

Internship Report

On

**A study on Service quality and Customer Satisfaction of Summit
Communications's Services through GAP analysis**

Submitted to

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Submitted by

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LETTER OF TRANSMITTAL

To

Dr. Md. Tareque Aziz

Associate Professor

BRAC Business School

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Subject: Submission of Internship report on “Service quality of Summit Communications and customer satisfaction through GAP analysis”.

Dear Sir,

This is my great pleasure to submit the Internship report of my three months long Internship program at Summit Communications Ltd. The title of the report is “Service quality of Summit Communications and customer satisfaction through GAP analysis”. This report has been prepared to fulfill the requirement of my internship program at my assigned organization.

I have put my utmost effort to make this report a successful one. It has been a joyful & enlightening experience for me to work in the organization & prepare this report. However, this has been obviously a great source of learning for me to conduct similar types of studies in the future.

I would like to express my sincere gratitude to you for your kind guidance & suggestions in preparing this report. It would be my immense pleasure if you find this report worthwhile & informative to have an apparent perspective on the issue. I shall be happy to provide any further explanation and query regarding this report or any other relevant matters, if required.

Thanks and Best Regards,

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PREFACE

All things considered, just the hypothetical information is insufficient to develop profession. We the understudies are given the hypothetical cellar with the goal that we can confront the challenges proficiently and adequately that comes throughout our life. As a prerequisite of MBA program, every undergraduate is required to compose a report paper on separate subject as chose by the advisor.

This Program starts as three month temporary job working in any business association, which is clearly a matter of appreciation. It helps the understudies a lot in accomplishing useful information and applying the hypothetical learning in genuine ground.

In outcome, I was designated to work in "Summit Communications Limited" and arranged a report on "Service quality of Summit Communications and customer satisfaction through GAP analysis". I trust this report is an impression of aggregation of my effort, learning and commitment.

ACKNOWLEDGEMENT

First of all, I would like to thank my Advisor Dr. Md. Tareque Aziz for his help, effort, suggestions and utter co-operation. Without his utmost co-operation it would have been impossible for me to complete the report in due time. I shall remain ever grateful to him for his extraordinary gesture and pure interest in completing my report.

I am also thankful and acknowledged to my supervisor Sayed Rakib Ahmed, Senior Manager, SCL, without his direct help, suggestion, and assistance it would have proven quite difficult for me to complete this report. I would also like to thank the authority of Summit Communications Ltd. for helping me by giving an opportunity to work with them.

I was also helped by my friends and other officials while preparing the study by giving their suggestions, assistance & supply of information, which were valuable to me. Without their help it would have been very hard to complete the report in time. Finally, I want to thank my parents who gave special attention to me from the very beginning and during the preparation of report & the internship program.

EXECUTIVE SUMMARY

As a part of academic requirement and completion of MBA program, I have been assigned to complete internship report on “Service quality of Summit Communications and customer satisfaction through GAP analysis” under the guidance of Dr. Md. Tareque Aziz.

Quality service is the only product in service industry. As the sector is ever growing a sound understanding of what quality service means its attributes and satisfaction of the customer is a must. As an employee in at a reputed network infrastructure company like “Summit Communications Limited” I have tried my best to analyze and understand those.

The report begins with a general description of "Summit Group Ltd.", and afterward comes the presentation of "Summit Communications Ltd." and also its motivation, degree and impediment. The Mission and Vision of SCL are additionally talked about. At that point this report continues onto the preliminary discussion of the products of SCL.

After that I talked about how the company is performing in terms of service delivery. For this I compared data found from both clients and Summits perspectives. The completion of the report makes me recommend that although the service quality is good but the gradual improvement process is being hampered because of no research to find out customer satisfaction level and expectations.

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INTRODUCTION

Background of the study

The current world is running on service industry. Let's see at the first world countries. For U.S. economy, According to BEA, in 2009 services accounted for **79.6 percent** of U.S. private-sector gross domestic product (GDP), or \$9.81 trillion. Services jobs accounted for more than **80 percent** of U.S. private-sector employment, or 89.7 million jobs. According to the most recent study done by the Office for National Statistics suggest that the output of the services sector – which accounts for three quarters of the economy – grew strongly in July 2016 – up 0.4% from June 2016. As for developing countries in Asia, in India, services sector is not only the dominant sector in India's GDP, but has also attracted significant foreign investment flows. The sector contributed around 66.1 per cent of its Gross Value Added growth in 2015-16 and as per the first advance estimates of the Central Statistics Office (CSO), the services sector is expected to grow at 8.8 per cent in 2016-17.

So the future is service industry, and the competition is getting fierce. To stay in the competition it's must to provide unique and quality service. Summit Communications as a service providing company deals with these challenges, So I've selected SCL to understand what services they provide and how, and what their consumers think about them.

Objective

Broad objective

To know overall about the services of SCL, are there services up to the mark?

Specific Objective

- a. To know if their service quality reflects consumers demands.
- b. Are clients are satisfied with the services of SCL
- c. What consumers think about the services of SCL in reality?

METHODOLOGY

Descriptive & qualitative

Source of Information:

1. Primary: The primary information collected through face to face interview, observation, and collection of data.

2. Secondary: The secondary information collected from website, magazines and some other relevant sources. Both primary and secondary data sources will be used to prepare this report.

Scope of the Research

As per the study, it will be intended to reflect in the paper, a detailed analysis of the products and services offered by SCL, based on which client feedback will be provided accordingly. It will be a healthy source of information regarding ICT business operation, practices, diversity of services offered, local and zonal level scenario from the root level, client profiling, feedback from the services of SCL and how services are rendered. Integration of this information will stand out SCL's take on their client dealing, consumer satisfaction and after sales procedure.

Limitations of the Research

The main limitation of the study is the collection of information because most of the information is confidential. So they do not want to disclose them.

