

Assessing Customer Satisfaction of Grameenphone



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[Internship Report]

Host Organization: Grameenphone

Faculty Advisor:

Md. Tamzidul Islam

Senior Lecturer

BRAC Business School

BRAC University

Prepared by:

ShabnamShoulin

ID: 09304002

BRAC Business School, BRAC University

Date of Submission: 17th July, 2014



Letter of Transmittal

July 17 2014

Md. Tamzidul Islam

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report

Dear Sir,

During my internship attachment with Grameenphone, I have learnt a lot and I had been given the responsibility to look after customer service. In the course of this internship, I got to learn how to give service to customers over the phone and it has integrated itself into a vast network and how it intends to get into a consumer's lifestyle rather than bombard them with information. That is why, the topic I have decided to work on is the "Assessing Customer Satisfaction of Grameenphone". I have also gotten the chance to experience what life is like in the corporate world and all in all, it was a fantastic learning experience. Thank you sir for being there as a support whenever I needed it.

It was a challenge in completing this project and compiling this report and I hope I have fulfilled your hopes and expectations.

Yours sincerely,

ShoulinTumpa

ID: 09304002

BRAC Business School,

BRAC University

Acknowledgement

Over the past few months I have had a wonderful experience full of challenges and satisfaction over completing my project and contributing significantly to one of the largest multinational telecom industry in Bangladesh.

First of all, I would like to thank all the honorable faculty members, who over the years played a big role in grooming me into what I am today. I would especially like to thank my Internship supervisor, Arup Dashfor being so supportive the entire time and help me with her expert advice for preparing this report.

I am extremely grateful to everyone at Grameenphone for being so warm in their approach and for bestowing such responsibility on me all the while making me feel completely at ease. They made the transition from student life to a working life extremely easy.

Finally, I would like to thank everyone who helped me in conducting my research by taking time out of their busy schedules to discuss with me on the various issues. Without them I never would have been able to complete my project.

Table of Contain

Topic	Page no.
Executive Summary	1
Introduction	2
Objectives	2
Significance of the Study	3
Hypothesis	4
Methodology	5
Introduction of the Company	6
Vision, Mission, Values & Brand Promises	7
Address of Grameenphone	8
Objective & Strategy	9
History of Grameenphone Ltd.	10
Management of Grameenphone Ltd.	10
Organizational Structure	11
Products & Services offered by Grameenphone	12
Industry Analysis	18
SWOT Analysis of Grameenphone	19
PEST Analysis of Grameenphone	20
Porter's Five Forces Analysis for Grameenphone	21
Customer Satisfaction: From Theoretical View	22
Winning Customers over the Telephone	23
Business Telephone Etiquette Tips	24
Customer Satisfaction Factors of Grameenphone	25
Community Information Center	34
Analysis of My experience & Responsibilities of the Job	37
Applying the GAPs Model of Service Quality	38
Limitations of the Study	61
Conclusion	62

Executive Summary

Grameenphone is the leading company in the mobile telecommunication industry of Bangladesh. It has been successful to build a superior image in comparison to the other operators. In other words, GP has a clear advantage over the competitors.

Grameenphone has some additional features in comparison to its competitors. It is playing a vital role to increase the subscribers of Grameenphone. Another important thing is that GP users are mostly satisfied with the initial price of GP connections and hand-sets. Because, before GP's introduction to the market, mobile phones were totally out of reach to the major part of the current market. Moreover, Grameenphone subscribers are happy with the country-wide network.

But overall, GP users are not satisfied with service of the company. Many important factors are acting as reasons behind this overall dissatisfaction. Grameenphone connections are not always available.

The Grameenphonecenters are very important for some after-sales services. But, these have shortage of capacity. GP Subscribers need to spend significant amount of time to reach the customer care. Behavior of the Customer Manager is satisfactory. For customer managers it is too tough to handle a large numbers of subscribers with a smiling face continuously.

Most of the subscribers are not happy with the billing rate of Grameenphone. They think it is too high in the context of Bangladesh.

Introduction

Topic of my internship project is “Assessing Customer Satisfaction of Grameenphone.” I got the opportunity to do my internship at Grameenphone Ltd. I have been working at Customer Service, Commercial Division. This division consists of 2500 employees. As the name implies, it deals with the customers after the sales occurs. Main activities of this division includes maintaining databases of the customers, preparing the bills, distributing bills, activating new connections, customer service, collection of bill through different banks all over the country, and the other after sales services.

As a member of GP’s Customer Service, my job is to provide different services to our valued subscribers over telephone, which is the customer service. In other words, my job is to satisfy the subscribers. In my internship project, I have tried to judge the satisfaction level of GP service holders.

Objectives

This project was designed to accomplish three objectives. From my point of view, these issues are very important find out the gap between expectation and perception of the subscribers and to eliminate dissatisfaction. Through this study, I tried to attain the following objectives:

- Prime objective of my study was to find out the satisfaction level of Grameenphone subscribers.
- As an outcome of the prime objective, I tried to notice the specific areas of dissatisfaction of the GP users.
- I applied the GAP Model of service quality to find out both the customer and provider gaps.

Significance of the Study

From the organization part we came to know that Grameenphone is the market leader in the mobile telecommunication industry of Bangladesh. Their growth rate is very high. But in this edge of competition, it is very difficult to keep the leading edge intact. Companies need to come up with new ideas to remain competitive. They need to keep their customers satisfied.

So, it is very important for Grameenphone to know whether their customers are satisfied or not. If the customers are not satisfied, GP can specify the zones of dissatisfaction and take necessary actions to remove the dissatisfactions.

Hence, I decided to work on this topic.

Hypothesis

My hypothesis is, “Although Grameenphone is leading the market of mobile telecommunication industry with a sharp distance, and their customers are not fully satisfied with the company’s services. If GP does not take care of these dissatisfactions and other companies are operating in the market with similar offers, it will be difficult for Grameenphone to keep the current market share intact.”

In my hypothesis, I have first admitted that Grameenphone is the market leader of the mobile telecommunication industry of Bangladesh. As per the market share data, there is no scope for argumentation on this issue. But I assumed that the customers of GP are not fully satisfied.

My logic behind this assumption was: GP is a highly growing company. It tripled its subscriber base in the year 2000. In this high growth situation, it is very difficult to keep the customers satisfied.

Another assumption of my hypothesis was, if GP does not take care of the dissatisfactions and another company comes with similar offer, it will be difficult for Grameenphone to keep their market share intact.

The logic that supported this idea was: I assumed GP’s customers are not brand loyal. So, if a big player from another industry enters this business, it can be challenging for Grameenphone.

Here Hypothesis factor is:

H_0 : Customers of GP are satisfied with GP Service

H_A : Customers of GP are not satisfied with GP Service

Methodology

My topic for this project is 'Customer Satisfaction Level of GP'. As I aimed to assess the satisfaction level of users, I only surveyed the 'users' of Grameenphone.

In my study I mainly depended on primary data that was collected through direct survey. I developed a questionnaire that consisted mainly closed-ended questions.

Data collection was done on a random basis. The results are represented through bar charts. My research findings came out through analyzing those data.

I also collected data and necessary information by interviewing officials of GP. These can be treated as primary data.

In the analysis part, I have applied the GAP Model and Response Analysis (using weighted average) to find out the satisfaction level of customers. And I have also tried to find out cases for efficiency or deficit for each question and Finally, I have tried to disclose some recommendations to be more efficient for each concern.

I developed my questionnaire (enclosed in the APPENDIX) mainly focusing on the customer satisfaction factors of Grameenphone. There were ten closed-ended questions. I kept one open-ended question to better understand the gap between customers expectation and satisfaction level.

The sample size was 100. I went for random sampling. But I picked the sample mainly from Dhaka Division. In the next part, I have represented my survey findings.

Introduction of the Company

Launched in 1997, Grameenphone is the market leader in telecommunication service providing industry in Bangladesh with more than 46.04 million subscribers (as of September, 2013). Grameenphone is the first venture of Norwegian Telecom giant “Telenor” in the Asian telecom market, in a joint venture with “Grameen Telecom Corporation”, a non-profit sister concern of the internationally acclaimed microfinance organization and community development bank Grameen Bank, where Telenor owns 68% and Grameen Telecom 32%, in 2008 before the company went public. Recently Telenor owns 55.8% and Grameen Telecom Corporation owns 34.2% share of Grameenphone. The other 10% shares belong to general retail and institutional investors.

Grameenphone has been a pioneer in bringing innovative mobile-based solutions to Bangladesh. Grameenphone was the first company to introduce GSM technology in Bangladesh. It also established the first 24-hour Call Center in November 9, 2011 to support its subscribers. With the slogan “Stay Close”, which has recently changed to “Go Beyond”, stated goal of Grameenphone is to provide affordable telephony to the entire population of Bangladesh. They have established customer care hotline in 1999 and online customer service in 2006 which operates 365 days round the year (Source: Grameenphone Annual Report 2010). No other cell phone operators in Bangladesh yet introduce online customer service at the same time as Grameenphone. GP is in touch with the subscribers round the year through various customer touch points such as 18 Grameenphone Centers (GPC) and 70 Grameenphone Center Franchises (GPCF) – a flagship sales and service point under one roof – especially designed to cater the needs of the subscribers. Along with their core service airtime and SMS, Grameenphone also offers data service, Health line, Bill Pay and many other value added services. In 2010 Grameenphone introduced a whole new subsidiary in IT industry named GPIT. GPIT is a company provides B2B IT solutions.

Grameenphone promises you to bring the best of communication technologies so that you can Go Beyond.

Vision, Mission, Values & Brand Promises

Vision:

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

Mission:

“We’re here to help our customers. We exist to help our customers get the full benefit of being connected. Our success is measure by how passionately they promote us.”

Values:

- Make It Easy –

We are practical. Everything we produce should be easy to understand and use. Because we never forget we are trying to make our customers' lives easier.

- Keep Promises –

We are creative. We bring energy and imagination to our work. We want to be a partner in the development of our community. We are passionate about our business, customers and our country.

- Be Inspiring –

Everything we set out to do should work. If it does not, we are there to put things right. We are about delivery, not over promising - actions not words.

- Be Respectful –

We acknowledge and respect the local culture. We are respectful and professional in regard to all our interactions, both internally and externally. We are open, helpful and friendly.

Brand Promises:

Go Beyond

Address of Grameenphone

Grameenphone have four operational offices at Dhaka city

Head office of GP

Grameenphone Ltd.

GP House

Bashundhara, Baridhara

Dhaka – 1229, Bangladesh

Alauddin Tower

Plot # 17, Road 113/A,

Gulshan 2

Dhaka -1213

NitolNiloy Tower

Plot # 42 & 69

Nikunja North C/A

Air Port Road, Dhaka

Celebration point

Plot no 3 & 5, Road 113/A

Gulshan – 2, Dhaka – 1212

Bangladesh

Objective

To provide quality service at an affordable price to as many as possible people.

Strategy

The telecom industry is experiencing significant changes to its ecosystem of customers, operators, device vendors and service suppliers. Although these changes to some degree challenge operators' current services positions and revenue streams, we believe Telenor in 2016 will maintain being predominantly a retail operator, with the bulk of revenues coming from communication and connectivity services. We will provide new services to defend this position, thereby extending the operator role into the digital services space.

Telenor will continue to focus on growth and value creation. Growth will primarily come from subscriber growth in Asia, from data services, and increased customer loyalty in all markets. To achieve our growth and value ambitions, we focus on three strategic ambitions and two key enablers, as described below.

Through executing on this strategy, we expect an even stronger Telenor also in the future, and our strategic goals towards 2016 are:

1. Keep or improve revenue market shares
2. NPS #1 in five markets
3. Increase Employee Engagement
4. NOK 5 bn gross savings target (2015 vs. 2012)
5. NOK 28-30 bn operational cash flow (2015)

History of Grameenphone Ltd.

