

BRAC University



INTERNSHIP REPORT

ON

**People Quality Management of Inbound
Contact Center of GrameenPhone Ltd.**

BRAC Business School

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Submitted To

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Letter of Transmittal

25th March 25, 2014

MahmudulHaq

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66, Mohakhali, Dhaka

Subject: Submission of Internship Report on “**People Quality Management of Inbound Contact Center of GrameenPhone**”.

Dear Sir,

With due respect, I am submitting my Internship Report on the topic titled “**People Quality Management of Inbound Contact Center of GrameenPhone**” as a partial fulfillment of my BBA Program. It’s my pleasure to inform you that I have already finished my internship in a reputed organization which is Grameenphone Ltd. It was undoubtedly an interesting opportunity for me to work on this assigned topic to enhance my knowledge in the practical field. I would like to thank you for giving me the opportunity to do the study. This report explores some of the major HR functions that are conducted by People Quality Management department in the Inbound Contact Center of GrameenPhone Limited. The report’s core concentration is on the recruitment and training procedures that are practiced before assigning an employee to the operations in the Inbound Contact Center, Commercial Division, Grameenphone Ltd. Please find the internship report attached herewith.

Therefore I sincerely hope that you will appreciate my effort and I shall be grateful if my report is accepted for the appropriate purpose.

Thanking you

Sincerely yours

Tanzilhashem

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BRAC University, Dhaka.

Acknowledgement

It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement who have contributed directly or indirectly in preparing this report.

Firstly, I would like to express my respected appreciation to my internship supervisor MahmudulHaq. His constant guidance and advice played the pivotal role in making the execution of the report. He always gave me her suggestions that were crucial in making this report as flawless as possible.

I must show my gratitude to all the executives of Commercial Division of Grameen Phone Limited to help me to complete my internship requirement in their organization.

Finally, I would like to express my sincere gratitude to Mr. GolamMuktadir Chowdhury, Manager, Inbound Contact Center, Commercial Division of Grameenphone Limited who helped me a lot to execute this report.

Executive Summery

This report intends to investigate the practices of People Quality Management in the context of GrameenPhone (GP), the leading GSM mobile telephony system in Bangladesh. This report includes all the functions regarding the recruitment, selection and training procedures that helps to find an eligible employee who is best matched for the operations that are conducted in the customer service. Implementation of different management tools are found here.

GrameenPhone Ltd (GP) is a fast growing mobile telecommunication. Considering the importance of customer satisfaction, it is very much important to hire and train those candidates who will be giving the services to the customers or the subscribers. So it is a big responsibility to choose the best candidates among the thousands of applicants for the job. It is generally recognized that, although GrameenPhone is leading the market of mobile telecommunication industry, its customer's are not fully satisfied with their services. Study shows Telecom Industry may lose consumers due to poor Customer Service. So it is undoubtedly important to satisfy the customers with the services and the people who'll be delivering those services must have the knowledge of the services, sense of satisfying the customers within the company's process of delivery. Without the good sense and know-how to produce the correct forms of customer service, customers opting to use a company's products may not want to invest their time and money into a product where they don't feel completely appreciated and welcomed. So it is a crucial responsibility of the HR people of the customer service division to recruit the best quality managers and provide them training accordingly.

In the recruitment process PQM is following only two step process of selection. They are taking voice test which is the first stage and the second step is taking interview of the selected candidates. If candidate passes in both the process they become selected for the job and then send for training for a month. But within two steps of recruitment sometimes candidates are not properly judged or can't be exemplified by their KSO's thus the knowledge, skill or attitudes. So there must have some more steps in the recruitment and selection procedures. Some more defined and structured steps can help to identify the most qualified among so many candidates. If GP PQM does not make proper recruitment and selection procedure then they might end up with a bad experience regarding the customer's experience of getting services from unskilled work force. Thus if other company enters the market with similar offers, it will be difficult for GrameenPhone to keep current market share intact.

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Chapter 1: Introduction

1.1 Introduction to the Topic:

BBA academic program is the building up of the theoretical knowledge about business administration which is the base of practical knowledge. BBA internship program is an attempt to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms. As per norm this report is the requirement of the fulfillment of the internship program. This report is the outcome of my works in GrameenPhone Ltd.

1.2 Main Subject of Topic:

Main subject of topic of this report is “**People Quality Management of Inbound Contact Center of GrameenPhone**”

1.3 Objectives of the study:

1.3.1 Primary Objectives:

- 1 To discuss about telecommunication business in Bangladesh.
- 2 To present a background and introduction of GrameenPhone Ltd.
- 3 To focus on the business and operations of the company.
- 4 To discuss about Human resource Planning (HRP).
- 5 To discuss about Recruitment and Recruitment Policies.
- 6 To discuss about selection.
- 7 To discuss about Training and Development..

1.3.2 Secondary Objectives:

- 1 To have Knowledge on GrameenPhone Ltd. and Mobile industry.



- 2 To improve corresponding and report writing ability.
- 3 To fulfill requirement of the internship program.

1.4 Scope of the Study:

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

1.5 Limitations:

- 1 The company does not have sufficient source of secondary data and collecting of data was not smooth.
- 3 Sometimes my supervisor couldn't share some of issues due to confidential consideration.

1.6 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. My work experience in 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. The secondary sources for data collection were published annual reports, monthly financial newsletters of GP and monthly newsletters of GrameenPhone Ltd.



Chapter 2

2.0 OVERVIEW OF THE COMPANY- GRAMEENPHONE LTD

On the Independence Day of Bangladesh in the year 1997, Grameenphone Ltd launched itself with the mission of “leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier.” And after being in the business and providing reliable, widespread, convenient mobile and cost effective telephone services to the people of Bangladesh for over a decennial. Today, Grameenphone is the leading and largest telecommunications service provider in Bangladesh with more than 47.64 million subscribers as of January 2014. The address of its Head Office is: GP HOUSE. Bashundhara, Baridhara Dhaka-1229, Bangladesh. GP is a joint venture between Bangladesh and Norway. Major shareholders were Telenor (68%) and Grameen Telecom (32%). In 2008 it went public. Presently the shareholder status of the company is Telenor (61.2%), Grameen Telecom (28.8%), Institute (5%), and Public (5%). Telenor is the state owned telecommunication company of Norway. It has operations in different countries of the world.

They have always worked to provide the best services to customers as they believe a service leads to business becoming successful and be profitable. Grameenphone focuses on providing superior customer service, highest standard technology and different packages at affordable rates. The company exists to help customers get the full benefit of communications services in their daily lives. The organization always aims to make it easy for customers to get what they want, when they want and they are always willing to help.

At Grameenphone, the focus remains to “make it easy”, “keep promises”, “be inspiring” and “be respectful”. These are the values that have helped Grameenphone reach such heights of success. The brand promise of the organization is “Go Beyond”.



