

Report On  
Corporate Account Retention Strategies of Corporate Account  
Managers of Banglalink Digital Communications Limited

By

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An internship report submitted to the Brac Business School in partial fulfillment of the  
requirements for the degree of  
Bachelors of Business Administration

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Brac University  
January 2020

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Supervisor's Full Name & Signature:**

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**Ms. Tanzin Khan**  
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Brac University

## Letter of Transmittal

Ms. Tanzin Khan  
Lecturer,  
Brac Business School  
Brac University  
66 Mohakhali, Dhaka-1212

Subject: Submission of internship report.

Dear Madam,

With humble respect, I am submitting my internship report on “Corporate Account Retention Strategies of Corporate Account Managers of Banglalink” to you. It was a three months long internship program from 11 September to 10 December 2019 at Banglalink Digital Communications Limited. I worked there at Enterprise Operations unit of Enterprise Business department. It was a great experiential part of my undergraduate journey.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Md. Naimul Islam

16104098

Brac Business School

Brac University

Date: January 09, 2020

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Banglalink Digital Communications Limited (“Company”) and the undersigned student at Brac University Md. Naimul Islam (“Student”).

Here I declare that I have not disclosed any confidential or harmful information of the company in this report. This report was made only for academic purpose as a part of my undergraduate degree completion procedure.

This report will not be published and it will only be withheld by Brac University as a record for my internship completion.

## **Acknowledgement**

First and foremost, I thank Almighty Allah for making this internship report preparation easy for me. Without His help I could never have done this.

I want to express my gratitude to Ms. Tanzin Khan, my internship supervisor who has helped me constantly regardless of my irregular communication.

Moreover, I am grateful to the HR department of Banglalink who paved the way for my internship opportunity there. Moreover, I want to thank Faisal Md Sumon (CAM) for helping me with topic selection and Rasheduzzahan (CAM) for providing me in-depth relevant information regarding the topic. Furthermore, I am really overwhelmed by the care from all the Corporate Account Managers (CAM) of Enterprise Business department.

Last but not the least; I want to thank Shamim ur Rashid who has been my mentor and entire Business Operations team for making my journey at Banglalink so much experiential.

## **Executive Summary**

Corporate client retention is vital for any organization performing enterprise business activity. In telecommunication industry, Corporate Account Managers are responsible for managing corporate clients. Establishing a good relationship between Corporate Account Manager and Point of Contact of the client is the most important strategy and the second-best strategy is to provide satisfactory after-sales service to the client. Apart from these two strategies, Corporate Account Managers need to construct, implement and reengineer strategy according to the clients need and maintain quality for long-term revenue assurance, otherwise clients often switch to competitors easily. Company's resources should be adequate in order to meet clients demand because it is not always up to the Corporate Account Managers to retain clients. Through the results of this report, it is evident that corporate account retention depends on maintaining good relationship and providing satisfactory after-sales services to the clients.

**Keywords:** Telecommunication industry; enterprise business; corporate account manager; client retention strategy; good relationship; satisfactory after-sales service.

## Table of Contents

Declaration.....	ii
Letter of Transmittal .....	iii
Non-Disclosure Agreement .....	iv
Acknowledgement .....	v
Executive Summary .....	vi
Table of Contents .....	vii
List of Figures.....	viii
List of Acronyms .....	ix
Chapter 1: Organizational Overview .....	1
1.1 Introduction .....	1
1.2 Past and Present of Banglalink Digital Communications Limited .....	1
1.3 Mission, Vision, Banglalink Values and Slogan .....	2
Chapter 2: Generalities to the Report.....	3
2.1 Introduction and Objective of the Report.....	3
2.2 Importance of the Report .....	4
2.3 Limitation of the Report .....	4
2.4 Literature Review.....	4
2.5 Conceptual Framework and Hypothesis.....	6
Chapter 3: Methodology.....	9
3.1 Research Strategy .....	9
3.2 Sample Population.....	9
3.3 Research Instruments .....	10
3.4 Data Collection and Analysis Procedure.....	10
Chapter 4: Analysis and Interpretation of the Collected Data.....	10
4.1 Relevant Demographic Information of the CAMs .....	10
4.2 Variables data and hypothesis testing .....	13
4.3 More Ways to Retain Accounts.....	20
Chapter 5: Major Findings, Recommendation & Conclusion.....	21
5.1 Major Findings .....	21
5.2 Recommendation .....	22
5.3 Conclusion.....	22
References.....	23
Appendix.....	25

## List of Figures

<b>Figure 1: Organigram.....</b>	<b>2</b>
<b>Figure 2: Conceptual Framework .....</b>	<b>6</b>
<b>Figure 3: Pie Chart of Survey Question 1.....</b>	<b>11</b>
<b>Figure 4: Pie Chart of Survey Question 2.....</b>	<b>12</b>
<b>Figure 5: Pie Chart of Survey Question3.....</b>	<b>13</b>
<b>Figure 6: Pie Chart of Survey Question 4.....</b>	<b>14</b>
<b>Figure 7: Pie Chart of Survey Question 5.....</b>	<b>15</b>
<b>Figure 8: Pie Chart of Survey Question 6.....</b>	<b>16</b>
<b>Figure 9: Pie Chart of Survey Question 7.....</b>	<b>17</b>
<b>Figure 10: Pie Chart of Survey Question 8.....</b>	<b>18</b>
<b>Figure 11: Pie Chart of Survey Question 9.....</b>	<b>19</b>



## **List of Acronyms**

BTRC	Bangladesh Telecommunication Regulatory Commission
MNP	Mobile Number Portability
DBSS	Digital Business Support System
CAM	Corporate Account Manager
KAM	Key Account Manager
B2B	Business to Business
POC	Point of Contact
RQ	Relationship Quality
KPI	Key Performance Indicator

# **Chapter 1: Organizational Overview**

## **1.1 Introduction**

The telecom industry in Bangladesh is very competitive yet consists limited number of operators. Their main services are voice, data and SMS. According to Bangladesh Telecommunication Regulatory Commission (BTRC), the total number of mobile phone subscribers in Bangladesh has reached 164.832 million as of November 2019 whereas the total number of mobile phone operators being only 4. Among these 4 operators, Banglalink Digital Communications Limited is the 3<sup>rd</sup> largest telecommunication company in Bangladesh after Grameenphone and Robi Axiata.

As of November 2019, Banglalink has about 35.112 million subscribers. It also has a fair share of countrywide coverage of 2G, 3G and 4G networks in comparison with competitors. BTRC launched Mobile Number Portability (MNP) service on October 2018, which is a service through subscribers switch operators without changing their number. This created noticeable impact on the telecom industry, thus Banglalink is dealing with customer loyalty as like other operators.

## **1.2 Past and Present of Banglalink Digital Communications Limited**

Over the years, the company had 4 owners. Sheba Telecom (Pvt.) Ltd. started their journey in 1989 then Orascom Telecom Holdings bought Sheba Telecom in 2004 and renamed it as now known Banglalink in 2005. In 2013 VimpelCom bought Banglalink, after that in 2017 VimpelCom's ownership was changed and the current owner is VEON.

Regardless of this much hand shifting, Banglalink is now at a stable and rising position under VEON's ownership. VEON's strong presence in the company is visible in the branding and policy implementation throughout the company.

In the present time, the operators are noticeably focusing on backing up startups and tech innovations as their both CSR and marketing strategy and Banglalink is not behind the lights.

On 14 December 2019, Banglalink successfully migrated to the most anticipated and expensive project of its lifespan “the Digital Business Support System 0.6 (DBSS 0.6) platform” which took more than 4 years to finish and costed more than US \$1 billion. By this remarkable upgradation of their IT infrastructure, they pledge to give better service and ensure reliability of their network.

