



Internship report on
Handling Customer Complains
At
Airtel Bangladesh Limited

Submitted to
Ms. AfsanaAkhtar
Assistant Professor
BRAC Business School
BRAC University

Submitted by
FarhanaMousumi
Id- 09104161

Internship report on
Handling Customer Complains
At
Airtel Bangladesh Limited



Letter of Transmittal

14th August, 2014

Ms. AfsanaAkhtar

Assistant professor

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Madam,

It gives me immense pleasure in presenting the internship report on “Handling Customer ComplainsatAirtel Bangladesh Limited” which was assigned to me as a partial fulfillment of the BBA program. The Four months of internship program at Airtel Bangladesh Limited gave me the opportunity to have an insight on the customer service and its strategy. The work on the project also enriched my knowledge about the corporate environment of an organization.

I hope that the report would be meeting your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Sincerely yours,

FarhanaMousumi

ID - 09104161

BRAC Business School

BRAC University

Acknowledgement

First & foremost, I am grateful for this opportunity & would like to express my profound gratitude & appreciation to faculty of BRAC University, Dhaka for generous support during four years Business Administration program. I also would like to thank BRAC University authority for their library and internet facilities from where I got enormous information.

I would like to express my heartiest gratitude to my supervisor, Ms. AfsanaAkhtar, BRAC Business School, BRAC University Dhaka, for her tremendous help & encouragement with my study. I am highly obliged to her for her valuable supervision & intellectual guidance throughout the period of my Internship. Her comments & suggestions were very inspiring & developed my ideas to complete this study. I would like to acknowledge the contribution of my Airtel supervisor Md. AbulMonsur and employees for their help by providing information for this study. The study would not have been possible without their support& co-operation.

FarhanaMousumi

Id# 09104161

Executive Summery

Airtel is the sixth telecom operators in Bangladesh. As a rising company Airtel is doing extremely well. After the launch of Airtel in Bangladesh, the competition has become more strengthen among the telecom operators. Each of them is fighting to boost up its market share by offering new promotion and benefits to the customers. Since, all of the operators are offering almost same categories of products it has become a big test to retain the existing subscribers and acquisition of new customers. At this moment Airtel is trying to reach the customers with various promotional actions and is attempting to make their brand presence felt. Through their significant advances in Bangladesh, Airtel is moving ahead on the track to achieve their goals.

As a student BBA program, I got the opportunity to complete my internship program in such a multinational telecom company. The internship program is the partial requirement of my BBA program and the duration of the internship session was 4 months. I worked in Compliance and Audit team of Service Experience department of Airtel Bangladesh. The report has been prepared in align with my job responsibilities and experiences at Airtel. I have conducted a research survey among Airtel prepaid and postpaid customers. After that I have done research for four months and collected data are analyzed quantitatively. The research findings show that there are several factors that make the customers dissatisfied regarding Airtel and make complains. Customer services given by agents, poor network quality, excessively messaging communication from Airtel, poor call quality and bad internet service etc. are the areas for customer dissatisfaction. On the other hand, the customers are satisfied for the price of new prepaid connection, availability of the prepaid recharge cards/Ezee load, tariffs of the prepaid packages, lives enriching value added service, and for customer supports after sales. However, the overall analysis describes that to enhance the customer loyalty .Airtel has to decrease the dissatisfaction areas and handle complains properly. At the end of the project, some recommendations are given to help the Airtel management so that they can deploy appropriate decisions to reduce the customer complain and dissatisfaction.

Table of Content

Executive summery	4
Chapter 01- Introduction	
1.1 Background.....	9
1.2 Objective.....	9
1.3 Scope of the report.....	10
1.4 Methodology.....	10
1.5 Limitation.....	11
Chapter 2- Organizational Overview	
2.1 Introduction	13
2.2 Company overview	14
2.3 Airtel Bangladesh Ltd. at Glance.....	15
2.4 Bharti Airtel.....	16
2.5 Bharti Group.....	17
2.6 Timeline of Warid Telecom in Bangladesh.....	18
2.7 Brand Airtel.....	19
2.8 Vision& Tagline.....	19
2.9 Company Values.....	19
2.10 Airtel Logo.....	21
2.11 Numbering Scheme.....	21
2.12 Product Offers.....	21
2.12.1 Pre-paid Details.....	22
2.12.2 Postpaid details.....	23
2.12.3 International Roaming (IR).....	24
2.12.4 Value Added Service.....	26
2.13 Operational Network Organogram.....	31

2.13.1 Organogram of Service Quality Department.....	31
2.13.2 Reporting process of Compliance & Audit team.....	33
2.13.3 Airtel Experience center.....	33
2.13.4 Quality Evaluation Process.....	36
2.13.4.1 AEC evaluation Process.....	37
2.13.4.2 ARC evaluation Process.....	37
2.14 SWOT analysis.....	39

Chapter 03-Job Description

3.1 Experiences at Airtel Bangladesh Limited.....	41
3.2 Job nature.....	42
3.3 Specific Job Responsibilities.....	42
3.4 Different aspects of job performance.....	43
3.5 Observations and Recommendations.....	43

Chapter 04-Main Project

4.1 Summery.....	46
4.2 Description of the project.....	46
4.2.1 Objective of the report.....	46
4.2.2 Scope of the report.....	47
4.2.3 Methodology.....	48
4.2.3.1 Research Design.....	48
4.2.3.2 Type of the Research.....	48
4.2.3.3 Problem Definition.....	49
4.2.3.4 Questionnaire.....	49
4.2.3.6 The Sampling designing Process	50
4.2.3.6.1 Define the target population.....	51
4.2.3.6.2 Determine the sampling frame.....	51
4.2.3.6.3 Select a sampling technique.....	51

4.2.3.6.4 Determine the sample size	52
4.2.4 Limitation.....	52
4.3 Data Collection, Preparation, Analysis	53
4.3.1 Data Collection.....	53
4.3.2 Sources of Data.....	53
4.3.3 Procedure of data collection.....	54
4.3.4 Data analysis.....	54
4.3.4.1 Data analysis on ARC centers complains.....	55
4.3.4.2 Data analysis on AEC centers complains.....	58
4.3.4.5 Findings.....	63
4.3.4.5.1 Findings on major areas of service.....	63
4.3.4.5.2 findings on statement analysis.....	66
4.4 Recommendation on findings.....	67
4.5 Discussion	69
4.6 Conclusion.....	72
Reference.....	73
Abbreviations.....	74
Appendix.....	75

Chapter -1

Introduction

1.1 Background:

As an ultimate part of the Bachelor of Business Administration (BBA) program, I was assigned to do an internship at Airtel Bangladesh Limited in my last semester to get an exposure in the corporate world. The internship program was organized and coordinated by the Career Service Office (CSO) of BRAC University. At Airtel Bangladesh Limited I was placed at the Compliance & Audit team of Customer Service Department situated at Shyamoli, Dhaka. I had been assigned to explore and analyze a research on “Handling Customer Complaints at Airtel Bangladesh Limited” by Ms. Afsana Akhtar, Assistant Professor at BRAC Business School, BRAC University. It was also approved by the organizational supervisor, Md. Abul Monsur team leader in charge of Audit of Airtel Bangladesh Limited.

1.2 Objective:

The main objective of this project is to measure the quality of customer services in a quantitative way. As it can only be possible by managing complaints properly and improve the quality of services. The service evaluation and audit identifies various "gaps" which represent differences between a customer's expectations and what company actually provides. Once service “gaps” are identified, necessary changes are to be made to reduce and or eliminate the gaps and improve customer satisfaction, that will bring positive impact to the business.

The objective of the report is divided into two parts. They are specific and broad objectives. The specific and broad objective of this report is given below:

1. Broad Objective: The broad objective of this report is to find out the customer complaint level of ARC and AEC care centers and overall scenario.

2. Specific Objectives: The specific objectives will be:

- To provide an overview of the host organization – know about the management & Customer complaint management & auditing, its objectives and its function.
- To identify the service gaps, challenges and recoveries.

- To find out specific areas of dissatisfaction of Airtel users
- To know the overall dissatisfaction level of the customers in ARC and AEC centers.
- To figure out possible improvement sectors to reduce dissatisfaction

1.3 Scope of the report:

The scope of the study is limited within telecommunication business in Bangladesh. It is also limited within the organization of Airtel Bangladesh and especially Service quality department of the company. Here I discuss mostly with the topics related to the Compliance and auditing tasks of service Quality Division of Airtel.

1.4 Methodology :

The methodology of collecting data for this report is very specific, analytical and observational in nature. Information collected to furnish this report is both primary and secondary.

1. Primary Data Sources-

- Direct interview through telephone conversation with the customers

2. Consultation with following personnel's-

- Md. AbulMonsur, Team leader ze Audit
- Mohammed SaifurRahman, Compliance & Audit Manager
- Md. Shimul Hassan, Head of Customer service

3. Secondary Data Sources-

- Commercial websites of Airtel
- Online articles on telecommunication sector
- Previously conducted research papers on different issues of Airtel
- Company's magazines, brochures, prospectus etc.

1.5 Limitations:

The entire study was limited by a number of issues. Without these limitations the report work would have been much better. Some of the constraints are given below: -

- Major limitation of the study is lack of available information and previous workings on the topic. I don't find enough supportive articles to make an extensive literature review.
- Lack of information due to inadequate telecom publications and journals.
- The research data's been huge and time consuming. We had to work with different regions compliant issues.
- Often the respondents denied giving information. In this case it's hard to improve the scenario.
- Most of the secondary data I used were scattered. So I basically tried to assume the current scenario based on the secondary data.

CHAPTER -2

ORGANISATIONAL

OVERVIEW



Airtel Bangladesh Ltd.

2.1 INTRODUCTION

Today's customers are much more conscious than previous. Now they have lots of choices. They can choose their product from among many competitors. So it's getting hard for the companies to preserve customer. Companies should remember one thing maximizing profit in the short run doesn't supply the best return on investment organizations that focus on building their reputation are going to provide the best long term. Customer always reminisce a company under 2 circumstances:-

- a. When companies deliver extremely poor products and services
- b. When companies provide surprisingly good products or service.

