



PROJECT REPORT ON

SERVIOECE PROVEDDED BY 'TELETALK BANGLADESH LTD'



Teletalk Bangladesh Ltd.



Submitted to

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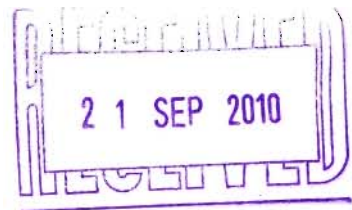
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Letter of Transmittal

20th August, 2008

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Dear Sir,

Submission of project report.

I have the honor to submit the internship report on "Service Provided by TELETALK Bangladesh Ltd" which I have done as a partial fulfillment of BBA degree.

To provide an insight of the Value Added Services (VAS), I have gathered some critical data by means of direct attachment with all relevant concerns. Basic data and other relevant information have been collected from the Annual Reports of TELETALK, BTRC, mobile phone service providers of Bangladesh, various publications, journals, web sites and news letters.

I sincerely hope that the report would be worth the efforts that I have put into it. I enjoyed a lot working on this report. I would be happy with you any aspect of the report as you might consider necessary.

I would be glad to provide any type of information for your further reference.

Sincerely

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Acknowledgements

I am expressing my heartiest thanks to those persons whose heartiest co-operation and wise suggestions helped me to prepare my internship report.

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Kaniz Fatema Shimi Customer Care Associate of Marketing Division

And all other members of TELETALK who have helped me in more than one ways during staying in the Internship works to enrich my area of knowledge by providing necessary information.

Preface

TELETALK launched its mobile phone service on March 31, 2005 and since then has become the largest competitor between the mobile phone operator in the country. Its number of subscribers has grown rapidly, as has its coverage throughout the country. Among its 3 lucks subscribers, the Clients are a quite small, yet very important segment as a fair amount of revenue is generated from them. As a part of continuous market development strategy, the Corporate Sales Division along with the support of MRD of TELETALK now tries to focus on customized needs of its clients and develop additional products that will cater the need of their total communication.

On top of providing top quality service, TELETALK has also proved to be very innovative in its Value Added Services (VAS). In this paper TELETALK is proposes to give its corporate clients an upgraded telecommunication system, which may increase productivity with integration with existing phone system that adds to the benefit of mobility.

Accordingly, TELETALK is contemplating a research that would give feedback form the clients and generate new ideas about future products and additional value added services. This will give TELETALK an idea about the expectations of the clients and hence provide assistance to design its product in future

Executive Summary

With sky-scraping expectation Teletalk started its commercial operation on 31 March 2005. One long year has passed since Teletalk started its commercial operation. Considering the time of operation of other existing operators in this field, this period might seem to be small, but considering the first year of operation of an operator it's pretty significant a time. Probably it's the right time to asses the achievements it has made - compare them with what it could have achieved and also to scrutinize the opportunities and threats which is looming over.

The most remarkable success of Teletalk is the slump in Tariff Structure. As soon as Teletalk announced its tariff the long-lasting oligopoly between other private mobile operators were shattered. Healthy competition came into the mobile market causing almost 50%, if not more, reduction in price both in terms of SIM price and usage rate. The slump in price made mobile phone affordable even for the low-income group of people. Using a mobile phone soon became a necessity; it's no more a luxury.

TELETALK is offering 3 prepaid and 2 postpaid products in the market. They are Standard, Shadhin and Shapla. Among them Mobile Link prepaid is their largest selling product. In this report it has been tried to explain the service provided by TELETALK and the service quality. The main objective of the report is to identify the gap between the customers' expectation and the service quality and also give an idea about the attributes for which the customers will prefer. To identify customers' preference there also surveyed on market leader Grameenphone subscribers'.

A descriptive research has been done to find out the objective mentioned above. The target population for the study was TELETALK and GrameenPhone subscribers of Ultra, Banani, Baridhara and Gulshan. 100 TELETALK and 100 GP subscribers have been interviewed through a

structured questionnaire for this report. Non- probability sample procedure has been used. The sampling unit was selected through Convenience Sampling, where the selection of the sampling unit is left primarily on the interviewer. Close ended question was used to collect the data from the respondent. The respondent responded under each attributes into a five point likert scale with "Strongly agree" resulting to a higher degree of satisfaction and with "Strongly disagree" resulting to a lower degree of satisfaction. Some demographic and spending pattern was asked for more in-depth interpretation of the respondent.

The analysis found that TELETALK's main strength is their call charge within the pulse from the first minute and an effective coverage which is better than its competitors. They are not providing updated service with good quality and new features. They also provide some other facilities among which off-peak hour system, and therefore 60% call charge reduce option is popular with the subscribers. But subscribers are not too satisfied with their network solution and the post sales services. They think the customer reconvenes after sales is very important for an operator.

Customers are less satisfied with the facilities they are offering with this product. Their main focus is to increase network coverage so that it can reach all parts of the country. But they can improve their position by offering the subscribers with more facilities especially to improve their network solution and to increase the customers' facilities with new features.

Contents

Chapter 1	Introduction	01
1.1	Origin of the Report	02
1.2	Objectives	03
1.3	Methodology	04
1.3.1	Sources of data	04
1.3.2	Collection procedure of data	05
1.3.3	Analysis of Data	05
1.3.4	Sampling Plan and Sample Size	05
1.3.5	Data Gathering Method	06
1.3.6	Pre-testing	06
1.3.7	Data Collection Method	07
1.3.8	Coding, Tabulation and Analysis Procedure	07
1.4	Limitations	08
Chapter 2	Literature Review	09
Chapter 3	Organizational review	15
	TELETALK at a Glance	
3.1	Company Overview	15
3.2	Mission & Vision	16
3.3	Basic objectives	16
3.4	Incorporation of Teletalk	16
3.5	Teletalk – Present and Future	17

3.6	Teletalk-Marketing Aspects	20
3.6.1	Company's Network Expansion	21
3.6.2	Scope to be explored	21
3.6.3	Customer Segmentation	22
3.6.4	Marketing Strategies	22
3.6.5	Product Positioning	22
3.7	Marketing product mix planning	23
3.8	Market Development	23
3.9	Product Development	24
3.10	Organizational Structure	24
3.11	Product and Services of TELETALK	25
3.11.1	TELETALK has the following categories of product:	25
3.11.2	Service Features	26
3.11.3	Other Services of TELETALK	27
3.12	Rate Plan	28
3.13	Network Coverage	31
3.12.1	TELETALK Coverage	32

The Market Leader: GrameenPhone Limited

Chapter 4 About GrameenPhone 33

4.1	Historical Background	33
4.2	Founding Partners of GrameenPhone	35
4.3	Mission, Vision, Objectives & Strategies of GrameenPhone	37
4.3.1	Company Vision	37
4.3.2	Company Mission	37
4.3.3	Objectives of the GrameenPhone	37
4.3.4	Company Strategy	38
4.3.5	Company Service	38

4.4	Products and Services of GrameenPhone	40
4.5	GSM Features of GrameenPhone	43
4.6	Value Added Services	44
4.7	Products and services that have been successful	45
4.8	Products and services that have not been successful	46
4.9	Organization Structure of GrameenPhone Ltd.	47
4.10	Departments and Divisions	48
4.11	Other Important Services and Aspects of GP	49
4.12	Product Tariff	52
4.13	New Promotional Tariff	58
4.14	New start-up offer	60
4.15	HSE Policy	61
4.16	New value-added Service	61
4.17	One country, One phone, One rate	61

Chapter 5 Findings & Analysis 62

5.1	Customers response to the best	62
5.1	Features	63
5.3	Customers Affordability	64
5.4	Network Availability	65
5.5	Good network connection	66
5.6	Post sales service	67
5.7	Meeting customer's expectation	68
5.8	Affordability of billing rate	69
5.9	Service quality	70
5.10	Brand loyalty	71
4.13	Comments	72

Chapter 6	Analysis of the Results	73
6.1	Applying the Gaps Model of Service Quality	74
Chapter 6	Recommendation	79
6.1	Marketing Aspects	79
6.2	Operational Responsibilities	80
6.3	Expectations from HRD	80
6.4	Responsibilities of IT and Billing	81
6.5	What is required from System Planning	82
6.6	Asking from Finance	83
6.7	Responsibilities of the organization as a whole	83
Chapter 7	Conclusion	85
Chapter 8	Bibliography	86
Appendix A:	Questionnaire	87
Appendix B:	Organogram	89

1. Introduction:

Mobile phone is a very common source of communication in these days. Most of the people are using mobile phone in the city and the urban areas robustly. At present, some different companies are providing mobile phone connections in Bangladesh. In compare to the big population it is becoming a huge market for mobile phone service companies. Every company is trying to provide as much facilities as possible to do marketing campaign in many ways they have available in their hand. Teletalk Bangladesh Limited is formed a huge demand in this sector. The company known as TELETALK across the country has more than one million subscribers both in prepaid and postpaid forms. Teletalk Bangladesh Ltd., the only government telecommunications service provider in the country, now provides a full range of after –sales services to its valued subscribers. It helps the government service organizations giving the corporate service. By prudent marketing and judicious tariff fixing it finally could pop up with a very much popular package to break into a matured market, mostly ruled by 'Bangla Link'. Teletalk Bangladesh Ltd, stepping ahead and trying to attain the shares of telecommunication market by recovering the gap between customer preference and provided service.

In order to determine the reason for the gap between customer expectation and the present service provided by Teletalk Bangladesh Ltd has decided to come up with a research through my project work in order to determine the customer satisfaction point.



1.1 Origin of the Report:

Each professional degree needs practical knowledge of the respective field of discipline to be fruitful. Our BBA program also has a/an project or internship program, relating to the exchange of theoretical knowledge into the real life practical situation. The report entitled "**Service provided by Teletalk Bangladesh Ltd**" originated from the partial fulfillment of the project work. The main purpose of the preparation of the report is due to the partial fulfillment of the project program (Course BUS498), period of the BBA Program conducted by the Department of BBA. East West University.

1.2 Objectives:

-3

The General objective of the study is to provide an overview of learning of the intern during the project work and fulfill the project requirement. Beside the general objective, the report can be categorized into main objective and specific objectives. The objectives behind this report are mentioned below:

Main Objective:

The main objective of this study is to prepare a project report (which is a partial requirement of the under graduation program) on the specified topic working within an organization implementing the knowledge that have been gathered over the past few years at the East West University.

Specific Objectives:

The specific objectives of this report are as follows:

- To identify the expectation of the potential customers.
- To understand the gap between the customer's expectation and service offered by the company.
- To understand the reason behind the gap.

1.3 Methodology:

This report is a descriptive one, which was administered by collecting primary and secondary data. Descriptive Research has an important objective: gives description of something marketing characteristics of function (Malhotra, 2001) and also the description of phenomenon or characteristic associated with an object population (who, what, when, where and how of a topic, Cooper, 2001).

The report tried to evaluate the customer preference on prepaid connection, why the customers use, like this connection. Before going in to the deep study, conceptual structure visualized under which the whole study was conducted.

In preparing a report about the customers preference is a difficult and complicated task and no single method is appropriate for preparing the report. For this reason, a number of procedures have followed to prepare a meaningful report. The methodology of the task can be depicted as follows:

1.3.1 Sources of data:

This study covered two types of data, which are:

- Primary data
- Secondary data

Primary data will be collected through a structured questionnaire, constructed specially for this report.

Secondary Data:

Going through different documents and papers developed by the company personnel and by others are the sources of secondary data.

1.3.2 Collection procedure of data:

Personal interview technique was the primary tool used in collecting information. Interview with the Customer have done through questionnaire in order to discuss about the related matters before preparing the report. Managers and officers of TELETALK from different divisions were the main sources of secondary data.

1.3.3 Analysis of Data:

Collected data are analyzed by using percentages, graphs to draw the conclusion. All the data have shown in tabular form.

1.3.4 Sampling Plan and Sample Size:

Study population:

The first step of the sampling design is to define the study population. Due to time restriction and other limitations, the survey will only focus into subscribers of Ultra, Banani, Gulshan and Baridhara. The sample area has been selected on the basis of organization's interest.

Sampling frame:

As there is no concrete list or number of pre-paid subscriber in the areas which the researcher has mentioned, the sample frame will be random selection. The researcher will stand in front of any shopping center and pick any one who fulfills the criteria to be a sample.

Sampling Method:

To investigate the factors for customer's preference, Non-probability Sampling Procedure has been used. The sampling unit was selected through Convenience Sampling: where the selection of the sampling unit is left primarily on the interviewer (Malhotra, 2001). The reason behind choosing Convenience Sampling is many but here most importantly, there is no appropriate structure or framework that can aid to select the sample. Farther, these procedures are both time saving and inexpensive.

Sample size:

The total sample size for the study will be 200. The researcher will peak 25 respondents from each area. Thus the total sample size for the study is 100 TELETALK subscribers & GP subscribers.

1.3.5 Data Gathering Method:

Close ended question will be used to collect the data from the respondent. The respondent will respond under each attributes into a five point likert scale with "Strongly agree" resulting to a higher degree of satisfaction and with "Strongly disagree" resulting to a lower degree of satisfaction. Some demographic and spending pattern question will be in the questionnaire for more in-depth interpretation of the respondent.

1.3.6 Pre-testing:

The originally develop questionnaire will be pre-tested in order with few dummy respondent to ensure the quality of the questionnaire in terms of preciseness, conciseness, objectivity and understandability of the questions.

1.3.7 Data Collection Method:

The data will be collected through questionnaire survey. If the respondent is uneducated, then the interviewer himself will fill up the questionnaire based on the respondent answer.

1.3.8 Coding, Tabulation and Analysis Procedure:

The response of the respondent will be entered into the computer for tabulation and analysis. Microsoft Excel will be used to analyze the data.



1.4 Limitations:

The study is not free from some practical limitations. Following limitations have faced during the study and the time of working & data collection:

- Time is the main limitation for my study. Due to unavailability of sufficient time, the participants will not be able to properly answer of the questions. That's why the findings of the research will not be fully but partially true.
- Some miscommunication with the officers of due organization was also a barrier to prepare this report.
- Due to lack of practical experience, some errors might be occurred during the study. Therefore maximum efforts have given to avoid mistakes.

Time line for the Research:

June 20 – July 14 (2008, in Bangladesh)

Beginning of literature review, formulating research objective, conducting introductory chapter including detailed context of the study as well as development of research design.

July 15 - August 05 (2008, in Bangladesh)

Data collection, emphasizing on the methodological part as its initial stage and primary data analysis and preparing data presentation.

August 06 – August 18 (2008, in Bangladesh)

Preparing the report and prepare the ancillaries for presentation of the final report.

2.0 Literature Review:

According to Webster preference is grant of favor, or advantage to one over another. That means some criteria that create willingness to receive any product. That may be influenced by the product's quality, promotional activities, organizational commitment, facility, packaging, value addition etc.

Quality:

The Transcendent Approach

The transcendent definition of quality is derived from philosophy and borrows heavily from Plato's discussion of beauty. From this viewpoint, quality is synonymous with innate excellence. The assumption is that quality is both absolute and universally recognizable. According to Pirsig (1992, p. 73), defining quality as excellence means that it is understood "ahead of definition . . . as a direct experience independent of and prior to intellectual abstractions". This approach to defining quality is highly subjective.

