



"CUSTOMER SATISFACTION"

- An Experience with  grameenphone Ltd.





Internship Report

on

“Customer Satisfaction of Grameen Phone LTD”

Submitted to

Anahita Ahmed

BRAC Business School

BRAC University

Submitted By

Marzana Moslem Mouli

ID - 07304087

Dept. –BBS

Submission Date

22nd December, 2011

Chapter- 1

Introductory PART

Transmittal Message

December 22, 2011

Anahita Ahmed

BRAC Business School

BRAC University

66 Mohakhali, Dhaka

Subject: Submission of Internship Report.

Dear Madam,

With due respect, I am submitting my Internship Report on the topic titled “**Customer Satisfaction of GrameenPhone**” as a partial fulfillment of my BBA Program. I have found the study to be quite interesting, beneficial & insightful and tried my level best to prepare an effective & creditable report.

It's my pleasure to inform you that I have already finished my internship in a reputed organization in Grameen Phone Ltd. It was undoubtedly an interesting opportunity for me to work on this assigned topic to enhance my knowledge in the practical field. This report explores the level of satisfaction of the existing customers of Grameen Phone Ltd.

Therefore I sincerely hope that the report would be meeting your expectations and standards and you will find it worth all the labor I have put in it.

Thanking you.

Sincerely yours,

Marzana Moslem Mouli.

Acknowledgement

The successful completion of this report might never be possible in time without the help some person whose inspiration and suggestion made it happen. First of all I want to thank my internship advisor Anahita Ahmed for her kind assistance and co-operation to complete my report in the context of GrameenPhone.

I would also like to thank Mr. Md. Nazmul Ahsan Khan, Value Chain Specialist and my supervisor of Grameen Phone who helped me by providing informative instructions.

And finally I also express my sincere gratitude to all those who participated to prepare the report. Most of them were busy subscriber of Grameen Phone.

Undoubtedly, this assignment would help me in future, thus preparing this report has given me a great moral boost and confidence.

Table of Contents

Topic	Page Number
Chapter 1. Introductory Part	
<ul style="list-style-type: none"> • Transmittal Message • Acknowledgement • Executive Summery 	
Chapter 2. Organizational Part	1-23
<ul style="list-style-type: none"> • Preamble • History • Product/Service Offering • Corporate Social Responsibilities • Organogram & Details • SWOT Analysis • Mission, Vision and Values 	2 2-5 5-14 15-16 16-18 18-22 22-23
Chapter 3. Job description	24-27
<ul style="list-style-type: none"> • Nature of the Job • Specific Responsibilities of the Job • Different aspects of Job Performance • Critical Observation & recommendation 	25 25-26 26-27 27
Chapter 4. Project Part	28-37
<ul style="list-style-type: none"> • Introduction of the Project • Objectives of the Study • Significance of the Study • Sources of the Study • Reasons of choosing Customer Satisfaction • Methodology of the Study • Limitations • CUSTOMER SATISFACTION • Factors • Survey Findings 	29 29 29 30 30 30 30 31 32-33 33-37
Chapter 5. Analysis	37-42
<ul style="list-style-type: none"> Results Contingency Plan Recommendation Conclusion Reference 	42 42-43 43-44 44 45
Chapter 6. Appendix	46-62

Executive Summery

Grameen Phone has been successful to build a superior image in comparison to the other operators. In other words, GP has a clear advantage over the competitors. It has some additional features in comparison to its competitors. It is playing a vital role to increase the subscribers and GP users are mostly satisfied with the initial price of GP connections and handsets. Because, before GP's introduction to the market, mobile phones were totally out of reach to the major part of the current market. Moreover, Grameen Phone subscribers are happy with the country wide network. In spite of this, GP users are not satisfied with service of the company. Considering the importance of customer satisfaction, this project was designed to assess the satisfaction level of GP's subscribers. If GP does not take care of these dissatisfactions and other company enters the market with similar offers, it will be difficult for them to keep current market share intact. A survey was thus conducted focusing on different customer satisfaction factors of Grameen Phone.

Many important factors are acting behind this overall dissatisfaction. Significant dissatisfactions were observed in the factors like quality of air time and network availability, service of helpline, service of info centers, high billing rate, and so on. Customer satisfaction was observed in the areas like initial price, wide network etc. Most importantly, a significant portion of the GP subscribers were found not fully loyal toward the company. The findings of this survey have recently reduced this problem to a limited extent. At this moment GP is trying to reach the customers with various promotional activities and are attempting to make their brand presence felt. Through their significant advances in Bangladesh, they are moving ahead on the track to achieve their goals.

Chapter- 2
Organizational Part

Preamble

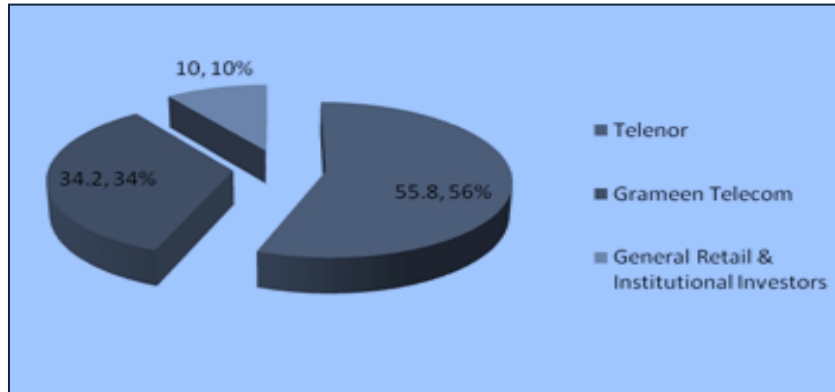
Bangladesh is a developing country where per capita income is very low. Very few people have access to telecommunication and in this situation Grameen Phone (GP), the market leader in the mobile telecommunication industry of Bangladesh, started (GP) their operation. GP with endeavor to provide the best possible technical quality, customer service, and coverage even in the rural areas at the most favorable prices, to as many customers possible in Bangladesh. They are on the mission to develop one GSM cellular mobile communications network in Bangladesh designed with latest computer assisted design technology. They started their business approximately 11 years and since then, they have been operating in the market for a long time. During this time GP went for diverse types of mergers as well as acquisitions. They gained success from the very beginning of their maneuver and were capable enough to hold the success year after year. Their main competitors are BANGLA LINK, ROBI, AIRTEL, CITYCELL & TELETALK. One of the strongest sides of GP is its *customer's service and relationship*.

History

Before Grameen Phone's inception, the phone was for a selected urbanized few. The cell phone was lavishness: a flouting accessory for the select privileged. The mass could not chew over mobile telephony as being part of their lives. Grameen Phone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh and then their name translates to "Rural phone".

GP is a joint venture between Bangladesh and Norway. Major shareholders were Telenor (68%) and Grameen Telecom (32%). In 2008 it went public and resently the shareholder status of the company is Telenor (61.2%), Grameen Telecom (28.8%), Institute (5%), and Public (5%). Telenor is the state owned telecommunication company of Norway which has operations in different countries of the world. On the other hand, Grameen Telecom is the sister concern of Grameen Bank and one of the biggest Non Government Organizations (NGO) of Bangladesh.

The graphical outlook of their contribution is given below:



Grameen Phone was awarded license to operate as a mobile telecommunication service provider in Bangladesh on 28th November, 1996. It officially launched its network on 26th March, 1997, Independence Day of Bangladesh and went into commercial operation on 15th April. Their journey in Bangladesh at a glance :

Date	Operation
June,1998	GP started its services in the port city of Chittagong, the second largest city in the country. Cell to cell coverage in the Dhaka- Chittagong corridor also enabled GP to introduce its service in a number of other districts along the way.
September, 1999	GP started its service in the industrial city of Khulna. Once again, a number of other districts came under coverage of GP because of the cell to cell coverage between Dhaka and Khulna. Earlier in September 1999, it introduced the EASY pre- paid service in the local market. It also introduced the Voice Mail Service (VMS) and the Short Message Service (SMS) and other Value Added Services (VAS).

June, 2000	GP started its services in Sylhet, Barisal and Rajshahi, bringing all six divisional headquarters under the coverage of its network. The service in Barisal region was started after the microwave link between Khulna and Chittagong was completed.
August, 2003	After six years of operation, GP has more than one million subscribers.
November, 2005	GP continues to being the largest mobile phone operator of Bangladesh with more than 5 million subscribers
November, 2006	After almost 10 years of operation GP has over 10 million subscribers. GP has built one of the most extensive infrastructures of Bangladesh and is a major contributor to the development of the national economy.
December 31, 2007	GP becomes one of the largest private sector investments in the country with an accumulated investment of USD \$1.7 billion up to December 2007. GP is also one the largest taxpayers in the country, having contributed nearly BDT 5000 Crore in direct and indirect taxes to the Government Exchequer over the years of which is amount, BDT 1670 Crore was paid in 2005 alone.
January, 2008	Launched BlackBerry first time in Bangladesh for business segment.
August, 2008	Launched Bill-Pay Service.
January & February, 2009	Launch of Phone Back Up, In-flight Roaming Service and GP Internet Modem.
September & October 2009	Launch of Grameen Phone Handset and study line service.
April 2010	Launch of Internet Minipack.
July 2010	Shift to GP's new Headquarter, GP House and Launch of new Network Campaign.

At the end of December, 2010, it has found that so far GP invested more than **BDT 16,797 crore** to build the network infrastructure and becomes one of the largest taxpayers in the country, having contributed more than BDT 22,153 crore in direct and indirect taxes to the Government Exchequer over the years. Now GP has more than 5000 full and temporary employees and

300,000 people are directly dependent on GP for their livelihood, working for the GP dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.



Product / Service offering

GP was the first operator to introduce the pre- paid service and in addition to core voice services, they offer a number of value- added services, in each case on both a contract and prepaid basis. It established the first 24- hour Call Center, introduced value- added services such as VMS, SMS, Fax & Data Transmission Services, International Roaming Service, WAP, SMS - based Push- Pull Services, EDGE, personal ring back tone and many other products and services. Moreover they offer the widest coverage in Bangladesh where the population coverage has increased from approximately 85% in 2005 to above 90% in 2006. Currently the population coverage is 98% (Including voice call and Edge/GPRS) and now they also offer GPRS in most of the country and EDGE in urban areas.

GP's core offering is "air- time" (talking time). It provides this air- time with variations. Their product line is much deeper than its competitors. I would like to briefly focus on different GP products and their features:

Core Products

- **Bangladesh Post Office (BPO):** This is a special type of product of GP, distributed through Bangladesh Railway.

Prepaid Packages

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

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

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



- **Djuice:** Call charge of Djuice, out going to GP operator is 2.00 taka and to other operator is 2.00 taka. All Djuice subscribers enjoy T&T and ISD incoming and outgoing facility. For Djuice package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 2 fnf numbers and talk only .49 taka 24 hour. Community tariff of djuice is .49 taka/ min. This package is not available in market now.

