

Business Case On
HR issues concerning employees of Banglalink Digital
Communications Limited

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration (MBA)

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Brac University
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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 have acknowledged all main sources of help.

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Letter of Transmittal

Dr. Syed Far Abid Hossain

Asst. Professor

BRAC Business School, BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of a business case part of MBA internship course.

Dear Sir,

This is my pleasure to present a business case on “HR issues concerning employees of the telecom industry of Bangladesh which was developed by your guidance.

I have attempted to give my best effort in this report and tried to capture all the points that I have learned in my professional career and recommended compact & comprehensive solutions to the issues that have been addressed.

I have an extremely fortunate to have you as my supervisor and will be grateful to you for being so supportive of me throughout. Therefore, I sincerely hope that the report will meet your expectations and you will oblige me by approving this case.

Sincerely yours,

Aurthima Naznoor

Student ID: 20364061

BRAC Business School

BRAC University

Date: June 3, 2023

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Banglalink Digital Communications Limited and the undersigned student at Brac University

Executive Summary

The telecom industry comprising of 4 major players is one of the fast moving industry throughout the world with a high demand for fluid and agile resources that has the capability to work and deliver projects in a short period of time. Banglalink is a the third operator in Bangladesh which is driving to reach the top two surpassing Robi Axiata Limited and in order to reach that destination, they have been constantly working with a single focus in mind. While the journey is still ongoing, the core of the company are the employees who are working relentlessly to reach the common goal. However, they journey towards the top is not easy and the resources that Banglalink currently has needs more nourishment and advanced skills to keep up with the advanced technologies. While ensuring growth, the company must ensure proper health and physical well-being while ensuring performance and diversity and inclusivity.

Keywords: Telecom Industry; Agile resources; Advanced Technology; Performance and Growth, Mental Well-being; diversity; inclusivity

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List of Acronyms

Telco	Telecommunication Company
UAT	User Acceptance Test
HR	Human Resources
CEO	Chief Executive Officer
CCO	Chief Commercial Officer
CFO	Chief Financial Officer
CTIO	Chief Technology and Information Officer
CCRAO	Chief Corporate and Regulatory Affairs Officer
CLO	Chief Legal Officer
CHRAO	Chief Human Resources and Administration Officer

Chapter 1

Introduction

Communication and connectivity go hand in hand without which people would have never been so close to their loved ones and it is the telecom industry which helps us remain close to our friends and family with mobile connectivity. The telecommunication industry of Bangladesh has few top players, Grameenphone Limited, Robi Axiata Limited, Banglalink Digital Communications Limited, and last but not the least, Teletalk. These companies employ more than 30,000 people both in-house and outsourced to serve the entire country with the best voice service and data service including digital services. Now, when so many people are employed, it is not uncommon that there will be issues with the management too where people will face troubles and solutions will be cumulated which will drive performance in the organization. Problems may arise due to various reasons, which can be due to growth and development, correct skill enhancing programs, age gap and gender gap as well as cultural issues.

Chapter 2

Background of the telecommunication companies

The Telecom industries in Bangladesh comprises of 4 companies, Grameenphone Limited, Robi Axiata Limited, Banglalink Digital Communications Limited, and last but not the least, Teletalk with an approximately 183.89 million Mobile phone subscribers till the end of March 2023.

OPERATOR	Subscribers (IN MILLIONS)
Grameenphone Ltd. (GP)	80.30
Robi Axiata Limited (Robi)	55.57
Banglalink Digital Communications Ltd	41.39
Teletalk Bangladesh Ltd. (Teletalk)	6.63
Total	183.89

