Thesis Report

on

Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd.

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Program: MBA

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Semester: Summer-2021

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Date of Submission: 14 May, 2022

Letter of Transmittal

To
Md. Masud Rana
Assistant Professor
Department of Business Administration Sonargaon
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Subject: Submission of Thesis paper on "Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd."

Dear Sir
It is my pleasure to submit the Thesis paper on "Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd." I think that this Thesis paper is really essential for the fulfillment of my MBA degree. The Thesis Paper was a valuable experience for me. I found my work challenging and interesting.

I have tried my level best to follow the guidelines of yours. The whole experience of this report enables me to get an insight into the real-life solution of "Customer Satisfaction in Bangladesh: A Study on Grameen Phone Ltd."

Yours Sincerely

_____

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Letter of Endorsement

I, Mr. Md. Masud Rana , Assistant Professor, Faculty of Business Administration, Sonargaon

University (SU) hereby certify that the Thesis work entitled as "**Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd."** has been prepared by Md. Md Azad Ali, ID: MBA-2102023012, Department of Business Administration (FBS), Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Masters of Business Administration (MBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this Thesis paper. The report is an original work and prepared as a partial requirement of the degree the Masters of Business Administration (MBA).

_____

Md. Masud Rana

Assistant Professor

Department of Business Administration Sonargaon

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Student Declaration

I hereby solemnly declare that the work presented in this research Monograph entitle **"Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd."** has been carried out by me under supervision of **Md. Masud Rana,** Assistant Professor , Department of Business Administration, Sonargaon University. I also declare that it has not been previously submitted as a whole for any other degrees at Sonargaon University or at any other institution.

_____

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Letter of Authorization

Certified that this project report titled **"Customer Satisfaction in Bangladesh: A Study on Grameenphone Ltd."** is the bona fide work of Md. Azad Ali, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part other project report or thesis on the basis of which a degree or award was conference on the earlier occasion on this or any other candidate.

_____

Md. Masud Rana
Assistant Professor
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Executive Summary

The study is done on the specific study are on the customer satisfaction of Grameenphone. Keeping good service & customer satisfied is not an easy job to do. It takes number of research; investment and lots of brain work to identify or track the service quality & satisfaction level. Measuring good service quality helps companies to develop their products and customer satisfaction according to the expectation of the customers. Well-known companies of recent time recognize that measuring and managing service quality is the key to growth. Grameen Phone is the sixth telecom operators in Bangladesh. As an emerging company Grameen Phone is doing extremely well. After the launch of Grameen Phone in Bangladesh, the competition has become more strengthen among the telecom operators. Each of them is fighting to boost up its market share by offering new promotion and benefits to the customers. Since, all of the operators are offering almost same categories of products it has become a big challenge to retain the existing subscribers and acquisition of new customers. At this moment GP is trying to reach the customers with various promotional activities and is attempting to make their brand presence felt. Through their significant advances in Bangladesh, GP is moving ahead on the track to achieve their goals. I have conducted a research survey among the Grameen Phone & its customers. After that, I have designed the research in a descriptive way and collected data are analyzed quantitatively. Questionnaire methods have been used for conducting the survey. A total of 100 samples have been taken for conducting the survey. Primary data has been collected from annual report of company staffs and Questionnaire survey to the company subscribers. On other hand, secondary data has been collected from newspaper & magazine ads, Annual report of GP and the MIS of Grameen Phone Ltd. The study area covered is only Dhaka Metropolitan City. The research findings show that, there are two factors that make the customers dissatisfied regarding GP. Poor network quality and bad internet service etc. are the areas for customer dissatisfaction. On the other hand, the customers are satisfied for error free services, employees' sincerity, call rate, customer hotline services, availability of the customer care and its modern equipment, and promotional activities. However, the overall analysis describes that the most of the GP subscribers are moderate subscribers. On the basis of information I recommend that GP should focus and improve their network system and they should make upgrade their internet facilities. If GP can improve those lacing's then they will be the market leader in Bangladesh.

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Chapter One
Introduction

1.1 Introduction

Topic of my thesis report is assessing customer satisfaction of Grameenphone Ltd. I got the opportunity to do my thesis report at Grameen Phone Ltd. I have been working at Customer Service, Commercial Division. This division consists of 5000 employees. As the name implies, it deals with the customers after the sales occurs. Main activities of this division includes maintaining databases of the customers, preparing the bills, distributing bills, activating new connections, hotline service, collection of bill through different banks all over the country, and the other after sales services.

Grameenphone widely known as GP is the leading telecommunications operator of Bangladesh is part of Telenor Group which has presence in 13 markets across Europe and Asia. Before Grameen Phone's inception, the phone was for a selected urbanized few. The cell phone was a luxury: a flouting accessory for the select elite. The mass could not contemplate mobile telephony as being part of their lives. Grameenphone started its journey with the Village Phone program: a pioneering initiative to empower rural women of Bangladesh. The name Grameenphone translates to "Rural Phone". Today, Grameen Phone is the leading and largest telecommunications service provider in Bangladesh with more than 52 million subscribers as of March, 2015.

The study is done on the specific study are on the customer service of GP. We have tried to find out the relationship between the Customer Service & Service Quality such as service quality of the customer service, and the selling ability of the customer managers etc. we tried to portray a picture of service quality of Grameen Phone Ltd. So, making subscribers satisfied by providing and selling GP services is the great challenge for the company. As a member of GP's Customer Service, my job is to provide different services to our valued subscribers over telephone, which is the hotline service. In other words, my job is to satisfy the subscribers. In my thesis report, I have tried to judge the satisfaction level of GP service holders.

1.2 Report Origin

As a requirement of the Regular Masters of Business Administration (RMBA) program under Sonargaon University (SU), this report entitled on Customer Satisfaction in the Context of Grameen Phone in Bangladesh. Basically, I have interest in Telecom industry, and I done this report on basis of market survey, books and internet.

1.3 Objectives of the Study

The main objective of the study in to know the customer satisfaction on Grameenphone Ltd. The specific objectives of the study are given as- General Objective

- Specific Objectives

1.3.1 General Objective

- To find out the customer relationship of Grameenphone subscribers.

1.3.2 Specific Objectives

- To find out the satisfaction level of Grameenphone subscribers.
- To identify the gap of service rendered from the expectation of customers.
- To know how deal with the customer.
- To gain the experience of corporate life.

1.4 Scope of the Study

The scope of this report is limited to the overall description of the company, the industry it exists, and the way customer's expectation of service level. Although Grameenphone is not industry leader and it is in its growth stage, in Bangladesh it is the second largest company competing with other operators. The report will mainly focus on how it should work or focus to meet their destination by enhancing its service first, by implementing a more accurate service planning process that will reduce its customer dissatisfaction level and gradually lead the organization towards the goal.

1.5 Methodology

All the information incorporated in this report has been collected both from the primary sources and as well as from the secondary sources. Primary sources included interview of industry staffs. The secondary data has been collected from the MIS of Grameenphone Bangladesh Ltd. to clarify different conceptual matters Internet and different articles published in the journals and magazines have been used.

