

Analysis on Distributor Classification Model of Banglalink Digital Communication Limited



Internship Report

on

Analysis on Distributor Classification Model of Banglalink Digital Communication Limited

Submitted to:

Md. Tamzidul Islam

Assistant Professor & Internship Coordinator
BRAC Business School
BRAC University

Submitted by:

Mahajabeen Sultana

ID# 132 640 54



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Letter of Transmittal

October 12, 2017

Md. Tamzidul Islam
Assistant Professor & Internship Coordinator
BRAC Business School
BRAC University

Subject: Submission of Internship Report

Dear Sir,

As per the requirement for MBA degree completion, I hereby submit my internship report titled “*Analysis on Distributor Classification Model of Banglalink Digital Communication Limited*”. Currently, I am a full time employee of Banglalink and working in the B2C Sales & Distribution Department. This report contains some analysis and classification process of Banglalink Distributors through which the company can evaluate distributors.

Please inform me for any clarifications, inquiries, or suggestions. I would be delighted to provide you with any clarification regarding the project.

Sincerely,

Mahajabeen Sultana
ID: 13264054
Email: mahajabeen16@gmail.com

Acknowledgement

Firstly, I would like to thank my honorable faculty internship supervisor **Md. Tamzidul Islam** for providing me with the opportunity and privilege of working with this challenging topic of evaluating and classifying distributors of Banglalink. Moreover, I would like to express my sincere gratitude toward **Md. Tamzidul Islam** for his invaluable guidance, suggestions and advice.

I would also like to thank my two supervisors, **Masud Parvez (Senior Manager, Channel Operations & Excellence) & Muhammad Muzahidul Islam Patowary (Head, Channel Planning)** whose earnest cooperation and guidance has made this project as flawless as possible. I would also like to thank **Mr. Quazi Nafees Ahmed (Organizational Development Manager), Mr. Sayed Md. Mairajul Hoque (Manager, Channel Operations & Excellence)**. These people gave me strong support with resourceful information and in-depth ideas about my topic.

I also like to thank my other colleagues, regional sales team and 5 distributors of Banglalink for their help and cooperation during the completion of my internship report.

Executive Summary

Banglalink Digital Communication Limited, as a telecom company, has the fastest growing subscriber base in Bangladesh. This phenomenal growth is driven by the people of the organization like its Employees, Distributors, Retailers and other field forces. The total sales market of this organization is directly handed by 105 Distributors. Distributors are the direct sales forces of the organization. They control the whole retail markets and sale company products to retailers. They are mainly the wholesalers of Banglalink and from them retailers are received company products to sell in the market. So in order to achieve such growth, distributors need to be classified individually, trained well and they need to be rewarded properly to be more proficient and relevant in the current market. Banglalink puts in a significant investment in distributors annual training budget, where the training programs are very sophisticated and some of them are international. The Company has also invested huge money to arrange different types of refreshment program to motivate distributors and also focusing on attractive commission and reward system for distributors. These attempts are highly necessary because such investments should be very effective for the company and it should be profitable in the long-run.

This report is focusing on the classification methods of distributors of Banglalink. It also describes some other systems like training program, their commission & reward process through which Distributors performance measures and can enhance their performance level and productivity.

In order to classify Distributors properly, Banglalink splits 105 distributors in 12 regions such as Chittagong, Comilla, Rajshahi, Bogra, Sylhet, Mymensingh, Khulna, Barisal, Dhaka East, Dhaka West, Dhaka South & Dhaka Outer. They are always monitored by their daily, weekly, monthly & yearly sales. Each regional distributor competes with others region so that best region can get better care from Banglalink and can serve more effectively. Based on each regional sales growth and to compete with competitors, Banglalink organizes distributors commission structure, provides effective Training & Development Program, arranges different motivating reward giving programs like “Distributors’ Meet” to ensure Distributors satisfaction and company value. That’s why Banglalink has taken one of the highest positions in this competitive telecom market.

The major findings of this report is to examine each distributors performance of Banglalink with proper techniques and justification, to evaluate the best performers and to provide them proper care and reward to motivate and retain them so that they can serve for Banglalink in the long run and can increase company revenue and growth.

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1. Organization Outline:

Company Overview

Company Name:

Banglalink Digital Communication Limited

Location:

Tigers' Den, SW (H), Gulshan Avenue, Plot-04, Gulshan Model Town, Dhaka-1212



Banglalink Digital Communications Ltd. (Banglalink) is one of the largest mobile operators in Bangladesh offering a wide range of 2G and 3G services. Within one year of operation, it became the fastest growing mobile operator. Banglalink was flourished with innovative and attractive products and services targeting different market segments, aggressive improvement of network quality, dedicated customer services, and effective communication that emotionally connected customers with the company.

Its network covers more than 99% population of Bangladesh, the world's 9th most populous nation and one of the fastest growing economies in Asia. The Company had more than 33 million customers at the end of 2016. The Company offers services under the brand names of "Banglalink" and "icon". Banglalink stands for positive change and aims to empower people with affordable communication solutions so that it can start something new in life. The Company is consistently investing in building an efficient and dependable network. The Company has more than 3,200 kilometers of optical fiber and above 8,200 microwave links throughout the nation. Banglalink has positioned itself as a leader in the region for its diverse GSM operations with various GSM support and Internet operations. It has achieved this by dedicating financial, technical and management resources for supporting its subsidiaries. This includes network support and installation of GSM operations, equipment procurement, handset procurement and distribution companies, value added services, and internet operations. Banglalink has International roaming agreements which cover a number of countries in Europe, Asia, North America, South America, Australia and Africa. As of December 31, 2015, Banglalink had active roaming agreements with 421 GSM networks in

160 countries and provided GPRS roaming with 312 networks in 115 countries, in addition to maritime roaming and in-flight roaming with Emirates Airlines and Malaysian Airlines. In November 1996, Banglalink was awarded a 15-year GSM license to establish, operate and maintain a digital mobile-telephone network for providing 2G services throughout Bangladesh. Following a competitive auction process, Banglalink was awarded a 15-year license to use 5 MHz of 3G spectrum on September 19, 2013. It is a public limited company registered in Bangladesh under the Companies Act 1994. VimpelCom Ltd. owns majority shares of Global Telecom Holding. VimpelCom is headquartered in the Netherlands and traded on the NASDAQ Global Select Market. Currently, VimpelCom has changed the company name which is now Veon.

