

**“DIRECT SALES APPROACH OF BUSINESS SOLUTION
PRODUCT IN BUSINESS MARKET: AN ANALYSIS ON
GRAMEENPHONE”**

Prepared For:

**Kulsum Popy
Lecturer, BRAC Business School,
BRAC University**

Prepared By:

**Anbesat Jahan
ID: 08304101**

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LETTER OF TRANSMITTAL

November 7, 2012

Kulsum Popy

Lecturer

BRAC Business School

BRAC University.

Subject: **Submission of Internship Report.**

Dear Madam,

I am here by submitting my Internship Report, which is a part of the BBA Program curriculum. It is great achievement to work under your active supervision.

This report is based on, “Grameenphone Direct Sales Approach of Business Solution Products in Business Market”. I have got the opportunity to work in Grameenphone Limited in “Direct Sales” department under Commercial Division for sixteen weeks, under the supervision of Kazi Mokhlasur Rahman, Specialist, Direct Sales.

This project gave me both academic and practical exposures. First of all I learned about the organizational culture of the leading Telecommunication organization of the country. Secondly, the project gave me the opportunity to develop a network with the corporate environment.

I shall be highly obliged if you are kind enough to accept this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Yours Sincerely,

Anbesat Jahan (08304101)

ACKNOWLEDGEMENT

This report would have been impossible without the valuable contributions and limitless help of several individuals.

First, my thank goes to the Almighty God for giving me the grace to finish this project. I would like to thank all the authors of the journals, books and articles that are secondary sources from where we have collected necessary information regarding this project.

I have been benefited by many people in the completion of this report. They have generously supplied insightful comments, helpful suggestions, and contributions all of which has progressively enhanced the quality of this report.

I would like to thank my supervisor Mr. Kazi Mokhlasur Rahman for giving me the opportunity to perform my internship program under his supervision in the Direct Sales Department of the Commercial Division, Grameenphone Ltd.

I would also like to express my humble gratitude to all of the colleagues of my team who not only helped me to prepare this report but also helped me with their guidance and by sharing their valuable knowledge. During my preparation, I did not face any major difficulty rather I enjoyed my each & every moment.

Lastly, I feel honored to lay my sincerest gratitude to my honorable academic supervisor, Kulsum Popy for helping me in every possible way during the preparation of this project. Her support and guidance gave me the courage to make this report.

EXECUTIVE SUMMARY



In Bangladesh, telecommunication sector witnessed massive development during the last decade, mainly due to the penetration of mobile telephony. However, there remain enormous opportunities for further growth as the economic indices grow correspondingly. Telecommunication is one sector which can contribute to poverty reduction by helping people to generate new businesses. Grameenphone (GP) launched its mobile phone services on March 26, 1997 and since then has become the largest mobile phone operator in the country. This report is the result of four months long internship program conducted in Grameenphone Limited and is prepared as a requirement for the completion of the BBA program of BRAC University. As a result I needed to submit this report based on the “Grameenphone sales approach in Bangladesh”. The main objective of the report is to find out the actual scenario of the “grameenphone sales approach in Bangladesh”. The general objective of the study is to prepare and submit a report on the topic of Grameenphone Sales Approach in Bangladesh. It is not possible to carry out a research to figure out the overall impact Grameenphone sales approach, so I narrow down the topic and now it stands that “Grameenphone Direct sales Approach of Business Solution Products in Bangladesh business market”. Data for this report has been extracted from primary sources as well as secondary sources. Primary sources are personal observation & survey, face to face interview and practical deskwork. Majority of the secondary data was obtained from the direct sales department of GrameenPhone Ltd. Though relevant literature like published and unpublished thesis, books, reports etc. have been reviewed with a view to increase the knowledge regarding the issue. The study is descriptive in nature. It was conducted using the quantitative instrument. A survey is done with the help of well designed questionnaire to get the necessary primary information. The survey is done within the GP sales personnel of direct sales department. Since direct selling has a vast area of operation it is not possible to enclose all the topics within a few pages of a report. GP has its own definition of Business arena of Bangladesh. GP sales define the total business market of the country into two major segments. They are Retail and distribution and Direct sales. The Direct sale of GP is also known as corporate sales. According to GP sales direct sales incorporate with the corporate markets of our country. They are classified according to different parameters

like revenue, turnover, reputation, and brand name & various other factors, discussion of which are beyond the scope of the report. The rest of the business organizations are considered as SME and Individual according to GP sales. According to GP the corporate market is also classified as two different types, they are strategic and general. GP has its office of Business Solutions at Dhaka, Chittagong, Khulna, Barishal, Mymensingh, Bogra, Comilla, Sylhet & Rajshahi regions. These regions also divide into different Zones based on the geographic area. The each region has different office for their smooth operations. These offices are run by about 112 Account Managers who are guided by their respective Zone Managers. Grameenphone has launched Business Solution in the year of 2006. Business Solutions is a complete, quality business communications service from Grameenphone – designed especially for the business community in Bangladesh. Business solution Products are like, Internet SIM, Internet Packages, Data Card, Vehicle Tracking, M-Reporting, Team Tracker, Business SMS, Fax and Data Service. Direct Selling Cycle is of GP shows its business to business (B2B) sell. From the below cycle I find seven steps for a mature and quality sale. In the first step the sellers establish contact with the potential customer and try to take an appointment from the prospective customer. Then in the second step the seller organizes himself or herself for the next step based on the need of the customer. In the third step the seller meet with the customer at the convenient time of the customer and negotiate about the product and its price and other related services. Fourth step includes internal approval and supervisor's involvement to make proposal for any particular customer. In the fifth step the seller submit the proposal to customer along with an agreement paper depending on the need of the customer. In step six, the seller delivers products and activates the products. In the final step the seller keep long term relation with the customer and provide further required service for up sales and more revenue generation. The direct selling process in GP directly related with the clients and the key account managers without using any third party. So the key account managers (sellers) of Business Solutions have the real experience of direct selling of GP. In order to analyze the impact of Grameenphone sales approach of Business Solution products in Bangladesh business market a series of questions were asked to the people who provide the facility to the customers with the help of a questionnaire. Summarized results are presented from seller's point of view. The report shows results from the area of Satisfaction Survey on Corporate Tariff, Sales

Support Facility Analysis, and Direct Sales Selling Process Satisfaction Analysis. With it the report finds some problems and limitations which are discussed in details in the full report. The report also considered the problems and generated some solutions to overcome the situation for the smooth operation of the product. The whole process of completion of the research project was very much educative and enjoyable for me. I enjoyed all the steps of the project and gained a lot of practical knowledge from it.

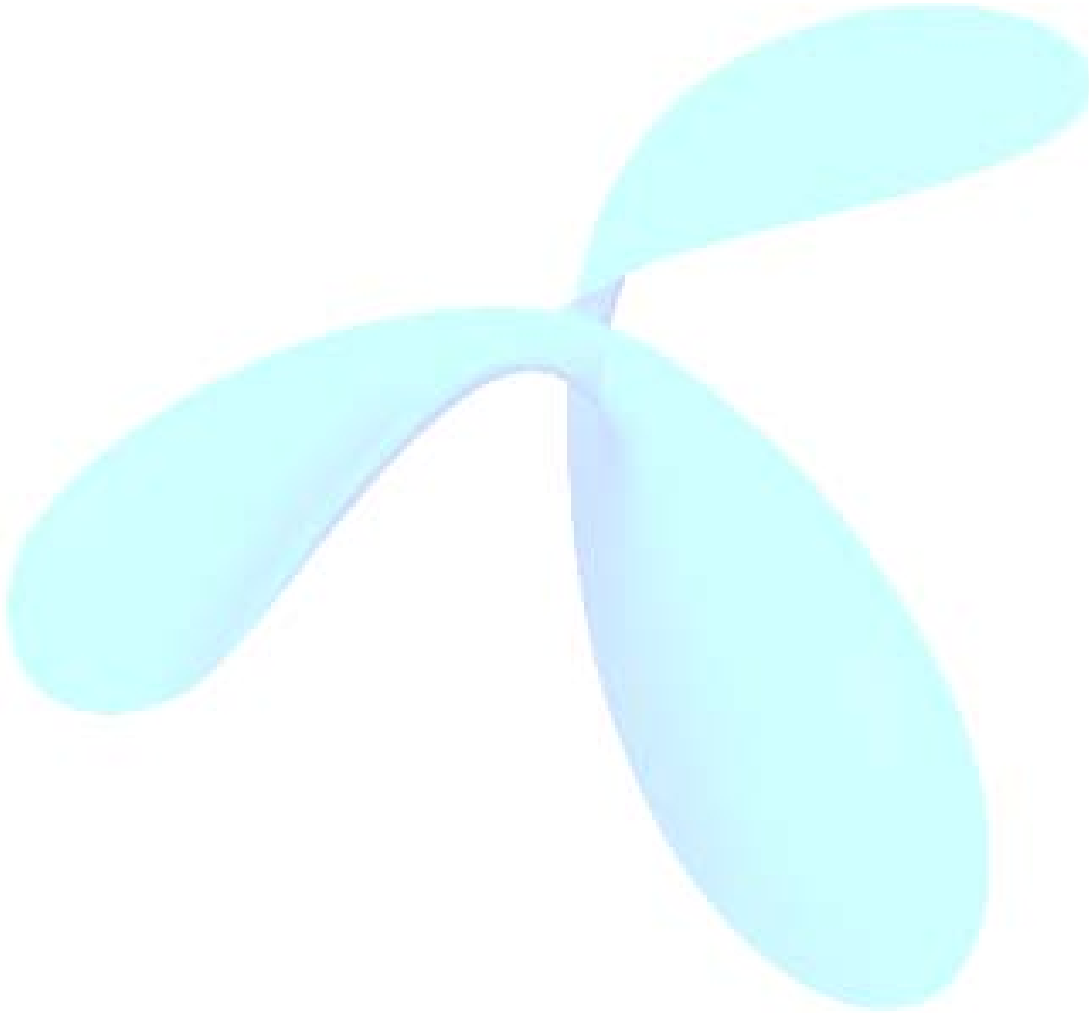


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Abbreviation:

GP- GrameenPhone Ltd.

DS-Direct Sales

BS- Business Solutions

BTTB- Bangladesh Telegraph and Telephone Board.

GSM- Global System for Mobile communication.

VAS- Value Added Services.



