



BRACUNIVERSITY

INTERNSHIPREPORT ON

“Grameenphone Customer Experience and Service”



(An Internship Report Presented to the Faculty of BRAC BUSINESS SCHOOL is one of the Requirements for the Degree of Bachelor of Business Administration)

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Date of Submission: 25th April, 2016

25th April, 2016

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Subject: Submission of the internship report.

Dear Sir,

Here is the report that you have assigned me as a partial fulfilment of my under graduation internship program.

I have prepared my internship report on “Customer Service of Grameenphone” which I am submitting along with this letter. It was a promising experience throughout the semester and preparing this report further enhanced me with the corporate level activity. I have also tried to relate my learning of BBA program with the real corporate life experience.

This report’s aim is to give an overview of the researched based findings on how Grameenphone tries to increase their customer satisfaction and how they measure the level of their customer satisfaction using a worldwide known tool. I hope that after over viewing the whole report that will accomplish your expectation and I have given all the effort I could to fulfil the tenets of internship report.

Sincerely Yours,

Muradul Haque Raj

ID: 12104262

BRAC BUSINESS SCHOOL

BRAC University

Acknowledgement

I have incurred many debts of gratitude over the 25 days while preparing this report. First and foremost, I would like to pay my gratitude to God for giving me the abilities to work hard. I am also grateful to my parents who provided me the necessities of life since my early childhood.

This report is all about the Customer Experience and service of Grameenphone Ltd. It is actually prepared to fulfil the requirements of my BBA degree. I am very much fortunate that I have received almost and sincere guidance, supervision and co-operation from various persons while preparing that report.

Many people have responsibly helped me in making this report. First of all, I would like to thank my academic supervisor of the internship program **FairuzChowdhury, Lecturer, BBS, BRAC University** for giving me the opportunity to prepare this report under his supervision. He has also provided me the much needed important advices and guidance for preparing such type of report and without his help and recommendation for selecting objectives of the reports; it would not be a comprehensive one.

Secondly, I would like to thank my Grameenphone LTD supervisor, TahminaParveen Khan, Manager, Inbound Contact Center, Customer Experience and Service and Mohammad Adil, Deputy General Manager, Unit 2 for giving the path to work properly and also for giving their valuable time and energy in every steps of the preparation of this report.

Finally, I am thankful to Junaid Ahmed, HR Business Partner, Grameenphone LTD for giving me the opportunity to work as an intern in Grameenphone.

Finally, I am conveying to all of my respected faculties of BRAC University.

Executive Summary

As the number one telecom operator in Bangladesh, Grameenphone is continuing their operation in Bangladesh from last 17 years always coming up with new ideas regarding its products and services. From their many services, the network coverage, internet service and customer satisfaction are important factors to predict the country's future stability.

As the whole world now deals their day to day life with the help of a mobile phone Grameenphone LTD's service has make the people's life of our country easier.

Hence through this internship report, I have tried to find how Grameenphone tries to increase their customer satisfaction through after sales service, call rate and different campaign and offers and also how they measure their customer satisfaction level through NPS system.

A comprehensive survey was conducted to get subscriber's feedback about the Grameenphone's customer service and responses. 20 respondents were picked up randomly from different age of people and then I analysed the data.

Family and Friends plays the most influential role to make the subscribers use the connection. Some of them also use another connection as an alternative of GP sim for urgent need at the time of technical upgration. That means most of the GP user's primary connection is Grameenphone sim as it has huge network coverage.

The customers seem to have positive opinion about the customer care as they mentioned that now they are getting the customer care service from both hotline and Grameenphone Center though some of them complained for long queue. The main problem of GP for customer satisfaction is the unnecessary value added services and its promotional call and sms.

This drawback has caused the brand to fail to be the one and only loved brand which is a big binding for GP to increase customer satisfaction. The company has to be careful about that issue and should do the needful to overcome from this situation though it's not an easy job because huge amount of revenue comes from these Vas Services. Otherwise it will be difficult to retain the current customers.

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Chapter 1

Introduction

Introduction

Grameenphone Ltd. was established by a consortium involving GrameenTelecom of Bangladesh, an affiliate of the world famous Grameen Bank; Telenor AS, the main Norwegian Telecommunication Company; Marubeni Corporation, one of the largest trading and investment companies in Japan. Grameenphone is one of the most disciplined organizations in Bangladesh. It follows many rules and regulation in the organization. They have Code of Conduct. But the employee of this organization is very friendly. There is no sir or no madam inside of the organization. Everyone calls each other bhaiya or apu. They think all are same in the organization and give same respect to all. BBA academic programs is the building up of the theoretical knowledge about business administration which is the base of practical knowledge. BBA internship program is an attempt to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms. As per norm this report is the requirement of the fulfilment of the internship program. This report is the outcome of my works in GrameenphoneLtd in last 3 months. The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. The shareholding structure companies mainly two sponsor Shareholders namely Telenor Mobile Communications AS (55.80%) and Grameen Telecom (34.20%). The rest 10% shareholding includes general retail & institutional investors. [www.grameenphone.com/about/corporate-information/ownership-structure]

Basically I am assigned to Customer Service division of Grameenphone, which is one of the largest portions of entire GP. Around 1900 Customer Manager, Executive, Senior Executive, Supervisors do work here to ensure an excellent customer experience as well as better after and before sales service. As an Employee there for last two and half year since 2010 I came to know with so many aspects, which helped me to prepare my report more rich fully. I am assigned to the customer service Division and I have got a clear understanding of my responsibilities, regular doings and knowledge how to cope up with corporate environment.

Background of the Report

The main intention of this report was to fulfil the degree requirement of Bachelor of Business Administration at BRAC BUSINESS SCHOOL, BRAC University. Bachelor of Business Administration (BBA) is designed with the excellent combination of practical and theoretical aspects. After completing the BBA, it is required for every student to complete the internship. The 3 months (12 weeks) internship is a 4 credit course and is mandatory for the completion of the degree of Bachelor of Business Administration. As a student of BBA to fulfil the requirement of this degree, I was assigned to pursue internship in Grameenphone. The prime objective of the report is to get particular experience to Organizational environment as well as to understand the system and methodology adopted in Grameenphone. Placed in Customer Service Department of Grameenphone Limited, I was given chance to complete my internship program. This was the first time I was working in a professional environment and I didn't find it difficult to adjust. Through this internship program I got to learn a lot on the Telecommunication sector that can be the turning point of my career.

This report focused mainly on the day to day activities at office during three months of internship. Therefore, there is a large room for improvement in this report. There could have been the use of different statistical tools in this report. The report is mainly based on primary data sources. This report is based on real life experience and assignments. However, the report is not entirely based on primary data. Secondary data have been used in places like Organizational Overview. For secondary data, I was entirely dependent on the website of the company and few other press releases of the company about various projects. I worked three months as an intern in Grameenphone Ltd. where I gathered experience about Unit-2, Inbound Contact Center, Customer Service, Customer Experience and Service Division, Grameenphone Ltd, to understand the valued customer's problems and solve the problems over the phone according to the service modality. I worked under the close supervision of Tahmina Parveen Khan, Manager Unit-2, Inbound Contact Center, Customer Service, Customer Experience and Service Division, Grameenphone Ltd. and BRAC University supervisor Fairuz Chowdhury, Lecturer, BRAC BUSINESS SCHOOL.

