

# INTERNSHIP REPORT ON VENDOR PAYMENT OF





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## LETTER OF TRANSMITTAL

25 August, 2013

To,

Mr. Suntu Kumar Ghosh

Assistant Professor

BRAC Business School

BRAC University

**Subject: Submission of internship report on “Vendor payment of Robi Axiata Ltd.”**

Dear Sir,

I would like to inform you that I have completed the internship report on “Vendor payment of Robi Axiata Ltd.” This paper has provided me the opportunity to relate theories with the practical operation. Moreover, it was a great experience to be a part of an organizational culture of a prominent telecommunication organization of the country.

In this regard, I have done my best to complete the report within the specified time and with the quality of your expectation. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Sincerely Yours,

Md. Ayub Shahriar

Id- 09204004

BRAC Business School

BRAC University

## **ACKNOWLEDGEMENT**

First of all, I wish to express my gratitude to the almighty ALLAH for giving me the strength to perform my responsibilities as an intern and complete the report within the stipulated time. Secondly, I am deeply indebted to my Faculty Advisor Mr. Suntu Kumar Ghosh, Assistant Professor, BRAC Business School for his whole-hearted supervision during my organizational attachment period. I am also grateful to Dewan Nazmul Hassan, my organizational supervisor. It would have been very difficult to prepare this report up to this mark without his guidance.

My gratitude goes to entire CSO Department, of BRAC University for arranging Internship Program that facilitates integration of theoretical knowledge with real life situation.

Last but not the least; I would like to convey my gratitude to Mohammad Moin Uddin Riad, General Manager, Treasury and Mohammad Badar Uddin Saberi, Manager, Treasury and Munira Mahzabin, Manager, Corporate Finance for helping me in furnishing the report. In addition to that, I would also like to express my gratitude to my Robi Axiata Ltd. fellows, seniors and colleagues who gave me good advice, suggestions, inspiration and support. I must mention the wonderful working environment and group commitment of this organization that has enabled me to deal with a lot of things.

## **EXECUTIVE SUMMARY**

When consumers were tied to a fixed phone with its fixed phone number few years back, mobile and cellular phones have proliferated to meet the demand for communication anytime, anywhere in the world. Robi is one of the companies that has accelerated and sought out every nook and cranny of telecom products and services for both consumers and businesses. Companies that have not foreseen change--or kept up--are quickly consigned to the technological and financial graveyard, Robi being just the latest example. Financial muscle has been displaced by quality and depth of management and speed of execution as the final arbiter in the telecom marketplace by Robi. And I had the opportunity to work with the corporate finance team as an intern for three months. The report is the reflection of that three months learning and hard work. The report has been started with the basic overview of Robi, its departments and has moved to the main topic of vendor payment. Since the process involves vendors that is why a short chapter is included about vendors, its selection strategies etc. However, since vendor selection is the work of supply chain management that is why, each and every topic on vendors are discussed shortly. In the later part, vendor payment process is illustrated and explained. Although the whole process is supported by SAP in Robi but these software needs to be upgraded because of CFO's decision to incorporate few things which the system cannot provide. As a result, we the interns help Robi management in finding that information which is not done by the SAP. It's also worth mentioning that the intern work in these particular sector is very new and I was the first intern in Robi who have started these project related to vendor payment. The information that I have to find, analyze and sometimes match with SAP includes invoice receives date, lead time, due date of submission to treasury etc. Lastly, the report concludes with few of the recommendation that I thought can make the process more efficient and ends with references of some of the sources that have supported me in finishing these report.

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# **1. Introduction**

## **1.1 Origin of the report**

Internships are formal programs within organizations whose primary purpose is to offer practical work experience in a particular occupation to people who are new to that field. Internships strengthen resumes by giving students visible work experience. Internship Program of BRAC University is a requirement for the BBA students. This study is a partial requirement of the Internship program of BBA curriculum at the BRAC University. The main purpose of internship is to get the student exposed to the job world. Being an intern the main challenge was to translate the theoretical concepts into real life experience.

The internship program and the study have following purposes:

- To get and organize detail knowledge on the job responsibility.
- To experience the real business world.
- To compare the real scenario with the lessons learned in BRAC University
- To fulfill the requirement of BBA Program.

## **1.2 Objective of the report**

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

- i. General objective: This internship report is prepared primarily to fulfill the Bachelor of Business Administration (B.B.A) degree requirement under the Faculty of BRAC Business School, BRAC University.
- ii. Specific Objective: More specifically the report specifically elaborates on the overview of Robi, its departments and services offered and mostly discussed detailed about the vendor payment process.

### **1.3 Scope of the Report**

Since the internship program is of three months that is why the report on vendor payment will be limited to three months. Moreover, as vendor payment it is a treasury function, the report will be limited to treasury function of the Finance department.

### **1.4 Methodology**

The study is conducted in a systematic procedure starting from selection of the topic to final report preparation. Two sources of information are used in the report. First are the primary data which was derived from the practical deskwork and are used while discussing about the job responsibility. The internal server of Robi are also used as a primary source for collecting information to covers details about the product and services, overview and departments and divisions. However, secondary sources such as different journal, report and websites are also used along with proper citation.

### **1.5 Limitation**

The main limitation is the willingness to share information as some concerned might think that the information associated with them were confidential enough to disclose to the external world. I only worked at the finance division, and it was quite difficult to understand about the procedure as I am new to the corporate world. However, although there were many limitations I tried to give my best effort to furnish the report.

## 2. Industry Overview

Mobile phones are playing a great role to communicate from one place to another. Today, telecommunication is one of the major parts of life. Nowadays, the phone is not only used for making calls, among many other functions it is also used for communicating through text-messages and multi-media messages, as well as to connect us to the internet. The opportunities that lie in the telecom market seem endless and the growing demand for mobile telephony systems is creating a world-wide market. The telecom industry is nowadays not only by means of millions, but by means of billions. Moreover, Bangladesh is a country which is densely populated and also is a flat and easily extends able coverage followed by the low infrastructure and Tele-density which on the other hand made the market a perfect place for telecom business. The demand is very high and the consumer base is very large but the investment is low because of the topographic layout. However, the government has a receptive foreign investment policy with no restrictions on repatriation of profit. Even though the current infrastructure is not much developed but it is suitable for foreign investment which is why many foreign investors are now interested to do business in telecom sector in Bangladesh which reveals that Bangladesh has become a significant hub for telecoms.

Currently there are 6 mobile operators in Bangladesh. They are namely-

1. **Grameenphone** – Joint venture ownership **62%Telenor** and **38%Grameen Telecom** .
2. **Banglalink** – Joint venture with **Orascom Telecom Co.** originated from Egypt.
3. **Robi** – Joint venture between **Axiata Group Berhad, Malaysia** and **NTT DOCOMO INC, Japan**
4. **Warid Telecom** – An investment of **Dubai and Abu Dhabi Group** UAE.
5. **Teletalk** – Public limited company but 100% share have been owned by the **government of Bangladesh.**
6. **Citycell** – Joint venture with **SingTel Asia pacific investment Pvt. limited.**

### 3. Company Overview

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.” 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.

#### 3.1 Vision

The vision of Robi is *“To be a leader service provider in Telecommunication sector in Bangladesh.”*

#### 3.2 Mission

The mission statement is the ambition for future, to set a common direction for new brand, a framework for all strategic planning. Likewise, Robi mission is to empower their customers. They claim that, *“We are there for you, where you want and in the way you want, in order to help you develop, grow and make the most of your lives through our services.”*

### 3.3 Principles

Principle statements define how people want to behave with each other in the organization. The statements are about how the organization will value customers, suppliers, and the internal community. Robi also believes that no matter what they do to realize their purpose, they hold themselves accountable to the following guiding principles that the way for them. They are as follows:

1. Being **respectful** towards everyone.
2. Being trustworthy by action. Being **passionate** and **creative** in all we do.
3. Keeping things **simple** in the way we do things.
4. Being **ethical** and **transparent**.
5. Demonstrating individual and collective **ownership**.
6. Practicing an **open** culture in communication and internal

### 3.4 Shareholders

Robi Axiata Limited is a joint venture company between Axiata Group Berhad (70%) and NTT DOCOMO INC. (30%) The detail of the each of the shareholder is elaborated below:

#### 3.4.1 Axiata Group Berhad

Axiata is one of the largest Asian telecommunication companies. Axiata has controlling interests in mobile operators in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia with significant strategic stakes in India and Singapore. The Group's mobile subsidiaries and associates operate under the following brands - Celcom in Malaysia, XL in Indonesia, Dialog in Sri Lanka, Robi in Bangladesh, Smart in Cambodia, Idea in India and M1 in Singapore which has over 215 million mobile subscribers in Asia. The Group's revenue for 2012 was USD5.7 billion. Its market capitalization stood at over USD18.4 million at end 2012. The Group provides employment to over 20,000 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 talent, uniting them towards a single goal: Advancing Asia.

