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BBA

GrameenPhone Customer Satisfaction



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CUSTOMER SATISFACTION
OF
GRAMEENPHONE



August 15, 2007

To

Syed Alam

Project Coordinator

East West University

Mohakhali, Dhaka – 1212.

Sub: Submission of the Project Report on Customer satisfaction of GrameenPhone.

Dear Sir:

With great delight I, Md. Monowar Hossain, am submitting the project report on “**GrameenPhone Customer Satisfaction**” as a requirement of graduation for BBA for the BUS-498 course. I was encouraged and enthusiastic to go through the GrameenPhone office and as well as the Grameen Bank head office at Gulshan for collecting the detailed information of the origin and history of Grameen. I have also collected information from other primary and secondary sources.

The findings are based on the primary data, personal interview, annual reports, newsletters, books, journals etc. I have tried to collect the background, organizational operations, mission statement & objectives, and do SWOT analysis etc about the customer satisfaction of GrameenPhone as much as possible I could.

I believe that, within my limited knowledge this project report provides a detailed and clear picture of the GrameenPhone customer satisfaction. This project report became possible because of due to your cordial cooperation. I have enjoyed working in this interesting topic and complete the project report.

Thanking you

Md. Monowar Hossain

ID # 2003-2-10-233



ACKNOWLEDGEMENT

First, I pay my gratitude to the Almighty for giving me the ability and staying power to work hard successfully. I am also grateful to my parent's, teachers, brothers and friends who encouraged me to reach the goal.

I may not have been successful in complete the report without the active support and cooperation from many persons in the Grameen Phone

I have tried my best and worked hard over the last three months for preparing this project report. I have received whole-hearted cooperation from project coordinator **Syed Alam**, Business Administration Department, East West University

PREFACE

Any institutional education would not be completed if it were only confined within theoretical aspects. Because every branch of education becomes meaningful by the practical application of acquired knowledge. We shall benefit of by our education if we are able to effectively apply the institutional education in practical field. Hence, we all need practical education to apply theoretical knowledge in real world. By considering this aspects of "Department of Business Administration" arranges the project report program each semester compulsory for the students of Bachelor of Business Administration in the final year. As a part of this program, my topic of the study was "Customer Satisfaction of GrameenPhone."

The mistaken that appears in this report is entirely mine. Any kind of inconvenience is highly regretted.

Md Monowar Hossain

ID # 2003-2-10-233



EXECUTIVE SUMMARY

This project report is the partial requirement of project program of East West University for the Bachelor of Business Administration students. My coordinator assigned me the project report on “**Customer Satisfaction of GrameenPhone.**” This report is based on a 12-week program at GrameenPhone Ltd. the leading and dominating multinational company in telecommunication service sectors. The report is divided into two parts. First one is the organization part and second one is the project part. In the Organization part here we have discussed the mission, purpose, the organizational structure and basic business activities of GrameenPhone Ltd.

GrameenPhone started its operation approximately 9 (nine) years ago. They were operating in the market for long time. They gained success from the very beginning of their operation and were capable enough to hold the success year after year. GrameenPhone’s main competitors are **AKTEL, BANGLALINK, CITYCELL, TELETALK and WARID TELECOM.**

The strongest side of GrameenPhone is its customer’s service and its relationship with their subscriber. Almost each part of the country connected and it turned out to be a big hit. The big profit maximizing company also captured most of the leading market share and generating revenues from its several divisions. Like other companies GrameenPhone also have several strengths, few weaknesses, opportunities and some threats. After SWOT analysis it becomes very clear that GrameenPhone should concentrate more on its current situation and always try to keep up the better service quality. The biggest strength of GrameenPhone is its widest network coverage. GrameenPhone has a dual purpose – to receive an economic return on its investments and to contribute for the economic development of Bangladesh where telecommunication can play a vital role. This is why GrameenPhone had collaborated with Grameen Bank and Grameen Telecom; it had a great desire to reach one phone in each village to contribute significant better life through out the villages. Their dream became true and they have started operating in the rural areas.

GrameenPhone's basic strategy is coverage of both the urban and rural areas. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, GrameenPhone builds continuous coverage and may vary from area to area depending on market conditions, the basic strategy of cell – to – cell coverage is applied throughout GrameenPhone network.

In November 1996, GrameenPhone received license to commence its business operation. In March 1997, GrameenPhone launched its services in greater Dhaka. In September 1997, they have arranged a lease agreement with Bangladesh Railway for using their Fiber Optic network throughout the country. In March 1999 GrameenPhone launched international Roaming for their valuable customer for better service and satisfaction. In April 1999, they had final inter connection agreement with B.T.T.B. In the end of year 2000 GrameenPhone launched service throughout the country. At the end of year of 2001, more than one in three telephones in Dhaka and Chittagong are mobiles. All six Divisional Headquarters in the country - Dhaka, Chittagong, Khulna, Sylhet, Barisal and Rajshahi - are under GrameenPhone's coverage now. GrameenPhone's network is divided into six zones according to the divisional borders: Dhaka Zone, Chittagong Zone, Khulna Zone, Sylhet Zone, Barisal Zone and Rajshahi Zone. Currently GP is operating in all six zones. The zone in which a subscriber is registered with GrameenPhone is that subscriber's Home Zone, and all other zones are Remote Zones. In June 2007, more than 1,3000,000 subscribers are now using GP mobile phones around the country. It is an important milestone for GrameenPhone.

The project parts of the report are based on observation, findings, analysis and response towards valuable customers. The major focus in my observation was both on primary and secondary data and on customer service Hotline (123).

During preparing the project report on GrameenPhone, I have focused and analyzed the following functional areas: -

- 1 Marketing.
- 2 Sales.
- 3 Customer Service.

Technical division.

GrameenPhone IT division.

In the data collection period I have observed that, most of the customers complain about the low quality coverage, SIM difficulty, Prepaid problem, Bill and Courier problem, Set problem, Queries about Roaming and B.T.T.B connection, and difficulty regarding ownership and duplicate paper. Many problems are related to lack of awareness and educational background of customers.

In the project part I have discussed selected major problems and tried to resolve most of them. This can be found in detail in the project part. For the project part both primary and secondary information were collected through direct customer complains.

TABLE OF CONTENTS

Chapter # 1-----Introduction

INTRODUCTION

Background of the report

Purpose of the report

Methodology

Limitation of the study

Chapter # 2-----Organization Part

THE ORGANIZATION

An Overview of Grameen Phone Ltd

Service for the rural People

Company Vision

Mission Statement

COMPANY OPERATION

The purpose

The strategy

The technology

The service

The result

GrameenPhone Customer Satisfaction

THE SHARE HOLDERS OF GP

MARKET DEVELOPMENT

Present Market Situation

Expansion Plan

Year wise comparison

PRODUCT LINE, PRICE AND FEATURES

Village phone

ORGANIZATIONAL UNITS

Departments/Divisions

Technical divisions

Marketing and Sales division

Distribution Channel

Product and Market Planning

Customer Relation Division (CRD)

Administration Division

Human Resources

Human Resource Development (HRD)

HR management Information System

Information System (IS)

Other Division

JOB RESPONSIBILITIES OF THE EMPLOYEE

SWOT ANALYSIS OF GRAMEENPHONE

COMPETITIVE ANALYSIS

Market Share of Different Mobile Operators

PRESENT COVERAGE AREA OF GP

CONCLUSION

Chapter # 3-----Project Part

BACKGROUND

PROBLEM STATEMENT

OBJECTIVE

GrameenPhone Customer Satisfaction

Broad Objective

Specific Objective

SCOPE

Data Collection Method

Limitation of the study

Source and Method of data collection

Benefit of the study

ANALYZING THE INPUT

FINDINGS

FACILITIES OF GRAMEENPHONE

CURRENT TELECOMMUNICATION INDUSTRY SITUATION

HOW GP CAN INCREASE CUSTOMER'S SATISFACTION

RECOMMENDATION

CONCLUSION

Appendix

Key Figure 2002–2004

Government Benefit for the GrameenPhone

Organization Part:

GrameenPhone

Chapter # 1

INTRODUCTION

1.1 Background of the report:-

In the world of consumerism, the business organization of the world struggle for the consumers satisfaction as a number one business strategy whatever may be the product of the organization, either service or non service. This report is the result of 12- weeks project report on GrameenPhone Ltd. This is the leading Multinational Company in the country. GrameenPhone started their business around 10 years ago. They are operating in the market for long time. They gained success from the very beginning of their operation and were capable enough to hold the success year after year. GrameenPhone's main competitors are CITYCELL, AKTEL, BANGLALINK, TELITALK and WARID TELECOM. One of the strongest sides of GrameenPhone is its customer's service and the relationship. To fulfill the requirement of the project report, the task is divided in to two parts: -

- (1) The organization part &
- (2) The project part

1.2 Purpose of the report:-

The prime objective of the report is to provide future undergraduates with an opportunity to apply theoretical knowledge so far received into real life situation and the objective of the project report is to meet the requirement for the degree of BBA.

Specific objectives of the organization part of this project report are as follows: -

1. To have an overview of the organization.
2. To find the organization profile.
3. To have a detailed knowledge of the activities of Customer relation and satisfaction division.
4. To have an overview of the Sales, Marketing, IS, Technical Division.
5. To have an overview of the market position and market share.

6. To have an overview of the Technology used.

1.3 Methodology:-

Both the primary and secondary sources of data were used in this report. Accumulating the organization part the information was collected through interviews with the company personnel and also the valued customers, booklets, brochures, annual report, journals, newsletters, and through Internet.

1.4 Limitation of the study:-

- ♣ Time limitation was the major drawback in this study.
- ♣ It was difficult to communicate with the customer, as many of them were hesitate to respond. As a result the sample size was not big.
- ♣ Another limitation of this report is the organization is not keen to disclose certain data and information for obvious reasons, which could be very much useful.



Chapter # 2

ORGANIZATION PART

2.1 An Overview of GrameenPhone Ltd:-

GrameenPhone (GP) has been established to provide high-quality GSM cellular service at affordable prices. GrameenPhone has a twin purpose to receive an economic return on its investment and to contribute to the economic development of Bangladesh where telecommunications can play a serious role. GP actions to provide services to all people in the country, irrespective of their location.

2.2 Service for the Rural Poor:-

Establishing a nationwide network gives fair access to all geographical areas. From a business point of view, this strategy serves both the long distances as well as the rural markets. This emphasis on rural coverage brings a much-needed infrastructure in the underdeveloped rural areas. In collaboration with Grameen Bank, which provides micro-credit only to the rural poor, GP utilizes the bank borrowers to retail telecom services in the rural areas. Leveraging on Grameen Bank borrowers reduces the distribution costs of GrameenPhone's rural services, contributing to the Profitability of this segment.

By bringing electronic connectivity to rural Bangladesh, GrameenPhone is bringing the digital revolution to the doorsteps of the rural poor and unconnected. By being able to connect to urban areas or even to foreign countries, whole new worlds of opportunities are opening up for the villagers in Bangladesh. Grameen Bank borrowers who provide the services are uplifting themselves economically through a new means of income generation while at the same time providing valuable telephone service to their fellow villagers. Thus, the telephone becomes a weapon against poverty.

2.3 Company Vision:-

GrameenPhone Customer Satisfaction

To be the leading provider of telecommunication services all over Bangladesh with satisfied customers and shareholders, and enthusiastic employees.

2.4 Mission Statement:-

GrameenPhone Ltd. aims at providing reliability, convenience, mobile and cost effective telephone services to the people in Bangladesh irrespective of where they live. Such services will also help Bangladesh keep pace with other countries including those in South Africa region and reduce her existing gap in telecom services between urban and rural areas.

COMPANY OPERATIONS

GrameenPhone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications on November 28, 1996. The Company launched its service on March 26, 1997, the Independence Day of Bangladesh and went its commercial operation on April 15, 1997.

After 10 years of operation, GrameenPhone has more than 10 million subscribers as of November 2006.

3.1 The Purpose:-

GrameenPhone has dual purpose: to receive an economic return on its investment and to contribute to the economic development of Bangladesh where telecommunication can play a vital role. This is way GrameenPhone, in partnership with Grameen Bank and Grameen telecom, is aiming to place one phone in each village to contribute significantly to the economic uplift of those villages.

3.2 The Strategy:-

GrameenPhone Customer Satisfaction

GrameenPhone's basic strategy is coverage of both urban and rural areas. In difference to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, GrameenPhone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout GrameenPhone's network.

3.3 The People:-

The people who are making it happen – the employees – are young, dedicated and energetic. All of them are well educated at home or abroad, with both sexes (genders) and minority groups in Bangladesh being well represented. They know in their hearts that GrameenPhone is more than just about phones. This sense of purpose gives them the dedication and the drive, producing – in about three years – the biggest coverage and subscriber-base in the country. GrameenPhone knows that the talents and energy of its employees are critical to its operation and treats them accordingly.

3.4 The Technology:-

GrameenPhone's Global System for Mobile or GSM technology is the most widely accepted digital system in the world, currently used by over 750 million people in 150 countries. GSM brings the most advanced developments in cellular technology at a reasonable cost by spurring service competition among manufacturers and driving down the cost of equipment. Thus, consumers get the best for the least.

3.5 The Service:-

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

3.6 The Result:-

By bringing electronic connectivity to rural Bangladesh, GrameenPhone is bringing the digital revolution to the doorsteps of the poor and unconnected. By being able to connect to urban areas or even to foreign countries, a whole New World of opportunities is opening up for the villages in Bangladesh. Grameen Bank borrowers who provide the services are uplifting themselves. Economically through a new means of income generation while at the same time providing valuable phone service to their fellow villagers. The telephone is a weapon against poverty.

