



Summer Internship at

(Etisalat Telecom Company, Kabul, Afghanistan)

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DECLARATION

I do hereby certify that this report has been prepared by me. This report has been compiled and prepared by [Rohullah Niazi](#) and it has not formed the basis of any diploma or degree. The report is to be submitted to the Goa Business School as partial fulfillment of the internship paper for the summer internship of the MBA program.

Rohullah Niazi
Roll Number 2178

Instead of Certificate

Dear Ma'am

AS I started my Internship late and it is not over yet, so I have not received the Certificate yet.

I will upload my Certificate as soon as I collect it from the Company.

Sincerely

Rohullah Niazi

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ACKNOWLEDGEMENT

In the name of almighty Allah the most merciful

The internship opportunity I had with (Etisalat Telecom Company in Kabul Afghanistan) was a great chance for learning and professional development, therefore I consider myself a very lucky person as I was provided with an opportunity to be part of it.

This two-month internship was useful and instructive for me as a new experience although I was not able to make the most of this opportunity due to the limitations of online education and work.

I am using this opportunity to express my deepest gratitude and special thanks to my guide

Mr. Khalid “Kakar” who I was working under his supervision, advice, and guidance at (Etisalat telecom company AFG) enabled me to learn and contribute to the organization.

I would like to thank my course teachers and instructors, especially my guide (Ms. Rajanala Nirmala) who helped me to bring the theory to practical life as however needed for business students.

The project report which is conducted at “Etisalat telecom company Afghanistan” is the result of two months of hard work, continuous attendance, and constant effort.

This internship includes the analysis of different parts of Etisalat Company such as; HR, Finance, Marketing, etc.

This project has been done in two months which I had time to gain information and analyse the different fields of Etisalat telecom company.

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Executive Summary

Etisalat is a multinational telecommunications company who was founded at 1976 in United Arab Emirates and it is the number one mobile operator in the UAE. For four decades, since the birth of the UAE, it has played a key role in driving and supporting the nation's prosperity. Famous for over 45 years for delivering technological excellence, innovation, and reliability, Etisalat is on track to be a top 20 Global Telcom by 2020 - pioneering technology for tomorrow's customers. Etisalat provides a wide range of advanced satellite, wireless and TV media (voice, information and video) services. Etisalat was founded as the first telecommunications service provider in the country with its headquarters in Abu Dhabi, over 4 decades ago in the UAE. Innovative solutions and services for more than 155 million subscribers in 16 Middle Eastern, Asian and African countries are provided by Etisalat as an international Blue Chip organization.

Etisalat Group's 'Towards the Digital World' strategy seeks to deliver high quality consumer service domestic and globally, to provide shareholders with competitive returns while investing in the company's long-term world and to promote economic growth across all our operating sector.

A brief explanation about Afghanistan's telecommunications

Communications in Afghanistan is under the control of the ministry of communications and information technology (MCIT) it has rapidly expanded after the Karzai administration took over in late 2001, and has embarked on wireless companies, internet, radio stations and television channels.

Afghanistan uses its own satellite called Afghanisat1. There are about 27 million mobile phone users in the country (68% of the population). Telecom companies include Afghan Wireless, Etisalat, MTN, Roshan, and Salaam. Over 70% of mobile users have access to the internet.



AWCC was the first telecom company established in Afghanistan at 2001. Because it was the first mover, it gained lots of profit and customers. But after two year other companies came into the picture and they started with new ideas and provided new schemes to customers. AWCC has 4.5 million subscribers in all over Afghanistan.



Roshan is the second telecommunication service provider in Afghanistan who was established by Karim Agha Khan in the year 2003. It has over 6 million active subscribers in 34 provinces of Afghanistan.



In 2004 the leading company in Afghanistan under the name of Arriba was established and later on the name was changed to **MTN** Afghanistan is the biggest provider of telecom services in the country with more than 7 million subscribers.