- **Business Solution:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Business Solution out going to GP operator is 1.00 taka and to other operator is 1.20 taka. All Apon subscribers enjoy T&T and ISD incoming and outgoing facility. For Business Solution package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers and talk only .49 taka 24 hour. Community tariff is .49 taka/ min.

- **Ekota:** The price of the prepaid SIM Smile card is 149 taka. Call charge of Ekota out going to GP operator is 1.00 taka and to other operator is 1.20 taka. All Ekota subscribers enjoy T&T and ISD incoming and outgoing facility. For Ekota package Special time and my choice is applicable. In special time, 12 pm to 4 pm and 12 am to 8 am a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers and talk only .49 taka 24 hour. Community tariff is .49 taka/ min.

- **GP Public Phone:** The price of the package is 200 taka. Subscriber gets 1 second pulse for all call from the 1st minute. Call rate .99 taka/min to any number. For ISD out going, ISD charges will be added with .99 taka. They have another option to convert it in to .65 taka per minute plan, but then they have no pulse for talking. Community tariff of Gp Public Phone is .75 taka/ min.

- **Village Phone:** This is a special type of product of GP, distributed through Grameen Bank. This product is sold only for business purpose and especially to underdeveloped

village women. The price of the package is 200 taka. Subscriber gets 1 second pulse for all call from the 1st minute. Call rate .99 taka/min to any number. For ISD out going, ISD charges will be added with .99 taka. They have another option to convert it in to .65 taka per minute plan, but then they have no pulse for talking.

- **Internet SIM:** The price of the prepaid SIM Smile card is 149 taka. Subscribers can use internet and can send SMS with this SIM.



Postpaid Package

- **Xplore:** The price of the prepaid SIM Smile card is 650 taka. Call charge of Xplore out going to GP operator is 1.3 taka and to other operator is 1.30 taka. All Xplore subscribers enjoy T&T and ISD incoming and outgoing facility. For Apon package Special time and my choice is applicable. In special time, 12 pm to 4 pm a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 4 fnf numbers.
- **Business Solution Postpaid:** The price of the prepaid SIM Smile card is 650 taka. Call charge of Business Solution Postpaid out going to GP operator is 1.0 taka and to other operator is 1.2 taka in business hour. All Business Solution Postpaid subscribers enjoy T&T and ISD incoming and outgoing facility. For Business Solution Postpaid package Special time and my choice is applicable. In special time, 12 pm to 4 pm a subscriber can talk in a lower rate .49 taka GP to GP. In this package a subscriber can activate 3 fnf

numbers and talk only .49 taka 24 hour. Subscriber can enjoy 30 second pulse from the 1st minute.

- **Internet SIM Postpaid:** The price of the prepaid SIM Smile card is 200 taka. Subscribers can use internet and can send SMS with this SIM.



Value added services

GP is offering the following **value added services** to its subscribers:



- **Short Message Service (SMS):** With this service, GP's subscribers can send text messages of up to 160 characters from one GP handset to another. The service comes with most of the products, free of monthly charges. Such messages can also be sent to other GSM phones in other networks abroad provided the subscriber has the ISD options with his/her service. The charge of sending SMS is 0.5 taka local and 2.0taka in abroad.
- **Voice Mail Service (VMS):** This service works like an answering machine. Anyone calling a GP subscriber who is out of reach at that moment can leave a message, which the subscriber can retrieve later. The service comes with most mobile products, free of monthly charges.

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

Additional features

GP has set up a number of information hotlines, which can be reached by dialing a three digit number from the handset.

- **Call conferencing:** By this feature, three to nine subscribers can make call conferencing with each other. The charge will be normal out going charge for all of them.

- **Welcome tune:** Subscriber can set their favorites song as their caller tune at a cost of 30 taka per month; Subscribers can set 99 songs at a time.



- **Missed call Alert:** Subscriber can activated Missed call Alert service in their SIM at a cost 10 taka per month, so that if the phone is switch off then when it switch on then they get a alert sms who call them during this period.

What's NEW?



1. GP has introduced a new promotional offer for de-active/inactive subscribers. Under this offer, all GP post paid and prepaid (Shohoj, Bondhu, Aapon, Smile, Spondon, Business Solutions prepaid, Ekota, Baadhon, GPPP, VP, Djuce prepaid, Internet SIM, and Xplore, Business Solutions Postpaid ,GPPP Post, Ekota Post paid) subscribers except BPO, who has been unused since or before 5-OCT-2011 in GP network can enjoy special tariff @ 29 paisa/ min in on-net and 99 paisa/min off-net, from 8 am-4 pm during the campaign period, besides, eligible subscribers will get 29 MB Free(once), per SMS/MMS(On-Net) 29 paisa all day during the campaign period.



2. To meet instant connectivity needs, GP offers most affordable internet pack in Bangladesh. The “Mini pack 3MB” has a data limit of 3 MB and comes bundled with 3 MMS at the price of BDT 9 and has a validity of 3 days. The bundled 3 MB data allowance helps to easily meet social networking and instant messaging needs on mobile phone. It is possible to share precious moments through the bundled MMS without incurring any additional cost.



3. GP brings another technological marvel- *MobiCash Ticketing!* With *MobiCash Ticketing* service, it is feasible to buy Intercity Train tickets or Cricket match tickets in advance from mobile phone.



4. The Android 2.2 platform introduces many new and exciting features for users. As the starter, there is the New Home screen tips widget to assist new users. The Phone, applications Launcher, and Browser now have dedicated shortcuts on the Home screen, making it easy to access them from any of the 5 home screen panels. For the corporate email users will find improved security, Remote wipe,

Exchange calendars, Auto-discovery, Global address look-up features built-in within the email client really helpful and engaging. 2.2 now brings in on-screen buttons within the camera function that will provide easy access via a new user interface for controlling the zoom, flash, white balance, focus, geo-tagging and exposure.



5. GP brings Micro SIM cards for iPhone 4 & iPad users to provide the best experience as well as to make life easy. Micro SIM card is a mini-version of traditional SIM Cards, exclusively required for iPhone4 and iPads. Because of its unique (smaller) size, micro SIMs usually it cannot be used in any other regular handsets.



6. Based on individual subscriber's interests and mobile behavior GP is now designing attractive and customized offers as well. As it is obvious that people will have different preferences, likings and disliking, a generalized offer cannot fulfill individual needs completely.



7. Social networking makes it possible to connect people who share interests and activities across political, economic, and geographic borders. It involves grouping specific individuals or organizations together. Users can upload pictures, write on others profile wall and send short messages, comment on a common issue, post blog entries for others to read, search for other users with similar interests, add people worldwide which bring diversity in one’s social life, and compile and share lists of contacts.



8. Legendary band Souls has joined hands with GP to release their latest album ‘Jam’ in a digital format, exclusively for GP subscribers.

Moreover, GP considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children’s Education Support, higher Education Support for employees, In-House Medical Support and other initiatives. From the very beginning, Grameen Phone placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 400 GP Service Center, 20 GPC Franchise, recharge retailers: 1,05,000+, total retailers: 18000+, distributors: 96, Single hotline which operates 24/7; the country covering all 64 districts. In addition, there are 62 GP Customer Centers in all the divisional cities and they remain open from 8am-7pm every day including all holidays.

Corporate Social Responsibilities

GP defines Corporate Social Responsibility as a admiring combination of ethical and responsible corporate behavior as well as a commitment towards generating greater good in society as a whole by addressing the development needs of the country. GP has adopted a holistic approach to Corporate Social Responsibility, i.e. **Strategic & Tactical**. Through this approach GP aims to, on the one hand involve itself with the larger section of the society and to address diverse segments of the stakeholder demography and on the other remain focused in its social investment to generate greater impact for the society. GP focuses its Corporate Social Responsibility involvement in three main areas : **Health, Education and Empowerment**.

Health

The major problem in this sector is the significant gap between healthcare knowledge and practice and availability of the healthcare services. GP's plan is to engage in programs, especially in the rural areas, that will assist in creating awareness about healthcare and healthcare services and help improve the overall quality of life. Keeping their vision in mind : **we are here to help**; Grameen Phone aim to extend their contribution to the development of the healthcare system and work to provide a brighter and healthier future for the people of Bangladesh.

Education

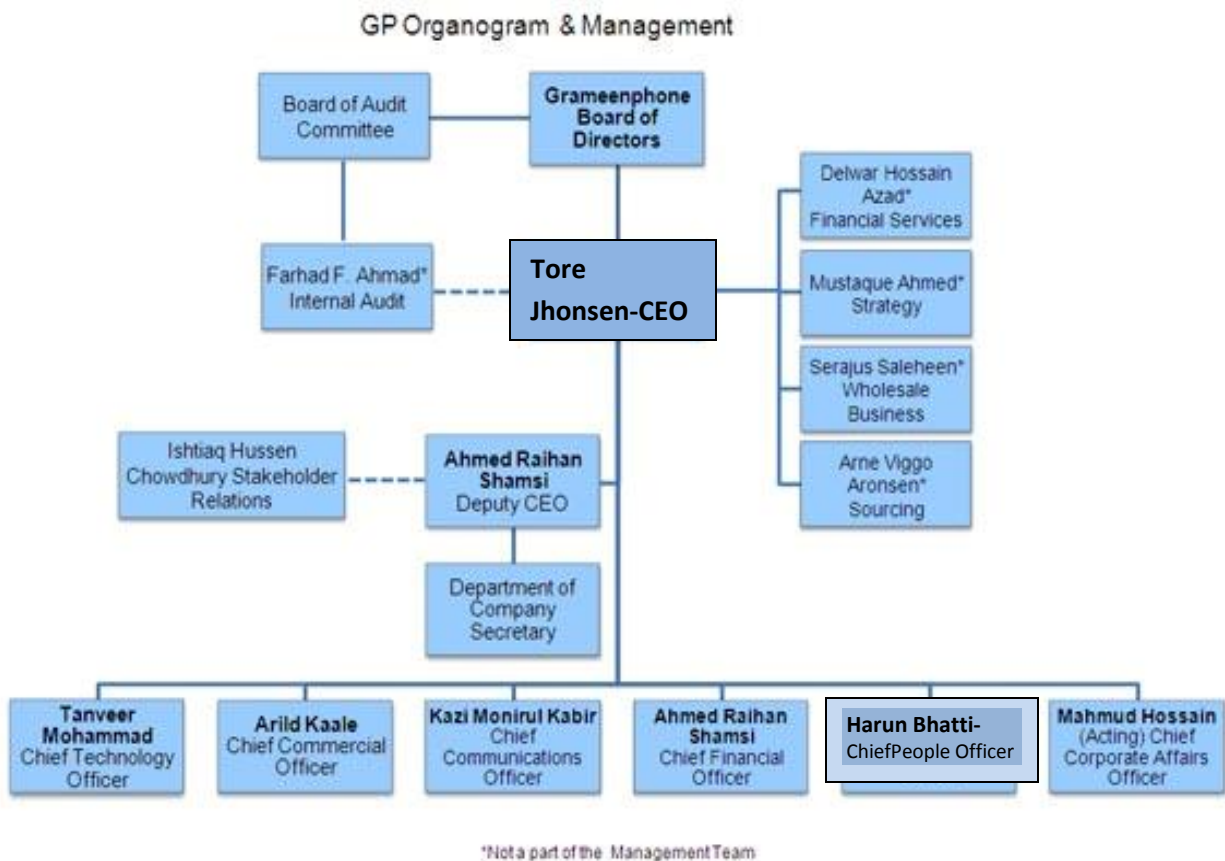
Providing access to education, especially for children from disadvantaged backgrounds who might not otherwise get the opportunity, is the main goal of Grameen Phone's CSR education initiatives. GP plans to focus further to develop an educated and skilled workforce through creating opportunity in capacity development; skilled workforce would in turn be able to create and share knowledge and contribute to the economy of Bangladesh.

