Mobile Network Operator's Customer Lifecycle Management (CLM) Practices in Sri Lanka and Bangladesh
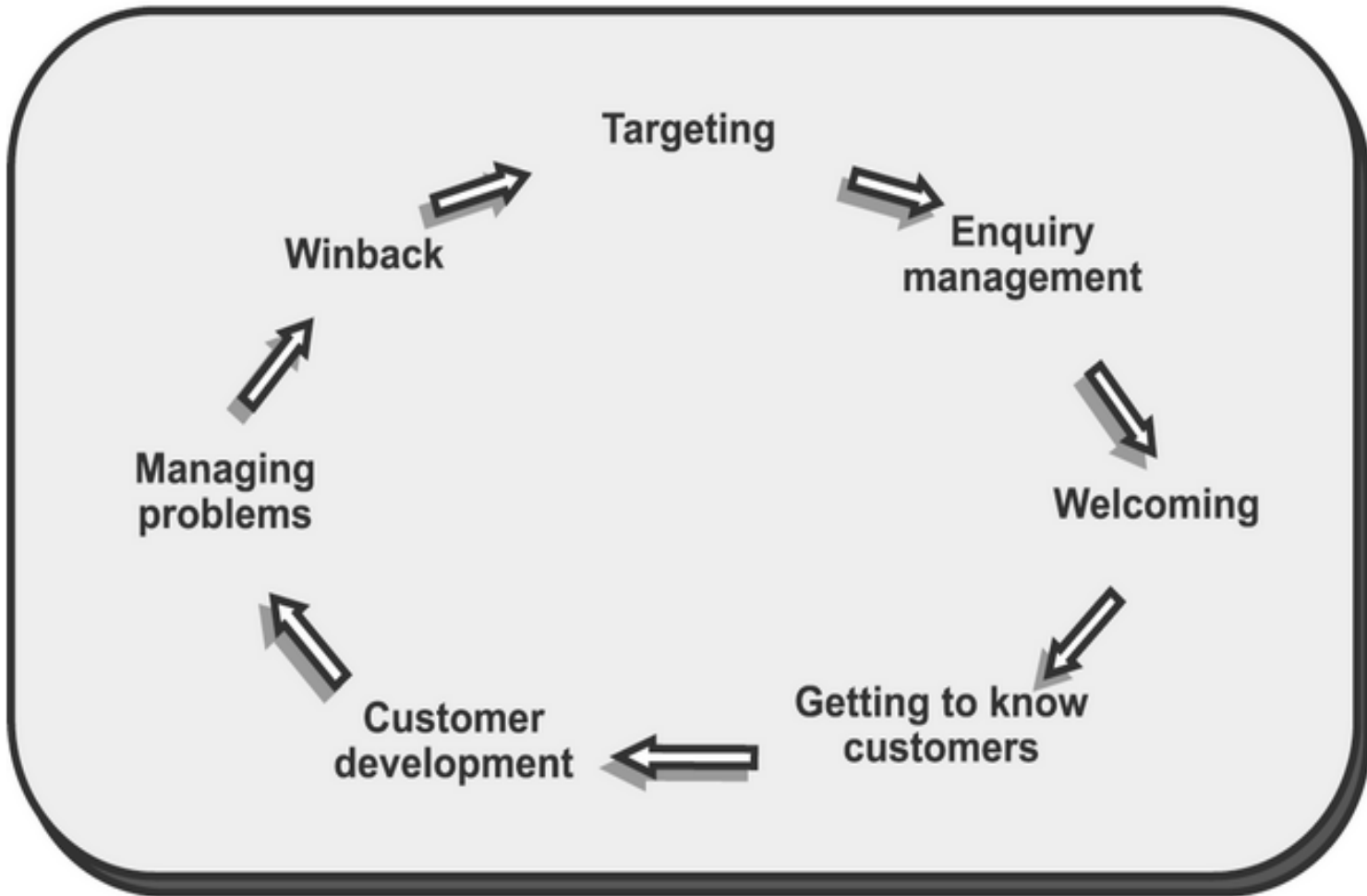
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Customer Lifecycle Framework

BD and LK take different approaches in identifying & targeting the BOP and SME customer base

New customer campaigns mainly through media and word of mouth.

