

**"CUSTOMER SERVICE DELIVERY PROCESS AND HR
PRACTICE OF Grameenphone Limited"**

Submitted to

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Submitted by

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East West University, Dhaka
Date: 30th December, 2009

PROJECT REPORT
(BUS 498)

ON

***“CUSTOMER SERVICE DELIVERY PROCESS AND HR
PRACTICE OF GRAMEENPHONE LIMITED”***

Prepared and Submitted by
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ID: 2005-3-10-049
Department of Business Administration
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Prepared for

Mr. S. I. Nusrat A Chaudhury
Head, CCC & Associate Professor
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Dept.: BA

Duration: 3 months
Date: 30th December 2009



Department of Business Administration

43, Mohakhali C/A,
Dhaka-1212
Date: 10th November, 2009

Md. Mehedi Hassan
Id: 2005-3-10-049.
Department of Business Administration
East West University

Dear Mehedi,

At your earliest convenience, will you please undertake a study about "Customer service delivery process and HR practice of Grameenphone Limited". Will you specially highlight on their way to provide their service and the satisfaction rate of their customer after getting the service as well as the perception of the customer manager about the company. Please have the report to me by 30 December 2009 if at all possible because it is your project paper and the semester will end within this date.

Sincerely

Mr. S. I. Nusrat A Chaudhury
Head, CCC & Associate Professor
Business Administration
Assistant Professor
Dept.: BA



43, C/A Mohakhali.
Dhaka.

30th December, 2009

Mr. S. I. Nusrat A Chaudhury
Head, CCC & Associate Professor
Business Administration
East West University

Dear Sir,

As it is project work, I have to submit a report about my findings. So I made a report about **“Customer service delivery process and HR practice of Grameenphone Limited”**. I try to highlight on their way to provide their service and the satisfaction rate of their customer after getting the service from the customer manager of 121 and the perception of the customer manager of Grameen phone.

If you have any questions after you read the report, please call me.

Sincerely

Md. Mehedi Hassan
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Acknowledgement:

First of all, I thank all mighty Allah, who have provided me the brilliant opportunity to build and complete this Project successfully.

I would like to thank our senior brothers and friends who have helped us by giving valuable advice and experiences.

I would also like to thank to lab administrator for providing guidelines and information.

I would like to thank the authority of Customer service Division, People Process and Development Division because I have taken a lot of information from them. In this regard I am extremely grateful to Md. Zahirul Islam, Deputy Manager, and Customer Service Department of GrameenPhone.

Above all, I cannot refrain myself from giving heartfelt thanks to Mr. S. I. Nusrat A Chaudhury, Head, CCC & Associate Professor for his insisting on the brevity of the report. He helped me determine the objective of the report and guided me through to get to the end. The format prescribed by him is pretty user friendly.

Executive Summary:

Customer Service Division is an infrastructure that enables the delineation of an increase in customer value and the correct means by which to motivate valuable customers to remain loyal-indeed, to buy again and use the SIM.

The influence of mobile telecommunication is multi faceted. It has become an indispensable part of urban life. Certainly nowadays mobile telecommunication services serve not only for traditional communication purposes but also as a new channel for existing entertainment and new types of entertainment. Mobile phone network is not appearing with dynamic features as per demand of the situation rather they are trying to be more traditional with modern technology. The service providers of this industry are now fighting for the existing customers in the same market instead of developing new market and new innovative products.

So it is now very important issue for the mobile operators company to retain their present customer. Because the market growth rate for this particular industry are very dawdling now.

For this reasons the companies focusing their Customer Relationship Management strategy through which they mainly retain their present customer.

In this research I find out how the companies provide their post purchase service to their customer as well as what is their customer opinion about their service.

Through this findings I try to pin point which factor are more important to achieve the higher customer satisfaction. And how the companies increase their customer satisfaction rate, at the same time how the company retains their internal customer.

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Origin of the Report:

As I am doing project work so I have to submit report about my project. So as per my course instructor instruction I submit my report which contain about “ **Customer service delivery process and HR practice of Grameenphone Limited**”.

I choose this topic because at present time, we know the most growing industry in our country is mobile telecom industry. And the companies in this industry fight each other really hard to attract more customers as well as retain the existing customer. And here Customer Manager of 121 and Service touch point agent plays a vital role. Because its help the companies to retain their present customer long time. Which make them more profitable. we know retain the present customer is less costly then attract new customer. And maintain the customer relationship Grameenphone used many types of web based tool. At the same time the company wants to retain their internal customer (Customer Manager and Deputy Manager). As a result the company changes their HR policy and implements it which helps them to retain the internal customer. IVC survey plays a vital role to know the impression of the employees towards the company.

Objective:

The overall objective of the study is to identify the factors affecting customer service delivery process when they call 121 (Grameenphone’s hot line no) for their inquisitiveness. The specific objectives are listed below:

- To identify the factors that turn on customers’ satisfaction or dissatisfaction while they are getting service from the customer service department of Grameenphone.
- To identify whether these factors affecting on brand loyalty or not
- To identify the Tools used by serving the customer is effective or not.
- The attitudes of Customer Manager towards the customer.
- Existing HR Policy how much satisfied the Employees or internal customer.

Scope:

The study would focus on the following areas.

- Customer Service Delivery system of Grameenphone Limited.
- Customer Service Procedure and Policy of Grameenphone Limited,
- Obstacles faced by Customer service Department as well as the customer satisfaction of the Company.
- Activities of the development department of Grameenphone limited.
- Activities of the HR Department and its implication.

Each of the above areas would be critically analyzed in order to determine, from a Service delivery company's point of view, what issues are important to attract new customer and retain existing customer

Methodology:

The information for the **Organization** part of the report was collected from secondary sources like books, publications and annual reports of Grameenphone Limited. For general concept development about Grameenphone interviews and discussion session were taken as primary source.

The information for the Project “ **Customer service delivery process and HR practice of Grameenphone Limited**”, were collected from primary and secondary sources. For gathering concept of overall customer service and activities of development department of Grameenphone limited, the Service Manual and Service Policy will be thoroughly analyzed and then compared with that of book. Beside this observation, arrange the questionnaire survey from the selected customer as well as the Customer Manager and Deputy Manager. Discussion with the employees of the People

Process and development Division of the said Company (Grameenphone Limited) was also conducted.

Sample Size:

For my research purpose I go for sampling rather than choose the whole population. Because currently around 5 crore people in Bangladesh using mobile phone. And they use several Operators' line. So it is very costly if we go for population survey. Another thing is timeliness due to the larger size of population total time involved in the case of census is significantly take huge time.

Here randomly I select 25 Customer for questionnaire survey for knowing the real perception of the customer about grameenphone's service delivery process also select 20 Customer Manager and 5 Deputy Manager for comparing the customer perception and Grameenphone's perception about the company's service delivery process

Limitations:

The major limitation that might face while conducting this research is the knowledge constraints about the subject matter. There might be several other limitations that might need to take care of like: -

- (a) For this research paper, the first & foremost limitation is data accuracy. It is matter of fact that 100% accurate cannot be provided as the company has more than two corers customer and more than five thousands employees so not possible to talk with every employees, only selected employees are taken for Data collection.. The second biggest limitation is the shortage of time for preparing this report.
- (b) Another limitation I will face is about the Interview secession The Departmental Head are very much busy and don't give enough time for collecting the Data.
- (c) Another factor is, there are many potential Grameenphone customers outside Dhaka, mainly in Chittagong. Due to time constraints, those customers were not covered, I take interview of some customer for preparing the report and try to find out the actual scenario of Grameenphone customer service department

Possible outcome:

According to the report I tried to present some important information about the vital roles of Customer Relationship Management which is now a day's completely depends on various web based tools. Especially I try to mention how they handle their respective customer based on their needs and wants.

1. At the time of preparing this report I find some problem which is point out and I think this will help the company to over come this problem.
2. At the time of call handling the employees face huge pressure because they need to cheek different tools which need more time so good customer service the company should integrate different tool in a same window it also reduce the call handling time.
3. One to one secession not held regularly tries to arrange it regularly.

10. THE ORGANIZATION

GrameenPhone Ltd. is the leading organization of mobile telecommunication industry of Bangladesh. This is the first organization that brought GSM technology in mobile telecommunication for the general people of Bangladesh. The organization is not only leading the telecommunication industry, but also it has significance activities in social and cultural sector. The head office of the organization is located at - Celebration Point, Plot No. 3 & 5, Road No. 113/A, Gulshan-2, Dhaka 1212, Bangladesh. At present the organization has 5 Customer Care centers, 82 GrameenPhone Centers, 25 GrameenPhone Distribution Centers and 651 GrameenPhone Service Desks all over the countries, which are working as branch offices.

In 1996, Bangladesh was preparing to auction off private cell phone licenses to four companies. So at the behest of Dr. Muhammad Yunus (Grameen Bank's founder) but completely independent of Grameen Bank, a *not-for-profit* private company called Grameen Telecom was created. Grameen Telecom, in turn, created a *for-profit* company called GrameenPhone, found a foreign partner, and put in a bid; GrameenPhone received one of the four licenses on November 28, 1996 which was offered by the Ministry of Posts and Telecommunications of Bangladesh. GrameenPhone's total capitalization was US\$120,000,000, including around US\$50 million from IFC/CDC, and the Asian Development Bank (ADB). It also received US\$60 million in equity from the four GrameenPhone private partners. These were the Norwegian Telenor with a 51% share, Marubeni of Japan with a 9.5% share, and the American Gonophone at 4.5%. GrameenPhone's fourth partner is Grameen Telecom (with 35%), and Grameen Telecom borrowed US\$10.6 million from the Open Society Institute to set up Village Phone. The organization launched its service on March 26, 1997, the Independence Day of Bangladesh and after 9 years of its successful operation the organization could achieve the trust of more than 10 million subscribers.

10.1 PERCEPTION ABOUT GRAMEENPHONE PREVAILING IN THE INDUSTRY

Market Leader: GrameenPhone is the leading telecommunication service provider in the country as measured by number of subscribers, network coverage, long-term relationship and profitability.

Affordable: With a low startup cost GrameenPhone has tried to achieve the main purpose of its existence which is bringing telecommunication within the reach of the mass people of Bangladesh

Innovative: To be the trendsetter, GrameenPhone is open and receptive to new ideas. They continuously find new and better ways to serve customers through technology and service and have even introduced products that did not exist in the telecommunication industry previously.

Financially sound: GrameenPhone has sound financial health due to foreign investment and massive expansion.

10.2 THE CULTURE

GrameenPhone has a conducive and safe working environment. Besides focusing on customers and communities, they are committed to treating their employees with integrity, dignity and respect. The organization's intent is to establish good working relationship through a mutual understanding of expectations.

GrameenPhone believes in working in a team and demonstrate the team spirit to maximize and excel in standard quality service to their valued subscribers in the area of telecommunication. Beside this, employees work in an environment where they feel valued, responsible and supported by the authority as well as by their colleagues.

10.3 PRODUCTS AND SERVICES

GP has developed a number of product packages to suit different calling needs. Products and services that offered by Grameen Phone are Smile, Djuiice, Business Solution Prepaid, Business Solution Post paid, Internet Sim Pre paid and Internet Sim Post paid, Xplore, Gp Public (GPPP), village Phone (VP) and Bangladesh post office (BPO).

10.4 PRODUCTS

Smile- This product can reach the local T&T, NWD, ISD, and all mobiles across the country in both incoming and out going way. The price of the package is 900 taka. In this package, call charges are 1.5 taka/minute in pick hour (8 am to 11:59 am) on net, 2 tk/minute in pick hour (8 am to 11:59 am) off net, .49 paisha /minute in special hour (12pm to 04pm) and 2 taka/ minute in special hour (12 pm to 4 pm) off net, 1.50 tk/minute in off peak (4 pm to 11:59 pm) on net and 2 tk/minute off net and Night time call rate for gp to gp call .49 tk/minute and 1 .50 tk minute off net (12 am to 8 am). 3 numbers can be kept as friends and family in which a subscriber can talk a rate of 0.49 taka/minute. For BTCL 2 tk minute from 8 am to 12 am 1 tk min from 12 am to 8 am and ISD out going call, the normal BTCL and ISD charges are added with GrameenPhone outgoing call. For incoming from BTCL and ISD call is free.



Smile Tariff		
Time Schedule & Charges - outgoing	On net	Pulse in sec
peak : 8am - 11.59 am	BDT 1.50	30/30
Special hour: 12 pm- 3.59 pm	BDT 0.49	60 (30/30 off net)
off peak : 4 pm- 11.59 pm	BDT 1.50	30/30
Night time: 12 am - 8 am	BDT 0.49	60
F n F (3 numbers) -All Time	BDT 0.49	60
Time Schedule & Charges - outgoing	Off net	Pulse in sec
peak : 8am - 11.59 am	BDT 2.00	30/30
Special hour: 12 pm- 3.59 pm	BDT 2.00	60 (30/30 off net)
off peak : 4 pm- 11.59 pm	BDT 2.00	30/30
Night time: 12 am - 8 am	BDT 2.00	60
F n F (3 numbers) -All Time	N/A	60
Outgoing call charges	8am-11.59am	12am- 7.59am
GP to BTCL charge (Local + NWD)	2.00 TK/ MIN	1 TK/ MIN
GO to ISD	Isd Zone rate/ minute	Isd Zone rate/ minute
Economy Isd calling	Economy ISD rate	Economy ISD rate
SMS Charges		
To FNF no	.50 tk/ 160 characters	
GP TO GP	1 tk/ 160 character	
GP to other Operator	1 tk/ 160 character	
GP TO ISD	2 tk 160 character	
Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP TO GP	3 TK	
GP to other Operator	Not possible	
GP to international MMS	15 tk (Selected operator)	

Village Pay Phone – Village Pay Phone program began from a social commitment made by the shareholders of GrameenPhone that "Good Development is Good Business". The program is implemented by Grameen Telecom (GTC) in cooperation with Grameen Bank, the internationally renowned micro- credit lending institution. This is a special type of product of GrameenPhone, distributed through Grameen Bank. This product is sold only for business purpose and especially to underdeveloped village people. They are subsidized through half billing rate in comparison to others. Its features are mostly common with GP Public Phone. .

Village Phone Tariff		
Outgoing call Charges	On net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0.99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0.49	1 sec
Outgoing call Charges	Off net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0 .99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0 .99	1 sec
VP Community	BDT 0 .75	1 sec
Outgoing call charges	8am-11.59am	12am- 7.59am
GP to BTCL charge (Local + NWD)	BDT .99	1 TK/ MIN
GO TO ISD	ISD ZONE RA TE/ MIN	ISD ZONE RATE/ MIN
Economy Isd calling	Economy ISD rate	Economy ISD rate
SMS Charges		
GP TO GP	1.50 tk/ 160 character	
GP TO OTHER OPERETOR	2 tk/ 160 character	
GP TO ISD	2 tk 160 character	

Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP TO GP	3 TK	
GP to other Operator	Not possible	
GP to International	15 tk (Selected operator)	

Djuice - This package is especially targeted towards the young generation. Price of this package is 900 taka. In this package out going call charge to any mobile number beside Djuice numbers during the pick hour (8am to 11.59 am) is 2 taka/minute and Djuice to Djuice mobile number is .49 taka/minute. During the off pick hour (12 pm to 4pm) and (12 am to 8 am) out going call charges to any Gp number is .49 taka/minute. Off peak hour for other Operator (12 am to 8 am) call rate is 1 tk / minute.

Djuice subscribers can also choose two GrameenPhone number as fnf number in which they can call at .49 taka/minute rate all day long. Beside these, the special features of this package are 50 free Short Message Service, reduced Short Message Service charge to Djuice numbers and a variety of other value added services.

Pre-paid mobile to mobile product targeted at the youth segment.

Xtra Khatir: benefits/discounts on selective Youth oriented shops and concerts

Group Messaging + SMS Chat and SIM Card: 200 Contacts can be saved (3 numbers/ each Contact).

Djuice SIM would be able to store up to 40 SMS messages at a time.

Djuice brings a website (<http://www.djuice.com.bd/>) only for the youth.

Business Solution - Business Solutions is a high quality and fully integrated telecommunications service from GrameenPhone, especially designed for the business entities of Bangladesh. As the largest and most customer centric telecommunication service provider in the country, GrameenPhone provides customer oriented and customized telecommunications solutions through a highly consultative approach. What they offer is a suite of specialized products and services covering all communication needs for professionals, small, medium-sized enterprises to large companies.

Comprising of modern mobile telecommunications services for any business needs, GrameenPhone provides voice services, messaging services and mobile data and internet services. They also provide a complete Mobile Office solution, including mobile e-mail, mobile high speed data access, internet access, mobile fax and more, giving subscribers the freedom to work from anywhere they want to.

Business Solution contains both Post-paid and Pre-paid packages. The Post-paid package is divided into two categories – Post-paid SME and Post-paid Corporate. Subscribers of Post-paid Corporate and SME do not need to provide any monthly access fee. Both Post-paid subscribers of Business Solution package get 3 friends and family numbers in which they can add one other operator number as fnf call at 0.49 taka rate per minute gp fnf number call rate for other operator fnf no is .080 tk/minute all day long .

Business Solution Corporate and SME package

Time Schedule & Charges - outgoing	On net	Pulse in sec
B.Hour 9 am to 11:59 am	BDT 1.00	30 sec from 1st min
Special hour 12 pm to 3: 59 pm	BDT 0.49	30 sec from 1st min
B.Hour 4:00 pm to 5: 59 pm	BDT1.00	30 sec from 1st min
Regular hour 6 pm to 9 am	BDT 1.30	30 sec from 1st min
Call rate for CUG	BDT 0.80	60 sec
Time Schedule & Charges - outgoing	Off net	Pulse in sec
B.Hour 9 am to 11:59 am	BDT 1:20	30 sec from 1st min
Special hour 12 pm to 3: 59 pm	BDT 1:20	30 sec from 1st min
B.Hour 4:00 pm to 5: 59 pm	BDT 1:20	30 sec from 1st min
Regular hour 6 pm to 9 am	BDT 1:30	30 sec from 1st min
Call rate for CUG	N/A	
Outgoing call charges	9am-05.59pm	06pm-08 am
GP to BTCL charge (Local + NWD)	BDT 1:20	BDT 1: 30 min
GO TO ISD	ISD ZONE RA TE/ MIN	ISD ZONE RATE/ MIN
Economy Isd calling	Economy ISD rate	Economy ISD rate
SMS Charges		
Community	.80 tk/ 160 character	
GP TO GP	0.50 tk/ 160 character	
GP TO OTHER OPERETOR	1 tk/ 160 character	
GP TO ISD	2 tk 160 character	
Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP TO GP	3 TK	
GP TO OTHER OPERATOR	Not possible	
GP TO INTERNATIONAL	15 tk (Selected operator)	



**Comparison between Existing
GPR / GPN & Business Post-paid**

Time		GP-Reg.	Time		Business Post-paid
FnF		1.50	FnF		1.50
CUG		2.00	CUG		2.00
Peak (8am to 8pm)	On	4.00	Business Hour (9am to 6pm)	On	3.25
	Off	4.00		Off	4.00
Off-peak (8pm to 11pm)	On	3.00	Private Hour (6pm to 11pm)	On	3.50
	Off	3.00		Off	4.00
Super Off-peak (11pm to 8am)	On	2.00	Super Private Hour (11pm to 9am)	On	2.00
	Off	2.00		Off	2.00

Corporate Segment

Post Paid – Service Package Fee

	Service Package Fee		
	Service Package 1	Service Package 2	Service Package 3*
Service Package Fee	0	Tk 850	Tk 1500

SME Segment

Post Paid – Service Package Fee and Monthly Access Fees

	Service Package Fee		
	Service Package 1	Service Package 2	Service Package 3*
Service Package Fee	0	Tk 850	Tk 1500
Monthly access fee	Tk 200	Tk 200	Tk 200

Comparison between Existing Easy / Easy Gold & Business Pre-paid

Time		EASY	My-Choice (Easy)	Time		Business Pre-paid
My Easy (24 Hours)		3.00	N/A	My Easy (24 Hours)		3.00
My Time		3.00	N/A	My Time		N/A
Peak (6am to 12am)	On	4.40	4.00	Business Hour (9am to 6pm)	On	3.75
	Off	4.80	4.80		Off	4.80
	On	4.40	4.00	Private Hour (6pm to 11pm)	On	4.40
	Off	4.80	4.80		Off	4.80
Off Peak (12am-6am)	On	3.00	2.00	Super Private Hour (11pm to 9am)	On	3.00
	Off	3.00	2.00		Off	3.00

The best customer service

Dedicated Business Customer Service

- Personal and dedicated customer care for your company.
- Fast and single service point for any inquiry related to your business solutions

Business Solution Hot Line

- 24H 365 days a week you have access to our Business Solution Hot Line 333
- Provides service to all your company's users



Xplore : This is the post paid Sim for the customer the main benefit of this package is 1 sec pulse and as the same time the customer get 4 fnf no facility (only gp no). Another facility the customer able to use unlimited Internet package p2 service. The customers get 500 tk as their credit limit. Internet and other value add service charges are added last of the month with their bill. Bill cycle is 10 or 24 of the month. Other call rate are given below

Xplore Tariff

Xplore Tariff		
Time Schedule & Charges - outgoing	On net	Pulse in sec
Peak 8 am to 11: 59 am	BDT 1.30	1 sec
Special hour 12 pm to 3: 59 pm	.49 tk/minute	1 sec
Off peak 4 pm to 7: 59 am	BDT 1.30	1 sec
Call rate for fnf no	.49 tk/minute	60 sec
Time Schedule & Charges - outgoing	Off net	Pulse in sec
Peak 8 am to 11: 59 am	BDT 1:30	1 sec
Special hour 12 pm to 3: 59 pm	BDT 1:30	1 sec
Off peak 4 pm to 7: 59 am	BDT 1:30	1 sec
Outgoing call charges	24 hour	24 hour
GP to BTCL charge (Local + NWD)	BDT 1:30	BDT 1: 30 min
GO TO ISD	ISD ZONE RATE/ MIN	ISD ZONE RATE/ MIN
Economy Isd calling	Economy ISD rate	Economy ISD rate
SMS Charges		
Fnf	.50 tk/ 160 character	
GP TO GP	1:00 tk/ 160 character	
GP to other operator	1:00 tk/ 160 character	
GP to ISD	2 tk 160 character	
Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP to GP	3 TK	
GP to other operator	Not possible	
GP to International	15 tk (Selected operator)	

GP PUBLIC PHONE (GPPP): Postpaid with Prepaid payment mode (Credit Organizer with zero '0' Credit Limit), No monthly access fee. No monthly commitment fee from - 15th March, 2008. **Before 15th March, 2008** Monthly Minimum Commitment Fee was BDT 1200 (exclusive of VAT). Based on invoice amount; USAGE on INVOICE includes MO/MT charges for – Air part, Land Part (local + NWD + ISD), Both MO and MT, All services (telephony + EDGE + SMS + MMS + VSMS etc.). 10 % discount will be applicable if airtime usage is BDT TK 4000 and above (Excluding vat). Both way BTTB connectivity (outgoing & incoming) with Local/NWD/ISD options. Outgoing Pulse to GP and other operator is 1 sec. from 1st minute onwards **from - 15th March, 2008**. For prepaid GPPP the customer will get 10 % bonus each 50 tk recharge. Tariff is given below

GP PUBLIC PHONE (GPPP)		
Outgoing call Charges	On net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0.99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0.49	1 sec
Outgoing call Charges	Off net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0 .99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0 .99	1 sec
Public phone Community	BDT 0 .75	60 sec
Outgoing call charges	8am-11.59am	12am- 7.59am
GP to BTCL charge (Local + NWD)	BDT .99	1 TK/ MIN
GO TO ISD	ISD ZONE RATE/ MIN	ISD ZONE RATE/ MIN
Economy lsd calling	Economy ISD rate	Economy ISD rate

SMS Charges		
GP TO GP	1.50 tk/ 160 character	
GP TO OTHER OPERETOR	2 tk/ 160 character	
GP TO ISD	2 tk 160 character	
Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP TO GP	3 TK	
GP TO OTHER OPERATOR	Not possible	
GP TO INTERNATIONAL	15 tk (Selected operator)	

BPO: This sim is mainly given through the Post Office. The customer can get GPPP facility as well as Flexi load facility. subscriber enjoys 10% bonus on monthly airtime usage of Tk. 4000 or above. The bonus will be disbursed within maximum 7 days period of next month in the dedicated account. Bonus can be used in both on-net, off-net and VSMS (on net + Off-net).