Empowerment

GP acknowledge that development and poverty reduction depend on holistic economic prosperity; therefore their aim is to increase development opportunities, enhance development outcomes and contribute towards development of the quality of life of the people through their

CSR initiatives and innovative services. They would like to facilitate empowerment opportunities to the vulnerable people of Bangladesh, so that it enables them to better influence the course of their lives and live a life of their own choice.

Organogram



Divisions at Grameen Phone Ltd

GP follows a mix of centralized and decentralized decision making process-where the top management mainly takes all the strategic decisions while the functional managers have flexibility to take decisions by themselves on a day to day basis. At GP, the Managing Director is

assisted by 9 Senior Executives who heading different departments in the strategic decision are making process. The departmental names of Grameen Phone are given below:

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

Grameen Phone follows a 3-layer management philosophy in Bangladesh. These are Directors, Managers and Officers. The CEO is the top most authority of all the levels. Directors are the departmental heads that are responsible for the activities of their departments. Managers have the authority next to directors. These two layers represent the management level of GrameenPhone. Officers are the next persons to stand in the hierarchy list. They are the typical mid-level employees of GP's organizational hierarchy. These officers are responsible for managing the operational activities and operating level employees and all are equally contributed to Grameen Phone's superior leadership, by carrying out their unique roles. They worked well together, respecting each other's abilities, & arguing openly & without any rancor when they disagreed.

Corporate Affairs Division

❖ Main Objective

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

❖ **Main Responsibilities**

Develop, maintain and implement company strategies, policies and procedures for the functional area which includes:

- Regulatory & Corporate Affairs
- External Relations
- Monitor and control Regulatory & Corporate Affairs activities
- Provide support and consulting to other functions within scope, in order to ensure coordination, business alignment and adaptation of best- practices
- Develop and maintain descriptions of departments reporting to the Head of Regulatory & Corporate Affairs, defining their responsibilities and how work is organized between these departments
- Ensure awareness of, and ability to comply with, legal requirements applicable for the company and its governance documents, including SOA- required internal controls and Codes of Conduct
- Ensure necessary capabilities within function to ensure that the organization is able to meet its current and future business objectives

SWOT ANALYSIS

✓ **STRENGTHS :**

- **Good Owner Structure - GP** has the best owner structure in the telecommunication industry of Bangladesh. Telenor is one of the largest company, which is operating in different countries around the world. Again, in Bangladesh, Grameen Bank is one of the largest NGO, which has the better communication all over the country. Gonofone is also network base telecommunication organization, which has good reputation in USA. Marubini is called one of the Asian tiger organizations for its expansion of Business.

- **Market Leader - GP** is the first organization in Bangladesh, which have reached to the general people. Though City Cell had started their operation beforehand, but they were unable to reach the general people. So, the people are being used to with Grameen Phone. This is a huge advantage of GP.
- **Network Availability** - GP has widest network coverage and a large number of BTS station (Tower) all over Bangladesh. That's why the company can provide better connectivity in most of the area of the country.
- **Brand Name of Grameen Image** - Grameen Bank is well known all over the country because of its appreciable activities in financial sector for poor people in Bangladesh. So, when the name Grameen has been added with this telephone company, the organization gets a huge exposure due to this Grameen image.
- **Financial Soundness** - Because of effective planning, Grameen Phone is able to earn a healthy amount of revenue, which gives them financial soundness.
- **Skilled Human Resource** - All the staff, which are related to GP, are skilled and effective in their own job responsibility. The reason behind this is the Human Resource department of GP follows ethical strategy to recruit new employees.
- **Effective Support Organization** - GP has shared the idea from the employees of Bangladesh Railway and Grameen Bank, who are experienced and was able to provide precious guideline for the operation of GrameenPhone.
- **Access to the Widest Rural Network through Grameen Bank** - Through the help of Grameen Bank, this was easier to GP to reach the rural area of Bangladesh.
- **High Ethical Standard** - To keep the quality of service, GP is strict to follow its ethical standard.

✓ WEAKNESSES

- **Culture Gap:** In Grameen Phone management, employees from different country are existed. Suppose, The Managing director is a Norwegian, Director from technical is

Indian and many more employees come from different country. That's why; some times there may be lack of understanding due to cultural gap.

- **Different Ideas create problem:** In GP, this is highly encouraged to apply new strategy for the better performance. Sometimes it creates problem because employees are used to with the previous strategy.
- **Complicated Pricing Structure:** GP has lots of products. The pricing of these products and their billing policies are different which also difficult for a user to understand.
- **Incomplete Messages through Promotional Activities** – Most of the time the advertisement of GP do no clear the appropriate messages. Not only that, most of them are also so confusing to understand. As a result subscribers get the wrong meaning of what has been said to them.
- **Problem Contained Offers** – Recently all most all of the new offers of GP are having some technical problems. Either they are not working at all or part of the services of those offers is disabled. Not only that, GP is also delaying to solve those problems which is only raising the dissatisfaction level of its subscribers.
- **Different Departments are not Working Together** - The interconnection of the department is little bit weak. The reason behind this, there is no exchange program for employees to work between departments.

✓ OPPORTUNITIES

- **Economic Growth of Bangladesh** - The economic growth of the country will increase the expansion of telecommunication industry. From 1995 to 2006, there is a huge change in telecommunication sector.
- **New and Better Interconnect Agreement** - GrameenPhone is going to have agreement with T&T to have better connection from land phone. The organization has agreement with other operators like AKTEL, City Cell or Bangla Link to have better internal connectivity.

- **Huge Demand for Telecom Services** - The market of telecommunication is expanding. So, this is easy for GP to achieve the major portion of expanded market because of its leading position.
- **Increased Intentional Activities in Bangladesh** - As international activities increased in the country, people need the connectivity not only in the country, but also outside of the country. So, the market for outside of the country is also expanding.
- **Declining Prices for Handsets** – Few years ago the people of low income could not afford mobile phone services due to the high price of handsets. Now the price of handset has decreased and the low income people want to get connected through mobile phone.
- **New International Gateway** - As BTTB has established new gateway to connect internationally, this is easy for mobile phone companies to provide services of ISD call and international roaming.
- **Flexibility of Mobile Phone** - Communication through mobile phone is popular because the land phone connection between inter city is costly. Mobile phones are also easier to carry and because of its lower cost and portability, people are getting more dependent on mobile phones than land phones. So there is a chance to achieve more subscribers and more market share.

✓ **THREATS**

- **More Rigid Government Regulations** - Government is becoming restricted for taking away currency from the country. So, Foreign Company are threatened because they may have risk to back their investment to the country. The government also put restriction for the work permit of foreign employee.
- **Upgraded Technology Used by Competitors** - New mobile phone operator like Bangla Link are establishing their channel with latest technology. Whereas GP is using the stations which are five years old. So, this is the disadvantages for GP.

- **Political Instability** - Political instability is another threat because, with the change of Government, policies are also changed. So, this is difficult for any multinational organization to cope with new policies.
- **Devaluation of Taka** - As the investments occurs in foreign currency, that's why the devaluation of Taka decrease profit from financial point of view.
- **Risky Position of Valuable Resource** - The organizations have a large number of BTS stations which are spread all over the country. Any one can make damage to these BTS station and this is also difficult to arrange proper security for these stations.
- **Non-co-operation of Government for the Revenue of BTTB** - Government des not want to provide the better services from BTTB to other operator due to remain competitive.

Mission:

“Leading the industry and exceed customer expectations by providing the best wireless services, making life and business easier”



Vision:

“We are here to help”

Values:

- ❖ **Make it Easy:** GP is practical. They don't over complicate things. Everything they produce should be easy to understand and use. Because they never forget **that they are** trying to make customers' lives easier.

- ❖ **Keep Promises:** Everything GP sets out to do should work, or if customers don't get it, they are here to help. They're about delivery, not over promising - actions not words.
- ❖ **Be Inspiring:** GP is creative. They strive to bring energy into the things they do. Everything they produce should look good, modern and fresh. They are passionate about our business and customers.
- ❖ **Be Respectful:** GP acknowledges and respects local cultures. They do not impose one formula worldwide. They want to be a part of local communities wherever they operate. They believe loyalty has to be earned.

Chapter- 3

Job Description



Nature of the job

In my 14 week work experience with department of Internet and Broadband, Commercial division, I found two main objectives of them and these are:

- ✓ Drive the Implementation of the overall GP internet/broadband strategy
- ✓ Drive the establishment & development of an organization that is able to handle internet/broadband services throughout GP.

Whole department works with the following products within different team:-

1. Mobile Broadband
2. Fixed Broadband
3. Internet Applications & Services
4. Portals & Content facilitation
5. Content for Internet & Broadband incl. Games & Music & Mobile Marketing
6. Business Data Services
7. Devices for Data, Internet & Broadband

I was assigned under Value-chain Development & Management Team where main focus was on Value-chain establishment, monitoring and initiation of improvement initiatives.

Specific responsibilities of the job

GP Internet *Vision* is to become the # 1 Broadband Access and service providers in Bangladesh. And for fulfilling it, they are in the *Mission* for enabling people, businesses and organizations to enjoy the benefits of internet & broadband by developing the market and securing GP revenue, market-share and profitability through establishing and implementing the overall GP internet/broadband strategy.

Throughout my 14 weeks, I also went through different responsibilities, training, team meeting, event celebration programs etc. First two week of my jobs, I went through some discussion sessions with my supervisor as I was assigned in a project that have to maintain lots of understanding issues. In the training session I was trained about the project of Six Sigma which is using for reducing customers complains for EDGE Activation. Moreover, I had to prepare power point slides using DMAIC Project files with which my supervisor provided training to his subordinates for working effectively on that particular project. I learnt to make diverse types of reports (excel analysis-with different diagrams, pie charts, graphs, documents notes/lectures) for analyzing customers' complains regarding various issues and categories of activating EDGE Connection. At the end of the week , we, all interns of GP were provided a training session for grooming up ourselves for the corporate world and for moving forward towards our career path.

