

The image features a white background with four corner pieces of tiger stripes, each showing orange and black stripes. In the center, there is a large orange rounded rectangle containing the text.

INTERNSHIP REPORT
BUS 400



Internship Report
On
**“Factors Influencing Customer
Satisfaction of Banglalink.”**

Submitted to:
Mr. Mahmudul Haq
Assistant Professor, BRAC Business School

Submitted by:
Md. Nomanul Karim Nafi
ID- 10104108
E-mail: nomanul@gmail.com

September 13th, 2014
BRAC University



“Factors Influencing Customer Satisfaction of Banglalink.”



Letter of Transmittal

September 13th, 2014

Mr. Mahmudul Haq

Assistant Professor
BRAC Business School
BRAC University
Mohakhali, Dhaka.

Subject: Submission of Internship Report.

Dear Sir,

I am truly delighted to complete the internship report on the topic of “**Factors Influencing Customer Satisfaction of Banglalink**”. I have gathered what I believe to be the most complete information and strategic tools available.

I tried my best to complete the report in this very short span of time and with the quality of your expectation. I wish the report would meet your expectations and standards.

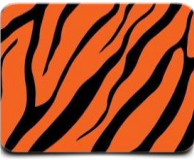
I truly appreciate this internship project as it helped me to learn about the telecom industry and its operation. I sincerely hope that you will appreciate the report. I have enjoyed working on this report and have learnt a lot.

Sincerely,

Md. Nomanul Karim

ID – 10104108

BRAC Business School,
BRAC University.



Declaration

This report has been prepared by me for **Mr. Mahmudul Haq** as to fulfill the requirement of BUS 400 course in **summer 2014** semester. I hereby declare that no part of this report has been copied from another source or have been submitted elsewhere by me or someone else.

Md. Nomanul Karim
(10104108)



ACKNOWLEDGEMENTS

First of all let us thank and express our heartfelt gratitude to Almighty Creator, Allah.

Obviously next I would like to thank my honorable faculty **Mr. Mahmudul Haq**, Assistant Professor, BRAC Business School, BRAC University, Dhaka. Without his kind assistance, it might not be possible for me to prepare this report. Undoubtedly, this project would help me in future career, thus preparing this report has given me a great moral boost and confidence. I again thank my faculty for devoting his precious time and knowledge to help me correctly prepare this report.

Next I would like to thank **Shamsul Arif Khan**, Deputy Manager, Loyalty and Partnership, Marketing of Orascom Telecom Bangladesh Ltd. (Banglalink) for his excellent support to provide in depth information about the company. The whole experience is so precious for me that it will show a path way in my own service life. I would like to give special thanks to **Rezvi Hasan Ohee**, Loyalty and Partnership Executive of Marketing, **Quazi Nafees Ahmed**, Manager, Recruitment Division, HRD, Banglalink and **Tanzina Kabir**, Assistant Manager, Recruitment Division, HRD who has given me the opportunity to have the internship in this organization. They also helped by providing all necessary information regarding the company.

I wish to express my deep sense of gratitude to my friends, **Tanvir Haque** and **Sadiah Karim** for their useful suggestions and assistance, which helped me in completing the project work, in time.

Needless to mention all the people who have completed my questionnaire and I would also like to thank them for aiding my research.

Special thanks to my **MOTHER** to give me the opportunity to do work comfortably at home. She has given me a sound environment to do my work.

Finally, I would like to express my heartfelt thanks to my beloved friends, my colleagues at Banglalink and all the surrounding people for their direct or indirect help and wishes for the successful completion of this project.



Executive Summary

Banglalink is the second largest telecom operator in Bangladesh in terms of market share. The report discusses about the different factors that are contributing to customer satisfaction or dissatisfaction. This project has been designed to accomplish to find out the “**Factors Influencing Customer Satisfaction of Banglalink**”.

Starting part of the report narrates the company profile including Banglalink’s history, their vision, mission and strategy, products and services, activities and performances. It also describes the existing competitors and their competitiveness in response to economic condition. This part of the report indicates the internal capability which is affecting in the performance regarding satisfying the customer. It has been found that Banglalink is doing well in terms of revenue and profit generation. Moreover, their marketing department is using all possible tools to satisfy their customers. They have enough financial affluence to provide better service to satisfy not only their existing customers but also new customers.

In the following part of the report, a survey was thus conducted focusing on different customer satisfaction factors of Banglalink. Some important factors (like call rate, network, value added service, etc.) of Banglalink that affect the satisfaction level of the customers have been identified where customers give special emphasis. Findings and analysis part describes different statistical tools that have been used to produce various statistical outcome. According to the response and all necessary calculation it has been determined that the customers of Banglalink are not satisfied. Customers are not satisfied in terms of Call rate, Network Coverage and Customer Care service most. So Banglalink needs to improve these mentioned things to satisfy their customers.

It is generally recognized and findings of my research prove that, although Banglalink is the second largest telecom company in the market of mobile telecommunication industry, its customers are **not satisfied** with their services. If Banglalink does not take care of these dissatisfactions and other company in the market with similar offers, it will be difficult for Banglalink to keep current market share intact.



TABLE OF CONTENT

PARTICULARS	PAGE NO.
Preface	01
1.0 Organizational Part	
1.1 Name, Location, Historical Background of the Company	02
1.2 Names and Characteristics of the Founders	02
1.3 Mission, Vision, and Corporate Value of the Company	03
1.4 Organization Structure	04
1.5 The Company's Major Functions and Products	04
1.6 Quality of Service	05
1.7 Corporate Social Responsibilities (CSR)	05
1.8 Market Position and Customer Base	06
1.9 Company performance & Financial Highlights	06
1.10 Industry Analysis	08
1.11 SWOT Analysis	10
1.11 Criticisms and penalty (BTRC fining Banglalink)	14
2.0 Research "Factors Influencing Customer Satisfaction"	
2.1 Introduction	14
2.2 Objectives of the Study	15
2.3 Importance	16
2.4 Methodology	16
2.5 Significance of the Study	17
2.6 Hypothesis	17
2.7 Scope	17
2.8 Cost Budget	17
2.9 Limitations	18
2.10 Requests for Approval	18
3.0 Findings & Analysis	
3.1 Background of the respondents	18
3.2 Frequency Table & Graphical Presentation	25
3.3 Analysis of the Results	31
4. The GAP model of Service Quality	32
4.1 Relating the Gap Model	34
4.2 Recommendations to close the GAPS	35
5. Conclusion	36
Bibliography	37
APPENDIX	38
Financial Raw Data	40

PREFACE

Banglalink is one of the fastest growing mobile telecommunication Company in Bangladesh. Considering the importance of customer satisfaction, this project was designed to assess the satisfaction level of BANGLALINK's subscribers. It is generally recognized that, although Banglalink is one of the leading the company of mobile telecommunication industry, its customers are not satisfied with their services. If Banglalink does not take care of these dissatisfactions and other company enters the market with similar offers, it will be difficult for Banglalink to keep current market share intact. So, the main objective of the report is to find out the Factors Influencing Customer Satisfaction of Banglalink. A survey was thus conducted focusing on different customer satisfaction factors of Banglalink.

This report is broadly categorized in different parts. At First there was description about the telecom sector of Bangladesh along with introduction, objective, scope, limitation and methodology. Starting part narrates the company profile including Banglalink's history, their vision, mission and strategy, products and services, activities and performances. Then it describes the different aspects of the company. It also describes the existing competitors and their competitiveness in response to economic condition. Findings and analysis part describes different statistical tools that have been used to produce various statistical outcome. It also includes a brief analysis and the summery of findings.

Many important factors are acting behind this overall dissatisfaction. Significant dissatisfactions were observed in the factors like call rate and network availability, service of helpline, service of info centers, high billing rate, and so on. Most importantly, a significant portion of the BANGLALINK subscribers were found not loyal toward the company.

1.0 ORGANIZATIONAL PART

1.1 Name, Location, Historical Background of the Company:

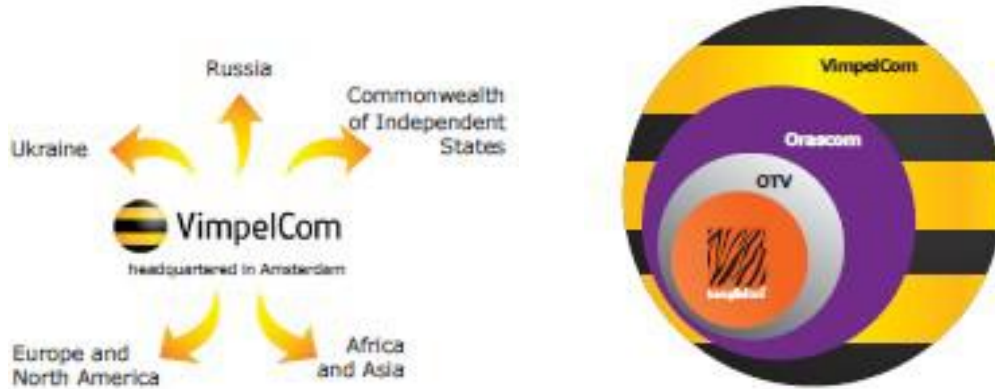
Orascom Telecom Bangladesh Limited is a limited liability public company incorporated in Bangladesh. The company is offering its services under the brand names Banglalink and Icon. Its head office is named as “Tigers den” which is located in House no. 4, SW, Bir Uttam Mir Shawkat Sharak, Gulshan-1, Dhaka, Bangladesh.