As per the Annual Report of 2015-2016:

- Banglalink launched and achieved 1 million customers in 2005
- Banglalink became the 2nd largest operator in 2007
- It Achieved 10 million customer base in 2008
- It Exceeded 25 million customers 2012
- Banglalink Launched 3G service in 2013
- Banglalink Bonds issued and the company exceeded 30 million customers in 2014
- It Exceeded 32 million customers in 2015
- It Exceeded 35 million customers in 2016

1.1.Different Services of Banglalink:

Banglalink being one of the fastest growing mobile telecommunication companies in Bangladesh have conducted detailed surveys of consumer behavior to come up with specific products for different segments according to their usage of the mobile phone.

➤ Pre-paid

Based on the research, it is observed that the mass population tends to prefer pre-paid packages more so Banglalink has come up with different types of pre-paid packages like Desh FnF etc.

➤ **Post-Paid**

This segment caters to the people who have a fixed expenditure for mobile bills per month and do not want to take the trouble of using pre-paid cards.

➤ **Icon**

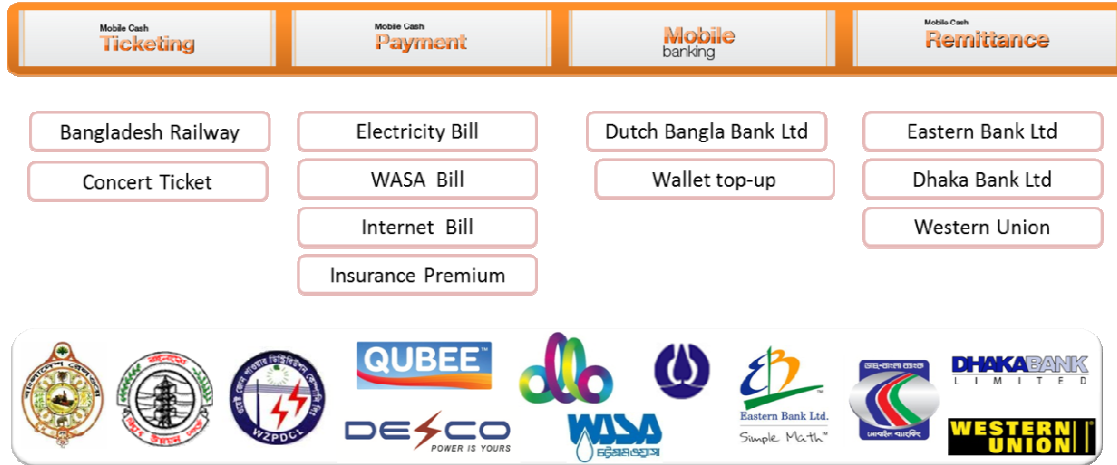
It is a premium telecom brand using segmentation strategy. The main aim of Icon is to attract a certain group of people that are giving the company a substantial amount of revenue and giving them some premium facilities/services in return.

Apart from voice activities, Banglalink currently has the highest number of products in the Value Added Service (VAS) division realizing that people are becoming more and more dependent on their mobile phones. Examples of these products are music station; voice portal, 'Amar tunes', GPRS (internet), SMS, MMS etc. These products increase the convenience of the people and make information readily available to them. Other VAS activities include M-Commerce activities like Mobile Remittance and Train Ticket. In addition, Banglalink also focuses on the agricultural sector of Bangladesh through strategic projects like 'Krishibazaar' service facilitating buying and selling of agricultural products over the mobile phone.

➤ **Mobile Financial Services Operation:**

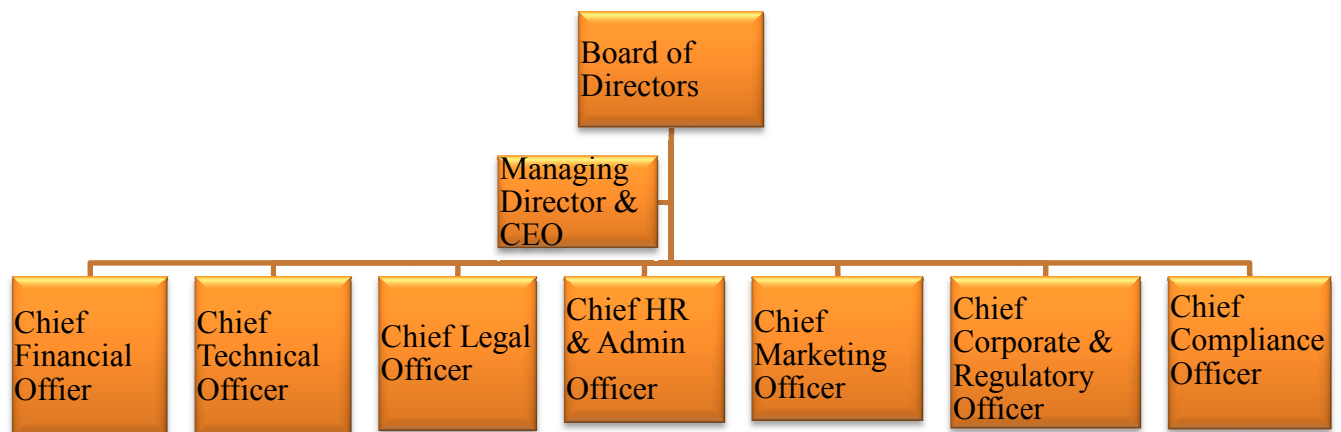
To keep the Mobile Financial Services (MFS) Operation smooth Banglalink coordinate with external Government and Private Stakeholders and several internal departments. Currently Banglalink has the highest number of services under MFS business. Beside this the company is working to bring more services and execute projects to ensure proper countrywide distribution and to focus on business critical Sites.

