



Internship Report

On

Grameen Services and Customer Expectations

Prepared for
Chairman

Department of Business Administration
EAST WEST UNIVERSITY

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Dear Madam,

I am graduating from BBA in MIS, as a prerequisite of graduation I was assigned to submit an internship report on GrameenPhone Company. I enthusiastically went through the Company and collect the information in details from various primary and secondary sources.

The findings are based on primary data collected from in-depth observation and personal interviews, annual reports, newsletters etc. I considered your remark very carefully and analyzed the project according to your instructions. I tried to crystallize the background of the organization and their operations, mission & objectives, SWOT analysis etc as much as possible. In the project part I have included my observations of the company from 1st of July to 15th of July and 1st of August to 15th of August. Based on this I have covered: Findings, Analysis, GrameenPhone's Response to Customers, Problems they are facing, etc. in enough detail.

I followed your instruction, schedule, format and discipline obediently and sincerely. Though the time available was short the results were highly positive. The report was successful for cordial cooperation and fast response from the GrameenPhone Authority.

May be there are some unwanted mistakes and for that I apologize to you. I have thoroughly enjoyed working in this interesting topic and shall be available for any further clarification you may require.

Sincerely yours

Rizwan Anwar 17/10/2000

Rizwan Anwar

1996-3-10-008

Acknowledgement

I could not have completed this without the help of a number of people & authority. Although space constraints me to put everyone's name here. I shall at least put in the names of those without whose help this report would never been completed.

First, I thank my internship instructor Ms. Afsana Akhtar, and Mr. Faisal Halim, both from BBA department East West University. Who advised me and guided me in my work and were always very helpful & kind. S.S.M Sadrul Huda also very helpful & kind to me in completion of this report on GrameenPhone. Without him I cannot make this report successful. A very special thanks to Ms. Naila Chowdhury the Director of Customer Relations Division of GrameenPhone for her kind cooperation. Mr. Bidyut kumar Basu , Mr. Mustaq, Mr. Ruhul, Mr. Riaz, Mr. Ahsanul Kabir, Mr. Galib, Mr. Tanveer, helped me a lot. They always inspired me and support me to doing this report.

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LIST OF ACRONYMS & ABBREVIATIONS

BRTS	Bangladesh Railway Telecom System
BSC	Base Station Controller
BTTB	Bangladesh Telephone & Telegraph Board
CABS 2000	Computer Aided Billing Software
GP	Grameen Phone
GSM	Global System For Mobile Communication
HLR	Home Location Registrar
ISD	International Standard Dialing
MOPT	Ministry of Post & Telecommunication
MSC	Mobile Switch Center
NWD	Nation Wide Dialing
P&MP	Product & Market Planning
PSTN	Public Sector Telephone Network
SIM	Subscriber's Identification Module
SMS	Short message service
VMS	Voice mail service
TCH	Traffic channel
PIN	Personal identification number
PUK	Personal unblock key

Executive Summary

This report is based on a 12-week internship program at GrameenPhone Ltd, the leading multinational company in telecommunication sector. The report is divided into two parts- the organization part and the project part. The organization part discusses the mission, purpose, the organization structure and basic business activities of GrameenPhone.

GrameenPhone started their business approximately 3 years. 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 main competitors are AKTEL, SHEBA, CITY CELL.

One of the strongest sides of GrameenPhone is its customer's service and relationship. Almost each unit of this company operated so well that it turned out to be a big hit. This profit maximizing company also capturing 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 is clear that GrameenPhone should concentrate more on its current situation and always try to keep up the 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 to the economic development of Bangladesh where telecommunications can play a vital role. This is why GrameenPhone. In collaboration 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.

GrameenPhone basic strategy is coverage of both 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 may vary from area to area depending on market conditions, the basic strategy of cell- to-cell coverage is applied throughout GrameenPhone's network. In Nov'1996- GrameenPhone Received license to start business operation. In Mar'1997- they launched

services in greater Dhaka. In Sep' 1997- they arranged a lease agreement with Bangladesh Railway for using their Fiber Optic network throughout the country. In Mar' 1999 GrameenPhone launched International Roaming for their valuable customers. In Apr' 1999- Final interconnection agreement with B.T.T.B. In early 2000 they launched services in Sylhet and Barisal. In June 2000 they achieved 100,000 subscribers.

The project parts of the report are based on observations, findings, analysis, and response towards customers. The main focus in my observation was customer service Hotline (123).

During my 12 weeks internship at GrameenPhone I focused and analyzed the following functional areas: -

1. Marketing.
2. Sales.
3. Customer service.
4. Technical division.
5. Grameen IT division.

From 1st July to 15th of July and again from 1st of August to 15th August I directly observed and attended customer complaints in the Hotline (123). 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, Barring and unbarring problem, 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 discuss 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 complaints.

ORGANIZATION

PART

1.0 Introduction

1.1 Background of the report

This report is the result of a 12-week internship program at GrameenPhone Ltd. The leading Multinational Company in the country. GrameenPhone started their business approximately 3 years. They are operating in the market for long time. During this time GrameenPhone went for different types of mergers as well as acquisitions. They gained success from the very beginning of their operation and were capable enough to hold the success year after year. GrameenPhone main competitors are AKTEL, SHEBA, CITY CELL. One of the strongest sides of GrameenPhone is its customer's service and relationship. To fulfill the requirement of the internship program, this report is divided into two parts: -

(1) the organization part & (2) the project part. The project part was assigned to me by the organization & from the university.

1.2 Purpose of the report

The prime objective of the internship program is to provide prospective undergraduates with on the job exposure and an opportunity to apply theoretical knowledge so far received into real life situation and the objective of the internship report is to meet the requirement for the degree of BBA.

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

1. To have an overview of the organization.
2. To find the organization profile and departmentation.
3. To have a detail knowledge of the activities of Customer relations division.
4. To have an overview of the Sales, Marketing, Is, Technical division.
5. To have an overview of market position and market share.
6. To have an overview of the Technology used.

1.3 Scope

This reports deals with the Telecommunication services in Bangladesh that was provided by the GrameenPhone The primary emphasis was given to Customer Relations division & its activities..

1.4 Methodology

Both primary and secondary sources of data were used in this report. For organization part, information was collected through interviews with company personnel and also from company booklets, brochures, annual reports, major publications, newsletters, journals etc. and

2.0 The Organization

2.1 An Overview of GrameenPhone Ltd.

GrameenPhone Ltd. is a multinational cellular mobile telecommunication company engaged in an ambitious project of bringing the whole Bangladesh under its coverage area by the year 2003. GSM that stands for Global System for Mobile Communication is a fully digital system standardized only in 1992. Here the term digital system means the data in air interface representing control signal and voice signal are in digital form.

GrameenPhone was awarded license to operate as a mobile telecommunication service provider in Bangladesh on 28th of November 1996. It officially launched its network on 26th of March 1997 and went into commercial operation on 15th of April. GrameenPhone is owned by four companies including 3 foreign-based companies.

Nov'1996- Received license from the Ministry of Posts and Telecommunications.

Mar'1997- Launched services in Dhaka.

Sep'1997- Leased Railway Fiber Optic.

Mar'1999- Launched International Roaming.

Apr'1999- Final interconnection agreement with B.T.T.B.

Sep'1999- Launched Pre-paid service of GP

Oct'1999- 50,000 subscribers.

Jan'2000- Implemented new credit policy.

Feb'2000- Launched its services in Sylhet.

Apr'2000- Launched its services in Barisal.

Jun'2000- 100,000 subscribers.

Dec'2001- Expect to achieve the coverage of the whole country.

2.2 Company Vision

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

2.3 Mission Statement

GrameenPhone Ltd. aims at providing reliable, widespread, convenient 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 disparity in telecom services between urban and rural areas.

3.0 Company Operations

3.1 The Purpose

GrameenPhone has dual purpose: to receive an economic return on its investments and to contribute to the economic development of Bangladesh where telecommunications can play a critical role. This is why GrameenPhone, in collaboration 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's basic strategy is coverage of both 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, 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 Service

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

4.0 Shareholders of GrameenPhone:

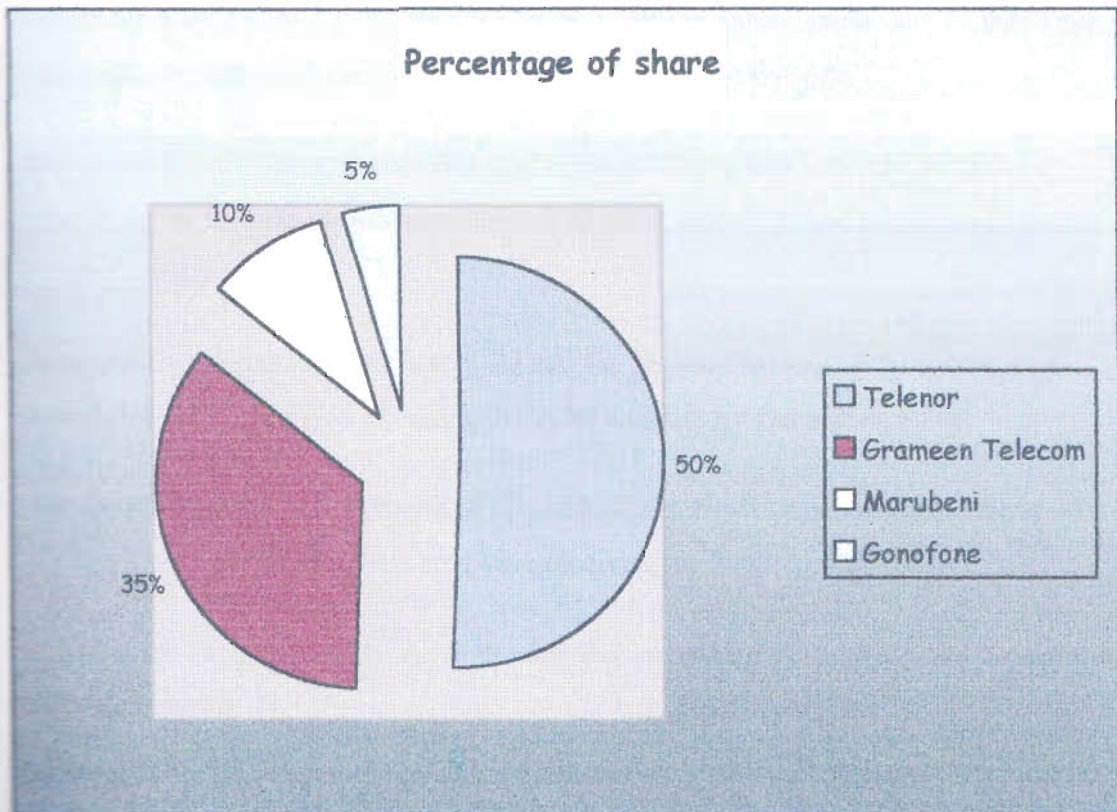
GrameenPhone is a joint venture company comprising of:

1. **Telenor** – A state-owned telecommunication company from Norway. It has a long history of successful cooperation with other operators in Russia, Hungary, Montenegro, Ireland, Bangladesh, Greece, Germany, Germany, Australia, Malaysia etc.
2. **Grameen Telecom** - A sister concern of Grameen Bank. It was established by Grameen Bank to organize and assist those Grameen bank borrowers who wish to retail telephone services in the rural areas.
3. **Marubeni Corporation** – A leading investment and trading company from Japan.
4. **Gonofone Development Corporation** – A New York-based telecommunication development company having investments in many companies in USA, Russia and other parts of Europe.

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

Company	Percentage of share
<i>Telenor</i>	51.0
<i>Grameen Telecom</i>	35.0
<i>Marubeni Corporation</i>	9.5
<i>Gonofone</i>	4.5

Graph 1: The graph showing the percentage of Share



5.0 Market Development

Since the introduction of mobile phones in August 1993, the telecom industry in Bangladesh has undergone changes 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 **airtime 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 prices** 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 12,900 Taka, today that subscription cost Taka 6900 during campaign periods.
- 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**. **50%** of the total mobile phone subscribers are expected to be with GP by December 1999.
- The **main obstacle** to the growth of this industry is insufficient interconnection with BTTB. Many potential clients are being discouraged to subscribe.
- Reasons for encouragement lies in the fact that people are finding mobile phones more and more useful. The high sale of our GP-GP is a testament to that.
- The **coverage area** of mobile networks is also increasing rapidly- again GrameenPhone leading the race.

- GrameenPhone is the only mobile phone operator providing **24-hour customer service**.
- **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.

5.1 Present Market Situation

- There are at present four companies operating in the mobile phone market. GP is the **market leader** in the mobile phone industry with nearly **60% of the market share**.
- GP has more than 1,30,000 subscribers.
- GP's **mobile-to-mobile connections** have proved to be extremely successful. **94,000** of GP's subscriptions are mobile-to-mobile.
- **27 districts** are at present covered by GP. Services in Barisal were recently launched, expanding GP's coverage to **all six divisions**. GP has by far the largest coverage by any mobile phone operator in the country.
- **27%** of the country's land area and **37 million** people are under GP's coverage
- GP has **50 corporate clients**, including British American Tobacco (BAT) Bangladesh Limited, Unocal Bangladesh Ltd., Cairn Energy, BOC Bangladesh Ltd., and Lever Brothers Bangladesh Ltd. There is a separate Corporate Sales Section, and dedicated corporate clients' service is available to provide to special services.
- GP has **International Roaming** agreements with **42 operators in 22 countries**.

- **National Roaming** facility is being provided with Pre-Paid well as post paid services.
- GP has **184 points of sale** (including dealers, outlets and individual agents) all over the country.
- GP has 680 cells at this moment.

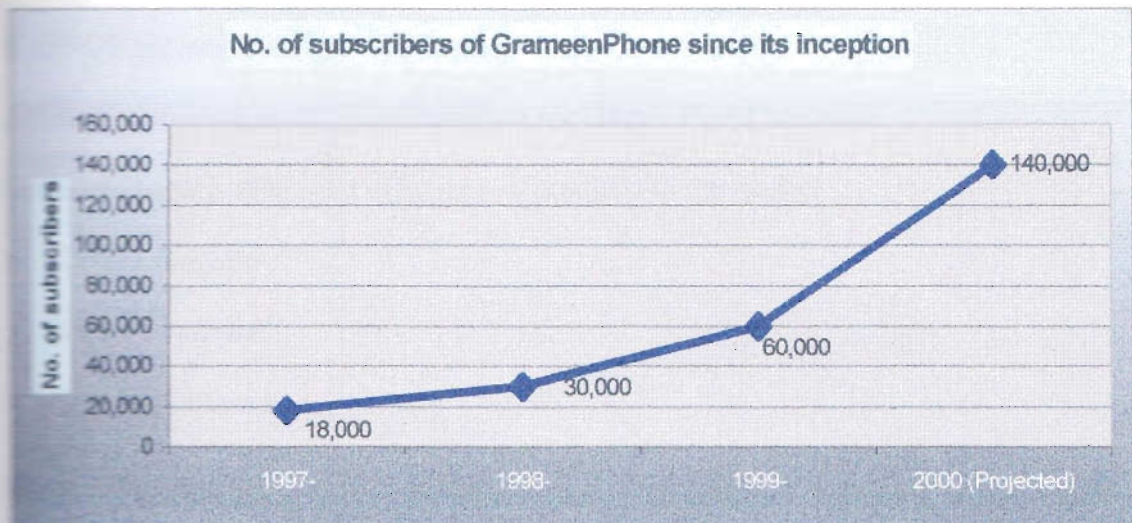
5.2 Expansion plans

At the end of this year, GP aims to have:

- 1,80,000 subscribers
- 825 cells
- Coverage in more than 40 districts
- 250 points of sale
- International roaming agreements with at least 26 operators in different countries.

5.3 Year-wise Comparison: 1999 vs. 2000

	<u>1999</u>	<u>2000</u>
No of subscribers:	60000	100000
Market Share:	40%	55%
No. Direct competitors	3	3
No of employees:	280	330
No. of Base Stations	200	240
No. of switches:	3	5
No. of interconnect channels:	1250	1450



5.4 Product Lines, Product Price and Product Features

GrameenPhone has already marketed 8 products from the initiation of business.

Product with no incoming charges:

1. GP Standard.
2. GP 1000

Product with incoming charges & BTTB connection¹:

3. GP regular.
4. GP 1001.

Mobile to Mobile products, no BTTB connection¹:

5. GP -GP Regular (ISD optional).

¹ Connection means, subscribers can make calls and receive calls from BTTB

6. GP-GP Nation-wide (ISD optional).

All the above-mentioned six products are not being offered anymore.

GrameenPhone is at present offering two products in the market:

- **GP-GP Regular**
- **EASY Pre-Paid**
- **GP-GP National**

GP-GP Regular is a post-paid system through which all mobiles within the home zone and all GP mobiles throughout GP's coverage area can be connected.

EASY Pre-Paid is a pre-paid system through which all mobiles within the home zone and all GP mobiles throughout GP's coverage area can be connected. In addition, it offers **National Roaming** and a **flat rate of Tk. 6** per minute for all calls anywhere in the country. Since the recent introduction of EASY Pre-Paid with national roaming and flat rate, it has created a tremendous impact in the market and its sales have been phenomenal. EASY Pre-Paid has also become very popular because it allows the subscribers to **control costs** and **avoid the hassles of bill payment and monthly line rents**.

GP-GP National is a new addition to GrameenPhone, through which you can call all mobiles within the home zone and all GP mobiles throughout GP's coverage area. It offers **National Roaming facility** and a **flat rate of Tk. 6** per minute for all calls anywhere in the country. With the introduction of national roaming and flat rate, GP-GP National has created a tremendous impact in the market and its sales have been phenomenal.