CHAPTER- 01

Introduction of the Report

1.1 BACKGROUND:

During the early Nineties the Telecom sector in Bangladesh was severely under developed, when the market was monopolized by the state owned operator, BTTB (Bangladesh Telegraph and Telephone Board). BTTB provided only fixed line telephony services, which was heavily skewed in the urban areas where as 80% of the population of Bangladesh lived in the rural areas. This unequal distribution of services created the opportunity for the mobile phone operators. The granting of a paging service license to Bangladesh Telecom Authority in 1989 paved the way for mobile service in Bangladesh. Pacific Bangladesh Telecom Limited (PBTL, now Citycell) operating under CDMA technology was first granted the operating license as mobile phone operator in 1993, and was joined by three other GSM (Global System for Mobile communication) mobile operators namely Grameenphone, Aktel and Sheba in 1996, 1997 and 1998 respectively. In Bangladesh, telecommunication sector witnessed massive development during the last decade, mainly due to the penetration of mobile telephony. However, there remain enormous opportunities for further growth as the economic indices grow correspondingly. Telecommunication is one sector which can contribute to poverty reduction by helping people to generate new businesses.

Grameenphone (GP) launched its mobile phone services on March 26, 1997 and since then has become the largest mobile phone operator in the country. The company is continuously improving and offering new services to add value. Along with GSM features Grameenphone Ltd. is offering Value Added Services (VAS), Special services, Push-Pull services (various information based services through sms) and after sales service services.

1.2 ORIGIN OF THE REPORT:

Internship report is a practical part of academic studies. This is a reflection of academic knowledge through practical work experience. Thus this internship report aims to reflect the professional view of real world working environment.

Internship is an important phase of BBA Program where students get the opportunity to learn about the real business world. As a business student one must be acquainted with the conceptual and practical knowledge of business. Thus, it is an important responsibility of the concerned business school to make arrangements for the pupils to get the essence of professionalism. As a part of this activity BRAC University had been successfully placing the students to different professionally renowned organizations to give the respective students the orientation of the business environment.

The Internship Program of BRAC University is an important requirement for the graduation of BBA students. The main purpose of internship is to get the student exposed to the corporate world and this study is a partial requirement of the Internship program of BBA curriculum at the BRAC University. Being an intern the main challenge was to implement the theoretical concepts into real life experience.

The internship program and the study have following purposes:

- To experience the real business world.
- To get and organize detail knowledge on the job responsibility.
- To do a project on a topic that helps to apply and utilize the academic knowledge gained in BRAC University
- To fulfill the requirement of BBA Program.

This report is the result of four months long internship program conducted in Grameenphone Limited and is prepared as a requirement for the completion of the BBA program of BRAC University. As a result I needed to submit this report based on the “Grameenphone sales approach in Bangladesh”.

1.3 OBJECTIVE OF THE REPORT:

The main objective of the report is to find out the actual scenario of the “grameenphone sales approach in Bangladesh”. Another objective is fulfilling the requirement of BBA program. The objective of this report is to provide with an overview of the knowledge gathered as an internee at GrameenPhone Limited, during the organizational attachment period so that the theoretical learning can be related with the real life business situation.

The objective of the study may be viewed as:

- ↳ General objective
- ↳ Specific objective

General objectives

The general objective of the study is to prepare and submit a report on the topic of Grameenphone Sales Approach in Bangladesh.

Specific objectives

It is not possible to carry out a research to figure out the overall impact of Grameenphone sales approach, so I narrow down the topic and now it stands that “Grameenphone Direct sales Approach of Business Solution Products in Bangladesh business market”.

- To depict the direct selling process maintained for the business market.
- To find out the flaws in the process.
- To find out the areas for improvement in the existing process.
- To depict the business solution products and services.
- To find the impact of direct selling practice on sellers.
- To submit the practical work as a paper work that I have learned in my four months internship of BBA program.

1.4 SCOPE OF THE STUDY:

The intent of the study is to understand the direct selling process followed by a company to deal with the valuable business customers. To be more specific the internship program (and the report) concentrates only on GrameenPhone's direct selling process followed in dealing with the business market & customers. The study also describes different problems faced in the existing process and the Project work is a route to solve the present problem of GrameenPhone.

This report also contains a detail description of my experience that I gathered through my work.

1.5 METHODOLOGY:

Source of Data

Data for this report has been extracted from primary sources as well as secondary sources.

Primary data collection: I have used three techniques of Primary Resources for my research and they are as followed.

- ❑ **Personal Observation & Survey:** Observation is the process of recognizing and noting people objects and occurrences rather than asking for information. Informal observations remove the elements of Bias and effect of reaction from research. Besides, 20 sellers of GP who are directly involved with the Direct Selling Process of GP were also taken into consideration.
- ❑ **Face to face Interview:** In-depth interviews were conducted with the key accounts managers of the GrameenPhone's Sales and Corporate Client development team. The idea was to obtain information related to the Business solutions of GrameenPhone. Several sales personnel were also interviewed to get the idea of the present situation.
- ❑ **Practical Deskwork:** When I was working at Grameenphone, I have worked in Direct Sales Department of commercial division so far. While working for the Company I have collected the data which I needed to accomplish the report.

Secondary data collection: Majority of the secondary data was obtained from the direct sales department of GrameenPhone Ltd. Though relevant literature like published and unpublished thesis, books, reports etc. have been reviewed with a view to increase the knowledge regarding the issue. Above all the storehouse of knowledge, “the internet” will also be a big part of the literature review. Majority of the data will be collected from Annual Report, brochures, Grameenphone official web sites.

Study Design:

The study is analytical in nature. It was conducted using the quantitative instrument. A survey is done with the help of well designed questionnaire to get the necessary primary information. The survey is done within the GP sales personnel of direct sales department.

1.6 Beneficiaries

This report has helped as instrument in clarifying the conceptual skills gathered throughout the program. This exposure gained through visiting the company, GrameenPhone Limited has enabled to acquire practical experience about the real direct selling process used by a mobile operator. In the future, this report will act as a guideline and provide valuable information to students preparing similar reports. This report will be also helpful for those who are conducting study on the mobile phone industry in Bangladesh.

1.7 Limitations

Direct selling has a vast area of operation it is not possible to enclose all the topics with in a few pages of a report. Even operation and execution of direct selling is the composition of different factors that could not be depicted properly. Since this kind of project is completed by me for the first time, it is quite difficult to sustain the expectation level from my side. However, I try to give my best effort to prepare my internship report comprehensive as detailed as possible.

- ✦ Data from different sources were quite inconsistent which created some problems in making the report.
- ✦ Lack of professional research expertise is weak area of the study.
- ✦ Most of the calculations had to be made based on GP's figures as the industry average. Confidentiality of information has limited the extent of data availability of this part of the work.
- ✦ Respondents declined to furnish categories of information treated as “business secret”, for obvious reasons.
- ✦ Considering the large organizational size of Grameenphone Limited where no one can sit idle, I was placed with various official duties and hence I could not get adequate time to gather more information about Grameenphone Limited to further strengthen my internship project.

CHAPTER 2 Company Profile



2.1 Background

GrameenPhone Ltd., the largest telecommunications service provider in Bangladesh, received its operating license in November 1996 and started its service from March 26, 1997, the Independence Day of Bangladesh. 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. Telenor is the largest telecommunications company in Norway and it owns 62% shares of Grameenphone and Grameen Telecom owns the remaining 38%. GrameenPhone Ltd. is the market leader in the telecommunication sector in Bangladesh. The company achieved remarkable success from its inception. It is now able to say that it has the largest network, the widest coverage, the biggest subscriber base and more value added services than any other mobile phone operators in Bangladesh. GP has a very strong competitive position in the telephone industry in the country. As of December 2009 it stands with a customer base of more than 23.3 million with 44.4% market share.

Headquarter of Grameenphone is situated at Bashundhara Residential Area. They also have around 14 buildings in Gulshan area, which was the previous headquarter of Grameenphone office. None of those are Grameenphone's own building. The "GP HOUSE"- Grameenphone 9-story headquarter building is located adjacent to the main entrance of the Bashundhara Residential Area. The building was constructed by

“Associated Builders Corporation Limited” and Vistaara and Icon Architects (VIA) was the consultant.



GrameenPhone provides services to rural and urban customers across Bangladesh, where mobile telephony is acknowledged as a significant driver of socio-economic development, both for individuals and the nation.

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.

2.2 Mission, Vision, Values and Strategies of GrameenPhone Ltd.

Mission

GrameenPhone Ltd. aims at providing reliable, widespread, convenient mobile and cost effective telephone services to the people in Bangladesh irrespective of where they live. Such services will also help Bangladesh keep pace with other countries including those in South Africa region and reduce her existing disparity in telecom services between urban and rural areas.

Vision

"WE ARE HERE TO HELP"

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.

Values

“Make It Easy”

We are practical. Everything we produce should be easy to understand and use. Because we never forget we are trying to make our customers' lives easier.

“Be Inspiring”

We are creative. We bring energy and imagination to our work. We want to be a partner in the development of our community. We are passionate about our business, customers and our country.

“Keep Promises”

Everything we set out to do should work. If it does not, we are there to put things right. We are about delivery, not over promising - actions not words.

“Be Respectful”

We acknowledge and respect the local culture. We are respectful and professional in regard to all our interactions, both internally and externally. We are open, helpful and friendly.

Objectives of the GrameenPhone

‘Good Business, Good Development’

GrameenPhone's basic strategy is coverage of both urban and rural areas. The Company has devised its strategies so that it earns healthy returns for its shareholders and at the same time, contributes to genuine development of the country. In short, it pursues a dual strategy of good business and good development. Serving the mass market is one of GP's primary goals. By serving the general public as opposed to niche markets, the Company plans to achieve economies of scale and healthy profits. At the same time, service to the general public means connectivity to a wider population and general economic development of the country. In contrast to the "island" strategy followed by some companies, which involves 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. In addition, GP has positioned itself to capitalize on the declining prices of handsets, making its goal to serve the general public realistic.

Company Strategy: GrameenPhone's basic strategy is coverage of both urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves 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.

2.3 Company Service

GrameenPhone believes in service, a service that leads to good business and good development. Telephony helps people work together, raising their productivity. This gain in productivity is development, which in turn enables them to afford a telephone service, generating a good business. Thus development and business go together.

