

Report On

‘Analyze the Customer Satisfaction and Management Perception of Grameenphone; gap analysis in between the Customer Expectation and the Management Perception’



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## LETTER OF TRANSMITTAL

August 25th, 2014

Prof Dr Masudur Rahman

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Subject: Request for approval of Internship Report

Dear Sir,

With the progression of time, I am understudy of BRAC Business School remaining on the other substance of my course consummation, consequently are finished with my temporary position report naming „Analysis of the Customer Satisfaction and Management Perception of Grameenphone; recognize the Gap in the middle of the Customer Expectation and the Management Perception“ as Vividly enough, my exploration contains sufficient undertakings. Be that as it may, almost certainly, my commitment will be best assessed on your sharp size of acknowledgment and explanatory comments.

Therefore, I am presenting my cover your extremely concern. Ideally, you will find my very much investigated, instructive methodology as a sign of diligent work. Or maybe, if there should arise an occurrence of any further elucidation or elaboration as to my report, I would welcome the chance to counsel with you to investigate how my discoveries could best address your issues.

Thanking You.

With best regards,

Md Aminul Islam

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## DECLARATION OF STUDENT

This is to advise that this report „Analysis of the Customer Satisfaction and Management

View of Grameenphone; hole examination in the middle of the Customer Expectation and the Management Perception' has been set up as a piece of my temporary job conventions. It is a required piece of our BBA program to present an entry level position report. Also, I was motivated and educated by my manager Tamzidul Islam, Senior Lecturer, BRAC Business School, and BRAC University.

Md Aminul Islam  
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## ACKNOWLEDGEMENT

I am Shabbir Ahmed and might want to offer my heartiest thanks to the individuals who helped me completely through to finish my temporary position cover "Grameenphone Limited".

At the specific starting, I might want to thanks my all-powerful. I likewise need to thank my scholastic director Md Tamzidul Islam, Senior Lecturer of BRAC Business School, BRAC University, for giving me all the fundamental aides for the culmination of this report. Much obliged to you Sir for managing me and urging me to, effectively total this report. Also, I might want to thank, my chief and all the worry individuals of Grameenphone for helping me to set up this report with sufficient and right data.

I likewise apologize generously for any excluded name whose commitment was additionally corresponding for any conceivable perspective. In conclusion, I gravely thank the Almighty.

## Executive Summary

So as to furnish an understudy with employment introduction and a chance of the progress of hypothetical information into genuine experience, an entry level position is an absolute necessity. A superior harmony between hypothesis and practice can be increased through this program. The report is a blend of three months temporary position program with Grameenphone.

The goal of this examination is to procure the learning about the client desire and the board impression of Grameenphone and to complete a hole investigation in the middle of client desire and the board observation for which the Gap Model of Service Quality has been utilized.

Grameenphone is a quickly developing joint endeavor organization in the media transmission industry of Bangladesh. Thinking about the significance of consumer loyalty, this undertaking was intended to evaluate the fulfillment dimension of Grameenphone's endorsers and to do the Gap Analysis of Service Quality. Grameenphone has been effective to fabricate an unrivaled picture through its wide system inclusion.

The main area, of this report incorporates a short outline of Grameenphone its vision, mission and qualities. It additionally gives the verifiable foundation of Grameenphone, and examines about the items and administrations that Gameenphone offers. In addition, a short outline of media transmission industry is given too, where the possession structure of Grameenphone is given. The second part, of this report portrays the activity obligations and duties performed amid my multi month temporary job program at Grameenphone. Thirdly, there is the task part that incorporates the target and technique of venture, alongside the degrees and impediment. The 5 holes of the administration show are talked about extremely well with the model and it is investigated with the assistance of the outcomes found through review and meeting. Toward the end, the conceivable explanation for the holes is given and couple of suggestions are given on how Grameenphone can limit the holes and can expand the supportability of their piece of the overall industry in the media transmission industry of Bangladesh.

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# **OVERVIEW OF GRAMEENPHONE**



## 2.1 Background of Grameenphone

Grameenphone the main media communications administrator of Bangladesh is a piece of Telenor Group which has nearness in 13 advertises crosswise over Europe and Asia.

Before Grameenphone's initiation, the telephone was for a chosen urbanized few. The mobile phone was an extravagance: a mocking frill for the select tip top. The mass couldn't think about versatile communication as being a piece of their lives.

Grameenphone began its adventure with the Village Phone program: a spearheading activity to engage provincial ladies of Bangladesh. The name Grameenphone means "Rustic telephone".

Beginning its tasks on March 26, 1997, the Independence Day of Bangladesh, Grameenphone was the primary administrator to present GSM Technology in this nation. Grameenphone spearheaded the then leap forward activity of versatile to portable communication and turned into the primary administrator to cover 99% of the country's individuals with system

Since its initiation Grameenphone has constructed the biggest cell arrange in the nation with more than 13000 base stations. Directly, almost 99 percent of the nation's populace is inside the inclusion territory of the Grameenphone arrange. Grameenphone has dependably been a pioneer in presenting new items and administrations in the neighborhood telecom showcase.

Grameenphone was the primary organization to present GSM innovation in Bangladesh when it propelled its administrations in March 1997.

Grameenphone was additionally the principal media transmission administrator in Bangladesh to present the prepaid administration in September 1999. It built up the initial 24-hour Call Center, presented esteem included administrations, for example, VMS, SMS, fax and information transmission administrations, worldwide meandering administration, WAP, SMS-based push-pull administrations, EDGE, individual ring back tone and numerous different items and administrations. In October 2013 the organization propelled 3G benefits financially. The whole Grameenphone arrange is 3G/EDGE/GPRS empowered, enabling access to fast Internet and information administrations from anyplace inside the inclusion zone. There are right now more than 7 million 3G/EDGE/GPRS clients in the Grameenphone arrange.

Today, Grameenphone is the main and biggest media communications specialist co-op in Bangladesh with more than 48.68 million endorsers as of March 2014.

Grameenphone has so far contributed more than BDT 24,600 crore to construct the system foundation .

Grameenphone is one of the biggest citizens in the nation, having contributed more than BDT 36,500 crore in immediate and circuitous assessments to the Government Exchequer throughout the years

There are presently in excess of 1600 GP Service Desks the nation over covering about all upazilas all things considered and 94 Grameenphone Centers in all the divisional urban areas

Grameenphone has around 4400 full and impermanent workers

500,000 individuals are specifically subject to Grameenphone for their occupation, working for the Grameenphone merchants, retailers, scratch card outlets, providers, sellers, temporary workers and others

### **2.1.1 Vision**

“We Empower societies. We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.”

### **2.1.2 Mission**

“We’re here to help our customers. We exist to help our customers get the full benefit of being connected. Our success is measure by how passionately they promote us.”

### **2.1.3 Values**

Make It Easy

We are functional. All that we create ought to be straightforward and utilize. Since we always remember we are attempting to make our clients' lives less demanding.

Keep Promises

We are imaginative. We convey vitality and creative ability to our work. We need to be an accomplice in the advancement of our locale. We are enthusiastic about our business, clients and our nation.

Be Inspiring

Everything we set out to do should work. In the event that it doesn't, we are there to put things right. We are about conveyance, not over promising - activities not words.

Be Respectful

- We recognize and regard the nearby culture. We are aware and proficient as to every one of our associations, both inside and remotely. We are open, useful and amicable.

## 2.2 History of Grameenphone Ltd

Grameenphone was the first company to introduce GSM technology in Bangladesh when it launched its services in March 1997. With a nationwide network that covers almost 100 percent of the population, Grameenphone's entire network is EDGE/GPRS/3G enabled and so all our subscribers have access to the internet and approximately 7.2 million people are using our internet services. Grameenphone is a joint venture between Telenor (56%) of Norway and Grameen Telecom (34%) of Bangladesh. Grameenphone is a public limited company listed with the Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited.



### **2.3 Contribution to Government Exchequer**

The Company has so far contributed more than BDT 24,300 crore to construct the system and foundation since its commencement, and in addition the biggest citizen as of late with the total commitment to the National Exchequer remaining at over BDT 35,500 crore, as of fourth quarter of 2013. Grameenphone has more than 8,700 base stations the nation over. These base stations are in itself an enormous speculation into the business and the nation. Because of this re-speculation, Grameenphone can give the best, most extensive and clearest organize in Bangladesh.

### **2.4 Management of Grameenphone Ltd**

The best administration of Grameenphone Ltd completed their administration jobs extensively throughout the years. There has been substitution or changes in the positions however all have cooperated to build the general execution of the association. Supervisory crew of Grameenphone involves the Managing Director, the Deputy Managing Director and the Divisional Heads of the organization.