Table 1: Number of subscribers in millions until March 2023

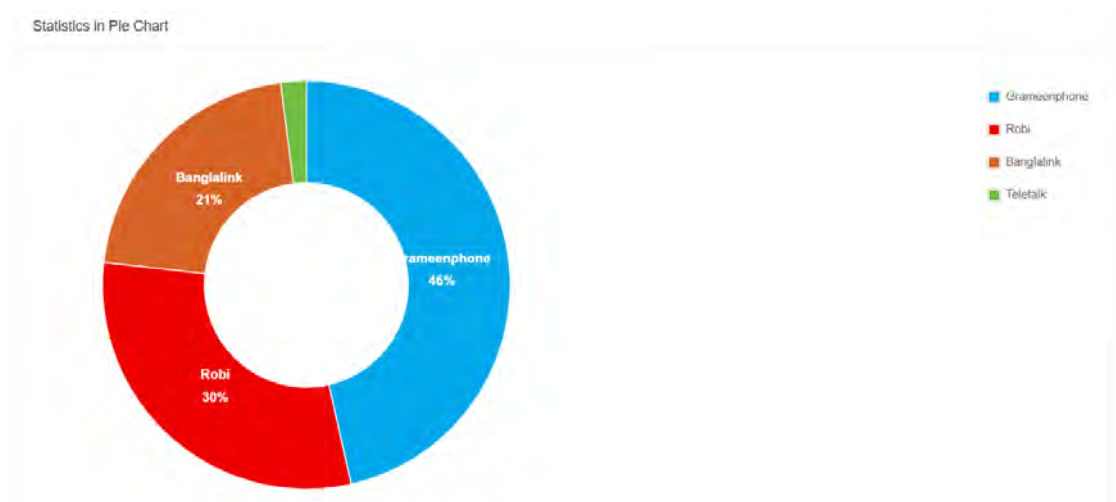


Figure 1: % of Market share of top telecommunication companies

Grameenphone is the number one mobile telecoms provider in Bangladesh which enables people to improve their life, build societies and secure a better future for all. The purpose of the organization is to connect people to what matters the most and empower societies. Grameenphone, established on 26th March 1997, is a joint venture between Telenor (55.8%) which is the latest telecommunications service provider in Norway and 12 more countries and Grameen Telecom (34.2%), which is a non-profit organization in Bangladesh and rest are

owned by investors. Telenor being one of the biggest services provide came with their own expertise and technological know-how was one such enterprise which was the key in setting up the standard in which Grameenphone operates today. It has tremendously helped to transfer their knowledge to the local employees over the years. Grameenphone has set up the highest number of 4G towers in Bangladesh with a motive to ensure the fastest and the widest internet coverage in the country. They wanted to solve the problems that people were facing daily so that they could make a positive impact on the life of every rural person in the country, that is how they want to grow. The management profile of Grameenphone Limited is as follows:



Banglalink Digital Communications Limited was launched in February 2005 and currently has over 40 million subscribers in the past 18 years with a motive of making mobile phone communication affordable for the mass consumers of Bangladesh. The success of Banglalink was based on a mission of “Bringing mobile telephone to the masses” which is their strategy. Banglalink has 5 core values which they stand by which are customer-obsessed, entrepreneurial, innovative, collaborative, and truthful. Banglalink is now focusing on bringing the digital world more accessible to the mass audience and trying to contribute and build a digital Bangladesh. Their core focus is however giving the best experience to the customer and digitalization is nowadays a necessity and not a luxury so that they can engage with the customers, communicate with them, operate both internally and externally and offer serviced which is not the usual traditional ones. They were to enable the customer to get the best product and service and create a digital ecosystem through providing all the products that the customers demand. Over the fast fee years Banglalink has seen tremendous growth in terms of innovative

products and services and started to target market of all age groups and aggressively shared better network everywhere. Their mother company is VEON, which is based in Netherlands, Amsterdam which also has operations in various countries such as Kazakhstan, Pakistan, Russia etc. Veon initially started its journey as a startup and now it has grown into an international telecommunication and technology company with more than 235 million customers worldwide and serves around 10% of the entire population.

The management committee of the Banglalink Digital Communications Limited is as follows:



