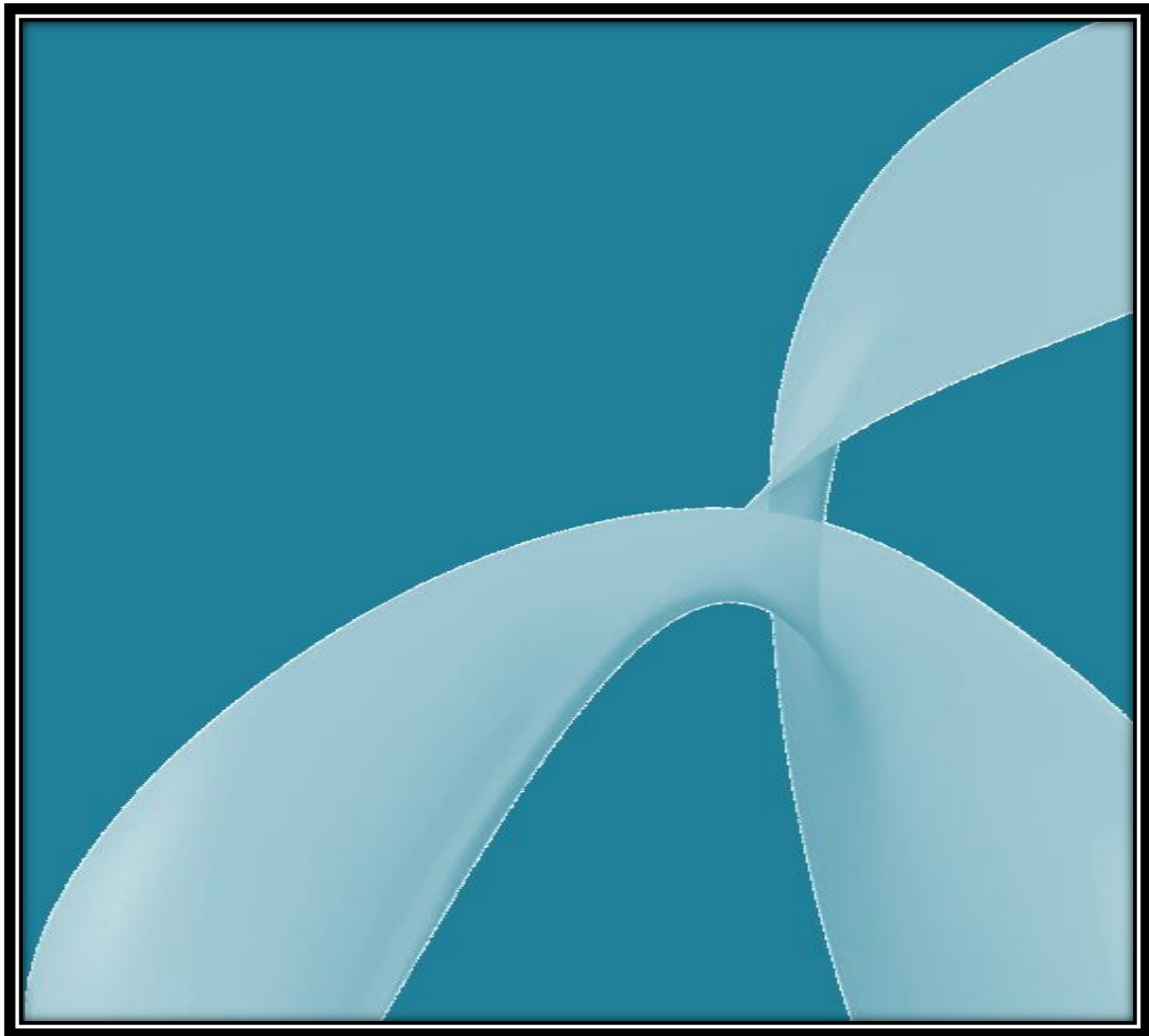


Internship Report on:

**AN OVERVIEW OF DIRECT SALES IN THE BUSINESS
MARKET OF BANGLADESH: A STUDY ON
GRAMEENPHONE LTD.**



**AN OVERVIEW OF DIRECT SALES IN THE BUSINESS
MARKET OF BANGLADESH: A STUDY GRAMEENPHONE
LTD.**



A Report on Grameenphone Ltd

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BUS400: Internship Report

BRAC BUSINESS SCHOOL

BRAC UNIVERSITY

DATE: 17.09.2014

LETTER OF TRANSMITTAL:

September 16, 2014

Asphia Habib

Lecturer

BRAC Business School

BRAC University

66, Mahakhali, Dhaka

Subject: **Requesting for receiving my Internship Report.**

Dear Madam,

I would like to take this opportunity to thank you for the guidance and support you have provided me during the course of this report. Without your help, this report might not been possible to complete.

This report is based on, *“An overview of direct sales in the business market of Bangladesh: a study on Grameenphone Ltd”*. I have got the opportunity to work in Grameenphone Limited at “Direct Sales” department under Commercial Division for twelve weeks under the supervision of Mr. Khaled Hassan, Manager, Direct Sales, Commercial Division.

This project gave me both academic and practical exposures. First of all I learned about the corporate culture of the nation’s leading Telecommunication organization. Secondly, the project gave me the opportunity to build up a network with the corporate environment.

With the short span of time I tried my best to put the necessary information needed to accomplish my academic requirements and this experience will definitely be helpful for my future orientation and to enrich my knowledge and experience.

I shall be highly obliged if you are kind enough to accept this report and provide your valuable judgment. It would be my immense pleasure if you find this report useful and informative to have an apparent perspective on the issue.

Yours Sincerely,

Taukir Ahmed

Id-10304085

ACKNOWLEDGEMENT:

This report would have been impossible without the valuable contributions and limitless help of several individuals. I have been benefited by many people in the completion of this report. They have generously supplied insightful comments, helpful suggestions, and contributions all of which has progressively enhanced the quality of this report.

First, my thank goes to the Almighty Allah for giving me the grace to finish this report. I would like to thank all the authors of the journals, books and articles that are secondary sources from where we have collected necessary information regarding this project.

I would like to thank my respectable supervisor Mr. Khaled Hassan for giving me the opportunity to perform my internship program under his supervision in the Direct Sales Department of the Commercial Division, Grameenphone Ltd. I would also like to express my humble gratitude to all of the colleagues of my team who not only helped me to prepare this report but also helped me with their guidance and by sharing their valuable knowledge. During my preparation, I did not face any major difficulty rather I enjoyed my each & every moment.

Also, I feel honored to lay my sincerest gratefulness to my honorable academic supervisor, Mrs. Asphia Habib for helping me in every possible way during the preparation of this project. Her support and guidance gave me the courage to make this report.

Finally thanks to BRAC University for arranging an excellent opportunity to make an internship course work where the students are getting the ultimate benefit to make their academic learning into the experience.

Executive Summary:

Grameenphone Ltd (referred to as GP) is the leading telecom service provider in Bangladesh. It has better network with better services. Its wide coverage of network and flawless Customer service makes it the pioneer. To reach this position the most important is the workforce of Grameenphone. The skilled workforce and their tremendous work make a difference with the telecommunication service provider companies.

This report is the result of my twelve weeks long internship program conducted in Grameenphone Limited and is prepared as a requirement for the completion of the BBA program of BRAC University. As a result I needed to submit this report based on the “*An overview of Direct sales in the Business market of Bangladesh*”. The objective of the report is to find out the actual scenario of the Grameenphone sales approach in Bangladesh.

Data for this report has been extracted from primary sources as well as secondary sources. Primary sources are *visit, personal observation & survey, face to face interview and practical deskwork*. Majority of the secondary data was obtained from the direct sales department of Grameenphone Ltd.

A survey is done with the help of well designed questionnaire to get the necessary primary information. The survey is done within the GP sales personnel of Direct sales department.

The Direct sale of GP is also known as corporate sales. According to GP sales direct sales incorporate with the corporate markets of our country. They are classified according to different parameters like revenue, turnover, reputation, and brand name & various other factors, discussion of which are beyond the scope of the report. The rest of the business organizations are considered as SME and Individual according to GP sales. According to GP the corporate market is also classified as two different types, they are strategic and general.

Grameenphone has launched Business Solution in the year of 2006. Business Solutions is a complete, quality business communications service from Grameenphone – designed especially for the business community in Bangladesh. Direct Selling Cycle is of GP shows its business to business (B2B) sell. From the bellow cycle I find seven steps for a mature and quality sale. In the first step the sellers establish contact with the potential customer and try to take an appointment from the prospective customer. Then in the second step the seller organizes himself or herself for the next step based on the need of the customer. In the third step the sellers meets with the

customer at the convenient time of the customer and negotiate about the product and its price and other related services. Fourth step includes internal approval and supervisor's involvement to make proposal for any particular customer. In the fifth step the seller submit the proposal to customer along with an agreement paper depending on the need of the customer. In step **six**, the seller delivers products and activates the products. In the final step the seller keep long term relation with the customer and provide further required service for up dales and more revenue generation.

The direct selling process in GP directly related with the clients and the key account managers without using any third party. So the key account managers (sellers) of Business Solutions have the real experience of direct selling of GP.

In order to analyze the impact of Grameenphone sales approach in Bangladesh business market a series of questions were asked to the people who provide the facility to the customers with the help of a questionnaire. Summarized results are presented from seller's point of view. The report shows results from the area of Satisfaction Survey on Corporate Tariff, Sales Support Facility Analysis, and Direct Sales Selling Process Satisfaction Analysis. With it the report finds some problems and limitations which are discussed in details in the full report. The report also considered the problems and generated some solutions to overcome the situation for the smooth operation of the product. The whole process of completion of the research project was very much educative and enjoyable for me. I enjoyed all the steps of the project and gained a lot of practical knowledge from it.

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Abbreviation:

GP- Grameenphone Ltd.

DS-Direct Sales

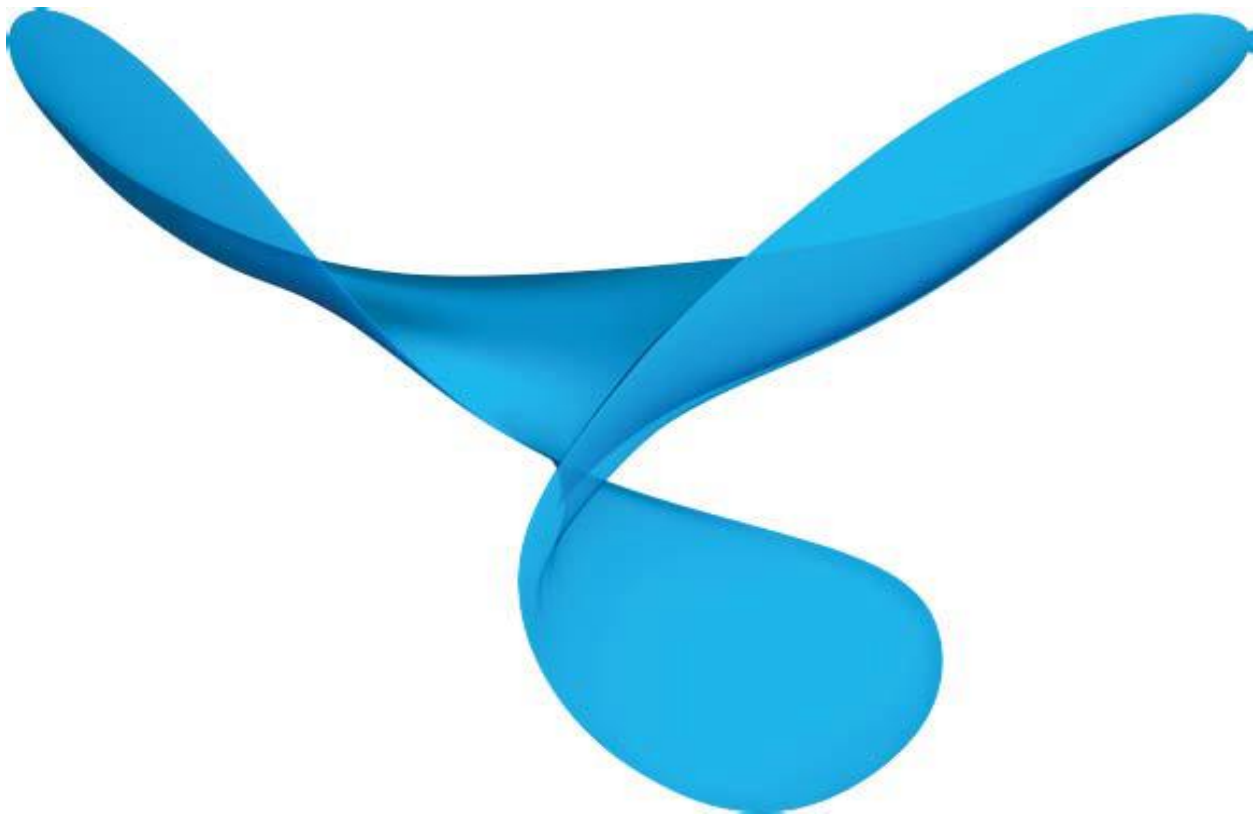
BS- Business Solutions

BTTB- Bangladesh Telegraph and Telephone Board.

IBS- Internal Business Solution.

Chapter-1

Introduction of the Report



INTRODUCTION:

1.1 Origin of the report:

This is an Internship report of Bachelor of Business Administration (BBA) program of BRAC Business School requires a three months attachment with an organization followed by a report assigned by the supervisor Mr. Khaled Hassan in the organization and endorsed by the faculty advisor Mrs. Asphia Habib. I took the opportunity to do my internship in an international telecom company which is the leading telecom service provider in Bangladesh, “Grameenphone Ltd”. After completion of the designated tenure, interns are required to submit an internship report, which encompasses the experience gained and a competitive aspect of the work culture at Grameenphone. As designated in the Direct Sales department, this report particularly focuses on corporate sales and account managers, due to widespread exposure and experience with them. It is hence titled, *An over view of Direct Sales in the business market of Bangladesh: a study on Grameenphone.*

1.2Background:

As the leading telecommunications provider in the country, Grameenphone covers a wide consumer base. Representative of wide consumer demographics, geographical and economic diversity, most of the organization’s revenue stream is sourced from direct customers. 4% of the revenue approximately, is generated from corporate clients, including leading local and multinational businesses and corporate houses, government agencies, the defense sector and embassies. The Direct Sales department under the Commercial Division at GP oversees corporate sales. The department further consists of functional teams divided based on geographical, financial and strategic parameters. Irrespective of the small portion of the revenue composition, the significance of corporate sales lies in the following:

- **Strategic value of clients:** Corporate clients are a source of high strategic value to Grameenphone. Ranging from the largest businesses to government agencies and defense sectors, clients are of immense strategic value for Grameenphone to build and consolidate relationships with. These relationships can bring long-term prospects of partnership and support for both stakeholders.

