CLOUD BASED NETWORKING SOLUTIONS OF ROBI AXIATA LIMITED: A SOLUTION OR A STUMBLING BLOCK

INTERNSHIP REPORT

SUBMITTED TO:

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Date of Submission

6th December, 2017

CLOUD BASED NETWORKING SOLUTIONS OF ROBI AXIATA LIMITED: A SOLUTION OR A STUMBLING BLOCK

Letter of Transmittal

6th December, 2017

To

Mr. Jubairul Islam Shawon

Lecturer, BRAC Business School

BRAC University

66 Mohakhali, Dhaka, Bangladesh.

Sub: <u>Submission of Internship Report</u>

Sir,

With passage of time, I am in the edge of completing my undergrad with the final course BUS400 as Internship. This was assigned to me as a part of my BBA Program. It gives me immense pleasure to submit my final Internship Report to you with the topic "Cloud Based Networking Solutions of Robi Axiata Ltd: A Solution or A Stumbling Block".

Therefore, I am submitting this report to your concern. In every part of this report, I tried my best to implement my analytical knowledge and skills to make it filled with adequate knowledge and useful information. I have tried my best to follow your guidelines. Hopefully you will find the report properly done with related research. But my hard work can only be evaluated well with your analytical skills and expertise.

This report has been prepared under the supervision of Mahbub Ahmed Chowdhury, General Manger, Collaboration Management, Robi Axiata Limited. I hope you find this report a fruitful one.

Sincerely,

Syed Tausif Azim

ID: 13104050

Letter of Endorsement

To whom it may concern

Subject: Authorization of the report

This letter is to certify that all the information mentioned in this report are convincing and was done under my supervision and guidance. The report has no unrealistic assumptions and completed under actual circumstances under university requirement. The study done have had constructive participation of Syed Tausif Azim, ID: 13104050, BRAC Business School, BRAC University.

I would like to appreciate him for his exceptional effort in completing a fruitful report and wish him a successful future in near life.

Regards,

Jubairul Islam Shawon
Lecturer,
BRAC Business School, BRAC University

Acknowledgment

In completing this report, there were contributions and expert advices which made this report a valuable one. First of all, I would like to be thankful to my creator, the Almighty Allah (SWT) who has blessed with wonderful individuals who has been continuously supporting throughout the completion of the report. I am grateful to my faculty supervisor **Mr. Jubairul Islam Shawon** who has been an outstanding lecturer with dynamic personality also who has been kind enough to spare his valuable time and advising me throughout the report.

I am also grateful to my internship supervisor **Mr. Mahbub Ahmed Chowdhury** for his experiential advises and guidance throughout the internship period. I would also like to mention few names without whom I might not have completed this report.

- Amirul Islam, Manager, Collaboration Mangement, Supply Chain Management, Robi Axiata Ltd.
- Amjad Hossain, Specialist, Collaboration Management Supply Chain Management, Robi Axiata Ltd.
- Fahad Mahmud, General Manager, Logistics and Inventory Management, Supply Chain Management, Robi Axiata Ltd.
- Saekh Hasan, Manager, Network Procurement Team, Supply Chain Management, Robi Axiata Ltd.
- Rahat Khan, Specialist, Internet Security and Technology, Supply Chain Management, Robi Axiata Ltd.

Lastly, I would like to be thankful to my university mate Maisha Samiha Khan who has been supporting and helping out with proper resources in order to finish the report correctly.

