

ASSIGNMENT

Strategic Management

TOPIC

Implementation of Strategies of Robi

Submitted to

Reaz Ameen Choudhury

Course Instructor

Strategic Management

Department of Human Resource Management

Faculty of Business Administration

Submitted by

GROUP A

Report by

Mohammad Rasel Ahmed Id: 00-00000-0

S. M. Benzir Ahmed Id: 00-00000-0

Other Members

Mahbub Alam Id: 00-00000-0

A. K. M Najmul Alam Id: 00-00000-0

Shohana Afreen Id: 00-00000-0

Mohammad Khorshed Alam Id: 00-00000-0

Sec: B

Semester: Spring 2012

MBA Program

Department of Business Administration

Submission Date: 25 February 2012

American International University-Bangladesh, Dhaka

Executive Summary

The study is on Robi's (a telecom operator in Bangladesh) implementation of its vision. The study describes, how visions of different levels are linked; corporate, business and functional. To narrow down the study only marketing activity done by marketing division has been focused in this study. The report covers the basic company information about large Asian telecom giant Axiata and its company Robi operating in Bangladesh. This also includes the company hierarchy of Axiata (only top level) and Robi to better understand the process. A SWOT analysis which describes the problems and opportunities of Robi has also been included in this report.

Index

Introduction	04
Company Profile: Axiata	04
Values	04
Brand Values	05
Hierarchy: Axiata	05
Company Profile: Robi	06
Principle of Robi	06
Product Portfolio	07
Hierarchy: Robi	08
SWOT Analysis of Robi	10
Implementation of Vision & Mission	11
Corporate Level (Axiata)	11
Business Level (Robi)	12
Functional Level (in Robi)	13
Conclusion	16

Introduction

Every company needs a vision and mission to get a clear direction for sustainability and growth. In small companies, the formulation and implementation of vision-mission confined within owner level and that doesn't spread that much further among the employees. But for the big multinational or international companies without shared vision it's impossible to hit the target. In this study, it tried to reveal how the Asian telecom giant Axiata's Robi, which operates in Bangladesh, performs to meet the vision in different level: corporate, business and functional. Here only marketing part has got the focus.

Company Profile: Axiata

Axiata is one of the largest Asian telecommunication companies focused on high growth low penetration emerging markets. Axiata has controlling interests in mobile operators in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia with significant strategic stakes in India and Singapore. India and Indonesia are amongst the fastest growing telecommunications markets in the world. The Group, including its subsidiaries and associates, has over 187 million mobile subscribers in Asia and serves the needs of Asia by providing affordable and innovative mobile services covering over 1.6 billion people across 10 countries. The Group provides employment to over 25,000 people across Asia. Axiata's vision is to be a regional champion by 2015 by piecing together the best throughout the region in connectivity, technology and people, uniting them towards a single goal: "Advancing Asia".

- Axiata Group Berhad (formerly known as TM International)
- Incorporated on 12 June 1992
- Listed on the Main Board of Bursa Malaysia Securities Berhad
- Principal activities - investment holding and provision of telecommunication and consultancy services on an international scale; focusing in high growth low penetration emerging markets
- Controlling interest in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia with significant strategic stakes in India and Singapore
- Over 187 million mobile subscribers in Asia
- Over 25,000 employees in 10 countries (As of Dec 2010)
- Revenue of RM15.6 billion (As of Dec 2010)
- Vision is to be a regional champion by 2015

Values

Axiata is the emerging leader in Asian telecommunications with a vision of becoming a regional champion. Axiata is Advancing Asia by bringing affordable connectivity, innovative technology and world class talent to the entire region.

We are an organization that pursues EXCELLENCE and INNOVATION across our entire operation, bringing the most advanced world-class communication services to the region.

We are an organization of global stature with sensitivity to the local markets that we operate in. We take a COLLABORATIVE approach in all our partnerships, ensuring that we address



the specific needs of our stakeholders, while offering products, services and solutions that are of LOCAL RELEVANCE.

We are PRINCIPLED and UNCOMPROMISING, holding ourselves to the highest standards of conduct. We are a company with a purpose and we play a core role in nation development in the markets that we serve.

We are adaptive and OPTIMISTIC, an organization with continued energy and confidence, that is ready to meet global challenges.

Axiata is Advancing Asia towards a better, brighter future.

