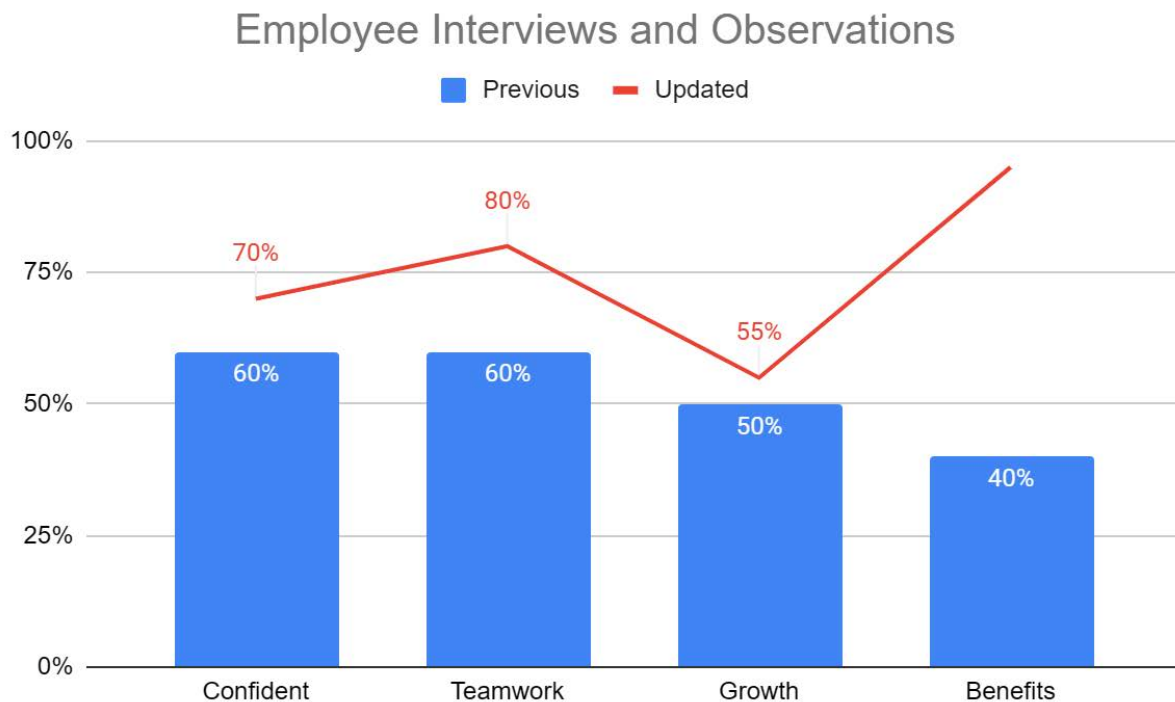
customer data, skilled staff members managed to come up with a temporary solution until the system had been repaired. In my interview with an employee of the IT department, I realized that the training enabled them to remain positive and active when there is an abrupt change of operations or technical upgrade. This enhanced flexibility turned the workforce into a more resilient and prepared to deal with challenges in the future.

- **Better Communication and Collaboration:** Teamwork and communication were critical at Akash Digital TV since various departments needed to communicate on a daily basis. The communication training programs assisted the employees in getting their ideas clear and professional particularly in meetings or when presenting their reports. A customer care employee stated that the level of misunderstanding with the clients and internal coordination has become much easier after the communication training. I also noted that the inter-departmental projects were being carried out more efficiently as the employees were now able to exchange data and ideas with each other without any confusion. This not only enhanced team work but also decreased time wastage in doing a job over again because of poor communication.

3.4.5 Interviews and Observations of Employees:

Based on the interviews and observations, it was discovered that training had a significant positive impact on Akash Digital TV employees.

- **Confidence:** Almost all of the employees said that training helped them feel more comfortable in their work and gave them confidence. After acquiring new skills they felt more competent to cope with tasks. The level of confidence had increased to 70% after training as compared to 60% prior to training.
- **Teamwork:** Employees said that training made them more able to communicate with their colleagues and work together more efficiently. The percentage of teamwork increased to 80 after training as compared to 60 before training.
- **Growth Opportunities:** The majority of the employees reported that they would be more likely to remain at Akash due to the emphasis on learning and career development within the company. Perception of growth rose by a small margin, 50 to 55.
- **Benefits of Training:** One of the themes that were frequently mentioned was that hands-on training was beneficial in the short term. The very next day employees could use their new skills at work. The overall perception of benefits increased dramatically, by 40 percent to 95 percent.



Graph 1: Interview Data

Concisely, employees evidently perceived training as something that not only made their daily work quicker and easier but also enhanced their confidence, teamwork, and loyalty to the company.