Subject to obtaining BTTB channels, GP will provide **GP Regular** connections (that can connect to BTTB numbers) along with NWD and ISD connections.

Value Added Services

GrameenPhone is offering the following value added services to its subscribers:

Text Mail: Text Mail works like e-mail. Using this service, GP's subscribers can send text messages of up to 160 characters from one GP mobile to another. This is a very inexpensive, fast and secure medium of communication.

Voice Mail: This works like an answering machine. Anyone calling a GP subscriber who is out of reach at that moment can leave a message which the subscriber can retrieve later.

Fax/Data: This special service is provided to corporate clients. It enables them to send and receive fax and data through mobiles.

Additional features

GP is offering its subscribers additional GSM features like **Caller Identification, Call Barring, Call Holding, Call Conference and Call Forwarding.**

5.5 Village Phone

GrameenPhone has won worldwide acclaim and appreciation for its Village Phone program. At present GP has **over 1900 village phones** bringing mobile technology in the rural areas, and this number is growing rapidly. This program gained global recognition recently at the GSM World Congress in Cannes, France where GP was given the **"GSM in the Community Award"**. US President Bill Clinton, during his recent visit to Bangladesh, also greatly appreciated the Village Phone program. Through this program GrameenPhone is intensifying its operations as a socially responsible company.

6.0 Organizational Units

6.1 Departments/Divisions

Recently management has brought a change in the organizational structure in view of need of time. As of the recent change, line function of the company comprises of the 3 different tasks. These are:

- Build & Operate
- Sell
- Care

Accordingly 3 main divisions were identified as the line organization part of the company. These are:

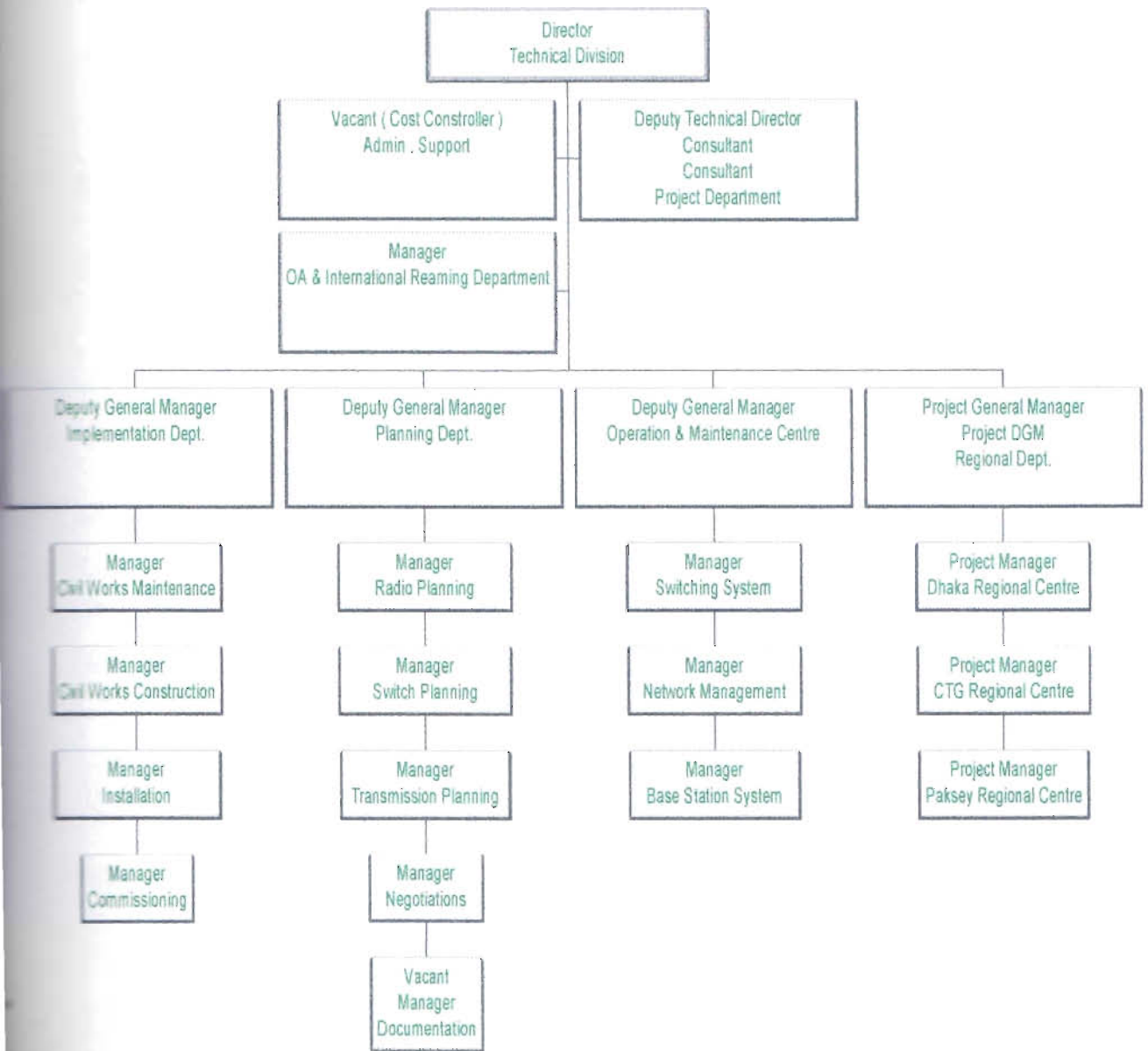
- Technical Division
- Sales and Marketing Division and
- Customer Relation Division.

Technical Division

Technical division is split into two parts:

Roll -Out Division: Responsible for building the network.

Operations Divisions: Responsible for operation and maintenance of the network.



Organogram of Technical Division

The Roll- Out division has two sections, they are:

Planning section and

Implementation section &.

Responsibilities of the Planning section are:

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

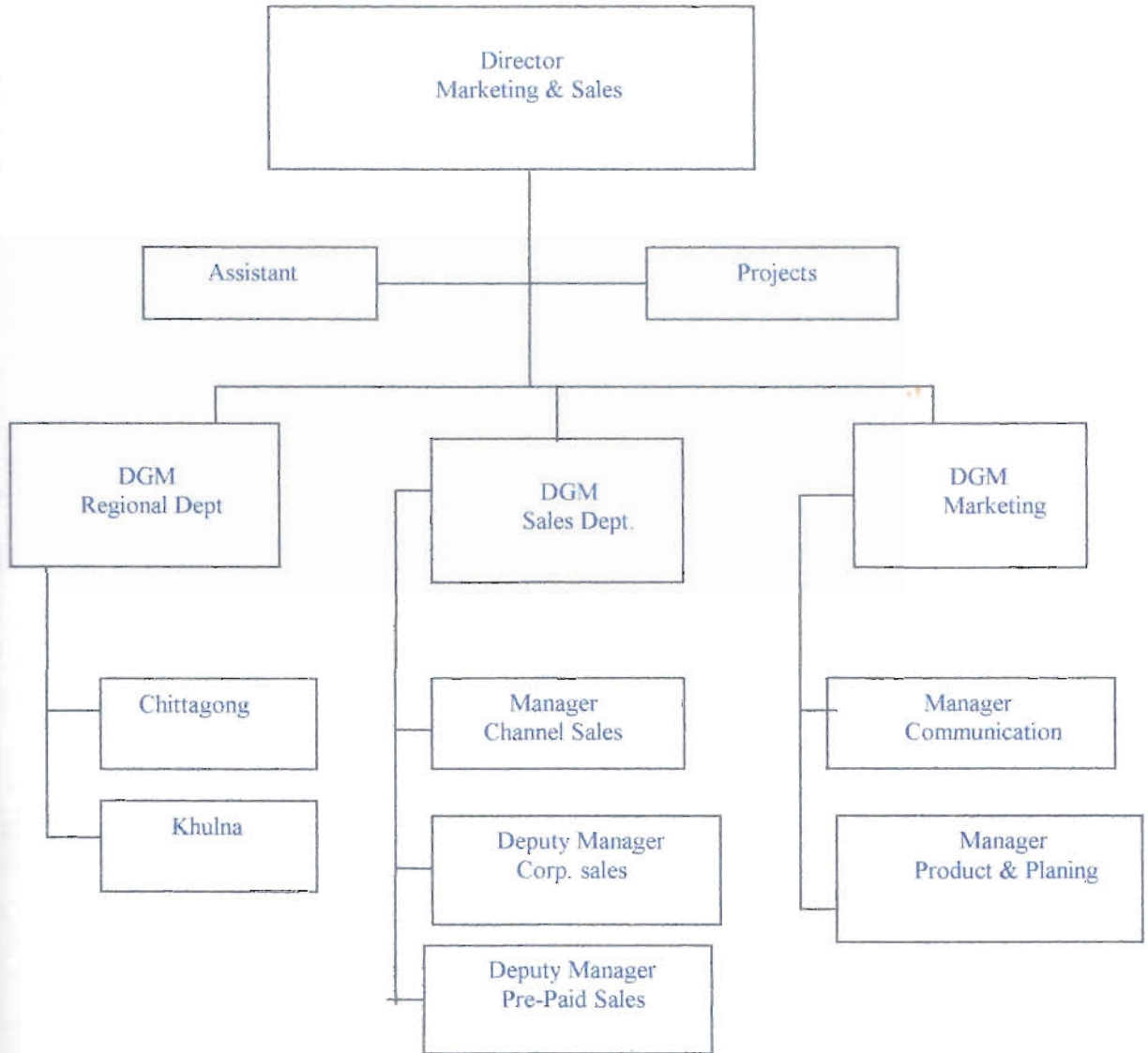
Responsibilities of the Implementation section are:

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

Total employees in the Roll-out division is 64

6.2 Marketing & Sales Division

The following chart shows different department under Marketing Division.



6.2.1 Sales Department

As its name suggests this department involves in the selling procedure of GP and thus enjoys the responsibility of direct interface with the customers.

Responsibilities of Sales Department

- Market survey and collecting the feedback
- Participation in exhibition
- Participation in opening of dealers outlet
- Instant delivery
- Introducing & selling new packages
- Follow up with existing subscribers
- Building up relations with subscribers.

6.2.2 Distribution Channel

Info: Info center provides spot solutions. Here subscribers can get subscription. 04 trained and friendly people are serving at Info Center from 8am-6pm. There is also 01 Sales & Logistics Officer who is responsible for providing SIM (Subscribers Identification Module) cards and handsets to the subscribers and distribution of marketing items.

Dealers: 02 persons are responsible in dealing with Dealers at Dhaka and Chittagong each. There are 04 Dealers at present-Flora, Grameen Telecom and Brothers, Butterfly.

Corporate Sales Force: 07 Officers are ready to serve any corporate in Dhaka and 05 person at Chittagong.

6.3 Product & Market Planning

Product & Market Planning Department (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 evaluate the possibilities and develop new products.

P & PM is responsible for communication with different departments about existing products. P & MP gets feedback from Sales, Customer Relation and Market Communication departments regarding Customer needs and Market requirements. Feedback helps in redefining an existing product.

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 facilitates 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 develops the main marketing message for products working closely with Marketing department. P & MP develops 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.

6.4 Market 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 follow. They are:

- Need determination by market survey through secondary data.
- To develop product within GP's resources.
- Pricing of the product.
- To obtain necessary approval from the management
- Competitor's activity analysis
- Concept building for promotional activities. It includes advertisement in the leading dailies in the most effective manner within a given budget, to arrange out-door advertisement, hoarding, promotions of gift items like dairy, 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 Newsletter of GP.

Marketing department also support various departments in performing their job. After the market survey, for an example, they can suggest Radio Planning department about the approximate no. of probable subscribers of a particular area and the potential of International Roaming.

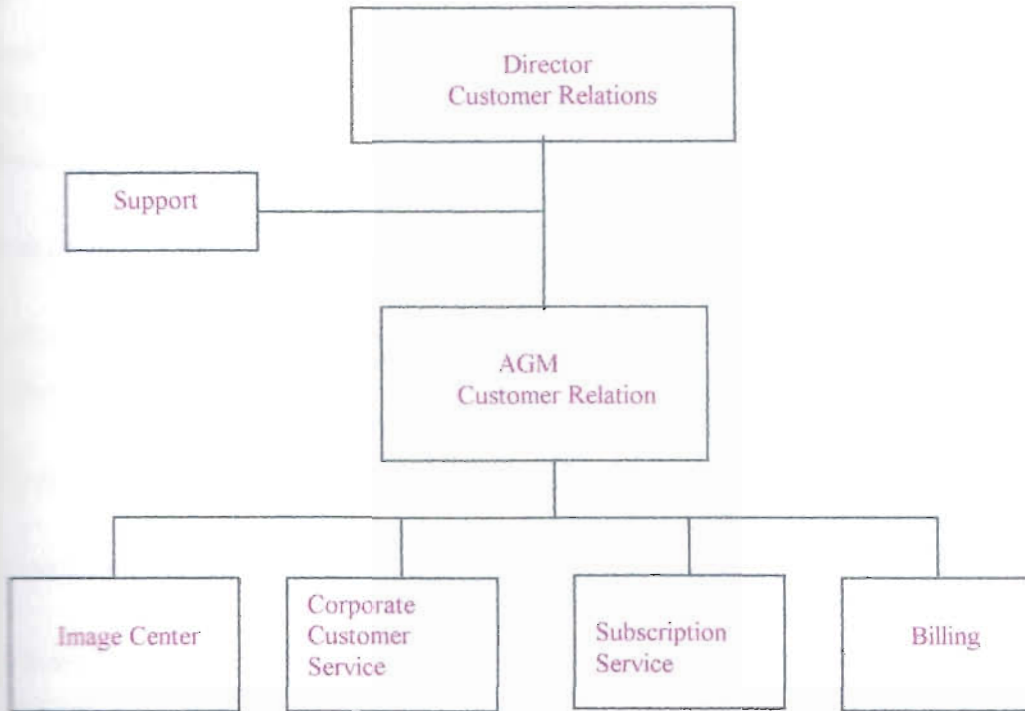
In the above-mentioned way, marketing department plays an important role in the smooth functioning of GP.

6.5 Selling procedure

- To build relation with the clients, to make a good rapport with them, to acknowledge them about the GP service, its advantages, coverage area, and above all to provide information about GP in a convincing manner.
- all the necessary arrangements to sale the product which includes handout 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 banks in cash.
- Receive the completed application form with bank deposit slip and all the documents, check carefully and ensure the signature with date.
- Make a photocopy of the SIM card with its number, mobile number and ID number.
- Inform the subscriber to contact Customer Care Department on 123 for further inquiry.
- Thanks the customer for choosing GP
- Forward the subscriber's file to the Billing department for activation.

7.0 Customer Relations Division (CRD)

The chart shows the divisions in CRD



Customer Service

The **Image center** and the **Corporate Customer 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 these two units keep the business with the company for long period. Once relationship is established Image center 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.

7.1 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-tape-ism, centralization of power and authority, favoritism, nepotism and so on. Administration Division of GrameenPhone is set up with a view to break out from the so-called conventional system of bureaucracy and strives to be different in all respects.

Administration Division **encourages** to

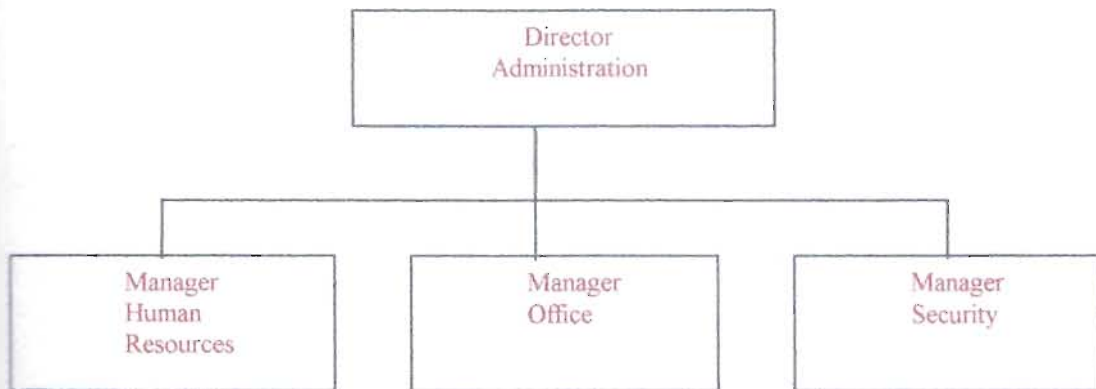
- Develop the leadership quality in such a manner that the organization can grow like a disciplined family.
- Reward for discipline, hard work and efficiency.
- Maintain a quality, conducive and enjoyable work environment.
- Maintain congenial and healthy interdepartmental relations to ensure uniformity in objectives.
- 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.

Structure of Administration Division

Headed by Mr. A.K.M. Shahjahan, this Division consists of three departments. One manager heads each department.



7.2 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 organizations short term and long term human resource requirements.
- Analyzing the jobs in the organization 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.

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 sets target, and prepare recruitment planning. According to job specification HR goes for recruitment.

Recruitment process is as follows-

- Give advertisement in the daily newspapers
- Receive applications and file them,
- Shortlist of the applicants
- Fix date and time of a preliminary interview
- Contact with the applicants and inform them about the interview over telephone or letter
- Fix further date and time for final interview if it is required and inform the interviewee accordingly
- To prepare appointment letter for the finally selected interviewee
- Give appointment to the person with a detail job description.

Immediately after the recruitment separate employee file is opened comprising all the relevant information of the particular employee. This personal file is prepared,

maintained and 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 stage-

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

Performance of an employee takes place by following some steps-

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

Leave management

Leave management is an important function. HR has opened a leave management database to obtain current leave status of all 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 functions related to HR.

