

# èCRM and eCRM practices in GrameenPhone and its Impact

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## Submitted to

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Mohammad Zakir Hossain Sharkar

Senior Lecturar

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## Submitted by

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**29 August, 2010**

## *Letter of Transmittal*

29<sup>th</sup> August, 2010

To,

Md. Zakir Hossain Sarkar

Senior lecturer

BRAC Business School

BRAC University

Subject: Letter of Transmittal

Dear Sir,

Here the internship report that I prepared as a partial fulfillment of completion of my BBA program. This report was prepared on the topic “**eCRM and eCRM practicies in GrameenPhone and its impact**”. I tried to highlight on their way of providing service and the satisfaction rate of the customer after getting the service.

Finally I want to say that I am very glad to have a nice topic to peaper and submit the this internship report. If you have any questions after you read the report, please call me to 01711081418. You can also mail me to “saifurs@live.com”

Sincerely yours,

Md. Saifur Rahman

ID: 06304067

BRAC Business School

BRAC University

## *Acknowledgement:*

First of all, I thank all mighty Allah, who have provided me the brilliant opportunity to build and complete this report successfully.

I would like to thank our senior brothers and friends who have helped us by giving valuable advice and experiences. I would also like to thank to lab administrator for providing guidelines and information.

I would like to thank the authority of different mobile telecom company because I have taken a lot of information from them. In this regard I am extremely grateful to Mohammad Suhel Miah , Manager, customer Service Department of **Grameenphone**.

Above all, I cannot refrain myself from giving heartfelt thanks to Md. Zakir Hossain Sarkar, Senior lecturer, BRAC Business School, BRAC University for giving his valuable advice to prepare the report. He helped me determine the objective of the report and guided me through to get to the end. The format prescribed by him is pretty user friendly.

## *Executive Summary:*

Customer Relationship Management is an infrastructure that enables the delineation of an increase in customer value and the correct means by which to motivate valuable customers to remain loyal-indeed, to buy again. Customer Relationship Management is an enterprise-wide mindset, mantra and set of business process and policies that are designed to acquire, retain and service customer.

The influence of mobile telecommunication is multi faceted. It has become an indispensable part of urban life. Certainly nowadays mobile telecommunication services serve not only for traditional communication purposes but also as a new channel for existing entertainment and new types of entertainment. Mobile phone network is not appearing with dynamic features as per demand of the situation rather they are trying to be more traditional with modern technology. The service providers of this industry are now fighting for the existing customers in the same market instead of developing new market and new innovative products.

So it is now very important issue for the mobile operators company to retain their present customer. Because the market growth rate for this particular industry are very dawdling now. For this reasons the companies focusing their Customer Relationship Management strategy through which they mainly retain their present customer.

In this report I have found out how GrameemPhone provide their effective customer service to their customer by using eCRM tools and I also try to find out the impact of those eCRM in huge customer base of GrameenPhone.

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*Part “A”*  
*Introduction of*  
*The Report*

## Introduction

### Back ground of the study

At the very arena of globalization and technological innovation, Telecommunication business has become more competitive. To cope up with this, telecommunication should have huge theoretical knowledge and professional skill as well as technical basis. As a BBA student, I felt that telecommunication is an excellent area to gather some practical knowledge. With a view to develop skilled professional in this area, BRAC University has undertaken the internship-training program for its BBA students. As a partial and essential requirement of the BBA degree, on authority's instruction I have selected the Grameen Phone to acquire some practical experience in telecommunication industry. It would not be out of place to mention here that during the course of the program I had to perform several duties.

### Origin of the Report

As I am doing intern in GrameenPhone Customer Service Devision so I think to work on eCRM is a good field for me to acquire knowledge, how can eCRM help to give best service. As per my course instructor instruction I have submitted my report which is about **“eCRM, and eCRM practices in Grameenphone and its impact”**.

I choose this topic because at present time, we know the most growing industry in our country is mobile telecom industry. And the companies in this industry fight each other really hard to attract more customers. And here customer relation management plays a vital role. Because its help the companies to retain their present customer long time. Which make them more profitable. Cause we know retain the present customer is less costly then attract new customer. And maintain the customer relationship they used many types of web based tool. Those web based tools called eCRM.

## Objective:

General Objective:

- ✓ How the company provides the service in an efficient way to the customer? How they can maintain the large customer based?

Project Objective:

- ✓ To fulfill academic requirement.
- ✓ To get the practical experiences in the Telecommunication Industry
- ✓ To know the corporate culture
- ✓ To present overall overview of GrameenPhone

## Scope:

In the report I have tried to discuss the eCRM impact which GrameenPhone use to retain and attract their customer and how they provide the service by using this.

## Methodology:

**Primary Data:**

- ✓ Face to face conversation with the bank officers & staffs.
- ✓ Informal conversation with the clients
- ✓ Different manuals of Grameen Phone

**Secondary Data:**

- ✓ Companies' official website which creates a special image of this report.
- ✓ from published materials like different books,
- ✓ journals and

### *Limitations:*

In preparing the report I had face several difficulties:

- ✓ Gathering appropriate information and other related issues.
- ✓ Time limitation is one of the greatest problems.
- ✓ I did not get adequate books from our library for preparing the report.

Despite these limitations I tried our best to collect necessary data and information.

*Part “B”*  
*Company Profile*

## *Introduction of the Company*

Grameenphone widely known as GP is the leading telecommunication service provider in Bangladesh with more than 20 million subscribers (as of June 2008). Grameen Phone is a joint venture company between Norwegian Telecom giant ‘Telenor’ and ‘Grameen Telecom, a non-profit sister concern of the internationally acclaimed microfinance organization and community development bank Grameen Bank. Telenor owns 62% and Grameen Telecom owns 38% share of GrameenPhone. The address of its Head Office is: Celebration Point, Plot No. 3 & 5, Road No. 113/A, Gulshan-2, Dhaka 1212, Bangladesh

Grameenphone was the first company to introduce GSM technology in Bangladesh. It also established the first 24-hour Call Center to support its subscribers. With the slogan Stay Close, stated goal of Grameenphone is to provide affordable telephony to the entire population of Bangladesh. Due to the heavy competition in the market and low acquisition rate, currently the company is focusing more to satisfy the existing customers and retain them in their clientele.

Grameenphone, the market leader in the industry, is trying to establish a benchmark in terms of customer service in the mobile phone industry. They have established a customer care hotline which operates 24/7 round the year currently 18/7. There are more than 500 customer care touch points naming GPC, GPCF and STP to serve their clientele all over the country.

Along with their core service, Airtime, Grameen Phone also offers high speed Internet, Health line, Bill Pay and many other value added services.

## *History of Grameen Phone:*

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

**March 26, 1997:** GrameenPhone launched its service on the Independence Day of Bangladesh as the first GSM operator in the country.

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

**September 1999:** Grameenphone introduced the EASY pre-paid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS);

**September 1999:** GP started its service in the industrial city of Khulna.

**February 2000:** GP received GSM Community Award for 'Village Phone' from GSM World Congress, France.

**March 2000:** US President Bill Clinton visited Bangladesh while GP Village Phone program was highlighted to him.

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

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

**November 2005:** GrameenPhone continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers;

**November 16, 2006:** After almost 10 years of operation, GrameenPhone has over 10 million subscribers. GrameenPhone has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.

**October 2006:** Grameenphone was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' at 3GSM World Congress held in Singapore, for its Community Information Center (CIC) project.

**December 2006:** Grameenphone launched Bill Pay service. Grameenphone undertook a universal approach meaning customers from other operators will also be able to use this service. GrameenPhone also established a separate hotline '1200' to assist people for their queries and complains.

**December 31, 2007:** GrameenPhone is one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. GrameenPhone is also one the largest taxpayers in the country, having contributed nearly BDT 50,000 Million in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 16,700 Million was paid in 2005 alone.

**June, 2008:** Grameenphone reached 20 million subscribers while experiencing a 25% growth in that fiscal year.

**April, 2009:** Grameen Phone launched own branded modem to facilitate the growth of Internet usage around the country.

**September, 2009:** Grameen Launched Grameen Phone V100, company's own branded handset. Grameen Phone becomes the first telecom operator in the country to launch its own branded handset.

Grameen Phone throughout its years of operation continuously thrives to develop and improve its business activity. The history of Grameenphone in the telecom arena reflects its strategic success and shows a bright direction for the company for its future growth.



## Shareholders of GrameenPhone

The shareholders of GrameenPhone contribute their unique, in-depth experience in both telecommunications and development. Grameenphone is basically a joint-venture company. Initially four different companies collaborate together to form this joint-venture and inaugurate GSM technology in Bangladesh. The initial shareholders are-

1. Telenor – A state-owned telecommunication company from Norway.
2. Grameen Telecom - A sister concern of Grameen Bank.
3. Marubeni Corporation – A leading investment and trading company from Japan.
4. Gonofone – A New York-based telecommunication development company.

These four companies own shares of GrameenPhone in the following manner-

Company	Percentage of share
Telenor	51
Grameen Telecom	35
Marubeni Corporation	9.5
Gonofone	4.5

Later Marubeni Corporation (Japan) and Gonofone Development Corporation both sold their part of shares to other two corporations. Currently Grameenphone has only three shareholders- Telenor, the international part with 55.8% share and Grameen Telecom, and Grameen Telecom Corporation with 34.2% of share, other 10% belongs to general retail and institutional investors.