Targeting	LK	BD
Network Analysis	Customers from rival networks have been approached, but it is not the status quo	Network Analysis used to find most valuable customers of rival networks and special offers are made
BOP Targeting	Nothing specific. The BOP can choose from all plans available.	- Special plans offered in areas that host the least revenue generating BTS - Another operator sells cheap operator branded handsets with SIMs
SME * Targeting	- Either defined as businesses with less than 10 connections or as spend of USD 25 – 50 per month - There are designated teams to handle SMEs	- Defined as businesses with 1-12 employees - SME team actively search for SMEs and give them customized bundled SIM offers.

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* The operator's definition of an SME and BOP is not the same as what LIRNE*asia* is using for this study

Both countries have similar pre-requisites for issuing a connection

Connection	LK	BD
Prepaid	NIC (SIMs are pre-activated)	NIC - Due to high number of fake IDs, pre-activated SIMs are not available. Can take up to 3 days to activate connection
Postpaid	NIC + Proof of Address	NIC + courier sent to confirm address
SME/ Corporate	NIC + Proof of Address + Business Registration / Trade License	NIC + courier sent to confirm address + Business Registration / Trade License

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Getting to Know Customers and Customer Development

	LK	BD
Segmentation	Mainly by monthly usage and Age on Network (AoN). Some on prepaid / postpaid	Mainly by monthly usage and AoN
Behavioral Analysis	Some campaigns are sent based on consumer behavior E.g. Deals for dormant uses	Micro segmentation based on usage, run pilot campaigns to understand the behavior of the customers. Then extend the campaigns which were effective to the whole customer base. E.g. 'Pay for me'
Customer Satisfaction measurement	Customer satisfaction surveys (SMS sent post resolution and face-to-face)	- All operators survey to compare the position - Mystery shopper - CxO randomly calls customers with complaint and takes responsibility to solve problem at leadership meetings

Mobile Payments serving the unbanked in BD and LK

| LK	BD
Ez Cash - A cash account in the mobile phone - Top-up the account - Carry out cash transactions direct from the mobile phone - Withdraw money from the Ez Cash account	M-wallet (bank led) - Utility payments of gas, electricity and water - NGOs can give micro credit through m-wallet (currently someone has to physically go as the postal service is not effective - 85% unbanked and so many use m-wallet to transfer money - M-salaries

Contact Centres in most cases are centralised

- Contact Points
    - Operator owned and run flagship stores
    - Franchised stores
    - Retailers
    - Contact Centres: Voice, IVR, USSD, Live Chat, Skype, SMS, eMail, Facebook, Letters (snail mail – 100 on average a day received by a Sri Lankan MNO)
- Most Contact Points differ in the way they handle their star customers (high value, AoN, importance)
- Waiting is time varied (e.g. <10s highest value, <20s medium value, <30s everyone else) based on star rating
- Most operators have a unified view of the customer through their CRM system.

|	LK	BD
Call Charges for call centre	Post-paid – FoC Pre-paid – charged after 3rd call.	Some MVNOs charge for all calls, while others offer FoC calls to postpaid customers. Charge is 2 taka a min while cost to MVNO is 16 taka. (BTRC wanted to offer it FOC, but the call centre calls increased from 2,000-26,000 calls per day).