Objectives of the Report

For my study purpose I have tried work with some specific objectives for the better understanding of the organization and also tried to relate the studies with the subject knowledge that I have gone through in my undergraduate studies. The Specific objectives are given below;

- **To find out how Grameenphone tries to increase their customer satisfaction level of through their after sales service, Call rate and different Campaign and Offer.**
- **To locate specific areas of dissatisfaction of the Grameenphone users.**
- **To find outhow Grameenphone measure their customer satisfaction level using NPS.**
- **To relate the academics learning with the real life learning.**

While working with those objectives I have found many important findings that will be discuss subsequently in the later parts of the report.

Scope of the Study

The scope of the study is limited within telecommunication business in Bangladesh. It is also limited within the organization of Grameenphone Ltd. and for that reason that information was very much restrictivewithin the organization as the telecommunication business is going to be very much competitive. Here I discuss with the topics related to the profile of the organization, activities, operations and the services of the Customer Service Division of Grameenphone Ltd.

Limitations of the Study:

Every process usually carries limitations with it. This study is not an exception. The main limitation that I faced was the lack of time and the wide access of information. In CS I had to work in a strict schedule. I didn't get any extra time to talk to the customers about their expectations and other stuffs. Confidentiality of information has limited the extent of

presentation of this part of the work. Other limitations include small sample size and latest and accurate data and statistics are not at all easily available. The real expectations of the customers weren't available only while serving them over the phone. The information was very scattered in nature. Along with those there were some other problems that can be noted as limitations:

Time constraint was a big factor as my internship report was due in 3 months and I had to do this report along with my regular office work as still I am working here now. Data availability was another big issue here because company was not willing to disclose few the confidential information regarding their managerial strategies and plans. Grameenphone as one of the best telecom organizations were sometime unable to spare much time for discussion.

Even though there were some limitations, I tried my level best to collect adequate data and information to make the report meaningful. At last I can say that the main limitations were:

- I was only allowed to talk with customers about the queries they have called to us except that I could not ask them about any other issue.
- To get in depth data I must go through the people of different segment, but only by talking over the phone it was not possible for me.
- Due the company's term and condition I cannot share some of the information which is confidential.
- Customer service is a part of Grameenphone where I did not have access to other department. So I have only managed information which is related with customer service.
- Three months are very less for understanding and gathering information from such a big company like Grameenphone but I still I have managed just because they were very friendly but I must say that the time was limited.

These are the few limitations I have faced at the time of preparing that report and except that everything were wonderful.

Chapter 2

Company Overview

About Grameenphone:

Before Grameenphone's inception, the phone was for a selected urbanized few. The cell phone was a luxury: a flouting accessory for the selected elite. The mass could not contemplate mobile telephony as being part of their lives. Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to "Rural phone". Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone has come a long way. Grameenphone pioneered the breakthrough initiative of mobile to mobile telephony and became the first and only operator to cover 98% of the country's people with network. Since its inception Grameenphone has built the largest cellular network in the country with over 8500 base stations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local telecom market. Now Grameenphone Ltd. (GP) is the market leader in the mobile telecommunication industry of Bangladesh. The address of its Head Office is: GP HOUSE. Bashundhara, Baridhara, Dhaka-1229, Bangladesh. Grameenphone is a joint venture between Bangladesh and Norway. Major shareholders were Telenor (55.8%) and Grameen Telecom (34.2%). In 2008 it went public. Presently the shareholder status of the company is Telenor (55.8%), Grameen Telecom (34.2%), Institute (5%), and Public (5%). Telenor is the state owned telecommunication company of Norway. It has operations in different countries of the world. On the other hand, GrameenTelecom is the sister concern of Grameen Bank, one of the biggest Non-Government Organizations (NGO) of Bangladesh. Principally Grameenphone was established in 1995. But due to government policy, GP did not get the permission to start their operation. The license agreement was signed on October 31, 1996. They started the hard work of developing the infrastructure facilities in the country. Grameenphone did not take much time to start its operations. The commercial launch was on March 26, 1997. Bangladesh is a developing country. Per capita income here is very low. Very few people have access to telecommunication. In this situation Grameenphone started their operation here. Grameenphone's aim was to develop one GSM cellular mobile

communications network in Bangladesh in competition with two other GSM operators and one AMPS (Advanced Mobile Phone System) operator. Grameenphone aims to provide the best possible technical quality, customer service, and coverage also in the rural areas at the most favourable prices, to as many customers possible in Bangladesh. Grameenphone has a dynamic management composed of business people with a profile drive, prepared to take calculative risk. The shareholders of the company are stable, established companies with solid international reputation. They have already made approximately \$125 million investment to Grameenphone and will reinvest their profit share to Grameenphone. The Grameenphone network is designed with latest computer assisted design technology. Grameenphone has reached its break-even point in the year 2000, in the fourth year of its operation. The company made its first net profit of \$ 3.7 million during the year ending in December 2000. Grameenphone is the leading Cellular Net Provider in Bangladesh. Grameenphone started their business approximately 17 years. Since then Grameenphone has been operating in the market for a long time. During this time Grameenphone went for different types of mergers as well as acquisitions. They gained success from the very beginning of their operation and were capable enough to hold the success year after year. Grameenphone main competitors are ROBI, BANGLALINK, CITYCELL, AIRTEL and TELETALK. One of the strongest sides of Grameenphone is its customer's service and relationship.

Objectives of the Grameenphone:

- Coming up with better service solution to the subscriber for ensuring their satisfaction.
- Coming up with the strongest possible network for the entire country.
- Capture bigger market.
- Getting the leading share in telecommunication industry.
- To gain higher return on the investment capital.
- Ensure Sustainability in growth.
- Meet the customer satisfaction and make the best ROI.

Strategy of Grameenphone

Grameenphone's basic strategy is coverage of both urban and rural areas. In contrast to the "Island" strategy followed by some other companies, Grameenphone is connecting isolated islands of urban coverage through transmission links. Grameenphone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameenphone's network. Grameenphone Limited's strategy was to effectively become the second national operator in Bangladesh. Instead of focusing on a high-end, niche market; it pursued a low tariff strategy designed to compete directly with BTTB.

CREATING A STRONG AND LOYAL CUSTOMER BASE:

Grameenphone's strategy is to grow their subscriber base, while seeking to limit declines in APPM, by increasing the availability of their products and services throughout the whole Bangladesh and by aiming to improve customer retention.

REVENUE GENERATION FROM THE HIGH VALUED CUSTOMERS:

Grameenphone strive to provide superior network coverage, connectivity, quality and reliability, as well as to continue their product and service innovations through continued investment in their network and products. They are focusing on high value customer segment which they expect will grow as Bangladesh population becomes more affluent with their value added services, in particular Internet access. They intend to increase their focus on high value business segment customers, given the high usage of voice and non-voice services by these customers.