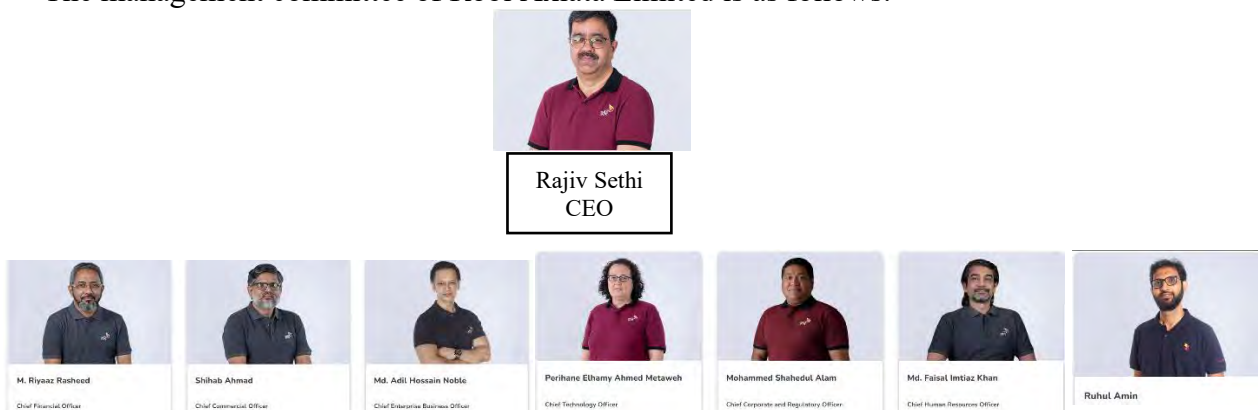
Banglalink is heavily investing in their field force and ensuring to grow even further hence they have been able to ensure a double digit growth last year according to their financial report

BDT million	4Q22	4Q21	YoY	FY22	FY21	YoY
Total revenue	14,373	12,298	16.9%	53,742	47,941	12.1%
Service revenue	14,144	12,074	17.1%	52,819	47,050	12.3%
EBITDA	4,735	5,246	(9.7%)	19,554	19,966	(2.1%)
EBITDA margin	32.9%	42.7%	(9.7p.p.)	36.4%	41.6%	(5.3p.p.)
Capex	4,372	2,968	47.3%	18,216	7,524	142.1%
Capex intensity	33.9%	15.7%	18.2p.p.			
Mobile						
Total operating revenue	14,373	12,298	16.9%	53,742	47,941	12.1%
Service revenue	14,144	12,074	17.1%	52,819	47,050	12.3%
Data revenue	4,961	3,549	39.8%	17,277	13,647	26.6%
Customers (mln)	37.6	35.1	7.1%			
Data users (mln)	24.4	22.1	10.6%			
4G smartphone users (mln)	16.8	13.0	29.3%			
4G users (mln)	16.1	12.0	34.2%			
ARPU (BDT)	121	115	5.0%			
MOU (min)	208	219	(5.3%)			
Data usage (GB/user)	5.4	4.1	33.2%			
4G coverage	81.1%	69.1%	12.0p.p.			

Table 2: Banglalink gaining market share with first quarter of double-digit topline growth

Robi Axiata Limited is a joint venture of Axiata Group containing 61/82%, Bharti Airtel of India holding 28.18% and rest held by investors. They started their joinery in 1997 as Telekom Malaysia Bangladesh as Aktel and in 2010, they changed their name to Robi Axiata Limited. Robi is now the second largest mobile network operator in Bangladesh with more than 54.5 million subscribers where 26.3 million is 4G subscribers. They have the highest percentage data users, also about 74.2%. Recently, Robi has merged with Airtel Bangladesh and started their journey as a merged organization from 16th November 2012 and has been the biggest merger ever of Banglalink and the very first merger in the telecom industry. Airtel Bangladesh was known to be a company for the youth. It celebrated friendship and that is why it was the network for friends which started its journey in 2010. Their motto was to engagement with the younger generation with youthful activities, progressive thought and bring them an entertainment. They offered reasonable priced products so that young people and students could afford them. Robi Axiata Limited were also the first company to launch 4.5G service in 64 districts and it is now moving towards mobile financial service as well in the rural and semi-urban areas. As a part of their socio-economic development initiate, they sponsored the largest online school's name Robi-10-minute school which helped them immensely to reach many audiences.

The management committee of Robi Axiata Limited is as follows:



Lastly, Teletalk Bangladesh Limited is the only state-owned mobile network operator in Bangladesh which is completely owned by the ministry of posts, telecommunication, and information technology and thus, it is said that the people of Bangladesh are the owners of the company. Teletalk Bangladesh is a public limited company that offers mobile voice packages, SMS and data service which are affordable and is suitable for all citizens of Bangladesh. The Bangladeshi government established Teletalk to disrupt the oligopolistic telecom market with an objective to provide mobile telephone service to the people from public sector, to endure fair competition, to meet the unmitigated high demand and to create a new source of revenue for the government.