Today, it would be complicated to find a company that does not proudly claim to be a customer-oriented, customer- focused, or even-customer driven enterprise. I feel that today is competitive market. Here scope not only in making call but also different business division. Increasing the volume of the system substructure based on the present subscriber telecom operators focus mainly on the selling of their products but little consideration on the after sales service. For this drawback, it is observed that most of the subscribers experience services dissatisfaction within a short period of their product purchase. This causes the customer to discontinue utilization of the product giving rise to lose of company revenue and earning an appealing reputation.

2.2 COMPANY OVERVIEW:

Airtel Bangladesh Ltd. is a GSM-based cellular operator in Bangladesh. Airtel is the sixth mobile phone carrier to enter the Bangladesh market, and launched commercial operations as Warid telecom on May 10, 2007. Warid Telecom International, an Abu Dhabi based consortium, sold a majority 70% stake in the company to India's BhartiAirtel Limited. BhartiAirtel is making a fresh investment of USD 300 million to rapidly expand the operations of Warid Telecom. This is BhartiAirtel's second operation outside India. Dhawi Group continues as a strategic partner retaining 30% shareholding and has its nominees on the Board of the company. BhartiAirtel Ltd. took its own Airtel brand from 20 December 2010. The Bangladesh telecommunication regulatory Commission approved the deal on January 4, 2010. As a result of this further speculation, the in general speculation in the company will be in the region of USD 1 billion.

On December 21, 2011, Airtel Bangladesh launched "Airtel Circle of Friends", the first ever Interactive Commercial in Bangladesh, created and executed by Digimarka. In March, 2013, Warid Telecom sold its rest 30% share to BhartiAirtel's Singapore-based concern BhartiAirtel Holdings Pte Limited. As of August 2013, Airtel Bangladesh has 7.97 million subscribers with 7.3% of market share. On September 8, 2013, Airtel Bangladesh received 5 MHz 3G spectrum with 1.25 million US\$.

The new funding is being utilized for expansion of the network, both for coverage, power and beginning of inventive products and services. This is the largest investment in Bangladesh by an Indian Company.

2.3 Airtel Bangladesh Ltd. at Glance

Type	Private
Industry	Telecommunication
Predecessor(s)	Warid Bangladesh
Founded	December 2, 2010(Registration date)
Headquarters	House 34, Road 19/A, Banani, Dhaka 1213, Bangladesh
Key people	Chris Tobit (CEO), RajnishKaul (COO), SomyaKantiMukhopadhyay (CFO), SandipanChakroborty (CTO), RubabaDowla (CSO and Head of M-Commerce), Noor Mohammad (CHRO)
Products	Telephony, EDGE, GSM, HSDPA/3G
Revenue	₹117.213 billion (US\$2.0 billion) (2010)
Operating income	₹21.771 billion (US\$370 million) (2010)
Net income	₹18.282 billion (US\$310 million) (2010)
Total assets	₹856.142 billion (US\$14 billion) (2010)
Total equity	₹502.603 billion (US\$8.4 billion) (2010) (Note: All figures include Bangladesh, India and Sri Lanka operations)
Parent	BhartiAirtel (100%)

[Ref:website address:

http://en.wikipedia.org/wiki/Airtel_Bangla]

2.4: BhartiAirtel Limited: Bharti Airtel Limited is commonly known as Airtel. It is an Indian telecommunications company that operates in 20 countries across South Asia, Africa and the Channel Islands. It operates a GSM network in all countries, providing 2G, 3G and 4G services depending upon the country of operation. Airtel is the third largest telecom operator in the world with over 243.336 million customers across 20 countries as of March 2012. It is the largest cellular service provider in India, with over 181 million subscribers at the end of March 2012. Airtel is the third largest in-country mobile operator by subscriber base, behind China Mobile and China Unicom. Airtel is the largest provider of mobile telephony and second largest provider of fixed telephony in India, and is also a provider of broadband and subscription television services. It offers its telecom services under the Airtel brand, and is headed by Sunil Bharti Mittal. BhartiAirtel is the first Indian telecom service provider to achieve Cisco Gold Certification. It also acts as a carrier for national and international long distance communication services. The company has a submarine cable landing station at Chennai, which connects the submarine cable connecting Chennai and Singapore. Airtel is known for being the first mobile phone company in the world to outsource all of its business operations except marketing, sales and finance. Its network base stations, microwave links, etc. is maintained by Ericsson, Nokia Siemens Network and Huawei, and business support is provided by IBM, and transmission towers are maintained by another company (BhartiInfratel Ltd. in India). Ericsson agreed for the first time to be paid by the minute for installation and maintenance of their equipment rather than being paid up front, which allowed Airtel to provide low call rates.

2.5: BHARTI GROUP: Bharti Group was founded in 1976 by Sunil Bharti Mittal. It has grown from being a manufacturer of bicycle parts to one of the largest and most respected business groups in India. With its entrepreneurial spirit and passion to undertake business projects that are transformational in nature, Bharti has created world-class businesses in telecom, financial services, retail, and foods.

Bharti started its telecom services business by launching mobile services in Delhi (India) in 1995. Since then there has been no looking back and BhartiAirtel, the group's' flagship company, has emerged as one of the top telecom companies in the world and is amongst the top five wireless operators in the world. Through its global telecom operations Bharti group has presence in 20 countries across Asia, Africa and Europe - India, Sri Lanka, Bangladesh, Jersey, Guernsey, Seychelles, Burkina Faso, Chad, Congo Brazzaville, Democratic Republic of Congo, Gabon, Ghana, Kenya, Madagascar, Malawi, Niger, Nigeria, Sierra Leone, Tanzania, Uganda, and Zambia. Over the past few years, the group has diversified into emerging business areas in the fast expanding Indian economy. With a vision to build India's finest conglomerate by 2020 the group has forayed into the retail sector by opening retail stores in multiple formats - small and medium - as well establishing large scale cash & carry stores to serve institutional customers and other retailers. The group offers a complete portfolio of financial services - life insurance, general insurance and asset management - to customers across India. Bharti also serves customers through its fresh and processed foods business. The group has growing interests in other areas such as telecom software, real estate, training and capacity building, and distribution of telecom/IT products.

2.6 Timeline of Warid Telecom in Bangladesh

In December 2005, Warid Telecom International paid US\$ 50 million to obtain a GSM license from the BTRC and became the sixth mobile phone operator in Bangladesh.

- In a press conference on August 17, 2006, Warid announced that its network would be activated two months ahead of schedule, in October, 2006. Again in October, 2006 Warid Telecom put off the launch of its cell phone services in Bangladesh until April, 2007 after its major supplier Nokia walked out on an agreement over a payment dispute.
- Warid had a soft launch at the end of January 2007. It gave away complimentary subscriptions among a selected group of individuals, whose job was to make 'test calls' and the operator adjusted its network's quality based on their comments.
- On May 9, 2007, Warid in an advertisement in some daily newspaper stated that it would be launching publicly on May 10, 2007. However, no call rate or any package details were revealed. The advertisement included an announcement for the people interested to buy Warid connections to bring the documents like ID card, etc., to the designated franchise and customer care centers.
- On October 1, 2007, Warid Telecom expanded its network to five more districts raising total number of districts under Warid coverage to 56, said a press release. Mymensingh, Jamalpur, Sherpur, Rajbari and Narail towns were covered by Warid network.
- On November 10, 2007, 61 districts under Warid network coverage.
- On June 10, 2008, Warid Telecom expanded its network to 3 more districts Bandarban, Khagrachhari and Rangamati. Now all 64 districts of Bangladesh are under Warid network coverage meaning Warid Telecom now has nationwide coverage.
- In 2010, Warid Telecom sold a majority 70% stake in the company to India's BhartiAirtel Limited for US\$300 million.
- On December 20, 2010, Warid Telecom was rebranded to Airtel.
- In March, 2013, Warid Telecom sold its rest 30% share to BhartiAirtel's Singapore-based concern BhartiAirtel Holdings Pte Limited.

2.7 Brand Airtel

Airtel was born free, a force unleashed into the market with a relentless and unwavering determination to succeed. The company has a spirit charged with energy, creativity and a team driven “to seize the day” with an ambition to become the most admired telecom service provider globally. Airtel has become one of the most preferable brands among the young people in just 12 months of operations in Bangladesh.

2.8 Vision & Tagline

Airtel’s vision is **‘By 2015 Airtel will be the most loved brand, enriching the lives of millions.’**

As they will do this by enriching lives means putting the customer at the heart of everything they do. They will meet customers need based on deep understanding of their ambitions, wherever they are. By having this focus company will enrich their own lives and those of their other key stakeholders. Only then they will be considered as exciting, innovative, on their side and a truly world class company.

2.9 Company Values

Airtel follows certain values for their company and customers.

➤ Alive-

Airtel is alive to the needs of customers. They act with passion, energy and can do attitude to help customers realize their dreams. Innovation and an entrepreneurial spirit drives them- if it can’t be done, they will find a way.

➤ Inclusive

Airtel is for every one- they champion diversity, recognizing the breadth and depth of the communities what they serve. Airtel works with them, anticipating, adapting and delivering

solutions that enrich customer's lives. They do this by having an open mind and embracing change.

➤ **Respectful**

The company lives the same lives as their customers, sharing the same joys and the same pains. They never forget of the reason they are existing. They act with due humility, always open and honest, to achieve mutual respect.

2.10 Airtel Logo

The elite symbol is an interpretation of the „a“ in Airtel. Their specially designed logo type is modern, vibrant & friendly. The bent shape & the moderate highlights on the red color make it warm& inviting, almost as if it were a living object. It represents a dynamic force of unparalleled energy that brings them and the customers closer. It signals their resolve to be accessible, while the use of all lowercase is their appreciation for the need for humanity. Red is part of their legacy. It is the color of vigor & passion that expresses the enthusiasm that has made Airtel the sensation it is today, in India, and now on the global stage.