Grameenphone was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. With a nationwide network that covers almost 100 percent of the population, Grameenphone's entire network is EDGE/GPRS/3G enabled and so all our subscribers have access to the internet and approximately 7.2 million people are using our internet services. Grameenphone is a joint venture between Telenor (56%) of Norway and Grameen Telecom (34%) of Bangladesh.

Grameenphone is a public limited company listed with the Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited.

Contribution to Government Exchequer

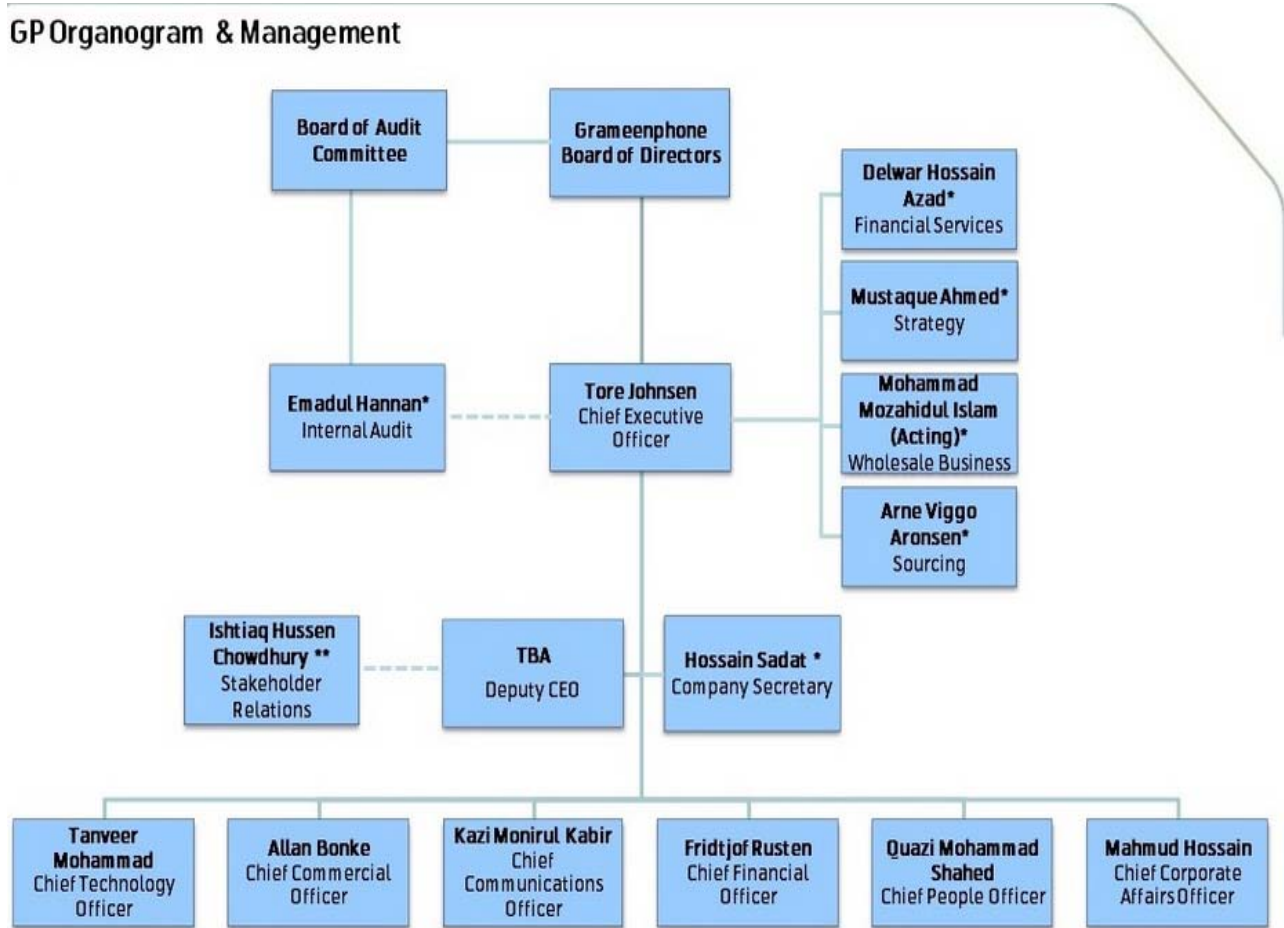
The Company has so far invested more than BDT 24,300 crore to build the network and infrastructure since its inception, as well as the largest tax payer in recent years with the cumulative contribution to the National Exchequer standing at over BDT 35,500 crore, as of 4th quarter of 2013.

Grameenphone has over 8,700 base stations across the country. These base stations are in itself a huge investment into the business and the country. Thanks to this re-investment, Grameenphone can provide the best, widest and clearest network in Bangladesh.

Management of Grameenphone Ltd.

The top management of Grameenphone Ltd carried out their management roles comprehensively over the years. There has been replacement or changes in the positions but all have worked together to increase the overall performance of the organization. Management Team of Grameenphone comprises of the Managing Director, the Deputy Managing Director and the Divisional Heads of the company.

Organizational Structure



Products & Services offered by Grameenphone

In this section we will get introduced with different products and services and the principal functions of GP products and services. Grameenphone’s core offering is “air-time” (talking time). GP provides this air-time with variations. Their product line is much deeper than its competitors. I would like to briefly focus on different GP products and their features:

These attractive products and services are designed to cater to the needs of the individual subscribers. There are six products currently being offered by Grameenphone. The products are:

- Aapon
- Amontron
- Bondhu
- Djuice
- Internet sim
- Nischinto
- Spondon
- Shohoj
- Smile
- Xplore
- Xplore legend

Aapon

Unique Selling Proposition:

Talk to more than 4 crore GP subscribers during day time at attractive call rate of 13p/10 sec from 12am-4pm

Features:

- Consumer Prepaid Product who prefer hourly based low tariff benefits
- 10 second pulse will be applicable for On/Off-net calls
- No differential charging will be applicable (Same for 1st and rest of the minutes)
- All other SMS, International SMS, MMS, VAS, ISD & GSM feature facility also be available

Amontron

Unique Selling Proposition:

- Lowest flat rate of 11 Paisa per 10 second to all other operator
- Best off-net tariff in the industry
- 1 On Net Super FNF

Features:

- Consumer Prepaid Product applicable for those subscribers who prefer talking to other operators at a very low call rate!
- 10 second pulse will be applicable for On/Off-net
- No differential charging will be applicable (Same for 1st and rest of the minutes)
- All other SMS, International SMS, MMS, VAS, ISD & GSM feature facility also be available
- Amontron subscribers can also migrate to the other prepaid price plans Bondhu, NisHchinto&djuice.

Bondhu

Features:

- F&F (on-net & off-net) tariff will be increased from 0.60/min to 0.66/min.
- Discounted data offer: 9 MB 2G pack @ 5 Tk. and 75 MB 3G pack @ 25 Tk.
- 200 on-net SMS @ 5Tk. with 3 days validity
- 1 month free Music Radio (up to 100 mins) and Welcome Tune subscription for new activation who bought the SIM on or after 16 April' 14
- Free WhatsApp and Facebook Messenger

Djuice

Features:

- F&F (on-net & off-net) tariff will be increased from 0.60/min to 0.66/min.
- Number of F&F will be increased from 3 On-net to 10 Any-net.
- Tariff of 8am-12am will be reduced from 1.80/min to 1.50/min.
- Enjoy special community (djuice to djuice) call rate
- 100 on-net SMS @ 5Tk. with 3 days validity
- Get Minipack 9MB Internet pack at BDT 7* only

Internet Sim

Features:

Need an EDGE/GPRS modem of any brand to use this SIM. If you use this SIM with Grameenphone Internet Modem, there will be no hassle as it is pre-configured. Grameenphone Internet SIM prepaid users will be able to make call from their Internet SIM as well.

Nischinto

Unique Selling Proposition:

Freedom to talk to any operator any-time @ 15paise/10 second

Features:

- Consumer Prepaid Product flat tariff for 24 hours to any operator 10 second pulse will be applicable for On/Off-net
- 10 second pulse will be applicable for On/Off-net
- No differential charging will be applicable (Same for 1st and rest of the minutes)

Spondon

Unique Selling Proposition:

“Spondon” is the new attractive price plan with the opportunity to “Pay only as much as you will talk”. This is the only consumer prepaid package offered by Grameenphone that gives the privilege of calling at any local numbers with 1 second pulse facility at a flat tariff (24 hours) of 0.0205 Paise/Second & 1.23Taka/Min. 15% VAT will be applicable. New Tariff will be applicable from 11th March 2014.

Features:

- Pulse: 1 Seconds
- Voice calls to any local numbers (24 hours): 0.0205 paisa / Second

- A subscriber can migrate to the other prepaid price plans Bondhu, NisHchinto, Amontron&djuice
- Validity of each migration is 15 days
- All other charges of the package will remain same
- 15% VAT will be applicable on all charges

Shohoj

Unique Selling Proposition:

Freedom to talk to any operator any-time @ BDT 0.185 /10 second

Features:

- Pulse: 10 Seconds
- 10 second pulse will be applicable for On/Off-net calls

Smile

Unique Selling Propositions:

Enjoy 10 second pulse and attractive F&F rate

Night time GP-GP at 11paise per 10 second

Day time special window (12pm-4pm) GP-GP at 15paise per 10 second

Features:

- Consumer Prepaid Product gives you more freedom, opportunities and more reasons to smile!
- 10 second pulse will be applicable for On/Off-net and F&F calls
- No differential charging will be applicable (Same for 1st and rest of the minutes)
- All other SMS, International SMS, MMS, VAS, ISD & GSM feature facility also be available

Xplore

Unique Selling Proposition:

Flat Call Rate to any Operator with 1 Second Pulse 24 hrs

7 on/Off net FnF, 2 On-Net Super FnF).

Features:

- Consumer Postpaid product
- Credit Limit Facility (BDT 300 Default Credit Limit for the New Customers)
- No Monthly Line Rent
- Existing Bill Cycle: 6, 21. New Bill Cycle: 10, 24
- If activation done (within 10 to 23) then bill cycle will be 10, If(within 24 to 9) then bill cycle will be 24
- Local, NWD & ISD connectivity
- Volume based Internet packages at a lower price: P9 package at BDT 80 for both New & Existing Xplore
- Prepaid to Postpaid Balance Transfer facility
- Bank Guarantee Offer through auto debit option with Standard Chartered Bank, Lanka Bangla Finance, The City Bank Ltd. & United Commercial Bank (Customers will get BDT -3000 extended Credit Limit for Auto Debt)
- Extended Credit Limit Option with Bank Guarantee from United Commercial Bank
- New Xplore subscribers need to deposit BDT 3,000 as security deposit for opening their ISD line except Bank Guarantee
- International Roaming Facility-Voice, Data & SMS Roaming (Terms and Conditions applicable)
- 20% discount on monthly voice calls for new customers for 1st 6 months, 10% discount for next 6 months, if the usage is more than BDT 500.
- Attractive Start-up Freebies for New Subscribers
- All other SMS, International SMS, MMS, VAS, ISD & GSM feature facility also be available

Free Bill/Usage Checking Option

- Invoice Copy
- SMS in Invoice Date
- Push Pull SMS (Type Usage/Bill and send SMS to 4777)
- Grameenphone E-Care

USSD (Dial *111*4*1*2# to check total due & *111*4*2# to credit limit information)

Xplore Legends

Xplore Legend is the freedom of doing more. This is much more than a mobile connection where, subscriber will be able to step into a world of special privileges from Grameenphone and will be recognized and appreciated as our most valuable subscriber.

