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Letter of Transmittal

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**Submission of internship report.**

Dear Sir,

I would like to take the opportunity to thank you for the support and guidance you have provided me during the course of this report. This report would have been impossible to complete without your help. With deep gratitude, I also acknowledge the help provided by the customer service of Grameenphone Limited for providing me utmost supervision during my internship in the organization.

I would be grateful if you enlighten me with your thoughts and views regarding the report. Also if you wish to enquire about an aspect of my report, I would gladly answer your queries. Thank you again for your support and patience.

Yours sincerely

Kazi Tonima Ahmed

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**Table of Content**

<b>Title</b>	<b>Page number</b>
Company overview	2-04
The Industry: Background of the Industry	4-5
The organization: Company Overview	5-6
Vision and mission	6
Values of grameenphone	6-9
Company objectives	9-19
SWOT analysis	20-23
Current State and Future Direction	23-25
Duties and responsibilities	27
hypothesis	28
Methodology	28-29
Knowledge Sharing or Knowledge Management	29-31
Findings of the Research	31-53
Recommendations	54
Limitation of the Study	55
Conclusion	56

# Organization Part



grameenphone

## **Company Overview**

Grameenphone the leading telecommunications operator of Bangladesh is part of Telenor Group which has presence in 13 markets across Europe and Asia. GrameenPhone Ltd, the largest telecommunications service provider in Bangladesh, received its operating license in November 1996 and started its service from March 26, 1997, the Independence Day of Bangladesh. Now, after 17 years of successful operations, Grameenphone is the leading and largest telecommunications service provider in Bangladesh with more than 48.68 million subscribers as of March 2014. GrameenPhone provides services to rural and urban customers across Bangladesh, where mobile telephone is acknowledged as a significant driver of socio-economic development, both for individuals and the nation. GP currently provides telecom services to over 47 million customers through its 8,776 sites across the country covering 99.16% of population. Starting its operations from back in March 1997, Grameenphone has come a long way in its journey in the telecommunication market of Bangladesh. It is a joint venture enterprise between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (38%), a non-profit sister concern of internationally acclaimed micro-credit pioneer Grameen Bank. Over the years, Grameenphone has always leads the way in introducing new products and services in the local market. GP was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the years.

The company has so far invested more than BDT 14,500 crore to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT 2,100 crore (USD 310 million) was invested in 2006 alone. Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the

Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

Since its inception in March 1997, Grameenphone has built the largest cellular network in the country with over 10,000 base stations in more than 5700 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network.

Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services.

The entire Grameenphone network is also 3G/EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone network.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004, 5.5 million in 2005, 11.3 million in 2006, and it ended 2007 with 16.5 million customers.

From the very beginning, Grameenphone has emphasized on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upozilas of 61 districts. In addition, there are 72 Grameenphone Centers in all the divisional cities and they remain open from 10am-7pm 365 days a year. GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full and temporary employees. Another 100,000 people are directly dependent on Grameenphone for their

livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 210,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

The Village Phone initiative was given the "GSM in the Community" award at the global GSM Congress held in Cannes, France in February 2000. Grameenphone was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002. Grameenphone was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' at the 3GSM World Congress held in Singapore, in October 2006, for its Community Information Center (CIC) project, and for its Health Line Service project at the 3GSM World Congress held in Barcelona, Spain, in February 2007.

Grameenphone considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, Higher Education Support for employees, in-house medical support and other initiatives.

### **Company Background**

The idea of providing wider mobile phone access to rural areas was originally conceived by Iqbal Qadir, who is currently the founder and director of the Legatum Center for Development and Entrepreneurship at MIT. He was inspired by the Grameen Bank micro credit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Qadir

traveled back to Bangladesh, after meeting and successfully raising money from New York based investor and philanthropist Joshua Mailman, and worked for three years gaining support from various organizations including Nobel Peace Prize laureate Muhammad Yunus of Grameen Bank and the Norwegian telephone company, Telenor. He was finally successful in forming a consortium with Telenor and Grameen Bank to establish GrameenPhone. Quadir remained a shareholder of GrameenPhone till 2004.

GrameenPhone received a license for cellular phone operation in Bangladesh from the Ministry of Posts and Telecommunications on November 28, 1996 and started its operations on March 26, 1997, the Independence Day in Bangladesh.

GrameenPhone Ltd. has stepped into its 17th year of operation, having completed its twelfth year on March 26, 2009. It is the leading telecommunications service provider in the country with more than 48.68 million subscribers up to now. GrameenPhone has been recognized for building a quality network with the widest coverage across the country while offering innovative products and services and committed after-sales service.

### **The History of GrameenPhone at a Glance:**

**November 28, 1996:** GrameenPhone Ltd. was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.

**March 26, 1997:** GrameenPhone launched its service on the Independence Day of Bangladesh.

**June 1998:** GrameenPhone started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka-Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.

**1999:** GrameenPhone started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GrameenPhone because of the cell to cell coverage between Dhaka and Khulna.

**2000:** GrameenPhone started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.



**August 2003:** After six years of operation, GrameenPhone has more than one million subscribers.

**November 2005:** GrameenPhone continues to being the largest telecommunication operator of Bangladesh with more than 5 million subscribers.

**November 2006:** GrameenPhone crosses the 10 million subscriber mark.

**September 2007:** GrameenPhone marks 15 million subscribers.

**June 2008:** GP has reached the milestone of 20 million subscribers and remained as the largest telecommunication service provider in the country.

**November 2009:** Listed as a limited company in the securities and stock market of Bangladesh and started trading its share.

**2011:** BDT 8,906 crore revenues, 19.2% year on year growth


**2013:** Awarded 3G license and related 10 Mhz of spectrum for 15 years effective from September 2013

### **Mission:**

“Grameenphone is the only reliable means of communication that brings the people of Bangladesh close to their loved ones and important things in their lives through unparalleled network, relevant innovations & services”.

**Vision:** "We exist to help our customers get the full benefit of cumminations services in their daily lives. We're here to help."


### **Values of GrameenPhone:**

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

For our customers, making it easy will be addressing some very fundamental customer needs. They need simplicity. They want solutions and services that are easy to buy, easy to use and are built to meet their needs. They expect solutions and services that work well and as they should.

For Telenor employees everywhere, this means the following... No jargon, be direct and be simple. Show transparency. Push for simplicity in tools and in logistics. Share best practices. Adopt clearly defined roles and responsibilities.


For our shareholders, this will mean cost efficiency and return on investment, as well as a move away from tactical investments to an increased focus on long-term strategy.

 **Keep Promises:** Everything we set out to do should work and meet the needs of stakeholders, or if it doesn't we need to be there to help. We're about delivery - fulfilling expectations. We don't over commit - we're about actions not words.

For our customers, this will mean they can build trust in us. The solution or service works - if not, we are there to make it work. They need us to deliver on time, to expected levels of quality, and at a fair price. They need us to be strong on action, not on fine words!

For employees everywhere, this means... We follow through. We never launch something new before it works as it should work. We arrive on time and we deliver on time. We commit to concrete, realistic promises to our customers - and deliver on our promises.

For our shareholders, this will mean that we lead the industry in customer satisfaction, and win industry recognition for follow-through and delivering on our promise.

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

For our customers, this will mean they will want to engage with us, will appreciate our innovative and modern approach, will appreciate our future-proofed solutions and services, and will acknowledge our category leadership.

For Telenor employees everywhere, this means... that we live up to the challenge every day and inspire our colleagues and customers to walk the walk! We must call for

creativity at every level, show care, energy and passion. We must be fresh and direct, and demonstrate a can-do attitude.

For our shareholders, this means leadership in our focused category, and a business model that is sustainable into the future.

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

For our customers... this will mean each of them can expect to be treated like an individual. Each of them will feel valued, understood and listened to, and their needs acted upon.

For Telenor employees everywhere... this means we sign up to using customer feedback as a means to improve. We value the individual and diversity, and we act as a team. Our behaviors are infused with honesty and strong ethics. For our shareholders... this will mean they can count on clear codes of conduct across our organization.



### **Company Objectives:**

Grameen Phone Ltd. has a dual objective to receive an economic return on its investments and to contribute to the economic development of Bangladesh through telecommunication. Thus Grameen Phone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor. By attaining the success factors, Grameen Phone would like to be recognized as a reliable, honest and committed company to its valued subscribers and stakeholders. In short, it pursues a dual strategy of good business & good development.

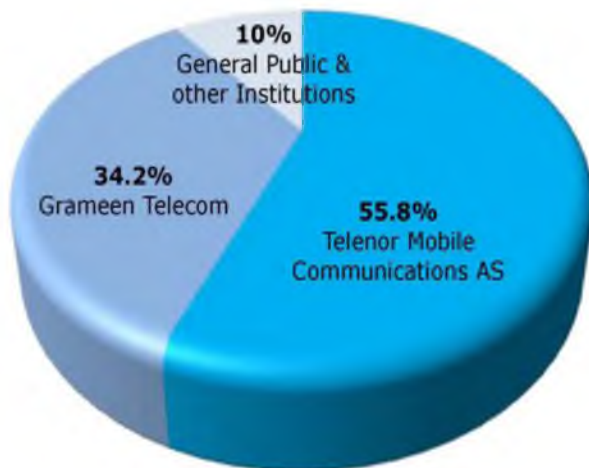
### **Company Strategy:**

Grameen Phone's basic strategy is to coverage of both urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, GrameenPhone builds continuous coverage, 'cell after cell'. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout Grameen Phone's network.

- **Functional Level Strategy** – GrameenPhone's focus is on efficiency, quality, innovation, and customer responsiveness. This enables the organization to earn competitive advantage over the competitors.
- **Business Level Strategy** – GrameenPhone mainly applies cost leadership strategy. In addition, they also apply differentiation strategy as their business level strategy.
- **Corporate Level Strategy** – GrameenPhone follows related diversification as their corporate level strategy. It enables them to keep the cost low and earn better expertise.

## Share Holders of GP

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh.



**Figure1:** Shareholders of Grameen Phone Ltd.

### About Telenor

Telenor is emerging as one of the fastest growing providers of mobile communications services worldwide with ownership interests in 12 mobile operators across Europe and Asia.