- **Financial value of clients:** In spite of generating only 4% of overall revenue, the number of corporate clients, compared to the number of regular clients (subscribers), is limited. This gives each corporate client high average revenue per unit (ARPU), thus, increasing the significance and financial importance. Furthermore, the continued service to corporate clients allows prospects of attracting more future clients through referrals and the growth of client services through business expansion.

The *core elements of corporate sales are account managers*, who represent Grameenphone as sales agents and liaisons for building relationships and securing and retaining deals with corporate clients. The very success of securing a corporate client rests in their shoulders, which provides them a wide span of work responsibilities. The report addresses these responsibilities, which make the account managers successful in securing corporate clients, and also the relative challenges they face. These challenges, skills and responsibilities involved are not entirely systematic and not only are technical aspects involved in client management, but also, a wide range of interpersonal skills and acumen are involved. Furthermore, the integration and embedment of the value pillars at GP into the roles and responsibilities of account managers provide much insight into how they operate and also contribute to their success. These aspects are analyzed in the report and the entire value chain of corporate sales is identified.

1.3 Objectives:

➤ **Broad objective:**

The broad objective of the report is to closely examine the role and significance of Account Managers in corporate selling and Business solution products impact in the Business Market to maximize the organizational value at GP.

➤ **Specific objectives:** The specific objectives include:

- Analyzing the organizational framework of Direct Sales
- Identification of the role and responsibilities of an Account Manager
- Impact of Business solution products in the Business market.

- Skills required by Account Managers and the balance of those skills (art and science of corporate selling)
- Value addition by Account Managers
- Employee perception of roles and organizational values

1.4 Rationale:

The report adds insight and reflection of my internship program. The objective of the 12 week program was to understand the work culture at GP. The report extends this to analyze the overall cultural and value orientation and the scope of work at the assigned department. Thus, *central to the value chain analysis is the role of account managers who are inseparable from the core operations of the Direct Sales team and also try to find out the Business Solution products impact in the Business Market of Bangladesh.*

1.5 Scope:

The report pertains to the views, observations and knowledge of the Direct Sales department only. Within the department, strong emphasis is placed on only one team namely, Business Service Management and Dhaka Zone 2 because of experience working in this team.

1.6 Limitations:

Due to the limited tenure of time, not all the teams within the Direct Sales department were explored. However, induction and mentorship has provided a somewhat in-depth insight the general operations of the entire Direct Sales department.

1.7 Methodology:

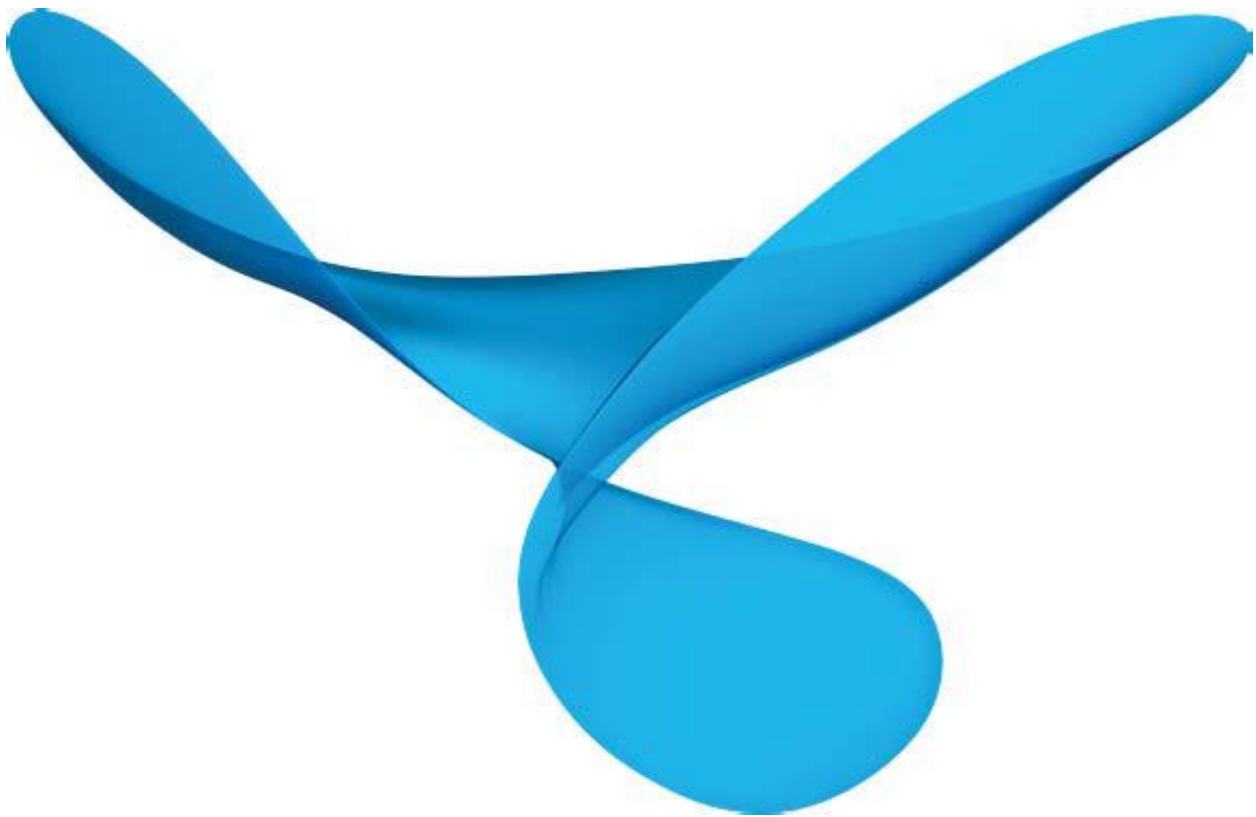
Data collection:

Primary sources: The report accumulates the internship experience, which provides first hand insight from induction, mentorship, learning, observation, visits and work practices. Accounts of mentors and assigned supervisors have also provided a pool of information. Furthermore, the internal site for Commercial Division has provided access to the detailed organization structure of the Direct Sales department. A survey was also designed and distributed to the Account Managers regarding an assessment of their scope of work. The following web link was used to access the survey:

<https://www.surveymonkey.com/create/?sm=5zuyR3N3hIet5A3x14QyyZdUwcnoVf52M3uUMBa6vS8%3d>

Chapter- 2

Company Profile



Name of the Company: *Grameenphone Limited, Bangladesh.*

Head Office Location: *GP HOUSE; Bashundhara, Baridhara, Dhaka-1229.*



2.1 Overview of the Company:

Grameenphone (GP) is the largest telecommunications service provider in Bangladesh. It's a Joint venture enterprise between Telenor (55.8%), the largest telecommunications service Provider in Norway, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of Grameen Bank. The other 10% shares belong to general retail and institutional investors. The company has the largest cellular network in the country with over 13,000 base stations in more than 7000 locations. Presently, nearly 99 percent of the country's population is within the coverage area of the Grameenphone Network. The Company received a license for cellular phone operation on November 28, 1996 and started its operations on March 26, 1997. At that time, cell phone was a luxury, and restricted only to the elites in urban areas. Grameenphone started its journey with the Village Phone program; a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to "Rural phone" in Bangla and this is symbolic of the intention behind the existence of Grameenphone.

2.2 Mission, Vision and Values of Grameenphone Ltd:

Mission:

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

Vision: We exist to help our customers get the full benefit of communications services in their daily lives. We want to make it easy for customers to get what they want, when they want it. We're here to help.

Values of Grameenphone Ltd:

- **Make It Easy:** We're practical. We don't over complicate things. Everything we should be easy to understand and use. No waste. No jargon. Because we never forget we're trying to make customers' lives easier.
- **Keep Promises:** Everything we set out to do should work, or if you don't get it, we're here to help. We're about delivery, not over promising actions not words.
- **Be Inspiring:** We are creative. We strive to bring energy into the things we do. We produce should look good, modern and fresh. We are passionate about our business and customers.
- **Be Respectful:** We acknowledge and respect local cultures. We do not impose formula worldwide. We want to be a part of local communities wherever we operate. We believe loyalty has to be earned.



2.3 Brand Promise: Go Beyond

The right and contemporary use of technology is the key to the progress of a nation. Keeping this in mind, Grameenphone always brings the future proof technology in order to facilitate your progress. The possibilities in this new world are immense and someone as bright as you should not be behind in anyway.



At the end of the day, all the individual progresses accumulate to the progress of the beloved motherland. Grameenphone promises you to bring the best of communication technologies so that you can

2.4 Objective & Strategy:

'Good Business, Good Development'

Grameenphone basic strategy is coverage of both urban and rural areas. The Company has devised its strategies so that it earns healthy returns for its shareholders and at the same time, contributes to genuine development of the country. In short, it pursues a dual strategy of “Good Business, Good Development. Serving the mass market is one of GP's primary goals. By serving the general public as opposed to niche markets, the Company plans to achieve economies of scale and healthy profits.

2.5 Company Service:

Grameenphone believes in service, a service that leads to good business and good development. Telephony helps people work together, raising their productivity. This gain in productivity is development, which in turn enables them to afford a telephone service, generating a good business. Thus development and business go together.

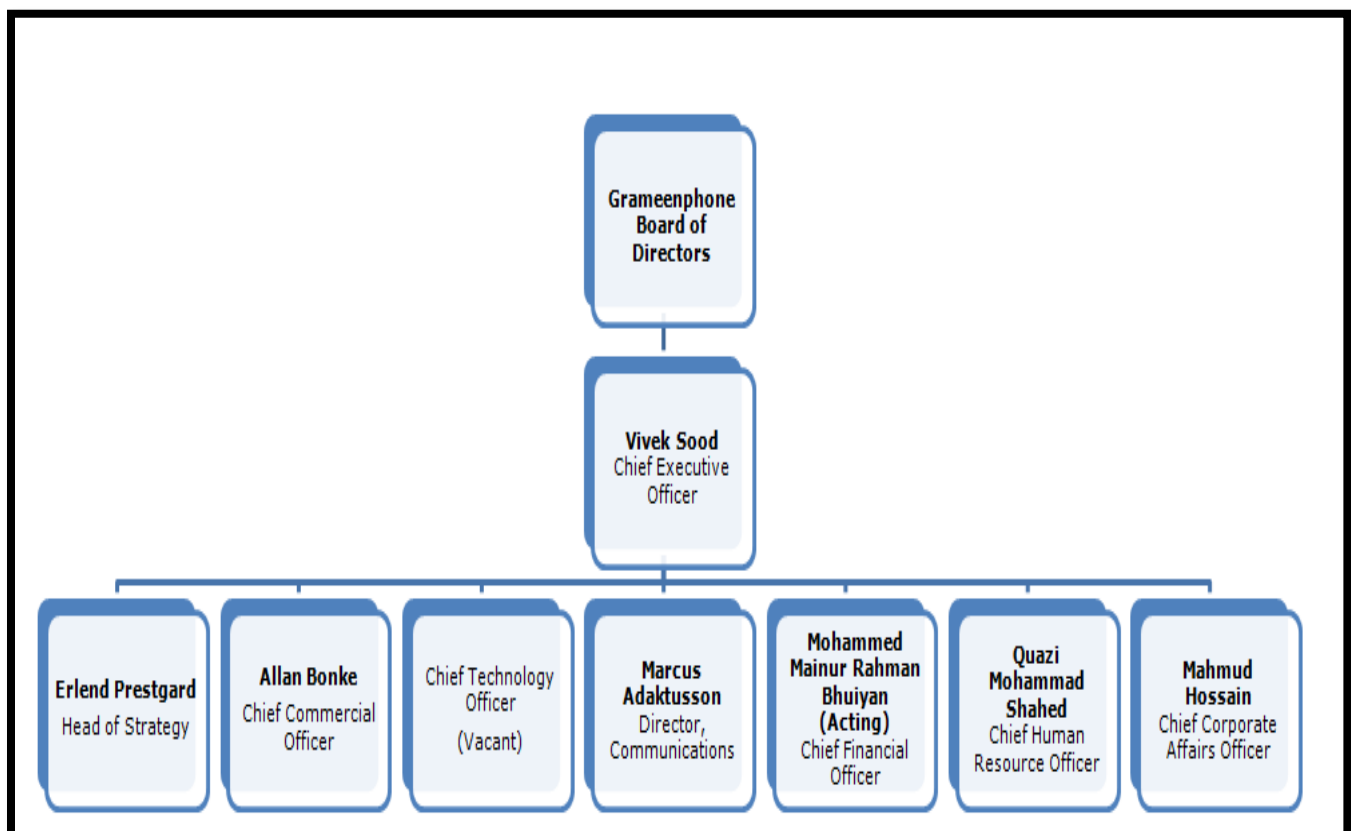
Service for the Rural Poor: Establishing a nationwide network gives fair access to all geographical areas. From a business point of view, this strategy serves both the long distances as well as the rural markets. This emphasis on rural coverage brings a much-needed infrastructure in the underdeveloped rural areas

2.6 Functional Areas:

- **GP-Organization Chart:**

Grameenphone places a high value on human resource development and the contributions made by its employees. They persevere to maintain a productive and harmonious working environment in the whole organization. GP always continues with its efforts to improve the efficiency of its employees and align them to the right positions with well-defined responsibilities.