SHARE HOLDER OF GP

The shareholders of GrameenPhone contribute their unique, in-depth experience in both telecommunications and development. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to GrameenPhone and its mission to provide affordable telephony to the entire population of Bangladesh.

1. TELENOR AS: -

Telenor AS is the leading Telecommunications Company of Norway listed in the Oslo and NASDAQ Stock Exchanges. It owns 62% shares of GrameenPhone Ltd. Telenor has played a pioneering role in development of cellular communications. It has substantial international operations in mobile telephony, satellite operations and pay Television services. In addition to Norway and Bangladesh, Telenor owns GSM companies in Denmark, Austria, Hungary, Russia, Ukraine, Montenegro, Thailand, Malaysia and Pakistan.

GrameenPhone Customer Satisfaction

Telenor uses the expertise it has gained in its home and international markets for the development of emerging markets like Bangladesh. Group revenues for 2005 reached NOK 68.9 billion - a growth of 14 per cent compared to 2004.

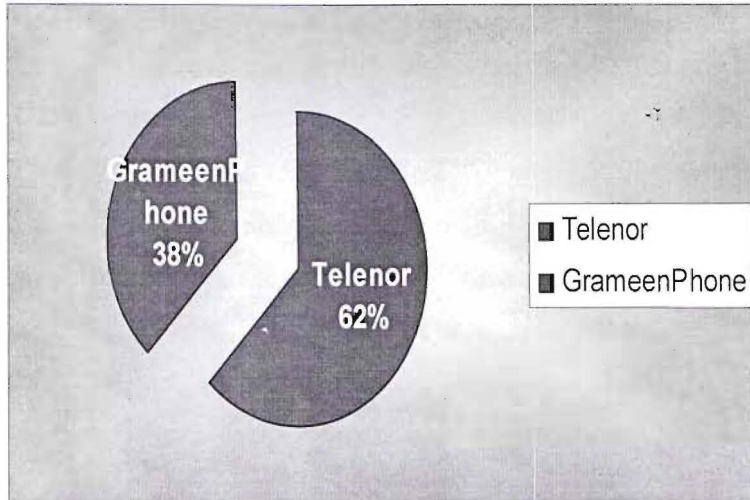
2. Grameen Telecom: -

Grameen Telecom, which owns 38% of the shares of GrameenPhone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households. Grameen Telecom, with the help of Grameen Bank, administers the Village Phone Program, through which GrameenPhone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues. Grameen Bank currently covers more than 51,000 villages which are serviced by 1326 bank branches (December '04) all over the countryside. At the end of the year, the bank had 3.78 million borrowers, 95 percent of whom were women. Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self-employment by providing villagers with access to modern information and communication based technologies.

These four companies own shares of GrameenPhone in the following manner:

Company	Percentage of Share
Telenor	62.0
Grameen Telecom	38.0

Graph 1: The Graph shows the Percentage of Share



MARKET DEVELOPMENT

GrameenPhone introduced the telecom industry in Bangladesh of mobile phone since August 1993, they made the change in different ways:-

- ✦ Some of the constraining factors have not improved, as a result of which the industry's growth has been hampered.
- ✦ Many new entrepreneurs and large investors are taking interest in the mobile phone industry.
- ✦ The airline charges range from 4 to 33 Taka per minute (depending on the company and type of use). There is little possibility that they will go down dramatically in the near future.
- ✦ Start – up price have gone down GP is the pioneer in reducing the start – up cost, and others are now following; e.g. in June 1998 a GP – GP subscription cost were 12,900 Taka, now that subscription cost is Taka 200 during the campaign periods.

GrameenPhone Customer Satisfaction

- ♣ New products are being introduced, and GrameenPhone has been the pioneer in launching the mobile – mobile service and all other mobile phone operators launched similar products.
- ♣ GrameenPhone was also the first to launch the prepaid service.
- ♣ The main obstacle to the growth of this industry is insufficient interconnection with BTTB. Many potential clients are being discouraged to subscribe for the unavailable service.
- ♣ The coverage area of mobile network is also increasing rapidly – again GrameenPhone leading the race.
- ♣ GrameenPhone is the only mobile phone operator to first introduce 24 – hour customer service and GP covers the most.
- ♣ Knowledge about mobiles among the customers and also among the general people has greatly improved.
- ♣ International advertisements on mobile communication in the mass media have generated more interest and awareness. But this has also raised their expectations from the service – providing companies.
- ♣ Competition has increased, providing the customers with more alternatives, Mobile phones are becoming more useful and affordable day by day.

Present Marketing situation:-

- More than 13,000,000 subscribers are now using GP mobile phones around the country. It is an important milestone for GrameenPhone.
- Barcelona, Feb 13,2007 Grameenphone Ltd. was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' for its Health Line Service.
- The growth of the subscriber-base of GrameenPhone has been spectacular over the years. The average growth was more than 100 percent during the last 9 years.
- Rapid expansion of coverage of the network, competitive pricing and unique products and services are the primary reasons for GrameenPhone's

success in such a short span of time. All of these efforts were greatly aided by the active support of the shareholders of the company.

➤ GrameenPhone has also directly and indirectly contributed substantially to the National Treasury during the last nine years. GP contributed more than Taka 1153 billion to the Government treasury till December 2004. GrameenPhone is one of the largest private investments in the country with more than 500 billion US dollar already invested.

➤ Presently, the GP network has coverage in some 61 districts around the country including all six divisional headquarters, with some 6,000 base stations in operation.

➤ There are at present six companies operating in the mobile phone market. GP is the market leader.

➤ Grameenphone and Neustar brings Mobile ESPN to Bangladesh.

➤ As of May 2005, there are more than 100,000 Village Phones in operation in nearly as many villages, providing access to a telephone to some 30 million people.

➤ Subscribers can now get a two minutes update of latest news and sports news on their GP mobile.

➤ GrameenPhone also launched the Wireless Application Protocol (WAP) service last year.

➤ Currently GrameenPhone has 315 International Roaming partners with networks spread across 115 countries.

➤ GrameenPhone recently entered into an agreement to sponsor the Premier Cricket League for the next three years starting this year.

➤ GP was also the only company from Bangladesh, which worked for the development of primary education under the support of UNICEF.

➤ Standard Chartered account holders can avail the facility of 'Auto Bills Pay'. The mentioned services require prior arrangement with respective bank & card authority.

➤ HSBC has 24-hours 'Easy Pay' service for GP subscribers to pay their bills.

➤ PDB bill can be paid through GP BillPay centers in Chittagong.



Expansion Plan:-

Additional investments were made to set up 1400 new base station, which were added to the network over the year, bringing the total number of base stations to 6,500.

GP has the plan to expand International roaming service.

GP also have planes to get more subscribers.

PRODUCT LINES, PRICE AND FEATURES

GrameenPhone has already marketed the following service packages from the initiation of business:

Post Paid

X-Plore Package 1 (nationwide and international mobile and landline connectivity)

X-Plore Package 2 (nationwide and international mobile and landline connectivity)

GSM Features:

GrameenPhone subscribers enjoy the following GSM features without bearing any additional costs:

Caller ID

It allows GP subscribers to view the caller's ID before answering the call.

Call Waiting

It enables you to receive a second call while you are online with another call. When your call waiting feature is activated (on your handset), you will be

usually notified by a short beep sound. You can then either reject the second call or put the first caller on hold, talk to the second caller and then return to the first call.

Call Conference

It allows you to make up to 5 calls (max) at a time and connect all the calls to make a conference call. This feature is handset dependent.

Call Divert

It allows you to divert the incoming calls to any mobile number or BTTB number.

Call Barring

It allows you to restrict any unauthorized use of your mobile phone by imposing restrictions on certain types of calls (incoming and outgoing). This feature is handset dependent.

*For technical reason /personal preference caller ID of the called party may not be visible on the handset screen.

International roaming

It will enable you to make and receive calls using the same GP-Regular number, while you are outside the country (Visit roaming page for detail information).

Terms and conditions for outgoing roaming

☞ Properly filled-up and signed on the back leafs (total 3 signatures on each page same as the signature of original subscriber's copy) of International Roaming Subscription Form.

☞ Properly filled-up and signed the NOC for Individual Subscriber (left part, front page) on International Roaming Subscription Form (total 1 signature same as the signature of International Credit Card)

☞ Two copies of passport-size photographs of **the subscriber**

☞ Photocopy of the original subscriber's copy for that subscription

☞ Photocopy of the first seven pages of the Subscriber's passport

GrameenPhone Customer Satisfaction

- ☞ Both-side photocopy of the International Credit Card
- ☞ IR Security deposit option with **mandatory** "Auto Debit" instruction: BDT 10,000 (for both Bangladeshi & Foreign Nationals) in USD equivalent against the authorized International Credit Card. Auto Debit form has to be filled and signed by the **credit card holder**
- ☞ IR Security deposit option without optional auto debit instruction: BDT 20,000 (for Bangladeshi citizens) & BDT 50,000 (for Foreign Nationals) in USD equivalent against the authorized International Credit Card.

Pre-Paid

Smile (Mobile to mobile connectivity with in Bangladesh)

Smile PSTN (Nation wide And International mobile and land line connectivity)

Djuice

Smile:

New SMILE prepaid has been designed to keep customers smiling. It brings customer great rewards and benefits, amazing rates, and exciting new features. And this is just the beginning of a happy story.

Djuice:

This is a Pre-Paid product with mobile-to-mobile connectivity. This product is designed for the youth segment of the market.

Successful launch of djuice

GrameenPhone successfully launched 'djuice', an international youth brand, in April 2005. This was the first time in Bangladesh that a brand totally dedicated to the youth was launched by a mobile service provider. The youth segment of Bangladesh has special needs and aspirations – they are braver, more striving and would like to see the world around them through their own eyes.

Prepaid Card Validity period:

Promotional validity period for Prepaid Card

	Price	Validity period
1.	Tk. 50	30 Days
2.	Tk. 300	365 Days
3.	Tk. 600	365 days

Flexiload:

Is the easy way to recharge the account.

The validity of recharges for Pre-paid products has been increased as a promotion.

Promotional validities in Flexi Load pre-paid recharges –

Recharge Denomination	New Validity
Tk.10 – Tk.299	30 days (Both incoming & outgoing)
Tk.300 – Tk.10,000	365 days (Both incoming & outgoing)

GP pre-paid 'Balance Transfer:

A new "Balance Transfer" feature for GP pre-paid subscribers was introduced with Flexiload, the electronic re-charge system last June.

The feature allows all customers GP pre-paid subscribers, Smile and djuice, the option to transfer certain amounts of balance to any other GP pre-paid subscribers within the defined business rules.

GrameenPhone Customer Satisfaction

Transfer balances from Tk. 50 to Tk. 200 for a maximum of 40 times in a month. Regular SMS charge (Tk 2+ VAT) for the sender and only Tk. 2 for the receiver is applicable for each balance transfer transaction.

Pre-Paid Tariff & Charges:-

SMILE subscribers are enjoying reduced tariff of only Tk 2.0/min all day for all GP to GP calls and Tk 2.5/min to any other operator.

SMS to any GP-GP number is Tk.1.5 and to other local and international operators is Tk. 2.

Under a promotional offer smile subscribers now can talk to any GP number only at Tk. 0.60/min from 11:45 pm to 6 am in the morning.

Post-Paid Tariff & Charges:

xplore Package 1 has come up with a very attractive and competitive tariff

Any Mobile	F&F	Range	BTTB (local/NWD/ISD)	SMS Charge
Tk.1.50/min		Peak (6 a.m. - 1 p.m.)	Incoming: Free	F&F: Tk.0.50
	Tk.1.0/min	Super Off	Outgoing: GP Tariff + BTTB charge (Local/ NWD/ ISD)	GP: Tk.1.50
Tk. 1.50/min		Peak (1 a.m. - 6 a.m.)		Other Operator: Tk.2.00
		Tk. .30/min*		
		GP to GP only		

GrameenPhone Customer Satisfaction

xplore Package 2 has come up with a very attractive and competitive tariff.

BTTB Incoming is absolutely free for xplore Package 2.

No Monthly Access Fee/Monthly Line Rent

Monthly Package Fee (Minimum Usage): Tk.1000

Tariff	F&F	BTTB (local/NWD/ISD)	SMS Charge
GP mobiles (6 am -1 am)	Tk.1.30/min	Incoming: Free	F&F: Tk.0.50
GP mobiles (1 am -6 am)	Tk. .30/min*	Outgoing: GP Tariff + BTTB charge (Local/ NWD/ ISD)	GP: Tk.1.50
Other operators (24 Hrs)	Tk.1.30/min		Other Operator: Tk.2.00

30 sec pulse in the 1st min for all numbers (including F&F)

15 sec pulse from 2nd minute onwards for all numbers (including F&F)

For ISD & NWD calls: BTTB's Peak (8am - 10pm) & Off-peak (10pm - 8am) rate will be applicable for BTTB charge

All figures are excluding VAT. 15% VAT will be applicable.

Requirements for subscription:-

- Original contract paper
- 2 copies passport size photographs
- Security deposit
- Photocopy of Passport / ID card.
- Work permit for foreigners

- Authorization letter (Corporate Accounts)
- Authorization letter against Credit Card (the owner will ensure)

Succession Subscription:-

Post-Paid

1. Affidavit Certificate from the 1st classes Magistrate that proves the successors.
2. Death certificate from the authorized Doctor like Civil Surgeon etc.
3. Need a letter addressing GM, CRD with mentioning about his/her intention to take the connection.
4. Other successors will give an NOC (no objection certificate) to him who will be the new subscriber.
5. Original papers (subscription copy) should be submitted. Should submit at any Info Centers.

Pre-Paid

- ❖ Same as above.