7.3 Human Resources Development

An organization's performance and resulting productivity are directly proportional to the quantity and quality of its human resources. 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 education, training, and personal development.

Human Resources Development functions aim to increase the quality of the human resources especially through *training*.

GP training involves the following steps-

- Assessing training needs
- Selection of the participants
- 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.

Induction/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 plan, participant's list, and training schedule for induction training - HR

department does all. Inside GP training will cover Management training will cover Management training and Department training in near future. Out side 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 training manual/modules
- Evaluate training program
- Make agreement between GP & employees for overseas training
- To communicate with different local training institutions
- To communicate with trainers/instructors.

7.4 HR Management Information System

HR-MIS Functions involve-

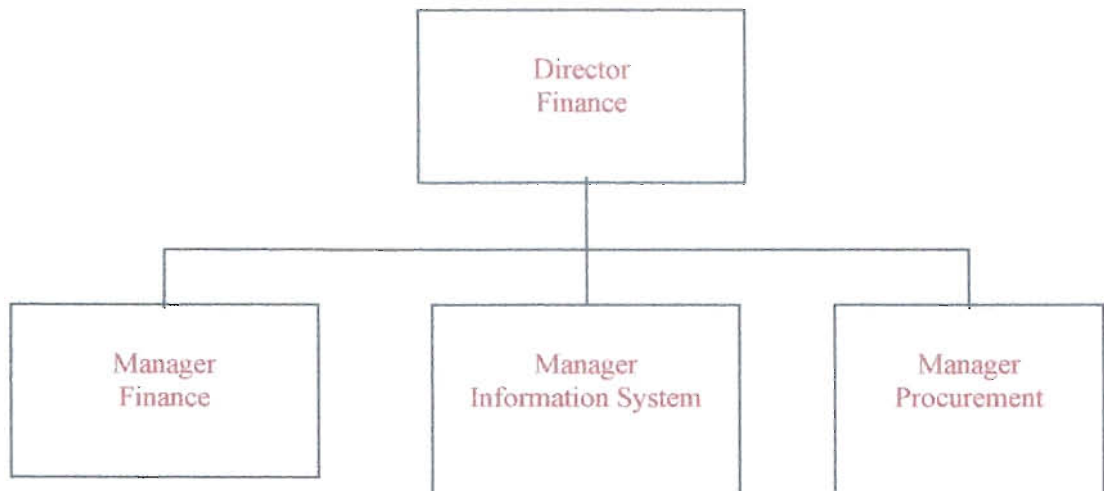
- To maintain & update employee database
- Maintain employee related different statistics
- Any other works which requires updating employee data.

Though job has been classified and assigned according to the nature of the functions 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.

7.5 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 define 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 organization and internal department.

Work force:

Working team of this department consist a total nine (09) members including Executive Manager Finance who is responsible for overall and inter-departmental 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 (individuals) is responsible for all activities performed by the sections. At present there is a managerial position confirmed duly for accounts segment based in Dhaka. There is also a total Six-(06) accounts officer including Chittagong office and a cashier in the cash office based in Dhaka.

8.0 Information System (IS)

Responsibilities:

IS is responsible to manage the following areas-

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

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) Customers inquiries
- d) Generation bills

e) Current and previous status of customer

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

8.1 Mail/Internet

All the GP Officials have their own E-mail address, which helps in easy communication and easy data transfer. IS handles all mail and Internet related issues and problems.

8.2 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, the whole GP for its day to day activities like computer application, PABX phone system, E-mail etc. which is a must 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.

9.0 Other Divisions

Information:

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

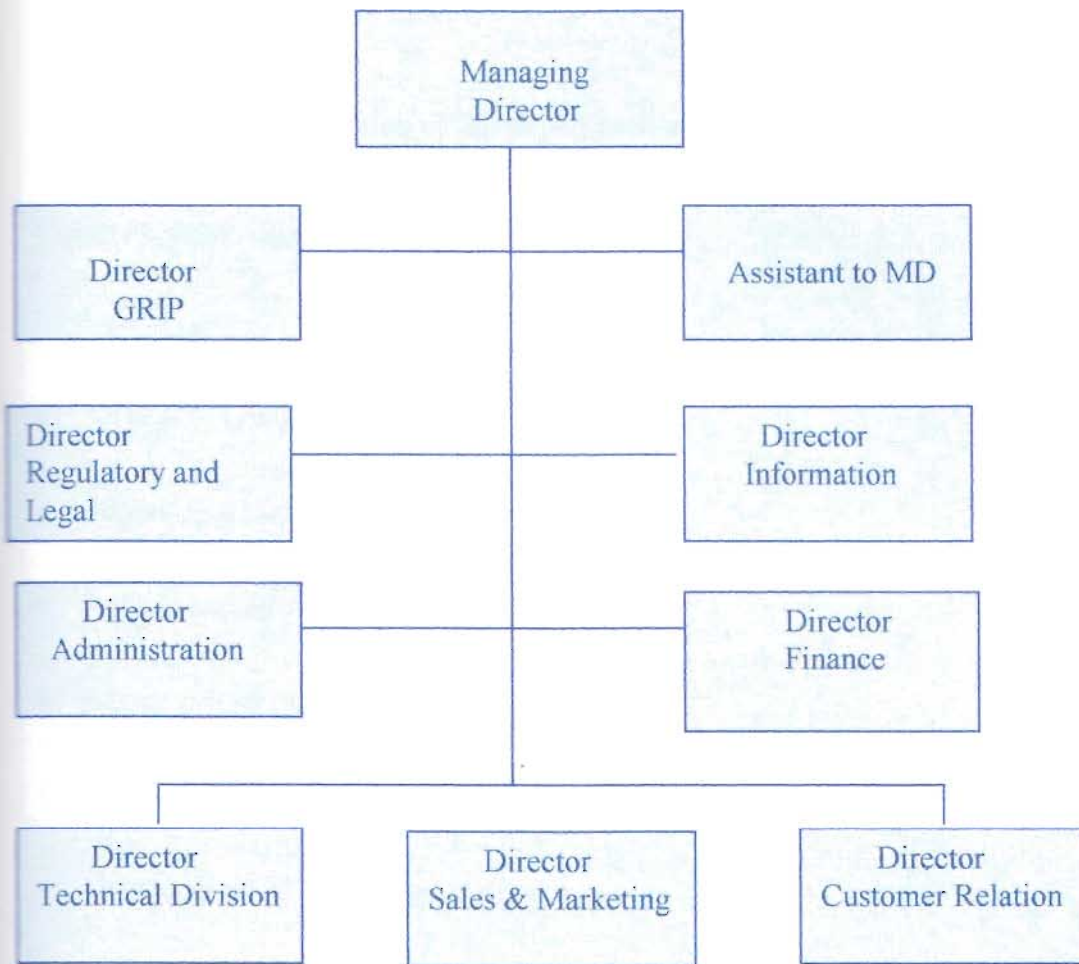
GRIP

GRIP represents for- GrameenPhone Railway Integration project. This is a special project to integrate the telecom department of railway (BRTS) and GrameenPhone. This project will end up with a merger with Roll - Out and Operations division.

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.

GrameenPhone Ltd. Organogram



10.0 Job Responsibilities for the Employees

1. Manager, Finance:

Manager finance is a position of this department who is responsible for overall supervising and interdepartmental management and ensures proper internal control over the Company.

Usually he looks after the following activities:

- Attends to financial planning and control
- Supervising budget and budgetary control
- Provide management information
- Ensure proper internal control
- Attends to control over the cash/bank payment
- 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
- Co-ordination with external organization and
- Internal departmental management.

Four managers are working in the finance department under the manager finance. All managers (individually) in a department is responsible for their sectional activities and

reporting to the manager finance. And usually manager finance takes action after confirming the decision from Director of the division.

2. Manager Accounts:

Manager accounts usually looks after of his departmental works performed by individuals in its sections. This department is one of the segments of finance department.

The main role of manager accounts define as under:

- Cash co-ordination
- Bank reconciliation and keeps bank documents
- Supervising booking of entries in a accounting soft-ware
- Preparation of vouchers and treasury statement
- Preparation of Periodical and annual accounts
- Checking of vouchers and bank payment
- Participation of budget and budgetary control
- Preparation of statement regarding invoices, suppliers credit and others
- Monthly revenue analysis based on billing document
- Accounts receivable considering security deposits and adjustment
- Approving voucher based on volume of transaction
- 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:

The above department is one of the important segments of finance department. At present there is no manager but a managerial position proposed in this department. The functions of this department through several sections explain as under:

- Participation of financial planning and control
- Preparation budget and action for budgetary control
- Participation and co-ordination for procurement
- Maintain fixed assets software
- Fixed assets reporting periodically and annually
- Material accounting for consumable item and
- Accounting for inventory and physical counting
- Re-commendation for internal control
- Control over financial payment
- Report preparation for internal and external
- Co-ordination with inter departmental activities and
- Other internal department of the Company.

At present the above activities is done properly under supervision of the divisional director and manager of finance. Accounts officers are also assist for the same.

4. Payroll, Tax and External Affairs Department:

This is a very sensitive and important segment in finance department. This department compiles the Companies Act. And rules regulations of the Government. This is also working as legal advisory of tax, VAT and other external affairs. Presently there is no manager in this department but a managerial position proposed for overall supervising and proper internal activities through sectional works. There is several sections based on work volume and criteria of the extended works. The main role of this department defines as under:

- Preparation of payroll statement and bank advice
- Preparation of salary perquisite and return submission
- Preparation accounts and financial statement for tax and audit
- Company's tax return and ensure assessment
- Ensure tax deduction and issuing certificate individuals
- Ensure treasury deposits for tax, VAT and deduction at source
- Supervising and arrange VAT register and reconciliation statement
- VAT return and revenue statement preparation
- Preparation VAT report periodically and annually
- Price declaration for service offering and ensure approval

- Supervision Provident fund and ensure investment of fund
- Supervising welfare fund and ensure internal using
- Ensure work permit and foreign loan registration
- Internal audit co-ordination and external audit finalization
- Quarterly report to NBR (National Board of Revenue) regarding connection and handsets
- Return and relevant document submission 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 departmental/management in lieu of emergency basis also performed by this department. I.e. the Company secretarial affairs temporarily done by this department in supervision of manager finance. And the payment statement regarding Govt. fees and royalty for handsets and base-station pursuant to the license agreement between GP and MOPT (Ministry of Post and Telecommunication).

5. Chittagong Accounts:

There is a Chittagong accounts under the finance department and usually looks after the cash and band disbursement and monthly report for Dhaka office. One accounts officer is working at Chittagong accounts under the supervision of

Manager (Finance). At present there is no manager but a managerial position proposed in this department for work in the proper internal control purposes.

The main role of this department define as under:

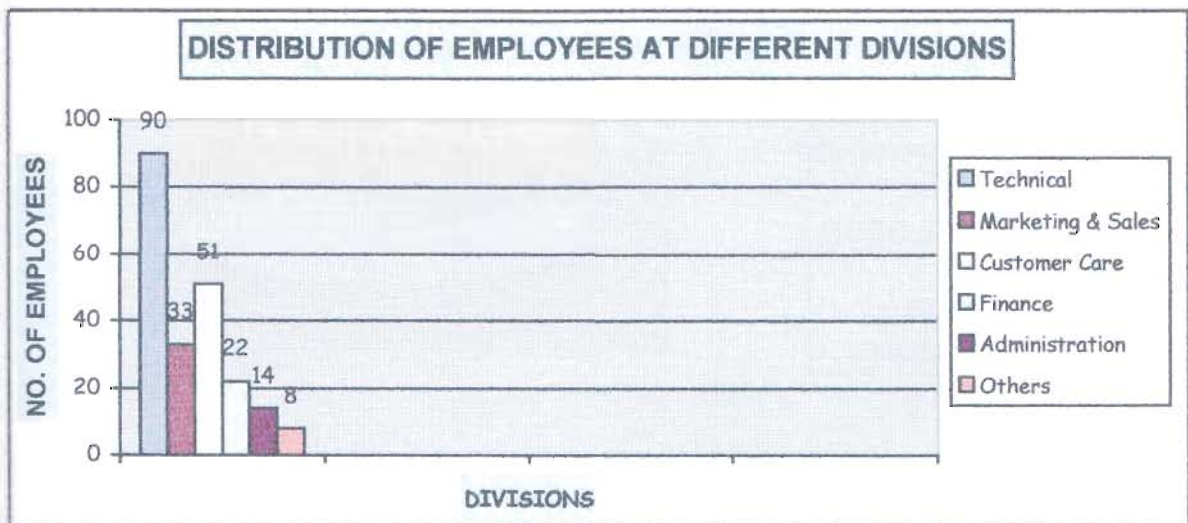
- Cash co-ordination
- Bank co-ordination
- Report perpetration for central accounts
- Control over cash/bank payment
- Co-ordination with external affairs and
- Internal departmental management

Chittagong accounts also participating with the internal meeting and updating with Dhaka office. Apartment and guest house expenses also controlled by Chittagong accounts. But the revenue and collection not the part of Chittagong accounts but the casual salary paid by this department.

11.0 Employees

Employees are distributed at different divisions as follows:

Division	No.
Technical	90
Marketing & Sales	33
Customer Care	51
Finance	22
Administration	14
Others	8

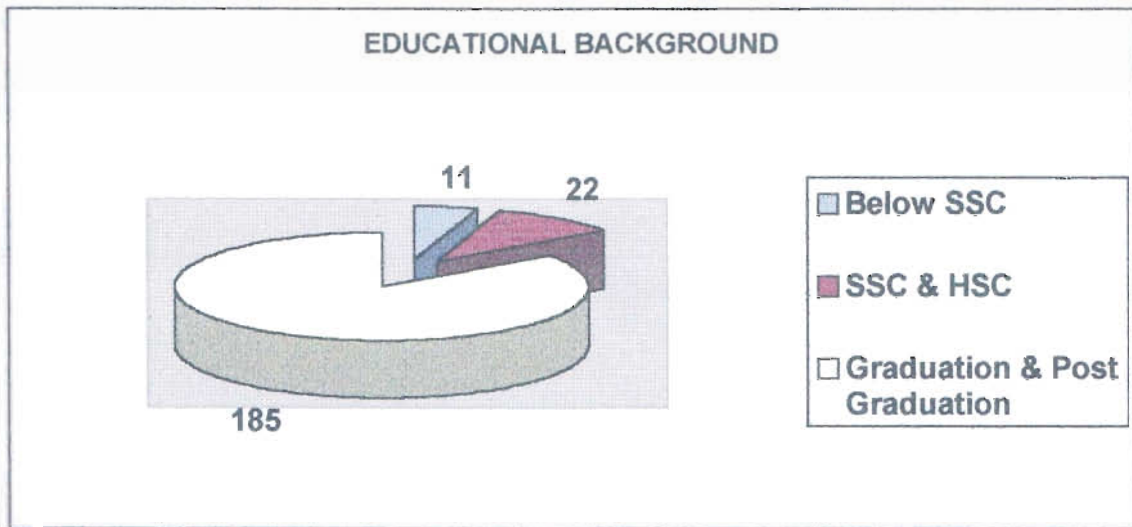


Graphs-2

All data are according to the statistics of 1998

Education Background of the employees are as follows:

Degree	No.
Below SSC	11
SSC & HSC	22
Graduation & Post Graduation	185

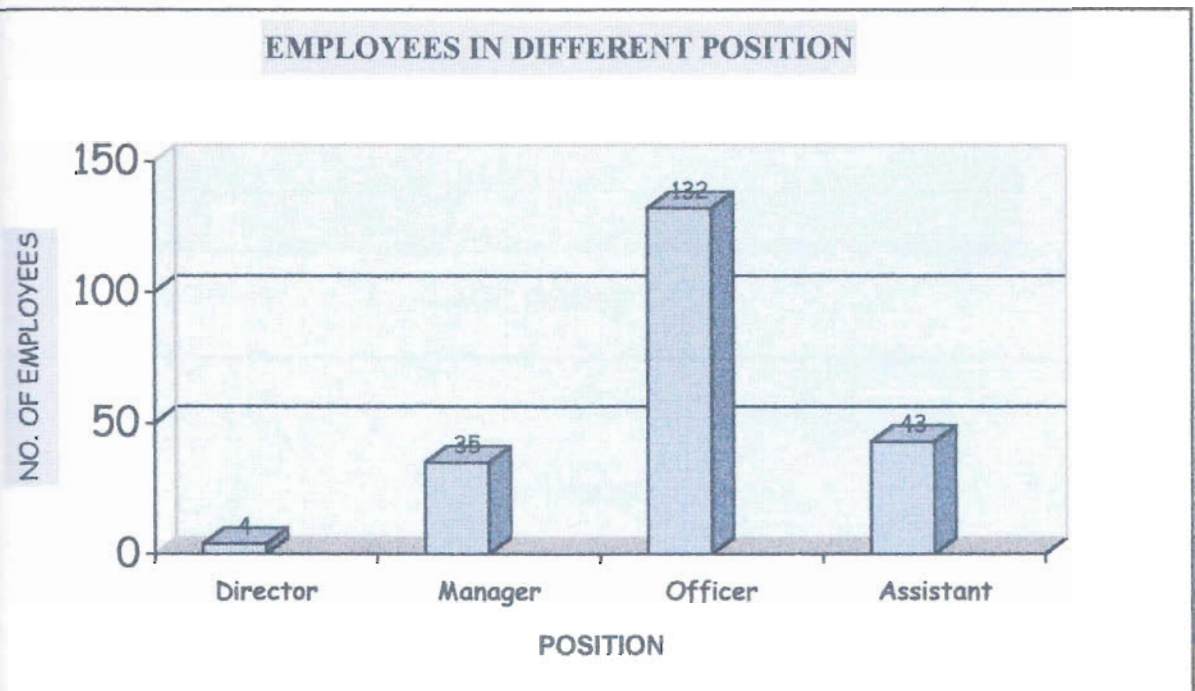


Graph 3

Employees in different positions:

Position	No.
Director	4
Manager	35
Officer	132
Assistant	43

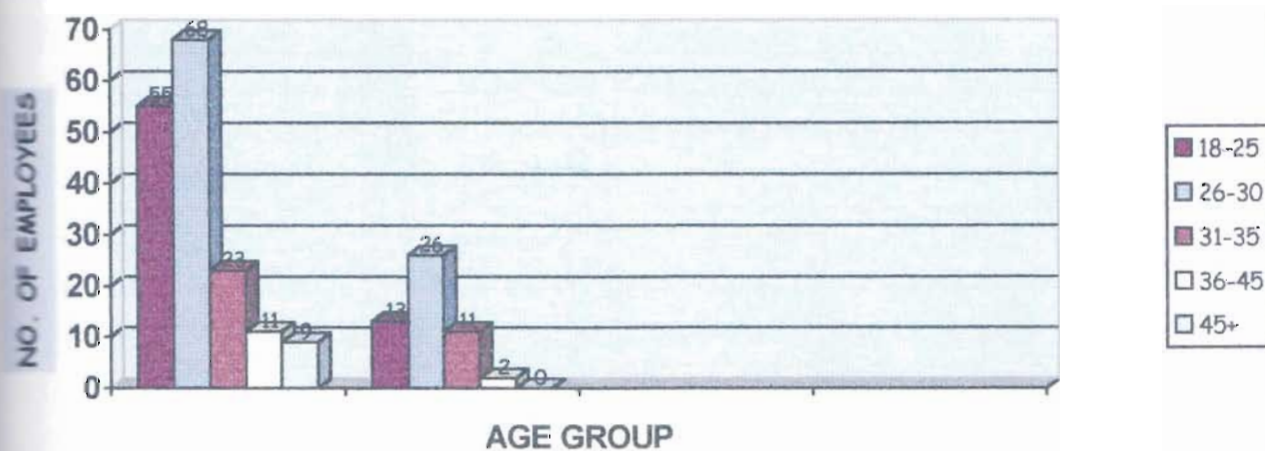
Graph-4



Employees in different age and gender:

Age group (Years)	Male	Female	Total
18-25	55	13	68
26-30	68	26	94
31-35	23	11	34
36-45	11	2	13
45+	9	0	9

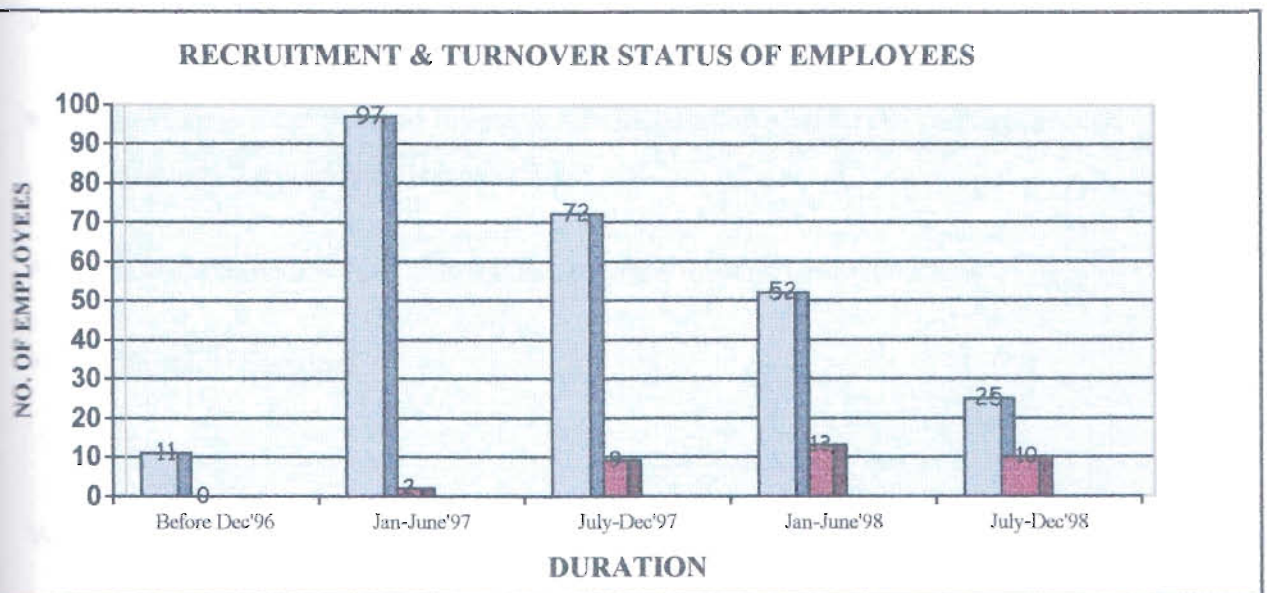
EMPLOYEES IN DIFFERENT AGE GROUPS AND GENDER



Graph-5

Recruitment and Turnover status of the employees:

	Recruitment	Turnover
Before Dec'96	11	0
Jan-June'97	97	2
July-Dec'97	72	9
Jan-June'98	52	13
July-Dec'98	25	10



Graph-6

12.0 Strength, Weakness, Opportunity and Threat of GrameenPhone

Strengths:

- Good Owner Structure.
- Availability of Backbone Network (Optical fiber).
- Financial Soundness.
- Market Leader.
- Brand Name / Grameen Image
- Skilled Human Resource.
- Largest Geographical Coverage.
- Good 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:

- Mixture of different cultures is used as an excuse not to solve problems
- Too much inside out thinking in the company.
- Different departments not working together.
- Poor interconnection with BTTB.

- Not good enough public relation
- Sometimes a tendency to be arrogant
- Complicated price structure
- Billing System can't handle sophisticated billing.
- Absence of Prepaid Offer.
- No international Roaming
- No long-term Distribution/Channel strategy.

Opportunities:

- Economic growth of Bangladesh.
- New and better interconnect agreement
- Huge need for telecom services
- Increased intentional activities in Bangladesh
- Declining prices for handsets
- Future privatization of the fixed network
- New international gateway
- Demand for inter-city communication
- Growth in other operator will give more connection.

Threats:

- More rigid government regulations.
- More influence of competitors on the fixed network
- Change of government might lead to competitors having more clout
- Devaluation of Taka
- National catastrophes.
- Sabotage of installation.
- Non-co-operation of government and fixed PSTN (Public Service Telephone Network).
- Risk of fire in GP's Installations.
- Price war.
- Non-availability of funds.
- BTTB has limited capacity for interconnections.

13.0 Competitive Environment

GrameenPhone is to compete mainly with three other mobile operators. Of them Pacific Bangladesh (City Cell) uses the analogue AMPS system while AKTEL and Sheba Telecom are competing with same technology (GSM) as GrameenPhone. The competitive environment that GrameenPhone is placed into is shown in the following tables: (this part is taken from a report prepared by marketing department of GrameenPhone)

Operator	Technology	Date of Launching	Ownership	Equipment Supplier	No.of Subscribers (Approx. in 1998)
City Cell	AMPS CDMA(yet to be started)	Aug-93	50%-pacific Group 50%-Far EastTelecom	Motorola	14,000
Grameen Phone	GSM	Apr-97	51%- Telenor 35%-Grameen Telecom 9.5%Marubeni 4.5%- Gonofone	Ericsson	30,000
AKTEL	GSM	NOV-97	60%-Telcom Malaysia	Alkatel	12000
Sheba Telecom	GMS	September -98	50%-TRI (Malaysia) 50%-ISL (Bangladesh)	N/A	1500

14.0 Market share of different Mobile operators:

Market Share	Percentage
Grameen	55%
City cell	15%
Aktel	23%
Sheba	7%

Different strategy and slogan of different Mobile operators:

	Strategy	Slogan
City Cell	Proven dependability I will be there
AKTEL	Modernity	One step ahead
Sheba	(Not available)	(Not available)
GrameenPhone	Communication for everybody	In the hands of people...



Present Coverage Area of GP

Present Coverage Area of GP

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

15.0 Conclusion

One of the strongest sides of GrameenPhone is its customer's service and relationship. The biggest strength of GrameenPhone is customer support satisfaction. Almost each unit of this company operated so well that it turned out to be a big hit. This profit maximizing company is also capturing 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. Analyze the market situation, and marketing research, and then go for advertising campaign. They should hold the image and the craze of their current target audience. They should also reengineer their infrastructure of their management department and support them through some managerial tactics. They need to monitor and evaluate their overall performance continuously in order to get positive feedback. GP has to continuously monitor and control marketing activities in order to cope up with the changing situation. Such type of control sections includes a number of guidelines that management would take in response to specific adverse developments, such as price wars. The purpose of this is to encourage managers to think about difficulties that might lie ahead. If the forecast is achieved by 2002, and GrameenPhone starts generating profit from 2003, then there is no looking back for GrameenPhone Ltd. and undoubtedly GrameenPhone can become a successful business company.

PROJECT PART

16.0 Project Part -Grameen services & Customer Expectations.

16.1 Background:

As a mandatory requirement of the Bachelor of the Business Administration BBA (MIS) program under School of Business at East West University this report entitled - "Reduce the Gap Between Grameen Services and Customer Expectations and the whole research is based on the Hotline 123 of GrameenPhone Ltd." - is completed during the three month long internship program at the Customer Relation Department in Grameen Phone Ltd. The purposes of this report cognates the internship purpose. The internship objective was to gather practical knowledge and experiencing the corporate working environment with the close proximity to the business firm and the experts who are leading and making strategic decisions to enhance the growth. I enthusiastically went through the Company and collect the information in details from various primary and secondary sources.

The findings are based on primary data collected from in-depth observation and personal interviews, annual reports, newsletters etc. I tried to crystallize the objectives, purpose, scope, methodology, limitations, literature review, findings and its analysis and also GrameenPhone's responses in the project part. In the project part I have included my observations of the company from 1st of July to 15th of July and 1st of August to 15th of August. This report is contemplating the knowledge and experience accumulated from internship program. With the set guidelines and proposal by the School of Business of East West University and with the kind advise of both the Organization and Internship Supervisor this report comprise of an organization part and a project part.

16.2 Problem Statement:

The whole research is based on hotline 123. Image Center is committed to provide efficient, dedicated and reliable service to it valued subscribers. For customer's convenience it has introduced one HOTLINE services of 24 hours to handle all queries

regarding GrameenPhone's network and services. Subscriber may call any time for all complaints and queries.

1. Hotline Numbers: For General services # 123

16.3 Objectives:

A main objective is to provide the better service to the customer at an attractive price.

I observed by myself in the hotline 123 by attending the direct call from customers about their complains. I have observed the hotline complains for thirty days 8hrs, everyday.

Based on that particular set of complains I have listed the major ones and analyze them deeply. GrameenPhone can also gain competitive advantage by diversifying into global industries with related distribution channels and opportunities. It should have a long-term distribution channel strategy. Apart from this telemarketing, Internet, trade advertising mailing strategies can be taken also.

The prime objectives of the project part are:

- Reduce the Gap Between Grameen services & Customer Expectations.
- To find out the problems in the services regarding hotline 123 of GrameenPhone Ltd.
- To provide simple improvement ideas.
- To pin point the scopes for further technological improvement and upgrading.
- Staffing right people in the right place in the right time.
- GrameenPhone's response in this context.

16.4 Scope:

Since Grameen Phone Ltd. is still an infant organization; it has still to go a long way to achieve its destination. To achieve the long-term goal it must take each step very carefully. Recently, Grameen Phone Ltd. has taken a massive restructure program, which if implemented properly can fulfill its dream to cover the whole Bangladesh under the Grameen Phone Ltd. network by 2003 and become a leading successful business organization.

16.5 Methodology

The first step was to get primary data from direct customer complain in the hotline123. Then I listed the complaints in different category. I made deep study of those and tried to found cause and remedy for most of them. The second step was to get secondary information through interviews with company personnel and also from company booklets, brochures annual reports, major publications, newsletters, journals etc. and

This helped in analyzing and understanding the Grameen services and customers expectation of the company's product and services, and the gaps that exist between them.

16.6 Limitations

The following limitations have been faced in preparing the report:

- The questionnaire was limited to the employees of GrameenPhone. It was not possible to communicate with the customers directly to know their perspective.
- Only a few marketing and financial data was available.
- Access to some important marketing data was denied, as Grameen Phone Ltd. is still a private limited company.
- To make the target for number of subscribers was the most difficult part of this report as no long-term plan was available on this issue.

- Also due to time shortage, details of many aspects of the services of GrameenPhone have been skipped in this report.

16.7 Sources and Methods of Data Collection

To conduct the project the following sources have been used:

Primary Information: The primary source of information is based on the customer call to hotline 123 during a one-month period. It is also based on the interviews of the different departmental heads of Grameen Phone Ltd.

Secondary Information: The secondary source of information is based on some publications, brochures published by Grameen Phone Ltd. The departmental documents were consulted thoroughly.

16.8 Benefits of the Study

The project part is based on the findings and analysis gather from the hotline 123. This is to understand how GrameenPhone can bridge the gap between their service level and customer expectation. To justify the accuracy of the selected problems I have shown enough graphs charts and tables in the body of the report that strongly support my findings and analysis. I hope that this report will be helpful for the business students as well as individuals who have interest in the marketing of telecommunication services of a multinational joint ventures like – GrameenPhone.

17.0 Literature review

It's an understatement to say that the customer plays a vital role in today's economy. Governments, Fortune 500 companies, monopolies, and mom-and-pop stores all trumpet the importance of the customer. Unfortunately, not many customers are made to feel they are very important. In a pinch, they'd rather switch suppliers than fight. The few organizations that do understand and appeal to what customer's value, however, are thriving, with growing profitable businesses and, in the case of government agencies, satisfied taxpayers. Organizations know that they must attract, develop, and retain profitable customers. The majority, however, do not know enough about how to do it. The legends of customer service that are often referenced in the literature. They talked about everything that went into their customer focus initiatives why they decided to focus on customers, how they listen to customers, how they enable employees to serve customers, how they develop long-term relationships with customers, and how they measure results and maintain momentum. Customer focus involves much more than developing a good customer service program and measuring customer satisfaction. In fact, there is a series of stages through which Organizations can progress to develop their initiatives.

The Customerize process in a holistic approach to Organizational growth and profitability. It integrates and reconciles every aspect of an organization - purpose, people, processes, and information to serve customers better. Nothing is left out of the process, and everything works together.

The stages or steps in the process are as follows.

Prerequisite: Obtaining Top Management Commitment. The Customerize process can begin only if top management is committed to it. It is top management that enables an Organization to focus on its customers. It leads the development of a statement of purpose centered on customers, communicates the vision constantly, and makes sure that the Organizations practices stay aligned with the vision. Most importantly, top management is a role model for the rest of the company in its own commitment to serving customers.

Stages of the Customerize Process

1. **Understanding Customers** Once top management is committed, the Organizations must discover what customer's value. What they value means more than what they think about product attributes and benefits. It means what they want, need, and expect from the seller. Another part of this stage is to examine how competitors are identifying customer values.
2. **Setting Customer Centered Strategies:** An Organizations strategy should be built around satisfying customer values but not those of every customer or prospect. It should focus first on profitable customers, making adjustments as customer profitability changes over time. Second, it should select customers who fit its service capabilities -that is, to whom it can provide individualized service and who will remain loyal.
3. **Cultivating Pro-Customer Employees and Service Programs :** The best customer centered strategy in the world is only as good as the employees' ability and desire to implement it. Organizations have to develop pro-customer employees –employees who proactively serve customers. This development takes place through staffing, communication, education, empowerment, and reward and recognition programs. Pro-customer employees are those who provide the services that customers are demanding. Today, customer service includes personalized offerings, extras, guarantees, individual attention, and abundant information about the Organization and its products and services.

4. **Retaining existing customers:** Organizations that develop good relationships with their existing customers are more likely to keep them. The steps for building good customer relationship are very similar to the steps for building good personal relationships. They include accessibility, accountability, commitment, enhancement, and positive regard.

5. **Gaining New Customers:** Acquiring a new customer can cost five times more than retaining an existing one. Therefore, when Organizations talk about gaining new customers, they often mean increasing share of wallet from existing customers. Increasing share of wallet requires knowing customers so well, usually through careful analysis of customer databases, that what they will purchase and when can be predicted. This information is also used to selectively target new customers who will be profitable, benefit from the Organizations services, and fit the profile of a loyal customer.

6. **Using technology and Measurement Systems:** In each stage of the Customerize process, information technology is used to enable and deliver customer service. Examples include database-marketing, computer –integrated telephony, and the most –talked –about service technology the customer information system. Measurement also takes place at each stage in the process. Top Organizations understand the interrelationships among financial performance, market position, product or service quality, employee satisfaction and retention, and the all –important customer satisfaction and retention measurements.

In today's information age, Organizations do not have the luxury of time and investment to learn only from their own experience. Global competitors are more numerous, bigger, and faster; and customers are more demanding. To survive, the intelligent Organization must continually learn from customers, competitors, and successful practitioners everywhere in the market place.

Reasons for initiating customer focus

Improve competitive position ----- 71%

It used to be possible for an Organization to establish and maintain a competitive advantage by offering superior products, prices, or quality. Although there will always be a few product or price leaders in every industry, top-quality, fully featured products at low prices are considered table stakes these days. Today, customers have shifted the battleground to providing superlative customer service – something that can't be duplicated easily.

Retain And Attract Customers ----- 66%

Our goal was to increase market share, and to do that we had to have better service. Customer satisfaction levels and renewals were still very high, but it became clear that we really had to break out of that mold to increase share. Business as usual was simply not good enough; our level of service had to go up a notch. Manufacturers focused on building brand equity to distinguish their products from the thousands of others on the marketplace.

