



## **Report On**

**‘Analyze the Customer Satisfaction and Management Perception of Grameenphone; gap analysis in between the Customer Expectation and the Management Perception’**

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## LETTER OF TRANSMITTAL

August 25th, 2014  
Md. Tamzidul Islam  
Senior Lecturer  
BRAC Business School  
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### **Subject: Request for approval of Internship Report**

Dear Sir,

With the passage of time, I am student of BRAC Business School standing on the other entity of my course completion, hence are finalized with my internship report naming ‘Analysis of the Customer Satisfaction and Management Perception of Grameenphone; identify the Gap in between the Customer Expectation and the Management Perception’\_as Vividly enough, my research comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance & analytical remarks.

Consequently, I am submitting my report on your very concern. Hopefully, you will discover my well-researched, informative approach as a hallmark of hard work. Rather, in case of any further clarification or elaboration as to my report, I would welcome the opportunity to consult with you to explore how my findings could best meet your needs.

Thanking You.

With best regards,

Shabbir Ahmed

Student ID: 10304102

BRAC Business School

## DECLARATION OF STUDENT

This is to notify that this report ‘**Analysis of the Customer Satisfaction and Management Perception of Grameenphone; gap analysis in between the Customer Expectation and the Management Perception**’ has been prepared as a part of my internship formalities. It is an obligatory part of our BBA program to submit an internship report. Moreover, I was inspired and instructed by my supervisor Tamzidul Islam, Senior Lecturer, BRAC Business School, and BRAC University.

.....

Shabbir Ahmed

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## **ACKNOWLEDGEMENT**

I am Shabbir Ahmed and would like to express my heartiest gratitude to those who helped me all the way through to complete my internship report on “Grameenphone Limited”.

At the very beginning, I would like to thank my almighty. I also want to thank my academic supervisor Md Tamzidul Islam, Senior Lecturer of BRAC Business School, BRAC University, for providing me all the necessary helps for the completion of this report. Thank you Sir for guiding me and encouraging me to, successfully complete this report. Secondly, I would like to thank, my supervisor and all the concern people of Grameenphone for helping me to prepare this report with adequate and correct information.

I also apologize heartily for any omitted name whose contribution was also complementary for any possible aspect. Lastly, I solemnly thank the Almighty.

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## List of Abbreviation

| <b>Abbreviation</b> | <b>Full Form</b>                        |
|---------------------|---|
| GSM                 | Global System for Mobile communications |
| VMS                 | Voice Messaging Service                 |
| SMS                 | Short Message Service                   |
| EDGE                | Enhanced Data Rates for GSM Evolution   |
| CRM                 | Customer Relationship Management        |
| GPC                 | Grameenphone Centre                     |
| GP                  | Grameenphone                            |
| CM                  | Customer Manager                        |
| GTC                 | Grameen Telecom Centre                  |



## **Executive Summary**

In order to provide a student with job exposure and an opportunity of the transition of theoretical knowledge into real life experience, an internship is a must. A better balance between theory & practice can be gained through this program. The report is a combination of three months internship program with Grameenphone.

The objective of this study is to acquire the knowledge about the customer expectation and management perception of Grameenphone and to do a gap analysis in between customer expectation and management perception for which the Gap Model of Service Quality has been used.

Grameenphone is a fast growing joint venture company in the telecommunication industry of Bangladesh. Considering the importance of customer satisfaction, this project was designed to assess the satisfaction level of Grameenphone's subscribers and to do the Gap Analysis of Service Quality. Grameenphone has been successful to build a superior image through its wide network coverage.

The first section, of this report includes a brief overview of Grameenphone its vision, mission and values. It also provides the historical background of Grameenphone, and discusses about the products and services that Gameenphone offers. Moreover, a brief overview of telecommunication industry is given as well, where the ownership structure of Grameenphone is given. The second part, of this report describes the job duties and responsibilities performed during my three month internship program at Grameenphone. Thirdly, there is the project part that includes the objective and methodology of project, along with the scopes and limitation. The 5 gaps of the service model are discussed very well with the model and it is analyzed with the help of the results found through survey and interview. At the end, the possible reason behind the gaps is given and few recommendations are given on how Grameenphone can narrow down the gaps and can increase the sustainability of their market share in the telecommunication industry of Bangladesh.

## **2 PART: I**

### **OVERVIEW OF GRAMEENPHONE**

## 2.1 Background of Grameenphone

Grameenphone the leading telecommunications operator of Bangladesh is part of Telenor Group which has presence in 13 markets across Europe and Asia.

Before Grameenphone's inception, the phone was for a selected urbanized few. The cell phone was a luxury: a flouting accessory for the select elite. The mass could not contemplate mobile telephony as being part of their lives.

Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to "Rural phone".

Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameenphone was the first operator to introduce GSM Technology in this country. Grameenphone pioneered the then breakthrough initiative of mobile to mobile telephony and became the first operator to cover 99% of the country's people with network

Since its inception Grameenphone has built the largest cellular network in the country with over 13000 base stations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local telecom market. Grameenphone was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997.

Grameenphone was also the first telecommunication operator in Bangladesh 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. In October 2013 the company launched 3G services commercially. The entire Grameenphone network is 3G/EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently over 7 million 3G/EDGE/GPRS users in the Grameenphone network.

Today, Grameenphone is the leading and largest telecommunications service provider in Bangladesh with more than 48.68 million subscribers as of March 2014.

- ✓ Grameenphone has so far invested more than BDT 24,600 crore to build the network infrastructure
- ✓ Grameenphone is one of the largest taxpayers in the country, having contributed more than BDT 36,500 crore in direct and indirect taxes to the Government Exchequer over the years
- ✓ There are now more than 1600 GP Service Desks across the country covering nearly all upazilas of all districts and 94 Grameenphone Centers in all the divisional cities
- ✓ Grameenphone has about 4400 full and temporary employees
- ✓ 500,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others

### **2.1.1 Vision**

“We Empower societies. We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.”

### **2.1.2 Mission**

“We’re here to help our customers. We exist to help our customers get the full benefit of being connected. Our success is measure by how passionately they promote us.”

### **2.1.3 Values**

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

✓ Keep Promises

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

✓ Be Inspiring

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

✓ Be Respectful

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

#### **2.1.4 Brand Promises**

- Go Beyond

## 2.2 History of Grameenphone Ltd

Grameenphone was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. With a nationwide network that covers almost 100 percent of the population, Grameenphone's entire network is EDGE/GPRS/3G enabled and so all our subscribers have access to the internet and approximately 7.2 million people are using our internet services. Grameenphone is a joint venture between Telenor (56%) of Norway and Grameen Telecom (34%) of Bangladesh. Grameenphone is a public limited company listed with the Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited.



## 2.3 Contribution to Government Exchequer

The Company has so far invested more than BDT 24,300 crore to build the network and infrastructure since its inception, as well as the largest tax payer in recent years with the cumulative contribution to the National Exchequer standing at over BDT 35,500 crore, as of 4th quarter of 2013. Grameenphone has over 8,700 base stations across the country. These base stations are in itself a huge investment into the business and the country. Thanks to this re-investment, Grameenphone can provide the best, widest and clearest network in Bangladesh.

## 2.4 Management of Grameenphone Ltd

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

## 2.5 Products & Services offered by Grameenphone

In this section we will get introduced with different products and services and the principal functions of GP products and services. Grameenphone's core offering is "air-time" (talking time). GP provides this air-time with variations. Their product line is much deeper than its competitors. I would like to briefly focus on different GP products and their features: These attractive products and services are designed to cater to the needs of the individual subscribers. There are six products currently being offered by Grameenphone. The products are:

### 2.5.1 Prepaid Package

- ✓ **Smile:** Call charge of smile out going to GP operator is 1.5 taka and to other operator is 2.0 taka. All smile subscribers enjoys T&T and ISD incoming and outgoing facility. For

smile package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP

- ✓ **Shohoj:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Sohoj out going to any number is .79 taka. A call generation charge of .30taka will add in the first minute. All Sohoj subscribers enjoy T&T and ISD incoming and outgoing facility. For Sohoj package Special time and my choice is not applicable.
- ✓ **Bondhu:** The price of the prepaid SIM Smile card is 149 taka. In this package a subscriber can activate 7 fnf numbers and talk only .49taka 24 hour. Call charge of Sohoj out going to other number is .99 taka. A call generation charge of .30 taka will add in the first minute. All Sohoj subscribers enjoy T&T and ISD incoming and outgoing facility. For Sohoj package Special time and my choice is not applicable.
- ✓ **Aapon:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Apon out going to GP operator is 1.25 taka and to other operator is 1.49 taka. All Apon subscribers enjoys T&T and ISD incoming and outgoing facility. For Apon package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 3 fnf numbers and talk only .49 taka 24 hour. A call generation charge of .09 taka will add in the first minute.
- ✓ **Baadhon:** This is the service where customers get both phone with sim with only taka 1499.
- ✓ **Djuice:** Call charge of Djuice, out going to GP operator is 2.00 taka and to other operator is 2.00 taka. All Djuice subscribers enjoy T&T and ISD incoming and outgoing facility. For Djuice package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 2 fnf numbers and talk only .49 taka 24 hour. Community tariff of djuice is .49 taka/ min. This package is not available in market now.