Monthly Bundle Fee	Minutes (Local)	ISD Calls	SMS (Any Local SMS)	MMS (GP-GP)	International SMS	Internet	Miss Call Alert	Call Block	Welcome Tune
BDT 1500	1500	BDT 500	100	100	100	3G_2GB_1Mbps @ BDT 300	NA	NA	NA
BDT 3000	3300	BDT 1000	1000	1000	1000	3G_2GB_1Mbps @ BDT 300	No Monthly Fee	No Monthly Fee	No Monthly Fee
BDT 3000	3000	BDT 1000	1000	1000	1000	3G Package @ 1 Mbps	No Monthly Fee	No Monthly Fee	No Monthly Fee

There are three types' bundles under Xplore Legends.

Any Customer can enjoy the following bundle offer by paying only BDT 3000 (+VAT)

Industry Analysis

Mobile telecommunication industry in Bangladesh is still in growth stage. Only six companies are currently operating in the country. It was a question that whether the market of the country is suitable for this expensive technology or not. But after few years of introduction, it has become one the biggest industries of the country.

In the first half of 90's City Cell started the journey of mobile industry in Bangladesh. In the first few years it was the only company in the industry. Naturally the price was too high and the general people could not afford mobile phone during that period of time. The company targeted only the higher class of the society. During that time price of mobile was above Tk 50,000/=.

Naturally, the growth of the industry was too slow. So, the government decided to bring more companies in the market and break the monopoly.

After careful evaluation the government decided to provide three licenses to Grameen Telephone, Robi, Banglalink, Airtelare using AMPS (Advanced Mobile Phone System) technology; all of these three companies are using GSM (Global System for Mobile) technology. GSM is the most popular mobile telecommunication technology in the world. About 60% of the cell phone users of the world use GSM technology.

SWOT Analysis of Grameenphone

STRENGTHS

- BETTER NETWORK COVERAGE AND SERVICES
- GREAT CUSTOMER LOYALTY
- LARGE MARKET SHARE
- FINANCIALLY STRONG
- VARIETY OF PRODUCT LINE
- PROVIDE EMPLOYMENT WITH BETTER TRAINING
- BRAND IMAGE
- INNOVATIVE THROUGH LARGE SCALE RESEARCH AND DEVELOPMENT

WEAKNESSES

- HIGH CALL RATE
- INABILITY TO REDUCE THEIR CALL CHARGE DUE TO HIGH NETWORKING COST



PEST Analysis of Grameenphone

POLITICAL:

THE BANGLADESHI GOVERNEMENT IMPOSES A TARIFF PARAMETRE WHICH ACTUALLY WORKS AGAINST GRAMEEN PHONE CONSIDERING THE FACT THAT THEY STILL CANNOT POTENTIALLY COMPETE ON THE BASIS OF PRICE AS THEY ARE ABLE TO CHARGE EVEN LESS THAN THEIR CURRENT RATES. ANOTHER FACTOR CAN BE THE INSTABILITY WITHIN THE COUNTRY THAT MAY HAMPER THE GRAMEEN PHONE'S BUSINESS OPERATIONS.

ECONOMICAL:

THE CURRENT ECONOMICAL SITUATION OF BANGLADESH IS IMPROVING AS A RESULT CONSUMER SPENDING HAS INCREASED AND PEOPLE ARE BUYING MOBILE PHONES WHICH IN RETURN INCREASE THE SALES OF GRAMEEN PHONE SINCE ITS THE LEADING COMPANY CURRENTLY. ALSO GRAMEEN PHONE IN ORDER TO CARRY OUT THEIR R&D ARE ABLE TO EASILY TAKE MORE LOANS AS INTEREST RATES ARE LOW AND BANKS GIVE IT TO THEM EASILY DUE TO THEIR STRONG MARKET POSITION

PEST

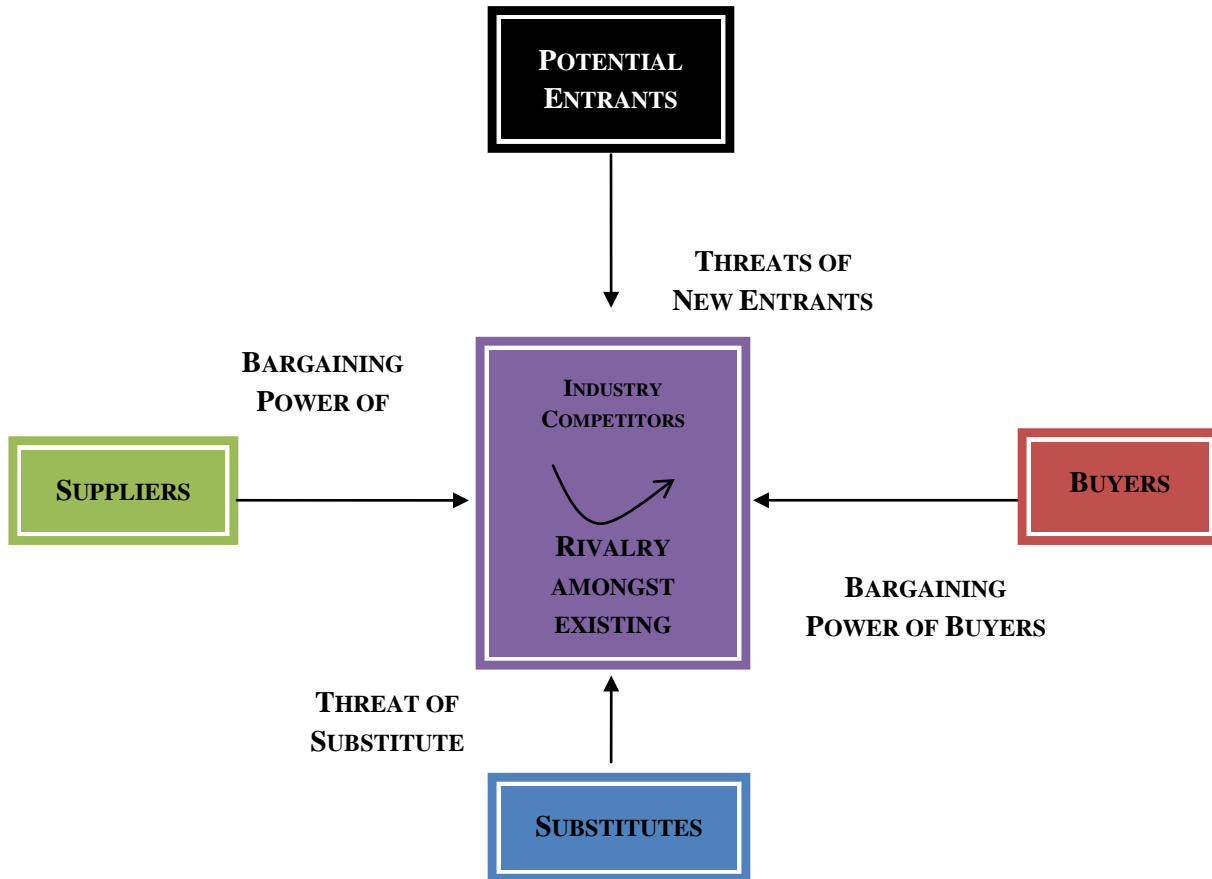
SOCIO-CULTURAL:

UNDERSTANDING POPULATION DEMOGRAPHICS IS AN ESSENTIAL FOR THE SUCCESS OF ORGANISATIONS AND THIS IS WHAT GRAMEEN PHONE HAS DONE. THEY HAVE UNDERSTOOD THE DIFFERENT CUSTOMERS BASE AND OFFERED PACKAGES TO CATER THE NEEDS OF THE GENERAL CUSTOMERS, THE YOUTH AND THE BUSINESSES.

TECHNOLOGICAL:

AS BANGLADESH ASPIRES TO BECOME DIGITALISED BY 2012, GRAMEEN PHONE SHOULD CARRY OUT MORE RESEARCH AND DEVELOPMENT PROGRAMS AND COME UP WITH NEW TECHNOLOGY. THEY SHOULD TRY TO BE THE PIONEERS IN BRINGING IN THE 3G FEATURE INTO BANGLADESH. THEY SHOULD ADOPT THIS TECHNOLOGY SOON SINCE THEIR CURRENT INFRASTRUCTURE IS STRONG ENOUGH TO MAINTAIN AND SUSTAIN THE CAPABILITIE OF NEW ADVANCEMENT IN TECHNOLOGY.

Porter's Five Forces Analysis for Grameenphone



Model of Michael Porter's Five Forces

- Bargaining Power of Buyers is high since demand for their services are high and they have to abide by customer needs because customers can easily shift to other companies due to lower switching costs.
- Bargaining Power of Suppliers is low due to low switching cost since there are a variety of suppliers in the industry supplying to these companies.
- Threat of New Entrants is high since new companies can easily enter the market as there are very limited barriers of entry.
- Threat of Substitute is high as there are a large number of competitors in the market such as Aritel, BanglaLink, Robi and CityCell and customers can easily shift from one another due to the easiest switching costs.
- Rivalry amongst Existing Companies is definitely high as competition level is extremely high as all the companies are fighting to be the market leader.

Customer Satisfaction: From Theoretical View

Customer satisfaction is the extent to which a product or service's perceived performance matches a buyer's expectations. If the product or service's performance falls short of expectations, the buyer is dissatisfied. If performance matches or exceeds expectations, the buyer is satisfied or delighted.

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

Today's most successful companies are rising expectations and delivering performance to match. Such companies track their customers' expectations, perceived company performance, and customer satisfaction. Highly satisfied customers produce several benefits for the company. Satisfied customers are fewer price sensitive, remain customers for a longer period, and talk favorably to others about the company and its products & services.

Although the customer centered firm seeks to deliver high customer satisfaction relative to its competitors, it does not attempt to maximize customer satisfaction. A company can always increase customer satisfaction by lowering its price increasing its services, but it may result in lower profits. Thus, the purpose of marketing is to generate customer value profitably. This requires a very delicate balance: The marketer must continue to generate more customer value and satisfaction but not "give away house."

Now, we have a very good idea regarding the importance of customer satisfaction. So, it is also important for the company to know about the satisfaction level of the customers. When any problem is identified, it becomes easier to solve the problem.

Winning Customers over the Telephone

How many times do we think that employee attitude is communicated by phone? Very often the telephone is the first and only contact that people have with our organization. Make sure that this experience is the best for us and our employees have to offer so that first-time callers become repeat customers.

Smile when they answer the phone. Even if their hair is on fire or the last caller chewed you out, pause for a moment to put a smile on their face and in their voice. Believe it or not, people can hear them smiling through the phone.

Answer the phone on the first ring. Certainly no later than the third ring. If people have to wait through rings four and five, they begin to think that we have closed for the day; gone out of business or just don't care. We live in a world that expects instant gratification. Be sure they meet their customers' expectations.

Ask permission before they put someone on hold. They may have multiple lines ringing and a line of people standing at our desk, but wait to hear the caller's response. It is that person's choice to hold or not. Try not to turn this move into a power play. When they come back on the line, they need to thank the person for holding. If they have to ask the caller to continue to hold, offer to take a number and return the call.

Transferring calls should be done with care. Before they connect the caller to someone else's extension, make sure that person is in and able to help. There is nothing more frustrating than being transferred over and over again and having to retell the same story to a multitude of different people before finding the right one.

Before they send the call to co-worker. Give the caller that person's name and number in case there is a disconnect. Better yet, tell the caller who they are and how to reach them if there is a problem. They will have an extremely satisfied customer.

Always make an offer of help. It may not be our department, our issue or our job, but if it is the customer's problem, they need to show concern. Never should tell the caller "I don't know" or "I can't help you." The best response to a problem is a genuine "Let me see what I can do or who I can find to help you."