Today, advances in technology have made it both possible and practical to reestablish the types of customer relationships that existed prior to the Industrial Revolution. Companies now have the capability to gather, analyze, and use information in order to better know and serve their customers individually. They are relearning the ancient traditions of respect and friendship for customers, but this time they are able to apply them to many more customers in a fast-paced marketplace.

Increase profits ----- 30%

Putting the focus on customers leads to increased profits. Companies that know what and when to sell to existing customers can sell more often at a price premium. Satisfied existing customers also refer new customers, who cost less to recruit and are more likely to buy. And when a company focuses on the things that matter to customers, its costs decline as unnecessary and inefficient operations are stripped away. At time when many companies have tried and failed to downsize, right size, or reengineer themselves to increased growth and profitability, customer retention may be the better way.

Correct Service Weaknesses ----- 21%

Complacency, arrogance, or ignorance can cause companies to lose sight of why they are in business –to serve customers. Surprisingly, it is sometimes the most successful companies that lose touch with their customers, and they find this out only when growth starts to slow. Customer service used to be a skirmish between striving to keep a lid on service and support costs, and customers who wanted as freer support as they could get. The service level was right when customers were “sullen but not rebellious.” Unfortunately, this attitude toward service caused customers to leave us. This forced us to take a closer look at our customer service operations and to make changes.

Meet changing customer demands ----- 15%

Today, customers are more knowledgeable and demanding than they were even a decade ago. They make better –informed purchase decisions and spend their dollars wisely. Because they assume that quality will be built into every product they purchase, they gave very little patience for shoddy workmanship. With more choices available, they have no patience for unsubstantiated high prices.

Company mission is to develop one knowledgeable and empowered employee, one service contact, and one satisfied customer. Few tips for the company to motivate the employee and customers-

Communicate the vision

World –class service providers have vision statements that are focused externally –on customers and competitors. They talk about providing “100 percent customer satisfaction, 100 per cent of the time.” One company had a goal to be the “ best service provider in its industry,” then changed its goal to becoming the “ best in service provision period.” Another company stressed the linkage between customer satisfaction and empowered employees in its mission statement.

Be A Role Model

Top management must act as a role model and show by their actions that they are listening and responding to the concerns of customers and employees alike. Customers and employees believe what they see. Often, and unusual show of commitment makes the longest-lasting impression.

Lead by enabling employees

Top management must not only establish the organization’s customer –focused vision and act as a role model; they must lead and motivate all employees to realize that vision. In a fast-paced, uncertain world, the need for strong leadership has never been greater. It is no longer enough for executives merely to preside over their organization; they must lead and guide them. This leadership, however, must be more than visionary and more than the old-fashioned command type. A leader may have a quite impressive ability to command respect and deference, give orders, and ensure that those orders are carried out. But in today’s complex organizations empowering people with ideas and information mobilize human energy, not by telling them what to do. This is known as enabling leadership. Enabling leadership is absolutely necessary in an environment where all employees are expected to act on behalf of customers. Enabling leadership is based on company values.

Once top management is committed to building an organization that serves customers, the next stage of the Customerize process is to learn what customers need and value.

Customer needs and values should influence every aspect of the organization: strategy, employee staffing and performance, product and service development, sales and marketing programs, operational procedures, and information and measurement systems. Listening

The customer is a very important thing. How can we listen to our customer and satisfy our customer? It is described in the following-

Listen

The first step in understanding customers is to listen to them. A company needs to hear what its customers are saying about its people, products, services and vision. To find out what customers really think, some companies let the customers themselves develop the questions they want to be asked. This way a company can learn what is truly bothering or delighting them and hence what is truly important to them. No matter how it's done, however, listening to customers must be an ongoing process, and the results must be communicated and put into use throughout the organization.

Organizations need many different kinds of information about their customers. Obviously, they want to know what customers think about them, their products, and their competitors, but they also need to know about the personal lives of their customers. This information helps them develop meaningful products and services.

Listen To All Customers

Organizations need to listen to all their customers: satisfied, dissatisfied, neutral, and prospective. As one company executive said, "Talking to satisfied customers is like talking to myself"- unless, of course, the satisfied customer is also using a competitor's product or service. This comparison can be very enlightening. Dissatisfied or departed customers can also provide tremendous insight into customer values that aren't or weren't satisfied. Listening to these customers can be more difficult because the values and ideas they mention are often ones that a company has never considered.

Finally, it is important for organization to listen to people who have yet to try their products and services. These individuals can test whether the company's customer values still make sense.

Listen To Employees

Listening to what employees say customers are telling them is just as important as listening to customers themselves. It serves two purposes. One is to obtain input from those closest to customers. The second is to show respect for employees' opinions, thereby increasing their motivation to serve customers well.

Employees are also encouraged to listen to those people at the customer site with whom they don't normally meet. This company put its sales representatives in closer touch with its customers' executives.

Listening Techniques

Most companies already have traditional listening systems satisfaction surveys and customer research-in place. Almost half of our participants have also recognized the importance of customer database.

Figure-3-2 Customer Listening Techniques

Customer satisfaction Surveys/input	91%
Employee satisfaction Surveys/input	81%
Customer Research	70%
Customer Databases	48%
Customer Service centers	21%
Service quality measures	14%
Customer meetings	14%

The major trend among our research participants is to improve their customer listening systems, even the broad-based ones, so that they can gather and analyze individual customer data on a continual basis. Consumers' needs change frequently, and customer listening systems have to be capable of reporting the details.

Customer service centers are where employees deal frequently with many different types of customers. There, too, prospective customers are mined for detailed information.

Analyze The Input

After asking, listening, and teaming with customers, an organization must analyze what customers have said. Too often the analysis stage is overlooked. Either the data are scattered throughout the organization, or no one has clear responsibility for analyzing it, or both. Sometimes technology can provide a solution. Once information is brought together and analyzed, the organization must make sense of it and do something about it. One organization recommended cross-functional customer review boards as a way to alert the rest of the company to its customers' needs and to improve performance. The review board members typically come from sales, marketing, manufacturing, engineering, and customer service.

Listening to customers and studying the output provide organizations with a base to set strategies for aligning themselves with customer values. Strategies should address questions such as, "Who are my customers?" "What customers do I want?" and "What business do I want to be in?"

Gathering The Necessary Ingredients

One way to make sure that a company's strategy is absolutely customer-focused is to involve customers and employees in its creation. Doing so will help the strategy meet customer objectives, and employees will be able to implement it. One company achieves this synthesis by inviting customers, employees, and members of its board of directors to review its plan.

In addition to customer and employee input, companies examine what their competitors or other best in class companies are doing. Competitive analysis can give insight into competitors' strategies, capabilities, strengths and weaknesses, culture, and personality. It provides a thorough understanding of what competitors are trying to accomplish, how they will do it, how likely they are to be successful, and how they will respond to changes in the marketplace and their own competitors' moves.

Strategy Becomes Culture

To be successful, a customer-centered strategy has to become part of an organization's culture. It cannot be merely written on a piece of paper. It has to become second nature to all employees, who will then improve upon it by learning from each other, their customers, competitors, and the general business environment. Organizations warn against underestimating the amount of time and effort required to make serving customers a part of an organization's culture.

A company can't stop its commitment to its customers. It can't start a campaign, do it, see that it works, and then move on to something else. Six months later the problems will be back again. It has to be an ongoing responsibility. Part of that responsibility involves actively planning to reenergize, revitalize, and relaunch the program.

Target The Profitable

Discussions about a customer-centered strategy usually lead at some point to a reanalysis of a company's customer base. Once a company has examined who its customers are, it starts to think about who it wants its customers to be. Once research participant has found that it is easier to implement a strategy that has clearly defined target customer groups.

Most companies have a typical bell-shaped curve of customers: a few unprofitable or very profitable customers, and the majority barely or moderately profitable. The goal is to increase the number of profitable customers.

Although customer profitability is harder to determine than product or departmental profitability, it can be done. One company, an office supply store, realized that companies with fewer than fifty employees were its most profitable customers. Larger companies were less profitable because they had greater service requirements, which were better suited to the large mail-order supply houses.

For their profitable customers, companies are willing to do more, not only because of the customers' profitability but also because the customers will likely make valuable referrals. Some companies make a special point of focusing on their referral sources, treating them as a target group.

A customer's profitability should also be assessed over that customer's lifetime. The sources of profit include not only the original sales of related products, indirect revenue from referrals, and lower costs associated with serving familiar customers.

Profitability changes over a customer's lifetime; therefore, companies need to know just how profitable a customer is, or will become, in order to decide which customers they want to acquire, develop, and retain. A bank looked at the changing profitability of one large target group.

Segmentation Strategies

Traditionally, segmentation strategies have categorized customers according to demographic characteristics or class of trade. More and more, though, companies are conducting needs-based segmentation. Such segmentation addresses customers' demands for service and personal attention. In some cases, segments are being "humanized," becoming almost personality types.

Some organizations specifically target customers with whom they can develop lifelong partnerships. These customers act as sounding boards for new ideas and strategies. They are selected based on more than volume and margin calculations. They typically feel strongly about the value offered by the company, they buy at regular prices, and they refer other customers. They are also willing to discuss their future requirements and participate in a partnership. Although segmentation can help organizations understand their customers

and develop appropriate products and marketing programs, the ideal segmentation program is invisible to the customer. People like, rather demand, to be treated as individuals. For customers, the only relevant segmentation strategy is the “segment of one.”

Top companies often combine all these segmentation strategies to create a new, more powerful, cost-effective approach to targeting customers. Called multidimensional segmentation, it combines attitudinal segmentation with demographic and behavioral research to identify target groups, where they are, and how to reach them.

Test The Strategy

Once companies know who their customers are and what they value, they can decide on their strategy. Some companies change their strategies significantly as a result. The research participants recommend testing the strategy in a small part of the organization before implementing it fully. This approach will confirm the adequacy for the strategy while saving time and money in the long run.

The best customer-centered strategy in the world is only as good as the employees’ ability and desire to implement it. Employees are key players; they manage the moments of truth with customers. They are also responsible for developing long-term customer relationships. A company that was, until recently, a monopoly made this linkage the centerpiece of its efforts to become a customer-focused organization in a company.

People Who Like People

The steps taken to develop employees are much the same as those taken to develop customers. The first step is to hire the right employees.

Organizations want employees who have a propensity to serve—that is, people who genuinely like people. Some organizations rely on personality questionnaires or psychological profiles to find them. One company uses a long-term hiring approach to find employees best suited for customer contact positions.

Get The Word Out

Employees need to be told about the organization's commitment to customers and how they are expected to fulfill it. Their motivation comes, in part, from understanding the organization's purpose, business, and position in the marketplace. They need to hear about management's commitment to customers, and they need to hear what customers think about it.

Glossy image brochures and newsletters, although they are still used, have increasingly been supplanted by communication methods that appeal to the MTV generation: videos, voice mail, pop-up computer screen messages, and TV call in shows hosted by senior business executives. These venues provide management with the opportunity to update employees daily on customer satisfaction and financial goals.

The electronic media satisfy another requirement of employee communications: keeping employees as informed as customers. Industries as diverse as financial services and utilities know they must keep their employees one step ahead of the media. This example comes from a mutual fund company.

Reinforce The Customer Commitment

Organizations are changing constantly: New management teams form; new employees are hired, and new opportunities and threats arise in the marketplace. Under changing circumstances, it's easy for employees to forget about a company's commitment to serving its customers. Our research participants advise that management hold regular meetings with employees to keep their commitment to customers alive and uppermost in their minds. One company recommends one-on-one meetings between individual employees and senior management members.

18.0 Findings

Observation HOTLINE – 123

I observed the hotline service during 1st of July- 15th of July 2000 and attended direct customer complains. The major problems are listed below.

Date: 1st of July – 15th of July.

Problems:

1. No Network (mobile set is out of the coverage area).
2. Prepaid service Problem.
3. 555 problems.
4. Advance charge of monthly rate.
5. Cross problem.
6. Sim card problem,
7. Set problem.
8. Cannot understand the set feature or function.
9. Courier problem.
10. Prepaid card security code lost.
11. Bank problem. (Problems with bank clearance)
12. Billing problem.
13. Govt. royalty fee& License fee problem.
14. Coverage problem.

15. International channel Busy.
16. One-way communication.
17. No call.
18. Mobile cannot be reached.
19. Queries about dengue fever.
20. What is the rate per minute of dengue fever?

Observation Hotline – 123

I observed the hotline service during 1st of August – 15th of August. 2000 and attended direct customer problems. The major problems are listed below.

Date: 1st of August – 15th of August.

Problems:

1. Queries about BTTB Phone.
2. International roaming.
3. How we get the service of international roaming?
4. What is the charge of international roaming?
5. Prepaid problem solved.
6. Uneducated customer.
7. Barring unbarring problem.
8. Voice mail problem. (Customer)
9. SMS problem.
10. No SMS service for prepaid. (But they can received.)
11. Complain against Employees for the false information.
12. Using reference to solve the problem. (Mainly, when phone BAR)
13. Duplicate paper Issue.
14. Drop call.
15. Signal disappearing.

16. Call mute.
17. Need more manpower in activation. (Skilled)
18. Back up sound.
19. Queries about Latest news update.
20. Queries about **Channel i** program.

19.0 ANALYSIS OF THE PROJECT'S PROBLEM PART

19.1 ANALYSIS #1

BASED on findings what is the main cause of that problem. Here is a deep analysis for that particular problem-

Date: 1st of July – 15th of July.

1. No network: Maximum time customer complains that when he/she dialing the number to another mobile number, then the set display that there is No-Network or no connection. The set itself can display no connection but it cannot display No-Network. It can display Network busy. If the particular mobile set is out of the coverage area then there will be No-Network or Network position will be weaker. In the display monitor of the set, left side – there is a network display. 1 – 4 slot.

1 ----- Lowest.

2 ----- Lowest----- middle

3 ----- Middle ----- Upper.

4 -----Upper level. (Full)

Sometimes some base station down. Due to that cause mobile phone cannot work on that area and display the lowest network or shows no network.

2. Prepaid service problem: Serious problem occur in July 1st to end of July to Prepaid service phone. Main problem is too much subscriber but too short channel. The channel can give the support up to 4000-5000 subscribers, but unfortunately subscriber is 15,000. The switch cannot take load of huge subscribers. For that, congestions come, cannot connect to 555 to change the prepaid card. When subscriber dial from prepaid to 555 – the operator asked for the security code, please, give yours security Code. When subscribers press the 12-digit security code in the mobile, the operator said it is rejected, or please again insert it of some one use yours card. Actually switch cannot take load.

3. 555 Problem: In the prepaid service phone subscribers have to dial 555 to charge the card. There is a 12-digit security code card sold in the sales outlet, agent and Grameen Phone info office. Some subscribers, sometimes they don't buy prepaid card. They are trying is the 555 and take a chance to charge the card, trial & error basis. Sometimes subscribers cannot connect 555 due to congestions or they are not in the coverage area that's why they cannot connect to 555. When subscribers charge the card finally, they can hear the amount in 566. From 566 – The operator said that how much money your have in yours own account to operate the mobile phone. Subscriber cannot understand the technical problem. GrameenPhone base stations sometimes down, So the mobile cannot work in that & area for a Particular time.

4. Advance charge of monthly rate: When customers by a new GP GP regular or GP GP national Phone, The monthly access fee taken advance. Monthly Access fee is 250. It customer takes the GPGP regular – 62 or 63 series number in the middle of the month. Like 15th of July. Actually the bill cycle of GPGP regular series is on 6th of every month. So, in the first month subscribers have to pay the advance monthly rate 250/only. From – 15th – 6th also subscriber have to pay approximately 8tk per day. That means – for 20 days the amount will become 160 Tk. It will be added in the monthly access fee. The whole amount will be come in the monthly access fee is $250 + 160 = 410$ in the first month. It is a big problem for some customers. Because they know monthly access fee is 250. From the point of sales they don't tell to the customer about this. So, CRD (customer relation

division) have to face this pressure. This is very much problem for the customers & also employees.

5. Cross problem: When subscribers dial to another mobile number, it connects another person's mobile number. Then subscribers call our hotline 123 and want to know what happen. It can be happened when the phone in diverted to another mobile. It is very rare case to find a cross in the mobile phone. Sometimes it can be happening, when the base station is down or switch down or cell down. Mainly there are technical problem in the switches. The customers don't want to wait they just want instant solution. Sometimes, we cannot give instant solution for the particular problem. If the phone is diverted then we can give the solution. They have to cancel the divert option by formula. If it is a technical problem then we cannot give instant solution, we have to collect the phone number, then contact with switch and technical division to solve that problem.

6. Sim problem: There is a Sim card in every mobile phone. Sim card is the heart of every mobile phone. When customers get the mobile phone, he/she also gets the Sim card. There is a PIN & PUK (Personal Unblocking Key) number. When the mobile phone is activated then customer can apply PIN number (Personnel Identification number). (4-digit number)

If the pin number is not correct, then the customer cannot open the mobile phone. They cannot use it. Sim card can take, only error free pin number. If the Pin code is error then Sim card cannot take it. Customers can try maximum (10- times) to unlock pin number. After that the Sim card will be damaged. That Sim card cannot be used to another mobile phone. Sometimes the set display that Sim error, or unregistered Sim card. Most of the customers don't know that the Sim card can take maximum (10 times) error free pin number. Other wise Sim card will be damaged.

