Banglalink Digital Communications Limited

SWOT Analysis

&

Customer Satisfaction of M-banking Service Users

Internship Report

Course ID: BUS 400

Banglalink Digital Communications Limited

SWOT Analysis & Customer Satisfaction of M-banking Service Users

Submitted to:

Mahtab Faruqui

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Submitted by:

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10104097

Submitted on:

Sunday, June 15, 2014

Letter of Transmittal

15ᵗʰ June, 2014

Mahtab Faruqui

Senior Lecturer

BRAC Business School

Subject: <u>Submission of completed Internship Report</u>.

Dear Madam,

I have completed the assigned internship report on 'Banglalink Digital Communications Limited- SWOT Analysis & Customer Satisfaction of M-banking Service Users'.

In completion of the report I tried to make it more informative so that the actual market scenario can be drawn from the report. As well as tried to keep it much simple so that it becomes easily understandable to you and to others whoever are interested to go through it.

Moreover, I will be glad to answer any questions that arise to its readers regarding any discrepancies or inconsistencies.

Thank you.

Sincerely,

Nafis Mehrab-Al-Islam

10104097

BRAC Business School

Acknowledgement

Executive Summary

Banglalink Digital Communications Limited is the second largest telecom brand in Bangladesh. The company started their journey with a vision to spread the mobile phone to all aspects of people.

The report covers a broad dimension of topics. At the beginning of the report the author finds out the history of the company in Bangladesh. Under this topic it reveals how they acquire 'Sheba' telecom in the starting, the customer base, employees, the management system etc.

The second part of the report covers the author's job responsibilities at Banglalink in the period of Internship program. The functions are discussed elaborately so that anyone interested to go through the report could understand it easily.

The final part of the project aims to develop a SWOT analysis on the company. So that people could track down the real picture of the company. In other means it will also help the company to make strategies depending on the internal and external factors of influence.

Moreover, the project covers the customers' satisfaction of Banglalink MFS users. Hereby, the author used extensive tele-survey research to find out the factors influencing customer satisfaction. The analysis and data interpretation is based on excel functions; where pie chart, bar chart etc. are used for better and ease understand.

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Introduction

The telecommunication sector during the last decade has gone through dramatic change. The way of communication, its device has been also changed. It was a time when we used land telephone lines which were costly though but this was the only way of communication. Internet connection was also then based on the TNT connection. During the era of 2000 with the advancement of technology GSM technology was introduced to the people for communications without the need of wire connection. And now there is 3G (third generation) connection available to customers for high speed internet access even in phones.

Also, a drastic change can be seen on the financial sector. A lot of Banks has been introduced to the sector in Bangladesh whereas before mostly government banks were there. Also the financial service got so much importance. The value proposition, quality service and customer oriented products were introduced for the sake of business. Latest services include internet banking, ATM, debit card, credit card etc..

The collaboration between the telecommunication sector and the financial sector brought a completely new dimension of financial services. In the year 2011 Bangladesh faced a new version of financial service which is mobile banking. The easiest way of money transfer and lot more. In this service facility customers could use their mobile phone numbers to hold or open an account and with the account they can transfer money to one another without physically going to the bank. The basic purpose of this service is to reach the unbanked population with appropriate financial services.

However the popularity of the service is remarkable. Within just three years it became $83 million dollar market based on only the fees collected by the transaction and still growing. On the other hand with discovery a scope of employment is been created to lot of people.

Origin of the Report

This report is a requirement of the partial completion of the internship program of the students of the BRAC Business School (BBS). Upon the completion of four years Bachelor of Business Administration (BBA) program, in order to equip the students with a more practical experience of the corporate world for their development before entering it as graduates this internship has to be completed to earn the final four credits.

In accordance with the terms and conditions of the internship program, the author has completed the three month period of the internship at Banglalink Digital Communications Limited in Marketing department. As per guidelines given by the academic supervisor of the author, Ms. Mahtab Faruqui, Senior Lecturer, BRAC Business School, BRAC University.

Objective of the Report

The purpose of this project was to get a better understanding about the mobile financial services of Banglalink and finding out the customer satisfaction of its users. The more specific objectives of this report are as follows:

- To know what mobile financial service is.
- To know how mobile financial service operate.
- To learn who the service can be provided to
- To learn the features M-banking.
- To learn strengths, weaknesses, opportunities and threats of the company.
- To learn the factors influencing customer satisfaction.
- To learn complains about M-banking service and find solution.

Methodology

There are pros and cons of every approach to a report. However, as the report covered two broad topics according to the needs and appropriate justifications the author decided to use both qualitative and quantitative research approach.

To find out the SWOT analysis of the company the author did qualitative research to find out the external and internal factors. This is mostly done by the reports available online and also published by the company and its competitors.

Whereas the second part of the report is based on quantitative data analysis. This helped interpretations and findings of the data to be accurate to represent the current conditions and factors of customer satisfaction. The quantitative data was collected by a questionnaire designed by the author. The interpretations and analysis was done with the help of MS Excel functions. The author used, VLOOKUP formula, COUNTIF, FILTER, TABLE array, PIVOT table etc. for the analysis.

Sources of Data

In order to prepare a comprehensive and authentic report the author used both primary and secondary sources of data.

- Primary Sources of Data

  Although the project is primarily based on primary sources of information, the only such source of information for this report are the responses gathered from the filled out questionnaires. This is because the report is on a topic that is not pertaining to theoretical concepts or practical applications, but more on the side of knowing about the results it is obtaining.

- Secondary Sources of Data

  The secondary sources of information include the materials given to the author to understand its customers. During the internship program materials needed for the service also includes in here. Also the author used some internal information collected from the company with a promise to keep it confidential.

Limitations

There were some limitations faced in preparing and compilation of the report. The limitations are listed below

- The foremost limitation of the project was to conduct tele-survey. The author was given 100 phone numbers who have M-banking account. As a result personal interview was hard to take. And continuing with the tele-survey was time consuming.
- As the questions were asked over phone so respondents fear lack of trust because they were not seeing the interviewer personally.
- Conducting the survey over phone was costly.

- Most of the respondents were less educated as a result the author needed to ask the questions in Bangla and record them in English.
- Tele-survey caused time constrain during the survey.

Chapter 1

THE ORGANIZATION

History of Banglalink

In 1989, Sheba Telecom (Pvt.) Ltd. a joint venture of Bangladesh-Malaysia was granted license to operate in the rural areas of 199 upazilas. Upon obtaining GSM (Global System for Mobile) license in 1996 it expands its business to cellular mobile and radio telephone services. Suddenly in July, 2004 it was reported that Egypt based Orascom Telecom is set to purchase the TRI's (Technology Resources Industry, Malaysian partner) shares in Sheba for US$25 million as Sheba had failed to keep the business potentials in Bangladesh due to disagreements between two partners. This purchase agreement was undercover as the joint venture agreement between ISL (Integrated Services Ltd., Bangladeshi partner) and TRI dictates that if any party sells its Sheba shares, the other party will enjoy the first right to buy that. Later on, Orascom could not finish the deal rather ISL pays the US$25 million and bought the 100% ownership of Sheba.

However, in September, 2004 Orascom Telecom Holdings bought 100% ownership of Sheba Telecom with 59,000 user base for US$60 million. Afterwards in February, 2005 it was rebranded and launched its services under the "Banglalink" brand with nationwide 15 years GSM license.

About Banglalink

Since Banglalink's launch in February 2005, its impact was felt immediately. Overnight mobile telephony became an affordable option for customers across a wide range of market segments.

Banglalink's success was based on a simple mission:

<center>"bringing mobile telephony to the masses"</center>

This was the cornerstone of its strategy. With this mission on hand Banglalink changed the mobile phone status from luxury to a necessity and brought mobile telephone to the general people of Bangladesh thus making a place in their hearts. The mobile phone has become the symbol for the positive change in Bangladesh.

The mission that is quite correctly attributed to Banglalink, has become the corporate positioning of Banglalink and is translated in their slogan "making a difference" or "din bodol". This slogan is not only applicable in the telecom industry, but also every other

aspects through its products and services, to the lives of its customers. This corporate stance of "making a difference" has been reflected in everything Banglalink does.

New Slogan

The telecom industry is fully saturated with different mobile operators. To keep hold of the market position and match with changing wave strategically, Banglalink has changed its slogan to "start something new" in October 4, 2013. The slogan was backed by the launch of 3G (third generation) mobile network.

Present Ownership

In April 2011, again there has been a change in the ownership of Banglalink. Previously it was fully owned by telecom venture Orascom Telecom Holding (now, known as Global Telecom Holding) but as of the date Vimpelcom Ltd. bought 51.92% shares of banglalink digital communications limited. Vimpelcom is one of the world's largest integrated telecommunications services operators providing voice and data services through a range of traditional and broadband mobile and fixed technologies in Russia, Italy, Ukraine, Kazakhstan, Uzbekistan, Uajikistan, Armenia, Georgia, Kyrgyzstan, Laos, Algeria, Pakistan, Burundi, Zimbabwe, Central African Republic, Canada and Bangladesh. Vimpelcom is headquartered in Amsterdam, the Netherlands and listed as an ad on the New York stock exchange under the symbol "vip".

Vision of Banglalink

'To understand people's needs best and develop appropriate communication services to improve people's lives and make it simple' – the strategic vision is developed with a purpose to saturate the whole telecom market. Make telephony available to mass people. Day by day Banglalink is expanding its business, establishing new networks, and connecting people thus building breezes towards successful vision.

Mission of Banglalink

Mission is a set of targets or tasks those are set by the organizational heads according to the market need and structure. Employees pursue those set of targets in order to sustain and compete in the market.

Latest set of responsibilities of Banglalink are:

- Achieve a leading position in the Bangladesh mobile market in terms of net additions and ARPM (Average Revenue Per Minute)
- Segmented approach in terms of products and services
- Delivering superior benefits in every purchase of the customers' experience (before, during and after sale)
- Creating optimum shareholder value

Core Values

Banglalink has built four core values from the very beginning of their journey. From then to the end it encourages its employees to cultivate and carry forward the values into their day to day activities.