Executive Summary

Digitalization and technological advancement is the key for the organizations to stand out with the competitors. Nevertheless, there are improvements in different departments through digitalization but there are few drawbacks of being digitalized as well. Most of the organizations uses cloud based networking solutions in order to simplify their work and mostly to increase efficiency. Robi Axiata Limited as one of the telecommunication company has recently merged with Bharti Airtel and became the 2nd telecommunication company in terms of market share reported by BTRC (Bangladesh Telecommunication Regulatory Commission). However, Robi has been developing their policies and strategies in order to compete with other competitors. Moreover, this company has been using cloud based networking solutions for data management and strategic resource management. The following study explains how these software create hurdles for the employees in order to operate and limits the work on day to day basis. The study has been done under the supply chain department of Robi Axiata Limited taking responses from the employees who actively operates the cloud based networking solutions on day to day basis. Their responses and feedback for the software is something different from the expectations. Although, the software adds value but the effort is greater than the outputs. The software consists of difficulties and technical problems which decreases the efficiency and also doubling up the work as well. Although, Robi has not been keen enough to improve the situation and overlooking the problems as well. Few recommendations that has been provided by the employees might help to solve the real time problems faced which they have been facing.

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Part – 1

1. Organization Overview

1.1 Background of the Company:

Under Company Act 1942 and Telecommunication Act 2001, Robi Axiata Limited as one the largest telecommunication company is now ranked 2nd in terms of subscribers approved by Bangladesh Telecommunication Regulatory Commission (BTRC). The company has 41.211 Million subscribers which is 29.29% of the total telecommunication market (Bangladesh Telecommunication Regulatory Commission, 2017). Robi Axiata Limited was formed back in 2010 taking over AKTEL and in November 2016 it became a joint venture between Axiata Group of Malaysia, Bharti Airtel of India and NTT DoCoMo Inc. of Japan. Robi holds the maximum of 68.7% governing share while Bharti Airtel has 25% and NTT DoCoMo holds the rest 6.3% shares of the company (Robi Axiata Limited, 2016).The merger held in November 2016 under the management of Mahtab Uddin Ahmed (CEO) and his subordinates. Before appointed as CEO, Mahtab Uddin Ahmed was the Chief Finance Officer (CFO) of Robi Axiata Limited and holding the position for two years became the capstone of this organization. Robi Axiata Limited has been trying to provide affordable and offer customer based telecom solutions. The pioneer company was first to introduce GPRS and 3.5G services in Bangladesh and has been awarded for Best Mobile Innovation for Education and Learning in GLOMO.
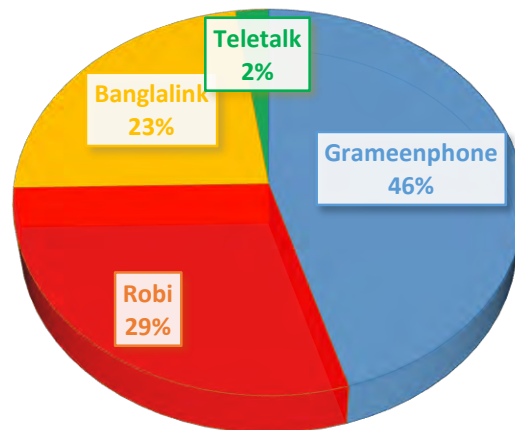

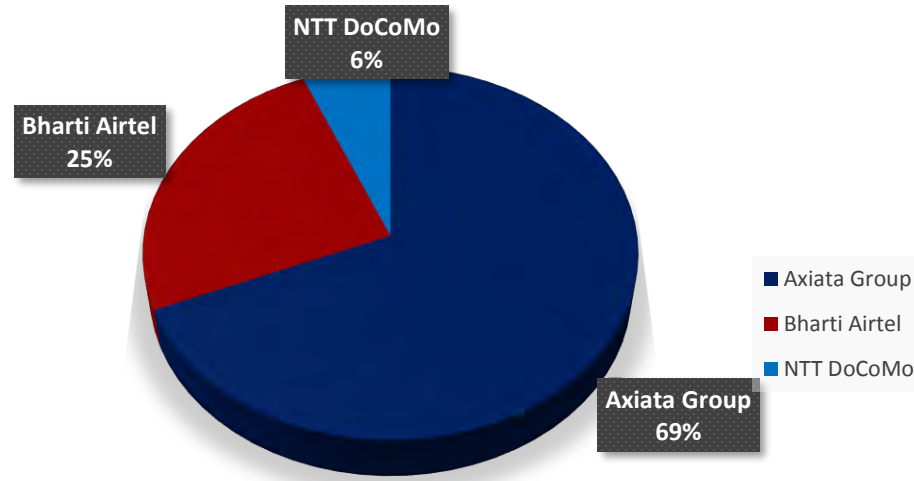Figure 01: Market share of Telecommunication Industry