BPO Tariff		
Time Schedule & Charges - outgoing	On net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0.99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0.49	1 sec
BPO community	BDT .25	60 SEC
Time Schedule & Charges - outgoing	Off net	Pulse in sec
peak & Off Peak hour: 8am to 11:59 am	BDT 0 .99	1 sec
peak & Off Peak hour: 4pm to 07:59 am	BDT 0 .99	1 sec
Special hour: 12 pm- 3.59 pm	BDT 0 .99	1 sec

Outgoing call charges	8am-11.59am	12am- 7.59am
GP to BTCL charge (Local + NWD)	BDT .99	BDT .99
GO TO ISD	ISD ZONE RATE/ MIN	ISD ZONE RATE/ MIN
Economy Isd calling	Economy ISD rate ⁴⁾	Economy ISD rate
SMS Charges		
GP TO GP	1.50 tk/ 160 character	
GP TO OTHER OPERETOR	2 tk/ 160 character	
GP TO ISD	2 tk 160 character	
Push pull	2 tk	
Vsms	2.00 tk min	
MMS Tariff		
GP TO GP	3 TK	
GP TO OTHER OPERATOR	Not possible	
GP TO INTERNATIONAL	15 tk (Selected operator)	

10.5 AND VALUE ADDED SERVICES

GrameenPhone offers the following core and value added services along with the above mentioned products to its subscribers:

International Roaming - Grameen Phone is providing international roaming facility to Xplore and Business Solution Post paid Sim. . These subscribers can avail this facility after fulfilling of some requirements. In March 1999, Grameenphone introduced this premium service for the first time in Bangladesh and now provides International Roaming service to its own subscribers traveling abroad as well as to foreign operators' subscribers traveling in Bangladesh. For the first time in Bangladesh in July 2006, Grameenphone launched Roaming Services (both GSM and EDGE/GPRS) . With Camel phase 2 for prepaid in bound customer. Grameenphone has unique 'One to One' relationship with all its International Roaming partner operators.

As of May 2009, Grameenphone has 357 GSM partner operators in 120 countries in 6 continents and 137 EDGE/GPRS partner operators in 55 countries.

Short Message Service (SMS) – With this service, GrameenPhone subscribers can send text messages (160 characters each) to any mobile number. The service comes with all of the products, free of monthly charges. The charge of sending SMS is 2 taka per 160 characters for abroad.

Fax / Data – Fax and data services are available in post-paid packages for corporate clients. The service enables users to send/receive fax and data through their handsets by connecting to a PC/Laptop.

Voice Mail Service (VMS) – This service works like an answering machine. Anyone calling a GrameenPhone subscriber who is out of reach at that moment can leave a message, which the subscriber can retrieve later. The service comes with all of the products, free of monthly charge and it is provided to the subscribers based on their request for the service. Though it does not have any monthly charge, still subscribers are to pay charge which is equal to their per minute outgoing call charge when they will listen the stored voice mails in their voice mail box.

Grameenphone offers you the Voice Mail service so that you do not miss any of your important calls. Voice Mail is a type of answering machine. It allows you to have incoming messages recorded when your mobile is:

- ✓ Busy
- ✓ Switched Off
- ✓ Out of Coverage
- ✓ Or the call is not picked up (no reply)

You can retrieve the messages from the Voice Mail Center later at your convenient time.

Voice Mail Box Service Features

This service is available for all GrameenPhone subscribers.

Features		
1	Maximum Number of Message	10
2	Maximum Length	60 Seconds
3	Retrieval of Unheard Message	1 week
4	Retrieval of Heard Message	3 days
5	Retrieval of Saved Message	Not Applicable
6	Subscription	By Diverting

Standard GSM Features – Caller Identification, Call Barring, Call Holding, Call Conference, and Call Forwarding services are available in both Pre-paid and Post-paid packages. These GSM feature can be activated or deactivated free of cost.

Call Forwarding:

Allows subscribers to forward their incoming calls to any number²² when their mobile is off, unreachable or they don't want to be disturbed. Call forwarding can be enabled from the handset, or subscribers can use the following short codes:

Forward Cases	To Activate	To Deactivate
CFNRC	Forward when Not Reachable	** 62 * phone number #
CFB	Forward when phone is Busy	** 67 * phone number #
CFNRY	Forward when there is No Reply	** 61 * phone number #
CFU	Forward All Calls	** 21 * phone number #
	Forward All Calls	*002*[Phone Number]#
	Forward all calls that match the 4 condition	*004*[Phone Number]#

* Again if the diverted number is a FnF number, in that case **divert calling charge** will be as usual **GP to GP**

calling charge		
To Cancel All sorts of call forwarding	## 002 #	## 002 #
Divert Cancel		

Call Waiting: Enables subscribers to put a current call on hold (without disconnecting it) and make or receive another call. They can swap between one caller to another while the other callers are put on hold. Subscribers will be able to put **maximum of three callers on hold (at a time)**. Call waiting can be activated from the handset, or subscribers can use the following short codes:

OSS	Case Name	To Activate	To Deactivate
	CAW	Call Waiting	*43#

EDGE Service – GrameenPhone is providing EDGE services under which a subscriber can use internet, multi media message and WAP services. But for using EDGE, the hand set of the subscriber should be EDGE software supportable. There are two packages for EDGE. In package 1 (P1), subscribers have to pay .02 taka for per kilo byte browsing. But for package 2 (P2), subscriber will pay 1000 taka per month and against that, he/she can have unlimited browsing. But for both of the packages, download charges for any content are applicable. P4 is only for prepaid customer he or she will get 150 megabyte Internet browsing facility for 24 hours charge will be 60 tk , Latest two Internet package is P5 and P6 both prepaid and post paid customer will able to use this two package P5 package the customer will able to get 3 Gb internet facility for 30 days and the charge will be 700 tk, P6 package the customer will be able to get 1 Gb internet facility for 30 days and the charge will be 300 tk.

Voice SMS – GrameenPhone provides voice sms service in which a subscriber can leave a voice message of 2 minutes to any GrameenPhone mobile number. Last 10 voice sms are kept in GrameenPhone server. To listen voice sms for the first time, there is no charge. But subscribers are to pay 1 taka/minute if they want to listen any previous voice sms.

Welcome Tune – A newly introduced service where subscribers can purchase any song or music from the welcome tune list and can save it as their default tunes. Once the tune(s) is/are set, subscribers who are calling from the other end will hear the tune(s). First time activation charge of this service takes around 36.8 to 55.6 taka. The service has a monthly charge which is 30 taka and subscribers are to pay 15 taka for each song or music they purchase.

Mobile Backup: Mobile Backup is a service that ensures a safe and secure way of storing important data of your mobile phone including Contacts, SMS, Photos, Music, etc. The Mobile Backup service saves your mobile phone's data to Grameenphone's secure server, and also enables you to restore the saved data back in your phone, whether it is new or existing



CellBazaar is a service from Grameenphone that allows you to buy or sell over your mobile phone. If you want to sell something, post the information on CellBazaar through Grameenphone, and buyers will contact you. If you are looking for something

to buy, or a service (e.g., tutor), you can look for it on CellBazaar and contact the seller directly. When buyers sees an item they like, they can call the seller, get additional information, and meet the seller to complete the transaction. CellBazaar is a platform for buyers and sellers to find each other.

Cricket Updates: Now, you can get latest cricket scores via your GrameenPhone mobile phone. Just choose the option convenient for you. For latest score updates, simply DIAL 2002 and Press 1 for cricket updates Charge is BDT 2.0 per minute excluding VAT



11 MISSION, VISION, OBJECTIVES AND STRATEGIES

Mission – GrameenPhone Ltd. aims to provide reliable, widespread, conveniently-mobile and cost effective telephone services to the people in Bangladesh irrespective of where they live. Such services will also help Bangladesh keep space with other countries including those in South Asia region and reduce her existing disparity in telecom services between urban and rural areas.

Vision – We are here to help.

Objectives – The main objective of GrameenPhone is to cover both urban and rural areas, whole of Bangladesh. For this to happen the company has a dual strategy of good business and at the same time good development of the country. With this objective in mind GrameenPhone plans to achieve economies of scale as well as healthy profit and at the same time serve the people of the country with good connectivity and other economic development.

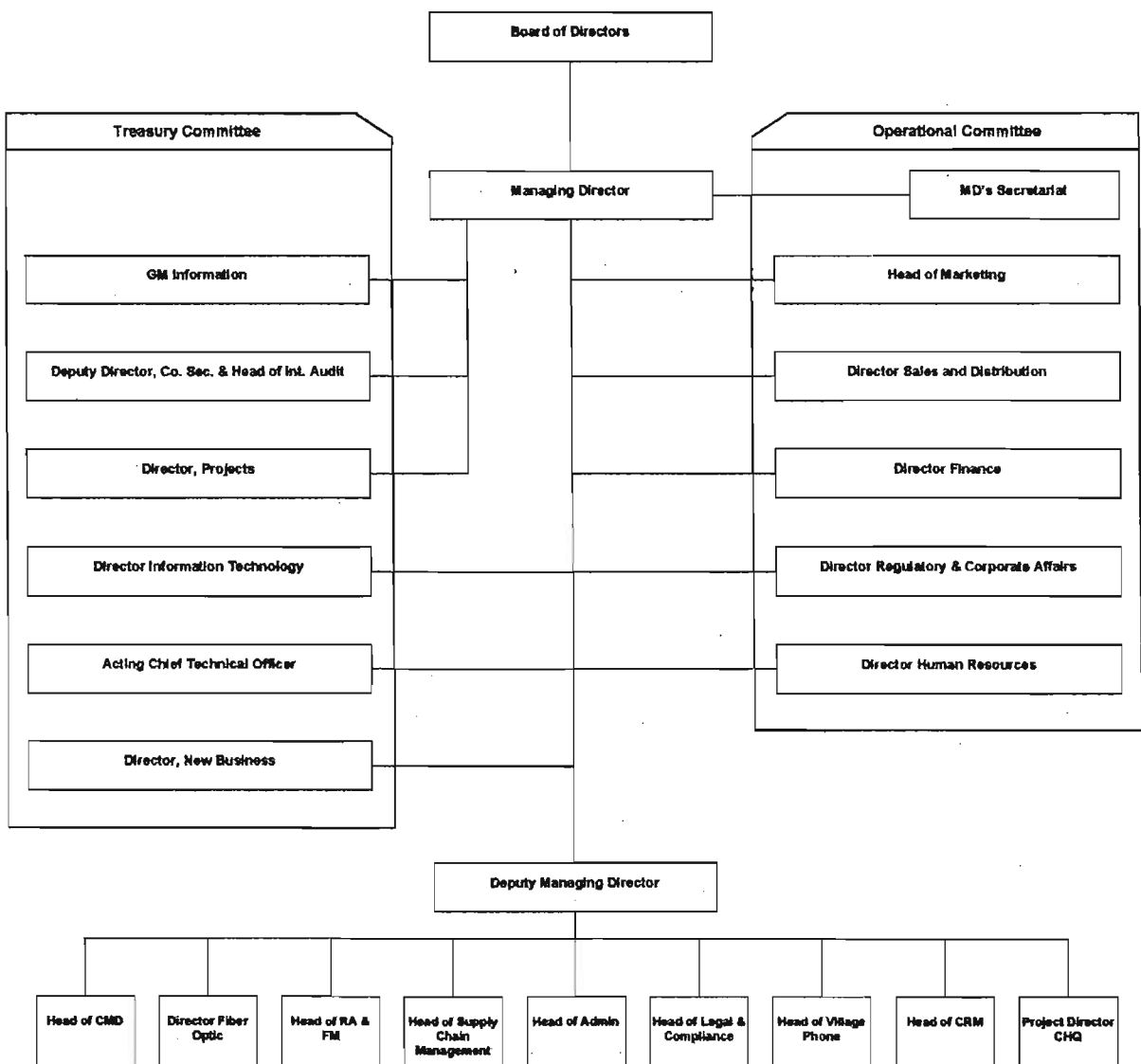
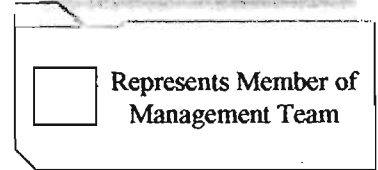
Strategies – Grameen Phone’s basic strategy is to coverage of both urban and rural areas. In contrast to the “island” strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, GrameenPhone builds continuous coverage, ‘cell after cell’. 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 Grameen Phone’s network.

- **Functional Level Strategy** – GrameenPhone’s focus is on efficiency, quality, innovation, and customer responsiveness. This enables the organization to earn competitive advantage over the competitors.

- **Business Level Strategy** – GrameenPhone mainly applies cost leadership strategy. In addition, they also apply differentiation strategy as their business level strategy.
- **Corporate Level Strategy** – GrameenPhone follows related diversification as their corporate level strategy. It enables them to keep the cost low and earn better expertise.

12. ORGANIZATION STRUCTURE

Chart 1: GrameenPhone Organizational Structure



13. DIVISION AND DEPARTMENTS

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 7 major tasks. These are:

- **Technical**
- **Administration**
- **Marketing**
- **Sales & Distribution**
- **Customer Management**
- **Human Resource**
- **Finance**
- **Information Technology**

13.1 TECHNICAL DIVISION

Technical division is the division, which is responsible for the technical operation of the organization. The organizational chart of technical division is shown below.

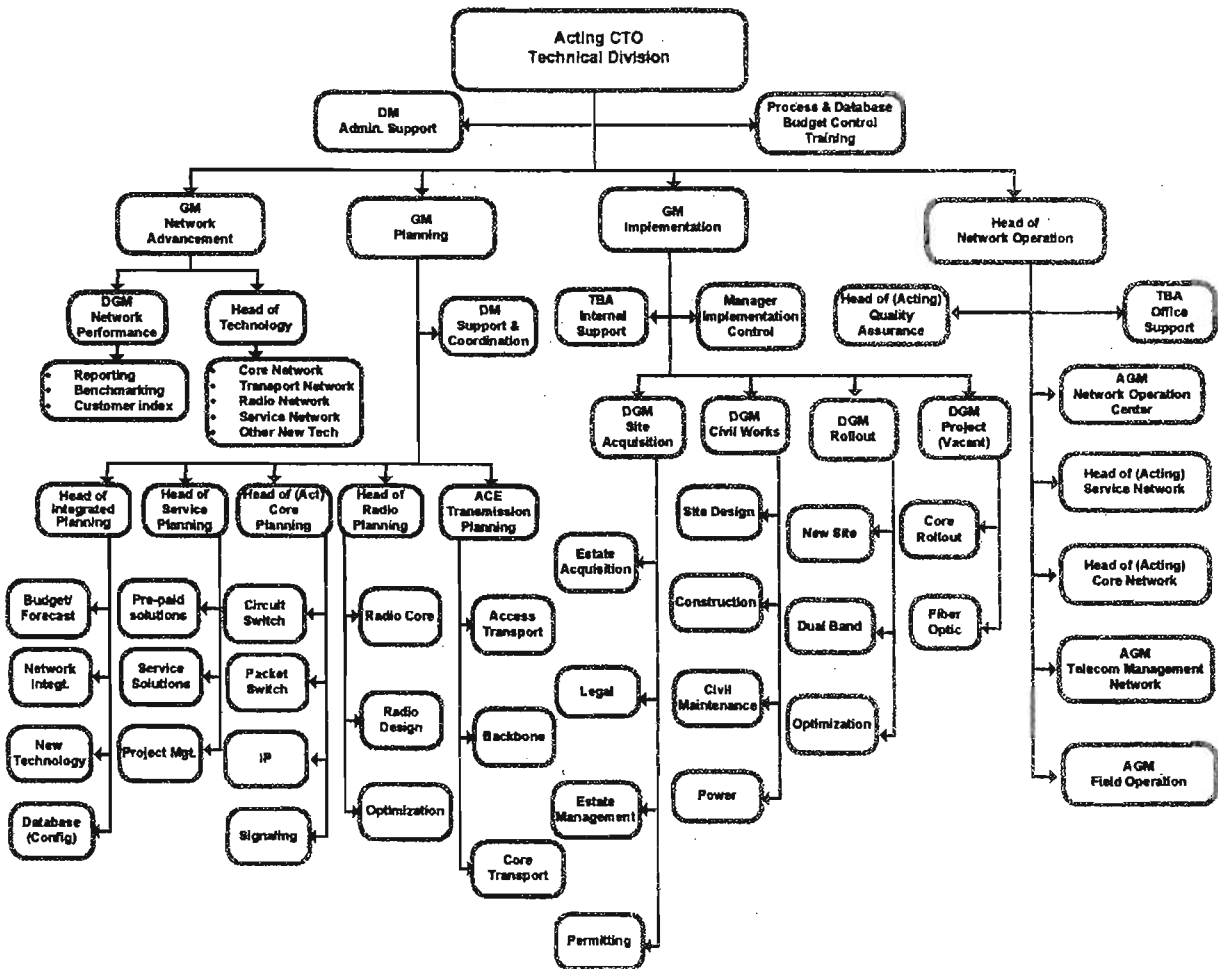
Responsibilities of the Technical Division:

- 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.
- 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.



Chart 2: Organizational Chart of Technical Division



13.2 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.

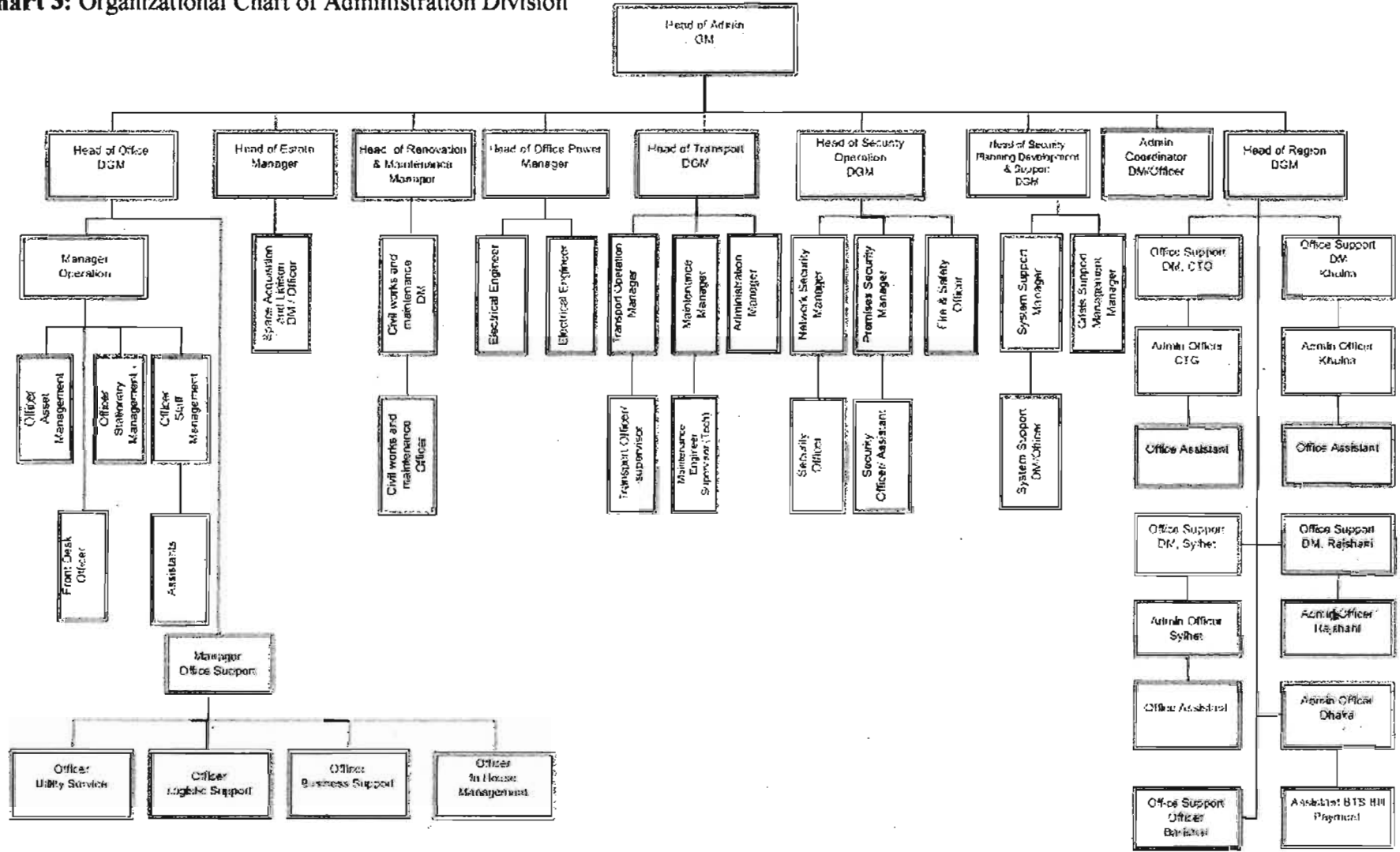
Administration Division encourages to -

- 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.

Chart 3: Organizational Chart of Administration Division



13.4 Marketing Division

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.

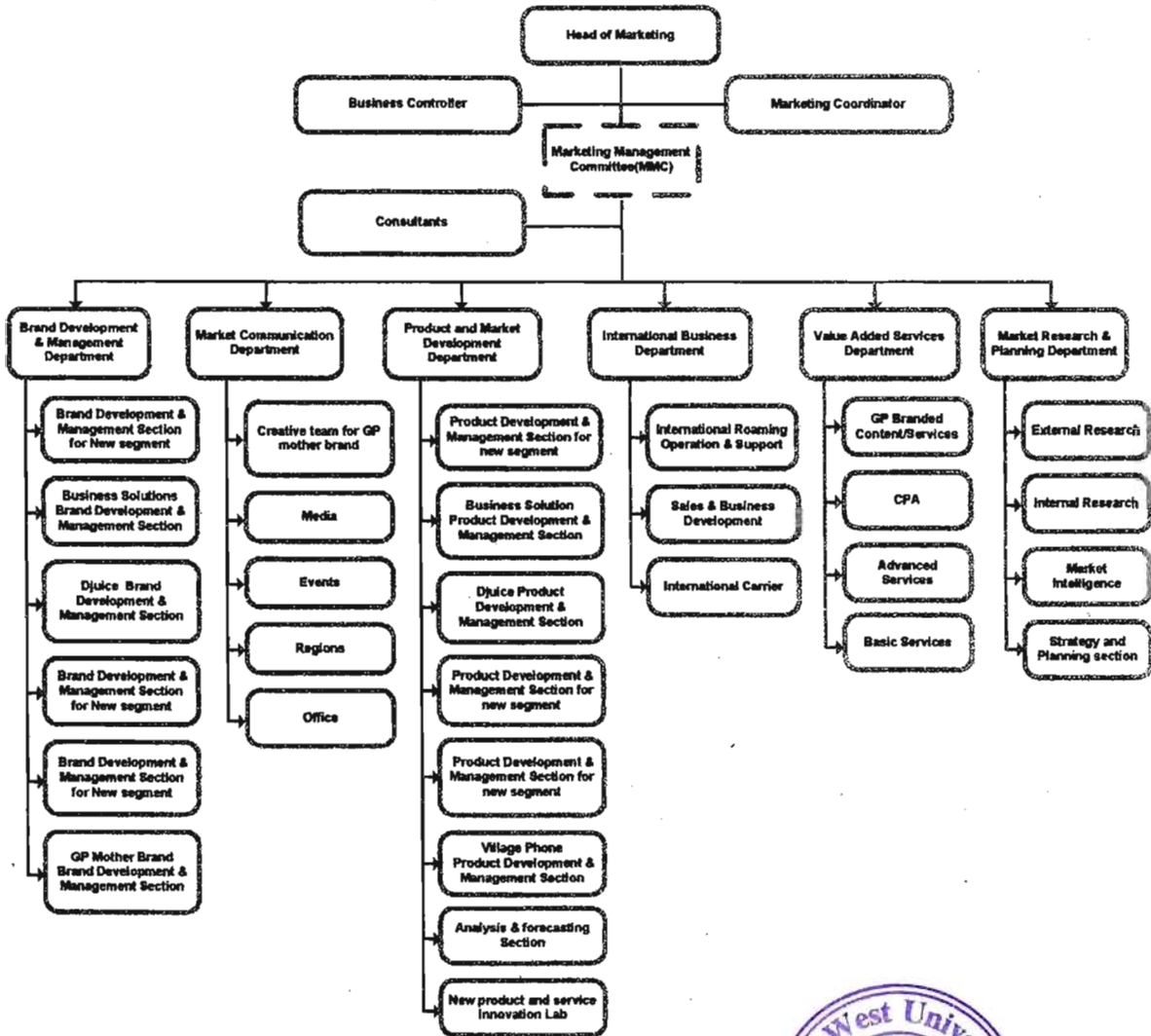
P & PM is responsible for communication with different departments about existing products. P & MP gets feedback from Sales, Customer Relation and Market Communication departments regarding Customer needs and Market requirements. Feedback helps in redefining an existing product.

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.

Chart 4: Organizational Chart of Marketing Division



Market Communication

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 they follow are -

- Determine needs by market survey and through secondary data.
- Develop product within GrameenPhone's resources.
- Pricing of the product.
- Obtain necessary approval from the management
- Competitor's activity analysis
- Concept building for promotional activities. It includes advertisement in the leasing 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 GrameenPhone. It is the responsibility of the marketing department to design and publish monthly Newsletter of GrameenPhone.

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.