Innovative	Straight Forward
Justifications:	**Justifications:**
- Being open minded and flexible - Discouraging the false pride and challenging the normal way to do things - Learning and adopting the best practices from others - Thinking of a situation from various points of view - Willingness to try out different options while also considering how they affect the business	- Being honest and truthful - Thinking locally regarding the situation at hand - Communicating clearly and effectively and expecting the same from others - Listening actively and asking questions to seek out and understand different views - Sharing required information with stakeholders truthfully without hiding or making up any information

Passionate	Reliable

Passionate

Justifications:

- Strive to achieve goals
- Believes in self and team's ability to achieve targets
- Drives for result
- Uses information or resources available in the best possible way to achieve targets
- Is determined to reach the desired goal through trying out different options

Reliable

Justifications:

- Generating trust and reliability
- Being understanding and focusing on a solution that everyone can benefit from
- Delivering results within deadlines
- Accepting responsibility for successes and failures
- Making honest decisions based on facts and figures , not feelings or opinions

Management team of Banglalink

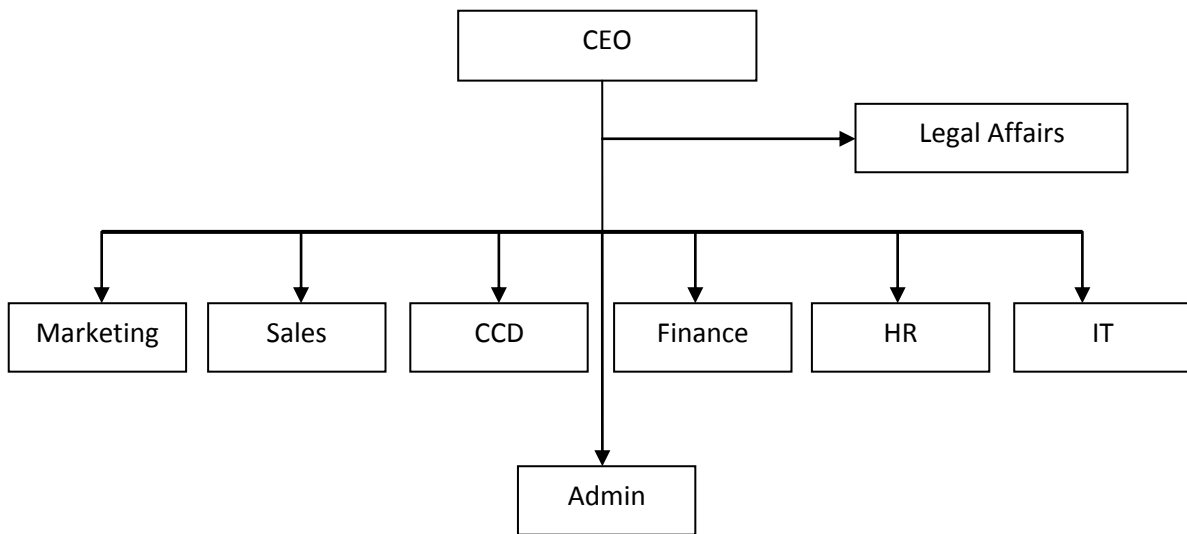|	
Chief Executive Officer	Ziad Shatara
Chief Financial Officer	Ahmad Y. Haleem
Chief Technical Officer	Perihane Elhamy
Chief Commercial Officer	Shihab Ahmed
HR Director	Riviera Ho Rathore
Regulatory & Legal Affairs Director	Zakiul Islam
Information Technology Director	Nizar El-Assaad
Strategy & Business Planning Director	Mahmoud Mohamed Hosny
Company Secretary	M Nurul Alam

Organization chart

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                        ┌──────────────┐
                        │     CEO      │
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Banglalink's Business

- ✦ Subscriber overview

Banglalink attained one million subscribers within ten months of its operation and three million subscribers in October 2006. In less than two years which is by December 2007, Banglalink overtook aktel (now named as Robi) to become the second largest operator in Bangladesh with more than 7.1 million customers. Banglalink currently has 27.07 million subscribers as of June 2013, representing a market share of 25.7%.

Banglalink's growth over the preceding years have been fuelled with innovative products and services targeting different market segments, aggressive improvement of network quality and dedicated customer care, creating an extensive distribution network across the country, and establishing a strong brand that emotionally connected customers with Banglalink.

- ✦ Market Share based on Subscribers

The telecom industry of Bangladesh is saturated over four key players. Grameen Phone, Banglink, Robi and Airtel. The rest two Citycell and Tele Talk both have minimum market shares. In terms of sustaining in the market along with the position hold companies need to follow both aggressive and defensive marketing mechanism. The chart below will give a brief idea about the market share of the companies present.

Company Name	Market Share	Logo
Grameen Phone	42	
Banglalink	26	
Robi	22	
Airtel	7	
TeleTalk	2	
City Cell	1	

Bangladesh Telecom marketshare

42% GP
26% Banglalink
22% Robi
7% Airtel
1% Citycell
2% Teletalk
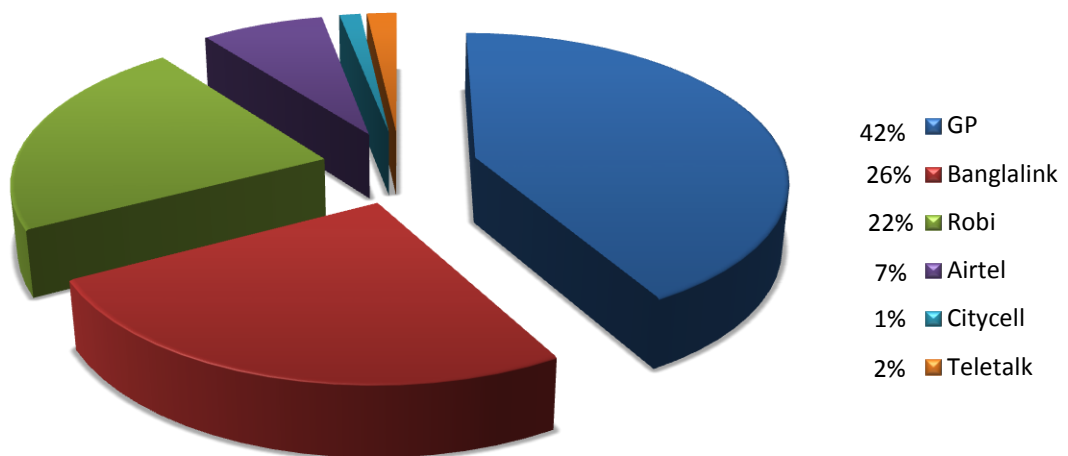
Products and Packages of Banglalink

Banglalink currently offers one plan for all packages. Connections are provided through GPRS and all connections are standardize (T&T incoming and outgoing with NWD and ISD).

🞕 Pre-paid package

1) Banglalink Play: The package is especially designed for the young generation. To keep connected the package offers 16 fnf to all operators, the best rate 4.17 paisa/10 sec to a special banglalink number.

2) Banglalink Desh: It is one of the oldest packages still offered by banglalink and is available in the market. The package was launched with a slogan "Ek Desh Ek Rate". It has 3 fnf facility to any operator.

3) Banglalink Desh Hello: The name confers that it was redesigned from the desh package according to the market demand. It gives the lowest tariff with 4.17 paisa/10 secin one banglalink number and 10 paisa/10 sec in other operators.

4) Banglalink Desh Ek Rate: "Ek Rate" means constant rate. The package comes with 18.5 paisa/10 sec to any operator including banlglalink.

5) Banglalink Desh Ek Rate Darun: Only the call rate was changed in this package. Instead of 18.5 paisa in 'desh ek rate' it is 14 paisa/10 sec in this package.

6) Banglalink Desh 7 fnf: it has 7 fnf facility, with lowest call rate 10 paisa/10 sec. But the call rate change with different time slot.

7) Banglalink Desh 10 fnf: To accommodate large friend list banglalink presents this 10 fnf pack. Customers can enjoy 4.5 paisa/10 sec to a especial banglalink number and as low as 9 paisa/10 sec to other operator

8) 1 second pulse: The package charge only 2 paisa/ sec. This is introduced with the concept of customers will only pay as much as they talk.

9) Manik Jor: It is a peer sim pack. Which means customers need to buy two sims together to activate this service. Within those two numbers customers can talk at a very low tariff. The numbers are sequential of this pack. For example if one number has 23 in its last digit the other number will have 21 or 24 in its last digit.

🞧 Post-paid Package

Banglalink segmented their post-paid package into three criteria- i) for personal use ii) for business use iii) for corporate clients

1) Banglalink Inspire: Banglalink inspire brings special new features for post-paid subscribers with remarkably low call rates, along with the lots of fnf numbers and many other services and facilities. One can also reduce mobile expenses through loyalty discount program. The monthly loyalty discount amount is calculated based on customer's length of stay with banglalink and usage per month.

2) Banglalink SME: Banglalink sme package offers attractive tariffs and a complete package customized to suit the needs of small and medium enterprises. The package is designed such a way to flourish customers business by minimizing cost.

3) Banglalink Call & Control: This package comes with the benefits of post-paid packages but the usage patterns are most likely of pre-paid. Unlike other post-paid packages in this package customers need to recharge certain amount to actively use the sim.

🞧 ICON Package

ICON is a premium telecom brand in Bangladesh. The package is designed only for those customers who are very high users. Generally the minimum criteria to own the package is to expend 3500tk. Per month. This package have carry forward facility of all monthly freebies such as Minutes, SMS, Data and ISD talk time for 1 month or bill cycle. For example, if a customer uses 2000 minutes out of 3000 in February, for March, s/he will have free minutes of 4000 (3000 regular + 1000 carried forward). The ICON users get extra facilities in different aspects. Such as there are discount offers in hotels, airways, resorts, restaurents, mobile phones etc.

Services of Banglalink

Banglalink services include 3G, VAS (value added services), banglalink internet, international roaming and mobile financial services. Among all these services below the first two will be discussed and the MFS will be coered next.

- 3G

3G is the third generation mobile telecomunication technology which is faster and advanced than 2G technology. Recently banglalink has launched the service and covered the main districts which are Dhaka, Comilla, Chittagong, Barishal, Bogra, Khulna, Gazipur, Tangi, Munshiganj, Mymensingh, Narayanganj, Rajshahi, Rangpur, Sylhet,Tangail. Sooner the coverage will spread to the whole country. With 3G connections customers can browse faster than before, can do video call, there is also mobile TV service available in the service. To accumulate the 3G service customers do not need to change their sim card only they have to dial to *5000#.