Grameenphone has reached this summit of success by being the pioneer in introducing new products and services in the local market. They have always satisfied their customers by through a strong, unbreakable connectivity through Global System for Mobile Communication (GSM) technology and efficient customer services. It has given another higher dimension to its brand by bringing the 3G network and a very highly promised internet quality to provide the whole nation a digital view of life. The 3G network enabled to make video calls, watch live TV, access high speed internet and enjoy live streaming for an enhanced mobile internet experience. Moreover Customer loyalty, competent workforce and consistent strategy are the core components that have helped Grameenphone reach this position in Bangladesh.

2.1 Values:

Make it Easy We're practical. We don't over complicate things. Everything we produce should be easy to understand and use. No waste. No jargon. Because we never forget we're trying to make customers' lives easier.

Keep Promises Everything we set out to do should work, or if you don't get it, we're here to help. We're about delivery, not over promising - actions not words.

Be Inspiring We are creative. We strive to bring energy into the things we do. Everything we produce should look good, modern and fresh. We are passionate about our business and customers.

Be Respectful We acknowledge and respect local cultures. We do not impose one formula worldwide. We want to be a part of local communities wherever we operate. We believe loyalty has to be earned.

2.2 Objectives of the company

GrameenPhone has a dual purpose to receive an economic return on its investments and to contribute to the economic development of Bangladesh where telecommunications can play a critical role. This is why GrameenPhone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor.

The Strategies

Grameenphone's strategy is coverage of both urban and rural areas. In contract 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. 3G network has added a new dimension to its unstoppable network services.

The People

The people who are making it happen- the employees are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (gender) and minority groups in Bangladesh being well represented. They know win their in hearts that GrameenPhone is more than phones. This sense of purpose gives them the dedication and the drive, production-in about eight years- the biggest coverage and subscriber-base in the country. GrameenPhone knows that the talents and energy of its employees are critical to its operation and treats them accordingly.

The Technology

Grameenphone's Global System for Mobile or GSM technology is the most widely accepted digital system in the world, currently used by over 900 million people in 150 countries. GSM brings the most advanced development in cellular technology at a reasonable cost by spurring severe competition among manufactures and driving down the cost of equipment. Thus consumers get the best for the least.

The Service

Grameenphone's 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.

CORPORATE GOVERNANCE

In the fastpaced world of telecommunications, vibrant and dynamic Corporate Governance practices are an essential ingredient to success. GrameenPhone believes in the continued improvement of Corporate Governance. This in turn has led the company to commit considerable resources and implement internationally accepted Corporate Standards in its day-to-day operations Being a public limited company (PLC), the Board of Directors of GrameenPhone have a pivotal role to play in meeting all stakeholders' interests. The Board of Directors and the Management Team of GrameenPhone are committed to maintaining effective Corporate Governance through a culture of Accountability, Transparency, Well-Understood Policies and Procedures. The Board of Directors and the Management Team



also persevere to maintain compliance of all laws of Bangladesh and all internally documented regulations, policies and procedures. GrameenPhone is a truly transparent company that operates at the highest levels of integrity and accountability on a global standard.

The Result

By bringing electronic connectivity to rural Bangladesh GrameenPhone is bringing the digital revolution to the doorsteps of the poor and unconnected. By being able to connect to urban areas or even to foreign countries, a completely New World of opportunities are opening up for the villagers in Bangladesh. Grameen Bank borrowers who provide the services are uplifting themselves economically through a new means of income generation while at the same time providing valuable phone service to their fellow villagers. The telephone is a weapon against poverty. GrameenPhone Ltd. completed its eighth year of operation and crossed the three million-subscribers mark in early 2005.

It is a remarkable achievement indeed. The GP service was only launched on March 26, 1997. In July 2001, GrameenPhone was identified by EMC, the London-based mobile phone market research firm, as the fastest growing and single- largest mobile phone company in the South Asian region. The mobile phone sector of the country has also matured during this period. In fact, mobile phone users now outnumber the fixed-line telephone subscribers in the country.

The Village Phone Program is another innovative GP initiative launched in collaboration with Grameen Telecom, a shareholder of the company. Introduced in 1997, this unique service provides telecommunication services in remote rural areas where no such facilities existed before. Moreover, it also provides an income generating opportunity for the Phone operators, mostly rural poor women. The village Phone Program won the GSM in the Community Award given at the GSM World Congress held in Cannes, France in February 2000.

2.3CORPORATE SOCIAL RESPONSIBILITIES

GrameenPhone started its journey 12 years back with the believe that “Good development is Good business”. Since its inception, GrameenPhone has been driven to be inspiring and leading by example, when it comes to being involved in the community. GrameenPhone believe that, sustainable development can only be achieved through long term economic growth. Therefore, as a leading corporate house in Bangladesh GP intend to deliver the best to their customers,



business partners, stakeholders, employees and society at large by being a partner in development.

GrameenPhone defines Corporate Social Responsibility as a complimentary combination of ethical and responsible corporate behavior as well as a commitment towards generating greater good in society as a whole by addressing the development needs of the country.

To interact effectively and responsibly with the society and to contribute to the socio-economic development of Bangladesh, GrameenPhone has adopted a holistic approach to Corporate Social Responsibility, i.e. **Strategic & Tactical**. Through this approach GP aims to, on the one hand involve itself with the larger section of the society and to address diverse segments of the stakeholder demography and on the other remain focused in its social investment to generate greater impact for the society.

GrameenPhone focuses its Corporate Social Responsibility involvement in three main areas **Health, Education and Empowerment**. They aim to combine all their CSR initiatives under these three core areas to enhance the economic and social growth of Bangladesh.

2.3.1 Health

Helping and caring for the community is an essential component of GrameenPhone's Corporate Social Responsibility; therefore they endeavor to make a positive contribution to the underprivileged community of Bangladesh by helping in improvement of the health perils in the country as much as possible. Healthcare is still inaccessible for many Bangladeshis. Almost half of the country's population live below the poverty line and cannot even afford basic healthcare. Only 35% of the rural population use adequate sanitation facilities and 72% have access to clean drinking water. Moreover the people of the ~~poor~~ flood areas suffer from many waterborne diseases.

The major problem in this sector is the significant gap between healthcare knowledge and practice and availability of the healthcare services. Therefore, all possible sources, be it public or private, should mobilize their efforts to make healthcare services available to the people who need it most, and thus help in achieving the MDG goals. GP's plan is to engage in programs, especially in the rural areas, that will assist in creating awareness about healthcare and healthcare services and help improve the overall quality of life.

Keeping their vision in mind **We are here to help**; GrameenPhone aim to extend their contribution to the development of the healthcare system and work to provide a brighter and healthier future for the people of Bangladesh.



2.3.2 Education

Education is the key to prosperity and good life. Every human being should have the opportunity to make a better life for him or herself. One of the Millennium Development Goals (MDG) for Bangladesh is to achieve universal primary education; unfortunately too many children in Bangladesh today grow up without this opportunity, because they are denied their basic right to even attend primary school. The country's low literacy rate of 41% (2004 UNESCO Report), may indicate that we are far away in pursuit of sustainable development, but at the same time the gradual increase in the adult literacy rate gives us the hope that our nation has the potential to improve in this sector.

