



Inspiring Excellence

Internship report on

Implementation of Short term loan for Mobile Financial Services of

Grameenphone Ltd.

Submitted to:

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Course: BUS 400

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Letter of Transmittal

29 November, 2018

Ms. UmmulWaraAdrita

Lecturer, BRAC Business School

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Subject: Submission of the Internship report

Dear Miss,

I am really very pleased that I am submitting my internship report on 'Implementation of short term loan for mobile financial services'. I had to go to many places to gather information related to this topic. I have tried to portray the current market condition and potential future problem related to this field. This is a very fresh experience for me to work with such a team who are very much devoted towards their work. I tried to gather as much information as possible and put those in my report. I hope this report will be informative and useful.

Finally, I am really very thankful to my team Business Innovation, Digital Department. Besides that, I want to thank my honorable faculty member for being cooperative throughout the whole semester.

Sincerely,

Rafia Fardous

14104124

Letter of Endorsement

The internship report which is 'Implementation of short term loan for mobile financial services of Grameenphone Ltd' is made to fulfill the course requirement of BRAC Business School. I am confirming that all the information mentioned in this report is acquired by the company from surveys.

(Any opinion or suggestions made in the report are entirely that of the author of the report. The University does not condone nor reject any of these opinions or suggestions)

Ms. UmmulWaraAdrita

Internship Supervisor Faculty

Lecturer

BRAC Business School

BRAC University

Acknowledgement

First of all I would like to show my purest gratitude towards Allah for letting me finish my internship without facing any problem. My topic sounds really interesting and very realistic in terms of current market situation. The more I explored the market, the deeper I felt the problem is. That's why I was very devoted while creating the report.

Secondly, it would have been very difficult for me to write this report without the help of my internship supervisor UmmulWaraAdrita. From believing me to choose this report to checking whether it is right or not, she was always supportive. It wouldn't be this smooth without her help.

Besides that my supervisor of Grameenphone Salwa Bakht, Senior Executive of Financial Services showed some real patience while making me understand the whole process. She was supportive all along so much interested to show me the real scenario of the present condition of the market. I would also like to thank Nur-E-Azam, Executive of Financial Services for helping me during my tenure.

Lastly, I would like to thanks my parents for always believing in me and letting me chase my dream.

Executive Summary

Grameenphone Ltd is one of the leading and prominent Telco companies in Bangladesh. Grameenphone is constantly innovating and providing world class services to satisfy their consumers.

At the very beginning of the report I have given an overview of Grameenphone Ltd and its history. It will give the readers a clear idea about GrameenphoneLtd's activity and mission vision.

In the next part I will be providing organizational structure of the company which will give the readers a clear idea about the structure of the company as well as the management team.

Next part of the report contains an overview of all the functions of Grameenphone mobile financial services. That will be the main focus of my report. Because I have seen the revenue loss of GP due to stock out of the retailers.This is the point where I will be focusing on the most. I have interviewed some retailers as well as the distributors of Grameenphone to define the problem and find out the solutions to the problem.

In the following part I have given my day to day activities in Grameenphone. I have given a detailed and comprehensive overview of my involvement with Grameenphone over the last three months.

I have also mentioned the limitations and learning in the last part of the report. I have also tried to come up with few suggestions from my observations which I believe can be helpful to Grameenphone Ltd.

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1 Introduction

1.1 Introduction of Grameenphone Ltd.

Company Registration No: C-31531 (652)/96

Grameenphone is the largest cellular operator and best telecom service in terms of network, coverage and services. This is the biggest mobile telecom operator in Bangladesh in terms of subscriber (65.3 Mn) and in terms of revenue (128.4 Bn). Grameenphone received its license for cellular phone operations from Ministry of Post and telecommunication, Bangladesh back in March 26, 1997. This company has more than 65.3 Million subscribers as of December 2017. Grameenphone is a joint venture enterprise between Telenor and Grameen telecom.

Telenor is the largest Norwegian company in Norway which own 55.80% shares of Grameenphone .Grameenphone has stepped into its 21th year of operation. This leading company is known best for its brilliant network infrastructure. Besides that they are the trend setter and most of the new innovations of telecom era are initiated by them. Now Grameenphone has 71 million subscribers within Bangladesh who takes part in creating revenue. Customers who are the main part for this organization are known to be very much loyal toward the company and services.