- VAS

Banglalink has divided the value added services into three measures; information based serives, entertainment based services, call management services.

Information based VAS are: *wikipediazero, facebook on ussd, krishi news, travel guide, bibaholink, jobs link, islamic service, banglalink krishibazaar, banglalink emergency, blood bank, healthlink, banglalink jigyasha, i´info, railway junction, yellow pages, sms (text, quotes & jokes ...), international sms, namaz alert.*

To enhance the power of knowledge Banglalink provides the *wikipediazero* service for free. Now, customers can visit m.wikipedia.org or zero.wikipedia.org for free and can know whatever they want to. In addition to this service if customers use their handset's default facebook browser to only browse facebook they won't be charged for data usage.

Entertainment based VAS are: *banglalink local radio, priyo tune, bbc bangle, banglalink timer sms, friend finder, amar tune, song dedication, power menu, music station, voice portal, ring tones, logos, picture messages.*

Call management VAS are: *banglalink easy divert, voice message, call block, call me back, missed call alert, conference call.*

Corporate Social Responsibility of Banglalink

Banglalink is committed to play its role as a responsible corporate citizen to contribute in making a difference in the socio-economic development of Bangladesh. The company undertakes several projects each year for the welfare of community and preservation of the environment. Banglalink social activities include the following initiatives:

  + Cox's bazar sea beach cleaning project and international coastal cleanup day

Since 2005, Banglalink has been cleaning world's longest sea beach, Cox's bazar. Under this project, 26 female workers clean the 3 km long beach 363 days a year in 2 shifts. In addition to that there is another team of 7 male workers who support to move all heavy dirt and rubbish from the beach. Banglalink has been truly making a difference in preventing environmental pollution at Cox's bazar beach and preserving the environment. Moreover, Banglalink is educating and generating awareness among the visiting tourists and encouraging them to join hands in making a difference. Also, Banglalink observes 'international coastal cleanup day' since 2005. Almost 500 volunteers from prominent universities, colleges and different organizations from Dhaka, Chittagong and Cox's bazaar joins hands to clean the beach-which makes this the largest voluntary initiative. Through this initiative, Banglalink seeks to make positive change and promote water pollution prevention efforts.

  + Donating blankets at orphanages

Since 2009, to help underprivileged children, Banglalink has taken this special initiative to distribute blankets among the orphan children of many orphanages around the country- which are in great need for it during winter season. In 2013 Banglalink distributed 5,000 blankets among the destitute children of 101 orphanages across the country. The districts covered were- Dhaka, Chittagong, Khulna, Rajshahi, Rangpur, Barisal, Narayanganj, Mymensingh, and Tangail.

- Special arrangements for hajj pilgrims at the hajj camp

Since 2009, Banglalink took several initiatives to provide free services to hajj pilgrims at hajj camp where they gather to depart for hajj. This includes arranging air-conditioned busses for pilgrims, water distribution zone, phone counter for making free phone calls, free charging units etc.

- Water and Date distribution and iftar at orphanage during Ramadan

Banglalink distributed free water and dates for the fasting people who got stranded at major traffic points of selected metro cities around iftar time during ramadan. This social activitu is been introduced from recent years. Banglalink also took initiative of arranging regular iftar and dinner in different orphanages around the country. In 2011, the company provided water and dates to almost 85,000 people and iftar and dinner for more than 12,000 orphans of 123 orphanages across the country.

- ICT support for underprivileged children: computer lab set up

To remove the curse of illiteracy from society and to enlighten the students, Banglalink has successfully set up computer labs in 270 underprivileged schools at different parts of the country in 2011. The computer labs are equipped with pc, laptop, internet modem, multimedia projector, speakers and microphone. This is how Banglalink is making difference and in the process aiding the government in achieving its vision of 'digital Bangladesh'.

Chapter 2

THE JOB

Internship Recruitment

The intern recruitment session is based on 2 step process. Both the stages are one to one interview based. However, the HR department personnel take the first interview and if one passes the first session s/he is called to attend the second interview with the team members in which interns will be working.

Orientation

22 interns were selected at the time of my internship and they were assigned in different departments. On the first day of internship Banglalink HR team gives a whole day orientation session to the interns. On the day two sessions took place. First, the introductory part consists of the company overview and the history of it. Secondly, ice breaking session with the other interns and also talking about the work responsibilities side by side the entry procedures were conducted.

Selection

I fortunately got the opportunity to work as an intern in the marketing department under the mobile financial services (MFS) unit. The official date of joining was 22nd of January, 2014. As the advanced internship program of Banglalink is a 3 months contractual agreement the official date of exit was 22nd of April, 2014.

Working hour, location and reporting

The working days were from Sunday to Tuesday. However, In terms of any political unrest situation the interns did not need to come to the office even if s/he lives near the office. However, the working hours in Banglalink are very flexible. Employees need to come to the office before 10:00AM and starting from their punch in time they need to be in the office for nine hours including one hour lunch time. But sometimes for work pressure or attending to meeting employees and interns also need to stay to the office to assist the task ahead. My duty was at the Banglalink head office situated in Gulshan-1, which is mostly known as 'Tiger's Den'.

However, my line manager was Rashed Hasan, Manager of MFS unit and my supervisor was Laila Farzana, Senior Executive of MFS unit. I reported to her during my internship program.

Apart from the working schedule Banglalink has a very unique system of holidays for employees. They call it as 'bridge holiday'. For example: if for some occasion Monday is holiday then counting Friday and Saturday as government holiday Banglalink announces Sunday as a bridge holiday. And this holiday is mandatory for all the employees.

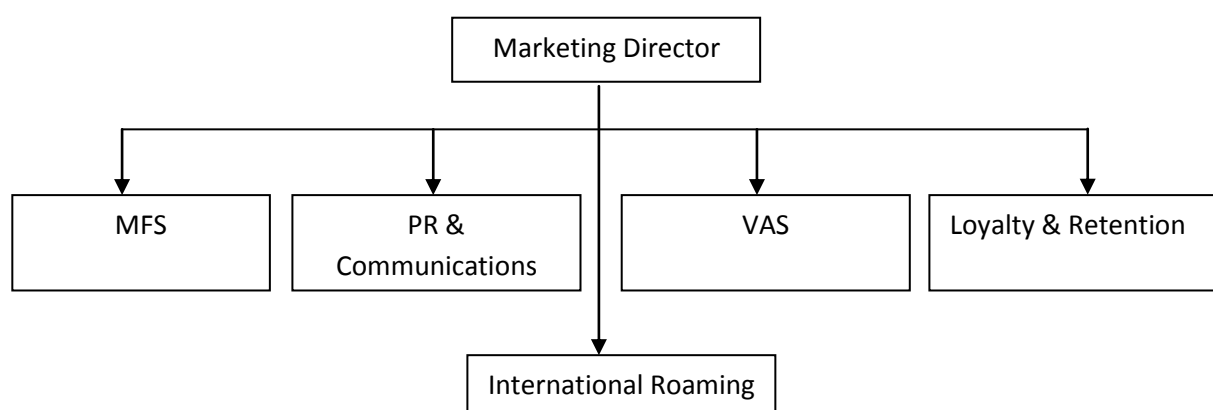## **Marketing Department of Banglalink**

The Marketing team consists of several units, which includes PR & Communications, VAS, Loyalty & Retention and International Roaming and Mobile Financial Services. The teams all report to Omer Rashid, the Marketing Director.

The Loyalty & Retention team is responsible for the designing of the special offers launched from time to time in an attempt either to increase customer base or to increase ARPU. The VAS division is responsible for the continuously adding valuable services to provide a complete solution to existing customers, for example, for making conference calling & ring tone/logo downloads possible. These two teams together are in charge of making the customers experience with our network more satisfying.

PR & Communication is responsible for designing and developing all promotional materials for the marketing of any new product/package and any other activities. They coordinate and work directly with the advertising agency and other vendors. While other companies have an entire department for promotions and branding, at Banglalink™ this division, consisting of only a handful of people is responsible for this task.

Mobile Financial Services unit consists of four members. This team is fully responsible for the mobile banking services-which is an arising market in the economy.

Organogram of Marketing Department

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                    │  Marketing Director │
                    └─────────────────────┘
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┌────────┐ ┌──────────────┐ ┌──────┐ ┌──────────────────────┐
│  MFS   │ │    PR &      │ │ VAS  │ │ Loyalty & Retention  │
│        │ │Communications│ │      │ │                      │
└────────┘ └──────────────┘ └──────┘ └──────────────────────┘
              ┌───────────────────────┐
              │ International Roaming  │
              └───────────────────────┘
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Purpose of the Job

The job assigned to me was to give a clear idea of the existing market conditions of mobile financial services and to search for scopes in the market. On a daily basis how many revenue the MFS unit is generating in comparison to other operators. The data resources helped unit members to interpret the numbers and make exact strategic move in the market. In addition to this as mobile financial services are completely aligned with the banks involved the data resources helped to keep track of sales records from Banglalink's end to avoid any discrepancy with the partners involved in business.

Specific Responsibilities

The specific work responsibilities those were given to me are described in detailed below:

- Dashboard Update

Dashboard is an excel file where all the MFS records- number of transactions, value of transactions, gross revenue, net revenue, cash-in, cash-out, number of registrations to wallet etc. are recorded. This was my primary or priority task. The task needed to be done on a daily basis. Every day morning I needed to update these files from different resources over internet. The websites I used to download these files are; mobiquity server, DBBL (Dutch Bangla Bank Ltd.) server. The access information of these sites was given to me. 'Mobiquity' is Banglalink's intranet server where every MFS transaction related details were saved. Furthermore, to update the Dutch Bangla Mobile Banking details such as, cash-in, cash-out, registration, third party (cash-in/out, registration) etc. we used DBBL website.

It was not only downloading the files. Downloading the files was the first phase. After the download, processing phase stars. Hereby I used 'pivot table' and 'vlookup' formula and other excel methods to find out the transaction numbers and values to fill up the table array (follow the first two lines of first paragraph). And this was needed to be done for each of the services of Banglalink MFS.

These works needed to be done before 10:00AM on office days and had to mail to my supervisor. Because the files were shared by the companies involved in MFS to cross-check the closing balance of last day and opening balance of current day also to confirm revenue sharing issues and avoid any data discrepancy.