- ✓ **Business Solution:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Business Solution out going to GP operator is 1.00 taka and to other operator is 1.20 taka. All Apon subscribers enjoy T&T and ISD incoming and outgoing facility. For Business Solution package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate 0.49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers and talk only .49 taka 24 hour. Community tariff is .49 taka/ min.
- ✓ **Ekota:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Ekota out going to GP operator is 1.00 taka and to other operator is 1.20 taka. All Ekota subscribers enjoy T&T and ISD incoming and outgoing facility. For Ekota package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate 0.49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers and talk only 0.49 taka 24 hour. Community tariff is .49 taka/ min.
- ✓ **GP Public Phone:** The price of the package is 200 taka. Subscriber gets 1 second pulse for all call from the 1st minute. Call rate .99 taka/min to any number. For ISD out going, ISD charges will be added with .99 taka. They have another option to convert it in to .65 taka per minute plan, but then they have no pulse for talking. Community tariff of Gp Public Phone is .75 taka/ min.
- ✓ **Village Phone:** This is a special type of product of GP, distributed through Grameen Bank. This product is sold only for business purpose and especially to underdeveloped village women. The price of the package is 200 taka. Subscriber gets 1 second pulse for all call from the 1st minute. Call rate .99 taka/min to any number. For ISD out going, ISD charges will be added with .99 taka. They have another option to convert it in to .65 taka per minute plan, but then they have no pulse for talking.
- ✓ **Internet SIM:** The price of the prepaid SIM Smile card is 149 taka. Subscribers can use internet and can send SMS with this SIM.

## 2.5.2 Postpaid Package

- ✓ **Xplore:** The price of the prepaid SIM Smile card is 650 taka. Call charge of Xplore out going to GP operator is 1.3 taka and to other operator is 1.30 taka. All Xplore subscribers enjoy T&T and ISD incoming and outgoing facility. For Apon package Special time and my choice is applicable. In special time, 12 pm to 4 pm a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers.
- ✓ **Business Solution Postpaid:** The price of the prepaid SIM Smile card is 650 taka. Call charge of Business Solution Postpaid out going to GP operator is 1.0 taka and to other operator is 1.2 taka in business hour. All Business Solution Postpaid subscribers enjoy T&T and ISD incoming and outgoing facility. For Business Solution Postpaid package Special time and my choice is applicable. In special time, 12 pm to 4 pm a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 3 fnf number and talk onlt .49taka 24 hour.
- ✓ **Internet SIM Postpaid:** The price of the prepaid SIM Smile card is 200 taka. Subscribers can use internet and can send SMS with this SIM.
- **Value added services**
  - ✓ **Short Message Service (SMS):** With this service, GP's subscribers can send text messages of up to 160 characters from one GP handset to another. The service comes with most of the products, free of monthly charges. Such messages can also be sent to other GSM phones in other networks abroad provided the subscriber has the ISD options with his/her service. The charge of sending SMS is 0.5 taka local and 2.0taka in abroad.
  - ✓ **Voice Mail Service (VMS):** This service works like an answering machine. Anyone calling a GP subscriber who is out of reach at that moment can leave a message, which the subscriber can retrieve later. The service comes with most mobile products, free of monthly charges.

- ✓ **Fax / Data:** Fax and data services are available in post-paid packages for corporate clients. The service enables users to send/receive fax and data through their handsets by connecting to a PC/Laptop.
  
- ✓ **Standard GSM features:** Caller Identification, Call Barring, Call Holding, Call Conference, and Call Forwarding in both pre paid and Post-paid packages. These GSM feature can be activated or deactivated free of cost.
  
- ✓ **EDGE service:** Grameen Phone is providing Edge services under which a subscriber can use internet, multi media message services and WAP. But for using EDGE, the hand set of the subscriber should be EDGE software supportable. There are seven packages for EDGE. In package1 subscriber have to pay .02 taka for per kilobytes browsing. In package2, subscriber will pay 850 taka per month and against that, s/he cal have unlimited browse. In Package subscriber can enjoy unlimited browsing from 12 am to 8 am at a cost of 300 per month. In package 4 subscribers can use 24 hour browsing at a cost of 60 taka. In package 5 subscribers can use 5GB at a cost of 700taka with a validity of 30 days. In package 6 subscribers can use 1GB at a cost of 300taka with a validity of 30 days. And in package 7 subscribers can use 15 MB at a cost of 29 taka with a validity of 15 days.
  
- ✓ **Voice SMS:** GP provide voice sms service in which a subscriber can leave a voice message of 60 seconds. Last 10 voice sms is kept in GP server. For hearing voice sms first time, there is no charge. But for next each time one subscriber wants to hear, s/he needs to pay 1 taka.

## 2.6 Industry Analysis

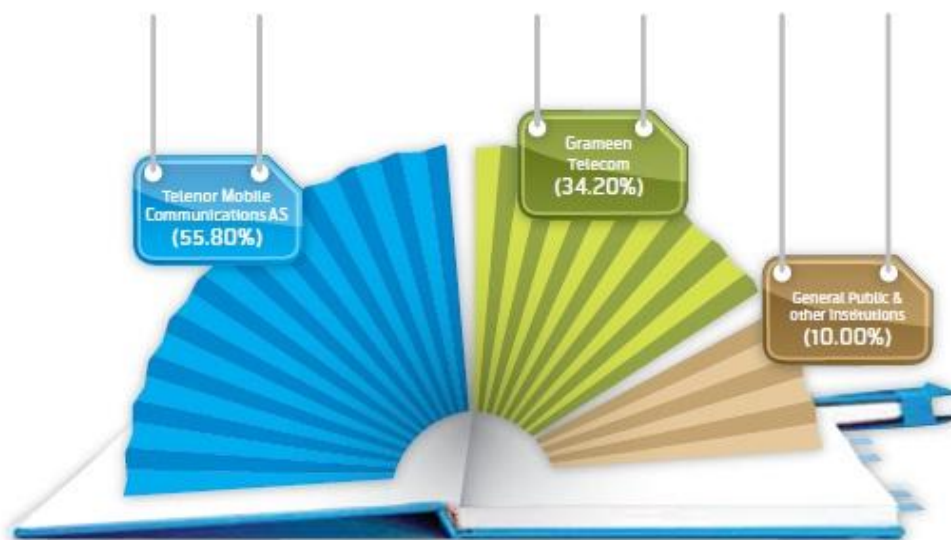
The people of Bangladesh are now dreaming of a digital Bangladesh. Faster development of telecommunications network coupled with improved quality of service in line with the national development is a must for the fulfillment of the vision and aspiration of digital Bangladesh and also to take her to a position of honor in the community of nations in the 21st century. Mobile phone operators have been playing an important role in this regard (Rahman, 2010). The last decade has brought the first wave of the truly mobile generation which is built around mobile phones, short messaging service (SMS), and portable electronic assistants. But now there is strong evidence to suggest that there is an even bigger wave to come driven by the increasing worldwide technological trend towards mobility and technology integration. This is evident through the plans and strategic directions of many of the major players in this field (Mahmud and Chowdhury, 2010).

The telecommunication services in Bangladesh were provided until 1989 by the state-owned monopoly provider Bangladesh Telegraph and Telephone Board (BTTB), telecommunications services. In 1989, the Government of Bangladesh opened the telecom sector by awarding licenses to two operators; one to operate fixed telephones in rural areas (Bangladesh Rural Telecom Authority); and the other to operate cellular mobile phone and pager (Bangladesh Telecom Ltd- BTL) services. In 1992, Pacific Bangladesh Telecom Limited (PBTL) bought the mobile part of the BTL (Khan 2003). The telecommunications market in Bangladesh, particularly the mobile phone sector consists of six mobile phone operators. These are Grameenphone Limited (GP), Orascom Telecom Bangladesh Limited (Banglalink), Robi Axiata Limited, Airtel Bangladesh Limited, Pacific Bangladesh Telecom Limited (Citycell), and Teletalk Bangladesh Limited

Since its inception Grameenphone has built the largest cellular network in the country with over 13,000 base stations in more than 7000 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer 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. 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 pushpull services, EDGE, personal ring back tone and many other products and services. The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 2.6 million EDGE/GPRS users in the Grameenphone network. Today, Grameenphone is the leading telecommunications service provider in Bangladesh with more than 33 million subscribers.