7. Set problem: There are many companies who produce many sets. Some times particular Sim card cannot work in the particular phone set. Another Sim card work in that phone set. Maximum customers query is that his/her set does not working. First, we have to identify that why it is not working. Customers have to exchange Sim card & activated to another mobile set. If it is worked then the Sim card is ok. If it is not worked then the Sim card is not ok. If customers are using one particular Sim card to that particular set, they have to take another Sim card to check the set is ok or not. If another Sim card is working then set is ok. If another Sim card is not working, then set is not ok. Customers have to go to the service center. Particular set has the particular service center. These are the queries from customer, what customers don't know about this. Maximum time they are calling to hotline-123 and said that set is not working. It is very difficult for customer to collect a Sim card and test in their own mobile set.

8. Cannot understand the set feature or function: Customer cannot understand the set feature or function because they are uneducated. Sometimes educated people don't know the feature of his/her set. Because this is very much technical. Those who are use the particular set like – Nokia5110 he/she not knows every features of that set. GrameenPhone employees have to show the feature of the set to that customer face to face. Other wise customer cannot understand the feature of that set. Customers have to accustom to that set by using that feature regularly. Exm- One customer, he is calling from Mongla. He has a Nokia-3210 model set. He wants too louder his set volume but he doesn't know how to loud the volume. Personally I am trying for half an hour by phone, but he cannot understand what I am saying. He has a manual book. But he cannot understand that one. Last of all he have to go to the Khulna Information office to know the set feature and to loud the volume. This is very much problem for the customer, he have to go to Khulna office only for loud the volume of the set. This cause arises because he is not accustomed with that mobile phone.

9. Courier problem: sometimes customer complains against the courier service. The courier service takes the phone bill of a customer. And customers get this phone bill from courier. But sometime couriers don't give the customer this phone bill. Actually Grameen phone send the bill through courier. If the customers not get the bill copy they are calling to hotline – 123 and inform that they are not yet received the bill or courier want money to return the bill. This type of problem we are facing but not in high volume. Sometimes customer address in not correct, that's why they don't get the bill copy. In the past GrameenPhone take the necessary steps against courier on the basis of complain. Still now they are taking action against those courier services who are fraud and misguided the customers.

10. Prepaid card security code lost: There is a 12-digit security code in the prepaid card. Customers have to buy the prepaid card and punch that 12-digit security code in the mobile set. Then the card will be charged. There is a sticker on that number. Customers have to smoothly scratch that card by the hand thing-such as-coin pen cap etc. Sometimes customer cannot handle smoothly. For that, reason the digit number in not clear. So, the customer cannot get any replacement for that card because GrameenPhone have no other security number against that card. So, customer cannot get their money back. This is very much painful for the customer. The card security digit number GrameenPhone cannot recover. Since, only the customer only knows the security number. This loss goes straightly to the customer. Sometimes customers were very angry to hear this. This in very difficult to cum down the customer about this problem. Actually we don't have the security code. This is a unique number. Only customer can buy this card and only he/she actually know the number by scratching the card. (This card number is upon).

11. Banking problem: When customer posted their bill with bill's copy, to the bank, he bank send that information not very quickly. Customer can give bill in two ways No-1- He/she can post the bill by collecting the payment slip from the bank. These customers have to write down Acct Id number bill amount.

No – 2- by the bill copy of GrameenPhone, Customers can pay the bill in the following banks-

1. City Bank
2. IFIC Bank
3. Southeast Bank
4. AmEx Bank
5. Islami Bank

Sometimes, customer paid this amount into wrong Account number. Then it will be a hassle for that customer. Again he/she has to go to the bank and inform that to the bank manager. Then inform this to GrameenPhone by the bank's letterhead paper. The main problem is that the Bank informs the posting amount after 3 to 7 days later to GrameenPhone. Customers sometimes don't know the process how to pay the bill? They are always calling to the hotline to know the payment procedure of the bill. We have to educate our customer every time.

12. Billing problem: Many customers don't actually know the billing procedure of mobile phones. Because GrameenPhone has many packages and rates are different for outgoing and incoming call charges. GrameenPhone do not send any information to their valuable customer about their packages and rates. Customer always calls to 123 hotline to know the rate per minute of the particular packages (outgoing & Incoming both). Some customers buy the mobile phone without knowing the rate per minute or any other particulars. They purchase mobile phone but they cannot maintain the expenses. At the end of the month when the bill comes to the hand of the customer most of them cannot pay timely because they don't have enough money. They have the purchasing power but they don't have the maintenance power.

13. Govt. Royalty fee & license fee: GrameenPhone have two types of phone connection. That is

1. Post paid.
2. Pre-paid.

In the postpaid phone – customer has to pay Govt. Royalty fee & License fee annually.

In the prepaid phone- still now customers don't pay the Govt. Royalty fee & License fee.

But GrameenPhone imposes this Govt. Royalty & license fee as soon as possible to the prepaid phone. Customers are always calling to hotline- 123 and they are always told that they

don't want to give the govt. royalty fee. Customer don't understand why impose this ruler to the mobile phone. The total charge is 1,100 (here 1000 is Govt. Royalty fee and 100 is Govt. license fee).

But Govt. takes the whole amount. Every postpaid subscriber has to pay annually this amount. When customer got the new mobile phone. In the second month they have to pay the Govt. Royalty fee & license fee. There are many cause behind this, the main cause is:- some customers take a new phone & after a few months they sell it to another person. That of why the change goes to that new customer. The new customer did not know anything. Even though he actually used the phone for a few months he is compelled to pay for the royalty and license fee for the whole year. GrameenPhone employees always try their best to satisfy their customers. When they don't understand this employees try their best to inform about these things.

14. Coverage problem: Every time subscribes call to hotline-123 & they said that they are not able to dial any where from mobile to mobile or mobile to ISD or mobile to NWD or Mobile to BTTB. Subscriber don't want to hear anything, they want service first. Sometimes, customers are not in the right place like where they are now there is no coverage for GrameenPhone. So, the mobile cannot be work or cannot be reached on that particular area. Subscribers don't understand this problem. Once they got the phone, they think that they can dial anywhere they can. This happens only when we found the uneducated customer. We need to educate our customers in every time and every place. There is also one problem that is technical problem. Some times our base station is down. So, in that area the mobile cannot get coverage for a particular time. The coverage is there but it is not working due to technical problem. GrameenPhone have not the maximum coverage in Bangladesh, but most of the customers think that we have the maximum coverage. Few subscribers use antenna to catch the frequency. Those who are using antenna they are out of coverage area. But they are using mobile phone by the help of powerful Antenna. Those who are using antenna we don't have anything to say that customer. Because, it is at their own risk to use mobile with the Antenna. They are always calling hotline 123 and speak rudely to the employees.

15. International channel Busy: In Friday & Saturday standard series subscriber calling to hotline – 123 and told that they cannot dial to international call. In Friday maximum customer calling International call, that's why customer cannot get easy access to international call. We have a limited channel & maximum time international call is busy on Friday & Saturday. Customer are calling again & again and doing rough behave with the employees. Actually we cannot satisfy 100% customer at a time. We have a minimum channel & ISD LINE is busy every time. GrameenPhone subscribers are trying to call Saudi Arabia & Qatar in Friday & Saturday. Saudi Arabia channel is very busy on that day because maximum GrameenPhone subscribes are trying to Saudi Arabia. GrameenPhone face this problem many times and now a day it is becoming extremely difficult to handle the load.

16. One way communication: For this problem the communication becomes one way. Customers don't want to hear anything regarding this matter. This is, because of some internal problems.

Code: OWS

Reasons:

1. If trunk is not working properly.
2. Base station down.
3. Problems in the Mobile set.
4. Very bad coverage in that area.

Customers have to understand this problem. For this, GP need educated customers but unfortunately they don't get this. This is a network related problem.

17. No call: This is also a network related problem. The network is all right but user Cannot make any call or receive any call though Mobile receives signal from the base Stations.

Code: NC

Reasons

1. The main cause of this is trunk is not working properly.
2. Problem in Mobile set.
3. Out of coverage area.

18. Mobile cannot be reached: Mobile cannot be reached while the mobile set is on and in the service area.

Code: MCN

Reasons

1. Problem in the subscriptions
2. Location updating failure.
3. Problem in Mobile set.

This is very much technical problem. Customers have to wait for some time.

19. Queries about dengue fever: Recently GP update news about dengue fever. What is the disadvantage of dengue fever, how it spread, everything you can hear from the mobile phone. You have to press 111. Then the recorded message will say detail dengue. Subscribers want to know eagerly about this matter. Many people died in Bangladesh by

the insect which carry virus of dengue. Most of the people of Bangladesh are uneducated; they don't know the effect of dengue. It is very helpful information towards uneducated people. Subscribers are every happy and they are becoming very conscious through GP'S innovative idea.

20. Dengue fever (Rate per minute): Though it is very helpful for the people but GP is charging for that service Rate per minute is 1 Tk. Many subscribers complain against this. But GP is very much professional. I think they can be more liberal for the greater interest of public health.

19.2 ANALYSIS #2

BASED on findings what is the main cause of that problem. Here is a deep analysis for that particular problem-

Date: 1st of August – 15th of August.

1. Queries about BTTB phone: Customer always wants BTTB incoming and outgoing phone. They always calling to hotline 123 and want BTTB incoming and outgoing phones. In present GrameenPhone has no offer regarding the BTTB connection. Customer can get only mobile-to-mobile connection. Actually GrameenPhone cannot provide BTTB connection right now Because of the lacking of BTTB channels. If GrameenPhone can purchase more channels from BTTB then they can provide customer BTTB incoming and outgoing connection. A person wants to communicate with the land phone, which BTTB has. Maximum people have the BTTB phones in Bangladesh. It is cheaper. Mainly in the business side it will be very much help for the customers. In Bangladesh most of the people are poor. They cannot maintain a mobile phone. But those who are maintain the mobile phones they need BTTB connection mobile phone. Customer's queries are that, when GrameenPhone will release the BTTB connection phone. Still now they have no offer regarding BTTB but hope so they will release BTTB connection in December 2000 if they got the channels from Bangladesh Telephone & Telegraph board.

2. International Roaming: Mainly those who are using ISD mobile phone they want International Roaming. GrameenPhone is providing International Roaming in 26 countries around the world. Those who are business people in Bangladesh they want this service eagerly. It is very important side for GP.

3. How we can get the international Roaming services? GrameenPhone ISD customer always calling to hotline123 and wanted to know the procedure of International Roaming. Those who are maintain ISD mobile phones, maximum people are educated. Very few people are uneducated. So in this case customer can easily understand the rules and

regulation of International Roaming. Those who are not understand this they have to come to GrameenPhone Info office to understand this procedure.

Requirement from the subscriber

Connection: GP regular with ISD

Bangladeshi National

Passport & Subscription paper

One copy Photograph

Locally issued International Credit card (NBL/American Express) with minimum six months validity.

TK 20,000 as security deposit

Foreign National

Passport

One copy photograph

Photocopy of work permit

Locally issued International credit card (NBL/ American Express) with six months validity

TK 50,000 as security deposit

Contact point

Individual customer

Info centers with all necessary papers.

4. What is the charge of international Roaming? The basic query from customer is that what is the rate per minute in the foreign countries. First, customers have to understand that he/she is using that mobile phone in Bangladesh or any other country. If subscribers is using phone in Bangladesh then they will be in GrameenPhone's coverage. Those who are using GrameenPhone and that particular customer go to other country like - Singapore then they will be in the Singapore network. Actually the Singapore telephone company will fix the rate for that particular phone. At the end of the month we can tell to our customer how much the bill is. The customers have to pay this bill in dollar amount by credit card.

For GP outgoing Roamer

GP subscriber will be charged as per Inter operator tariff such as GP roamer in Norway using Telnor Network will be charged

Airtime ----- Peak hour Nok 4.67/min off peak Nok2.33/min

If GP international roamer **receives** any call from GP Subscriber then

Local GP subscriber will pay the airtime only TK 4/min.

5. Prepaid problem solved: In the middle of July GrameenPhone face many problem regarding prepaid service phone. Subscribers cannot charge the security code to the mobile phone. In the first week of August this problem was solved. Main problem is in the switch. The switch cannot take load huge subscribers. Lastly, GrameenPhone take the necessary steps and develop the switch service. The subscribers are very happy. Now they have the confidence in GP.

6. Uneducated Customer: GrameenPhone have a 100,000 customer. Maximum customers are uneducated. GrameenPhone employees are tried there best for the subscribers. They always listen to their valuable customers. Other methods include employee reward and recognition programs, teaming between employees or with

customers, electronic or in person communication, management directives, employee meetings, listening to customer feedback, and customer service competitions among employees. In addition to competency skills, such as sales or accounting, companies also encourage employees to develop customer focus skills. A typical employee curriculum would include the following subjects:

Organization values

Customer awareness

Customer values

Listening to customers

Root cause analysis

Process management

Customer empathy

The process of educating and employee starts on the first day on the job. The best way to begin is to discuss the values of the organization with the new employee. This way he or she learns what's most important to the company and can begin to understand his or her own role there.

Typically, only a small percentage of a company's employees actually have regular direct contact with external customers. So it is particularly important to teach the other employees and awareness of their internal customers who ultimately serve external customers. Such training programs frequently use role-playing to help employees think about these customer relationships. Other companies prefer their employees to meet with customers directly, whether by phone or in person. This company's employees welcomed the opportunity to serve customers in its stores.

Once employees are sensitized to the importance of customers, they need to learn about the customers themselves. Who are they? What do they value? The organization must give them the information that will help them do their jobs. Some companies feel so strongly

about customer values that they give customer focus training precedence over product training.

Technology is playing an increasingly important role in the education process. It can ensure that all employees understand what's important to customers. Monitoring the customer calls an employee handles in another way to teach customer listening skills:

Some employees listen to calls to coach the person taking the call. They remind them to listen to what the customer is saying, and to empathize with their situation. We want to be flexible in our responses to make the solution match the customer's particular problem.

7. Barring and Unbarring problem: GrameenPhone takes the new policy that is credit policy. If the subscribers not deposit any amount against the mobile phone then the subscriber can use the mobile phone up to 1000tk. If the subscriber crosses that limit the mobile phone will automatically be barred. Some times customer was very angry. At the middle of month the phone can be barred, it depends on the usage. Subscribers have to pay the advance bill in the bank or deposit in the bank by the deposit slip (Against Acct Id). When customer paid the bill then the employee will unbar the phone. Some times employee cannot unbar the phone due to HLR problem. HLR problem is in the switch. Customer paid the bill but he/she didn't get the connection. Subscribers are getting very angry. They don't want to hear any problem. They want the connection. This is one of the major problems GP is facing. This problem is occurring when switch cannot give the support. This problem is held very short time of period.

8. Voice mail problem: GrameenPhone provides the voice mail service in the mobile phones. Rate Per minute is 4TK. Voice mail is a unique answering machine, which provides you with your own electronic mail box. It is designed to give you flexibility to receive voice messages when your phone is busy, you are out of the coverage area or you have simply switched off your mobile. You can give different greetings, which can be personal or informative to your choice for your callers everyday. Maximum time subscriber calling to hotline 123 and want to know about the voice mail. They have to

activate it by the formula. Some times this formula is not working because of the Sim card. The Sim card is not working or the voice mail is not installed. The subscribers don't want to hear anything about the problem. They want the service. Employees try their best to solve the problem. But some times few customers misbehave with the employees. Actually few customers didn't know anything about the services. So, the force straightly goes to the employees. They have to educate the customers about these services.

9. SMS problem (Short message service): This service enables you to send short message to another mobile. The messages are stored on the SIM. You will need to register with your service provider for sending message. Message service allows you to return the message to the originator with the answer "Yes", to forward a message or alter the content before it, to create a message and send it or save it for further use. Maximum Customers didn't know how to use this option. When they send the message to another mobile they have to press +88 and then the mobile number. This feature is only for the GP to GP phone. They cannot send the message to other company's mobile phone. Some times Subscribers don't want to learn and misbehaved very badly to the employee. They always complain that the SMS didn't working. It will not working when it is not installed.

10. No SMS service for prepaid (but prepaid phone can receive SMS) : Those who are using prepaid phone they cannot get the service of SMS. Subscribers cannot send SMS service to other mobile phone of GrameenPhone. Customers always calling to hotline 123 and said that they need SMS service. In present GP cannot provide this service to prepaid service phone. Prepaid subscriber can receive the SMS from GrameenPhone post paid number. This is one of the major problems that GP is facing. Every subscriber wants to use every feature of the mobile set. only GP is providing the SMS service. No other competitor is giving the SMS service. This is a positive point for GrameenPhone but they cannot provide the SMS service to their prepaid customers. It is a weak point for the GrameenPhone. Subscribers want everything in a cheaper price. So, GrameenPhone have to focus in this area.

11. Complain against employees for the false information: GrameenPhone always try their best to provide the solid and true information regarding any problem. Some times employees are providing false information because they don't know the actual information regarding of particular problem. It is not the fault of GrameenPhone employees. Some times few employees do not want to learn. Some how they are not getting interested about their job. They are not satisfied with their job. Managers are always trying to motivate employees. Day to day new technology comes and GP is implementing those new strategy and new policy. Eveready the new information comes and employees have to adopt that new information. Some times customers complain against few employees that, they don't get any service or they got false information about the particular problem. Sometimes it is the fault of employees and also sometimes it is the fault of customers. Few subscribers do not understand what the employees said. GrameenPhone employees need training because day to day the GP is updating. Actually the technology is updating. So employees have to cope up with that situation. It is also one of the major problems. GrameenPhone must concentrate in this area because employees are directly deal with the subscriber. If the employees get the uptodate information then subscriber get the actual information. So, GP have to train their employees and made skilled. Skilled employees are the assets of any company.

12. Using reference to solve the problem (when phone is disconnected or bar): Very few subscribers are very arrogant when there phone is Bar or Disconnected. They try to get the connection by the reference. Mainly, when their phone is bar. If it is happen sometimes employees are demotivated about their job and also their job responsibilities. Every Customer is same for the employees. Employees are giving same service to every customer. But sometimes very few customers take the advantage from the GrameenPhone. It is not a good sign for the GP. It is very much negative point for the GP. I think, GP can handle this situation very strictly. In our country bureaucracy is everywhere. But GP has to come over from that part. Otherwise GP's image will go down and there will be a negative impact on the customers mind.

