

Internship Report

On

**“The role of Transport Department at
Grameenphone Ltd.”**



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Date of submission: 28th April, 2011

Letter of Transmittal

April 28, 2011

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Dear Sir,

With most respect I thank you for giving me the opportunity to compile the internship report on **“The role of Transport Department at Grameenphone Ltd.”**. It is an enormous prospect to prepare a report on this subject after a pre-planned procedure. By preparing this report, I have identified ample information about the Grameenphone Ltd. Furthermore, it has enabled me to know about the factual fact of transport department at Grameenphone Ltd. I have learned a vast about the process of making a report and it is a great pleasure for me to make research on such type of subject as well.

I have submitted this report for your kind appraisal. I ought to thank to you for your assistance in this regard.

Thanking you in anticipation.

Yours truly

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Acknowledgement

The successful completion of this report has seen many helping hands without which this would have not been possible. However, the space limitation does not allow me to mention everybody individually.

I offer my most sincere admirations to all of those who provided their advices and encouragements in this endeavor. I would like to express my special thanks and sincere gratitude to all the employees of Property and Facility Services department of Grameenphone Ltd. especially my supervisor, Mr. Md. Mahmudul Hasan, Senior Executive, Transport, Property and Facility Services. Sharing of his experiences supported me a lot in completing the report during my internship at Grameenphone Ltd.

I am really thankful to my honorable academic supervisor, Mr. Suntu Kumar Ghosh, Assistant Professor, Coordinator, BBA Program, BRAC Business School of BRAC University. I deeply appreciate his enthusiasm and guidance in preparing this report on **“The role of Transport Department at Grameenphone Ltd.”**. I would like to thank him for the excellent guidance through valuable guideline and personal advice and support also. While doing this report I really enjoyed the work and also identified a lot about the Grameenphone Ltd.

Executive Summary

Grameenphone Ltd. is the leading telecommunication service provider in our country. With more than 30 million subscribers (as of October 2010), Grameenphone Ltd. is the largest cellular operator in our country. It has been successful to build a superior image from the very beginning of its journey in Bangladesh. GP has always been giving the highest priority on their network coverage. This report is the outcome of my three months internship program at Grameenphone Ltd. at the division of People & Organization. This report covers an overview of GP & it is mainly talked about the role of transport department at Grameenphone Ltd. Transport is a very essential part in our daily life. Transport department plays a vital role at GP. It has to maintain & execute all the activities of GP regarding transportation. GP has operation across the country & all the associated activities of transportation of all the regions are centrally managed by the transport department at its head office at Dhaka. At transport department there are purchase unit, operation unit, maintenance unit etc. Operation unit maintains the overall operation of transport, purchase maintains all purchase associated with transport & maintenance unit execute all maintenance works regarding transport. At GP transport use for different purposes like employee pick/drop, operational activities to support day to day business etc. The main responsibilities of transport department includes regular operational business support, employee pick/drop, vehicle fleet management, driver administer, fleet maintenance etc. Transport department always tries to continuously change their strategies to best utilize the fleets in a most efficient manner. By using the modern technologies they are able to give transport service to the user more effectively. There are also some rules & regulations regarding the use of transportation which are strictly maintained by them. Transport department at GP is very well organized & executes their activities in a systematic way which in turn helps GP to achieve the overall goals & objectives.

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Part One

Introductory Part

1.1 Introduction

Grameenphone Ltd. is the leading telecommunication company in our country. I have done my internship at Grameenphone Ltd. at the division of People & Organization. This report is the outcome of my three months internship period at GP. I have worked at the transport department of GP. During this period I was assigned with various types of duties mainly related with the transport services. I have prepared this report on the topic which was assigned by my academic supervisor. In this report I have tried to present the information & facts about GP & mainly about the transport section at GP according to the guidelines & details provided to me.

1.2 Objectives of the Study

Purpose tells the reason of the report. Before starting the report I set my objectives that guided me until I finish my report. It always kept me focused to be on right track. These are:

Primary Objectives

- To present a background and introduction of Grameenphone Ltd.
- To discuss about the roles & functions of the transport section at Grameenphone Ltd.
- To provide information of my responsibilities while working as an internee.
- To share my learning experiences & knowledge which I gathered during my internship period.

Secondary Objectives

- To have knowledge on Grameenphone Ltd.
- To improve report writing ability.
- To fulfill the requirement of the internship program.

1.3 Methodology

For the purpose of the study, data and information have been collected from both primary and secondary sources. The relevant information collected from primary sources is collected in an informal way. Most of the information is provided by my organizational supervisor. My work experience at GP helped me a lot. Besides this, regular conversations with many GP employees and I have interviewed and taken some suggestions orally from the personnel of Grameenphone Ltd. I have also collected information orally from the personnel of Robi to draw a comparison between the transport departments of these two companies. I have also collected some information from different websites.

1.4 Limitations

- The company does not have sufficient information regarding their departmental activities in their website.
- Collecting of data was not smooth because it was not possible to go all required internal information of the company as these are treated as confidential company information.
- The term paper was prepared within a very short time considering the topics related to it. That's why; it was not possible to demonstrate all aspects of the report.

1.5 Scope of the study

The scope of the study is limited within Grameenphone Ltd. & its transport department. It is specifically dealing with the basic work functions & transport service of the People & Organization division of Grameenphone Ltd. Here I discuss with the topics related to the company profile, transport related activities of GP. This report also contains a detail description of my learning & experiences which I gathered through my work.

Part Two

Organization Part

2.1 Company Overview

Grameenphone Ltd. widely known as GP is the leading telecommunications service provider in Bangladesh. With more than 30 million subscribers (as of October 2010), Grameenphone is the largest cellular operator in our country. It is the largest mobile telecommunications operator in Bangladesh by revenue and subscriber base. It is a joint venture enterprise between Telenor and Grameen Telecom Corporation, a non-profit sister concern of the internationally acclaimed microfinance organization and community development bank Grameen Bank.