1.5.1 Types of Research

This is a descriptive research in nature.

1.5.2 Sources of Data

The sources of data can be classified as two categories:

1.5.2.1 Primary Sources:

Primary sources are original sources from which data are directly collected.

- Interview method
- Questionnaire to the company subscribers.

1.5.2.2 Secondary Sources:

Secondary sources contain data which have been collected and complied for another purposes. The secondary sources consist of readily available reports and also some official documents. Secondary Sources:

1. Newspaper & magazine advertisement
2. Web site : www.grameenphone.com
3. Articles

1.5.3 Data Collection Procedure

I have collected data for this report in the following two ways:-

1.5.3.1 Primary Data

- Questionnaire survey on customer of Grameenphone

1.5.3.2 Secondary Data

- Newspaper & magazine ads
- Website: www.Grameenphone.com/ Annual report of Grameenphone
- Discussion with knowledgeable person.

1.5.4 Questionnaire

As a tool for collecting primary data, a questionnaire was constructed to carry on the sample survey.

- No. of Question: 17 questions are in the questionnaire.
- Size: 3 page and A4 size paper.
- Type: Close question are used in questionnaire.

1.5.5 Sample plan

- Population: All the subscribers of Grameenphone.
- Sample Element: The sample element is individual customer of Grameenphone.
- Sample Frame: No well-structured sample frame was found.
- Sampling Procedure: The sampling methods we used non-probability convenience sampling.
- Sample Size: The Sample size is 100 Subscribers.

1.6 Limitations of the Study

The basic strategy of Grameenphone is widening their market thought their emerging country-wide network. As a result of this strategy, the subscribers are from different segments or from different income levels. Moreover, the subscribers are from all over Bangladesh and scattered all over the country. There are enough fields which sources are can help to go in deep .But every research work encounters some obstacle and constraints towards its successful completion. These obstacles can be recovered in further study related to this work. This study has the following limitations.

- There is an unavailability of Research data about the quality assurance.
- Time allocation.

- But the sample that I used to conduct my survey was mostly from Dhaka division, so, it was not a perfectly representative sample.
- Moreover, it was not possible to go all required internal information of the company as these are treated as confidential company information.
- Respondents are not permitted to give me information.
- Company is not giving me all information for their rules and regulation. Maximum information is kept in secured.
- All documents aren't collected timely.

Chapter Two
Company Overview

2.1 Orientation of Grameenphone Limited

Grameenphone Limited is an existing company, and is the leading cellular service provider in Bangladesh operating a nationwide. Over the past few years the use of cell phone brought about tangible changes in the lifestyle of the people of Bangladesh. Today, a cellular phone is a mere necessity. From a small retail trader at Karwan Bazaar to a remote villager uses cell phone. Four companies are operating in the mobile phone sector in Bangladesh. Grameen Phone, City cell, Aktel and Bangla Link. Among them the services of Grameen Phone appear to be comparatively better in terms of nationwide networking, customer handling, trouble shooting, billing system etc. Grameen Phone (GP) has been established to provide high quality GSM cellular services at affordable prices. In addition to providing prepaid and postpaid cellular phone services, the company also assists in a -Village Phone- service by being the sole provider of telecommunications services to the Village Phone operators. The Village Phone service provides rural connectivity to approximately 30 million people. Grameen Phone'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. "Grameen Phone" 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 Voda phone in South Africa.

"Grameen Phone" the unique cellular operator from Bangladesh, also made an impressive presentation at Cannes.

Grameenphone Limited, the number one and leading mobile phone company in the area of telecommunications in Bangladesh. Of Six mobile operators, Grameen Phone Limited managed to grab 43.9% of the market share only

2.2 History & Milestones:

- **November 11, 1996:** Grameenphone was offered a cellular license in Bangladesh by the Ministry of Posts and Telecommunications.
- **March 26, 1997:** Grameenphone launched on the Independence Day of Bangladesh.
- **5 June 1998:** Grameenphone started its services in Chittagong, the second largest city and the port city of Bangladesh. Cell to cell coverage between DhakaChittagong was established.
- **1999:** Grameenphone started its service in Khulna, the industrial city of Bangladesh. Also cell to cell coverage between Dhaka and Khulna brought a number of other districts under coverage.

- **2000:** Grameenphone started its services in Rajshahi, the education city of Bangladesh. Service also started in Sylhet and Barisal and thus all six divisional headquarters got the cellular network coverage for the first time Bangladesh.
- **August 2003:** Grameenphone's subscribes base has become more than one million. Grameen Phone became the first operator in the country to reach the million subscribers.
- **March 2005:** After Eight years of operation: After eight years of operation, Grameen Phone has more than 2.8 million subscribers as of March 2005.
- **November 2005:** Grameenphone registered more than 5 million subscribers.
- **November 5, 2006:** Grameenphone crosses the 10 million subscriber mark after almost ten years of operation.
- **September 20, 2007:** Grameenphone reaches 15 million subscribers mark.
- **June 2008:** Grameenphone reaches 20 million subscribers landmark.
- **2013:** Grameenphone launched 3G service which is 512GHZ speed.
- **2015:** Reached 5 crore subscriber.

Starting its operations on March 26, 1997, the Independence Day of Bangladesh, Grameen Phone has come a long way. It is a joint venture enterprise between Telenor (62%), the largest telecommunications service provider in Norway with mobile phone operations in 12 other countries, and Grameen Telecom Corporation (38%), a non-profit sister concern of the internationally acclaimed micro-credit pioneer Grameen Bank.

Over the years, the company has so far invested more than BDT 10,700 crore (USD 1.6 billion) to build the network infrastructure since its inception in 1997. It has invested over BDT 3,100 crore (USD 450 million) during the first three quarters of 2007 while BDT

2,100 crore (USD 310 million) was invested in 2006 alone. Grameen Phone is also one the largest taxpayers in the country, having contributed nearly BDT 7000 crore in direct and indirect taxes to the Government Exchequer over the years. Of this amount, over BDT 2000 crore was paid in 2006 alone.

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

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

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

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

From the very beginning, Grameenphone placed emphasis on providing good after-sales services. In recent years, the focus has been to provide after-sales within a short distance from where the customers live. There are now more than 600 GP Service Desks across the country covering nearly all upazilas of 61 districts. In addition, there are 81 Grameen Phone Centers in all the divisional cities and they remain open from 8am-8pm every day including all holidays.
GP has generated direct and indirect employment for a large number of people over the years. The company presently has more than 5,000 full, part-time and contractual employees. Another 100,000 people are directly dependent on Grameen Phone for their livelihood, working for the Grameen Phone dealers, retailers, scratch card outlets, suppliers, vendors, contractors and others.