13. Duplicate paper issue: when subscribers get the new connection from GP, they got the Set, Sim, and subscription paper. Subscription paper is very important document. If the document is lost they face serious problem. Sometimes customers phone is lost or the subscription paper is lost. It is very much trouble for the customer to get the duplicate paper. They have to do a GD entry into local police station and go to our information office with the application letter. They have to sign in that application letter. If the sign is matched then they will get the duplicate paper. If the sign is not matched then they have to apply again with the sign. Customers always calling to hotline123 and they are doing rough behave with the employee. Employee cannot do anything because customers sign doesn't match. If the customer is original one, then their sign must be matched. Sometimes, customers forget their sign that's why they cannot give the correct sign. There is also a false subscriber. They cannot match the sign because they are not the original subscribers. This is a minor problem but GP have to face the pressure from the subscriber. If GP can implement new rules and regulation for this, they can be successful in this side.

14. Drop call: Drop call means dropped TCH (Traffic Channel). TCH is the channel occupied by the user after the mobile set starts ringing. So, call is established and may be a little bit of conversation and the call dropped. Call establishes and drops.

Code: DC

Reasons

1. During roaming or moving.
2. If the channel is busy.
3. Poor signal.
4. Base station down.

15. Signal disappearing: Normally user cannot make call if there is “No Signal” shown on the display. The signal bar in the MS (Mobile Set or more technically Mobile Station) goes away when the MS is in the service area. It comes back after few seconds.

Code : SDIS

Reasons

1. Site down.
2. Base station down.
3. Poor signal
4. Problem in Mobile set.

16. Call mute: The user establishes any connection but he/she could not hear any sound though he/she is connected with network. Mainly it is an internal problem.

Code: CM

Reasons

1. If base stations is not working.
2. If there is a problem in trunk.
3. Problem in Mobile set.

17. Need more manpower in activation and in Hotline 123: GrameenPhone need more manpower in activation and hotline image center. Now, GrameenPhone have more than 100,000 customers. GP need skilled manpower in both sides. Day to day GP’s subscriber increases. In the activation side main function is to activate the mobile phone and in Hotline main function is to provide the necessary technical support to the customers. Activation forces fully depend on the sales. How many mobiles sales in a day? If the mobile sales 1000 in a day, the activation people cannot activate those mobile in a day

because of shortage of skilled manpower. It takes time to activate the mobile phone. Same as in the Hotline, if 1000 customer or more than that calling to 123 then the employee cannot attend the 100% call. So, automatically service level goes down. GrameenPhone have to focus in this area and filled the skilled manpower in this section. Otherwise they cannot keep up their image. If they covered the whole Bangladesh under their coverage, they need more skilled manpower in today or tomorrow.

18. Back up sound: while the conversation is going on, speech quality is very bad. The speech is broken in steps.

Code: BUPS

Reasons

1. Bad quality coverage in the area.
2. Problem in Mobile set.
3. Moving.

19. Queries about Latest news update: Recently GP started services with the **Daily Star** and **Prothom Alo** Newspaper. Subscriber have to dial from his/her mobile to 222 they can heard the latest news update. If they connected to 222, then they have to press 1 to hear the latest news headline from **Prothom Alo** and if they press 2, they can hear the latest news headline from **Daily Star**. Customers want free service. This is a very innovative idea. No competitor can give this. Rate per minute is 4TK. GP can reduce the price per minute. Maximum customers want lower rates.

20. Queries about Channel i program: GP also started the services with the **Channel i**. Subscriber have to dial 2525 then they will hear the daily program schedule of **Channel i**. This is also innovative idea. Rate per minute is 4TK. Most of the customer want lower rates in this side. This is not a major problem but GP can reduce the price for capturing the customer's heart.

20.0 How GrameenPhone is responding to customer complains?

To provide excellent services to its customers, a company first has to know its customer's expectation of what its services should be and how they perceive the service that is received. Should there be a difference between the two, a **gap in the service** occurs which must not be ignored by any company involved in marketing of its services. In a perfect world, expectations and perceptions would be identical. Customers would perceive that they receive what they thought that they would and should. GrameenPhone knows that reality is most often, even usually, far from perfect. Their goal is to implement strategies and practices to close this customer gap.

The Workforce:

More than 50 personnel are working under the supervision of one Manager.

Purpose:

The purpose of the department encompasses the following.

1. To receive queries
2. To solve queries relating to GP service.
3. To provide all sort of information.
4. To solve any problem regarding network.

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

1. Over HOTLINES
2. Through Information Center

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

2. For Directory Services # 122
3. For General services # 123

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

Correspondence:

Beside these, Customer Care is receiving several written complaints and queries from subscribers over fax and by post. It replies with solutions through courier services.

Feedback:

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

1. Sales
2. Marketing
3. Information

Customers do not buy features customers only buy benefits. Subscribers only can ensure those benefits by receiving concrete information and services according to their requirement and here lays the responsibility of Customer Care.

Procedure:

To perform this duty smoothly and efficiently, the responsibilities of this department have classified under the following several major headings; each of which is encompassed with different workload and responsibility.

- Registration, activation and information input in to CABS (Computer Aided Billing Software) section

This section is responsible for number allocation, registration & activation, charge installation deposit recording, migration (package to package migration), SIM change, address change, etc.

- Filling

This section is responsible for reserving subscription documents which includes subscription agreement, address change paper, migration, SIM change request, application for disconnection / reconnection etc. This is also their responsibility to verify subscriber's signature for various reasons. Meeting requirements for hard of customer information is also their responsibility.

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 transfer necessary information to other unit of the department and to other department.

- Billing & distribution

It includes distribution of bill, address verification letter, reminding letter, directory, newsletter and other documents, courier dealings, receive and obtain status report to and from CC (Customer Care) and Information Center.

- Business configuration and user administration

Business configuration, packaging, CABS user administration; trouble shooting is all the responsibility of this section.

- 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 communication among the units within the department, and communication with other department. To ensure the emergency services this department has introduced 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 Department 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 customer 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.

Existing Service Image Center is providing:

Directory Service: From this service the company is providing the GP's subscribers' name and address. This service is tool free right now. From any of the GP mobile customers have to call 122.

Subscribers have to ask the name or mobile no. for getting this service.

General Service: honorable subscribers' have to call 123 for the general service. All the quires regarding coverage, network, package and GP information is available here. This service is also tool free. It remains open round the clock from 1st of May 1999.

Billing Inquiry: For any types of billing related quires customer has to call 124 from the GP mobile. Bill Clarification, barring & unbarring quires, itemized bill. Address charge, Current usage information is provided from this service. This is also open 24 hours.

Service offering from the Image Center:

Contractual	Billing	Order Entry	General Service
Change of Address	Information of Billing system	Replacement of the SIM Card	Product Information
Ownership Transfer	Information for the Invoice Problem	Value Added Service	Coverage Information
Change of Subscription	Sending the Revised Bill	Remove the Password	Handset Information
Transfer of Zone	Request for Itemized Bill	Different Features.	
Request for the Additional Service	Status of the Deposit		

The Main Activities of the Image Center is:

Image Building Activities: The main activities of Corporate Customer Care and the hot lines are to move towards the customer satisfaction. So it will start with the image building activities by welcome call after activation.

Relation Building Activities: Customer care will send the letter by mentioning the GP's contact point and available service agreement. This service is exclusively for the Corporate Customers only.

Benefits of the 24 hours hotline:

- Image Development as a sophisticated service provider. The Image Center and the corporate customer Care could be use as a sales tool where customer can compare with the others. By this special care the company can build up a GP image in the market.
- Promotional aspects: Customer care can use as a promotional aspect of all the products GP is offering. Moreover customer care can help in Tele marketing, which can increase our customer base service.
- Reducing the post-sales responsibilities: From the practical experience it is showed that GP's sales force is busy for the smooth operation of customer care, needs the continuous support from billing, subscription, communication and other units of CRD and also of other departments; such as IS, Operation and Maintenance & Roll out. Without their immediate support and assistance to face the various problems it is very difficult to achieve customer satisfaction.

Other than the 24-hour hotline service, GrameenPhone provides instant services through its Information centers in various districts. All types of services regarding connection, network, coverage and handset problems are dealt with. The customers can walk in at these centers for solution to any type of problem regarding GP mobiles. The company has different units within the customer relation department to support and to take care of instant action regarding, fax, lost phones, payments of bill, activation and any other problem that needs instant solution.

21.0 Gap between customer expectation & Grameen services:

GrameenPhone made sure they informed their customers of their lacking and the reasons for that. The company made their existing and potential customers aware of the *situational factors* that made them compromise the service. The vast marketing network of GrameenPhone also made sure that customer's *perceptions of alternative service providers* does not look appealing. In actual fact customers' easy acceptance of all these gaps can easily be attributed to the company's marketing strategy of influencing the expectation level and by huge promotions of its new products at very discounted prices.

Customer expectations:

To understand the gaps in the services of GrameenPhone, the actual service delivery of the company was compared with an analysis of the problem. One of the findings of the analysis is that GrameenPhone subscribers hold different types of expectations about the services that they want to receive. Their *desired service*, that is, their 'wished for' service is they want uninterrupted service of their phones. Problem free network, sites and connection, to be able to dial and reach at first try, to be able to talk long distance, long hours and all these for reduced airtime than what GrameenPhone is presently charging. They believe these are all services that 'can be' and 'should be' provided.

It was also found that these same subscribers have an *adequate service* level of service. This is a lower level of service that the customers will accept. Their hopes and desires (that is, their desired service expectations) are still high but they recognize that they could

not attain those desires in the market that exists. An example of customers' adequate service level of GrameenPhone is in the beginning the company provided GP regular connection, that is, mobiles with BTTB connections. But since then it has stopped and where it was unimaginable before GP's customers began accepting the mobile to mobile (GP-GP) connections. In fact, the sale of this product despite their being other providers in the market with BTTB connection was a huge success for GrameenPhone. This alone can be a good testimony that customers will accept less than what they desire.

Customers always want frequent response from the hotline-123. They want instant solution for the specific problem. The gap increased with poor interconnection with BTTB and when subscriber's started having problems in connecting. The company went on to increase their coverage area but this time thankfully without problems. Even though GP did not admit to its problems it that did not stop the company from striving to give their customers the best.

The main focused problem of GrameenPhone, which they don't cover it up. When customer expectation are comparing with Grameen existing services then I found following main lacking-

Easy prepaid card: Main problem is too much subscriber but too short channel. The switch cannot take load of huge subscribers. For that, congestion's come, cannot connect to 555 to charge the prepaid card. When subscriber dial from prepaid to 555 – the operator asked for the security code, please, give yours security Code. When subscribers press the 12-digit security code in the mobile, the operator said it is rejected, or please again inserts it or some one uses yours card. Actually switch cannot take load. GP have to take the initiative to solve the problem. This is a very major thing.

Coverage problem: Some times our base station is down. So, in the particular area the mobile cannot get coverage for a particular time. The coverage is there but it is not working due to technical problem. GrameenPhone have not the maximum coverage in

Bangladesh, but most of the customers think that we have the maximum coverage. GrameenPhone have the target but still now they don't achieve that target.

Need BTTB connection: Maximum subscribers want BTTB connection with incoming and outgoing facilities. More than 30,000 thousand customers want BTTB connection. So, GP must focus in this area.

Mailing problem:(through courier) Maximum time customer complains that they don't receive the bill copy. They paid for the connection and they have the right to receive their bill copy. If they don't receive their bill they are calling to hotline-123. For that reason, hotline-123 service level goes down. GP must focus in this area. They cannot cover this problem fully but they can try their best to resolve this problem.

Banking problem (payment posting): When customer posted their bill with bill's copy, to the bank, then bank send that information not very quickly. It takes time for the payment posting. GP must concern with the bank how they can send the payment posting quickly. For that reason, sometimes customers are suffering.

After sales problem: When subscribers take the new mobile phone they have to wait for sometime to activate the mobile. From the selling point they told that it will be activated within 3-4 hours, but actually it is not possible. After selling it takes at list 48 hours. They must correlate with the sales for this. Because for this reason CRD faces huge call pressure and also obligation.

Knowledge customer: GrameenPhone maximum customers are uneducated. They are learning by the GP employees. The customers are getting information from employees and

their knowledge increases. GP must focus in this area to develop their customer. They cannot cover it up fully but they can try their best.

Skilled manpower: GP need more skilled manpower. Day to day GP faces huge pressure because their subscribers are increases. This is a very major point.

Technical problem: The technology is always advancing. So, GP need more technological advancement in near future. What they are giving it is not appropriate. They need more technological advancement in near future.

Using reference to solve the problem: Sometimes very few customers take the advantage from the GrameenPhone. It is not a good sign for the GP. It is very much negative point for the GP. I think, GP can handle this situation very strictly. In our country bureaucracy is everywhere. But GP has to come over from that part. Otherwise GP's image will go down and there will be a negative impact on the customers mind. They have to be very careful in this point.

There are many lacking but these are the most focus one. Most of the problems are with network and with easy connection. GrameenPhone mistake was in the huge publicity; due to this people exceptions soared. They expected smooth connection and service even when this system is still in an experiment stage even in the world market. GrameenPhone should have been able to perceive that they were increasing the level of customers' expectation and that they won't be able to match with it.

Based on the major problems and their analysis I am proposing the following solutions through which GrameenPhone can increase the customer satisfaction.

22.0 How GrameenPhone can increase Customer Satisfaction

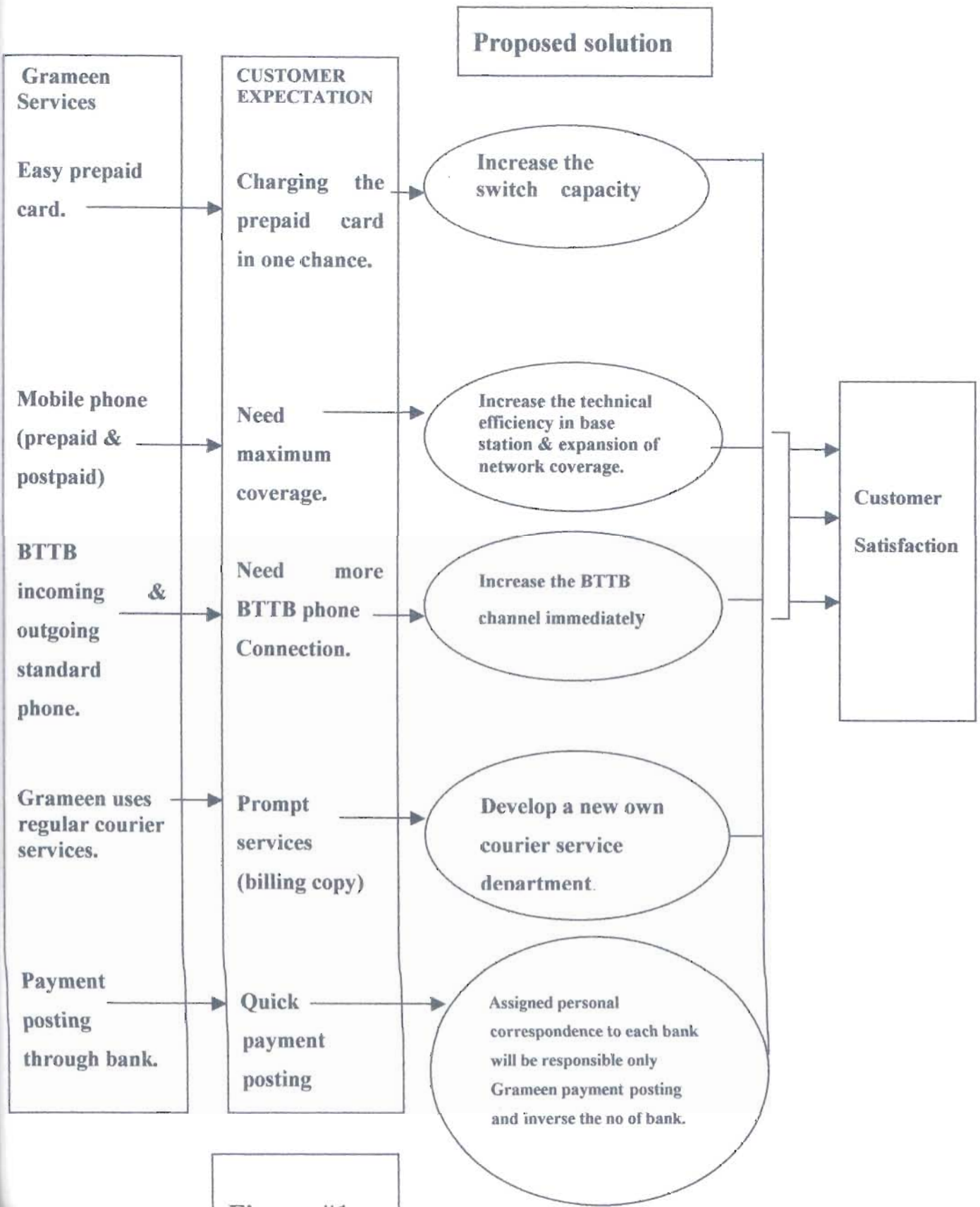
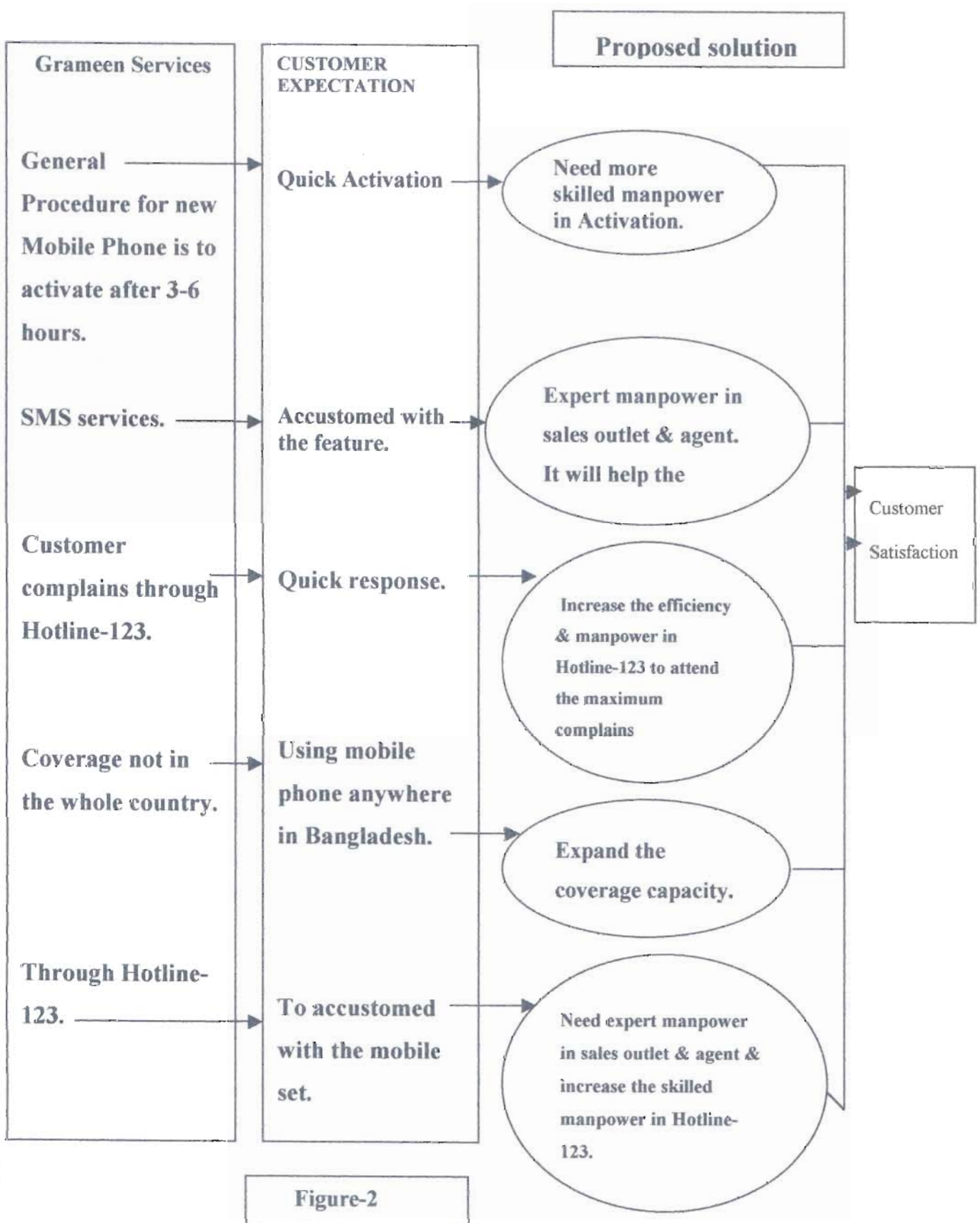