- ✦ **Service for the Rural Poor:** Establishing a nation wide network gives fair access to all geographical areas. From a business point of view, this strategy serves both the long distances as well as the rural markets. This emphasis on rural coverage brings a much-needed infrastructure in the underdeveloped rural areas. In collaboration with Grameen Bank, which provides micro-credit only to the rural poor, GP utilizes the bank borrowers to retail telecom services in the rural areas. Leveraging on Grameen Bank borrowers reduces the distribution costs of Grameen Phone's rural services, contributing to the profitability of this segment. By bringing electronic connectivity to rural Bangladesh, GrameenPhone is bringing the digital revolution to the doorsteps of the rural poor and unconnected.
- ✦ **Village Phone Program:** The Village Phone program is GrameenPhone's unique method of bringing connectivity to the rural areas of Bangladesh. This program enables Grameen Bank's borrowers to retail telephone service in their respective villages, and has the potential to penetrate the rural areas rapidly and effectively. A typical Grameen Bank borrower takes a loan of Tk 6000 without collateral from the Bank to purchase, say, a cow. The cow would then produce milk that the borrower could sell to her neighbors enabling her to make a living and pay off the loan. The process allows the poorest of the poor to stand up on their feet. In the case of Village Phone, a telephone also acts as an income

generating mechanism for a borrower; a telephone serves as another cow. A woman borrows about Tk20,000 from the Bank and purchases a handset and sell telephone services to the villagers, making a living and thus paying off her loan. It creates a self-employment opportunity in each village and provides access to telephones to all. Grameen Telecom, Grameen Bank's arm for administering the Village Phone operators, typically selects women by considering past borrowing records with the Bank. There are 2144 Village Phones in operation today and soon thousands of Village Phones around the country are expected across rural Bangladesh.

2.4 GP-Organization Chart

GrameenPhone places a high value on human resource development and the contributions made by its employees. They persevere to maintain a productive and harmonious working environment in the whole organization. GP always continues with its efforts to improve the efficiency of its employees and align them to the right positions with well-defined responsibilities.

Because of the rapid expansions of GP's networks and enormous growth of its subscriber base, the company has increased its workforce to about five thousand persons till November 2008. GrameenPhone has successfully hired some key senior managers who were recruited on the basis of their professional expertise and experience.

In order to cope up with the dynamic nature of the company's business, initiatives are always taken to restructure and reorganize the company's existing set up. It always evolves standardized management systems and procedures across functional divisions, focusing in particular, on the effective integration and assimilation of all the organizational units. The organization chart & management of GrameenPhone has given below:

GP Organogram & Management

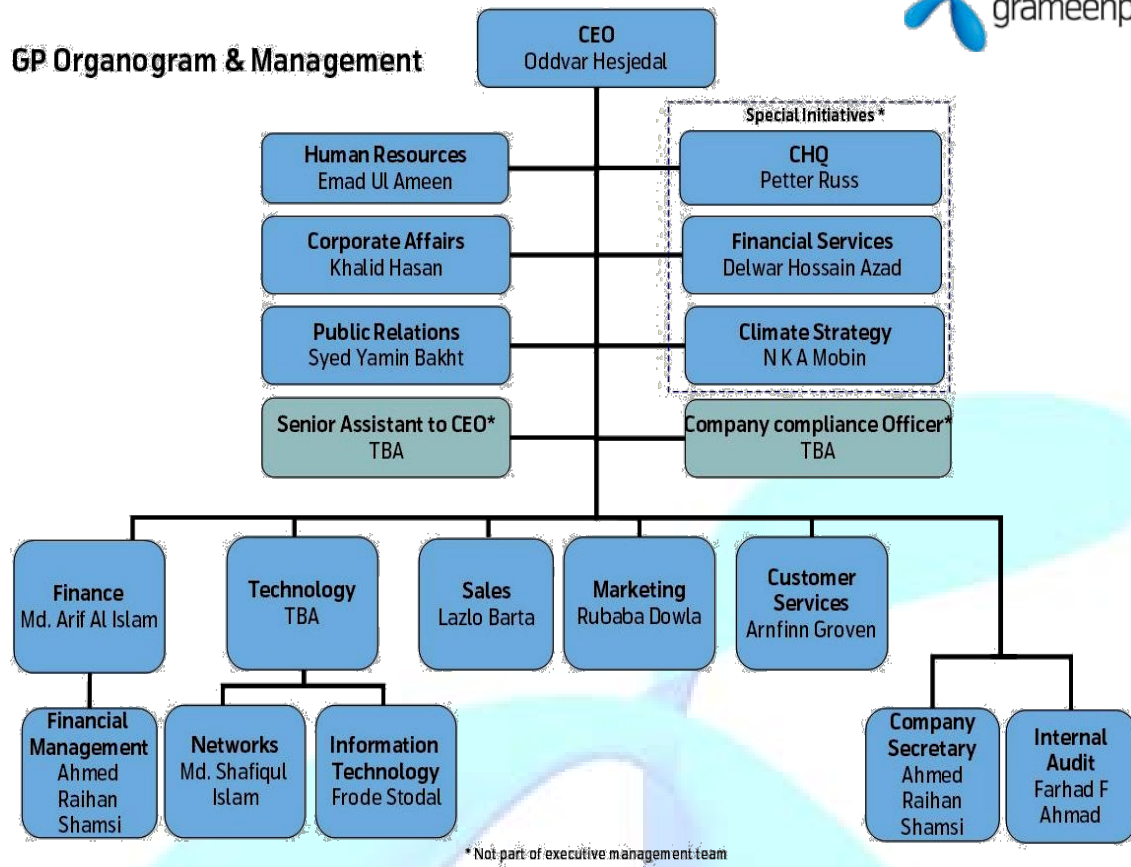


Figure:1 GP Organizational Chart

2.5 Share Holders

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development.

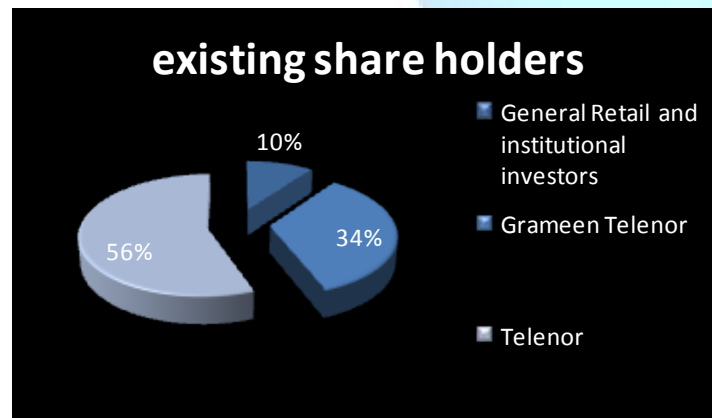


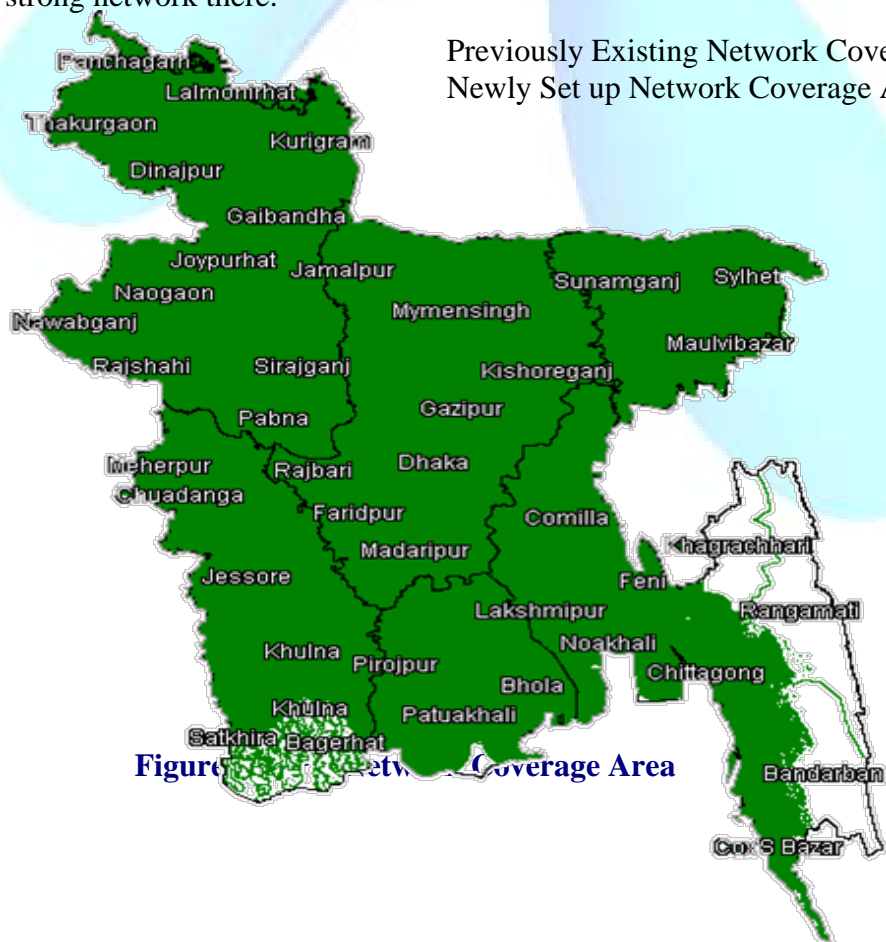
Figure:2 Existing Share Holders of GP

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.

2.6 GrameenPhone Network Coverage Areas

GrameenPhone Ltd. has covered all over the country includes 64 districts and about 500 thanas. Recently GP covered three districts because previously it was restricted by the Bangladesh government. When the government gave the permission then GP established its strong network there.



Previously Existing Network Coverage Area.
Newly Set up Network Coverage Area.

Figure 2.6 Network Coverage Area

2.7 Industry Analysis Part

Company competitive scenario

There are six mobile telephone operators in Bangladesh at the moment. Among them one is Government owned telephone operator: Bangladesh Telegraph and Telephone Board (BTTB) and the other five are privately owned companies namely Grameenphone Ltd., Axiata (Bangladesh) Limited, Orascom Telecom Bangladesh Ltd., Pacific Bangladesh Telecom Ltd. (PBTL) and Airtel Bangladesh Ltd.

