



Internship report

On

After Sales Service of Grameenphone Ltd.



grameenphone

Submitted To:

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Date: 28/02/2017

28 February, 2017

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Subject: Submission of Internship Report on “After Sales Service of Grameenphone Ltd

Dear Sir:

I am much honored to present you my internship report on “After Sales Service of Grameenphone Ltd: An Insider’s View”. This report mainly concentrates on the after sales services by Grameenphone where I got the opportunity to work.

I would like to thank you for giving me the opportunity to prepare such a report based on the experience I gathered from working there. I hope that you would enjoy and learn a few things while going through this report. If you are willing to have any clarification on any point(s) of the report, I will be available to make that sure.

Sincerely yours,

Kisan saha

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Acknowledgment

At first, I would like to thank the Almighty for helping and giving me the courage and patience to complete this report.

I would like take a moment and thank Grameenphone Ltd. for letting me in and making me a part of it. All the employees have helped me immensely learn so many things about customer service. A special appreciation for my supervisor Ms Munni Roy, who has given me a lot of his precious time and effort in teaching me about my work and how to be the best at it.

I would also like to thank my honorable supervisor Ms Rahma Akhter, BRAC business school, for letting work on topic and helping me prepare this report. The supervision and support that he gave truly helped the progression and smoothness of this report. The co-operation is much indeed appreciated. Without his experienced thought about the report, it could not have been possible.

I would also like to thank all my classmates for all those times when a help of a friend was needed and without the help and cooperation of them throughout my entire B.B.A. life.

Executive Summary

After sales services make up a big portion of business when it comes to achieve customer satisfaction. Grameenphone has been working for quite a good amount of time to be the top organization in that section.

This report basically shades light on the whole customer service portion of the Grameenphone. From this report anyone can gain a good knowledge about the after sales services providing procedure of Grameenphone.

This report is prepared fully based upon the knowledge gathered from experiences. The information shared in this report are totally fresh from the learnings from the working experience.

The customer service of Grameenphone is divided into three sections: Customer Care Center, 121 Hotline and Online Communication. Throughout this report the reader will be able to know the benefits and problems all the related parties of Grameenphone get and face while serving the biggest group of customers.

Apart from discussing the mediums of providing after sales service, the report tells about Net Promoters Score (NPS), a tool to measure the level of customer loyalty that is received and tried to increase through these mediums of customer service. The process of knowing how likely customers are willing to promote Grameenphone also comes with a few benefits and problems.

Also in this report are included how well Grameenphone is doing against its competitors with all its strengths and weaknesses and what the upcoming opportunities and threats are for the company from the external world.

Contents

Chapter 1: Introduction	7
1.1 Origin of the Report:	7
1.2 Objective of the Report:	7
1.3 Scope of the Study:	7
1.4 Methodology:	8
Chapter 2: Organizational part	8
2.1 Grameenphone:	8
2.3 Organgram of Grameenphone:	10
2.4 Services by Grameenphone:	10
2.5 After Sales Services:	11
2.6 Importance and Benefits of After Sales Service:	12
2.7 Types of After Sales Services:	13
Chapter 3: Job Description	15
3.1 Nature of the Job:	15
3.2 Specific Responsibilities of the Job:	15
3.3 Critical Observation & recommendation:	16
Chapter 4: Project	17
4.1 Origin of the Report:	17
4.2 Objective	17
4.3 After Sales Services by Grameenphone:	17
4.4 Grameenphone Centers and Touch Points:	18
4.5 Benefits of Customer Care Points:	19
Benefits of Grameenphone:	19
Benefits of Customers:	20
Benefits of Employees:	20
Problems with Customer Care Points:	21
4.6 - (121, A 24/7 Hotline Number):	22
4.7 Benefits of 121:	24
Benefits of Customers:	24
Benefits of Employees:	24
Problems in 121:	25
4.8 Online Communications:	26
Benefits of Online Communication:	27
Problems with Online Communications:	28
4.10 Net Promoter Score (NPS):	28
4.11 NPS of Grameenphone:	29
4.12 NPS Feedback Call:	30
Benefits of NPS:	32
Problems with NPS:	33
4.13 Customer Service by Other Operators:	35
Chapter 5: Analysis on Grameenphone	36
5.1 Analysis and findings:	36
5.2 BCG Matrix	36
5.2 Contingency plan:	37
5.3 Consumer buying behavior:	37
5.4 Knowledge, Skills, and Abilities	38
5.5 SWOT Analysis of Customer Service by Grameenphone:	39
Chapter 6: Conclusion	41

6.1 Recommendations:..... 41
6.2 Conclusion: 44

Chapter 1: Introduction

1.1 Origin of the Report:

In order to complete the whole B.B.A. (Bachelor of Business Administration) program, an internship program is a must in an organization for a certain period of time. I got the opportunity to work the Inbound Contact Center of Grameenphone Ltd. for a certain period of time.

Preparing a report after the successful completion of the internship period is necessary. So this report is prepared, based on lights of the knowledge and experiences gathered while working in Grameenphone, in the Customer Service division.

As my work was mostly related to customer service, the report is prepared on the activities of the customer service.

1.2 Objective of the Report:

The core objective of the report is to enlighten the reader about the whole after sales services process run by Grameenphone. Although it may seem like an easy task, a lot of effort goes into it. Basically what the reader might get to learn is totally based upon personal experience.

1.3 Scope of the Study:

Although my work in the customer service division wasn't associated with too many works, the work I did there taught me more than I could think of. While working in just one section, I also got to learn about other sections of customer service of one of the largest telecommunication organizations.

So this report doesn't only include discussion about the works I have done, rather it introduces the reader to the whole after sales services process run by Grameenphone, or as they call it: the

customer service. What this report also discusses is how this customer service is measured and how well it is going compared to other mobile phone operators.

1.4 Methodology:

Methodology is the description of the process or methods used in any kind of inquiry or study. As this is an internship report, almost the whole report is written from the experiences and knowledge gathered while the internship program.

Source wise the whole report is prepared from primary data, except a few concepts which are introduced from various publications from the internet. So the information presented in this report is fully new and fresh. As this is not a totally new concept to the world, similar information might be available out there. But as far as the information directly related to Grameenphone matters, it is all pure and unpublished.

Chapter 2: Organizational part

2.1 Grameenphone:

Grameenphone Ltd., also known as GP, is one of the biggest telecommunication companies (TelCo) of Bangladesh right now. GP is the leading mobile operator in the nation in terms of number of subscribers and revenue.

