



PROJECT REPORT

ON

**BRIDGING THE GAP BETWEEN THE CHANNEL  
PARTNERS AND THE COMPANY:  
AN EMPIRICAL STUDY OF GRAMEENPHONE LTD.**

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**BUS-498**

*Submission Date -25/04/2009*

**EAST  
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March 16, 2009

ABDUL WAHED

ID- 2004-3-10-172

Subject: Authorization to undergo of the Project Report.

Dear student,

I would like to inform you that, as a partial requirement of your completion of graduation, you are required to submit a Project Report on "Bridging the Gap between the channel partners and the company": An Empirical Study of Grameenphone Ltd. You have to collect the required information regarding this subject, arrange them properly and have to research on it.

I hope you will submit the term paper in the due time, if you feel any necessity please contact me without any hesitation.

Wish you all the best.

MR. S. I. NUSRAT A CHAUDHURY

Associate Professor &

Project Coordinator,

Department of Business Administration

East West University.



April 25, 2009

MR. S. I. NUSRAT A CHAUDHURY  
Associate Professor &  
Project Coordinator,

Department of Business Administration  
East West University.

**Subject:** Submission of the Project Report.

Dear Sir,

With due respect and humble submission, I undertook my Project (BUS-498) under your supervision and guidance with the product "Bridging the Gap between the channel partners and the company" which is a mandatory element of my graduation as a Marketing Major.

As you will notice, the report will cover all relevant topics, representing a whole picture of GrameenPhone to analyze the work structure and identify the supporting services of CHANNELS of GrameenPhone Ltd. and their impact in providing quality services to the ultimate customers. Besides, several recommendations will be included for ensuring future success. This will make the report a complete and an extensive one. Therefore, I am confident of the validity of this study.

If you have any questions or suggestion about the process, I would be happy to oblige for any further clarification.

Thank You.

Sincerely,



25-04-09

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## Executive Summary

Grameenphone Ltd. Has stepped into its 12<sup>th</sup> year of operation, on March 26, 2009. It is the leading telecommunications service provider in the country with more than 20 million subscribers as of December 2008. Grameenphone has been recognized for building a quality network with the widest coverage across the country while offering innovative products and services and committed after sales service.

GP knows that in near future, the sell will sluggish down due to overall economic downfall and all the activities; mainly customer retention will occur through effective and efficient after sales service. And for that, GP always wants to give their priority to this sector. All the activities of Grameenphone Ltd. is based on this motto. As mobile operators sell services to customers, the quality is measured by the after sales service and product availability. If the product is not easily available, on the other hands, if the distribution channel is not strong enough, the switching cost is higher for any company.

The raison d'être of this study is measure whether the distribution of product supply that is the "money transfer" facility which keeps any cell phone operator alive, is adequate or not as far as Grameenphone Ltd. is concerned.



## Synopsis

In today's World "Telecommunication" is the most emerging sector. It is the highly growing sector than any other industry. It is an era which reflects technological development as well as Economical Strength.

Bangladesh is a developing country of South Asia. It is continually trying to improve its economic condition with the help of its trade & commerce to keep pace with the world's trend. For this, the role of Telecom Industry Sector is very important.

GrameenPhone (GP) today is apparently the largest mobile telecommunication industry in Bangladesh. It operates its function with an aim to accomplish two principal targets. Firstly, as with other commercial organizations, it operates in such a manner that it receives a good economic return on the investment. Nonetheless, secondly, it contributes significantly to the economic development of the country in making telecommunication a popular medium for exchange of information.

GP, in its operation, has to address a large number of customers throughout the country. It is therefore imperative to get to the customers to know their impression on the services of this important communication medium. This encouraged the topic of this Project Report as **"CHANNELS-Bridging the gap between the channel partners and the company: An Empirical Study of Grameenphone Ltd."**

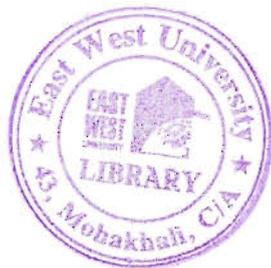


## 1.1. Origin of the Report

Project report is a practical part of academic studies. This is a reflection of academic knowledge through practical work experience. Thus this Project report aims to reflect the professional view of real world working environment.

Business Administration Department of East West University offers Four year BBA program majoring in different related fields. This four year BBA academic program is the building up of the theoretical knowledge about business administration which is the base of practical knowledge. This BBA Project program is an attempt to provide business students an orientation to a real life business situation in which we can observe and evaluate the use and applicability of the theoretical concepts which were taught in the classrooms.

As per norm this report is the requirement of the fulfillment of the Under Graduation program. This report "**CHANNELS: Bridging the Gap between the channel partners and the company: An Empirical Study of Grameenphone Ltd.**" is the outcome of over 4 year and 8 months studying in East West University Undergraduate Program and 1 Year 6 months part-time working experience at CHANNELS of Grameenphone Ltd.



## 1.2. Objective

### Broad Objectives

To analyze the work structure and identify the supporting services of CHANNELS of Grameenphone Ltd. and their impact in providing quality services to the ultimate customers.

### Specific Objectives

- ✦ To Present a Background and Introduction of Grameenphone Ltd.
- ✦ To present an industry analysis for identifying the present position of GP
- ✦ To Focus on the Business and Operations of the Company.
- ✦ To Focus on Products & Services
- ✦ To discuss about the activity of the CHANNELS of Grameenphone Ltd to ensure quality service.
- ✦ To determine the Grameenphone Channel Partners services awareness status and services usages.
- ✦ To recognize the popularity of the VAS and determine the frequency of its usage.
- ✦ To identify the efficient and effective Media to build services awareness among Grameenphone Channel Partners.
- ✦ Identify the findings of analysis and recommend based on the findings.

## 1.3. Background

Grameenphone is one of the largest foreign direct investments in Bangladesh. Its parent company Telenor has made a significant investment in establishing this company as the best mobile phone service provider in this country. As a fast growing company catering to a growing consumer base, Grameenphone has been required to invest on capital assets to meet customer expectations.

## 1.4. Methodology

The report mainly focused on the secondary data obtained from survey, various websites as well as internal databases. Some primary data was collected from through interviews with investment decision makers at the company and previous assessment reports on capital expenditures of the company. Secondary data from books and the intranet was used in order to gain more detailed information about the subject.

### 1.4.1. Type of Research:

The research is basically descriptive in nature. It focuses the customer services offered through Channel partners by GrameenPhone which has been recently improved to a better extent for gaining positive experience from their subscribers. This type of research basically covers:

- ↖ Company Information
- ↖ Analyzing the industry
- ↖ Products & Services
- ↖ Growth Analysis
- ↖ Supporting services of CHANNELS.

### 1.4.2: Data Collection Method

The overall method of collecting data can be divided into two categories:

1. Primary Data Collection
2. Secondary Data Collection

For the purpose of the study data and information have been collected from both primary and secondary sources. The relevant information collected from primary sources is collected in an informal way. My work experience in GP helped me a lot. Besides this, regular conversation with many GP employees is also a source of related data. I have interviewed and taken some suggestions orally from the personnel of Grameenphone

Ltd and Aktel. The secondary sources for data collection were GP & Aktel websites, and different periodical reports.

### **1.4.3. Data Analysis and Interpretation**

All the data that are presented through charts & tables are also presented through graphical presentation. These graphs are interpreted by analyzing the scenario that acts as an indicator for different analysis.

### **1.5. Rationale of the Study**

This report aims at reflecting the real life working environment to the fresh graduate or even master's students. This is very helpful as this helps to understand different aspects of the companies, its industries, its competitors & its overall growth & performance analysis. It also makes an introduction to the knowledge of supporting services providing by CHANNELS & Easy load to various service centers around the country.

### **1.6. Scope**

As I have elaborated the "CHANNELS" of Grameenphone and tried to give a comparative study with Aktel's "Easy Load", so the findings are gathered only of these units of Grameenphone & Aktel. Though the channel partners are linked with sales division's distribution unit, but channels are entitled to provide one stop service to them. The scope of the study is limited with the principles and practices of CHANNELS of GP which is located at Nitol Niloy Tower, Nikunjo, Dhaka and Aktel Customer Service, Silver Tower, Gulshan-1.

## 1.7. Limitations

According to both Grameenphone and Aktel's code of conduct, there is some information which is to be made confidential by the employees. So access of each type of data and also disclose those are not possible. As official data is much more confidential, so the collection of necessary data was not smooth.



# PART-II



## 2.1. Telecom Industry

Bangladesh has the lowest telecom density and the lowest telephone penetration rates in the world and even in the South Asia. According to a report by the International Telecommunication Union (ITU), only 1.56 among 100 people of Bangladesh own or have access to telecom facilities.\*

The telecom industry in Bangladesh is composed of six players. Bangladesh Telecom Limited (BTL) was the first entrant in the market back in 1989 when it was awarded a license to operate cellular, paging and other wireless communication networks in the country. Since then, it has been renamed to Pacific Bangladesh Telecom Limited (PBTL) and given the brand name CityCell Digital to its cellular services, Grameenphone Ltd., AKTEL, Banglalink and Warid Telecom has entered the industry with various changes in between.

BTRC has formed Teletalk Bangladesh Ltd. on behalf of the government with an aim to bring price levels down and make cellular technology available to the mass public. The industry is also set to accept several more players, with licenses to operate PSTN or fixed phone lines in the upcoming months. While the market for mobile phones, specifically, has been growing steadily since its introduction back in 1993, in the past 18 months the market has more than doubled, growing from 1.5 million subscribers in early 2004 to 20 million at the end of 2008.



## Mobile industry lifecycle

The industry life cycle impacts the performance of new firms because new firms tend to perform better when industries are first born, or are young and growing, than when they are mature or are dying out. Few customers are willing to be the initial adopters of new technology products and services, but most people wait until new technology products and services have been around a while before adopting. Similarly, a small number of people tend to be the late adopters of new technology products and services because they are laggards in their view of new products in general.

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

In the first half of 90's CityCell started the journey of mobile industry in Bangladesh. In the first few years it was the only company in the industry. Naturally the price was too high and the general people could not afford mobile phone during that period of time. The company targeted only the higher class of the society. During that time price of mobile was above TK 50,000. Naturally, the growth of the industry was too slow. So, the government decided to bring more companies in the market and break the monopoly.

After careful evaluation the government decided to provide three licenses to GrameenPhone, TM International (AKTel), and Sheba Telecom (currently Banglalink). CityCell is using AMPS (Advanced Mobile Phone System) technology and rest of the companies is using GSM (Global System for Mobile) technology. GSM is the most popular mobile telecommunication technology in the world. About 60% of the cell phone users of the world use GSM technology.

According to BTRC, the growth rate of Bangladeshi mobile market was around **136%** during 2006. Moreover, the demand for mobile phone is growing day by day because of extreme price erosion, disruptive changes in technology and business models. New entrants like "Warid Telecom" are finding the industry

attractive and ready to invest highly for building their network coverage, therefore subscriber base and market share.

### LIFE CYCLE STAGE OF MOBILE INDUSTRY IN BANGLADESH

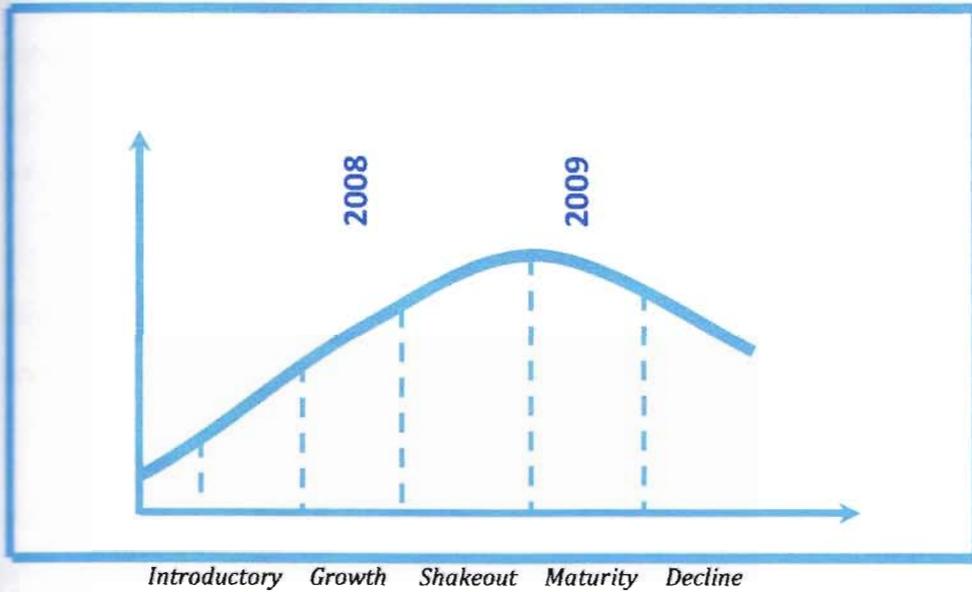


Figure: Industry Life Cycle Stage of Mobile Phone Industry

After analyzing these factors, I found that that the industry is in the growth stage. GrameenPhone, according to the figures available from the BTRC review, achieved **94%** growth in 2006. AKTel and Banglalink, two other main competitors of GrameenPhone in the market, witnessed **190%** and **253%** growth respectively in their user base during the last calendar year. CityCell, the country's first private operator in the sector, managed to grow at **4.45%** during the year under report. Market analysts said the cell phone market will be bracing for further competition among the service providers in 2007 when another private operator 'Warid Telecom' will start operation. Even after such a huge growth during last couple of years, only **16%** of the populations are using mobile phone in Bangladesh. Among the existing operators only GrameenPhone (Village Phone) has coverage and subscriber base in the rural areas of the country. As majority of the population are still beyond the coverage of mobile phone, I was further pushed to conclude that the industry lies in the growth phase.

## 2.2. GrameenPhone Ltd company history

The company has so far invested more than BDT 10,700 crore (USD 1.6 billion) to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT 2,100 crore (USD 310 million) was invested in 2006 alone. Grameenphone is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

Since its inception in March 1997, Grameenphone has built the largest cellular network in the country with over 10,000 base stations in more than 5700 locations. Presently, nearly 98 percent of the country's population is within the coverage area of the Grameenphone network.

Grameenphone was also the first operator to introduce the pre-paid service in September 1999. It established the first 24-hour Call Center, introduced value-added services such as VMS, SMS, fax and data transmission services, international roaming service, WAP, SMS-based push-pull services, EDGE, personal ring back tone and many other products and services.

The entire Grameenphone network is also EDGE/GPRS enabled, allowing access to high-speed Internet and data services from anywhere within the coverage area. There are currently nearly 3 million EDGE/GPRS users in the Grameenphone network.

Grameenphone nearly doubled its subscriber base during the initial years while the growth was much faster during the later years. It ended the inaugural year with 18,000 customers, 30,000 by the end of 1998, 60,000 in 1999, 193,000 in 2000, 471,000 in 2001, 775,000 in 2002, 1.16 million in 2003, 2.4 million in 2004, 5.5 million in 2005, 11.3 million in 2006, 2007 with 16.5 million customers and it ended 20 million in 2008.

From the very beginning, Grameenphone placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upazilas of 61 districts.

In addition, there are 72 Grameenphone Centers in all the divisional cities and they remain open from 9am-7pm every day including all holidays.

GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full and temporary employees. Another 100,000 people are directly dependent on Grameenphone for their livelihood, working for the Grameenphone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good income-earning opportunity to more than 210,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

The Village Phone initiative was given the "GSM in the Community" award at the global GSM Congress held in Cannes, France in February 2000. Grameenphone was also adjudged the Best Joint Venture Enterprise of the Year at the Bangladesh Business Awards in 2002. Grameenphone was presented with the GSM Association's Global Mobile Award for 'Best use of Mobile for Social and Economic Development' at the 3GSM World Congress held in Singapore, in October 2006, for its Community Information Center (CIC) project, and for its HealthLine Service project at the 3GSM World Congress held in Barcelona, Spain, in February 2007.

Grameenphone considers its employees to be one of its most important assets. GP has an extensive employee benefit scheme in place including Gratuity, Provident Fund, Group Insurance, Family Health Insurance, Transportation Facility, Day Care Centre, Children's Education Support, and Higher Education Support for employees, in-house medical support and other initiatives.

At present Grameenphone Ltd. is the market leader in the telecommunication sector in Bangladesh. With the beginning of 2008 the company completed its twelfth year of business. Grameenphone has a very strong competitive position in the telephone industry in the country and is able to claim that it has the largest

network, the widest coverage, the biggest subscriber base and more value added services than any other mobile phone operators in Bangladesh.

## 2.3 Historical Background

The idea of providing wider mobile phone access to rural areas was originally conceived by Iqbal Qadir, who is currently the founder and director of the Legatum Center for Development and Entrepreneurship at MIT. He was inspired by the Grameen Bank micro credit model and envisioned a business model where a cell phone can serve as a source of income. After leaving his job as an investment banker in the United States, Qadir traveled back to Bangladesh, after meeting and successfully raising money from New York based investor and philanthropist Joshua Mailman, and worked for three years gaining support from various organizations including Nobel Peace Prize laureate Muhammad Yunus of Grameen Bank and the Norwegian telephone company, Telenor. He was finally successful in forming a consortium with Telenor and Grameen Bank to establish Grameenphone. Qadir remained a shareholder of Grameenphone until 2004.