Grameenphone Limited:

Grameenphone Limited, the number one and leading mobile phone company in the area of telecommunications in Bangladesh. Grameenphone Limited managed to grab 44% of the market share only by providing cost-effective & best service available in the market of mobile telecommunication. Grameenphone Limited has made its expansion not only in the urban areas, but also it stretched its network in the rural areas for the economic empowerment of the rural people. It has the largest network, the widest coverage, the biggest subscriber base and more value added services than any other mobile phone operators in Bangladesh. Grameenphone Limited has a very strong competitive position in the telephone industry in the country.

Orascom Telecom Bangladesh Limited:

When Banglalink entered the Bangladesh telecom industry in February 2005, the scenario changed overnight with mobile telephony becoming an extremely useful and affordable communication tool for people across all segments. Banglalink was previously known as Sheba Telecom which began operation in 1998. It was a joint venture between a Malaysian Conglomerate, Technology Resources Industries Berhad and a local firm named Integrated Services Ltd. (ISL). In 2005 Orascom Telecom Holding (OTH) acquired Sheba Telecom and gave a new trading name „Banglalink“. Within one year of operation, Banglalink became the fastest growing mobile operator of the country. This milestone was achieved with innovative and attractive products and services targeting the different market segments; aggressive improvement of network quality and dedicated customer care; and effective communication that emotionally connected customers with

Banglalink. At present it is holding the 2nd position in the cell- phone industry with respect to market share.



Axiata (Bangladesh) Limited :

Axiata (Bangladesh) Limited is a dynamic and leading countrywide GSM communication solution provider. It is a joint venture company between Axiata Group Berhad, Malaysia and NTT DOCOMO INC, Japan. Axiata (Bangladesh) Limited, formerly known as Telekom Malaysia International (Bangladesh), commenced its operation in 1997 under the brand name Aktel among the pioneer GSM mobile telecommunications service providers in Bangladesh. In early 2008, Aktel slipped from the second position to the third after facing fierce competition from Banglalink. Aktel boasts of the widest international roaming service in the market, connecting 315 operators across 170 countries. It is the first operator in the country to introduce GPRS. Aktel uses GSM 900/1800 MHz standard and operates on allocated 12.8MHz frequency spectrum. Later, on 28th March, 2010 the company started its new journey with the brand name Robi. Robi is the third largest mobile phone operator in Bangladesh in terms of revenue and subscribers (14.488 million as of July 2011).

Airtel Bangladesh Limited:

AIRTEL Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel Bangladesh is the sixth mobile phone carrier to enter the Bangladesh market, and launched commercial operations on May 10, 2007. Warid Telecom International LLC, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's Bharti Airtel Limited for US\$300 million. Bharti Airtel Limited will take management control brand from 20 December 2010. The Bangladesh Telecommunication Regulatory Commission approved the deal on Jan 4, 2010. Airtel Bangladesh had 5.045 million subscribers as of July 2011.

Pacific Bangladesh Telecom Limited:

Citycell (Pacific Bangladesh Telecom Limited) is the first mobile communications company of Bangladesh. It is the only CDMA network operator in the country. As of 1 March, 2008, Citycell's total mobile subscriber base is 1.56 million, up 137 per cent or

680,000 from two years ago, giving it the best growth rate of the company till date.

Citycell is currently owned by Singtel with 45% stake and the rest 55% owned by Pacific Group and Far East Telecom. By the end of 2007 Citycell had refurbished its old brand identity and introduced a new logo and corporate identity; the new logo is very reminiscent of the old logo. However the slogan has remained unchanged "Because we care". Citycell had 1.730 million subscribers as of July 2011.

Teletalk Bangladesh Limited:

TeleTalk (Teletalk Bangladesh Ltd) is a GSM based state-owned mobile phone company in Bangladesh. TeleTalk started operating on 29 December, 2004. It is a Public Limited Company of Bangladesh Government, the state-owned telephone operator. TeleTalk provide GPRS internet connectivity. Teletalk is the first operator in the country that gave BTTB (now BTCL) incoming facility to its subscribers. The mission statement of Tele Talk is "Desh Taka Deshey Rakhun" ("Keep your Money in your Country"). TeleTalk is the 6th largest mobile phone operator.

Total Mobile Phone Active Subscribers at the end of March 2012:

- ✚ Grameenphone Ltd. (GP): 3 core 76 lac 33 thousands, holding 42% market share
- ✚ Orascom Telecom (Banglalink): 2 core 47 lac 41 thousands, holding 28% market share
- ✚ Robi Axiata Limited (Robi): 1 core 76 lac 64 thousands, holding 20% market share
- ✚ Airtel Bangladesh Limited (Airtel): 63 lac 45 thousands, 7% market share.
- ✚ Pacific Bangladesh Telecom Limited (Citycell): 17 lac 86 thousands, 2% market share.
- ✚ Teletalk Bangladesh Ltd. (Teletalk): 12 lac 85 thousand 1% market share.

CHAPTER 3

Business Market

In Bangladesh there are both large organization and small organization. The headquarters of the most government organizations are in metro cities like, PDB, Police, Railway, WDB & etc. Where as headquarters of numerous private organizations are also present in Dhaka, Chittagong, Rajshahi, Sylhet etc. So this total market we can say as a business market of Bangladesh.

GP has its own definition of Business arena of Bangladesh. GP sales define the total business market of the country in to two major segments. They are Retail and distribution and Direct sales. The Direct sale of GP is also known as corporate sales. According to GP sales direct sales incorporate with the corporate markets of our country. They are classified according to different parameters like revenue, turnover, reputation, and brand name & various other factors, discussion of which are beyond the scope of the report. The rest of the business organizations are considered as SME and Individual according to GP sales.

A closer look at Business Market Scenario

3.1 Direct Sales Market

According to GP the corporate market is also classified as two different types, they are

- a. Strategic
- b. General

In Strategic Corporate market the business organizations which are important to GP, who may have direct or indirect influence on the operation, performance or strategy & other major factors for the business of GP. Like the Ministries, Embassies, UN Missions, International organizations, Media & Different Important Development Organizations.

Dhaka city has many strategic corporate organizations, Like Presidents Office, Ministries, Secretariat, Bangladesh Bank, Police Headquarter, Bangladesh Railway, DSE, NBR, NSI, RAJUK, BOI, DB & etc.

Where as the general corporate markets are the other business organizations apart from the strategic corporate organizations. In which both govt. and private organizations are present. In Bangladesh general corporate also contains both govt. and private organizations.

Here few examples of general corporate organizations at Dhaka City: Govt. Organizations, Banks Like; SCB, HSBC, CTNA, EBL etc., Group of Companies Like; Akij, Anwar, Apex, Pran, Rahimafroz etc., Insurance & Leasing companies, Pharmaceuticals and etc.

3.2 Retail and Distribution Market

The Retail and Distribution market contains each company which does not exist in the corporate list. So it is evident that the most of the companies or business organizations lie in this market segment. Moreover SME and Individual market is huge where presence of every industry made the whole GP sales scenario a complete one. The business organizations may have very small to numerous employees. The diversification of this market is huge which limits the description of itself here. In a nutshell this market possesses each business unit of each industry. This endeavor will point out very few of them Like;

Alpha Distribution Co Ltd

Altex Industries Limited

Alunited Maritime Business Ltd

Alvin Enterprise

Amex Knitting & Dyeing Ind Ltd

Amin Engineering

Ananta Energy Resources Ltd.

Annex Communication Ltd

Araf Appearels

Ashiyar Lands Development ltd.

Awards Transportation

B. N. Business Agency Ltd.

BCS General Education Association

Beeva Group

Biswas Group of Companies

Blue Bird Ins. Ltd.

3.3 Direct Sales Team

GP has its office of Business Solutions at Dhaka, Chittagong, Khulna, Barishal, Mymensingh, Bogra, Comilla, Sylhet & Rajshahi regions. These regions also divide into different Zones based on the geographic area. The each region has different office for their smooth operations. These offices are run by about 112 Account Managers who are guided by their respective Zone Managers. The Account Managers are responsible for handling sales lead, maturing the lead to sale and finally maintaining up-sale related activities at the same time they are responsible for maintaining after sales service as well as maintaining relationship with the clients for loyalty. Where as Zone Manager monitor the quality sales and monitor the overall performance of the Key Account Managers. This sales forces ensures quality and quantity sales for GrameenPhone Ltd. This quality sale ensures huge revenue for GP. This unit also helps to maintain the growth of GP. Only this unit of GP provides business door to door sales and service facility. GP took that cutting edge as an opportunity to combat most efficiently with the competitors. So the team members of Direct Sales are working hard. Though set up of such zonal offices makes lesser control to the head office of its resources and money. GP Direct sales organogram is given below:



Figure: 4 Direct sales team of GP

CHAPTER 4

An Overview of Business Solutions

business solutions

your partner in business

The business world is moving fast ...

Take your business to new heights

with

Business Solutions

Because ...

we ensure value for your money

we ensure mobility of your business

we bring you advanced solutions

& we ensure you optimal assistance

we design solutions for your business communication

like no one else can

4.1 Grameenphone Business Solutions

Grameenphone has launched Business Solution in the year of 2006.

Business Solutions is a complete, quality business communications service from Grameenphone – designed especially for the business community in Bangladesh. Our Business Solutions team is here to help provide you with customized telecommunications solutions through consultation with you. At office or on the move – stay connected through Business Solutions.



4.2 Business solution Products

Internet SIM: Whenever, wherever you want to get online access to the internet, Grameenphone has got the coverage & right solutions that will suit you. Communication solutions developed by Grameenphone across all the media have always focused one single thing-to help people stay close to their dear ones and to enlighten their lives through free and flawless access to information. Internet SIM is a SIM card that allows you to use internet and avail data services. Using this SIM you can send or receive SMS but can no avail any voice services.

Internet Packages: 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 internet is another step towards fulfilling the goal to help people stay close to their dear ones and to enlighten their lives through free and flawless access to information. With this step, Grameenphone so far brought internet to people in the following ways:

- Desktop and Laptop browsing: by using the mobile as modem or by internet modem
- Mobile screen browsing: WAP/internet browsing on the mobile

Data Card: Grameenphone has introduced a new generation high-speed Internet modem capable of supporting GPRS/UMTS/HSDPA. This is a multi-mode wireless terminal with which you can browse Internet, send/receive messages/emails and use voice services without requiring wired connections. The new Grameenphone Internet Modem is a faster, reliable and easy to use device. A lanyard attaches the modem to its cap, eliminating any chance of losing the modem cap.