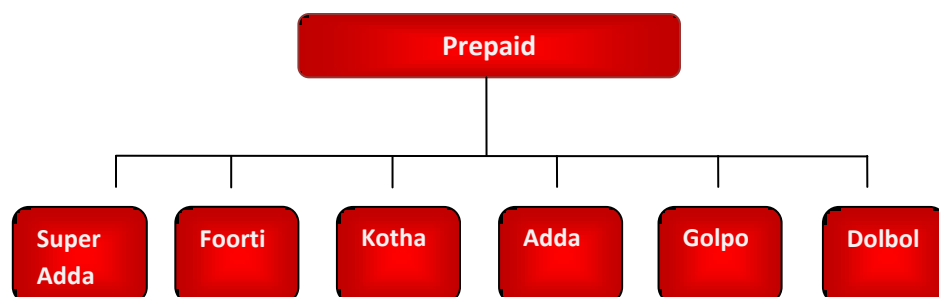
2.11 Numbering Scheme

Airtel Bangladesh uses the following numbering system: +880 16 N1N2N3N4N5N6N7N8
Where, 880 is the ISD code for Bangladesh and are needed only in case of dialing from outside Bangladesh. 16 is the prefix for Airtel Bangladesh as allocated by the government of Bangladesh. Omitting +880 will have need of using 0 in place of it instead to represent local call, hence 016 is the general prefix. N1N2N3N4N5N6N7N8 is the subscriber number.

2.12 Product Offers

Different people love dissimilar things. Someone likes to speak for longer period of time, some people love to talk for seconds, some customers generate calls more often on a day, and some users talk only on few particular numbers. To afford all customers“ needs, Airtel offers both prepaid and postpaid connection to its customers. Moreover Airtel also offers enormous value added services to its subscribers.

2.12.1: Prepaid Details:



There are seven different packages available in one prepaid connection. Customer can switch between the packages on offer. When a user switches from one option to another, the benefits under the previous option will automatically be changed to the new one.

Foorti: To keep customer dancing on their feet all day & night long with the friends, Airtel introduces a new addition to its prepaid package portfolio 'foorti'. Here, the customer can talk up to 15 hours (12 AM to 3 PM) at the lowest rate in the market.

Adda: Adda package gives maximum fnf and all that at fantastic rates. In this package a subscriber can add upto 8 fnf numbers of any operators. This package is also popular among prepaid subscribers for low on-net tariffs.

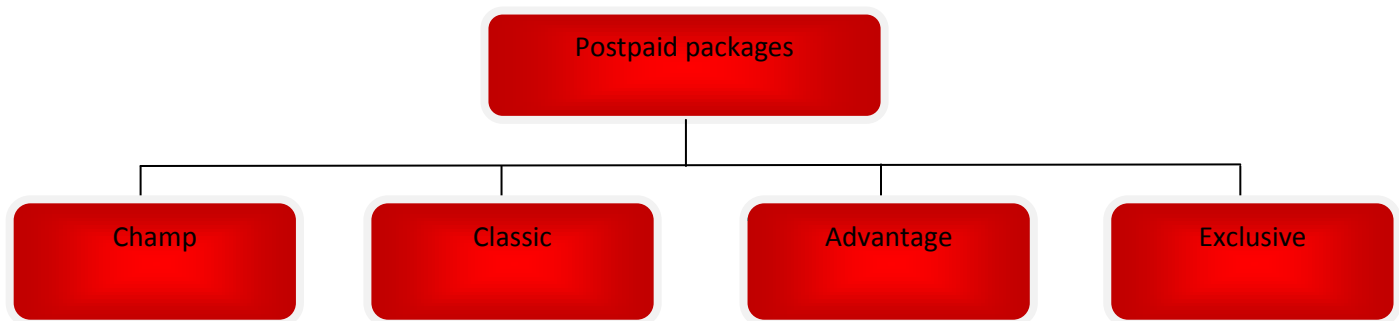
Golpo: If someone loves making long conversations, 'golpo' package offers with 24 hrs flat tariff to any number.

Dolbol: Airtel is proud to introduce 'dolbol' package, a one of its kind offer where a prepaid subscriber can join their own community and talk at the lowest rate of 29 paisa/min within the community members.

Kotha: Subscribers can share every little moment with the ones with Airtel 'kotha'-the package plan with 1 sec pulse from the very first second.

Super Adda: Subscribers can enjoy the lowest rate of fnf in this package and the highest amount of fnf.

2.12.2 Postpaid details:



Airtel postpaid comes with 4 (four) packages that are designed to furnish to both the professional and personal communication needs. Detail tariff about the postpaid packages are described below.

Particulars	Champ	Classic	Advantage	Exclusive
highlights	zero line rent (5 fnf)	attractive fnf rates (5fnf)	best flat rates	highest fnf features (25 FNF)
connection price	150	150	150	150
non refundable deposit	300	300	300	600
total price	450	450	450	750
credit limit	300	300	300	600

2.12.3 International Roaming (IR):

As the world keeps getting smaller and smaller, we know that communication is no longer restricted between the boundaries of our own home. While we are traveling outside the country; we understand the need to stay connected with our family, friends and colleagues back home. To seamlessly carry our words across borders, Airtel offers the following International Roaming Services:

- Postpaid roaming
- Prepaid roaming
- GPRS roaming
- SMS roaming
- In-flight roaming
- In-bound roaming

Special Roaming Tariff for Airtel Customer:

- Prepaid roaming is available in India, Saudi Arabia, Qatar and Pakistan only
- GPRS roaming is available for postpaid subscribers only
- 15% VAT applicable
- 15% service charge will be applicable
- All applicable foreign VAT/taxes would be included in addition to the rates
- Call charges have been calculated using prevailing exchange rates and are subject to change without prior notice

2.12.3.1 Postpaid Roaming

Airtel's postpaid roaming services allows availing all Voice, SMS, GPRS and other VAS facilities with the foreign operators using the existing number when we travel outside Bangladesh.

2.12.3.2 Prepaid Roaming

Airtel prepaid roaming service enables a subscriber to go abroad and use their mobile phone to make/receive voice calls and send/receive SMS (depending on foreign operators' capacity). All Airtel Prepaid subscribers with IR subscription would be entitled to use Airtel Prepaid Roaming services. Airtel's Prepaid Roaming service enables prepaid subscribers to avail prepaid services whilst travelling abroad.

Key features of prepaid roaming:

- No security deposit
- No subscription fee for activation of prepaid roaming.
- Prepaid roaming account can be recharged through an authorized person and email request from home & abroad
- 24/7 IR hotline number: +8801678600786 (from abroad) / 786 (from home)

Note: Outbound Prepaid roaming services can only be used in preferred international networks depending on Airtel's prepaid coverage list.

2.12.3.3 GPRS Roaming

GPRS Roaming is a service, which allows inbound and outbound subscribers, present in the roaming, to use mobile Internet. Subscriber will have access to Internet resources, find latest news, can communicate with near and dear ones through email/ instant messaging & conduct business correspondence. All of these can be accomplished while they are away from domestic network. GPRS roaming is only available for postpaid customers while they are using IR services.

2.12.3.4 SMS Roaming

IR SMS allows a user to stay in touch with its contacts and loved ones via SMS only when they roam around the world. This service gives the option to receive and send SMS when subscribers are abroad, without having to activate voice and other regular VAS services.

In-flight Roaming

Airtel International roaming associates with Aero Mobile to help subscribers explore the sky via Emirates & Malaysia Airlines. This in-flight roaming service is available for the postpaid subscribers only. It will not only allow a subscriber to make & receive phone calls but also establish a two way SMS communication during flights. This is a new way to let our friends and family know exactly where we are.

In-bound Roaming

In-bound roaming service is for persons who come to visit Bangladesh and want to get connected back home. Once the foreign visitors who are using cell phone of other country have selected Airtel network, they will be able to travel using their own number around Bangladesh. Airtel network will make them feel right at home with its string of services as allowed by their particular home network.

2.12.4 Value added service (VAS):

Value-added services (VAS) are popular as a telecommunications industry term for non-core services, or in short, all services away from typical voice calls transmissions. However, it can be used in any service industry, for services available at little or no cost, to encourage their primary business. In the telecommunication industry, on a conceptual level, value-added services add value to the standard service offering, spurring the subscriber to use their phone more and allowing the operator to drive up their average revenue per user (ARPU). For mobile phones,

while technologies like SMS, MMS and data access were usually considered value-added services, but in recent years SMS, MMS and data access have more and more become core services, and VAS therefore has beginning to exclude those services. Like other telecom operator Airtel also has introduced a different sort of value added services to develop the level of customer satisfaction. As its vision is to develop the lives of millions by 2015, Airtel continuously developing unique services so that the customers can obtain better experience just in one connection. The value added services of Airtel are:

1) Tunes & downloads:

In this category a subscriber can have a variety of caller tune services including gaan bolo gaanpao, cricket caller tunes, and Independence Day special caller tunes. Subscriber can also download games, wallpapers, logo and ringtones, from “www.airtellive.mobi”. Edge/GPRS enabled handsets are required to enjoy this service. On the other hand, this value added services can be accessed from Airtel menu on the handset thus the subscribers do not need to remember any short codes.

Caller Tunes: Subscriber can set their favorite songs as your Caller Tunes and play your favorite songs for the callers.

Caller Tunes Offer:

- o Bengali- New, Popular, Evergreen, Devotional, Folk & Romantic
- o International- New & Classic
- o Hindi - Latest, Evergreen Popular & Romantic

Caller Tunes Subscription can be done by: Dialing Caller Tunes IVR “788” Sending SMS to 3123, type CT ACT & send SMS to 3123 •webportal: <http://bd.airtel.com> then log into Airtel e-portal -> Caller Tunes •Airtel STK Menu: Airtel> Self Service > Ring back Tone > Subscribe

- Gaan bolo gaanpao: Airtel brings a unique way of searching favorite song to its customers who are tired of searching favorite song. Subscribers simply need to dial 78822 and choose the language of the song they are searching. Then simply utter the name of the song, or movie and keep enjoy few selected songs.
- SMS Song Search: Subscriber may also search their favorite song through SMS. Simply type ‘CTfindSong Name or Singer Name’ to 3123. If they entered the Song name, they will find a list of songs with most closely matched song names. If subscriber entered the Singer name, they will find a list of songs from that singer. If the customer want to see more closely related songs, simply type ‘CTfindmore’ and reply to 3123. Then, whichever song is chosen, they need to pick the serial number to set it. After that, the favorite song will be set as Caller Tunes.
- Cricket Caller Tune: A subscriber can let the world know that they are the greatest fan of Cricket. Subscriber can dial 78801 & subscribe to Cricket Caller Tunes and let the caller enjoy the live score update while they are waiting for to pick up the phone.