Grameenphone Ltd. is a private limited company. Grameenphone received its cellular license in Bangladesh by the Ministry of Posts and Telecommunications on November 28, 1996 and started its operations on March 26, 1997, the Independence Day of Bangladesh.

During 1996, Bangladesh Government decided to auction off private cellular phone licenses to four companies. Dr. Muhammad Yunus, founder of Grameen Bank, took the initiative to set up a not-for-profit private company called Grameen Telecom which is completely independent of Grameen Bank. Grameen Telecom, in turn, created a for-profit company called Grameenphone and along with a foreign partner.

## 2.4. Capital Composition

The total capital of Grameenphone was US \$120 million 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%). Grameen Telecom borrowed US\$10.6 million from the Open Society Institute to set up Village Phone. (according to a detailed report of 2005).

Among the four initial investors, only Norwegian Telenor & Grameen Telecom remains as the existing shareholders.

## 2.5. About Telenor

Telenor is emerging as one of the fastest growing providers of mobile communications services worldwide with ownership interests in 12 mobile operators across Europe and Asia.

Telenor is organized into three business areas; Mobile operations covering 12 countries, and Fixed-line and Broadcast services covering the Nordic region.

Telenor holds 62 per cent of Grameenphone, with Grameen Telecom Corporation owning the remaining 38 per cent. Telenor has played a pioneering role in development of cellular communications in Bangladesh.

## The Telenor Group

- More than 150 million mobile subscribers worldwide
- Strong subscription growth, particularly in our Asian operations
- Listed as No.1 on Dow Jones Sustainability Index 2008
- Ranked as the world's seventh largest mobile operator
- Revenues 2007: NOK 105 billion
- Workforce 2007: 35 800 man-years

## 2.6. Grameen Telecom

Grameen Telecom Corporation, which owns 38% of the shares of GrameenPhone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households.

Grameen Telecom, with the help of Grameen Bank, administers the Village Phone Program, through which GrameenPhone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues.

Grameen Bank currently covers more than 67,000 villages which are serviced by 2121 bank branches all over the countryside. As of May 2006, the bank had 6.33 million borrowers, 97 percent of whom were women.

Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self-employment by providing villagers with access to modern information and communication based technologies.

The current capital composition of Grameenphone Ltd. is of the following manner:

<b>Financial Structure</b>	
<b>Equity: USD \$56 MM</b>	
<b>Telenor</b>	<b>62 %</b>
<b>Grameen Telecom</b>	<b>38 %</b>

**Table 1: Equity Structure of Grameenphone Ltd.**

## 2.7 GrameenPhone Corporate Governance

In the fast-paced world of telecommunications, vibrant and dynamic Corporate Governance practices are an essential ingredient to success. Grameenphone believes in the continued improvement of corporate governance. This in turn has led the Company to commit considerable resources and implement internationally accepted Corporate Standards in its day-to-day operations.

Being a public limited company, the Board of Directors of Grameenphone have a pivotal role to play in meeting all stakeholders' interests. The Board of Directors and the Management Team of Grameenphone are committed to maintaining effective Corporate Governance through a culture of accountability, transparency, well-understood policies and procedures. The Board of Directors and the Management Team also persevere to maintain compliance of all laws of Bangladesh and all internally documented regulations, policies and procedures.

Grameenphone is a truly transparent company that operates at the highest levels of integrity and accountability on a global standard.

### Shareholders of Grameenphone

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development.

The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameenphone and its mission to provide affordable telephony to the entire population of Bangladesh.



## Corporate Update

Ensuring secured working environment is an integral part of responsible corporate behavior.

Believing in the ethos of corporate social responsibility, Grameenphone always strives to uphold the standards in all its business operations. Ensuring secured work place is no exception. In order to minimize accidents at the workplace and at the project sites, GP regularly undertakes awareness programs as well as necessary training programs for GP employees and vendors/suppliers regarding various Health, Safety and Environment issues. Though the employees of our vendors are not directly employed by us, through our contractual agreement with the vendors, we aim to ensure safe and secured working condition for their employees when they are working for us. However, we are aware that this is a continuous process and there are always opportunities to raise the collective performance level with respect to health and safety standards. Due to our scale of operations dispersed across the country while the local vendors/suppliers having low awareness on standard HSE practices, we consistently endeavor to address this issue through necessary phase-by-phase capacity building exercises.



Unfortunately some recent accidents occurring in our work place made us more concerned and alert to ensure that required standards are adhered to, especially by our vendors. On a few of these occasions, the victims, mostly employees of our vendors, regrettably succumbed to his/her injuries. Though safety measures were in place, while these accidents occurred, they had proved to be inadequate to prevent these accidents

from happening. In these accidents, 3 vendor workers died falling to the ground from roof-top or tower while 2 other died due to electrocution while erecting billboard, 1 due to a fall into an acid tub in vendor's factory premise, 1 from snake bite and another one from a heart attack while sleeping. On other occasions, a young girl died of electrocution from a wire in the fence of a storage area adjacent to a construction site while a 70-year old woman died as she was hit by a GP vehicle on Mymensingh highway.

In light of these recent unfortunate incidents, Grameenphone has commissioned a team having the Head of HSE as the team leader. The team will directly report to the CEO on the following immediate tasks which include:

1. Inspections at some factory premises to instantly show cause if any deviation is found from the standard or agreement.
2. Educate the vendors and suppliers on Health, Safety and Environmental (HSE) issues. The aim is to make the vendors and the suppliers capable enough by themselves to follow and practice HSE and corporate responsibilities in their daily activities. The focus will be targeted at the following areas:

- a. Setup a more Comprehensive Guideline and enhance competence of the vendor on HSE compliance.
- b. Benchmark setting on safe working condition including ILO and international best-practices and Standard Operation Procedure (SOP).
- c. Regular audit of vendors/suppliers.

## 2.8. Company Performance

1997

**March:**

Began operation on the Independence Day of Bangladesh

1998

**June:**

Launched mobile to mobile service (Without PSTN access)

1999

**August:**

Launched first Prepaid Service in the country

2003

**August:**

Reached One million Subscribers

**October:**

Launched prepaid product with PSTN connectivity

2004

**August:**

Reached 2 million Subscribers

2006

**January:**

Launch of Business Solutions- segmented offering for the Business Segment, Reached 6 million subscribers

**September:**

Launch of CIC

## 2006

### **November:**

Celebrated 10 million subs in 10 yrs & launched New Logo, Launch of Health line

### **December:**

Launched Smile Prepaid & xplore Postpaid, Launch of Bill Pay

## 2007

### **February:**

Business Solution Re-launched

### **April:**

djuice Re-launched, Launch of Pay For Me

## 2008

### **January:**

Introduce BlackBerry Smart phone

### **April:**

Reached 18.5 million Subscribers, Launch of "djuice", a youth brand, for the first time in Bangladesh

## 2008

### **September:**

Launched EDGE and Voice SMS for the first time in Bangladesh

### **October:**

Reached 20 million subscribers

**February:**

Grameenphone launches new vision for the internet

**March:**

Grameenphone introduces new tariff

Currently GP's subscriber is more than 20.5 million which is expected to be continuing. Because of its cost effective customer solution, user friendly packages and lots of other supplementary features and special customize packages (GPPP, Business Solution, and SME).

The organization earned 350 MM USD in 2004, 500 MM USD in 2008 and targets to achieve 1000 MM USD in 2007.

The year of 2006 is a milestone for GP as well as telecom industry, because in this year GP alone achieved subscriber growth of 1 billion and within 40 days it achieved 1 million subscribers which is record forever in telecom industry.

## 2.9. Achievements

### Dipal Barua wins Energy Prize

The first annual Zayed Future Energy Prize was awarded to Mr. Dipal Chandra Barua, Founding Managing Director of Grameen Shakti and Grameenphone board member, for his visionary efforts in taking renewable energy solutions to the rural population of Bangladesh.

It is a great honour to receive this recognition inspired by the vision of HH the late Sheikh Zayed," said Mr. Barua at awards ceremony. "I consider myself a global Ambassador of the Prize, and would like to

carry forward the message of environmental sensitivity that is being championed by the leadership of Abu Dhabi," he added.



Grameen Shakti (GS) has installed more than 200,000 solar PV systems, providing power and improving the quality of life of more than 1 million rural people. In addition, through its Grameen Technology Centres GS has trained more than 1000 rural women as solar and improved cooking stove technicians creating income opportunities for them in the rural areas.

"We share this award with the rural people of Bangladesh who have demonstrated incredible ambition and innovation in adopting clean, renewable technologies to solve their daily energy challenges in the rural areas," Mr. Barua said.

Under Mr. Barua's able leadership, GS has developed a number of other innovative initiatives. It constructed more than 6,000 biogas plants that convert cow dung, poultry droppings and other biomass waste into gas for cooking, lighting and fertilizer and GS also produced and promoted the use of more than 25,000 improved cooking stoves.

The finalist and the runner-up of the Zayed Future Energy Prize received US\$1.5 million and US\$350,000, respectively, to accelerate the development of their innovations. "We would use this money to fund a scholarship program for women entrepreneurship and "It is my dream to create 100,000 green jobs in my country and this award will help me achieve this," he added.

With the vision to create a greener and sustainable Bangladesh, Mr. Barua's goal is that by 2015, 75 million people in Bangladesh (50% of the population) will be able to benefit from clean energy and the resulting improved living conditions. He plans to install 7.5 million Solar Home Systems, 2 million biogas plants, and 20 million improved cooking stoves over the next years.

Notably submissions were received from more than 50 countries, including the United Kingdom, United States of America, Australia, China, Germany, Brazil, Russia, Canada and Spain. Twenty projects were then short-listed, by a selection committee of senior technical, commercial and energy policy experts, from a total pool of 204 submissions, out of which Mr. Barua claimed the top spot.

## 2.10. A comparative scenario of GP's market growth

Grameenphone Ltd. is the market leader in the telecommunication sector in Bangladesh. The market share of GP is highest in the year of 2004 because the numbers of subscribers are increasing more rapidly than competitors. But in the present day the market of GP is reducing because of high competition and decreasing rate of subscriber's growth.



Year	Company	Percentage			
<b>2000</b>	GP	65%	<b>2004</b>	GP	61%
	Aktel	18%		Aktel	24.2%
	CityCell	13%		City Cell	13.4%
	Sheba	4%		Sheba	2.4%
<b>2001</b>	GP	66%	<b>2007</b>	GP	59%
	Aktel	16%		Aktel	15%
	CityCell	13%		City Cell	5%
	Sheba	5%		Banglalink	17%
				Warid	2%
<b>2002</b>	GP	69%		Teletalk	2%
	Aktel	14%			
	City Cell	13%	<b>2008</b>	GP	46%
	Sheba	4%		Aktel	17%
				City Cell	4%
<b>2003</b>	GP	62%		Banglalink	22%
	Aktel	21%		Warid	9%
	City Cell	14%		Teletalk	2%
	Sheba	3%			

**Table 2: Market Growth of Grameenphone Ltd and other Telecoms**

## 2.11. Vision, Mission, and Goals

### Company Vision:

The vision of Grameenphone Ltd. is “To be the leading provider of telecom services all over Bangladesh with satisfied customers, shareholders and enthusiastic employees”.

### Company Mission:

“Lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier.”

Grameenphone Ltd. aims at providing reliable, widespread, convenient mobile and cost effective telephone services to the people in Bangladesh irrespective of where they live. Such services will also help Bangladesh to keep pace with other countries and reduce her existing disparity in telecom services between urban and rural areas.

### Company Objective:

Grameenphone Ltd. has a dual objective to receive an economic return on its investments and to contribute to the economic development of Bangladesh through telecommunication. Thus Grameenphone, in collaboration with Grameen Bank and Grameen Telecom, is aiming to place one phone in each village to contribute significantly to the economic benefit of the poor. By attaining the success factors, Grameenphone would like to be recognized as a reliable, honest and committed company to its valued subscribers and stakeholders. In short, it pursues a dual strategy of good business & good development.

### Company Strategy:

The basic strategy of Grameenphone is coverage of both urban and rural areas. In contrast to the “island” strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission links, Grameenphone builds continuous coverage, cell after cell. While the intensity of

coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout the network of Grameenphone.

Presently it has network coverage in all the 64 districts around the country of all six divisional headquarters.

## Company Values

"We will make these real through the way we behave, the language we use and in the design of our products and services."

### =>Make it easy

- ↖ GP is all about making things easy
- ↖ Easy to understand, easy to use and easy to get hold of products and services
- ↖ Easy and helpful working relationships
- ↖ Offer real value
- ↖ Making things more simple and mutually-beneficial for everyone

### =>Keep promises

- ↖ About delivery, not over-promising
- ↖ Actions speak louder than words
- ↖ Try to clearly understand our audience's needs and respond accordingly
- ↖ Clear, to-the-point and focused in our behaviours and actions
- ↖ Deliver upon, and exceed expectations

### =>Be inspiring

- ↖ Innovative and quality-driven in what they do and how they do things
- ↖ Closely involved in our community and with employees
- ↖ Lead by example, they value their customer's relationships and feedback with them and are constantly open to new ideas.

## ⇒ Be respectful

- ↖ We are helpful, open and friendly.
- ↖ We are respectful and professional with all our interactions, internally, externally.
- ↖ We must always keep in mind that our success is based on having loyal, satisfied and supportive customers, employees and partners.
- ↖ We are confident, without being arrogant.

### 2.12. Investment Scenario:

Business investment of GP is increasing at an increasing rate. Grameenphone plans to invest 300 MM USD in 2008 to build new network and establish 800 new base stations. Grameenphone is also laying its own fiber optic.

Year	Achievement
1997	0
1998	10 MM USD
1999	28 MM USD
2000	23 MM USD
2001	52 MM USD
2002	51 MM USD
2003	60 MM USD
2004	189 MM USD
Total	465 MM USD
<b>Target 900MM &amp;1000 MM USD by 2007 and 2008</b>	

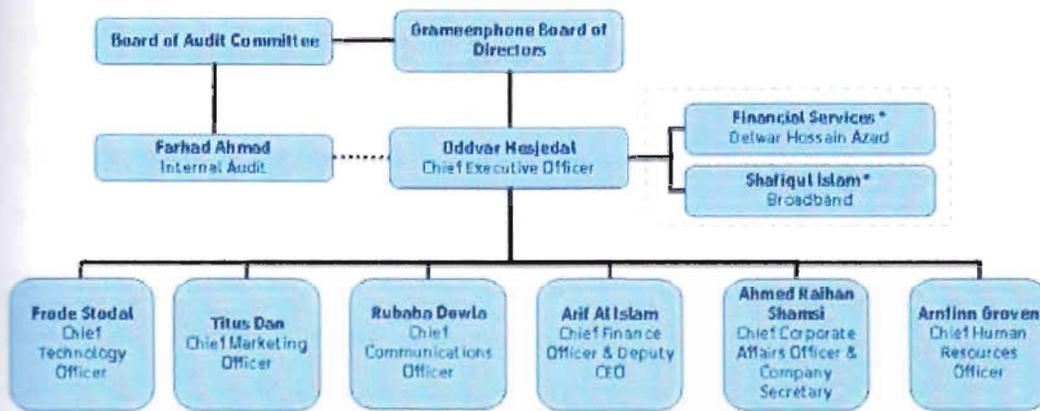
**Table 3: Investment by Grameenphone Ltd.**



## 2.13. Organizational Structure

Grameenphone is divided into several departments namely Technical, Sales & Distribution, Marketing, Customer Relations, Administration, Human Resource, Finance, IT, FON, Information & Supply Chain Management.

### GP Organogram & Management



\*Not part of Executive Management Team

January 19, 2009

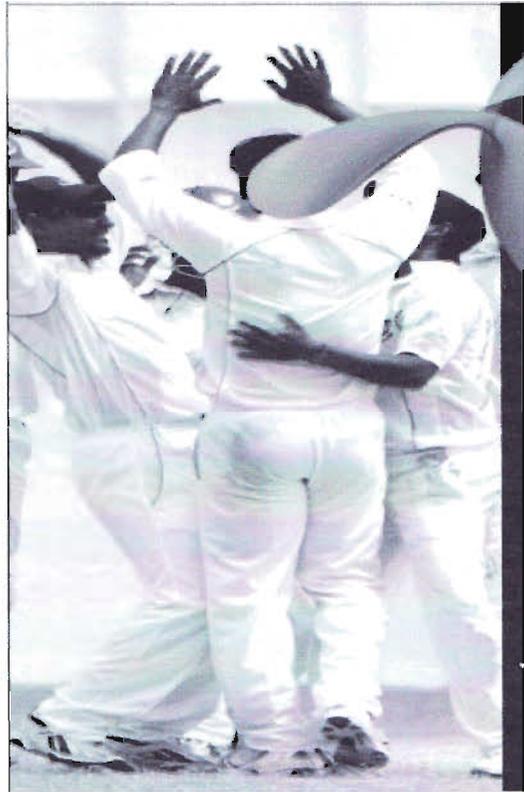


Figure: Organogram of Grameenphone Ltd.