### 3.4.2 NTT DOCOMO INC.

NTT DOCOMO INC. is the Japan's largest mobile service provider, serves more than 60 million customers with a high-quality nationwide 3G network and an ultra-high-speed network that will be available to more than 98% of Japan's population by Fiscal Year 2014. It also manages R&D centers worldwide to develop technologies centered on mobility that enable subscribers to use handsets for GPS, TV, personal assistance, cloud solutions, smart grid management and much more. Outside Japan, the company provides technical and operational expertise to eight mobile operators and a growing range of other partner companies.

## 3.5 Logo

The new brand is here to help people to empower and enable themselves to make a better life.

They believe that, *“We will keep our promises and deliver. We will innovate, execute fresh ideas and, as a nationwide organization, we will be respectful of our customers and stakeholders.”*

Their policies in terms of logo usage are as follows:

- Their logo should always appear in Bengali.
- Special authorization is required if logo is presented in English
- When writing in English (Roman) text, it should be written as “Robi”

## 3.6 Alpona

The Alpona is one the most creative expressions of Bengali graphic arts.



Robi’s Alpona is uniquely created, especially for them. Taken from a very traditional ceremonial form and tidied up to look more contemporary- the Alpona is vibrant and modern. It has a very organic soft feel to it whilst providing a forward moving direction- one of positivity and focus. The lack of sharp points and use of large curves provides a feeling of warmth and friendliness.

## 4. Product Portfolio

Robi mainly offers five types of product based on the subscription category for general subscriber:

- Robi Corporate
- Pre-paid
- Post-paid
- International Roaming
- Value Added Service

### 4.1 Robi Corporate

Robi Corporate is founded on a robust network employing cutting-edge technology providing the ultimate solutions in terms of voice clarity; a continuously expanding nationwide network coverage; abundant international roaming global partners; popular value added services (VAS); quality easy-access corporate customer care; competitive and tailored tariff plans and specific billing.

#### **Special benefits of Robi Corporate:**

- The wide range of Corporate Packages to fulfill corporate needs
- Zero security deposit with no monthly line rent.
- Convenient bill payment options.
- Robi Corporate Insurance Policy.
- Cutting edge value added services like GPRS, EDGE, Personal Assistant, Corporate Messaging Platform with short code, Data and Fax call services, Call Center Solution, Fixed rate group talk plan, Customized SMS based solution

## **4.2 International Roaming**

Robi International Roaming Services allows Robi subscribers to make and receive calls while travelling to other countries; provided that Robi has to have roaming agreements with the respective operators in foreign countries.

### **International Roaming offers:**

- Use of the existing Robi number for roaming in all partner networks abroad
- Global network coverage with over 573 operators and 207 countries
- Spanning over six continents
- No additional monthly charge for availing the service
- Sending and receiving SMS to and from Robi
- Internet access and web surfing through GPRS Roaming Services
- Itemized bill without additional charge
- International Roaming Tariff information Through SMS.

## **4.3 Pre-paid**

With the most affordable benefits and associated values, Robi offers the best mobile phone experience in Bangladesh with superior OCS network. The pre-paid packages of Robi are as follows:

- Tarunno
- Anonna
- Muhurto
- Hoot Hut Chomok
- Robi Club
- Goti
- Nobanno
- Shasroyee
- Shorol
- Uddokta



- Easy Load Tariff

#### **4.4 Post-paid Package**

For entrepreneurs Robi offers a different three packages called

- Uddoy
- Package 1
- Package 2

#### **4.5 Value Added Service**

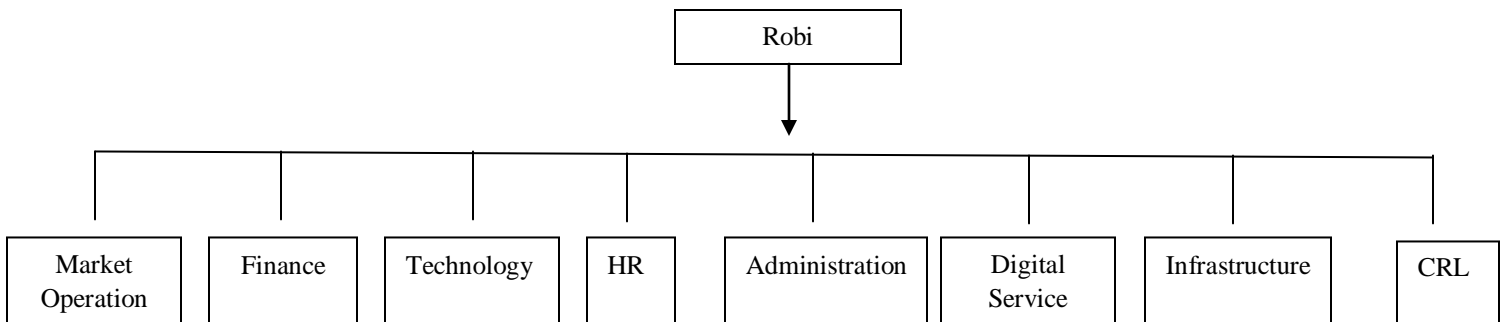
A value-added service (VAS) is a popular telecommunications industry term for non-core services, or in short, all services beyond standard voice calls and fax transmissions. The value added service of Robi includes:

- Circle
- Music
- Entertainment
- Downloads
- Internet & Data Service
- Messaging
- Community & Chat
- Information Service
- Mobile Assistance
- Education and Carrer
- Lifestyle
- Finance
- Balance Transfer and Request
- Call Management
- Robi Locator
- Robi Zone
- Mobile Advanced Services

- Robi Krishi Barta
- Robi Voice Tube
- Robi Radar
- Robi Rashifol

## 5. Department and Division

Robi follows a big hierarchy. In the hierarchy, there are 8 different departments which are headed by the CEO. Under each department there are several divisions. These department and divisions plays a very crucial role for the success of the company. Different department of Robi is illustrated below:



### 5.1 Market Operation

The overall market operation department has nine sub divisions which include: Business IT, Customer Experience, Sales and Services, Value Added Service, Voice and Devices, Market Strategy and Planning.

### 5.2 Technology

Technology department consists of six divisions which include: Compliance, Regional Operations, Central Operations, Implementation, Planning and Development.

### **5.3 Human Resource**

Human Resource consists of four divisions: Employee Relation and Compliance, Competence Development, HR Operation, Organizational Development and Training Management.

### **5.4 Administration**

Administration department consists of six divisions which include: Project Management, Safety, Security, Fleet Management, Facility and Estate Management.

### **5.5 Digital Service**

Digital Service consists of just two divisions which are Operation and Business Development.