SUMMIT COMMUNICATIONS LIMITED:

Background:

Summit Communication Limited (SCL) which is a subsidiary of Summit Group one of the leading and high net-worth industrial conglomerates of the country, is one of the two authorized Nationwide Telecommunication Transmission Network (NTTN) operators in Bangladesh. SCL was set up to ensure diversification and strengthen the country's telecommunication infrastructure. From inception SCL is working to lay foundation for Govt.'s initiative of 'Digital Bangladesh'.

After being granted a license from Bangladesh Telecommunication Regulatory Commission (BTRC), the organization started its journey on 22nd December 2009 to operate Nationwide Telecommunication Transmission Network (NTTN) services. By upgrading and expanding the current fiber-optic network in Bangladesh, this license will help SCL to concentrate on its mission of strengthening the country's telecommunication backbone. It authorizes SCL to develop, build, own, operate, maintain and provide fiber-optic based NTTN services to Access Network Service (ANS), licensed telecommunication operators and other authorized users.

Vision:

Achieving the objective to help develop a Digital Bangladesh by connecting every household in Bangladesh with world-class multi-media services.

Mission:

- a. To establish and operate state-of-the-art telecommunication transmission network for the country's ICT and Telecom sector.
- b. To innovate and implement state-of-the-art transmission technology with durable, reliable, scalable and affordable service quality.
- c. To explore and work toward future potential of different multimedia services on multi operator model.

SCL'S PRODUCT & SERVICES:

Building a strong Transmission Network and facilitate network transmission service is the main service of Summit Communications Limited. Maintaining license obligation, Summit communications will build, operate and maintain an optical fiber cable network to lease out to ANS operators, ISPs, other licensed telecom operators and cable TV operators. Through backbone network in metro cities & in long haul SCL can provide network services both by 1) Dark Fiber Leasing, 2) Bandwidth Leasing. BTS and Hub site connectivity is another service SCL offers.

Dark Fiber Leasing:

The use of the term dark fiber is becoming increasingly common practice of leasing fiber optic cables from a network service provider. Dark fiber networks may be constructed in various way like point-to-point, point-to-multipoint, or use self-healing ring or mesh topologies. Operators are offered to lease cores/ pair (i.e. 01 pair = 02 core) from SCL's network for a definite distance while dark fiber leasing, and the operator will pay based on per Km per core basis for dark fiber leasing. The company can also build up additional spurs according to the request of operators. The operators also can sublease bandwidth to the end customers using their own active device or terminal equipment. ISPs, Mobile operators, PSTN operators, Wimax operators and Cable TV operators are the potential customers of dark fiber. By providing dark fibers to each customers currently all operators is providing end customer's solution. So, there is a discreet need of more dark fibers among all operators for providing backbone and end to end transmission solution which can only be mitigated through NTTN operators. SCL will provide minimum 100 Km dark fibers for next 3 years for facilitating their backbone solution to these operators and these dark fibers will be provided exclusively for their backbone solution and will restrict them to sublease these fibers to other operators.

Bandwidth Leasing:

To provide transmission service to operators, another alternative way is to leasing bandwidth. Using active device or terminal equipment bandwidth can be generated and the company will allocate bandwidth to the operators based on SDH (for voice) or FE-GE Ethernet technology (for data) since some of the operators especially some ISPs prefer leasing bandwidth. For local small ISPs who cannot afford leasing 100 Km of Dark fiber and have small requirement of Bandwidth in certain areas in their market this service is attractive. Using this technology some other services also can be offered at the later stage of company's project.

BTS and Hub site Connectivity:

To facilitate their wireless network, Mobile operators and Wimax operators use BTS towers. By using these BTS towers, end users get this operator's service without any wire. Using fixed optical fiber is how these BTS towers of operator's gets connected with their Hub sites (often refers to MSC and BSC or aggregation point). Most of the BTS-BSC connectivity has been established based on Ethernet which is costly and lacks durability in some cases. To support their hub sites big mobile operators had established their underground backbone, although most of these

networks do not cover up to the BTS connectivity. Moreover in exchange of monthly lease rental which provides temporary solution for their network connectivity some operators lease out other operators built backbone. Sometimes these operators require tailor made network to connect their last mile connectivity up to their BTS tower, that only NTTN operators can provide. 3G supported BTS towers will have to be connected from the aggregation points/ Hub sites with optical fiber to carry more bandwidth since emergence of 3G technology increases bandwidth need in a great extent.

JOB DESCRIPTION

I started my job at Summit Communications Ltd. as a Kea Account Manager under the Sales and Marketing department. The nature of the job was to serve existing customer, generate sales and new lead. I had to work through the current market of ISP and infrastructure industry, gather knowledge and develop client base and product.

Responsibilities

As a cam I have the following responsibilities,

1. Build a good relation with the client and generate new lead.
2. Cater every need of client with collaboration of other departments.
3. Shape and mold product according to customer's needs.
4. Generate market Intel to help mold the penetration strategy.
5. Maintain regular contact with the all of the clients.
6. Generate more revenue by increasing sales.

CONSUMER BEHAVIOUR ANALYSIS

Properties of Summit communication service

Summit Communications services can be categorized on the basis of below explained properties.

Search qualities reflect attributes of the product/service that can be determined before purchasing the product.

Summit communication mainly sells internet bandwidth and connectivity. The feature of those products is well listed in their site. And being a major player in the market, information about its services and quality are quite available to them who want to know.

Summit communication's reputation, web site, its design and performance all fall under the search quality since customer does not have to buy their product to evaluate these qualities.

Summit communication's service reliability, convenience in payment methods, customer care centers service, service recovery etc. are the **experience quality** for those cannot be determined without experiencing them.

As of **credence quality**, Summit communication's services are highly reliable, a customer can easily notice the effect of 99.9% uptime. That means, with a protection layer with every service the services of summit communications is always running except some major causes in which case Summit is swift to do repair works which translates to nearly uninterrupted services to the customer.