In Below, there are the existing 13 MFS available in Mobile Cash Points of Banglalink:



1.2. Organogram of Banglalink:

Banglalink Digital Communication Limited



1.3.Vision, Mission & Values of Banglalink:

Vision:

Banglalink has a vision to be to be a pioneer, working at the frontier to unlock new opportunities for customers as it navigate the digital world (Banglalink Annual Report of 2015-2016).

Mission:

- Creating optimum shareholder value
- Achieving a leading position in the Bangladesh wireless market in net additions and ARPM (average revenue per minute)
- Delivering superior benefits in every phase of the customer experience – before, during and after sales

1.4.Values of Banglalink:

Banglalink Digital communication limited has 5 major values. It is:

Customer-Obsessed

- Banglalink has a passion for its customers
- The company is able to make difficult decisions when the company knows its customers' best interests
- It keeps an eye on its competitors but it's its customers who is always front of mind
- Banglalink is driven by its customer insight - all its digital innovations is borne out of customers' needs
- Banglalink never stops. It is always moving, looking for the next disruptive digital ideas
- Banglalink is adventurous and excited about trying new things
- It is quick to bring new digital products and services to market, always driven by a clear customer need
- The company is passionate about creating its own path

Innovative

- Banglalink has an ownership mentality, demonstrating passion and taking responsibility of the business
- The company is agile and dynamic. It likes to push boundaries and explore what's possible. It is not held back by a fear of failure and is always looking to develop new things
- It takes smart risks, but only when it's in its customers best interests
- The company leads by example - It do what It say, It is going to do

Entrepreneurial

- Banglalink brings people together, united by its passion for its customers
- It works with each other and It respect the time of others
- The company does not wants to blame others, It looks for solutions of problems and takes ownership
- When doing things together, Banglalink do them smarter and faster

Collaborative

- Banglalink is open, honest and demonstrates integrity and respect in all its dealings – both internally and externally
- It is trustworthy; It keep its promises and admit its mistakes
- It is focuses on upholding the highest level of ethics at all times
- The company sets clear expectations and communicates feedback in a transparent and respectful way.

1.5.Responsibilities

Company Responsibilities:

Banglalink strives to be a company that Distributors enjoy being part of by offering an innovative, ethical, growth-oriented and challenging workplace with the expectation that everybody contributes to the results and shares in the success of the company. Banglalink is

committed to promoting mutual respect, trust and integrity. Banglalink believes each employee is entitled to fair, courteous and dignified treatment during the hiring process, while employed, and at the end of employment. Banglalink takes suitable measures to ensure the rights of Distributors are adequately protected.

Corporate Social Responsibility (CSR):

Banglalink follows the Corporate Social Responsibility (CSR) strategy of its parent company VimpelCom. The strategy is designed to address most important issues that the company often faces, those are most relevant to business success and considered most important by company stakeholders.

➤ Make Your Mark:

As a CSR activity, VimpelCom launched a Group-wide program called ***Make Your Mark***, which focuses on 'Helping Young People to shape Their Future'. Banglalink has also signed an agreement with Bangladesh Hi-Tech Park (BHTPA) of the ICT division in November 2015 of setting up a Digital Incubation Center.

➤ International Coastal Cleanup Day:

Banglalink observed the “International Coastal Cleanup Day” on Saturday 19th of September 2015 at Cox’s Bazaar beach. Many volunteers participated at the event. This is probably one of the biggest voluntary events in Bangladesh where hundreds of young people join hands together to clean the beach, the environment.

➤ Blood Donation:

On the 14th of June 2015, Banglalink together with Quantum Foundation organized blood donation campaign for the Distributors. A lot of Distributors volunteered and donated blood on that day. The theme of the World Blood Donor Day was ***“Thank you for saving my life”***. The main objective to organize this event was to mobilize Banglalink Distributors and make aware about the importance of donating blood and how one bag of donation can save a life.

➤ **Mobile Financial Services (MFS):**

In Bangladesh, Banglalink plays an essential role in financial inclusion by working with a range of the country's major MFS service providers and banks to act as a network and distribution provider for their MFS, all regulated by the Central Bank and Bangladesh Telecommunication Regulatory Commission. Banglalink network currently serves almost eight million MFS users, about a quarter of all MFS customers in the country. Banglalink also has approximately 28,000 cash points and provides connectivity for money transfer services for Bangladesh Post Office branches across the country. In 2016, the retailer base has been expanded to ensure availability of MFS services for customers across the country and to include the Bangladesh Post Office Money Transfer Services in the distribution network.

➤ **Mobile Agriculture Service:**

Banglalink provides a portfolio of services for the farmers of Bangladesh. The service includes a specialized call center (KrishiJigyasha : 7676), and a 'voice-based' virtual agricultural market place (Krishi Bazaar : 2474) for buying and selling produce. In 2015, KrishiJigyasha received approximately 14,000 calls a month and Krishi Bazaar received 480 monthly hits. In 2015, the company entered a partnership with the International Food Policy Research Institute (IFPRI) funded by USAID. Under this project the IFPRI acquired 500 handsets and SIMs for farmers. Farmers receive data or talk-time as a reward for completing surveys for the IFPRI.

➤ **Health Services:**

In the year 2008, Banglalink launched 'Health Link Service' currently there are 1, 30,000 customers who are getting this service every day. Around 6,500 calls are received on average of which 30% callers are repeat customers.

➤ **Environment Friendly Services:**

To save the environment from non-biodegradable plastic flex sheets which are being used to make vinyl, Banglalink provides Services to recycle these sheets and turning them into

school bags. Banglalink distributed more than 1500 recycled school bags among primary school children across Bangladesh by the end of 2016.