### **2.5 Products and Services offered by Grameenphone**

In this area we will get presented with various items and administrations and the main elements of GP items and administrations. Grameenphone's center offering is "broadcast appointment" (talking time). GP furnishes this broadcast appointment with varieties. Their product offering is a lot further than its rivals. I might want to quickly concentrate on various GP items and their highlights: These appealing items and administrations are intended to oblige the necessities of the individual endorsers. There are six items at present being offered by Grameenphone. The items are:

#### **2.5.1 Prepaid Package**

☐ Smile: Call charge of grin out going to GP administrator is 1.5 taka and to other administrator is 2.0 taka. All grin supporters appreciates T&T and ISD approaching and active office. For

grin bundle Special time and my decision is material. In uncommon time, 12 pm to 4 pm and 12 am to 8 am an endorser can talk in a lower rate .49 taka GP to GP

☐ Shohoj: The cost of the paid ahead of time SIM Smile card is 149 taka. Get charge of Sohoj out heading off to any number is .79 taka. A call age charge of .30taka will include the primary moment. All Sohoj supporters appreciate T&T and ISD approaching and active office. For Sohoj bundle Special time and my decision isn't material.

☐ Bondhu: The cost of the paid ahead of time SIM Smile card is 149 taka. In this bundle an endorser can enact 7 fnf numbers and talk just .49taka 24 hour. Get charge of Sohoj out going to other number is .99 taka. A call age charge of .30 taka will include the principal minute. All Sohoj supporters appreciate T&T and ISD approaching and active office. For Sohoj bundle Special time and my decision isn't appropriate.

- Aapon: The cost of the paid ahead of time SIM Smile card is 149 taka. Get charge of Aapon out going to GP administrator is 1.25 taka and to other administrator is 1.49 taka. All Aapon endorsers appreciate T&T and ISD approaching and active office. For Aapon bundle Special time and my decision is relevant. In uncommon time, 12 pm to 4 pm and 12 am to 8 am an endorser can talk in a lower rate .49 taka GP to GP. In this bundle an endorser can actuate 3 fnf numbers and talk just .49 taka 24 hour. A call age charge of .09 taka will include the main moment.
- Baadhon: This is where clients get both telephone with sim with just taka 1499.
- Djuice: Call charge of Djuice, out going to GP administrator is 2.00 taka and to other administrator is 2.00 taka. All Djuice supporters appreciate T&T and ISD approaching and active office. For Djuice bundle Special time and my decision is relevant. In unique time, 12 pm to 4 pm and 12 am to 8 am an endorser can talk in a lower rate .49 taka GP to GP. In this bundle an endorser can enact 2 fnf numbers and talk just .49 taka 24 hour. Network levy of djuice is .49 taka/min. This bundle isn't accessible in market now.
- Business Solution: The cost of the paid ahead of time SIM Smile card is 149 taka. Get charge of Business Solution out going to GP administrator is 1.00 taka and to other administrator is 1.20 taka. All Aapon supporters appreciate T&T and ISD approaching and active office. For Business Solution bundle Special time and my decision is material. In extraordinary time, 12 pm to 4 pm and 12 am to 8 am an endorser can talk in a lower rate 0.49 taka GP to GP. In this bundle an endorser can enact 4 fnf numbers and talk just .49 taka 24 hour. Network levy is .49 taka/min.
- Ekota: The cost of the paid ahead of time SIM Smile card is 149 taka. Get charge of Ekota out going to GP administrator is 1.00 taka and to other administrator is 1.20 taka. All Ekota endorsers appreciate T&T and ISD approaching and active office. For Ekota bundle Special time and my decision is relevant. In uncommon time, 12 pm to 4 pm and 12 am to 8 am an endorser can talk in a lower rate 0.49 taka GP to GP. In this bundle an endorser can initiate 4 fnf numbers and talk just 0.49 taka 24 hour. Network tax is .49 taka/min.
- GP Public Phone: The cost of the bundle is 200 taka. Endorser gets 1 second heartbeat for all call from the first moment. Call rate .99 taka/min to any number. For ISD out going, ISD accuses will be included of .99 taka. They have another choice to change over it in to .65 taka for each moment plan, however then they have no heartbeat for talking. Network tax of Gp Public Phone is .75 taka/min.
- Village Phone: This is a unique sort of result of GP, conveyed through Grameen Bank. This item is sold just for business reason and particularly to immature town ladies. The cost of the bundle is 200 taka. Supporter gets 1 second heartbeat for all call from the first moment. Call rate .99 taka/min to any number. For ISD out going, ISD accuses will be included of .99 taka. They have another alternative to change over it in to .65 taka for each moment plan, however then they have no heartbeat for talking.
- Internet SIM: The cost of the paid ahead of time SIM Smile card is 149 taka. Endorsers can utilize web and can send SMS with this SIM.

## 2.5.2 Postpaid Package

□ Xplore: The cost of the paid ahead of time SIM Smile card is 650 taka. Get charge of Xplore out going to GP administrator is 1.3 taka and to other administrator is 1.30 taka. All Xplore supporters appreciate T&T and ISD approaching and active office. For Apon bundle Special time and my decision is pertinent. In extraordinary time, 12 pm to 4 pm an endorser can talk in a lower rate .49 taka GP to GP. In this bundle an endorser can initiate 4 fnf numbers.

□ Business Solution Postpaid: The cost of the paid ahead of time SIM Smile card is 650 taka. Call charge of Business Solution Postpaid out going to GP administrator is 1.0 taka and to other administrator is 1.2 taka in business hour. All Business Solution Postpaid supporters appreciate T&T and ISD approaching and active office. For Business Solution Postpaid bundle Special time and my decision is pertinent. In uncommon time, 12 pm to 4 pm a supporter can talk in a lower rate .49 taka GP to GP. In this bundle an endorser can initiate 3 fnf number and talk onlt .49taka 24 hour.

□ Internet SIM Postpaid: The cost of the paid ahead of time SIM Smile card is 200 taka. Supporters can utilize web and can send SMS with this SIM.

- Value included administrations

□ Short Message Service (SMS): With this administration, GP's supporters can send instant messages of up to 160 characters starting with one GP handset then onto the next. The administration accompanies the majority of the items, free of month to month charges. Such messages can likewise be sent to other GSM telephones in different systems abroad gave the supporter has the ISD choices with his/her administration. The charge of sending SMS is 0.5 taka nearby and 2.0taka in abroad.

□ Voice Mail Service (VMS): This administration works like a voice-mail. Anybody calling a GP supporter who is distant right then and there can leave a message, which the endorser can recover later. The administration accompanies most versatile items, free of month to month charges.

□ Fax/Data: Fax and information administrations are accessible in post-paid bundles for corporate customers. The administration empowers clients to send/get fax and information through their handsets by interfacing with a PC/Laptop.

□ Standard GSM highlights: Caller Identification, Call Barring, Call Holding, Call Conference, and Call Forwarding in both paid ahead of time and Post-paid bundles. These GSM highlight can be initiated or deactivated free of expense.

□ EDGE benefit: Grameen Phone is giving Edge benefits under which a supporter can utilize web, multi media message administrations and WAP. However, for utilizing EDGE, the hand set of the supporter ought to be EDGE programming supportable. There are seven bundles for EDGE. In package1 endorser need to pay .02 taka for per kilobytes perusing. In package2, endorser will pay 850 taka for each month and against that, s/he cal have boundless peruse. In Package endorser can appreciate boundless perusing from 12 am to 8 am at an expense of 300 every month. In bundle 4 endorsers can utilize 24 hour perusing at an expense of 60 taka. In bundle 5 endorsers can utilize 5GB at an expense of 700taka with a legitimacy of 30 days.

In bundle 6 supporters can utilize 1GB at an expense of 300taka with a legitimacy of 30 days. What's more, in bundle 7 endorsers can utilize 15 MB at an expense of 29 taka with a legitimacy of 15 days.

□ Voice SMS: GP give voice sms benefit in which a supporter can leave a voice message of 60 seconds. Last 10 voice sms is kept in GP server. For hearing voice sms first time, there is no charge. Be that as it may, for next each time one endorser needs to hear, s/he needs to pay 1 taka.

## 2.6 Industry Analysis

The general population of Bangladesh are presently longing for a computerized Bangladesh. Quicker advancement of media communications arrange combined with enhanced nature of administration in accordance with the national improvement is an unquestionable requirement for the satisfaction of the vision and yearning of computerized Bangladesh and furthermore to take her to a place of respect in the network of countries in the 21st century. Cell phone administrators have been assuming a vital job in such manner (Rahman, 2010). The most recent decade has brought the main influx of the genuinely versatile age which is worked around cell phones, short informing administration (SMS), and convenient electronic collaborators. In any case, now there is solid proof to recommend that there is a considerably greater wave to come driven by the expanding worldwide innovative pattern towards portability and innovation mix. This is apparent through the plans and vital bearings of a large number of the significant players in this field (Mahmud and Chowdhury, 2010).