Vehicle Tracking: Vehicle tracking service is a GPS based vehicle tracking solution that provides instant location information to the vehicle owner/ authorized person through web/SMS with other flexibilities. Through this comprehensive solution, a subscriber can learn the real-time position of this vehicle, and apply rules on the vehicles (e.g.: speed limit, No Go Area, etc). In addition, subscribers can also secure their vehicles by subscribing to security features like remote immobilization, panic alarm.

M-Reporting: Grameenphone introduces “Mobile Reporting”, a customized SMS and web-based application developed for field service professionals to help automated report dispatches, scheduling, and delivery and thus optimize efficiency of your business. It enables the field sales force to report their daily tasks, place order at the inventory, and send sales report through their mobile phones to their head office in real- time from anywhere in Bangladesh.

Team Tracker: Team Tracker is a new value-added solution for the Business Market. This solution will help bring about efficiency to the value chain of organizations having field employees. With Grameenphone “Team Tracker”, you can locate your workforce and direct them towards the achievement of your business goals. With the services of Grameenphone Team Tracker, organizations can now locate its employees, assign tasks to them digitally and also receive task updates electronically. The system is robust enough to handle data for even a thousand employees.

Business SMS: Business SMS is a web based SMS broadcasting application through which GP Business clients can Send, Manage and schedule message broadcasts to single or multiple recipients. Business SMS an extremely flexible and well-developed service, so it offers a multitude of ways to help strengthen your business while saving your time and money. The use of Business SMS will make your business more efficiently managed.

Fax and Data Service (currently available only to corporate clients):

- * You can use your mobile phone attached to a computer to send faxes or transfer data.
- *No need to have connection with a fixed line.
- * You can use this service even when you are on the move within GP's coverage area.

Pre-Paid Service

4.3 Benefits of Business Solutions:

a. Value for your money

- Benefit Plan: free minutes based on your committed usage
 - ✓ Freedom to choose from long ranges of benefit levels
 - ✓ Incremental benefit allows you to use more but to pay less



- 3 F&F Numbers: For both prepaid & postpaid subscribers (Including one off net)
- Business Hour Rate: Lower rate from 9 to 6, your busiest time of the day
- Closed User Group (CUG): Discounted call rate for your coworkers
- Credit Organizer
 - ✓ Freedom and flexibility to use their BS postpaid connections and to pay like a prepaid connection.
 - ✓ You can fix your own credit limit in a dynamic way by simply making advance payments using either the conventional bill pay methods (e.g. banks) or Flexiload.
 - ✓ Contact your respective key accounts managers to avail the service.

b. Dynamic mobility of your business

International Roaming: Get the privilege of availing the service at zero security deposit as a BS subscriber. It will allow you to use your own mobile connection in 115 countries



All you need is:

- A GP Postpaid connection
- An International Credit/Debit card with at least 6 months validity in your own name or an Foreign Currency Account
- GP will provide assistance in obtaining International Credit card at a discounted

rate from reputed banks.

- EDGE/GPRS Roaming: Access web, browse internet, check email, download contents and send MMS during your travel time.
 - ✓ You need to subscribe GP EDGE service in addition to IR subscription
 - ✓ No need of any extra subscription or activation for using EDGE/GPRS Roaming while traveling abroad

Missed Call Alert:

Get notified by sms of the calls you missed when your phone was unreachable

Business News: Latest business news from Reuters. Just call 3003

Internet Access:

With our widest EDGE/GPRS coverage you can get the world at your fingertips



- Browse the mobile internet sites such as Yahoo, Hotmail, Google etc.
- Access internet through your computer using your phone as the modem
- Get news of BBC, ESPN, Reuters from the News City of GP WORLD

Mobile E-mail: Access to office e-mail in phone from any out-of-office destination

- Business edition to access MS Outlook.
- You can view your office e-mail, calendar and address book on the move
- Professional edition



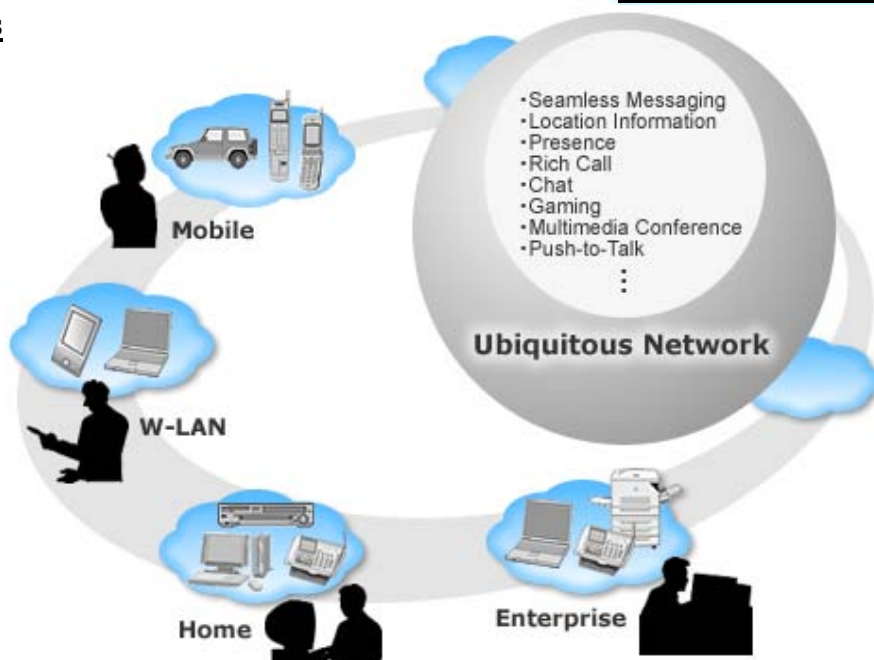
(upcoming) to access web/pop mail



Business Directory:

- Search for the contact number and address of the organization you need.
- Enter Business City of GP WORLD(wap.gpworld.com)
- SMS banking:
Enjoy hassle-free account updates from renowned banks like Standard Chartered Bank, BRAC Bank, Bank Asia, etc.

business



- GP WAN: Wireless and secured intranet to provide you data connectivity. With your private APN, you can access the corporate server from anywhere
- Voice Mail: Your callers can leave messages in your voice mailbox when your phone is unreachable. Now you can even retrieve the message through e-mail and website
- SMS Reporter: Get report on sales, distribution, etc. as per your needs
- Stock Information: Updated information of stock exchange, your own stock portfolio and recent price changes

d. BlackBerry®

Grameenphone's Business Solutions, the complete communications solution for business, introduces BlackBerry® services in Bangladesh for Grameenphone subscribers.

BlackBerry® smartphones enable users to access the proven BlackBerry® wireless services with support for email, phone, internet, instant messaging, organizer and much more.

Discover a larger life with BlackBerry® smartphones. It is much more than just work and email. It helps you connect with friends, family and others and gives your life a much needed balance.



e. Optimal Assistance

Prioritized Services:

- Exclusive one - to - one service at all GP touch point.
- Experience personalized assistance to manage your company account by dedicated Key Account Managers



Prioritized Hotline:

- Instant customer service for the company decision makers



- Online access to your company & personal bill status and usage information

Toll Free Hotline:

- Business Solution customer can use toll free hot line 24 hours. Where as some other product of GP charge for using hotline.

4.4 SWOT Analysis of Business Solution

Strengths and weaknesses are the micro environmental factors influencing a business which are within the organization. Opportunities and threats are the macro environmental factors that influence all the firms in the industry. They are present in the whole industry. The following figure shows the strengths and opportunities that Direct Sales Unit of GrameenPhone Ltd. enjoys as well as weaknesses and threats that the company faces.

Strength

- Door step services to customer
- Large number of Sales people
- Priority Service for the Business Customer.
- Region based sales force.
- Internal network coverage setup for BS customer
- International roaming with less paper requirement
- Pre-Paid service with low cost
- Low tariff during business hours
- Low price handsets with quality and variability
- New technology arrival for the BS Customer e.g. BlackBerry (Enhanced Handset Service)
- Toll free hot line for 24 hours.
- Special VAS service for the BS customer e.g. Business SMS

Opportunity

- Huge demand in the market especially in the SME sector
- Relationship with the customer can be enhanced through different events/programs e.g. Iftar Party, BS Live, various competitive program arrangement.
- Customize Service in response to technological change.
- There is very good opportunity to up sales in the existing accounts as Direct Sales keeps good relationship with the customer.

Threat

- Strong corporate sales force of competitors
- Aggressive marketing by competitors
- Large sales force can be burden for the company if quality sales are not assured by the sales people.
- It is very difficult to keep relation with all BS customers as there are large number of customers are existing the market.
- Possibility of new entrances using GSM Technology.

Weakness

- Documentation is not very flexible for Business Solution Subscriptions.
- Sometimes it seems very tuff to make diverse customer's demand.
- Lack of follow-up from customers
- Deviation from original business plan
- Internal product competitions.
- Takes time to activate

CHAPTER 5

Theoretical Review on Direct Selling

5.1 (a) The Direct Selling Process

Direct Selling Cycle is of GP shows its business to business (B2B) sell. From the bellow cycle we find seven steps for a mature and quality sale. In the first step the sellers establish contact with the potential customer and try to take an appointment from the prospective customer. Then in the second step the seller organizes himself or herself for the next step based on the need of the customer. In the third step the seller meet with the customer at the convenient time of the customer and negotiate about the product and its price and other related services. Fourth step includes internal approval and supervisor's involvement to make proposal for any particular customer. In the fifth step the seller submit the proposal to customer along with an agreement paper depending on the need of the customer. In step six, the seller delivers products and activates the products. In the final step the seller keep long term relation with the customer and provide further required service for up dales and more revenue generation.



Figure 2 Direct Selling Cycle of GrameenPhone Ltd.

5.1 (b) The Direct Selling Process with details

The below flow chart exhibits the details for selling process which includes how many days requires for each step. After collecting the lead it takes approximately three working days to communicate with the potential customer for appoint fixing. After appoint fixing the seller tries to seat with the customer for a meeting within a week. After a successful meeting the seller submits a proposal to the customer within three working days. After submitting the proposal the seller wants to make a mature sale within one week by the proper negotiation. If the buyer refuses the proposal then there is possibility of close down.

