

BHARTI AIRTEL LTD

An Organization Study Report of

Submitted by

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USN: 1CR19MBA01

Submitted to

VISVESVARAYATECHNOLOGICALUNIVERSITY,BELAGAVI



In partial fulfillment of the requirement for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under Guidance of

Prof Sabeha Mufti

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CERTIFICATE BY THE INSTITUTION

This is to certify that **Mr. A S KISHOR KUMAR** bearing **USN 1CR19MBA01** is a bonafide student of Master of Business Administration of our Institution during 2019-21 batch. The organization study report on **BHARTI AIRTEL** is prepared by him under the guidance of **Mrs. Sabeha Mufti**, Assistant Professor, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration, affiliated to Visvesvaraya Technological University, Belagavi Karnataka.

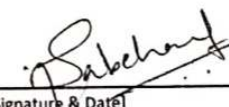

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DECLARATION

I, **Mr.A**

S

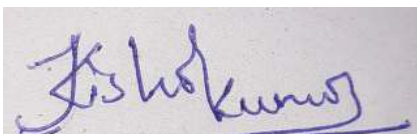
KISHOR

KUMAR bearing **USN1CR19MBA01** hereby declare that the organization study conducted at **BHART I AIRTEL LTD.** is record of independent work carried out by me under the guidance of **Prof Sabeha Mufti**

faculty of M.B.A Department of CMR Institute of Technology, Bengaluru. I also declare that this report is prepared in partial fulfillment of the university Regulations for the award of degree of Master of Business Administration by Visvesvaraya Technological University, Belagavi. I have undergone an organization study for a period of four weeks. I further declare that this report is based on the original study undertaken by me and has not been submitted for the award of any degree/diploma from any other University/Institution.

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Place: BENGALURU

Date:

Signature of the Student

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A S KISHOR KUMAR
1CR19MBA01

WEEKLY PROGRESS REPORT

Student name	A S KISHOR KUMAR
USN	1CR19MBA01
Title of the study	Organization Study Report of BHARTI AIRTEL LTD.
Organisation	BHARTI AIRTEL
Week 1	
Duration (start date - end date)	6.8.2020 - 12.8.2020
Chapters covered	Chapter 1 and chapter 2
Descriptions of activities performed during the week	Introduction to organization, Industry profile and company profile
Week 2	
Duration (start date - end date)	13.8.2020 - 18.8.2020
Chapters covered	Chapter 3
Descriptions of activities performed during the week	McKensy's 7S framework, Porter's Five Force Model.
Week 3	
Duration (start date -end date)	19.8.2020 - 26.8.2020
Chapters covered	Chapter 4 and chapter 5
Descriptions of activities performed during the week	SWOT Analysis and analysis of financial statements
Week 4	
Duration (start date - end date)	27.8.2020 - 30.8.2020
Chapters covered	Chapter 6
Descriptions of activities performed during the week	Learning experience and Bibliography

Signature of the Student.

Signature of the guide

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OWNERSHIP PROFIL

Sunil Bharti Mittal at the World Economic Forum in Davos, 2013

	Sunil Bharti Mittal
Born	23 October 1957 (age 62) Ludhiana, Punjab, India
Nationality	Indian
Alma mater	Punjab University ^[1]
Occupation	Founder & chairman Bharti Enterprises
Net worth	▲US\$11.6 billion (May 2020) ^[2]
Children	Eiesha, Shravin, Kavin Bharti Mittal
Parent(s)	Sat Paul Mittal (father)
Relatives	Sharan Pasricha (son-in-law)



CHAPTER 01

1 - Topic Chapter and Industry Profile

Bharti Airtel Limited, also known as Airtel, is an Indian global telecommunications services company based in New Delhi, Delhi NCT, India. It operates in 18 countries across South Asia and Africa, and also in the Channel Islands. Airtel provides GSM, 3G, 4G LTE, 4G+ mobile services, fixed line broadband and voice services depending upon the country of operation.

Airtel had also rolled out its VoLTE technology across all Indian telecom circles. It is the second largest mobile network operator in India and the second largest mobile network operator in the world with over 423.28 million subscribers.

Airtel was named India's 2nd most valuable brand in the first ever Brandz ranking by Millward Brown and WPP plc] Airtel is credited with pioneering the business strategy of outsourcing all of its business operations except marketing, sales and finance and building the 'minutes factory' model of low cost and high volumes.

The strategy has since been adopted by several operators. Airtel's equipment is provided and maintained by Ericsson, Huawei, and Nokia Networks whereas IT support is provided by Amdocs

The transmission towers are maintained by subsidiaries and joint venture companies of Bharti including Bharti Infratel and Indus Towers in India. Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates of ₹1 (1.4¢ US)/minute.

History of Bharti Airtel

In 1984, Sunil Mittal started assembling push-button phones in India, which he earlier used to import from a Taiwan company, Kingtel, replacing the old fashioned, bulky rotary phones that were in use in the country then. Bharti Telecom Limited (BTL) was incorporated and entered into a technical tie up with Siemens AG of Germany for manufacture of electronic push button phones. By the early 1990s, Bharti was making fax machines, cordless phones and other telecom gear. He named his first pushbutton

In 1992, he successfully bid for one of the four mobile phone network licences auctioned in India. One of the conditions for the Delhi cellular license was that the bidder have some experience as a telecom operator. So, Mittal clinched a deal with the French telecom group Vivendi. He was one of the first Indian entrepreneurs to identify the mobile telecom business as a major growth area. His plans were finally approved by the Government in 1994 and he launched services in Delhi in 1995, when Bharti Cellular Limited (BCL) was formed to offer cellular services under the brand name AirTel. Within a few years Bharti became the first telecom company to cross the 2 million mobile subscriber mark. Bharti also brought down the STD/ISD cellular rates in India under brand name 'Indiaone'.

In 1999, Bharti Enterprises acquired control of JT Holdings, and extended cellular operations to Karnataka and Andhra Pradesh. In 2000, Bharti acquired control of Skycell Communications, in Chennai. In 2001, the company acquired control of Spice Cell in Calcutta. Bharti Enterprises went public in 2002, and the company was listed on Bombay Stock Exchange and National Stock Exchange of India. In 2003, the cellular phone operations were re-branded under the single Airtel brand. In 2004, Bharti acquired control of Hexacom and entered Rajasthan. In 2005, Bharti extended its network to Andaman and Nicobar. This expansion allowed it to offer voice services all across India.

Airtel launched "Hello Tunes", a caller ring back tone service (CRBT), in July 2004 becoming the first operator in India to do so. The Airtel theme song, composed by A.R. Rahman, was the most popular tune in that year.