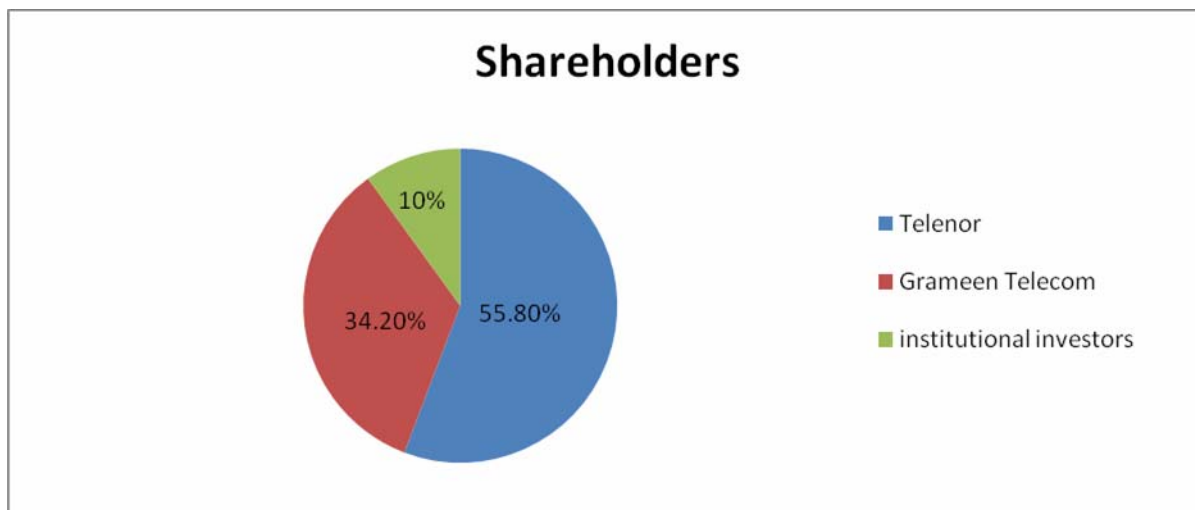


Figure: Ownership Structure of Grameenphone

## *VISION*

The vision statement of Grameen Phone is simple-

**“We are here to help”**

This means that Grameenphone helps their customers to get the best out of communications services in their daily lives. “We’re here to help” isn’t a slogan; it’s a way of life for all the stakeholders of Grameenphone.

## *MISSION STATEMENT*

“We will lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier”.

## VALUES OF GRAMEEN PHONE

### 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.

### BE INSPIRING

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.

### KEEP PROMISES

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.

## OBJECTIVE AND STRATEGY:

“Good Business, Good Development”

GrameenPhone's basic strategy is coverage of both urban and rural areas. The Company has devised its strategies so that it earns healthy returns for its shareholders and at the same time, contributes to genuine development of the country. In short, it pursues a dual strategy of good business and good development.

Serving the mass market is one of GP's primary goals. By serving the general public as opposed to niche markets, the Company plans to achieve economies of scale and healthy profits. At the same time, service to the general public means connectivity to a wider

population and general economic development of the country. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, GrameenPhone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout GrameenPhone's network. In addition, GP has positioned itself to capitalize on the declining prices of handsets, making its goal to serve the general public realistic.

### 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 CEO, Directors and the Divisional Heads of the company.

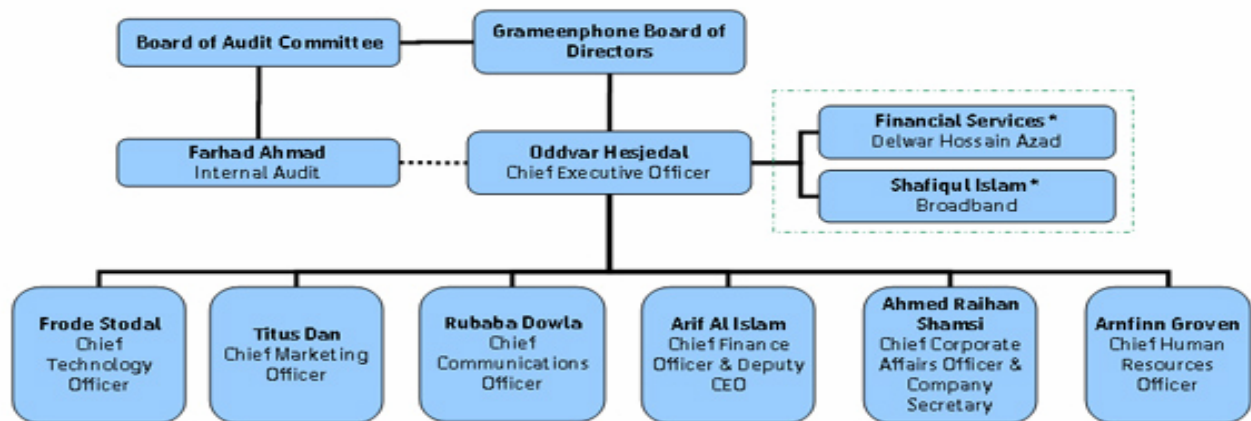
At present, **Oddvar Hesjedal** is the CEO; **Petter Russ-** Director CHQ; **Arnfinn Groven-** Director Human Resources, **Khalid Hasan-** Chief Corporate Affairs, **Delwar Hossain Azad-** Chief Financial Services, **Syed Yamin Bakht-** Director Public Relations, **N K A Mobin-** Director Climate Strategy, **Gjermund Lia** - Director Customer Services of GrameenPhone Ltd. They equally contributed to GrameenPhone's superior leadership, by carrying out their unique roles. They worked well together, respecting each other's abilities, & arguing openly & without any rancor when they disagreed.

GrameenPhone follows a 3-layer management philosophy in Bangladesh. These are Directors, Managers and Officers. The CEO is the top most authority of all the levels. Directors are the departmental heads that are responsible for the activities of their departments. Managers have the authority next to directors. These two layers represent the management level of GrameenPhone. Officers are the next persons to stand in the hierarchy list. They are the typical mid-level employees of Grameenphone's

organizational hierarchy. These officers are responsible for managing the operational activities and operating level employees.

**ORGANIZATIONAL STRUCTURE**

**GP Organogram & Management**



\* Not part of Executive Management Team

January 19, 2009

\* Mr. Monirul Kabir is assigned as Chief Communication Officer replacing Rubaba Dowla

\* Mr. Arif Al Islam has also resigned; the CFO position is now vacant.

**DIVISIONS AT GRAMEENPHONE LTD.**

GrameenPhone Ltd. has approximately 5000 employees working at different levels of organizational hierarchy. There are 9 functional departments engaged in managing these employees- with the aim to meet organizational objectives. GrameenPhone follows a mix of centralized and decentralized decision making process-where the top management

mainly takes all the strategic decisions while the functional managers have flexibility to take decisions by themselves on a day to day basis. At GrameenPhone the Managing Director is assisted by 9 Senior Executives who are heading different departments in the strategic decision making process. The departmental names of GrameenPhone are given below:

- Corporate Affairs Division
- Network Division
- Customer Service Division
- Finance Division
- Human Resource Division
- Information Technology Division
- Internal Control Office Division
- Marketing Division
- Public Relation Division
- Internal Audit Division
- Sales Division

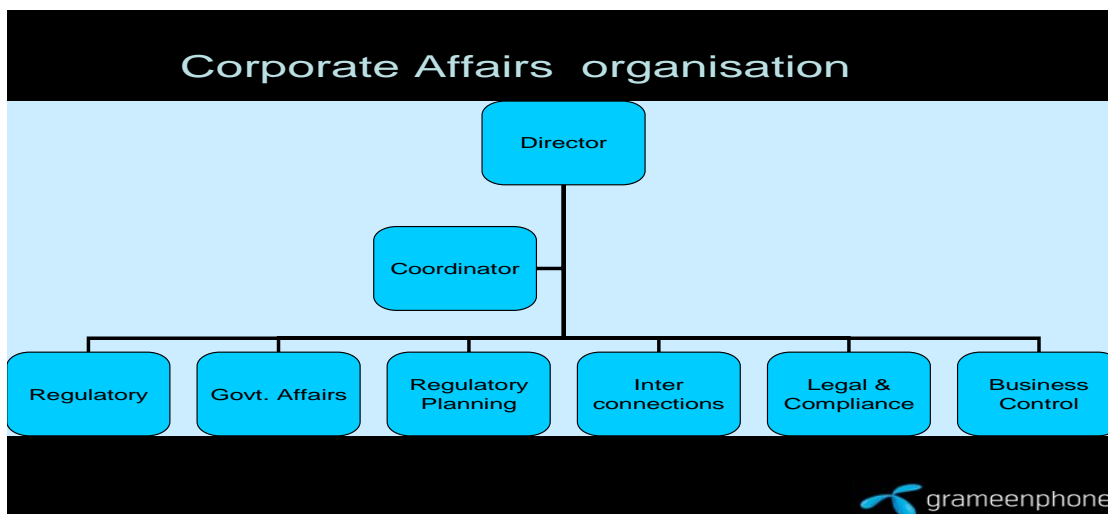
### CORPORATE AFFAIRS DIVISION

**Head of Function:** Titus Dan

**Reporting To:** Odvar Hesjedal, CEO

#### **Main Objective**

Within the direction from the CEO of GrameenPhone, the Head of Corporate Affairs shall ensure that the Regulatory & Corporate Affairs function within the company at all times is aligned with and supports the business objectives.