The media transmission benefits in Bangladesh were given until 1989 by the state-possessed imposing business model supplier Bangladesh Telegraph and Telephone Board (BTTB), broadcast communications administrations. In 1989, the Government of Bangladesh opened the telecom part by granting licenses to two administrators; one to work settled phones in rustic zones (Bangladesh Rural Telecom Authority); and the other to work cell phone and pager (Bangladesh Telecom Ltd-BTL) administrations. In 1992, Pacific Bangladesh Telecom Limited (PBTL) purchased the portable piece of the BTL (Khan 2003). The broadcast communications showcase in Bangladesh, especially the cell phone segment comprises of six cell phone administrators. These are Grameenphone Limited (GP), Orascom Telecom Bangladesh Limited (Banglalink), Robi Axiata Limited, Airtel Bangladesh Limited, Pacific Bangladesh Telecom Limited (Citycell), and Teletalk Bangladesh Limited

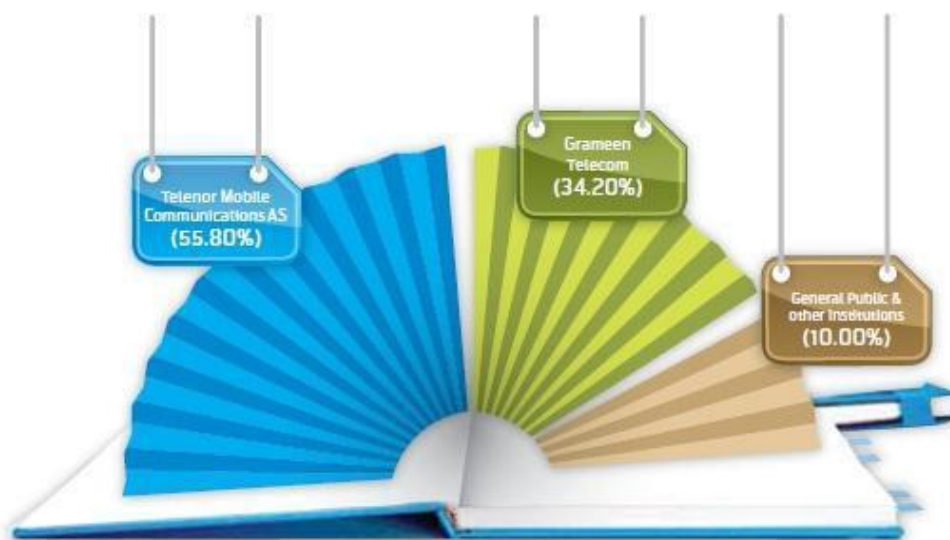
Since its origin Grameenphone has fabricated the biggest cell arrange in the nation with more than 13,000 base stations in excess of 7000 areas. By and by, about 98 percent of the nation's populace is inside the inclusion territory of the Grameenphone organize. Grameenphone has dependably been a pioneer in presenting new items and administrations in the neighborhood advertise. GP was the principal organization to present GSM innovation in Bangladesh when it propelled its administrations in March

1997. Grameenphone was likewise the principal administrator to present the prepaid administration in September

1999. It built up the initial 24-hour Call Center, presented esteem included administrations, for example, VMS, SMS, fax and information transmission administrations, worldwide meandering administration, WAP, SMS-based pushpull administrations, EDGE, individual ring back tone and numerous different items and administrations.

The whole Grameenphone arrange is likewise EDGE/GPRS empowered, enabling access to fast Internet and information administrations from anyplace inside the inclusion zone. There are as of now almost 2.6 million EDGE/GPRS clients in the Grameenphone organize. Today, Grameenphone is the main media communications specialist co-op in Bangladesh with in excess of 33 million endorsers.

## 2.7 Ownership Structure



The shareholding structure comprises of mainly two sponsor Shareholders namely Telenor Mobile Communications AS (55.80%) and Grameen Telecom (34.20%). The rest 10.00% shareholding includes General Public & other Institutions.

### 2.7.1 Telenor Mobile Communications

TMC, an organization set up under the laws of the Kingdom of Norway, looks to create and put resources into Telecommunication arrangements through immediate and circuitous responsibility for and

to go into national and global partnerships identifying with broadcast communications, it is an auxiliary of Telenor Mobile Holdings AS and an associate of Telenor. Telenor ASA is the main Telecommunications Company of Norway recorded on the Oslo Stock Exchange. TMC claims 55.80% offers of Grameenphone Ltd.

Telenor's solid global extension as of late has been founded on driving edge skill, obtained in the Norwegian and Nordic markets, which are among the most profoundly created innovation showcases on the planet. It has significant International activities in portable communication, satellite tasks and pay Television administrations. Notwithstanding Norway and Bangladesh, Telenor possesses versatile communication organizations in Sweden, Denmark, Hungary, Serbia, Montenegro, Bulgaria, Thailand, Malaysia, Pakistan, India and Myanmar. Telenor has 166 million united portable memberships worldwide as of December 31, 2013.



Telenor utilizes the ability it has picked up at its home and universal markets for the advancement of developing markets like Bangladesh.

As a feature of the transformation of Grameenphone from a private constrained to an open restricted organization, Telenor Mobile Communications AS exchanged ten (10) shares each on May 31, 2007 to its three (3) offshoot associations to be specific Nye Telenor Mobile Communications II AS, Norway; Telenor Asia Pte. Ltd., Singapore; and Nye Telenor Mobile Communications III AS, Norway.

### **2.7.2 Grameen Telecom**

Grameen Telecom, which possesses 34.20% of the offers of Grameenphone, is a not-revenue driven organization in Bangladesh set up by Professor Muhammad Yunus, champ of the Nobel Peace Prize 2006.

GTC's order is to give simple access to GSM cell benefits in provincial Bangladesh and make new open doors for money age through independent work by giving villagers, generally the poor country ladies, with access to present day data and correspondence based advances.

Grameen Telecom, with its field arrange, directs the Village Phone Program, through which Grameenphone gives its administrations to the quickly developing country clients. Grameen Telecom prepares the administrators and handles all administration related issues.

GTC has been acclaimed for the creative Village Phone Program. GTC and its Chairman Nobel Peace prize laureate Professor Muhammad Yunus have gotten a few honors which incorporate; First ITU World data Society Award in 2005; Petersburg Prize for Use of the IT to enhance Poor People's Lives" in 2004; GSM Association Award for "GSM in Community Service" in 2000.

As a major aspect of the change of Grameenphone from a private constrained to an open restricted organization, Grameen Telecom exchanged one offer each on May 31, 2007 to Grameen Kalyan and Grameen Shakti.

# **JOB RESPONSIBILITIES**

### 3.1 Job Duties

I was doled out in the Direct Sales, Commercial division of Grameenphone, I used to work with High Value Key Accounts (HVKA). Generally I used to manage Padakhep, BRAC Center and World Vision, here I labored for 3 months; I used to complete a few sorts of work, the undertaking that was performed by me are recorded underneath:

- Assist when the workers go to visit to advance new bundles

At the point when worker goes to advance new bundle which is Business Solution Pack 3, after they are finished with the introduction session, I have to convey the handout and flyer to the clients, and give them a concise portrayal about the bundle, gather their Name, Contact address, Designation and friends name, and make a database of those client.

At that point send them mail and speak with them, if necessary call them and converse with them and persuade them for the movement to the individual bundle.

- Whenever there is any business arrange, convey the item

At whatever point there is any deal arrange put in the Direct Sales Department in HVKA unit, I used to gather the item from the Log which is the product place of Grameenphone, and after that convey the item to the separate organization. In the wake of conveying the item I used to gather the separate records required for the enactment of the item.

At long last after enactment, I utilized take care of the after deals benefit; if any whine announced from those customers I used to give them the proper arrangement. On the off chance that impractical to give fitting arrangement by me, take bolster from the worry individual and give them proper arrangement as quickly as time permits.

- Doing Voluntary work in the B2B Fest 2014 sorted out by Direct Sales of GP

There was a Business to Business reasonable sorted out by direct deals, where the corporate customers of direct deals were allowed a chance to move their item at a GP House to the Grameenphone representative, parcel of organizations were there in the B2B reasonable with their item

- Data passage

There was loads of information passage work done, setting up the database of the customer after the crusade; likewise expected to give section of the number for relocation to Business Solution Pack 3.

- Using Photocopy and sweep machine

There were parcel of output and photograph duplicate work done by me. It was an alternate sort of involvement for me, as I have never utilized the photocopy machine. By working here I inspired the chance to utilize it.