### **5.6 Infrastructure**

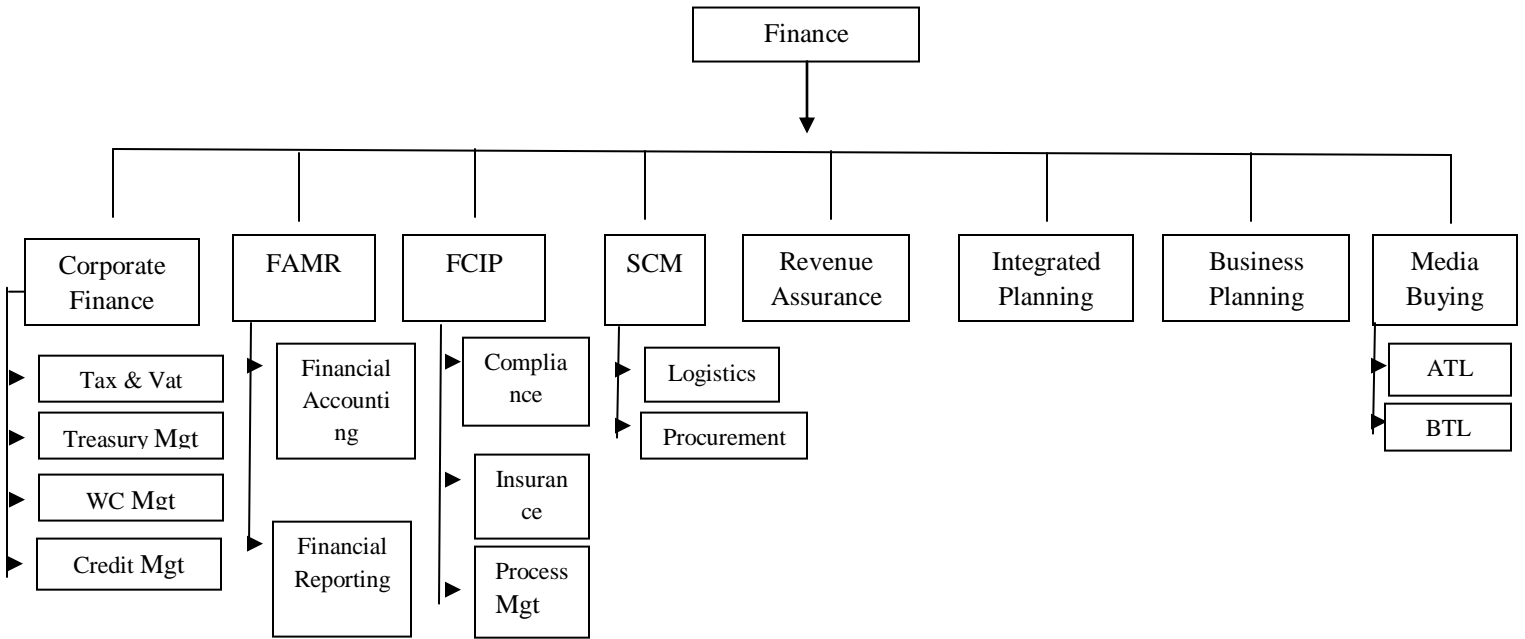
Infrastructure department consists of two divisions which include: Sales and Business Development and Operation.

### **5.7 CRL**

CRL stands for Customer Relationship and have five divisions which include: Economic Regulation, Legal and Compliance, CSR and Sponsorship, Company Affairs, Corporate Communications & Media Relations.

### **5.8 Finance**

The division and sub division of Finance department is illustrated below. There are total 150 employees who work in Finance department, which is 8% of the total employee of Robi. The sub division and division of Robi are illustrated below:



**5.8.1 Financial Accounting Management and Reporting (FAMR)**

This division provides accounting and financial management support services to the Robi. This includes assistance with account structures, cost centers, fund control, general ledger and accounting transaction/variance analysis, cost transfers and corrections, cost allocations, interagency transactions, regulatory and management of financial accounts and reports etc.

**5.8.2 Financial Compliance, Insurance and Process Management (FCIP)**

This division work is to assist in the oversight of all aspects including: assessing inherent risks and conflicts of interests; developing and implementing transactional, periodic, and forensic testing programs to assess the adequacy of Robi policies and procedures; performing compliance testing; assisting with the development of compliance training programs etc. Moreover, it plan, direct, and coordinate risk and insurance programs control risks and losses.

### **5.8.3 Supply Chain Management (SCM)**

The work of SCM includes: monitoring data management to keep accurate product, contract, pricing and invoicing information; working closely with suppliers and customers to improve operations and reduce costs; communicating needs & objectives to managers & key personnel in procurement, logistics & distribution; negotiating contracts to reduce costs and achieve maximum efficiency; providing accurate routing information to ensure that delivery times and locations are coordinated; accurately calculating total supply chain costs in relation to proposed new projects etc.

### **5.8.4 Revenue Assurance**

Revenue Assurance division work consist of a series of activities that are applied to ensure that the business processes, the organizational structure, controls and the information systems related to revenue cycle (consumption capture, pricing, billing and collections) work together effectively to protect revenues and maximize the margin.

### **5.8.5 Integrated Planning**

Integrated planning division is responsible for ensuring that appropriate company-wide asset-based and operations-based planning systems and processes are in place. It involves assimilation of all resourcing, scheduling, technical, logistical, manpower, contracting, adherence to regulation, risk assessment, and development of financial information from all departments and projects as well as the collaboration and teaming skills with various departments to develop and maintain the company's policies and processes, enabling a best-in-class and standardized approach to the business. It also oversees operation of the company's PMO (Project Management Office). This includes guidance/training of project managers, and making sure enterprise-level information about staff, links to the company's ERP system, etc.

### **5.8.6 Media Buying**

Media buying department facilitate and execute Robi Media Buying operations and media related outdoor/event activities in order to help establish and maintain an effective

media buying process for Robi. They are responsible for monitoring media budget allocation & identify budget variance and liaise with business partnering for all related operations; assist in negotiation with different media partners (Electronic, Press and Web) in order to generate savings; coordinate in negotiating fee/commission structure for all creative and media agencies and liaise with relevant departments /stakeholders to review agreement with creative and media agencies; supervise execution of all media and media related outdoor procurement activities etc.

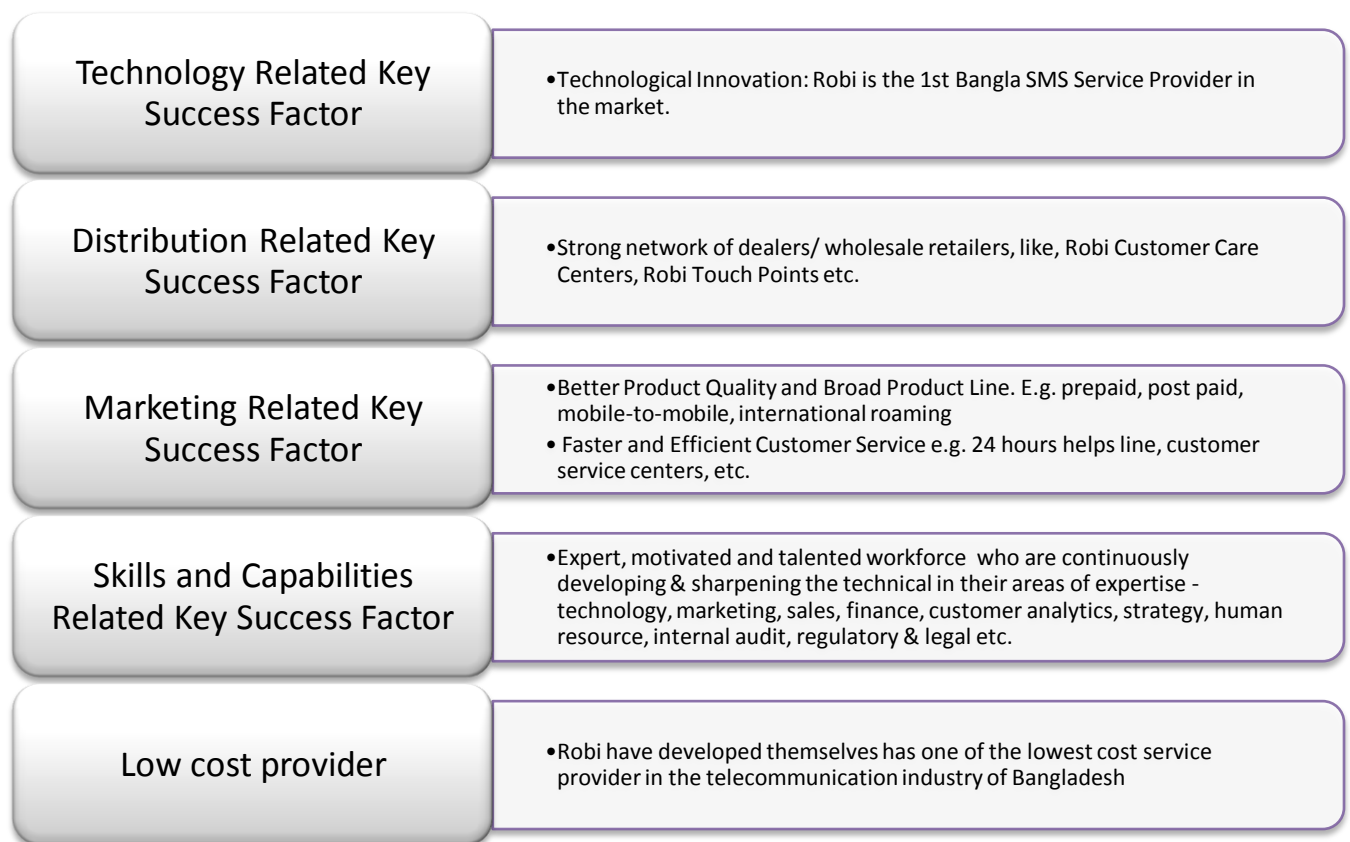
### **5.8.7 Corporate Finance**

The key works of corporate finance division are as follows:

