Internship Report

Research Topic

"Alternative Channel Performance and RDO Performance"

Of ROBI Axiata Limited.

SUBMITTED TO:

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September 11th, 2014

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Subject: Submission of the internship report on "**Alternative Channel Performance and RDO Performance"**

Sir,

I hereby submit my internship report titled "**Alternative Channel Performance and RDO Performance**". In this report, I have tried to analyze the performances of the Alternate Channels and the RDO Performance. I sincerely hope that this report will meet your expectations.
I would like to add here that my internship period at Robi was indeed a great learning experience for me.

Thank you for your kind cooperation and support.

Sincerely,

…………………………………..

MUZDALIF AHMED RAZON

ID # 09304154

Acknowledgement

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time.

I would like to thank **Shamim E.Haque** my supervisor, for providing me with invaluable guidance in preparation of this internship report. Without his help and support, I could never have finished this report.

I am very much thankful to the Segmentation and Market Development Department of Robi. They provided me with much needed information and other required assistance in order to prepare this report.

I also wish to thank and give the due respect to my family and friends for their cordial support and help they offered throughout the process of preparing the whole report. Especially I want thank those person who were our batch mates. They gave their valuable time and suggestion. I want to give thank to all these persons.

Executive Summary

Internship is such a program which makes a student experiences the corporate life for the first time. I was assigned as intern under Market Operation Division. I did my report on **Alternative Channel Performance and RDO Performance** of Robi Axiata Limited.

This report is prepared on the basis of my three-month practical experience at Robi Axiata Limited. This internship program helped me to learn about the practical scenario of a Telecommunication Company. Robi Axiata Limited is a dynamic and leading countrywide GSM communication solution provider. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. Robi Axiata Limited, formerly known as Telecom Malaysia International (Bangladesh), commenced its operation in 1997 under the brand name Aktel among the pioneer GSM mobile telecommunications service providers in Bangladesh. Later, on 28th March 2010 the company started its new journey with the brand name Robi. This report has been presented based on my observation and experience gathered from the company.

Robi Axiata Limited is the 1st telecom company who is working with so much effort for the Alternate Channel Development. Robi Axiata Limited has already created many alternate channels that are working for a very long time and doing a quite good business and bringing handsome revenue for the company. There key responsibilities are restructuring organizational frame of alternative sales channels while defining necessities of channel company priorities, Management of product and services in alternative sales channels, Business partnerships with alternative sales channels in order to reaching different target audience and etc.

Robi Axiata Limited is working really hard to establish these Alternate Channels, and if they continued to work like this and other than the traditional retailers, these Alternate Channels will also be a major medium for earning revenue.

1. **Introduction**

The change of Bangladesh's telecommunications sector began with small steps in 1989 with the issuance of a license to a private operator. Bangladesh was the first South Asian country to adopt cellular technology back in 1993 by introducing Advanced Mobile Phone System (AMPS). Though the license was issued back in 1989 but it took several years to launch the services. The network coverage and number of subscribers had remained very limited due to the higher SIM card/ Subscription price and also the call tariff was expensive.

In 1996, government led by Prime Minister Shiekh Hasina, awarded three GSM licenses because the market was very much monopolistic due to which the Subscription price and also the call tariff was high, thus leading the cellular technology affordable to the mass people.

The incentives both from government and public sectors have helped to grow this sector. It is now one of the biggest sectors of Bangladesh. As a populous country, its huge market has attracted many foreign investors to invest in this sector.

The basic function of telecommunication is to connect people through voice transfer and via Internet. Other than this basic function, telecommunication is coming up with new services to provide their clients with some unique and innovative services which will create value to their services.

Telecommunication industry is providing various solutions in our everyday life which is making our life more easy and smooth. Connecting to people all over the world is so much easy and economic than before.

Mobile phone is becoming a very common measure of communication in our country. The number of mobile user is increasing day by day. Currently there are 115 million mobile subscribers all over Bangladesh. It is a very attractive market for the mobile connection providers. Presently there are six companies in the market. Each of them is trying to maintain and increase their market share. Among them Robi Axiata Limited is one of the leading companies in this sector.

1.1. <u>Origin of the Report</u>

Internship Program of BRAC University is a Post-Graduation requirement for the BBA students. The main purpose of internship is to fulfill the requirements of **BUS 400 (Internship)** as the part of my BBA program and also the student gets exposed to the job world. The main challenge as an intern was to translate all the theoretical concepts which I have learned in my BBA program into real life experience.

The internship program and the study have following purposes:

- Have the experience of the Corporate World

- To compare the real scenario with the lessons learned in BRAC University

- To provide intensive field experience allowing for hands-on computer work.

- Introduce you to potential future work environments

- To fulfill the requirement of BBA Program.

This report is the result of three months long internship program conducted in Robi Axiata Limited and is prepared as a requirement for the completion of the BBA program of BRAC University. As a result I need to submit this report based on the **"Alternative Channel Performance and RDO Performance".** This report also includes information on the products and services of Robi Axiata Limited, the overview of the organization. Robi Axiata Limited provided me this topic. As the students of Business Administration, I was assigned by my course instructor **Mr. Shamim E.Haque** to involve in this study. My course instructor has advised me to develop a thorough understanding of the **"Alternative Channel Performance and RDO Performance"** as I have completed my internship program from RobiAxiata Limited where my supervisor was Ronald Rony Baidya, Manager, Market Development, Market Operation Division.

1.2. <u>Objective of the Report</u>

The objective of the report can be viewed in two forms:

- General Objective
- Specific Objective

General Objective:

This internship report is prepared primarily to fulfill the Bachelor of Business Administration (B.B.A) degree requirement under the Faculty of BRAC Business School, BRAC University.

Specific Objective:

More specifically, this study entails the following aspects:

- To focus and discuss the Alternative Channel Performance on Market Operation Divisions of Robi Axiata Limited.

- To give an overview of Robi Axiata Limited.

- To focus on the products, services, work environment and facilities provided to employees of Robi Axiata Limited.