Telenor is organized into three business areas; Mobile operations covering 12 countries, and Fixed-line and Broadcast services covering the Nordic region. Telenor holds 55.80 per cent of Grameenphone, with Grameen Telecom Corporation owning the remaining 34.2 per cent 10 percent General Public & other institutions. Telenor has played a pioneering role in development of cellular communications in Bangladesh.

### **The Telenor Group**

- ❖ More than 150 million mobile subscribers worldwide
- ❖ Strong subscription growth, particularly in our Asian operations
- ❖ Listed as No.1 on Dow Jones Sustainability Index 2008
- ❖ Ranked as the world's seventh largest mobile operator
- ❖ Revenues 2007: NOK 105 billion
- ❖ Workforce 2007: 35 800 man-years
- ❖ Listed on the Oslo Stock Exchange, with headquarters in Norway

### **About Grameen Telecom:**

Grameen Telecom Corporation, which owns 38% of the shares of GrameenPhone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households.

Grameen Telecom, with the help of Grameen Bank, administers the Village Phone Program, through which GrameenPhone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues.

Grameen Bank currently covers more than 67,000 villages which are serviced by 2121 bank branches all over the countryside. As of may 2006, the bank had 6.33 million borrowers, 97 percent of whom were women.

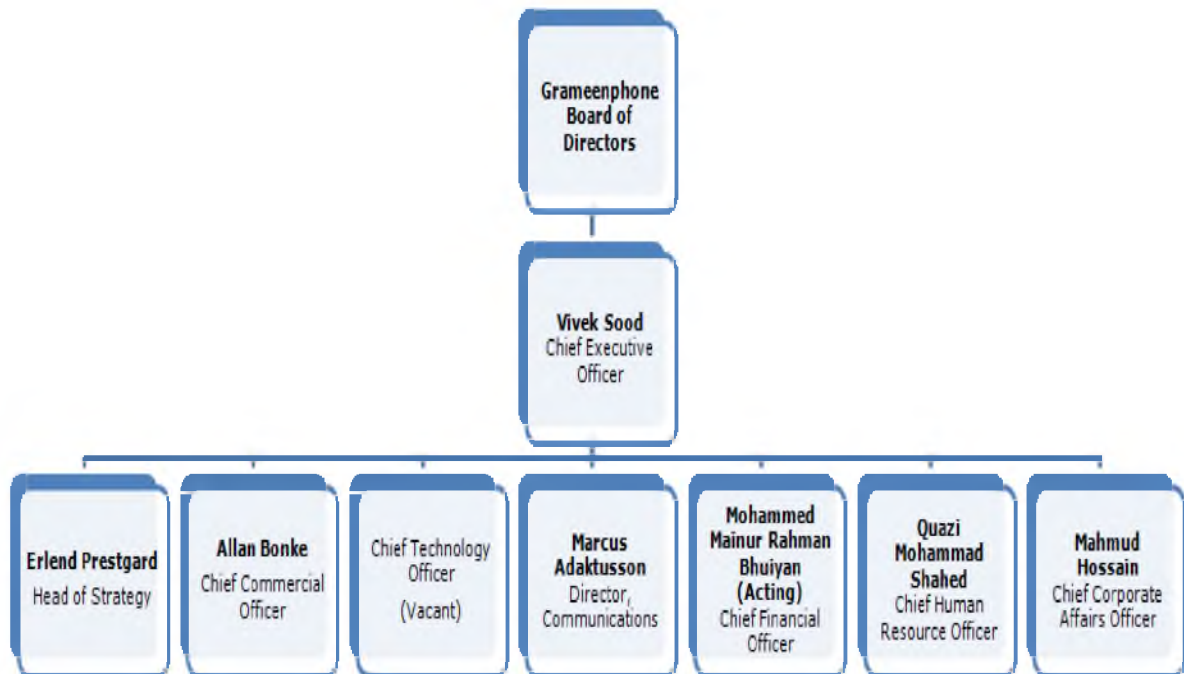
Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self-employment by providing villagers with access to modern information and communication based technologies.

### **Management of Grameenphone**

The top management of GrameenPhone Ltd carried out their management roles comprehensively over the years. There has been replacement or changes in the positions but all have worked together to increase the overall performance of the organization. Management Team of GrameenPhone comprises of the Managing Director, the Deputy Managing Director and the Divisional Heads of the company

They worked well together, respecting each other's abilities, & arguing openly & without any rancor when they disagreed.

## GP Organogram & Management



### Description of Customer Service Division

#### **Main Objective**

Within the direction for the Chief Executive Officer of the company, the Director of Customer Services Division shall ensure that the customer services and related functions within the company at all times are aligned with and supports the realization of the



company's business objectives. The Director of Customer Services shall direct the company's overall Customer Services activities; facilitate state of art customer experiences through Quality Services in order to meet company targets for growth and profitability.

### **Main Responsibilities**

- Develop, maintain and implement strategies, policies and procedures in order to establish organizational capabilities to meet current and emerging business needs for the functional area which include: call center, resource management, complain management, online support and development.
- Making sure of over all customer services activities by facilitating state of art customer experiences through quality services in order to support the company's present prime target that 2 out of 3 customers shall have Grameenphone as their preferred provider of mobile telecom and mobile data services.
- Monitor and control the strategic/ tactical initiatives and activities within Customer Services functions.
- Provide support and consulting to all local Customer Services functions within scope, in order to ensure coordination, business alignment and adaptation of best-practices.
- Develop and maintain descriptions of departments reporting to this function defining their responsibilities and how work is organized between these departments.
- Ensure awareness of, and ability to comply with, legal requirements applicable for the company and its governance documents, including SOA-required internal controls and Codes of Conduct.

### **Telecommunication Industry Analysis of Bangladesh**

Now a day, telecommunication industry in Bangladesh is one of the biggest industries among all other major industries of the country. Recently it has become the largest

contributor to our national economy and social development. At this time, there are six mobile phone operators: GrameenPhone, Aktel, Banglalink, Warid, Citycell and Teletalk and the nine PSTN service providers are: BTTB, Ranks Telecom Ltd., Telebarta Ltd., Onetel Communication Ltd., National Telecommunication Ltd., Peoples Telecom Ltd., Westec Ltd., Dhaka Telephone Co. Ltd. and S. A. Telecom System Ltd

The growth in mobile subscriptions in Bangladesh has been phenomenal. With a significant young population of over 140 million, high population growth, and low fixed line penetration, the country has the potential to deliver a remarkable growth in the near future. For a country with poor infrastructure, low fixed line penetration, the telecom industry has brought outstanding economic and lifestyle benefits in the lives of Bangladeshi people. In addition to voice based services, it has offered a wide range of data services.

Furthermore, the disposable income of people in Bangladesh is increasing, and therefore the consumer spending is also rising. Increased disposable income is improving the quality of life in Bangladesh. People are showing interest in new technologies like internet service on mobile phone.

The most noteworthy benefit of the telecom industry is that it has made the communication facility available to the mass people. All six mobile operators of the country offer internet browsing and it has opened up numerous possibilities in the fields of education, health and economic activities. Potential uses includes faster and up-to-date access to information and researches, exam results and availability of distance learning course becoming viable for majority of the population. The telemedicine service is expanded and available to deep rural people during medical emergencies. Now the telecom operators are often work in a collaboration with Government agencies to promote government health programs and campaigns such as SMS alerts during nationwide polio campaigns. The access to internet can help in the nationwide implementation of e-governance through easy accessibility to government policies, circulars, forms and directives. The mobile industry has significantly boost commerce

and trade both local and international companies. It has also facilitated in the payment of utility bills and banking services; thereby greatly improving the quality of lives.

However, the Bangladesh telecommunication industry is still far behind in comparison to telecommunication industries of some other South Asian neighbors. Unfavorable growth conditions due to weak marketing strategies in rural areas and poor infrastructure are hampering the growth of mobile operators in the country. In addition, rising number of subscribers has negatively affected the telecom industry due to network congestion and increased number of failed calls for some operators.

In the year of 2001, Bangladesh Telecommunication Regulatory Commission (BTRC) was formed and started its activities from 2002. It was a remarkable step in the history of telecommunication industry in Bangladesh. Now all the activities of telecom service provider in the country is controlled by BTRC. It has created a regulatory environment and accountability for companies in the country.

The addressable market has largely been dictated by the price of handsets and cost of SIM card, which serve as the prime entry barrier. In 2004 the entry cost was about BDT 6,000 and the then reported addressable market was 14 million with the multi-SIM usage at 10% of the population. Presently, the entry cost came down to BDT 2,000 and addressable market is now estimated to be around 50 million. Moreover, low subscription prices have fuelled multi-SIM behavior which is currently estimated to be >30% for the industry. The current addressable market is likely to continue for some times before the next level of tariff reduction and fall of entry barrier.

The growth of mobile subscribers in Bangladesh in this short period of time is largely due to declining call rates, falling prices of handsets and rising competition among operators. Consequently, the mobile phones become cheaper and affordable for people in the country. Above all, there was an unfulfilled need of communication which was not previously served by the Bangladesh Telephone & Telegram Board (BTTB). So when GrameenPhone came into the market with its offering in much competitive price and less

hassles for customers, immediately it got a great response from the people and captured a significant portion of the market share

### Competitive Scenario

In Bangladesh there are six telecom companies providing service to 43.7 million customers all over the country. Except Teletalk every mobile phone company doing business by joint venturing with foreign companies. Currently Teletalk Bangladesh has the lowest subscribers and Grameen Phone has the largest subscribers.

**GrameenPhone** started its business in Bangladesh in 26<sup>th</sup> March, 1997. Currently it has a total subscriber of more than 48.68 million subscribers (as of September, 2013) with a market share of 48%.

**Banglalink** is the second largest cellular service provider in Bangladesh. It is a subsidiary of Orascom Telecom, a leading mobile operator in the world market. Previous name of Banglalink was Sheba Telecom which started its business in Bangladesh in 03-09-1997, but Orascom Telecom bought Sheba telecom in July, 2004. As of May, 2008, Banglalink has a subscriber base of 12.27 million. It is the second largest mobile company with a market share of 24%.