The Product Based Approach

The product-based approach has its roots in economics. Differences in the quantity of some ingredient or attribute possessed by the product are considered to reflect differences in quality (Garvin, 1984). For example, better quality linens have a higher thread count. This view of quality, based on a measurable characteristic of the product rather than on preferences, enables a more objective assessment of quality.

The User-Based Approach

In the user-based definition, quality is the extent to which a product or service meets and/or exceeds customers' expectations. This approach is marketing based, and emerged primarily out of the services marketing literature. As the service sector grew in the US and other economies, the customer's perspective

became increasingly more important in determining quality. However, the impact of the "customer's viewpoint" can be seen in several of the early definitions and discourses on quality. For example, in the first edition of his Quality Control Handbook, Juran (1951) conceptualized that quality was composed of two parts: the quality of design and the quality of conformance. The "quality of design," in essence, referred to providing satisfaction to customers by designing products that met their needs. He later coined the widely used "fitness for use" definition of quality (Juran, 1974). Although subjective and somewhat complex, today the user-based definition is widely accepted and considered one of the key concepts of TQM.

The Manufacturing-Based Approach

The manufacturing-based approach has its roots in operations and production management. Here quality is defined as conformance to specifications (Crosby, 1979). Quality of conformance relates to the degree to which a product meets certain design standards. This definition has an internal focus, in contrast to the external focus of the user-based approach, and quality is considered an outcome of engineering and manufacturing practices. It is the basis for statistical quality control. Deviations from design specifications result in inferior quality, and consequently increased costs due to scrap, rework or product failure. This definition allows for the precise and objective measurement of quality, although it has limited applicability for services.

The Value-Based Approach

The value-based definition equates quality with performance at an acceptable price, or alternatively conformance at an acceptable cost. This definition is derived from traditional economic models, and is based on the notion that consumers often consider quality in relation to price. In his first edition of Total Quality Control, Feigenbaum (1951) introduced this idea when he defined quality

as "best for certain customer conditions . . . the conditions being the actual use and selling price of the product." Here, the notion of worth is incorporated into the definition of quality, making this more subjective than objective.

Recognition:

The buying process starts with need recognition - with the buyer recognizing a problem or need. The buyer senses a difference between his or her actual state and some desired state. The need can be triggered by internal stimuli when one of the person's normal needs - hunger, thirst, and sex- rises to a level high enough to become a drive. A need also be triggered by external stimuli (Principle of Marketing, Philip Kotler & Gary Armstrong, 13th edition).

Promotion:

Promotion defines as any short term incentive to encourage the purchaser or sale of the product or service (Principle of Marketing, Philip Kotler, 13th edition). Promotion means communications that facilitates exchange by influencing the audience to accept a product (Marketing Concepts and Strategies, Williams M. Pride, ninth edition). Promotion is an element in an organizations marketing mix that serves to inform, persuade and remind the market of a product and/or the organization selling it, in hopes of influencing the recipients feelings, believes or behavior. There are five forms of promotion: personal selling, advertising, pricing, sales promotion, public relations, and publicity (Fundamentals of Marketing, William J. Stanton, tenth edition).

Advertising:

Any paid form of nonprofessional presentation and promotion of ideas, goods and services by identified sponsors (Principle of Marketing, Philip Kotler, 13th edition). Advertising is a paid nonpersonal communication about an organization transmitted to target audience through mass media (Marketing Concepts and Strategies, Williams M. Pride, ninth edition). Advertising is impersonal mass communication that the sponsor has paid for and in which the sponsor is clearly identified (Fundamentals of Marketing, William J. Stanton, tenth edition).

Public Relation:

Public relations is building good relations with the company's various publics by obtaining favorable publicity, building up a good "*corporate image*", and handling or heading off unfavorable rumors, stories and events. Public relations offer several unique qualities. It is very believable- new stories, features and events seem more real and believable on readers than ads do. Public relations can also reach many prospects who avoid salespeople and advertisements - the message gets to the buyers as "news" rather than as a sales-directed communication. As with advertising, public relations can dramatize a company or product. (Principle of Marketing, Philip Kotler, 13th edition).

Customer satisfaction:

The extent to which a product's perceived performance matches a buyer's expectations. If the product's performance falls short of expectations, the buyer is dissatisfied. If the performance matches or exceeds expectations, the buyer is satisfied or delighted (Principles of Marketing 13th edition, Philip Kotlar & Gary Armstrong).

Packaging:

The activity of designing and producing the container or wrapper for a product (Philip Kotler, Principle of Marketing). Packing involves the development of a container and graphic design of a product (Marketing Concepts and Strategies, Williams M. Pride, ninth edition). Packing; which consist of all the activities of designing and producing the container or wrapper of a product (William J. Stanton, Fundaments of Marketing).

Different authors point to different functions for packaging. Some of these functions relate to marketing and some to logistics. Both Robertson [4] and the Institute of Logistics [5] point to up to seven specific packaging functions, which essentially can be condensed into three core functions. The first function of packaging tends to be logistically related: packaging protects the product in movement [6, 7]. One of the basic reasons for incurring the added expense of packaging is to reduce the occurrence of damage, spoilage, or loss through theft or misplaced goods. A number of issues have increased the profile of packaging in logistical activities. For instance the increase in use of information technology and automation in warehousing and materials handling have increased the importance of packaging. Good packaging might have a positive impact on warehouse layout and design and overall warehouse productivity. Packaging dimensions and stack ability are important factors for efficient storage. (Gerard Pendergast and Leyland Pitt, 1996)

The second function of packaging is essentially a marketing function which relates most directly to sales packaging: as well as attracting attention to a product and reinforcing a product's image, packaging provides an attractive method to convey the virtues of the product [8-15]. This function is reinforced when one considers that packaging is the single most important factor in purchasing decisions made at the point of sale [15]. Therefore packaging has a

strategic purpose also since it helps a product stand out from competition.
(Gerard Pendergast and Leyland Pitt, 1996)

The third function of packaging relates to both marketing and logistics: the package provides convenience (for both middlemen and consumers) of handling and storing the product. The package may be thought of as the outside wrapping of the product, or it may combine small packaged units into a larger quantity. The package may facilitate use of the product, such as the application of shoe polish [4, 16-18]. Packaging can therefore be seen to relate to both marketing and logistics. For marketing, the package sells the product by attracting attention and communicating. For logistics, the package allows the product to be contained, apportioned, unitized and communicated [19].





ORGANIZATIONAL REVIEW

3.0 TELETALK at a Glance

3.1 Company Overview

Teletalk Bangladesh Limited is a public limited company, registered under the Registrar of the Joint stock companies of Bangladesh. Total shares owned by the Government of the Peoples Republic of Bangladesh.

We continue to grow and engage our customers through our clear commitment to offering high quality products and services as well as leading customer retention and loyalty programmers. Teletalk continues to be a part of the revolution that's connecting millions of Bangladeshi people and around the world. Teletalk Bangladesh limited was established keeping a specific role in mind. Teletalk has forged ahead and strengthened its path over the years and achieved some feats truly to be proud of, as the only Bangladeshi mobile operator and the only operator with 100% native technical and engineering human resource base, Teletalk thrives to become the true people's phone – "Amader Phone".

3.2 Mission & Vision

To innovate and constantly find new ways to enhance our services to our customer's current needs and desires for the future. Our vision is to know our customers and meet their needs better than any one else.

3.3 Basic objectives

- To provide mobile telephone service to the people from the public sector
- To ensure fair competition between public and private sectors and thereby to safeguard public interest
- To meet a portion of unmitigated high demand of mobile telephone
- To create a new source of revenue for the government.

3.4 Incorporation of Teletalk

Teletalk Bangladesh Limited (the "Company") was incorporated on 26 December, 2004 as a public limited company under the Companies Act, 1994 with an authorized capital of Tk.20,000,000,000 being the only government sponsored mobile telephone company in the country. On the same day the Company obtained Certificate of Commencement of Business.

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

3.5 Teletalk – Present and Future

Definitely there is no justification brooding on the past unless we utilize that experience in the further course of time. Lets try to find out the present standing of Teletalk. At the moment, Teletalk has a Prepaid subscriber base of around 2,35,000 and 10,000 postpaid subscribers and most of the postpaid subscribers are Public Call Offices (PCOs). The monthly gross revenue earning stands as follows:

Table-I: Month-wise Revenue Collection (in Taka)

Items	Month of Year				
	November	December	January	February	March
Number of Pre-paid	198924	212726	224402	234812	239136
Number of Post-paid	-	-	5158	9659	-
Total Subscribers	198924	212726	229560	244471	-
Prepaid Revenue	74258935	78676590	82728630	80970103	-
Postpaid Revenue	-	-	22400000	46000000	-
Total Revenue	74258935	78676590	10512863	12697010	-
Rev/subs/month Prepaid**	373.30	357.92	356.77	369.46	-
Rev/subs/month Postpaid**	-	-	4342.77	4762.40	-

*Postpaid service introduced in January, 2006

**30 days/month has been considered

The figures might seem promising but this is only showing the "Gross Revenues". To get an idea of the financial strength of the organization Finance Department should calculate the operational and other expenses, along with other outward

flow of cash in terms of payment to other operators, in order to get the "Bottom Line", which is the most important financial parameter for an organization.

It is vivid from Table-I that prepaid revenue/subs is more or less static but postpaid revenue/subs (95% PCOs) has increased substantially from January to February. Teletalk can take it as a challenge to increase revenues/subscriber/month both for prepaid and postpaid subscribers by doing adequate marketing and offering better network and services. Also this parameter can be compared with other operators to get an idea where we are actually standing and how much scope is really there to inflate that amount.

Though the present network is supposed to be capable of catering 4,00,000 subscribers the biggest problem concerning Teletalk is the distribution of subscribers. The capacity of the network and distribution of subscribers at the moment goes as follows:

Table-II: Division-wise Radio Network Capacity utilization

Name of Division	Capacity on Air in terms of No.	Total Subscriber Attachment to	% Utilization*
Dhaka	226918	173164	76.31%
Chittagong	100224	26769	26.71%
Barisal	20349	3627	17.82%
Rajshahi	52648	12534	23.81%
Khulna	39601	3112	7.85%
Sylhet	12036	1698	14.11%

*Network utilization is practically higher than that because PCOs generate traffic at a rate more than 25 mill Erlang based on which the "Capacity on Air" is calculated.

Table-III: MSC-wise Capacity utilization

Location	MSC	Total Subscriber Attachment	% Utilization
Dhaka	220000	178489	81.13%
Chittagong	91000	26769	29.41%
Bogra	89000	15646	17.58%

Both Table-II and Table-III justify that there remains a big opportunity of increasing subscribers outside Dhaka and proliferating revenues manifold by doing that. The disenchantment of subscribers for not having Teletalk services outside Dhaka can be identified as:

- ❖ Higher value of SIM price
- ❖ Poor Area Coverage
- ❖ Poor marketing
- ❖ Inferior quality of transmission link bringing down the BTS too often

In this case high value of Teletalk SIM is worth mentioning. Packages from other operators, having similar facilities offered by Teletlak, are available at 3 to 4 times less price than that of Teletalk. It is totally unjustifiable to charge a subscriber such an astounding price for having a SIM of a network which doesn't have satisfactory level of coverage and which has service-level not at its peak. Quite understandably, subscribers are feeling disillusioned subscribing for Teletalk.

There might be other reasons, which should be identified by the Marketing Department, and appropriate tools should be developed to resolve the problem.

3.6 Teletalk-Marketing Aspects

A high official once passed a comment that "Teletalk won't need any marketing. Give me all the forms. I shall distribute it among the subscribers". But, things didn't work that way. It was a big mistake for Teletalk "Think-tanks" to jump into such conclusion that it won't need any marketing to encourage subscribers. That wrong perception turned Teletalk "Marketing and Sales Department" activities confined only to sales activities. Initial frenzy was there, only in Dhaka, which most probably prompted Teletalk "think-tanks" to such an irrational and imprudent conclusion. Such ideas immediately proved wrong as Teletalk miserably failed to draw attentions of new subscribers outside Dhaka (Table-II and Table-III). Under the present circumstances, the high authority of Teletalk should analyze this mistake and should start thinking afresh and should put due stress on Marketing.

While other operators came up with lot of different packages to encourage their subscribers, Teletalk's absence in any such drive was very much conspicuous. In the form of "Djuice" GP distributed 1 million mobile and same goes for "Aktel" and "Citycell" in the form of "Joy" and "Alap-Super" package. During that period Teletalk remained complacent by distributing only 0.2 million mobiles. It might be true that for Dhaka we are almost ran out of capacity, but for places outside Dhaka, strong marketing force and right marketing vision is required to popularize Teletalk services.

It is to be mentioned here that most of the packages became popular by offering "Free Talk Time", which was eventually prohibited by BTRC. Although as an initial reaction, all the operators demonstrated their grievances against such a ruling, yet the ruling in fact came as a blessing for such operators. No "Free" service can survive for long and the operators were having real hard time in tackling the high traffic that these "Free" services kept on initiating. GP took out its offer for "Djuice" subscribers even before the ruling was aired. Very recently

Aktel has taken the same step for its "Joy" package. In that respect, "Teletalk's" incoming free service from BTTB's landphone is noteworthy. Despite large amount of "Free" traffic generated from the "BTTB's landphones", Teletalk has - still kept its commitment of delivering "Free" incoming call services which is one of the main attractions of having a Teletalk mobile. With little cooperation from BTTB, Teletalk will be able to keep this commitment definitely for a long time, hopefully forever.

The only gleam of light in "Teletalk" marketing, which deserves special appreciation, is the "PCO Package". By prudent marketing and judicious tariff fixing it finally could pop up with a very much popular package to break into a matured market, mostly ruled by "Bangla Link". It has almost become a "monopoly" for Teletalk, but at the same time there is no scope of complacency, and efforts must be always there to make the package more attractive for the subscribers by taking continuous feedback and act accordingly.

3.6.1 Company's Network Expansion

Teletalk Bangladesh Limited has continually expanded its network, to better accommodate its growing customer base as well as to keep the promise of providing better service. As of now, Teletalk has already established its network foothold in 61 Zilas, 336 Upazilas, and most of the highways. Teletalk is continuing its network expansion to reach more corners of Bangladesh.

3.6.2 Scope to be explored

m-Governance is derived from e-governance refers to government's use of information and communication technology to exchange information and services with citizens, businesses, and other arms of government. Teletalk is ready to provide with the help of third party software, mobile interactivity for the citizens of Bangladesh with m-Governance.

3.6.3 Customer Segmentation

Individual businessman, entrepreneur professionals, established organizations and government organizations are the main customers of Teletalk Bangladesh Ltd. They targeted the government officials (like: Police, Rapid Action Battalion, Fire Service, NBR, and Agriculture Department. BRTA, BSTI, BTRC, Election Commission, Health Services) and they give corporate service to them they have also a target to take students and low-income groups with their introduction of Mobile-to-Mobile and Pre-Paid services. To serve the market more accurately their target market will be further segmented based on psychographics and business size.