In May 2008, it emerged that Airtel was exploring the possibility of buying the MTN Group, a South Africa-based telecommunications company with coverage in 21 countries in Africa and the Middle East. The Financial Times reported that Bharti was considering offering US\$45 billion for a 100% stake in MTN, which would be the largest overseas acquisition ever by an Indian firm. However, both sides emphasise the tentative nature of the talks, while The Economist magazine noted, "If anything, Bharti

would be marrying up," as MTN has more subscribers, higher revenues and broader geographic coverage. However, the talks fell apart as MTN Group tried to reverse the negotiations by making Bharti almost a subsidiary of the new company. In May 2009, Bharti Airtel again

confirmed that it was in talks with MTN and the companies agreed to discuss the potential transaction exclusively by 31 July 2009. Talks eventually ended without agreement, some sources stating that this was due to opposition from the South African government.

In 2009, Bharti negotiated for its strategic partner Alcatel-Lucent to manage the network infrastructure for the fixed line business. Later, Bharti Airtel awarded the three-year contract to Alcatel-Lucent for setting up an Internet Protocol access network across the country. This would help consumers access internet at faster speed and high quality internet browsing on mobile handsets.

In 2009, Airtel launched its first international mobile network in Sri Lanka. In June 2010, Bharti acquired the African business of Zain Telecom for \$10.7 billion making it the largest ever acquisition by an Indian telecom firm. In 2012, Bharti tied up with Wal-Mart, the US retail giant, to start a number of retail stores across India. In 2014, Bharti planned to acquire Loop Mobile for ₹7 billion (US\$98 million), but the deal was called off later.

Logo used by Airtel until November 2010

On 18 November 2010, Airtel rebranded itself in India in the first phase of a global rebranding strategy. The company unveiled a new logo with 'airtel' written in lower case. Designed by London-based brand agency, The Brand Union, the new logo is the letter 'a' in lowercase, with 'airtel' written in lowercase under the logo. On 23 November 2010, Airtel's Africa operations were rebranded to 'airtel'. Sri Lanka followed on 28 November 2010 and on 20 December 2010, Warid Telecom rebranded to 'airtel' in Bangladesh.

Acquisitions and mergers

MTN Group merger negotiations

In May 2008, it emerged that Airtel was exploring the possibility of buying the MTN Group, a South Africa-based telecommunications company with operations in 21 countries in Africa and the Middle East. The Financial Times reported that Bharti was considering offering US\$45 billion for a 100% stake in MTN, which would be the largest overseas acquisition ever by an Indian firm. However, both sides emphasised the tentative nature of the talks. The Economist magazine noted, "If anything, Bharti would be marrying up", as MTN had more subscribers, higher revenues and broader geographic

coverage. However, the talks fell apart as MTN Group tried to reverse the negotiations by making Bharti almost a subsidiary of the new company.

In May 2009, Airtel confirmed that it was again in talks with MTN and both companies agreed to discuss the potential transaction exclusively by 31 July 2009. Airtel said "Bharti Airtel Ltd is pleased to announce that it has renewed its effort for a significant partnership with MTN Group". The exclusivity period was extended twice up to 30 September 2009. Talks eventually ended without agreement.

A solution was proposed where the new company would be listed on two stock exchanges, one in South Africa and one in India. However, dual-listing of companies is not permitted by Indian law.

Further information: Zain Group

In Jun 2010, Bharti struck a deal to buy Zain's mobile operations in 15 African countries, in India's second biggest overseas acquisition after Tata Steel's \$13 billion buy of Corus in 2007. Bharti Airtel completed its \$10.7 billion acquisition of African

operations from Kuwaiti firm on 8 June 2010, making Airtel the world's fifth largest wireless carrier by subscriber base. Airtel has reported that its revenues for the fourth quarter of 2010 grew by 53% to US\$3.2 billion compared to the previous year, newly acquired Zain Africa division contributed US\$911 million to the total. However, net profits dropped by 41% from US\$470 million in 2009 to US\$291 million 2010 due to a US\$188 million increase in radio spectrum charges in India and an increase of US\$106 million in debt interest.[citation needed]

Warid Bangladesh and Robi

Further information: Warid Bangladesh and Robi (company)

In 2010, Warid Telecom sold a majority 70.90% stake in the company to Bharti Airtel for US\$300 million. The Bangladesh Telecommunication Regulatory Commission approved the deal on 4 January 2010. Bharti Airtel Limited took management control of the company and its board, and rebranded the company's services under its own "airtel" brand from 20 December 2010.[35][36] Warid Telecom sold its remaining 30% share to Bharti Airtel's Singapore-based concern Bharti Airtel Holdings Pte Limited in March 2013.

On 16 November 2016, airtel Bangladesh was merged into Robi as a product brand of Robi, where Robi Axiata Limited is the licensee of airtel brand in Bangladesh.[38] Robi is a joint venture between Axiata Group holding 68.7%, Bharti Airtel holding 25%, and NTT DoCoMo Inc. holding 6.3%.

Telecom Seychelles

On 11 August 2010, Bharti Airtel announced that it would acquire 100% stake in Telecom Seychelles for US\$62 million taking its global presence to 19 countries. Telecom Seychelles began operations in 1998 and operates 3G, Fixed Line, ship to shore services satellite telephony, among value added services like VSAT and Gateways for International Traffic across the Seychelles under the Airtel brand. The company has over 57% share of the mobile market of Seychelles. Airtel announced plans to invest US\$10 million in its fixed and mobile telecoms network in the Seychelles over three years, whilst also participating in the Seychelles East Africa submarine cable (SEAS) project. The US\$34 million SEAS project is aimed at improving the Seychelles' global connectivity by building a 2,000 km undersea high-speed link to Dar es Salaam in Tanzania.

Wireless Business Services Private Limited

On 24 May 2012, Airtel announced an agreement to acquire a 49% stake in Wireless Business Services Private Limited (WBSPL) at an investment of ₹9.07 billion (US\$130 million). WBSPL was a joint venture founded by Qualcomm, and held BWA spectrum in the telecom circles of Delhi, Haryana, Kerala and Mumbai. Qualcomm had spent US\$1 billion to acquire BWA spectrum in those 4 circles. The deal gave Airtel a 4G presence in 18 circles. On 4 July 2013, Airtel announced that it had acquired an additional 2%

equity share capital (making its stake 51%) in all the four BWA entities of Qualcomm, thereby making them its subsidiaries. On 18 October 2013, Airtel announced that it had acquired 100 percent equity shares of WBSPL for an undisclosed sum, making it a wholly owned subsidiary.