### **Current Management Team**



*Figure 1: Organigram*

### **1.3 Mission, Vision, Banglalink Values and Slogan**

#### **Mission**

“Bringing mobile telephony to the masses” (Banglalink, n. d).

#### **Vision**

“Banglalink aims to enable its customers to get the best out of the digital future and create a true digital ecosystem through providing products that suits the demands of customers” (Banglalink, n. d).

## **Banglalink's Values** (Banglalink, n. d)

- “Collaborative”
- “Innovative”
- “Truthful”
- “Entrepreneurial”
- “Customer-obsessed.”

**Slogan:** “Start something new” (VEON, n. d).

## **Chapter 2: Generalities to the Report**

### **2.1 Introduction and Objective of the Report**

When I joined the Advance Internship Program at Banglalink, I was assigned to Enterprise Business department's Enterprise Operations unit. The main activity of the unit was to provide support to the Corporate Account Managers (CAM) for corporate client management. There I learnt how Banglalink's B2B operation works and got interested in CAMs responsibilities as I was constantly in contact with them for documentation of corporate clients according to the BTRC's corporate sim registration 2019 directives. Thereafter, I decided to do a report on how CAMs retain corporate accounts as I heard few interesting client retention stories from them.

Identifying the key strategies CAMs take to retain corporate clients is the objective of the report.

## **2.2 Importance of the Report**

Surprisingly I could only find a very little information regarding CAMs strategies in the context of Bangladeshi telecommunication industry. Most of the information that I have presented in this report is from what I encountered during my 3 months internship period in Banglalink. Interviewing the Corporate Account Managers for extracting information and hearing their real-world experiences is a challenging task; however, I tried to get as much information as I could for this report.

This report can be further use to get insight on the topic in the context of Bangladeshi telecommunication industry and on corporate sales strategy in general.

## **2.3 Limitation of the Report**

Banglalink's Enterprise Business department have 53 CAMs. When I started to gather information from them, I could not reach everyone in person so I had to communicate with some of them via phone call and email, which took few days to get their replies. Moreover, most of the CAMs in the office have similar schedule, they enter office at 9AM and goes to the visit client's offices at 10-11AM and comes back to the office after 3PM. Moreover, CAMs who are assigned to different parts of the country are hard to reach. Therefore, getting their answers for the survey was a difficult task.

Furthermore, I was not able to find too many reliable literatures on the topic in Bangladeshi context. Therefore, I am more dependent on the answers and interpretation of CAMs experiences from their point of view.

## **2.4 Literature Review**

Researchers have identified Corporate Account Management as a marketing management concept. In regards to the telecom industry, this established concept has very few literatures and one's that are reviewable mostly points toward interpretable meaning rather than direct

definitions. Moreover, Key Account Management falls under Corporate Account Management so the literatures that are reviewed in this chapter are valid and justifiable.

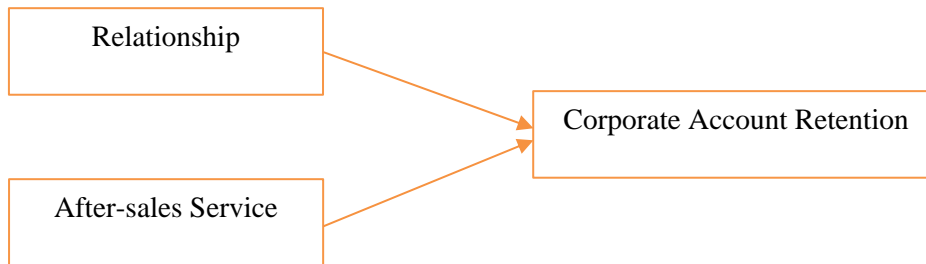
To understand that concept of corporate sales and the influence of relationship marketing which is a variable in the framework of this report was constructed from Wengler, Ehret & Saab (2006). In that text, various definitions of corporate sales activities.

To address the issue of corporate account retention strategies some information were extracted Davies & Ryals (2014). It gave me adequate information about common practices that CAMs do to meet the corporate client's requirements.

In the proposed conceptual framework, after-sales service is backed by performance, delivering the promised service and the overall effort from the CAMs to satisfy the client.

Corporate Account Managers need to play the role of Customer Relationship Managers to understand what client wants and how they want it. According to Gustaffsson, Johnson and Roos (2006), Customer relationship managers benefit from a thorough understanding of the various factors that drive retention. The customer satisfaction and relationship marketing literature suggest three predictors of retention: overall customer satisfaction, affective commitment, and calculative commitment. Customer satisfaction is an overall evaluation of performance to date, affective commitment captures the trust and reciprocity in a relationship, and calculative commitment captures the existence of switching costs or lack of viable alternatives.

## 2.5 Conceptual Framework and Hypothesis



*Figure 2: Conceptual Framework*

**Relationship:** In this framework, relationship indicates the positive attitude between Corporate Account Manager (CAM) and Point of Contact (POC) of the other party. CAMs utilize their interpersonal skill in establishing a good relationship with the other party for long-term business commitments.

Hohenschwert & Geiger (2015) stated in the B2B marketing literature, the concept of relationship value has been developed based on the argument that value is not just embodied in products or services transacted between buyers and sellers, but rather that it originates in relationships.

Relationships between firm and customer representatives for IT products and after-sale service - Huntley (2006) views RQ (relationship quality) as the degree to which buyers are satisfied over time with the overall partnership as manifested in product quality, service quality, and value for money.

In conversation with the CAM's I acknowledged that they highly emphasis on building a good relationship with the POC's of the client company. Moreover, researchers have found that the quality of customer relationships involves the establishment of trust and commitment, a fact that has implications for the emergence of sales opportunities in complex selling contexts (Crosby et al., 1990; Morgan & Hunt, 1994). In addition, as business relationships

prompt a long-term orientation, sales activities start to focus on building and maintaining relationships (Weitz & Bradford, 1999). Bendapudi and Berry (1997) argue that for service companies to remain competitive, they must continue to develop customer relationships, reducing customers' risk perceptions and encouraging relationship formation.

Therefore, we can hypothesize that:

*H1.* The better the relationship between CAM and POC, the greater the chances of account retention.

**After-sales Service:** Here, after-sales service is the satisfactory post-purchase experience that a client expects and if their expectation fulfills then they stay with the service provider.

From the interviews with CAMs, I have learnt that they focus on after-sales service more than anything to retain their clients by satisfying their expectations. Satisfaction is defined as the assurance, perceived by the buyer, regarding the salesperson's future performance, given that past performance has been consistently satisfactory (Crosby et al. 1990; Naudé and Buttle 2000; Parsons 2002; Vieira2001).

To satisfy the clients with good after-sale service Banglalink sends various types of gifts during festivals to the POCs of the other party by the CAMs. Offering adequate after-sales service to customers has become a major generator of revenue, profit, and competency in modern industries (Cohen et al., 2006; Cohen and Kunreuther, 2007). Accepting the claim that returning customers are the most profitable ones, as they require less marketing effort and relationship building, after-sales service acquires a critical role as a means to achieve customer satisfaction and retention (Alexander et al., 2002). From previous experiences, CAMs acknowledge that if the clients were not satisfied with the after-sales service from



Banglalink then they switch to other operators. In most cases, clients have no switching cost as corporate accounts uses postpaid billing system that enables clients to pay the bill at the end of the billing cycle so when they are unsatisfied they ask to terminate their numbers. Moreover, clients can switch operators without changing their numbers through Mobile Number Portability (MNP) service.

Therefore, we can interpret the following hypothesis:

*H2.* The more satisfactory the after-sales service, the greater the chances of account retention.