GP was established in 1996 and started their operation as cellular network provider on 26th March, 1997, on the independence day of Bangladesh. At the beginning it was a venture by “Grameen Telecom Corporation” which is a non-profit sister concern of the well-known and Nobel Prize winning microfinance organization and community development bank “Grameen Bank”. Later it joined hands with Telenor, which now owns a 55.8% share of GP. It is also publicly traded TelCo of Bangladesh of which 10% is publicly held with over 39,000 shareholders as of December 2014.

Currently GP is serving over 5.62 crore customers throughout the country with 3G network in all of the 64 districts. While serving this big amount of subscribers, GP works towards the following Vision and Mission:

Vision:

Empower Societies

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

Mission:

“We are here to help our customers”

We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote us.

Values:

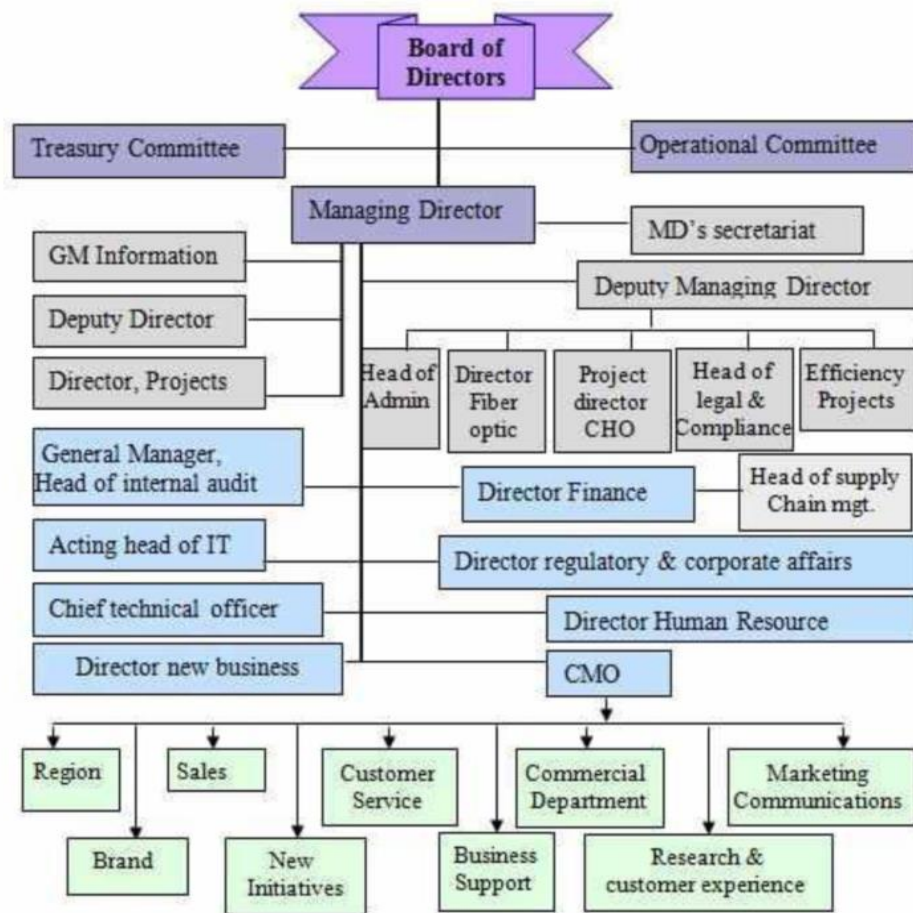
MAKE IT EASY: We are practical. Everything we produce should be easy to understand and use, because we never forget we are trying to make our customers' lives easier.

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

2.3 Organgram of Grameenphone:



2.4 Services by Grameenphone:

As already established, GP is one of the leading mobile phone operators of Bangladesh. So, the main and core service that GP provides to its customers is the cellular network to make phone calls all over the country and the world as well. And since October 2013, GP is giving its subscribers the opportunity to make video calls directly to other GP numbers using 3G network which has reached all of the 64 districts of Bangladesh as of now.

Internet is the second most prioritized product that GP is providing. The number of internet users in Bangladesh is increasing at good rate. The number of mobile internet users of Bangladesh is 5.34 crore till January, 2016. A large portion of this figure is users of GP internet. With this

increasing number of internet users, GP sees 50 million subscribers of internet by the year 2019.

Along with these major services, GP provides a few value added services as well. These value added services are basically all related to the use of their cellular connection. Some of them are:

- Missed Call Alert (MCA)
- Call Block Service (CBS)
- Welcome and Ichchhe Tune
- Various Types of News Services

Another big part of the service line of GP includes the after sales service of their services. Just like most of the products in the markets, cellular connection also requires a good amount of after sales services. Mobile phone connections may require after sales services from the point the phone gets connection till the SIM is turned off for good. This report basically discusses this particular area service by GP.

2.5 After Sales Services:

When a product is sold, all the responsibilities attached with the product doesn't transfer. A responsibility of post selling services still remains with the seller. The services that the seller needs to provide to the new owner of the good after successfully selling it.

In short, after sales services are the set of activities that ensure that the customer is using the product sold and happily and with absolute ease.

As mentioned, after sales services is not just one or two helping tips or acts performed by the seller, these actually include a wide range of services that ensure the product is being used by the consumer with full utilization and the customer is satisfied with the product sold.

The after sales services are also known as customer service. The prime focus of either is to create a positive attitude in the customer about the product so that the customer is retained for future transactions. This even helps the business create a buzz about the product among the consumer society, which is basically through a word of mouth popularity. In current world of highly competitive marketing, a word of mouth is a very important tool to endorse product to the potential customers.

After sales services ensure that the customers are satisfied with the product and are able to get any sort of assistance regarding the product easily from the seller.

2.6 Importance and Benefits of After Sales Service:

After sales service is a very important tool of marketing in the current business world for any sort of business. After sales services play an important role for the product in ensuring customer satisfaction and customer retention. Loyal customers are easily identified through good after sales services. A few of the importance of after sales services and the benefits the businesses get from it are discussed below:

Importance:

- To ensure 100% assistance to the final consumers regarding the proper use of the product to get the information about the satisfaction of the consumers using the sold product
- To be able to help the customers whenever they face any sort of problems regarding the product

- To increase and enhance the popularity of the product by creating a positive post selling attitude among the customer group

Benefits:

- One of the major benefits of providing after sales service is the creation of satisfied customers.
- Creation of popularity with words of the satisfied customers
direct responses from the customers about the product
- After sales services help the business know about the lacking of the product
- Giving the business the opportunity to ensure a better quality of the product based on the responses of the consumers.
- Impressed customers stay with the business also bring new customers.