Chapter 3

Evaluation of the case

3.1 Keeping up with advanced technology.

The telecom industry is one of the fastest growing industries all over the world that generates a huge number of indirect and direct jobs across multiple sectors for different class of people. Currently, approximately more than 30,000 IT professionals and other major graduates are currently employed in the telecommunications industry in Bangladesh be it the top management with high leadership qualities to retail sales officers. With 5G telecommunication on the way to make progress in Bangladesh and in other nations, the demand for high-speed internet and seamless voice connectivity is going to create a gap in between the demand for the service and enough skilled resources to accommodate the demand. While the companies are trying to keep up with the demand, they are struggling to find relevant resources/the quality of students. In addition to the change in dynamics, automation and artificial intelligence taking over the technology, Bangladesh is not yet equipped with the right education which will enable the youngster with the basic knowledge of automation and AI, hence, they are struggling with keeping up with the right resources. Only a few top employees or students have interest in artificial intelligence and most organizations end up outsourcing their operations or borrow talent from abroad to keep up with the high-speed demand of the customers. Hence, the lesser people are getting the chance to be employed in Bangladesh and more expats are being hired with higher salary than the locals. Banglalink is investing a lot in technological advancement starting from their BTS site, backend technology or even digital services. However, in order to keep up with the demand of skilled employees, Banglalink is either using outsources resources where majoring employees are Chinese or they are hiring consulting companies with expat resources.

3.2 Poor work-life balance

Work life balance is a concept which means that the employees have time for their personal life and there is a clear line between professional and personal life. It is more of a positive state of mind that is necessary for every employee if they want to be effective and efficient at work. It not only helps have satisfaction in work in terms of involvement but it's also about the happiness in managing multiple roles both in and outside the office.

However, in Banglalink, it is not easy to maintain a work-life balance for everyone, especially in the executive and manager level. Sometimes the work pressure gets so intense that employees need to work overtime multiple days a week. Although, there are also situations where employees purposely stay back at the office as they enjoy their work, or they want to claim overtime. This situation is mostly observed in the technology department in telecommunication industry. Such situations are mostly common when a new product or service is launched, and User-acceptance-test needs to be carried out. The User-acceptance-test or UAT is done usually at 12:00 AM because statistically, a smaller number of subscribers uses the apps late at night. During UATs, it is very common that there will be a glitch or some technical issues in the app which must be addressed before launching the product into the market. Hence, the technology department and the product/digital department frequently carry out pre-UAT and post-UAT. While the UATs are in schedule, their preparation continues for the whole night before and after the test, hence on such days, the work-life balance gets very poor.

In Banglalink, the Covid-19 pandemic also played a role in diminishing the line between work and personal life. When people were working from home, people tended to forget that there were working hours, this applies for both employees and supervisors. People assumed that they were at home and are available to do a small task even after office hours. Hence supervisors started to ask to complete a task and employees unwillingly or willingly completed the task

after office hours. This tendency of serving the company after office hours carries out when work-from-home modality were taken off. Despite having UATs or not, people nowadays carry work to home because the work pressure has got so intense that 9 working hours doesn't suffice.

3.3 Higher attrition rate and mismatch in expectations

For an organization to succeed, it is crucial for them to retain employees who are the core of the business, which is called employee retention. It is the ability to engage and motivate the employees to stay committed to the organization and have higher job satisfaction. Higher employee retention indicated that people have a positive view about the company, their productivity is well-balanced, and the company will incur less cost in recruiting new people. Those who chose to leave the organization fall under the category of attrition rate. The organization has failed to retain these employees and now needs to find new resources. In the telecom industry, it has been seen that the attrition rate especially in Robi Axiata Limited and Banglalink is high as people have been seeking opportunities elsewhere. This is mainly due to a mismatch of expectations. While for many years, people had a moderate work-life balance, the pandemic really took a toll on their work-life which became completely different from what it used to be two years back. Not only the organization but the relationship with the line managers started to change as they were also under pressure to deliver better results in a short period of time. In many cases it has been seen that people wanted to leave their line managers or the roles they are planning and not the organization itself.