- (i) To provide the management with financial planning, management and control in order to ensure effective and efficient financial management of the Company.
- (ii) To ensure smooth taxation management through efficient financial strategy and policy.
- (iii) To build up relationship with various regulatory and other financial institutions in order to achieve necessary accomplishments.
- (iv) To ensure Inter-operator revenue recognitions and payment settlement in time that facilitates the revenue growth.
- (v) To ensure the smooth import process that enable the company implementing expansion program in time.
- (vi) Ensure that the vendor payment is done effectively and efficiently.

## 6. Key Success Factors

Key Success Factors are the factors that are a necessary condition for success in a given market. Company's key success factors are their means to prosper in the market place. Key Success Factors includes product attributes, competencies, and market achievements with the greatest impact on future competitive success in the market. The possible key success factors of Robi are illustrated below:



## **7. Vendors**

Vendor means a supplier of any good or service. A vendor, or a supplier, is a supply chain management term that means anyone who provides goods or services to a company or individuals. The suppliers of Robi are broadly categorized into:

- i. Strategic core Suppliers,
- ii. Roll out Suppliers,
- iii. Power equipment Suppliers,
- iv. Printing material Suppliers,
- v. Cleaning service Suppliers,
- vi. Civil works Suppliers
- vii. Office equipment Suppliers,
- viii. Category wise Consultancy Service Providers, etc.

### **7.1 Vendor Selection Strategy**

Supplier strategy framework focuses on the high level guideline on supplier selection, supplier positioning, maintenance and maintaining appropriate supplier relationship. The principal idea is that suppliers will support the business of Robi to manage different aspects of operational criticality in a timely, quality and cost effective manner and at the same time, they will also expect certain terms and commitment from Robi in line with the guiding principles which create a win-win situation. However, Robi Supplier Strategy Framework focuses on the following areas:

- i. Key Priorities: in terms of pricing, quality, delivery and supplier responsiveness
- ii. Relationship Building and Maintenance: Pre-bidding, bidding and post-bidding supplier management;
- iii. Supply Positioning Model: It outlines appropriate strategy to select the right mix of suppliers and manage them in an appropriate manner by performing ‘risk and business impact’ analysis.
- iv. Risk Analysis: Perform risk rating and manage risks accordingly;



- v. **Supplier Pool Creation:** Create supplier pool to facilitate smooth business operation identifying potential suitable suppliers, development & maintenance of good relationship and regular performance evaluation.

### **7.1.1 Key Priorities**

The following key priorities are considered during formulation of supplier strategy:

- Quality:** All products and/or services are expected to be fit for purpose and well maintained, and must fully meet Robi technical and performance specifications and requirements;
- Pricing:** Robi seeks fair and reasonable prices and attempts to ensure value for money spent;
- Delivery:** Ensure delivery of right quantity at the right time and at the right place.
- Supplier Responsiveness:** Ensure effective and efficient response from supplier.

### **7.1.2 Relationship Building and Maintenance**

It is a comprehensive approach to maintain a good relationship by SCM with respective supplier to streamline the entire supply chain management process. In order to ensure an effective and efficient interaction in between SCM and Suppliers, SCM will maintain a positive relationship in the following three stages of Procurement life cycle:

- Pre-Bidding Stage:** Determine Procurement contracting strategy and finalize technical specifications, supplier market analysis, perform pre-qualifications of invited suppliers, fixing bid evaluation criteria, bidding instructions, and the contract document.
- Bidding Stage:** Float Bid, Clarify Bid, Receives Bid, Bid Evaluation, Negotiation, Awarding and Contract Signing (As Applicable).
- Post Bidding Stage:** Execution on purchase Order (PO)/Work Order, Contract, Performance Monitoring, Supplier's Performance Evaluation, Supplier Satisfaction Survey & Complaint Management, Contract Close out etc.

### **7.1.3 Analysis of Supply Positioning**

Supply Positioning Matrix is divided into four segments for all types of product and/ or service based on their risk/impact on business and level of spend for each category. This model helps to take decision, control and decide overall strategy on the particular segment. The four segments are as follows:

- Critical items: High expenditure and high risk;
- Bottleneck items: Low expenditure and high risk;
- Leverage items: High expenditure and low risk, and;
- Routine items: Low expenditure and low risk.

This evaluation and categorization will be done on a periodic basis preferably twice a year. On the basis of the above categorization, different supplier management strategies will be developed and practiced which are appropriate for each category of goods and/or services of procurement and which will support sustainable and profitable company operation.

### **7.1.4 Risk Analysis**

Risk rating is an integral part of supply positioning matrix. Risk rating will be conducted for each supply position (Critical items, Bottleneck items, Leverage items and Routine items) based on the following criteria as applicable:

- Supplier availability
- Procurement Volume/Spend
- Switching cost
- Impact on business
- Goods and services standard
- Supplier perception towards Robi

### **7.1.5 Supplier's Pool Creation**

Concerned department (designated procurement individual/ team) will determine rational size of suppliers' pool against each category (i.e. Civil Works Supplier, Roll out Supplier,

Printing Material etc.) of products and/or services against set criteria and justification as applicable. Required number of suppliers would be short listed for bidding from the pool based on requirement and justification as applicable. Short listing should be made in such a manner so that all the suppliers in the supplier pool get equal opportunity time to time. The determination and evaluation of supplier pool is an on-going process. However, supplier pool review and update will take place at least twice in a year. The following two aspects to be considered in time of Suppliers Pool creation:

- **Strategic Issues**, concerned with the overall size, nature and development of the supplier pool as a whole and in the long term. Supplier should be regarded as valuable business resources to be managed with appropriate care, recognizing both the company's responsibility to the supplier and the contribution which a good supplier can make to company's profitability. Robi generally consolidates its spending with the minimum number of suppliers that allows effective competition and provides the best combination of onsite quality of equipment, goods, service and costs. The intent is to achieve economies of scale and focus performance management with a limited number of suppliers.
  
- **Tactical Issues**, concerned with selecting specific supplier(s) to meet the company's foreseen requirements for particular goods or services in the short or medium term. Many factors should be considered in building and maintaining an appropriate range of suitable suppliers of a particular commodity or service. In particular, three key questions should be addressed.
  - What are the characteristics required in a quality supplier?
  - How many suppliers are needed?
  - What type of relationship should be maintained with each supplier?

## **7.2 Supplier Performance Evaluation**

Suppliers' performance will be evaluated on the basis of the following Four (04) Criteria:

i) Quality of the Product / Services

ii) Delivery Time

iii) Responsiveness

### 7.2.1 Value for each criteria

Sl.	Evaluation Criteria	Score (Max)	Excellent	Good	Satisfactory	Poor	Weight
1.	Quality	100	100	90-99	80-90	<80	30%
2.	Delivery Time	100	91-100	81-90	71-80	<71	30%
3.	Responsiveness	100	91-100	81-90	71-80	<71	20%
4.	Timeliness of services	100	91-100	81-90	71-80	<71	20%

### 7.2.2 Ranking and Action

Based on the above criteria, weight and scoring the approved vendors will be ranked as follows:

Sl.	Weighted Score	Rank	Action
1.	>90	1	Will be treated as excellent vendor
2.	<=90 but >80	2	Will be treated as good vendor
3.	<=80 but >70	3	Will be treated as satisfactory vendor. If a vendor continuously performs as satisfactory vendor, a letter may given to vendor/s for improvement
4.	<=70	4	Will be treated as poor performer. A warning letter may be given to the vendor/s. If any vendor gets three (03) warning letters he may be blacklisted for a certain period at the discretion of Head of Supply Chain Management and CFO.