Grameenphone has also contributed in direct and indirect employment for a large number of people over the years in Bangladesh. As at 31st December 2017, Grameenphone had 2,397 permanent full time employees. There are many people in addition to the permanent employees who are directly and indirectly dependent on Grameenphone for their livelihood, people who are working for the distributors, retailers, suppliers, vendors, contractors and other business partners.

1.2 Origin of the report

This report shows a clear idea of my 3 month activity and work experiences after completing Bachelor of Business Administration course program named internship. And I am very happy because I got this opportunity to write my internship report on “Grameenphone Ltd.” Under supervision of Salwa Bakht, Senior Executive, Financial Services. I completed my internship period on the supervision of advisor Ummulwara Adrita, Lecturer, BRAC University. I got full support from my supervisors as well as respected faculty member while writing my report. I tried to show my day to day activities in my report and what I have learnt. The topic of the report is to show the market gap between the demand and supply of liquidity of the mobile financial services of Grameenphone. This liquidity problem causes 40% revenue loss in the remote areas.

1.3 Objective of the report

The primary objective of preparing this report is to fulfill the requirement of internship program of BRAC University. But I had a great experience while collecting data and meeting new people. Besides that I got know about different aspects of Grameenphone Ltd. Some of the other important objectives of preparing this report on Grameenphone Ltd are given below:

- To present an overview of Grameenphone Ltd.
- To analyze the industry
- To analyze the core functions of Grameenphone Ltd
- To analyze the credit stock out problem in details

1.4 Methodology

Primary data: For primary data collection I mostly depended on interviews. I interviewed my line manager and supervisors about my topics. Besides that I went to Gazipur remote area to talk with the retailers who face huge stock out problem. I took in-depth interviews and got to

know about the difficulties they face. Apart from Gazipur I went to Mirpur and Khilgaon to talk to the balance distributors, sales executives and retailers.

Secondary data: For secondary data collection I went to different websites, annual reports and journals.

1.5 Limitations while preparing the report

Time constraint:

Big companies like Grameenphone make the best use of their employees as well as the interns. Though I learned a lot from them but it is undeniable that for the last three months I faced huge workload with limited time frame. I worked for 3 projects at the same time. It was really very hard for me to balance between completing my work and preparing this report. So to work under huge pressure in the limited time frame was one of the major challenge I faced preparing this report.

Confidentiality

Telecom industry is competitive than any other industries of Bangladesh. There is a huge competition among the players. Grameenphone has its code of conduct to maintain the confidentiality among the employees. So being a part of organization like this is very challenging for me to maintain that and prepare the report. So it was not possible for me to mention everything in the report as it will breach the code of conduct and leakage of information to the competitors. I only provided the data in the report which is publically available.

Mismatch between Academic background and functional department:

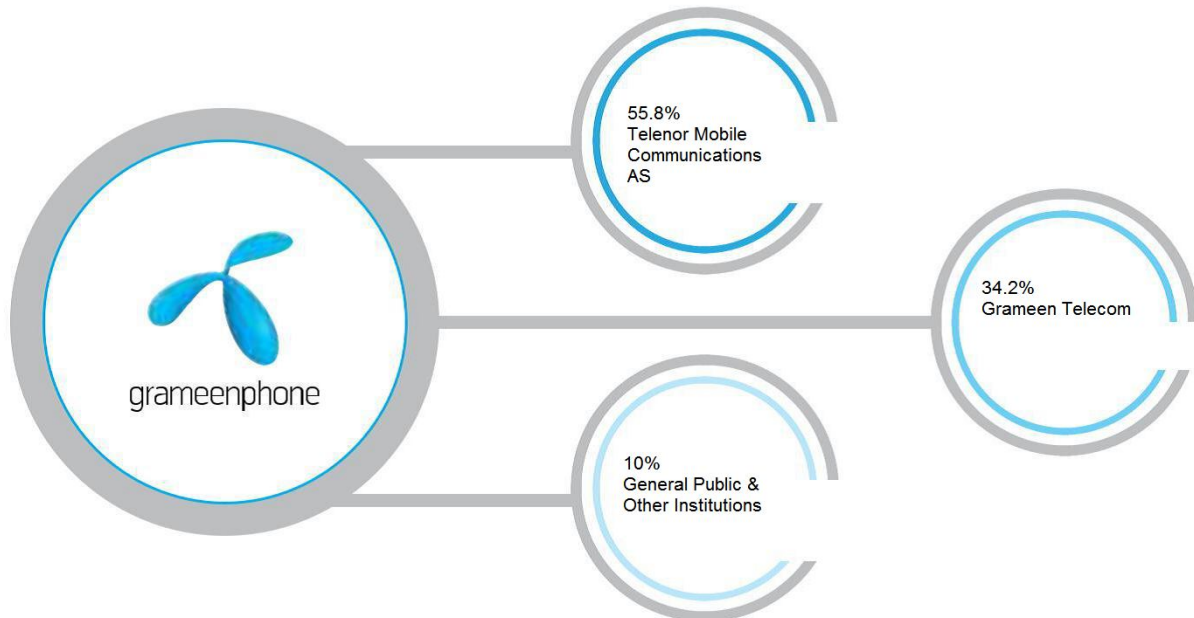
Although I am a Marketing graduate student, here I had to work mostly with Engineers, Finance, Financial services and other department employees as well. I had to do research about their field of work to match their standard. My supervisors and co-workers were very cooperative and they helped me a lot to overcome this barrier.