## 2.14. Contribution to Society

Grameenphone believes that good business leads to good development, since high level of productivity is development. The activities of GP contribute to the socio-economic development of Bangladesh in many different ways. In addition to employing nearly 1500 people, more than 100,000 people are directly dependent on GP for their livelihood, including the people working for the dealers, agents, contractors, suppliers, and a major portion of that figure includes the Village Phone operators.

According to the International Telecommunications Union, the Geneva-based UN body, the addition of each new telephone in a developing country like Bangladesh, adds USD 2,500 to the country's GDP. The Village Phone Program of Grameenphone is a unique initiative which provides access to telecommunications facilities in remote rural areas where no such service was available before. The Program enables mostly poor village women to own a Village Phone subscription and retail the phone service to her fellow villagers while providing them with a good income-earning opportunity. It is administered by Grameen Telecom in cooperation with Grameen Bank, the internationally renowned micro-credit lending institution.



Set up in 1997, the Village Phone Program has continued to grow at a robust pace over the years. By the end of 2004, the number of Village Phone subscriptions stood at 95,000, in 61 districts. The average



Earning of a Village Phone Operator is about BDT 5000 per month, which is more than twice the per capita income. Grameenphone also actively participates in promoting different socio-cultural activities and sports events in the country. It sponsored many activities over the years including the Zainul-Quamrul International Children's Art Competition, the 11th Asian Art Biennale, publication and launching of an anthology of contemporary Bangladeshi paintings, the Independence Day '04 Photography & Painting Exhibition, and many other activities.



Moreover, GP has also restored the exterior of the historic Old Railway Station Building in Chittagong as per its original architectural design. It has sponsored a scholarship fund for the poor and meritorious students of the Finance and Banking Department of East West University in cooperation with the Finance and Banking Alumni Association. GP has also donated 16 computers to two schools for

underprivileged children.

In the sports arena, GP is currently sponsoring the Bangladesh National Cricket Team for a period of two years through 2003-2008, and also sponsored the National Under-19 and Under-17 cricket teams. It was also one of the main sponsors of the live telecast of "ICC World Cup Cricket 2003. GP also sponsored the President Cup Golf Tournament, and sponsors the visits of newspaper reporters abroad to cover major sports events.



## 2.15. Corporate Social Responsibility: an integral part of GP



### Every step counts

Even a journey of a thousand miles begins with a single step..." - Chinese proverb

At Grameenphone, we live by the statement "Development is a journey, not a destination." Our work is not just about ensuring connectivity; it is about connecting with people and building relationships, based on trust, with our subscribers, business partners, employees, shareholders, as well as the wider community. We have always believed that good development is good business. While we maintain our business focus, taking the nation forward remains our top priority. Thus our relationship with Bangladesh is built on a partnership which strives to achieve common economic and social goals.

Corporate social responsibility, as we see it, is a 'complementary' combination of ethical and responsible corporate behavior, as well as a commitment towards generating greater good for the society by addressing the development needs of the country.

Our core strategy in this area is to be Bangladesh's partner in developing the country, particularly in its promise, as a United Nations Millennium Declaration signatory, to meet the eight targets known as the

Millennium Development Goals by 2015. We have consolidated our social investment initiatives in four core areas related to the Millennium Development Goals namely,

- Poverty alleviation,
- Healthcare,
- Empowerment
- Education.

We are witness to the endless possibilities and the strength of the people of Bangladesh. We believe every step matters in the journey of hope we are taking together as a nation. With every connection we provide and with every opportunity we create in the community at large, we see the emergence of new possibilities. The Village Phone ladies lead us towards a silent yet powerful social revolution. The indomitable spirit of acid survivors inspires us, while the confidence of intellectually challenged athletes shows us how to make the word 'impossible' obsolete.

Every step inspires us to move forward and takes us one step closer to our destination. Every step counts.



## 2.16 Product Profile

Grameenphone offers a number of products and value-added services to its valued subscribers. These attractive products and services are designed to cater to the needs of the individual subscribers. We can divide all of these products based on company structure.

### Grameenphone Products:

Product Name	Billing method	Special Features	Target Customers
Smile M2M	Prepaid	Only mobile to mobile connection	Mass customers
Smile PSTN	Prepaid	BTTB connectivity and ISD Facility	Mass customers
Xplore	Post Paid	International Roaming and other integrated services	Up-mid and up level customers
Business Solution	Prepaid	Close user group, on pick low tariff	SMEs and Journalist
Business Solution	Postpaid	International Roaming and other integrated services Close user group, on pick low tariff	SMEs and Journalist
BlackBerry®	Postpaid	Wireless services with support for email, phone, internet, instant messaging, organizer and much more	Top level corporation and individuals
Public Phone	Prepaid	Very low tariff and 1 second pulse	PCO and other business person

### Telenor Products:

Product Name	Billing method	Special Features	Target Customers
Djuice	Prepaid	Xtra Khatir, lot of VAS	Young generation

### Grameen Telecom Products.

Product Name	Billing method	Special Features	Target Customers
Village Phone	Prepaid	Very low tariff and 1 second pulse	Village PCO

# PART-III

## 11. Telecommunication Industry in Bangladesh

The telecommunication sector in Bangladesh is poised for rapid growth in the coming years. The concept of mobile telephony has become largely familiar and phenomenal in Bangladesh from the early 90s. The sector, particularly which of mobile phones, is one of the fastest growing areas of the economy. The growth potentials will continue to remain robust for the foreseeable future.

There are five telephone operators in Bangladesh at the moment. Among them one is Government owned telephone operator: Bangladesh Telegraph and Telephone Board (BTTB) announced "Teletalk" and the other four are privately owned companies namely Grameenphone Ltd. Telecom Malaysia International Bangladesh (IMIB) owned "Aktel", Banglalink and Pacific Bangladesh Telecom Ltd (PBTL) owned "Citycell". Following table represents market share position for the year 2006.

Grameen Phone Ltd. (GP)	20.82
TMIB (Aktel)	7.63
Orascom Telecom Bangladesh Limited (Banglalink)	10.14
PBTL (Citycell)	1.74
Teletalk Bangladesh Ltd. (Teletalk)	0.9
Warid Telecom International L.L.C (Warid)	3.86
Total	45.09

Source: [www.bttb.gov.bd](http://www.bttb.gov.bd)

**Table: Mobile Market Situation**

## 3.2. Citycell Overview

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

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

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

Citycell is focused on innovation and creating new ways for customers to stay in touch and to do business. Citycell is offering a wide range of competitive pre-paid and post-paid mobile packages as well as Value Added Services such as SMS and information based services.

## Organogram



## Ownership Structure

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

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

Citycell (Pacific Bangladesh Telecom Limited) has been converted into a Public Limited Company with effect from 28 March, 2008 in compliance with the Notification No. SEC/CMRRCD/2006-159/Admin-03/23 of Securities and Exchange Commission of Bangladesh.

Following lists the shareholders of the company:

- Pacific Motors Limited
- Pacific Traders Limited
- Pacific Industries Limited
- Far East Telecom Limited
- SingTel Asia Pacific Investments Pte Ltd
- SingTel Consultancy Pte Ltd
- Singapore Telecom Paging Pte Ltd

## Helpline

Citycell Helpline operates 24 hours a day, 7 days a week. You can dial **121** from Citycell phone and

**011 99 121 121** from any other phone to get connected to Customer Care representatives.



## EFT (electronic fund transfer) Process

Citycell introduces e top-up. Recharge any amount from **Tk 10 to Tk 1,000** at nearest **e top-up**

marked outlet. Customer will receive a confirmation SMS as soon as the account is recharged.

**Citycell One e top-up** - Scratch-free smart recharge.

### Recharge Validity (for Citycell One Pre-paid Customers)

Amount (Tk.)	Days
10 - 49	10
50 - 99	30
100 - 299	60
300 or more	180

CITYCELL at a Glance

-7

Technology: CDMA

Frequency: 900 Mhz / 1800 Mhz

Initial Capacity: 10, 00, 000 subscriber.

Coverage: Nationwide, 61 Districts

Thanas Covered: 470



### 3.3. Banglalink Overview

Banglalink - making a difference

When Banglalink entered the Bangladesh telecom industry in February 2005, the scenario changed overnight with mobile telephony becoming an extremely useful and affordable communication tool for people across all segments.

Within one year of operation, Banglalink became the fastest growing mobile operator of the country with a growth rate of 257%. This milestone was achieved with innovative and attractive products and services targeting the different market segments; aggressive improvement of network quality and dedicated customer care; and effective communication that emotionally connected customers with Banglalink.

Banglalink is today the 2nd largest mobile operator in the country and we have recently celebrated with 1 crore customers. This has been achieved in just three and a half years.

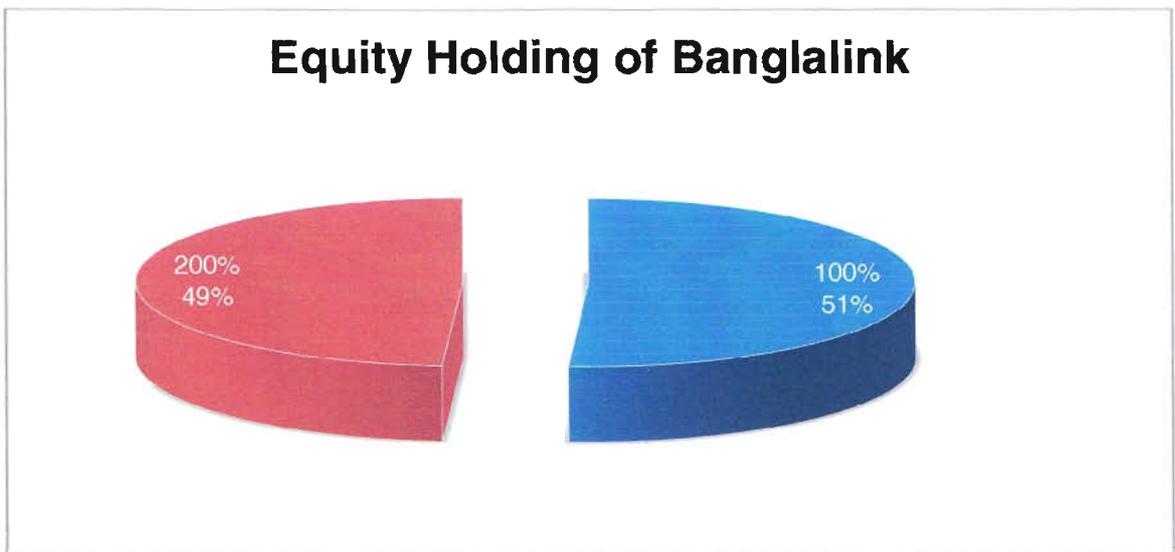


Figure: Equity holding of the Banglalink

## Products and Services

Banglalink entered the market with a promise of making mobile phone affordable for people. This promise was kept and Banglalink was the first operator to introduce a flat rate for all calls (inside own network and to other operators) for the convenience and ease of customers. Thus "desh" was launched - the best prepaid package for making calls to any network.

In addition, a new prepaid package, Banglalink desh "rang" has also been launched. This package offers attractive tariff plan for customers who need to talk within the Banglalink network. Banglalink desh is already a very popular and well-liked brand - Banglalink desh rang is a brand extension to enrich the brand.

Targeting the corporate and SME segments, Banglalink has launched "Banglalink enterprise" with state of the art services including GPRS, corporate SMS broadcast, dedicated customer relationship management, and customized packages. Banglalink enterprise offers customized telecom solutions for different businesses as per their requirements and the objective of Banglalink enterprise is to assist the clients at every step as their businesses grow.

Banglalink also offers extensive range of value added services for customers. Banglalink has been the first operator to launch Missed Call Alerts, Music Station, SME portal, Song dedication, voice adda and various other services for customers.

Banglalink continues to offer products and services approaching different consumer segments with distinct communication needs. Banglalink focuses heavily on enhancing service quality as well. Enhancements were done in terms of network quality and customer service. There was aggressive improvement of indoor coverage, and wherever necessary, especially in-building solutions were installed in case of enterprise customers and corporate clients. We have also established a nationwide fiber optic network of 1900 km with the longest submarine cable which lies under the great Padma River.

To provide better customer service, a new, expanded, state of the art call center has also been established. We also have nationwide Banglalink points and Banglalink service points. In addition, Banglalink

has dedicated a team to manage high-end customer accounts and with over 700 customer care points including 7 customer sales and care centers.

## Investing in the future of Bangladesh

### Making a difference

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

### Banglalink Vision

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

### Who is behind Banglalink

ORASCOM TELECOM is one of the most dynamic telecommunications powerhouses in the world. Orascom is based in Egypt and has operations in 7 countries worldwide. Established in 1998, it is today the largest capitalized company on the Cairo & Alexandria Stock Exchanges with over 79 million subscribers worldwide. It has grown to be one of the largest and most diversified GSM network operators in the Middle East, Africa and Asia.

## Management Team

Managing Director and Chief Executive Officer	Ahmed Abou Doma
Chief Financial Officer	Mohamed Hassan Osman
Chief Technical Officer	Tamer Morsy
Chief Commercial Officer	Omer Rashid
Sales Director	Arif Mehmood Malik
Customer Care Director	Muhammad Arshad
Human Resources & Administration Director	Tarek Beram
Head of PMO & Supply Chain	Abdus Saboor
Regulatory Affairs Sr. Manager	Zakiul Islam
Infrastructure & Operations Sr. Manager	Nizar El-Assad

## Human Resource

The Real Tigers behind the Stripes!

We, at Banglalink, believe that our teamwork is our greatest asset. Useful contributions made by each individual bring us that much closer to our goals. The Banglalink family is made up of a group of passionate individuals, uniquely qualified from diverse disciplines but working towards our vision.

## Balance Transfer

7



Banglalink introduced i top-up. Recharge any amount from **Tk 10 to Tk 1,000** at nearest **i top-up** marked outlet. Customer will receive a confirmation SMS as soon as the account is recharged.

### Recharge Validity (for Banglalink Customers)

Amount (Tk.)	Days
10 - 49	10
50 - 99	30
100 - 299	60
300 or more	180

## Customer Care

They have set the benchmark in customer care with their state-of-the-art call center, largest customer care network, and a passionate & vigilant team serving every single moment.

Banglalink care line offers a dedicated 24 / 7 services to answer all customer queries. 24 hours a day. 7 days a week.

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

## Banglalink at a Glance

**Technology:** GSM

**Frequency:** 900 Mhz/ 1800 Mhz

**Initial Capacity:** 20, 00,000 subscriber.

**Coverage:** Nationwide

**First Phase:** Covering 61 Districts within 18 months of operation



### 3.4. Aktel Overview

AKTEL is a dynamic and leading countrywide GSM communication solutions provider. It is a joint venture company between TMI and NTT DoCoMo, Japan. AKTEL was officially commenced its operations in 1997 among the pioneers GSM mobile telecommunications provider in Bangladesh.

Covering all 64 districts of the country, AKTEL has become the first mobile operator to connect Tetulia and Teknaf, the northern and southern most points of Bangladesh and the first to provide seamless coverage along the Dhaka-Chittagong highway. AKTEL supports 2G voice, CAMEL phase 2 and GPRS/EDGE service with high speed internet connectivity. It has the widest International Roaming coverage in Bangladesh connecting 440 operators across 203 countries.

AKTEL's GSM service is based on a robust network architecture and cutting edge technology such as Intelligent Network (IN), which provides peace-of-mind solutions in terms of voice clarity, extensive nationwide network coverage, and multiple global partners for international roaming. AKTEL customer centric solution includes value added services (VAS), quality customer care, easy access call centers, digital network security, and flexible tariff rates.

With its strengths and competencies developed over the years, AKTEL aims to provide the best quality service experience in terms of coverage and connectivity to its customers all over Bangladesh.

#### **Vision:**

To be a leader as a Telecommunication Service Provider in Bangladesh.

#### **Mission:**

ATEL aims to achieve its vision through being number 'one' not only in terms of market share, but also by being an employer of choice with up-to-date knowledge and products geared to address the ever changing needs of our budding nation.

## Theme:

AKTEL always strives to uphold the dictum 'Customer First'.

## Quality Policy:

AKTEL is committed to achieving leadership in customer satisfaction by continually improving its processes, products and services to ensure they consistently exceed customers' requirements. We will develop and implement technology and infrastructure that enable us to be clearly ahead in Bangladesh and to enhance the mobility experience of our customers.

## Shareholdings

TM International (Bangladesh) Limited was incorporated on 15 November 1997 as a Joint Venture company between TMI (70%) and AK Khan & Co. (30%). The AK Khan Group recently completed the sale of its entire shareholding of 30% in TMIB to NTT DoCoMo. The company operates GSM 900 and 1800 cellular services under a 15-year license granted in November 1996.