Part – 1

Figure 02: Company Share of Robi Axiata Ltd

1.2 Principle and Purpose:

Based on the principle of uncompromising integrity, Robi has been trying to be legally, ethically and morally correct with utmost effort. This principle has been guiding them to be fanatical in pursuing beliefs and also guiding to treat others with dignity and value from diversity. Moreover, the "I can – I will" code has been developing the moral belief of the employees, ensuring the desired targets to be achieved, to go beyond the limits and achieve excellence. The purpose of Robi to keep customer at Centre positions them to be customer centric and delivering the customer needs in terms of value, quality and satisfaction. Moreover, they believe that simplicity will help them to connect with customers through continuous innovative solutions.

1.3 Recent Financial Overview:

After the merger between Robi and Bharti Airtel, it was difficult to pull off from the post-merger phase. But with loads of headwork and effort of the employees Robi Axiata Ltd Company's voice revenue flew 36.5% compared to the first quarter of this year. Meanwhile, the data revenue grew 106.9%. Overall, the revenue grew 35.1% compared to the first quarter in 2017 (Bloomberg, 2017). Though the revenue seems to be rising in a good form but FY-

Part – 1

2017 was a rough ride for Robi Axiata Limited in terms of the financial position of the company where they had Net Operating Loss in the first quarter of this year which was approximately BDT 2 Billion. However, they had 685 Million Net Operating Income in the second quarter of this year (Bloomberg, 2017). However, Q3 wasn't that much successful for Robi Axiata Limited. The Net Operating Loss was almost BDT 660 Millions in Q3, 2017. Axiata's official website published an over of FY 2016 where shortly described about the FY and how Robi has performed compared to FY 2015.
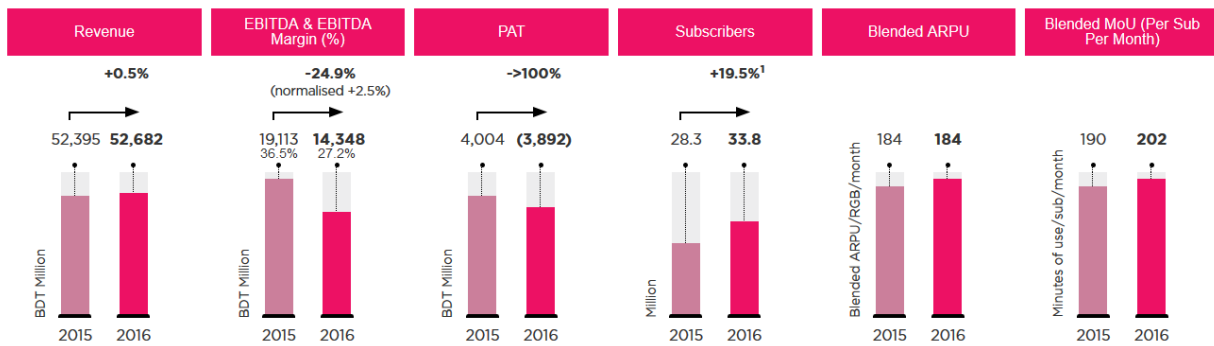

Figure 03: Comparison of FY 2015 with FY 2016 (Axiata, 2017)