Because of the rapid expansions of GP’s networks and enormous growth of its subscriber base, the company has increased its workforce to about five thousand persons till November 2008. Grameenphone has successfully hired some key senior managers who were recruited on the basis of their professional expertise and experience. The organization chart & management of Grameenphone has given below:



2.1: Figure of GP Organogram & Management

a. Commercial:

Commercial is one of the largest divisions in Grameenphone. It forms as the bridge flanked by the Grameenphone and its customers. This division includes the following departments:

b. Marketing: Marketing is responsible for all types of Product development and launch, Branding and communication, International Roaming, Value Added Services and all types of Research activities. Its functions include understanding consumer preferences, development of communications, brand management, Campaign management, and management of communication channels.

c. Distribution and Retail Sales: DRS include GP centers all over Bangladesh, dealers and retail outlets. The responsibility of sales department is to sell the products services of Grameenphone. Therefore they have to work in close collaboration with Marketing Division for their success in selling. They also need to keep good relationship with the sellers and also with customers. The responsibilities of the part or the distribution department includes instant delivery of products and services, maintaining relationship with dealers, serving the corporate clients with extra care, follow up existing subscribers and building relationship with new and existing subscribers.

d. Customer Services: The main objective of the Customer Service division is to be the best in class customer service in Asia to gain competitive advantage for Grameenphone in the market place. Its responsibility is to position itself as the most reliable, friendly and quality service provider in the industry to be perceived as the operator that provides segment based services beyond expectations.

e. Customer Experience: Grameenphone has established a Customer Experience Lab, which helps the company to gain valuable customer insight about its products and services. The lab is being used to check feasibility of ideas with potential customers early in the product development phase.

f. Finance:

The finance department monitors and controls companywide finance and procurement activities. They prepare financial statements while complying with requirements of International Financial Reporting Standard, Bangladesh Accounting Standard and other related local legislations. Business Review is conducted to analyze risk exposure and Financial Review provides monthly results internally. They provide consultancy and support to all other departments.

g. Corporate Affairs: Comprised of the Legal and Compliance department and Regulatory Affairs Department, Corporate Affairs is responsible for ensuring that Grameenphone is complying with the current legal obligations and requirements set by BTRC and other government bodies. It develops, maintains and implements company strategies, policies and procedures for its functional area. It monitors and controls Regulatory and Corporate Affairs activities and provides consultancy and support to other business functions to align with legal requirements.

h. People & Organization:

This is responsible for all the HR functions of Grameenphone, such as HR planning, recruitment and selection, training and development, compensation, support and maintenance. There are various administrative functions under the scope of P&O. HSSE is another department, which is responsible for ensuring Grameenphone appropriate systems are in place to mitigate risk in relation to health, safety, security and environment.

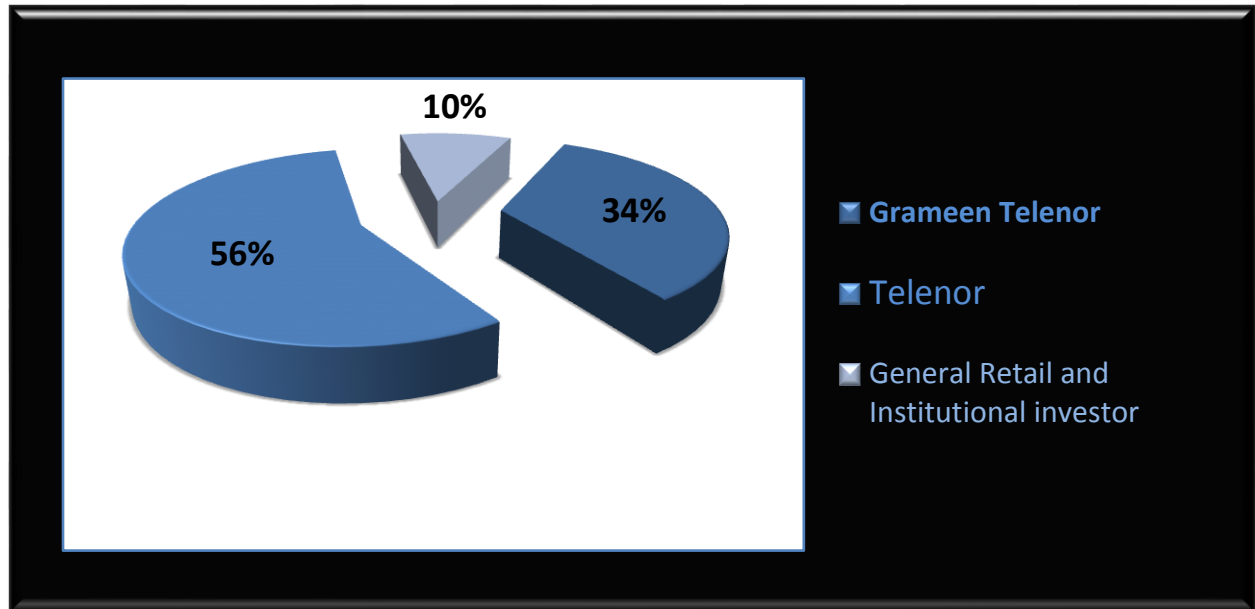
i. Technology: The functions of the Technology department are very crucial as it is involved providing the core product of Grameenphone. Are include with Implementation, operation, planning, Design and Dimensioning.

j. GPIT:

Located inside GP House, this is a fully owned subsidiary of Grameenphone which provides complete managed services to GP. It also provides IT solutions to other industries like banks, financial institutes, FMCG, and pharmaceutical companies. For Grameenphone, GPIT provides an overall IT architecture and business process framework. This department is responsible for development, integration and maintenance of business critical systems.

2.7 Share Holders:

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. It is a joint venture enterprise between Telenor (55.8%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (34.2%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank. The other 10% shares belong to general retail and institutional investors. The technological know-how and managerial expertise of Telenor has been instrumental in setting up such an international standard mobile phone operation in Bangladesh. Being one of the pioneers in developing the GSM service in Europe, Telenor has also helped to transfer this knowledge to the local employees over the Years. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh.



2.2 Figure: percentage of shareholders

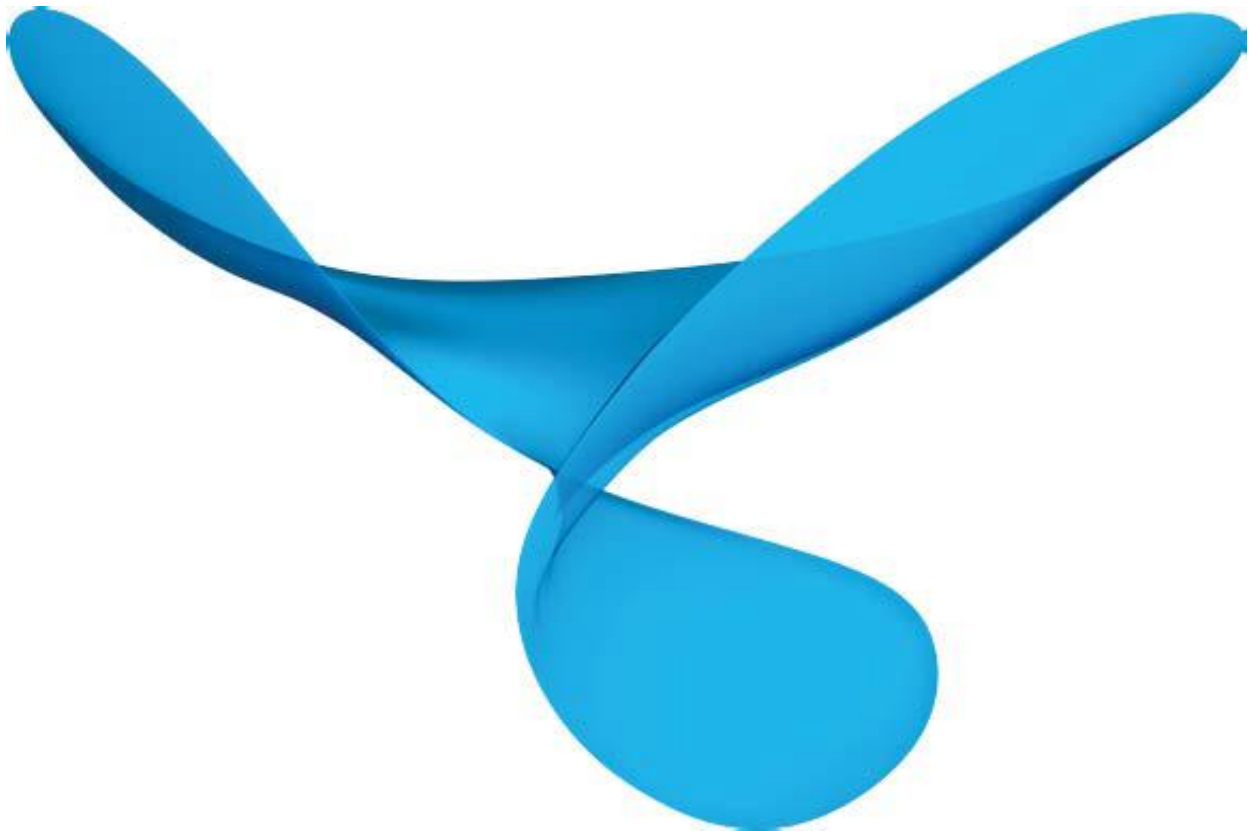
2.8 Grameenphone Network Coverage Areas:

Grameenphone Ltd. has covered all over the country includes 64 districts and about 500 thanas. Recently GP covered three districts because previously it was restricted by the Bangladesh government. When the government gave the permission then GP established its strong network there.



2.3 Figure: Network Coverage Area of Grameenphone Ltd

Chapter: 3
About Grameenphone
Direct Sales



3.1 Overview: As briefly mentioned earlier, the Direct Sales department is part of GP's Commercial Division and works on corporate client operations. Starting from client acquisition to client retention, the entire process is overseen by Direct Sales. Corporate clients are essential to GP because of the strategic and financial value they provide and also because building strong relationships with corporate entities expands the growth opportunities for GP itself. These clients exhibit immense diversity starting from local and multinational corporations, NGOs, SMEs to the Armed Forces and government agencies.

3.2 Organizational structure of Direct Sales:

In a word, Direct Sales deals with the efficient management of all the stages involved in the corporate client life cycle, starting from the seek out and negotiation to the acquisition and retention of corporate clients. Each corporate client in turn belongs to a certain category in terms of geographical location of the business, revenue and business scale and strategic importance. Therefore, within the DS department, several units operate which categorically divide the businesses based on the aforementioned parameters and form a revenue pyramid structure.

Corporate clients are referred to as accounts and GP representatives handling accounts are called Account Managers. Account managers are involved throughout the entire customer life cycle starting from search and acquisition to relationship building and retention. The following diagram shows the organizational structure at DS.

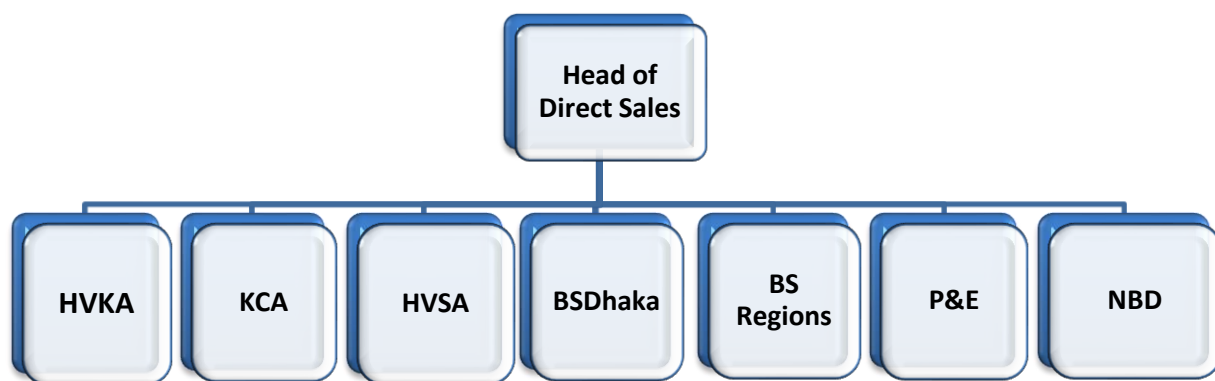


Figure of GP Direct Sales Organogram & Management

The units are further categorized under two functions:

- i. Sales and
- ii. Support

Sales functions consist of the following:

1. HVKA (High Value Key Accounts): Clients in this unit are of the highest financial value because of their scale of operations and market share. BRAC and Square Group are among the clients of HVKA.

2. KCA (Key Corporate Accounts): Clients of KCA are also of high financial value and have a substantial market presence. However, their operations and business transactions are not as massive as those of clients under HVKA. DHL and Akiz Group are among some of the KCA clients.

3. HVSA (High Value Strategic Accounts): Clients of this unit are of high strategic value because of the nature of organization and the scope of their work. They include the Armed Forces, police, most ministries, LGRDs and some embassies.

4. BS Dhaka (Business Sales Dhaka): These include businesses operating in Dhaka. Within the unit, the businesses are divided geographically which yields the following zones:

- **Zone 1:** Gulshan – Baridhara – Old DOHS
- **Zone 2:** Baridhara – Uttara – Gazipur – Mymensingh
- **Zone 3:** Kawranbazar – Shahbagh – Tejgaon - Mohakhali
- **Zone 4:** Dhanmondi - Mirpur
- **Zone 5:** Motijheel – Old Dhaka
- **Zone 6:** Narayanganj - Munshigonj

5. Tele-sales and Business Service Management: Deals with tele-sales, lead management for new clients and business service activation

6. BS Regions (Business Sales Regions) - These include businesses operating outside Dhaka. Within the unit, the businesses are divided geographically which yields the following zones:

- **Chittagong Zone** – also includes a Chittagong Key Accounts zone for companies such as Abul Khair and BSRM and Chittagong BS for clients such as S-Alam.
- **Other regions** – Rajshahi-Bogra, Khulna-Barisal, Sylhet-Comilla.

3.3 Support functions consist of:

1. P & E (Planning and Execution Support): The scope of this unit involves supporting the sales function, securing the total revenue target of the entire Direct Sales department through developing processes, campaigns etc.

2. NBD (New Business Development): The scope of this unit involves the implementation and management of tenders, presentation and proposal content management, coordination with stakeholders, people management and competency development and ensuring business development with partners for increased use of telecommunications services in the partner's own solution.

3.4 Revenue structure of Direct Sales:

As mentioned earlier, units within DS are categorized in terms of location, revenue and customer category.