- Attending meetings and write-up

As a part of the Banglalink MFS team I was always asked to attend different official meetings. Even in most times my supervisor used to tell me the meeting time and persons participating and my job was to book meeting room for the specific time period and inform the persons through email. Furthermore, when the meetings held with other company personnel I was responsible to receive them and lead them to the meeting room and take care of their reception. In addition to that, during the meeting time my duty was to take notes of the topics covered and finally what was the conclusion drawn. After the meeting based on the noted down points the MFS team discuss and find out the pros and cons.

However, according to the instruction of my supervisor I then prepare meeting agreements and give it to the supervisor.

- Communication brief of Banglalink-bKash

During the period of my internship Banglalink and bKash launched a customer acquisition program. The campaign duration was for one month and specifically in dates from 15th of February, 2014 to 15th of March, 2014.

The supervisor had given me the responsibility to handle communication brief of the campaign. According to the upper head members meetings I prepare a whole presentation on the campaign covering the topics who are the eligible customers, offer details, offer validity, offer activation process, offer activation notice, offer checking details and help line details.

In addition to that I also prepared some FAQs (Frequently Asked Questions) thinking from a customers' point of view. And add proper answers to the questions. This helped to reduce further works as when any campaign launches customers raise different questions regarding campaign and offers going on. Attachment of the FAQs with this campaign was successful as there were minimum queries from customers' due to available answers.

Both the documents were passed to the PR and Communication department for broadcast after my supervisor's review of the final work. This was important because the task was presented in front of the management team for approval of the campaign and also the same was broadcasted on air.

- Prepare presentation slides for management professionals

In any company to expand the business or to offer something new into the market working units need to take approvals from the higher management. Here they need to proof the potentiality of the sector for investment. This is necessary as the company invests a lot and if the investment does not return much it becomes a question of sustainability.

In the period of internship the MFS team was planning to expand the mobile financial services by signing up agreements with two other banks. The two banks are IFIC (International Finance Investment and Commerce) bank and UCBL (United Commercial Bank Ltd.).

To propose the task to the management team for approvals it is necessary to light up the positive sides of the expansion and the potential room of the sector. Thus, the task of preparing a presentation on the 'MFS Bangladesh' was given to me.

In purpose of preparing the presentation my supervisor gave a report to me named 'Pi Strategy Consulting & CGAP of World Bank Research'. I was asked to read the whole report written over Mobile Financial Services Bangladesh topic and then find the key factors that could be presentable and must proof the potentiality of the sector. I was successfully able to do so and in the presentation slides highlighting factors such as revenue prospect of MFS, transaction mode, customers' beliefs etc was included.

- Official visits and keeping liaison

A lot of times I needed to go to different organizations for different work purposes, sometimes just to make sure strong connections and build trust.

However, the first visit was to DESCO for collecting the agreement deed of Banglalink. The agreement deed is a contract paper with DESCO for the bill paying services of Banglalink. It defers from service to service. Banglalink deposits a certain amount of money in Trust bank as security money for the electric bill payments through Banglalink numbers. Whenever customers pays their electricity bill over their phone using Banglalink bill pay service the exact amount is deducted from the security deposit, thus it works. At the beginning of the year the security money is deposited to the bank account and when the money is deposited a clearance certificate is send to DESCO from the bank as an assurance.

During the launching of UCash several times I went to UCBL head office for giving sample sim, problem solving regarding service facility. Moreover, I went to BPDB (Bangladesh Power Development Board) to deal with some paper works for signing new area bill collections, pass away working progress reports, fixing meting times with the Director of BPDB etc.

Other Scheduled Responsibility

One of the advanced internship program requirement is that all the interns should pass last five working days of their internship with corporate sales dept., icon dept., customer care dept. and with call centre people to get to know the functions. Specific date and department to work with, is informed by the HR department.

Corporate clients are not regular customers. They are basically different organizations. On the basis of how big the organization is and the number of sim they occupy the corporate sales department is divided into three units, i) large scale ii) medium scale iii) small scale.

Large scale unit deals with the group of industries. Big companies especially those which have bi plants, factories etc. fall under this unit. PRAN RFL is Banglalink's biggest corporate client. Per month it generates around 10 million tk. Revenue for Banglalink.

Medium scale unit deals with especially the banks, companies with average customer base, NGOs etc. Pharmasia Ltd., Matrix Sweater Ltd. etc are examples of small scale clients.

Small scale unit deals with small customer base companies. Generally the companies which requires 100 or 200 sims.

I was assigned with a corporate sales team which look after different organizations situated in the Gazipur zone. On the day, visited two organizations situated at Rajendropur, Gazipur. During the visits, Pharmasia Ltd. which is a newly acquired company had some problems with the network. The purpose of the visit was to personally listen to the corporate client problem as it helps to retain customer trust in a way that Banglalink is there for its customers. We ensured the customer that the problem has been forwarded to the technical team and soon the problem will be solved.

The second visit was to a new corporate customer who ordered around 100 thousand sim. This visit disclosed the factors needed to be a valid corporate client. Hereby we checked the whether the company has trade license or not, do they have any fixed asset, the reliability of the business plan etc among these criteria none of them were satisfied by the company as a result the deal was canceled.

On the day with the icon department, basically we were given ideas about different icon products available in market. Important information could be included here are; only those who have monthly expenditure over Tk.3500 on mobile phone bills are eligible to be an icon. icon sim are only available at specified Banglalink care centre. Apart from those icon members enjoys different discounts and loyalty bonus on restaurants, hotels, airplane tickets, super shops etc.

Banglalink has a 24x7 call center service for handling customer complains. Currently it has two call centers. One situated at Mohakhali, Madona Tower and the other one at Gulshan-1. In addition another call centre will be opened soon in Chittagong.

CCD (Customer Care Department) deals with the care centre, where customers physically come with problems. Care centers are noted as zonal points in official terms and with 20 zonal points one zone is created. The zonal head looks after the zonal points. Here by employees of care center are strictly ordered to be well behaved and helpful. Because, only in this regards customers receive an idea about the organization. To maintain this high quality service CCD maintains strong selection criteria and also provides various trainings on behavioral patterns.

Chapter 3

THE PROJECT

SWOT Analysis & Customer Satisfaction of M-banking

Service Users

The project assigned for the internship program is divided into two broad topics. First part will be focusing on the SWOT analysis of Banglalink. On the second part it will reveal customer satisfaction of Banglalink M-banking service users.

Reasons of the Project Topics

SWOT analysis helps us to know the company strengths and weaknesses. As well as it also gives the opportunity to find out new fields of investment. The analysis also discloses threats from the competitors. Through this analysis we could actually figure out the position of the company in market amongst its competitors.

M-banking Service is a recent service that has been introduced just three years back. As a result it is still a growing sector. With each day banks are coming with new financial services and mobile operators are engaged to provide mobile financial services. As a consequence the research report on the customer satisfaction will help the organization to put its prime focus on relevant fields for improvement and make the sector more profitable. Apart from these reasoning the author was assigned to the particular department which is MFS, so it clearly defines the reason of topic choice.

Purpose of the Project

The purpose of the project is to give a clear idea about the organization with reference to the SWOT analysis. The first part will answer about the company image, reasons behind popularity, the areas of improvement, competitors' strength etc.

Along with this, the second part finds out the customer satisfaction of m-banking service users of Banglalink through reluctant tele-survey research. It will help the organization to find out key factors of customer satisfaction, reasons of dissatisfaction, customer needs and demand, areas of improvement etc. So that, the company can understands the true market conditions from customers' point of view.

SWOT Analysis

SWOT analysis is a tool that identifies the **s**trengths, **w**eaknesses, **o**pportunities and **t**hreats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal and external issues. Among the four strengths (S) and weaknesses (W) are internal issues where as opportunities (O) and threats (T) are external factors. Once this is completed, SWOT analysis determines what may assist the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results. Below in a sequence SWOT analysis of Banglalink is described-

➕ Strengths (S):

The foremost strength of Banglalink is the current market share it owns. Approximately it has now a market share of 27%.

Secondly when the company started their business here, had an existing positive image of the largest Egyptian telecom giant Orascom. It helped them to achieve a higher market share at the invade time. Moreover, recently the sixth largest telecom venture Vimpelcom took over 51% of Banglalink share which results as an added advantage.

Innovations in service and customer focus business policies are also considered as its prime potency.

Asia pacific region is a price sensitive market. Banglalink without making any changes to the trend serves its customers with New and attractive Pre-paid alongside Post-paid packages in a cheap rate.

Banglalink's office environment is considered as the most effective place to work for; has added power to its strength.

Effective decision making abilities are also another significant factor that enables them to survive the cut-throat competition of the industry.

Vast opportunities of financial support enable to extend its operations.

Low call rate provider regarding its competitor could be another strength of its.

Banglalink's aggressive marketing policy with systematic strategic approach makes it a strong body.

The large network coverage and good media partners helps Banglalink to reach its customers more fluently than any other.

🞂 Weaknesses (W):

The most troublesome weakness of Banglalink is its network. Though it has a higher range of network coverage all around Bangladesh yet it lacks of the signal strength. However, compare to villages and rural areas in towns it is better. The reception is clear when people are out of doors but it becomes worse when inside of doors.

Bureaucracy has entered into the management system of Banglalink. The new management is trying to create a system where each individual is responsible and accountable for his duties. While it is a good idea, it has also created a bottleneck at the administrative & financial level, where work gets stuck and stays stuck until all papers are properly signed and taken care of.

Banglalink do not hunt for young talents. Though its human resource department is one of the best but they have a policy of hiring experienced people. In a way it can be seen as a positive move but if compared with its competitors they are pulling young talents out of market so that they can get the new ideas of young professionals and according to that make proper packages to grab the youthful generation market. Alongside with young blood they are getting energetic, enthusiastic and self driven employees.

Banglalink entered into the market with the acquisition of 'Sheba' telecom. Before 'Sheba' telecom had a bad market reputation due to some conspiracies as a result it ended up selling all its market shares to Banglalink. However, some people may still hold off the sights and for this Banglalink might still suffer if not lot but a little.

Banglaink failed to identify the difference between developed market and developing market. For example, back in 2007 when GP already captured the market within the age group of 30

to 50 years Banglalink neglecting the concept of targeting youth generation started their marketing campaign for the same age group as GP. Though they were able to capture some of the market shares but instead of doing that targeting young's would be more profitable.