1.4 Corporate Social Responsibility(CSR):

As a responsible telecom operator, Robi contributes for sustainable development of the community to enrich people's life, empowering people by unleashing their potentials. The CSR activities are based specifically on ICT education, environment and health. Robi provided 5,000 litres of drinkable water every day in 7 major railway stations which benefited 30,000 users across the nation. Robi also built internet corner in 7 divisional public libraries which helped 16,000 users every day providing 5,000 hours of free internet per year. 'Robir Alo' is an activity which enabled sustainable living through solar energy providing electricity for 4,000 people in two remote villages. Distributing relief packs with the assistance of Bangladesh Army made Robi the 1st Corporate to respond in disasters by distributing 5,000 relief packs helping 20,000 that has been affected by disasters. 'Gori Nijer Vobisshot' enabled 500 underprivileged youth to upgrade their skills and placed them into industries. Recently, Robi has been ranked as number 4 out of 10 companies as they contributed towards the Labour Wellfare Fund of Government. The contributed amount was approximately BDT 101 Million since 2013 (Alam, 2017)

Part – 1

Figure 04: Top ten contributors of Labour Welfare Fund

1.5 Scope of Supply Chain Management (SCM) Department of Robi Axiata Limited

The scope of work of SCM department are distributed into 5 different teams of which the team's work is distinct from each of the other teams. The teams that are working under SCM are Network Procurement team, Logistics and Warehouse, Collaboration Management, Information Technology & Security Procurement Team and General Procurement Team.
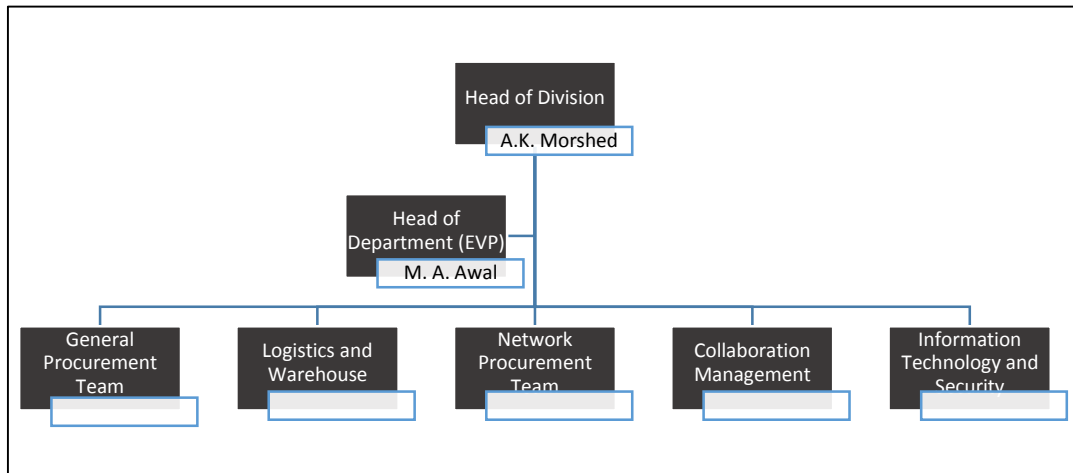
Figure 05: Departmental Structure of SCM

A.K.M Morshed was newly appointed as the head of division of SCM and Enterprise Project Management Office however, before that he was the head of the division Technology division. As a telecommunication organization, the technical knowledge is more required than the commercial knowledge in terms of procurement. Robi had no better choice than Mr. Morshed for fulfilling the requirement of this positon. Before Mr. Morshed was assigned to

this positon, Rony Tohme, the CFO of Robi Axiata Limited was the head of this division since, SCM was under finance division. Now the SCM was parted from Finance and made a different wing, they needed a division head, that's why Mr. Morshed was given this position.

General Procurement team is solely related to the administrative department and their procurements. Such procurement of security forces, rental spaces, transportation etc. Logistics and Warehouse look after the foreign procurements of network towers, letter of credit, handling customs related complications and inventory management of warehouses. The most important team of SCM is the Network Procurement team which mostly procures network site materials. The legal agreements between vendors and post purchase activities are conducted by the Collaboration Management team. This team mostly work with data management and agreement signing activities between buyers, users and vendors. The IT-IS (Information Technology and Security Team) team mostly procures hardware and software solutions such like laptops, cloud storage etc.