Sheba Telecom (PVT Ltd) finally was granted license in 1989 to operate in the rural areas of 199 upazilas. Later it obtained GSM license in 1996 to extend its business to cellular mobile, radio telephone services. It launched operation in the last quarter of 1997 as a Bangladesh-Malaysia joint venture. In July, 2004, it was reported that Egypt based Orascom Telecom is set to purchase the Malaysian stakes in Sheba Telecom through a hush-hush deal, as Sheba had failed to tap the business potentials in Bangladesh mainly due to a chronic feud between its Malaysian and Bangladeshi partners. In September 2004, Orascom Telecom Holdings purchased 100% of the shares of Sheba Telecom (Pvt.) Limited (-Sheba). It was acquired for US\$60 million. Sheba had a base of 59,000 users, of whom 49,000 were regular when it was sold. Afterward it was re-branded and launched its services under the —Banglalink brand on February 10, 2005. In March, 2008, Sheba Telecom (Pvt.) Limited changed its name as Orascom Telecom Bangladesh Limited, matching its parent company name.

This positive change that is quite correctly attributed to Banglalink, has become the corporate positioning of Banglalink and is translated in their slogan "**Start Something New**". Banglalink attained 1 million subscribers by December 2005 and 3 million subscribers in October 2006. In less than two years which is by December 2007, Banglalink overtook Robi (Aktel) to become the second largest operator in Bangladesh with more than 7.1 million customers. Banglalink currently has 25.49 million subscribers as of June 2012.

1.2 Names and Characteristics of the Founders:

Orascom Telecom Bangladesh Limited is 99.99% owned by Orascom Telecom Ventures Ltd. of Malta, which is a fully owned subsidiary of Orascom Telecom Holding S.A.E. After a business combination that took place in April 2011, between VimpelCom and Wind Telecom S.p.A, VimpelCom Ltd. Owns 51.7% shares of Orascom Telecom Holding.



Orascom Telecom is a leading international telecommunications company operating GSM networks in high growth markets in the Middle East, Africa and Asia, having a total population under license of approximately 415 million with an average mobile telephony penetration of approximately 48% as of December 31, 2011. Orascom Telecom reached over 78 million subscribers by December 2011.

1.3 Mission, Vision, and Corporate Value of the Company:

Vision

To understand people's needs best and develop appropriate communication services to improve people's lives and make it simple.

Mission

- Segmented approach in terms of products and services.
- Delivering superior benefits in every phase of the customer's experience (before, during and after sales).
- Creating optimum shareholder value.

Core values

All employees of Banglalink demonstrate the following values in day-to-day activities to ensure —Starting Something New in every area of our operations:

Straightforward: We say what we do and we do what we say

Reliable: A promise made is a promise kept

Innovative: Whatever we do will be useful and useable

Passionate: We always deliver with honesty and passion

1.4 Organization Structure (An Organogram):

Looking at the organogram of Banglalink shareholders are staying in the top of the level followed by Board of Directors (BOD) and Managing Director & Chief Executive Officer (Ziad Shatara). Both BOD and CEO is been monitored by Audit Committee. The immediate subordinates are

Chief financial officer » **Ahmad Y. Haleem**

Chief technical officer » **Perihane Elhamy**

Chief commercial officer » **Shihab Ahmad**

Chief information and customer experience officer » **Nizar el-Assaad**

Human resources & administration director » **Riviera ho Rathore**

Government relations & regulatory affairs senior director » **Taimur Rahman**

Company secretary & local compliance officer » **M Nurul Alam**

1.5 The Company's Major Functions, and Products:

Products offered:

➤ **Prepaid packages**

Banglalink currently offers two prepaid plans. All the prepaid plans come in two phases—Standard (T&T incoming and outgoing with NWD and ISD) and M2M. All connections provide GPRS & 3G to subscribers.

▪ **Desh, Desh rang, Priyojon Postpaid packages**

▪ **enterprise personal**

- personal package
- personal supplementary
- personal call and control

➤ **Icon**

Postpaid Unlimited subscribers, such as:

- Supplementary connections facility
- Loyalty discount
- Special discounts at various restaurants, hotels, shops etc

➤ **Banglalink enterprise**

- **enterprise corporate**; targeted at the corporate segment

- **enterprise SME**; targeted at the SME segment
- **Enterprise personal**

1.6 Quality of Service:

Customer Care

Banglalink Customer Care is proved to be a key strength to the company with a passion to provide quality service under the theme of —Kotha Dilam. State of the art Banglalink Call Center catering to over 23.75 million customers capable of answering over 68 thousand calls with various queries every day. With strict service quality monitoring, Banglalink Call Center managed to maintain around 91% service quality and an optimal service level. Also, an automated —E-voucher IVR system for the retailers helps serve basic queries faster and therefore reduced such calls landing at agent level.

Network Strength:

Through relentless endeavor, banglalink has continued to develop its GSM network, which is presently one of the most extensive networks in Bangladesh, reaching approximately 97% of the total population and approximately 79.60% of the geographical area as of December 2011. With more than 7,000 BTS, Banglalink has been providing coverage and services in all 64 districts of Bangladesh. In 2012, around 1,000 BTS sites were on air, out of which around 50% are for new coverage and rest are densification sites. Network Traffic Capacity has been increased by 20% and Traffic increased by 12%.

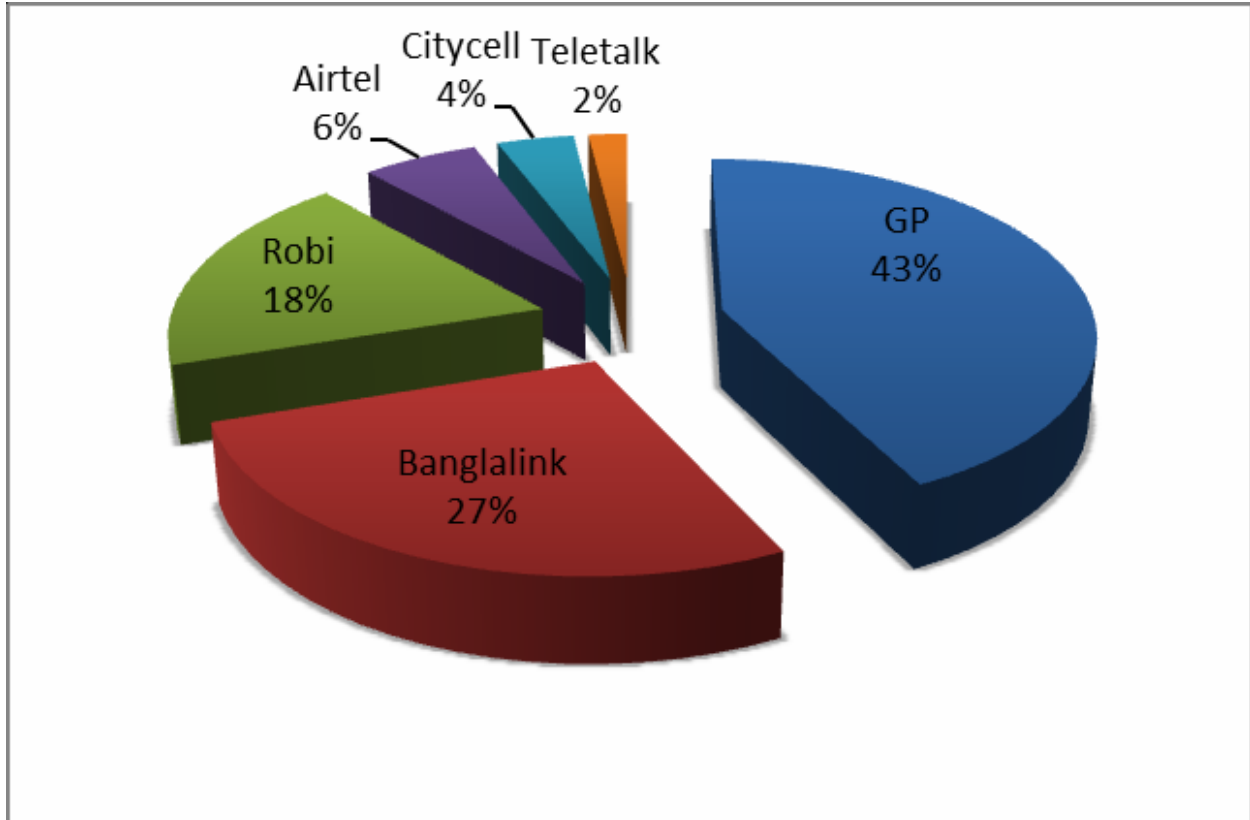
1.7 Corporate Social Responsibilities (CSR):

Banglalink has always strived to make a difference by increasing the welfare of the country through socially responsible activities. In line with this, banglalink has taken a number of following initiatives round the year:

- Cox’s Bazaar Sea Beach Cleaning Project and International Coastal Cleanup Day
- Donating Blankets at Orphanages
- Special arrangements for Hajj Pilgrims at the Hajj Camp
- Water & Date Distribution and Iftar at Orphanages during Ramadan
- ICT Support for Students: Computer Lab Set Up

1.8 Market Position and Customer Base:

Banglalink, formerly known as Sheba Telecom, owned by Orascom Telecom Bangladesh Ltd, remained in the second position with 3 million (Latest figure) customers.



1.9 COMPANY PERFORMANCE & FINANCIAL HIGHLIGHTS:

Banglalink GSM Ltd. announced earnings results for the fourth quarter and full year ended December 31, 2013 and operating results for the fourth quarter ended December 31, 2013. For the quarter, the company reported revenues of \$138,101,000 against \$128,278,000 a year ago. Revenues grew by 13% year-on-year in local currency terms, driven by a higher level of VAS and data adoption, and targeted start-up, as well as reactivation promotions. EBITDA was \$51,543,000 against \$24,670,000 a year ago. Capex was \$41,962,000 against \$69,326,000 a year ago. EBITDA in fourth quarter of 2012 doubled year on year in local currency terms due to savings on commercial opex resulting from lower gross additions. EBITDA in fourth quarter of 2012 was adversely affected by the aggressive acquisition strategy that followed the reduction in SIM tax in June 2012, which led to an adjustment in SIM tax subsidy allocation. For the year, the company reported revenues of \$554,301,000 against \$511,291,000 a year ago. EBITDA was

\$192,120,000 against \$168,630,000 a year ago. Capex was \$125,161,000 against \$160,746,000 a year ago. For the quarter, the company reported that the total subscribers of reached more than 25,882,698 against 23,753,552 a year ago. In the following table some of the key financial information has been given.