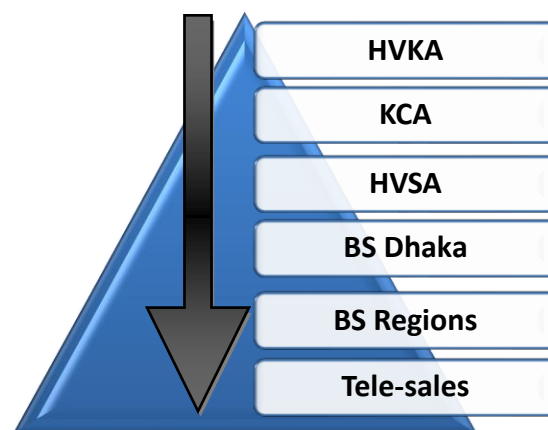
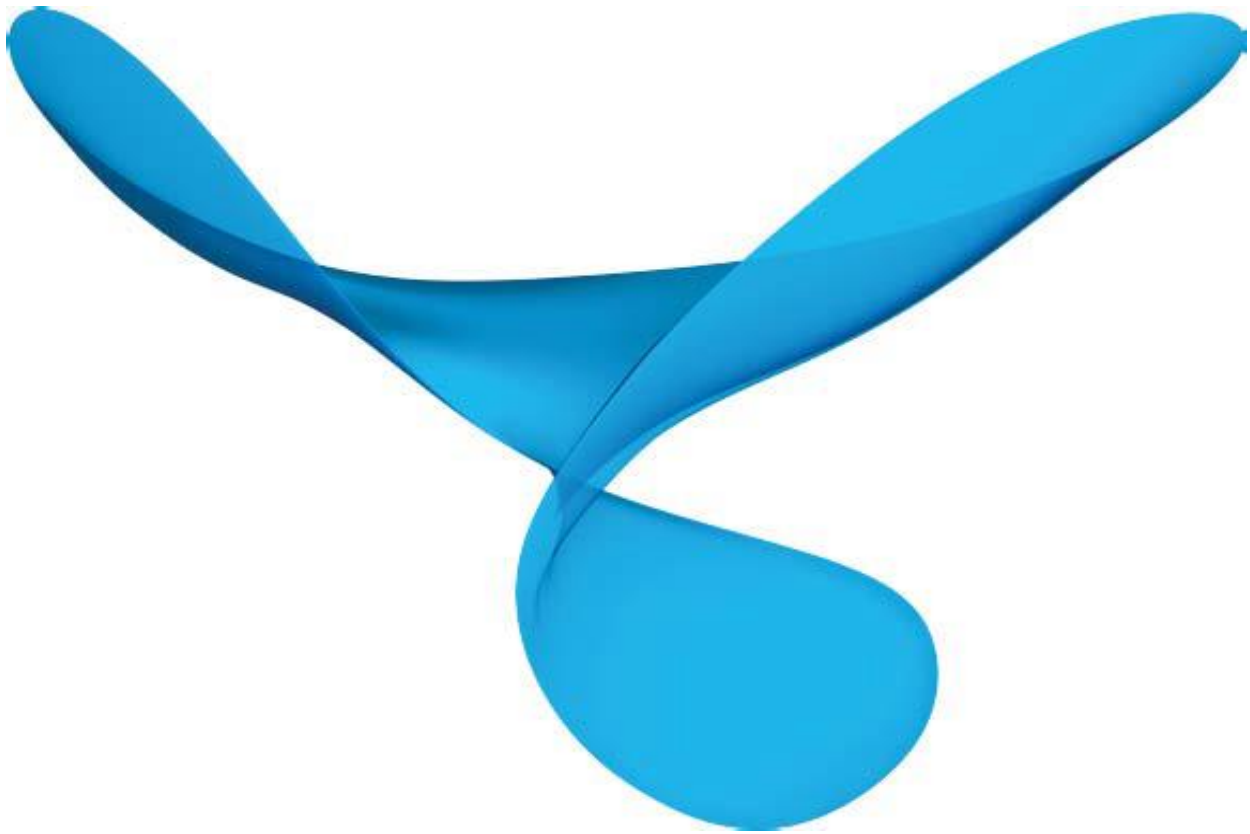


Figure of Revenue Structure of Direct Sales

Chapter: 4
An Overview of
Business Solutions



Business Solution

Your partner in business

The business world is moving fast ...

Take your business to new heights with

Business Solutions

Because ...

We ensure value for your money

We ensure mobility of your business

We bring you advanced solutions

& we ensure you optimal assistance

We design solutions for your business communication

Like no one else can

4.1 Grameenphone Business

Solutions:

Grameenphone has launched Business Solution in the year of 2006. Business Solutions is a complete, quality business communications service from Grameenphone – designed especially for the business community in Bangladesh. Our



Business Solutions team is here to help provide you with customized telecommunications solutions through consultation with you. At office or on the move – stay connected through Business Solutions.

4.2 Business solution Products:

- **Internet SIM:** Internet SIM is a SIM card that allows you to use internet and avail data services. Using this SIM you can send or receive SMS but can no avail any voice services. Whenever, wherever you want to get online access to the internet, Grameenphone has got the coverage & right solutions that will suit you.
- **Internet Packages:** Internet is the most convenient medium of information, through which people can enhance their knowledge, spread the same form one corner of the globe to whichever place they wish with a single click. Grameenphone internet is another step towards fulfilling the goal to help people stay close to their dear ones and to enlighten their lives through free and flawless access to information. With this step, Grameenphone so far brought internet to people in the following ways:
Desktop and Laptop browsing: by using the mobile as modem or by internet modem
Mobile screen browsing: WAP/internet browsing on the mobile
- **Data Card:** Grameenphone has introduced a new generation high-speed Internet modem capable of supporting GPRS/UMTS/HSDPA. This is a multi-mode wireless terminal with which you can browse Internet, send/receive messages/emails and use

voice services without requiring wired connections. The new Grameenphone Internet Modem is a faster, reliable and easy to use device.

- **Vehicle Tracking:** Vehicle tracking service is a GPS based vehicle tracking solution that provides instant location information to the vehicle owner/ authorized person through web/SMS with other flexibilities. Through this comprehensive solution, a subscriber can learn the real-time position of this vehicle, and apply rules on the vehicles (e.g.: speed limit, No Go Area, etc). In addition, subscribers can also secure their vehicles by subscribing to security features like remote immobilization, panic alarm. Some of the other features are: Speed Violation Alert/Report (speed of all vehicles can be controlled, monitored, and hence when violated, immediate contact can be made to reduce such violation).
- **M-Reporting:** Grameenphone introduces “Mobile Reporting”, a customized SMS and web-based application developed for field service professionals to help automated report dispatches, scheduling, and delivery and thus optimize efficiency of your business. It enables the field sales force to report their daily tasks, place order at the inventory, and send sales report through their mobile phones to their head office in real- time from anywhere in Bangladesh.
- **Team Tracker:** Grameenphone Team Tracker is an enterprise solution for business organizations which enables the business managers to improve the speed and quality of field force activity. It ensures better field-force management by tracking employees through web and managing tasks in a faster way through both web and SMS. It is designed using the LBS technology which provides information using our BTS location. It is a new value-added solution for the Business Market.
- **Business SMS:** Business SMS is a web based SMS broadcasting application through which GP Business clients can Send, Manage and schedule message broadcasts to single or multiple recipients. Business SMS an extremely flexible and well-developed service, so it offers a multitude of ways to help strengthen your business while saving

your time and money. The use of Business SMS will make your business more efficiently managed.

4.3 Benefits of Business Solutions:

a. Value for your money

- Benefit Plan: free minutes based on your committed usage
 - Freedom to choose from long ranges of benefit levels
 - Incremental benefit allows you to use more but to pay less
- 3 F&F Numbers: For both prepaid & postpaid subscribers (Including one off net)
- Business Hour Rate: Lower rate from 9 to 6, your busiest time of the day
- Closed User Group (CUG): Discounted call rate for your coworkers
- Credit Organizer:
 - Freedom and flexibility to use their BS postpaid connections and to pay like a prepaid connection.
 - You can fix your own credit limit in a dynamic way by simply making advance payments using either the conventional bill pay methods (e.g. banks) or Flexiload.
 - Contact your respective key accounts managers to avail the service.

4.4 Dynamic mobility of your business:

- **International Roaming:** Get the privilege of availing the service at zero security deposit as a BS subscriber. It will allow you to use your own mobile connection in 115 countries
- **EDGE/GPRS Roaming:** Access web, browse internet, check email, download contents and send MMS during your travel time.
 - You need to subscribe GP EDGE service in addition to IR subscription
 - No need of any extra subscription or activation for using EDGE/GPRS Roaming while traveling abroad

- **Missed Call Alert:** Get notified by sms of the calls you missed when your phone was unreachable.
- **Business Tune:** Business Tune is a service by using it, you will be able to replace the traditional beep tone with a jingle, advertisement, song, music, message of your company etc which a caller can listen while waiting for the call to be received. Grameenphone hope that making a phone call will become more pleasant for you with this Business Tune. Length of business hours is customizable based on client requirements. Example: 7am to 4pm or 8am to 5pm or 2pm to 11pm.
- **Business News:** Latest business news from Reuters. Just call 3003.

With our widest EDGE/GPRS coverage you can get the world at your fingertips.

- Browse the mobile internet sites such as Yahoo, Hotmail, and Google etc.
- Access internet through your computer using your phone as the modem
- Get news of BBC, ESPN, Reuters from the News City of GP WORLD
- **Mobile E-mail:** Access to office e-mail in phone from any out-of-office destination
 - Business edition to access
 - MS Outlook.
 - You can view your office e-mail, calendar and address book on the move
- **Business Directory:**
 - Search for the contact number and address of the organization you need.
 - Enter Business City of GP WORLD(wap.gpworld.com)

- **SMS banking:**

Enjoy hassle-free account updates from renowned banks like Standard Chartered Bank, BRAC Bank, Bank Asia, etc.

4.5 Advanced solutions for business:

- **GP WAN:** Wireless and secured intranet to provide you data connectivity. With your private APN, you can access the corporate server from anywhere.
- **Voice Mail:** Your callers can leave messages in your voice mailbox when your phone is unreachable. Now you can even retrieve the message through e-mail and website.
- **SMS Reporter:** Get report on sales, distribution, etc. as per your needs.
- **Stock Information:** Updated information of stock exchange, your own stock portfolio and recent price changes

❖ BlackBerry:

Grameenphone Business Solutions, the complete communications solution for business, introduces BlackBerry services in Bangladesh for Grameenphone subscribers. BlackBerry Smartphone's enable users to access the proven BlackBerry wireless services with support for email, phone, internet, instant messaging, organizer and much more. Discover a larger life with BlackBerry Smartphone's. It is much more than just work and email. It helps you connect with friends, family and others and gives your life a much needed balance.



❖ BlackBerry® Internet Service (BIS):

BlackBerry® Internet Service (BIS) is an out-of-the-box service that comes ready to activate with every BlackBerry® Smartphone from Grameenphone, and when integrated with your ISP mail service, it provides you with seamless mobile extension to your existing email service.

- **Optimal Assistance:**
- **Prioritized Services:**
 - Exclusive one - to - one service at all GP touches point.
 - Experience personalized assistance to manage your company account by dedicated Key Account Managers.
- **Prioritized Hotline:**
 - Instant customer service for the company decision makers.
 - Online access to your company& personal bill status and usage information.

4.6 SWOT Analysis of Direct Sales:

Strengths and weaknesses are the micro environmental factors influencing a business which are within the organization. Opportunities and threats are the macro environmental factors that influence all the firms in the industry. They are present in the whole industry. The following figure shows the strengths and opportunities that Direct Sales Unit of Grameenphone Ltd. enjoys as well as weaknesses and threats that the company faces.

- **Strength:**
 - Large number of specialized and experienced Sales people with broad industry knowledge.
 - Priority Service for the Business Customer.
 - Internal network coverage setup for BS customer.
 - International roaming with priority treatment.
 - Pre-Paid service with low cost.
 - Low tariff during business hours.
 - Low price handsets with quality and variability.
 - Relationship with the customer can be enhanced through different events/programs e.g. Iftar Party, BS Live, various competitive program arrangement.
 - Customize Service in response to technological change.
 - Door step services to customer.

- **Weakness:**

- Documentation is not very flexible for Business Solution Subscription.
- Due to process limitation, response time is slow compared to that of other operators.
- Stock unavailability in some cases when urgent product requisition is required.
- Takes time to activate postpaid product and services.
- Bill distribution team took much time to generate the bill.

- **Opportunity:**

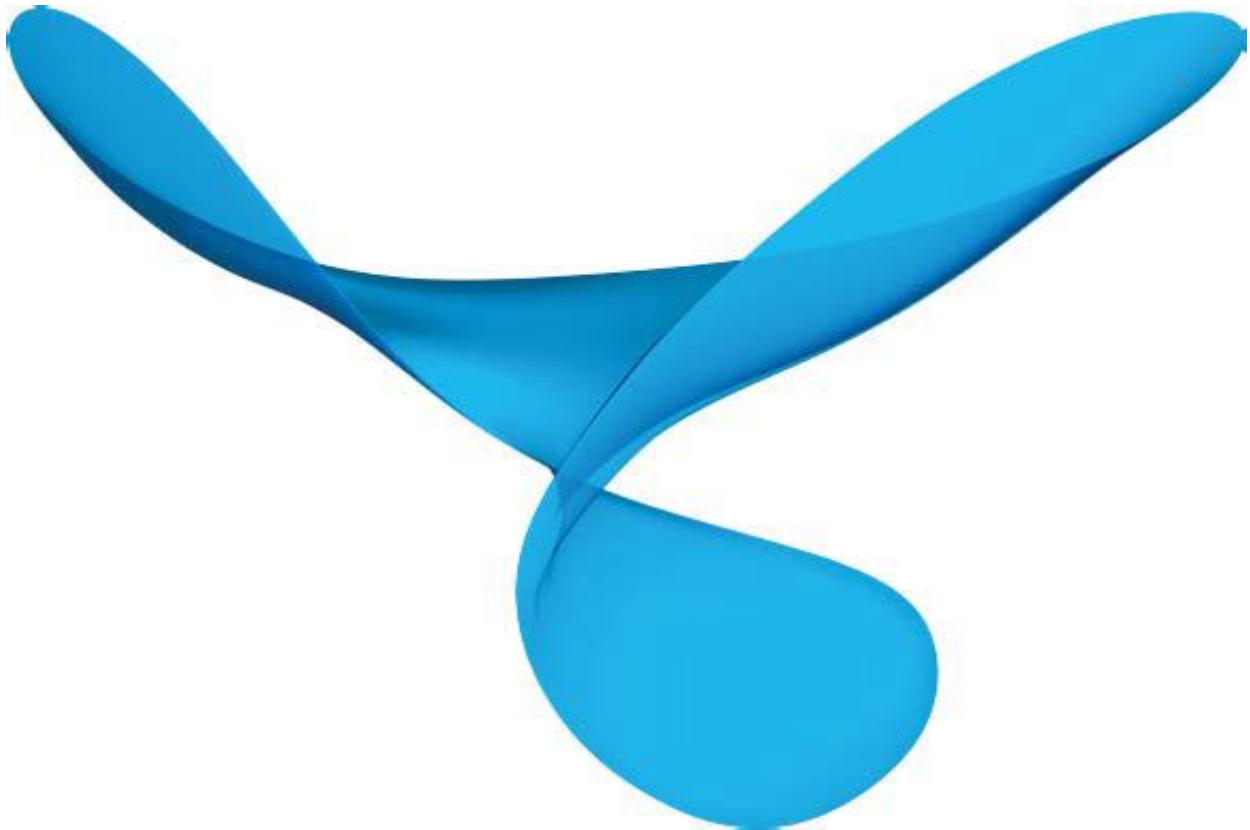
- New technology arrival for the BS Customer e.g. BlackBerry (Enhanced Handset Service).
- Huge demand in the market especially in the SME sector.
- Good opportunity for upsale since majority of the customer belongs to GP.
- Top of mind factor due to market leadership.
- Different industry exposure by the account managers.
- GP is the pioneer to spread countrywide network whose leverage direct sales is still enjoying.