# **PROJECT PART**

## **4.1 Description of the Project**

### **4.1.1 Origin of the Report**

Internship program is the most important period for a BBA student. The duration of internship program is 3 months, which carries a best learning process to know about the organization and cope up the environment in such a way like professional employees. The experience that got by an intern during the internship period will make them more smart and professional in their future job sector. I started my internship at Grameenphone, Head Office, on 25<sup>th</sup> of May 2014 to 26<sup>th</sup> of August 2014.

### **4.1.2 Objectives of the Project**

The initial objective of writing this report is to fulfill the partial requirement of the BBA degree.

#### **4.1.2.1 General Objective**

The general objective of this report is to fulfill the requirement of internship report.

#### **4.1.2.2 Specific objectives**

- Know about the customer expectation of Grameenphone
- Know about the management perception
- Identify the gap in between customer expectation and management perception
- Find out the reason behind the gap
- Finally, end up giving some recommendation on how to close the gap

### **4.1.3 Methodology**

The report is descriptive in nature. To prepare a report gathering data is very important. The information was collected from both primary and secondary sources of data.

#### 4.1.3.1 Primary data

- Personal observation
- Face to face conversation with the respective employees and clients
- Questionnaire survey

#### 4.1.3.2 Secondary data

- Study on Annual Reports of Grameenphone
- Online data from Grameenphone website
- Study several article on Telecommunication industry of Bangladesh

#### 4.1.4 Questionnaire Design

Survey was set up with both open and close finished inquiries. The objective populace was workers or customers who are utilizing the administration of Grameenphone. Add up to test size of the client was 20 and the example size of workers was 10 of which 4 of them were from Grameenphone Center (GPC) and 6 of them were from call focal point of Grameenphone.

#### 4.1.5 Scope of the Report

Media transmission industry is the developing business in Bangladesh. In this focused world it is extremely difficult to hold the piece of the pie in this industry, if the client isn't fulfilled by the administration. Thus, it is vital to recognize the client desire and close the hole between client desire and the board discernment.

#### 4.1.6 Benefit of the report

As an understudy, I have found out about the corporate organizations and assembled clear information about media transmission industry of Bangladesh explicitly about Grameenphone. I additionally have taken in the report composing, as a lot of hypothesis is incorporated into this report.

#### 4.1.7 Limitations of the investigation

Because of some lawful commitment and business mystery Grameenphone was hesitant to give some delicate information. In this way, this investigation confines just on the accessible distributed information and certain level of formal and casual meeting and constrained study. Despite the fact that the specific investigation is broad in nature, hard exertion was given to make the examination advantageous and important and still, at the end of the day there exists some restriction. Besides, to persuade the client to give some time was another incredible test for me.

## 4.2 Gaps Model of Service Quality

The hole model of administration quality is a critical consumer loyalty structure. In "A theoretical model of administration quality and its suggestions for future research" (The Journal of

Marketing, 1985) distinguish five noteworthy holes that confront associations trying to meet customer's desires for the client encounter

The five holes that associations should gauge oversee and limit:

Hole 1 is the separation between what clients expect and what supervisors think they expect – Clearly study look into is a key method to limit this hole.

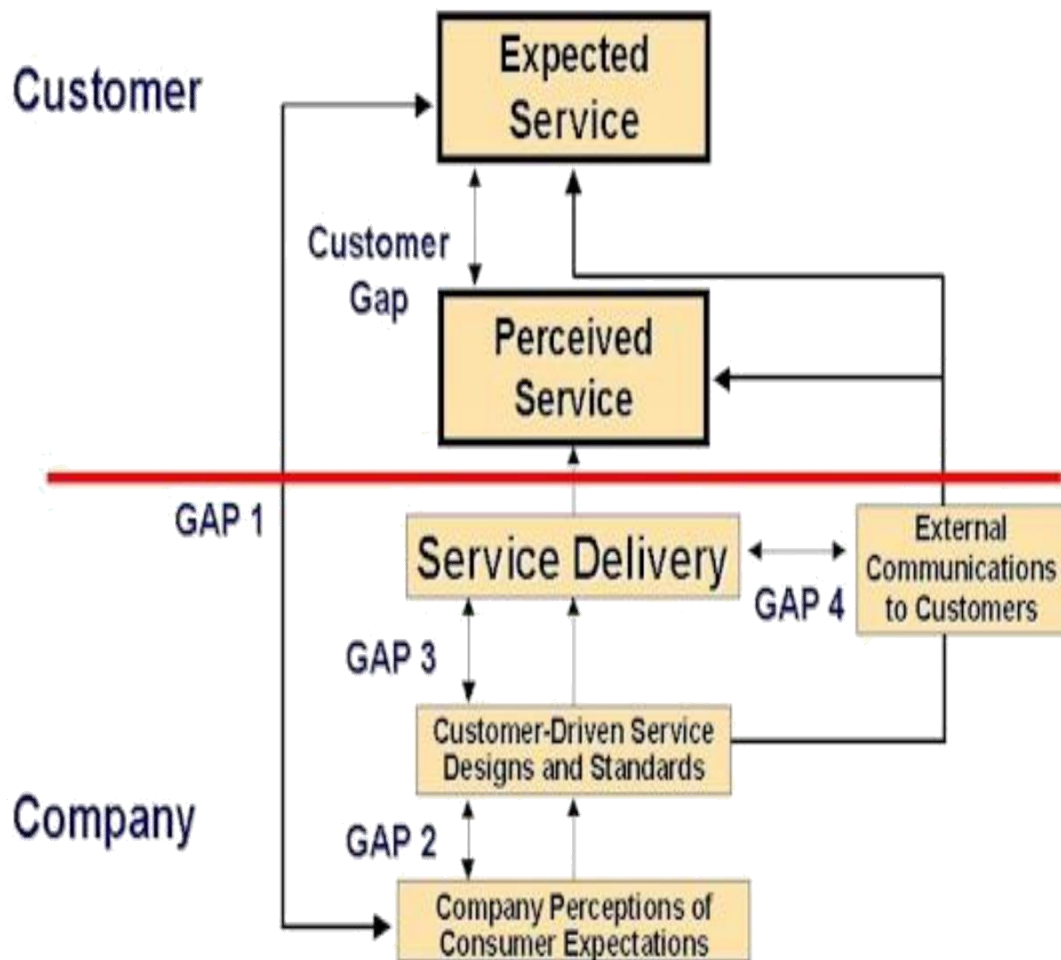
Hole 2 is between the executives recognition and the real detail of the client encounter – Managers need to ensure the association is characterizing the dimension of administration they accept is required.

Hole 3 is from the experience particular to the conveyance of the experience – Managers need to review the client encounter that their association as of now conveys so as to ensure it satisfies the spec.

Hole 4 is the hole between the conveyance of the client encounter and what is imparted to clients – time and again associations overstate what will be given to clients, or talk about the best case instead of the reasonable case, raising client desires and hurting client recognitions.

At last, Gap 5 is the hole between a customer's view of the experience and the customer's desire for the administration – Customers' desires have been molded by listening in on others' conversations, their own needs and their very own past encounters. Routine value-based overviews in the wake of conveying the client encounter are vital for an association to quantify client impression of administration.

# Gaps Model of Service Quality



## 4.2.1 The Knowledge Gap (Gap 1)

### The Gap between Consumer Expectation and Management Perception

The information hole is the contrast between the customer's desires for the administration gave and the company's arrangement of the administration. For this situation, directors don't know or have not accurately translated the customer's desire in connection to the company's administrations or items. In the event that a learning hole exists, it might mean organizations are attempting to meet wrong or non-existing shopper needs. In a client orientated business, it is imperative to have an unmistakable comprehension of the consumer's requirement for administration. To close the hole between the consumer's desires for administration and management's impression of administration conveyance will require far reaching statistical surveying.



#### 4.2.2 The Policy (Gap 2)

##### The Gap between Management Perception and Service Quality Specification

This hole reflects management's off base interpretation of the administration strategy into tenets and rules for representatives. A few organizations encounter troubles making an interpretation of purchaser desire into explicit administration quality conveyance. This can incorporate poor administration plan, inability to keep up and persistently refresh their arrangement of good client benefit or just an absence of institutionalization. This hole may see customers look for a comparative item with better administration somewhere else.

#### 4.2.3 The Delivery (Gap 3)

##### The Gap between Service Quality Specification and Service Delivery

This hole uncovered the shortcoming in worker execution. Associations with a Delivery Gap may indicate the administration required to help buyers yet have along these lines neglected to prepare their workers, put great procedures and rules in real life. Subsequently, representatives are not well prepared to oversee consumer's needs.