<u>Financial Indicator</u>	<u>Current Period</u>	<u>Prior Period</u>
<u>Working Capital</u>	(41,165,258,000)	(29,494,632,000)
<p style="text-align: center;">Working Capital = Current Assets - Current Liabilities</p> <p>Explanation: This is the capital that finances continuing operations of the company. It is normally used to manufacture, sell, and receive payment for products and services. Working Capital shows the available liquidity resources after current obligations are met.</p>		
Operating Cash Flow Margin	3.2999	2.7971
<p style="text-align: center;">Operating Cash Flow Margin = EBITDA/Sales</p> <p>Explanation: This percentage indicates how much cash flow a company realizes from each dollar of sales.</p>		
Return on Equity (ROE)	1.0549	0.4721
<p style="text-align: center;">Return on Equity (ROE) = Net Profit before Taxes/Total Equity</p> <p>Explanation: This measure shows how much profit is being returned on the shareholders' equity.</p>		
Labor Cost Ratio	0.0433	0.0437
<p style="text-align: center;">Labor Cost Ratio = Salary Expense/Sales</p> <p>Explanation: This measure shows what percentage of sales dollars are being spent on employees.</p>		
Fixed Asset Turnover	424.397	462.182
<p style="text-align: center;">Fixed Asset Turnover = Sales/Fixed Assets</p> <p>Explanation: This asset management ratio shows the multiple of annualized sales that each dollar of fixed assets is producing. This indicator measures how well fixed assets are "throwing off" sales and is very important to businesses that require significant investments in such assets.</p>		
Debt-to-Equity Ratio	7.062	2.992
<p style="text-align: center;">Debt-to-Equity Ratio = Total Liabilities/Total Equity</p> <p>Explanation: The Balance Sheet leverage ratio indicates the composition of a company's total capitalization. The total capitalization indicates the balance between money or assets owed versus the money or assets owned. Generally, creditors prefer a lower ratio to decrease financial risk while investors prefer a higher ratio to realize the return benefits of financial leverage.</p>		
Cash Flow Leverage	6.694	6.338
<p style="text-align: center;">Cash Flow Leverage = Total Liabilities/EBITDA</p> <p>Explanation: This ratio measures a company's ability to repay debt obligations from operating cash flow (EBITDA).</p>		

Return on Assets	.13085	.11825
Return on Assets = Net Profit before Taxes/Total Assets		
Explanation: This calculation measures the company's ability to use its assets to create profits. Basically, ROA indicates how many cents of profit each dollar of asset is producing per year.		
Asset Composition	.06568	.08528
Asset Composition = Current Assets/Total Assets		
Explanation: This ratio measures the proportion of current assets to total assets. A lower ratio would indicate that a company has significant investments in long-term assets and less flexibility in meeting short-term obligations.		
Return on Labor	0.76%	0.64%
Return on Labor = Net Profit before Taxes/Salary Expense		
Explanation: This indicator represents the percentage of profit generated from each dollar invested in Employee compensation.		

1.10 Industry Analysis:

1.10.1 Barriers for New Entrants:

Higher barrier implies lower competition, again lower barriers for new entrants implies higher competition on the industry. In Bangladesh entry barriers are very high. Due to rules and regulation there are only six companies can operate business in Bangladesh. This also reflects the high switching cost for the business operations. Moreover, the high switching cost and government regulation on High license charge has made the industry even harder for an entrant's access.

1.10.2 Bargaining Power of the Suppliers:

To acquire telecom specific equipments like - high-tech broadband switching equipment, fiber-optic cables, mobile handsets, billing software and many more, the each company of the industry has to depend on the suppliers. Huawei, the Chinese telecom equipment manufacturer is one of the major suppliers of telecom equipment in Bangladesh. VimpelCom (also known as 'BeeLine') - originated from Russia provides voice and data services through a range of wireless, fixed, and broadband technologies to Djuiice (a Strategic Business Unit (SBU) of Grameenphone) and Banglalink in Bangladesh. Grameenphone takes Solar Power Support from ACME Tele Power Ltd. from India.



All of these resources ensure abundant supply support to the country's telecom industry. This is why; the bargaining power of suppliers in the industry is low due to greater alternative supply sources.

1.10.3 Bargaining Power of the Buyers

Around 40% of the population lives under poverty line that are less likely to purchase cell phones. In the rest of 60% of the population who has the ability has one or multiple cell phones. Around 46% of the total populations have cell phones and most of the subscribers are most likely to lie in the 60% segment that lives above the poverty line. The industry is almost at the peak position in terms of customer generation. Retaining customer is the key challenge of the industry which is why bargaining power of the customer in this industry is high. Furthermore, customers are less interested to have new contact numbers, and more importantly low pricing on call rate are establishing stronger position for buyers in the industry.

1.10.4 Threat of Alternative Product/Service:

The companies like -Bangladesh Telecommunications Company Ltd, People's Telecommunication & Information Services, Rangs Telecom Limited, Jubok Phone, Bijoy Phone Onetel Communications, National Telecom, Westec, Dhaka Telephone Company Limited, Sheba Phone, S.A. Telecom Systems Limited etc. are providing Public Switched Telephone Network or PSTN service to the customers. This PSTN service could be an alternative option for communication. Still there is lacking of alternate product due to technological insufficient advancement. So the threat of alternate product or service is not that much.

1.10.5 Rivalry among Existing Competitors:

The six operators - Grameenphone, Banglalink, Robi, Airtel, Citycell & Teletalk are currently running the industry. Grameenphone owns the highest market share, standing in an advantageous position than others. Each company is trying to increase the market share by low call rate, superior network coverage & better Value Added Services. The competition has driven the industry's average revenue per share to a very low mark. Due to this reason, telecom companies are incurring losses. The main motive of this price competition is to switch customers from the competitors. Considering the intensity of the competition - the rivalry among existing competitor is very high. The later part of the study provides a detailed view on the competitive environment of the country's telecom industry.

1.11 SWOT Analysis:

Banglalink has some internal strength and weakness along with external opportunity and treats. These things have been described below.

Banglalink	
<p>Strength</p> <ol style="list-style-type: none"> 1. High Market Growth & Second Highest Subscriber Base 2. Greater Public Attention 3. Agro-Information Based Service - Krishi Bazar 4. Mobile Remittance 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Weak Financial Position 2. Weak Network Coverage 3. Incurring Loss 4. Customers' Lack of Interest to Switch
<p>Opportunity</p> <ol style="list-style-type: none"> 1. Alternative Source of Capital Raising 2. M-Banking 3. New Technology 4. Infrastructure Sharing 5. Appealing Niche - Wider Network Coverage 	<p>Threat</p> <ol style="list-style-type: none"> 1. Price War 2. Competitors 3. Regulations 4. Unfavorable Business Environment

1.11.1 Strength Analysis:

• High Market Growth & Second Highest Subscriber Base:

From the emergence (in 2005) of Banglalink, the company managed to maintain aggressive growth in the market by being the fastest growing mobile operator. The company managed to reach one million subscribers within the first 9 months of operation. Again, Banglalink achieved ten million subscribers

mark in only 3.5 years. The company developed a 14 million customer's base in less than seven years (2005-2011). This rapid growth of the company is working as a corporate goodwill for the company.

• **Greater Public Attention:**

The company's popular services like - Krishibazar (agricultural information based service), Mobile Remittance Service, the promotional initiatives like - Cox's Bazar Sea Beach Cleaning Project, Jagoroner Gaan, New7Wonders, Modhu Mela, Boshonto Uthshab and colorful & appealing television commercials managed a huge customer attention for Banglalink which can be a strong potential for the company if the company ensures superior service.

• **Agro-Information Based Service - Krishi Bazar:**

Bangladesh is an agro-based economy. Banglalink's newly innovated concept Krishi Bazar is getting attention in the agriculture market. (Akhter, 2011) More than 45% of the country's labor force are from agriculture. Service like – Krishi Bazar can be a huge potential for developing and popularizing a new market segment for the company.

• **Mobile Remittance:**

Banglalink for the first time in Bangladesh (as well as in South-Asia) launched Mobile Remittance Service in collaboration with Dhaka Bank Limited and Eastern Bank Limited. There are around 3.5 million migrant workers who make an annual contribution of around BDT 700 billion to the national economy. This service will allow the rural population to collect with their relatives' remittances through a convenient way. This strength to connect with the rural people and the foreign migrant workers, can act as a huge scope for the company to generate revenue.

1.11.2 Weakness Analysis:

• **Weak Financial Structure:**

All the investment activities for the company is funded only by Banglalink's parent subsidiary VimpleCom. This conveys higher capital risk on VimpleCom but result slower growth potential for Banglalink. Other major telecom companies like - Airtel (Bharti Airtel-Warid joint venture), Robi (Axiata-DoComo joint venture), Grameenphone (Telenor-Grameen Telecom joint venture) have stronger funding sources which puts Banglalink in comparatively weaker position in the industry.

- **Weaker Network Coverage:**

The company currently has network coverage of around 90% of the country. The company is failing to ensure growth in coverage in compare to the growth of company's customer number. As a result of this sometimes customers are having frustrating experience for not having network in their emergencies and this is damaging the company's reputation of quality service provider.

- **Incurring Loss:**

Even though the company's EBITDA is having a huge increment from BDT 0.27 billion (year 2008) to BDT 7.32 billion (year 2009). The company is failing to earn profit. In year 2009, the company incurred a loss of BDT 3.07 billion which is such a disappointing fact for such a promising company. The main reasons working behind the continuous losses are - continuous investment on company's resources and low Average Revenue per User of the industry.