EARNING PROFIT FROM EFFICIENT OPERATION:

Grameenphone's strategy is to continue to exercise strong discipline over their operating costs and capital expenditure to achieve improved efficiency and productivity in their operations and leverage their existing capacity. They have also plan to reduce their operation and maintenance expense by among other things, using solar power, controlling service agreement pricing.

ESTABLISHING A BRAND:

Grameenphone intend to support their brand by undertaking brand refreshment exercises from time to time. They have planned to increase brand awareness through various point of sales promotions.

REVENUE GENERATION FROM NON-TELEPHONY SERVICES:

Grameenphone is offering a wide-range of non-voice services, including SMS, MMS, games, information services, content download, ring back tones, Internet access and many other services. Through the non-telephony services they generate the revenue.

SCOPE OF RESEARCH:

Working in CS has given me a lot of scopes to make the research on the existing customers of the Telecommunication sector of the country. This is vast and very fast moving sector of the country. The first operation of the telecommunication sector started around 17 years back and by this time the mobile phone has reached to the most remote corner of the country. Now days there are hardly any people who don't have a mobile phone in his hand. The rural development of our country has got a now a new scope for development. In the rural area there is hardly any land line connection but the mobile technology has reached there and made a scope for the people to explore more. I went through many assignments in my internship period such as User Acceptance Test, Net Promoter's Score, Training Evaluation, those assignments helped me lot to reach the people and to determine the demands of the people. In future I will be able to find the acceptance of any certain products from any certain group of people from any certain area of the country. The contact centre is the first point of contact for council enquiries. A contact centre is a central point in an enterprise from which all customer contacts are managed. The contact centre typically includes one or more online call centre's but may include other types of customer contact as well including email, newsletter, postal mail, website inquiries and chats, and the collection of information from customer. A contact centre is generally part of an enterprises overall customer relationship management. Customer is the key of any service oriented Industry. Customer satisfaction involves the extent or the degree to which, a company's services meet the requirements of its customer. Quality and customer delight have long been recognized as crucial for the success and survival of business in today's competitive market.

About the Work Unit:

I have started my internship in Grameenphone Customer Service unit. In the whole internship period I have worked in different work units. In the internship period I have worked in different sector. Customer Service is the core operation unit of the Customer Experience and Service Division of Grameenphone. The Customer service is not only for serving the customers over the phone but also from the CS unit other functional departments work. Among them the New Business Contract Center (NBCC), Line service, Service Compliance, Retail Hotline, Online Communication is most prominent. To maintain the service alignment there are some internal work units are also working. They have their own responsibility to maintain the smooth operation in the Customer service. Among those units Recruitment & Employee Involvement (REI), Training & Information Management (TIM), Quality Assurance (QA), Real Time Management (RTM) are the most prominent. To support the CS there are some other units like HSSE, Transport Service, Support Service, IT are also available. **[Kbs/home/customer service/inbound contact centre/division of units/unit 2]**

With the slogan Go Beyond, Grameenphone's promise is to give its clients the best telecommunication experience, and, by providing that facility, help them go beyond the barriers to stay connected with people under the largest network coverage. I have successfully finished my Internship Program from Customer Service Department of Grameenphone. Customer Service Department is a wing of Customer Experience and Service Division. There are six units under Inbound Contact Center, and each unit is consisted of 12 Teams. Team NEXUS is where I belong is supervised by Tahmina Parveen Khan, and it is a part of Unit-2. The Head of Unit-2 is Mohammad Adil.

In addition, it is completely a chain process. 22 to 25 members belong to each team and they directly deal with the Grameenphone's subscribers by serving customers according to their queries, requests and complaints. That is why, it is easily understood that individual performance plays a vital role to achieve company's ultimate goal. Basically, output of the

company's performance is the collective effort of all the employees which measures the success or failure of Grameenphone at the end of each month, a quarter and a year

While working in the contact point I was assigned to receive call in 121 hotline. By simply dialling 121 (to talk directly with our Customer Service Agent) you can find the answers to any query in the cheapest way. Our customer managers are always at hand to listen to any kind of complaints regarding our products and services – we promise you proper feedback. We provide information related to the different products and services we offer, to help you make the purchase decision that is most suitable to your communication needs. While working in Training & Information Management I was supervised by Mr. A S M Lutffuzaman. He is the acting head of the TIM department. The core work responsibility of TIM is to train the new recruits. While working in TIM I was assigned with an individual team. My responsibility was to train the new people with the company culture so that they can get better exposure in future. While working in TIM I had my designation as the Mentor.

A simple hierarchy was given in the next page above for better understanding the service chain of the Customer Service of Grameenphone. It is for the core operation of the Contact Center.