## TM International Sdn Bhd (TMI)

TMI is an emerging leader in Asian telecommunications with significant presence in Malaysia, Indonesia, Sri Lanka, Bangladesh and Cambodia. In addition, the Malaysian grown holding company has strategic mobile and non-mobile telecommunications operations and investments in India, Singapore, Iran, Pakistan and Thailand. The TMI Group, including its subsidiaries and associates, has approximately 50 million mobile subscribers in Asia, and is listed on Malaysia's stock exchange (Bursa Malaysia).

## NTT DoCoMo

NTT DoCoMo is the world's leading mobile communications company and the largest mobile communications company in Japan. DoCoMo serves over 53 million customers, including 44 million people subscribing to FOMA™, launched as the world's first 3G mobile service based on W-CDMA in 2001. DoCoMo also offers a wide variety of leading-edge mobile multimedia services, including i-mode™, the world's most popular mobile e-mail/Internet service, used by 48 million people. With the addition of credit-card and other e-wallet functions, DoCoMo mobile phones have become highly versatile tools for daily life. With cutting edge technology and innovative services, DoCoMo is fast becoming a preferred lifestyle choice, continuously expanding its role in its users' lives, growing globally throughout Asia, Europe and North America. NTT DoCoMo is listed on the Tokyo (9437), London (NDCM) and New York (DCM) stock exchanges.

## AKTEL Core Values

### Uncompromising Integrity

Our reputation is based upon our ability to fulfill promises to shareholders, customers and employees. We do so by being honest in our dealings, taking responsibility and being accountable for our actions. We treat everyone the way we would like to be treated. We are proactive in identifying issues and coming up with solutions. We ensure that the highest ethical standards guide us in making decisions. We are true to our word.

### Total Commitment to Customer

Our success is based upon our customer focus. We listen to and connect with customers. We anticipate their needs and make it easy for them to do business with us. We keep promises. We offer them value and quality services to enrich lives and enhance business success. We treat them with dignity and respect.

## Respect & Care for Others

By working as one team with shared goals we achieve great things. We value ideas and contributions from everyone. We recognize, respect and value diversity in the team. We develop strong bonds by communicating and sharing knowledge. We encourage open discussion and commit to an agreed position. All of us have a part to play.

## AKTEL Milestones



## AKTEL Key Achievements

Telelink Telecommunication Award 2007 telelink Telecommunication Award 2007" for its excellence in service, corporate social responsibilities and dealership management for the year 2006 in commemoration of WORLD Telecommunication Day 2007.

Telelink Telecommunication Award 2005 telelink Telecommunication Award 2005 for its excellence in service for the year 2005.Arthakantha Business Award Given by the national fortnightly business magazine of Bangladesh for its excellence in service in telecom sector. Financial Mirror Businessmen Award Given by the national weekly Tabloid business magazine.

Deshbandhu C. R. Das Gold Medal For contribution to telecom sector in Bangladesh.

Beatification Award for exceptional contribution to the Dhaka Metropolitan city from Prime Minister Office on 13th SAARC Summit.Standard Chartered - financial express corporate social responsibility (csr) awards 2006 for contribution in education, primary health, poverty alleviation and ecological impact.

Arthokonkho business award 2006 for better telecom service provider in bangladesh.financial mirror & robintex business award 2006 for its excellence in service, corporate social responsibilities activities throughout bangladesh.

Deshher kagoj business award 2006 for corporate social responsibilities activities.

## AKTEL at a Glance

Technology: GSM

Frequency : 900 Mhz / 1800 Mhz

Initial Capacity: 30,00,000 subscriber.

Features: GPRS facility, International SMS, Roaming

Coverage: Nationwide, 61 Districts

Total Number of Thanas: 470

### 3.5. Warid Overview:

-7

#### The Network

At the corner stone of Warid Telecom's operational agenda is ensuring that comprehensive network coverage is provided to all subscribers across all locations. In this context, Warid Telecom has decided to opt for GSM (Global System for Mobile Communication) technology for its network in Bangladesh, as it is the global standard for digital cellular telephone service. GSM networks support enhanced data applications and more than 1 billion customers in 109 countries are using this technology. Warid Telecom would be launching its cellular services based on 900 and 1800 GSM technology, in order to optimize the utilization of frequency, thus ensuring the highest quality and service.

Warid Telecom's GSM network is set to cover 61 districts of Bangladesh to ensure that our service can seamlessly reach out to every corner of the country. We are also in the process of fast expanding our nationwide network to cover all thanas by the end of 2007.

We are partners with some of the leading vendors in the telecom industry who help in providing the best and the latest network solutions for our businesses. These vendors include cellular giants Ericsson, Nortel, Siemens, Cisco and Huawei.

#### Research & Development

We have made no compromise on investments required for research and development. With a projected capital expenditure of over US \$700 million, Warid Telecom has been set up to provide a premium quality GSM service, which will reach out to most parts of Bangladesh by the end of 2007.

## Our place at the technological frontier

Warid has pioneered in key technologies which include the following:

- Custom-made network for Bangladesh's environment
- Congestion-free connectivity in all coverage areas
- Roll out plan for complete national populated coverage by 200X
- Future professional network (GPRS compatible and 3G upgraded with soft switch and media gateway architecture)
- State of the art IP based contact center and leading data center

## Exclusive Customer Care.

Our mandate for doing businesses by keeping customers at the forefront is reflected in our 'one stop' concept for all your telecom requirements. We have the maximum number of Sales and Customer Service Centers countrywide, equipped with cutting edge technologies to ensure that customer needs and demands are catered for in the shortest possible time. Our highly trained and well-groomed team of Customer Service Executives is on hand 24 hours to provide you support in any area- all to make sure that your communication experience with use is facilitated in the smoothest way possible

## Best Practices

We believe in a process driven setup with comprehensive business processes covering all our activities. All business processes are ETOM compliant as per accredited international standards.

## Innovation

Warid is committed to providing superior level of professional services to all its customers - before, during and after the deployment of our leading solutions. To accommodate our customer's demands, we have deployed a state-of-the-art 2.5G EDGE compliant network. There are also innovative services of various standards that cater to a wide spectrum of users.

### 3.6. Teletalk Overview

Teletalk Bangladesh Limited (TBL) is formed as Public limited company under the Companies Act 1994 on 26th December 2004. Therefore it is a Govt. owned company. Honorable President Prof. Dr. Iazuddin Ahmed inaugurated Teletalk Mobile Service on 29th Dec'2004 by talking with Honorable Prime Minister Begum Khaleda Zia.

Although a new entrant, Teletalk is staffed by experienced Telecom Engineers Committed to accessibility, quality, coverage and price Teletalk launched its much anticipated Mobile Telecom service on commercial basis on 31st March 2008.

#### TELETALK at a Glance

**Technology:** GSM

**Frequency:** 900 Mhz/ 1800 Mhz

**Initial Capacity:** 2, 50,000 subscriber.

**New features:** GPRS facility.

**Coverage:** Nationwide,

**First Phase:** Most of the District Head Quarters, Highways and upazillas

**Total Number of Base Station:** 451



### 3.7 SWOT Analysis

Strengths and weaknesses are the micro environmental factors influencing a business which are within the organization. Opportunities and threats are the micro environmental factors that influence all the firms in the industry. They are present in the whole industry. The following figure shows the strengths and opportunities that Grameenphone Ltd. enjoys as well as weaknesses and threats that the company faces.



**Coverage:** GrameenPhone has the strongest and widest network coverage in the country. Now it has more than 10,000 BTS (Base Transmission Station), where its closest competitor Banglalink yet cannot reach half of its number i.e. 5000.

**International roaming:** Grameenphone has widest IR coverage in the country. About to 420 countries is enlisted in IR. Also Grameenphone is the first mobile operator providing prepaid roaming service in Bangladesh.

**Distribution Channels:** Grameenphone has a very strong distribution channels in the country. It has more than 1, 30,000 POS. Beside that Grameen Bank is also performing as a part of distribution of GP's product.

**Pre-Paid service:** GP is the first prepaid service in Bangladesh. In this way company gained first mover advantage and captured a significant number of customers.

**Lease of Fiber-Optic cable from Bangladesh Railway:** At the time launch GP leased fiber optic cable from BR, which provides a strong network in the country.

**Value added service:** GP recently launched two new value-added services. The SMSPAY service enables you to send subscribers bill payment information to avoid barring subscription, while the "Cell E-mail" service allows sending and receiving e-mail using GP mobile phone. Email through mobile phone service has already proved to be beneficial to the subscribers, who don't have access to the Internet.

## Weakness

**Price war:** All the six companies are fighting to get the market share by cutting price of the mobile phone connection. All competitors are lowering the unit price and also providing pulse facility. So the market is fighting with each other with their pricing strategy.

**Becoming Market Follower:** GrameenPhone Is now becoming market follower as competition is going so fast in mobile telecommunication industry. As a market leader, it is not good for GrameenPhone to become reactive to its competitors.

**Commercial ads are not too creative:** GP's commercial ads are not that much appealing its prospective customers compare to its competitors. Valuable features are not focused in its ad. GP does not show its competitive advantages through its ads whereas its competitor such as Banglalink has done it effectively.

## Opportunity

- ↳ Unmet demand
- ↳ Possibility of further network expansion
- ↳ Increasing interconnection with BTTB
- ↳ Favorable Regulatory Authority
- ↳ Possibility of innovative products and services

## Threat

- ↳ Introduction of BTTB mobile phones
- ↳ Aggressive marketing by competitors
- ↳ Possibility of new entrances using GSM Technology.
- ↳ Better relationship of competitors with regulatory body.

# PART-IV

## 4.1 An Overview of Customer Service Division

Within the direction for the Chief Executive Officer of the company, the Director of Customer Services Division shall ensure that the customer services and related functions within the company at all times are aligned with and supports the realization of the company's business objectives. The Director of Customer Services shall direct the company's overall Customer Services activities; facilitate state of art customer experiences through Quality Services in order to meet company targets for growth and profitability.

## 4.2 Hierarchical Position of CS in GP:



### 4.3 Function of CS:

1. Develop, maintain and implement strategies, policies and procedures in order to establish organizational capabilities to meet current and emerging business needs for the functional area.
2. Making sure of overall customer services activities by facilitating state of art customer experiences through quality services in order to support the company's present prime target that 2 out of 3 customers shall have Grameenphone as their preferred provider of mobile telecom and mobile data services.
3. Monitor and control the strategic/ tactical initiatives and activities within Customer Services functions.
4. Provide support and consulting to all local Customer Services functions within scope, in order to ensure coordination, business alignment and adaptation of best-practices.
5. Develop and maintain descriptions of departments reporting to this function defining their responsibilities and how work is organized between these departments.
6. Ensure awareness of, and ability to comply with, legal requirements applicable for the company and its governance documents, including SOA-required internal controls and Codes of Conduct.
7. Ensure necessary capabilities companywide to ensure that the organization is able to meet its current and future business objectives



## 4.4 Functional Area of CS:

### 1. Call Centers:

Handling calls from customers and channel partners at all our hotlines 121, 345, 456, 1200, 155 and 477.

### 2. Resource Management:

Forecasting and planning, monitoring and real time management, reporting, managing KPI (Key Performance Indicator) and Balance Scorecard, IT and systems follow up.

### 3. Complaint Management:

Handling complaints as a 2nd line to all GP customer contact points, Handling queries & requests on mails, faxes and letters from customers, Fraud Handling.

### 4. Online Customer Service:

Handling queries which comes through online chat and e-mail.

### 5. Support & Development:

Define, refine and develop all customer processes in Customer Service, Training, development plans and initiatives, Evolving new concepts.

## **4.5 Functional Area of Call Center:**

### **1. Business:**

Handling call from business customers and GP employees regarding their problems, queries and requests through 121 hotline.

### **2. Consumer:**

Handling call from Smile, Xplore and djuice customers regarding their problems, queries and requests through 121 hotline.

### **3. Emerging:**

Handling call from business partners and consumers regarding Bill Pay through 1200 hotline and GPPP (GrameenPhone Public Phone) retailers query.

### **4. Specialized Service:**

Handling calls from EDGE, Blackberry Customers.

### **5. Channels:**

Handling Call from internal channels partners i.e. Grameenphone Center Franchise (GPCF) and Grameenphone Service Desk (GPSD) employees through 477 hotline and external channels partners i.e. distributors and flexi load retailers through 155 hotline.

## 4.6 Functional Area of Channels:

### 1. Internal Channels:

Provide support to all internal Channels (i.e. GPC, GPSD & GPCF) through hotline 477, one stop problem resolution for query, complaint and execution, Callback support and Feedback on complaints and other dependent services.

### 2. External Channels:

Provide one stop support to the flexi-load retail points through Hotline 155; Query, complaint and problem handling for all Telco channels (ERO, NERO, Brand Promoters and Business Dealers), Query and complaints handling of Village Phone Branch Managers over phone (hotlines 456) & Service Execution through SMS center, Aware & update the retailers about Sales process, new campaign, offerings and others new market initiatives through outbound calls to increase sales.

## 4.7 Responsibilities handled by 'External Channels Members':

Most of the 'External Channels Members' are designated by "Customer Manager". Handling calls from channel partners is the core responsibilities. Through this call handling they have to understand the specific problems by counseling them and have to provide service by cross checking information. They are the ultimate decision maker in the sensitive case e.g. request to bar any phone as lost or unbar any phone.

The description of responsibilities of External Channels employees' are-

### **1. Giving Recharge information and explanation:**

Generally 155 agents take care of POS (point of sales) members who sale SIM and electronic recharge i.e. flexi load. Most of the retailers are below or less educated to understand the confirmation message after completing electronic recharge whereas the recharge is successful or failed. In this situation 155 agents help to make him understand the transaction details. Also when they are disbursed any commission by sales division, if any queries arise, they get an instant service from the hotline.

### **2. Handling conflict between retailer and customer.**

When any conflict arises between the customer and retailer regarding any recharge, 155 agents help to resolve the problem. Some time customers recharge their accounts from different retailers and because of network congestion one recharge may failed. Thus the customers become confused that to whom they should claim for re recharge. 155 agents help them to identify the outlet from his recharge has been failed.

### **3. Helping retailer to adjust their balance.**

When the retailers start their business at the beginning of the day and end business at the ending of the day, they have to adjust their balance with their exercise book as a hard copy, if they find any discrepancy with between their mobile and hard copy, 155 agents help them to adjust their balance.

### **4. Query, complaint and problem handling for all Telco channels**

Telco channels i.e. ERO (exclusive retail outlet), NERO (non exclusive retail outlet), brand promoter and business dealer may have some sort of query or complain about any promotional activities, registration, bonus disbursement and so on. 155 agents handle their all problems.

### **5. Service Execution through SMS center**

When any retailer sells the connection (SIM), he has to send his POS code to a specific port to activate the connection with the specific process. Because of network congestion or wrong format their SMS failed the new SIM has been unconnected. 155 agents help them to find out the SIM numbers which are not activated and also help them to send SMS in right format.

### **6. Smoothing electronic recharge business by unblocking PIN**

The retailer who deals with ERS (Electronic Recharge System) business, they have a PIN (Personal Identification Number) especially to make each recharge, which is confidential. If any unknown people try to move electronic money from his account and if he enters wrong PIN, the PIN get blocked itself. In this situation, 155 agents help them to unblock the PIN the make smooth their business.

### **7. Provide one stop service to the distributor of GP**

Distributors are also take help of 155 hotline. When any retailers, who deal business under him, lost his phone, they can instantly bar the SIM with the help of 155 agents. Also when they reconnect any SIM or deliver flexi amount to any retailer's account, 155 agents help them to reconnection the SIM.

### **8. Support to other hotline**

There are also some other hotline under call center except 155. These are 121-business solution, 121- consumer, 121- djuice, 477-external channels and 1200- bill pay. If any promotional activities are run under any segment, then 155 agents support to that specific hotline.

## **4.8 Performance Measurement:**

The customer managers have to perform specific jobs and also have to achieve their target as well. Based upon this performance they are evaluated for the further position and nominated for the best employees for each month. The performance measurement scales are described here.

### **1. Maintain own KPI**

Each agent has to maintain his/her KPI (Key Performance Indicator), which is 80% availability in the hot line of total office duration. Resource Management team help them to measure this timing every day.

### **2. Attend Quiz session**

Generally each month every agent has to attend an online quiz session which consists of current promotion, rivals promotion, competitors' service offering, company structure, management decision, CSR and press-media activities. Agents have to obtain minimum 80% marks in the quiz.

### **3. Dialogue improvement**

As the call center agents are handling internal and external customers over phone, they have to be very cordial while talking with customers. And also agents have to follow unique dialog process as the customers can not feel difficulty when they asked for service over phone.

### **4. Awareness about customer satisfaction and current promotion.**

Besides providing service, customer managers are too aware about the customer satisfaction by viewing customer satisfaction index (CSI) prepared by resource management to improve their quality of service and also they are to aware about the promotional activities of the company.