How to do it? - Simply dial 78801. - If there is any on-going series, customer will be informed to subscribe by pressing 1. - Just press 1 & the Cricket Caller Tune will be set.

Note: The Cricket Caller Tune will only play only when there is a live match going on.

Charge: Browsing charge through dialing 78801 is BDT 2/ 60 sec Searching song through 788 is BDT 2 / SMS + 15 % VAT Caller Tunes Charges: Subscription Charge BDT 30/month + 15 % VAT Song or Tune Charge BDT 10/song + 15 % VAT

2) Entertainment:

Voice adda: Voice Adda is a 24-hour voice based service which allows subscribers to dial "3443" and voice chat with friends & strangers alike. It is a place where people can make new friends & talk nonstop on their favorite topics while maintaining complete confidentiality.

Song & greeting dedication: Airtel presents another exciting VAS "Song Greetings Service" to its customers so that they can gift their favorite songs, music to the loved ones. A subscriber needs to dial 707 from their Airtel mobile to get connected to song greetings voice system. Once connected, they will find two categories of gifts to choose from:

a. Music Gifts (by pressing 1) here, Airtel mobile user can choose from an exclusive library of Bangla, Eastern, Islamic and English songs to send as gift.

b. Greeting Gifts (by pressing 2) here, subscriber will find special dedications for birthdays, wedding anniversaries and a variety of personal messages on love, sorrow and much more. An especially unique greeting category is the "Wishes from the Stars", where subscribers can find greetings on special occasions recorded in the voice of celebrities.

Recording Personalized Voice greeting after the Song/ Greeting: After the gift has been selected, the user can also add a personalized touch to the gift by adding their own personal greetings by following the simple voice prompts. Please note that if no personal greeting is recorded then by default Airtel system's selected greeting will be played.

Airtel dhoom: Airtel dhoom is a complete voice based infotainment portal. This subscription based service will allow the users to get the updated information on sports, fun, devotional and infotainment categories by dialing the short code 4848. In entertainment category other value added services are jokes, quotes, recipe, jokes from comedian Kajol, food and dining, mRadio, mchat, etc.

3) Call managements services: Call waiting / call hold, missed call alert, voice mail service, call forward, call divert, conference call, call block, etc.

4) Messaging services: SMS, international sms, mms, mobile email, international mms, wiki over sms, and facebooksms.

- 5) Data services:** Internet, mobile internet, mobile backup, Airtel internet modem.
- 6) Sports:** Cricket update, sports upadate
- 7) News and updates:** TV news / newspaper alert
- 8) Astrology:** Horoscope, horoscope from professor Howlader
- 9) Travel:** Travel bag, airlines information
- 10) Finance:** Finance information, stock alert-live application, currency info, prize bond draw, stock market info, sms banking and sms insurance.
- 11) Devotional:** Hajj info services, application based namaz time, IVR (Interactive Voice Response) based namaz time, commodity price and traffic update, smsnamaz alert, days ayaat/hadith/Allah's name, Ramadan special, prayer/ifter/sehri time.
- 12) FM radio services:** Radio amar, abc radio, radio foorti, radio today.
- 13) Emergency info:** Hospital info, blood bank, police station, fire brigade, ambulance etc.
- 14) Info services:** weather, dictionary, voice portal, time check, science & education, fashion & leisure, ISD/NWD code, BBC-learn English, HSC suggestion.
- 15) Classified services:** jobs alert service, matrimony alert service, property alert, Tution alert, mbazaar alert, mhealth, Tender alert, binodon news, foreign job alert, etc.

2.13 Operational Network organogram:

Organisational Structure of Customer service quality

Org. Chart

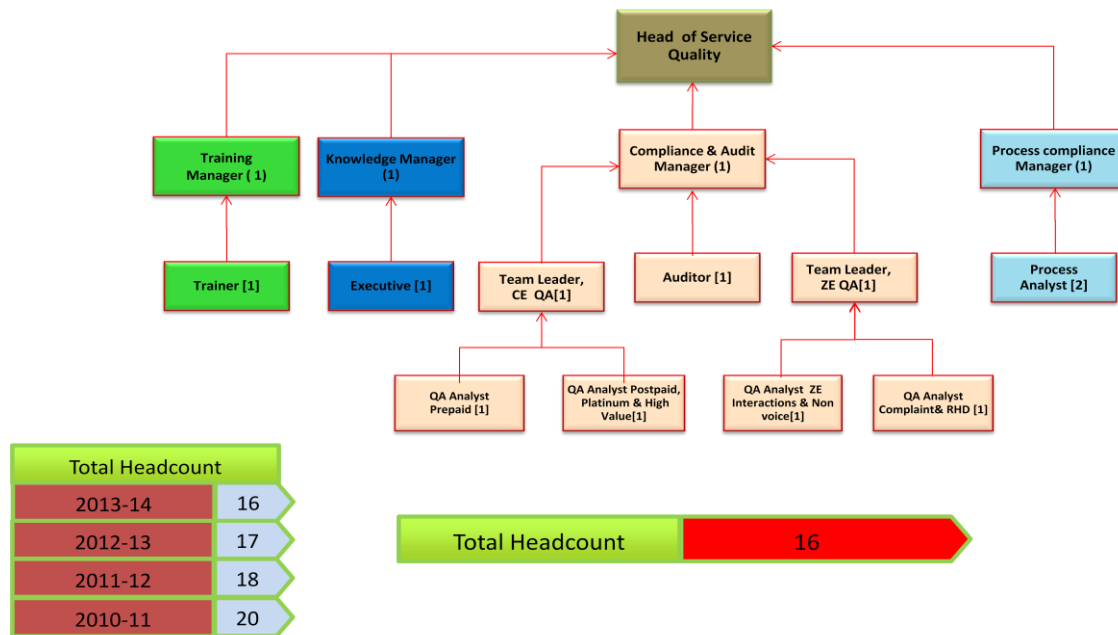


Fig: organizational chart of Service quality

2.13.1 Organogram of Service Quality Department:

The main aim of the Service quality team is to assess the quality of interactions being done with Airtel customers. The audits done by the in-house quality team is the measure of process & product knowledge, behavior courtesy as believed by AIRTEL.

Airtel Customer service departments have 4 management teams .These is following:

1. Support experience
2. Contact experience
3. Business experience
4. Service Quality experience

Service Quality department:

“Thrive For Excellence” is the main motto of Service quality Department at Airtel. 16 members in SQ team works and ensure the quality of customer service. The task of the Audit & compliance department is auditing complain of customers and measuring the service quality to ensure the customer satisfaction. In this case they have to do Walk-in Service Audit, Call center service Audit, legal & regulatory audit, mystery surveys and achieve the goals of 100% customer satisfaction.

Under the Service quality experience three teams are working

1. Training & Knowledge Management
2. Compliance & Audit
3. Process Audit

As I have worked under Compliance & Audit team, the achievement of Compliance and audit team are following:

- Introduced ICE & CAR (Software) to measure service transaction feedback.
- Established System Access Control to prevent fraudulent Activity.
- Zero nonconformity identified in CS in ISO 27001 and 22301 standards audited by BSI.
- Initiate Mystery survey to showrooms to measure the market positioning
- AEC & ARC ICE score achieved by 93% & 92% respectively 2013 (Target: AEC 95% & ARC 80%)
- Initiate VAS upsell audit to ensure revenue without customer dissatisfaction.
- 100% VOIP transactions are under audit sampling.

2.13.2 Reporting process of Compliance & Audit:

- 2 Quality analyst of prepaid subscriber and Postpaid – platinum- high value subscriber works for the quality ensuring process and reports to the Team leader of Customer experience QA (quality analyst). Their task is to evaluate the invoice complaints on call center agents. The audit is done on calls recorded for each circle/partner in the voice logger.
- 2 QA analyst works for ZE (zonal experience) interactions & Non compliance voice and complaint & RHD. They ensure the quality of service experience customers get from the AEC and ARC centers. They handle the dissatisfied customers, analyze reasons and help them to regain the best service. They have to report to Team leader of ZE (Zonal experience) QA.
- Team leader of CE QA, ZE QA and auditor had to report to the Compliance and audit manager.
- Compliance and audit manager reports to the head of service Quality manager.
- Manager Head of Zonal experience quality analyst manages and measures the quality of Airtel experience center.

2.13.3 Airtel Experience Center

- ARC
- ASC
- Corporate & Platinum Experience

- **Airtel Experience Center (AEC):**

Airtel has Eight customer care centers around the country, which are known as "Airtel experience centers" (AECs), located at key locations. Where customer can come and interact with agent regarding service.

These centers are directly run by Airtel itself.

1. Banani AEC(Head Office)
2. Mirpur AEC
3. Uttara AEC
4. Dhanmondi AEC
5. Bogra AEC
6. Sylhet AEC
7. Motijheel AEC
8. Chittagong AEC

- **ARC (Airtel Relationship Center):**

Airtel has 77 sub zonal relationship centers. These 77 dealer outlet spread across Bangladesh, the largest chain of retail outlets in the country, which is further backed up by a chain of sub-dealers, affinity partners & distributors. Dealer outlets of Airtel are known as "Airtel relationship centers" (ARCs).

SIM cards, scratch cards, and sometimes mobile sets are sold at these outlets. Bill collection for post-paid users and Zem top up for pre-paid users can also be availed at the franchises. These franchises directly appoint dealers and sub-dealers in their designated areas.

