Vendor Management Practice of Robi Axiata Limited

Submitted to:

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Submitted by:

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Major: Marketing & Finance

Trimester: Fall 2019

School of Business and Economics

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Date of submission: 28th December, 2019

Letter of Transmittal

28th December, 2019

Sarker Rafij Ahmed Ratan

Assistant Professor

United International University

Subject: Submitting the Internship Report of Bachelor of Business Administration (BBA)

Dear Sir,

I am submitting my internship report on "**Vendor Management Practice of Robi Axiata Limited**" with due appreciation and respect. I tried to apply my academic experience with my corporate life. Indeed it was really an amazing experience. There were restrictions in collecting data but I tried my level best to collect information and make this report reliable. The way you cooperated with me in spite of having busy schedule I am grateful to you. If you have any queries about my report then feel free to ask me about it. I would like to clarify all your doubts.

I have gathered all the data from Robi Axiata Limited about their supply chain activities. I tried to follow all the guidelines that you suggested me to do. I was really an amazing experience as an intern and I have thoroughly enjoyed my internship period at Robi Axiata Limited. I got every support whenever I needed from Robi Axiata Limited Authority. I, therefore, hope that you will be kind enough to accept this report as completion of the requirement for the BBA degree.

Sincerely,

Maliha Rahman

ID- 111 151 366

United International University

Supervisors Certificate

This is to verify that the Internship report on "Vendor Management Practice of Robi Axiata Limited" is done by Maliha Rahman as a compulsory completion of the requirement of Bachelor of Business Administration (BBA) Degree from United International University.

This report has been done under my supervision and it is approved out effectively.

Mr.Sarker Rafij Ahmed Ratan

Assistant Professor

School of Business & Economics

United International University

Acknowledgement:

The internship opportunity I had with **Robi Axiata Limited** was indeed a great chance for learning and professional development. I consider myself very lucky as I got chance to complete my internship there. The people from Robi Axiata Limited were supportive enough to help me from the very beginning of my internship. I am glad I met a lots of corporate and professionals during my internship period.

I want to convey my deepest appreciation and special thanks to Sarker Rafij Ahmed Ratan, who in spite of being extremely busy with his own works but still guide me properly to complete this report.

I express my deepest thanks to Mohammad Tauhidur Rahman (General Manager), General Manager, Collaboration Management, Supply Chain Management for the supervision. I choose this moment to acknowledge his contribution gratefully. It is my joyful attitude to put on record my best regards, deepest sense of gratitude to Mohammad Amjad Hossain (Manager) and Syed Tausif Azim (Specialist).

Internship at Robi Axiata was an opportunity for me to start my career. I learned a lots of things from the people who worked there. I will try to implement the skills in my near future that I got from here. I am hoping the same co operation from you in the near future.

Sincerely,

…………………

Maliha Rahman

ID # 111 151 366

Executive Summary

Robi Axiata Limited is the 2nd operating network in Bangladesh. Robi is trying to be the number one network in our country and Robi is competing with Grameenphone. Robi focuses on its customer satisfaction. To gain Customer satisfaction and proving best service to its customers Robi's Supply Chain Management is playing vital role. This report has been geared up to understand how Robi Axiata Limited manages it's vendors or business partners. The entire report is divided into few chapters. In the first chapter, the report gives a brief introduction on the telecommunication sector of Bangladesh. The later chapter contains company overview and its related information. The next chapter describes my job responsibilities and my insights. Another chapter will show in details how the entire procurement process of ROBI Axiata Limited functions. In the next part the summarization of my key responsibilities are given. The next part discusses about the major learning reflections. At the last part recommendation and implementation plans are given.

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Introduction:

Telecommunication industry has always been very much competitive. The number of competitor has decreased but the competition is still on. Telecommunication industry has faced difficulties but still surviving to get its goal. Everyday something new gets invented and makes the industry more compatible. Every day comes with new challenge. With the help of new modern technology and social media, telecommunication industry faces huge changes as it is no longer depends on its primary aspects.

Robi Axiata Limited, 2nd large telecommunication industry in Bangladesh. Robi was always innovative. Robi always came up with new ideas to its customers. Robi Axiata Limited is a merged entity made up of Axiata Group Berhad of Malaysia, Bharti Airtel Limited of India, NTT DoCoMo Inc. of Japan and Airtel Bangladesh Limited. It is the second largest mobile operator in Bangladesh with 46.9 million active subscribers. It provides the country's widest network coverage, covering 99% of the population 10,614 2G and 5,192 3.5G sites. Robi is the first operator to introduce GPRS and 3.5G services in Bangladesh.

Indeed to provide the best service to its customers and fulfilling all demands, Supply Chain is playing an important role. Robi Axiata Limited's supply chain is also the same when it comes to customer satisfaction. It helps to decrease the cost with the best quality possible to its customers. To get long time success it is very important to adopt new changes. But those effort can be undone if the whole supply Chain doesn't comply with the same high standards.

1.1 Background:

This report is about the Vendor Management Practice of Robi Axiata Limited. To complete my graduation from United International University, doing internship or project is must. It contains credit too. After completing all the courses, students are sending to the corporate office to understand corporate environment. Through various process student got selected. Internship is basically for 3 months. But there is an opportunity of extending internship for one more month. . I was selected as an intern for a 16-week internship program in the Collaboration team under Supply Chain & Finance division of ROBI Axiata Limited. I have actively participated in various ongoing projects by assisting the supervisors throughout the 4 months' of my internship period.