Payment Procedure:-

Post-Paid

There are six procedures of payment of bill. They are:-

1. Can pay bill through the bill copy in GP enlisted banks.
2. Can pay bill, security deposit, and other fees through GP deposit slips available in banks.
3. GP subscribers having Standard Chartered ATM, Dutch Bangla Bank ATM, or Credit Card (Auto Debit), VANIK Card (Auto Debit) and ETN E-Cash Card can pay their local bills through ATM machines & the respective cards By Flexi load
4. Standard Chartered account holders can avail the facility of 'Auto BillsPay'. The mentioned services require prior arrangement with respective bank & card authority.

GrameenPhone Customer Satisfaction

5. HSBC has 24-hours 'Easy Pay' service for GP subscribers to pay their bills.
6. Offered exclusively for GP subscribers by Dutch Bangla Bank Ltd. Eastern Bank Limited and Commercial Bank of Ceylon.

Pre-Paid

- ❖ No billing system.

Ownership Transfer:-

Post-Paid

Physically presence at any Information Center

1. Both transferor and transferee
2. Two copies passport size photograph for both (2+2)
3. Subscription copy with purchase money receipt
4. Transferor has to fill up a 'Transfer Certificate' with valid signature
5. Transferee has to sign up a new 'Application Form'.
6. TOF fee is Tk. 300 (VAT inclusive)
7. Transferor should pay the last bill
8. Time frame is 3 days after verifying the signature of transferor
 - ❖ Corporate customer can collect 'Transfer Certificate' from GP Information Center by showing a letter.
 - ❖ Transferor (Corporate) will assign one authorized person who has the signing authority.
 - ❖ Corporate Customers have to fill up the 'Transfer Certificate Form' along with new application form with signature and company seal.
 - ❖ A 'Procurement letter' on company letterhead has to be submitted while a corporate taking a connection from private/corporate.
 - ❖ A 'Clearance Certificate' on company letterhead has to submit while transferring a connection of a Corporate Customer to an individual.
 - ❖ It is mentioned that if the corporate taking connection for her company the account will be 1P (private) but in the name of that company (if the transferee company is not in 3rd Bill Cycle).

GrameenPhone Customer Satisfaction

In case of lost of Original Paper, transferor has to submit a duplicate subscription form.

Pre-Paid

- ❖ Not possible.

SIM Change Procedure:-

Post-Paid

Subscriber has to come at any Information Center with,

1. Subscription agreement copy
2. Price of a new SIM
3. Ready to pay if there is any due bill



Pre-Paid

- ❖ Same as above.

Refund Procedure:-

Post-Paid

- All the dues – billed and to be billed till the applied date have to be paid first
- Application to Director, Customer Relations Division, with-
 1. Valid signature
 2. Contact Phone number
 3. Original subscription form (In case of paper missing, duplicate papers)
- ❖ After Refund, Cheque (according to refund amount), Tax paper (if any), CRD clearance certificate will be delivered from Info Center
- ❖ He/she will get the Cheque from Accounts Department of GP after 2 weeks of bill generation
- ❖ In case of corporate subscriber (A1)- an application in letterhead pad along with company seal and the signature of the signatory or higher officials

GrameenPhone Customer Satisfaction

Pre-Paid

- ❖ Not possible.

Village Phone:-

The Village Phone Program has continued its rapid growth. VP Program began from a social commitment made by the shareholders of GrameenPhone that "good development is good business". The program is implemented by Grameen Telecom (GTC) in cooperation with Grameen Bank, the internationally renowned micro- credit lending institution.

The program facilitates women borrowers of Grameen Bank to the GSM technology through the village phones. They become effectively mobile public call offices. This not only provides rural poor with new, exciting income-generating opportunities, but it also helps to enhance the social status of women from poor rural households. The VP works as an owner-operated pay phone. It allows the rural poor who cannot afford to become a regular subscriber, to avail of the service with loans from Grameen Bank. The loan usually is for BDT 12,000 and pays for a handset, the subscription and incidental expenses. The VP operator receives training from GTC about mode of operation, user charges etc.

Initiated in 1997, the VP Program has continued to grow at a robust pace over the years. As of May 2006, there are more than 200,000 VP subscribers. The average revenue per user (ARPU) of VP subscribers is double that of the average GP business user. The revenue growth has been significant over the years. Beginning with BDT 0.53 million in 1997, the figure has risen to BDT 1,114 million in 2002 and to BDT 2,070 million at the end of 2003.

The VPs in operation now provide access to telecommunications facilities to more than 60 million people living in rural areas of Bangladesh. This unique venture has gained widespread global recognition and has been featured extensively in international media. The success of the program won it the "GSM in the Community Award" given by the GSM Association in 2000. Former U.S. President Bill Clinton also lauded the innovative VP Program during his visit to Bangladesh in the same year. According to some research studies, the introduction

GrameenPhone Customer Satisfaction

of VPs has made a tremendous social and economic impact in the rural areas, creating a "substantial consumer surplus" for the users.

One of the studies was jointly conducted by Jahangirnagar University and the Center for Development Research at the University of Bonn in Germany. The other study was conducted by the Telecomm Development Group (TDG) of Canada for the Canadian International Development Agency. "The Village Phone Program yields significant positive social and economic impacts, including relatively large consumer surplus and immeasurable quality of life benefits, the consumer surplus from a single phone call to Dhaka, a call that replaces the physical trip to the city, ranges from 26.4 percent to 9.8 percent of the mean monthly household income. The cost of a trip to the city ranges from 2 to 8 times the cost of a single phone call, meaning real savings for poor rural people of between BDT 132 to BUT 490 (USD 2.70 to USD 10) for individual calls," noted the TDG multi-media case study on the Village Phone Program."

ORGANIZATIONAL UNITS

Departments/Divisions:-

The management has brought a change in the organizational structure for its effectiveness and satisfies the customer's demand. As the recent change, line function of the companies of he 3 different tasks. Those are:

- ↳ Build & operate
- ↳ Sell
- ↳ Care

Three main divisions were identified as the line of the organization according to the part of the company. Those are:-

- ↳ Technical Division

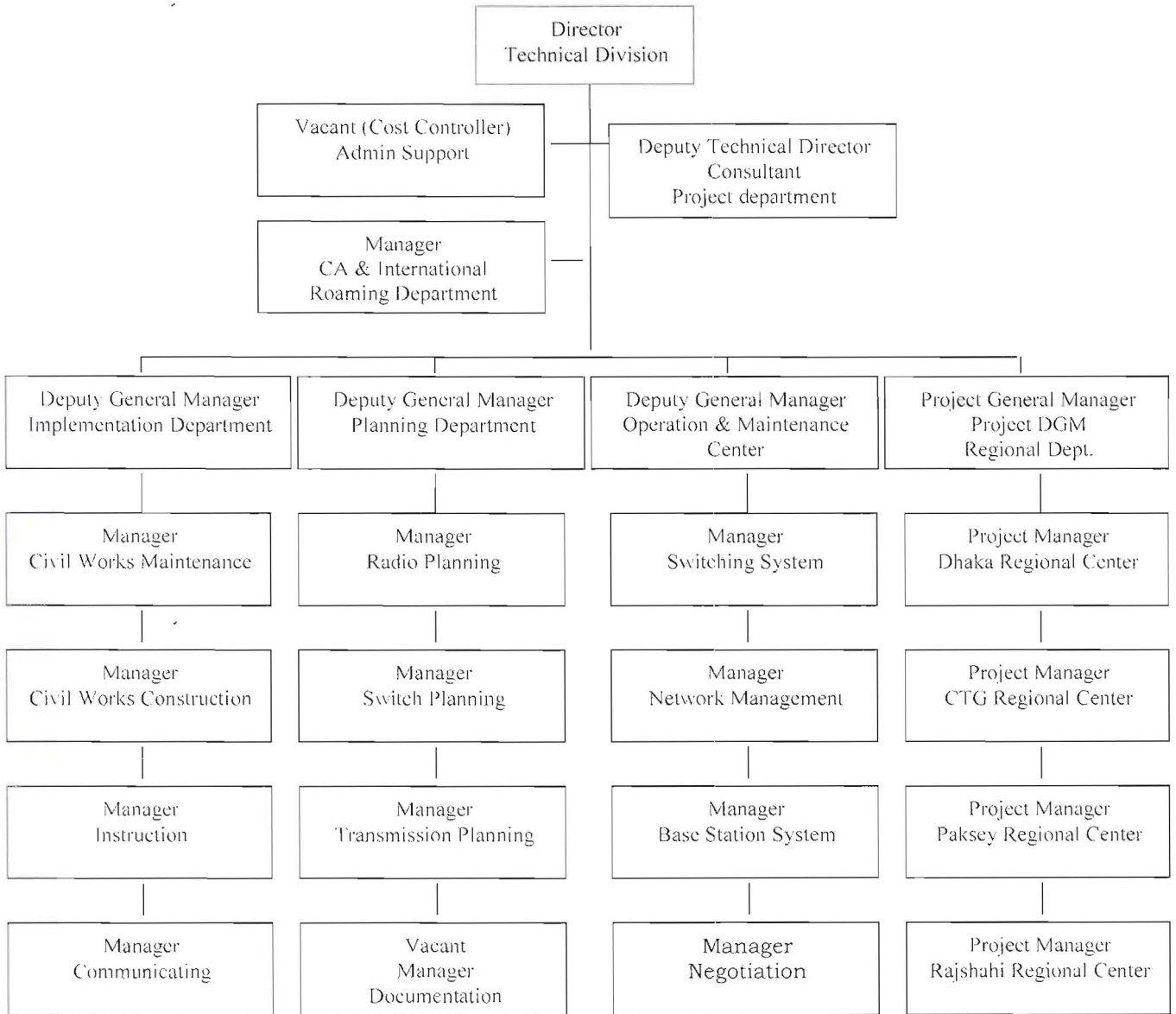
↳ Sales & Marketing Division

↳ Customer Relation Division

Technical Division : The technical division is split in to two parts

Rollout division : Responsible for the network.

Operation Division: Responsible for operation and maintenance of the network



Technical Division's Organ gram:-

The Rollout division has two sections, they are:

- ↳ Planning section and
- ↳ Implementation Section

Responsibilities of the Planning Section are as follows:

- ↳ Responsible for the mainly base Station related planning.
- ↳ Responsible for planning of data transmission equipment from base Station to Switch.
- ↳ Responsible for the BSC (Base Station Controller) and MSC (Mobile Switch Center) related planning.
- ↳ Responsible for timely supply of equipment.
- ↳ Responsible for negotiating with house owner for building base station on the rooftop.
- ↳ Responsible for roaming agreement with other countries.

Responsibilities of the Implementation section are:

- ↳ Responsible for construction & maintenance of the base station room, Antenna pipe, paper supply etc.
- ↳ Responsible for installation of Base Station Hardware.
- ↳ Responsible for start-up and pilot operation of base station.

Total employees in rollout division are working for the satisfaction of their customers.

MARKETING & SALES DIVISION

Sales Department

Though this department is involved in the selling procedure of GP and thus enjoys the responsibilities of direct interface with the valuable customers for the GrameenPhone.

Responsibilities of sales department

- ⊗ Marketing survey and collecting the feedback.
- ⊗ Participation in display.

GrameenPhone Customer Satisfaction

- ☛ Participation in opening of dealer's outlet.
- ☛ Instant delivery.
- ☛ Introducing & selling new packages.
- ☛ Follow up with the existing subscribers.
- ☛ Building up relationship with subscribers for their satisfaction.

Distribution Channel

Info:

Info center provides spot solutions. Here subscribers can get subscription. 04 trained and friendly people are serving at Info Center from 8 A.M – 6 P.M. There is also 01 Sales & Logistics officer who is responsible for providing SIM (Subscribers Identification Module) card and handsets to the subscribers and distributions of marketing items.

Dealers:

02 persons are responsible in dealing Dhaka and Chittagong each. There are 07 dealers at present – Flora, Grameen Telecom, Brothers, Mobile Mart, RANGS and Butterfly.

Corporate Sales Force:

08 Officers are ready to serve any corporate in Dhaka and 07 person at Chittagong.

Product & Market Planning:-

Department of Product and Marketing Plan (P & MP) is a vital part of GrameenPhone in terms of its importance and role. The central innovative department of GrameenPhone is the P & MP department. This department facilitates communication between the different departments about existing and new products / packages of GrameenPhone. P & MP also manages and co-ordinates information about different products. P & MP evaluates the possibilities and develop new products & PM is responsible for communication with different departments about existing products.

P & MP gets feedback from Sales, Customer Care and Market Communication departments regarding Customer needs and Market requirements. Feedback helps in redefining an existing product.

GrameenPhone Customer Satisfaction

New ideas are developed after evaluation of market demands. P & MP gives shape and form to these ideas in the process of developing a new product. P & MP is responsible to co-ordinate with Operation & Maintenance, Information System and Billing departments to get solutions check the functionality of Product features and prices. Bundling and un-Bundling of services to create new packages can be a useful way of satisfying customer needs.

P & MP facilitate launch of the products within GrameenPhone. Training and support for a product to all departments within GrameenPhone is also the responsibility of this department. P & MP develop the main marketing message for products working closely with marketing department. P & MP will also support Sales and Customer Care department about new product launch.

Marketing Communication:

Functions: The functions of marketing department are manifold. However the main function can be articulated as to develop product and promote.

In order to accomplish this function, some steps have to be followed, those are:

- ❖ Need determination by market survey through secondary data.
- ❖ Develop the product within GP's resource.
- ❖ Reasonable pricing of the product.
- ❖ Obtain necessary approval from the management.
- ❖ Analyze the competitor's activity.
- ❖ Build the concept for the promotional activities. It includes in the leasing dailies in the most effective manner within a given budget, to arrange out-door advertisement, hoarding, promotions of gift items like diary, calendar etc.