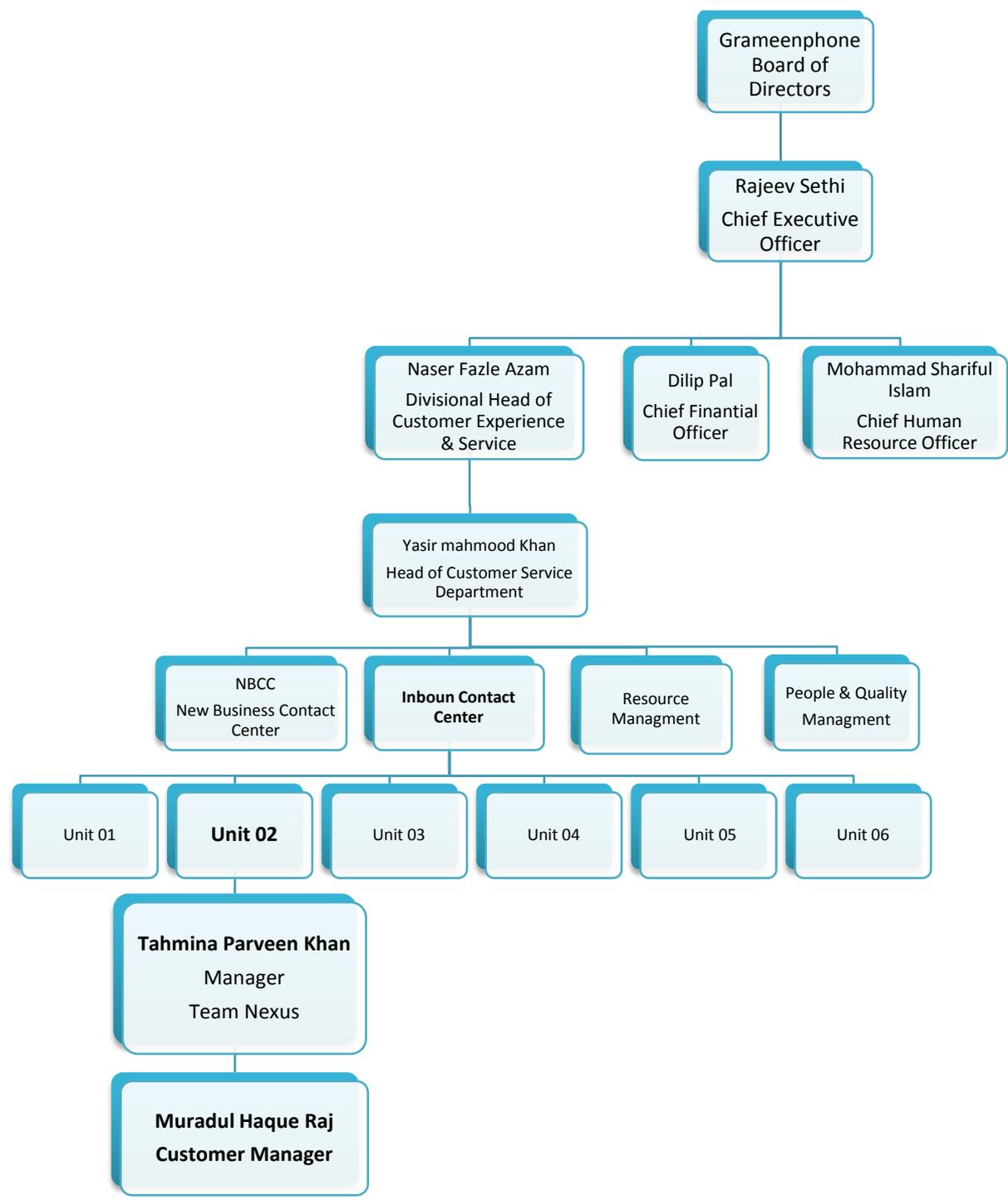


Diagram 01: Hierarchy of Customer Service[\[grameenphone.com/about/corporate-information/corporate-governance/organization-structure\]](http://grameenphone.com/about/corporate-information/corporate-governance/organization-structure)

Chapter 3

Objectives Analysis

The first objective that I have selected is **how Grameenphone tries to increase their customer satisfaction through after sales service, Call rate and Different campaigns**. When the term after sales service comes, the first word comes to our mind is the customer service. Now I am going to show how the customer service department of Grameenphone works for better customer Experience:

Structure of Customer Service:

The department I am working for in Grameenphone Ltd. is customer service under commercial division. Main vision of the Customer Service Department is to provide the best quality customer service in the South East Asian region. Here in this study, primary emphasis has been given on the contact center's (121) service quality based on the conducted survey. Customer service department comprises of 5 departments which works together as a unit to meet company's business objectives. They are

CONSUMER SEGMENT

Consumer segment deals with the subscribers of Xplore SIM (post-paid), Prepaid packages, GPPP (GP Public Phone) and VP (Village phone). The subscribers from this segment use most of the resources of the company with low to moderate revenue. They might face queue when calling in the hotline. They do not receive any priority service like business segment subscribers but the standard service is given to them.

BUSINESS SEGMENT

Business segment deals with the corporate subscribers who are using Business Solution SIM (post-paid and prepaid). As this segment is generating more than 60% of the revenue of the company, GP is providing special customer service to their corporate clients and they get the priority in getting the service over 121(hotline) without waiting in a queue. Their comments and requests are taken more seriously and solved with higher priority.

REAL TIME MANAGEMENT

This segment is known as RTM. This is the department which assigns duty to all the employees of customer service division. Forecasting, on how different plans are to be executed by the employees are done by them. All the backend planning regarding customer service are planned by them which is then executed by the employees of customer service division.

COMPLAINT MANAGEMENT

This department handles all kinds of complaint related issues. All the fraudulent activities done from a GP SIM and the complaints regarding these issues are dealt by this department. This is a very dedicated team that makes sure that all the complaints are looked after efficiently and in least possible time.

PEOPLE MANAGEMENT

This department arranges internal training of all new and existing employees. Their job is to keep all the customer service employees updated regarding the latest service and offerings. All new software trainings for employees are also arranged by them.

OUTBOUND & TELESALES

This department sets a target on selling different value added services like EDGE, MCA, and CallBlock through its 121 hotline. They prepare modules and selling techniques for customer managers which help the customer managers to better perform their duties.

VOICE SERVICES:

The Voice service business provides high quality, reliable and professional voice communication services allowing people to communicate locally and internationally across 55 countries, using economy ISD (012) connectivity.

MESSAGE SERVICE:

Messaging Services offers people a much more efficient and cost-effective way of communication. The service allows users to send Voice SMS anywhere within the country, or a text SMS anywhere in the country as well as abroad.

DATA SERVICES:

Internet and Data service allows Grameenphone users to access the internet from their handsets through EDGE and 3G enabled networks. The mobile data service allows transfer/share of data over a mobile network, access remote servers, and access the Internet.