Brand Values

Axiata's brand values are all about what they stand for as a company and as a group of people. Each value is important and the collection is what makes them unique. According to Axiata:

- Principled in how we conduct our business
- Collaborative with consumers, employees, and business partners
- Excellence in how we share innovation and efficiency with every operating company and every customer
- Adaptive to new situations and diverse cultures
- Innovative in how we improve our work and adopt new technology

Hierarchy: Axiata

The Axiata Group Management Team is lead by the person whose designation is: Managing Director/President and Group Chief Executive Officer. After him, the next person is: Senior Vice President, Group Business Development & Regional Operations.

The different divisions are managed by several group chiefs. Such as:

- Group Chief Financial Officer
- Group Chief Human Resources Officer
- Group Chief Internal Auditor
- Group Chief Strategy Officer
- Group Chief Talent Officer
- Group Chief Technology Officer

There are other top officials, such as:

- General Counsel, Group Legal
- Head, Group Regulatory Affairs
- Head, Corporate Development
- Group Company Secretary

Company Profile: Robi

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 Telekom 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.

Robi is truly a people-oriented brand of Bangladesh. Robi, the people's champion, is there for the people of Bangladesh, where they want and the way they want. Having the local tradition at its core Robi marches ahead with innovation and creativity. To ensure leading-edge technology, Robi has the international expertise of Axiata and NTT DOCOMO INC. It supports 2G voices, CAMEL Phase II & III and GPRS/EDGE service with high-speed Internet connectivity. Its GSM service is based on a robust network architecture and cutting edge technology such as Intelligent Network (IN), which provides peace-of-mind solutions in terms of voice clarity, extensive nationwide network coverage and multiple global partners for international roaming. It has the widest International Roaming coverage in Bangladesh connecting 550 operators across 205 countries. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

With its strengths and competencies developed over the years, Robi aims to provide the best quality service experience in terms of coverage and connectivity to its customers all over Bangladesh. Together with its unique ability to develop local insights, Robi creates distinct services with local flavor to remain close to the hearts of its customer.

Principle of Robi

Principles statements define how people want to behave with each other in the organization. Robi Axiata Limited statement is about how the organization will value their customers, suppliers, and the internal community. For this reason Robi Axiata Limited Employees hold themselves accountable to the following guiding Principles for the organization. From the perspective of Robi:

Emotional: Passionate, Creative, Respectful, Open

Functional: Simple, Ethical, Transparent, Ownership

No matter what we do in order to realize our purpose, we hold ourselves accountable to the following overarching guiding Principles for our organization.

Passionate: We are Passionate-it's in all of us. Whether visible or hidden within for whatever reason. Everything we do is about doing the best we can. We are there for each other and we endeavor to help in every way we can.

Creative: Everything we do we should do in a creative innovative manner. We bring energy to our work. Our communications demonstrates our creative flair. We provide creative and imaginative and services to our customers.

Respectful: We are truly respectful to each other, our subordinates, peers, partners and customers. We treat everyone equally and we allow people to express their thoughts opinions in a respectful manner.

Open: We have no hidden agendas. We share information freely. We can only be open with our customers, partners, and stakeholders if we are open with ourselves- regardless of hierarchy.

Simple: Everything we do and say should be simple and easy to understand. In terms of communications we make sure the messaging is in plain, simple language. Our plans are simple and uncomplicated.

Ethical: we are moral, upright, honest, righteous, virtuous, honorable, keeping our promises in all we say and do. We clearly align to our internal and organizational code of ethics and code of honor. We will oppose all forms of corruptions.

Transparent: A few key words and phrases sums this up: Honesty, openness, frankness, no lies, no deceit, no games, easily understood. We are transparent with our customers, with each other, with our subordinate and peers

Ownership: whilst working individually or collectively, we clearly demonstrate individual and collective ownership. Making mistakes is clearly part of daily business as it is part of daily life- as long as we own up to this clear, no culture of fear.

Product Portfolio

Robi mainly offer two types of product based on the subscription category for general subscribers-Pre-paid and Post-paid.

Pre-paid Package

Robi Pre-paid is continuously offer new features and plans to provide absolute freedom to the customer. Robi offers a single Pre-paid package with different tariff plans to meet different types of needs instant, easy and multiple migration facility form one tariff to another. Tariff plans are as follows-

- n Robi Club Tariff Plan
- n Robi Prothom
- n Muhurto Tariff
- n Shoccho Tariff
- n Shasroyee Tariff
- n Shorol Tariff

For the entrepreneurs Robi offer a different package called Uddokta & Easy Load Tariff.

Post-paid Package

Robi offers few lucrative Post-paid Packages named Simple plans, Normal plans, and Robi corporate. These Tariff and facilities can be easily found from the webpage: www.robicom.bd.