2 Organizational Overview:

2.1 Industry overview

The telecom industry is one of the most flourished and prominent industries of Bangladesh. The players of this industry are very competitive and aggressive. There is likely to be whole new wave of innovations in value added services as well as data for telecom players. The telecom brands are very proactive when it comes to digitalization. They have been actively participating in every campaign and adding value in the project of 'Digital Bangladesh'. Apart from this digitalization these companies are even participating in creating employment. When this country was lagging behind from new innovation and digitalization, Telecom industry help them to keep up the pace. Besides that this fastest growing industry has already attracted many marketing geniuses, researchers, research companies to explore the opportunities. Researchers are trying to investigate different markets and potentials of those markets. Even multinational giants are taking tech solution from this industry. Now-a-days they are even thinking on going global. Grameenphone is the market leader in telecommunication business of Bangladesh. The total number of Grameenphone subscriber is 65.304, Robi Axiata Limited is 45.258, Banglalink Digital Communications Limited is 33.403, Teletalk Bangladesh Ltd is 3.769 (in millions).

2.2 Share of Grameenphone



Grameenphone is a concern of Telenor group which is one of the leading Norwegian telecom companies. Telenor owns 55.8% ,Grameen Telecom owns 34.2% and 10% of the shares are for general public & other institutions. Being the highest shareholder of Grameenphone, Telenor dominates the most when it comes to dominate the decision making and managerial decision.

Now GP has introduces digital market service where different apps are used in one digital basket. These apps are GP music, GP apps, MyGp app, Gpay, Wowbox, Bioscope, Shoparu, GP online store. Most of the apps are made according to customer’s needs. These apps make customer’s life easier and create a good brand image.

Grameenphone has so far invested more than BDT 278 Billion to build this strong network infrastructure on a nationwide basis. In 2017, Grameenphone invested BDT 14.5 billion. The majority of the investment was for the expansion of 2G and 3G

coverage along with capacity up-gradation to support higher data and voice traffic and improve customer experience. Grameenphone rolled out 1,776 3G sites and 1,010 2G sites in 2017,



increasing the 3G population coverage to 92.6%. With 12,994 sites across the country, Grameenphone currently provides its telecommunication services covering 99.5% of the total population of the country.

Grameenphone is one of the largest tax payers of Bangladesh. The total contribution to government since its inception up until December 2017 was BDT 585.2 billion, of which BDT 61.8 billion was made in 2017. Out of total BDT 585.2 billion, BDT 527.9 billion was made on account of direct tax, VAT and duties through National Board of Revenue (NBR) and Bangladesh Telecommunication Regulatory Commission (BTRC). Grameenphone has been recognized by the National Board of Revenue as the largest corporate taxpayer in the Telecommunication sector, in 2015 and 2016.

With the payment of taxes and the investment in the network, Grameenphone is making a significant contribution to the country's growth and development.

2.3 Corporate Division and Departments of Grameenphone:

Grameenphone is the largest telecommunication operator in Bangladesh which has various departments to operate on day to day basis. Apart from that Grameenphone follows the mixture of centralized and decentralized decision making process. Here top management is responsible for strategic decisions while functional management is responsible for day to day work. The departments of Grameenphone are:

- Commercial Division
- Finance Division
- Corporate Affairs Division
- Managing Director Division
- People and Organization Division
- Technology Division
- Customer experience
- Service Transformation Division
- Digital Division

2.4 Mission, Vision and Values

Grameenphone always bring the best solution in communication and technology so that the people of the country can go beyond.