These are divided into 7 regional categories. Quality measurement done on 7 regional zone bases

Dhaka – 1	Gulshan
	Gazipur
Dhaka – 2	Motijheel
	Dhanmondi
	Narayangonj
South East (CTG)	Chittagong Metro
	Chittagong Outer
	Cox's Bazar
	Comilla
	Noakhali
North East (Sylhet)	Sylhet
	Mymensingh
	Brahmanbaria
	Tangail
North West (Bogra)	Bogra
	Rajshahi
	Rangpur
South West (Khulna)	Khulna
	Barisal
	Faridpur
	Kushtia
	Jessore

- **Airtel Service Center (ASC)**

In Airtel Service Center (ASC) customers can contact Airtel's state of the art Contact Center, 24 hours a day, 365 days a year, through the following means:

- * Email: customerservice@bd.airtel.com

- * Call Helpline: 786 from Airtel number, 016-78600786 from Non Airtel number or can dial just *121#

- * Fax: 02- 8951786

- * Mail: G. P.O. Box 3016, Dhaka

- *Or customers can just use their Airtel live menu to get directly connected to the Contact Center by dialing "Helpline" from Help & Support menu.

- **Corporate & Platinum Experience:**

Customers of Airtel Corporate subscribers and the platinum high valued customers get this experience. Corporate and Platinum customers can be from both prepaid and postpaid subscriber. In AEC - ARC center, support center, call center they get highest priority and special offers for service.

2.13.4 Quality Evaluation Process:

For improving customer service Airtel has strategies and ensures the best customer experience. Direct internal efforts are taken towards meeting and exceeding customers' need. As the service evaluation and audit identifies various "gaps" which represent differences between a customer's

expectations and what company actually provides. For the identification of service “gaps” and maintaining the quality specific evaluation process are followed.

2.13.4.1 AEC Evaluation process :

- Call back based on wrap up generated from Airtel CS on a daily basis through auto dialer
- Customer will receive auto SMS to provide their happy / unhappy feedback after certain time period of visiting Warid Care
- Customer’s happy / unhappy feedback report will be received from IT on daily basis
- 100% call back will be done from unhappy replies
- Equal number of evaluation for every agent
- Ranking of Each Warid Care Center will be done on a weekly basis
- FCR Report will be generated on a weekly basis and identify the loopholes
- One more outbound caller needs to be deployed to reached the target percentage

2.13.4.2 ARC Evaluation Process:

- Automated token system will be implemented for all Franchise
- Call back based on wrap up received from IT on a daily basis through auto dialer
- Customer will receive auto SMS to provide their happy / unhappy feedback after certain time period of visiting Franchise

- Customer's happy / unhappy feedback report will be received from IT on daily basis
- 100% call back will be done from unhappy replies
- Ranking of Each Franchise will be done on a monthly basis
- FCR Report will be generated on a weekly basis and identify the loopholes
- One more outbound caller needs to be deployed to reached the target percentage

2.14 SWOT ANALYSIS:

SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, limitations, opportunities, and threats involved in a project or in a business venture. It involves specifying the objective of the business venture or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

The SWOT analysis of Airtel BD Ltd is shown below:

STRENGTH	WEAKNESS
<ol style="list-style-type: none"> 1. Global brand image 2. Recognized management 3. Economically sound 4. Low call tariff 5. Immediate cash back offer 6. Product availability 7. Product segmentation for different type of customers 8. Dedicated and consumer oriented employees 	<ol style="list-style-type: none"> 1. Limited coverage 2. Unbalanced network quality 3. Poor distribution channel in rural areas 4. Poor Edge/GPRS service 5. Lack of communication among departments
OPPORTUNITY	THREAT
<ol style="list-style-type: none"> 1. Adopting Wi-Max technology 2. Growing inhabitants 3. Rural market and business customers 4. Capture more market share 	<ol style="list-style-type: none"> 1. Preservation of customers 2. Better quality service provided by other telecom companies 3. Price wars with competitors 4. Government system and political instability 5. Entry of new competitor in the market

CHAPTER -3

JOB DESCRIPTION

3.1 Experiences at Airtel:

In Airtel Bangladesh Limited my journey started on 1st December 2013 and finished on 15th April, 2014. I worked with the Compliance and Audit team that is one of the domains of Service Experience department. The Service Experience department of Airtel Bangladesh limited is located in Khilji Road, Shyamoly, and Dhaka. My on-site supervisor was Md. AbulMonsur, Executive, zdeAudit. My working hour began at 10AM and continued to 7 PM. As the political situation was not good at that time, so I had to work during strike. Generally, from the first week there were separate desk and computer allotted for the interns. From the joining day I found that every procedure is prepared by computer and there were no paperwork things to accomplish. Fortunately, I was given a desk and a computer on the very first day. However, I did not have anything to do but reading the guideline and policies, magazines, journal, and brochure published by Airtel and Bharti Group. Sometime, I spent time by watching cricket match. Days were getting changed when I started to study the mechanism of Compliance and Auditing.

My supervisor Md.AbulMonsur provided me some training for two weeks about the tasks that are performed by the Compliance and Audit team, the procedures to complete the certain tasks, and the criteria that must be followed while doing a particular job. I had to learn to operate different type of tools and software which was essential to execute the particular operation. After that, he gave me some assignments based on my learning. Apart from my daily duties, I assisted my supervisors at their works whenever it was necessary. As days passed by, I was more attached with Airtel and definitely with my supervisor and colleagues. I got appraised for many times from my supervisors and that made feel proud that my work was adding significant value to the organization. It is an immense pleasure to me, that I could complete my internship session in such a multinational telecom company. To me, it was a true corporate orientation. I have enjoyed every moment in Airtel and achieved so many experiences that will absolutely help me to choose my right career path.

3.2 Job Nature:

During my 3 months of internship program I worked with the central Compliance & Audit team of Service Experience department of Airtel Bangladesh Ltd. My responsibilities at Airtel Bangladesh Ltd are given below:

- Make Outbound calls to the customer who gave negative feedback after visiting our different customer touch points (AEC, ARC) and taking necessary steps for the unhappy reason.
- Capture the voice of customer to improve the customer experience
- Mystery/health check calls to call center for auditing the service standard and compared with the competitors
- Awareness campaign on different CS interface
- To input data in server of new agents and delete the old agents.
- Make outbound call to get customer's feedback regarding Airtel services; aware customers about the products / service.

3.3 Specific responsibilities of the job:

- I had to keep copies of my work so that in any sudden call of meeting and I could provide my team members with sufficient information.
- I had to call to “no” replied customers who visited the ARC and AEC touch points and ask them for the dissatisfaction reason and the following managers took necessary steps.
- I had to make mystery calls to call center numbers and ask the agent for auditing their service quality and behavior.
- I had to Audit the calls of call center Agents giving services to customers and audit them by giving marks.
- This job helped me of knowing about high officials and their job.

3.4 Different aspects of job performance:

- I could use my academic background to do my job in Airtel.
- As it is mentioned that I had to work with Microsoft word, Microsoft excel, Microsoft Power point, Internet explorer and the TABS 6 software. Except TABS 6 software the rest of them were taught in university course.

3.5 Observation and recommendations:

There is some detractors and study which I noticed all the way through my internship program. I have also made some suggestion along with my observation. If some effective steps are taken, the internship program could be more helpful for the students and by the same time Airtel could get the most output from the interns.

- Airtel's corporate office is located in Banani, Dhaka; Service experience department is housed in Shyamoli, Dhaka; and Sales and marketing department is located in Gulshan-2, Dhaka. For that reason, the system requisition process is lengthy in Airtel due to the location of the office. Airtel should reserve at least two or three PC in each department. Whenever new workers join, they could start their tasks immediately and Airtel does not have to waste human resource anymore.
- Every procedure is prepared by computer and there are no paperwork things to accomplish. It is required to replace the old configuration's computer with the faster one to boost up working performance and save time. Unfortunately, my computer was the slow one and it consumed more time for processing the data.
- It was first time working with TABS 6 software as I have not been introduced to it before. I had to learn its operation to do the task. I could get much information by using Google and from other employees who were also looking at it for the first time.

- Job rotation is not practiced to the interns. Interns should have given the opportunity to work in more than one function to get involved more with the company.
- During my placement session, I found that the work load was more comparing to the number of existing executives. Working on under stress for extended phase may damages stamina of the workers and accordingly increases the psychological stress.
- The overall treatment with intern in Airtel in terms of behavior was helping and friendly. Supervisor encourages the interns to accomplish their job properly; also provide help and support on their tasks which is very outstanding.

CHAPTER -4

MAIN PROJECT

4.1 Summary:

This report mainly focuses on the, current scenario of customer complain handling at Airtel and their future prospects. For measuring the level of customer dissatisfaction the customers complain handling technique is followed. It depends on how customers are getting their services from the product and agents that has made our life easy and convenient. At Airtel Consumer complaints are usually informal complaints directly addressed to an agent or a service provider, and most consumers manage to resolve problems with products and services in proper way, but it sometimes requires resolution to gain customer satisfaction and loyalty. At Airtel customer satisfaction is very much emphasized by customer service department to ensure the customer loyalty and highest satisfaction. There are some other problems prevailing with the prepaid and post-paid connection which make the customer feel unpleased. Hence, to survive in this competitive environment, it might be very difficult to keep the existing customers satisfied and to grab more market share. It is therefore imperative for Airtel to analyze the customer's opinion in this regard to its services and take care of the dissatisfaction. This study is aimed at reviewing the prevailing situation of customer complains to assist Airtel so that it can take appropriate measures for its improvement if needed.

4.2 Description of the project:

I have just tried to make an overview on” Handling Customer Complains At Airtel Bangladesh Limited” done in Airtel to measure the quality of service given to customers. In this report a brief of Customer complain handling management and development are concentrated.

4.2.1 Objective:

The main objective of this project is to measure the quality of customer services in a quantitate way. As it can only be possible by managing complains properly and improve the quality of services. The service evaluation and audit identifies various "gaps" which represent differences between a customer's expectations and what company actually provides. Once service “gaps” are

identified, necessary changes is to be made to reduce and/or eliminate the gaps and improve customer satisfaction, that will bring positive impact to the business.