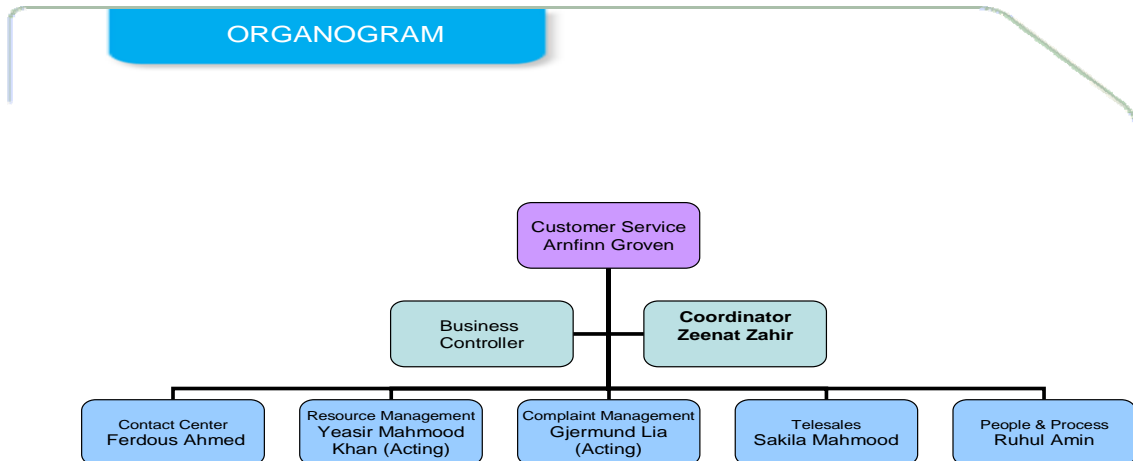
### **Main Responsibilities:**

- Develop, maintain and implement company strategies, policies and procedures for the functional area
- Monitor and control Regulatory & Corporate Affairs activities;
- Provide support and consulting to other functions
- Ensure awareness of legal requirements applicable for the company
- Ensure that the organization is able to meet its current and future business objectives

## CUSTOMER SERVICE DIVISION

**Head of Function:** Gjermund Lia

**Reporting To:** Odvar Hesjedal, CEO



Head Of Resource Management, Gjermund Lia is currently Acting Head of Complaint Management. So, Yeasir Mahmood Khan is Acting Head of Resource Management.

4/18/2009

INTERNAL



### **Main Objective**

The main objective of the Customer Service division is to be the best in class customer service in Asia to gain competitive advantage for GrameenPhone in the market place.

### **Main Responsibilities**

- ☐ Position as the most reliable, friendly and quality service provider in the industry to be perceived as the operator that provides segment based services beyond expectations
- ☐ Manage business environment with superior efficiency and operational excellence for profitable growth
- ☐ Establish Customer Service to gain sustainable competitive advantage for GrameenPhone
- ☐ Foster a competent team in a culture with empowerment and involvement



- Recruit the best, develop every employee and retain the best
- Convert each customer contact to an opportunity for retention and new sales with a focus on competitor's profitable customers
- Build effective alliance with other customer services, within the Telenor group and in Asia

## *FINANCE DIVISION*

**Head of Function:** Vacant

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

Within the direction from the CEO of GrameenPhone, the CFO shall ensure that the Finance & Supply Chain Management function within Grameenphone at all times is aligned with and supports the realization of GrameenPhone's business objectives. The CFO must prepare financial statements with reasonable assurance that statements are not materially misstated at the consolidated group level and for local statutory accounts.

### **Main Responsibilities**

- Monitor and control company-wide Finance & Supply Chain Management activities;
- Provide support and consulting within scope, to all other divisions in the company,
- Develop and maintain descriptions of departments reporting to the CFO, defining their responsibilities and how work is organized between these departments;
- Ensure necessary capabilities within the function to ensure that the organization is able to meet its current and future business objectives.
- Ensure awareness of, and ability to comply with, legal requirements applicable for the functional area and its governance documents, including SOA-required internal controls and Codes of Conduct;

## **HUMAN RESOURCES DIVISION**

**Head of Function:** Arnfinn Groven

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

Within the direction from the CEO of GrameenPhone, the Head of HR shall ensure that the HR function within GrameenPhone at all times is aligned with and supports the realization of GrameenPhone's business objectives. The Head of HR shall optimize the human resources in GrameenPhone, through individual performance management and organizational development, as well as nurturing a culture supporting the realization of the vision and values. In order to achieve this, leadership excellence is a key focus area for HR.

The units in HR Division include:

- HR Operations;
- Recruitment & Selection;
- HR Development;
- Health, Safety & Environment
- Expatriate and Travel Support.

### **Main Responsibilities**

- Develop, maintain and implement company HR strategies,
- Monitor and control company-wide HR activities;
- Provide support and consulting within scope, to all divisions in the company,
- Develop and maintain descriptions of departments reporting to the Head of HR, defining their responsibilities and how work is organized between these departments

## INFORMATION TECHNOLOGY DIVISION

**Head of Function:** Frode Stoldal

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

Within the direction from the CEO of GrameenPhone, the Head of IS/IT shall ensure that the Information Security/Information Technology function within Grameenphone at all times is aligned with and supports the realization of GrameenPhone's business objectives. The Head of IS/IT shall ensure the realization of the business objectives through delivering services and information with sufficient quality.

### **Main Responsibilities**

- Monitor and control company-wide IS/IT activities to create transparency and facilitate best practice within IT.
- Provide support and consulting to all divisions in the company, in order to ensure coordination, business alignment and adaptation of best-practices.
- Develop and maintain descriptions of departments reporting to the Head of IS/IT, defining their responsibilities and how work is organized between these departments.
- Ensure necessary capabilities within the function to ensure that the organization is able to meet its current and future business objectives.

## INTERNAL AUDIT DIVISION

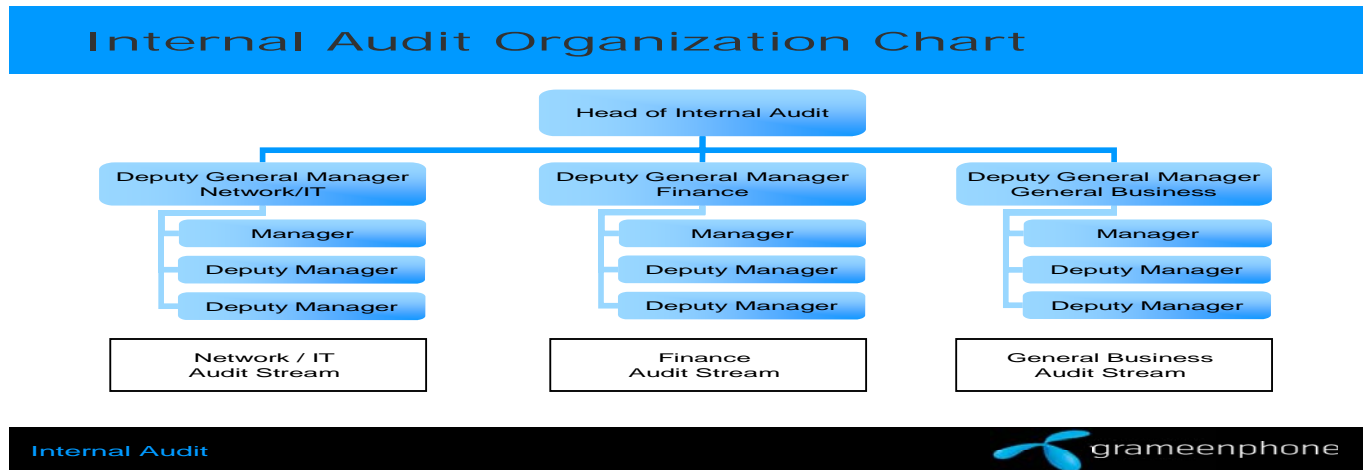
**Head of Function:** Farhad F Ahmad

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

“Internal auditing is an **independent, objective assurance** and **consulting** activity designed to add value and improve an organization's operations. It helps an organization

accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of **risk management, control, and governance** processes.”



### Main Responsibilities

The Department is responsible for:

- ✓ Develop Risk Based Audit Plan
- ✓ Coordinate with External Auditors / others to provide optimal audit coverage
- ✓ Implement approved audit plan
- ✓ Review and revise Audit Plan as required
- ✓ Follow-up and report on the implementation of audit action plans.
- ✓ Report significant deficiencies in internal control.
- ✓ Assist in the investigation of suspected fraudulent activities

Provide consulting and advisory services to management as appropriate.

## INTERNAL CONTROL OFFICE DIVISION

### Main Objective

Under the COSO Framework, a widely-used framework in the United States,

Internal control is broadly defined as follows:

A process, affected by an entity's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting and
- Compliance with laws and regulations.

### **Main Responsibilities**

The Department is responsible for:

- Control Environment:

Sets the tone for the organization, influencing the control consciousness of its people. It is the foundation for all other components of internal control.

- Risk Assessment:

The identification and analysis of relevant risks to the achievement of objectives, forming a basis to find out how the risks can be managed.

- Control Activities:

The policies & procedures that help ensure mgt. directives carried out.

- Monitoring:

Processes used to assess the quality of internal control performance over time.