3.6.4 Marketing Strategies

TMIB always wants to achieve desired sales growth and customer base. TMIB wants to encourage existing customers to use more and more of their services.

Their newly introduced packages are successful initiatives for the exiting customer It has a concept of "Customer gets Customer". The Marketing department has to start thinking afresh about pulling up new subscribers in areas outside Dhaka. They should also not take it for granted that even in Dhaka the popularity of Teletalk mobiles will remain the time. They must have the vision and drive to poke into a mature market. A good marketing will always analyze about the market situation even during the high demand of its products. In that respect Teletalk should visualize their future also in Dhaka, where at present the demand for the product is reasonably satisfactory.

3.6.5 Product Positioning

Initially their target was to reach the top. But others are targeting to the grass root level, and increasing their customer. TMIB wants to be the leader with

good quality and fewer prices and is designing products for the all classes' class with corporate range also.

TMB should keep enough flexibility to design other components of marketing mixes as well.

3.7 Marketing product mix planning

> Product---

- Continuous improvement of quality.
- Reposition of slow moving products to different target markets.
- Always branding TEL with all packages with a GSM service

> Price---

- Necessary changes in tariff structure, and changes in terms and conditions.
- Penetration pricing in the face of competition.
- Skimming policy where possible.

> Place---

- Make effective use of distribution.
- Make product and service delivery system more effective and less time consuming.
- Wider distributing network to make service more accessible.

> Promotion---

- Brochures with all necessary information, press advertisements, Television Commercials in future, and Billboards.

3.8 Market Development

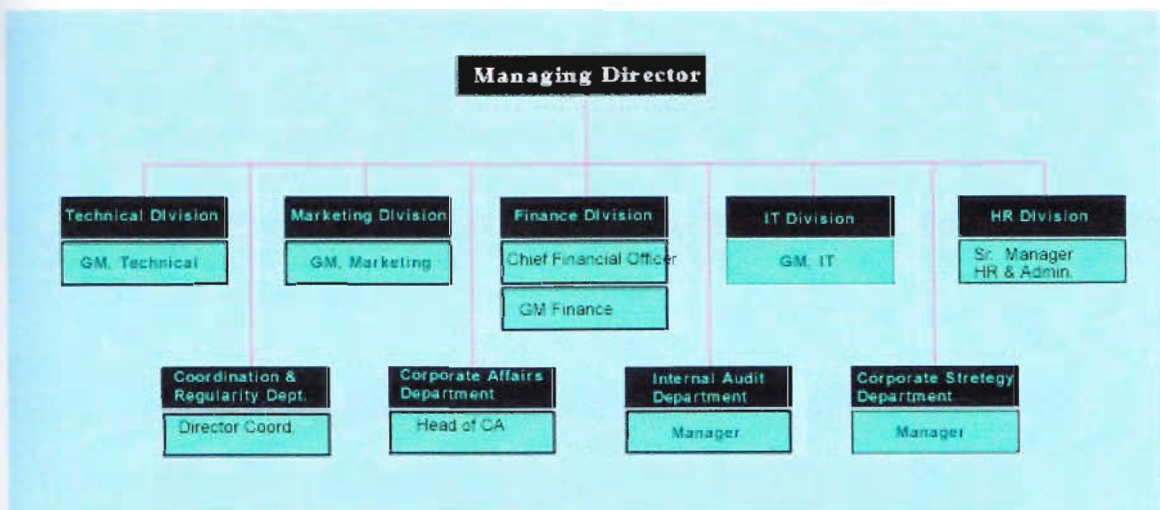
Teletalk Bangladesh Ltd are trying to convert non-users to mobile phone users, stressing the benefit of BTTB connecting services, and with the service benefit of Teletalk Bangladesh Ltd that will make their life easier. To serve the market more accurately their target market will be further segmented based on psychographics and business size.

3.9 Product Development

The strive to develop a better product will be a continuous-process. Conducting of Market research on adjustment of market competition and make a difference in product will be the basic duty. They will use the input to develop new product based on data they will get from the market. Thus the product will be designed to meet the customers' need.

3.10 Organizational Structure

The organization is headed by its Chief Executive designated as the Managing Director entrusted with overall responsibilities of business direction of the organization and leading dynamically towards the attainment of its Vision, Mission, and Goal. In attaining the above mission, the Managing Director is assisted by 4 General Managers & 1 Director, Co-ordination. TMIB has established a strong and formidable sales channel, which consists of direct dealers and its own sales force.



3.11 Product and Services of TELETALK

3.11.1 TELETALK has the following categories of product:

Pre-Paid

- Standard
- Shadheen
- Shapla

Post-Paid

- Standard/Rajanigandha
- Shapla



Corporate Service

TBL has always been keen on introducing new and different services for its valued customers. Corporate Service is one of them. This Package is especially arranged for those customers who have their own enterprise/company/service organization etc and they are interested to take this special opportunity to avail catered services from TBL.

Corporate Facilities Are:

- :: One Second Pulse
- :: Low call rates and simple tariff plan
- :: FnF
- :: No GPRS registration fee
- :: GPRS unlimited available on Prepaid
- :: No use no bill
- :: No financial liability for the organization because the package is pre-paid
- :: Call Conference available. [Number of caller 3 persons at a time]
- :: SIM price is negotiable.

Corporate Packages:

Teletalk provides its customers with varied catered packages like-

- :: Teletalk Executive [Pre-Paid]
- :: Teletalk Executive [Post-Paid]

3.11.2 Service Features

Prepaid Service Features:

- ❖ EISD Dialing to Over 55 Countries
- ❖ Affordable Prepaid Mobile Connection - Very Low rates
- ❖ Convenient Recharging - Refill any amount by Telecharge from Tk. 10 to Tk. 5000.
- ❖ Save money - Budget your mobile phone expenses
- ❖ Life long validity
- ❖ Sort Message Service [SMS]
- ❖ Bangla SMS
- ❖ International SMS
- ❖ Friends and Family [FnF]
- ❖ Voice Mail Service [VMS]
- ❖ Call Waiting
- ❖ Call Forwarding
- ❖ Value Added Services

Postpaid Service Features:

Teletalk Postpaid mobile service makes your life easier. Just settle your bill at the end of each month with one easy payment. You'll never have to worry about crediting your account in the middle of a call again. Our Postpaid subscribers also have access to Online Bill Query to help you know about your billing information via internet.

- ❖ Sort Message Service [SMS]
- ❖ Bangla SMS
- ❖ International SMS
- ❖ Friends and Family [FnF]
- ❖ Mobile Internet Service / GPRS
- ❖ Value Added Services
- ❖ International Roaming
- ❖ Call Forwarding
- ❖ Push Pull Services
- ❖ EISD Dialing to Over 55 Countries
- ❖ Voice Mail Service [VMS]

3.11.3 Other Services of TELETALK

Mobile Internet Service

Teletalk GPRS

A new addition in Teletalk services. We are happy to announce that, you can now use the full GPRS connectivity with your Teletalk connection.

Teletalk invites you to use GPRS and browse the internet, check your mail or chat with your friend while moving.

What is GPRS?

GPRS stand for General Packet Radio Service. GPRS is a type of cellular mobile service by which we can transfer data. This can be compared with the fixed phone dial-up internet service. You can use your PC or the mobile set itself to get the internet service. GPRS offers up to 115 kbps which is faster than fixed phone dial-up service.

Value Added Service

Teletalk offers a wide range of services to its customers. Following are an outline of the services presently available with Teletalk:

GPRS

Teletalk offers internet browsing facility for both post-paid and pre-paid subscribers. One can use this facility by using data-cable in computer also. Handsets with GPRS option enable this facility. Through Teletalk GPRS, the subscribers can use the facilities like browsing, email, internet chatting, data transfer etc.

Push-pull services

Like ordinary SMS, one can receive answer to a question s/he asks. By using this push-pull service, one can have the latest updates of important cricket matches. Besides, other important information like weather forecast, prayer time, quotes, horoscopes and especially sehri-iftar timing during ramadhan are also available.

SMS

An SMS of 160 characters each available both in English and Bangla.

ISD and EISD

Every subscriber of Teletalk gets the opportunity of Economic ISD or EISD in 55 countries @ reduced rate per minute. Under this facility, the subscriber should dial 012, then country code, then area code and finally the desired number – instead of dialing access code 00.

DESA Load shedding push-pull service

First time in Bangladesh, Teletalk with co-operation from DESA has instituted a service for consumers to obtain evening load shedding schedule through SMS. With minimal charging of Taka 1.00 per SMS, this service is an welcomed addition to the citizens of Dhaka Metropolitan area who come under auspices of DESA services.

Mobile Applications through GPRS

Teletalk has also introduced in collaboration with various content providers some Java Mobile applications. Not able among them are "Cricket Update" and "Bangla SMS".

Voice SMS

Teletalk has introduced "Voice SMS" service for its customers to send voice message.

Other unique services

Teletalk has instituted some other unique value added services to accommodate growing customer needs as well as to be in the top edge of current mobile telephony advancements.

International Roaming Service

Traditional GSM Roaming is defined as the ability for a cellular customer to automatically make and receive voice calls, send and receive data, or access other services, including home data services, when traveling outside the geographical coverage area of the home network, by means of using a visited network. This can be done by using a communication terminal or else just by using the subscriber identity in the visited network.

TBL International Roaming Service: Currently TBL is providing International Roaming service in 284 operators of 182 countries to its valued subscribers.

ICE (In Case of Emergency)

We all carry mobile phones with names & numbers stored in its memory but nobody, other than ourselves, knows which of these numbers belong to our closest family or friends.

3.12 Rate Plan

Teletalk is offering attractive packages for the customers with very competitive rates. These carefully designed packages offer a range of tariff, properties and benefits to satisfy the needs of our customers.

The comparison of our rate plan will help you to find right package for you!!

Packages Call Categories	Prepaid			Postpaid		
	Standard	Shadheen	Shapla	Standard	Rajanigandha	Shapla
Teletalk to Teletalk [8am-5pm]	Tk. 1.40	Tk. 0.95	Tk. 0.90 [24hr]	Tk. 0.80	Tk. 0.80	Tk. 0.80 [24hr]
Teletalk to Teletalk [5pm-12am]		Tk. 0.95		Tk. 0.80	Tk. 0.80	
Teletalk to Teletalk [12am-8am]	Tk. 0.60	Tk. 0.25		Tk. 0.25	Tk. 0.25	
Teletalk to Others [8am-5pm]	Tk. 1.90	Tk. 0.95	Tk. 0.90 [24hr]	Tk. 0.99	Tk. 0.99	Tk. 1.00 [24hr]
Teletalk to Others [5pm-12am]		Tk. 1.40		Tk. 0.99	Tk. 0.99	
Teletalk to Others [12am-8am]	Tk. 1.00	Tk. 0.95		Tk. 0.99	Tk. 0.99	
Teletalk to Overseas [8am-5pm]	Tk. 1.90 + ISD/EISD	Tk. 0.95 + ISD/EISD	Tk. 0.90 [24hr]	Tk. 0.99 + ISD/EISD	Tk. 0.99 + ISD/EISD	Tk. 1.00 + ISD/EISD [24hr]
Teletalk to Overseas [5pm-12am]		Tk. 1.40 + ISD/EISD		Tk. 0.99 + ISD/EISD	Tk. 0.99 + ISD/EISD	
Teletalk to Overseas [12am-8am]	Tk. 1.00 + ISD/EISD	Tk. 0.95 + ISD/EISD		Tk. 0.99 + ISD/EISD	Tk. 0.99 + ISD/EISD	
FnF Teletalk to Teletalk	Tk. 0.75	Tk. 0.25*	N/A	Tk. 0.25	Tk. 0.25	N/A
FnF Teletalk to Others	Tk. 1.25	Tk. 0.90	N/A	Tk. 0.80	Tk. 0.80	N/A
SMS	Tk. 1.00					
Voice SMS	Tk. 2.00					

VAT applicable

*Condition applied

Special Offers

	Prepaid	Postpaid
	<p>8am to 5pm 0.95/min</p>	<p>Any Operator</p>
<p>Promotional Offer is valid for limited time!</p>		