The objective of the report is divided into two parts. They are specific and broad objectives. The specific and broad objective of this report is given below:

1. Broad Objective: The broad objective of this report is to find out the customer complain level of ARC and AEC care centers and overall scenario.

2. Specific Objectives:

The specific objectives will be:

- To provide an overview of the host organization – know about the management & Customer complaint management & auditing, its objectives and its function.
- To identify the service gaps, challenges and recoveries.
- To find out specific areas of dissatisfaction of Airtel users
- To know the overall dissatisfaction level of the customers in ARC and AEC centers.
- To figure out possible improvement sectors to reduce dissatisfaction

4.2.2 Scope of the report:

The scope of the study is limited within telecommunication business in Bangladesh. It is also limited within the organization of Airtel Bangladesh and especially Service quality department of the company. Here I discuss mostly with the topics related to the Compliance and auditing tasks of service Quality Division of Airtel.

4.2.3 Methodology

4.2.3.1 Research Design

A research plan is an outline or blueprint for conducting the marketing research project. It details the actions necessary for obtaining the information needed to structure or solve marketing research problems. Although a broad style to the problem has already been developed, the design specifies the details of implementing that approach. A good research plan will ensure that the marketing research project is directed effectively and efficiently. Typically, this research design involves the following components or tasks:

a) Classify the nature of research b) Define the information needed c) Specify the measurement and scaling procedures d) Construct a questionnaire for data collection e) Specify the sampling process and sample size f) Develop a plan for data analysis

4.2.3.2 Type of the Research

Research design is basically classified as exploratory or descriptive research. The main objective of exploratory research is to explore or search through a problem or situation to provide insights and understanding. In general, exploratory research is meaningful in any situation where the researcher does not have enough understanding to proceed with the research project. The research process that is adopted is flexible and unstructured. It rarely involves structured questionnaires. The primary data are qualitative in nature and are analyzed accordingly. For example, exploratory research may consist of personal interviews with industry experts.

Conversely, the descriptive research assumes that the researcher has much prior knowledge about the problem situation. The major objective of descriptive research is to describe something, usually market characteristics or functions. In general, descriptive research is marked by a clear statement of the problem, specific hypotheses, and detailed information needs. As a result, descriptive research is preplanned and structured. It is based on large, representative samples, and the data obtained are subjected to quantitative analysis.

As one of my responsibilities was to make outbound call to capture the customer's feedback regarding Airtel's service, I learnt a lot of things from there and acquired much insight about the problem situation. For this reason, exploratory research design will not be practiced rather this project is more involved with the descriptive research design.

4.2.3.3 Problem Definition

Problem description is the important part of marketing research, after defining the problem the research can be design and directed. The main problem in which the research will focus is the analysis of customer complains level of prepaid and postpaid subscribers of Airtel Bangladesh Ltd. and the associated problems with connection which is identified by asking relevant questionnaires to the customers who replied No feedback to Airtel. The information needed for the study will be the customer's complain level of using Airtel connection, an overview of the problem, situation and what sort of problems the subscriber faces regarding this service and after sales service. For this research, judging perception level of customer complains for the services have been obtained by asking questions and doing survey on the Airtel users. Some of the experiences and observations are also used from my job responsibilities to prepare the questionnaire. For getting insight of the company and its services some feedbacks were obtained from executives and the team members of Airtel. This is the problems which will be focused in the research and by defining these problems some important steps will be suggested to solve the current situation to help the company for their management decision.

4.2.3.4 Questionnaire

Survey and observation are the two basic methods for obtaining quantitative primary data in descriptive research. Both of these methods require some procedure for standardizing the data-collection process so that the data obtained are internally consistent and can be analyzed in a uniform and coherent manner. A questionnaire has been used to conduct the survey by the management of compliance and audit team. It is a formalized set of questions for obtaining information from the Airtel prepaid -postpaid and corporate customers. As the questionnaire pattern is developed by the management, so I had to translate the information needed into a set of specific questions that the respondents can and will answer. Furthermore, this questionnaire is

made in such a way that must uplift, motivate and encourage the respondents to participate, cooperate and complete the interview.

There I had to call to customers who sent No feedback and put information's in a software called 'TABS 6'. The questionnaire pattern is same for all the customers. In beginning of the questionnaire, I introduce myself, mention the objective of the interview, and put a little description about the purpose of survey respectively. Then, I proceed to the unhappy respondent section and ask them the reason of unhappy feedback. The aim of the respondent section is to get the general information about the respondent and to know about the specific reason of the unhappy feedback. In the third portion of the questionnaire the customer is asked about the visit reason at center. Then customer is asked about the time taken by the service agent. Then the specific reason is asked whether reason is agent related, system related, process related, procedure related or other reasons. Lastly, there is some space given for the respondent if they wish to recommend some comment or suggestion regarding services. In this Area I had to write the elaborate scenario about the complaint so that the management can take proper steps.

4.2.3.6 The sampling designing process:

4.2.3.6.1 Define the target population

The sample design begins by specifying the target population. Target population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made. Population of this research is the postpaid and prepaid sim users. The target population defined in terms of elements, sampling units, extent, and time.

Element of population: An element is the object about which or from which the information is desired. The element of target population of the research study will be all the prepaid and postpaid subscribers of Airtel Bangladesh limited.

Sampling Unit: A sample unit is an element that is available for selection at some stage of the sampling process. Sampling unit will be for identifying the elements available for providing

information. For this research, the sampling unit will be the unhappy replied prepaid and postpaid users of Airtel.

Extent: Extent refers to the geographical margins within which the study is conducted. Due to the time and basis constraints the extent of the target population of this research is limited only to the Airtel postpaid and prepaid customers of Bangladesh who visited Airtel AEC and ARC Centers.

Time: The time factor is the period under consideration for selecting the target population. The time frame for selecting target population and figuring the sampling was begun on 4th December 2013 to 30 March 2014.

4.2.3.6.2 Determine the sampling frame

A sampling frame is a representation of the elements of the target population. It consists of a list or set of directions for identifying the target population. For determining sampling frame I have took the customers who sent unhappy reply on the service feedback in all ARC and AEC centers.

4.2.3.6.3 Select a sampling technique

In case of selecting a sampling unit, I nominated sampling without replacement technique. Once a sample is selected and asked question, it is removed from the sampling frame so that it cannot be selected again. By this sampling approach, the repetition of the same sample is not occurred in this project. Another approach judgmental sampling has also been followed in this research. It is a kind of non-probability sampling techniques that allow me to apply my observation and personal judgment to choose the elements to be included in the sample.

4.2.3.6.4 Determine the sample size

Sample size will be the number of elements to be included in the study. By considering all this factors and discussing with my supervisor the sample size is considered to be around users of Airtel connection who went to ARC and AEC centers with unhappy feedback.

4.2.4 Limitations:

The entire study was limited by a number of issues. Without these limitations the research would have been much better. Some of the constraints are given below: -

- Major limitation of the study is lack of available information and previous workings on the topic. I don't find enough supportive articles to make an extensive literature review.
- Such a short internship period was not sufficient to understand the insights of customer complain level.
- Lack of information due to inadequate telecom publications and journals.
- Lack of co-operation from the officials from confidential point of view.
- The research data's been huge and time consuming. We had to work with different regions compliant issues.
- Often the respondents denied giving information. In this case it's hard to improve the scenario.
- Most of the secondary data I used were scattered. So I basically tried to assume the current scenario based on the secondary data.

4.3 Data Collection, Preparation, Analysis:

4.3.1 Data Collection

Data gathering is a term used to define a procedure of formulating and collecting data for example as part of a process improvement or related project. The reason of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to other management. Primarily, data is collected to provide information regarding a specific complain or topic. The preparation of data collection for research work is developed in early stage of the research for its importance and impact on the research work. For this research, the data is collected from the respondents through telephone conversations.

4.3.2 Sources of Data

There are two types of data sources are used to obtain the required information.

1. Primary Data Sources-

- Direct interview though telephone conversation with the customers

2. Secondary Data Sources-

- Commercial websites of Airtel
- Online articles on telecommunication sector
- Previously conducted research papers on different issues of Airtel
- Company's magazines, brochures, prospectus etc.
- Top areas of customer dissatisfaction

4.3.3 Procedure of data collection

After determining the sample population I have took the Interview and then categorise sample from the population according to unhappy and happy respondents. Process of data collection was very easy.

Every day I got Airtel numbers of unhappy respondents who went to AEC or ARC centre on previous day or week. I used to call them , ask specific questions on the unhappy reasons, took feedback and if any customer give special request for the recovery of service then the management took proper steps and gave him priority.

4.3.4Data analysis

After completing the research survey, I started the data preparation for the project. As soon as my supervisor received the questionnaire of chart sheet from the Avaya software he sent me all the data's for information in Microsoft Excel program. Since, this is a descriptive research and the data analysis should be done quantitatively. For this reason, I used MS Excel software because I have enough insights of using this program. In the beginning portion of the questionnaire, there were some general questions to aware of the some information about the unhappy reasons, for instances, unhappy due to agent, due to process, due to policy & procedure and other reason. This information is analyzed collectively rather than individually. Here, no statistical tools have been used.

As I have collected data among them 565 complains are of AEC visitors and 67 are ARC visitors. I will make analysis on only 4 months data and analyze it. On the data analysis part I will focus on the factors those are:

- Level dissatisfied satisfied customers among the walking customers who went to ARC and AEC for service and sent NO or unhappy feedback.
- Compare indissatisfied customers level according to 4 months
- Specific reason of Customer dissatisfaction comparing 4 months
- Top areas of customer dissatisfaction

4.3.4.1 Analysis on ARC centers unhappy customers

➤ **Customer feedback analysis from December to March**

Total SMS Send	540
Customer Satisfied	473
Customer Dissatisfied	67

Table 1.1

Interpretation: From the table we can see total 4 months overview of walking customer's feedback call. We can see that total sms sent 540. Customer sent satisfied reply on service 473 and dissatisfied reply 67. We will work on these 67 unhappy customers.