2.7 Types of After Sales Services:

After sales services is the title for the combination of a good number of activities that businesses perform in order to have a successful marketing system for their sold products. Different organizations provide and prefer different sort after sales services, basically based on the type of products they sell. But considering the overall market, followings are the types of after sales services that businesses are providing:

- Installation: This could said as the first after sales service that businesses provide. Installation services are provided basically by those businesses which sale products that require expertise in getting the product started.

- **Training:** Training is the kind of after sales service that is given mostly for highly technical products that require users to be skilled about the product.
- **Warranty:** This is the most common type after sales service. A warranty is the assurance that the seller gives to the buyer regarding some issues related to the product sold. It is basically given for a specific period of time that ensures free replacement or repair of the product in case it is damaged.
- **Support and Assistance:** This is another big and famous kind of after sales service. This is basically customer service through various mediums upon problems that customers face while using the product.
- **Feedback from Customers:** This is not the typical kind of service. This can be rather said as service for the business. Here, the business goes to the customers and takes feedback about their product for the purpose of making it better.
- **Outbound:** This type of service basically includes approaching existing customers with various new offers or products. Sometimes it includes occasional gifts and special greetings to the customers.

Chapter 3: Job Description

3.1 Nature of the Job:

From the beginning of work time I was assigned in the inbound contact center as a junior apprentice and there I had to receive call as customer manager. After consistent performance and good service I was assigned to perform in quality assurance team. However in the internship period my supervisor gave me special assignment. Under this period I had to evaluate customer insight and give service accordingly over phone. Under special assignment I had the option to appraise the call and got to work with some fantastic hardworking people.

At the beginning of this 10th week my supervisor Md. Asaduzzaman assigned me to the customer relationship management department which works to handle or maintain a good quality relationship with valued customers. This department is working so hard to make customers more loyal also. Special campaign offers are also given from this department to customers.

3.2 Specific Responsibilities of the Job:

- Handling customer queries over the call
- Helping to ensure that inbound operation is running smooth
- Creating database on monthly basis to track down the performance of the employee
- Ensuring Easy and proper service to the customers by creating easy content to develop service acceptability.
- Quality assurance in service
- Assessing the daily service pattern of customer managers

Under special assignment I went to customer relationship management department. This department of customer relationship management is one of the hard working teams of Grameenphone. Mainly this department consists of nine members of decision making. Kamruzzaman sayed vaia is the head of this Grameenphone customer relationship management

team. Under this team many sub teams are working to maintain field level customer relationship. There are three phases of this customer relationship in Grameenphone.

1. Corporate customer relationship
2. Consumer business customer relationship.
3. Highly valued customer relationship.

I was assigned with corporate customer relationship team. Md. Ashique Momin was the main co supervisor of that team. He was very friendly. He took me to the Square pharmaceuticals LTD to visit where more than 450 mobile sim connection of Grameenphone is used as their highly valued customers. All these connections are postpaid. Square is very much satisfied by the service of Grameenphone service quality as their corporate clients. In every quarter of the year Grameenphone arranged a dinner party for their corporate clients I experienced different corporate environment. My supervisor Ms Munni roy also gave me a task to compare the workplace of Square pharmaceuticals and Grameenphone. I found Grameenphone more flexible workplace rather than square pharmaceuticals.

3.3 Critical Observation & recommendation:

One thing that I observed through this week that Grameenphone is been valuing more who are richer customer groups but a significant level of low income group of customers are never inspired that much which is actually a discrimination in a way . Low income group customers need to be more inspired to use Grameenphone because this low income group people are large in number almost more than 80% of overall customers. If for any reason this customer group left Grameenphone will lose their business for sure. So I think every customers need to be treated in same way

Chapter 4: Project

4.1 Origin of the Report:

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4.2 Objective

The core objective of the report is to enlighten the reader about the whole after sales services process run by Grameenphone. Although it may seem like an easy task, a lot of effort goes into it. Basically what the reader might get to learn is totally based upon personal experience.

1. To focus on the business and operations of the company along with the practical experience
2. To discuss about practices that are being held in GP
4. To have the knowledge on performance analysis of Grameenphone.
5. Get an overview on their services.

4.3 After Sales Services by Grameenphone:

The main product that Grameenphone is providing is cellular network. Cellular network is a

product that requires constant after sales service, to be specific 24/7 after sales services are required by the end users. Grameenphone is also working 24/7 to meet up the expectations and necessities of its customers. Grameenphone has a whole big ‘Customer Service’ division in its organogram under marketing.

This customer service division of Grameenphone handles all sort of after sales services for the company. Among the various the types of after sales services, the customer service of Grameenphone majorly does the work of ‘Support and Assistance’. The basic services of Grameenphone only require this sort of after sales services. But Grameenphone also does a bit of ‘Feedback from Customers’ and ‘Outbound’ activities for better customer experience. So the channels that Grameenphone currently has under its customer service division for providing after sales services are:

1. Grameenphone Centers and Touch Points
2. 121, a 24/7 hotline number
3. Online Communications

All of these three departments work under customer service division for providing the best customer service experience to the customers. The whole working process along with the benefits and problems of these three departments are discussed in the following section.

4.4 Grameenphone Centers and Touch Points:

This is the only medium of customer service that provides face to face help and assistance to the customers of Grameenphone. In this process, customers visit a place where there are agents appointed by Grameenphone. These agents are highly skilled in solving problems that customers face in their day to day usage of mobile phones.

Grameenphone reaches most of its customers through this channel of customer service. There are three types of customer service points which provide direct customer service. They are:

- Grameenphone Center (GPC): GPCs are directly owned and run by Grameenphone. All the employees are recruited directly by Grameenphone through their own circulation and they are trained by Grameenphone as well. There are not too many GPCs around the country, only 19. All of these GPCs are established in major districts providing all kinds of solutions to customers regarding their mobile phone problems.
- Grameenphone Center Franchise (GPCF): GPCFs are the customer service points which are not directly run by Grameenphone, but Grameenphone makes sure about the standard of service that is given from these channels through some level of supervision. GPCFs are the ones which are run by any distinct owner but after taking permission and technical support from Grameenphone. GPCFs are also able to provide all sorts of services unless something big and complicated comes up. There are total 73 GPCFs now.
- Service Touch Points (STP): STPs are the most widely spread customer service points. These are established in the remote areas of Bangladesh where Grameenphone cannot reach its customers directly. STPs are little shops where an agent helps the customers with their problems. Usually STPs of an area are maintained by the distribution channel. These points are not able to give solutions to big problems but they can solve the regular smaller problems of the customers such as SIM replacement, internet setting etc.