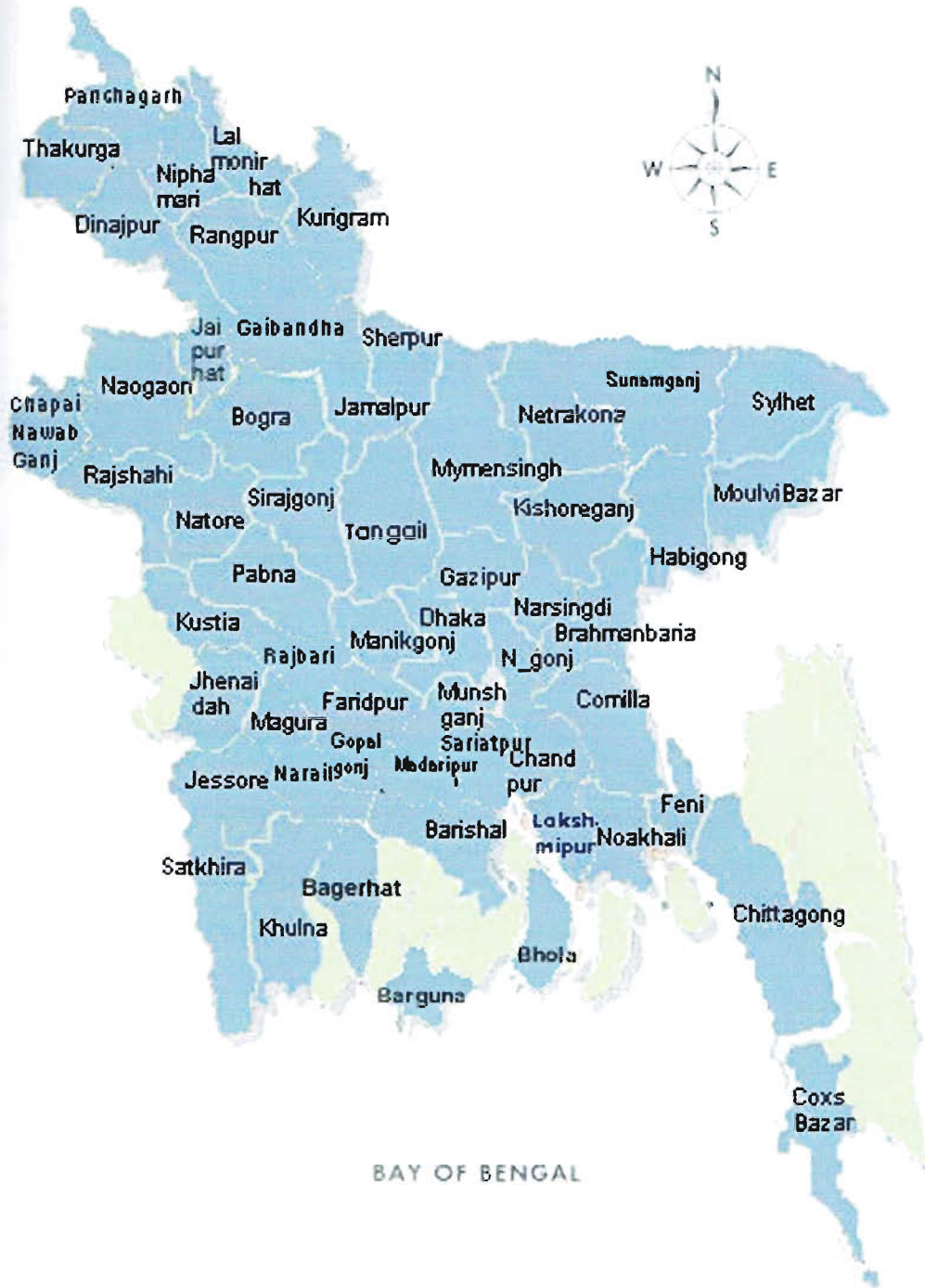


3.13 Network Coverage

Dhaka Zone	Sylhet Zone	Barisal Zone	Khulna Zone	Rajshahi Zone	Chittagong Zone
<u>Dhaka</u>	<u>Sylhet</u>	<u>Barisal</u>	<u>Khulna</u>	<u>Rajshahi</u>	<u>Chittagong</u>
<u>Narayanganj</u>	<u>Maulvi Bazar</u>	<u>Jhalakati</u>	<u>Jessore</u>	<u>Bogra</u>	<u>Feni</u>
<u>Gazipur</u>	<u>Habigong</u>	<u>Patuakhali</u>	<u>Magura</u>	<u>Rangpur</u>	<u>Coxs Bazar</u>
<u>Narsingdi</u>	<u>Sunamganj</u>	<u>Pirojpur</u>	<u>Jhenaidah</u>	<u>Dinajpur</u>	<u>Noakhali</u>
<u>Munshiganj</u>		<u>Barguna</u>	<u>Kustia</u>	<u>Lalmonirhat</u>	<u>Lakshmipur</u>
<u>Manikganj</u>		<u>Bhola</u>	<u>Satkhira</u>	<u>Kurigram</u>	
<u>Brahmanbaria</u>			<u>Bagerhat</u>	<u>Nilphamari</u>	
<u>Chandpur</u>			<u>Chuadanga</u>	<u>Thakurgaon</u>	
<u>Comilla</u>			<u>Meherpur</u>	<u>Naogaon</u>	
<u>Tangail</u>			<u>Narail</u>	<u>Natore</u>	
<u>Mymensingh</u>				<u>Sirajganj</u>	
<u>Netrakona</u>				<u>Pabna</u>	
<u>Sherpur</u>				<u>Chapai Nawabganj</u>	
<u>Jamalpur</u>				<u>Joypurhat</u>	
<u>Kishoreganj</u>				<u>Panchagarh</u>	
<u>Gopalganj</u>				<u>Gaibanda</u>	
<u>Faridpur</u>					
<u>Shariatpur</u>					
<u>Rajbari</u>					
<u>Madaripur</u>					

3.12.1 TELETALK Coverage

This color Legend under TELETALK network



The Market Leader: GrameenPhone Limited

4. About GrameenPhone

GrameenPhone (GP) has been established to provide high-quality GSM cellular service at affordable prices. GrameenPhone has a dual purpose:

- ❖ To receive an economic return on its investment
- ❖ To contribute to the economic development of Bangladesh, where telecommunications can play a critical role.

4.1 Historical Background

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

In 1996, Bangladesh was preparing to auction off private cell phone licenses to four companies. So at the behest of Dr. Muhammad Yunus (Founder of Grameen Bank & architect of Micro Credit model) but completely independent of Grameen Bank, a *not-for-profit* private company called Grameen Telecom was created. Grameen Telecom, in turn, created as a profit oriented company called GrameenPhone, found a foreign partner, and put in a bid; GrameenPhone received one of the four licenses. GrameenPhone's total capitalization was US\$120,000,000, including around US\$50 million from IFC/CDC, and the Asian

Development Bank (ADB). It also received US\$60 million in equity from the four GrameenPhone private partners. These were the Norwegian Telenor with a 51% share, Marubeni of Japan with a 9.5% share, and the American Gonophone at 4.5%. GrameenPhone's fourth partner is Grameen Telecom (with 35%), and Grameen Telecom borrowed US\$10.6 million from the Open Society Institute to set up Village Phone.

GrameenPhone launched service in urban Dhaka on March 26, 1997. It makes its profits by serving wealthier urban customers. But from the point of view of the Grameen family and its strong anti-poverty mission, the for-profit, urban-only GrameenPhone exists for only one reason: To fund, with its profits, the extension of cell phones into rural Bangladesh in order to provide entrepreneurial opportunity to Grameen Bank members through Village Phone. As Dr. Yunus puts it, "GrameenPhone is merely what we need to do Grameen Telecom's Village Phone."

Three important and interesting structural aspects of operation on the largest scale are:

First, that the not-for-profit Grameen Telecom actually owns the for-profit GrameenPhone. The reason for this structure is that Grameen wants Grameen bank members-- impoverished women who borrow from Grameen Bank-- to become owners of the profit-making GrameenPhone.

Second, once GP becomes profitable, GT will sell its GP shares to GB members.

Third is an understanding-- not made explicit in any legally binding contract but arrived at in the shareholders' agreement-- that after 6 years of GP operation, Telenor and GT will actually switch ownership positions: Grameen Telecom will sell its 35% share to Telenor and Telenor will sell its 51% share to Grameen Telecom, which will thus become the dominant partner and true manager of the

system. GrameenPhone is thus an unofficial, non-traditional form of Build, Operate, and Transfer.

"GrameenPhone" might have been born in Bangladesh, but soon it is likely to join the international cellular jargon. GSM MoU Association at GSM World Congress in Cannes where many villagers made their first-ever call using pre-paid, recently rewarded rural cellular marketing, by Vodaphone in South Africa. "GrameenPhone," the unique cellular operator from Bangladesh, also made an impressive presentation at Cannes.

4.2 Founding Partners of GrameenPhone

GrameenPhone is a joint venture company comprising:

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

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

Table 4.2: Funding partners of GrameenPhone Ltd.

Company	Percentage of share (%)
Telenor	51.0
Grameen Telecom	35.0
Marubeni Corporation	9.5
Gonofone	4.5

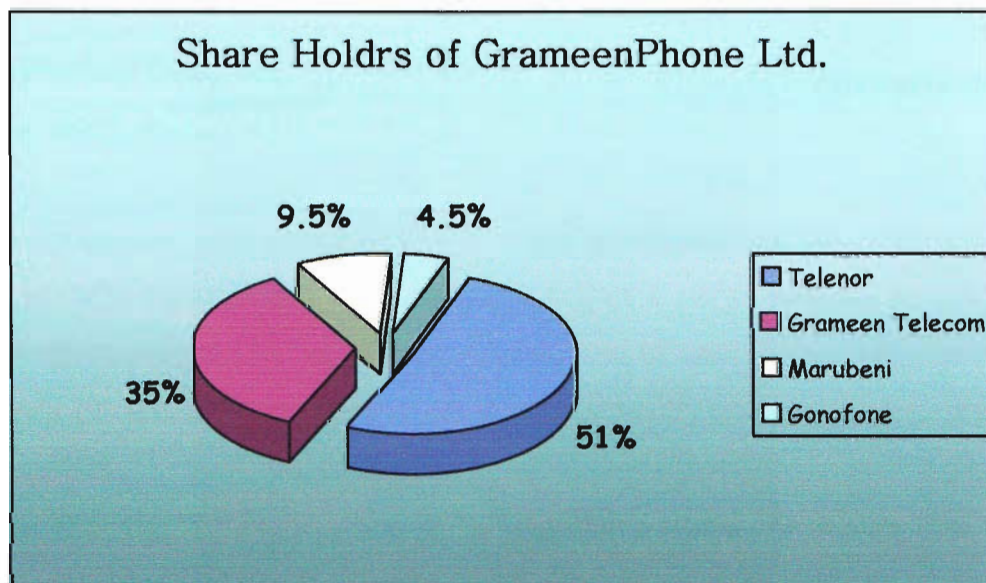


Figure4.2: Share holders of GrameenPhone Ltd.

4.3 Mission, Vision, Objectives & Strategies of GrameenPhone

4.3.1 Company Vision

"Ideas that Simplify"

4.3.2 Company Mission

The vision will be achieved by

- Connecting Bangladesh with ease and care
- Being user-friendly
- Providing value for money
- Providing simple and timely connections
- Having a right and understandable process

4.3.3 Objectives of the GrameenPhone

▶ Good Business, Good Development

GrameenPhone's basic strategy is the coverage of both urban and rural areas. The Company has devised its strategies so that it earns healthy returns for its shareholders and at the same time, contributes to genuine development of the country. In short, it pursues a dual strategy of good business and good development.

Serving the mass market is one of GP's primary goals. By serving the general public as opposed to niche markets, the Company plans to achieve economies of scale and healthy profits. At the same time, service to the general public means connectivity to a wider population and general economic development of the country. In contrast to the "island" strategy followed by some companies, which involves connecting isolated islands of urban coverage through transmission

links, GrameenPhone builds continuous coverage, cell after cell. While the intensity of coverage may vary from area to area depending on market conditions, the basic strategy of cell-to-cell coverage is applied throughout GrameenPhone's network. In addition, GP has positioned itself to capitalize on the declining prices of handsets, making its goal to serve the general public realistic.

4.3.4 Company Strategy

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

4.3.5 Company Service

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

Service for the Rural Poor

Establishing a nation wide network gives fair access to all geographical areas. From a business point of view, this strategy serves both the long distances as well as the rural markets. This emphasis on rural coverage brings a much-needed infrastructure in the underdeveloped rural areas. In collaboration with Grameen Bank, which provides micro-credit only to the rural poor, GP utilizes the

bank borrowers to retail telecom services in the rural areas. Leveraging on Grameen Bank borrowers reduces the distribution costs of GrameenPhone's rural services, contributing to the profitability of this segment.

By bringing electronic connectivity to rural Bangladesh, GrameenPhone is bringing the digital revolution to the doorsteps of the rural poor and unconnected.

Village Phone Program

The Village Phone program is GrameenPhone's unique method of bringing connectivity to the rural areas of Bangladesh. This program enables Grameen Bank's borrowers to retail telephone service in their respective villages, and has the potential to penetrate the rural areas rapidly and effectively.

A typical Grameen Bank borrower takes a loan of Tk 6000 without collateral from the Bank to purchase, say, a cow. The cow would then produce milk that the borrower could sell to her neighbors enabling her to make a living and pay off the loan. The process allows the poorest of the poor to stand up on their feet. In the case of Village Phone, a telephone also acts as an income generating mechanism for a borrower; a telephone serves as another "cow." A woman borrows about Tk20,000 from the Bank and purchases a handset and sell telephone services to the villagers, making a living and thus paying off her loan. It creates a self-employment opportunity in each village and provides access to telephones to all. Grameen Telecom, Grameen Bank's arm for administering the Village Phone operators, typically selects women by considering past borrowing records with the Bank. There are 2144 Village Phones in operation today and soon thousands of Village Phones around the country are expected across rural Bangladesh.

4.4 Products and Services of GrameenPhone

The products of GrameenPhone can be characterized as:

1. Post Paid
2. Pre-Paid



POST PAID

GP-Regular

GP Regular connects to BTTB local, BTTB-NWD (Nationwide Dialing), ISD (International Standard Dialing), all GrameenPhone mobiles, other mobiles and receives calls from the same. Recently all GP Regular phones have been given the mobility facility that enables a GP Regular mobile holder to receive and send calls from anywhere in the country (under GP coverage). This product has 'Friends & Family' offer for 3 GP numbers.

GP-GPNational

GP-GP National is another addition of post-paid products of GrameenPhone. This phone can connect all mobiles within the home zone and all GP mobiles throughout GP's coverage area. It has National Roaming facility and a flat rate airtime charge of Tk. 4 (+Tax) per minute for all calls to anywhere within GP's coverage. This product has 'Friends & Family' offer for 3 GP numbers.

Any Time 450

Any Time 450 is same as GP Regular connections which connects to BTTB local, BTTB-NWD (Nationwide Dialing), ISD (International Standard Dialing), all GrameenPhone mobiles, other mobiles and receives calls from the same. The main difference is that Any Time 450 has a bundle fee of TK. 1300/= for which the subscriber will get 450 min talk time free for GP-GP outgoing call. This product don't have 'Friends & Family' offer.

Any Time 300

Any Time 300 is same as GP National connections which can connect all mobiles within the home zone and all GP mobiles throughout GP's coverage area. The main difference is that Any Time 300 has a bundle fee of TK. 1000/= for which the subscriber will get 300 min talk time free for GP-GP outgoing calls and there is no monthly access fee like TK. 250/= for GP National. It has National Roaming facility and a flat rate airtime charge of Tk. 4 (+Tax) per minute for all calls to anywhere within GP's coverage after the first 300 min. This product has no 'Friends & Family' offer.

Explore-1 & Explore-2: This packages are very convenient for the business people. Its call rate is lower and monthly fee is package-1 for 100/-, package 2 is 200/-. This product has 3 'Friends & Family offer'.

PRE-PAID

EASY Pre-Paid

□ Introduction of GrameenPhone's **EASY pre-Paid Service** is another development of mobile telephony in Bangladesh. EASY has National Roaming facility and a flat airtime charge of Tk. 6 per minute. There is no incoming charge.



This service helps the subscriber to control costs. It frees the subscriber from the hassles of paying bills, security deposits and line rents. But it contains nearly all services available in other GP products. Subscribers can subscribe the service from all GP authorized points of sale. To start with, one has to buy the EASY Starter Kit and a handset. The Starter kit contains a pre-activated SIM card and a Green EASY card. The Starter kit costs Tk. 1,675, the Green EASY card worth of Tk. 300 is provided free.

EASY GOLD

Easy Gold is same as Easy Pre-Paid while it connects to BTTB local, BTTB-NWD (Nationwide Dialing), ISD (International Standard Dialing), all GrameenPhone mobiles, other mobiles and receives calls from the same. Easy Gold has a flat airtime charge of Tk. 6 per minute and 2 incoming from T&T. There are no incoming charges from mobile.

Table : Total number of GP products that are existing in the market

Serial	Product	Connects to	Receives From
1	GP Regular	Mobile, BTTB Local, *NWD and **ISD	Mobile, BTTB Local, NWD and ISD
2.	Any Time 450	Mobile, BTTB Local, *NWD and **ISD	Mobile, BTTB Local, NWD and ISD
3.	GP-GP National	Mobile	Mobile
4.	Any Time 300	Mobile	Mobile
5.	"EASY" Pre-Paid	Mobile	Mobile
6.	Easy Gold	Mobile, BTTB Local, *NWD and **ISD	Mobile, BTTB Local, *NWD and **ISD
6.	Village Phone	Mobile, ISD, NWD and Local	Mobile, ISD, NWD and Local

*NWD-Nationwide Dialing, **ISD-International Standard Dialing

All the GP subscribers enjoy a number of GSM Features and Value Added Services (VAS):

4.5 GSM Features of GrameenPhone

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

Caller ID: Display of the phone number of an incoming call in your handset before the call is answered.