The marginalized and disadvantaged groups in general - particularly the rural and urban-poor of Bangladesh - have significantly less access to education than other groups. Though initial enrollment in primary school is high, the completion rate is notably low; approximately 65% (World Bank Report 2004) and a smaller percent of that even complete secondary school. Bangladesh government has provided lot of incentives, such as, free distribution of textbooks in primary schools, secondary stipend program for 100% of the girls, Food for Education project, to encourage and improve the educational sector of the country, which has helped in improvement in the literacy rate. But still we have a long way to go to make our country illiteracy free, thus GP look forward to support this sector, which will eventually help to build a developed country.

Providing access to education, especially for children from disadvantaged backgrounds who might not otherwise get the opportunity, is the main goal of GrameenPhone's CSR education initiatives. Many people in Bangladesh still lack the basic technological knowledge and marketable skills, thus GP plan to focus further to develop an educated and skilled workforce through creating opportunity in capacity development; skilled workforce would in turn be able to create and share knowledge and contribute to the economy of Bangladesh.

2.3.3 Empowerment

Lack of empowerment and poverty is a chronic and complex problem for Bangladesh. According to UNDP HDI Report 2006, which measures the average progress of a country in human development, in terms of, life expectancy, adult literacy and enrolment at the primary, secondary and tertiary level, Purchasing Power Parity (PPP), etc., Bangladesh ranks 137th



among 177 countries. Moreover, 50% of the total population of Bangladesh lives below the poverty line, defined by less than a dollar a day.

Some of the major factors contributing to this situation are inequality in income distribution, lack of access to resources, lack of access to information and inadequate infrastructure. The rural people of Bangladesh especially are deprived of these facilities, which is a major issue to break out from the shackles of poverty prevailing in the country.

Empowerment is a key constituent towards poverty reduction, and it is a key driver for sustainable economic development. Empowerment is a process of enhancing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes, which in turn helps them to secure a better life.

GP acknowledge that development and poverty reduction depend on holistic economic prosperity; therefore their aim is to increase development opportunities, enhance development outcomes and contribute towards development of the quality of life of the people through their

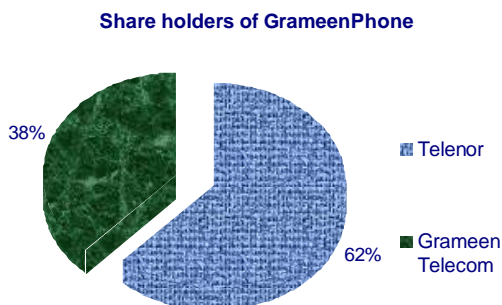
CSR initiatives and innovative services. They would like to facilitate empowerment opportunities to the vulnerable people of Bangladesh, so that it enables them to better influence the course of their lives and live a life of their own choice.

2.4 Shareholders of GrameenPhone

Telenor:

As is the state-owned Telecommunications Company in Norway, a country with one of the highest mobile phone densities in the world. It holds 62% share in GrameenPhone. Telenor has played a pioneering role in development of cellular communications, particularly, but not exclusively, GSM technology. In addition to Norway and Bangladesh, Telenor owns GSM companies in Portugal, Denmark, Greece, Austria, Hungary, Russia, Ukraine, and Montenegro, Thailand and in Malaysia and recently in Pakistan.





Telenor is using the expertise it has gained in its home and international markets and putting it to use in an emerging market such as Bangladesh. Telenor has many alliances in other countries, bringing experience and competence, both technological and business, to ventures such as GrameenPhone. Telenor has opened a regional Asia office in Singapore, an expansion that emphasizes its 'No Barriers motto.

Grameen Telecom:

Grameen Telecom is a not-for-profit organization and a sister concern of Grameen Bank, the internationally recognized bank for the poor with an expansive rural network and extensive understanding of the economic needs of the rural population. Grameen Telecom has 38% share in GrameenPhone. Grameen Telecom, with the help of Grameen Bank, administers the Village Phone services to the villagers and trains the operators as well as handles all service-related issues. Grameen Bank covers 40,486 villages, or 60 percent of rural Bangladesh through its 1175 bank branches. Grameen Telecom's objectives are to provide easy access to telephones in rural Bangladesh, introduce a new income-generating source for villagers, bring the Information Revolution to villages and prove that telecommunications can serve as a weapon against poverty. More than 95,000 village phone is delivered to poor women to meet their financial need.

2.5 COMPANY VISION

We are here to help

The key to achieve this vision is a mindset where every one of us works together. Making it easy to buy and use our services. Delivering on our promises. Being respectful of differences.



Inspiring people to find new ways. Get this right and Telenor will be a driving force in modern communications and customer satisfaction.

2.6 MISSION STATEMENT & VALUES

2.6.1 Mission:

- Knowing customer Expectations
- Knowing us
- Organizing us

2.6.2 Values:

Make it Easy We're practical. We don't over complicate things. Everything we produce should be easy to understand and use. No waste. No jargon. Because we never forget we're trying to make customers' lives easier.

Keep Promises Everything we set out to do should work, or if you don't get it, we're here to help. We're about delivery, not over promising - actions not words.

Be Inspiring We are creative. We strive to bring energy into the things we do. Everything we produce should look good, modern and fresh. We are passionate about our business and customers.

Be Respectful We acknowledge and respect local cultures. We do not impose one formula worldwide. We want to be a part of local communities wherever we operate. We believe loyalty has to be earned.

2.7 GrameenPhone Products

The products of GrameenPhone can be characterized as:

- Post Paid
- Pre-Paid

2.7.1 GrameenPhone's Post-paid products are :

- ◆ Xplore
- ◆ Business Solution Postpaid



- ◆ Village Phone
- ◆ GPPP

2.7.2GrameenPhone's Pre Paid Products:

- ◆ Smile
- ◆ Bondhu
- ◆ Djice
- ◆ Apon
- ◆ Nishchinto
- ◆ Ekota
- ◆ Amontron
- ◆ Spondon
- ◆ Shohoj

2.7.3Grameenphone's Internet Products: Previously GP was offering only 2G network service. But it ended on 8th of October when the 3G network has launched. Now GP is providing both 2G and 3G network services as well the Internet. In both of the network GP has some packages that helps subscribers to use internet at a very varied price range. Both 2G and 3G packages are mentioned below:





✧ **P1** = pay-as-you old

- 0.02tk/KB (up to BDT 200 for 30 days)
- eligibility: both for Pre-paid and Postpaid customers
- activation process: type P1 and send to 5000 • After crossing the limit of 200tk before 30 days, customers will not be able to use internet.

✧ **P0** = new pay-as-you

- 0.01tk/KB (up to BDT 300 for 30 days)
- eligibility: both for Pre-paid and Postpaid customers. • activation process: type PAYG and send to 5000
- After crossing the limit of 300tk before 30 days, customers will not be able to use internet



- ✧ **P2** = Fair Usage Policy is applicable after 5 GB usage (850tk+vat) for prepaid & Daily charging is applicable for Postpaid. validity : activation day +29= 30 days , to active write P2 and send to 5000.