The MTN Group is a multinational telecommunications group, operating in 21 countries in Africa, Asia, and the Middle East.



Salaam is the latest entrant in Afghanistan's telecommunication industry which incorporated in 2013 by the Ministry of Telecommunications and Information Technology.

It has more than 3 millions of subscribers in 34 provinces of Afghanistan.

Etisalat Profile



Etisalat has been the telecommunications service provider in the United Arab Emirates since 1976 and is the number one mobile operator in the UAE. For four decades, since the birth of the UAE, it has played a key role in driving and supporting the nation's prosperity. Famous for over 45 years of delivering technological excellence, innovation and reliability, Etisalat is one of the top 20 telecom

companies in the world.

Etisalat network has always, and continues, to be the backbone of the UAE. It created a world-class communications infrastructure for the UAE, enabling UAE companies to compete on a global stage. The UAE is growing and changing at a phenomenal rate. Etisalat is leading this charge - taking its customers and partners into the future.

Etisalat offers fixed-line services over its Next Generation Network and provides mobile users with a range of services and applications such as GPRS, 3G, 4G BlackBerry, and Mobile Cam. Etisalat provides broadband internet access to the entire UAE and is currently working on rolling out triple play services, which will incorporate high-speed Internet, TV and fixed line offerings all via one cable. In addition to voice and data networks Etisalat also has many other offerings including the E-Vision cable TV network.

Internationally Etisalat provides telecommunications services in 16 countries in middle east, Asia and Africa, and continues to pursue new mobile and fixed line opportunities in many growth markets. At the end of June 2007 Etisalat had a total of 28 million subscribers over its international operations. Now it has over 155 million subscribers in those 16 countries.

Etisalat Afghanistan was launched in 2007 after the UAE telecom operator won the license to operate as the fourth mobile services provider in the Islamic Republic of Afghanistan. Etisalat Afghanistan is 100% owned by Etisalat UAE.

Slogan of Etisalat is; **Together, we're driving a digital future.**

Etisalat UAE (the parent company) is the second-largest company in the Middle East and has subsidiaries in Benin, Burkina Faso, Central African Republic, Egypt, Gabon, Ivory Coast, Nigeria, Saudi Arabia, Sudan, Togo, Tanzania, and Pakistan.

Vision and Mission of Etisalat

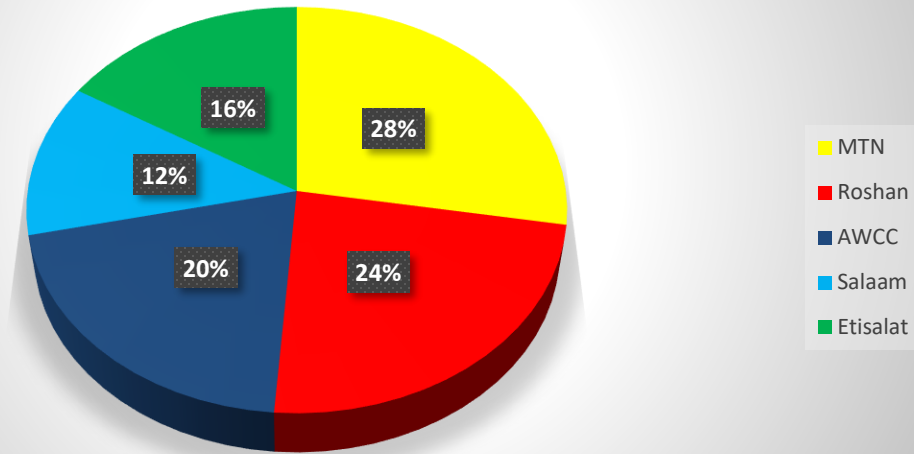
Vision

Etisalat will drive the digital future to empower societies, inspiring everyone to realise their true potentials.