**Corporate Account Retention:** Marketers and researchers are more and more concerned about customer retention. According to Joseph & Unnikrishnan (2016) The growing intensity of competition pushes companies to study competitors and most important to understand their customers including both existing and potential customers. The ultimate goal of any CAM is to assure revenue from the clients, which can only be achieved if the clients stay with them and use their service. While working in Banglalink I was assign to their Enterprise Business department's Enterprise Operations unit, I came across documents that stated Grameenphone as client of Banglalink so I asked the CAM who handles the account about this matter and learnt that even Banglalink is a client of Grameenphone because they want to understand what strategies each take to retain customers.

Marketing academics, for example, have laid claim to the concept of relationship marketing and are vigorously constructing/testing integrative models of customer retention which encompass such areas as customer service, branding, public relations, database management and, of course, key account management (Millman, T., & Wilson, K. 1995).

## **Chapter 3: Methodology**

### **3.1 Research Strategy**

Extant research on salespeople's value creation activities has relied heavily on verbal accounts in the form of surveys or interviews (Haas et al. 2012; Terho et al. 2012). With that on mind, I interviewed the Corporate Account Managers of Banglalink and used survey to record their opinions.

The objective of this report was to establish a meaningful relation between the two independent variables that are relationship and after-sale service with the one dependent variable that is account retention.

The main research question driving this report is "What strategies Corporate Account Managers of Banglalink take in order to retain corporate accounts?" Given the organizational focus, this report provides an insight in series of study needed to understand the bigger picture.

### **3.2 Sample Population**

Taking into account the purpose of this study, the target population was the Corporate Account Managers of Banglalink as they were responsible for corporate account retention. Moreover, understand the strategies from corporate client's perspective is matter of a separate study.

At the time of my internship, Enterprise Business department of Banglalink had 53 CAMs. Fortunately, I was able to reach all 53 CAMs to collect the needed information for this study as I worked at the Enterprise Operations unit where all the CAMs needed to visit often for variation solutions.

### **3.3 Research Instruments**

To yield reliable data from the CAMs, I formed a structured questionnaire with predetermined set of responses.

The questionnaire consisted of ten items, among them three were demographic – gender, age and job tenure; six were about the two independent variable and one was open-ended. Scale of measurements used were – nominal for demographic items and ordinal for items related to the variables. For ordinal, I have used five-point Likert scale to find out respondents agreement level for the items.

### **3.4 Data Collection and Analysis Procedure**

In order to collect data, I went to the Corporate Account Managers who were present at the office and who were on different parts of the country I called them and emailed them the questionnaire.

I used Microsoft Excel 2016 to analysis the data that I received from them CAMs. Moreover, I generated graphs from the results for better understanding the meaningful findings.

## **Chapter 4: Analysis and Interpretation of the Collected Data**

### **4.1 Relevant Demographic Information of the CAMs**

I have identified three relevant demographic information of the CAMs as I had the chance to interact with all 53 CAMs of Banglalink; I encountered their differences that can be related with their account retention strategy, they are the followings – gender, age group and job tenure.

Firstly, let us discuss the gender difference among the CAMs. Only 15% of the CAMs of Banglalink are female, this situation can be result of two things – (i) Bangladeshi female graduates are not interested in corporate sales or (ii) they are not welcome in the particular department.

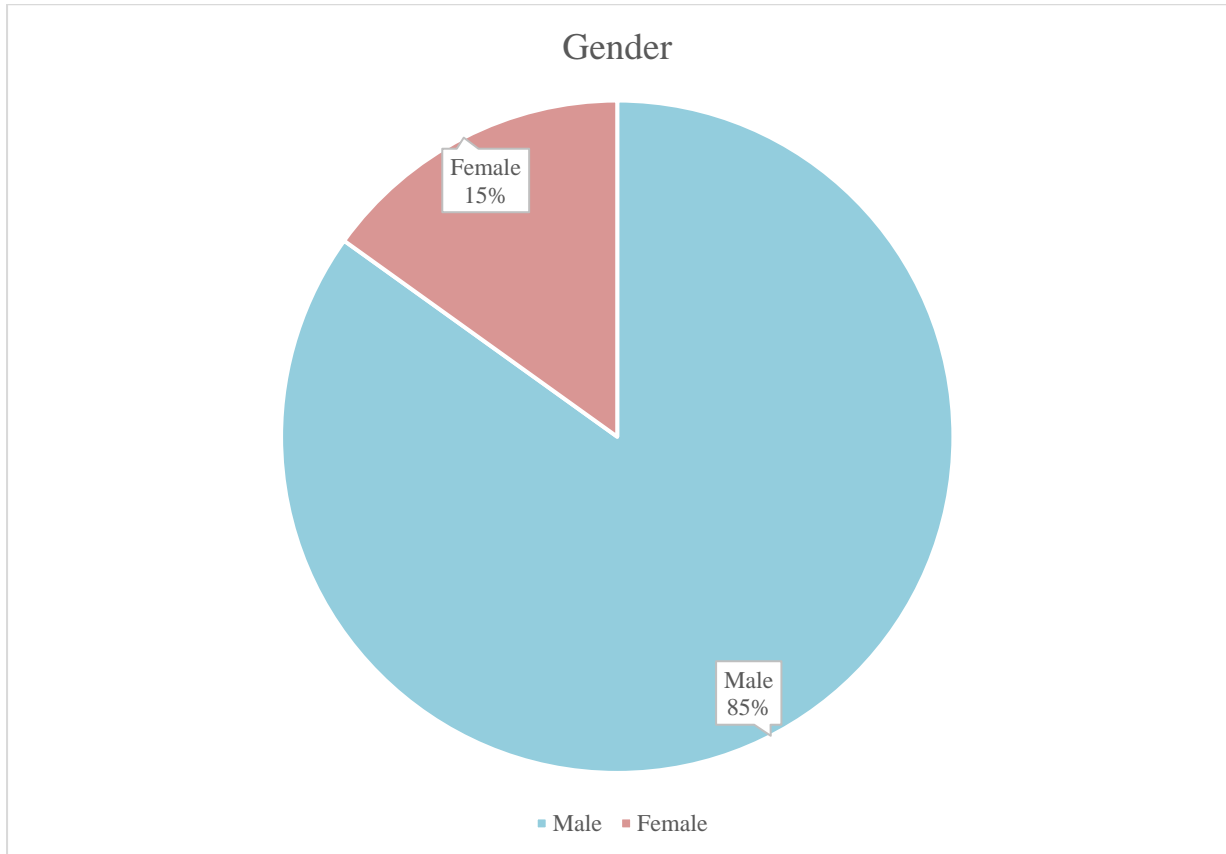


Figure 3: Pie Chart of Survey Question 1

When I verbally asked about this matter to the CAMs, most of the male CAMs said that – their unofficial work hour is 24/7 as it is unpredictable when clients are facing problem and thus they have to find instant solution by sacrificing their family time and this might be one of the reasons for less female in this profession. Whereas the female CAMs responded with the following keywords which can describe their end of the reason – ‘stressful’, ‘too much clients office visit’, ‘dealing with irritating clients’ and last but not the least ‘having little

family time'. They also said that, few years back there were double the number of female CAMs but their KPI was low and thus the company had to layoff them. Moreover, CAMs Key Performance Indicator (KPI) is measured by the client retention and revenue generation capabilities, where male CAMs might have performed better than female CAMs.

Secondly, difference in age group of the CAMs is noticeable. I witnessed that majority of the employees at Banglalink are young.