### **7.3 De-listing of Suppliers**

Designated procurement individual/ team may de-list any Supplier based on the criteria mentioned below:

- i. Falsified documentation;
- ii. Poor performance;
- iii. Misrepresentation of facts;
- iv. Materials breach of contract;
- v. Any action damaging Robi's goodwill;
- vi. Any direct or indirect act to influence to breach of SCP;
- vii. Any other reason affecting Robi's business and way of work.

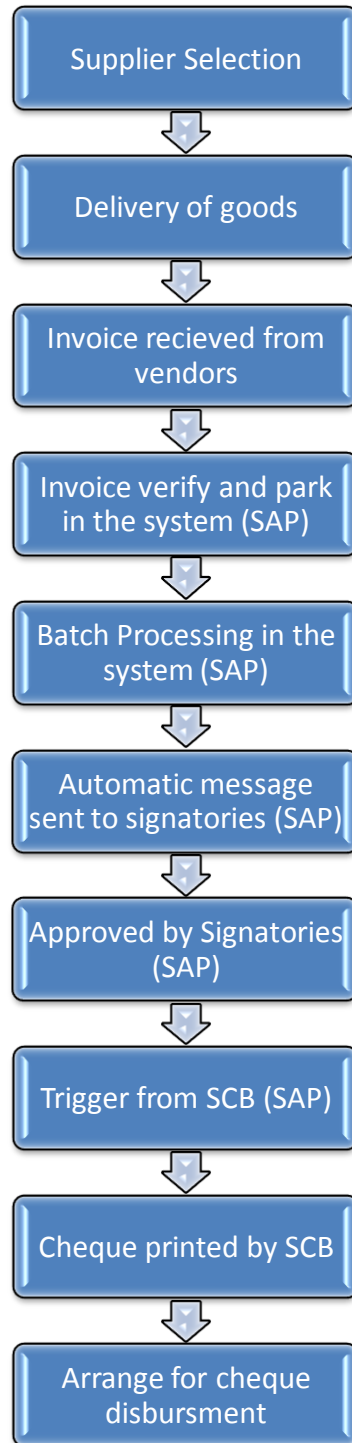
### **7.4 Vendor Agreement**

Each and every vendor has to sign an agreement where some terms and conditions are specified. Although these terms and condition varies from type of goods supplied but all the terms and condition have three sub heading which includes:

- i. General: It describe in detail the goods or services to be provided under the vendor contract.
- ii. Warranty: It involves warranty option if available and what will be procedure if any goods are found defective.
- iii. Terms of payment: It involves the delivery of vendor payment, in these case each and every vendor have a specific lead time that is the payment of the vendors will be done at a specific date.

## 8. Vendor Payment Process

The vendor payment system of Robi is illustrated below:



- **Supplier Selection:** The supplier selection process has been discussed in detail on the previous chapter.
- **Delivery of goods:** After the selection of suppliers, the goods are delivered as per the agreement.
- **Invoice received from the vendors:** Suppliers provide invoice to Robi after delivery of goods in order to keep document of the quantity and price of goods delivered.
- **Invoices verify and park in the system:** Later the documents are sent to finance department where all the invoices are checked and is posted in the SAP software. The printed document after the parking of the invoice is provided in the Appendix 1.1. This document provides a document number for each invoice printed and a tracking number which is unique for every transaction. These tracking number is written on the supplier invoice in order to track down the vendor condition (such as previous payment record, unpaid amount etc.) in SAP if necessary.
- **Batch Processing in the System:** All the invoices are processed on a weekly cycle. Ten to fifteen invoices make one batch and the batch is approved in SAP by the treasury division and sent for signature of the Vice President (VP) of Corporate Finance.
- **Approved by Signatories:** The Vice President have to sign through the SAP if the payment is within BDT 30 Lac. However, VP sent to Chief Financial Officer (CFO) and Managing Director (MD) for signature if the amount is more than BDT 75 Lac and BDT 1 Crore.
- **Trigger from SCB:** After completion of signature the message is sent to Standard Chartered Bank (SCB) where they accept the request of payment. The SAP of Robi is linked with SCB for the purpose of efficient payment.
- **Cheque printed by SCB:** The cheques are then printed by SCB within 2 days and are delivered to Robi Corporate head office. These cheques are usually delivered weekly but sometimes Robi also collect cheques if they need to make urgent payment.
- **Arrange for cheque disbursement:** One of the employees than add cheques with their respective invoices, invoice parking paper and ready those papers along with cheque for disbursement. The vendors than collects the cheque from the treasury department and

submits their money receipt. The copy of a cheque and money receipt is provided in Appendix 1.2 and 1.3.

The use of SAP in the finance division makes the operation quite fast and effective but however this software does not incorporate few things which are why my job responsibility is to keep a track of some of the operation conducted by the treasury department. Some of my job responsibilities which I have to look after in the vendor payment system along are provided in the next chapter.



## 9. Job Description

The Treasury function in any corporate is important in making sure that the business has sufficient liquidity to meet its obligations, whilst managing payments, receipts and financial risks effectively. It ensures the business is accurately tracking payments in an effective manner, while also having sufficient liquidity to meet both expected and unexpected financial obligations. My job responsibility is to track down all the payment done to the vendors. In doing so I have to incorporate few things which include:

### 9.1 Invoices

Invoices are first received by Robi and are transferred to treasury unit so that we can keep track of some information such as invoice received date and final bill after SAP posting. One of the invoices received by Robi is provided in the Appendix 1.3

**Invoice Receive Date:** The first work is to give entry into an excel file where the name of the vendor and invoice date are noted down. These invoice date is the date marked on a due bill or a purchase record which represents the date of purchase or services rendered. It is also the date from which the timeframes for payment are determined. Invoice dates are often the same as the date goods are delivered or received; at times, invoices are issued several days after the receipt of product. Although my job responsibility started from May but there were few invoices of January, February and March which were paid in May, June and July which is why the number on those months are quite low. The total invoices I have received from January to June are as follows:

Month	Number of invoices received
January	41
February	121
March	250
April	643
May	714

June	353
------	-----

**Final Bill Received:** These are the bill that comes out after the SAP posting. These bills show the name of vendors, amounts payable and are attached with the original invoices. Although my job responsibility started from May but there were few final bill which though have received before by the payable unit but are disbursed during my tenure which is why the number of final bill received during January, February and March shows such a small number. The total final bills received are as follows:

Month	Number of final bill received
January	2
February	3
March	73
April	370
May	744
June	685

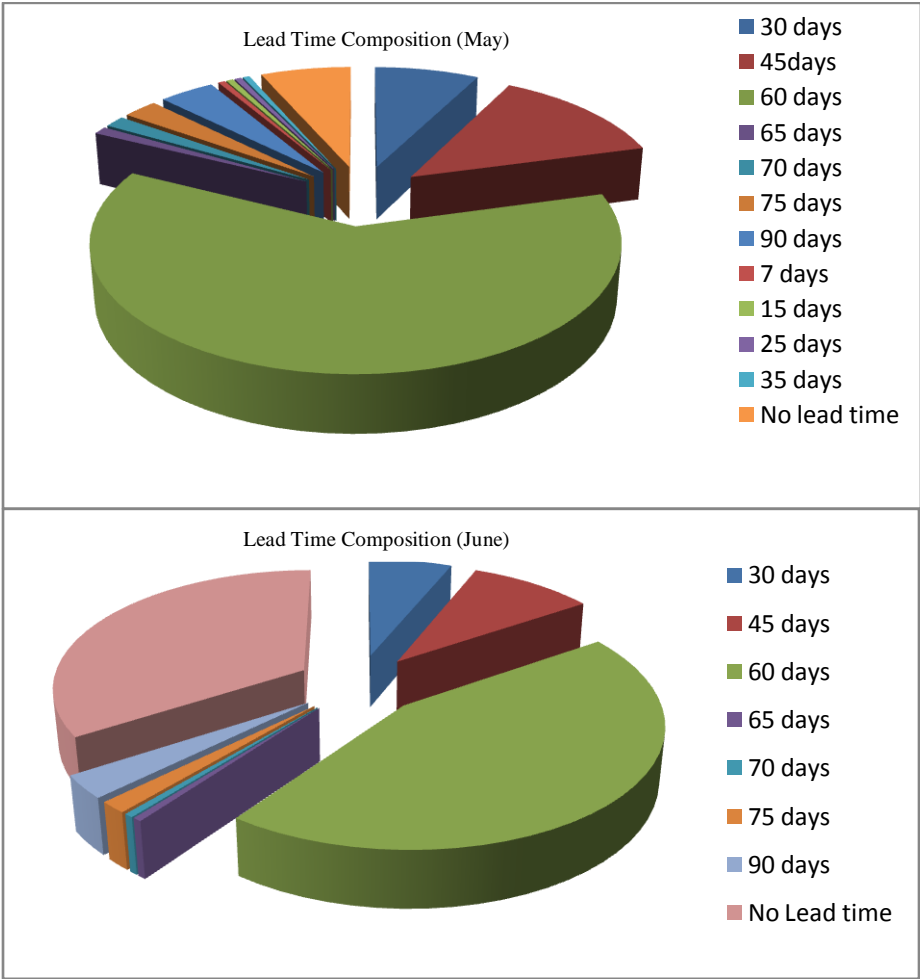
Moreover, sometimes it is seen that the number of invoice received might not match the number of final received after SAP posting because of two reasons:

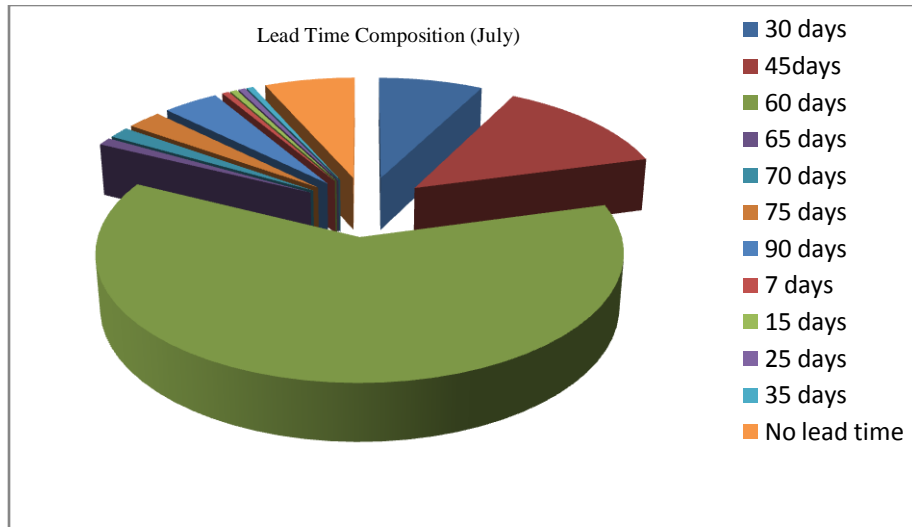
- i. Sometimes many invoices might comprise of one final bill as only one entry in SAP is given. These are usually given when all the invoices are of same vendors and all of them are needed to be paid at a same date. The amount of the final bill equals the total amount payable of all the invoices. Therefore, one final bill is attached with all the invoices so that the documents are easy to trace and takes less time to find it.
- ii. Sometimes many invoices are automatically given to treasury unit such as gas and Octane supplier for Robi cars, rents etc. Since, these invoices do not go through

payable unit which is why there number of invoice received does not equal with final bill received.

### 9.2 Lead Time

The second job responsibility is to determine the date of payment on the basis of invoice date. Each and every vendor agreement specifies after how many days of submitting invoice they will receive payment. These is called lead time. Lead time may range from 7 days to 90 days. The lead time composition of vendors in May, June and July are as follows:

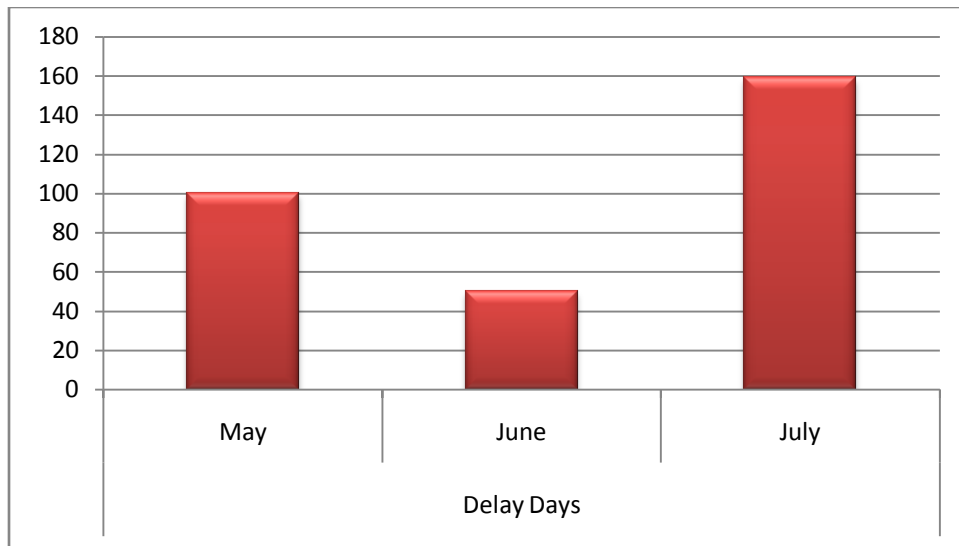




The above three figures of lead time shows that vendors with 60 days lead time carries major proportion in all three months. No lead time indicates that the payments of those invoices are paid instantly; they mainly include different hotel and restaurant invoices.

### 9.3 Delay Days

After receiving invoices and SAP posting, I have to determine the date of payment of each final bill on the basis of the lead time. This date of payment is called delivery date. In addition to that I was responsible for submitting the entire bills prior to 10 days of the delivery date to the treasury person who will do batch processing. In Robi, this submitting of the invoices before the delivery date is called Due Date of Submission to Treasury. In doing so we check whether there were any final bill that have already crossed the due date of submission. If it does, we count the number of days crossed and keep record of those number which in Robi are called as Delay Days. The number of final bill that were delayed in May, June and July are as follows:



There are two possible reasons why there can be delay days which include:

- i. Final Bill Missing: In some cases the final bill gets lost in all the documents and files which were found later when the due date of submission are over.
- ii. Wrong interpretation of invoice date: Sometimes vendors mistakenly provide wrong invoice date as a result the delivery date shows a wrong date and so is the due date of submission to treasury. Moreover, many invoice dates are handwritten which and is written in such a way that the invoice date is misinterpreted and thus creates delay days.

## 9.4 Bank Efficiency

The final bills are later batched and are sent to signatories for signature and approval. The signatories' approval and the batch processing is done through SAP and automatically sent to Standard Chartered Bank for triggering. The bank cheque is than prepared correctly including payee details, amount and account to be debited. The necessary entries are also prepared or generated in accordance with bank cheque credit, customer debit and commission credit. It is a systemically important payment system or large value payment system typically processes high-value and time-critical payments. It is an essential payment system to ensure the smooth functioning of the Robi payment system, and its failure could trigger disruptions in the whole financial department. In all those phases, my job is to recheck bank efficiency to check whether

the bank is triggering in the same day the message is sent and whether the bank is preparing cheques within 2 days of receiving the message. Although, the banks are efficient still Robi policy is to check each and every detail and take action if necessary.

The date of sending message is denoted as Cheque Preparation Date, whereas, the date of triggering and preparation date of cheque by banks is denoted as Cheque date and Signed and Ready Date. This information is calculated in terms of percentage and represents bank efficiency. The findings are as follows:

Details	Efficiency Level
<b>Cheque Preparation Date</b>	100%
<b>Cheque Date</b>	100%
<b>Signed and Ready Date</b>	100%

The cheques are than delivered to Robi on a weekly basis by SCB. However, in case of urgent payment Robi also collects cheque from SCB after signed and ready date is completed.