2.1.1 Company Mission

“Leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier”.

2.1.2 Company Vision

“We exist to help our customers get the full benefit of communications services in their daily lives. We want to make it easy for customers to get what they want, when they want it. We're here to help”.

2.1.3 Company Values

- Make It Easy
- Keep Promises
- Be Inspiring
- Be Respectful

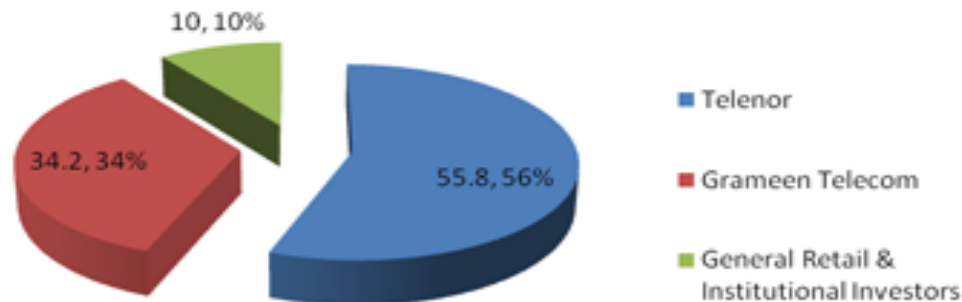
2.1.4 GP's brand promise

“Stay Close”

2.2 History & Background

Grameenphone Ltd. is the largest mobile telecommunications operator in Bangladesh by revenue and subscriber base. Grameenphone operates a digital mobile telecommunications network based on the GSM standard in the 900 MHz and 1800 MHz frequency bands, under a license granted by the Bangladesh Telecom Regulatory Commission (BTRC). Grameen phone was offered the cellular license in Bangladesh by the Ministry of Posts and Telecommunications (MOPT) on November 28, 1996 and launched its service on the Independence Day of Bangladesh on March 26, 1997. As per the terms of the "Licensing Agreement" with Ministry of Posts and Telecommunications, (succeeded by Bangladesh Telecom Regulatory Commission), the radio system operating license of Grameenphone will expire on 11 November 2011. The license is, however, subject to renewal upon fulfillment of certain terms and conditions. Management foresees no uncertainty regarding renewal of this license. Grameenphone converted to a public limited company on June 25, 2007. Trading of the company's shares started at Dhaka and Chittagong Stock Exchanges from 16 November, 2009. The shareholding structure comprises of mainly two sponsor Shareholders namely Telenor Mobile Communications AS (55.80%) and Grameen Telecom (34.20%). The rest 10.00% shareholding includes General public & other institutions. The company has so far invested more than BDT 15,260 crore to build the network infrastructure since its inception in 1997. Grameenphone is one of the largest taxpayers in the country, having contributed more than BDT 16,600 crore in direct and indirect taxes to the Government Exchequer over the years. Since its inception in March 1997, Grameenphone has built the largest cellular network in the country with over 12,000 base stations in more than 6,000 locations. Presently, Grameenphone network covers 99.14% of Bangladesh's population and 88.84% of the total land area of the country. Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services. The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone network.