### **5. Attend training session for improvement.**

Generally in the customer service division training sessions are arranged by support and development segment. Customer managers and team leaders have to attend for the betterment of service level and team work.

#### 4.9 How Channels bridge the gaps:

-7

Basically the channels partners specially engaged with electronic recharge is the part of sales division. They are in the below position.



But at time of one stop service they are receiving service from the below format.



Every organization has distribution channels and also supports service for them. As a telecom service Grameenphone is providing electronic recharge service to its customers, there is urgency for confirmation of

successful recharge. But as it is part of technology and all of this process is done through electronically so there is some possibility to technology failure. In that case if the channel partners are to seek information from sales division, it will be taken too time to resolve problems and also it makes customer dissatisfaction and business interruption of the channel members.

For this reason Grameenphone is providing instant service to them through customer service division to bridge the gap. Channels are now working as 15/7. the hot line is open in 365 days in the year. So the channel partners can get instant technological help from the unit and it makes their business smoother.

# PART-V



## 5. Analysis & Findings:

For Ques no: 1

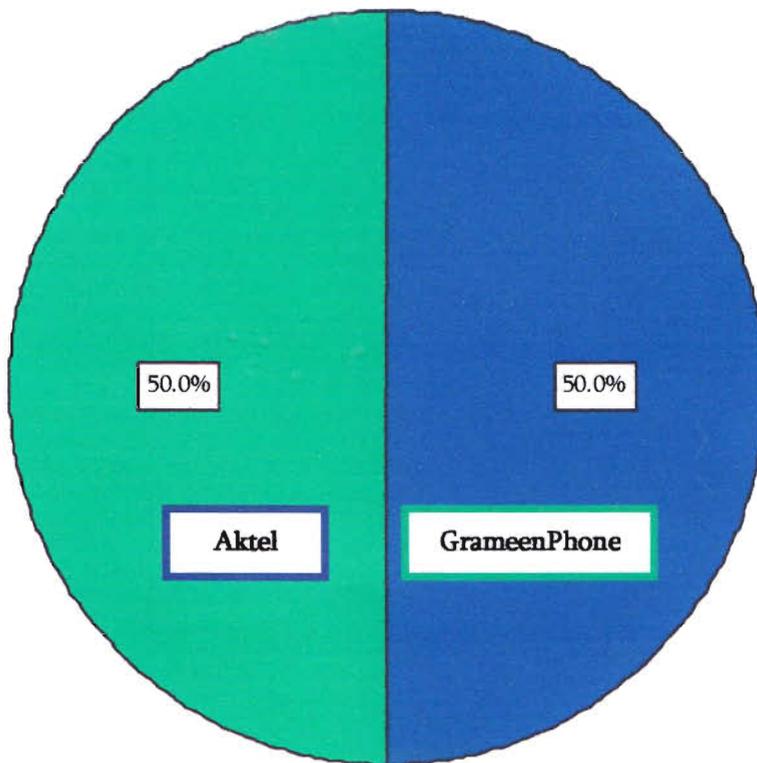
Do you have a Cell phone?

As I have collected from existing cell phone users, so, the finding for this question is 100%. My entire sample uses Cell Phone. Because to conduct the survey, I needed exiting users who already uses the Flexi load/Easy Load service.

For Ques no: 2

What network do you use?

My Entire sample (n=100) was divided by two network users. GrameenPhone and Aktel. So the pie chart scenario is 50:50.

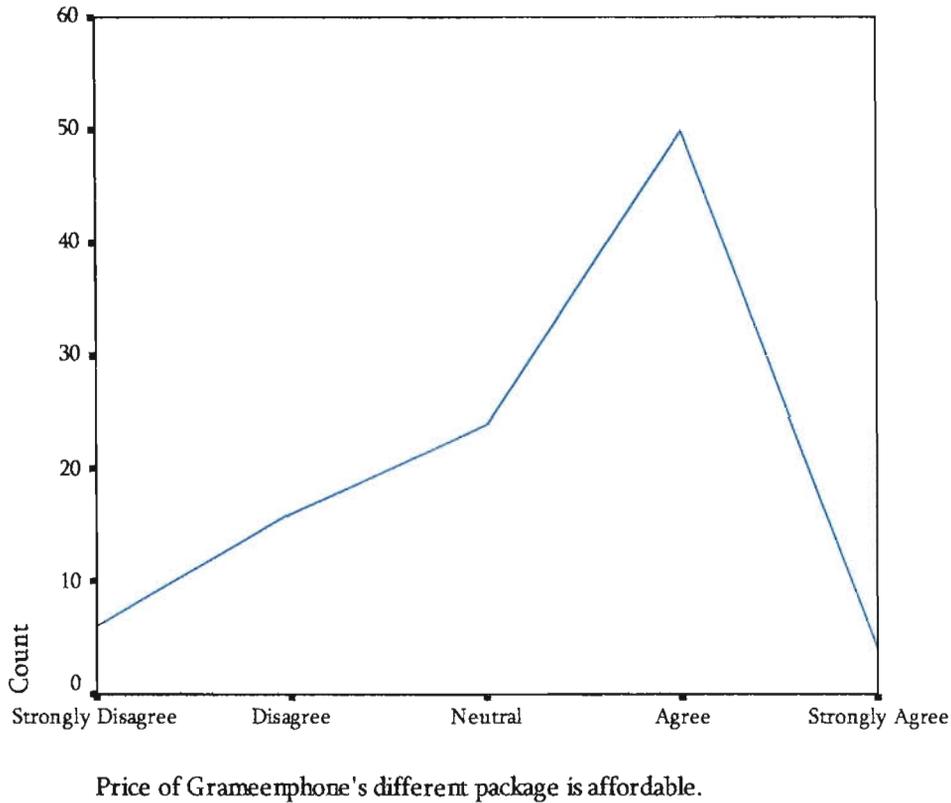


The pie chart giver a better picture

For Ques no: 3

Price of GrameenPhone's different package is affordable.

Bar Diagram



From the line chart we can say that; around 50 % respondents somewhat agrees that Price of GrameenPhone's different package is affordable.

One-Sample Statistics

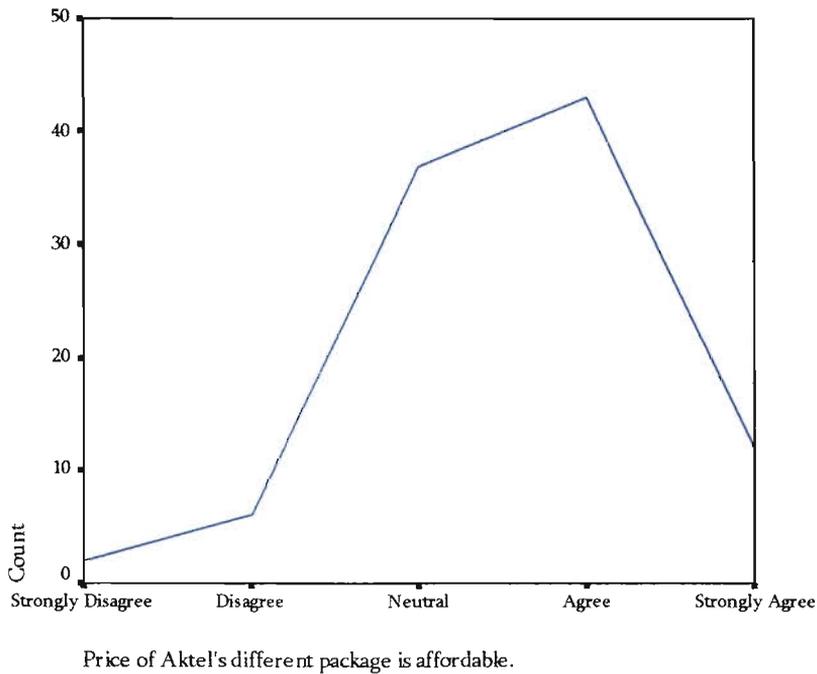
	Test Value = 3.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Price of Grameenphone's different package is affordable.	-2.021	99	.046	-.20	-.40	-3.59E-03

Here, the Test Value = 3.5 and P value is .046 which is very close to  $\alpha$  value. This reflects that the population comment about Price of Grameenphone's different package is affordable is somewhat agreed by the respondents.

For Ques no: 4

Price of Aktel's different package is affordable.

Bar Diagram



From the line chart we can say that; around 43 % respondents agree that Price of Aktel's different package is affordable.

One-Sample Statistics

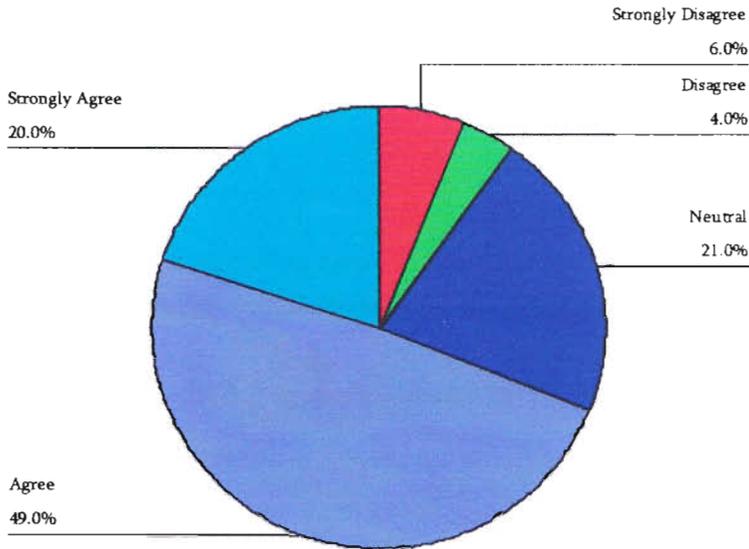
	Test Value = 3.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Price of Aktel's different package is affordable.	.818	99	.415	7.00E-02	-9.98E-02	.24

Here, the Test Value = 3.5 and P value is .415 which is very close to  $\alpha$  value. This reflects that the population comment about Price of Aktel's different package is affordable is somewhat agreed by the respondents.

For Ques no: 5

GP/Aktel helpline is very helpful in meeting my queries and other needs.

**Pie Chart**



From the Pie chart we see the percentage of the respondents thinks that GP/Aktel helpline is very helpful in meeting their queries and other needs.

**One-Sample Statistics**

	Test Value = 4		Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
	t	df			Lower	Upper
GP/Aktel helpline is very helpful in meeting my queries and other needs.	2.247	99	.027	.23	2.69E-02	.43

Here, the Test Value = 4 and P value is .027 which is less than  $\alpha$  value. This reflects that the population comment about GP/Aktel helpline is very helpful in meeting my queries and other needs, is agreed by the respondents.

For Ques no: 6

### How do you Recharge your mobile account?

#### Frequencies

N	Valid	100	
	Missing	0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Flexi Load/ Easy Load	100	100.0	100.0	100.0

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. 100 % of the respondents use FlexiLoad/EasyLoad as the core method of recharging their mobile accounts.
3. There are other methods of recharging mobile accounts. But FlexiLoad/EasyLoad is the primary preference.

For Ques no: 7

### How often do you recharge your account by FlexiLoad/EasyLoad?

#### Frequencies

	Frequency	Percent	Cumulative Percent
Once a day	48	48.0	48.0
More than once a day	14	14.0	62.0
Once a week	28	28.0	90.0
Once per month	10	10.0	100.0
Total	100	100.0	

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. It shows the different periods of the customer's balance recharging practices.
3. The majority respondents (48 %) recharges at least once a day.

For Ques no: 8

Which Amount do you usually recharge?

### Frequencies

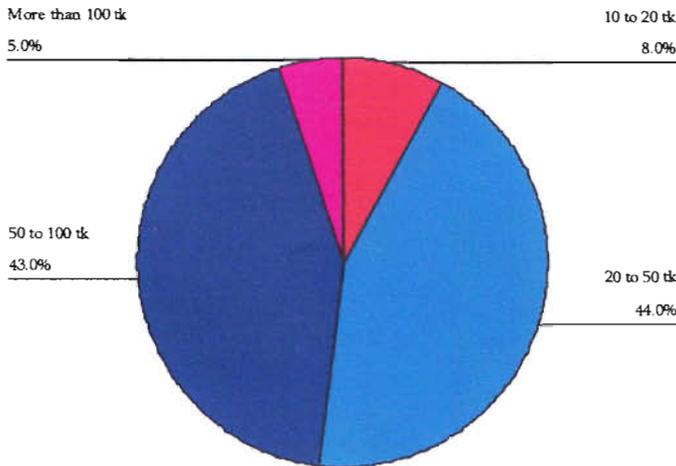
N	Valid	100	
	Missing	0	

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	10 to 20 tk	8	8.0	8.0	8.0	
	20 to 50 tk	44	44.0	44.0	52.0	
	50 to 100 tk	43	43.0	43.0	95.0	
	More than 100 tk	5	5.0	5.0	100.0	
	Total	100	100.0	100.0		

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. It shows the different recharge amount of the customer's balance recharging practices.

### Pie Chart



From the pie chart we can have a much clearer idea about the different recharge amount of the customer's balance recharging practices.

For Ques no: 9

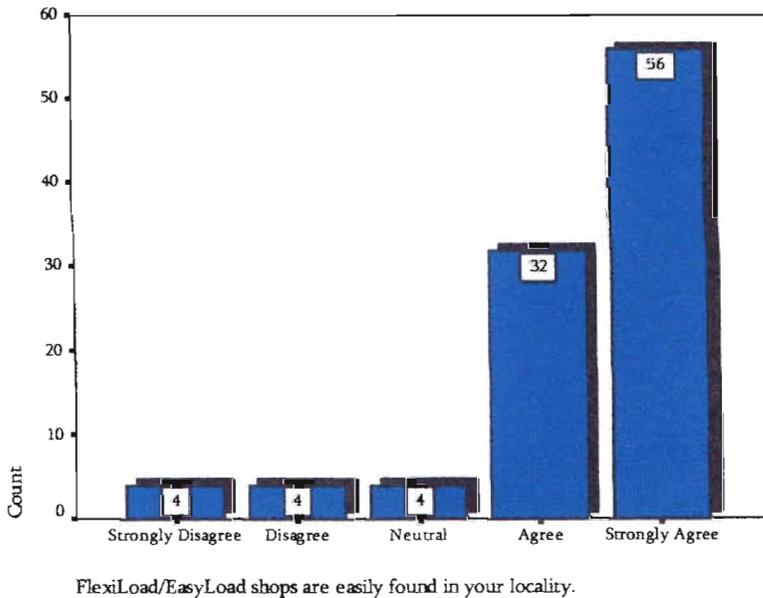
FlexiLoad/EasyLoad shops are easily found in your locality.

### One-Sample Test

	Test Value = 4.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
FlexiLoad/EasyLoad shops are easily found in your locality.	-1.775	99	.079	-.18	-.38	2.12E-02

Here, the Test Value = 4.5 and P value is .079 which is higher than  $\alpha$  value. This reflects that the population comment about FlexiLoad/EasyLoad shops are easily found in your locality, is somewhat strongly agreed by the respondents.

### Bar Diagram



We can have a clearer idea from the above chart.

For Ques no: 10

What is the highest amount that you can FlexiLoad/EasyLoad?