Business Telephone Etiquette Tips

- Make sure they speak clearly and are smiling as we answer the phone; also identify ourselves.
- Before placing a caller on hold, ask their permission first and thank them.
- It is better to return a call than to keep someone on hold too long.
- Do not forget to return the call as we promised.
- Do not permit the phone to ring into the office more than three times.
- Always use a pleasant, congenial and friendly tone.
- Never interrupt the person while he/she is talking to you.
- Never engage in an argument with a caller.
- Do not handle an unhappy caller's concern openly at the checkin-checkout desk.
- Do not make it a habit of receiving personal calls at work.
- Do not answer the phone if we are eating or chewing gum.
- Do not give the impression that we are rushed. It is better to return the call when we can give the person the time they need to handle the reason for their call.
- Learn how to handle several callers simultaneously with ease and grace.
- Always get the best number (and an alternate) and the best time to have a call returned to the caller, especially if a manager or another team member must return the call.
- Always make collection calls in private and away from the patient flow or public areas.
- If possible, provide a telephone for patients/customers/clients to use. An area providing privacy is preferred.
- Do not call a patient, customer or client's home before 8:00AM or after 9:00PM, unless they've given you permission to do so.
- When hanging up the phone, make sure the caller or person called hangs up first if the phone is slammed on the receiver. Otherwise, always hang up the phone, gently.

Customer Satisfaction Factors of Grameenphone

Grameenphone is a highly growing mobile company. In mobile telecommunication industry, there are direct and indirect factors that influence customer satisfaction. I tried to focus on the most important factors that influence customer satisfaction at Grameenphone.

Airtime

Airtime is the core offering of Grameenphone. So, quality of communication, network availability etc. are the most important customer satisfaction factors. Quality of airtime depends on the ratio of subscribers and transmission base stations. If the numbers of subscribers are increased without developing the network, quality of airtime goes down.

After Sales Services

After sales service is very important in the mobile telecommunication industry. GP has extensive after sales customer care tools. I would like to focus on these tools one by one:

Helpline

GP has 24 hours helpline service in Bangladesh. In my paper I tried to focus on the existing operations of the helpline service of GP, which will enable us to understand the importance of the helpline service.

A GP subscriber needs to dial 121 to reach Grameenphone Helpline. It is computer aided information base to afford immediate access to the information about the subscribers. But the operations are done manually.

After dialing 121 the subscriber is first welcomed by an automated and standardized process. Then s/he needs to wait for few seconds. After that the subscriber reaches the Customer Manager. The CM starts the conversation with a greeting.

If the inquiry is regarding general information, the customer Manager does not need to take help of information system. S/he just provides the information and the subscriber keeps the phone.

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

Customers need to pay BDT.57 per minute to take the service from helpline.

Interactive Voice Response (IVR)

This is a newly introduced service by Grameenphone. This is an automated helpline service. A GP subscriber needs to dial 121 to reach this service. After that s/he can get information regarding bill, usage, credit policy, bank name that receives GP's bill, and so on by choosing different options. It is free of charge for the first minute, from the second minute the subscriber needs to pay BDT.57 per minute.

Grameenphone Centers (GPC)

Most of the problems of the subscribers are solved by the helpline service. But there are some problems that cannot be solved there. Subscribers need to come physically to deal with those problems. Grameenphone has twenty Grameenphone centers that are popularly known as 'GPC.

These GP centers are situated in the prime divisional head-quarters like Dhaka, Chittagong, Sylhet, Rajshahi, and Khulna, Rangpur, Khagrachori, Bandarban, Comilla, Mymensingh. In these information centers, the subscribers can come directly with their problems like billing (wrong bill, detailed bill etc.), address change, SIM change, handset problems etc.

These after sales services are very crucial to keep the subscribers satisfied regarding Grameenphone.

Net promoter score (NPS):

Net Promoter Score is an easiest tool to measure customer loyalty. NPS is widely used to measure Customer's advocacy for a company. NPS comes from wide research and owner is Bain & Company Ltd. A company's NPS correlates with revenue growth. Net Promoter approach claim the score can be used to motivate an organization to become more focused on improving products and services for customers. Companies who are NPS leaders typically grow twice as fast as their competitors

NPS in Telenor:

GP was the first operator to launch NPS pilot in Asia & 2nd in Group. We are part of all group Customer Centricity initiatives

GP has launched NPS to create promoter and to determine the level of satisfaction of each customer.

Based on your latest interaction with GP, how likely are you to recommend GP to your friends & families on a scale of 0-10? Either it could be a visit to Grameenphone center or making a call to talk to customer manager. If someone loves a Product/Service he will be loyal, then he will ask (promote) others to buy it. He will be a Promoter.

Therefore, Promoter = Loving the service/Product

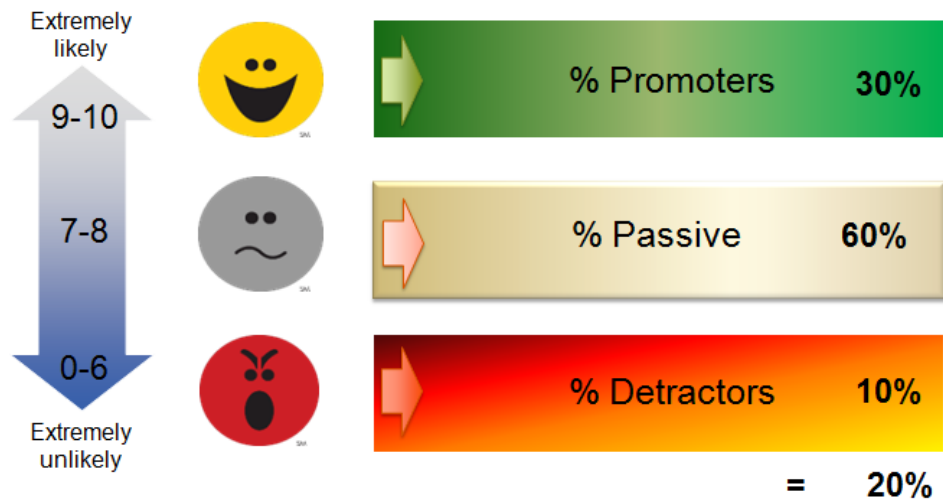
So, we can ask probability of customer's recommending product to his Friends and family to measure Love. We don't want to bother customers with lots of question. We want to use the best practice used around the world, ONE simple question.

What is the likelihood that you will recommend Grameenphone to your Friends and Family in scale of 0-10?

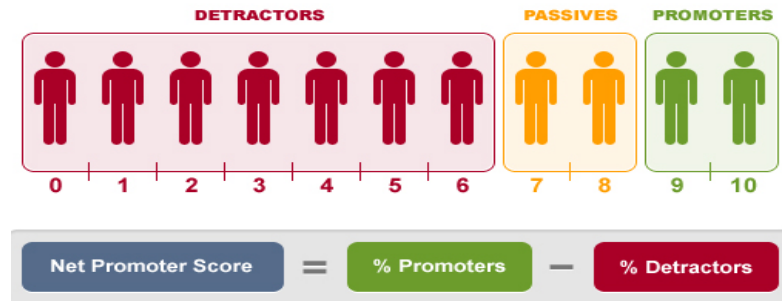
Where 0 is least likely and 10 is extremely likely

আপনার নিকটজনকে গ্রামীনফোন ব্যবহারে উৎসাহিত করার সম্ভবনা কতটুকু?

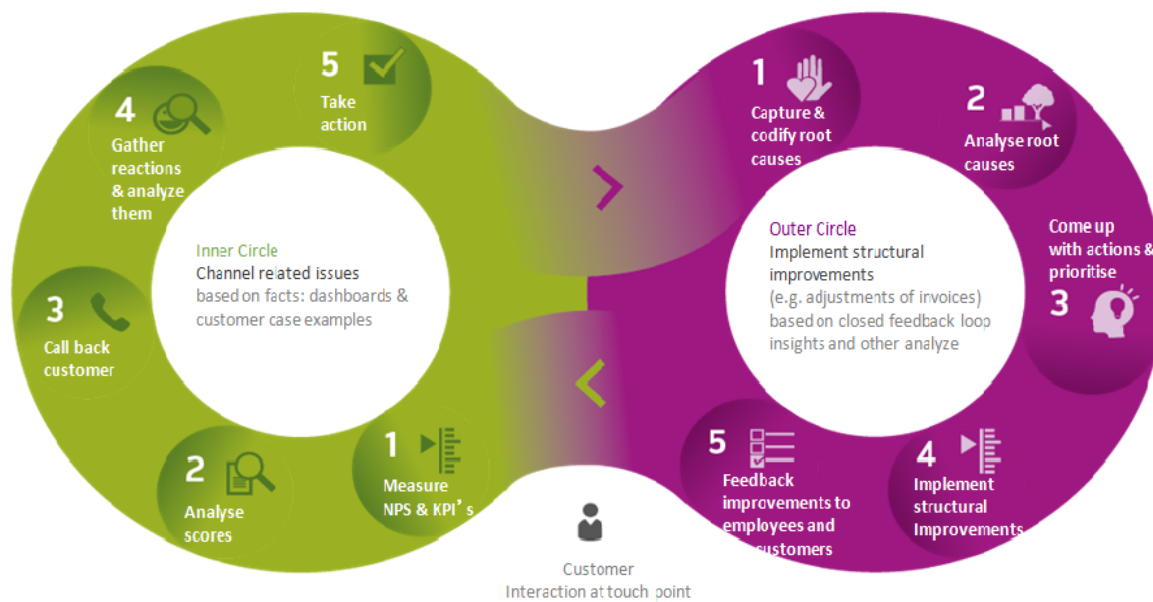
Net Promoter Score is an easiest tool to measure customer loyalty



Calculation of NPS of an Agent		
Total Response		19
Count of Promoter		8
Count of Passive		2
Count of Detractor		9
Percentage of Promoter	$(8/19) * 100 =$	42%
Percentage of Passive	$(2/19) * 100 =$	11%
percentage of Detractor	$(9/19) * 100 =$	47%
NPS (percentage of promoter - percentage of detractor)	(42% - 47%) =	- 5%



Now we know how to measure that are we loved by Customer. After we know how to measure, but what to do to improve?



Feedback call:

Chance to hear from customer

A feedback call is a call that is completely focused on feedback from the customer. A feedback call can include problem solving/service recovery if the customer still feels that the issue has not been solved.



This call is a chance to get the customer to feel that we listen – it is a call with great potential to create a satisfied customer

Feedback is important because it tells us how well we are doing in the eyes of the customer. It's also an excellent way to find out what we are doing right, what sorts of experiences are wowing customers and turning them into promoters, we can do more of it.

HealthLine:

The HealthLine Service, a 24-hour Medical Call center of Grameenphone, has been re-launched recently by expanding its capacity and streamlining the process in order to meet the increasing needs of the callers. The HealthLine Service is operated in association with Telemedicine Reference Centre Ltd. (TRCL).

The HealthLine Service is an interactive teleconference between a Grameenphone mobile user and a licensed physician, available round the clock. Grameenphone subscribers may seek medical advice on emergency, non-emergency or regular medical situation by just dialing '789'. Core service is medical advice and consultation from registered physicians as well as the doctor and medical facility information.

STAR Subscriber:

Grameenphone STAR Subscriber is a special program through which Grameenphone Retain their high-value subscriber, Reward their high-value subscribers, Recognize their high-value subscribers so ultimately Grameenphone ensure customer satisfaction through star program. A special set of high-value subscribers will be called Grameenphone Star Subscribers. It started on May 04, 2010.

Grameenphone constantly work on bringing new privilege and offers to the STAR Subscribers in order to keep them satisfied with Grameenphone.