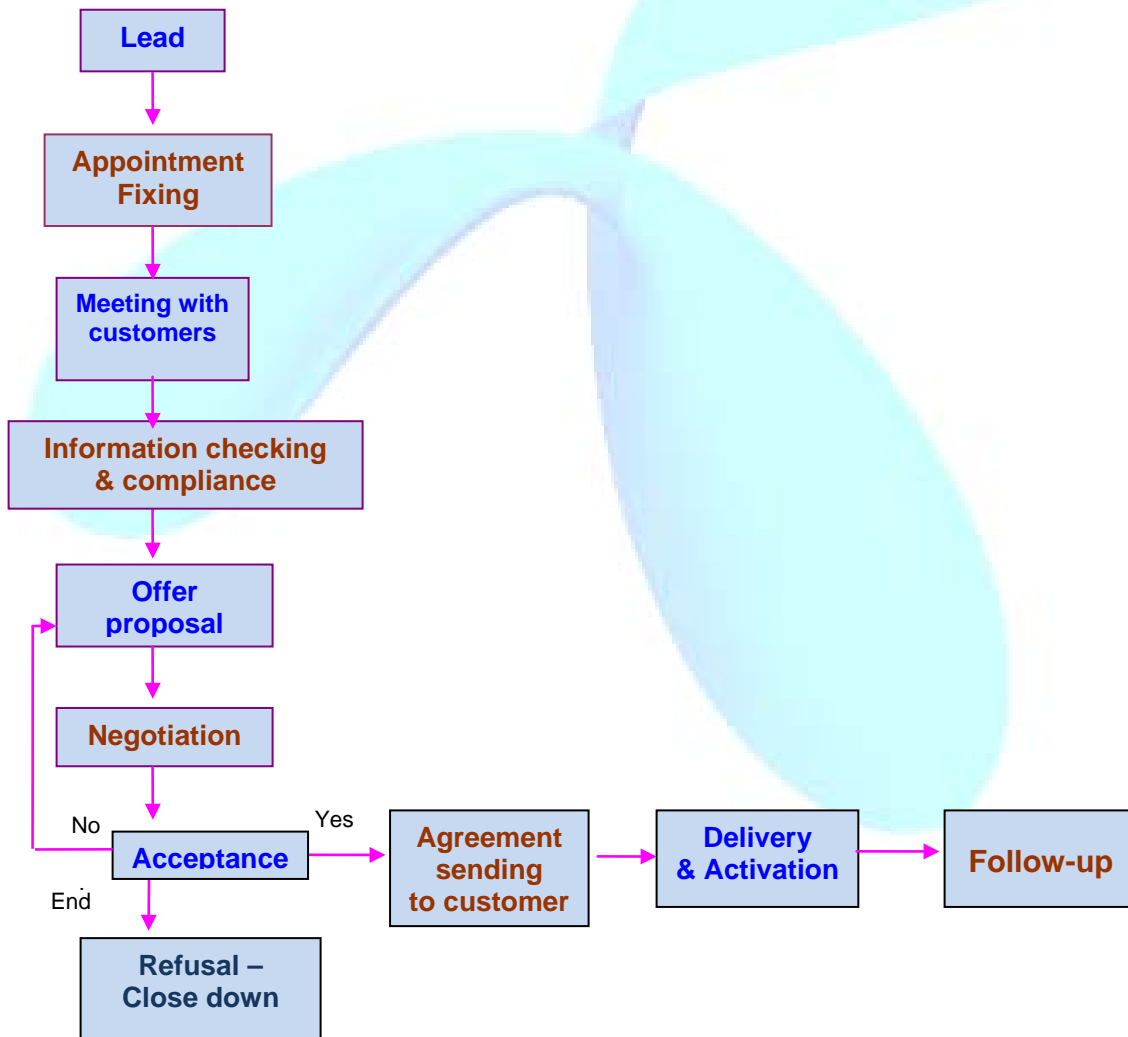


Figure 6: Direct Selling Process with completion duration (approx.)

CHAPTER 6

Direct Selling Practice at GP

6.1 Lead Generation:

Telemarketing: The Newspaper Add of GP BS contains some numbers which are dedicated for the enquiry of any sort information regarding BS. That makes the interested customer to make call to those help lines. So the call receivers get Lead information from those inquisitive calls. This is one of the efficient ways of lead generation for BS.

GP Sales Team: The sales channel of GP is spread throughout the country. So each business clients may contact one of them and which is regularly diverted to the BS department which is generating regularly handsome amount of lead. Moreover the GP BS sales team frequently makes visits to different business organizations it also helps generating Lead.

Personal Reference and Campaign: The existing clients of GP BS suggests about the product to their personal attachments. More over the employee of GP has personal references which also generate leads. Again the employee of GP BS department may have personal attachment with different business organizations through themselves and their attachments. GP direct sales team also hold campaigns along with rewards to encourage employees of other divisions to provide lead; this is also a prime way of personal reference for the generation of lead.

Directories: Each industry runs under some kind of rules and regulation of their own. Their may be some watchdog to take care the industry. Like in Bangladesh these kinds of watchdog or associations are BGMEA, BKMEA, BTMEA, ISPAB, DSE etc. When there are some associations in any industry an exhaustive list of each company is enlisted there. This kind of directory is also a successful source of generation of Lead.

Websites: Now a days internet is the source of all information. But most of our local companies don't have any websites. Only a limited number of local companies have websites. Those limited number of companies' websites are the source of lead. So the websites of the company hence are used in lead generation.

6.2 Fixing Appointment over Phone

While making the first call to the contact person of any company introduction of the caller and Grameenphone is done every time. Then the awakening the customer by saying that, we have a very attractive corporate offer of mobile telephones, which we think very much beneficial to your company. Then the customer may become very much interested about learning the corporate offer on that conversation. It is desirable that phone conversation will only limited to awake the customer interest which will roll in a meeting. Telling too much about the offer is strictly avoided. Because the customer may take a negative decision instantly without having any clear understanding of the detail benefit of the offer or the customer may be overloaded with unrelated information to him.

6.3 First Visit to the Customer

In direct sales the seller has to visit customer office premises to meet the client. So after fixing the appointment the next step is the First visit to the customer. The first visit to the customer is very crucial with respect to sales prospect. As there is an old saying that first impression lasts till end.

Preparation: The impression is dependant on the gesture, posture, attitude, politeness & other personality related parts of the seller. More over understanding of the customer's personality, understanding precious time of customers & listening to the customer is very important. Understanding before hand the above factors the seller gets prepared for the first meeting. So according to the customer class the seller maintains a dress code for the meeting. Obviously a seller must be prepared mentally to talk with

same level of the mentality of the customer. These are the essential part of the preparation that should be taken before visiting a new prospective client.

Customer Need Analysis: The seller approaches the attractive benefits of the offer with a very limited view. Then the seller asks to know about the company and its business. The customer must understand why the seller wants to know about the company. The reason should be cleared by the seller to the customer. The reason is GP-BS provides a customized offer which is unique to the company and based on the client needs. The customer may talk about unrelated issues about the product. It is seller's responsibility to divert the customer to the area of concentration which is the mobile telephony and wireless data service's need of the customer. This information includes total number of employees, number of cell-phone users, number of cell-phone users who are paid by the company, the growth function of the company, the most frequent call receivers, number of offices in the country, employee mobility, existing data service usage & future needs.

Proposal Submission Assurance: After the customer need analysis, the seller must assure that very soon the customer will get a customized offer for benefit of their company. The customer must feel that much sure that the company is going to get a unique offer very soon. In this regard while collecting customer information the seller must note all the information told by the customer. This makes the customer that the seller is paying serious attention to give a customized unique offer.

Fixing Next Appointment: While closing the meeting the seller must repeat the key issues discussed in the meeting. Just make it easy to remember by the customer. Then the seller must fix an appointment with consultation of the customer's convenience for the proposal submission. If the customer is unable to give next appointment then the seller must tactfully inform that he will fix the next appointment over phone again.

6.4 Proposal Submission

The proposal submission is the next phase of the *Direct Selling Practice*. The proposal usually contains the introduction, brief description of GP, Special Benefit of GP-BS, Tariff Plan, Dedicated Customer Service Round The Clock, Meeting Minutes, Total Startup Cost for acquiring BS.

Focusing Customer Need: Usually the GP-BS sales team maintains a common format for proposal. The common format is latterly modified according to the customer needs. The customer pays serious attention and feel comfortable when the proposal contains need related information and benefits. More over the promotional offer is highlighted in the proposal which further more attracts the customer.

Customizing the Proposal: In business market both the SME and Corporate market for GP-BS is very much diversified. So proposal for any company has to be unique if customer need is focused. As the business industry varies the need varies even within the same industry the need varies according to the market position, turnover, number of employees, usage of information technology and other related issues. So customization of the proposal is essential to feel comfortable with the proposal.

6.5 Subsequent Visit to Resolve the Arising Issues

Listening to the Raised Issues: After submission of the proposal the management of the company is allowed to go through the proposal. Then the seller fixes next appointment to resolve the raised issues. The market is highly competitive so the customer is aware of the competitors' offer. That raises the bargaining power of the customer. So there will be always some issues which will have to be resolved. The most common issue in selling GP-BS is that costs a startup cost where as the competitors are providing Sim Card with no startup cost. In this issue the common point of defense for the seller is the Brand Image of best quality of network which is really helpful to resolve the issue. To resolve the arising issue it may take several visits. The reason is that the establishment of corporate connection is related with the whole organization and the whole number of employees. So a visit with the key decision maker may resolve the

raising issues raised by the key decision makers'. But as the employees hear about the GP-BS the raise issues regarding number change, call rate other inconvenience related issues. So it is necessary to pay more visits to the customer premises.

Mitigation of the Issues & Settlement: The raised issues are to mitigated to get attention of the customer with a feel of co-operation. Only when the raised issues are mitigated then the sale is possible. Otherwise the customer may feel neglected on their demand. By this time some solvable issues may be relaxed with interference of the higher authority of the seller end. Those issues are to be assured to be mitigated with the knowledge of the high officials of the seller end. Then the customer may be in a settlement about being a corporate customer of GP-BS. So here the seller has to consider some demand of the customer to reach a settlement.

Diverting Uncompromising Issues: There are some raised issues which are far beyond of the company policy. Like in the market the competitors are providing free SIM cards to the business clients. While GP is charging startup cost for each of the connections. Most of the customers usually raise this issue. Then the seller has to disagree with customer, saying that GP does not provide any service for free. More over the seller has to make the customer understand that free stuffs do not have any commitment as they are free. But GP is charging startup cost for which they are providing the best value for money. This is a very common uncompromising issue which faced with each of the customer in these days. The seller must handle the situation very tactfully to divert the uncompromising issues at the same time it has to be kept in mind that the customer should never be feel neglected which will negatively affect the buying decision.