#### 4.2.4 The Communication (Gap 4)

##### The Gap between Service Delivery and External Communications

Now and again, guarantees made by organizations through publicizing media and correspondence raise client desires. At the point when over-promising in promoting does not coordinate the genuine administration conveyance, it makes a correspondence hole. Purchasers are baffled in light of the fact that the guaranteed administration does not coordinate the normal administration and thusly may look for elective item sources.

#### 4.2.5 The Customer (Gap 5)

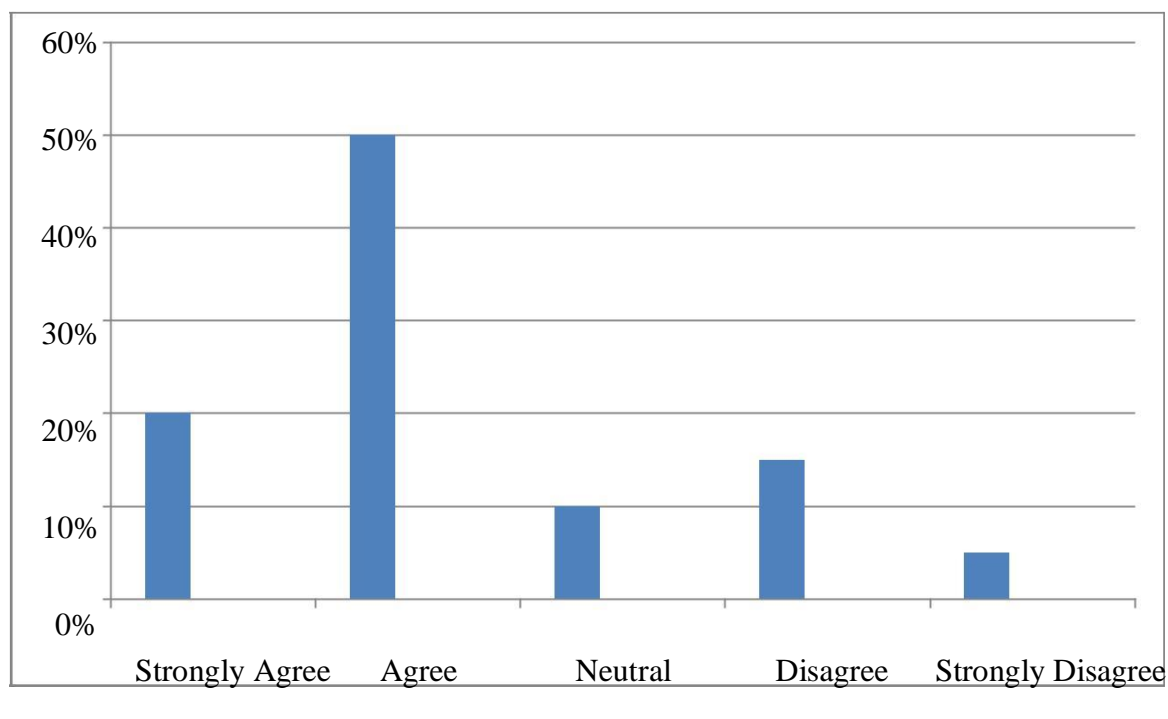
##### The Gap between Customer Expectations and Customer Perceptions

The client hole is the distinction between client desires and client observations. Client desire is the thing that the client anticipates that agreeing will accessible assets and is affected by social foundation, family way of life, identity, socioeconomics, publicizing, background with comparative items and data accessible on the web. Client recognition is absolutely emotional and depends on the customer's cooperation with the item or administration. Recognition is gotten from the customer's fulfillment of the explicit item or benefit and the nature of administration conveyance. The client hole is the most vital hole and in a perfect world the customer's desire would be relatively indistinguishable to the customer's recognition.

# **ANALYSIS AND FINDINGS**

1) Network coverage of Grameenphone is satisfactory

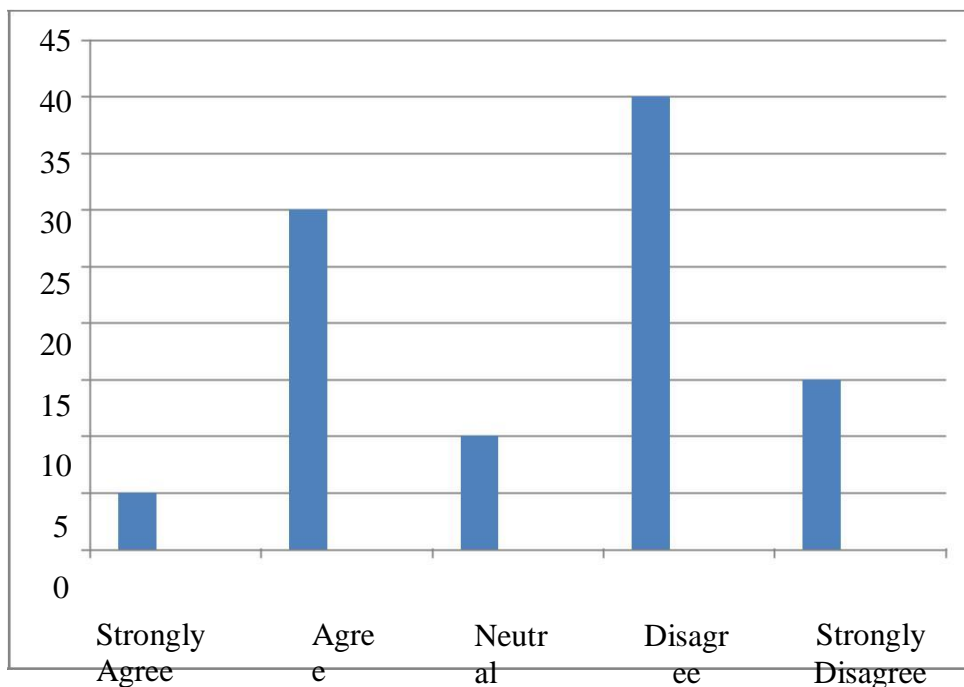
Strongly Agree	20%
Agree	50%
Neutral	10%
Disagree	15%
Strongly Disagree	5%



From the above figure it can be seen that 30% of the respondent strongly agreed, more over 50% of them agreed to the above statement. In addition 10% are neutral about the network coverage of Grameenphone; whereas, only 20% of the respondent disagreed with the statement. To sum up, it can be said the network coverage of Grameenphone is highly satisfactory as almost 80% of the respondent, are satisfied by the network coverage of Grameenphone.

2) Call rate of Grameenphone is affordable

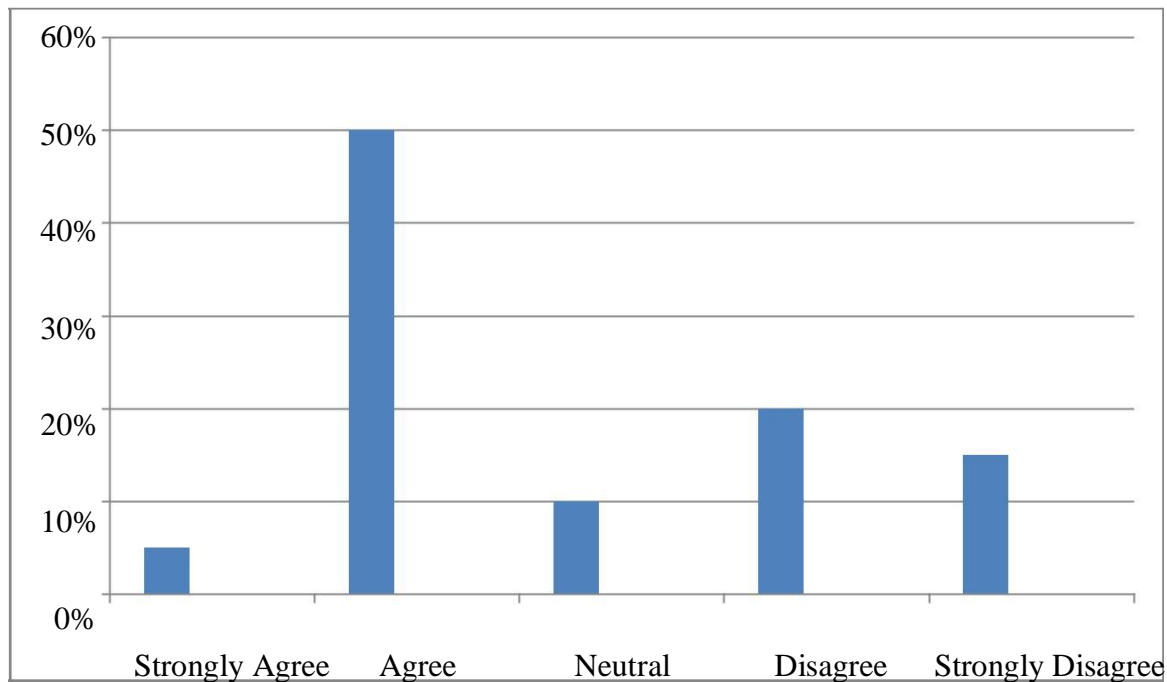
Strongly Agree	5%
Agree	30%
Neutral	10%
Disagree	40%
Strongly Disagree	15%



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 30% of them agreed to the above statement. In addition 10% are neutral about the call rate of Grameenphone; whereas, about 40% of the respondent disagreed and 15% strongly disagreed with the statement. Hence, it can be said the call rate of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the call rate of Grameenphone.