- To focus on the importance, benefits, reasons of Alternative Channel of Robi Axiata Limited.

1.3. Scope of the Report

The scope of the study is the Alternate Channel Performance and RDO Performance activities carried by Robi Axiata Limited. The report covers details about the product and services, overview and different departments and divisions in Robi Axiata Limited. The main focus is on the analysis of the Alternate Channel Performance and RDO Performance. However the study is only related to the Market Operation Division as I was provided an opportunity to only work in this division.

1.4. Methodology

The internship has been conducted in a systematic procedure starting from selection of the topic to final report preparation. The overall procedure and process of methodology followed in the study is explained further.

1.4.1. Selection of the topic:

Robi Axiata Limited assigned the topic of the study. But the topic was thoroughly discussed with both of my supervisors from my University as well as from ROBI Axiata Limited also, so that a well-organized internship report can be prepared.

1.4.2. Sources of Data:

- **Primary Sources:**

Primary Data was derived from the practical deskwork which I had been doing in my three months long internship program

- **Secondary Sources:**

Internal sources- Different documents provided by my supervisor and other senior employees and information provided by my supervisor.

External source- Websites, Text books, articles, several other reports, and other sources.

1.5. LIMITATION

The report has been prepared from the feedback and information provided by the Market Operation Division and also the learning's throughout these 3 long months of internship program. Market Operation Division is a very confidential department in terms of its information. The information's are really very much private and confidential. The information about this division can only be shared among very few other divisions and employees in Robi Axiata itself. The information's cannot be disclosed to the external world. Though the report would be helpful to Robi Axiata Limited a lot, but the information's were confidential enough to disclose to the external world. So getting the quantitative data was really difficult for me. Another problem was time constraint. Though it was a 3 months program, but the activities of this division is so vast that 3 months program would not be enough to get the full idea about all the activities of this division. This period of time is not enough for a complete and clear study. Although there were many limitations I tried to give best effort to furnish the report.

2. Overview of the Company

This chapter emphasizes on the historical background of the company under study, overview of the company, their product and services, customer base and market condition of Robi Axiata Limited

2.1. Historical Background of the Company

Robi, the most dynamic and rapidly-growing telecommunications operator in Bangladesh, is developing its services to meet increasing customer needs - ranging from voice and high speed Internet services to tailor-made telecommunications solutions. Robi is a joint venture company between Axiata Group Berhad of Malaysia (91.59%) and NTT DoCoMo Inc. of Japan (8.41%). It commenced operation in 1997 as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to RobiAxiata Limited.

The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs.

Robi draws from the international expertise of Axiata and NTT DoCoMo Inc. Services support 2G and 3.5G voice, CAMEL Phase II & III and 3.5G Data/GPRS/EDGE service with high speed internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology. The company has the widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries. Robi's customer centric solution includes value added services (VAS), quality customer care, digital network security and flexible tariffs.

Since its inception in 1996, Axiata Group and its predecessor Telekom Malaysia has invested around BDT 11,000 crore in the form of equity till 2012. Moreover the company has contributed almost BDT 10,000 crore to the Bangladesh Exchequer in the same period.

As a subsidiary of Axiata Berhad Malaysia , Robi draws on leading edge technology to provide its service in Bangladesh, covering almost 100% of the population, Robi is committed to provide

best data and voice quality and will continue to ensure that its customers are able to enjoy the best experience through leading edge technology and innovative products and services.

2.2. Objective of the Company

Robi Axiata Limited started its commercial operations as a GSM cellular phone operator with the objective of offering state-of-the-art and modern telecommunication services to the people of Bangladesh at competitive prices.

2.3. PURPOSE AND PRINCIPLES OF THE COMPANY

Uncompromising Integrity-

- We will be legally, ethically and morally correct.

- Our conduct will be fair and honest.

- We will listen, seek understanding and encourage open dialogue.

- We will be passionate in pursuing our beliefs

- We will treat others with dignity, valuing and benefiting from diversity.

- We will be accountable for our actions and behaviors on fellow employees, customers, shareholders and the communities in which we operate.

- We will be courageous in sharing our work and bold to learn and improve from our mistakes.

- We will adhere to our Code of Conduct, protect and uphold it.

Customer at the Center-

- We will be customer centric delivering their needs in terms of value, quality and satisfaction.

- Our customer focus will be unrelenting in creating positive experience, at every point of interface, sale and post-sale.

- Simplicity will be the key for the customer to learn about us, buy from us, and get support from us whenever and wherever.

- We will strive for continuous innovative solutions in every sphere of our work.

- We will engagement with the customers to know their demands and design our actions to care for them better than our competitors can.

- We will not be distracted from creating and providing value for our customers.

I Can, I will-

- Ensure our efforts produce desired results.

- Seize opportunities at the right time and execute them on time.

- Go beyond our scope, strive for and achieve excellence.

- Do what it takes to ensure delivery of results not waiting for delegation.

- Go that extra mile, setting ambitious goals to ensure our efforts bring success.

2.4. <u>Vision, Mission & Theme of Robi:</u>

➢ **Vision:** "To be the leader of telecommunication service provider in Bangladesh."

➢ **Mission:** ROBI aims to achieve its vision through being number „one" not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of the budding nation.

➢ **Theme:** ROBI extends its services to its customers and subscribers with the theme of spreading its power to every individual and empowering them with their own strength.