➤ **Walking Customers Feedback through OB Callback**

WC Walking Customers Feedback through OB Callback				
	December	January	February	March
Total NO Feedback Received	18/100%	35/100%	27/100%	27/100%
Satisfied	3/17%	3/8%	4/15%	3/11%
Dissatisfied	15/83%	32/91%	23/85%	24/89%

Table 1.2

Interpretation:

From the table 1.2 we can see 4 months overview of walking customer's feedback call. We can see that in December total 18 No reply received. Among them 83% is dissatisfied, happy feedback 17% .In January total 35 No feedback received. Among them 91% dissatisfied and 8% are happy feedbacks. In February total unhappy feedback received 27. Among them 15% happy and 85% unhappy feedback received. In March total No feedback received 27. Among them 11% happy and 89% unhappy feedback received.

➤ Top dissatisfaction Areas

TOP TEN DISSATISFACTION REASON

<i>Wrap up</i>	<i>No of dissatisfaction</i>
SIM Replacement Request (General)-R FTR	57
SIM Replacement Query-Q FTR	4
Bill PaymentRequest-R FTR	2
Desired No./Dial Duplication Request-R FTR	2
FnFOverchargedComplaint-C SR	2
Postpaid Package Sale-R FTR	2
Prepaid Package Sale-R FTR	2
SIM Replacement (Not Verified)-R FTR	2
Corporate Service Query-Q FTR	1
ARC Complaint-C SR	1
balance Deduction due to VAS activation Q FTR	1
GPRS Query-Q FTR	1
MVPP Query-Q FTR	1
Postpaid Pckge-Q FTR	1
SIM Replacement (FOC)-C FTR	1

Table 1.3

Interpretation: From table 1.3 we can see top areas of customer dissatisfaction areas and SIM replacement request related issues has the highest number of complains 57. As customers facing problem in SIM replacement service due to policies and process that's why they sent unhappy feedback.

➤ Monthly comparison of dissatisfied customers level

% of dissatisfaction Level		
Month	Dissatisfied	In %
December	15	83%
January	32	91%
February	23	85%
March	24	89%

Table 1.4

Interpretation:

From the table 1.4 we can see that comparing in 4 months the maximum numbers of dissatisfied customers are at January 91% or 32 complains. As the complaint rate is lowest at December 83%.

➤ Reason of Customer dissatisfaction comparing months

Reason	December	January	February	March
Due to Process	3	8	6	5
Due to System	2	0	2	0
Due to Agent	7	17	11	12
Due to policy	2	6	3	2
Others	1	1	1	5
Total Dissatisfied Customer	15	32	23	24

Table 1.5

Interpretation:

In table 1.5 reason of customer dissatisfaction are given and compared in 4 months. If we see in December total dissatisfies customers are 15 and the top reason of dissatisfaction is due to agent. In January total dissatisfied customer is 32 and the top reason is due to agent 11. In February 23 dissatisfied feedback received and agent related issue is 11. Again in March 24 Dissatisfied complains received and 12 complain are agent related. So comparing in months agent related issue is highest in January 17 in ARC centers.

4.3.4.2 Analysis on AEC centers Unhappy Customers**➤ Customer feedback analysis from December to March**

Total SMS Send	10667
Customer Satisfied	10110
Customer Dissatisfied	557

Table 1.6:

Interpretation:

From the table we can see 4 months overview of walking customer's feedback call. We can see that December to March total sms sent to 10667 customers. Among them 10110 customers were satisfied of the service and so they replied happy feedback. On the other side unhappy reply received from 557 customers.

➤ Monthly comparison of dissatisfied customers level

% of dissatisfaction Level		
Month	Dissatisfied	In %
December	54	55%
January	97	58%
February	77	59%
March	98	61%

Table 1.7

Interpretation:

From the table 1.7, if we compare in four months the highest number of dissatisfaction among customer is in March 61%. As in December lowest number of dissatisfied customers observed.

➤ Monthly comparison of Walking customers feedback through OB callback

Reason	December	January	February	March
Total NO Feedback Received	98/100%	167/100%	131/100%	161/100%
Satisfied	11/11%	33/20%	25/19%	34/21%
Dissatisfied	54/55%	97/58%	77/59%	98/61%
Invalid reply(busy, wrongly dropped sms, someone else went0	33/37%	37/22%	29/22%	29/18%

Table 1.8

Interpretation:

From the table 1.8 we can see that in December 98 totals No feedback sms received. Among them 11% satisfied and 55% dissatisfied. 37 % replied invalid sms or those who sent wrong wrap

up sms or who can't answer. In January 167 dissatisfied customers replied and among them 97 are dissatisfied and 33 are happy. In February total 131 No feedback received. Among them 77 were dissatisfied and 25 were satisfied. In March 161 replied of No feedback. 98 were unhappy and 34 were happy, 29 gave invalid reply.

➤ Reason of Customer Dissatisfaction

Reason	December	January	February	March
Due to Process	8	30	20	33
Due to System	8	18	9	10
Due to Agent	23	15	14	20
Due to policy	10	25	28	29
Others	5	9	6	6
Total Dissatisfied Customer	54	97	77	98

Table no 1.9

Interpretation:

From the table 1.9 in December total dissatisfied customer was 54 and highest dissatisfied customer was from agent related issues. As in January total No feedback was 97 and highest number of dissatisfaction came due to process related issues of 30 complains. IN February 77 No feedback received and top reason policy related issue is 28. In March 98 total dissatisfied customer sent feedback. Process related issues are the highest amount of complain received.

➤ Top Wrap up code of AEC:

Dissatisfaction Areas	Wrap up code	Number of complains
MRBT & RRBT related issues	MRBT & RRBT is not working	40
	MRBT song add/delete policy	33
	MRBT & RRBT active/deactivate policy	23
	MRBT song add/delete problem	33
	MRBT content problem	24
	MRBT overcharge	20
	MRBT IVR problem	20
FnF related issues	Fnf overcharge	17
	Fnf add/delete policy	10
	Fnf add/delete problem	39
Tariff related issues	Tariff overcharge	33
	Tariff policy	31
Network related issues	Outgoing call/sms problem (on-net & off-net)	20
	Incoming call/sms problem (on-net & off-net)	15
	Call drop problem (indoor & outdoor)	48
	Internet network problem	90
	Echo problem	22
	Signal problem (outdoor)	50
SIM replacement & package related issues	SIM Replacement Query-Q FTR	69

	SIM Replacement Query ARC-Q FTR	49
Vas Related Issue	MCA Complaint-C FTR	20
	MMS Query-Q FTR	38
	MMS Complaint-C FTR	41
	MCA Activate-R FTR	36
	Balance TransferComplaint- C FTR	20
	Mobile Backup Query-Q FTR	19
	Mobile Backup Complaint-C FTR	11
	MCA Deactivate-R FTR	13
	Bulk sms query	41
Others	Number change query	48
	PTUPS Balance TransferConfirmation-Q FTR	19
	Prepaid Balance Query-Q FTR	29
	PIN / PUK Code-R FTR	39
	E-portal Password Reset-R FTR	66
	Blocking Query-Q FTR	28
	Recharge query	40
	Postpaid Credit limit query	33

Table 1.10

Interpretation: From the table 1.10 we can see the top dissatisfaction areas of wrap up code where customers faced problems and send dissatisfied reply. Sim replacement query, internet

network problem and E-portal password changing wrap up code has the highest amount of complains.

4.3.4.5 FINDINGS:

The research findings are prepared in coherent and logical way. After the completion data analysis successfully I have arranged the research findings into four segments. The research findings of this project begin with the respondent analysis with supporting interpretation and illustrations

4.3.4.5.1 Findings on major areas of services:

Main Issues of Dissatisfaction

Unhappy due to system and networks:

The reason of unhappy customers due to system and networks are following:

- Network problem
- Internet usage problem
- Fnf number adding problem
- Bill payment confirmation SMS not receive
- One way communication issue
- Prepaid balance checking problem
- Bundle data pack usage problem
- Balance deducted after receiving SMS from 2644
- Call drop problem
- GPRS setting receiving problem
- Bill not receive at e-mail address
- Not showing update bill info
- Coverage issue

- Server problem

Unhappy Due to Policy & Procedure:

- Long wait time
- Credit limit increasing policy
- SIM replacement verification process
- No policy to provide service to another number
- Call block service related SMS
- Bill not received via postal
- MRBT active policy for regular customer
- Eligibility criteria of promise to pay service
- Balance deducted due to VAS activation
- No internet pack based on speed
- Need to visit Care Centers to update mailing address
- Fnf number adding policy
- Auto renewal of 3G data pack
- Unavailability of care center at Bashundhara&Gulshan 1.
- Package got changed by recharging Tk. 65
- FB bundle offer usage policy
- Corporate SIM active policy
- Data pack deactivate policy for corporate connection
- SIM replacement documentation

Unhappy due to Agent:

- Agent behavior
- Rude behavior toward customers
- Not technical
- Not professional

- Gave wrong service
- Gave wrong information
- Unethical practice
- Inattentiveness
- Agent showed hurries
- Avoiding tendency
- Improper approach
- Not maintaining proper queue

Other reason:

- Insufficient sitting arrangements
- Insufficient electronics and cooling system(Light, Fan, AC)
- Improper environment
- Lack of stationeries(pen, packets, papers, pins)
- Lack of help (change of money)

4.3.4.5.2 Findings on statement analysis:

ARC analysis

- We can see that in December total 18 No reply received. Among them 83% is dissatisfied, happy feedback 17% .In January total 35 No feedback received. Among them 91% dissatisfied and 8% happy customers gave feedback. In February total no feedback received 27. Among them 15% happy and 85% unhappy feedback received.. In March total No feedback received 27. Among them 11% happy and 89% unhappy feedback received.
- In December total dissatisfies customers are 15 and the top reason of dissatisfaction is due to agent. In January total dissatisfied customer is 32 and the top reason is due to agent 11. In February 23 dissatisfied feedback received and agent related issue is 11. Again in March 24 Dissatisfied complains received and 12 complain are agent related. So comparing in months agent related issue is highest in January 17 in ARC centers.
- The highest amount of complains are from agent related issues. As we can see that in January 17 agent related complain generated.
- Top areas of customer dissatisfaction is on SIM replacement request related issues has the highest number of complains 57. As customers facing problem in SIM replacement service due to policies and process that's why they sent unhappy feedback.