Different aspects of job performance:



- Product & Service Development
- Business-case support
- Pricing & Forecasting support
- Sales Support
- Manage development projects
- Manage product development-portfolio & roadmaps
- Go to Market Strategies & Modeling
- Product & market monitoring & analysis
- Initiation of new projects
- Initiation and follow up improvement initiatives
- Develop and maintain product development processes

- P&L Monitoring & analysis
- Value-chain establishment & monitoring
- Establishment and follow-up of KPIs across value-chain
- Facilitate cross-divisional arenas for value-chain improvement initiatives

Critical observations and recommendations

Undoubtedly, GP is now in the market leader position and their brand value is quite strong. Though their EDGE Coverage is good but still their Network platform has some limitations. In terms of Speed, Provisioning Capacity; it is still not up to the mark. Lack of customer insight, content & apps for smart phones are another problem. Micro-campaign capacity is not sufficient at all. Content Aggregation process and systems are also inadequate.

Above all, there is still a big opportunity for GP Internet as Govt has taken all initiatives for making Digital Bangladesh and now-a-days there is great demand for internet & content among youthful population. Utilizing WiMax partnership and GPIT can increase competence level to synergize business market potential. Introduction of 3G will enhance more lucrative position if they start to pay more attention on their weak points. So instantly they should take some actions like increase level playing fields as competitors are less compliant. Speed perception should be high. As other operators are catching up on network coverage and capacity so they should emphasize on their customers' high price perception of GP Internet. Bangla content and modem branding should be focused strongly. Moreover fixed broadband regulations need more attention. National IPR body should be presented very soon.

Chapter- 4

Project Part

Introduction of the Project

Grameen Phone operates its function with an aim to accomplish two principal targets. Firstly, as with other commercial organizations, it operates in such a manner that it receives a good economic return on the investment. Nonetheless, secondly, it contributes significantly to the economic development of the country in making telecommunication a popular medium for exchange of information. GP, in its operation, has to address a large number of customers throughout the country. It is therefore imperative to get to the customers to know their impression on the services of this important communication medium. This encouraged me to choose the topic of this internship as “**Customer Satisfaction of Grameen Phone**”.

The introductory part of subject under investigation contains the following:

- Objectives of the Study
- Significance of the Study
- Sources of the study
- Reason of choosing customer satisfaction of GP
- Methodology of the study
- Limitations of the Study

Objectives of the Study:

This Program was designed to accomplish two objectives. The objectives were identified through a closer interaction and exchange of views with the management of CMD. The objectives are:

- To find out the satisfaction level of Grameen Phone subscribers.
- To locate specific areas of dissatisfaction of the GP users.

Significance of the Study:

Organizationally Grameen Phone’s growth rate is splendid. But in this age of free market economy and hard competition, it is very difficult to keep up the leadership without mitigating the day-to-day problems in the structural and operational segments and making demand-driven improvement. Companies therefore need to come up with new ideas to remain in healthy competition for business development. They need to maintain the optimum level of their customers’ satisfaction. It is very important for Grameen Phone as well to assess whether its customers are satisfied or not. If the customers are not satisfied, GP can then identify and specify the areas of dissatisfaction and take necessary action to remove the dissatisfactions.

Sources of the study:

Data were gathered from both primary and secondary sources. Collection of data was not that difficult as Grameen Phone Ltd is a leading fast generation private telecommunication Industry in the country. The assignment in such an esteemed industry was a great privilege to collate relevant data to prepare this report.

Reason of choosing customer satisfaction of GP:

Undoubtedly Grameen Phone is a highly growing company and it tripled its subscriber base in the year 2000. In this high growth situation, it might be very difficult to keep customers satisfied. They are using GP's service because of it has a large number of customer to contact. So, if a big player from another industry can capture a sizeable number of customers, it may appear as treat to GP. It is therefore imperative for GP to analyze the customer's opinion in regard to its services and take care of the dissatisfaction, if any, to keep up the market share. This study is aimed at reviewing the prevailing situation to assist GP so that it can take appropriate measures for its improvement if needed.

Methodology of the study:

This study was mainly based on primary data that was collected through direct survey. To accomplish this, a questionnaire was developed that consisted of mainly closed-ended questions. Some data and other necessary information were collected by interviewing officials of GP. These can also be treated as secondary data. Data collection was done on a random basis. The results are represented through bar charts. The research findings came out through analyzing those data.

Limitations of the Study:

GrameenPhone basic strategy is widening its market through its emerging countrywide network. As a result of this strategy, the subscribers are from different segments or from different income levels. Moreover, the subscribers are scattered all over the country. The time constraint confined the study mostly on the data collected in Dhaka zone.

Moreover, it was not possible to get all required internal information of the company as these are treated as confidential to the company. The outcome of the study can thus be regarded exploratory, and may not be treated as absolute for the whole country. In latter case a more comprehensive study is required.

“Customer Satisfaction”



The Customers are in the mainstream of sales oriented services. The success of such companies largely depends on the satisfaction of the customers .The buyers are happy if the product and/or the services meet their expectations. If their requirements do not meet the expectations the buyers become discontented, they are delighted when the performance fulfils their requirements.

Customers’ past buying experiences, the opinion of friends, associates, marketer, competitor information and promises lead to the expectations. Marketer must be careful to set the right level of expectations. If they set expectations too low, they may satisfy those who buy but fail to attract enough buyers. In contrast, if they raise expectations too high, buyers are likely to be disappointed. Dissatisfaction can arise either from a decrease in product and service quality or from an increase in customer expectations. In either case, it presents an opportunity for companies that can deliver superior customer value and satisfaction.

To-day most successful companies have taken the strategy of are raising expectations and delivering performance to match. Such companies track their customers’ expectations, perceived company performance, and customer satisfaction. Highly satisfied customers produce several benefits for the company. Satisfied customers are fewer prices sensitive remain customers for a longer period and talk favorably to others about the company and its products and services.

Although the customer centered firm seeks to deliver high customer satisfaction relative to its competitors, it does not attempt to maximize customer satisfaction. A company can always increase customer satisfaction by lowering its price and increasing its services, but it may result in lower profits. Thus, the purpose of marketing is to generate customer value profitably.

Now, we have a very good idea regarding the importance of customer satisfaction. So, it is also important for the company to know about the satisfaction level of the customers. When any problem is identified, it becomes easier to solve the problem. The next part of this paper has focused on the **“Customer Satisfaction Factors of Grameen Phone”**. It is done through a research survey to find out the customer satisfaction level of Grameen Phone.

Customer Satisfaction Factors of GP:

In mobile telecommunication industry, there are direct and indirect factors that influence customer satisfaction. Here focus on the most important factors that influence customer satisfaction at Grameen Phone which relates basically with after sales services.

➤ Airtime:

Air time is the core offering of Grameen Phone, So, quality of communication network availability, etc, are the most important customer satisfaction factors, quality of airtime depends on the ratio of subscribers and transmission base station. If the numbers of subscribers are increased without developing the network, quality of airtime goes down.

After Sales Services

After sales services is very important in the mobile telecommunication industry. *GP* has extensive after sales customer care tools. Here focus on these step by step.

➤ Helpline:

GP is the first company that introduced 24 hours helpline in Bangladesh. In this part of my paper I tried to focus on the existing operations of the helpline service of *GP* which will enable us to understand the importance of the helpline service.

A *GP* subscriber needs to dial 121 to reach Grameen Phone Helpline. The hotline number has a language option for English, Bangla. It is a computer aided information base to afford immediate access to the information about the subscribers, but the operations are done manually. After dialing 121, subscribers are first welcomed by an automated and standarilized process. Then he needs to wait for few seconds. After that the subscriber reaches the Customer Manager. *CM* starts the conversation with a greeting. The subscriber explains his/her problems to the *CM*.

If the inquiry is regarding general information, the customer relations officer does not need to take help of information system. She/he just provides the information and the subscriber keep the phone.

There are some queries that are much more personalized and the *CM* needs to get into the account of that particular subscriber to provide the service. In some case, the subscriber just keeps the complaint/ request and later action is needed to be taken.

Customer need to pay TK. 1.15 per minute to take the service from helpline.

➤ **Service Desk & Grameen Phone center:**

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 head quarters 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.

Survey Findings:

In order to measure the satisfaction of the customers a series of questions were asked to the customers with the help of a questionnaire, the data from these questions are tabulated below. For clear understanding, the overall satisfaction has been divided into satisfaction with the package and satisfaction with the after sales service. As already mentioned, the survey was conducted among thirty Grameen Phone subscribers; it was conducted in three way direct appointment, over telephone and with the help of email.

I asked total twenty two closed end question to thirty subscribers. In the basis of strongly agree to strongly disagree. So the point of strongly agree is 5, and strongly disagree is 1. So the highest point for a question is 150 (30*5) and the lowest point is 30 (30*1). Here I find out the total point for each question and also find out the average point of each question.

From the total point and average point I divided in to three categories of subscribers, satisfied subscribers and moderate subscribers and not satisfied subscribers.

If the average point is more than 4, then “satisfied subscribers”.

If the average point is more than 3, then “moderate subscribers”.

If the average point is less than 3, then “not satisfied subscribers”.

In the below table (table 1 & 2) show the total point and the average point of each question.

Average point of each questions which I asked to the subscribers	Total point out of 150	Average point
1. Do you get the service what you need when you go to Grameen Phone center?	130	4.33
2. When you call to GP helpline you always get the service?	104	3.47
3. When you buy a new service does it activated quickly?	124	4.13
4. Do you satisfied with the network coverage of the provider?	143	4.77
5. Do you provider fulfill your need with the current product and service?	103	3.43
6. The EDGE service of Grameen Phone is very good?	106	3.53
7. Does the customer manager behave well to you?	129	4.3
8. Does the customer manager carefully listen /give attention to your problem?	123	4.1
9. Does the customer manager provide the right information to you?	113	3.77
10. Do you get the service quickly?	102	3.4
11. Price of Grameen Phone's different package is affordable?	103	3.43

Table-1

From the Table 1, the point in my survey of getting service from a Grameen phone center is 130, so the average point is 4.33 which are high so subscribers are satisfied. But the total point of getting service from helpline is 104 and average is 3.4, so the satisfaction level is moderate in this point.

The total point in my survey of activating a new service is 124 and average point is 4.13 so in this point subscribers are satisfied and about the network coverage subscribers are fully satisfied because the total point is 143 and average is 4.77.

Fulfillment of subscribers need with current product and service which is moderate in customer satisfaction because the total point in my survey is 103 and average point is 3.43. The performance of Edge service is not so good, total point is 1.6 and average is 3.53.