1.6 Procurement Procedure

The procurement objective of this organization is to ensure exact goods with preferable quality has been served to the right place. The price of the goods or services should be market competitive and must be procured at ideal moment. The procurement should be under compliance and the policy set by the organization which includes transparency and visibility of the procurement process.

Need identification on Specification → Raise & Release Purchase Requisition → RFQ Planning including Supplier market analysis → RFQ Floating and Reciept → Bid Evaluation → Negotiation → PA → Contract Management → Delivery and Payment

Figure 06: Procurement process

<u>Part – 1</u>

General Principles

1. All procurement shall consider and follow limits of authority (LOA).

2. Procurement requirement or transaction shall not be avoided at any cost.

3. Procurement must be approved by the procurement committee before any procurement engaging into any process.

4. All Robi employees should confirm every procurements activities are held under authorized procurement personnel. None of the activities should be conducted independently unless mentioned in the procedure.

2. Introduction to the Study

2.1 Rationale of the Study

Most of the organizations is turning its face to digitalization and automation to give a head to head fight to the competitors, it's important to upgrade and effectively use technology and digitalize from minimum focal point. Cloud based networking is worldwide phenomenon and most of the organization is becoming dependent on ERP software such like SAP, Oracle, Ariba etc. for data management, inventory management and strategic resourcing. Through this study, university students will be able to understand the diverse problems of digitalizing through this software and the drawbacks as well. This sort of software are exceedingly used in procurement process and warehouse inventory management which are core components of supply chain management.

2.2 Statement of the Problems:

Supply chain department of Robi Axiata Limited uses cloud based networking solutions like SAP (Materials Management) for procurement & inventory management and SAP Ariba for data management and strategic resources to increase time efficiency and information management between buyer and suppliers. However, there are loop holes in this software which create difficulties for users. This software was meant to create efficacy but what are the factors that is creating complications for the users? Is it the mechanism of the software are sole reasons of the complications or the organization is not ready to take the challenge to upgrade and become digitalized?

2.3 Scope and delimitation of the study:

This study is conducted inside Robi Axiata Limited in their Head office for the period of 3 months as an academic requirement for the completion of the graduation. Moreover, only supply chain department employees are the part of this study where the respondents are of 5 specific different teams which are Network-infrastructure procurement team, Logistics and Warehouse, General Procurement Team, Contract Management Team and Information Technology and Security (ITIS) Team. Data has been collected from the employees of this

teams to understand the specific problems faced relative to their job description when using the Network Based Solutions.

2.4 Objectives of the Study

1) The reason for this study is to find the real-time complications faced by the employees while using Cloud based network solutions for procurement and strategic resource management.

2) Finding proper solutions for the complications and easy ways for adaptation of this software.

3. Literature Review

Literature review serves as a reference to the idea of the project/research that has yet to establish. In this report, the references of related journals, articles, and author books have been taken as an indication to the topic.

Review of Related Literature:

Researches and works on the Enterprise Resource Planning System shows that even with a considerable amount of time given on the program, a lot of ERP Systems fail within years. In the journal of (C. & Gillooly, 1998) stated that a lot of the reasons of why ERP implementations fail are not clear. Even after a lot of planning and test runs ERP can fail. Even the reasons for success are a bit vague and not clear. Why this software packages fail or succeed in many cases are still to be a topic of discussion and research. And even though ERP software systems are really expensive, companies tend to give less attention to it than needed. Costs incur but proper attention may lead to a reason of failure and increase in the costs. (Davenport, 2000).