### Frequencies

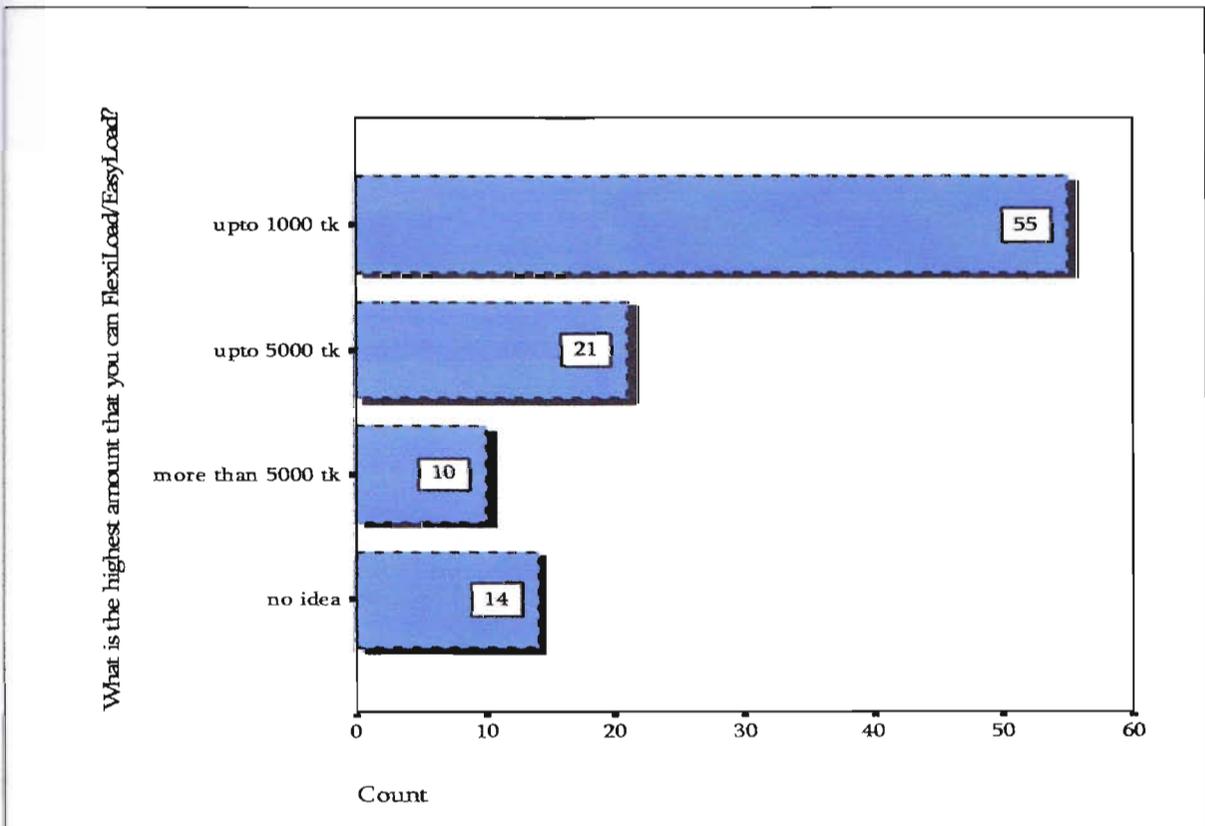
N	Valid	100
	Missing	0

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. It shows the highest recharge amount of the customer's balance recharging practices.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	upto 1000 tk	55	55.0	55.0	55.0
	upto 5000 tk	21	21.0	21.0	76.0
	more than 5000 tk	10	10.0	10.0	86.0
	no idea	14	14.0	14.0	100.0
	Total	100	100.0	100.0	

### Bar Diagram



We can have a clearer idea from the above chart.

For Ques no: 11

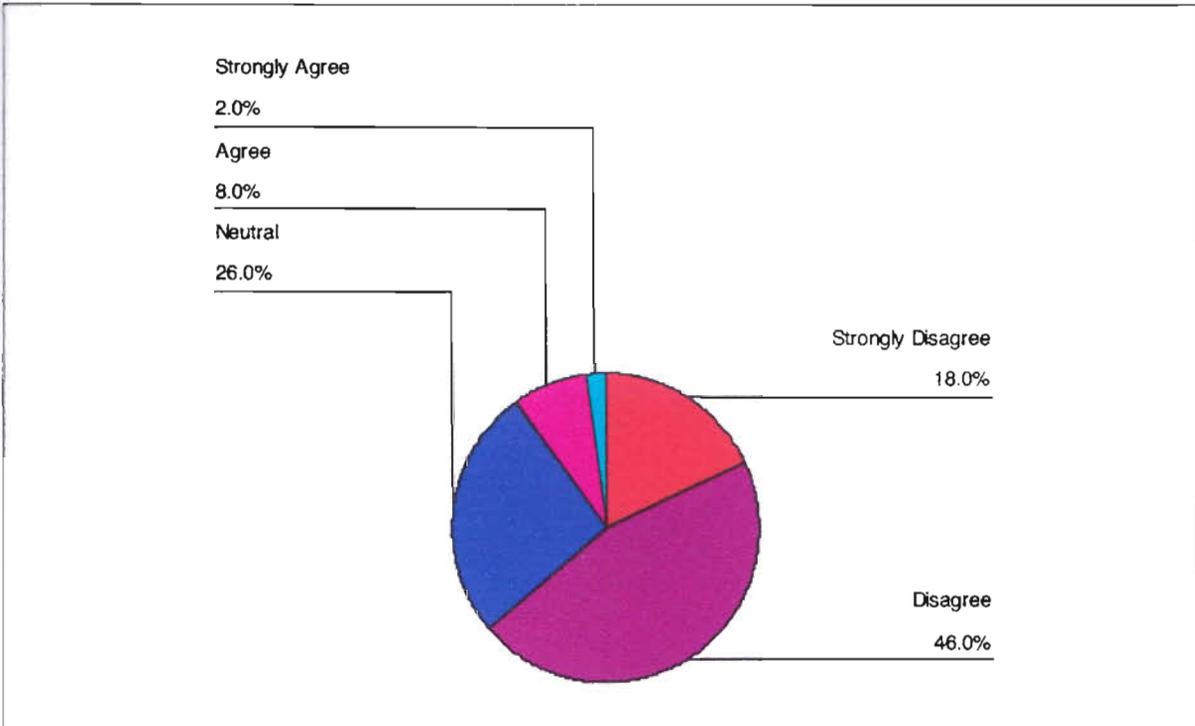
Do have to wait for a long time for the money to reach your mobile?

One-Sample Test

	Test Value = 2.5				95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Do have to wait for a long time for the money to reach your mobile?	-2.158	99	.033	-.20	-.38	-1.61E-02

Here, the Test Value = 2.5 and P value is .033 which is less than  $\alpha$  value. This reflects that the population comment about "Do have to wait for a long time for the money to reach your mobile?" is somewhat disagreed by the respondents.

Pie Chart



The pie chart gives us a better idea.

For Ques no: 12

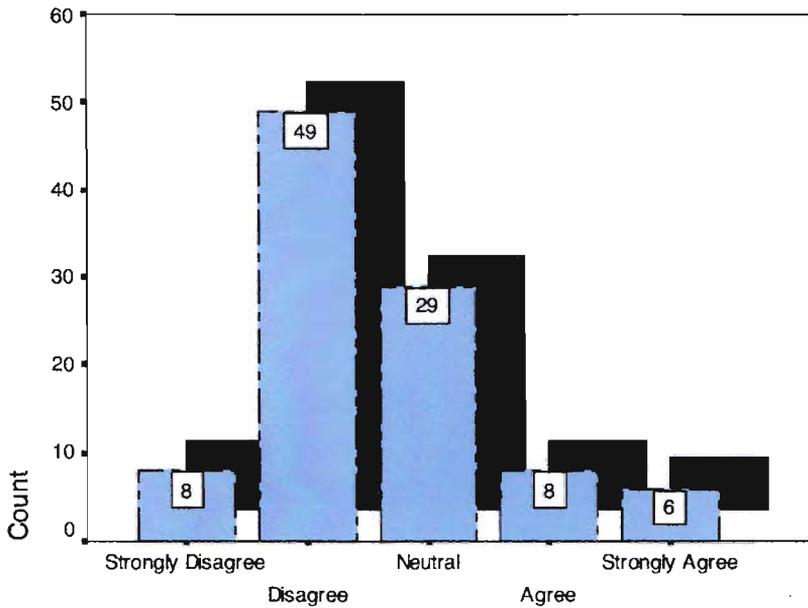
The transfer has to be given more than one time due to network problem.

### One-Sample Test

	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
The transfer has to be given more than one time due to network problem.	.517	99	.607	5.00E-02	-.14	.24

Here, the Test Value = 2.5 and P value is .607 which is higher than  $\alpha$  value. This reflects that the population comment about "The transfer has to be given more than one time due to network problem" is somewhat disagreed by the respondents.

### Bar Diagram



The transfer has to be given more than one time due to network

The bar diagram gives us a better picture.

For Ques no: 13

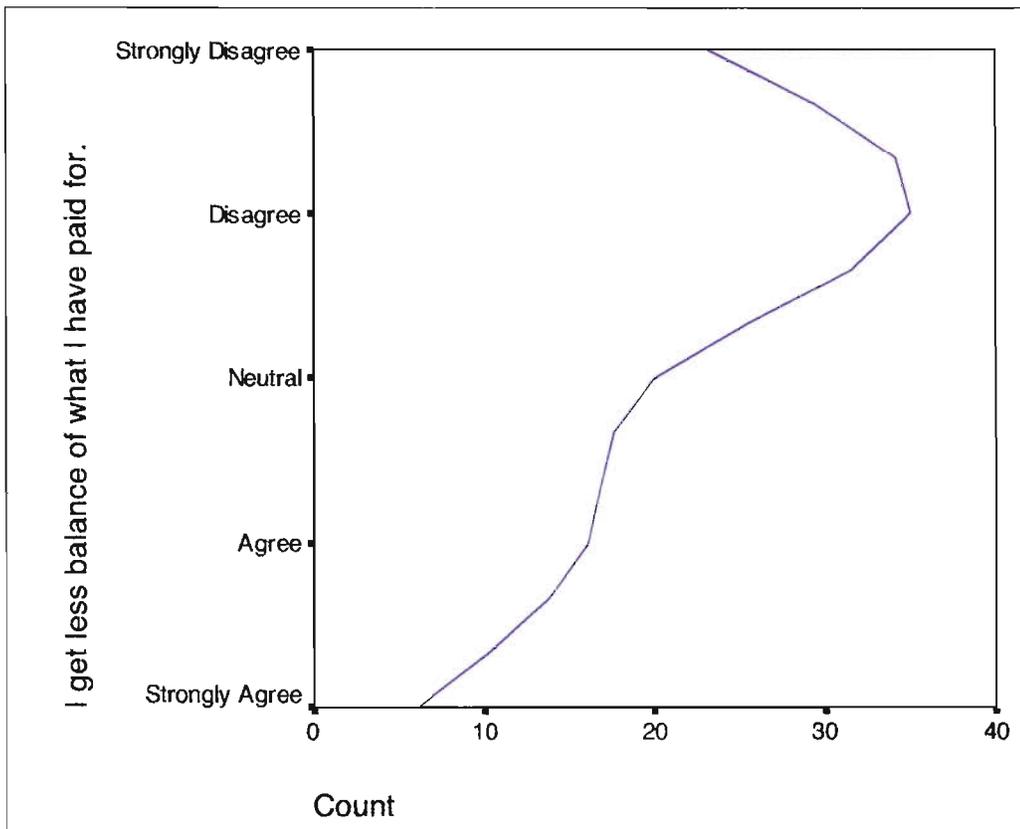
I get less balance of what I have paid for.

One-Sample Test

	Test Value = 2.5					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
I get less balance of what I have paid for.	-.253	99	.801	3.00E-02	-.27	.21

Here, the Test Value = 2.5 and P value is .801 which is higher than  $\alpha$  value. This reflects that the population comment about "I get less balance of what I have paid for" is somewhat disagreed by the respondents.

Line Chart



The line chart also gives us a better picture.

For Ques no: 14

I have to wait \_ time for two consecutive recharges.

### Statistics

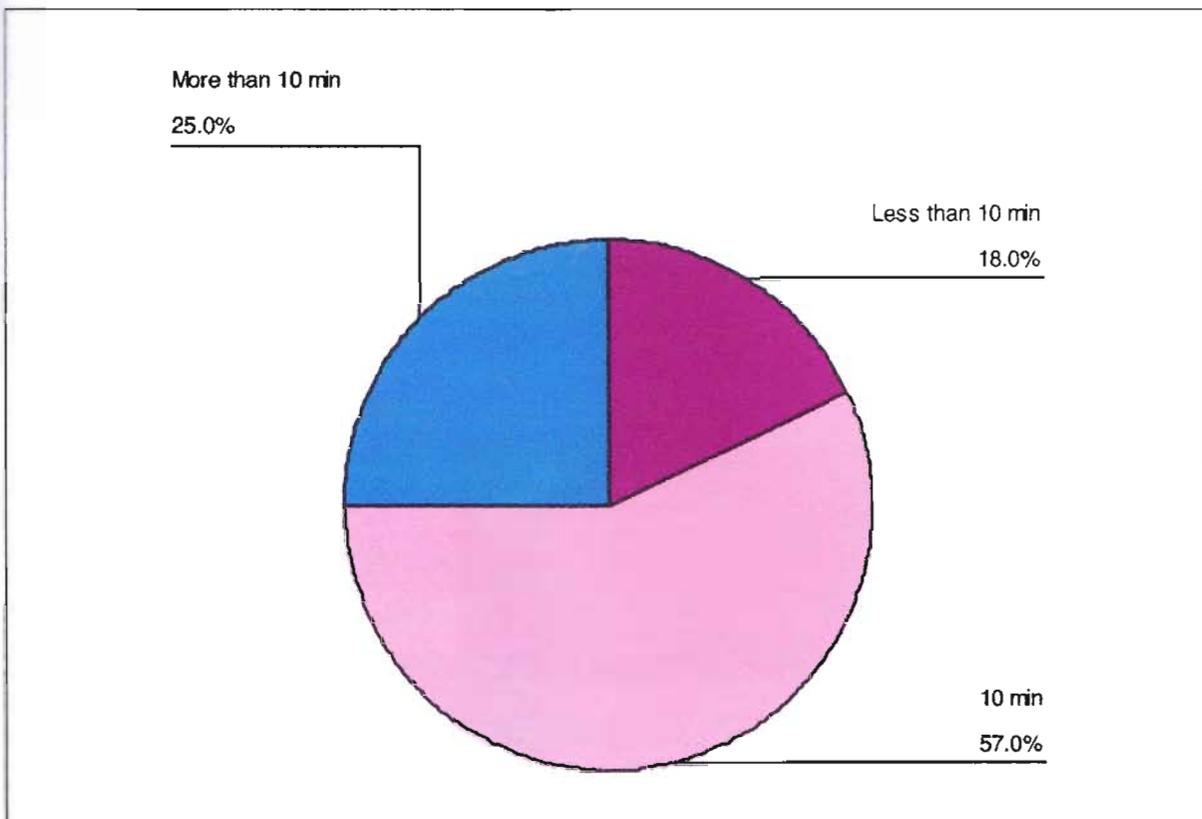
N	Valid	100	
	Missing	0	

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 10 min	18	18.0	18.0	18.0
	10 min	57	57.0	57.0	75.0
	More than 10 min	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. It shows customer's waiting time for two consecutive recharges.

### Pie Chart



The pie chart helps us to get a clear picture.

For Ques no: 15

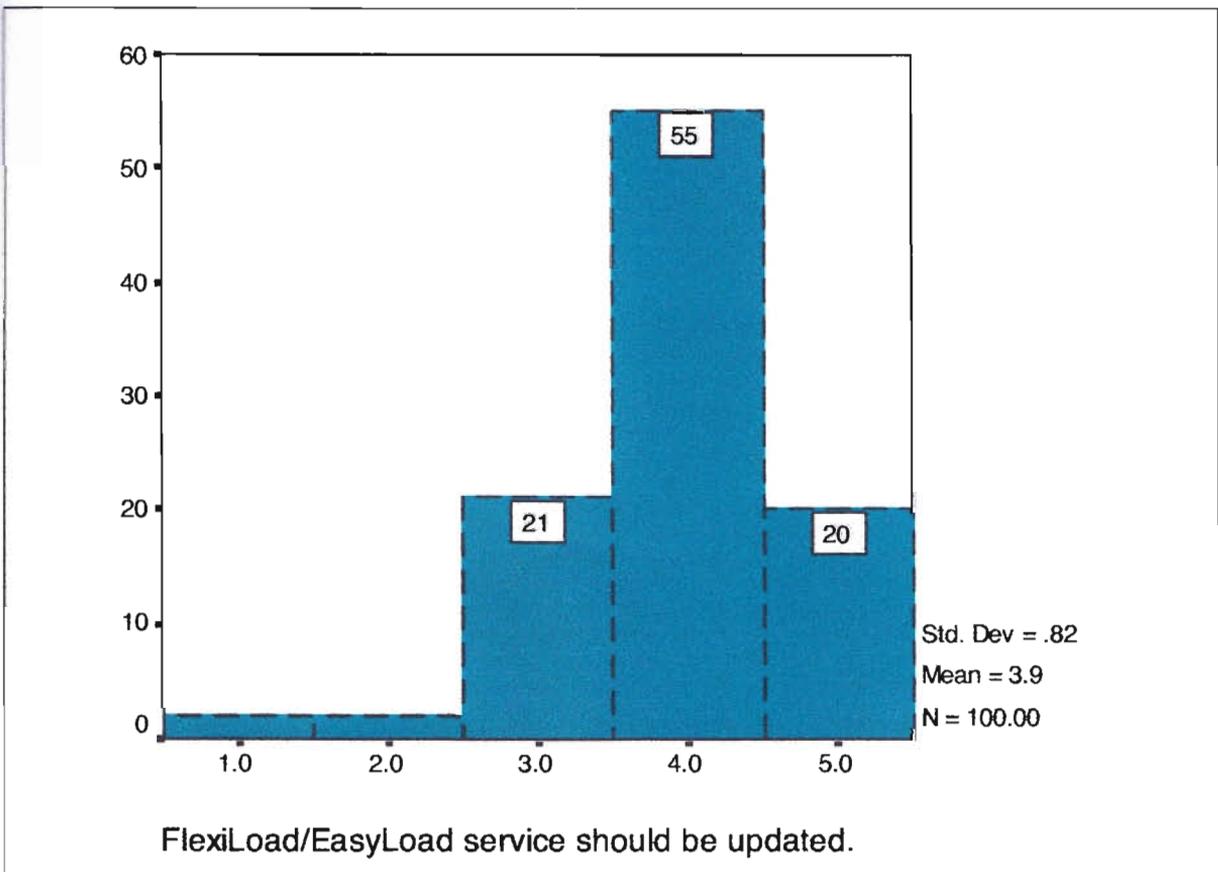
FlexiLoad/EasyLoad service should be updated.