## **MARKETING DIVISION**

**Head of Function:** Munirul Kabir    **Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

The main objective of marketing department of GrameenPhone is to promote the brand name of the company and increase brand awareness among the customers.

### **Main Responsibilities**

The Department is responsible for:

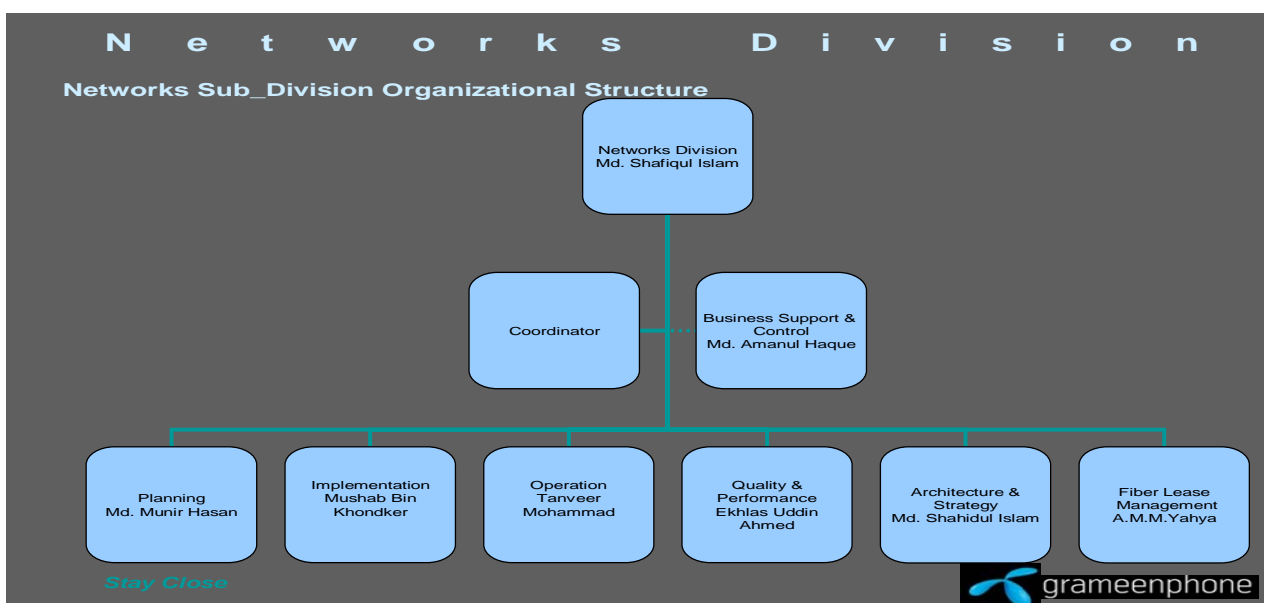
- ✓ “New non-core” product portfolio.
- ✓ Acts as a portfolio area for strategically important revenue earners (CIC, Health line, cell bazaar etc.) P&L;
- ✓ To support the core business for strengthening retention and social efforts in core telco
- ✓ To generate ROI through creation of new asset base and revenue source.
- ✓ Development and management of non-core products roadmap.
- ✓ Strategic analysis, development of strategic alternatives, and evaluation & control of feedback
- ✓ Division-wide roadmap for strategic deliverables
- ✓ Monitor and manage segment activities in terms of alignment
- ✓ Administration of KPIs; IVC
- ✓ Program Office for Marketing Division

## NETWORK DIVISION

**Head of Function:** Md Shafiqul Islam

**Reporting To:** Odvar Hesjedal, CEO

**Main Objective:** The main objective of Network department of GrameenPhone is to manage and control the network of GrameenPhone throughout the country.



## **Main Responsibilities**

The Department is responsible for:

- ✓ Effort to maintain LOW CAPEX and OPEX per sub
- ✓ Maintain competitive qualities through whole process of work
- ✓ Maintain service KPI for Network quality and availability focusing customers perspective
- ✓ Maximum Resource utilization by network optimization & efficient management
- ✓ Maintain living values of organization in the activities

## **PUBLIC RELATIONS DIVISION**

**Head of Function:** Syed Yamin Bakht

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

The main objectives of Public Relations department of GrameenPhone are to Promote and protect GrameenPhone reputation as a compliant, transparent and socially responsible company among both internal and external stakeholders.

### **Main Responsibilities**

The Department is responsible for:

- ✓ Project GP as a responsible and transparent company to both internal and external stakeholders
- ✓ Assist in gaining business results through effective media exposures of company events and initiatives
- ✓ Manage a portfolio of social investment initiatives in line with key stakeholders' expectations of being a socially responsible business

## SALES DIVISION

**Head of Function:** Laszlo Barta

**Reporting To:** Odvar Hesjedal, CEO

### **Main Objective**

The main objective of Sales department of GrameenPhone is to Deliver excellent Compliant Sales Channel Management practice (Logistic, Distribution and Retail) to ensure the Best Customer Experience for GP customers at maximum number of POS to support the '2 out of 3' objective.

### **Main Responsibilities**

The Department is responsible for:

- ✓ **Execute** Retail Channel strategy
  - Select best POS candidates for channels
  - Develop them according to strategy
- ✓ **Support** Retail Channel partners
  - Regular visits and consultancy
  - 'Get Close to Stay close'
- ✓ **Manage** product 'In-Flow and 'Out-Flow'
  - POS Portfolio and stock optimization
- ✓ **Control** customer influencing activities
  - Best Customer Experience through specific BTL and conscious selling
- ✓ **Report** field information
  - Monitor progress of GP
  - Observe competitors activities



## DESCRIPTION OF DIFFERENT PACKAGES

**Smile:** Smile is the pre-paid brand of Grameen Phone. Most of the customers use this SMILE pre-paid. Though the number of customers is very high, but revenue generation of this brand is low comparative to other brand. That's why Grameen Phone charges higher tariff rate for this package during day time in order to maximize network efficiency.

The tariff rate is of SMILE package is given below-

Schedule	Time	On net	Off net	Pulse in SEC.
Peak	8am – 11.59am	BDT 1.50	BDT 2.00	30/30
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 2.00	60(30/30 for Off-net)
Off peak	4pm – 11.59pm	BDT 1.50	BDT 2.00	30/30
Night time	12 am - 8 am	BDT 0.49	BDT 1.00	60
FnF (3 numbers)	24 Hours	BDT 0.49	N/A	60

**Djuice:** Grameen Phone designed Djuice brand targeting young customers. In 2005, to retain the young segment. Through many features to meet the need of this segment like Djuice Web Site, Djuice Voice Chat, Full song Download, Djuice extra khatir etc. Djuice call charge is:



Schedule	Time	djuice to djuice	djuice to GP	Off net	Pulse
Peak	8am – 11.59am	BDT 0.49	BDT 2.00	BDT 2.00	60
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 0.49	BDT 2.00	60

Off peak	4pm – 11.59pm	BDT 0.49	BDT 2.00	BDT 2.00	60
Night time	12 am - 8 am	BDT 0.49	BDT 0.49	BDT 1.00	60
FnF	24 hours	BDT 0.49	BDT 0.49	N/A	60

**Business Solution Pre-Paid:** Business Solution pre-paid customers are those customers who prefer to pay in advance before taking the service. Customers who do not prefer the complexity of Post-paid SIM typically prefer this package. In order to purchase this package, customers need to have a trade license in his name. They enjoy a lower tariff rate during day time like other Business Solution customers. They also enjoy the night time lower call rate benefit like other pre-paid users. At the same time gets the easy usage

<i>Schedule</i>	<i>Time</i>	<i>On net</i>	<i>Off net</i>	<i>pulse</i>
B. hour	9am – 11.59am	BDT 1.00	BDT 1.20	30 sec
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 1.20	60 sec
B. hour	4pm – 5.59pm	BDT 1.00	BDT 1.20	30 sec
Pr. Hour	6.00pm - 11.59pm	BDT 1.50	BDT 1.50	30 sec
Night time	12 am - 8.59 am	BDT 0.49	BDT 1.00	60 sec
FnF	4 FnF no	BDT 0.49	N/A	60 sec

benefit like other pre-paid customers. The tariff rate is given below-

**Xplore:** Xplore is the post-paid brand of Grameen Phone. This segment of customers is mainly heavy users who prefer to pay their bill at the end of the month. Most of the xplore users have a long duration with Grameen Phone. They prefer to talk at a flat rate.

Xplore customers need to pay a 50 taka extra as monthly fee or Access Fee, but if their monthly airtime usage is more than 450 taka (excluding VAT), their access fee is waived. Most of the Xplore customers use 500 taka credit limit, but those who are older user get 1000 taka credit limit. Customers can increase credit limit by keeping deposit. The tariff rate of this package is given below-

Schedule	Time	On net	Off net	pulse
Peak	8am – 11.59am	BDT 1.30	BDT 1.30	1
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 1.30	1
Off peak	4pm – 7.59am	BDT 1.30	BDT 1.30	1
FnF	4 FnF	BDT 0.49	N/A	60

**Business Solution Post-paid:** Business Solution post-paid package is designed targeting the business class people of the country whose need is different than other customer segments. These customers need to talk more in office hour and also within their work affiliated people. Understanding their need, Grameen Phone offers a lower call rate at business hour and also introduced a different concept called ‘Closed User Group’. Closed User Group is a bunch of customers who are affiliated with each other. Grameen Phone offers a lower 0.80 taka/min call rate to talk with this closed user group customers. The tariff details is given below-

Schedule	Time	On net	Off net	pulse
Business Hour	9am – 11.59am	BDT 1.00	BDT 1.20	30 sec
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 1.20	60 sec
Business Hour	4pm – 5.59pm	BDT 1.00	BDT 1.20	30 sec
Non- Business Hour	6.00pm - 8.59 am	BDT 1.30	BDT 1.30	30 sec
FnF	3 FnF no	BDT 0.49	BDT 0.80	60 sec

There are two sub-segments of this segment. One is Corporate and another one is SME. GP has divided these sub-segments in a separate bill cycle. Corporate customers' bill is generated on 3<sup>rd</sup> of every month and SME customers bill is generated on 8<sup>th</sup> of every month.