- Opportunities (O):

Improvements of network in the rural areas could help Banglalink to sustain their existing customers as well as to grab new ones.

The Mobile Network Operators has saturated the telecom market. Still there are emerging markets evolving every year. Banglalink need to develop new market strategies to grab those markets especially focusing on the youth generation as it's the most profitable sector of income.

Recently Vimpelcom has bought 51% shares of Banglalink thus becoming its mother company. Banglalink could fund financial facilities from this mother company for reinvestments into different sectors.

There is always chance for new product development to capture new market. Especially MFS is booming and growing sector in Bangladesh which can be taken as path to earn profit.

Also, with the new acquisition of Mother Company Banglalink can go for rebranding themselves. It will work as an intensifier among the customers' mind and also would be helpful to settle a strong brand image into people's brain about Banglalink.

- Threats (T):

The first potential threat to Banglalink is from another MNO, Robi. Robi is a joint venture company between Axiata Group Berhad of Malaysia and NTT DoCoMo Inc. of Japan. It commenced operation in 1997 as TeleCom Malaysia International (Bangladesh) with the brand name 'Aktel'. In 2010 the company was rebranded to 'Robi' and the company changed its name to Robi Axiata Limited. Recently Robi with its rebranding started aggressive marketing and captured a notable amount of market share. Banglalink need to put some thought immediately otherwise could fall apart.

Though Banglalink started the low call rates in the telecom market and put an end to Grameen Phone's eight years of high call charges yet it has fired back to them with more competitors into the market.

Banglalink is already facing competitions from Airtel with low call rates. Moreover, there is still chance of new investment in this sector. As a result it should develop new strategies from now on for the coming future.

Another mild threat could be from the land phone operators. Bangladesh Government has given prior concern to BTRC (Bangladesh Telecommunication Regulatory Commission) to look over the sector and bring it back to business.

SWOT Analysis Chart

Strengths (S)	Weaknesses (W)
- Current Market Share - Positive image of Mother Company - Innovative and customer focus business policy - Cheaper call rate - Office environment - Effective decision making - Opportunity of financial support	- Network signal strength - Bureaucracy in management system - Lack of young talents - Past bad reputation - Failure to define differences among developed market and developing market

Opportunities (O)	Threats (T)
- Rural area network improvement - Emerging market - Reinvestment through financial support - New product development - Rebranding	- Robi recent notable market share - High competition of price - New competitor - Land phone operator

Customer Satisfaction of M-banking service users of Banglalink

❖──────────────

The research conducted will reveal the satisfactory level of M-banking service users of Banglalink. Before approaching to the main research and its findings it is important to know some factors that will be used in research.

Customer Satisfaction Definition

"Satisfaction is the customer's fulfillment response. It is a judgement that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfillment"

Customer satisfaction totally depends upon the perceived value of a service or product. The perceived value depend on the service experience and the quality of the service. So, it can easily be determined that perceived service quality is a component of customer satisfaction. Customers are satisfied when their perceived value of service fulfills their needs and expectations.

From the above paragraph a conclusion can be drawn that the determinants of service quality is the driven force for customer satisfaction. This indicates if a service fulfills the dimensions of service quality it can achieve satisfaction from customers.

Service Quality Dimensions

Customers perceive quality in a dimensional way and researchers have found five dimensions that consumers focus on for quality assurance, they are-

- Reliability: is the ability to perform the promised service dependably and accurately. In its broadest sense, reliability means that the company delivers on its promise-promises about delivery, service provision, problem resolution and pricing.

- Responsiveness: is the willingness to help customers and provide prompt service. Responsiveness is communicated to customers by the length of time they have to wait for assistance, answers to questions, complaints and problems. To truly distinguish on responsiveness, companies need well-staffed customer service departments as well as responsive front-line people in all contact positions.

- Assurance: is defined as employees' knowledge and courtesy and the ability of the firm and its employees to inspire trust and confidence.

- Empathy: is defined as the caring, individualized attention the firm provides its customers. The essence of empathy is conveying, through personalized or customized service, that customers are unique and special. It is mostly preferable for small companies with limited customer base.

- Tangibles: are defined as the appearance of physical facilities, equipment, communication materials, advertisements and billboard stuff etc. All of these provide physical representations or image of service that customers will use to evaluate quality.

Among the five dimensions 'Empathy' is not used for the research as because it is not appropriate for the company. The definition clears the reasons. Empathy is more applicable to the companies which have a small customer base or have the facility of customization. Hereby, firstly Banglalink has a huge customer base of MFS and secondly there is no customization option available for the customers. Even there is no option for customization for Banglalink, as it does not own the service; Banglalink only provides the network to banks for their M-banking services.

Sample Selection

The author decides to conduct a quantitative research for the project. In order to get the most unbiased investigation under way, the author decides to approach respondents with a random sampling method. This will give each member of the population an equal chance of being selected for the survey. In order to do so the author collected 100 active Banglalink numbers from the MFS team who have valid registration for the M-banking service. This is to because the purpose of the report is to find out the satisfaction of customers who are using M-banking services of Banglalink.

Survey Method

The author chooses to do tele-survey. As finding the customers and interview them personally was a very hard task and time consuming. During the tele-survey there were 16 questions to be asked to the respondents. At the starting of the interview the purpose of the questions was properly cleared to the respondents and also asked for their permission to proceed. However, before going to the survey the questions were pre-tested with 5 random customers who fit the requirements to fill it out. In order to make it more easy for the customers to understand and answer it, the zone of tolerance illustration was included in the questionnaire.

Research Approach

The research is completely based on quantitative data. The findings of the questionnaire are allotted with the help of MS Excel where different functions like VLOOKUP, PIVOT table, COUNTIF, IF, Pie Chart, Bar Chart etc. are used to interpret data. On the report only the final values are put to interpret.

Findings, Analysis & Recommendations

(accumulating questions 2 & 5)

Age of Customers

Class	Frequency	Average
20 – 30 years	12	
31 – 40 years	48	37
41 – 50 years	33	
51 – 60 years	7	

Figure: 3.1

Profession of Customers

Class	Frequency
Rickshaw puller	17
Farmer	7
Boutique owner	3
Health Worker	1
General Store owner	3
Tea stall owner	13
Govt. clerical job	4
Garments worker	24
Govt. service holder	8
Private jobs	3
Business	2
Small business	9
Student	6

Figure: 3.2

Classification of Profession in terms of income

Lower Income (Rickshaw puller, Farmer, Boutique owner, Health Worker, General Store owner, Tea stall owner, Govt. clerical job, Garments worker, Small business, Student)	Comparatively Higher Income (Govt. service holder, Private jobs, Business)
87% of the respondents	Only 13% of the respondents

Figure: 3.3

From figure 3.1 the age difference of customers is been classified into four categories with a point difference of 10 years. Where as in figure 3.2 it has been shown about the professions they are doing and later in figure 3.3 according to their level of income the whole respondent was divided into two categories.

The conclusion can be drawn over here that the average respondents' age is 37 years and around 87% of the respondents are low earners which may indicate of lower educational qualifications. On the other hand minimal 13% respondents are well earners and qualified enough.

Recommendations

- Banglalink can introduce different campaigns in collaboration with the M-banking service providers in different university areas, corporate houses etc. It will help them to capture customers from different class and background. This in case will develop a more diversified portfolio of customers. Collaboration with the service providers will help Banglalink to cut cost for the campaign.
- Especial offers can be designed for the corporate houses. For example salary disbursement of employees through M-banking can be an innovative way to capture new market.
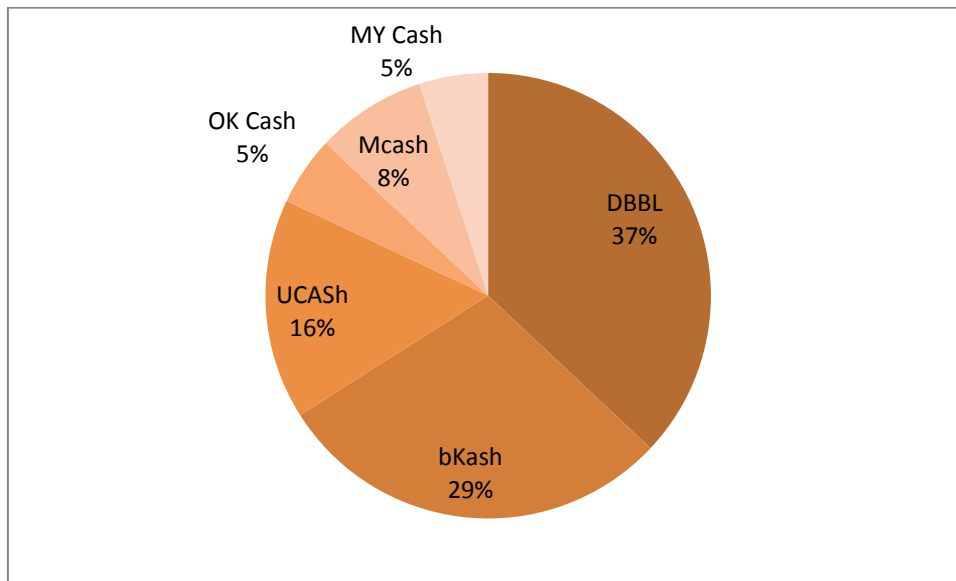
(accumulating questions 6,7,8 & 12)

Figure: 3.4

Preferred M-banking Services

	DBBL	bKash	UCash	My Cash	MCash	OK Cash
DBBL	23	11	3	0	0	0
bKash	8	19	3	0	0	0
UCash	5	3	7	0	1	0
MY Cash	0	0	5	0	0	0
MCash	3	1	3	0	1	0
OK Cash	0	1	3	0	0	1