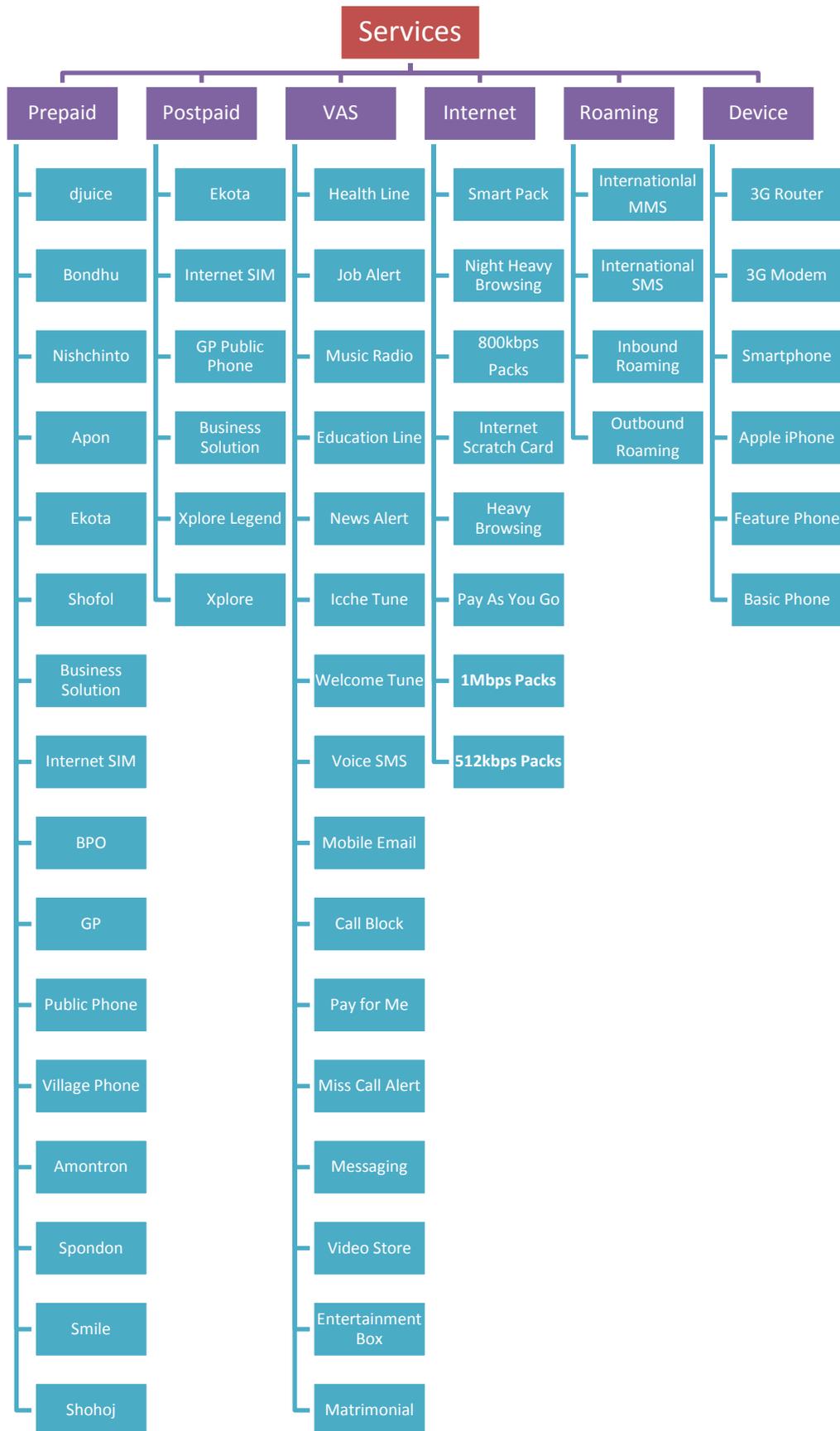


Diagram 02: Product line of Grameenphone.[\[kbs/home/product info\]](#), [\[kbs/home/vas\]](#), [\[kbs/home/internet\]](#)

A short description of the products and services is given below:

PACKAGES:

Actually there are different types of packages in Grameenphone based on the customers Demand. There are also differences between Tariffs so that people can avail their preferable package.

HANDSETS:

Grameenphone provide so many handset related offer like Symphony handset which is very attractive for the customers. Apart from symphony mobile Grameenphone also provide many other different handsets like Apple, Samsung, Nokia, and Micromax.

INTERNET:

Internet is the most convenient medium of information, through which people can enhance their knowledge, spread the same from one corner of the globe to whichever place they wish with a single click. Grameenphone is looking to expand further into the digital world by expanding its internet platforms and developing more internet related products, thus here come the biggest Internet Service Provider of Bangladesh.

GP 3G:

GP 3G services will run on best in class 3.9G network technology – HSPA+, to deliver you the optimum speed experience & seamless mobility. Grameenphone 3G will enable customer to take advantage of services on your mobile that you could only wish for.

INTERNATIONAL ROAMING:

International Roaming (IR) is a service that allows subscribers of one mobile network to use his/her own phone (number & handset) in foreign operators' networks while travelling outside home country.

MOBILE SERVICES:

There are so many VAS services which can help the customer to operate his/ her mobile services through internet. The most popular mobile services are named as Missed call alert, Callblock service, Buddy tracker, Welcome tune etc.

PAYMENT & RECHARGE:

In Grameenphone there is process of flexi, smart load etc. for transferring balance. It savesthetime. Besides in 2014 GP launch the system of Emergency Balance which is very helpful for thecustomer so it can make the loyal customers.

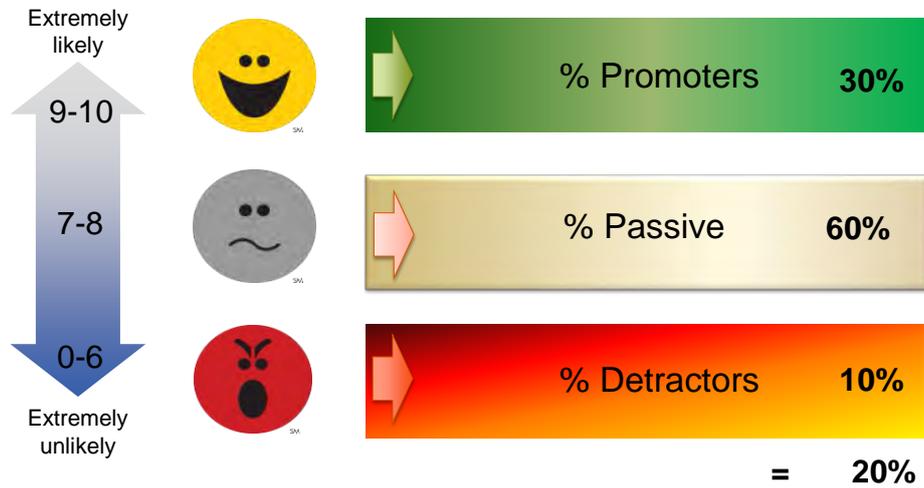
MOBILE FINANCIAL SERVICES:

Mobile financial service is an initiative that has made an easy life for so many customers. GP hasits own mobile financial service named as Mobicash. Other than that GP has already made corporate contract with other financial service like Bkash, Mcash, Ucash, OK etc.

The second objective that I have selected is **how Grameenphone measure their customer satisfaction using NPS system**. I had participated in a refreshing training session based on CBIO tool and NPS (Net Promoter Score) system. Basically, CBIO is a tool which has been vastly using nationally and internationally in call center based customer service sector. Customer Service Division of Grameenphone is operating this tool for managing data for post-paid subscribers. Here, post-paid subscribers are that subscribers who are paying their mobile bill on a specific date which is known as bill cycle date. Usually, maintaining data for post-paid subscribers is critical compare to maintain data for prepaid subscribers. Besides, high end subscribers like corporate person, employees from different organizations are the main users of this post-paid SIM. However, this training session based on CBIO tool was helped me to revise the whole process of providing service to post-paid subscriber. On the other hand, NPS (Net Promoter Score) training was about evaluation of delivered service of customer manager by the subscribers over the phone calls. Ultimately, this score will present overall service quality of Grameenphone to its subscribers. In this system if subscribers take any service from Grameenphone 121 hotline or Grameenphone center then they got a call from 121 within 3 hours where they are asked for giving us a number between 1 to 10 where 10 is counted as the highest mark and 1 is the lowest. Here the Strategic pillar for Grameenphone is about **“Loved by Customers”**. The feedback is categorized into 3 parts. If subscribers score from 0 to 6 then they are counted as detractor means not satisfied. If the score is from 7 to 8 then they are counted as passive means neither satisfied nor dissatisfied and if the score is 9 or 10 then they are counted as

promoters or satisfied subscribers who will promote Grameenphone to others. For your better understanding I am giving a diagram below about NPS scoring system:

NPS question: *Based on your latest interaction with GP, how likely are you to recommend GP to your friends & families on a scale of 0-10?*



Omar Md. Habib Khan | Shamiul Md. Haque | Lutfi Kaniz Fatema
Razib Ahmed Aunto | Sakib Ahmed Chowdhury

[kbs/home/knowledge& wiki/medalia/nps/calculation of nps]

How Grameenphone Calculate NPS:

The Calculation of NPS is given below in the Table:

Calculation of NPS of an Agent	
Total Response	19
Count of Promoter	8
Count of Passive	2
Count of Detractor	9
Percentage of Promoter	$(8/19) * 100 = 42\%$

Percentage of Passive	$(2/19) * 100 =$	11%
percentage of Detractor	$(9/19) * 100 =$	47%

NPS (percentage of promoter - percentage of detractor) $(42\% - 47\%) = - 5\%$

[kbs/home/knowledge & wiki/medalia/nps/calculation of nps]

Why NPS to Measure Customer Satisfaction:

- Net Promoter Score is an easiest tool to measure customer loyalty and Satisfaction
- NPS is widely used to measure Customer's advocacy for a company
- NPS comes from wide research and owner is Bain & Company Ltd.
- A company's NPS correlates with revenue growth
- Net Promoter approach claim the score can be used to motivate an organization to become more focused on improving products and services for customers
- Companies who are NPS leaders typically grow twice as fast as their competitors

NPS in Telenor:

1. GP was the first operator to launch NPS pilot in Asia & 2nd in Group
2. Grameenphone is the part of all group Customer Centricity initiatives
3. NPS based on whole customer base- to know in general what customers NPS
4. Event/ memory triggered experience and NPS on it: Channel NPS
5. Grameenphone's wish is to go a long way and more work to go for business and become loved by customers

Chapter 4

Recommendation and Contribution

Every company has some area where they need some improvements and Grameenphone is not exception in that case though it is the number one telecom operator of our country. I designed my recommendations aiming to close the gaps between customers' expectations and perceptions regarding Grameenphone service. My recommendations are:

1. Grameenphone should provide connections that have access to BTCL. It is perceived as an essential feature by a significant portion of the subscribers.
2. Network development should be steady. GP should never sell connections excess to its capacity.
3. Capacity of the helpline should be increased in the pick hours.
4. Number of the Grameenphone center as well internet points should be increased to reduce the stress of the subscribers so that they can get after sales service easily.
5. Different programs should be taken to educate the subscribers regarding different essential features of mobile phone.
6. Grameenphone call rate is quite high compared with other operator though they have several recharge based lower tariff offer. It should charge the users the least amount as its intention should be in long run, economies of scale.
7. GP should train its customer managers well enough to solve the problems for those customers who call on the hotline. Call waiting time should be minimized and number of customer managers should be increased in relation to increase in sales.
8. Sometimes user's dissatisfaction arises due to unavailability of connection facility because no one usually can get connected at once while there is some planned

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Importance of the works in the internship period:

The internship was a great opportunity to get involved in the core operation. As I have mentioned earlier that in the internship period I have worked in different departments of CS. The core operation was handled from the Inbound CC and the overall training plan, TNA, training execution, monitoring, motivation etc. was take care by the TIM. Now in the academic life I had selected my Major in Finance and Accounting. So the Contact Center helped me to get the knowledge of the finance where service was concerned. In the internship period I have got the chance to know how to increase the revenue through making a whole role out plan about products and services launching. Along with that I have also experienced the preference of the customers. While handling the customers they have described their satisfaction to me. I have tried to send that to the proper end so that the relevant authority can work with needs and want of the customer. From the CC operational team there was scope of evaluating the customers. I have also tried to know about new offers, whether they are user friendly or not by talking to the end user or the customers. If there were difficulties from the customer's end then the back end has tried to bring simple solution for that particular problem. In core operation each and every activity was monitored. So there was no chance to mishandle any customers. As I have worked with a very smart and efficient server system, I have tried to learn the activity of those systems. My each and every call was recorded in the system so that the Quality Assurance team can evaluate that to ensure the finest service quality. On the other hand the there is a system to

monitor the service quality which is popularly known as Service Quality Indicator (SQI). So by any means there was no chance to mishandle any single thing. Learning the professional behaviour and the corporate culture was another important aspect.

There were around 2500 employees in the GP's Customer Service. In the internship period I got the chance to get involved with different people and to know the mind of my co-workers. It was a great achievement from my side. For the first time in my life I was in the middle of such a big environment where everyone is taking care of everyone.

While working as a mentor I had an individual team to deal with. It was the greatest scope to practice the lessons from my courses. I had prepared the training schedule for the new people, assigning task to them etc. While training up the new people I have tried to motivate them by different words and also by different works. I have tried to give the full exposure of the learning that I got from texts and tried to apply them as much as possible by different means.

Contribution to the organization:

The contributions for the organization are many. As I have mentioned earlier that the CS department is a core operational unit of GP. So there are scopes of development and to create new ideas for the organization. I have tried to give my best effort be an efficient intern and tried to give my best shot to get the maximum exposure.

CONTRIBUTION IN REGULAR WORK:

The main contribution for the organization was to contribute in the regular work. In my internship period my regular work was divided in many parts. While working as a mentor I trained the new people and delivered the operational knowledge, handling the different system tools, handling the software, teaching the corporate etiquettes and manners and many more things that must be covered in the training time. As I had an individual team so I had to find the TNA of my team so that they get the full benefits of the training and can make the best use of the training time. While working in the core operation in Contact center I was assigned to Provide nonstop solution to the customers 8 hours a day. As I was placed in contact center, I was supposed to handle customer's problematic calls. As it's a customer service center, customer asked about on-going campaigns and sometimes

wantsto know about previous campaign when they actually faced problem. And as a customer manager I did give full and accurate information regarding product and service. Different subscribers acted differently. As per subscriber request and organizations procedure I had done some execution as a service of thecustomers. I have tried to place myself on subscriber's side, and I would try to feel that if Iwould face these sorts of problems then what types of solutions/services I would be expectingfrom the agents. There are many value added services of GP and there are many uniqueactivation triggers. GP sends many offer related SMS too many customers and I have toldpreviously that most number of callersin 121 hotline are from the rural area, so they mistakenlyactive those services and they call for help in hot line. Most of the subscribers thoughtGrameenphone deducted their balance without any reason, and asked for their balance back. Inthis scenario, I checked all the check points and found nothing wrong in charging. Most of thetime, it was subscriber's fault as he activated different types of VAS (value added services) likeHealth tips service, Breaking News Service, Welcome Tune Service unwillingly. Though the fault had been done by customers, it was not easy to explain very directly about their faults. I had to manage customers politely and technically to make the frustrated subscriber calm by using convincing words so that subscriber does not hang up the call with dissatisfaction on Grameenphone's services. So it was myresponsibility to make them understand that it was not a fault from our side and to let themknow about those services so that they can be aware of those services.

CONTRIBUTE FOR THE ORGANIZATION IN DIFFICULT SITUATION:

Customer Service is an operation unit that is open in 24/7 basis. So that the customers don't feel that they don't have anyone to help. For that reason the employees in the CS are always on. There were many difficult situations like natural disasters, political disturbance, road blockage or even bad incidents but service was never disrupted. May be the customer was in line for a long period of time but still there were some people who was taking care of the whole situation. In my internship period I have faced fewer situations like this and that time there were less man power available in the office for the regular service but still those sacrificing hearts served the people by leaving their family time. I was one of them. So I had some contribution for the company also to make up the service class. In the time of the recent stormy weather the regular operation was going on. In some days I was totally

drenched while coming to office but still I didn't give up. In a wet body it was very tough to concentrate in work but the dedication level of the other people helped me a lot to set my mind. But it did not give me any disappointment rather it made me feel good that I was able to make some extra efforts. I also recommended some courses of action that must be taken in the future to facilitate the process smoothly, based on some of the experiences I've had while working.