Mission

Etisalat's mission is to extend people's reach. To this end, Etisalat is actively developing advanced networks that will enable people to develop, to learn and to grow; to enable them to reach each other, businesses to find new markets and everyone to fulfill their potential. Across the UAE, and increasingly in international markets, Etisalat's mission of enabling its customers to enjoy the latest services and technologies in telephone, TV, and Internet services has largely succeeded.

Etisalat Market shares in Afghanistan:



Etisalat with 3.5 million subscribers has 16 percent of the telecommunication market share in Afghanistan.

All about products and services

Mobile Services

See the variety of voice services and messaging Etisalat can provide:

3G Mobile Internet access

4G Mobile Internet access

Voice Calls

Voicemail

SMS Call Barring

MMS

Naghma Tones

Prepaid and post-paid dialup Internet access

Scratch Cards

A scratch card is the card that you use to recharge your credit. Scratch cards come in a range of values, you can purchase the card the most meets your needs, based on your budget, the number of calls you plan to make and the period of time you wish to operate the card. Etisalat in Afghanistan Recharge vouchers are available in the dominations of Af 100, Af 200, Af 500, Af 2000 and Af 5000. Scratch cards are available in over many different locations everywhere in Afghanistan. A scratch card can be used only once. Depending upon the type of call placed, the cost of the call will be deducted from your credit.



Porter's Five Forces Analysis

Threat of New Entrants

The capital requirements within the industry are high, therefore, making it difficult for new entrants to set up businesses as high expenditures need to be incurred. Capital expenditure is also high because of high Research and Development costs. All of these factors make the threat of new entrants a weaker force within this industry.

The access to distribution networks is easy for new entrants, which can easily set up their distribution channels and come into the business. With only a few retail outlets selling the product type, it is easy for any new entrant to get its product on the shelves. All of these factors make the threat of new entrants a strong force within this industry.

Bargaining Power of Suppliers

The number of suppliers in the industry in which Etisalat operates is a lot compared to the buyers. This means that the suppliers have less control over prices and this makes the bargaining power of suppliers a weak force.

The product that these suppliers provide are fairly standardised, less differentiated and have low switching costs. This makes it easier for buyers like Etisalat to switch suppliers. This makes the bargaining power of suppliers a weaker force.

Bargaining Power of Buyers

The number of suppliers in the industry in which Etisalat operates is a lot more than the number of firms producing the products. This means that the buyers have a few firms to choose from, and therefore, do not have much control over prices. This makes the bargaining power of buyers a weaker force within the industry.

The product differentiation within the industry is high, which means that the buyers are not able to find alternative firms producing a particular product. This difficulty in switching makes the bargaining power of buyers a weaker force within the industry.

Threat of Substitute Products or Services

There are very few substitutes available for the products that are produced in the industry in which Etisalat operates. The very few substitutes that are available are also produced by low profit earning industries. This means that there is no ceiling on the maximum profit that firms can earn in the industry in which Etisalat operates. All of these factors make the threat of substitute products a weaker force within the industry.

Rivalry Among Existing Firms

The number of competitors in the industry in which Etisalat operates are very few. Most of these are also large in size. This means that firms in the industry will not make moves without being unnoticed. This makes the rivalry among existing firms a weaker force within the industry.

The very few competitors have a large market share. This means that these will engage in competitive actions to gain position and become market leaders. This makes the rivalry among existing firms a stronger force within the industry.

PESTLE Analysis

Political

Insecurity in Afghanistan has an adverse effect on the activities of telecommunication companies. Etisalat telecom like other telecom companies was and even still is facing with problems because of insecurity situation, for example before Afghanistan fell to the Taliban, and the geography of Afghanistan was divided between the previous government and the Taliban, telecommunication companies had to pay taxes to the government and pay ransom to the Taliban for their activities so that their employees would not be harmed in areas under Taliban rule.