One dedicated Key Account Manager from Grameen Phone is assigned to each company in order to give them priority service. The company also assigns one person from their company as Key Contact Person (KCP) to make the dealings with Grameen Phone. This package is considered more secured than other package because all sort of activation or deactivation, customer need to send written request through a Key Contact Person (KCP) assigned by the company.

**GP Public Phone:** Public phone is a separate package targeting customers who wants to do business with mobile phone. This package has created many entrepreneurs in the country. Public Phone owners use their SIM for business purpose. Since it is only for business purpose they do not enjoy any FnF or night time benefit. Moreover in order to increase their satisfaction and usage currently, these customers enjoy 10% bonus on their recharge amount. The overall tariff details is given below-

Schedule	Time	On net	Off net	pulse
Peak	8am – 11.59am	BDT 0.99	BDT 0.99	1
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 0.99	1
Off peak	4pm – 7.59am	BDT 0.99	BDT 0.99	1

**Village Phone:** Village phone is mainly administered by Grameen Bank and designed to create independent entrepreneurship among rural people. This package has taken mobile telephony in remote rural places and created new dimension of life among rural people especially for women. Most of the rural women get this package with a handset in an installment basis and used to earn their living. The tariff rate is like the Public Phone package-

Schedule	Time	On net	Off net	pulse
Peak	8am – 11.59am	BDT 0.99	BDT 0.99	1
Special hour	12 pm - 3.59 pm	BDT 0.49	BDT 0.99	1
Off peak	4pm – 7.59am	BDT 0.99	BDT 0.99	1

## **INDUSTRY ANALYSIS WITH PORTERS FIVE**

### **FORCES MODEL**

Porter’s five forces Model is a key Analytical Tool for Diagnosing the Competitive Environment. It has used five forces to reveal the state of competition. It has become an important tool for analyzing an organizations industry structure in strategic processes. It allows the strategic thinkers to formulate appropriate strategy for a particular entity through systematic and structured analysis of market structure and competitive situation,

and helps improve the position of the organization. The model is presented through five competing forces which are given below. The forces are-

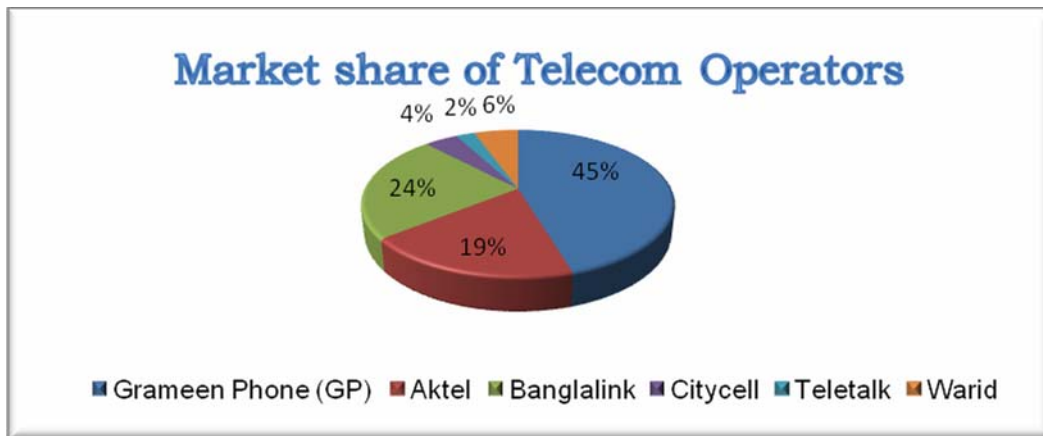
1. The degree of rivalry within the industry
2. Threat of new and potential entrants
3. Threat of substitute products
4. Supplier’s bargaining power
5. Buyer’s bargaining power

Through Porter’s model, the researcher has tried to define the five key factors for analyzing competitiveness and attractiveness of the overall Telecommunication industry.

**1. The degree of rivalry within the industry**

Currently, there are 6 competitive companies (GrameenPhone, AkTel, Citycell, Banglalink, Teletalk and Warid) in the market out of which, 45% share of the market belongs to GP, 24% to Banglalink, 19% to AkTel , 4% CityCell, 25% to AkTel,6% to Warid, and the rest 2% to Teletalk. GP holding the major share maintains a ‘market leader’ strategy and always focus on market revenue share rather than market share. Competition among these rivals is very high. Each and every operator always thrives to grab the market share of others by giving attractive offer.

That’s why the degree of rivalry within the industry is very high.



## **2. Threat of new and potential entrants**

As GrameenPhone is having the highest number of subscriber and there is a high demand for their service, customer pulling is also high. Recently several news have been published in various newspapers regarding the entrance of DOCOMO (Japanese Operator), Vodafone (UK based Telecom Giant), Airtel etc. in the local telecom market. BTRC expressed their interest to give license to a new operator with 3G technology. If Government gives license to any new operator the rivalry will increase.

Bangladesh is a land of 147,570 square K/M with a vast population of 150 million. This country is like a golden opportunity for telecom operators to penetrate the market of huge customer base with such a low area coverage needed. But the present market is almost saturated. Warid could not do well in the market. Their failure story gives a negative signal to any new entrants.

So, we can say the threat of new and potential new entrants is moderate.

## **3. Threat of substitute products**

BTTB has already reduced the NWD and ISD call charge. Furthermore, many private companies get the license to provide wireless phone and land phone service. Rankstel, Dhaka Phone, Peoples tel etc. have already started their. The growing number of substitute products indicates that the existing players have to face threat from these products. But again, in other sense I can say that mobile phone service gives the freedom of mobility which its substitute cannot give. Hence, the threat of substitute is moderately low.

#### **4. Supplier's bargaining power**

GrameenPhone has been maintaining good relation with its suppliers. The company has strategic coordination with its suppliers; hence its suppliers bargaining power is moderately low. GSM technology give the advantage to the company and its subscribers to change mobile set any time they want. Recently Grameen Phone has launched its own branded handset which reduces the supplier's bargaining power. Moreover, they have switched their network operator from Ericson to Huawei. Again, the industry has lots of suppliers, as a result GrameenPhone has possible alternative to change suitable supplier.

#### **5. Buyer's bargaining power**

There are many players in the market, which gives the customers alternative and power to choose different brand according to their preference. That's why buyer concentration is high. The competition in the market makes the customer more powerful and the companies more competitive among each other's. Few years ago companies were able to offer SIM at a very low purchasing cost. That increased subscriber buying power and also influence them to possess more than 1 SIM. Since many subscribers have more than 1 SIM under possession, they can easily switch to other operator.

Hence, buyers bargaining power is very high in the market.



## SWOT ANALYSIS:

### Strength:

#### Brand Image

- Grameen phone have already established their brand name in a pioneer position in telecom industry.
- Brands are recognized to be the most valuable asset for any company.
- Marketers always increase the brand value of the company.
- GrameenPhone has the strongest brand image in local telecom industry.
- According to a research conducted by 'Bangladesh Brand Forum', Grameen Phone is the second strongest brand in the country right after Nokia (Handset) and the strongest brand in telecom sector.

#### Financial Soundness

- GrameenPhone has a huge amount of capital mainly invested by the shareholders. Capital size is \$280 million. Moreover, global institutions like IMF, World Bank etc. have sanctioned loan for GP.
- This is a huge success for GP. GrameenPhone's total capitalization was US\$120,000,000, including around US\$50 million from IFC/CDC, and the Asian Development Bank (ADB). It also received US\$60 million in equity from the four GrameenPhone private partners. Grameen Telecom borrowed US\$10.6 million from the Open Society Institute to set up Village Phone.
- The company continued to invest heavily in expanding the capacity of its network and coverage. The company reached its breakeven point in 2003.

### **Largest Geographical Coverage**

- GrameenPhone has the largest geographical network coverage compare to its competitors.
- GP has planned to make fresh investments to further expand its coverage throughout the country and increase the capacity of the network
- GrameenPhone has coverage in all over the country.
- There are 1750 base stations in operation around the country, another thousand base station by this year.

### **Access to the Widest Rural Distribution Network Through Grameen Bank**

- Grameen Phone by bringing village people under its network coverage through its regional offices around the country.
- Grameen bank give the loan to the women to purchase the Village Phone.
- The Program offers mobile service to over 40 million people in remote areas. On average a Village Phone Operator earns nearly 1,000 USD a year, nearly three times more than the average per capita income.