Another reason for this mismatch of expectation or demotivation is poor increment especially in Banglalink and Robi. In Grameenphone, the Workers Profit Participating Fund is so high that people are always motivated and rarely leaves the company due to high financial benefit, but in another telco, the WPPF is not high. All employees want to grow in terms of salary and

when the increment percentage is poor or unsatisfactory compared to the effort the employees put it followed by justifications which are non-convincing, employees start to look out for other opportunities in order to raise their salary or re-negotiate in the existing company

3.4 Lack of gender diversity

Gender diversity is a much talked about subject in today's time. Gender equality and diversity created a better and balanced workplace and safer products as both perspectives will be considered while designing the product. The London based professional service network; Deloitte predicts female participation to be at only 25% in 2022 in large technology companies around the world. During 1974, only 4% women were working and in 2023, 38.4% women chose to work instead of being a housewife. Women are not only working in traditional sectors like agriculture and the export oriented RMG production, but also in emerging sectors such as hotel and restaurant, transport, real estate services, telecommunications, and banking and insurance. Access to higher education has enabled women to secure high-value jobs. However, despite the progress, there is still a huge gap and a long way to go before reaching a gender equal country. According to The Business Standard, in 2020, only 12% women were working in the information technology sector, most of them were working either at primary level or mid-level. One of the main reasons for this gap is that though more females are receiving education, the number of females getting higher education is still less. There is a huge shortage in highly skilled females especially ones who are technologically sound. The number of women participating in Science, Technology, Engineering and Mathematics (STEM) are significantly lower and this is why the ICT sector is also lagging. In the telecommunication companies, it is not unusual for any unit or department to have zero number of females in the team let alone a team with gender equality.

In Banglalink, the number of gender ratio in the technology division is less than 10%. Not only technology but in the sales division with more than 600 people, the number of female territory officer are less than 3. The same gender gap can also be seen in the unit-head committee and the management committee in most of the organization. Though companies like Grameenphone and Banglalink is taking initiatives to reduce the gender gap, the gap is prominent in all departments.

3.4 Inefficient training and development:

Growth and development are the key to success for every employee. Each person wants to see a growth in their career and a visible development in terms of competencies, abilities, and skills. Without growth and development, a person will be in the same position for years and will end up being demotivated in the long run. To develop the skills of employees, multiple organizations including telco invests a lot in the trainings of the employees. However, there are many cases where the correct training is not given. A proper analysis should be done at least a year ahead to understand where the industry is going and what sort of skills are required.

In Banglalink, every year a Training need analysis is run where the Human Resource Business partners sits with the line managers to identify the development areas. These training lists are then compiled and shared with the talent management team for them to schedule programs and assign training. However, the drawback is that employees do not value the effort the team puts in for their development. Once the training is scheduled and invested in, they find that they do not have the time for the training and complain about not letting them work for which they are working overtime. We have also noticed that if an online training is assigned and translated into a KPI where they need to finish the courses in a specific time, the employees tend to not pay attention to the course and end up not learning at all. The issue is both with the organization and the mentality of the employees. The employees must understand their need for training and

on the other hand, the line managers must understand the fact that the training is assigned for their benefit so that their employees can develop and deliver better. If they don't allow the employee to make time for training and ends up completing their work after the office, there will be no such improvement in the performance of the team and for the entire organization.

3.5 Waste of employer brand activities

Every organization wants to be a company that people will dream of joining. People must perceive the organization to be something they look forward to joining and would aspire to be an employee. This is why organizations invest in employer brand activities which makes them desirable in the industry. Such a survey is carried out by Nielson, which conducts a survey of the top employers of choice every year and the final year students at the top universities participate in the survey. It is usually seen especially in the telco sector that due to the target audience of the survey; companies tend to focus programs only on the university students but that doesn't necessarily mean that the entire organization's employer brand is reputable. There are few organizations where the students want to join because of what is represented to them on social media or in sessions, but the mid-level or top-level managers have different opinions about the organization and prefer not to join.