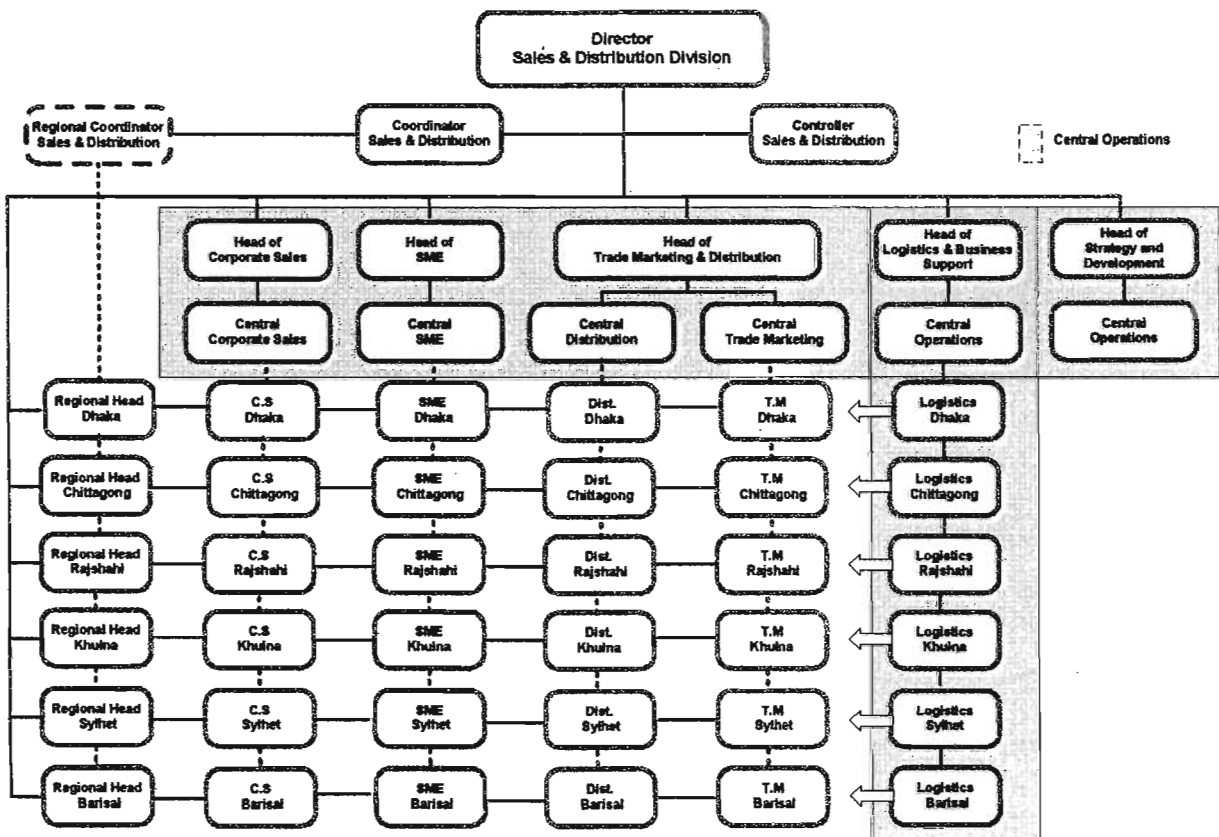
13.5 SALES AND DISTRIBUTION DIVISION

As its name suggests this department involves in the selling procedure of GrameenPhone 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.

Chart 5: Organizational Chart of Sales & Distribution Division



Distribution Channel

GrammenPhone has information centers called info center which are run by highly trained and friendly people. These info centers are there to provide instant and spot solution to a problem that the subscribers might face.

There is also Sales & Logistics Officer who is responsible for providing SIM (Subscribers Identification Module) cards and handsets to the subscribers and distribution of marketing items.

13.6 CUSTOMER MANAGEMENT DIVISION

Customer Management Division as the name implies that it deals with the customers directly other than Sales division. Once a product is out in the market the characteristics and the other features of the product is known. As soon as the product gets well settled in the market and the customers avail the service they face lots of problems and come up with many different kind questions and varieties of queries. Now it's the objective of the CMD to meet, fulfill and meet all kinds of queries from customers and provide the optimum solutions. It works to ensure customers' satisfaction and also to motivate the people in GrameenPhone service.

Customer Management Division of GrameenPhone has different units that are involved in ensuring all post sale services to their valued customers. Next page contains a brief description of the activities of these units —

- **Call Management Center** — The call management center handles all calls made by the customers to provide quality post-sales services time round the clock.

- **Credit & Collection Management** — This unit identifies all accounts that exceeded credit limits or are very close to the credit limit and send them appropriate messages. They also bar, unbar lines of default accounts as well as identifying fraudulent activities. Beside these, this unit is further involved in collecting payments and other related activities like refund, adjustments, and proper reporting.

- **International Roaming Unit** — The primary responsibilities of this unit are to generate the bills for the Roaming customers, keeping update of the roamers, provide instant services over roaming hotline, distribute the bill, roaming bill collection and other relevant activities of International Roaming.

- **Revenue Assurance Unit** — This unit is involved in profiling customers according to their usage, payment habit, etc. Other than generating Bill Cycle End Report, Inactive Bar Report, Barred Account Report, and Revenue Outstanding Report, they also reconcile monthly reports with actual data regarding barred account, SIM changes, and Transfer of ownership.

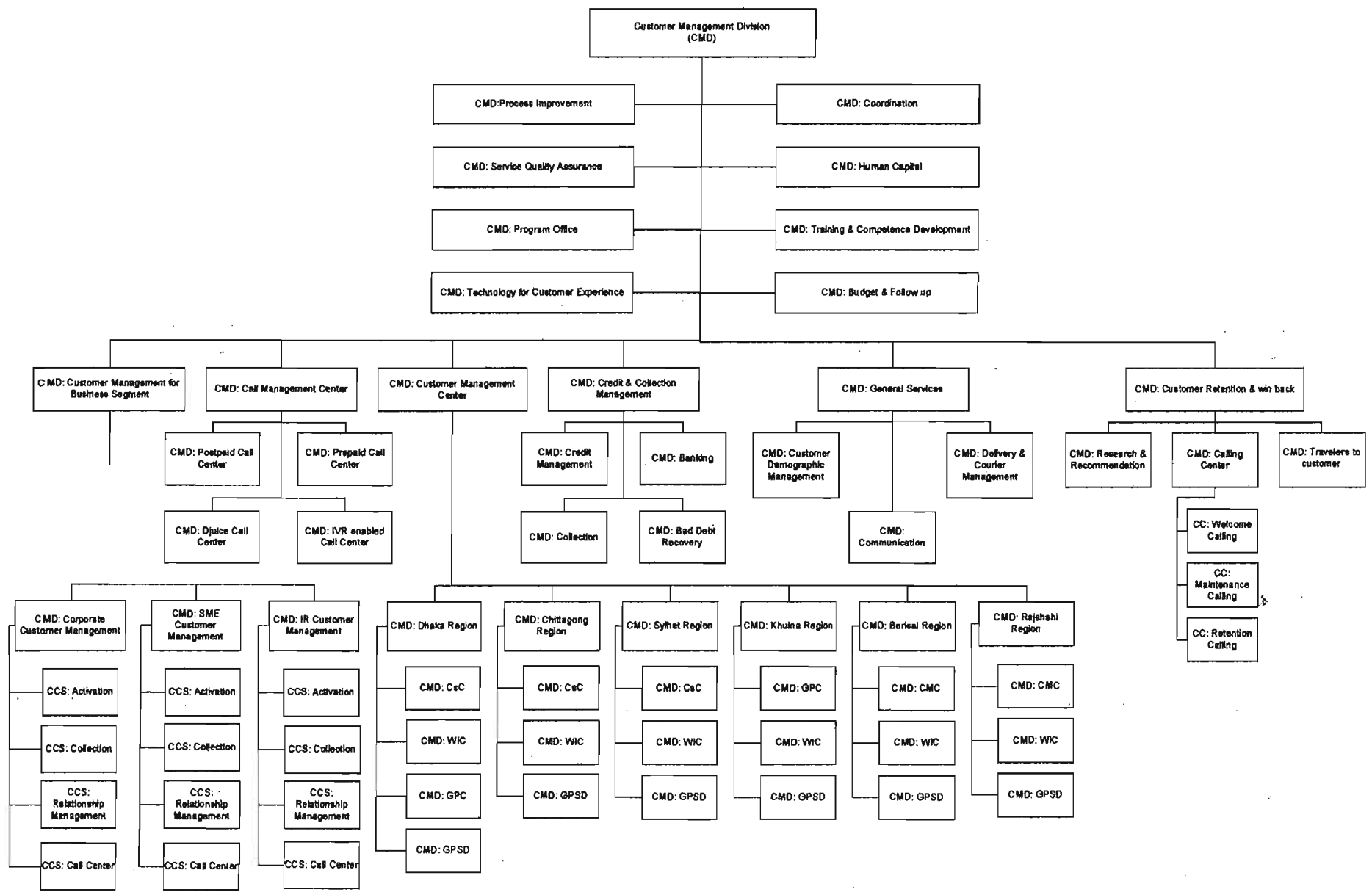
- **Bad Debt Recovery** — This unit handles all default customers through classifying the defaulter, designing recovery plan, processing legal actions, etc.

- **Corporate Customer Service**— This unit is responsible for providing all post-sale services to corporate accounts. They also look after the Village Phone Services in coordination with Grameen Telecom (GTC).

- **Subscription Service-** Subscription Services take care of all kind of after sales services including activation of new sim subscription. This unit consists of four parts:
 1. **Post Paid** - Deals with new activation, SIM change, migration, reconnection, international roaming, friends and family, data fax facility, quality check.
 2. **Pre Paid** - Deals with SIM change, migration reconnection, data-fax facilities, etc. for pre paid subscriber.
 3. **Instant service** - Takes care of subscription forms archive, verifying signature of subscribers, maintaining electronic filing, information filing, sending SMS, transfer of ownership and supporting other units through hot line.
 4. **Dealer Management** - Directly gives support to dealers through Hot Line 155 & 477.

- **Customer Communication Unit**— The communication unit's activities are to work as the middle tier between the different units and the customers. All physical data from the customers are received by this unit and communicated to the relevant units in this process they also handle legal issues.

Chart 6: Organizational Chart of Customer Management Division

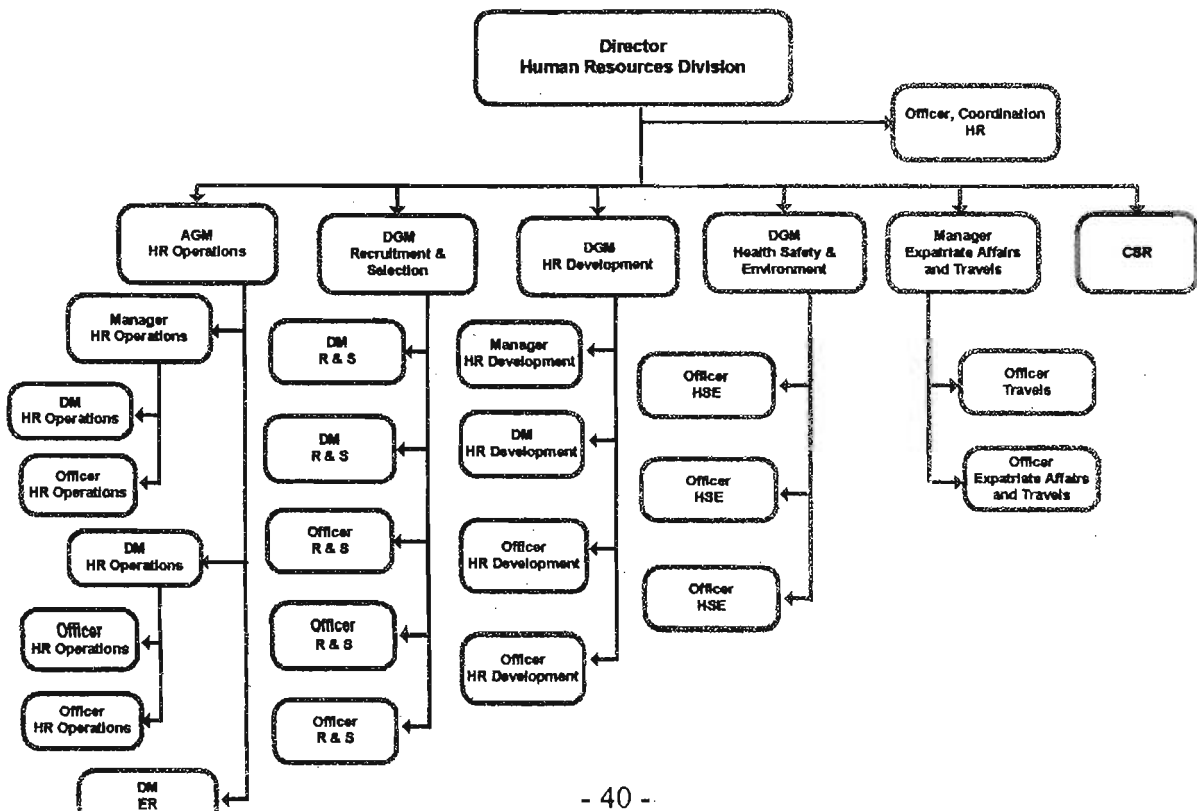


13.7 HUMAR RESOURCES DEPARTMENT

Human Resources (HR) Department, an important of Administration Division plays very vital role in the total functioning of GrameenPhone. 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:

- u ma
- Human Resource Management (HRM)
- Human Resource Development (HRD)
- Human Resource Management Information System (HR- MIS)

Chart 7: Organizational Chart of Human Resource Department





grameenphone

Human Resource Management's Functions

Manpower planning is an important function of Human Resource 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 analyze their employee need and send their requirement to Human Resource Department through their respective divisions. After obtaining necessary approval from the management, Human Resource Department sets target, and prepare recruitment planning. According to job specification Human Resource Department goes for recruitment process.

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

GrameenPhone's performance appraisal takes place in two stages -

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

Leave management is an important function. Human Resource has opened a leave management database to obtain current leave status of all the employees of GrameenPhone. It provides information to the employees at it is necessary.



Human Resource 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.

Human Resources Development's Functions

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. GrameenPhone's human resources development functions aim to increase the quality of the human resources especially through **training**.

Besides the above mentioned work, some routine functions of Human Resources Development 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



Human Resource Management Information System's Functions

HR Management Information System's functions involve-

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 Human Resource Department, the job is accomplished and the responsibility is carried out co-operatively. Human Resource Department plays a very crucial role in the functioning of GrameenPhone. This is a very flexible and open department, as it always has to gather and store current and exact data and information regarding the employees and the organization.

13.8 Finance Division

Finance division comprises three departments, namely, Information Systems, Finance and Procurement. Department of finance is an integral part of finance division. The main roles of this department are defined below:

- 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
- Co-ordination with external organization and inter

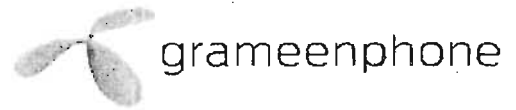
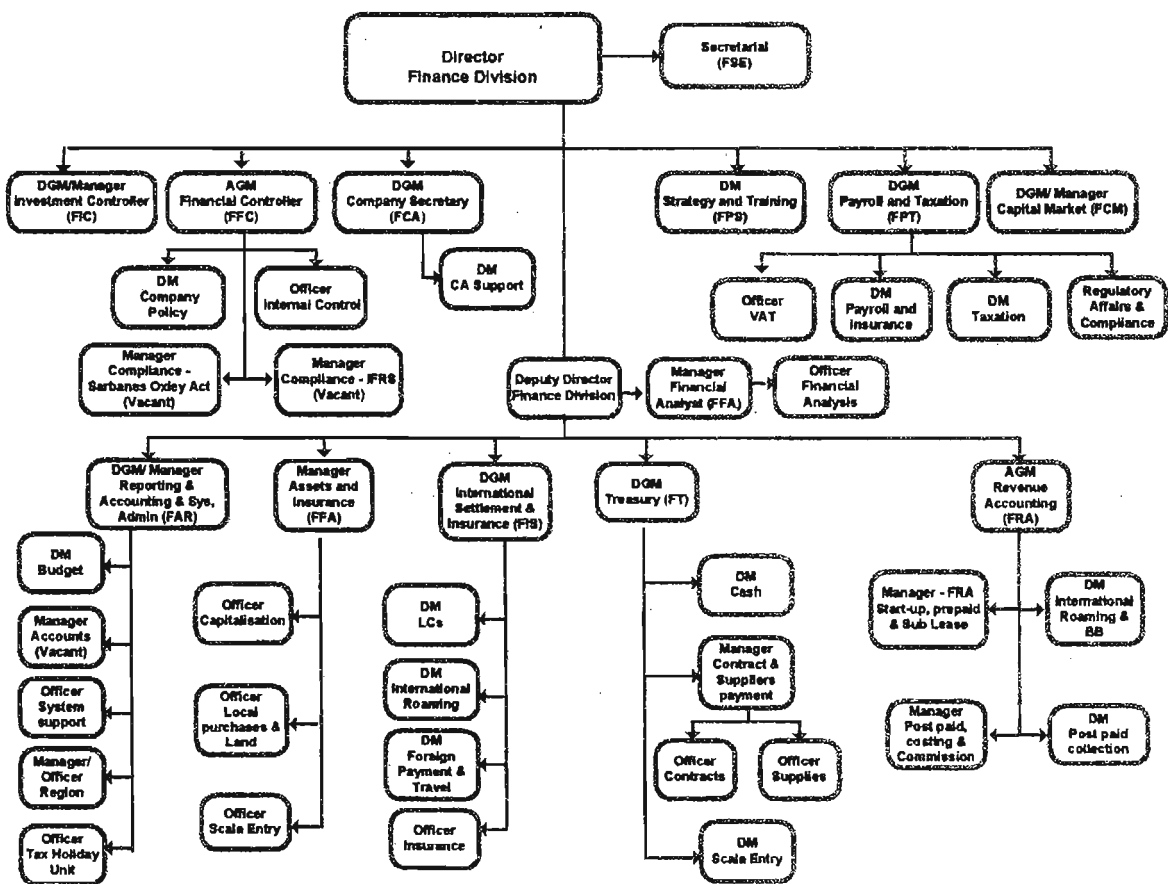


Chart 8: Organizational Chart of Finance Division



INFORMATION TECHNOLOGY DIVISION

Information Technology division of GrameenPhone is responsible to manage the following areas -

- NT Server/Workstations
- Alpha Server
- Mail/Internet System

- PABX System



Use of NT Server -

- Data sharing
- Centralizing data
- Data security
- Printing
- Electronic mail.



Use of Alpha Server -

- Customer activation/deactivation
- Adding and barring features to the customers
- Customers inquiries
- Generation bills
- Current and previous status of customer

Information Technology mainly works with Switch and Customer Care departments. It maintains and manages the server oriented application software which is known as CABS 2000 that the Billing and Customer Care use.

Use of Mail/Internet System -

All GrameenPhone officials have their own E-mail address, which helps in easy communication and easy data transfer. Information Technology division handles all the mail and Internet related issues and problems.

Use of PABX System -

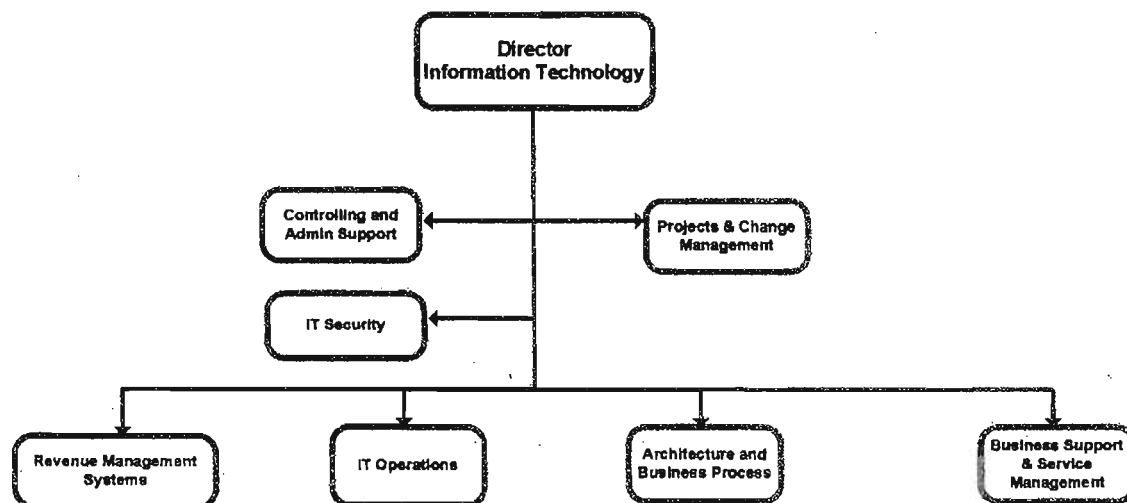
All the desk telephones are connected to the PABX system

GrameenPhone officials and the out side world.



In short, the whole GrameenPhone and 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 Information Technology department. Whenever users face any problem related to the above-mentioned activities, Information Technology members are always active to provide instant help.

Chart 9: Organizational Chart of Information Technology Division



14. COMPETATIVE ANALYSIS

Though GrameenPhone is leading the telecommunication industry of Bangladesh, others mobile companies are also doing well. Three other competitors of GrameenPhone are City Cell, AKTEL, Bangla Link and Tele Talk. The approximate percentage of market share of these organizations are given below -

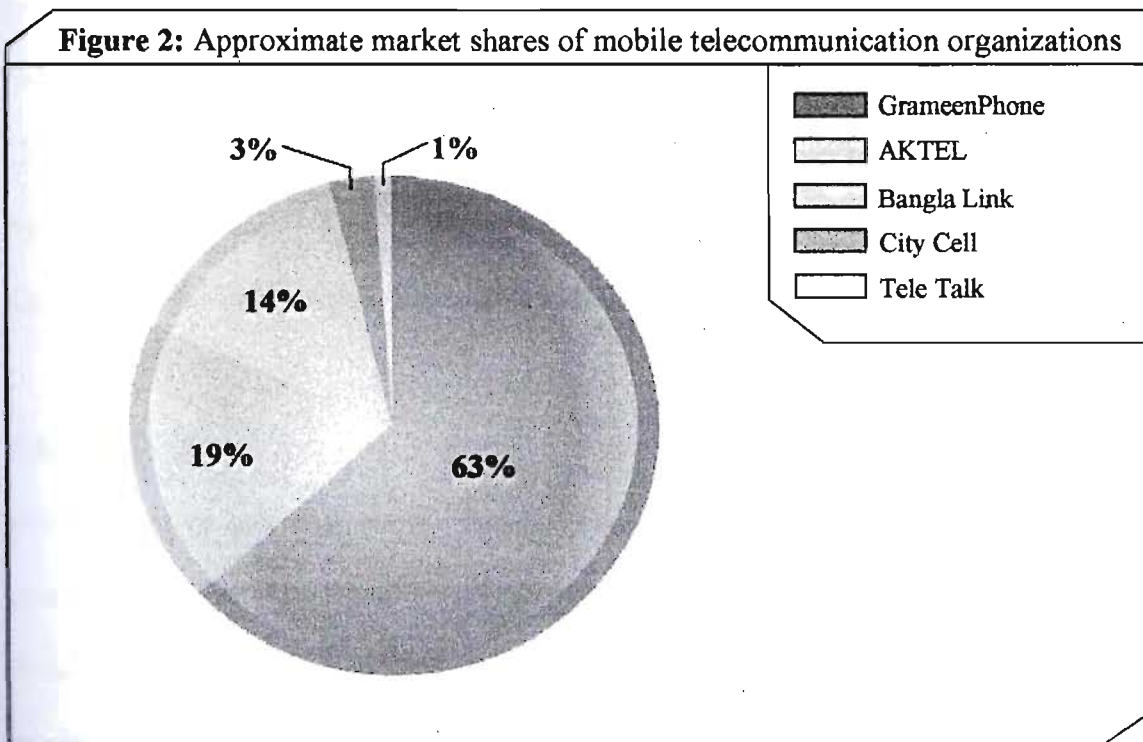


Figure 2 shows the competitive position of GrameenPhone in the telecommunication industry of Bangladesh. At the same time it also shows the considerable growth of its competitors.

In terms of connectivity, GrameenPhone is able to provide better services because it has large number of base station (Tower). Still the network coverage of GrameenPhone is the widest one which has covered almost every districts and upazillas of Bangladesh. The nearest competitor Bangla Link has the coverage of 57 districts. Here one thing

should be mentioned that is, Bangla Link covers this area within very short span of time. City Cell and AKTEL have better services in metro politan area. But their service level in rural area is not so appreciable. Tele Talk has the best connectivity with the land phone operator and Tele Talk to Tele Talk. But connectivity of other operator from Tele Talk is not so good.

In term of promotional activities, Bangla Link follows aggressive strategy. For promotion, they focus on mainly press and media publications. On the other hand, GrameenPhone focuses on sponsorships beside the press and media publication. Others operator have their own promotional activities, but not so aggressive like GrameenPhone and Bangla Link.

Besdie the strong network coverage GrameenPhone's another major competitive advantage is its customer service that the other telecommunication organizations still could not achieve. At present 5 Customer Care centers, 13 GrameenPhone Centers, 25 GrameenPhone Distribution Centers and 651 GrameenPhone Service Desks all over the countries are working as branch office to bring the service to the doors of its subscribers.

15. SWOAT ANALYSIS

The SWOT analysis makes an attempt to analyze the internal strength and weakness of a plan or a company as well as the external threats and opportunities. Such an analysis enables a company to identify and enhance its strengths further, to determine its drawbacks and ways to overcome those.