Augere Wireless

Airtel purchased Augere Wireless Broadband India Private Limited, a company that owned 4G spectrum in the Chhattisgarh-Madhya Pradesh circle for an undisclosed sum in December 2015. The Economic Times estimated Augere's spectrum to be worth ₹1.5 billion (US\$21 million).[51] On 16 February 2017, Airtel announced that the merger of Augere Wireless into Bharti Airtel Limited had been completed.[52]

Telenor India

On 2 January 2017, The Economic Times reported that Airtel had entered into discussions with Telenor India to acquire the latter.[53][54] On 23 February 2017, Airtel announced that it had entered into a definitive agreement to acquire Telenor. As part of the deal, Airtel will acquire Telenor India's assets and customers in all seven telecom circles that the latter operates in - Andhra Pradesh, Bihar, Maharashtra, Gujarat, Uttar Pradesh (East), Uttar Pradesh (West) and Assam. Airtel will gain 43.4 MHz spectrum in the 1800 MHz band from the Telenor acquisition. Business Standard reported that it was

a no-cash deal, but would cost Airtel ₹1,600 crore over a 10-year period due to spectrum licence payments.

Tikona 4G spectrum

On 23 March 2017, Economic Times reported that Airtel announced that it had acquired.[58] Tikona Digital Networks Pvt. Ltd to purchase the latter's 4G spectrum for approximately ₹1,600 crore. The deal also includes Tikona's 350 cellular sites in 5 circles. Tikona had purchased 20 MHz of 4G spectrum in the 2,300 MHz band in the 2010 auctions in Gujarat, Himachal Pradesh, Uttar Pradesh (East), Uttar Pradesh (West) and Rajasthan for ₹1,058 crore. Prior to the deal, Airtel did not hold any spectrum in the 2300 MHz band in UP (East), UP (West) and Rajasthan, and held 10 MHz each in Gujarat and Himachal Pradesh.

Tikona was founded in 2008 by former Reliance Communications executives Rajesh Tiwari and Prakash Bajpai. Its other investors include Goldman Sachs, Oak Capital, IFC and Everstone Capital. Tikona will retain its home broadband wireless business. Rajesh Tiwari, one of the cofounders of Tikona, though sought to put a spanner in the deal, slapping a legal notice against

both the companies for not providing details of how the proceeds will be split among shareholders.

Millicom International Cellular SA

Telecom operator Bharti Airtel on 12 December 2017 said that it has signed an agreement with Millicom International Cellular S.A. to acquire 100 per cent stake in its Rwanda operation which operates under the brand name of Tigo Rwanda.

Bharti Airtel Limited. has entered into a definitive agreement with Millicom International Cellular S.A. (Millicom) under which Airtel Rwanda Limited will acquire 100 per cent equity interest in Tigo Rwanda Limited.

Tata Teleservices & Tata Docomo

On October 2017, Bharti Airtel announced that it would acquire the consumer mobile businesses of Tata Teleservices Ltd (TTSL), Tata Docomo and Tata Teleservices Maharashtra Ltd (TTML) in a debt-free cash-free deal. The deal will essentially be free for Airtel which will only incur TTSL's unpaid spectrum payment liability. TTSL will continue to operate its enterprise, fixed line and broadband businesses and its stake in tower company Viom Networks. The deal received approval from the Competition Commission of India (CCI) in mid-November 2017. On 29 August 2018, Bharti Airtel, got its shareholders approval for the merger proposal with Tata Teleservices. On 17 January 2019 NCLT Delhi gave final approval merger between Tata Docomo and Airtel.

Airtel's proposed acquisition of consumer mobile business of Tata Teleservices and Tata Docomo has got DoT's nod for further approval according to CCI. The Department of Telecom (DoT) has given approval for the merger of Tata Teleservices (TTSL) with Bharti Airtel, subject to the condition that the Bharti Airtel firm furnishes Rs 7,200 crore worth bank guarantee. On November 2017, Tata Teleservices mobile customers had started transitioning to the Airtel's network.

On July 1, 2019, The consumer mobile business of Tata Teleservices has become part of telecom operator Bharti Airtel.

Airtel will absorb the Tata Sons-owned telco's consumer mobile operations in 19 circles across India — 17 under Tata Teleservices and two under Tata Teleservices (Maharashtra) Ltd. As part of the proposed agreement, Airtel will also take over a small portion of the unpaid spectrum liability of Tata Teleservices. The Bharti Airtel will get an additional 178.5 MHz of spectrum in three bands—1800 MHz, 2100 MHz and 850 MHz—that are widely used for 4G, an area where Airtel is expanding fast to keep pace with Reliance Jio Infocomm. Airtel will also add about 13 million of Tata Tele's mobile subscribers as of April 2019 to its nearly 322 million users. But most of Tata Tele's mobile users are inactive, as per the regulator. [

Airtel in India

second Airtel India is the largest provider after Jio Communications of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the airtel brand, and is headed by Sunil Bharti Mittal.

Telemedia

Under the Telemedia segment, Airtel provides broadband internet access through DSL, internet leased lines and MPLS (multiprotocol label switching) solutions[buzzword], as well as IPTV and fixed line telephone services. Until 18 September 2004, Bharti provided fixed line telephony and broadband services under the Touchtel brand. Bharti now provides all telecom services including fixed line services under the common brand airtel. As of June 2019, Airtel provides Telemedia services; in 99 cities.[73] As on 30 June 2019, Airtel had 2.342 million broadband subscribers.[74]

Airtel Broadband provides broadband and IPTV services. Airtel provides both capped as well as unlimited download plans. However, Airtel's unlimited plans are subject to free usage policy (FUP), which reduces speed after the customer crosses a certain data usage limit. In most of the plans, Airtel provides only 64KByte/second beyond FUP which is equal to other competitors tariffs. The maximum speed available for home users under the new V-Fiber program is up to 300Mbit/s and with DSL is 16Mbit/s.

In May 2012, Airtel Broadband and some other Indian ISPs temporarily blocked file sharing websites such as vimeo.com, megavideo.com, and thepiratebay.se, without giving any legal information to customers.[75]

In June 2011 the Economic Times reported that Telemedia Business was merged with Mobile, DTH and Business in three separate parts respectively.[76]

Digital television

Main article: Airtel digital TV

The Digital television business provides Direct-to-Home (DTH) TV services across India under the brand name Airtel digital TV. It started services on 9 October 2008 and had about 16.027 million customers at the end of June 2019.[77]

Mobile data service

Services under mobile data include BlackBerry services; a web-enabled mobile email

solution[buzzword] working on 'push technology'; a USB modem that helps in getting instant access to Internet and corporate applications; Airtel Data Card, which enables accessing the internet anytime; Easy Mail, a platform that provides access to personal/corporate e-mails independent of handset operating system; and application services that shorten the queues at the billing section, off-load the pressure on the billing staff and bring convenience to the user.