Need recognition of Summit communication's consumers

Maslow's need hierarchy categorized human needs into five levels which are "**Physical Needs**", "**Safety and Security Needs**", "**Social Needs**", "**Ego needs**" and "**Self-actualization Needs**".

Summit communication's product and service range is highly intended to satisfy ones **safety and ego needs**, since summit provides top of the class services it often with an extra layer of protection, it often charges more than its competitors and customers are willing to pay to avail premium quality service.

Information search

After recognizing the need, a customer will search information about Summit communications, its products and services. This process can be summarized by below explained steps.

At first a customer will collect information by social interaction from **Personal and non-personal sources**(friends, family, media or online or other business peoples) about Summit communication, its product and services. In this case Summit communication's reputation and communication will be evaluated.

Then consumer will evaluate **Perceived Risks** associated with the purchase of product and services. In Summit communication's case very little perceived risks are associated with its product which can be attributed to its redundant security for its services, and all the deals are signed with terms and conditions maintaining all legal conditions.

Major perceived risks will be associated with its services mentioned above. This will be satisfactory according to our research data which rates Summit communication's customer care, service recovery, and service quality.

Then he/she will do an **Evaluation of service alternatives** by considering other providers like Fiber@home (for NTTN), Link3 communications, Ollo, and others. Once satisfied, the consumer will **Purchase services** from Summit communications.

Ways consumers experience service in Summit communication

Consumers experiences **Service as processes** by browsing its web page, Communicating, signing agreement, requesting feasibility for any connectivity, placing order, commissioning of a link, making payment, placing complaint or by availing other services.

They experiences **Service provision as drama** because Summit communication services are very consistent with redundancy even at device level and other processes are flawless with customer care center and recovery personnel.

They experience **service as roles and scripts**, where consumer's role includes submitting requirements, providing authentic information like location, contacting for any query and Summit communication's role includes making delivery, listening and solving consumer query and complaints etc.

With a little interaction between customers, **compatibility or customer** isn't a big issue in Summit communication except if the customer has little knowledge about licensing or is illiterate about the terms. Sometimes we face customers that want to do business but don't know of what.

Being a company that provides connectivity / bandwidth, we seldom entertain customers with last mile. Which means we provide connectivity to the closest POP(point of presence) and

customers pull cable to that location and thus by customer **coproduction** a successful connection is established.

Post experience evaluation

Word to mouth communication is very important for Summit communication as feedback from a customer has an impact on another customer. Since we do not advertise ourselves in television or other media, the major communication between summit communications and customers are its marketing team and customers themselves.

There are a few roles plaid by the customer to avail service from Summit communication. So consumers tend to **attribute any dissatisfaction** to Summit communication.

Consumers tend to remember negative events more than positive experience. However it is also seen that a good experience from any employee in Summit communication can result in consumer's positive inference on services.

To encourage **brand loyalty** Summit communication is introducing loyalty card with many more benefits for the loyal customers. For those customers Summit communication's service is always great.

How Summit communication adapts with cultural differences

Being a service provider, there are physical interactions between summit communications and its customers like the time of link completion and handover, client visit or telephony conversation. With only Bangladesh centered business model **values and attitude** aspect doesn't defer much.

Manners and custom aspect is satisfied by Summit communication's trained marketing team, technical team and seasoned well educated customer care officers.

Being a less **materialistic culture**, a small price difference doesn't matter much to Summit communication's customers as long as the product and service quality is ensured.

To satisfy its customer's **aesthetics** needs, Summit communication's office and meeting room has been designed very carefully.

The **education and social institution aspect** of culture is maintained, because without minimal technological literacy it's impossible to avail Summit communication's services.

Customer satisfaction

Service quality is an important driver of customer satisfaction and behavioral intention.

Service quality is a major contributor in determination of customer satisfaction. Quantitative studies in numerous occasions have shown that "Satisfaction" is derived from services that creates specific levels of perceived value for the customer so that the customers develop positive engagement with the organization.

Data collected from 700 incidents from customers of airlines, hotels and restaurant in numerous studies where the importance of contacts between employees and guests were done and concluded that the employees' level of knowledge was a key factor in satisfying the needs of the customer.

Oliver (1980, p. 460) defined satisfaction as "a function of an initial standard and some perceived discrepancy from the initial reference point", and he used the expectation disconfirmation model to suggest the point at which consumers develop expectations about a product, before purchasing. Customers will always compare its quality and performance against their expectations after using a product. It is also pointed out that the likelihood of repeat purchase increases with satisfaction which is a customer's positive attitude toward a product or service. On the other hand, repeated purchases are less likely with dissatisfaction, which is when customers leave with negative attitudes.

Highly satisfied customers indicate that the actual performance is greater than their expectations, which causes the customer to purchase the same product again. A negative response occurs when the actual performance is worse than expected and customers are dissatisfied.

LISTENING TO CUSTOMER THROUGH RESEARCH

This report was produced to understand the service gaps of Summit communications and know what drives customer satisfaction. To be able to gather the necessary data, we utilized the descriptive method, using only qualitative approach due to time constraint. Herein, the chosen respondents were randomly selected from various areas of Dhaka City based on their current and future consumption. The survey methods were the research instruments used for the data-gathering.

The respondents who have been chosen in this study had to sit for an interview where they talked about their experiences; there wasn't a questionnaire but topics on which the conversation took place. The details needed for the research are then taken from the interview. Relevant literatures were also used to support the gathered findings.

The credibility of findings and conclusions extensively depend on the quality of the research design, data collection, data management, and data analysis. This chapter will be dedicated to the description of the methods and procedures done in order to obtain the data, how they will be analysed, interpreted, and how the conclusion will be met. This section is to justify the means in which the study was obtained and will help in giving it purpose and strength as it will then be truthful and analytical.

Specifically, this research will cover the following: the research design and method, the respondents or subjects to be studied (which will include the sampling method), the data collection instrument, and the data analysis. These will be presented below.