1.2 Objective of the report:

- Relating practical work with theoretical work that we learned from various courses.
- To gain knowledge on Collaboration Process.
- To understand overall supply Chain Process of Robi Axiata Limited.

1.3 Methodology:

Since the report is on Vendor Practice Management so here I collect information from two sources. These are:

Primary Source:

- Work Observation
- Interviews with experts
- Onsite Task

Secondary Source:

- Official Website: https://www.robi.com.bd/en
- BTRC Website: http://www.btrc.gov.bd/
- Other relevant websites, articles and reports of Robi Axiata Limited

1.4 Scope:

There is restriction on collecting internal data. But in spite of having restriction I have learned the procurement and collaboration process of Supply Chain Management in Robi Axiata Limited. Through this report you can brief idea about the procurement process and collaboration process of Supply Chain Management.

1.5 Limitation:

While doing this project I had to face some limitations. These are as follows-

- As the internship period was for 3 months, it was tough for me to understand the process of procurement and collaboration. I faced difficulties but my supervisor was so supportive and he helped me a lot throughout my internship period.
- There was limitation in collecting internal information. Though my team helped me to give information as much as they are required to give.
- I did my internship in finance department but my report is theoretical and there is no numerical information is given here.

Company Overview:

Robi Axiata Limited (Robi) is a subordinate company of the Asian telecom giant, Axiata Group Berhad, based in Malaysia. Other shareholders in the entity are Bharti Airtel International (Singapore) Pte Ltd and NTT DOCOMO Inc.

Robi Axiata Limited is the second largest mobile network operator in Bangladesh. It has 46.88Mn subscribers. With the brand name 'Aktel' The company commenced operation in 1997 as Telekom Malaysia International (Bangladesh) .The Company changed its name to Robi Axiata Limited in 2010 and it was rebranded as 'Robi'

Robi Axiata Limited (Robi) started its commercial operation on 16 November 2016 following the merger with Airtel Bangladesh, the merged company. The first ever merger in the mobile telecom sector of Bangladesh this is the biggest ever merger of the country.

In Bangladesh Robi was the first operator to introduce GPRS and 3.5G services. Robi launches 4.5G service in all the 64 districts of the country for the very first time.

Robi Axiata Limited has the widest international roaming coverage with 398 operators across 182 countries with widest 4G roaming footprint in 29 countries with 40 operators.

In the rural and semi-urban areas Robi Axiata has introduced various digital services and has been the pioneer for concrete the method in taking mobile financial services to the underserved communities. the trial run of 5G and Voice over LTE technology on its 4.5G network is conducted by Robi Axiata Limited.

Robi has sponsored 10min school in Bangladesh and it has free of cost for millions of students which helps to those who can't bear education by providing quality educational content. From 10 min school people are learning a lot.

To introduce unique digital solutions Robi has been the trail-blazer in the industry. The country's first inclusive Islamic lifestyle app, Noor, sports entertainment app, My Sports, mobile-based health insurance digital service, My Health, customers' digital self-service window, My Robi app, entertainment content platform, Robi Screen, comprehensive audio-visual digital music platform, Splash, are a few of the examples.

for all digital gadgets created the premiere ecommerce platform, robishop.com.bd, provides the complete range of digital advertising solution. These incredible developments were a major draw for the customers as they joined the network in droves as soon as the Mobile Number Portability facility was introduced in October 2018.

Creating the largest human flag, Robi has proved that it moves to the tune of the rich culture and heritage of Bangladesh. Having the #1 network of friends, Airtel, as its independent brand only widens the company's appeal. As the appeal gets entrenched in the society, Robi feels confident that it will be able to deliver on the promise of enabling digital life for a better future for all.

1.6 History:

In 1997 Robi Axiata Limited commenced operation as Telekom Malaysia International (Bangladesh) with the brand name 'Aktel'. The company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited in 2010.

Till 2012 since its beginning in 1996, Axiata Group and its predecessor Telekom Malaysia has invested around BDT 11,000 core in the form of equity. Moreover Robi has contributed almost BDT 10,000 core 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.

1.7 Timeline of Robi Axiata Limited:

- ❖ In 1997 started the journey as AKTEL.
- ❖ In 1999 Launch of SMS Service.
- ❖ In 2002 First to Launch BTTB incoming.
- ❖ In 2004 achieved 1 Million subscribers and within 2009 it became 10 Million subscribers.
- ❖ In 2010 Aktel becomes Robi.
- ❖ In 2013, December 16th, the historical largest human flag on earth.
- ❖ In 2015 Robi Launched 3.5G with 20 Million subscribers and became official sponsor of the tigers and became World's most Socially Devoted Brand.
- ❖ Robi launched free internet initiative in Bangladesh for the first time.
- ❖ In 2016 Robi and Airtel merged and the first Bangladeshi CEO in Robi Axiata Limited.
- ❖ In July 25th: Conducted the first ever 5G trial in Bangladesh.
- ❖ Robi Axiata Limited launched 4.5G with the widest coverage in 2018.

COMPANY PROFILE

Name of the Company : **Robi Axiata Limited**

Shareholders : **Axiata Group Berhad**

NTT DOCOMO INC

Head Office : **Robi Corporate Centre**
53 Gulshan South Avenue

    Gulshan-1, Dhaka-1212; Bangladesh.