- **Threat:**

- Strong corporate sales force of competitors.
- Aggressive marketing by competitors.
- Large sales force can be burden for the company if quality sales are not assured by the sales people.
- It is very difficult to keep relation with all BS customers as there are large number of customers are existing in the market.
- Possibility of new entrances using GSM Technology.
- Difficult to respond to diverse customer demand.
- Insufficient knowledge about the BS product among the new business people.
- Need to correspond to different stakeholders to come up with a single solution.

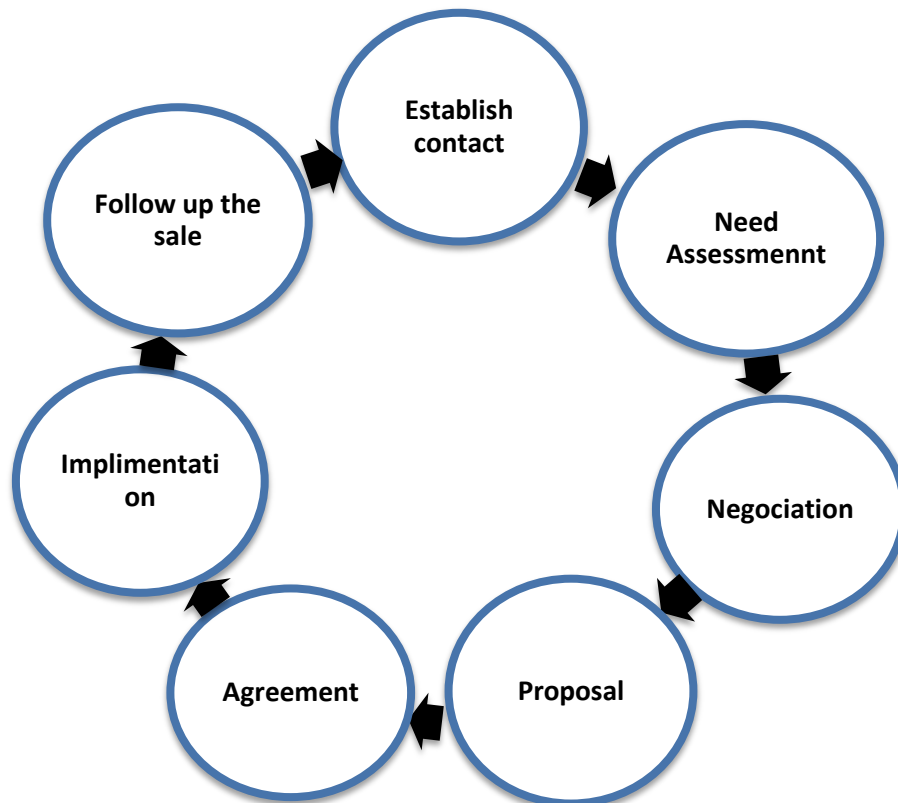
Chapter: 5

Theoretical Review on Direct Selling



5.1 The Direct Selling Process:

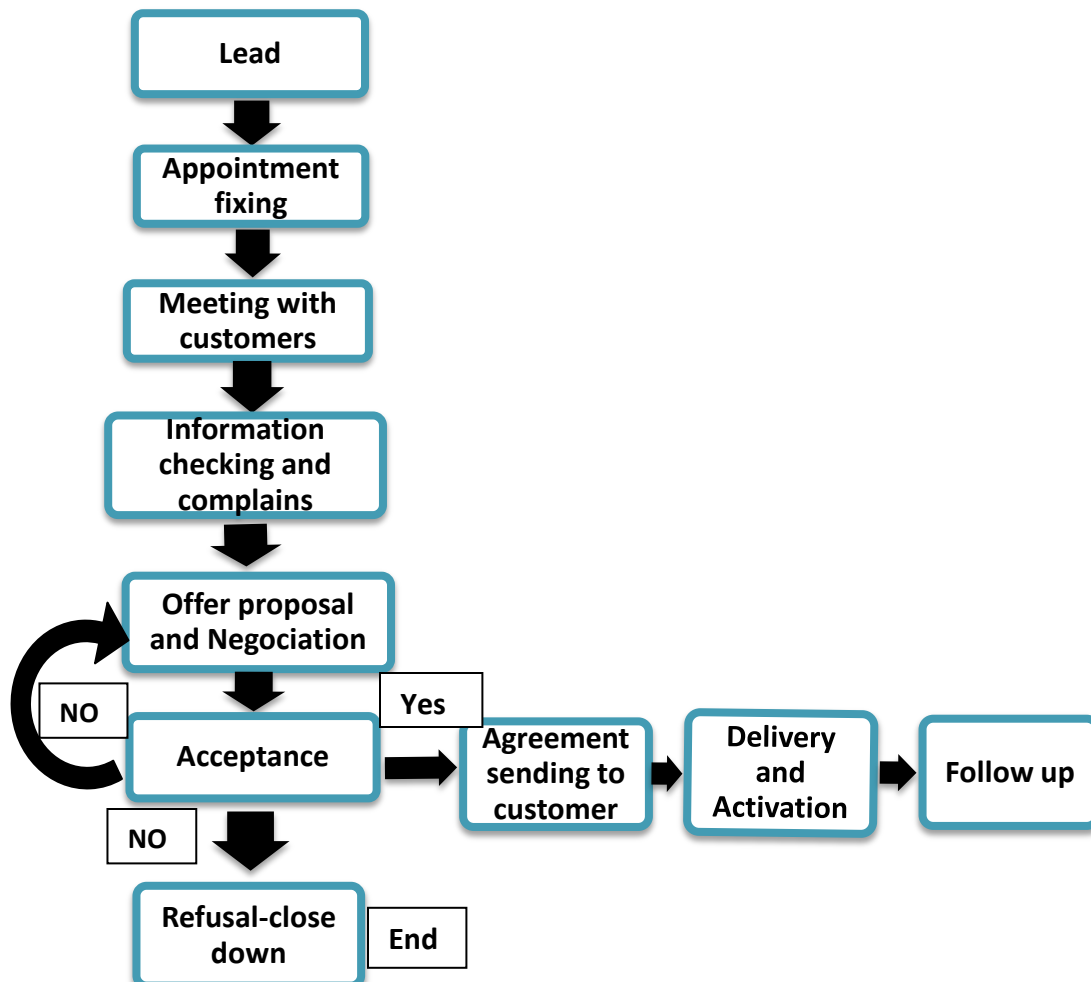
Direct Selling Cycle is of GP shows its business to business (B2B) sell. From the bellow cycle we find seven steps for a mature and quality sale. In the first step the sellers establish contact with the potential customer and try to take an appointment from the prospective customer. Then in the second step the seller organizes himself or herself for the next step based on the need of the customer. In the third step the sellers meets with the customer at the convenient time of the customer and negotiate about the product and its price and other related services. Fourth step includes internal approval and supervisor’s involvement to make proposal for any particular customer. In the fifth step the seller submit the proposal to customer along with an agreement paper depending on the need of the customer. In step six, the seller delivers products and activates the products. In the final step the seller keep long term relation with the customer and provide further required service for up dales and more revenue generation.



5.1 Figure: Direct Selling Cycle of Grameenphone Ltd.

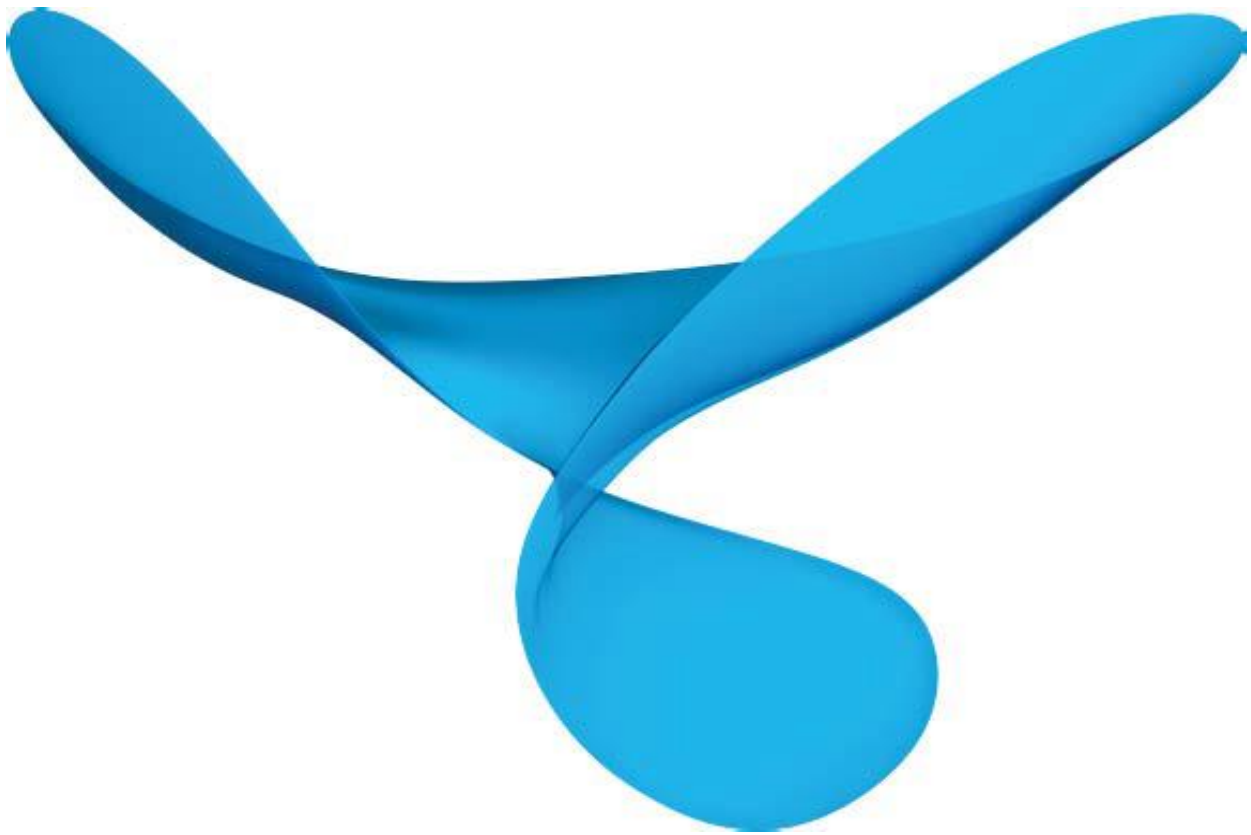
5.2 The Direct Selling Process with details:

The bellow flow chart exhibits the details for selling process which includes how many days requires for each step. After collecting the lead it takes approximately three working days to communicate with the potential customer for appoint fixing. After appoint fixing the seller tries to seat with the customer for a meeting within a week. After a successful meeting the seller submits a proposal to the customer within three working days. After submitting the proposal the seller wants to make a mature sale within one week by the proper negotiation. If the buyer refuses the proposal then there is possibility of close down.



5.2 Figure: Direct Selling Process with completion duration

Chapter: 6
Direct Selling Practice at GP:



6.1 Lead Generation: Leads are generated by the following procedure:

- a. **Telemarketing:** The Newspaper Add of GP BS contains some numbers which are dedicated for the enquiry of any sort information regarding BS. That makes the interested customer to make call to those help lines. So the call receivers get Lead information from those inquisitive calls. This is one of the efficient ways of lead generation for BS.
- b. **GP Sales Team:** The sales channel of GP is spread throughout the country. So each business clients may contact one of them and which is regularly diverted to the BS department which is generating regularly handsome amount of lead. Moreover the GP BS sales team frequently makes visits to different business organizations it also helps generating Lead.
- c. **Personal Reference and Campaign:** The existing clients of GP BS suggests about the product to their personal attachments. More over the employee of GP has personal references which also generate leads. Again the employee of GP BS department may have personal attachment with different business organizations through themselves and their attachments. GP direct sales team also hold campaigns along with rewards to encourage employees of other divisions to provide lead; this is also a prime way of personal reference for the generation of lead.
- d. **Directories:** Each industry runs under some kind of rules and regulation of their own. There may be some watchdog to take care the industry. Like in Bangladesh these kinds of watchdog or associations are BGMEA, BKMEA, BTMEA, ISPAB, DSE etc. When there are some associations in any industry an exhaustive list of each company is enlisted there. This kind of directory is also a successful source of generation of Lead.

- e. **Websites:** Now a day's internet is the source of all information. But most of our local companies don't have any websites. Only a limited number of local companies have websites. Those limited number of companies' websites are the source of lead. So the websites of the company hence are used in lead generation.

6.2 Fixing Appointment over Phone: While making the first call to the contact person of any company introduction of the caller and Grameenphone is done every time. Then they awakening the customer by saying that, we have a very attractive corporate offer of mobile telephones, which we think very much beneficial to your company. Then the customer may become very much interested about learning the corporate offer on that conversation. It is desirable that phone conversation will only limited to awake the customer interest which will roll in a meeting. Telling too much about the offer is strictly avoided. Because the customer may take a negative decision instantly without having any clear understanding of the detail benefit of the offer or the customer may be overloaded with unrelated information to him.