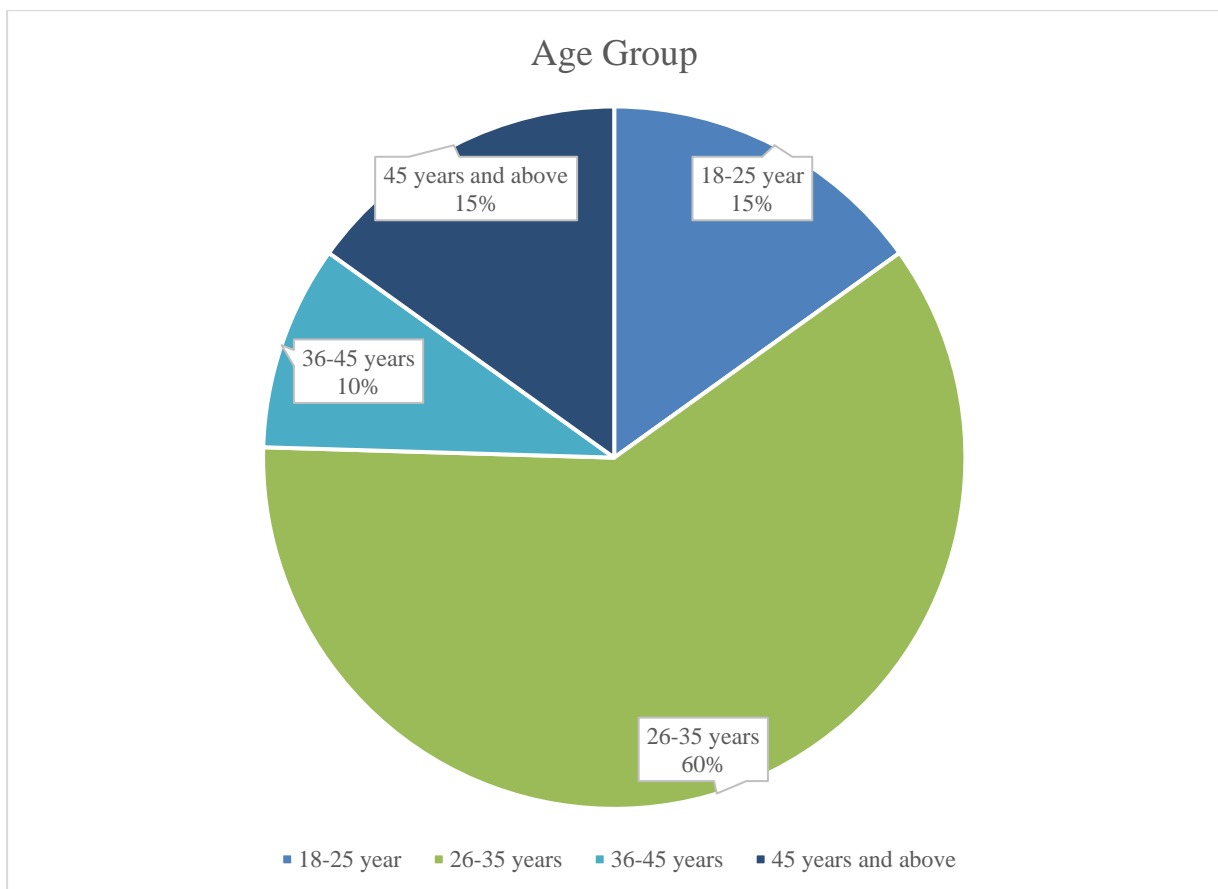


Figure 4: Pie Chart of Survey Question 2

After the survey I can point out that, about 75% of the CAMs are in their 30s and 40s. Which is very astonishing as I verbally heard from the CAMs that, only energetic young employees survive in this profession and when employees get older then they switch to other jobs or retire early.

The third and last demographic aspect that I want to put light on is the job tenure of the CAMs. From the survey I have found that, almost 40% of the CAMs are in between their 1-3 year tenure.

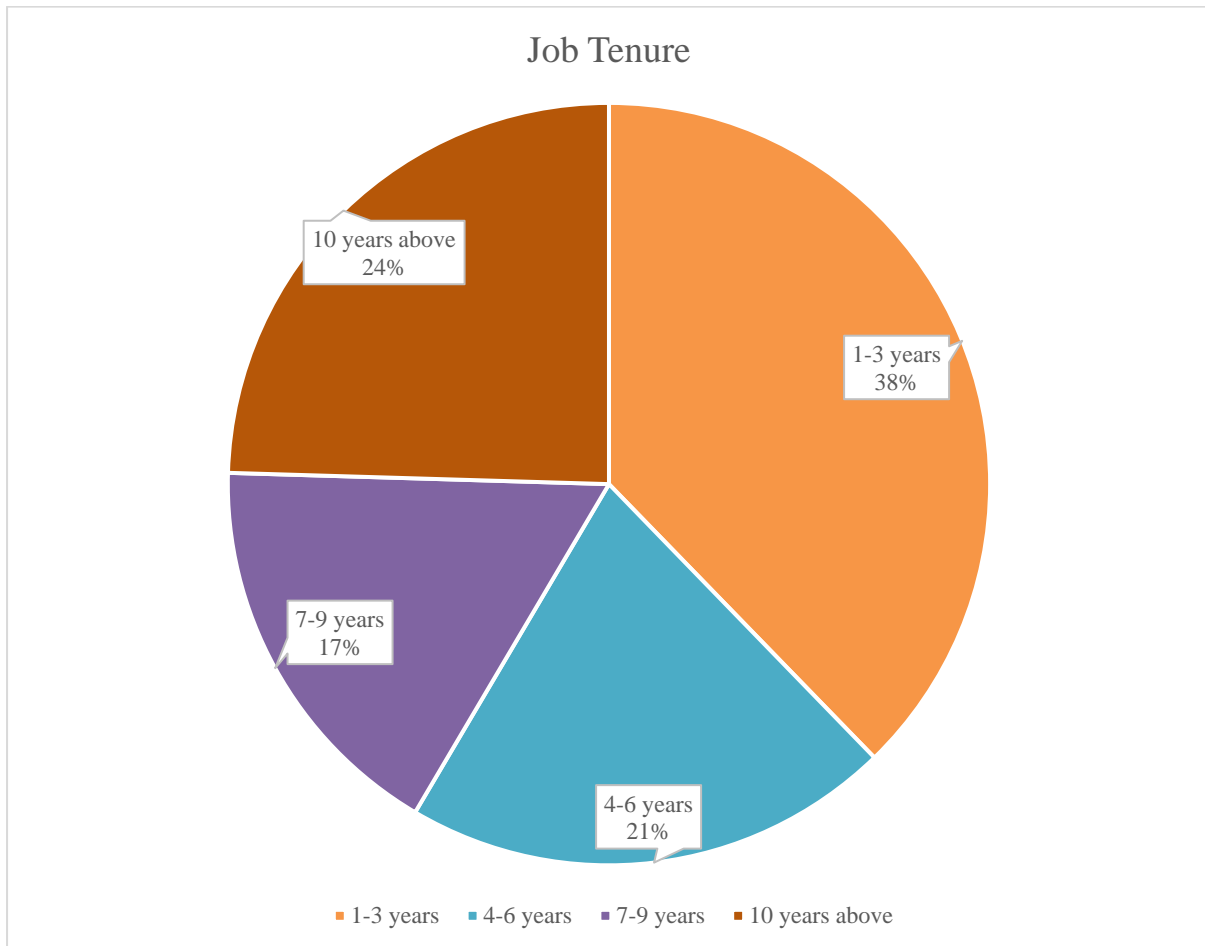


Figure 5: Pie Chart of Survey Question3

In addition to that, we can also see that only almost 25% of the CAMs have crossed a decade of being in this profession.