15.1 STRENGTH

Good Owner Structure - GrameenPhone has the best owner structure in the telecommunication industry of Bangladesh. Telenor is one of the largest company, which is operating in different countries around the world. Again, in Bangladesh, Grameen Bank is one of the largest NGO, which has the better communication all over the country. Gonofone is also network base telecommunication organization, which has good reputation in USA. Marubini is called one of the Asian tiger organizations for its expansion of Business.

Market Leader - GrameenPhone is the first organization in Bangladesh, which have reached to the general people. Though City Cell had started their operation beforehand, but they were unable to reach the general people. So, the people are being used to with GrameenPhone. This is a huge advantage of GrameenPhone.

Network Availability - GrameenPhone has widest network coverage and a large number of BTS station (Tower) all over Bangladesh. That's why the company can provide better connectivity in most of the area of the country.

Brand Name of Grameen Image - Grameen Bank is well known all over the country because of its appreciable activities in financial sector for poor people in Bangladesh. So, when the name Grameen has been added with this telephone company, the organization gets a huge exposure due to this Grameen image.

Financial Soundness - Because of effective planning, GrameenPhone is able to earn a healthy amount of revenue, which gives them financial soundness.

Skilled Human Resource - All the staff, which are related to GrameenPhone are skilled and effective in their own job responsibility. The reason behind this is the Human Resource department of GrameenPhone follows ethical strategy to recruit new employees.

Effective Support Organization - GrameenPhone have shared the idea from the employees of Bangladesh Railway and Grameen Bank, who are experienced and was able to provide precious guideline for the operation of GrameenPhone.

Access to the Widest Rural Network through Grameen Bank - Through the help of Grameen Bank, this was easier to GrameenPhone to reach the rural area of Bangladesh.

High Ethical Standard - To keep the quality of service, GrameenPhone is strict to follow its ethical standard.

15.2 WEAKNESS

Culture Gap: In GrameenPhone management, employees from different country are existed. Suppose, The Managing director is a Norwegian, Director from technical is Indian and many more employees come from different country. That's why; some times there may be lack of understanding due to cultural gap.

Different Ideas create problem: In Grameen Phone, this is highly encouraged to apply new strategy for the better performance. Sometimes it creates problem because employees are used to with the previous strategy.

Complicated Pricing Structure: GrameenPhone has lots of products. The pricing of these products and their billing policies are different which also difficult for a user to understand.

Incomplete Messages through Promotional Activities – Most of the time the advertisement of GrameenPhone do no clear the appropriate messages. Not only that, most of them are also so confusing to understand. As a result subscribers get the wrong meaning of what has been said to them.

Problem Contained Offers – Recently all most all of the new offers of GrameenPhone are having some technical problems. Either they are not working at all or part of the services of those offers is disabled. Not only that, GrameenPhone is also delaying to solve those problems which is only raising the dissatisfaction level of its subscribers.

Different Departments are not Working Together - The interconnection of the department is little bit weak. The reason behind this, there is no exchange program for employees to work between departments.

No International SMS - GrameenPhone does not ensure international SMS, which brings dissatisfaction of international roamer.

15.3 OPPORTUNITIES

Economic Growth of Bangladesh - The economic growth of the country will increase the expansion of telecommunication industry. From 1995 to 2006, there is a huge change in telecommunication sector.

New and Better Interconnect Agreement - GrameenPhone is going to have agreement with T&T to have better connection from land phone. The organization has agreement with other operators like AKTEL, City Cell or Bangla Link to have better internal connectivity.

Huge Demand for Telecom Services - The market of telecommunication is expanding. So, this is easy for GrameenPhone to achieve the major portion of expanded market because of its leading position.

Increased Intentional Activities in Bangladesh - As international activities increased in the country, people need the connectivity not only in the country, but also outside of the country. So, the market for outside of the country is also expanding.

Declining Prices for Handsets – Few years ago the people of low income could not afford mobile phone services due to the high price of handsets. Now the price of handset has decreased and the low income people want to get connected through mobile phone.

New International Gateway - As BTTB has established new gateway to connect internationally, this is easy for mobile phone companies to provide services of ISD call and international roaming.

Flexibility of Mobile Phone - Communication through mobile phone is popular because the land phone connection between inter city is costly. Mobile phones are also easier to carry and because of its lower cost and portability, people are getting more dependent on mobile phones than land phones. So there is a chance to achieve more subscribers and more market share.

15.4 THREATS

More Rigid Government Regulations - Government is becoming restricted for taking away currency from the country. So, Foreign Company are threatened because they may have risk to back their investment to the country. The government also put restriction for the work permit of foreign employee.

Upgraded Technology Used by Competitors - New mobile phone operator like Bangla Link are establishing their channel with latest technology. Whereas GrameenPhone using the stations which are five years old. So, this is the disadvantages for GrameenPhone.

Political Instability - Political instability is another threat because, with the change of Government, policies are also changed. So, this is difficult for any multinational organization to cope with new policies.

Devaluation of Taka - As the investments occurs in foreign currency, that's why the devaluation of Taka decrease profit from financial point of view.

Risky Position of Valuable Resource - The organizations have a large number of BTS stations which are spread all over the country. Any one can make damage to these BTS station and this is also difficult to arrange proper security for these stations.

Non-co-operation of Government for the Revenue of BTTB - Government des not want to provide the better services from BTTB to other operator due to remain competitive.

Price War - Recently this has become the most important concern for any mobile operator. To remain competitive in the market, operators have to reduce prices, which causes of reduction of revenue.

16. PROBLEMS FACED BY THE COMPANY CONCERNING STRATEGIC, OPERATIONAL AND LEGAL ISSUES

Organizations often do have the privilege for not revealing the internal information by the excuse of corporate secrets. A company like GrameenPhone is also not likely to express the incidents of hustles and tussles with its competitors or its bargaining with parties. The out of record facts from the grapevines and some cover stories give us the idea that management has got some predetermined treatments on anticipated problems in internal sectors of strategic and operational fields. In case of external dealing, the company approaches with the protocol used by the firms. As GrameenPhone is a private Ltd corporation, legislative affairs are treated according to the company Act. Some of the disputes have been solved through the “Arbitration Act” as well. However, for keeping confidential the organization never uncover its strategies or plan of actions in the public. The internal matters of a organization are always a hard nut to crack where GrameenPhone restricts outsiders. This is why; complete information could not have been traced out in this regard.



17. ORGANIZATION'S CURRENT STATE OF OPERATIONS AND FUTURE PLANS

Since its launching nine years ago, GrameenPhone has grown steadily in spite of numerous obstacles. It crossed 6 million subscribers at the beginning of the year 2006. Along the year 2006, GrameenPhone has successfully headed towards the goal of another 3.5 million. At this time GP has:

- Around 5263 Point of Sales
- More than 345 Customer Service Points
- More than 3590 Base Stations
- Network Coverage at 439 Thanas
- Around 9.5 million subscribers
- 115 Roaming Countries with 309 Operators
- Largest subscriber base
- Widest network coverage
- Instant and effective customer service
- More than 2600 skilled and dedicated employees

Grameen Phone expects the expansion to continue and extend the coverage to all 460 Thanas, by 2007. New products and services will continue to be launched in the coming years that will ensure maximum customer satisfaction.

The recent market of telecommunication industry in Bangladesh is very competitive. To focus on the competitive market, GrameenPhone has developed its future plan. In the future plan, GrameenPhone mainly concentrated on pricing, services and human resources.

17.1 PRICING

In the price war of competitive telecommunication industry of Bangladesh, each mobile company takes the price as an issue of competition. GrameenPhone has developed a plan to reduce the price in competitive manner with other operator which would also adjust with the revenue of the organization.

17.2 UPGRADING THE TECHNOLOGY

To provide better services to subscribers, GrameenPhone have planned to upgrade its technology, specially the BTS stations, Billing Servers, office automation and internal communication among the departments. These upgradations will give pace to the day to day operation of GrameenPhone and thus provide better customer service.

17.3 MORE VALUE ADDED SERVICES

To attract the customer, GrameenPhone will provide more GSM feature and value added services. For example, using the mobile phone subscribers will know the latest news of sports and current issues sitting at their home.

17.4 SEGMENTED BRAND NAME

Though GrameenPhone has a good brand name, the organization wants to establish segmented brand name for different market segment such as Djuice, which is only launched for the younger segment of GrameenPhone. So, for DJuice, the advertisement, the pricing, the marketing plan all are targeted toward the young generation. In near future, Like Djuice, GrameenPhone will launch new products, which will be targeted towards different segments like Corporate, Women, and Students etc.

17.5 MORE SERVICE POINTS AND EXPANDED NETWORK COVERAGE

GrameenPhone will continue to make additional investment to further expand the coverage and increase the capacity of its network. With this, the organization will also increase the number of its services points so that service can reach the subscribers instead of subscribers come to the service. This will be done because the organization is committed to provide quality service all over Bangladesh and render towards having a satisfied group of customers.

grameenphone

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Questionnaire Analysis part



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grameenphone

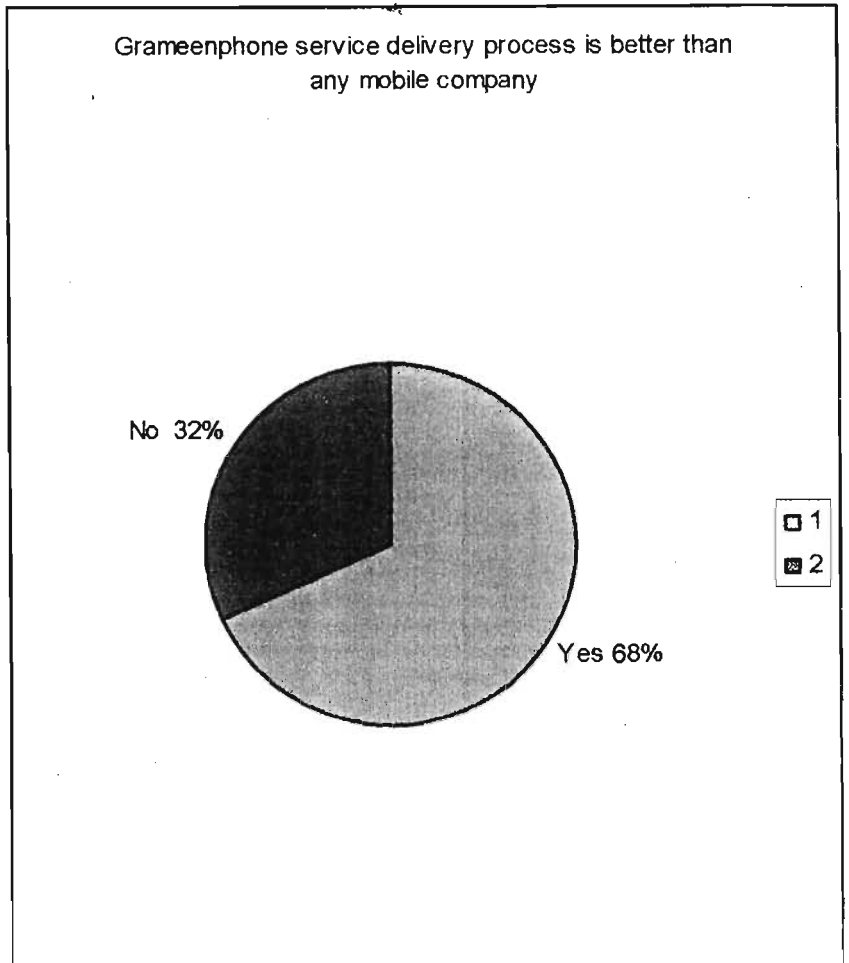
grameenphone

grameenphone

grameenphone

01. Do you believe that GrameenPhone Customer service delivery process is better than any mobile company in Bangladesh?

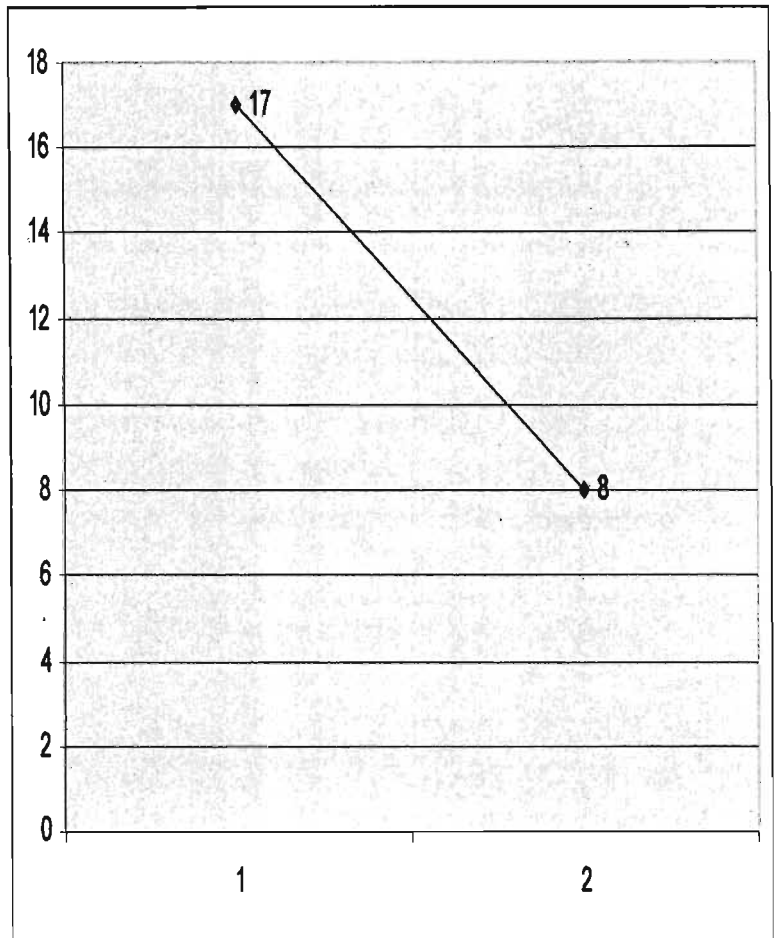
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	17	8



I asked 20 customers Manager and 5 deputy Manager of GrameenPhone about their perception of the service delivery process. 17 out of 25 believe that GrameenPhone Service delivery process is better than any mobile company in Bangladesh and 8 out of 25 believe that other Mobile company's service delivery process is better than GrameenPhone. From my Questionnaire survey I find that 32% People who are working in GrameenPhone believe that Gramophone's service delivery process is not better but the strong side of GrameenPhone is that 68% people who believe that GrameenPhone service delivery process is better than any other Mobile service provider in Bangladesh.

02. The tools used by the Customer Manager is sufficient to solve the problem of the Customer

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	17	8

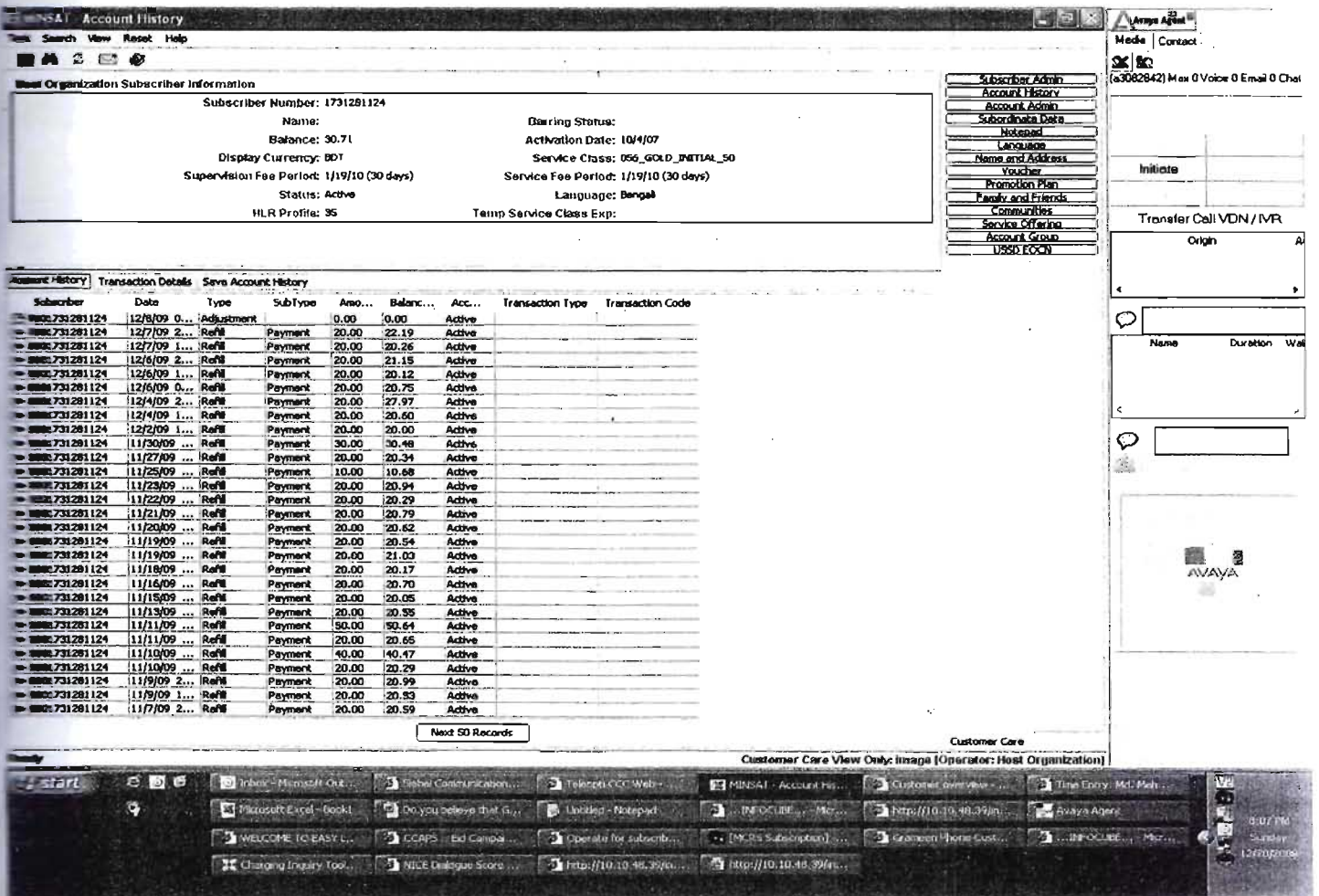


Here I am trying to find out the satisfaction level of the employees about their comments of the Tools which used by the Customer Manager most of them believe that the tools used by GrameenPhone which is sufficient to meet the demand as well as work properly most of the time. 17 employees out of 25 comments that the Tools used by the Customer service department is working properly most of the time and 8 out of 25 comments that the Tools used by GrameenPhone performing poor and they faced lot of problem after handling this tools. If we convert it as percentage we see that 68% employees relay the Software which used by GrameenPhone and 32% employees want to improve the efficiency of the software.

03: Which tool is most important for serving the Prepaid Customer?

MINSAT	CCAPS
25	25

25 Out of 20 Customer Manager and 5 Deputy Manager believe that MINSAT and CCAPS these two tools are most important for serving the prepaid customer. Most of the Customer Manager and Deputy Manager believe that these two Tools are most important for proving proper service to the prepaid customer. MINSAT is using for Balance check if any customer call 121 and want to know the account Balance then first level Customer Manager verify the customer's account from MINSAT. It is the main tool for serving the prepaid customer. If any customer complains his or her Number related any problem then most of the customer Manager checks the problem from CCAPS. It is the main execution tool for serving the prepaid customer.



The screenshot displays a software interface for account management. The main window is titled 'MINSAT Account History' and shows 'Subscriber Information' for subscriber number 1731281124. The account is active, with a balance of 30.71 and a service class of '056_GOLD_INITIAL_50'. Below this, a 'Transaction Details' table lists various payments and adjustments from 11/7/09 to 12/8/09. On the right side, there is a 'Subscriber Admin' menu with options like 'Account History', 'Account Admin', and 'Subordinate Data'. At the bottom, a Windows taskbar is visible with several open applications including 'MINSAT - Account History', 'Customer Care View Only', and 'Avaya Agents'.

Subscriber Number: 1731281124	Barring Status:
Name:	Activation Date: 10/4/07
Balance: 30.71	Service Class: 056_GOLD_INITIAL_50
Display Currency: BD1	Service Fee Period: 1/19/10 (30 days)
Supervision Fee Period: 1/19/10 (30 days)	Language: Bengali
Status: Active	Temp Service Class Exp:
HLR Profile: 95	

Subscriber	Date	Type	SubType	Amo...	Balanc...	Acc...	Transaction Type	Transaction Code
1731281124	12/8/09	0...	Adjustment	0.00	0.00	Active		
1731281124	12/7/09	2...	Refill	20.00	22.19	Active		
1731281124	12/7/09	1...	Refill	20.00	20.26	Active		
1731281124	12/6/09	2...	Refill	20.00	21.15	Active		
1731281124	12/6/09	1...	Refill	20.00	20.12	Active		
1731281124	12/6/09	0...	Refill	20.00	20.75	Active		
1731281124	12/4/09	2...	Refill	20.00	27.97	Active		
1731281124	12/4/09	1...	Refill	20.00	20.00	Active		
1731281124	12/2/09	1...	Refill	20.00	20.00	Active		
1731281124	11/30/09	...	Refill	30.00	30.48	Active		
1731281124	11/27/09	...	Refill	20.00	20.34	Active		
1731281124	11/25/09	...	Refill	10.00	10.88	Active		
1731281124	11/23/09	...	Refill	20.00	20.94	Active		
1731281124	11/22/09	...	Refill	20.00	20.29	Active		
1731281124	11/21/09	...	Refill	20.00	20.79	Active		
1731281124	11/20/09	...	Refill	20.00	20.62	Active		
1731281124	11/19/09	...	Refill	20.00	20.54	Active		
1731281124	11/19/09	...	Refill	20.00	21.03	Active		
1731281124	11/18/09	...	Refill	20.00	20.17	Active		
1731281124	11/16/09	...	Refill	20.00	20.70	Active		
1731281124	11/15/09	...	Refill	20.00	20.05	Active		
1731281124	11/13/09	...	Refill	20.00	20.55	Active		
1731281124	11/11/09	...	Refill	50.00	50.64	Active		
1731281124	11/11/09	...	Refill	20.00	20.65	Active		
1731281124	11/10/09	...	Refill	40.00	40.47	Active		
1731281124	11/10/09	...	Refill	20.00	20.29	Active		
1731281124	11/9/09	2...	Refill	20.00	20.99	Active		
1731281124	11/9/09	1...	Refill	20.00	20.53	Active		
1731281124	11/7/09	2...	Refill	20.00	20.59	Active		

Microsoft Internet Explorer - Campaign

Search Favorites Tools Help

http://.../EidCampaign.aspx

CCAPS

Friday, December 20, 2009

Search MSISDN Offer Status

MSISDN:

Start Time	End Time	Offer Name	Status
12/15/2009 8:40:48 PM	22/12/2009 00:00:00	12/15/2009 8:40:48 PM	Activated

SMS History(s)

SMS Sent: Thank you for the request. Wait for confirmation SMS to enjoy Tk 0.49/min (GP-GP) and Tk 0.95/min (GP-Other) from 12 am-6 pm. Conditions apply. SMS Sent: Confirmation SMS: Request activated. Enjoy talking at Tk 0.49/min(GP-GP) and Tk 0.95/min(GP-Other) from 12am-5pm from 15/12/09 to 22/12/09. Conditions apply.

Success: 12/15/2009 8:40:48 PM

Local Intranet

Media Contact

(a3082842) Max 1 Voice 0 Email

1739766317 (P) (M) (L) (S)

Hangup	Hold
Initiate	Trans
Consult	Confere

Transfer Call VDN / N

Origin

Name

Duration

1739766317

- L_CBF UN
- L_CTF PRP
- L_LF BE
- L_MT1
- L_MT2
- L_MT3
- L_MT4
- L_MT5
- L_MT6

Inbox - Microsoft Out... | Global Communication... | Telecof CCC web... | MINSAT - Account Ad... | Financial overview... | Time Entry: 160, 160...

Do you believe that G... | Unbilled - Notepad | ...INFOCLEE... - Mic... | http://10.10.48.39/... | Avaya Agent | WELCOME TO EASY L...