Besides the above-mentioned functions, this department is also responsible for all kinds of publications of GP. It is the responsibility of the marketing department to design and publish monthly

Newsletters of GP for the satisfaction of their valued customer and shareholders.

Marketing department is also supporting various departments in performing their job. After the marketing survey they can suggest the radio-planning department about the

GrameenPhone Customer Satisfaction

approximate no. of probable subscribers of a particular area and the potential of International Roaming.

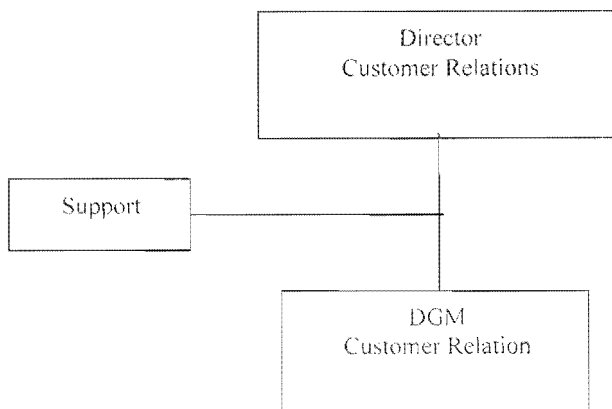
In the above-mentioned way, marketing department pays an important role in the smooth functioning of GP.

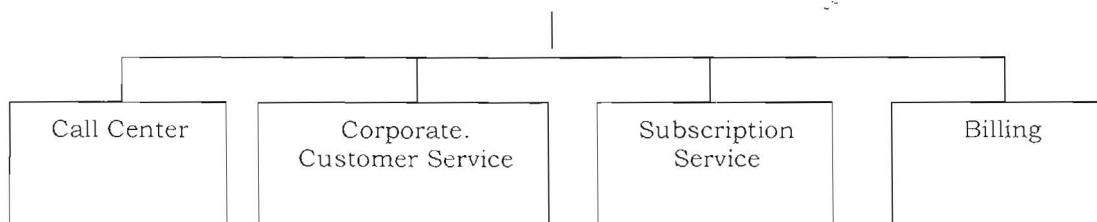
Selling procedure:-

- ✓ Build good care relation with the clients, to make a good rapport with them, to acknowledge them about the GP service for the customer’s satisfaction.
- ✓ All the necessary arrangements to sale the product which includes GP application form & brochures.
- ✓ Help the customer to fill up the application form including the agreement.
- ✓ Tell & help the customer to pay the amount for subscription including govt. fee and security deposit in the designated bank in cash.
- ✓ Receive the complete application form with bank deposit slip and all the documents, check carefully and ensure the signature and date.
- ✓ Make a photocopy of the SIM card with its number, mobile number and ID number.
- ✓ Inform the subscriber to contact customer care department (CCD) on 123 for further inquiry.
- ✓ Thanks the customer for choosing GP.
- ✓ Forward the subscriber’s file to the billing department for activation.

CUSTOMER RELATION DIVISION (CRD):-

The chart shows the divisions in CRD to serve the customer.





Customer Care Sales and Service:-

Customer care and corporate sales & service are making the bridge between the customers and company. Besides Sales division it is the only department who deals customers directly. Sales department procures the business and Customer Care keeps the business with the company for long period.

Once relationship is established Customer Care is doing the business with the subscribers. It works with the objective to meet all kinds of queries from customer and provide the optimum solutions. It works to ensure customers satisfaction and also to motivate the people in GrameenPhone service.

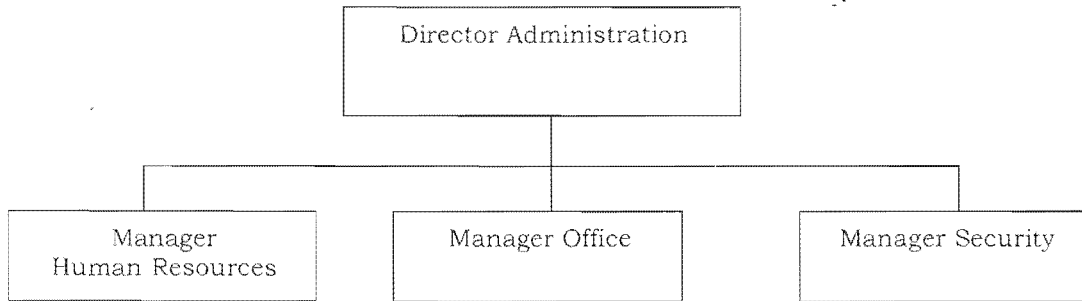
ADMINISTRATION DIVISION

The term “Administration” is associated with misconceptions and controversies. Especially in the context of Bangladesh, it represents a bureaucratic organizational set up with typical characteristics of red-tapeism, centralization of power and authority, favoritism, nepotism and so on. Administration Division of GrameenPhone up with a view to breaks out from the so-called conventional system of bureaucracy and strives to be different in all respects.



Structure of Administration Division:-

This Division consists of three departments. One manager heads each department.



Administration Division encourage to:-

- Develop the leadership quality in such a manner that the organization can grow like a disciplined family.
- Reward for discipline, hard work and efficiency.
- Maintain a quality, conducive and enjoyable work environment.
- Maintain congenial and healthy interdepartmental relations to ensure uniformity in objective.
- Work with an open system approach to ensure effective communication flow:

Administration Division believes in:-

- ™ Team spirit, not individualism.
- ™ Co-operation, not isolation.
- ™ Decentralization, not centralization.
- ™ Harmony not discords.

HUMAN RESOURCES

Human Resources (HR) Department, an important of Administration Division plays very vital role in the total functioning of G P. Employee recruitment, selection, transfer, promotion, training, performance appraisal - all these are conducted by HR division. The informal structure of HR according to its functions can be classified into three main categories they are:

- Human Resource Management (HRM)
- Human Resource Development (HRD)

- Human Resource management Information system (HR- MIS)

Function of HR

HR Management functions:

- Manpower planning is an important function of HR management section. Two major activities in this function are:
 - Planning and forecasting the organisations short term and long term human resource requirements.
 - Analysing the jobs in the organisation and determining skills and abilities that are needed.
- Manpower planning is a lengthy process involving several steps. it starts from need assessment and ends with recruitment.

Recruitment process:-

At first, all the departments after employee need analysis send their requirement to HRD through their respective divisions. After obtaining necessary approval from the management HRD — target and prepare recruitment planning. According to job specification HR goes for recruitment.

Recruitment process is as follows:-

- Give advertisement in the daily newspaper.
- Receive applications and file them.
- Shortlist of the applications.
- Fix date and time preliminary interview.
- Contact with the applicant's end informs them about the interview over telephone or letter.
- Fix further date and time final interview if it is required and inform the interviewee accordingly.
- Prepare appointment letter for the finally selected interviewee.
- Appoint the person with a detail job description.

GrameenPhone Customer Satisfaction

Immediately after the recruitment separate employee file is opened comprising all the relevant information of the particular employee. This personal file is prepared, maintain updated by HRD. In fact one of the main responsibilities of HRD is updating of all the personal file of the employee.

Performance appraisal is another main function of HR Management. Performance appraisal is any personnel decision that influences the status of the employee regarding his confirmation, increment, promotion and transfer.

GP performance appraisal takes place in two stages:-

- On completion of probation
- On completion of one year of service.

Performance of an employee takes place by followings some steps-

- a. Job analysis
- b. Set up performance standard and
- c. Appraisal interview.

Leave management:-

Leave management is — important function. HR has opened a leave management database to obtain current leave status of ill the employees of GrameenPhone. It provides employees about their leave status when it is necessary.

HR Management also deals with some personnel functions like show cause, termination, Dismissal, Discharge and resignation. It also issues circular as & when required, conduct department inquiry and all other function related to HR.

HUMAN RESOURCES DEVELOPMENT

An organization's performance and resulting productivity are directly promotional to the quality of its human resource. While employee performance must be evaluated in economic terms of efficiency and effectiveness, it can be best achieved through recognizing and enhancing the human dignity of each employee. The quality of the human resources can be effectively increased through educational on, training and personal & development. Human Resources Development functions aim to increase the quality of the human resources especially through training.

GrameenPhone Customer Satisfaction

- Assessing training needs.
- Selection of the participant
- Conduct training programs.

Different training programs of GP

GP Provides both local and overseas training on the basis of the need analysis of the employee.

Local training

Local training can be both-Inside GP and Outside GP. Introduction/Orientation training Program falls under inside GP training category. After joining, it is the responsibility of the HR to conduct induction/orientation training to the newly recruited personnel to provide a general introduction of the company. To prepare training plane, participant's list and training schedule for introduction training-HR.

GP training is planning to cover Management training and Development training in future. Outside GP training means to take part in training programs offered by different training institutions/ universities on different subjects. Overseas training: After need assessment employees who need overseas training are sent abroad for overseas training. Expenses of overseas training are generally borne by GP.

The particular employee who has been selected for training has to sign a surety bond for specific period of time for overseas training.

Besides the above-mentioned works, some routine functions of HRD are-

- Prepare, maintain and update training related database.
- Prepare career development plan.
- Prepare induction trains manual/modules.
- Evaluate training program.
- Make agreement between GP & employees for overseas training.
- Communicate with different local training institutions.
- To communicate with trainers/instructors.

HR Management Information System:-

HR-MIS Functions involved-

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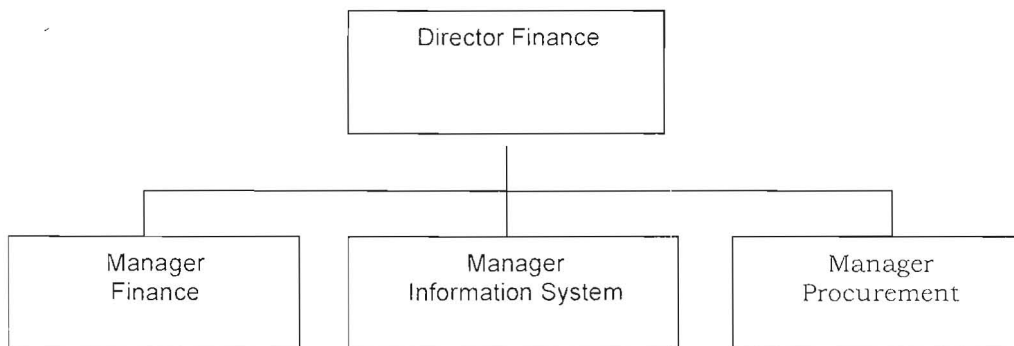
- To maintain & update employee database.
- Maintain employee related different statistics.
- Any other works which requires updating employee data.

Though job has been classified and assigned according to the nature of the function of HR Department, the job is accomplished and the responsibility is carried out co-operatively. HRD plays a very crucial role in the functioning of GP. This is a very flexible and open department, as it always has to gather and store current and exact data and information regarding the employee and the organization

FINANCE DIVISION

Finance division comprises three departments, namely, Information systems, Finance and Procurement.

Structure of Finance Division:-



Department of finance is an integral part of finance division. The main role of this department is defined in under:

- Attends to financial planning and control
- Budget and budgetary control
- Provide management information
- Development of system and method
- Ensure proper internal control over the company
- Analysis of financial statement for future action
- Information flow for inter-department and external using
- Co-ordination with external organisation and internal department.

GrameenPhone Customer Satisfaction

Work force:-

Working force of this department consist of few members including Executive Manager Finance who is responsible for overall and inter-department management of this department. For overall supervising and proper internal control purpose finance department device in four Segments where a several section as required based on work volume and a manager (individual) is responsible for all activities performed by the sections.

INFORMATION SYSTEM (IS)

Responsibilities:-

IS (Information System) is responsible to manage the following areas: -

- NT Server System
- Alpha Server System.
- Mail/Internet System.
- PABX System

NT Server serves in the following way:

- All the Desktops and portables while in networks are connected to NT server.

NT Server is used for-

- a. Data sharing
- b. Centralizing data
- c. Data Security
- d. Printing
- e. Electronic mail.

Alpha Server is used for –

- a. Customer activation/deactivation
- b. Adding and barring features to the customers
- c. Customer's inquiries
- d. Generation bills.
- e. Current and previous status of customer

IS mainly works with Switch, and Customer Care department. IS maintains and

GrameenPhone Customer Satisfaction

manages the server oriented application software which is known as CABS 2000. Billing and Customer Care use CABS 2000 and in this way they are closely related with IS Department.

Mail/Internet:-

All the GP Officials their own E-mail address, which helps in easy communication and easy data transfer. IS (Information System) handles all mail and Internet related issues and problem.

PABX System:-

All the desk telephones are connected to the PABX system which helps in connecting GP officials and the out side world.

In short whole GP is responsible for its day-to-day activities like computer application, PABX phone system; E-mail etc. which is a most to carry out the regular duties are all managed by IS.

Whenever user face any problem related to the above-mentioned activities IS members are always active to provide instant help.

OTHER DIVISION

Information:-

This is a department responsible for information flow both within and outside the organisation. Now 5 persons are working in this department.

Regulatory & Legal:-

This division is responsible for booking after the regulatory obligation and legal finding of the Company. Now only two people are in this division excluding the director.

Billing department:-

Billing department is and important segment of finance division. Employees are rendering their services under the direct supervision to a Manager. This department

GrameenPhone Customer Satisfaction

is closely related with Customer Care and satisfaction, Sales, Information System, Switching Systems and Finance.