In addition, the Village Phone Program, also started in 1997, provides a good incomeearning opportunity to more than 280,000 mostly women Village Phone operators living in rural areas. The Village Phone Program is a unique initiative to provide universal access to telecommunications service in remote, rural areas. Administered by Grameen

Telecom Corporation, it enables rural people who normally cannot afford to own a telephone to avail the service while providing the VP operators an opportunity to earn a living.

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

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

2.3 Major Products and Services GP

Products…..

xplore
- Post paid with PSTN connectivity

SMILE
- Prepaid with mobile to mobile connectivity

Djuice
- Prepaid with mobile to mobile connectivity
- targeted for youth with life style benefits

Business Solutions Prepaid
- Prepaid with PSTN connectivity
- targeted for Business Segment

Business Solutions Postpaid

GP Public Phone
- Pre-Paid with PSTN connectivity
- targeted for PCO segment

Village Phone
- Prepaid with PSTN connectivity,
- targeted for village user in a partnership with Grameen Telecom

2.4 Shareholders

The shareholders of Grameenphone contribute their unique, in-depth experience in both telecommunications and development. The international shareholder brings technological and business management expertise while the local shareholder provides a presence throughout Bangladesh and a deep understanding of its economy. Both are dedicated to Bangladesh and its struggle for economic progress and have a deep commitment to Grameen Phone and its mission to provide affordable telephony to the entire population of Bangladesh.

Grameen Telecom -38%

Telenor Mobile Communications AS -62%

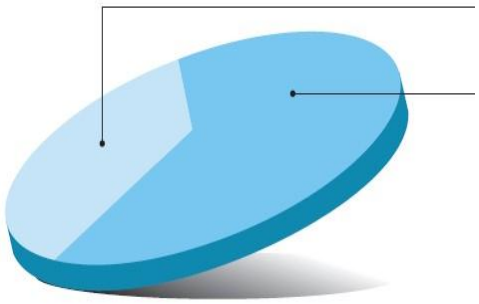


Figure: Shareholders of Grameen Phone Grameen

Phone is a joint venture company comprising of:

Telenor Mobile Communications As: Telenor AS is the leading Telecommunications Company of Norway listed in the Oslo and NASDAQ Stock Exchanges. It owns 62%

shares of Grameen Phone Ltd. Telenor has played a pioneering role in development of cellular communications. It has substantial international operations in mobile telephony, satellite operations and pay Television services. In addition to Norway and Bangladesh, Telenor owns GSM companies in Denmark, Austria, Hungary, Russia, Ukraine, Montenegro, Thailand and Malaysia. Telenor uses the expertise it has gained in its home and international markets for the development of emerging markets like Bangladesh. **Grameen Telecom:**Grameen Telecom, which owns 38% of the shares of Grameen Phone, is a not-for-profit company and works in close collaboration with Grameen Bank. The internationally reputed bank for the poor, has the most extensive rural banking network and expertise in microfinance. It understands the economic needs of the rural population, in particular the women from the poorest households. Grameen Telecom, with the help of Grameen Bank, administers the Village Phone Program, through which Grameen Phone provides its services to the fast growing rural customers. Grameen Telecom trains the operators, supplies them with handsets and handles all service-related issues. Grameen Bank currently covers more than 51,000 villages which are serviced by 1326 bank branches (December' '04) all over the countryside. At the end of the year, the bank had 3.78 million borrowers, 95 percent of whom were women. Grameen Telecom's objectives are to provide easy access to GSM cellular services in rural Bangladesh, creating new opportunities for income generation through self- employment by providing villagers with access to modern information and communication based technologies.

2.5 Company Vision

Company vision is: **"We're here to help".**

We exist to help our customers get the full benefit of communications services in their daily lives. In Grameen Phone, this means:

-Making things simpler for our customers

-Continue Innovation

-Provide full communication solutions

-Continue as a partner in development for Bangladesh

2.6 Company Mission

Company mission is: "We will lead the industry and exceed customer expectations by providing the best wireless services, making life and business easier."

2.7 Company Values

Grameenphone has the following values that all employees must understand and should adhere in work situation.

-Make it easy

- We are practical.
- We don't complicate things.
- Everything we produce should be easy to understand and use.
- No waste, No jargon. Because we never forgot we're trying to make customers' lives easier.

-Keep Promises

- Everything we do should work perfectly. IF it doesn't we're there to put things right.
- We are about delivery, not over promising.
- We are about actions, not words.

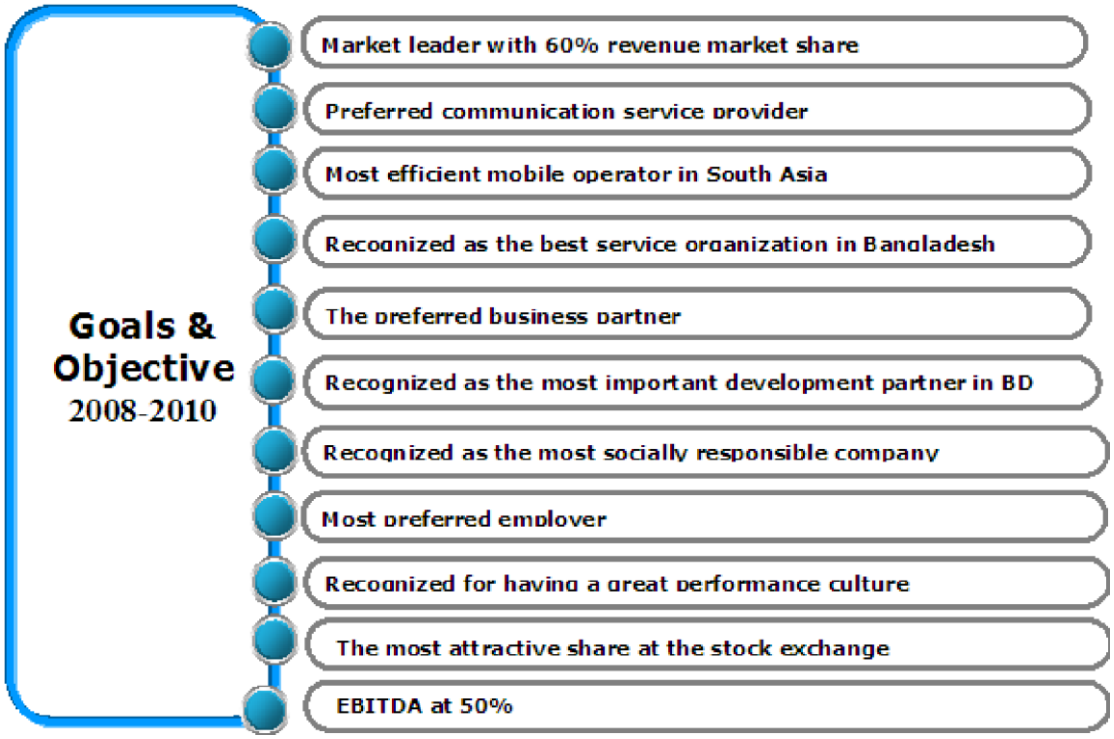
-Be Inspiring

- We are creative.
- We strive to bring energy into the things we do.
- Everything we produce should look good, modern and fresh.
- We are passionate about our business and customers.