2.5. The Shareholders:

Robi Axiata Limited is a Joint Venture company between Axiata Group Berhad and NTT DOCOMO INC. Where Axiata Group Behad holds 91.59% share and NTT DOCOMO INC. holds 8.41% share.
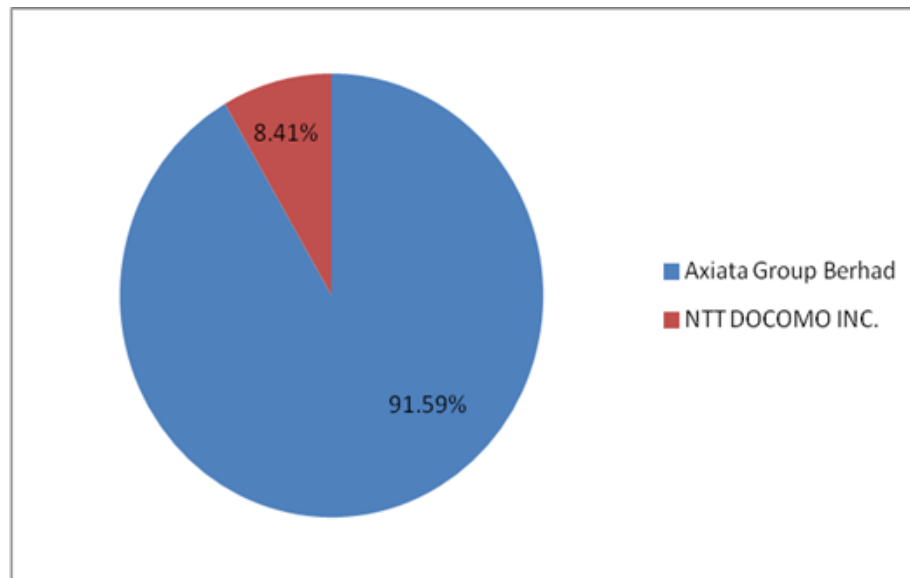
Fig: Shareholders

2.5.1. Axiata Group Berhad

Axiata Group is an emerging leader in Asian telecommunications. They also run their operations in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian company also has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. Axiata Group Berhad is a listed company on Malaysia's stock exchange (Bursa Malaysia). They have approximately 120 million mobile subscribers in Asia, including their subsidiaries and associates

2.5.2. <u>NTT DOCOMO INC</u>

NTT DOCOMO INC. is the world's leading mobile communications company and the largest mobile communications company in Japan.DOCOMO serves over 53 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DOCOMO also offers a wide variety of leading edge mobile multimedia services, including I-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DOCOMO mobile phones have become highly versatile tools for daily life. With cutting edge technology and innovative services, DOCOMO is fast becoming a preferred lifestyle choice, continuously expanding its role in its users' lives, growing globally throughout Asia, Europe and North America. NTT DOCOMO INC is listed on the Tokyo (9437), London (NDCM) and New York (DCM) stock exchanges.

2.6. <u>Brand Elements of ROBI Axiata Limited :</u>

To establish the new brand, Robi is using new and unique brand name along with other brand elements. The elements are:

➢ Logo :

Their new logo can be called as the heart of their new brand. It is a symbol of balance, movement and change.

➢ **Brand Alpona:**

The **Alpona** is one the most creative expressions of Bengali graphic arts. Robi's Alpona motif is uniquely created, especially for them.

➢ **Operator Number:**

➢ **Slogan:**

➢ **Axiata Brand:**
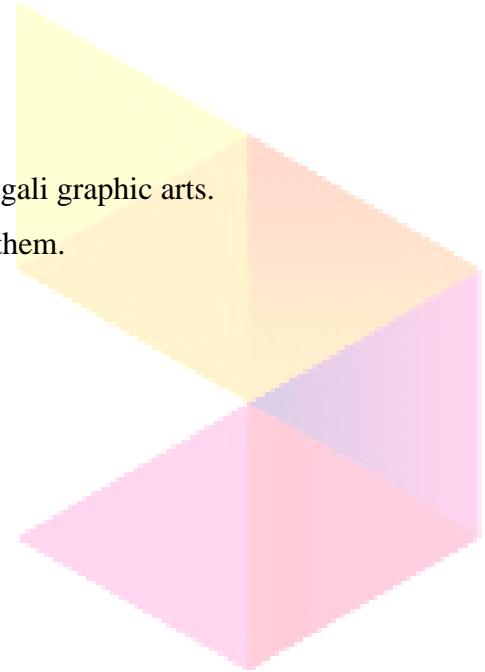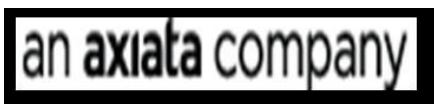
2.7. Divisions of ROBI Axiata Limited:

There are several divisions in Robi. They are:

- Human Resources Division

- Finance Division

- Technology Division

- Market Operation Division

- Corporate Strategy Division

- Corporate and Regulatory Affairs

- EPMO- Enterprise Project Management Office

- Digital Services

- Internal Audit

➢ **Offices in Dhaka:**

Head Office, other offices and Customer Care centers are situated in Dhaka.

➢ **Offices in Chittagong**

There are corporate offices and Customer Care Centers in Chittagong.

➢ **Other Regional Offices:**

There are Customer Care Centre's situated in Bogra, Khulna, Sylhet, comilla, Cox's Bazar, feni, Rajshahi and Barisal. Moreover, Regional Technical Offices are in Khulna, Sylhet, Bogra and Cox's bazaar.

2.8. <u>Management Profile</u>

Supun Weerasinghe
Managing Director & CEO

A.K.M Morshed
Chief Technology Officer
Technology

Mahtabuddin Ahmed
Chief Financial Officer
Finance

Matiul Islam Nowshad
Chief Human Resources Officer
Human Resources

Pradeep Shrivastava
Chief Market Officer
Market Operation

Khaledur Rahman Dewan
Executive Vice President
Corporate Strategy

MA Awal
Executive Vice President
Supply Chain Management
Finance

Mahmudur Rahman
Executive Vice President
Corporate & Regulatory Affairs

2.9. <u>Key Achievements</u>

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

- Robi wins coveted Frost & Sullivan Award, 2013

Other Achievements:

- Robi has been conferred the prestigious Frost & Sullivan Asia Pacific ICT Award 2010 for "Emerging Market Service Provider of the Year".

- Awarded the prestigious fund grant from GSMA MMU (Mobile Money for the Unbanked) in 2009.

- Crossing 10 million subscribers mark in 2009.

- Ranked within top 6 global comparable Telco's in A.T. Kearney benchmarking exercise in 2009.

- Cost optimization project saved 2 times of what was projected.