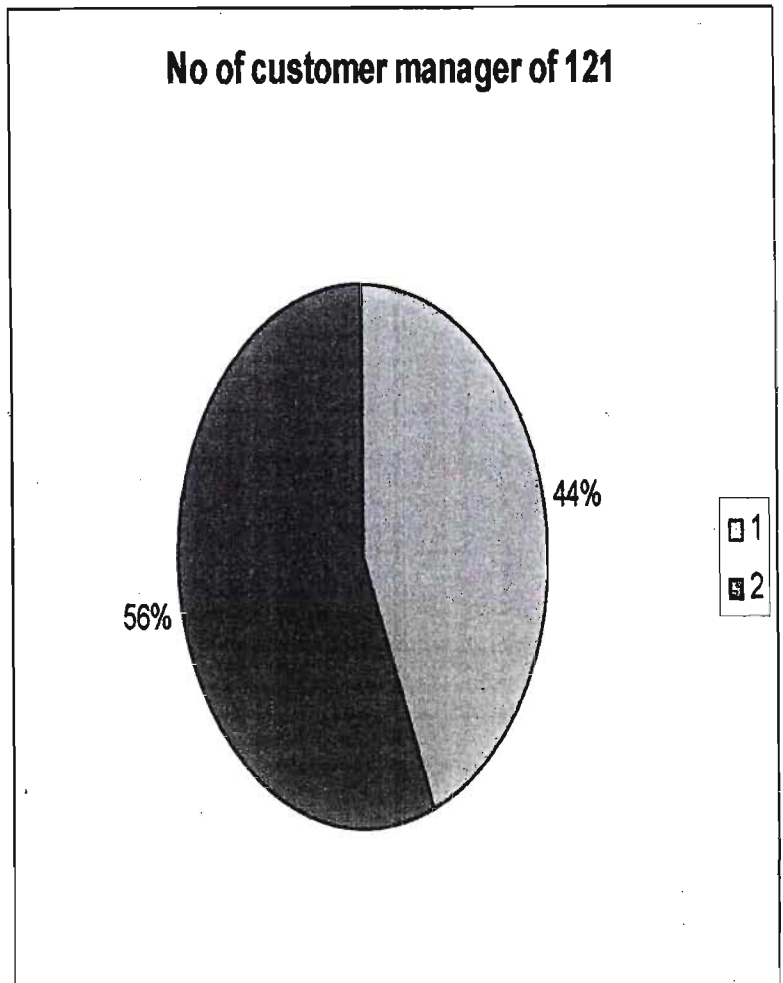
CCAPS :: Eid Campa... | Operate for subscri... | [MGRS Subscription] | Grameen Phone Cust... | ...INFOCLEE... - Mic... | Changing Inquiry Tool...

http://10.10.48.39/n... | http://10.10.48.39/n... | Welcome - Microsoft I... | Proactive Information... | 12 December - Micro... | Great

CCAPS

04: The number of Customer Manager is sufficient to handle the Number of call of 121.....

Questionnaire	Yes	No
Questionnaire	1	
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15	1	
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25		
Total=	11	14



I think it is the most important question for our survey because from this question we find that most of the Customer Manager says that the no of agent of 121 is not sufficient as a result they don't enjoy their job. Facing huge call pressure don't get a single second break after receiving one call which may reduce the service quality as well as the service attitude towards the customer. 11 out of 25 Customer Managers says that the no of agent of 121 is sufficient but 14 out of 25 Customer Managers said that the no of agent is not sufficient to handle the call of 121. The company try to reduce the call waiting time and improve the efficiency level of any employees they introduce new Software named AVAYA Call management

Software, as a result waiting time is reduce the agents feeling more pressure because the Software has the facility of auto receive option so no interval is available after receiving one call. Though the company employed a large no of new employees but manpower forecasting is not work properly. This may increase the employee's dissatisfaction.

05: Which tool is most important for serving the post paid Customer?

BSCS	CREDIT LIMIT
25	25

25 Out of 20 Customer Manager and 5 Deputy Manager believe that BSCS and CREDIT LIMIT these two tools are most important for serving the post paid customer. Most of the Customer Manager and Deputy Manager believe that these two Tools are most important for proving proper service to the post paid customer. BSCS is using for bill check if any customer call 121 and want to know the due balance then first level Customer Manager verify the customer's billing account from BSCS. It is the main tool for serving the Post paid customer. Serving the Business Solution post paid customer the customer manager check The credit limit tool , this tool is specially prepared for the Business Solution customer's and the credit limit is mainly fixed by the key person of the company it may vary from company to company.





Customer overview - 1.11258463

- Customers
 - Rapid activation
 - Create customer
 - Search for customer
 - Create customer
 - Payments
 - Documents
 - Billing
 - Promotions
 - Memos
 - Customer overview
 - Customer history
 - Customer requests
 - Contacts
 - Additional information
 - IMEI registration
 - Change family
- Large accounts
- Customer contracts
- Closed user groups
- Billing requests
- Back-office tasks
- User

Public key: CUST0001247141
 Title: Mr.
 First name: Md. Mehedi Hassan Last name:
 House no.: - Street: -
 ZIP code: - City: Dhaka
 State: - Country: Bangladesh
 Email address: mehedi.hassan@grameenphone.com

Customer information

Status: Active [Change status](#)
 Status valid from: May 5, 2008 7:00:49 PM Reason for status: ACTIVATION
 Password: EMP Payment method: Cash
 Customer group: GP Employee-GPR Birth date: -

Financial information

Last billed on: Dec 21, 2009 Deposit: BDT 0
LOCAL **ROAMING**
 Previous Balance: BDT 862.97 Previous Balance: BDT 0
 Current Balance: BDT 862.97 Current Balance: BDT 0
 Unbill Amount (with VAT): BDT 40.89 Unbill Amount (with VAT): BDT 0
 Open Amount (with VAT): BDT 903.86 Open Amount (with VAT): BDT 0

Contracts

Contract code	Directory number	Contract status	Activation date	Rate plan
CONTR0001234592	8801711082842	Active	May 5, 2008	GP Employee-XP

[Create...](#) [Delete](#)

Local intranet

start

12:00 AM
Tuesday
12/22/2009

Mehedi project final Microsoft Excel - a... Inbox - Microsoft O... WELCOME TO EAS... Customer overview... analysis part - Mid... 01 - Microsoft Word

Subscriber.Limit - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://gp-pc-1005430/ocmweb/SubsInfo.aspx

Credit Management

Tuesday, December 22, 2009

- Common
 - Home
 - User Management
- Operation Management
 - Bar Analysis
 - Hubar Analysis
 - Top 100
 - Limit Approval
 - Segment Reports
 - Daily Tasks
- External Interfaces
 - Limit Request
 - Etc Topsheet

Subscriber Limit

Insert

Mobile
 Cust Code
 Customer Id

Cust Code

Mobile

Bill Cycle

Total Limit

Get Microsoft Silverlight

Done Local Intranet

start

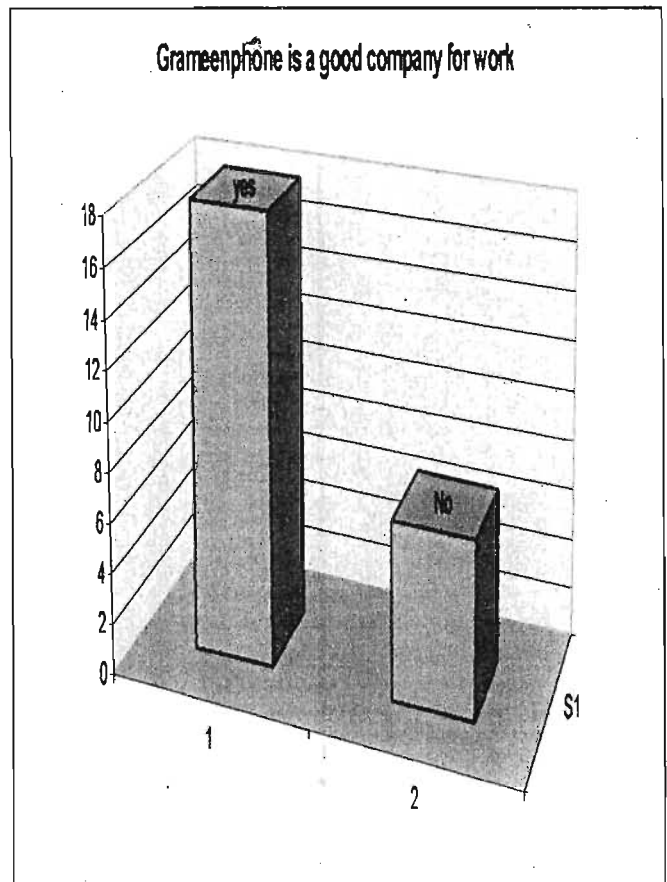
12:23 AM
Tuesday
12/22/2009

Method project... Microsoft Excel... Inbox: Microso... WELCOME TO... Customer over... Analysis part... Microsoft... Subscriber Limit...

Credit Limit tool

06: GrameenPhone is a good company for work

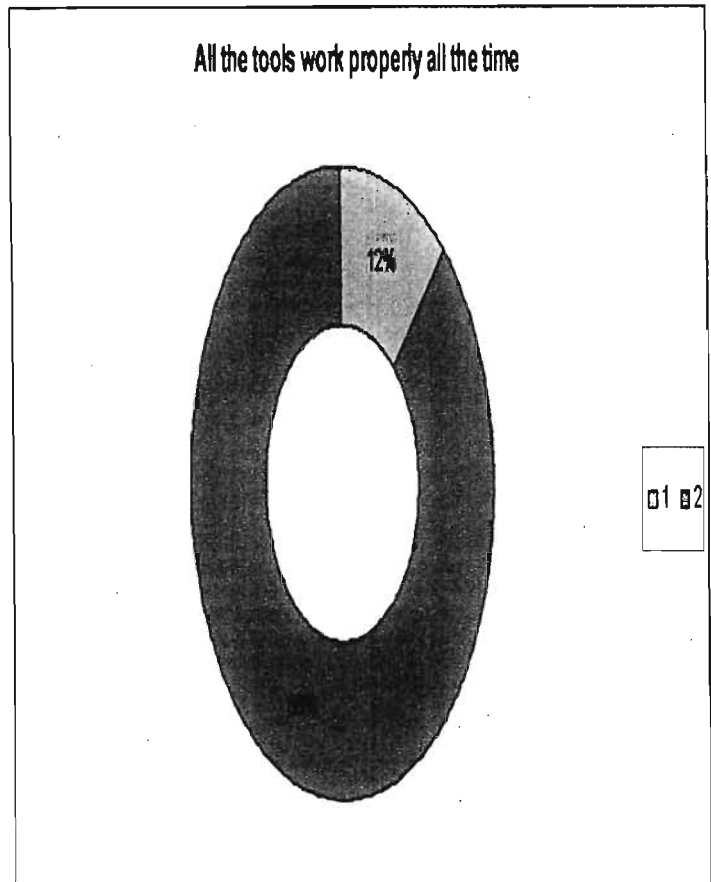
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17	1	
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	18	7



It is a critical question because though this question we try to find out the job switching rate of the employees. We discover that most of the employees like to work GrameenPhone because the salary structure is very good. No other company in Bangladesh ensures this type of salary. Randomly we selected 25 employees 18 out of 25 like to work GrameenPhone and 7 out of 25 dissatisfied about GrameenPhone. If we convert it as percentage then we get 72 % like to work here on the other hand only 28 % dislike GrameenPhone. From this we said that GrameenPhone is able to create a better working condition for the employees so the turnover rate is very low comparably other company in telecom industry.

07: All the tools work properly all the time

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4		1
Questionnaire-5		1
Questionnaire-6	1	
Questionnaire-7		1
Questionnaire-8		1
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	3	22

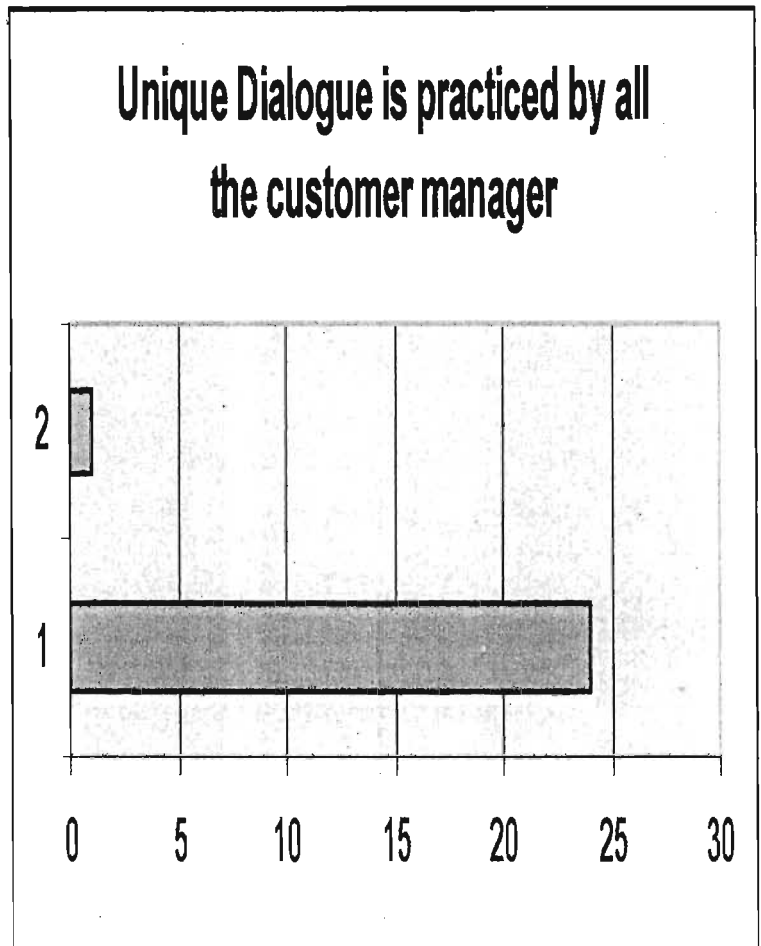


Call center service efficiency is very important otherwise most of the customer will be dissatisfied. GrameenPhone used more than 50 Software. Such as BSCS, CCAPS, BPSC, MINSAT, BARGEN, ERS, CREDIT LIMIT, MCRS, COMS, CIMS, AVAYS, and TRS. Sometime these tools not work properly and it is very difficult to serve the customer without the help of these tools.

GrameenPhone has own IT spelized team but Gp used the Software which supplied by foreign vendors. 3 out of 25 Customer managers support and most of the customer managers against the performance of the software. Now the company tries to stable the service of this software. If any customer manager facing any trouble for handling the software's then they call IT spelized team for the assistance.

08: Unique Dialogue is practiced by all the customer Manager

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17	1	
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	24	1



It is very important for provide stable service. GrameenPhone practiced unique dialogue for all the customer and try to establish that all the customer and the employees are in a same family under one umbrella. Quality assurance team give individual Dialogue score and important portion of the total score carry proper greetings and rap up. More than 90 % customer manger use unique dialogue at the time of receiving the call of 121.

Unique dialogue

unique

dialogue for all..



English

বাংলা

Welcome

Good <morning>
<afternoon> <evening>.
[name] Speaking!
How may I help you?

শুভ < সকাল >
< অপরাহ্ন > < সন্ধ্যা > ।
[নাম] বলছি ! আপনাকে কিভাবে
সহযোগিতা/ সাহায্য/ help করতে
পারি?

Closing

Pre-closing (Situational)
Sir / Madam?
Is there any other way
I can help you?

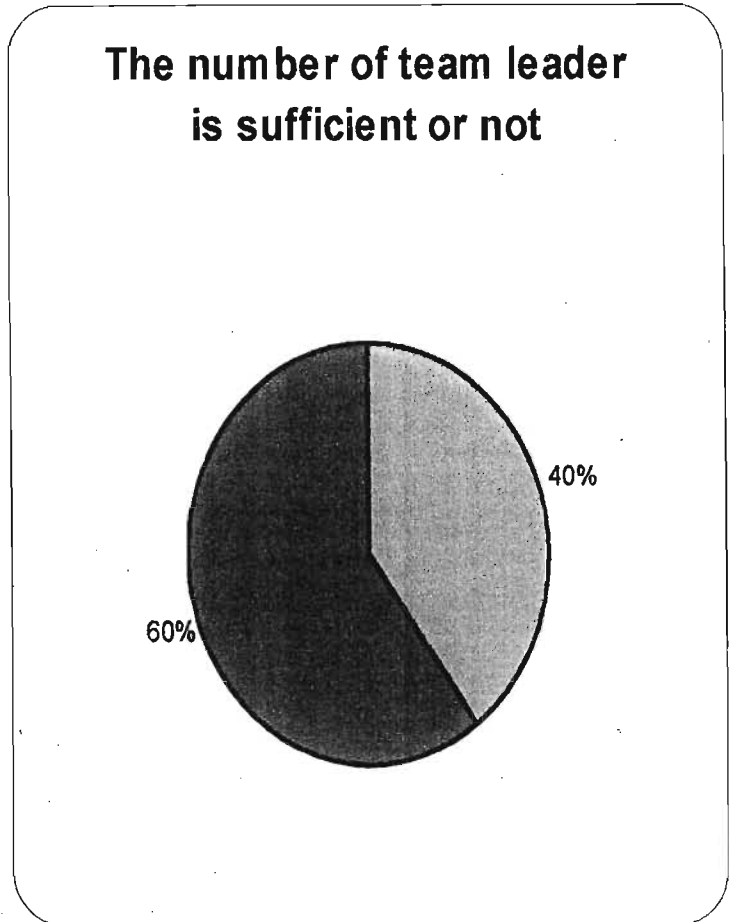
প্রাক-সমাপনীঃ (অবস্থাভেদে)
স্যার/ ম্যাডাম,
আপনাকে আর কোন সহযোগিতা/
সাহায্য/ help করতে পারি?

Closing
Thank you for staying with us,
have a nice day / time.

সমাপনীঃ
আমাদের সাথে থাকার জন্য
ধন্যবাদ, ভালো থাকুন/থাকবেন

09: The number of Team leader is sufficient to meet the difficulties

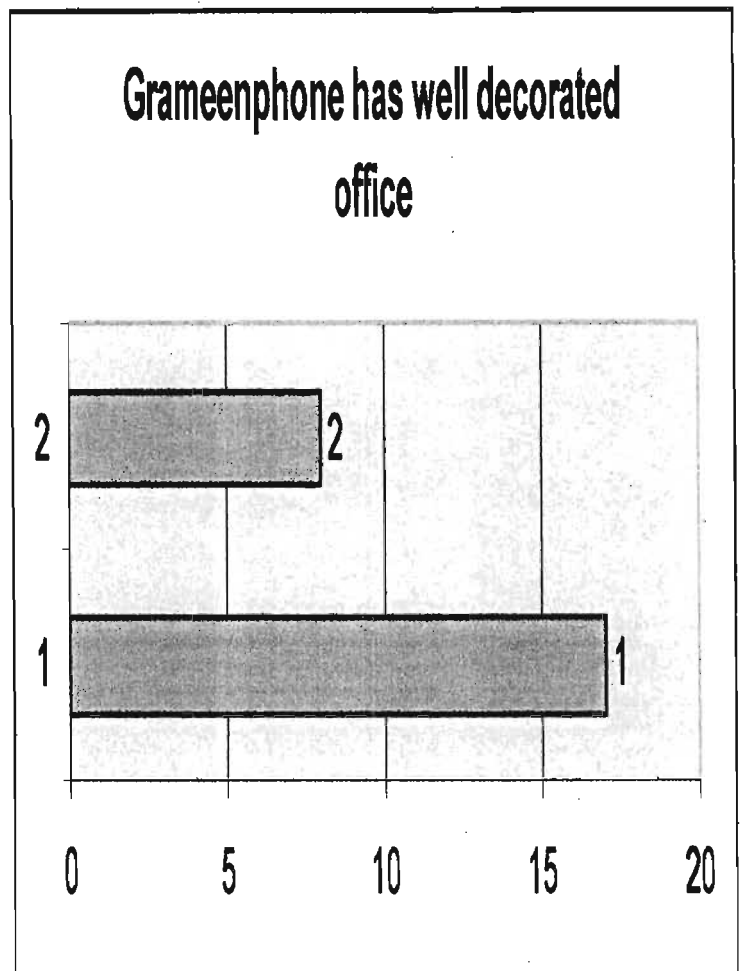
Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25		1
Total=	10	15



Every floor have 7 or 8 team leaders but the number of team leaders is not sufficient to meet the difficulty, because newly joined employees need to the assistance the team leaders. 10 out of 25 employees believe that the number of team leaders is sufficient and 15 out of 25 believe that the number of team leaders is not sufficient that's way they need more team leaders. Now Gp employed 25 team leaders as acting position but the numbers is very less so the sales meeting with the head of call center the employees share their opinion and request to increase the number of team leaders. Every team has 20 to 25 members which is very difficult for any team leaders to maintain it. As a result most of the team members are dissatisfied. To reduce this dissatisfaction senior members suggest to increase the team leaders also suggest to reduce the number of members in every team.

10: GrameenPhone has well decorated office

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	17	8

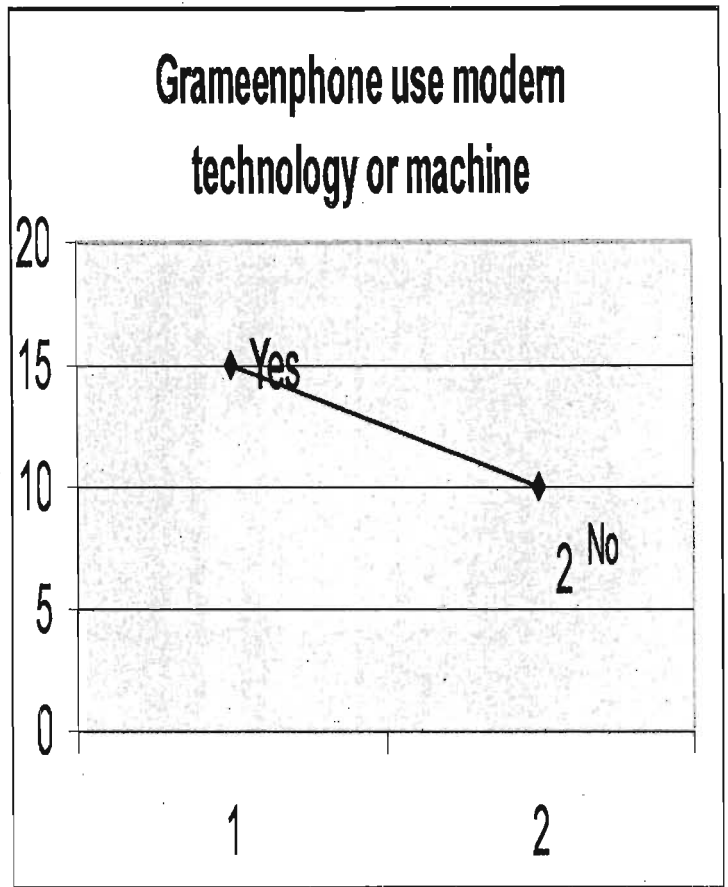


Compare to other Multinational company GrameenPhone has well decorated office. Every floor has a special room for team meeting and 121 sessions with the individual employees. The floor assistant cooperates with the employees properly. GrameenPhone used very good quality pc (Del computer) and Otobi's furniture which give better look. Most of the mouse is optical mouse. Every floor has a separate IT specized room. In the 9th floor a separate floor for the doctors if any employees feeling bad then meet with the assistance to the doctors. First Aid box is must for every floor. Every floor has more than one printer and photocopy machine. Firefighting equipment are well enough to meet the emergency situation. The security facility is excellent. GrameenPhone arrange own transport system for the employees that's why the female employees feel very secured. 17 out of 25 respondents said that GrameenPhone has well decorated office

which is equal to 68 % and 8 out of 25 respondents said that GrameenPhone has not well decorated office which is equal to 32 %.

11: GrameenPhone uses modern technology or machines

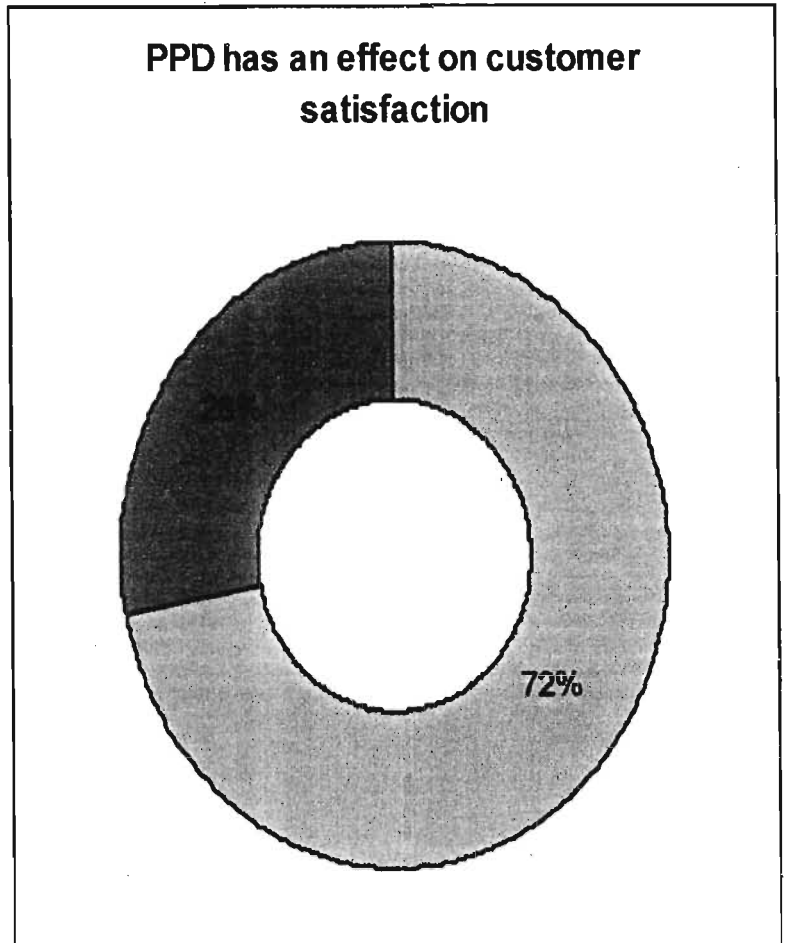
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	15	10



GrameenPhone use modern technology compare to other mobile company in Bangladesh. Recently Gp add new software for 121 named AVAYA. Which reduce the call waiting time for the customer. This software has great advantage which able to receive the call automatically. The employees use CIA software for the record keeping which is faster than the previous one named CIMS. Few days ago Gp purchased a new software which is used by Warid called CRM it will launch with in one month which able to analysis the customer and help the sales department for demographic analysis. 15 out of 25 believe that Gp use new technology and 10 out of 25 not agree with the statement.