AECanalysis:

- In four months the highest number of dissatisfaction among customer is in March 61%. As in December lowest number of dissatisfied customers observed 55%.
- In December 98 totals No feedback sms received. Among them 11% satisfied and 55% dissatisfied. 37 % replied invalid sms or those who sent wrong wrap up sms or who can't answer. In January 167 dissatisfied customers replied and among them 97 are dissatisfied and 33 are happy. In February total 131 No feedback received. Among them 77 were dissatisfied and 25 were satisfied. In March 161 replied of No feedback. 98 were unhappy and 34 were happy, 29 gave invalid reply.
- In December total dissatisfied customer was 54 and highest dissatisfied customer was from agent related issues. As in January total No feedback was 97 and highest number of dissatisfaction came due to process related issues of 30 complains. IN February 77 No feedback received and top reason policy related issue is 28. In March 98 total dissatisfied customer sent feedback. Process related issues are the highest amount of complain received
- Sim replacement query, internet network problem and E-portal password changing wrap up code has the highest amount of complains.

4.4 Recommendation on findings:

By analyzing the data's and complains following specific measures are suggested for specific problems.

The management should review the policy of MRBT related issue. For that they take following steps:

- Needs to reduce the charges for calling to 788 and 78822

- Needs more promotional offers on 788 and 78822
- MRBT song code needs to be available in printed format to all touch points
- MRBT Song code needs to be provide from 786

To reduce the network coverage issues and GPRS related topics they can take following steps:

- Needs Auto configuration setting for common Chinese handsets
- Performance of technical software and servers needs to be more smooth
- Offer more Internet packages for Prepaid and postpaid connection
- Set up more coverage's for network
- Auto activation of GPRS packages should be stopped
- 3G data packages should be more convenient

For controlling the bill related issues:

- Needs to ensure that, bills are received by the customer on time
- Educate the customer regarding E-bill while they make collection calls and reminder calls.

For controlling the Agent related issues:

- Train up the agents properly and well groomed
- Attentive and polite behavior
- Train by supervisor weekly
- Agents should give scores based on their service and No reply
- Give proper motivation and encourage them to behave properly
- Deduct marks according to service

For controlling other policy related issues:

- Sim replacement verification process may be changed so that customer do not face problems
- Alternative process on rules and regulations
- Avoid overcharging problems

Process related Issues:

- Agent numbers should be increased in ARC for decreasing long wait time.
- Auto activation of any VAS service should be stopped
- MRBT overcharging should be solved
- Tariff changing issues should informed to customer
- GPRS charging policy should be developed

Other related issues:

- ARC agents should be more trained
- ARC and AEC should be more equipped
- Proper sitting arrangements should be done

4.5 Discussion:

The discussion part of the project is prepared based on the research. During my internship period I felt that there should be some measure to enhance the operation and in some cases to recover some lacking's.

- Airtel need more awareness in building up about dialing code (786) to reach to customer Manager. So that individuals who require the immediate assistant of agents do not have to go through listening of the entire menu of IVR at their expenses.

- Try to keep the Customer Managers motivated for providing better services. This will make the Customer feel that the company regards them as an essential part of their organization and is always available to provide them with satisfactory customer service.
- Increasing manpower for call centre-contact center and build up them accordingly by allocating proper shifting. This ensures that the customers have to undergo prolonged waiting time in order to receive any service. Moreover, it also verifies that the company can handle the call stress during peak hours. So that they do not lose any customer.
- Environment and sitting arrangements in ARC's should be upgraded so that customer can feel privileged. Moreover, the agents of ARC are less trained. So, weekly mystery survey in ARC's should be done. As a result agents will be more aware of their responsibilities.
- Uses of 3G service, GPRS, Welcome Tune and Ring Tones/logos are expectable but they need to increase highest level of user to promote the VAS. Even they should inform the customer about positive benefit of total VAS.
- Using complain level regarding the different products should be reserved by taking necessary measures like monitoring and controlling the total operation, if there is any error. More effective training might be conducted on the unhappy consumers to sort out the factors that determine their dissatisfaction more accurately.
- The most encouraging factor that appeals consumer is the better service of the Airtel. Actions should be taken as if it can uphold this goodwill as well other aspect of the Airtel should be improvised.
- Airtel should upgrade their server so that on the work time so agents can give proper services on time. Customers who cannot get services from the AEC or ARC because of technical failure they should be offered doorstep services.
- Automatic activation of any services should be stopped by technical team. As this leads to highest customer dissatisfaction.
- Agents of ARC should be well trained and verified by Airtel CS team.
- Internet is now an integral part of our life. Airtel internet service must be developed reasonably so that people can use more of it.

- Airtel must upgrade the network coverage as early as possible. Since, the network up gradation has not been finished yet Airtel should offer Miscall Alert service for free. Customers understand that network improvement cannot be done overnight. But if miscall alert service is offered at free of cost the existing customers may compromise with the current situation and new customers may also wish to join Airtel. Thus, dissatisfaction may reduce regarding network problem.
- Airtel should not send unnecessary SMS to the subscribers. It makes the customers annoyed when a SMS is received during working hours. SMS can be sent on weekend, holidays, or in off-peak hour so that it does not make the customers dissatisfied.
- Airtel offers enormous bonus talk time or SMS to the prepaid customers operating for short time period. Consumers get dissatisfied when they find that validity of using bonus offer expires before it is consumed. Therefore, Airtel should upsurge the validity date for the bonus talk time and SMS to enhance the satisfaction level.
- Airtel can propose smart handset bundle package with low price so that low income people can afford to buy an Airtel connection with handset.
- Airtel can arrange various motivational training programs and events so that employees can increase their aptitudes.
- Airtel must not only be sponsor of recreational programs at TV channels but they should be an active participant of charity events to establish a good corporate image.

4.6 Conclusion:

Airtel is a telecom service providing company where customer satisfaction is both objective and marketing tool. Today's customers in the telecom industry, where lots of offers are available, are harder to please. They are smarter, more price conscious, trickier, less forgiving and they are approached by many more companies with equal or better offers. The challenge is not only to reduce dissatisfied customers also to produce loyal and delighted customer. This is aggressive and customer driven market. It is high time for Airtel to satisfy and retain its existing customers. As the mobile connection price, call charge, even the price of the handset have been reduced due to technological advancement people of all income level are started using cell phone. Nowadays, most of the students and the low income people are deeply relying on Airtel because of the cheap cost. Hence, it has become inevitable for Airtel to expand the network coverage soon for a sustainable future.

References

- <http://www.bd.airtel.com/>
- <http://www.airtel.in/>
- http://en.wikipedia.org/wiki/Telecommunications_in_Bangladesh
- Marketing reports
- http://en.wikipedia.org/wiki/Airtel_Bangla
- <http://www.gifted.uconn.edu/siegle/research/Normal/stdexcel.htm>
- <http://www.btrc.gov.bd/>
- Malhotra, Naresh K.; Marketing Research: An Applied Orientation; 5th Edition; Prentice-Hall of India; 2011
- Kotler, Philip & Keller, Kevin L.; Marketing Management; 13th Edition; Pearson Education (India); 2010

Terminology & Abbreviations

S/N	Abbreviations	Full form
1	BTL	Below the line
2	MSISDN	Mobile Subscriber Integrated Services Digital Network Number
3	SMS	Short Messages Service
4	IVR	Interactive Voice Response
5	OBD	Outbound Dialer
6	USSD	Unstructured Supplementary Service Data
7	MAMO	My Airtel My Offer

Appendix

Questionnaire for OB call back on Negative ICE

Greeting: Good morning/afternoon/evening, Sir you have visited in our airtel Experience/ Relationship Center on dated _____ for _____ reason.

You have replied No/U in reply of the sms sent to you regarding the service of our center.

1. Could you please inform us, for which of the following reason you are dissatisfied.

- Due to customer care representative.
- Due to service process & procedure.
- Due to the policy of company or regulatory body.
- Due to Network, technology and system problem.
- Due to décor & insufficient facilities of the center. res

(Call back agent will put a tick mark in mentioned reason)

1.1 If the customer is unhappy due to Agent then request the customer to specify the reason from below list.

- The agent did not provide necessary required information regarding the product/service.
- Due to agent's attitude & behavior.
- Due to lack of knowledge of the agent.
 - Please specify the Area where the agent has lacking.
- **Due to the attitude & behavior of Meter Greeter (GM)**
- Due to time taken by agent to provide the service.
- **Due to unwillingness/Non cooperation of providing service.**

1.2 If the customer is unhappy due to service process & procedure then request the customer to specify the reason from below list.

- Long wait time.
- Strict and lengthy verification process.
- Having difficulties to activate, deactivate, change or use any service.
- Desired service not available.
- Not informing customer on time
- Insufficiency or absence of customer service representative

1.3 If the customer is unhappy due to policy of company or regulatory body then request the customer to specify the reason from below list.

- Due to obligation of required documents.
- Due to applicable conditions for different services.
- Due to conditions applied by the regulatory bodies.
- Due to change in certain regulations/terms and conditions regarding services.

1.4 If the customer is unhappy due to Network, technology and system problem then request the customer to specify the reason from below list.

- Due to disruption in tools used by the agent.
- Due to disruption in network.
- Due to technical disruption in service that the customer is using.

1.5 If the customer is unhappy due to décor & insufficient facilities of the center request the customer to specify the reason from below list.

- Due to Insufficient sitting arrangement
- Due to insufficient light & improper cooling system
- Due to insufficient supplementary facilities (Change of money, photocopier, power back up etc)

Remarks: (The detail reason for the customer dissatisfaction)