**Aktel** has now become the third largest mobile phone operator in Bangladesh in terms of revenue and subscribers. Telekom Malaysia International Bangladesh (TMIB) Limited is a joint venture between Telekom Malaysia Sdn. Bhd. of Malaysia (70%) and Abul Khair telecom (30%). Aktel is unable to hold its 2nd position due to fierce competition from Banglalink who is more aggressive in the market with huge investments from parent company Orascom Telecom. Currently Aktel has 10.99 million customers with a market share of 21%.

**Warid** is an Abu Dhabi based mobile telecommunication firm providing telephony services in Bangladesh. Warid Bangladesh launched their operations on the 10th of May,

2007. As a new company it is now fourth mobile phone Operator Company in Bangladesh. Warid rapidly captured 2.79 million subscribers and it's gained a market share of 5%.

**Citycell** (Pacific Bangladesh Telecom Limited) is the first mobile communications company of Bangladesh. It has started its business in Bangladesh in 11-08-1993. It is the only CDMA network operator in the country. Citycell is currently owned by Singtel, Pacific Group and Far East Telecom. Though it is first mobile operator in Bangladesh it is in fifth position among mobile operators according to their subscribers. Currently they owned 1.98 million customers with a market share of 4%.

**Teletalk** Bangladesh Ltd is a GSM based state-owned mobile phone company in Bangladesh. TeleTalk started operating on 29th December, 2004. It is a Public Limited Company of Bangladesh Government, the only state-owned telephone operator. Teletalk is the first operator in the country that gave BTTB incoming facility to its subscribers. TeleTalk is the sixth largest mobile phone operator in Bangladesh with 2.08 million subscribers as of June, 2008 with a market share of 2%.

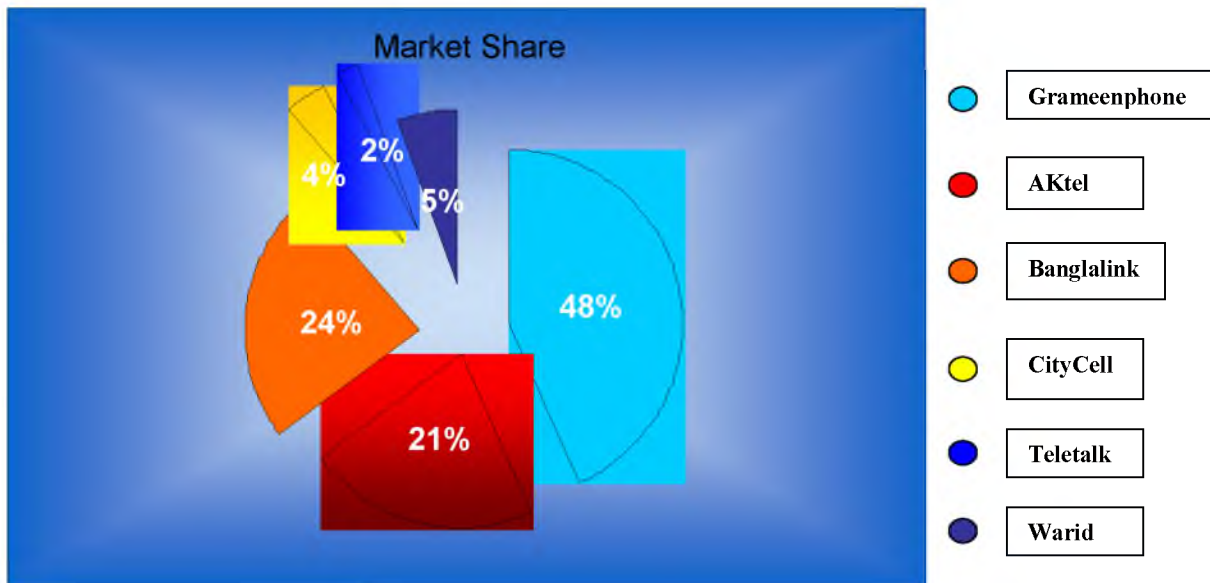


Figure: Market Share of Mobile Phone Company in Bangladesh

**Customer Scenario**

To obtain a clear idea about the customer scenario of telecommunication market of Bangladesh we need to define the market segment as well as target market. The segmentation can be done by using various factors such as age, geography, psychological and usage pattern. However, GrameenPhone segment the telecommunication market into four divisions based on the type of user. These are described below.

- ✦ **Financial Constraint (FC):** This is the segment consisting people who have monthly disposable household income of less than 6000 BDT. These people are less likely to use mobile phone for their financial position. However, some of them use mobile phone because distant communication has become the crucial need for them. This group of people wants to get the core service of 'Voice Communication' with cheaper rate. They are mostly unaware about the hi-tech services and their product knowledge is extremely limited.
- ✦ **Business:** Business segment consists of small and medium enterprises as well as corporate people who mainly use the mobile phone for communicating with business clients, suppliers etc. They also need to communicate with the family and near and dear ones. This segment search for quality service with reasonable price. Upper part of the segment (Corporate people) is likely to use value added services and other hi-tech services as they possess moderate knowledge about product.
- ✦ **Youth:** Youth segment consists of age group 16 to 24. This segment is mostly aware of the services and possesses very strong product knowledge. They use mobile phone to communicate with family and friends. The use of mobile phone is considered to be sophisticated and smart to some of them who are in the lower part of the segment (age from 16-18). This segment likes to get high quality core and value added services with reasonable price.
- ✦ **Consumer:** The consumer segment consist all other people who do not belong to previous categories and thus use mobile phone. This segment is the core consumer base of the market as it is the largest in size. The product knowledge among this segment varies but the segment wants a lower tariff with quality service.

The segmentation can also be done based on psychological aspect, economic situation, usage pattern and household income.

### **Consumer Similarity and Difference among Segments:**

The similarities among all those segments are:

- ✦ Everyone need to communicate
- ✦ Each segment search for “Value for Money”
- ✦ Everyone put emphasis on network quality and economic price.

On the other hand the basic difference among all those segments is the incentive received by each segment is different from other. Some of them use the cell phone just for communicating with family or friends whereas some use it for the necessity of business communication.

## **SWOT Analysis**

### **Strengths:**

- ✦ **Widest Network Coverage:** Among the mobile service provider, GrameenPhone has the widest network coverage in all over the country. All the 64 districts are now under the GP network. GP has earned a clear positioning in the customers mind for quality and reliable network in every corner of the country.
- ✦ **Brand Awareness:** GrameenPhone has a remarkable achievement in terms of brand awareness. GP has 98% brand awareness among its target customers in Bangladesh just in 11 years. This is the highest percentage of brand awareness ever achieved by any foreign and local company in Bangladesh. Apart from the target customers, almost every person in the country knows about the company.
- ✦ **Brand Loyalty:** The reason for GP to be the market leader in our country is the company has a much larger poll of loyal customers than its competitors. In spite of heavy promotional and reduced price offer by competitors, the positive image of the brand (GrameenPhone) has helped the company to retain its customers.

- ✦ **Largest Customer Service:** Along with the widest network, GP has 24 hour call center facilities and the largest customer service touch points spread all over the country.
- ✦ **Relationship with Customers:** Over the year GP has maintained a very good relationship with every kind of customers through impressive public relation activities and proper communication.
- ✦ **Corporate Social Responsibility:** In all these years GrameenPhone has been a very good corporate citizen in the business world. The brand image that the company has today, is mostly because of its doing business in a socially responsible way.
  - ✓ **Empowerment:** The Village Phone package of GP has created a lot of empowerment for rural women who use their mobile phone for small business.
  - ✓ **Social Involvement:** GP's social involvement with end level customer through help desks like community information system has opened a wide array of internet facility for village people. Such activities have made the company a people's brand which cares for the progress of its customers.
- ✦ **Advertisement Campaigns:** One of the biggest strengths of GrameenPhone has been its innovative and emotional advertisement campaign. Heavy promotional activities in all short of media have created a superior presence of the company in customers mind.
- ✦ **Product Innovation:** GP has always been a market leader in introducing new value added services for its customers. Its different value added services like health line, cell bazaar, bill payment, internet facility etc. has been an extra edge for GP over the competitors.



**Weakness:**

- ✦ **Technological Advancement of the Competitors:** The other new competitors are now operating with latest technology such as 3G and much effective software where as GP is operating at 2.7G and older technology for it's work.
- ✦ **Large Number of Uneducated Customers:** Most of the mobile subscribers of our country are uneducated and they don't even know how to use the mobile except some basic features. It has been really hard for them to educate those customers to get the most out of their mobile phone and the value added services.
- ✦ **Tariff Plan:** Their tariff plan is much more than the other operators in Bangladesh. Though Bangladeshi people are very much pricing sensitive, it might cause serious problem for GP.
- ✦ **Lack of Customer Education:** Subscribers are not educated enough to handle the mobile phone effectively. This is very sophisticated technology and proper knowledge is essential to handle these mobile sets

**Opportunity:**

- ✦ **Unserved Market:** Now a day, almost every people in Bangladesh has a mobile phone. In spite of this huge availability, still there are large segment of unserved market of 38-40% of the total target market.
- ✦ **Demand for Mobile Internet:** There is an increasing demand for internet facility on the mobile phone. People want to use this blessing of modern technology through their mobile phone and it creates a new opportunity for GrameenPhone.
- ✦ **Declining Prices for Handsets:** Few years ago the people of low income could not effort mobile phone services due to the high price of handsets. Now the price

of handset has decreased and the low income people want to get connected through mobile phone.