- **Customer's Lack of Interest to Switch:**

Since customers tend to maintain a unique contact number, they are less interested in brand switching. Since Grameenphone has the largest customer base, it is a challenge for Banglalink management to switch a Grameenphone customer towards Banglalink services.

1.11.3 Opportunity Analysis:

- **Alternative Source of Capital Raising:**

The company has the opportunity of external funding from various sources. The company's management is seeking for merger or acquisition opportunity from the industry. Moreover, the company is planning to raise capital through issuing Initial Public Offering (IPO). Banglalink requires heavy capital support in order to survive in the industry and the external fund can play an instrumental role in additional fund raising.

- **M-Banking:**

Banglalink made an agreement with Dutch Bangla Bank Limited to develop a Mobile Banking Platform that will create a convenient & secure channel for transaction. As per the agreement, selected Banglalink distribution outlets will be used as Dutch Bangla Bank's cash points. Banglalink's M-Banking platform

can lead to provide mobile based financial services at greater scale which allows creating newer product lines with new customers for the company.

- **New Technology:**

Banglalink has already introduced 3G internet modem capabilities in the market. The current internet service from Banglalink is yet to be promising. Faster & consistent internet performance can bring a whole new customer base for any company. Banglalink being the second largest of the telecom sector can exploit this opportunity and easily utilize it for switching customers from the company's competitors.

- **Infrastructure Sharing:**

Since Banglalink does not have the widest network coverage the company can seek for cost effective network infrastructure sharing. In fact Banglalink managed to earn interest of Grameenphone to share infrastructure for both company. Both company teamed up and signed an infrastructure sharing Agreement. As a result of this agreement, Banglalink is having the network coverage from Grameenphone again and Grameenphone is having the access to Banglalink's advanced technological resources.

- **Appealing Niche - Reaching the Unmet Needs with Wider Network Coverage:**

The current network coverage for Banglalink is 90% of the country where Grameenphone has around 98% of the country's network coverage. This implies that, there are 8% of the total network where Banglalink could share customers with Grameenphone and 2% of the total country's unmet need which Banglalink could explore and generate new revenue sources.

1.10.5 Threat Analysis:

- **Price War:**

All the six companies are competing to get the market through low pricing. As a result of this Average Revenue per User is frequently decreasing and resulting loss. In past few years only Grameenphone managed to earn profit where the other companies had to incur loss. Grameenphone has the strongest market share in the country which is allowing the company to generate revenue from its bigger customer base of the industry. But Banglalink does not have as much big customer base competitor Grameenphone does. Under these circumstances, 'price war' seems to be the biggest threat for Banglalink that can damage the future of the company.

- **Competitor:**

Banglalink has several direct competitors like - Grameenphone, Robi, Citycell, Airtel, and Teletalk (BTCL) and indirect competitors like - Public Switched Telephone Network (PSTN), other internet service providers (Banglalion, WiMax). All these competitors are coming up with various strategies to share similar target customers with Banglalink and cause lower profitability for the company.

- **Regulations:**

The regulative flaws are affecting the growth potential of the telecom industry which are equally faced by all the six operators of the country.

- **Unfavorable Business Environment:**

Issues like - power shortage and energy shortfalls, price hikes, high inflation and natural catastrophes are the major unfavorable ingredients of the business environment of Bangladesh which are having an impact on the telecom industry along with the other industries.

1.11 Criticisms and penalty:

In October, 2007, **BTRC fined Banglalink** Tk. 1.25 billion for its involvement in illegal VoIP or call termination business. The then BTRC chairman major general (retd.) Manzurul Alam confirmed Banglalink's involvement in the illegal trade. Banglalink, however, in a statement said the company has agreed to make a one time fixed payment of Tk. 1.25 billion to the government as compensation for its loss in revenues.

2.0 Research on “Factors Influencing Customer Satisfaction of Banglalink”.

2.1 Introduction

Orascom Telecom Bangladesh limited ("Banglalink") is fully owned by Orascom telecom holding s.a.e, egypt, ("oth"); the ultimate parent company of the group is Vimpelcom, the 6th largest mobile phone operator in the world. Banglalink was acquired by OTH in 2004, and after a complete overhaul and the deployment of a new GSM network, its telecommunication services were re-launched under the brand name Banglalink. Banglalink's success was based on a simple mission: "bringing mobile telephony to the masses" which was the cornerstone. Banglalink is the second largest cellular service provider in Bangladesh. As of April 2012, the company has a subscriber base of 25 million. It had 1.03 million

connections until December, 2005. The number of Banglalink users increased by 257 per cent and stood at 3.64 million at the end of 2006, making it the fastest growing operator in the world of that year. It operates its function with an aim to accomplish two principal targets. Firstly, as with other commercial organizations, it operates in such a manner that it receives a good economic return on the investment. Secondly, it contributes significantly to the economic development of the country in making telecommunication a popular medium for exchange of information.

BANGLALINK, in its operation, has to address a large number of customers throughout the country. It is therefore imperative to get to the customers to know their impression on the services of this important communication medium. This encouraged the researcher to choose the topic of this project programmed as —Customer satisfaction level of Banglalink.

The introductory part of subject under investigation contains the following:

- ❖ *Objectives of the Study*
- ❖ *Importance*
- ❖ *Methodology*
- ❖ *Significance of the Study*
- ❖ *Hypothesis*
- ❖ *Scope*
- ❖ *Limitations*

2.2 Objectives of the Study:

This project has been designed to accomplish an objective. From my point of view, it is very important for a service provider to find out the level of satisfaction of the subscribers and to eliminate dissatisfaction. Through this study, I have tried to find out the —**Factors Influencing Customer Satisfaction of Banglalink**”.

By correlate those question I tried to generate some understandings of Customer satisfaction which may help to shed light on what is important to the customer and also suggest the important factors, on which the companies need to furnish more emphasize.

2.3 Importance:

Organizationally Banglalink is the second largest cellular service provider in the mobile telecommunication sector in Bangladesh. Its growth rate is splendid. But in this age of free market economy and hard competition, it is very difficult to keep up the leadership without satisfying their customer. Companies therefore need to come up with new ideas to remain in healthy competition for business development. They need to maintain the optimum level of their customer's satisfaction. It is very important for Banglalink as well to assess whether its customers are satisfied or not. If the customers are not satisfied, BANGLALINK can then identify and specify the areas which are actually worthy for customer and their satisfaction. If BANGLALINK does not care of these satisfaction criteria's and their value, other companies might penetrate into the market with similar or better offers. Then, it would be difficult on the part of the Banglalink to keep up the current market share as well as their process improvements.

2.4 Methodology:

A) Types of Population and Nature:

For convenience, I have collected data from the respondents who are subscribers of Banglalink. I have chosen those sample who are using Banglalink and aware about the mobile operator services.

B) Sampling Method and Sample Size:

The project has followed the simple random sampling method. The number of the respondent will be 85.

C) Data collection method:

Primary Source:

The primary data has been collected through questioner survey. The data collection process has followed structural method.

Secondary Source:

To successfully accomplish the research, I tried to take some help from past research works, news reports, different articles and journal.

E) Variables:

DEPENDENT	INDEPENDENT
Customer Satisfaction	Call Rate
	Network Coverage
	Value Added Service
	Customer Care
	Promotion
	Loyalty & Partnership

2.5 Significance of the Study:

From the organization part I came to know that Banglalink is the second largest cellular service provider in the mobile telecommunication sector in Bangladesh. Their growth rate is very high. But in this edge of competition, it is very difficult to keep the leading edge intact. Companies need to come up with new ideas to remain competitive. They need to keep their customers satisfied. So, it is very important for Banglalink to know whether their customers are satisfied or not. If the customers are not satisfied, BANGLALINK can specify the zones of dissatisfaction and take necessary actions to remove the dissatisfactions. Hence, I decided to work on this topic.

2.6 Hypothesis:

Ho= The customers‘of BANGLALINK are **not** satisfied with the company’s services.

H1= The customers‘of BANGLALINK are satisfied with the company’s services.

2.7 SCOPE:

In the report I have tried to discuss the different activities and measurements which this mobile telecom company uses to retain and attract their customer. As well as how they provide the service by using these. And finally I tried to make some correlation between these three things.

2.8 Cost Budget

The final cost of conducting the study is about 6,000 BDT, plus a minimum 20 percent contingency fee. All the money was afforded from my own custody.

2.9 Limitations:

In preparing the report I have faced difficulties for gathering appropriate information and other related issues. It would be helpful for me to analyze the entire scenario if I could discuss the issues with a good number of subscribers of this company. But it was not possible at all for the time limitation. Despite these limitations I tried my best to collect necessary data and information that has been analyzed in the subsequent sections.

2.10 Requests for Approval:

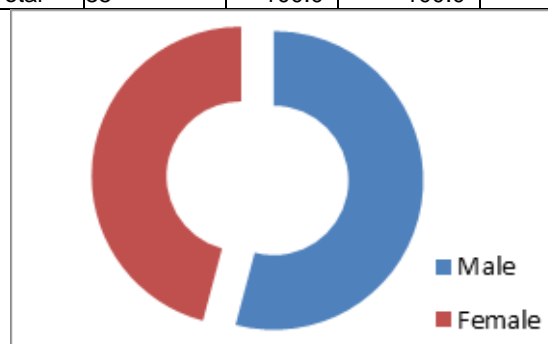
I hereby request your approval for my project proposal. If you wish me to modify or improve my proposal, I will submit it after incorporating the necessary changes. I would also be grateful for your advice and help in conducting my research and completing the project.