Vision

“We exist to help our customers get the full benefit of communications services in their daily lives. We’re here to help”

Mission

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

Empower Societies

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

Core Values

- **Make It Easy:** Everything that they make should be easy to use and understand. Besides that they always try to make their customer’s lives easier.
- **Keep Promises:** Everything they should work perfectly. If it doesn’t, they’re there to put things right. They’re about delivery, not over-promising. They’re about action, not words.
- **Be Inspiring:** They are creative. They bring energy and imagination to their work. Everything they produce should look fresh and modern.
- **Be Respectful:** They acknowledge and respect local culture. They want to be a part of local communities wherever they operate. They want to help customers with their specific needs in a way that suits way of their life best.

Brand promise:

Previous: "Stay Close"

At present: "Go Beyond"

GP WAY: Their Way of Work

- It is how they do business
- It's all about living their vision, values, codes, leadership, governing principles in our daily life and deliver upon our brand promise – Stay Close and Go Beyond

Organizational Structure

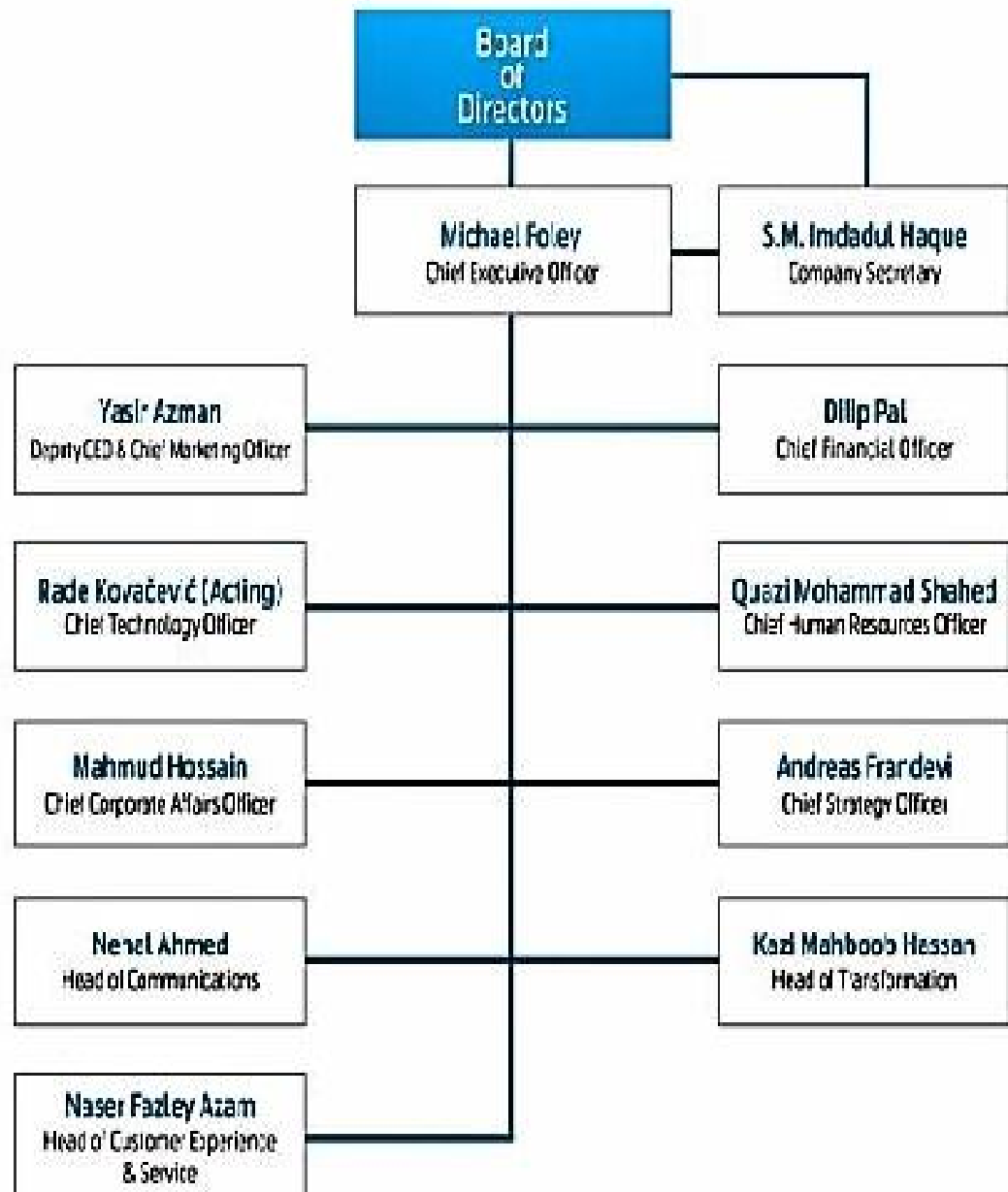
- Flatter organization
- Two growth stream: Leadership & Specialist