- ✦ **Economic Growth of Bangladesh:** The economic growth of the country will increase the expansion of telecommunication industry. From 1995 to 2007, there is a huge change in telecommunication sector

#### **Threats:**

- ✦ **Market Saturation in Some Segment:** The upper end segment of mobile customers is almost saturated. Almost every person in that segment has a mobile phone. So there is not much potential for business in that segment.
- ✦ **Government Regulation:** Bangladesh Telecommunication Regulatory Commission (BTRC) started its activities from January 2002 and now it is strictly regulating all the activities of mobile operators. So doing business in this regulating environment has become a problem.
- ✦ **Current Inflation and Economic Condition:** The entire country is going through high inflation and poor economic condition. People are more concerned about spending their disposable income, so slowly the profit margin is decreasing.
- ✦ **Increasing Number of Multiple SIM Users:** Now a day, there has been a common trend of using multiple SIM card and seek for better offering by a large number of customers. As the competitors are coming up with new low price offering, there is a strong possibility that customers might bend toward them

## **Current State and Future Direction**

As my discussion shows, GP is doing great in its business. Their market share is significantly high. The mobile telecommunication industry is also growing at a significant pace. But if we assess the external environment, we find, the path for Grameen Phone is not that smooth. The service of GP is extensively dependent on BTTB (Bangladesh Telephone & Telegraph Board). In many cases, GP did not get full support of the government owned department. E.g. Initially, GP provided connections that were accessible to BTTB land phones. But at one point of time, BTTB stopped to provide anymore support in this regard. At that time GP had to innovate the 'mobile to mobile' concept to continue the business growth. So, it has the scope to enhance and strengthen its market position. To do so, they need to put more stress on their policies like efficiency, quality, innovation, and customer responsiveness. If everything goes right, with least risk I can say, GP is headed towards a bright future.

# Project Part



grameenphone

## Introduction

In twenty-first century, the companies compete heavily in various aspects of their business. Corporations try to use the technology to develop their business activities and competitive advantage. However, using technology increases high costs for the organization. So companies need to find a new way to survive by using the existing resources to gain maximum benefit. Knowledge management or knowledge sharing is one of interesting alternatives which can deliver competitive advantage for the companies operating in the today's emerging service industry. Such sharing of knowledge with the internal and external customers of the companies give corporations some extra edge such as greater competencies and synergy, more balanced decisions, less errors, more creativity and innovation, broader collaboration with different stakeholders and easier way to expertise the employees and customers.

As one of the degree requirement of Bachelors of Business Administration (BBA) at the Brac Business School in Brac University, this internship report is entitled as:

### **“Knowledge Sharing Pattern of Call Center Employees- Customers Perspective”**

I am currently employed at the Contact Center, Customer Service Department of Commercial Division in Grameenphone Ltd. under supervision of Mr Md. Mahmudur Rahman, Officer, Contact Center, Customer Service Department, Commercial Division, Grameenphone Ltd.

In the service providing companies like Grameenphone (GP), customer service call center, which is termed as contact center at GP, are the main source of getting information or receiving service related knowledge for customers. This information's are shared by the call center employees or operators of Grameenphone. In this report, I have tried to find out the knowledge sharing pattern of call center employees of Grameenphone Ltd. from the customers point of view.

## **Objectives of the Study**

The main objective of doing this research is to explore customers' psychology, attitudes and perception about the knowledge sharing pattern of call center employees of Grameenphone Ltd. From this research, I examined the end users opinion about the core job function of call center employees which is knowledge sharing. I have tried to find out the patter with different parameters like consistency, accurateness, employees attitudes while sharing knowledge etc. I have gone through an extensive study on whether the knowledge sharing of call center agents is really helping the customers to make better use of their mobile phone service and generating maximum revenue for the company or not. This entire study is conducted on the different segments of mobile phone users situated in Dhaka city and I have tried to narrowly focus on the knowledge sharing part of employees and their consequences on customers.

## **Significance of the Study**

In recent days, the telecom sector in Bangladesh is almost saturated. The growth rate is almost stagnant for all the mobile operators. Now retaining the existing customer base has become more crucial in the industry. This is the time where after sales customer service touch points and call centers play a vital role. In the context of Bangladesh, most of the mobile operators have their own customer service call centers from where employees share knowledge with the inbound callers. My study is focused to find out customer attitudes of these knowledge sharing and service delivery of call center employees over the phone. This research will help the company and the customer service department employees to better understand customers' perception and attitudes towards their knowledge sharing pattern and its result. The outcomes of this study will be beneficial for the management team of customer service department in Grameenphone to find out the lackings in their current process of knowledge sharing in call center. It will also help them to have an in depth view of customer's view of knowledge sharing pattern, improve the service delivery process and become more customers centric.

## Hypothesis

To assess the knowledge sharing pattern of call center operators of Grameenphone, I have developed the following hypothesis on which my entire project part is focused on:

- **H1:** Call Center Operators (CCO) provide unique, consistent and accurate information to the customers in spite of their age group.
- **H2:** Customers perception of CCOs' knowledge sharing is positive.
- **H3:** The brand Grameenphone represents a symbol of care and closeness to customers. The knowledge shared by CCO of Grameenphone is aligned with the core value of Grameenphone and done with proper care and respect to the customer by understanding their needs and requirements.
- **H4:** The consistent and proactive knowledge sharing of CCOs' helps different income level customers to solve their problem and make the mobile technology easier.
- **H5:** In spite of customers' income group and level of education, they all emphasize heavily on CCOs' level of education as it has a great influence on employee's knowledge sharing attitude.
- **H6:** Customers' level of education play an important role in understanding the knowledge sharing of call center employees on different service related topic of Grameenphone.
- **H7:** Positive and proactive knowledge sharing of CCOs' with the customers builds more satisfied and loyal customers.

## Methodology

The study is basically a combination of exploratory and descriptive types of research conducted based upon primary data collected.

In this study, the information was collected among the subscribers of GrameenPhone who have received some sort of service from customer service hotline (121). The sample frame of this study was the various subscribers of GrameenPhone living only in Dhaka.

**Data Collection:**

**Primary data** are the prime source of information as there are few secondary sources available that could aid to this project. All the primary information has been collected through customer survey with structured questionnaire from the inbound callers as well as from quite a few employees working in the call center of Grameenphone.

However some **secondary data** sources is used for the report like internet, company inside information (non-confidential), information available from the Bangladesh Telephone Regulatory Commission (BTRC), statistics published in different media etc. This secondary information has aid to the report to a great extent as one of the objectives of the report is to analyze the company, the industry in which it is operating and its prospects.

**Sample Size:**

The survey was conducted on **100 respondents**. It was not possible to conduct personal interview because of time limitation. Therefore, questionnaire survey was the most appropriate one for this study.

**Method of Obtaining Data: SPSS**

Majority of the data collection has been done by face to face survey with structured questionnaire. After getting all the questionnaires filled up, each of the questions was coded along with the variables with SPSS. Here all the responses were entered to make a database. This SPSS database then became the source of further analysis. I have used the statistical software SPSS, to analyze the collected data from different angles such as graphical presentation, frequency measurement, crosstabs, correlation and regression, chi-square etc.

The dependent variables I have applied in this report are basically be the age group, gender, the different income level of customers and customers reasons for using mobile phone (business/students/fashion purposes). The independent variables used basically varied with the hypothesis. These are actually the parameters I have used to analyze the knowledge sharing pattern of call center employees from the customers' point of view such as consistency and accurateness of the information shared, the knowledge delivery style and customers' perception of these knowledge sharing by CCOs'.



## **Knowledge Sharing or Knowledge Management**

Competitive advantage is important for a company's performance in emerging markets. Many companies lost sight of competitive advantage to grow and compete with domestic and global competitors. Thus, many companies try to gain it from managing knowledge or the information database available to them. However, while the companies have to leverage their knowledge internally and externally to create and sustain a competitive advantage, they face many problems to manage knowledge.

Knowledge management has been used in most product-based companies and now it has also been extended to use in service sectors. Though, service industries like telecommunication sectors are continuously growing in Bangladesh, the importance of knowledge sharing with the customers are still not valued. So it is important to understand how knowledge management can play an important role in making the companies compete productively.

Knowledge sharing is an activity through which knowledge (information, skills, or expertise) is exchanged among people, friends, members of a family, community or an organization. It is most valuable in business world when the sharing occurs between the customer and a service providing company. Such sharing of knowledge not only increases customers' faith and loyalty to that particular company but also maximize the revenue income.

Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages. Knowledge sharing activities are generally supported by knowledge management strategy and the technology available to the company. However, technology constitutes only one of the many factors that affect the sharing of knowledge within or outside of organizations. The sharing of knowledge constitutes a major challenge in the field of knowledge management because if the knowledge is not accurately shared by employees among his colleagues or outside customers or stakeholders, the entire motive of knowledge sharing might destroy.

## **Knowledge Sharing Pattern of Call Center Operators (CCO) in Grameenphone - Customers Perspective**

In the context of Grameenphone, knowledge sharing with the customers is one of the key activities of customer service call center, which is known as contact center in GP. Over here, customers from all around the country make calls to customer service hot line (121) and try to solve their problem. The call center operators receive their calls, analyze the problems, narrow it down to the core problem area or the query of the customer and provide solution to them over the phone. What actually these call center operators do is they share knowledge with the customers about the different services and contribute towards maximizing the revenue for the company. In this project part of my internship report, I have analyzed this knowledge sharing pattern of the call center employees working in Grameenphone Ltd.

### **Findings of the Research**

In this section of my report, I am going to analyze the research findings with coordination with hypothesis mentioned earlier and try to find out the knowledge sharing pattern of CCOs'.

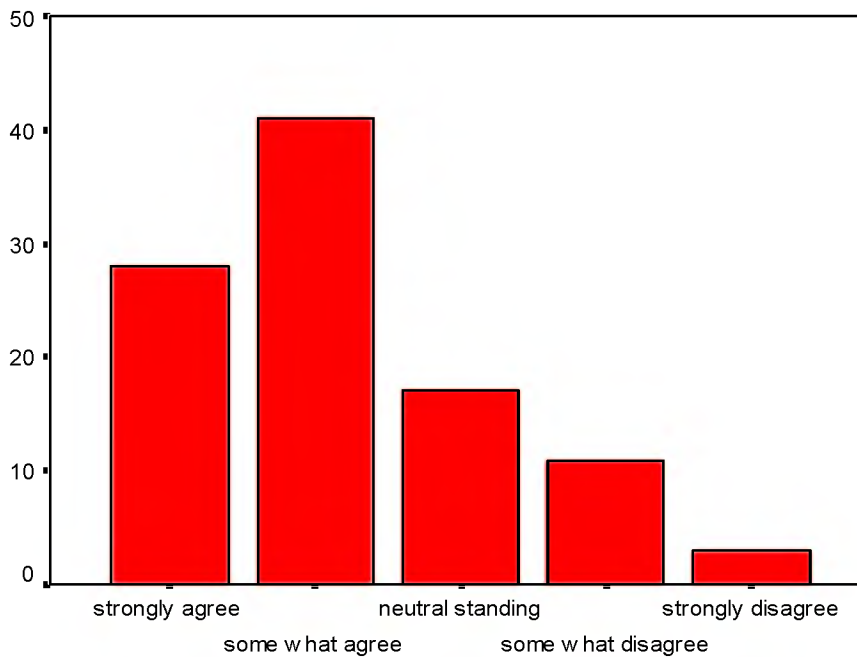
**Hypothesis 1:** Call Center Operators (CCO) provide unique, consistent and accurate information to the customers in spite of their age group.