4.5 Benefits of Customer Care Points:

All these customer service points through their work have been beneficial for three major groups: Grameenphone, the Customers and the Employees and Agents. Some of the benefits received by them are as follows:

Benefits of Grameenphone:

1. Achieving excellence in customer service for better customer satisfaction.
After Sale Service Of Grameenphone Ltd.

2. Getting direct review from the customers face to face at these points.
3. Increased and better marketing of their product through customers directly.
4. Getting better ideas on what can be served to the customers.

Benefits of Customers:

1. Customers are getting solutions to their problems at any place they go.
2. Free of cost service from these points.
3. Opportunity to give feedback to Grameenphone directly.
4. Customers can easily learn newer things, mostly technological factors related to mobile phones and internet, from these points.

Benefits of Employees:

1. Employees are getting opportunities to work near their residence.
2. Direct customer interaction helps them gain more experience and learn about the services closely.
3. Having employment opportunities in the remote areas is helping them make their economic condition better.
4. Grameenphone is giving them an opportunity to help the people who are less educated and unknown to the usage of mobile phones, a chance of serving the nation.

Problems with Customer Care Points:

Every coin has two sides, so does the service points. These customer service points may seem very helpful and beneficiary for Grameenphone and other parties, but there are a few problems which these parties face. So of the problems are given below:

1. Customers do not get a 24/7 service from the service points. Most of these are closed at 7PM. Moreover, to some problems, the customers do not get a prompt service. Sometimes, they need to wait for even weeks to get a proper solution to their problems.
2. Geographical problem is also a big drawback for Grameenphone. Although Grameenphone has tried its best to reach every possible corner of the country, there are lots of places from where a customer service point is far away. Which makes customers reluctant to visit those places to solve their problems.
3. Unskilled agents working at these service touch points creates a big problem for both Grameenphone and the customers. Service points situated in urban areas do not really face this sort of problems, but rural areas lack skilled agents at the service points. This lack of efficient agents causes poor service delivery.
4. Lack of enthusiasm and interest in work is also seen among the agents. Even rough and ignorant attitude towards the less educated or poorer section of customers is also found among agents at some places. This is the result of the payment they receive for serving the customers. Basically the agents do not earn enough money from serving these customers as the process is free of cost, what they get is from some paid services or recharging or commission from Grameenphone.
5. Another problem from customer end is that they respond aggressively at times when they do not get their desired service. At times it is not in the hands of agents for some unknown or unwanted incidents happen in customers' phones, but the customers do not get that and act furiously on the agents which causes another problem.

These are some of the major problems that the groups related to the service by Grameenphone face as a part of direct after sales service.

4.6 - (121, A 24/7 Hotline Number):

Another big and strong portion of Grameenphone customer service is the 24/7 hotline number, 121. All the mobile phones which run on Grameenphone network have the quick and easy option of getting customer service over their phones simply by dialing 121. This number is open for 24 hours a day, 7 days a week and 52 weeks a year; in short always. Except for a few services which require physical presence, almost all kinds of after sales customer services can be availed through 121, which is also referred to as the inbound contact center of Grameenphone.

The hotline number is set as 121 because this number mainly refers to type of service Grameenphone wants to ensure, one-to-one. Which implies that 1 customer of Grameenphone should get to 1 point and get all sorts of services required. That's why Grameenphone works constantly on ensuring that customers get a 'one stop service' from dialing 121 and they do not seek for another source for getting their desired service.

There are two ways of getting service from this 121 number. One, getting the desired service from the Interactive Voice Response also known as IVR and the other is through the help of a Customer Manager. If someone who is not a Grameenphone subscriber wants to call to the helpline then the number +8801711594594 can be dialed, the call is directly transferred to the same IVR as 121 thus same service as 121. More than 100000 calls hit 121 per day.

So whenever someone calls to 121, initially there is a recorded list of services played that can be availed by oneself. In case someone can't find the desired service or the given list doesn't include the required help, he/she can directly get the call transferred to a human agent, customer manager, who tries the level best to understand and solve the problem of the customer.

The IVR in the 121 is fully free of cost for any caller. But whenever the caller presses 9 from the menu which transfers the call to human agents, it starts to charge Tk .60/minute.

There are currently more than 2000 employees working in the inbound contact center. All these employees work in a roster or shift basis. The agents are given a published roster in the beginning of their working period, which consists of 4 weeks.

More than half of these employees are students, who are known as part-timers (PT), from various backgrounds who work in shifting hours, before or after their classes. They can work from 6-9 hours a day but not more than 192 hours a month. The payment is also made in the same hour basis, the more they work, the more they get. The other half of the employees include two types of employees, graduate part-timers (GPT) and full-timers (FT). All the full timers are permanent employees of Grameenphone and rest of employees, PTs and GPTs, are contractual employees.

Grameenphone recruits PTs and GPTs under an apprenticeship model where they are hired for 6 contractual agreements. Each of these contracts are for five and half months. After this period of almost 2.5 years, employees are not hired back. So an employee in the inbound contact center can remain an employee of Grameenphone for at best 2.5 years. Although Grameenphone has started recruiting efficient and well performing employees as full-timers, still most of the employees are working under Apprenticeship model.

Other than agents who directly receive calls from the customers, there are teams with special jobs as well within the inbound contact center. There is a specialized Team dedicated for complicated problems of internet and international roaming, a team just to make outbound calls to customers for offering various offers, a team to call the customers who leave a complaint in the 158 compliant hotline, another team for people who speak in English etc. Other than these teams who work with customers, there are teams who handle these teams, such as:

Recruitment & Employee Involvement (REI): works with recruitment and training
Planning and Intraday Management (PIM): works with rosters of employees and call management
Quality Assurance (QA): makes sure that all the calls are handled with proper

So with the help of these young and hard-working employees, Grameenphone is making sure that every call that hits the 121 is served with full dedication and 100% satisfaction from the customer is ensured.

4.7 Benefits of 121:

Just like customer points, the inbound contact center (as in 121) also gives a few benefits to earlier mentioned groups:

Benefits of Grameenphone:

1. Better scope to serve a lot of customers at a time.
2. Recorded calls help make better future decisions.
3. Earning money through the calls received by agents.
4. Faster solution to major technical problems of the customers.

Benefits of Customers:

1. Customers can get their required service whenever they want it.
2. Customer don't need to travel and can solve their problems and from wherever they want.
3. Opportunity to talk to Grameenphone directly via their own employees.
4. Customers can easily just make a call and get updates about new offers and promotions.

Benefits of Employees:

1. Employees are getting opportunities to work and earn for themselves at a very young age.
2. Employees learn about the corporate culture and behavior and norms while working in

the office under a supervisor.