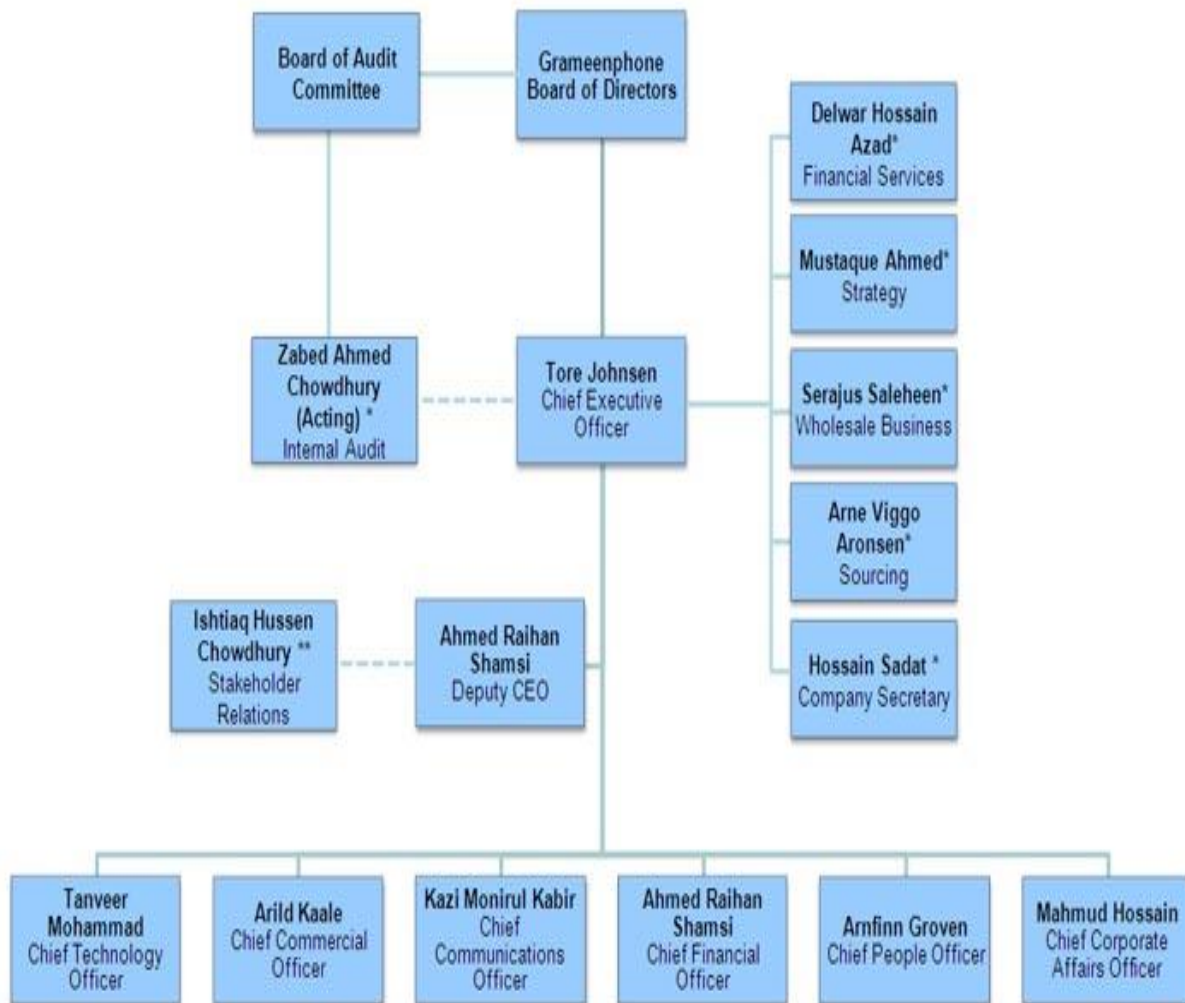
2.3 Ownership structure



The shareholders of Grameenphone Ltd. contribute their unique, in-depth experience in both telecommunications and development. It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors. The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the years. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh.

2.4 Organizational Structure

GP Organogram & Management



* Not a part of the Management Team

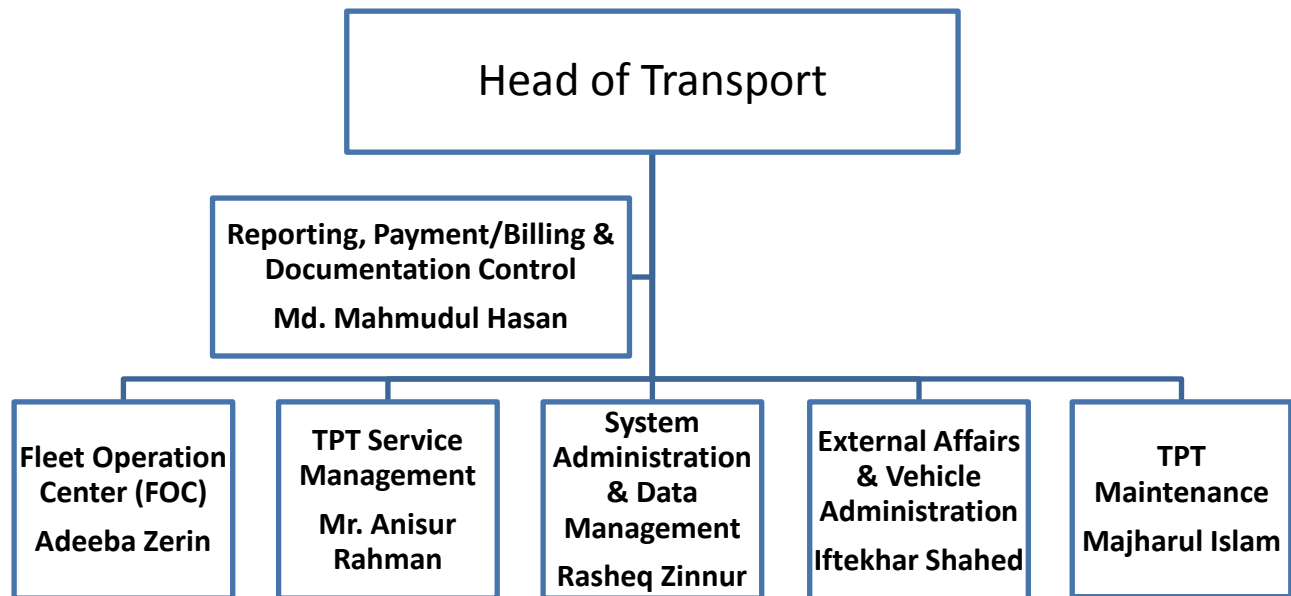
Part Three

Transport Department

3.1 Transportation

Transport or transportation is the movement of people and goods from one location to another. Modes of transport include air, rail, road, water, cable, pipeline, and space. Transport is very essential in our daily life. At GP transport department operates under the division of People & Organization (P&O). Transport department is responsible for monitoring all transport related activities of GP all over Bangladesh.

3.2 Organ gram of Transport Department at GP



3.3 The need for transport

Grameenphone Ltd. is provided transport support to their employees from the very beginning of their journey. To support day to day transportation needs, at present Grameenphone Ltd. have

almost 700 fleets across the country which ensure uninterrupted business activities as well as allowed employee entitlements. The transportation needs vary depending on the purpose such as:

- Regular Operational Activities (e.g. Roll Out, Employee Travel etc.)
- Employee Pick & Drop
- Personal Usage
- Compensation & Benefit
- Medical Services