As we already gained some concept on the importance of knowledge sharing, it is clear that, knowledge sharing will not be beneficial to customers at all if it is not properly and accurately communicated in a consistent manner. To judge this hypothesis from the customer point of view, I have placed three different questions regarding this. The dependent variable used in this case is the age group of customers and the independent variables are:

\* **Employees of GP call center share consistent information**

\* **Employees provide unique service to all customers**

\* **All the information is clearly communicated**



employees of GP call center share consistent information

**Your age \* employees of GP call center share consistent information Crosstabulation**

Count		employees of GP call center share consistent information					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
Your age	18-24	19	19	2			40
	25-40	9	6	15	8		38
	41-60		15		3	2	20
	60 & above		1			1	2
Total		28	41	17	11	3	100

The first independent variable of the hypothesis is **Employees of GP call center share consistent information**. If we take look at the chart in the previous page and the cross tabulation above, we will see that around 28% of the customer from people of age group 18-24 and 25-40 have strongly agreed on the topic that employees of GP call center share consistent information through their customer service hotline. The statement also becomes strong when 41% of the sample population some what agree on the variable. This 41% include people from different age group (19 persons from age group of 18-24, 6 from age group 25-40, 15 people from age group 41-60 and 1 person from age group 60 & above). From the graph, we can also see that around 17% of the sample has taken a

neutral standout. Among these 15% are from age group of 25-40. So it is possible that there are quite a few people from this group who might have seen inconsistency in the information provided to them. I also found a very insignificant number of people strongly or somewhat disagree on the topic. There are 11% of the sample somewhat disagree and 3% of the sample strongly disagreed that the information or the knowledge shared by the call center employees of Grameenphone is not consistent. If we take a quick look at the graph presented at the previous page, it will be clearly seen that majority of the population from three different age groups (18-24, 25-40 and 41-60) have agreed that CCOs' of GP call center are consistent in sharing their knowledge.

The second independent variable of this hypothesis is **Employees provide unique service to all customers**. To find out the details, I have done another bar graph and a cross tabulation which is presented below:

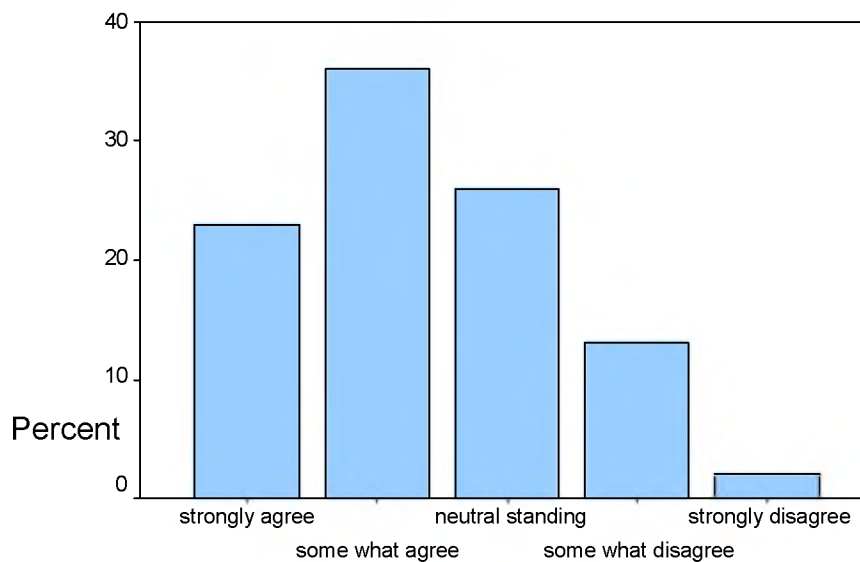


Fig: Provide unique service to all the customers

**Your age \* unique service to all customers Crosstabulation**

Count		unique service to all customers					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
Your age	18-24	19	6	15			40
	25-40	4	11	11	10	2	38
	41-60		17		3		20
	60 & above		2				2
Total		23	36	26	13	2	100

From the above chart and cross tabulation, we can see that 23% of the sample populations, who mainly consist of people from age group 18-24 (19%), strongly agree that the CCOs' provide unique service to all the customers. This group also consists of 4% of people from age group of 25-40. Around 36% of the sample (6% from 18-24, 11% from 25-40, 17% from 41-60 and 2% from 60 & above) has also agreed to the statement up to some extent. But we have around 26% of the people in a neutral position. These percentage of people are from age group of 18-24 (15%) and 25-40 (11%). It is also expected that these age group people are more educated in our country compared to other age groups. We can also see that 13% of the sample some what disagree and 2% strongly disagree with the variable. So in spite of the majority of the people are expressing their positive perception about the unique knowledge sharing of Grameenphone call center employees, it can also be concluded that as the customers become more educated, their sophistication regarding receiving services increases.

The third independent variable in hypothesis 1 is “**All the information is clearly communicated**”. The findings from the survey are presented below:

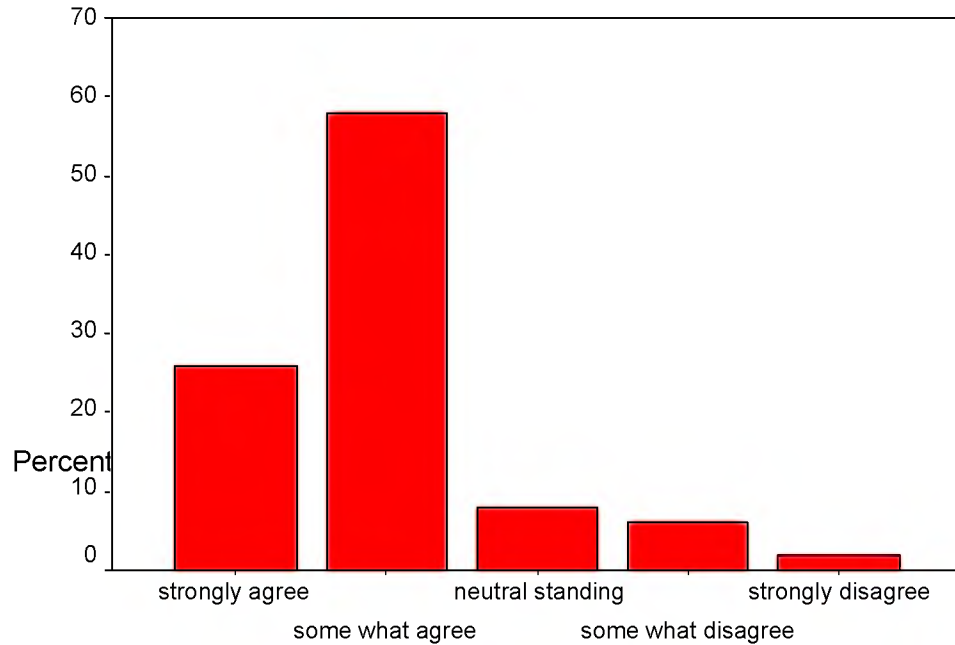


Fig: All information clearly communicated

**Your age \* all information clearly communicated Crosstabulation**

Count		all information clearly communicated					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
Your age	18-24	19	21	8	2		40
	25-40	7	21	8	2		38
	41-60		15		4	1	20
	60 & above		1			1	2
Total		26	58	8	6	2	100

From the bar graph and the cross tabulation, we can see that a total 84% of the sample population have answered positively to this questions. We have a 26% of population strongly agreeing on the discussion topic. 19% of this people are from age group of 18-24 and 7% are from 25-40 age group. But we have a significant number of people (58%) also agreeing to the variable to some extent. These majority portion includes almost all the age groups (21 from 18-24 group, 21 from 25-40 age group, 15 from 41-60 age group, 1 from 60& above group). We have a very insignificant number of respondents in the other three options: 8% neutral standing, 6% some what disagree and 2% strongly disagree. The bar graph gives a clear idea about the concentration of respondents on the left side of the graph which is some what agree and strongly agree. So it means, according to majority of the population responding from different age group, the information communicated by the call center operators working in Grameenphone is clearly communicated to all the customers.

So from the above discussion of the research finding, we can say that testing the three independent variables: Employees of GP call center share consistent information, Employees provides unique service to all customers; All the information is clearly communicated with the dependent variable has been proved true. With the majority of the respondents, responding positively to all three questions, we can conclude that CCOs' do provide unique, consistent and accurate information to the customers in spite of their age group and all these valuable knowledge sharing is clearly communicated to the customers.