Call Waiting: While talking to the first caller, you will hear a special tone informing you about the second call on the line. At that moment you can put the first caller on hold and talk to the second caller.

Call Conference: Receiving calls from multiple callers can be supplemented by joining these multiple callers so as to enable them to talk to each other. You will be able to communicate with a group consisting of maximum five callers.

Call Divert: Call Divert lets you redirect or re-route your call to another GrameenPhone mobile or any other fixed (if you have BTTB connectivity) or mobile phone.

Call Barring: Enables you to restrict certain types of calls to be made from your mobile. This feature is especially important for security purposes.

4.6 Value Added Services

The following additional services are available upon request:

Voice Mail Service (VMS)

VMS is a unique answering machine.

It provides you with a personal electronic mail box in our voice mail center.

It records your personalized greetings as well as stores your incoming voice messages.

It records incoming voice messages if you are:

- Outside GP's coverage area or
- Busy or
- Simply switched off your mobile

It provides 24-hour automatic secretarial service. Makes one available to his calling person anytime

Short Message Service (SMS)

- ✓ SMS in your mobile acts like an advanced pager.
- ✓ You can send and receive text messages of up to 160 characters, directly from one GP mobile to another GP mobile.
- ✓ Fax and Data Service (currently available only to corporate clients)
- ✓ You can use your mobile phone attached to a computer to send faxes or transfer data.
- ✓ No need to have connection with a fixed line.
- ✓ You can use this service even when you are on the move within GP's coverage area.

4.7 Products and services that have been successful

- GP-Regular, the oldest product of GrameenPhone retains its popularity through its full connectivity to all networks including fixed line telephony services.
- EASY Pre-Paid, because of Low flat tariff and nationwide mobility, it's a Pre-paid service, no monthly rent required and instant use due to pre-activation, no hassles of bill payment.
- GP-GP National because of low flat tariff, Nationwide mobility, connectivity to other operators mobiles in different zones.
- Information Service through mobile because of easy access, interesting theme, and reasonable rate and for being new and innovative.
- Village phone because of use of Grameen Bank's borrower network and for having access to BTTB & ISD.

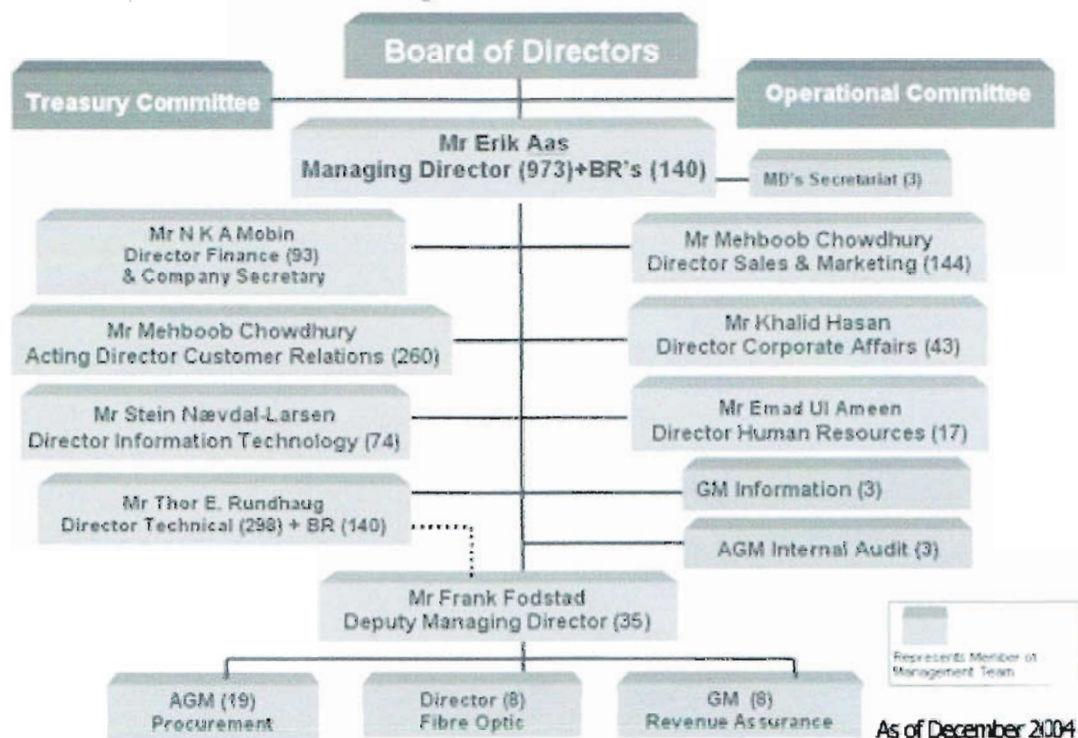
4.8 Products and services that have not been successful

- Voice Mail service due to language barrier, lack of promotions, lack of know how about interactive services and also because people are reluctant to speak to a machine.
- Usage of Short Message Service is still low due to lack of promotion, lack of knowledge of English, unawareness of handset configuration and un-ergonomic nature of keypad.
- Difficulty in Configuration, handset barrier and slow connectivity are hampering WAP's popularity.

4.9 Organization Structure of GrameenPhone Ltd.

ORGANOGRAM of GrameenPhone Ltd.]

GP-Organogram & Management



4.10 Departments and Divisions

-1

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

- Build & Operate
- Sell
- Care

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

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

Besides there are:

- Finance Division.
- Personnel and Organization Division
- Corporate Affairs



4.11 Other Important Services and Aspects of GP

International Roaming

GrameenPhone became the first mobile phone operator in the country to offer its subscribers the International Roaming facility from March 1999.

The number of GP International Roaming partner networks increased rapidly from 12 in 1996 to 56 in December 2000. GrameenPhone has 76 International Roaming partner networks spread across 70 countries in four continents, as of June 2004.

The largest share of inbound roamers in GrameenPhone networks comes from SingTel in Singapore, BT Cell net and Orange in the United Kingdom. The most popular roaming partner networks for the GrameenPhone subscribers are: TAC in Thailand, Usha Martin in India, Mobile One and Singtel in Singapore.

The International Roaming facility is a useful service for the GP subscribers who travel abroad and subscribers of the partner networks who visit Bangladesh. It has also become an additional source of revenue for the company. GrameenPhone regular (ISD) subscribers can use their mobile phones in the countries where GP has partner networks. The subscribers of the partner networks can also use their mobile phones in Bangladesh. GP regular (with ISD) subscribers can avail the international roaming service if they are holders of International Credit Cards (Foreign currency MasterCard issued by NBL in Bangladesh, American Express Card or any other master card from anywhere in the world). Security deposits and other terms and condition apply to avail the international roaming service.

Short brief on International Roaming

International Roaming is the ability to use your own GSM phone number in another GSM network (another country). With International Roaming facility GP subscribers have the ability to make and receive calls whilst traveling to other countries having GSM network provided GP has an commercial operation with that network operator. The unique roaming features of GSM allow cellular subscribers to use their services in any GSM service area in the world in which their provider has a roaming agreement.

Benefits of Roaming

- Using the same mobile number
- Reachable at one number
- Same mobile handset
- Reduce high bill
- Tensionless traveling around the world
- Move anywhere, anytime without any notice

IR status in GrameenPhone

GP started International Roaming service from March 12, 1999.

Now GP has 104 live roaming partners in 40 countries around the world.

Signed roaming partner-130

ABOUT WAP

WAP stands for "wireless Application Protocol". This is an open global specification that empowers mobile users with wireless devices to easily access to various Internet information and services instantly. It provides the market with data (non-voice) services available to many more participants-anywhere anytime than a personal computer. WAP bridges the gap between the mobile

world and the Internet as well as corporate intranets and offers the ability to deliver an unlimited range of mobile value-added services to subscribers-independent of their network, bearer and terminal. Mobile subscribers can access the same wealth of information from a pocket-sized device as they can from the desktop. WAP is a global standard and is not controlled by any single company. Ericsson, Nokia, Motorola and Unwired Planet founded the WAP forum in the summer of 1997.

Key benefits for a subscriber's of WAP

- Easy to use.
- The possibility of having personalized services.
- Portability. You do not have to entail separate investment for WAP.
- Access to a wide variety of services on a competitive market.
- Fast, convenient and efficient access to services.

Billing Format and Credit Policy

GrameenPhone Limited has its own billing format and credit policy. This billing format describes the different types of charges. The bill has three perforated sections, allowing payment in a GP partner bank without a deposit slip. The upper portion is to be retained by the subscriber while the two bottom portions are to be kept by the bank and GP respectively, with a "paid" stamp placed by the bank on all three portions.

The corporate clients of GP receive the total charges of all the mobile phones under the account on the first page while the details of the charges for each individual mobile phone is provided in the subsequent pages.

According to the Credit Policy, introduced from January 1, 2000, the credit limit of a subscriber will be equal to Tk. 1000 plus the amount of security deposit, if any. Once the total charges (billed or to be billed) exceeds the Credit

Limit, the connection will be automatically barred at any period of the month. The barring will come into effect the moment the Credit Limit is exceeded. The barring is not related to the monthly bills. It can happen any time after the Credit Limit is crossed.

The service will be restored immediately after receiving the payment information. A subscription will be permanently disconnected if the outstanding dues are not paid within three months of barring of the services.

4.12 Product Tariff

Tariffs and Charges

- ❖ All tariffs are subject to change without assigning any reason
- ❖ 15% VAT applicable to all Airtime charges, monthly fees & BTTB charges.

GP-Regular

Monthly Fee	Outgoing						Incoming		Friends & Family (24 Hrs.)
	Mobile to Mobile				Mobile to BTTB		From Mobile	From BTTB	
	Zonal		Inter-zonal						
	Peak 8am- 8pm	Off- Peak 8pm- 8am	Peak 8am- 8pm	Off- Peak 8pm- 8am	Peak 8am- 8pm	Off-Peak 8pm- 8am			
Tk. 350	Tk. 4/min.	Tk. 3/min.			Tk. 4/min. + BTTB Local/ NWD/ ISD charge	Tk. 3/min. + BTTB Local/ NWD/ ISD charge	Free	1st min. free & Tk. 2/min. from 2nd min. onwards	Tk. 1.5/min. for 3 GP nos.

- 30 sec pulse in the 1st min
- 15 sec pulse after 1st min
- During Friday, 24 hours Off-Peak rate applicable
- For ISD & NWD calls: BTTB's Peak (8am - 10pm) & Off-peak (10pm - 8am) rate will be applicable for BTTB charge

GP-National

Monthly Fee	Outgoing				Incoming	Friends & Family (24 Hrs.)
	GP-GP		GP-Others			
	Peak 8am-11pm	Off-Peak 11pm-8am	Peak 8am-11pm	Off-Peak 11pm-8am		
Tk. 150	Tk. 4/min.	Tk. 3/min.	Tk. 6/min.	Tk. 5/min.	Free	Tk. 1.5/min to 3 GP nos.

- 30 sec pulse in the 1st min
- 15 sec pulse after 1st min
- During Friday, 24 hours Off-Peak rate applicable

anytime **300**

Monthly Bundle Fee	Outgoing				Incoming
	Within 1st 300 mins.		After 1st 300 mins.		
	Peak 8am - 11pm	Off-Peak 11pm - 8am	Peak 8am - 11pm	Off-Peak 11pm - 8am	
Tk. 1000	Tk. 0/min.	Tk. 0/min.	Tk. 4/min.	Tk. 3/min.	Free

- 30 sec pulse in the 1st min
- 15 sec pulse after 1st min
- During Friday, 24 hours Off-Peak rate applicable (after 1st free 300 mins.)

anytime **450**

Monthly Fee	Monthly Bundle Fee	Outgoing								Incoming	
		Mobile to Mobile				Mobile to BTTB				From Mobile	From BTTB
		Within 1st 450 mins		After 1st 450 mins		Within 1st 450 mins		After 1st 450 mins			
		Peak 8am-11pm	Off-Peak 11pm-8am	Peak 8am-11pm	Off-Peak 11pm-8am	Peak 8am-11pm	Off-Peak 11pm-8am	Peak 8am-11pm	Off-Peak 11pm-8am		
Tk. 350	Tk. 1,300	Tk. 0/min.	Tk. 0/min.	Tk. 4/min.	Tk. 3/min	Tk. 0/min + BTTB Local/NWD/ISD charge	Tk. 0/min + BTTB Local/NWD/ISD charge	Tk. 4/min + BTTB Local/NWD/ISD charge	Tk. 3/min + BTTB Local/NWD/ISD charge	Free	1st min. free & Tk. 2/min. from 2nd min. onwards

- 30 sec pulse in the 1st min
- 15 sec pulse after 1st min
- During Friday, 24 hours Off-Peak rate applicable (after 1st free 450 mins.)



Outgoing		Easy Hour 12am - 6am	Incoming	My EASY (24 Hrs.)	My Time 6am-9am or 1pm-4pm
Peak 6am-12am					
1st & 2nd min.	3rd min. onwards	Tk. 3/min.	Free	Tk. 3/min. to 1 GP no.	Tk. 3/min. to any GP no.
Tk. 6/min.	Tk. 4/min.				

- 30 sec pulse in the 1st min.
- 20 sec pulse after 1st min.



Outgoing								Incoming		My EASY (24 Hrs.)	My Time 6am-9am or 1pm-4pm
Mobile to Mobile		Mobile to						From Mobile	From BTTB		
		BTTB Local/ISD			BTTB NWD						
Peak 6am-12am	Easy Hour 12am-6am	Peak 8am-12am	Easy Hour 12am-6am	Peak 8am-12am	Easy Hour 12am-6am	Peak 8am-12am	Easy Hour 12am-6am				
1st min.	3rd min. onwards	1st & 2nd min.	3rd min. onwards	1st & 2nd min.	3rd min. onwards	1st & 2nd min.	3rd min. onwards				
Tk. 6/min.	Tk. 4/min.	Tk. 6/min. + BTTB charge	Tk. 4/min. + BTTB charge	Tk. 6/min. + BTTB charge	Tk. 4/min. + BTTB charge	Tk. 6/min. + BTTB charge	Tk. 4/min. + BTTB charge	Free	Tk. 2/min. from 1st min. onwards	Tk. 3/min. to 1 GP no.	Tk. 3/min. to any GP no.

- 30 sec pulse in the 1st min
- 20 sec pulse after 1st min. (for mobile to mobile)
- For BTTB outgoing (ISD) the pulse is 30 sec after the 1st minute. For NWD calls pulse is 60 sec. after 1st min.
- For ISD calls: BTTB's Peak (8am - 10pm) /Off-peak (10pm - 8am) rate will be applicable for BTTB charge.