Responsibilities:-

Responsibilities of this department includes-

- Customer installation & validation
- Provisioning and withdrawing services
- Charging for the services provide
- Fraud management & credit control
- Billing
- Distribution
- Collection and
- Preservation of subscription documents



JOB RESPONSIBILITIES FOR THE EMPLOYEES

1. Manager Finance:-

Manager Finance of this department is responsible for overall supervising and interdepartmental management and ensures internal control over the company.

Finance Manager Look after the following task:-

- ▶ Attends to financial planning and control.
- ▶ Supervising budget and budgetary control
- ▶ Provide management Information as much as possible.
- ▶ Ensure proper internal control.
- ▶ Attends to control over the cash/bank payment.
- ▶ Responsible for the development of system and method.
- ▶ Supervising financial report and analysis for action plan.
- ▶ Reporting to the internal management and external users.
- ▶ Approving vouchers and participating.

GrameenPhone Customer Satisfaction

- ▶ Co-ordination with external organization and
- ▶ Internal departmental management.

Four managers are working in the finance department under the manager finance. All managers (Individually) are responsible for their sectional activities and reporting to the manager finance. And manager finance tasks is to take action after conforming the decision from director of the division.

2. Manager accounts:-

Manager Accounting usually looks after for the departmental works performed by individuals in its sections. This department is one of segment of finance department.

The main role of manager accounts defined as under:-

- A) Cash Co-ordination
- B) Bank reconciliation and keep bank documents
- C) Supervising booking of entries in a accounting soft-ware
- D) Preparation of vouchers and treasury statement
- E) Preparation of periodical and annual accounts
- F) Checking of vouchers and bank payments
- G) Participation of budget and budgetary control
- H) Preparation of statement regarding invoices, suppliers credit and others
- I) Monthly revenue analysis based on billing document
- J) Accounts receivable considering security deposits and adjustment
- K) Approving voucher based on volume of transaction
- L) Co-ordination with internal activities and other internal department

In addition to the above activities, manager accounts work with International Roaming department to assist the financial activities.

3. Cost and Budget Department:-

This department is the segment of finance department. The functions of this department through several sections explain as under:-

GrameenPhone Customer Satisfaction

- a) Participation of financial planning and control and action for budget control.
- b) Participation and coordination for procurement
- c) Maintain fixed assets software and report periodically and annually
- d) Material accounting for consumable items. Also accounting for inventory and physical counting
- e) Re-commendation for internal control and control over financial payments
- f) Report preparation for both internal and external
- g) Co-ordination with inter departmental activities and other internal department of the company

4. Payroll, Tax and External Affairs Department:-

This is a very sensitive and important segment in finance department. This department compiles the company act. and rules and regulations of the Government. This is also working as legal advisory of tax, VAT and other external affairs. The main role of this department as follows:

- Preparation of payroll statement and bank advice. Also salary perquisite and return submission.
- Preparation accounts and financial statement for tax and audit and collect information about company's tax return and ensure assessment.
- Ensure tax deduction and issuing certificate individuals. As well as ensure the treasury deposit for tax, VAT and deduction at source.
- Supervising and arrange VAT register and reconciliation statement
- VAT return and revenue statement preparation. Also preparation of VAT report periodically and annually.
- Price declaration for service offering and ensure approval.
- Supervision Provident fund, ensure investment of fund, welfare fund and ensure internal using.
- Ensure work permit and foreign loan registration. Also internal audit co-ordination and external audit finalization.
- Quarterly report to NBR (National Board of Revenue) regarding connection and handset.

GrameenPhone Customer Satisfaction

- Return relevant document submissions to join stock Registrar.
- Co-ordination and corresponding with external organization and internal department.

In addition to the above activities, special tasks assigned by the department/management in due to emergency basis also performed by the department. The payment statement regarding Govt. fees and royalty for the handsets and base- station pursuant to the license agreement between the GP and MOPT (Ministry of Post and Telecommunication).

SWOT ANALYSIS OF GP

Strength:-

- ✓ Good Owner Structure.
- ✓ Availability of Backbone Network (Optical Fiber).
- ✓ Till now GP has 6,500 Base station and continuously it is increased.
- ✓ Financial Soundness.
- ✓ Market Leader.
- ✓ Brand Name/ Grameen Image.
- ✓ Skilled Human Resource.
- ✓ Largest Geographical Coverage.
- ✓ Eligible Human Resource and Infrastructure Installation all over the country through Bangladesh Railway and Grameen Bank.
- ✓ Access to the widest rural distribution network through Grameen Bank.
- ✓ High Ethical Standard.

Weaknesses:-

- ✓ An excuse not to solve problems because of mixture of different cultures.
- ✓ Different departments not working together.

GrameenPhone Customer Satisfaction

- ✓ Poor interconnection with BTTB.
- ✓ Not good enough public relation.
- ✓ Sometimes a tendency to be arrogant.
- ✓ Complicated high pricing structure.
- ✓ Net work problem in rural areas.

Opportunities:-

- ✓ Economic growth of Bangladesh.
- ✓ New and better interconnect Agreement.
- ✓ Huge need for telecom services.
- ✓ Increased intentional activities in Bangladesh.
- ✓ Reduce tariff and charges.
- ✓ Future privatization of the fixed network.
- ✓ New International gateway.
- ✓ Demand for the inter-city communication.
- ✓ Growth in other operator will give more connection.
- ✓ Can launch share in market.

Threats:-

- ✓ More rigid Government regulation.
- ✓ More influence of competitors on the fixed net work.
- ✓ Change of government might lead to competitors having more clout.
- ✓ Devaluation of Taka.
- ✓ Sabotage of installation.
- ✓ Non-co-operation of Government and fixed PSTN (Public Service Telephone Network).
- ✓ Risk of fire in the GP's Installations.
- ✓ Price war.
- ✓ Non-availability of funds.

- ✓ BTTB has limited capacity for interconnection.
- ✓ High call charge.

COMPETITIVE ANALYSIS

AKTEL (TM INTERNATIONAL)

AKTEL is the dynamic and leading end-to-end countrywide GSM mobile communication solutions of TM International (Bangladesh) Limited. It is a joint venture company between Telekom Malaysia Berhad and A.K. Khan & Co. Limited which was established in the year 1996 and services launched in 1997 under the brand name **AKTEL**.

AKTEL is proud to be associated as part of the Telecom Malaysia Berhad (TM), which is strong financially, and internationally renowned for its successful ventures like Dialog Telecom Limited, the market leader the telecommunication industry in Sri Lanka. TM has recently made a couple of new major acquisitions in Indonesia, Pakistan and Singapore in the effort to stamp its presence internationally. In Indonesia, TM has acquired 56.9 per cent interest of PT Excelcomindo Pratama, the third largest mobile operator in Indonesia and 24.9 per cent in Mobile One of Singapore. TM hopes to extend its regional and global presence with these new acquisitions. Since the commencement of its operation, **AKTEL** has been a force to be reckoned with in the telecommunication industry of Bangladesh, being one of the fastest growing mobile communication companies offering comprehensive GSM mobile solutions to more than two million subscribers. Today, **AKTEL** boast the widest International Roaming service in the market connecting 315 operators across 170 countries. In addition, **AKTEL** is the first mobile operator to connect Tetulia and Teknaf, the northern and southern most points of Bangladesh. **AKTEL** was also the first to provide seamless coverage along the Dhaka-Chittagong highway. With a network covering all 61 (allowable) districts of Bangladesh, coupled with the first Intelligent Network (IN) Prepaid Platform in the country, **AKTEL** is geared to provide a wide range of products and services to customers all over Bangladesh. At the

GrameenPhone Customer Satisfaction

heart of all of **AKTEL**'s success today, is a young dynamic workforce comprising of over 600 highly motivated and skilled professionals.

Today, **AKTEL** is recognized as a leading brand in Bangladesh and this is driven by our persistent pursuit of quality and technology, putting it clearly ahead of the rest. The future with **AKTEL** is promised to be exciting as we strive to employ the best resources and latest technology in offering many more innovative and exciting products and services.

Mission:-

To be the most preferred GSM cellular service provider in Bangladesh to provide total customer satisfaction as the company strives to become the most preferred GSM cellular service provider in Bangladesh that they will achieve through developing people, products, and services of the highest quality and meeting the needs of its employees, shareholders and the nation.

AKTEL Info Service Facilities:-

- Announcement of accurate timing of SEHRI & IFTAR
- 24 hours service facilities
- Service both in Dhaka & Chittagong
- Convenient, fast and easy to use
- Instant access

Product Features:

Prepaid:

Joy

Power

Phurti



Tariff & Charges:

AKTEL JOY TARIFF PLAN							
Call Type	Peak (Day) 6am-12pm	Off-Peak (Day) 12pm-6pm	Peak (Night) 06pm-12am	Off-Peak (Night) 12am-06am			
OUTGOING	Tk/min	Tk/min	Tk/min	Tk/min			
To AKTEL	2.50	1.50	2.50		1st min: 1.50	from 2nd min: 0.75	
To JOY Partner	0.50	0.50	0.50		0.50		
To AKTEL FnF	0.90	0.90	0.90		1st min: 0.90	from 2nd min: 0.75	
To Operator mobile	Other 2.50	1.50	2.50		1st min: 1.50	from 2nd min: 0.75	
To Operator FnF	Other 1.50	1.50	1.50		1st min: 1.50	from 2nd min: 0.75	
To BTTB (Local/NWD/IDD/EIDD)	2.50 + BTTB						
INCOMING(Tk. per min)							
From Mobile	FREE						
From BTTB	1st 5 min FREE, 1.00/min onwards						
PULSE							
Outgoing & Incoming	30sec from 1st min.						

AKTEL POWER TARIFF PLAN							
Call Type	Peak (Day) 6am-12pm	Off-Peak (Day) 12pm-6pm	Peak (Night) 06pm-12am	Off-Peak (Night) 12am-06am			
OUTGOING	Tk/min	Tk/min	Tk/min	Tk/min			
To AKTEL	2.50	1.50	2.50		1st min: 1.50	from 2nd min: 0.75	
To AKTEL FnF	0.90	0.90	0.90		1st min: 0.90	from 2nd min: 0.75	
To Operator mobile	Other 2.50	1.50	2.50		1st min: 1.50	from 2nd min: 0.75	
To Operator FnF	Other 1.50	1.50	1.50		1st min: 1.50	from 2nd min: 0.75	
To BTTB (Local/NWD/IDD/EIDD)	2.50 + BTTB						
INCOMING (Tk. per min)							
From Mobile and Private PSTN	FREE						
From BTTB	1st 5 min FREE, 1.00/min onwards						
PULSE							
Outgoing & Incoming (All except FnF)	1st min : 30sec, from 2nd min : 10sec						
Outgoing & Incoming (FnF only)	30sec from 1st min.						

AKTEL PHURTI Tariff						
Particulars	Peak		Off		Peak	
	6am - 12am		12am- 6am		Hour	
OUTGOING	TK./min.		TK./min.			
To AKTEL	1.80		1st & 2nd Min : 0.90/min From 3rd Min. : 0.25/min			
To AKTEL FnF	0.90		1st & 2nd Min : 0.90/min From 3rd Min. : 0.25/min			
To Other PLMN FnF	1.50		0.90			
To other PLMN, Private PSTN and Optimal Routing (LDD)	1.80		0.90			
To BTTB (Local/NWD/IDD/EIDD)	Not Allowed					
INCOMING(Tk. per min)						
From BTTB	First 5 min FREE then 1.00/min					
From Mobile and private PSTN	FREE					
PULSE						
Outgoing and Incoming	30 Sec from 1st minute					

BANGLA LINK (ORASCOM)

Banglalink aims to understand peoples' needs best and develop appropriate communication services to improve peoples' life and make it simple. All our work is aimed towards meeting our vision. All members of the Banglalink family are highly passionate individuals, fully committed to achieving the vision that we have set ourselves. Our customers' needs matter most to us- making their life simple and improving it is all we want. To ensure our vision is achieved, we have set ourselves a few values, we want to be:

- Straight Forward
- Innovative
- Reliable
- Passionate

GrameenPhone Customer Satisfaction

All the Banglalink family members have one thing in common- a passion to serve. We want to go that extra mile, so that you can have the best possible service investing in the future of Bangladesh.

Product Feature:-

Post-Paid

Banglalink Upper Class is a postpaid line where u can get 19% lower rate. Monthly line rent is 150 tk for M2M plus and 250 tk for Standard line.

Pre-Paid

Pre-Paid M2M
 Pre-Paid Standard
 Ladies, first
 Desh Pre-Paid

Tariff&Charges:-

"Desh" tariff plan	
Outgoing	
1 pm to 5 pm*	
banglalink to banglalink	Tk. 1.25/min
banglalink to Others	Tk. 1.25/min
Peak (9 am to 12 am)	

GrameenPhone Customer Satisfaction

banglalink to banglalink	Tk. 1.96/min
banglalink to Others	Tk. 1.96/min
Off Peak (12 am to 9 am)	
banglalink to banglalink	29 paisa/min
banglalink to any mobile	99 paisa/min
FRIENDS & FAMILY (3 Numbers)	
banglalink to banglalink	Tk. 0.79/min
banglalink to any mobile	Tk. 1.25/min
SMS	
banglalink to banglalink	Tk.0.99/SMS
banglalink to Others	Tk.0.99/ SMS
<input type="checkbox"/> Cricket <input type="checkbox"/> News <input type="checkbox"/> Joke	Tk.1.00/SMS



* Promotional offer for banglalink desh until further notice.