**Hypothesis 2:** Customers perception of CCOs' knowledge sharing is positive.

The knowledge shared by CCOs' from the customer service hotline is focused to help customers. Call center operators knowledge sharing will only be beneficial to customers only if customers perceive this information positively. In a business organization, all the activities are intended towards maximizing revenue or in another words maximizing profit. The knowledge sharing part of call center employees are also not deviated from this motive. Majority customers make a call to call center only when he or she needs to know about any service or while facing any problem. Customer needs to pay money to receive the knowledge shared by CCOs'. If they perceive the entire knowledge sharing activity as a profit making source for the company, the main motive of knowledge sharing will be hampered. The main purpose of customer service hotline should be sharing knowledge with the customers, educating them to make the most out of their mobile phone. To analyze customers' perception about this knowledge sharing, I included a question in my survey questionnaire: The knowledge shared by the call center operators (CCOs') are focused on organizational benefits rather than customer benefits. The findings from the survey are presented below:

**your gender \* knowledge shared focused on organizational benefits Crosstabulation**

Count		knowledge shared f ocused on organizational benef its					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
your gender	male	3	20	27			50
	female			12	33	5	50
Total		3	20	39	33	5	100

From the cross tabulation, we can have an idea about the percentage of respondents, male and female, expressing their opinion on the statement: knowledge shared focused on organizational benefits. From the tabulation we can see that 39% of the total population stands in a neutral position (27% male and 12% female). 33% of the respondents some what disagree and 5% strongly disagree with the statement. But we have a portion of respondents some what agree and 3% strongly agree with the statement. These total 23%



respondents agreeing with the topic indicate, they think the knowledge sharing is focused on the organizational benefits. But a total of 38% of the respondents disagree which means the knowledge shared by the CCOs' are focused towards customers benefit. A large number of customers standing in a neutral position clears that though the customers receive knowledge from the CCOs', the knowledge sharing pattern is designed and delivered in such a way that customers could not identify it as focused towards organizational benefits. So it can be concluded that the knowledge sharing pattern has more areas to improve so that majority of the customers will perceive knowledge sharing in a positive way and it is intended to help the customer not to meet the organizational benefits. As majority of the customers do not perceive knowledge sharing of CCOs' positively, the hypothesis 2: **"Customers perception of CCOs' knowledge sharing is positive"** is false. The pie chart presented below will give a broader image about the customers' standout regarding this issue.

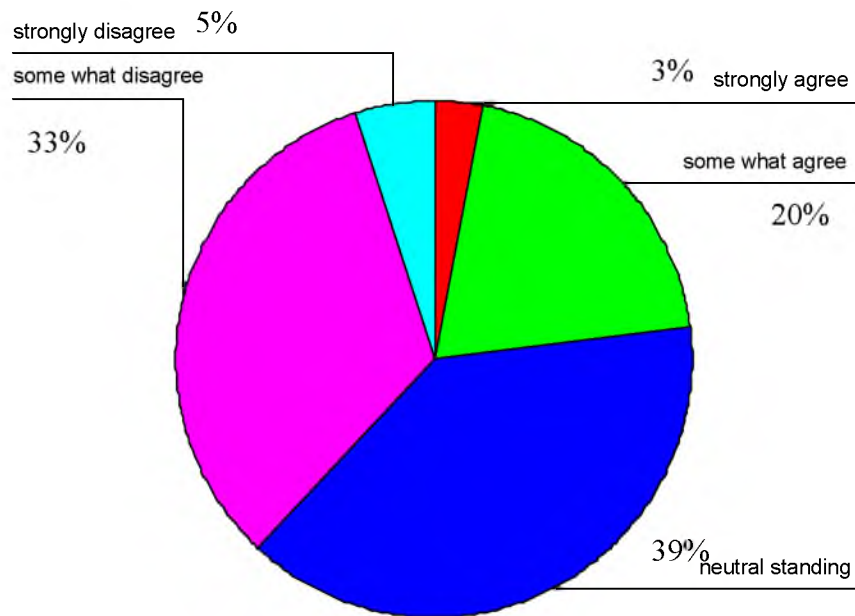


Fig: Knowledge shared focused on organizational benefits

**Hypothesis 3:** The brand Grameenphone represents a symbol of care and closeness to customers. The knowledge shared by CCO of Grameenphone is aligned with the core value of Grameenphone and done with proper care and respect to the customer by understanding their needs and requirements.

In recent times, customer service is not only about just satisfying customers but also delighting the customers with sharing service related knowledge, keeping the promises made by the company and eventually delighting the customers. Among the telecom service provider of Bangladesh, Grameenphone has created some sympathy for itself among the customers. Over the years, it has established itself as a symbol of care and belongingness with the near and dear ones. So when call center employees from Grameenphone customer service share knowledge with customers, the same care is expected by the customers from the CCOs'. Now a day, people from different income group uses Grameenphone. But their expectation of care and respect remains same. So to test this hypothesis, I have chose income group of different customer as my dependent variable. The independent variables are:

- ✦ The knowledge sharing pattern of CCO's is aligned with the core value of Grameenphone: 'Stay Close'
- ✦ Knowledge sharing style is caring enough
- ✦ CCOs' are respectful to customers in spite of their economic background
- ✦ The promises made by GP to it's customers are maintained by CCO's through their knowledge sharing in customer service.

The first independent variable of hypothesis 3 is **the knowledge sharing pattern of CCO's is aligned with the core value of Grameenphone: 'Stay Close'**. The frequency table presented below will aid to understand customers' response on this topic.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	35	35.0	35.0	35.0
some what agree	56	56.0	56.0	91.0
neutral standing	9	9.0	9.0	100.0
Total	100	100.0	100.0	

**Table: knowledge sharing pattern of CCO's aligned with core value of GP: stay close**

The cross tabulation of family income and customers response on whether knowledge sharing pattern of CCO's' aligned with the core value of Grameenphone: 'Stay Close' is presented below:

**Family income \* knowledge sharing pattern of CCO's aligned with core value of GP: stay close Cross tabulation**

Count		knowledge sharing pattern of CCO's aligned with core value of GP: stay close			Total
		strongly agree	some what agree	neutral standing	
family income	below 25000	19	1		20
	tk. 25000-40000	15	13		28
	tk. 41000-70000	1	24		25
	tk. 71000-100000		16	5	21
	above 100000		2	4	6
Total		35	56	9	100

From the frequency table and the cross tabulation of customer family income with their response to knowledge sharing pattern of CCO's' aligned with core value of GP: Stay Close, we can see a very positive response about the customers. A total of 35% of people strongly agree on the statement. These 35% of people consist of people from three different income group of below 25000 TK with a frequency 19, income group of 25000-40000 TK consist of frequency 15 and 1 respondents from income group 41000-70000 TK. A vast portions of the sample respondents (56%) some what agree that the knowledge sharing pattern is aligned with the core value of GP: stay close. We have 1 respondent in this category from income group of below 25000 TK, 13 respondents from

income group 25000-40000 TK, 24 respondents from income group 41000-70000, 16 respondents from income group 71000-100000 TK and 2 respondents from income group above 100000. Only 9% of the survey respondents take a neutral position of this topic who are from income group 71000-100000 TK (frequency 5) and above 100000 TK (frequency 4). From the outputs we can say that, customer from all income groups strongly or some what agree that the knowledge sharing pattern is aligned with the core value of GP.

The second independent variable of hypothesis 3 is **Knowledge sharing style is caring enough**. To test this hypothesis, I included a direct question in the survey questionnaire. The result is interpreted below with a bar graph:

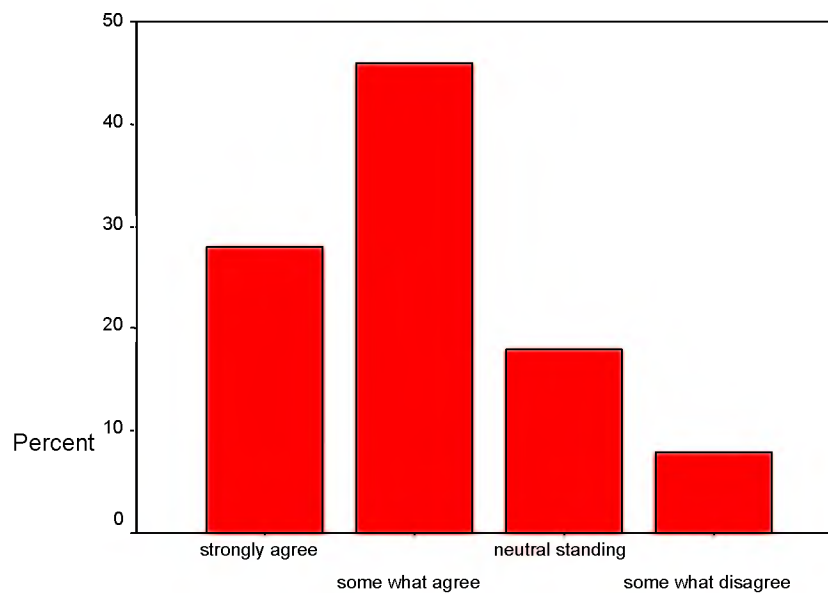


Fig: knowledge sharing pattern is caring enough

From the graph, it is clear that around 28% of the survey respondents strongly agree that the knowledge sharing pattern is caring enough for the customers. The knowledge shared by the CCOs' are not just shared as it is their job requirement. It is done with much care. Another 46% people some what agree, 18% takes a neutral position and 8% some what disagree with the statement. The point to be noted here, there is no respondents who have

strongly disagreed with the statement and majority of the respondents answer makes it clear, the knowledge sharing style is caring enough for the customers.

The third independent variable is **CCOs' are respectful to customers in spite of their economic background**. As the knowledge sharing activities of CCOs' are done from the customer service hotline of Grameenphone, it is important that call center operators (CCO) show proper respect to the inbound caller. To judge the customer response on CCOs' being respectful to them throughout the knowledge sharing process, a question was included in my survey questionnaire. The results are:

**family income \* CCOs' respectful to customer throughout knowledge sharing  
Crosstabulation**

Count		CCOs' respectful to customer throughout knowledge sharing			Total
		strongly agree	some what agree	neutral standing	
family income	below 25000	19	1		20
	tk. 25000-40000	5	23		28
	tk. 41000-70000		25		25
	tk. 71000-100000		16	5	21
	above 100000		2	4	6
Total		24	67	9	100

From the cross tabulation of different income group of people and CCOs' being respectful with the customers, we can see that a total of 91% of customers strongly or some what agree with the topic. 24% of the respondents from income group of below tk 25000 (frequency 19) and tk 25000-40000 (frequency 5) strongly agree that CCOs' has been respectful to them throughout the knowledge sharing process. A large percentage of 67%, also some what agree with the statement. They are from income group of below TK 25000 (1 respondents), TK 25000-40000 (23 respondents), TK 41000-700000 (25 respondents), TK 71000-100000 (16 respondents) and TK 100000 and above (2 respondents). Only 9% of the respondents take a neutral position and we don't find any respondents disagreeing with the statement. So from the results it is proved that CCOs' are respectful to customers throughout their knowledge sharing process.