Currently, the values Grameenphone ready to offer are:

1. Priority Services at GPC/F (Special Counter for STARSubscribers)
2. Priority Day at GPC/F (Friday)
3. Priority at 121 & separate & specialized greetings through IVR (STAR Subscriber's call is handled before non-STAR Subscribers)
4. Network Birthday wish/greetings
5. Benefits at partner outlets
6. Priority in complaint management
7. Free SIM Replacement for all STARs (until further notice)
8. Emergency Credit for Xplore STARs
9. STAR Vehicle Tracking system Campaign

**Privilege for
Grameenphone STAR Subscribers
at Eastern Bank Limited**

100%
Waiver on Issuance Fee
of EBL Credit Cards

50%
Waiver on Processing Fee
of Personal & Auto Loan

To avail the offer:

Go to message option Type Code Send SMS* to 9000

Message XXXX 9000
Select Edit

Code: Credit Card (Platinum/Gold/Silver): **EBLCC**
Auto Loan: **EBLAL**
Personal Loan: **EBLPL**

Eastern Bank Ltd.
Simple Math™

grameenphone

Minimum eligibility criteria are that a subscriber must be with Grameenphone for at least 180 days (last three months average usage must be more than Tk. 2000) and must have average usage of Tk. 500 (network age is more than 4 years) over the last three months.

Apart from that grameeenphone organized many events to entertain their customers. For example tri nation music fest where there were singers from indiapakistan and bangladesh, they also arrange in house drama program and musical program all over the country. In addition star subscriber can also enjoy discounts in restaurants and clothing store.

MobiCash:

Dreams without Boundaries!

Grameenphone has always been a forerunner in satisfying customer needs in the best way possible and has introduced new products and services in its channel. One such initiative is our MobiCash outlets, where subscribers can avail a range of convenient and innovative services such as:

- Dutch Bangla Mobile Banking Service
- ONE Bank “Ok” Mobile Banking Service
- MYCash service of Mercantile Bank Ltd.
- mCash service of Islami Bank Bangladesh Ltd.
- UCash service of United Commercial Bank
- Very soon IFIC bank’s Mobile Banking service will also be available from MobiCash
- Customer registration or partner bank’s mobile banking account opening
- Cash-in (deposit cash into your mobile banking account) of any of the above partner bank
- Cash-out (withdraw cash from your mobile banking account) of any of the above partner bank
- BillPay service for utility bill payment such as Electricity, Gas and WASA (applicable in approved locations)
- Flexiload
- Nirvoy life insurance registration



Customers of Grameenphone can pay their electricity, gas and WASA bills more conveniently from their GP mobile or by visiting MobiCash outlets 7 days a week. They can save time and pay your bills more efficiently. Grameenphone brings another technological marvel- MobiCash Ticketing! With MobiCash Ticketing service, customers can buy Intercity Train tickets in advance from their own mobile phone. They don't need to stand in the long queues, overcome lots of hassles to collect a railway ticket. They can sit at the comfort of their own home and stop worrying about collecting train ticket for their upcoming journey. We want them to stay close to their dear ones and hence MobiCash ticketing is for them.

Study Line

Studyline is another innovative service brought for the first time in Bangladesh by Grameenphone with the intention of serving the school, undergraduate and graduate students. Now collecting updated admission related information is not a trouble anymore for anyone. It is a call center based service where human agents are responsible for answering all queries placed by the callers.

GP subscribers will simply have to dial 2255 to get latest and authentic information on admission queries. Callers can call 7 days from 8am to 10pm and get answers to their questions.

The service will be disseminating information to subscribers on educational content related to University Admission, College Admission (Metropolitan cities), Graduate Admission Tests, School Admission (Metropolitan cities), Standardized Tests (IELTS, SAT, TOEFL, etc.)

and General Foreign Admission Inquiries. Callers will be charged BDT 5/min from 1st minute onward.

Nirvoy Life insurance:

Nirvoy Life was launched in June 2013 and rewards Grameenphone subscribers with free life insurance based on the amount of airtime used each month. The product is underwritten by Pragati Life Insurance and powered by MicroEnsure Bangladesh. Last year Telenor entered into a joint venture with MicroEnsure, a leading provider of insurance products in Asia and Africa, to form MicroEnsure Asia.

Community Information Center

The Grameenphone Community Information Center is a shared premise where rural people may access a wide-range of state of art services such as Internet, voice communications, video conferencing and other information services.

Set up with technical assistance from the GSM Association, Grameenphone Community Information Centers (GPCICs) are equipped with the minimum of a computer, a printer, a scanner, a webcam and an EDGE-enabled modem, to access the Internet using Grameenphone's nation-wide EDGE connectivity.

The pilot project started in February 2006 with 16 CICs; today the project has become a massive operation with over 500 CICs operational in nearly 450 Upzillas. The short-term plan of this initiative is to establish at least one CIC in each of the 462 Upzillas. In the long-run Grameenphone plans to increase the number of CICs substantially so that every CIC can support the information needs of four adjacent villages.

GPCICs are designed to be run independently as small businesses by local entrepreneurs. The entrepreneurs are trained and are provided with continuous support from Grameenphone. To help the entrepreneurs earn a living, Community Information Centers also provide other Grameenphone services, such as payphones (again using Grameenphone's mobile network) and electronic recharges (Flexi load) for prepaid and postpaid mobile accounts.

This initiative by Grameenphone is in line with the company's objective to serve local community needs. These include –

- Bridging the “digital divide” by providing information access to rural people
- Alleviating poverty
- Educating the underserved and underprivileged on information-based services
- Building local entrepreneurships and improving capacity
- Creating employment opportunities for the unemployed youth

This initiative is part of Grameenphone's drive to do something good for the rural community, which is a major portion of the population of the country. CICs are a unique business model that has won appreciation from the International community, such as from the Washington Post, from UNDP, as well as the blessings of several International bodies like Katalyst and the GSMA.

The services available in the GPCICs include:

- Internet surfing and e-mailing
- Content on health, agriculture, etc.
- Locally relevant customized and open content
- Chatting with Voice, Picture
- Video conferencing
- Typing
- Scanning, Printing
- Commercial Mobile Call
- E-governance services
- GP value added services such as FlexiLoad, Ring tones downloading etc.
- E-Fax
- CD Writing
- Telemedicine services (to be introduced)
- Multimedia education for children (Meena Cartoon, courtesy of UNDP)

In order to achieve its vision, Grameenphone has united with different organizations and institutions, in various categories, as strategic partners. The rollout partners of Grameenphone in

this initiative are Grameen Telecom, Society for Economic and Basic Advancement (SEBA), and Eagle, nationwide, and KalikapurDaridroKallanSangsta (KDKS), Socio-Economic Development Association (SEDA), Karmakutir, GoriberAsroy, and SSTD Communication, divisionally. All of these organizations are Non-Governmental Developmental organizations working with the rural populace for the development of the individual and the community.

Noakhali Web, an on-line newspaper for the greater Noakhali and Community Portal; and Anovatec, a Health Service Provider (<http://www.anovatechbd.com/>), are also strategic partners of Grameenphone on the CIC project.

In addition, Grameenphone is working directly with international organizations like KATALYST and GSMA to make the initiative successful. Frequent programs and discussions are also held with UN bodies, such as UNDP, UNICEF and UNESCO, who share the common goal of making a significant contribution for the betterment of rural the mass.

This is an enormous endeavor undertaken by Grameenphone; and one that is possible to complete by Grameenphone alone. This is initiative that requires the cooperation and blessings of all governmental as well as other semi-governmental and private bodies and the support of the people from all sphere of life in Bangladesh.

Analysis of My experience

As mentioned for several times, Grameenphone is the leading company in the mobile telecommunication industry of Bangladesh. It has been a great experience to work with them. I had a chance to work with people and quality management (PQM) in customer service led by Md. Musfeq-US Saleheen.

People and Quality Management Operational Chart:

- Recruitment & Employee Involvement
- Quality Assurance
- Training and Information Management
- Care & Retain
- Senior Specialist, Strategy and Planning
- Specialist

Responsibilities of the Job

Developing and maintaining recognition model for all customer Service employees to make sure employee engagement event and activities. Ensuring and follow up necessary trainings for front liners (Agents'/ functional Training for leaders) readiness to serve the customers with proper knowledge level. For example if Grameenphone introduce something new and innovative, first thing is to make employees to know about this only then they can convey it towards their valued customer. Transmission and availability of all necessary information to implement right guideline and service modality and enable all concern serving customers. Ensure and follow up proper evaluation methodology and transaction monitoring for Contact centre employees for maintaining the operational standard and positive customer experience

Responsibilities of Quality assurance is to make sure employees are maintaining the standard quality or not. Customer managers receive 120 calls per day approximately but their quality level is checked by the QA. Whether the customer was satisfied or not, if the customer manager maintain proper guideline and method or not and after evaluating random calls they need to give feedback to the customer managers and their line managers to improve their skill to receive greater customer satisfaction.

Applying the GAPs Model of Service Quality

Customer perceptions are subjective assessments of actual service experience. The following figure correspond to two concepts: customer expectations and customer perceptions--that play a major role in service marketing. Customer expectations are the standards of or reference points for performance, against which service experiences are compared, and are often formulated in terms of what a customer believes, should or will happen.

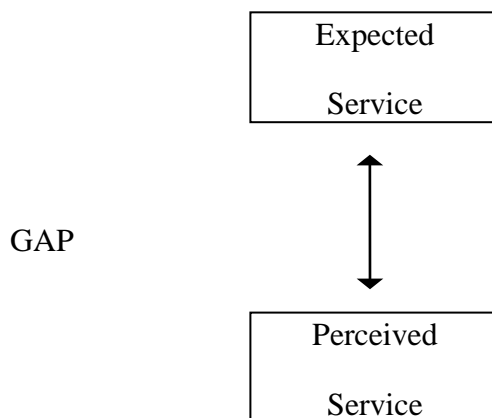


Figure: The Customer GAP

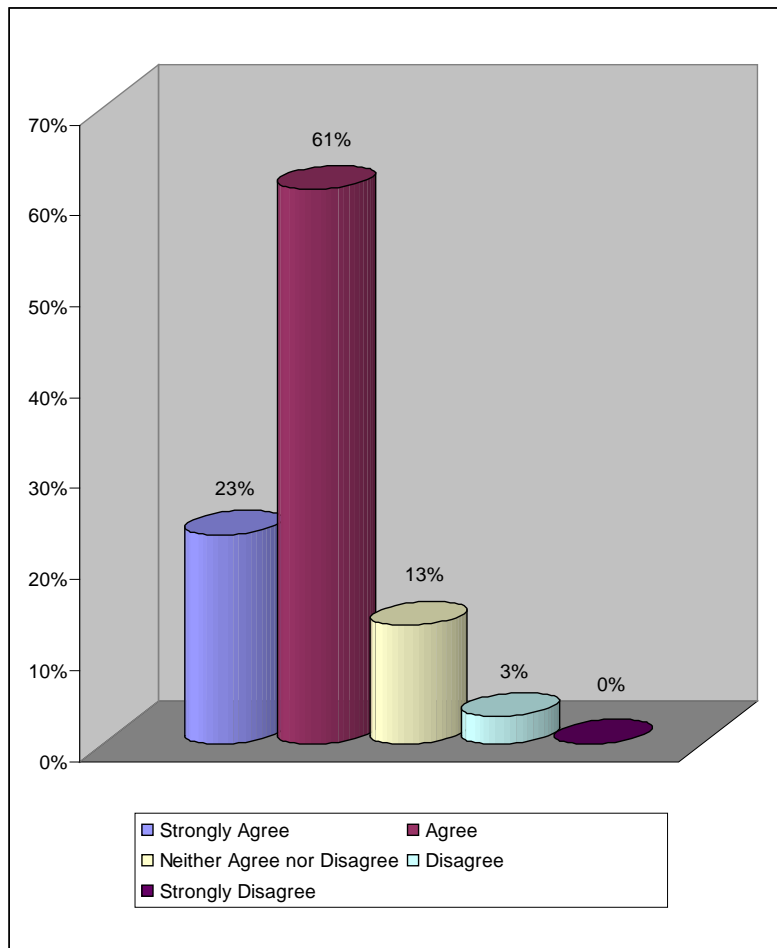
The sources of customer expectations consists of market controllable factors (such as pricing, advertising, sales promises) as well as factors that the marketer has limited ability to affect (innate personal needs, word-of-mouth communications, competitive offerings). In a perfect word, expectations and perceptions would be identical: customers would perceive that they receive what they thought they would and should.