Behavior of customer manager satisfied the customer so the total point is 129 and the average point is 4.3. Customer manager also listen the problems of subscribers carefully. The total point is 123 and average is 4.1. so in area subscribers are satisfied.

Getting the right information is important but subscribers do not get the right information all the time so in this area customer satisfaction is moderate and the total point is 113 and average point is 3.77. The point of speed to getting the service is also moderate subscriber need to long time to get service the total point is 102 and average is 3.4. Price of different package of GP is also not satisfactory it is moderate the total point is 103 and average is 3.43.

From the table-2 we see that in some area from question 12 to 22 subscribers are satisfied and in some area subscriber are not satisfied also there are some areas where subscribers are moderate. In below I discuss all the questions finding elaborately.

<u>Average point of each questions which I asked to the subscribers</u>	Total point	Average point
12. Call rate of GP hotline GP is reasonable?	66	2.2
13. Do you get the customer manager quickly?	64	2.13
14. When you make a complain does your complain settled quickly?	83	2.77
15. GP helpline is very helpful in meeting my queries and other needs?	106	3.53
16. Does your provider contacts you to ensure that complain have been fixed?	74	2.47
17. Does your provider contacts you when a new product or service will come to market?	89	2.97
18. Does your provider follow-up when you need?	62	2.07
19. Different packages offered by Grameen Phone match with your preference?	81	2.7
20. Call rate of GP is reasonable?	47	1.57
21. Do GP concentrate on quality services?	129	4.3
22. If another company comes up with the similar offers, would you still be loyal to GP?	97	3.23

Table 2

Call rate, speed of getting the customer manager and the speed of fixing complains is not satisfactory of GP. The speed is not fast and the call rate is high. The total point in my survey

about call rate is only 66 and average is 2.2 total point of reach customer manager is 64 and average is 2.13.and total point of fixing complain is 83 and average is 2.77.

To getting help about any product and service of GP helpline is the easiest way to getting help. So it is very helpful for the subscribers and this point customer satisfaction s moderate, the total point of my survey is 106 and average point is 3.53.about the follow-up of the complain which subscribers made is fixed or not subscribers do not know all the time in this point gramenphone cannot achieve the satisfaction of the subscribers.

Different package offered by Grameen phone is not always match with the customer preference, the total point of my survey is 81 and average is 2.7 so customer satisfaction is moderate. People believe that Grameen phone provide quality service. In this point most of the subscribers are satisfied, so the average point is 4.3.

If another company comes up with the similar offers, subscribers may switch because in this point customer satisfaction is moderate and they have many options, the average point is 3.23 which means subscribers are not strongly loyal to Grameen phone.

Analysis of the Results:

From each point of my survey I analyze the result.

By analyzing the findings and result I find out that in some point Grameen phone subscribers are really satisfied. In table-3 I showed these points which make subscribers satisfied. That means if these are above 4.

Points where subscribers are satisfied	N	Minimum	Maximum	Sum	Mean	Std. Deviation
1. Do you get the service what you need when you go to Grameen Phone center?	30	3	5	130	4.33	.711
3. When you buy a new service does it activated quickly?	30	3	5	124	4.13	.819
4. Do you satisfied with the network coverage of the provider?	30	4	5	143	4.77	.430
7. Does the customer manager behave well to you?	30	3	5	129	4.30	.702
8. Does the customer manager carefully listen /give attention to your problem?	30	3	5	123	4.10	.759
21. Do Grameen Phone concentrate on quality services?	30	4	5	129	4.30	.466

Table 3

Grameen Phone Subscribers get the service what they need and whenever they need from Grameen phone customer service, the mean of this point is 4.33. So GP achieve customer satisfaction in this area.

Subscribers are satisfied about the activation of new service or product and also they are highly satisfied about network coverage of GP ne the mean f this point is 4.77. So GP need to keep this satisfaction level of the customers.

Subscribers are satisfied about the behavior and attitude of customer managers they behave well and listen carefully the problem of subscribers and provide the right information to the customers. The mean of this the point is 4.3 and 4.1. so the customer is satisfied. By analyzing the findings and result I find out that in some point GP subscribers are not really satisfied. In table-4 I showed these points which make subscribers dissatisfied. The mean if these are below 3.

Points where subscribers are dissatisfied	N	Minimum	Maximum	Sum	Mean	Std. Deviation
12. Call rate of GP hotline Grameen phone is reasonable?	30	1	4	66	2.20	.847
13. Do you get the customer manager quickly?	30	1	3	64	2.13	.730
14. When you make a complain does your complain settled quickly?	30	1	5	83	2.77	1.073
16. Does your provider contacts you to ensure that complain have been fixed?	30	1	4	74	2.47	.973
17. Does your provider contacts you when a new product or service will come to market?	30	1	5	89	2.97	.964
18. Does your provider follow-up when you need?	30	1	4	62	2.07	.868
19. Different packages offered by Grameen Phone match with your preference?	30	1	5	81	2.70	.988
20. Call rate of Grameen phone is reasonable?	30	1	3	47	1.57	.626

Table 4

From the table 4 we can see Customers are not satisfied about the call rate of Grameen phone and the call rate of hotline because the mean is only 2.2 which is very low. Call rate of

Grameen phone is high and to get the service from call center subscribers need to pay high rate. So to increase the level of satisfaction grameen phone need to reorganize their call rate.

Subscribers are not satisfied about the communication of Grameen Phone. They are not aware about the new product and service. They do not get any confirmation whether complain has been fixed or not. It also take long time to fixed the complain. Customers do not get any follow up about their service.

By analyzing the findings and result I find out that in some point satisfaction level is moderate in table-5 I showed these points which make subscribers moderate. The mean if these are above 3 but less then 4.

Points where subscribers are moderate	N	Minimum	Maximum	Sum	Mean	Std. Deviation
2. When you call to GP helpline you always get the service?	30	2	5	104	3.47	.730
5. Do you provider fulfill your need with the current product and service?	30	2	5	103	3.43	.774
6.The EDGE service of GrameenPhone is very good?	30	3	4	106	3.53	.507
9. Does the customer manager provide the right information to you?	30	3	5	113	3.77	.774
10. Do you get the service quickly?	30	2	5	102	3.40	.770
11. Price of Grameen Phone's different package is affordable?	30	2	5	103	3.43	.817

15. GP helpline is very helpful in meeting my queries and other needs?	30	2	5	106	3.53	.681
22. If another company comes up with the similar offers, would you still be loyal to GP?	30	2	5	97	3.23	.898

Table 5

About the call center customer's satisfaction level is moderate. So GP needs to improve their call center or help line to increase customer satisfaction.

Current product and service cannot fulfill all the need and demand of the subscribers, customer satisfaction of this area is moderate. Edge service is also not so good, So GP needs to improve their product and service to increase the level of customer satisfaction.

Customer satisfaction level is moderate about the speed of the service and price of the different package. So GP needs to give concentrate in this issue to increase customer satisfaction.

Grameen Phone has some additional advantageous features in comparisons to its competitors. There is easier access to person to person contract. Before GP's introduction to the market, mobile phones were virtually out of reach to the major part of the current market. Moreover, Grameen Phone subscribers are happy with the country wide network.

However, there is dissatisfaction among the GP users with the service of the company. Many important factors are acting as reasons behind this overall dissatisfaction. Quality of airtime and network call rate is not satisfactory. Different package is not match with subscriber's preference. Grameen Phone connections are difficult to reach sometimes. It so happens that the subscribers used to pay extra money to get the access. This is especially true for prepaid service. It is encouraging that very recently situation has improved to a certain extent bases on the findings in this report.

The GP helpline is an important customer care tool. But it is also in shortage of capacity. Subscribers need to spend significant amount of time to reach the helpline. So they have to pay extra money for that. Complains is not solve quickly. Behavior of the helpline CM is also

sometimes unmanageable. They are to handle continuous queries. So it may so happen at times the CMs cannot keep up smiling voice and amenable behavior.

Most of the subscribers are not happy with the billing rate of GP. They think it is too high in the context of Bangladesh, But they are still using the service as GP is still more easily accessible. Many newer companies are coming up with the lower price; it is thus a great challenge to GP to face.

Results:

As my discussion shows, GP is doing great in its business. Their market share is significantly high. The mobile telecommunication industry is also growing at a significant pace. But, if we assess the external environment, we find, the path for Grameen Phone is not that smooth. The service of GP is extensively dependent on BTTB (Bangladesh Telephone & Telegraph Board). In many cases, GP did not get full support of the government owned department. Grameen Phone need to improve their product and service continuously to satisfied their subscribers. Because in service related organization Customer satisfaction is very important, and GP provide service to their subscribers and they need to find out where and why subscribers are dissatisfied and improve the situation to retain the subscribers.

So, it has the scope to enhance and strengthen its market position. To do so, they need to put more stress on their policies like efficiency, quality, innovation, and customer responsiveness. If everything goes right, with least risk I can say, GP is headed towards a bright future.

Contingency Plan (Possible strategies to improve customer satisfaction):

- ❖ 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 understands 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 Grameen phone 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.

Recommendations

Following those recommendations, Grameen Phone can eliminate the dissatisfactions and thus earn a sustainable distinct competitive advantage to continue their market leadership.

- GP should earn flexibility to be able to reduce the bill. Currently it should take into account that others are offering lower price packages.
- Capacity of the helpline should be increased in the peak hours.
- Customers should be made aware of the waiting charges they are to pay to be in queue in getting the services from the call center.
- To improve the load on the network, the existing capacity should be improved to fulfill the need of the customers.
- Customers face difficulties in payment of bill on bank holidays. It would be convenient for them to introduce payments card.
- Network development should be steady; GP should never sell connections in excess to its capacity.
- Capacity of the Grameen Phone Center (GPC) should be increased to reduce the stress of the subscribers.
- Different programs should be taken to educate the subscribers regarding different essential features of mobile phone.

- Grameen Phone should take extensive program to build a positive image among their users. In this process they should try to eliminate the misconceptions of the users regarding GP.

At the end:



Grameen Phone is a truly transparent company that operates at the highest levels of integrity and accountability on a global standard. ”. Since its inception, Grameen Phone has been driven to be inspiring and leading by example, when it comes to being involved in the community. Though at the present time most of the subscribers are not happy with the billing rate of GrameenPhone, as think it is too high in the context of Bangladesh but they are still using the service as they do not have any alternative to switch to. If others come up with lower price, GP might face challenge. So under these circumstances, now GP is doing their best to remove all displeasure. Grameen Phone always considers that good development is good business while they maintain their business focus, taking the nation forward remains their top priority. Thus their relationship with Bangladesh is built on a partnership which strives to achieve common economic and social goals. GP accept as true that, sustainable development can only be achieved through long term economic growth. Grameen Phone believes by the statement, "Development is a journey, not a

destination." Their work is not just about ensuring connectivity; it is about connecting with people and building relationships, based on trust, with subscribers, business partners, employees, shareholders, as well as the wider community. Therefore, as a leading corporate house in Bangladesh GP intend to deliver the best to their customers, business partners, stakeholders, employees and society at large by being a partner in development.