My Choice

Type of call	Tariff/min in BDT for <i>EASY</i> and <i>EASYGOLD</i>			
	Peak Hour (8am to 12 am)	EASY Hour (12 am to 8am)		
GP to GP calls	4.5	3		
GP to other mobile operator calls	5.5	3		
Incoming from mobile	Free	Free		
GP to BTTB local and ISD	5.5 + BTTB charges	3+ BTTB charges		
GP to BTTB NWD	5.5 + flat 3/min	3+ flat 3/min		
Incoming from BTTB	2	2		

4.13 New Promotional Tariff

Pre-paid tariff

Xplore Postpaid has come up with a very attractive and competitive tariff.

Range	Any Mobile	F&F	BTTB (local/NWD/ISD)	SMS Charge
24 Hour	Tk.1.30/min			F&F: Tk.0.50
		Tk.0.25/min	Incoming: Free Outgoing: GP Tariff + BTTB charge (Local/ NWD/ ISD)	GP and other local operators: Tk.1 International: Tk.2.00

Line Rent: Tk.100/month (This fee too will be waived if the subscribers' monthly airtime usage exceeds BDT 1000)

BTTB Incoming is absolutely free for Xplore :

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

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

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

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



PRG-38



Pre-paid tariff

The country's largest prepaid subscriber base will enjoy freedom of communication like never before.

From March 24, 2008, a whole new array of attractive tariff rates will be applicable for all smile and djuice subscribers. F&F and night-time rates as low as 25 paisa/min, and extended day-time are some of the key highlights of this new offer.

Details of the new tariff rates are as below:

For smile

smile will enjoy **Tk.1.50/min** tariff while calling any GP numbers in **all hours** other than night-time

smile will enjoy **Tk.0.25/min during 12-7 am** for GP-GP calls

smile off-net tariff (to other networks) will be **Tk.2/min**

smile will enjoy **Tk.0.25/min on 3 F&F** numbers 24 hours a day

SMS tariff (to any mobile) will be **Tk.1/sms**

For djuice

djuice will enjoy **Tk.0.25/min** during **12am to 7am** for calls to any GP/djuice number

djuice tariff for calling other networks will be **Tk.2 /min**

djuice will enjoy **Tk.0.25/min on 2 F&F numbers** 24 hours a day

djuice **SMS** tariff will be **Tk.0.75/sms** to any mobile

Currently smile and djuice subscribers, upon usage of Tk.100 in first 30 days, enjoy 35 paisa/min tariff to F&F numbers for up to 100 min (smile M-M and djuice)/ 200 min (smile BTTB) over a period of 90 days. Due to the even lower F&F rates of Tk.0.25/min, the "F&F calls @ 35 paisa/min," offer will no longer be applicable for subscribers who will purchase the connection on or after 24 March 2008.

smile and djuice subscribers will also get **30 second pulse** throughout from now on.

These tariff offers are valid until further notice.

4.14 New start-up offer

Grameenphone brings its prepaid subscribers an all new bundle offer for start-ups. With every new prepaid connection purchased, subscribers will be entitled to attractive discounts on F&F calls in the following months.

In the case of smile M2M and djuice connections, price of connection is BDT 100, with which a recharge amount of BDT 50 is bundled making the package price BDT 150. Moreover, djuice start-up consists of 200 free on-net SMS (djuice-djuice).

In the case of smile BTTB, however, the price of connection is BDT 250, adding the recharge amount of BDT 50 the bundled package price totals BDT 300.

For Business Solutions prepaid connections, the price of the connection is BDT 350, adding the recharge amount of BDT 50 the bundled package price is BDT 400.

This offer is valid for all smile, djuice and Business Solutions prepaid subscribers.

4.15 HSE Policy

GrameenPhone also introduced a Health, Safety and Environment (HSE) policy lately. The aim is to increase awareness about related issues and to make the workplace safer. The initiative has been very well received and supported by all the members of the GP family. Initially taken up in the Technical Division, the HSE policy is now being implemented throughout the country. In addition, a medical clinic has been set up at the GP headquarters, manned by a trained physician.

4.16 New value-added Service

GrameenPhone also introduced a number of value-added services during the year. A News Update Service was introduced in cooperation with The Daily Star and Prothom Alo, two leading newspapers of the country. Subscribers can now get a two-minute update of the latest news by dialing 222 on their GP mobile. Similar services were launched providing latest scores of the Asian Cricket Cup held in Dhaka and providing medical information when there was an outbreak of Dengue Fever in Dhaka last year. It may be noted that GrameenPhone was the first mobile phone operator in the country to introduce value-added services like Voice Mail Service, Short Message Service and data transmission.

4.17 One country, One phone, One rate

GrameenPhone introduced the EASY Pre-paid product with National Mobility with a flat airtime tariff of Tk. 6 per minute in March 1999. An identical Post-paid product was also launched in June of that same year. These two products enabled the GP subscribers to use their mobile phones anywhere in the country where GrameenPhone has coverage, for a flat airtime rate. Both the products became very popular among the subscribers.

5.0 Findings of the Survey

The researcher divides the questionnaire into two parts in the findings and analysis segment; these are general information and customer satisfactory of the users. These two parts will give a clear idea about the customer preference towards TELETALK Bangladesh Ltd. After finishing the survey the researcher found the following findings:

1. I use GrameenPhone/Teletalk because it is the best!

	GP	TELETALK
Strongly Agree	14%	0%
Agree	27%	0%
Nighter Agree nor Disagree	32%	6%
Disagree	21%	15%
Strongly Disagree	6%	79%

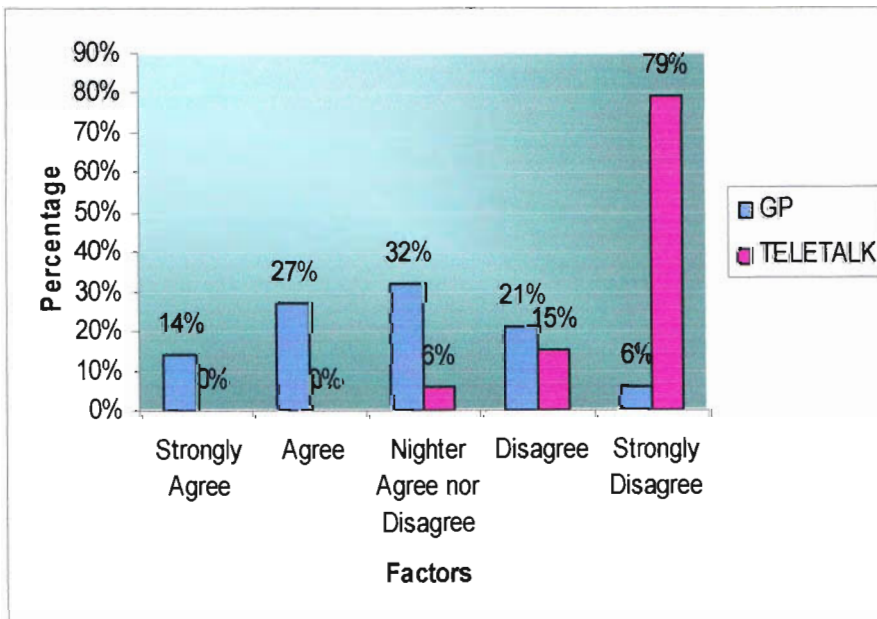


Figure: 5.1 Customers response

The above picture shows most of the users of TELETALK strongly disagree as – Teletalk is the best Telecommunication Company. But maximum subscriber of GP eighter agree or neutral about this comment.

2. I use GP/Teletlk mobile as it has additional features in comparison to other operators.

	GP	TELETALK
Strongly Agree	11%	0%
Agree	21%	19%
Nighter Agree nor Disagree	51%	22%
Disagree	17%	53%
Strongly Disagree	0%	6%

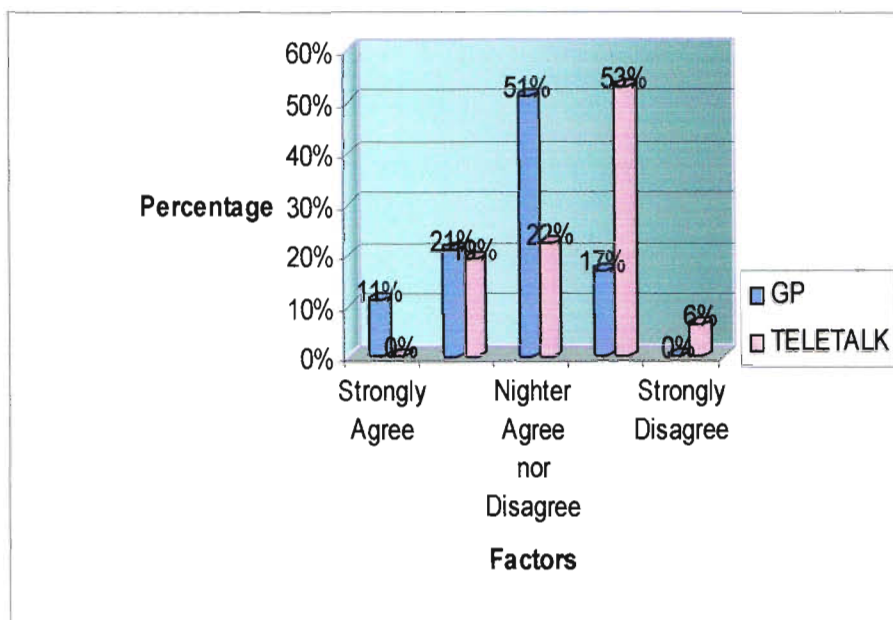


Figure: 5.2 Features

The highest percentage of respondent does disagree with the additional features of Teletalk. But they agree with the additional features of GP.

3. Price of GrameenPhone's/Teletalk's different package is affordable.

	GP	Teletalk
Strongly Agree	6%	1%
Agree	47%	19%
Nighter Agree nor Disagree	35%	41%
Disagree	12%	30%
Strongly Disagree	0%	9%

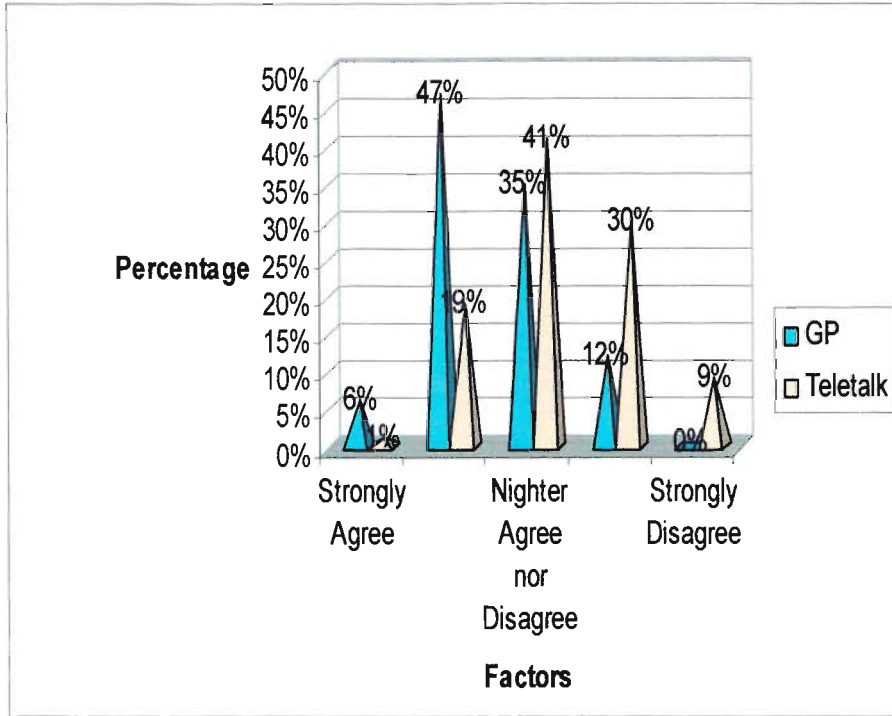


Figure: 5.3 Customers' affordability

The maximum percentage of respondent does agree with the low cost packages additional of Teletalk than the GP.

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

	GP	TELETALK
Strongly Agree	13%	0%
Agree	26%	6%
Nighter Agree nor Disagree	40%	26%
Disagree	34%	46%
Strongly Disagree	7%	22%

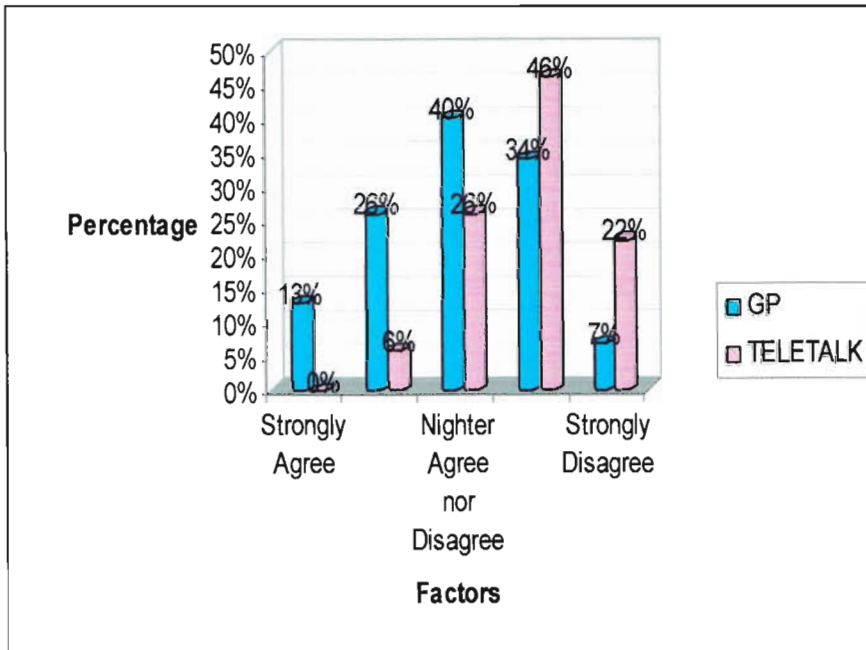


Figure: 5.4 Network Availability

The above table show, the respondents' are satisfied with the service quality of GP than teletalk.