Current M-banking Services
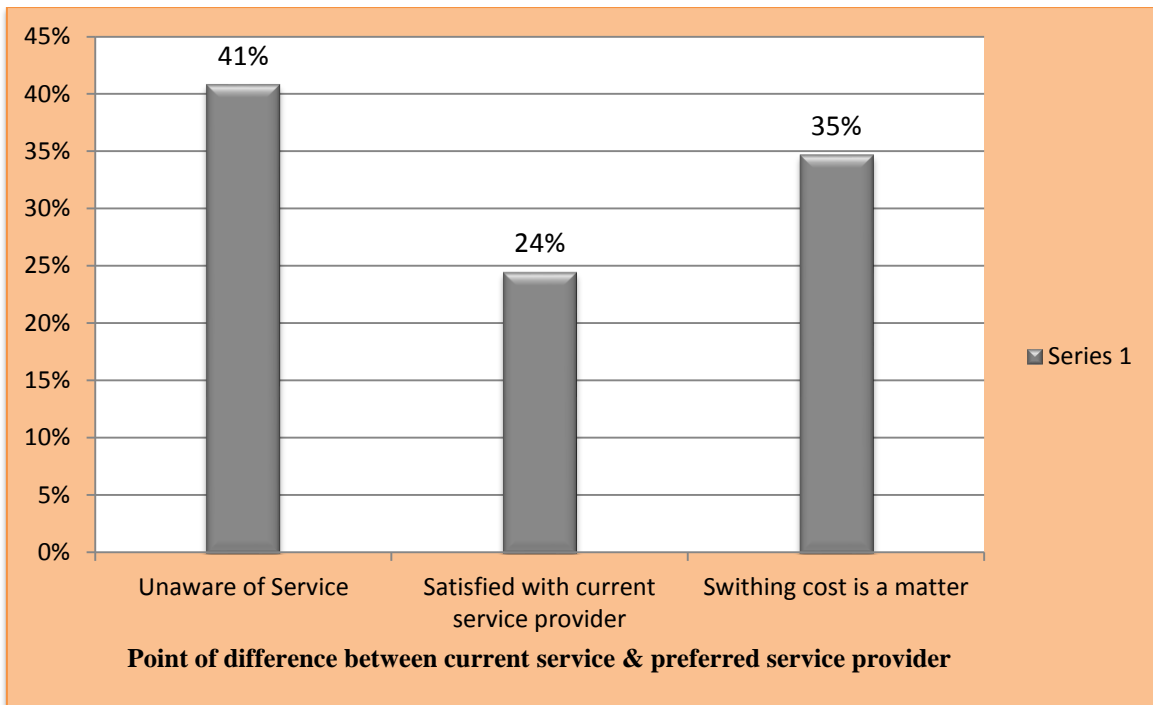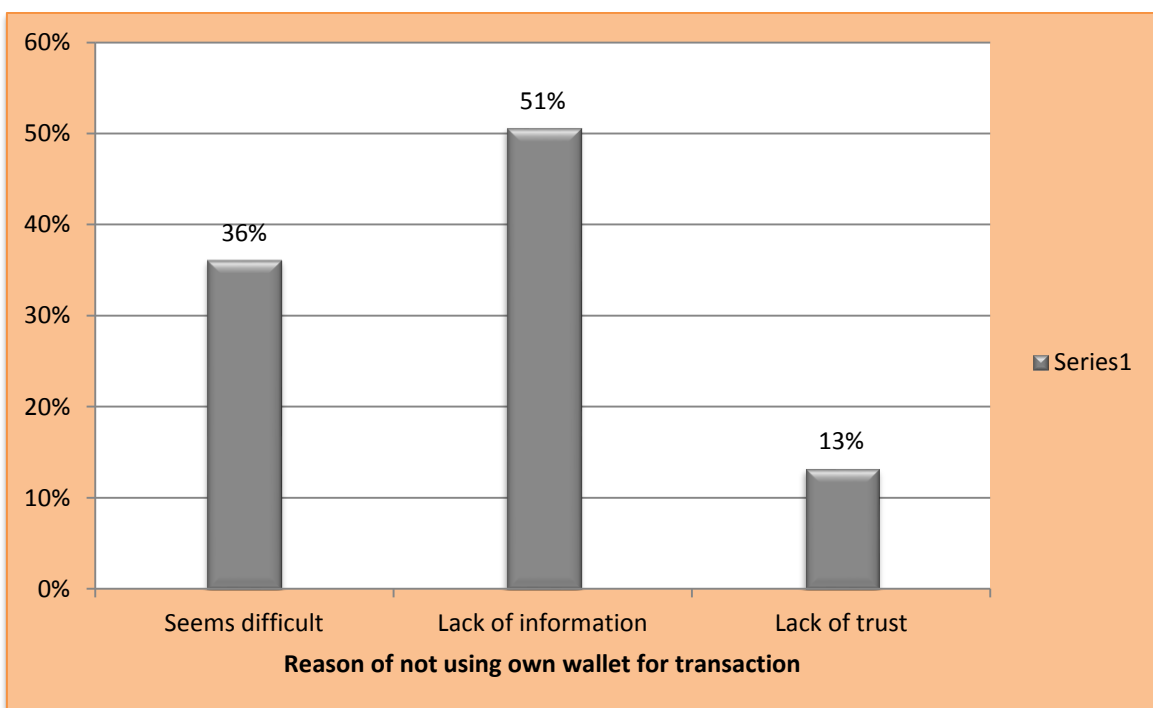
Figure: 3.5

Figure: 3.6

Figure: 3.7

Banglalink currently have six M-banking services available to consumers. Names are, DBBL Mobile Banking (a service of Dutch Bangla Bank Ltd.), bKash (a service of BRAC Bank), UCash (a service of United Commercial Bank Ltd.), My Cash (a service of Mercantile Bank Ltd.), MCash (a service of Islami Bank Bangladesh Ltd.) and OK Cash (a service of Trust

Bank Ltd.). Among these six services from figure 3.4 DBBL user percentage is 37%, bKash 29%, UCash 16%, My Cash 5%, MCash 8% and Ok Cash 5%. These data percentage are calculated only based on the 100 respondents of the research.

Figure 3.5 finds out the differences between customers' current and preferred services. From the chart (23+19+7+0+1+1 = 51) Respondents are using their preferred services and other 49% prefer one service and using the other. This could indicate, Banglalink yet incapable to connect customers to their preferred services. The only reason here is the lack of proper communication to its customers because the preferred services are available but customers are not aware of it. This creates a poor tangibility impression of the company.

Figure 3.6 reveals the reasons behind the gap between current service and preferable service. The percentage is calculated based on the 49 respondents whose current service provider does not match with the preferred service provider. Among the 49 respondents 24% are satisfied with the present service provider though they have a preference but still won't change as it seems almost the same to them. 35% of them say there is a switching cost which matters. To shift to a new service provider will again cost them in financial terms and also processing trouble. But 41% surprisingly said that they are unaware of the service providers. This means even though Banglalink have these service providers with them but the customers did not know Banglalink does have the services. Tangibility of service establishes by proper communication with its customers, advertisement, physical evidences. These tools are used to make customers more knowledgeable about the company where Banglalink surely lacks of.

The percentages in figure 3.7 are calculated on 83 respondents as 17 of them use their own wallet. From the chat, 13% of the respondents lacks of trust to make transaction from their own wallet. 36% seems it difficult to do and 51% of them do not know how operate transactions from own wallet.

Recommendations

- TV commercials only focusing the Bangalink M-banking services. Advertisements could also include other financial services of MFS.
- Encourage both own and third party agents to inform customers about new services and features. Make quarterly training arrangement for the agents so that they become for informative.
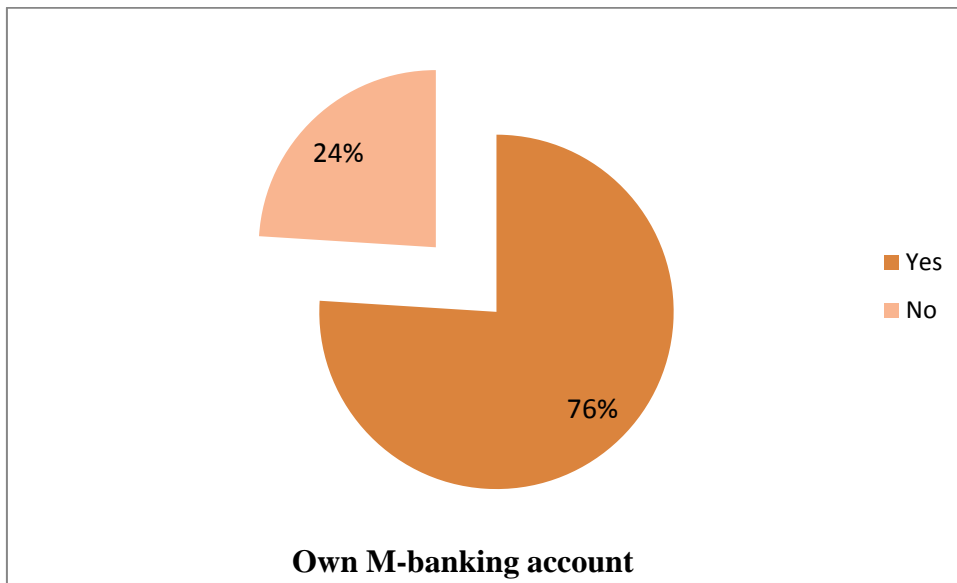
(accumulating questions 9, 10 & 11)