### 3) Value Added Service (VAS) of Grameenphone is the best

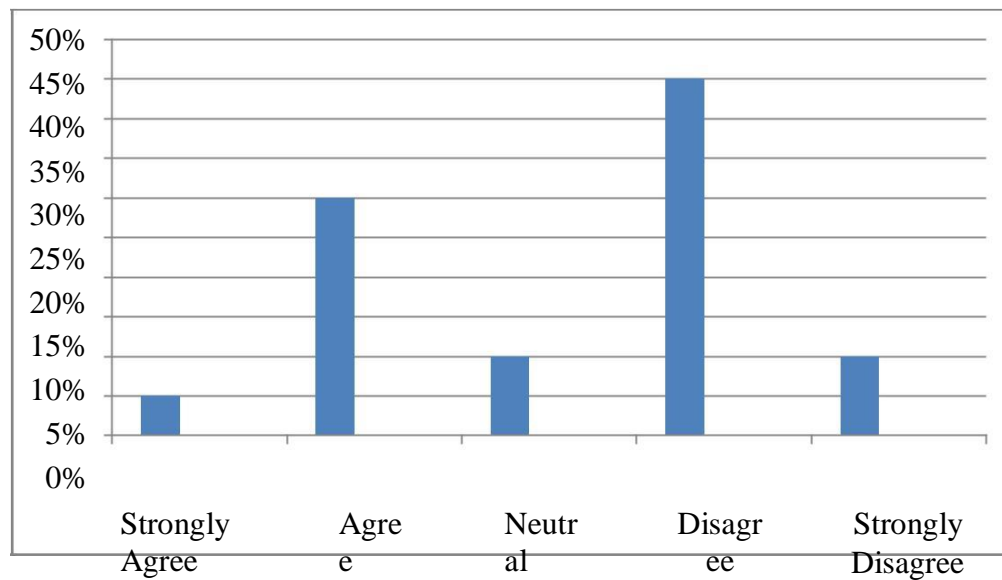
Strongly Agree	5%
Agree	50%
Neutral	10%
Disagree	20%
Strongly Disagree	15%



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 50% of them agreed to the above statement. In addition 10% are neutral about the value added service of Grameenphone; whereas, about 20% of the respondent disagreed and 15% strongly disagreed with the statement. In conclusion, it can be said the Value added Service of Grameenphone is satisfactory as almost 55% of the respondent, are satisfied by the value added service of Grameenphone.

4) The customer service of Grameenphone is good enough

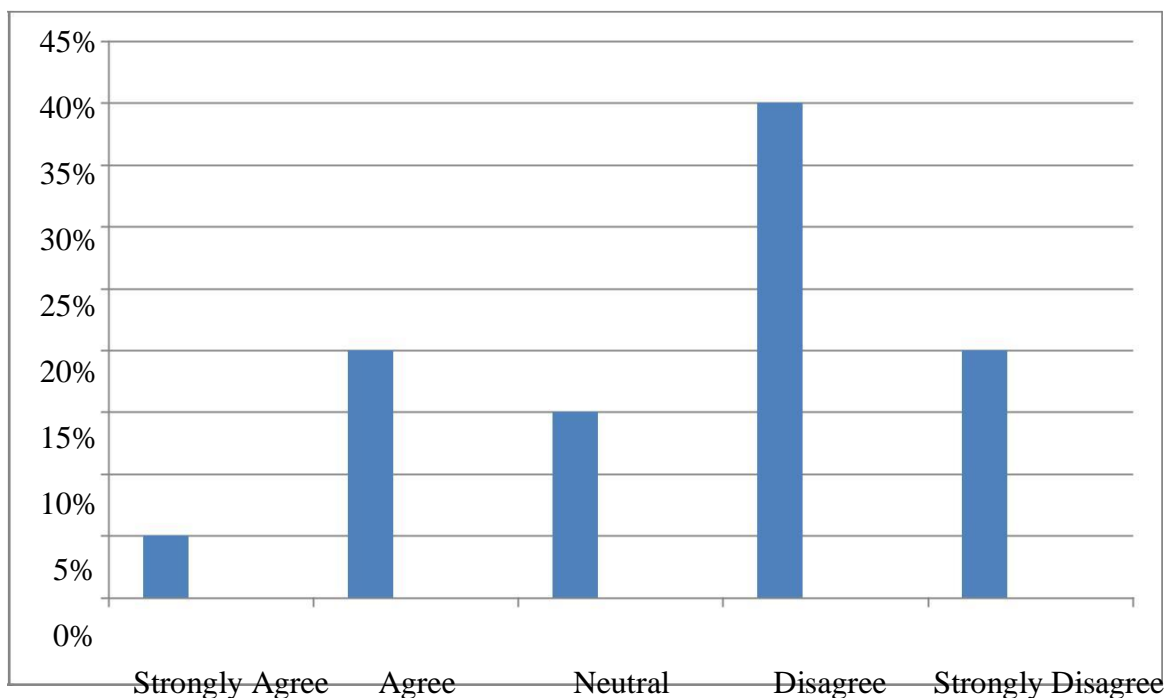
Strongly Agree	5%
Agree	30%
Neutral	10%
Disagree	45%
Strongly Disagree	10%



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 30% of them agreed to the above statement. In addition 10% are neutral about the customer service of Grameenphone; whereas, about 45% of the respondent disagreed and 10% strongly disagreed with the statement. So, it can be said the customer service of Grameenphone is not satisfactory as almost 55% of the respondent, are not satisfied by the customer service of Grameenphone.

5) The 3G internet coverage is satisfactory

Strongly Agree	5%
Agree	20%
Neutral	15%
Disagree	40%
Strongly Disagree	20%



From the above figure it can be seen that 5% of the respondent strongly agreed, more over 20% of them agreed to the above statement. In addition only 15% are neutral about the 3G internet coverage of Grameenphone; whereas, about 40% of the respondent disagreed and 20% strongly disagreed with the statement. Therefore, it can be said the 3G internet coverage of Grameenphone is not satisfactory as almost 60% of the respondent, are not satisfied by the 3G internet coverage of Grameenphone.

## 5.1 Summary of the findings

As "Grameenphone" is a joint endeavor with "Telenor" which is a Multinational organization and an incredibly famous brand also. In this way, through the investigation in not very many segments, hole has been recognized; the areas are as per the following:

### Call Rate

From the above figure it very well may be seen that 5% of the respondent unequivocally concurred, increasingly over 30% of them consented to the explanation that the call rate of Grameenphone is moderate. Furthermore 10% are nonpartisan about the call rate of Grameenphone; while, about 40% of the respondent differ and 15% firmly couldn't help contradicting the announcement. Consequently, it very well may be said the call rate of Grameenphone isn't palatable as relatively 55% of the respondent, are not fulfilled by the call rate of Grameenphone.

### 3G web inclusion

Through our review we have seen that 5% of the respondent firmly concurred, progressively over 20% of them concurred that they are fulfill by the 3G inclusion. Furthermore just 15% are unbiased about the 3G web inclusion of Grameenphone; while, about 40% of the respondent differ and 20% unequivocally differ about the 3G web inclusion. Hence, it very well may be said the 3G web inclusion of Grameenphone isn't attractive as relatively 60% of the respondent, are not fulfilled by the 3G web inclusion of Grameenphone.

### Customer Service

From the outcome it tends to be said that 5% of the respondent unequivocally concurred, increasingly over 30% of them consented to the announcement client care benefit is palatable. What's more 10% are impartial about the client administration of Grameenphone; while, about 45% of the respondent differ and 10% firmly couldn't help contradicting the announcement. In this way, it very well may be said the client administration of Grameenphone isn't acceptable as relatively 55% of the respondent, are not fulfilled by the client administration of Grameenphone

Learning hole exists when the administration doesn't recognize the best possible need of client, when there is contrast between the customer's desires and the administration given by the organization.