## 2.7 Ownership Structure



The shareholding structure comprises of mainly two sponsor Shareholders namely Telenor Mobile Communications AS (55.80%) and Grameen Telecom (34.20%). The rest 10.00% shareholding includes General Public & other Institutions.

### 2.7.1 Telenor Mobile Communications

TMC, a company established under the laws of the Kingdom of Norway, seeks to develop and invest in Telecommunication solutions through direct and indirect ownership of companies and

to enter into national and international alliances relating to telecommunications, it is a subsidiary of Telenor Mobile Holdings AS and an affiliate of Telenor. Telenor ASA is the leading Telecommunications Company of Norway listed on the Oslo Stock Exchange. TMC owns 55.80% shares of Grameenphone Ltd.

Telenor's strong international expansion in recent years has been based on leading-edge expertise, acquired in the Norwegian and Nordic markets, which are among the most highly developed technology markets in the world. It has substantial International operations in mobile telephony, satellite operations and pay Television services. In addition to Norway and Bangladesh, Telenor owns mobile telephony companies in Sweden, Denmark, Hungary, Serbia, Montenegro, Bulgaria, Thailand, Malaysia, Pakistan, India and Myanmar. Telenor has 166 million consolidated mobile subscriptions worldwide as of December 31, 2013.

Telenor uses the expertise it has gained at its home and international markets for the development of emerging markets like Bangladesh.

As part of the conversion of Grameenphone from a private limited to a public limited company, Telenor Mobile Communications AS transferred ten (10) shares each on May 31, 2007 to its three (3) affiliate organizations namely Nye Telenor Mobile Communications II AS, Norway; Telenor Asia Pte. Ltd., Singapore; and Nye Telenor Mobile Communications III AS, Norway.

### **2.7.2 Grameen Telecom**

Grameen Telecom, which owns 34.20% of the shares of Grameenphone, is a not-for-profit company in Bangladesh established by Professor Muhammad Yunus, winner of the Nobel Peace Prize 2006.

GTC's mandate is to provide easy access to GSM cellular services in rural Bangladesh and create new opportunities for income generation through self-employment by providing villagers, mostly the poor rural women, with access to modern information and communication-based technologies.

Grameen Telecom, with its field network, administers the Village Phone Program, through which Grameenphone provides its services to the fast growing rural customers. Grameen Telecom trains the operators and handles all service-related issues.

GTC has been acclaimed for the innovative Village Phone Program. GTC & its Chairman Nobel Peace prize laureate Professor Muhammad Yunus have received several awards which include; First ITU World information Society Award in 2005; Petersburg Prize for Use of the IT to improve Poor People's Lives" in 2004; GSM Association Award for "GSM in Community Service" in 2000.

As part of the conversion of Grameenphone from a private limited to a public limited company, Grameen Telecom transferred one share each on May 31, 2007 to Grameen Kalyan and Grameen Shakti.

**3 PART: II**

**JOB RESPONSIBILITIES**



### 3.1 Job Duties

I was assigned in the Direct Sales, Commercial division of Grameenphone, I used to work with High Value Key Accounts (HVKA). Mostly I used to deal with Padakhep, BRAC Center and World Vision, here I worked for 3 months; I used to do several kinds of work, the task that was performed by me are listed below:

- ✓ Assist when the employees go to visit to promote new packages

When employee goes to promote new package which is Business Solution Pack 3, after they are done with the presentation session, I need to distribute the leaflet and pamphlet to the customers, and give them a brief description about the package, collect their Name, Contact address, Designation and company name, and make a database of those customer.

Then send them mail and communicate with them, if needed call them and talk to them and convince them for the migration to the respective package.

- ✓ Whenever there is any sales order, deliver the product

Whenever there is any sale order placed in the Direct Sales Department in HVKA unit, I used to collect the product from the Log which is the ware house of Grameenphone, and then deliver the product to the respective company. After delivering the product I used to collect the respective documents needed for the activation of the product.

Finally after activation, I used look after the after sales service; if any complain reported from those clients I used to give them the appropriate solution. If not possible to give appropriate solution by me, then take support from the concern person and provide them with appropriate solution as soon as possible.

- ✓ Doing Voluntary work in the B2B Fest 2014 organized by Direct Sales of GP

There was a Business to Business fair organized by direct sales, where the corporate clients of direct sales were given an opportunity to sell their product at a GP House to the Grameenphone employee, lot of companies were there in the B2B fair with their product

✓ Data entry

There was lots of data entry work done, preparing the database of the client after the campaign; also needed to give entry of the number for migration to Business Solution Pack 3.

✓ Using Photocopy and scan machine

There were lot of scan and photo copy work done by me. It was a different kind of experience for me, as I have never used the photocopy machine before. By working here I got the opportunity to use it.

**4 PART: III**

**PROJECT PART**

## **4.1 Description of the Project**

### **4.1.1 Origin of the Report**

Internship program is the most important period for a BBA student. The duration of internship program is 3 months, which carries a best learning process to know about the organization and cope up the environment in such a way like professional employees. The experience that got by an intern during the internship period will make them more smart and professional in their future job sector. I started my internship at Grameenphone, Head Office, on 25<sup>th</sup> of May 2014 to 26<sup>th</sup> of August 2014.

### **4.1.2 Objectives of the Project**

The initial objective of writing this report is to fulfill the partial requirement of the BBA degree.

#### *4.1.2.1 General Objective*

The general objective of this report is to fulfill the requirement of internship report.

#### *4.1.2.2 Specific objectives*

- Know about the customer expectation of Grameenphone
- Know about the management perception
- Identify the gap in between customer expectation and management perception
- Find out the reason behind the gap
- Finally, end up giving some recommendation on how to close the gap

### **4.1.3 Methodology**

The report is descriptive in nature. To prepare a report gathering data is very important. The information was collected from both primary and secondary sources of data.

#### *4.1.3.1 Primary data*

- Personal observation
- Face to face conversation with the respective employees and clients
- Questionnaire survey

#### *4.1.3.2 Secondary data*

- Study on Annual Reports of Grameenphone
- Online data from Grameenphone website
- Study several article on Telecommunication industry of Bangladesh

### **4.1.4 Questionnaire Design**

Questionnaire was prepared with both open and close ended questions. The target population was employees or clients who are using the service of Grameenphone. Total sample size of the customer was 20 and the sample size of employees was 10 of which 4 of them were from Grameenphone Centre (GPC) and 6 of them were from call centre of Grameenphone.

### **4.1.5 Scope of the Report**

Telecommunication industry is the growing industry in Bangladesh. In this competitive world it is very tough to hold the market share in this industry, if the customer is not satisfied by the service. So, it is very important to identify the customer expectation and close the gap between customer expectation and management perception.

#### 4.1.6 Benefit of the report

As a student, I have learned about the corporate companies and gathered vivid knowledge about telecommunication industry of Bangladesh specifically about Grameenphone. I also have learned the report writing, as a great deal of theory is included in this report.

#### 4.1.7 Limitations of the study

Due to some legal obligation and business secrecy Grameenphone was reluctant to provide some sensitive data. Thus, this study limits only on the available published data and certain degree of formal and informal interview and limited survey. Although the particular study is extensive in nature, hard effort was given to make the study worthwhile and meaningful even then there exists some limitation. Furthermore, to convince the customer to give some time was another great challenge for me.

## 4.2 Gaps Model of Service Quality

The gap model of service quality is an important customer-satisfaction framework. In “A conceptual model of service quality and its implications for future research” (*The Journal of Marketing*, 1985) identify five major gaps that face organizations seeking to meet customer’s expectations of the customer experience

The five gaps that organizations should measure manage and minimize:

**Gap 1** is the distance between what customers expect and what managers think they expect – Clearly survey research is a key way to narrow this gap.