My Responsibilities:

As a Sales Reporting Analyst of Banglalink, I have huge responsibilities through which I can ensure my loyalty for my company. A brief summary of my responsibilities are given below:

- Perform sales activities on major accounts and negotiates sales price and discounts with BanglalinkDistributors.
- Collaborate and Identify the reporting business needs & critical information requirements of Sales Operation
- Manage data from various sources, analyze and publish reports daily, weekly, monthly basis as required by the business
- Review progress of sales roles throughout the company.
- Accurately forecast monthly and yearly Return on Investment (ROI).
- Develop daily transactional plans and co-ordinate with regional team.
- Solve transactional problems by providing second level supports to all regions.
- Daily stock and product lifting for regional sales team.
- Work on different kinds of tools like DMS (Distribution Management System), POS (Point of Sale) through which sales vs. distributors performance can be monitored very well.
- Resolve Banglalink Bill Pay related issues raised by regional concern.
- Solve Faulty SIM replacement issues through the communication with Supply Chain.
- Prepare distributor and region wise Monthly Target, review and reconfirm with regional sales team.
- Prepare commission disbursement plan considering regional priority and based on maturity.
- Communicate supporting documents, prepare and share commission statements to regional teams

- Resolve queries on distributors regular commissions, promotional and disputes on the disbursement
- Work on discontinued Distributors Final Settlement with Finance
- To ensure faster commission disbursements work on system and tools development with IT
- Perform UAT (User Acceptance test) and coordinate pre and post deployment with user group
- Prepare regional sales bonus with all necessary calculations, maintain hardship and functional vehicle user list, reconcile with Finance and communicate with Remuneration Team

2. Project Outline:

2.1. Origin of the Report

This is an Internship Progress Report which contains overall analysis of 105 Distributors Classification Program of the 3rd Largest Telecommunication Company which is Banglalink Digital Communication Limited. In this report, I have also included some other issues such as the Commission & Reward system & the Training process of Distributors.

Additionally, I have also provided some necessary recommendation and future implementation of the recommendation. The report has been prepared under the supervision of my honorable course instructor Md. Tamzidul Islam.

2.2. Objectives :

Research Objective:

The general purpose of this study is to evaluate the actual organization of 105 Distributors of Banglalink in every sector of the business. As I am currently working in the B2C Sales Department of Banglalink, I have a good knowledge about the distribution system and the commissioning process of the company. I still need further information from other sources like Websites, Distribution Houses etc. to complete my research.

Broad Objective:

Broad objective of this project is to have an overall look into the Distributor Management System of Banglalink.

Specific Objectives:

- To focus on major elements of Distributor Management process.
- To focus on all Distributor's Classification.
- To focus on the techniques of Distributor's Evaluation, Commission, Incentive & Reward system.

2.3. Methodology:

Source of Information:

- **Primary:** The primary information has collected by consulting with my colleagues of Banglalink B2C Sales Department and Regional Sales Teams.
- **Secondary:** The secondary information has collected from some research papers regarding telecom industry, Websites, Online reports, Monthly & Yearly Sales Report, Company Magazines, and Distribution Management Handbooks etc. Different websites on Distribution Process and Annual Reports of Banglalink 2015-2016 will also be used as a secondary source.

2.4. Timeline:

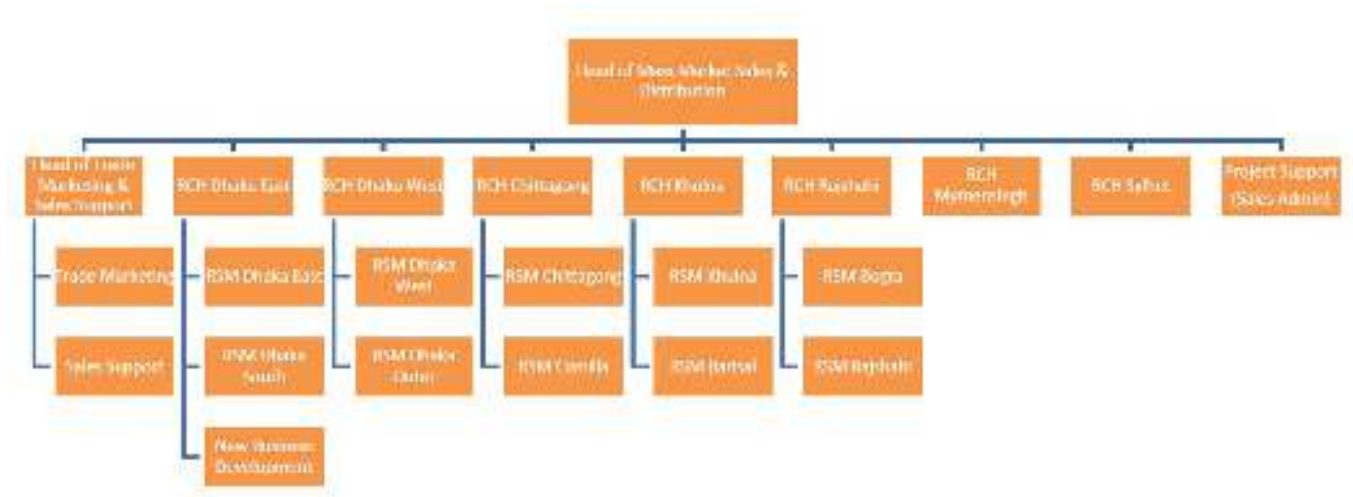
I have decided to submit this report by 12th October, 2017.

2.5. Limitations

The main limitation of the study is the collection of the information because most of the information is confidential. I could not provide all major and internal information about the current Distributors Classification System and the future plan of Banglalink regarding their commission and reward policy for distributors. Time constraint was also a biggest challenge for preparing this report.

2.6. Literature Review:

Organogram of Banglalink Sales & Distribution:



In Banglalink Sales Department (Mass Market Sales & Distribution) there are two parts. One is the Sales Support & Trade Marketing Team and on the other hand there is Regional Sales Team. Sales Support & Trade Marketing team are Responsible to support the entire sales & distribution team by developing Strategy, providing resources to region, providing regular sales analysis and reports, ensuring availability of products for lifting , ensuring commission & payment policy to distributors and other field forces etc. On the other hand, Regional Sales Team are directly connected with sales and managing distributors, monitors regular sales and product availability, representing company to external stakeholders.