3. Employees are earning working experience along with their study in respective fields.
4. A few 'not very obvious' facilities from Grameenphone such as: a bank account with Standard Chartered Bank, A 01711 Series Phone Number, Free Internet and Telephone Bill up to Tk 1000, pick-drop services etc.
5. Employees get some real good options of taking leave or doing preferred shift when it comes to their need.

Problems in 121:

Although the 121 hotline is a very quick, simple and easy way to get customer service from Grameenphone, there are a problems that create a bad impression among the customers about the hotline. Even Grameenphone and employees working also face these things. Such as:

1. Customers do not get direct interactions with the customer managers or Grameenphone.
2. Customer pay their own money for the services which Grameenphone should have given for free.
3. At times of crisis, customers wait in the queue for some real good time, which eventually causes them a good amount of money without any fruitful result.
4. As the services are given over the phone, customers do not get quick and fast response at times.
5. A huge number of prank calls and calls misusing the hotline hit the 121 daily.
6. Grameenphone faced a bad reputation when it comes down handling queue in crisis days.

7. Grameenphone has already started losing some good amount of efficient employees because of the apprenticeship model.
8. Getting more employees for handling the ever growing number of calls is getting more costly day by day for Grameenphone.
9. Employees face a challenge in cutting a good result in their studies as the work need a big portion of time from their daily life.
10. Employees, to some extent, get detached from their social life as handling both studies and a job is not an easy task.
11. Some employees face big challenges regarding their roster as the given schedule may create a conflict with their personal work.
12. Many employees are getting or already sick because of the use of their ears for a good amount of time since a long time.

These are some of the major problems that are found in the inbound contact center among various groups. Grameenphone has already taken and is also planning on taking some steps to eliminate these challenges.

4.8 Online Communications:

Another small but growing part of the customer service of Grameenphone is its online communications division. This portion of after sales service mainly handles all the virtual things happening with and around Grameenphone. Online communication basically has three jobs in handling the virtual side of Grameenphone:

- **Facebook**: Grameenphone has only one verified Facebook page which posts and promotes various promotional offers and campaigns of Grameenphone to let their users know about After Sale Service Of Grameenphone ltd.

it. Currently 6,369,033 and counting number of people have liked the page. The employees of online communication not only post about offers, but they also respond to the comments and messages left on the page by the followers.

- Email: Grameenphone has a dedicated email ID for its customers who can directly send an email to that ID with their problems written in it and online communication team works on that problem and tries to reply as soon as possible. The dedicated email ID is: insta.service@grameenphone.com. For the Business Solution customers the ID is: business.solution@grameenphone.com and inst@bill.grameenphone.com for getting postpaid bill update instantly.
- Online Chatting: another job of the online communication team is the online chatting that happens in the website of Grameenphone, www.grameenphone.com. Anyone can simply log in as guest with a Grameenphone number, use a name and chat with the employees. Online communication tries to provide customers with all the necessary information they want. Because of a few limitations, providing all sort of services is not possible through online chatting.

Benefits of Online Communication:

1. As the world is moving towards a more virtual and borderless place, providing a customer service that functions fully online is a big achievement for Grameenphone.
2. Customers living at any part of the country can easily get in touch with Grameenphone sitting in front of their computers if they have an internet connection.
3. Employees get the opportunity to serve the customers without picking up calls. A good number of employees who are in some way or another ill to pick up calls can be easily engaged in this part of customer service.
4. Customers who do not really have the time to visit or call for getting any service can simply

send an email to Grameenphone and get their service without any waiting or cost.

5. Roaming customers can easily make any sort of communication with Grameenphone for customer service through the online team.
6. Facebook has become one big sensation and medium of advertisements for any business. Grameenphone is also taking the best possible advantage of this by campaigning about their services and offers through Facebook. Grameenphone has its own verified Facebook page where the online communication team publishes various offers.
7. This is the only medium of customer service where both the parties get to have Evidence of the services they took from Grameenphone.

Problems with Online Communications:

The following problems are found in customer service by the online communication:

1. Not a large group of customers of Grameenphone has access to the internet, which makes it a small group of people who actually take service from these various mediums.
2. The services that require physical existence of the customer is not possible with this type of customer service.

4.10 Net Promoter Score (NPS):

Every business organization out there wants to grow and go as big as possible in the market. One of the most effective ways to become the market leader is to have the most number of customers and loyal ones. Loyal are those customers who not only buy the product of the business, but also talk and spread the good things about it to other potential and prospective customers.

But how should the business organizations know who are their “loyal” customers and who aren’t?

The answer to this question was finally in a very well established way found by Fred Reichheld, Bain & Company, and Satmetrix. They, working together, developed a management tool called

“Net Promoter Score (NPS)” which helps the business identify their loyal customers who are likely to stay with the business, even might bring more customers.

According to Medallia, one of the largest companies who work with NPS, “The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company’s products or services to others. It is used as a proxy for gauging the customer’s overall satisfaction with a company’s product or service and the customer’s loyalty to the brand.”

The NPS system basically finds the answer to one simple question asked to the customers, “**How likely are you to recommend this business to a friend or colleague?**”

The answer to this question is given by the customers on a scale from 0 to 10. Where 9-10 means highly likely to recommend and the customers who score 9 or 10 are called “Promoters”. The ones who score 7 or 8 are passive and those who score 0 to 6 are called detractors.

The NPS is calculated by subtracting the percentage Detractors from the percentage of Promoters. The percentage is done based on the total number of responses received from the customers.

$$\text{NPS} = \% \text{ of Promoters} - \% \text{ of Detractors}$$

4.11 NPS of Grameenphone:

Grameenphone started measuring their level of customer service and loyalty and satisfaction of customers by NPS scoring in 2013. Initially some field agents used to visit the customers directly and ask them to score the services they get from Grameenphone on a scale from 0 to 10, based on the likelihood to promote Grameenphone to others. In this process it was tough to reach a lot of customers, plus customers hesitated to score openly for the services. So, Grameenphone introduced an IVR based NPS scoring system where the customers were reached through a call from 121

where they heard the IVR and scored by pressing button from their phone.

In the NPS scoring process, the IVR at first asks the customer to press from 0 to 10 as a score he/she would give to Grameenphone based on the last service received, where 0 means not satisfactory and 10 means highly satisfactory and highly likely to recommend to others. After the customer has given score, the IVR provides the customers with 6 categories to choose from based upon which their scoring was. All these 6 categories have subcategories to know the specific reasons which made customers score that number. The categories and subcategories used by Grameenphone for NPS scoring are given later in a tabular.