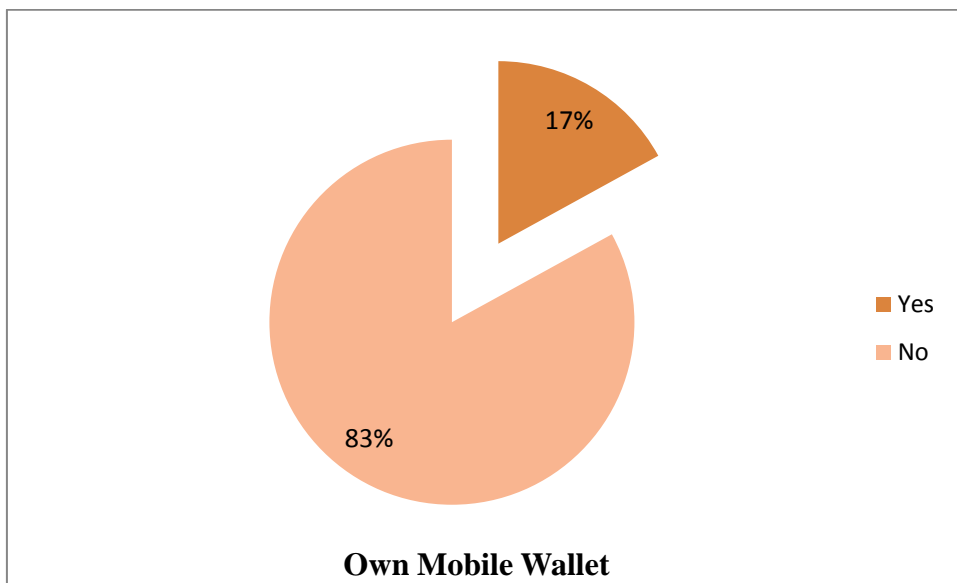**Own M-banking account**

Figure: 3.8

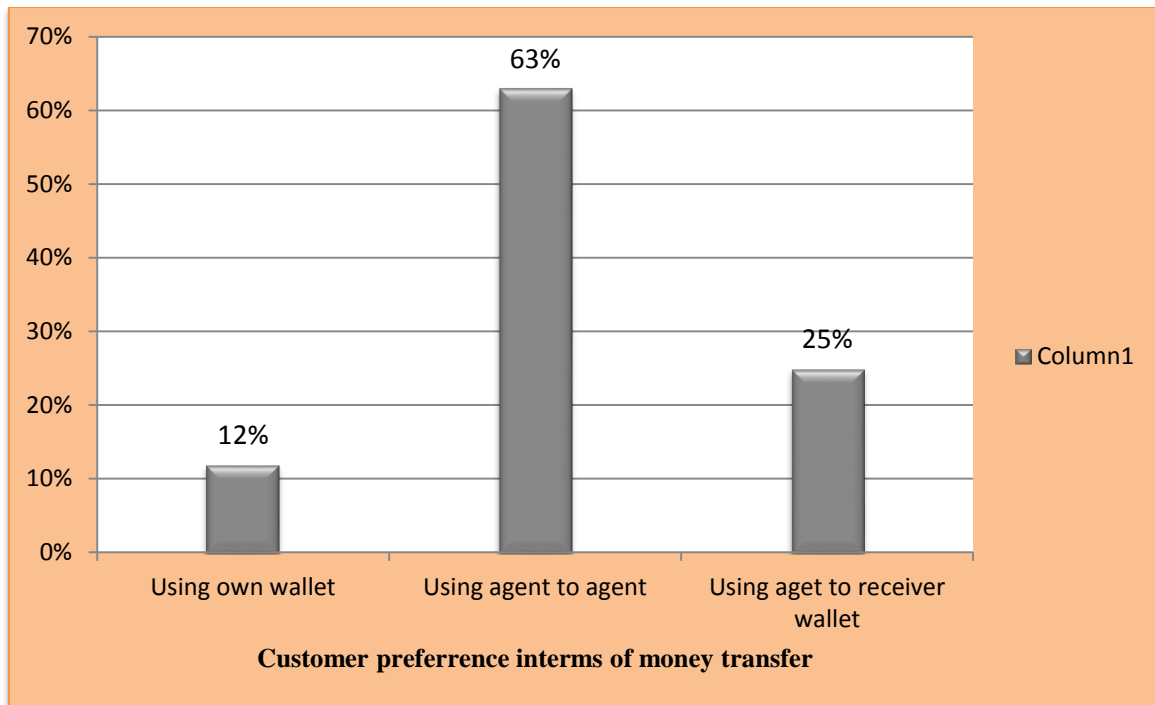

Own Mobile Wallet

Figure: 3.9

Figure: 3.10

Figure 3.8 indicates the number of mobile banking account holder. As a growing market the number figures are good enough to justify the service popularity. Around 76% of the respondents have their own account with different service provider and rest 24% do not have mobile banking account but they do use mobile banking services for money transfer by the agents.

Figure 3.9 finds out the percentage of own mobile wallet users among the 100 respondents. Surprisingly, the percentage of mobile wallet user is low compared to the expected level. Mobile wallet is basically a virtual account of customer. When a customer opens m-banking account, with the respective number s/he gets a wallet or account number where s/he can keep money and transfer money by themselves. Only 17% of the customers use their own mobile wallet for transactions where as a huge number of 83% takes the help of agents for money transfer.

Figure 3.10 extracts the mode of transaction preferable to customers. The calculations finds out that 63% of the customers prefer agent to agent money transfer. The reasons, they have a higher level of confidence and trust on the Banglalink as well as service provider's agents for money transfer. Another reason found was it seems less complicated when using agents to transfer money. Certainly Banglalink successfully fulfills the assurance criteria of the service

quality as their employees' are able to build a door of confidence and trust among the customers with knowledge and proficiency.

Recommendations

- 17% of the customers who have their own mobile wallets even though among these 12% prefer using their own wallet. (63+25) = 88% of the customers still depend on the agents for m-banking service. As a result customers are not actually receiving the whole benefit of the service. Agents do not encourage customers to use their own wallet because with every transaction they receive certain commission. The temptation of making more profit is causing loss to the customers as a consequence the actual purpose of the service is not served. Banglalink should introduce monitoring technique to solve the problem.

- To make the customers more knowledgeable Banglalink can also give free SMS to its MFS customers informing about the procedure to use own mobile wallets and its benefits.
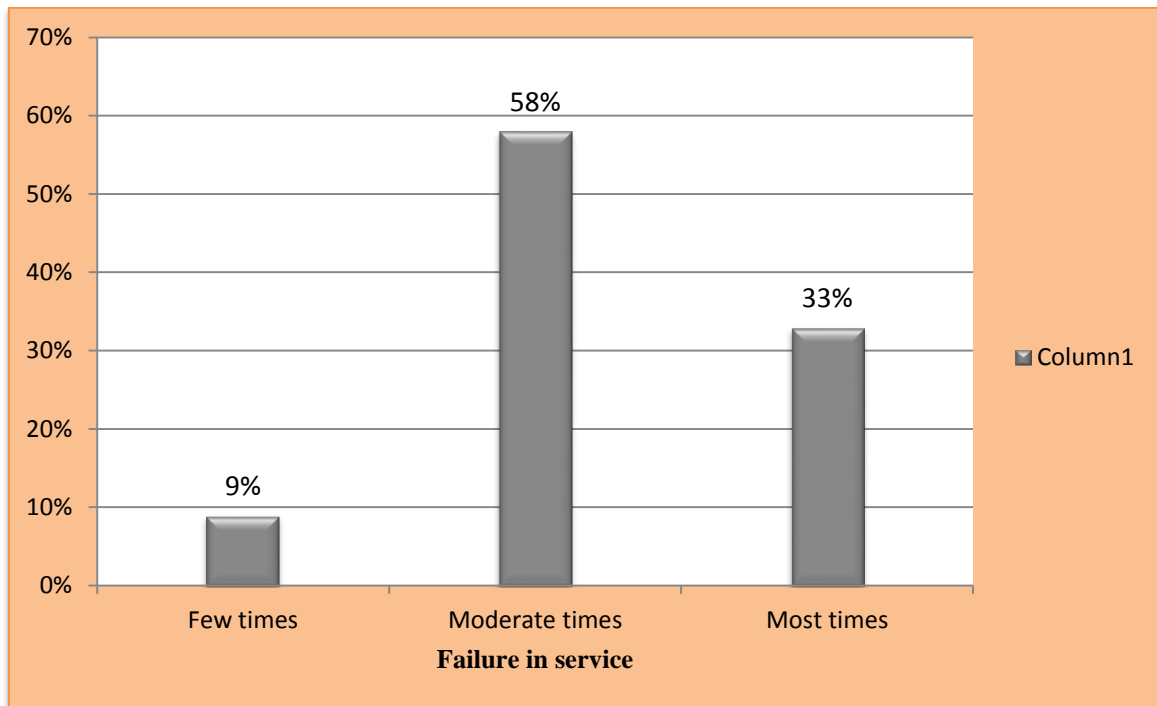
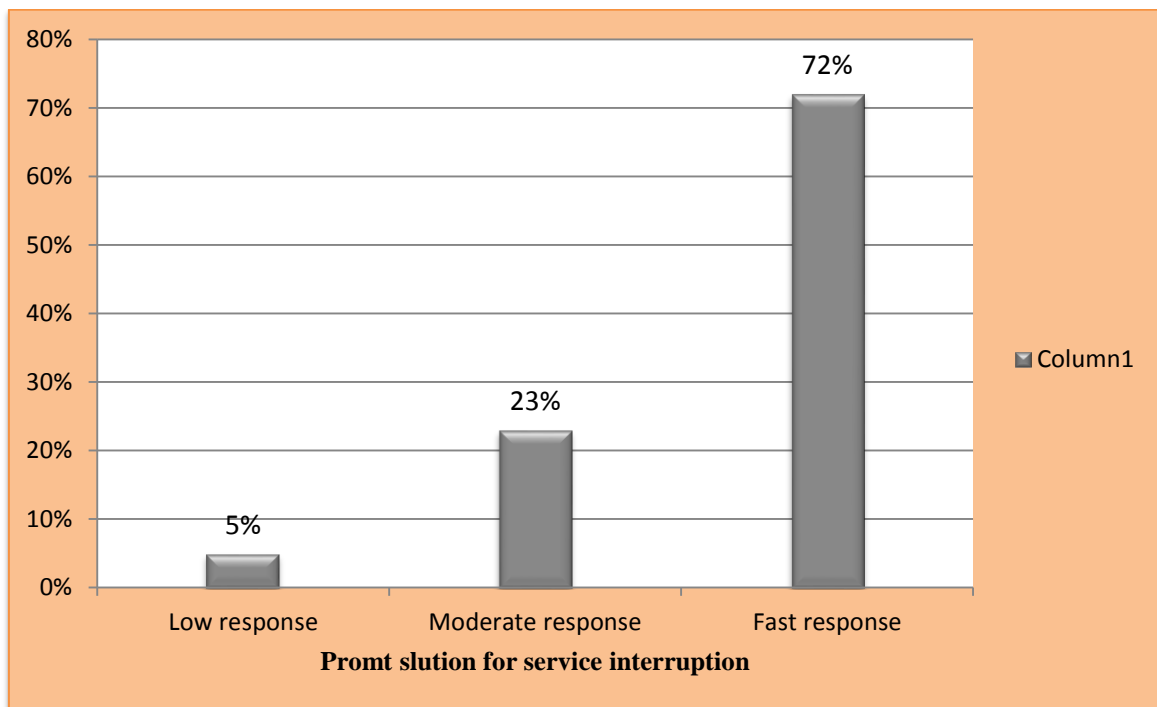(accumulating questions 13, 14 & 15)
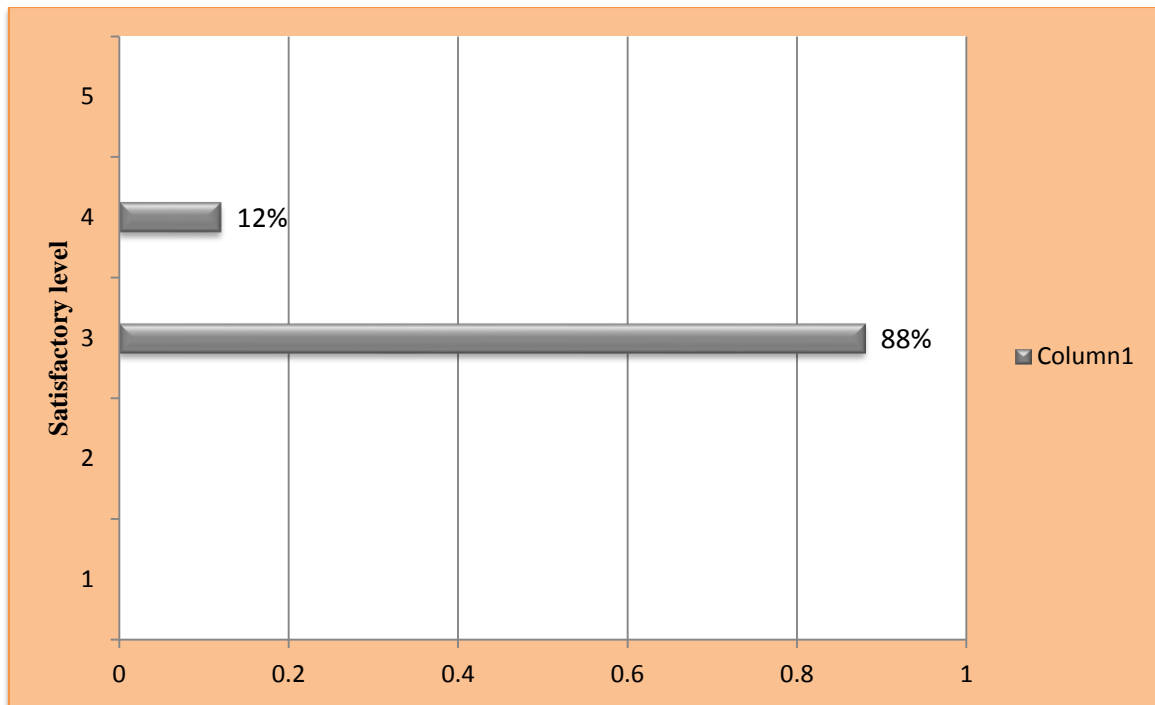