Calls to BTTB:

BTTB charge will be added for standard

ladies, first tariff:

LADIES TARIFF PLAN	
Outgoing	
Peak (7am-12pm & 3pm-11pm)	
banglalink to banglalink	Tk. 1.79/min
banglalink to other mobile operators	Tk. 2.90/min

GrameenPhone Customer Satisfaction

Off peak (11pm-7am)	
banglalink to any mobile	Tk. 0.89/min
Your Time	
7am - 5pm	
banglalink to others	Tk. 2.40/min
FRIENDS & FAMILY (4 NUMBERS)	
banglalink to banglalink	Tk. 0.79/min
SMS	
banglalink to banglalink	Tk. 0.49/SMS
banglalink to others	Tk.1.25/SMS
Ladies first! 616	
<input type="checkbox"/> Horoscope <input type="checkbox"/> Beauty Tips <input type="checkbox"/> Cooking Tips <input type="checkbox"/> Health Tips <input type="checkbox"/> Home Management Tips <input type="checkbox"/> Child Care Tips <input type="checkbox"/> Cinema & Drama Schedule <input type="checkbox"/> First Aid	Tk.1.00/SMS

Vision:-

"Banglalink understands people's needs best and will create and deliver appropriate communication services to improve people's life and make it easier."

Making a difference:-

GrameenPhone Customer Satisfaction

The biggest barrier today for people is the cost of handsets. We will strive to lower the total cost of owning a mobile. We are here to help make a difference in people's lives by providing affordable and reliable connectivity solutions. We will strive to connect people and link their lives by listening to them and by understanding their needs. We are here to help you speak your language.

Customer Care Introduction:-

Banglalink care line offers a dedicated 24 / 7 services to answer all your queries. 24 hours a day. 7 days a week. Any queries you may have about:

- subscribing for a new connection
- any form of account information
- coverage details
- product information
- value added services
- billing information

Customer care center is opened on Friday.

Ever felt disappointed that you could not visit customer care on Friday. Well, now you can!

CITYCELL (SINGTEL)

CityCell (Pacific Bangladesh Telecom Limited) is Bangladesh's pioneering mobile communications company and the only CDMA network operator in the country. CityCell is a customer-driven organization whose mission is to deliver the latest in advanced telecommunication services to Bangladesh.

The company offers a full array of fixed and mobile services for consumers and businesses that are focused on the unique needs of the Bangladeshi community. CityCell's growth strategy is to integrate superior customer service, highest standard technology and choice of packages at affordable rates.

The company operates a 24-hour call centre with over 86 well-trained operators to respond to customer queries. CityCell's customer services are open 7 days a week to ensure customers can access CityCell at any convenient time.

GrameenPhone Customer Satisfaction

CityCell is focused on innovation and creating new ways for customers to stay in touch and to do business. CityCell's is offering a wide range of competitive prepaid and postpaid mobile packages as well as Value Added Services such as SMS and information based services.

CityCell is looking forward in introducing CDMA 1x technology in 2004 to provide innovative multimedia features, including Multimedia Messaging Service(MMS) and many more data based mobile features currently not available in Bangladesh.

Ownership Structure:-

CityCell (Pacific Bangladesh Telecom Limited) is a privately owned company with majority foreign ownership equity. Following lists the current owners of CityCell (PBTL):

- SingTel Asia Pacific Investments Pte Ltd - 45%
- Pacific Motors Limited - 31.43%
- Far East Telecom Limited - 23.57%

Product Feature:-

Post-Paid

New CityCell Supreme Package will be available soon.

Pre-Paid

Hello Tomake
Aalap Classic
CityCell Prepaid PCO
CityCell Landcell

Tariff & Charges:-



Hello Tomake

Enjoy! The lowest rate of 1.76/min to any number, any time
Tk. 0.25/min to any CityCell number from 12 a.m. to 6 a.m.
Tk. 0.25/min to any 1 preferred CityCell number
2 additional Friends & Family (FnF) numbers to any operator
Tk. 1.00/SMS to any number mobile, Tk. 2.00/SMS for Internatioanl SMS
24 hour BTTB incoming free
24 hours BTTB outgoing (local & NWD) facility.

Aalap Classic

3 FNF numbers @ only Tk. 0.70/min
24 hours BTTB incoming-outgoing & ISD facility
24 hours BTTB incoming free
Economy ISD call rates facility to 55 countries
Tk 1.00/SMS to any mobile, Tk 2.00/SMS for Internatioanl SMS

CityCell Prepaid PCO

Tk. 1.45/min to all operators
Bill payment as per usage only. No Line rent, no hassle of minimum monthly bill.
Economy ISD call rates facility to 55 countries
Auto SMS Update after every call
5% Bonus after 10 months of usage
Incoming call facility, 17 paisa/incoming call (VAT applicable)

CityCell Landcell

Only for Chittagong City
A unique package with full connectivity features
Tk 0.30/min LandCell-to-LandCell (*5 min pulse, Tk. 1.50 per 5 mins)
Tk 1/min LandCell-to-CityCell (1 min pulse)
Tk 1.80/min LandCell-to-Any Other Operators (1 min pulse) (BTTB charges applicable for only NWD and ISD calls)

Economy ISD call rates facility to 55 countries

Free incomings calls including BTTB

Migration:

Subscribers of Aalap Classic can migrate to 'Hello Tomake' & subscribers of 'Hello Tomake' can migrate to 'Aalap Classic' any time.

To migrate to 'Aalap Classic' type 'Classic' & send to 1111. To migrate to 'Hello Tomake' type 'Tomake' & send to 1111. Migration charge Tk 100 + VAT

Chronology of CityCell's Achievements:-

Date	Event
Feb-07	CityCell extends coverage to 61 districts with more than 470 Thanas of the country.
Oct-06	Launched mycitycell Gift Shop, a Voice SMS and music Messaging service.
Jan-06	Introduced Trump Card; a discount card for the loyal and high end customers which is accepted at more than 325 outlets in Dhaka, Chittagong, Rajshahi, Khulna, Sylhet, Kuakata and Cox's. Bazaar.
Dec-05	Launched Virtual Card (V-Card): SMS based discount coupon first time in Bangladesh with 326 merchants in Dhaka, Chittagong, Rajshahi, Khulna, Sylhet, and Cox's Bazar. (3rd December) Launched UTK Menu "FREEDOM": Most of the VAS keywords, short codes, and service calling numbers have been integrated in the RIM Cards and can be accessed from the UTK enabled handsets. The respective VAS can be availed in a Click-n-Go manner.(15th December)
Apr-05	Launched Bangla SMS for the first time in the telecom industry of Bangladesh.
Dec-03	Year-end active mobile subscriber base reaches 179,058 with coverage in 51 districts.
Nov-03	CityCell's 24-hour customer call center opens. Network capacity is increased to 280,000.
Oct-03	CityCell reaches a coverage level of 51 districts out of a total of 64 (61 districts eligible).
Sep-03	First operator in Bangladesh to introduce IDD and NWD for prepaid subscribers.
Aug-03	CityCell introduces "Amar Phone", a postpaid mobile-to-mobile package offering the lowest outgoing rate per minute in Bangladesh.

Jun-03	CityCell reaches a coverage level of 40 districts out of a total of 64 (61 districts eligible).
Jun-03	Network capacity is increased to 240,000.
Feb-03	First operator in Bangladesh to introduce the One2One post-paid package.
Jan-03	CityCell launched its services in the major northern business city of Bogra.
Oct-02	Short Message Service (SMS) is introduced.
Sep-02	CityCell extends coverage to Rangpur, Dinajpur, and Syedpur, the northern districts of Bangladesh.
July-02	First operator in Bangladesh to offer prepaid services with two-way PSTN connectivity.
Mar-02	First operator in Bangladesh to offer off-peak rates.
Jan-02	CityCell commences operations in the Sylhet zone.
Jan-02	Value Added Services (VAS), such as 24 hour billing information, news, services, sports, etc., are introduced.
Nov-01	CityCell introduced the 15-second pulse rate in the cellular industry of Bangladesh.
Apr-01	Dhaka-Chittagong microwave is launched.
Jan-01	1st to set-up a communications backbone to Chittagong
Sep-00	Asian Infrastructure Development Company (AIDEC) and Fujitsu Limited (FL) became shareholders in CityCell.
Apr-99	CDMA technology was first introduced by CityCell.
Mar-99	1st to adopt CDMA technology
Apr-97.	CityCell began commercial operation in Chittagong.
Mar-97	1st to extend coverage to Chittagong
Feb-96	HBTL was renamed as Pacific Bangladesh Telecom Limited (PBTL) and launched the brand name "CityCell Digital" to market its cellular products.
Dec-93	Pacific Motors Limited acquired the entire 50% share holding of HBTL.
Aug-93	1st cellular operation in the South Asian sub-continent
Aug-93	HBTL began commercial operation in Dhaka using the AMPS mobile technology.
Apr-93	Agreement with BTTB regarding PSTN links.
Apr-90	Hutchison Bangladesh Telecom Limited (HBTL) was incorporated in Bangladesh as a joint venture between BTL and Hutchison Telecommunications (Bangladesh) Limited.
1989	Bangladesh Telecom Limited (BTL) was awarded a license to operate cellular, paging, and other wireless communication networks.

Warid Telecom:-

The Dhahi Group is a multinational company based in the UAE, which owns and operates a wide range of business concerns that are spread across 3 different continents. It has a diversified business interest in the institutions that have enjoyed commercial success as a result of its strong financial resources and extensive management expertise. The Abu Dhabi Group's major investments are in the following sectors:

- Telecommunications
- Hospitality services
- Property development
- Oil exploration and supplies
- Banking and financial services
- Automobile industries

Warid Telecom is currently operational in Bangladesh and Pakistan, while it is also setting pace to initiate its operation in Uganda & Congo. Within the markets Warid is already operating, it has quickly developed a large customer base and established itself as one of the leaders of telecom service sector. The company's track record in Pakistan, where the company established a subscriber base of 4 million users in just its first year of operation alone, serves as a testament to Warid telecom's customer-driven business mandate. These achievements have only been possible due to Warid's uncompromising commitment to provide maximum network coverage and clear connectivity at the most affordable price. Another priority in Warid's operational agenda is to remain in the forefront of the rapidly changing technology in the field of communication, so that the company can always ensure that evolving customer needs are properly catered for.

In Bangladesh, Warid Telecom is set to commence its operations under a landmark MOU that has been agreed upon by the Dhahi Group and the Government of Bangladesh worth USD 1 billion, out of which USD 750 million has been exclusively committed for investment by Warid in the telecommunication sector of the country. Succeeding the MOU signing, the BTRC license for telecom service provision was

GrameenPhone Customer Satisfaction

issued to Warid Telecom, followed by the signing of interconnectivity agreement with all the existing telecom companies of Bangladesh.

Warid Telecom's operational activities in Bangladesh will aim to achieve a new and modern corporate identity, which is congruent with the dynamic changes taking place in the telecom industry of Bangladesh today. With a reflection of a new strategy, our aim is to be perceived not only as a telecommunication operator of voice services, but also as a universal provider of comprehensive communications services for both residential and business customers.

Vision:

Telecom's vision is "To be the leading national communication provider with a strong international presence."

Warid Telecom's brand values include:

Quality - We want to make a difference to people's lives. Our optimism is contagious. We are passionate about what we do and we have confidence in ourselves.

Simplicity - For us, clarity comes through simplicity. We recognize that we are people communicating with other people. We are always direct and easy to understand.

Innovation - We constantly look to do things differently and in a better way. We give color to all that we do. We are ready to push the boundaries and take risks.

Honesty - We are always open and honest. We say what we do and we do what we say.

Friendliness - We enjoy working and succeeding together by building close relationships. While we have a sense of purpose, we also have a sense of humor. We consider the needs both of our customers and of each other.

Key Strengths:

Key strengths are: The network, Research and development, Technological frontier, Exclusive customer care, Best practices, innovation.

Product Feature:



1. Zahi post-paid

- Zahi 50
- Zahi 125
- Zahi 300

2. Zem pre-paid

- Zem prepaid
- Zem 1 Sec
- Zem 24 hrs
- Zem FnF

Tariff & Charges:**Prepaid:**

Zem prepaid tariff:

Zem FnF**50 paisa**
per minute**5 FnF**
any mobileStarting from 50 paisa per minute choose 5 FnF numbers,
and that too with a 30 second pulse

Package Detail	Pulse	30 sec
	Number of FnF (any mobile network)	5
Voice Calls Per Minute	On-Net (Warid to Warid)	Tk. 1.20 /min
	Off-Net (Warid to other Mobile operator)	Tk. 1.80 /min
	On-Net-FnF (Warid to Warid)	TK. 0.50 /min
	Off-Net-FnF (Warid to other Mobile operator)	TK. 1.00 /min
	Off-Net BTTB (Local/NWD/ISD)	TK. 1.20 /min + BTTB charges
	BTTB Incoming Calls	Free
SMS	On-Net (Warid to Warid)	TK. 0.50
	Off-Net (Warid to other Mobile operator)	TK. 0.75
	On-Net-FnF (Warid to Warid)	TK. 0.25
	Off-Net-FnF (Warid to other Mobile operator)	TK. 0.45
	International SMS	TK. 2.50

Please Note:

GrameenPhone Customer Satisfaction

All incoming calls are free of charges.

All charges are exclusive of 15% VAT.

For BTTB Charges, BTTB time band and pulse will be applicable.

Helpline (786) charges @ TK. 0.50 from Prepaid customers.

Prepaid connection comes with ISD facility.

All prepaid packages include BTTB incoming and outgoing facilities.

Zem 1sec tariff:

Zem 1 Sec

For the first time ever, 1 second pulse in prepaid

from 1st second onwards, **2 Paisa** Warid to Warid, **3 paisa/sec** Warid to other mobile.