Research Methods

The interview protocols used in this study were based on meta-analysis findings. The authors developed a protocol for in-depth, semi-structured interviews with clients. In semi-structured interviews, the researcher is free to ask follow-up questions and explore, even though the interviewer comes prepared with a list of topics or questions. An initial protocol of questions and topics were developed, based on a review of pertinent literature, and divided into categories of service quality Satisfaction. To ensure the validity of the study methodology, the question protocols, raw data, research process and findings were reviewed by experts who were not directly associated with the study.

Descriptive research describes a certain present condition. Relatively, the method is appropriate to this study since it aims to describe the present condition of technical analysis as it is used in the stock market. The technique that was used under descriptive method is the

normative survey approach and evaluation, which is commonly used to explore opinions according to respondents that can represent a whole population. The survey is appropriate in this study because it enables the researcher in formulation of generalizations. Specifically, two types of direct-data survey are included in this study, questionnaire survey and interviews. Interviews with employees of Summit communication were conducted to provide further insight about the results of the survey. The direct-data type of survey is a reliable source of first-hand information because the researcher directly interacts with the participants.

The purpose of employing the descriptive method is to describe the nature of a condition, as it takes place during the time of the study and to explore the cause or causes of a particular condition. Since this study is focused on the perception & Expectation the descriptive method is the most appropriate method to use.

Two types of data were used: the primary and the secondary data. The primary source of data were the information retrieved from the interview of the clients. The secondary data on the other hand, were derived from the findings stated in published documents and literatures related to the research problem.

In terms of approach, the study employed only qualitative approach. The interview made up the qualitative approach of the study as this focused on personal accounts, observations, description and individual insights of the respondents.

Data collection& Respondents of the Study

Selection of participants included a guided method. Both client and KAM were respondents for this study. Clients were selected only from Dhaka metropolitan area based on some parameters. The parameters included how long they have been with summit communication, and the volume of our services they use. At first verbal communications were made to the Key Account Managers to take permission to talk to their clients. They then talked to their clients about if they want or have time to sit for an interview.

The interviews were conducted in the native language of the interviewee. Since all the participants were Bangladeshi in origin there was no need of a translator. Each guest interviewee received a pseudonym used in data analysis, to preserve the anonymity of the participants.

Audio recording were taken, with the consent that it will be strictly confidential. Notes were also taken to help keep track of the interview. The interviewee was provided with a list of topics and questions to be discussed. They were allowed to talk outside the topic also about any objections of satisfaction they experienced. The interviewees were given time according to their convenience.

Interview topic and questions

To help understand about the GAP between expectation and perception of services, below mentioned topics were discussed from both perspectives (Expectation vs. Perception).

- **Availability of variation of product desired.**
- **Availability of information required.**
- **Ease of communicating.**
- **Reliability of services.**
- **Payment and billing structure.**
- **Making complaint in case of service failure.**
- **CCC/NOC's response**
- **Office environment.**
- **Service time.(swift/slow)**
- **Hostility and empathy.**
- **Ease of availing services.**
- **Handling of confidential information.**
- **Pricing of services.**
- **Loyalty program.**
- **Overall service experience.**
- **Quality service.**
- **Satisfaction**

Data analysis

The recorded interviews were transcribed for analysis. Quality of the audiotape was managed closely, directions provided to transcribers and the validity of the transcription based on a review of the transcript. The transcribed interviews were read several times to obtain a sense of the overall data. At the same time, the researchers wrote memos, such as short phrases, ideas or key words, in the margins to facilitate later analysis. Then, they identified and elaborated concepts based on the literature review, the interviews, the analysis and the interviewees' idioms. By this analysis, the content meaning was reduced to core concepts. Once the person-by-person analysis was complete, the researchers ranked the interpreted data by concept, compared to the entire body of data, to examine the nuances and the different points of view.

FINDINGS

This section presents the findings resulting from analysis of the interviews with clients and Key Account Managers. The analysis synthesized the comments of KAM's and clients based on the conceptual framework consistent with the dimensions or themes – service gap, service quality and satisfaction. These themes allowed careful analysis of the perspectives of the participants.

Service Quality

According to the clients, although one of the major players in the business, information about SCL's products and services aren't that available without direct contact, customers expect to get full support and information relevant to conduct their business from Summit Communications. In that case, the view of the clients categorized based on the volume they consume or going to consume differs slightly. Word to mouth communication and direct communication from SCL marketing team are main source of information.

With the widest reaching and strong network and state of the art technology in every step clients expect to feel very secure doing business with summit communications. According to the KAM's with the 24/7 service from very efficient Network Operations Center summit is the safest in the market in terms of uninterrupted services. Clients opinions varies in the case, as some faced downtime but according to the SCL which was unavoidable. The overall experience is satisfactory though.

KAM's and clients definition of service varies, according to a KAM Service quality in this business means closest to 100% uptime of the network, availability, quick response and lowest recovery time in case of failures.

Clients agree to those facts too, but they added some too, like, behavior of the CCC personnel, KAM, personalization of services.

Clients reported some incidents when the response of a concerned person in email were not appropriate. They pointed out some incidents when the service was down, and upon notifying network operations, they checked and replied by just saying "our end is ok, please check yours" which was not the answer clients expected. They wanted something more.

Price is another issue many customers addressed, they told that the price Summit offers is quite high. Although they agreed about the service quality summit offers to be better than others, they argued that if the price was a little flexible it would have been better.

Respondents form Summit added some about another issue that may result in misconception because interviews from guests at summit office were also taken. Because summit doesn't provide service without proper license, even they can't even provide to those who do not have a zonal or central license. So summit has to reject them.

Clients overly agree to the fact that SCL has a very dedicated customer service which is working day and night to ensure service quality. But there is always space for improvements.