In the search for a better understanding, (Themistocleus, M, O'Keefee, & R, 2001) conducted a survey on 50 respondents and the results emphasized on the need of collaboration of all systems and operations with the ERP software systems. Their ideas focused a lot on the accumulation to make the ERP software work better with the overall applications. Continuing on this point, some authors focused on the main mechanisms of what makes an ERP System prosperous and their ideas and research had brought some main focal points to

look forward to when trying to create an effective implementation of ERP. Two of the authors, (Stratman & Roth, 2002) explained that American Manufacturing users identified 8 generic organizational abilities strategic information technology planning, executive commitment, project management, information technology skills, business process skills, ERP training, learning, and change readiness can be the reasons for any ERP System to succeed. However, other authors (Umble & Umble, 2001) selected 14 overall reasons that might drive the ERP system to succeed as a whole. They are business goals and objectives, use of cross-functional teams, implementation of research and development, choosing best workers for the implementation team, providing mid-level managers with responsibilities, better communication between teams and users of the software, excellent project management, good choice for partners, regular education and excellent training, data management, measurement of right things, aggressive target planning and welcoming change effectively. These were the reasons authors thought might help in succession. Nevertheless, they did come up with some ideas of how ERP Systems fail. It might not be the clearest ideas but an overall lead can be found from their statements. They spotted on top and poor management failures, lack of proper training, unrealistic targets and expectations, false input and misinterpretation of data, unwelcome to change and installing the wrong system for the company. Even though these works can give us a rough idea on the success and failures of ERPs, they are not distinct and do not pinpoint the mistakes companies can avoid while implementing the ERP Systems which will help in the chance of no failure.

4.Methodology

For this study, two types of data have been gathered which are primary and secondary. Primary data are collected from the employees by face to face interview and questionnaire. The number of respondents are 10 since the department consists of less employees. The employees interviewed from this survey was from Network Procurement team, Logistics and Warehouse, Collaboration Management, Information Technology & Security Procurement Team and General Procurement Team. However, the secondary data was collected from journals, articles and websites. Journals and articles are collected from Ayesha Abed Library, BRAC University of which most of them are published on Emerald and Jstor. Robi Axiata Limited official

website (www.robi.com.bd) and other reliable web portals were also used to collect secondary data.

5. Analysis and Interpretation of the Data

The survey was conducted within the supply chain department of Robi Axiata Limited taking samples from each of teams working under this department. This report is based on the identifying the reasons behind the real time problems faced by the employees working with the cloud based networking software. Taking results from the survey, 50% of the respondents were working in Robi Axiata Limited from 1 – 3 years. From which 60% of them were using SAP/Ariba for 1-2 years and 40% for 3-5 years either in Robi Axiata or in any other organization. Interestingly, 40% of the respondents who were using these software mentioned "somewhat convenient" in their responses and 40% responded "Convenient".
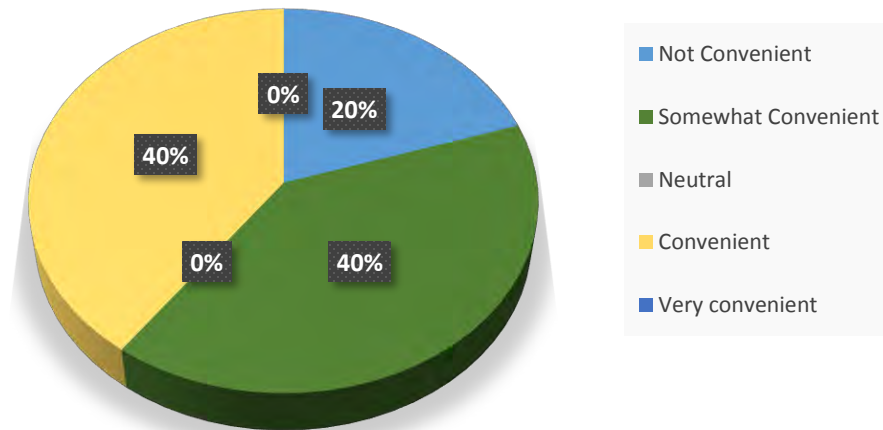
Fig 07: Convenience of SAP/Ariba

Moreover, 70% of the respondent said that it requires a lot of training to use SAP/Ariba. However, this varies depending on the diversification of the work. If the job requires less amount of activity within the software or the use of the software is limited, then it doesn't require that much of training. The average time taken to efficiently use SAP/Ariba was 1-3 months which was acceptable and satisfactory for the respondents.