-Be respectful

- We acknowledge and respect our culture.
- We treat customers and each other with the utmost respect.
- We adapt to the communities in which we operate. We believe loyalty has to be earned.

2.8 Goals & Objectives



3.9 Services of Grameenphone

Value Added Services

You can use your mobile phone for many other purposes than making voice calls. With Grameen Phone's VAS, you can use your mobile phone to:

- Send and receive text messages, picture messages and voice messages
- Download ring tones, logos, wallpapers

- Obtain news updates, cricket score updates
- Browse the Internet and also send and receive e-mails Transfer data and send fax
- Participate in competitions and vote for your opinions

You will be able to use all these services whenever you need them, wherever you are. All you need is to have a GP mobile phone to get these services.

- Video Call Service
- Messaging Services
- 3G internet Service
- Welcome Tune Service Miss Call Alert Service
- Information Alerts
- Data Transfer
- Fax
- Entertainment Services
- Browsing the Internet
- Send and receive e-mails
- Download Contents
- Customize your handset
- Vote your opinion
- Payment Method
- Complaint Management

Social Services

Grameenphone Board Approves Initial Public Offer

- CSR News Archive
- Special Olympics Bangladesh
- Eye Camp
- Wireless Intranet Service
- Eye-camp at Bagerhat
- Safe Motherhood and Infant Care Ahsania Mission Cancer Hospital
- Discount at Health and Hope
- Fiber link through Jamuna Bridge
- 3GSMA Global Mobile Awards 2008
- Bill pay service agreement with Titas Gas
- CSR News
- NSDP Conference
- Discount at Health and Hope
- Free Eye-camp

2.10 Media used by GP

GP also use both ATL & BTL method to be connected with its customers. Their TV, radio, newspaper, magazine ads are always informed about the offers of GP packages. GP also use dangler, bunting, and billboards to remind customers about the offers. These media GP use as a bridge to reach to the customers.

2.11 Organogram of GP

GP's Organogram is restructured on November 11, 2014, due to the change of its CEO. Before that, CEO of GP was Anders Jensen. The Grameen Phone Board of Directors has appointed Oddvar Hesjedal (58) as the company's new Chief Executive Officer on November 10, 2014. He takes up the position immediately, succeeding Anders Jensen, who in September announced his decision of shortening his tenure as CEO for family related reasons.

Thus, GP's new Organogram is-

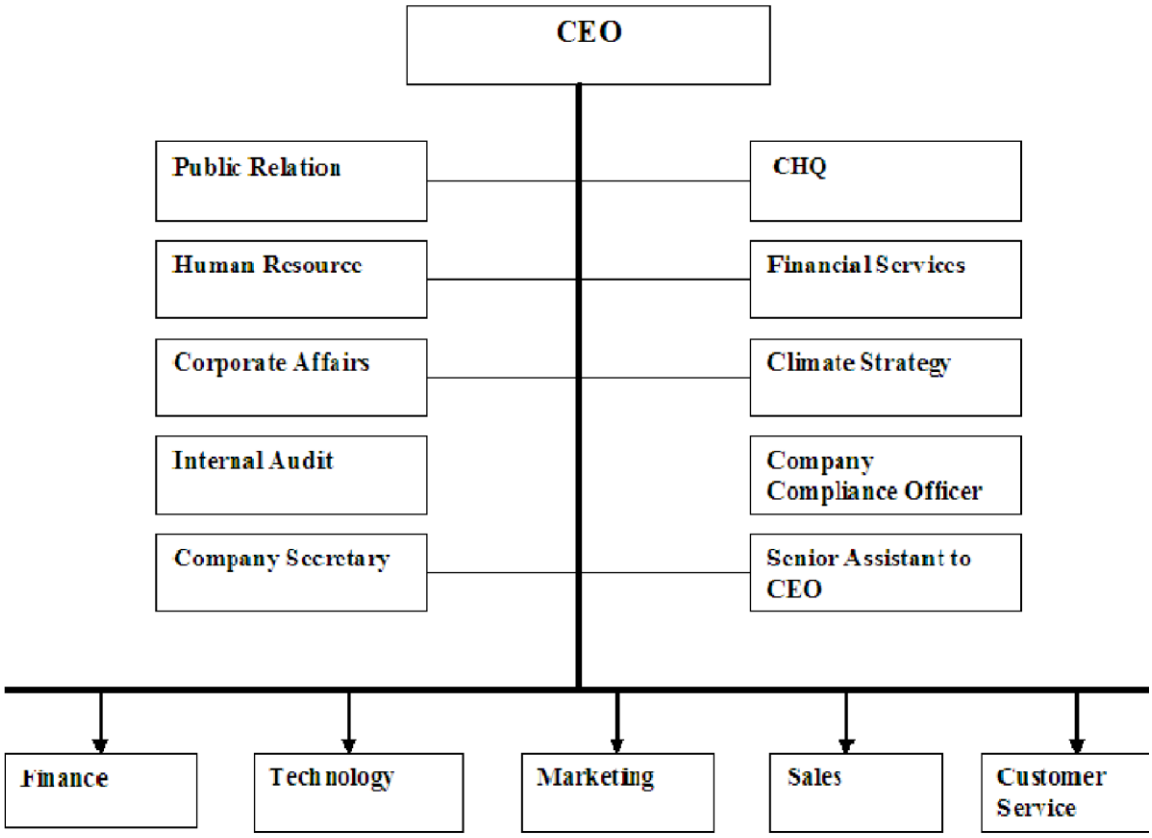


Figure: Organogram of GP

Chapter Three
Analysis and Evaluation

3.1 Customer Satisfaction

The most common interpretations reflect the notion that satisfaction is a feeling which results from a process of evaluating what was received against that expected, the purchase decision itself and the fulfillment of needs or want (Armstrong &Kotler, 1996; Berkowitz etal.1999).

Kotler (1999) also noted that satisfaction is a function of perceived performance and expectations which identifies feelings of a person resulting from comparing a product's perceived performance in relation to his or her expectations.

Bitner and Zeithaml (2003) stated that satisfaction is the customers' evaluation of a product or service in terms of whether that product or service has met their needs and expectations.

Fe and Ikova (2004) added that the perception of the word "satisfaction" influences the activities which we conduct to achieve it. Researchers have also identified customer satisfaction from a multi-dimensional nature and view overall satisfaction as a function of satisfaction with multiple experiences with the service provider (Sureshchandaret al., 2002).

Customer satisfaction is the extent to which a product or service's perceived performance matches a buyer's expectations. If the product or service's performance falls short of expectations, the buyer is dissatisfied. If performance matches or exceeds expectations, the buyer is satisfied or delighted. Today's most successful companies are rising expectations—and delivering performance to match. Such companies track their customers' expectations, perceived company performance, and customer satisfaction. Highly satisfied customers produce several benefits for the company. Satisfied customers are fewer prices sensitive, remain customers for a longer period, and talk favorably to others about the company and its products & services.