### **Others are:**

- Optical Fiber
- Strong Management Support:
- Skilled Workforce:
- Cell Bazaar, Health Line, Bill Pay

- Edge
- Loyal Customer Base

## Weaknesses

Every company has its weak points and GP is no exception to that rule. The weaknesses of GP are-

### **Network Related Problem:**

- Recently GP has switched its network vendor from Ericson to Huawei for cost reduction. As technology of Huawei is not up to the standard like Ericson, Grameen Phone is suffering some network problem.
- Customers often complain that they are facing call drop, call congestion, sound clarity problem.
- Moreover, GP has weak coverage in some districts like Netrokona, Laxmipur, Noakhali, Maulvibazar, Habiganj, Cox's Bazar etc. As the subscribers' complaints, they cannot communicate effectively in these weak networks.

### **Call Rate:**

- The call rate of other operator is significantly lower than Grameen Phone.
- While other operators are offering below 1tk off-net call rate, Grameen Phone charges 2tk/min call rate.
- Moreover, after 22nd March, 2009, GP as increased the FnF rate from 25 paisa to 49 paisa, which decreases its subscriber base specially customers of younger age.

- Djuiice subscriber often complain that they are not treated like mainstream GP subscriber since they are charged 2 taka/ min for calling to djuiice to GP numbers.

### **Billing System:**

- Post-paid customers often find the billing system complicated to understand.
- Their line gets barred without notifying them
- post-paid customers cannot see their bills through dialing any USSD number like \*566#.

### **Lack of Internal Communication:**

Grameen Phone has severe weakness due to lack of communication inside the organization. While marketing department sends any promotional sms to customers, Customer service often remains unaware of it. When customers make any query regarding those promotional sms, Customers service agents often fail to communicate it properly to the subscriber.

### **Commercial Ads Are Not Much Creative:**

- People now a day not only consider the price or product of a company. They also consider the performance, ability of a company. Even now a day's people have started to compare the commercials of different company.
- Sometimes GP's commercial ads are not that much appealing its prospective customers compare to its competitors.
- GP does not show its competitive advantages through its ads whereas its competitor such as Citycell has done it effectively.

### **Some Services Are Not Popular:**

- Voice Mail service

- Their Handset campaign
- To get free benefits that customers get confused and thus dissatisfied.

## Opportunity:

### **Diversified Portfolio:**

- The core business of Grameen Phone is voice communication.
- GP has already expanded their business to Internet service, Modem, Handset.

### **Attractive Market:**

- Bangladesh is a highly attractive market for mobile services due to its large and highly concentrated population,
- Bangladesh is eighth most populous country in the world and is among the most densely populated.
- This market has still low penetration rate but still there is opportunity to increase high penetration rate.

### **Huge Need for Telecom Services:**

- The demand of the cell phone is still increasing.

- Variety services with most lucrative features made this sector more and more attractive day by day.

### **Governments Plan for Digital Bangladesh:**

- Thus there is opportunity that Government will reduce Internet Bandwidth charge.
- allocate more frequency to cell phone operators and remove restrictions on VOIP business.

### **Others:**

- Poor Internet Service In The Country help to increase GP internet subscriber.
- Declining Prices for Handsets help to poor people to buy a hand set.
- As BTTB has established new gateway to connect internationally, this is easy for mobile phone companies to provide services of ISD call and international roaming.

### **Threat:**

#### **High Tax:**

The imposed increased taxes for SIM price will slower the growth of this industry.

A customer from this segment does not have the ability to buy a Sim while paying 800 taka Sim tax.

Government Regulation is GP is not allowed to do business on International call. Recently GP was deprived from Wimax license.

#### **Other existing operator**

- Among the existing competitors, Banglalink, Aktel, City Cell, Teletalk are planning to develop country wide network and take many promotional activities.

- Among these operators Teletalk enjoys Government subsidy and other Government support which gives them a clear competitive advantage in the market.
- Recently price promotion of other competitors' which makes it difficult for GP to retain its existing call rate.

**Others are:**

- Threats of potential new entrants with cheaper technology
- Political Instability
- Price War
- Entrance of Wimax is great threat for GP internet service

In the above discussion it is clear that GP has huge strength and opportunity. If GP can utilize all the advantage properly and minimize the weakness & threat then GP can retain its leading position and can continue their success for a long time.

*Part “C”*

*Job Part*



## *Job Description*

To achieve best customer based GrameenPhone has different department “Commercial Division” is one of them. I have worked in “Customer Service Department” under “Commercial Division” which is responsible to satisfy customer by giving solution over the phone by using hotline 121 for customer, 155 for retailer, 1200 only for quarry of Bill Pay. They have the target to become best customer service department in the Asia by giving the service. So that they always look for enthusiastic people as employee and interns as well. I was doing the job as Customer Manager under this department at Nitol Niloy Tower in Uttora.

## *Key Responsibilities*

As I have worked as a customer manager so I have some key responsibilities, I have to maintain that responsibilities in the internship period.

- Giving one stop solution
- Handling customers’ critical problem
- Enhance customers’ satisfaction through solving the problems
- Proactive Selling
- Giving answer to the customer quarry
- Create unsolved tickler
- Attain the training session

## *Critical observations & recommendation*

GrameenPhone is now mainly focusing on the service quality issue because it believes in long term relationship with its customer. GrameenPhen believe that if every customer has a positive image about GrameenPhone they will carry on with GrameenPhone. My observation shows that positive word of mouth has more power than the promotion, products and price. To do so it needs more priority on customer services than any other thing. Due to huge customer base and cross cultural differences it seems very difficult for the team to properly manage customer satisfaction. So from my point of view the team member should have more cross cultural training in order to understand the customer best.

*Part "D"*  
*Report Part*

## *What is CRM and eCRM?*

According to Wilson (2002) CRM is a concept that enables an organization to tailor specific products or services to each individual customer according to his or her need. In the most advanced scenario, CRM may be used to create a personalized, customized, one-to-one experience that will give the individual customer a sense of being cared for, thus opening up new marketing opportunities based on the preferences, previous behavior and history of the customer (ibid). Fayerman (2002) said that CRM as a customer-focused business strategy that aims to increase customer satisfaction and customer loyalty by offering a more responsive and customized services to each customer.

A new term for taking care of customers via the Internet, eCRM, is recently applied by some organizational and academic communities (Ragins & Greco, 2003). eCRM refers to electronic customer relationship management or, more simply, CRM that is Web-based (Dyche,2001). eCRM can also be defined “as the use of the Internet and IT applications to manage customer relationships” (Chaffey D., 2002).

There is a lot of debate over whether eCRM is a real designation or just a marketing ploy by CRM organizations and academics trying to distinguish themselves in the rapidly increasing morass of CRM pretenders (Greenberg, 2001). Again he went ahead to say that, eCRM is CRM and CRM must become eCRM (ibid).

In the attempt to define the term eCRM, most web-based authors use the term CRM and eCRM interchangeably.

CRM is an infrastructure that enables the delineation of an increase in customer value, and the correct means by which to motivate valuable customers to remain loyal-indeed, to buy again (Dyche, 2001p.4) CRM is an enterprise-wide mindset, mantra, and set of business processes and policies that are designed to acquire, retain and service customers.

## *Business Prospect with CRM:*

While retaining customer loyalty has been a sales and marketing principle for quite a long time, Customer Relationship Management (CRM) is actually a tremendous step forward in creating a system that can provide a means for retaining individual loyalty in a world of about 6 billion population (Croteau & Li, 2001). Greenberg (2001) stated that in order to understand CRM, you must also understand the changing nature of the customer because customers are not what they used to be. Khalifa and Liu (2001) noted that, a survey of more than 1,600 businesses and IT professionals conducted by the Data Warehouse Institute, found that, some of the respondents have CRM project budgets of over \$ 10 million. This finding indicates that CRM is very important for organizations.

The Cap Gemini further added that, the average total investment in CRM of 300 U.S and European companies was \$ 3.1 million. More than 69% of the companies surveyed spent less than \$ 5 million and more than 13% of the companies spent over \$10 million (Sterne, 2000). This finding also indicates that a great number of companies spend great amount of their budget on CRM and therefore in our opinion we believe that it is important for service companies to know the objectives of their CRM initiatives and the type of benefits these organizations intend to derive from them.

A survey of 300 companies conducted at a CRM Conference concluded that CRM is not a cheap, easy, or fast solution (ibid).

Mooney (2000) further added that, more than two-thirds of CRM projects end up in failure. However, he went further to say that, the successful third could obtain up to 75% return on investment (ibid).

## *Vision of CRM:*

While strategies, processes and technology may vary from company to company, the goal of implementing CRM initiatives is roughly the same for all: to build the most profitable relationships possible with customers. To achieve that goal, one of the most important things your company must do is getting the right information to the right place at the right time as efficiently as possible- a concept any fulfillment company should understand and be positioned to support.

Full-service fulfillment companies can help you create, manage and deliver your marketing and sales communications in the most cost effective, timely manner. Additionally, better vendors will share your business vision and provide solutions to help you implement customer centric programs.

## *Functional CRM:*

Until recently most CRM software has focused on simplifying the organization and management of customer information. Such software, called operational CRM, has focused on creating a customer database that presents a consistent picture of the customer's relationship with the company and providing that information in specific application such as sales force automation and customer service in which the company touches the customer.

## *Strategy and Objective of CRM:*

According to Gray and Byun (2001) more than 57% of chief executives in a survey with 191 respondents believe that the major objective and strategy of CRM initiatives is customer satisfaction and retention. Keen (2000) states that one of the strategies and objectives of CRM and eCRM is that companies provide consistent and up-to-date customer catalog, order and inventory data across all their sales channels: web, call center and all physical points of presence. According to Chye and Gerry (2002), one strategy of CRM initiatives is to change the organization into becoming customer-centric with a major focus on customer profitability as compare to line profitability. Again they lamented that, the understanding gained from CRM enable companies or organizations to estimate the profitability of individual accounts.