3.4 Sourcing

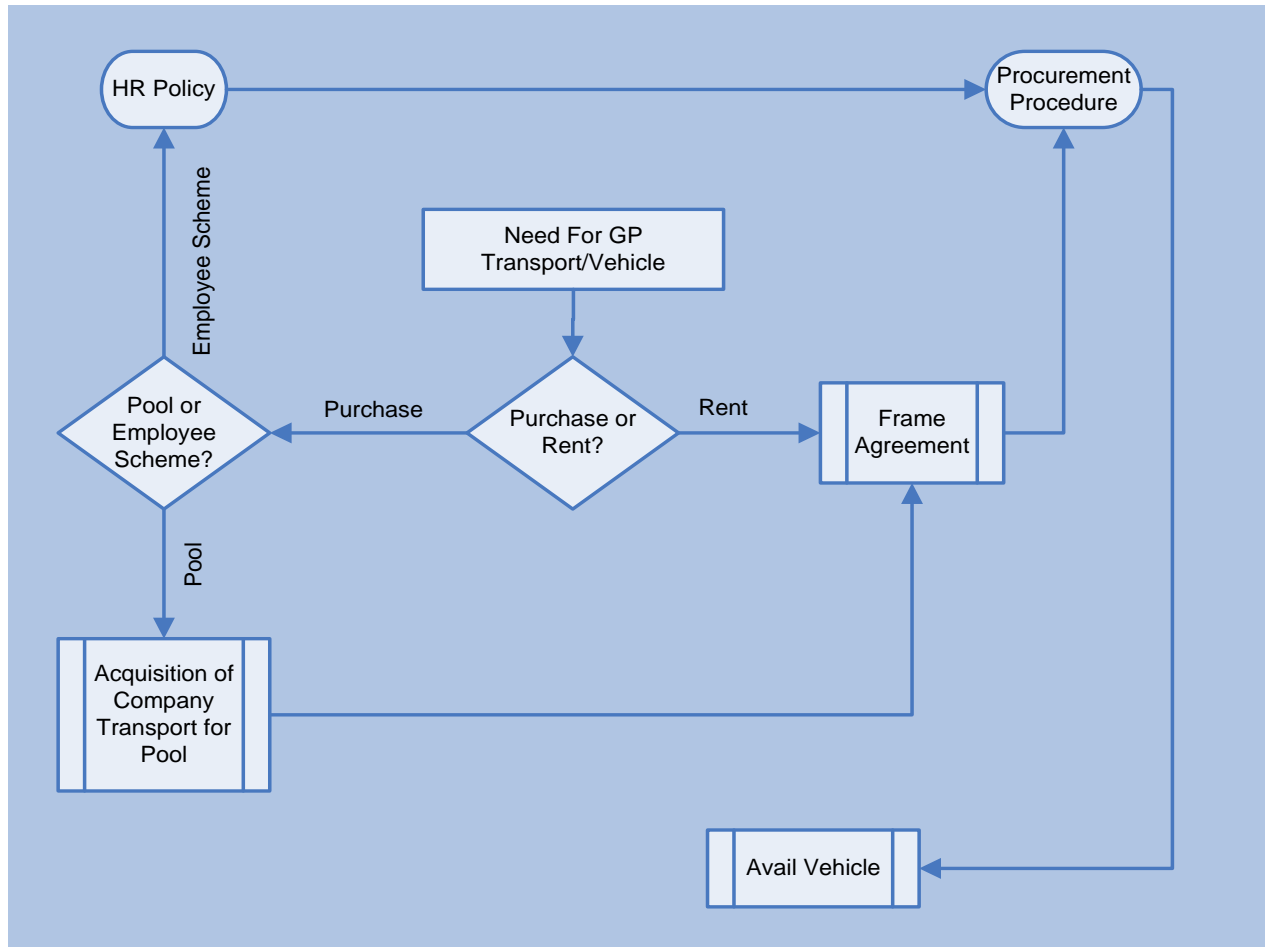


Figure: Diagram of sourcing GP vehicle

Whatever the purpose is, to manage the needs of transport required vehicles (different types e.g. Sedan Car, Micro Bus, Pick-up etc.) could be sourced by GP in either or in combination of the following ways:

- Company Owned Vehicles
- Rented Vehicles

3.5 Availing GP Vehicles

A call center (FOC) is operating under transport department of P&O division to attend all sorts of transport support that any GP employee may need to meet the business need of the company. All GP vehicles, including rental vehicles are remain under the authority and disposal of transport section. Based on the availability of vehicle and importance of the need, management team allocates vehicles. In case of unavailability of vehicles, users are encouraged to use public transport and submit invoice for such support. While transport section maintains a constant communication with the user groups to identify routine operational vehicle needs and in consultation with user can pull vehicle from routine operations or reallocate for emergency operations. In case of emergency, FOC shall attend situation with utmost priority and may pull vehicles from routine operation in consultation with user. If FOC feels that any misuse of “emergency” is occurring, periodically the call center or FOC will forward a summary report of that particular emergency use to the concern supervisor.

3.6 Transportation Management System (TMS)

Transportation Management System (TMS) is a software system designed to manage transportation operations. TMS carries a set of coordinated transportation management strategies. TMS helps an organization to support their transport needs accordingly & efficiently. It helps in planning & decision making for the day to day transport operation of a company. Transport department manages the entire transport related functions at GP. It executes a set of activities associated with transport through transport management system (TMS). TMS helps to better manage transport related service like regular operational transport needs, pick drop service, storage of data, collection of data, route schedule, online ticket requisition etc.

3.7 Main responsibilities of transport department

➤ *Transport Support to Business Operations*

To fulfill the business needs & other related activities every company has to maintain a certain number of vehicles. Grameenphone Ltd. is a large telecom company which has almost 5000 employees & it has operations across the country. GP needs transport for regular operational activities like employee roll out. It is a technical terms which means support for networking activities. Regular employee travel for different purposes includes visit to different corporate offices, communicate with the corporate clients, to keep contact with retailer, distributor, meeting with vendors, regional travel for business purpose, to visit other sub center of GP etc. So to execute the business operations smoothly it has to handle a large pool of fleets. The management of transport is centrally done by the transport department at GP located at its head office at Dhaka. All transport controlling, monitoring is done by transport department & it is responsible for all sorts of transport related functions & activities.