12: Performance development department (People process and Development Department) service has an effect on customer satisfaction

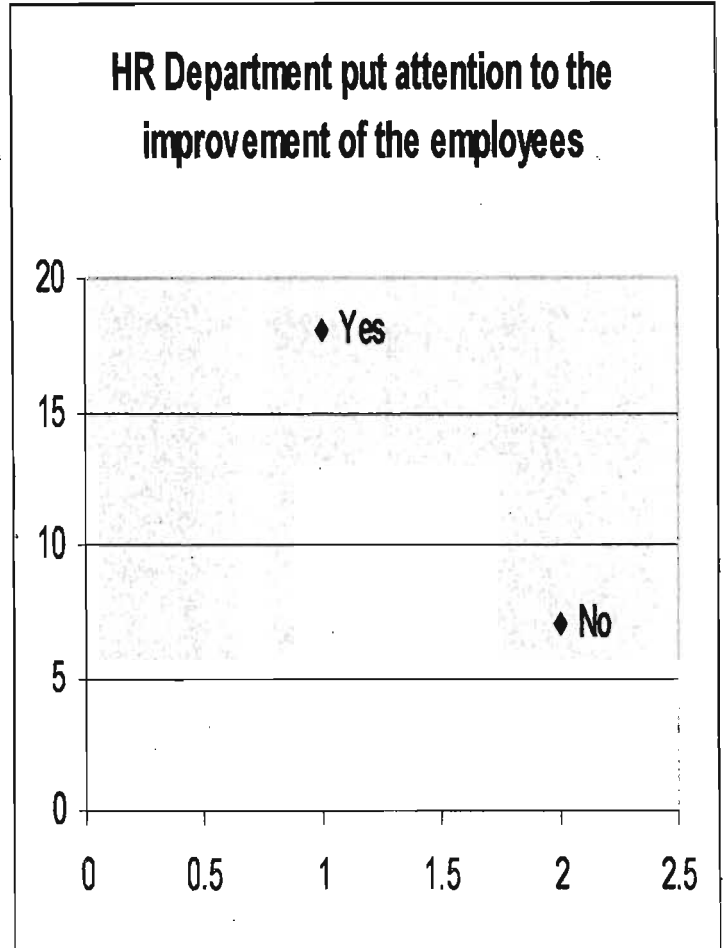
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17	1	
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	18	7



PPD is an important department for customer service. All the employees who are selected for customer service they get the initial knowledge about GP from the PPD. In Gp a culture exist there is no sir or Madam all the boss and subordinate has a good relation and we call them vhaia and apu. Another important tusk done by PPD which is best employee of each floor. First they selected 10 performer of each floor after that send this short list of each floor and two team leaders sit together and select the best employees of the month. If any new software launches then PPD arrange training session and try to familiar every employees with the new software. All type of internal advertisement is doing by PPD. Member of this department has good relationship with each and every employees. Most of the customer Manager said the PPD has an effect on customer satisfaction and they are the helping hand for every employee.

13: Human Resource Department put great attention to the improvement of the employees

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	18	7



First of all it is important for us to know what is Human Resource Management.

Human Resource Management is the policies and practices involved in carrying out the people or Human resources aspects of a management positions, including recruiting, screening, training , rewarding and appraising.

It is also involves all management decisions and practices that directly affect the people or human resources who works for the organization.

Seven practices of HRM

1. Employment security as way of building commitment to employees.
2. Selective hiring to recruit right people for the organization
3. Self- managed teams and decentralization as basic elements of organizational design.
4. Higher compensation contingent on organizational performance.
5. Extensive training program so that employees can use their skill and initiative to identify and resolve the problems.
6. Reduced distinction based on status.
7. Extensive sharing of information. .

Functions of Human Resource Management:

- Planning for Human Resources
- Acquiring Human Resources
- Building individual and Organizational performance
- Rewarding employees
- Maintaining human resources.

Importance of Human Resource Management:

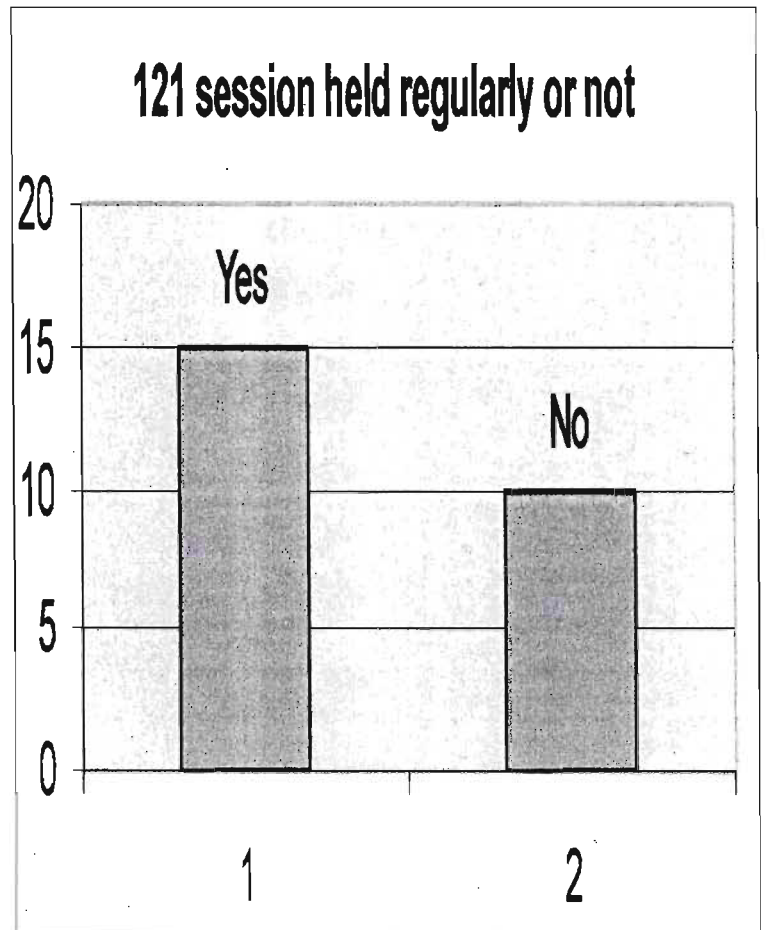
1. Hire right people for the job.
2. Experience low turnover.
3. Not to waste time in useless interviews.
4. Avoid discriminatory activities
5. In order to avoid grievances of employees regarding unfair salaries
6. Allow extensive training program to increase efficiency of the employees
7. Not to commit unfair labor practices.

All these things practiced by The HR department of GrameenPhone. At the time of arranging the salary the company considers government holidays and the employees get four times their salary. This is followed by the labour code. No female employees are scheduled after 11 pm. Working time for female employees is from 8 am to 11 pm.

From our survey we find that 72 % employees rely on the activities of the HR Department, only 28 % dislike the work of the HR Department. This is very small, so the employees are very happy about the HR practices of GrameenPhone Limited.

14: Employee feedback session (121 Sessions) held regularly

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	15	10



Most of the employees said that 121 sessions held regularly are important because from this session every employee is able to know their problem and their current status. Also, the team leader advises him or her how he or she can improve performance. The team

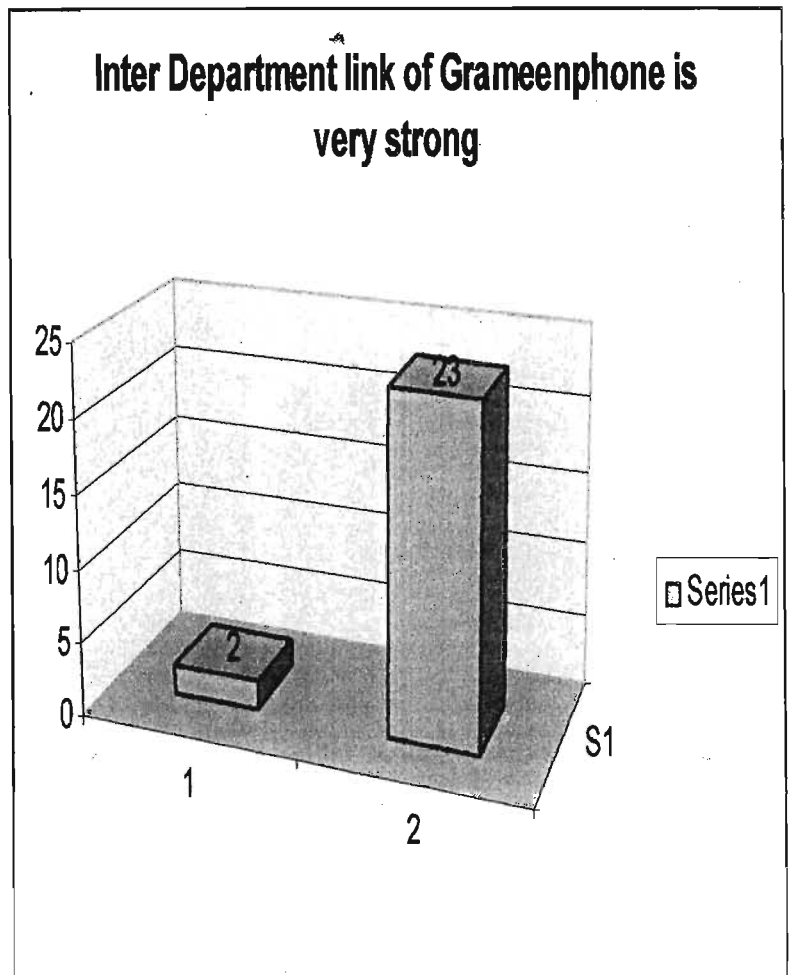
leaders marking the employees scale 6. If any agent gets 4 then the team leader is satisfied of his performance. 15 out of 25 respondents said 121 session held regularly it means 60 % employees support this process but 40 % employees dislike it because in the 121 session the team leader evaluate the performance after hearing the conversation with the customer. The team leader randomly select a call which may be the worst call of the agent then he or she get bad score.

Detail score of - Md. Mehedi Hassan mehedi hassan - (2009-12-20)	
1.a. Proper Greeting	100.0%
1. b. Clearly mentioned name	100.0%
2.a. Actively Listen to the subscriber	83.3%
3. a.1. Relevant questions asked	100.0%
4.a.1. Inform Subscriber regarding the proactive selling	100.0%
4.b.1. Activation by the CM	100.0%
5.a. Tonality & Decency in language	80.0%
5.b. Enthusiasm	60.0%
5.c. Patience	80.0%
5.d. Respectful to the Subscriber	80.0%
5.e. Pronunciation	80.0%
6.a. Basic Knowledge on Product & Services	80.0%
6.b. Basic Knowledge on Service Delivery Process	80.0%
7.a. Closing the conversation Properly	100.0%

This is a sample score of one agent who work as customer manager and get the score from the Team leader.

15: Inter Department link of GrameenPhone Limited is very strong

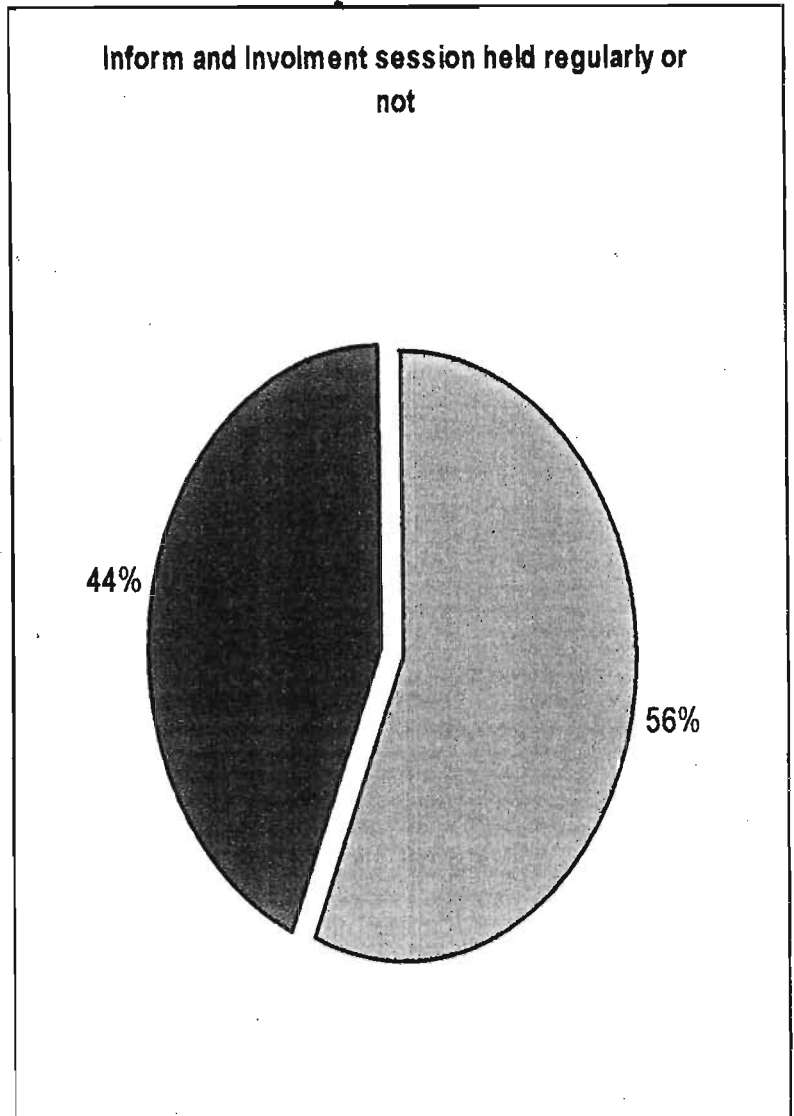
Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4		1
Questionnaire-5	1	
Questionnaire-6		1
Questionnaire-7		1
Questionnaire-8		1
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24	1	
Questionnaire-25		1
Total=	2	23



Interdepartmental link of GrameenPhone is very weak. But getting competitive advantage Inter department link is very important. If any employees go to any other department then the employees of other department not support him. 92 % employees said that Inter department link of Grameen phone is very poor on the other hand 8 % employees said Inter Department link of Grameen phone is very strong . We find it as the weakness of GrameenPhone. So the company needs to improve the Inter Departmental link. 2 out of 25 employees said Inter Departmental link of GrameenPhone is very strong but 23 out of 25 said Inter Departmental link of GrameenPhone is very poor so the company needs to concentrate in this sector.

16: Performance recognition program (Inform and Involment session) held regularly

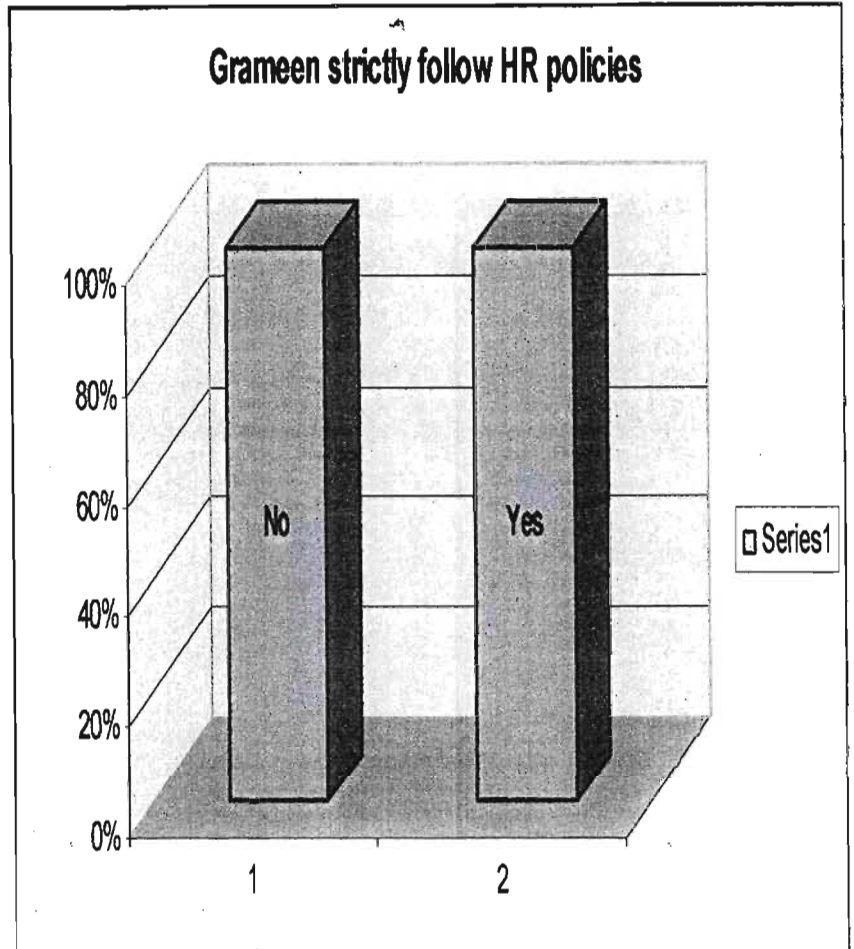
Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	14	11



Performance recognition program held regularly or not from this question we try to find out whether GP appraise good performer or not 14 out of 25 correspondent said that inform and Involve session held regularly it is equivalent 56 % and 44 % said that Inform and Involve session not held regularly. Recently one thing is added which is every month one team is selected for the best team though it is difficult to get the best team award. But it is very good initiative to encourage the employees for good performance.

17: GrameenPhone Limited strictly follows HR policies

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25		1
Total=	14	11



GrameenPhone strictly follow HR policies. According to the Bangladesh Labour Code, 2006

Sec- 45 employment of Women Workers is prohibited in certain cases

1. No employer shall knowingly be able to employ a woman in his establishment for a period of eight weeks immediately after the day of the delivery of her child.
2. No women shall be able to work in any establishment within the period of eight weeks immediately after the day of the delivery of her child.

Sec- 46 Right and Liability for payment of Maternity benefit:

1. Every women worker shall be entitled to get the maternity benefit from the employer for the period of preceding 8 weeks^a immediately after the date of delivery and her employer shall be bound to pay her such benefit.

Provided that no woman worker shall be entitled to such benefit unless she has served under the employer for a minimum period of six weeks immediately preceding the date of delivery.

2. No woman shall be entitled to such benefit if her two or more than two children are alive at the time of her delivery, but in such case she will get leave, if she is entitled of such leave.

Sec- 48 Amount of Maternity benefit:

1. The maternity benefit payable under this act shall be paid at the rate of daily , weekly or monthly average wages, as the case may be , calculating the same in the laid manner down in sub-section 2
2. For the purpose (1) For calculating the daily, weekly, or monthly average wages, the total wages earned by the concerned woman during the three months immediately preceding the date on which she gives notice under this chapter shall have to divided by the total number

Welfare Measure: First Aid Appliances-

1. In every establishment there shall be arrangement for equipped with first aid appliances or almirah equipped with appliances as prescribed by rules during all working hours.
2. The number of such box or almirah shall not be less than one for every 150 (one hundred and fifty) workers ordinarily employed in the establishment.

3. Every first aid box or almirah shall be kept in the custody of such a responsible person who is trained in first aid treatment and who shall be available during all working hours of the establishment.
4. A notice shall be affixed in every work- room stating the name of such person and he shall put on a badge so that he can be easily identified.
5. In every establishment wherein three hundred or more workers are employed, there shall be an ambulance room with dispensary of the prescribed equipment or other facilities and such room shall be in charge of physician and nursing staffs as may be prescribed.

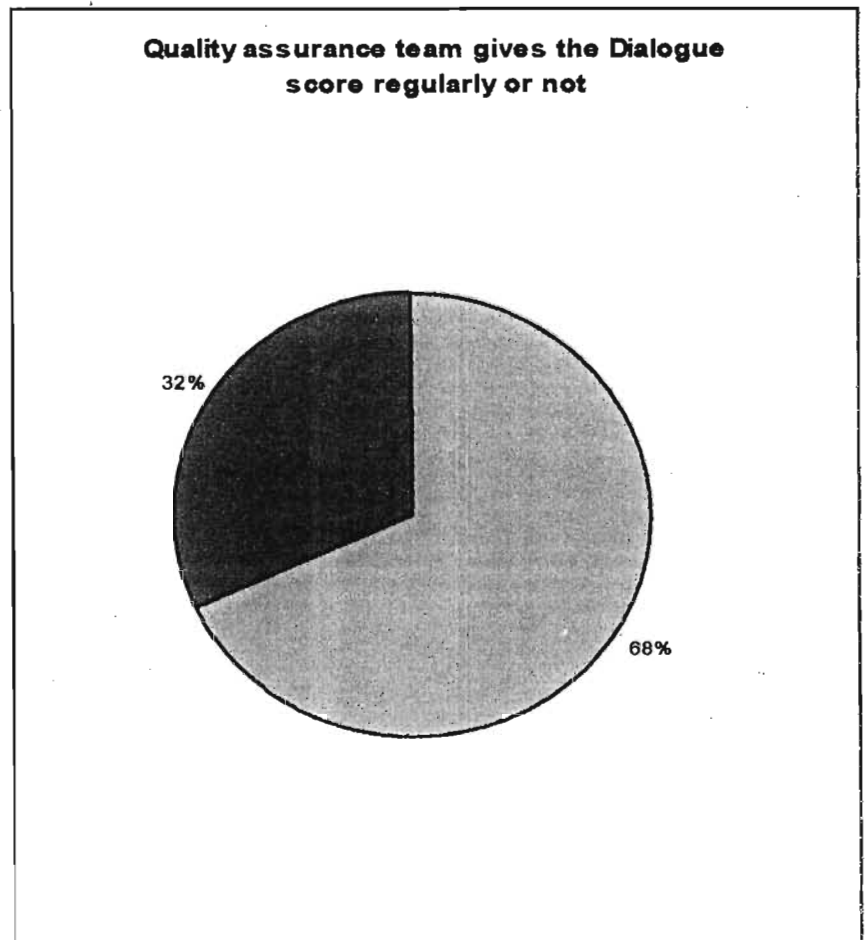
Sec- 92 canteen-

1. In an establishment where more than 100 workers are employed, there shall be sufficient number of canteens for their use in that establishment.
2. The government by rule shall-
 - a) Determine the standard of the construction of the canteen, accommodation, furniture and other paraphernalia of the canteen
 - b) Be able to constitute a managing committee for the canteen and provide provision for the representation of the workers in its management.
3. Such committee shall determine the quality of foodstuff to be served therein and price thereof.

From our analysis we found that GrameenPhone HR department strictly follows HR policies. They follow the labour code strictly. As a result the employee satisfaction level is very high. 14 out of 25 employees believe that GP strictly follow HR policies and it is equivalent to 56 % and 11 out of 25 believe that HR policies of GrameenPhone is not appropriate which is equivalent to 44 % .

18: Quality assurance team gives the dialogue score regularly

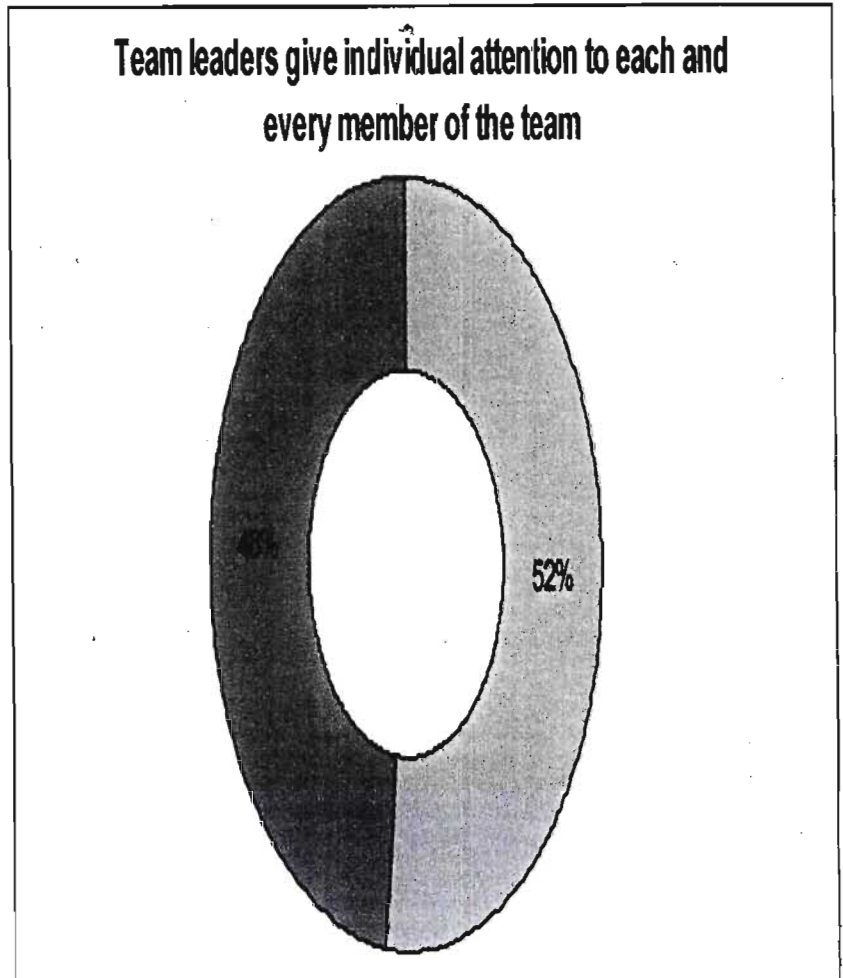
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	17	8



In our analysis we found that 68 % Customer manager believe that Quality assurance team gives the dialogue score regularly. From the questionnaire survey 17 out of 25 Customer managers agree with the statement but 32 % customer manager disagree with this statement. We asked 28 customer manager 8 of them said that quality assurance team not giving the score timely. From this analysis we found that the people who are working the quality assurance team they are energetic and try their best for the betterment of service delivery.