As Grameenphone is an incredibly famous brand and is a joint endeavor of the global organization Telenor. There are not very many holes that have been found through our investigation. As indicated by the discoveries it has been seen that now and again Grameenphone can't distinguish the genuine need of their esteemed client. In this way, it results to learning hole of Grameenphone in couple of segments.

Information hole is found in the accompanying segments

- Call Rate

### **5.2.1 Reasons behind Knowledge Gap**

Through the exploration the reason that has been found behind this hole are as per the following:

- High cost

As Grameenphone is the market pioneer in the media transmission industry of Bangladesh. They are giving the best system inclusion everywhere throughout the nation and furthermore the best administration. Since its origin Grameenphone has constructed the biggest cell arrange in the nation with more than 13,000 base stations in excess of 7000 areas.

By and by, about 98 percent of the nation's populace is inside the inclusion zone of the Grameenphone organize. Grameenphone has dependably been a pioneer in presenting new items and administrations in the neighborhood showcase. Grameenphone was the main organization to present GSM innovation in Bangladesh when it propelled its administrations in March 1997. Grameenphone was likewise the main administrator to present the prepaid administration in September 1999. It set up the initial 24-hour Call Center, presented esteem included administrations, for example, VMS, SMS, fax and information transmission administrations, global wandering administration, EDGE, and so forth.

Purposes behind surprising expense of Grameenphone

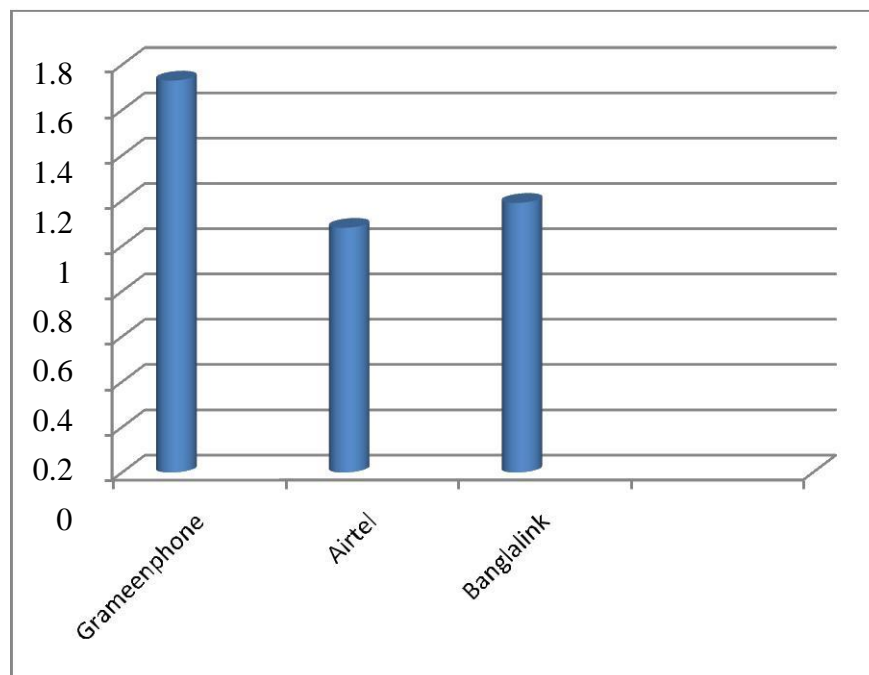
- Grameenphone has so far contributed more than BDT 24,600 crore to fabricate the system foundation
- Grameenphone is one of the biggest citizens in the nation, having contributed more than BDT 36,500 crore in immediate and backhanded expenses to the Government Exchequer throughout the years
- There are presently in excess of 1600 GP Service Desks the nation over covering almost all upazilas all things considered and 94 Grameenphone Centers in all the divisional urban communities
- Grameenphone has around 4400 full and transitory representatives

Along these lines, as they are giving the most ideal administration and they are pioneer in presenting new items and innovation for their supporter, this requires immense expense for research. Thus, to take care of this expense they are charging high call rates in contrast with other contender, for example, Airtel and Banglalink.

### Comparison of Call Rate

Operator	Grameenphone	Airtel	Banglalink
Average call rate per min	1.73	1.08	1.19

Figure: Average Call Rate per min



Source: website of the respective companies

### Initial perception of the customer

At first when Grameenphone enter the market of Bangladesh, their call rate was high, as they were the main player around then. Be that as it may, gradually and progressively when the other contender began to enter the market, and offered aggressive call rate. Grameenphone likewise checked on their call rate, yet at the same time the impression of the client that was made path before has not changed yet.

Lack of upward correspondence

It happens when there is absence of association among the executives and clients or lacking correspondence between contact individual and chiefs of Grameenphone. The less the layers among the board and client contact individual, the almost certain that client inclinations will be fused into larger amount basic leadership on the item.

At the point when the endorser of Grameenphone confront any issue it is possible that they call to „121“; where a client supervisor is there to take care of the issue via telephone of the ideal client; or visit to GPC where there is a client administrator to take care of the issue talking up close and personal. Then again, there are couple of such issues which are not responsible for the client administrator. These issues are should have been educated to the Voice Of Customer Management(VOCM), at that point from that point it is educated to the worry individual, for example, on the off chance that it is a mechanical issue, the expert of the innovation office need to take care of the issue, in this way they are educated by the VOCM then restorative moves are made. Yet, before the worry individual being educated about the issue it needs to experience a ton of layers consequently this procedure require a colossal measure of time. Subsequently this makes an information hole

### 5.3 Policy Gap (Gap 2)

Arrangement hole exists when organizations encounter troubles making an interpretation of customer desire into explicit administration quality particular. It happens when organization neglects to recognize the administration norms required by the client. For conveying quality administration precise view of customers“ desire are vital, however not adequate the nearness of administration plans and execution standard that mirror those exact discernments is likewise vital.

After the exploration it has been discovered that Grameenphone has lacking to set the client driven administration structure and standard.

The hole is found in the accompanying segments

- Customer Service

#### 5.3.1 Reason behind Policy Gap

Poor benefit

It has been discovered that the clients are some time encountering extremely poor client benefit because of absence of client benefit driven standard. This happens as the client manager“s are not reacting to the client on time because of absence of experience, mechanical issues and default in the help divisions.

Now and then it has been seen that, the server of Grameenphone isn't working appropriately, because of this the client trough may not gain admittance to the product Customer Relationship Management (CRM). While, CRM is where a client director gets all the data of their supporters, when a client calls to them or come to Grameenphone Phone Center (GPC). Accordingly, the clients don't get the best possible arrangement on time they have to sit tight for long time in a long line, now and again they even request that the client come some other day.

Then again, while offering answer for the client if benefit from back office is required and the help office will most likely be unable to give incite benefit. At that point the responsibility made by the client supervisor to the supporter may not be satisfied.

## 5.4 Delivery Gap (Gap 3)

Conveyance hole is experienced when the client are not getting the best possible administration as indicated by administration quality particular. Despite the fact that a legitimately characterized administration structure and standard is a vital factor to convey excellent support of the client, anyway notwithstanding that the firm should have frameworks, procedures, and individuals set up to guarantee that benefit conveyance really coordinates the standard.

The hole is found in the accompanying divisions

- Customer benefit

### 5.4.1 Reasons behind Delivery Gap

- Deficiencies in human asset arrangement

The human asset arrangements of Grameenphone may not be to the standard. While enrolling representatives Grameenphone in some cases neglect to enlist qualified and all around experienced hopefuls in the client care benefit. As in the client care focus the Customer Manager (CM) those are enlisted to give the client benefit are for the most part understudies with absence of experience. As they are

the medium in the middle of the organization and customers so the client may not be fulfilled by the conduct and administration of the client chief.

Then again, the HR division may not be doing reasonable assessment of the CM and viable preparing which prompts poor execution of the CM sometimes.

- Problems with administration go-betweens

At the point when the arrangement of the issue isn't responsible for the client administrator, if the client director needs the help from back office to take care of an assigned issue, however on the off chance that the client chief don't get the best possible help on time, they in the end neglects to give fitting support of the client. Henceforth, it prompts conveyance hole.

On the off chance that there is specialized issue being looked by any individual client; it isn't feasible for the client director to sit in the workplace and take care of the issue. Here, an expert of specialized help is required to take care of the issue, however in the event that that representative does not react or act proactively. At that point the client may not get appropriate administration on time.

## 5.5 The Communication Gap (Gap 4)

The communication gap exists when the service that is offered in the advertisement in TV channels, newspaper, etc; is not being actually offered to the customer in reality. The expectation of the customer is not fulfilled due to the over promising to the customer in few sectors.