## 9.5 Early Payment

In the supply chain of any organization or company, suppliers finance the period between an order being placed by a customer and the subsequent payment being received. Historically, this has been funded through other sources such as loans. However, many of these options have become less readily available or more costly, thereby impacting suppliers' working capital and their ultimate ability to fulfill future orders. However, Robi do offer a facility called early payment. Early payment is disbursing payments before the delivery date. The vendor notifies the finance department head asking permission for early payment citing eligible reason. Afterwards, the buying organization that is Robi simply notifies the supplier payments provider of invoices that it has been approved for payment. The supplier payments provider immediately offers early payment to the supplier ahead of the agreed trade terms. As a result, Robi benefit from an enhanced working relationship with supplier companies and on the other hand suppliers can improve their working capital position and enjoy a reduced cost of funding. The total number of early payments made along with the total amount in May, June and July are as follows:

Month	Number of early payment	Total Amount (in Taka)
May	21	33,018,395.24
June	2	750,515.00
July	24	16,532,035.20

From the above table, we can see that the early payment was high on May but later was reduced to June. However, the early payment on July was increased because of the fasting season and Eid-UI-Fitr as many payments with delivery date on August were disbursed on July.

## 9.6 Disbursement record

Disbursement takes place when the vendor receives cheque from Robi and we need to keep record of all those disbursement date. However, sometimes the disbursement is not done on the actual month and is carried forward to the next month. The main reason behind these late disbursement is because the vendor themselves collect the money late which is why the amount is transferred to vendor in the next month. The previous month payment still not collected by the vendors is shown as opening balance in the current month and the payment not done in that month is denoted as closing balance. The actual payment done in the current month is represented as bank. The illustration of these transactions is shown through vendor payable T-Accounts of May, June and July:

Vendor Account Payable (May)			
	Taka		Taka
Bank	89,040,440.44	Opening Balance	14,715,645.38
Closing balance	601,739,920.33	Office Supplies	676,064,715.39
	<u>690,780,360.77</u>		<u>690,780,360.77</u>

Vendor Account Payable (June)			
	Taka		Taka
Bank	25,299,964.54	Opening Balance	601,739,920.33
Closing balance	739,919,938.28	Office Supplies	163,479,982.49
	<u>765,219,902.82</u>		<u>765,219,902.82</u>

Vendor Account Payable (July)			
	Taka		Taka
Bank	109,183,959.30	Opening Balance	739,919,938.28
Closing balance	1,024,430,336.25	Office Supplies	393,694,357.27
	<u>1,133,614,295.55</u>		<u>1,133,614,295.55</u>

## 9.7 Economic Update

Other than the vendor system I was also responsible for providing economic status of the country every month. These update goes straight to CFO and are used in taking different strategies in the meeting of MC (Management Committee). The economic update usually consolidates:

- i. **Inflation:** Inflation is an upward movement in the average level of prices. Inflation is caused by a combination of four factors: the supply of money goes up; the supply of other goods goes down; demand for money goes down and demand for other goods goes up. An inflation rate gives us a consensus or aggregate measure of the price changes occurring for a number of different goods and services. When we look at individual goods, price changes often vary greatly.
- ii. **Call money rate:** The call money rate is the interest rate that banks charge other banks or financial institutions on overnight loans. The banks borrow funds from other banks to finance the shortfall created due to certain conditions.
- iii. **Repo and Reverse Repo rate:** Repo is the discount rate at which a central bank repurchases government securities from the commercial banks, depending on the level of money supply it decides to maintain in the country's monetary system. It is an instrument of monetary policy. Whenever banks have any shortage of funds they can borrow from the central bank. To temporarily expand the money supply, the central bank decreases repo rates (so that banks can swap their holdings of government securities for cash). To contract the money supply it increases the repo rates. Reverse Repo rate is the rate at which the central bank borrows money from commercial banks. An increase in reverse repo rate can prompt banks to park more funds with the central bank to earn higher returns on idle cash. It is also a tool which can be used by the central bank to drain excess money out of the banking system.



- iv. **Balance of Trade:** Balance of Trade is the difference between a country's imports and its exports. Balance of trade is the largest component of a country's balance of payments. Debit items include imports, foreign aid, domestic spending abroad and domestic investments abroad. Credit items include exports, foreign spending in the domestic economy and foreign investments in the domestic economy. A country has a trade deficit if it imports more than it exports; the opposite scenario is a trade surplus.
- v. **Exchange rate:** It is the price of one country's currency expressed in another country's currency. In other words, the rate at which one currency can be exchanged for another. Exchange Rates are very important for any country as they determine the level of imports and exports. If a domestic currency appreciates with respect to a foreign currency, imported goods will be cheaper in the domestic market and local companies would find that their foreign competitor's goods become more attractive to customers. If the country has a strong currency then its goods become more expensive in the international market, which results in lost competitiveness. Its movements can have a significant impact on a company's returns. Multinational companies may see significant shifts in their profitability, as foreign exchange rates may make locally held currency more valuable.
- vi. **Foreign Exchange (Forex) Reserve:** It simply refers to the various foreign exchange notes and governmental debts which are held by the hugest world's central bank organizations. By means of such reserves a country can have impact on the exchange rates and on the import-export of the economy as well. Government representatives use such reserves in order to provide a proper amount of different international payments. The functions of such payments can be very different but mostly concern procuring of various services and products like raw materials, real estate objects and equipment for military forces. High reserves mean a country is rather powerful from the economical and financial point of view.

## 10. Recommendations

1. The number of delay days seems quite high which need to be reduced. Robi should educate the vendors to write the invoice date clearly and also should keep track of all the documents so that none of the documents gets missing.
2. Treasure department key function is to ensure that the company has sufficient liquidity and the money is earning highest return but the report shows that they are making too much early payments. By being strict in early payments they could make it zero. Thus, can keep those saving at banks and earn market average interest (11%).<sup>1</sup>

Month	Total Amount (in Taka)	Interest
May	33,018,395.24	36,650,418.72
June	750,515.00	833,071.65
July	16,532,035.20	18,350,559.07
<b>Interest earned</b>		<b>55,834,049.44</b>

3. The lead time are specified in vendor agreements which are used every time while an invoice is received for the purpose of delivery date. As a result, lots of time is wasted and sometimes manually inputting delivery dates also can causes mistakes as well. Therefore, recommend to input all the agreements especially the lead time in SAP so that whenever an invoice is received, the software automatically will provide the delivery date.
4. The entire invoice received and final bill should be documented in a separate room so that the documents could be found easily. Robi have warehouses in Gulshan and Gazipur where all the documents are stored. However, this becomes quite difficult to find any documents from that storage. Therefore, recommend to keep the recent files (upto 6 months old) in the Robi Corporate Office serially on the basis of cheque number or tracking number.

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<sup>1</sup> The average one month interest rate of 11% is taken from the treasury department of Robi.

5. If any invoices are lost or gets missing, the SAP is unable to find the invoice or the amount that needs to be paid. Therefore, recommend to upgrade the SAP so that each invoices are assigned with a tracking number automatically (currently, the tracking number are given manually) and are used to find any documents missing.
6. The current SAP software of Robi does not accommodate the user in cases where final bills are lost or gets missing. Therefore, recommend to upgrade SAP so that final bills could be found easily using software.
7. Although, finance department consist of 150 people but only one people and a support staff are assigned for making vendor payment. As a result, the two persons have to bear huge workload and mistakes takes place quite often. Therefore, I recommend to appoint at least one employee and one support staff to carry on the vendor payment (currently the support staff does work of the entire corporate finance division).