Supplementary Services

- Call Waiting and Call Holding
- Call Forwarding
- Call Conferencing
- National Roaming-Both way
- Dedicated Customer Services
- Music
- Entertainment
- Downloads
- Internet & Data Services
- Messaging
- Community & Chat
- Information & Services
- Mobile Assistance
- Education & Career
- Islamic Info
- Lifestyle
- M-Ticket
- Finance
- Balance Transfer Request
- Call Management
- etc

Market share of Robi

Robi has got 18% market share in the Telecommunication industry in Bangladesh considering the subscriber base and is in the third position based on the number of customers. But when revenue is concerned, Robi has a lot of valuable customers who are keeping Robi at second position.

Hierarchy: Robi

Robi follows a big hierarchy. It is structured like a tree. The whole team is lead by a Managing Director/CEO. Under him there are several departments and divisions. There are divisional chiefs.

- **Managing Director/CEO**
 - **Department Chiefs**
 - § Chief Financial Officer
 - § Chief Human Resources Officer
 - § Chief Marketing Officer
 - § Chief Technology Officer
 - § Chief Strategy Officer (Corporate Strategy)

- **Vice Presidents**

- § Vice President (Internal Audit)
- § Vice President (Administration)
- § Vice President (New Business Improvement & Corporate Strategy)
- § Vice President (Financial Compliance, Insurance & Process Improvement, Finance)
- § Vice President (Regulatory Affairs & CRL)
- § Vice President (Customer Lifecycle Management & Market Operation)
- § Vice President (Corporate Finance & Finance)
- § Vice President (Revenue Assurance & Fraud Management, Finance)
- § Vice President (Company Affairs, CRL)
- § Vice President (Finance)
- § Vice President (Financial Accounting & Management, Finance)
- § Vice President (Regional Operations & Technology)
- § Vice President (Employee Relations & Compliance, Human Resources)
- § Vice President (Compliance & Technology)
- § Vice President (Supply Chain Management & Finance)
- § Vice President (Competence Development & Human Resources)
- § Vice President (Market Strategy & Pricing, Market Operation)
- § Vice President (Corporate Communication & Media Relations, CRL)
- § Vice President (Legal & Compliance, CRL)
- § Vice President (Development & Technology)
- § Vice President (Customer Experience & Market Operation)
- § Vice President (Organizational Development & Human Resources)
- § Vice President (CSR & Sponsorship, CRL)
- § Vice President (Product & Service, Market Operation)
- § Vice President (HR Operations & Human Resources)

- **Executive Vice Presidents**

- § Executive Vice President (CRL)
- § Executive Vice President (EPMO)
- § Executive Vice President (Planning & Technology)
- § Executive Vice President (Business Strategy & Corporate Strategy)
- § Executive Vice President (Consumer Sales & Service, Market Operation)
- § Executive Vice President (Central Operations & Technology)
- § Executive Vice President (Business Partnering & Finance)
- § Executive Vice President (Brand & Market Communication & Market Operation)
- § Executive Vice President (Business Control & Finance)
- § Executive Vice President (CRL)
- § Executive Vice President (EPMO)
- § Executive Vice President (Planning & Technology)
- § Executive Vice President (Business Strategy & Corporate Strategy)
- § Executive Vice President (Consumer Sales & Service, Market Operation)
- § Executive Vice President (Central Operations & Technology)
- § Executive Vice President (Business Partnering & Finance)
- § Executive Vice President (Brand & Market Communication & Market Operation)
- § Executive Vice President (Business Control & Finance)

- **General Managers**
 - General Manager (Facility & Estate Management, Administration)
 - General Manager (Internal Audit) 1
 - General Manager (Internal Audit) 2
 - General Manager (Internal Audit) 3
 - General Manager (Facility & Estate Management, Administration)

SWOT Analysis of Robi

Strength

- Strong Brand images to overall Customer through Advertising, Posturing, Sponsorship etc.
- Offer quality products. Robi always support entrepreneurs that's why the organization have different product for them named Uddokta & Easy Load Tariff
- Robi is using better equipment to give better service to their customers. Now they are using Nokia-Siemens instead of Alka-tell to provide best quality Network.
- Good relationship with retailer.

Weakness

- 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.
- Average revenue of Subscriber life cycle is all most equal to the sim tax. As a result it becomes very difficult to take out profit from the operation.

Opportunities

- Continuously increase the using rate of mobile phone in Bangladesh that's why Robi has the opportunity to increase their customer base.
- As Robi is using Bangla name for their products, it helps the customer to understand the meaning of the products very well, that's why they understand which tariff is best for them. So they buy it more. Mostly this is suitable for uneducated people of Bangladesh and also for rural people.
- Increasing income of population. As much they earn that much they need to using mobile to fulfill their working requirement.

