

## **Role of CRM in Profitability of Service Organizations: A Case of a Leading Telecommunication Company in Bangladesh**

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### **Abstract**

Realizing the importance of Customer Relationship Management (CRM) systems to increase profitability almost every organization regardless of their size are increasingly adopting CRM systems. Firms use CRM systems not only to automate customer oriented business processes to reduce costs, but also to collect and analyze customer data to better fulfill customer needs and improve customer satisfaction. Telecommunication business in Bangladesh is in a growth stage with stiff competition and making an enormous profit every year. Most of the companies are using CRM. In this study, we have attempted to identify level of application of CRM in leading Telecommunication Company in Bangladesh considering developing model of CRM. Paper will also reveal how important is the CRM strategy of Grameen Phone (GP) Ltd., a leading telecommunication company in Bangladesh contributes in changing Return on Assets (ROA), Return of Equity (ROE) of the company in the stiff competitive market.

**Keywords:** CRM Strategy, ROA, ROE, Cost effectiveness

### **1. Introduction:**

Customer Relationship Management (CRM) is a business strategy that enables organizations to get closer to their customers, to better serve their needs, improve customer service, enhance customer satisfaction and thereby maximize customer loyalty and retention. The present business scenario assigns great emphasis to managing business customers. Organizations are quickly recognizing that in order to survive competition, it is important to grab customer attention with unique brand identity and superior service levels. Businesses, which initially focused on finance, sales and marketing management, are now shifting their priority towards customer

relationship management. CRM solutions are flooding the market with easy-to-use tools to manage business customers.

The globalized world is changing very fast. Information and communication technology plays an imperative role in this change. As business conditions continually change, mid-market enterprises are forced to constantly realign their business strategy to maintain profitability and growth (Rashid and Rahaman, 2009). CRM is a process or methodology used to learn more about customers' needs and behaviors in order to develop stronger relationships with them. It helps businesses to use technology and human resources to gain insight into the behavior of customers and the value of those customers.

CRM systems are enterprise applications that manage business interactions with customers through integrating customer-oriented business processes, including marketing, sales, and customer services (Gefen and Ridings 2002; Karimi et al. 2001). Leveraging CRM systems requires both IT and business managers to have sufficient technical and business skills for carrying out CRM-enhanced operations (Goodhue et al. 2002). So, application of CRM in all types of organization is obligatory, and for service sector firms it is predominant.

## **2. Literature Review:**

CRM has been described, defined and conceptualized in several ways, reflecting a variety of viewpoints of different authors. Some have defined it as a process; others as a strategy, a philosophy, a capability, or as a technological tool (Zablah et al., 2004). However, it has become clear that CRM is definitely more than just technology (Dimitriadis and Stevens, 2008). While technology is a key enabler, it is only a means to the end and most authors view CRM as a combination of strategy and information systems focusing company's attention on customers in order to serve them better (Chan, 2005).

CRM systems and technologies offer multiple opportunities to deal with service characteristics like intangibility, inseparability, heterogeneity and perishability (Parasuraman et al., 1985). First, specifically for servicing firms having an important dematerialized part of offering, like airlines companies, hotels or banks, CRM is expected to multiply opportunities for delivering information to customers, providing offerings and answers to complains (Willcocks and Plant, 2001). Second, CRM is expected to contribute to existing or new relationships. As services are delivered through processes, their use is very often dissociated from the purchasing process. Finally, CRM is expected to reduce the transaction costs by adapting the interaction to the kind of answer expected by the client. Consequently, the pivotal role of CRM systems in increasing loyalty of profitable customers and give importance for most of services companies (Claycomb and Martin, 2002). Boulding et al. (2005) suggested a broad definition of CRM as the outcome of the continuing evolution and integration of marketing ideas and newly available data, technologies, and organizational forms. Not only does CRM build relationships and use systems to collect and analyze data, but it also includes the integration of all these activities across the firms, linking these activities to both firms and customer value, extending this integration along the value chain, and developing the capability of integrating these activities across the network of firms that collaborate to generate customer value, while creating shareholder value for the firm. Service is considered a process aimed at creating value in use for customers, the first important step is to find tools for mapping it in such a way that it enables the inclusion of the context, the customer's perception of the relationship (Dong and Zhu, 2004; Rigby et al., 2002). It has been suggested that service could be seen as a process, as an activity, as deeds and interactions (Lovelock, 1991; Solomon et al., 1985; Zeithaml and Bitner, 2003).