- ✧ **P3**: Night Time 12:00AM to 10:00AM) = Fair Usage Policy is applicable after 2 GB usage (250tk+vat) validity: activation day +29= 30 days , to active write P3 and send to 5000

- ✧ **P4** = 150 MB (60tk+vat), validity: 1 day, to active write P4 and send to 5000. After expiration of 150 MB before validity will be charged as 0.01/10KB without VAT.

- ✧ **P5** = 3GB (700tk+vat) validity : activation day +29= 30 days , to active write P5 or 3GB and send to 5000

- ✧ **P6** = 1GB (300tk+vat) validity : activation day +29= 30 days , to active write P6 and send to 5000

- ✧ **P7** = 25MB (20tk+vat) validity : activation day +9=10 days , to active write 25MB and send to 5000

- ✧ **P9** = 150MB (99tk+vat) validity : activation day +29=30 days , to active write 150MB and send to 5000

- ✧ **P10** : (Minipack) 9MB+3MMS(GP-GP) (9tk+vat), validity : activation day +2=3 days , to active write 9MB and send to 5000



- ✧ **P11:** (Minipack) 2MB+2 MMS(GP-GP) (2.50tk+vat), validity : activation day +1=2 days , to active write 2MB and send to 5000

Grameenphone 3G Internet Packages:



3G Packs with Speed 512 kbps

Heavy Usage Pack

(Nonstop Internet with FUP after 8 GB)

Validity: 30 days

Price: BDT 950/-

Activation Process To activate Dial
*500*52# OR SMS 512 U to 5000

Smart Pack

(Nonstop Internet with FUP after 1.5 GB)

Validity: 30 days

Price: BDT 800/-

Also includes 600 minutes Voice call (any
local number) + 600 SMS (GP-GP) + 600
MMS

Activation Process To activate Dial
*500*54# OR SMS 512 SPH to 5000

Standard Pack

(2 GB Internet)

Validity: 30 days

Price: BDT 400/-

Activation Process To activate Dial
*500*56# OR SMS 512 2GB to 5000

Starter Pack

(75 MB Internet)

Validity: 5 days

Price: BDT 50/-

Activation Process To activate Dial
*500*59# OR SMS 512 75MB to 5000

New 3G Pack

(1 GB Internet)

Validity: 30 days

Price: BDT 300/-

Activation Process To activate Dial
*500*57# OR SMS 512 1GB to 5000

3G Packs with Speed 1 mbps

Heavy Usage Pack

Price: BDT 1,250/-

Activation Process To activate
Dial *500*102# OR SMS
1000 U to 5000

Smart Pack

Price: BDT 1,100/-

Also includes 600 minutes
Voice call (any local number)
+ 600 SMS (GP-GP) + 600
MMS

Activation Process To activate
Dial *500*104# OR SMS
1000 SPH to 5000

Standard Pack

Price: BDT 700/-

Activation Process To activate
Dial *500*106# OR SMS
1000 2GB to 5000



2.8 Service Provided by Grameen Phone

GrameenPhone along with its various products also provides variety of services. Only GrameenPhone subscribers can avail it. These services can be categorized by Value Added Services and After Sale services. Furthermore, GrameenPhone also offer GSM features.

2.8.1 Value Added Services

Value Added Services (VAS) offer subscribers a service which can create value in subscribers mind and add value to the company's service. These services generate revenue for the company. VAS are sometime created to meet subscribers demand and sometime to create demand of new services. Value added service also include non-voice services where the company concentrating to make subscribers adapt and increase usages, because the company knows one day voice service will reach to its saturation and then non-voice services will keep continuous growth of the company's annual revenue. Hence, the bundle of VAS is a great resource for the company to generate revenue.

Value Added Services

Subscribers can use their mobile phone for many other purposes than making voice calls. With GrameenPhone's VAS, they can use their mobile phone to:

- Send and receive text messages, picture messages, voice messages
- Download ring tones, logos, wallpapers
- Obtain news updates, cricket score updates
- Browse the Internet and also send and receive e-mails
- Transfer data and send fax
- Participate in competitions and vote for your opinions

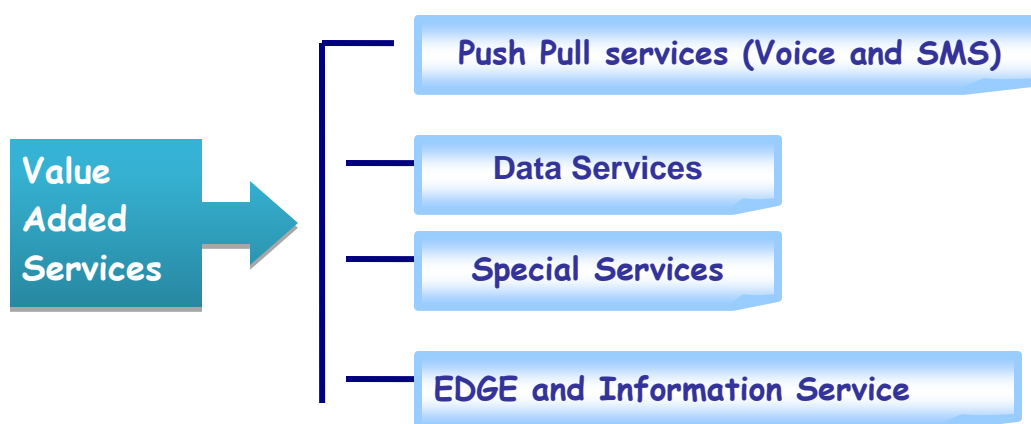
Customers will be able to use all these services whenever they need them, wherever they are. All they need is to have a GP mobile phone to get these services.

- Messaging Services
- Information Alerts
- Data Transfer
- Fax



- Entertainment Services
- Browsing the Internet
- Send and receive e-mails
- Download Contents
- Customize Your Handset
- Participate in Competitions
- Vote your Opinions

At present the available VAS can be categorized into the following four ways:



AMONG WITH THESE SERVICES THEY ALSO PROVIDE THE BELOW MENTIONED SERVICES:

2.8.2 VoiceMail Service (VMS) – This service works like an answering machine. Anyone calling a GP subscriber who is out of reach at that moment can leave a message, which the subscriber can retrieve later. The service comes with most mobile products, free of monthly charges.

2.8.3 Voice SMS: GP provide voice sms service in which a subscriber can leave a voice message of 60 seconds. Last 10 voice sms is kept in GP server. For hearing voice sms first time, there is no charge. But for next each time one subscriber wants to hear, s/he needs to pay 1 taka.

2.8.4 Additional features – GP has set up a number of information hotlines, which can be reached by dialing a three digit number from the handset.

2.8.5 Call conferencing: By this feature, three to nine subscribers can make call conferencing with each other. The charge will be normal outgoing charge for all of them.

2.8.6 Welcome tune: Subscriber can set their favorites song as their caller tune at a cost of 30 taka per month; Subscribers can set 99 songs at a time.



2.8.7 Missed call Alert: Subscriber can activated Missed call Alert service in their SIM at a cost 10 taka per month, so that if the phone is switch off then when it switch on then they get a alert sms who call them during this period.