19: Team leaders give individual attention to each and every member of the team

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	13	12

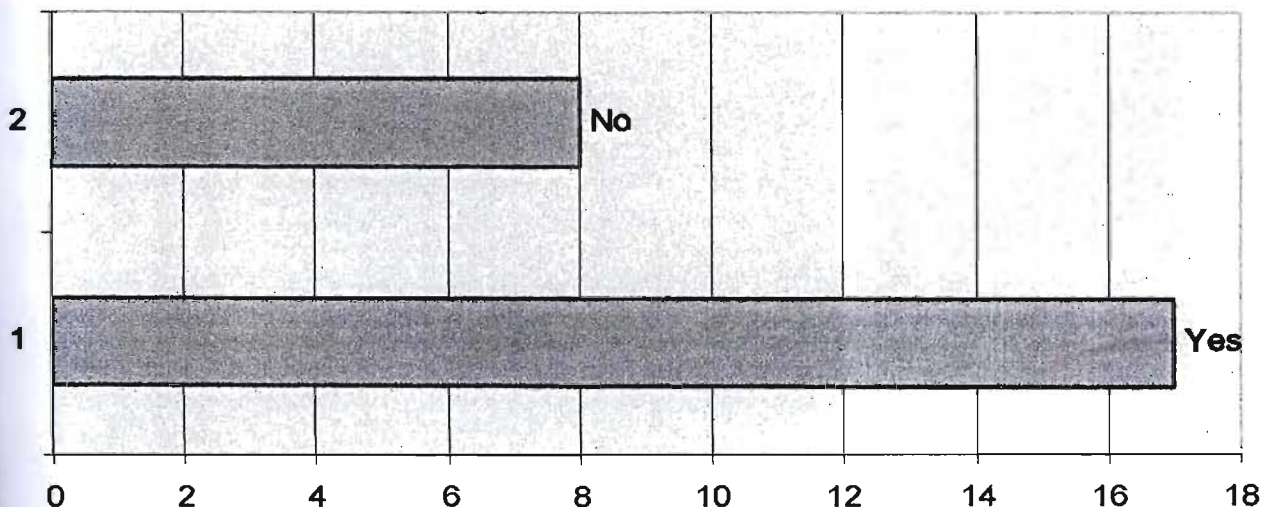


13 out of 25 customer manager believe that Team leaders give individual attention to the team members which is equal to 52 % but 12 out of 25 customer managers which is equal to 48 % believe that it is not possible for the team leaders give individual attention to each member of the team. We discover that most of the senior member of the team complain that each team contain more than 20 members as a result not all team members cooperate with each other so they suggest reduce the number of the team member of each team then the responsibility of the team leaders will be reduce and team bonding will increase which help the team member to meet the individual KPI.

20: service delivery process of GrameenPhone is faster than any other company in Bangladesh

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	17	8

Service delivery of Grameenphone is faster than any other company in Bangladesh



Service delivery process of grameenphone is faster than any other mobile company in Bangladesh. This is proved by the company because Grameen phone is the only company which reach more than two crore customer. 17 out of 25 customer managers equal 68 % believe that Grameenphone's service delivery process is faster than any other company on the other hand 8 out of 25 which is equal to 32 % believe that GP'S service delivery process is not faster than other company in Bangladesh.

From our finding Gp always give great value to the customer. Weekly arrange customer survey with the help of a third party. The Customer satisfaction index of last moth is more than 91 %. Randomly selected 1000 customer's number and call them to know their view about the customer manager and the service attitude towards the customer.

At the time of receiving call of 121 all the customer manager give additional information to the customer which may be helpful for the customer. Grameenphone provide 24 hours customer service. At the time of any trouble the customer get the support from the customer manger of 121.

grameenphone



grameenphone



grameenphone



Questionnaire Analysis part

grameenphone



grameenphone



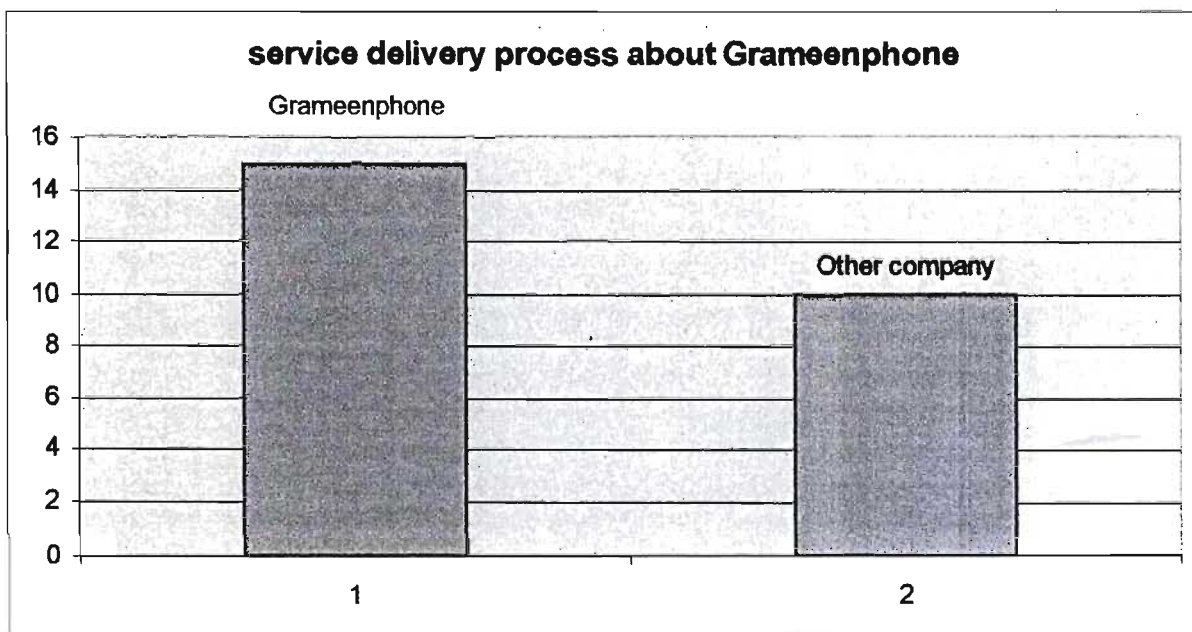
grameenphone



Customer survey

01: Do you believe that grameenphone customer service delivery process is better than any mobile company in Bangladesh?

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	15	10

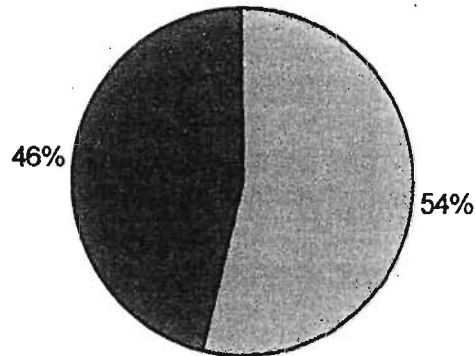


Randomly we select 25 customers for knowing the perception about Grameenphone. 15 out of 25 customers said that service delivery process of Grameenphone is better than any other mobile company in Bangladesh. 60 % customers believe that Grameenphone is the best service Provider Company in Bangladesh. On the other hand 10 out of 25 customers said that other mobile service provider company provides better service than Grameenphone. 40 % customer said against Grameenphone but all of them said one thing that GP provide good network all over the country, which is the best side for GP. Gp is the marker leader in telecom industry in our country and their service delivery process is better than any other company.

02: The number of customer manager is sufficient to handle the number of call of 121

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7		1
Questionnaire-8		1
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12	1	1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	14	12

The no of Customer Manager of 121 is sufficient or not



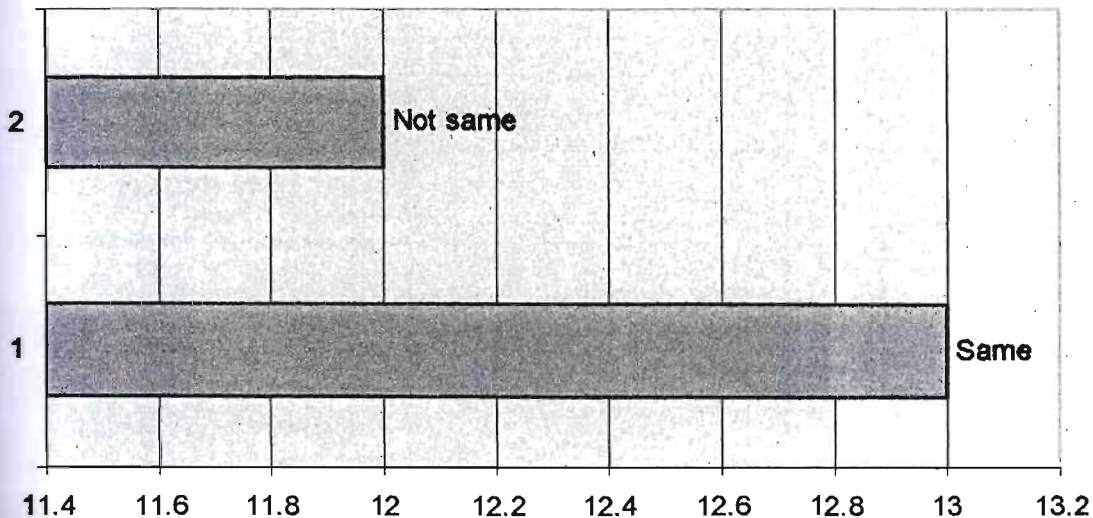
Customers who are calling 121 have complain that the number of customer manager is not sufficient to handle the call. Their main complain about the call waiting time. They suggest that the tariff will be charge at the time when they will be connecting with any customer manger not the IVR.

14 out of 25 customers is equal to 54 % said the number of customer manger of 121 is sufficient but 12 out of 25 which equal to 46 %. Grameenphone provide stable service than any other company in Bangladesh. From the customer survey they company recruit more customer manager to meet the demand as well as increase the customer satisfaction level.

03: All customer managers have the same knowledge level about the product

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6		1
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11		1
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16	1	
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	13	12

Knowledge level of Customer manager



All customer managers have the same knowledge about the product or not the customer responds this question differently. 13 customers said all customer managers have same product knowledge but 12 customers said the customer manager not have the same knowledge level. 52 % customers agree with the statement and 48 % customers disagree with the statement.

So Gp should arrange more training for the Customer manager so that they will be able to provide stable customer service. Most of the customers complain that if new offer launched then the customer manager provide different information as a result they miss the opportunities.

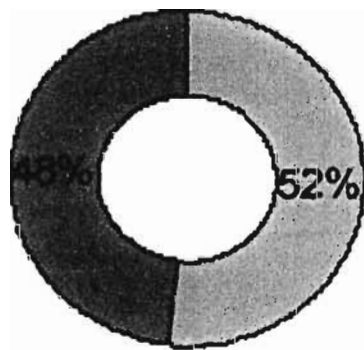
With the discussion of the customer we suggest GP at the time of launching any new product or service communicate with the customer manager earlier and provide them same message so that their service delivery will be same.

04: Unique dialogue is satisfying all the time of calling 121

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5		1
Questionnaire-6		1
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20		1

Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	13	12

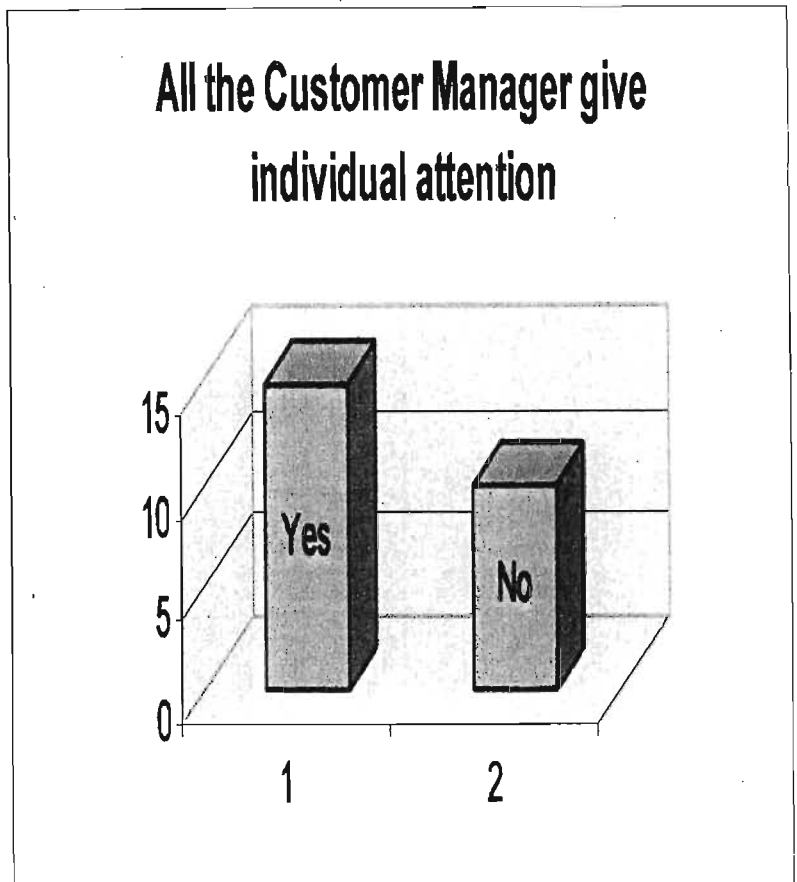
Unique dialogue is satisfying at the time of calling 121



Grameenphone practiced unique dialogue for all the customer. Some time it creates bad impression towards the company. Human being is different in nature so the taste is varying from person to person. 52 % customers are happy about the unique dialogue but 48 % customers are dissatisfied about unique dialogue. We asked 25 customers about the unique dialogue practiced by the customer manger is satisfying or not 13 said it is good to practiced but 12 said they feel shy when the customer manager greet them sir. So they suggest the dialogue will be situation if no one like then greet them how they asked.

05: Do you think customer manger give you individual attention?

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2	1	
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	15	10

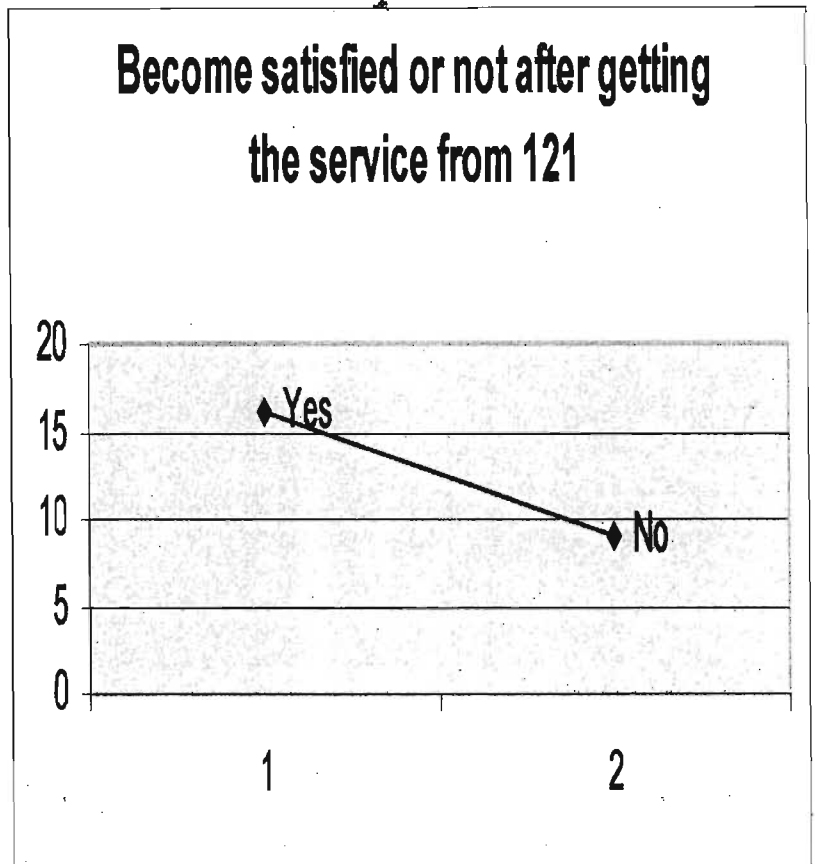


Most of the customer believe that the customer manger give them individual attention at the time of calling 121. Because at the same time not possible to talk with two customer one customer manger give individual attention. 15 out of 25 customers believe that the customer manger give individual attention to the customer and 10 out of 25 customers said different opinion. 60 % customers said the customer manager put individual attention on the other hand 40 % customers said the customer manger provide them as usual service. They said the service delivery process is traditional some of them said that behave of the custom manager is not friendly.

So Grameenphone arrange behavioral training which will help to over come their problem. Some time PPD (People Process and Development) department arrange this type of training which also reduce the employees dissatisfaction.

06: You become satisfied after getting the service from the customer manger of Grameenphone

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	16	9

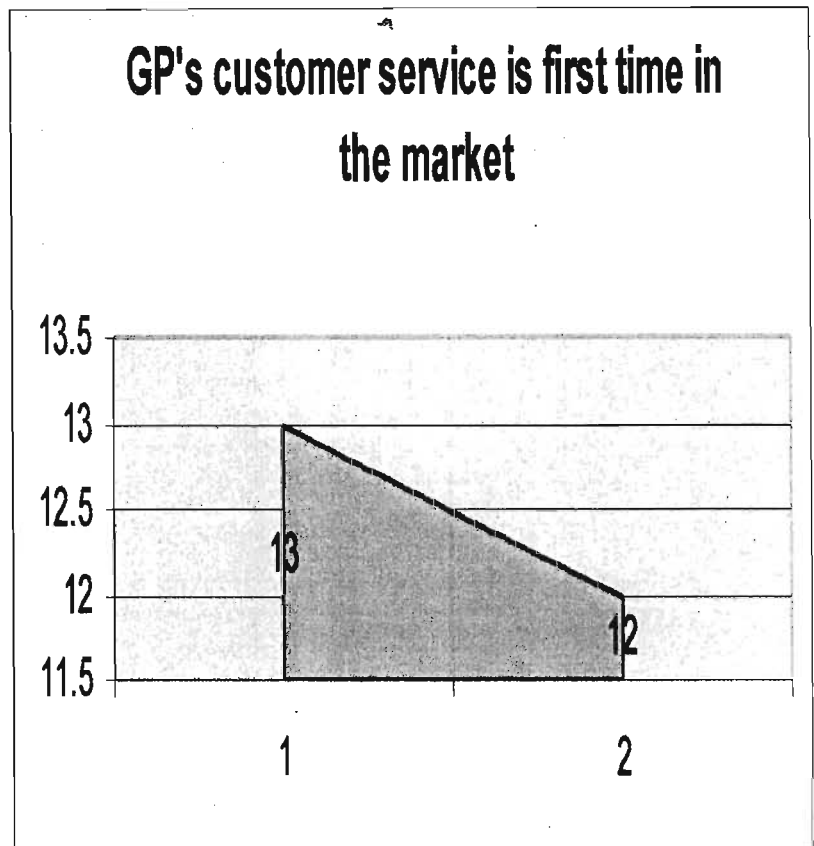


Most of the customers become satisfied after getting the service from the customer manager. From the graph we see that 64 % customer are satisfied after getting the service and 36 % customer become dissatisfied after getting the service from the customer manger. It is one of the strong side of Grameenphone. 16 customers out of 25 become satisfied after getting the service and 9 out of 25 customers become dissatisfied after getting the service from the customer Manager.



07: GP'S customer services are first time in the market

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6		1
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24		1
Questionnaire-25	1	
Total=	13	12



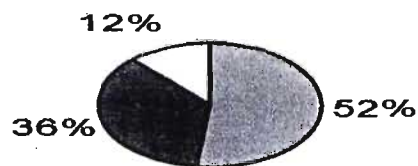
GP's customer service is faster than the other company. People who like GP they said the customer service of GP is faster and people who dislike GP they said the customer service slower than any other company in Bangladesh. 52 % respondents said the customer service of Grameenphone is faster on the other hand 48 % customer said the customer service is slower than the market.

People who said against the customer service of Grameenphone said people who are working as the front desk manger not behave friendly, that's why they said the customer service of Grameenphone is lower than the market.

08: GP's customer manager always keeps their promise

Questionnaire	Yes	No	No comments
Questionnaire-1			1
Questionnaire-2		1	
Questionnaire-3		1	
Questionnaire-4		1	
Questionnaire-5		1	
Questionnaire-6	1		
Questionnaire-7	1		
Questionnaire-8	1		
Questionnaire-9		1	
Questionnaire-10		1	
Questionnaire-11	1		
Questionnaire-12	1		
Questionnaire-13		1	
Questionnaire-14	1		
Questionnaire-15			1
Questionnaire-16		1	
Questionnaire-17		1	
Questionnaire-18	1		
Questionnaire-19	1		
Questionnaire-20			1
Questionnaire-21	1		
Questionnaire-22	1		
Questionnaire-23	1		
Questionnaire-24	1		
Questionnaire-25	1		
Total=	13	9	3

Customer Managers always keep their promise

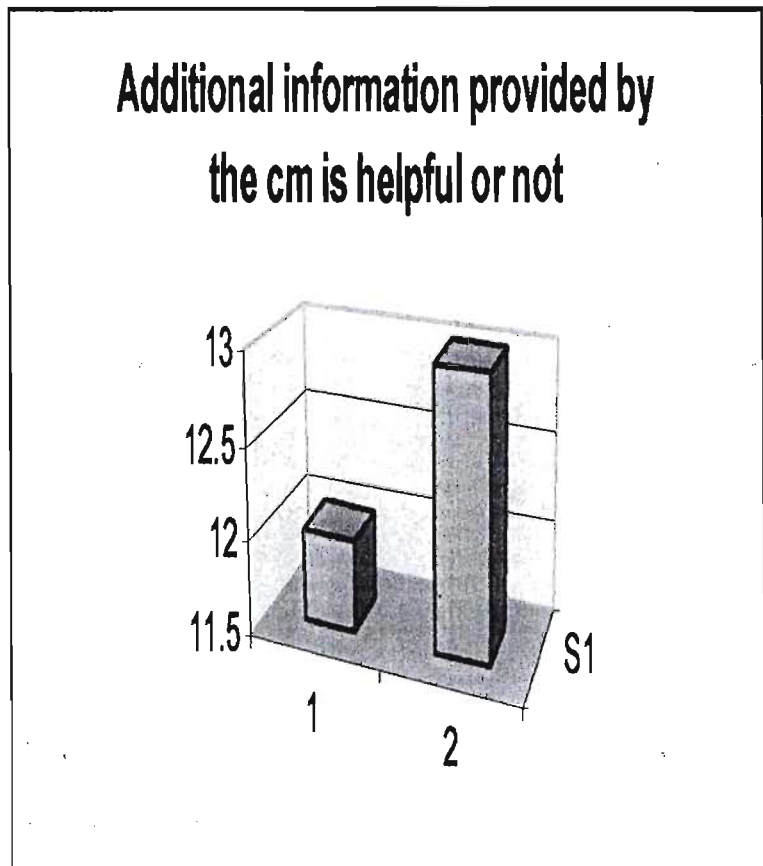


GP's customer manager always keeps their promises. If not possible to solve the problem instantly then they take 72 hours if not possible to solve it this time limit then

the customer manager of Complain management call back to the customer and apologies for the inconvenience. 13 respondents said the customer manger keep their promises, 9 respondents said the customer manger not keep their promise and 3 respondents said no comments. If we convert it as percentage then we gets 52 % customers said the customer manger keep their promise, 36 % customers said the customer manager fails to keep their promises and 12 % said no comments.