Contact Centre: Stats from LK

Responses to SMS based survey
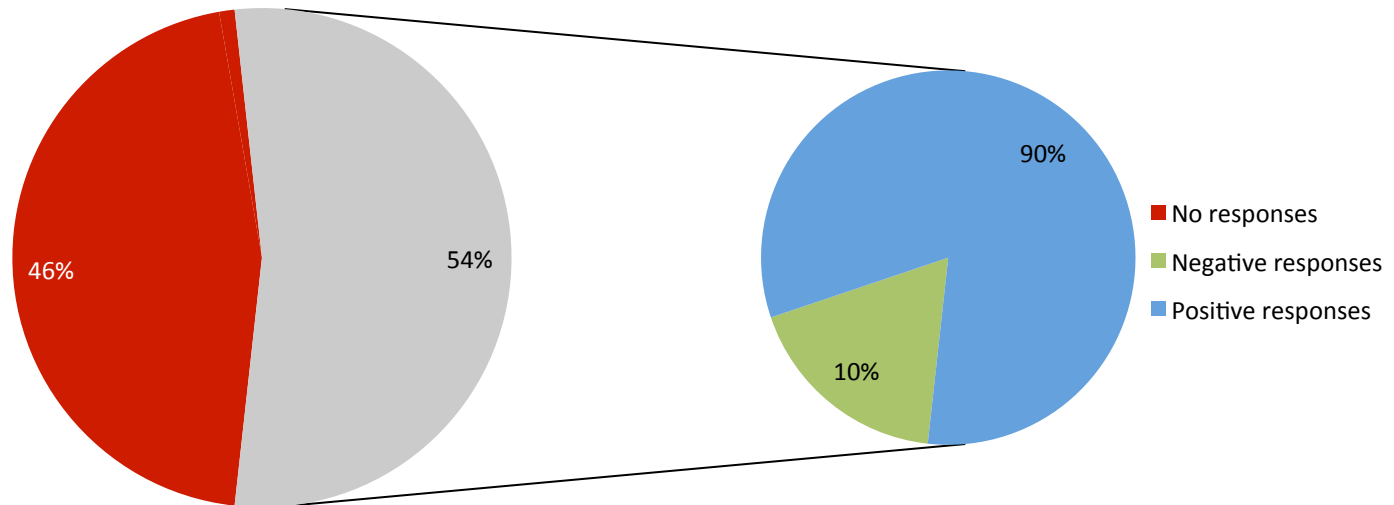
Average time to resolve	7.6 mins
Average waiting time	1.11 mins
Avg calls per month per operator	1.5 million
Avg First Call Resolution	58%
Number of faults that require a technical visit	150 a month