#### 4.2 Variables data and hypothesis testing

As I have discussed the relevant demographic issues, now I will present the data about the two independent variables of the framework of this study and test the two pre-established hypotheses. In both the variables, I focused on deriving information about three affairs.

## Relationship

The first statement regarding the independent variable relationship was “relationship between CAM and client plays an important role for client retention” and I got affirmative response from the respondents.

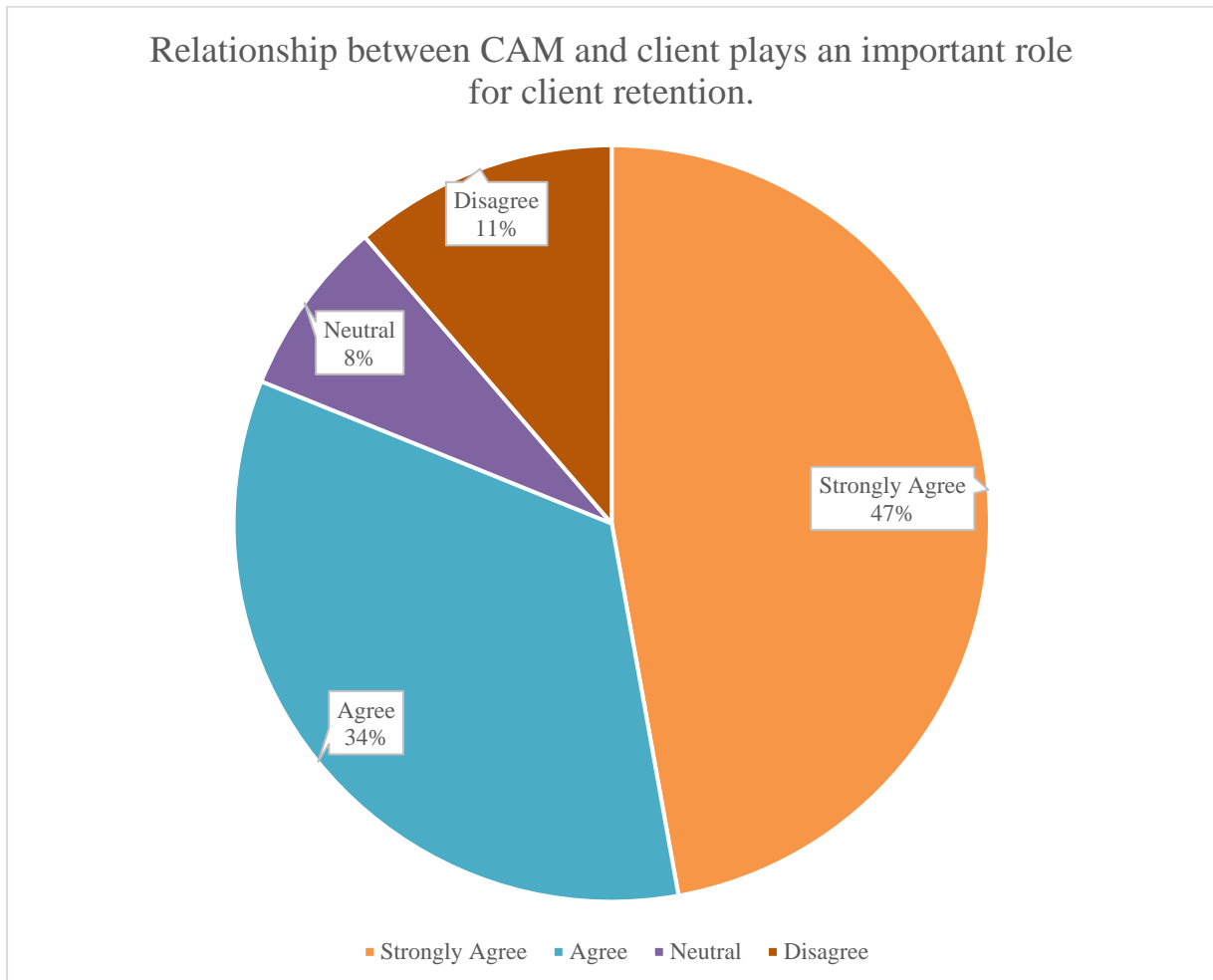


Figure 6: Pie Chart of Survey Question 4

Among 53 CAMs, almost 50% of the CAMs strongly agrees and more than 30% of them agrees that relationship between CAM and client is important for client retention. Moreover, only 11% disagreed and 8% was neutral. This shows the rationale behind selecting “relationship” as a variable.

Moving on to the second statement, that was “good relation between CAM and client results in generating higher revenue by client paying for more additional services” derived some interesting responses.

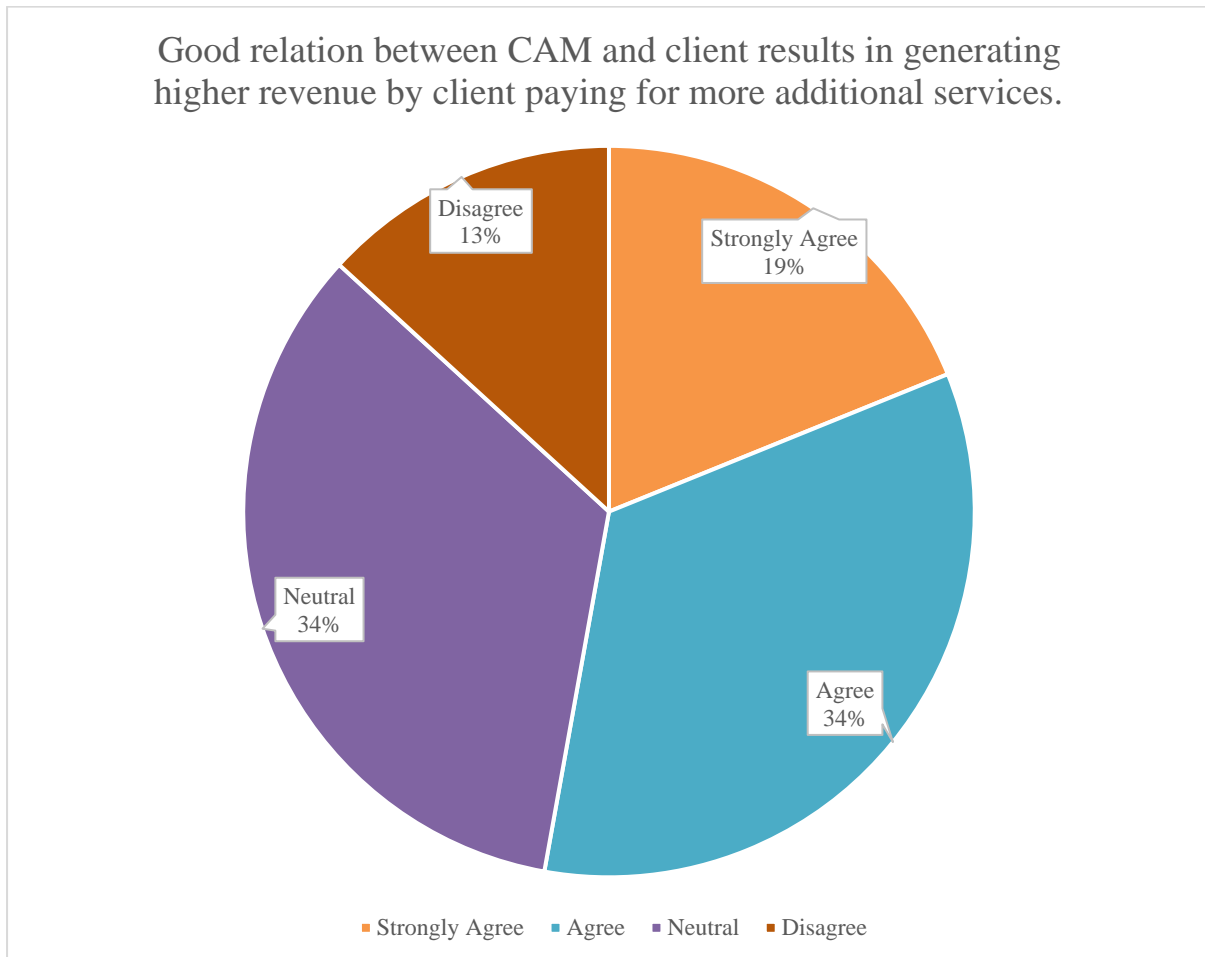


Figure 7: Pie Chart of Survey Question 5

Among 53 CAMs, approximately 34% CAMs are neutral and 13% disagree about the issue. Whereas, 34% of them agrees and 19% strongly agrees with it as well, making the difference of this claims legibility at stack.