### One-Sample Test

	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
FlexiLoad/EasyLoad service should be updated.	-1.349	99	.180	-.11	-.27	5.18E-02

Here, the Test Value = 4 and P value is .108 which is less than  $\alpha$  value. This reflects that the population comment about "FlexiLoad/EasyLoad service should be updated" is agreed by the respondents.

### Histogram



The histogram gives us a better picture.

For Ques no: 16

How would you describe your personality?

Emotional

Rational

	Frequency	Percent	Valid Percent	Cumulative Percent
Nothing but Emotional	3	3.0	3.0	3.0
Totally emotional	18	18.0	18.0	21.0
Somewhat emotional	12	12.0	12.0	33.0
Neutral	6	6.0	6.0	39.0
Somewhat Rational	18	18.0	18.0	57.0
Totally Rational	41	41.0	41.0	98.0
Nothing but rational	2	2.0	2.0	100.0
Total	100	100.0	100.0	

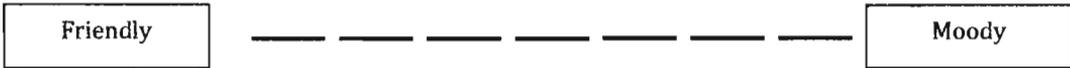
Modern

Traditional

	Frequency	Percent	Valid Percent	Cumulative Percent
Nothing but Modern	4	4.0	4.0	4.0
Totally Modern	49	49.0	49.0	53.0
Somewhat Modern	16	16.0	16.0	69.0
Neutral	2	2.0	2.0	71.0
Somewhat Traditional	12	12.0	12.0	83.0
Totally Traditional	17	17.0	17.0	100.0
Total	100	100.0	100.0	



	Frequency	Percent	Valid Percent	Cumulative Percent
Nothing but Extrovert	10	10.0	10.0	10.0
Totally Extrovert	38	38.0	38.0	48.0
Somewhat Extrovert	18	18.0	18.0	66.0
Neutral	2	2.0	2.0	68.0
Somewhat Introvert	6	6.0	6.0	74.0
Totally Introvert	26	26.0	26.0	100.0
Total	100	100.0	100.0	



	Frequency	Percent	Valid Percent	Cumulative Percent
Nothing but Friendly	24	24.0	24.0	24.0
Totally Friendly	49	49.0	49.0	73.0
Somewhat Friendly	16	16.0	16.0	89.0
Neutral	3	3.0	3.0	92.0
Totally Moody	6	6.0	6.0	98.0
Nothing but Moody	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Conservative

Outgoing

	Frequency	Percent	Valid Percent	Cumulative Percent
Totally Conservative	25	25.0	25.0	25.0
Somewhat Conservative	2	2.0	2.0	27.0
Neutral	4	4.0	4.0	31.0
Somewhat Outgoing	14	14.0	14.0	45.0
Totally Outgoing	47	47.0	47.0	92.0
Nothing but Outgoing	8	8.0	8.0	100.0
Total	100	100.0	100.0	

As I have used Schematic Differential scale to measure the personality of the respondents, a seven (7) scale was used to collect data.



For Ques no: 21

Age: \_\_\_\_\_ years

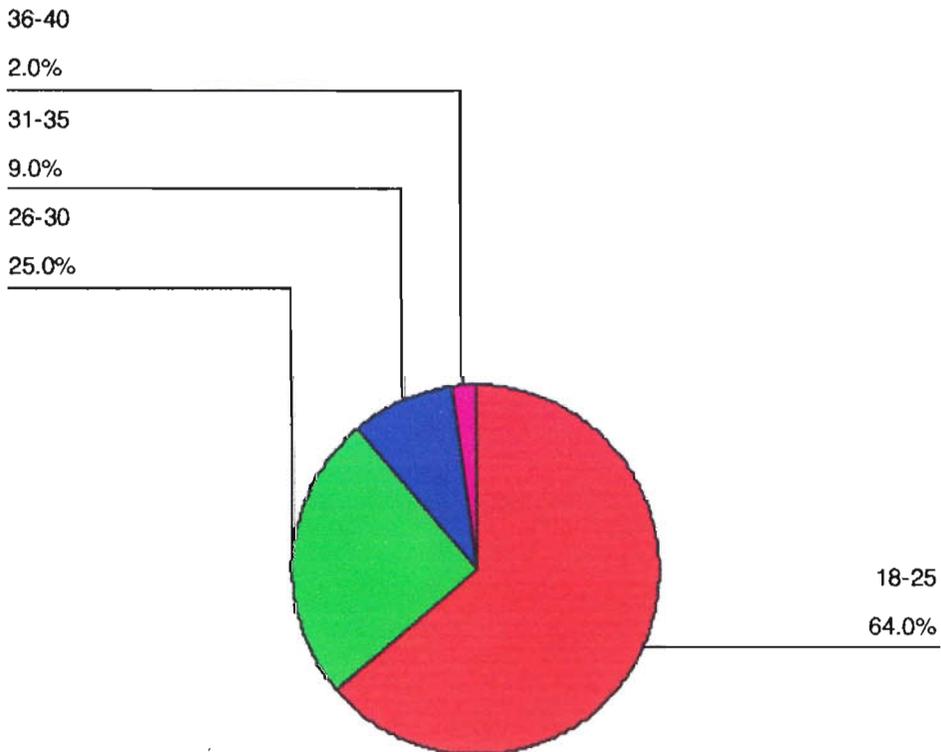
N	Valid	100	
	Missing	0	

	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	64	64.0	64.0	64.0
26-30	25	25.0	25.0	89.0
31-35	9	9.0	9.0	98.0
36-40	2	2.0	2.0	100.0
Total	100	100.0	100.0	

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample and
2. It shows customer's age groups.

### Pie Chart

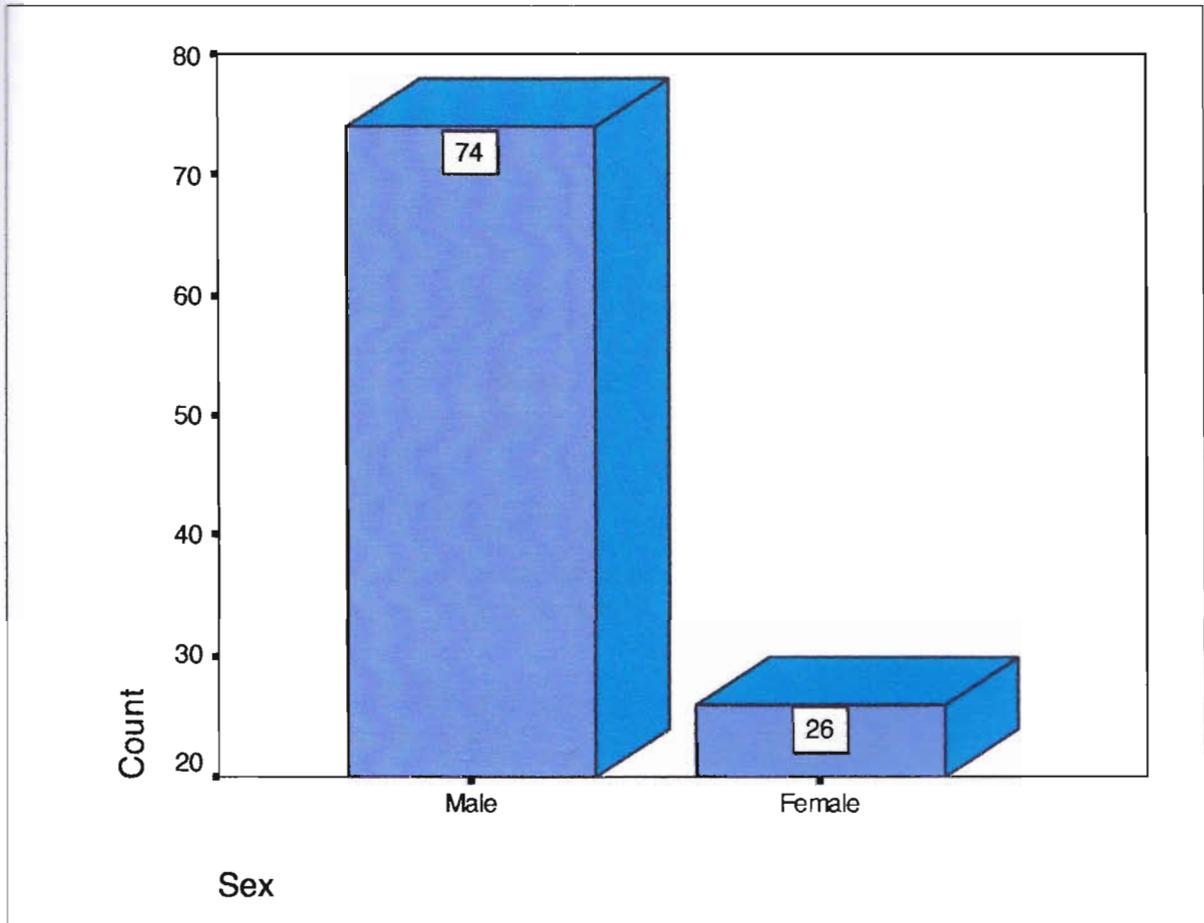


Just for a better idea.

For Ques no: 22

Sex: F  M

### Histogram



Here Male respondents were 74 % and Female respondents were 26 %.

	Frequency	Percent	Valid Percent	Cumulative Percent
upto 10,000	6	6.0	6.0	6.0
upto 20,000	72	72.0	72.0	78.0
upto 30,000	8	8.0	8.0	86.0
above 30,000	14	14.0	14.0	100.0
Total	100	100.0	100.0	

From the frequency statistic we can see that-

1. There are no missing values. This means the statistic included all elements of the sample.
2. It reflects on the "Income level" of the respondents.

# PART-VI

## 6. Conclusion & Recommendations

As a corporate rule, in order to achieve the business objective of the company, individual divisions should have their own objectives to support this. The divisional objectives are far different compared to each other, according to their nature of job and functional role. No doubt it is a great big teamwork which makes the business objective happens. And considering GP's success we can confidently say that we have such a winning team to be proud of.

GP CHANNELS functions are evolving around its own objectives, which are of continuous nature. The objectives of CHANNELS are:

- ✦ To maintain, develop and ensure quality customer service
- ✦ To act per customer's feedback
- ✦ More Involve & Evolve
- ✦ Ensuring after sales service at free of cost
- ✦ Maintaining service channel throughout the country
- ✦ Maintains cross functional team work to lead the company

As a result, it has been a year of great success for CHANNELS as well as for Grameenphone. Our subscriber base is near more than 1 crore. In the context of international industry this is quite and early achievement reaching such results. Such success goes to CHANNELS for their best quality customer service.

Now, they have bigger challenge to face in the near future of reaching higher number of subscriber bases and establishing its support system. In order to face such challenges, the employee needs to be real smart professionals with great self-motivation and proactive attitude. And above all, they need teamwork. They believe, "we are the best bunch of professionals here in our GP Team. It is our contribution to the company that will make GP a brighter star in the country or even more".

## 6.1. Identification of Problems that affect the quality of customer service provided by CHANNELS Hotline:

From my sample survey, I have identified there some problem exists in rendering quality service through hotline.

These problems may include:-

- ✦ Lack of intra- unit interaction.
- ✦ Lack of training and development.
- ✦ Inappropriate schedule of work for hotline members.
- ✦ Absence of initiatives to improve the working tools used in hotline postpaid.
- ✦ Lack of team spirit among the members.

Out of these problems, LACK OF INTRA-UNIT INTRAACTION is the most serve one affecting the service quality of hotline unit.

In the later part, I have presented two real facts explaining how intra unit dependency is important in providing customer service through hotline and at the end I have made some recommendations in order to resolve this major problem and other problems as mentioned above.



## 6.2. Recommendations to resolve the problems of Customer Service at CHANNELS:

Here I have made some recommendations to improve the call center by more intra-unit interaction under CHANNELS. As a result the customer service will be improved and customer will get positive experiences from postpaid helpline services. The recommendations are-

- ✦ Routine intra-unit meeting should be held every week on the overall customer service related problems to find ways to resolve these problems more quickly and in a better way.
- ✦ Hotline team should be provided with training on the fundamental/basic activities of all units, so the dependency on other units can be reduced to a great extent.
- ✦ The communication among the units must be frequent, so all the units will get follow-up on the current problems regularly.
- ✦ The training and counseling unit must be re-arranged in order to improve the quality of training. So, the level of job knowledge of both the new and existing employees will be improved.
- ✦ If any unit concerned with offering a particular service faces any difficulty in rendering that service, that unit must give full-fledged information to Post-paid unit in advance, so that customers can be served with proper explanation regarding that service.

Here there are some other recommendations to remove the other problems as I have mentioned before-

- ✦ Human Capital Management of CHANNELS must make new policies to facilitate the proper utilization of manpower.
- ✦ Technical unit of Grameenphone must come up with new and advanced software tools to facilitate the rendering of customer service in a better way.
- ✦ The workplace of Helpline is very congested. So the space must be broadened or even Helpline should be replaced to a new place if necessary.
- ✦ Job rotation for every employee must be done on a regular basis to improve the overall efficiency of CHANNELS.
- ✦ All of the employees should be encouraged to work as a team to take Grameenphone one step further in achieving its ultimate goal. To do this Grameenphone must give more emphasis on group achievement than it does right now.

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## GrameenPhone Questionnaire

Dear Respondent,

I, being a student of East West University, am doing a study on GrameenPhone Channel partner in Bangladesh. Your co-operation to obtain the information will be greatly appreciated. Please feel free to fill in the questions below.

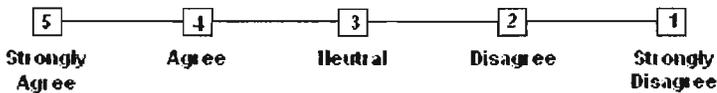
1. Do you use a Mobile phone?

- Yes
- No

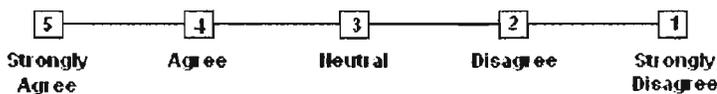
2. What network do you use?

- a. GrameenPhone
- b. Aktel

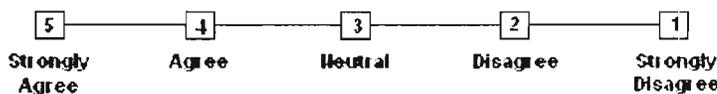
3. Price of **Grameenphone's** different package is affordable



4. Price of **Aktel's** different package is affordable



5. **GP/Aktel** helpline is very helpful in meeting my queries and other needs



6. How do you **recharge** your mobile account?

- a. FlexiLoad/EasyLoad (if your answer is this than move to Q no.-7)
- b. Card recharge
- c. Balance Transfer

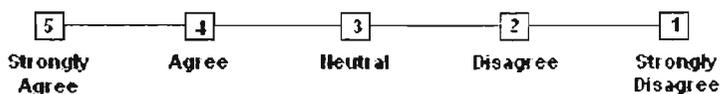
7. How often do you recharge your account by **FlexiLoad/EasyLoad**?

- a. Once a day
- b. More than once a day
- c. Once a week
- d. Once per month

8. Which **Amount** do you usually recharge?

- a. 10 to 20 tk
- b. 20 to 50 tk
- c. 50 to 100 tk
- d. More than 100 tk

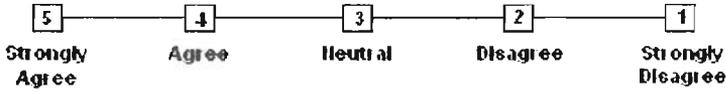
9. FlexiLoad/EasyLoad shops are **easily found** in your locality.



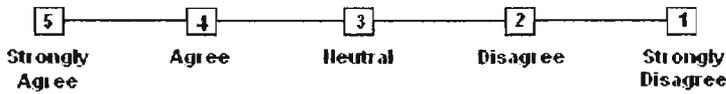
10. What is the **highest amount** that you can FlexiLoad/EasyLoad?

- a. upto 1000 tk
- b. upto 5000 tk
- c. more than 5000 tk
- d. No idea

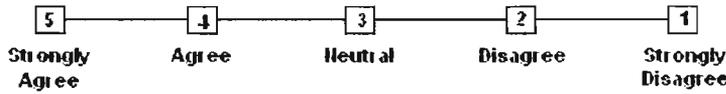
11. Do have to **wait for a long time** for the money to reach your mobile?