5. Whenever I want to have a GP/Teletalk connection, I can get it.

	GP	TELETALK
Strongly Agree	9%	4%
Agree	17%	3%
Nighter Agree nor Disagree	20%	19%
Disagree	41%	44%
Strongly Disagree	13%	30%

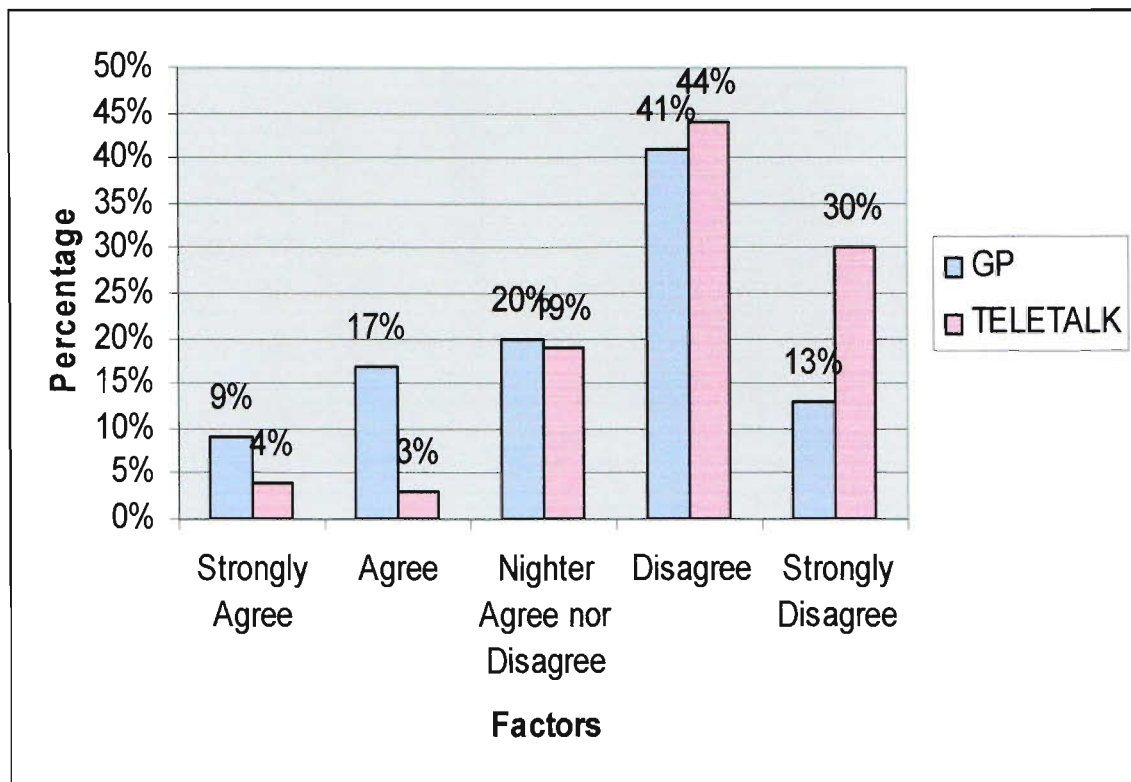


Figure: 5.5 network connection

The above table show, the respondents' are not satisfied with the network facilities.

6. After sales service of GP/Teletalk (Info Centers) is satisfactory.

	GP	TELETALK
Strongly Agree	23%	0%
Agree	56%	0%
Nighter Agree nor Disagree	21%	13%
Disagree	0%	51%
Strongly Disagree	0%	46%

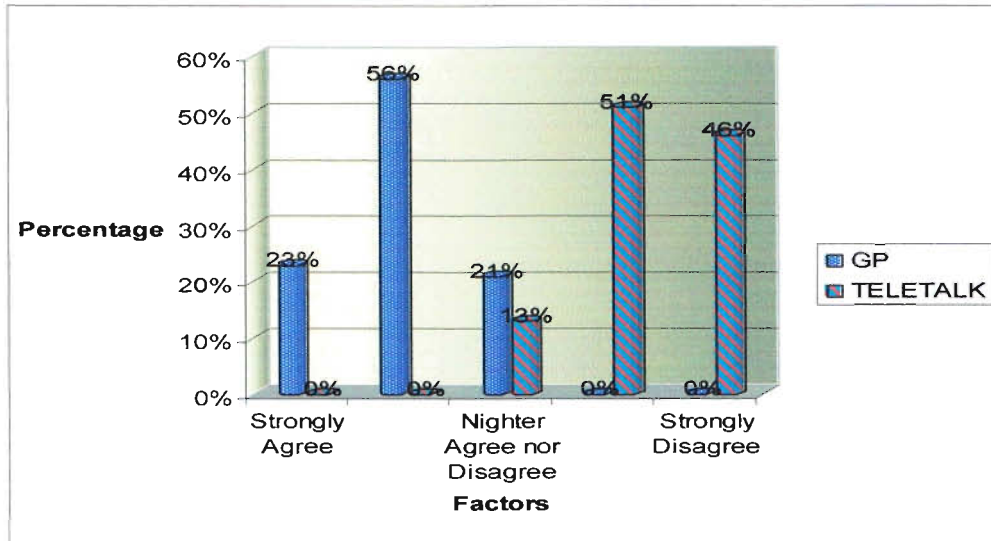


Figure: 5.6 Post sales service

The Post-sales service of GP is more satisfactory than teletalk.

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

	GP	TELETALK
Strongly Agree	7%	0%
Agree	82%	1%
Nighter Agree nor Disagree	11%	6%
Disagree	0%	79%
Strongly Disagree	0%	14%

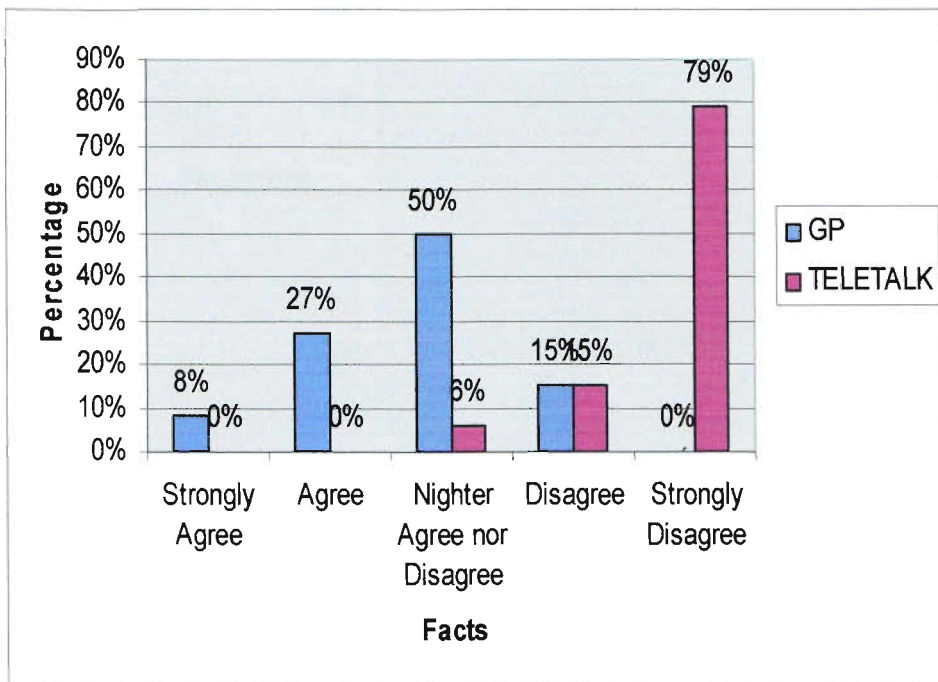


Figure: 5.7 Meeting customer's expectation

The above graph shows the dissimilarities between the customers' expectation and the provided service by Teletalk.

8. Billing rate of GP/Teletalk is low.

	GP	TELETALK
Strongly Agree	0%	17%
Agree	6%	46%
Nighter Agree nor Disagree	65%	25%
Disagree	20%	5%
Strongly Disagree	9%	7%

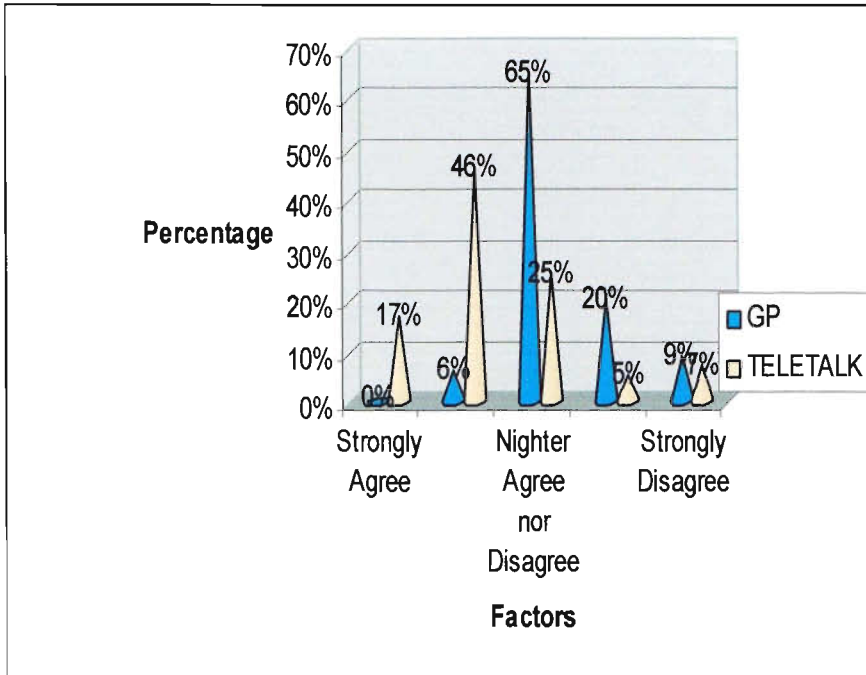


Figure: 5.8 Affordability of billing rate

Customers are satisfied with the billing rate of Teletalk according to their budget.

9. GrameenPhone/Teletalk is very sincere in providing me quality service on a continuous basis.

	GP	TELETALK
Strongly Agree	8%	0%
Agree	27%	0%
Nighter Agree nor Disagree	50%	6%
Disagree	15%	15%
Strongly Disagree	0%	79%

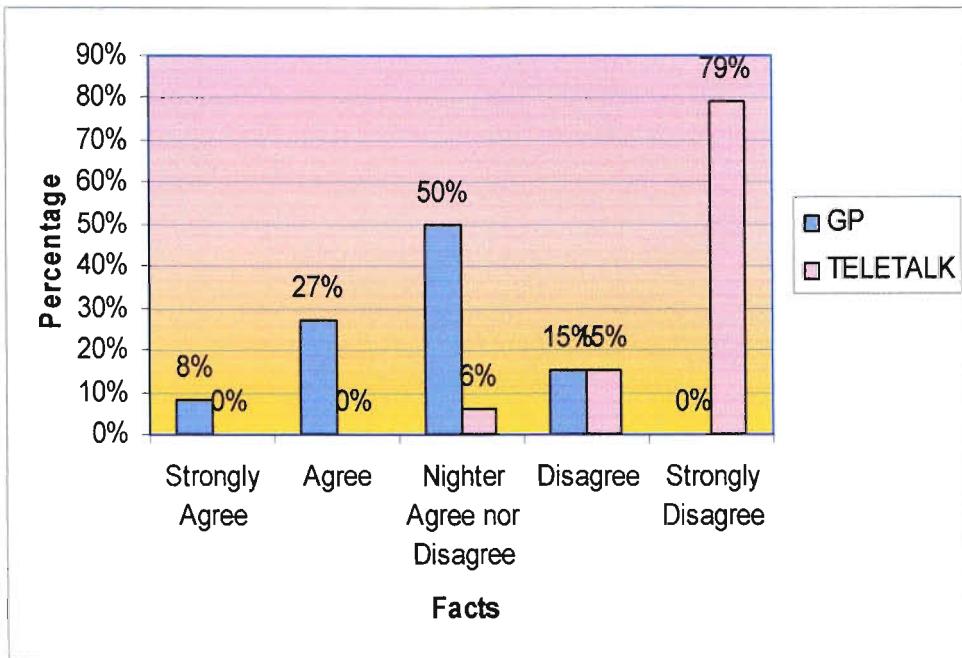


Figure: 5.9 Service quality

Customers are very much irritated about the quality service of Teletalk.

10. If another company comes up with the same features, I will still remain loyal to GP/Teletalk.

	GP	TELETALK
Strongly Agree	13%	3%
Agree	17%	8%
Nighter Agree nor Disagree	43%	17%
Disagree	25%	45%
Strongly Disagree	2%	27%

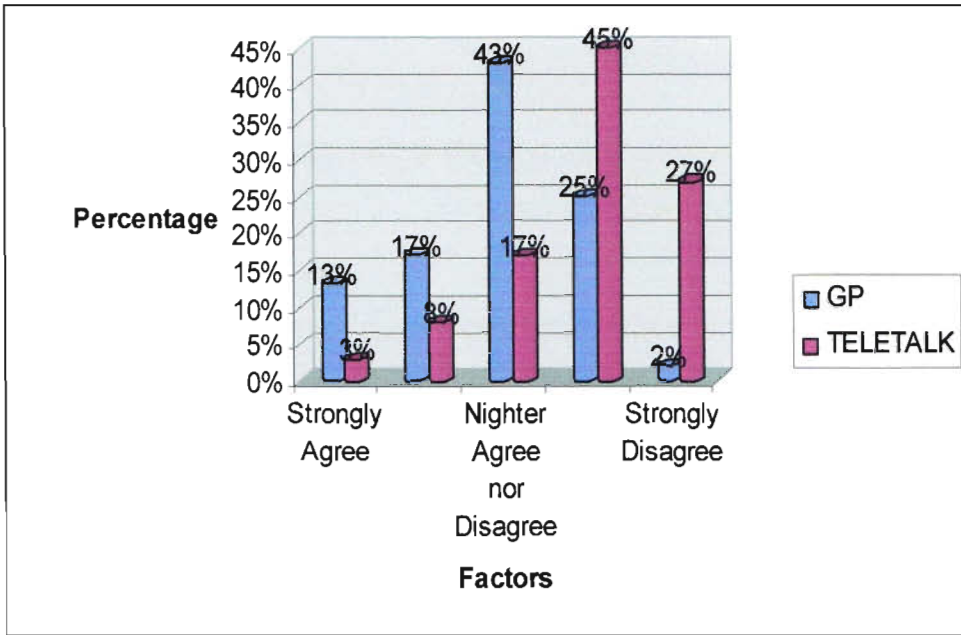


Figure: 5.10 Brand loyalty

The graphs show that most subscribers are not sure about to switch to better offer. They are no more brand loyal.

4.13 COMMENTS

Some comments from the well-wishers of Teletalk:

Teletalk come out with desire and hope to fulfill the local public need in the telecommunication and save them from blood sucker mobile company. But Teletalk has fulfilled a very little desire and yet far from the public desire.

Md. Rafiqul Islam Faisa

0152449224

Teletalk should introduce ISD SMS & ISD roaming service as soon as possible.

Md. Mainul Islam Chowdhury 0152 409429

We are the hotovaga being a Teletalk customer. But still we are happy as we are the customers of a Bangladeshi Mobile Company. We love Bangladesh and Bangladeshi products. Teletalk network system is good but now is the time to give some exclusive offers, discounts.

Zobayer Ahmed

SOME OTHER COMMENTS

- 1) Teletalk should increase the mobile network.
- 2) Teletalk should give facilities of 10/15 sec pulse.
- 3) They have to increase the facilities of customer care.
- 4) They should increase the duration of recharging.
- 5) They have to arrange for free talk time on any festivals.
- 6) Teletalk should have expert marketing team to introduce Tetltalk and its' feature to public

Analysis of the Survey

6.0 Analysis of the Results

As mentioned for several times, Teletalk is only the government company in the mobile telecommunication industry of Bangladesh. It has been successful to build a superior image in comparison to the other operators. In other words, Teletalk has a clear advantage over the corporate facilities from the govt organizations.