Lessons learnt from the internship experience:

The internship program is designed to give a student a bigger view of the working place where they are going to get involved in future. I have tried to gather as many learnings as possible from my side so that I can get help for making a smooth career in future. Internship experience in Grameenphone helped me learn a lot of things and certain lacking that may not have been possible in any other organization.

DEVELOPING THE TECHNICAL SKILL:

In the CS department I have worked with a large amount of data. There were many delicate server connections, software, LAN area, base stations, monitoring options. While serving I have used the IPCC, the core platform of the CS. It routes the call to us from the customer's end. Then there was CRM which was developed by the popular cellular company Ericson. It is oracle based software that is attached with the core server station. It helps to generate the customer data when asked. CRM is mainly used to know about subscriber demographic information and execute VAS (Value Added Services) like internet service, missed call alert service, call block service, fnf (Friends and Family) and lost phone barring service. Electronic Recharge System (ERS) is a specialized tool for retailer who provides the flexi-load service and avail balance transfer service. In the internship period I have also learnt about the Java script and the Java launcher because there was some software which was opened by the Java script. There was software named BSCS. It held all the data of the valued post-paid customers. But due to some system difficulties the BSCS was replaced by the CBIO. The operation of the CBIO was very much similar of the BSCS but was smoother to handle and was easy to operate. It has a larger data capacity than the BSCS and very less response

time. I did not have any idea about these tools before I joined Grameenphone. The specifications of these tools are very unique. However, I did not find difficulties to learn to operate these tools as the tools were not very complicated to operate. While working in TIM I have learnt a lot about the MS office tools specially the MS Excel. Before joining in GP I had a very small knowledge about the MS Excel but now I can work on various operations in MS Office tools.

DEVELOPING THE COMMUNICATION AND MANAGING THE PEOPLE:

Communication has a great influence in the corporate world. The person who is smoother in communication has the greater value in workplace. As my topic is the service exposure so if I am not able to communicate then it will not help me to move forward. By serving in the hotline I have learnt a lot about developing the communication. Here the communication is not that what we do for regular life, here communication means to interact within a great number of people. It is a hard nut to crack but by working in CS and by talking to the people I have gained a good experience to communicate with people of different segments. As I have worked with my individual team so I had the experience to manage people which directly reflect to my studies of Marketing.

DEVELOPING THE ANALYTICAL ABILITY:

Developing the analytical ability was another great experience. In the CS I talked with the customers only over the phone. Talking to a person without seeing him or determine the need or wants without having the minimum idea is very tough. But my internship period in CS has developed that analytical ability to a great extent. Now only by hearing the voice tonality I can determine the needs of the customer, I can easily determine the satisfaction level of that customer. I don't have any idea about most of the people that I have to deal over phone conversation. Using my analytic ability, I draw a perception about the subscribers' mind-set and try to understand what types of solution they are expecting and what types of services they might need in that particular situation. In some situation there were many tough customers to handle, but the analytical ability helped me to serve that customer. While working in the TIM, I had to analyse the weakness of the new people only by talking to them in most of the time. I had to determine the training needs of the new people by my

analytical abilities. So it was a great achievement for me to have such a good analytical capacity in my internship period.

WORKING EXPERIENCE IN DIFFERENT DEPARTMENTS HAVING DIFFERENT CULTURE:

In my internship period I got the chance to work in different departments. In GP the culture of different department is different. While dealing with the customers the way of approach is different from way of dealing a new recruit. So in my internship period I have also learnt how to act in different situation. While working in the UAT session I was acting like the customer, in the TIM working period I was acting like a leader and in the core operation time I have acted like a regular employee. Another exposure was while dealing with the customers. There were customers from different segments. Some were soft spoken, some were rude and some were outspoken. People from all the regions called in the helpline. So I got to know about the cultures of those people as well. It was a cross functional activity for me.

PERSONAL DEVELOPMENT AND LEARN TO BE A TEAM PLAYER:

From the very first day of my internship I was assigned with a team to work. It helped me a lot to be a team player because at the end of each month not only the personal performance was evaluated but also the Team's performance was also evaluated. I had to cope up with other twenty four different team-mates. It was not expected that everyone's working effort, working style and personality will be the same. I had seen people to take the changes in rules and regulations of company negatively, and became disappointed towards their jobs. In this situation, this group of people also tried to influence me so that all together could raise voice against the changes. It was a choice for me. Either I had to stand with my team or I had to remain on the main stream. So that was a great challenge to show the personal development and the judgment of mine. In the TIM period while being the in charge of the team I had to work hard to ensure every people of my team reaches to their destination. So the team building ability and to work in a team was also the finest learning of my internship.

PUBLIC RELATIONS

My public relations skill had also improved while working. The very nature of my work required extensive interpersonal interaction. I had average interpersonal skills before

joining here, so I was a bit nervous initially. However, I was immediately able to overcome my fear, and had to interact with various people at various levels. I have found out that no work can progress in an office without good interpersonal communication, and that is why it is the key to success in the career.

DECISION MAKING ABILITY

I had to learn to be polite to others even if they were refusing to cooperate with me. I had to learn how to convey even the negative issues with a positive light so that the person with whom I was communicating did not get hurt. As I worked in a team, I had to cope up with other twenty four different team-mates. It was not expected that everyone's working effort, working style and personality will be the same. That is why conflict can arise among the team-mates. I had seen people to take the changes in rules and regulations of company negatively, and became disappointed towards their jobs. In this situation, this group of people also tried to influence me so that all together could raise voice against the changes. This incident threw me in a dilemma. However, I refused to be with them as I did not find this protest logical at the end. I must say, facing this sort of situations, I have built up my decision making ability.