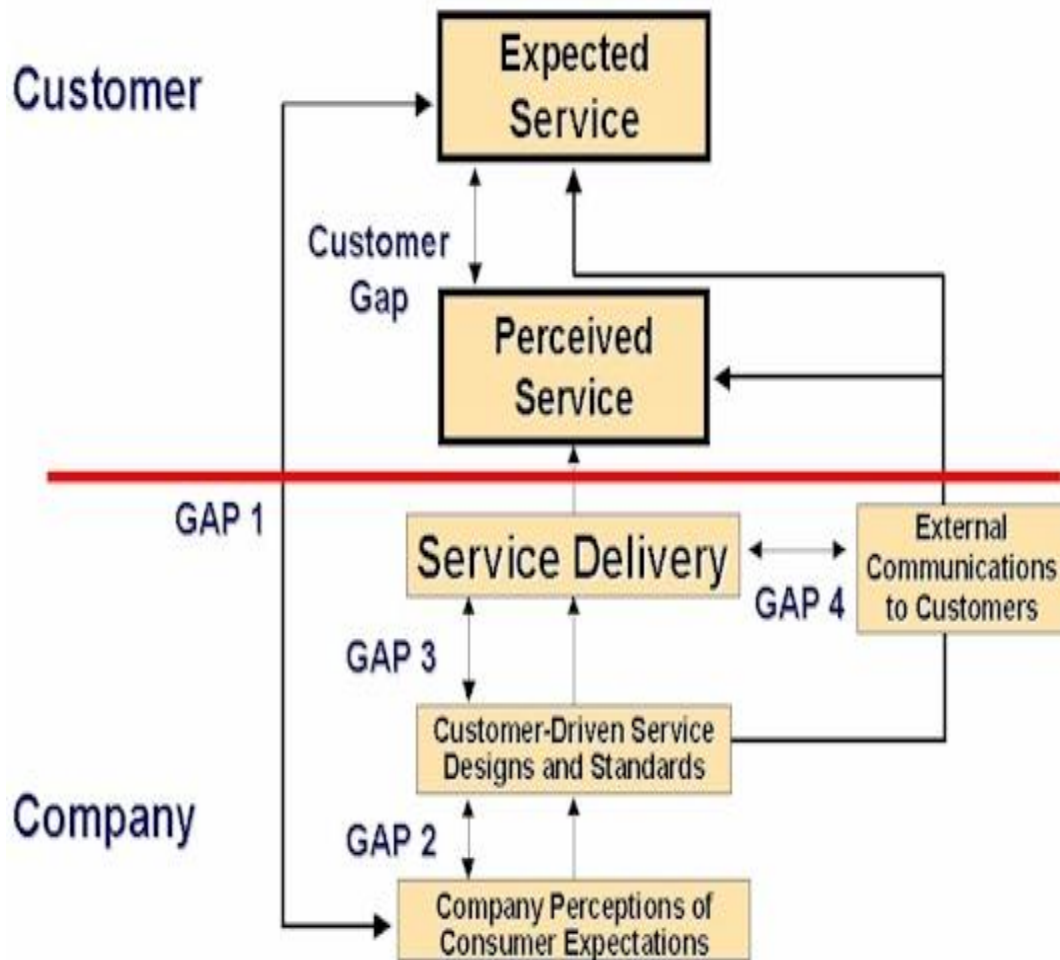
**Gap 2** is between management perception and the actual specification of the customer experience – Managers need to make sure the organization is defining the level of service they believe is needed.

**Gap 3** is from the experience specification to the delivery of the experience – Managers need to audit the customer experience that their organization currently delivers in order to make sure it lives up to the spec.

**Gap 4** is the gap between the delivery of the customer experience and what is communicated to customers – All too often organizations exaggerate what will be provided to customers, or discuss the best case rather than the likely case, raising customer expectations and harming customer perceptions.

Finally, **Gap 5** is the gap between a customer's perception of the experience and the customer's expectation of the service – Customers' expectations have been shaped by word of mouth, their personal needs and their own past experiences. Routine transactional surveys after delivering the customer experience are important for an organization to measure customer perceptions of service.

# Gaps Model of Service Quality





#### **4.2.1 The Knowledge Gap (Gap 1)**

##### **The Gap between Consumer Expectation and Management Perception**

The knowledge gap is the difference between the customer's expectations of the service provided and the company's provision of the service. In this case, managers are not aware or have not correctly interpreted the customer's expectation in relation to the company's services or products. If a knowledge gap exists, it may mean companies are trying to meet wrong or non-existing consumer needs. In a customer-orientated business, it is important to have a clear understanding of the consumer's need for service. To close the gap between the consumer's expectations for service and management's perception of service delivery will require comprehensive market research.

#### **4.2.2 The Policy Gap (Gap 2)**

##### **The Gap between Management Perception and Service Quality Specification**

This gap reflects management's incorrect translation of the service policy into rules and guidelines for employees. Some companies experience difficulties translating consumer expectation into specific service quality delivery. This can include poor service design, failure to maintain and continually update their provision of good customer service or simply a lack of standardization. This gap may see consumers seek a similar product with better service elsewhere.

#### **4.2.3 The Delivery Gap (Gap 3)**

##### **The Gap between Service Quality Specification and Service Delivery**

This gap exposes the weakness in employee performance. Organizations with a Delivery Gap may specify the service required to support consumers but have subsequently failed to train their employees, put good processes and guidelines in action. As a result, employees are ill equipped to manage consumer's needs.

#### **4.2.4 The Communication Gap (Gap 4)**

##### **The Gap between Service Delivery and External Communications**

In some cases, promises made by companies through advertising media and communication raise customer expectations. When over-promising in advertising does not match the actual service delivery, it creates a communication gap. Consumers are disappointed because the promised service does not match the expected service and consequently may seek alternative product sources.

#### **4.2.5 The Customer Gap (Gap 5)**

##### **The Gap between Customer Expectations and Customer Perceptions**

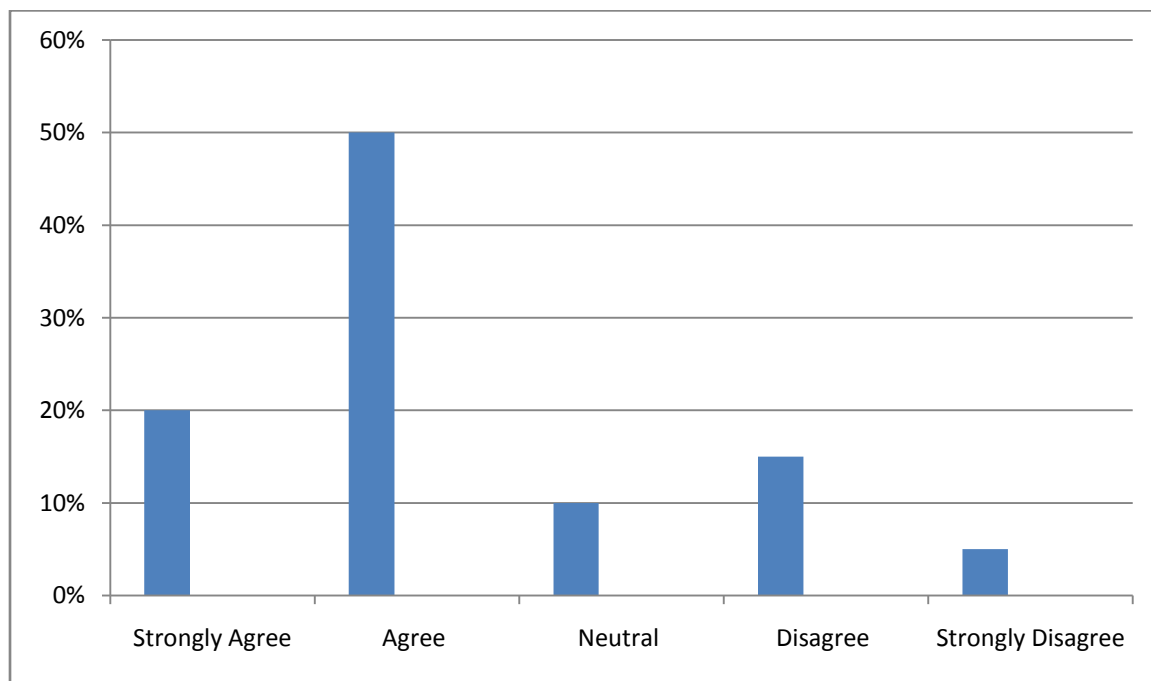
The customer gap is the difference between customer expectations and customer perceptions. Customer expectation is what the customer expects according to available resources and is influenced by cultural background, family lifestyle, personality, demographics, advertising, experience with similar products and information available online. Customer perception is totally subjective and is based on the customer's interaction with the product or service. Perception is derived from the customer's satisfaction of the specific product or service and the quality of service delivery. The customer gap is the most important gap and in an ideal world the customer's expectation would be almost identical to the customer's perception.