In Banglalink, most of the time, employees are responsible to spread a good positive of mouth and represent a work culture that is engaging, open, agile, and free of any sort of bias. If the culture of the organization is poor and corrupted, no matter how many employee engagement programs are run by the organization, people would not like to join. Overtime, Banglalink has improved their rank as the employer of choice from 18th number in 2018 to 5th position in 2022, however, this number is represented only by the 4th year students at the top tier universities. There is no such ranking for the top managers who can rate their company. However, they have employee engagement surveys where majority of the employees have declared that they are

happy in the organization and only few are retractors who are not performing well and discourage others to join Banglalink

Chapter 4

List of questions central to the case:

- i) How can the educational institution equip and develop students with the right technological and digital skills to be able to keep up with the advanced digital Bangladesh?
- ii) Is work-life balance a myth?
- iii) To what extent will gender diversity affect the overall performance of the organization?
- iv) Are the development programs efficient or a waste of resources and time?

Chapter 5

Proposed solution and changes:

The lack of skilled resources is not an issue that can be solved immediately. It requires time and effort to be able to reach a point when the company will have the right resources at the right time, and this requires a good analysis of the business and prediction before the situation comes up. Banglalink's Human Resources business partners needs to understand the business and what is required in the next 5-10 years and efficient forecasting. Once the business is analyzed, they need to figure out what sort of skills are required for them to perform efficiently and later, they need to do a talent mapping where they will need to find employees who possess the skills closes to what is foreseen. It is wise to inform the employees about the future, so they are well aligned and are motivated to explore the option set for them. Now is the time to train and educate their employees with education programs or training initiatives that will focus on

building the right skills. This may include sponsoring a degree for them or even sending them on an international stint (if there is any scope) so that they are knowledgeable about what will be demanded in the future. This solution is extremely crucial as employees need to upskill themselves to enhance and keep on track with technology.

Banglalink can also do wider collaboration with different academic institution as well as government body to give a good solution to such problems which will encourage people to take up such courses. For examples, if Banglalink employees get a special discount/sponsor courses/executives learning opportunities in any university, then they will have the motivation to enroll and go an extra mile to get a degree on something which is rare in Bangladesh. Similar affect will be seen if governments or regulatory bodies give financial benefits such as tax benefits or financial incentives or develop policies that support the development of skills in resources and will encourage the employees to learn more. Not only employees but the government should also do some analysis and introduce educational programs for the upcoming university students to diversify and learn skills which are required.

Mental health and a good work-life balance is not a myth but a concept which is hard to achieve. The level of dedication towards work came from a time that takes us decades back when the employees didn't spend much time with family and didn't suffer from mental pressure due to work stress. Nowadays, the needs of the people are different and there are people who would rather take a lower pay job but have a good work-life balance and healthy mental health. The solution to this issue is for the organization to be respectful towards the employees. Banglalink can try to set up a hybrid work-culture where employees will have the liberty to work-from-home and work from office at the same time. Banglalink has tried to understand and value the mental stress of employees and hence, even after 2 years of covid, they still maintain a hybrid work culture. In Banglalink, employees can do two days work from home in one week. Not only work from home but they have mental health counsellors every week where employees

can consult if required with being assured that such information will be kept confidential. Employee well-being is always in the forefront of the strategy of Banglalink, that's why most employees speak positively about the culture. Happy employees will result into better growth for the company which will make the entire culture collaborative and innovative which will drive performance and profits for the organization.

Gender diversity in all the sectors have been imbalanced for the longest time and are still dominated by males. No matter how much effort females give to their companies, this gap in the ratio is not reducing for multiple factors such as underrepresentation, difference in priority, societal expectations, lack of initiations and acceptance and last but not the least, biasness. To promote gender diversity, organizations need to include diversity and inclusion policies in the organization that will focus on developing diversity and inclusive practices throughout the organization and set clear and measurable targets based on which the top management will be evaluated. Recently, Banglalink has employed an employee as the diversity and inclusion senior manager whose responsibility is to focus on gender diversity and make the organization more inclusive. Grameenphone for the past 5 years have also been working to bring the female representation in every unit in a better position. Through their various collaborative projects with the help of their management team, they have finally come to a point where they have good representation of females in the company, but this number still needs to get better. As of January 2022, Grameenphone have a diversity ratio of 17.02%. When it comes to the recruitment of new employees, organizations need to break free from the biasness and needs to give an equal opportunity to females no matter what the role is. Be it sales or operations or even tower management, females can prove themselves in every field and now the hiring process should be equal for all the genders. It can be done using resume screening techniques where the resumes and application portal can be free of pictures or gender specifications so that their online system are not able to track the gender. The recruitment or interview panelist