Interaction with office people, Top management and the co-workers:

Grameenphone is an organization where they follow the "No glass bossing" process. It is a process where the boss will work in the same place with the regular people. Like the other organizations GP don't have any separate cabin for the managers of the top management. So it was a great opportunity for me to interact with the top management in different occasion. As I was at the bottom most position in the hierarchy I was not supposed to meet them but due to the company policy I got that chance. Even I meet with the CEO, CHRO, and CMO once or twice. The interaction with the line managers was very nice. In GP the relation between the employee and the employer is very nice. That why the retention rate is very low in GP. There were many people I found who are working for GP since the very first day. I participated in lunches, birthday parties, team outing which helped me to bond well with them. My interaction with other interneees from different universities was also good. We

helped each other if faced with trivial problems, and did not want to disturb our supervisors. The relation between the co-workers is also very important. I found my co-workers very nice and helpful. Whenever I was in any difficult situation I found at least one person to help me. My supervisor Tahmina Parveen Khan was the one with so many nice things. I was employed under her. But she never ever treated me as my boss, rather than she was more like a friend whom I found always beside me in every difficult situation. My supervisor helped me enormously in getting suited to the organization culture. She gave me induction on various important aspects of my work and helped me to get accustomed to the kind of work the Customer Service department does. She also taught me various applications to run if I was stuck in the middle. Besides, she gave me the opportunity to work with Product Campaign Team, RTM (Real Time Management) Team of Grameenphone so that I could experience different types and levels of work in my internship period. She also advised me in regards to my career which is going to be very helpful for me in the future

Dealing with difficulties in workplace:

Dealing with the difficult situation was a regular part. I already mentioned once that in CS every day comes with a new challenge and I had to keep myself prepared for that challenge. In Customer Service our main task is to serve the customers and create a good impression in the customer's mind that we care for them. But sometimes there are many situations arise when we can't satisfy them though we try our level best from our end. In many cases we get abusive calls but still we try to bring the most possible results for the organization. While doing work in a telecom company, I faced many difficulties which I had to fix in decent manner. One day I received a call regarding international roaming problem and the subscriber was star platinum plus subscriber. I checked her overview and found that she was one of our honourable ministers. Though all the parameters were okay still she faced problem when she was making call from USA. I tried to find out the problem keeping her online for more than 20 minutes but unfortunately I could not as it was a technical problem and at last I took help from my zone manager and he took the incident seriously and talked to the roaming specialized team he also talked with the VIP subscriber and transferred the call to our specialized team to solve the problem. On the last month of my intern I faced severe work load as I was able to achieve the trust of my boss and other members customer

service department that I can do job efficiently and had full idea on previously accomplished work.

Due to the restrictions from BTRC there were many barred connections. They were paid connections. It wasn't something that created from GP's side but I had to handle that situation. The customers were not ready to accept the solution from me but I had to convince them that we are trying to resolve the problem from our end but they also had some duties to avoid the situation. Handling those situations was very tough.

As an organization Grameenphone cares a lot about their employees. Whenever there are any difficult situations then the management team tries to find the results that will help not only the employees but also the customers. Especially in the hostile situations like political disturbance we have to keep moving. So the authority takes the proper care of the employee safety so that they can attend the office. I had attended my office in bad weather but I got the full support from my office. Even I got leave when the situation was unbearable for me. As an intern I wasn't suppose that much consideration but still I got the full support from the authority.

Difference between expectation and reality:

Before joining Grameenphone Ltd., I thought it would be tough for me to cope with the new environment and colleagues as I had no experience of professional life. But I was wrong as my co-workers were always friendly. They helped me to learn many new activities which are essential for my present and future life. When I fell in any problem, my co-worker, boss came to me with a strong feeling of help. They were always there for me. I never imagined that it would happen. Even the things like dressing up for the office had been different to what I had expected. In university, we were encouraged to wear formal attire all the time. However, I have found out that it really depends on the organizational culture of the company. I have gathered information regarding how to handle work pressure, how to manage angry customers and how to manage time in work. I came to know how important the corporate socialization is because colleagues tend to help out a lot to reduce the pressure. I was surprised to see that the working culture here strictly recommends getting off the office just after your shift ends. I thought if I get late in office, my supervisor would

not say anything. But I was totally wrong when one day I was twenty minutes late to enter in my office and I was called by my supervisor and warned by her for not coming late further. I think it was a good lesson for me. The automated system counts every single action. So there is no chance to get away without informing anything. May be there wasn't any formal dress code but the systems and the regulations were more than the formal. It really proves that GP focuses on quality rather than the quantity.

Influence on future career plan:

Internship has influenced my career plan in many ways. It taught me to use time properly. Basically professional life is totally different from normal life. I thought I will never do job because that seemed to me boring and irritating. Every day I attended many phone calls from different regions of the country, met and observed my teammates, colleagues, supervisors which helped me to understand psychology of different people. I thought there is no value of job. However, going regular office seemed to me painful. But after joining Grameenphone Ltd in customer service department I have seen how to follow the rules and also how to enjoy job life. I have got an overall overview about the needs and expectations of customers, employees, employers and the organization. . Now I want to do a respectable and nice job, though it was not my desire before joining Grameenphone. But time and situation can change us dramatically. Although doing business was my first choice when I was in university. After joining here I understood that job experience will help me to do business accurately as I don't have any real life exposure & practical experience before. Now my aim is to do job at least first 3/4 years. Then I will use my job experience for the development of own business. Through this internship I meet many people. I came to know about them. Their career plan is differently composed compared to me & by seeing such now my desire is to do a good job by using my efficiency then I will try for something of my own. It was more like creating an identity. I had a closer look on communication system of the country which added a new dimension on my analysis of progressing carrier plan as a marketing background student. I have learnt that one's internship experience has the capability of directing them towards or against a certain career path depending on their view of the entire process in relation to the experience they have gone through while at it. I

consider myself lucky to get an internship program that was not only surrounded by activities I enjoyed but also a life full of many interesting things and many occasions to live a great life.

Chapter 5

Conclusion

In a fast changing world, the role of the mobile phone is increasing day by day, so are the demands of our subscribers. Now I can understand that customer demands are no longer confined to making or receiving voice calls only rather with new value added services being introduced, subscribers are trying something new every day. The internship experience in Grameenphone has been a great learning for me. This internship has influenced me a lot to help me choosing the career path. I always wanted to be in service industry and especially in telecommunication sector. I love the dynamic life of customer centric people. I was there to help. Trained customer service agents are within easy reach; ready with personalized support related to all our products and services. Dealing with difficulties and keep oneself calm on adverse situation is one of the main learning I think I have ever achieved. Emphasizing on team work is another important learning for me. Grameenphone is one of the largest employers in the country, as well as of the most recognizable brands. None of these things happened overnight or by coincidence. Years of planning and prudently executed methods have repeatedly yielded results. But as the market rapidly changes from one based on maximizing the number of subscriptions to creating more value for the consumers and keeping them closer in a wide net of relationships, “CholoBohudur” truly becomes crucial. I certainly believe this experience of working in GP will help me to be professional in life and also work as an added advantage for the years to come. They earn lots of profit from their business. In market their investment is also huge. Recently in 2007 they have introduced their IPO. Bangladesh is a developing country. For more develop people of Bangladesh need well communication because without communication no one can do anything. That is why Bangladeshi people use cell-phones to communicate with each other. Considering Bangladeshi people’s need there are some other cell-phone companies who also have established their business. Telecommunication sectors in Bangladesh pay the highest tax around 45% and it’s a huge contribution to our GDP. The company has invested more than BDT 17,093 crore to build the network infrastructure since its inception in 1997. Grameenphone is also one the largest taxpayers in the country, having contributed more than BDT 24,517 crore in direct and indirect taxes to the Government Exchequer over

the years. However, regardless of its size, it performs very well all over of its organization. By doing my internship there I learned a lot of things. The employee's works at Grameenphone are very helpful and friendly.

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