Nature of Business : **Cellular**

Year of establishment : **1997**

Industry : **Telecommunication**

Technology Deployed : **EDGE, GSM, GPRS**

Current Packages : **Robi Muhurto Tariff plan, Robi Shoccho plan, Robi Prothom Package, Robi Shorol Package, Robi Club Tariff Plan.**

Subscriptions : **47.025 Million (February 2019)**

Position in the Industry : **2nd**

Network Coverage : **2G- 97%**
3G-76%
4G-79%

Major Competitors : **Grameenphone, Banglalink, Teletalk**

Market Share : **29.68 % (February 2019)**

Total Revenue : **214.7 Crore (2018)**

Corporate Website : **http://www.robi.com.bd**

Company Logo :

1.8 Product and Service

Prepaid connections:

- ❖ Goti 36
- ❖ Shorol 39
- ❖ Noor Pack

Postpaid connections:

- ❖ Robi Ace
- ❖ Postpaid Package 1
- ❖ Postpaid Pack 2

Digital Solutions:

- ❖ Robi Ghurbo
- ❖ My Health App
- ❖ Maya Apa
- ❖ Plano App
- ❖ My Sports
- ❖ Robi My Play
- ❖ Goli Cricket
- ❖ Splash
- ❖ Music Karaoke
- ❖ Noor
- ❖ BPDB Bill Payment
- ❖ CWASA Bill Payment
- ❖ DESCO Bill Payment
- ❖ DWASA Bill Payment
- ❖ Robi Cash App
- ❖ Train Ticketing Service
- ❖ Bdapps
- ❖ Bdtickets
- ❖ AdReach
- ❖ Robi Tracker
- ❖ Iflix
- ❖ Robi Myplan

Shareholdings

Robi Axiata Limited is a joint venture between Axiata Group of Malaysia, Bharti Airtel, of India and NTT Docomo Inc., of Japan. Axiata holds 68.7% controlling stake in the entity, Bharti holds 25% while the remaining 6.3% is held by NTT Docomo of Japan.

Subscriber

The current number of subscribers of Robi Axiata Limited (Robi) is 47.025 (millions) as of February, 2019. It means it has 29.68% market share making it the 2nd largest mobile operator in Bangladesh in terms of numbers of subscriber.

1.9 Mission & Vision:

Mission:

- To be the number one operating network in Bangladesh.
- To hold a good position in share market.
- To have most capable employees with up to date knowledge.

Vision:

- Customers are always the first priority to Robi Axiata Limited. Satisfying the customer is the first vision of Robi Axiata Limited..
- To create products by analyzing customers demand.
- Monitor the development of the technology.

1.10 Long Term Vision of the Company:

Robi Axiata Limited gives the first priority to its customers. To ensure customer satisfaction they are providing the best possible customer care service. Under GSM Technology Robi Axiata drifted new switch with higher capabilities to satisfy their customer. Day by day as the demand is increasing and the competition is getting tough. To capture more customers Robi is providing full network coverage nationally and internationally they are providing good service too. The quality of network is getting better day by day. The people who are living in rural areas are getting Robi Network to communicate easily. In fact the data is also available there. Robi Axiata not only focuses on the best quality product but also the customer satisfaction. Robi set a target for giving the best quality service. But if they face any problem regarding call drops or weak signal then they take instant action. Their professionals take necessary steps to solve the problem as soon as possible. Robi gives day long training to their employees to improve them. Robi believes in quality than quantity. Robi is planning to give opportunity to every household in using cellular service in the country at the economical price providing incomparable quality service and customer care. . The future plan is to dynamically expand the network, which was called cell to cell expansion, covering almost all the regions of Bangladesh within the year 2021.

Focus:

Robi Axiata hires skilled and professionals. They didn't stop after hiring. They provides training to their employees to get the best result. Because if employees are skilled enough then they will able to give the best service to its customers solve the problem when necessary. At the end both will be benefited. So Robi's focus is on their employees and to give best operating network.

1.11 Organizational Structure:
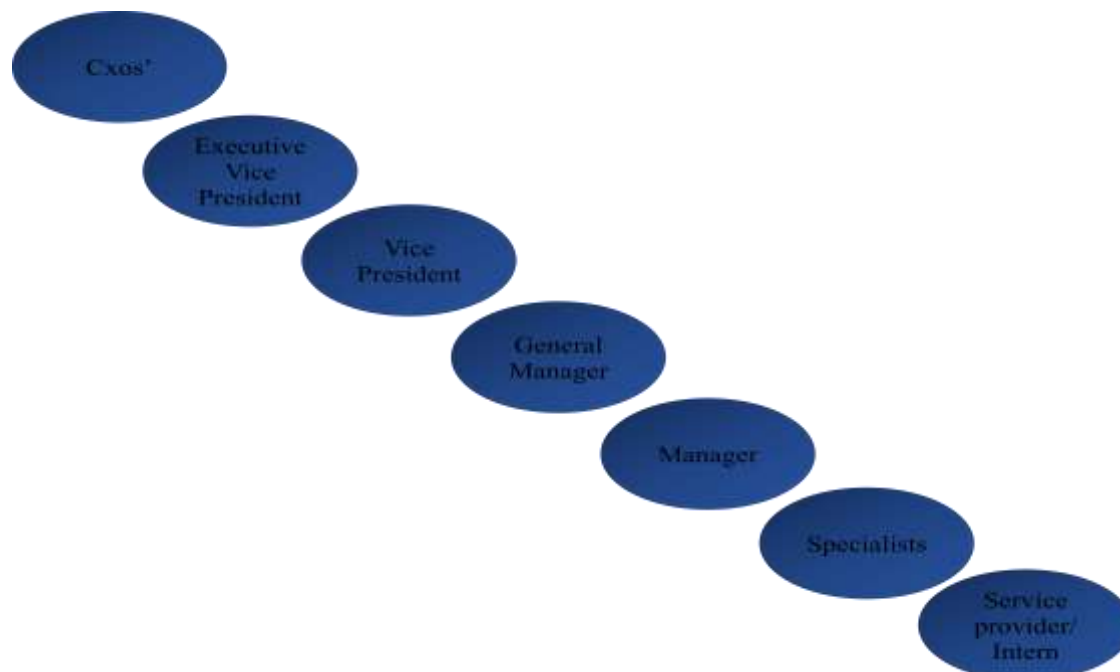
In the above figure shows the organizational structure of Robi Axiata Limited. There are total eight divisions. These are: : Finance, Technology, Human Resource, Supply Chain and Enterprise Program Management Office (EPMO), Admin, Corporate affairs, Digital Services Each Division has various departments and every department has different units. After the CXOs' there is VPs. Under VP's there are EVP's. Then General Managers, Managers. Last but not the least there are Specialists who works with managers and general managers. To help them there have few interns and service providers.