## **3. Objectives of the study:**

The main objective of the study is to identify the role of CRM in service organizations focused on the telecommunication industry in Bangladesh. Other objectives are:

- to analyze the profitability of the organization;
- to analyze the growth of mobile phone users in Bangladesh today;
- to analyze the present CRM practices of cell phone companies mainly the GP in Bangladesh; and
- to recommend some action plan for CRM productivity in the telecommunication industry.

## **4. Methodology of the Study:**

Research methodology of the study was followed on qualitative as well as quantitative research. Case study approach, observations, in-depth interview, and survey study were used as research techniques. The available literature used through reviewing different articles, books, periodicals, journals, etc., and relevant websites. Primary data were obtained through a sample survey conducted on 400 GP cell phone users and 200 officers at different levels of Grameen phone all over the country. Interviews were conducted by a semi-structured

questionnaire. Sources of significant secondary information included the sales data, newspapers, publications of GP. Random sampling technique was applied for the data collection purpose and Likert scale, Karl Pearsonian correlation, ratio analysis were used to data analysis.

### **5. Customer Relationship Management for the Telecommunications Industry:**

Times are tough in the telecommunications industry. Saturated markets leave little room to maneuver, debts stifle capital investment, and rolling out new services is often prohibitively expensive. But delivering on new strategic goals – profitability, lower churn, higher customer satisfaction, reduced costs, and competitive edge – are a must. In the competitive business arena the following areas have to be considered by the company as a part of implementation of CRM.

#### *Customer service:*

CRM solutions give the company the functionality and integration needed to meet the customers' and other stakeholders' demands. It will help the organization to be customer centric with the kind of individual care and attention that today's consumers expect. At the same time, it enables the company to achieve strategic business goals, such as lower costs through process automation and optimization, increased productivity of front- and back-office staff, lower churn, and greater profitability.

#### *Customer care and Billing:*

CRM provides a wide range of capabilities for organizations' centre of interaction and for customer self-care via organizations' Web sites. As a result, customer care centers can resolve issues with speed and efficiency. Detailed customer profiles give service providers the facts and figures they need to effectively manage interactions – via phone, e-mail, fax, or letter. Full integration with financial, billing, and order and service management systems enables them to investigate and wrap up inquiries quickly, professionally, and with point-and-click simplicity. Service providers of customer care centers or agents can access and modify customer billing data; view invoices, account balances, and full customer histories; accept payments; create credit notes; and reconnect services. Furthermore, they can react immediately to requests for information, and send out product brochures and contract details. Now the CRM systems meet all types of customer expectations with the verifications of customer information from CRM database and provide automated billing systems for customers within a smallest unit of time.

#### *Marketing:*

CRM help to improve the efficiency, effectiveness, and profitability of organizations' marketing campaigns and promotions. Organization can use real-time information to plan, budget, execute, and analyze their activities at any level: enterprise, regional, field, product, or brand. Through CRM systems it is possible to roll out highly personalized campaigns, targeting products to customers who are most likely to be interested, thus raising profitability and reducing waste which is most important for the telecom industry.

#### *Sales and Contract Management*

The Telecom industry requires better functionality and CRM equips the industry with the functionality required to shorten sales cycles, increase revenues, maximize productivity, and optimize direct, indirect, or online channels. Organization can plan and forecast sales activities with greater accuracy and organize territories according to a range of criteria such as size, revenue, product lines, or strategic accounts. Organizations have to a direct motivational impact to their sales representatives by developing and deploying sophisticated incentive programs.