4.12 NPS Feedback Call:

Once the scoring by the customers is done, the scoring is stored in Medallia with other details. Each agent of 121 gets 30 minutes in their work days every week to make feedback calls to those customers who properly scored and finished the NPS call. When they call, they ask a few open ended questions to get the proper answer for their scoring also about their satisfaction with services by Grameenphone and how likely that they will suggest others to use Grameenphone.

Agents try making 8 successful feedback calls where they have received proper answers to all the questions regarding the services taken from 121. Agents try to reach minimum 5 detractors and 3 promoters so who know why they liked or didn't like the service from Grameenphone.

This is how the NPS process is completed in Grameenphone.

Category	Sub-Category
Touch Point	Waiting Time
	Customer Manager Behaviors
	Efficiency of Customer Manager
	Ownership of Customer Manager
	Understanding of Customer Manager
	Others
Product	Service Activation/Deactivation Process
	SIM Replacement Process
	Bonus and Offers
	Product and Service Quality
	Others
Tariff	GP to GP Call Rate
	GP to Other Operator Call Rate
	Tariff- FnF Call Rate
	Charging/Billing Accuracy
	Others
Internet Service	Internet Speed
	Handset Settings for Internet
	Internet Package Rate
	Activation/Deactivation of Packages
	Others
Network	Network Coverage
	Voice Clarity
	Call Drop Problem

	Others
Others	Communication
	Devices

Table: Categories based on which NPS scoring is done

Benefits of NPS:

NPS is currently one of the most widely used tool to measure customer loyalty and satisfaction. Following are some of the benefits which have made this a very famous way to measure the quality of the after sales services:

1. Knowing thy customers is the biggest achievement that is with the help of NPS. The net promoters scoring system helps Grameenphone know who its customers are and what the things that they want the most are.
2. The level of satisfaction that Grameenphone has been able to ensure for its customers can be easily measurable through the NPS.
3. The main target of NPS was to measure customer loyalty. With the help of the NPS scoring and later the feedback received through feedback calls help the upper management of Grameenphone to measure the loyalty of the customers.
4. Modification of products and services become easier with the help of the feedback received from the customers. Through the NPS feedback call, customers get the opportunity to

express the desires and expectations from Grameenphone. From those information, it becomes easier for the customer service team to identify the loop holes in its service and then it can easily modify the services for a better customer service.

For example, the deactivation of Welcome Tunes service was introduced in the 121 service modality after it was found that lots and lots of customers want this from agents and do not want to do it by themselves.

5. Performance measurement has also become easier for Grameenphone on the basis of the NPS score and the feedbacks received from the customers. For example: the whole touch point section of the NPS scoring is set to measure the performance of the employee. Not Only for employees, but the services can also be measured through NPS. With the result, Grameenphone can easily judge and make improvements in those sections.
6. As getting direct customer response is tough through 121, the NPS feedback call has created a good way to reduce that problem and create better direct interaction with the customers about their experience and expectations from the service by Grameenphone.



NPS.A Preview of NPS scoring in Medallia Tool

Here the Green Portion is Promoters, Red is Detractors and Yellow is Passive Customers

Problems with NPS:

1. The biggest problem that Grameenphone faces with the whole NPS system is the lack of educated customers. Most of the subscribers to whom this NPS call goes to are not too literate. So they just either finish it without proper knowledge about it or they don't finish at all. At times they even score without bearing Grameenphone in their minds at all.
2. The other big problem with the NPS system by Grameenphone is that it only reaches to those customers who call to 121. There are thousands of other customers out there who don't call to 121. This NPS call system totally excludes those customers, which makes the NPS score a bit different. There might be a big portion of loyal customers in that ignored section of customers.
3. Another drawback for the NPS scoring of Grameenphone is the whole design of the NPS Call. The call starts with the scoring question where customer has to press from 0 to 10 and then comes the topics on which the scoring was based. That too has many more sub topics. So this whole big line of topics to choose from makes the customers reluctant about finishing the whole procedure.
4. The NPS scoring call goes to customer only once a month, even when he call to 121. Even if the customer calls to 121 twice or thrice or even more times is 121, just one call goes to them. Which is a problem because not every time customer gets the same kind of service. Each time it must be a different experience for the customer, positive or negative. So when the customer scores just for once, he might be judging one service based on a totally different one. Although the calls ask the customers to score based on the last taken service, not all the customers do that. They judge it based on either the worst service they received among many calls that same day or the best one, which might have solved his SIM.
5. Even if the customer successfully completes the NPS Call and gives his scoring correctly, they do not really get to know whether it will be fruitful or not. All they know is that they just finished some sort of survey. Whether it will be effective or not, whether used for any further development or progress or not is totally unknown to the customers.
6. The scoring factors set by Grameenphone are very rigid. Customers do not get to put any sort of personal or detailed opinion about their scoring in the NPS Call.

4.13 Customer Service by Other Operators:

Although Grameenphone is the market leader in almost all the factors of telecommunication industry including customer service, the other operators are not so far behind. Even in terms of a few points, they have beaten or at least touched Grameenphone when it comes to customer service. For example, NPS. From the records of 2014 it was seen that Banglalink has already beaten Grameen Phone with it a better NPS score. But after working harder on MPs finally Grameenphone has got the first position in 2015.

Also when we talk about the call center, other operators are doing really well when it comes to handling the call pressure. It was seen sad during the precious moments other operators did not take too long to receive a call from the customers whereas it took merely 5 – 10 minutes what agents of Grameen Phone to receive a call.

When it comes to handling a complain either at the call center or at direct service touch point, it has been seen that other operators are taking shorter time period of time to resolve the problems. This is also factor which makes a customer confused about his or her choice of mobile phone operator.

Another benefit that the other operators are getting is the less amount of expenses they in car for providing customer service to their customers. Most of the other operators are giving less financial support to their agents for providing service. This is possible due to the fact that they do not run the call center by themselves, rather they hire a third party who does all the call center related jobs. Whereas Grameenphone has its own customer managers to provide service to the customers, who are recruited and paid by Grameenphone itself. As Grameenphone is a multinational company, the pay scale is very standard and high compared to other operators.