References

Web Site: www.grameenphone.com

Divisional Annual report (Customer Management Division)

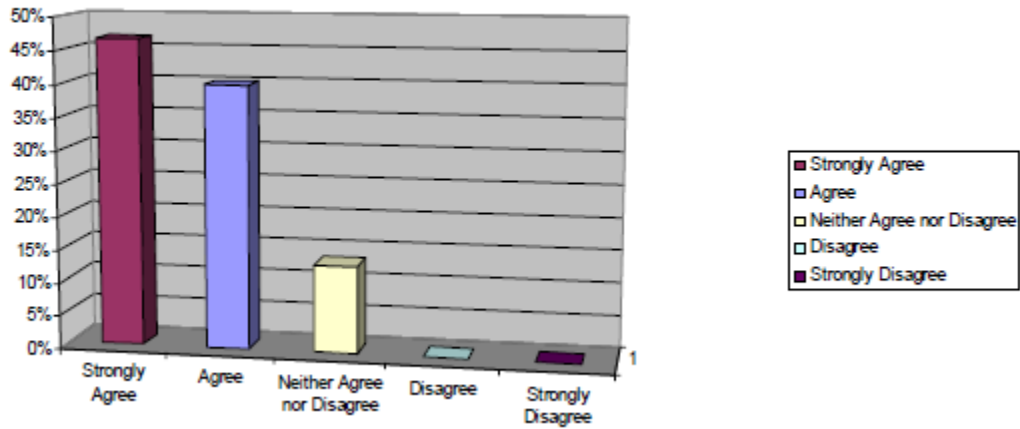
Intranet of GrameenPhone.

Chapter- 5

Appendix

Q1. Do you get the service what you need when you go to GrameenPhone center?	
Strongly Agree	47%
Agree	40%
Neither Agree nor Disagree	13%
Disagree	0%
Strongly Disagree	0%

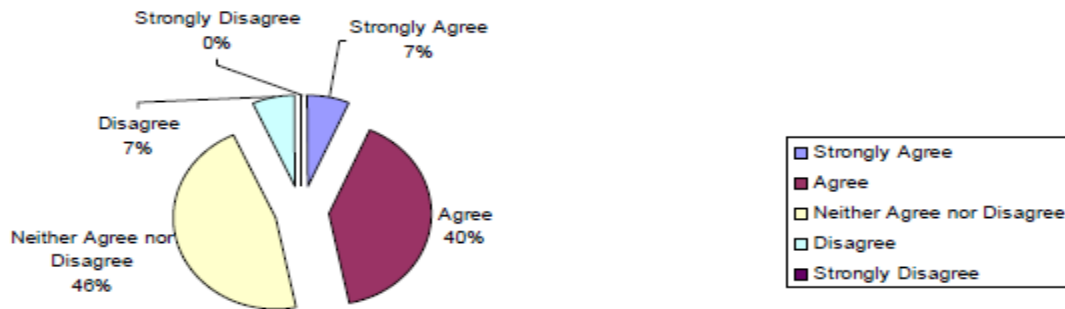
1. Do you get the service what you need when you go to GrameenPhone center?



Q2. When you call to GP helpline you always get the	
---	--

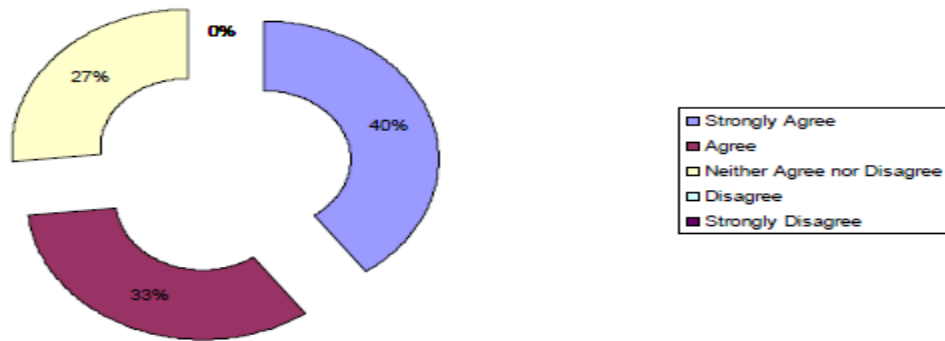
service?	
Strongly Agree	7%
Agree	40%
Neither Agree nor Disagree	47%
Disagree	7%
Strongly Disagree	0%

2. When you call to GP helpline you always get the service?



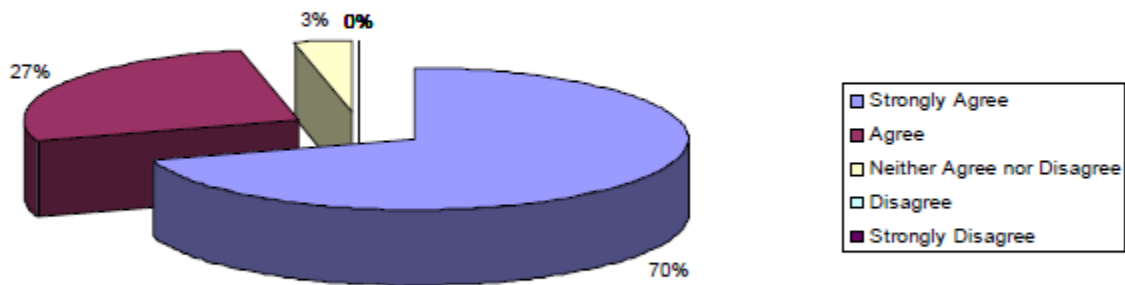
Q3. When you buy a new service does it activated quickly?	
Strongly Agree	40%
Agree	33%
Neither Agree nor Disagree	27%
Disagree	0%
Strongly Disagree	0%

3. When you buy a new service does it activated quickly?



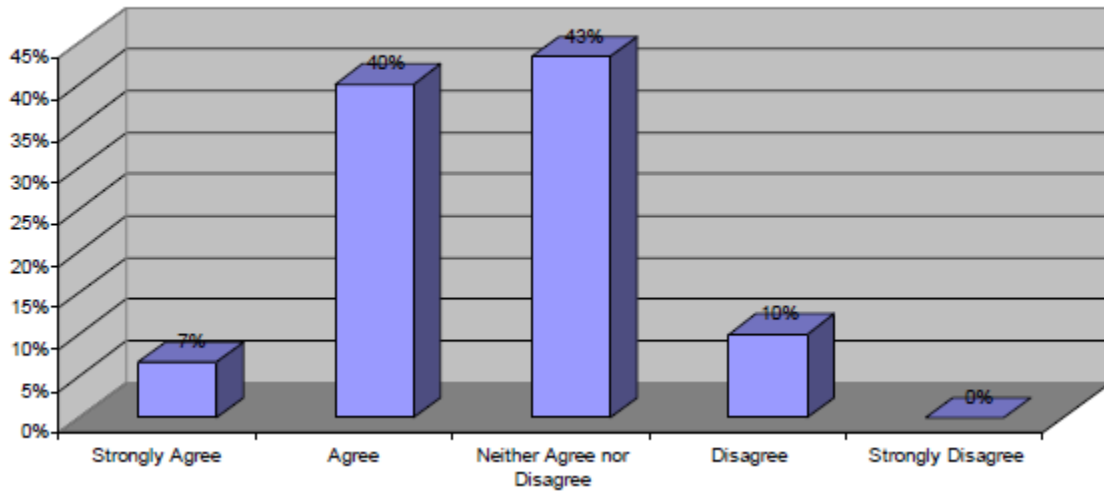
Q4. Do you satisfied with the network coverage of the provider?	
Strongly Agree	70%
Agree	27%
Neither Agree nor Disagree	3%
Disagree	0%
Strongly Disagree	0%

4. Do you satisfied with the network coverage of the provider?



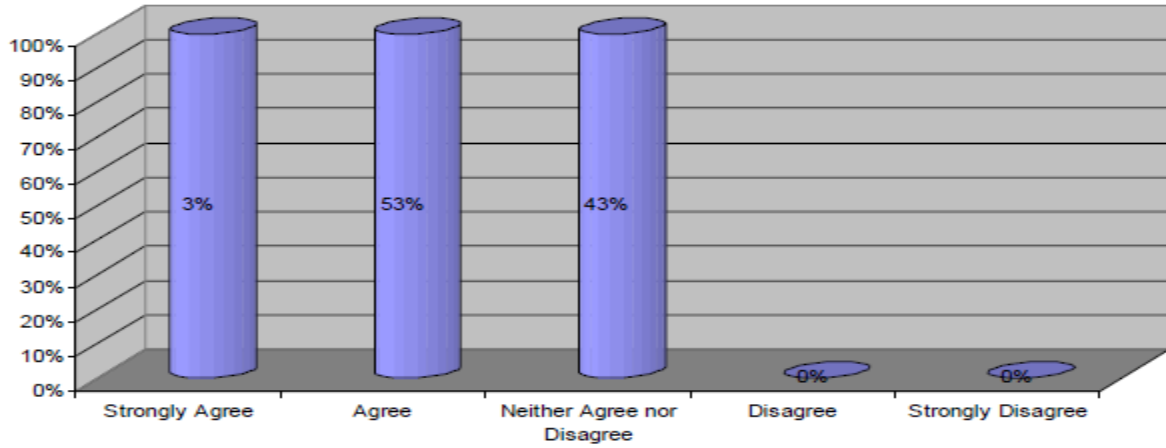
Q5. Do you provider fulfill your need with the current product and service?	
Strongly Agree	7%
Agree	40%
Neither Agree nor Disagree	43%
Disagree	10%
Strongly Disagree	0%

5. Do you provider fulfill your need with the current product and service?



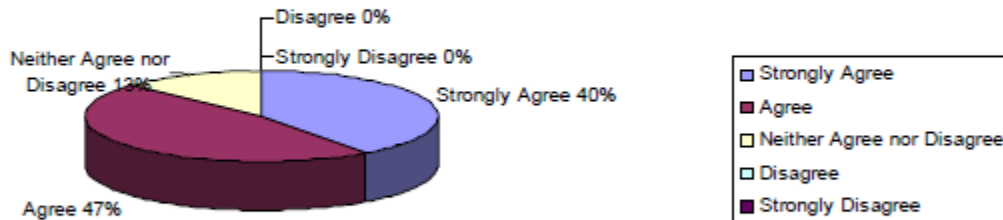
Q6. The EDGE service of Grameen Phone is very good?	
Strongly Agree	3%
Agree	53%
Neither Agree nor Disagree	43%
Disagree	0%
Strongly Disagree	0%

6.The EDGE service of GrameenPhone is very good?