Creating Win-Win Situations: This is the final stage before the buyer take the buying decision. Only when the Win-Win situation is created the customer feels comfortable and agrees to buy the GP-BS. Now-a-days it is tough to create Win-Win situations & getting tougher day by day. In this regard the current market scenario presentation is desirable and there are many potential customers in the market especially

business segment does really ponder about the service which is uninterrupted & best in quality.

6.6 The Final Decision

The final decision occurs after the Win-Win situation. In this stage the key decision maker of client-company agrees to become the subscriber of GP-BS. Then the key decision maker asks the seller about the documents which are necessary for the purpose. Then the key decision maker fixes the date of delivery of the products and activation of the service & mode of payment & time of payments with consultation of the seller. More over some good clients requests for the signing ceremony & subsequently the press release. If possible the final date of each and every activity is fixed during the final decision with consultation of both parties.

6.7 Collection of Work Order

When the final decision of the key decision maker is done then the issue comes which is the collection of the work order. It is desirable to collect the work order on the same day of Final decision. If the work order collection is delayed the customer may meanwhile change the mind. So collection of the work order immediately is practiced.

6.8 Delivery of the products and payment collection

In this stage the seller becomes satisfied as the sell has become matured after a long series of procedure as practiced in GP. The seller then lifts the product from the logistics department and delivers to the customer & collects the payment.

CHAPTER 7

Project Findings

The direct selling process in GP directly related with the clients and the key account managers without using any third party. So the key account managers (sellers) of Business Solutions have the real experience of direct selling of GP.

In order to analyze the impact of Grameenphone sales approach of Business Solution products in Bangladesh business market a series of questions were asked to the people who provide the facility to the customers with the help of a questionnaire, the data from these questions are tabulated below. As already mentioned, the survey was conducted among 20 GP BS sales people. The questionnaire is given later in the appendix section of this report. The questionnaire was developed with the view to obtain necessary information in a very brief manner as the business community is very much busy with their day to day operational activities.

I have asked total eleven close end questions. With those outcomes of the questionnaire, I have conducted my project findings part which is discussed in the following section.

Sellers' point of view:

7.1 Satisfaction Survey on Corporate Tariff

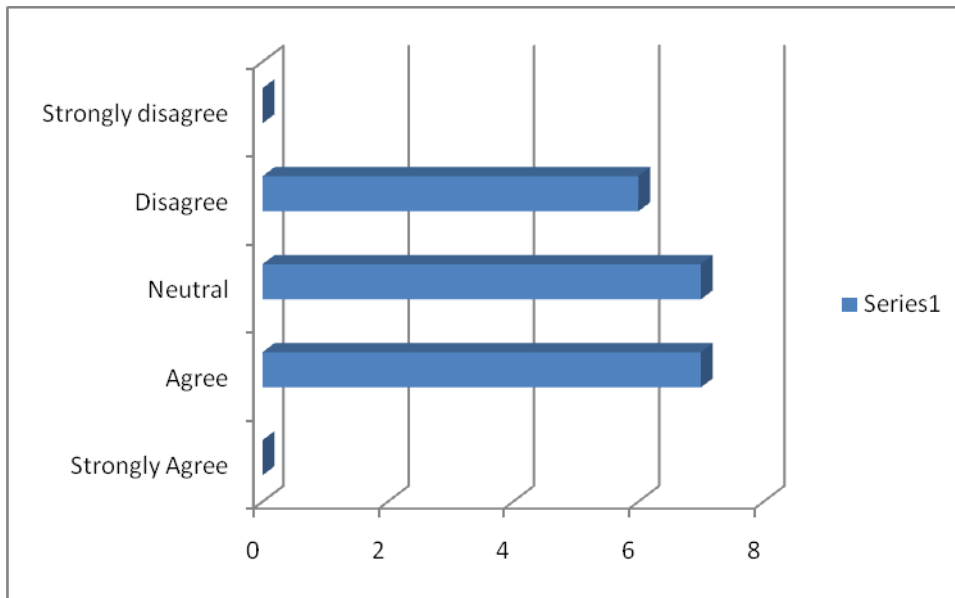


Figure 7: Satisfaction Survey on Corporate Tariff

In above graph (**Fig: 7**) it demonstrates that 7 respondents are satisfied and 7 respondents are neutral where as 6 respondents are dissatisfied with the tariff plan of their corporate product. No one seller is strongly satisfied with company's tariff plan. As we know the tariff plan of GP is relatively higher than to its competitors. Because GP is doing its business in Bangladesh for long time, it has more brand value, its network is very wide spread and high quality service. Though the tariff plan is high the GP sellers selling their product with their high communication skill and keeping long term relationship with the customers. On the other hand if the product all features is good then the customer needs to pay more. For example, if we want to buy Lux soap then we need to pay Tk.28 where as the price of keya soap is Tk.22. We know Unilever has world wide brand value. So because of this brand value the customer needs to pay Tk.6 more. In case of telecommunication product the GP has more brand value. As a result the tariff of GP

product is high. With this high tariff the seller sells huge quantity of products in each quarter. This huge sales quantity represents the efficiency of the seller.

7.2 Sales Support Facility Analysis

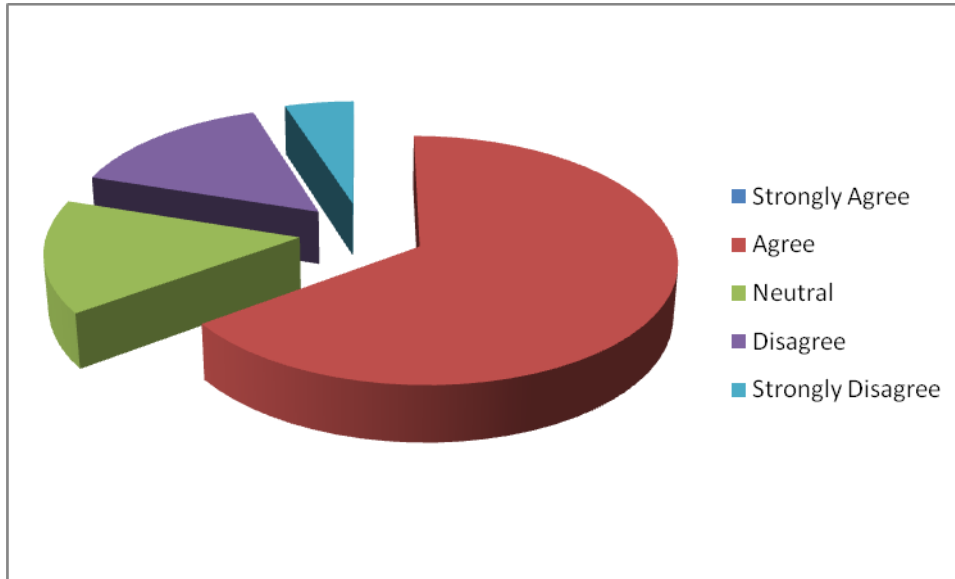


Figure 8: Sales support Facility Analysis

In the above chart (**Fig: 8**) it shows that more than 50% respondents are satisfied with the sales support facility provided from GrameenPhone Ltd. Where as 3 respondents are neutral of their comments and 3 respondents are dissatisfied. But one respondent is very dissatisfied with the sales support of GP. This sales support includes logistic support, transportation support, different gift offerings etc. GP is large organization; here large numbers of employees are working. It is very difficult to satisfy all employees especially for the sales force. We know for direct selling support facility transportation support is very important. From the GP's point of view it is not easy to provide transportation facility to all sales people. For example GP has about 112 sales people in the Direct Sales Department; in this large department it is not easy to provide transport facility to this entire sales people at a time. As a result the sales people who do not get transport facility they become dissatisfied. On the other hand there are some procedures to be taken care of

to activate the connection. These procedures take time. But client creates pressure on the sales people to activate the connection quickly. The sellers more often have to face the problems with the activation as a result they become dissatisfied.

7.3 Direct Sales selling Process Satisfaction Analysis

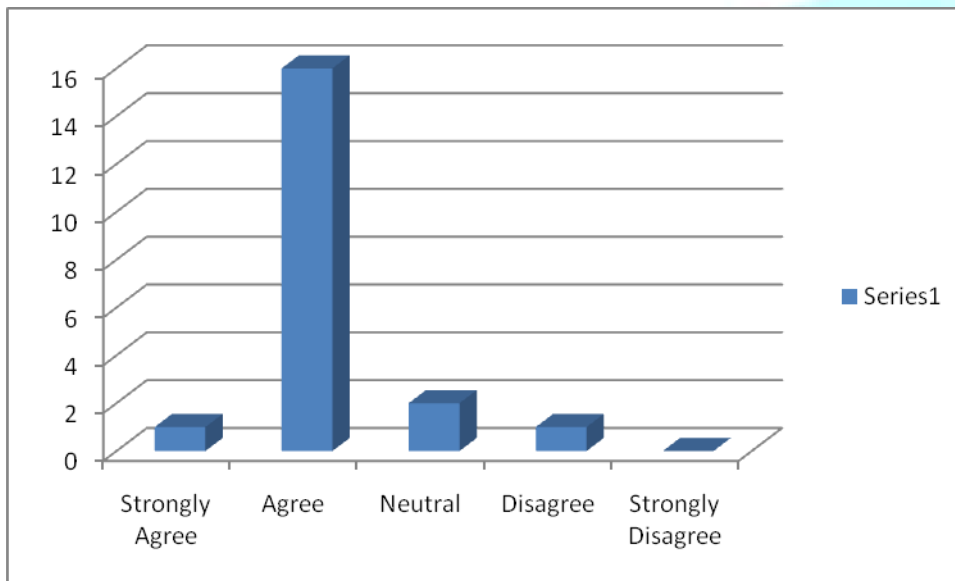


Figure 9: Direct Sales selling Process Satisfaction Analysis

From the above pie chart (Fig: 9) it shows that more than 80% seller is satisfied with the GP's Direct Selling process. Where as only one respondent is dissatisfied with direct selling process. This satisfaction level represents that the current direct selling process is more or less good. This satisfaction also reflects in the rapid growth of GP's sales figure in the recent years. But still there are some factors that need to be improved those will be discussed next part of the report. If those limitations can overcome then the growth rate of GP will remain same for the future years.