Workplace Ethics

- Fortified Codes of Conduct
- Ensured compliance
- Sustainability Consciousness
- Paperless office
- Reduce 15% carbon emission by 2012 & 40% by 2015
- Corporate Transformation: 'Green Company'
- Aware-Engage-Advocate GP employees

2.5 Grameenphone Organizational structure:

ORGANISATIONAL STRUCTURE



2.6 Corporate Social Responsibility of Grameenphone

Grameenphone has always been committed to empower the society with digital solutions. This company always works for the betterment of the society. Right now they are doing these CSR activities:

- Online School-quality education for left out children: Grameenphone wanted to improve the quality system of underprivileged children. That's why they merged with Jaago Foundation and Agni System Ltd. launched an online school in 2011. Their aim is to provide quality education to rural underprivileged students.
- Supporting during Natural Disaster: Grameenphone always plays dynamic role in playing role during difficult moments like flood, storm, building collapse. They are always beside the crisis moment of our country.
- Climate change green endeavor for green business operation: Grameenphone is highly focuses on the sustainable solutions and environment friendly networks. That's why they are concerned with low-carbon society policy. Basically they are prioritizing on low CO2 emission generated by their own operations.
- Online Child Safety-an eye opening study on Bangladeshi children: Along with the agenda of supporting under privileged children Grameenphone is working on safe internet and online safety omission policy. This is one of the many problems that has become a major concern for the parents. In this case Grameenphone can monitor children behavior of children and limit some selected websites which can bring out the negativity in them.
- Safe Internet Workshop-Country wide awareness:Grameenphone has associated with BRAC for countrywide safe internet.

Grameenphone has also done many CSR activities in early years like:

1. Sponsor of Bangladesh Special Olympics Team
2. Sponsor of Bangladesh National Cricket Team
3. Establishment of Blood Bank at Bogra for underprivileged patients
4. Blood donation camps for underprivileged Thalassemia patients

3 Concept Part:

3.1 Defining the problem:

Mobile money is growing so fast around the world. Now consumers don't want to wait in lines to pay bills or recharge their phones. In simple form mobile money allows them to use their mobile phones as virtual wallet. By using this virtual wallet they can pay bills to service providers, transfer money through their phones, exchange physical cash with the help of agents. This is an emerging market in Asia and some countries of Africa. Since this has a very high demand, meeting supply is getting difficult.

Although the aim is to provide faster money solution, the back end value chain is complicated and difficult to manage. There are many layers which makes the process difficult. First of all there are distributors who spread the service across large geographic area. Those distributors then hire sales executives/delivery guys to distribute float to those areas. These retailers are the ultimate touch points for end customers. A customer can avail Mobile Financial Services (MFS) through these retailers. They also get a commission from the parents company. The problematic areas are:

1. Customers go back without taking the service because of stock out problem
2. Because of vast geographic area sales executives miss out some of the retailers
3. No existing loan service for retailers
4. Parent company is losing Return on Investment (ROI) because of stock out problem.

3.2 Looking deep into the problem:

On a rough cut survey done on Bangladeshi customers, it was found that retailers return 30% of the customers on an average day, 33% of retailers in India said that they have to reject customers due to lack of float and Kenyan retailers claim that they cannot serve customers 5% of the time due to lack of float. In Pakistan, majority retailers claimed liquidity to be a major barrier in MFS business.

3.3 Interviews:

A thorough user research in the Bangladesh market resulted in interesting findings. I interviewed 10 retailers, 3 sales executives, 2 distributors and 2 parent company executives to validate the problem. Apart from interviewing the key value chain members, I also had focused group discussions with sales managers, followed Sales Delivery Guys for an entire run to understand the customer journey (participant observation), observed retailers during peak hours and so on. Triangulating all the information from different sources brought us to the following pain points of the value chain.