can be diverse, and the HR representative must be present to tackle any sort of biased opinion. However, even after the recruitment, the females in the organizations do need some mentorships and guidance's who will support them in the office and provide advice, coaching programs, trainings, and networking opportunities to empower them to become future leaders of the organization. Banglalink has taken multiple initiatives to empower female employees and enable gender diversity. Starting from ensuring equal pay for all, there is no discrimination in terms of salary in Banglalink. Also, they have a community called "Women's Network", where a group of females are appointed for a year to carry out initiatives for the development of all females in the organization. Every year the forum is changed to give all the employees an equal chance to represent and work for the empowerment of employees. Not only this network but the employer branding team organizes a program called the "Womentor" program which provides mentorship and guidance to female engineering students at top tier university so that they can develop skills required in the corporate world and so far, 2 Womentor out of 3 batches have already been employed at Banglalink. Grameenphone over the past few years have employed multiple females as territory officers in the sales division under their Next-Business-Leader program that allows female employees to work in sales and understand the core of the business.

Learning and development is a continuous process and should always be prioritized in every level. The main issue with the poor performance of the training programs is the mindset of the people and the managers who either doesn't give it much importance and the line managers doesn't find the time to release their sub-ordinate attend training for a couple of hours. Hence, the main solution is to make a continuous learning culture in the organization. When the top management themselves are involved in the training, they will value the need for the assessment. At the same time, assessment needs to be done to understand what skills are required and customized training should be designed for both top management and managers.

At the same time, for the development of the employees, the managers need to be coached and mentored so that they go in the right direction. Investment is required to ensure that the employees are equipped with the right resources and supportive tools are purchased and delivered to employees who need them. All the telco in Bangladesh invests in training and development of their employees. Banglalink has created multiple programs like the “Great Managers Program”, “Individual Leadership Program”, “Six Thinking Hat program” etc. and at the same time, various training is provided for the development in their own field such as on Bangladesh Labor Law, “Digital Segmentation, Digital Segmented Communications & Digital CVM Training, Excel Training, Enterprise Business Immersive Learning Journey etc. Even so, they have a train the trainer program which trains those employees to inculcate the ability to train other employees and expand their knowledge to others. Grameenphone has similarly introduced Grameenphone Academy where they host their multiple training programs and Robi Axiata Limited has also introduced Sales academy for their sales force

Chapter 6

Recommendations and solutions:

The telecommunication industry is one such industry which is the fastest growing possible and requires people who are dynamic, agile, and eager to learn all the time. They cannot slow down and do not have time to explore multiple options for a single problem. And hence, they need people who are on their toes all the time and this fast-paced life is what drives them to do better in their career. According to the solutions that are suggested above, Banglalink needs to be very strategic about the way they can achieve the solution to some big issues in terms of employees in the organizations. Training and development of employees and the lack of skilled resources are linked and related to each other and once one issue is targeted, the other issue will follow automatically. To have the right resource, Banglalink first needs to do a need

assessment and understand the trend followed by which they must introduce training programs which will act as a platform for their employees to do well in their current job. At the same time, they will need skilled resources from the industry, so they need to move out of their traditional recruitment system of sorting CVs based on who has applied to hand-pick resources from the industry. In many cases this might also mean that they are hiring an expat but in the long run if the expat is able to establish a ground in the organization, then the overall performance will improve. Hence the company strategy to develop the right resources in-house and attract and retain the right talent. To hone a culture of learning and nurturing talents, the culture should be open, agile, and free of any bias. The managers need to be empathetic and must be able to relate to the problems of the subordinate so that the employees are happy working in the organization. Similarly giving them time off, paid vacation, gifts and presents with festival bonus and a share of profit really helps keep the employees motivated and happy working in the organization. An engagement employee with a support work environment and good mental health will always deliver the best results that the organization is seeking. But one more crucial step is that the companies need to value their employees while they are giving their effort in the company. If employees keep on using offers to increase their salary, no matter what the company does, they will never be able to retain their employees in the long run and loyalty will be loose.