➤ *Employee Pick and Drop Service*

At GP employees are provided transport facilities for their daily movement & transport department look after this issue so that employees can get this service properly. To get the pick & drop service employees or users have to raise ticket which means they have to officially register a requisition (except for any activities that fall under Employee Car Scheme or routine Employee Pick & Drop services) through TMS to get any vehicle support. Employees can register for transport support monthly or daily basis. For availing pick service they do not have to raise ticket daily. To avail drop service users have to regularly register for it. They can register for the whole month. There is a flexibility to cancel the drop of any particular day or we can say that they can update it on the daily basis. This logging of requisition will be applicable both for vehicle needed for “Official” and “Personal” purpose. To ensure the service, availability of required vehicle should be checked & proper approval is required justifying the need. After the checking & approval if the vehicle support is available then a SMS is send to the respective user through TMS for the confirmation of his requisition. Employees can also use vehicles for personal use according to company policy. GP provides transport service for personal purpose

based on the situation & emergency like employee own wedding, medical purpose, airport/rail station pick/drop etc. And employees are charged a very little for this personal use.

➤ **Grameenphone Vehicle Fleet Management**

Fleet management is the management of a company's vehicle fleet. Fleet (vehicle) management can include a range of functions, such as vehicle financing, vehicle maintenance, driver management, fuel management, health and safety management etc. All GP vehicles are centrally managed by transport department from its fleet operation center (FOC). The concerned employee (RAO and/or sub center employee) at region is responsible to facilitate transport operations at regional level as and when such facilitation is requested from transport department. Before each quarter the respective users or departments have to officially register requisitions or present their demand of transportation with mentioning the purpose through online ticket requisition about how many fleets they will be needed for the next quarter. Then transport section collects demand from the respective user/department. By forecasting the demands & analyzing the needs they try to manage the fleets for that particular department for the next quarter. If they think that the purpose is not valid or if they fail to manage all requisitions which are raised then they cancel the tickets & send a SMS to that department by notifying the reason for cancellation. And after each quarter the number of actual online tickets raised by the departments is also analyzed to compare with the actual transportation needs with the demand before the quarter by that particular department.

➤ **Rental Vehicle Fleet Management**

Though GP has a large pool of own vehicles but it is always not possible to support transport needs by its own vehicle pool. So GP also rent vehicles for different purposes from their selected vendors. It also depends on the transport section whether they will provide the company owned vehicle or rented vehicle based on the purpose, need, location etc. Transport department is responsible for the selection of vendors, execution of the agreement, car selection, payment structure etc. They rent vehicle daily & also monthly basis based on the needs. So transport section also analyzes this issue like how many fleets they need to rent daily & monthly based on the demands & actual needs from the respective departments through online ticket requisition.

➤ **Driver Management and Administration**

GP needs a huge number of drivers to run their large pool of fleets. All GP transport will be driven by officially appointed drivers. So GP need to hire drivers regularly. But this hiring process is not done by them. Instead they appoint drivers from outsourcing companies or vendors. All the GP drivers are hired by outsourcing companies. Transport section is responsible for the selection of outsourcing companies, agreement with them, maintain regular communication etc. They have to manage this huge number of drivers. Based on the needs sometimes drivers have to give overtime duty. They will be paid for the OT (Over Time) according to company policy. Transport section regularly communicates with the drivers for different issues like payment, duty schedule, over time, bonus, emergency duty etc. Drivers also get SMS or notification about the duty from FOC. FOC informs the drivers through SMS about the user number, time, place, from where to pick & drop etc. So it's a huge responsibility of transport section to manage & administer this large number of drivers regularly.

➤ **Documentation and Permits for the Vehicle Pool**

To maintain the vehicle pool & to run any kind of vehicle there are some permissions & documents are needed. Transport section has to maintain all sorts of documents & permits regarding the transport related activities. It can be like maintaining of tax token of the vehicle, vehicle insurance paper, route permit, renewal of tax token of the vehicle, fitness paper of fleets, bills of fuel purchase, bills for rent-a-car etc. All these documents & permits are maintained by the transport section. Fuel (Octane, Diesel, Gas) will be purchased for office vehicles from the approved/authorized filling station on credit basis. Sourcing, establishing an agreement with the fuel stations around the country shall be done by the purchase unit of transport section. All fuel slip must be submitted to the purchase unit of transport section for recording and endorsement within 30 days, from the days of purchase.

➤ **Assurance of Cost Effective and User Friendly Support**

GP has to maintain a huge number of fleets around the country which incurs a huge cost for them. So it is the responsibility of transport section to ensure the optimum fleet utilization. Transport has to take the strategic decision regarding transport related activities like which sort

of fleet can be purchased, how they ensure the optimum fleet utilization which is also cost effective etc. They has to monitor whether there are any misuse of fleet is occurring which increases their cost. They need to ensure the planned schedules & routes to best utilize the fleets. They also make sure about the service they are giving to the user whether it is user friendly or not. They need to ensure the user satisfaction, safety & security. So assurance of cost effective & user friendly support has to ensure by the transport section.

➤ *Transport Pool Maintenance*

The maintenance of this large pool of vehicles is also very important. Transport executes maintenance work procedurally and transparently. GP uses external workshops for the maintenance of their fleets. All external workshop and spare parts shop must be selected as per the local procurement policy of the company and under the frame agreement. Electro-mechanical modification on GP vehicle strictly requires approval/involvement of the transport department. Outsourced drivers engaged to operate GP vehicle may carry out very minor preventive maintenance and repair of vehicles in consultation with transport section. There are lots of maintenance work is related to any kind of fleets. Maintenance works includes vehicle inspection, vehicle routine service, dent & paint, CNG health rechecks, tyre & battery, replace spare parts etc. Minor maintenance work, of the allocated vehicles in the regions, for not exceeding BDT 2,000.00 can be done by regional admin officers while for an amount excess of BDT 2,000.00 but not exceeding value of BDT 10,000.00 consent from transport section is required.