3.4 Interview outcome

User group	Characteristics	Pain point
Retailers	<ul style="list-style-type: none"> -Bottom of the pyramid -Usually happy with their present condition - 5-10 years in business - Usually they have a very loyal customer base - Earns commission on transaction - Proud and reputed 	<ul style="list-style-type: none"> -Losing out on customers and profit - No instant support for retailers -Retailers can't balance e-money and hard cash whenever they want -Unpredictable customer demand -Limited power on upper management
Sales executives	<ul style="list-style-type: none"> -Distributor: Reseller who hires delivery guys for stock delivery -1000 retailers under a distributor -30 retailer per delivery guy -Delivery guys usually stay in the morning 	<ul style="list-style-type: none"> -Cover either large number or geography of retail -Runs cash handling security risk -Bounded by banking hours -No real-time view of retailer status -Fails to manage delivery routes efficiently -High manpower cost
Parent Company	<ul style="list-style-type: none"> -Licensed MFS provider -Earns Service charge/transaction -Customer loyalty and brand value -Key decision makers and initiative takers 	<ul style="list-style-type: none"> -20% retailers contribute to 80% performance -Diversification risk -Remotest market coverage is still low -Poor customer experience -Difficult to manager robust distribution channel -Gives upper hand to competition

3.5 Market impact:

MFS services are available in more than 92 countries with a huge customer base. This industry processed 269 Billion USD in transaction being served by 4.3 million registered mobile money agents. According to GSMA industry report, mobile money providers process an average of 30,000 transactions per minute. However the end retailers are not able to cater every customer, this results in an industry loss of roughly 3 billion USD every year. This usually happens when demand is higher than supply. This potential revenue loss creates dissatisfaction in that particular industry.

Apart from revenue loss there are also some problems like customer dissatisfaction, loss of reputation in the industry. The beauty of mobile financial service is the transaction speed. The faster the money moves, the more money its players make. But insufficient liquidity management increases the amount of idle money in the market.

If the demand increases dramatically, the problem will be more severe. Besides that the solution will be difficult to execute.

3.6 Solution to the problem

Liquid Eye is a real time market monitoring and electronic balance optimization solution for mobile money businesses. It is a complete digital liquidity management solution to cater to the needs of all value chain members. Firstly, it will provide a smart algorithm which will automatically predict the amount of electronic balance that retailers need to keep which will help optimize their investment. Alongside that, real time interfaces like apps and dashboards with features like real-time updates, remote transfer options will be given to delivery guys and distributors to help them serve the market faster.

Liquid Eye will solve these particular problems:

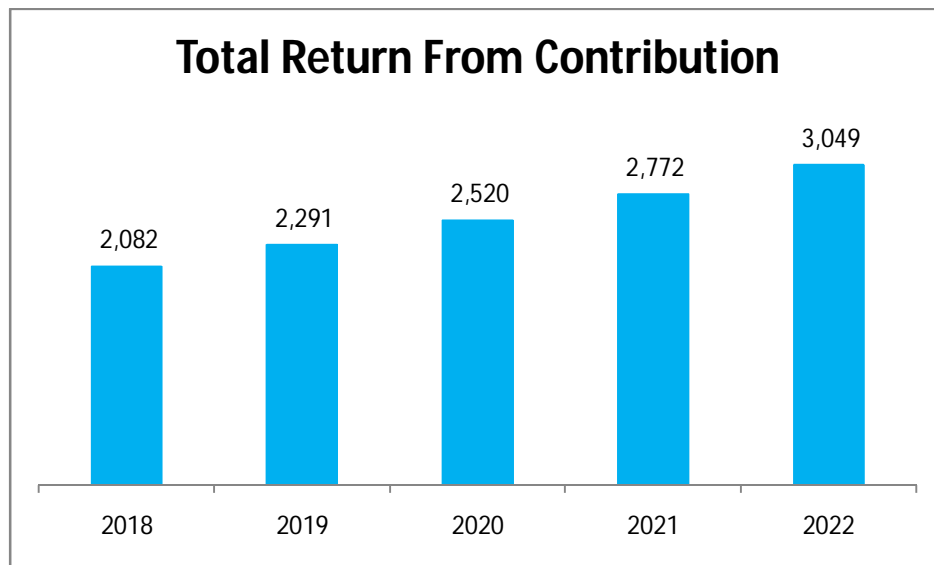
1. Real time update
2. Remote transfer
3. Route suggestion
4. Retailer rating

3.7 Financial Analysis:

I have made a Five year financial analysis where I have found that its impact is significant in terms of the revenue. I have prepared the below financial analysis table where I have covered the revenue, revenue associated cost, general cost and other cost. The revenue and cost of the coming years are forecasted and in line with Grameenphone previous year performance.