Business

Airtel Business[78] consists largely of six products: cloud and managed services, digital signage, NLD/ILD connectivity (VSAT/ MPLS/ IPLC and Ethernet products), Wi-Fi dongles, voice solutions[buzzword] (like toll free numbers, TracMate, and automated

media reading) and conferencing solutions (VoIP, audio, video, and web conferencing) serving Industry verticals like BFSI, IT/ITeS, manufacturing, hospitality and government.

Airtel Business, the B2B arm of Bharti Airtel, has rolled out a first of its kind dedicated digital platform to serve the growing connectivity, communication and collaboration requirements of emerging businesses, including SMEs and startups. The digital platform will offer solutions[buzzword] to emerging enterprises to enable ease of business and faster time to market.[79]

Android-based tablet

Beetel Teletech Ltd., a unit of Bharti Enterprises Ltd., on 18 August 2011, launched a ₹9,999 (US\$140) 7-inch tablet in India based on Google Inc.'s Android operating system. The offering is intended to capitalise on the expected demand for cheap computing devices in the world's fastest-growing and second-largest mobile phone market.

Challenges faced by Bharti Airtel Ltd

This is part one of a wide-ranging, three-part interview with Harmeem Mehta, Global CIO, Bharti Airtel, which originally ran in its entirety in our Digital Leader Network newsletter. In this installment, Mehta explains why operating in India is a unique challenge. Part two will look at where Bharti Airtel is with its digital transformation and what it means for operational and business support systems. Finally, in part three we'll discuss the complex relationship between telcos and over-the-top players, and the new kind of culture telcos must embrace.

India is one of the fastest-growing mobile phone markets in the world with more than a billion subscribers. The largest mobile operator in the country, Bharti Airtel, serves about 280 million of those customers, but trying to hold on to them (and win new customers) is no easy feat when the modus operandi of aggressive newcomers like Reliance Jio is to offer voice for free.

“None of the ‘B’ schools taught us how to fight free,” Mehta says.

Nonetheless, her company is holding its own with a strategy that is laser-focused on delivering what customers want, when and where they want it. Like most communications service providers (CSPs), Bharti Airtel must undergo massive digital transformation in order to deliver on that promise.

Understanding the business at Bharti Airtel

Mehta, who joined Bharti Airtel in 2013, is leading the company on its transformation

journey, drawing on her extensive experience outside the telecommunications industry. She began her career in the airline industry and later moved to investment banking. She has held top IT executive positions at HSBC, Bank of America Merrill Lynch and BBVA, Spain and Latin America's second-largest bank.

“A technologist's job today is not just about using new technologies, but instead it is about developing a deep understanding of the business and having the ability to translate their needs into a product or solution using the best technology available,” Mehta says in her profile on the Bharti Airtel website. “The best part about IT is that nothing is impossible! The only variables are time and effort.”

Industry contribution to the economy

FY 2017 closed on a transformational note. The industry disruption in India hastened consolidation, telecom market moved to unlimited voice, bundled with large buckets of data, and the new entrant finally announced the launch of its paid services. Free pricing during the year, by the new operator jeopardised the financial health of the industry. Predatory pricing impacted all stakeholders, and hampered government levies and taxes. In this heightened phase of competitive intensity, our priorities for the year centered on retaining and growing our high-quality customer base while optimising cost, all of which was enabled via our network leadership and an uncompromising commitment to our customers. Airtel is well prepared for this new normal, where the battle for capacity, network reach, and customer experience intersect. In line with the Government of India's Digital India drive, Airtel launched Pan India Payments Bank. Airtel Payments Bank became the first payments bank in the country to go LIVE as it rolled out services nationally

Africa continued to build on a potential turnaround. Airtel remains committed to Africa and during the year our efforts to strengthen our competitive position in weaker markets continued. With war on waste efforts driving opex efficiencies, Africa turned PBT positive during the year. Over the year, we continued to de-lever Africa through strategic stake sale in subsidiaries, tower sales and other asset monetisation. The continuing trend of growth in data volumes and correction of prices in voice, as well as the adoption of mobile money is a re-affirmation of the potential growth opportunity in Africa. Coupled with the demographic dividend, Africa would see the benefits of scale in the future.

Our investment grade ratings which are awarded and reaffirmed by international credit rating agencies validate that we have built a robust, scalable and sustainable business model. Our focus is to maintain an optimum capital structure at all times and enhance our financial strength.

We stay committed to creating value for our stakeholders, while ensuring highest standards of corporate governance.

Key snapshots

Indias digital economy is expected to grow from the current USD 270 Bn to around USD 1 Tn in the next 5-7 years, driven by exponential growth in e-commerce, electronic manufacturing, IT services, financial technologies (FinTech) and telecom.

The Government of India has set an ambitious target of increasing the contribution of manufacturing output to 25% of Gross Domestic Product (GDP) by 2025, from 16% currently.

The Government is targeting around ` 25 Tn (USD 376.53 Bn) investment in infrastructure over a three-year period, which will include ` 8 Tn (USD 120.49 Bn) for developing 27 industrial clusters; and an additional ` 5 Tn (USD 75.30 Bn) for roads, railways and port connectivity projects.

Higher agricultural credit, enhanced allocation for irrigation projects, a crop insurance scheme for farmers and increased allocations for MGNREGA in the Union Budget will help bolster rural income.

Our Strategy

We are consistently fine-tuning our strategies and strengthening our innovative core to anticipate and lead change in the global digital landscape.

Win Customers for Life

Vision

Our vision is to enrich the lives of customers. Our obsession is to win customers for life through an exceptional experience.

Objectives

Grow market share. Grow revenue. Drive down cost.

Values

Alive, Inclusive, Respectful. How We Will Win?

Quality Customers

Delivery of Differentiated Service

Accelerate B2B

Own the Home

Brilliant Experience

From Speed to Experience

Services at Scale

Combine our Digital Assets into 1 Lifestyle Consumer App

Micro Marketing

Track and Drive Performance at a District Level

Simultaneously grow the Online channel

Simplify

Digitize our business

War on Waste

Smart Deployment

Smart Procurement

Share Infrastructure

Powerful Partnerships

People: One Airtel

Awards and Recognitions

2019-20

Airtel bagged top honors at the Frost and Sullivan ICT Awards. Airtel Business has been awarded as the “Enterprise Data Service Provider of the Year” and the “Enterprise Telecom Service Provider of the Year” in the large enterprise segment.

Airtel Finance shared services team has bagged the coveted Digital Initiative Award by HDFC bank in the Large Customer Category.

Airtel ranked 4th in the category of “The top 10 most valuable Indian brands 2019” as per WPP Kantar Survey.

Airtel Business won the “Best Partnership” award at Telecoms World Middle East Awards 2019 for partnering with Telecom Egypt.