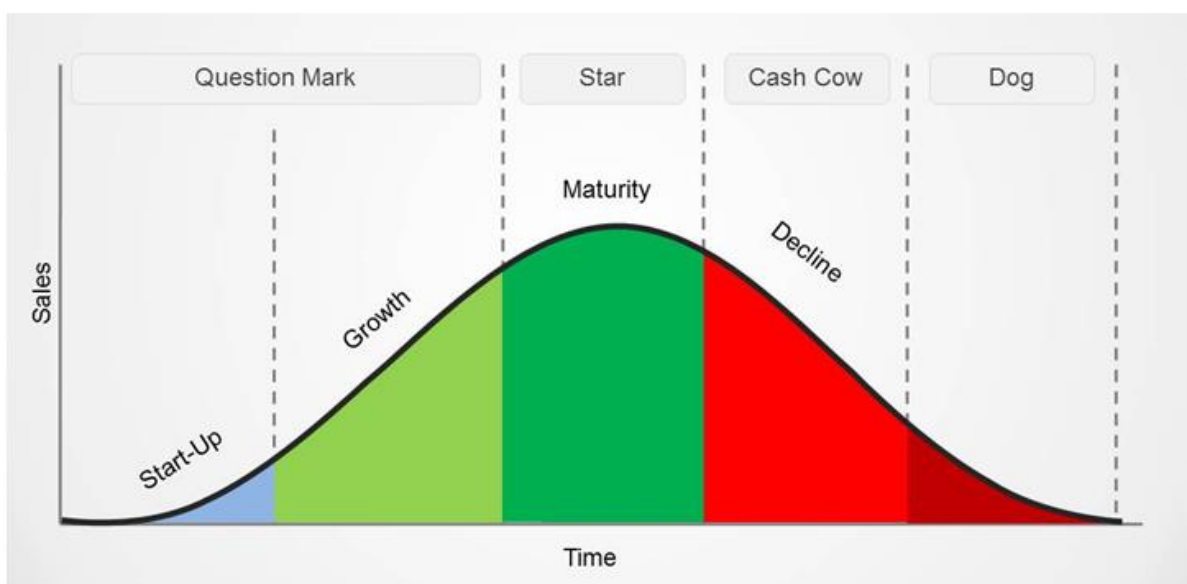
Chapter 5: Analysis on Grameenphone

5.1 Analysis and findings:

Most of the problems of the subscribers are solved by the helpline service. But there are some problems that cannot be solved there. Subscriber need to come physically to deal with those problems. Grameen phone has 18 Grameen phone centers and 611 GPSDs which provide services all over the country. These Customer Relation Centers are situated in the prime divisional headquarters like Dhaka, Chittagong, Sylhet, Rajshahi, Khulna and Noakhali and GPSDs situated all most everywhere in Bangladesh. In these information centers the subscribers can come directly with their problems like billing, address change, SIM change, handset problems, etc. These after sales services are very crucial to keep subscribers satisfied regarding Grameen Phone.

5.2 BCG Matrix:

since Grameenphone is already at the stage where they have covered the growth and becoming mature as the number of targeted customer mostly being acquired and number of competitors have risen. For all of this it is to be said that Grameenphone is currently at the matured stage looking back to their profitability frontier.



5.2 Contingency plan:

- Analyze the market in a regular basis and find out what customers need and want in the area where subscribers are not satisfied like call rate, package speed, and moderate.
- Grameen Phone have to take necessary action to increase customer satisfaction by lowering their call rate, offer different package, speed up their service etc.
- Communicate with the customer in easiest way like sending Bangla SMS & Bangla voice service, so that subscriber can understand all the product and service, most of the subscribers still watch BTV and listen radio so they have to give advertisement in BTV and „Bangladesh betar“ and in this way Grameenphone can increase customer satisfaction.
- Offer various kind of package in their product so that their subscribers can match with their preference.
- Create strong Brand image by different promotional activities which catch people's emotion and feelings so that subscribers will be very much loyal.
- Offer various services with their connection so that subscribers can enjoy various services at a single device.
- Fulfill corporate social responsibilities to create a good image in subscribers' mind. By organizing different events, donating money, do something for the poor people; help the government to give education to the poor children.
- Capacity of the helpline should be increased in the peak hours because in peak hour pressure of calls is high and customers need to wait long time to get the service which decrease customer satisfaction. So recruit more efficient customer manager to increase customer satisfaction.

5.3 Consumer buying behavior:

Mobile telecom sector in Bangladesh has reached at a desired level. Competition in this industry intensifies the urgency of making customer satisfied for corporate profitability and survival in a competitive marketplace. This study is conducted on 140 Grameenphone (GP) users in Bangladesh. The Study reveals that customer extended in respect of age, income, education. Major part of customers uses

value added and multiple operators' service; therefore study indicates the urgency of customer satisfaction. The correlation with the factors leading to customer satisfaction found to be positive except network & signal coverage. Finally, multiple regression analysis indicates that GP's service innovativeness, service reliability, service competitiveness, customer demand fulfillment to be found significant and GP's service consistency, network & signal coverage, pricing policy, quality of the offering, value added service, contribution to society and brand value to be found insignificant for affecting customer satisfaction. On the basis of these findings; study concludes that customer satisfaction is a dynamic phenomenon. Maintaining desired level of customer satisfaction requires corporate proactive responsiveness in accessing, building & retaining satisfied customers for sustainable competitive advantages in market place

5.4 Knowledge, Skills, and Abilities

Today's workplace often requires employees to be independent thinkers responsible for making good decisions based on limited information. This kind of work may require training if the employee does not have these skills. Below there is a list of various competencies that employees may be required to possess in order to perform their jobs well.

- Adaptability
- Analytical Skills
- Action Orientation
- Business Knowledge/Acumen
- Coaching/Employee Development
- Communication
- Customer Focus
- Decision Making
- Fiscal Management
- Global Perspective
- Innovation
- Interpersonal Skills
- Leadership
- Establishing Objectives
- Risk Management

- Persuasion and Influence
- Planning
- Problem Solving
- Project Management
- Results Orientation
- Self-Management
- Teamwork
- Technology

Are any of these KSA's required before the employee is hired? Are the required KSA's included in any job postings or advertisements? Do they need to be?

Techniques

Several basic Needs Assessment techniques include:

- direct observation
- questionnaires
- consultation with persons in key positions, and/or with specific knowledge

5.5 SWOT Analysis of Customer Service by Grameenphone:

SWOT analysis has been a very famous and effective managerial tool for any business in terms of judging the whole or a part of the business. It helps in figuring out the problems with past activities and actions that can be taken for further improvement. This also helps in identifying future risks and options to get over those along with possible ways to get better.

The SWOT is an abbreviated form of Strength, Weakness, Opportunities and Threats. The SWOT Analysis of the Customer Service by Grameenphone is discussed below:

Strength:

- a) The biggest strength for the customer service of Grameenphone is the number of customers it is able to reach throughout the country. Getting most of your customers connected is a big achievement if you really want to ensure the best after sales services.