SERVQUAL

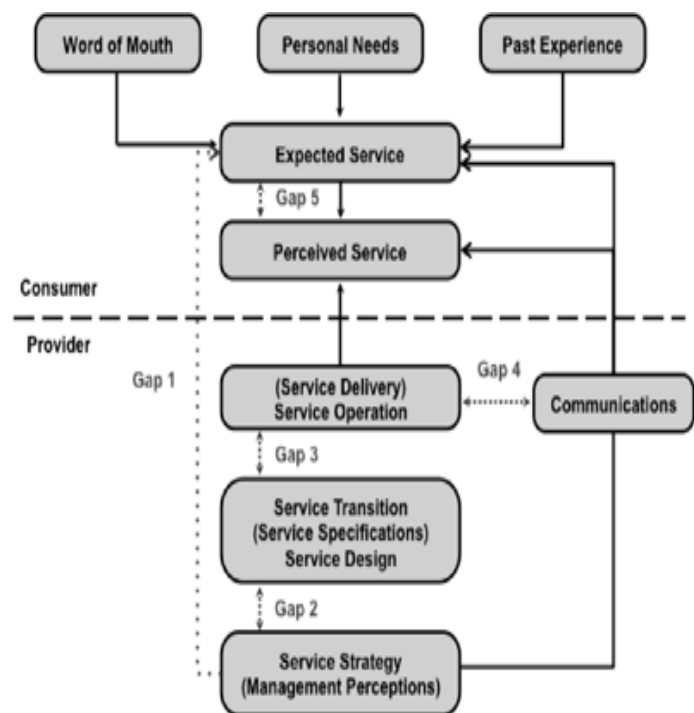
Servqual is a scale that is used to measure quality of service. Also known as 5 gap theory. These are actually scale.

GAP 1: In gap 1 two factors are considering those are expected service and management perception of customer expectation. From our survey SCL do not do any research or survey their customer. They just follow campaign schedule. So they don't have management perception of customer expectation. They only focus on their service.

Because Summit do not conduct any research to know about the service expectations of their customers, rather relies on the individual complaint or requirements of the client, it's hard to maintain this gap at the minimum. But because summit do value the opinion of the clients and raises issues in general meetings the gap is not high either. It's moderate.

GAP 2: Gap between management perception and the service quality specification need to make sure the organization is defining the level of service they believe is needed. This is internal document like as blue print. In our survey Summit communications as they do not follow any customer survey so they only focus on their better quality of service. From our survey we find out in SQI part that Summit communications had satisfied their customer. It shows that whether the customer is satisfied with their service or not.

Being relatively new in the market, summit did manage to come very far. But there are still many arrangements to do. Summit is now establishing more automated systems to perform its works. So it's still in a stage of evolution. This is why it's not always possible to maintain everything according to the plan and many minor changes are made to accommodate those situations.



GAP 3: It considers service quality specification and service delivery. That means specification you have mentioned in blue print or official log according to your service delivery. In the survey customer described service delivery of Summit communications as good enough but not best. Because customers of SCL think that they are not available every time whenever customer tries to contact with them.

To establish a link requires participation from both end, Summit establishes connection to the closest of client's location (POP) and then client comes with his resources to the same location. This is how the full connection is established. But sometimes the process may not go as smoothly as expected. Here communication gap is a fact. Sometimes situation arises when both party can't manage time at the same time, od due to limited resources summit delays to provide the service.

GAP 4: This gap follows that whether the company is following every promise that they made to customer. It can be done through comparing with the service delivery and companies official log or blue print. It considers service delivery and external communication to customer. Summit communications they says they give the better quality of service. According to our survey we found that external communication to customer by expectation survey and perception survey expectation and perception of customer includes customer security, availability of information, price of the product, uninterrupted service etc.

GAP 5: Here perception and expectation of customer is included. We know

GAP= PERCEPTION – EXPECTATION

Here perceived service comes from external communication to customer from GAP 4 and the expected service of the customer comes from word of mouth communication and past experience and also personal needs of the customer. From our survey if Summit communications deliver their services to customer properly and if the customers past experiences are satisfied then the gap will be positive. So for this perception and expectation of customer should be recorded by Summit communications through survey.

Satisfaction

Summit has a very good reputation as a brand in the market. So customers expect a good environment and place to talk in the office of Summit Communications and of course a good reception. In that regard, SCL did not disappoint them. According to the clients, office and meeting room environment, hostility an entertainment was up to their expectations.

Since a major driver of satisfaction is service quality, and the quality of services Summit provides are quite good the customers must be reasonably satisfied.

According to Summit, the attributes of satisfaction is, frequent and repeated use. A satisfied customer for their trust and satisfaction will avail the service again and again. And they will search for their other requirements to the same provider. Like, if a customer is satisfied using NTIN services it will avail the same service for its different locations from Summit and if the same customer ever feels the need of any other service which Summit also provides like IIG and ITC, he will certainly come to summit for the service.

As of today most of the customers of summit don't only take a single service from summit, they take multiple services at the same time. Most of the customers that uses NTIN or transmission network by summit also use IIG or bandwidth provided by summit.

But the fact is satisfaction is totally a personal view. What makes one person satisfied may not work for another. In the interview among respondents from the clients some attributed their satisfaction to the service reliability of the network Summit provides. Some attributed their satisfaction to the early and straight response from the customer care center and network operation center. At the same time some complained about the raw and short response from the network operations center. Only quick response and uninterrupted service isn't all for them, they want the humane factor of the service.

The most physical interaction with the client happens through the marketing team. Key account managers are the front liner for relation building with the clients. Client interview revealed that, they have a very good relation with the KAM assigned for their account.

BUILDING CUSTOMER RELATIONSHIP

The purpose of building customer relationship is not to be the best, but to be legendary. It is not a one-time story; it is a continuous level. Summit communication as well believes the same, and their core value is customer satisfaction. Customer relationship has been the vital part of marketing concept which we call CRM – Customer Relationship marketing. This is a business process in which client relationships, commitment and brand value are built through marketing schemes and actions. Through this, customer relationship is built for long-term customer engagement. Many organizations utilize this program to drive their business. But not all of them always succeed.