Overall Distribution System of Banglalink:

Banglalink has a well-structured and systematic Distribution System that embraces the company value in the competitive market of telecommunication. Total 105 distributors are appointed in Banglalink who control the total retail base of the company and work for direct sales. Under these distributors' total 1656 Retail Sales Officer (RSO), total 30 thousand SIM selling and 1.5 Lakh I top up selling retailers are working. Distributors are allocated in different Zone and District of Bangladesh based on the business priority. Each Distributors performance is monitors by regional sales teams and based on distributors performance monthly, mid-year and yearly sales reports are prepared. There are six regional offices where regional sales people are working and monitor each

distributor's performance. Chittagong and Comilla is under Chittagong regional office, Rajshahi and Bogra are under Rajshahi office, Khulna and Barisal are under Khulna office, Dhaka East, West, South, and Outer are under Dhaka regional office. Sylhet and Mymensingh have individual offices. Banglalink splits 105 distributors in 12 regions strategically as per the market trend and demand. Each distributor looks after his distribution house and monitors retail base under the distribution house. Regional or Zonal Sales members monitors distributors so that the business can run smoothly. Distribution houses are organized in 12 regions those are Chittagong, Comilla, Rajshahi, Bogra, Sylhet, Mymensingh, Khulna, Barisal, Dhaka East, Dhaka West, and Dhaka South & Dhaka Outer. In Chittagong, Banglalink has 12 distribution houses, in Comilla 11 houses, in Barisal 7 houses, in Bogra, 12 houses, in Khulna 12 houses, in Rajshahi 7 houses, in Mymensingh, there are 9 houses, in sylhet, total 8 houses and under Dhaka region, 8 distributors are performing in Dhaka East Zone, 5 are serving for Dhaka Outer, 7 are performing in Dhaka South Zone and rest of 7 are working in Dhaka West Zone.



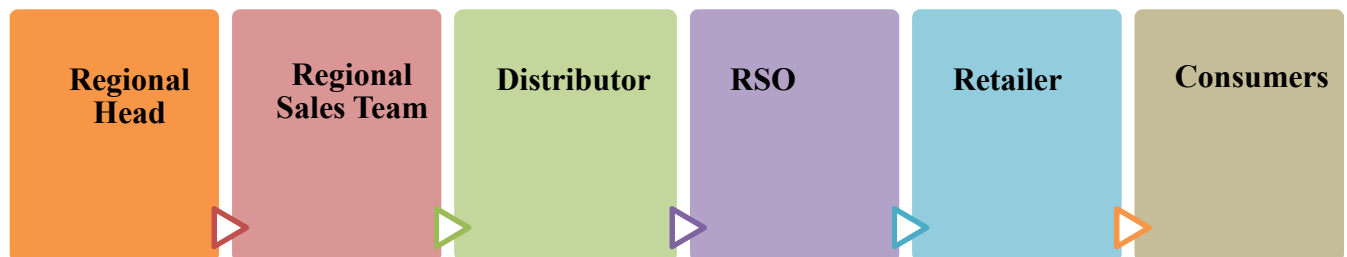
Distributors :	105
Retailer (SIM):	30,000
Top-Up Retailer:	150,000
RSO:	1656

Figure: Regional Distribution Offices of Banglalink

Region Wise Distribution Houses of Banglalink

Region	Distributors Count
Barisal	7
Bogra	12
Chittagong	12
Comilla	11
Dhk-East	8
Dhk-Outer	5
Dhk-South	7
Dhk-West	7
Khulna	12
Mymensingh	9
Rajshahi	7
Sylhet	8
Grand Total	105

Banglalink Regional Heads & the Sales Team are the main controllers of the distribution houses. Under their supervision 105 distributions are performing and under each distributor RSO and finally retailers are selling products and services of Banglalink to consumers. So Distributors are the major stakeholders of Banglalink because they controls the main sales force and competes with other competitors in the market like GP, Robi and others.

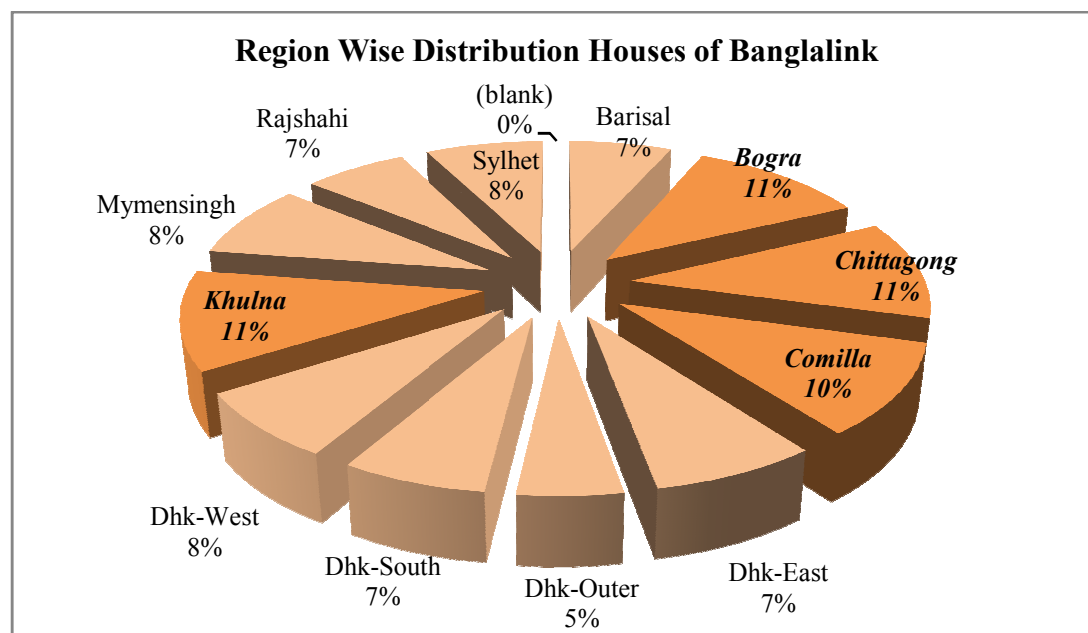


The Distribution Model of Banglalink

All regional sales & distribution team including distributors and other field forces always try to ensure Banglalink product in all targeted outlets. They also ensure aggressive visibility in all key outlets. As per the yearly survey of Banglalink sales & distribution, Distributors of Banglalink daily serves products in 98.3% outlets which is the benchmark in the industry and competitors of Banglalink are following their Distribution Model.