Economic

The telecommunication companies in Afghanistan are the second source of job creation in this country after the government by creating three hundred thousand job opportunities. Etisalat, as one of the largest telecommunications companies in a country like Afghanistan, which is facing a severe unemployment crisis, has a significant contribution to job creation. As government needs to the activities of these companies so strict laws and expensive taxes are not imposed on the activities of telecommunication companies.

Social

Etisalat provides packages of services for different social and age groups to meet their needs. Hence, residents of any country, regardless of their age and financial capabilities, can choose a package that is suitable for them. Etisalat seeks to connect social individuals and groups through the provision of mobile calls and Internet services that enhance communication regardless of matter or distance.

Technical

Technical factors are the main ones in Etisalat's activities because quality and innovation are its main goals. The technological development of the UAE is high, since the government, along with local companies, care about the country's development. In addition, Etisalat collaborates with many technology companies in other countries, and many of them are at a lower level of development. Consequently, the lack of technical progress in Afghanistan allows Etisalat to introduce its technologies and innovations to expand its market.

Etisalat was the first company that brought 3G services to Afghanistan in 2013, and also in 2020, it granted a 4G license for providing better services to its consumers.

Legal

Compliance with constitutional provision ensures that Etisalat facilitates its streamlined activities in the UAE and 15 other countries.

Etisalat protects and respects the privacy of its subscribers by ensuring the privacy and confidentiality of the information provided to them.

Environmental

Afghanistan is a mountainous country and has a great geographical difference from other Middle Eastern and African countries. This can be a challenge for all telecommunications companies, installing antennas and delivering the necessary equipment to its employees in hard-to-reach places is an environmental challenge for Etisalat.

Therefore, PESTEL analysis demonstrates that environmental factors in Afghanistan are quite profitable and convenient for the development of the company despite some problems that Etisalat is facing.

VRIN(VRIO) Aanalysis

Valuable

The Etisalat VRIO Analysis shows that the financial resources of Etisalat are highly valuable as these help in investing into external opportunities that arise. These also help Etisalat in combating external threats.

The Etisalat VRIO Analysis shows that Etisalat's employees are a valuable resource to the firm. A significant portion of the workforce is highly trained, and this leads to more productive output for the organisation. The employees are also loyal, and retention levels for the organisation are high. All of this translates into greater value for the end consumers of Etisalat's products.

Rare

The financial resources of Etisalat are found to be rare according to the VRIO Analysis of Etisalat. Strong financial resources are only possessed by a few companies in the industry.

The employees of Etisalat are a rare resource as identified by the VRIO Analysis of Etisalat. These employees are highly trained and skilled, which is not the case with employees in other firms. The better compensation and work environment ensure that these employees do not leave for other firms

Imitable

The financial resources of Etisalat are costly to imitate as identified by the Etisalat VRIO Analysis. These resources have been acquired by the company through prolonged profits over the years. New entrants and competitors would require similar profits for a long period of time to accumulate these amounts of financial resources.

The employees of Etisalat are also not costly to imitate as identified by the Etisalat VRIO Analysis. This is because other firms can also train their employees to improve their skills. These companies can also hire employees from Etisalat by offering better compensation packages, work environment, benefits, growth opportunities etc. This makes the employees of Etisalat a resource that provides a temporary competitive advantage. Competition can acquire these in the future.