Airtel Business has bagged the top honours at the Carriers Worlds Awards 2019 in 2 prestigious categories – “Best Global Carrier” and “Best IoT Initiative”.

In October 2019, Airtel has been ranked #1 by OpenSignal as having India’s Best Video Experience in its Mobile Network experience report. OpenSignal is an independent mobile analytics company specializing in quantifying mobile network experience.

App Annie ranked Wynk Music as India’s #1 music streaming app in terms of Daily Active Users in October 2019. The performance metric underlines the massive user preference for Wynk Music when it comes to consuming music on smartphones.

Airtel Thanks campaign won Bronze at EFFIES 2020 for its marketing campaign effectiveness. The EFFIE Award is a pre-eminent award in the advertising industry, which recognizes all forms of marketing that contributes to a brand’s success.

Airtel Business won three prestigious awards at Global Carrier Awards 2019, namely, Best Global Wholesale Carrier – Voice, Best Voice Service Innovation – Emerging Markets and Best Security Solution.

Airtel Business bagged five prestigious awards at the CIO Cho

ice Awards 2020, namely,

Unified Communication & Collaboration (Software Vendor)

Telecom Carrier, International Access (Telecom Services Vendor)

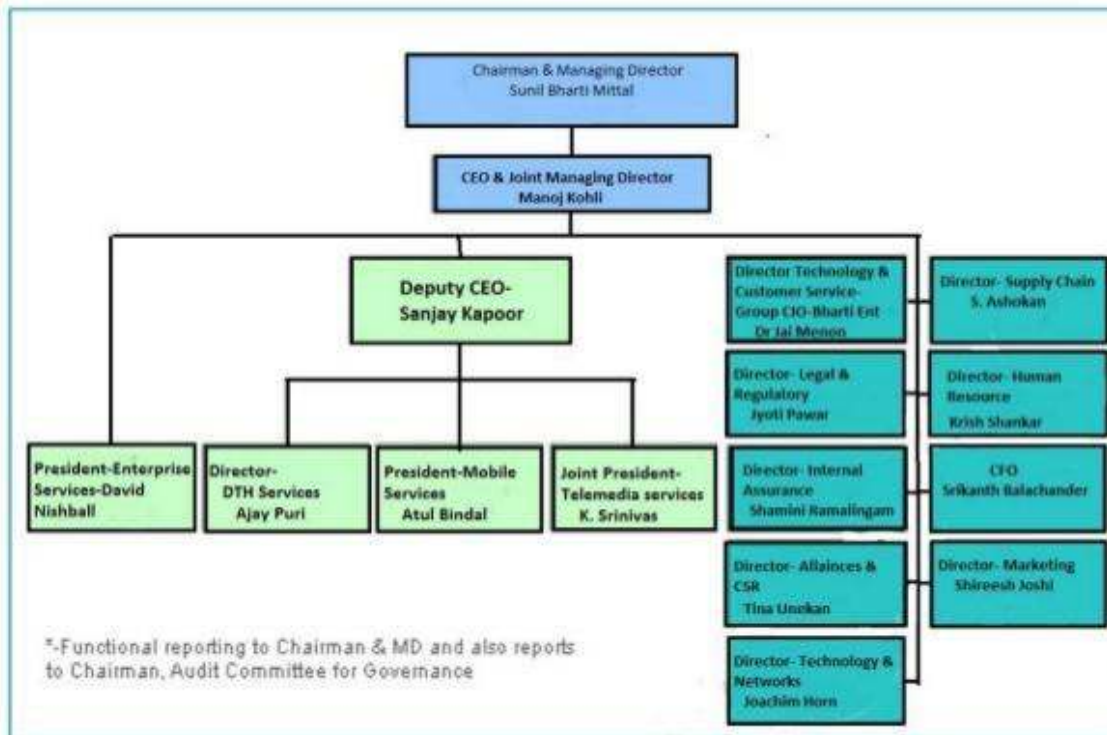
Telecom Carrier, Leased Lines (Telecom Services Vendor)

Network Security (Security Vendor)

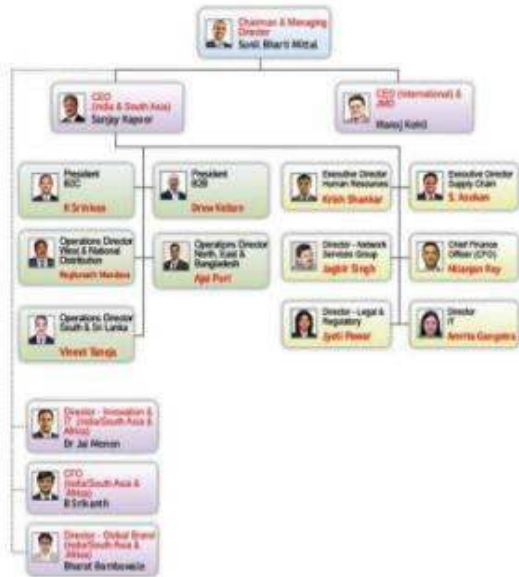
Colocation (Data Center & IT Infrastructure Vendor)

Bharti Airtel Ltd Organizational structure

OLD STRUCTURE



NEW HYBRID STRUCTURE



- Divisional, Geographic, functional and horizontal characteristics
- Enhanced Business Efficiency
- Proactive with Greater Flexibility
- Technology Orientation to a Customer Oriented
- Enhanced empowerment to employees



shared value

Shared value of Airtel company

CHAR

Structure

Integrated org
Structure and areas of business
'One Airtel'
Better delivery

System custom
ersupport (Airtel contact)
_initiative mis
internal
processos

Strategy

clear vision and
able
Management

Skills

Able to win competitins
But
candifferentiate better

MCKENSY's 7S Framework

Staff

**Competency can
be improved
more subject
matter experts
needed**

Style

**Aspirational
and Lifestyle
brand able
leadership**

1. Shared values

The final aspect of the McKinsey 7S model suggests that guiding concepts of the organization should be evident through both its external work and its internal culture. Neglecting your Shared Values puts your company at risk of becoming lost in the crowd of your competition and employees may not feel as personally tied to their roles, leading to decreasing productivity

2. Structure

How is your company divided at an organizational level? What teams are in place, what tasks are they responsible for, and where do these teams crossover? You may find that, as your business grows and you reassess the McKinsey 7S model, that you need to expand your structure to better manage emerging capabilities that were not present when you started the company.

3. Strategy

What is your overall strategy? Think about what sets your company apart from its competitors and what position you want to hold or carve out in your industry. You should also have a clear idea of who your key customer personas are and how you are going to meet their demands/solve their problems/help them reach their goals.