Figure #1



22.0 Recommendation:

Customers perception of services are all about how they assess whether they have experienced quality service, whether they are satisfied, and whether they receive good value or not. It must be mentioned here that since perceptions are always relative to expectation, it changes over time, from person to person, from customer to customer. Factors such as service encounters, evidence of service, Image of the company and the pricing; all these affect how customers perceive GrameenPhone and its services.

Service encounters are business-to-business customer experiences during the purchase of mobile phones and use of it. Sales contact, delivery, activation, billing, servicing and the ultimate after sales service. In each of these encounters a customer of GrameenPhone makes up his/her mind about the company and its services. As direct interaction usually are limited on the time of purchase, mistakes or problems that occur at this early stage are critical as failure in one point results risk of dissatisfaction in ensuring levels. And since service delivery is not only limited to the GrameenPhone information centers but through authorized dealers and outlets, the company needs to be careful in its dealings. Gap occurs when a dealer or sales outlet provides unclear or incomplete information about a new subscriber. Activation gets delayed resulting in a breaking of GP's policy of connection within 24 hours. The new subscriber, dissatisfied, contacts with customer service that does not have any information before activation. Both parties are helpless if service encounters are not taken seriously.

GrameenPhone has a positive **image** in the market. Due to its various innovative products and wide market coverage, strong network, at cheap rate with various service centers and its value added services. It is the market leader in the

telecommunication industry and its competitors are far behind. The people, process and physical evidence of its services builds the image of GrameenPhone. By *people* it is meant the contact employees who interact with the customers directly, and the company's customers. These factors give rise to problems in tangible communication that the company can avoid by educating their customers on the proper producers of handling phones, by providing training on handsets, informing them of the rules and regulations of the company individually as value added service.

- Grameen Phone Ltd. should start some agreement with BTTB to increase the interconnection channel, otherwise it cannot increase the number of subscribers very fast, as majority of the people make call to and from BTTB.
- It should carry out market survey from time to time to discover the untapped places and try to capture the market before its competitors.
- Grameen Phone should examine its costs and performance in each value-creating activity and to look for ways to improve it. It should also estimate its competitor's cost and performances as "benchmarks" against which to compare its own costs and performances. By doing this they can perform certain activities better than its competitors to the extent.
- To increase the number of subscribers GP should start installment packages they are offering time to time.
- The company should create a strategy supportive work environment and corporate culture in order to do things in a manner that nurture the chances of effective strategy

implementation. Equally important is the systematic management efforts to match how the company goes about its business with the needs of good strategy execution help unite the company and produce a team effort to meet or beat performance targets.

- A good management team is not enough. It is important to put together a compatible group of managers who possess the full set of skills to get things done. Grameen Phone Ltd. should increase its R&D (Research and Development) Department. The Product and Market planning dept. is a very important part of the organization as it is responsible for launching the new products. Presently only few persons are working in this department. So Grameen Phone Ltd. should increase manpower in this dept. to enhance progress.
- It is important to determine how the relationships with outsiders are to be managed and assign responsibility for building the necessary organizational bridges and which will work out effectively in the future.

It should develop a flow chart of the total business process and then simplify it. After that they should determine which parts of the process can be automated (usually those that are repetitive, time consuming, and require little thought or decision); consider introducing advanced technologies that can be upgraded to achieve next-generation capability and provide a basis for further productivity gains down the road.

Bangladesh is a country with nearly 130 million people. There are about 68000 villages still isolated where telecommunication is a must to improve the structure and to alleviate poverty. Grameen Phone can play a major role there to improve the communication. The concept of “Village Phone”- (a special product made for the Grameen Bank borrowers who wish to retail telephone services in their respective

villages) can be marketed there by giving the discount or installment that will start generating profit after some periods.

- To increase the number of subscribers GP should start some packages for some specific targeted group; i.e. students.
- The present tariff structure is quite complicated, Grameen Phone Ltd. should simplify it so that people can get the benefit and increase the number of call and hence increase the revenue.
- Grameen Phone Ltd. should form associations, with other mobile operators like the garments manufacturers associations and try to influence the government to keep the foreign currency stable.
- It should open up international telecommunications. Grameen Phone already has a fiber optic backbone network along the railway tracks. So if they can quickly connect to the fiber optic submarine cable, almost the whole country will be fully connected to the world immediately. GrameenPhone can very soon be come a world-class player in the telecommunication sector

The companies made the mistake in understand the level of desired and adequate service. They perceived that to satisfy customers less than the desired service won't be enough. Whereas customers would have been adequately satisfied with disconnected lines only if they are informed beforehand. Happy subscriber's would be they who is informed to pay the unbilled amount to avoid barring. Those who are personally informed of the new credit policies of disconnection; that customer's who do not have to come to the info. Centers are personally to reconnect for any miscommunication over telephone.

All these factors help in providing customer gap. Gap in the company's perception that their customers will accept any shortcomings in the delivery of its services. Even in the services that the company itself promised of providing. Over-promising and over exposure in advertising gave rise to high expectations that GrameenPhone was not able to match. The company should have made sure of the accuracy of the promises of advertising and personal selling and then communicate to its customers and giving better customer support.

Conclusion

Customers perception of GrameenPhone, or for that matter any company, are based on the quality, satisfaction and the value they derive out of the product. Service quality is the delivery of excellent service or superior service relative to customer expectations. As can be understood from the above analysis, there exists a big difference between GrameenPhone subscriber's expectation of its services and their perceptions of what they receive (Customer gap). Gaps can be found in company's understanding of customer's expectation. Its process and technology (pre-paid, poor BTTB connection, weak network in certain areas and in bad weather, etc to name a few); the difference between service design and delivery; the over promises in advertising; all of these leaves a lot to be desired. GrameenPhone falls short of being *reliable* – in its ability to perform the promised service. The company has to work on gaining customer's confidence by *assurance* and inspiring trust. Training its sales force and customer service employees on a continuous basis. Emphasizing on *responsiveness* and being willing to help its customers even if it means going out of their way to do it. Showing *empathy* to customers and treating them not as such but as individuals also. Emphasizing all these small things and making the transaction process more personal could go a long way in overcoming the gaps. Even than GrameenPhone did not stop the sale of this service, instead they bought out a new alternative 'GP-GP National' (post-paid), and tried their best to influence people to buy that. The commendable thing here is that GrameenPhone provided the 'easy' subscribers' option of migrating free of cost to this new product. Incentive to do that included non-payment of the access fee for the three month long period in which the company promised the services of pre-paid would restore to normal.

To fill these service gaps the company took several steps to influence their existing customers positively and attract new ones. Very recently, GrameenPhone offered a package with new model handsets and much lower prices than the market. They try to influence the *personal needs* by educating their customers of the ways the service address their needs. On *perceived service alternatives*, that is, how GP is still better than the alternatives present in the market, on *self perceived service role*, that is, on how to use the service to get the best out of it. And informing customers about the new policies and changes in the rules of the company, etc. The company brings out a newsletter for its customers every month to let them know of the changes, of then new service offerings, about the developments and information inside the company. The steps GrameenPhone is taking to provide its customers with better service and about its value-added services, etc. GrameenPhone is now also very cautious to explain the *situational factors* about its services. For example, in case of any service disruption the company informs and apologizes to the customers before the incident, which makes life and the disruption easier to bear. This also makes up for good publicity and good service. The company should, and recently has, started taking steps to use service guarantees to assure customers about service recovery regardless of the situational factors that occur.

APPENDIX

NET OUTFLOW OF GRAMEEN PHONE

Tk in crore

	1997 Base Station : 70 No.Of Subscribers: 17,534 No. of T&T Subs.: 17,534	1998 Base Station: 139 No.Of Subscribers: 29,740 No of T&T Subs.: 26,185	1999 (Forecast) Base Station: 200 No. Of Subscribers: 58,000 (As targeted) No of T&T Subs: 31,010 (No Change Further)
1. Operating Expense Related to Concerned Ministry	0.99	1.6	3.12
2. Base Station Operation & Maintenance	0.35	0.7	1.01
3. Switch Operation	1.66	3.3	4.75
4. Lease of Railway and Related Expense	0.8*	3.2	3.2
5. Transmission Link Operation	0.1	0.2	.29
6. Interconnection with BTTB and Other Operators	13.13	18.1	21.43
7. Sales & Marketing	1.55	2.5	4.87
8. Subsidy (Package Sale)	0	1.3	8.48
9. The Other Operating Expense	25.42	53.6	80.4
Total	44.0	84.5	127.56

*For 3 month only as the agreement was made in Sept.1997

TOTAL REVENUE/ INFLOW OF GRAMEEN PHONE:

(Amount in crore)

Revenue From Bill	Year: 1997	Year:1998	Year:1999
Month: Jan		3.8420	9.3837
Feb		4.1537	8.6047
Mar	.0018	3.9263	10.8770
Apr	.5221	3.7978	8.7568
May	4.8524	4.3865	11.7464
Jun	2.3443	5.0386	10.6220
Jul	2.3205	5.7913	13.0678
Aug	2.3031	5.7587	
Sep	7.6859	5.9514	
Oct	3.0839	6.1049	
Nov	2.7051	7.4123	
Dec	3.4100	9.4770	
TOTAL	29.2301	65.6405	

(Source: from Annual report and GP's Newsletter)

Revenue Analysis:

Month	No. of Subscriber (X)	Total Revenue (Monthly)
Jan-99	32650	9,38,36,650.00
Feb-99	33284	8,61,46,749.38
Mar-99	35846	10,87,69,079.51
Apr-99	36519	8,75,67,797.48
May-99	37735	11,74,64,267.57
Jun-99	39706	10,62,20,096.78
Jul-99	44355	13,06,78,174.88
	Total	73,06,82,815.60

(Source: monthly billing statement)

By Regression Analysis we get the following Relationship between Monthly Revenue with number of subscribers.

Monthly Revenue, $Y = 3979X - 4,30,11,335.37$ Where $X =$ No. of Subscribers.

This year's (1999) target was 55,000 subscribers. But it was updated as many as 58,000 subscribers. Till July 1999 there are 44355 subscribers. So, in the remaining next 5 months there must be 13,645 subscribers to achieve the target. That means $2,729$ ($13,645/5 = 2729$) subscribers are needed each of the remaining 5 months.

If GP achieves this target in the next 5 months, the revenue forecast is as follows:

Month	Total Subscribers (X)	Monthly Revenue (Y)
Aug-99	July '99 + 2,729 = 47,084	14,43,34,943.3
Sept-99	Aug. '99 + 2,729 = 49,813	15,36,01,986.9
Oct-99	Sept. '99 + 2,729 = 52,542	16,36,64,826.5
Nov-99	Oct. '99 + 2,729 = 55,271	17,37,27,666.1
Dec-99	Nov. '99 + 2,729 = 58,000	18,37,90,505.6
	Total	81,83,24,132.4

So, **Total revenue in 1999** will be:

$$\text{Tk}73,06,82,815.60 + \text{Tk}81,83,24,132.4 = \text{Tk}154,90,06,948.0 = 154.9 \text{ crore}$$

Calculating Profit / Loss for 1999

Operating Exp. Tk 127.56 crore

Depreciation Exp Tk 41.27 crore

Interest Exp Tk 19.27 crore

Total Cost **Tk 188.10 crore**

Revenue for 1999 Tk 154.9 crore

Cost Tk 188.1 crore

So, **Loss for 1999** Tk (-) **33.20** crore

Accumulated Loss

Total Accumulated Loss:

Tk in crore

Year	Loss
In 1997	35.4
In 1998	64.1
In 1999	33.2
Total Accumulated Loss:	132.7

(1997,1998 data from annual report)

Projected Fixed costs for 2000:

(Tk in crore)

	Unit	Price/unit	Price
Base Station (600 capacity)	33	0.5	16.5
Base Station (400 capacity)	17	0.4	6.8
Transmission link	22	0.17	3.74
Mast (42m)	19	0.07	1.33
BSC (Base Station controller)	1	9.3	9.3
MSC (Mobile Switch Center)	1	14.7	14.7
Sub Total			52.37
Other @ 10%			5.24
Total			57.61

Total fixed assets for 1999 Tk 317.48 crore

Fixed asset for 2000 Tk 57.61 crore

Total fixed assets for 2000 Tk 375.09 crore

So, **Depreciation expenses** (375.09@ 13%) = Tk 48.76 crore

Interest Expense:

Upto 1999 total debt was Tk 351.6 crore

Lets assume, no more further borrowing and overall interest is 9 % per year.

So, **Interest Expense** stands at Tk 31.64 crore*

Projected Fixed Costs for 2001:

	Unit	Price/unit	Price
			(Tk in crore)
Base Station (600 capacity)	36	0.5	18.0
Base Station (400 capacity)	14	0.4	5.6
Transmission link	40	0.17	6.8
Mast (70m)	21	0.4	8.4
BSC (Base Station controller)	1	9.3	9.3
Expansion of SMS, Pre-Paid & VMS			5.7
Sub Total			53.8
Other @ 10%			5.4
Total			59.2

Total fixed assets for 2000 Tk 375.09 crore

Fixed asset for 2001 Tk 59.20 crore

Total fixed assets for 2001 Tk 434.29 crore

So, **Depreciation expenses** (Tk434.29@ 13%) = Tk 56.46

Interest Expense:

Upto 1999 total debt was Tk 351.6 crore

Lets assume, no more further borrowing and overall interest is 9% per year.

So, **Interest Expense** stands at Tk 31.64 crore

Projected Fixed Costs for 2001:

(Tk in crore)

	Unit	Price/unit	Price
Base Station (600 capacity)	36	0.5	18.0
Base Station (400 capacity)	14	0.4	5.6
Transmission link	40	0.17	6.8
Mast (70m)	21	0.4	8.4
BSC (Base Station controller)	1	9.3	9.3
Expansion of SMS, Pre-Paid & VMS			5.7
Sub Total			53.8
Other @ 10%			5.4
Total			59.2

Total fixed assets for 2000 Tk 375.09 crore

Fixed asset for 2001 Tk 59.20 crore

Total fixed assets for 2001 Tk 434.29 crore

So, **Depreciation expenses** (Tk434.29@ 13%) = Tk 56.46

Interest Expense:

Upto 1999 total debt was Tk 351.6 crore

Lets assume, no more further borrowing and overall interest is 9 % per year.

So, **Interest Expense** stands at Tk 31.64 crore

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17th October 2000

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