12. The transfer has to be given **more than one time due to network problem.**



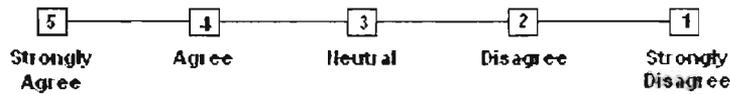
13. I get **less balance** of what I have paid for.



14. I have to **wait \_\_\_\_ time** for two consecutive recharges.

- a. Less than 10 min
- b. 10 min
- c. More than 10 min

15. Do you think FlexiLoad/EasyLoad service **should be updated?**



**Some personal Information's to help the research process:**

➤ How would you describe your personality?

<input type="checkbox"/> Emotional	-----	<input type="checkbox"/> Rational
<input type="checkbox"/> Modern	-----	<input type="checkbox"/> Traditional
<input type="checkbox"/> Extrovert	-----	<input type="checkbox"/> Introvert
<input type="checkbox"/> Friendly	-----	<input type="checkbox"/> Moody
<input type="checkbox"/> Conservative	-----	<input type="checkbox"/> Outgoing

➤ Age: \_\_\_\_\_ years

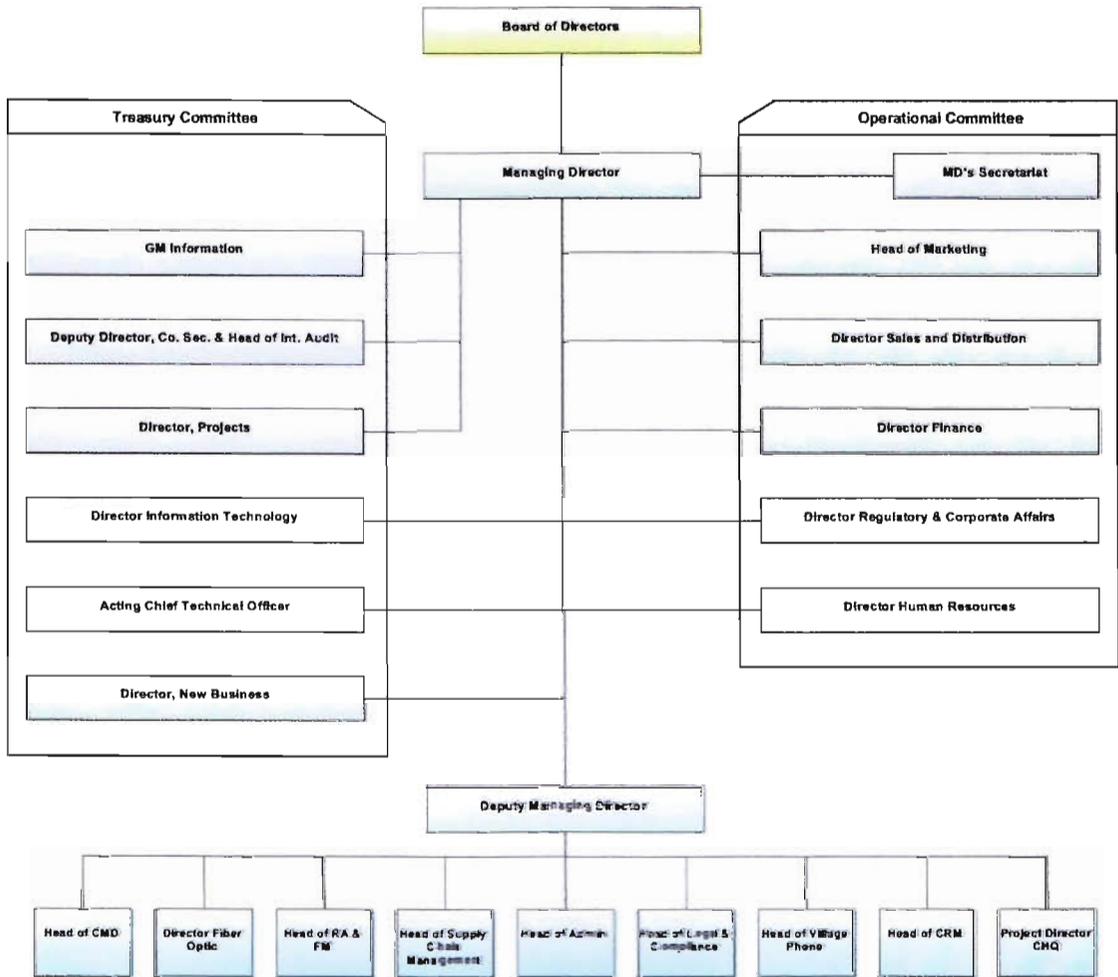
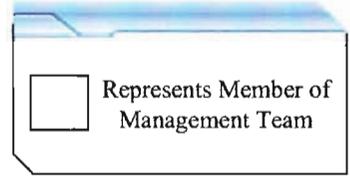
➤ Sex:    F        M   

➤ Income level: \_\_\_\_\_

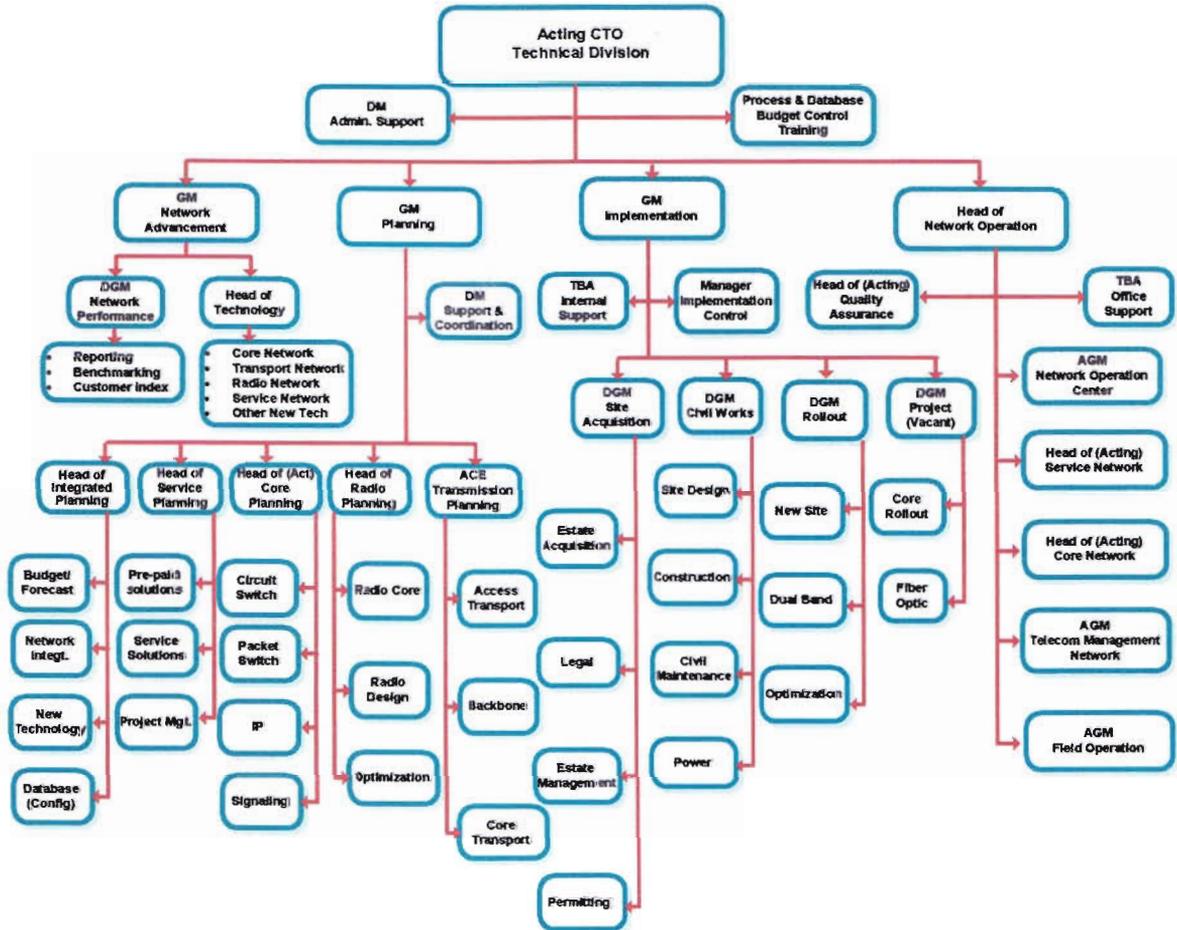


# APPENDIX

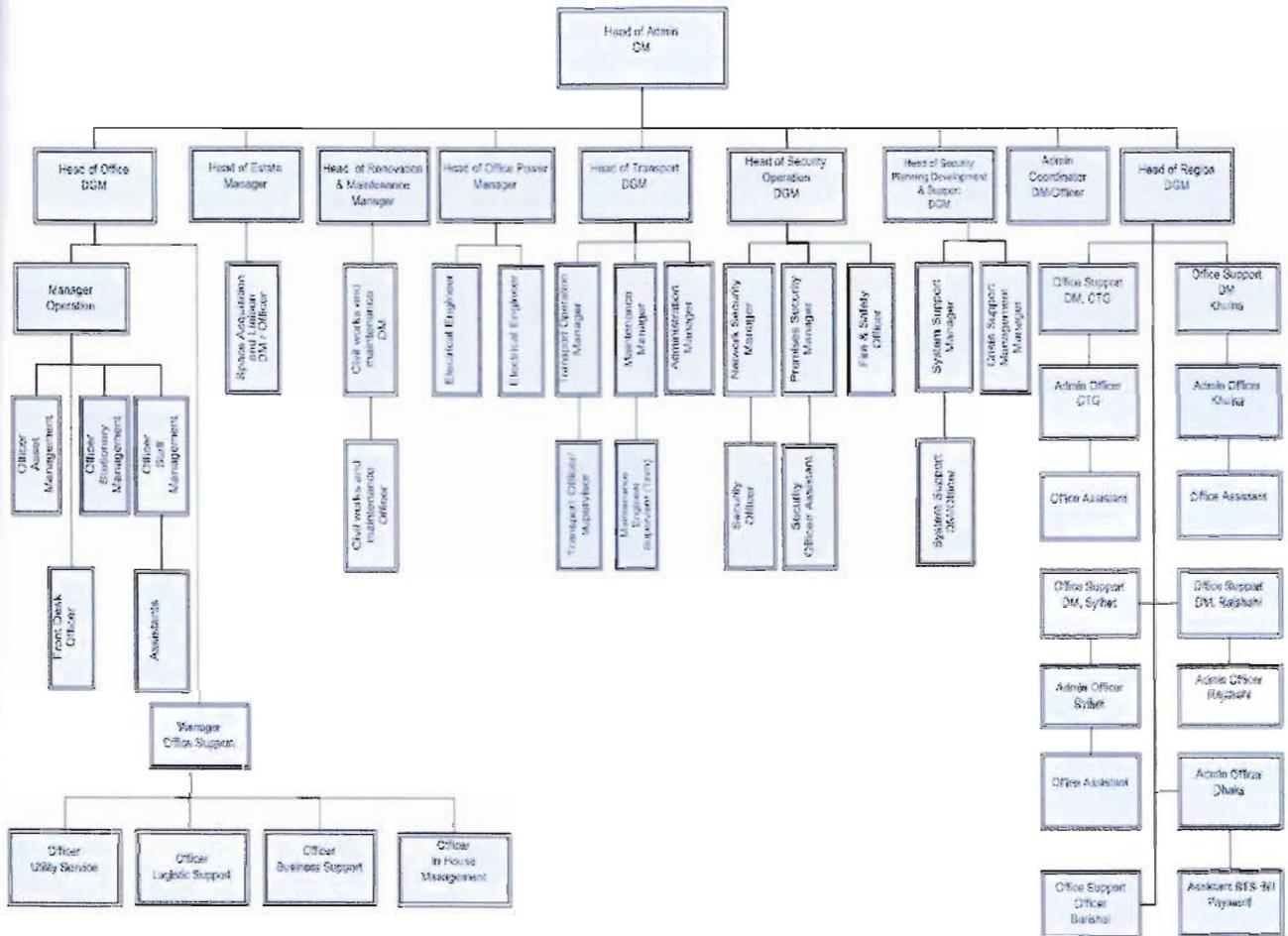
**Chart 1: GrameenPhone Organizational Structure**



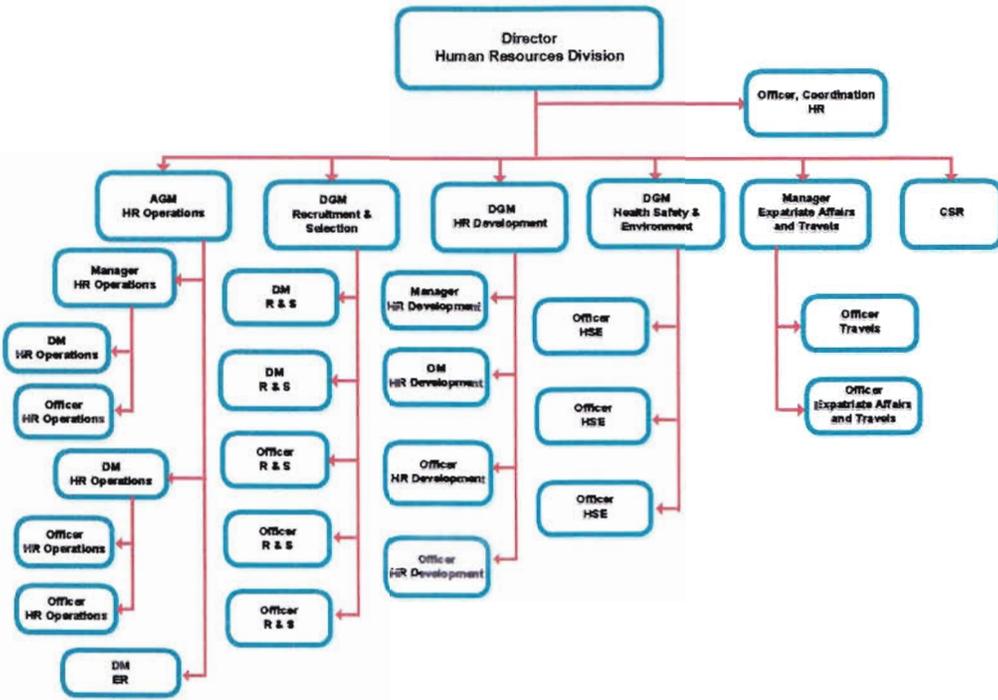
**Chart 2: Organizational Chart of Technical Division**



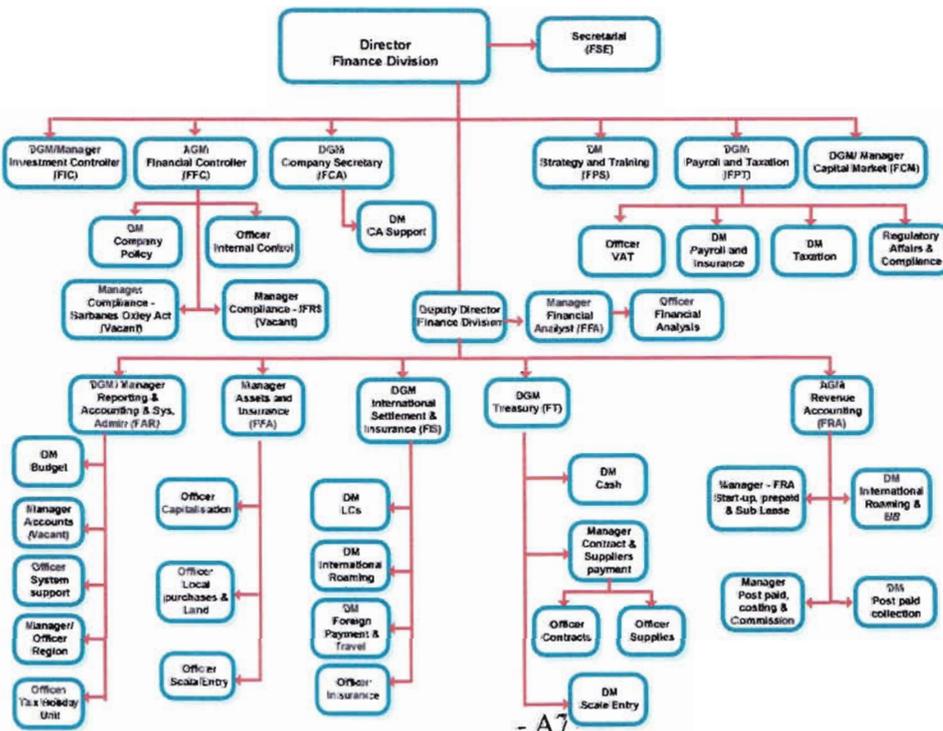
**Chart 3: Organizational Chart of Administration Division**



**Chart 4: Organizational Chart of Human Resource Department**



**Chart 5: Organizational Chart of Finance Division**



**Chart 6:** Organizational Chart of Information Technology Division