➤ *Continual strategic analysis to meet the need of the growth oriented organization*

The ultimate goal of any business is to make profit with continuous growth of the organization. GP is also not exception; it is also a growth oriented company. But to uphold the continuous business growth every company has to make constant strategic analysis to go with the same line with other companies & industries. Organization has to change their strategy to meet the growth objectives. So when a company makes any strategic analysis or takes any decision; then each

department also has to make their own departmental strategic analysis in line with the organization. So to meet the need of the growth oriented company like GP; transport department also formulate & change their strategy continuously based on the situation & circumstances so that overall company growth & objectives can be achieved. They can change & execute their strategies regarding transport service, car purchase or rent, increasing or decreasing pick drop service, vendor selection, employee car scheme, workshop etc.

3.8 Vehicle tracking system

C-track is a kind of vehicle tracking system which helps to locate the vehicles 24/7 using GPS satellites and the GPRS network. This easy-to-use system provides an accurate view of positions and movements which gives a better understanding of the whereabouts and status of the mobile workforce when they are on the road and out of sight.

Transport department of GP use the modern technologies to effectively & efficiently manage their large pool of fleets. An electronic device or C-track is installed at all the vehicles of GP. The use of C-track helps them to track the vehicles movement & status accurately. C-track enables them to gather a broad range of critical vehicle information offering improved visibility and control. This real-time and historical data is available in seconds, using high quality mapping technology to provide precise locations. They can monitor step-by-step activity, including vehicle location, journey status, speed and driving habits to ensure everything runs to plan in the most effective and efficient manner. It increases their administrative control over the fleets. C-track system alarm enables them to capture any illegal activities like stolen of vehicles, stolen of any valuables etc. By notifying the situation they can immediately take action & can stop the fleet from moving from the base of operation.

3.9 General Issues of transport at GP

➤ Driving GP Vehicles.....

All GP transport will be driven by officially appointed drivers with the exception that, GP employees who are entitled full time vehicles can drive the vehicle subject to possession of

valid driving license. Driving GP vehicle without necessary approval and driving permit the act will constitute violation of code of conduct set for the employees. Furthermore, if any damage results from such unauthorized driving; all necessary cost of repairing shall be borne by the concern employee.

➤ **Rules for the User**

While a vehicle is assigned to a GP employee as per his need, user concern is responsible for the safety and security of the vehicle. They must ensure that the drivers do not leave a vehicle without ensuring the security. If a user fails to ensure to park a vehicle in a safe, secured and authorized place, he will be responsible for any incident or loss of property. If any violation occurred, user should immediately inform FOC about the situation. Along with the responsibility for the vehicle on duty on the part of users the responsibility of valuables (excluding all vehicle accessories) remains under the responsibility of the user's too.

➤ **Rules for the Outsourced Drivers**

Outsourced drivers are not allowed to park a vehicle at an unauthorized place. They must be fully confident of his/her physical and mental fitness before driving. They must ensure individual personal hygiene. They must report immediately about any physical or mental sickness to the passenger/user before attempting to drive. They must take extra care in driving particularly at night or in poor visibility, and in the wet or in bad weather condition. They must stop the transport immediately when any defect is noticed and repair it before resuming the journey. They should not drive any transport with mechanical defect or with prior knowledge on the indication of the potentials of such defects. They must be empathetic the pedestrians and other people traveling on non-motorized vehicles. In this regards "let pass others first" stand must be maintained. They must maintain their vehicles in coordination with transport section as per GP transport Policy. They should always keep their vehicles neat and clean. They should not engage in competition or make foul play with other drivers on the road. They should not drive continually for more than four hours or 320 km at day and three hours or 200 km at night. After each phase of drive, they should take rest for minimum thirty minutes. Maximum driving hour in a day for a particular driver must not be more than 12 hours. Both driver and user are responsible to ensure that.

➤ **Load Carrying**

Weight of the load carried in a vehicle must not cross the limit specified in the manual. Ensuring this limit is the responsibility of both user & driver. No illegal or unauthorized items are allowed to carry at GP vehicles.

➤ **Travel Regulations**

Travel Regulation will be as per Travel Policy. Where arrival/departure of employees falls before 06:00 am or after 10:00 pm, transport section may offer transfer service to/from airport, train/bus/steamer station if the concern user raise the online ticket requisition through vehicle requisition system at least 12 hours before the actual need. Depend on availability double hand car (run at double shift: day & night) can be given to them.

➤ **Log Sheet**

A log sheet is maintained at each vehicle. Vehicle user need to mention his/her name, ID, purposes of the journey in the log sheet. The purpose of the journey has to be specifically mentioned in the log sheet without just writing “Official”. Driver must record date, time, place and kilometer reading in the log sheet appropriately from beginning & end of each journey. The respective user also has to make sure about the recorded information along with their signature.

➤ **Prohibitions**

Uses of company vehicle for any sorts of personal use (without appropriate prior approval from administration which should be logged as “Personal” requisition) are strictly prohibited. The user department /section concern is not allowed to decorate vehicles or carryout any activity which involves extra cost. Any accessory related to vehicle can be provided by the transport section according to the followed standard both in quality and cost.

➤ **Authority**

Transport section may temporarily suspend all or particular transport movement, if the safety and security of the passengers or vehicle is likely to be jeopardized due to any unavoidable circumstances and natural disaster.