3.2 Relationship between Service Quality and Customer Satisfaction

The empirical studies show that two constructs service quality and customer satisfactions are conceptually distinct (Bitner, 1990; Boulding, Kalra, Staelin, &Zeithaml, 1993). Sureshchandar et al, (2002) identify that the survey result shows that there are high relationships between service quality and customer satisfaction. Sureshchandar et al (2002), have emphasized that the two constructs service quality and customer satisfaction do exhibit the independence and are indeed different constructs from the customers' point of view. In more recent studiesSpreng and Mackoy (1996) addressed the relationship between service quality and customer satisfaction by using the model developed by Oliver et al (1992).

The model integrates the two constructs and suggests, among other things that perceived service quality is an antecedent to satisfaction. Spreng and Mackoy (1996) showed that service quality leads to customer satisfaction. Bitner (1990) developed a model of service encounter evaluation and empirically supported the effect of satisfaction on service quality.

Bolton and Drew (1991) also proposed that satisfaction leads to service quality. Earlier, Woodside et al. (1989), supported the causal relation of service quality and satisfaction with data collected in the area of health care.

3.3 General Overview of Telecom in Bangladesh

Grameen Phone Bangladesh Ltd is the emerging market leader in the telecom since its operation in Bangladesh. The name Grameen Phone achieved such a position in the customers' mind that whenever they heard the name of Grameen Phone, a telecom with high quality comes into their mind. Grameen Phone has been serving its customers with wide assortments of services for 5 years and doing it successfully. It is very difficult to identify the customers' class of Grameen Phone Bangladesh Ltd Grameen Phone touches almost every social class possible. Grameen Phone meets the telecom demands of the higher class and lower class simultaneously. However to stay closer to the customers, Grameen Phone Bangladesh Ltd undertakes an assessment of the customers at a regular interval.

3.4 Growth Rate

The international Monetary Fund (IMF) has indicated that Bangladesh's economy has become the 48th largest in the world and is worth US$225 billion on PPP basis. Similarly JP Morgan, a global leader in investment banking has also included Bangladesh in their Frontier Five, based on relative market attractiveness. Price Waterhouse Cooper (PWC) has included Bangladesh in their new PWC 30 list considering its potential growth. Investors Chronicle, a UK based research firm, has identified Bangladesh to be one of the seven hottest emerging markets in the world owning to its relatively stable currency with

solid foreign reserves and record foreign remittances as well as near 7% growth rate. The present Government has set ‘’Vision 2021’’ to move Bangladesh to a middle income country by 2021. Over 33% of the population currently has a mobile phone.

3.5 Customer Satisfaction Factors of GP

Grameenphone Centre (GPC) is working with the aim to provide all kinds of mobile phone related services to its subscribers. Grameen Phone Centers are open from 09:00 AM to 07:00 PM every day. Grameen Phone Service Desk (GPSD) provides service at the rural and remote areas. Complaint Management deals with all sorts of written complain received through fax, letter by post and e-mail. In Outbound Calling Center employees are responsible to call back the subscriber to get feedback about the service quality. One of the major responsibilities of the unit is to identify all the dissatisfied customer and try to bring them back so that they stay with Grameen Phone. The Corporate Customer Center aims to provide quality customer service to the country’s preferential business customers.

Grameenphone is a highly growing mobile company. In mobile telecommunication industry, there are direct and indirect factors that influence customer satisfaction. I tried to focus on the most important factors that influence customer satisfaction at Grameen Phone.

Airtime
After Sales Services
Hotline
Interactive Voice Response (IVR)
Grameen Phone Centre (GPC)
Grameen Phone Service Desk (GPSD)
Customer Communication
Travelers to Customer
Outbound Calling Center
Corporate Customer Center

3.6 Service Quality Factors of Grameenphone

The service quality is also based on some factors. The Service Quality team does their work focusing on some specific factors, which carry some numerical values. These values carry individual marking for particular calls. These calls are randomly picking by the service quality team members. The factors are such as Proper Greeting, which is specific and must for a customer manager. The specific greeting is “Good morning/afternoon/ evening. X speaking, how may I help u?” Here the customer manager has to provide his/her name clearly. Actively listening to the subscriber carries some more marks and helped the customer manager to identify the problem of the subscriber. It is always inspired not to interrupt in the middle of the speech of the customer. The customer manager has to ask Relevant questions which shows how much the customer manager is

focusing on the problem stated by the customer and whether customer manager has understood the problem or not and then has to provide the solution. Inform proactively regarding means selling a particular product or service to a customer though he/she might not look for it. If the customer manager activates any service then it also brings some values and increases the service quality marks.

The other attributes focused to measure the service quality are tonality and decency in language, enthusiasm, patience of the customer manager and respect to the customers. For example: the customer is wrong, the Customer manager cannot speak anything sounds rude. In that case the customer manager has to keep patience and tell the subscriber politely. Pronunciation helps subscribers to get the correct information. Along with pronunciation basic knowledge on product and services and basic knowledge on service delivery process are also counted for measuring the service quality.

3.7 SERVQUAL Scale & Average: Service Quality of GP

Service quality and its model of gaps were reviewed. SERVQUAL methodology as an analytical approach for evaluating the difference between customers' expectations and perceptions of quality was also studied. While this research provides some perspectives to the field of service quality, it is believed that there are a number of things that should be done to confirm the demonstrated methodologies as well as to expand the use of SERVQUAL in design and improvement of quality services. Now we give the survey perception Mean on the service rendered by Grameen Phone.

Survey Analysis

Table3.2: Perception Mean on the Service Rendered by Grameen Phone

	Perception Statement	Mean
P1	GRAMEENPHONE has up-to-date equipment.	4.42
P2	GRAMEENPHONE's physical facilities are visually appealing.	4.58
P3	GRAMEENPHONE's employees are well dressed and appear neat	3.42
P4	The appearance of the physical facilities of GRAMEENPHONE is in keeping with the type of services provided	4.34
P5	When GRAMEENPHONE promises to do something by a certain time, it does so.	4.12
P6	When you have problems, GRAMEENPHONE is sympathetic and reassuring.	4.18
P7	GRAMEENPHONE is dependable.	4.28
P8	GRAMEENPHONE provides its services at the time it promises to do so.	3.96