Customer satisfaction is well depended on how successfully the companies can reduce or close the gap, as shown in the above figure. In broad sense, the process of closing the customer gap can be subdivided into four 'company gaps,' discrepancies within the organization that inhibit delivery of quality service.

Analysis

1. I am using Grameenphone because it is providing best network coverage

Strongly Agree	23%
Agree	61%
Neither Agree nor Disagree	13%
Disagree	3%
Strongly Disagree	0%



Graph Description:

Here I have got a good positive response regarding the network coverage of Grameenphone. And More than 84% users are satisfied over the network coverage of Grameenphone. And a very few users (only 3%) disagree with statement. It focuses that most of the subscribers are satisfied over the network coverage of Grameenphone.

GAP Analysis:

According to the GAP model here I have consider GAP-1 and GAP-4 to describe the customer satisfaction level towards the Network Coverage, and the Models are-

Gap 1: Not knowing what customers expect

Gap 4: Not matching performance to promises

According to the GAP-1 I can say, Grameenphone does extensive marketing research on a continuous basis. Moreover, there is always bottom-up communication, which enables GP to better understand what customers expect; and the low-end officers deal the customers and they better understand what customers expects regarding this concern.

And according to the GAP-4 I have found that Grameenphone does not 'over promise' to its subscribers. It also has a good horizontal communication between its important functional divisions like Sales & Marketing, Commercial Division, and Technical. Still, I find some gaps under these criteria,

Grameenphone is successful to build a positive image in their subscribers' regarding the Network coverage. Subscribers believe that GP is sincere about to provide the better network coverage. These factors are increasing the gap 4 according to my observation.

So, I can reach in conclusion that Grameenphone has no 'company gap' at present for this concern.

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	23	61	13	3	0	100
Weight	115	244	39	6	0	404

Total sample people:	100
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Industry Standard :	4
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Survey outcome: = 4.04 (Survey Outcome = Total Weight / total sample)

So, the Difference is = (4.04 – 4) = 0.04 [Positive]

Resources:

Grameenphone has very strong network coverage over the country. It has more than 6000 BTS (Network tower). There are more than 1500 employees (among the 5000) are directly involved with this concern and more 3500 are involved from the third party.

Causes of efficiency:

1. Subscribers are getting smooth network coverage all over the country
2. More than 6000 BTS (Network Tower) are available all over the country
3. Grameenphone is providing highest priority on their network coverage
4. GP is providing highest budget on network connectivity purpose.
5. GP is following decentralized network follow-up model.

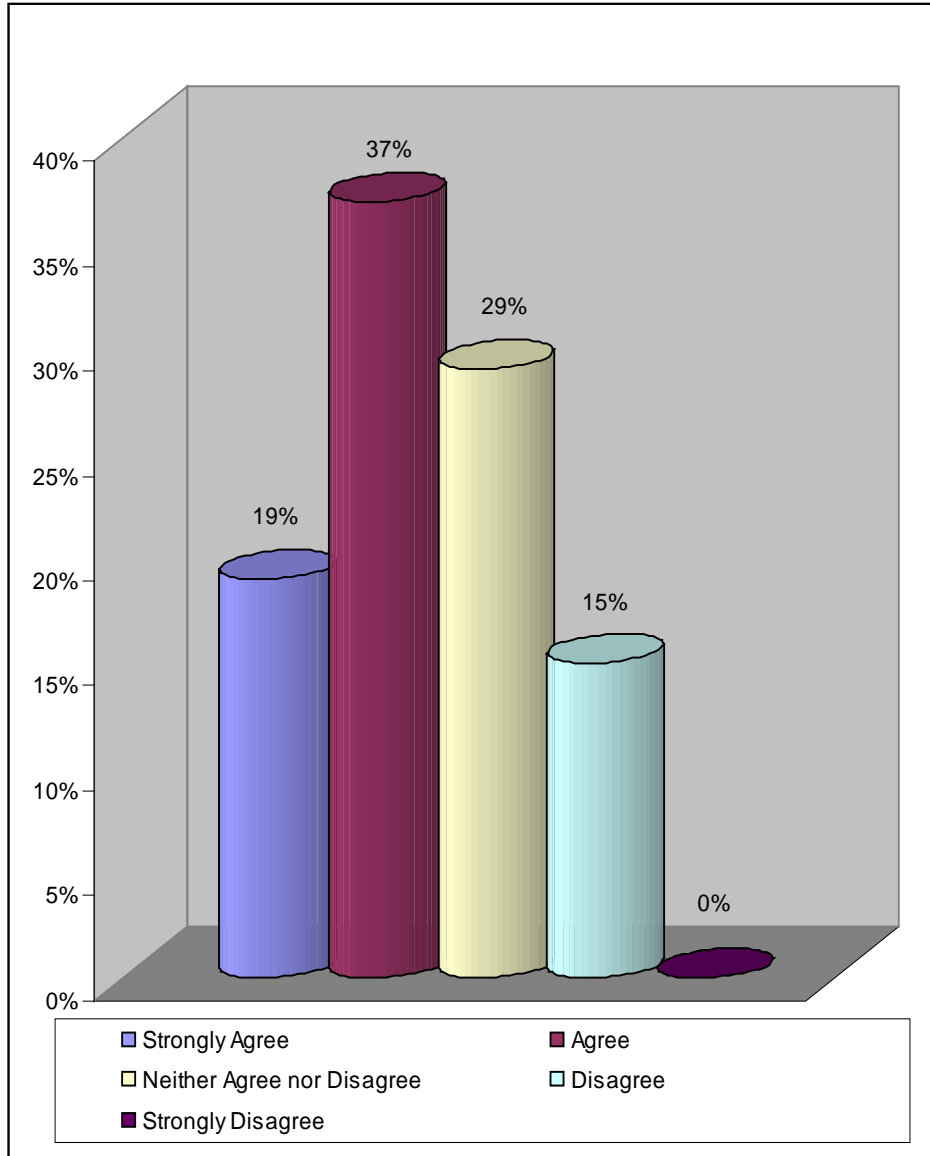
Recommendation:

Though, we have got positive response after all the variance is not focusing a high attitude on this matter. So, I think GP has something to do on it.

1. Need to allocate the Network towers according to volume of users.
2. Need to increase the capacity with up-growing subscribers.
3. Need to give-up equal eyes to the both rural and urban area
4. Need more investment for this concern
5. Arranging some awareness program for the subscriber regarding unnecessary network traffic

2. I am using GP mobile as it has additional features in comparison to other operators.

Strongly Agree	19%
Agree	37%
Neither Agree nor Disagree	29%
Disagree	15%
Strongly Disagree	0%



Graph Description:

Here I have got a quit positive response regarding the features of Grameenphone. And More than 56% users are satisfied over the features of Grameenphone. And a not a large group of users (only 15%) disagree with statement. It focuses that more than half of total users are satisfied over the product features and it also focuses that almost half of the total subscribers are not satisfied over this concern.

GAP Analysis:

According to the GAP model, I have considered GAP-2 to describe the customer satisfaction level towards the product features of Grameenphone, and the Models are-

Gap-2: Not selecting the right service designs & standards

From the survey results and my personal observations, I found few areas that I identified as the GAP 2.

- The Additional features of Grameenphone are quite expensive in the context of Bangladesh. Although it is not playing disturbing role at present, because most of the features do not carry equal importance for the all users.
- Most of the users of Bangladesh are highly price sensitive. And some of features are contain high charges. That's why some users contain negative attitude for the additional features.
- It is also mentionable that most of the users are not enough aware regarding the features of products of Grameenphone.

So, in the conclusion I would like to say Grameenphone has 'company gap' to make satisfied its users by its additional features.

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	19	37	29	15	0	100
Weight	95	148	87	30	0	360

Total sample people:	100
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Industry Standard :	4
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Survey outcome: = 3.6 (Survey Outcome = Total Weight / total sample)

So, the difference is = (3.6 – 4) = - 0.4 [Deficit]

Resources:

GP has a lot of additional features with its main telephony service. Some common features are-

1. EDGE
2. Flexi load Facility
3. Balance Transfer
4. SMS & MMS
5. Bills Pay (Electricity bill payment facility for Chittaging area)
6. Value Added Services
7. Push Pull Services
8. EISD (Economic International Call)
9. GPWAP
10. CUG (Common user group)
11. Friends and family facility.
12. Voice Mail and Voice SMS
13. Miss call Alert service
14. Welcome tune

Causes of deficit:

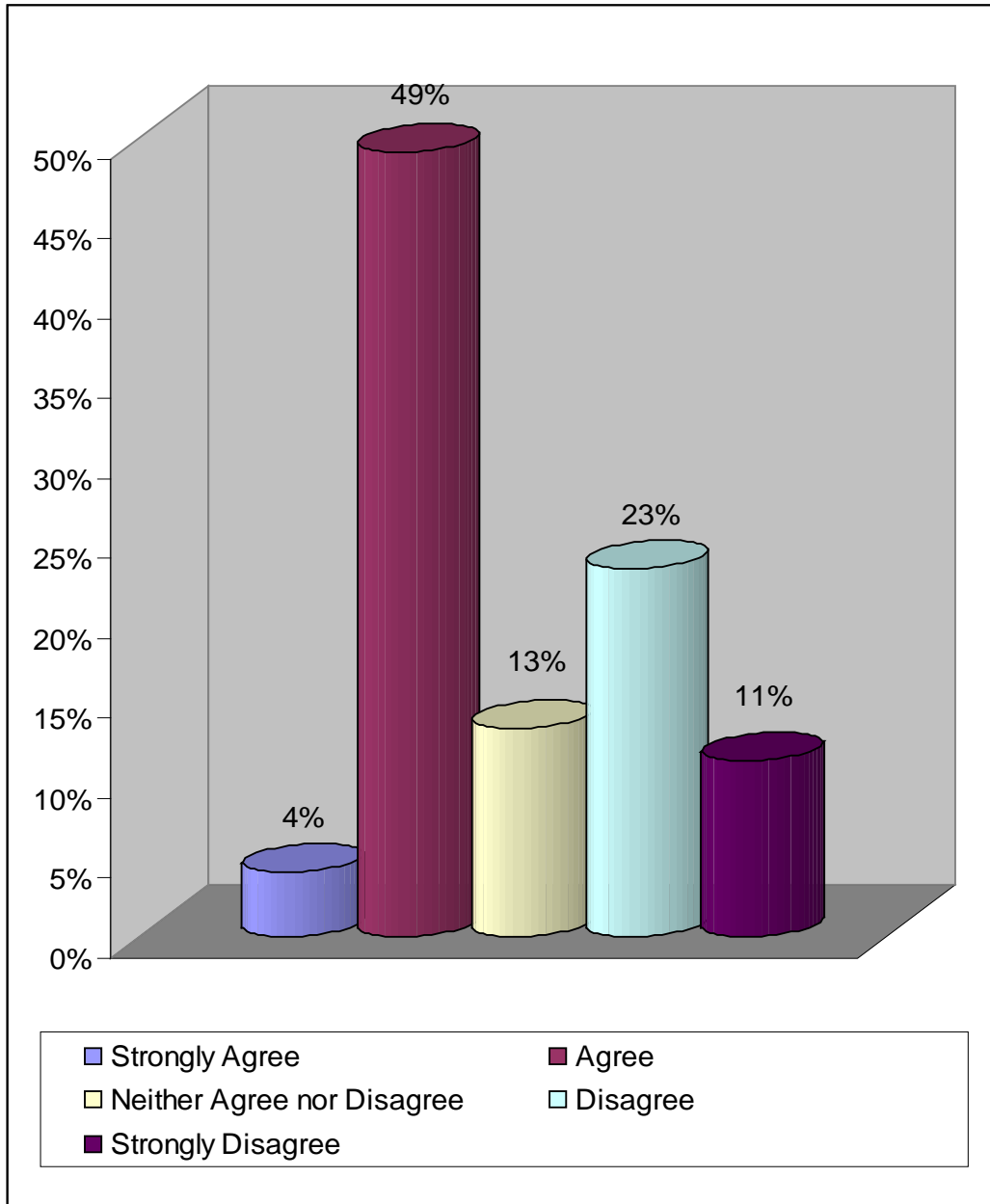
1. Subscribers are not getting smooth service due to traffic of server
2. Subscribers are not enough aware regarding all basic services
3. Most of the features are contains different level of tariff
4. All features are not available for all products
5. Some features are not user friendly

Recommendation:

1. Need to increase the server capacity with the increasing number of subscribers
2. Need to arrange more awareness program regarding those basic features.
3. Need to reduce the tariff of basic features up to a convenient level.
4. All Basic features should be provided to all GP subscribers
5. Need to introduce some flexible system to avail basic features (like GP may introduce Bangla base key word regarding most commonly used features)

3. The Package price (current) of GP for different packages is affordable.

Strongly Agree	4%
Agree	49%
Neither Agree nor Disagree	13%
Disagree	23%
Strongly Disagree	11%



Graph Description:

Here I have got a quit positive response regarding the features of Grameenphone. And more than 53% users are satisfied over the package price, and a large number of subscribers (34%) are also not satisfied over the package price. So it is alarming for Grameenphone to keep the satisfaction level regarding this concern.