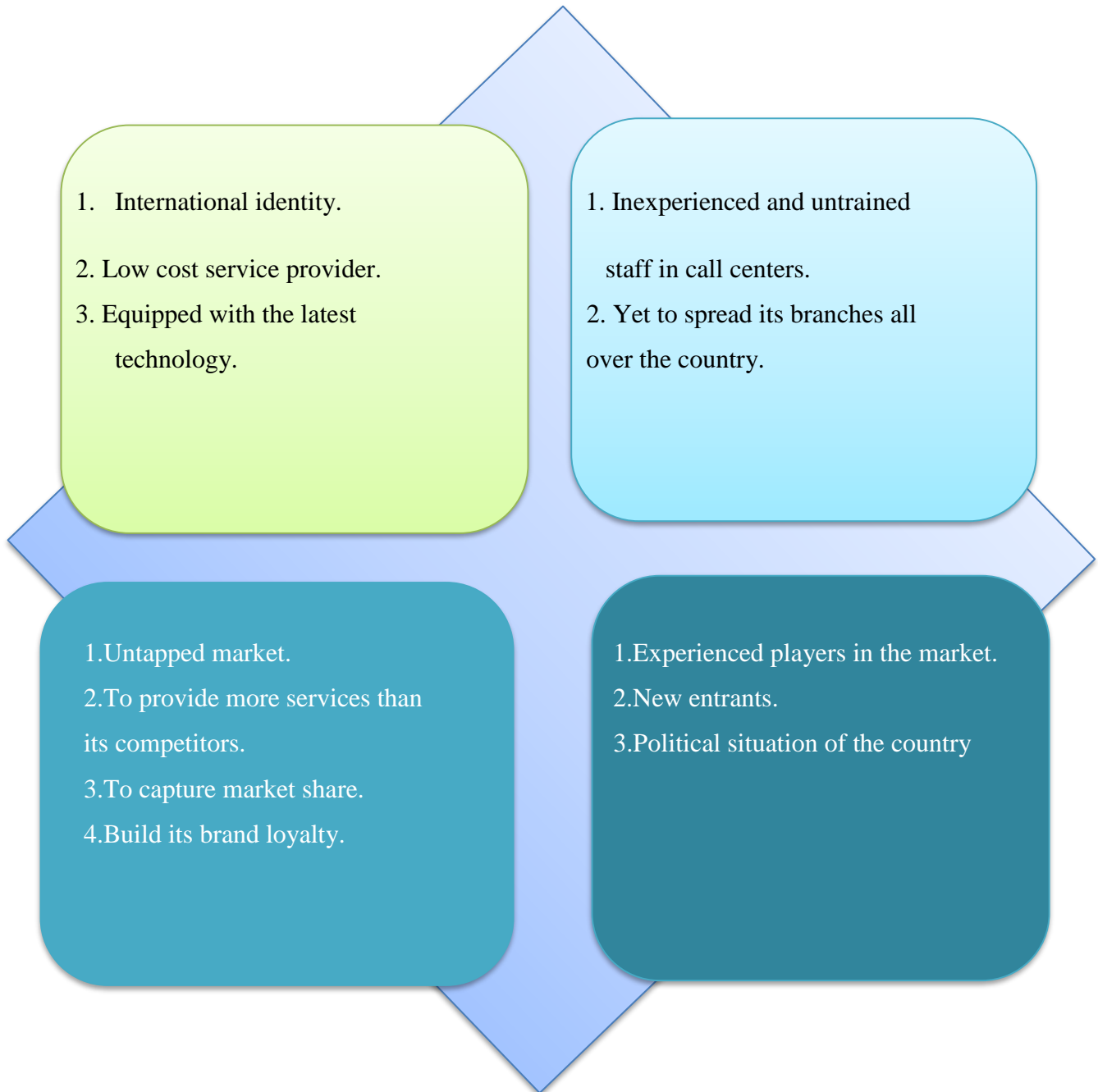
Organisation

The financial resources of Etisalat are organised to capture value as identified by the VRIO Analysis of Etisalat. These resources are used strategically to invest in the right places; making use of opportunities and combatting threats. Therefore, these resources prove to be a source of sustained competitive advantage for Etisalat.

The distribution network of Etisalat is organised as identified by the VRIO Analysis of Etisalat. Etisalat uses this network to reach out to its customers by ensuring that products are available on all of its outlets. Therefore, these resources prove to be a source of sustained competitive advantage for Etisalat.

From the VRIO Analysis of Etisalat, it was identified that the financial resources and distribution network provide a sustained competitive advantage.