- b) The strong employee base also helps Grameenphone provide the best possible customer service. Having a huge number of qualified and skilled employee who work just for serving the customers is one big strength for Grameenphone.
- c) The wide range of services Grameenphone is giving to the customers as after sales service is also a big strength for the business. The constant new offers and promotions for a better customer experience by the customers is a very big strength for Grameenphone as it helps them retain to their old customers also bringing some new ones.

Weakness:

- a) One big weakness of the customer service of Grameenphone is the apprenticeship model, which is causing Grameenphone lose the experienced employees of 121 hotline.
- b) Another weakness of the customer service is the expenses. Grameenphone pays the highest amount of salary to its customer managers compared to other organizations with similar type of service providing works.
- c) The time that Grameenphone takes from its subscribers to solve even the simplest of the problems stands as a big weakness for the customer service.

Opportunity:

- a) The biggest opportunity for Grameenphone right now is to make the 121 hotline totally toll free. Daily hundreds of customers call and complain about the money they are being charged for the service that should be given for free, like it is in other countries.
- b) Another opportunity for Grameenphone customer service to grab is the placement of service touch points at even more remote places so that it can benefit more people.
- c) Although with NPS feedback call by 121 agents has brought the customers closer to

Grameenphone, more such and intimate steps can be taken by the customer service to increase the NPS and satisfaction level of the customers.

Threat:

- a) The biggest threat for Grameenphone customer service is the ever getting better customer service by other mobile phone operators. For instance Banglalink, from the NPS scoring of 2014, it was seen that customers more satisfied with the customer service by Banglalink compared to Grameenphone. Even lots of customers call to 121 and say how happy they are with the customer service by other operators.

- b) Another threat for the customer service could be the transfer of ownership. As it was discussed, the customer service, especially the 121, is a costly operation for Grameenphone. So any day soon, Grameenphone might just stop running the call center and may give all the rights and authority to a third party just like the other mobile phone operators.

Chapter 6: Conclusion

6.1 Recommendations:

Grameenphone is one of the biggest mobile phone operators in Bangladesh. The after sales services by this big organizations may seem to be the best but even this has some loop holes which are very much needed to be filled. Although I have not been associated with the organization for a very long time, yet I feel there are some very clear places where Grameenphone needs to work as soon as possible. I might not be the appropriate person, but following are some of the recommendations that I feel are necessary for Grameenphone in order to have a better future in customer service division:

- The first and could be one of the most important recommendation for Grameenphone Customer Service would be to change the apprenticeship model for agents of 121 as this will make Grameenphone lose some of its most knowledgeable and experienced customer

managers.

- If possible, the call rate of the 121 hotline should be reduced as a huge number of customers demand this and would be a really positive thing for customer satisfaction.
- Opening more GPCFs in remote areas of the country as a huge number of people from the customer base are from remote areas. The need personal and direct assistance in terms of customer service.
- There are a few services that the 121 agents are still unable to provide, those should be included in their service modality.
- Recruiting more employees as old and experienced ones are leaving the job creating a lack of man power in 121. Also the customer care centers need more man power to handle customers during crisis moments.
- A better NPS scoring system should be developed so that the customers have a proper knowledge about what they are scoring for and how important this is.

These are some basic recommendations that might help Grameenphone reduce the above mentioned problems related to its customer service.

Assessing, building and keeping customer satisfaction reveals the top most priority in today's competitive business. Customers of a mobile telecommunication service have many options available due to low switching cost, competitive service among the operators. Hence, the urgency of customer satisfaction reveals among them. Satisfied customers are loyal, act as a recommender to potential customers. But building a satisfied customer is not easy job; it cries for many people's sweating. Customer centered philosophy declared customer focal point of corporate success; Network and signal coverage is the core value of telecommunication services. Comparatively the network & signal coverage of Grameenphone is better than those of other telecommunication service provider in Bangladesh. But as this study shows that customer do not find a significant relationship between network & signal coverage and customer satisfaction, this may imply that customer thinks network & signal coverage as the core of telecommunication services and it is

usually expected to have a good network & signal coverage of company increases customer satisfaction by lowering its price the result may be lower the profits. As Grameenphone is the market leader in the telecom industry in Bangladesh with some close competitor Grameenphone should charge slightly higher prices than its competitor that is actually currently doing this company. In the 21st century business environment is very much competitive. Consumer favors the company which plays a positive role in social welfare. At the same time the effectiveness of advertising is decreasing rather consumer is influenced by publicity. And this publicity is the outcome of the CSR activities of a company. On the other hand contribution to society can build a good image of the company which ultimately creates brand value. Thus, it is recommended that Grameenphone should give more emphasize on contribution to social welfare. It can reduce some portion of the advertising cost and divert these on CSR activities.

That's why Grameenphone should keep up and try to increase the quality of network & signal coverage

It is obvious that designing an offering with expected attributes and quality of those offerings according to the demand of customer is very much significant for customer satisfaction. But increasing the attributes within an offering and maintaining the quality of those offerings is not free of cost. Here this study reveals that customer of Grameenphone's are satisfied about their demand fulfillment in terms of offering with their expected attributes, but they are not satisfied about the quality of their offering. So Grameenphone should emphasize on maintaining the quality of their offering rather than to promise for offering with more new attributes. In the 21st century business environment is very much competitive. Consumer favors the company which plays a positive role in social welfare. At the same time the effectiveness of advertising is decreasing rather consumer is influenced by publicity. And this publicity is the outcome of the CSR activities of a company. On the other hand contribution to society can build a good image of the company which ultimately creates brand value. Thus, it is recommended that Grameenphone should give more emphasize on contribution to social welfare. It can reduce some portion of the advertising cost and divert these on CSR activities. Thus, if Grameenphone can ensure and maintain service innovativeness, service reliability, service competitiveness, service consistency, quality & quantity of offering and CSR activities its brand value is expected to increase and which expected to lead customer satisfaction

6.2 Conclusion:

Grameenphone, the largest mobile phone operator in terms of customers, constantly keeps working to retain those customers with the highest level of and the best possible after sales service by any mobile phone operators. There are mainly 3 major channels through Which Grameenphone runs its customer service activities, customer care point, 121 hotline and online communication.

All these mediums have been very successful in their respective job of ensuring the best possible customer service. The result of their effort can be seen through the graph and growth of NPS of Grameenphone, which is getting better day by day. In the tough competition of winning over the hearts of the customers, Grameenphone has also become the leading brand with the highest number of loyal customers, as seen through NPS.

Even though Grameenphone is in the leading position, it never stopped putting more and more effort in making its customer service better. With the help and effort of the employees and customers as well, Grameenphone is working its way towards successful achievement of the opportunities lying ahead using the strengths in the best possible way. Also working hard in getting rid of the possible weaknesses and threats.

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