➤ **Transport Safety & Security**

All GP vehicles must be equipped with first aid box with necessary medicine and other materials and fire extinguisher of appropriate class. Health Safety Security Environment (HSSE) Department will be responsible to make available the first aid box and related medicines at the vehicles. Transport section will provide the requirement of fire extinguisher by coordinating with Security Section. Transport section too will be responsible to collect these and place those appropriately in each vehicle. Security Section provides training to user & driver on the usage procedure of fire extinguisher time to time. Transport section ensures that each GP vehicle is equipped with necessary to undertake minor repair and maintenance work. Vehicle carrying dangerous goods, which are vulnerable and may cause explosion or accidental hazards must be adequately identified and signed and must be driven with adequate precautions. Smoking & drinking (alcohol) in the company car by user or driver is strictly prohibited. Furthermore, no one should smoke in the close vicinity of the place where vehicle tanks are being filled. Carrying any type of illegal product is strictly prohibited in the company vehicle. No unauthorized passenger (other than GP employee) should be allowed to travel in the company vehicle. If need to take vendor and/or family along with user, approval of head of department is required.

➤ **Speed limit**

Maximum Speed Limit for GP vehicles are 60 KM/hr in city area and recommended speed limit on the highways are 80 KM/hr. However, the maximum speed limit for any company vehicle is 100 KM/hr on the high ways, which is to be exercised by engaged outsourced driver under discreet judgment of the user of the vehicle.

➤ **Accident / Incident handling**

1. Users Responsibility

Both user and driver must inform FOC immediately about any accident/incident. The alternative contact point for disseminating this information is control room. User must not allow drivers for negotiation with the second party or law-enforcing agency.

2. Transport Section's Responsibility

Depending on the severity of the accident/incident, FOC representative will attend with In-Charge of transport operations; and concern Regional Admin Officer. Attending member of FOC shall check the speed profile and duty pattern of the driver and update FOC group with the finding along with the action taken so far by the attending FOC representative.

In case of minor accident, transport section will assess the repairing cost of damaged vehicle and facts of accident. Based on this assessment, Transport section will decide who will bear the cost in what percentage. On the ground of major accident, an investigation will be way forwarded by a team that formed with Transport section, Security section and HSSE.

3.10 A comparison between Grameenphone Ltd. & Robi Axiata Ltd. based on their transport department

Robi Axiata Limited is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. It was formerly known as Telekom Malaysia International (Bangladesh) which commenced operations in Bangladesh in 1997 with the brand name AKTEL. On 28th March 2010, the service name was rebranded as ‘Robi’ and the company came to be known as Robi Axiata Limited. Robi is truly a people-oriented brand of Bangladesh. To ensure leading-edge technology, Robi draws from the international expertise of Axiata and NTT DOCOMO INC. It supports 2G voice, CAMEL Phase II & III and GPRS/EDGE service with high speed internet connectivity. Its customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security and flexible tariff rates.

At Robi Axiata Ltd. transport section is operated under the administration department. The structure, operation, system, service of their transport section is different than GP. GP has their own 700 fleets & they also rent vehicles based on their needs. But all the vehicles of Robi are rented vehicles. They do not have their own vehicles. At present GP use different types of vehicles like sedan car, micro bus, pick-up van etc. But Robi give their transport service by bus, minibus, micro bus etc. Robi gives the transport support to their employees as complementary service which means transport allowance is also given to them. But at GP transport support & transport allowance are not given at the same time. Those who use transport service they do not get transport allowance. There are also differences between the pick drop schedules of these two

companies. For example, the pick time for the employees of Banashree, Rampura start from 07:15 am at GP but it is 08:15 at Robi. At GP higher level management (above General Manager) have to provide company vehicle according to HR policy which includes personal vehicle & transport cost. Robi also follows this HR policy. But there is a condition like they have to personally purchase the car & the company bears the transport cost of that car or otherwise transport allowance are given to them. Robi do not maintain the ticket requisition system for transport support like GP. They just manage the vehicles based on the demand & historical data.

Part Four

Learning Part

4.1 My duties & tasks at transport department

I have worked at the transport department under the division of People & Organization (P&O). Overall the working environment of GP is very good. I gathered lots of experiences during these days. It is a great pleasure for me to get the chance of doing internship in such a large & well reputed organization. During my internship period I was assigned with various types of duties mainly related with the transport services. So my overall tasks during these days are:

➤ **Fleet management**

Fleet management is a very important function for the transport department at any company. Fleet management is the management of a company's vehicle fleet. Fleet (vehicle) management can include a range of functions, such as vehicle financing, vehicle maintenance, driver management, fuel management and health and safety management. So the transport department at GP manages their fleets to provide the transport service properly & efficiently which also helps to improve overall performance of the company. In fleet management arrangement of fleets is very important. So before the arrangement of fleets collection of demand is needed to know the actual needs. Transport department at GP does the forecasting of vehicle demanded from different departments before each quarter. As I mentioned earlier that before each quarter the respective users or departments have to officially register requisitions or present their demand with mentioning the purpose through online ticket requisition or vehicle requisition system about how many fleets they will be needed for the next quarter. By forecasting the demands & analyzing the needs transport section manages the fleets for the respective department. Then these data are also used to compare the actual needs after each quarter with the forecasting demand before each quarter. I was assigned with the tasks relating to this forecasting of demand & actual needs. I did the data analysis regarding the online ticket requisition from different departments. At first I accumulated online tickets raised by different departments. Then I arranged these according to days, regions & hour wise basis. It helps to represent a view of how much tickets are raised by different departments of different divisions at hourly & daily basis. It shows the hour wise ticket flow at every single day which helps to get a clear idea at what time maximum tickets are raised by which department. Then these data are used to compare the actual needs after each quarter with the forecasting demand before each quarter. It helps further to

allocate cost to different departments. It also helps to determine which department does over demand than actual needs which incurs overspending on transport. This helps me to gain knowledge of how an organization can manage & arrange their fleets based on actual demand, how database are arranged, how to use them to predict the demand from different departments.