When it comes to developing a work culture, the Banglalink needs to focus more on creating a culture which is safe for the females and introduce process which have the perspective of diversity and inclusion in the workplace. Hence the strategy for the organization should be to have strict diversity and inclusion policies established at every point and at the same time educate and aware the employees about the importance of diverse workplace because without proper awareness, there will be no acceptance/realization and the impact of the policies will be minimal.

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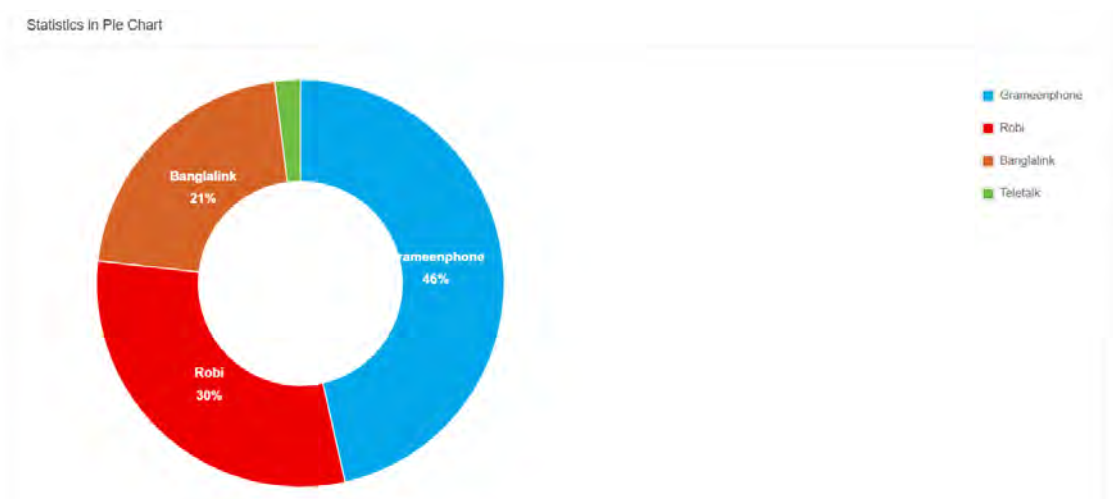
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Appendix A.

OPERATOR	Subscribers (IN MILLIONS)
Grameenphone Ltd. (GP)	80.30
Robi Axiata Limited (Robi)	55.57
Banglalink Digital Communications Ltd	41.39
Teletalk Bangladesh Ltd. (Teletalk)	6.63
Total	183.89

Appendix B



Appendix C:

BDT million	4Q22	4Q21	YoY	FY22	FY21	YoY
Total revenue	14,373	12,298	16.9%	53,742	47,941	12.1%
Service revenue	14,144	12,074	17.1%	52,819	47,050	12.3%
EBITDA	4,735	5,246	(9.7%)	19,554	19,966	(2.1%)
EBITDA margin	32.9%	42.7%	(9.7p.p.)	36.4%	41.6%	(5.3p.p.)
Capex	4,372	2,968	47.3%	18,216	7,524	142.1%
Capex intensity	33.9%	15.7%	18.2p.p.			
Mobile						
Total operating revenue	14,373	12,298	16.9%	53,742	47,941	12.1%
Service revenue	14,144	12,074	17.1%	52,819	47,050	12.3%
Data revenue	4,961	3,549	39.8%	17,277	13,647	26.6%
Customers (mln)	37.6	35.1	7.1%			
Data users (mln)	24.4	22.1	10.6%			
4G smartphone users (mln)	16.8	13.0	29.3%			
4G users (mln)	16.1	12.0	34.2%			
ARPU (BDT)	121	115	5.0%			
MOU (min)	208	219	(5.3%)			
Data usage (GB/user)	5.4	4.1	33.2%			
4G coverage	81.1%	69.1%	12.0p.p.			