## **5 PART IV**

### **ANALYSIS AND FINDINGS**

1) Network coverage of Grameenphone is satisfactory

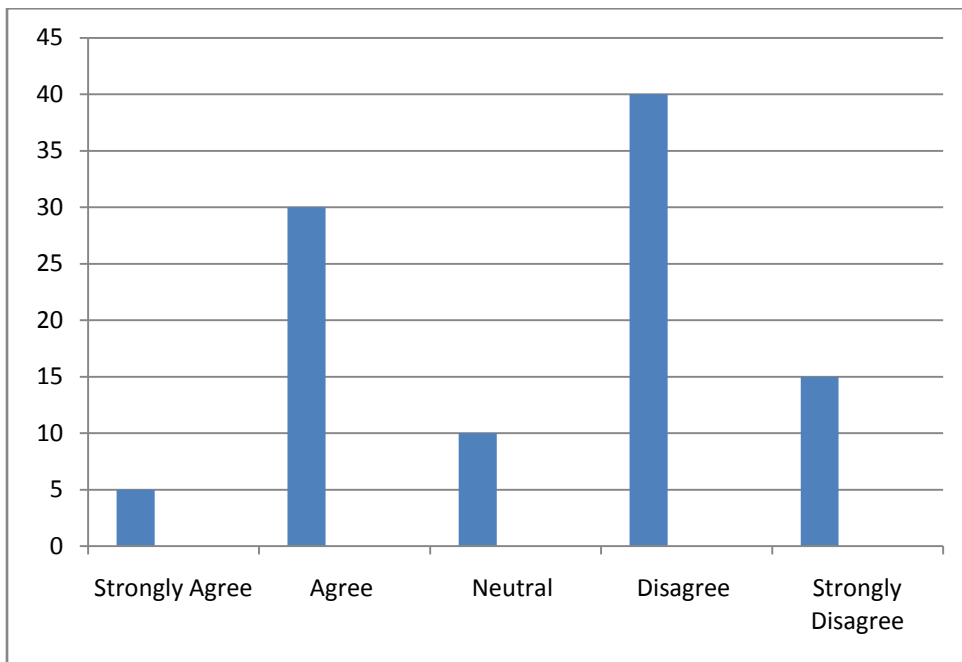
|                   |     |
|-------------------|-----|
| Strongly Agree    | 20% |
| Agree             | 50% |
| Neutral           | 10% |
| Disagree          | 15% |
| Strongly Disagree | 5%  |



From the above figure it can be seen that 30% of the respondent strongly agreed, more over 50% of them agreed to the above statement. In addition 10% are neutral about the network coverage of Grameenphone; whereas, only 20% of the respondent disagreed with the statement. To sum up, it can be said the network coverage of Grameenphone is highly satisfactory as almost 80% of the respondent, are satisfied by the network coverage of Grameenphone.

2) Call rate of Grameenphone is affordable

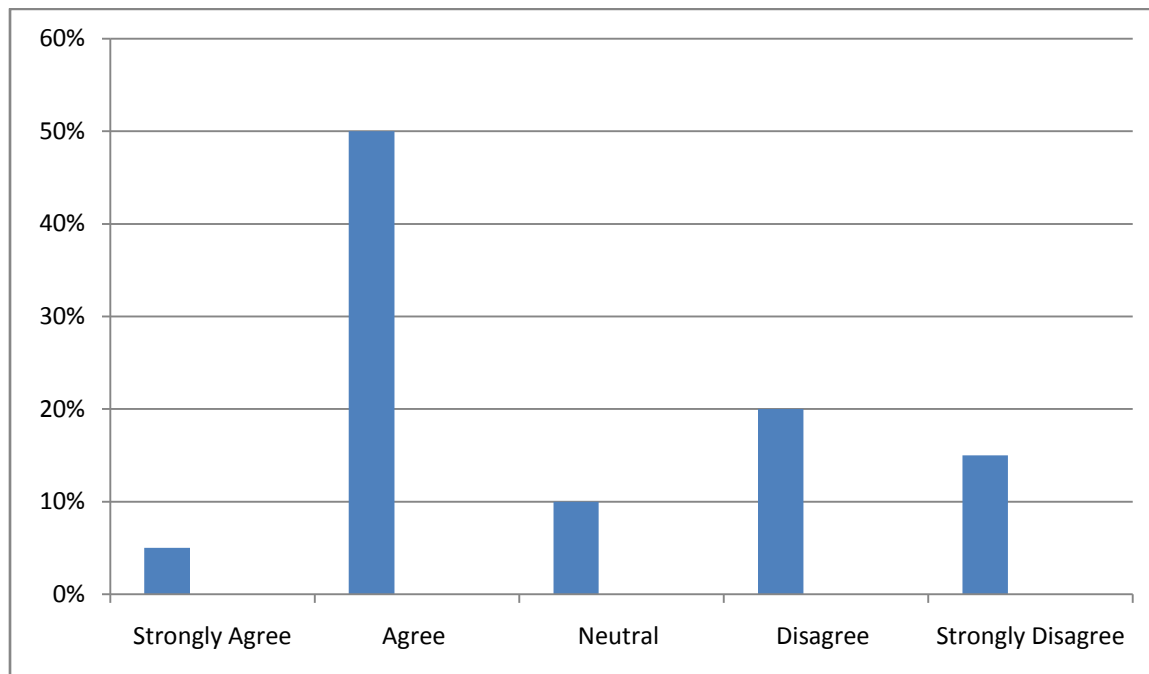
|                   |     |
|-------------------|-----|
| Strongly Agree    | 5%  |
| Agree             | 30% |
| Neutral           | 10% |
| Disagree          | 40% |
| Strongly Disagree | 15% |



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 30% of them agreed to the above statement. In addition 10% are neutral about the call rate of Grameenphone; whereas, about 40% of the respondent disagreed and 15% strongly disagreed with the statement. Hence, it can be said the call rate of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the call rate of Grameenphone.

### 3) Value Added Service (VAS) of Grameenphone is the best

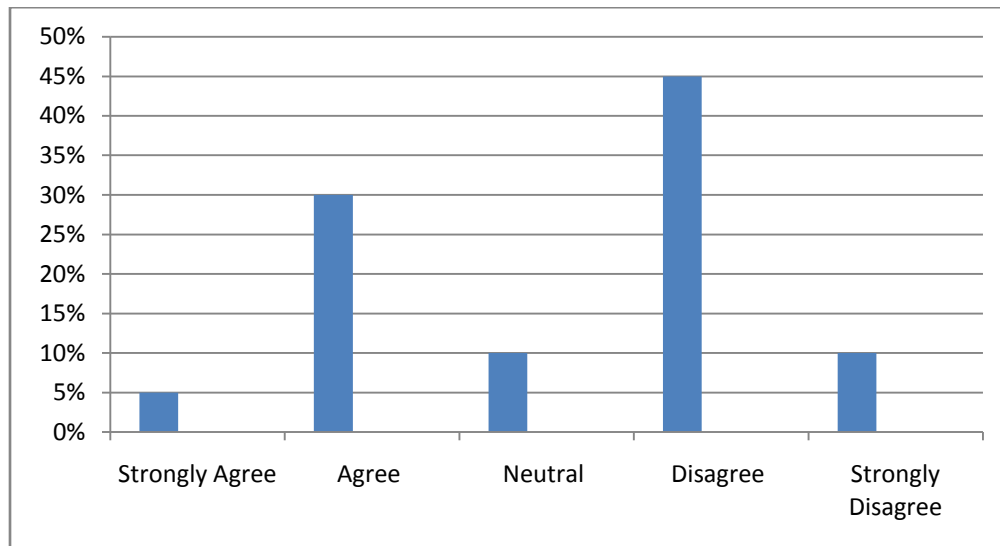
|                   |     |
|-------------------|-----|
| Strongly Agree    | 5%  |
| Agree             | 50% |
| Neutral           | 10% |
| Disagree          | 20% |
| Strongly Disagree | 15% |



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 50% of them agreed to the above statement. In addition 10% are neutral about the value added service of Grameenphone; whereas, about 20% of the respondent disagreed and 15% strongly disagreed with the statement. In conclusion, it can be said the Value added Service of Grameenphone is satisfactory as almost 55% of the respondent, are satisfied by the value added service of Grameenphone.