GAP Analysis:

According to the GAP model here I have considered GAP-1 & GAP-2 to describe the customer satisfaction level towards the Network Coverage, and the Models are-

Gap 1: Not knowing what customers expect

Gap 2: Not selecting the right service designs & standards

According to the GAP-1, I can say, Grameenphone does extensive marketing research on a continuous basis. Moreover, there is always bottom-up communication, which enables GP to better understand what customers expect; and the low-end officers deal the customers and they better understand what customers expects regarding this concern.

From the survey results and my personal observations, I found few areas for as gap 2.

- The package price of GP is quite expensive in the context of Bangladesh. And other operators are also offering quite less price to this concern.
- Most of the users of Bangladesh are highly price sensitive. And some of packages are contain high Price. That's why some users contain negative attitude for the additional features.

So, in the conclusion I would like to say Grameenphone has 'company gap' to make satisfied its users to its Package price.

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	4	49	13	23	11	100
Weight	20	196	39	46	11	312

Total sample people:	100
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Industry Standard :	4
----------------------------	----------

Survey outcome: = 4.04 (Survey Outcome = Total Weight / total sample)

So, the difference is = (3.12 – 4) = -0.88 [deficit]

Resources:

Grameenphone has more six packages for general subscribers and also four special packages considering different circumstance. Here I would like to introduce the packages with its current price-

General Packages:

1. Smile Prepaid (Price tk188)
2. Nischinto Prepaid (Price tk188)
3. Djuice Prepaid (Price tk188)
4. Xplore Postpaid (Price tk499)
5. Xplore Legend Postpaid (Price tk499)
6. GPPP Postpaid (Price tk188)

Special Packages:

1. Business solution: (Price is not defend)
2. Business solution (Postpaid) (Price is not defend)
3. Village Phone (Postpaid) (Price is not defend)

Causes of deficit:

Though now a day GP is offering a complete price for its packages but subscribers have negative mentality for their previous experience.

1. People are preserving negative past experience regarding this mater.

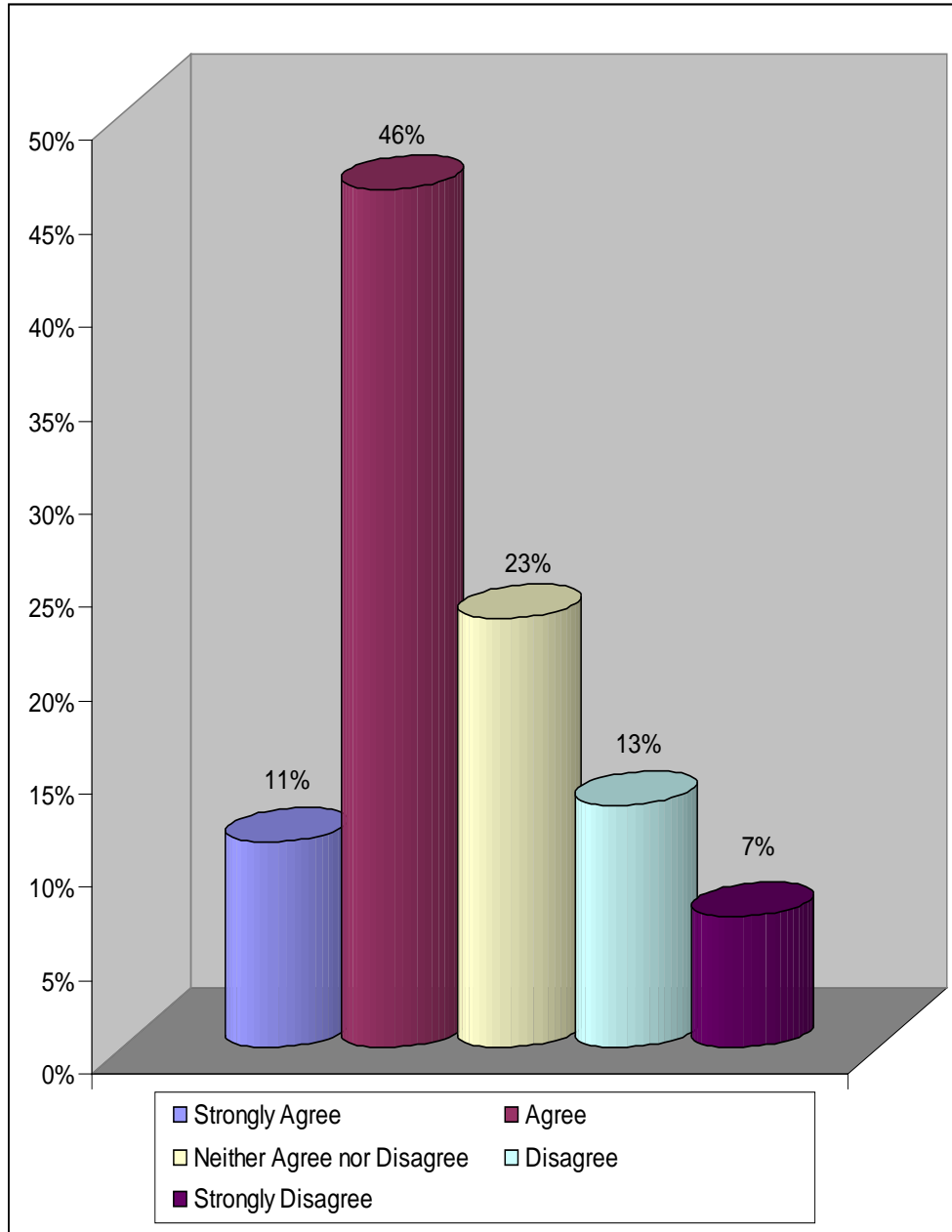
2. Other operators are providing comparatively less price for their packages.
3. Other operators are knocking less price concept to the subscribers.
4. Sometimes the forecasters of GP are not taking efficient decisions timely.
5. GP is following Authorized dealership (who are committed to follow some roles and regulations) policy to sale their product.

Recommendation:

1. GP should to arrange some awareness program regarding less price sensitivity.
2. The product distribution system should be more flexible and soft.
3. The forecasters need to be more efficient and market oriented.
4. Price of packages should to reduce up to a margin level of subscribers' expectation.
5. Need to arrange some program to change the subscribers' mentality regarding this concern.

4. I am satisfied with the service (quality of airtime and network availability) of GP.

Strongly Agree	11%
Agree	46%
Neither Agree nor Disagree	23%
Disagree	13%
Strongly Disagree	7%



Graph Description:

Here I have got a quit positive response regarding the airtime quality of Grameenphone. More than 56% users are satisfied over the features of Grameenphone. And not a large group of users (only 20%) disagree with statement. It focuses that, More than half of total users are satisfied over the air time quality after all I think, it is also alarming for Grameenphone because there are almost 44% users are preserving either neutral or negative response regarding this concern.

GAP Analysis

According to the GAP model, here I have considered GAP-3 to describe the customer satisfaction level towards airtime quality and availability, and the Model is-

Gap-3: Not delivering to service standards

From the survey results and my personal observations, I found few areas that I identified as GAP3.

- The subscriber base of Grameenphone is increasing bay by day in a high rate but the capacity is not increasing day by day.
- The airtime quality is not same all over the country. Basically in the urban area users are facing network congestion problem due to more subscribers instead of network capacity.

Improper quality of airtime and network availability is also a problem for Grameenphone. But as the experts give opinion, it is not abnormal in a network which is going through a massive development process So, in the conclusion I would like to say Grameenphone has ‘company gap’ to make satisfied by providing better airtime quality and availability.

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	11	46	23	13	7	100
Weight	55	184	69	26	7	341

Total sample people:	100
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Industry Standard :	4
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Survey outcome: = 3.41 (Survey Outcome = Total Weight / total sample)

So, the difference is = (3.41 – 4) = -0.59 [deficit]

Resources:

Though, Grameenphone has good network coverage over the country with more 6000 BTS (Network tower) and a good number of manpower for this concern after all it has got quit low degree for this concern.

Causes of deficit:

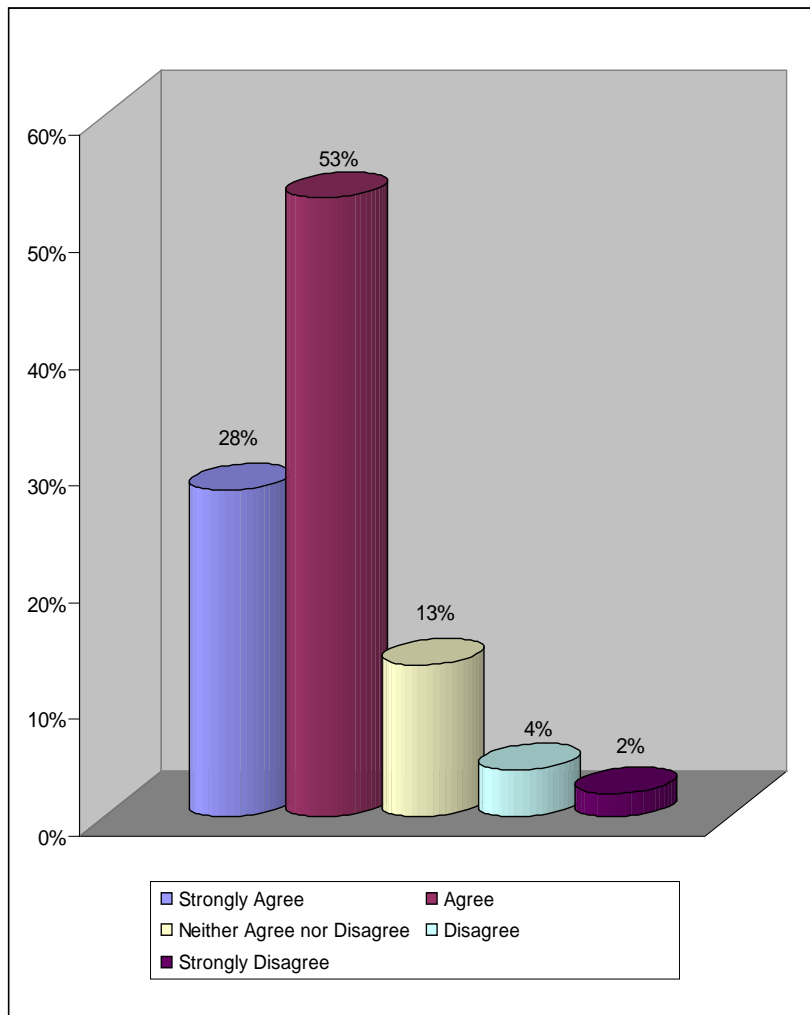
1. Subscribers are not getting smooth network support all over the country
2. Capacity is not sufficient considering the total number of subscribers.
3. Network traffic is increasing due to unusual and more voice call tendency.
4. Lack of concentration on this concern
5. Different frequency for urban and rural area.