Classifications of Distributors

As distributors are the major parts of Banglalink Sales & Distribution, the company gives importance to the proper organization of distributors. The company gives priority to distributor management process and has focused on the distributor's performance and satisfaction. As the consumer base of Banglalink is high in Khulna, Chittagong, Comilla&Bogra, the company sets large distribution houses in these areas and also increase the distributors' quantity in these sectors. Total 44% of distribution houses are available in Chittagong, Comilla, Bogra& Khulna. Major and valuable distributors are serving in these areas and they are performing well in every year to achieve best distributors award.



Training Policy of Distributors:

Banglalink arranges different training programs to motivate distributors and also developing their knowledge and experience to perform better in the competitive market. Banglalink provides general training to distributors through regional sales team and as it is very tough and costly to provide specific and broad level training to 105 distributors, Banglalink arranges very well organized and broad level training to the top distributors of 12 regions in every year. This training motivates distributors very much and it creates a competition among them to perform better. In every year, Banglalink arranges a big event named “Distributors Meet” where all distributors are joined. In this event distributors participate in a daylong session about current sales trend, competitor’s analysis, and future plan of the company. Sometimes Banglalink arranges some oral training and examination for distributors to identify the better performer. Best Trainee has chosen from these kinds of events and special rewards provide to him to motivate distributors.

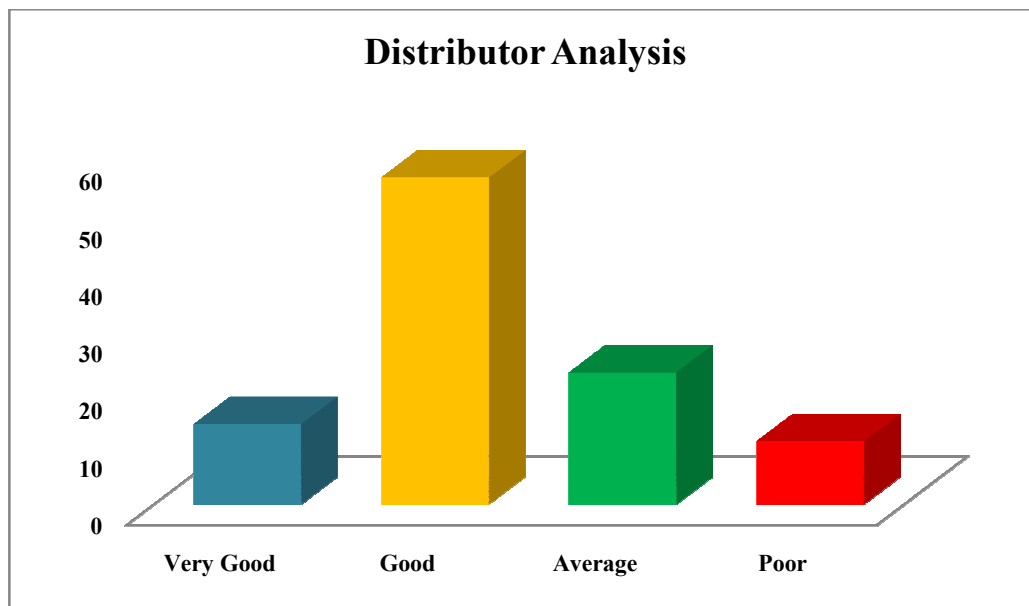
The Distributors of Banglalink has given proper training to adapt the change or any new development. They have trained in technical knowledge, Team building, decision-making skills and group process skills.

Assessment System of Banglalink Distributors:

Banglalink evaluates its’ distributor performance based on their earning of revenue, contribution in total revenue, quality of acquisition, customer retention and some other components. Based on these criteria performance of the distributors can be segmented as very good, good, average, poor and very poor. Distributors are segmented as very good who has consistently good performance in terms of revenue, quality of acquisition and customer retention and constantly achieving their targets. There are number of distributors who are meeting expected level of performance and mostly achieves their targets are segmented as good distributors. Some distributors’ achievement is moderate in terms of all the factors Banglalink considers while measuring their performance. These distributors don’t meet their targets consistently or marginally miss their targets. So, they are segmented as average achievers. And lastly, poor performers are those, who rarely achieve their desired targets and

have comparatively lower contribution in Banglalink's revenue, acquisition and customer retention.

Among the 105 distributors of Banglalink, if we analyze the performance of last one year, we can see the below scenario based on the said components:



Considering the achievement criteria of last one year, 14 distributors are marked as very good, 57 have good performance, 23 has average performance and 11 distributors are poor performers.

Commission & Reward System of Distributors:

Commission Structure:

Banglalink provides Weekly, Bi-Weekly, Monthly commissions to distributors. Distributor gets commission for Prepaid & Postpaid SIM Selling, Scratch Card & I Top Up Sales, SAF submission, Monthly Recharge, New SIM Activation, SME & PCO SIM Selling, MFS Services and sometimes they receives some commission about promotional campaign as festival campaign like Eid, Puja, Christmas, special campaign like BishwaIztema campaign,

regional campaigns on Gross Activation, SAF submission, Recharge & Usage based promotion etc.