➤ *Cost management*

Cost management is very much important for a company's overall performance. Cost management is done by individual department to manage overall company cost. So cost management is another crucial part for transport department at GP because company's profitability is directly affected by cost. Different types of costs are related with transport operations. It includes vehicle cost, fuel cost, maintenance cost, driver cost, rent-a car etc. These costs have to be recorded for further use & analysis. So I was also assigned to keep record of these cost related database in daily & monthly basis. The bills of fuel are submitted to the purchase unit of transport department. Sometimes I also gave entry of these bills into the database. These bills are then used to calculate fuel cost. Then allocate these costs as the departmental cost. The cost of maintenance of the vehicles, driver & administrative cost, rental cost are also recorded. To calculate the overall maintenance cost I had to calculate workshop cost, vehicle inspection, tyre & battery replace, technician cost, utility cost, dent & paint cost, CNG health recheck service etc. For the calculation of driver & administration cost I had to calculate total number of outsourced drivers, payment, bonus payment, vehicle paper renewal cost such as tax token, insurance paper, fitness paper, route permit etc. To calculate rental cost number of rented vehicles, rental payment etc. needs to consider. There are also lots of other costs associated with the transport functions. These costs are then allocated to the respective departments according to their usage. So the recording of cost is very important for different purposes. From the cost management functions I have learned to record the fuel cost, driver & administrative costs, maintenance costs, how to calculate the other costs related with the transport functions etc. I gather experience on how transport department of any organization assembles their cost to calculate overall cost of the operation.

➤ **Database management**

There are different kinds of data related with the transport functions like cost database, vehicle database, driver database, ticket database etc. So transport department has to maintain a lot of database. I have done a lots of database management tasks. Different types of data are maintained in the database. As I mentioned earlier that I recorded cost of different functions related with transport which is also a kind of database management task. I also recorded related data of the vehicle insurance paper like number of vehicle, name of insurance company, issue date etc. I also maintained another kind of database like how many tickets are raised at each day from different departments which includes a unique ticket number, users name, department, division, section name, mobile number, is this ticket cancelled or resolved, ticket type (operational, personal), car type, destination location, support location etc. This database is then arranged as department wise to determine department wise ticket. Users or departments have to raise online ticket requisitions to get transport service. But all raised tickets are not approved. Based on the availability & needs fleets are provided to the users. So every day there is lots of tickets are cancelled for different reasons. The database of cancel tickets of different departments have to accumulate by mentioning the reasons as remarks. I was consigned to put the remarks of all the cancel tickets. This database is stored for further analysis like how much tickets of any particular department are cancelled every day & for what reason. From the data management task I learn how to manage or store a large database, what type of data should be stored for what purpose & further use these data to analyze them.

➤ **Phone call for personal billing**

In each vehicle a logbook has to be maintained. Driver must record date, time, place, user number, id number, kilometer reading etc in the log sheet appropriately from beginning & ending of each journey along with the user signature. GP employees are entitled to use company vehicles for their personal use according to company policy. Most of the time vehicles are given for personal use at weekends. But users have to give some charge for it. So for the purpose of billing to the respective users, phone calls are given to the drivers to know the records of personal use which has to be recorded in the log sheet like time of using, total kilometer etc. Sometimes I do this phone call to get the information from the log sheet. Based on the

information bills are charged to the respective users with details through e-mails. Based on the usage like total kilometer, total time bills are charged to them. The charging policy is TK.10/ KM running. I think this was a tough job for me to get information from the drivers. Because the educational level of all the drivers are not same & all of them are not able to provide the information appropriately. So it is not an easy task to deal with the lower level management. From this task I learn how to record bills, total procedure of recording bills, how to communicate or deal over the phone.

Part Five

Recommendations

&

Conclusion

5.1 Recommendations for transport department

➤ *Pick/drop should be limited*

At present the pick drop schedule for the employees at GP are very flexible. They arranged a number of schedules for pick drop support. Their drop schedule start at 05:15 pm & then next drops are continued at an interval of one hour up to midnight 12:15 am. For this number of schedules at some drop service vehicles goes empty. So misuse of fleets are occurring which also increases their cost of transport operations. So to best utilize the fleets & minimize the cost they should limit & reschedule their pick drop service.

➤ *Personal usage should be discontinued*

GP employees can use the vehicles for personal purpose. At present they charge TK. 10/ KM but the cost of GP is much more then charged. This system of personal usage & charging increases their cost. So they should discontinue this service or they can increase the rate of charging.

➤ *Training to the driver*

As I mentioned earlier that sometimes I gave phone calls to the drivers of GP vehicles to get the information from the log sheet for the purpose of personal billing. When I gave this call to them, all the drivers was not be able to provide the necessary information accordingly. So I think drivers should be given proper training at the time of hiring about maintaining & use of the log sheet.

5.2 Conclusion

Grameenphone Ltd. is a leading telecommunication company and one of the best joint-venture enterprises in Bangladesh with the best network quality. It is also a large & growth oriented company which operates almost all regions in our country. GP considers its employees to be one of its most important assets. It has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, and Higher Education Support for employees, in-house medical support and other initiatives. GP is very much concerned about the benefits & service provided to the employees. GP believes that employee satisfaction is very much important to increase the productivity & efficiency of the company. In an over populated country like Bangladesh transport facilities for the employees is very much essential part. But to give the transport facilities in a cost efficient & user friendly manner for this large group of people is also a huge challenge for the company. So to manage & control the transport department of such a large organization like GP is not very simple. But transport department at GP is able to efficiently manage these duties. The role of transport department at GP is very significant. They actively participate to achieve the overall goals & objectives of the company. They always try to ensure better service quality with the most efficient manner. They continuously change their strategy with the changing circumstances so that employee satisfaction & overall company goals can be achieved.

Part Six

“Appendix”

6.1 References

- <http://www.grameenphone.com/about-us/corporate-information>
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