Connection Price		TK. 75
Free Airtime		TK. 50
Package Detail	Pulse	1 sec
	Number of FnF (any mobile network)	5
Voice Calls Per Minute	On-Net (Warid to Warid)	2 Paisa /1 sec
	Off-Net (Warid to other Mobile operator)	3 Paisa /1 sec
	On-Net-FnF (Warid to Warid)	TK. 0.70 /min
	Off-Net-FnF (Warid to other Mobile operator)	TK. 1.40 /min
	Off-Net BTTB (Local/NWD/ISD)	TK. 1.20 /min + BTTB charges
BTTB Incoming Calls		Free
SMS	On-Net (Warid to Warid)	TK. 0.50
	Off-Net (Warid to other Mobile operator)	TK. 0.75
	On-Net-FnF (Warid to Warid)	TK. 0.30
	Off-Net-FnF (Warid to other Mobile operator)	TK. 0.60
	International SMS	TK. 2.50

COMPETITIVE SITUATION

GrameenPhone is to compete mainly with three other mobile operators. Of them Pacific Bangladesh (City Cell) uses the analogue AMPS system while AKTEL, Teletalk, Banglalink and Warid Telecom are competing with same technology (GSM) as GrameenPhone.

Operator	Technology	Date of Launching	Ownership	Equipment Supplier	No. of Subscribers (In 2006)
City Cell	AMPS CDMA	Aug-93	31.43%-pacific Group/45%-SingTel/27.57 Far east Telecom.	Motorola	1200000
Grameen Phone	GSM	Apr-97	62%- Telenor 38%-Grameen Telecom	Ericsson	10000000
AKTEL	GSM	NOV-97	60%-Telcom Malaysia	Alkatel	6000000
Warid Telecom	GSM	10 th May,2007	Abu Dhabi Group	Ericsson	1000000

Different strategy and slogan of different Mobile operators:-

Phone operators	Strategy	Slogan
City Cell	Proven dependability	Because We Care

AKTEL	Modernity	Clearly ahead
Banglalink		Be Linked
GrameenPhone	Communication for everybody	Connects and Cares
Warid Telecom	Superior quality	Be heard
Teletalk		Amader Phone

PRESENT COVERAGE AREA OF GP

GrameenPhone's network is divided into six zones according to the divisional borders: Dhaka Zone, Chittagong Zone, Khulna Zone, Sylhet Zone, Barisal Zone and Rajshahi Zone. Currently GP is operating in all six zones.

Zones	Coverage area
Dhaka	Dhaka city, Savar, Gazipur, Narayangonj, Narsingdi, Bhairab, Daudkandi, Kishoregonj, Gouripur, Mymensingh, Sarishabari, Jamalpur.
Chittagong	Chittagong city, Sitakunda, Feni, Laksham, Comilla, Akhaura.
Khuna	Khulna city, Jessore, Poradoha, Alamdanga, Chuadanga, Mobarakgonj, Shiramoni
Rajshahi zone	Sirajgonj, Bhangura, Ishwardi, Pakshi
Sylhet zone	<p>Indoor coverage: Zindabazar, Amberkhana, Darbar area, Housing Estate area, Stadium, Khashdabir, Airport road, Nayarpool, Mirabazar, Shibgonj, Rickabi bazaar, Islampur, Railway Station.</p> <p>Outdoor coverage: University area, Medical college area.</p> <p>Weak coverage: Upashahar area</p>
Barishal area	Sadar Road, Girza Mahalla Road, Chawkbazar Road, Shawa Para, College Road, Hospital road, natullahbad Road, CNB Road, Zalakathi Road, Chandmari Road, Club Road, Kaunia First lane, Lakutia Road, Towards coastal side, Natun Bazar, Fazlul Huq Avenue, Kirtonkhola Feri Ghat, Airport, Rahmatpur, Babugonj, Barishal Cadet College, Teachers Training College.

Area Coverage:-

Coverage area	Area covered (sq. km)	No. of Base Station	*Capacity
Dhaka and its adjacent area	2600	110	66000
Chittagong city	600	21	12600
Dhaka-Chittagong railway track	600	8	3200
Khulna	400	6	3600
Khulna-Chtg link	200	8	3200

*Capacity mean no. of subscribers that can be accommodated

CONCLUSION

The strongest side of GrameenPhone is its customer’s service and relation. But the biggest strength of GrameenPhone is its valued customer’s satisfaction. Almost each unit of this company operated so well that it turned out to be a big hit. The profit maximizing company is also capturing most of the leading market share and is generating revenues from its several divisions. Like other companies GP also have several strength, weaknesses, opportunities and threats. Analyze the market situation and marketing research and then go for the advertising campaign. GrameenPhone tries to keep its image and craze of their current targeted customers and they are very much concerned about the valuable & loyal customers and their satisfaction. GrameenPhone reengineer its infrastructure of its management, department and support them through some managerial tactics. They monitor and evaluate their overall performance continuously in order to get positive feedback. GP has guideline through that the management would take in response to specify their problems and forward for their further development such as their price war.

The management with the guidance of the shareholders has taken a strategic decision of extending capacity within the existing coverage areas where there is high demand. Extending coverage in the new areas will continue, but in a restricted

GrameenPhone Customer Satisfaction

manner. This way somewhat adversely affects the new plane for extending coverage in the rural areas.

Expect the similar co-operation from all the concerned quarters will continue in the coming years as well, to assist GrameenPhone in establishing a comprehensive nation wide GSM network in Bangladesh.

PROJECT PART :
CUSTOMER SATISFACTION
ON
GRAMEENPHONE

Chapter - 3

BACKGROUND

As a mandatory requirement of the Bachelor of the Business Administration (BBA) program under School of Business at East West University this report entitled – “GrameenPhone Customer Satisfaction” Based on the hot line numbers: 123 of GrameenPhone Ltd.” – is completed during the three months long project report program at the customer satisfaction of GrameenPhone Ltd.

The purpose of the report cognates the project report. The project report’s objective was to gather partial knowledge and experience about the customer’s satisfaction and their desire about any produce or service. I enthusiastically went through the Company and Grameen Bank and collected the information in details from various primary and secondary sources.

The findings are based on the primary data from in-depth observation and personal interviews, annual report, newsletters, Internet etc. I have tried to crystallize the objectives, purpose, scope, methodology, limitations, literature review, findings and its analysis. This report is contemplating the knowledge and experience accumulated from project report program. The School of Business of East West University and with the advisor /supervisor this report comprise of an organization part and project part

PROBLEM STATEMENT

The whole research is based on primary and secondary data. The hotline is 123. For the customer’s satisfaction and their problem solution introduced on HOTLINE service 24 hours to handle all queries regarding GrameenPhone's network and services. The hotline number is:-

1. For Directory Services # 122
2. For General services # 123
3. For Bill inquiry #

OBJECTIVE



Broad objective:-

- To determine satisfaction level of the customers of GrameenPhone Ltd.

Specific objectives:-

- To determine the most satisfactory attributes of GrameenPhone Telecommunication service.
- To determine the most dissatisfactory attributes of GrameenPhone Telecommunication service.
- To find the gap between GrameenPhone's offered features and customer expectations from GrameenPhone.
- Staffing right people in right place in the right time for serving the customers to increase their satisfactory level.

Data collection method:-

The relevant data for the background part was gathered from secondary source like Internet, annual report, major publications, newsletters, books, journals etc. The data for the study (analysis) was gathered from surveying GrameenPhone Subscribers in Dhaka city.

Limitations of the study:-

The following limitations have been faced in conducting the situational analysis:

- The questionnaire was limited to a small sample size.
- Only a few marketing and financial data were available
- The details of some aspects were skipped from the report due to unavailability.

Source and Method of Data Collection:-

Primary information:

The primary source of information is based on the customer's interview, journals, annual report

Secondary Information:

The secondary source of data collection is based on some brochures, annual report published by GrameenPhone Ltd. and little office stuffs.

Benefits of the study:-

The study will be based on the findings and analysis gathered from the Grameen subscribers. This report will help them to eliminate the gap between their service level and the customers' satisfaction and expected service level. As the supporting documents many graphical representations are given that would ensure the accuracy and reliability of the study.

STAGE OF CUSTOMERIZED PROCESS

a) Understanding Customers:-

Once top management is loyal, the organizations must realize what customer's value. So the management has to find out the customer's need, want and demand from the seller.

b) Setting Customer Centered strategies:-

GrameenPhone Customer Satisfaction

An organization strategy should be built around satisfying customer's value. It should focus on the profitable customers. It can provide individualized service and who will remain loyal.

c) Retaining existing customers:-

Organization has to keep good communication and relation ship with their customers to keep them. It includes accountability, accessibility, commitment, enhancement and positive regard.

d) Gaining new customer:-

Acquiring a new customer can cost five times more than retaining an existing one. So organization should carefully behave with their existing customers so that they introduce new customers.

e) Using Technology and Measurement System:-

Technological development keeps customers because it's a basic nature to the customer. Customer information systems, computer, database marketing always attract the customers. So technology satisfy the retained the customers.

REASON FOR INITIATING CUSTOMER FOCUS

- Data!!
- ↳ 71% subscribers want improve competitive position
 - ↳ 30% subscriber are interested about the retain and attract customers increase profit.
 - ↳ 21% subscribers are asking for the correct service weaknesses.
 - ↳ 15% subscribers are concern about the change in customer details.

Listening Techniques:-

Most companies already have traditional listening systems satisfaction surveys and customer reaches –in place. Organization also gave emphasize on customer database. Customers Listening technique are as follows:

- ↳ 91% customers are satisfied with the service of GrameenPhone.
- ↳ 81% employees are satisfied for the survey/input.
- ↳ 70% research becomes successful for the customer's satisfaction.
- ↳ 48% successful customer's database included.
- ↳ 21% customer's service centers serve their customers without any fault and harassment.
- ↳ 14% service measures the quality.
- ↳ 14% customer meeting arranged successfully.

Analyzing the input:-

After listening and teaming with customers an organization must analyze what customers have said. According to their queries the organization should provide to their valued customer for their satisfaction. Getting the input, the organization can put it into several questions. Those are as follows:

1. Who are my customers?
2. What customers do I want?
3. What business do I want to be in?

Getting the necessary information organization can analyze its competitiveness through:

- Competitor's strategies.
- Capabilities.
- Strength.
- Weaknesses.

GrameenPhone Customer Satisfaction

- Culture and
- Personality.

Those will provide a thorough understanding of

- What competitors are trying to accomplish?
- How they will do it?
- How likely they do it to be successful?
- How they will respond to change in the marketplace and their own competitors' move?

FINDINGS

Observation HOTLINE –123

The hotline fined some problems defined by the customers:

Problems:-

- No network (In rural area).
- Prepaid service problem.
- Advance charge of monthly rate.
- SIM card problem.
- Unable to understand the set function or feature.
- SMS problem.
- Prepaid card security code lost.
- Billing Problem.
- Govt. royalty fee & License fee problem.
- Coverage problem.
- International channel busy.
- Mobile cannot be reached.
- Queries about BTTB phone.
- International roaming
- How we get the service of international roarning?

GrameenPhone Customer Satisfaction

- What is the charge of international roaming?
- Prepaid problem solved.
- Uneducated customer.
- Barring unbarring problem.
- Voice mail Problem.
- Complain against Employees for the false problem.
- Using reference to solve the problem.
- Duplication Paper issues.
- Signal disappearing.
- Call mute.
- Need more manpower for activation (Skilled).
- Quarries about latest news update.

After facing these types of problem how GrameenPhone is responding to customer complaints:-

To provide excellent service to its customers, an organization first has to know its consumer's expectations about the service and their actual perception about the received service. GrameenPhone emphasizes strongly on implementing strategies to eliminate the customer gap.

To ensure smooth operation Customer Care is providing services from two perspectives.

1. Over HOTLINES
2. Through Information Center

Hotlines:-

Customer Care is committed to provide efficient, dedicated and reliable service to its valued subscribers. For customer's convenience it has introduced three HOTLINE

GrameenPhone Customer Satisfaction

services of 24 hours to handle all queries regarding GrameenPhone's network and services. Subscriber may call any time for all complaints and queries.

Hotline Numbers are:

1. For Directory Services # 122
2. For General services # 123
3. For Bill inquiry # 124

Information Center:-

It provides on spot solutions as subscribers can physically go there and get services. It deals with the following areas.

1. Bill Clarification
2. Preparation of manual bill
3. Bill correction.

Feedback:-

To solve problems of customers and to provide information regarding GP network Customer Care gets indirect supports from-

1. Sales
2. Marketing
3. Information

Consumers do not buy features but they buy only benefits. Subscribers only can ensure those benefits by receiving concrete information and service according to their requirements.

Filling:-

This section is responsible for reserving subscription documents, which includes subscription agreement, address change paper, migration, SIM change request, application for disconnection etc. This is also their responsibility to verify subscribers' signatures for various reasons. Meeting requirements for hard for customer information is also their responsibilities.

Fraud Management:-

This section controls credit, verify address of new subscribers for customer validation, reminding and suspends services for usage above credit limit, provide and obtain feedback to and from customer care.

Communication:-

The main function of communication unit is to take necessary action on the basis of received information from the subscribers i.e. unbarring for bill payment and advance payment, disconnection, reconnection of service etc. This unit also transfers necessary information to other unit of the department and to other departments.

Reports and statistics:-

Reporting and reconciliation, information from CABS (Computer Aided Billing System) database directory are the responsibility of this department.

In addition to the above section wise function, billing dept. ensures proper communications among the units within the dept. and communication with other departments. To ensure the emergency services this department has introduces continue office till 12 a.m. everyday. Emergency service generally includes barring/unbarring according to the need of the situation.

According to the Marketing plan dedicated service to the different market segment is very important to increase the sales. So, the customer relation dept. also has a different corporate customer care unit dedicated for the corporate clients. This segment will be the main contact point for the corporate client, where the customers can feel free to communicate and get the optimum solution. By providing the best service to the client corporate customer care want to ensure the revenue of the company.