They further add that, organizations are then able to differentiate their customers properly with respect to their profitability. Organizations can then build predictive churn models to retain their best customers by identifying symptoms of dissatisfaction and churning, making sure that the customers who generate profit are retained (ibid).

Peppers (1999) summarize the following as the basic strategies and objectives of CRM initiatives:

- Customer identification: The organization must be able to identify the customer via marketing channels, interactions and transactions for a period of time in order to provide value to the customer by serving his or her need at the right time with a right product or service.

- Customer Differentiation: Every customer has his or her own needs and demands and therefore from the organization's point of view, customers have their own lifetime value.

- Customer Interaction: One of the most important objectives of CRM by an organization is to keep track of customer behavior and needs over time. This is because, from a CRM point of view, the customer's long-term profitability and relationship to the company is very important. This is the reason why a company should continue to learn about its customers and in a continuous manner.

- Personalization: This can be defined as treating each customer differently or uniquely and that is the motto or a major objective of CRM. Through the process of personalization, the organization can increase customer loyalty.

## *Benefit of CRM:*

According to Gray and Byun the following are the main benefits of CRM. They went on to say that, for an organization to get all these benefits, sales, marketing and service functions must work together:

- To improve the company's ability to retain and acquire customers
- To maximize the lifetime value of each customer
- To improve service without increasing cost of service.

According to Thompson (2004) the main strategies and objectives of CRM initiatives are:

- To acquire customers
- To grow profitable customer relationships
- To retain profitable customers
- To create competitive advantage (ibid)

According to Swift-

- Higher customer retention and loyalty
- Increased customer profitability
- Evaluation of Customer profitability
- Reduced cost of sales
- Lower cost of recruiting customers



## *Conclusion*

From the previous discussion we know that Customer Relationship Management (CRM) is all about retain the present customer so they are satisfy to use particular company's product and do not get the interest to use other products which offer by another companies. Because we know retain the present customer is less costly then attract new customer about my product. But through CRM we also try to attract the new customers who have the willingness to use my product. And we use Customer Relation Management more effectively if we apply some web based tools and other software which are collectively known as eCRM.

## *CRM and eCRM Practices in GrameenPhone*

Grameenphone leads the market with nearly 20 million subscribers. Mobile phone services are an important contributor to the cash-strapped nation's economy. This company is trying to provide the quality customer service to its customer. They ensure that the customer services and related functions within the company at all times are aligned with and support the realization of the company's business objectives. Another thing is that every company has their call center under their customer service division. And basically they run 70% of their customer retention and attract new customer operation from there. Customer give the ring in call center to know about the product attributes, different value added services which are provided by the operator, or whether they face any problem regarding to use their connection.

In other case from call center many outbound calls are generating to attract the customer for their different offers. For example in telecom sector may be some outbound call are generating for attract the customer to use their internet service or to knock the customer either he know the different kinds of new offer or not.

GrameenPhone try to give the best customer services to retain the present customer and attract the potential customer. Because we know today increasing the sales is not only the main thing to maximize the profit of the company. Retain the present customer is also important.

Since attract the new customer is more costly then retain the present customer. And for this reason the companies give more emphasize to their customer service division. So they can provide the better customer service and build up a good relation with the customer and many cases they are successful to retain their present customers and attract new customer by using their own Customer Relationship strategy.

## *eCRM practice in GP to provide Customer service:*

Generally customer calls to 121 for 3 reasons. Those are-

- (1) For Quarry
- (2) For Request of any service
- (3) For complain

So to give the service as fast as possible eCRM is designed such a way that customer manager can provide the service in a fastest way. Each and every customer has their unique ID and password to logging in the software. Here I will try to give a clear idea how a customer get service and how their problem is solved by using eCRM tools. I have tried to describe most important tools which are highly used when a Customer Manager give the service to their valued customer. Screenshot is given bellow-

ORACLE® Siebel Customer Relationship Management

**Siebel Communications 8.1**

Copyright © 1994-2008, Oracle Corporation and/or its affiliates.  
All rights reserved. Oracle is a registered trademark of Oracle Corporation and/or its affiliates. Other names may be trademarks of their respective owners.

User ID:

Password:

Remember my User ID and Password

After logging to the software the CM need to put the customer number and then he has to click on GO button than he can see

The screenshot shows a web application interface. At the top, there is a menu bar with options: File, Edit, View, Navigate, Query, Tools, Help. Below the menu bar is a toolbar with various icons. To the right of the toolbar is a 'Saved Queries:' field. Below the toolbar is a 'Contact:' section with a navigation menu containing: Home, BS Customer, Subscribers, Orders, and Service Request. Underneath this menu are links for Subscribers List, Subscribers Home (which is highlighted), Prepaid Subscriber, and Postpaid Subscriber. The main content area is titled 'iHelp' and contains a 'Search' section. The search section has three input fields: 'Mobile Number (88017xxxxxxxx):', 'SIM Number:', and 'BSCS Code:'. Below these fields is a 'Go' button.

all the basic information of the customer. Here name, address, connection name, whether this customer is prepaid or post paid everything will be present here.

**Customer basic Information:**

The screenshot displays a web application interface for managing subscribers. At the top, there is a browser address bar and a navigation menu with options like 'Home', 'BS Customer', 'Subscribers', 'Orders', and 'Service Request'. Below the navigation, there is a table of subscribers with columns for Mobile Number, SIM Number, IMSI, First Name, Last Name, HLR Name, Date of Birth, Mr/Ms, Gender, and Nationality. The first row is highlighted, showing details for Md. Saifur Rahman. Below the table, there is a detailed form for the selected subscriber, including fields for Mobile Number, SIM No., IMSI No., Gender, Mr/Ms, First Name, Last Name, HLR Name, Date of Birth, Occupation, Customer Group, Nationality, Form Serial Number, Email, Alternate Contact (Mobile), Alternate Contact (PSTN), Fax #, Company Name, KAM Name, KAM Contact Number, Seller/POS Name, Seller/POS ID, Seller/POS Contact No., Region, Sell Date, Loyalty Indicator, Connection Status, Connection Type, Father's Name, Mother's Maiden, Spouse Name, Product, VIP, Unregistered, Blacklisted, Customer Since, Churn Score, Address Line 1, Address Line 2, Address Line 3, City, and Country.

## *360 degree view*

This is the most important screenshot of the software, cause from this page one can go to anywhere in the software.

- ✓ If a customer call for any Quarry on recent offer, Cm can find the information which offer he is eligible to avail.
- ✓ To keep a complain customer CM has to keep record in this software and back hand can check form this software.
- ✓ If customer request any value added service CM can activate that one form this software.

Flexible Invoice: <http://inv-web/e2gp/interface.plx?K=4&Q=1.11292954&A=&TA=&S=2&F=1&DB=GLOCALINVOICE&x=8&y=14>

Roaming Invoice: <http://inv-web/e2gp/interface.plx?K=2&Q=1.11292954&A=&TA=&S=1&F=1&DB=GPROAMINVOICE>

The screenshot displays a CRM interface with several key sections:

- Asset:** A table listing products with columns: Product, Installed Date, Product Type, Last Updated Date. It shows three entries: MCA, Edge, and GP Employee.
- Financial Overview:** A summary of financial data including Last Billed On, Local Previous/Current Balance, Local Current/Unbilled/Open Amount, Local Deposit, and Roaming Previous/Current Balance, Roaming Current/Unbilled/Open Amount, and Roaming Deposit.
- Orders:** A table listing orders with columns: Status, Order Date, Order #, Product. It shows five entries with various statuses like Pending and Complete.
- Service Requests:** A table listing service requests with columns: SR #, Type, Categ, Sub Cate, Ticket, Agent Co, Status, Created, Created By. It shows six entries with various statuses like Closed.

This is the page consists the whole CRM links. From this page one can go to other link. If any customer add any value added service from this page one can understand. If he is eligible for any offer here it is mentioned.

Actually it is simply a page through which one can give each and every service of the customer. (Except Welcome Tune it has different software which is Welcome Tune Guy)

## *Keeping record through eCRM:*

In Grameen phone CM need to keep record for each and every calls. This is also very important because when a CM give any sort of service to the Customer, he has to keep it in this page.

Through which other CM can understand why he called before. If any problem is not solved from the customer manager end he needs to keep it as unsolved tickler. This is checked by the Back Hand Customer Service. And they can solved it within 72 hours.