3.0 Findings & Analysis

3.1 Background of the respondents:

Table: Respondents' gender

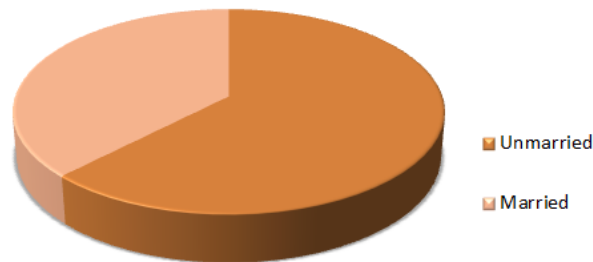
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	54.1	54.1	54.1
	Female	39	45.9	45.9	100.0
	Total	85	100.0	100.0	



Interpretation: Total respondent were 85 in number. Out of those 85 respondents, 54% are male & 46% are female. **As we see, there is little predominance of male customers over female.**

Table: Respondents' Marital Status:

Marital status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unmarried	53	62.4	62.4	62.4
	Married	32	37.6	37.6	100.0
	Total	85	100.0	100.0	-

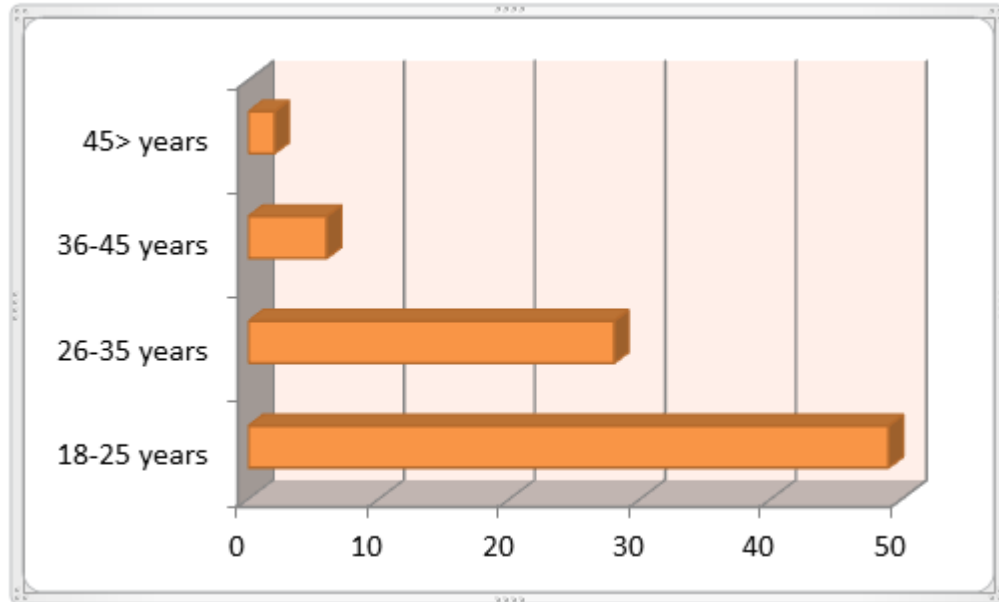


Interpretation:

Total respondent were 85 in number. Out of those 85 respondents, 62.4% were unmarried and 37.6% were married. **As we see that there were more bachelor respondents rather than married.**

Table: Respondents' age:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25years	49	57.6	57.6	57.6
	26-35years	28	32.9	32.9	90.6
	36-45years	6	7.1	7.1	97.6
	45> years	2	2.4	2.4	100.0
	Total	85	100.0	100.0	

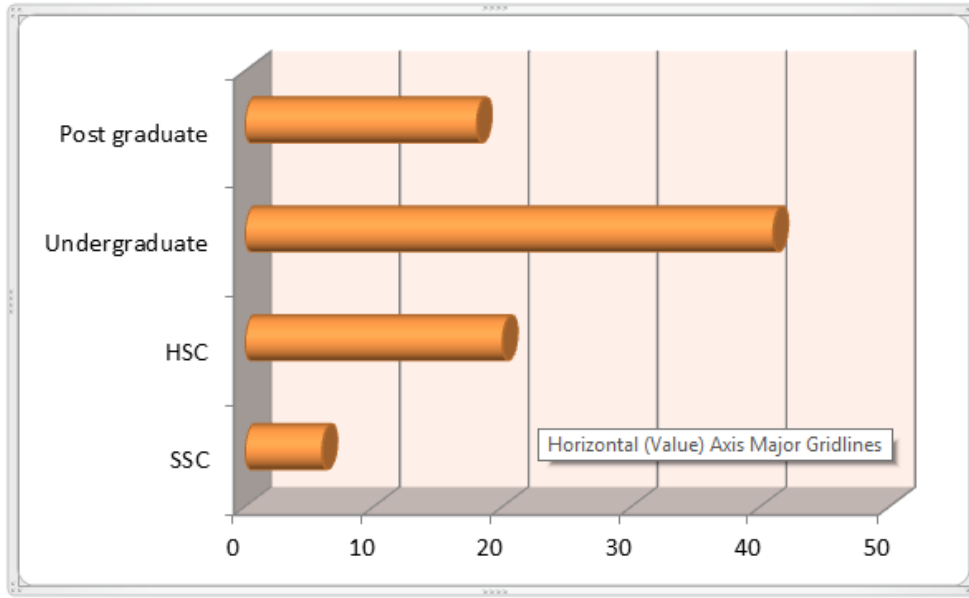


Interpretation:

Total respondent were 85 in number. Out of those 85 respondents, 58% belong to 18-25 years, 33% belong to 26-35 years, 7% belong to 36-45 years and the rest 2.4% belong to 45 years & above. As we see, **there is a predominance of customer between the age group of 18-25 years.**

Table: Respondents Education

Educational Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSC	6	7.1	7.1	7.1
	HSC	20	23.5	23.5	30.6
	Undergraduate	41	48.2	48.2	78.8
	Post graduate	18	21.2	21.2	100.0
	Total	85	100.0	100.0	

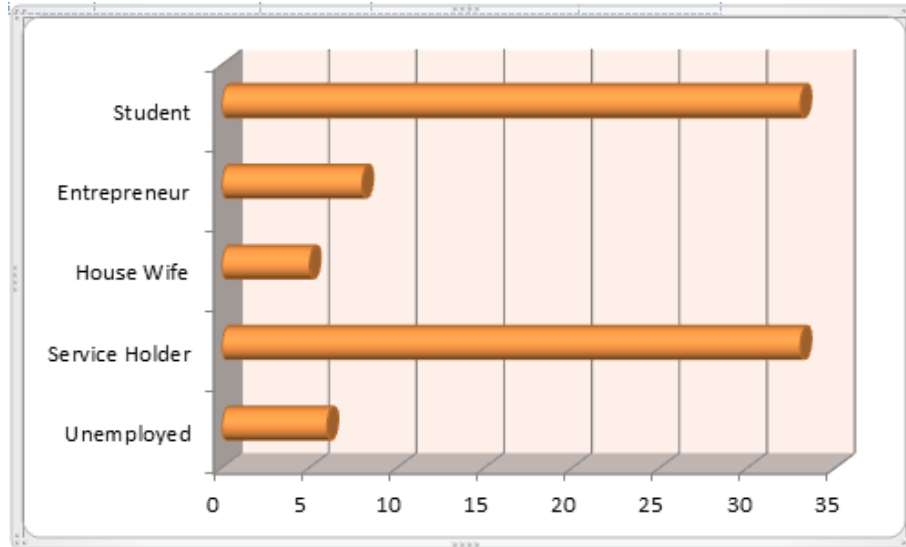


Interpretation:

Majority 49% of the respondents are Undergraduate; followed by 23% HSC, 21% Post Graduate & rest 7% are post-graduate. **So, it's fair to say, the customers at BANGLALINK are balanced & dynamic.**

Table: Respondent's Profession:

Occupation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unemployed	6	7.1	7.1	7.1
	Service holder	33	38.8	38.8	45.9
	House Wife	5	5.9	5.9	51.8
	Entrepreneur	8	9.4	9.4	61.2
	Student	33	38.8	38.8	100.0
	Total	85	100.0	100.0	

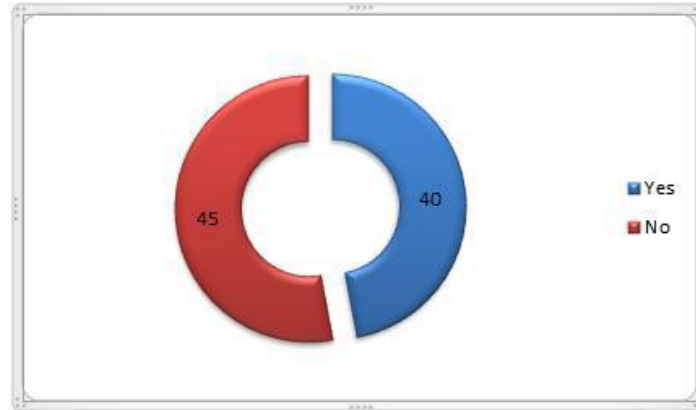


Interpretation:

Total respondent were 85 in number. Out of those 85 respondents 7.1% belong to unemployed, 38.8% belong to service holder, 5.9% are housewife, 9.4% are entrepreneur and rest 38.8% are student. **So majority of the respondents are students and service holder.**

Table: Respondents are maintaining multiple connection or not?

Maintaining Several Connection					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	47.1	47.1	47.1
	No	45	52.9	52.9	100.0
	Total	85	100.0	100.0	

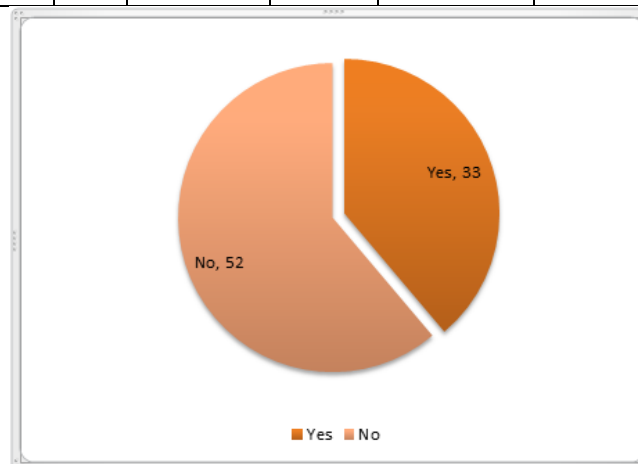


Interpretation:

Among the 85 respondents 47.1 % were using multiple connection and 52.9% were using only one connection. **So according to the above numeric record there are less people who uses multiple connections.**

Table: Respondents are recommending others to use Banglalink or not?