## Appendix

1.1



### Invoice - Gross Voucher




Date : 06.05.2013  
 : 06.05.2013  
 : 2005002344


Text :

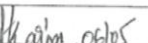
Currency : BDT  
 Document No : 5200003176  
 Document Type : RE/Parked  
 Original Document: 5105649167/2013

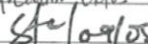
Account	Cost Center	Customer/Asset /Vendor No:	Description	PB	Debit	Amount Credit
30110010		100975	Silkways Card & Printing Ltd.			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
30410024			GR/IR Clrg Recharge			
<b>TOTAL</b>						




DESCRIPTION : 4500027872: Scratch Card supply 2330,000 pcs

Prepared By: 

Checked By: 

Verified By:   
 (Functional Manager)

Approved By:   
 (Head of Unit)


DATE : 02.07.2013 Cheque No. : 0299382

Silkways Card & Printing Ltd.  
158/C, Tejgaon I/A

Bangladesh Account No. **রবি** 100975

Document No : 1500009803 / 2013  
Reference : 2005002344  
Document Text : Scratch Card Printing


Document	Your document	Date	Deductions Tax	VAT	Gross amount
1500009803	2005002344	02.07.2013	0.00	0.00	
5200003176	2005002344	06.05.2013	320122.00	0.00	
Sum total			320,122.00		



Prepared By *[Signature]* Checked By *[Signature]* Approved By *[Signature]* Received by *[Signature]* ০২/০৭/১৩

Payment document	Check number	Date	Currency	Payment amount
1500009803	0299382	02.07.2013	BDT	**** [Redacted]

1.3



Money Receipt #: 671  
Date of Receipt: 07/07/2013

Received with thanks taka ৳ ০১,৬৭৫ in words: One thousand seven hundred and seventy five only


by Cash  or by cheque/PO/DD# 0299382 bank Eastern Bank branch Amy

Purpose of receipt of money Supply of scratch card

Received from ROBI Axiata Ltd.

NB. This receipt is valid from the date when the proceeds are credited from bank notes.

SILKWAYS CARD & PRINTING LTD. Bangladesh  
Corporate: SW (D-4, 25 Gulshan Avenue-1, Dhaka-1212  
Factory: 158/C Tejgaon Industrial Area, Dhaka-1215  
Tel: +8802 8852005 (factory) 9862855 (office)  
Fax: +8802 9862856 Email: silkcard@silkways.net

Authorized Personnel: 

(Original)

<b>INVOICE</b>	
Card & Printing Ltd. Gangaon I/Area, Dhaka 1208 02-9888211-20 88 01819411292, +88 01751101102 alam@silkways.net	Invoice No. <b>SW/2013/ROBI/59</b> Supplier's Ref. Buyer's Order No. <b>4500027872</b> Dated <b>30-Apr-2013</b> Other Reference(s) Dated <b>3-Feb-2013</b>

Buyer: **Robi Axiata Limited**  
 Robi Corporate Office  
 53 Gulshan South Avenue, Gulshan  
 Dhaka-1212, Bangladesh  
 Fax +88-02 9865463

SI No	Description of Goods	Quantity	Rate	per	Amount
1	Robi Scratch Card Deno Tk. 10 (4in1) (Without Wrapping)	✓ 500000 pcs	✓ 3.16		1,580,000.00 ✓
2	Robi Scratch Card Deno Tk. 20 (4in1) (Without Wrapping)	✓ 400000 pcs	✓ 3.16		1,264,000.00 ✓
3	Robi Scratch Card Tk. 50 (4in1) (Without Wrapping)	✓ 140000 pcs	✓ 3.16		442,400.00 ✓
4	Robi Scratch Card Deno Tk. 10 (4in1) (Without Wrapping)	✓ 115000 pcs	✓ 3.16		363,400.00 ✓
5	Robi Scratch Card Deno Tk. 20 (4in1) (Without Wrapping)	✓ 550000 pcs	✓ 3.16		1,738,000.00 ✓
6	Robi Scratch Card Deno Tk. 20 (4in1)	✓ 625000 pcs	✓ 3.16		1,975,000.00 ✓

As Per Following:  
 Delivery Challan(S):  
 Challan No S2013-0241 dt. 22-Apr-2013  
 Challan No S2013-0245 dt. 24-Apr-2013  
 Challan No S2013-0253 dt. 27-Apr-2013  
 VAT(Mushok 11) Challan(S):  
 Challan no.2358 dt. 22-Apr-2013  
 Challan no.2362 dt. 24-Apr-2013  
 Challan no.2369 dt. 27-Apr-2013

INVOICE RECEIVED

2005002344



29/06/13

For Without Wrapping Total <b>2330000 pcs</b>	Bill = 7,362,800.00 Less = LAD = 341,000.00 = 7,021,800.00 E. & O.E.
--	---

Amount (in words): **Taka Seventy Lac Twenty One Thousand Eight Hundred Only.**

Remarks:  
 All Values are inclusive VAT  
 Local Sales Tax No: 19101003664-190302  
 Buyer's Local Sales Tax No: 18121025236  
 Declaration: for Silkways Card & Printing Ltd.

We declare that this invoice shows the actual price of the goods described and that all particulars are true and correct

Authorised   
 Authorised 

DIBF

## **Definitions**

1. Global System for Mobile (GSM): one of the leading digital cellular systems. GSM uses narrowband TDMA (Time Division Multiple Access), which allows eight simultaneous calls on the same radio frequency.
2. TDMA: TDMA works by dividing a radio frequency into time slots and then allocating slots to multiple calls. In this way, a single frequency can support multiple, simultaneous data channels
3. GPRS: General Packet Radio Service is a packet-switching technology that enables data transfers through cellular networks. It is used for mobile internet, MMS and other data communications. In theory the speed limit of GPRS is 115 kbps, but in most networks it is around 35 kbps. Informally, GPRS is also called 2.5G.
4. GPS: The Global Positioning System (GPS) is a satellite-based navigation system made up of a network of 24 satellites placed into orbit.
5. Account Payable: In accounting, accounts payables are debts resulting from purchasing goods or receiving services on credit or on an open account. You have accounts payable when you have not yet paid for the goods or services you have received.
6. Value Added Services: Value-added Services refers to advanced and/or additional services a content provider (network operator) offers to possibly increase their revenues, or make their offering more competitive.
7. Working Capital: It is a measure of both a company's efficiency and its short-term financial health which is found by deducting current liabilities from current asset.



## **Abbreviations**

1. CAMEL: Customized Applications for Mobile Enhanced Logic
2. GPRS: General Pack Radio Service
3. EDGE: Enhanced Data rates for GSM Evolution
4. GSM: Global System for Mobile
5. IN: Intelligent Network
6. VAS: Value Added Service
7. USD: U.S. Dollar
8. R&D: Research & Development
9. 3G: Third Generation
10. SMS: Short Message Service
11. CRL: Customer Relationship
12. CSR: Corporate Social Responsibility
13. PMO: Project Management Office
14. ERP: Enterprise Resource Planning
15. SAP: System Application & Products
16. SCB: Standard Chartered Bank
17. CFO: Chief Financial Officer
18. MC: Management Committee
19. Forex: Foreign Exchange
20. OCS: Optical Circuit Switching
21. WC: Working Capital
22. ATL: Above The Line
23. BTL: Below The Line
24. SCP: Supply Chain Policy

## References

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4. <http://bdbanijjo.wordpress.com/tag/call-money/>
5. <http://www.businessdictionary.com/definition/repo-rate.html>
6. <http://flame.org.in/KnowledgeCenter/WhatisCRRrepoandreversereporate.aspx>
7. <http://www.investopedia.com/terms/b/bot.asp>
8. [http://www.wikinvest.com/wiki/Exchange\\_Rates](http://www.wikinvest.com/wiki/Exchange_Rates)
9. <http://www.liteforex.com/forex-articles/the-significance-of-the-forign-exchange-reserves/>
10. <http://regqs.sqa.org.za/showUnitStandard.php?id=114750>
11. [http://www.bnm.gov.my/index.php?ch=ps\\_mps&pg=ps\\_mps\\_type](http://www.bnm.gov.my/index.php?ch=ps_mps&pg=ps_mps_type)
12. [http://www.acom.com/windows/articles/how\\_to\\_deal\\_with\\_vendor\\_payment\\_complaints.html](http://www.acom.com/windows/articles/how_to_deal_with_vendor_payment_complaints.html)
13. <http://www.betterbusinessfinance.co.uk/help-support/factsheets/supplier-payments>
14. <http://www.robi.com.bd/index.php/media/index/5>
15. [http://en.wikipedia.org/wiki/Value-added\\_service](http://en.wikipedia.org/wiki/Value-added_service)
16. <http://mushfiq009.wordpress.com/%E2%80%9COverview-of-mobile-telecommunication-industry-in-bangladesh-%E2%80%9D/>
17. <http://www.docstoc.com/docs/148945054/An-assignment-on-ROBI-the-marketing-strategy-of-ROBI-Axiata-mobile-company>
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