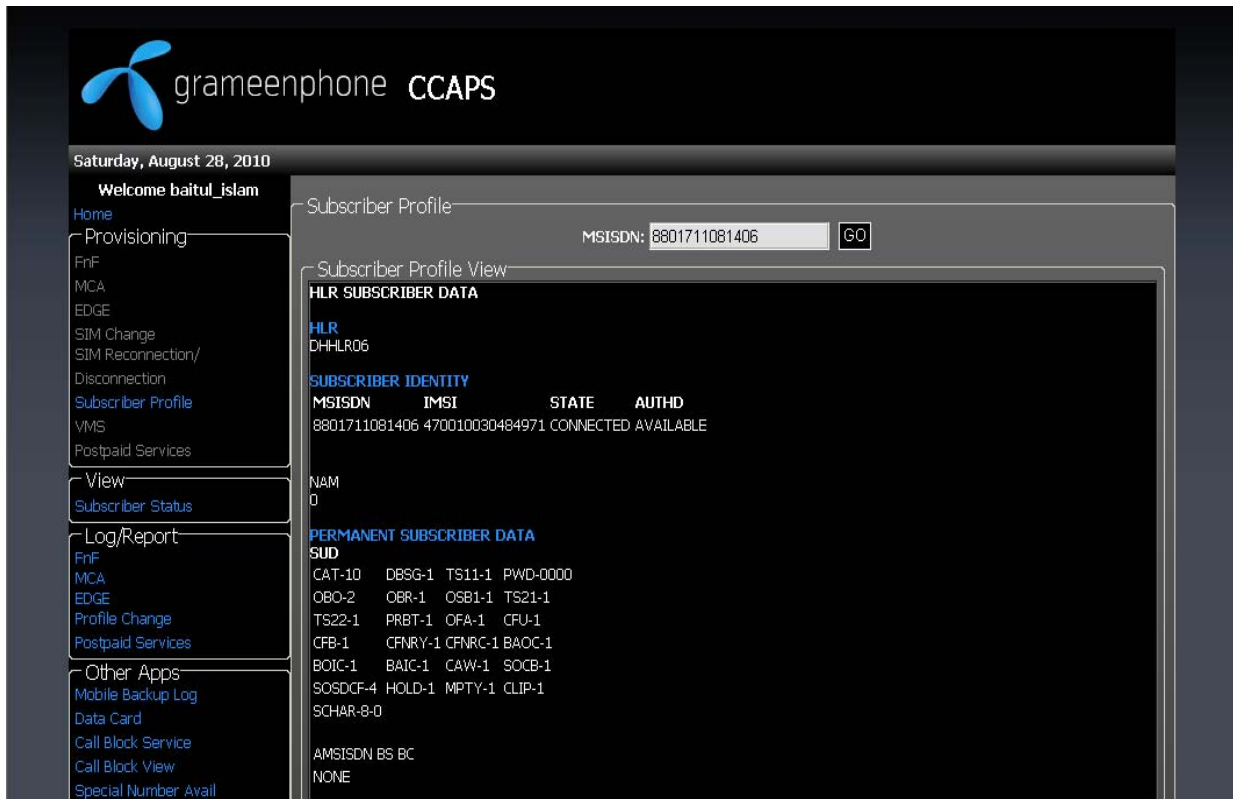
SR #	Ticket Id	Mobile Number	Type	Category	Sub Category	Ticket	Created Date	Status
> 1-813393218		8801711081418	Complaint	Coverage Related	GSM Network Cover	null	7/29/2010 12:04:18	Closed
1-930605368	143656	8801711081418	Complaint	EDGE	Connectivity Issue	Data Speed	8/20/2010 01:01:06	Closed
1-930381636		8801711081418	Query	EDGE	Services	EDGE Activation	8/20/2010 12:56:22	Closed
1-233549867		8801711081418	Query	Others	Undefined	null	2/16/2010 10:46:25	Closed
1-323459328		8801711081418	Complaint	VAS	Missed Call Alert	Alert SMS	3/19/2010 02:06:32	Closed
1-728494883	133062	8801711081418	Complaint	EDGE	Connectivity Issue	Data Speed	7/8/2010 09:39:34	Re-Open

### Other important eCRM software:

#### CCPS:

It is used to see customer's connection status. It is also help to see whether customer has any barred in his telephony service or not. It also helped to see any sort of divert is activated or not. It also help to see, which network is currently customer using. Different value added service can be activated form this software. Like

- ✓ MCA
- ✓ Mobile Back Up
- ✓ Call Block Service
- ✓ Fnf change



By using this software sim can be barred and also unbarred. But currently some execution is remain stopped which is done by Oracle Siebel Customer Relationship Management.

### **Welcome Tune GUI:**

This is the software by which GP handle any kind of Welcome Tune related quarry or complain. This software helps to-

- ✓ Activate welcome tune service
- ✓ Add new songs
- ✓ Create profile of welcome tune.
- ✓ Set personalized welcome tune setting



Welcome 01711081418! | Help | FAQ | My Account | Logout

Search By RBT Name   [Advanced Search](#)

Home Special Recommendation My RBTs Rank List Hot Music Browse All RBTs

**Categories**

- Bangla
- Hindi
- English
- Religious
- Others

Top Ten	Recommended	Latest	Hot Music	Weekly Rank List	Plus RBTs	
RBT Code	RBT Name	Price (TK)	Absolute Validity	Listen	Download	Present
413265	MehediPata-4.wav	15.00	8/31/19 12:00:00 AM			
5191504	Ki Jadu Korecho Bolona	15.00	12/27/30 11:59:59 PM			
50540	Ami Tomar Moner Vctor	15.00	12/27/30 11:59:59 PM			

Above screen shot, we get when we enter a customer number, Then clicking My PEBTs tab we get bellow screen where we can see how many songs he already have in the customer WT profile. Form here CM can delete or add any new songs. In this software there is a Search option where CM can search any songs by name and in advance search one can search through singer's name or by code.

Welcome 01711081418! | Help | FAQ | My Account | Logout

Search By RBT Name   [Advanced Search](#)

Home Special Recommendation My RBTs Rank List Hot Music Browse All RBTs

RBT Code	RBT Name	Price (TK)	Absolute Validity	Listen	Present	Delete
313071	Give Thanks To Allah-3	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
341180	Apu's_Theme_Music-3	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
572037	SuraFateha-5	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
713231	Ek Polke	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
713246	Jabi Jodi	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
505213	Er Beshi Valobasa Jaina	15.00	12/27/30 11:59:59 PM			<input type="button" value="Delete"/>
413129	AmarSaratadin-4.wav	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
413075	SunilBoruna-4.wav	15.00	8/31/19 12:00:00 AM			<input type="button" value="Delete"/>
5061025	Shukran Allah	15.00	12/27/30 11:59:59 PM			<input type="button" value="Delete"/>
712001	1Romjaneroirozarsheshe	15.00	8/31/19 11:59:59 PM			<input type="button" value="Delete"/>

Total 21 Item(s) Currently displayed 1-10 Item(s) 1/3 Page [1](#) [2](#) [3](#)

## *Benefits Gp Get by using eCRM:*

ECRM is the software which helps to keep all data of the customers. It is not record the customer data it helps to give the service appropriately. In my point of view eCRM is helped GrameenPhone to give higher level of satisfaction in much way such as:

- It helps to retain customer by giving satisfactory service
- It also increase the customer loyalty cause customer are satisfied with the service
- Evaluation of Customer profitability by reducing the cost of the service.
- It also reduced cost
- It helps to acquire new customers
- It helps to grow profitable customer relationships
- It help to retain profitable customers
- It reduces customers' call handling time
- GP can keep appropriate record of every call
- It also help to Grameen Phone to reduce customer dissatisfaction

## *Recommendations:*

Customer satisfaction can be increased by the customer service department but they need to follow bellow things:

- We know that customers overall satisfaction will decrease if Cost of waiting time increase day by that means when customer call their respective operator's hotline number

that time they reach the customer manager after waiting long time. For example if the customer call their particular operator's hotline number in any time except mid night then they have to wait 3 to 4 minutes to reach the customer manager. So GrameenPhone need to expand their facility like increase the number of employee though they are using eCRM but they need more customer manager.

- One more important point is, in addition they have to wait more than 3-4 minutes to reach the customer manager. Which create a negative impact on customer mind. Because for solve a single problem they have to spend 6 to 7 taka. So the mobile operator companies suppose to reduce their call rate for their hotline or customer service number. But they have to reduce it up to an optimum level. Because if they reduce the call rate at minimum level then ultimately the call pressure increase dynamically. Then also Cost of waiting time increase substantially.
- Another reason of customer overall satisfaction decrease is take long time to solve the problem. That means when the customer give the complain about their line and other value added service, the mobile operator company take long time to solve their problem. For example overcharging, friends and family number correction, missed call alert problem. Then the companies take 72 hours from customer to solve that particular problem. To achieve the higher customer rate they need to reduce the time gap. And this can be possible when they use high technological software which has higher analytical capability.
- I also want to mention one more things there are some other factors which are directly involve with customer satisfaction rate. These points are Service attitude of Customer Manager and The solution or outcome of the conversation bring some positive result. The service quality also depends on the key person who deals with the customer over the phone. So the companies need to trained their employees such a way that they serve each customer as their first customer. And try to increase their analytical power so they can understand the customer problem within a very short time.

- And other important factor like length of the conversation, understanding capability of Customer Manager, positive behavior from Customer Manager end are acting as a vital role to maintain the company's overall customer satisfaction rate. So companies must create more efficiency to maintain the customer satisfaction.

### *Conclusion:*

Customer relationship management (CRM) is a set of strategies, processes, and associated technology enablers designed to improve the interactions and engagement of customers. It involves not only the use of these systems, but also corporate cultural transformation and ongoing programs with the appropriate organizational framework.

Customer service and support is the main CRM areas. It helps Grameen Phone to retain their present customer, and make a strong bond with the customer which make more profit for the company. And they are successful because they provide the service through their different eCRM tools. For this reason customer get the service instantly. They do not need to go customer service center.

So finally we can say that without eCRM effective and efficient customer service is not possible and also it is not possible to retain existing customer.

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