CHAPTER 8

Problems & Limitations

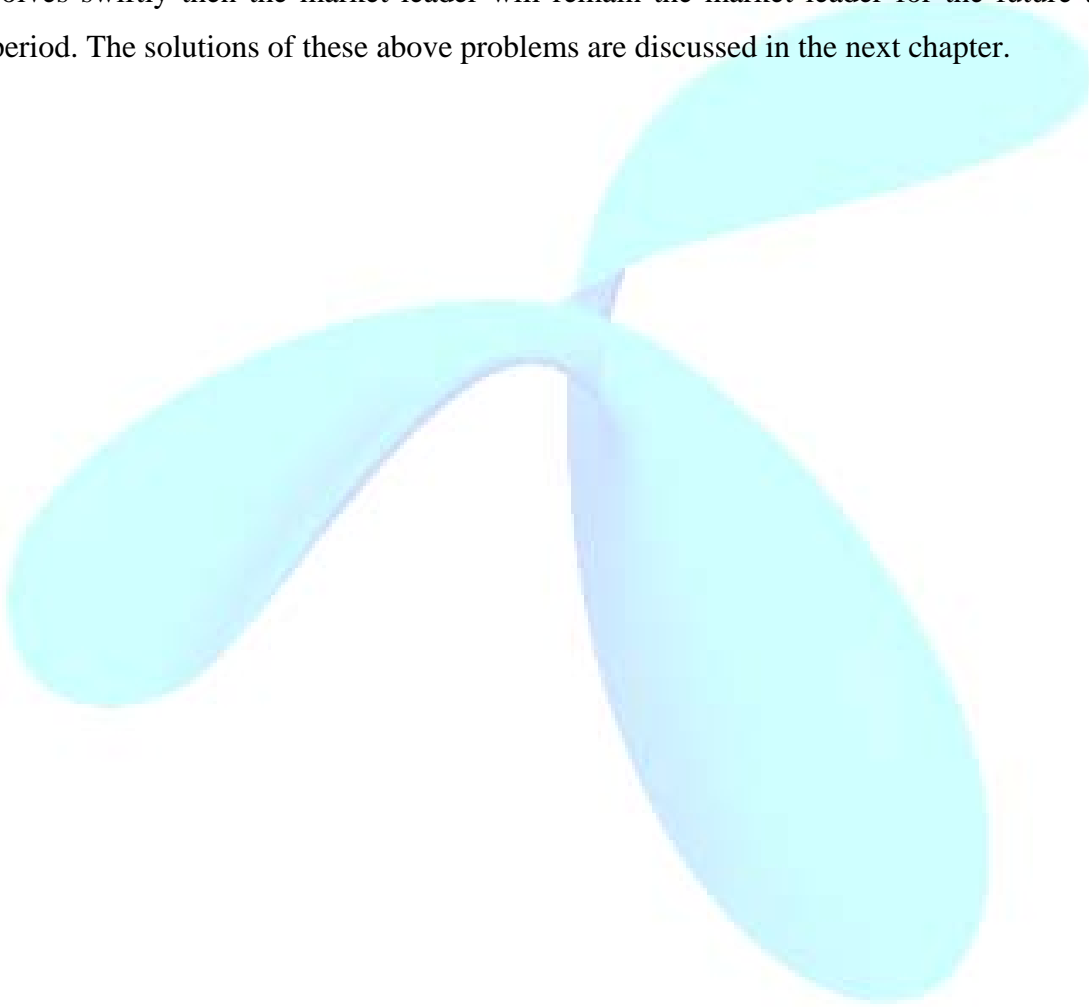
Every Process is developed under certain conditions. Those conditions undergo changes over the time. So the process under consideration must be modified according to the changes. Moreover any process may have certain problems & limitations due to the faulty consideration while development. Like any other process direct selling process of GP BS has some problems & limitations, which is explored while doing this project. And the findings are based on expert opinion of GP BS sales people who are directly involved with the process & also based upon the analysis that was done. The problems & limitations are described bellow:

- Sales people working in any specified area does not have any updated exhaustive list of businesses organizations present there.
- Existing process allows visit to a company by more than one sales people which is wastage of company resources.
- The sales people do not share any information regarding lead due to the fear of loosing lead or interference of others.
- The sales people become competitive with in the organization which may hamper the work environment.
- As the lead generation is assigned to each salespeople which may tend to overlap the work schedule of two sales people.
- Lack of knowledge about the product makes the salespeople less efficient in the sales game.

- Importance is given only in sales figures rather than the quality of sales, like; revenue generation, average usage, service & etc.
- Insufficiency of branding in business market.
- Inflexibility in product offering according to the need of the customer.
- Lack of training of the salespeople tends to less skill handling sales negotiation.
- Lack of restriction on zone basis sales activity, which makes the salespeople hunt clients of other zone & creates a violation of zone basis work concept.
- The image of costlier phone in the market also applicable in business segment.
- Process development & review should maintained more frequently to gain operational efficiency at its level best.
- The unexpected interference of indirect sales.
- Flaws in reporting and monitoring systems which may give rise to violation of rules & regulation.
- Approval of different tariff or service related issue is very lengthy & time consuming.
- Logistics support is given from headquarter, so zonal activity slows down when logistics support is needed.
- Delivering of product to the customer by the sales people kills time.

- The salespeople directly interacts with customer so sometime they face some unexpected & uncompromising question, which put them on embarrassment.

Finally we can say that GP is large organization and it has large sales force. For this large sales people smooth support is very important to continue the growth of GP. In the above I have discussed the limitations those need to be improve and if these limitations can be solves swiftly then the market leader will remain the market leader for the future time period. The solutions of these above problems are discussed in the next chapter.



CHAPTER 9

Conclusion & Recommendation

9.1 Conclusion

GP has the largest workforce in the industry who is working for the company. Same goes for the business market. The business sales department is operated mainly regional basis. And in each region there are number of zones. So the workforce is sufficient but the process is not developed that much as the business sales has completed six years. GP has process development wing under direct sales department. This team is working hard everyday to modify the existing process to gain maximum operational efficiency. Their development initiative must be supported by the salespeople. That is why involvement of direct salespeople must be ensured. This is not done currently. Unlike other products in the market the telecom products are largely exposed by the media and the competition is very much high in this industry. So, the customers are very much aware of the product offering of competitors' product. Now-a-days customer has bargaining power. As a result the salespeople faces tough situation to motivate the customer & eventually make the sale there. So, process development alone may not work to gain the maximum profit. In addition it is necessary to respond with the existing competition to make the product more competitive and presentable to the customer.

9.2 Recommendation

- ✦ Generated Lead should be distributed among the salespeople.
- ✦ In a zone the clear work area should be defined so that a single customer should not be approached by more than one salespeople.
- ✦ Exhaustive and updated information of the companies of the industries at any zone should be prepared.
- ✦ An environment should create where within the organization no employee becomes rival of others.
- ✦ Always keep informing the salespeople about the product offering & service given which is modified recently with the explanation.
- ✦ Importance should also give to the other key factors rather than only towards number of connection sold and revenue generation.
- ✦ More and more branding should be done for the business market with proper communication.
- ✦ Flexibility in product offering should be maintained as the product claims to be customized for each client.
- ✦ The salespeople should be trained frequently to learn the skills & tricks in handling crucial situations.

- ✦ After ending of each quarter there should be sales conference in tourist locations to gain the work rhythm for the next quarter.
- ✦ Some lengthy in house task processing should be reduced to give better service to the customer.
- ✦ Logistics finance & other support functions should be arranged zonal basis to reduce the unexpected hassle.
- ✦ After each attempt of modification of the process the feedback from every sales personnel who is directly influenced with it must be taken.
- ✦ Delivery of product and collection of money must be done by the logistics department so that sales people can focus on sales.

Above discussed points are the solutions for the problems those faces by the sales force of GrameenPhone Ltd. If these solutions are implemented within very short time then the sales force will be able to work with more satisfaction. At the same time this employee satisfaction will increase both the quantity and quality of sales which will help to increase the revenue for GrameenPhone Ltd.

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APPENDIX

A. Questionnaire for Survey

Dear Respondent:

I am a BBA student of BRAC University doing a survey for the partial fulfillment of Internship report. I am trying to find out “*Grameenphone Direct sales Approach of Business Solution Products in Bangladesh business market*” and also more about the sellers and customers satisfaction level with the Business solution product and its service. It will take only few minutes of your time. Your response would be of great help in accomplishing the study. However, this information is only for academic purpose and will not be disclosed elsewhere. For the following questions, PLEASE tick your answer according to the degree of your agreement.

Name:	Designation:
Age:	

1. Are you working under corporate sales team?
a. Yes b. No
2. Gender:
a. Male b. Female
3. How do you collect lead?
a. Newspaper b. Personal Reference c. Internet d. a, b &c
4. How do you do your first visit to client?
a. Random b. Preset c. Both a & b
5. Do you think you become prepared before going to client for the first visit?
a. Very well prepared b. Prepared c. No Preparation
6. Are you satisfied with the tariff of corporate product?

Strongly Agree Agree Neutral Disagree Strongly Disagree

7. Are you satisfied with the facility of corporate product given to customers?

Strongly Agree Agree Neutral Disagree Strongly Disagree

8. Are you satisfied with sales support facility of the company to execute the sales?

Strongly Agree Agree Neutral Disagree Strongly Disagree

9. Do you get available product?

Strongly Agree Agree Neutral Disagree Strongly Disagree

10. Are you satisfied with the Direct Sales selling Process?

Strongly Agree Agree Neutral Disagree Strongly Disagree

11. Any other issues regarding corporate product (Optional).

Signature

Date:

Your co-operation is highly expected and will be highly appreciated.

B.Sellers' Survey Analysis

Satisfaction Survey on Corporate Tariff (Figure 3)

Satisfaction Level	GP
Strongly Agree	0
Agree	7
Neutral	7
Disagree	6
Strongly Disagree	0
Total	20

Sales support Facility Analysis (Figure 4)

Satisfaction Level	GP
Strongly Agree	0
Agree	13
Neutral	3
Disagree	3
Strongly Disagree	1
Total	20

Direct Sales selling Process Satisfaction Analysis (Figure 5)

Satisfaction Level	GP
Strongly Agree	1
Agree	16
Neutral	2
Disagree	1
Strongly Disagree	0
Total	20