#### *Partner Relationship Management*

Beyond the companies' walls, CRM helps partners share critical information on sales forecasts, order flow, and delivery schedules. The System also offers a wide range of self service capabilities and tools via an Internet portal and provides full access to the information and processes that help dealers sell more of their companies' products and services. Companies can also maintain all types of information about dealers, agents, and partners with their agreed contract.

### **6. Customer Relationship Management practices in the Telecommunications Industry in Bangladesh:**

Two decades ago the Telecom industry in Bangladesh was in the introductory stage and didn't face competition as the number of operators was few as well as customer also. Now the industry faces stiff competition and realizes the importances of customer loyalty for getting competitive advantage. The industry also understands the strategic value of CRM technology to achieve dramatic increases in revenue, productivity, and customer

satisfaction. At present six mobile operators work in the industry with 74.18 million subscribers, several market surveys forecast the number of mobile phone users will be around 80 million at the end of 2011.

**Table 1:** The Mobile Phone subscribers of different operators (at April, 2011):

Operators	Active Subscribers in Millions
Grameen Phone Ltd. (GP)	32.640
Orascom Telecom Bangladesh Limited (Banglalink)	20.049
Robi Axiata Limited (Robi)	13.794
Airtel Bangladesh Limited (Airtel)	4.782
Pacific Bangladesh Telecom Limited (Citycell)	1.747
Teletalk Bangladesh Ltd. (Teletalk)	1.174
<b>Total</b>	<b>74.188</b>

Source: website of BTRC ( [www.btrc.gov.bd](http://www.btrc.gov.bd) )

**Table 2:** Public switch telephone networks (PSTN) Phone Subscribers at May 2010:

Operators	Subscribers
BTCL	872.41
Telebarta Ltd.	56.42
Jalalabad Telecom Ltd.	10.90
Onetel Communication Ltd.	39.57
Westec Ltd.	17.00
Sheba Phone Ltd. (ISL)	11.62
S. A. Telecom System Ltd.	18.03
Banglaphone Ltd.	2.24
<b>Total</b>	<b>1028.19</b>

Source: website of BTRC ( [www.btrc.gov.bd](http://www.btrc.gov.bd) )

In the initial stage, most of the companies were not applying CRM system but now all of the mobile phone companies apply CRM systems in their organizations. GP apply CRM system for customer management and service management.

## 7. CRM system of GP:

GP apply operational CRM, which supports a variety of customer-oriented business processes in marketing, sales and service operations; and analytic CRM, which analyzes customer data and transaction patterns to improve customer relationships. Operational and analytic CRM modules provide the major functions of a CRM system. In addition to leveraging CRM functions, GP uses CRM systems to realize collaborative interactions with customers and business partners through system integration. System integration links CRM systems with back-office enterprise systems (such as enterprise resource planning (ERP) and legacy systems) and web-based e-business applications via Internet-based communication protocols, and connects these systems with dealers, partners, and customers based on common data standards.

### 7.1 GP CRM system performs customer services to achieve customer loyalty:

Service Managers of GP, “Our new Customer Service campaign is a tribute to close relationships and the care it entails. It is a celebration of the magic of the closeness that Grameenphone facilitates through its superior service. You, our valued subscriber, are a member of the family we care for everyday. Remember, customer service is always beside you with the people closest to your heart.”(GP online news letter, 2009).

Every subscriber of GP will get after sales service, service related queries and complaints just by using the following procedures:

**Customer Service Hotline :**

User of the GP will get service by dialing 121 from their own mobile set.

**Customer Service Point :**

User of the GP can solve the problem just knocking at the door of their near customer care center with valid documents of SIM holder.

**Complaint Management:**

Complaint Management handling queries, requests by mail, faxes and letters from customers.