The third and final statement regarding relationship was “CAMs use their Interpersonal Skill to make good relation with clients”. Interpersonal skills refer to the ability to communicate or



interact well with other people. In this case, CAMs communication strength with the POC is identified through the level of agreement of this statement.

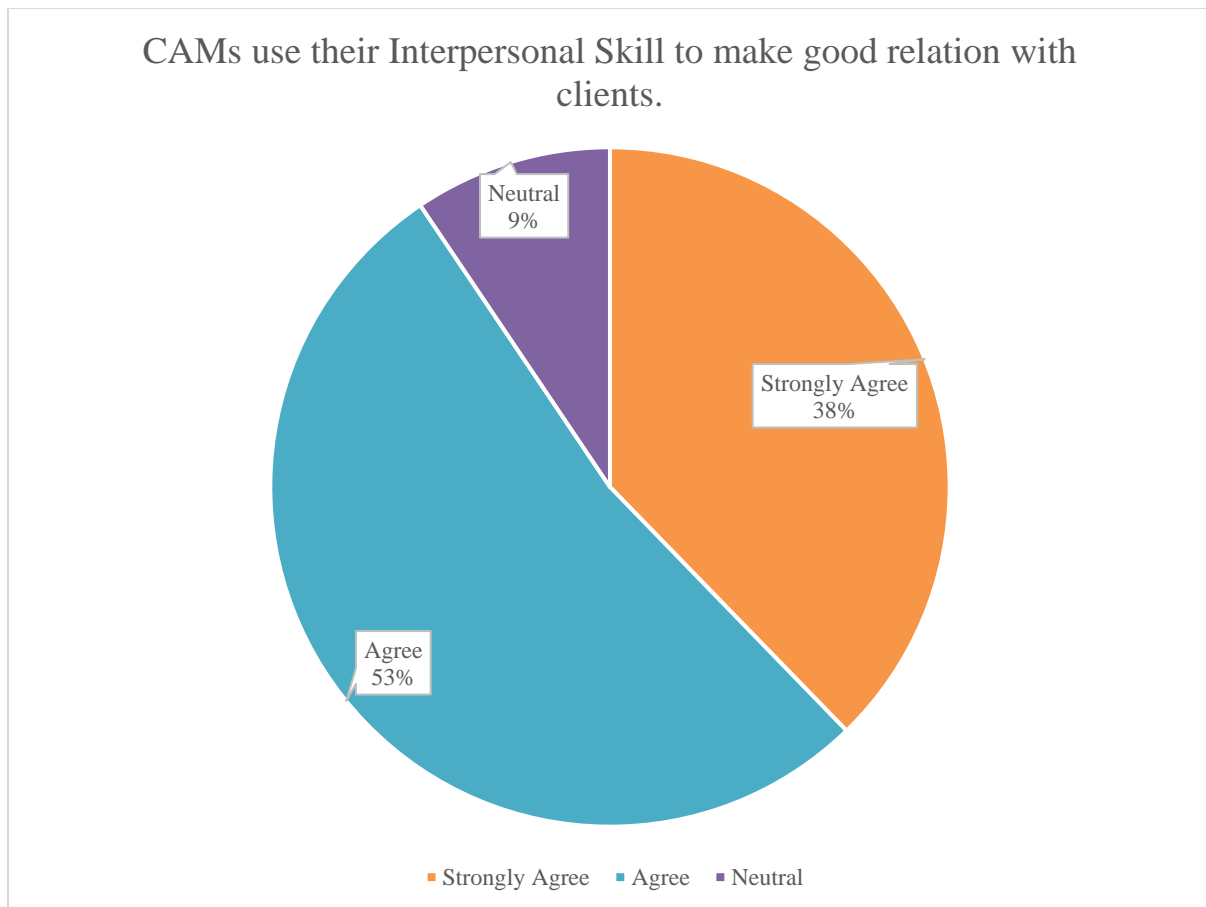


Figure 8: Pie Chart of Survey Question 6

From the respondents, I did not get any negative answer but only less than 10% of are neutral about this matter. Moreover, approximately, 53% of the CAMs agree and 38% of them strongly agrees with the statement.

Above three statement's result, supports the earlier established hypotheses "H1. The better the relationship between CAM and POC, the greater the chances of account retention".

CAMs agrees that relationship between CAM and client plays an important role for client retention, good relation between CAM and client results in generating higher revenue by

client paying for more additional services and CAMs use their Interpersonal Skill to make good relation with clients.

### After-sales Service

The second independent variable from the framework of this study is after-sales service and in relation to this variable's agreeability of the first statement asked to the CAMs was "After-sales service is an important factor for client retention".