Figure: 3.11

Figure: 3.12

Figure: 3.13

When customers were asked about the failure in service rate in terms of Banglalink network from figure 3.11 58% replies it to be in a moderate condition. 33% says it to be most times. Which means most of the customers are dissatisfied with the network coverage and thus failing to receive proper services from m-banking service provider. This discrepancy not only effects MFS customers of Banglalink also the m-banking service providers would also take it as a loop whole as for Banglalink's inability in providing network causing their customers to be dissatisfied.

Figure 3.12 discloses the prompt service solution during the disruption of network. 23% of the customers say the response to service solution is moderate and 72% says it to be fast response.

Figure 3.13 reveals the satisfactory level of customers after considering all the factors involved in questionnaire. The author asked to rate on the basis of level 1 to 5 where 1 is marked as the lowest level of satisfaction and 5 is marked for the highest level of satisfaction. it is found to be that 88% of the customers are moderately satisfied with the service.

According to the definition of responsiveness Banglalink is performing well enough in terms of giving service problem solutions. Which may satisfy the responsiveness criteria of service

quality dimension but a company like Banglalink a pioneer in its telecom sector interms of MFS customer base should not have problems.

Recommendations

- It is better for a company to avoid problems rather than giving faster problem solutions. So, Banglalink should work on their network to improve it their services. It will be profitable in both ways by attracting new m-banking service providers also grabbing customer satisfaction.
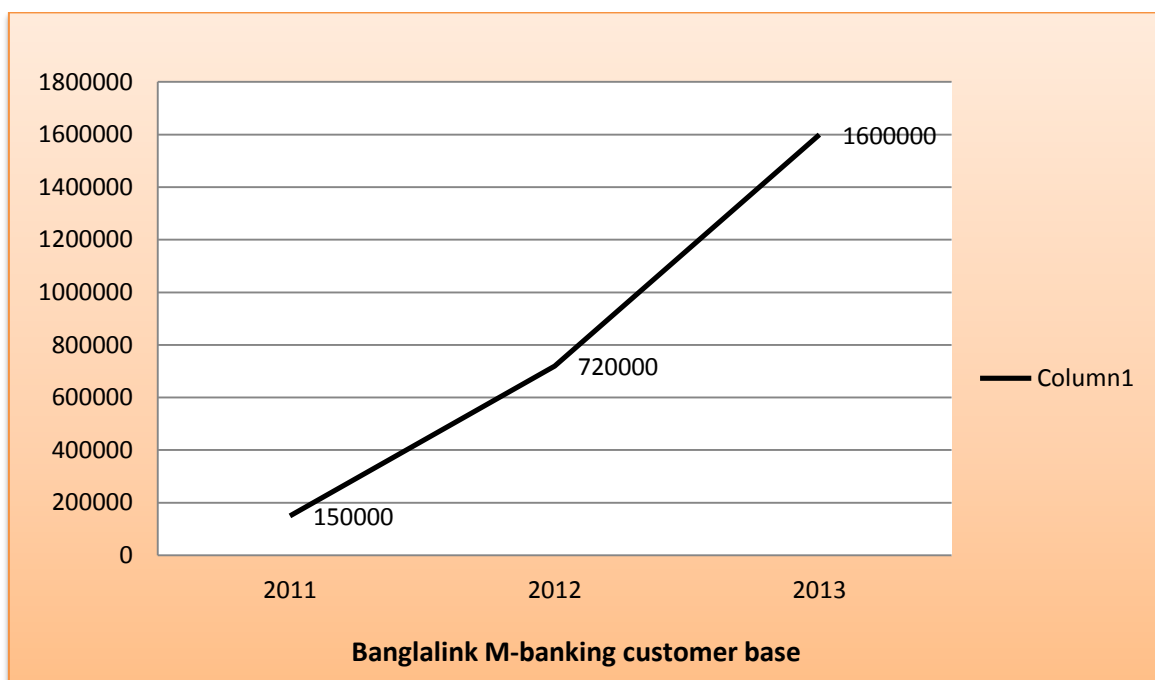

Figure: 3.14

Banglalink started their MFS with a tag line

"Mobile Banking For All"

The mobile financial service was introduced in 2011 in Bangladesh. From the very beginning Banglalink focus on this sector with a promise to spread the service amongst all. At the end of year 2011 the customer base of MFS was 150 thousand it dramatically increased to 700 thousand in the next year and in 2013 the number jumped to 1600 thousand and still growing. If the reliability factor of service quality dimension is put here Banglalink is reaching towards the goal very fast. As it promised to spread mobile banking facility to all with the increase in customer base proves it along.

Conclusion

❖━━━━━━━━━━

The report has covered the history of Banglalink from the journey it begins till now. Through this journey Banglalink has succeeded in many ways as well as failed in much ways. Still they are the second largest telecom brand in Bangladesh. During the start of mobile financial services in year 2011 banglalink is coping up with the speed quite well. The research have found out the customer demographics where it is seen that most of its M-banking customers are less educated as a result from now on if Banglalink take necessary steps as suggested it will have a strong grip to its customers than present. Moreover, the research also figures out the network signal problem issue as one of the prime disadvantage of the service, making progress to this would open the doors of success to Banglalink. The MFS department of Banglalink wishes to provide M-banking services to all aspects of the society to do so they first need to know its customers and make them knowledgeable about their service and its usage. Furthermore it will help them to keep their promise and lead towards greater customer base. There are plenty of banks coming with new M-banking products Banglalink should acquire them to expand their business. Even though so many problems the research has shown that still 88% of the customers are moderately happy with their service, hereby Banglalink should take necessary steps to gain the trust and make those 88% customers fully satisfied with their service.

As a pioneer in the mobile financial sector among the telecom brands Banglalink need to improve their service to hold off the position. Still there is lot of scopes of improvement and if they overcome the mistakes made already there is a higher chance that they not only become successful in this particular mobile financial sector but also in its real telecommunication business.

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APPENDIX

Questionnaire

The questionnaire is designed for the purpose of finding out the factors of customer satisfaction. The provided information will only be used as part of the project. Any personal information will be treated with high confidentiality.

1. What is your name?

Ans:

2. How old are you?

Ans:

3. Do you use Banglalink mobile financial services?

Ans:

4. If yes, for how many years you are using the service?

Ans:

5. Which profession are you in?

Ans:

6. Which mobile banking service you use?

Ans:

7. Which mobile banking services you prefer from below?

Ans: bKash, DBBL, UCash, My Cash, MCash, OK Cash

8. If preferred and current service providers are same no need to answer the question. If not, then Please (√) below

Ans: O did not know Banglalink has the service   O satisfied with current service provider
        O switching cost

9. Do you have your own mobile banking account?

Ans:

10. Do you use your own mobile wallet for transaction?

Ans:

11. Which way of money transfer you prefer?

Please (√) below

Ans: O using own wallet   O using agents to agent   O using agent to receiver wallet

12. Why you do not use your own wallet?

Please (√) below

Ans: O seems difficult   O lack of information   O lack of trust

13. Using Banglalink network have you interpret any failure in service?

Ans: O few times   O moderate times   O most times

14. Whenever there is a problem how fast you receive prompt solution from Banglalink?

Ans: O low   O moderate   O fast

15. Point out your satisfactory level by putting a (√) below; from 1 to 5 where (1) is the lowest and (5) is the highest

Ans: O 1   O 2   O 3   O 4   O 5

16. Any suggestions to improve the service:

THANK YOU

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banglalink

start something new