SWOT Analysis



Etisalat Marketing Strategy & Marketing Mix (4Ps)

Marketing Strategy of Etisalat analyses the brand with the marketing mix framework which covers the 4Ps (Product, Price, Place, Promotion). There are several marketing strategies like product innovation, pricing approach, promotion planning etc. These business strategies, based on Etisalat marketing mix, help the brand succeed in the market.

Etisalat marketing strategy helps the brand/company to position itself competitively in the market and achieve its business goals & objectives.

Some strategies of Etisalat are:

Etisalat Product Strategy:

The product strategy and mix in Etisalat marketing strategy can be explained as follows:

Etisalat is a leading telecom brand in the Middle East, serving millions of customers. Etisalat, being one of the largest telecom providers in the middle east and Africa offers the complete range of fixed line, mobile, data and internet services as well as innovative convergence technologies to the customers. It offers various kinds of products and services in its marketing mix to the customers like pre-paid, post-paid, blackberry Wireless Handheld and value-added services. The company has always been investing in modern technologies as well. Currently, it is navigating its efforts towards the development and implementation of “ICT platforms for the fifth-generation mobile broadband.

Etisalat Price/Pricing Strategy:

Etisalat is a little more expensive than it's competitors because it follows premium services at a little high price.

It provides world-class services with more options including most exclusive service. Etisalat charges for the advanced technology used and modern services. As of now, the company is providing 5G services; it is little expensive because of the advanced technology. Although the price of the services is high, the total market capitalization of the company is AED 88 billion.

The pricing strategy used by this company is premium pricing, which offers quality services at a high price.

Etisalat Place & Distribution Strategy:

The primary channels of distribution of the companies are business centers in this case. Etisalat has different business centers for different countries. The headquarters are at U.A.E, and it operates in the whole middle east countries, some countries like Sri Lanka, Pakistan, Afghanistan in south-east Asia, and many African countries. It also operates Points of Presence in some countries like New York, London, Frankfurt, Paris, and Singapore. Etisalat has a wide and extensive presence even in the remotest areas in many countries where the presence of other brand does not exist. It has various customer care centers in every country it operates. So the existence of small shops and service centers can be described as a logical promotion choice as it reminds the customers about the brand and makes it associated with the purchase experience.

Etisalat Promotion & Advertising Strategy:

Etisalat uses various mediums for the promotion of its brand in the telecommunication segment are Television, Print media, Radio and extensive use of the social media on the Internet. The company also hired celebrity endorsements as well as cause-related marketing strategies along with CSR activities. The ideas of CSR(Corporate Social Responsibility) is to improve the image of the brand. It recently joined hands with the Energy Star project that is aimed at carbon footprint reduction. Etisalat has one sole motive is to gain the trust and loyalty of all the stakeholders associated by campaigning the brand so well in offline media as well as on online media such as Facebook, Twitter, Youtube.. etc

Departments of Etisalat in Afghanistan

There are basically enough departments which actively work in the company. Mainly there are around **7 departments** which are as follows:

- Human resources department
- Marketing department
- Technical and operating department
- Administration department
- Finance department
- Sales department
- Transportation and logistics department

That some of the responsibilities and duties of some departments and the departments in which I allowed by the director to work and conducted my project as follows:-

Human Resource Department:

Company values its human resource and considers it as a valuable asset. Employees are motivated to bring out the best within themselves. Performance is recognized and appropriate. Company is also implementing system of increasing salaries according to the experience in their departments.

Objectives:

- To define personal qualification requirements.
- To conduct and arrange training and keep records.
- To implement measures to motivate personnel.
- To improve working condition.

Functions:

- Ensure the salary, overtime, working hours, leave policy and health.
- Checking and maintaining personal files for all staffs at location, ensuring all documentation is complete, maintain and update.
- Input data from various sources in the human resource database.

- Verifying application form, calling the candidates for interview and selecting them for their respective position.
- Making recruitment and de-recruitment plan, in order to evaluate from the top to the lower position of the organization for vacant of future.
- Checking staff attendance record and calculated their leave balance on monthly bases.
- Health checkup of production workers.
- Fulfillment of those who leave the job.