- Bangladesh Mobile Phone Businessmen Association (BMBA) Award 2008-2009 as the best service provider in Bangladesh.

- The Weekly Financial Mirror –Samsung Mobile &Robintex Business Award 2008-2009 as the best Telecommunication Company.

- TeleLink Telecommunication Award 2007 TeleLink Telecommunication Award 2007" for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of WORLD Telecommunication Day 2007.

- Arthakantha Business Award Given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector.

- Financial Mirror Businessmen Award Given by the national weekly Tabloid business magazine.

- Deshbandhu C. R. Das Gold Medal For contribution to telecom sector in Bangladesh.

- Beatification Award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister Office on 13th SAARC Summit.

- Standard Chartered - Financial Express Corporate Social Responsibility (CSR) Awards 2006 For contribution in Education, Primary Health, poverty alleviation and ecological impact.

- Arthokontho Business Award 2006 For better telecom service provider in Bangladesh.

- Financial Mirror & Robintex Business award 2006 for its excellence in service, corporate social responsibilities activities throughout Bangladesh.

2.10.   <u>Organizational Hierarchy (Chain of Command)</u>

The organization is headed by its Chief Executive designated as the Managing Director entrusted with overall responsibilities of business direction of the organization and leading dynamically towards the attainment of its purpose and principles. In attaining the purpose and principles, the Chief Financial Officer, Chief Strategic Officer, Chief Marketing Officer, Chief Technical Officer, Chief Human Resource Officer assists the MD. Along with CEOs, Executive Vice President (EVP) and Vice President (VP) are in the top level management and they report to their respective CXOs. Then General Manager (GM) and Mangers are associated in the mid-level management. Finally in the entry level management there are Specialists, Officers and Assistant Officers.

Figure: Chain of command in Robi

2.11. Products and Services

Robi offers an array of different packages. Robi has got the widest International Roaming coverage among all the operators in Bangladesh. Robi mainly offer two types of product based on the subscription category for general subscribers:

➢ Pre-paid
➢ Post-paid

2.11.1. Pre-paid package:

- Robi Prepaid has everything to offer; a single package that delivers simplicity and flexibility at the same time.
- Robi Prepaid is continuously adding new features and plans to provide absolute freedom to the customers.
- Robi has the single prepaid package with the best rates in the market.
- Moreover, there are different tariff plans in one package to meet different types of needs of customers.
- There are instant, easy & multiple migration facility from one tariff plan to another.
- There is full BTCL connectivity with FREE BTCL incoming.
- There is extended and simplified refill validity for ease and freedom.
- Newly introduced Emergency Balance Facilities is also available where the subscriber's can avail emergency balance in credit which will be deducted later from the next recharge.
- Highest 7 FnF numbers Facility and Priyo number Facility (Super FnF) available.
- There is nationwide EasyLoad facility with high speed internet connectivity.
- All available Value Added Services (e.g. SMS, MMS, internet, GoonGoon, ringtone, wallpaper, games, and animation download) are also available in the service.

Prepaid Packages are as follows:

- JOY 21
- DamalSamal 22
- Tarunno 26

- o Anonna 27
- o Muhurto 31
- o Hoot Hut 32
- o Robi Club 34
- o Goti 36
- o Nobanno 37
- o Shasroyee 38
- o Shorol 39

For the entrepreneurs Robi offers a different package called Uddokta and Easy Load Tariff.

2.11.2. <u>Post-paid package:</u>

Robi offers few lucrative Post-paid Packages named Simple plans, Normal plans, and Robi corporate for corporate clients only. Robi's post-paid product comes with various packages. Robi Push mail is a secure and reliable e-mail solution at an affordable price. Now customers can work as if at their desktop from anywhere. Customers can know their bill information through Web Bill, E-Bill, SMS, USSD and Customer Care Center.

2.11.3. <u>Other Packages</u>

Robi's other packages includes—

- o Robi Corporate
- o International Roaming
- o Current Promotions
- o International Calling Charges
- o RobiKothabarta

2.12.   Value Added Services

Value added services can be called as the cherry on the top for the company as they are really adding values to their services. In today's telecommunication market, it's very much competitive, so the company needs to come up with new and unique ideas to create their competitive edge, Value added services is one of the major tool used by the companies to gain the competitive edge. The enhancement a company gives its product or service before offering the product to customers. Value added is used to describe the add-on features provided by the companies to its customers that gives it a greater sense of value. Robi offers a wide range of value added services.

This service includes –

- SMS &Messaging
- Entertainment
- Downloads
- Internet and Data Service
- Community and Chat
- Information Service
- Mobile Assistance
- Education and Career
- Lifestyle
- Call Management etc
- Missed Call Alert
- Robi Radio
- BIMA Life Insurance
- Train Tracker
- Balance Transfer
- Call Block
- Phone Backup
- Locator

2.13.   ROBI 3.5G Internet

Robi 3.5G is the third generation of mobile communication technology that will allow customers to surf the Internet with speeds of more than three times faster than 2G technology.

Robi 3.5G is the improved and much better version of 3G that offers higher mobile Internet speed of up to 21Mbps, while 3G offers mobile Internet speed of up to only 384Kbps. Nevertheless, the average download data speed available is usually in the region of 1-3 Mbps.

With a 3G enabled phone/device and with a Robi's 3.5G Technology connection, you can make video calls, watch live TV, access high speed Internet and enjoy live streaming at never before speeds.

To avail Robi 3.5G services in 3G network area customers need to dial ***8444#** which is free of cost. Customers also need to have a 3G enabled handset.