4. Systems

These are the processes, procedures, and information systems that support your business. Authority in organizational systems must be clear, and technical systems must be successfully managed and maintained to facilitate the work of the company's teams

5. Staff

This is the breakdown of staff in terms of their background, age, gender, and characteristics. Evaluate the teams you have in place and whether they are operating at optimal capacity as well as if they can facilitate professional growth.

6. Skills

Always be aware of the overall capabilities of teams and the specific skill set of team members. You should know what core competencies team members must demonstrate, as well as what attributes may expand a department's offering (such as experience in an international market for using an industry-leading piece of technology).

7. Style

This element includes both the way in which key managers behave in achieving the organization's goals and the cultural style of the organization as a whole. Managers may come to you with ideas or initiatives they believe will benefit their staff, though will use internal resources (time, budget etc.) meaning you will have to decide how much to allocate to them so long as they demonstrate a return on investment.

Porter Five Forces Analysis of Airtel



This is the detailed porter five forces Analysis of Airtel which is one of the renowned telecommunication services provided in India.

Bharti Airtel Limited is a main incorporated media communications organization with operations in 20 nations crosswise over Asia and Africa. It's headquartered in New Delhi in India, the organization positions among the main 5 mobile service provider organizations all around regarding supporters (Gupta, 2013). In India, the organization's item offerings incorporate 2G, 3G and 4G facilities, permanent line, rapid broadband through DSL, IPTV, DTH, and venture conveniences administrations including national and universal long separation amenities to deliverers. Porter Five Forces display, named after Michael E. Porter, recognizes and breaks down five aggressive powers that shape each industry, and decides an industry's shortcomings and qualities. These strengths are:

1. Industrial Competition
2. Capability of new participants into the business
3. Suppliers' power
4. Clients' power

5. Risk of substitute items

As often as possible used to recognize an industry's structure to decide corporate technique, Porter's model can be connected to any section of the economy to look for productivity and appeal (investopedia, 2015). The article will focus on the analysis of Airtel Company that is situated in India by analyzing its strategy on the basis of Porter five forces.

Porter analysis of Airtel

A Porter's five forces investigation likewise exhibits that with advancement of the telecom part in India, the aggressive strengths have expanded to a tremendous increase. However because of rigorous permitting issues, the section obstruction is high, yet the purchasers has the decision of various specialist organizations to browse. With new approaches like number transportability coming into the administration, this purchaser control has expanded even many crease. The danger for substitutes for Airtel has been observed to be direct even in this aggressive administration as a result of their nearness in over every one of the spaces of ICT (Gupta, 2013). In this way giving a widely inclusive answer for the clients, Airtel diminishes the danger of being substituted. The five powers are discussed below.

Industrial Competitors

The significance of this force is the quantity of competitors and their capacity to debilitate an organization. The bigger the quantity of contenders, alongside the quantity of comparable items and administrations they offer, directs the energy of an organization. Providers and purchasers search out an organization's opposition in the

a) Bharat Sanchar Nigam Ltd. BSNL, a state possessed specialist co-op in India, is the seventh biggest media transmission organization in the world. BSNL is assuming influential position in building up the telecom foundation in rustic ranges. It has been effective in expanding its phone endorser base by spearheading its administrations in the rustic territory. This methodology has helped BSNL in entering the market.

b) Reliance Communications, achieved a computerized upheaval in the Indian Industry by giving India's limitless populace reasonable methods for data and correspondence. It is with the point of making versatile calls less expensive than postcards, manufactured a 60,000 kilometer long fiber optic spine, jumbling the whole nation. (Kur1110, 2012) The company at present offers its administrations in 340 towns with its eight circle impressions; it likewise started versatile information benefits through its R-world portable entryway.

Supplier Powers

This force addresses how effectively providers can drive up the cost of merchandise and enterprises. It is influenced by the quantity of providers of key parts of goods and services, how remarkable these perspectives are and the amount it would cost an organization to change starting with one provider then onto the next. The less number of providers and the more an organization relies on a provider, the more power a provider holds.

The supplier powers of Airtel are

a) Network Equipment: There are constrained Network Providers like ZTE, Nokia Siemens, Ericsson, Huawei. Because of the expansion popular and restricted providers the vitality of these providers are high and may affect the development plan of the proprietors.

b) Tower Providers: Through the new sharing innovation has helped in using the towers yet at the same time the scope remains an issue due the few tower suppliers.

c) Handset Suppliers: Nokia, Samsung, LG, Sony, iPhone and various different players are less as they are additionally contending among themselves (PankajSharma, 2017).

In general, these are the providers that are affecting the procedure of Airtel.

Clients' Power

This particularly manages the capacity clients need to drive costs down. It is influenced by what number of purchasers, or clients, an organization has, how critical every client is and the amount it would cost a client to change starting with one organization then onto the next. The littler and all the more capable a customer base, the more power it holds. For Airtel these are listed as follows.

a) Exchanging expense is low. Government is likewise presenting Number handiness which will prompt further exchanging between the services if the costs and facilities are not met.

b) The Voice and message-based services are moving towards an item as the opposition now depends for the most part on the costs (Gupta, 2013).

Risk of Substitute Items

Contender substitutions that can be utilized as a part of place of an organization's items or administrations represent a risk. Threats for Airtel are

a) The VOIP is getting famous for e.g. Skype, Vonage and so forth.

b) Video Conferencing is likewise getting famous.

c) CDMA is another risk to GSM players

Capability of New Participants into the Business

An organization's force is additionally influenced by the capability of new participants into its market. The less cash and time it costs for a competitor to enter an organization's market and be a compelling challenger, the more an organization's position might be altogether debilitated. The new participants for Airtel are

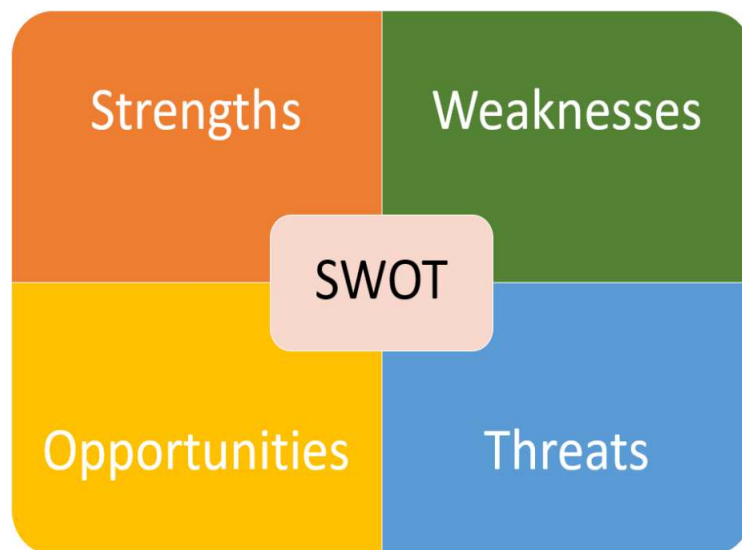
a) The government is likewise issuing new licenses in the present circles.

b) Numerous versatile players are likewise entering the endeavor business by propelling NLD/ILD operations.

c) The sharing business has diminished the capital necessity and accordingly cutting down the capital prerequisite for new player.