4 P's of Relationship Marketing

Product:

Unlike the general sense of marketing, product is much broader in relationship marketing. Summit communication does not only concentrate on service availability, but also in providing the service that will make the customers come back to them and repurchase from them. That service includes product and service quality, which is why Summit communication ensures very strong network.

Price:

Price is not only about affordability. Summit communication asserts that, many customers buy products from them while the price of the same service is lower from other providers. Although they offer discounts and sale time to time. But they prioritize service over discount offers. Because in Bangladesh, some customers wait for the offers as they want to get a service at affordable or lower price.

Place:

It is convenient enough to find Summit communication in search engine and browse for information about Summit communication. One just needs internet connection to look for the address or the office and contact of summit communications. But if there is no internet, in that case getting any kind of service from Summit communication isn't yet impossible. So if a customer is willing to purchase from them, he or she will definitely manage to find Summit communication.

Promotion:

In relationship marketing, promotion is about creating certain attachment through their service. Summit communication claims that they do not develop products; rather they develop the service. Thus, they are heading to building bonding or relationship with the customers.

Advantages And Disadvantages of Summit communication's CRM Program:

In Customer relationship marketing, loyalty is highlighted in every step of the service provider towards their customers. There are some advantages and disadvantages that Summit communication has or may have in doing relationship marketing. Followings are the findings from the research:

SL. No.	<u>Services</u>	<u>Advantages</u>	<u>Disadvantages</u>
1.	Summit communication has both ICT and IIG services	Ensures uninterrupted service for the customers	As the service layer increases, price goes up.
2.	Provides own backbone	Servicing becomes easier and earlier	If any kind of faulty comes up while serving; only Summit communication may have to face the problem with customers.
3.	Long term and large volume customers get extra benefit in terms of price and services.	Customer's satisfaction level increases as they get more and customized services.	Other customers may become unhappy, as they may think Summit doesn't value them enough.
4.	Frequent client meeting at both summit office and client visit.	Helps developing a more personal relation with the client.	Client may misunderstand these hospitality and expect more than summit can provide.
5.	Summit communication provide free service upon link completion for 3-5days which depends upon the client.	Customers' reliability is created by this kind of service.	Profit decreases.
6.	Own dedicated call center which are available 24/7.	Ensures customers service update, communication and regular interaction.	Sometimes calls are missed when the pressure is heavy, which may create bad impression.

7.	After 3-5 days of availing the service, customer service agents call the customers to know if they have any problem with the service.	Customers feel special, confident and prior	Sometimes it may become difficult to maintain and follow all the customers' data
8.	Clients get added benefits if they avail large volume of service.	Helps make customers loyal and understand that summit cares about them, they are special.	May discourage long term customers with small volume of service.
9.	All members in network operations center and customer care center are trained and technical persons.	They can easily understand problems faced by the customers and identify the solution method.	Training cost and time becomes an issue for a company.
10.	Special treatment is offered for repeated/loyal/regular customers. Customers who refeto Summit communication get special treatment as well.	Helps inbound marketing which reduces marketing campaign expense.	Some customers may see it as a lure to attract customers and may attribute it to bad quality of the service.
11.	For interrupted services whether it is on which end summit wont charge for the time.	Customer's loyalty progresses as they get the service beyond their expectation.	Causes loss for Summit communication in terms of monetary value.

Evaluation

Evaluating the table above, it is found that Summit communication understands the usual characteristics of Bangladeshi customers. They require the exact service which offers value for money. That is why they maintain relationships. There is a major connection between the supplier and the end customer. Summit provides the best service as well as they have their own 24/7 customer service center. This also gives Summit communication the confidence to offer

their own service guarantee for their customers. On the other hand, these may become difficult for them to manage all services being available as they can have only specific license holders. That is why; customers are not much satisfied about service availability.

In Bangladesh, customers tend to ask any question or ask for any solution directly to the customer care of summit communications. Although this is tough to train the technical persons of network operation proper manner and all kinds of technical problem solving ways, Summit communication ensures their persons to be well educated, well-mannered and well known about the services. Since Summits business is completely service oriented, so the primary contact when service is compromised is very important.

Loyalty program is very effective tool for relationship marketing. Summit communication offers added benefits for their loyal customers. And also it is given to the customers who refer others to Summit communication. Customer engagement increases by this kind of program and it helps reducing marketing cost (Word of mouth marketing). But they always have to be careful that, in looking for new customers, not to miss out the existing ones.

To make the customers feel secured regarding payment, Summit communication has payment deal with trusted banks of Bangladesh. This facility increase convenience for the customers to purchase an expensive product. Although this service can avail only who have credit cards and the number of credit card holders in Bangladesh is very low.

Relationship marketing is about customers' complaint management. There is a dedicated customer service team to maintain data of all customers, to track their order and delivery of services and to query about after sales service or satisfaction. In the website also, there is an option to communicate with the service agents. Whenever a customer complains, they immediately take necessary steps to solve them which is called service recovery. They have return policy within three days. To satisfy a customer, this period sometimes is extended if any customer requests.

Backbones of Relationship Marketing

In relationship marketing, service quality and customer satisfaction are interdependent. When one increases, another increases. Satisfaction, trust and commitment are the major backbones of relationship marketing to make sure loyalty among the customers. The level of customer satisfaction is very good. When this satisfaction level will increase more, customers will trust

Summit communication. And when trust remains consistent for long term, it will transform to commitment. Summit communication is working on it in terms of new services and service recovery.