How to avail Robi 3.5G Service

Step 1: Dial ***666*1#**

Step 2: Purchase any of the 3.5G data packs mentioned below:

3.5G Data Pack	Validity (Days)	Activation Code	Cost in BDT (excl. VAT)	Prepaid or Postpaid	Speed
3MB + 2MB Bonus*	1	*8444*303#	3	Prepaid	1 Mbps
20MB + 15MB Bonus*	3	*8444*335#	20	Prepaid, Postpaid	1 Mbps
75 MB	7	*8444*3075#	40	Prepaid, Postpaid	1 Mbps
200 MB	30	*8444*399#	99	Prepaid, Postpaid	1 Mbps
500 MB	30	*8444*3199#	199	Prepaid, Postpaid	1 Mbps

- Above pack cost are excluding VAT

- to check your internet balance please dial ***8444*88#**

- after each successful purchase, subscribers will get notification SMS

- enjoy the pack volume in both 3G & 2G in maximum speed

- you can purchase same pack multiple time to top-up internet volume

- packs are in auto renewal, but you can deactivate your pack any time by dialing ***8444#**

- To know more about data packs please dial ***8444#**

2.14.   **SWOT Analysis**

Strength of Robi

- Widest International Roaming coverage in Bangladesh connecting 600 operators across more than 200 countries

- The parent company, Axiata and NTT DOCOMO, is well-established and experienced global player operating with several subsidiaries in the global telecommunication industry.

- Excellent business track record of Robi for more than half a century

- Using the GSM technology, most advanced and secured technology in the world telecom industry

- Connecting people through their networks in places like Bandarban, Saint Martin where there is no network coverage of any other competitors.

- Robi is the First one who reached Saint Martin Island with its networking facility.

- Robi captured 60% market share in Chittagong. This is 25% of total subscriber of Robi.

- Robi topped in all categories' of print media coverage in March 2012.

- Robi have a strong brand images to overall customer through their Advertising, Billboards and Sponsoring.

- Highest number of CSR initiatives comparing to other competitors.

- Good relationship with retailer.

- A wide range of Value Added Services.

Weakness of Robi

- Customer care centers are low compared to other operator.

- The customer of Robi face Network problem outside the Dhaka and sometimes even inside Dhaka.

- The company could not cover all the rural area with their network which is making some dissatisfaction among the customers.
- Due to the network problem, Robi is unable to provide the full support of their 3.5G Technology, and the customers are getting deprived from true high speed internet.
- Network towers are less in comparable with the competitors.

Opportunities of Robi

- Making the world like village by offering more products in future
- Increasing foreign direct investment making economic development in the country
- The power of media is one of the strongest powers, and Robi has a very effective and efficient way to communicate with their customers through media.
- Social Medias are the blooming industries right now, and Robi has the highest trafficking and fans than any other competitors.
- Technological development making the people of the country more advance like the developed country in the world.
- Making the communication facilities easier.
- Robi's target market is becoming widened so that mass people can be benefited by the CSR activities.
- Robi is promoting and using Banlga name for their products, it helps to connect with the customers, and even help the customers to understanding the meaning of the products very well, that's why they understand which tariff is best for them.

Threats of Robi

- Imposition of Govt. tax on SIM card
- High competition in the telecom industry
- GP started distributing dividend warrant..
- Imposition of Govt. restriction on different service.
- Country's mobile phone operators will be required to take licenses from the BTRC to provide various value added services (VAS).

2.15.   Corporate Social Responsibility

As a socially responsible corporate, Robi has highest number of CSR initiatives comparing to other competitors. With the vision of enabling opportunities to improve lives, Robi has a wide range of CSR activities, fields like Health, environment ICT education. Some of the CSR Activities are listed below:

- **Water Treatment Plant**
  Safe drinking water facility for railway passengers at different divisional railway stations set up by Robi Axiata Limited

- **RobirAlo**
  Electricity is an essential need for living but many people in Bangladesh do not have any access to it. There are still many villages without any supply of electricity thus denying the villagers there the opportunity to lead a better life

- **English in Schools (EIS)**

  Reaching 1000 schools, 64 districts, 7 million students, and 10,000 teachers

- **Basic Computer Training**

  Robi Axiata Limited has initiated a training program on Basic Computer Knowledge for the students of 72 colleges in 64 districts where Robi has already implemented Computer Corners to increase IT literacy among the students of rural and semi-urban areas.

- **Internet Corner**

  Under this campaign Robi with the support of Department of Public Libraries has established internet corners at all seven divisional public libraries with the objective of giving opportunity to all to know the benefits of internet.

3. Activities Regarding of Segmentation & Market Development:

Segmentation and Market Development is one of the departments of Market Operation Division of ROBI. This is the department I was involved with. The main task of this department is maintaining the sales and services to the consumers around the 12 regions of ROBI all over the country and also ensuring the future source of business. These regions are divided into some areas. Total numbers of 90 areas are in these regions.

Some key responsibilities of this department are given below:

- Restructuring organizational frame of alternative sales channels while defining necessities of channel company priorities
- Management of product and services in alternative sales channels
- Setting sales goals of alternative sales channels coordinated with business partners, tracing sales performances
- Defining and implying sales activities
- Business partnerships with alternative sales channels in order to reaching different target audience
- Profitability, business management and team management of alternative sales channels
- Analyze the performance of the new distribution excellence models and pursue for trigger-based efficient sales channel performance.
- Understand the significance of a competent proficient sales force and plan for aligned strategies that are directed towards their self-development.
- Initiate high-volume regional and national training programs to keep the sales force at par with those of the competitors.
- Ensure the retention of the trained sales people and sustain this culture for the longer-term.

3.1. Core Objectives:

- **Ensuring future source of Business:**

  This is one of the most major objectives of Segmentation and Market Development Department. Nowadays new sources of businesses are developing. So to keep up the pace with the competitors, Robi needs to ensure that they are developing new sources of business.

- **Increase distribution reach:**

  Another objective of Segmentation and Market Development Department is to increase their distribution reach all over Bangladesh. There target is to reach every regions, villages, even the most rural area of the country with their distribution channels. Segmentation and Market Development Department is creating new alternate channels and sales force who are working as their distribution channels all over Bangladesh, even in the most rural areas where creating a traditional distribution channel is quite a tough job.

- **Setting sales goals of alternative sales, tracing sales performances:**

  Setting the sales goals of all the alternate channels and evaluating their performance is one of the major activities of Segmentation and Market Development Department. After creating new alternate channels and sales force, there sales target should be created by the department. After that their sales achieved should be evaluated in order to check their performance and to calculate the overall profit generated by these alternate channels and sales force.