Threats

- Restriction of Government regulations.
- There are five competitors are existing in Bangladesh for Robi. So Robi has to face high competition to retain the customers.
- Because of the aggressiveness of the competitors and customers connection switching behavior, Robi is constantly losing their market share. If it is going on, then it's very difficult for the company to exist.

Implementation of Vision & Mission

Corporate Level (Axiata)

Vision

Becoming the leading mobile operator in Asia

Mission

- To expand our presence in the region by addressing the unfulfilled communication needs of local populations with affordable and innovative products and services
- To develop an operational excellence model to maximize growth and margin in a competitive environment
- To be the leading mobile operator in South/South East Asia by 2015

Competitive Strengths

They believe they have the following competitive strengths:

- A unique portfolio of assets focused on certain fast-growing South and Southeast Asian markets complemented by mobile operations in Malaysia generating strong cash flows;
- A strong competitive position providing growth potential within the South and Southeast Asian region;
- An ability to develop and enhance synergies across operating companies;
- A strong brand equity in respective markets;
- An extensive network coverage and effective distribution network;
- An ability to deliver enhanced technology and innovative products and services; and
- An experienced management team with a proven track record.

Future Plans & Strategies

Future goal is to become a leading regional mobile telecommunications provider. The key elements of their strategy to achieving this objective are:

- Focusing on continued organic growth and utilizing selective acquisition and partnership strategies to grow in their target markets;
- Fulfilling the strategies of each of the key operating companies;
- Further improving operational synergies and efficiencies, and actively managing costs and margins by maximizing margins in low ARPU environments;
- Further developing their network coverage and enhancing network quality; and
- Attracting and retaining a high quality workforce.

So, in corporate level, the company plans to move forward with key strengths and trying to fulfill target with all other SBUs through proper synergy.

Business Level (Robi)

Vision

To be a leader as a 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 our budding nation.

Chain of Command

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 Vision, Mission and Goal. In attaining the above mission, the MD is assisted by 5 general managers; although there are other head of different departments and Vice Presidents. Robi Axiata Ltd. has established a strong and formidable sales channel, which consists of direct dealers and its own sales force.

Robi's vision directly relates with the corporate vision. In both the cases, the company wants to be the market leader in its operational region. Since Axiata operates in Asia, that's why they said they want the leadership in Asia. And to make sure that, each of the SBUs need to be the market leader in their own region. And as a part of that, Robi operates in Bangladesh and they set the vision to be the leader in Bangladeshi telecom market.

In the second point of the corporate mission, Axiata wishes to "develop an operational excellence model to maximize growth and margin"; and for that the company needs efficient team. And that has been reflected in Robi's mission. Robi's mission says, they will achieve this target by employing best talents.

Functional Level (in Robi)

Since the study focuses the marketing part only, that's why, here marketing division will be highlighted.

Vision

Robi aims to achieve its vision through being number 'one' in terms of market share

Marketing Strategies

Robi mainly focuses on Customer Focused Strategy. Robi always wants to achieve the desired sales growth and customer base. Robi wants to encourage the existing customers to use more of their services. They launched a package called "Robi EID DOUBLE BONUS" which was one of their successful initiatives for obtaining potential customers.

Product Positioning

Initially Robi's target was to reach the top, but other mobile operators are also targeting to the grass roots level and thus increasing their customer base. Robi wants to be the leader with good quality and designing products for the middle and lower middle class range too.

Divisions & Departments of Robi Axiata Ltd.

Robi is operating with several divisions/departments having its establishment in different locations at Dhaka, Chittagong and other regions of Bangladesh. The hierarchy part has described details on that issue. Here are the details how different divisions work to meet the vision and work together. Here, besides marketing divisions, other divisions who directly work or support marketing division will be discussed.

Functions of Various Departments

Marketing Division

Marketing division constitutes 6 units. A brief description of each unit is given below:

1. Brand and A&P

Brand and A&P denotes to brand and advertising & promotion. This unit deals with the overall brand management and promotion activities of the company. The unit covers both outdoor (billboards, road-overhead etc.) media and indoor (print & electronic) media.

2. Product Development

Product development unit is like the R&D unit of a company, which is responsible for developing new products and services. This unit is closely related to the marketing research unit.

3. International Roaming

International roaming (IR) unit is basically responsible for ISD, international SMS etc services. The core task of this unit is to negotiate with foreign telecommunication companies and to expand the international coverage by making deals with them.

4. Corporate Sales

Corporate sales unit deals with the sales of products and services to other companies. The unit makes agreements with different companies to be the corporate clients of Robi and only handle the corporate level sales.