Goals of Relationship Marketing

From service provider's point of view, the goals of relationship marketing are:

- Acquiring customers – Summit communication works for acquiring new customers which includes referrals, promotions, marketing etc. Although their promotion is very limited. SEO function is not up to the mark. They are working on Meta coding to improve it.
- Satisfying customers – From the process of getting services reach customers to after sales service, Summit communication tries to ensure customer satisfaction. They offer swiftest delivery of services after all formalities are complete. They have several loyalty programs including special treatment for those customers that were with Summit for a very long term and also those who consumes a large volume.
- Retaining customers – Summit communication wants to serve fault free delivery. Along with this, they provide service recovery which can be said is up to the mark from the company's point of view. But as the customers don't know what they can get as compensation, they have less idea about the recovery process. These services stop their customers from switching to other service providers.
- Enhancing customers – If any customer have trust on Summit communication and wants to purchase over and over again, it leads him or her to enhance commitment to stay with them. It is when customers feel confident purchasing from Summit communication and gets special treatment like mails, SMS, coupon offers, special discount offers, rewards, service recovery beyond expectation etc.

FRONT END PLANNING

Business strategy development and review:

An organization will have an overall strategic orientation vision and mission. Clearly a first step in new service development is to review that mission and vision. The new service strategy and specific new service ideas must fit within the larger strategic mission and vision of the organization. For example Summit communications first offered mainly N'TIN in the marketplace in Bangladesh by which they can reach most of the target customer. This strategy clearly feeds the mission of Summit communications which is to be the no. 1 in the formation of network backbone of Bangladesh. As we know that Summit communications do not go for larger number of category services. They only concentrate on N'TIN and IIG services with their average invoice value is higher than others. Actually Summit communications wanted to be a service based organization. Summit communications follows the business development & review process. Recently summit is thinking about more services creation using the same backbone they already have.

New Service Strategy Development: Without a clear new product or service strategy, a well-planned portfolio of new products and services and an organizational structure that facilitates service development via ongoing communication and cross functional sharing of responsibilities, front end decisions become in effective. The types of new services that will be appropriate will depend on the organizations goals, vision, capabilities and growth plan. In this step, team development, money and time will give for new idea development. Summit follows this step.

Idea Generation: The next step in the process is the formal solicitation of new ideas. The idea generated at this phase can be passed through the new service strategy screen described in the preceding steps. Many methods and avenues are available for searching out new ideas. Formal brain storming, solicitation of ideas from employee and customer lead user research and learning about the competitor offerings are some of the most common approaches. Summit's idea generation will come from the competitor planning and also brain storming. They follow this step strictly.

Concept Development & Evaluation: Once an idea surfaces that is regarded as a good fit with both the business and the new service strategies, it is ready for initial development. In this steps,

basically talked about the idea generation finding with the managing director regarding all the issues.

Business Analysis: Assuming that the service concept is evaluated by customers and employees at the concept development stage, the next step is to estimate its economic feasibility and potential profit implications. Demand analysis, revenue projections, cost analysis and operational feasibility is assessed at this stage. Because the development of service concepts is so closely tied with the operational system of the organization. Whether the new service idea meets the minimum requirements or not are checked out in this part.

Implementation Part: Service development and testing, Market testing. Commercialization Summit follows this step by launching its new service only in Dhaka city. If the result is positive, they launch it countrywide.

Post introduction evaluation: Post introduction evaluation is conducted by the top management of Summit communications.

Summit communications Service Design Procedure: (Summary)

Summit communications didn't follow the nine steps procedure strictly in developing any service development. Maximum time, when they get any idea from their workforce or competitor analysis, they instantly called a meeting with line managers for further discussion. After completing the first brain storming session they will fix up a meeting with their Managing Director. Final decision and approval of the budget come from the end of MD sir. Summit didn't follow strictly the implementation part like service development, market testing and commercialization procedure. During the conversation with the brand manager, we came to know that Summit is thinking about launching new services for Summit customer. One of these services includes IP TV which if launched, will use the same network summit has over the country. They want to provide extra facilities for their customer. As per Summit 73 percent of Summit customer are repeated customer which means they use the services provided by Summit over and over again. And that's why it's important to maintain database of the customer strongly. Concept come from their brand manager, for this, first point he ensures that it will be helpful for their company mission vision? When he gets a positive feedback from his team member, then he will discuss all the details planning with their managing director. After listening the whole

planning, their MD approves the proposal. Initially they will serve only metro .But for a company this big, the new service launch requires additional approval from stakeholders.

Integrated Service Marketing Communication

Integrated Marketing Communication (IMC) is a communications strategy used by service providers, which integrates all relevant media and communications channel to establish a uniform message in the mind of the customer, within a specific time period. The three most important components of an IMC are:

- *Message* – one consistent message that the service provider is trying to communicate to the customers
- *Media* – the channels and outlets through which the message is to be communicated/delivered to the customer
- *Time* – the time period over which this communications campaign will last

A successful IMC integrates these three elements to communicate a clear consistent message that is intended to establish the service provider as a viable option in the mind of the customer. Nowadays, customers are bombarded with a wide variety of communication from different sources; therefore, in order to differentiate itself from all the other messages out there, Summit communications must continue its IMC where each communication channel/outlet reinforces its intended message.

Communications and Service Marketing Triangle:

The Service Marketing Triangle is a marketing model that outlines three key categories of marketing and communication;

- internal marketing,
- external marketing and
- Interactive marketing.

These three stages represent the process by which a company creates, develops and delivers on its message, or “promise” to its customers. As a first online electronic shopping website, Summit communications promises to give customer better services, deliver customers ordered services on time and also give after sale service if any service default rises. This promise is the message it wants to send to its customers. In order to do so, it must execute the three elements of the service marketing triangle.

Step 1:Internal Marketing (Enabling the promise)

Marketing to the employees Information from the company to employee must be accurate, complete & consistent. It involves training, motivational, and teamwork programs. It enables employees to perform the service effectively, and keep up the promise made to the customer. From the study point of view, Summit communications has some periodical training program to enhance their employee's efficiency. Their employees are well educated and smart enough to handle the customers and deliver the service as promised.

Step 2:External Marketing (Making the promise)

This is marketing to end-users. It includes promotions, advertising, public relations & so on. External marketing is performed to capture the attention of the market. From the study point of view, in external marketing Summit communications use,

- Own marketing team
- Newspaper which is very rare,
- Word to mouth communication is a major marketing strategy for Summit communications.