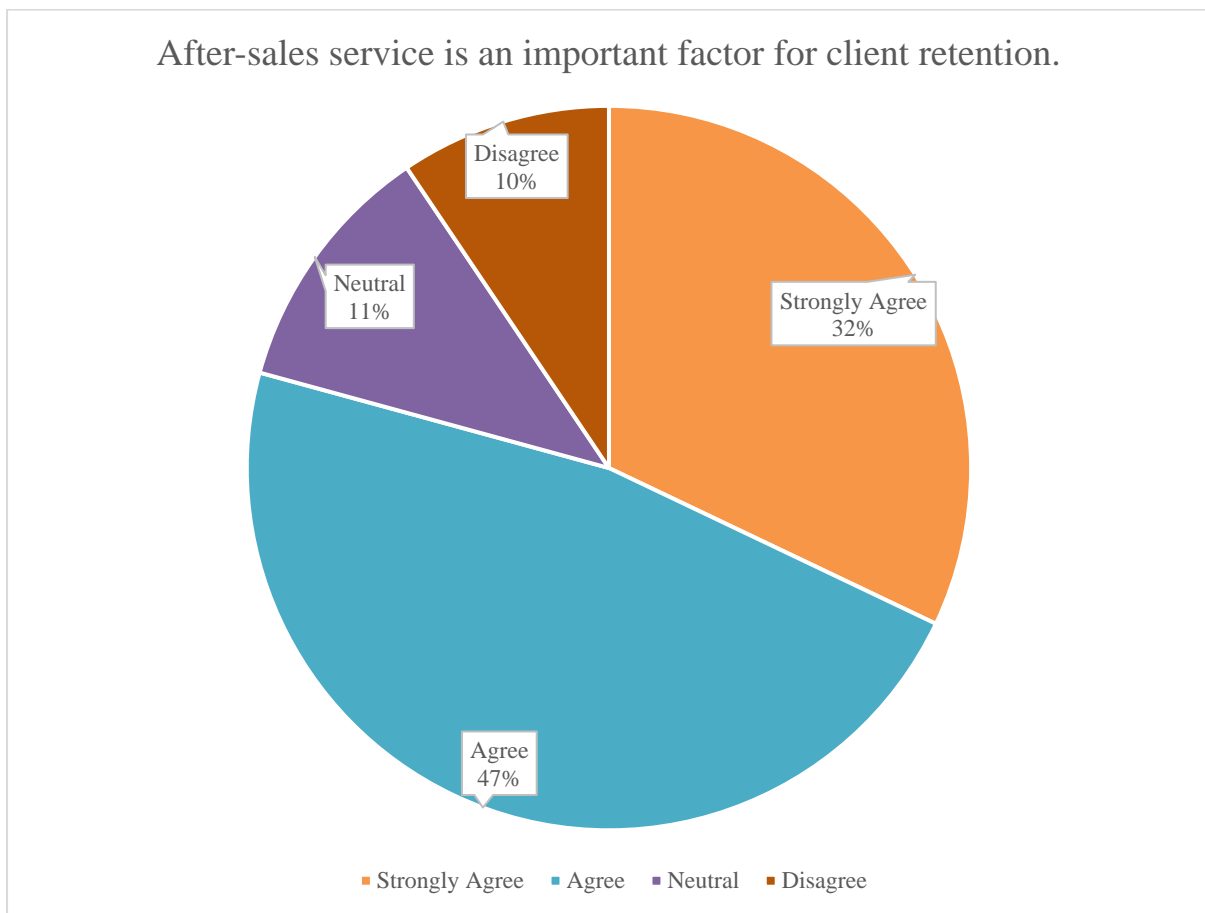


Figure 9: Pie Chart of Survey Question 7

The responds clearly indicate that the statement is true. Here, only 10% CAMs disagree, 11% are neutral but 47% agrees, 32% strongly agrees. In discussion with the CAMs, I learnt that

client switches to other operators when the after-sales service fail to meet their satisfaction and thus it one the most vital element for client retention.

Moreover, from the responds of the second statement that was “By getting satisfactory after-sales service clients extends contract, which results in long-term revenue assurance” we can get some more idea about the vitality of after-sales service.

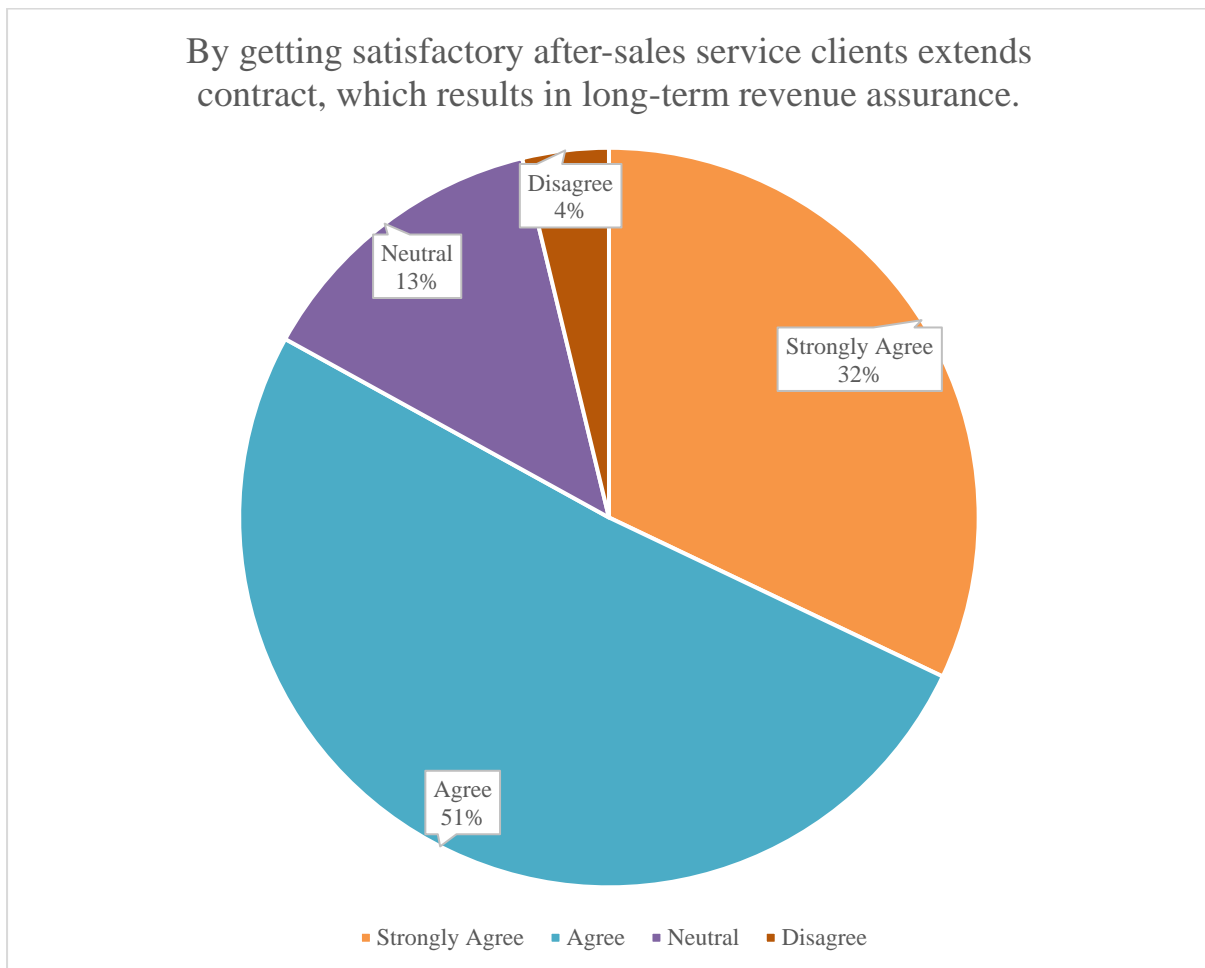


Figure 10: Pie Chart of Survey Question 8

Here, respondents again indicate that they agree that satisfying clients through after-sales service creates opportunity for long-term business deals. However, only 4% CAMs disagree with this and 13% are neutral, whereas 51% agrees and 32% strongly agrees among them.

According to CAMs, assuring revenue is the ultimate goal for them and satisfactory after-sales service plays an important role here.

The third and final agreeable statement in regards to the independent variable after-sales service was “In most cases, inadequate company resource is the main reason for poor after-sales service rather than CAMs effort to provide satisfactory after-sales service to the clients” and it was one of the highlighting issues that CAMs have to deal with.