Contact Centre: Stats from BD

First Call Resolution — 95%
Escalated Calls — 4.5%
Abandoned Calls — 0.50%

90%
10% Repeat Caller for same problem
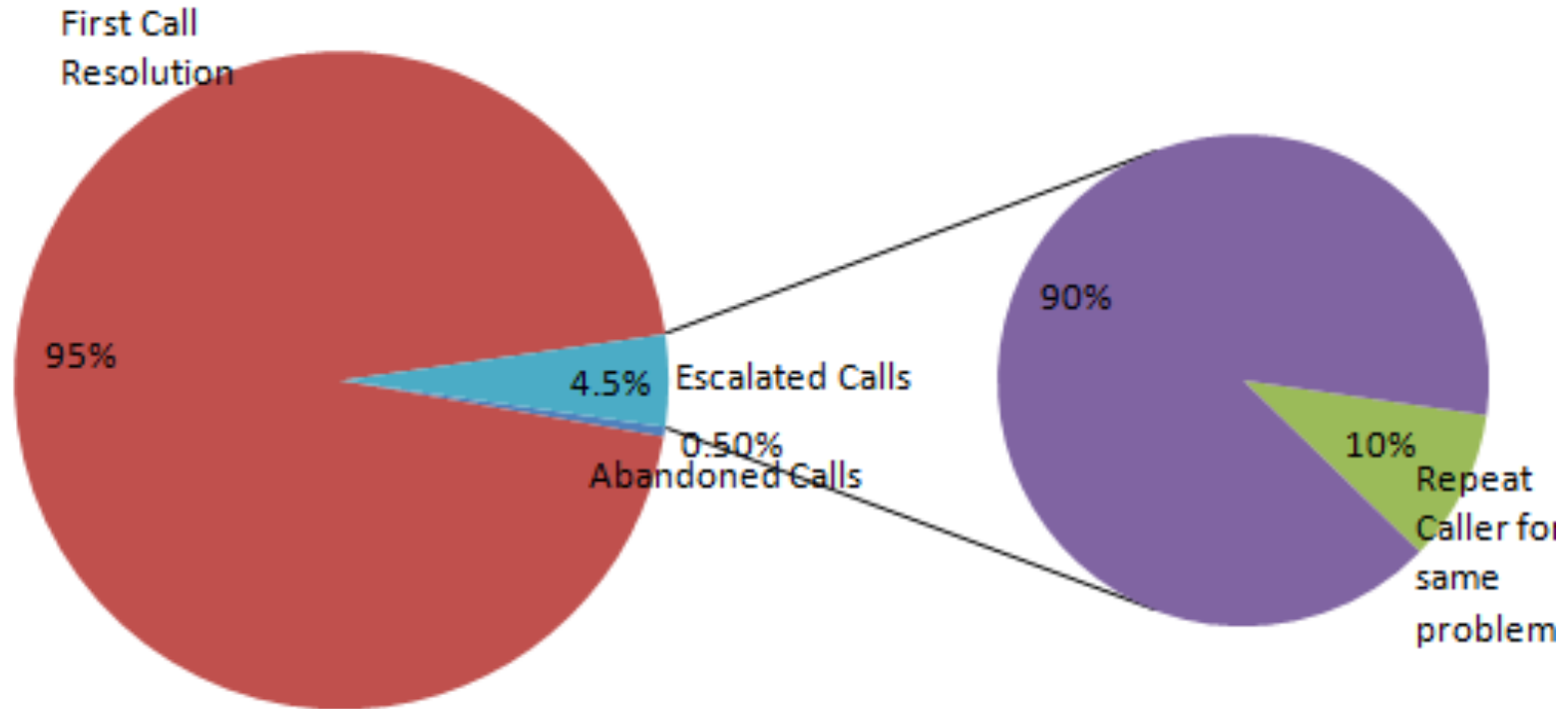
Average call duration	140s
Calls per customer, and Language breakdown?	0.01 calls and 99.9% in Bengali (there are different dialects)
Calls per day per employee	100 – 150
No of Seats at call centre	Between 260 to 550 depending on the customer base with 50 - 60% served by IVR
Investment to operate customer care facilities annually	Tk 244 crore

Customers in LK and BD have the same issues

	LK	BD
Common Complaints	- Most common calls: VAS, GPRS settings - Top 3 Faults reported: Recharge card pin erased, Non Receipt of bills, Payments not updated	- Most common calls: Welcome tune activation (20% of all calls) -Top 3 Faults reported: VAS activation/deactivation issues, Billing disputes (many due to not understanding dynamic pricing), EDGE/GPRS speeds being too low
Planned Maintenance	Carried out late at night – no prior notification	Customers are notified 24hrs prior
Regulatory Intervention	TRC SL forwards issued to the MNO, who is supposed to resolve it and report to TRC SL and the Customer within 14 days	BTRC does not have specific dispute resolution method (online complaint page does not work, but has active FB page). Generally forwards issues to operators (only around 10 – 15 a month). If customer is not satisfied with BTRC intervention they can go to courts.

Win-back strategies are more evident in LK

LK	BD
- One MNO has a specialised unit for customer win back. - In the event of voluntary disconnections customers are contacted and active efforts are made to resolve issues (e.g. waiving off some charges to ensure the customer remains on the network). - Success rate: 25%-30% a month - Churn rate analysis of another operator shows that most customers who leave the network own multiple SIMs	-Most operators in BD are - Campaigns to get customers to connect. - In case of prepaid they send SMS to customers whose connections are about to expire

Costs

- Cost for disconnection / reconnection:

	Total cost per action LKR
Voluntary disconnection	15.88
Voluntary reconnection	16.67
Non voluntary disconnection	1.98
Non voluntary reconnection	7.94

- Cost per bill: LKR 18.75