The forth independent variable is: **The promises made by GP to it's customers are maintained by CCO's through their knowledge sharing in customer service.** To test this variable, I have also used income group of customers as a dependent variable. The result is given below:

**promises made by GP maintained by CCO**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	18	18.0	18.0	18.0
some what agree	40	40.0	40.0	58.0
neutral standing	26	26.0	26.0	84.0
some what disagree	12	12.0	12.0	96.0
strongly disagree	4	4.0	4.0	100.0
Total	100	100.0	100.0	

The cross tabulation of dependent and independent variable:

**family income \* promises made by GP maintained by CCO Crosstabulation**

Count		promises made by GP maintained by CCO					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
family income	below 25000	18	2				20
	tk. 25000-40000		22	6			28
	tk. 41000-70000		7	18			25
	tk. 71000-100000		7	2	12		21
	above 100000		2			4	6
Total		18	40	26	12	4	100

From the frequency and the cross tabulation data, we can see that a total of 18% of the population strongly agree that the promises made by GP to it's customers are maintained by CCO's through their knowledge sharing in customer service. All these 18% of people are from below TK 25000 income group. 40% of the people agree with the statement up to some extent. The income group tk 25000-40000 carries most of these respondents (22).

But there are respondents from other groups as well. There are 2 respondents from below 25000 tk income group, 7 respondents from 41000-70000 tk income group another 7 respondents from tk 71000-100000 income group and 2 respondents from above tk 100000 income group. There are 26% of respondents in a neutral position basically from 41000-70000 tk income group and some insignificant portion disagreeing with the topic. As majority of the respondents agree with the variable it can also be said that the promises made by GP to its customers are maintained by CCO's through their knowledge sharing in customer service.

From the above analysis it is clear that customers have responded positively to the all four independent variable set to test hypothesis three. Call center operators, working in Grameenphone customer service, caring knowledge sharing attitude, respect to customers and maintaining promises through all the knowledge sharing activities are appreciated by the customers heavily. Knowledge sharing service remains same to all income group of people even in most of the cases people from income group of below 25000 tk have strongly agreed with the variables. So the hypothesis three has been proved.

**Hypothesis 4:** The consistent and proactive knowledge sharing of CCOs' helps different income level customers to solve their problem and make the mobile technology easier.

The knowledge sharing of CCOs' is basically intended towards solving customer's problem. If the knowledge shared could not solve customers' problem or make the mobile phone easy to use for them, then it is not worthy of for customers. Grameenphone has their customers from different income group of people of the country. These benefiting knowledge sharing should be helpful to customers in spite of the income group they belong to. To test this hypothesis, I have used customers' income group as dependent variable and my independent variables are:

- ✦ The knowledge shared by Customer Managers is worthy of solving customers problem.
- ✦ CCOs' knowledge sharing helps customers to use their mobile phone more easily.

The first independent variable the **knowledge shared by Customer Managers is worthy of solving customers problem** is to check whether the knowledge sharing is actually helping customers to solve their service related problems. The outcome of the survey is presented below:

**family income \* knowledge shared is worthy of solving problem Crosstabulation**

Count		knowledge shared is worthy of solving problem					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
family income	below 25000	19	1				20
	tk. 25000-40000	15	13				28
	tk. 41000-70000	6	11	6	2		25
	tk. 71000-100000		7		14		21
	above 100000		2			4	6
Total		40	34	6	16	4	100

From the cross tabulation, we can see that 40% of the respondents strongly agree that the knowledge shared is worthy of solving their problem. The respondents belongs to income group of below TK 25000 (19 respondents), TK 25000-40000 (15 respondents) and TK 41000-70000 (6 respondents). A total of 34% of the survey respondents have some what



agreed that knowledge sharing helps to solve their problem. There are 1 respondent from below TK 25000, 13 from TK 25000-40000 income group, 11 persons from 41000-70000 TK income group, 7 from TK 71000-100000 group and 2 respondents from above TK 100000 income group monthly. We also have 6% of respondents in neutral standing, 16% some what disagree and 4% of the respondents strongly disagree with the statement. Though we do have 16% and 4% of the respondents strongly or some what disagree with the statement but if we take a look at the graph below it is easy to say that majority of the respondents have responded positively that knowledge sharing of CCOs' is worthy of solving their problem.

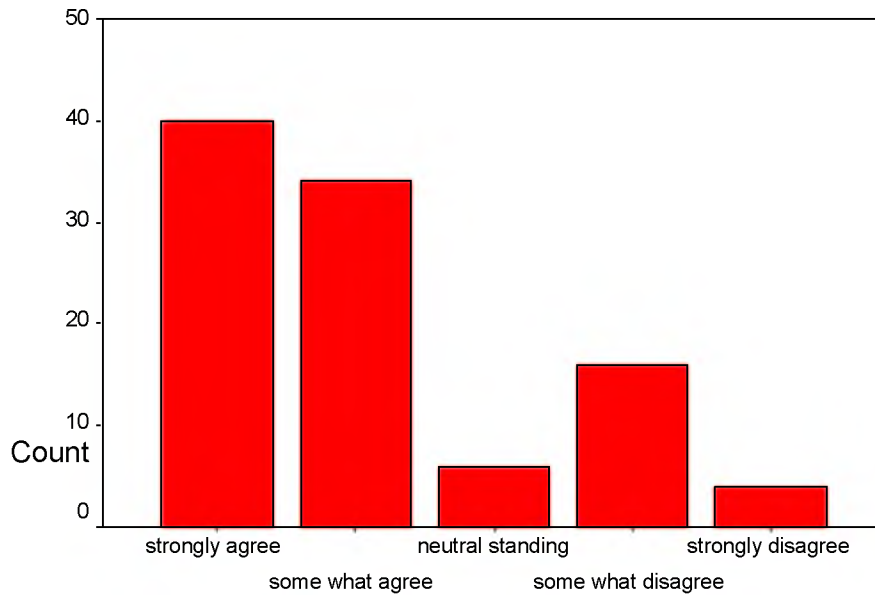


Fig: knowledge shared is worthy of solving problem

The second independent variable I have used to test this hypothesis is **CCO's knowledge sharing helps customers to use their mobile phone more easily**. The survey results are:

**family income \* knowledge sharing helps customers to use mobile phone more easily  
Crosstabulation**

Count		knowledge sharing helps customers to use mobile phone more easily				Total
		strongly agree	some what agree	neutral standing	some what disagree	
family income	below 25000	10	9	1		20
	tk. 25000-40000		15	13		28
	tk. 41000-70000		7	16	2	25
	tk. 71000-100000		6	1	14	21
	above 100000	1		2	3	6
Total		11	37	33	19	100

From the cross tabulation of customers family income and their response to the survey question CCO's knowledge sharing helps customers to use their mobile phone more easily, I found a little bit of scattered result. I found only 11% of the people strongly agree. 10 of these respondents are from below 25000 income groups and 1 respondent from above 100000 income group. I have 37% of the respondents some what agree with the statement. These people belongs to below TK 25000 income group (9 respondents), 15 respondents from TK 25000-41000 income group, 7 from 41000-70000 TK group and 6 from 71000-100000 TK income group. We can also see that around one third of the samples 33% is in a neutral position and 19% some what disagree with the issue.

From these findings we can say that, in this case also people from income group of below tk 25000 respond more positively that knowledge sharing of CCOs' helps them to use the mobile phone technology and mainly people from income group TK 25000-40000 and TK 41000-70000 have stands in a neutral position. If we take a look at the cross tabulation of customers income group and their level of education presented in the next page, we will see that most of the people from income group 25000-40000 and 41000-70000 are highly educated in the context of Bangladesh. Over here we can see a close relation between monthly income of customers and their level of education. High income

people are usually highly educated. Most of the high educated customers have taken a neutral position in answering the question **CCO's knowledge sharing helps customers to use their mobile phone more easily**. Such response might have occurred because customers have understood their mobile handset as a synonym of mobile phone technology.

**family income \* Education Level Crosstabulation**

Count		Education Level				Total
		Below SSC/O-level	O-level/SSC	A-level/HSC	Undergraduate/Honors	
family income	below 25000	5	5	7	3	20
	tk. 25000-40000				28	28
	tk. 41000-70000				20	5
	tk. 71000-100000				7	14
	above 100000					6
Total		5	5	7	58	25
						100

Though majority of the respondents do not agree with the second variable of hypothesis four, it is clear that hypothesis four **the consistent and proactive knowledge sharing of CCOs' helps different income level customers to solve their problem and make the mobile technology easier** is true due to the heavy positive response of customers while testing the first independent variable.

**Hypothesis 5:** In spite of customers' income group and level of education, they all emphasize heavily on CCOs' level of education as it has a great influence on employee's knowledge sharing attitude.

In the job of knowledge sharing the level of education of the call center operators (CCOs') is the most important thing. If the operators are highly educated, it is expected that they will also share high quality of knowledge with the customers. Customers also understand this importance in spite of their level of education and the income group they represent. To have a better view of customers thinking about this I have done the following analysis.

**family income \* CCO's level of education influence knowledge sharing attitude  
Crosstabulation**

Count

		CCO's level of education influence knowledge sharing attitude			Total
		strongly agree	some what agree	neutral standing	
family income	below 25000	20			20
	tk. 25000-40000	28			28
	tk. 41000-70000	7	18		25
	tk. 71000-100000	7	12	2	21
	above 100000	2		4	6
Total		64	30	6	100

**Education Level \* CCO's level of education influence knowledge sharing attitude  
Crosstabulation**

Count

		CCO's level of education influence knowledge sharing attitude			Total
		strongly agree	some what agree	neutral standing	
Education Level	Below SSC/O-level	5			5
	O-level/SSC	5			5
	A-level/HSC	7			7
	Undergraduate/Honors	33	25		58
	Postgraduate/Masters	14	5	6	25
Total		64	30	6	100

From the above two cross tabulation, we can say that 64% of the total sample strongly agree that the CCOs' level of education influence their knowledge sharing attitude towards customers. Among the respondents 20 are from below tk 25000 income group, 28 respondents from income group 25000-40000 TK, 7 respondents each from income group 41000-70000 TK and 71000-100000 TK and 2 respondents from above 100000 TK. The customer of strongly agreed, 33 of them with an education level of under graduation and 14 of them are with a post graduation. All the respondents of below SSC, SSC and HSC level of education also strongly agreed that the CCOs level of education influences knowledge sharing attitude. 30% of the respondents also somewhat agree; among them 25 are with under graduation and 5 are with a post graduation; they are from income group of 41000-70000 TK and 71000-100000 TK. We have a total of 94% of respondents who strongly or some what agree that CCOs' level of education influences their knowledge sharing attitude.