1.12 Swot Analysis:

SWOT Analysis is the abbreviation of Strength, Weakness, Opportunity and Threats. Basically it is a procedure to identify a company's strength, weakness, opportunity and threats and to work with the development of the company. From this report we will identify Robi Axiata Limited's strength, weakness, opportunities and threats.

Strength:

- Second Operating network in Bangladesh.
- It has very strong network coverage.
- Robi has very lucrative market share.
- The call rate of Robi Axiata is low enough.
- Use of internet from Robi's data package is very low cost.
- Robi has experienced management team and skilled employees.
- Robi has best CCD Network (Chittagong,Cumilla, Dhaka).

Weakness:

- Dispute with government.
- Regional office in Dhaka & Chittagong only.
- Developing advertising strategy with less output

Opportunity:

- Business expansion opportunities

- Robi is the market leader in 4G network

- Robi has more 4G enabled tower than its competitors

- Robi has more 4G user than its competitors

- Robi is ahead in Mobile number portability (MNP) service

- Great coverage on Voice over LTE

- Scope of product diversification

- Robi is planning to introduce 5G in 2021

- Acquisition of different customer segment after merger with Airtel.

Threats:
- Biometric registration of SIM affected the subscriber base.
- Regulations of BTRC for lowest 45 paisa call rates
- Regulations of BTRC on limited products or offers.
- Usage of internet for calling which affected the revenue

- Political unrest

1.13 Strategies of Robi to avoid the failure

- High generation and distribution of revenues

- Robi Axiata uses spectrum to measure the efficiency

- Robi Axiata focuses on CCD network building. They build high network in this area.

- The next target of Robi is to provide 4.5 G network.

- Robi can advance their accounts payable, accounts receivables and Month end closing process by using SAP.

Quality:

Robi Axiata Ltd. continuously provides and updates various lucrative offers and packages to the subscribers. Besides they have the best network in the CCD (Cumilla, Chittagong, and Dhaka) zone which acts as one of the key factors to enhance the overall quality of the brand to attract the customer base. On top of that Robi Axiata provides fastest internet service to the consumers.

➢ They also provide high network
➢ Fastest internet provider

Innovation

❖ Robi use SAP, it increases the speed of data reporting across function and provides more detailed information and structured data. So that it helps to improve the accuracy on planning, forecasting and decision making.
❖ In future they will offer 5G network in 2021.
❖ Their spectrum usage is high in rate.
❖ They use technological innovation to bit competitors in case of fastest network.

Customer Responsiveness:

➢ They provide 24/7 customer service.

➢ Robi give value on customers' feedback.

Chapter 3
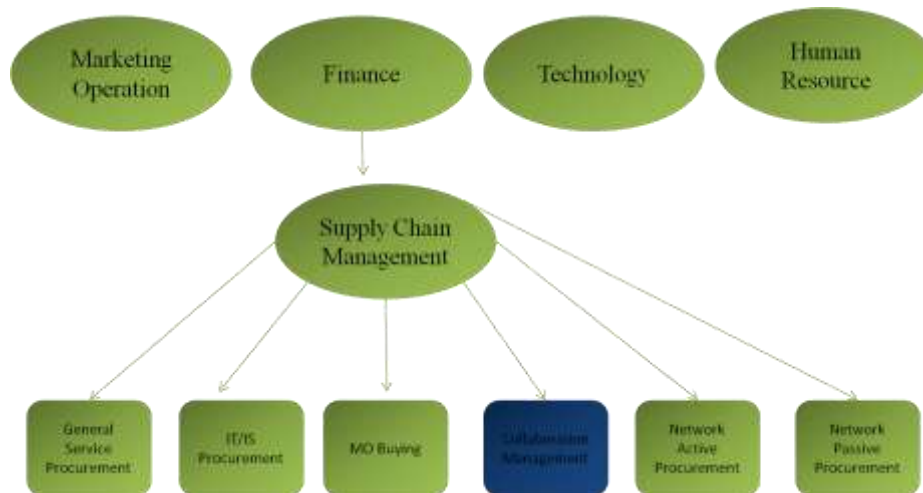
Robi Axiata Limited has various divisions. Finance is one of them. Under Finance division there are six units. These are: General Service Procurement, IT/IS Procurement, Collaboration Management, MO Buying, and Network Active Procurement & Network Passive Procurement. I am doing my Internship under Collaboration Management.