Recommendation:

1. Need to allocate the Network capacity according to the density of subscribers.
2. Need to increase the capacity with up-growing subscribers.
3. Need to give-up equal eyes to the both rural and urban area
4. Need more investment for this concern
5. Need to arrange some awareness program to reduce unnecessary practice (Like- miss call tendency) on network.

5. After sales service of GP is satisfactory.

Strongly Agree	28%
Agree	53%
Neither Agree nor Disagree	13%
Disagree	4%
Strongly Disagree	2%



Graph Description

Here I have got a quit positive response regarding the arrangement of after sales service of Grameenphone. More than 81% users are satisfied over the after sales service. And very few users (only 6%) disagree to after sales service. It focuses that, Most of the users are happy with the after sales service.

GAP Analysis

According to the GAP model, here I have to consider GAP-3 to describe the customer satisfaction level towards after sales service, and the Model is-

Gap-3: Not delivering to service standards

This gap is also significant at Grameenphone. This gap is very important, because it occurs when a company sets a standard but not deliver as per the standard. From my observation, some areas of gap 3 are:

- Grameenphone has a good arrangement of after sales to its subscribers. It has more than 600 GPSD, 20 GPC and 60 GPCF to provide after sales service.
- Most of the after sales services of Grameenphone are free of cost. That's why users are satisfied over this concern.

Grameenphone has been successful to provide a good quality after sales service to its all subscribers. Users can reach to get after sales service in a minimum distance. GP is providing after sales service in very efficient way to its subscriber in comparison to the other operators. Users are getting basic service in GPC, GPSD and GPCF free of cost. So, from the survey result and my personal observation I can recommended that Grameenphone does not have "Company GAP" for this concern

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	28	53	13	4	2	100
Weight	140	212	39	8	2	401

Total sample people:	100
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Industry Standard :	4
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Survey outcome: = 4.01 (Survey Outcome = Total Weight / total sample)

So, the difference is = (4.01 – 4) = .01 [Positive]

Resources:

Grameenphone has a good arrangement for after sales service. There are more than 604 GPSD (Grameenphone) and 67 GPC (Grameenphone center) all over the country and 121 dedicated 24 hrs hot line for all subscribers.

Causes of efficiency:

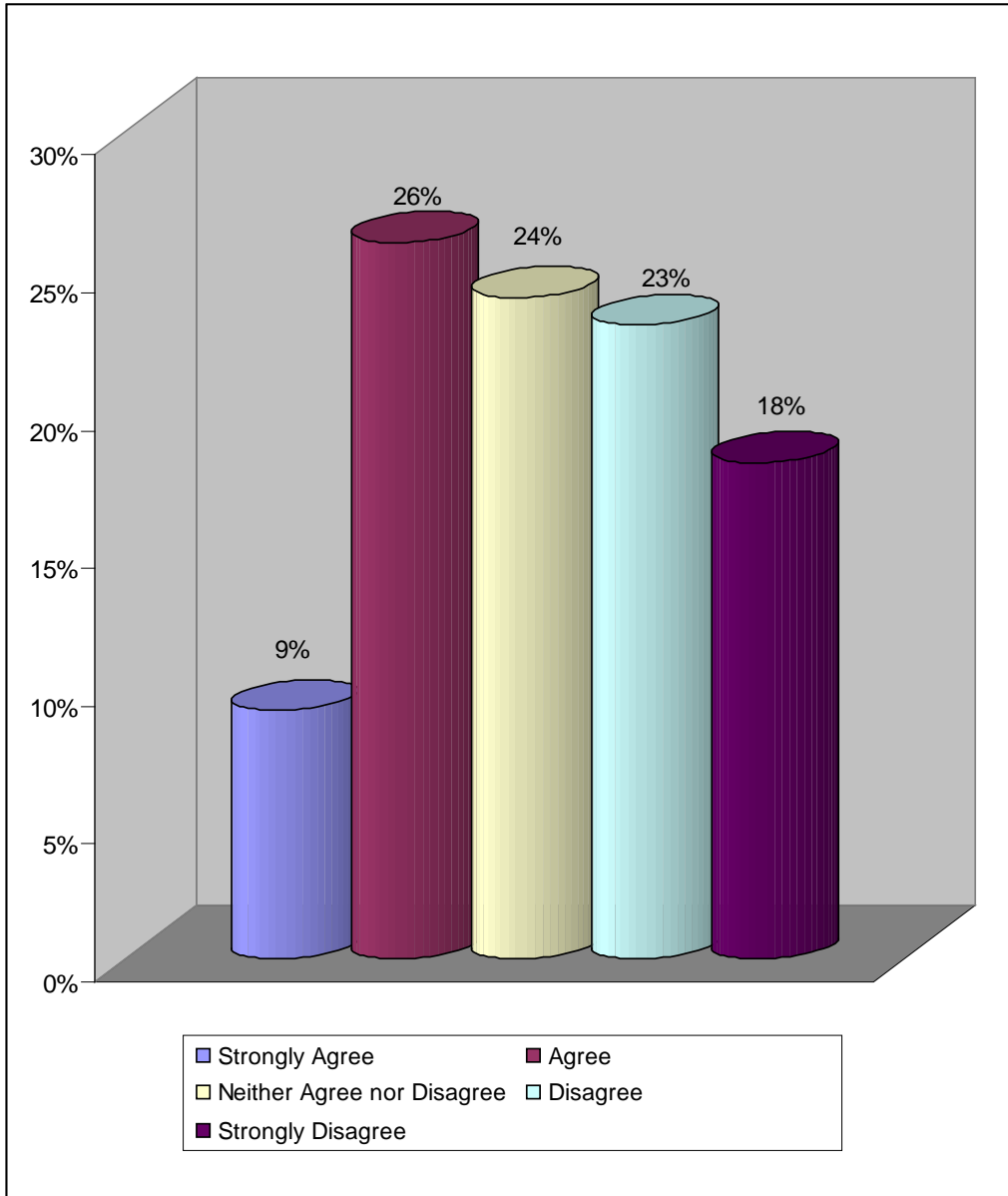
1. Subscribers are getting smooth after sales service all over the country
2. Grameenphone has a lot of after sales service point for its subscribers
3. There are more than 2000 employees are directly involve with this concern
4. Grameenphone also provides home service for its crown subscribers.
5. Grameenphone also has a 24 hrs dedicated hot line for all subscribers.

Recommendation:

Though, we have got positive response after all the variance is not focusing a high attitude on this matter. So, I think GP has something to do on it.

1. GPSD should have on service 7 days in a week
2. Need to open more GPSD considering first point of after sales service.
3. Need to reduce the complexity for after sales service
4. Need friendly attitude of the customer managers towards the subscribers
5. Need to provide smooth access of 121 hot line to gate over phone service
- 6. GP hotline is very helpful in meeting my queries and other needs.**

Strongly Agree	9%
Agree	26%
Neither Agree nor Disagree	24%
Disagree	23%
Strongly Disagree	18%



Graph Description

Here I have got a quit bad response regarding GP Hot line (121). Very few users (only 35%) are satisfied over the hot line service and response. And more than 41% users are dissatisfied over GP hot line service. It indicates a bad satisfaction level regarding the over phone service quality or efficiency.

GAP Analysis

According to the GAP model, here I have to consider GAP-2 & GAP-3 to describe the customer satisfaction level towards the hot line of GP, and the Model is-

Gap 2:Not selecting the right service designs and standards

Gap 3:Not delivering to service standards

From the survey results and my personal observations, I found few areas, which could be described by the GAP-2 & GAP-3.

- It takes too much time to reach the hotline at the pick hours (Roughly 06 PM to 11 PM). As the subscribers need to pay TK 2.30 per minute even when they are waiting in the Queue. It is a source of dissatisfaction for them.
- It is expected to get good and polite behave from the hotline officers. But, as found from the survey results, the subscribers of Grameenphone do not get appropriate behavior form the hotline. This can be an alarming problem for GP. Because it is very easy to lose a customer in a competitive market.
- Most of the GP subscribers are not well educated. They are not equipped enough to handle the mobile phone appropriately. This lack of knowledge of the subscribers creates problems for Grameenphone. They assume their inability as GP's poor service.

So, from the survey result and my personal observation I can recommended that Grameenphone has huge “Company GAP” regarding this concern.

Response Analysis:

Comments	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Degree	5	4	3	2	1	
Cust. Response	9	26	24	23	18	100
Weight	45	104	72	46	18	285

Total sample people:	100
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Industry Standard :	4
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Survey outcome: = 2.85 (Survey Outcome = Total Weight / total sample)

So, the difference is = (2.85 – 4) = -1.15 [Deficit]

Resources:

Grameenphone is offering a 24 hrs and 365 days hot line service for its subscribers and there are more than 800 employees are providing this hot line service. Different local dialect are (like-Chittagong, Barishal ,khulna, Rajshahi, Khulna, Noakhali and sylhet) available here beside the Bangla and English for its subscribers flexibility. It also has a healthy IVR system to get the automated updated regarding GP

Causes of Deficit:

1. Subscribers are getting smooth access in 121 hot line.
2. To get the 121 Hot line service there is a charge tk 2/min (Without vat)
3. Sometimes subscribers are hanged on queue though it consumed charge.

4. Sometimes subscribers didn't get proper service by over phone
5. Because of IVR system users need to press different option to reach 121 support.

Recommendation:

The 121 hot line is most commonly used dedicated hot line for the subscribers of Grameenphone. But users are not satisfied over its support. So Grameenphone could improve in the following side to get better customer response.

1. Need to remove the complexity of 121 over phone hot line response.
2. Tariff for 121 hot line should to reduce up to a convenient level.
3. Need to reduce the complexity for after sales service
4. Need friendly attitude of the customer managers towards the subscribers
5. Need to provide smooth access of 121 hot line to gate over phone service

Limitations of the Study

The basic strategy of Grameenphone is widening their market through their emerging country-wide network. As a result of this strategy, the subscribers are from different segments or from different income levels. Moreover, the subscribers are from all over Bangladesh and scattered all over the country.

But the sample that I used to conduct my survey was mostly from Dhaka division, so, it was not a perfectly representative sample.

Moreover, it was not possible to go all required internal information of the company as these are treated as confidential company information.

Conclusion

I would like to start the conclusion part by restating the hypothesis of my study. My hypothesis was, “Although Grameenphone is leading the market of mobile telecommunication industry with a sharp distance, and their customers are not fully satisfied with the company’s services. If GP does not take care of these dissatisfactions and another company enters the market with similar offers, it will be difficult for Grameenphone to keep the current market share intact.” It is clear that GP’s subscribers are dissatisfied with different services of the company. Moreover, the analysis indicated that the subscribers of Grameenphone are not loyal toward the company. They clearly pointed that if another company comes with similar offer, they will not hesitate to switch. So, my hypothesis is proved as a valid one. But there was a condition in my hypothesis: ‘If GP does not take care of these dissatisfactions...’ Therefore, I recommended some courses of action. My observations make me believe that If GP follows these recommendations; it will enable them to achieve a sustainable distinct competitive advantage and to run smoothly with loyal subscribers & market leadership.

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