Year	2018	2019	2020	2021	2022
Total Revenue	128,400	141,240	155,364	170,900	187,990
Revenue from retailers	109,140	120,054	132,059	145,265	159,792
Current Revenue loss	3,274	3,602	3,962	4,358	4,794
Expected Revenue Gain	2,619	2,881	3,169	3,486	3,835
Cost associated to the retailer	131	144	158	174	192
Promotional Cost	210	231	254	279	307
Transportation Cost	13	14	16	17	19
Other Cost	183	202	222	244	268
Total Cost	537	591	650	715	786
Total Return Contribution'	2,082	2,291	2,520	2,772	3,049

Table: Five year forecasted financial model for the project



The initial return from this activity is 2Bn from first year and then it will improve gradually. I have made a five year financial analysis and found it will contribute a significant contribution in the coming years. After five year we need to revisit the model and then we can also look for the profitability going forward. From the above financial model and analysis I can see the project is profitable and business viable.

Challenges:

I have not considered the Capital expenditure part here as it is not fixed yet. But I have talked with the finance colleague about this issue. If there is a part of Capital expenditure then there will be two part involved, the Hardware and Soft-ware part. Then we have to reevaluate the model including the CAPEX part. We also have to include the depreciation and amortization part in the financial model. If the CAPEX part is not that significant then we can tell from the five years financial model that this project will add significant value to Grameenphone in coming years.

While we are doing the financial analysis we have faced some other challenges as well. But with the help from the different teams it was resolved and taken care well in the end. The following challenges were there while doing the financial analysis:

- Availability of Data
- Educate the Retailers
- Time management
- Fix the parameters
- Ensure documentation

4 Activities undertaken

4.1 Job responsibilities:

It was a great opportunity to work as an intern in of Business Innovation team. This internship was for a specific project named Liquid Eye. Project Liquid Eye and the team won the Local championship in one of the biggest international platform, Ignite Incubator Program hosted by Telenor. As we were working in digital solution for MFS providers, the Liquid Eye team was placed in the Digital Service team for one year period. So, I have the knowledge of both the departments. As being the Local winner, they are given funds to develop their products further with Grameenphone. Ignite's aim is to develop digital products and solutions that can positively impact the societies in the country where Telenor operates in. The project was about developing a solution for liquidity management, which would help the retailers; Sales Executives(SE), distribution house and the parent company to earn more revenue as well as customer can get better service. Liquid Eye Team consisted of 3 initial members later I was appointed as an intern. The team was divided in two parts, one was User Research and another was Technical Research. I was assisting on the user research part of the project.

In the initial days of my internship, my basic responsibilities were simple but it evolved as the time passed:

- Documentation: Throughout my team's training period of Ignite, they developed their idea and gathered many information. Also after the competition has ended, they did 2 market visits.

My job was to analyze those data and make forecast in excel from those data and upload those file in the designated portal so that the SE can see the liquidity position of the retailers as well as the distribution house can have a look through the whole process.

- Transcribe: Before I joined there were already many interviews taken from the stakeholders. So my task was to organize those data and make presentation from the important findings.

-Prepare Questionnaires: My supervisor asked me to prepare questionnaires for other stakeholders and conduct interviews

-Manage and Conduct Interviews: After few weeks, I had to manage some relevant stakeholders of the project and conduct interviews with them like the SE and retailers of different distribution house.

- Prepare Reports: I had to make reports based on my findings from the interview. Some based on their previous collected data and sometimes on the current data, which we are still collecting.

- Analysis: I also had to analyze all the information that were collected and write up summaries give my unbiased opinion on the research findings and find out top retailers and top SE based on their performance.

- Technical Research: As I was performing well, I was also given responsibility on technical research part and create report from portals and various sources.

5 Internship outcome

5.1 Learning outcome and experience:

My internship period started from October 9th, 2018 in Grameenphone Ltd. It is a 3 month period internship program. I have learned so many things from this whole thing. Besides this I got to know my potentials and my strengths. I have done every possible thing to develop my skills and make the best use of my time.

- **Personal development:**

Grameenphone conducts many seminars and workshops to make sure the employees know about the new technologies and every details that can help them in various aspects of life. My team members and supervisors gave me enough room to explore my abilities. During this internship period, my leadership skills, decision making skills, critical thinking skills have improved a lot. Besides I learnt to be patient, cautious and work under pressure.