A short view of Distributors Commission Structure of Banglalink is given below:

Prepaid Commission Structure:

➤ Commission Structure for New Activation:

Distributors get specific incentive for the activations done from particular slab based retailer. Detail is as follows:

Slab wise Retailer Category	Distributor's Commission Per Activation
Below 2 SIM	12
2 to 5 SIM	12
6 to 10 SIM	10
11 to 20 SIM	8
21 to 50 SIM	5
50+ SIM	4

➤ Commission Structure for I top up Recharge:

For I top Up Recharge Commission, distributors are segmented into three categories which is A, B and C. Category wise commission amount are different:

Category	Incentive up to Target	Minimum Threshold (for incentive up to Target)	Incentives on Incremental over Target
C	0.20%	90%	0.50%
B	0.15%		0.50%
A	0.10%		0.50%

➤ **Commission Structure for SAF Submission:**

Distributor should submit SAF within 7 days from the date of activation and respective SIM has to be activated within 180 days of lifting. **For Each proper SAF Submission, Distributor gets 10 tk.**

Postpaid Commission Structure:

For Postpaid connections like SME, PCO, SMECCDD, SME Call & Control distributors get:

- 6 months Retention Commission (25% revenue* sharing). The 25% revenue-sharing has a monthly cap of Tk. 250. Revenue is usage through making phone calls, SMS only, transfer of credit to another mobile account and free talk time, SMS provided under any promotional package, program or services shall NOT be considered as Usage.

As a SAF commission of SME connection distributors get 5 tk/each connection and SAF has to be submitted within 7 days of activation.

Mobile Financial Service (MFS) Commission Structure:

Distributors receive commissions for following MFS Services:

- Bill payment
 - For postpaid : Bill pay(0.25% on the paid bill)
 - For prepaid : Prepay recharge
- Cash in: Money Wallet (0.25% of the transaction amount)
- M-Ticket
 - Concert ticket (0.25% of every ticket* fare amount)
- Remittance
 - Distributor receives 0.14% of the transaction amount)

➤ DBBL :

- Registration (10 tk on per transection)
- Cash In (0.20% of the transection)
- Cash Out (0.20% of the transection)

Reward Policy:

Distributors perform in daily sales and based on their daily sales trend, weekly or monthly performance are measured. Yearly Distributor performance are measured based on the average their monthly sales trend and yearly revenue contribution. Additionally, Based on distributor's sales percentage Banglalink provides commission & rewards to distributors.

In addition, Banglalink also provides sales bonus to distributors and the bonus calculation is prepared based on the average of three months performance.

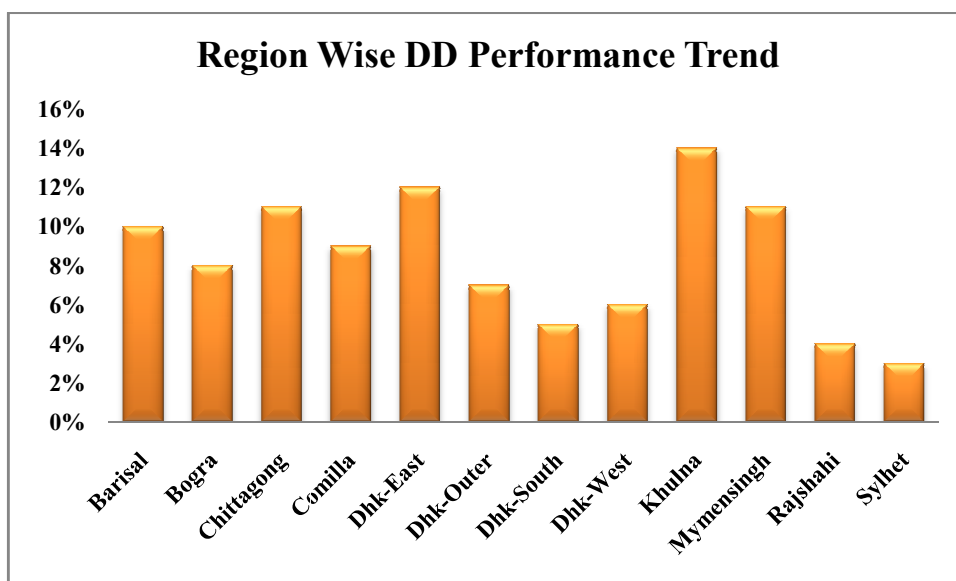
In below, a monthly reward giving chart has provided where top 10 distributors get valuable prizes for their extraordinary monthly performance.

DD Name	Region	Position	Reward
DD X	Chittagong	1	Dhaka-Bangkok-Dhaka Trip (2 nights)
DD Y	Khulna	2	Dhaka-CoxBazar-Dhaka Trip (2 Nights)
DD Z	Khulna	3	Dhaka-CoxBazar-Dhaka Trip (1 Night)
DD E	Comilla	4	3000 tk Aarong Voucher
DD F	Chittagong	5	2000 tk Aarong Voucher
DD G	Bogra	6	2000 tk Aarong Voucher
DD H	Mymensingh	7	2000 tk Aarong Voucher
DD I	Sylhet	8	2000 tk Aarong Voucher
DD J	Dhaka Outer	9	2000 tk Aarong Voucher
DD k	Dhaka West	10	2000 tk Aarong Voucher

To evaluate the satisfaction level of distributors, I have prepared an analysis chart on Distributors motivation & satisfaction regarding Banglalink Commission System and reward policy.