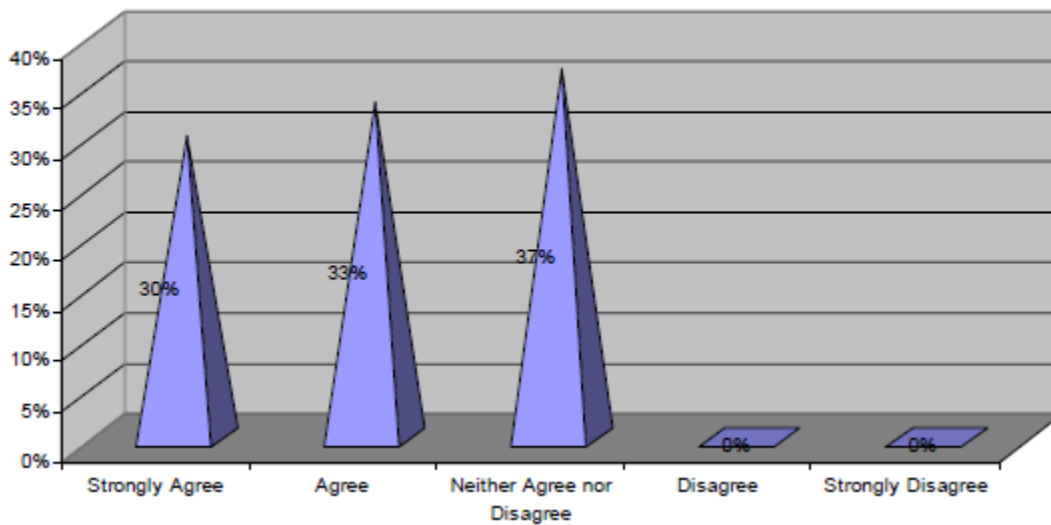
Q7. Does the customer manager behave well to you?	
Strongly Agree	40%
Agree	47%
Neither Agree nor Disagree	13%
Disagree	0%
Strongly Disagree	0%

7. Does the customer manager behave well to you?



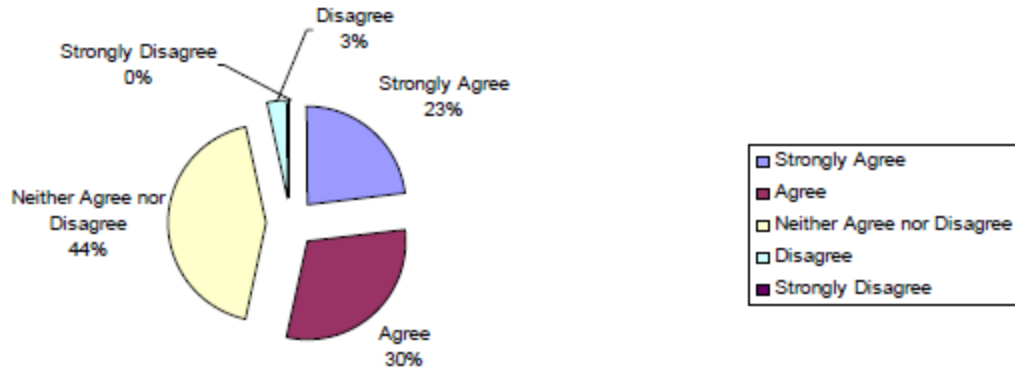
Q8. Does the customer manager carefully listen /give attention to your problem?	
Strongly Agree	30%
Agree	33%
Neither Agree nor Disagree	37%
Disagree	0%
Strongly Disagree	0%

8. Does the customer manager carefully listen /give attention to your problem?



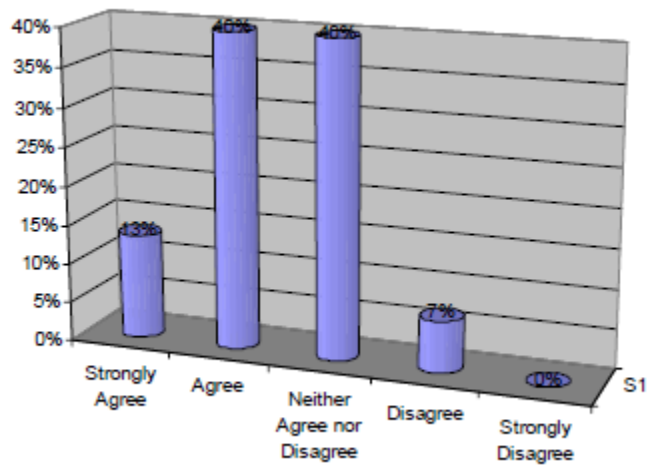
Q9. Does the customer manager provide the right information to you?	
Strongly Agree	23%
Agree	30%
Neither Agree nor Disagree	43%
Disagree	3%
Strongly Disagree	0%

9. Does the customer manager provide the right information to you?



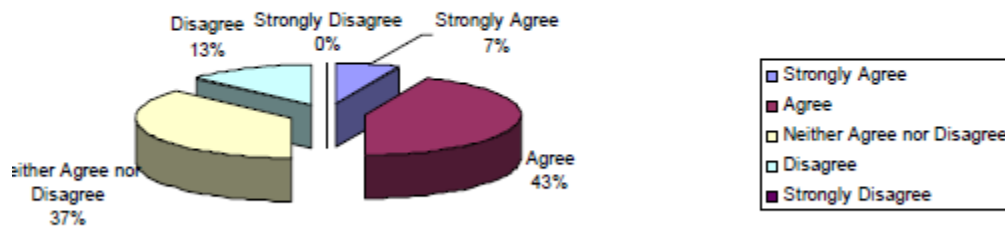
Q10. Do you get the service quickly?	
Strongly Agree	13%
Agree	40%
Neither Agree nor Disagree	40%
Disagree	7%
Strongly Disagree	0%

10. Do you get the service quickly?



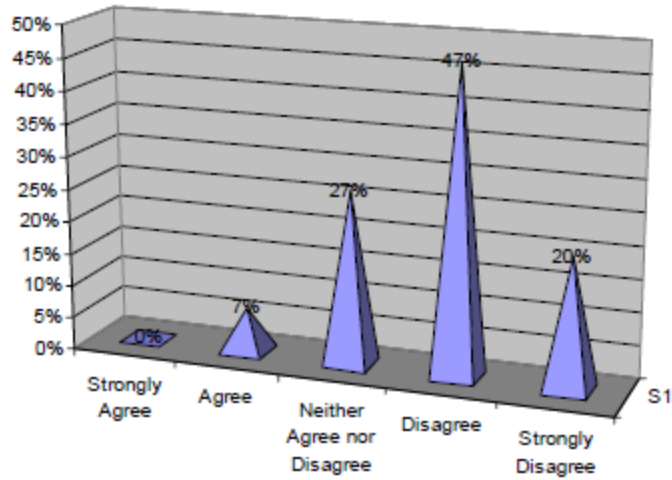
Q11.Price of Grameen Phone's different package is affordable?	
Strongly Agree	7%
Agree	43%
Neither Agree nor Disagree	37%
Disagree	13%
Strongly Disagree	0%

11.Price of GrameenPhone's different package is affordable?



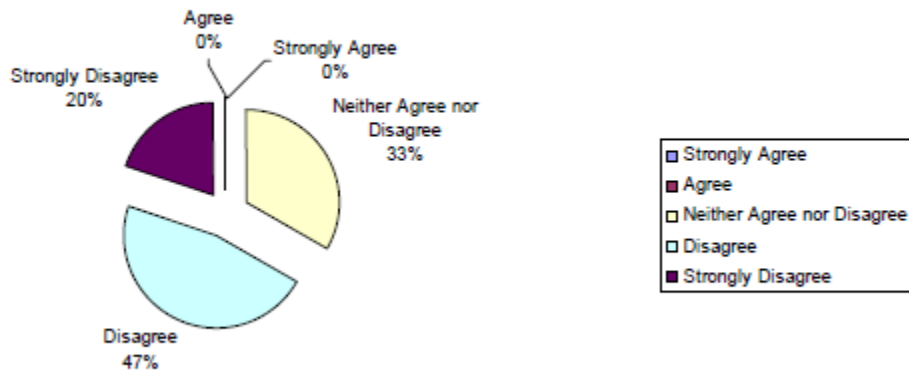
Q12.Call rate of GP hotline Grameen Phone is reasonable?	
Strongly Agree	0%
Agree	7%
Neither Agree nor Disagree	27%
Disagree	47%
Strongly Disagree	20%

12. Call rate of GP hotline grameenphone is reasonable?



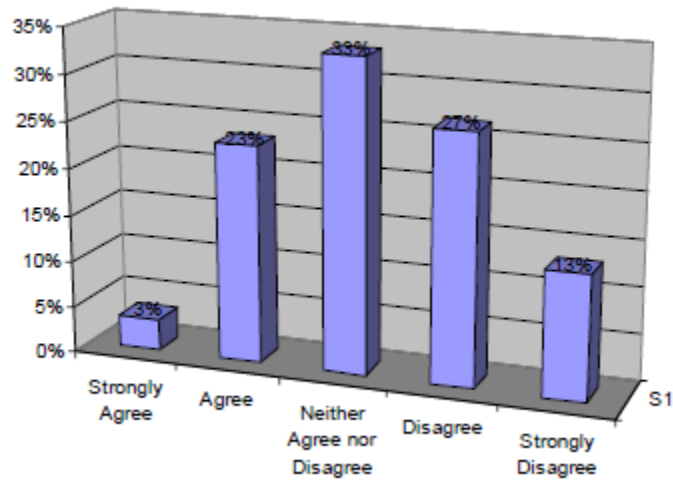
Q13. Do you get the customer manager quickly?	
Strongly Agree	0%
Agree	0%
Neither Agree nor Disagree	33%
Disagree	47%
Strongly Disagree	20%