Basically Collaboration Management deals with vendors. They manage the contract that is made between two parties. Contract must be in written document so that no party can claim anything which is not written in the document. There are basically two copies for one agreement. After completing the signing process both party will keep one copy of each agreement. In every agreement everything is mentioned. From when and till when both party have to maintain the contract.

1.14 What is Vendor management..?

When two parties make a contract and signed the contract then they become vendor for each other. Vendor management is often called Partner management or Supplier relationship Management. These three contain same meaning.

There is a motto in Partnership management. There is a win-win situation. "You win, I win and we win".

1.15 Benefits of Vendor Management:

When Robi Axiata Limited is signs an agreement with another party, that another party is called Vendor. They are also known as Partnership Management. From need identification to signing the contract managing vendor properly is very important.

There are various benefits to do any work together rather than doing it alone. I am briefly discussing about the benefits of partner management. Because no one can achieve it's goal alone. Everything need a support and with the help of partnership or we can say Robi Axiata Limited is achieving its goal with the help of its partners. When two party makes a decision it becomes more accurate. More ideas can generate if there are more people. Both party can provide backups if needed. For running a business partnership plays vital role.

❖ **Focus on the core:**

If Robi Axiata has a partner or a vendor with whom they signed the contract then they can hand over the responsibility of what to do for a specific contract by giving them a list of what Robi Axiata wants. So that Robi can focus on other activities. They basically gives vendor a list of demand they have and says that they will pay for it and vendors have to manage the rest of the responsibility about the contract. In this way Robi Axiata will focus on the core of the business.

❖ **Improve service quality:**

Partnership management helps to improve the service quality. For an example: Robi went for a contract in which the vendor agrees to deliver the service within 14 days. After some days for any reason by adding more requirements if Robi wants that service within 7 days and gives a mail to the vendor about it then vendors are bound to do it as Robi has the right to terminate the contract.

❖ **Increase speed of execution:**

After negotiating with the vendor if both party comes with a conclusion then the speed of execution will increase.

❖ **Cost Efficiency:**

Robi has the chance to negotiate about the price of the service. It's not like they will do it every day. But if they are dealing with the same vendors for years then they can negotiate about the price by saying we are partners for years and you should take fewer prices from me.

❖ **Faster Innovation:**

If new technology arrives then it is vendor's responsibility to adopt it as soon as possible. Faster innovation is possible in Partner management. Because there are many vendors out there and if one vendor innovates something then others have to adopt it to compete with each other.

1.16 Lack of Vendor Management:

Everything has its pros and cons. There are lots of facilities that Robi have with the help of vendor management. But there are still few lacking in Vendor management. These are given below:

!	Lack of Control Management
!	Operational inflexibility due to locked in long term contract
!	Risk of increased cost in the long term
!	Risk of sub-standard Service quality
!	Longer time to resolve problems and dispute resolution
!	Less speed of execution

➕ **Lack of control management:**

There is lack of control in management because vendor is a different company. Robi can compose new rules on its own company if necessary but Robi can't compose any rules on its opponent.

➕ **Operational inflexibility due to locked in long term contract:**

As Robi signs contract with its vendor for 4 or 5 years then Robi is bound to take service from them even if Robi finds another vendor is giving more advantages. So there is operational inflexibility due to lock in long term contract.

Risk of increased cost in the long term:

In the long run, there is a risk of increasing cost. Sometimes there is a clause added in the contract that the price of the service may increase in the future. So if this happens then Robi can't deny it as it is written in the contract even Robi can't make new contract who are providing service at lower price.

Risk of sub-standard service quality:

If Robi doesn't make its partner clear about the service they are expecting then there is a chance of getting poor service from its vendor. Vendor will exactly give the service which is written in the contract. So it is very important to understand its vendor what exactly Robi wants in details because at first Robi gives RFQ and scope to its vendor.

Longer time to resolve problems and dispute resolution:

As Robi and its partner is completely different company then it takes longer time to resolve any problem. Because, here main concern is satisfying customers. No company wants to harm its customers. If any issue creates then both company need to solve the problem and after deciding they come with a solution which kills a lots of time.

Less speed of execution:

Even if Robi has expertise to do the task but having less time they give the task to its vendor. As a result there maybe be less speed of execution

1.17 Procurement Life Cycle Management Strategy:

Robi Axiata follows Procurement life cycle management strategy in managing the vendors. There is a life cycle in procurement. From need identification to delivering the service Robi Axiata maintains this procurement Life Cycle.