09: Additional information provided by the customer manager is helpful of you

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5		1
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9		1
Questionnaire-10		1
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13		1
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	12	13

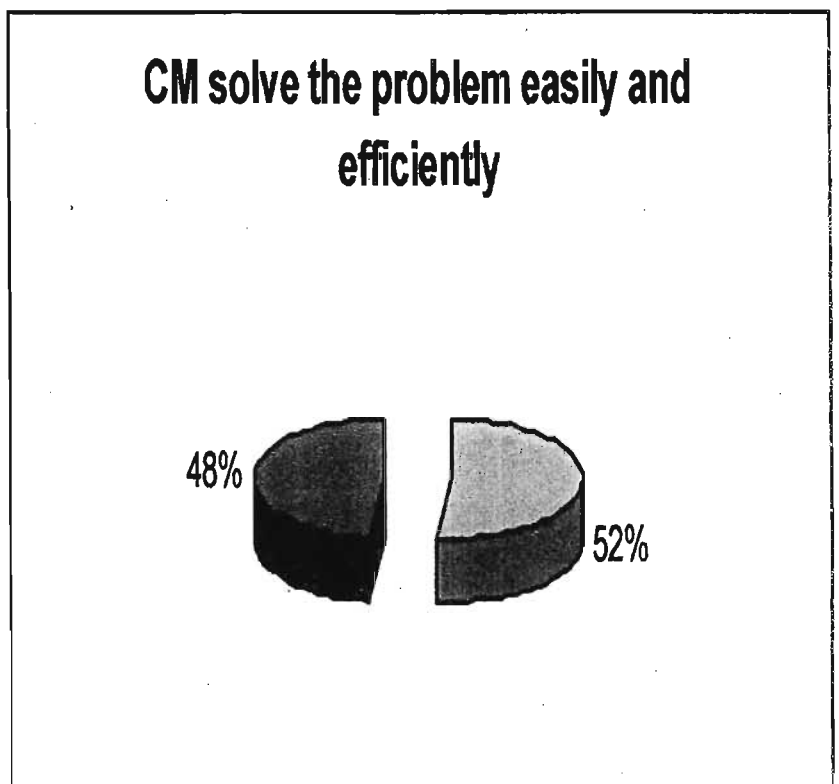


Additional information is given by the customer manager is helpful for the customer or not is very important question because after getting the desire service the Customer manager provide additional information which require time but the customer will be

benefited from it. The customer who newly purchased the connection not familiar with Miss call alert but it is an effective service when the customer manger explain the feature of this service then the customer will be benefited from this service. Recent 99 paisha's offer most of the customer know it from calling 121. Unfortunately our survey shows the negative relationship of additional information. 52 % customer dislike it because they said that it increase their cost they suggest that increase the frequency of telecasting the tvc or newsprint ads.

10: The customer manager always solve the problem easily and efficiently

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7		1
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22	1	
Questionnaire-23		1
Questionnaire-24	1	
Questionnaire-25	1	
Total=	13	12

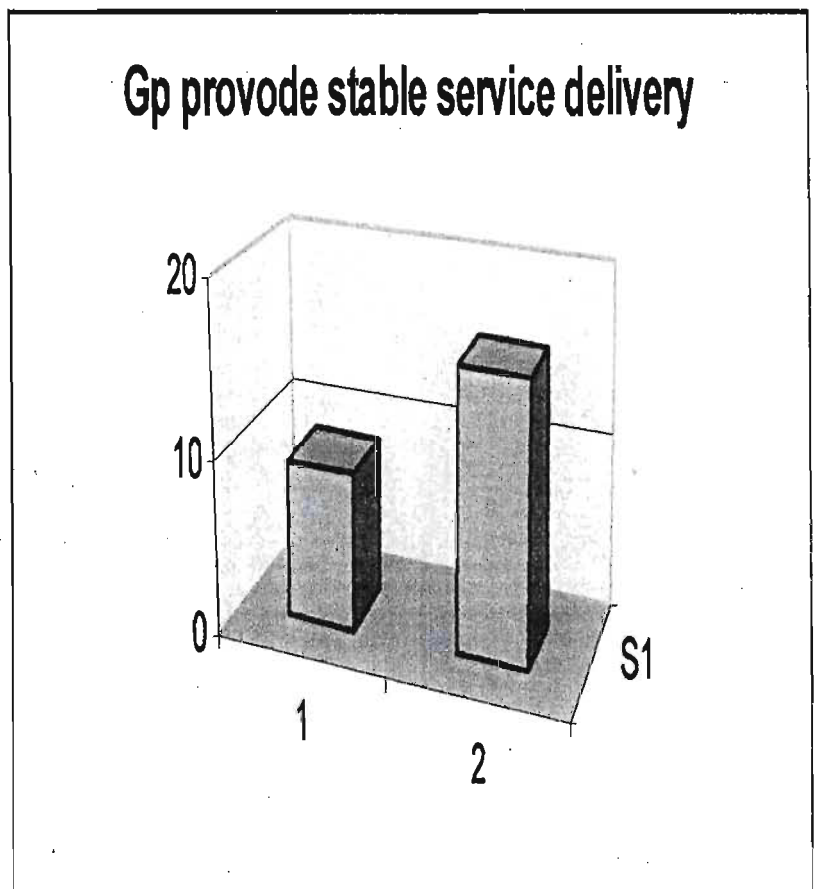


Not all the customer manager solves the problem easily and efficiently. Some of them take too much time and not give proper attention to the customer. For this reason the weekly CSI some times fall. But the HR department and PPD work together to improve

the situation as a result last month the monthly CSI was 92 %. From our survey we find 52 % people said the customer manager not solve the problem easily and efficiently and 48 % said the customer manger solve the problem easily and efficiently. The customer manager said that the Sylheti customer facing this problem because it is very difficult to understand their language most of the time they used native language.

11: Grameenphone provides stable service delivery

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6		1
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25	1	
Total=	9	16

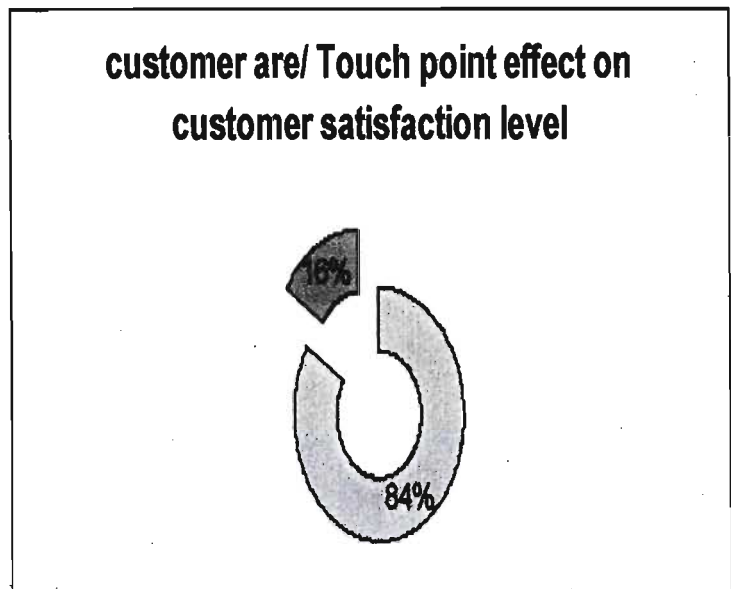


Most of the customer said service delivery processes of Grameenphone is not stable. 64 % customer believe that the service delivery process of Grameenphone is not stable because at the time of friend and family number change one customer manger verify many thing but another customer manger just asked the old number and new number which the customer want to active as fnf.. Only 36 % believe Grameenphone provide

stable service. Reason behind this frequently change the tool previously CM used Fnf View tool for the execution but now they used CCAPS. The performance of CCAPS is not good it take more time than the previous one.

12: Availability of customer care/ touch point effect on customer satisfaction level

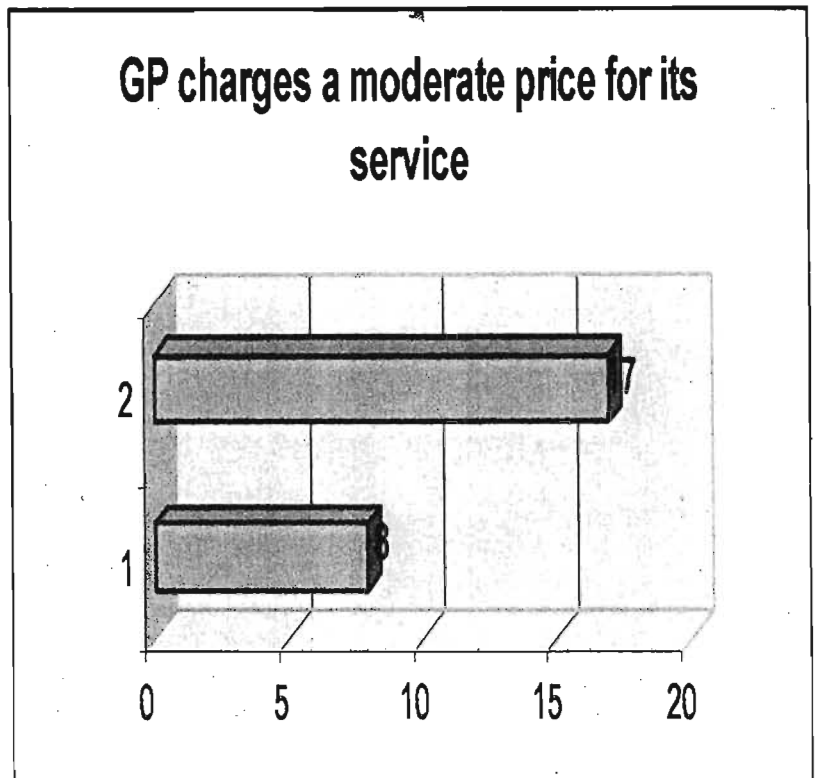
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15	1	
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	21	4



Availability of customer care or Touch point must effect on customer satisfaction level. Telitalk not work properly and not capture the market share because of Customer care or Touch point is not visible every, where the country. In Bangladesh Grameenphone customer Care or Touch Point is available all the district level. This is the main strength of Grameenphone. 21 out of 25 customers believe that touch point have the effect on customer satisfaction and 4 out of 25 customers said Touch point has less effect on customer satisfaction.

13: Grameenphone charges a moderate price for its services

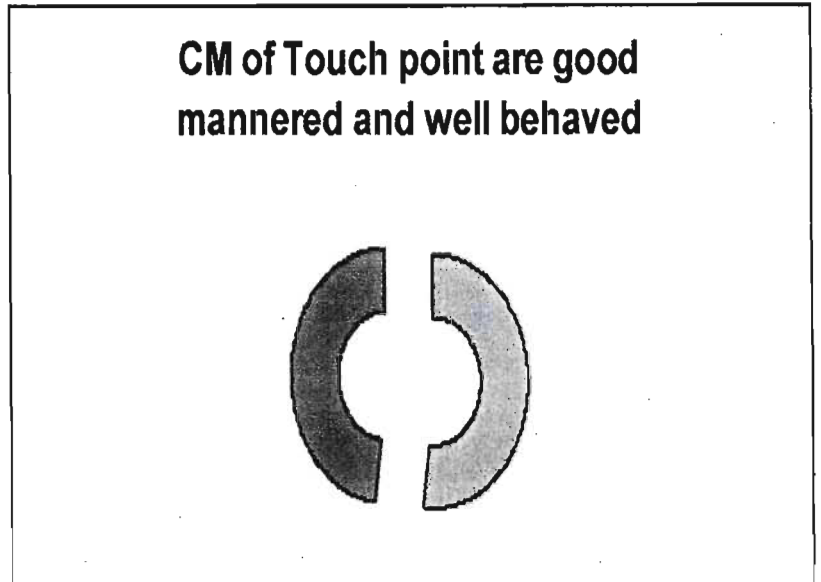
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2		1
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20		1
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23		1
Questionnaire-24		1
Questionnaire-25		1
Total=	8	17



Most of the customer complains about the price of Grameenphone. As the market leader GP charge premium price compare to other mobile company in Bangladesh most of them charges less price than GP. At the same time they offer instant cash back, Recharge bonus and incoming call bonus. From the graph we easily identify that GP charges more price than other company. Only 8 out of 25 correspondents said GP charges moderate price but 17 out of 25 correspondents said GP charges premium price most of the Djuice customer switch from Djuice to Warid.

14: The customer Managers of Touch point are good mannered and well behaved.

Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2		1
Questionnaire-3		1
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6		1
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18	1	
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	13	12



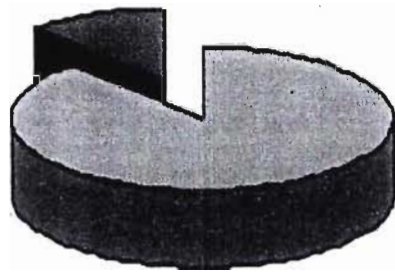
52% customer said behave of the Customer manager of touch point is good but 48 % said behave of the customer manger of touch point is not good. So the company arrange internal audit to identify the real scenario of touch point. Though the number of customer manger of touch point is not sufficient so we recommend increase the manpower of Touch point.



15: In case of purchasing new connection customer care availability, service delivery process and connectivity of Hot line plays vital role

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17	1	
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	22	3

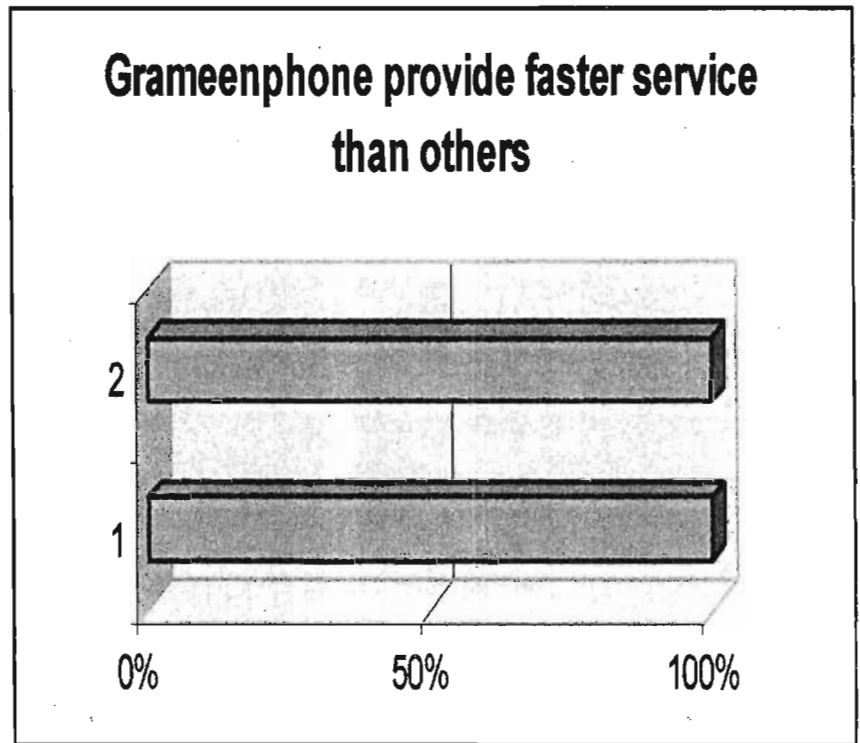
Touch point availability, service delivery and connectivity important issue of purchasing new connection



Customer care availability, service delivery process and connectivity of hot line plays important role of purchasing new connection. We identify that 88 % customer give priority of this issue. Only 12 % people don't bother about it. Now all the company try to improve their connectivity as well as their network support to grab new customer at the same time hold the existing customer. In the tvc we see that most of the company focuses on this issue.

16: Grameenphone provides faster service than others

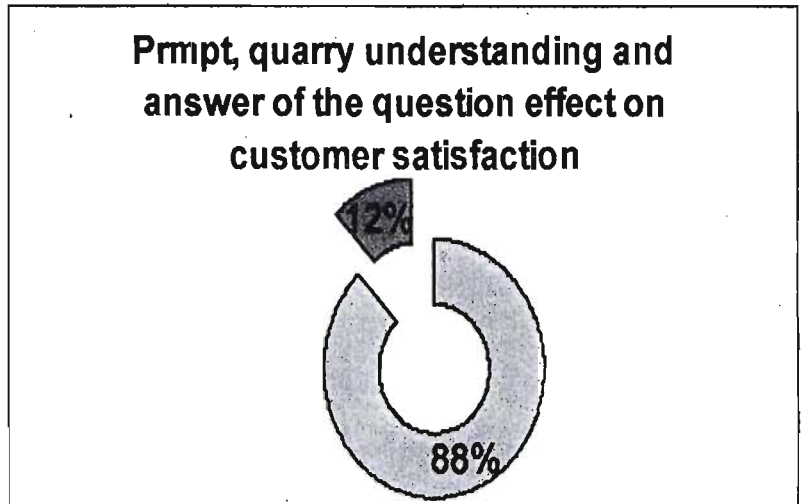
Questionnaire	Yes	No
Questionnaire-1		1
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23		1
Questionnaire-24	1	
Questionnaire-25		1
Total=	14	11



Grameenphone provide faster service than others. Most of the customer said that GP's customer service is faster than its competitor. It take not more than 72 hours if need more time then the customer manger inform the customer that we need more time for silve the problem. This is the strong side of GP.

17: Prompt query understanding and answer of the question effect on customer satisfaction

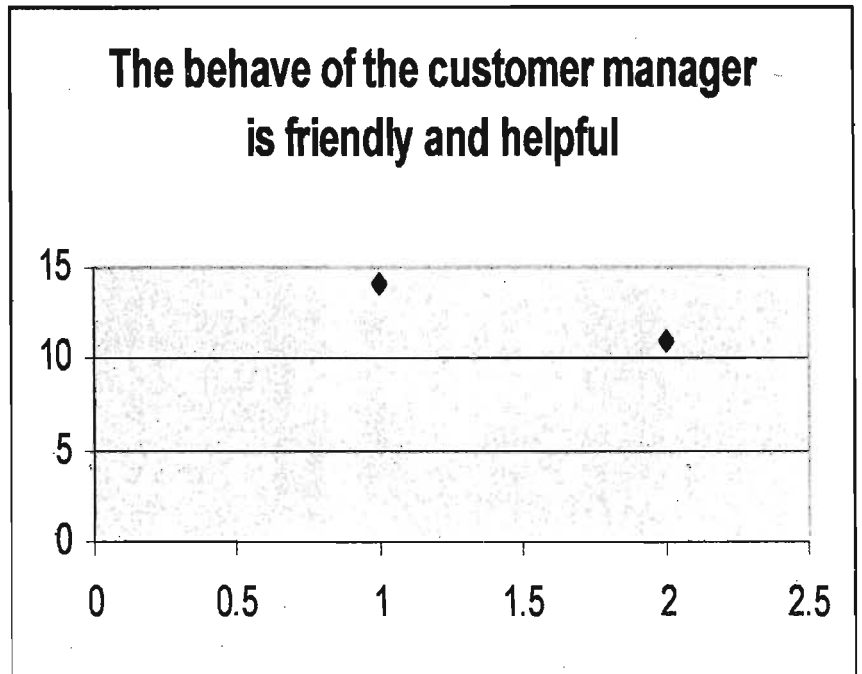
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4		1
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11	1	
Questionnaire-12	1	
Questionnaire-13	1	
Questionnaire-14	1	
Questionnaire-15	1	
Questionnaire-16	1	
Questionnaire-17	1	
Questionnaire-18		1
Questionnaire-19		1
Questionnaire-20	1	
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	22	3



It is very important for the customer manager to understand the problem of the customer. For this reason the customer manager will be a good listener. If I am talking with some one and he is doing some thing then it creates dissatisfaction so all the customer manager should give proper attention to the customer, so that the customer feel that we are ready to serve them. If we do this then it will match with out motto we are here to help.

18: The behave of the Customer Manager is friendly and helpful

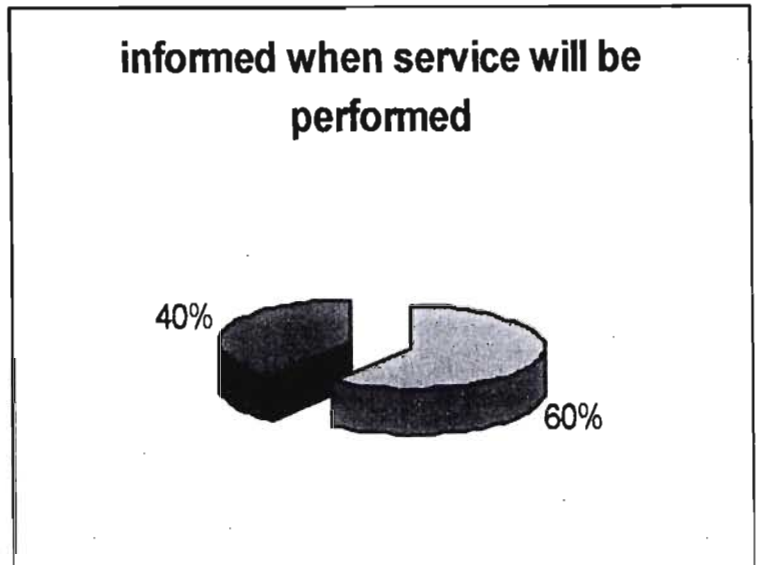
Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5	1	
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8		1
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20	1	
Questionnaire-21		1
Questionnaire-22		1
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	14	11



Behave of the customer manager is very friendly and helpful. They are feeling the problem and try to solve it if it is not then take time and call back to the customer. Quality assurance team always monitors the performance of the employees and evaluates it. 14 out of 25 customer said behave of the customer manager is friendly and 11 out of 25 said behave of the customer manger is not friendly.

19: The customer manager keep informed you about when services will be performed.

Questionnaire	Yes	No
Questionnaire-1	1	
Questionnaire-2	1	
Questionnaire-3	1	
Questionnaire-4	1	
Questionnaire-5		1
Questionnaire-6	1	
Questionnaire-7	1	
Questionnaire-8	1	
Questionnaire-9	1	
Questionnaire-10	1	
Questionnaire-11		1
Questionnaire-12		1
Questionnaire-13		1
Questionnaire-14		1
Questionnaire-15		1
Questionnaire-16		1
Questionnaire-17		1
Questionnaire-18		1
Questionnaire-19	1	
Questionnaire-20		1
Questionnaire-21	1	
Questionnaire-22	1	
Questionnaire-23	1	
Questionnaire-24	1	
Questionnaire-25	1	
Total=	15	10



60 % customer said the customer manager informed about the time required to perform the service and 40 % customer said that the customer manger not informed the time. It is happen because at the time of call generation problem Network team doesn't know the time for solving the problem in this situation the Customer Manager not inform the customer about the time required to solve the problem.

Recommendations:

From the Questionnaire analysis we see that customers overall satisfaction will decrease if Cost of waiting time increase day by that means when customer call their respective operator's hotline number that time they reach the customer manager after waiting long time. For example if the customer call their particular operator's hotline number in any time except mid night then they have to wait 3 to 4 minutes to reach the customer manager. So Grameenphone should increase the manpower of call center and introduce new technology and upgrade software which may reduce the call waiting time and customer reach the customer manager right after they call.

One more important point is, from my analysis I identify that most of the subscriber of Grameenphone think that the Call rate for hotline number is not suitable. They think this is very much costly for them when they call their customer care number. Because GP charges for calling their hotline number per minute 1 taka. And in addition they have to wait more than 3-4 minutes to reach the customer manager. Which create a negative impact on customer mind. Because for solve a single problem they have to spend 6 to 7 taka. So Grameenphone suppose to reduce their call rate for their hotline or customer service number. But they have to reduce it up to an optimum level. Because if they reduce the call rate at minimum level then ultimately the call pressure increase dynamically. Then also Cost of waiting time increase substantially.

Another reason of customer overall satisfaction decrease is take long time to solve the problem. That means when the customer give the complain about their line and other value added service, the mobile operator company take long time to solve their problem. For example overcharging, friends and family number correction, missed call alert problem.

Then the companies take 72 hours from customer to solve that particular problem. To achieve the higher customer rate they need to reduce the time gap. And this can be possible when they use high technological software which has higher analytical capability.

I also want to mention one more things there are some other factors which are directly involve with customer satisfaction rate. These points are Service attitude of Customer Manager and The solution or outcome of the conversation bring some positive result. The service quality also depends on the key person who deals with the customer over the phone. So the companies need to trained their employees such a way that they serve each customer as their first customer. And try to increase their analytical power so they can understand the customer problem within a very short time.

And other important factor like length of the conversation, understanding capability of Customer Manager, positive behavior from Customer Manager end are acting as a vital role to maintain the company's overall customer satisfaction rate. So companies must create more efficiency to maintain the customer satisfaction.

Conclusion:

Customer service delivery process is a set of strategies, processes, and associated technology enablers designed to improve the interactions and engagement of customers. It involves not only the use of these systems, but also corporate cultural transformation and ongoing programs with the appropriate organizational framework.

Customer service and support is the main issue of service delivery process. It helps the companies to retain their present customer, and make a strong bond with the customer which makes more profit for the company. For better delivery process GP introduces CRM software which reduces the call waiting time at the same time customers get the service instantly.

But here one important thing is GP needs to increase their number of employees in their call center and also they need to introduce new technology which has higher analytical power. By this they can increase their customer satisfaction rate more and more. At the same time service delivery process will be faster.



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