6.3 First Visit to the Customer:

In direct sales the seller has to visit customer office premises to meet the client. So after fixing the appointment the next step is the First visit to the customer. The first visit to the customer is very crucial with respect to sales prospect. As there is an old saying that first impression lasts till end.

- a. **Preparation:** The impression is dependent on the gesture, posture, attitude, politeness & other personality related parts of the seller. More over understanding of the customer's personality, understanding precious time of customers & listening to the customer is very important. Understanding beforehand the above factors the seller gets prepared for the first meeting. So according to the customer class the seller maintains a dress code for the meeting. Obviously a seller must be prepared mentally to talk with same level of the mentality of the customer. These are the essential part of the preparation that should be taken before visiting a new prospective client.

- b. Customer Need Analysis:** The seller approaches the attractive benefits of the offer with a very limited view. Then the seller asks to know about the company and its business. The customer must understand why the seller wants to know about the company. The reason should be cleared by the seller to the customer. The reason is GPBS provides a customized offer which is unique to the company and based on the client needs. The customer may talk about unrelated issues about the product. It is seller's responsibility to divert the customer to the area of concentration which is the mobile telephony and wireless data service's need of the customer. This information includes total number of employees, number of cell-phone users, number of cell-phone users who are paid by the company, the growth function of the company, the most frequent call receivers, number of offices in the country, employee mobility, existing data service usage & future needs.

6.4 Proposal Submission Assurance: After the customer need analysis, the seller must assure that very soon the customer will get a customized offer for benefit of their company. The customer must feel that much sure that the company is going to get a unique offer very soon. In this regard while collecting customer information the seller must note all the information told by the customer. This makes the customer that the seller is paying serious attention to give a customized unique offer.

Fixing Next Appointment: While closing the meeting the seller have to remind the key issues discussed in the meeting. Just make it easy to remember by the customer. Then the seller must fix an appointment with consultation of the customer's convenience for the proposal submission. If the customer is unable to give next appointment then the seller must tactfully inform that he will fix the next appointment over phone again.

Proposal Submission:

The proposal submission is the next phase of the Direct Selling Practice. The proposal usually contains the introduction, brief description of GP, Special Benefit of GP-BS, Tariff Plan,

Dedicated Customer Service Round The Clock, Meeting Minutes, and Total Startup Cost for acquiring BS.

Focusing Customer Need: Usually GP Business sales team of Dhaka and Region maintain a common format of business proposal for their clients. The common format is latterly modified according to the customer needs. The customer pays serious attention and feel comfortable when the proposal contains need related information and benefits. More over the promotional offer is highlighted in the proposal which further more attracts the customer.

Customizing the Proposal: In business market both the SME and Corporate market of GP-BS are very much diversified. So proposal for any company has to be unique if customer need is focused. As the business industry varies the need varies even within the same industry the need varies according to the market position, turnover, number of employees, usage of information technology and other related issues. So customization of the proposal is essential to feel comfortable with the proposal.

6.5 Subsequent Visit to Resolve the Arising Issues:

- **Listening to the Raised Issues:** After submission of the proposal the management of the company is allowed to go through the proposal. Then the seller fixes next appointment to resolve the raised issues. The market is highly competitive so the customer is aware of the competitors' offer. That raises the bargaining power of the customer. So there will be always some issues which will have to be resolved. The most common issue in selling GP-BS is that costs a startup cost where as the competitors are providing Sims Card with no startup cost. In this issue the common point of defense for the seller is the Brand Image of best quality of network which is really helpful to resolve the issue. To resolve the arising issue it may take several visits. The reason is that the establishment of corporate connection is related with the whole organization and the whole number of employees. So a visit with the key decision maker may resolve the

raising issues raised by the key decision makers'. But as the employees hear about the GP-BS the raise issues regarding number change, call rate other inconvenience related issues. So it is necessary to pay more visits to the customer premises.

- **Mitigation of the Issues & Settlement:** The raised issues are too mitigated to get attention of the customer with a feel of co-operation. Only when the raised issues are mitigated then the sale is possible. Otherwise the customer may feel neglected on their demand. By this time some solvable issues may be relaxed with interference of the higher authority of the seller end. Those issues are to be assured to be mitigated with the knowledge of the high officials of the seller end. Then the customer may be in a settlement about being a corporate customer of GP-BS. So here the seller has to consider some demand of the customer to reach a settlement.
- **Diverting Uncompromising Issues:** There are some raised issues which are far beyond of the company policy. Like in the market the competitors are providing free SIM cards to the business clients. While GP is charging startup cost for each of the connections. Most of the customers usually raise this issue. Then the seller has to disagree with customer, saying that GP does not provide any service for free. More over the seller has to make the customer understand that free stuffs do not have any commitment as they are free. But GP is charging startup cost for which they are providing the best value for money. This is a very common uncompromising issue which faced with each of the customer in these days. The seller must handle the situation very tactfully to divert the uncompromising issues at the same time it has to be kept in mind that the customer should never be feel neglected which will negatively affect the buying decision.
- **Creating Win-Win Situations:** This is the final stage before the buyers wants to take the buying decision. Only when the Win-Win situation is created the customer feels comfortable and agrees to buy the GP-BS. Now-a-days it is tough to create Win-Win

situations & getting tougher day by day. In this regard the current market scenario presentation is desirable and there are many potential customers in the market especially

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- **Proposal Submission:**

The proposal submission is the next phase of the **Direct Selling Practice**. The proposal usually contains the introduction, brief description of GP, Special Benefit of GP-BS, Tariff Plan, Dedicated Customer Service Round The Clock, Meeting Minutes, and Total Startup Cost for acquiring BS.

6.6 The Final Decision:

The final decision occurs after the Win-Win situation. In this stage the key decision maker of client-company agrees to become the subscriber of GP-BS. Then the key decision maker asks the seller about the documents which are necessary for the purpose. Then the key decision maker fixes the date of delivery of the products and activation of the service & mode of payment & time of payments with consultation of the seller. More over some good clients requests for the signing ceremony & subsequently the press release. If possible the final date of each and every activity is fixed during the final decision with consultation of both parties.

- **Collection of Work Order:**

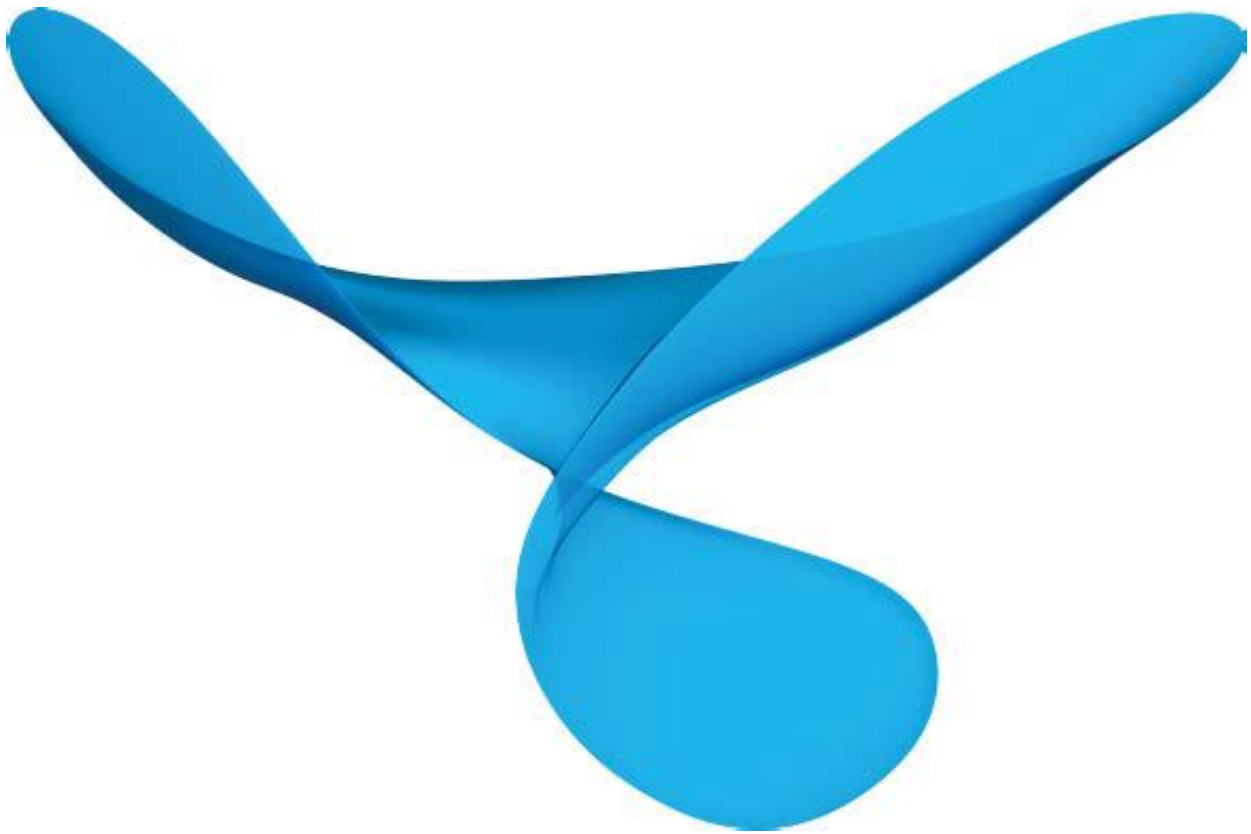
When the final decision of the key decision maker is done then the issue comes which is the collection of the work order. It is enviable to collect the work order on the same day of Final decision. If the work order collection is delayed the customer may meanwhile change the mind. So collection of the work order immediately is practiced here.

6.7 Delivery of the products and payment collection:

In this stage the seller becomes satisfied as the sell has become matured after a long series of procedure as practiced in GP. The seller then lifts the product from the logistics department and delivers to the customer & collects the payments in check. And then give those checks to the finance department.

Chapter: 7

Job Responsibilities and my Observation



7.1 About my internship period: I was assigned in the Direct Sales part of the Commercial Division and works on corporate client operations. Corporate clients are essential to GP because of the strategic and financial value they provide and also because building strong relationships with corporate entities expands the growth opportunities for GP itself. Each corporate client in turn belongs to a certain category in terms of geographical location of the business, revenue and business scale and strategic importance. Therefore, within the DS department, several units operate which categorically divide the businesses based on the aforementioned parameters and form a revenue pyramid structure. There are five units on the basis of the geographical location of the business, revenue and business scale and strategic importance. I was in the zone two of BS Dhaka. My team is assigned with the *Baridhara- Uttara – Gazipur – Mymensingh area*. There are 9 members along with me in my team, including one zone manager who controls the whole zone. He was also my professional supervisor during my internship period and advisor of my future career aspects.

7.2 The Nature of the jobs and my Specific Responsibilities:

I was attached with the Direct Sales team. And my first and foremost job was to learn the process and tactics of selling product to the corporate clients. During this time period I was making several visits to the client's office for various purposes of selling. If I look through the time period of my internship and divide it in different segment it will be in three segments and they are my specific responsibility, visits, observation.

- **My Specific Responsibilities:**
 - Works with a Direct Sales team to identify need assessment.
 - Observing the whole procedure of Direct selling (Proposal giving to Contract Signing).
 - Collecting product from the Logistic and delivering it to the respectable clients.
 - Providing them after sales service.

- Doing the entire back end job like fill up the BTRC form, scan those forms and send to the archive.
 - Have experienced the on the spot sales and migration campaigns (MM knit wear, Rajuk Uttara model College)
 - Input all the migration numbers.
 - Monitor the Brand promoters (BP).
 - Collecting information of new clients, to finding the opportunity.
- **Project Baridhara DOHS:** I do believe that it was the most significant part of my internship period. I was assigned in a project with two of my team mates to figure out the opportunities there. Baridhara DOHS is a restricted area controlled by the Dhaka Cantonment Board. Although it is a residential area there are many offices of buying house and garments accessories product. Our aim was to find these offices and promote our services which are formatted mostly for the business users. We gave them a message about our products and how Business solutions make their business easier, effective and efficient.

My experience about this project is that it taught me a lot. It helped me to learn what is root level marketing and sales. I observe the whole process of their conversation, observe the techniques of promoting and selling of their products and also find out the requirements of the clients. They also tried to give them a better proposal to the respectable clients, existing in other operator, so that they switch operator and start using Grameenphone. Learning part of this portion of work is to realize the client's mind which is an added value for a Sales person.
- **Working as an organizer (B2B Fair):** During my internship period there was a B2B fare organized by Direct Sales team. It was at the Mayodan, (Ground floor, Auditorium of Gp House) of GP House (Grameenphone Corporate Headquarter). Key customers of Direct Sales were got opportunity to participate in the fare without paying any stall charge. It was a gift from GP for the respectable clients for being with GP. My role was an organizer there. It was a very good experience for me to get a chance like this during my internship period. I was monitoring the whole fare conducted in 3 days and

tried to identify the requirements of participants on that time. I also gave them coupon card for their customers, whom are buying more than five hundred taka. It was really a very good experience for me because it helped me a lot to work with peoples of different organization as well as other department's employees of Grameenphone. I believe is that it will be help full for me in my future professional life.

7.3 Visit: The most significant part of my internship period was making several visits in different organizations located in different areas. It was the most helpful part of my internship period because it helped me a lot to learn the sales profession. It starts with the conversation to techniques of how they (Account managers) sell their (business solution) products to the business clients. Even when it was their first visit to finding the opportunity of the organization, what method they were using to attach with the clients. How they negotiate with the respectable clients, tried to find out their requirements, send them proposal and finally signed the agreement.

7.4 Observation:

The Direct Sales department of the Commercial division is concerned with sales and agreements with corporate clients of Grameenphone. These clients include business of various scales, government agencies, embassies, international organizations etc. and are of immense strategic and financial value to Grameenphone Ltd. In fact, very small portion of overall revenue is generated from corporate clients but their limited number provides a high ARPU (average revenue per unit) which makes them invaluable to GP.

Within the Direct Sales department, there are multiple teams operating which are categorized in terms of financial, geographical and strategic parameters. Clients are divided zone wise, financial transaction wise and based on their strategic importance and are termed as Accounts. Each team caters to a client category.