- **Cover Untapped Markets:**

  This objective is really necessary for all the companies in the telecom industry. Segmentation and Market Development Department objective is to cover all those untapped markets that haven't been touched by any other competitors. Robi is creating new alternate channels and sales force to cover those markets. These alternate channels and sales force are creating new ways to capture these markets.

3.2. <u>Units of Segmentation and Market Development Department:</u>

Segmentation and Market Development Department is divided into two units.

- **<u>Market Development</u>**
- **<u>Distribution Development</u>**

3.2.1.   **<u>Tasks of Market Development</u>**

i. The major task of Segmentation and Market Development Department is to create new **Alternate Channels. Alternate Channels** is those business outlets which are not currently engaged in telecom business. They can be any other retailers and business organizations other than the telecom business. If we can convert any of these kinds of retailers or business organizations in distributing Robi's product (selling scratch cards, SIM cards, Easyload) to the customer's, it will be considered as an Alternate Channel. Simply any other business organization or retailers other than the organizations engaged in telecom business, who will be distributing, selling Robi's products and services, will be considered as an Alternate Channel. These Alternate Channels also work as a distribution channels for Robi, distributing and selling their products all over Bangladesh.

ii. **<u>Different types of Alternate Channels.</u>**
    a) **<u>Priority Alternative Channels</u>**

Beauty Parlor [Female]   **Fashion Cloth Store [Male & Female]**   **Jewelry Shop [Female]**

Trend Shop (Ornaments, Gifts, Bags, Sandal etc.) [Female]

Men's Salon [Male]

Fitness Center/Gym [Both Male & Female]

Cooperative Movement (ShomobayShomiti)

b) **Mass Alternative Channels**

Home Appliance Store

Book Stores

Computer Shops/Service Center

Cyber Cafe

Bicycle Stores

Hall/hostels [Both Male & Female]

Bus/Train Counter

Cinema Hall

Rickshaw Garage

CnG Garage

Coaching Centre's

Garments

c) **Other priority alternative channels:**

- **Non Telco retail around amusement places/parks**
- **Union offices**
- **Medicine store**
- **Non Telco retail inside and outside Airport**
- **Clubs/Social Clubs**

iii. After creating the Alternate Channels, Market Development Unit needs to develop and nurture those Alternate Channels in order to maximize its sales volume. Necessary trainings and seminars needs to be provided to those Alternate channels and sales force so they can understand the business very well which will lead to greater sales volume.

iv. To measure and monitor the Alternate Channel performance. After creating and developing the Alternate Channels, there performance must be measured and monitored in order to find out the outcome and total revenue generated by these Alternate Channels. After measuring the performance, the necessary future steps should be taken. If the performance is well enough, then it can be said as a successful project for the department. If the performance of any alternate channel is not that much good, then Market Development Unit must take necessary steps to develop and improve the performance. In order to do that, Robi needs to find out that reason that why the performance is poor, after that they need to develop new strategies to improve the performance.

v. Another important task is to create new means of Easyload Distribution in existing markets. There are tradition ways of Easyload Distribution in which retailers are taking the dealership from Robi in order to sell their products. But Market Development Units need to create means of Easyload Distribution in existing markets. Some of the new means of Easyload Distribution are mentioned below:

    a) **Self Service Recharge (KIOSK MACHINES):**
        Robi, one of the country's largest mobile telecom operators commercially launched self-service recharge Kiosk-machine.The subscribers can recharge their own and their family and friends' Robi number by depositing cash to the machine. Customers can recharge fixed

denomination (Tk 10, 20, 50, 100, 500 & 1000) and all bank notes of these denominations are accepted in the machine.

Robi aims to provide an efficient and most convenient alternative recharge channel for better customer experience to their subscriber's. Mobile users will be benefited because of their safe and convenient e-recharge service.

Currently Available Locations:

- AIUB Campus, Banani
- CSD, Zia colony, Dhaka Cantonment
- CMH, Dhaka Cantonment
- Mirpur DOHS, CSD
- Darus Salam Apartment, Mirpur Road
- Shahid Anwar Girls College, ShahidMainul Road

In near future kiosks will also be available in other public places like university campuses, shopping malls, housing complex etc.

Eastcompeace Smart Card (Bangladesh) Ltd is providing Kiosk-based mobile top up services called e-Recharge. They are working as the device and solution partner with ROBI for this program. More functions and services of the e-Recharge Kiosk machine will be ready to enhance the user experience soon.

b) <u>Terminal Based Mobile Account Recharge (PAYWELL):</u>

To strengthen distribution foothold further, ROBI has launched terminal based mobile account recharge facility for their valued subscriber through PayWell. Now, ROBI subscribers' can recharge mobile account from all top end alternative retail outlets (i.e. super shop, hotel and restaurants, cafe, lounge, chain grocery stores, amusement places, premium medicine shops, trend outlets and other upscale branded shops) of Bangladesh.

Upon payment of any value in terminal pos outlets, subscribers' mobile account will be recharged instantly without any extra charge. Subscriber will also get the printed money receipt for every single transaction from terminal pos.

Top-up instructions:
   • Terminal based top up is applicable for both Prepaid and Postpaid ROBI subscribers.
   • No registration/extra charge required to avail the service
   • Prepaid subscriber can refill their mobile balance from BDT 10 to BDT 1000
   • Postpaid subscriber can refill BDT 50 to BDT 50000

So, Robi Subscriber's should stop worrying about mobile account recharge and keep on igniting their power within with ROBI!

vi) Market Development Unit also trains new sales force for Alternate Channels. For example:

Robi Axiata Ltd and Marie Stopes Bangladesh have recently signed a MoU. The agreement was signed to facilitate empowering the Female Community Support Group (FCSG) members of Marie Stopes Bangladesh, located in rural areas of Bangladesh.