Benefits of using SAP:

Under SAP, reporting of procurement are easy and simple when it comes to search for a potential vendor. It connects all the vendors together and helps to communicate with each of them at the same time. Live auction is also possible where vendors can bid looking into other vendor's preferable prices which are shown in the system. This process benefits Robi getting better prices way better than getting that from a table or over a phone. Purchase requisition and issuing purchase order are solely done by this single software with all the terms and conditions provided by the buyer and the vendor.

Problems regarding SAP:

Most of the employees face technical problems at the beginning level when they start using the software. The terminologies are difficult to understand and not user friendly for the users. It requires a lot of training to understand the whole process in performing purchase requisition and issue purchase order. Also, the software doesn't auto save the PR or PO process which they have to redo the whole process if there are interruption faced like power failure or internet disconnection.

Benefits of Ariba:

This also helps to access vendor's information whenever its required with all the information of the previous contracts, PR and all the details of the PO. Also, the software organizes data from different ends that helps the user to find information of the vendor as well as buyers. In this network, both buyers and vendors are connected to speed up the processing of the procurement and reduce error. It has more structured interface which helps the users to search the potential vendors.

Problems regarding Ariba:

The software requires a lot of training for the users in order to use the software. Most of the employees responded as slow to this software. Moreover, it is also complex to collect data from the database and for the effort is greater than the result. Since this software is newly adapted by Robi, most of the vendors have to learn about Ariba and then they have to

connect in the Ariba network in order to keep updated which creates difficulties for some vendors who does not have sufficient resources.

6. Findings of the Study

After the data interpretation, it is found out that most of the employees needs continuous training in order to fully utilize the software. This software is somewhat convenient for the new users and efficiency increases with time. At some point employees had to manually input data for the organization's internal data management even they had already uploaded data on the software. This specially decreases the efficiency of specific teams like contract management team where they had to upload information both on the internal server then on the Ariba as well. Sometimes, it becomes too difficult for the employees to input large data at a time cause the software has some limitations that cannot be override. Eventually, employees had to take the trouble which is unavoidable. Thus, this decreases efficiency and add no value to their work. In Ariba, mostly, lacks the availability of the information which they had to take manually sometimes. SAP is one of the software that is mostly used worldwide as a supply chain tool but Robi somehow could not manage to properly design the software that has created problems and affected the efficiency of the employees.

7. Recommendation

There were few recommendations which was suggested by the employees which was more about the improvement in the technical areas. Most of the employees are trained for the basic use of the software and rest are shown by the senior colleagues or the ones who will be leaving. Therefore, the amount of professional training which is required are not provided. Professional training will help the new users to efficiently use the software from the beginning which will keep up the motivation. Otherwise, most of them will end up being frustrated which will hinder the efficiency. Maybe, that is a part of their job but through professional training it will enhance the work flow. However, efficiency can have increased by going paperless or using paper mostly where it's necessary. This will make processes faster, further accurate, elevate operational productivity and cut cost. Cloud based networking solutions are attractive for their flexible cost and contemporary design but it's important to use cloud where more required. Few employees don't require to use this

software but are forcibly used due to organizational instruction. The cost-benefit analysis is not the only to evaluate the end result where reducing cost is only the objective. The best process developments carry better efficiency and adds value in the efficiency which would eventually reduce cost. Professional training costs are high but eventually that would increase the efficiency and saves time rather than wasting time in a single problem. Robi can look forward for the changes which would make process more effective and produce greater value.