Recommending others					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	33	38.8	38.8	38.8
	No	52	61.2	61.2	100.0
	Total	85	100.0	100.0	



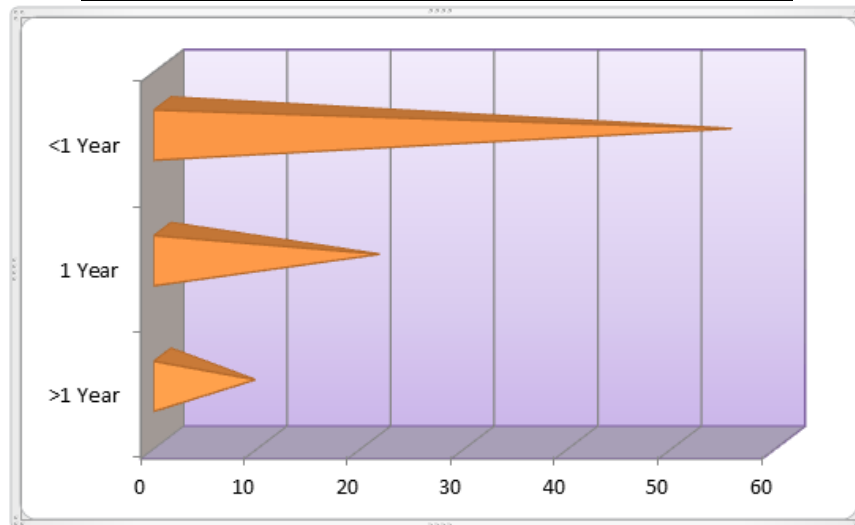
Interpretation:

As the survey conducted, 38.8 % of the customers were willing to recommend other to buy a Banglalink connection and rests of the 61.2 % were not willing to recommend purchasing a Banglalink connection.

This implies that customers were overall not happy with Banglalink to such an extent that they are not willing to recommend it to others.

Table: Respondents Relationship with Banglalink:

Experience with BL					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	>1 Year	9	10.6	10.6	10.6
	1 Year	21	24.7	24.7	35.3
	<1 Year	55	64.7	64.7	100.0
	Total	85	100.0	100.0	



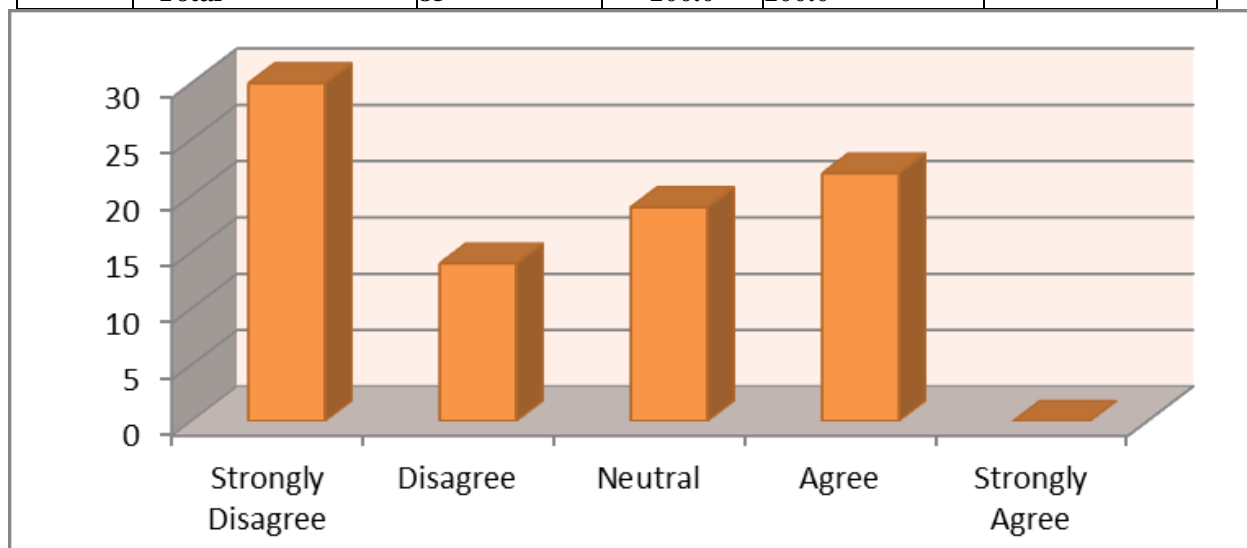
Interpretation:

As the survey conducted, 10.6% of the customers have experience of less than 1 year, 24.7% of the customers have experience 1 year and 64.7% of the customers have experience of more than 1 year. **This means on general basis customers are less loyal towards Banglalink.**

3.2 Frequency Table & Graphical Presentation

3.2.1 Network Coverage Assessment: *I am dissatisfied with the network coverage.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	30	35.3	35.3	35.3
	Disagree	14	16.5	16.5	51.8
	Neutral	19	22.4	22.4	74.1
	Agree	22	25.9	25.9	100.0
	Strongly Agree	0	0	0	100.0
	Total	85	100.0	100.0	

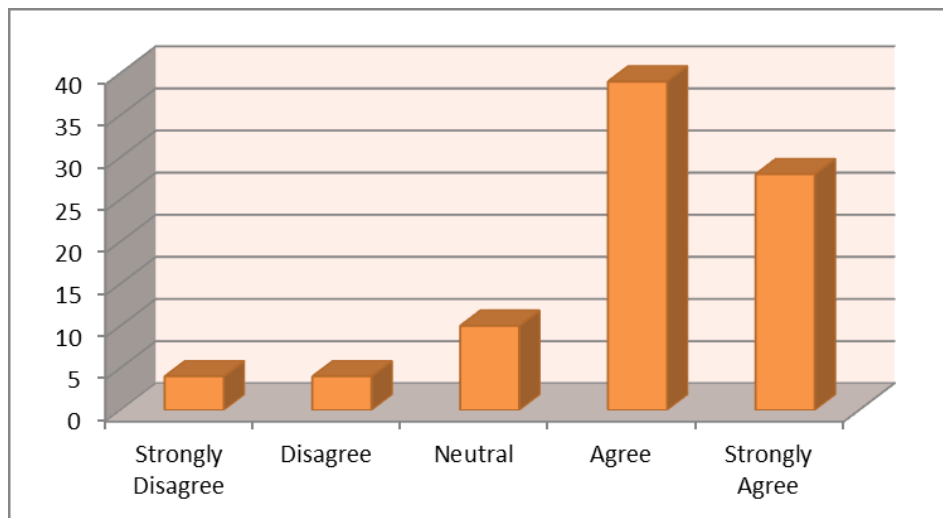


Interpretation:

This question was set to observe the perception of the Network Coverage structure of the BANGLALINK. The result shows 25.9% customers agreed directly with the statement while no one strongly agreed. Here the company's concern should be about those 35.3% who strongly disagreed and 16.5% with disagreed on the above statement. This implies that Respondents strongly disagree to optimal level of satisfaction towards network satisfaction.

3.2.2 Value Added Service Assessment: *I am satisfied with the Value Added Services of Banglalink.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.7	4.7	4.7
	Disagree	4	4.7	4.7	9.4
	Neutral	10	11.8	11.8	21.2
	Agree	39	45.9	45.9	67.1
	Strongly Agree	28	32.9	32.9	100.0
	Total	85	100.0	100.0	

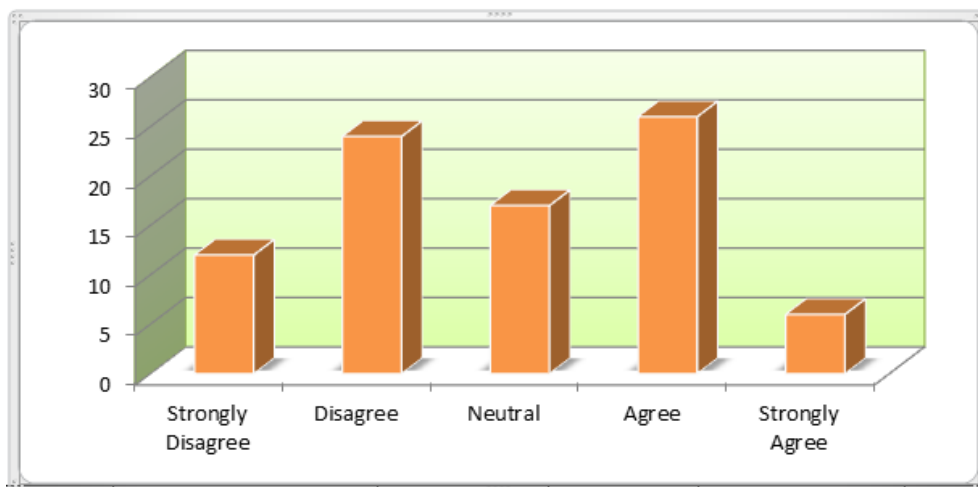


Interpretation:

Out of 85 respondents each 4 (4.7%) are disagreed and strongly disagreed, 39 (45.9%) agreed, 28 (32.9%) strongly agreed that the Customers satisfaction are dependent on Value Added Service. Though rest 10 (11.8%) do not exactly know about that the Value Added Service.