<u>Some Key Points to be considered:</u>

- o Robi& Marie Stopes Bangladesh has signed an agreement on 24th November 2013.
- o FCSG (Female Community Support Group) members of Marie Stopes Bangladesh will sell Robi products (SC, EL and Pre paid SIM) in the rural market/households of some selective regions through door to door approach.
- o These FCSG members will be trained up to sale Scratch Card, Easyload and Prepaid SIM.
- o Necessary operational procedures are in motion to facilitate the sales forces.
- o Basic Training on Robi Business Compliances & EL, SC and SIM Sales Process will be provided before getting them involved in SC, EL and SIM Sales.
- o Initially Robi and Marie Stopes will start operation in Comilla, Barisal and Khulna targeting 1100 FCSG members to be operational in the said regions where 500 FCSG members will be trained.

Long Term Benefits for Robi:

- o **Additional Sales:** The women will be working as Robi's retailer. They will add to Robi's existing retailer base and increase overall sales volume.
- o **New Source of Acquisition:** As Robi have plans to engage the women in SIM selling in future, they will add more customers to the network. It will positively affect the network utilization and Revenue.
- o **Untapped market penetration:**These women can reach to the points where Robi's current sales coverage may not be present.

3.2.2. <u>**Tasks of Distribution Development:**</u>

i.   The major task of Distribution Development is to train and guide the regular distributors in order to develop the distribution process. The objective is to develop the existing Alternate Channels, Sales Force and Regular Distributors.

ii. Distribution Development needs to communicate with the national sales force that is all the 12 regions on different products and service campaigns. Distribution Development generates ideas of new campaigns to enhance the sales force and executes them through the Alternate Channels, Sales Force and Regular Distributors. After launching a new project/campaign, Distribution Development sets a sales target for all the Area Managers, and also for all the Distribution Houses and Sales Force under those Area Managers. They provide all the necessary information and training materials which will help the Area Managers to achieve the target. After providing this information Distribution Development needs to monitor and measure their performance in order to find out the overall result of the project. Sometimes these data needs to collect daily, weekly or even monthly. After getting the data, Distribution Development calculated the total revenue generated by these channels and distribution houses.

iii. Distribution Development is also responsible for Rural Penetration. They need to take all the required initiatives to increase the distributor reach so that the untapped markets are served to its fullest. They need to develop their distribution channels in such a way so that they can serve the most rural areas around the country. These rural areas are still the untapped markets which Robi is targeting to capture. In order to capture those untapped markets, Distribution Development is continuously working on different projects, launching new campaigns, training and guiding their distribution channels to capture those untapped markets.

iv. Distribution Development arranges different contest for the sales force in order to maximize the sales volume under different campaigns. These campaigns are designed in such a manner that the subscribers can get a bonus or win something through recharging a specific amount.

The most recent contest was the "World Cup Campaign". Football has a very passionate following in Bangladesh, so that's why Robi is offering its valued subscribers a chance to participate in the football frenzy mania by winning a jersey or football.

Offer Details:

- Subscribers are required to recharge TK 99 between 10 AM and 8 PM.
- Every hour, the first 80 subscribers will win a jersey and the next 20 subscribers will win a football.
- A Total of 1,000 gifts (800 jerseys + 200 footballs) will be given away each and every day of the campaign period.
- Winning subscribers will be notified via 1212 within 72 hours.

After launching this campaign, a target was set by the Distribution Development Unit for all the Area Managers, and DSR's (Sales Force). This campaign was for one month period and target needs to be achieved within this one month. Achieving the target will lead towards a reward which was also been set by the Distribution Development Unit.

Reward for Area Managers was that among the 12 regions, Area Managers of the best 4 regions will win a Jersey each and every day.

Reward for DSR's (Sales Force) was that each and every day best 1 DSR will be selected from each region and will win a Jersey.

So the Sales data was collected and calculated every day in order to get the result and find out the total revenue generated from this campaign.

3.3 My Work Activities

I have been assigned as an intern in Segmentation and Market Development of Market Operation Division of ROBI for a period of 3 months commencing from, May 2014 to June 2014. I was been supervised by Mr. Ronald Rony Baidya, Manager, Market Development. The work timing was 5 days a week and 8.5 hours each day. Most of the tasks were based on Microsoft Office Excel, Word and PowerPoint. During this period I was able to observe and have the access to observe and collect data from the respective unit.

The key responsibilities carried out by me are:

- Communicate with the Area Managers, Regional Coordinators, Regional Managers on different campaigns, providing them their necessary information and collecting the required data from them

- Communication with the Area Managers, Regional Coordinators, Regional Managers of all 12 regions to collect data the Sales data of every 15 days of Project Blueprint and Project Infinity.

- Taking info from my supervisor and preparing the Approval Notes.

- To collect the everyday sales data from Eastcom Peace those has been generated from the Kiosk Machines and prepare a summary on that.

- Collecting the sales data generated from Paywell and prepares a summary on everyday sales.

- Analyzing the sales data provided by the regions and alternative channels and cross check the datas if there was any confusions

- Communicating with the Area Managers to find out the training details which has been provided by the Area Managers to the new sales force like Marie Stopes.

- Preparing presentations on Bengali for different campaign for the Area Managers.

- Alternate channel visit.

During my internship program I had to perform different types of job task in different sectors of the department though I was placed in Market Development Unit, but I was lucky enough to also work under the Distribution Development Unit and was able to learn how this two units work together. From my experience I must mention that all tasks were very crucial so I had given much effort to understand everything and to do my job perfectly. Also I tried to match those tasks with my theoretical knowledge, where I have found that job tasks were quite different what I have learned from my Bachelor Degree. Without the practical experience it is really tough to understand the actual scenario of the corporate world. Practical experience shows the true pictures of every company's operation procedure and helps one to evaluate all steps of respective company by fulfilling one's job responsibilities. I was assigned to the project of Alternate Channel Performance and RDO Performance, where I have learned how to create a new alternate channel, how to nurture them and help them to do business. I have also learned how to segment the market of different variables. I have been able to compile the data's in monthly updates, did some data entries, and help in assisting in regional communication on different campaign and regular activities.