8. Conclusion

The objective of the study was to find the real time problems faced by the employees while using the cloud based networking software and after the study the results are clear that only software bugs and UI with complicated procedure it not solely responsible for the inefficiency but also organizations are yet to take steps for the improvement and tackle the problems. While few solutions related to these problems may be introduction of paperless office. Furthermore, providing professional training and effective use of software is much important. As few teams has to work both for the software and for internal data base for same the work it doesn't add value in any way rather wasting time. This study was done within the supply chain department of Robi Axiata Limited therefore the results may vary when the study is done in other organizations using different module and modification of SAP.

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10. Appendix

1. **Survey Questionnaire**

User experience survey on SAP/SAP Ariba

1. For how long you are employed in Robi Axiata Limited?
   - Less than 1 year
   - 1 – 3 (years)
   - 3 – 5 (years)
   - 5 – 10 (years)
   - More than 10 years

2. For how long you have been using SAP?
   - Less than 1 year
   - 1 – 2 (years)
   - 2 - 5 (years)
   - More than 5 years

3. To what extent you have found SAP convenient?
   - Not convenient
   - Somewhat convenient
   - Neutral
   - Convenient
   - Very convenient

4. Does it require a lot of training to use SAP/SAP Ariba?
   - Yes
   - No

5. How long did it take to efficiently use SAP/SAP Ariba

   - Less than a month.

   - 1 – 3 (Months)

   - 3 – 6 (Months)

   - 6 – 12 (Months)

   - Still struggling

6. Please specify your functional team.

   - Network Procurement Team

   - Logistics and Warehouse Management

   - Contract Management Team

   - General Procurement Team

   - Information Technology and Security Procurement Team.

7. Please share some of the benefits of using SAP/SAP Ariba in your functional area.

   - _____

   - _____

   - _____

   - _____

8. Please share some of the difficulties faced while using SAP/SAP Ariba in your functional area.

   - _____

   - _____

   - _____

   - _____

9. From your point of view, what is the core problems you found in using SAP/SAP Ariba?

_____

_____

_____

10. Which areas must be improved in order make this software useful?

2. Survey Answers

Respondent No.	Ques 1	Ques 2	Ques 3	Ques 4	Ques 5	Ques 6
1	Less than 1 Year	Less than 1 Year	Convenient	Yes	Less than a month	IS-IT
2	3-5 years	3-5 years	Not Conv	No	Less than a month	Network
3	Less than 1 Year	Less than 1 Year	Somewhat Conv	Yes	Still struggling	Contract
4	1-3 years	1-2 years	Not Conv	No	1-3 Months	Contract
5	1-3 years	3-5 years	Somewhat Conv	yes	1-3 Months	General
6	1-3 years	1-2 years	Somewhat Conv	yes	1-3 Months	Logistics
7	1-3 years	3-5 years	Convenient	yes	3-6 Months	IS-IT
8	1-3 years	1-2 years	Somewhat Conv	No	Less than a month	IS-IT
9	More than 10 years	More than 5 years	Convenient	Yes	3-6 Months	Network
10	More than 10 years	More than 5 years	Convenient	Yes	1-3 Months	Logistics

Answers to Q1		
Answer no.	No. of Responds	
1	2	20%
2	5	50%
3	1	10%
4	1	10%
5	1	10%

Total	10	100%

Answer to Q2		
Answer no.	No. of Respondents	
1	2	20%
2	3	30%
3	3	30%
4	2	20%
Total	10	100%

Answers to Q3		
Answer no.	No. of Responds	
Not Convenient	2	20%
Somewhat Convenient	4	40%
Neutral	0	0%
Convenient	4	40%
Very convenient	0	0%
Total	10	100%

Answers to Q4		
Answer no.	No. of Respondents	
1	7	70%
2	3	30%
Total	10	100%

Answers to Q5		
Answer no.	No. of Responds	
1	2	20%
2	5	50%
3	2	20%
4	0	0%
5	0	0%
6	1	10%
Total	10	100%

Answers to Q6		
Answer no.	No. of Responds	
1	3	30%
2	2	20%
3	2	20%
4	1	10%
5	2	20%
Total	10	100%