Benefits of 24 hours hotline:-

- Image Development as a sophisticated service provider.
- Promotional Aspects.
- Reducing the post-sales responsibilities.

The above benefits are for the customers for their satisfaction

GAP BETWEEN CUSTOMER SATISFACTION & GRAMEENPHONE SERVICE

It is evident from the analysis that there is a vast gap between the customers' satisfaction from GP service and the services actually provided by GP.

Customer's satisfactions through their expectation:-

GP is very much concerned about their valuable, loyal and receptive customers. When any customer feel any sort of problem and they communicate either the service center or through out the hotline, firstly GP's management very carefully listen the subscribers problem and try to solve as early as possible. Because they provide service to the customer and it is their first duty. Beside this the service organization found some very common problems. Those are:

- a) Easy prepaid card.
- b) Coverage problem:

This problem mainly occurs because of the GP's base station down. Beside that GP face



FACILITIES OF GRAMEENPHONE

BTTB connections:-

Most of the respondents in Prepaid and post paid category expressed a higher need to obtain BTTB connection with incoming and outgoing facilities in their prepaid, postpaid (nationwide non-ISD) and zonal (postpaid) connection. They expressed their inconvenience about incapable of talking with the BTTB phone. GrammenPhone should focus on this area.

No BTTB incoming charge:-

The subscribers of GP regular expressed a higher need to eliminate the income rate of BTTB phones. The incoming charge increases their bills and sometimes they have to pay for a wrong number incoming call.

Missed Call Alert:

Missed Call Alert will notify subscribers through SMS about all the calls made to them when their mobile phone is unreachable. The alert notifies registered subscribers when they were unreachable due to any of the following reasons:

1. Handset switched off
2. Out of network or coverage area
3. Battery exhaustion or any other reason

Voice call through PayForMe:

Now, a GP subscriber can call another GP subscriber even if the caller does not have sufficient balance. To avail this service, a subscriber needs to dial *123* followed by the intended number and press the hash key (#), i.e. *123*017xxxxxxxx#. If the intended receiver agrees to pay, the receiver will be charged for the call (The caller must have an active SIM to avail this service).

Hotlines:-

The respondents across all subscription segments expressed a higher response from the hotline. According to them hotlines have poor response and are incapable of providing information when needed. Many subscribers also stated that the hotlines are always busy and out of reach from them.

Co-operation of the customer service departments:-

There was a high negative response about the co-operation of the customer service departments. The employees of this department were perceived as not having sufficient knowledge about the service offered and co-operation with the subscribers. Majority of the subscribers stated that the employees couldn't give solutions to set and connection problems. The subscribers have to wait long time to state their problem to the right person, as one attendant usually does not handle a customer. The attendants listen to the problem and transfer the call to other attendants. The respondents repeatedly expressed their dissonance on these factors.

CURRENT TELECOMMUNICATION INDUSTRY SITUATION

The Mobile Revolution of GrameenPhone:-

A revolution is taking place in the country global telecommunications industry. While observer's talk about the world getting energetic. More and more people are using mobile telephones.

One reason is that mobile communications-specially-cellular phones-has many appealing advantages compared with fixed-line telephones. The primary is that with mobile phone any one can call a person and not a place. This symbolic and literal

GrameenPhone Customer Satisfaction

cable cutting allows a person to be reached at one number-whether they are across town the world. This functionality mirrors collective changes greater mobility and personal freedom making mobile phones vital companions for today's lifestyle. The features available on mobile phone handsets-

such as caller identification, voice mail, calls forwarding and transmittal, reception of short text messages, internet browsing are typically made available.

Equally significant are the regulatory and market differences between mobile and fixed telephony. Fixed phone services are, for most part, provided by current telephone companies, some of which have only been recently privatized and most of, which remain fully or partially government-owned. On the other hand, most cellular companies are privately owned and operate in a relatively competitive market.

Mobile growth rates accelerating fixed-line stabilizing:-

The most evident market difference between mobile and fixed-line phone is that the former is growing much more rapidly. Since 1996 there have been more new mobile connections added each year than fixed-line ones and the gap is growing. One hundred million new mobile users were added worldwide in 1998, many of them on pre-paid schemes. Projecting this trend forward, it is likely that the number of mobile phone subscriber worldwide will overtake fixed-line subscriber sometime before the end of the text next decade.

Overall, the mobile phone market has grown from just 11million users at the start of the 1997s to more than 300 million at the end of 1998. By the end of 2000, the numbers will probably exceed half a billion and at the end of year 2001, the growth is 471047. It is expected that the growth rate will increase heavily. That is a compound annual growth rate of more than 100% per cent per year. In other words, the number of mobile subscriber worldwide has been doubling every 20 months since 1990.

Mobile communications aids development:-

The growth rate of the mobile telephony was fastest in the developing countries during the 1990s. The share of global mobile subscribers of the developing countries

GrameenPhone Customer Satisfaction

increased from under five per cent in 1990 to more than 20 per cent in 1998. The rapid growth of mobile phone services in the developing countries is eclipsing the growth of fixed-line telephones. Mobile has proved popular in developing countries for three principal reasons:

- Mobile networks can be installed more rapidly than the fixed-line networks;
- Pre-paid mobile phone cards allow users to obtain service where they might not normally for a fixed or mobile post-paid service because of their low or irregular income; and
- Users find the functionality of mobile extremely useful.

Building a new industry:-

Mobile has emerged as a mini-industry in its own right with 1998 service revenues of USD 154 billion. At current trends, the value of mobile revenue will overtake total fixed-line revenue worldwide (international and domestic) in about the year 2004. Indeed, revenue from fixed-line telephone service has been in decline globally since about 1996. Were it not for revenues from mobile, the telecommunication sector would be lessening rather than growing.

One way of understanding the mobile industry is to follow the cash flow among its various recipients. A key beneficiary is the government. Governments have directly benefited from the money mobile operator's pour into its coffers in return for mobile for mobile licenses. Governments also benefit from taxes on earnings of the growing Mobile industry as well as from sales tax, where it is applied. They also benefit indirectly from the boost to the economy in conditions of output, technological progress and job creation. Thousands of service provider jobs have been created around the world.

Equipment manufacturers also benefit. They are zealous in obtaining contrast for building mobile networks. Less than a dozen major company's manufacture the radio transmission equipment and switches to construct mobile cellular networks, although there are hundreds of smaller contractors who also benefit.

Service providers, a whole new industry arising from mobile communication, profit from being the intermediary between network operator and the customer. Other

GrameenPhone Customer Satisfaction

beneficiaries include incumbent network operators who gain from interconnection fees since most mobile phone calls either originate or terminate on fixed-line networks.

RECOMMENDATION

Customer's perception about any product and their quality service proves that they are satisfied about the desired product. It must be mentioned that since perceptions are always relative to expectation, it changes over time, from person to person, from customer to customer. Image of the company pricing, and its service, all this affects how customers perceive about the GrameenPhone's service.

Service encourages the customer so the businesses are influenced and concerned about the customer's satisfaction mainly service provider organization like GP. Sales contact, delivery, activation, billing, servicing and ultimate after sales and service each of them encourage the customer of GrameenPhone and the customer make his/her mind about the company and its service. Though the GrameenPhone's large portion of sales is done through the dealers, so GP need to be more careful about the dealers and agents.

GrameenPhone has a positive image in the market due to its various innovative products and wide market coverage, strong network, at a reasonable rate with various service centers and its value added service. That's why GP's reputation is well known through out the mobile service market. GrameenPhone need to provide new services for their valued customers to satisfy them:

- ✓ GrameenPhone Ltd. should start some agreement with BTTB to increase the interconnection channel, otherwise they failed to increase their subscribers very fast, because majority likes to call from BTTB.
- ✓ It should carry out market survey from time to time to discover the untapped places.
- ✓ GrameenPhone should examine its costs and performance in each value-creating activity and look for the improvement. It should compare its cost with

GrameenPhone Customer Satisfaction

its competitors cost and performance as “benchmark”. By doing this they could provide some better service for their subscribers.

- ✓ GrameenPhone should offer installment packages time to time to increase their sales.
- ✓ The company should create a strategy supportive work environment and corporate culture in order to do things in a manner that nurture the chance of effective strategy implementation.
- ✓ GrameenPhone should increase its R&D (Research and Development) department. So GP Ltd. increase its manpower to enhance its progress. The product and marketing department is very important because this department is responsible for launching the new product.
- ✓ GP should maintain impressive relationship with outsider to further expansion program.
- ✓ GP should develop a flow chart of the total business process and than simplify it.
- ✓ Bangladesh is a country with nearly 140 million people. There are about 68,000 villages most of them still isolated where telecommunication is necessary to improve the structure and to alleviate poverty. GrameenPhone can play the vital role to improve the communication Process. Grameen Bank borrows to develop the communication system and improve the economic situation.
- ✓ The present tariff structure is quite complicated, So GrameenPhone Ltd. should simplify it so that people can get the benefit and increase the number of call and hence increase the revenue.
- ✓ GrameenPhone can very soon become a world-class player in the telecommunication sector by linking with fiber optic submarine cable and provide better service to its subscribers.

So to satisfy the valued subscribers GP needs adequate information system. Effective communication with the customer might reduce miscommunication with the service provider like GP. Taking very good care GP might provide best service even the company itself promised of providing. GrameenPhone should made sure of the accuracy of the premises of advertising and personal selling and then communicate to its customers and give them better support and service.

CONCLUSION

Customer's perception of GrameenPhone, or for that matter any company, are based on the quality, satisfaction and the values they derived out of the product. Service quality is delivery of excellent service or superior service relative to customer expectation. Poor BTTB connection, weak network in certain areas and in bad weather etc are based on service design delivery. GP promises to overcome from this matter. The company has to work on gaining customer's confidence by assurance and inspiring trust. Emphasizing on the responsiveness and being willing to help its customers and treating them not as such but as individual also. GrameenPhone doesn't stop at any place because they are very much careful and responsible to their customers' satisfaction. That is why they provide better service, packages, wide coverage and so many facilities at a low price. They inform their customers about the new product before they launch the product so that the customers get the new service for their satisfaction. The company brings out newsletters for its customers every month to let them know of the changes GrameenPhone take the steps for better service and value added services. GrameenPhone is now very cautious to explain the situational factors about its service.

APPENDIX



Key Figure 2002-2004:-

Amount in '000 BDT

	2004	2003	in '000 BDT, Restated* 2002
Income Statement			
Total Operating Revenue	19,700,695	12,577,199	8,778,750
Total Operating expenses	(9,676,718)	(5,743,374)	(4,159,845)
Interest income	330,660	350,964	212,503
Financial cost	(135,776)	(246,358)	(311,304)
Non operating expenses	(91,085)	(56,166)	(17,643)
Net Earnings before Income Tax	10,127,776	6,882,265	4,502,461
Tax expense	(3,382,300)	(2,561,500)	(1,565,384)
Net Earnings before appropriation	6,745,476	4,320,765	2,937,077
Transfer to Tax Holiday Reserve	(562,020)	(455,845)	(333,766)
Net Earnings available for appropriation	6,183,456	3,864,920	2,603,311
Balance Sheet (as of December 31)			
Total assets	27,006,573	17,263,866	13,253,298
Long term borrowings	1,668,448	1,735,550	2,791,022
Total liabilities	13,558,352	9,255,473	7,738,924
Total equity	13,448,221	8,008,393	5,514,375
Investment in associated company	-	-	11,700

Government Benefits From GrameenPhone:

The services of GrameenPhone have been helping everyone win over the last five years since its inception on March 26, 1997.

Along with the three other cellular operators in the country, GrameenPhone has established that the mobile phone is not just a status symbol in the hands of the well to do, it is rather a tool " in the hands of the people" to achieve economic growth for the nation. GrameenPhone as a service provider also enriches the National Treasury in many different ways. Since its inception up to 2004, GrameenPhone has contributed BDT 7.7 billion to the Government Exchequer in direct and indirect taxes. This does not include the economic growth due to additional phones, whose impact on the country's economy could be even larger (According to the ITU, USD 6000 is added to a country's GNP for each additional telephone).

GrameenPhone Customer Satisfaction

The following table illustrates the year – wise contribution of GrameenPhone to the National Treasury

SL Particulars	1997	1999	2000	2001	2002	2003	2004	G.Total BDT
1.National Board of Revenue		30972 7487	13328 1832	29036 8429	41582 8510	10714 90380	29274 9501	251344 6139
2. Ministry of Post and Telecommunications	100000 00	34490 745	31996 733	74982 894	20175 1980	57481 4634	20923 6696	114827 3682
3.Bangladesh Telephone&Telegraph Board	0	0	15436 2758	18822 3463	45718 2635	36846 9158	39285 9777	156109 7791
4.Bangladesh Railway	0	12500 0000	27081 781	37426 969	47038 540	61568 743	12648 102	310764 135
Grand Total (A)	100000 00	46921 8232	34672 3104	59100 1755	11328 01665	20763 42915	90749 4076	553358 1747
5.Tax&Levies collected by Govt. directly: (B)	0	52500 000	39000 000	15601 6445	45973 9039	11041 48241	38339 8905	219480 2631
Calls organized from BTTB Terminated to GP	Not any	N/A	N/A	67516 445	66739 039	21709 0241	89830 905	441176 631
On Import of Handset by Retailers	Not any	52500 000	39000 000	88500 000	39300 0000	88705 8000	29356 8000	175362 6000
Grand Total (A+ B)	100000 00	52171 8232	38572 3104	74701 8200	15925 40704	31804 91156	12908 92981	772838 4378

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