3.2.3 Customer Care Services Assessment: *I am neutral with the Customer Care Services of Banglalink.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	14.1	14.1	14.1
	Disagree	24	28.2	28.2	42.4
	Neutral	17	20.0	20.0	62.4
	Agree	26	30.6	30.6	92.9
	Strongly Agree	6	7.1	7.1	100.0
	Total	85	100.0	100.0	

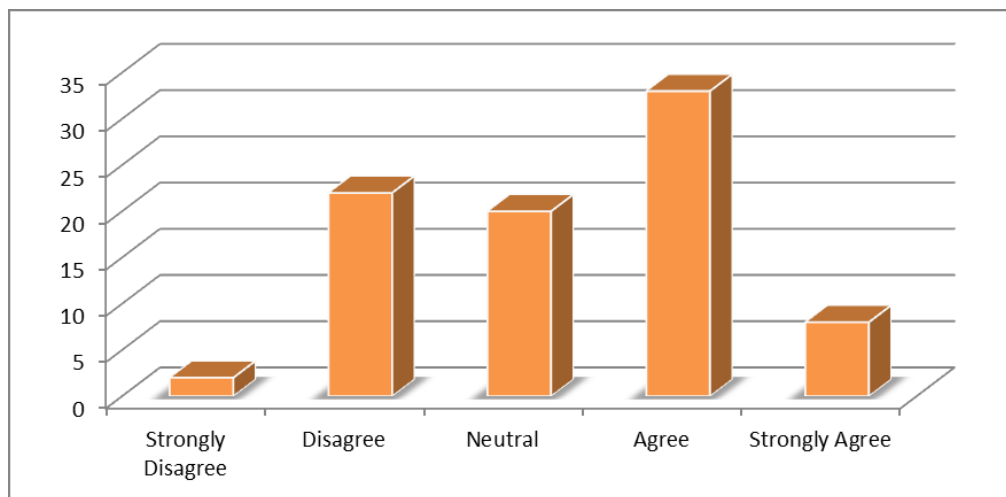


Interpretation:

Out of 85 respondents 24 disagree that Customers satisfaction are dependent on Customer Care Services while 12 strongly disagree. 17 customers are in the middle stage. 26 of them agree and 6 strongly agree with the statement. It shows that customers were somewhat neutral about Customer Care Services.

3.2.4 Call Rate Assessment: *I am happy with the Call Rate of Banglalink.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.4	2.4	2.4
	Disagree	22	25.9	25.9	28.2
	Neutral	20	23.5	23.5	51.8
	Agree	33	38.8	38.8	90.6
	Strongly Agree	8	9.4	9.4	100.0
Total		85	100.0	100.0	

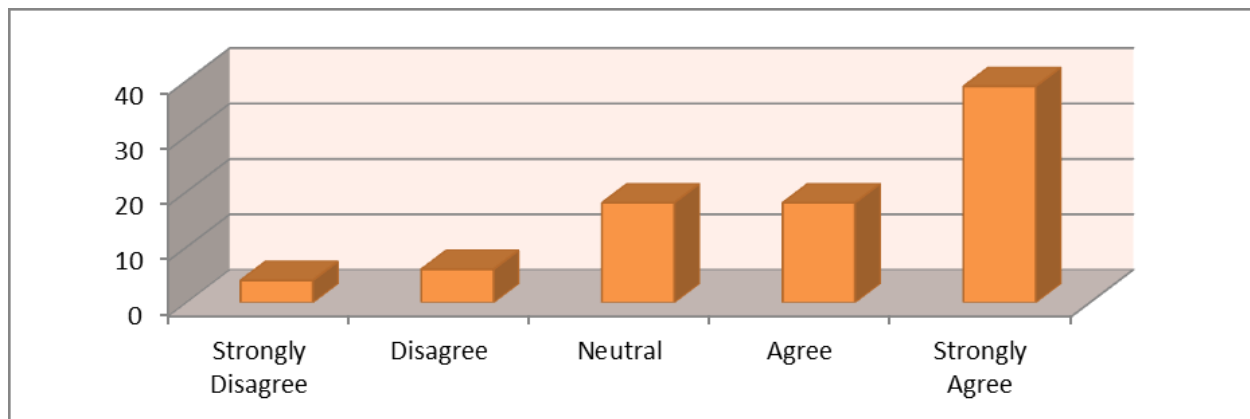


Interpretation:

Only 9.4% of the respondents are strongly agreeing with the statement when 38.8% normally agreeing. However, 25.9% are disagreeing which is very significant while 23.5% are in the middle. So this scenario states that Call Rate is very essential for Customers satisfaction. Also this indicates that most of the customers agree Call rates are better with Banglalink.

3.2.5 Promotions Assessment: *I am satisfied with the Promotional activities of Banglalink.*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.7	4.7	4.7
	Disagree	6	7.1	7.1	11.8
	Neutral	18	21.2	21.2	32.9
	Agree	18	21.2	21.2	54.1
	Strongly Agree	39	45.9	45.9	100.0
	Total	85	100.0	100.0	

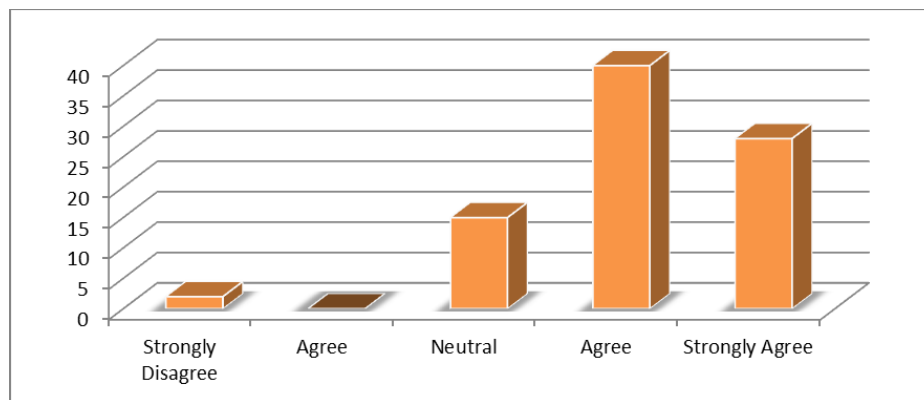


Interpretation:

The picture shows that, around 67% of the respondents believe that Promotions have a positive effect on consumers. Around 12% disagreed with the statement while rests 21% are in neutral zone. Polls in the Agree and Strongly Agree are higher which means promotion strategy for banglalink is clearly working.

3.2.6 Loyalty and Relationship: *Banglalink is providing satisfactory service towards Loyal Customers*

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.4	2.4	2.4
	Disagree	0	0	0	2.4
	Neutral	15	17.6	17.6	20.0
	Agree	40	47.1	47.1	67.1
	Strongly Agree	28	32.9	32.9	100.0
	Total	85	100.0	100.0	



Interpretation:

80% of the total respondents believe in Loyalty and Relationship. While 17.6% of them are in the neutral ground and other 2.4% disagreed who thinks Loyalty and Relationship factors are not in the hands of the business's so it shouldn't be counted. Furthermore they are satisfied with the loyalty programs of Banglalink.

3.3 ANALYSIS OF THE RESULTS:

As mentioned for several times, Banglalink is one the leading company in the mobile telecommunication industry of Bangladesh. It has been successful to build a superior image in comparison to the other operators. In other words, BANGLALINK has a clear advantage over the competitors.

Banglalink has some additional features in comparison to its competitors. It is playing a vital role to increase the subscribers of Banglalink. Another important thing is that BANGLALINK users are mostly satisfied with the initial price of BANGLALINK connections and hand-sets. Because, before BANGLALINK's introduction to the market, mobile phones were totally out of reach to the major part of the current market. Moreover, Banglalink subscribers are happy with the country-wide network.

But overall, BANGLALINK users are not satisfied with service of the company. Many important factors are acting as reasons behind this overall dissatisfaction. Quality of airtime and is not satisfactory. Banglalink connections are not always available. This is especially true for the Pre-Paid service. (Very recently, after conducting my survey, situation has been changed slightly). Sometimes, the subscribers need to pay extra money to get this service.

The BANGLALINK CCD of BANGLALINK is very important for some after-sales services. But, these have shortage of capacity. BANGLALINK hotline is also an important customer care tool. But it is also in shortage of capacity. Subscribers need to spend significant amount of time to reach the customer care.

Most of the subscribers are not happy with the billing rate of Banglalink. They think it is too high in the context of Bangladesh. Also it's found from the survey that most of the BANGLALINK users use other SIM than BANGLALINK because they think BANGLALINK can't satisfy all the needs.

Most alarming thing is that most of the Banglalink users are not that much loyal towards the company.

Analysis shows that 70% of the customers use prepaid lines. One of the significant finding from the analysis is that customer who use BANGLALINK, use the line because of higher network coverage compared to others. So further study is needed to understand the related problems and the company should offer more facilities to the customers compared to the competitors to increase their revenue and present user's satisfaction.

In addition, upon personal interaction I have found the following things:

1. Age Category has some significant relationship with the variables, which means some people's perception varies with their individual age.

2. Gender Category does not have any significant relationship with the variables, which means people's perception does not varies with their gender.
3. Duration of SIM Usage has a very good significant relationship with the variable, which means most of the people's perception varies with the duration of SIM usage.

4. APPLYING THE GAP MODEL OF SERVICE QUALITY:

Customer perceptions are subjective assessments of actual service experience. The following figure correspond to two concepts: customer expectations and customer perceptions that play a major role in service marketing. Customer expectations are the standards of or reference points for performance, against which service experiences are compared, and are often formulated in terms of what a customer believes, should or will happen.