**Feedback Form/Query Form :**

Customers can ask a question about their unknown facts through their website and will get instant answer by the CRM systems of the company.

*7.2 GP is the leading operator in Bangladesh for customer caring and billing system:*

CRM technique of GP already ensures customer loyalty with end-to-end customer care by direct text message, voice mail, and direct call to the subscribers. Auto generated messages of the CRM systems help to subscribers to understand many unknown facts. The System provides auto voice messages to the caller before making a new call when below the minimum balance and make a bill (for post paid subscriber) of the individual subscriber by showing every call with call duration, cost, time, and date from the databases of the CRM system.

*7.3 Sales, marketing and Contract Management of GP:*

Grameen Phone applies CRM systems for marketing campaigns, promotional activities, maximizing productivity; and optimizing direct, indirect, or online channels. For future forecasting about sales, products, product line, GP uses CRM tools for analyzing data from the data warehouse.

As a part of their partner relationship management GP performs different types of activities as for example:

- Grameenphone signed an agreement with Medinova Medical Services where GP users will enjoy discount and other facilities from medinova.
- Grameenphone (GP) and the Titas Gas Transmission and Distribution Company (TGTDC) have signed an agreement to jointly launch the electronic bill payment service BillPay.
- Grameenphone has renewed its postpaid bill collection agreement with Islami Bank Bangladesh Ltd. (IBBL) with the introduction of the online bill payment facility.
- To add more value to a Grameenphone subscriber's life, the thankyou partnership program has entered into several exclusive partnership agreements with various large local business houses this summer.

**Table 3: Thank you partnership program of GP:**

Thank you Partner	Eligibility	Offer	Short-code
etc Departmental Store	Business Solutions & Xplore subscribers with more than 180 days of activity	5% discount from the gifts, toys, & book sections	etc
Casablanca Restaurant	Business Solutions & Xplore subscribers with more than 180 days of activity	5-10% discount on buffet & ala -carte	CRL
Rahim Afrooz CNG	Any Grameenphone subscriber with an active connection of more than 180 days	5% or Tk.2000 (whichever is higher)	1200
Square Hospital	Grameenphone Crown members	10% discount on hospital services	crown

- Grameenphone celebrates the eve of Bengali New Year by offering all the subscribers special shopping discounts at different partner outlets like:

**Table 4: Subscribers special shopping discounts at different partner outlets of GP:**

Thank You partner	Code	Category	Special Discount	Region
Dhansiri Restora	1196	Food	10% & 7%	Barisal

New Mela	1136	Fashion	10%	Barisal
Jilanee Bastralaya & Cosmetics	1134	Fashion	15%	Barisal
Charka	1099	Fashion	15%	Dhaka
Olympia Palace	1122	Food	12%	Dhaka
Jolly Bee	1124	Food	10%	Dhaka
Fashion Hut	1041	Fashion	15%	Khulna
World Fashion	1116	Fashion	10%	Khulna
Grill House and Restaurant	1043	Food	15%	Khulna
Mens Park	1148	Fashion	7%	Chittagong
Meah Bibi	1273	Fashion	7%	Chittagong
AFC Food	1151	Food	10%	Chittagong
Shoilpik	1080	Fashion	5%	Chittagong
Fresh and Wild	1240	Fast Food	13%	Rajshahi
Probarton	1088	Fashion	10%	Sylhet
Ongona	1141	Fashion	10%	Sylhet
Nexus Fashion World	1220	Fashion	12%	Sylhet
Rainbow Chinese Restaurant	1286	Food	10%	Sylhet

Source: [www.grameenphone.com](http://www.grameenphone.com)

All types of partner relationship are performed through CRM systems of Grameen Phone.