4) The customer service of Grameenphone is good enough

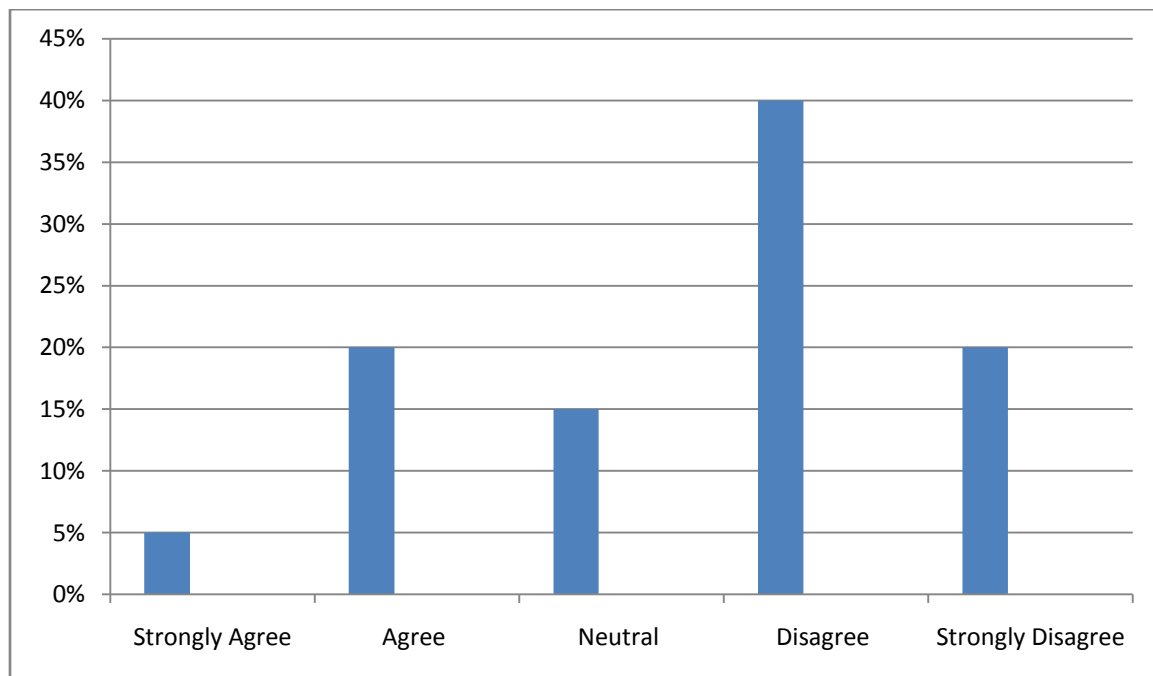
|                   |     |
|-------------------|-----|
| Strongly Agree    | 5%  |
| Agree             | 30% |
| Neutral           | 10% |
| Disagree          | 45% |
| Strongly Disagree | 10% |



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 30% of them agreed to the above statement. In addition 10% are neutral about the customer service of Grameenphone; whereas, about 45% of the respondent disagreed and 10% strongly disagreed with the statement. So, it can be said the customer service of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the customer service of Grameenphone.

5) The 3G internet coverage is satisfactory

|                   |     |
|-------------------|-----|
| Strongly Agree    | 5%  |
| Agree             | 20% |
| Neutral           | 15% |
| Disagree          | 40% |
| Strongly Disagree | 20% |



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 20% of them agreed to the above statement. In addition only 15% are neutral about the 3G internet coverage of Grameenphone; whereas, about 40% of the respondent disagreed and 20% strongly disagreed with the statement. Therefore, it can be said the 3G internet coverage of Grameenphone is not satisfactory as almost 60% of the respondent, are not satisfied by the 3G internet coverage of Grameenphone.



## 5.1 Summary of the findings

As “Grameenphone” is a joint venture with “Telenor” which is a Multinational company and a world renowned brand as well. So, through the study in very few sectors, gap has been identified; the sectors are as follows:

### ✓ Call Rate

From the above figure it can be seen that 5% of the respondent strongly agreed, more over 30% of them agreed to the statement that the call rate of Grameenphone is affordable. In addition 10% are neutral about the call rate of Grameenphone; whereas, about 40% of the respondent disagreed and 15% strongly disagreed with the statement. Hence, it can be said the call rate of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the call rate of Grameenphone.

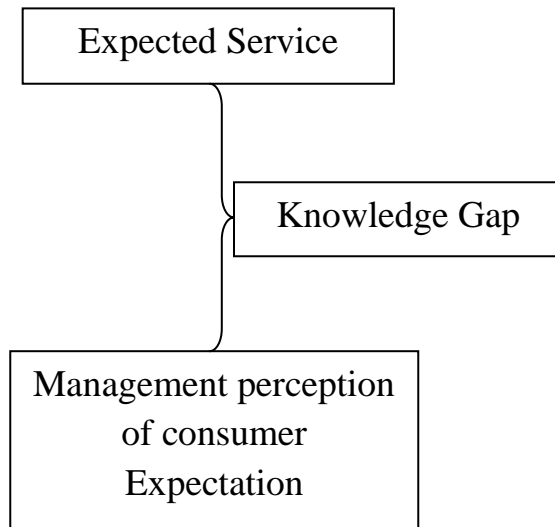
### ✓ 3G internet coverage

Through our survey we have seen that 5% of the respondent strongly agreed, more over 20% of them agreed that they are satisfy by the 3G coverage. In addition only 15% are neutral about the 3G internet coverage of Grameenphone; whereas, about 40% of the respondent disagreed and 20% strongly disagreed about the 3G internet coverage. Therefore, it can be said the 3G internet coverage of Grameenphone is not satisfactory as almost 60% of the respondent, are not satisfied by the 3G internet coverage of Grameenphone.

### ✓ Customer Service

From the result it can be said that 5% of the respondent strongly agreed, more over 30% of them agreed to the statement customer care service is satisfactory. In addition 10% are neutral about the customer service of Grameenphone; whereas, about 45% of the respondent disagreed and 10% strongly disagreed with the statement. So, it can be said the customer service of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the customer service of Grameenphone.

## 5.2 The Knowledge Gap (Gap 1)



Knowledge gap exists when the management doesn't identify the proper need of customer, when there is difference between the customer's expectations and the service provided by the company.

As Grameenphone is a world renowned brand and is a joint venture of the multinational company Telenor. There are very few gaps that have been discovered through our study. According to the findings it has been seen that in some cases Grameenphone is not able to identify the actual need of their valued customer. Therefore, it results to knowledge gap of Grameenphone in few sectors.

### **Knowledge gap is found in the following sectors**

- Call Rate

### 5.2.1 Reasons behind Knowledge Gap

Through the research the reason that has been found behind this gap are as follows:

#### ✓ **High cost**

As Grameenphone is the market leader in the telecommunication industry of Bangladesh. They are providing the best network coverage all over the country and also the best service. Since its inception Grameenphone has built the largest cellular network in the country with over 13,000 base stations in more than 7000 locations.

Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network. Grameenphone has always been a pioneer in introducing new products and services in the local market. Grameenphone was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. 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, EDGE, etc.

#### **Reasons for high cost of Grameenphone**

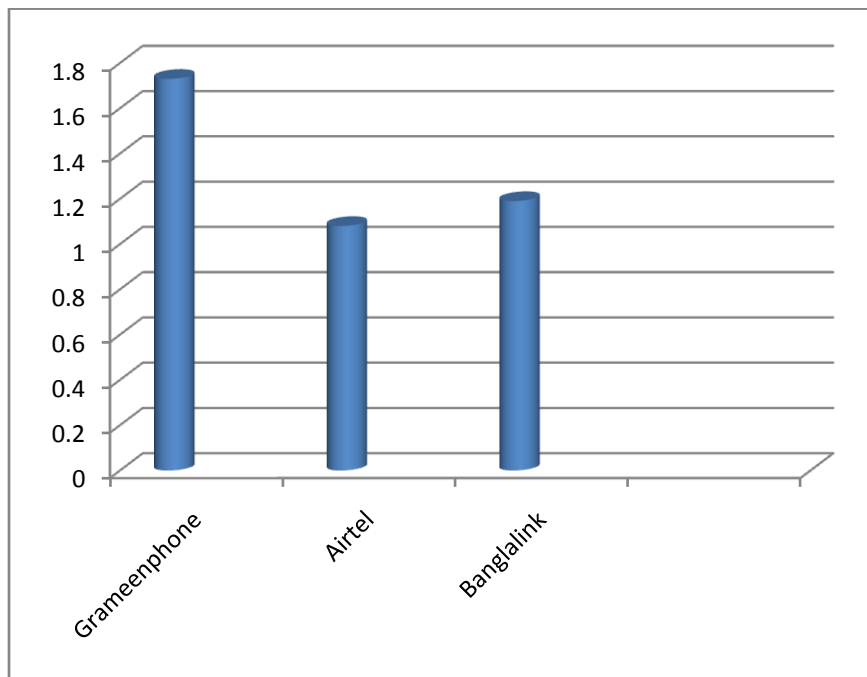
- ✓ Grameenphone has so far invested more than BDT 24,600 crore to build the network infrastructure
- ✓ Grameenphone is one of the largest taxpayers in the country, having contributed more than BDT 36,500 crore in direct and indirect taxes to the Government Exchequer over the years
- ✓ There are now more than 1600 GP Service Desks across the country covering nearly all upazilas of all districts and 94 Grameenphone Centers in all the divisional cities
- ✓ Grameenphone has about 4400 full and temporary employees

Therefore, as they are giving the best possible service and they are pioneer in introducing new products and technology for their subscriber, this requires huge cost for research. So, to cover this cost they are charging high call rates in compare to other competitor such as Airtel and Banglalink.