3.4.6 Training, Performance, and Business Growth Linkage

- Training Improved Skills and Confidence:** Training provides new skills and knowledge to employees, including working with Excel, building Power BI dashboards, communicating with customers, or communicating better. Employees also become more confident with their work when they learn these skills. All this information was found from interviews. Almost 20 employees agreed that training improved their skills and confidence. When employees are reskilled and upskilled, they become more efficient and effective, which also benefits companies as they can use employees in multiple tasks.
- Improved Skills and Confidence Leads to Improved and Quick Work:** Employees also work faster and more precisely with better skills. They commit less errors, write cleaner reports, solve issues more quickly and communicate more effectively with

colleagues and customers. This information was found from interviews. Employees stated that they can do work in a shorter period of time than before.

- **Reduced Mistakes Leads to Quick and Excellent Work & Happy Client:** Work that is faster and more accurate is directly passed on to the customers. They are given prompt responses, correct information and superior service. Meanwhile, errors within the company are minimized, and rework and delays are minimized, which makes operations more efficient. This is actually written based on observation. As I was there in person for 3 months as an intern I observed that.
- **Satisfied Customers and Less Mistakes Leads to More Sales and Less Money:** The satisfied customers will be more likely to remain with Akash Digital TV and even refer others to the company, leading to more sales and subscriptions. Conversely, minimization of errors and rework decreases operating costs and saves time and resources. This information was found from sales and marketing employees with the help of interviews.
- **Increased Sales and Reduced Costs Impact on Business Performance and Growth:** After an interview with employees who work in the sales team they informed me that sales increased customer loyalty and low costs make the performance of the company stronger. The result is sustainable business growth, a better position in the market, and success in the long term.

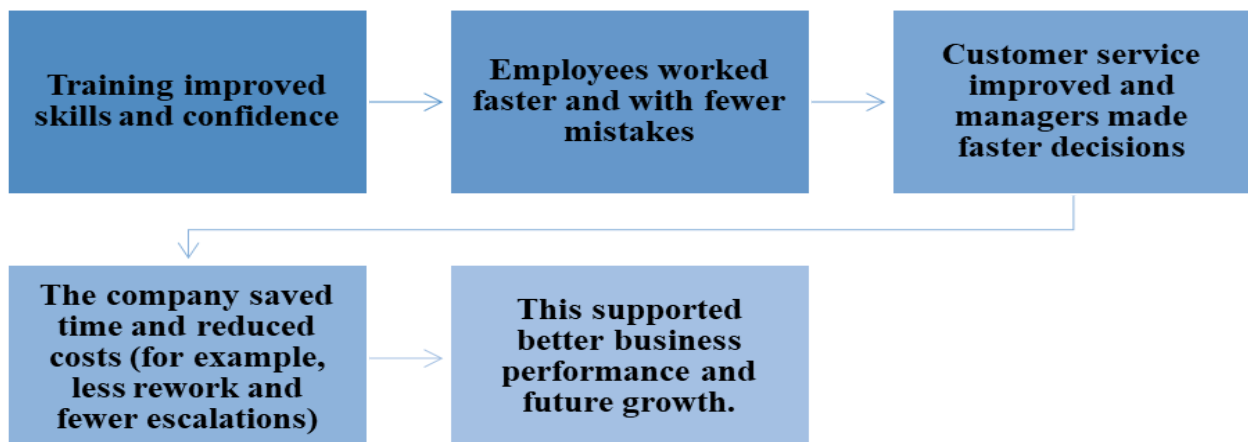


Figure 6: Linkage Between Training, Performance, and Business Growth of Akash Digital TV

To sum up, The Akash Digital TV training was a powerful factor in retaining employees and developing them. Quick improvement of daily work was achieved through practical skill training (Excel, Power BI, Communication, Sales). Long-term adaptability and confidence was developed through development programs (Mental Agility, Future Readiness). All of this made employees more satisfied and loyal, and it benefited the business by making them more productive, reducing errors, and equipping them to embrace changes in the future. Training can also be an even more effective retention and development tool with more career trajectories.