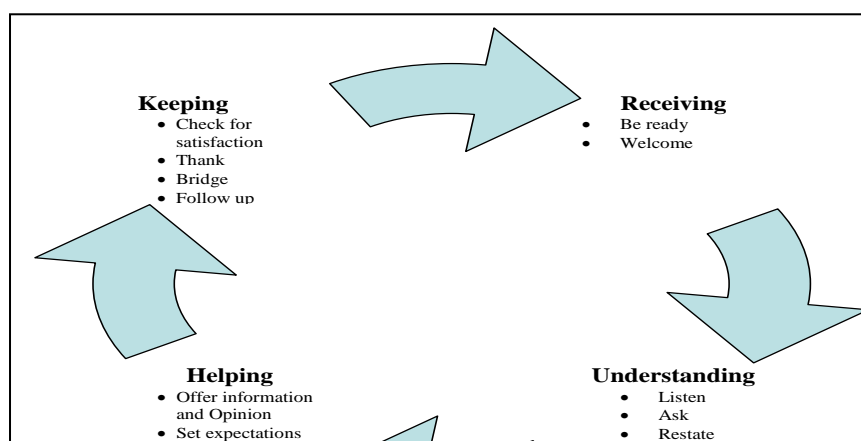
### 8. Application level of CRM in GP:

CRM plays a key role in relationship building and prepare a platform to collect and analyze data, but it also includes the integration of all these activities across the firm for creating customer value. Rashid H and Rahman M M (2009) developed a model to find CRM application level in any type of organization.

*Table 05: Dimensions of CRM*

	Dimensions	Explanation
<b>T</b>	Thankful	Organizations have to be thankful to all customers with continuous follow up to retain them.
<b>R</b>	Responsiveness and Relationship	Organizations have to response each customer individually and maintain longer relationship with them.
<b>A</b>	Appropriateness	Organizations have proper respect to the prior specification of time, cost, and quality with the customers.
<b>C</b>	Caring	Organizations have proper caring of the customers by listening their problems even in after sale service.
<b>K</b>	Keep in Touch	Companies have to make an effort to stay close to its customers and solicit their options.

Success of any organization mainly depends on level of customer interactions, which is main part of the CRM. Cycle starts from receiving customer information while cycle end at keeping customers information and retain them successfully. Following model describe how customer interaction cycle will be performed.



### 9. Survey findings on Customers and Officers of GP:

200 officers and 400 customers of GP were asked from different dimensions of TRACK model of CRM to find the application level of CRM in GP in Bangladesh.

#### *Aspects of officers (as a service provider):*

There are mainly 5 dimension of CRM in TRACK model about which different level GP's officers were questioned. About 86.38% of the interviewee focus on CRM using in GP is in 'Caring' dimension while least focusing dimension is 'Appropriateness' which obtained only 78.63% CRM score. At the same time, maintaining responsiveness and Relationship, thankful, 'keep in touch' dimension obtained CRM score 84.13%, 80%, and 79% respectively (Table-06).

#### *Aspects of subscribers (as a service taker):*

Again study also conducted on subscribers of GP about their judgment on CRM practicing. TRACK model also applied for this group to evaluate the level of application of CRM. Subscribers of GP highly focusing on practicing in 'Caring' and 'Keep in touch' dimensions of TRACK model which achieved 78.13% and 76% CRM score respectively. On the other hand, 'appropriateness', 'Responsiveness and relationship', and Thankful dimensions were achieved 69 to 71%. Behind from the standard CRM score are 56.25% and 60% (Table- 06). Views of service providers and service taker in different dimensions difference not more than 13% and average score deviation maximum .53 on 4.00 scale.