2.9 SWOT OF GRAMEENPHONE



OPPORTUNITIES

- IMPLEMENTATION OF THE 3G FEATURE
- BETTER RELATIONSHIP BETWEEN SUBSCRIBERS
INCREASING MARKET SHARE
- DIVERSIFICATION
- APPLYING THE CONCEPT OF CONTRACT PHONES
- NEW TECHNOLOGY LIKE WI-MAX

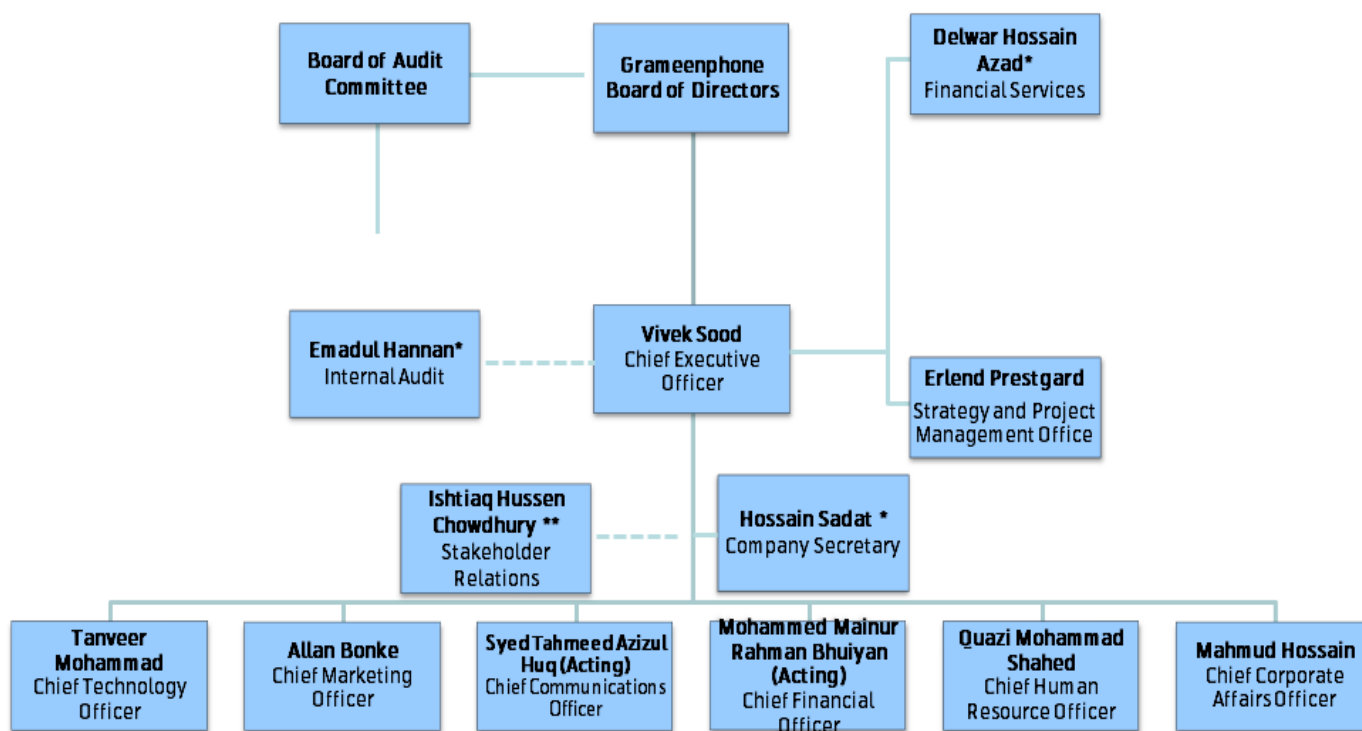
THREATS

- MAJOR COMPETITION- ROBI, BNAGLALINK,
AIRTEL, TELETALK AND CITYCELLI
- POLITICAL INSTABILITY



2.10 MANAGEMENT OF GRAMEENPHONE LTD : The top management of GrameenPhone Ltd carried out their management roles comprehensively over the years. There has been replacement or changes in the positions but all have worked together to increase the overall performance of the organization. Management Team of GrameenPhone comprises of the CEO, Directors and the Divisional Heads of the company.

GP Organogram & Management



*Not a part of the Management Team

2.11 DIVISIONS AT GRAMEENPHONE LTD

Departments and Divisions

Recently management has brought a change in the organizational structure in view of need of time. As of the recent change, line function of the company comprises of the 3 different tasks. These are



- **Build & Operate**
- **Sell**
- **Care**

Accordingly 3 main divisions were identified as the line organization part of the company. These are:

- Technical Division
- Sales and Marketing Division and
- Customer Service Division.

Besides there GrameenPhone Ltd. has approximately 6000 employees working at different levels of organizational hierarchy. There are 9 functional departments engaged in managing these employees- with the aim to meet organizational objectives. GrameenPhone follows a mix of centralized and decentralized decision making process where the top management mainly takes all the strategic decisions while the functional managers have flexibility to take decisions by themselves on a day to day basis. At GrameenPhone the Managing Director is assisted by 9 Senior Executives who are heading different departments in the strategic decision making process. The departmental names of GrameenPhone are given below:

- | | | |
|-------------------------------------|------------------------------------|---------------------|
| 1. Corporate Affairs Division | 2. Customer Service Division | 3. Finance Division |
| 4. Human Resource Division | 5. Information Technology Division | 6. Internal Audit |
| 7. Internal Control Office Division | 8. Marketing Division | 9. Network Division |
| 10. Public Relation Division | 11. Sales Division | |

A very Brief Description about these divisions' main objectives are given below-

CORPORATE AFFAIRS DIVISION

Within the direction from the CEO of GrameenPhone, the Head of Corporate Affairs shall ensure that the Regulatory & Corporate Affairs function within the company at all times is aligned with and supports the business objectives.

FINANCE DIVISION:

Within the direction from the CEO of GrameenPhone, the CFO shall ensure that the Finance & Supply Chain Management function within Grameenphone at all times is aligned with and supports the realization of GrameenPhone's business objectives. The CFO must prepare



financial statements with reasonable assurance that statements are not materially misstated at the consolidated group level and for local statutory accounts.

HUMAN RESOURCES DIVISION

Within the direction from the CEO of GrameenPhone, the Head of HR shall ensure that the HR function within GrameenPhone at all times is aligned with and supports the realization of GrameenPhone's business objectives. The Head of HR shall optimize the human resources in GrameenPhone, through individual performance management and organizational development, as well as nurturing a culture supporting the realization of the vision and values. In order to achieve this, leadership excellence is a key focus area for HR.

MARKETING DIVISION

The main objective of marketing department of GrameenPhone is to promote the brand name of the company and increase brand awareness among the customers.

NETWORK DIVISION

The main objective of Network department of GrameenPhone is to manage and control the network of GrameenPhone throughout the country.

PUBLIC RELATIONS DIVISION

The main objectives of Public Relations department of GrameenPhone are to Promote and protect GrameenPhone reputation as a compliant, transparent and socially responsible company among both internal and external stakeholders.

SALES DIVISION.