P9	GRAMEENPHONE keeps its records accurately.	3.82
P10	GRAMEENPHONE tells customers exactly when services will be performed	4.62
P11	You receive prompt service from GRAMEENPHONE's employees.	4.44
P12	Employees of GRAMEENPHONE are always willing to help customers.	4.68
P13	Employees of GRAMEENPHONE are not too busy to respond to customer requests promptly.	3.9
P14	You can trust employees of GRAMEENPHONE.	4.48
P15	You feel safe in your transactions with GRAMEENPHONE's employees.	4.06
P16	Employees of GRAMEENPHONE are polite.	4
P17	Employees get adequate support from GRAMEENPHONE to do their jobs well.	2.78
P18	GRAMEENPHONE gives you individual attention.	3.46
P19	Employees of GRAMEENPHONE gives you personal attention.	4
P20	Employees of GRAMEENPHONE know what your needs are.	5
P21	GRAMEENPHONE has your best interests at heart.	5
P22	GRAMEENPHONE have operating hours convenient to all their customers.	4
	Valid N (listwise)	

In this perception service quality which based on SERQUAL model. The service of quality Varies from person to person, situation to situation and culture to culture. Parasuraman (1988) defines quality as the degree and discrepancy between the consumer's perception and expectation. Zeithaml et al. (1990) defines quality as the consumer's overall impression of the relative inferiority or superiority of the organization and its services. Perceived service quality results from a comparison of consumers' expectations with their perceptions of the service actually delivered by supplier e.g. providing services that are not provided by others. In this survey question based on five models. From P1-P4 questionnaires are based on Tangibility. This is the first step of the telecom service. We measured by physical facilities. From P5-P9 questionnaires are based on Reliability. It measured by ability to perform the promised service dependably. From P10-P13questionnaries are based on Responsiveness. It measured by willingness to

help customers. From P14-P18 questionnaires are based on Assurance. It is measured by knowledge and courtesy of employees and their ability to inspire trust and confidence. From P15-P22 questionnaires are based on Empathy. It is measured by caring individualized attention the firm provides to its customers.

3.8 Descriptive Analysis

The following table shows the average satisfaction level of the customers on different attributes of Customer satisfaction.

Table-03: Descriptive Statistics

	N	Mean	Std. Deviation
Occupation	100	3.3500	1.77169
Age	100	2.1700	1.17254
Gender	100	1.3400	.47610
Income level	100	2.6700	1.68807
Which tariff would be perfect	100	1.8900	1.21352
What is your monthly spending form mobile usage	100	3.0200	.85257
Grameen Phone perform service rightly at first time	100	3.6600	.94516
Employee of Grameen Phone provide prompt service	100	3.4500	.64157
Employee are always polite with their customer	100	3.4400	.80804
Employee shows sincere interest to solve problem	100	3.8100	.69187
Call rate/min satisfactory	100	3.7900	.91337
Customer care center has modern looking equipment	100	3.2000	1.06363
Interior space of customer care center is good enough	100	2.2400	.97566
Customer care center is available	100	2.9000	1.09637
Internet speed is faster than other operators	100	2.1700	1.18964
Grameen Phone advertising and promotional activities are attractive	100	3.3800	1.01285
Grameen Phone network is good enough than other operators	100	2.7500	1.06719
Grameen Phone is the best telecommunication operator in Bangladesh	100	4.0100	.65897
Valid N	100		

From the table we can see that the average satisfaction level of the customers on different attributes is satisfactory that is represented by the mean value. The mean values of the attributes greater than 3 are in the level of satisfactory. But also some attributes are in the dissatisfactory level that means mean value is under the level 3.

Chapter Four
SWOT Analysis

4.1 SWOT Analysis of GP

SWOT Analysis is an important analysis for any organization, in which four basic objectives as strengths, weaknesses, opportunities and threats are considered for the specific firm in order to ensure that the firm can understand its position in the competition ground and thus can take necessary precautions. A SWOT analysis for Grameen Phone Ltd. is conducted as follow:



a. Strengths:

-Availability of Backbone Network (Optical fiber).
-Financial Soundness.
-Market Leader.
-Brand Name / Grameen Image.
-Skilled Human Resource.
-Largest Geographical Coverage.
-Good Human Resource and Infrastructure, installation all over the country through Bangladesh Railway and Grameen Bank.
-Access to the widest rural distribution network through Grameen Bank.
-High Ethical Standard. **b.**

Weaknesses:

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

-Complicated price structure.
-Billing System can't handle sophisticated billing. -No long-term Distribution/Channel strategy.

c. Opportunities:

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

d. Threats:

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

Chapter Five
Findings of the Study

5.1 Survey Analysis in Terms of Questionnaire

In every survey, it is essential to analysis the survey result and follows the findings as a guideline of development of the project. Findings of each of the survey results are followed by the suggestion.

Table-01: OCCUPATION

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
service	25	25.0	25.0	25.0
business	18	18.0	18.0	43.0
doctor	5	5.0	5.0	48.0
engineer	1	1.0	1.0	49.0
student	51	51.0	51.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 25% of the respondents' are services holders, 18% of the respondents' are businessperson, 5% of the respondents' are doctor, 1% of the respondent's is engineer and 51% of the respondents' are student.

Table-02: AGE

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
20-25	39	39.0	39.0	39.0
26-30	24	24.0	24.0	63.0
31-35	21	21.0	21.0	84.0
36-40	13	13.0	13.0	97.0
41-above	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

It shows that out of 100 respondents: 39% of the respondents' age are 20-25, 24% of the respondents' age are 26-30, 21% of the respondents' age are 31-35, 13% of the respondent's age are 36-40 and only 3% of the respondents' age are 41- above. **Table-03:**

GENDAR

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Male	66	66.0	66.0	66.0
Female	34	34.0	34.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 66 respondents are male that means 66% &34 respondents are female that means 34%.

Table-04: Income Level

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5000	38	38.0	38.0	38.0
5000-10000	17	17.0	17.0	55.0
11000-20000	11	11.0	11.0	66.0
21000-30000	14	14.0	14.0	80.0
31000-40000	14	14.0	14.0	94.0
41000-above	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 38% of the respondents' income level are below 5000, 17% of the respondents' income level are 5000-10000, 11% of the respondents' income level are 11000-20000, 14% of the respondents' income level are 21000-30000 and 14% of the respondents' income level are 31000-40000 and only 6% of the respondents' income level are 41000-above.

Table-05: Tariff would be perfect for subscriber

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
0.29tk/min	59	59.0	59.0	59.0
0.49tk/min	13	13.0	13.0	72.0
0.49tk/min>	8	8.0	8.0	80.0
other	20	20.0	20.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 59% of the respondents' said 0.29tk/min is perfect for them, 13% of the respondents' said 0.49tk/min,8% of the respondents' said 0.49tk>/min, 20% of the respondents' said other tariff is perfect for them.

Table-06: Monthly spending for mobile usage

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
<100tk	3	3.0	3.0	3.0
100-300tk	26	26.0	26.0	29.0
300-500tk	37	37.0	37.0	66.0
more than 500tk	34	34.0	34.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 3% of the respondents' monthly spending for mobile usages is <100tk, 26% of the respondents' spend is100-300tk,37% of the respondents' spend 300-500tk and 34% of the respondents' spend more than 500tk for mobile usages.