PROCUREMENT LIFE CYCLE MANAGEMENT STRATEGY
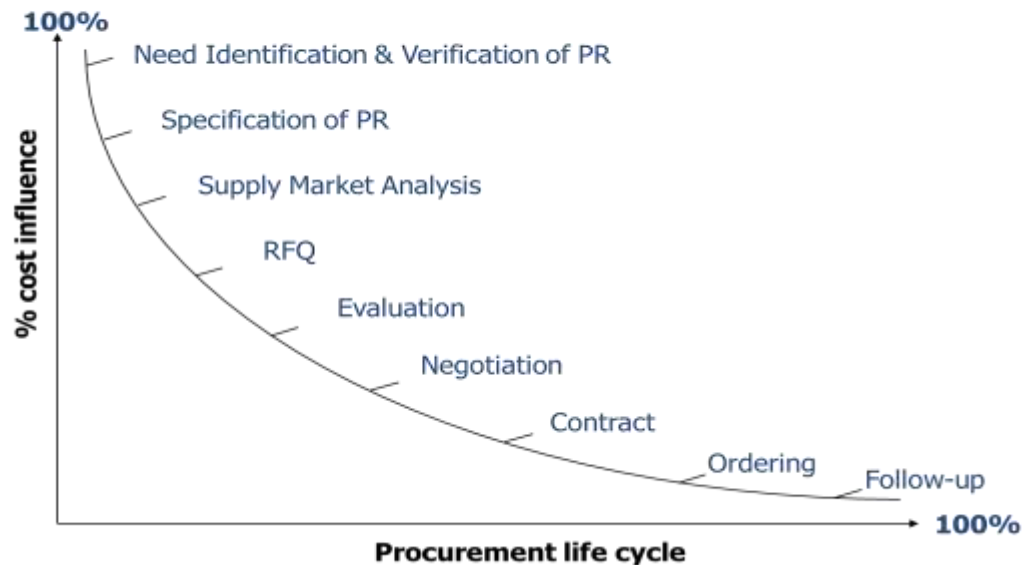
Need Identification & Verification of Purchase Requisition

First step of procurement procedure is to identify needs. The needs should be clear to the vendor and should clearly write in the contract. Firstly Robi will decide from which vendor Robi wants to purchase laptop. It depends on Robi whether they will choose Dell, HP, Apple or Lenevo. If Robi wants Apple or Dell it will be high priced rather than Lenevo or HP. So the need should be identified.

Specification of Purchase Requisition:

After identifying the needs Robi should specify what Robi is expecting from its vendors. If Robi wants to purchase laptop from HP then Robi should clearly say to HP that they want laptop with bag pack, Charger and battery. What if HP provides laptop without giving the bag pack by saying it wasn't written in the contract? So to get the service properly we need to specify what we need to the vendors.

Supply Market Analysis:

In this stage Robi will search how much price each vendors are giving and which vendor is giving the lowest price. After analyzing the market Robi will decide from which vendor they will purchase laptop.

Request for quotation And Evaluation:

In this stage Robi requests for price quotation from vendors. After receiving price quotation Robi send the prices to the users for evaluation. After that Users decide with which vendor they will go for negotiation.

Negotiation:

After evaluating the negotiation process starts. In this stage both parties will negotiate with each other and finally decide a price. ROBI aims to reduce cost and unwanted charges while ensuring top quality from the service providers

Contract:

After negotiation process Robi will sign a contract where everything will be clearly written no one could deny anything. There will be two copies in a contact. After the signing process each party will take one copy of the contract.

1.18 Procurement Life Cycle Management:

PROCUREMENT LIFE CYCLE MANAGEMENT
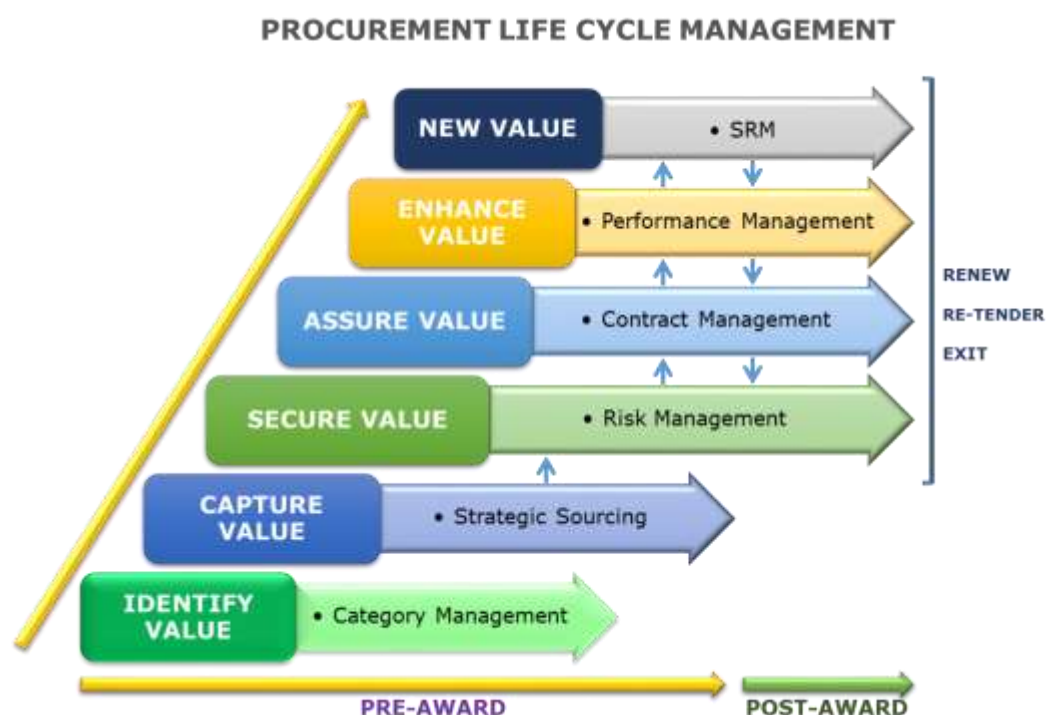
Identify Value:

First life cycle of procurement is to identify values. Without identifying value it will not be possible to categorized management.