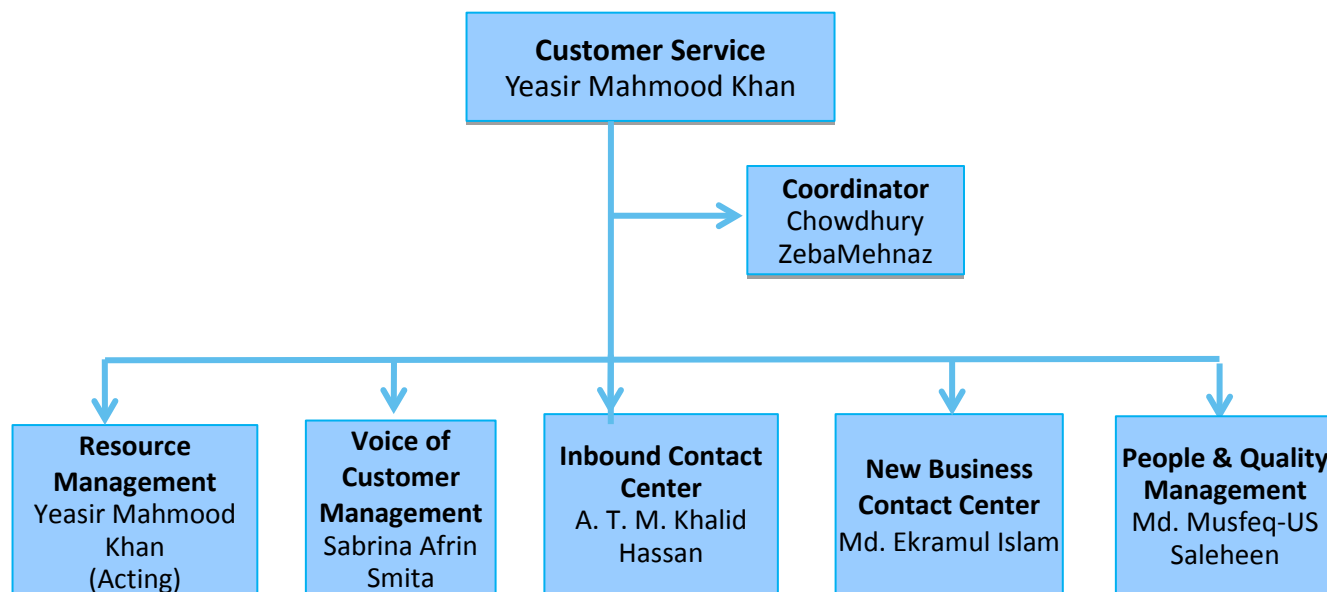
The main objective of Sales department of GrameenPhone is to Deliver excellent Compliant Sales Channel Management practice (Logistic, Distribution and Retail) to ensure the Best Customer Experience for GP customers at maximum number of POS to support the '2 out of 3' objective.



Chapter 3

3.1 Introduction of the People Quality Management of Inbound Contact Center

Customer Service Division of Grameenphone Ltd. is divided into five different segments each of the departments having one individual Head. Those segments or departments are illustrated below mentioning the name of their perspective Heads-



Main Objective

The main objective of the Customer Service division is to be the best in class customer service in Asia to gain competitive advantage for GrameenPhone in the market place.

Main Responsibilities

- To keep the position as the most reliable, friendly and quality service provider in the industry to be perceived as the operator that provides segment based services beyond expectations
- Manage business environment with superior efficiency and operational excellence for profitable growth
- Establish Customer Service to gain sustainable competitive advantage for GrameenPhone



- Foster a competent team in a culture with empowerment and involvement
- Recruit the best, develop every employee and retain the best.
- Convert each customer contact to an opportunity for retention and new sales with a focus on competitor's profitable customers
- Build effective alliance with other customer services, within the Telenor group and in Asia.

From the illustration we can see that People Quality Management and the Inbound Contact Center is two different departments. But the main fact is both the departments are inter-related to each other. Because the People Quality Management is the one who runs all the recruitment, selection and training projects that the Inbound Contact Center needs for their operations.

3.2 Functions of People Quality Management (PQM)

In brief, this department arranges all the recruitment and selection programs and also does internal training for all new and existing employees. Their job is to hire the best quality people for the Inbound Contact Center who will be giving services to the customers directly over phone who are called Customer Manager. PQM also needs to keep all the customer service employees updated regarding the latest service and offerings by mails or different trainings or intro sessions, assignments etc. All new software trainings for employees are also arranged by them.

Major recruitment and Selection functions which is are conducted by the PQM are described below-

3.2.1 Recruitment & Selection Procedures

Phase-1: PQM firstly get the demand forecasting of new employees from the Inbound Contact Center department. Later on based on the numbers of employees to be hired they give a job post in their career website <http://www.grameenphone.com/career> which is known as "Grameenphone Recruitment" and web link:

https://webserv.grameenphone.com/OA_HTML/RF.jsp?function_id=14296&resp_id=23350&resp_appl_id=800&security_group_id=0&lang_code=US¶ms=4i6-



[GqDUuyCAq8qGk8z3LjqziLKxVJYVFWXogPijaTOXw3VuikvAwkMVpIBIMn2&oas=ecoEN8j6FRnuYlr21jSQ1A..](https://www.facebook.com/bracu.edu.bd/?fref=posts&source=share&u=GqDUuyCAq8qGk8z3LjqziLKxVJYVFWXogPijaTOXw3VuikvAwkMVpIBIMn2&oas=ecoEN8j6FRnuYlr21jSQ1A..))

Here is a Job post on Customer Manager had been made during my Internship program. The description is attached below:

Description

Job Title Customer Manager

Location Dhaka,BD

Organization Name Inbound Contact Center, Customer Service, Commercial

Role / Department Overview

Job Responsibility

- Provide one-stop quality Customer Service over phone to ensure positive customer experience.
- Proactively aware/inform customers regarding our products/service
- Sale through inbound and outbound contacts.
- Capture customer insights and escalate critical issues / complaints and provide timely feedback
- Maintain targeted KPI on a regular basis
- Serve customers with helping attitude and thus play a significant role in customer satisfaction, retention, and acquisition. In this way enhance Grameenphone's brand image.