**Table: 06** Total Score table of Survey results

Interviewee	Dimensions of TRACK model						Overall CRM
	Thankful	Responsiveness & Relationship	Appropriate	Caring	Keep in touch		
Number of GP's Officers 200	Total Score: (Out of 800)	640	673	629	691	632	653
	Percentage	80	84.13	78.63	86.38	79	81.63
Number of Customers 400	Total Score: (Out of 1600)	1112	1133	1142	1250	1216	1170.6
	Percentage	69.5	70.81	71.38	78.13	76	73.16
<b>Deviation in percentage</b>		10.5	13.31	7.25	8.25	3	8.46

(Source: Appendix -01)

**Table: 07** Average Score table of Survey results

Interviewee	Dimensions of TRACK model					Average CRM Score
	Thankful	Responsiveness & Relationship	Appropriate	Caring	Keep in touch	
GP's Officer	3.2	3.365	3.145	3.455	3.16	3.265
Customers	2.78	2.8325	2.855	3.125	3.04	2.9265

<b>Deviation</b>	0.42	0.5325	0.29	0.33	0.12	0.3385
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(Source: Appendix -01)

#### 10. Trend of Subscriber in Grameen Phone:

From the survey result it is evident that customers are satisfied with services, customer caring, billing systems of the Grameen Phone though the tariff structure is high in comparison to other operators in Bangladesh. The Survey results also help us to understand that integrated CRM application of GP tries to ensure efficiency and customer loyalty of the organization. The table 10 shows the upward trend of GP's subscriber numbers.

**Table 08: Subscribers of Different operators:**

(in million)

Operators	Nov. 2011	Dec. 2011	Jan. 2011	Feb. 2011	March 2011	April 2011	Growth % (Nov. to April)
Grameen Phone Ltd. (GP)	28.843	29.970	30.428	31.143	31.98	32.640	13.16
Orascom Telecom Bangladesh Limited (Banglalink)	18.843	19.327	20.038	20.178	20.126	20.049	6.40
Robi Axiata Limited (Robi)	12.059	12.368	12.626	12.805	13.259	13.794	14.38
Airtel Bangladesh Limited (Airtel)	3.797	3.956	4.184	4.371	4.607	4.782	25.94
Pacific Bangladesh Telecom Limited (Citycell)	1.873	1.811	1.858	1.792	1.787	1.747	-6.72
Teletalk Bangladesh Ltd. (Teletalk)	1.204	1.211	1.204	1.216	1.198	1.174	-2.49
<b>Total</b>	<b>66.621</b>	<b>68.645</b>	<b>70.340</b>	<b>71.51</b>	<b>72.963</b>	<b>74.19</b>	<b>11.36</b>

Source: website of BTRC ([www.btrc.org.bd](http://www.btrc.org.bd))

#### 11. Financial performance of GP:

GP is the leading telecom company in Bangladesh in terms of its financial performance. The earning per share of GP is the highest in the industry. Even the company's growth is higher than average growth in the industry (Table 11).

**Table 09: Financial performance of the company**

(in million BDT)

Particulars	2007	2008	2009	2010
Revenues	54,303	61,359	65,300	74,733
Operating Profits	16,767	15,350	30,518	20,207
Assets	88,461	108,194	109,162	109,502
Equity	26,111	27,588	50,154	44,032
Net Profit Margin	6%	5%	23%	14%
Return on Assets	3.9%	3.0%	13.8%	10%
Return on Equity	12.1%	11.1%	38.5%	22%
Earning per share	2.52	2.46	12.08	7.93
Dividend Pay out Ratio	49%	53%	54%	151%

In this organization tariff structure reduced about more than 60%.

Source: Annual report of GP, 2010

The company increased its revenue, operating profits and achieved above standard ROA, ROE, EPS and declared a dividend of 49% in the 2007. By applying Karl Pearson correlations we found  $R_{(assets, profits)} = .83$  which is a positive relationship between Return and Assets, while  $R_{(Equity, profits)} = .93$  which is a highly positive relationship



between Return and Equity and  $R_{(Assets, Turnover)} = .99$  which is a fully positive relationship between Assets and Turnover.