Capture Value:

The second step is to capture value. After identifying value it is needed to capture value for strategic sourcing.

Secure Value:

Value needs to be secured. Because, if the value is not secure then there would be risk. To decrease the risk the value must be secured.

Assure Value:

Once the value became secured it becomes assured. It is very important to assure value for contract management.
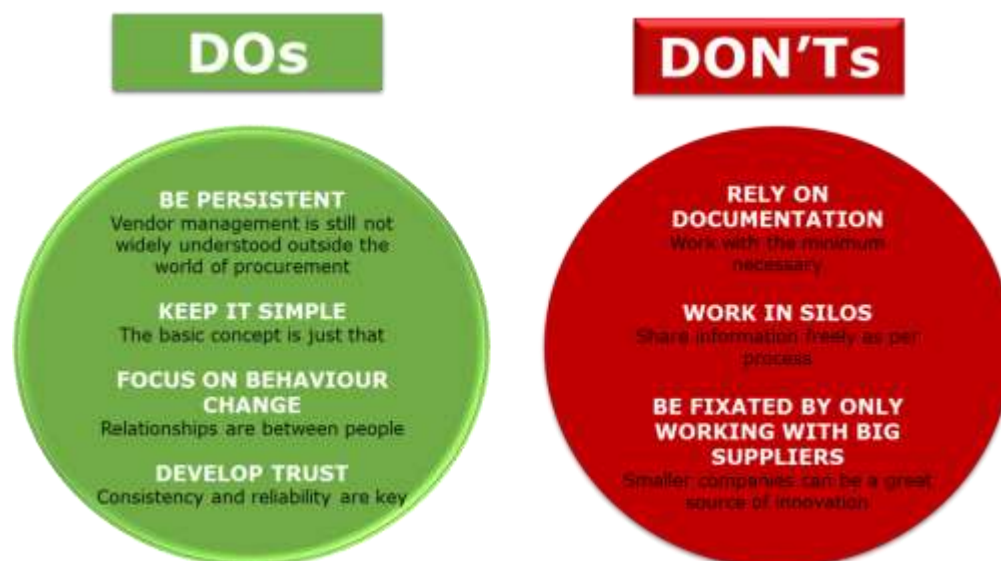
Enhanced Value:

When the value enhances it measures the performance. The more it will enhance, the more it is better, Because at the end performance is the thing that matters.
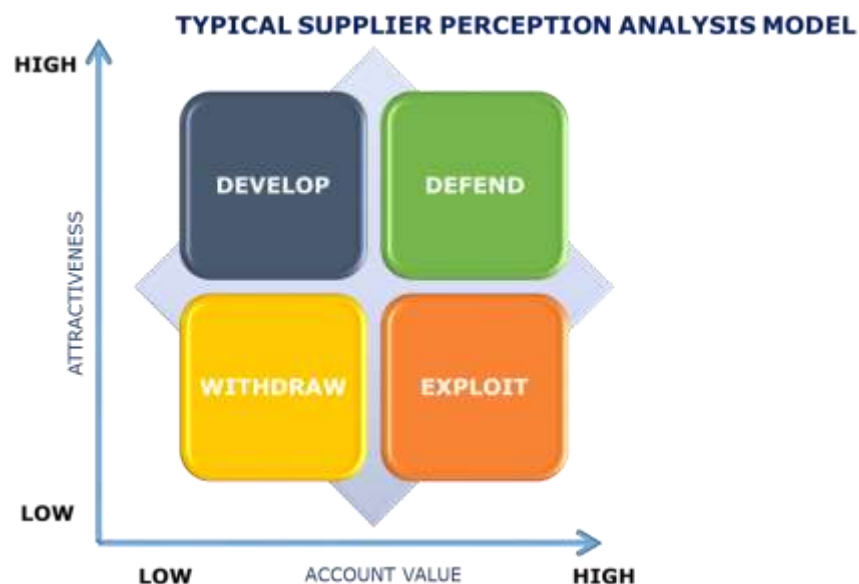
New Value:

When the value is enhances, new value creates and it makes the supplier relationship management. This is the last stage of procurement lifecycle.

There are some rules that should and should not follow in vendor management. I am giving the list of it.

1.19 Supplier Perception Analysis Model:

TYPICAL SUPPLIER PERCEPTION ANALYSIS MODEL

HIGH

ATTRACTIVENESS

| DEVELOP | DEFEND |
| WITHDRAW | EXPLOIT |

LOW

LOW   ACCOUNT VALUE   HIGH

Develop:

When the attractiveness is high and account value is low it means the supplier needs to develop. They are willing to take risk and invest for the future. They are willing to reduce margin to gain business.