I will consider myself lucky enough to work under this department as there were lots of things to learn. One of my major and important tasks was to create a booklet in Bengali called "ইজিলোড ব্যবহার নির্দেশিকা", which was created for the new retailers. This booklet will help them to learn how to use the EasyLoad system and their rules and regulations. The pictures of the booklet are attached below:

Easy Load

1. Transfer
2. Recharge
3. Bill Payment
4. Voucher
5. Withdraw
6. Return
7. Reports
8 Change PIN

ইজিলোড এর মেনুতে আপনি চিত্রে বর্নিত কাজ গুলো করতে পারবেন।
এর মধ্যে ১. ট্রান্সফার, ৪.ভাউচার,৫. উইথড্র এবং ৬. রিটার্ন আপনার জন্য প্রযোজ্য নয়।

2. Recharge

Subscriber's number:

18XXXXXXXX

OK   BACK

গ্রাহক এর নম্বর টাইপ করুন

Amount:

XXXX

OK   BACK

রিচার্জের পরিমাণ (টাকা) টাইপ করুন

Request:
Recharge,
Amount:
Tk XXX
Number:
18XXXXXXXX

Confirm?

OK   BACK

রিচার্জের পরিমাণ এবং নম্বর নিশ্চিত করুন

PIN:

XXXX

OK   BACK

আপনার পিন নম্বরটি টাইপ করুন

সবশেষে আপনি রিচার্জের পরিমাণ সম্পর্কে আপনার মোবাইল ফোনে একটি কনফার্মেশন মেসেজ পাবেন

| গ্রাহক এর নম্বর টাইপ করুন | বিল পেমেন্ট এর পরিমাণ (টাকা) টাইপ করুন | রিচার্জের পরিমাণ এবং নম্বর নিশ্চিত করুন | আপনার পিন নম্বরটি টাইপ করুন |

সবশেষে আপনি বিল পেমেন্ট-এর পরিমাণ, গ্রাহক এর নম্বর সম্পর্কে আপনার মোবাইল ফোনে একটি কনফার্মেশন মেসেজ পাবেন

রিপোর্ট

৩. আদার্স ব্যালেন্স আপনার জন্য প্রযোজ্য নয়

সর্বশেষ ট্রান্সফার দেখতে হলে

1. Last Transfer

PIN:

XXXX

OK   BACK

4334: Last transfer status of transaction ID: E140508, 1337, 420001, transfer date time: 08/05/14

সর্বশেষ ট্রান্সফার জানতে আপনার পিন নম্বরটি টাইপ করুন

সবশেষে আপনি সর্বশেষ ট্রান্সফার এর ট্রানজ্যাকশন আইডি, ট্রান্সফার তারিখ ও সময় সম্পর্কে আপনার মোবাইল ফোনে একটি কনফার্মেশন মেসেজ পাবেন

স্টক ব্যালেন্স

1. Stock Balance

PIN:

XXXX

OK   BACK

4300: Your current balance for the product is AK:EasyLoad: 72036. Thank You

আপনার স্টক ব্যালেন্স জানতে আপনার পিন নম্বরটি টাইপ করুন

সবশেষে আপনি স্টক ব্যালেন্স এর পরিমাণ সম্পর্কে আপনার মোবাইল ফোনে একটি কনফার্মেশন মেসেজ পাবেন

ডেইলি রিপোর্ট

4. Daily Report

4404: Daily Transfer product:transfer:returns In:EasyLoad:100000:0, out:EasyLoad:27945:0, subscriber

সবশেষে আপনি ডেইলি রিপোর্ট এর পরিমাণ, সিরিয়াল নম্বর সম্পর্কে আপনার মোবাইল ফোনে একটি কনফার্মেশন মেসেজ পাবেন

পিন পরিবর্তন

4. Change PIN

Old PIN:

XXXX

OK   BACK

New PIN

XXXX

OK   BACK

Confirm new PIN:

XXXX

OK   BACK

আপনার পিন নম্বরটি পরিবর্তন করতে, আপনার পুরানো পিন নম্বরটি টাইপ করুন

আপনার নতুন পিন নম্বরটি টাইপ করুন

আপনার নতুন পিন নম্বরটি নিশ্চিত করুন

4. Recommendation and Conclusion:

After 3 months of practical experience, many things became quite clear and understandable.. Although information collected was not sufficient to comment on the Alternate Channel Performance. But I still tried to provide as much relevant data, but couldn't provide any quantitative data as it's very much confidential.

4.1. Recommendation:

Robi Axiata Limited is a well-established company. Therefore, it is very tough to recommend on any aspect of the company. However, as it is the requirement of the report so I have come up with few recommendations, after conducting the research. They are as follows:

- Robi should focus more on the Easyload and Scratch Card Commission Structure so that the retailers and the Alternate Channels can earn a bit more profit which will lead to higher satisfaction and will have a positive impact on the overall revenue of the company.
- Market Operations should conduct a team meeting every week so that the employees can know each other well, the Head of the department will get an overview how the every departments are doing, which will increase the level of team work.
- Robi should come up with some more facilities for the retailers and the Alternate Channels in order to increase their involvement.
- Robi should offer more entry level positions into the organization for job vacancies so that fresh graduates get opportunities to work with Robi.
- They could carry out surveys from time to time in Universities in order to understand where they stand as an Employer Brand and also to understand what the potential employees want from them.

4.2. Conclusion:

First of all I would like to thank The Almighty Allah for giving me the strength to perform my responsibilities as an intern. I think I am really lucky enough to do my internship in ROBI Axiata Limited under Market Operations Department. To my own experience the working environment of the organization is very inspiring. The organization is always keen to implement new rules and actions for improvement.

It is not an easy task to hold a top position into the market as a top brand but Robi Axiata Limited is working really hard to be at the top. Market Development Department is really working hard and every day they are coming up with new unique and innovative ideas to create new Alternate Channels through which they will be able to cover the untapped markets, increase their distribution reach and which will also ensure future source of business. If they continued to work like this then I think it will just a matter of time to reach at the top.

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