The gap is found in the following sectors

- 3G internet service

### 5.5.1 Reasons behind Communication Gap

- Over promising

Generally Grameenphone is not usually overpromising, they always try give service as they promise. But unfortunately, in the case of 3G internet service it is seen that Grameenphone is being over promising to their clients. They are not able to provide the service according to what they have promised through advertisement. Such as for a specific package there is specific speed given, but in reality it is seen that the promised speed is not enjoyed by the customer; i.e. If Grameenphone is promising to provide 512 kbps they are actually giving (300-350) kbps; where they promise to give 1 mbps they actually give (700-800) kbps.

### 3G Internet Speed

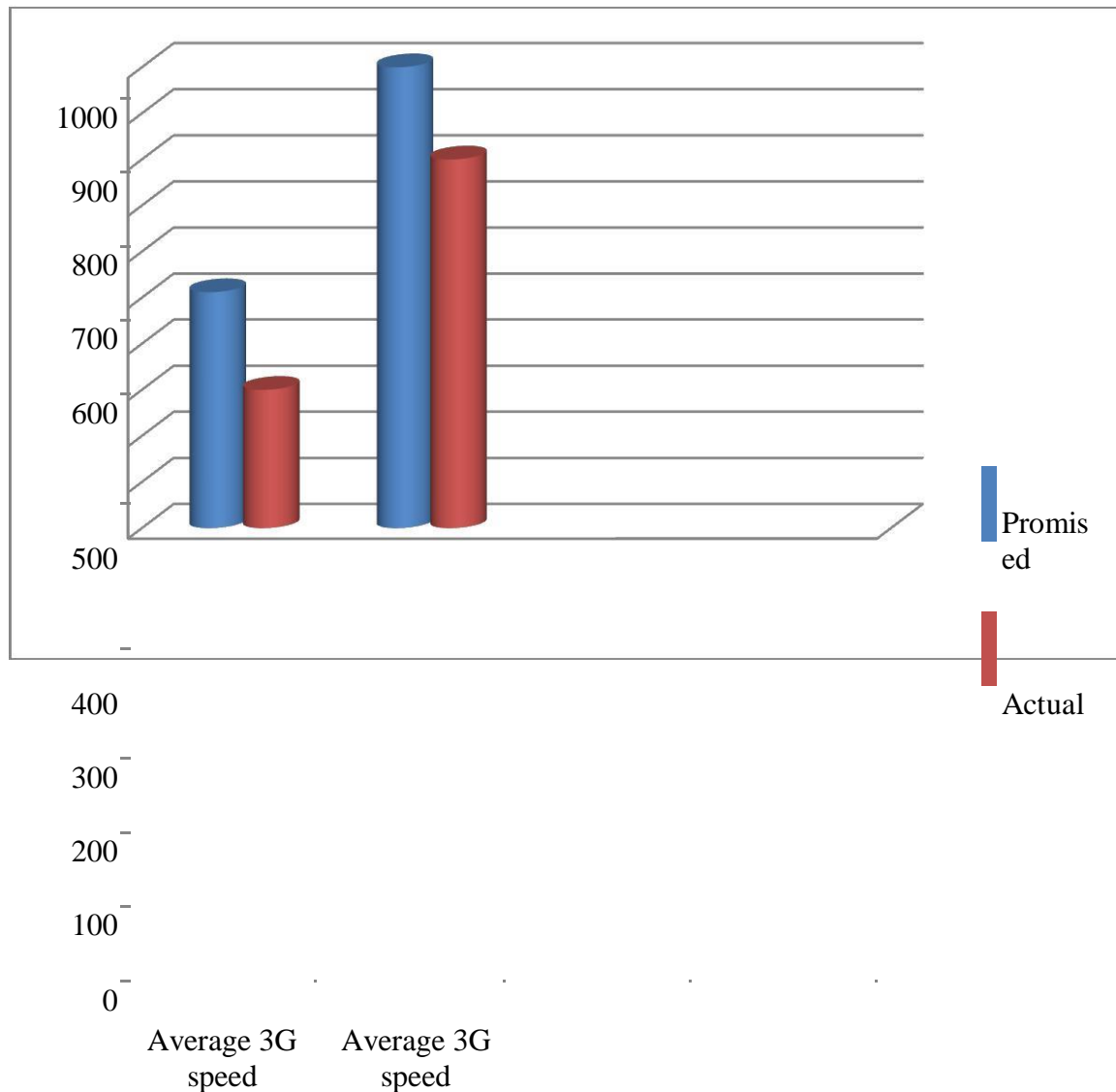


Figure : comparison between promised and actual

#### 5.6 The Customer Gap (Gap 5)

Holes 1 through 4 add to the development of Gap 5, which is the contrast between what the client anticipated that would get from the administration and what he trusts he really received. Customers' recognitions are affected by numerous sources, which incorporate verbal interchanges, individual needs, past encounters and correspondences from the administration association. This is the most critical hole in light of the fact that, if the apparent administration misses the mark regarding the customer's desires, he will be baffled and disappointed. On the other hand, if the apparent administration surpasses the customer's desires, he will be fulfilled, as well as pleased.

The client hole is the distinction between client desires and client recognitions. Client desire are the models that client brings into the administration experience and client discernment are emotional appraisal of the real administration encounter.

It is alluded to as the most essential hole in the hole model of administration quality. To limit this hole is the best test for every one of the organizations. Above all it is excessively intense for Grameenphone, making it impossible to take out this hole as they are a media transmission organization and their administration is completely reliant on the innovation. In this way, to fulfill the need of the client is beyond the realm of imagination alone they should work in a gathering with great co-appointment among them and the majority of the individuals ought to tend to give proactive administration.

If there should arise an occurrence of the 3G network of Grameenphone they have to buckle down, as the review results demonstrates that not very many level of client are fulfill by the 3G web access. In addition, they may concentrate on the levy and should attempt to lessen it as the client of Grameenphone isn't fulfilled by the call rates. Besides, the client benefit is likewise should be progressed.

As, now Grameenphone is the market pioneer and has made a decent brand picture in the media transmission part; so they should buckle down and center around these division to make their piece of the pie increasingly economical. As on the grounds that, if their rivals get free these difficulties and begin to give the preferable administration over Grameenphone then Grameenphone may lose their client.

# Findings

While preparing the report and analyzing the data, I have identified some major findings. I have only worked at Corporate Branch of Bank Asia Limited. Therefore, if the practices and corporate culture of Bank Asia as a whole is believed to be the same as the Corporate Branch, then the followings are the findings of my report:

- 1) Network coverage of Grameenphone is satisfactory.
- 2) .Call rate of Grameenphone is affordale.
- 3) .Value Added Service (VAS) of Grameenphone is the best.
- 4) The customer service of Grameenphone is good enough.
- 5) The 3G internet coverage is satisfactory.
- 6) Lack of upward correspondence.
- 7) The Communication Gap.
- 8) The Customer Gap.
- 9) Policy Gap.



### **Recommendation**

- Grameenphone may focus on improving upward communication by increasing communication with the Customer Officer and higher level management. So that the Manager are able to know about the problems the customers are facing and take corrective actions to minimize the problem and also improve the customer service.
- Grameenphone can encourage the support department to work more effectively so that the customer problems can be solving more efficiently. It can be done by monitoring the performance of the employees regularly and taking corrective actions we their performance is not up to the standard.
- Grameenphone should work and solve the software problems being faced by the employees. So, that employee can get access to the software very quickly, and can respond to the customer on time.
- Grameenphone should appoint more experienced customer manager and provide them proper training to solve the customer problem quickly.
- Grameenphone should closely monitor the performance of the customer manager and pay them performance bonus so that they are encouraged to work proactively to solve the problems of the customer.
- Grameenphone should work more to improve their 3G internet services by reducing the technological obstacles.
- Grameenphone should improve the internal communication between the advertising and operation department so that they are not overpromising.

## **Conclusions**

The quality of service of mobile telecommunications is usually measured in terms of some common parameters such as call completion rate, call drop rate, voice quality, percentage of complaints resolved within a stipulated time and customer service etc. (TRAI, 2008, Sutherland, 2007). In this study the Gap Analysis on Customer Satisfaction of Grameenphone has been done by using factors like network coverage, call rate, value added service, Customer service, 3G internet service.

To sum up, it can be said that although Grameenphone is leading the market of mobile telecommunication industry in Bangladesh, its customer's are not fully satisfied with their services. This results in gap in the call rate, customer service and 3G internet service of Grameenphone. If, Grameenphone does not take care of these dissatisfactions and other company enters the market with similar offers, it will be difficult for Grameenphone to keep current market share intact.

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[www.Grameenphone.com](http://www.Grameenphone.com)

Annual Report 2013