Pay Roll Practices:

Salary payment: The salary of an employee is elected according to the qualification, experience and performance.

Salary for permanent employees is paying at the last date of each month on cash bases, for daily workers it will be paid after 15 days.

Probation and Confirmation:

Every employee at ETISALAT is required to undergo a probation period of 3 months.

Working hours:

Work is being done on shifts; there are three shifts in 24 hours. (A) 07:00am to 03:00pm, (B) 03:00pm to 11:00pm and (C) 11:00pm to 07:00am, every employee has to work eight hours in a day. Lunch and prayer time is from 12:30pm to 01:30pm.

Payment besides salary:

- Target is given just for the sales team in case of reaching the targeted plan.
- Over time is calculated so:

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$$\frac{\text{Amount of salary}}{\text{Number of month days}} = \frac{\text{one day salary}}{8 \text{ hours}} = \text{one hour salary}$$

Training and development:

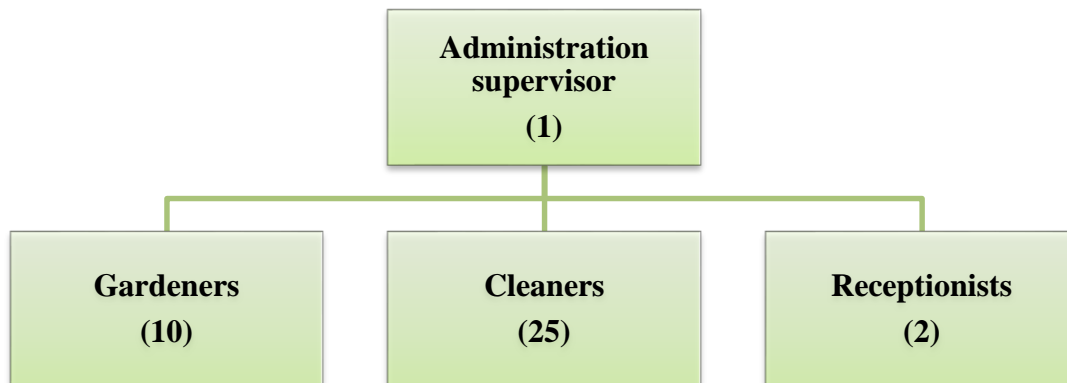
Every employee in Etisalat is going through a job training process by his/ her supervisor, who gives necessary guidance to the trainee, and Sometimes employees are going abroad for training.

Security Guards:

Security guards work under Human resources department. 18 Guards are controlling by one supervisor who are working in three shifts.

Administration Department:

It is one of the departments which is functioning under HR department, it is controlled by HR manager; with a supervisor who is controlling the gardeners, cleaners and the receptionists, to manage them according to the company requirements.

Structure:**Functions:**

- Supervise all cleaners, cooks and receptionists.
- Ensure that all cooks and cleaners work effectively and efficiently.
- Booking flights and requesting visa for international staff.
- Arrangements of travel, hotel reservations, preparation of travel authorizations and processing requests for visa, identification cards and etc.

Marketing Department:

To oversee the development, integration, implementation, and administration of the marketing and sales division of the Etisalat and effectively represent the Etisalat services, with a view to ensure that company's positioning in the market drives consistent organic growth...

1. Create a structured, efficient, and accountable environment for the sales and marketing department.
2. Drive devolvment of a clear marketing strategy, unique messaging and positioning of the Etisalat services.
3. Oversee the work of all marketing and sales contractors in the refinement of existing customer groups.
4. Facilitate meetings/ processes to identify strategic initiatives.
5. Plan and roll out annual and quarterly sales growth goals.
6. Identifying new markets and customers.
7. Set goals and objectives for sales teams, monitoring progress and ensuring goals met or surpassed.
8. Manage and maintain the overall marketing budget.