- **Skill development:**

Before joining Grameenphone I used to be a very introvert person. But my skills in terms of communication, technicality and adaptability have improved a lot. Since I had to engage with almost everyone in my department, I got the chance to talk to them about my improvement areas. I could know their expertise. Beside this I got the opportunity to learn the usage of many hardware and software as well as Microsoft Office/Excel extensively. This has helped me to be more efficient than I was before.

- **Building connection:**

Connection building is one of the most important things to do during internship. I tried maintaining positive relationship with people of different departments as well as my own department. I tried to stay relevant while talking to them which eventually led me to be a part of their team. This helped me in various ways like I got to know about their upcoming project and how they are going to execute those projects.

5.2 Problems I faced during my internship

It was a fun experience for me to work for Grameenphone. But it was very challenging to avail every opportunity to work. It might be a single organization but there are different departments and different people working in there. Though my co-workers and supervisors were super friendly, I still faced some minor difficulties. And they are:

1. As I had to work in a team, I had to report to other three seniors. It was a pressure for me to work in three different projects. Moreover their way of work was different. So I had to face difficulties in term of finding a common medium to explain things to them

2. Grameenphone is a paperless office. Everything done here is digital. I had to face some problem to adopt and get dependent on using laptop and various application
3. For research work I had to talk to other employees of Grameenphone. It was one of the challenges I faced because it was really difficult to communicate with them and get the required information. Moreover, I had to go to different locations to talk to the retailers and sales executives. It was also a challenge for me to get the proper information from them.
4. Another challenge I had to face is that I had to work mostly with engineers and financial officers. I am mentioning it as a challenge because I am a marketing graduate. I had to work very hard to match their standard.

5.3 Influence of this internship on my career plan

There are influences of my internship on my further career plan. From very young age I wanted to work in MNCs. But I wasn't sure from where I can start. Doing internship in telecom industry enriched my knowledge as well as stirred my interest in this industry. I got to know so many things specially the corporate culture. Through this internship I know what I want to do in future and this boosted up my confidence that I will be able to adapt to different culture of different companies.

6 Challenges and recommendation:

6.1 Identified challenges in GP

Turnover:

Grameenphone Ltd one of the most cherished work place for most of the people. This is the top choice among the MNC's where people want to work. From interesting work to salaries and incentives of Grameenphone, everything seems so appealing. But there is always an other side of the story. The competition in telecom industry is beyond imagination in Bangladesh. Meeting

the demand of the customer used to be the biggest challenge for telecom companies. But now it's not just meeting demands. They need to come up with new innovations and new ways to add value in the consumer's life. It is very hard to brainstorm and come up with fresh ideas. Failing to cope up with the pressure many people quit their jobs. This is a great pressure for the companies. Because turnover and recruiting new people adds unexpected expense to companies overall expense. Furthermore recruiting, training and finding suitable people is also time consuming.

Limited Career Growth and Opportunities:

Career growth is one of the most important things in people's life. But keeping the job and working for the company has become a challenging thing for Grameenphone employees because of sudden lay off. This has also created a bad name for the company. This thing makes the employees demotivated. They cannot think the company as theirs, so they don't put 100% effort while working.

6.2 Recommendation

Because of stock out problem 33% customers go empty handed. This is a potential revenue loss for a big company like Grameenphone. There are some measures that can be taken to solve this problem. However, other companies face this problem even more severely than Grameenphone. GP can encourage the support department to work more effectively so that the system problem can be solved. They can monitor the distributor, retailer, and sales executive's performance and motivate them to keep up the good thing. The other measures that can be taken are:

1. Create more accurate forecast to determine which retailers face stock out problem more frequently
2. Sales executives should have at least some idea about potential stock out area
3. Short term loan which have very less commission cut can be introduced. By this both the retailers and parent company can be benefitted.
4. The layer between the parent company and retailer should be reduced

5. Distributors should have more access to the retailer's data. So that they can forecast demands and future stock out.

7 Conclusion

Getting an opportunity to work at Grameenphone was truly a privilege for me. I am really very happy that I got the best supervisors one can hope for. They helped me a lot to collect as much experience during my tenure. Throughout my internship period I have gone through immense pressure for several times but every time I faced any problem they helped me to get through it. I would say my existing skills enhanced and I learned many new things which will always help me in my future. Now I know how to deal with different kind of people and my communication skills got better by time. No matter where I will work next this 3 months experience will always be my favorite. All this knowledge and skills will boost my confidence. Besides this it will help me to become a better person in future. Finally I would like to say that this is a once in a life time experience that I got from here and I will utilize every bit of it.



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