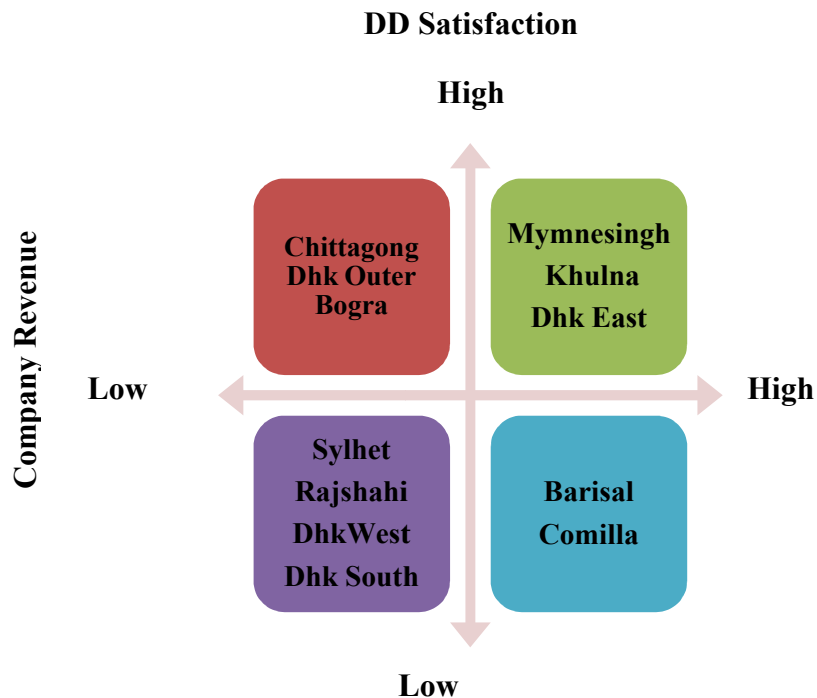
Distributors Performance Analysis Based on Commission & Reward:

As per the regional performance of Distributors Banglalink Sales Department has published an analysis in Feb'17 where the highest percentage of Distributors is getting commission in Khulna, Mymensingh, Dhaka East & Chittagong. Almost 14% distributors are performing well and getting regular commissions in Khulna, 11% in Mymensingh and Chittagong, 12% commission are getting distributors of Dhaka East. Beside this large portion, 10% distributors of Barisal, 8% of Bogra, 9% of Comilla, 7% of Dhaka Outer, 5% of Dhaka South, 6% of Dhaka West, 3% of Sylhet & 4% distributors of Rajshahi are good performers and are getting regular weekly & monthly commissions. Khulna, Mymensingh and Dhaka East regional distributors are also highly participate in different sales competition, region meetings and most of this regional team get best performance award. Sometimes Distributors of Chittagong and Barisal are also getting highlighted in this competition.



Distributors Evaluation Matrix of Banglalink:

As per the sales trend and distributor's performance, their satisfaction level analysis, I have also prepared a model through which distributor's satisfaction vs. company revenue evaluation can be measured well.



Evaluation Matrix of Distributor's Satisfaction vs. Company Revenue

As per the above model, in Chittagong, Dhaka Outer & Bogra distributors are **highly** satisfied with their commission structure & reward giving policy. But on the other hand, in this area sales trend are not very well so company revenue level is **low**. In Mymensingh, Khulna, Dhaka East areas distributors are the key performers of Banglalink. These distributors are performing very well so company revenue growth is **high** in these areas and they are also **highly** satisfied with the commission and system of the company. In Bogra and Comilla region, company revenue growth is **high** which means distributors are performing well in these areas but their satisfaction level is **low** because they may not get their preferable reward. These distributors may need a new and more motivational reward system, some inspiring trainings or promotional commission structure should provide in these areas

to gain DD satisfaction. Banglalink has a very poor business in Sylhet, Rajshahi, Dhaka West and Dhaka South regions. In these areas, DD satisfaction is very low and also they are not good performers. So company revenue level is also low in these areas.

To improve distributor's performance and retain them Banglalink should impose more attractive commission and reward policy. Sometimes commission structure should be revised as per regional preference and competitor's perspective. Based on the consumer market preference, Banglalink should implement promotions so that consumers want to buy more products of Banglalink and distributors also can get interest to sell more. To retain valuable distributors and to motivate them Banglalink should implement more eye catching trainings are sessions which can add major value in the distribution market.

3. Conclusion:

To organize distributors strategically, the overall process of Sales, Distributors Training System, Commission and Reward programs and policies must be communicated clearly and broadly to them. Distributors naturally need to have a clear understanding of what they should do and what they can do to perform better in the competitive market.

Being the 3rd largest mobile phone operator and one of the largest corporate houses in Bangladesh, Banglalink is actively working to ensure attractive Distributors organization system in the market.

4. Recommendation

Banglalink is currently focusing more on Distributors management, organization, their, commission and benefits. The company is also ensuring some motivational distributors engagement plan to compete with its immediate competitor Robi and the Market leader Grameenphone. So to get more skilled new personnel and to retain current potential distributors there are some recommendation that Banglalink should follow:

➤ **Become the pioneer:**

The Sales department of Banglalink should become the pioneer team to make the change in the organization. They should not just follow the general policies of Banglalink rather they should become the change agent in the company. They should ensure different motivation and useful Distributors engagement plan and they should help Distributors to enhance their capabilities to meet organizational objectives.

➤ **Ensure proper implementation of Company Values:**

Banglalink should ensure that the core values of the company should properly understand and implemented in all distributors mind. The company should maintain their core values such as being innovative, truthful, collaborative, customer-obsessed & entrepreneurial. As currently, innovation is the key of being successful in telecom industry, the sales personnel of Banglalink should be able to bring in more innovative ideas and also encourage Distributors to be innovative. To become truthful & customer obsessed, Banglalink should provide more structured and motivating reward policy for Distributors.

➤ **Implement attractive Distributors benefits:**

Banglalink should take some initiative to implement new and attractive benefits to increase distributor's motivation. They can ensure more family benefits for Distributors such as child education allowances, medical facilities, allowances for international training or education and others. These way distributors will become more loyal towards the organization.

➤ **Investing more to Develop Technology:**

Banglalink should invest more in the right technology to maximize their returns. In today's competitive world, investing in the right and modern technology in selling products and be prepared with the right expertise to use that technology is very necessary to become competitive.

5. Implementation of the Recommendation

To implement above recommendations, I think high qualified and skilled Sales experts should require in Banglalink who have vast knowledge on all types of sales practices, policies and regulations. To ensure high qualified sales team, the company should ensure well budget which should be approved by all top management. The Company should also recruit skilled and energetic Distributors with market standard commission structure so that they can work from heart with full motivation and can achieve company goal.

6. Reference:

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