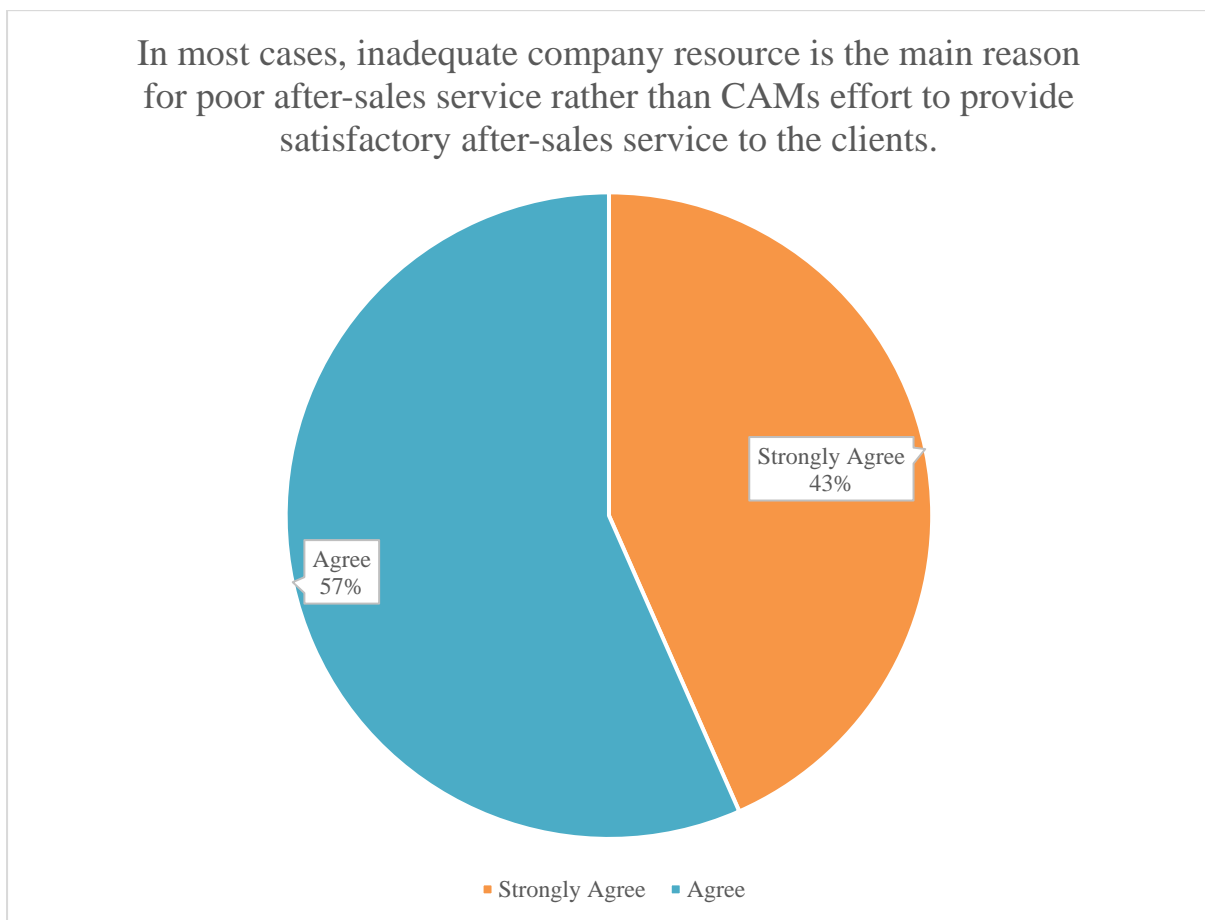


Figure 11: Pie Chart of Survey Question 9

Here, approximately 57% and 43% CAMs agrees and strongly agrees with the statement. Surprisingly, only on this statement no one is neutral or disagree with. CAMs mentioned that

sometimes they have to give up prospective clients because of weak network, lack of customer care point like problems near their location.

Now let me bring light on the second and final hypothesis that I established for this report – “H2. The more satisfactory the after-sales service, the greater the chances of account retention”. From the level of agreeability of the CAMs with the statements above, it is highly assuring that my claim true. They agree that after-sales service is an important factor for client retention, satisfactory after-sales service results in long-term revenue assurance and sometimes it is not on the side of CAMs effort that lacks but company’s inadequate resources that fails them to retain client.

#### **4.3 More Ways to Retain Accounts**

At the end of the questionnaire, I asked the CAMs “what other strategies you think helps to retain clients apart from good relation and satisfactory after-sales service?” and got some mentionable answers. They pointed out the following strategies –

- Customizing packages for individual clients
- Establishing clear communication with the client
- Recommending appropriate available packages
- Send merchandise to the company office on festivals
- Offer flexible payment cycle
- Providing the policy change information

Apart from these mentioned strategies, CAMs told me that they often have to implement unorthodox strategies that depends from situation to situation. Sometimes CAMs discusses among each other about the problems they face with their current clients and find solutions together.

Moreover, they said that sometimes even the entire Enterprise Business department's employees' brainstorm to find solution for a single client's problems.

## **Chapter 5: Major Findings, Recommendation & Conclusion**

### **5.1 Major Findings**

- In Banglalink, only 15% of the Corporate Account Managers are female.
- 60% of the CAMs are in between 26 and 35 years of age.
- Almost 40% of the CAMs are in their current position for 1-3 years.
- More than 80% of the CAMs agrees that relationship between them and client plays an important role for client retention.
- Only 13% of the CAMs disagrees that good relation between them and client results in generating higher revenue by client paying for more additional services.
- More than 90% of the CAMs agrees that they use their Interpersonal Skill to make good relation with clients.
- Only 10% of the CAMs disagrees that after-sales service is an important factor for client retention.
- More than 80% of the CAMs agrees that getting satisfactory after-sales service clients extends contract, which results in long-term revenue assurance.
- All of the CAMs agrees that, in most cases, inadequate company resource is the main reason for poor after-sales service rather than CAMs effort to provide satisfactory after-sales service to the clients.
- Customizing packages for individual clients helps to retain clients.
- Offering flexible payment cycle to the clients also helps to establish long-term business opportunities.

## **5.2 Recommendation**

- Enterprise Business department should focus on providing enough flexibility to the female Corporate Account Managers.
- As most of the CAMs are new in their position, Banglalink should train them appropriately so that they can be more efficient and effective on account retention. If any CAM's KPI gets low then they are immediately replaced by new ones, therefore they become stressful while trying to retain clients and lookout for switching to different positions.
- Banglalink should immediately increase their network coverage as clients are switching to other operators because of superior network coverage
- Banglalink should increase the number of vehicles for their CAMs as I found them not having enough transportation options for reaching clients location on emergencies.

## **5.3 Conclusion**

The purpose of this study was to identify the strategies Corporate Account Managers take to retain corporate account. To identify the strategies, I constructed a survey questionnaire and the result from the questionnaire supported the two hypotheses and supported the relation between dependent and independent variables. Good relationship between CAM and POC and satisfactory after-sales service are the two primary strategies that CAMs takes for client retention. Majority of the CAMs are male and young in age however, the job is very volatile. CAMs sometimes fails to retain clients due to the company's limitations but rather their efforts. However, CAMs work as a team and support each other for the ultimate goal of the department that is client retention. I believe I have given some insight about the strategies that CAMs take for corporate account retention.

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## **Appendix**

### **Survey Questionnaire for the Corporate Account Managers of Banglalink**

**1. Please indicate your gender**

- a. Male                      b. Female

**2. Which of the following age group you are in?**

- a. 18-25  
b. 26-35  
c. 36-45  
d. 45 and above

**3. Your tenure as a Corporate Account Manager-**

- a. 1-3 years  
b. 4-6 years  
c. 7-9 years  
d. 10 years above

**4. Relationship between CAM and client plays an important role for client retention.**

- a. Strongly Disagree  
b. Disagree  
c. Neutral  
d. Agree  
e. Strongly Agree

**5. Good relation between CAM and client results in generating higher revenue by client paying for more additional services.**

- a. Strongly Disagree  
b. Disagree  
c. Neutral  
d. Agree  
e. Strongly Agree

**6. CAMs use their Interpersonal Skill to make good relation with clients.**

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

**7. After-sales service is an important factor for client retention.**

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

**8. By getting satisfactory after-sales service clients extends contract, which results in long-term revenue assurance.**

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

**9. In most cases, inadequate company resource is the main reason for poor after-sales service rather than CAMs effort to provide satisfactory after-sales service to the clients.**

- a. Strongly Disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly Agree

**10. What other strategies you think helps to retain clients apart from good relation and satisfactory after-sales service?**

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