## Comparison of Call Rate

| Operator                  | Grameenphone | Airtel | Banglalink |
|---------------------------|--------------|--------|------------|
| Average call rate per min | 1.73         | 1.08   | 1.19       |

**Figure: Average Call Rate per min**



*Source: website of the respective companies*

### ✓ **Initial perception of the customer**

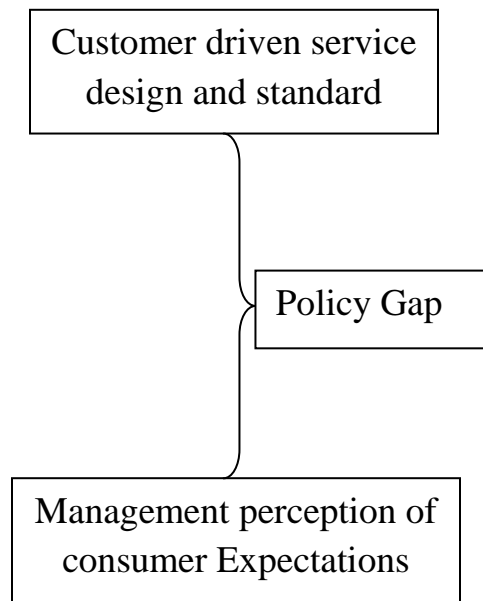
Initially when Grameenphone enter the market of Bangladesh, their call rate was very high, as they were the only player at that time. But slowly and gradually when the other competitor started to enter the market, and offered competitive call rate. Grameenphone also reviewed their call rate, but still the perception of the customer that was created way before has not changed yet.

### ✓ **Lack of upward communication**

It occurs when there is lack of interaction between management and customers or insufficient communication between contact person and managers of Grameenphone. The fewer the layers between management and customer contact person, the more likely that customer preferences will be incorporated into higher-level decision making on the product.

When the subscriber of Grameenphone face any problem either they call to '121'; where a customer manager is there to solve the problem over the phone of the desired customer; or visit to GPC where there is a customer manager to solve the problem talking face to face. On the other hand, there are few such problems which are not in control of the customer manager. These problems are needed to be informed to the Voice Of Customer Management(VOCM), then from there it is informed to the concern person; such as if it is a technological problem then the specialist of the technology department need to solve the problem, therefore they are informed by the VOCM then corrective actions are taken. But, before the concern person being informed about the problem it has to go through a lot of layers thus this process require a huge amount of time. Hence this creates a knowledge gap.

### 5.3 Policy Gap (Gap 2)



Policy gap exists when companies experience difficulties translating consumer expectation into specific service quality specification. It occurs when company fails to identify the service standards required by the customer. For delivering quality service accurate perception of customers' expectation are necessary, but not sufficient the presence of service designs and performance standard that reflect those accurate perceptions is also very important.

After the research it has been found that Grameenphone has lacking to set the customer driven service design and standard.

#### **The gap is found in the following sectors**

- Customer Service

### 5.3.1 Reason behind Policy Gap

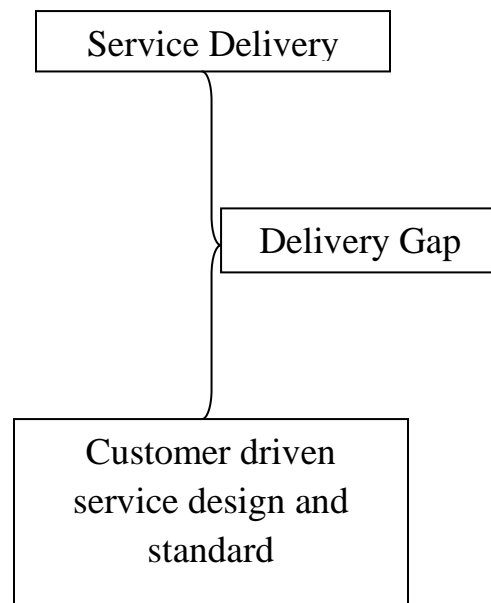
#### ✓ Poor service

It has been found that the customers are some time experiencing very poor customer service due to lack of customer service driven standard. This occurs as the customer manager's are not responding to the customer on time due to lack of experience, technological problems and default in the support departments.

Sometimes it has been seen that, the server of Grameenphone is not working properly, due to this the customer manger may not get access to the software Customer Relationship Management (CRM). Whereas, CRM is the software where a customer manager gets all the information of their subscribers, when a customer calls to them or come to Grameenphone Phone Centre (GPC). Therefore, the customers do not get the proper solution on time they need to wait for long time in a long queue, sometimes they even ask the customer to come some other day.

On the other hand, while giving solution to the customer if service from back office is required and the support department may not be able to give prompt service. Then the commitment made by the customer manager to the subscriber may not be fulfilled.

## 5.4 Delivery Gap (Gap 3)



Delivery gap is experienced when the customer are not getting the proper service according to service quality specification. Although a properly defined service design and standard is an important factor to deliver high quality service to the customer, however in addition to that the firm must have systems, processes, and people in place to ensure that service delivery actually matches the standard.

### **The gap is found in the following sectors**

- Customer service

#### **5.4.1 Reasons behind Delivery Gap**

##### **✓ Deficiencies in human resource policy**

The human resource policies of Grameenphone may not be to the standard. While recruiting employees Grameenphone sometimes fail to recruit qualified and well experienced candidates in the customer care service. As in the customer care centre the Customer Manager (CM) those are recruited to give the customer service are mostly students with lack of experience. As they are



the medium in between the company and clients so the customer may not be satisfied by the behavior and service of the customer manager.

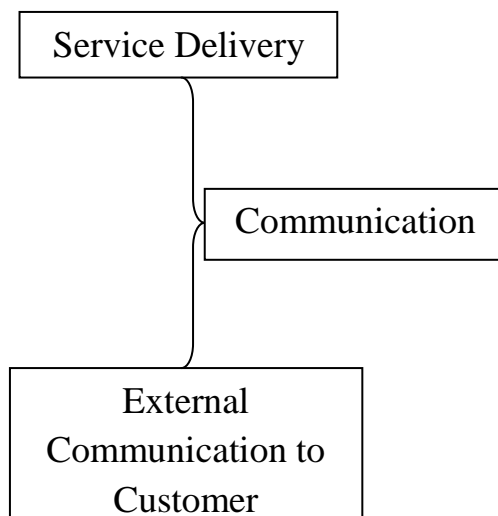
On the other hand, the HR department may not be doing fair evaluation of the CM and effective training which leads to poor performance of the CM in some cases.

✓ **Problems with service intermediaries**

When the solution of the problem is not in control of the customer manager, if the customer manager needs the support from back office to solve a designated problem, but if the customer manager don't get the proper assistance on time, then they eventually fails to give appropriate service to the customer. Hence, it leads to delivery gap.

If there is technical problem being faced by any respective customer; it is not possible for the customer manager to sit in the office and solve the problem. Here, a specialist of technical support is required to solve the problem, but if that employee does not respond or act proactively. Then the customer may not receive proper service on time.

## 5.5 The Communication Gap (Gap 4)



The communication gap exists when the service that is offered in the advertisement in TV channels, newspaper, etc; is not being actually offered to the customer in reality. The expectation of the customer is not fulfilled due to the over promising to the customer in few sectors.