At the core of operations is *Client Life Cycle Management*. Each team at Direct Sales is *responsible for the search, acquisition and retention of corporate clients*. For this, Account Managers are involved who interact and engage with clients throughout the entire process.

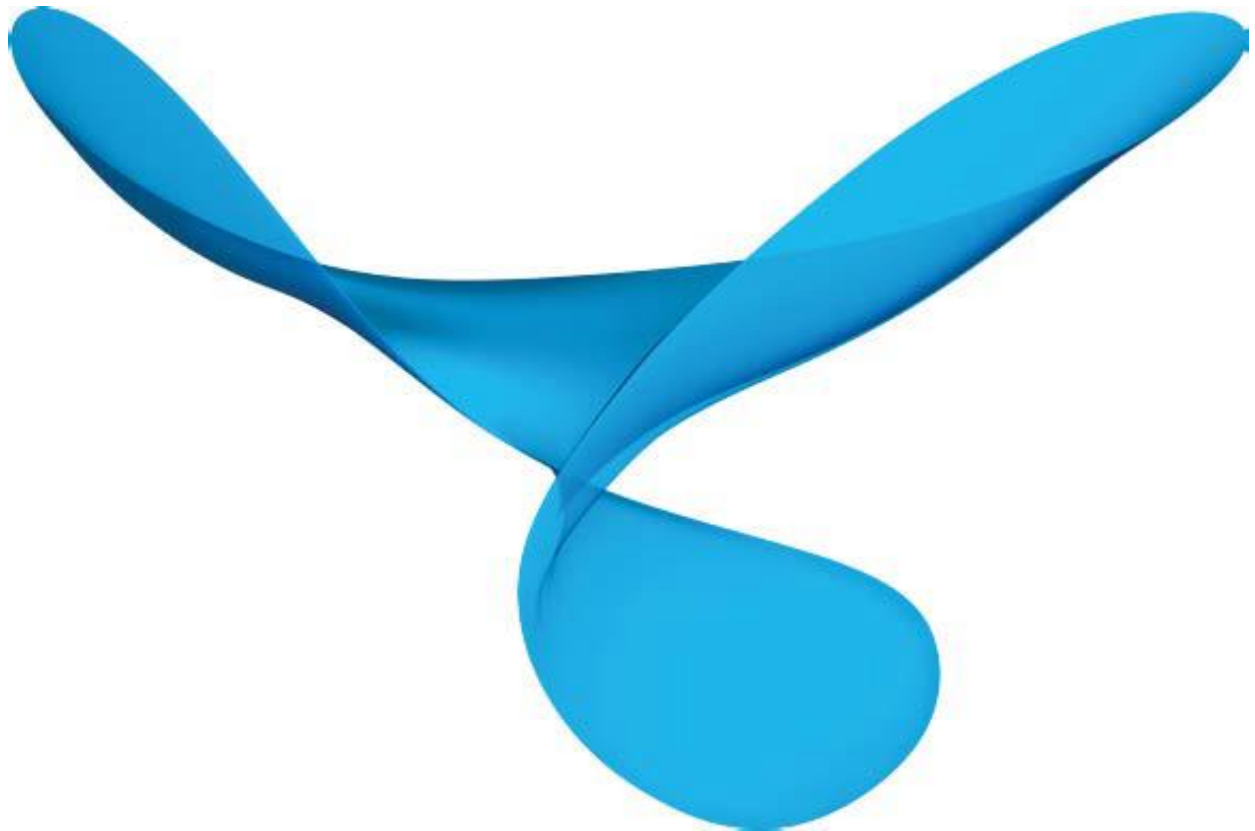
My observation elaborates extensively on the role of Account Managers, their scope of work and their clearly identified KPIs (sales targets and target client numbers) and performance evaluation criteria. The most interesting aspect is however in the understanding of the prerequisite skills required of Account Managers. Client interaction and engagement to yield successful acquisition depends on the fine balance of the art and science of corporate selling.

Account Managers not only require technical skills, solid knowledge of products and services and other knowledge-oriented skills (science), but also, a majority of their success is defined by the negotiation skills, composure, mental acumen and communication (verbal and written) skills they exhibit. These reflect the art aspect of corporate selling.

Lastly, I was assigned with the zone-02, part of the team of BS Dhaka. I worked with them 3 months and observe their whole job and their responsibility.

Chapter: 8

Project Findings



8.1 Project Findings:

The direct selling process in GP directly related with the clients and the key account managers without using any third party. So the key account managers (sellers) of Business Solutions have the real experience of direct selling of GP.

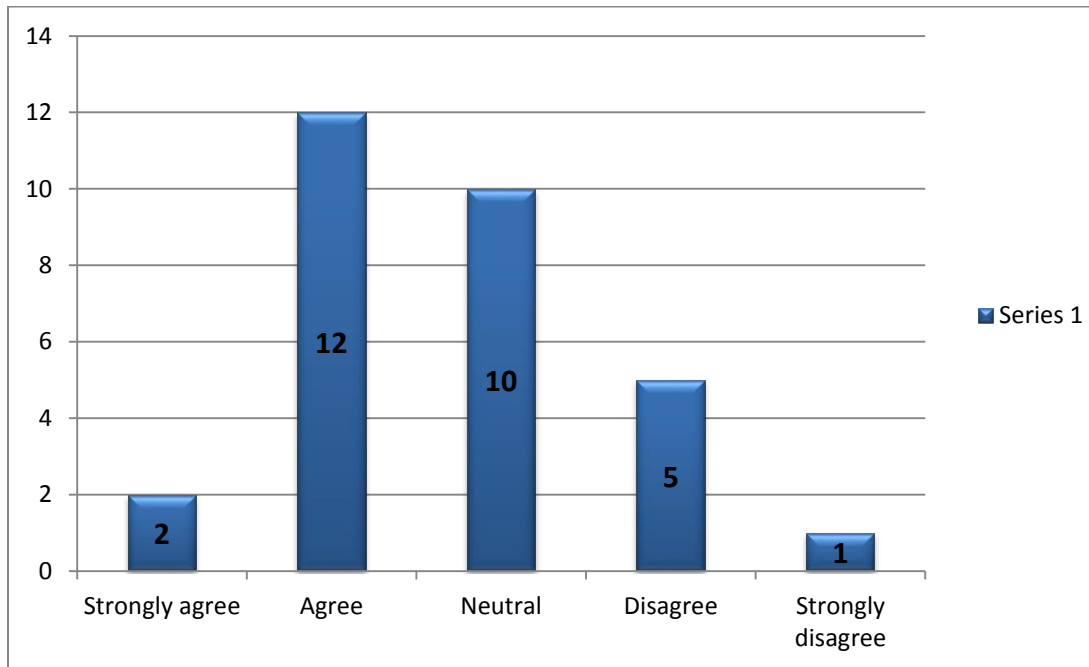
In order to analyze the impact of Grameenphone sales approach of Business Solution products in Bangladesh business market a series of questions were asked to the people who provide the facility to the customers with the help of a questionnaire, the data from these questions are tabulated below. As already mentioned, the survey was conducted among 20 GP BS sales people. The questionnaire is given later in the appendix section of this report. The questionnaire was developed with the view to obtain necessary information in a very brief manner as the business community is very much busy with their day to day operational activities.

I have asked total eleven close end questions. With those outcomes of the questionnaire, I have conducted my project findings part which is discussed in the following section



8.2 Sellers point of view:

8.1 Satisfaction Survey on Corporate Tariff:



In above graph (**Fig: 8.1**) it demonstrates that 12(3.6%) respondents are satisfied and 10 (3%) respondents are neutral where as 5 (1.5%) respondents are dissatisfied with the tariff plan of their corporate product. No seller is strongly satisfied with company's tariff plan. As we know the tariff plan of GP is relatively higher than to its competitors. Because GP is doing its business in Bangladesh for long time, it has more brand value; its network is very wide spread and high quality service. Though the tariff plan is high the GP sellers selling their product with their high communication skill and keeping long term relationship with the customers. On the other hand if the product all features is good then the customer needs to pay more. **For example**, if we want to buy Lux soap then we need to pay Tk.28 whereas the price of keya soap is Tk.22. We know Unilever has worldwide brand value. So because of this brand value the customer needs to pay Tk.6 more. In case of telecommunication product the GP has more brand value. As a result the tariff of GP product is high. With this high tariff the seller sells huge quantity of products in each quarter. This huge sales quantity represents the efficiency of the seller.

8.3 Sales Support Facility Analysis:

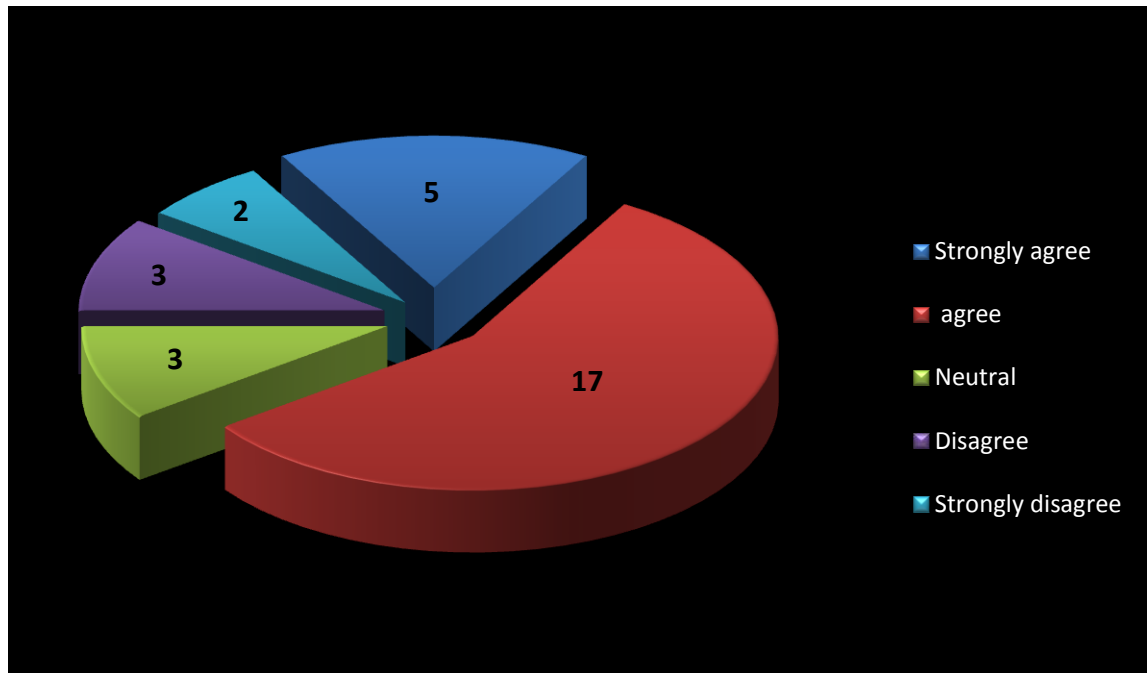


Figure :(8.2) Sales Support facility analysis

In the above chart (**Fig: 8.2**) it shows that more than 17 (56%) respondents are satisfied with the sales support facility provided from Grameenphone Ltd. Whereas 3 (10%) respondents are neutral of their comments and 10% respondents are dissatisfied. But 2 (6%) respondents are very dissatisfied with the sales support of GP. This sales support includes logistic support, transportation support, different gift offerings etc. GP is large organization; here large numbers of employees are working. It is very difficult to satisfy all employees especially for the sales force. We know for direct selling support facility transportation support is very important. From the GP's point of view it is not easy to provide transportation facility to all sales people. For example GP has about 95 sales people in the Direct Sales Department; in this large department it is not easy to provide transport facility to this entire sales people at a time. As a result the sales people who do not get transport facility they become dissatisfied. On the other hand there are some procedures to be taken care of to activate the connection. These procedures take time. But client creates pressure on the sales people to activate the connection quickly. The sellers more often have to face the problems with the activation as a result they become dissatisfied.