Education & Experience Requirements

Education:

Undergraduate Level Student (0 to 60 Credits) or equivalent would be preferable

Experience:

No experience required

Special Skills Requirements

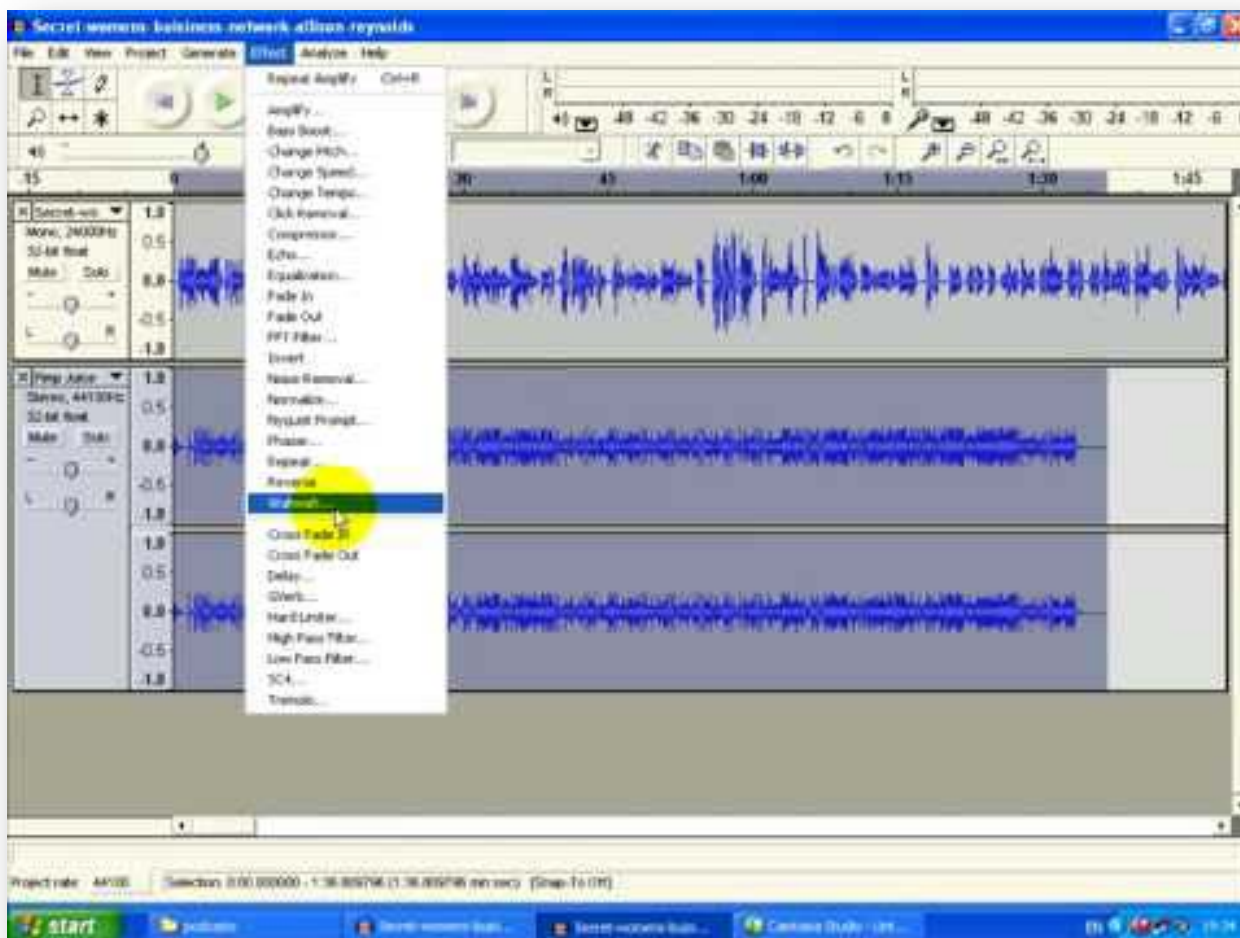
- Effective communication skills
- Positive service mindset with helping attitude
- Ability to work under pressure

- Flexibility
- Basic computer literacy and knowledge in office application

Closing Date 13th February, 2014



Phase 2: After getting thousands of application form from their sites they filter the applicants whom fulfil the requirements of the job and then they call to those applicants for next step. In this step they plot a Voice Test of the candidate to find out the tonality, frequency of the voice, sharpness of talking, Vocal Sound and Clearness of the voice, pronunciation. To measure all these standards they use software which can help them to find the best candidate of vocal authorization. Here is a screen-shot of the software that works during the voice test.



Phase 3: After the successful completion of the voice test the candidates who passed are asked to face a formal interview. The interview is usually being the Panel Interview. In the panel interview interviewers are selected both from the Inbound Contact Center and the People Quality Management. The Service manager or one or two Managers from the Inbound Contact Center and two Senior Executives from the PQM take the interview. In the interview they ask



the selected candidates about their educational status, can they balance their work time while they are still studying, office schedule can be on odd shift so can they manage it, can they work in pressure, do they have a good communication skill, do they have customer centric attitude or do they have the spirit to meet the targets, patience etc.

After the successful completion of these 3 phases the candidates who passed are then call for joining and thus the recruitment and selection process ends.

3.2.2 My Observation and Recommendation

Observation

The employees who are hired nowadays seems to me-

- Less promising where one of the values is keep promises.
- Reluctant about the cultural norms of the office environment.
- Minimum corporate etiquette is missing in the office premises.
- Losing respectful behavior to senior colleagues as well as fellow mates.

These four disadvantages are found only because the quality of the people hired is now little relaxed due to the company's cost cutting strategies. Previously it was quite tough to get job at Grameenphone Ltd. even at the position of Customer Manager. Because they were looking for the candidates who can represent a higher class and Brand Company as GP itself. For ensuring that they were always tend to hire employees from good educational background from a renowned universities mostly that includes DU, JU among the Public Universities and NSU, BRAC, EWU, IU, AIUB etc among the Private Universities. But during my Internship program I have noticed that they are recruiting from different students whom are ignorant to the cultural and corporate norms, values.

Here is some of the facts I would like to **Recommend to PQM**:

- According to my observation I'll recommend that PQM should follow one more step while selection. After the successful completion of the phase one and phase two they should have a phase which can be addressed as "Assessment Phase".



- It would be a day long assessment test Program.
- In this phase they can arrange different programs such as-
- Computer literacy test, typing speed test.
- Plays, question answering session, debates etc.

3.2.3 Training Procedures

After the recruitment of new employees they are sent to take training from the training team. The trainings duration is 1 month. Each and every day the training is conducted for 7-8 hrs. During this training session they conduct different sessions. There are mainly two categories of training methods are followed. Such as-

Off-the-job Training & On-the-Job Training

Off-the-job Training: This training is mainly conducted for the new employees. While a new employee is hired in the Inbound Contact Center as an agent or Customer Manager then he/ she directly don't go for the operation. The agents first have to have a 1 month training off-the-job. During this period the agent would not be on operation but s/he would be paid as per GP's compensation package. During this training different sessions are being conducted such as lectures, special study, films, discussions, case studies, role playing, simulation, laboratory training. Some of these are described below.

- **Orientations program:** In this program new employees are introduced with the GP's vision, mission, objectives, and values and etiquettes.
- **Lecture based Training:** in this training a classroom environment is arranged so that new employees can learn in a very easy way. The classroom version provides the trainee with an easy way to interact and exchange ideas with others in the class at scheduled times. In the training room basically all the employees are sitted before a desktop and they are being taught from website or the internal database system for having all the access to all the tools that are used in training. It is often more flexible and allows the trainee to work when and where he wants to.
- **Role Playing:** in the Role playing session the entire trainee are given a scenario regarding any problem that are usually arise by the subscriber. So trainer ask them to divided in groups of three or four and give each group one ecenario to bring some of the solutions to the problem act accordingly. Role playing is often used to train others in personnel related management skills or other interactive environment such as training focused on



team building. Role playing provides an opportunity for a trainee to practice a behavior as if it is real. This behavior based approach often makes it easier for the trainee to exhibit the trained behavior in a real life situation.