So it is clear from the data that, people from different educational background and income level understands the importance of CCOs' level of education and highly appreciate educated CCOs. As the knowledge sharing from the customer service hot line is for the betterment of the customers and receiver of this knowledge also perceives it positively, the hypothesis 5 is proved true with a remarkable percent of customer response.

**Hypothesis 6:** Customers' level of education play an important role in understanding the knowledge sharing of call center employees on different service related topic of Grameenphone.

Though the knowledge shared by the call center operators of GP is a part of customer service of the company, all the knowledge or the information shared are related with the service Grameenphone provide. So to understand the mobile telephony service, customers also need to have some basic education background. It is expected that the more educated the customers are, more easily they will be able to understand the service related knowledge sharing. To find out the relationship between customers level of education and their ability to understand the knowledge shared by the CCOs, I have gone through the following chi-square test based on the question that CCOs knowledge sharing is worthy of solving customers problem.

**knowledge shared is worthy of solving problem**

	Observed N	Expected N	Residual
strongly agree	40	20.0	20.0
some what agree	34	20.0	14.0
neutral standing	6	20.0	-14.0
some what disagree	16	20.0	-4.0
strongly disagree	4	20.0	-16.0
Total	100		

**Test Statistics**

	knowledge shared is worthy of solving problem
Chi-Square <sup>a</sup>	53.200
df	4
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.0.

**Education Level \* knowledge shared is worthy of solving problem Crosstabulation**

Count		knowledge shared is worthy of solving problem					Total
		strongly agree	some what agree	neutral standing	some what disagree	strongly disagree	
Education Level	Below SSC/O-level	5					5
	O-level/SSC	5					5
	A-level/HSC	7					7
	Undergraduate/Honors	19	24	6	9		58
	Postgraduate/Masters	4	10		7	4	25
Total		40	34	6	16	4	100

From the outputs, we can see that 40% of the respondents strongly agree that the knowledge shared is worthy of solving their problem where expected N is 20 and residual value of 20. Among these 40 respondents 5 of them are from below SSC, 5 from SSC level, 7 from HSC level, 19 from honors level and 4 respondents of post graduation level. 34% of the respondents also some what agree on the topic. This group consists of 24 respondents with undergraduate background and 10 respondents with post graduation. Over here we also have a residual value of 14. Our chi-square value is 53.200. From the cross tabulation, we can see that all the respondents who strongly or somewhat disagree with the statement are from educational background of under graduation and post graduation. On the other hand customers from comparatively minimum educational background have answered positively to the question. So it is clear that more educated the customers are more sensitive they are with the knowledge received from the customer service hotline of Grameenphone. Less educated customers are not facing any difficulty in understanding the knowledge shared by the CCO and majority of the educated customers are having complete solution of their problems. This indicated that the knowledge sharing of CCO of GP is conveyed in such a way that customers' level is education is not playing any significant role in understanding the knowledge shared by CCO. So the hypothesis 6 has proved false.

**Hypothesis 7:** Positive and proactive knowledge sharing of CCOs' with the customers builds more satisfied and loyal customers.

This hypothesis is developed to check that the knowledge sharing is actually satisfying the customer or not which is the main objective if customer service department of Grameenphone. The question that I asked to the respondents to find the answer of this question is: The entire knowledge sharing activities by call center employees of customer service in Grameenphone is focused to make more satisfied customers. The findings are presented in a graph below:

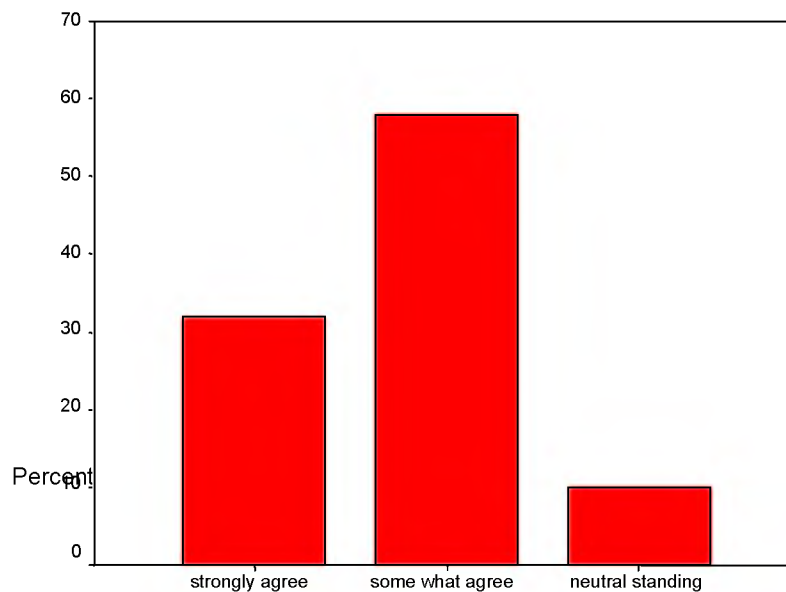


Fig: knowledge sharing activities focused towards satisfying customer

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From the graph we can see that 32% of the respondents strongly agree that these entire knowledge sharing activities are intended to create more satisfied customers. 58% of the total respondents also some what agree and only 10% of the respondents take a neutral position. We do not find any respondents strongly or some what disagreeing with the topic. These biased results clearly indicated that customers perceive such knowledge sharing activities of CCOs' positively and they think the entire knowledge sharing activities are focused towards creating more satisfied customers, thus proving the hypothesis 7 true.



## **Recommendations**

As customers of 21<sup>st</sup> century are highly demanding, it is really hard in these days to satisfy all the customers in a perfect way. In the overall findings of the research, I can conclude that more or less majority of the customer do possess a positive attitude towards the knowledge sharing of call center employees of Grameenphone. I have tried to analyze the knowledge sharing pattern of CCOs' from the customers' point of view. In spite a lot of positive responses, I have identified the following areas of improvement in the knowledge sharing pattern of Grameenphone CCOs'.

- ✦ Customers perceive the knowledge sharing activities is focused on organizational benefits. In spite of its consistency and accurateness, knowledge sharing will not lead to the ultimate customer satisfaction if this perception does not change. To change this perception, customer service hotline charges should be reduced slightly.
- ✦ Currently, CCOs' share knowledge with only the inbound callers to hotline. Number of outbound calls should be increased to share all this knowledge which will not only increase the revenue for the company but also will create a sense of belongingness between the customers and the company.
- ✦ All the value added services should be designed in an easier way so that CCOs' also find it easy to communicate and the customers who need those services can avail it.
- ✦ To deliver the proper and accurate knowledge to the customers, first of all CCOs' need to know about them in a very depth way. So sufficient training should be arranged to educate the CCOs'.
- ✦ The conditions applied to receive all the services should be designed in a more flexible way so that when call center operators of GP share knowledge about them, customers also find it easy to understand them.

- ✦ The entire knowledge sharing activities should be conveyed in such a way customers also find it beneficial.
- ✦ New techniques of sharing knowledge with the customers should be developed that customers will find it interesting and avail the services.

### **Limitation of the Study**

While doing this project, I find several limitations. Those are:

- ✦ Currently Grameenphone is having a subscriber base of around 48.68million. As the research is based on sample survey, there are some possibilities of sampling error. Customers from different segments may not be proportionately present in the sample.
- ✦ All the female respondents of this research are service holders or university students. They response do not represent the response of the entire female customers that Grameenphone has.
- ✦ Grameenphone, the country's largest telecom service provider has its subscriber in all 64 districts. Due to my job location and university attachment, it is not possible to conduct a nationwide survey. So all the respondents will be from Dhaka metropolitan arena. It is possible to have similar kind of attitude from people residing in the same area as the core service of mobile telecommunication is based on network coverage.
- ✦ The study has been conducted only among the customers who make call to Grameenphone call center. But there are certain types of people who always prefer to receive services from service delivery touch points rather than calling to customer service hotline. So it will not be possible to analyze the attitudes of those people towards knowledge sharing of CCOs' who don't make call to Grameenphone's customer service call center to receive services

- ✦ The time limit for such an extensive project was also not sufficient. So many of the important aspects of Grameenphone customer service has been overlooked in this report.
- ✦ SPSS is highly sophisticated statistical software; many of the options available in SPSS could not be used in this report.

### Conclusion

Although GrameenPhone is dominating the market of mobile telecommunication industry in Bangladesh with the major market shares, there are constant threats from the national and international competitors. Knowledge sharing with the customers through the customer service hotline has been proved beneficial for the company. So more emphasize should be given to develop more and techniques, software and knowledge sharing pattern which will not only satisfy the customers but also lead them to the customer delight ness stage. Knowledge sharing from the customer service hotline of Grameenphone has many opportunities to become the most revenue generating source for the company. So all this knowledge sharing activities of call center operator (CCO) should be closely monitored and improved in such a way that it will lead to the ultimate goal of Grameenphone's customer service: ***"To be the best in Class Customer service in Asia to gain competitive advantage for GrameenPhone in the Market Place"***.

## References

The references that I have used for doing this report are enlisted below:

- ✦ <http://www.grameenphone.com> was seen on August 27, 28, 29, 30 & 31, 2014 and logged at 03:00 pm.
- ✦ [http://en.wikipedia.org/wiki/Knowledge\\_sharing](http://en.wikipedia.org/wiki/Knowledge_sharing) was seen on August 30, 2014 and logged in at 10.00 pm.
- ✦ <http://investorrelations.grameenphone.com/IRPortal/annualreport/2012/Our-Vision-Mission-and-Values.pdf>
- ✦ [Supplier Conduct | Grameenphone](#)
- ✦ Mr Md. Mahmudur Rahman, Manager, Contact Center, Customer Service, Commercial Division, Grameenphone Ltd. mobile no# 01711504396.

# APPENDIX