Table-07: Grameen Phone perform service rightly at the first time

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.0	1.0	1.0
Somewhat disagree	11	11.0	11.0	12.0
Neither agree nor disagree	28	28.0	28.0	40.0
Somewhat agree	41	41.0	41.0	81.0
Strongly agree	19	19.0	19.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 1% of the respondents' are strongly disagree, 11% of the respondents' are somewhat disagree, 28% of the respondents' are neither agree nor disagree,41% of the respondents' are somewhat agree and 19% of the respondents' are strongly agree that Grameen Phone perform service rightly at the first time.

Table-08: Employee of Grameen Phone provide prompt service

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat disagree	6	6.0	6.0	6.0
Neither agree nor disagree	45	45.0	45.0	51.0
Somewhat agree	47	47.0	47.0	98.0
Strongly agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 6% of the respondents' are somewhat disagree, 45% of the respondents' are neither agree nor disagree, 47% of the respondents' are somewhat agree and only 2% of the respondents' are strongly agree that Employee of Grameen Phone provide prompt service.

Table-09: Employees are always polite with their customer

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.0	1.0	1.0
Somewhat disagree	14	14.0	14.0	15.0
Neither agree nor disagree	28	28.0	28.0	43.0
Somewhat agree	54	54.0	54.0	97.0
Strongly agree	3	3.0	3.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 1% of the respondents' are strongly disagree, 14% of the respondents' are somewhat disagree, 28% of the respondents' are neither agree nor disagree,54% of the respondents' are somewhat agree and 3% of the respondents' are strongly agree that Employee are always polite with their customer.

Table-10: Employee show sincere interest to solve your problem

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.0	1.0	1.0
Somewhat disagree	5	5.0	5.0	6.0
Neither agree nor disagree	14	14.0	14.0	20.0
Somewhat agree	72	72.0	72.0	92.0
Strongly agree	8	8.0	8.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 1% of the respondents' are strongly disagree, 5% of the respondents' are somewhat disagree, 14%of the respondents' are neither agree nor disagree,72%of the respondents' are somewhat agree and 8% of the respondents' are strongly agree that Employee show sincere interest to solve your problem.

Table-11: Call rate/min is satisfactory

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Somewhat disagree	15	15.0	15.0	15.0
Neither agree nor agree	9	9.0	9.0	24.0
Somewhat agree	58	58.0	58.0	82.0
Strongly agree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 15% of the respondents' are somewhat disagree, 9% of the respondents' are neither agree nor disagree,, 58% of the respondents' are strongly agree that Grameen Phone Call rate/min is satisfactory.

Table-12: Customer care center has modern looking equipment

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.0	5.0	5.0
Somewhat disagree	24	24.0	24.0	29.0
Neither agree nor disagree	26	26.0	26.0	55.0
Somewhat agree	36	36.0	36.0	91.0
Strongly agree	9	9.0	9.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 5% of the respondents' are strongly disagree, 24% of the respondents' are somewhat disagree, 26% of the respondents' are neither agree nor disagree,36% of the respondents' are somewhat agree and 9% of the respondents' are strongly agree that Grameen Phone Customer care center has modern looking equipment .

Table-13: Interior space of customer care center is good enough

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	20	20.0	20.0	20.0
Somewhat disagree	52	52.0	52.0	72.0
Neither agree nor disagree	14	14.0	14.0	86.0
Somewhat agree	12	12.0	12.0	98.0
Strongly agree	2	2.0	2.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 20% of the respondents' are strongly disagree, 52% of the respondents' are somewhat disagree, 14% of the respondents' are neither agree nor disagree,12% of the respondents' are somewhat agree and 2% of the respondents' are strongly agree that Interior space of Grameen Phone customer care center is good enough .

Table-14: Customer care center is available

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	8	8.0	8.0	8.0
Somewhat disagree	40	40.0	40.0	48.0
Neither agree nor disagree	7	7.0	7.0	55.0
Somewhat agree	44	44.0	44.0	99.0
Strongly agree	1	1.0	1.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 8% of the respondents' are strongly disagree, 40% of the respondents' are somewhat disagree, 7% of the respondents' are neither agree nor disagree,44% of the respondents' are somewhat agree and 1% of the respondents' are strongly agree that Customer care center is available.

Table-05: Internet speed is faster than other operators

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	42	42.0	42.0	42.0
Somewhat disagree	20	20.0	20.0	62.0
Neither agree nor disagree	17	17.0	17.0	79.0
Somewhat agree	21	21.0	21.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 42% of the respondents' are strongly disagree, 20% of the respondents' are somewhat disagree, 17% of the respondents' are neither agree nor disagree,21% of the respondents' are somewhat agree that Internet speed of Grameen Phone is faster than other operators .

Table-16: Grameen Phone advertising and promotional activities are attractive

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	1.0	1.0	1.0
Somewhat disagree	28	28.0	28.0	29.0
Neither agree nor disagree	11	11.0	11.0	40.0 92.0
Somewhat agree	52	52.0	52.0	100.0
Strongly agree	8	8.0	8.0	
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 1% of the respondents' are strongly disagree, 28% of the respondents' are somewhat disagree, 11% of the respondents' are neither agree nor disagree, 52% of the respondents' are somewhat agree and 8% of the respondents' are somewhat agree and 19% of the respondents' are strongly that Grameen Phone advertising and promotional activities are attractive.

Table-17: Grameen Phone network is good enough than other operators

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	6	6.0	6.0	6.0
somewhat disagree	48	48.0	48.0	54.0
Neither agree nor disagree	17	17.0	17.0	71.0
Somewhat agree	23	23.0	23.0	94.0
Strongly agree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 6% of the respondents' are strongly disagree, 48% of the respondents' are somewhat disagree, 17% of the respondents' are neither agree nor disagree,23% of the respondents' are somewhat agree and 6% of the respondents' are strongly that Grameen Phone advertising and promotional activities are attractive.

Table-18: Grameen Phone is the best telecommunication operator in Bangladesh

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Somewhat disagree	3	3.0	3.0	3.0
	Neither agree nor disagree	12	12.0	12.0	15.0
	Somewhat agree	66	66.0	66.0	81.0
	Strongly agree	19	19.0	19.0	100.0
	Total	100	100.0	100.0	

Source: Field Survey

This table shows that out of 100 respondents: 3% of the respondents' are somewhat disagree, 12% of the respondents' are neither agree nor disagree,66% of the respondents' are somewhat agree and 19% of the respondents' are strongly agree that Grameen Phone is the best telecommunication operator in Bangladesh.