CHAPTER 04

AIRTEL SWOT ANALYSIS | SWOT ANALYSIS OF AIRTEL 2019



Bharti Airtel Limited is an Indian global telecommunications services company base Delhi, India and operates in around 18 countries.

The third-largest mobile network operator in India and the second-largest mobile network operator in the world, Airtel offers GSM, 3G, 4G LTE, 4G+ mobile services, fixed-line broadband, and voice services depending upon the country of operation.

With a subscriber base of 293.79 million users, Airtel is named India's 2nd most valuable brand.

Let's check out the SWOT analysis of Airtel and understand what is it doing to sustain in the highly competitive telecom industry.

Let's check out some of the main strengths of Airtel:

Airtel is one of the leading telecommunication companies with a rich experience of more than 19 years in INDIA and African Sub-continent which provides telecom and broadband services. Its presence is in nearly 20 countries and is the 3rd largest telecom operator overseas.

Indian Telcom which initially had eight players squeezed to three Bharti Airtel, Vodafone-Idea and Reliance Jio owing approximately equal share in the pie.

With the formation of Indus tower & due to its venture with Idea-Vodafone, the infrastructure of Airtel has extended in all the country resulting in nationwide penetration with superior services.

Having an alliance with brands like SONY Ericson, Singtel, Apple and NOKIA the brand equity has been boosted.

Very Strong and trustworthy Dealer and Distributor's network which helps in generating revenues from the market.

Airtel is having a team of skilled people and guided with the vision of their CEO Mr. Mittal. The workforce is trained by and their skills are enlightened through regular training sessions which help to achieve the vision of the group.

Diversification is one of the biggest strengths of Airtel – Airtel is building its strong BRAND portfolio by diversification, over the years Airtel has diversified into digital payments, IP TV services, DTH, securities, etc.

Airtel has a successful track record over the years due to competition its revenues and profit margins have gone down but still, the cash flows are quite impressive over its competitors.

Airtel recently introduced a seamless digital platform that bundles all its offerings under a single bill which acts as strength.

Let's check out some of the major weaknesses of Airtel.

Weaknesses form a big leg of the SWOT Analysis of Airtel.

Average Revenue Per Unit (ARPU) is shrinking day by day due to competition in the limited market.

Outsourcing of operations increased dependency on other companies

Struggling to recover \$9 billion invested in African sub-continent business, despite being a market where the Average Revenue Per Unit is good.

The group is in heavy debt due to its acquisitions turning out to some bad investment, and debt being high with lower margins. Airtel does not have a very strong financial support system compared to its competitors.

Changing Technology is increasing the cost of new infrastructure.

New government policies and Regulatory frameworks ordered by the TRAI is a challenge

The attrition rate in Airtel is very high compared to industry standards. The cost of training and development of employees is also a huge cost to the company.

Opportunities of Airtel – let's check out some!

Due to the competition in the urban market and shirking profitability, they should focus on the untapped rural market as it will be a very good opportunity to increase their revenue.

Collaborating with smartphone companies and providing schemes to them

will be a smart move. This will ensure fixed revenues in the future and with a higher customer base.

Value-added services in the future of the industry and by the introduction of the services the ARPU will rise and attract customers who are capable to pay.

The wireless world is moving towards LTE (long term evolution or 4G). LTE services for mobile broadband will be a good solution for India where fixed broadband penetration is low in the market. Airtel is leading with this version of LTE in metro cities, but deployment needs to catch up pace. Despite a weak LTE network in India they should work and embrace the services.

With changing consumer needs and behavior, diversification is required into Ecommerce, payment banks, and new product categories.

New taxation policies with a reduction in corporate taxes will significantly increase the profit margins.

Investment in Broadband services and are in the task of bringing 5G to the end customers.

Planning to introduce Customer 360, a database of all customer information, would be carried by Airtel.

Threats:

One of the major threats for Airtel is the heavy competition that it faces from JIO, which has managed to disrupt the telecom industry with its pricing strategy.

An increase in the cost of technology and employees are affecting the profit margins.

Cutthroat competition in the market with other players has affected the margins over the last 2-3 years.

Competitors are paying higher margins to their Dealer/Distributor networks to increase their sales/revenues.

Inappropriate services provided are upsetting customers and encourage them to shift to their competition via Mobile Number Portability.

Diminishing the use of landlines in the region affecting the revenues as the users of wireless/smartphones has increased significantly.



CHAPTER 05

Analysis of financial statement

Annual Report

- Integrated Report and Annual Financial Statements 2019-20
- Online Integrated Report and Annual Financial Statements 2019-20
- Independent Assurance Statement on Sustainability disclosures of Integrated Report 2019-20
- Particulars of Employees as per Section 197 of the Companies Act, 2013
- Notice of 25th AGM
- Disclosure pursuant to SEBI (Share Based Employee Benefits) Regulations, 2014
- Newspaper Advertisement as per MCA Circulars on VC/ OAVM
- Newspaper Advertisement of 25th AGM and E-voting
- Voluntary Newspaper Advertisement published on August 13, 2020 w.r.t. 25th AGM

Financial statements for subsidiary companies financial year 2019-20

- Bharti Airtel Services Limited
- Bharti Hexacom Limited
- Bharti Infratel Limited
- Bharti Telemedia Limited
- Airtel Payments Bank Limited
- Telesonic Networks Limited
- Nextra Data Limited

- Airtel Digital Limited
- Indo Teleports Limited
- Nettle Infrastructure Investments Limited
- Airtel International LLP
- Bharti Airtel (France) SAS
- Bharti Airtel (Hong Kong) Limited
- Bharti Airtel (Japan) Private Limited
- Bharti Airtel (UK) Limited
- Bharti Airtel (USA) Limited
- Bharti Airtel International (Mauritius) Limited
- Bharti Airtel International (Netherlands) B.V.
- Bharti Airtel Lanka (Private) Limited
- Bharti International (Singapore) Pte. Ltd.
- Network i2i Limited
- Bharti Airtel International (Mauritius) Investments Limited
- Airtel Africa Mauritius Limited
- Bharti Airtel Overseas (Mauritius) Limited
- Bharti Airtel Holding (Mauritius) Limited
- Network I2I (Kenya) Limited
- Airtel Africa plc
- Africa Towers N.V.
- Airtel (Seychelles) Limited
- Airtel Congo S.A.
- Airtel Gabon S.A.
- Airtel Madagascar S.A.
- Airtel Malawi plc
- Airtel Mobile Commerce B.V.
- Airtel Mobile Commerce Holdings B.V.
- Airtel Mobile Commerce (Kenya) Limited
- Airtel Mobile Commerce Limited
- Airtel Mobile Commerce Madagascar S.A.
- Airtel Mobile Commerce (Rwanda) Limited
- Airtel Mobile Commerce (Seychelles) Limited
- Airtel Mobile Commerce (Tanzania) Limited
- Airtel Mobile Commerce Tchad S.a.r.l.
- Airtel Mobile Commerce Uganda Limited
- Airtel Mobile Commerce Zambia Limited
- Airtel Money (RDC) S.A.
- Airtel Money Niger S.A.
- Airtel Money S.A.
- Airtel Networks Kenya Limited
- Airtel Networks Limited
- Airtel Networks Zambia plc
- Airtel Rwanda Limited
- Airtel Tanzania plc
- Airtel Tchad S.A.