- **Attachment Program:** In the “Attachment program” the employees are taken to the operation floors . Then they are given on attachment to some of the regular and senior employees to listen to the conversation they do while giving services or how they give proper service at a small span of time managing different tools and software. This is totally a practical experience of learning ways.
- **Mentoring Program:** After the above mentioned training methods which are conducted during the 1 month of training the new employees have to face a test which is known as “Password Test” where basically the Managers take test of the new employees to find out whether they are ready to go for operation or not. If the employee passes then s/he is directly sent on operation but s/he will giving services to the custome under the mentorship of a Mentor who will guiding the employee in his/her each and every query. This mentorship runs for 45 days. After the successful completion of the mentorship program an employee became ready to do his job with knowledge and abilities and while after used to it an employee also becomes skillful by the time.

On-the-Job Training Program: This training program is mainly arranged for the existing employees. This training is given only for the development of the employees. Some of the on-the-job training are called-

Intro-Session: In the intro-session a very small but very sensitive topics which has been creating problems to the customers are clarified precisely. In this way the customer managers don't have to face problems regarding that issue and they can give proper service to the customers.

Strategic session: In the strategic Session the Service Manager who is basically the In-Charge of a whole unit shares some of the upcoming strategies and targets with the employees. In this way the employees get the overview of any upcoming challenges.

V-learning: V-learning means the video learning. In this training any sort of tool or technical system is updated for use the full manual of the tool is visualized there with an audio backup. Watching those v-learnings an employee can correct the mistakes while using any tool for operation.

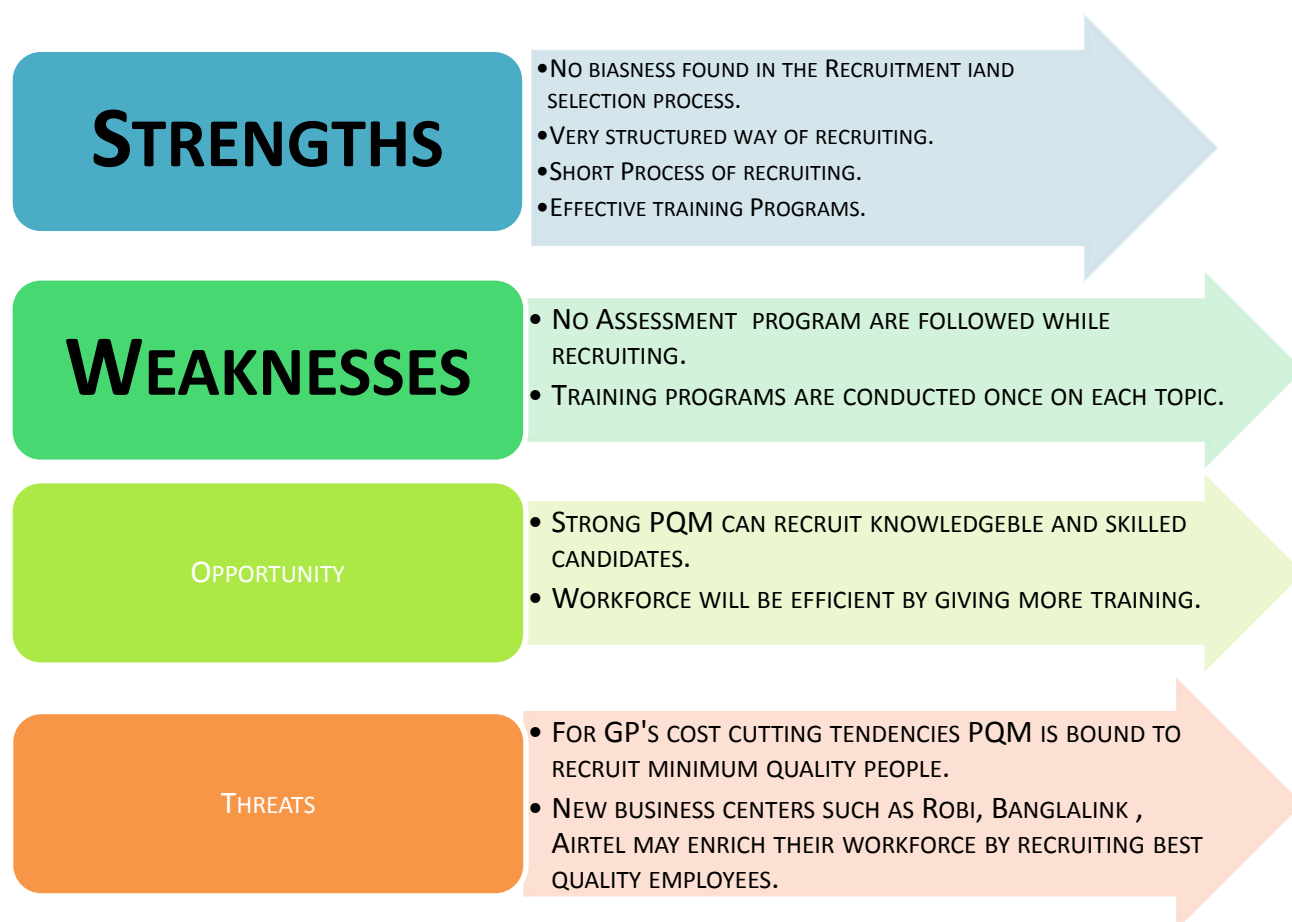
3.2.4 My Observations & Recommendation to PQM:

When subscriber called 121hotline as customers they came with a hope of resolution of their probles. But unfortunately when it doesn't happen then the customer became very unhappy,



dissatisfied with the job of the Customer Manager. So it is acutely important for the Customer Managers to give service with full knowledge and responsibility. This can only come after having a good knowledgeable skill. For this reason the Customer Manager needs to enrich their knowledge by attending more and more training sessions. Sometimes there are some issues regarding any sort of service modality are found to be very critical. In this situation PQM arranges a training regarding that issue may be once. But sometimes giving training on that particular topic doesn't become enough. So PQM needs to find out those critical issues that the employees need several trainings.

SWOT of PQM



Chapter-4

Conclusion

Getting an opportunity to do internship in the largest telecommunication company of Bangladesh has been a great experience. It was a great honor for me to work in such a professional company where everything is so organized and perfect. The corporate culture that I learned from GP is a thing to be mentioned especially and adapting to it was a big challenge in such an early stage of my career. Textual learning's from university courses were helpful, but the things learnt from real time work experience for the first time has indeed been a privilege. Dealing with the recruitment, selection and the training procedure of customer managers has certainly helped my practical knowledge about recruitment and selection and training knowledge. And increases interaction & communication skills. To work in such a big organization was a pressure itself and adapting to this pressure was also a new experience. After completion of my work tenure as an intern, I feel blessed to have learned so many things in such a short span of time. New learning's and helpful attitude of colleagues is a thing to be remembered for a long time. I certainly believe this experience of working in GP will help me to be professional in life and also work as an added advantage for the years to come.

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