Therefore, they should consider their clients as a marketer or promoter since better services induces customers to promote your service at least by word of mouth. Sometimes Price is used as a promotional tool in the market.

Step 3:Interactive Marketing means “Delivering the promise”

This is real time marketing and known as moment of Truth and Service Encounter. This refers to the decisive moment of interaction between the front-office employees and customers, i.e. delivery of service, service escapes etc. From the study point of view, In Interactive marketing real service delivery takes place. This is the time when employee get in touch with potential

customers. This is the most critical and significant step when it comes to assess the quality of services. This is the time when employee gets in touch with potential customers whenever customer found unsatisfactory service or if delivery is delayed. This is the most critical and significant step when it comes to assess the quality of services because sometime customer find out that products have default (for example, if a customer buy connectivity from Summit communications and found that the link is broken they interact with employees for complain). Among the all respondents of Summit communications said that their overall service is good. Summit communications respondents said that information that they need is available in the website.

Key reasons for service communication challenges:

It can arise from the following key factors:

Inadequate management of service promise

As mentioned before, when a service provider communicates to the customer, it makes a promise to deliver. When it cannot fulfill this promise, it loses the trust of the customer.

Inadequate management of customer expectations

Customers form certain expectations based on the communication they receive from service providers. However when the actual service experience does not match the customers' expectations, the service provider can expect customer perception of service to shift unfavorably.

Inadequate customer education

Service providers have to educate their customers appropriately on how to access and enjoy their services. Lack of education can lead to a negative service experience for the customer, for which they will blame the service provider.

Inadequate internal marketing communication

If a service provider expects its employees to provide the best service, it must ensure that they have been properly oriented with its messages, and have bought in to the service philosophy. Inadequate internal marketing can lead to service compromise and lost business.

Designing an effective Integrated Marketing Communication (IMC) campaign, means overcoming the key challenges discussed below.

Approaches for IMC

Manage Customer Expectations

Appropriate & accurate promising is one of the most important ways to close the communication gap. Operations must deliver what is promised in communication. The strategies under this point are as follows:

Make realistic promises: Summit communications tend to deliver what they promise, they prefer more service than price. As our survey also shows that most customers' perception is quite close to what they have expected. Though their price is expensive but after sale service and before sale service is much better compare to other providers.

Offer Service Guarantee: Summit communications formal promise made to customers about the aspect of the service they will receive. They provide 3-7 days trial policy.

Offer Choice: Offering options for aspect of service is a way to reset expectation for Summit communications. Sometimes service expectation for each option become more realistic.

Improve Customer Education

Customers must be able to perform their roles properly. If they perform improperly disappointment may result. Customers must therefore be educated on their roles. For Summit communications, this means properly preparing their customers for using their services. Customers should be properly educated for example, on the proper way to fill in feasibility request page, provide right location and requirement, and pay the bill amount properly.

Manage Internal Marketing Communication

Important message should be available to both employees & customers. So that employees can successfully perform the interactive marketing and solve customer problem.

- Employees in Summit communications are well trained about the service that has been modified or changed.
- Summit communications has an open communication channel from employees to management to prevent any sort of service problems before they occur.
- In Summit communications employees are supposed to perform various jobs as the part of better service. They have a good coordination among the people in different departments.

Manage Service Promises

A serious problem occurs when company fails to manage their promises or sometime when they overpromises to customers. In Summit greater coordination and a good management of promises are required. They focus on their better quality of service and by which they are trying to fulfill their promise to customer.

WAY FORWARD FOR THE COMPANY IN DELIVERING THE BEST QUALITY OF SERVICES

Training for the personnel in the NOC(Network Operation Center): As NOC from the customer side directly contacts the NOC of SCL in case of any problem in the service. They must be trained how to respond to a customer who isn't happy. No matter in which end the problem is SCL's job is to satisfy a customer.

More automation is needed in SCL's end. Most of the work and procedures are still done through mail between departments which in turn creates problem and delay. The whole system needs to be made automated. So that after one department the task is automatically handed over to the next department and anyone can check the progress of the task at any time.

Educate the customer is essential for the swift operation of SCL. Customers not understanding the procedure sometimes ask for requirement which is very hard to understand. In SCL end we

often face difficulty to understand what exactly the customer want NTTN or IIG. Customer without a clear knowledge about the difference can't specify either. So customers' needs to be educated first and then deliver with a common format to send their requirements in.

Many complains were raised stating the fact that, summit isn't available to remote places and sometimes situation occurs due to the fact that upgrades are not possible because of device or network level lack of capacity. To face those challenges SCL must work to ensure its country wide network span and upgrade whenever a network is 70% full of its capacity.

Most of summits services are raw as the client wants. It's important to mix up and develop attractive new bundle of services for the customer. It's a way to attract new customers.

So far no research has been carried out to understand customers demand, satisfaction level which is very important in service industry. Today's service industry depends on information. It is also another way to show customers that their input matters. SCL should carry out research to build a database and understand customer demands which will intern help design new service alternatives.

Availability of trained personnel to establish physical connection at sites is another problem. Sometimes commissioning a new link isn't possible because of unavailability of personnel. More trained personnel must be appointed to overcome this problem.

CONCLUSION

Although the findings of this study show that SCL's and clients may often have slightly different bases for their determinations of service quality and satisfaction, the findings have shown that there are logical reasons for the differences, given the different backgrounds and orientations of the clients. It is particularly important, however, for management to understand the perceptions and motivations of the clients in detail, beyond what is possible as the result of quantitative customer satisfaction surveys, or brief comment cards, so that the overall physical and service experience can be crafted to minimize negative incidents and maximize positive experiences. The benefits of this understanding can manifest themselves both in the planning and execution of the

physical service features, and in the way the Summit Communications Limited communicates about itself in advertising and public relations materials.

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