### The gap is found in the following sectors

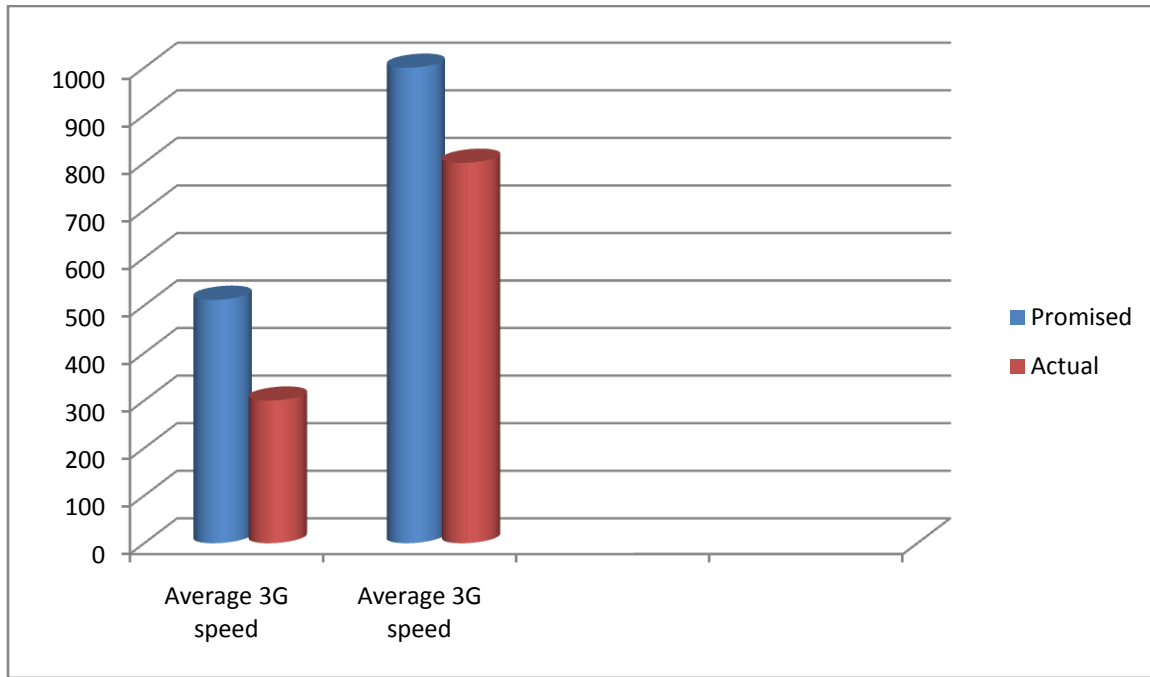
- ✓ 3G internet service

#### 5.5.1 Reasons behind Communication Gap

- ✓ **Over promising**

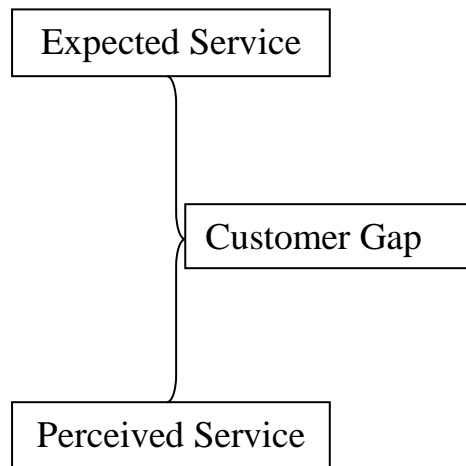
Generally Grameenphone is not usually overpromising, they always try to give service as they promise. But unfortunately, in the case of 3G internet service it is seen that Grameenphone is being overpromising to their clients. They are not able to provide the service according to what they have promised through advertisement. Such as for a specific package there is a specific speed given, but in reality it is seen that the promised speed is not enjoyed by the customer; i.e. If Grameenphone is promising to provide 512 kbps they are actually giving (300-350) kbps; where they promise to give 1 mbps they actually give (700-800) kbps.

### 3G Internet Speed



*Figure : comparison between promised and actual*

## 5.6 The Customer Gap (Gap 5)



Gaps 1 through 4 contribute to the emergence of Gap 5, which is the difference between what the customer expected to receive from the service and what he believes he actually did receive. Customers' perceptions are influenced by many sources, which include word-of-mouth communications, personal needs, past experiences and communications from the service organization. This is the most important gap because, if the perceived service falls short of the customer's expectations, he will be disappointed and dissatisfied. Conversely, if the perceived service exceeds the customer's expectations, he will be not only satisfied, but delighted.

The customer gap is the difference between customer expectations and customer perceptions. Customer expectations are the standards that customer brings into the service experience and customer perception are subjective assessment of the actual service experience.

It is referred to as the most important gap in the gap model of service quality. To minimize this gap is the greatest challenge for all the companies. Most importantly it is too tough for Grameenphone to eliminate this gap as they are a telecommunication company and their service is fully dependent on the technology. Therefore, to satisfy the need of the customer is not possible alone they should work in a group with good co-ordination among them and all of the members should have the tendency to give proactive service.

In case of the 3G connectivity of Grameenphone they need to work very hard, as the survey results shows that very few percentage of customer are satisfy by the 3G internet service. Moreover, they may focus on the tariff and should try to reduce it as the customer of Grameenphone is not satisfied by the call rates. Furthermore, the customer service is also need to be improved.

As, now Grameenphone is the market leader and has created a good brand image in the telecommunication sector; so they should work hard and focus on these sector to make their market share more sustainable. As because, if their competitors get rid these challenges and start to provide the better service than Grameenphone then Grameenphone may lose their customer.

## 6 Recommendation

- ❖ Grameenphone may focus on improving upward communication by increasing communication with the Customer Officer and higher level management. So that the Manager are able to know about the problems the customers are facing and take corrective actions to minimize the problem and also improve the customer service.
- ❖ Grameenphone can encourage the support department to work more effectively so that the customer problems can be solving more efficiently. It can be done by monitoring the performance of the employees regularly and taking corrective actions we their performance is not up to the standard.
- ❖ Grameenphone should work and solve the software problems being faced by the employees. So, that employee can get access to the software very quickly, and can respond to the customer on time.
- ❖ Grameenphone should appoint more experienced customer manager and provide them proper training to solve the customer problem quickly.
- ❖ Grameenphone should closely monitor the performance of the customer manager and pay them performance bonus so that they are encouraged to work proactively to solve the problems of the customer.
- ❖ Grameenphone should work more to improve their 3G internet services by reducing the technological obstacles.
- ❖ Grameenphone should improve the internal communication between the advertising and operation department so that they are not overpromising.

## 7 Conclusions

The quality of service of mobile telecommunications is usually measured in terms of some common parameters such as call completion rate, call drop rate, voice quality, percentage of complaints resolved within a stipulated time and customer service etc. (TRAI, 2008, Sutherland, 2007). In this study the Gap Analysis on Customer Satisfaction of Grameenphone has been done by using factors like network coverage, call rate, value added service, Customer service, 3G internet service.

To sum up, it can be said that although Grameenphone is leading the market of mobile telecommunication industry in Bangladesh, its customer's are not fully satisfied with their services. This results in gap in the call rate, customer service and 3G internet service of Grameenphone. If, Grameenphone does not take care of these dissatisfactions and other company enters the market with similar offers, it will be difficult for Grameenphone to keep current market share intact.

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[www.Grameenphone.com](http://www.Grameenphone.com)

*Annual Report 2013*

[www.customerservicemanager.com](http://www.customerservicemanager.com)



## 9 Appendix

### *Questionnaire for Employees*

- 1) The promise made by GP to the customer is it always fulfilled? If not. Why?
- 2) When you call in ‘Customer Care Centre’ do you always get prompt service?
- 3) Package mostly used by the customer?
- 4) The proposal that is taken to different clients, is it always accepted? If not then why?
- 5) Whenever you design any package for the client, how close it is to the customer expectation? Why?
- 6) It often seems that customer demand keep on changing, how likely do GP respond to the change?
- 7) According to you, switching rate of your client is more or less than the other operator?
- 8) What unique services do you think GP provides to the customer, so that they don’t switch to other operator?
- 9) Do you get appropriate training, to deal with the customer?
- 10) Does GP provide you with all the necessary equipments, required to respond to the customer?

*Questionnaire for Customers*

1) Network coverage of Grameenphone is satisfactory

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|

2) Call rate of Grameenphone is affordable

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|

3) Value Added Service (VAS) of Grameenphone is the best

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|

4) The customer service of Grameenphone is good enough

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|

5) The 3G internet coverage is satisfactory

|                |       |         |          |                   |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|