13. Do you get the customer manager quickly?



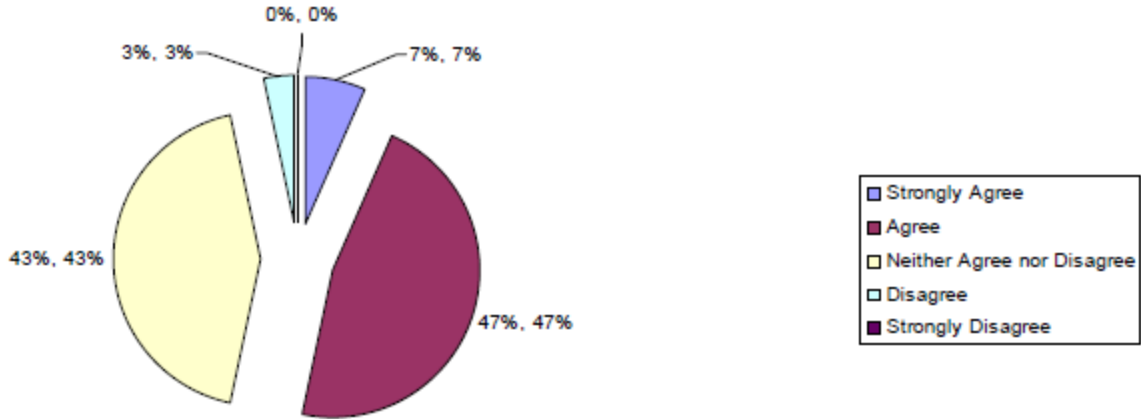
Q14. When you make a complain does your complain settled quickly?	
Strongly Agree	3%
Agree	23%
Neither Agree nor Disagree	33%
Disagree	27%
Strongly Disagree	13%

14. When you make a complain does your complain settled quickly



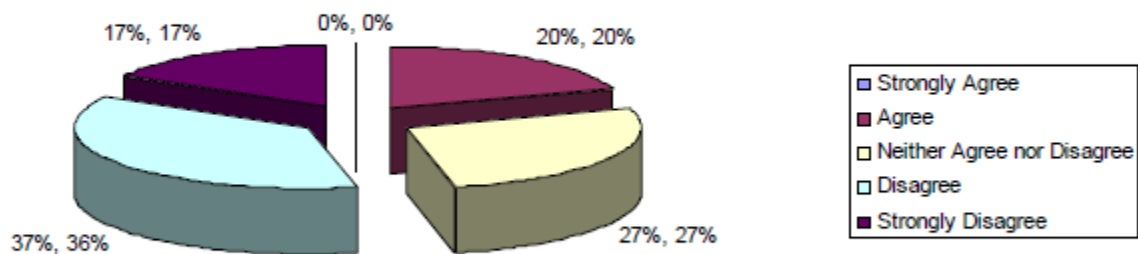
Q15. GP helpline is very helpful in meeting my queries and other needs?	
Strongly Agree	7%
Agree	47%
Neither Agree nor Disagree	43%
Disagree	3%
Strongly Disagree	0%

15. GP helpline is very helpful in meeting my queries and other needs?



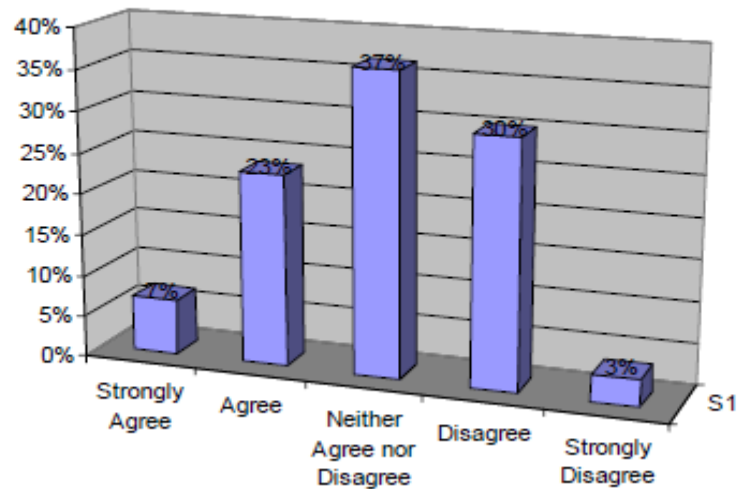
Q16. Does your provider contacts you to ensure that complain have been fixed? Strongly Agree	0%
Agree	20%
Neither Agree nor Disagree	27%
Disagree	37%
Strongly Disagree	17%

16. Does your provider contacts you to ensure that complain have been fixed?



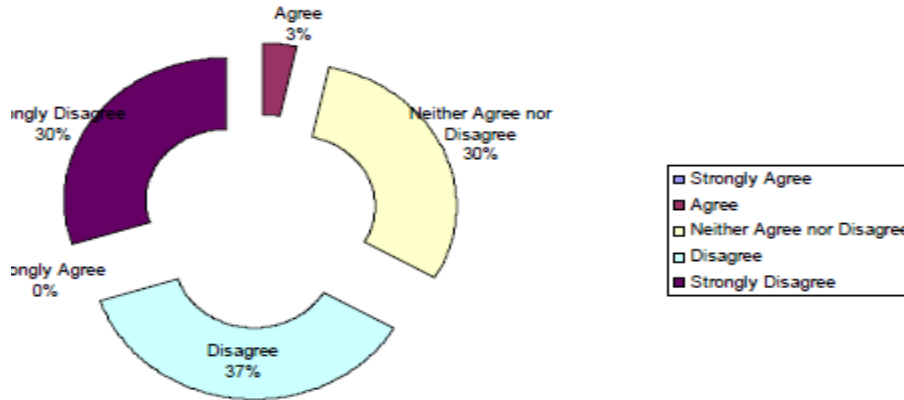
Q17. Does your provider contacts you when a new product or service will come to market?	
Strongly Agree	7%
Agree	23%
Neither Agree nor Disagree	37%
Disagree	30%
Strongly Disagree	3%

17. Does your provider contacts you when a new product or service will come to market?



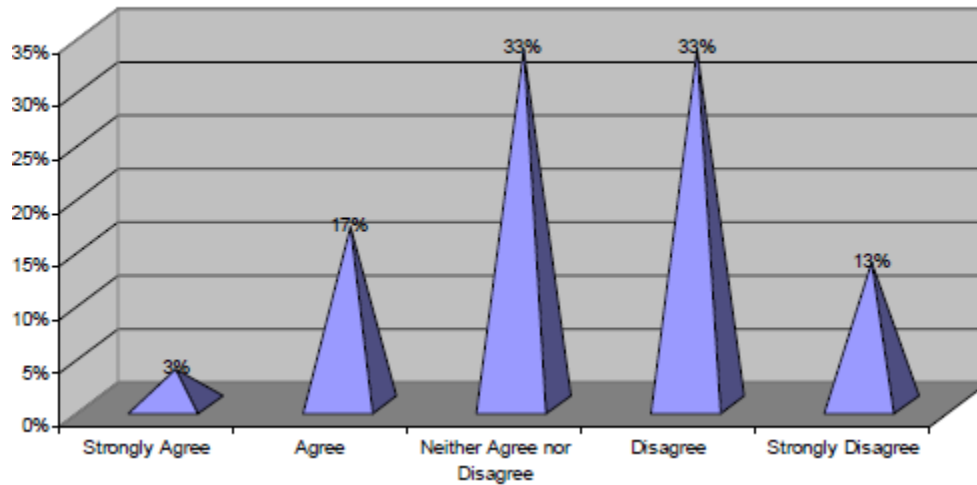
Q18. Does your provider follow- up when you need?	
Strongly Agree	0%
Agree	3%
Neither Agree nor Disagree	30%
Disagree	37%
Strongly Disagree	30%

18. Does your provider follow-up when you need?



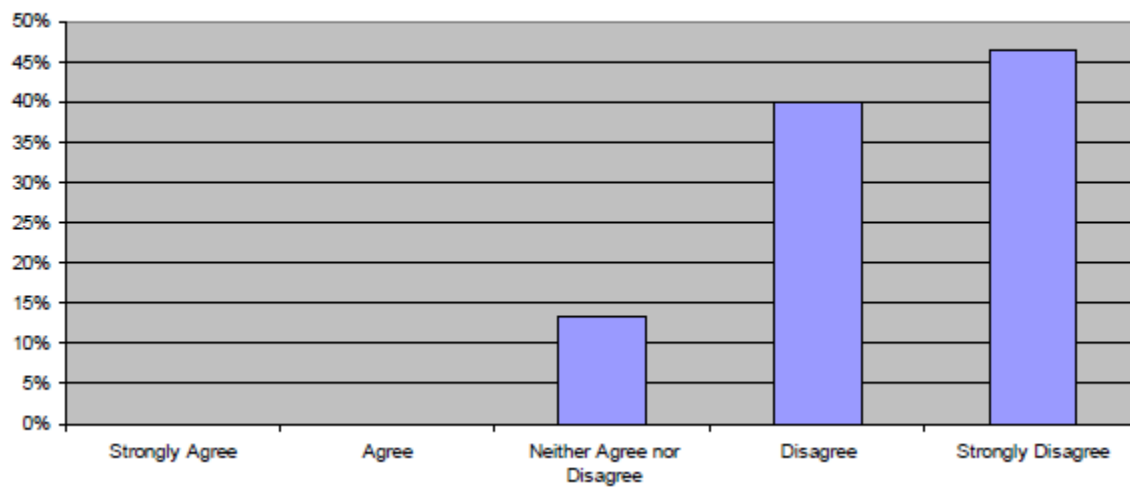
Q19. Different packages offered by Grameen Phone match with your preference?	
Strongly Agree	3%
Agree	17%
Neither Agree nor Disagree	33%
Disagree	33%
Strongly Disagree	13%

19. Different packages offered by GrameenPhone match with your preference?



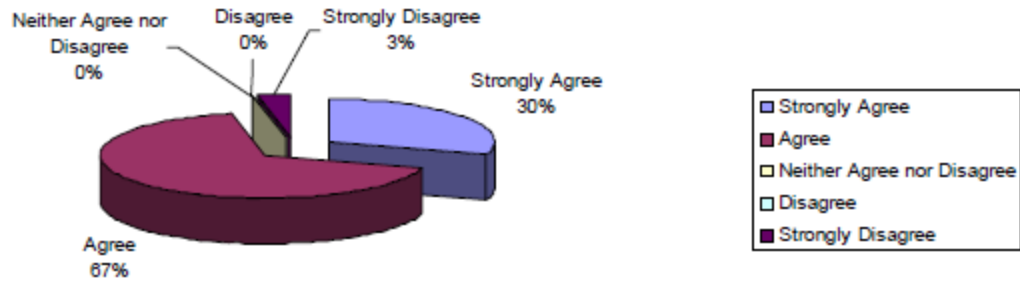
Q20. Call rate of Grameen Phone is reasonable?	
Strongly Agree	0%
Agree	0%
Neither Agree nor Disagree	13%
Disagree	40%
Strongly Disagree	47%

20. Call rate of grameenphone is reasonable?



Q21. Do Grameen Phone concentrate on quality services?	
Strongly Agree	30%
Agree	67%
Neither Agree nor Disagree	0%
Disagree	0%
Strongly Disagree	3%

21. Do GrameenPhone concentrate on quality services?



Q22. If another company comes up with same offer, would you still be loyal to GP?	
Strongly Agree	10%
Agree	23%
Neither Agree nor Disagree	43%
Disagree	23%
Strongly Disagree	0%

22. If another company comes up with the similar offers, would you still be loyal to GP?