- Airtel Uganda Limited
- Bharti Airtel Africa B.V.
- Bharti Airtel Chad Holdings B.V.
- Bharti Airtel Congo Holdings B.V.
- Bharti Airtel Developers Forum Limited
- Bharti Airtel Gabon Holdings B.V.
- Bharti Airtel Kenya B.V.
- Bharti Airtel Kenya Holdings B.V.
- Bharti Airtel Madagascar Holdings B.V.
- Bharti Airtel Malawi Holdings B.V.
- Bharti Airtel Mali Holdings B.V.
- Bharti Airtel Niger Holdings B.V.
- Bharti Airtel Nigeria B.V.
- Bharti Airtel Nigeria Holdings II B.V.
- Bharti Airtel RDC Holdings B.V.
- Bharti Airtel Services B.V.
- Bharti Airtel Tanzania B.V.
- Bharti Airtel Uganda Holdings B.V.
- Bharti Airtel Zambia Holdings B.V.
- Celtel (Mauritius) Holdings Limited
- Airtel Congo (RDC) S.A.
- Celtel Niger S.A.
- Channel Sea Management Company (Mauritius) Limited
- Congo RDC Towers S.A.
- Gabon Towers S.A.
- Indian Ocean Telecom Limited
- Madagascar Towers S.A.
- Malawi Towers Limited
- Mobile Commerce Congo S.A.
- Montana International
- Partnership Investments S.a.r.l
- Société Malgache de TéléphoneCellulaire S.A.
- Tanzania Towers Limited
- Bharti Airtel Rwanda Holdings Limited
- Airtel Money Transfer Ltd
- Airtel Money Tanzania Limited
- Airtel Mobile Commerce (Nigeria) Limited
- Airtel Mobile Commerce Nigeria B.V.
- Airtel Mobile Commerce Congo B.V.
- Airtel Mobile Commerce (Seychelles) B.V.
- Airtel Mobile Commerce Madagascar B.V.
- Airtel Mobile Commerce Kenya B.V.
- Airtel Mobile Commerce Rwanda B.V.
- Airtel Mobile Commerce Malawi B.V.
- Airtel Mobile Commerce Uganda B.V.

Rank and recognition

1st Ranked by Transparency International for highest standards of Corporate Governance

3rd Ranked mobile operator globally (in terms of subscriber base)

2nd Ranked telecom operator in Africa

2nd Ranked in 'Brand Finance India100 (2017)'

2nd Ranked in the annual Brandz' Top 50 Most valuable Indian Brand 2017' report

Airtel Global Business won in the 'Best Wholesale Carrier (Global)' category at the 'Carriers World Awards' 2017

Fastest India's mobile network by Ookla

Particulars	FY 2015-16		FY 2014-15	
	₹	USD	₹	USD
	Millions	Millions [†]	Millions	Millions [†]
Gross revenue	965,321	14,742	920,394	15,064
EBITDA before exceptional items	341,902	5,222	314,517	5,148
Interest, Depreciation & Others before exceptional items	235,702	3,600	198,855	3,255
Profit before exceptional items and Tax	106,200	1,622	115,662	1,893
Profit before tax	120,705	1,843	107,130	1,753
Tax expense	59,368	907	54,047	885
Profit for the year	54,842	838	51,835	848
Earnings per share (In ₹ / USD)	13.72	0.21	12.97	0.21

Standalone Figures

Particulars	FY 2014-15		FY 2013-14	
	₹	USD	₹	USD
	Millions	Millions*	Millions	Millions*
Gross Revenue	554,964	9,083	499,185	8,239
EBITDA before exceptional items	246,241	4,030	171,522	2,831
Interest, Depreciation & Others before exceptional items	89,688	1,468	85,677	1,414
Profit before exceptional items and Tax	156,553	2,562	85,845	1,417
Profit before Tax	156,553	2,562	83,774	1,383
Tax expense	24,548	402	17,772	293
Profit for the year	132,005	2,160	66,002	1,089
Earnings per share (in ₹ / USD)	33.02	0.54	16.69	0.28

*1 USD = ₹ 61.10 Exchange Rate for financial year ended March 31, 2015 (1 USD = ₹ 60.59 for financial year ended March 31, 2014).

Bharti Airtel Ltd

Q4 2014-15

bharti

(in ₹ Crores)



MAR 31

YoY

Growth %

2014

2015

Op Income	22219	23016	3.6
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Expenditure	18886	18768	-0.6
-------------	--------------	--------------	------

Op Profit	3374	4272	26.6
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PBT	2382	2369	-0.5
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Net Profit	962	1255	30.5
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EPS(₹)	2.40	3.14	
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Audited, Consolidated



GRAPHICS

Bharti Airtel Ltd

Q4 2015-16

(in ₹ Crores)



airtel

March 31

YoY

2015

2016

Growth %

Op Income	23039.8	24983.1	8.4
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Expenditure	18767.6	20663.7	10.1
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Op Profit	4277.2	4319.4	1.0
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PBT	2368.6	2569.6	8.5
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Net Profit	1255.3	1290.3	2.8
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EPS (in ₹)	3.14	3.23	
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Audited, Consolidated

DTI GRAPHICS

CHAPTER 06

LEARNING EXPERIENCE:

I have taken Bharti Airtel Ltd for my organizational study even though it was a secondary data it was great experience learning more in-depth about the company and acquired quite knowledge about the company.

- Learned about the BHARTI AIRTEL limited operations in different sectors.
- Learned about their innovation in products.
- Their involvement in other fields.
- Learned about the awards and rewards received by the company.
- Their future growth in INDIA and another sector.
- Their marketing strategies in promoting their companies' products.
- Learned about their strength and weakness in the industry

Bibliography and References

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1. www.google.com
2. www.airtel.in
3. www.wikipedia.com