3.5 Recommendations for Akash Digital TV

On the basis of findings and analysis, the following recommendations are proposed to enhance training, employee development and retention in Akash Digital TV:

- **Use Personalized Training Programs:** All employees do not need the same things. HR may develop training according to job descriptions, skills, needs and career objectives. For example, Salespeople might require customer handling training, and data analysts might require advanced Excel or power BI training. Also, someone can know one thing better on the other hand other people may not know the same level. So that personalized training can be the best option for reskilling, upskilling and developing employees. Individual learning tracks will help to make the employees feel that the training is pertinent and relevant to their work. As Akash Digital TV gives training to all employees from different departments they may follow personalized training to train employees.
- **Hire External Trainers:** Akash Digital TV may also engage in collaboration with external trainers, institutes or training organizations instead of just depending on in-house trainers. Industry recognized certificates are usually offered by external trainers and are more valuable. This will motivate the employees further, give their learning credibility, and enhance their CVs, leading to job satisfaction and retention. Also, Employees will give more attention when external will train them rather than internal. This organization usually trains its employees with internal trainers even sometimes with internal employees but they may hire external trainers so that the training program will be more effective.
- **Periodic Training Needs Assessment:** HR needs to gather feedback and examine performance data to determine what skills employees require most. This might be done at least two times a year in order to keep training programs relevant to business objectives as well as changes in the industry. I observed that training needs of employees tended to change frequently during the period of my observation because of the updates in technologies and changing customer demands. Frequent evaluations will enable Akash Digital TV to remain proactive and not reactive so that employees can always have pertinent skills to deal with new tools and processes effectively.

- **Present Continuous Learning (Short Modules):** Training can be divided into shorter modular programs rather than one long session. This helps employees to attend without schedule inconveniences and also enables them to learn skills step by step. Most of the employees complained that it was hard to attend long training sessions because of work. Learning in short and focused modules would be more flexible and effective to ensure that employees keep updating their skills without interfering with work.
- **Tracking and Monitoring of Training:** HR needs to follow the use of the training of the employees in actual work. They can do it by monthly dashboards, mini-assignments or team challenges. Follow up helps in the retention of training and in employee interest. I noted that not every employee would always practice what they were trained to do after training. Akash Digital TV can achieve this by establishing follow-up mechanisms that will help in ensuring that the training results are maintained and employees are interested and motivated to apply their new skills.
- **Enhance Career Development plans:** Career development can be associated with training. Employees are to be convinced of how their learning new skills can assist them in ascending to new positions or assume new duties. Pathways to success are a motivating factor and a retention factor. Employees who I interviewed stated that they were better motivated when they could see how learning would help them grow in careers. Training and career development will go hand in hand to retain talented workers and minimize turnover as it gives the employee a sense of purpose and vision.
- **Enhance Learning Recognition and Reward:** Those employees who excel in training and can make good use of it in the workplace should be identified. To ensure ongoing participation, HR can implement certificates, or even small rewards. Rewards are essential for employee motivation, so rewards might be provided regularly. The appreciation increased the morale of the employees during my internship. Appreciation of performance will inspire the employees to be involved in future training and promote healthy competition and interaction between teams.
- **Improve Work-Life Balance and Culture:** Retention does not solely concern training, but it also involves the establishment of a favorable working environment. To make the employees feel important and motivated, HR might provide flexible work schedules to train them, promote collaboration, and open communication. A favorable environment must be created where employees can share their needs and problems. It was mentioned by some employees that the pressure of work did not allow them to attend training sometimes. This will be achieved by offering flexible scheduling and positive culture in which employees feel appreciated and it is a major contributor to retention.
- **Gather Consistent Feedback on Training Programs:** Following each training, HR can get employee feedback to know what was working and what should be improved. This will assist in making superior programs in the future. In my experience, not every training program was as interesting and useful. Frequent feedback will enable the HR to recognize

areas that are weak and create better sessions that will address both the expectations of the employees and the objectives of the organization.

3.6 Conclusion

This report has indicated that training is crucial in enhancing the performance, retention and overall business growth of Akash Digital TV employees. With the help of various training courses like Excel, Power BI, Communication, and Winning Customers, employees developed practical skills that simplified their daily work, accelerated it, and made it more efficient. These gains brought more confidence, improved teamwork and increased customer satisfaction.

Results also found that training has a direct relationship with employee retention. Employees are more motivated to remain when they have a chance to learn and develop in their careers. This not only turns training into a skill-building tool, but also a major contributor to workforce turnover reduction and the development of a future-ready workforce.

The report also identified the obvious link between training to skills and better work behaviors to operational changes to satisfied customers to business growth. This indicates that training is not a cost, but a source of future assets.

But obstacles like time constraints, differences in skill levels, and follow up must be overcome. It was recommended to make the training more individualized, practical, and ongoing. Notably, the introduction of external trainers with accredited programs will introduce additional value and incentives to employees.

Finally, Akash Digital TV must maintain an integrated and progressive training approach as an HR and retention tool. In this way, the company will have a competent, motivated and loyal workforce that will play a role in better performance, satisfied customers and sustainable development in the competitive digital entertainment sector.

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