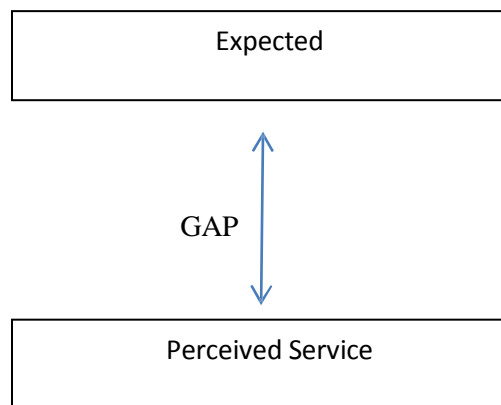


Figure: The Customer GAP

The sources of customer expectations consists of market controllable factors (such as pricing, advertising, sales promises) as well as factors that the marketer has limited ability to affect (innate personal needs, word of mouth communications, competitive offerings). In a perfect word, expectations and perceptions would be identical: customers would perceive that they receive what they thought they would and should.

Customer satisfaction is well depended on how successfully the companies can reduce or close the gap, as shown in the above figure. In broad sense, the process of closing the customer gap can be subdivided into four _company gaps, discrepancies within the organization that inhibit delivery of quality service.

Company gap 1: Not knowing what customers expect

Reasons:

- Inadequate marketing research orientation.
- Lack of upward communication.
- Inefficient relationship focus.

Company gap 2: Not selecting the right service designs and standards.

Reasons:

- Absence of customer-driven standards.
- Inadequate service leadership.
- Poor service design.

Company gap 3: Not delivering to service standards

Reasons:

- Deficiencies in human resource policies.
- Failure to match supply and demand.
- Customer not fulfilling roles.

Company gap 4: Not matching performance to promises

Reasons:

- Ineffective management of customer expectations.
- Over promising.
- Inadequate horizontal communication.

4.1 Relating the Gap Model of Service Quality

Coming back to my project, I tried to find out the four company gaps of Banglalink, considering the data that I have attained through survey and secondary research.

Banglalink's Company Gap 1: Not knowing what customers expect-

Banglalink does extensive marketing research on a continuous basis. Moreover, there is always bottom-up communication, which enables BANGLALINK to better understand what customers expect; because the low-end officers deal the customers and they better understand what customers expects.

So, I reach to the conclusion that Banglalink has no “company gap 1” at present.

Banglalink's Company Gap 2: Not selecting the right service designs and standards-

From the survey results and my personal observations, I found few areas that I identified as gap 2.

- Billing rate of Banglalink is very high in the context of Bangladesh. Although it is not playing disturbing role at present, it can emerge as a problem if any competitor reduces its billing rate keeping other features intact.
- Improper quality of airtime is also a problem for Banglalink. But as the experts give opinion, it is not abnormal in a network which is going through a massive development process.

Banglalink's Company Gap 3: Not delivering to service standards-

This gap is also significant at Banglalink. This gap is very important, because it occurs when a company sets a standard but not deliver as per the standard. From my observation, some areas of gap 3 are:

It takes too much time to reach the hotline at the pick hours (Roughly 06 PM to 11 PM). As the subscribers need to pay TK 1.00 per minute even when they are waiting in the Queue, it is a source of dissatisfaction for them.

However, most of the BANGLALINK subscribers are not well educated. They are not equipped enough to handle the mobile phone appropriately. This lack of knowledge of the subscribers creates problems for Banglalink. They assume their inability as BANGLALINK's poor service.

Banglalink's Company Gap 4: Not matching performance to promises-

Banglalink does not “over promise” to its subscribers. It also has a good horizontal communication between its important functional divisions like Sales & Marketing, Commercial Division, and Technical. Still, I find some gaps under these criteria:

□ Banglalink is not successful to build a positive and friendly image in their subscribers' minds. Subscribers think that BANGLALINK is not sincere about solving their needs. Moreover, BANGLALINK management is not successful enough to educate their subscribers properly. These factors are increasing the gap 4 according to my observation.

4.2 RECOMMENDATIONS TO CLOSE THE GAPS:

- I designed my recommendations aiming to close the gaps between customer's expectations and perceptions regarding Banglalink's service. My recommendations are:
- BANGLALINK should earn flexibility to be able to reduce the bill, if necessary. But currently they should not reduce the billing rate as no one is offering lower than them.
- There should be more BANGLALINK network tower at the southern side of the capital city.
- Network development should be steady. BANGLALINK should never sell connections excess to its capacity.
- Capacity of the hotline should be increased in the pick hours.
- The Customer Managers of the hotline should be well trained to improve their quality of service
- Different programs should be taken to educate the subscribers regarding different essential features of mobile phone.
- Banglalink should take extensive program to build a positive image among their users. In this process they should try to eliminate the misconceptions of the users regarding BANGLALINK.

5.0 CONCLUSION:

I would like to start the conclusion part by restating the hypothesis of my study. My hypothesis was, — Although Banglalink is leading the market of mobile telecommunication industry with a sharp distance, and their customers are not satisfied with the company's services. If BANGLALINK does not identify the criteria for which customers are satisfied or not and which criterion are valuable to customers, it will be difficult for Banglalink to keep the current market share intact. From the analysis of the survey results and GAPs Model, it is clear that BANGLALINK's subscribers are dissatisfied with different services of the company. Moreover, the analysis indicated that the subscribers of Banglalink are not that much loyal toward the company. They clearly pointed that other operators are providing similar offer, they are not hesitating to switch. So, my hypothesis is proved as a valid one. But there was a condition in my hypothesis: If BANGLALINK does not take care of these dissatisfactions. Therefore, I recommended some courses of action. My observations make me believe that If BANGLALINK follows these recommendations; it will enable them to achieve a sustainable distinct competitive advantage and to run smoothly with loyal subscribers & market leadership.

Bibliography:

1. Banglalink. (2012). Annual Report. Orascom Telecom Bangladesh Ltd. (Banglalink).
2. Banglalink. (2013). Banglalink GSM. Retrieved September 2, 2012, from Orascom Telecom
3. Bangladesh Ltd (Banglalink): <http://www.banglalinkgsm.com/>
4. Bangladesh Ltd. (Banglalink): <http://www.banglalinkgsm.com/docs.php?id=128>
5. Institute, C. L. (2012). Customer Loyalty. Retrieved September 5, 2012, from <http://www.customerloyalty.org/>
6. Kotler, P., & Armstrong, G. (2008). Brand Loyalty. In Principle of Marketing (12th ed.). Pearson Prentice Hall.
7. Kotler, P., & Keller, K. L. (2008). Loyalty and the related factors. In Marketing Management (12th ed.). Prentice Hall of India.
8. Malhotra, N. K. (2007). Data collection, preparation, analysis and reporting. In Marketing Research (5th ed.). Prentice Hall of India.
9. Wikipedia. (2012). Banglalink. Retrieved September 2, 2014, from Wikipedia the free
10. encyclopedia : <http://en.wikipedia.org/wiki/Banglalink>
11. <http://www.wisegeek.com/what-is-customer-loyalty.htm>

APPENDIX

Survey Questionnaire

Dear Respondent: I am a student of BBA Program at BRAC University and I am doing a survey for the partial fulfillment of Internship report. Please answer the following questions only if you are a Banglalink subscriber.

Section: A (Please tick the correct answer)

1. **Gender:** Male Female
2. **Marital Status:** Single Married
3. **Age Group:** 18-25 26 – 35 36 – 4 Above 45
4. **Education** SSC/ O level HSC/A level Graduate Post Graduate
5. **Occupation:** Unemployed Service Holder House wife Entrepreneur Student
6. **Income Level** (Monthly income in BDT):
 <10k 10,000 - 24,000 25,000 - 39,000 40,000 - 60,000 60,000+
7. How long you are using the Banglalink Connection? > 1 year 1 year < 1 year
8. Will you recommend the Banglalink Connection to a friend or relative? Yes No
9. Do you prefer to maintain several Connections? Yes No

Section: B

For the following questions, PLEASE tick (✓) your answer according to the degree of your agreement. [e.g. 1 = highly disagree, 2 = moderately disagree, 3 = agree, 4 = moderately agree, 5 = highly agree]

Factors		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Network Coverage						
1.	I am satisfied with the Network Coverage	1	2	3	4	5
2.	I do not experience any drop calls	1	2	3	4	5
4.	Network covers only the major cities of the country	1	2	3	4	5
Value added service						
5.	The VAS of Banglalink are suitable according to my needs	1	2	3	4	5
6.	Banglalink provides wide array of VAS's	1	2	3	4	5
7.	The VAS of Banglalink are competitive with what is happening around the globe	1	2	3	4	5
Customer Care Services						
8.	I am happy with the services rendered by the customer care consultants	1	2	3	4	5
9.	The responsiveness of the services are quick	1	2	3	4	5
10.	Customer care consultants meet the inquires with accuracy	1	2	3	4	5
Call Rate						
11.	The call rate of Banglalink is competitive compared to industry rate	1	2	3	4	5
12.	The call rate packages are flexible	1	2	3	4	5
13.	There are enough call rate packages to choose for you	1	2	3	4	5
Promotions						
14.	I am positively induced by the TVC promos of Banglalink	1	2	3	4	5
15.	The print media adds are attractive enough to grasp my attention	1	2	3	4	5
16.	I am tempted by the bill board ads by Banglalink	1	2	3	4	5
Loyalty and Relationship						
17.	Banglalink provides satisfactory services to the loyal customers	1	2	3	4	5
18.	I am reluctant to switch to other operators	1	2	3	4	5
19.	I am pleased enough to promote the Banglalink services through word of mouth	1	2	3	4	5

Financial Raw Data:

Particulars	2012	2011
Current Assets	6274410,000	6418435,000
Current Liabilities	47439668,000	35913067,000
EBITDA	12.5 (B)	8.9 (B)
Sales	37879(Billion)	31818 (Billion)
Salary Expense	1641 (B)	1391 (B)
Net Profit before Taxes	12.5 (B)	8.9 (B)
Total Equity	11848736,000	18851720,000
Fixed Assets	89253650,000	68843008,000
Total Liabilities	83679324,000	56409723,000
Total Assets	95528060,000	75261443,000