Teletalk has some additional features in comparison to its competitors. It is playing a vital role to increase the subscribers of Teletalk. Another important thing is that Teletalk users are mostly satisfied with the initial price of Teletalk connections. Because, before Teletalk's introduction to the market, mobile phones were totally out of reach to BTTB connection with small amount of tariff, Teletalk subscribers were happy with the newly launch facilities. But overall, Teletalk users are not satisfied with service of the company. Many important factors are acting as reasons behind this overall dissatisfaction. Quality of airtime and network availability is not satisfactory. Teletalk connections are not always available. This is especially true for the Pre-Paid service. (Very recently, after conducting my survey, situation has been changed slightly). Sometimes, the subscribers need to pay extra money to get this service.

The info centers of Teletalk are very important for some after-sales services. But, these have shortage of capacity. Dhaka Info Centers are limited and not sufficiently well known to the customers'. The Teletalk helpline is also an important customer care tool. But it is also in shortage of capacity. Subscribers need to spend significant amount of time to search and reach the customer care. Finally, insufficient knowledge of people about the company is the main reason for

less percentage of subscribe. Behavior of the helpline CROs (Customer Relations Officers) is also questionable. But if we think from their end (CROs) it is too tough to handle a large numbers of subscribers with a smiling face continuously. Again the problem is capacity.

6.1 Applying the Gaps Model of Service Quality

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

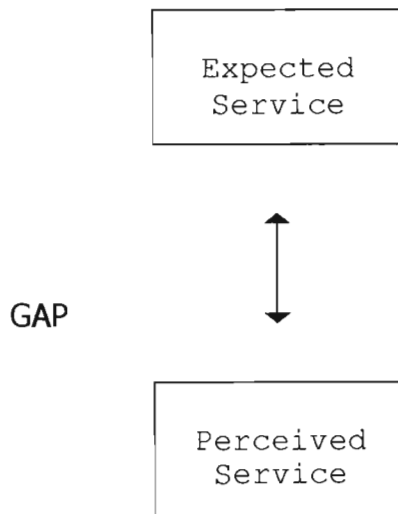


Figure: The Customer GAP

The sources of customer expectations consists of market controllable factors (such as pricing, advertising, sales promises) as well as factors that the marketer has limited ability to affect (innate personal needs, word-of-mouth communications, competitive offerings). In a perfect word, expectations and

perceptions would be identical: customers would perceive that they receive what they thought they would and should.

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

Company gap 1: Not knowing what customers expect

Reasons:

- Inadequate marketing research orientation.
- Lack of upward communication.
- Inefficient relationship focus.

Company gap 2: Not selecting the right service designs and standards

Reasons:

- Absence of customer-driven standards.
- Inadequate service leadership.
- Poor service design.

Company gap 3: Not delivering to service standards

Reasons:

- Deficiencies in human resource policies.
- Failure to match supply and demand.
- Customer not fulfilling roles.

Company gap 4: Not matching performance to promises

Reasons:

- Ineffective management of customer expectations.
- Over promising.
- Inadequate horizontal communication.

Coming back to my project, I tried to find out the four company gaps of Teletalk, considering the data that I have attained through survey and secondary research

Teletalk's Company Gap 1:

Not knowing what customers expect

GrameenPhone does extensive marketing research on a continuous basis. Moreover, there is always bottom-up communication, which enables GP to better understand what customers expect. In case of Teletalk, the low-end officers deal the customers and they better understand the customer's expectation but for insufficient vertical communication finally they are not able to delivery what customers expects.

So, I reach to the conclusion that Teletalk has an organizational administrative 'company gap 1' at present.

Teletalk's Company Gap 2:

Not selecting the right service designs and standards

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

- There is the similarities between the billing rate of GrameenPhone and Teletalkis . It is not playing disturbing role at present; But it can emerge as a problem to Teletalk when GP offers a wider range of features keeping the same billing rate.
- There is a high demand for BTTB accessible mobile phones. Currently this product is offered by GrameenPhone but the price is lowing. As the competitors are offering this same facilities at a lower price, Telekalk is lossing its market share.
- In Dhaka, there is only few info centers which is not well known to the subscriber. For the Teoletalk subscriber, it is a difficult job to search the info

centers and travel all the way and spend significant time sacrificing his/her personal working hours. This is a considerable problem that creates gap.

- Improper quality of airtime and network availability is also a problem for all the telecommunication companies. But as the experts give opinion, it is not abnormal in a network which is going through a massive development process. If any telecommunication will company offer good network facilities then the maximum subscriber will go for them because of insufficient loyal customer.

Teletalk's Company Gap 3:

Not delivering to service standards

This gap is also significant at Teletalk. This gap is very important, because it occurs when a company sets a standard but not deliver as per the standard.

From my observation, some areas of gap 3 are:

- It is a big problem for the Teletalk subscribers that they don't know the options and facilities of Teletalk features. They also unable to get help from the info center because of insufficient information about the company. It is a source of dissatisfaction for them.
- It is expected to get good and polite behave from the helpline officers. But, as found from the survey results, the subscribers of Teletalk do not get appropriate behavior form the helpline. This can be an alarming problem for Teletalk. Because it is very easy to lose a customer in a competitive market.
- Few info center lacks capacity. It is very much time consuming to avail service their. But such services are expected to be availed at a least possible time.
- Most of the Teletalk subscribers are not well educated. They are not equipped enough to handle the mobile phone appropriately. This lack of knowledge of the subscribers creates problems for Teletalk. They assume their inability as Teletalk's poor service.

Teletalk's Company Gap 4:

Not matching performance to promises

Teletalk does not 'over promise' to its subscribers. It should have a good horizontal communication between its important functional divisions like Sales & Marketing, Customer Relations, and Technical. Still, I find some gaps under these criteria:

- Teletalk is not successful to build a positive and friendly image in their subscribers' minds. Subscribers think that Teletalk is not sincere about solving their needs. Moreover, Teletalk management is not successful enough to educate their subscribers properly. These factors are increasing the gap according to my observation.

7.0 Recommendation:

It is surprising that after one year of operation Teletalk is yet to fix up its vision. An organization cannot go far without any vision supported by appropriate mission. Objectives and Goals are to be set up in line with its mission and to achieve those objectives and plans and programs must be prepared. An organization without any vision and mission is a ship without radar and it is bound to drift away in no time. Attention must be given in this respect to fix up organizational mission and vision immediately.

Similarly, all the departments must fix up their target and it is better to make it as much objective as possible. Some of the tentative targets can be cited as follows:

7.1 Marketing Aspects

Teletalk started its stepping with good product but it had no market specification and market development procedure, where the other companies earn a lot depending only promotional strategy. It also needs market research to predict the customers' expectation. The wrong perception turned Teletalk "Marketing and Sales Department' activities confined only to sales activities.

The Marketing department has to start thinking afresh about pulling up new subscribers in areas outside Dhaka. They should also not take it for granted that even in Dhaka the popularity of Teletalk mobiles will remain the time. They must have the vision and drive to poke into a mature market. A good marketing will always analyze about the market situation even during the high demand of its products. In that respect Teletalk should visualize their future also in Dhaka, where at present the demand for the product is reasonably satisfactory.

7.2 Operational Responsibilities:

System Operations should come up with adequate plans and programs ensuring minimum outage time for the BTSs and also for the core network. The fault recovery time should be reduced significantly. At present although the core network performance is quite acceptable, BTS outage time is exceedingly high. System Operations should device the method to calculate daily, weekly and monthly outage and should keep on striving to reduce it as far as possible. To justify an acceptable outage time data from other competitors might be collected and compared

7.3 Expectations from HRD:

As a newborn baby human resource department (HRD) has a major role to play in establishing Teletalk as a threat for other operators. It should identify the fields where there is scarcity of manpower and come up with plans and programs to recruit competent and efficient personnel. Also it should determine the necessity of human resource development in concerned fields and chalk out training program to fill-up those loopholes. It is the responsibility of HRD to prepare lucrative compensation packages to attract potential and competent staff as well. But, it is to be remembered that only attractive compensation packages will not be able to motivate employees to produce their best. Proper monitoring system is a must to squeeze out the best of the employees and it is the responsibility of HRD to develop such a functional system through proper recruitment, training, effective appraisal method linking to compensation, promotion policy and other related stuff. To usher competition and to arouse strive among its officers it might consider recruiting staff from sources other than BTTB even in higher positions. It is to be always remembered that the lethargy inherited from years of government service, in terms of so called security and stability, can not be driven out automatically and in fact, is to be whipped out through effective and efficient human resource management policy. For that

purpose, promotion and compensation packages must be tagged to performance and achievements shunning the present policy, of promoting and rewarding on the basis of only seniority. It's true that it's not possible to implement such a policy in a single day. But, goal of HRD should be driven in that direction. At least, the compensation should be fixed in accordance with the performance of the employee. The competency and experience of those government servants, working in Teletalk on lien, are unquestionable but if they are not channelized in the right direction, it will not only fail to produce the desired outcome rather it will backfire.

7.4 Responsibilities of IT and Billing

At present, "IT and Billing Department" is only engaged rendering billing functions, which might be a present urge. But, the prime responsibility of IT is to ensure smooth and timely flow of operational and managerial information. The functions of all other departments heavily depends on the success of IT in developing automated systems to take care of the requirements of storage, easy access and smooth processing of information. IT should immediately take steps to identify those requirements and act according to the demand.

Timely generation of accurate bills and making them accessible for customers is a prime requirement, which can instill customer confidence. Devices should be identified by "IT and Billing Department" in order to fulfill that objective. Also devices should be worked out for subscribers having high usage, to start with, to be able to see their detail calling records. Having an access to the billing records is not to be considered as a privilege but it should be considered as subscribers' basic right. Eventually this facility must be extended to all subscribers.

7.5 What is required from System Planning

At present the network coverage is far below satisfactory level in all the places except the divisional cities and couple of other districts like Mymensing and Comilla. It's not that in the divisional cities the coverage is incorrigible and in "nothing needs to be done" state. There are pockets in almost all the places, especially to the outskirts of Dhaka and Chittagong. Reacting to the need, the System Planning department has done an appreciable job by submitting a plan to expand the network in time in order to ensure satisfactory network coverage so that the marketing people can have a good footing to advertise the services and accrue customer confidence. Teletalk authority should immediately react to the need of expanding its existing network, more appropriately "filling up" the pockets in the present network, by approving the submitted proposal. There is no time for dilly-dallying this project on the pretext of procedure of procurement mentioned in the procurement policy or shortage of funding or any other excuses. It must be remembered that it's a question of survival and if we can not react in time, time will not wait for us and we shall be a history in no time and everyone of us who are playing roles behind it must be accountable for the downfall of Teletalk

If Teletalk wants to survive, if it really desires to compete with other aggressive operators, there is no alternative of initiating such a pocket filling project immediately. It is easily conceivable that "Dhabi Group" will soon come into the market with more aggressive packages and all existing operators including "Teletalk" should start preparing themselves to fend off that assault.

7.6 Asking from Finance:

"Finance" stands as the heart of any company. Finance Department should prepare the yearly budget on top of which all the departments will chalk out their plans and programs. The budget should be in line with company vision and mission. It has become long due for the Finance department to develop the forecasted "Income Statement" and "Balance Sheet". The "Real Income" can be compared with "Forecasted Income Statement" to evaluate departmental and organizational efficiencies. Also it will help to find out reasons for the mismatch and facilitate taking corrective actions to rectify. The "Income Statement" should also include the "Net Payable" amount to BTTB for all the transmission backbone it has hired and also the rent of spaces offered by BTTB as a kind gesture. Going through the expenditure in hiring backbone from BTTB, System Planning department can investigate the feasibility of investing in a project to install nationwide transmission network by Teletalk.

7.7 Responsibilities of the organization as a whole:

From Corporate perspective it's a major issue to make all the departments work coherently. In this respect, all the high officials should be made thinking not only try to fulfill the goals and objectives set for their respective departments, but also to work in a broader perspective to eventually achieve the mission of Teletalk. For that all the high-ranking officials should be rotated from one department to another to create an organizational feeling rather than more parochial departmental feelings. Moreover, it will obviously help in comparing and evaluating the leadership capability and competency of high-ranking officers of Teletalk in taking decisions and their ability in policy formulation and implementation.

To thrive itself in this market, Teletalk should also immediately initiate another project to increase its capacity base by a handsome margin comparable to that

of GP and Aktel. While other operators are playing all sorts of ploys for manifold increase of their subscriber base, there is no justification for "Teletalk" to do negative marketing and to stop distributing its mobile phones. Teletalk should learn from the experience of BTTB. Once upon a time a man could have sacrificed anything to have a BTTB PSTN connection. That craze has long been over. Now there are places where BTTB installation capacity is sitting idle without any demand from its valued subscribers.



8.0 Conclusion:

At the end a recent comment by a senior GP executive is worth mentioning, in which he expressed that eventually only three operators will be able to survive in Bangladesh. "GP, Aktel and third one he didn't mention the name". Teletalk should take this statement very seriously and should try to find reasons, which prompted the GP executive to jump into such a conclusion, and act accordingly. Any operator, other than GP and Aktel, should take this statement as a challenge and react accordingly either to become the third operator or try to disprove it by dislodging other two operators mentioned in the speech.

It is to be mentioned here that even with strong competition in mobile market, it is still a lucrative market to invest. Otherwise, "Dhabi group" would not have decided to invest money in it. Only requirement is to act in time and in a prudent way. Being the only government operator, with all other four operators being private multinational, it's a challenge for Teletalk to establish itself.

"Teletalk" must raise its level to the stature of other big operators in terms of number of subscribers and Quality of Service. Otherwise, time is not far away when subscribers will start rejecting Teletalk and Subsequently, it will be thrown into oblivion to become a history for its critics to laugh at.

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Appendix A: Questionnaire

(Sample Questionnaire)

Age:	Sex:
Income:	Occupation::

For How long (years) you are using GP/Teletalk? (Please Circle)

Ans: 1 2 3 4 5

(The scale rates from Strongly agree to Strongly disagree)

1. I use GrameenPhone/Teletalk because it is the best!

Ans: 1 2 3 4 5

2. I use GP/teletalk mobile as it has additional features in comparison to other operators.

Ans: 1 2 3 4 5

3. Price of GrameenPhone's/Teletalk's different packages is affordable.

Ans: 1 2 3 4 5

4. Service quality of GP/Teletalk is satisfactory.

Ans: 1 2 3 4 5

5. Whenever I want to have a GP/teletalk connection, I can get it.

Ans: 1 2 3 4 5

6. After sales service of GP/Teletalk (Info Centers) is satisfactory.

Ans: 1 2 3 4 5

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

Ans: 1 2 3 4 5

8. Billing rate of GP/Teletalk is low.

Ans: 1 2 3 4 5

9. GrameenPhone/Teletalk is very sincere in providing me quality services on a continuous basis.

Ans: 1 2 3 4 5

10. If another company comes up with the same features, I will still remain loyal towards GP/Teletalk.

Ans: 1 2 3 4 5

Additional Comment(s): -----

Appendix B: Organogram