## 12. Future Implementation and action plans of CRM systems in the Telecommunication industry:

Leveraging CRM systems requires both IT and business managers to have sufficient technical and business skills for carrying out CRM-enhanced operations (Goodhue et al. 2002). More importantly, successful CRM implementation often entails significant organizational transformation due to the complexity of multiple operations involved in managing customer relationships (Karimi et al. 2001). Implementing a CRM system is only part of the needed change. To embrace the new ways of interacting with customers, firms need to align various organizational aspects with their CRM systems, e.g. business processes, strategies, top management support, and employee training (Goodhue et al. 2002). These organizational efforts are termed organizational capital and must take place in conjunction with technology investments (Brynjolfsson et al. 2002).

GP applies CRM in every aspect of their operation and management. Though their tariff cost is high compared with other operators in Bangladesh, customers are loyal to them only for better caring, servicing and management. At the same time GP's CRM system assists them to effectively analyze sales and marketing data for ensuring competitive advantage that is why they are the leader in the industry to date. As the telecommunication industry is the purely a service sector, its success completely depends on customer satisfaction and loyalty. However, management of an enormous number of customers is not an easy task. CRM plays a role to better manage customers, services, sales, and operations in the organization. Grameen phone is an excellent example which has held its leadership in this sector from inception. The other five operators are struggling to cut market share from GP by offering more than 50% reduced tariff in all types of outgoing calls. Now the other operators are also trying to implement proper CRM following the success of GP.

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**Appendix: 01**

Dimension - 1: Thankful	Response of Service providers ( Officers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	67	268
	Very Good	3	106	318
	Good	2	27	54
	Not Good	1	0	0
	Worst	0	0	0
		<b>Total</b>	<b>200</b>	<b>640</b>
	Response of Service takers ( Subscribers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	45	180
	Very Good	3	227	681
	Good	2	123	246
	Not Good	1	5	5
Worst	0	0	0	
	Total	400	1112	
Dimension - 2: Responsiveness & Relationship	Response of Service providers ( Officers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	87	348
	Very Good	3	103	309
	Good	2	6	12
	Not Good	1	4	4
	Worst	0	0	0
		<b>Total</b>	<b>200</b>	<b>673</b>
Response of Service takers ( Subscribers of GP)				

		Rating	No. of Respondent	Score
	Excellent	4	69	276
	Very Good	3	198	594
	Good	2	130	260
	Not Good	1	3	3
	Worst	0	0	0
		<b>Total</b>	<b>400</b>	<b>1133</b>
Dimension - 3: Appropriate	Response of Service providers ( Officers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	57	228
	Very Good	3	120	360
	Good	2	18	36
	Not Good	1	5	5
	Worst	0	0	0
		<b>Total</b>	<b>200</b>	<b>629</b>
	Response of Service takers ( Subscribers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	52	208
	Very Good	3	256	768
	Good	2	77	154
	Not Good	1	12	12
	Worst	0	3	0
	<b>Total</b>	<b>400</b>	<b>1142</b>	
Dimension - 4: Caring	Response of Service providers ( Officers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	111	444
	Very Good	3	69	207
	Good	2	20	40
	Not Good	1	0	0
	Worst	0	0	0
		<b>Total</b>	<b>200</b>	<b>691</b>
	Response of Service takers ( Subscribers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	123	492
	Very Good	3	225	675
	Good	2	35	70
	Not Good	1	13	13
	Worst	0	4	0
	<b>Total</b>	<b>400</b>	<b>1250</b>	
Dimension - 5: Keep in Touch	Response of Service providers ( Officers of GP)			
		Rating	No. of Respondent	Score
	Excellent	4	72	288

	Very Good	3	98	294
	Good	2	20	40
	Not Good	1	10	10
	Worst	0	0	0
	<b>Total</b>		<b>200</b>	<b>632</b>
Response of Service takers ( Subscribers of GP)				
	Rating		No. of Respondent	Score
	Excellent	4	98	392
	Very Good	3	232	696
	Good	2	58	116
	Not Good	1	12	12
	Worst	0	0	0
	<b>Total</b>		<b>400</b>	<b>1216</b>

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