Defend:

When the attractiveness and the account value both are high it means the supplier is defend and secured. This supplier belongs to the best position.
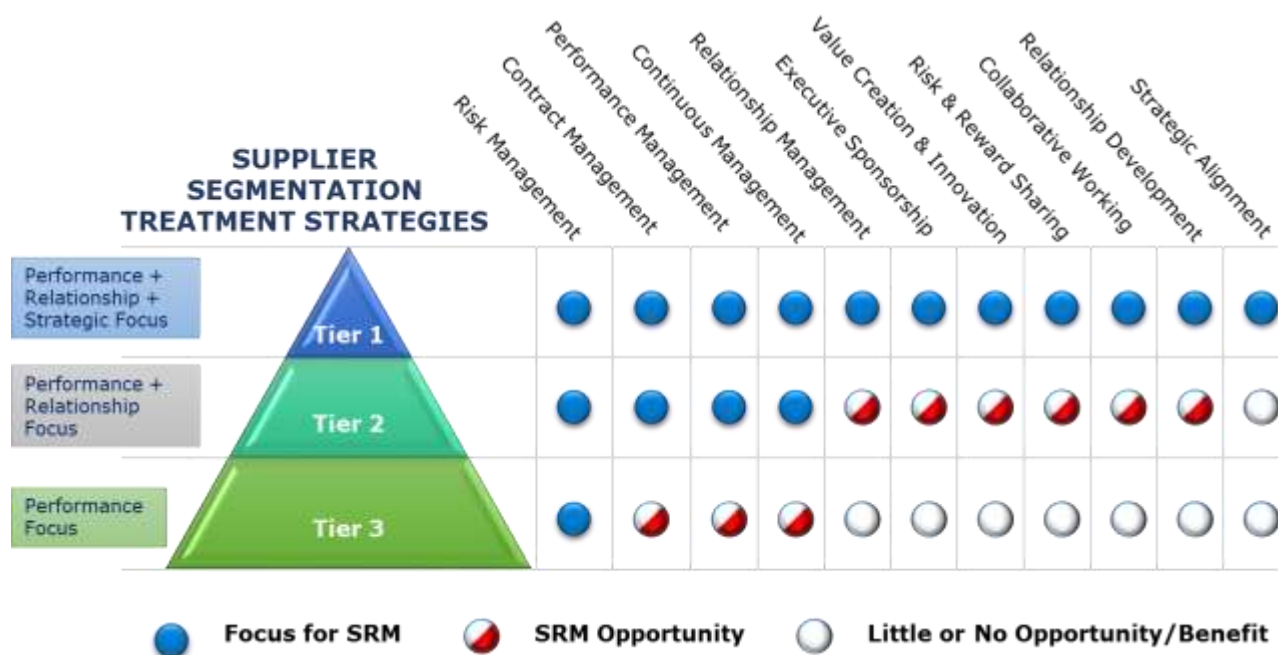
Withdraw:

When the Attractiveness and account value both are low it means the supplier needs to withdraw. The position of this supplier is very poor.

Exploit:

When the account value is high but the attractiveness is low it means the supplier is exploit and need to improve. They feel they will lose the business anyway.

1.20 Supplier Segmentation Treatment Strategy:

Suppliers are segmented by 3 Tiers. Tier 1 measure by performance, relationship and strategic focus. Tier 1, Risk management, Contract Management, Performance Management, Continuous Management, Relationship Management, Execute Sponsorship, Value creation & innovation, Risk & reward sharing, Collaboration Working, Relationship Development and Strategic Alignment focuses for Supplier Relationship Management.

Tier 2 measures by Performance and relationship focus. Risk management, Contract Management, Performance Management, Continuous Management focuses for SRM. Relationship Management, Execute Sponsorship, Value creation & innovation, Risk & reward sharing, Collaboration Working, Relationship Development Focuses for SRM Opportunity and Strategic Alignment has little benefit.

Tier 3 measures by Performance focus. Risk management focuses for SRM. Contract Management, Performance Management, Continuous Management focuses for SRM Opportunity and Relationship Management, Execute Sponsorship, Value creation & innovation, Risk & reward sharing, Collaboration Working, Relationship Development and Strategic Alignment has little benefit.

Chapter 4

Internship Experience

1.21 Internship responsibility:

I have selected as an intern in the Supply Chain management on 5th September after completing the selection process. In my internship period I worked with Collaboration management team. My task was to prepare the contract according to the format, Then I had to send the contract to the Vendor. After Vendor Party signed the contract, they returned to Robi Axiata. Then starts Robi's signing process. Finally, when the contract was complete, I finished the deal by providing the contract to the vendor and keeping track in the database. I have learned how to make an extension of the contract and how to write termination letter to the vendors.

I have also worked with the General Service Procurement team and Network Passive Procurement team to manage their contract as well.

Working at Robi Axiata Limited as an intern helped me to develop my communication skills. I have met so many corporate people. Robi Axiata gave me the best corporate environment and the employees were so supportive and helpful. I faced challenges to adopt in the new environment.

1.22 Insights:

I learned the procurement process of Supply Chain Management. The guidelines were given by the General Manager of Logistics, Fahad Mahmud and the General Manager of Collaboration management, Touhidur Rahman. Often I attended meetings with my team, Collaboration management. I learned how a team works. I learned how to work under pressure and how to solve things if any unacceptable circumstances occur.

Sometimes the workload can put vast amount of heaviness but it is important to learn how to deal with the issue and the employees manages to work under pressure very well.

Chapter 5

Conclusion and Recommendation:

Robi Axiata Limited is the second largest network in Bangladesh. They are trying to be the number one largest network and doing their best to achieve it. To achieve their goal Supply Chain Management is playing vital role. But the supply chain division of the company is still covering to achieve the top.

During my internship I have faced many issues regarding data and information. The smallest amount of mistakes can cause severe harm and even costs more to renovate. Therefore, my suggestion will be to help the employee train more proficiently. Many of the employees face problem regarding software skills therefore it is compulsory to provide numerous training to the employees to gain competency. In the Collaboration department the smaller the mistakes the bigger the outcomes are. Therefore, the company should ensure overall training and take frequent test to examine the overall status of the employees.

Reference

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