8.4 Direct Sales selling Process Satisfaction Analysis

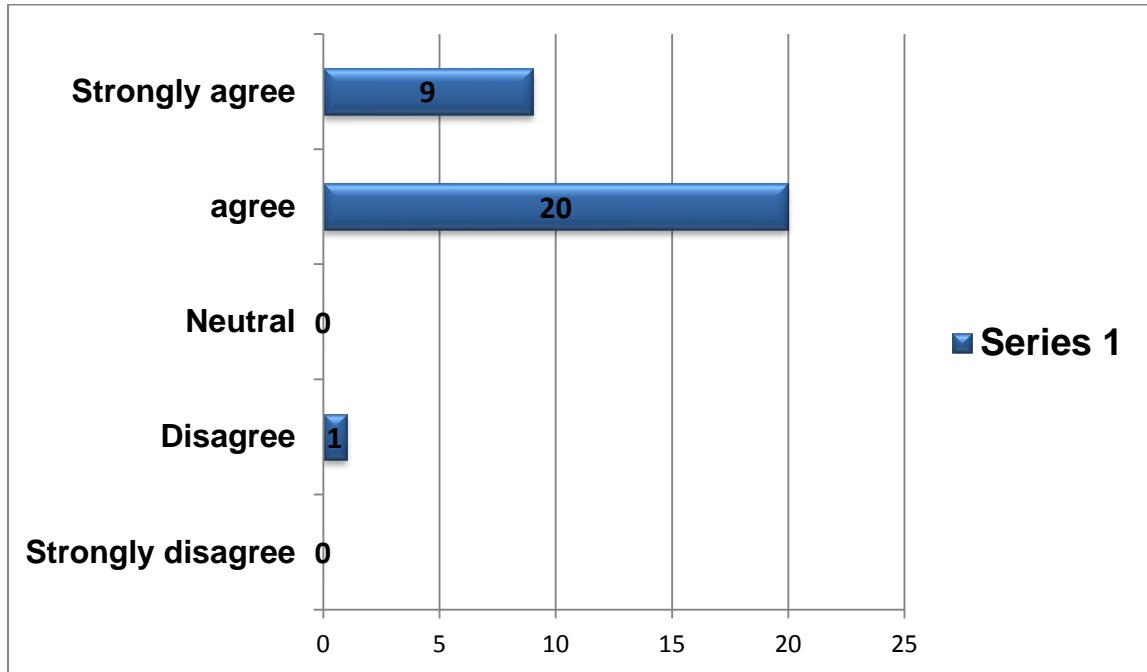
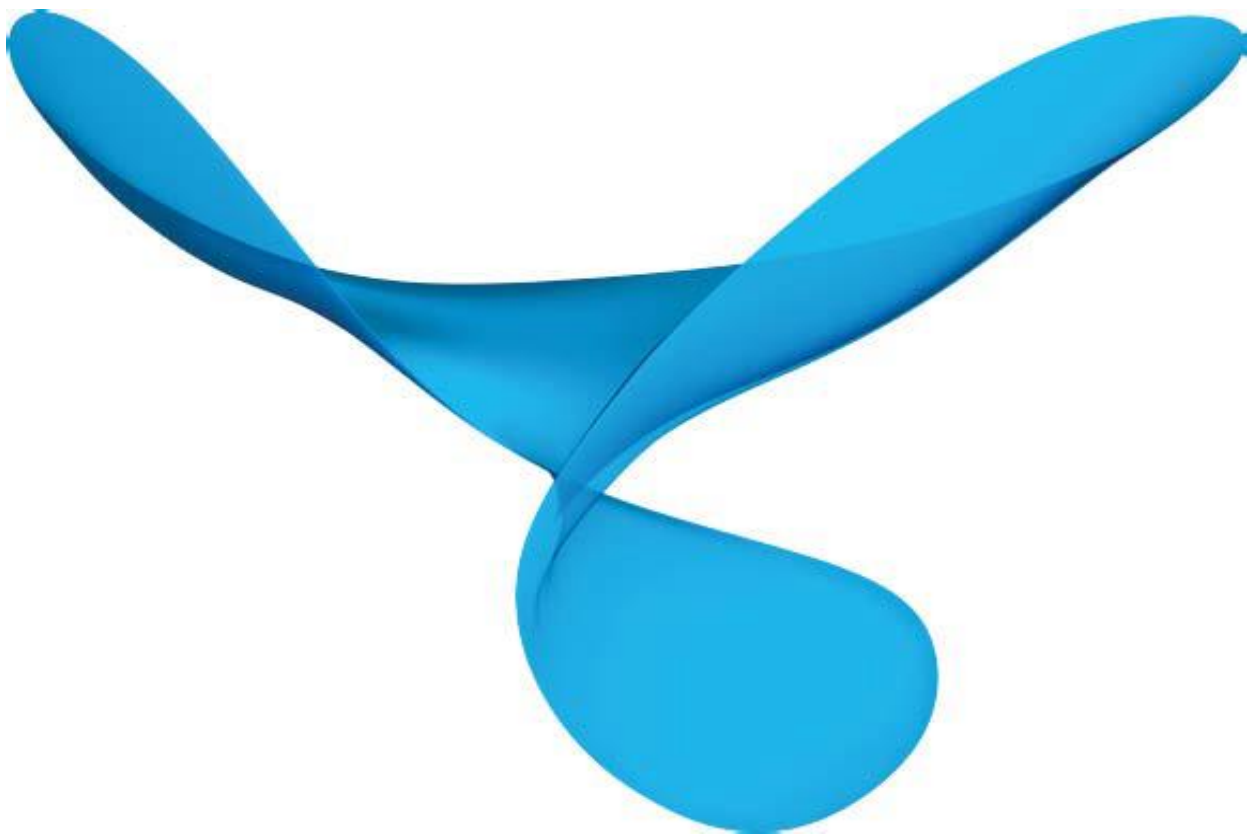


Figure: 8.3: Direct Sales selling Process Satisfaction Analysis

From the above pie chart (**Fig: 8.3**) it shows that more than 66% seller is satisfied with the GP’s Direct Selling process. Whereas only one person is dissatisfied with the direct selling process of Grameenphone. This satisfaction level represents that the current direct selling process is more or less good. This satisfaction also reflects in the rapid growth of GP’s sales figure in the recent years. But still there are some factors that need to be improved those will be discussed next part of the report. If those limitations can overcome then the growth rate of GP will remain same for the future years.

Chapter: 9

Problem and Limitations:



9.1 Problem and Limitations:

Every Process is developed under certain conditions. Those conditions undergo changes over the time. So the process under consideration must be modified according to the changes. Moreover any process may have certain problems & limitations due to the faulty consideration while development. Like any other process direct selling process of GP Business Sales has some problems & limitations, which is explored while doing this project. And the findings are based on expert opinion of GP BS sales people who are directly involved with the process & also based upon the analysis that was done. The problems & limitations are described below:

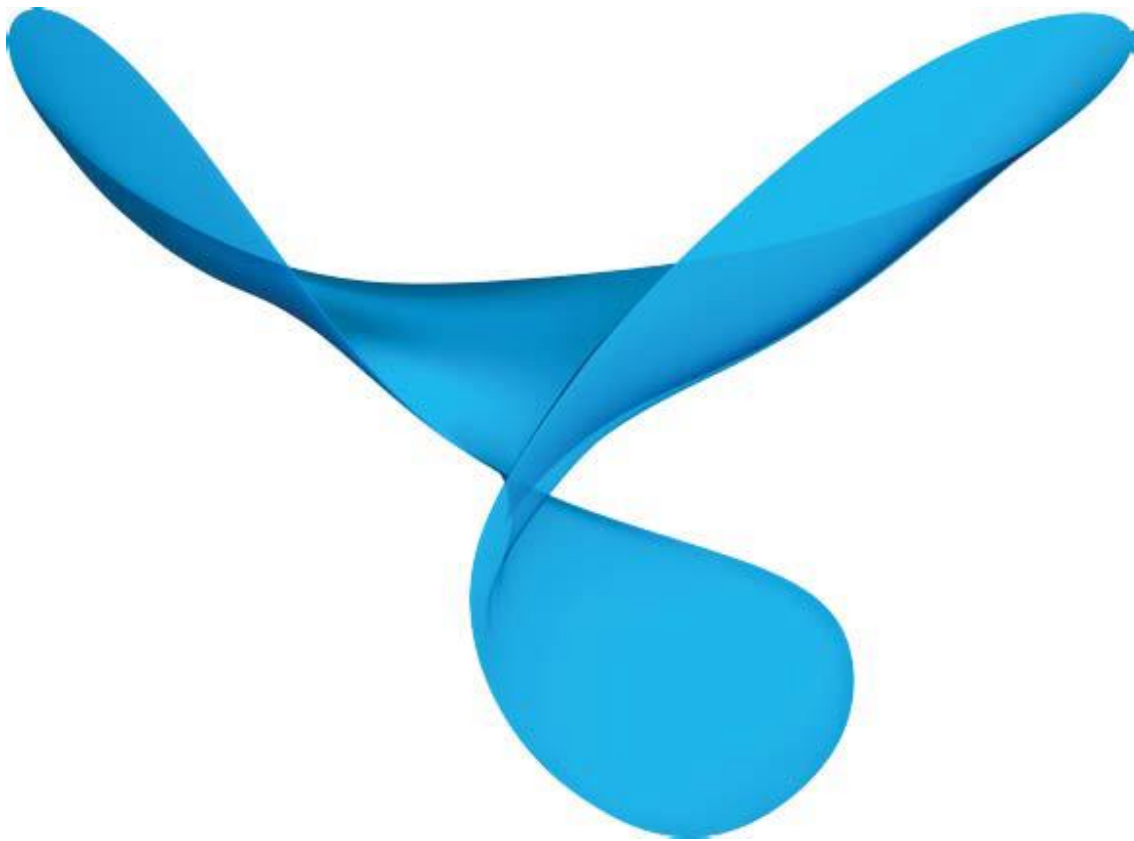
- Sales people working in any specified area does not have any updated meticulous list of businesses organizations present there.
- The sales people have to share any information regarding lead due to losing lead or interference of others.
- The sales people become competitive within the organization which may hamper the work environment.
- As the lead generation is assigned to each salespeople which may tend to overlap the work schedule of two sales people.
- Lack of knowledge about the product makes the salespeople less efficient in the sales game.
- Importance is given only in sales figures rather than the quality of sales, like; revenue generation, average usage, service & etc.
- Insufficiency of branding in business market.
- Inflexibility in product offering according to the need of the customer.
- Lack of effective training of the salespeople tends to less skill handling sales negotiation.
- Lack of restriction on zone basis sales activity, which makes the salespeople hunt clients of other zone & creates a violation of zone basis work concept.
- The image of costlier phone in the market also applicable in business segment.
- Process development & review should maintained more frequently to gain operational efficiency at its level best.
- The unexpected interference of indirect sales.

- Flaws in reporting and monitoring systems which may give rise to violation of rules & regulation.
- Approval of different tariff or service related issue is very lengthy & time consuming.
- Logistics support is given from headquarter, so zonal activity slows down when logistics support is needed.
- Delivering of product to the customer by the sales people kills time.
- The salespeople directly interacts with customer so sometime they face some unexpected & uncompromising question, which put them on embarrassment.

Finally we can say that GP is large organization and it has large sales force. For this large sales people smooth support is very important to continue the growth of GP. In the above I have discussed the limitations those need to be improved and if these limitations can be solves swiftly then the market leader will remain the market leader for the future time period. The solutions of these above problems are discussed in the next chapter.

Chapter: 10

Recommendation



10.1 Recommendation:

- Generated Lead should be distributed among the salespeople.
- In a zone the clear work area should be defined so that a single customer should not be approached by more than one sales people.
- Exhaustive and updated information of the companies of the industries at any zone should be prepared.
- An environment should create where within the organization no employee becomes a rival of others.
- Always keep informing the salespeople about the product offering & service given which is modified recently with the explanation.
- Importance should also give to the other key factors rather than only towards number of connection sold and revenue generation.
- More and more branding should be done for the business market with proper communication.
- Flexibility in product offering should be maintained as the product claims to be customized for each client.
- The salespeople should be trained frequently to learn the skills & tricks in handling crucial situations.
- After ending of each quarter there should be sales conference in tourist locations to gain the work rhythm for the next quarter.
- Some lengthy in house task processing should be reduced to give better service to the customer.
- Logistics finance & other support functions should be arranged zonal basis to reduce the unexpected hassle.
- After each attempt of modification of the process the feedback from every sales personnel who is directly influenced with it must be taken.

- Delivery of product and collection of money must be done by the logistics department so that sales people can focus on sales.

Above discussed points are the solutions for the problems those faces by the sales force of Grameenphone Ltd. If these solutions are implemented within very short time then the sales force will be able to work with more satisfaction. At the same time this employee satisfaction will increase both the quantity and quality of sales which will help to increase the revenue for Grameenphone Ltd.

Conclusion: GP has the largest workforce in the industry who is working for the company. Same goes for the business market. The business sales department is operated mainly regional basis. And in each region there are number of zones. So the workforce is sufficient but the process is not developed that much as the business sales has completed 12 years. GP has process development wing under direct sales department. This team is working hard every day to modify the existing process to gain maximum operational efficiency. Their development initiative must be supported by the salespeople. That is why involvement of direct salespeople must be ensured. This is not done currently. Unlike other products in the market the telecom products are largely exposed by the media and the competition is very much high in this industry. So, the customers are very much aware of the product offering of competitors' product. Now-a-days customer has bargaining power. As a result the salespeople faces tough situation to motivate the customer & eventually make the sale there. So, process development alone may not work to gain the maximum profit. In addition it is necessary to respond with the existing competition to make the product more competitive and presentable to the customer.

References:

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- **Annual Report Grameenphone, Year 2013(Collected from Grameenphone).**
- **Annual Report of Grameenphone, Year 2012 (Collected from Grameenphone).**
- **Annual Report of Grameenphone, Year 2011 (Collected from Grameenphone).**
- **Some Internal Websites of Grameenphone Telenor Profile.**
- **Raw Data from Direct Sales Division.**
- **Kotler| Keller, *Marketing Management*, 12th Edition, Prentice- Hall.**
- **Malhotra| Dash, *Marketing Research*, 6th Edition, Dorling Kindersley.**

Appendix:

A. Questionnaire for Survey

Dear Respondent:

I am a BBA student of BRAC University doing a survey for the partial fulfillment of Internship report. I am trying to find out ***“Direct sales Approach of Business Solution Products in business market of Bangladesh”*** and also more about the sellers and customers satisfaction level with the Business solution product and its service. It will take only few minutes of your time. Your response would be of great help in accomplishing the study. However, this information is only for academic purpose and will not be disclosed elsewhere. For the following questions, Please tick your answer according to the degree of your agreement.

| | |
|--------------|---------------------------|
| Name: | Designation: |
| Age: | Working in GP for: |
| | Date: |

1. Are you working under corporate sales team?

- (a) Yes (b) No

2. Gender:

- (a) Male (b) Female

3. How do you collect lead?

- (a). News paper (b). Personal Reference (c). Internet (d) (a), (b), (c)

4. How do you do your first visit to client?

- (a) Random (b). Preset (c). Both (d) None of the above

5. Do you think you become prepared before going to client for the first visit?

(a)Very well prepared (b). Prepared (c). No Preparation

6. Are you satisfied with the tariff of corporate product?

(a)Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

7. Are you satisfied with the facility of corporate product given to customers?

(a)Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

8. Are you satisfied with sales support facility of the company to execute the sales?

(a)Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

9. Do you get available product?

(a)Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

10. Are you satisfied with the Direct Sales selling Process?

(a)Strongly Agree (b) Agree (c) Neutral (d) Disagree (e) Strongly Disagree

11. Any other issues regarding corporate product (Optional)

Signature:

Date:

Your co-operation is highly expected and will be highly appreciated.

B. Seller's Survey Analysis

Satisfaction Survey on Corporate Tariff (Figure 8.1)

| Satisfaction level | GP |
|--------------------|-----------|
| Strongly Agree | 2 |
| Agree | 12 |
| Neutral | 10 |
| Disagree | 5 |
| Strongly Disagree | 1 |
| Total | 30 |

Sales support Facility Analysis (Figure 8.2)

| Satisfaction level | GP |
|--------------------|-----------|
| Strongly Agree | 5 |
| Agree | 17 |
| Neutral | 3 |
| Disagree | 3 |
| Strongly Disagree | 2 |
| Total | 30 |

Direct Sales selling Process Satisfaction Analysis (Figure 8.3)

| Satisfaction level | GP |
|--------------------|-----------|
| Strongly Agree | 9 |
| Agree | 20 |
| Neutral | 0 |
| Disagree | 1 |
| Strongly Disagree | 0 |
| Total | 30 |