5.2 Major Findings

Perception Mean on the service rendered by Grameenphone, when we survey we can analysis & finding that Empathy is 4.5. This service quality of the customer service has well. Cause their gap score is 0.5. It's low. So the result is much desirable. Employee of Grameen Phone always gives the customer attention what they needs. Another finding is that there are lots of work load on each and every customer manager as customers increasing a lot, comparing with those customer managers are not increasing. Because Employees didn't get adequate support from Grameen Phone to do their jobs well. As a reason here is Assurance perception is low, and their gap score is 1.244.Another finding model are usually better. Tangibility perception is 4.19 & gap score is 0.81. Its better. Reliability & Responsiveness perception is not good but not better. Their gap score is 0.928 & 0.59. The result of the study are stated below in point:

- And most important findings is that, GP network is good than other operators.
- GP Customer satisfaction level is high for availability of customer care center.
- GP internet services is not good enough than other operators. The greater amount of the customers is strongly disagreed about Grameen Phone internet services.
- Grameenphone is good in providing the quick service to their subscriber. Because most of the subscribers are agreed that Grameen Phone provides their service without any kind of error at the first time.
- Maximum subscriber are satisfied on the employees of GP. They agreed that GP employees are always polite with their customer and they also agree that employee always show sincere interest to solve the problem of customer.
- Most of the customer are unpleased about Grameen Phone customer care center because of interior space of customer care center is not good enough.

- Most of the customers are normally satisfied with the call rate of GP per minute.
- Most of the Grameen Phone subscribers normally agree that Grameen Phone employees are always ready to provide services to their customer.
- The average satisfaction level of the customers on different attributes is satisfactory. But also some attributes are in the dissatisfactory level.
- The greater amount of the customers is agreed that the Grameen Phone Customer care center has modern equipment.

Chapter Six
Recommendations and Conclusion

6.1 Recommendations

Grameen Phone has all the potentials to grow up by utilizing their full capacity. In order to succeed and grow, GP must be able to adapt to the constantly changing surrounding environment. The following factors are to be taken care of greatly in this area:

- Favorable image/reputation with buyers; to make the cost lower and provide convenient locations to the buyers.
- GP has to increase the facility according to the market expectation.
- GP should concentrate on those attributes that are in dissatisfaction level.
- GP should to concentrate on its subscriber's expectation
- GP should to ensure a minimum time to solve a particular problem.
- Grameenphone should focus and improve their network system.
- Grameenphone should increase better services than past.
- Grameenphone should make upgrade their internet facilities.
- Have to arrange more promotional offer frequently thus subscriber become loyal
- Low-cost production efficiency; so that the product and service price become lower along with quality.
- Make sure the capacity of quality service with increasing the no subscribers
- Need to increase a friendly attitude to solve the problems
- Need to increase a friendly attitude toward the subscriber suggestion.
- Product innovation capability; for coming-up with more new and innovative product services like 3G & Mobile Banking.
- Should reduce the complexity of its service related concern.
- Should to gear up the service level by which people become satisfied by it.
- Strong network of wholesale distributors/dealers; to make the delivery process faster so that the local stores won't become out of the product.
- Tariff need reduce up to market completive level.

Among all the given strategies, application of a combined effort will help the most believes. As Grameen Phone concentrated a lot on their customer-base, the company should try to make its customers a vigor weapon to fight against any difficulty it faces. Along with changing the structural system, by adapting to newer and taxing revolutionize success ahead of its competitors.

6.2 Conclusion

Grameenphone believes in services, a service that leads to good business and good developments. 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.

We would like to conclude by restating topic of the report base which is, "Service Quality of Grameen Phone". From the chart, it is clear that GP's are satisfied with different services of the company. As a result the satisfaction level of the customer's average. My observations make me believe that if Grameenphone follows these recommendations, it will enable them to achieve a sustainable distinct competitive advantage and to run smoothly with loyal subscriber & market leadership.

Telecom sector deals with the most sensitive part of an economy. It is vitally important for a country to provide quality network for flourishing the economic sector and enhancing the overall business and manufacturing environment of the country. In recent times in Bangladesh Telecom sector has been considered the most prospective, compared to the other service sectors for their quality service and transparency. In the past only some limited companies were in operation and people had no other alternative to go to those institutions for service. But now the scenario is quite different. A good number of companies are rendering service and a tough competition exists in this sector. So.it is very important to attract new domain of customers, side by side with regular clients in order to diversify the customer basket and at the same time increasing profit. As an emerging company Grameen Phone is doing extremely well. They have dedicated employees who are continuously working hard for improvement of it. One thing they need to make sure that the entire departments perform their jobs properly and all works together for the achievement of one goal that is to be number one in the telecommunication industry. If they improve their network coverage then the day is not far away when Grameenphone will be the most lovable brand in Bangladesh.

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- Nonaka, I. (1994), ''A dynamic theory of organizational knowledge creation'', Organization Science: A Journal of the Institute of Management Sciences, Vol. 5 No. 1, pp. 14-37.
- Sher, P.J. and Lee, V. (2004), ''Information technology as a facilitator for enhancing dynamic capabilities through knowledge management'', Information & Management, Vol. 41 No. 8, pp. 933-45.

Websites:

- www.btcl.com
- www.Grameenphone.com/
- www.telenor.com

Appendix

Questionnaire

This questionnaire is developed to know the **"Customer Satisfaction of Grameenphone Bangladesh Ltd."** We assure that the information you provide will be kept in highly confidential and will not be supplied to any third party for any other purpose.

User information

Name:

1. Occupation:
    1. Service;
    2. Business; 3.Doctor; 4.Engineer.
    5.Student
2. Age:
    1. 20-25; 2.26-30; 3.31-35;
    4.36-40;
    5.41-Above
3. Gender:
    1. Male. 2. Female
4. Income Level:
    1. Below- 5000;
    2. 5000-10000;
    3. 11000-20000; 4.21000-30000;
5. 31000-40000; 6.41000- Above.

PART A

5. Which Mobile operator do you use?
    1. Grameenphone ;
    2. Banglalink ;
    3. Airtel;
    4. Citycell ;
    5. Robi ;
    6. Teletalk ;
6. If answer Grameen Phone, then which tariff would be perfect for you?
    1. 0.29tk/min ;
    2. 0.49tk/min ;
    3. 0.49th/min> ;
    4. Other _____

7. What is your monthly spending for mobile usage?

    1. <100tk ;

2. 100-300tk ;
3. 300-500tk ;
4. More than 500tk

PART B

Please tick the number that matches best with your opinion

Criteria's	**Rank**
Strongly agree	5
Somewhat agree	4
Neither agree nor disagree	3
Somewhat disagree	2
Strongly disagree	1

Satisfaction criteria	**1**	**2**	**3**	**4**	**5**
8.Grameenphone perform service rightly at the first time					
9.Employee of Grameenphone provide prompt service					
10.Employee are always polite with their customers					
11.Employee shows sincere interest to solve your problem					
12.Call rate/min is satisfactory					
13.Customer care center has modern looking equipment					
14.Interior space of customer care center is good enough					
15.Customer care center is available					
16.Internet speed is faster than other operators					
17.Grameenphone advertising and promotional activities are attractive					
18.Grameenphone network is good enough than other operators					
19.Grameenphone is the best telecommunication operator in Bangladesh					

Survey report:

Of the 50 people surveyed, 30 had a good opinion of it, and 20 had a different opinion.

Write to Md Azad Ali