5. Direct Sales

Direct sales unit is responsible for the sales of products and services to the mass customers through the customer service centers.

6. Dealer Management

Dealer management unit oversees the dealers of the company around the country.

Information Technology Division

IT division constitutes seven units and they closely work together. The divisions are:

1. Value Added Services (VAS)
2. Billing
3. Rating (Postpaid)
4. Rating (Prepaid)
5. Product Configuration
6. Billing Operation Team
7. Customer Relation Management (CRM)

Here only marketing related divisions will be discussed:

1. Value Added Services (VAS)

Value added service is a unit that implements the developed concepts and ideas of the marketing division. This handles the VAS content providers who are the third party to the company.

2. Rating (Postpaid)

This unit is responsible for charging the rates of postpaid services. The unit fixes per-minute and pulse rates and also fix the pulse durations. It has changes the rates on demand basis.

3. Rating (Prepaid)

This unit only deals with the prepaid service. It administers the e-fill and scratch card systems. At the same time, it fixes per-minute and pulse rates and fix the pulse durations.

4. Product Configuration

This unit is responsible for designing and developing products and services. It develops the blueprints of the product design.

5. Customer Relation Management (CRM)

This unit supplies required software to the customer care centers and work with these centers side by side. The centers usually inform CRM concerning their necessities and the unit prepares suitable software for them.

Finance Division

Financial division has eight units dealing with financial matters of the company. The units are:

1. Treasury Management
2. Accounts Payable
3. Accounts Receivable
4. Core: Account
5. Revenue Assurance
6. Taxation
7. Reporting Unit
8. Costing

Here in Finance Division, directly Marketing related units are:

1. Core: Account

Core account is an important unit of the finance division dealing with the budget and fixed assets. The annual budget of various departments is prepared under the close observation of this unit.

2. Revenue Assurance

Revenue assurance unit consists of the revenue assurance and fraud management. Revenue assurance monitors the transactions and assures all protection of the finances. On the other hand, fraud management protects the fraudulences take place in the daily transactions.

3. Taxation

Taxation unit takes care of the tax, VAT and tariffs of the company.

4. Costing

This unit forecasts the costing of different departments and resorts them regarding the expected expenditure of any alternation.

Technical Division

The technical division consists of three major units:

1. Planning
2. Infrastructure
3. Property Management

None of the departments directly works with marketing team.

Human Resource Division

Human resource department is responsible for the recruitment and training of the employees of the company. They also monitor the performance and handle the promotion and salary related matters. They also administer the regulations of the company.

Corporate Strategy Department

The corporate strategy department determines the long term strategies and short term plans. All the corporate level policies come from them and they are also responsible for the implementation.

Corporate Affairs Department

The corporate affairs department is responsible for the internal and external synchronization. At on hand, they coordinate with outside companies. Along with that, they harmonize among the divisions and departments inside the company.

The Marketing Activities of Robi Axiata Ltd

Advertisement and Promotion

Robi GSM is trying to convert non-users to mobile phone users stressing the benefit of GSM services, and with the service benefit of Robi that will make their life easier. To serve the market more accurately their target market will be further segmented based on psychographics and business sites. They strive to develop a better product will be a continuous process. Conducting of market research will be held every 3 months. They will use their import to develop new products based on the data they will get from survey. Thus the product will be designed to meet the customers need. Robi has a wide variety of promotional activities. The promotional activities include T.V., radio, newspapers, magazines, flyers, brochures, etc. Robi has also put up billboards at certain strategic locations in order to attract customers as well as give their products and services a boost so that they can increase their customer base. Robi branding has been carried in order to bring about its brand awareness. They are trying to identify Robi as a unique product so that it can be differentiated from its competitors. Billboards are there to attract attention and appeal to customers so that they are aware of Robi's products and services. Mostly billboards have been put on main roads and some major shopping centers around Dhaka city like Eastern Plaza, where mostly the younger generation hang out. This in turn would attract that segment of customers within a specific age group, i.e. teenagers and people in their early twenties, as this generation has the urge to communicate frequently and be up-to-date on recent events. Thus, by promoting their products and services through these various media, electronic as well as press advertisements, Robi can well be in the way of obtaining its vision and so resulting in a higher subscriber base and in turn a higher potential market share. The Commercial Division distributes leaflets or brochures so those new customers can find out information about Robi's various packages and choose from among them.

Conclusion

From above study, it has found that, marketing division is running to pursue the vision that has been set by the Business Level which was nothing but the continuation of Corporate Level vision. And this is how a multinational company like Robi Axiata's Vision-Mission gets implemented.