Oversee marketing and sales operations provinces of Afghanistan

My findings

In case of competition Etisalat faces a huge competition from all other four telecommunication companies in domestic market in both price and service competition over the competitors is by marketing mix which will let people know about the brand and secondly by providing some more benefits which others don't.

Challenger:

Etisalat is a market challenger for the competitors since it has the best technologies, the best experience and is offering services in lower prices than its competitors.

Satisfying customer complaints:

Sometimes it happens that some customers are not satisfied with the services provided by Etisalat, they don't complain basically because they don't know who to complain or feel that complaining doesn't worth the effort, but they can find these complains and problems only when they go for a survey.

The solutions to solve this problem are as follow:

Maintain a database of the entire customer and should contact those customers having complains further it can analyze the types and sources of complains and further can contact these customers and try to solve their complaints and problems.

As In business world we will have unlimited demand of our consumers, but there are some needs which can bring our business to prosperity level. So my suggestion for Etisalat to become more prestigious in future and attracts more customers.

Suggestions

As I was asking and searching for positive points and suggestions I found many positives and two suggestions which are the most important for the company which are as follows:

- Customers are not answered and guided properly, which has got a bad impact on customers, I would suggest them to control the employees who are working in call centers and talk to their bosses in order to avoid such problems, and warn them if such action is repeated or any complain has been found by the customers he or she will be fined and fired.
- The cost of calls from Etisalat to other companies is 3 afghani per minute, while from Etisalat to Etisalat is 0.5 afghanis, this sometimes causes the customer to switch to a second SIM card, if the cost of calls from Etisalat to other companies becomes cheaper like 1 Afghani, it can help in improving customer loyalty and acquiring new customers

They should consider the following points while training the employees:

- 1.Organization culture, purpose, and strategy:** - When new employees are hired employees should be told about to promote core mutual respect, honesty, integrity, team work, service excellence, responsiveness and responsibility at their jobs.
- 2.Interpersonal and technical skills:** - As we know that interpersonal skills are important especially when it is a service providing organization. These interpersonal skills involve body language, facial expression, attentive listening, answering customer care calls, find solution to the customers' problem etc. All these must be explained to them in advance during the training period. Technical skills involve knowledge regarding how to handle new technology and take care of customers.
- 3.Product knowledge:** - This is the most important key aspect of service quality. Staff members must be able to explain effectively the product to customers and also know how to position the product.
- 4.** As the company is having its branches only in a few major cities it should start opening some more branches in other cities too which will be better and easy to reach customers, find new customers and understand the market situation clearly and the customers' perception about its services.
- 5.** They should survey after every three months to know what the customers' response is and what are they demanding and having a problem with.
- 6. Attracting customers:** - As we see that companies spend a great amount of money, time and resources to so the Etisalat should be very careful with the market and the customers to be maintained properly and not lose the current customers but to attract more customers.

Conclusion:

Etisalat is an Emirates Telecommunications Corporation founded in the year 1976, which is commonly known as Etisalat. It is a telecommunications service provider, which has a reach in total 16 countries across Asia, the Middle East and Africa. The company is headquartered in Abu Dhabi, UAE.

In 2007 Etisalat launched in Afghanistan and with 15 years of experience it has 16 % of share in the telecommunication market of Afghanistan.

Etisalat Company has 8 main departments in Kabul the capital of Afghanistan such as:

- Human resource department
- Marketing department
- Technical and operating department
- Administration department
- Finance department
- Sales department
- Production department
- Transportation and logistics department

The company has 8 sub departments which are working under the main departments and each sub-department has one supervisor who is responsible of the current department and regularly reporting to whom they are concerned.

It is apparent that the company is holding a relatively sustainable position in the industry. However, it could be concluded from the gathered information that significant efforts should be implemented by the company in order to preserve its position and to further gain a competitive advantage when operating in domestic and foreign markets.